



**CITY OF ROYAL OAK
ADOPTED BUDGET
FISCAL YEARS 2010-2012**



In memory of Robert Lincoln Dondero, whose family name is
synonymous with Royal Oak.

**City of Royal Oak
Adopted Budget for the
Fiscal Years 2010-2012**

Mayor
James B. Ellison



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

City Manager
Donald E. Johnson

Director of Finance
Julie J. Rudd

Controller
Anthony C. DeCamp

The City of Royal Oak's City Manager and 45th City Commission



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Charles Semchena
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Donald E Johnson
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City of Royal Oak

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Executive Directors

Assessor - James Geiermann
Chief of Police – Christopher M. Jahnke
City Attorney - Dave Gillam
City Clerk – Melanie Halas
Director of Finance – Julie J. Rudd
Director of Human Resource - Mary Jo DiPaolo
Director of Recreation & Public Service - Greg Rassel
Fire Chief – Patrick Mulligan
Treasurer - John Kravitz

Department Heads

City Engineer - Elden Danielson
Chief Building Official - Jason Craig
Controller - Anthony C. DeCamp
Director of Planning - Tim Thwing
Information Systems Manager - Scott Newman
Library Director - Mary Karshner
Recreation Supervisor - Tod Gazetti

44th District Court

District Court Judge - Terrence Brennan
District Court Judge - Daniel Sawicki
Court Administrator – Gerald Tarchala



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Royal Oak
Michigan**

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan'.

Executive Director

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Manager's Letter of Transmittal

July 1, 2010

THE HONORABLE MAYOR
AND
MEMBERS OF CITY COMMISSION

When interviewing for your Director of Finance position in August 2005, I was asked how I would deal with the City's budget crisis. I replied that I didn't consider Royal Oak's problems to be a crisis. The City had problems to be sure but nothing that it couldn't solve if the Commission was willing to make hard decisions.

I think the intervening years have proven me correct. With a lot of hard work, and a lot of quiet cuts, we managed to continue providing quality services, with a smaller and smaller staff, while annually improving our financial position.

We accomplished this by using a lot of tools but the key was attrition. Only critical positions are filled when they become vacant. Attrition resulted in a steady, manageable, decline in staff. Departments adjusted to providing services with fewer staff one or two positions at a time, and the public doesn't seem to have noticed.

This is about to change. As much as I hate to use the word, we are now facing a very real crisis. We no longer have the resources necessary to support even a minimally acceptable level of services. This budget calls for the elimination of 68 positions in the first year. This includes 21 police and 16 fire positions. Doing this will devastate most departments and few services will be untouched. Ironically, it isn't enough to solve the problem. In two years, or sooner, we will need to go through this all over again.

We are facing a fiscal environment unlike anything since the great depression. The recession might be over nationally, as many economists keep telling us. It is certainly not over in Michigan even though we are starting to hear some positive news from the Detroit auto industry. Local government in Michigan is especially hard hit. Our tax revenue will fall about 25% in three years, and it will never recover. At the same time, state shared revenue is declining and investment income is down as well. As we make the staffing cutbacks required by the revenue reductions, this will cause fee and fine income decline as well. It becomes a vicious circle.

Unlike the situation I refused to call a crisis in 2005, this one is not of our own making. There is very little we can do to influence housing prices in a state and region with a huge oversupply of housing. There is very little we in Royal Oak can do about an international recession still lingering in Michigan and our region that is the cause of very low interest rates and lower sales tax receipts.

History

Cutbacks are nothing new to the City of Royal Oak. We have been engaged in reducing staff since before I started here as your Director of Finance. We have been leaving many vacant positions unfilled since 2003, and we have had an official attrition policy in place since 2008. That policy has worked very well for us and has enabled us to reduce total full-time staffing by approximately 21% since 2002 without major reductions in services provided to our citizens.

This policy, along with other actions taken over the past five years, would have been enough to solve Royal Oak's financial problems if the housing market had remained stable. However, the housing market did not remain stable; values have declined significantly; taxable values are falling; tax revenue is down; and unfortunately attrition is no longer enough.

In the FY2009-2010 budget, we projected retirements and reduced the budget accordingly since our attrition policy would eliminate most vacated positions. Our retirement assumptions were not met. As the economy grew worse, employees eligible to retire have decided not to retire. This may be because they couldn't sell a home, because they couldn't find another job or any number of reasons. The net result, however, is we did not lose as many employees through attrition this fiscal year as we needed to. As noted above, we've reached a point where we can no longer rely on attrition to reduce staffing levels. Where last year's budget relied on attrition, this budget calls for the elimination of a position, it is our intention that positions will be eliminated by layoffs if they are not being eliminated by attrition.

Property Taxes

We have experienced an unprecedented decline in property values in the past two years. This had a significant impact on our taxable value and tax revenue beginning last year. It will have a huge impact this year and next, and it will continue to have a huge impact in future years.

We expect to lose about 7.5% of our taxable value (9% on residential) and property tax revenue this year and an additional 9% next year. Oakland County is projecting an additional 5%+ loss for FY2012/13. The City doesn't have a projection for FY2013/14 at this time, but the best we can hope for is to end the decline. Taxable values will not increase as property values increase, due to Proposal A of 1994.

It is very important to understand how Proposal A and the Headlee amendment impacts our ability to recover from these losses. Proposal A only allows taxable value to increase by 5% or the rate of inflation, whichever is less. Under Proposal A, **any reductions in taxable value are permanent reductions**. We will never recover the lost taxable value. We don't even recover when a parcel is sold and the taxable value "pops up" to equal the state equalized value, as provided by Proposal A. The Headlee amendment of 1978, views these "pop ups" as an increase in the value of existing property and requires the tax rate to be lowered to offset these increases. The individual who purchased the property does pay more, based on higher taxable value, but everyone else benefits because this drives down the millage rates (Headlee reduction). The City however, sees no recovery of lost revenue from the "pop up." It's gone forever.

State Shared Revenue

State Shared Revenue is made up of a constitutional component and a statutory component. The *constitutional* portion, which is distributed on a per capita basis, has consistently hovered around \$4 million for Royal Oak. However, it is projected to drop to \$3.6 million in the next two years. This is not the result of nefarious decisions by our state legislators; it's simply the result of lower sales tax revenue which is the result of lower sales volumes in Michigan.

The Michigan legislature however, has dramatically reduced distributions of *statutory* State Shared Revenue. Statutory payments to cities have been reduced by the legislature each year beginning in FY2002. Royal Oak's statutory piece has steadily declined since 2001, from \$3.4 million to an estimated \$920,000 for FY2010/11, a reduction of 73%! The cumulative loss of total State Shared Revenue since FY2001 approaches \$16,000,000. Should the State decide to completely eliminate the statutory payment, as the State is having its own budget crisis, it will mean another nearly one-million dollar hit to the General Fund.

Investment Income

While we have been talking about declining Taxable Value and State Revenue Sharing for some time, we really haven't said much about another serious revenue problem. Our General Fund investment income has fallen from nearly \$1.5 million in FY2007/08 to an estimated \$275,000 this year due to extremely low interest rates and lower fund balance level. As we utilize the monies in fund balance to balance the budget we can expect to earn less interest revenue. Other funds are also impacted in the same proportion.

Expenses

While revenues are falling, the same can not be said of expenses. The police arbitration award was an extremely favorable award for the City but it still requires a 2% wage increase on July 1, 2010. The police command, police detective and firefighter contracts were all largely based on this arbitration award and they call for a wage increase of 2% on July 1, 2010 as well. Our actuarial valuation of the pension system requires a contribution increase from 21.8% to 25.4% of payroll, a 16.5% increase. Health insurance costs are increasing and we can expect our cost to go up 9%, even as we move to self-insuring the Blue Cross portion of our coverage. If we didn't self-insure, the costs are estimated to increase 19%. To add fuel to the fire, gasoline costs are rising again and utility costs are not going down.

Impact

The impact of all of this on our budget is simple. Lower Taxable Value means less tax revenue. Coupled with less State Revenue Sharing, less investment income and higher operating costs, we have a serious problem. We can deal with it by further reducing our costs, by increasing our revenues or some combination of the two.

Public Safety Is Our Top Priority

At the City Commission Strategic Planning session, it was reinforced that the public safety is our foremost priority. I think you would be very hard pressed to find any elected officials at any level of government who would disagree with that statement.

However, we need to recognize that public safety is more than just the Police Department and Fire Department. In fact, most municipal activities are directly or indirectly related to public safety. The Building Department and the Engineering Department work to protect us from the dangers of faulty construction. Code Enforcement protects us from many health hazards. Fully 75% of the Court budget is spent on criminal cases, traffic violations and parking violations. That figure doesn't include the probation Division which is entirely related to public safety. DPS crews provide safe streets, clean water and sanitation; all critical to our safety. Support departments like Finance, Human Resources and Information Services spend a significant amount of their time servicing the departments and employees who provide public safety services. Without the Assessor and Treasurer, there would be no police officers or firefighters because we wouldn't have tax revenue to pay them.

In Royal Oak, we spend about 65% of our General Fund personnel cost directly on Police and Fire. If we count the other direct providers of Public Safety services, that percentage climbs to 75%. If we assign a share of the support departments' cost, the number exceeds 80%. If we compare to General Fund tax revenue rather than all revenue, Police and Fire alone use 130% of taxes, all direct public safety providers use 150%, and if we include support departments, that number becomes 160%!

It is impossible to make any significant reductions in the General Fund Budget without severely impacting public safety.

Because personnel costs account for nearly 82% of General Fund expenditures, reducing costs means further reductions to the number of employees. For the March 1 meeting, we presented a budget strategy report which called for eliminating 72 more positions, including 35 police and 23 fire department positions. (Those comparisons were to project 6/30/2010 employment rather than actual 7/1/2009 employment as is used elsewhere in this letter.)

For purposes of that report, we assumed the pain would be relatively equally shared. All departments were asked to present a plan for reducing their estimated FY2010/11 costs by 25% of personnel costs. That plan remains largely intact here, as the budget provides for smaller cuts in Police and Fire. To do that, we abandoned the goal of presenting a budget that was balanced without drawing down fund balance. We did not budget so to require closing a fire station when we still have the means to keep it open, even if we do not have the means to keep it open permanently. This budget provides for the gradual reduction of the public safety personnel.

That does not mean this is by any means a status quo budget. It still calls for eliminating 59 positions city-wide in the first year and 19 the second year. It includes 37 positions from the Police Department and 19 from the Fire Department. It also calls for taking a serious look at contracting out the operations of several departments.

Fire Department

The adopted budget provides for 46 positions in FY 2010/11 and 43 positions in FY 2011/12. The Fire Chief says this is the minimum number of firefighters needed to provide an adequate fire response to all parts of Royal Oak. You will note the emphasis on the word "fire." Fire suppression remains the primary mission of the Department even though we spend far more time on emergency medical runs. This budget requires that we stop providing ambulance transport and rely instead on a private service provider for that service. Our crews would still respond to medical calls, from an engine, but once the patient is stabilized, he or she would be turned over to a private ambulance for transportation to the hospital.

We have no illusions that this plan leaves us with service that is as good as what we have now. It definitely does not. I feel that our employees are much better trained than private ambulance attendants. Handing off the patient from one medical authority (our Firefighter/EMTs) to another (private ambulance) also provides an opportunity for miscommunication and other errors. This represents a significant reduction in service but we believe it is far better than what would happen if we followed the original plan and eliminated 23 positions and closed Station #3.

Implementing this change by July 1 is not possible. We have to select and contract with a private firm. A private firm may need time to staff up to provide the service we need therefore the budget provides for a couple of months of expenditures, until a private service is in place.

Giving up transport will probably mean we give up all fees we currently collect for emergency medical services. Medicare and the insurance companies will only pay the agency that provided transportation. We might be able to bill the private provider but that becomes a contractual matter. For budget purposes, we are not counting on any revenue from this source.

