



# City of Royal Oak Michigan

## Recommended Budget

FY2022-23



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# **Royal Oak Recommended Budget for Fiscal Year 2022-23**

Mayor  
Michael Fournier

Mayor Pro Tem  
Melanie Macey



City Commissioners  
Sharlan Douglas  
Kyle DuBuc  
Monica Hunt  
Brandon Kolo  
Patricia Paruch

City Manager  
Paul J. Brake

Fiscal Manager  
Julie J. Rudd

Assistant Finance Director  
Anthony C. DeCamp



## The City of Royal Oak's 51st Commission and City Manager



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## **City of Royal Oak**

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

### **Executive Directors**

City Clerk – Melanie Halas  
Director of Human Resources – Dennis Van de Laar  
Director of Recreation & Public Service – Aaron Filipksi  
Fire Chief – David Cummins  
Chief of Police – Michael Moore  
Treasurer – Jaynmarie Hubanks  
Assessor - James Geiermann  
Assistant Finance Director - Anthony C. DeCamp  
Director of Community Development - Tim Thwing  
City Attorney – Aaron Leal  
Deputy City Manager – Todd Fenton

### **Department Heads**

City Engineer – Holly Donoghue  
Assistant Director of Community Development / Building Official - Jason Craig  
Information and Communication Technology Manager – Mike Kirby  
Library Director – Sandy Irwin  
Director of Planning – Joseph Murphy  
Recreation Supervisor – John Fedele  
Deputy Chief of Police – Michael Frazier  
Deputy Chief of Police – Keith Spencer  
Deputy Chief of Fire – James Cook  
Deputy City Clerk – Deanna Braswell  
Fiscal Manager – Julie Jenuwine Rudd

### **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 01, 2021**

*Christopher P. Morill*

Executive Director

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Office of the City Manger  
203 South Troy Street  
Royal Oak, MI 48067  
[www.romi.gov](http://www.romi.gov)

May 9, 2022

The Honorable Mayor Fournier and  
Members of the City Commission:

Over the past two years, the COVID-19 pandemic has brought many challenges and a lot of change for everyone. The persistence and resolve of residents and staff have allowed us to overcome these past difficulties, and now is the time to move forward. The budget process provides opportunities for making impactful change for the upcoming fiscal year. This letter will give an overview of the city's proposed spending plan. Coming out of the strategic planning session held in March, in tandem with the forthcoming community engagement process of the American Rescue Plan Act (ARPA), we are working to address the short and long-term needs of the community.

The budget is a planning document with the most feasible projections for the upcoming year's revenues, expenditures, inter-fund transfers, and fund balance amounts. This budget continues the city's mission of providing quality services based on our core mission to provide a safe, healthy, and sustainable community. As an overarching value, the city administration submits this proposed fiscal year 2022 - 2023 budget for your consideration.

The priorities reflected in this budget are major infrastructure projects, including replacing sewer and water lines, resurfacing and rebuilding our roads and sidewalks, sustainability solutions through increasing the tree canopy and improved stormwater facilities, and finally, right-sizing the organization to meet needs for the most basic services through efficient and improved delivery systems. The budget calls for adding 12 (twelve) full-time positions through the elimination of part-time positions, reducing overtime costs and establishing / increasing additional fees. The overall workforce consists of 57 less positions than the city organization had in 2004.

#### **American Rescue Plan Act (ARPA)**

The American Rescue Plan Act was first authorized in March 2021 as it was signed into law by President Biden. Under ARPA, Royal Oak will be receiving a direct allocation of \$28,107,502.00.

There are four broad eligible uses for the money as identified in the statute:

- To respond to the COVID-19 public health emergency and its negative impacts;
- To provide premium pay for essential workers;
- To provide government services to the extent of eligible governments' revenue losses; and,
- To make necessary water, sewer, and broadband infrastructure investments.

Below is an overview of the proposed uses of ARPA funds which will be reviewed in more detail at a separate meeting or work session. This is the first formal introduction from the administration to the city commission requesting the use of ARPA dollars in the amount of \$4,000,000 for the 2022-2023 budget. The budget also calls for \$1,500,000 (total project cost of \$1.7 million) for the Stephenson Water Main Improvement project (Fourth to Gardenia). It should be noted that Items 1-6 are restricted funds limited to the four eligible uses identified within ARPA. Item 7 ("City Revenue Loss COVID-19 Reimbursement") is not bound by those four use restrictions and offers the most flexibility for the city in terms of current and future provision of goods and services. The administration's \$4,000,000 request is identified within Item 7.

### **AMERICAN RESCUE PLAN ACT PROJECT PROPOSALS**

**Allocation = \$28,107,502    Proposed expenditures = \$23,499,992.53**

**Remaining: \$4,607,509.47**

#### **1. INVESTMENTS IN INFRASTRUCTURE (\$11,805,000)**

- |   |             |
|---|-------------|
| • Green infrastructure - Pioneer Park (2022)  | \$220,000   |
| • Green infrastructure on S. Main St. and E. Lincoln (2022)                                     | \$185,000   |
| • Flooding prevention / green infrastructure 2023 - 2026<br>(\$275,000 per year)                | \$1,100,000 |
| • Arden/Sheridan rain gardens (2024)  | \$700,000   |
| • VFW Park green infrastructure improvements (2025-2026)  | \$1,100,000 |
| • Lead pipe replacement (\$900,000 / year 2022 - 2026)<br>(average is \$5,000-\$6,000 per home) | \$4,500,000 |
| • Water main improvements (2023-2025)   | \$4,000,000 |

**\$11,805,000**

---

#### **2. ELIGIBLE INVESTMENTS IN PUBLIC BUILDINGS (\$955,000)**

- |   |           |
|---|-----------|
| • Farmers Market generator              | \$200,000 |
| • Farmers Market restrooms (estimate)   | \$650,000 |
| • Air Filtration upgrades (estimate)    | \$100,000 |
| • Addition of wi-fi to Orson Starr home | \$5,000   |

**\$955,000**

---

#### **3. NONPROFIT FUNDING TO SUPPORT COMMUNITY PROGRAMMING (\$1.25 million)**

- |  |             |
|--|-------------|
| • Revenue loss driven (estimate 5 x \$50,000 grants) | \$250,000   |
| • YMCA Community Center                              | \$1,000,000 |

**\$1,250,000**

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#### **4. PREMIUM PAY FOR ESSENTIAL WORKERS (\$387,500)**

- |  |                  |
|--|------------------|
| • Premium pay (cannot exceed \$25,000 per worker)<br>(\$2500 x 155 people) | <b>\$387,500</b> |
|--|------------------|

**5. AFFORDABLE HOUSING (\$250,000)**

Royal Oak is not considered an “impacted” community under ARPA, but residents may qualify for emergency housing assistance if their income is at or below 300 percent of the federal poverty guidelines. This assistance could include rent, utility costs, and assistance paying delinquent property taxes. Programs must address the negative economic impact **due to the COVID-19 pandemic**.

Royal Oak may award funds to businesses and non-profit organizations to carry out eligible uses on behalf of the city, including developing affordable housing, which would result in a much larger cost for this line item.

**\$250,000****6. BUSINESS DEVELOPMENT SUPPORT FUNDING (\$500,000)**

Financial assistance programs for businesses impacted by the pandemic are just beginning to be released by the state and county. Many of these require some form of local financial support, such as the revitalization and placemaking program, which provides grants between \$500,000 and \$5,000,000 per project for real estate rehabilitation and development.

**\$500,000****7. CITY REVENUE LOSS COVID-19 REIMBURSEMENT (\$12,957,404 eligible)**

- Royal Oak Civic Center COVID-19 overruns \$280,000
- FY 2022-2023 budget revenue loss \$4,000,000
- Parking fund reimbursement \$1,000,000
- Continue tree planting program (2 years) \$200,000
- Library solar/storage upgrades \$714,880  
(Payback period: 23.8 years)  
(Electric bill savings [term]: \$1,026,187)
- Animal Shelter build-out \$1,000,000
- I-696 Royal Oak sign \$600,000
- Social Worker program (eligibility TBD) \$100,000
- Library broadband programs \$21,000  
(30 hotspots / upgraded wifi / internet speed upgrade)
- Administration expenses \$436,612.53  
(Siren [\$15,000] and Guidehouse [\$421,612.53])

**\$8,352,492.53**

*\$4,607,509.47 remaining with revenue loss reimbursement funds (unrestricted)*



### Work Priorities for 2022-2023

Earlier this year, the city commission and staff held a strategic planning session and created a plan to help direct the work of staff over the next few years. This plan is a living document, and staff have identified action steps that can be taken during this time. The items below represent the goals that were discussed and the work that will be done in the year ahead.



#### Welcome, Engagement and Livable Community

Royal Oak is a community that promotes diversity and inclusion, encourages people to participate, care, and respect each other; and offers a variety of housing that works for everyone. Royal Oak is a place where:

- Anyone can find a quality home that fits their needs by way of value, accessibility, price, and size.
- Social engagement, civic pride, and community loyalty are fostered.
- Opportunities for volunteerism and participation are provided.
- Individuals have access to social infrastructure through community connectivity and amenities.
- An inclusive community for residents, visitors, and the workforce has been created.
- The city regularly assesses policies, procedures, and communication channels for accessibility to eliminate language and cultural barriers.
- The city maintains an exceptional system of parks and public spaces.

This goal is one of the places where staff thought that there was some work that could be done to improve services and programs for our residents.

To help current and future residents have access to housing, staff will be promoting fair housing via quarterly ads within Insight magazine, evaluating the resources of Fair Housing Center of Metropolitan Detroit to help increase community awareness, and potentially partnering with any future human rights efforts the city has in the future. Staff will also work to ensure that resources are available at community events and key locations, in addition to partnering on fair housing testing services.

Neighborhood engagement and programming is something the city commission has continually expressed interest to increase through our strategic planning processes. Communication and relationship building are fundamental to developing effective support programs for residents and neighborhoods. In the year ahead, staff will be working to build these relationships, focusing on hearing from neighborhood leaders regarding their interests and needs to help create and implement programs in 2023 - 2024.

As a city, we know that many residents are interested in giving back to the community. To provide a high-quality volunteer experience, we need to help ensure we are clearly communicating about the work, time commitment, and expectations with prospective and appointed volunteers. The city commission is interested in having a report regarding our existing boards and commissions. As a part of this year's goals, staff will continue to work on reviewing our boards and commissions. Already, we are making improvements to ensure boards are receiving the staff support they need to be transparent and effective groups to the departments, city commission and community. Part of this is developing a boards and commissions guide for distribution to appointees; this will be incorporated into the onboarding of all future appointees. The guide will aid appointees to better understand their role on a board or commission, their responsibilities, the role of staff, how to spot conflicts of interest, and applicable laws like the Open Meetings Act. Staff ex-officio members will also be receiving additional training to ensure that all boards and commissions are following similar procedures and ensuring consistency across the groups.

In 2022, the senior services / aging in place task force will be completing work on the aging in place plan to ensure seniors have access to the social infrastructure in our community. When the plan is approved, staff can begin to implement the plan (anticipated early 2023) through low-cost programming and service enhancements. Much of the plan's communication improvements will also happen in 2023. Recommendations that require additional funding or resources will be examined for potential grants and future funding requests. Staff will also expand and enhance outreach with CivicReady to help residents during emergencies.

As previously discussed by the city commission, the human rights task force is working with the city manager's office to develop a human rights commission which will provide advice and research programs promoting a welcoming community for residents, visitors, and employees who work in Royal Oak.

We will be reducing barriers in communication by educating residents about city programs and procedures. With this comes a commitment to afford the necessary time needed to provide explanations for our residents. We will also be reviewing and improving accessibility to residents

and visitors with impaired vision or hearing that use adaptive technology to navigate our services.

In August 2021, the city became a party to a memorandum of understanding with the YMCA to mutually explore the feasibility of developing a new multi-purpose community facility in the city, as the current South Oakland YMCA 11 Mile facility is nearing the end of its useful life. City staff and the YMCA have identified sites for a new facility and continue to work together to determine how a new facility would be programmed, financed, and funded for yearly maintenance and operations.



### **Safe, Healthy, and Just City**

**Royal Oak values health, safety, and justice by ensuring access to services, spaces, and systems for all residents and visitors. Royal Oak preserves the dignity of the individual and respect for diversity by:**

- Being a leader in developing and applying public safety best practices.
- Providing programs and spaces that promote physical and mental health.
- Following the principles of respect, integrity, innovation, openness, and responsibility.

The police department is actively working toward becoming an accredited law enforcement agency through the Michigan Association of Chiefs of Police (MACP). This process involves reviewing, updating, and creating new policies and procedures that align with proven best practices. Once this review process is complete, our department must prove to an outside assessment team that we have met or exceeded all 107 accreditation standards. Achieving accreditation status is an important goal which demonstrates to our residents that we are committed to constant improvement.

Training for staff at the police department is a key component to delivering the best possible service to the community. We recently partnered with the Oakland Community Health Network (OCHN) to launch the Crisis Intervention Team (CIT) training. The CIT training helps law enforcement officers learn how to approach, assist, and deescalate individuals who are experiencing a mental health crisis. This innovative training helps persons with mental disorders and/or addictions access medical treatment rather than place them in the criminal justice system due to illness-related behaviors. The goal is to improve safety for both the person in crisis and the responding officers as well. This training will be an ongoing effort through 2022 - 2023 due to the amount of time it takes to complete the program.

Over the next year, we will be highlighting opportunities to increase health through a variety of programs at the library and parks. The library will be looking to partner with other organizations and internally to develop or host programs which can help address mental and physical health. Recreation will be featuring programs in our parks to help ensure there is access to activities in different areas of the city.





### Environmental Leadership

Royal Oak protects the health and safety of the community and provides an exceptional quality of life by instituting aggressive policies and practices to combat climate change and protect the natural environment. Royal Oak is focused on:

- Implementing the sustainability and climate action plan.
- Providing funding to support sustainability in the City's budget.
- Substantial investment in green stormwater management.
- Protecting and increasing the tree canopy and green spaces.
- Promoting non-motorized transit and electric vehicle infrastructure.

Over the past year, staff have worked to develop the city's initial sustainability and climate action plan. This plan provides a roadmap to help the city become more sustainable and help residents and businesses better understand how they can also participate in implementing the plan. Continuing through this year, the city will be looking at how to best provide resources to sustainability projects, including the use of ARPA funding and grant funding.

In this budget there is also funding to develop and host educational community programming around sustainability issues. While the city plays an important role in implementing the sustainability and climate action plan, we cannot make it a reality without the partnership of our local businesses and residents. Additional funds have been requested to help study city facilities' operations for potential energy waste reductions upgrades.

There are several green infrastructure projects included in the capital improvement plan to continue increasing the cumulative volume of stormwater diverted from the sewer system. One simple but effective way to reduce the amount of storm water runoff entering the drainage system is to plant trees. Following a successful tree planting project that occurred in the fall of 2021, staff is working on another planting for the fall of 2022. Grant funding from several sources can be used to for this work, allowing the city to significantly increase the number of trees planted, and provide those at no direct cost to property owners.

Between 2016 and 2020, the city expended community development block grant (CDBG) funds to plant nearly 1,200 trees in eligible neighborhoods, spending \$414,000 or \$350 per tree. Replenishing the city's tree canopy is a large endeavor. Staff is recommending \$100,000 for program year 2022, and that CDBG funds be allocated on an annual basis to achieve this goal.



### Vibrant Local Economy

Royal Oak pursues policies that encourage sustained business investment and development in the city, by providing employment, core services, and entertainment opportunities for residents and visitors. This includes:

- Modifying building and zoning codes and related approval processes to encourage development and remove barriers to innovative development.
- Incorporating resident and visitor feedback in the maintenance and development of city infrastructure to provide a safe, accessible experience.
- Improving relationships between local businesses and cultural and entertainment event promoters.

Community Development team members over the past year have been working to implement an online permit submissions system. The building division began accepting online permits in 2018. During March and April 2022, planning and engineering staff members met extensively with a consultant to develop the framework to implement online processing. The building division spent time refining its existing steps. Overall, this should make the process consistent and convenient.

The framework has been established, and testing, training, and adjustments are needed prior to activation (tentatively late 2022/early 2023). The framework for the online permit process is designed to allow a more efficient and resilient submittal, response, and tracking experience for staff, the development community, and the public.

A community benefits ordinance is something that this commission has expressed interest in bringing forward. Each development is unique and may bring different benefits to the city. Staff encourages hiring a professional consultant with meaningful experience to develop such an ordinance. The ordinance, its administration and enforcement must be separate from the city's zoning ordinance. The sustainability and climate action plan highlights a community benefits ordinance methodology for bringing enhanced sustainability impacts to projects.

In the future the development and maintenance of city infrastructure will play an important role in shaping the experience of residents and visitors in Royal Oak. Staff will incorporate the feedback from residents and visitors in the development and maintenance of different areas and specifically work to ensure we are meeting the needs of people with different accessibility needs. Recommendations from the senior services / aging in place task force, focus groups and other public input mechanisms can all be considered.



### **Efficient and Effective Services**

Royal Oak addresses the needs of our community in a timely and respectful manner while being responsible stewards of taxpayer dollars. This is accomplished by:

- Being an employer of choice that offers flexibility and creative operating solutions.
- Developing individuals that are skilled, motivated, and proactive.
- Offering a knowledgeable, versatile, and communicative workforce.
- Assuring well-rounded and informed departments and staff.
- Establishing criteria to measure employee and department performance.
- Creating innovative programs and solutions for service delivery.

As the pandemic has evolved, we need to continue evaluating our employee engagement practices to attract and retain high quality employees. One of the biggest changes we are considering is to offer alternative scheduling and work options while ensuring the public will

receive services in a timely and customer-friendly manner. These types of changes have the added benefit of increasing our organizational resiliency to face future challenges and emergencies.

Supporting employee development through training that is related to their field and job is also important to help retain high quality staff members. Royal Oak employees should be given the necessary tools to become and remain experts in their respective fields. Employees should be encouraged to be active participants in professional associations and other networking opportunities.

It is critical to recognize all city employees collectively work for the same goals, no matter how different their job responsibilities. The feeling of belonging to our organization is crucial to our success. This gives us the opportunity to refocus on existing interdepartmental teams and build new ones to focus on collective issues. Cooperation is important to enhance communication between employees and to better understand each department's resources. These teams can engage in things like employee service recognition, lunch and learn opportunities, and environmental sustainability efforts.

One area that we will be looking to provide an innovative service delivery is in reviewing opportunities for a new animal shelter. The current Royal Oak Animal Shelter facility is nearing the end of its useful life. The building and its equipment are outdated, both in terms of accessibility, infrastructure, and size. The city is conducting due diligence to assess the value of a public-private partnership with a neighboring property owner which would allow the shelter to take ownership of an updated facility that would provide enhanced services to the entire community. As demand for the shelter's services continue to increase, the city is also exploring a dedicated funding source for its current and future operations.



### Long-term Fiscal Health

Royal Oak responsibly manages its finances through sound fiscal policy and strategic planning, by:

- Providing quarterly financial health updates
- Establishing a public-facing budget snapshot
- Actively advocating for state policies that help stabilize municipal finances
- Improving cash flow by closing unfunded liabilities early

The long-term fiscal health of the community is an important part of accomplishing our goals. Over the next year, we will be working to share more information with the community about the budget. Munetrix, a third-party company that helps increase transparency about our budget, shows indicators of stress and allows us to show comparisons more easily between other cities, is already being implemented. In the year ahead, we look forward making the public interface available. This will provide information to our residents based on our budget and historic information.

Staff began the process of reviewing fees and building a comprehensive fee schedule which is inclusive of fees from all departments. Collaborating allows us to see the entire picture of fees being charged and understand the potential for missed revenue or inconsistencies. As a part of

this, we are hoping to develop a rotation so that a portion of fees may be reviewed more in-depth in any given year. This early analysis helped to identify the fee changes for the rental licensing and fire department services described in detail later in this document.

Staff will spend some time to look at opportunities to help pay off debt early. However, it is likely we would need to make cuts or identify new sources of revenue to be able to make significant progress.



### **Reliable Infrastructure**

Royal Oak maintains, replaces, and enhances the city's infrastructure to promote efficient, environmentally responsible, and sustainable delivery of municipal services. Royal Oak does this by:

- Developing and implementing asset management plans for water, sewer, roads, city facilities, and public spaces
- Investing in green infrastructure
- Providing safe transportation systems to reduce and eliminate crashes
- Renewing road millage to include roads and sidewalks
- Converting streetlights to light-emitting diode (LED) technology throughout the city and upgrading underground infrastructure
- Working with other agencies to ensure physical lines/vulnerabilities are upgraded in coordination with city projects
- Implementing final sustainability plan goals for infrastructure improvements
- Replacing lead service lines ahead of the mandated schedule

The department of public services (DPS) staff is in the process of implementing a new, comprehensive computerized maintenance management system intended to replace existing outdated work order and asset management practices. Over time, improved tracking of tasks and assets will allow DPS supervisors and managers to plan more effectively, spot and target maintenance trends more quickly, increase the longevity of public assets, and more accurately track associated costs.

Engineering division staff will continue to pursue grants to improve traffic safety throughout the city, and in 2023, will be installing new "countdown" style pedestrian crosswalk signals to allow for more informed pedestrian crossings. Staff will also work with the school district to determine if there are any safety improvements that would qualify for "Safe Routes to School" grant improvements. The city is also optimizing traffic signals to reduce congestion and improve air quality along major road corridors.

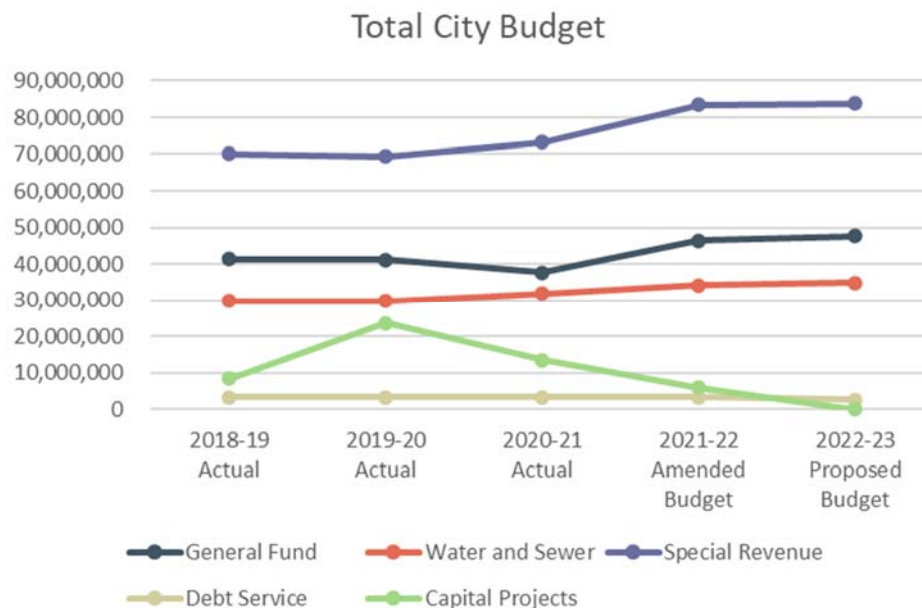
The city continues to invest in green stormwater infrastructure on various city projects. Staff also plans to revise the stormwater detention ordinance to define green infrastructure opportunities and to better align with Oakland County stormwater requirements.

In fiscal year 2021 - 2022, staff performed a comprehensive inventory of its street light assets in preparation for a potential city-wide LED streetlight conversion project in fiscal year 2022 - 2023. In addition to providing immediate energy cost savings and a two-year return on the investment, the inventory data can also be used to develop an online streetlight outage reporting application, improving repair response and reliability.

In addition to the recently constructed city hall and police station, significant investments have been made to improve the city's other facilities including the replacement of several roofs, kitchen service equipment, heating ventilation and air-conditioning (HVAC) systems, and LED lighting retrofits, to name a few. As mentioned previously, the city is also determining the feasibility of relocating the animal shelter, whose current building and equipment are outdated, to a new, upgraded facility. Importantly, the city also recruited a facilities superintendent to provide dedicated attention and oversight to the city's numerous facilities and grounds.

Given the increased popularity and affordability of electric vehicles (EVs), staff is continuously monitoring for opportunities to install more publicly accessible charging infrastructure, as well as dedicated charging stations for the city's fleet vehicles. With sufficient capacity to charge electric vehicles, the city's motor pool division will be able to begin replacing some of its aging fleet vehicles with greener EVs.

### By the Numbers



The trend in the budget indicates that the current fiscal year (2021 - 2022) is expected to meet budgeted amounts which will continue to provide a solid framework for the fiscal year 2022 - 2023 budget year.

### General Fund

Expenditures increased by \$1.9 million (over the previous year's budget). This represents a 4.1 percent increase, primarily due to increases in wages and additional staffing at the district court. The district court is converting several part-time positions into a few full-time positions which helps to offset the increase. There are some additional costs associated with increased costs of supplies as well.



### **Major Street Fund**

Proposed expenditures in the Major Street Fund maintain a constant funding level with an increase of 5.6 percent over the past year. The fund includes using \$3.5 million of fund balance as construction projects vary from one year to another. Based on using fund reserves, the construction roads projects are in the amount of \$6.7 million.

### **Local Street Fund**

Expenditures have increased by approximate \$418,000, or 4.8 percent, over the prior year. The full street millage levy of 2.3026 mills is budgeted to generate approximately \$7.157 million. Similar to the Major Street Fund, the budget calls for drawing down the fund balance by \$3.1 million. The construction projects total \$8.184 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 \$363,000 or represent a 1 percent increase over the prior year. This contains the entire funding for police, fire, and ambulance functions through the dedicated public safety millage. What is not covered by the dedicated millage is transferred from the general fund (approximately 61 percent), which 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. Additional staff costs from the proposed additional staff is offset by the reduction in overtime and adjustments in fees.

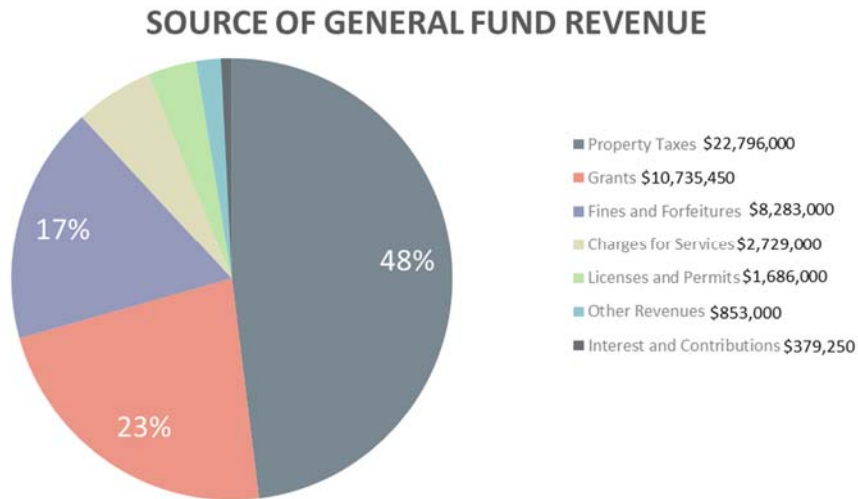
### **Solid Waste Fund**

Expenditures are proposed to decrease by \$233,000, or 3 percent. The operation of waste hauler accounts for a four-percent increase projected into the new fiscal year. The millage rate for the charter millage (local voted) portion is decreasing from .6940 to .5000.

### **Water and Sewer Fund**

The cost of operating the Water and Sewer Fund is increasing by \$1.1 million; this represents a 3.3 percent increase over the past year. 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. A 4 percent combined water and sewer rate increase will be included as part of this spending plan.

## General Fund - Revenues



The general fund revenues are budgeted at \$47.5 million, which is an increase of \$9.3 million in comparison to the original from the previous year. The General Fund derives its revenues from a variety of sources as the graph above illustrates.

The largest source is from property taxes. The city's tax rate is 6.8118 (as part of the total levy of all millage is 16.6580), and this provides \$21.8 million or 48 percent of the total of the general fund revenues.

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

- Parking revenues are expected to increase over the next year with the new third-party system.
- The Governor's budget proposing a centerpiece item of increasing statutory revenue sharing by ten percent statewide. This translates into an additional \$642,000 amount over the prior year's budget. According to the Michigan Municipal League, this increase is the largest single year increase in recent history and would result in the highest funding amount since 2011.
- Proposed are fee increases and new fees associated with services provided by the fire department and building division.
- The fire department is proposing several fees for services that they have been providing at no charge. These fees include re-inspections for annual inspections, non-fire alarm re-inspections on new construction (\$100/hour), hazardous materials report and permit (\$250), annual permit to operate food trucks in the city (\$50), emergency responder radio boosters (\$150), and tent inspections (\$25).
- The building division is increasing fees charged to landlords receiving a rental license by 15 percent. These fees have not been adjusted since 2009, so the increase is larger than we might have otherwise seen to account for that length of time since the last increase. The new rates will be \$143 for a single-family home, \$230 for a duplex, \$86.50 for a condo, and multifamily will be \$230 (administrative fee) plus 28.75 per unit.

## General Fund – Expenditures

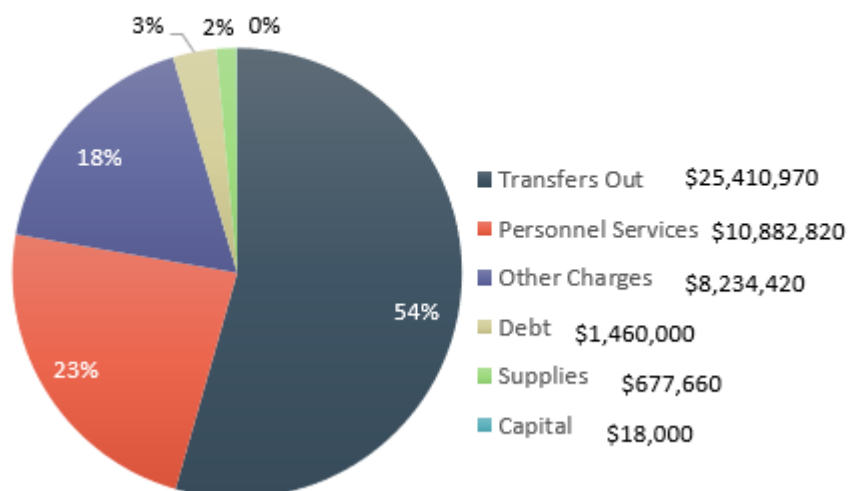
The \$47.6 million general fund budget represents a \$1.9 million increase compared to the prior amended budget year.

Some significant expenses related to the general fund:

- \$25.4 million in transfers to other funds, including \$23 million for the public safety fund and a \$100,000 increase in the general fund transfer to the senior fund, bringing the total to \$600,000.
- Increased personnel costs are just over \$1 million, which is partly due to the additional positions, but also increases in pay for existing staff.
- \$290,000 to continue developing the new master plan.
- \$30,000 for renewable energy and facility studies to support the sustainability and climate action plan. An additional \$30,000 is proposed to support the development of internal and community based educational programming.

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 54 percent of the budget. Those transfers include the public safety fund and senior citizens' fund. Personnel service, which is made up of wages and benefit costs, comprises 23 percent of the general fund budget. Operating supplies are making up 2 percent of the budget, which is a slight increase over the last year due to increasing costs. Other charges totaling 18 percent of the budget are primarily for refuse, custodial contract costs, utility bills and other contractual services.

### General Fund Expenditures



**Personnel Services** - This category overall increased by \$251,050 or 2.4 percent. The anticipated contractual wage increases of 3.0 percent annually and wage-step increases contributed to the overall increase.

Total active employee health insurance costs increased by \$35,730 (attributed to the new positions) in the 2022 rates of Blue Cross/Blue Shield Community Blue – 3. However, the overall cost of the health insurance program has decreased by a little less than 1 percent. This is not the only decrease in re-occurring personnel costs; pension contribution has gone down by \$101,070 (35.5 percent), OPEB (other post-employee benefits) decreasing by \$45,410 (17.6 percent) and part-time wages will be decreasing by \$78,390 (6.4 percent).

The budget across all funds includes funding for 359 full-time positions. The position additions are summarized in the chart below:

Position	Department	FTE
Fire Inspector I	Fire Department	1
Firefighter/paramedic	Fire Department	6
<b>Subtotal – Public Safety</b>		<b>7</b>
Animal Shelter Manager	Police Department	1
Court Clerk I	Court	3
Probation Officer I	Court	1
<b>Total Full-Time Increase</b>		<b>12</b>

The fire department is requesting a total of seven additional FTE. One of the positions will be a fire inspector that will be in part covered through updated existing fees. This will bring the city closer to achieving inspection standards by bringing more regular fire inspections to businesses within the community. The six firefighter/paramedic positions will allow the third rescue ambulance to be in service more frequently. This cost would largely be covered through overtime reduction for other staff and some adjustments to the fee schedule.

The court is requesting to shift several part-time positions to fewer full-time positions to help attract and retain employees who are looking for full time employment. The consolidation of the part-time positions helps to offset the costs associated with this change.

The animal shelter is seeking to move from a part-time manager to a full-time manager which is beneficial due to changes in volunteerism at the shelter. The shelter is currently staffed solely through part-time staff and volunteers.

## Millage Rates

The amount of revenues generated through property taxes in all funds is \$61.7 million and this is a \$3.1 million increase over the prior fiscal year. The combined millage rate will be 16.6580, which is a decrease of .8099 from the previous year. The fire debt retirement millage (.2056 mill) will be expiring this year and will not be replaced. The library and road millages will both expire this upcoming year and will need to be renewed in order to ensure they have resources for the years ahead.

Millage Rate	FY2021-22	FY2022-23	Increase / Decrease
General Operations	6.9058	6.8118	-0.0940
Publicity	0.0154	0.0145	-0.0009
Solid Waste	2.5768	2.3571	-0.2197
Library	0.8959	0.8837	-0.0122
Fire Debt Retirement	0.2056	0.0000	-0.2056
Public Safety	3.7120	3.6615	-0.0505
Local Road	2.3344	2.3026	-0.0318
Drain Debt	0.8220	0.6268	-0.1952
<b>TOTAL</b>	<b>17.4679</b>	<b>16.6580</b>	<b>-0.8099</b>

### Proposed Millage Renewals and a New Levy

As part of the budget overview, two millage renewals and a proposed new levy are presented for background information and discussion of programs impacted. The proposed fiscal year 2022 - 2023 budget does not include the revenue collected beyond the current levy amount, nor the new levy. Each are important for several city operations and will secure sustainable funding for the time proposed.

#### Public Library Millage Proposal

In November 2003, Royal Oak voters approved a library millage of 1.0 mill. This resulted in 0.8337 mill, which will expire in 2022. The library board of trustees has approved a request to renew the 0.8337 mill and to ask voters to approve a new millage of 0.1163 to bring the full levied amount to 1.0 mills. Both the renewal and new millage are requested for a ten-year period beginning in 2023.

#### Road Millage Proposal

The current road (or referred to as "local") millage will expire in 2024, which was originally approved at 2.5 mills. The city commission has approved the November 2022 ballot proposal to renew the road millage for another 10-year program (2025 - 2034) with the primary focus on major roads. The millage as approved by voters in 2014 allowed for maintaining, repairing, and reconstructing roads and rights-of-way, and did not specifically require a focus on local or major roads.

The local road improvement program has the following component programs to improve pavements:

1. Joint and crack sealing of new and existing asphalt streets, extending service life of pavements; and
2. Concrete repairs to existing concrete streets in fair condition, extending the service life; and

3. Minor to major asphalt resurfacing of asphalt and composite streets in poor to fair condition, extending service life; and
4. Concrete reconstruction of streets at the end of their service life; and
5. Conducting the above four protocols on streets receiving programmed water main and sewer improvements at the time of utility construction.

The primary goal of the renewal millage would be to concentrate on major roads, with emphasis on continuing maintenance and upgrades on local roads and to perform sidewalk ramp upgrades throughout the city to ensure Americans with Disabilities Act-compliance ramps. Once the current six-year sidewalk program is completed in 2026, the city will be using the millage funds to continue cyclical sidewalk maintenance repairs throughout the city for the remaining years of the millage.

Renewing the road millage at 2.5 mills is expected to provide approximately \$7 million per year in funding, for a total road budget of approximately \$9 million per year. The Engineering Division has developed a preliminary schedule of major road improvements and includes local road work and sidewalk repair budgets for a total of approximately \$9 million per year. The preliminary schedule for major road improvements is mapped at the following link:

[www.romi.gov/RoadMillageRenewal](http://www.romi.gov/RoadMillageRenewal)

The major road projects are primarily asphalt resurfacing improvements, and staff would seek to incorporate green infrastructure where feasible. The schedule was outlined based partly on geography, attempting to keep roadwork spaced apart to avoid significant congestion in one area.

#### Recreation and Senior Services Millage Proposal

A new funding proposal is presented to support critical park operations, capital improvements, and improved senior services for our growing senior population. There are two primary reasons to consider this potential millage now:

1. There are numerous capital improvement requests for park improvements that have not been approved for funding. These includes soccer fields, pavilions, restrooms, basketball/tennis court improvements/replacements, upgrades, and facilities maintenance. The deferred maintenance is beyond any existing budgets, and some existing structures and elements in the parks are no longer usable because of these disrepairs.
2. The expiration of a one-time millage and reduction of an operating millage will reduce the overall net change to total levy collection of the city by .5948 mill. The following changes have occurred and are proposed as part of the budget proposal:

Fire Debt Retirement	.2056 (last collection was 2021)
Solid Waste	.1940 (reduction recommended)
Chapter 20 Drain	.1952 (reduction because of reduced debt).



If approved, the funds will provide support for park needs and the needs of a growing senior population. This will make the city more financially sustainable and minimize the overall tax burden of residents.

Financial projection in the general fund into future years will make budget decisions increasingly difficult and parks, cultural and senior programs will likely be the first areas recommended for reduced funding or possible elimination. This arrangement through the general fund is not sustainable, and it is recommended that the city explore a dedicated funding source. The city manages just over 50 parks, a little over 350 acres of parkland, including 47 ballfields, football fields, and soccer fields, seven shelters, a total of 25 basketball, tennis, volleyball, and pickleball courts, 40 playgrounds, two splash pads, and two nature preserves. Facilities include the Jack and Patti Salter Community Center, Leo Mahany/Harold Meininger Senior Community Center, Royal Oak Golf Course, John Lindell Ice Rink, Royal Oak Golf Center, Total Soccer and Grand Slam Batting Cages.

The practice of providing funding for park maintenance or improvements have been funded primarily through the community development block grant (CDBG) funds and a small amount from parking revenues generated through the Arts, Beats & Eats funds. In this budget process for the upcoming year, we have \$6.6 million worth of requested projects that will go unfunded. The funds used for capital improvements can help leverage additional grant dollars once the parks and recreation master plan is completed.

### **Conclusion**

The past year has been another challenging year as we navigated a new phase of the pandemic and gained more of a sense of normalcy. I want to thank the city staff who have worked throughout the past year to engage with residents, handled challenges with change, and sought to make improvements for our residents.

In closing, I would like to thank Susan Barkman and Todd Fenton from the city manager's office for their work on connecting the strategic planning process and ARPA funding to the budget document. I would also 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,



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 March of 2022, the city commission conducted a strategic budget planning session. The city commission and administrative staff worked on re-evaluating the city goals and establishing new objectives for the upcoming budget year(s) and these are summarized in the budget transmittal letter. After establishing the city commissions goals/objectives the administration finalized the fiscal year 2022-23 recommended budgets. The city commission is scheduling budget work sessions to be conducted in the second half of May. The city advertised a public hearing for June 13 prior to city commission adopting the fiscal year 2022-23 budget. The proposed budget attempts to provide for the resources that are needed to help accomplish the city commissions goals/objectives that are relayed in this budget document.

**Millage rates** - The recommended budget proposes a total city millage rate of 16.6580 (excluding the DDA levy on the central business district area), a decrease of 0.8099 mill mostly due to reductions in the chapter 20 drain millage rate, the solid waste millage rate, the publicity millage rate, and the elimination of the fire debt millage. In addition, there is a slight reduction on the balance of the millage rates due to Headlee Act reduction factor. The Headlee reduction factor for fiscal year 2022-23 is 0.9864. The inflation rate multiplier used in the Headlee Act millage reduction fraction formula for fiscal year 2022-23 is 3.3 percent. This total reduced millage rate includes not levying the charter solid waste millage at the Headlee Act maximum allowable rate for a fourth year. The proposed charter solid waste rate is 0.4177 mill below the maximum allowable rate, significantly lower than prior years' levies. *See pages 65-67 for millage rate details.*

The proposed total combined city millage rate amounting to 16.6580 mills, will put the

city rate below the average rate of 18.37 mills and below 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 68 for the chart of the 31 Oakland County city/village 2021-22 millage rates vs Royal Oaks proposed 2022-23 millage rates.*

**Taxable Value** - Total city taxable value increase is 6.6 percent. Residential values increase is 6.9 percent, commercial increase is 6.5 percent, industrial increase is 4.7 percent, and personal property increase is 2.1 percent. *See pages 62-63 for taxable value detail.* The loss spread between 2022 state equalized/assessed value and taxable value increase is \$811 million, a \$62 million loss increase from the prior year. *See page 64 for taxable value detail.*

Across all funds, the city is budgeted to receive \$60.485 million in tax related revenue for fiscal year 2022-23, an increase of 2.4 percent relative to fiscal year 2021-22 projected tax revenue. The increase is due to the net effect of an increase in taxable value netted against a slight millage rate reductions (due to Headlee Act reduction) to the city tax rates, lowering the solid waste millage and Chapter 20 drain millage and eliminating the fire debt millage. *See all funds summaries beginning on page 54.*

**Grants** - Total grant revenue is budgeted at \$22.889 million across all funds, a 36.3 percent increase over the prior year's estimated grant revenue. The increase is mostly due to using \$4 million of American Rescue Plan Act (ARPA) funds to (nearly) balance the general fund and \$1.3 million to assist with funding a watermain project. Additionally, ARPA funds are budgeted to fund the grant consultant. It is anticipated that once the city commission determines the spending plan for the balance of ARPA grant then the budget will be amended.

**Licenses, charges and fines** - Total licenses, charges and fines are increasing by 20.0% relative to estimated fiscal year 2021-22 revenue. These numerous revenues are specified in the significant notes for each fund in this document.

**Interest revenue** - Lower interest revenue generated from low interest rates and lower fund balances as a result of using fund balance as a funding source for operating / capital purposes, is causing city-wide interest revenue to decline to \$101,290, a decrease from a recent high of \$3.6 million in fiscal year 2018-19 and down from \$143,160 from fiscal year 2021-22 estimated interest revenue. This (once) valued source of revenue will continue to fall as fund balances decline and cannot be relied upon as a significant resource to help off-set city operating costs. *See page 71 for funds interest revenue history graph.*

**Personnel** - Personnel costs are budgeted to increase to \$51.597 million, an increase of 7.4 percent relative to the fiscal year 2021-22 estimated year-end costs, mostly due to increasing wages, that include filling of numerous vacancies as well as increasing the number of positions. Additionally, defined contribution retirement plan contributions and other wage-based benefit increases contribute to the increase. Total full-time employees are budgeted to increase from 344 (the 2021-22 original budget) to 359 positions. The fire department has eight additional positions, the court is requesting four new positions, the library has two new positions and one position for the animal shelter is requested. The total full-time number of budgeted positions is down by seven positions relative to a peak in fiscal year 2005-06. *See page 53 for position summary for a seven year history.*

**Defined benefit retirement contributions-** The budget provides for the annual required/recommended contributions of the normal and the amortized unfunded actuarial

accrued liability (UAAL) to the general, police/fire pension and OPEB retirement trusts. \$8.585 million is budgeted to be contributed to the pension trust and \$1.403 million is budgeted to be contributed to the OPEB trust. A graph in the “Financial Trends” section (see page 75) illustrates the magnitude of the combined pension /other post-employment benefits (OPEB) contributions and pension/OPEB bonds debt service relative to the general fund tax revenue. The required contributions made toward paying the current year obligations no longer exceed the general fund’s millage revenue mostly due to bonding the unfunded retiree healthcare liability and the general employees unfunded pension liability, however the contributions have been increasing slightly since bonding. 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 in investment earnings.

**Supplies** – Total supplies budget is increasing 11.9% relative to fiscal year 2021-22 estimated costs and are described in each of the funds/cost centers significant notes section.

**Capital Improvements** - The budget includes \$23.5 million for capital improvements. Typically, the first year of the recently adopted capital improvement plan (CIP) is incorporated into the recommended budget when funding is available. Other deviations in the budget relative to the CIP are noted in the significant notes area within each fund/cost center. As in prior years, many park projects listed in the CIP are not included in the budget due to lack of funding.

The city’s capital improvement budget provides for the following funding: \$8.184 million for local street improvements, \$6.757

million for major street improvements, \$5.694 million for water/sewage system improvements, \$2.234 million for replacement motor pool fleet (includes an aerial fire truck), \$151,000 for fire station #1 improvements/equipment, \$158,000 for various IT equipment, \$145,000 for ice arena building improvements, \$115,000 for senior center building improvements/equipment, \$30,000 for library building waterproofing, and \$27,200 for farmers market improvements. Detailed listings of *budgeted* capital improvements are included in each fund/cost center significant notes section (orange box) in this document. A complete listing of *requested (not necessarily budgeted)* capital projects are reported in the FY2022-23 to FY2027-28 Capital Improvement Plan and can be found behind the “Capital Improvement” tab in this budget document.

**Debt** - This budget does not call for new debt issuances for the city as budgeted capital projects are accomplished with cash accumulated in funds and current revenues. *See pages 72-73 for future debt payment graphs*

**Water & sewage disposal rates** - The city’s combined water/sewer commodity rate (see *budget resolution page 37*) is budgeted to increase 4 percent. SOCWA’s water rate is tentatively reported to increase 3 percent and the Oakland County Water Resources Commission is increasing the combined sewer (sanitary/storm) disposal rates by 3.8 percent. The city’s quarterly billing flat fee, to recoup billing costs, is proposed to increase from \$14 to \$15, which amounts to an annual increase of \$4. The billing costs were formerly recouped in the commodity rates.

**Fund balance** - The unassigned (combined) fund balance of the general and public safety funds is budgeted to decline to 16.8 percent relative to the current year’s projected 18.7 percent of expenditures. 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 million) made to the public safety fund. By fiscal year 2026-27 the last year of the forecast, the combined fund balance is projected to be *negative* 15.6 percent and continue to decline each year thereafter based upon extrapolation of the fiscal year 2022-23 budget. However, budgets that include negative fund balance are not authorized to be adopted, therefore the city commission will be making adjustment in future years as it has done in the past. Each city fund has an estimated/forecasted fund balance through fiscal year 2026-27 in the budget summary tables throughout the document. *See page 80 for future estimated general and public safety funds fund balances.*

**Future years** - The estimated projections (loosely termed “forecasts”) of future years revenues/expenditures/fund balances are mostly an extrapolation of the recommended budget figures with the exception of personnel costs, a few operating costs, tax revenue, State shared revenue and Act 51 revenue. As in prior years, estimated future years’ forecasts do not include inflationary increases to most non-personnel operating budgets and capital outlay.

Please reference the significant notes section (orange boxes) within each fund/cost center for details and noteworthy program information for fiscal year 2022-23.





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 2020 US census. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway access for residents and visitors alike. Approximately 15 to 20 miles northwest of downtown Detroit, businesses and residents have easy access to the Ambassador Bridge and the Detroit-Windsor tunnel, the busiest international crossings between the United States and Canada.

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, 2022 and ending on June 30, 2023.

Resolution One: Budget Resolution

Be it resolved, the 2022-23 City of Royal Oak budget for each fund is hereby appropriated as follows:

General Fund

general government	17,241,090
community and economic development	816,890
health and welfare	0
public safety	436,740
public works	1,774,620
recreation and culture	2,003,560
transfers out	25,410,970
expenditures total	47,683,870
taxes	22,796,000
licenses and permits	1,686,000
grants	10,735,450
charges for services	2,729,000
finances and forfeitures	8,283,000
interest and rentals	379,250
contributions and donations	45,000
reimbursements	1,000
other revenues	70,000
transfers in	737,000
use of fund balance	222,170
revenues, transfers, and use of fund balance total	47,683,870

Major Streets Fund

street maintenance	482,920
parkway maintenance	278,640
winter maintenance	544,980
traffic control	291,250
signal services	241,460
administration	326,220
construction	6,893,610
expenditures total	9,059,080
taxes and permits	234,000
grants	5,661,000
interest	24,130
other revenues	10,000
transfers in	-0-
use of fund balance	3,129,950
revenues, transfers, and use of fund balance total	9,059,080

Local Streets Fund	
street maintenance	965,160
parkway maintenance	911,600
winter maintenance	208,300
traffic control	270,110
administration	1,822,750
construction	8,482,600
expenditures total	12,660,520
taxes	7,157,000
grants	1,963,000
interest	2,000
transfers in	-0-
use of fund balance	3,538,520
revenues, transfers, and use of fund balance total	12,660,520
Public Safety Fund	
expenditures total	36,143,230
revenues, transfers, and use of fund balance	36,143,230
Publicity Tax Fund	
expenditures total	69,660
revenues, transfers, and use of fund balance	69,660
Solid Waste Fund	
expenditures total	8,618,790
revenues, transfers, and use of fund balance	8,618,790
Brownfield Redevelopment Authority Fund	
expenditures total	1,036,100
revenues, transfers, and use of fund balance	1,036,100
DDA – Tax Incremental Fund	
expenditures total	6,414,500
revenues, transfers, and use of fund balance	6,414,500
DDA - Operating Fund	
expenditures and contribution to fund balance	50,100
revenues and transfers total	50,100
Indigent Defense Fund	
expenditures total	620,700
revenues and transfers total	620,700
Library Millage Fund	
expenditures total	3,131,590
revenues, transfers, and use of fund balance	3,131,590

CDBG Fund	
expenditures total	2,239,050
revenues and transfers total	2,239,050
State Construction Code Fund	
expenditures total	2,185,580
revenues, transfers, and use of fund balance	2,185,580
ROOTS Fund	
expenditures total	33,000
revenues and transfers total	33,000
Senior Citizen Services Fund	
expenditures total	1,064,520
revenues, transfers, and use of fund balance	1,064,520
Animal Shelter Fund	
expenditures and contribution to fund balance	134,020
revenues and transfers total	134,020
Police Grants Fund	
expenditures total	127,300
revenues, transfers, and use of fund balance	127,300
Miscellaneous Grants Fund	
expenditures total	175,000
revenues and transfers total	175,000

#### Resolution Two: Set Tax Rates

Resolved, the general operating levy for the 2022-23 fiscal year for operations is established at 6.8118 mills, and

Be it further resolved, the property tax rate for the 2022-23 fiscal year for the publicity tax is established at 0.0145 mill, and

Be it further resolved, the property tax rate for the 2022-23 fiscal year for the library operations is established at 0.8837 mill, and

Be it further resolved, the property tax rate for the 2022-23 fiscal year for the solid waste disposal operation is established at 2.3571 mills, which consists of 1.8571 mills authorized by state law and 0.5000 mill authorized by the voters of the City of Royal Oak, and

Be it further resolved, the property tax rate for the 2022-23 fiscal year for the chapter 20 drain debt is established at 0.6268 mill, and

Be it further resolved, the property tax rate for the 2022-23 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 2022-23 fiscal year for the road millage is established at 2.3026 mills and

Be it further resolved, the property tax rate for the 2022-23 fiscal year for the public safety operations is established at 3.6615 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 2022, 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, 2023.

### 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, 2022, are established as follows:

Billing administrative flat fee	\$15.00 per billing period
Water & sewer commodity charge	\$117.50 per mcf for first 2 mcf per billing period
	\$135.10 for additional mcf per billing period
Outside city water only commodity charge	\$63.45 per mcf for the first 2 mcf per billing period
	\$72.97 for additional mcf per billing period
Sewer only charge	\$259.44 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 \$25,000 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 2022-23.

### 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 2022-23 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 2022-23 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 2022–23 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's balanced budget is adopted by the city commission on a functional basis. The general fund and special revenue funds are officially adopted. Estimated revenues, transfers in, and use of fund balance are equal to or greater than estimated expenditures and transfers out. 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.

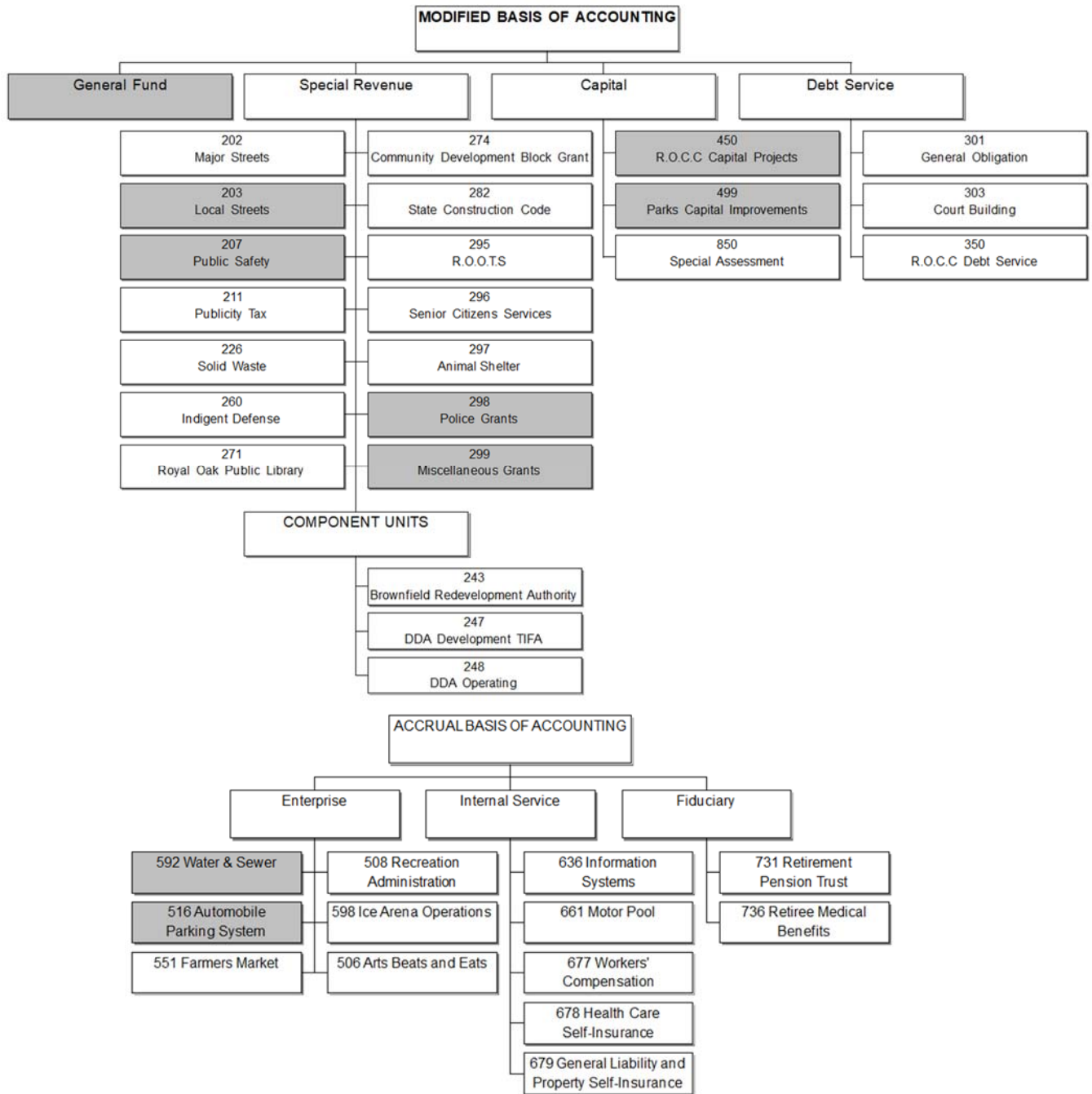
The accrual basis of accounting is utilized for the internal service and enterprise funds budgets which are not officially adopted but included in this document.

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

## FY 2022-2023 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	Capital improvement plan adopted by planning commission
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 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 commission 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 officials believe that fund is particularly important to financial statement users

## 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.

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.

#### Policy:

[Adopted 06/02/2008]  
[Reaffirmed 06/14/2021]

## 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 06/14/2021]



## 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 06/14/2021]

## 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 06/02/2008]  
[Reaffirmed 06/14/2021]

## 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 02/06/2006]  
[Amended 06/14/2021]

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 06/14/2021]

### 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 06/14/2021]

### 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 06/14/2021]

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 06/14/2021]

## 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 06/14/2021]

## **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 06/14/2021]

## 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:

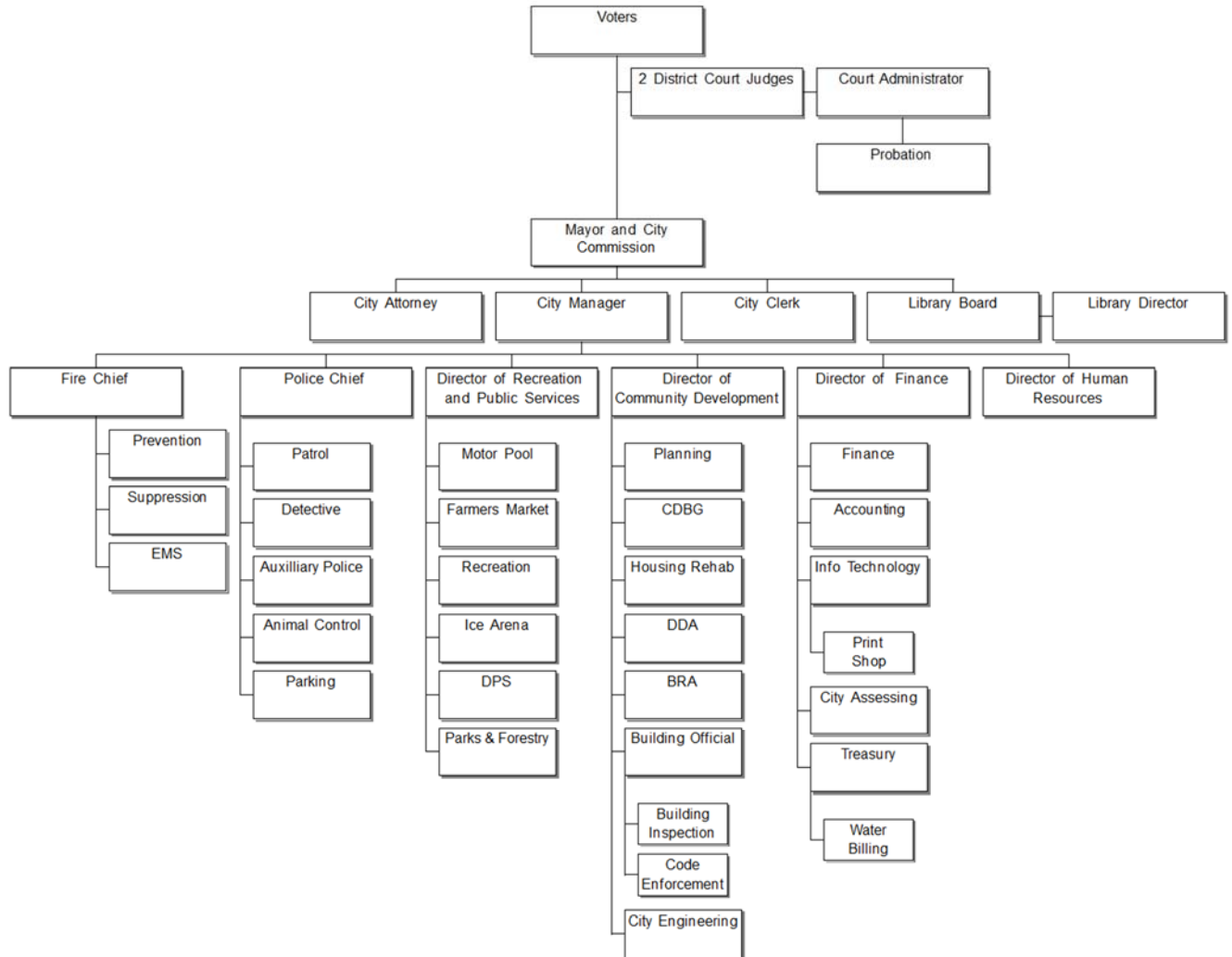
Based on the type of fund and expectations the following list provides whether a city fund can accept or provide a fiscal transfer (gifts) between funds.

[Adopted 06/2014]  
[Reaffirmed 06/14/2021]

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	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
<b>44th District</b>								
<b>Court/Probation</b>	29	29	† 29	30	30	30	30	34
<b>Administrative Services</b>								
Manager	5.2	5.2	6	6	6	6	7	7
Attorney	3.8	3.8	4	4	4	4	4	4
City Clerk	5	5	5	5	5	6	6	6
Human Resources	3	3	4	4	4	4	4	4
State Const. Code	10.5	10.5	13.5	13	13	13	13	13
Ordinance Enforcement	5	5	5	5	5	5	5	5
Engineering	13	13	13	13	13	13	13	13
Community Development	3.5	3.5	3.5	4	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	* 7	7	7	7	7	8	8	8
Assessing	4	4	4	4	4	5	4	4
Treasurer / Water Billing	5	5	5	*6	6	6	6	6
Information Technology	4	5	5	7	6	6	6	6
Subtotal	99	100	105	109	108	111	111	115
<b>Library</b>	8	8	8	9	9	9	10	12
<b>Public Safety</b>								
Police	98	98	98	98	98	98	98	98
Fire	56	56	56	56	56	56	56	64
Subtotal	154	154	154	154	154	154	154	162
<b>Recreation &amp; Public Services</b>								
Public Service								
Parks & Forestry	7	7	7	7	7	8	10	10
Building Maintenance	2	2	2	2	2	2	3	3
Highway	1.5	1.5	2.5	2.5	2.5	2.5	2.5	2.5
Motor Pool	9	9	9	9	9	9	9	9
Electrical	1	1	1	1	1	1	1	1
Solid Waste	14	14	15	15	15	15	15	15
Water Maintenance	7.5	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	9	9	9	9	10	10
Animal Shelter	0	0	0	0	0	0	0	1
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	2	2	2
Subtotal	59	59	63	63	63	65	69	70
<b>Total</b>	<b>320</b>	<b>321</b>	<b>330</b>	<b>335</b>	<b>334</b>	<b>339</b>	<b>344</b>	<b>** 359</b>

Report based on home-base allocations not FTE

†Deviates from the FY17-18 original budget

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

\*\*FY22-23 increase of 15 positions include 3 that were approved and added during FY21-22.