An unfortunate decision was made several years ago to remodel and/or rebuild three existing fire stations in their existing locations. Both the Fire Chief and the Deputy Fire Chief believe Royal Oak could be serviced from two stations if the stations were better located.

Police Department

The cuts to the Police Department will occur over two years. The original Budget Strategy Report called for eliminating 35 positions by July 1, which would have left us with only 47 sworn officers. After intense budget workshops, the City Commission decided to eliminate 21 positions (18 sworn officers, 1 PSA, 2 civilian) immediately. A few will be eliminated at the beginning of the fiscal year with another 18 positions eliminated after the Summer season. Even with this temporary reprieve, the effects will be drastic. We will need to cut the other 16 sworn positions, or even more, next year, or sooner, if we don't resolve our revenue/expenditure problem.

At this level of police staffing, the police department will be only able to provide the most basic services. We can expect to see our officers spending almost all of their time responding to calls and less time being proactive.

The elimination of positions over the next two years within the department represents a 43% cut in the department since 2007. As such, the following positions will likely be eliminated; both K-9's, the Narcotics Enforcement officer, the Crime Prevention officer, two (2) Detectives, two (2) Sergeants, and 16 patrol officers as well as two (2) civilian employees. One (1) PSA position has already been eliminated.

The effects of this would be immediately felt by the public. On average, the police department will have only five (5) officers on the road at any one time. Road supervision would be very limited. Supervisors would no longer have the time for de-briefs, after action reports, internal investigations, or monthly reports. These measures ensure accountability at all levels and are used to continually assess and improve the police department's performance as well as provide for training opportunities for our officers.

Arrests and traffic violations will drop at a higher percentage than what we will see in personnel cuts. Undoubtedly, crime and traffic accidents will increase as a result. Officers will be responding late to calls for service and will not have the time to properly handle those calls. At all levels, our police department has focused on crime prevention as well as enforcement. Preventing a crime is always our first preference. With these cuts all the police department's effects will be reactive. The department already lacks the personnel to investigate some crimes. With these cuts, many more crimes will not be investigated.

Additionally, I would expect many issues regarding sick time, on duty injuries, and officer fatigue to surface. Many of the gains and improvements our department has made in recent years would be lost. Many of the important, but non-patrol related activities would suffer as well, such as LLC investigations, obtaining and managing grants, training, etc. Finally, many of the special events that occur in Royal Oak already push our resources to their limits. With these cuts the police department will not be able to do the pre-planning or mobilization that ensures these events are safe and peaceful.

Parks and Forestry

The budget further reduces the amount full-time SEIU employees charged to the General Fund by moving personnel to other DPS functions. The amount budgeted for Parks and Forestry is reduced from eight to two (split) positions. We are in the process of taking bids for mowing services from private contractors. Tree trimming will be reactive rather than proactive.

Recreation

Most Recreation programs are fully self-sustaining, such as the Ice Arena. The major ones that are not are those programs that use our athletic fields. I believe that eventually the City should charge the full cost of maintaining fields to the organizations that use them. The City will attempt to have the athletic fields maintained by volunteers this year.

Community Promotions

Youth Services has reduced its budget from \$32,250 to \$20,000 and the Memorial Day Parade from \$2,500 to \$2,000.

This activity also provides funding for the Woodward Avenue Action Association (\$6,880) and the Woodward 5 (\$4,000). The latter is the name adopted for a project jointly sponsored by Royal Oak, Berkley, Huntington Woods, Pleasant Ridge, Ferndale, Berkley Schools and Ferndale Schools to create an identity or "brand" and use it to promote the region. The brand has been created, and they are ready to start promoting it. It's all about bringing residents, businesses and visitors to the five communities. Even though Royal Oak is larger than all of the other units combined, we are contributing the same amount as the other communities and school districts.

Information Services Fund

This budget provides for an integrated financial management system as the support for the current system will not be available soon. We have been hoping for this change for a few years. We estimate that a basic system will cost about \$300,000. A second phase of module implementation in two years is desired.

We have also budgeted for a \$100,000 cash outlay for replacing network hardware. This is by no means enough to upgrade the entire system but will be used to replace failing equipment which is causing constant problems.

The City Commission decided to transfer \$460,000 from this fund's retained earnings to the General Fund in order to save six police and three fire positions from elimination for one year. (An additional \$460,000 will be transferred from the Motor Pool Fund's retained earnings to the General Fund for the same purpose).

Water and Sewer Fund

In what seems like an annual rite of Spring, the water and sewer rates are increasing. Our cost to purchase water is increasing 8.5%, our sewage disposal costs are increasing 10.5% and storm water charges increased 16% to \$6.2 million for FY2010/11. In addition, capital expenditures of \$2.8 million for replacement of water and sewer mains in FY2010/11 alone are budgeted. The largest impact to rates is the decline in consumption. The utility's fixed operating costs must be applied to fewer units sold, resulting in higher commodity rates.

Building Department (State Construction Code Fund)

The Building Department has become a serious fiscal problem. We account for it in a separate fund, the State Construction Code Fund, because State law does not allow for us to use permit revenues for any purpose except to cover the cost of performing the inspections, plan reviews and other building services.

It has long been expected that this department will pay for itself through fees, and until recently it has easily done so. However, permit activity is down, and the department is proving to be unable to cover its costs. This budget provides for the elimination of three full-time trade inspectors and the utilization of contractors, as this will work financially at our current level of activity. Based on estimated revenues and revamped budgeted expenditures, this fund is expected to remain in the black at this time.

Other Privatization

We have an obligation to the taxpayers to always be looking for ways to lower the cost to provide services. Using private contractors instead of city employees will often, but not always, prove to be a more cost effective solution. Privatization generally works best where the task to be performed is very well defined and where there is already a private marketplace that can service the need. It works especially well where economies of scale favor a private operator who is servicing multiple government clients. The classic example is refuse collection. It is so much more cost effective to use a contractor that very few municipalities still collect refuse themselves.

We have recently moved operation of our parking structures to a private contractor, and we are currently looking at contracting mowing. We have many other functions that would lend themselves to privatization. Examples include building inspections, engineering, tree trimming, mowing, vehicle maintenance and repairs, and others. Doing a systematic analysis of our contracting options however, is beyond the capacity of our small staff. Engaging a consultant to do a privatization study of all Royal Oak operations may be in our future.

City Hall Renovation

I have previously advocated for a plan to modify City Hall in order to facilitate the combination of counter operations and create additional usable space within the existing building. We had an architect conduct a space study and prepare a plan that reduces the number of separate counters from seven to two.

While I think it is a very good plan, and it would help us be more efficient and save money in the long term, we cannot afford to implement it in the near future. Instead, I will move the Clerk's office, to the area where Human Resources is currently located and construct a door in the wall so the Clerk's office can tend to a common counter with the Treasurer's office. This would let two and possibly three departments share a single counter and reduce the number of clerical staff devoted to the counters.

Staffing

While this budget calls for eliminating 58 positions in the first year, it is my intention that we will do this mostly through layoffs, if necessary. It should also be noted that there is a significant cost to lay off an employee. In addition to the direct financial cost there is a long term impact on employee moral that is impossible to measure.

Labor Concessions

We have approached all bargaining units in an attempt to obtain contract concessions that will reduce our costs and help the City reduce the necessary layoffs. So far, we have had very limited success. The Executive Directors have agreed to forgo a 2% wage increase next year in addition to taking a 2.5% reduction in both FY2010/11 and FY2011/12 along with contributing to both healthcare and pension benefits, which is reflected in this budget. Pro-Tech has expressed an interest in changing to a four day, nine hour schedule. This amounts to a 10% reduction of hours and pay, which is not reflected in this budget. Those whose contracts expire on June 30 are more interested in negotiating new contracts. We will continue discussions with the bargaining units, but we need to be prepared to move ahead with layoffs.

Future

The cutbacks in this budget document, severe as they are, are not enough to solve the City's long-term financial problems. Based on our forecast we will need further reductions in future years. The constraints we operate under, specifically Proposal A, Headlee, Act 312 and others, will require more cutbacks every year. Income is not projected to grow as fast as our costs are increasing.

Without an increase in the millage rate, this will eventually lead to the City providing only very limited police and fire services and nothing else that isn't fully self supporting. We will have no choice.

Respectfully submitted,



Donald E. Johnson
City Manager



VISION STATEMENT

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

MISSION STATEMENT

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

GOALS

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

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

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

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

OBJECTIVES

- Promote customer feedback system on continuous basis.
- Develop centralized public relations message.
- Explore live streaming of meetings.

- Community show "Insight on Video" establish commercials to advertise downtown.

- Promote Neighborhood Associations and utilize mobile community meetings to increase communication. Two per calendar year, March/ September.
- Develop a plan to encourage artists and promote public art in Royal Oak.

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

- Strategic plan memorialized.
- Contract strategy / negotiations, staffing numbers and staff allocation.
- Adoption of two year budget.
- Prioritized services.
- Define labor strategy.
- Develop a revenue strategy.
- Lobby State of Michigan for relief:
 1. Act 57
 2. Act 312
 3. Proposal "A"
 4. Headlee Amendment
 5. Local Drink tax

GOALS

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

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

OBJECTIVES

- Enact City Hall modification plan.
- Review and enhance inter-city / county / governmental cooperation plan.
- Identify and analyze non-productive assets.
- Prepare a new capital improvement plan.

- Identify additional revenue sources:
 1. Lobby legislature for enhanced revenue opportunities Identify and increase grant funding opportunities.
 2. Explore the feasibility of a public safety millage

- Explore cost savings through:
 1. Comprehensive review of public safety staffing levels and allocations to minimize the impact of projected budget constraints. Explore consolidation of dispatch and lockup facilities.
 2. Explore privatization, consolidation and reorganization of services including the use of part-time employees.
 3. Explore rebid of outside vendors and services where possible.

RESOLUTION 1: GENERAL APPROPRIATIONS ACT

BE IT RESOLVED the following ten resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal years beginning on July 1, 2010 and ending on June 30, 2012.

RESOLUTION 2: BUDGET RESOLUTION

BE IT RESOLVED that the FY2010-2011 City of Royal Oak Budget for each fund is hereby appropriated as follows:

General Fund	
General Government	8,570,570
Community and Economic Development	169,580
Health and Welfare	452,440
Public Safety	22,423,390
Public Works	1,025,600
Recreation and Culture	1,043,150
Transfers Out	-
Expenditures Total	33,684,730
Taxes	16,948,440
Licenses and Permits	1,206,800
Grants	4,591,500
Charges for Services	2,548,362
Fines and Forfeitures	3,212,500
Interest and Rentals	399,040
Contributions and Donations	16,500
Reimbursements	263,320
Other Revenues	65,000
Transfers In	2,945,000
Use of Fund Balance	1,488,268
Revenues, Transfers and Use of Fund Balance	33,684,730
Major Streets Fund	
Expenditures Total	3,487,330
Revenues, Transfers and Use of Fund Balance	3,487,330
Local Streets Fund	
Expenditures Total	2,228,510
Revenues, Transfers and Use of Fund Balance	2,228,510
Publicity Tax Fund	
Expenditures Total	69,920
Revenues, Transfers and Use of Fund Balance	69,920

Solid Waste Fund	
Expenditures and Contribution to Fund Balance	6,456,520
Revenues and Transfers	6,456,520
Brownfield Redevelopment Authority	
Expenditures Total	65,700
Revenues Total	65,700
DDA - Development Fund	
Expenditures Total	2,781,820
Revenues, Transfers and Use of Fund Balance	2,781,820
DDA - Operating Fund	
Expenditures Total	52,210
Revenues, Transfers and Use of Fund Balance	52,210
Library Millage Fund	
Expenditures Total	2,392,270
Revenues, Transfers and Use of Fund Balance	2,392,270
CDBG Fund	
Expenditures Total	2,056,670
Revenues, Transfers and Use of Fund Balance	2,056,670
Housing Fund	
Expenditures Total	1,346,300
Revenues, Transfers and Use of Fund Balance	1,346,300
State Construction Code Fund	
Expenditures Total	1,081,600
Revenues, Transfers and Use of Fund Balance	1,081,600
Acorn Fund	
Expenditures Total	49,700
Revenues, Transfers and Use of Fund Balance	49,700
Senior Citizen Services Fund	
Expenditures Total	582,420
Revenues, Transfers and Use of Fund Balance	582,420
Animal Shelter Fund	
Expenditures Total	70,360
Revenues, Transfers and Use of Fund Balance	70,360
Police Grants Fund	
Expenditures Total	164,900
Revenues, Transfers and Use of Fund Balance	164,900

Miscellaneous Grants Fund

Expenditures Total	226,530
Revenues, Transfers and Use of Fund Balance	226,530

RESOLUTION 3: BUDGET RESOLUTION

BE IT RESOLVED that the FY2011-2012 City of Royal Oak Budget for the General Fund and each of the Special Revenue Funds below are hereby appropriated as stated in the City Manager's Recommended Budget as modified by the City Commission during the special budget meetings held on May 10, May 12, May 20, May 26 and June 3rd.