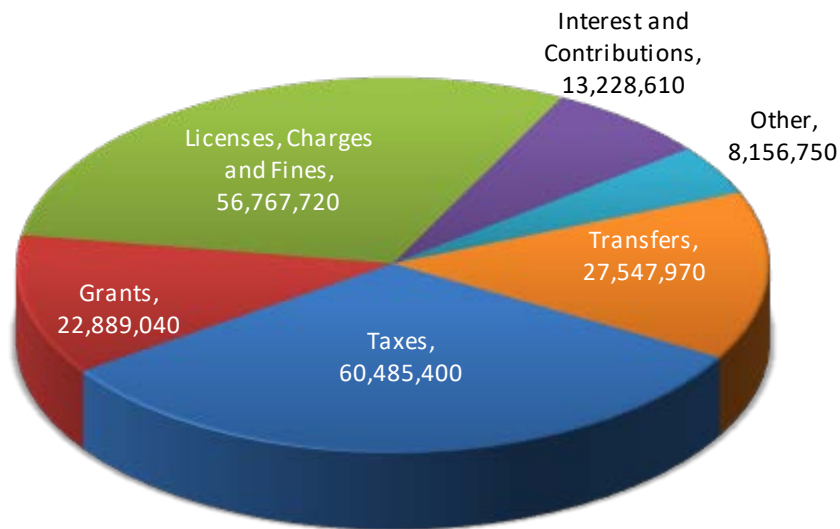
**Statement of Revenues / Expenditures  
All Funds**

	<b>2020-21 Actuals</b>	<b>2021-22 Projected Year End</b>	<b>2022-23 Recommended Budget</b>	<b>Percent Change</b>
<b>Revenues</b>				
Taxes	57,456,630	59,048,330	60,485,400	2.43%
Grants	20,592,990	16,788,820	22,889,040	36.34%
Licenses, Charges and Fines	44,337,280	47,319,280	56,767,720	19.97%
Interest and Contributions	14,788,780	13,967,860	13,228,610	-5.29%
Other	8,547,620	8,787,970	8,156,750	-7.18%
Transfers	24,805,380	31,425,220	27,547,970	-12.34%
<b>Total Revenues</b>	<b>170,528,680</b>	<b>177,337,480</b>	<b>189,075,490</b>	<b>6.62%</b>
<b>Expenditures / Expenses</b>				
Personnel Services	45,604,580	48,029,700	51,596,500	7.43%
Supplies	3,104,520	3,873,190	4,334,320	11.91%
Capital	15,351,910	19,064,290	23,513,500	23.34%
Other	75,506,340	80,493,800	78,822,100	-2.08%
Transfers	24,363,560	31,047,940	27,511,400	-11.39%
Debt	15,038,930	15,804,870	14,340,120	-9.27%
<b>Total Expenditures / Expenses</b>	<b>178,969,840</b>	<b>193,313,790</b>	<b>200,117,940</b>	<b>0.91%</b>

## All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	22,796,000	28,657,000	0	0	1,948,000	0	7,084,400	60,485,400
Grants	10,735,450	10,820,610	0	0	1,332,980	0	0	22,889,040
Licenses, Charges and Fines	12,698,000	4,112,100	0	0	39,607,570	350,050	0	56,767,720
Interest and Contributions	139,500	336,680	0	900	5,500	12,740,830	5,200	13,228,610
Other	355,750	215,490	0	0	95,020	7,440,490	50,000	8,156,750
Transfers	737,000	23,289,470	2,665,500	0	606,000	150,000	100,000	27,547,970
<b>Total</b>	<b>47,461,700</b>	<b>67,431,350</b>	<b>2,665,500</b>	<b>900</b>	<b>43,595,070</b>	<b>20,681,370</b>	<b>7,239,600</b>	<b>189,075,490</b>

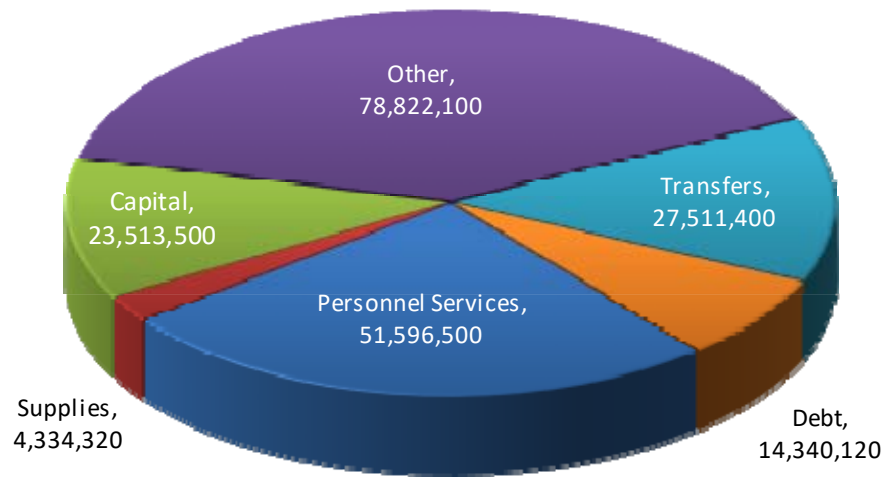
## City Wide Revenue



## All Funds Expenditure Summary

Expenditures / Expenses	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	10,882,820	34,884,630	0	0	3,517,890	2,087,850	223,310	51,596,500
Supplies	677,660	1,756,690	0	0	678,570	1,219,400	2,000	4,334,320
Capital	18,000	15,237,400	0	0	5,866,200	2,391,900	0	23,513,500
Other	8,234,990	17,762,270	0	500	30,966,330	16,445,700	5,412,310	78,822,100
Transfers	25,410,400	137,000	0	0	106,000	0	1,858,000	27,511,400
Debt	2,460,000	6,483,100	2,665,500	0	2,137,520	594,000	0	14,340,120
<b>Total</b>	<b>47,683,870</b>	<b>76,261,090</b>	<b>2,665,500</b>	<b>500</b>	<b>43,272,510</b>	<b>22,738,850</b>	<b>7,495,620</b>	<b>200,117,940</b>

## City Wide Expenditures

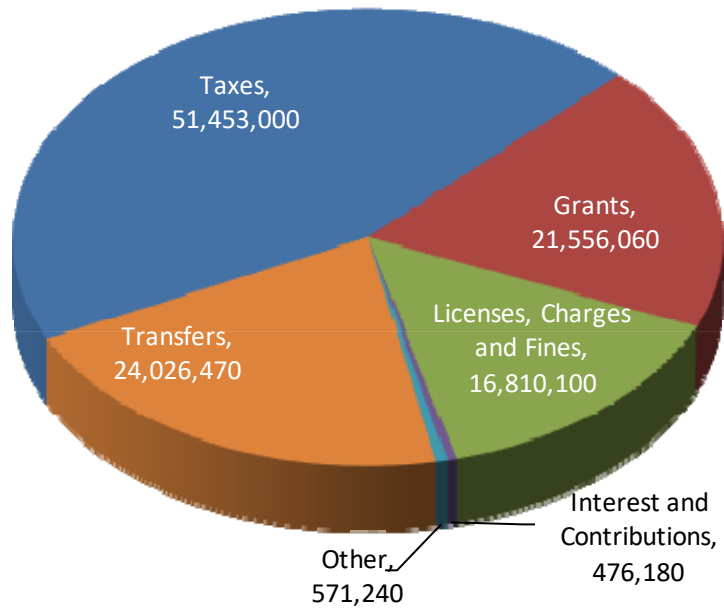




## General and Special Revenue Funds Revenues Summary

Revenues	General	Special Revenue	Grand Total
Taxes	22,796,000	28,657,000	51,453,000
Grants	10,735,450	10,820,610	21,556,060
Licenses, Charges and Fines	12,698,000	4,112,100	16,810,100
Interest and Contributions	139,500	336,680	476,180
Other	355,750	215,490	571,240
Transfers	737,000	23,289,470	24,026,470
<b>Total</b>	<b>47,461,700</b>	<b>67,431,350</b>	<b>114,893,050</b>

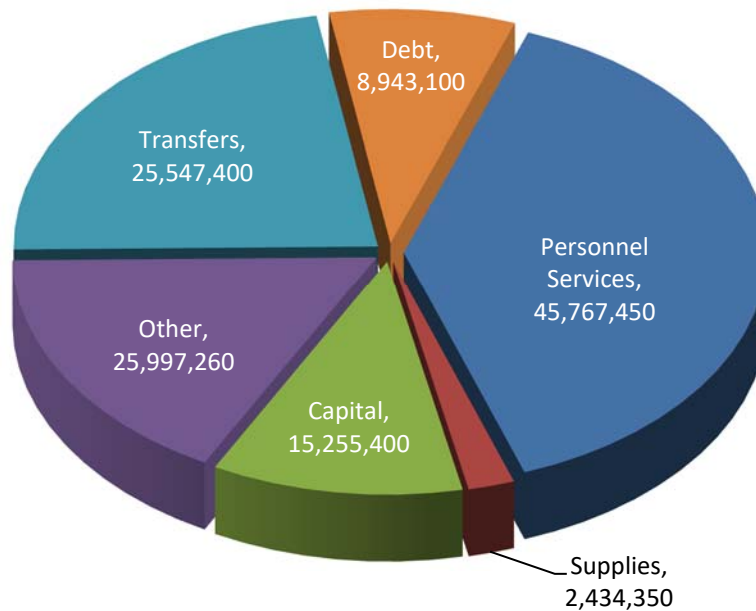
## General and Special Revenue Funds - Revenue



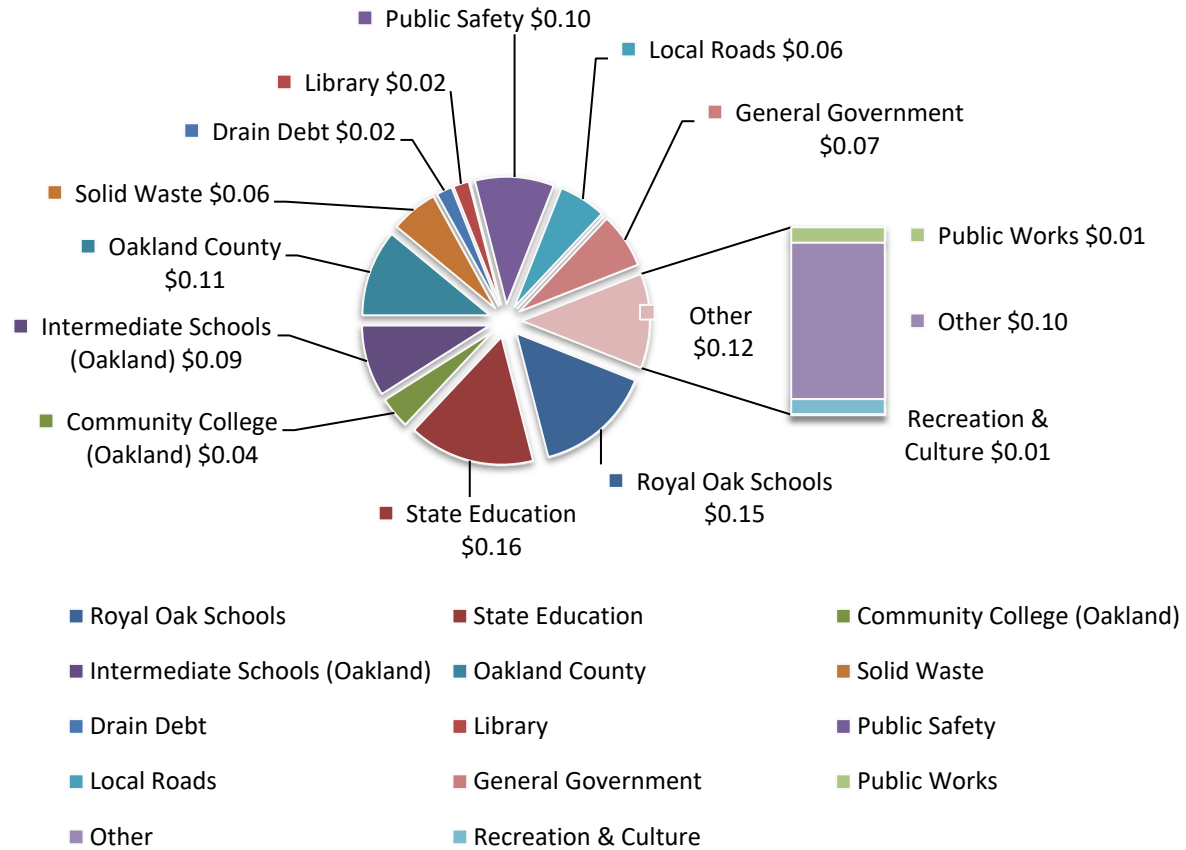
## General and Special Revenue Funds Expenditures Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	10,882,820	34,884,630	45,767,450
Supplies	677,660	1,756,690	2,434,350
Capital	18,000	15,237,400	15,255,400
Other	8,234,990	17,762,270	25,997,260
Transfers	25,410,400	137,000	25,547,400
Debt	2,460,000	6,483,100	8,943,100
<b>Total</b>	<b>47,683,870</b>	<b>76,261,090</b>	<b>123,944,960</b>

## 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.

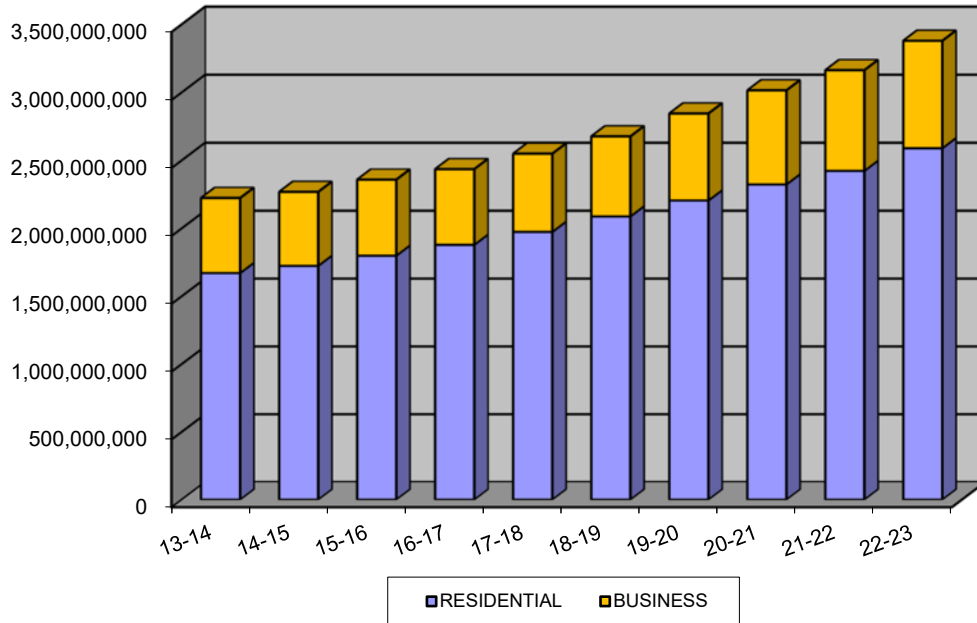


# Financial Trends

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



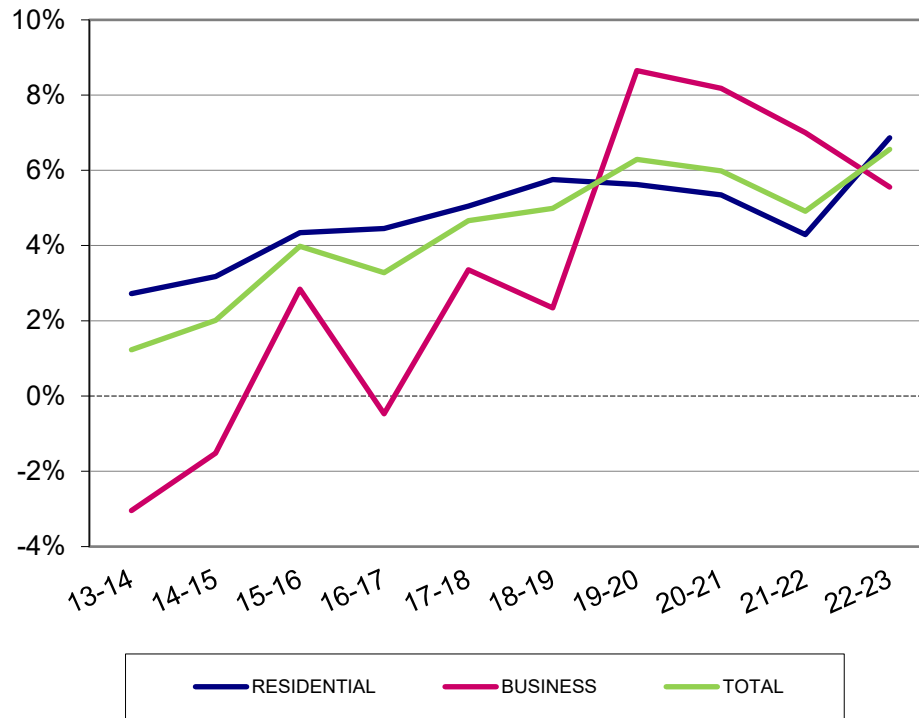
Taxable value, the basis for tax revenue, increased 6.84 percent based on valuations after the March board of review process. All property tax classes increased. For the estimated forecast years in the budget, Royal Oak's revenues are assumed to

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 rate.

#### By Class

Fiscal Year	RESIDENTIAL		COMMERCIAL		INDUSTRIAL		PERSONAL		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%
13-14	1,671,311,400	2.7%	379,835,840	-2.9%	36,914,920	-10.1%	135,277,840	-1.3%	2,223,340,000	1.2%
14-15	1,724,404,970	3.2%	375,365,660	-1.2%	36,935,510	0.1%	131,328,570	-2.9%	2,268,034,710	2.0%
15-16	1,799,260,920	4.3%	378,983,060	1.0%	37,730,500	2.2%	142,368,610	8.4%	2,358,343,090	4.0%
16-17	1,879,373,700	4.5%	393,810,370	3.9%	39,070,030	3.6%	123,548,190	-13.2%	2,435,802,290	3.3%
17-18	1,974,284,140	5.1%	405,165,090	2.9%	38,888,620	-0.5%	131,044,220	6.1%	2,549,382,070	4.7%
18-19	2,087,920,010	5.8%	423,697,010	4.6%	39,757,990	2.2%	125,109,600	-4.5%	2,676,484,610	5.0%
19-20	2,205,346,400	5.6%	472,434,490	11.5%	40,962,070	3.0%	126,095,950	0.8%	2,844,838,910	6.3%
20-21	2,323,253,670	5.3%	515,657,620	9.1%	41,963,590	2.4%	134,178,890	6.4%	3,015,053,770	6.0%
21-22	2,422,933,940	4.3%	553,148,620	7.3%	43,098,150	2.7%	143,987,440	7.3%	3,163,168,150	4.9%
22-23	2,589,361,430	6.9%	589,231,180	6.5%	45,131,290	4.7%	146,976,640	2.1%	3,370,700,540	6.6%
10-year averages		4.8%		4.3%		1.0%		0.9%		4.4%

### Taxable Value Percent Change By Year



Fiscal Year	RESIDENTIAL		BUSINESS	
	\$	%	\$	%
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%
2022-23	2,589,361,430	6.9%	781,339,110	5.6%
<b>10-year averages</b>		<b>4.8%</b>		<b>3.3%</b>



### Proposal A Effect in Royal Oak Taxable Value v. Assessed Valuation

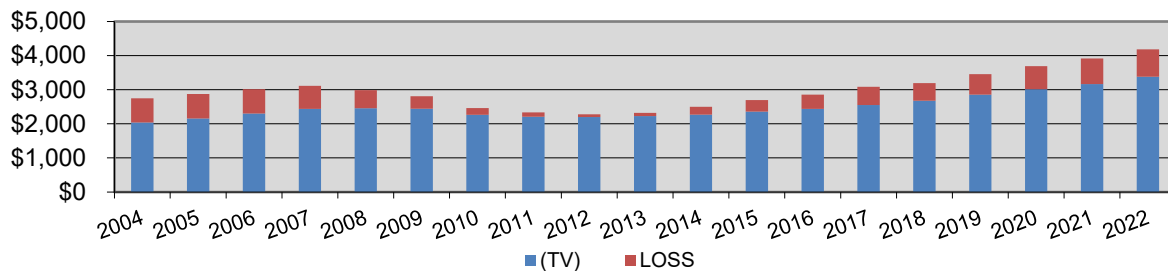
(Values are in Millions)

July 1	ASSESSED VALUE (SEV)	TAXABLE VALUE (TV)	LOSS	LOSS INCREASE (DECREASE)
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	2,854	599	85
2020	3,687	3,015	672	73
2021	3,912	3,163	749	77
2022	4,181	3,370	811	62

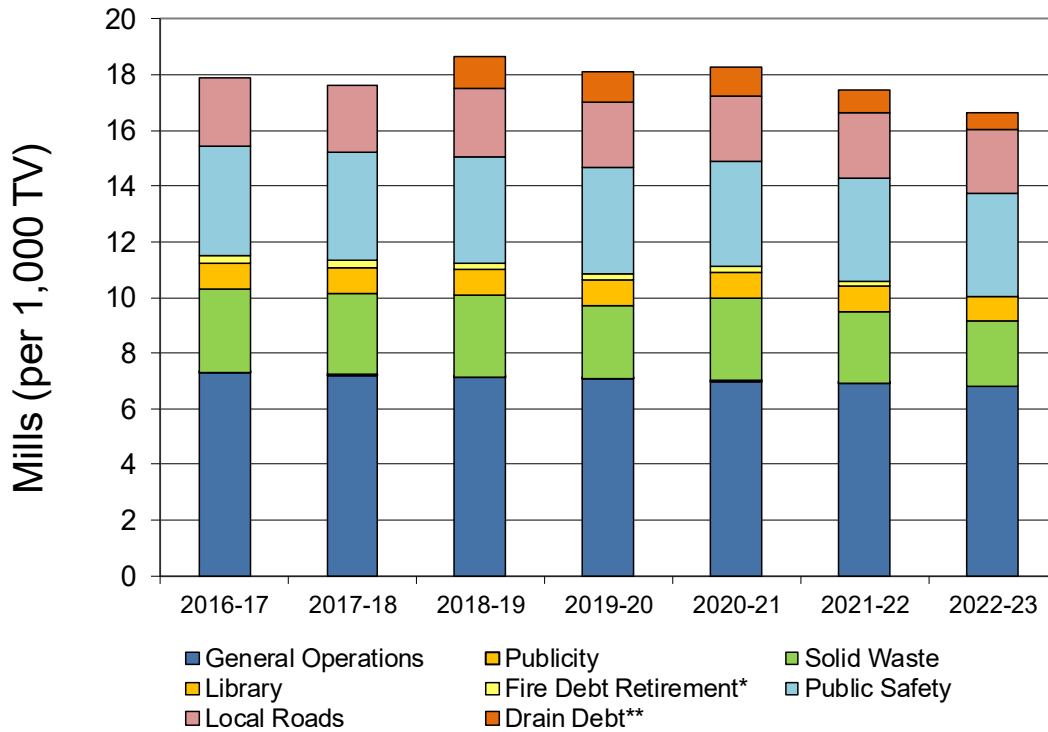
Proposal A of 1994 amended the state constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5 percent whichever is less. The city's allowable inflation rate multiplier for fiscal year 2022-23 is 3.3 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, in 2019, the loss gap returned and continues to expand significantly, reaching a new high of \$811 million in 2022.

### Taxable Value + Loss = Assessed Value



## City Tax Rate



Millage Rate	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
General Operations	7.2899	7.2031	7.1389	7.0625	6.9890	6.9058	6.8118
Publicity	0.0206	0.0195	0.0180	0.0169	0.0160	0.0154	0.0145
Solid Waste	2.9700	2.9346	2.9084	2.6272	2.9950	2.5768	2.3571
Library	0.9460	0.9347	0.9263	0.9163	0.9067	0.8959	0.8837
Fire Debt Retirement*	0.2665	0.2400	0.2450	0.2270	0.2175	0.2056	0.0000
Public Safety	3.9186	3.8719	3.8374	3.7963	3.7568	3.7120	3.6615
Local Roads	2.4645	2.4351	2.4134	2.3875	2.3626	2.3344	2.3026
Drain Debt**	0.0000	0.0000	1.1360	1.0850	1.0015	0.8220	0.6268
<b>TOTAL</b>	<b>17.8761</b>	<b>17.6389</b>	<b>18.6234</b>	<b>18.1187</b>	<b>18.2451</b>	<b>17.4679</b>	<b>16.6580</b>

\*fire debt retirement ended during fy 2021-22

\*\*formerly charged in sewage disposal rate

### Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6146	1.6146	1.6022	1.6021	1.6021	1.6003	1.6003
City & DDA Operations	19.4907	19.2535	20.2256	19.7208	19.8472	19.0682	18.2583

### **General operating levy**

City charter amendment 04/01/1957

Up to *11.0000* mills is authorized by the charter however, now limited to *6.8118* mills for fiscal year 2022-23 due to Headlee reductions, for any governmental purpose. A levy of *6.8118* mills is budgeted for fiscal year 2022-23.

### **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 *0.0145* mill is budgeted for fiscal year 2022-23.

### **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 2022-23 is *1.8571* 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, August 2016, and November 2021, for five years. The renewal allows the city to levy up to 1.000 mill reduced by Headlee factors, to defray the costs of refuse collection, disposal, and curbside recycling. Currently, the Headlee millage limitation is *0.9177* mill. This millage is budgeted for *0.5000* in fiscal year 2022-23, well below the maximum allowable levy.

### **Library operations levy**

Voter approved millage 11/04/2003.

Public Act 164 of 1877 as amended-MCL 297.210a Free public library in the city.

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 2022-23. The current Headlee limitation and levy is *0.8837* mill for fiscal year 2022-23.

### **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 *3.9750* mills, to defray the costs for police, fire, and emergency medical services. On Nov. 8, 2016, a year prior to expiration and in November 2021; the voters of Royal Oak approved the renewal of this millage, and it is charged on the winter tax bill. The fiscal year 2022-23 budget provides for a levy of

3.6615 mills. Fiscal year 2022-23 is the first year of the second 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 2022-23 and is also the maximum due to the Headlee limitation.

### **Road levy**

City charter amendment 11/04/2014

As authorized in a city charter amendment this millage was first levied in the winter of 2014, this language allows the city to levy up to 2.5000 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 2.5000 mills. The fiscal year 2022-23 budget provides for a levy of 2.3026 mills, and this is also the Headlee maximum, allowed to be levied.

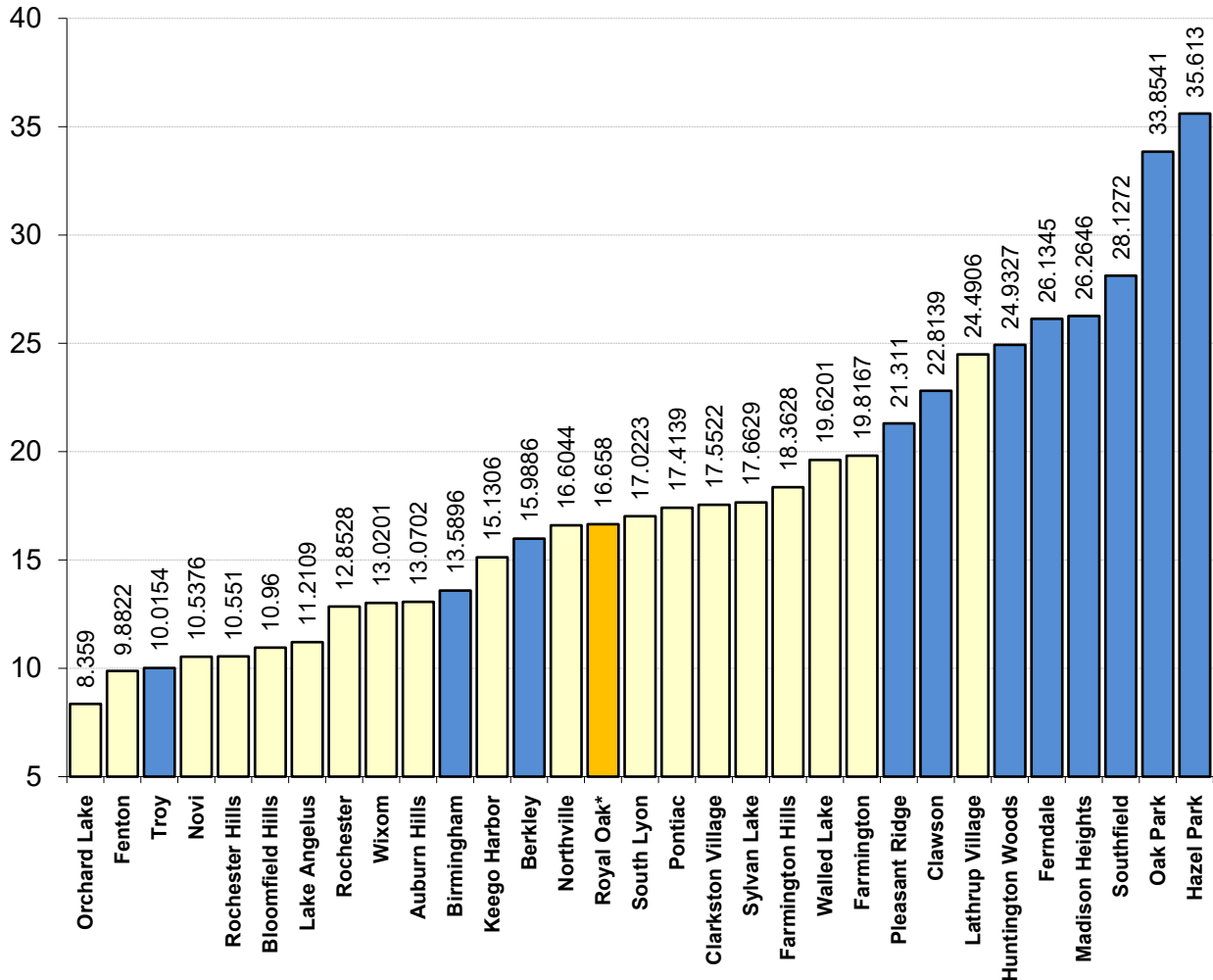
### **Drain levy**

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 2022-23 budget provides for a levy of 0.6268 mill. Fiscal year 2022-23 will be the fifth year of this millage as this revenue was collected to pay drain debt services by way of sewage disposal fees in prior year.

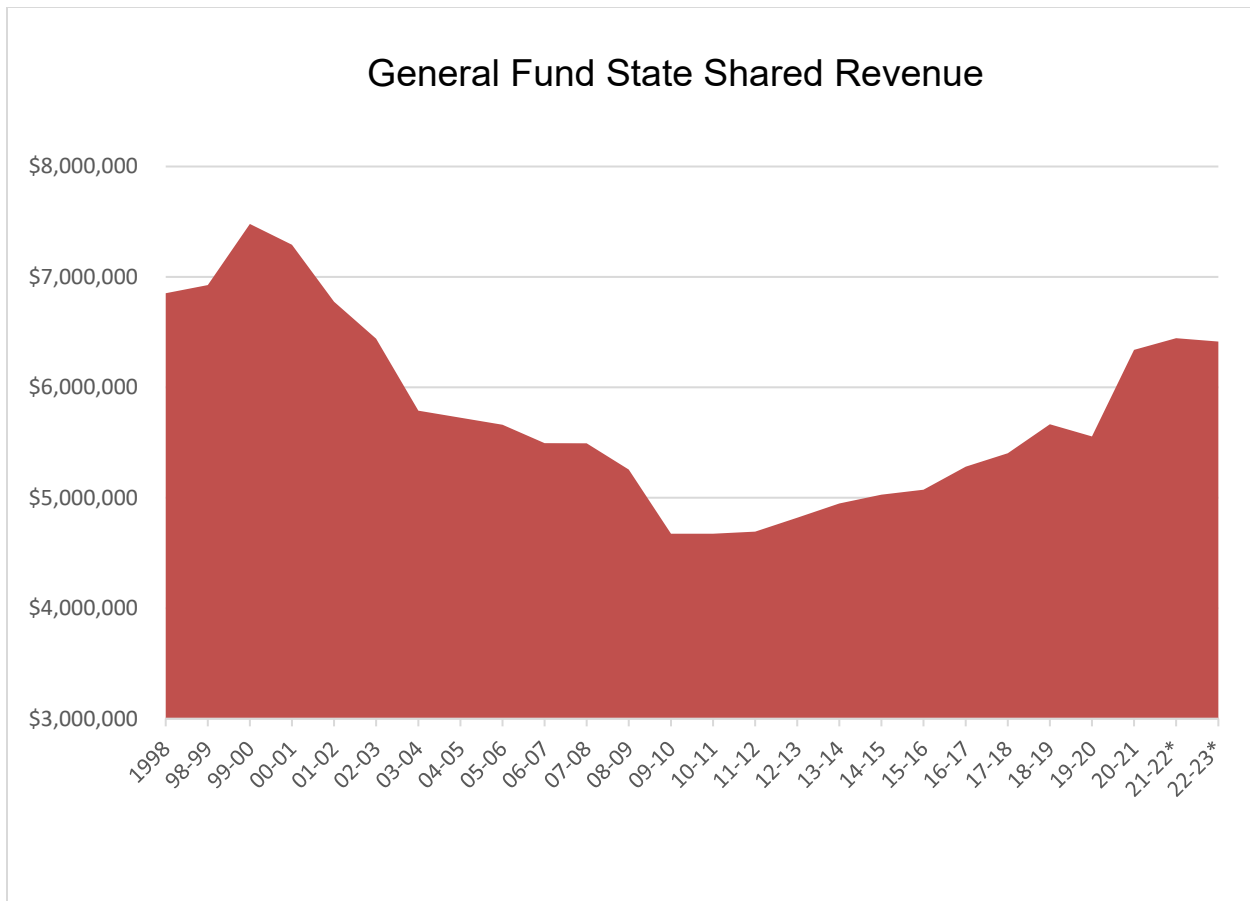
## FY 2021-2022 Millage Rate Comparison

(Average Millage Rate = 18.37)

Blue bar represents a bordering neighbor



Note: The city of Royal Oak's millage rate is for fiscal year 2022-23, however the rest of the community's rates are from 2021-22 as they were not available for the upcoming fiscal year as of the date of this publication.



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

The Michigan legislature had 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 nearly \$1.07 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. \$6,414,000 is budgeted for fiscal year 2022-23 based upon the State of Michigan's projection.

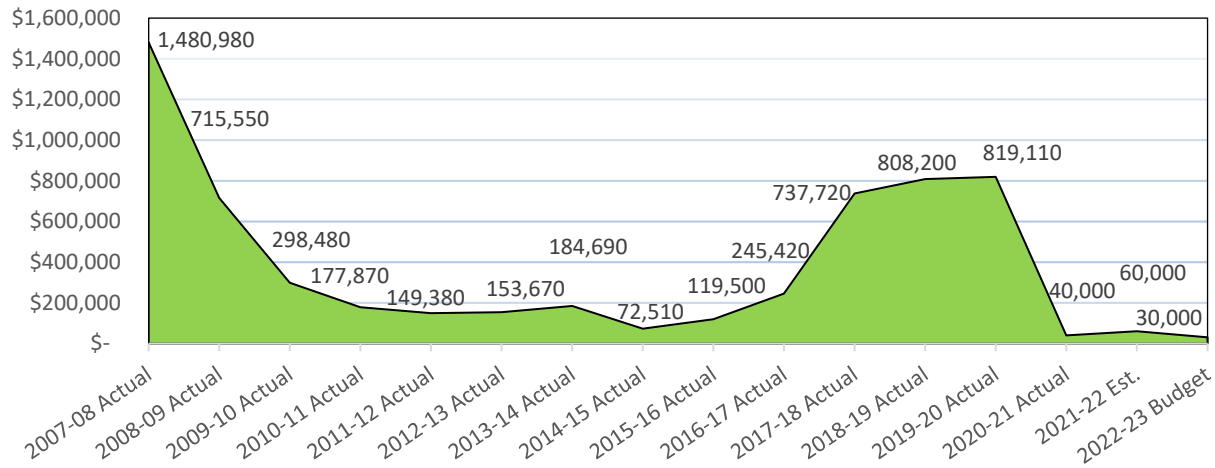
State Shared Revenue

	<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	5,665,000	
	19-20	4,940,510	614,400	5,554,910	
	20-21	5,602,000	737,000	6,339,280	Revised
Projected	21-22*	5,693,000	752,000	6,445,000	Revised
Projected	22-23*	5,587,000	827,000	6,414,000	

\*Does not include projected personal property tax reimbursement.



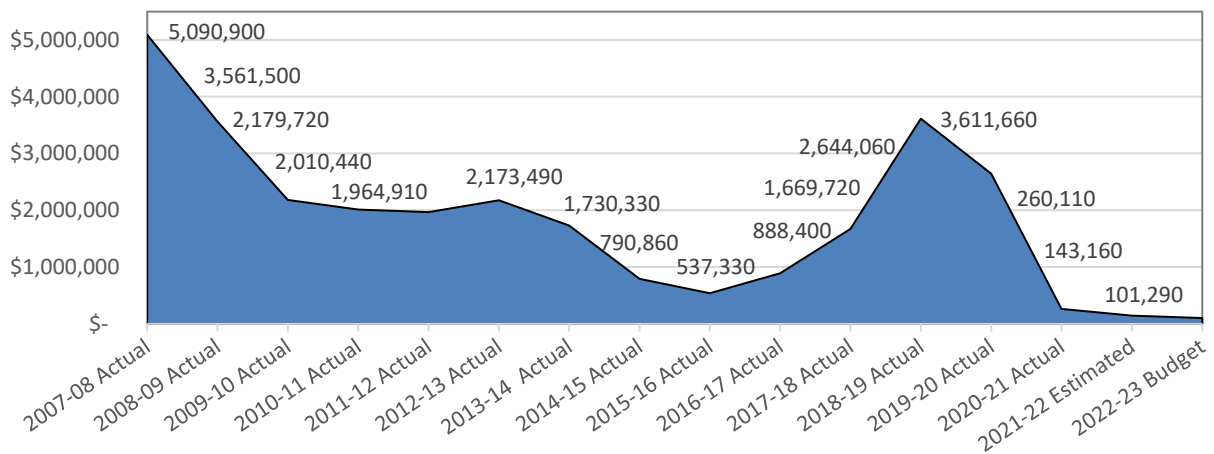
### General Fund Interest Revenue



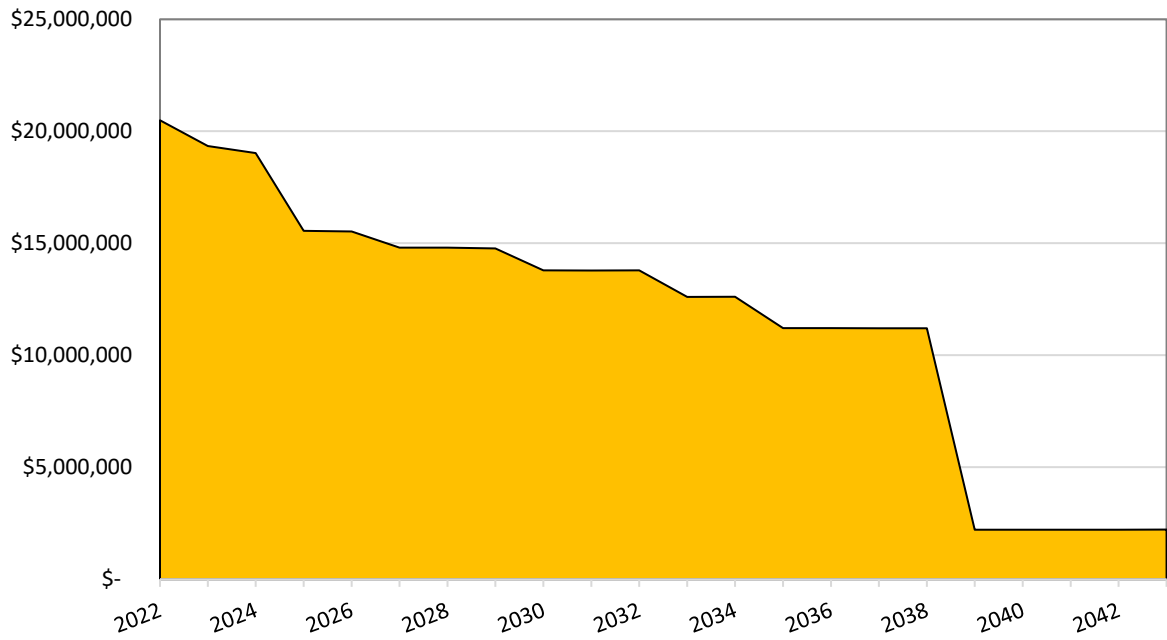
Beyond ten years ago, funds were able to significantly supplement operations with interest income earned on cash balances. Unfortunately, this changed over the last twelve years. Interest rates earned on the city's cash fell drastically as well as certain cash levels from which interest rates are calculated. 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

significantly 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 2022-23 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.

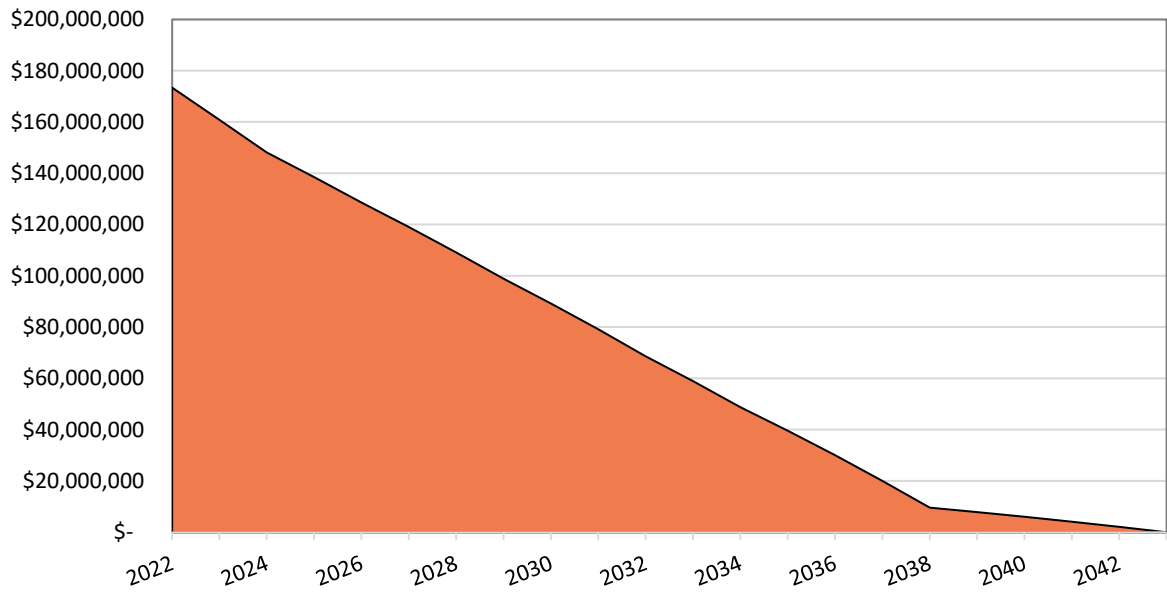
### All Funds Combined Interest Revenue



Annual Debt Service



Principle Outstanding



## Financial Trends – Debt Projections

Fiscal Year Ending	Annual Interest	Annual Principal	Annual Debt Service	Principle Outstanding
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	-

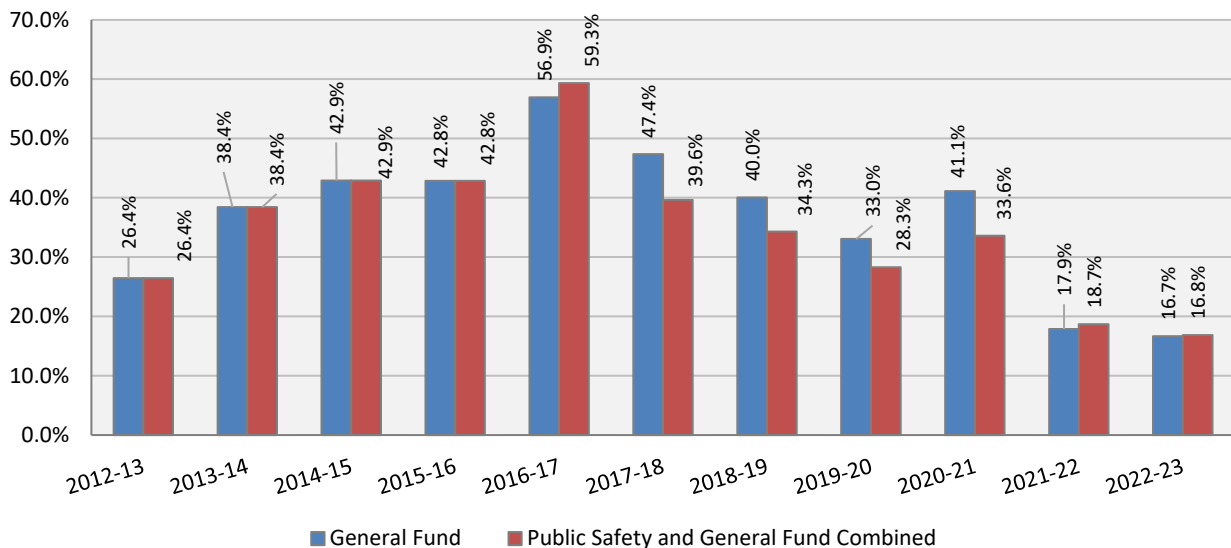
### General Fund Unassigned Fund Balance as a Percentage of Expenditures Fiscal Year 2012-13 to 2022-23

Fiscal Year		Expenditures	Unassigned Fund Balance	Percent
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	42.8%
2016-17		37,462,010	21,321,516	56.9%
2017-18		41,062,550	19,445,520	47.4%
2018-19		41,281,710	16,974,638	41.1%
2019-20		41,229,390	13,625,862	33.0%
2020-21		36,406,670	14,969,214	41.1%
2021-22	Estimated	45,690,110	8,166,734	17.9%
2022-23	Estimated	47,683,870	7,944,564	16.7%

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,

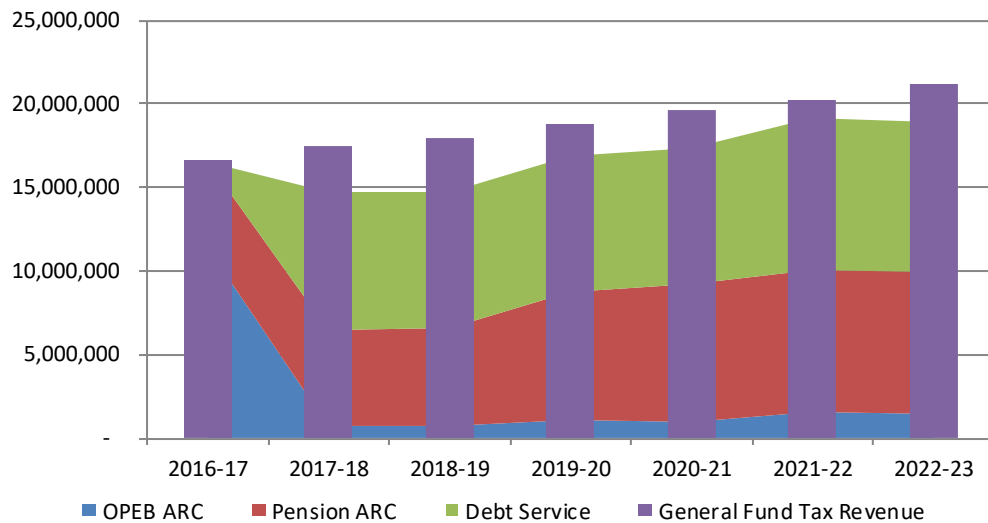
since general fund significantly funds police, fire, and EMS operations. The budgeted unassigned *combined* fund balance for fiscal year 2022-23 is estimated to decline to \$10.4 million or 16.8 percent. The general fund balance is estimated to be at \$7.9 million or 16.7 percent.

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

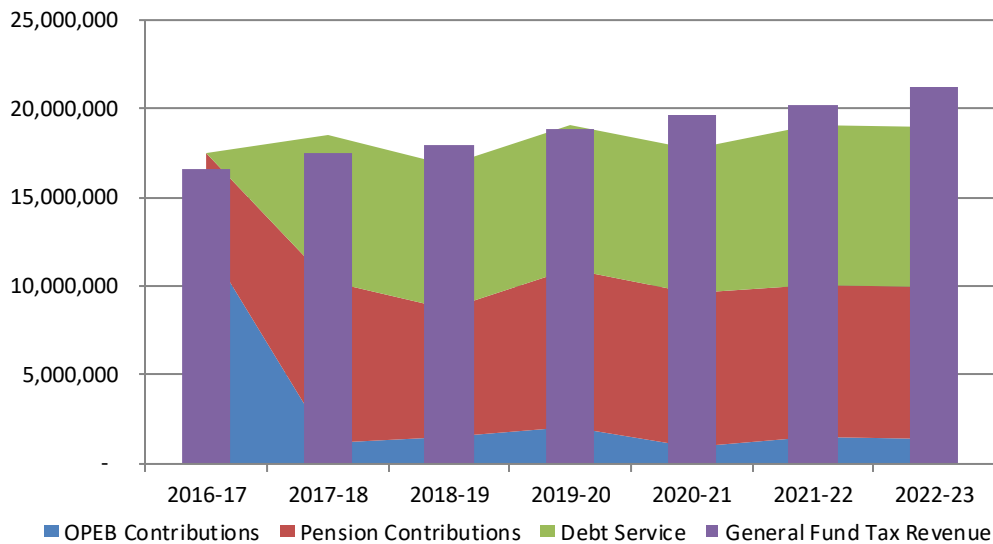


## Financial Trends – Tax Revenues vs. DB Pension and OPEB Contributions

**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. For fiscal year 2022-23, the city is budgeting to contribute the full pension and OPEB ARCs and pension/OPEB debt service in the amount of \$18,901,267. The contributions are below the general fund tax revenue for the last four years 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 \$47.4 million (including transfers-in from other funds).

Over 97 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 approximately 48 percent 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.

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## 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

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

**Revenues** – Total general fund revenue is budgeted to increase \$8,874,070 / 22 percent relative to fiscal year 2021-22 estimated year-end revenues. Tax revenue is budgeted to increase 4.6 percent / \$924,000 due to the increase in taxable value. The cable franchise fee is budgeted to decrease 6.7 percent / \$60,000 as this has been the trend in the past five years as cable subscriptions are declining. Landlord license is budgeted to decrease 21.1 percent / \$80,000 due to fewer license renewals scheduled every two years. **Federal grants is budgeted at \$4,000,000, as ARPA funds are budgeted as source of revenue to balance the fund.** State shared revenue is budgeted to increase 10.8 percent / \$624,000 relative to the 2021-22 original budget based upon the State of Michigan's projection. Probation court revenue is decreasing 25 percent / \$100,000, criminal/traffic court revenue is decreasing 31.8 percent / \$1,050,000, and civilian court revenue is decreasing 21.9 percent / \$70,000, due to the completion of the (*catch-up*) aged receivable collection program. Indirect costs revenue (fee charged to other city funds for general fund central/admin service) are budgeted to increase 4.1 percent / \$87,000. **Parking violations are budgeted to increase by \$4,898,000 based upon the new meter contractor's projections, however nearly half of the revenue will be shared with the contractor (offsetting expenditures are in the general fund administration cost center).** **Violations are anticipated to peak in fiscal year 2022-23 then level off in 2023-24.** Interest income is decreasing 50 percent / \$30,000 based upon estimated \$6.8 million use of fund balance in fiscal year 2021-22. Insurance settlement account is decreasing from \$67,250 to zero due to a non-routine insurance refund in fiscal year 2021-22.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:  
(Continued)**

**Transfers-in** - \$737,000 is budgeted for the annual transfer from the DDA tax increment fund for the annual payment of the Centennial Park portion of the Royal Oak Civic Center project debt payment.

**Expenditures** – Total general fund expenditures are budgeted to increase 4.4 percent / \$1,993,760 relative to fiscal year 2021-22 estimated year-end expenditures. Transfers-out is the largest portion of the expenditure budget at \$25,410,970 / 53.3 percent. General government is budgeted at \$17,241,090 / 36.2 percent, recreation / culture is budgeted at \$2,003,560 / 4.2 percent, public works is budgeted at \$1,774,620 / 3.7 percent, community / economic development is budgeted at \$816,890 / 1.7 percent, and public safety is budgeted at \$436,740 / 0.9 percent of total proposed expenditures.

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 \$25,410,970, a decrease of 5 percent / \$1,388,900. The details can be found in the significant note section (an orange box) within the transfers-out cost center narrative.

**General Fund and Public Safety fund balance combined** – The fiscal year 2022-23 budget provides for the combined use of only \$494,410 from fund balance as a revenue source to fund expenditures and transfers-out due to using \$4 million from the ARPA grant. The 2022-23 combined ending fund balance level is projected to be 16.7 percent / \$10.4 million, 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 use of fund balance between \$4 million to \$6 million annually and fund balance going into a negative position.

The city will be evaluating various resolutions for balancing the budget in the future years.

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

## Budget Summary

General Fund Summary	2021-2022 Estimated Year End	2022-2023 Recommended Budget	2023-2024 Projected Budget	2024-2025 Projected Budget	2025-2026 Projected Budget	2026-2027 Projected Budget
Unassigned Beginning Fund						
Balance	14,969,214	8,166,734	7,944,564	4,087,264	(198,666)	(5,211,266)
Revenues	38,150,630	46,724,700	42,323,060	42,923,960	43,716,460	44,379,650
Expenditures	45,690,110	47,683,870	46,917,360	47,946,890	49,466,060	51,007,540
Net	(7,539,480)	(959,170)	(4,594,300)	(5,022,930)	(5,749,600)	(6,627,890)
Transfers from other funds	737,000	737,000	737,000	737,000	737,000	737,000
Net Change in Fund Balance	(6,802,480)	(222,170)	(3,857,300)	(4,285,930)	(5,012,600)	(5,890,890)
Ending Fund Balance	8,166,734	7,944,564	4,087,264	(198,666)	(5,211,266)	(11,102,156)
Fund Balance as a percentage of Expenditures	17.87%	16.66%	8.71%	-0.41%	-10.54%	-21.77%
Public Safety Beginning Fund						
Balance	2,503,266	2,743,246	2,468,006	1,688,166	1,175,416	891,206
Public Safety Revenues	12,447,080	13,327,990	13,612,460	13,904,040	14,202,910	14,509,270
Public Safety Expenditures	35,247,100	36,143,230	36,932,300	37,956,790	39,027,120	40,126,170
Net	(22,800,020)	(22,815,240)	(23,319,840)	(24,052,750)	(24,824,210)	(25,616,900)
Transfers from other funds	23,040,000	22,540,000	22,540,000	23,540,000	24,540,000	25,540,000
Net Change in fund balance	239,980	(275,240)	(779,840)	(512,750)	(284,210)	(76,900)
Public Safety Ending Fund Balance	2,743,246	2,468,006	1,688,166	1,175,416	891,206	814,306
General Fund and Public Safety combined Fund Balance as a percentage of Expenditures	18.67%	16.84%	9.34%	1.55%	-6.70%	-15.56%

## Revenues

<b>101-000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	19,424,780	6,133,410	10,312,980	930,780	595,960	1,014,040	38,411,950
2019-2020 Actual	20,387,630	6,039,640	8,856,130	950,100	585,060	1,513,180	38,331,740
2020-2021 Actual	21,268,790	7,091,660	7,383,570	208,820	329,420	1,414,860	37,697,120
2021-2022 Original Budget	21,819,000	6,092,450	9,091,910	155,500	285,450	737,000	38,181,310
2021-2022 Adjusted Budget (Dec)	21,819,000	6,092,450	9,091,910	155,500	285,450	737,000	38,181,310
2021-2022 Six Month Actual	21,160,980	2,673,510	3,562,230	8,800	178,840	0	27,584,360
2021-2022 Estimated Year End	21,862,000	6,879,860	8,824,000	173,400	411,370	737,000	38,887,630
2022-2023 Dept Request	22,796,000	10,735,450	12,698,000	139,500	355,750	737,000	47,461,700
2022-2023 Manager's Budget	22,796,000	10,735,450	12,698,000	139,500	355,750	737,000	47,461,700
2022-2023 Adopted Budget							
2023-2024 Projected Budget	23,353,450	6,863,730	11,610,630	139,500	355,750	737,000	43,060,060
2024-2025 Projected Budget	23,924,690	6,994,580	11,524,440	124,500	355,750	737,000	43,660,960
2025-2026 Projected Budget	24,510,070	7,128,040	11,625,100	109,500	343,750	737,000	44,453,460
2026-2027 Projected Budget	25,109,940	7,264,170	11,552,290	109,500	343,750	737,000	45,116,650

## Expenditures

<b>General Fund</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	8,173,220	365,690	396,780	29,885,500	2,460,520	41,281,710
2019-2020 Actual	8,980,450	428,030	467,830	28,894,020	2,459,060	41,229,390
2020-2021 Actual	8,858,480	426,590	41,300	24,621,330	2,458,960	36,406,660
2021-2022 Original Budget	10,633,670	541,780	697,750	31,924,140	2,462,000	46,259,340
2021-2022 Adjusted Budget (Dec)	10,633,220	549,780	697,750	31,916,590	2,462,000	46,259,340
2021-2022 Six Month Actual	4,534,260	235,890	363,000	14,952,180	1,886,100	21,971,430
2021-2022 Estimated Year End	9,877,880	563,150	620,310	32,166,770	2,462,000	45,690,110
2022-2023 Dept Request	10,882,820	677,660	18,000	33,645,390	2,460,000	47,683,870
2022-2023 Manager's Budget	10,882,820	677,660	18,000	33,645,390	2,460,000	47,683,870
2022-2023 Adopted Budget						
2023-2024 Projected Budget	11,223,790	617,660	4,500	32,704,280	2,368,000	46,918,230
2024-2025 Projected Budget	11,578,440	617,660	4,500	33,353,050	2,395,000	47,948,650
2025-2026 Projected Budget	11,947,970	617,660	4,500	34,471,600	2,427,000	49,468,730
2026-2027 Projected Budget	12,333,830	617,660	4,500	35,595,150	2,460,000	51,011,140

*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.

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## 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.<sup>GOAL1</sup>
- Use committee, boards, commissions, and task force to achieve the objectives of specific city departments and programs.<sup>GOAL2</sup>
- 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.<sup>GOAL 3</sup>

## 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.<sup>GOAL4</sup>
- Facilitate housing developments that meet identified gaps.<sup>GOAL5</sup>
- Complete sustainability plan.<sup>GOAL6</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Dues & memberships and training & education are both increasing relative to the fiscal year 2021-22 estimated expenditures due to a slight increase in membership costs as well as an increase in commission conference attendance.

## Budget Summary Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	4,750	340	0	29,770	0	34,860
2021-2022 Original Budget	6,030	600	0	50,200	0	56,830
2021-2022 Adjusted Budget (Dec)	6,030	600	0	50,200	0	56,830
2021-2022 Six Month Actual	2,420	20	0	21,460	0	23,900
2021-2022 Estimated Year End	6,030	300	0	45,500	0	51,830
2022-2023 Dept Request	6,030	600	0	52,200	0	58,830
2022-2023 Manager's Budget	6,030	600	0	52,200	0	58,830
2022-2023 Adopted Budget						
2023-2024 Projected Budget	6,040	600	0	52,200	0	58,840
2024-2025 Projected Budget	6,050	600	0	52,200	0	58,850
2025-2026 Projected Budget	6,060	600	0	52,200	0	58,860
2026-2027 Projected Budget	6,070	600	0	52,200	0	58,870

## Cost Center Position Detail – Home Base Part-Time Employees

Mayor/Commission		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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 44<sup>th</sup> 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 44<sup>th</sup> 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, exams, etc. The court also has two part-time magistrates who conduct arraignments, 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 44<sup>th</sup> District Courts two judges each preside over a Hybrid Alcohol / Drug Treatment Court (HADTC) caseload. This specialty court is a two-year intensive supervision and rehabilitation program for individuals who have an alcohol or drug abuse problem and have a desire for a substance-free lifestyle. 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 80 participants. Since 2013, the 44<sup>th</sup> District Court's HADTC program has shown significant success in rehabilitating

participants graduating over 200 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 44<sup>th</sup> 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 44<sup>th</sup> 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

## OBJECTIVES

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

**GOALS**

range of rehabilitation services designed to minimize re-offending.

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

**OBJECTIVES****Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

**Personnel costs are slightly increasing relative to the fiscal year 2021-22 original budget due to the request to add 4 new full-time positions, which is mostly offset by a reduction in part-time wages.** A drug court probation officer is budgeted in fiscal year 2022-23 as grant funding is anticipated, however, the grant revenue is not budgeted until awarded after the start of the fiscal year. Overtime wages are decreasing relative to the fiscal year 2021-22 original budget due to only needing coverage for arraignments on two holidays in fiscal year 2022-23.

Contracted worker services are budgeted at \$60,000 for fiscal year 2022-23 to cover Sober Link alcohol testing for persons in phase I of the Hybrid Alcohol / Drug Treatment Court (HADTC) specialty court program. These expenditures are reimbursed by the drug court grant. Contracted judges' services and increasing \$17,500 relative to the fiscal year 2021-22 original budget due to returning to the pre-COVID-19 pandemic need for visiting judges' services. Juror fees are increasing \$6,500 relative to the fiscal year 2021-22 estimated expenditures due to the resumption of twelve months of jury trials.

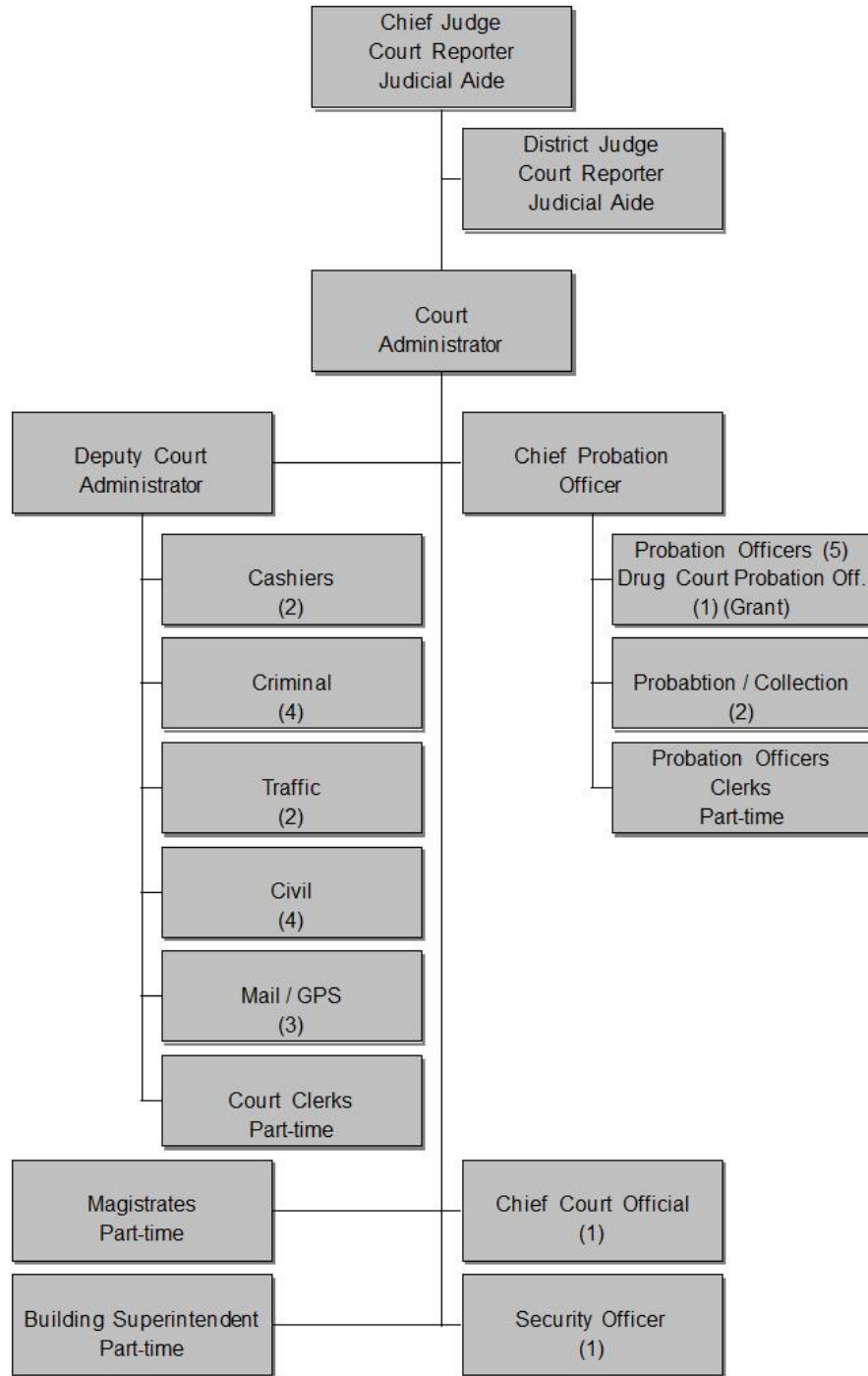
Printing & document duplicating is increasing \$10,000 relative to the fiscal year 2021-22 original budget due to an increase in postcard notices and in-house printing. Training & education and travel costs are increasing, \$2,000 and \$10,500 respectively, relative to the fiscal year 2021-22 estimated expenditures due to anticipated resumption of in-person training and related travel costs in fiscal year 2022-23. Office supplies are decreasing \$12,000 relative to the fiscal year 2021-22 original budget due to the reallocation of paper supplies to a different account. Postage & mailing services are decreasing \$6,700 relative to the fiscal year 2021-22 original budget due to better align with actual usage. Telephone service is decreasing \$15,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Computer / telecom equipment leases increased \$5,000 relative to fiscal year 2021-22 estimated expenditures due to the addition of remote JIS database access and Zoom licensing fees to this account. Computer equipment repair & tech. services are increasing \$20,000 relative to the 2021-22 fiscal year estimated expenditures to include the purchase of an e-filing scanner in fiscal year 2022-23. Building repair and maintenance supplies are increasing \$15,000 relative to the fiscal year 2021-22 estimated expenditures due to the need for electrical rework required to accommodate the e-filing scanner equipment. Building security services is decreasing \$20,000 relative to the fiscal year 2021-22 original budget due to the court camera & server upgrade project being reallocated to the Information Technology Fund. The court continues to experience significant repair costs with the HVAC system 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 2022-23. Water and electric utilities are increasing, \$1,500 and \$2,000 respectively, relative to the fiscal year 2021-22 estimated expenditures due to better align with historical usage. Miscellaneous expenditures is decreasing \$23,950 relative to fiscal year 2021-22 estimated expenditures due to one-time CESF court grant expenditures incurred in fiscal year 2021-22.