RESOLUTION 4: SET TAX RATE

RESOLVED, that the general operating levy for the 2010-2011 fiscal year for operations is established at 7.3947 mills, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2010-2011 fiscal year for the publicity tax is established at 0.0234 mill.

BE IT FURTHER RESOLVED, that the property tax rate for the 2010-2011 fiscal year for the Library operations is established at 0.9597 mill.

BE IT FURTHER RESOLVED, that the property tax rate for the 2010-2011 fiscal year for the Solid Waste Disposal operation is established at 3.0129 mills, which consists of 2.0164 mills authorized by state law and 0.9965 mill authorized by the voters of the City of Royal Oak, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2010-2011 fiscal year for the Fire Bonded Debt be established at 0.3224 mill, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2010-2011 budget recommended by the Downtown Development Authority for the area designated by Ordinance as the Downtown District is established at 1.6477 mills, and

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

RESOLUTION 5: AUTHORIZE TAX ADMINISTRATION FEE

BE IT RESOLVED that the City of Royal Oak approves the imposition of a 1% administration fee on property tax levied in 2010, and

BE IT FURTHER RESOLVED that the City of Royal Oak approves the imposition of late penalty charges as follows: On July taxes at the rate of one-half of one per cent per month, or fraction thereof, after August 1 until February 28; on December taxes at the rate of 3% after February 14 until February 28.

RESOLUTION 6: WATER & SEWER RATES

BE IT RESOLVED that the Water and Sewer Rates for the City of Royal Oak as of July 1, 2010 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Service	\$92.00 per mcf for first 2 mcf per billing period
	\$104.00 for additional mcf per billing period

RESOLUTION 7: PURCHASES

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

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

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

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

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

RESOLUTION 8: TRANSFER TO LOCAL STREETS

NOW, THEREFORE, BE IT RESOLVED, that the Finance Director is hereby authorized to transfer up to 25% of the Major Street Fund monies to the Local Street Fund during the 2010-2011 fiscal year.

RESOLUTION 9: PEG FEES

NOW, THEREFORE, BE IT RESOLVED, that the City Commission hereby grants Community Media Network 1/2 of the 1% P.E.G. fee received during the 2010-2011 fiscal year.

RESOLUTION 10: PURCHASING

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

NOW, THEREFORE, BE IT RESOLVED, the City establishes that no purchase in excess of \$10,500 without the approval of the City Commission and pursuant to Chapter Fourteen, Section 2, any public work or improvement costing more than \$15,500 and executed by contract, shall be awarded to a responsible bidder in competition for the 2010-2011 fiscal year.

RESOLUTION 11: FINANCIAL POLICIES

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

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

NOW, THEREFORE, BE IT RESOLVED, the City reaffirms its existing financial policies on Attrition, Fund Balance, Investments, Retirement Contributions, Debt Management, Capital Assets and Capital Improvements Projects as they appear in the 2010/11 and 2011/12 Recommended Budgets, although there will be a deviation in practice with the General Fund fund balance policy.

CITY OF ROYAL OAK FY 2010 – 2012 Budget Procedures

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

Budget Document

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

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

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

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

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

Budget Document

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

The City Manager then prepares a complete itemized budget proposal for the next fiscal year and must present it to the City Commission not later than 30 days before the end of each fiscal year. Prior to the

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

Budget Appropriation and Amendments

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

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

Basis for Budgeting

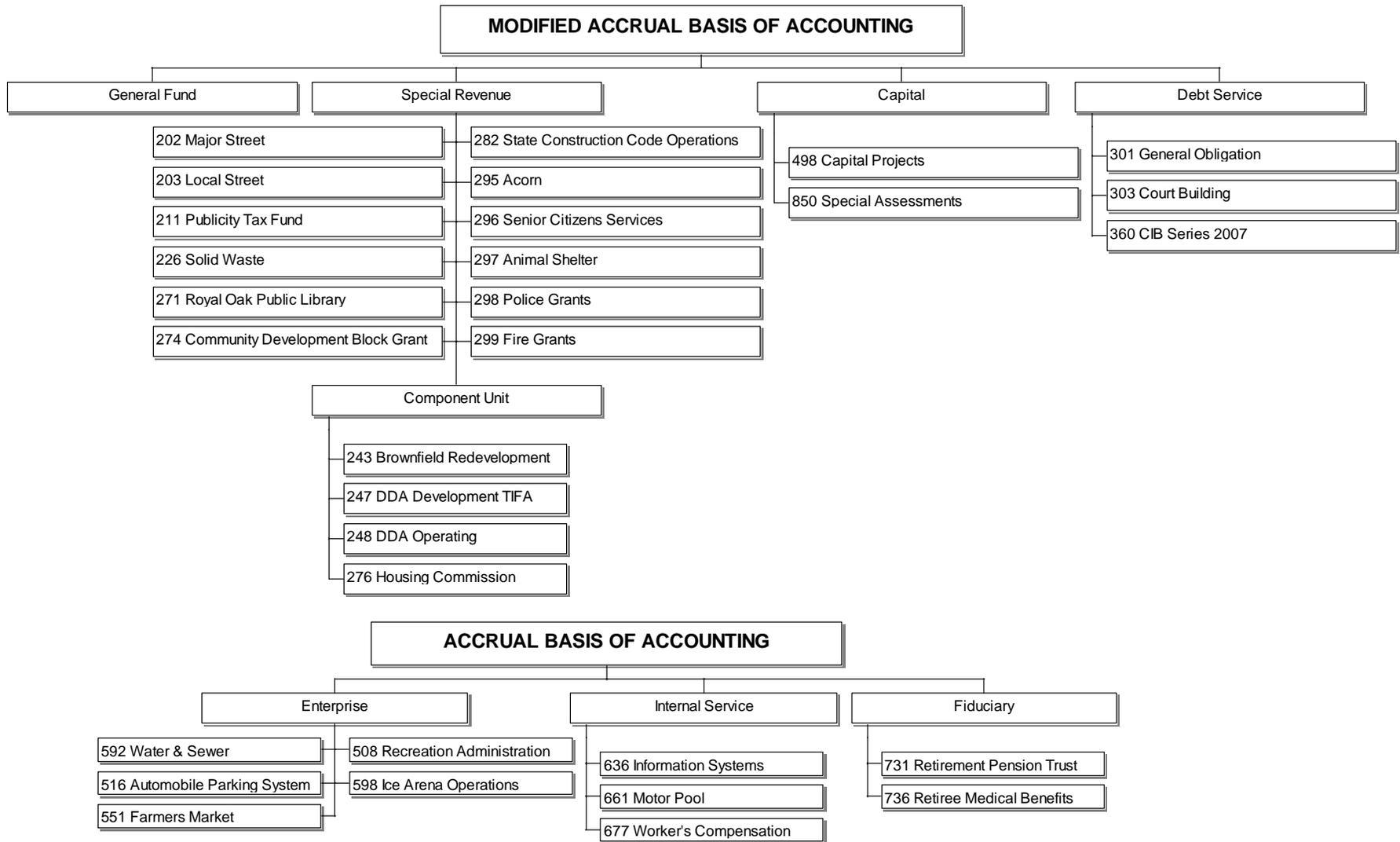
The modified accrual basis of budgeting is utilized in the preparation of the *governmental* fund types. Expenditures, with the exception of debt service expenditures, compensated absences, claims and judgements, are recorded at the time the liability is incurred. Revenues are recorded when received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

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

FY 2010/2012 BUDGET CALENDAR

January 3 - 13	Finance updates financial forecast and develops portion of presentation for Strategic Planning Session (goals, policy review)
January 22 - 23	Special Meeting – Commissions Strategic Planning (Goals & Objectives, policies) sessions
February 1 or 15	Commission Adopts their Goals & Objectives
February 1	Finance sends personnel costing detail to departments for their review/approval
February 3	Motor Pool, IS, Insurance budgets due to Finance
February 4 - 11	Finance spreads Internal Service Dept. costs to user depts. budgets. Revenue forecasts are reviewed (from January 11) and updated if necessary.
February 8	Personnel costing detail approval due back to Finance from depts.
February 15	Budget Kickoff – Commissions Goals & Objectives are communicated and budget request forms are distributed.
March 1	Budget forms due to Finance Dept.– includes final department description, personnel sign-offs, goals, org charts, significant notes, objectives, performance measures and (\$) budget requests.
March 2 - 15	Finance Department compiles proposed budget data for presentation to City Manager
March 16	City Manager receives departments Requested budgets
March 23 - 26	Departments meet with City Manager to present their budgets
April 30	City Manager relays final budget recommendations to Finance Dept.
April 20 - 30	Finance Department compiles Proposed Budget document and City Manager writes budget message/transmittal letter
May 2	Proposed Budget documents are printed
May 3	Commission receives Proposed Budget document
May 4	Proposed Budget document is posted to City webpage
May 10,12,20,26 & June 3	Special Meetings - Commission conducts budget workshops
June 4	Finance Dept. makes any Commission changes and prepares final budget document
June 7	Public Hearing – Commission Adopts Budget (with revisions to Proposed Budget)
June 8 - 30	Finance prepares Adopted Budget Document
June 30	Final Adopted Budget Document is printed
July 1 – June 30	Finance monitor budgets and perform budget amendments when appropriate

Financial Organization Chart



Attrition Policy

Policy on Attrition

Purpose:

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

Policy:

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

[Adopted 6/2/2008]

Capital Asset Policy

Capital Asset Policy

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

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

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

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

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

[Adopted 04/06/2009]

Capital Improvement Project Policy

Capital Improvement Project Definition

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

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

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

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

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

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

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

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

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

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

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

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

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

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

[Adopted 04/06/2009]

Debt Management Policy

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

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

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

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

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

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

Policy:

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

[Adopted 6/2/2008]

Fund Balance Policies

Fund Balance Policy – General Fund

Purpose:

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

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

Policy:

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

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

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

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

Fund Balance Policy – Non-Major Enterprise Funds

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

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

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

Fund Balance Policy – Auto Parking Enterprise Fund

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

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

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

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

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

Investment Policy

Policy:

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

Scope:

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

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Enterprise Funds
- Internal Service Funds
- Agency Funds
- Any new fund type established by the City, unless specifically exempted by the legislative body.

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

Objectives:

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

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

mechanisms to control risks and diversify investments regarding specific types of individual financial institutions.

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

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

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

Delegation of Authority to Make Investments:

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

Authorized Investments:

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

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

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

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

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

Bankers' acceptances of United States banks.

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

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

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

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

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

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

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

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

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

Authorized Financial Institutions and Brokers/Dealers:

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

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

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

Safekeeping & Custody:

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

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

Prudence:

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

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

Ethics & Conflicts of Interest:

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

Internal Controls

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

Reporting

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

Adoption by City Commission

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

[Reaffirmed 06/02/2008]

Retirement (Pension) Contributions Policy

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

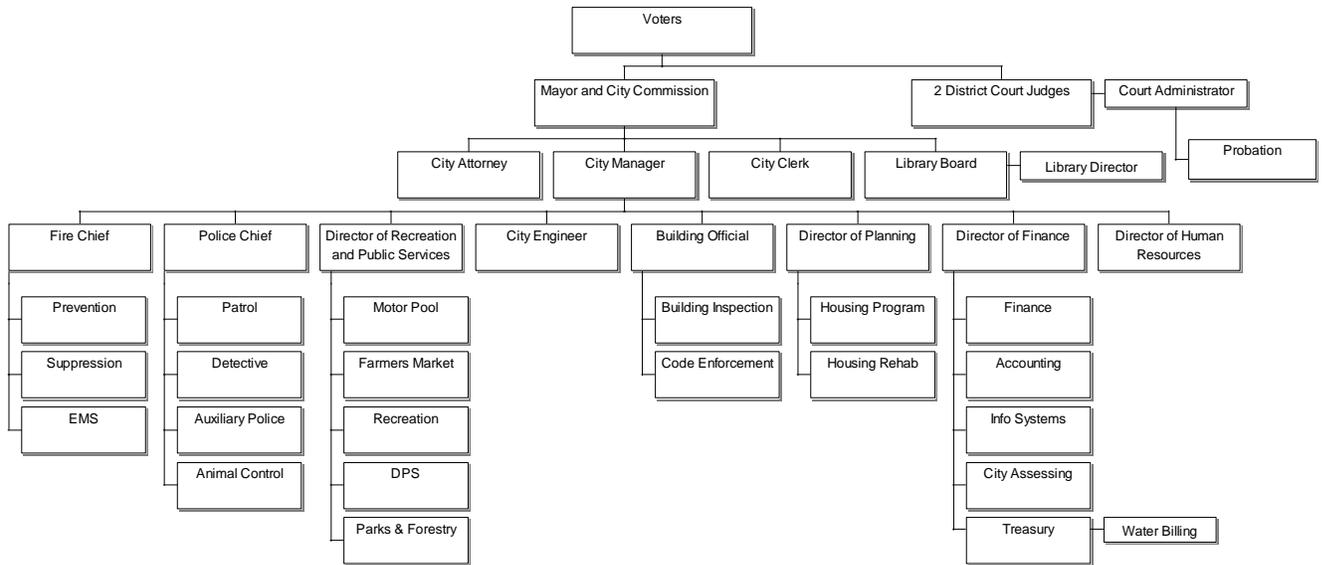
BE IT FURTHER RESOLVED, should the Weighted Average Percentage Contribution for Unfunded Actuarial Accrued Liability recommended by the actuary fall below 2%, the amortization period shall be reduced and the contribution recalculated until a

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

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

[Adopted 4/07/2008]

Organizational Chart



Budget Highlights – Authorized Full-Time Employees

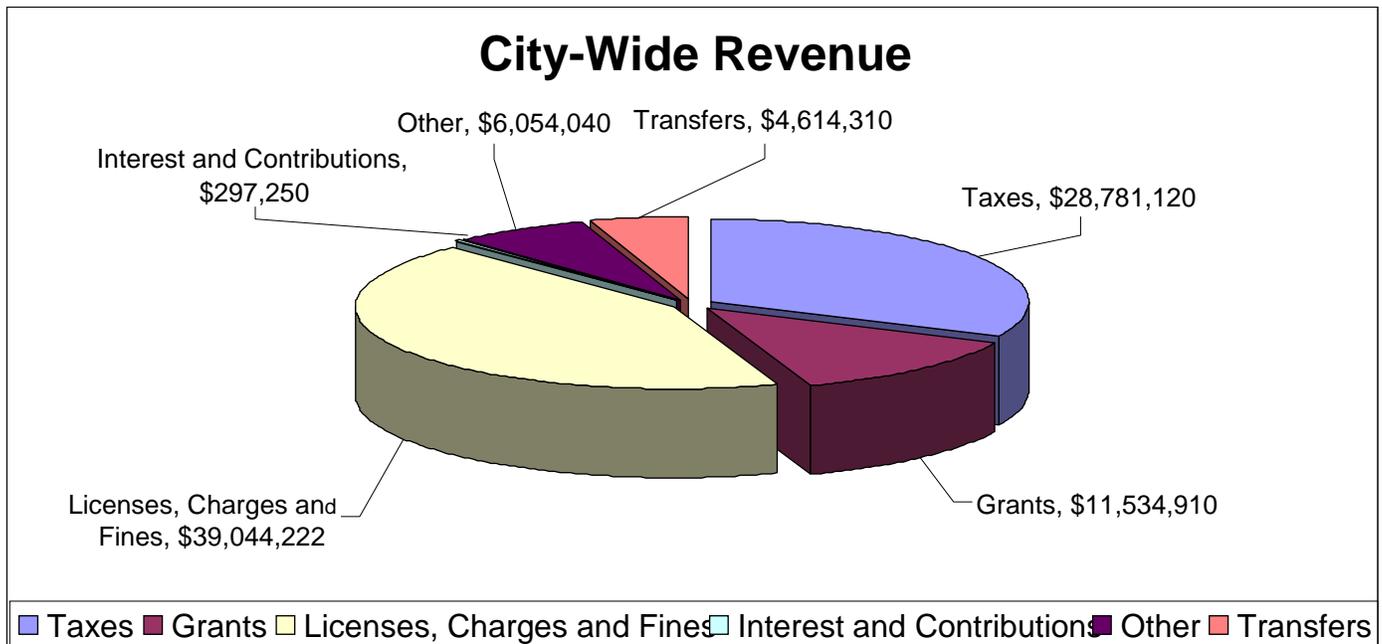
City of Royal Oak Authorized Full-time Employees by Function/Program*

Function/Program	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
44th District Court/Probation	23	22	22	22	22	22	20	20
Administrative Services								
Manager	2	2	2	2	2	2.0	1.5	1.5
Attorney	4	5	4	5	4	4	2.5	2.5
City Clerk	6.5	4	4	4	4	5	4	4
Human Resources	4	4	4	4	4	4	2	2
State Construction Code	12	11	11	11	11	8	5	5
Ordinance Enforcement	7	6	5	5	4	6	4	4
Engineering	9	11	10	10	10	10	7	7
Planning & Zoning	5	6	5	5	5	4	4	4
Planning-Block Grant	3	3	3	3	2	1	1	1
Planning-Housing	2	2	2	2	1	2	1	1
Finance & Budgeting	6	6	6	6	6	6.0	5.6	5.0
Assessing	5	5	4	4	4	4	4	4
Purchasing	0.5	1	1	1	1	0	0	0
Treasurer	5	5	5	5	5	4	4	4
Water Billing	2	2	2	2	1	1	1	1
Information Systems	6	6	6	6	4	4	4	4
Subtotal	79	79	74	75	68	65	50.6	50.0
Library	15	12	14	13	13	12	12	12
Public Safety								
Police	117	107	106	107	103	98	77	61
Fire	68	70	65	63	63	62	46	43
Subtotal	185	177	171	170	166	160	123	104
Recreation & Public Services								
Public Service								
Parks & Forestry	14	13	8	8	8	8	2	2
Building Maintenance	2	2	2	2	2	2	2	2
Highway	20	14	16	16	14	14	0	0
Motor Pool	12	12	12	12	11	11	10	10
Electrical	2	2	2	1	1	1	1	1
Solid Waste	1	1	1	1	1	2	15	15
Water Maintenance	9	8	9	9	9	8	12	12
Water Services	6	6	6	6	6	6	5	5
Sewer Maintenance	10	9	9	9	9	8	9	9
Auto Parking	3	3	3	3	3	3	3	3
Recreation	4	3	2	2	2	2	2	2
Ice Arena	1	1	1	1	1	1	1	1
Senior Services	2	2	2	2	2	2	2	2
Subtotal	86	76	73	72	69	68	64	64
Total	388	366	354	352	338	327	269.6	250.0

*Report shows a shift of personnel between functions in FY10/11 due to reporting on home-base allocations as opposed to FTE.

All Funds Revenue Summary

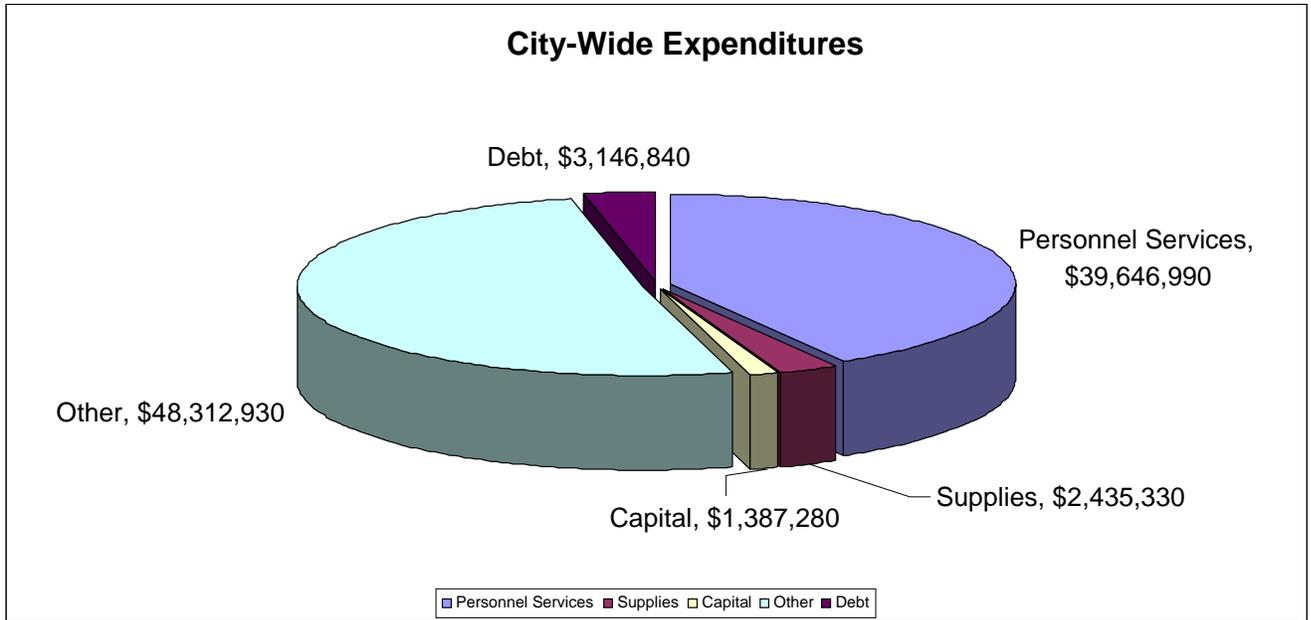
Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	\$ 16,948,440	\$ 8,522,520	\$ 688,090	\$ -	\$ -	\$ 2,622,070	\$ 28,781,120
Grants	4,591,500	5,600,990	-	-	-	1,342,420	11,534,910
Licenses, Charges and Fines	6,967,662	1,644,700	-	29,547,670	884,190	-	39,044,222
Interest and Contributions	16,500	194,230	-	56,500	20	30,000	297,250
Other	727,360	433,740	-	90,000	4,802,440	500	6,054,040
Transfers	2,945,000	419,800	621,800	627,710	-	-	4,614,310
Total	\$ 32,196,462	\$ 16,815,980	\$ 1,309,890	\$ 30,321,880	\$ 5,686,650	\$ 3,994,990	\$ 90,325,852