## Budget Summary Expenditures

<b>101.136 DISTRICT COURT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	2,907,680	67,410	0	347,510	0	3,322,600
2021-2022 Original Budget	3,532,390	120,500	18,550	472,500	0	4,143,940
2021-2022 Adjusted Budget (Dec)	3,532,390	120,500	18,550	472,500	0	4,143,940
2021-2022 Six Month Actual	1,450,960	37,370	19,310	182,170	0	1,689,810
2021-2022 Estimated Year End	3,198,830	81,700	19,310	432,000	0	3,731,840
2022-2023 Dept Request	3,564,290	102,500	0	457,000	0	4,123,790
2022-2023 Manager's Budget	3,564,290	102,500	0	457,000	0	4,123,790
2022-2023 Adopted Budget						
2023-2024 Projected Budget	3,667,620	102,500	0	459,110	0	4,229,230
2024-2025 Projected Budget	3,774,450	102,500	0	461,330	0	4,338,280
2025-2026 Projected Budget	3,884,860	102,500	0	463,650	0	4,451,010
2026-2027 Projected Budget	3,999,000	102,500	0	466,090	0	4,567,590

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

### Full & Part-Time Employees

District Court	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
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	0.0	0.0	1.0	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	9.0	13.0	13.0	15.0	15.0	14.0	14.0	14.0	17.0
Collections Clerk	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Court Bailiff Law Clerk	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Director of Court Services	0.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Chief Probation Officer	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Probation Officer	2.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	6.0
Pre-Sentence Director	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Building Superintendent	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total	20.0	29.0	29.0	29.0	30.0	30.0	30.0	30.0	34.0
<b><u>Part-Time Positions (FTEs)</u></b>									
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	29.0	29.0	29.0	30.0	30.0	30.0	30.0	34.0

*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 44<sup>th</sup> District Court. The city manager's office acts as the chief operating office for the local government.

The office sets the 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. <sup>GOAL4</sup>
- Provide community services public infrastructure that reflect the needs to all of the city’s population. <sup>GOAL4</sup>
- Facilitate private sector development. <sup>GOAL5</sup>
- Ensure city financial sustainability. <sup>GOAL6</sup>
- Communicate budget priorities. <sup>GOAL6</sup>
- Complete sustainability plan. <sup>GOAL7</sup>
- Implement sustainability priorities. <sup>GOAL7</sup>
- Implement sustainability priorities for city assets. <sup>GOAL7</sup>

	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>
The City of Royal Oak’s overall “American Customer Satisfaction Index” Rating (scale 1-100)	69	N/A	N/A	67	N/A

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

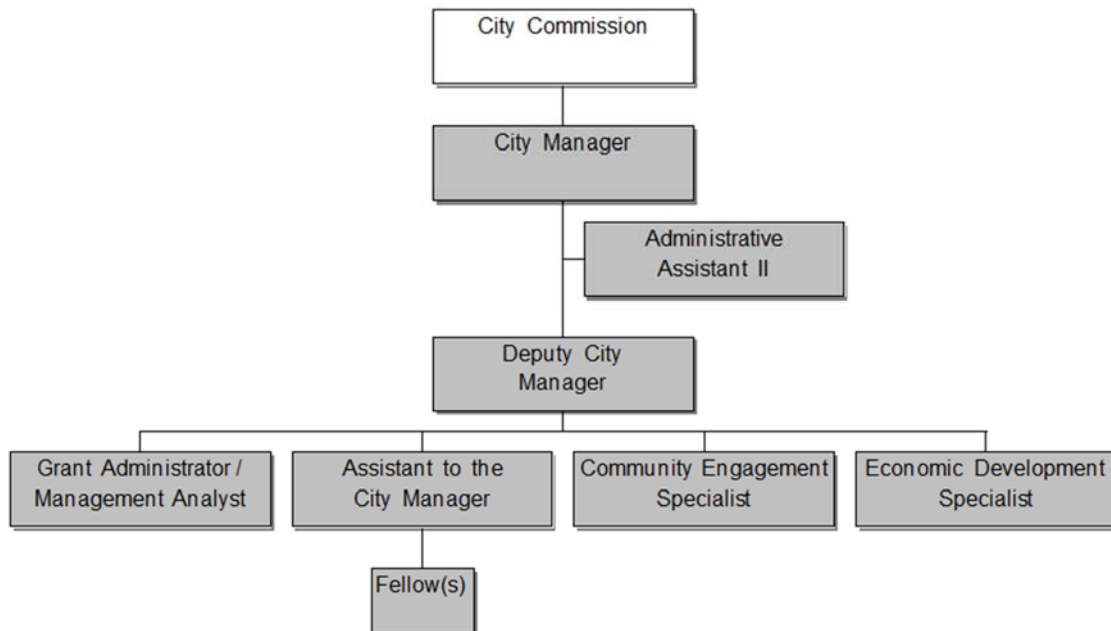
Personnel costs are increasing relative to the fiscal year 2021-22 original budget to allow for newer employees (who are not at the top of their pay range), to potentially receive merit raises.

Training & education and travel costs are increasing, \$9,000 and \$9,700 respectively, relative to the fiscal year 2021-22 estimated expenditures due to the resumption of in-person training events and associated travel costs in fiscal year 2022-23. Dues & memberships are increasing \$5,300 relative to the fiscal year 2021-22 expenditures to support additional memberships as well an anticipated increase in some membership renewals in fiscal year 2022-23. Telephone service is decreasing \$2,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

### Budget Summary Expenditures

<b>101.172 MANAGER</b>	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	422,920	16,040	0	14,850	0	453,810
2021-2022 Original Budget	704,770	19,750	0	54,200	0	778,720
2021-2022 Adjusted Budget (Dec)	704,770	19,750	0	54,200	0	778,720
2021-2022 Six Month Actual	329,900	2,710	0	21,750	0	354,360
2021-2022 Estimated Year End	711,030	5,050	0	43,400	0	759,480
2022-2023 Dept Request	714,430	11,500	0	92,070	0	818,000
2022-2023 Manager's Budget	714,430	11,500	0	92,070	0	818,000
2022-2023 Adopted Budget						
2023-2024 Projected Budget	735,100	11,500	0	92,070	0	838,670
2024-2025 Projected Budget	756,410	11,500	0	92,070	0	859,980
2025-2026 Projected Budget	778,360	11,500	0	92,070	0	881,930
2026-2027 Projected Budget	801,020	11,500	0	92,070	0	904,590

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Manager	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
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	1.0	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*	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Grant Coordinator / Energy and Sustainability Manager	1.0	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	0.0	0.0
Economic Development Specialist*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Administrative Assistant II	0.5	0.2	0.2	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total	5.5	5.2	5.2	6.0	6.0	6.0	6.0	7.0	7.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	5.5	5.2	5.2	6.0	6.0	6.0	6.0	7.0	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 elections in an effective and ethical manner meeting the requirements of the federal and state election law and the city charter.*

The elections division of the city clerk's office maintains the city's qualified voter file (QVF) for the State of Michigan and is responsible for the conduct of elections in the city.

This division provides service to the community by maintaining a permanent absentee voter list and automatically mailing absentee applications to those voters, as requested. 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>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Projected <u>2022</u>	Projected <u>2023</u>
GOAL <sup>1</sup> Elections	2	1	3	1	3	1
GOAL <sup>1</sup> Number of Registered Voters	48,783	49,331	52,017	50,970	51,000	52,000
GOAL <sup>2</sup> Registration Applications Submitted	7,855	6,673	12,135	7,259	9,000	7,500
GOAL <sup>1</sup> New Valid Registrations	5,269	4,277	3,951	5,102	6,000	5,200
GOAL <sup>1</sup> Active Voters Cancelled	4,657	3,632	4,167	4,330	4,600	4,200

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 2022-23:

Personnel costs are increasing relative to the fiscal year 2021-22 original budget due to having two elections in fiscal year 2021-2022, which require additional staffing.

Miscellaneous contracted services is decreasing \$85,000 relative to the fiscal year 2021-22 original budget due to the prepayment of a five-year maintenance agreement for 30 election tabulators & 24 ADA scanners in fiscal year 2021-22, of which 1/5<sup>th</sup> of the cost will be expensed in fiscal year 2022-23. Postage & mailing services are increasing \$10,000 relative to the fiscal year 2021-22 original budget due to the need to order new election envelopes due to a change in the Michigan post office standards for election envelopes. Office supplies and miscellaneous operating supplies are both increasing, \$10,000 and \$20,000 respectively, relative to the fiscal year 2021-22 original budget due to additional elections in 2022 in comparison to 2021. Advertising & legal notices are increasing \$5,000 relative to the fiscal year 2021-22 original budget due to the continued increase in costs from the sole newspaper that meets the city's publication frequency. Miscellaneous facilities leases is increasing \$500 relative to the fiscal year 2021-22 original budget due to the anticipated increase in lease costs. Equipment repair & maintenance is increasing \$5,000 relative to the fiscal year 2021-22 estimated expenditures due to a modem upgrade.

## Budget Summary Expenditures

<b>101.191 ELECTIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	231,250	62,630	88,690	17,030	0	399,600
2019-2020 Actual	239,300	62,390	88,080	6,770	0	396,540
2020-2021 Actual	363,440	70,810	22,550	5,340	0	462,140
2021-2022 Original Budget	314,730	76,000	0	152,900	0	543,630
2021-2022 Adjusted Budget (Dec)	314,730	76,000	0	152,900	0	543,630
2021-2022 Six Month Actual	146,220	16,610	0	9,090	0	171,920
2021-2022 Estimated Year End	317,270	76,000	0	20,900	0	414,170
2022-2023 Dept Request	381,360	106,000	0	85,400	0	572,760
2022-2023 Manager's Budget	381,360	106,000	0	85,400	0	572,760
2022-2023 Adopted Budget						
2023-2024 Projected Budget	393,780	106,000	0	85,400	0	585,180
2024-2025 Projected Budget	406,650	106,000	0	85,400	0	598,050
2025-2026 Projected Budget	419,950	106,000	0	85,400	0	611,350
2026-2027 Projected Budget	433,740	106,000	0	85,400	0	625,140

## ROYAL OAK ELECTION HISTORY

<b><u>Type of Election</u></b>	<b><u>Date</u></b>	<b><u>Total Voting</u></b>	<b><u>Voters Registered</u></b>	<b><u>Percent Voting</u></b>	<b><u>AV's Counted</u></b>
City Election	11/02/2021	15,030	50,970	29.49%	7,304
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

NOTE: Election History is for a 10-year period.

*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 ACFR (Annual Comprehensive 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 and assessing 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 device.
  5. Infrastructure – to sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.
- 

## OBJECTIVES

- Implement new government accounting standards number 87 (Leases) and 89 (Construction Interest) . GOAL1



## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL2 Bank Statements Reconciled	237	216	102	204	204	204
GOAL2 Accounts Payable Invoices Processed	16,381	16,110	8,882	16,000	16,000	16,000
GOAL2 General Payroll Checks/NODs Generated	19,701	19,513	10,584	20,000	20,000	20,000
GOAL1 Auditors Correcting Entries to Financial Statements	0	0	0	0	0	0
GOAL2 Estimate/Final Pension Calculations	18 / 25	16 / 6	7 / 9	15 / 11	15 / 11	15 / 11
GOAL4 GFOA Distinguished Budget Awarded	yes	yes	yes	yes	yes	yes
GOAL4 GFOA CAFR Awarded	yes	yes	yes	yes	yes	yes
GOAL2 Bids Prepared	29	19	8	30	40	50
GOAL2 General Liability Incidents/ Claims Processed	151 / 63	351 / 134	125 / 51	250 / 100	225 / 90	200 / 80

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

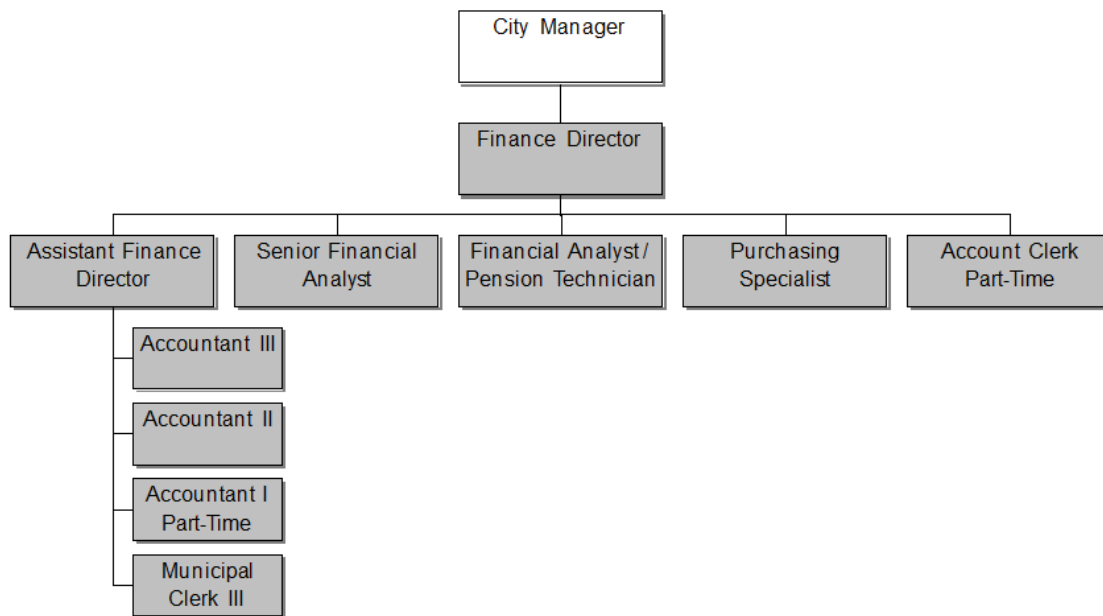
The personnel budget is increasing due to the potential for the newer employees (who are not at the top of their pay range) to receive merit wage increases and due to the Finance Director position being fully allocated to this cost center beginning in fiscal year 2022-23.

Training & education is increasing \$2,000 relative to fiscal year 2021-22 estimated expenditures due to an anticipated (post COVID) training opportunities in fiscal year 2022-23. Telephone service is decreasing \$1,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary Expenditures

<b>101.201 FINANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	879,390	6,890	0	29,190	0	915,470
2021-2022 Original Budget	966,630	3,500	0	34,750	0	1,004,880
2021-2022 Adjusted Budget (Dec)	966,630	3,500	0	34,750	0	1,004,880
2021-2022 Six Month Actual	453,280	690	0	15,500	0	469,470
2021-2022 Estimated Year End	1,017,350	3,500	0	31,900	0	1,052,750
2022-2023 Dept Request	1,039,790	3,500	0	32,900	0	1,076,190
2022-2023 Manager's Budget	1,039,790	3,500	0	32,900	0	1,076,190
2022-2023 Adopted Budget						
2023-2024 Projected Budget	1,072,730	3,500	0	32,900	0	1,109,130
2024-2025 Projected Budget	1,106,800	3,500	0	32,900	0	1,143,200
2025-2026 Projected Budget	1,142,040	3,500	0	32,900	0	1,178,440
2026-2027 Projected Budget	1,178,470	3,500	0	32,900	0	1,214,870

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Finance		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
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	1.0	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	0.0	0.0	1.0	1.0	1.0
Purchasing Specialist*		1.0	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	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Financial Analyst / Pension Technician		0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Full-time total		6.0	7.0	7.0	7.0	7.0	7.0	8.0	8.0	8.0
<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		6.0	7.0	7.0	7.0	7.0	7.0	8.0	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 26,000 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.

The Assessor determines eligibility of qualified residents for the disabled veteran exemption. A Michigan resident who owns and occupies a residence must be deemed by the Veterans Administration as 100% totally and permanently disabled or have specially adapted housing or been rated as individually unemployable. If qualified, the veteran is exempt from the collection of taxes. The exemption must be applied for on an annual basis.

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. Complete 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 and prepare for Michigan State Tax Commission Audit of Minimum Assessing Requirements (every 5 years). GOAL 3, 7, 8
- Update written procedures for all types of real and personal property exemptions. GOAL 7
- Create electronic computer sketches of all properties. GOAL 2, 7
- Review all annual residential sales and update record cards. GOAL 12
- Update photographs on residential properties. GOAL 7

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Assessment Notices Processed	28,058	28,142	28,142	28,150	28,150	28,150
GOAL <sup>7</sup> Residential Property Appraisals	1,762	1,720	913	2,000	2,000	2,000
GOAL <sup>7</sup> Commercial/Industrial Appraisals	484	904	77	450	450	450
GOAL <sup>6</sup> Small Claims Tribunal Appeals	6	11	11	12	12	12
GOAL <sup>6</sup> Full Tax Tribunal Appeals	20	9	9	20	20	20
GOAL <sup>3</sup> Homestead Affidavits Processed	8,673	12,331	6,785	8,800	8,800	8,800
GOAL <sup>3</sup> Transfer Affidavits Processed	2,469	3,321	1,401	2,600	2,600	2,600
GOAL <sup>1</sup> Board of Review Appeals	286	292	89	300	300	300
GOAL <sup>1</sup> Board of Review Adjustments	-4,293,090	-5,517,730	-1,121,530	-4,000,000	-4,000,000	-4,000,000
GOAL <sup>6</sup> Tax Tribunal Decisions	7	4	1	10	10	10
GOAL <sup>6</sup> Tax Tribunal Adjustments	-9,177,860	-399,650	-1,762,020	-1,762,020	-1,000,000	-1,000,000
GOAL <sup>1</sup> , GOAL <sup>3</sup> Property Sales Reviewed	1,803	2,175	1,100	2,000	2,000	2,000
GOAL <sup>1</sup> Property Transfers Uncapped	1,652	2,228	1,063	2,000	2,000	2,000
GOAL <sup>1</sup> Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
GOAL <sup>9</sup> Lot Splits/Combinations	15	14	14	15	15	15

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

**Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures mostly due to the full-time Appraiser I position vacancy being filled, as well as budgeting for 2 part-time appraiser aides, a clerk, and two interns in fiscal year 2022-23.** 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 26,000 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.

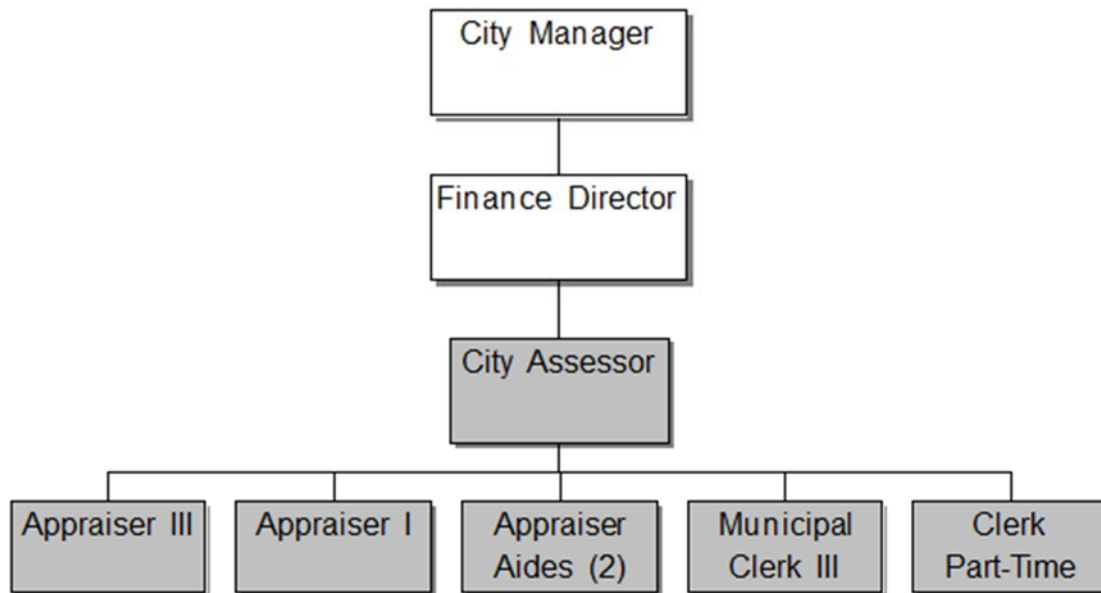
Contracted worker services are increasing \$9,700 relative to the fiscal year 2021-22 estimated expenditures due to potential additional appraisals needed to meet a potential increase in the number Michigan Tax Tribunal (MTT) appeals cases. Contracted legal / advisory counsel is decreasing \$20,000 relative to fiscal year 2021-22 estimated expenditures due to greater property tax legal counsel required in fiscal year 2021-22. Dues & memberships are decreasing \$1,250 relative to the fiscal year 2021-22 original budget due to the elimination of the Multiple Listing Service (MLS), which is no longer available. Telephone service is decreasing \$2,200 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Motor pool rental charges are decreasing \$8,980 relative to the fiscal year 2021-22 original budget due to decreased fixed rate depreciation as two vehicles became fully depreciated in fiscal year 2021-22.

## Budget Summary Expenditures

<b>101.209 ASSESSOR</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	522,330	20,070	0	125,110	0	667,510
2021-2022 Original Budget	636,060	14,000	0	167,710	0	817,770
2021-2022 Adjusted Budget (Dec)	636,060	14,000	0	167,710	0	817,770
2021-2022 Six Month Actual	234,170	1,280	0	110,080	0	345,530
2021-2022 Estimated Year End	555,590	15,000	0	181,880	0	752,470
2022-2023 Dept Request	636,950	14,550	0	160,200	0	811,700
2022-2023 Manager's Budget	636,950	14,550	0	160,200	0	811,700
2022-2023 Adopted Budget						
2023-2024 Projected Budget	658,010	14,550	0	160,840	0	833,400
2024-2025 Projected Budget	679,820	14,550	0	161,500	0	855,870
2025-2026 Projected Budget	702,440	14,550	0	162,180	0	879,170
2026-2027 Projected Budget	725,910	14,550	0	162,880	0	903,340

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Assessing	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	1.0	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	2.0	1.0	1.0
Assessing - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessing - MC II	0.0	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	4.0	4.0	4.0	4.0	4.0	4.0	5.0	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	4.0	4.0	4.0	4.0	4.0	4.0	5.0	4.0	4.0



*The mission of the City of Royal Oak attorney's office is to promote responsible government by providing highly professional legal counsel to the city commission, city departments, boards and committees, and city employees in all matters relating to any official duties.*

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

The city attorney prepares and reviews contracts, ordinances, resolutions, and agreements, and handles legal issues involving planning, zoning, building inspections, procurement, employment law, open meetings law, access to public records, authority matters, public safety, the U.S. and Michigan Constitutions, provides day-to-day legal advice on the business of the city, 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. <sup>GOAL1</sup>
- Assist the city commission with development of a policy for adult-use recreational marihuana in the city. <sup>GOAL6</sup>
- Assist the staff in developing and implementing a procedure for the replacement of lead service lines. <sup>GOAL6</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

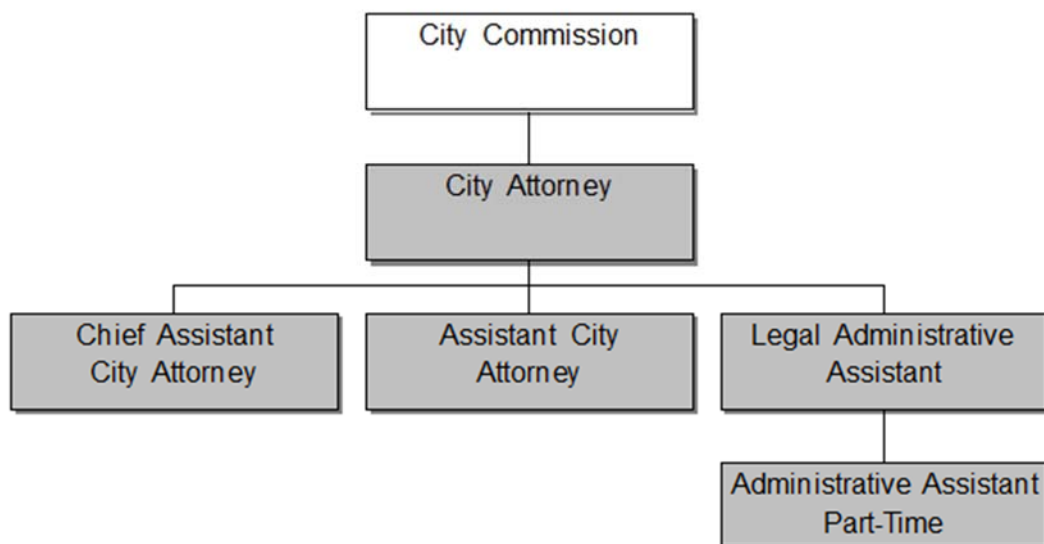
Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to a three-month vacancy in the assistant city attorney position during fiscal year 2021-22.

Contracted legal / advisory counsel is decreasing \$35,000 relative to the fiscal year 2021-22 estimated expenditures due to greater outsourced legal counsel required in fiscal year 2021-22 resulting from a position vacancy and increased litigation relative to the veteran's war memorial. Books, subscriptions, & electronic works are increasing \$2,500 relative to the fiscal year 2021-22 original budget due to cost increases in two annual legal subscriptions. Training & education is increasing \$1,000 relative to the fiscal year 2021-22 estimated expenditures due to the anticipated increase in training opportunities for all staff. Miscellaneous expenditures is decreasing \$1,500 relative to the fiscal year 2021-22 original budget to offset the requested increase in the fiscal 2022-23 training & education budget. Dues & memberships are decreasing \$500 relative to the fiscal year 2021-22 original budget due to better reflect anticipated usage. Office supplies is increasing \$250 relative to the fiscal year 2021-22 original budget due to anticipated cost increases in office supplies. Telephone service is decreasing \$500 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary Expenditures

<b>101.210 ATTORNEY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	452,680	26,010	0	102,620	0	581,310
2021-2022 Original Budget	611,000	17,250	0	68,500	0	696,750
2021-2022 Adjusted Budget (Dec)	611,000	17,250	0	68,500	0	696,750
2021-2022 Six Month Actual	284,150	9,700	0	78,240	0	372,090
2021-2022 Estimated Year End	575,300	19,250	0	101,800	0	696,350
2022-2023 Dept Request	594,280	20,000	0	68,000	0	682,280
2022-2023 Manager's Budget	594,280	20,000	0	68,000	0	682,280
2022-2023 Adopted Budget						
2023-2024 Projected Budget	612,470	20,000	0	68,000	0	700,470
2024-2025 Projected Budget	631,240	20,000	0	68,000	0	719,240
2025-2026 Projected Budget	650,630	20,000	0	68,000	0	738,630
2026-2027 Projected Budget	670,650	20,000	0	68,000	0	758,650

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full-Time Employees

Attorney		Fiscal Year								
		14-15	14-15	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	1.0	1.0	1.0	1.0
Assistant City Attorney		2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Legal Administrative Assistant		0.5	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total		3.5	3.8	3.8	4.0	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. <sup>GOAL1</sup>
- All forms are online to make it easier for residents and customers to apply for things instead of having to come into the office. <sup>GOAL2,3</sup>
- Keep the website up to date with all approved minutes/notices that the clerk's office is responsible for. <sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>
<b>Documents Processed/Issued:</b>						
GOAL2 Birth Certificates*	6,850	7,154	6,881	7,103	7,200	7,200
GOAL2 Death Certificates*	1,730	1,644	1,839	1,960	2,000	2,000
GOAL2 Dog Licenses	2,920	2,138	1,521	2,097	2,100	2,200
GOAL2 Dog Park Passes	295	356	243	436	450	450
GOAL1 Freedom of Information Act	121	170	65	157	160	160
GOAL2 Liquor License Renewals	54	52	52	57	60	60
GOAL2 Miscellaneous Business Licenses	61	71	30	55	60	65
GOAL2 Peddler Permits	68	66	1	20	40	60
GOAL2 SDD/SDM Renewals	39	38	38	45	45	50
GOAL2 Solicitation Permits	15	15	3	8	10	15
GOAL2 Special Event Permits	51	60	9	41	50	60
GOAL2 Woodward Dream Cruise Permits	63	64	0	39	50	60

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 2022-23:

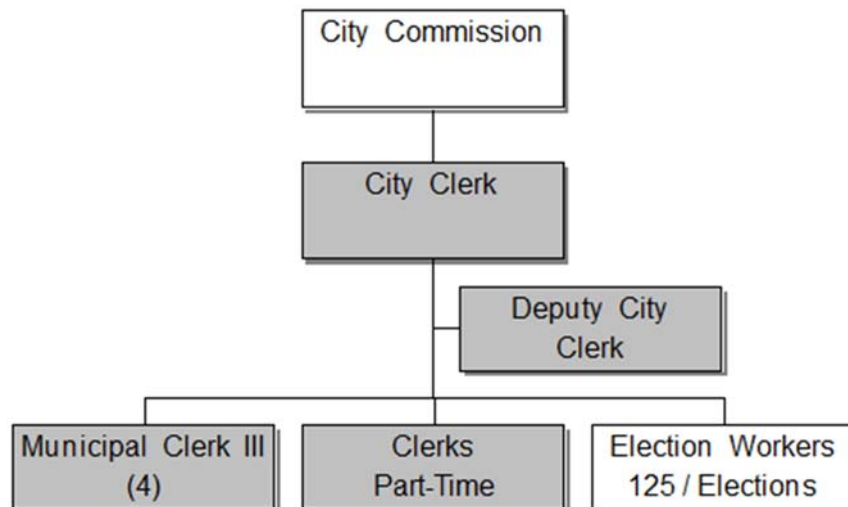
Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to newer employees (who are not at the top of their pay range) potentially receiving wage increases and due to greater part-time staffing needs to support two elections.

Office supplies are increasing \$5,000 relative to the fiscal year 2021-22 original budget due to the need for additional supplies to supplement the clerk's office and elections. Advertising & legal notices are increasing \$2,900 relative to the fiscal year 2021-22 original budget due to the continued increase in costs from the sole newspaper that meets the city's publication frequency needs. Training & education and travel costs are both each increasing \$500 relative to the fiscal year 2021-22 original budget due to the resumption of in-person training opportunities in fiscal year 2022-23, and related travel costs. Dues & memberships are increasing \$400 relative to the fiscal year 2021-22 original budget due to the annual increase in membership dues & fees. Filing, recording, & other legal fees are increasing \$500 relative to the fiscal year 2021-22 original budget to include any miscellaneous city commission related filings. Telephone service is decreasing \$1,800 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary Expenditures

<b>101.215 CLERK</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	351,100	15,580	0	17,900	0	384,580
2021-2022 Original Budget	412,060	16,000	0	35,000	0	463,060
2021-2022 Adjusted Budget (Dec)	412,060	16,000	0	35,000	0	463,060
2021-2022 Six Month Actual	153,600	1,190	0	6,020	0	160,810
2021-2022 Estimated Year End	367,730	16,000	0	34,050	0	417,780
2022-2023 Dept Request	432,510	21,350	0	38,000	0	491,860
2022-2023 Manager's Budget	432,510	21,350	0	38,000	0	491,860
2022-2023 Adopted Budget						
2023-2024 Projected Budget	446,620	21,350	0	38,000	0	505,970
2024-2025 Projected Budget	461,230	21,350	0	38,000	0	520,580
2025-2026 Projected Budget	476,370	21,350	0	38,000	0	535,720
2026-2027 Projected Budget	492,060	21,350	0	38,000	0	551,410

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

City Clerk	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	2.0	2.0	2.0	2.0	2.0	3.0	4.0	4.0	4.0
City Clerk – MCII	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
City Clerk - MC I	1.0	1.0	1.0	1.0	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	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	5.0	5.0	5.0	5.0	5.0	5.0	6.0	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 56 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. <sup>GOAL1</sup>
- Complete targeted compensation surveys for those departments or positions where difficulties in filling vacancies have been apparent. <sup>GOAL1</sup>



## 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 2022-23:**

Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures to allow for newer employees (who are not at the top of their pay range) to potentially receive merit raises and due to a partial vacancy in the Administrative Assistant I position in fiscal year 2021-22.

Miscellaneous contracted services is decreasing \$10,000 relative to the fiscal year 2021-22 original budget due to expending the Retiree Drug Subsidy Data Aggregation Services (RDS) costs to the retiree health care fund. Civil service examinations are increasing \$4,000 relative to the fiscal year 2021-22 estimated expenditures due to an anticipated increase in police and fire department promotion-related testing due to increased advancement opportunities resulting from employee retirements. Medical services are increasing \$5,000 relative to the fiscal year 2021-22 estimated expenditures due to an increase in hirings due to attrition. Tuition reimbursement is decreasing \$2,500 relative to the fiscal year 2021-22 original budget due to a reassignment of police & fire tuition reimbursements to the public safety fund. Office supplies are increasing \$700 relative to the fiscal year 2021-22 estimated expenditures due to planned enhancements to the new-hire onboarding experience and to make improvements to employee common room spaces.

Training & education and travel costs are increasing, \$2,000 and \$900 respectively, relative to the fiscal year 2021-22 estimated expenditures due to the resumption of in-person training opportunities and related travel costs. Dues & memberships are increasing \$400 relative to fiscal year 2021-22 estimated expenditures due to the reactivation of intentionally lapsed association memberships as well as the addition of one new membership in fiscal year 2022-23. Telephone service is decreasing \$450 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

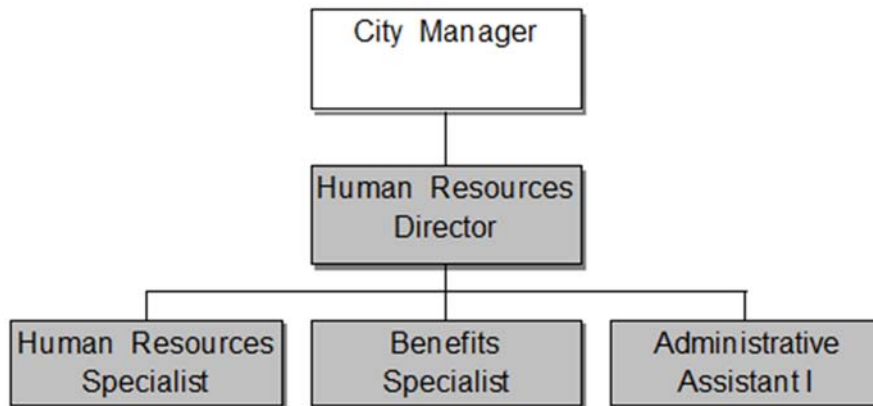
## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>2</sup> Labor Contracts Negotiated	9	9	5	9	9	9
GOAL <sup>2</sup> % of Labor Contracts Settled	100	100	55.55	100	100	100
GOAL <sup>1</sup> Employees Hired (FT/PT)	96	186	40	100	120	120
GOAL <sup>2</sup> Applications Processed (FT/PT)	1,230	1,081	641	1,300	1,300	1,300
GOAL <sup>2</sup> Promotions/Transfers/Terminations Processed	99	96	60	95	95	95
GOAL <sup>3</sup> Worker's Comp Claims Processed	53	41	18	50	50	50
GOAL <sup>3</sup> Administration/Processing of Benefits for Insurance Enrollees	806	803	780	810	810	810
GOAL <sup>3</sup> FT HR Staff to FT Workforce Ratio	1:108	1:170	1:172	1:174	1:132	1:132
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

<b>101.226 HUMAN RESOURCES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	327,520	5,570	0	258,450	0	591,540
2021-2022 Original Budget	403,710	2,600	0	250,250	0	656,560
2021-2022 Adjusted Budget (Dec)	403,710	2,600	0	250,250	0	656,560
2021-2022 Six Month Actual	170,990	720	0	100,980	0	272,690
2021-2022 Estimated Year End	343,180	1,900	0	241,600	0	586,680
2022-2023 Dept Request	414,160	2,600	0	243,100	0	659,860
2022-2023 Manager's Budget	414,160	2,600	0	243,100	0	659,860
2022-2023 Adopted Budget						
2023-2024 Projected Budget	426,970	2,600	0	243,100	0	672,670
2024-2025 Projected Budget	440,180	2,600	0	243,100	0	685,880
2025-2026 Projected Budget	453,840	2,600	0	243,100	0	699,540
2026-2027 Projected Budget	467,940	2,600	0	243,100	0	713,640

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Human Resources		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	1.0	1.0	1.0	2.0	2.0	1.0	1.0	1.0
Benefits Specialist		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recruitment Coordinator		0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant I		0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Secretary I - HR		1.0	0.0	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		3.0	3.0	3.0	4.0	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		3.0	3.0	3.0	4.0	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.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

**Miscellaneous contracted services is budgeted at \$2,932,000 for MPS's share of parking violation estimated revenue and payment to MPS for estimated ticket processing costs. \$100,000 is budgeted for consulting services for a general fund administration user-charge allocation review.**

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 decreasing \$35,830 due to a decrease in planned expenditures during fiscal year 2022-23 in the Information Technology fund. Telephone service charges are now also included within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary Expenditures

<b>101.248 ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	1,140	0	0	1,049,480	2,458,960	3,509,580
2021-2022 Original Budget	800	0	0	1,314,010	2,462,000	3,776,810
2021-2022 Adjusted Budget (Dec)	800	0	0	1,314,010	2,462,000	3,776,810
2021-2022 Six Month Actual	200	0	0	675,200	1,886,100	2,561,500
2021-2022 Estimated Year End	510	0	0	1,920,140	2,462,000	4,382,650
2022-2023 Dept Request	0	0	0	4,080,750	2,460,000	6,540,750
2022-2023 Manager's Budget	0	0	0	4,080,750	2,460,000	6,540,750
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	3,415,160	2,368,000	5,783,160
2024-2025 Projected Budget	0	0	0	3,446,610	2,395,000	5,841,610
2025-2026 Projected Budget	0	0	0	3,479,140	2,427,000	5,906,140
2026-2027 Projected Budget	0	0	0	3,512,780	2,460,000	5,972,780

*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. <sup>GOAL1</sup>

## 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. <sup>GOAL1</sup>
- To assist other departments in increasing use of online payments and forms through SeamlessDocs and Stripe. <sup>GOAL1</sup>
- To provide an option for residents to pay special assessments online through SeamlessDocs. <sup>GOAL1</sup>
- To change online payment processing vendors in order to increase back-office efficiency and improve the customers' experience. <sup>GOAL3</sup>
- To see that each treasury employee is given the opportunity to attend BS&A and MMTA training as related to their specific duties. <sup>GOAL4</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
<sup>GOAL2</sup> Tax bills generated	61,705	61,386	61,253	61,253	61,300	61,350
<sup>GOAL2</sup> Water bills generated	100,324	100,704	50,328	100,656	100,700	100,750
<sup>GOAL2</sup> Phone calls received	16,804	23,224	8,145	16,500	16,500	16,500
<sup>GOAL1</sup> Online Bill Payment	8,073	31,256	19,294	34,000	36,000	38,000
<sup>GOAL1</sup> Direct Debit Customers (W & S)	2,533	2,305	2,305	2,250	2,200	2,150
<sup>GOAL1</sup> % Participation in Automatic Bill Pay	10.51%	9.16%	9.16%	8.94%	8.74%	8.54%
<sup>GOAL2</sup> Invoices Billed	539	499	278	540	540	540
<sup>GOAL2</sup> Special Assessments Billed	2,422	3,923	3,588	5,600	8,000	10,500



**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

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. Personnel costs are decreasing relative to the fiscal year 2021-22 estimated expenditures mostly due to staff regularly assisting with water-billing functions having their costs allocated to the Water / Sewer Fund in fiscal year 2022-23.

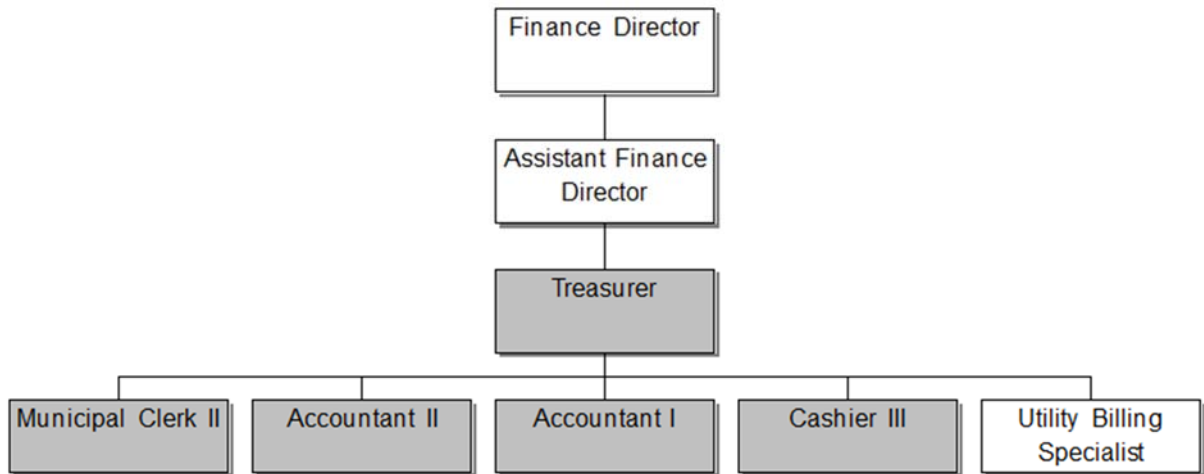
Printing & document duplicating is increasing \$7,300 relative to the fiscal year 2021-22 original budget due to anticipated rising paper cost, as well as an additional tax reminder notice to be sent out in early February, and an information piece with general tax information is planned for inclusion as an insert with the summer and winter tax bills. Postage and mailing services are increasing \$1,000 relative to the fiscal year 2021-22 original budget due to an anticipated increase in postage rates in fiscal year 2022-23. Office equipment and furniture (non-capitalized) is decreasing \$2,750 relative to the fiscal year 2021-22 estimated expenditures due to the one-time purchase of a currency counter in fiscal year 2021-22. Office supplies are increasing \$400 relative to the fiscal year 2021-22 original budget due to the reallocation of several minor contracted services to this account. Training & education is decreasing \$500 relative to the fiscal year 2021-22 original budget due to a transition to training that mostly consists of day seminars rather than a travel trip. Dues & memberships are increasing \$250 relative to the fiscal year 2021-22 estimated expenditures due an additional staff membership added in fiscal year 2022-23. Telephone service is decreasing \$3,000 relative to the fiscal year 2021-22 original budget due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary

### Expenditures

<b>101.253 TREASURER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	463,930	6,380	0	35,400	0	505,710
2021-2022 Original Budget	462,520	5,300	0	43,980	0	511,800
2021-2022 Adjusted Budget (Dec)	462,520	5,300	0	43,980	0	511,800
2021-2022 Six Month Actual	236,090	5,240	0	27,470	0	268,800
2021-2022 Estimated Year End	502,660	6,950	0	49,750	0	559,360
2022-2023 Dept Request	469,330	4,000	0	48,600	0	521,930
2022-2023 Manager's Budget	469,330	4,000	0	48,600	0	521,930
2022-2023 Adopted Budget						
2023-2024 Projected Budget	484,440	4,000	0	48,600	0	537,040
2024-2025 Projected Budget	500,070	4,000	0	48,600	0	552,670
2025-2026 Projected Budget	516,250	4,000	0	48,600	0	568,850
2026-2027 Projected Budget	532,970	4,000	0	48,600	0	585,570

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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		1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0
Accountant I		0.0	1.0	1.0	1.0	2.0	2.0	1.0	1.0	1.0
Cashier III		0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cashier II		1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Treasurer - MC III		0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	0.5
Full-time total		3.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	4.5
<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		3.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	4.5

*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 2022-23:**

Electric is increasing \$3,000, relative to the fiscal year 2021-22 original budget, to cover anticipated increases in rates. Water is decreasing \$6,800, relative to the fiscal year 2021-22 original budget, due to the efficiencies of a new building and no longer being combined with the police station. Miscellaneous operating supplies are increasing \$1,000, relative to the fiscal year 2021-22 original budget, to better reflect historical activity. Miscellaneous building repair and maintenance is budgeted at \$1,500 in fiscal year 2022-23 to purchase new flags for city hall and Centennial Commons.

**Miscellaneous contracted services is increasing \$30,000 for renewable energy consultants / facility study related to the city's Sustainability and Climate Action Plan (S-CAP).**

## Budget Summary Expenditures

<b>101.265 CITY OFFICE BUILDING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	69,070	9,690	0	238,400	0	317,160
2021-2022 Original Budget	73,300	9,760	0	137,170	0	220,230
2021-2022 Adjusted Budget (Dec)	73,300	9,760	0	137,170	0	220,230
2021-2022 Six Month Actual	34,170	6,390	0	75,600	0	116,160
2021-2022 Estimated Year End	70,150	11,400	0	137,970	0	219,520
2022-2023 Dept Request	74,730	10,100	0	166,170	0	251,000
2022-2023 Manager's Budget	74,730	10,100	0	166,170	0	251,000
2022-2023 Adopted Budget						
2023-2024 Projected Budget	77,030	10,100	0	170,210	0	257,340
2024-2025 Projected Budget	79,420	10,100	0	174,430	0	263,950
2025-2026 Projected Budget	81,870	10,100	0	178,840	0	270,810
2026-2027 Projected Budget	84,410	10,100	0	183,450	0	277,960

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

City Office Building		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
Day Porter II		n/a	n/a	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total		n/a	n/a	1.0	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 51 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

- Continue to implement improvements at neighborhood parks as guided by the five-year park master plan. <sup>GOAL8</sup>
- Collaborate with parks and recreation for additional programming in neighborhood parks. <sup>GOAL8</sup>
- Work on a new parks and recreation master plan. Current plan expires December 2022. <sup>GOAL8</sup>

**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 FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Hours Ball Diamonds Maintained	1,653	2,447	1,458	2,500	2,500	2,500
GOAL <sup>1</sup> Hours Soccer / Football Fields Maintained/Lined	348	512	256	600	600	600
Trees Planted	449	500	270	500	500	500

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

**Personnel costs are increasing, relative to the fiscal year 2021-22 original budget, mostly due to increases in temporary wages of \$57,000 and overtime wages of \$25,000 due to three additional field attendants at Normandy Oaks Park and an increase in workload expected in fiscal year 2022-23. 2021-22 year-end expenditures for full-time personnel are estimated to be low due to vacancies from retirements during the year.**

**Miscellaneous contracted services are increasing \$15,800, relative to the fiscal year 2021-22 original budget, due to budgeting for a new equipment lease for a field line marking robot and to cover the parks and forestry division's portion of the annual licensing fees for the new maintenance management software that several DPS departments utilize. Contracted worker services are increasing \$39,000, relative to fiscal year 2022-23 estimated expenditures, for the parks and recreation master plan update.** Relative to the fiscal year 2021-22 original budget, maintenance supplies for equipment repair, and parks and grounds repair, are increasing \$2,000 and \$8,000, respectively. This is due to the additional demand from Normandy Oaks Park and expecting an increase in the cost of these supplies during fiscal year 2022-23. **\$70,000 has been included in grounds repair and maintenance services during fiscal year 2022-23 for the natural areas' maintenance service contract for Normandy Oaks Park.** Motor pool rental charges are increasing \$17,940, relative to the fiscal year 2021-22 original budget, due to recently replaced equipment as part of the city's annual vehicle replacement plan.

**\$18,000 has been budgeted in capital expenditures for a turf renovator tractor attachment. Most park projects have not been included in the general fund budget/forecast due to the lack of funding. See the "capital improvement" tab section of this document for the various projects that are not funded.**

## Budget Summary Expenditures

<b>101.266 PARKS &amp; FORESTRY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	488,690	148,260	18,750	318,550	0	974,250
2021-2022 Original Budget	643,680	157,200	679,200	454,440	0	1,934,520
2021-2022 Adjusted Budget (Dec)	650,580	165,200	679,200	446,440	0	1,941,420
2021-2022 Six Month Actual	317,700	53,080	343,690	191,080	0	905,550
2021-2022 Estimated Year End	612,170	174,000	601,000	418,540	0	1,805,710
2022-2023 Dept Request	694,660	171,200	18,000	548,330	0	1,432,190
2022-2023 Manager's Budget	694,660	171,200	18,000	548,330	0	1,432,190
2022-2023 Adopted Budget						
2023-2024 Projected Budget	722,990	171,200	4,500	565,280	0	1,463,970
2024-2025 Projected Budget	754,360	171,200	4,500	577,410	0	1,507,470
2025-2026 Projected Budget	789,580	171,200	4,500	589,940	0	1,555,220
2026-2027 Projected Budget	829,710	171,200	4,500	602,880	0	1,608,290

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

<b>Parks &amp; Forestry</b>		<b>Fiscal Year</b>							
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b><u>Full-Time Positions</u></b>									
Supervisor of Parks & Forestry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	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	2.0	3.0	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	8.0	10.0	10.0
<b><u>Part-Time Positions (FTEs)</u></b>									
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	8.0	10.0	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.

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### 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

- Develop a scheduled HVAC / mechanical inspection program for city facilities.<sup>GOAL2</sup>

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs in the fiscal year 2022-23 are budgeted higher than the 2021-22 estimated expenditures due to the building facilities manager position being filled for the entire year. Overtime wages are decreasing \$7,000, relative to the fiscal year 2021-22 estimated expenditures, due to the vacancy being filled and having additional full-time staff to handle workload during fiscal year 2022-23.

Relative to the fiscal year 2021-22 estimated expenditures, tools and hardware are decreasing \$4,000 due to a table saw replacement and building repair & maintenance supplies are decreasing \$1,500 for signs purchased for the new city hall building during fiscal year 2021-22. Motor pool rental charges are increasing \$3,810 due to increased depreciation from a new vehicle as part of the city's annual vehicle replacement plan.

## Budget Summary Expenditures

<b>101.267 BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	165,060	10,840	0	16,970	0	192,870
2021-2022 Original Budget	291,200	17,300	0	18,350	0	326,850
2021-2022 Adjusted Budget (Dec)	291,200	17,300	0	18,350	0	326,850
2021-2022 Six Month Actual	72,140	8,930	0	9,180	0	90,250
2021-2022 Estimated Year End	218,790	18,800	0	18,350	0	255,940
2022-2023 Dept Request	282,260	12,500	0	22,160	0	316,920
2022-2023 Manager's Budget	282,260	12,500	0	22,160	0	316,920
2022-2023 Adopted Budget						
2023-2024 Projected Budget	291,920	12,500	0	22,820	0	327,240
2024-2025 Projected Budget	301,960	12,500	0	23,500	0	337,960
2025-2026 Projected Budget	312,410	12,500	0	24,210	0	349,120
2026-2027 Projected Budget	323,260	12,500	0	24,940	0	360,700

## Cost Center Position Detail - Home Base

Full & Part-Time Employees

DPS		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
Facilities Manager		0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	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	3.0	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.

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### 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.<sup>GOAL1</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Personnel costs are decreasing relative to the fiscal year 2021-22 original budget due to the partial reallocation of personnel costs of two code enforcement clerical employees to the State Construction Code fund beginning in fiscal year 2022-23 based upon allocation of workload.

Training & education is increasing \$1,500 relative to the fiscal year 2021-22 estimated expenditures, due to fewer training opportunities in fiscal year 2021-22 due to the COVID-19 pandemic, as well as assuming to be fully staffed in fiscal year 2022-23. Telephone service is decreasing \$6,200 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Motor pool rental charges are decreasing \$3,860 relative to the fiscal year 2021-22 original budget due to a decrease in depreciation, maintenance & operation, and fuel costs in fiscal year 2022-23.

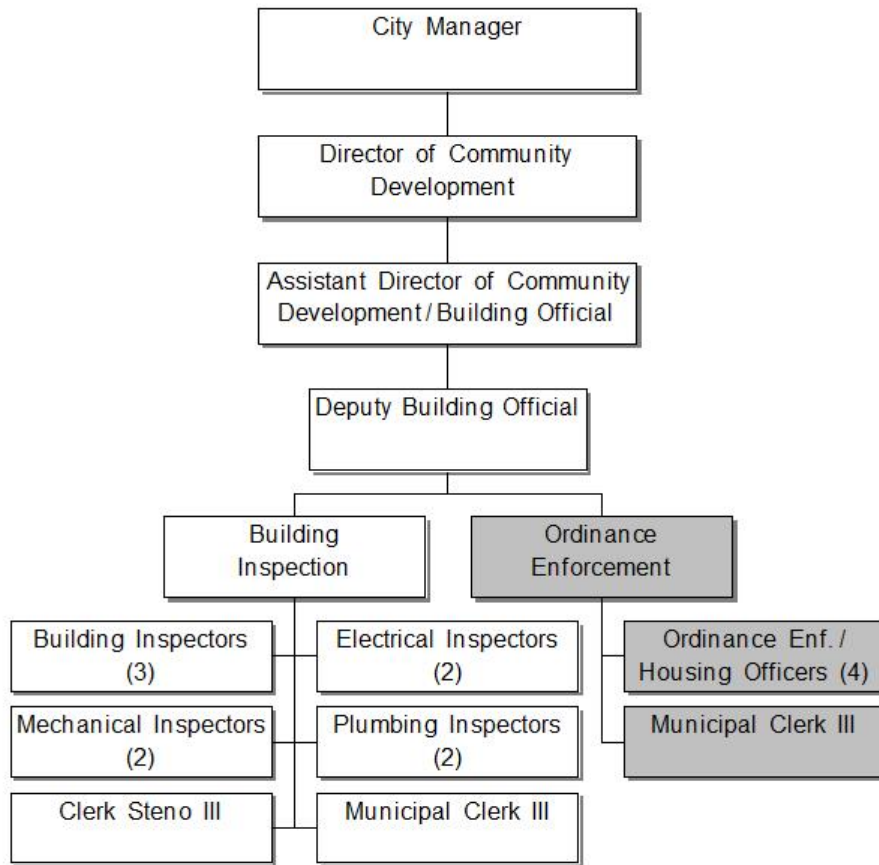
**Performance Measures / Outcome Measures**

	<u>Actual FY 19-20</u>	<u>Actual FY 20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY 21-22</u>	<u>Projected FY 22-23</u>	<u>Projected FY 23-24</u>
GOAL1 Percent of Non-Homestead Properties Reviewed for Unlicensed Rental Activity	15%	n/a	n/a	n/a	n/a	n/a
GOAL1 Percent of Complaints Responded to Within One Business Day	95%	n/a	n/a	n/a	n/a	n/a
GOAL1 Percent of Questions Responded to Within Two Business Days	95%	n/a	n/a	n/a	n/a	n/a
GOAL2 Rental Licenses Issued	2,056	n/a	n/a	n/a	n/a	n/a
GOAL1 Responses to Complaints	7,002	n/a	n/a	n/a	n/a	n/a
GOAL2 Scheduled Inspections Conducted	16,985	n/a	n/a	n/a	n/a	n/a

## Budget Summary Expenditures

<b>101.372 ORDINANCE ENFORCEMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	308,140	220	0	53,700	0	362,060
2021-2022 Original Budget	378,690	1,000	0	49,100	0	428,790
2021-2022 Adjusted Budget (Dec)	378,690	1,000	0	49,100	0	428,790
2021-2022 Six Month Actual	118,830	330	0	21,990	0	141,150
2021-2022 Estimated Year End	317,380	1,000	0	46,600	0	364,980
2022-2023 Dept Request	343,790	1,000	0	39,040	0	383,830
2022-2023 Manager's Budget	343,790	1,000	0	39,040	0	383,830
2022-2023 Adopted Budget						
2023-2024 Projected Budget	354,360	1,000	0	40,120	0	395,480
2024-2025 Projected Budget	365,270	1,000	0	41,230	0	407,500
2025-2026 Projected Budget	376,520	1,000	0	42,370	0	419,890
2026-2027 Projected Budget	388,140	1,000	0	43,550	0	432,690

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full-Time Employees

Code Enforcement	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b>Full-Time Positions</b>									
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.

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## GOALS

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

## OBJECTIVES

- Facilitate private sector development <sup>GOAL5</sup>



## 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 2022-23:**

Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to the potential for employees (who are not at the top of their pay range) to receive merit wage increases, and also due to an increase in the personnel allocation of two planning employees to this cost center in order to compensate for a planning position vacancy.

Dues & memberships are increasing \$500 relative to the fiscal year 2021-22 original budget due to the planning division paying for additional individuals' dues & memberships that serve on various boards and commissions. Advertising & legal notices are decreasing \$10,000 relative to the fiscal year 2021-22 estimated expenditures due to lower anticipated post-COVID-19 advertising & legal notice costs. Training & education and travel costs are increasing, \$1,500 and \$900 respectively, relative to the fiscal year estimated expenditures due to the anticipation of additional training opportunities and related travel costs in fiscal year 2022-23. Telephone service is decreasing \$1,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

**Contracted workers services are budgeted for \$290,000 (carryover from 2021-22) to continue to develop the city's master plan.**

## Budget Summary Expenditures

<b>101.400 PLANNING &amp; ZONING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	304,340	1,070	0	33,040	0	338,450
2021-2022 Original Budget	339,690	1,500	0	317,100	0	658,290
2021-2022 Adjusted Budget (Dec)	339,690	1,500	0	317,100	0	658,290
2021-2022 Six Month Actual	141,600	220	0	21,360	0	163,180
2021-2022 Estimated Year End	323,230	700	0	40,350	0	364,280
2022-2023 Dept Request	382,430	1,000	0	312,000	0	695,430
2022-2023 Manager's Budget	382,430	1,000	0	312,000	0	695,430
2022-2023 Adopted Budget						
2023-2024 Projected Budget	395,450	1,000	0	72,000	0	468,450
2024-2025 Projected Budget	408,960	1,000	0	72,000	0	481,960
2025-2026 Projected Budget	423,020	1,000	0	72,000	0	496,020
2026-2027 Projected Budget	437,620	1,000	0	72,000	0	510,620

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

Community Development		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
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	1.0	1.0	1.0	1.0	1.0	1.0
Planner III		1.0	1.0	1.0	0.0	2.0	2.0	0.0	0.0	0.0
Planner II		1.0	1.0	1.0	1.0	1.0	0.0	2.0	2.0	2.0
Community Development Liaison		0.0	0.5	0.5	0.5	0.0	0.0	0.0	0.0	0.0
Full-time total		3.0	3.5	3.5	3.5	4.0	4.0	4.0	4.0	4.0

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

*The mission of animal protection services is to capture dangerous, rabid, and stray animals humanely and safely transport them to the animal shelter for safe keeping.*

Animal protection services are supervised by the police department in the general fund. The city contracts with our neighbor for the shared services of the City of Berkley animal control officer and truck.

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

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

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## GOALS

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

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Animal control services is budgeted to increase \$1,540 based upon an assumed contract increase with the city of Berkley.

## Budget Summary Expenditures

<b>101.430 ANIMAL PROTECTION SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	46,330	0	46,330
2019-2020 Actual	0	0	0	47,490	0	47,490
2020-2021 Actual	0	0	0	48,890	0	48,890
2021-2022 Original Budget	0	0	0	51,370	0	51,370
2021-2022 Adjusted Budget (Dec)	0	0	0	51,370	0	51,370
2021-2022 Six Month Actual	0	0	0	20,980	0	20,980
2021-2022 Estimated Year End	0	0	0	50,360	0	50,360
2022-2023 Dept Request	0	0	0	52,910	0	52,910
2022-2023 Manager's Budget	0	0	0	52,910	0	52,910
2022-2023 Adopted Budget						
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
2026-2027 Projected Budget	0	0	0	59,550	0	59,550

## Cost Center Position Detail - Home Base Part-Time Employees

Animal Protection Services		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21/22	22-23
<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 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 2022-23:

Relative to the fiscal year 2021-22 original budget, personnel costs are increasing due to having a slightly higher percentage of the city electrician's time allocated, and overtime wages are increasing \$5,000 to better reflect actual activity charged to this cost center. Tools and hardware are decreasing \$4,500, relative to the fiscal year 2021-22 original budget, due to a one-time purchase of a reserve portable generator.

## Budget Summary Expenditures

<b>101.443 ELECTRICAL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	44,440	10,220	0	43,370	0	98,030
2021-2022 Original Budget	45,860	18,960	0	49,570	0	114,390
2021-2022 Adjusted Budget (Dec)	46,710	18,960	0	49,570	0	115,240
2021-2022 Six Month Actual	25,910	3,570	0	24,280	0	53,760
2021-2022 Estimated Year End	49,670	16,460	0	49,570	0	115,700
2022-2023 Dept Request	53,060	14,460	0	49,240	0	116,760
2022-2023 Manager's Budget	53,060	14,460	0	49,240	0	116,760
2022-2023 Adopted Budget						
2023-2024 Projected Budget	54,670	14,460	0	50,690	0	119,820
2024-2025 Projected Budget	56,330	14,460	0	52,180	0	122,970
2025-2026 Projected Budget	58,040	14,460	0	53,720	0	126,220
2026-2027 Projected Budget	59,790	14,460	0	55,300	0	129,550

## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Electrical		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
Electrician I		0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Full-time total		0.0	0.5	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	0.5	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 asset management plans and programs to allow for planning, design and inspection of public improvements in the city while also reviewing proposed work within the public right-of-way to ensure the best interests of the city are met.*

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 2022-23 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's employees are dedicated to efficiently managing infrastructure projects as well as community development requirements by assisting developers, contractors, residents, and other city personnel to provide timely and accurate

directives and solutions. 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, green infrastructure, 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. <sup>GOAL1</sup>
- Improve PASER ratings on city-owned roads. <sup>GOAL6</sup>



## GOALS

2. Provide useful information to developers, builders, consulting engineers, utility companies and residents regarding city utilities.
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. <sup>GOAL4,5,6</sup>
- Continuously work to improve the city's walkable network with a sidewalk improvement program. <sup>GOAL4,5,6</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures, to budget for newer employees (who are not at the top of their pay range) to potentially receive merit wage increases and to promote engineering assistants up a level. However, personnel costs in total are lower than the fiscal year 2021-22 original budget, due to having more engineering staff time allocated to the major street, local street, and the water and sewer funds for infrastructure and construction projects planned in the upcoming year, and to better reflect actual activity charged to this cost center over the past two years.

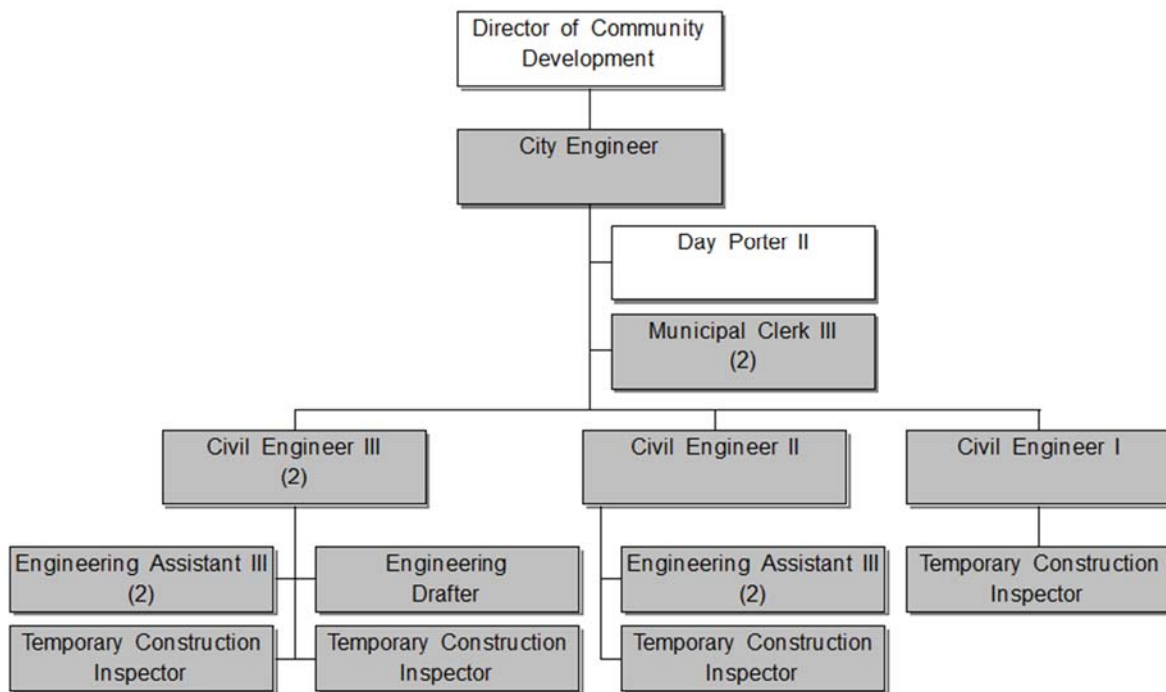
Training and education costs are increasing \$600, relative to fiscal year 2021-22 estimated expenditures, to attend American Water Works Association (AWWA) conference to maintain continuing education credits for staff engineers, and to allow for specialty equipment/software training. \$900 has been budgeted in uniforms for coats, and \$1,600 in safety clothing and gear to purchase boots, hard hats, and safety vests. This is a \$300 decrease from the prior year.

## Budget Summary

### Expenditures

<b>101.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	519,730	5,850	0	6,220	0	531,800
2021-2022 Original Budget	536,050	4,760	0	7,780	0	548,590
2021-2022 Adjusted Budget (Dec)	533,810	4,760	0	8,230	0	546,800
2021-2022 Six Month Actual	248,500	1,940	0	5,190	0	255,630
2021-2022 Estimated Year End	505,360	4,450	0	10,050	0	519,860
2022-2023 Dept Request	520,070	5,000	0	7,930	0	533,000
2022-2023 Manager's Budget	520,070	5,000	0	7,930	0	533,000
2022-2023 Adopted Budget						
2023-2024 Projected Budget	536,270	5,000	0	8,120	0	549,390
2024-2025 Projected Budget	553,010	5,000	0	8,320	0	566,330
2025-2026 Projected Budget	570,320	5,000	0	8,520	0	583,840
2026-2027 Projected Budget	588,200	5,000	0	8,730	0	601,930

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Engineering	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b>Full-Time Positions</b>									
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	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Civil Engineer III	2.0	2.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
Civil Engineer II	0.0	0.0	1.0	1.0	2.0	1.0	1.0	1.0	1.0
Civil Engineer I	0.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Assistant IV	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0
Engineering Assistant III	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	4.0
Engineering Assistant II	0.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0	0.0
Engineering Drafter	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Engineering	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Engineering - MC III	0.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Full-time total	8.0	13.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
<b>Part-Time Positions (FTEs)</b>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	8.0	13.0	12.0	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 nearly 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 2022-23:

Relative to fiscal year 2021-22 estimated expenditures, electricity is budgeted to increase \$14,000 and miscellaneous contracted services are increasing \$3,000, due to anticipated increases in the costs of labor and materials when using outside contractors for larger projects.

### Budget Summary Expenditures

<b>101.448 STREET LIGHTING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	23,380	3,450	0	1,018,570	0	1,045,400
2021-2022 Original Budget	21,060	20,000	0	1,073,000	0	1,114,060
2021-2022 Adjusted Budget (Dec)	22,000	20,000	0	1,073,000	0	1,115,000
2021-2022 Six Month Actual	9,370	3,510	0	515,100	0	527,980
2021-2022 Estimated Year End	20,220	20,250	0	1,067,000	0	1,107,470
2022-2023 Dept Request	20,860	20,000	0	1,084,000	0	1,124,860
2022-2023 Manager's Budget	20,860	20,000	0	1,084,000	0	1,124,860
2022-2023 Adopted Budget						
2023-2024 Projected Budget	21,500	20,000	0	1,137,200	0	1,178,700
2024-2025 Projected Budget	22,150	20,000	0	1,193,060	0	1,235,210
2025-2026 Projected Budget	22,820	20,000	0	1,251,710	0	1,294,530
2026-2027 Projected Budget	23,510	20,000	0	1,313,300	0	1,356,810

## Cost Center Position Detail - Home Base

Part-Time Employees

Street Lighting		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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.

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## 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. <sup>GOAL1, 4, 6, 10</sup>
- Pursue the development of new commercial establishments throughout the city. <sup>GOAL1, 3, 11,</sup>
- Complete and close out the Royal Oak Civic Center project. <sup>GOAL9</sup>
- Utilize all available methods of communication to inform the public about the status of high-impact projects. <sup>GOAL10</sup>
- Pursue housing developments that meet gaps identified in the target market analysis. <sup>GOAL11</sup>

## 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 2022-23:**

Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to filling the Economic Development Specialist position.

Training & education and travel costs are increasing, \$1,500 and \$2,000 respectively, relative to the fiscal year 2021-22 estimated expenditures due to the resumption of in-person training opportunities and related travel costs. Advertising & legal notices are increasing \$3,000 relative to the fiscal year 2021-22 estimated expenditures due to resumption of post-COVID-19 advertising in fiscal year 2022-23. Dues & memberships are increasing \$3,000 relative to the fiscal year 2021-22 original budget due to the addition of the Localintel economic development web-based database membership. Telephone service is decreasing \$660 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge.

## Budget Summary Expenditures

<b>101.728 ECONOMIC DEVELOPMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	132,780	0	0	18,290	0	151,070
2021-2022 Original Budget	82,410	0	0	38,460	0	120,870
2021-2022 Adjusted Budget (Dec)	82,410	0	0	38,460	0	120,870
2021-2022 Six Month Actual	3,730	0	0	13,670	0	17,400
2021-2022 Estimated Year End	3,740	0	0	29,760	0	33,500
2022-2023 Dept Request	82,660	0	0	38,800	0	121,460
2022-2023 Manager's Budget	82,660	0	0	38,800	0	121,460
2022-2023 Adopted Budget						
2023-2024 Projected Budget	85,470	0	0	38,800	0	124,270
2024-2025 Projected Budget	88,400	0	0	38,800	0	127,200
2025-2026 Projected Budget	91,430	0	0	38,800	0	130,230
2026-2027 Projected Budget	94,560	0	0	38,800	0	133,360



## Cost Center Position Detail - Home Base

Full-Time Employees

Economic Development					Fiscal Year				
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
Economic Development Specialist	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Economic Development Manager	1.0	1.0	1.0	1.0	1.0	1.0	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

*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.

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### GOALS

1. Coordinate a comprehensive city-wide approach to communications with community stakeholders.
2. Provide proactive, factual communications through official city communication channels.
3. Ensure communications meet best practices for accessibility.
4. Provide opportunities to engage with city leaders, and in the decision-making process.
5. Coordinate community events.

### OBJECTIVES

- Work with partners on strategic communications and media relations.<sup>GOAL1</sup>
- Implement TextMyGov as a low-tech tool to gather feedback and resolve common issues for residents.<sup>GOAL3</sup>
- Boost awareness of Civic Ready alerts system.<sup>GOAL2</sup>
- Provide engagement and communication for the use of ARPA funds.<sup>GOAL1, 4</sup>
- Host Royal Oak Residents Academy and mini-academies<sup>GOAL2, 4</sup>
- Continue working to refine the website both in content and accessibility needs.<sup>GOAL2, 3</sup>
- Develop relationships with neighborhood leaders and evaluate options to provide neighborhood focused programming.<sup>GOAL4</sup>
- Coordinate events for Memorial Day, Veteran's Day, Juneteenth, Tree Lighting, and other community events as needed.<sup>GOAL5</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Total expenditures are increasing significantly. **Contracted worker services is budgeted for \$160,000 in fiscal year 2022-23 to include: \$125,000 for Siren Media public communication services, \$15,000 for Cobalt survey services, \$9,000 for “TextMyGov” communication technology, and \$6,000 for the Senior Aging in Place (SIR) Plan graphic design services.**

**Miscellaneous expenditures is budgeted for \$47,100 in fiscal year 2022-23 to include: \$7,000 for new programming related to sustainability, \$5,000 for the Resident’s Academy, \$5,000 for Juneteenth, \$900 for the biennial survey, \$12,000 for the annual election letter, and additional costs related to other city open houses and signage as needed. Postage & document duplicating is budgeted for \$13,000 in fiscal year 2022-23 for the annual election letter postage costs.**

### Budget Summary Expenditures

<b>101.747 COMMUNITY ENGAGEMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	83,800	0	0	8,740	0	92,540
2019-2020 Actual	90,930	0	0	7,590	0	98,520
2020-2021 Actual	91,590	0	0	14,660	0	106,250
2021-2022 Original Budget	91,820	0	0	55,710	0	147,530
2021-2022 Adjusted Budget (Dec)	91,820	0	0	55,710	0	147,530
2021-2022 Six Month Actual	44,370	0	0	51,280	0	95,650
2021-2022 Estimated Year End	95,760	0	0	82,100	0	177,860
2022-2023 Dept Request	95,120	0	0	220,100	0	315,220
2022-2023 Manager's Budget	95,120	0	0	220,100	0	315,220
2022-2023 Adopted Budget						
2023-2024 Projected Budget	97,860	0	0	95,100	0	192,960
2024-2025 Projected Budget	100,690	0	0	95,100	0	195,790
2025-2026 Projected Budget	103,600	0	0	95,100	0	198,700
2026-2027 Projected Budget	106,600	0	0	95,100	0	201,700

## Cost Center Position Detail - Home Base

Full-Time Employees

Community Engagement					Fiscal Year				
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>									
Community Engagement Specialist	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 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.

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](http://www.michigan.gov/mpsc).

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

WROK, working under the 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 2022-23:

Miscellaneous operating supplies budget is increasing and includes maintenance agreements for the city's web streaming appliances, video on-demand service and playback system, as well as other cable communications supplies, and is budgeted for **\$112,000 in fiscal year 2022-23 to include: \$42,000 for new camera lenses, \$20,000 for live broadcast equipment for the library and police station, \$15,000 for digital signage hardware & software, \$15,000 for a playbox upgrade, \$10,000 for an upgrade to the Televue live stream and video on-demand service, \$5,000 for small equipment replacement, and \$5,000 for cable vehicle parts.** Office equipment / furniture repair & maintenance costs are decreasing \$29,000 relative to fiscal year 2021-22 original budget due a decrease in the contingency budget in this account. Dues and memberships are increasing \$2,500 relative to the fiscal year 2021-2022 estimated expenditures due to an increase in the Intergovernmental Cable Communications Authority (ICCA) annual membership fee. Telephone service is decreasing \$200 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Motor pool rental charges are decreasing \$10,300 relative to the fiscal year 2021-22 original budget due to decreased fixed rate depreciation related to the lower cost for the new cable vehicle purchased in fiscal year 2021-22.

## Budget Summary Expenditures

<b>101.834 CABLE COMMUNICATIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	93,940	0	93,940
2021-2022 Original Budget	0	0	0	159,080	0	159,080
2021-2022 Adjusted Budget (Dec)	0	0	0	159,080	0	159,080
2021-2022 Six Month Actual	0	48,140	0	69,480	0	117,620
2021-2022 Estimated Year End	0	48,140	0	131,780	0	179,920
2022-2023 Dept Request	0	112,000	0	119,580	0	231,580
2022-2023 Manager's Budget	0	112,000	0	119,580	0	231,580
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	52,000	0	121,300	0	173,300
2024-2025 Projected Budget	0	52,000	0	123,060	0	175,060
2025-2026 Projected Budget	0	52,000	0	124,860	0	176,860
2026-2027 Projected Budget	0	52,000	0	126,690	0	178,690

*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.

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### GOALS

6. Provide support to external organizations that provide services and programs to Royal Oak residents.
7. Assist with community events.
8. Support interdepartmental teams that enhance the work environment and help retain staff.

### OBJECTIVES

- Examine best practices for supporting community events.<sup>GOAL 2</sup>
- Engage the Green Team to help support the internal elements of the Sustainability and Climate Action Plan.<sup>GOAL 3</sup>
- Build on previous employee engagement efforts to help retain staff.<sup>GOAL 3</sup>
- Provide financial support for external organizations that provide service to Royal Oak residents.<sup>GOAL 1</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

**\$100,000 is budgeted for the 2023 Winter Blast Festival. \$20,000 continues to be budgeted for Royal Oak Youth Services as in previous years.** Events budgeted in this cost center are the Royal Oak Pride and the Memorial Day parades, each receiving \$5,000. \$3,700 is budgeted for Mogo bikes and the Starr House has a budget for \$2,000. Additionally, \$30,000 is budgeted for the Positive Employee Engagement and Recognition (PEER) team and Green Teams, to conduct staff programs that help retain employees and support the Sustainability and Climate Action Plan.



## Budget Summary Expenditures

<b>101.835 COMMUNITY PROMOTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	21,320	2,530	0	80,680	0	104,530
2019-2020 Actual	11,050	230	0	156,630	0	167,910
2020-2021 Actual	4,720	80	0	69,380	0	74,180
2021-2022 Original Budget	18,070	0	0	71,400	0	89,470
2021-2022 Adjusted Budget (Dec)	18,070	0	0	71,400	0	89,470
2021-2022 Six Month Actual	7,300	0	0	20,720	0	28,020
2021-2022 Estimated Year End	14,860	0	0	159,670	0	174,530
2022-2023 Dept Request	17,880	0	0	179,100	0	196,980
2022-2023 Manager's Budget	17,880	0	0	179,100	0	196,980
2022-2023 Adopted Budget						
2023-2024 Projected Budget	18,420	0	0	179,260	0	197,680
2024-2025 Projected Budget	18,970	0	0	179,420	0	198,390
2025-2026 Projected Budget	19,540	0	0	179,590	0	199,130
2026-2027 Projected Budget	20,120	0	0	179,770	0	199,890

*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 more than 1 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.

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## 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. <sup>GOAL2</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Relative to fiscal year 2021-22 original budget, miscellaneous operating supplies are increasing \$7,000 to better reflect historical activity and anticipated cost increases as attendees return for the 2022 event. There are no other significant items to note.

## Budget Summary Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	5,560	1,690	0	2,500	0	9,750
2021-2022 Original Budget	38,710	27,000	0	23,000	0	88,710
2021-2022 Adjusted Budget (Dec)	32,210	27,000	0	23,000	0	82,210
2021-2022 Six Month Actual	29,400	32,070	0	5,500	0	66,970
2021-2022 Estimated Year End	29,950	33,500	0	8,750	0	72,200
2022-2023 Dept Request	38,420	35,000	0	23,000	0	96,420
2022-2023 Manager's Budget	38,420	35,000	0	23,000	0	96,420
2022-2023 Adopted Budget						
2023-2024 Projected Budget	39,560	35,000	0	23,080	0	97,640
2024-2025 Projected Budget	40,730	35,000	0	23,160	0	98,890
2025-2026 Projected Budget	41,930	35,000	0	23,240	0	100,170
2026-2027 Projected Budget	43,170	35,000	0	23,320	0	101,490

## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Dream Cruise		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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 2022-23:**

Printing and document duplicating services are increasing \$1,900, relative to the fiscal year 2021-22 original budget, due to an increase in the per unit cost and quantity of annual parking passes projected for the 2022 festival. There are no other significant expenses to note.

**Budget Summary  
Expenditures**

<b>101.837 AB&amp;E</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	31,560	4,280	0	11,500	0	47,340
2019-2020 Actual	20,790	8,810	0	12,060	0	41,660
2020-2021 Actual	4,100	120	0	5,340	0	9,560
2021-2022 Original Budget	22,430	8,800	0	12,240	0	43,470
2021-2022 Adjusted Budget (Dec)	22,030	8,800	0	12,240	0	43,070
2021-2022 Six Month Actual	19,260	2,180	0	10,450	0	31,890
2021-2022 Estimated Year End	21,120	8,800	0	13,130	0	43,050
2022-2023 Dept Request	23,750	8,800	0	13,840	0	46,390
2022-2023 Manager's Budget	23,750	8,800	0	13,840	0	46,390
2022-2023 Adopted Budget						
2023-2024 Projected Budget	24,510	8,800	0	13,950	0	47,260
2024-2025 Projected Budget	25,290	8,800	0	14,060	0	48,150
2025-2026 Projected Budget	26,090	8,800	0	14,170	0	49,060
2026-2027 Projected Budget	26,910	8,800	0	14,280	0	49,990

*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 2022-23:

For fiscal year 2022-23, \$22,000,000 is budgeted to be transferred to the public safety fund. This transfer increases annually to \$25,000,000 by fiscal year 2026-27.

\$600,000 is budgeted to be transferred to the senior citizens services fund and in each of the forecast years.

\$459,500 is budgeted to be transferred to the court debt fund.

\$2,206,000 is budgeted for the Royal Oak Civic Center (ROCC) project debt service payment.

\$31,000 is mostly budgeted for the Commission for the Arts program. \$22,470 is budgeted to be transferred to the indigent defense fund to cover compliance expenditures related to the Michigan Indigent Defense Act. \$90,000 is budgeted to be transferred to the animal shelter fund to prevent the fund from a deficit position.

### Budget Summary Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	20,623,890	0	20,623,890
2021-2022 Original Budget	0	0	0	26,762,370	0	26,762,370
2021-2022 Adjusted Budget (Dec)	0	0	0	26,762,370	0	26,762,370
2021-2022 Six Month Actual	0	0	0	12,648,360	0	12,648,360
2021-2022 Estimated Year End	0	0	0	26,799,870	0	26,799,870
2022-2023 Dept Request	0	0	0	25,410,970	0	25,410,970
2022-2023 Manager's Budget	0	0	0	25,410,970	0	25,410,970
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	25,416,470	0	25,416,470
2024-2025 Projected Budget	0	0	0	25,951,470	0	25,951,470
2025-2026 Projected Budget	0	0	0	26,951,470	0	26,951,470
2026-2027 Projected Budget	0	0	0	27,951,470	0	27,951,470

## **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	State Construction Code Fund – 282
Local Streets Fund - 203	
Public Safety Fund - 207	ROOTS Fund – 295
Publicity Tax Fund - 211	Senior Citizen Services Fund – 296
Solid Waste Fund - 226	Animal Shelter Fund – 297
Indigent Defense Fund - 260	Police Grants – 298
Library Millage Fund - 271	Miscellaneous Grants - 299
Community Development Block Grant Fund - 274	

## **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.<sup>GOAL3</sup>
- Utilize computerized maintenance management system (CMMS) platform to establish routing patching schedule.<sup>GOAL2</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Total personnel costs in the department requested budget are lower than the fiscal year 2021-22 original budget due to a smaller amount of DPS staff allocated to this cost center than in the prior year based on recent activity. However, this is still an increase over fiscal year 2021-22 estimated expenditures to allow newer staff (who are not at the top of their pay range) to receive step wage increases.

Miscellaneous contracted services are increasing \$7,800, relative to the fiscal year 2021-22 original budget, due to annual licensing fees for computerized maintenance management software, that was purchased during 2021-22, being partially charged to this cost center. Motor pool rental charges, which are allocated to this cost center based upon a variable rate, are decreasing \$43,750 relative to the fiscal year 2021-22 original budget, due to decreased utilization.

## Budget Summary Expenditures

<b>202.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfer</b>	<b>Debt</b>	<b>Total</b>
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 Actual	319,830	77,790	0	53,980	0	0	451,600
2021-2022 Original Budget	327,100	79,300	0	122,130	0	0	528,530
2021-2022 Adjusted Budget (Dec)	327,100	79,300	0	122,130	0	0	528,530
2021-2022 Six Month Actual	121,490	31,590	0	10,760	0	0	163,840
2021-2022 Estimated Year End	275,030	80,000	0	47,500	0	0	402,530
2022-2023 Dept Request	317,740	79,000	0	86,180	0	0	482,920
2022-2023 Manager's Budget	317,740	79,000	0	86,180	0	0	482,920
2022-2023 Adopted Budget							
2023-2024 Projected Budget	327,490	79,000	0	95,760	0	0	502,250
2024-2025 Projected Budget	337,570	79,000	0	97,590	0	0	514,160
2025-2026 Projected Budget	347,970	79,000	0	99,480	0	0	526,450
2026-2027 Projected Budget	358,720	79,000	0	101,430	0	0	539,150



*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.

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### 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

- Develop comprehensive, multi-year tree repopulation program.<sup>GOAL1</sup>

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

\$30,000 is budgeted in miscellaneous contracted services for routine raingarden and bioswale maintenance. Motor pool rental charges, which are allocated to this cost center based on a variable rate, are increasing \$15,340, relative to the fiscal year 2021-22 original budget, due to a planned increase in utilization and from increased depreciation charges from recently replaced equipment during fiscal year 2021-22 as part of the city's annual vehicle replacement plan.

## Budget Summary Expenditures

<b>202.469 STREETS PARKWAY MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	180,230	0	0	59,430	0	239,660
2021-2022 Original Budget	194,800	0	0	70,130	0	264,930
2021-2022 Adjusted Budget (Dec)	194,800	0	0	70,130	0	264,930
2021-2022 Six Month Actual	85,150	0	0	41,320	0	126,470
2021-2022 Estimated Year End	188,090	0	0	69,980	0	258,070
2022-2023 Dept Request	199,120	0	0	79,520	0	278,640
2022-2023 Manager's Budget	199,120	0	0	79,520	0	278,640
2022-2023 Adopted Budget						
2023-2024 Projected Budget	206,530	0	0	81,010	0	287,540
2024-2025 Projected Budget	215,070	0	0	82,540	0	297,610
2025-2026 Projected Budget	225,610	0	0	84,120	0	309,730
2026-2027 Projected Budget	239,920	0	0	85,740	0	325,660

*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. <sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Total personnel costs are decreasing due to the fiscal year 2022-23 requested budget having lower benefit costs related to pension and retiree healthcare from a change in employees charging to this cost center that occurred during 2021-22. Motor pool rental charges are increasing \$37,770, relative to the fiscal year 2021-22 original budget, due to an increase in utilization.

## Budget Summary Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	85,140	303,230	0	132,510	0	520,880
2021-2022 Original Budget	97,200	301,000	0	113,590	0	511,790
2021-2022 Adjusted Budget (Dec)	97,200	301,000	0	113,590	0	511,790
2021-2022 Six Month Actual	15,440	10,670	0	19,230	0	45,340
2021-2022 Estimated Year End	94,870	301,000	0	120,500	0	516,370
2022-2023 Dept Request	92,620	301,000	0	151,360	0	544,980
2022-2023 Manager's Budget	92,620	301,000	0	151,360	0	544,980
2022-2023 Adopted Budget						
2023-2024 Projected Budget	95,450	310,000	0	155,900	0	561,350
2024-2025 Projected Budget	98,390	319,270	0	160,580	0	578,240
2025-2026 Projected Budget	101,400	328,820	0	165,400	0	595,620
2026-2027 Projected Budget	104,510	338,650	0	170,360	0	613,520

*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.

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### GOALS

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

### OBJECTIVES

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#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

The total personnel costs are lower than the fiscal year 2021-22 original budget due to a fewer amount of DPS staff allocated to this cost center than in the prior year, which is based on declining activity over the past two years. However, this is an increase over fiscal year 2021-22 estimated expenditures, to allow newer staff (who are not at the top of their pay range) to receive step wage increases.

Miscellaneous contracted services include \$50,000 for center line pavement marking, \$13,000 for a traffic study (per CIP), and \$15,000 for sign inventory maintenance. This is a \$60,000 decrease from the fiscal year 2021-22 original budget due to traffic cabinet replacements budgeted in fiscal year 2021-22. Motor pool rental charges, which are allocated to this cost center based on a variable rate, are decreasing \$17,800, relative to fiscal year 2021-22 estimated expenditures, due to decreased utilization.

## Budget Summary Expenditures

<b>202.473 STREETS TRAFFIC CONTROL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	111,720	45,070	0	81,890	0	238,680
2021-2022 Original Budget	139,200	53,000	0	189,440	0	381,640
2021-2022 Adjusted Budget (Dec)	139,200	53,000	0	189,440	0	381,640
2021-2022 Six Month Actual	44,210	15,070	0	13,430	0	72,710
2021-2022 Estimated Year End	105,770	49,000	0	189,440	0	344,210
2022-2023 Dept Request	130,610	49,000	0	111,640	0	291,250
2022-2023 Manager's Budget	130,610	49,000	0	111,640	0	291,250
2022-2023 Adopted Budget						
2023-2024 Projected Budget	135,220	49,000	0	107,280	0	291,500
2024-2025 Projected Budget	140,450	49,000	0	108,250	0	297,700
2025-2026 Projected Budget	146,770	49,000	0	110,050	0	305,820
2026-2027 Projected Budget	155,110	49,000	0	111,080	0	315,190

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

Streets Traffic Control		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Relative to the fiscal year 2021-22 original budget, personnel costs are increasing due to having a slightly higher allocation of the city's electrician's time charged to this cost center to reflect the increasing workload in recent years. There is a \$5,000 increase in overtime wages to better reflect time charged here for emergency repair calls, which has been partially offset by reducing part-time wages \$2,000 due to little or no activity over the last three years.

Traffic and signal repair and maintenance services are increasing \$20,000 from the fiscal year 2021-22 original budget to better reflect rising costs incurred from accident-related repairs. Activity during 2021-22 is high due to emergency accident repairs at 13 Mile and Crooks Road that took place early in the year. Electric costs are increasing \$10,000 relative to the fiscal year 2021-22 original budget due to better reflect the historical activity. Motor pool rental charges, which are allocated to this cost center based upon a variable rate, are increasing \$8,290 relative to the fiscal year 2021-22 original budget due to an increase in utilization.

## Budget Summary Expenditures

<b>202.474 STREETS SIGNAL SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	57,890	8,070	0	162,640	0	228,600
2021-2022 Original Budget	60,050	19,000	0	120,870	0	199,920
2021-2022 Adjusted Budget (Dec)	60,050	19,000	0	120,870	0	199,920
2021-2022 Six Month Actual	33,750	10,660	0	101,970	0	146,380
2021-2022 Estimated Year End	63,280	19,000	0	179,790	0	262,070
2022-2023 Dept Request	64,200	19,000	0	158,260	0	241,460
2022-2023 Manager's Budget	64,200	19,000	0	158,260	0	241,460
2022-2023 Adopted Budget						
2023-2024 Projected Budget	66,100	19,000	0	160,610	0	245,710
2024-2025 Projected Budget	68,050	19,000	0	163,030	0	250,080
2025-2026 Projected Budget	70,060	19,000	0	165,520	0	254,580
2026-2027 Projected Budget	72,130	19,000	0	168,080	0	259,210

## Cost Center Position Detail - Home Base

Full & Part-Time Employees

<b>Signal Services</b>	<b>Fiscal Year</b>								
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b><u>Part-Time Positions (FTEs)</u></b>									
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.

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.

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## 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 2022-23:**

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 \$5.661 million, an increase of \$204,000 relative to estimated revenue for fiscal year 21-22.

Approximately \$3.13 million use of fund balance is budgeted to be used as a funding source in fiscal year 2022-23, and each year thereafter use of fund balance for capital improvements is forecasted. Beginning in fiscal year 2025-26, the capital improvement projects budget may need to be reduced as fund balance will not be available as a funding source.

The forecast assumes the continuation of depositing the annual street millage revenue into the local streets fund. The original 10-year millage ends after fiscal year 2023-24. A millage renewal is assumed in the forecast however a Headlee override may be requested.

Note: All the road millage revenue is recorded and expended in the local street fund due to the increased need.

**Budget Summary**

<b>Major Street Fund Summary</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	5,602,279	6,802,409	3,672,459	2,515,119	1,080,449	(2,616,271)
Revenues and transfers from other funds	6,182,670	5,929,130	5,929,130	5,929,130	5,929,130	5,929,130
Expenditures and transfers to other funds	4,982,540	9,059,080	7,086,470	7,363,800	9,625,850	9,496,740
Net Change in Fund Balance	1,200,130	(3,129,950)	(1,157,340)	(1,434,670)	(3,696,720)	(3,567,610)
Ending Fund Balance	6,802,409	3,672,459	2,515,119	1,080,449	(2,616,271)	(6,183,881)

## Revenues

<b>202-000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	5,280,610	233,920	29,400	80,160	49,810	5,673,900
2021-2022 Original Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2021-2022 Adjusted Budget (Dec)	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2021-2022 Six Month Actual	0	1,884,860	0	12,430	3,140	0	1,900,430
2021-2022 Estimated Year End	0	5,457,000	234,000	24,470	78,200	389,000	6,182,670
2022-2023 Dept Request	0	5,661,000	234,000	24,130	10,000	0	5,929,130
2022-2023 Manager's Budget	0	5,661,000	234,000	24,130	10,000	0	5,929,130
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	5,661,000	234,000	24,130	10,000	0	5,929,130
2024-2025 Projected Budget	0	5,661,000	234,000	24,130	10,000	0	5,929,130
2025-2026 Projected Budget	0	5,661,000	234,000	24,130	10,000	0	5,929,130
2026-2027 Projected Budget	0	5,661,000	234,000	24,130	10,000	0	5,929,130

## Expenditures

<b>202.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	1,135,950	0	183,840	1,319,790
2019-2020 Actual	0	0	0	97,750	0	183,750	281,500
2020-2021 Actual	0	0	0	149,710	0	183,750	333,460
2021-2022 Original Budget	0	0	0	139,410	15,000	186,000	340,410
2021-2022 Adjusted Budget (Dec)	0	0	0	139,410	15,000	186,000	340,410
2021-2022 Six Month Actual	0	0	0	71,510	0	141,000	212,510
2021-2022 Estimated Year End	0	0	0	146,780	15,000	186,000	347,780
2022-2023 Dept Request	0	0	0	141,720	0	184,500	326,220
2022-2023 Manager's Budget	0	0	0	141,720	0	184,500	326,220
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	145,000		185,000	330,000
2024-2025 Projected Budget	0	0	0	148,370		184,000	332,370
2025-2026 Projected Budget	0	0	0	151,850		184,000	335,850
2026-2027 Projected Budget	0	0	0	155,440		183,500	338,940

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

## GOALS

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

## OBJECTIVES

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

The following capital projects in this fund are as follows:

• CAP2041 2020 traffic signal upgrades	\$91,900*
• CAP2109 South Main Street resurfacing	1,375,000
• CAP2213 RCOC 12 Mile Rd asphalt improvements (tri-party program)	108,000
• CAP2242 2022-23 mast arm installation	405,000*
• CAP2307 Vinsetta Blvd. resurfacing	600,000
• CAP2308 2023 Normandy Rd resurfacing	1,367,500
• CAP2309 Lincoln Ave resurfacing	375,000
• CAP2313 2023 Greenfield Rd and Normandy Rd roundabout	360,000
• CAP2314 traffic signal 13 Mile Rd and Greenfield Rd	75,000
• CAP2316 I-75 mast arm upgrades at Lincoln Ave and Gardenia Ave	500,000
• CAP2306 Rochester Rd resurfacing	1,300,000
• CAPXX25 annual major joint seal program	<u>200,000</u>
FY2022-23 total:	\$6,757,400

\*Project amount deviates from the estimated cost listed in the FY 2022-23 CIP document due to revised cost estimates provided after the CIP document was prepared.

Future operating costs and savings have not been quantified by the requesting department.

## Budget Summary Expenditures

<b>202.901 CONSTRUCTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	155,000	1,430	0	3,219,950	0	3,376,380
2019-2020 Actual	176,590	260	37,000	2,731,700	0	2,945,550
2020-2021 Actual	79,060	3,080	0	2,330,590	0	2,412,730
2021-2022 Original Budget	138,120	1,000	3,847,950	7,940	0	3,995,010
2021-2022 Adjusted Budget (Dec)	138,120	1,000	3,847,950	7,940	0	3,995,010
2021-2022 Six Month Actual	36,200	0	0	830,050	0	866,250
2021-2022 Estimated Year End	79,710	800	0	2,771,000	0	2,851,510
2022-2023 Dept Request	120,210	1,000	6,757,400	15,000	0	6,893,610
2022-2023 Manager's Budget	120,210	1,000	6,757,400	15,000	0	6,893,610
2022-2023 Adopted Budget						
2023-2024 Projected Budget	123,880	1,000	4,728,000	15,240	0	4,868,120
2024-2025 Projected Budget	127,660	1,000	4,949,500	15,480	0	5,093,640
2025-2026 Projected Budget	131,570	1,000	7,149,500	15,730	0	7,297,800
2026-2027 Projected Budget	135,590	1,000	6,952,500	15,980	0	7,105,070

*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.

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### 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.<sup>GOAL2</sup>

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs are increasing relative to fiscal year 2021-22 estimated expenditures due to a position vacancy during the year. Overtime wages are increasing \$20,000, relative to the fiscal year 2021-22 original budget, to better reflect increasing time over the past two fiscal years.

Sand, gravel, and slag costs are increasing \$5,000, relative to the fiscal year 2021-22 original budget, due to increased use from the lead water service line replacement program. Construction and traffic barricades is decreasing \$7,000, relative to fiscal year 2021-22 estimated expenditures, due to additional drums and barricades purchased during the year. Motor pool charges are increasing \$162,580, relative to the fiscal year 2021-22 original budget, due to an increase in vehicle utilization.

## Budget Summary Expenditures

<b>203.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfer</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	460,750	69,880	0	1,655,890	0	0	2,186,520
2019-2020 Actual	462,280	35,620	0	175,270	0	0	673,170
2020-2021 Actual	645,320	59,430	0	339,900	0	0	1,044,650
2021-2022 Original Budget	546,980	57,500	0	190,650	0	0	795,130
2021-2022 Adjusted Budget (Dec)	546,980	57,500	0	190,650	0	0	795,130
2021-2022 Six Month Actual	248,060	20,210	0	116,370	0	0	384,640
2021-2022 Estimated Year End	512,610	71,050	0	315,010	0	0	898,670
2022-2023 Dept Request	548,930	63,000	0	353,230	0	0	965,160
2022-2023 Manager's Budget	548,930	63,000	0	353,230	0	0	965,160
2022-2023 Adopted Budget							
2023-2024 Projected Budget	566,060	63,000	0	371,330	0	0	1,000,390
2024-2025 Projected Budget	583,760	63,000	0	381,940	0	0	1,028,700
2025-2026 Projected Budget	602,050	63,000	0	392,860	0	0	1,057,910
2026-2027 Projected Budget	620,950	63,000	0	404,110	0	0	1,088,060

*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.<sup>GOAL1</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Boulevards mowed (hours)	1,987	912	1,018	1,500	1,500	1,500
GOAL <sup>1</sup> Street tree work requests	829	964	626	700	750	800

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Total personnel costs are increasing relative to the 2021-22 original budget due to an increased workload which is also reflected in the higher estimated expenditures during fiscal year 2021-22.

**Miscellaneous contracted services are increasing \$77,000, relative to fiscal year 2021-22 original budget, to cover routine raingarden maintenance and for the city's right-of-way tree replacement and restoration programs.** Motor pool rental charges are projected to increase \$50,640, relative to the fiscal year 2021-22 original budget, due to increased utilization and depreciation charges from recently replaced vehicles and equipment.

## Budget Summary Expenditures

<b>203.469 STREETS PARKWAY MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	379,390	0	0	343,290	0	722,680
2021-2022 Original Budget	380,140	0	0	313,060	0	693,200
2021-2022 Adjusted Budget (Dec)	380,140	0	0	313,060	0	693,200
2021-2022 Six Month Actual	212,760	0	0	280,610	0	493,370
2021-2022 Estimated Year End	482,800	0	0	485,060	0	967,860
2022-2023 Dept Request	470,900	0	0	440,700	0	911,600
2022-2023 Manager's Budget	470,900	0	0	440,700	0	911,600
2022-2023 Adopted Budget						
2023-2024 Projected Budget	486,020	0	0	449,420	0	935,440
2024-2025 Projected Budget	501,630	0	0	458,400	0	960,030
2025-2026 Projected Budget	517,790	0	0	467,650	0	985,440
2026-2027 Projected Budget	534,530	0	0	477,180	0	1,011,710



*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 2022-23:

The personnel budget is increasing, relative to the fiscal year 2021-22 original budget, due to having a higher allocation of DPS staff to better reflect rising activity over the past two years and to allow newer employees (who are not at the top of their pay range) to potentially receive merit wage increases. Road salt and ice melt compound is increasing \$5,000, relative to fiscal year 2021-22 estimated expenditures, based on activity. Motor pool rental charges are increasing \$13,500, relative to fiscal year 2021-22 estimated expenditures, due to a decrease in vehicle utilization.

## Budget Summary Expenditures

<b>203.472 STREETS WINTER MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	63,410	33,960	0	64,420	0	161,790
2021-2022 Original Budget	65,590	60,100	0	46,270	0	171,960
2021-2022 Adjusted Budget (Dec)	65,590	60,100	0	46,270	0	171,960
2021-2022 Six Month Actual	17,510	1,190	0	3,540	0	22,240
2021-2022 Estimated Year End	87,330	35,000	0	85,000	0	207,330
2022-2023 Dept Request	96,800	40,000	0	71,500	0	208,300
2022-2023 Manager's Budget	96,800	40,000	0	71,500	0	208,300
2022-2023 Adopted Budget						
2023-2024 Projected Budget	99,880	41,200	0	73,650	0	214,730
2024-2025 Projected Budget	103,050	42,440	0	75,860	0	221,350
2025-2026 Projected Budget	106,360	43,710	0	78,140	0	228,210
2026-2027 Projected Budget	109,790	45,020	0	80,480	0	235,290

*The department of public service (DPS) is responsible for implementing and maintaining traffic control for the city's local street system. This cost center focuses on traffic signage, pavement markings and traffic risk management.*

The city uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, police, fire, planning, and engineering departments meet monthly.

A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the city commission.

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

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## GOALS

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. <sup>GOAL1</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs are increasing due to having higher allocations of DPS staff in this cost center to better reflect actual time charged, relative to fiscal year 2021-22 estimated expenditures, 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 increasing \$38,820 relative to fiscal year 2021-22 original budget, due to an increase in vehicle utilization.

## Budget Summary Expenditures

<b>203.473 STREETS TRAFFIC CONTROL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	129,390	18,610	0	24,070	0	172,070
2019-2020 Actual	146,350	(3,290)	0	20,640	0	163,700
2020-2021 Actual	152,510	11,060	0	54,390	0	217,960
2021-2022 Original Budget	152,650	13,000	0	20,810	0	186,460
2021-2022 Adjusted Budget (Dec)	152,650	13,000	0	20,810	0	186,460
2021-2022 Six Month Actual	85,820	3,850	0	32,330	0	122,000
2021-2022 Estimated Year End	182,240	13,100	0	56,000	0	251,340
2022-2023 Dept Request	197,480	13,000	0	59,630	0	270,110
2022-2023 Manager's Budget	197,480	13,000	0	59,630	0	270,110
2022-2023 Adopted Budget						
2023-2024 Projected Budget	203,680	13,000	0	61,420	0	278,100
2024-2025 Projected Budget	210,070	13,000	0	63,260	0	286,330
2025-2026 Projected Budget	216,690	13,000	0	65,160	0	294,850
2026-2027 Projected Budget	223,560	13,000	0	67,110	0	303,670

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

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

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

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

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

\* \* \* \* \*

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

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## GOALS

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.

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## OBJECTIVES

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

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 \$1.887 million for local streets, a \$68,000 increase relative to estimated revenue in fiscal year 2021-22.

The maximum authorized streets millage levy of 2.3026 mills is budgeted to generate approximately \$7.157 million, an increase of approximately \$327,000. Approximately \$3.54 million of fund balance is budgeted to be used as a funding source in fiscal year 2022-23. The forecast demonstrates in fiscal year 2023-24, that capital improvements may need to be pushed out a few years for cash flow purposes.

The forecast assumes continuing the deposit of the annual street millage revenue into this fund. The original 10-year millage ends after fiscal year 2023-24. A millage renewal is assumed in the forecast however a Headlee override may be requested. Headlee override approval would allow for an additional \$600,000 annually in tax revenue (using 2022-23 taxable value).

**Budget Summary**

<b>Local Street Fund Summary</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	5,158,062	3,809,362	270,842	(4,776,118)	(5,130,288)	(1,658,318)
Revenues and transfers from other funds	8,728,380	9,122,000	10,472,230	10,762,930	11,058,210	10,858,190
Expenditures and transfers to other funds	10,077,080	12,660,520	15,519,190	11,117,100	7,586,240	6,769,240
Net Change in Fund Balance	(1,348,700)	(3,538,520)	(5,046,960)	(354,170)	3,471,970	4,088,950
Ending Fund Balance	3,809,362	270,842	(4,776,118)	(5,130,288)	(1,658,318)	2,430,632

## Revenues

<b>203.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	6,625,260	1,880,980	0	402,940	6,780	225,070	9,141,030
2021-2022 Original Budget	6,843,000	1,855,000	0	6,000	0	0	8,704,000
2021-2022 Adjusted Budget (Dec)	6,843,000	1,855,000	0	6,000	0	0	8,704,000
2021-2022 Six Month Actual	1,183,250	687,260	0	1,420	350	0	1,872,280
2021-2022 Estimated Year End	6,830,000	1,895,040	0	2,840	500	0	8,728,380
2022-2023 Dept Request	7,157,000	1,963,000	0	2,000	0	0	9,122,000
2022-2023 Manager's Budget	7,157,000	1,963,000	0	2,000	0	0	9,122,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	7,335,930	1,963,000	0	2,000	1,171,300	0	10,472,230
2024-2025 Projected Budget	7,519,330	1,963,000	0	2,000	1,278,600	0	10,762,930
2025-2026 Projected Budget	7,707,310	1,963,000	0	2,000	1,385,900	0	11,058,210
2026-2027 Projected Budget	7,899,990	1,963,000	0	2,000	993,200	0	10,858,190

## Expenditures

<b>203.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	154,610	0	1,607,230	1,761,840
2019-2020 Actual	0	0	0	157,870	0	1,632,910	1,790,780
2020-2021 Actual	0	0	0	157,940	0	1,607,710	1,765,650
2021-2022 Original Budget	0	0	0	172,280	15,000	1,634,500	1,821,780
2021-2022 Adjusted Budget (Dec)	0	0	0	172,280	15,000	1,634,500	1,821,780
2021-2022 Six Month Actual	0	0	0	88,320	0	272,450	360,770
2021-2022 Estimated Year End	600	0	0	172,330	15,000	1,634,500	1,822,430
2022-2023 Dept Request	0	0	0	215,250	0	1,607,500	1,822,750
2022-2023 Manager's Budget	0	0	0	215,250	0	1,607,500	1,822,750
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	221,500	0	1,634,000	1,855,500
2024-2025 Projected Budget	0	0	0	227,940	0	305,000	532,940
2025-2026 Projected Budget	0	0	0	234,570	0	305,000	539,570
2026-2027 Projected Budget	0	0	0	241,410	0	304,000	545,410

*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 2022-23:

The following capital projects for this fund are as follows:

• CAPXX02 city-wide sidewalk improvement program	\$1,000,000
• CAP2310 2023 road improvements (due to water main construction)	150,000
• CAP2311 2023 road improvements (due to water main construction)	100,000
• CAP2335 2023 road improvements	1,251,500
• CAPXX01 concrete pavement and prepaid sidewalk improvements	47,000
• CAPXX05 millage concrete street repairs	1,470,500*
• CAPXX15 millage asphalt resurfacing	3,700,000
• CAPXX16 millage asphalt patching	275,000
• CAPXX25 millage joint sealing	115,000
• CAPXX55 special assessment paving projects	<u>75,000</u>
FY2022-23 total:	\$8,184,000

\*Project amount deviates from the estimated cost listed in the FY 2022-23 CIP document due to revised cost estimates provided after the CIP document was prepared.

Future operating costs and savings have not been quantified by the requesting department.

## Budget Summary Expenditures

<b>203.901 CONSTRUCTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	199,520	3,360	0	3,802,900	0	4,005,780
2019-2020 Actual	145,500	11,700	0	4,865,260	0	5,022,460
2020-2021 Actual	261,550	1,520	0	6,256,190	0	6,519,260
2021-2022 Original Budget	209,270	5,000	6,860,500	16,970	0	7,091,740
2021-2022 Adjusted Budget (Dec)	209,270	5,000	6,860,500	16,970	0	7,091,740
2021-2022 Six Month Actual	149,960	860	0	2,541,200	0	2,692,020
2021-2022 Estimated Year End	256,250	2,500	0	5,670,700	0	5,929,450
2022-2023 Dept Request	275,500	5,000	8,184,000	18,100	0	8,482,600
2022-2023 Manager's Budget	275,500	5,000	8,184,000	18,100	0	8,482,600
2022-2023 Adopted Budget						
2023-2024 Projected Budget	283,980	5,000	10,927,500	18,550	0	11,235,030
2024-2025 Projected Budget	292,730	5,000	7,771,000	19,020	0	8,087,750
2025-2026 Projected Budget	301,760	5,000	4,154,000	19,500	0	4,480,260
2026-2027 Projected Budget	311,100	5,000	3,249,000	20,000	0	3,585,100



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 3.6615 mills of the original 3.9750 mills authorized amount (maximum millage reduced by Headlee Act to 3.6615) for FY2022-23. This will be the first year of a

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 2022-23:**

The public safety millage is budgeted to generate approximately \$11.38 million based upon the millage rate of 3.6615 mills (the maximum authorized levy reduced by Headlee Act). Fiscal year 2022-23 will be the first year of the five-year millage renewal. A transfer of \$22 million from the general fund to offset the police, fire, and ambulance functions' expenditures. The forecast assumes the millage will be levied at the maximum level each year. By the last year of the forecast, the general fund transfers-out is estimated at \$25 million to keep the fund out of a deficit position, however the general fund will not be able to transfer-out due to the general fund's forecasted deficit. The negative outlook assumes the extrapolation of the fiscal year 2022-23 budget.

**Ambulance service revenue is budgeted to increase by \$200,000 / 18 percent relative to 2021-22 projected year-end revenue due to an anticipated rate increase, making the rate closer to comparable community's rates. Fire inspection fees increased by \$180,000 relative to the fiscal year 2022-23 budget based upon the additional inspections that will occur with the additional inspectors budgeted.**

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

## Budget Summary

<b>PUBLIC SAFETY FUND</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	2,503,266	2,743,246	2,468,006	1,688,166	1,175,416	891,206
Revenues and transfers from other funds	35,487,080	35,867,990	36,152,460	37,444,040	38,742,910	40,049,270
Expenditures and transfers to other funds	35,247,100	36,143,230	36,932,300	37,956,790	39,027,120	40,126,170
Net Change in Fund Balance	239,980	(275,240)	(779,840)	(512,750)	(284,210)	(76,900)
Ending Fund Balance	2,743,246	2,468,006	1,688,166	1,175,416	891,206	814,306

## Revenues

<b>207-000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	9,624,850	108,150	1,359,360	35,330	162,140	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 Actual	10,534,980	3,868,110	1,330,760	6,170	202,770	18,040,000	33,982,790
2021-2022 Original Budget	10,881,000	113,000	1,356,700	1,000	113,290	23,040,000	35,504,990
2021-2022 Adjusted Budget (Dec)	10,881,000	113,000	1,356,700	1,000	113,290	23,040,000	35,504,990
2021-2022 Six Month Actual	1,881,530	125,250	677,500	370	66,410	11,520,000	14,271,060
2021-2022 Estimated Year End	10,861,000	125,250	1,336,100	800	123,930	23,040,000	35,487,080
2022-2023 Dept Request	11,380,000	125,000	1,709,500	200	113,290	22,540,000	35,867,990
2022-2023 Manager's Budget	11,380,000	125,000	1,709,500	200	113,290	22,540,000	35,867,990
2022-2023 Adopted Budget							
2023-2024 Projected Budget	11,664,505	125,000	1,709,500	160	113,290	22,540,000	36,152,455
2024-2025 Projected Budget	11,956,120	125,000	1,709,500	130	113,290	23,540,000	37,444,040
2025-2026 Projected Budget	12,255,020	125,000	1,709,500	100	113,290	24,540,000	38,742,910
2026-2027 Projected Budget	12,561,400	125,000	1,709,500	80	113,290	25,540,000	40,049,270

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*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 cadets 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.

23 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.
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.

## 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
- Work toward becoming a Michigan Association of Chiefs of Police (MACP) accredited police agency. GOAL 1, 3, 4

## Performance Indicators / Outcome Measures

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>
GOAL1 Calls for Service**	48,450	51,852	45,108	41,647	50,000	52,000
GOAL1 CID Cases Assigned	728	755	605	993	800	800
GOAL1 Warrants Obtained	336	353	330	473	400	400
GOAL1 Traffic Violations Issued	13,548	14,587	7,539	6,334	12,000	13,000
GOAL1 Accidents reported- Non-Injury	2,004	2,094	1,121	1,549	1,800	2,000
GOAL1 Accidents- Injury	283	171	155	208	225	250
GOAL1 Accidents- Fatal	2	2	1	2	2	2
GOAL1 Part A Crimes	1,628	1,438	1,201	1,397	1,700	1,700
GOAL1 Part B Crimes	1,140	1,030	769	853	1,200	1,200

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

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to newer employees (who are not at the top of their pay range) to receive merit wage increases. Weapons proficiency is increasing \$19,500 relative to the fiscal year 2021-2022 estimated expenditures due to an increase in the number of officers from filling vacancies.

**Communication systems parts & supplies is budgeted for \$60,000 in fiscal year 2022-23 for the purchase of new 911 phone system equipment.** This account is decreasing \$68,000 relative to the fiscal year 2021-22 original budget due the one-time purchase of 17 new prep radios in fiscal year 2021-22. Clemis services is increasing \$10,000 relative to the fiscal year 2021-22 original budget due to an increase in Clemis usage and membership fees. Contracted worker services is decreasing \$57,500 relative to the fiscal year 2021-22 estimated expenditures due to an employment consulting agreement that will conclude in fiscal year 2021-22. **Weapons & ammunition is increasing \$10,000 relative to the fiscal year 2021-22 original budget due to an increase ammunition costs and to include for 15 rifles for the officer rifle buy-back program.** **Safety clothing & gear is increasing \$5,000 relative to the fiscal year 2021-22 original budget due to the need to replace and / or purchase body armor for existing and new employees.** **Training & education is increasing \$10,600 relative to the fiscal year 2021-22 estimated expenditures due to the one-time purchase of virtual reality training equipment.** Prisoner care is increasing \$5,000 relative to the fiscal year 2021-22 estimated expenditures due to anticipating the return to pre-Covid-19 lodging and associated costs. Books, subscriptions & electronic works are decreasing \$500 relative to the fiscal year 2021-22 original budget to better reflect historical usage.

Heating /cooling repair & maintenance is increasing \$10,000 relative to the fiscal year 2021-22 original budget due to an increase in preventative maintenance costs. Miscellaneous building & maintenance services is decreasing \$1,000 relative to the fiscal year 2021-22 original budget due to less maintenance required in the new police department building. Gas utility is increasing \$2,000 relative to the fiscal year 2021-22 original budget due to higher usage than originally estimated in the first year of the new (larger) police station. Telephone service is decreasing \$35,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Motor pool rental charges are increasing \$185,470 relative to the fiscal year 2021-22 original budget due to an increase in fixed rate depreciation costs. Information systems service charges are decreasing \$6,860 relative to the fiscal year 2021-22 original budget due to a slight decrease in planned expenditures in fiscal year 2022-23 from the Information Technology fund, and which include \$30,000 for the team rooms at the EOC (Emergency Operations Center) which was not completed in fiscal year 2021-22, and for telephone service charges, which are now incorporated within the information systems service charge beginning in fiscal year 2022.23. Administrative charges are increasing \$12,150 relative to the fiscal year 2021-22 original budget.

## Budget Summary Expenditures

<b>207.301 POLICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	13,182,240	84,910	0	2,363,640	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 Actual	14,832,800	104,100	0	2,432,860	2,166,490	19,536,250
2021-2022 Original Budget	16,047,830	133,000	0	2,848,660	2,169,000	21,198,490
2021-2022 Adjusted Budget (Dec)	16,047,830	133,000	0	2,873,600	2,169,000	21,223,430
2021-2022 Six Month Actual	6,865,220	49,670	0	1,308,910	1,662,270	9,886,070
2021-2022 Estimated Year End	15,503,190	137,500	0	2,865,150	2,169,000	20,674,840
2022-2023 Dept Request	16,313,190	137,500	0	2,961,410	2,168,000	21,580,100
2022-2023 Manager's Budget	16,313,190	137,500	0	2,961,410	2,168,000	21,580,100
2022-2023 Adopted Budget						
2023-2024 Projected Budget	16,835,500	137,500	0	2,974,960	2,170,000	22,117,960
2024-2025 Projected Budget	17,376,240	137,500	0	3,051,130	2,168,000	22,732,870
2025-2026 Projected Budget	17,936,160	137,500	0	3,130,000	2,168,000	23,371,660
2026-2027 Projected Budget	18,516,050	137,500	0	3,201,060	2,168,000	24,022,610

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

<b>Police</b>	<b>Fiscal Year</b>								
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b><u>Full-Time Positions</u></b>									
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	0.0	0.0	0.0	0.0	0.0	0.0
Police Records - MC III	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Detective Bureau - MC II	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Police Records - MC II	2.0	2.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0
Full-time total	97.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	97.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0

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

The fire department 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.

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 FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL4 Structure Fires	47	51	20	40	50	50
GOAL4 Vehicle Fires	20	17	10	20	20	20
GOAL4 Other Fires	30	58	27	54	50	50
GOAL4 Total Fires	97	126	57	114	120	120
GOAL6 Total EMS Incidents	4,309	3,903	2,575	5,150	5,150	5,200
GOAL3 False Alarms Including Detector Activations	298	300	158	316	300	300
GOAL3 Hazardous Conditions	316	331	359	718	700	700
GOAL1 Public Service Calls	450	470	271	542	550	550
GOAL1 Good Intent Including Smoke Scares	434	468	330	660	650	650
GOAL1 Other Alarms	38	56	26	52	80	80
GOAL1 Incidents by Fire Station						
Station #1	2,447	2,274	1,558	3,116	3,200	3,225
Station #2	2,350	2,351	1,573	3,146	3,200	3,225
Station #3	1,145	1,029	645	1,290	1,150	1,150
Total Incidents	5,942	5,654	3,776	7,552	7,550	7,600
ISO Rating	3	3	3	3	3	3
GOAL6 Average Turn-Out time for all calls	1:53	1:51	1:50	1:50	1:50	1:50
GOAL4 # of Businesses available to inspect	2,600	2,600	2,600	2,600	2,600	2,600
GOAL4 # of Fire Prevention Inspections annually	309	547	268	600	1,200	1,200
GOAL4 # of those Re-Inspected due to violations	53	55	123	250	300	250
GOAL4 % of Businesses requiring Re-Inspection	17%	10%	46%	42%	25%	21%
GOAL4 # of Plan Reviews conducted annually	106	101	51	102	105	105
GOAL4 % of Businesses inspected annually	12%	21%	10%	23%	46%	46%

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

The personnel budget is increasing relative to fiscal year 2021-22 estimated expenditures mostly due to a request for 6 new firefighter positions and 1 new fire prevention inspector position, and to allow for newer employees (who are not at the top of their pay range) to receive wage increases. The budgeted personnel costs for the 7 new positions is \$823,000, with 80% of the personnel cost for the new fire inspection position allocated to the State Construction Fund and the other 20% allocated to this fund / cost center. Overtime is decreasing \$550,000 relative to the fiscal year 2021-22 estimated expenditures as less overtime will be need with the addition of the 6 new firefighter positions.

Fire and EMS supplies are increasing \$41,000 relative to the fiscal year 2021-22 original budget due to the replacement of 34 (of 67 total) self-contained breathing apparatus (SCBA) cylinders, which is necessary every 10 years. Uniform clothing & gear is increasing \$15,000 relative to fiscal year 2021-22 original budget due to additional uniforms & gear needed for the 7 new positions requested for fiscal year 2022-23. Materials for public sale & distribution is decreasing \$500 relative to the fiscal year 2021-22 original budget due to lower usage in fiscal year 2021-22 due to COVID-19 restrictions. **Printing & document duplicating is increasing \$10,000 relative to 2021-22 original budget due to digital document conversion.** Heating / cooling repair & maintenance services is decreasing \$5,000 relative to the fiscal year 2021-22 original budget due to the anticipation of fewer services needed once the HVAC replacement at Station #1 is completed. Gas utility is decreasing \$3,000 relative to the 2021-22 fiscal year original budget to better reflect downward usage trend. Books, subscriptions & electronic works is decreasing \$650 relative to the fiscal year 2021-22 original budget to better reflect historical usage. Cleaning & janitorial supplies, electrical & lighting supplies and office supplies are each decreasing \$1,000 relative to the fiscal year 2021-22 original budget to better reflect historical usage. Telephone service is decreasing \$26,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

**In the motor pool fund, as part of the city's annual vehicle replacement program, fiscal year 2022-23 includes \$1,700,000 for an E-1 Aerial fire engine.** Motor pool vehicle rentals are decreasing \$35,770 relative to the fiscal year 2021-22 original budget due to a decrease in depreciation costs. Information system service charges are increasing \$8,910 relative to the fiscal year 2021-22 original budget due to telephone service charges incorporated within the information systems service charge beginning in fiscal year 2022-23. Administrative charges are increasing \$14,820 relative to the fiscal year 2021-22 original budget, which are calculated as a percentage of expenditures.

The following capital improvement projects are budgeted for FY2022-23:

- **Fire station #1 – HVAC system replacement** **\$140,000\***
- **All Stations – Fit test machine for SCBA respirators** **\$11,000**

*\* Carryover of \$140,000 from FY 2021-22*

FY2022-23 total: **\$151,000**

## Budget Summary Expenditures

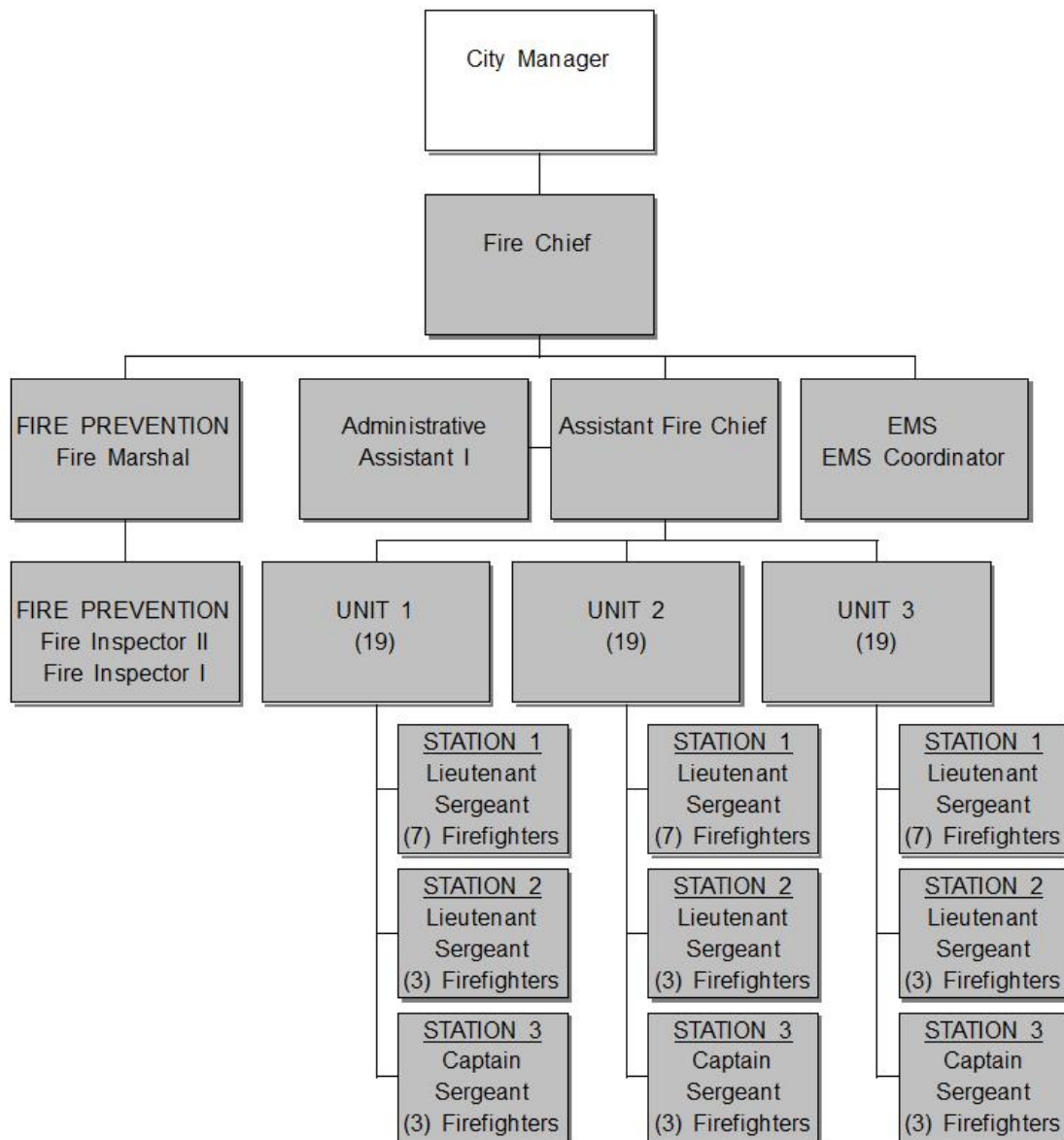
<b>207.336 FIRE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	8,538,210	164,460	108,240	1,576,420	1,591,590	11,978,920
2019-2020 Actual	9,777,060	75,970	61,340	1,569,580	1,591,390	13,075,340
2020-2021 Actual	9,574,680	103,780	80,850	1,289,500	1,591,480	12,640,290
2021-2022 Original Budget	10,391,990	134,100	555,000	1,630,600	1,594,200	14,305,890
2021-2022 Adjusted Budget (Dec)	10,228,280	134,100	585,630	1,630,600	1,594,200	14,172,810
2021-2022 Six Month Actual	4,600,640	29,630	26,910	837,730	1,221,060	6,715,970
2021-2022 Estimated Year End	9,833,520	131,000	435,000	1,616,180	1,594,200	13,609,900
2022-2023 Dept Request	10,179,470	185,950	151,000	1,576,610	1,593,000	13,686,030
2022-2023 Manager's Budget	10,179,470	185,950	151,000	1,576,610	1,593,000	13,686,030
2022-2023 Adopted Budget						
2023-2024 Projected Budget	10,509,100	185,950	0	1,625,450	1,595,000	13,915,500
2024-2025 Projected Budget	10,850,620	185,950	0	1,676,030	1,590,000	14,302,600
2025-2026 Projected Budget	11,204,540	185,950	0	1,728,400	1,592,000	14,710,890
2026-2027 Projected Budget	11,571,370	185,950	0	1,782,630	1,595,000	15,134,950

## Cost Center Position Detail - Home Base

Full & Part-Time Employees

<b>Fire</b>	<b>Fiscal Year</b>								
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b><u>Full-Time Positions</u></b>									
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 II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention Inspector I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	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	39.0
Administrative Assistant I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Full-time total	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	63.0
<b><u>Part-Time Positions (FTEs)</u></b>									
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	63.0

## Departmental Organization Chart



*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.