Budget Highlights – All Funds Summary

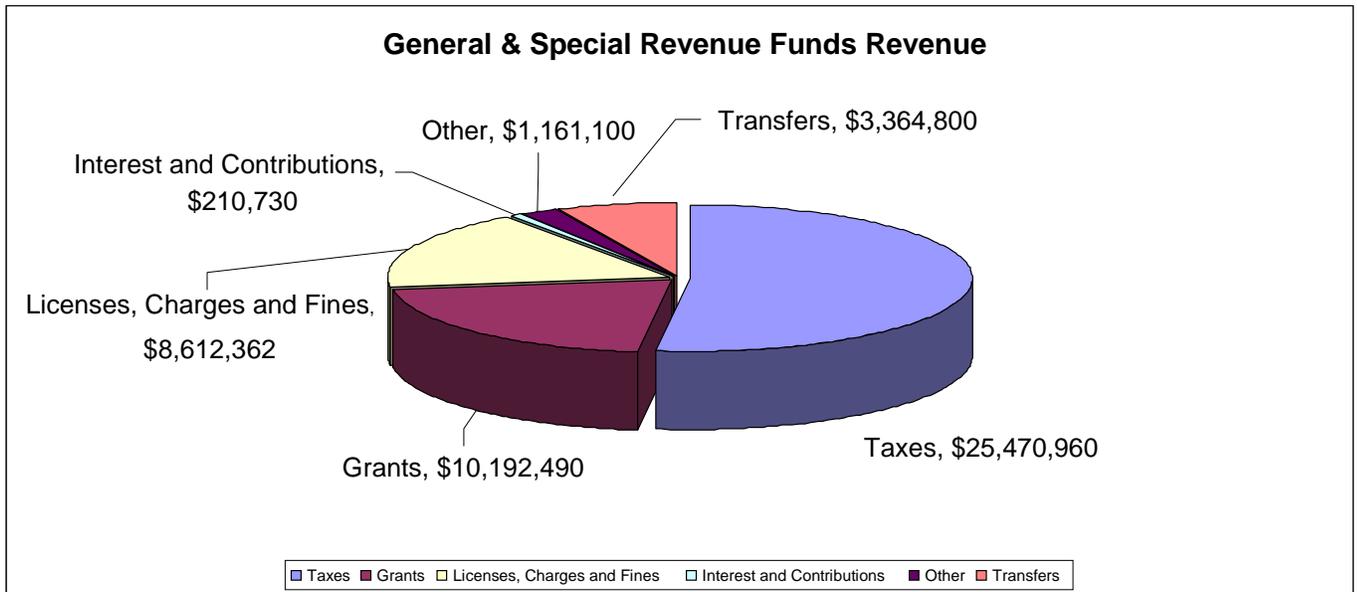
All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	\$ 27,461,720	\$ 5,904,660	\$ -	\$ 4,227,970	\$ 1,810,890	\$ 241,750	\$ 39,646,990
Supplies	460,760	817,210	-	415,430	736,630	5,300	2,435,330
Capital	52,000	8,000	-	-	1,027,280	300,000	1,387,280
Other	5,710,250	11,264,910	1,500	24,164,720	3,474,500	3,697,050	48,312,930
Debt	-	-	1,308,390	1,838,450	-	-	3,146,840
Total	\$ 33,684,730	\$ 17,994,780	\$ 1,309,890	\$ 30,646,570	\$ 7,049,300	\$ 4,244,100	\$ 94,929,370



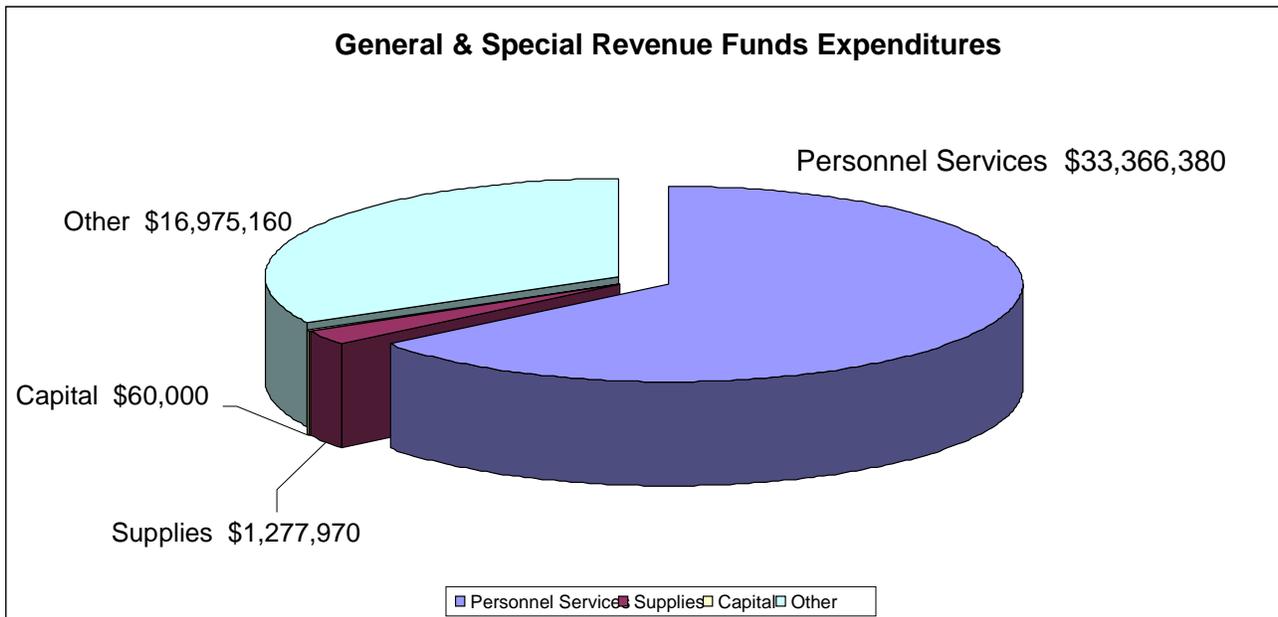
General & Special Revenue Funds Summary

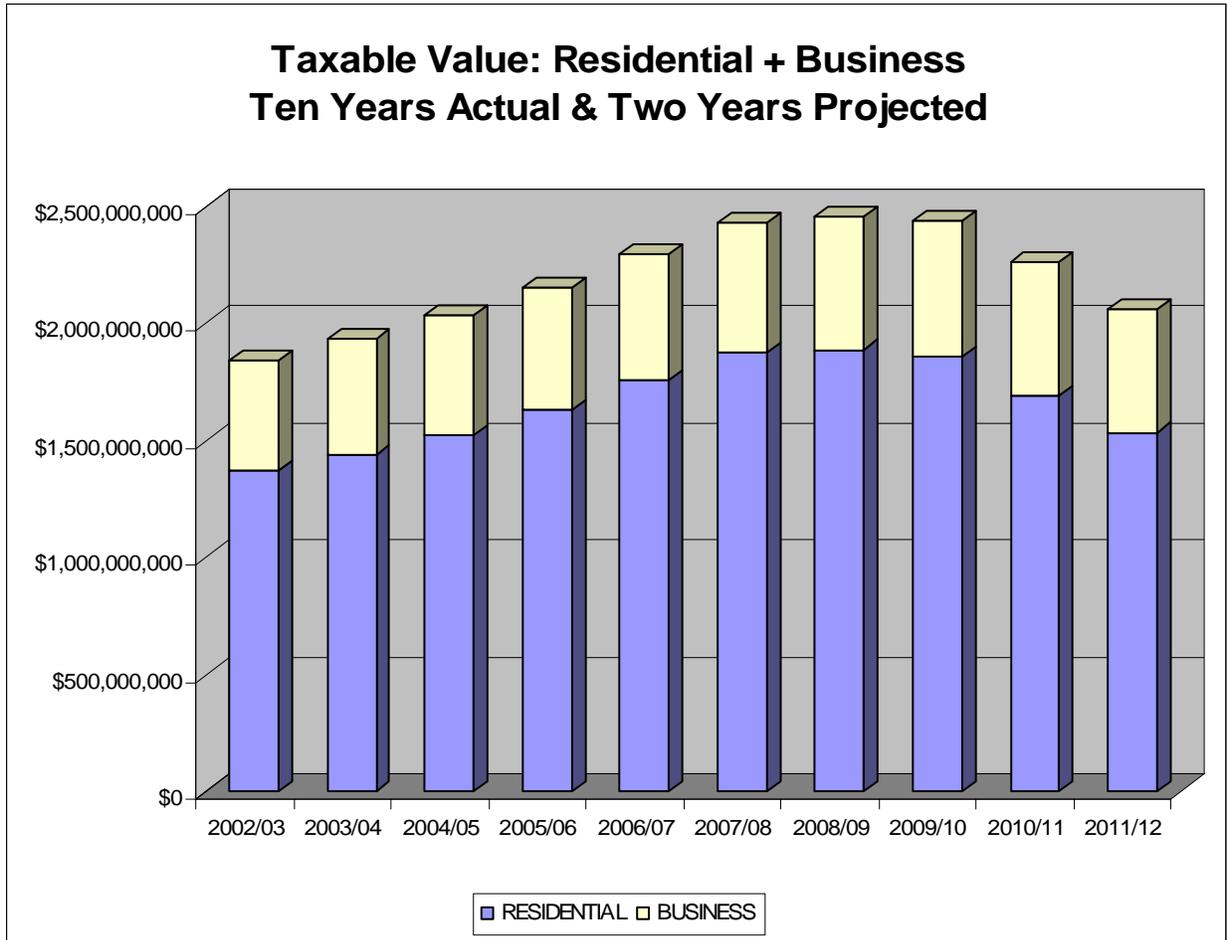
Revenues	General	Special Revenue	Grand Total
Taxes	\$ 16,948,440	\$ 8,522,520	\$ 25,470,960
Grants	4,591,500	5,600,990	10,192,490
Licenses, Charges and Fines	6,967,662	1,644,700	8,612,362
Interest and Contributions	16,500	194,230	210,730
Other	727,360	433,740	1,161,100
Transfers	2,945,000	419,800	3,364,800
Total	\$ 32,196,462	\$ 16,815,980	\$ 49,012,442



General & Special Revenue Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	\$ 27,461,720	\$ 5,904,660	\$ 33,366,380
Supplies	460,760	817,210	1,277,970
Capital	52,000	8,000	60,000
Other	5,710,250	11,264,910	16,975,160
Debt	-	-	-
Total	\$ 33,684,730	\$ 17,994,780	\$ 51,679,510





Taxable value, the basis for tax revenue, will fall 7.34% for Fiscal Year 2010-2011 compared to a 0.55% decrease in FY 2009-2010. According to Oakland County estimates, taxable value county-wide is expected to decline 12.5% for FY 2011-2012 and 5.0% for FY 2012-2013. Our values are estimated to decrease 9% for FY 2011-2012 and 2.5% for FY 2012-2013. The City's sales studies are pointing to a 9% decline for Royal Oak for FY 2011-2012.