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### 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.
5. Reduce reliance on outside agencies for EMS coverage.

### OBJECTIVES

- Enhance our working relationships with area hospitals and mutual aid departments to provide the best and most efficient care for our residents. <sup>GOAL1</sup>
- Review and update our protocols to maintain compliance with county standards. <sup>GOAL2</sup>
- Continue to improve and control medical training costs by using our own instructors. <sup>GOAL3</sup>
- Maximize the use of Accumed Web for patient and billable revenue. <sup>GOAL3</sup>
- Comprehensive quality assurance and professional standards review to identify opportunities to improve service. <sup>GOAL4</sup>
- Provide staffing for rescue unit at all fire stations. <sup>GOAL5</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Total EMS Runs	4,309	3,903	2,575	5,150	5,150	5,200
GOAL <sup>1</sup> Average EMS Turnout Time	1:36	1:34	1:34	1:32	1:31	1:30
Customer Satisfaction Score	n/a	95.89	96.69	97	97	97
National Average Customer Satisfaction Score	93.42	93.02	92.95	93	93	93

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

The personnel budget is increasing relative to the fiscal year 2021-22 original budget mostly due to the pension contribution increasing based upon allocating pension contributions on ALS (Advanced Life Support) premium budget/costs. **Paramedic premium is increasing \$10,000 relative to the fiscal year 2021-22 original budget due to higher-salaried firefighters that are eligible for the paramedic premium.**

Training & Education is increasing \$8,000 relative to the fiscal year 2021-22 estimated expenditures due to limited training opportunities in fiscal year 2021-22 due to the COVID-19 pandemic and to an anticipated increase in-house training opportunities in fiscal year 2022-23.

Motor pool rental charges are decreasing \$99,410 relative to the fiscal year 2021-22 original budget due to a decrease in the fixed rate depreciation charges.

## Budget Summary Expenditures

<b>207.344 AMBULANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	533,260	136,330	62,500	182,380	0	914,470
2021-2022 Original Budget	462,680	201,000	25,000	207,280	0	895,960
2021-2022 Adjusted Budget (Dec)	595,760	201,000	25,000	207,280	0	1,029,040
2021-2022 Six Month Actual	443,990	69,750	17,170	103,640	0	634,550
2021-2022 Estimated Year End	547,920	189,990	17,170	207,280	0	962,360
2022-2023 Dept Request	572,160	197,070	0	107,870	0	877,100
2022-2023 Manager's Budget	572,160	197,070	0	107,870	0	877,100
2022-2023 Adopted Budget						
2023-2024 Projected Budget	590,290	197,440	0	111,110	0	898,840
2024-2025 Projected Budget	609,050	197,830	0	114,440	0	921,320
2025-2026 Projected Budget	628,460	198,240	0	117,870	0	944,570
2026-2027 Projected Budget	648,530	198,670	0	121,410	0	968,610

## Cost Center Position Detail - Home Base Full-Time Employees

Ambulance Service (Fire)					Fiscal Year					
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	
<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 0.0145 mill for fiscal year 2022-23.

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 2022-23:**

The millage is budgeted to decrease slightly from 0.0154 mill to 0.0145 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 each decreasing from \$4,000 to \$3,000.

There are no significant changes in expenditures anticipated.

### **Budget Summary**

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	18,462	17,382	11,242	8,392	8,782	7,352
Revenues and transfers from other funds	65,600	63,520	68,520	73,520	73,520	73,520
Expenditures and transfers to other funds	66,680	69,660	71,370	73,130	74,950	76,830
Net Change in Fund Balance	(1,080)	(6,140)	(2,850)	390	(1,430)	(3,310)
Ending Fund Balance	17,382	11,242	8,392	8,782	7,352	4,042



## Revenues

<b>211.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	45,150	1,130	0	810	0	15,000	62,090
2019-2020 Actual	44,980	1,150	0	610	0	10,000	56,740
2020-2021 Actual	44,860	1,180	0	110	0	15,000	61,150
2021-2022 Original Budget	48,700	500	0	0	0	20,000	69,200
2021-2022 Adjusted Budget (Dec)	48,700	500	0	0	0	20,000	69,200
2021-2022 Six Month Actual	44,170	510	0	20	0	0	44,700
2021-2022 Estimated Year End	45,050	510	0	40	0	20,000	65,600
2022-2023 Dept Request	48,000	500	0	20	0	15,000	63,520
2022-2023 Manager's Budget	48,000	500	0	20	0	15,000	63,520
2022-2023 Adopted Budget							
2023-2024 Projected Budget	48,000	500	0	20	0	20,000	68,520
2024-2025 Projected Budget	48,000	500	0	20	0	25,000	73,520
2025-2026 Projected Budget	48,000	500	0	20	0	25,000	73,520
2026-2027 Projected Budget	48,000	500	0	20	0	25,000	73,520

## Expenditures

<b>211.835 COMMUNITY PROMOTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	17,110	28,550	0	11,760	0	57,420
2021-2022 Original Budget	18,390	38,000	0	12,810	0	69,200
2021-2022 Adjusted Budget (Dec)	18,390	38,000	0	12,810	0	69,200
2021-2022 Six Month Actual	8,550	16,460	0	9,060	0	34,070
2021-2022 Estimated Year End	18,980	35,500	0	12,200	0	66,680
2022-2023 Dept Request	19,560	38,000	0	12,100	0	69,660
2022-2023 Manager's Budget	19,560	38,000	0	12,100	0	69,660
2022-2023 Adopted Budget						
2023-2024 Projected Budget	20,130	39,140	0	12,100	0	71,370
2024-2025 Projected Budget	20,720	40,310	0	12,100	0	73,130
2025-2026 Projected Budget	21,330	41,520	0	12,100	0	74,950
2026-2027 Projected Budget	21,960	42,770	0	12,100	0	76,830

*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 2.3571 mills is budgeted. This is 0.4177 mill lower than the combined maximum authorized amount of 2.7748 mills (voted local millage of 0.9177 and 1.8571 mills levied under authority of PA 298 of 1917 (MCL 123.261)).

The solid waste function is a division of the department of public service.

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## GOALS

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

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

The maximum authorized combined millage that can be levied is 2.7748 mills, however, it is recommended to continue to temporarily levy a lower millage of 2.3571 mills (0.4177 mill lower than the maximum allowed and lower than 2021-22). Use of surplus fund balance allows for this temporary reduction of the millage rate. 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, and its demonstrated that this reduction cannot be a permanent reduction..

Personnel costs are increasing, relative to the fiscal year 2021-22 original budget, to allow newer employees (who are not at the top of their pay range) to receive wage step increases. Fiscal year 2021-22 estimated expenditures are lower due to unexpected staff vacancies during the year that remained unfilled.

SOCRRA has contracted with GFL for 10 years through 2027 and has tentatively recommended that community members use a 4.5% increase in SOCRRA charges for planning purposes in fiscal year 2022-23 due to significant increases in the collection and disposal costs due to fuel and CPI escalators. The solid waste collection services expenditure line-item is budgeted to increase 4.5% relative to fiscal year 2021-22 estimated expenditures.

**Solid waste disposal services are increasing \$20,000, relative to the fiscal year 2021-22 original budget, due to annual contractual increases for various tree removal services,** however, activity is not anticipated to be as high as 2021-22 estimated expenditures due to multiple windstorms during the year that uprooted several large trees. **Contracted worker services are increasing \$21,500, relative to the fiscal year 2021-22 original budget, due to increased recycling stations, sanitizer, and portable units, and to cover annual licensing fees for maintenance management software.** Training and education costs are decreasing \$1,000 due to department specific training for DPS staff being budgeted in the motor pool fund this year. Advertising & legal notices are decreasing by \$1,000, relative to the fiscal year 2022-23 original budget, due to the millage renewal in the prior year. **\$100,000 is budgeted in miscellaneous operating supplies for refuse containers for city parks.** Relative to fiscal year 2021-22 estimated expenditures, motor pool rental charges are increasing \$50,600 based on estimated utilization, and administrative charges are increasing \$15,850, due to increases in expenditures and charges for central services that get allocated to this fund.

**Fiscal year 2022-23 includes a \$150,000 transfer to the Motor Pool fund for the purchase of a small refuse compactor truck.**

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>2</sup> Tons of Yard Waste Diverted from Landfill	11,941	13,797	8,303	10,644	12,000	12,000
GOAL <sup>3</sup> Recycle tons	4,617	5,672	2,888	5,774	5,800	5,900
GOAL <sup>1</sup> Hazardous Material Collected – Drop off*	10,406	10,406	n/a	n/a	n/a	n/a

\*Note: After FY2020-21, SOCCRA no longer tracks this data by community.

## Budget Summary

	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	5,123,377	3,609,897	2,459,107	1,499,827	494,887	(494,883)
Revenues and transfers from other funds	7,697,290	7,468,000	7,651,150	7,838,880	8,031,300	8,228,530
Expenditures and transfers to other funds	9,210,770	8,618,790	8,610,430	8,843,820	9,021,070	9,205,930
Net Change in Fund Balance	(1,513,480)	(1,150,790)	(959,280)	(1,004,940)	(989,770)	(977,400)
Ending Fund Balance	3,609,897	2,459,107	1,499,827	494,887	(494,883)	(1,472,283)

## Revenues

<b>226.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	7,306,190	183,910	50	24,040	37,950	0	7,552,140
2021-2022 Original Budget	7,553,000	78,000	0	20,000	50,000	0	7,701,000
2021-2022 Adjusted Budget (Dec)	7,553,000	78,000	0	20,000	50,000	0	7,701,000
2021-2022 Six Month Actual	7,411,250	83,670	80	4,770	30,860	0	7,530,630
2021-2022 Estimated Year End	7,554,000	83,670	80	9,540	50,000	0	7,697,290
2022-2023 Dept Request	7,326,000	83,000	0	9,000	50,000	0	7,468,000
2022-2023 Manager's Budget	7,326,000	83,000	0	9,000	50,000	0	7,468,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	7,509,150	83,000	0	9,000	50,000	0	7,651,150
2024-2025 Projected Budget	7,696,880	83,000	0	9,000	50,000	0	7,838,880
2025-2026 Projected Budget	7,889,300	83,000	0	9,000	50,000	0	8,031,300
2026-2027 Projected Budget	8,086,530	83,000	0	9,000	50,000	0	8,228,530

## Expenditures

<b>226.528 SOLID WASTE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	942,880	32,170	0	6,470,220	346,500	225,150	8,016,920
2021-2022 Original Budget	1,108,340	42,100	1,850,000	6,708,840	24,000	227,000	9,960,280
2021-2022 Adjusted Budget (Dec)	1,108,340	42,100	1,850,000	6,708,840	24,000	227,000	9,960,280
2021-2022 Six Month Actual	562,250	20,430	0	3,283,970	0	172,770	4,039,420
2021-2022 Estimated Year End	1,045,090	44,350	1,150,000	6,720,330	24,000	227,000	9,210,770
2022-2023 Dept Request	1,120,950	146,200	0	6,972,640	153,000	226,000	8,618,790
2022-2023 Manager's Budget	1,120,950	146,200	0	6,972,640	153,000	226,000	8,618,790
2022-2023 Adopted Budget							
2023-2024 Projected Budget	1,156,940	46,200	0	7,175,790	3,000	228,500	8,610,430
2024-2025 Projected Budget	1,194,230	46,200	0	7,374,390	3,000	226,000	8,843,820
2025-2026 Projected Budget	1,232,850	46,200	0	7,513,020	3,000	226,000	9,021,070
2026-2027 Projected Budget	1,272,850	46,200	0	7,657,880	3,000	226,000	9,205,930

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

<b>Solid Waste</b>		<b>Fiscal Year</b>							
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b>Full-Time Positions</b>									
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	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total	14.0	14.0	14.0	15.0	15.0	15.0	15.0	15.0	15.0
<b>Part-Time Positions (FTEs)</b>									
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	15.0	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 44<sup>th</sup> 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 2022-23:

Grant revenue and miscellaneous operating supply expenditures are decreasing due to the decrease in state funding provided by the 2022 state grant award from the Michigan Indigent Defense Commission.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	345,100	86,770	86,770	86,770	86,770	86,770
Revenues and transfers from other funds	291,670	620,700	620,700	620,700	620,700	620,700
Expenditures and transfers to other funds	550,000	620,700	620,700	620,700	620,700	620,700
Net Change in Fund Balance	(258,330)	0	0	0	0	0
Ending Fund Balance	86,770	86,770	86,770	86,770	86,770	86,770

## Revenues

<b>260.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	0	276,010	0	0	0	22,210	298,220
2019-2020 Actual	0	646,020	0	0	0	22,690	668,710
2020-2021 Actual	0	517,470	0	0	0	22,670	540,140
2021-2022 Original Budget	0	615,370	0	0	23,000	22,670	661,040
2021-2022 Adjusted Budget (Dec)	0	615,370	0	0	23,000	22,670	661,040
2021-2022 Six Month Actual	0	0	0	0	0	0	0
2021-2022 Estimated Year End	0	269,000	0	0	0	22,670	291,670
2022-2023 Dept Request	0	598,230	0	0	0	22,470	620,700
2022-2023 Manager's Budget	0	598,230	0	0	0	22,470	620,700
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	598,230	0	0	0	22,470	620,700
2024-2025 Projected Budget	0	598,230	0	0	0	22,470	620,700
2025-2026 Projected Budget	0	598,230	0	0	0	22,470	620,700
2026-2027 Projected Budget	0	598,230	0	0	0	22,470	620,700

## Expenditures

<b>260.286 DISTRICT COURT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	206,050	0	206,050
2019-2020 Actual	0	0	0	469,470	0	469,470
2020-2021 Actual	0	0	0	486,440	0	486,440
2021-2022 Original Budget	0	33,650	0	627,390	0	661,040
2021-2022 Adjusted Budget (Dec)	0	33,650	0	627,390	0	661,040
2021-2022 Six Month Actual	0	0	0	255,910	0	255,910
2021-2022 Estimated Year End	0	0	0	550,000	0	550,000
2022-2023 Dept Request	0	20,700	0	600,000	0	620,700
2022-2023 Manager's Budget	0	20,700	0	600,000	0	620,700
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	20,700	0	600,000	0	620,700
2024-2025 Projected Budget	0	20,700	0	600,000	0	620,700
2025-2026 Projected Budget	0	20,700	0	600,000	0	620,700
2026-2027 Projected Budget	0	20,700	0	600,000	0	620,700

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.

The Royal Oak Public Library re-opened to the public in May 2021. The Board took advantage of the closure to complete a partial remodel, with new carpet, paint, and several updated areas, including a grant-funded Makerspace. As we close out the 2021-22 fiscal year, the second phase of the remodel is being completed, focusing on the upper level.

Use of the Library continues to grow each day. After surveying the public, the library's hours changed to open at 9am and close at 8pm, Monday – Thursday and opening from

9am-6pm Friday and Saturday. Foot traffic is increasing, with an average of just over 8,300 visitors per month, which is around 62 percent of the pre-pandemic (2018-19) total monthly visits. However, when comparing circulations, 2018-19 averaged 28,266 per month, 2021-22 averages 38,265 per month, a 35% increase over the pre-pandemic time. This is in part due to the availability of Grab & Go pick-ups, which allows people to pick up their items without entering the building. Circulation (eBooks, eAudio, eVideo and eMusic) is also being used robustly by our community, with a 52 percent increase over 2018-19. Online database use has also increased by 59 percent since the pre-pandemic era.

Programs have been virtual for the last few years. The staff is planning on in-person programs in the summer of 2022, just in time for the summer reading program and the use of Centennial Commons as an outdoor programming space.

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 0.8837 mill due to Headlee Act reductions over the years. The full allowable rate is budgeted to be levied for this fiscal year. The Library Board is planning to bring the millage to a vote in the August 2022 election.

## GOALS

1. Continuously upgrade and maintain the physical space and functionality of the library to meet the evolving needs of the community.
2. Invest in and make accessible innovative technologies.
3. Secure stable funding.

## OBJECTIVES

- Conduct a space study to better utilize what we have. <sup>GOAL1</sup>
- Employ and retain happy, welcoming staff and provide for their ongoing professional development. <sup>GOAL4</sup>
- Continually maintain and enhance our physical and digital collections. <sup>GOAL1,2</sup>



**GOALS**

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

**OBJECTIVES**

- Capture community's attention and effectively communicate our available resources, programming, and services.

GOAL1

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Registered Card Holders	22,002	23,787	24,887	25,400	25,800	26,000
GOAL <sup>1</sup> Annual Library Visitors	127,211	31,936**	50,065**	100,000	102,000	103,000
GOAL <sup>1</sup> Collection Size	145,819	144,098	143,116	144,000	144,000	144,000
GOAL <sup>1</sup> E-Titles†	380,721	761,903	1,209,283	1,211,000	1,212,000	1,213,000
GOAL <sup>1</sup> Lending Transactions	309,806	230,243	245,763	470,000	475,000	475,000
GOAL <sup>2</sup> Reference Question Responses	15,024	7,057	4,782	8,000	8,000	8,000
GOAL <sup>3</sup> Programs Offered	444	358	174	350	350	350
GOAL <sup>3</sup> Program Attendance	14,116	8,886	2,615	5,000	6,000	7,000
GOAL <sup>3</sup> Summer Youth Reading Enrollment	1,500	479	n/a	700	900	1,100

\*\* Note: Visitors down significantly due to the COVID-19 pandemic.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Revenue is budgeted to increase relative to fiscal year 2021-22 projected year-end based upon slight increases in property tax revenues due to higher taxable value in the city. **The forecasted tax revenue assumes only a millage renewal beginning in fiscal year 2023-24.**

One of the objectives of the Board is to move to a staffing model that emphasizes full-time staff. Two new Municipal Clerk I positions were approved in January 2022, which increases the full-time staffing costs. Temporary staffing costs are also expected to increase due to anticipated raises for staff, as well as any adjustments to their pay scale. Access Services transitioned a part-time Library Aide to a full-time librarian. This position is overseeing more outreach into the community, providing access to our community where they are rather than relying on them to come to the library building. This is especially useful for our aging population, as well as reaching out to traditionally disenfranchised community members. As part-time staff leave their employment with the library, those hours are being leveraged to create more full-time positions.

....continued on next page

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:  
(Continued)**

Books are the heart and soul of a library collection. A slight increase of \$1,000, relative to the fiscal year 2021-22 original budget, is requested for print materials. The demand for online and downloadable content continues to increase. The request for downloadable/streaming content is increasing by \$3,000. After a review of the use of our databases, some have proven to be more popular than others. A cost-per-use analysis was completed, and several of the least popular yet more expensive databases are eliminated from the budget, with a savings of more than \$18,000. After a thorough analysis of contracted services, the amount requested for fiscal year 2022-23 is increasing by \$4,000 due to inflation. **The maintenance contract will be increasing by \$15,150 as the library will be joining the city's maintenance contract.** In addition, the janitorial services to be provided have been outlined in greater detail, which leads to the expected increase in costs.

**Two self-checkout kiosks are being added to computer supplies and parts at a cost of \$14,045.** Maintenance will need to be accounted for in future budgets. This will increase the ability of our customers to check out quickly and decrease their wait in lines. Professional development continues to be important for staff at all levels. With the anticipated need to travel to conferences in-person, we decreased training and education by \$1,000, but increased travel costs to \$1,800, relative to the fiscal year 2021-22 original budget. Finally, costs for advertising and legal notices as well as printing and document duplicating have increased due to the millage being on the ballot in August.

Administrative charges allocated to this fund for fiscal year 2022-23 are increasing \$9,260, relative to the fiscal year 2021-22 original budget, due to the library having a higher percentage of overall expenditures during fiscal year 2020-21. Telephone service is decreasing \$5,000 due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23. Information system service charges are increasing \$23,040, due to the addition of the allocated telephone service, email migration with ongoing licensing, addition of access controls and switch replacements.

**\$30,000 is budgeted for basement waterproofing in non-qualified capital outlay. The forecast includes future capital expenditures of \$600,000 for a complete roof replacement during fiscal year 2024-25 (deviates from CIP).**

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	980,396	520,486	340,436	459,336	(14,794)	118,576
Revenues and transfers from other funds	2,837,640	2,951,540	3,020,190	3,090,560	3,162,690	3,236,620
Expenditures and transfers to other funds	3,297,550	3,131,590	2,901,290	3,564,690	3,029,320	3,095,250
Net Change in Fund Balance	(459,910)	(180,050)	118,900	(474,130)	133,370	141,370
Ending Fund Balance	520,486	340,436	459,336	(14,794)	118,576	259,946

## Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	2,329,220	217,810	38,780	87,330	5,420	169,080	2,847,640
2019-2020 Actual	2,444,920	227,820	28,480	66,490	2,680	0	2,770,390
2020-2021 Actual	2,548,310	260,720	9,950	34,620	1,330	0	2,854,930
2021-2022 Original Budget	2,626,000	184,000	100	34,000	2,000	0	2,846,100
2021-2022 Adjusted Budget (Dec)	2,626,000	184,000	100	34,000	2,000	0	2,846,100
2021-2022 Six Month Actual	2,576,700	158,010	1,860	9,310	6,660	0	2,752,540
2021-2022 Estimated Year End	2,626,000	182,620	3,900	14,520	10,600	0	2,837,640
2022-2023 Dept Request	2,746,000	178,640	3,700	21,000	2,200	0	2,951,540
2022-2023 Manager's Budget	2,746,000	178,640	3,700	21,000	2,200	0	2,951,540
2022-2023 Adopted Budget							
2023-2024 Projected Budget	2,814,650	178,640	3,700	21,000	2,200	0	3,020,190
2024-2025 Projected Budget	2,885,020	178,640	3,700	21,000	2,200	0	3,090,560
2025-2026 Projected Budget	2,957,150	178,640	3,700	21,000	2,200	0	3,162,690
2026-2027 Projected Budget	3,031,080	178,640	3,700	21,000	2,200	0	3,236,620

## Expenditures

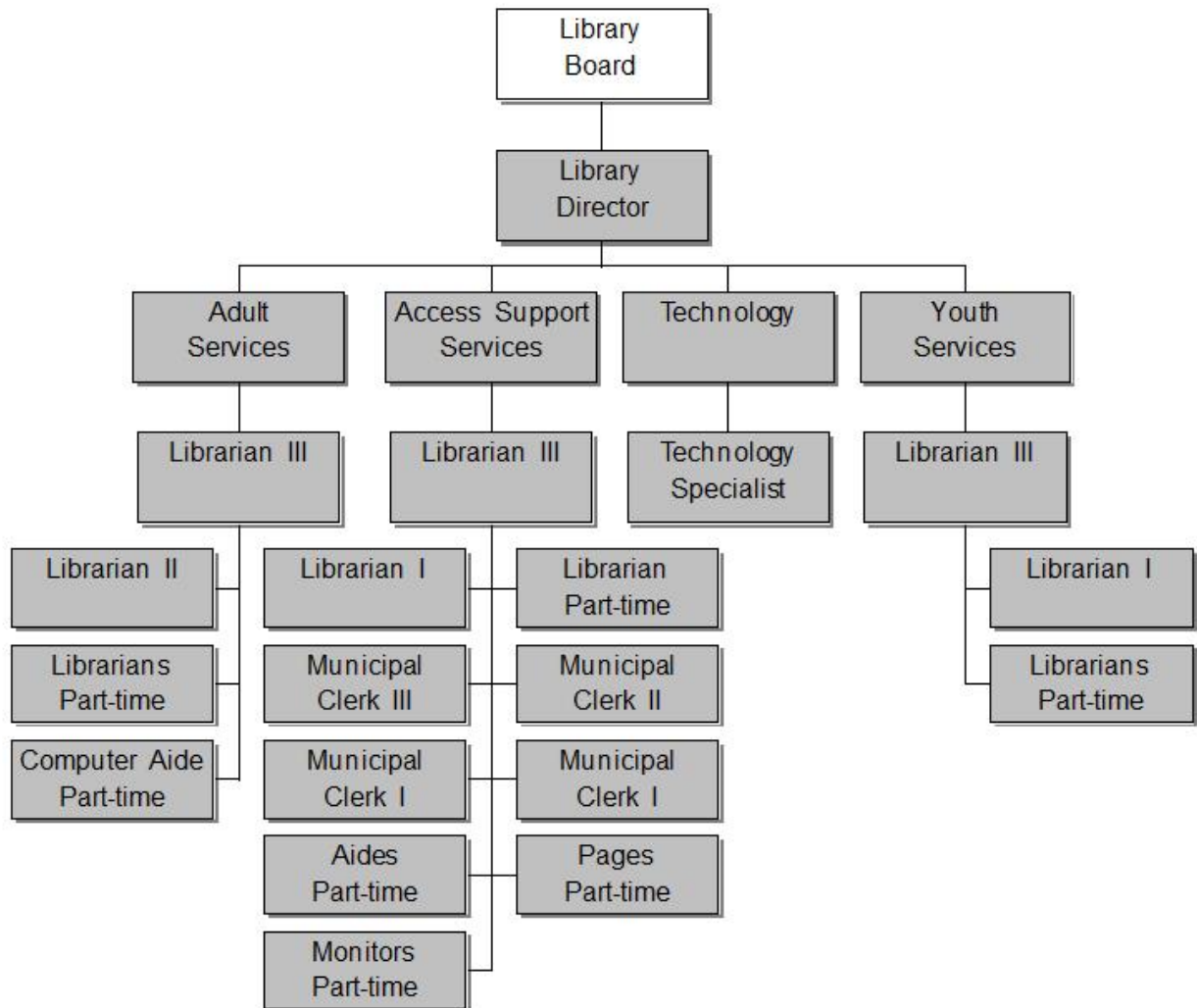
<b>271.790 LIBRARY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	1,230,760	359,510	196,560	405,430	0	639,450	2,831,710
2019-2020 Actual	1,282,740	432,780	29,680	400,370	0	639,090	2,784,660
2020-2021 Actual	1,282,240	400,510	491,500	522,370	13,100	643,890	3,353,610
2021-2022 Original Budget	1,440,370	404,500	260,000	429,630	0	646,000	3,180,500
2021-2022 Adjusted Budget (Dec)	1,440,370	404,500	260,000	429,630	0	646,000	3,180,500
2021-2022 Six Month Actual	681,740	198,780	1,320	254,320	0	279,960	1,416,120
2021-2022 Estimated Year End	1,485,770	411,390	262,670	459,620	32,100	646,000	3,297,550
2022-2023 Dept Request	1,554,270	388,110	30,000	511,610	0	647,600	3,131,590
2022-2023 Manager's Budget	1,554,270	388,110	30,000	511,610	0	647,600	3,131,590
2022-2023 Adopted Budget							
2023-2024 Projected Budget	1,603,660	388,110	30,000	522,520	0	357,000	2,901,290
2024-2025 Projected Budget	1,654,710	388,110	630,000	533,870	0	358,000	3,564,690
2025-2026 Projected Budget	1,707,520	388,110	30,000	545,690	0	358,000	3,029,320
2026-2027 Projected Budget	1,762,150	388,110	30,000	557,990	0	357,000	3,095,250

### Cost Center Position Detail - Home Base

Full & Part-Time Employees

Library	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Librarian II	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Librarian I	0.0	0.0	0.0	0.0	0.0	1.0	1.0	2.0	2.0
Library Technology Specialist	1.0	1.0	0.0	0.0	1.0	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	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Library - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0
Full-time total	9.0	8.0	8.0	8.0	9.0	9.0	9.0	10.0	12.0
<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	8.0	8.0	8.0	9.0	9.0	9.0	10.0	12.0

## Departmental Organization Chart



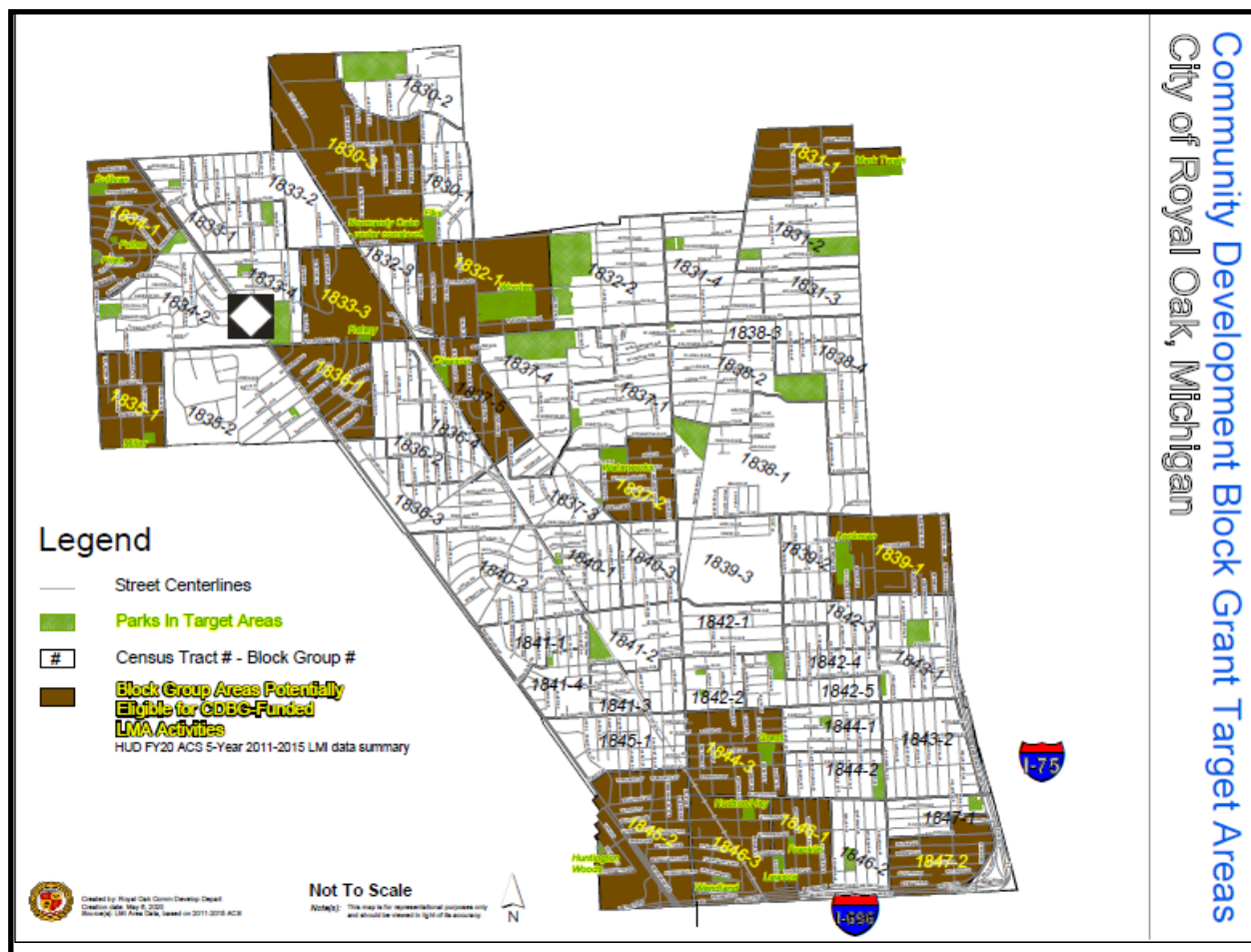
*The mission of the community development block grant program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.*

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 \$15,000, 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.

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### GOALS

1. Increase the availability of decent, safe, and affordable housing.
2. Reduce the health risks of lead-based paint.

### OBJECTIVES

1. Develop and maintain public amenities  
GOAL1
2. Develop & maintain high quality parks to enhance the quality of life in the city  
GOAL4
3. Implement sustainability priorities<sup>GOAL8</sup>



## GOALS

3. Continue the financial viability of the revolving loan program.

## OBJECTIVES

### Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
<b>GOAL<sup>3</sup> Rehabilitation Loans</b>						
Loan Applications Received	26	22	20	20	25	25
Loan Applicants on Waiting List	0	0	0	0	0	0
Number of Loans Approved	27	14	13	15	20	20
Funds Available for Loans	\$900k	\$500k	\$390k	\$395k	\$395k	\$395k
Amount of Loans Approved	\$448k	\$394k	\$278k	\$227k	\$395k	\$395k
<b>GOAL<sup>2</sup> Lead-based Paint Hazards</b>						
Homes with Hazards Identified	18	14	5	4	8	8
Homes with Hazards Addressed	14	11	2	3	5	5
Repairs Made on Eligible Properties	25	14	21	4	20	20

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

The fiscal year 2022-23 budget includes **\$35,000 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 \$10,000 from the fiscal year 2021-22 estimated expenditures. \$25,000 has been allocated to support local organizations that provide homeless assistance and emergency shelter programs in the city, and which is increasing \$3,500 relative to the fiscal year 2021-22 estimated expenditures.

The following capital improvement projects are budgeted for FY 2022-23 are as follows:

- **Tree Planting Program** **\$100,000**
- **Webster Road Retaining Wall\*** **\$100,000**
- **Beverly Court & Fries Park Improvements\*** **\$300,000**

FY 2022-23 total: **\$500,000**

*\*Project deviates from CIP*



## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	2,411,540	2,239,050	2,250,920	2,263,230	2,275,990	2,289,190
Expenditures and transfers to other funds	2,411,540	2,239,050	2,250,920	2,263,230	2,275,990	2,289,190
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
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 Actual	0	845,920	540,830	0	20,260	0	1,407,010
2021-2022 Original Budget	0	1,895,200	460,000	0	15,000	0	2,370,200
2021-2022 Adjusted Budget (Dec)	0	1,895,200	460,000	0	15,000	0	2,370,200
2021-2022 Six Month Actual	0	0	111,240	0	3,500	0	114,740
2021-2022 Estimated Year End	0	1,309,550	235,000	856,990	10,000	0	2,411,540
2022-2023 Dept Request	0	1,986,540	240,000	2,510	10,000	0	2,239,050
2022-2023 Manager's Budget	0	1,986,540	240,000	2,510	10,000	0	2,239,050
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	1,986,540	240,000	14,380	10,000	0	2,250,920
2024-2025 Projected Budget	0	1,986,540	240,000	26,690	10,000	0	2,263,230
2025-2026 Projected Budget	0	1,986,540	240,000	39,450	10,000	0	2,275,990
2026-2027 Projected Budget	0	1,986,540	240,000	52,650	10,000	0	2,289,190

## Expenditures

<b>274.692 HOUSING ASSISTANCE PROGRAM</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	115,790	20	0	380,780	0	496,590
2021-2022 Original Budget	125,420	0	0	398,540	0	523,960
2021-2022 Adjusted Budget (Dec)	125,420	0	0	414,320	0	539,740
2021-2022 Six Month Actual	55,030	0	0	111,530	0	166,560
2021-2022 Estimated Year End	128,160	0	0	467,350	0	595,510
2022-2023 Dept Request	119,910	0	0	511,050	0	630,960
2022-2023 Manager's Budget	119,910	0	0	511,050	0	630,960
2022-2023 Adopted Budget						
2023-2024 Projected Budget	124,100	0	0	511,050	0	635,150
2024-2025 Projected Budget	128,460	0	0	511,050	0	639,510
2025-2026 Projected Budget	132,980	0	0	511,050	0	644,030
2026-2027 Projected Budget	137,660	0	0	511,050	0	648,710

<b>274.712 BLOCK GRANT ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	175,230	0	0	49,300	0	224,530
2021-2022 Original Budget	259,310	0	0	40,960	0	300,270
2021-2022 Adjusted Budget (Dec)	259,310	0	0	40,960	0	300,270
2021-2022 Six Month Actual	61,740	0	0	18,360	0	80,100
2021-2022 Estimated Year End	157,830	850	0	38,950	0	197,630
2022-2023 Dept Request	234,860	0	0	38,520	0	273,380
2022-2023 Manager's Budget	234,860	0	0	38,520	0	273,380
2022-2023 Adopted Budget						
2023-2024 Projected Budget	242,540	0	0	38,520	0	281,060
2024-2025 Projected Budget	250,490	0	0	38,520	0	289,010
2025-2026 Projected Budget	258,730	0	0	38,520	0	297,250
2026-2027 Projected Budget	267,250	0	0	38,520	0	305,770

## CDBG Fund – Housing Rehabilitation Program

<b>274.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	43,550	0	43,550
2019-2020 Actual	0	0	0	27,630	0	27,630
2020-2021 Actual	0	0	0	7,810	0	7,810
2021-2022 Original Budget	0	0	0	45,000	0	45,000
2021-2022 Adjusted Budget (Dec)	0	0	0	45,000	0	45,000
2021-2022 Six Month Actual	0	0	0	10,560	0	10,560
2021-2022 Estimated Year End	0	0	0	25,000	0	25,000
2022-2023 Dept Request	0	0	0	35,000	0	35,000
2022-2023 Manager's Budget	0	0	0	35,000	0	35,000
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	35,000	0	35,000
2024-2025 Projected Budget	0	0	0	35,000	0	35,000
2025-2026 Projected Budget	0	0	0	35,000	0	35,000
2026-2027 Projected Budget	0	0	0	35,000	0	35,000

<b>274. OTHER COST CENTERS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	334,350	0	0	334,350
2021-2022 Original Budget	0	0	350,000	667,410	0	0	1,017,410
2021-2022 Adjusted Budget (Dec)	0	0	350,000	660,190	0	0	1,010,190
2021-2022 Six Month Actual	0	0	0	40	0	0	40
2021-2022 Estimated Year End	0	0	0	21,550	0	0	21,550
2022-2023 Dept Request	0	0	0	1,299,710	0	0	1,299,710
2022-2023 Manager's Budget	0	0	0	1,299,710	0	0	1,299,710
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	1,299,710	0	0	1,299,710
2024-2025 Projected Budget	0	0	0	1,299,710	0	0	1,299,710
2025-2026 Projected Budget	0	0	0	1,299,710	0	0	1,299,710
2026-2027 Projected Budget	0	0	0	1,299,710	0	0	1,299,710

## CDBG Fund – Housing Rehabilitation Program

<b>274.901 CAPITAL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	1,750	0	341,090	840	0	0	343,680
2021-2022 Original Budget	8,560	0	475,000	0	0	0	483,560
2021-2022 Adjusted Budget (Dec)	0	0	475,000	0	0	0	475,000
2021-2022 Six Month Actual	0	0	1,523,810	0	0	0	1,523,810
2021-2022 Estimated Year End	0	0	1,571,850	0	0	0	1,571,850
2022-2023 Dept Request	0	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0	0
2022-2023 Adopted Budget							
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
2026-2027 Projected Budget	0	0	0	0	0	0	0

### Cost Center Position Detail - Home Base

Full & Part-Time Employees

Housing Assistance		Fiscal Year							
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>									
Housing Program Supervisor	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Housing Rehabilitation Officer	1.0	1.0	1.0	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.

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### 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.<sup>GOAL1</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Percent of Required Code Training Received	100	n/a	n/a	n/a	n/a	n/a
GOAL <sup>2</sup> Percent of Inspections Performed Within the Next Business Day	95	n/a	n/a	n/a	n/a	n/a
GOAL <sup>1</sup> Percent of Plans Reviewed for Permit Within 14 Business Days	85	n/a	n/a	n/a	n/a	n/a
<b><u>Permits Issued</u></b>						
Building	2,089	n/a	n/a	n/a	n/a	n/a
Electrical	1,781	n/a	n/a	n/a	n/a	n/a
Mechanical	1,887	n/a	n/a	n/a	n/a	n/a
Plumbing Sewer	1,716	n/a	n/a	n/a	n/a	n/a
<b>Construction Value (in 1000's)</b>	\$112,000	n/a	n/a	n/a	n/a	n/a

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Revenues are decreasing relative to the fiscal year 2021-22 estimated expenditures 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 2021-22 estimated expenditures due to newer employees (who are not at the top of their pay range) potentially receiving merit wage increases and the anticipation of three vacancies being filled. This fund includes 80% of the fire department's new inspector position also.**

Printing & document duplicating costs are decreasing \$5,000 relative to the fiscal year 2021-22 estimated expenditures due to a greater amount of document scanning to be completed in fiscal year 2021-22 than anticipated. Telephone service is decreasing \$8,500 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

Motor pool rental charges are increasing \$14,790 relative to the fiscal year 2021-22 original budget due to an increased fixed rate depreciation charges for 3 new vehicles. Administrative charges are increasing \$4,330 relative to the fiscal year 2021-22 original budget.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	12,747,201	13,028,611	12,567,531	12,043,081	11,453,061	10,795,161
Revenues and transfers from other funds	2,027,050	1,724,500	1,724,500	1,724,500	1,724,500	1,724,500
Expenditures and transfers to other funds	1,745,640	2,185,580	2,248,950	2,314,520	2,382,400	2,452,660
Net Change in Fund Balance	281,410	(461,080)	(524,450)	(590,020)	(657,900)	(728,160)
Ending Fund Balance	13,028,611	12,567,531	12,043,081	11,453,061	10,795,161	10,067,001

## Revenues

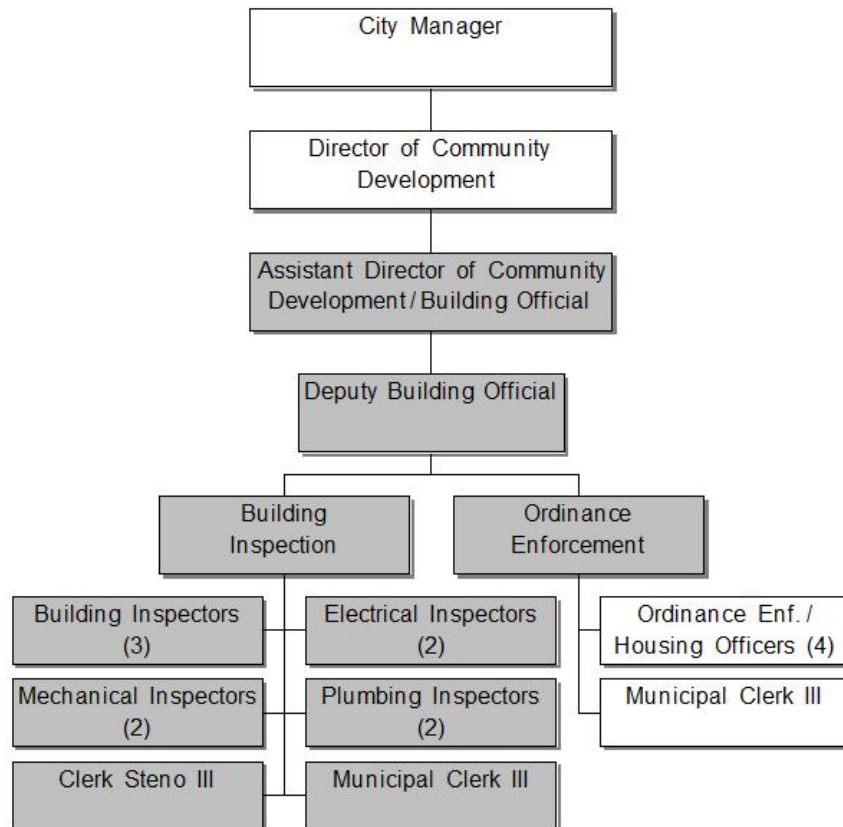
282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	0	0	3,615,420	218,020	88,330	0	3,921,770
2019-2020 Actual	0	0	2,839,460	177,630	67,990	0	3,085,080
2020-2021 Actual	0	0	2,695,430	29,760	87,870	0	2,813,060
2021-2022 Original Budget	0	0	1,682,500	22,000	30,000	0	1,734,500
2021-2022 Adjusted Budget (Dec)	0	0	1,682,500	22,000	30,000	0	1,734,500
2021-2022 Six Month Actual	0	0	1,133,540	6,550	44,620	0	1,184,710
2021-2022 Estimated Year End	0	0	1,953,950	13,100	60,000	0	2,027,050
2022-2023 Dept Request	0	0	1,682,500	12,000	30,000	0	1,724,500
2022-2023 Manager's Budget	0	0	1,682,500	12,000	30,000	0	1,724,500
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	1,682,500	12,000	30,000	0	1,724,500
2024-2025 Projected Budget	0	0	1,682,500	12,000	30,000	0	1,724,500
2025-2026 Projected Budget	0	0	1,682,500	12,000	30,000	0	1,724,500
2026-2027 Projected Budget	0	0	1,682,500	12,000	30,000	0	1,724,500

## Expenditures

<b>282.371 INSPECTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	1,077,390	6,820	0	448,430	3,000	0	1,535,640
2021-2022 Original Budget	1,379,930	21,000	0	554,020	4,000	0	1,958,950
2021-2022 Adjusted Budget (Dec)	1,347,930	21,000	0	586,020	4,000	0	1,958,950
2021-2022 Six Month Actual	526,140	4,010	0	248,300	0	0	778,450
2021-2022 Estimated Year End	1,191,230	21,000	0	529,410	4,000	0	1,745,640
2022-2023 Dept Request	1,622,840	21,000	0	538,740	3,000	0	2,185,580
2022-2023 Manager's Budget	1,622,840	21,000	0	538,740	3,000	0	2,185,580
2022-2023 Adopted Budget							
2023-2024 Projected Budget	1,675,210	21,000	0	549,740	3,000	0	2,248,950
2024-2025 Projected Budget	1,729,410	21,000	0	561,110	3,000	0	2,314,520
2025-2026 Projected Budget	1,785,540	21,000	0	572,860	3,000	0	2,382,400
2026-2027 Projected Budget	1,843,670	21,000	0	584,990	3,000	0	2,452,660



## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Building	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
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	1.0	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	1.0	1.0	1.0	1.0	2.0	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	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0
Plumbing Inspector	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0
Full-time total	10.0	10.0	10.0	10.0	13.0	13.0	13.0	13.0	13.0
<b><u>Part-Time Positions (FTEs)</u></b>									
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	10.0	10.0	10.0	13.0	13.0	13.0	13.0	13.0

The ROOTS (Royal Oak Opportunity to Serve) fund is intended to account for contributions for certain committees and certain public purpose within the city.

This fund records the receipt and disbursement of the monies/property. The 2022-23 budget mostly covers contributions for the commission for the arts .

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	327,677	335,477	335,477	335,477	335,477	335,477
Revenues and transfers from other funds	24,900	33,000	33,000	33,000	33,000	33,000
Expenditures and transfers to other funds	17,100	33,000	33,000	33,000	33,000	33,000
Net Change in Fund Balance	7,800	0	0	0	0	0
Ending Fund Balance	335,477	335,477	335,477	335,477	335,477	335,477

## Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	26,930	0	0	26,930
2021-2022 Original Budget	0	0	0	23,100	0	0	23,100
2021-2022 Adjusted Budget (Dec)	0	0	0	23,100	0	0	23,100
2021-2022 Six Month Actual	0	0	0	940	0	0	940
2021-2022 Estimated Year End	0	0	0	24,900	0	0	24,900
2022-2023 Dept Request	0	0	0	33,000	0	0	33,000
2022-2023 Manager's Budget	0	0	0	33,000	0	0	33,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	33,000	0	0	33,000
2024-2025 Projected Budget	0	0	0	33,000	0	0	33,000
2025-2026 Projected Budget	0	0	0	33,000	0	0	33,000
2026-2027 Projected Budget	0	0	0	33,000	0	0	33,000

## Expenditures

<b>295. MULTIPLE COST CENTERS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	3,850	0	28,220	180,700	0	212,770
2019-2020 Actual	0	2,230	0	38,620	9,000	0	49,850
2020-2021 Actual	0	2,950	0	23,610	20,250	0	46,810
2021-2022 Original Budget	0	1,000	0	22,100	0	0	23,100
2021-2022 Adjusted Budget (Dec)	0	1,000	0	22,100	0	0	23,100
2021-2022 Six Month Actual	0	0	0	5,340	0	0	5,340
2021-2022 Estimated Year End	0	0	0	17,100	0	0	17,100
2022-2023 Dept Request	0	0	0	33,000	0	0	33,000
2022-2023 Manager's Budget	0	0	0	33,000	0	0	33,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	33,000	0	0	33,000
2024-2025 Projected Budget	0	0	0	33,000	0	0	33,000
2025-2026 Projected Budget	0	0	0	33,000	0	0	33,000
2026-2027 Projected Budget	0	0	0	33,000	0	0	33,000

*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.

The M/M Senior Community Center staff continue program growth even with safety and barriers as standard practice in the building. Fitness classes pivoted outdoors, where masking was relaxed. Some of the indoor fitness classes but with masking in place. Tim's kitchen is still looking for the next Chef but hired baker, Lora, a welcomed daily offering. Demonstrations with American House partners drew a crowd with cooking healthy for one. The team continues to offer twice a month curbside meal partnered with a local restaurant in the interim of congregate meals and DIY kits for activity and snacks.

Helping Hands donated \$1,000 on election day through knitted items. A repeat angel donor stops in regularly with pantry items and cash to Tim's kitchen. We have offset our supplies costs with her generosity. Some of the new programs offered to the community include American Sign Language, Martial Arts, Piano Keyboarding, DSO, DIA, Detroit Zoo, and Lunch and Learns for educational purposes. We have reinstated dances with a live band. Bingo was held in the parking lot and now has moved indoors during colder weather.

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. \$35,000 has been budgeted for support in fiscal year 2022-23.

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. 88 homeowners and renters enrolled in 2021, 75 jobs were completed in the calendar year.

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. After July 1, 2021, work in homes began again with masking in place.

The R.O.S.E.S. budget pays half of the wages for our 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 specialty-trained Adjacent Generational Exchange staffer manages the 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. During closures, charcuterie meals were handed out to 70 loyal volunteers who help the center run smoothly.

One A.G.E. staff member, Carolyn counsels seniors in Medicare D prescription drug

coverage, mostly conducted over the phone this year. 75 seniors received assistance in plan eligibility, benefit comparisons, low-income assistance, and enrollment assistance. This program runs from Oct. 15 to Dec. 7 annually, by appointment only.

Transportation (296.688) – The 5-day a week senior transportation program continues to provide essential mobile service for 10,280 one-way trips to doctor appointments, grocery shopping, and programs at the senior center. Mid-June with strict masking and cleaning in place rides were reinstated. 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.

We assist the City of Pleasant Ridge to provide bus transportation to their senior residents of Pleasant Ridge once a week and one special 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 vehicles rented in collaboration with SMART. This budget provides for part-time (seven drivers, two dispatchers), maintenance and insurance for vans. This budget is funded by Beaumont Health, SMART municipal and community credit funds, and rider donations. Two new buses will join the fleet in early Fall to replace older vans.

## GOALS

1. Expand opportunities to partner with other senior centers, businesses, and hospitals to increase opportunities and maintain the current ones.

## OBJECTIVES

- Focusing on the focus groups and the eight domains of AARP Network of Age-Friendly Communities. <sup>GOAL6</sup>

**GOALS**

2. Continue collaborating with the private sector, schools, and neighboring communities for intergenerational offerings.
3. Investigate innovative ways to fund and reduce the cost of programs. Listen and follow guidelines rolled out by the Aging in Place taskforce and workgroups.
4. Grow the transportation offerings to empower senior citizens and those disabled.
5. Community - To preserve neighborhoods by encouraging community involvement and family activities. Apply for AARP grants to benefit the long-term initiatives of the growing senior population.

**OBJECTIVES**

- Provide administrative support for the work of the senior services/aging in place task force. <sup>GOAL6</sup>

**Performance Indicators / Outcome Measures**

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>	<u>Projected 2024</u>
<b>GOAL1 <u>Supportive Services</u></b>						
Congregate Meals Served*	8,704	5,607	370*	6,000	7,000	7,500
Information & Referral	74,700	40,000	20,000	40,000	45,000	47,000
R.O.S.E.S. Jobs	1,428	991	75	80	90	100
Senior Bus Rides	11,105	8,003	10,280	11,000	12,000	12,500
Outreach Assessments	149	52	240	300	325	350
<b>GOAL3 <u>Mahany/Meininger Center Programs</u></b>						
Programs Offered	94	94	42	50	75	100
Sessions Held	2,632	1,570	2,011	3,000	3,500	4,000
Participants	55,640	13,670	8,265	10,000	11,000	12,000
<b>GOAL3 <u>Salter Community Center Programs</u></b>						
Programs Offered	13	13	13	13	13	13
Sessions Held	1,173	778	n/a	n/a	n/a	n/a
Participants	10,456	8,012	n/a	n/a	n/a	n/a
<b>GOAL3 <u>Combined Senior Programs</u></b>						
Programs Offered	107	107	75	63	88	113
Sessions Held	3,805	2,348	n/a	n/a	n/a	n/a
Participants	66,096	21,682	n/a	n/a	n/a	n/a

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.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Relative to fiscal year 2021-22 estimated revenues, revenue from senior activities is increasing \$13,000, facility rentals is increasing \$18,000 and travel revenue is increasing \$25,000 due to the anticipation of additional participants attending in person activities. The transfer-in from the general fund has been increased by \$100,000 to \$600,000 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 \$600,000 through fiscal year 2026-27.

Personnel costs are increasing due to pay raises for part-time staff. Temporary wages are increasing by approximately \$29,460, relative to fiscal year 2021-22 estimated expenditures, due to having a less staff during the closures as a result of the pandemic that extended into fiscal year 2021-22. However, the increase is only \$5,040 higher than the original budget in fiscal year 2021-22. Once the Chef position is filled, volunteers will be utilized for logistics and running the office.

\$1,000 has been budgeted for supplies related to the Aging-In-Place Task Force. The budget for program supplies, which includes the food purchases and supplies, is increasing \$14,000 relative to fiscal year 2021-22 estimated expenditures, due to the temporary suspension of congregate meals during the closure that were replaced with curbside meals through partnerships with local restaurants. The senior center is planning to fill the Chef position in fiscal year 2022-23 and resume Tim's kitchen and congregate meals. The budget for program supplies, even with the rising cost of food and supplies after the pandemic, is remaining nearly the same as the fiscal year 2021-22 original budget, due to cost savings planned. **As a preventative measure, the price of all meals, both carry-out and dine-in will increase slightly to \$5.00 per meal.** Travel costs are increasing \$26,000, relative to fiscal year 2021-22 estimated expenditures, due to cost increases in fuel and labor that are already being experienced while planning for upcoming trips, such as the widely popular, The Grand Hotel Experience. Fuel, labor shortages, and the cost of luxury trips have all been passed down to the customer to pay. Telephone service is decreasing \$9,600, relative to the fiscal year 2021-22 original budget, due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23. However, the allocated IT charge for the senior citizens services fund in fiscal year 2022-23 is decreasing \$4,070, due to reduced planned expenditures in the Information Technology fund during fiscal year 2022-23. Capital expenditures of \$32,200 during fiscal year 2021-22, were due to the emergency replacement of two furnaces.

The following capital improvement projects budgeted are as follows:

- |                                   |                      |
|-----------------------------------|----------------------|
| • outdoor fitness equipment       | <b>\$65,000</b>      |
| • ADA front doors (senior center) | <b><u>50,000</u></b> |

FY2022-23 total:	<b>\$115,000</b>
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Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	90,224	145,134	126,434	150,974	154,554	134,414
Revenues and transfers from other funds	890,180	1,045,820	1,045,820	1,045,820	1,045,820	1,045,820
Expenditures and transfers to other funds	835,270	1,064,520	1,021,280	1,042,240	1,065,960	1,088,430
Net Change in Fund Balance	54,910	(18,700)	24,540	3,580	(20,140)	(42,610)
Ending Fund Balance	145,134	126,434	150,974	154,554	134,414	91,804

## Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	0	0	239,500	193,830	0	350,000	783,330
2019-2020 Actual	0	0	157,640	185,950	0	350,000	693,590
2020-2021 Actual	0	0	55,890	210,820	0	321,800	588,510
2021-2022 Original Budget	0	0	238,200	198,010	0	500,000	936,210
2021-2022 Adjusted Budget (Dec)	0	0	238,200	198,010	0	500,000	936,210
2021-2022 Six Month Actual	0	0	86,290	51,000	0	250,000	387,290
2021-2022 Estimated Year End	0	0	182,750	207,430	0	500,000	890,180
2022-2023 Dept Request	0	0	242,400	203,420	0	600,000	1,045,820
2022-2023 Manager's Budget	0	0	242,400	203,420	0	600,000	1,045,820
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	242,400	203,420	0	600,000	1,045,820
2024-2025 Projected Budget	0	0	242,400	203,420	0	600,000	1,045,820
2025-2026 Projected Budget	0	0	242,400	203,420	0	600,000	1,045,820
2026-2027 Projected Budget	0	0	242,400	203,420	0	600,000	1,045,820



## Expenditures

<b>296.686 R.O.S.E.S.</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	21,230	0	0	0	0	21,230
2019-2020 Actual	21,670	0	0	0	0	21,670
2020-2021 Actual	13,820	0	0	0	0	13,820
2021-2022 Original Budget	26,350	0	0	0	0	26,350
2021-2022 Adjusted Budget (Dec)	26,350	0	0	0	0	26,350
2021-2022 Six Month Actual	7,480	0	0	0	0	7,480
2021-2022 Estimated Year End	17,240	0	0	0	0	17,240
2022-2023 Dept Request	18,780	0	0	0	0	18,780
2022-2023 Manager's Budget	18,780	0	0	0	0	18,780
2022-2023 Adopted Budget						
2023-2024 Projected Budget	19,340	0	0	0	0	19,340
2024-2025 Projected Budget	19,920	0	0	0	0	19,920
2025-2026 Projected Budget	20,510	0	0	0	0	20,510
2026-2027 Projected Budget	21,120	0	0	0	0	21,120

<b>296.687 A.G.E. PROGRAM</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	12,420	830	0	0	0	13,250
2019-2020 Actual	12,890	360	0	120	0	13,370
2020-2021 Actual	13,790	770	0	140	0	14,700
2021-2022 Original Budget	13,510	1,000	0	300	0	14,810
2021-2022 Adjusted Budget (Dec)	13,510	1,000	0	300	0	14,810
2021-2022 Six Month Actual	6,220	0	0	0	0	6,220
2021-2022 Estimated Year End	13,510	500	0	200	0	14,210
2022-2023 Dept Request	15,610	1,000	0	200	0	16,810
2022-2023 Manager's Budget	15,610	1,000	0	200	0	16,810
2022-2023 Adopted Budget						
2023-2024 Projected Budget	16,070	1,000	0	200	0	17,270
2024-2025 Projected Budget	16,550	1,000	0	200	0	17,750
2025-2026 Projected Budget	17,050	1,000	0	200	0	18,250
2026-2027 Projected Budget	17,560	1,000	0	200	0	18,760

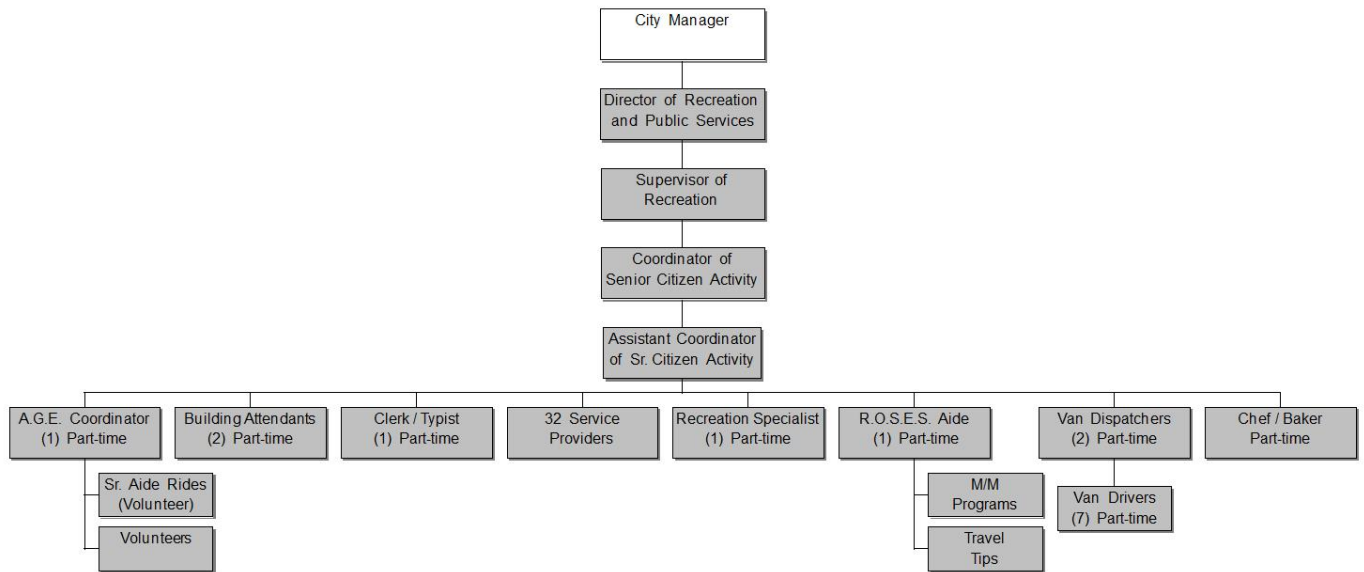
## Senior Citizen Services Fund

<b>296.688 SENIOR VAN</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	132,380	160	0	36,440	0	168,980
2019-2020 Actual	146,720	70	0	35,160	0	181,950
2020-2021 Actual	148,900	0	0	44,150	0	193,050
2021-2022 Original Budget	163,290	0	0	40,670	0	203,960
2021-2022 Adjusted Budget (Dec)	163,290	0	0	40,670	0	203,960
2021-2022 Six Month Actual	64,850	460	0	22,770	0	88,080
2021-2022 Estimated Year End	150,510	500	0	40,670	0	191,680
2022-2023 Dept Request	168,510	0	0	42,720	0	211,230
2022-2023 Manager's Budget	168,510	0	0	42,720	0	211,230
2022-2023 Adopted Budget						
2023-2024 Projected Budget	173,500	0	0	43,870	0	217,370
2024-2025 Projected Budget	178,630	0	0	45,050	0	223,680
2025-2026 Projected Budget	183,930	0	0	46,280	0	230,210
2026-2027 Projected Budget	189,380	0	0	47,550	0	236,930

<b>296.750 SENIOR BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	2,010	291,120	95,130	0	388,260
2021-2022 Original Budget	0	4,250	0	109,610	0	113,860
2021-2022 Adjusted Budget (Dec)	0	4,250	0	109,610	0	113,860
2021-2022 Six Month Actual	0	1,210	32,200	42,230	0	75,640
2021-2022 Estimated Year End	0	4,250	32,200	99,810	0	136,260
2022-2023 Dept Request	0	4,250	115,000	100,010	0	219,260
2022-2023 Manager's Budget	0	4,250	115,000	100,010	0	219,260
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	4,250	50,000	101,890	0	156,140
2024-2025 Projected Budget	0	4,250	50,000	103,860	0	158,110
2025-2026 Projected Budget	0	4,250	50,000	105,920	0	160,170
2026-2027 Projected Budget	0	4,250	50,000	108,080	0	162,330

<b>296.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	214,980	8,230	0	99,040	3,000	56,280	381,530
2021-2022 Original Budget	275,820	32,000	0	208,310	4,000	57,100	577,230
2021-2022 Adjusted Budget (Dec)	275,820	32,000	0	208,310	4,000	57,100	577,230
2021-2022 Six Month Actual	91,270	5,750	0	92,220	0	43,190	232,430
2021-2022 Estimated Year End	207,800	19,360	0	187,620	4,000	57,100	475,880
2022-2023 Dept Request	299,040	32,410	0	207,490	3,000	56,500	598,440
2022-2023 Manager's Budget	299,040	32,410	0	207,490	3,000	56,500	598,440
2022-2023 Adopted Budget							
2023-2024 Projected Budget	308,560	32,410	0	210,190	3,000	57,000	611,160
2024-2025 Projected Budget	318,400	32,410	0	212,970	3,000	56,000	622,780
2025-2026 Projected Budget	328,580	32,410	0	215,830	3,000	57,000	636,820
2026-2027 Projected Budget	339,100	32,410	0	218,780	3,000	56,000	649,290

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Senior Center	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
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	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Full-time total	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
<b><u>Part-Time Positions (FTEs)</u></b>									
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	2.0	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..

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 2022-23:

**Personnel costs are increasing relative to the fiscal year 2021-22 estimated expenditures due to request for a full-time animal shelter manager in fiscal year 2022-23. This increase is partially offset by a reduction in part time wages. A \$90,000 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.**

Animal medical services are increasing \$5,000 relative to the fiscal year 2021-22 estimated expenditures due to a fewer number of animals requiring these services in fiscal year 2021-22 due to the COVID-19 pandemic. Animal spay / neutering services are decreasing \$2,000 relative to the fiscal year 2021-22 original budget due to changing to a less costly company for these services. Miscellaneous operating supplies are increasing \$2,500 relative to the fiscal year 2021-22 original budget due to an increase in operating costs due to large number of cats surrendered to the shelter in fiscal year 2021-22. Telephone service is decreasing \$2,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge.

### Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	28,061	27,731	28,681	26,061	19,751	9,591
Revenues and transfers from other funds	86,020	134,020	134,020	134,020	134,020	134,020
Expenditures and transfers to other funds	86,350	133,070	136,640	140,330	144,180	148,160
Net Change in Fund Balance	(330)	950	(2,620)	(6,310)	(10,160)	(14,140)
Ending Fund Balance	27,731	28,681	26,061	19,751	9,591	(4,549)

## Revenues

<b>297.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	0	43,990	1,850	10,000	55,840
2021-2022 Original Budget	0	0	9,100	44,100	0	42,000	95,200
2021-2022 Adjusted Budget (Dec)	0	0	9,100	44,100	0	42,000	95,200
2021-2022 Six Month Actual	0	0	0	23,010	0	0	23,010
2021-2022 Estimated Year End	0	0	0	44,020	0	42,000	86,020
2022-2023 Dept Request	0	0	0	44,020	0	90,000	134,020
2022-2023 Manager's Budget	0	0	0	44,020	0	90,000	134,020
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	44,020	0	90,000	134,020
2024-2025 Projected Budget	0	0	0	44,020	0	90,000	134,020
2025-2026 Projected Budget	0	0	0	44,020	0	90,000	134,020
2026-2027 Projected Budget	0	0	0	44,020	0	90,000	134,020

## Expenditures

<b>297.430 ANIMAL SHELTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	44,960	5,020	0	28,420	0	78,400
2021-2022 Original Budget	59,440	6,000	0	42,120	0	107,560
2021-2022 Adjusted Budget (Dec)	59,440	6,000	0	42,120	0	107,560
2021-2022 Six Month Actual	18,660	3,310	0	6,840	0	28,810
2021-2022 Estimated Year End	48,650	8,500	0	29,200	0	86,350
2022-2023 Dept Request	91,370	8,500	0	33,200	0	133,070
2022-2023 Manager's Budget	91,370	8,500	0	33,200	0	133,070
2022-2023 Adopted Budget						
2023-2024 Projected Budget	94,360	8,500	0	33,780	0	136,640
2024-2025 Projected Budget	97,440	8,500	0	34,390	0	140,330
2025-2026 Projected Budget	100,640	8,500	0	35,040	0	144,180
2026-2027 Projected Budget	103,950	8,500	0	35,710	0	148,160

## Cost Center Position Detail - Home Base

Part-Time Employees

Animal Protection Services		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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 2022-23:**

Miscellaneous operating supplies are budgeted at \$40,000 for fiscal year 2022-23 for security upgrades that were unable to completed in fiscal year 2021-22. Police dog maintenance is budgeted for \$7,500 for fiscal year 2022-23, which includes the purchase of explosive equipment & accessories. Telephone service is decreasing \$1,800 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

### **Budget Summary**

	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	381,187	337,787	267,567	246,147	223,787	200,467
Revenues and transfers from other funds	209,730	57,080	57,080	57,080	57,080	57,080
Expenditures and transfers to other funds	253,130	127,300	78,500	79,440	80,400	81,390
Net Change in Fund Balance	(43,400)	(70,220)	(21,420)	(22,360)	(23,320)	(24,310)
Ending Fund Balance	337,787	267,567	246,147	223,787	200,467	176,157



## Revenues

<b>298.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	0	563,850	0	63,480	0	0	627,330
2019-2020 Actual	0	347,370	0	67,410	0	0	414,780
2020-2021 Actual	0	313,320	0	11,790	0	0	325,110
2021-2022 Original Budget	0	232,000	0	11,000	0	0	243,000
2021-2022 Adjusted Budget (Dec)	0	232,000	0	11,000	0	0	243,000
2021-2022 Six Month Actual	0	132,730	0	5,800	0	0	138,530
2021-2022 Estimated Year End	0	198,700	0	11,030	0	0	209,730
2022-2023 Dept Request	0	56,700	0	380	0	0	57,080
2022-2023 Manager's Budget	0	56,700	0	380	0	0	57,080
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	56,700	0	380	0	0	57,080
2024-2025 Projected Budget	0	56,700	0	380	0	0	57,080
2025-2026 Projected Budget	0	56,700	0	380	0	0	57,080
2026-2027 Projected Budget	0	56,700	0	380	0	0	57,080

## Expenditures

<b>298.301 POLICE GRANTS/RESTRICTED MONIES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	114,460	9,660	98,010	97,690	0	319,820
2019-2020 Actual	113,510	10,050	0	1,467,680	0	1,591,240
2020-2021 Actual	127,560	3,380	0	183,820	0	314,760
2021-2022 Original Budget	187,610	6,000	0	205,080	0	398,690
2021-2022 Adjusted Budget (Dec)	187,610	6,000	0	205,080	0	398,690
2021-2022 Six Month Actual	25,080	910	0	37,800	0	63,790
2021-2022 Estimated Year End	49,330	3,300	0	200,500	0	253,130
2022-2023 Dept Request	40,000	6,000	0	81,300	0	127,300
2022-2023 Manager's Budget	40,000	6,000	0	81,300	0	127,300
2022-2023 Adopted Budget						
2023-2024 Projected Budget	31,200	6,000	0	41,300	0	78,500
2024-2025 Projected Budget	32,140	6,000	0	41,300	0	79,440
2025-2026 Projected Budget	33,100	6,000	0	41,300	0	80,400
2026-2027 Projected Budget	34,090	6,000	0	41,300	0	81,390

## Miscellaneous Grants / Restricted Funds

*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 2022-23:

Contracted worker services are budgeted at \$175,000 in fiscal year 2022-23 for Guidehouse consulting services relating to American Rescue Plan Act of 2021 (ARPA) eligible expenditures.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	70,201	79,721	79,721	79,721	79,721	79,721
Revenues and transfers from other funds	386,980	175,000	0	0	0	0
Expenditures and transfers to other funds	377,460	175,000	0	0	0	0
Net Change in Fund Balance	9,520	0	0	0	0	0
Ending Fund Balance	79,721	79,721	79,721	79,721	79,721	79,721

## Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	90,850	0	980	0	13,100	104,930
2021-2022 Original Budget	0	0	0	0	0	0	0
2021-2022 Adjusted Budget (Dec)	0	0	0	0	0	0	0
2021-2022 Six Month Actual	0	0	0	3,690	0	0	3,690
2021-2022 Estimated Year End	0	347,500	0	7,380	0	32,100	386,980
2022-2023 Dept Request	0	168,000	0	7,000	0	0	175,000
2022-2023 Manager's Budget	0	168,000	0	7,000	0	0	175,000
2022-2023 Adopted Budget							
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
2026-2027 Projected Budget	0	0	0	0	0	0	0

## Expenditures

<b>299.538 /835 other cost centers</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	15,170	0	0	37,510	0	52,680
2019-2020 Actual	0	0	0	11,160	0	11,160
2020-2021 Actual	6,660	0	0	38,670	0	45,330
2021-2022 Original Budget	0	0	0	0	0	0
2021-2022 Adjusted Budget (Dec)	0	0	0	0	0	0
2021-2022 Six Month Actual	370	0	0	230,820	0	231,190
2021-2022 Estimated Year End	370	0	0	377,090	0	377,460
2022-2023 Dept Request	0	0	0	175,000	0	175,000
2022-2023 Manager's Budget	0	0	0	175,000	0	175,000
2022-2023 Adopted Budget						
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
2026-2027 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].

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## 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 2022-23:**

There are no significant notes for this fund.

**Budget Summary**

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	495,017	497,877	496,277	494,677	493,077	491,477
Revenues and transfers from other funds	822,860	1,034,500	1,060,360	1,086,870	1,114,040	1,141,890
Expenditures and transfers to other funds	820,000	1,036,100	1,061,960	1,088,470	1,115,640	1,143,490
Net Change in Fund Balance	2,860	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
Ending Fund Balance	497,877	496,277	494,677	493,077	491,477	489,877

**Revenues**

<b>243.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	665,200	0	0	1,920	0	0	667,120
2021-2022 Original Budget	818,300	0	0	1,500	0	0	819,800
2021-2022 Adjusted Budget (Dec)	818,300	0	0	1,500	0	0	819,800
2021-2022 Six Month Actual	672,270	0	0	540	0	0	672,810
2021-2022 Estimated Year End	821,780	0	0	1,080	0	0	822,860
2022-2023 Dept Request	1,034,400	0	0	100	0	0	1,034,500
2022-2023 Manager's Budget	1,034,400	0	0	100	0	0	1,034,500
2022-2023 Adopted Budget							
2023-2024 Projected Budget	1,060,260	0	0	100	0	0	1,060,360
2024-2025 Projected Budget	1,086,770	0	0	100	0	0	1,086,870
2025-2026 Projected Budget	1,113,940	0	0	100	0	0	1,114,040
2026-2027 Projected Budget	1,141,790	0	0	100	0	0	1,141,890

## Expenditures

<b>243.729 BROWNFIELD REDEVELOPMENT AUTH</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	430,890	0	430,890
2019-2020 Actual	0	0	0	332,830	0	332,830
2020-2021 Actual	0	0	0	553,580	0	553,580
2021-2022 Original Budget	0	0	0	819,800	0	819,800
2021-2022 Adjusted Budget (Dec)	0	0	0	819,800	0	819,800
2021-2022 Six Month Actual	0	0	0	850	0	850
2021-2022 Estimated Year End	0	0	0	820,000	0	820,000
2022-2023 Dept Request	0	0	0	1,036,100	0	1,036,100
2022-2023 Manager's Budget	0	0	0	1,036,100	0	1,036,100
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	1,061,960	0	1,061,960
2024-2025 Projected Budget	0	0	0	1,088,470	0	1,088,470
2025-2026 Projected Budget	0	0	0	1,115,640	0	1,115,640
2026-2027 Projected Budget	0	0	0	1,143,490	0	1,143,490

*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.
7. Downtown placement goal: to create welcoming and beautiful public spaces that encourage residents and visitors to gather as a community.

## 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.<sup>GOAL1</sup>
- Continue the funding of three downtown police officers.<sup>GOAL1</sup>
- Continue the marketing of downtown.<sup>GOAL2</sup>
- Develop a communication workplan (strategy) to plan, manage and coordinate the DDA's marketing and outreach efforts.<sup>GOAL2</sup>
- Continue funding façade improvement program and expand marketing to promote use by property owners and businesses.<sup>GOAL3</sup>
- Continue to provide downtown maintenance/enhancement services.<sup>GOAL3</sup>
- Provide program and financial support for Centennial Commons.<sup>GOAL7</sup>
- Continue to complete streetscape improvements and repairs. Create an improvement program for public alleys in the downtown.<sup>GOAL3</sup>
- Investigate and improve streetscape design elements and components, including light fixtures, tree grates and other technology improvements.<sup>GOALS3 & 7</sup>
- Fund the purchase and installation of holiday lights downtown.<sup>GOAL7</sup>
- Reimburse TIF revenue to approved development projects.<sup>GOAL4</sup>
- Identify and improve targeted business base.<sup>GOAL4</sup>



## GOALS

## OBJECTIVES

- Identify ways to Improve Customer Base, such as “cohesive business hours”.<sup>GOAL4</sup>
- Continue to provide funding to cover the 2nd Street parking structure(s) annual debt service.<sup>GOAL5</sup>
- Conduct parking analysis / study to evaluate parking supply versus demand after the completion of the new city hall and police station.<sup>GOAL5</sup>
- Collaborate with City leadership to continue analyzing and improving the parking experience in downtown.<sup>GOAL5</sup>
- Bolster usage of the Social District through marketing and events.<sup>GOAL2</sup>
- Purchase revenue producing property.<sup>GOAL4</sup>
- Hold monthly DDA board meetings.<sup>GOAL6</sup>
- Conduct regular meetings with stakeholders to receive feedback on policies, projects and events occurring downtown.<sup>GOAL6</sup>
- Continue to support temporary street closings for special events downtown.<sup>GOAL2</sup>
- Fund training or recruitment events which supply downtown businesses with workforce talent.<sup>GOAL2</sup>
- Plan and fund the installation of plazas or other placemaking spaces.<sup>GOAL7</sup>
- Continue supporting downtown local businesses through marketing campaigns and special events.<sup>GOAL2</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

**DDA TIF:** Personnel costs are decreasing slightly relative to the fiscal year 2021-22 original budget due to a decrease in temporary and overtime wages for DPS workers that provides services to the downtown area, which is mostly offset by an increase in general fund engineering personnel costs allocated to the DDA for downtown streetscape maintenance.

Expenditures related to the design committee have increased \$10,000 relative to the fiscal year 2021-22 original budget and are budgeted at \$60,000 for fiscal year 2022-23, of which \$40,000 has been allocated for the façade grant program and \$20,000 for the mural grant program.

**Expenditures related to the business development committee have decreased \$205,000 relative to the fiscal year 2021-22 original budget and are budgeted at \$295,000 for fiscal year 2022-23, of which \$155,000 has been allocated for Arts, Beats and Eats retail dollars, Our Town, & Instagram contest, \$105,000 for Small Business Saturday, \$25,000 for the Workforce Development Program, and \$10,000 for the Social District & related activities.**

Expenditures related to the promotion committee have increased \$363,600 relative to the fiscal year 2021-22 original budget and are budgeted at \$1,052,000 for fiscal year 2022-23 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; Royal Oak Pride - \$75,000; Other special events & sponsorships - \$160,000; Public Relations - \$90,000; Social Media content -DCAL - \$100,000; and Media Buys & Social Media Boosts - \$160,000; \$235,000 for Taco Fest & and other events / usage yet to be determined.

Miscellaneous contracted services have increased by \$596,600 relative to the fiscal year 2021-22 original budget and are budgeted for \$2.387 million in fiscal year 2022-23. Significant expenditures in this account include the following: \$1.25 million for placemaking improvements at the Fifth St. Plaza & other locations, \$425,000 for downtown maintenance services, \$150,000 for the alley improvement program, \$62,000 for stamped concrete annual maintenance & sealing, and \$500,000 for other services yet to be determined. Contracted legal / advisory counsel is increasing \$30,000 relative to the fiscal year 2021-22 estimated expenditures due to the intention to solicit bids for contracted legal services in fiscal year 2022-23, those of which would not be handled by the city attorney's office. Contracted worker services is decreasing \$20,000 relative to the fiscal year 2021-22 original budget due to the elimination of the budget for the part-time assistant to the downtown manager position.

\$737,000 is being transferred to the general fund for the Centennial Park debt payment, and \$540,000 continues to be transferred out annually to the public safety fund to fund extra police services in the downtown area. \$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:** Telephone service is decreasing \$1,000 relative to the fiscal year 2021-22 original budget due the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23.

## Budget Summary

### DDA Development Fund

	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	3,556,178	1,955,738	1,696,238	2,128,438	3,063,288	4,161,968
Revenues and transfers from other funds	5,556,740	6,155,000	6,605,000	7,066,250	7,239,030	7,416,130
Expenditures and transfers to other funds	7,157,180	6,414,500	6,172,800	6,131,400	6,140,350	6,149,640
Net Change in Fund Balance	(1,600,440)	(259,500)	432,200	934,850	1,098,680	1,266,490
Ending Fund Balance	1,955,738	1,696,238	2,128,438	3,063,288	4,161,968	5,428,458

### Development Revenues

<b>247.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	4,988,290	0	0	14,380	35,480	0	5,038,150
2021-2022 Original Budget	4,990,000	0	0	12,000	0	50,000	5,052,000
2021-2022 Adjusted Budget (Dec)	4,990,000	0	0	12,000	0	50,000	5,052,000
2021-2022 Six Month Actual	4,023,010	0	0	2,870	14,000	0	4,039,880
2021-2022 Estimated Year End	5,387,000	0	0	5,740	64,000	100,000	5,556,740
2022-2023 Dept Request	6,000,000	0	0	5,000	50,000	100,000	6,155,000
2022-2023 Manager's Budget	6,000,000	0	0	5,000	50,000	100,000	6,155,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	6,450,000	0	0	5,000	50,000	100,000	6,605,000
2024-2025 Projected Budget	6,911,250	0	0	5,000	50,000	100,000	7,066,250
2025-2026 Projected Budget	7,084,030	0	0	5,000	50,000	100,000	7,239,030
2026-2027 Projected Budget	7,261,130	0	0	5,000	50,000	100,000	7,416,130

## Development Expenditures

<b>247.729 DDA/TIFA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	195,860	0	0	1,072,330	1,857,790	0	3,125,980
2019-2020 Actual	180,510	0	0	2,038,510	2,359,810	0	4,578,830
2020-2021 Actual	231,390	0	0	3,939,090	2,723,700	0	6,894,180
2021-2022 Original Budget	192,410	0	0	3,382,820	3,986,460	0	7,561,690
2021-2022 Adjusted Budget (Dec)	192,410	0	0	3,012,820	3,986,460	0	7,191,690
2021-2022 Six Month Actual	37,300	0	0	970,870	763,370	0	1,771,540
2021-2022 Estimated Year End	210,680	0	0	2,755,950	3,890,620	0	6,857,250
2022-2023 Dept Request	191,890	0	0	4,364,610	1,858,000	0	6,414,500
2022-2023 Manager's Budget	191,890	0	0	4,364,610	1,858,000	0	6,414,500
2022-2023 Adopted Budget							
2023-2024 Projected Budget	197,600	0	0	4,367,200	1,608,000	0	6,172,800
2024-2025 Projected Budget	203,490	0	0	4,569,910	1,358,000	0	6,131,400
2025-2026 Projected Budget	209,590	0	0	4,572,760	1,358,000	0	6,140,350
2026-2027 Projected Budget	215,890	0	0	4,575,750	1,358,000	0	6,149,640

<b>247.901 DDA/TIFA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	0	0	0	0
2019-2020 Actual	3,600	0	0	110	0	0	3,710
2020-2021 Actual	36,090	0	28,070	1,249,610	0	0	1,313,770
2021-2022 Original Budget	0	0	0	0	0	0	0
2021-2022 Adjusted Budget (Dec)	0	0	0	370,000	0	0	370,000
2021-2022 Six Month Actual	260	0	0	99,640	0	0	99,900
2021-2022 Estimated Year End	230	0	0	299,700	0	0	299,930
2022-2023 Dept Request	0	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0	0
2022-2023 Adopted Budget							
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
2026-2027 Projected Budget	0	0	0	0	0	0	0

## Budget Summary

### DDA Operating Fund

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	67,946	63,876	68,956	71,476	71,376	65,356
Revenues and transfers from other funds	49,580	50,100	51,350	53,940	55,290	55,290
Expenditures and transfers to other funds	53,650	45,020	48,830	54,040	61,310	71,610
Net Change in Fund Balance	(4,070)	5,080	2,520	(100)	(6,020)	(16,320)
Ending Fund Balance	63,876	68,956	71,476	71,376	65,356	49,036

### DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	50,580	0	0	380	0	0	50,960
2021-2022 Original Budget	50,000	0	0	300	0	0	50,300
2021-2022 Adjusted Budget (Dec)	50,000	0	0	300	0	0	50,300
2021-2022 Six Month Actual	41,650	0	0	70	0	0	41,720
2021-2022 Estimated Year End	49,440	0	0	140	0	0	49,580
2022-2023 Dept Request	50,000	0	0	100	0	0	50,100
2022-2023 Manager's Budget	50,000	0	0	100	0	0	50,100
2022-2023 Adopted Budget							
2023-2024 Projected Budget	51,250	0	0	100	0	0	51,350
2024-2025 Projected Budget	52,530	0	0	100	0	0	52,630
2025-2026 Projected Budget	53,840	0	0	100	0	0	53,940
2026-2027 Projected Budget	55,190	0	0	100	0	0	55,290

## DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2018-2019 Actual	24,000	940	0	27,640	0	52,580
2019-2020 Actual	31,170	0	0	39,830	0	71,000
2020-2021 Actual	36,790	90	0	12,940	0	49,820
2021-2022 Original Budget	49,150	2,500	0	17,560	0	69,210
2021-2022 Adjusted Budget (Dec)	49,150	2,500	0	17,560	0	69,210
2021-2022 Six Month Actual	15,090	0	0	2,630	0	17,720
2021-2022 Estimated Year End	46,950	600	0	6,100	0	53,650
2022-2023 Dept Request	31,420	2,000	0	11,600	0	45,020
2022-2023 Manager's Budget	31,420	2,000	0	11,600	0	45,020
2022-2023 Adopted Budget						
2023-2024 Projected Budget	32,230	2,000	0	14,600	0	48,830
2024-2025 Projected Budget	33,060	2,000	0	18,980	0	54,040
2025-2026 Projected Budget	33,920	2,000	0	25,390	0	61,310
2026-2027 Projected Budget	34,800	2,000	0	34,810	0	71,610

## Cost Center Position Detail - Home Base

### Full & Part-Time Employees

DDA/TIFA	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b>Part-Time Positions (FTEs)</b>									
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. These funds are not legally appropriated; however, they are audited.

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

The city currently has a AA+ bond rating. As of June 30, 2021, the last audited fiscal year, the City of Royal Oak has 23 outstanding bond debt issues and contracts totaling \$190 million. Michigan statute limits general obligation debt to ten percent (\$368,689,550) of state equalized value and a five percent limit for capital improvement bonds. Our exempt debt of \$32,241,339 leaves approximately \$210.9 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 was 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 (44<sup>th</sup> District Court building) bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 prior (parking structure) bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009, and May 1, 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 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 (DWRP) low interest loan programs. The following bonds are paid from net revenues of the water and sewer fund.

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 the last payment was due April 1, 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. 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	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	20,900	5,040	5,040	5,040	5,040	5,040
Revenues and transfers from other funds	613,440	0	0	0	0	0
Expenditures and transfers to other funds	629,300	0	0	0	0	0
Net Change in Fund Balance	(15,860)	0	0	0	0	0
Ending Fund Balance	5,040	5,040	5,040	5,040	5,040	5,040

## Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	620,830	6,700	0	950	0	0	628,480
2019-2020 Actual	607,190	7,330	0	490	0	0	615,010
2020-2021 Actual	614,620	6,790	0	100	0	0	621,510
2021-2022 Original Budget	602,500	6,700	0	100	0	0	609,300
2021-2022 Adjusted Budget (Dec)	602,500	6,700	0	100	0	0	609,300
2021-2022 Six Month Actual	594,330	7,250	0	10	0	0	601,590
2021-2022 Estimated Year End	606,180	7,250	0	10	0	0	613,440
2022-2023 Dept Request	0	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0	0
2022-2023 Adopted Budget							
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
2026-2027 Projected Budget	0	0	0	0	0	0	0

## Expenditures

<b>301.905 GENERAL OBLIGATION DEBT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	0	628,080	628,080
2019-2020 Actual	0	0	0	0	630,830	630,830
2020-2021 Actual	0	0	0	0	632,980	632,980
2021-2022 Original Budget	0	0	0	0	629,300	629,300
2021-2022 Adjusted Budget (Dec)	0	0	0	0	629,300	629,300
2021-2022 Six Month Actual	0	0	0	0	629,300	629,300
2021-2022 Estimated Year End	0	0	0	0	629,300	629,300
2022-2023 Dept Request	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0
2022-2023 Adopted Budget						
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
2026-2027 Projected Budget	0	0	0	0	0	0

## Budget Summary

<b>COURT BUILDING DEBT SERVICE</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	465,200	459,500	465,000	0	0	0
Expenditures and transfers to other funds	465,200	459,500	465,000	0	0	0
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

## Revenues

<b>303.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	0	0	0	464,240	464,240
2021-2022 Original Budget	0	0	0	0	0	465,200	465,200
2021-2022 Adjusted Budget (Dec)	0	0	0	0	0	465,200	465,200
2021-2022 Six Month Actual	0	0	0	0	0	445,690	445,690
2021-2022 Estimated Year End	0	0	0	0	0	465,200	465,200
2022-2023 Dept Request	0	0	0	0	0	459,500	459,500
2022-2023 Manager's Budget	0	0	0	0	0	459,500	459,500
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	0	0	465,000	465,000
2024-2025 Projected Budget	0	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0	0
2026-2027 Projected Budget	0	0	0	0	0	0	0

## Expenditures

<b>303.905 COURT BUILDING DEBT SERVICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	0	457,690	457,690
2019-2020 Actual	0	0	0	0	465,220	465,220
2020-2021 Actual	0	0	0	0	464,230	464,230
2021-2022 Original Budget	0	0	0	0	465,200	465,200
2021-2022 Adjusted Budget (Dec)	0	0	0	0	465,200	465,200
2021-2022 Six Month Actual	0	0	0	0	445,690	445,690
2021-2022 Estimated Year End	0	0	0	0	465,200	465,200
2022-2023 Dept Request	0	0	0	0	459,500	459,500
2022-2023 Manager's Budget	0	0	0	0	459,500	459,500
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	0	465,000	465,000
2024-2025 Projected Budget	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0
2026-2027 Projected Budget	0	0	0	0	0	0



## Budget Summary

ROCC DEBT SERVICE FUND	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	(500)	(500)	(500)	(500)	(500)	(500)
Revenues and transfers from other funds	2,206,500	2,206,000	2,206,000	2,206,000	2,206,000	2,206,000
Expenditures and transfers to other funds	2,206,500	2,206,000	2,206,000	2,206,000	2,206,000	2,206,000
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	(500)	(500)	(500)	(500)	(500)	(500)

## Revenues

350.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	0	0	2,206,360	2,206,360
2021-2022 Original Budget	0	0	0	0	0	2,206,500	2,206,500
2021-2022 Adjusted Budget (Dec)	0	0	0	0	0	2,206,500	2,206,500
2021-2022 Six Month Actual	0	0	0	0	0	702,670	702,670
2021-2022 Estimated Year End	0	0	0	0	0	2,206,500	2,206,500
2022-2023 Dept Request	0	0	0	0	0	2,206,000	2,206,000
2022-2023 Manager's Budget	0	0	0	0	0	2,206,000	2,206,000
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	0	0	2,206,000	2,206,000
2024-2025 Projected Budget	0	0	0	0	0	2,206,000	2,206,000
2025-2026 Projected Budget	0	0	0	0	0	2,206,000	2,206,000
2026-2027 Projected Budget	0	0	0	0	0	2,206,000	2,206,000



## Expenditures

<b>350.905 ROCC DEBT SERVICE FUND</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	0	2,206,630	2,206,630
2021-2022 Original Budget	0	0	0	0	2,206,500	2,206,500
2021-2022 Adjusted Budget (Dec)	0	0	0	0	2,206,500	2,206,500
2021-2022 Six Month Actual	0	0	0	0	702,670	702,670
2021-2022 Estimated Year End	0	0	0	0	2,206,500	2,206,500
2022-2023 Dept Request	0	0	0	0	2,206,000	2,206,000
2022-2023 Manager's Budget	0	0	0	0	2,206,000	2,206,000
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	0	2,206,000	2,206,000
2024-2025 Projected Budget	0	0	0	0	2,206,000	2,206,000
2025-2026 Projected Budget	0	0	0	0	2,206,000	2,206,000
2026-2027 Projected Budget	0	0	0	0	2,206,000	2,206,000

### 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.

	<b><u>10 % SEV</u></b>	<b><u>5% SEV*</u></b>
<b>FY2021 State Equalized Value (SEV)</b>	3,686,895,500	3,686,895,500
<b>Debt limit</b>	368,689,550	184,344,775
<b>Debt outstanding</b>	190,004,925	190,004,925
<b>Less: exempt obligations</b>	(32,241,339)	(109,765,472)
<b>Debt subject to SEV limitation</b>	157,763,586	80,239,453
<b>Additional debt which can be legally incurred</b>	210,925,964	104,105,322
 <b>Non-exempt debt outstanding as a percentage of 2022 SEV</b>	 4.28%	 2.18%

\* Capital Improvement Bond Limit



## **Capital Improvement Plan**

These funds are not legally appropriated; however, they are audited.

Capital Improvement Summary

ROCC Capital Projects Fund - 450

Parks Improvement Fund – 499

Water & Sewer Improvements

Sidewalk Improvements

Streets Improvements

Parks and Facilities

Information Technology

Vehicles, Equipment, and Others

### 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 February 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

	2021-2022 Estimated Year End	2022-2023 Recommended Budget	2023-2024	2024-2025	2025-2026	2026-2027
<b>ROCC CAPITAL PROJECTS</b>						
Beginning Fund Balance	4,386,030	0	0	0	0	0
Revenues	3,480	0	0	0	0	0
Expenditures	7,412,970	0	0	0	0	0
Net	(7,409,490)	0	0	0	0	0
Transfers from other funds	3,023,460	0	0	0	0	0
Net Change in Fund Balance	(4,386,030)	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%

	2021-2022 Estimated Year End	2022-2023 Recommended Budget	2023-2024	2024-2025	2025- 2026	2026-2027
<b>PARKS IMPROVEMENT FUND</b>						
Beginning Fund Balance	1,155,296	590,336	590,736	590,736	590,736	590,736
Revenues	920	900	0	0	0	0
Expenditures	565,880	500	0	0	0	0
Net	(564,960)	400	0	0	0	0
Transfers from other funds	0	0	0	0	0	0
Net Change in Fund Balance	(564,960)	400	0	0	0	0
Ending Fund Balance	590,336	590,736	590,736	590,736	590,736	590,736
Fund Balance as a percentage of Expenditures	51.10%	100.07%	0.00%	0.00%	0.00%	0.00%

**WATER& SEWER IMPROVEMENTS**

<b>CAP1999</b>	<b>Quality Control Review of Water and Sewer GIS Database</b>		
<b>Project Length:</b>	2025-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$70,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Water Reliability Study Update, Water Asset Management Plan Update, Water Risk Resilience Plan Preparation, Quality Control Review of Water and Sewer GIS Database.		

<b>CAP2212</b>	<b>Stephenson Water Main</b>		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,700,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	MI-75 construction 12" water main on southbound Stephenson service drive (Fourth to north of Gardenia) in combination with road reconstruction work.		

<b>CAP2240</b>	<b>2022 Sewer and Green Infrastructure Improvements</b>		
<b>Project Length:</b>	2021-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$500,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Green infrastructure improvements at Pioneer Park.		

<b>CAP2250</b>	<b>Aerial Flyover of City for Stormwater Mapping</b>		
<b>Project Length:</b>	2022-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$160,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Every 3 years, use Quantum (or other approved vendor) to do aerial flyover of Royal Oak to get updated impervious areas for stormwater utility calculations. Typically November or February is best time of year. First flyover was done February 2019; next flyover to be performed once legislation and lawsuits regarding stormwater utility are resolved.		

# City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2308	2023 Normandy Road Resurfacing (water main improvements)		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,020,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	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		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,400,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Installation of new 8" water main on Longfellow (Parent to Harrison), E 6th Street (Knowles to S. Alexander), Ardmore (12 Mile to Beaver), Clifton (12 Mile to Beaver), Fern (12 Mile to Beaver). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2311	2023 Water Main Improvements		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,335,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Installation of new 8" water main on Vinsetta (12 Mile to Crooks), new 12" water main on W. Houstonia (Beechwood to N. Main). Project includes minor road repairs millage work along with water main improvements.		

CAP2335	2023 Road Reconstruction (water main improvements)		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$255,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Road replacement: Brockton (Helene to Stephenson), E Hudson (Stephenson to dead end), Helene (11 Mile to Fourth), Woodsboro (Vinsetta to dead end), Ferris (Genesee to 14 Mile), E Seventh (Williams to Troy), E Houstonia (N Vermont to Campbell), Parkdale (N Vermont to Wilson) Install 8" water main on E Hudson and Woodsboro.		



## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2407	Crooks Road Resurfacing (water main improvements)		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$580,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Crooks Road resurfacing from Main to 13 Mile Road; replace water main Webster to Royal and Lloyd to Vinsetta. Federal funding for section of Main to Webster.		

CAP2306	Rochester Road Resurfacing (water main improvements)		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$200,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Rochester Road resurfacing from Catalpa to 13 Mile Road; MDOT funded for 12 Mile to 13 Mile. Also upsize 6" water main to be 8" water main from Dewey to 12 Mile Road.		

CAP2409	11 Mile Road Gateway Project (water main improvements)		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	11 Mile Road resurfacing from Campbell to Stephenson, installation of landscaped boulevard at Stephenson, trees along edge of road, curb widening throughout. New 8" water main from Campbell to Kenwood.		

CAP2410	2024 Water Main Improvements		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,230,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Installation of new water main on Northwood Boulevard (Maplewood to Crooks) and Sycamore (Maplewood to Bonnie View). Also includes road resurfacing on Northwood from Woodward to Crooks, Sycamore and Maplewood.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2411	2024 Water Main Improvements		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,165,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Installation of new 8" water main on Forest (Main to Rosedale), Virginia (Pingree to dead end), N Alexander (13 Mile to Woodlawn), N. Blair (13 Mile to Woodlawn). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2435	2024 Road Reconstruction (water main improvements)		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$550,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Road replacement: Albert (Greenfield to Garden), Hillside (13 Mile to Hillside Ct), Samoset (Groveland to Olivia), Samoset (Elmwood to Robinwood), Yorba Linda (Kensington to Woodward), Massoit (Cooper to Elmwood), Parkview (Sheffield to Hillside), Nakota (Fernlee to dead end), Nakota (Hampton to Tonawanda), Vinsetta (east of Crooks to Marais) New 8" water main on Parkview.		

CAP2510	2025 Water Main Improvements		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,450,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Water main upgrades on: Woodward, Buckingham to Normandy; Woodward, north of Starr; Chester, Hillside to Dukeshire, Dukeshire - Chester to Normandy; Sheridan/Arden Place (plus rain gardens), Yorba Linda (Dukeshire to Woodward) Also includes road millage improvements on these roads including full reconstruct of Yorba Linda.		

CAP2511	2025 Water Main Improvements		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,905,000	<b>Funding Source:</b>	Water & Sewer Fund/Rates or ARPA Grant
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Water main upgrades on: York (Huntington to city line), Oakdale (4th St to 11 Mile), Rosewold (Normandy to Massoit), Nakota (Hillscrest to Crooks), Lexington (Marais to N Washington). Also includes road millage improvements on these roads.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2610	2026 Water Main Improvements		
<b>Project Length:</b>	2025-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,250,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Various water main replacement utilizing recommendations from 2020 Water Asset Management Plan to determine priority of water main replacements.		

CAP2710	2027 Water Main Improvements		
<b>Project Length:</b>	2026-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,250,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Various water main replacement utilizing recommendations from 2025 Water Asset Management Plan to determine priority of water main replacements.		

CAPXX01	Concrete Pavement And Prepaid Sidewalk Improvements		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	1
<b>Estimated City Cost:</b>	\$3,068,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Improve safety thus reducing liability expenses due to fewer trip and fall claims.		
<b>Description:</b>	Concrete pavement repair resulting from water main breaks/sewer failures, infrastructure improvements and/or residents prepaid concrete improvements.		

CAPXX40	Annual Green Infrastructure Improvements		
<b>Project Length:</b>	2023-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,250,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Green infrastructure installations around the city each year.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAPXX55	Water Main Upgrades on Future Special Assessment Paving Projects (placeholder)		
<b>Project Length:</b>	2022-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$175,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Special assessment paving of unimproved streets.		

CAPXX61	Control Burns of Rain Gardens		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$84,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	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.		

CAPXX65	Water Service Replacement		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,600,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Replacement of lead water service lines pursuant to Michigan safe drinking water act.		

CAPXX66	Water Service Materials Verification		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$200,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	In accordance with Michigan's new lead and copper rule and distribution system materials inventory, this project will examine approximately 400 service connections using hydro-excavation.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAPXX75		Sewer Televising & Root Control (City Wide)	
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$4,007,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Televise sewers to determine condition for potential root treatment or mineral deposits removal or spot repair or lining.		

CAPXX85		Sewer Lining (City Wide)	
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$4,945,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Line old clay or concrete sewers with cured-in-place liner to reduce root intrusion, eliminate mineral deposits build-up at joints and to extend life by renewing structural integrity, and to improve flow.		

CAPXX95		Spot Sewer Repairs (City Wide)	
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,011,000	<b>Funding Source:</b>	Water & Sewer Fund / Rates
<b>Impact on the Operating Budget:</b>	Lower system maintenance costs.		
<b>Description:</b>	Spot sewer repair of broken sanitary and combined sewers of different sizes in various location city wide.		

SIDEWALK IMPROVEMENTS

CAPXX02	City-Wide Sidewalk Improvement Program		
<b>Project Length:</b>	2021-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$5,500,000	<b>Funding Source:</b>	Direct bill / Road Funds
<b>Impact on the Operating Budget:</b>	Improve safety thus reducing liability expenses due to fewer trip and fall claims.		
<b>Description:</b>	Sidewalk improvement program.		

DDAXX03	Stamped Colored Concrete Sealing - Downtown		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$560,000	<b>Funding Source:</b>	DDA
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Sealing the stamped colored concrete in the DDA area. This includes streetscape sidewalk and also public alleys east of Main (E Second to E Fifth). Plan to start spring 2022, do 1/3 of the stamped concrete in downtown every year.		

CAPXX04	Sidewalk Ramp Improvements (City Wide)		
<b>Project Length:</b>	2024-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$4,200,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Improve all handicap ramps in target area over a multi-year program.		

CAP2323	Downtown Sidewalk Improvements		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$150,000	<b>Funding Source:</b>	DDA
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	MPS parking program sawed off old meter posts and left within sidewalk slabs. If desired by DDA, replace individual regular and stamped concrete flags to remove the meter post holes.		



LOCAL STREET IMPROVEMENTS

CAP2310	2023 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Installation of new 8" water main on Longfellow (Parent to Harrison), E 6th Street (Knowles to S. Alexander), Ardmore (12 Mile to Beaver), Clifton (12 Mile to Beaver), Fern (12 Mile to Beaver). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2311	2023 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$200,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Installation of new 8" water main on Vinsetta (12 Mile to Crooks), new 12" water main on W. Houstonia (Beechwood to N. Main). Project includes minor road repairs millage work along with water main improvements.		

CAP2335	2023 Road Improvements		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,503,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Road replacement: Brockton (Helene to Stephenson), E Hudson (Stephenson to dead end), Helene (11 Mile to Fourth), Woodsboro (Vinsetta to dead end), Ferris (Genesee to 14 Mile), E Seventh (Williams to Troy), E Houstonia (N Vermont to Campbell), Parkdale (N Vermont to Wilson) Install 8" water main on E Hudson and Woodsboro.		

CAP2410	2024 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,350,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Installation of new water main on Northwood Boulevard (Maplewood to Crooks) and Sycamore (Maplewood to Bonnie View). Also includes road resurfacing on Northwood from Woodward to Crooks, Sycamore and Maplewood.		

CAP2411	2024 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$210,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Installation of new 8" water main on Forest (Main to Rosedale), Virginia (Pingree to dead end), N Alexander (13 Mile to Woodlawn), N. Blair (13 Mile to Woodlawn).Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2435	2024 Road Reconstruction		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,545,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Road replacement: Albert (Greenfield to Garden), Hillside (13 Mile to Hillside Ct), Samoset (Groveland to Olivia), Samoset (Elmwood to Robinwood), Yorba Linda (Kensington to Woodward), Massoit (Cooper to Elmwood), Parkview (Sheffield to Hillside), Nakota (Fernlee to dead end), Nakota (Hampton to Tonawanda), Vinsetta (east of Crooks to Marais) New 8" water main on Parkview.		

CAP2510	2025 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,205,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Water main upgrades on: Woodward, Buckingham to Normandy; Woodward, north of Starr; Chester, Hillside to Dukeshire, Dukeshire - Chester to Normandy; Sheridan/Arden Place (plus rain gardens), Yorba Linda (Dukeshire to Woodward) Also includes road millage improvements on these roads including full reconstruct of Yorba Linda.		

CAP2511	2025 Road Improvements (due to water main construction)		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$150,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Water main upgrades on: York (Huntington to city line), Oakdale (4th St to 11 Mile), Rosewold (Normandy to Massoit), Nakota (Hillscrest to Crooks), Lexington (Marais to N Washington)Also includes road millage improvements on these roads.		



CAPXX01	Concrete Pavement and Prepaid Sidewalk Improvements		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$329,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Improve safety thus reducing liability expenses due to fewer trip and fall claims.		
<b>Description:</b>	Concrete pavement and prepaid sidewalk improvements throughout the city.		

CAPXX05	Millage Concrete Street Repairs		
<b>Project Length:</b>	2021-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$5,538,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Repairs on concrete streets as part of the road millage.		

CAPXX15	Millage Asphalt Resurfacing		
<b>Project Length:</b>	2021-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$12,710,000	<b>Funding Source:</b>	Local Streets Fund/General fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing of asphalt streets in city as part of road millage.		

CAPXX16	Millage Asphalt Patching		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$550,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Asphalt patching of local streets that are in fair to good condition and only need some patching in areas; most of these streets were previously joint sealed with no other improvements during the millage.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAPXX25	Millage Joint Sealing		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$920,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Joint sealing of asphalt streets in city as part of road millage. Joint sealing of major roads on a cyclical basis.		

CAPXX20	Millage Renewal - Improvements on local roads (placeholder)		
<b>Project Length:</b>	2024-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,554,000	<b>Funding Source:</b>	Major/Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	If road millage is renewed, set aside funding each year to continue maintenance of local roads (joint sealing, resurfacing, reconstructs and/or concrete patching).		

CAPXX55	Special Assessment Paving Projects (placeholder)		
<b>Project Length:</b>	2022-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	Local Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Special assessment paving of unimproved streets. June 30, 2023 is cutoff for petitions to be submitted and qualify for 50% match during road millage. No project anticipated, keep as a placeholder future projects. Allow for water main replacement also as a placeholder.		

### MAJOR STREET IMPROVEMENTS

CAP2041	2020 Traffic Signal Upgrade		
<b>Project Length:</b>	2021-2022	<b>City Share:</b>	36%
<b>Estimated City Cost:</b>	\$1,612,000	<b>Funding Source:</b>	Major Streets Fund / CMAQ Grant
<b>Impact on the Operating Budget:</b>			
<b>Description:</b>	Traffic signal upgrades on Main Street and Crooks Road signals.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2109	2022 S Main Street Resurfacing		
<b>Project Length:</b>	2021-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,750,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing S Main from Lincoln to 11 Mile Road and E. Lincoln Ave from Knowles to Campbell.		

CAP2199	11 Mile Traffic Study and Rochester Road Traffic Study		
<b>Project Length:</b>	2021-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$44,500	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Improve efficiency and access to information		
<b>Description:</b>	Study 11 Mile from Main to Stephenson and also Rochester Road from Catalpa to 14 Mile to determine if a road diet would be appropriate.		

CAP2213	2022 RCOC 12 Mile Road Asphalt Improvements		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	33%
<b>Estimated City Cost:</b>	\$324,000	<b>Funding Source:</b>	Major Street Funds, RCOC, Oakland County
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Tri-Party project where RCOC is adding a thin asphalt overlay on 12 Mile Road from Woodward to Crooks.		

CAP2241	2022-23 Mast Arm Installation 11 Mile & I-75		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$250,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	New traffic signals being installed for 11 Mile bridge at I-75 as part of freeway project; city paying for cost to upgrade signals to be mast arms.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2242	2022-23 Mast Arm Installation		
<b>Project Length:</b>	2021-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,160,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	8 new mast arm traffic signals with video detection and controllers: Downtown: Fourth/Lafayette, Fourth/Washington, Fourth/Troy, Washington/Sixth, Washington/Lincoln.		

CAP2307	Vinsetta Resurfacing		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,200,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Vinsetta from Woodward to 12 Mile Road.		

CAP2308	2023 Normandy Road Resurfacing		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,735,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Normandy Road from Coolidge to Crooks; 12" water main from Delemere to Crooks. Including traffic calming, pedestrian crossing at Durham/Rosewold.		

CAP2309	2023 Lincoln Ave Resurfacing		
<b>Project Length:</b>	2022-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$750,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Lincoln from Lafayette to Knowles.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2313	2023 Greenfield/Normandy Roundabout	
<b>Project Length:</b>	2022-2023	<b>City Share:</b> 25%
<b>Estimated City Cost:</b>	\$1,440,000	<b>Funding Source:</b> Major Streets Fund, RCOC, Beverly Hills
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.	
<b>Description:</b>	Installation of roundabout at Normandy and Greenfield Road in partnership with RCOC and Beverly Hills.	

CAP2314	Traffic Signal 13 Mile and Greenfield	
<b>Project Length:</b>	2022-2023	<b>City Share:</b> 25%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b> Major Streets, RCOC, Bev. Hills, Berkley, Southfield
<b>Impact on the Operating Budget:</b>	Unknown	
<b>Description:</b>	RCOC is replacing traffic signal at 13 Mile and Greenfield, Royal Oaks portion is 25%.	

CAP2316	I-75 Mast Arm Upgrades at Lincoln and Gardenia	
<b>Project Length:</b>	2022-2023	<b>City Share:</b> 100%
<b>Estimated City Cost:</b>	\$500,000	<b>Funding Source:</b> Major Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown	
<b>Description:</b>	I-75 project is replacing traffic signals at bridges for Gardenia and Lincoln. City to pay cost to upgrade to mast arm configurations based on funding agreement.	

CAP2306	2023 Rochester Road Resurfacing	
<b>Project Length:</b>	2022-2024	<b>City Share:</b> 72%
<b>Estimated City Cost:</b>	\$3,611,400	<b>Funding Source:</b> Major Streets Fund/MDOT
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.	
<b>Description:</b>	Rochester Rd resurfacing from Catalpa to 13 Mile Road; MDOT funded for 12 Mile Road to 13 Mile Road. Also upsize 6" water main to be 8" water main from Dewey to 12 Mile Road.	

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2407	Crooks Road Resurfacing		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	61%
<b>Estimated City Cost:</b>	\$2,473,500	<b>Funding Source:</b>	Major Streets Fund, MDOT, RCOC
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Crooks Road resurfacing from Main to 13 Mile Road; replace water main Webster to Royal and Lloyd to Vinsetta. Federal funding for section of Main to Webster.		

CAP2409	11 Mile Road Gateway Project		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,504,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	11 Mile Road resurfacing from Campbell to Stephenson, installation of landscaped boulevard at Stephenson, trees along edge of road, curb widening throughout. New 8" water main from Campbell to Kenwood.		

CAP2416	Millage Asphalt Resurfacing		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,100,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Downtown streets in need of resurfacing.		

CAP2506	N. Main Street Resurfacing		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,070,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing N. Main Street from 12 Mile Road to 13 Mile Road.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2507	Coolidge Highway Resurfacing		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,720,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Coolidge Hwy from 14 Mile to northern city limit.		

CAP2508	Gardenia Resurfacing		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$645,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Gardenia from Campbell to Stephenson.		

CAP2509	11 Mile Road Resurfacing		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,205,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing 11 Mile from Main Street to Campbell. Possible road diet depending on traffic study results.		

CAP2514	2025 Downtown Road Improvements		
<b>Project Length:</b>	2024-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,150,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Sixth Street (Washington to Center) reconstructing Williams Street (Third to Seventh).		

CAP2607	Rochester Road Resurfacing		
<b>Project Length:</b>	2025-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,220,000	<b>Funding Source:</b>	Major Roads/City of Clawson/CDBG
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Rochester Road from 13 Mile Road to 14 mile Road.		



## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP2608	Normandy Road Resurfacing		
<b>Project Length:</b>	2025-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$2,606,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing Normandy Road from Woodward to Coolidge and Quickstand Park to N. Main Street.		

CAP2614	2026 Downtown Road Improvements		
<b>Project Length:</b>	2025-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,183,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing E Third (Main to Knowles, E Fifth (Williams to Troy), S Center (Fifth to Fourth).		

CAP2707	E 13 Mile Road Improvements		
<b>Project Length:</b>	2026-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$3,818,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing and partial reconstruct of 13 Mile Road from just east of Main Street to Campbell Road.		

CAP2708	Webster Road Reconstruction		
<b>Project Length:</b>	2026-2028	<b>City Share:</b>	50%
<b>Estimated City Cost:</b>	\$2,740,000	<b>Funding Source:</b>	Major Streets Fund/City of Berkley
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Webster Road reconstruction from Greenfield to Coolidge. Berkley owns half of the road; possibly split cost or only build half. Total road cost is included for now.		

CAP2714	2027 Downtown Road Improvements		
<b>Project Length:</b>	2026-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$704,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing S Lafayette (Lincoln to Fourth) and S Center (Fifth to Sixth).		



CAP2807	11 Mile Road Resurfacing		
<b>Project Length:</b>	2027-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,125,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing 11 Mile Road from Woodward to Main Street.		

CAP2808	13 Mile Road Resurfacing		
<b>Project Length:</b>	2027-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,350,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing 13 Mile Road from Woodward to Crooks.		

CAP2809	N Main Street Resurfacing and Campbell Road Isolated Patches		
<b>Project Length:</b>	2027-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$595,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing N. Main Street from Catalpa Dr. to 12 Mile Road. Isolated patching or possible fog seal/chip seal of N Campbell Road from 13 Mile to 14 Mile.		

CAP2814	2028 Downtown Road Improvements		
<b>Project Length:</b>	2027-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$325,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Resurfacing W Fifth (Washington to Center), W Second (Washington to Main), E Sixth (Williams to Troy).		

CAPXX25	Annual Major Joint Seal Program		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,775,000	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Reduce road maintenance costs over time by making structural repairs to local roads.		
<b>Description:</b>	Joint sealing of asphalt streets in city as part of road millage. Joint sealing of major roads on a cyclical basis.		

CAPXX60	Mast Arm Inspections		
<b>Project Length:</b>	2021-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$51,400	<b>Funding Source:</b>	Major Streets Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Mast arms need to be inspected every two years per AASHTO and MDOT.		

CAP2338	HSIP Pedestrian Countdown Flasher Heads		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	26%
<b>Estimated City Cost:</b>	\$336,000	<b>Funding Source:</b>	Major Roads/MDOT
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Received HSIP funding for pedestrian countdown flashers at all city intersections so there are countdown numbers instead of flashing hand/person symbols.		

## PARKS AND FACILITIES

tbd	Royal Oak Golf Course Clubhouse Reconstruction		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,000,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Re-construct existing outdated Royal Oak golf course club house.		

tbd	Royal Oak Golf Course Clubhouse Roof Replacement		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$150,000	<b>Funding Source:</b>	General Fund
<b>Impact on the Operating Budget:</b>	Reduce repair and maintenance costs.		
<b>Description:</b>	Replace existing golf course clubhouse roof.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Farmers Market- Replacement of Resident Shop Enclosures		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$24,400	<b>Funding Source:</b>	Farmers Market Fund/DDA
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Replace the enclosures on the 5 permanent spaces. Current ones are broken and falling apart.		

tbd	Farmers Market-Preservation and Enhancement of Interior Walls		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$11,000	<b>Funding Source:</b>	Farmers Market Fund/DDA
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Install corrugated metal and barnwood on interior walls of Farmers Market.		

tbd	Farmers Market-Electrical Upgrade		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$16,200	<b>Funding Source:</b>	Farmers Market Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Update and repair electrical south and east areas inside Farmers Market building.		

tbd	Ice Arena-Roof Section Replacement		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$135,000	<b>Funding Source:</b>	Ice Arena Fund
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs by \$1,000 annually.		
<b>Description:</b>	Restoration of 8,000 sq ft of modular roof section. Note:other sections completed in previous years.		

tbd	Royal Oak Animal Shelter Relocation and Construction		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$750,000	<b>Funding Source:</b>	ARPA; Grants; RO Civic Foundation; Millage Request
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Royal Oak Animal Shelter relocation and construction.		

tbd	Library Roof Replacement		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$600,000	<b>Funding Source:</b>	Library Fund
<b>Impact on the Operating Budget:</b>	Reduce repair and maintenance costs.		
<b>Description:</b>	Replace both roof sections at the Royal Oak Public Library.		

tbd	Salter Center Parking Lot Repaving		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$125,000	<b>Funding Source:</b>	General Fund
<b>Impact on the Operating Budget:</b>	Reduce repair and maintenance costs.		
<b>Description:</b>	Resurface Salter Center parking lot.		

tbd	Ice Arena Toilet Partitions		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$10,000	<b>Funding Source:</b>	Ice Arena Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Replace current toilet partitions in both men and women's restrooms.		

# City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	DPS Facility Storage/Usage Improvements		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	Street Funds/Motorpool Fund/Solid Waste Fund/General Fund/ARPA/W&S
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Provide for improved storage and staging space at DPS facility through improved space utilization as informed by a related space utilization study. May include reconfiguration of existing storage spaces and/or construction of new facilities.		

tbd	Senior Center ADA Front Doors		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$50,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	New front doors that both open for ADA compliance;existing doors frequently malfunction.		

tbd	Library Basement Waterproofing		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$30,000	<b>Funding Source:</b>	Library Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Waterproofing the basement of the library.		

tbd	City-wide ROW Tree Planting		
<b>Project Length:</b>	2022-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	CDBG Fund/tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Provide ROW tree plantings at reduced or no cost to homeowners.The trees will reduce storm water run-off, reducing system flows.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP1904	Upton Park Soccer Field Development		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$75,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Improve open grass area at Upton Park to develop a soccer field.		

tbd	Fernwood Park Improvements		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$450,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	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		
<b>Project Length:</b>	2025-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Maintenance and supplies for upkeep of pavilions and restrooms.		
<b>Description:</b>	Pavilions with restrooms.		

tbd	Memorial and Worden Park Irrigation Systems		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$92,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Install irrigation system for playing surfaces at Worden and Memorial Park.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Miller Park Improvements		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$250,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Replacement of Miller Park playground equipment and replacement of current fibar fall zone material with artificial turf or poured in place fall zone.		

tbd	Kenwood Park - Basketball/Tennis Court Improvements		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$70,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>			
<b>Description:</b>	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 revamp baseball/soccer participation.		

tbd	Community Garden		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$10,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Create a city wide community garden program allowing residents to lease part of park property for their garden use.		

tbd	Hudson Park Upgrade		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$500,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Upgrades to Hudson park to include new playground surfacing and basketball court.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Lockman Park Upgrade		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,800,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Upgrade Lockman Park's current playground, tennis courts and basketball courts.		

tbd	Park Bench Replacement		
<b>Project Length:</b>	2023-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$22,500	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Replacement program for all wooden picnic tables in parks. Replace 3-4 tables per year with composite wood picnic tables.		

tbd	Tennis Court Repair/Replacements		
<b>Project Length:</b>	2022-2027	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$750,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Resurface, repair or replace current city tennis courts that are not eligible for CDBG grants.		

tbd	Worden Park-East Playground		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Upgrade 14-year-old wooden play structure at Worden Park – east. Play equipment is heavily used by a preschool. Current play structure is not repairable.		



## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Worden Park-Upgrade		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,000,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Upgrades at Worden Park four ball diamonds.		

tbd	Clawson Park-Upgrade		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$500,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Upgrades to Hudson park to include new playground surfacing and basketball court.		

tbd	Elks Park-Upgrade		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,600,000	<b>Funding Source:</b>	CDBG Fund
<b>Impact on the Operating Budget:</b>	Reduce maintenance costs.		
<b>Description:</b>	Upgrade park components at Elks Park to include: playground, basketball court, tennis court, baseball field, add pavilion.		

tbd	Batting Cage Tunnel-Memorial Park		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$70,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Install 2-4 outdoor batting cage tunnels at Memorial Park.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Storage and Locker Rooms		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$200,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Replace current storage area with structural issues and install a 45'x100' storage facility with locker rooms at Memorial Park.		

tbd	Grandstands/Press Box		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$450,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Remove existing outdated bleachers at Memorial Park field 3 and replace with newer accessible grandstands with updated press box.		

tbd	Skatepark		
<b>Project Length:</b>	2023-2024	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$500,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>			
<b>Description:</b>	The City would benefit having a skatepark with artistic features to appeal to multiple demographics, through a potential partnership with the Tony Hawk Foundation.		

tbd	Arboretum ADA Accessible Paved Trails		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	25%
<b>Estimated City Cost:</b>	\$95,000	<b>Funding Source:</b>	General Fund/Oakland County
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Provide ADA accessible trails for the Arboretum through an Oakland County Parks grant.		

INFORMATION TECHNOLOGY

CAP1103	Computer Replacement Program (ongoing)		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$450,000	<b>Funding Source:</b>	IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Costs are anticipated to remain consistent for the proposed replacement, before more extensive service is required to keep older equipment operational.		
<b>Description:</b>	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		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$288,000	<b>Funding Source:</b>	IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	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		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$300,000	<b>Funding Source:</b>	IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	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		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$360,000	<b>Funding Source:</b>	IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Costs will increase due to license renewals. Reporting capabilities could potentially improve efficiency and assist with decision making processes.		
<b>Description:</b>	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.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

CAP1403	Mobile Workforce
<b>Project Length:</b>	2022-2028 <b>City Share:</b> 100%
<b>Estimated City Cost:</b>	\$48,000 <b>Funding Source:</b> IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Costs are anticipated to remain consistent, until more extensive service levels are required to keep older equipment operational.
<b>Description:</b>	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
<b>Project Length:</b>	2022-2028 <b>City Share:</b> 100%
<b>Estimated City Cost:</b>	\$450,000 <b>Funding Source:</b> IT Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	There will be ongoing operating expenses to provide data and telephony redundancy as well as rental costs for an offsite recovery location.
<b>Description:</b>	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.

### VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

tbd	EV Fleet Charging Infrastructure
<b>Project Length:</b>	2022-2024 <b>City Share:</b> 100%
<b>Estimated City Cost:</b>	\$250,000 <b>Funding Source:</b> Motor Pool Fund
<b>Impact on the Operating Budget:</b>	Reduced fuel costs
<b>Description:</b>	In preparing to convert some of the city fleet to full electric vehicles, accessible, dedicated charging infrastructure will be required. This application assumes 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	Master Plan Update
<b>Project Length:</b>	2022-2024 <b>City Share:</b> 100%
<b>Estimated City Cost:</b>	\$300,000 <b>Funding Source:</b> General Fund
<b>Impact on the Operating Budget:</b>	
<b>Description:</b>	Update the city's Master Plan (carryover from FY 21-22).

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	DPS Facility Usage Study		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$75,000	<b>Funding Source:</b>	Various DPS Funds/tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Provides for a comprehensive review and report of DPS facility utilization, including estimates for facility improvements/renovations.		

tbd	Senior Center Outdoor Fitness Equipment		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$65,000	<b>Funding Source:</b>	Senior Center Fund/Roots/Fundraising/Grants/General F
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Install outdoor fitness equipment for Senior Center.		

tbd	Fit-Test Machine		
<b>Project Length:</b>	2022-2023	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$11,000	<b>Funding Source:</b>	Public Safety Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Machine to perform required annual fit-testing for SCBA and respirators.		

tbd	Virtual Reality Training Equipment		
<b>Project Length:</b>	2022-2026	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$53,000	<b>Funding Source:</b>	Public Safety Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Virtual reality training equipment for Police Department that utilizes a headset that integrates with existing weapons platform.		

## City of Royal Oak Capital Improvement Plan FY2022-23 to FY2027-28

tbd	Police Officer Technology (bodycams, storage, stun devices)		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$1,200,000	<b>Funding Source:</b>	Public Safety Fund
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	Equipment and software lease that includes additional in-car cameras, officer-worn body cameras, stun devices, interview room recording equipment and a cloud based digital evidence storage and management system to the already existing equipment.		

CAP1830	Motor Pool Vehicle Replacement Plan		
<b>Project Length:</b>	2022-2028	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$11,310,699	<b>Funding Source:</b>	Motor Pool Fund / Internal Service Fund User Charges
<b>Impact on the Operating Budget:</b>	Lower maintenance costs		
<b>Description:</b>	Vehicle replacements plan for fiscal years 2022-23 to 2027-28; Plan is modified due to operational review modifications and year 2028 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 2023-2028 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 2023-2028 timeframe.

tbd	City Recreation Center		
<b>Project Length:</b>	2023-2025	<b>City Share:</b>	100%
<b>Estimated City Cost:</b>	\$30,000,000	<b>Funding Source:</b>	tbd
<b>Impact on the Operating Budget:</b>	Unknown		
<b>Description:</b>	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.		