Financial Trends – Taxable Values

Fiscal Year	By CLASS					CHANGE
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	
2001/02	1,287,075,230	39,472,710	126,792,710	285,334,539	1,738,675,189	5.26%
2002/03	1,369,407,389	46,791,030	130,743,970	294,349,479	1,841,291,868	5.90%
2003/04	1,438,121,583	56,238,050	135,071,970	308,954,576	1,938,386,179	5.27%
2004/05	1,527,187,417	51,323,010	139,785,294	320,080,826	2,038,376,547	5.16%
2005/06	1,636,065,740	52,529,200	131,155,090	337,410,500	2,157,160,530	5.83%
2006/07	1,760,779,950	54,154,390	130,043,660	355,053,760	2,300,031,760	6.62%
2007/08	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	5.86%
2008/09	1,889,916,570	58,732,400	113,121,190	393,623,270	2,455,393,430	0.85%
2009/10	1,859,817,935	57,320,450	111,014,890	413,633,900	2,441,787,175	-0.55%
2010/11	1,688,549,090	54,329,690	116,007,990	403,781,590	2,262,668,360	-7.34%
2011/12	1,536,579,672	49,440,018	105,567,271	367,441,247	2,059,028,208	-9.00%
2012/13	1,498,165,180	48,204,017	102,928,089	358,255,216	2,007,552,502	-2.50%

**Taxable Value
Percent Change By Year**



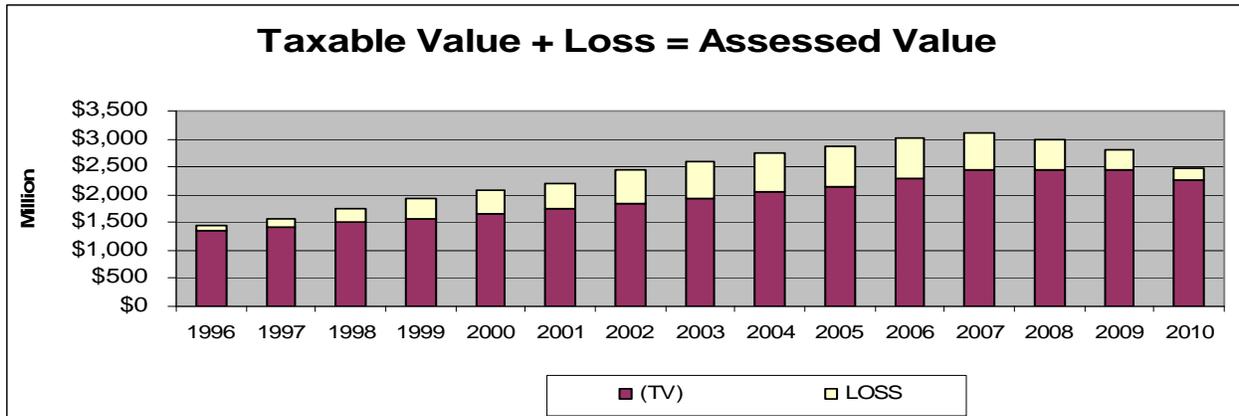
**Proposal A Effect in Royal Oak
Taxable Value v. Assessed Valuation**

(Values are in Millions)

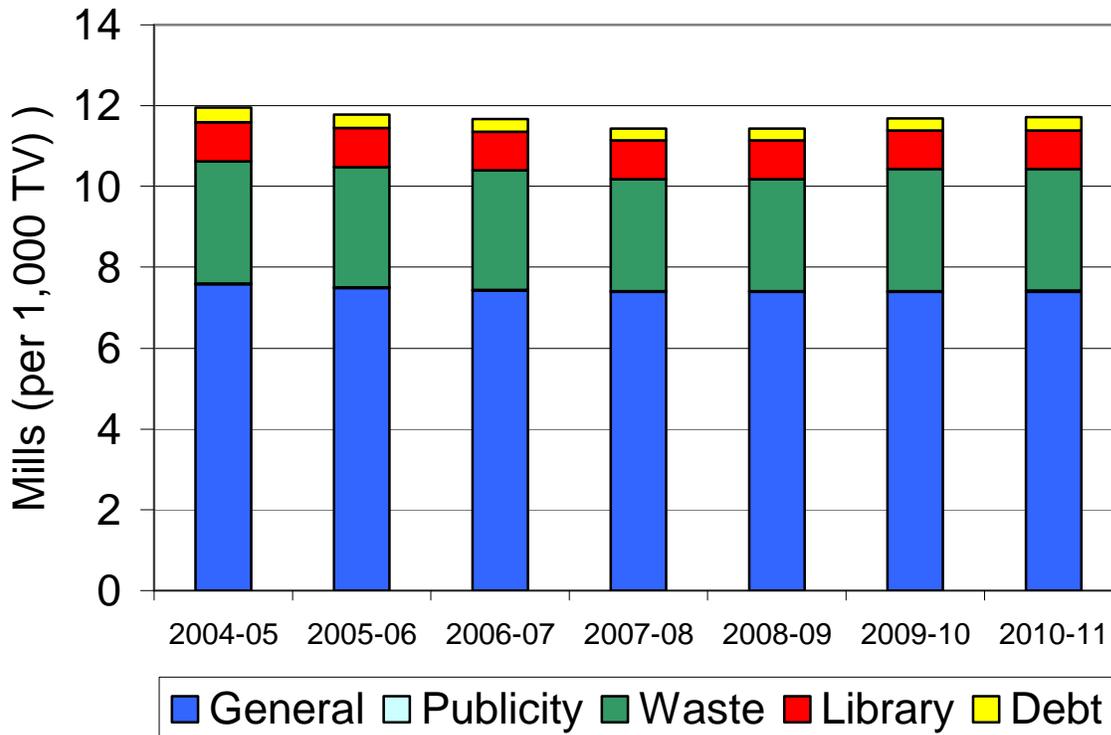
<u>July 1</u>	ASSESSED VALUE (SEV)	TAXABLE VALUE (TV)	LOSS	LOSS INCREASE (DECREASE)
1996	\$1,436	\$1,372	\$64	\$64
1997	1,561	1,433	129	64
1998	1,743	1,499	245	116
1999	1,921	1,577	345	100
2000	2,075	1,652	423	78
2001	2,209	1,739	471	48
2002	2,439	1,841	598	127
2003	2,603	1,938	664	66
2004	2,746	2,038	708	43
2005	2,872	2,157	714	7
2006	3,013	2,300	712	(2)
2007	3,114	2,435	680	(33)
2008	2,986	2,455	531	(148)
2009	2,808	2,442	366	(165)
2010	2,462	2,263	200	(167)

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

In 2005 and 2006 the trend flattened out. After 2006, the trend turned down and the gap closed. It reduced \$32 million in 2007 then \$149 million in 2008, \$165 million in 2009 and \$167 million in 2010 leaving a loss to date of \$200 million this year. The downturn in assessed value is the major concern for FY 2011. Market conditions are expected to reduce the following year's SEV and Taxable Value as well, continuing to drive down FY 2011-2012 tax revenue.



City Tax Rate



City Ad Valorem Tax Rates

Millage Rate	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
General Operations	7.5769	7.4806	7.4207	7.3947	7.3947	7.3947	7.3947
Publicity	0.0240	0.0227	0.0222	0.0214	0.0213	0.0216	0.0234
Solid Waste (State + Voted)	3.0163	2.9779	2.9539	2.7664	2.7664	3.0129	3.0129
Library	0.9834	0.9709	0.9631	0.9597	0.9597	0.9597	0.9597
Fire Debt Retirement	0.3550	0.3295	0.3102	0.2944	0.2912	0.2971	0.3224
TOTAL	11.9556	11.7816	11.6701	11.4366	11.4333	11.6860	11.7131

Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.7156	1.6831	1.6831	1.6831	1.6477	1.6477	1.6477
City & DDA Operations	13.6712	13.4647	13.3532	13.1197	13.0810	13.3337	13.3608

General Operating Levy

City Charter amendment 04/01/1957

Up to 11.0000 mills authorized by the Charter (limited to 7.3947 mills by Headlee rollback) for any governmental purpose. A 7.3947 mill levy is approved for the FY 2010-11 budget.

Publicity Levy

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

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ..., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, That such tax levy shall not exceed 50,000 dollars in any 1 year. The Headlee millage limit is 2.6888 mills, however the \$50,000 limit prevails; therefore 0.0234 mill is approved.

Refuse Levy

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

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

glass, bedding, crockery, and litter of any kind. The Headlee millage limit and the levy is 2.0164 mills.

Refuse Levy

City Charter amendment 08/08/2006

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

Library Operations Levy

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

Voter approved millage 11/04/2003

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

Fire Bond Debt Service Levy

P.A. 31 of 1948 (1st Ex. Session) as amended Voter approved bond issue 05/15/2001

A full faith and credit tax millage authorized to pay debt service of Building Authority Series 2001A bonds. This millage expires after 2021. A rate of 0.3224 mill is adopted.

CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY

DDA General Operations Levy

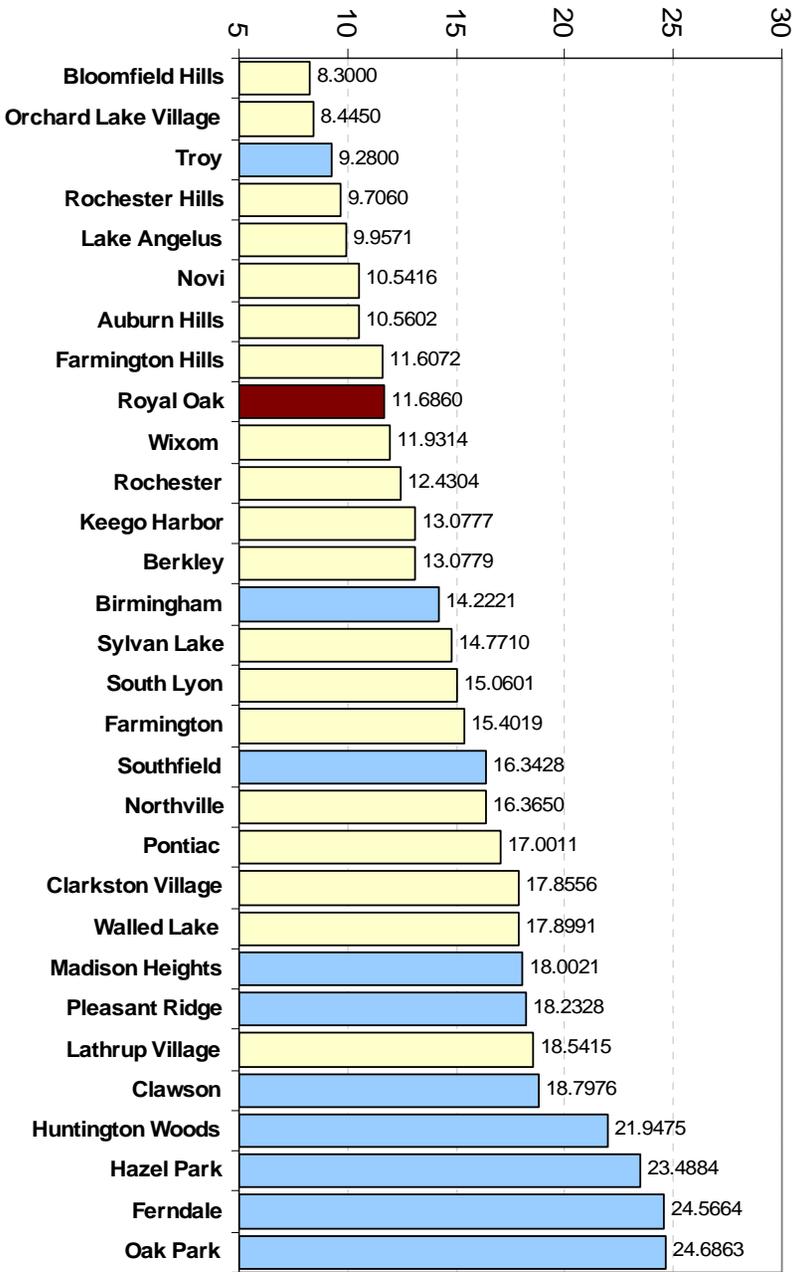
P.A. 197 of 1975 DDA Act-MCL 125.1662 Ad valorem tax--Commission adopted 11/02/1976

Sec. 12. (1) An authority with the approval of the municipal governing body may levy an ad valorem tax in the downtown district. The tax shall be not more than 2 mills if the downtown district is in a municipality having a population of less than 1,000,000. This is only for the purposes provided by Act 197 beginning with the duty to correct and prevent deterioration in business districts. The Headlee limit and the levy is 1.6477 mills for FY2010-11.