**VEHICLE REPLACEMENT  
2022/2023**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>FIRE</b>	
912	03	E-1 Aerial	\$1,700,000
		<b>HIGHWAY</b>	
283	02	Bobcat L 873	\$150,800
1261	95	Muller Mixer	\$6,500
		<b>PARKS &amp; FORESTRY</b>	
1603	94	Trailer	\$16,800
		<b>POLICE</b>	
806	18	Ford Explorer	\$54,750
809	17	Ford Explorer	\$54,750
823	13	Ford Taurus	\$54,750
830	13	Ford Taurus	\$54,750
844	17	Dodge Durango	\$45,400
862	15	Ford Taurus	\$45,400
		<b>Total</b>	<b>\$2,183,900</b>



**VEHICLE REPLACEMENT  
2023/2024**

<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>ESTIMATED REPLACEMENT COSTS</b>
		<b>ASSESSOR</b>	
109	17	Ford Escape	\$34,100
		<b>AUTO PARKING</b>	
639	05	GMC Sierra	\$50,460
		<b>ELECTRICAL</b>	
331	16	Ford Transit 150	\$33,855
		<b>ENGINEERING</b>	
108	14	Ford Explorer	\$46,080
633	16	Ford Explorer	\$41,800
		<b>FIRE</b>	
907	17	Ford Explorer	\$45,798
		<b>HIGHWAY</b>	
202	17	Ford F-150	\$45,099
234	15	Ford F-250	\$49,977
		<b>INSPECTION</b>	
180	16	Ford Escape	\$44,000
186	16	Ford Escape	\$44,000
187	17	Ford Escape	\$44,000
		<b>PARKS &amp; FORESTRY</b>	
703	02	Bobcat L 773	\$150,800
742	15	Ford F-350	\$50,670
774	01	New Holland TN-65 Tractor	\$46,200
1768	01	Bandit Tree Stumper	\$32,500
GA972	97	Gator	\$30,000
GM051	05	Torro Groundsmaster 345	\$67,600
		<b>POLICE</b>	
810	18	Ford Explorer	\$54,750
819	13	BMW Motorcycle	\$26,400
820	13	BMW Motorcycle	\$26,400
821	13	BMW Motorcycle	\$26,400
822	13	BMW Motorcycle	\$26,400
842	17	Ford Explorer	\$45,400
843	15	Ford Explorer	\$45,400
845	15	Ford Taurus	\$45,400
861	17	Chevy Traverse	\$45,400
		<b>SEWER</b>	
461	15	Freightliner2100/Vactor	\$492,698
		<b>WATER MAINTENANCE</b>	
401	18	Ford F-150	\$45,099
417	15	Ford F-450	\$80,473
1481	08	Target Arrow	\$6,700
1483	08	Target Arrow	\$6,700
		<b>Total</b>	<b>\$1,830,559</b>



**VEHICLE REPLACEMENT  
2024/2025**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>ASSESSOR</b>	
105	15	Ford Escape	\$34,100
		<b>ENGINEERING</b>	
637	14	Ford Escape	\$34,850
		<b>HIGHWAY</b>	
286	17	Elgin Sweeper	\$246,000
		<b>MOTOR POOL</b>	
GM071	07	Torro Groundsmaster 328D	\$67,600
		<b>PARKS &amp; FORESTRY</b>	
717	15	Ford F-250	\$50,984
		<b>POLICE</b>	
802	20	Ford Explorer	\$54,750
807	20	Ford Explorer	\$54,750
808	20	Ford Explorer	\$54,750
813	20	Ford Explorer	\$54,750
817	19	Ford Explorer	\$56,094
829	10	Ford Escape	\$54,750
832	14	Ford Explorer	\$54,750
840	19	Ford Explorer	\$45,400
841	16	Chevy Tahoe	\$45,400
858	18	Ford Taurus	\$45,400
859	19	Ford Explorer	\$45,400
		<b>SEWER</b>	
463	15	Freightliner2100/Vactor	\$492,000
		<b>WATER MAINTENANCE</b>	
471	09	JCB 3CX-15 Backhoe	\$150,800
		<b>Total</b>	<b>\$1,642,528</b>

**VEHICLE REPLACEMENT  
2025/2026**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>ASSESSOR</b>	
102	17	Ford Escape	\$34,100
		<b>AUTO PARKING</b>	
635	16	Ford F-250	\$43,320
		<b>ENGINEERING</b>	
103	17	Ford F-150	\$45,099
107	19	Ford Escape	\$34,100
630	17	Ford Explorer	\$43,137
631	17	Ford Explorer	\$42,439
		<b>FIRE</b>	
908	16	Ford Explorer	\$47,000
909	96	GMC G-8	\$36,800
		<b>HIGHWAY</b>	
110	16	Ford Explorer	\$44,000
232	19	Ford F-250	\$50,646
285	17	Elgin Sweeper	\$246,000
		<b>INSPECTION</b>	
183	16	Ford Escape	\$44,000
		<b>MOTOR POOL</b>	
GM132	13	Torro Groundsmaster 360	\$67,600
		<b>PARKS &amp; FORESTRY</b>	
713	18	Ford F-250	\$47,320
714	16	Ford F-250	\$60,248
1765	18	Brush Bandit Chipper	\$55,800
GA961	96	Gator	\$30,000
		<b>POLICE</b>	
804	20	Ford Explorer	\$54,750
805	20	Ford Explorer	\$54,750
816	21	Ford Explorer	\$54,750
824	20	Ford Explorer	\$54,750
826	21	Ford Explorer	\$54,750
855	20	Chrysler Pacifica	\$45,400
860	20	Chevy Equinox	\$45,400
863	20	Ford Edge	\$45,400
		<b>SEWER</b>	
1461	97	Muller Mixer	\$6,500
		<b>WATER MAINTENANCE</b>	
418	15	Ford F-450	\$80,073
441	17	Freightliner Tandem	\$174,371
		<b>WATER SERVICE</b>	
431	16	Ford Transit 150	\$28,854
432	16	Ford Transit 150	\$28,854
		<b>Total</b>	<b>\$1,700,211</b>

**VEHICLE REPLACEMENT  
2026/2027**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>BUILDING MAINTENANCE</b>	
733	17	Ford Transit 350	\$39,739
		<b>ELECTRICAL</b>	
362	19	Ford F750 Aerial Truck	\$247,200
		<b>FIRE</b>	
991	16	Ford Horton Ambulance	\$232,100
992	16	Ford Horton Ambulance	\$232,100
		<b>HIGHWAY</b>	
256	14	Freightliner 108SD	\$212,971
		<b>PARKS &amp; FORESTRY</b>	
715	17	Ford F-250	\$58,227
718	17	Ford F-250	\$52,799
730	17	Ford Transit 250	\$32,125
		<b>POLICE</b>	
801	21	Ford Explorer	\$54,750
803	21	Ford Explorer	\$54,750
809	22	Ford Explorer	\$54,750
811	21	Ford Explorer	\$54,750
815	20	Ford Explorer	\$54,750
854	14	Ford F-150	\$45,400
		<b>SEWER</b>	
445	17	Ford F-550	\$60,492
		<b>WATER MAINTENANCE</b>	
411	15	Ford F-450	\$80,073
442	17	Freightliner Tandem	\$174,371
		<b>WATER SERVICE</b>	
433	16	Ford Transit 150	\$28,854
		<b>Total</b>	<b>\$1,770,201</b>

**VEHICLE REPLACEMENT  
2027/2028**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>AUTO PARKING</b>	
636	18	Transit Connect	\$31,000
		<b>ENGINEERING</b>	
632	21	Ford Explorer	\$43,800
		<b>FIRE</b>	
906	20	Ford Explorer	\$47,000
911	08	E-1 Pumper	\$980,000
		<b>HIGHWAY</b>	
233	20	Ford F-250	\$53,320
235	21	Ford F-250	\$53,320
252	16	Freightliner 108SD	\$212,971
257	19	Ford F-550	\$83,842
268	19	Ford F-250	\$53,831
		<b>INSPECTION</b>	
163	20	Ford Explorer	\$44,000
164	21	Ford Escape	\$44,000
182	21	Ford Escape	\$44,000
188	20	Ford Explorer	\$44,000
		<b>PARKS &amp; FORESTRY</b>	
716	18	Ford F-250	\$58,247
719	18	Ford F-250	\$52,803
		<b>POLICE</b>	
812	21	Chevy Tahoe	\$57,236
814	21	Chevy Tahoe	\$56,730
		<b>SEWER</b>	
443	21	Freightliner Single	\$223,200
		<b>Total</b>	<b>\$2,183,300</b>



## **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. These funds are not legally appropriated; however, they are audited.

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 2022-23:

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, the festival returned, and revenues came in higher than budgeted. Due to the uncertain turnout for the event, the budget for fiscal year 2022-23 is based upon an average of revenues received from last year's 2022 event, and the two fiscal years prior to 2020-21. The future years' estimated budgets are an extrapolation of the 2022-23 budget..

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	713	85,113	87,813	89,643	90,543	90,453
Revenues and transfers from other funds	320,040	265,100	266,430	267,760	269,100	270,450
Expenditures and transfers to other funds	235,640	262,400	264,600	266,860	269,190	271,590
Net Change in Net Assets	84,400	2,700	1,830	900	(90)	(1,140)
Ending Unrestricted Net Assets	85,113	87,813	89,643	90,543	90,453	89,313

## Revenues

<b>506.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	0	0	228,750	2,580	0	0	231,330
2019-2020 Actual	0	0	237,360	1,190	0	0	238,550
2020-2021 Actual	0	0	180	0	0	0	180
2021-2022 Original Budget	0	0	255,000	0	0	0	255,000
2021-2022 Adjusted Budget (Dec)	0	0	255,000	0	0	0	255,000
2021-2022 Six Month Actual	0	0	319,900	70	0	0	319,970
2021-2022 Estimated Year End	0	0	319,900	140	0	0	320,040
2022-2023 Dept Request	0	0	265,000	100	0	0	265,100
2022-2023 Manager's Budget	0	0	265,000	100	0	0	265,100
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	266,330	100	0	0	266,430
2024-2025 Projected Budget	0	0	267,660	100	0	0	267,760
2025-2026 Projected Budget	0	0	269,000	100	0	0	269,100
2026-2027 Projected Budget	0	0	270,350	100	0	0	270,450

## Expenditures

<b>506.837 ARTS, BEATS, &amp; EATS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	840	1,210	0	0	0	0	2,050
2021-2022 Original Budget	72,300	62,700	0	70,000	50,000	0	255,000
2021-2022 Adjusted Budget (Dec)	72,300	62,700	0	70,000	50,000	0	255,000
2021-2022 Six Month Actual	43,940	11,900	0	75,960	0	0	131,800
2021-2022 Estimated Year End	46,630	12,910	0	76,100	100,000	0	235,640
2022-2023 Dept Request	72,090	14,210	0	76,100	100,000	0	262,400
2022-2023 Manager's Budget	72,090	14,210	0	76,100	100,000	0	262,400
2022-2023 Adopted Budget							
2023-2024 Projected Budget	74,250	14,250	0	76,100	100,000	0	264,600
2024-2025 Projected Budget	76,470	14,290	0	76,100	100,000	0	266,860
2025-2026 Projected Budget	78,760	14,330	0	76,100	100,000	0	269,190
2026-2027 Projected Budget	81,120	14,370	0	76,100	100,000	0	271,590



*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 51 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, Royal Oak Leprechauns, Total Soccer, and the Jack and Patti Salter Center.

*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, Pierogis'.

*Adult Fitness:* Classes include aerobics, kickboxing, Pilates, abs, glutes, and thighs.

*Cultural Events:* The 51<sup>st</sup> 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 (20 fields spring and fall), baseball (20), softball (12), and a football field. It also coordinates all pavilion rentals at Memorial, VFW, Starr/J.C., and Normandy Oaks 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

- Tackle issues with park drainage. GOAL1
- Replacement of antiquated playgrounds, sports fields, and courts. GOAL1
- Increase participation in community events run by the recreation department. GOALS 3,4
- Provide more diverse programming to youth and adults. GOAL4
- Work on the new parks and recreation master plan. Current plan expires December 2022. GOAL5

## Performance Indicators / Outcome Measures

	<b>Actual</b> <b><u>FY19-20</u></b>	<b>Actual</b> <b><u>FY20-21</u></b>	<b>Dec 31</b> <b><u>2021</u></b>	<b>Projected</b> <b><u>FY21-22</u></b>	<b>Projected</b> <b><u>FY22-23</u></b>	<b>Projected</b> <b><u>FY23-24</u></b>
<b>GOAL1 Participants</b>						
Preschool – Senior Center	0	72	72	72	72	72
Youth Sports & Enrichment	0	408	657	800	1,000	1,000
Summer Day Camp	0	0	0	50	50	50
Adult Sports Leagues	800	930	1,545	1,800	2,800	2,800
Adult Enrichment	88	24	55	125	200	200
Adult Fitness	360	360	651	1,000	1,300	1,300
Cultural Events - Artists	0	43	43	88	90	90
<b>GOAL1 Adult Sports League Teams</b>						
Softball	40	62	100	100	100	100
Soccer - Women	0	7	7	8	8	8
Volleyball	0	0	16	16	32	32
Pickle Ball registrations	2,000	2,500	3,000	3,500	3,500	3,500
<b>GOAL2 Venues Scheduled</b>						
Soccer Fields (spring & fall)	18	20	0	20	20	20
Baseball Fields	20	20	0	20	20	20
Softball Fields	12	12	0	12	12	12
Football Fields	1	1	0	1	1	1
<b>GOAL2 Indoor Rentals (in hours)</b>						
Indoor Rentals	0	0	163	450	705	705
Outdoor Field Rentals	108	192	356	400	400	400
Pavilion Rentals – VFW, Starr/JC parks, and Normandy Oaks	221	269	594	700	700	700

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Revenue from outdoor rentals is increasing \$10,000, relative to the fiscal year 2021-22 original budget, due to an increase in outdoor activity and the addition of the Normandy Oaks pavilion during fiscal year 2021-22. Relative to fiscal year 2021-22 estimated revenues, revenue from youth enrichment programs and adult fitness programs are increasing, \$20,000 and \$15,000, respectively, as participants return, and activity continues to increase. Day camp charges are increasing \$12,000, relative to fiscal year 2021-22 estimated year-end revenue, due to the camp which operates during the summer, being closed from the pandemic for the 2021 session. Miscellaneous revenue is decreasing \$26,480, relative to the fiscal year 2021-22 estimated revenues, due to the Child Care Stabilization grant awarded from the Michigan Department of Education during fiscal year 2021-22. There is the intent to apply for a second round of funding in fiscal year 2022-23, however, grant revenue is not budgeted until awarded.

**Personnel costs are increasing relative to fiscal year 2021-22 estimated expenditures, primarily from the request to increase temporary wages \$40,000 for two additional field attendants at Memorial Park.** Program supplies are decreasing \$7,000, relative to fiscal year 2021-22 estimated expenditures, due to the purchase of additional preschool and summer camp supplies, as eligible under the childcare stabilization grant funding received during the year. Telephone service is decreasing \$2,540, relative to fiscal year 2021-22 estimated expenditures, due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23. However, the allocated IT charge for the recreation fund in fiscal year 2022-23 is decreasing by \$1,390, due to reduced planned expenditures in the Information Technology fund for fiscal year 2022-23. Administrative charges are decreasing \$3,760 due to the recreation fund having a smaller overall percentage of expenditures during fiscal year 2020-21. Motor pool rental charges are budgeted at \$2,080 for the Superintendent of Recreation's vehicle usage.

The estimated forecast demonstrates use of net assets each year of the forecast, ultimately projecting a deficit position by fiscal year 2026-27, however the revenues do not include an increase in fees.

**Budget Summary**

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
*Beginning Unrestricted Net Assets	283,245	245,405	203,755	151,305	88,205	14,085
Revenues and transfers from other funds	513,620	543,600	543,600	543,600	543,600	543,600
**Expenditures and transfers to other funds	551,460	585,250	596,050	606,700	617,720	630,120
Net Change in Net Assets	(37,840)	(41,650)	(52,450)	(63,100)	(74,120)	(86,520)
Ending Unrestricted Net Assets	245,405	203,755	151,305	88,205	14,085	(72,435)

\*adjusted for net pension and OPEB liability

\*\*depreciation of approximately \$87,800 is removed from expenses

## Revenues

<b>508.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	237,320	570	0	0	237,890
2021-2022 Original Budget	0	0	530,500	400	0	0	530,900
2021-2022 Adjusted Budget (Dec)	0	0	530,500	400	0	0	530,900
2021-2022 Six Month Actual	0	0	176,760	570	0	0	177,330
2021-2022 Estimated Year End	0	0	486,500	640	26,480	0	513,620
2022-2023 Dept Request	0	0	543,500	100	0	0	543,600
2022-2023 Manager's Budget	0	0	543,500	100	0	0	543,600
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	543,500	100	0	0	543,600
2024-2025 Projected Budget	0	0	543,500	100	0	0	543,600
2025-2026 Projected Budget	0	0	543,500	100	0	0	543,600
2026-2027 Projected Budget	0	0	543,500	100	0	0	543,600

## Expenditures

<b>508.751 RECREATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	162,670	13,690	0	88,700	45,350	310,410
2021-2022 Original Budget	220,390	21,000	0	203,240	94,600	539,230
2021-2022 Adjusted Budget (Dec)	220,390	21,000	0	203,240	94,600	539,230
2021-2022 Six Month Actual	117,390	16,480	0	73,530	0	207,400
2021-2022 Estimated Year End	229,530	28,000	0	199,330	94,600	551,460
2022-2023 Dept Request	272,840	21,000	0	196,910	94,500	585,250
2022-2023 Manager's Budget	272,840	21,000	0	196,910	94,500	585,250
2022-2023 Adopted Budget						
2023-2024 Projected Budget	281,480	21,000	0	198,570	95,000	596,050
2024-2025 Projected Budget	290,410	21,000	0	200,290	95,000	606,700
2025-2026 Projected Budget	299,650	21,000	0	202,070	95,000	617,720
2026-2027 Projected Budget	309,200	21,000	0	203,920	96,000	630,120

<b>508.752 SALTER COMMUNITY CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	85,530	0	85,530
2019-2020 Actual	0	0	0	88,540	0	88,540
2020-2021 Actual	0	0	0	87,770	0	87,770
2021-2022 Original Budget	0	0	0	87,800	0	87,800
2021-2022 Adjusted Budget (Dec)	0	0	0	87,800	0	87,800
2021-2022 Six Month Actual	0	0	0	42,250	0	42,250
2021-2022 Estimated Year End	0	0	0	87,780	0	87,780
2022-2023 Dept Request	0	0	0	87,760	0	87,760
2022-2023 Manager's Budget	0	0	0	87,760	0	87,760
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	87,760	0	87,760
2024-2025 Projected Budget	0	0	0	87,760	0	87,760
2025-2026 Projected Budget	0	0	0	87,760	0	87,760
2026-2027 Projected Budget	0	0	0	87,760	0	87,760

### Cost Center Position Detail - Home Base

Full & Part-Time Employees

Recreation		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
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
<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	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 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 city treasury office. In the Fall of 2020, the parking structure rate methodology changed from a \$5 flat rate to the first two hours free then 75 cents per hour beginning with the third hour. In 2021, the city approved a contract with Municipal Parking Services (MPS) to install new technology (most of the meters and lots) in the central business district. The police department works to coordinate with MPS to monitor parking compliance. Implementation of parking enforcement of this new technology was completed in the Spring of 2022.

Operations have two divisions: parking operations and enforcement.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

**Fiscal year 2022-23 revenues are budgeted nearly at the fiscal year 2018-19 level (last full year prior to COVID pandemic negative impact) with the exception of the parking garages. The parking garage revenue is budgeted higher than pre-COVID pandemic revenue in order to meet a revenue bond covenant. The parking garage rate structure will need to be re-evaluated and increased materially in order to meet fiscal year 2022-23 revenue needs (ARPA grant revenue is not assumed in the budget or forecast).**

**Meter revenue and parking lot revenue budgets are estimated with assistance from the meter technology company based upon their analysis of their meter data obtained since the implementation (months prior to budget preparation season).**

The transfer from the DDA TIFA fund is budgeted at \$581,000 to fund 50% of the Center Street debt payment.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
*Beginning Unrestricted Net Assets	1,297,843	700,443	1,946,143	3,354,353	4,739,303	6,101,603
Revenues and transfers from other funds	4,071,140	6,680,540	7,034,540	7,034,540	7,034,540	7,034,540
**Expenditures and transfers to other funds	4,668,540	5,434,840	5,626,330	5,649,590	5,672,240	5,698,350
Net Change in Net Assets	(597,400)	1,245,700	1,408,210	1,384,950	1,362,300	1,336,190
Ending Unrestricted Net Assets	700,443	1,946,143	3,354,353	4,739,303	6,101,603	7,437,793

\*adjusted for bond proceeds

\*\*depreciation of approximately \$1.23M is included in expenses

\*\*\* Expenditures do not include debt principal costs due to accounting standards

## Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	0	0	4,660,910	244,720	53,370	580,790	5,539,790
2019-2020 Actual	0	0	3,472,330	78,140	55,960	582,810	4,189,240
2020-2021 Actual	0	0	1,554,660	6,010	30,390	1,446,700	3,037,760
2021-2022 Original Budget	0	0	5,083,500	5,000	38,860	581,000	5,708,360
2021-2022 Adjusted Budget (Dec)	0	0	5,083,500	5,000	38,860	605,800	5,733,160
2021-2022 Six Month Actual	0	0	1,760,370	230	22,680	493,370	2,276,650
2021-2022 Estimated Year End	0	0	3,439,740	1,380	45,580	584,440	4,071,140
2022-2023 Dept Request	0	0	6,060,020	1,000	38,520	581,000	6,680,540
2022-2023 Manager's Budget	0	0	6,060,020	1,000	38,520	581,000	6,680,540
2022-2023 Adopted Budget	0	0	6,060,020	1,000	38,520	581,000	6,680,540
2023-2024 Projected Budget	0	0	6,414,020	1,000	38,520	581,000	7,034,540
2024-2025 Projected Budget	0	0	6,414,020	1,000	38,520	581,000	7,034,540
2025-2026 Projected Budget	0	0	6,414,020	1,000	38,520	581,000	7,034,540
2026-2027 Projected Budget	0	0	6,414,020	1,000	38,520	581,000	7,034,540



*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 8 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 44<sup>th</sup> district court to provide customers with alternative ways to resolve parking disputes.<sup>GOAL2</sup>
- Coordinate with the Municipal Parking Services (MPS) to monitor parking compliance.<sup>GOAL1</sup>

### Performance Indicators / Outcome Measures

	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>	<u>Projected 2024</u>
Violations Issued	66,663	36,166	33,114	80,000	75,000	70,000

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

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

Personnel costs are increasing relative to fiscal year 2021-22 estimated expenditures due to having parking officers during 2021-22 and a vacancy in the parking manager position that currently remains unfilled.

Relative to the fiscal year 2021-22 original budget, miscellaneous operating supplies are decreasing \$15,000 to better reflect activity and using less paper supplies. Motor pool vehicle rentals are increasing \$11,210 due to increased depreciation charges from a recently replaced vehicle during fiscal year 2021-22 as part of the city's annual vehicle replacement plan.

**Contracted worker services budget is increasing \$694,000, relative to fiscal year 2021-22 estimated expenditures, due to estimated parking revenue share agreement cost for the parking technology company (MPS) for 50 percent share of meter and parking lot revenue where the company's technology is installed.**

## Budget Summary Expenditures

<b>516.316 PARKING ENFORCEMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	155,290	1,660	0	19,460	0	176,410
2021-2022 Original Budget	216,080	5,000	0	35,270	0	256,350
2021-2022 Adjusted Budget (Dec)	216,080	5,000	0	35,270	0	256,350
2021-2022 Six Month Actual	68,520	1,510	0	13,320	0	83,350
2021-2022 Estimated Year End	145,470	3,000	0	416,270	0	564,740
2022-2023 Dept Request	224,060	3,000	0	1,121,480	0	1,348,540
2022-2023 Manager's Budget	224,060	3,000	0	1,121,480	0	1,348,540
2022-2023 Adopted Budget						
2023-2024 Projected Budget	231,040	3,000	0	1,301,790	0	1,535,830
2024-2025 Projected Budget	238,240	3,000	0	1,302,110	0	1,543,350
2025-2026 Projected Budget	245,660	3,000	0	1,302,430	0	1,551,090
2026-2027 Projected Budget	253,310	3,000	0	1,302,760	0	1,559,070

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

Parking Enforcement		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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 spaces and collects parking fees. DPS employs three full-time staff and various part-time staff. A parking contractor operates the four 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 2022-23:

**Personnel costs are increasing, relative to the fiscal year 2021-22 original budget, due to having both parking meter technicians fully allocated to this department and adding a partial allocation of the city's building facilities manager.** Actual expenditures are low during 2021-22 due to a vacancy during the year from retirement.

**Building repair and maintenance supplies is decreasing \$394,000 due to infrastructure repairs at Center Street garage that were budgeted for in fiscal year 2021-22 not being undertaken by year-end.** The project may be reconsidered during fiscal year 2022-23. Miscellaneous contracted services is decreasing \$70,000, and electrical and lighting supplies is decreasing \$8,000, relative to the fiscal year 2021-22 original budgets, due to electrical upgrades at Center Street garage being included in the fiscal year 2021-22 original budget. Miscellaneous building repair & maintenances services is decreasing \$20,000 due to concrete repairs in the prior year. Telephone service is decreasing \$65,320, relative to the fiscal year 2021-22 original budget, due to the allocation of this cost being moved to the Information Technology fund within the information systems services charge beginning in fiscal year 2022-23. Information system service charges are increasing \$59,290 due to the addition of the allocated telephone service and due to the installation of fiber optic lines in all four garages. Motor pool rental charges are decreasing \$5,900 due to a decrease in maintenance and operating costs. Administrative charges are decreasing \$7,070 due to this fund having a lower percentage of overall expenditures during fiscal year 2020-21.

There are no capital projects included in the fiscal year 2022-23 requested budget. Depreciation charges are decreasing \$30,000, relative to fiscal year 2021-22 original budget, due to assets becoming fully depreciated during the prior fiscal year.

## Budget Summary Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2018-2019 Actual	622,500	37,180	55,350	5,267,070	275,000	3,594,260	9,851,360
2019-2020 Actual	392,930	25,640	13,200	3,017,110	275,000	2,324,840	6,048,720
2020-2021 Actual	375,310	21,450	59,420	2,455,570	24,120	1,124,550	4,060,420
2021-2022 Original Budget	373,330	430,500	50,000	3,526,680	0	1,071,500	5,452,010
2021-2022 Adjusted Budget (Dec)	373,330	430,500	38,000	3,538,680	0	1,071,500	5,452,010
2021-2022 Six Month Actual	166,280	950	0	1,251,670	0	552,510	1,971,410
2021-2022 Estimated Year End	354,970	27,200	0	2,650,130	0	1,071,500	4,103,800
2022-2023 Dept Request	391,310	27,200	0	2,684,390	0	983,400	4,086,300
2022-2023 Manager's Budget	391,310	27,200	0	2,684,390	0	983,400	4,086,300
2022-2023 Adopted Budget							
2023-2024 Projected Budget	404,440	27,200	0	2,705,860	0	953,000	4,090,500
2024-2025 Projected Budget	418,050	27,200	0	2,727,990	0	933,000	4,106,240
2025-2026 Projected Budget	432,150	27,200	0	2,750,800	0	911,000	4,121,150
2026-2027 Projected Budget	446,760	27,200	0	2,774,320	0	891,000	4,139,280

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

Auto Parking		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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 2022-23:

There are no construction projects budgeted for fiscal year 2022-23.

## Budget Summary Expenditures

516.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2018-2019 Actual	0	0	0	0	0	0
2019-2020 Actual	0	0	0	0	0	0
2020-2021 Actual	0	0	0	0	0	0
2021-2022 Original Budget	0	0	0	0	0	0
2021-2022 Adjusted Budget (Dec)	0	0	0	0	0	0
2021-2022 Six Month Actual	0	0	0	0	0	0
2021-2022 Estimated Year End	0	0	0	0	0	0
2022-2023 Dept Request	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0
2022-2023 Adopted Budget						
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
2026-2027 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 Thanksgiving) 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 centerpiece for local economic activity.
2. Fully integrate with city planning to create a facility reflecting the needs and interests of the community.
3. Support and enhance community-based events including utilizing space in the new Centennial Park civic center.
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 2022-23:**

The farmers market is returning to hosting in-house community events such as food truck rallies, which will now be combined with the Sights & Sounds concert series that will run monthly, May thru August. As the weather warms, the market is planning on adding artisans and more vendors by expanding into Centennial Commons Park as permitted, with the goal of adding “pop-up” art markets and the like during regular scheduled farm market hours. Additionally, the farmers market will be partnering with the Royal Oak Community Coalition to provide physical and mental health screening information during the family Health Expo scheduled in the Fall. Annual events such as the Royal Oak Christmas tree lighting combined with the Holiday Magic marketplace, and Kringle Mingle will all return. The revenue from these special events are budgeted to increase \$10,000, relative to the fiscal year 2021-22 original budget. Currently the farmers market is working its way back to booking private and public rental events. Rental bookings have increased approximately 50 percent from previous fiscal years that were significantly impacted due to the pandemic. Rentals are expected to continue increasing until back to full capacity. The market is cautiously beginning to adjust the vendor floorplan to create more space once again, while keeping social distancing in mind. Facility rentals are budgeted to increase \$25,000 relative to fiscal year 2021-22 estimated revenues.

**Contracted worker services are increasing \$20,000, relative fiscal year 2021-22 estimated expenditures, to allow for additional staffing (which is charged by the market management company) as events return.** Special event expenses are decreasing \$17,500, relative to the fiscal year 2021-22 estimated expenditures, mostly as a result of the added event sponsorship revenue budgeted to be received in fiscal year 2022-23 from Beaumont Health for the Sights & Sounds concert series and the Wellness Fair in the amount of \$25,000, which helps offset the additional costs of these events. Relative to fiscal year 2021-22 original budget, miscellaneous operating supplies are increasing \$4,000, miscellaneous contracted services are increasing \$2,000, and miscellaneous building repair and maintenance services are increasing \$1,000, due to events resuming and expecting increased activity. The budgets for these accounts were reduced in the prior fiscal year due to the impact of the pandemic and related closures that resulted. Telephone service is decreasing \$3,000, relative to the fiscal year 2021-22 original budget, due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23. Administrative charges are decreasing \$1,220 due to the Farmers Market having a lower share of overall expenditures during fiscal year 2020-21 from the impact of the COVID-19 pandemic. Depreciation charges are decreasing \$13,450, relative to the fiscal year 2021-22 original budget due to the building becoming fully depreciated.

The following capital improvement projects are budgeted as follows:

• <b>Electrical upgrades</b> <i>(carryover from fy21-22)</i>	<b>\$16,200</b>
• <b>Interior wall improvements</b> <i>(carryover from fy21-22)</i>	<b><u>11,000</u></b>
FY 2022-23 total:	<b>\$27,200</b>

Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
GOAL <sup>1</sup> Customer Attendance Rate Saturday and Sunday Combined	3,500	2,500	3,000	4,000	4,500	5,000
GOAL <sup>1</sup> Facility Rentals	105	60	48	110	125	145
GOAL <sup>1</sup> Average Vendor Occupancy Rate						
Saturday Farm Market	75%	80%	95%	95%	100%	100%
Average Sunday Antique Market	60%	80%	95%	95%	98%	98%

## Budget Summary

	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Beginning Unrestricted Net Assets	390,542	328,162	328,952	367,502	406,662	436,162
Revenues and transfers from other funds	440,480	494,550	514,250	524,250	524,250	524,250
*Expenditures and transfers to other funds	502,860	493,760	475,700	485,090	494,750	504,660
Net Change in Net Assets	(62,380)	790	38,550	39,160	29,500	19,590
Ending Unrestricted Net Assets	328,162	328,952	367,502	406,662	436,162	455,752

\*depreciation of approximately \$58,750 is removed from expenses

## Revenues

<b>551.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	285,360	960	4,230	0	290,550
2021-2022 Original Budget	0	1,000	415,000	750	4,000	0	420,750
2021-2022 Adjusted Budget (Dec)	0	1,000	415,000	750	4,000	0	420,750
2021-2022 Six Month Actual	0	640	297,410	170	3,150	0	301,370
2021-2022 Estimated Year End	0	640	424,500	340	5,000	10,000	440,480
2022-2023 Dept Request	0	750	463,500	300	5,000	25,000	494,550
2022-2023 Manager's Budget	0	750	463,500	300	5,000	25,000	494,550
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	750	478,500	5,000	5,000	25,000	514,250
2024-2025 Projected Budget	0	750	488,500	5,000	5,000	25,000	524,250
2025-2026 Projected Budget	0	750	488,500	5,000	5,000	25,000	524,250
2026-2027 Projected Budget	0	750	488,500	5,000	5,000	25,000	524,250



## Expenditures

<b>551.545 FARMERS MARKET</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	9,750	5,670	23,120	524,430	0	562,970
2019-2020 Actual	6,340	7,920	8,200	549,650	0	572,110
2020-2021 Actual	2,330	5,150	5,200	481,520	0	494,200
2021-2022 Original Budget	7,200	9,500	49,500	537,130	0	603,330
2021-2022 Adjusted Budget (Dec)	7,200	9,500	49,500	537,130	0	603,330
2021-2022 Six Month Actual	3,020	2,800	0	270,030	0	275,850
2021-2022 Estimated Year End	6,990	7,900	32,400	514,320	0	561,610
2022-2023 Dept Request	7,410	9,100	27,200	508,800	0	552,510
2022-2023 Manager's Budget	7,410	9,100	27,200	508,800	0	552,510
2022-2023 Adopted Budget						
2023-2024 Projected Budget	7,610	9,100	0	517,740	0	534,450
2024-2025 Projected Budget	7,810	9,100	0	526,930	0	543,840
2025-2026 Projected Budget	8,020	9,100	0	536,380	0	553,500
2026-2027 Projected Budget	8,230	9,100	0	546,080	0	563,410

*The mission of the water & sewer fund 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 4%. The SOCWA-GLWA has proposed an increase to the water rate to the city of 3%. Oakland County Water Resources Commission is increasing its sanitary/sewer rates (combined) by 3.8%.

Fiscal year 2022-23 is the fifth year of the drain debt levy. This year the rate is budgeted at 0.6268 mill (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 \$14.00 to \$15.00 per quarter for the purpose of recouping the city's water billing costs. This is moving the cost recovery from the commodity rate to the flat rate.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	1,550,513	2,397,413	5,107,053	6,049,973	7,038,483	8,297,933
Revenues and transfers from other funds	30,702,770	34,243,230	33,701,190	34,478,080	35,274,400	36,090,630
*Expenditures and transfers to other funds	29,855,870	31,533,590	32,758,270	33,489,570	34,014,950	34,216,810
Net Change in Net Assets	846,900	2,709,640	942,920	988,510	1,259,450	1,873,820
Ending Unrestricted Net Assets	2,397,413	5,107,053	6,049,973	7,038,483	8,297,933	10,171,753

*\*depreciation of approximately \$3.29M is removed from expenses*

## Revenues

<b>592.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	2,849,310	0	26,540,660	116,190	177,600	38,900	29,722,660
2019-2020 Actual	2,889,840	73,080	26,661,810	62,660	108,220	37,130	29,832,740
2020-2021 Actual	2,809,550	75,950	28,822,710	14,000	125,370	113,230	31,960,810
2021-2022 Original Budget	2,429,000	32,000	30,563,000	5,000	106,000	645,710	33,780,710
2021-2022 Adjusted Budget (Dec)	2,429,000	32,000	30,563,000	5,000	106,000	645,710	33,780,710
2021-2022 Six Month Actual	2,364,150	32,230	15,495,090	1,830	77,590	0	17,970,890
2021-2022 Estimated Year End	2,405,880	32,230	28,155,000	3,660	106,000	0	30,702,770
2022-2023 Dept Request	1,948,000	1,332,230	30,913,000	4,000	46,000	0	34,243,230
2022-2023 Manager's Budget	1,948,000	1,332,230	30,913,000	4,000	46,000	0	34,243,230
2022-2023 Adopted Budget							
2023-2024 Projected Budget	1,948,000	32,230	31,670,960	4,000	46,000	0	33,701,190
2024-2025 Projected Budget	1,948,000	32,230	32,447,850	4,000	46,000	0	34,478,080
2025-2026 Projected Budget	1,948,000	32,230	33,244,170	4,000	46,000	0	35,274,400
2026-2027 Projected Budget	1,948,000	32,230	34,060,400	4,000	46,000	0	36,090,630

*The mission of the engineering cost center of the water & sewer fund is to provide for engineering services that are related to water and sewer projects.*

The engineering division evaluates water main and sewer problems and coordinates rehabilitation or replacements where needed, or where street repairs are planned. Costs for street repairs are usually charged to specific projects and capitalized. Additionally, green infrastructure projects are

often funded by the water and sewer fund. 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 and training that are not project specific.

The engineering division often utilizes consultants to assist with the engineering activities described.

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### 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 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

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

There is a slight increase in personnel costs to allow for newer employees (who are not at the top of their pay range) potentially receiving merit wage increases. There was a small charge for motor pool vehicle rentals during fiscal year 2021-22 for staff working on non-project specific engineering services.

There are no other significant changes to this cost center requested for fiscal year 2022-23.

## Budget Summary Expenditures

<b>592.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	64,980	0	0	0	0	64,980
2021-2022 Original Budget	77,480	0	0	0	0	77,480
2021-2022 Adjusted Budget (Dec)	77,480	0	0	0	0	77,480
2021-2022 Six Month Actual	42,670	0	0	110	0	42,780
2021-2022 Estimated Year End	79,190	0	0	300	0	79,490
2022-2023 Dept Request	82,030	0	0	0	0	82,030
2022-2023 Manager's Budget	82,030	0	0	0	0	82,030
2022-2023 Adopted Budget						
2023-2024 Projected Budget	84,580	0	0	0	0	84,580
2024-2025 Projected Budget	87,230	0	0	0	0	87,230
2025-2026 Projected Budget	89,960	0	0	0	0	89,960
2026-2027 Projected Budget	92,800	0	0	0	0	92,800

*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 2022-23:**

Depreciation expense is budgeted to increase by \$186,000, relative to the fiscal year 2021-22 original budget, due to increased capital projects to depreciate. Estimated expenditures in fiscal year 2021-22 are high due to an additional entry to record amortized interest that was not included in the 2021-22 original budget.

Information systems service charges allocated to the water and sewer fund are decreasing \$8,870 due to a decrease in planned expenditures during fiscal year 2022-23 from the Information Technology fund. Telephone service charges are now also incorporated within the information systems service charge beginning in fiscal year 2022-23.

Transfers-out to other funds are decreasing \$156,350, relative to fiscal year 2021-22 estimated expenditures, due to purchases that are not recurring items: including \$40,000 to the information systems fund for the water and sewer fund's portion of computerized maintenance management system, \$115,350 to the motor pool fund for the purchase of a new truck for the water and sewer supervisor, and hydro vacuum excavation equipment purchased during 2021-22. The small transfer out to the publicity tax fund has also decreased \$1,000 and the budgets related to debt payments have decreased in total \$69,700 relative to fiscal year 2021-22 original budget.

## Budget Summary Expenditures

<b>592.536 WATER &amp; SEWER ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	4,109,470	3,000	695,480	4,807,950
2021-2022 Original Budget	0	0	0	4,029,030	44,000	1,102,220	5,175,250
2021-2022 Adjusted Budget (Dec)	0	0	0	4,029,030	44,000	799,220	4,872,250
2021-2022 Six Month Actual	0	0	0	2,060,030	0	171,200	2,231,230
2021-2022 Estimated Year End	0	0	0	4,187,350	159,350	1,116,920	5,463,620
2022-2023 Dept Request	0	0	0	4,162,930	3,000	1,040,620	5,206,550
2022-2023 Manager's Budget	0	0	0	4,162,930	3,000	1,040,620	5,206,550
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	4,288,080	3,000	1,259,220	5,550,300
2024-2025 Projected Budget	0	0	0	4,389,840	3,000	1,186,720	5,579,560
2025-2026 Projected Budget	0	0	0	4,493,390	3,000	1,112,220	5,608,610
2026-2027 Projected Budget	0	0	0	4,597,800	3,000	1,056,220	5,657,020

*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 2022-23:**

Personnel costs are increasing, relative to fiscal year 2021-22 estimated expenditures, due to the partial allocation of a municipal clerk who spends an increasing portion of time assisting in account maintenance and customer service related to water billing.

Printing costs are expected to rise due to paper cost increases of 30 percent across most lines of inventory. Relative to the fiscal 2021-22 original budget, postage and mailing services are decreasing \$6,000 due to an cost savings from mailing the additional customer outreach materials with tax bills during 2021-22 rather than as separate mailings as originally budgeted. The Treasury office is also anticipating adding an annual educational insert on avoiding high water bills, detecting leaks, and other topics related to being good water consumers during fiscal year 2022-23.



## Budget Summary Expenditures

<b>592.537 WATER BILLING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	60,160	0	0	54,350	0	114,510
2021-2022 Original Budget	99,470	0	0	62,500	0	161,970
2021-2022 Adjusted Budget (Dec)	99,470	0	0	62,500	0	161,970
2021-2022 Six Month Actual	30,050	0	0	21,390	0	51,440
2021-2022 Estimated Year End	64,260	200	0	61,500	0	125,960
2022-2023 Dept Request	118,900	200	0	61,500	0	180,600
2022-2023 Manager's Budget	118,900	200	0	61,500	0	180,600
2022-2023 Adopted Budget						
2023-2024 Projected Budget	122,210	200	0	61,500	0	183,910
2024-2025 Projected Budget	125,620	200	0	61,500	0	187,320
2025-2026 Projected Budget	129,150	200	0	61,500	0	190,850
2026-2027 Projected Budget	132,790	200	0	61,500	0	194,490

## Cost Center Position FTE Detail Full & Part-Time Employees

Water Billing	Fiscal Year								
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>									
Water Service – MC III	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.5
Water Billing - MC II	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Utility Billing Specialist	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Full-time total	1.0	1.0	1.0	1.0	2.0	1.0	1.0	1.0	1.5
<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	1.0	1.0	1.0	1.0	2.0	1.0	1.0	1.0	1.5

*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.*

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 220 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 2,100 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.

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### 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 2022-23:**

Beginning in fiscal year 2020-21, water purchases (from SOCWA), which were formerly budgeted through the administrative cost center (592-536) of the water and sewer fund, are now being accounted for as part of the water maintenance cost center. Rates to member communities are budgeted to increase 3% for fiscal year 2022-23 based on tentative rates from SOCWA.

Personnel costs are decreasing relative to the fiscal year 2021-22 original budget, mostly due to having slightly less DPS staff time allocated to this cost center in 2022-23, and due to changes in staff from recent retirements during 2021-22 that led to a decrease in pension and benefit costs as seen in the lower fiscal year 2021-22 estimated expenditures. The 2022-23 budget still allows for newer staff to receive step wage increases.

**\$500,000 is budgeted in miscellaneous contracted services for private water lead related work in fiscal year 2022-23, \$200,000 is budgeted for service line material verification as needed (under SOCWA contract), and \$75,000 is budgeted for an aerial flyover of the city for stormwater mapping (per CIP). Relative to the fiscal year 2021-22 original budget, corporations, curb stops & curb boxes are increasing \$30,000, due to the increased lead service line replacements and inventory work and copper & fittings are decreasing \$5,000 to better reflect the historical activity of this account. Motor pool rental charges, which are allocated to this cost center based on service truck hours, are projected to increase for fiscal year 2022-23 by \$69,010, relative to fiscal year 2021-22 estimated expenditures.**

**Budget Summary  
Expenditures**

<b>592.538 WATER MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	1,435,450	119,140	49,890	663,370	0	2,267,850
2019-2020 Actual	1,321,440	77,310	0	541,360	0	1,940,110
2020-2021 Actual	1,024,470	116,830	0	5,001,770	0	6,143,070
2021-2022 Original Budget	1,048,270	130,600	0	5,593,900	0	6,772,770
2021-2022 Adjusted Budget (Dec)	1,048,270	130,600	0	5,593,900	0	6,772,770
2021-2022 Six Month Actual	452,900	85,060	0	2,528,430	0	3,066,390
2021-2022 Estimated Year End	965,650	164,760	0	5,716,450	0	6,846,860
2022-2023 Dept Request	993,280	155,100	0	5,768,660	0	6,917,040
2022-2023 Manager's Budget	993,280	155,100	0	5,768,660	0	6,917,040
2022-2023 Adopted Budget						
2023-2024 Projected Budget	1,026,890	155,100	0	5,899,180	0	7,081,170
2024-2025 Projected Budget	1,061,720	155,100	0	6,022,240	0	7,239,060
2025-2026 Projected Budget	1,097,820	155,100	0	6,148,330	0	7,401,250
2026-2027 Projected Budget	1,135,230	155,100	0	6,277,510	0	7,567,840

## Cost Center Position FTE Detail

Full & Part-Time Employees

Water Maintenance		Fiscal Year							
	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Full-Time Positions</u></b>									
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	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Full-time total	7.0	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
<b><u>Part-Time Positions (FTEs)</u></b>									
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	7.5	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.

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### 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. <sup>GOAL1</sup>
- Replace 7% of lead/galvanized water services per year. <sup>GOAL2</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

Personnel costs are decreasing relative to the fiscal year 2021-22 original budget, mostly due to retirements and changes in staff during fiscal year 2021-22 that led to a decrease in budgeted healthcare, pension, and other benefit costs charging to this cost center for fiscal year 2022-23.

Relative to fiscal year 2021-22 original budget, water meters and meter parts are decreasing \$75,000 to better reflect the decreasing activity in this account over the past two fiscal years. Motor pool rental charges are increasing \$1,550 due to increased operating and maintenance costs.

**Budget Summary  
Expenditures**

<b>592.539 METER SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	433,960	297,690	0	158,930	0	890,580
2021-2022 Original Budget	472,860	378,400	0	157,190	0	1,008,450
2021-2022 Adjusted Budget (Dec)	472,860	378,400	0	157,190	0	1,008,450
2021-2022 Six Month Actual	193,450	90,300	0	68,040	0	351,790
2021-2022 Estimated Year End	416,710	203,400	0	160,190	0	780,300
2022-2023 Dept Request	412,330	303,400	0	158,740	0	874,470
2022-2023 Manager's Budget	412,330	303,400	0	158,740	0	874,470
2022-2023 Adopted Budget						
2023-2024 Projected Budget	425,810	303,400	0	159,260	0	888,470
2024-2025 Projected Budget	439,760	303,400	0	159,790	0	902,950
2025-2026 Projected Budget	454,220	303,400	0	160,330	0	917,950
2026-2027 Projected Budget	469,170	303,400	0	160,880	0	933,450

**Cost Center Position FTE Detail**  
Full & Part-Time Employees

<b>Meter Services</b>	<b>Fiscal Year</b>									
	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>
<b><u>Full-Time Positions</u></b>										
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 360 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 2022-23:

Personnel costs are decreasing relative to the fiscal year 2021-22 original budget due to retirements during the year that led to a decrease in budgeted pension and benefit costs charging to this cost center for fiscal year 2022-23. Overtime wages are increasing \$5,000 based on the current pace of activity in fiscal year 2021-22. The 2022-23 budget for personnel costs allows room for newer staff to receive step wage increases.

Sewage disposal service costs are increasing by approximately 3.8% from the Oakland County Water Resources Commission. Motor pool rental charges are increasing \$89,000, relative to fiscal year 2021-22, due to increased depreciation charges from a recently replaced vehicle and due to increased utilization. **Miscellaneous contracted services include \$588,000 for sewer televising and root control work, \$12,000 for a controlled burn of raingardens,** and \$10,400 for a portion of the annual licensing fees for computerized maintenance management software that was purchased during fiscal year 2021-22. There are no capital expenditures budgeted in this cost center for the fiscal year 2022-23 request.

## Budget Summary Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2018-2019 Actual	936,690	57,680	0	13,864,550	0	14,858,920
2019-2020 Actual	957,050	61,810	0	14,175,400	0	15,194,260
2020-2021 Actual	676,110	73,940	0	14,309,960	0	15,060,010
2021-2022 Original Budget	724,000	72,760	247,100	14,670,950	0	15,714,810
2021-2022 Adjusted Budget (Dec)	724,000	72,760	247,100	14,670,950	0	15,714,810
2021-2022 Six Month Actual	295,680	40,880	0	6,162,450	0	6,499,010
2021-2022 Estimated Year End	673,060	85,560	247,100	14,647,690	0	15,653,410
2022-2023 Dept Request	689,390	74,260	0	14,851,800	0	15,615,450
2022-2023 Manager's Budget	689,390	74,260	0	14,851,800	0	15,615,450
2022-2023 Adopted Budget						
2023-2024 Projected Budget	712,610	74,260	0	15,303,850	0	16,090,720
2024-2025 Projected Budget	736,660	74,260	0	15,770,620	0	16,581,540
2025-2026 Projected Budget	761,570	74,260	0	16,254,690	0	17,090,520
2026-2027 Projected Budget	787,390	74,260	0	16,758,830	0	17,620,480

## Cost Center Position FTE Detail Full & Part-Time Employees

Sewer Maintenance		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Full-Time Positions										
DPS Supervisor – Sewer		0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	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	6.0	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	9.0	9.0	9.0	9.0	10.0	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	9.0	9.0	9.0	9.0	10.0	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 2022-23:

The fiscal year 2022-23 budget includes \$1,500 to purchase rain gauge maintenance, software, and miscellaneous supplies.

The water/sewer capital improvement projects are as follows:

• CAP2212 Stephenson water main	\$1,700,000
• CAP2240 2022 sewer and green infrastructure improvements	250,000
• CAP2308 2023 Normandy Rd resurfacing (water main improvements)	510,000
• CAP2310 2023 water main improvements	700,000
• CAP2311 2023 water main improvements	667,500
• CAP2335 2023 road reconstruction (water main improvements)	127,500
• CAP2306 Rochester Rd resurfacing (water main improvements)	100,000
• CAPXX01 concrete pavement and prepaid sidewalk improvements	423,000
• CAPXX55 special assessment paving projects (water main upgrades)	50,000
• CAPXX85 sewer lining improvements	725,000
• CAPXX95 spot sewer repairs	<u>441,000</u>
FY2022-23 total:	\$5,694,000

Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

## Budget Summary Expenditures

<b>592.901 CONSTRUCTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	42,190	430	182,310	290,290	0	515,220
2019-2020 Actual	39,520	0	62,130	17,200	0	118,850
2020-2021 Actual	57,660	3,220	93,890	0	0	154,770
2021-2022 Original Budget	125,970	1,500	4,726,360	16,150	0	4,869,980
2021-2022 Adjusted Budget (Dec)	125,970	1,500	4,726,360	16,150	0	4,869,980
2021-2022 Six Month Actual	153,120	0	2,955,310	19,260	0	3,127,690
2021-2022 Estimated Year End	249,430	800	3,908,000	23,000	0	4,181,230
2022-2023 Dept Request	238,760	1,500	5,694,000	9,190	0	5,943,450
2022-2023 Manager's Budget	238,760	1,500	5,694,000	9,190	0	5,943,450
2022-2023 Adopted Budget						
2023-2024 Projected Budget	245,080	1,500	5,991,500	9,190	0	6,247,270
2024-2025 Projected Budget	251,570	1,500	6,102,000	9,190	0	6,364,260
2025-2026 Projected Budget	258,280	1,500	5,985,500	9,190	0	6,254,470
2026-2027 Projected Budget	265,170	1,500	5,502,000	9,190	0	5,777,860

*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 M1 Griffens High School Hockey, Bishop Foley/Shrine Knights High School Hockey, Belle Tire AAA, 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, M1 Griffens (formerly Royal Oak high School Ravens) and Bishop Foley/Shrine Catholic High School Knights. Both are pay-to-play programs.

Royal Oak adult hockey league: the fall/winter league has 16 teams in three divisions and spring/ summer league has 18-20 teams in three divisions.

Tournaments: The ice arena hosts multiple tournaments each year. 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 I boy's tournament is held over Thanksgiving weekend. New this year the NAPHL Showcase MLK weekend, and Grinder in April.

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 \$1.53 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 2022-23:**

Relative to fiscal year 2021-22 estimated revenues, revenues from leagues and tournaments is increasing \$25,000 due to not having as many adult leagues return after the pandemic as originally expected during 2021-22, however, growth in the adult leagues is one of the main objectives for fiscal year 2022-23. Drop-in hockey is increasing \$10,000, relative to fiscal year 2021-22 estimated revenues, with the expectation that participants will continue to increase in the upcoming year. Freestyle skating revenue is increasing \$20,000, relative to the fiscal year 2021-22 original budget, due to the increase in activity during fiscal year 2021-22.

**Contracted worker services are increasing \$40,000, relative to fiscal year 2021-22 estimated expenditures, to accommodate wage increases for Learn to Skate staff, maintenance, and front desk staff.** Telephone service is decreasing \$4,500, relative to fiscal year 2021-22 estimated expenditures, due to the allocation of this cost being moved to the Information Technology fund within the information systems service charge beginning in fiscal year 2022-23. Administrative charges are increasing \$8,050, relative to fiscal year 2021-22 original budget, due to this fund having a larger percentage of overall expenditures in fiscal year 2020-21. The transfer out to the publicity tax fund has decreased \$1,000.

The following capital improvement projects are budgeted as follows:

• <b>modular roof restoration</b>	<b>\$135,000</b>
• <b>bathroom partitions</b>	<b><u>10,000</u></b>
FY2022-23 total:	<b>\$145,000</b>

Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
Learn to Skate Participants	545	509	386	1050	1060	1070
Number of Scheduled Hours Used Weekly (September – March)	250 / 100%	200 / 80%	225 / 90%	250 / 100%	250 / 100%	250 / 100%

## Budget Summary

	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
*Beginning Unrestricted Net Assets	95	76,795	19,105	76,315	102,245	95,865
Revenues and transfers from other funds	1,335,860	1,368,050	1,368,050	1,368,050	1,368,050	1,368,050
**Expenditures and transfers to other funds	1,259,160	1,425,740	1,310,840	1,342,120	1,374,430	1,407,780
Net Change in Net Assets	76,700	(57,690)	57,210	25,930	(6,380)	(39,730)
Ending Unrestricted Net Assets	76,795	19,105	76,315	102,245	95,865	56,135

\*adjusted for net pension and OPEB liability

\*\*depreciation is not included in expenditures above

## Revenues

<b>598.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2018-2019 Actual	0	0	1,450,710	0	11,450	0	1,462,160
2019-2020 Actual	0	0	1,104,870	0	2,400	0	1,107,270
2020-2021 Actual	0	0	809,150	0	13,240	25,000	847,390
2021-2022 Original Budget	0	0	1,345,050	0	5,500	0	1,350,550
2021-2022 Adjusted Budget (Dec)	0	0	1,345,050	0	5,500	0	1,350,550
2021-2022 Six Month Actual	0	0	764,960	0	0	0	764,960
2021-2022 Estimated Year End	0	0	1,330,060	0	5,800	0	1,335,860
2022-2023 Dept Request	0	0	1,362,550	0	5,500	0	1,368,050
2022-2023 Manager's Budget	0	0	1,362,550	0	5,500	0	1,368,050
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	1,362,550	0	5,500	0	1,368,050
2024-2025 Projected Budget	0	0	1,362,550	0	5,500	0	1,368,050
2025-2026 Projected Budget	0	0	1,362,550	0	5,500	0	1,368,050
2026-2027 Projected Budget	0	0	1,362,550	0	5,500	0	1,368,050

## Expenditures

<b>598.758 ICE ARENA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
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 Actual	11,300	30,970	816,470	929,300	3,000	9,070	1,800,110
2021-2022 Original Budget	13,320	70,600	35,000	1,214,350	4,000	19,000	1,356,270
2021-2022 Adjusted Budget (Dec)	13,320	70,600	35,000	1,214,350	4,000	19,000	1,356,270
2021-2022 Six Month Actual	6,730	24,180	0	517,300	0	4,500	552,710
2021-2022 Estimated Year End	14,860	70,600	35,000	1,220,260	4,000	19,000	1,363,720
2022-2023 Dept Request	15,490	69,600	145,000	1,278,070	3,000	19,000	1,530,160
2022-2023 Manager's Budget	15,490	69,600	145,000	1,278,070	3,000	19,000	1,530,160
2022-2023 Adopted Budget							
2023-2024 Projected Budget	15,990	69,600	0	1,341,870	3,000	18,800	1,449,260
2024-2025 Projected Budget	16,500	69,600	0	1,372,640	3,000	18,800	1,480,540
2025-2026 Projected Budget	17,030	69,600	0	1,404,420	3,000	18,800	1,512,850
2026-2027 Projected Budget	17,570	69,600	0	1,437,230	3,000	18,800	1,546,200



## **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. These funds are not legally appropriated; however, they are audited.

Information Technology Fund -  
636

Health Care Fund - 678

Motor Pool Fund - 661

General Liability and Property  
Insurance Fund - 679

Workers Compensation Insurance  
Fund – 677



*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 technology budget of approximately \$2.4 million 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 over 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 2021, the city's website served over 400,000 page requests from more than 190,000 visits. The most frequently accessed areas of the city's website are: Royal Oak Animal Shelter, 44<sup>th</sup> 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
- Work to build certain redundancies in the police station and city hall for disaster recovery purposes. GOAL1

## Performance Indicators / Outcome Measures

	<u>Actual FY19-20</u>	<u>Actual FY20-21</u>	<u>Dec 31 2021</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>	<u>Projected FY23-24</u>
<b>Network Connections</b>						
Building Locations	13	13	13	13	14	14
PC's	466	482	504	504	520	540
LAN Services	14	14	14	14	15	15
<b>AD, Email, Social Media Service</b>						
User accounts	526	523	520	520	530	530
Group accounts	107	107	107	107	107	107
Social Media Accounts	17	17	17	17	17	17
<b>Device Installs and upgrades</b>						
PC's	20	42	75	115	100	100
Printers	1	4	5	7	5	5
Other	8	13	20	40	20	20
<b>Telecommunications</b>						
Telephones – VOiP	395	396	397	397	397	397
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	100	46	82	100	100	100
Voicemail accounts	295	301	304	304	304	304
Cell Phone Accounts	190	190	190	190	190	190
<b>General</b>						
# of PC Virus outbreaks	0	0	0	0	0	0

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-2023:**

Revenue received from other funds through the allocated service charge is increasing \$30,610, relative to fiscal year 2021-22 estimated revenues, mostly due to the addition of telephone services being allocated through this fund that were previously charged directly to departments in prior years. However, reductions in this fund's fiscal year 2022-23 operating budget have helped to offset the increase in this charge. Total revenues are budgeted to decrease in fiscal year 2022-23 due to transfers-in from other funds to purchase computerized maintenance management software that were made during fiscal year 2021-22 and are not recurring items.

Personnel costs were low during fiscal year 2021-22 due to an unfilled vacancy for a security analyst and a partial-year vacancy from the PC support specialist moving departments. Personnel costs in fiscal year 2022-23 are budgeted closer to the fiscal year 2021-22 original budget as the PC support specialist position is expected to be filled prior to the end of the fiscal year and to allow room for the **partial overlap of the Network Administrator position that is expected to become vacant during fiscal year 2022-23 due to retirement.**

Computer supplies and parts are budgeted at \$240,000 in fiscal year 2022-23, to purchase replacement computers as part of the city's ongoing computer replacement program, as noted in the annual CIP. This budget also provides for the purchase of replacement laptops, wireless devices, uninterruptible power supplies (UPS) and switches, wireless access points and firewall upgrades, and implementing a tele-conferencing system in the police department's emergency operations center (carryover project from fiscal year 2021-22). This is a \$60,500 decrease relative to the fiscal year 2021-22 original budget, mostly due to one-time projects in 2021-22 that included increasing back-up capacity for city servers.

Miscellaneous contracted services are also decreasing \$50,300, relative to the fiscal year 2021-22 original budget, however, most of this decrease is attributable to costs related to data, telecommunication, and internet service providers that are budgeted in the telephone services account for fiscal year 2022-23. Telephone services are increasing \$234,600 as the total cost for these services will now be budgeted through the IT fund and allocated annually to the applicable department (through the information systems service charge) to help reduce inefficiencies in bill processing and reconciling each month.

The following capital improvement projects are budgeted as follows:

• <b>GIS integration</b>	<b>\$60,000</b>
• <b>Server-Network-Cabling infrastructure</b>	<b>50,000</b>
• <b>Office software and training</b>	<b><u>48,000</u></b>
FY2022-23 total:	\$158,000

Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	2,488,826	2,214,936	1,922,636	1,723,056	1,564,286	1,447,436
Revenues and transfers from other funds	2,212,410	2,141,100	2,205,240	2,271,310	2,339,360	2,409,450
Expenditures and transfers to other funds	2,278,780	2,433,400	2,404,820	2,430,080	2,456,210	2,483,260
Net Change in Net Assets	(66,370)	(292,300)	(199,580)	(158,770)	(116,850)	(73,810)
Ending Unrestricted Net Assets	2,214,936	1,922,636	1,723,056	1,564,286	1,447,436	1,373,626

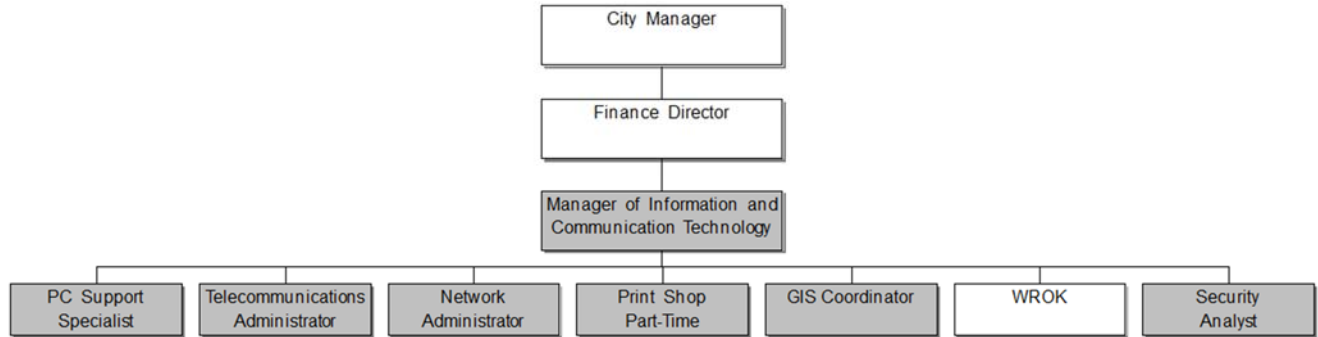
## Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	8,860	1,727,700	0	1,736,560
2021-2022 Original Budget	0	0	0	7,500	2,107,490	100,000	2,214,990
2021-2022 Adjusted Budget (Dec)	0	0	0	7,500	2,107,490	100,000	2,214,990
2021-2022 Six Month Actual	0	0	0	1,910	1,054,840	0	1,056,750
2021-2022 Estimated Year End	0	0	0	3,820	2,108,590	100,000	2,212,410
2022-2023 Dept Request	0	0	0	3,000	2,138,100	0	2,141,100
2022-2023 Manager's Budget	0	0	0	3,000	2,138,100	0	2,141,100
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	3,000	2,202,240	0	2,205,240
2024-2025 Projected Budget	0	0	0	3,000	2,268,310	0	2,271,310
2025-2026 Projected Budget	0	0	0	3,000	2,336,360	0	2,339,360
2026-2027 Projected Budget	0	0	0	3,000	2,406,450	0	2,409,450

## Expenditures

<b>636.258 INFORMATION SYSTEMS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	699,130	95,650	101,130	811,990	37,800	1,745,700
2019-2020 Actual	691,850	128,780	26,470	532,800	37,110	1,417,010
2020-2021 Actual	644,700	76,940	75,500	769,780	36,280	1,603,200
2021-2022 Original Budget	682,700	301,700	479,100	1,091,630	76,000	2,631,130
2021-2022 Adjusted Budget (Dec)	682,700	301,700	479,100	1,091,630	76,000	2,631,130
2021-2022 Six Month Actual	273,490	5,060	4,750	617,900	18,030	919,230
2021-2022 Estimated Year End	547,550	241,200	350,000	1,064,030	76,000	2,278,780
2022-2023 Dept Request	676,300	241,200	158,000	1,281,900	76,000	2,433,400
2022-2023 Manager's Budget	676,300	241,200	158,000	1,281,900	76,000	2,433,400
2022-2023 Adopted Budget						
2023-2024 Projected Budget	698,120	241,200	158,000	1,231,500	76,000	2,404,820
2024-2025 Projected Budget	720,690	241,200	158,000	1,234,190	76,000	2,430,080
2025-2026 Projected Budget	744,020	241,200	158,000	1,236,990	76,000	2,456,210
2026-2027 Projected Budget	768,160	241,200	158,000	1,239,900	76,000	2,483,260

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-Time Employees

Info Tech		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<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	1.0	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	1.0	1.0	1.0	1.0	1.0
Network Engineer		0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Full-time total		4.0	4.0	5.0	5.0	7.0	6.0	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	5.0	5.0	7.0	6.0	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 2022-23:**

***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 COVID-19 pandemic and budget reductions, this program was suspended for fiscal year 2020-21. Fiscal year 2022-23 will be the fourth year of the ten-year catch-up plan.***

Relative to fiscal year 2021-22 estimated revenues, the budget for vehicle rental charges has increased \$442,390 and now includes depreciation of the fuel system repairs and upgrades that were undertaken during fiscal year 2021-22. Fiscal year 2022-23 is the fourth year of the ten-year charge. A decrease of approximately \$171,750, is attributed to insurance settlements/refunds and gains from the sale of fixed assets which are not budgeted. Additionally, there were \$152,850 in transfers in from other funds during fiscal year 2021-22 for the purchase of new (non-replacement) equipment.

Personnel costs are increasing, relative to fiscal year 2021-22 estimated expenditures, to allow for newer employees (who are not at the top of their pay range) to potentially receive merit wage increases and due to the request for an internal promotion to the Superintendent level. Additionally, there are slightly more staff, including building maintenance and the city's electrician, with partial allocations to the motor pool fund in fiscal year 2022-23 based on time charged in the previous calendar year. Fiscal year 2021-22 projected year-end activity is low due to a position that became vacant during the year due to a staff taking a promotion in a different department.

**Relative to the fiscal year 2021-22 original budget, gasoline is increasing \$100,000 due to rising costs, contracted worker services is increasing \$75,000 to undertake a DPS facility usage study (per CIP), and miscellaneous building and repair maintenance services is increasing \$26,000 for due care monitoring related to the DPS site closure.**

**Capital projects include \$50,000 to install dedicated charging infrastructure in preparation of converting some of the city's vehicle fleet to full electric vehicles (carryover project from fiscal year 2021-22) and \$150,000 to purchase a small refuse compactor truck for the solid waste fund.** Future operating costs and savings related to the capital purchases have not been quantified by the requesting department.

The following replacement vehicles for fiscal year 2022-23 will be funded with the cash on-hand in the motor pool fund that accumulated by way of charging user departments for replacement costs:

<b>fire department:</b>	
E-1 Aerial	<b>\$1,700,000</b>
<b>highway division:</b>	
Bobcat L 873	<b>150,800</b>
muller mixer	<b>6,500</b>
<b>parks &amp; forestry:</b>	
trailer	<b>16,800</b>
<b>police department:</b>	
3 cars	<b>154,900</b>
2 SUV's	<b>109,500</b>
truck	<b>45,400</b>
<b>FY 2022-23 total:</b>	<b>\$2,183,900</b>



## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	4,900,007	4,242,713	4,334,353	4,692,312	5,629,242	6,598,882
Revenues and transfers from other funds	5,212,590	5,463,390	5,620,660	5,782,650	5,949,500	6,121,360
*Expenditures and transfers to other funds	5,336,050	5,371,750	5,262,701	4,845,720	4,979,860	5,132,074
Net Change in Net Assets	(123,460)	91,640	357,959	936,930	969,640	989,286
Ending Unrestricted Net Assets	4,242,713	4,334,353	4,692,312	5,629,242	6,598,882	7,588,168

\*depreciation of approximately \$1.35M is removed from expenses

## Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2018-2019 Actual	0	0	0	237,130	5,348,350	255,340	5,840,820
2019-2020 Actual	0	0	0	188,830	4,799,010	36,000	5,023,840
2020-2021 Actual	0	0	0	28,050	4,796,860	437,540	5,262,450
2021-2022 Original Budget	0	0	0	21,000	4,782,040	0	4,803,040
2021-2022 Adjusted Budget (Dec)	0	0	0	21,000	4,782,040	0	4,803,040
2021-2022 Six Month Actual	0	0	0	5,770	2,516,230	0	2,522,000
2021-2022 Estimated Year End	0	0	0	11,520	5,048,220	152,850	5,212,590
2022-2023 Dept Request	0	0	0	11,000	5,302,390	150,000	5,463,390
2022-2023 Manager's Budget	0	0	0	11,000	5,302,390	150,000	5,463,390
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	11,000	5,459,660	150,000	5,620,660
2024-2025 Projected Budget	0	0	0	11,000	5,621,650	150,000	5,782,650
2025-2026 Projected Budget	0	0	0	11,000	5,788,500	150,000	5,949,500
2026-2027 Projected Budget	0	0	0	11,000	5,960,360	150,000	6,121,360

## Expenditures

<b>661.442 MOTOR POOL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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	1,665,950	266,090	4,365,980
2020-2021 Actual	1,001,360	657,240	109,030	1,780,300	257,680	3,805,610
2021-2022 Original Budget	1,022,100	876,270	2,250,000	1,830,430	520,750	6,499,550
2021-2022 Adjusted Budget (Dec)	1,022,100	876,270	2,250,000	1,830,430	520,750	6,499,550
2021-2022 Six Month Actual	468,100	335,800	969,630	883,500	126,810	2,783,840
2021-2022 Estimated Year End	1,021,980	884,470	2,427,020	1,829,180	520,750	6,683,400
2022-2023 Dept Request	1,061,550	978,200	2,233,900	1,930,100	518,000	6,721,750
2022-2023 Manager's Budget	1,061,550	978,200	2,233,900	1,930,100	518,000	6,721,750
2022-2023 Adopted Budget						
2023-2024 Projected Budget	1,096,090	1,008,200	2,130,559	1,834,290	543,562	6,612,701
2024-2025 Projected Budget	1,131,870	1,039,700	1,642,528	1,843,860	537,762	6,195,720
2025-2026 Projected Budget	1,168,940	1,072,780	1,700,211	1,853,830	534,099	6,329,860
2026-2027 Projected Budget	1,207,330	1,107,510	1,770,201	1,864,200	532,833	6,482,074

### Cost Center Position Detail - Home Base

Full & Part-Time Employees

Motor Pool		Fiscal Year								
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<u>Full-Time Positions</u>										
Superintendent - Motor Pool		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Motor Pool Supervisor		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Budget Analyst		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
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	0.0	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	1.0	1.0	1.0	1.0
Motor Pool - MC III		0.0	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

*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.

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### 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.

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:

The workers' compensation fund expenses are budgeted to increase relative to the 2021-22 original budget based upon actual higher claim costs during 2021-22. A small use of fund balance is budgeted.

## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	1,579,004	1,469,194	1,320,044	1,174,894	1,033,794	896,794
Revenues and transfers from other funds	395,580	351,250	358,250	365,390	372,670	380,100
Expenditures and transfers to other funds	505,390	500,400	503,400	506,490	509,670	512,950
Net Change in Net Assets	(109,810)	(149,150)	(145,150)	(141,100)	(137,000)	(132,850)
Ending Unrestricted Net Assets	1,469,194	1,320,044	1,174,894	1,033,794	896,794	763,944

## Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	377,500	4,350	412,990	0	794,840
2021-2022 Original Budget	0	0	387,070	3,750	0	0	390,820
2021-2022 Adjusted Budget (Dec)	0	0	387,070	3,750	0	0	390,820
2021-2022 Six Month Actual	0	0	226,750	890	0	0	227,640
2021-2022 Estimated Year End	0	0	393,800	1,780	0	0	395,580
2022-2023 Dept Request	0	0	350,050	1,200	0	0	351,250
2022-2023 Manager's Budget	0	0	350,050	1,200	0	0	351,250
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	357,050	1,200	0	0	358,250
2024-2025 Projected Budget	0	0	364,190	1,200	0	0	365,390
2025-2026 Projected Budget	0	0	371,470	1,200	0	0	372,670
2026-2027 Projected Budget	0	0	378,900	1,200	0	0	380,100

## Expenditures

<b>677.871 WORKERS COMPENSATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	310,720	0	0	205,580	0	516,300
2021-2022 Original Budget	300,000	0	0	143,190	0	443,190
2021-2022 Adjusted Budget (Dec)	300,000	0	0	143,190	0	443,190
2021-2022 Six Month Actual	84,720	0	0	37,780	0	122,500
2021-2022 Estimated Year End	350,000	0	0	155,390	0	505,390
2022-2023 Dept Request	350,000	0	0	150,400	0	500,400
2022-2023 Manager's Budget	350,000	0	0	150,400	0	500,400
2022-2023 Adopted Budget						
2023-2024 Projected Budget	353,000	0	0	150,400	0	503,400
2024-2025 Projected Budget	356,090	0	0	150,400	0	506,490
2025-2026 Projected Budget	359,270	0	0	150,400	0	509,670
2026-2027 Projected Budget	362,550	0	0	150,400	0	512,950

*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 2019-20 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 2022-23:

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 4%. The BCBS stop loss rate is decreasing by 8%. The BCBS administration fee is increasing 1%. Nearly 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

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	6,923,284	6,141,754	5,783,784	5,394,764	4,959,384	4,517,324
Revenues and transfers from other funds	10,846,370	11,254,930	11,817,380	12,407,950	13,028,050	13,679,160
Expenditures and transfers to other funds	11,627,900	11,612,900	12,206,400	12,843,330	13,470,110	14,128,220
Net Change in Net Assets	(781,530)	(357,970)	(389,020)	(435,380)	(442,060)	(449,060)
Ending Unrestricted Net Assets	6,141,754	5,783,784	5,394,764	4,959,384	4,517,324	4,068,264

## Revenues

<b>678.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	0	10,742,930	0	0	10,742,930
2021-2022 Original Budget	0	0	0	11,297,630	0	0	11,297,630
2021-2022 Adjusted Budget (Dec)	0	0	0	11,297,630	0	0	11,297,630
2021-2022 Six Month Actual	0	0	0	5,116,910	0	0	5,116,910
2021-2022 Estimated Year End	0	0	0	10,846,370	0	0	10,846,370
2022-2023 Dept Request	0	0	0	11,254,930	0	0	11,254,930
2022-2023 Manager's Budget	0	0	0	11,254,930	0	0	11,254,930
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	11,817,380	0	0	11,817,380
2024-2025 Projected Budget	0	0	0	12,407,950	0	0	12,407,950
2025-2026 Projected Budget	0	0	0	13,028,050	0	0	13,028,050
2026-2027 Projected Budget	0	0	0	13,679,160	0	0	13,679,160

## Expenditures

<b>678.851 Medical</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	10,085,400	0	10,085,400
2021-2022 Original Budget	0	0	0	11,497,600	0	11,497,600
2021-2022 Adjusted Budget (Dec)	0	0	0	11,497,600	0	11,497,600
2021-2022 Six Month Actual	0	0	0	6,447,210	0	6,447,210
2021-2022 Estimated Year End	0	0	0	11,627,900	0	11,627,900
2022-2023 Dept Request	0	0	0	11,612,900	0	11,612,900
2022-2023 Manager's Budget	0	0	0	11,612,900	0	11,612,900
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	12,206,400	0	12,206,400
2024-2025 Projected Budget	0	0	0	12,843,330	0	12,843,330
2025-2026 Projected Budget	0	0	0	13,470,110	0	13,470,110
2026-2027 Projected Budget	0	0	0	14,128,220	0	14,128,220

*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 fifteen years, the city has received nearly \$6.5 million in net asset distributions from the MMRMA.

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### GOALS

1. To minimize general liability and property losses.

### OBJECTIVES

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#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-23:**

The budget assumes a \$150,000 net asset distribution (NAD) from the MMRMA.

The 2022-23 budget assumes a 5.5% premium increase and a contribution of \$400,000 to the city's retention fund. The actual premium change will be known after the delivery of the 2022-23 proposed budget.



## Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	798,981	669,361	669,661	662,461	647,381	624,041
Revenues and transfers from other funds	1,700,780	1,470,700	1,536,700	1,606,000	1,678,770	1,755,170
Expenditures and transfers to other funds	1,830,400	1,470,400	1,543,900	1,621,080	1,702,110	1,787,200
Net Change in Net Assets	(129,620)	300	(7,200)	(15,080)	(23,340)	(32,030)
Ending Unrestricted Net Assets	669,361	669,661	662,461	647,381	624,041	592,011

## Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	1,895,350	0	0	1,895,350
2021-2022 Original Budget	0	0	0	1,702,000	0	0	1,702,000
2021-2022 Adjusted Budget (Dec)	0	0	0	1,702,000	0	0	1,702,000
2021-2022 Six Month Actual	0	0	0	1,080,930	0	0	1,080,930
2021-2022 Estimated Year End	0	0	0	1,700,780	0	0	1,700,780
2022-2023 Dept Request	0	0	0	1,470,700	0	0	1,470,700
2022-2023 Manager's Budget	0	0	0	1,470,700	0	0	1,470,700
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	1,536,700	0	0	1,536,700
2024-2025 Projected Budget	0	0	0	1,606,000	0	0	1,606,000
2025-2026 Projected Budget	0	0	0	1,678,770	0	0	1,678,770
2026-2027 Projected Budget	0	0	0	1,755,170	0	0	1,755,170

## Expenditures

<b>679.881 General Liability and Property</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	1,833,890	0	1,833,890
2021-2022 Original Budget	0	0	0	1,830,500	0	1,830,500
2021-2022 Adjusted Budget (Dec)	0	0	0	1,830,500	0	1,830,500
2021-2022 Six Month Actual	0	0	0	1,080,370	0	1,080,370
2021-2022 Estimated Year End	0	0	0	1,830,400	0	1,830,400
2022-2023 Dept Request	0	0	0	1,470,400	0	1,470,400
2022-2023 Manager's Budget	0	0	0	1,470,400	0	1,470,400
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	1,543,900	0	1,543,900
2024-2025 Projected Budget	0	0	0	1,621,080	0	1,621,080
2025-2026 Projected Budget	0	0	0	1,702,110	0	1,702,110
2026-2027 Projected Budget	0	0	0	1,787,200	0	1,787,200



## **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. These funds are not legally appropriated; however, they are audited.

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 2022-23:

As of the last actuarial report dated June 30, 2021, the required employer contribution is \$8,509,753, an decrease of approximately \$105,600. 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

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	182,401,892	185,143,762	189,477,102	194,155,072	199,215,412	204,699,272
Revenues and transfers from other funds	23,186,150	25,195,240	26,352,420	27,582,200	28,889,540	30,279,800
Expenditures and transfers to other funds	20,444,280	20,861,900	21,674,450	22,521,860	23,405,680	24,327,570
Net Change in Net Assets	2,741,870	4,333,340	4,677,970	5,060,340	5,483,860	5,952,230
Ending Unrestricted Net Assets	185,143,762	189,477,102	194,155,072	199,215,412	204,699,272	210,651,502

Note: the forecasted years is a simple extrapolation of fiscal year 2022-23 and not intended to be an accurate forecast due to market fluctuations etc.

## Revenues

<b>731.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	0	52,770,330	810	0	52,771,140
2021-2022 Original Budget	0	0	0	22,239,030	0	0	22,239,030
2021-2022 Adjusted Budget (Dec)	0	0	0	22,239,030	0	0	22,239,030
2021-2022 Six Month Actual	0	0	0	10,976,830	190	0	10,977,020
2021-2022 Estimated Year End	0	0	0	23,185,960	190	0	23,186,150
2022-2023 Dept Request	0	0	0	25,195,240	0	0	25,195,240
2022-2023 Manager's Budget	0	0	0	25,195,240	0	0	25,195,240
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	26,352,420	0	0	26,352,420
2024-2025 Projected Budget	0	0	0	27,582,200	0	0	27,582,200
2025-2026 Projected Budget	0	0	0	28,889,540	0	0	28,889,540
2026-2027 Projected Budget	0	0	0	30,279,800	0	0	30,279,800

## Expenditures

<b>731.237 RETIREMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	600	0	0	20,312,600	0	20,313,200
2021-2022 Original Budget	0	0	0	22,239,030	0	22,239,030
2021-2022 Adjusted Budget (Dec)	0	0	0	22,239,030	0	22,239,030
2021-2022 Six Month Actual	720	0	0	9,832,620	0	9,833,340
2021-2022 Estimated Year End	1,440	0	0	20,442,840	0	20,444,280
2022-2023 Dept Request	1,450	0	0	20,860,450	0	20,861,900
2022-2023 Manager's Budget	1,450	0	0	20,860,450	0	20,861,900
2022-2023 Adopted Budget						
2023-2024 Projected Budget	1,450	0	0	21,673,000	0	21,674,450
2024-2025 Projected Budget	1,450	0	0	22,520,410	0	22,521,860
2025-2026 Projected Budget	1,450	0	0	23,404,230	0	23,405,680
2026-2027 Projected Budget	1,450	0	0	24,326,120	0	24,327,570

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 2022-23:

As of the last bi-annual actuarial valuation report dated June 30, 2020, the annual recommended contribution (ARC) for fiscal year beginning July 1, 2022, is \$1,390,614, an increase of nearly \$108,200. 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

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Unrestricted Net Assets	127,228,877	134,215,527	144,158,527	154,656,907	165,786,957	177,572,807
Revenues and transfers from other funds	15,289,360	18,393,750	19,236,730	20,139,350	21,105,900	22,140,990
Expenditures and transfers to other funds	8,302,710	8,450,750	8,738,350	9,009,300	9,320,050	9,643,060
Net Change in Net Assets	6,986,650	9,943,000	10,498,380	11,130,050	11,785,850	12,497,930
Ending Unrestricted Net Assets	134,215,527	144,158,527	154,656,907	165,786,957	177,572,807	190,070,737

Note: the forecasted years is a simple extrapolation of fiscal year 2022-23 and not intended to be an accurate forecast due to market fluctuations etc.

## Revenues

<b>736.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
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 Actual	0	0	0	36,871,480	962,810	0	37,834,290
2021-2022 Original Budget	0	0	0	11,406,000	1,514,370	0	12,920,370
2021-2022 Adjusted Budget (Dec)	0	0	0	11,406,000	1,514,370	0	12,920,370
2021-2022 Six Month Actual	0	0	0	7,803,150	465,310	0	8,268,460
2021-2022 Estimated Year End	0	0	0	13,850,000	1,439,360	0	15,289,360
2022-2023 Dept Request	0	0	0	16,990,000	1,403,750	0	18,393,750
2022-2023 Manager's Budget	0	0	0	16,990,000	1,403,750	0	18,393,750
2022-2023 Adopted Budget							
2023-2024 Projected Budget	0	0	0	17,804,900	1,431,830	0	19,236,730
2024-2025 Projected Budget	0	0	0	18,678,880	1,460,470	0	20,139,350
2025-2026 Projected Budget	0	0	0	19,616,220	1,489,680	0	21,105,900
2026-2027 Projected Budget	0	0	0	20,621,520	1,519,470	0	22,140,990

## Expenditures

<b>736.860 RETIREE INSURANCE BENEFITS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
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 Actual	0	0	0	8,288,960	0	8,288,960
2021-2022 Original Budget	0	0	0	12,920,370	0	12,920,370
2021-2022 Adjusted Budget (Dec)	0	0	0	12,920,370	0	12,920,370
2021-2022 Six Month Actual	0	0	0	4,070,430	0	4,070,430
2021-2022 Estimated Year End	0	0	0	8,302,710	0	8,302,710
2022-2023 Dept Request	0	0	0	8,450,750	0	8,450,750
2022-2023 Manager's Budget	0	0	0	8,450,750	0	8,450,750
2022-2023 Adopted Budget						
2023-2024 Projected Budget	0	0	0	8,738,350	0	8,738,350
2024-2025 Projected Budget	0	0	0	9,009,300	0	9,009,300
2025-2026 Projected Budget	0	0	0	9,320,050	0	9,320,050
2026-2027 Projected Budget	0	0	0	9,643,060	0	9,643,060





## **Supplemental Information**

Building Authorities

- Fire

Biographies

- Elected Officials
- Management

City Property

Glossary

Principal Employers and  
Taxpayers

SEMCOG Community Profile

## Fire Building Authority Budget Summary

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	629,300	0	0	0	0	0
Expenditures and transfers to other funds	629,300	0	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
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 Actual	0	0	0	0	632,970	0	632,970
2021-2022 Original Budget	0	0	0	0	629,300	0	629,300
2021-2022 Adjusted Budget (Dec)	0	0	0	0	629,300	0	629,300
2021-2022 Six Month Actual	0	0	0	0	629,300	0	629,300
2021-2022 Estimated Year End	0	0	0	0	629,300	0	629,300
2022-2023 Dept Request	0	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0	0
2022-2023 Adopted Budget							
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
2026-2027 Projected Budget	0	0	0	0	0	0	0

## Fire Building Authority Expenditures

<b>573.336 FIRE BUILDING AUTHORITY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2018-2019 Actual	0	0	0	0	628,080	628,080
2019-2020 Actual	0	0	0	0	630,820	630,820
2020-2021 Actual	0	0	0	0	632,970	632,970
2021-2022 Original Budget	0	0	0	0	629,300	629,300
2021-2022 Adjusted Budget (Dec)	0	0	0	0	629,300	629,300
2021-2022 Six Month Actual	0	0	0	0	629,300	629,300
2021-2022 Estimated Year End	0	0	0	0	629,300	629,300
2022-2023 Dept Request	0	0	0	0	0	0
2022-2023 Manager's Budget	0	0	0	0	0	0
2022-2023 Adopted Budget						
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
2026-2027 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 2003. He has extensive public policy experience and currently works as the Executive Director of Public Policy, Advocacy and Communications 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 is retired from a career in public relations and association management, largely in the community and economic development sectors. She received a bachelor's degree in from Michigan State University. She is a past, present, and current board member of the Michigan Association of Planning and a 15-year member of the Royal Oak Planning Commission.

#### 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.

44<sup>th</sup> District Court Judge

Derek Meinecke

The honorable Judge Meinecke was elected 44<sup>th</sup> 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 44<sup>th</sup> 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.

44<sup>th</sup> 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. 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.

**Deputy City Manager**

Todd Fenton

Todd Fenton joined Royal Oak as its first Economic Development manager in 2014 and was promoted to Deputy City manager in 2021. With over fifteen years of economic development experience in both public and private sectors. Fenton is a certified Economic Development (CEcD) and a licensed attorney in the State of Michigan. A graduate of the University of Michigan, Ann Arbor, and the University of Detroit Mercy School of Law. Fenton currently sits on the Advisory Council for the Michigan Economic Developers Association. He is also a full member of the Urban land Institute where he serves on its Housing and Community Development Local Product Council in Michigan.

**Fiscal Manager**

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.

**44<sup>th</sup> 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.

Police Chief

Michael Moore

Chief Moore was appointed to the position of police chief in March 2021 after being named interim chief in November 2020. He previously held the rank of deputy chief of both staff services and operations, commander of the professional standards unit, lieutenant, sergeant, detective, and patrol officer. He also was assigned to the Drug Enforcement Administration as a task force agent. He earned a bachelor's degree in criminal justice and a master's degree in criminology,

both from Michigan State University. He is also a graduate of Eastern Michigan University's Staff and Command Executive Leadership School. Chief Moore is also an active member of the International Association of Chiefs of Police (IACP), the Michigan Association of Chiefs of Police (MACP), and the Southeastern Michigan Association of Chiefs of Police (SEMACP).

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.

### 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.

### 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.

## Supplemental Information – City Owned Property

Parking Structure - 11 Mile Rd.	Lot - Troy St.	Park - Maddock
Parking Structure - 4th & Lafayette	Lot - Woodward at Harrison	Park - Marais-Dickie Putnam
5th & Williams Properties	Lot - Woodward S. of Harrison	Park - Mark Twain
6th & Lafayette Parking Deck	Mahany/Meininger Center	Park - Marks
Animal Shelter	Memorial Park-Concession Bldg	Park - Maudlin
Barricade Storage Building	Memorial Park-Press Box	Park - Meininger
Center St Parking Structure	Memorial Park-Press Box	Park - Memorial
City Buildings	Memorial Park-Press Box	Park - Miller
City Hall - 203 S. Williams	Memorial Park-Restroom Bldg	Park - Normandy Oaks
Courthouse - Bldg	Memorial Park-Restroom Bldg	Park - Pioneer
Courthouse - Land	Memorial Park-Storage Bldg	Park - Quickstad
Dept Of Public Service Bldg	Orson Starr House	Park - Realtor
Eagle Plaza	Orson Starr House Garage	Park - Red Run
Farmers Mkt - Bldg	Park – 13 & Main (Not Dedicated)	Park - Rotary
Farmers Mkt - Land	Park - Barton North	Park - Starr-Jaycee
Fire Station #1 (Renovations)	Park - Barton South	Park - Sullivan
Fire Station #1 (Troy St)	Park - Bassett	Park - Upton
Fire Station #2 (Museum) (Webster)	Park - Beechwood	Park - VFW
Fire Station #3 (Rochester)	Park - Clawson	Park - Wagner
Fire Station #4 (Woodward)	Park - Centennial Commons	Park - Waterworks
Fire Station #4 (Storage Bldg)	Park - Cody	Park - Wendland
Golf Course - Cart Storage Facility	Park - Cummingston	Park - Westwood
Golf Course - Clubhouse	Park - Dickinson	Park - Whittier
Golf Course - Pump House #1	Park - Dondero	Park - Lions Club
Golf Course - Pump House #2	Park - Elks	Park - Worden
Ice Arena - Bldg (East Rink)	Park - Exchange	Parking Deck - 2nd & Center
Ice Arena - Bldg (West Rink)	Park - Fernwood	Parking Deck - 4th & Lafayette
Ice Arena - Land	Park - Franklin	Parking Deck - 5th & Lafayette
Land - 600 Fernwood	Park - Fred Pieper Optimist	Police Station
Land (For 606 Lloyd Property)	Park - Fries	RO Club Maintenance Bldg
Land Under Roadways	Park - Fulton	Rr R/W Forestdale & Cedar Hill
Land - Normandy Oaks	Park - Grant	Rr R/W Woodsboro Park
Library	Park - Gunn Dyer	Salt Shed
Lot - 11 Mile & Troy	Park - Milton Hey-Hudson	Salter Community Center
Lot - 3rd & Williams	Park - Huntington Woods	Soccer Dome
Lot - 600 S. Main	Park - Kenwood	Vacant - Woodward & Hunter
Lot - Crooks & Main	Park - Lawson	Vacant/Closed Street - Batavia
Lot - Farmers Mkt	Park - Lockman	

## Supplemental Information – Principal Employers and Taxpayers

### Principal Employers

Company Name	Product/Service	2012			2021		
		Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
William Beaumont Hospital	Hospital	9,602	1	28.99%	8,081	1	21.82%
Royal Oak Public Schools	Education	397	3	1.20%	690	2	1.86%
City of Royal Oak	Municipality	427	2	1.29%	466	3	1.26%
Consumers Energy	Utility	265	9	0.80%	375	4	1.01%
Flex-n-Gate	Automotive supplier	374	5	1.13%	346*	5	0.93%
Holiday Market	Retailer/grocery store	270	8	0.82%	295*	6	0.80%
Detroit Zoo	Zoo	241	10	0.73%	292*	7	0.79%
Kroger	Retailer/grocery store				290*	8	0.78%
Meijer	Retailer/grocery store	327	7	0.99%	234*	9	0.63%
HHI - Form Tech Industries, LLC	Automotive supplier	340	6	1.03%	n/a		
Oakland Community College	Education	377	4	1.14%	173	10	0.47%
Total		<u>12,620</u>		<u>38.10%</u>	<u>11,242</u>		<u>30.36%</u>

### Principal Taxpayers

Taxpayer	Assessment Year 2012			Assessment Year 2021		
	Taxable Value	Rank	Percentage of Total	Taxable Value	Rank	Percentage of Total
Consumers Energy Company	\$ 13,938,460	5	0.63%	44,218,360	1	1.46%
DTE Electric Company	21,293,550	1	0.96%	30,680,350	2	1.02%
Trailhead RO, LLC				25,580,080	3	0.65%
WM Beaumont Hospital	16,994,750	2	0.76%	19,512,020	4	0.95%
Woodward Corners by Beaumont				16,211,100	5	0.54%
Meijer Inc.				13,109,660	6	0.43%
Midtown Pointe, LLC				13,011,670	7	0.43%
H2 Royal Oak, LLC	9,261,160	8	0.42%	7,580,880	8	0.25%
Etkin Acquisition RO, LLC				6,627,090	9	0.22%
Garber Family Partnership				6,500,140	10	0.22%
Flex-n-Gate	15,677,130	3	0.71%			
Sprint Holdings / Form Tech	14,301,530	4	0.64%			
Amber Equities, LLC	11,889,300	6	0.53%			
Sears Holding	10,763,790	7	0.48%			
H2 Royal Oak, LLC	9,261,160	9	0.48%			
CH Royal Oak, LLC	7,768,990	10	0.35%			
Total taxable value of ten largest taxpayers	130,788,480		5.89%	186,031,350		6.16%
Total taxable value of all other taxpayers	<u>2,091,587,280</u>		<u>94.11%</u>	<u>2,833,260,500</u>		<u>93.84%</u>
Total taxable value of all taxpayers	<u>\$ 2,222,375,760</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, inter-governmental (e.g., state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Royal Oak 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 2020 Population:  
58,211  
Area: 11.8 square miles

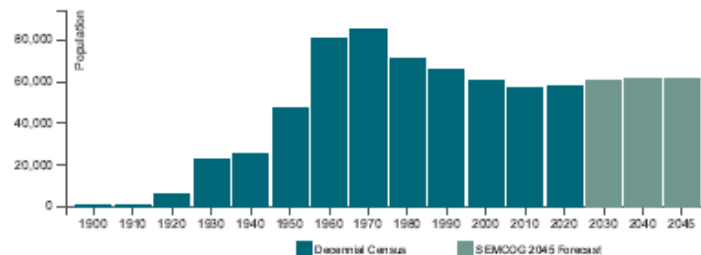
[VIEW COMMUNITY EXPLORER MAP](#)

[VIEW 2020 CENSUS MAP](#)

## Population and Households

Link to American Community Survey (ACS) Profiles: **Select a Year** 2016-2020 ▾ **Social | Demographic**  
**Population and Household Estimates for Southeast Michigan, 2021**

### 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 2020	Census 2010	Change 2010-2020	Pct Change 2010-2020	SEMCOG Jul 2021	SEMCOG 2045
<b>Total Population</b>	58,211	57,236	975	1.7%	58,162	61,612
<b>Group Quarters Population</b>	225	404	-179	-44.3%	225	331
<b>Household Population</b>	57,986	56,832	1,154	2.0%	57,937	61,281
<b>Housing Units</b>	31,244	30,207	1,037	3.4%	31,325	-
<b>Households (Occupied Units)</b>	29,364	28,063	1,301	4.6%	29,432	29,386
<b>Residential Vacancy Rate</b>	6.0%	7.1%	-1.1%	-	6.0%	-
<b>Average Household Size</b>	1.97	2.03	-0.05	-	1.97	2.09

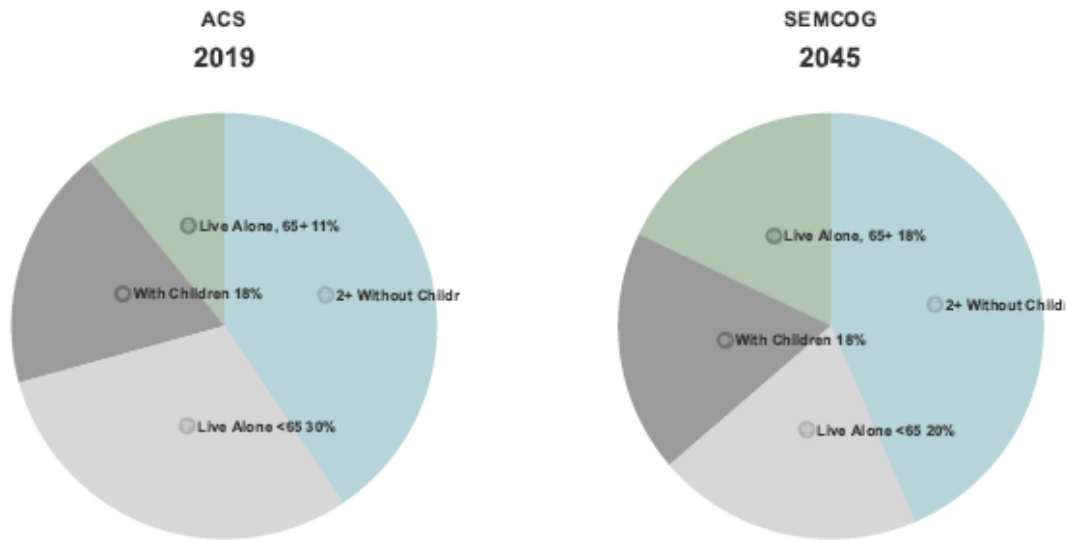
Source: U.S. Census Bureau and SEMCOG 2045 Regional Development Forecast

## Components of Population Change

Components of Population Change	2000- 2005 Avg.	2006- 2010 Avg.	2011-2018 Avg.
<b>Natural Increase (Births - Deaths)</b>	256	252	288
<b>Births</b>	906	770	751
<b>Deaths</b>	650	518	463
<b>Net Migration (Movement In - Movement Out)</b>	-1,063	-10	177
<b>Population Change (Natural Increase + Net Migration)</b>	-807	242	465

Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG

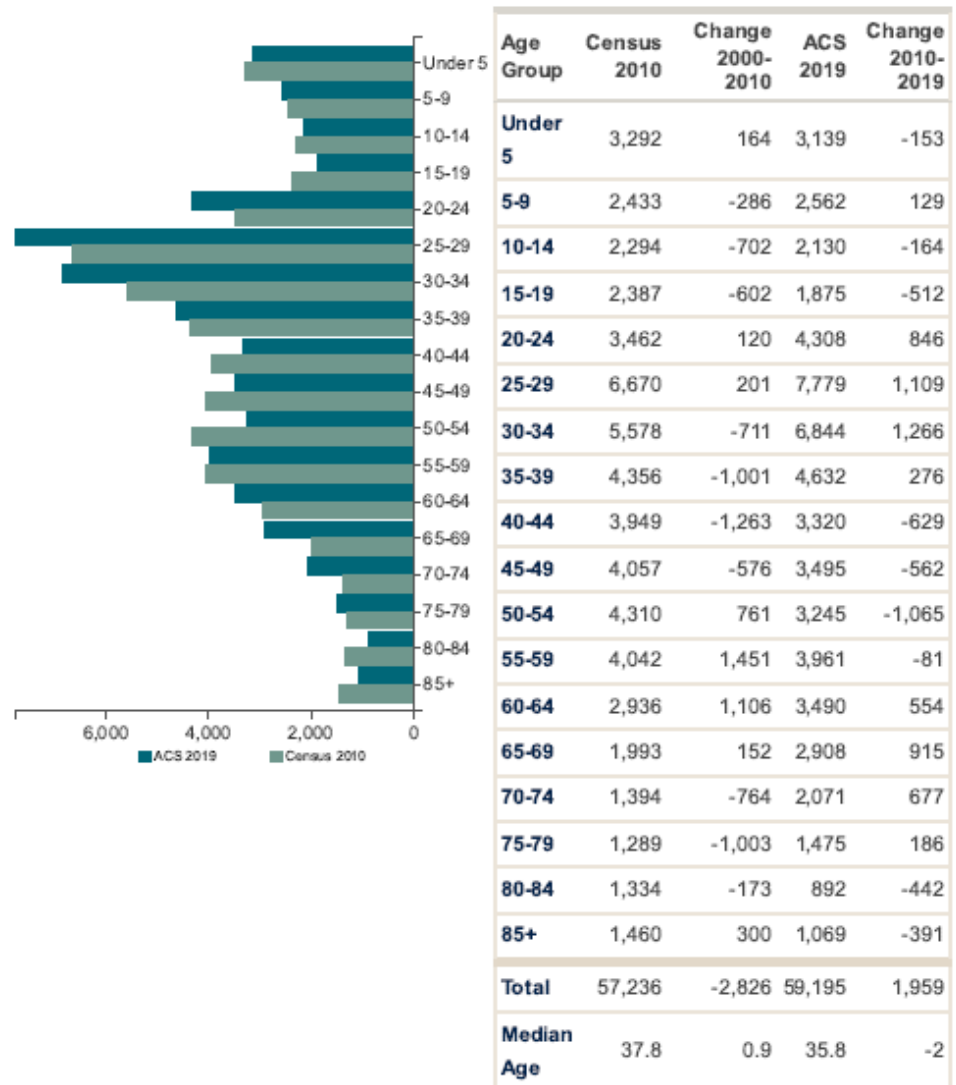
## Household Types



Household Types	Census 2010	ACS 2019	Change 2010-2019	Pct Change 2010-2019	SEMCOG 2045
<b>With Seniors 65+</b>	5,732	6,275	543	9.5%	11,743
<b>Without Seniors</b>	22,331	22,453	122	0.5%	17,643
<b>Live Alone, 65+</b>	2,999	3,134	135	4.5%	5,270
<b>Live Alone, &lt;65</b>	8,620	8,657	37	0.4%	5,915
<b>2+ Persons, With children</b>	5,620	5,281	-339	-6%	5,399
<b>2+ Persons, Without children</b>	10,824	11,656	832	7.7%	12,802
<b>Total Households</b>	28,063	28,728	665	2.4%	29,386

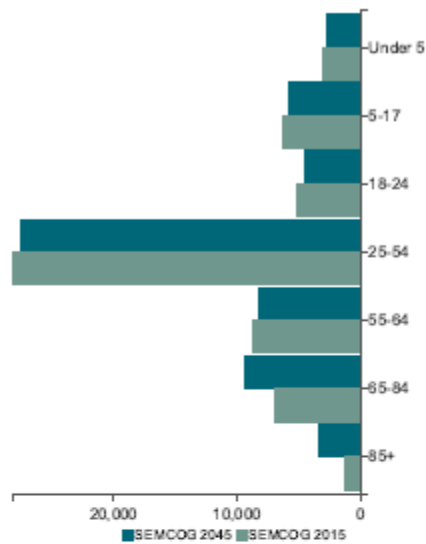
Source: U.S. Census Bureau, Decennial Census, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Population Change by Age, 2010-2019



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
<b>Under 5</b>	3,044	2,886	2,967	2,987	2,848	2,714	2,686	-358	-11.8%
<b>5-17</b>	6,267	5,746	5,634	5,762	5,773	5,906	5,870	-397	-6.3%
<b>18-24</b>	5,177	5,156	4,877	4,558	4,436	4,429	4,534	-643	-12.4%
<b>25-54</b>	28,124	26,632	26,762	26,801	26,864	27,057	27,482	-642	-2.3%
<b>55-64</b>	8,730	9,927	9,349	8,673	8,056	8,022	8,282	-448	-5.1%
<b>65-84</b>	6,959	8,196	9,294	9,868	9,965	10,012	9,380	2,421	34.8%
<b>85+</b>	1,209	1,387	1,673	2,189	2,723	2,972	3,378	2,169	179.4%
<b>Total</b>	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
<b>60 and over</b>	10,406	11,905	1,499	14.4%	16,814
<b>65 and over</b>	7,470	8,415	945	12.7%	12,758
<b>65 to 84</b>	6,010	7,346	1,336	22.2%	9,380
<b>85 and Over</b>	1,460	1,069	-391	-26.8%	3,378
<b>Under 18</b>	9,555	9,083	-472	-4.9%	8,556
<b>5 to 17</b>	6,263	5,944	-319	-5.1%	5,870
<b>Under 5</b>	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

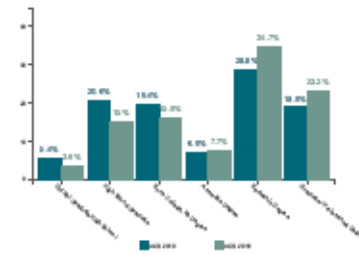
## Race and Hispanic Origin

Race and Hispanic Origin	Census 2010	Percent of Population 2010	Census 2020	Percent of Population 2020	Percentage Point Change 2010-2020
<b>Non-Hispanic</b>	55,896	97.7%	56,071	96.3%	-1.3%
<b>White</b>	50,975	89.1%	49,324	84.7%	-4.3%
<b>Black</b>	2,399	4.2%	2,097	3.6%	-0.6%
<b>Asian</b>	1,339	2.3%	1,880	3.2%	0.9%
<b>Multi-Racial</b>	969	1.7%	2,467	4.2%	2.5%
<b>Other</b>	214	0.4%	303	0.5%	0.1%
<b>Hispanic</b>	1,340	2.3%	2,140	3.7%	1.3%
<b>Total</b>	57,236	100%	58,211	100%	0%

Source: U.S. Census Bureau Decennial Census

## 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			

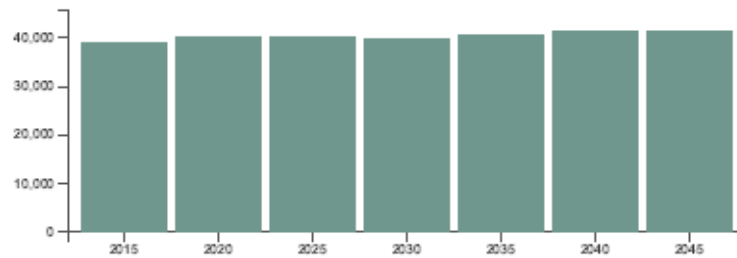


Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

## Economy & Jobs

Link to American Community Survey (ACS) Profiles: **Select a Year** 2016-2020 **Economic**

### Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast



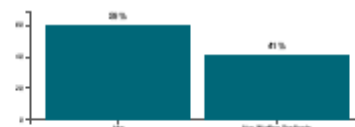
## Forecasted Jobs by Industry Sector

Forecasted Jobs By Industry Sector	2015	2020	2025	2030	2035	2040	2045	Change 2015-2045	Pct Change 2015-2045
<b>Natural Resources, Mining, &amp; Construction</b>	1,559	1,791	1,706	1,688	1,718	1,739	1,761	202	13%
<b>Manufacturing</b>	1,607	1,443	1,355	1,248	1,179	1,123	1,059	-548	-34.1%
<b>Wholesale Trade</b>	832	859	859	849	849	847	841	9	1.1%
<b>Retail Trade</b>	3,384	3,471	3,318	3,106	3,098	3,015	2,921	-463	-13.7%
<b>Transportation, Warehousing, &amp; Utilities</b>	893	906	908	878	868	865	869	-24	-2.7%
<b>Information &amp; Financial Activities</b>	4,624	4,636	4,515	4,396	4,384	4,402	4,395	-229	-5%
<b>Professional and Technical Services &amp; Corporate HQ</b>	3,216	3,565	3,800	3,958	4,220	4,475	4,646	1,430	44.5%
<b>Administrative, Support, &amp; Waste Services</b>	2,993	3,080	3,116	3,132	3,198	3,269	3,312	319	10.7%
<b>Education Services</b>	1,153	1,156	1,150	1,145	1,159	1,175	1,186	33	2.9%
<b>Healthcare Services</b>	11,614	12,071	12,301	12,285	12,564	12,906	13,045	1,431	12.3%
<b>Leisure &amp; Hospitality</b>	4,480	4,665	4,670	4,659	4,730	4,998	5,002	522	11.7%
<b>Other Services</b>	2,089	2,151	2,101	2,066	2,060	2,046	2,019	-70	-3.4%
<b>Public Administration</b>	363	358	356	356	355	355	355	-8	-2.2%
<b>Total Employment Numbers</b>	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**

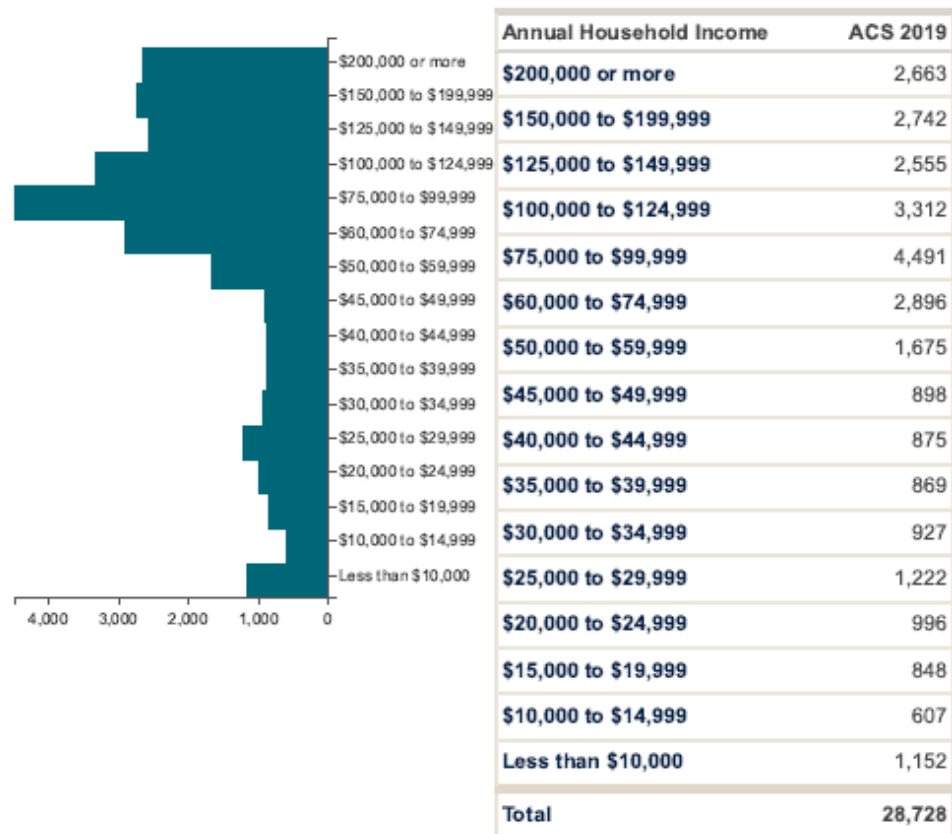
## Supplemental Information – SEMCOG Community Profile

### Household Income

Income (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
<b>Median Household Income</b>	\$70,562	\$81,665	\$11,103	15.7%
<b>Per Capita Income</b>	\$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
<b>Persons in Poverty</b>	3,893	6.8%	3,856	6.6%	-0.3%
<b>Households in Poverty</b>	2,156	7.7%	1,959	6.8%	-0.9%

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** 2016-2020 **Housing**

### Building Permits 2000 - 2022

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	96	0	60	452	608	77	531
2019	90	0	26	235	351	77	274
2020	65	0	20	69	154	84	70
2021	69	0	0	69	138	76	62
2022	10	0	0	0	10	5	5
<b>2000 to 2022 totals</b>	<b>1,332</b>	<b>6</b>	<b>272</b>	<b>1,502</b>	<b>3,112</b>	<b>950</b>	<b>2,162</b>

Source: **SEMCOG Development**

Note: Permit data for most recent years may be incomplete and is updated monthly.

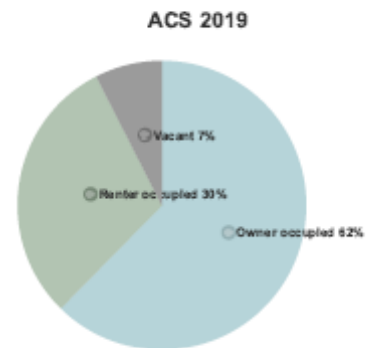
## Housing Types

Housing Type	ACS 2010	ACS 2019	Change 2010-2019	New Units Permitted Since 2018
Single Unit	20,701	21,054	353	309
Multi-Unit	9,700	9,917	217	931
Mobile Homes or Other	162	83	-79	0
<b>Total</b>	<b>30,563</b>	<b>31,054</b>	<b>491</b>	<b>1,240</b>
Units Demolished				-294
Net (Total Permitted Units - Units Demolished)				946

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
<b>Total Housing Units</b>	<b>30,207</b>	<b>31,054</b>	<b>847</b>



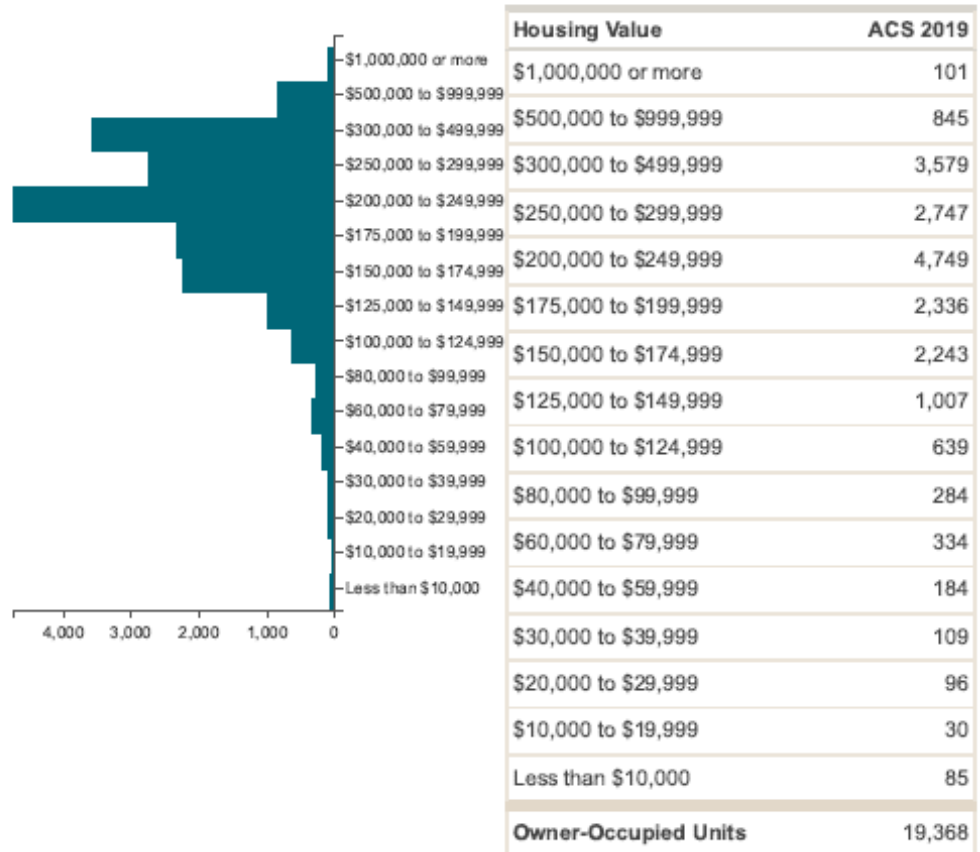
Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

## 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%

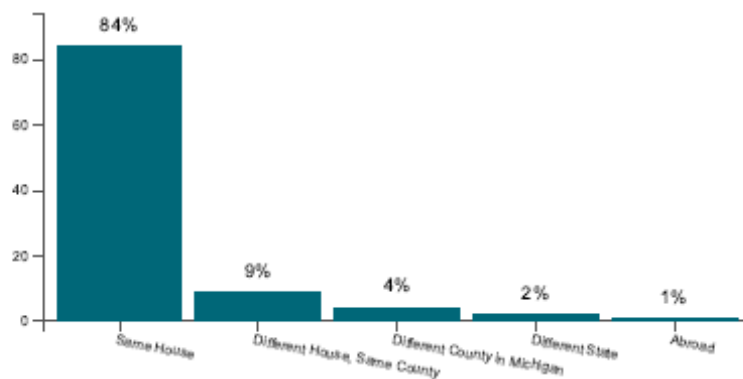
Source: U.S. Census Bureau, Census 2000, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

## 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.

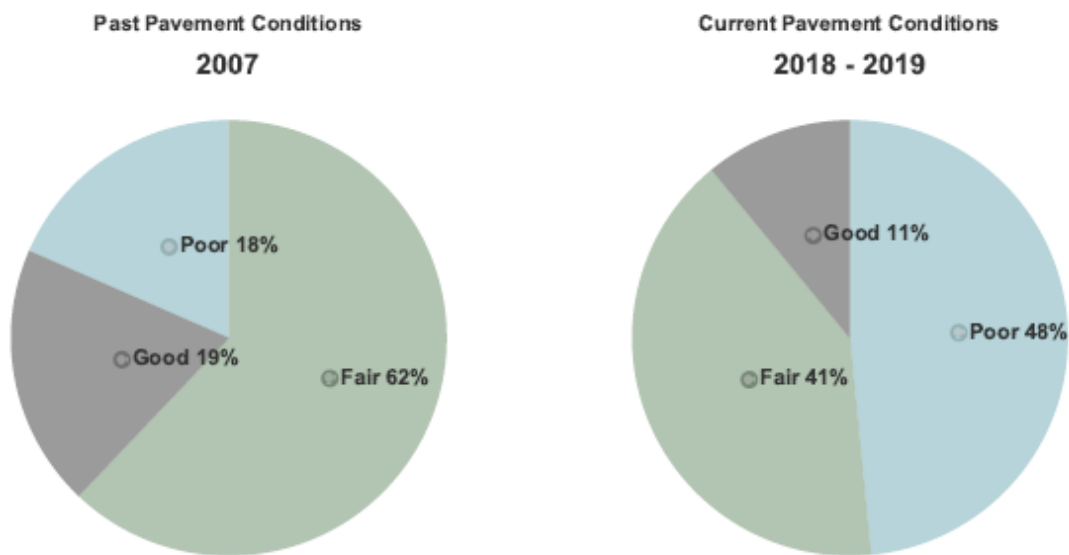
Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

## 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%

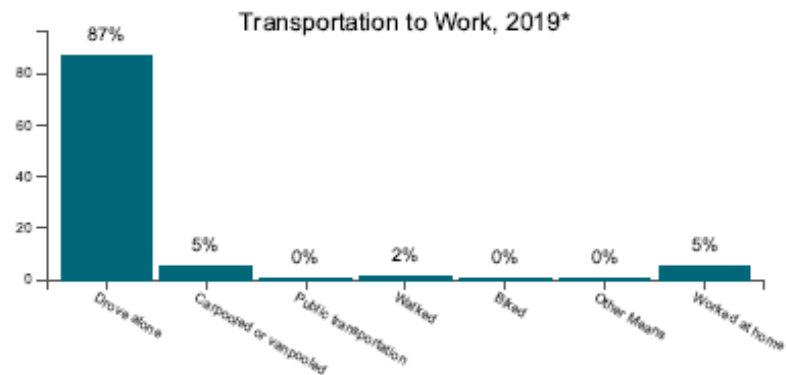
\* Bridges may be closed because of new construction or failed condition.

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

## Supplemental Information – SEMCOG Community Profile



\* 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%
<b>Resident workers age 16 and over</b>	<b>32,801</b>	<b>100.0%</b>	<b>36,304</b>	<b>100.0%</b>	<b>0.0%</b>

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

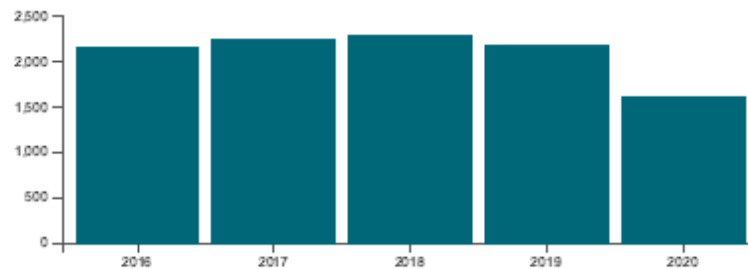
### Mean Travel Time to Work

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, 2016-2020



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	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Fatal</u>	1	5	2	1	1	0.1%
<u>Serious Injury</u>	11	21	17	17	11	0.7%
<u>Other Injury</u>	450	465	479	372	243	19.2%
<u>Property Damage Only</u>	1,691	1,747	1,778	1,776	1,352	79.9%
<u>Total Crashes</u>	2,153	2,238	2,276	2,166	1,607	100%

## Crashes by Type

Crashes by Type	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Head-on</u>	12	14	15	12	11	0.6%
<u>Angle or Head-on/Left-turn</u>	375	410	417	433	289	18.4%
<u>Rear-End</u>	1,055	1,126	1,118	970	622	46.8%
<u>Sideswipe</u>	400	364	429	443	362	19.1%
<u>Single Vehicle</u>	180	174	163	140	137	7.6%
<u>Backing</u>	12	44	36	49	76	2.1%
<u>Other or Unknown</u>	119	106	98	119	110	5.3%

## Crashes by Involvement

Crashes by Involvement	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Red-light Running</u>	67	63	62	79	58	3.2%
<u>Lane Departure</u>	177	171	175	172	200	8.6%
<u>Alcohol</u>	71	75	76	67	54	3.3%
<u>Drugs</u>	13	23	24	9	10	0.8%
<u>Deer</u>	6	8	1	5	2	0.2%
<u>Train</u>	0	1	0	0	0	0%
<u>Commercial Truck/Bus</u>	84	103	110	116	73	4.7%
<u>School Bus</u>	5	5	5	4	2	0.2%
<u>Emergency Vehicle</u>	10	9	13	11	13	0.5%
<u>Motorcycle</u>	8	19	13	15	17	0.7%
<u>Intersection</u>	584	594	529	539	388	25.2%
<u>Work Zone</u>	38	35	51	134	104	3.5%
<u>Pedestrian</u>	14	12	18	23	10	0.7%
<u>Bicyclist</u>	16	18	17	15	17	0.8%
<u>Distracted Driver</u>	126	199	173	173	104	7.4%
<u>Older Driver (65 and older)</u>	376	369	413	438	295	18.1%
<u>Young Driver (16 to 24)</u>	720	751	728	702	487	32.5%
<u>Secondary</u>	0	0	0	0	0	0%

### High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2016-2020
1	43	114	<u>14 Mile Rd W @ Crooks Rd</u>	31
2	91	255	<u>12 Mile Rd W @ Stephenson Hwy</u>	23.8
3	115	315	<u>11 Mile Rd E @ Stephenson Hwy N</u>	22
4	126	343	<u>Woodward Ave @ 11 Mile Rd</u>	21.2
5	130	354	<u>14 Mile Rd E @ Rochester Rd</u>	21
6	145	407	<u>12 Mile Rd E @ Campbell Rd</u>	19.8
7	156	435	<u>13 Mile Rd W @ Greenfield Rd</u>	19
8	174	500	<u>13 Mile Rd W @ Woodward Ave</u>	17.8
9	188	560	<u>14 Mile Rd W @ Coolidge Rd</u>	16.8
10	191	576	<u>14 Mile Rd E @ Woodward Ave</u>	16.6

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 2016-2020
1	24	73	<u>E I 696</u>	E I 696/Hilton Campbell Ramp - Bermuda Mohawk/E I 696 Ramp	57.2
2	70	189	<u>13 Mile Rd W</u>	Woodward Ave - Greenfield Rd	42.8
3	93	246	<u>E I 696</u>	Campbell Rd S - E I 696/I 75 Ramp	39.8
4	101	269	<u>Woodward Ave</u>	Coolidge Hwy - 12 Mile Rd W	38.4
5	117	307	<u>Woodward Ave</u>	Coolidge Rd - Webster Rd W	36.6
6	165	440	<u>Woodward Ave</u>	Catalpa Dr - 11 Mile Rd	31.2
7	204	551	<u>N I 75</u>	N I 75/11 Mile Ramp - 11 Mile Rd E	28.6
8	268	710	<u>S I 75</u>	11 Mile/S I 75 Ramp - 11 Mile Rd E	25.4
9	275	721	<u>14 Mile Rd W</u>	Coolidge Rd - Woodward Ave	25.2
10	281	734	<u>E I 696</u>	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

## Environment

### SEMCOG 2020 Land Use

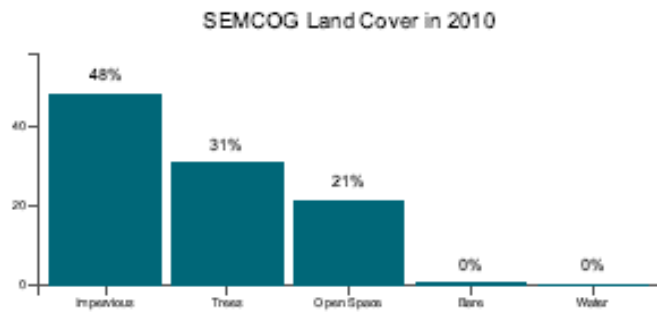
Parcel Land Use	Acres 2015	Acres 2020	Change 2015-2020	Pct Change 2015-2020
Single-Family Residential	3,511.1	3,530.4	19.3	0.5%
Attached Condo Housing	160	172.5	12.4	7.8%
Multi-Family Housing	234.3	239.2	4.9	2.1%
Mobile Home	0	0	0	0%
Agricultural/Rural Residential	5	5	0	0%
Mixed Use	1	4.7	3.7	359.8%
Retail	194.6	195	0.4	0.2%
Office	106	106.6	0.6	0.6%
Hospitality	38.2	34.2	-4	-10.5%
Medical	144.2	145.2	1	0.7%
Institutional	310.4	248.8	-61.6	-19.8%
Industrial	133.3	138.2	4.9	3.7%
Recreational/Open Space	399.1	430.1	31	7.8%
Cemetery	104.5	104.5	0	0%
Golf Course	177	166.8	-10.2	-5.8%
Parking	41	54.4	13.4	32.7%
Extractive	0	0	0	0%
TCU	46.6	46.6	0	0%
Vacant	87.6	72.1	-15.5	-17.7%
Water	5.6	5.6	0	0%
Not Parceled	1,857.8	1,857.5	-0.3	0%
<b>Total</b>	<b>7,557.4</b>	<b>7,557.4</b>	<b>0</b>	<b>0%</b>

1. **Agricultural / Rural Res** includes any residential parcel containing 1 or more homes where the parcel is 3 acres or larger.
2. **Mixed Use** includes those parcels containing buildings with Hospitality, Retail, or Office square footage and housing units.
3. **Not Parceled** includes all areas within a community that are not covered by a parcel legal description.
4. Parcels that do not have a structure assigned to the parcel are considered vacant unless otherwise indicated, even if the parcel is part of a larger development such as a factory, school, or other developed series of lots.

Note: Land Cover was derived from SEMCOG's 2010 Leaf off Imagery.

Source: **SEMCOG**

## Supplemental Information – SEMCOG Community Profile



Source Data  
SEMCOG - Detailed Data

Type	Description	Acres	Percent
<b>Impervious</b>	buildings, roads, driveways, parking lots	3,620.5	47.8%
<b>Trees</b>	woody vegetation, trees	2,309.8	30.5%
<b>Open Space</b>	agricultural fields, grasslands, turfgrass	1,595.7	21.1%
<b>Bare</b>	soil, aggregate piles, unplanted fields	33.4	0.4%
<b>Water</b>	rivers, lakes, drains, ponds	9.2	0.1%
Total Acres		7,568.6	