FY 2009/10 Total City Tax Rate Comparison

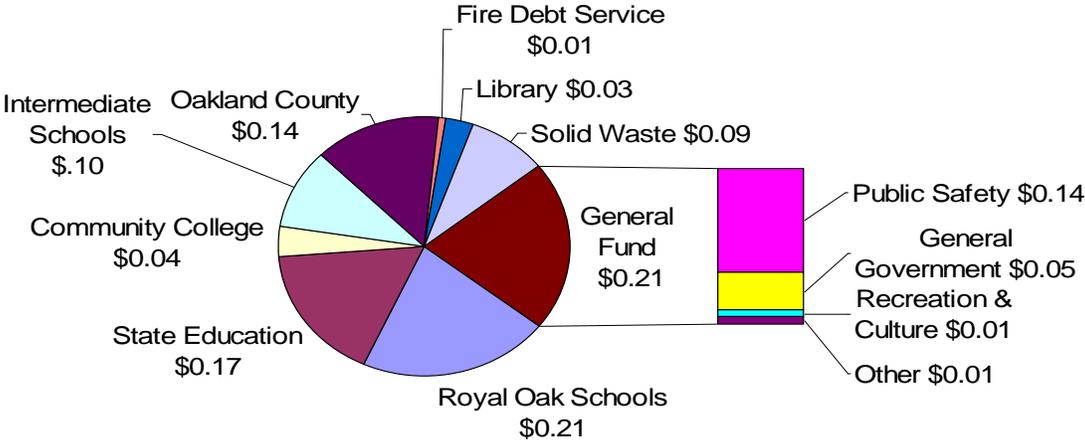
(Average Millage Rate = 15.1)

Blue bar represents a bordering neighbor

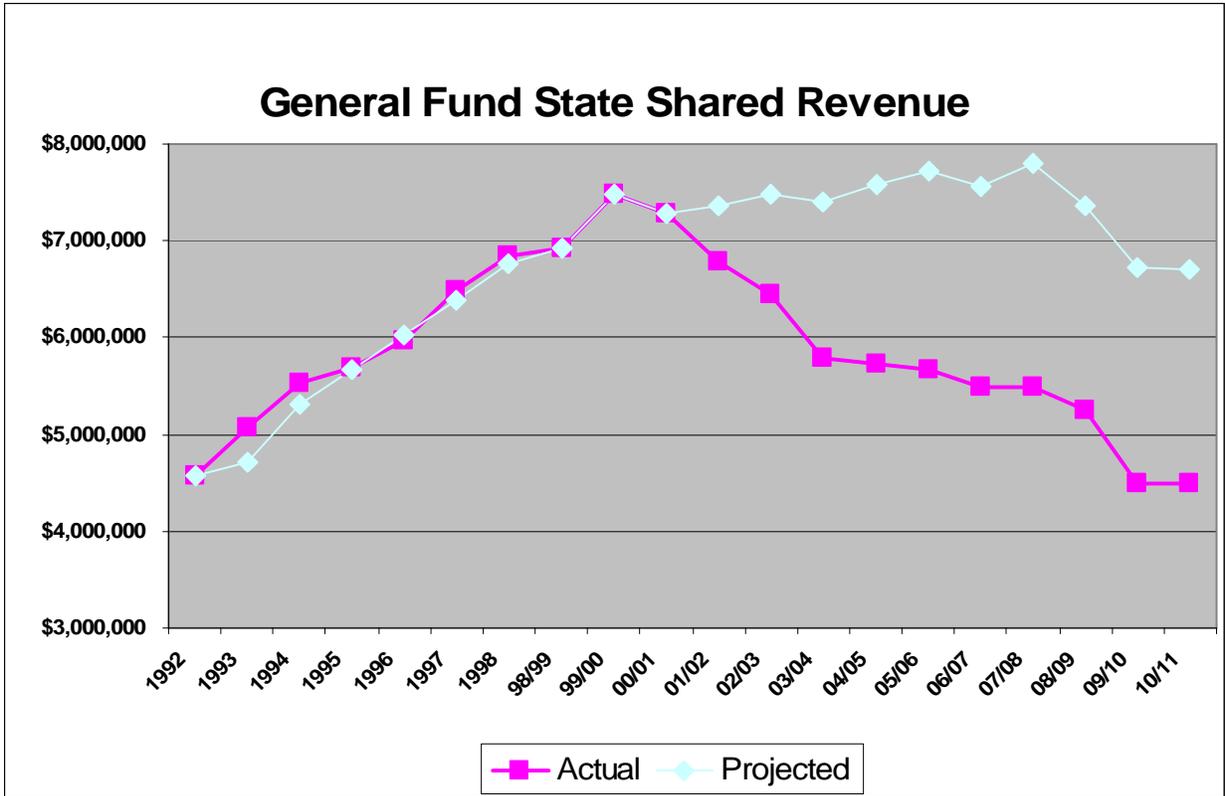


Note: FY2010/11 millage rates for all cities were not available at the County Equalization Office prior to printing of this budget document.

Where Your Tax Dollar Goes



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



The Michigan legislature has dramatically reduced distributions of State Shared Revenue or sales tax receipts since FY 2000-2001. The amount received in 2008 is less than the 1994 distribution and it continues to drop. In the graph above, from 1992 to 2001, projected growth and the trend line are based on 1992 actual revenue growing at a straight-line pace. The formula was fully funded in 2001 but population dropped in

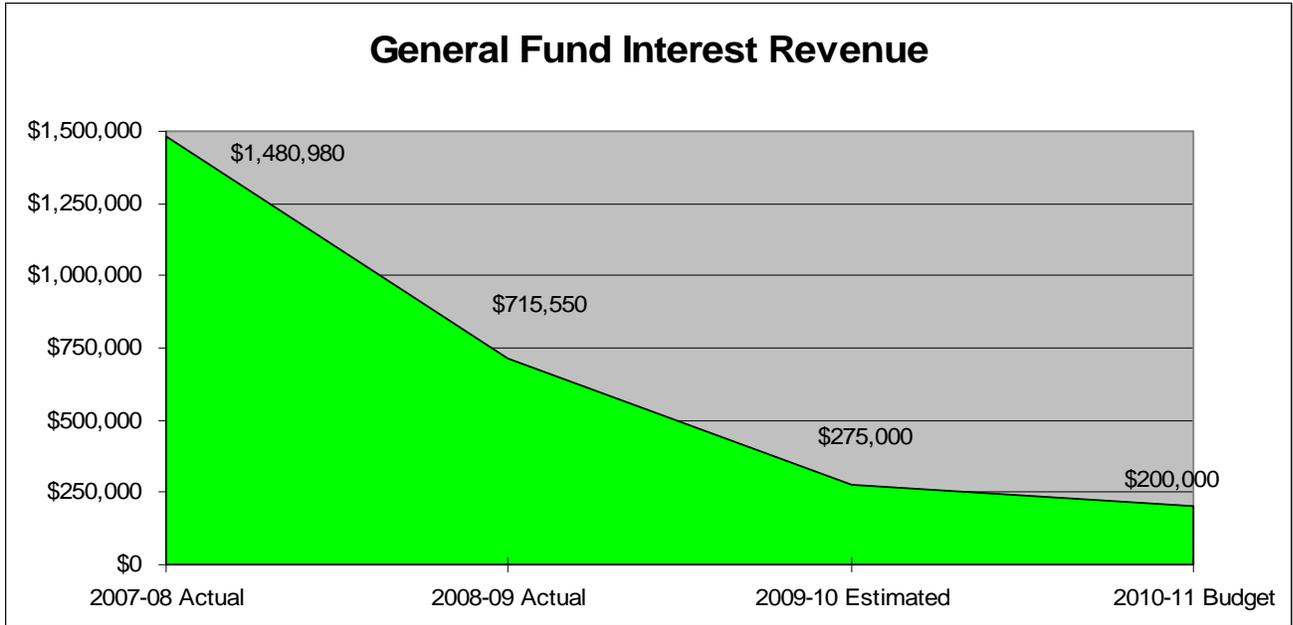
the 2000 Census. Constitutional formula is set by the voters, cannot be affected by the Legislature. Projected growth after 2001 is based on Constitutional receipts. The trend line is a straight-line analysis from 2001 to 2008. Statuary payments to cities have been reduced by the legislature each year beginning in 2002.

Financial Trends – State Shared Revenue

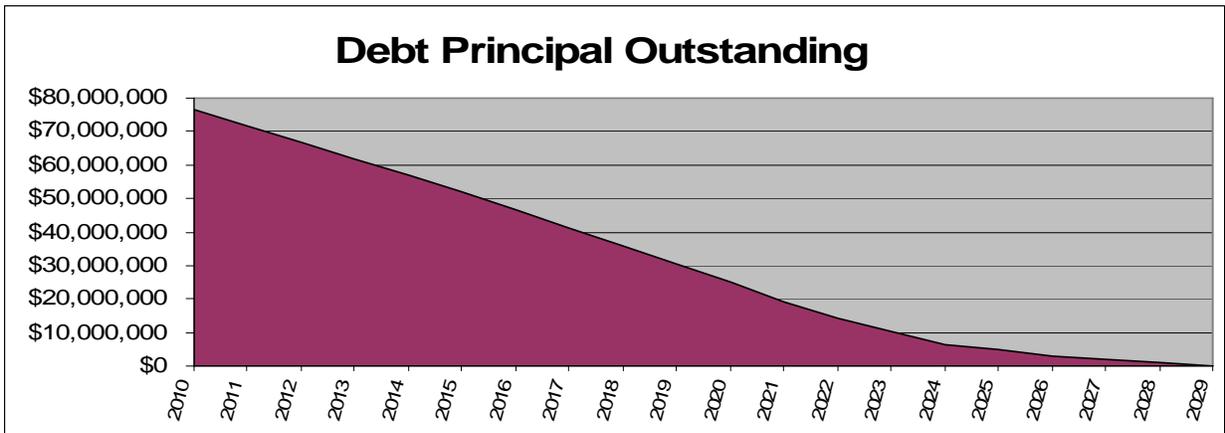
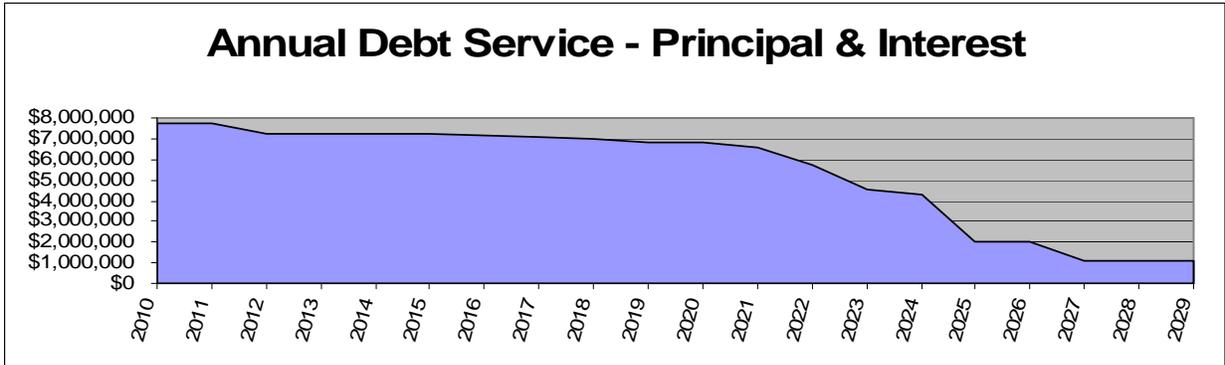
The annual gap for FY 2010-2011 is expected to be \$1,880,000. The cumulative gap since FY 2001 is projected to be \$17,500,000. Following limitations by Headlee to tax rates and by Proposal A to taxable value, local government

now faces the dilemma that State Shared Revenue drastically reduced. This leaves the local unit of government with the position of having to drastically reduce services or find some creative way to raise new revenue.

Fiscal Year	State Shared Revenue				
	Constitutional	Statutory	Actual		
1992			4,582,906	Uses 1990 Census.	
1993			5,071,275		
1994			5,531,742		
1995			5,695,931		
1996			5,975,120		
1997	3,914,919	2,578,011	6,492,930		
1998	3,978,040	2,874,568	6,852,608		
98/99	4,094,535	2,831,659	6,926,194	Formula revised.	
99/00	4,433,959	3,046,331	7,480,290		
00/01	3,897,555	3,393,244	7,290,799	Uses 2000 Census. Fully funded.	
01/02	3,937,256	2,838,283	6,775,539	Reductions begin anew.	
02/03	4,003,913	2,436,424	6,440,337		
03/04	3,960,423	1,827,848	5,788,271		
04/05	4,054,936	1,670,243	5,725,179		
05/06	4,123,971	1,537,506	5,661,477		
06/07	4,038,279	1,456,481	5,494,760		
07/08	4,173,107	1,319,767	5,492,874		
08/09	3,935,742	1,319,775	5,255,517		
Projected	09/10	3,600,000	900,000	4,500,000	
Projected	10/11	3,580,000	920,000	4,500,000	
Projected	11/12	3,500,000	800,000	4,300,000	



As recent as a couple of years ago, funds were able to significantly supplement their operations with interest income earned on cash balances. Unfortunately this too has changed. Interest rates earned on the City's cash has fallen drastically, in addition cash levels from which interest rates are calculated are decreasing substantially. In FY2007/08, the General Fund earned nearly \$1.5 million to help offset its operating expenditures, based on a reduced fund balance level and modest changes in interest rates, it is projected that the City will earn (of interest income) only \$200,000 in FY2010-11. In only two years, the General Fund has lost nearly \$1.2 million in annual interest income.

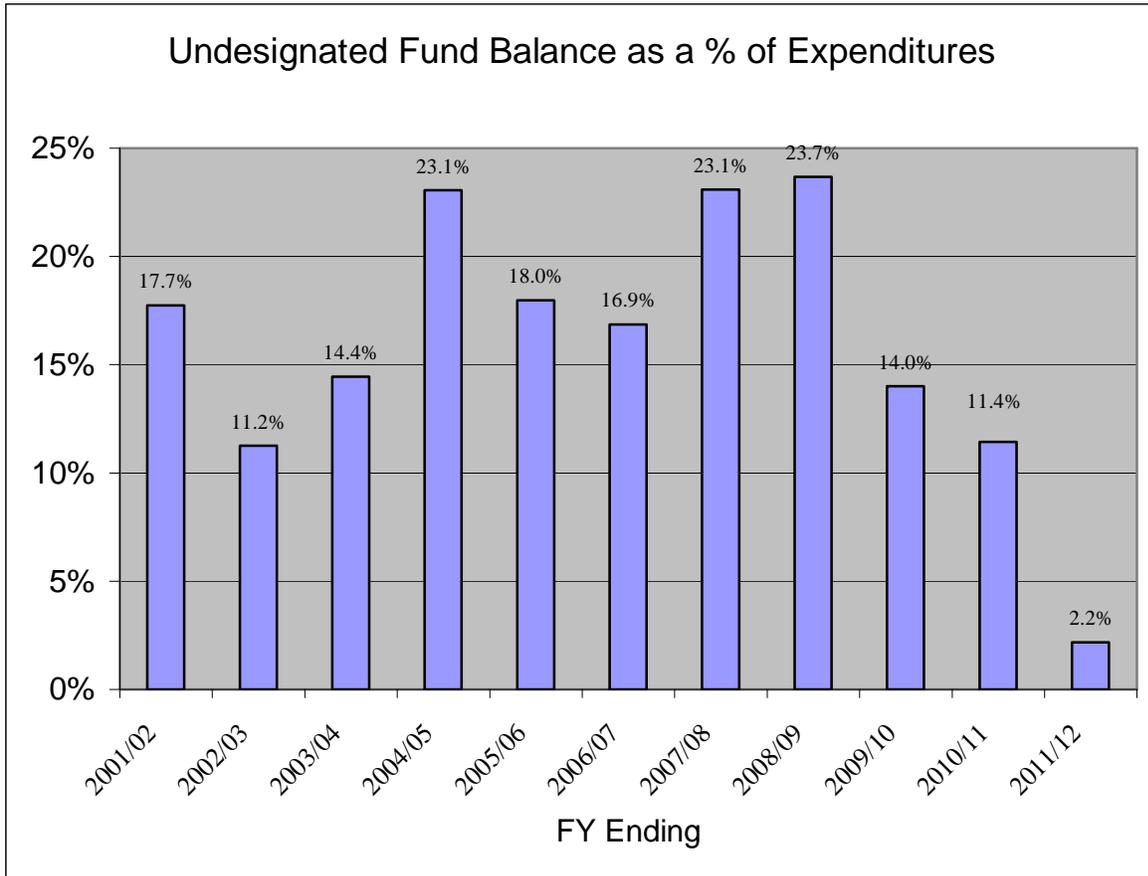


Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2010	7,726,925	76,454,515
6/30/2011	7,711,966	71,478,377
6/30/2012	7,250,869	66,800,693
6/30/2013	7,250,629	61,969,352
6/30/2014	7,244,526	56,983,730
6/30/2015	7,243,410	51,831,369
6/30/2016	7,167,083	46,579,729
6/30/2017	7,059,624	41,255,709
6/30/2018	6,956,692	35,848,850
6/30/2019	6,792,592	30,418,210
6/30/2020	6,792,817	24,796,326
6/30/2021	6,567,367	19,200,808
6/30/2022	5,745,107	14,236,372
6/30/2023	4,565,532	10,277,937
6/30/2024	4,265,354	6,469,679
6/30/2025	2,005,952	4,776,281
6/30/2026	1,983,086	3,023,497
6/30/2027	1,109,392	2,058,803
6/30/2028	1,107,911	1,041,167
6/30/2029	1,072,822	0

General Fund
 Undesignated Fund Balance as a Percentage of Expenditures
 Fiscal Year 2001/02 to 2011/12

<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Undesignated Fund Balance</u>	<u>Percent</u>
FY 2001/02	27,879,319	4,943,081	17.7%
FY 2002/03	28,743,323	3,231,839	11.2%
FY 2003/04	30,058,370	4,340,265	14.4%
FY 2004/05	28,763,993	6,634,320	23.1%
FY 2005/06	32,950,805	5,921,341	18.0%
FY 2006/07	33,506,340	5,646,783	16.9%
FY 2007/08	34,344,518	7,928,121	23.1%
FY 2008/09	35,133,900	8,323,551	23.7%
FY 2009/10 Estimated	38,118,950	5,341,638	14.0%
FY 2010/11 Estimated	33,684,730	3,853,370	11.4%
FY 2011/12 Estimated	32,232,020	704,549	2.2%

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



GENERAL FUND

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

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

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

The General Fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$34 million.

Nearly 90% of General Fund revenue is from property taxes, state grants, fines and forfeitures, and charges for services. Property tax revenue alone makes up more than half of

revenue. The base operating millage is authorized by City Charter in Chapter 8 Section 4.11(a).

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012

Total revenues for the General Fund are budgeted to fall by nearly \$3 million or 9% due to decreases in tax revenue, tax administrative fees, and criminal and traffic fines. Criminal and Traffic fine is projected due to the reduction of Police Officers. ALS revenues of nearly \$900,000 are completely eliminated due to the elimination of the Fire Department's ALS service. Insurance settlements are not anticipated as the City's Blue Cross plan is now self-insured. Transfers-in are budgeted to increase based on an increase from the Parking Fund, in accordance with the current transfer policy. Use of fund balance is nearly \$1.5 million for FY2010/2011 and \$3.1 million in FY2011/12 leaving approximately \$700,000 in fund balance at FY2011/12 year-end. As the forecast illustrates, this level of revenues and expenditures is not sustainable.

Budget Summary

General Fund Summary	2009-2010 Estimated Year End	2010-2011 Adopted Budget	2011-2012 Adopted Budget	2012-2013 Projected Budget	2013-2014 Projected Budget	2014-2015 Projected Budget
Beginning Fund Balance	9,806,898	5,341,638	3,853,370	704,549	(3,418,461)	(7,999,931)
Revenues	32,168,690	29,251,462	27,528,199	26,856,140	27,023,670	27,206,820
Expenditures	38,118,950	33,684,730	32,232,020	32,449,150	32,910,140	33,473,040
Net	(5,950,260)	(4,433,268)	(4,703,821)	(5,593,010)	(5,886,470)	(6,266,220)
Transfers from other funds	1,485,000	2,945,000	1,555,000	1,470,000	1,305,000	1,230,000
Net Change in Fund Balance	(4,465,260)	(1,488,268)	(3,148,821)	(4,123,010)	(4,581,470)	(5,036,220)
Ending Fund Balance	5,341,638	3,853,370	704,549	(3,418,461)	(7,999,931)	(13,036,151)
Fund Balance as a percentage of Expenditures	14.01%	11.44%	2.19%	-10.53%	-24.31%	-38.95%
Net Change in Fund Balance	(4,465,260)	(1,488,268)	(3,148,821)	(4,123,010)	(4,581,470)	(5,036,220)

Revenues

101.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	17,545,790	5,620,280	7,163,620	16,700	2,256,650	1,552,040	34,155,080
2007-2008 Actual	18,424,430	5,578,250	8,544,960	6,450	2,486,180	1,298,280	36,338,550
2008-2009 Actual	18,508,990	5,347,680	8,360,790	13,620	2,066,900	2,346,600	36,644,580
2009-2010 Original Budget	18,340,180	5,034,870	7,855,250	16,490	1,566,540	1,485,000	34,298,330
2009-2010 Adjusted Budget (Dec)	18,340,180	5,034,870	8,027,250	16,490	1,573,540	1,485,000	34,477,330
2009-2010 Six Month Actual	16,906,280	1,718,440	4,041,230	2,240	857,810	197,460	23,723,460
2009-2010 Estimated Year End	18,282,000	4,591,500	8,008,460	16,490	1,270,240	1,485,000	33,653,690
2010-2011 Dept Request	16,948,440	4,591,500	6,905,750	16,500	727,360	2,025,000	31,214,550
2010-2011 Manager's Budget	16,948,440	4,591,500	6,787,662	16,500	727,360	2,025,000	31,096,462
2010-2011 Adopted Budget	16,948,440	4,591,500	6,967,662	16,500	727,360	2,945,000	32,196,462
2011-2012 Adopted Budget	15,335,270	4,391,500	7,157,569	16,500	627,360	1,555,000	29,083,199
2012-2013 Projected Budget	14,958,140	4,191,500	7,062,640	16,500	627,360	1,470,000	28,326,140
2013-2014 Projected Budget	14,949,390	4,191,500	7,238,920	16,500	627,360	1,305,000	28,328,670
2014-2015 Projected Budget	15,225,020	4,191,500	7,146,440	16,500	627,360	1,230,000	28,436,820

Expenditures

GENERAL FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	23,299,740	416,920	19,360	4,548,620	0	28,284,640
2007-2008 Actual	28,550,170	564,280	175,400	5,095,020	0	34,384,870
2008-2009 Actual	29,473,330	503,640	117,550	5,068,150	0	35,162,670
2009-2010 Original Budget	29,386,250	542,070	23,000	5,692,320	0	35,643,640
2009-2010 Adjusted Budget (Dec)	29,558,060	548,570	23,000	5,692,820	0	35,822,450
2009-2010 Six Month Actual	16,460,080	229,400	1,600	2,763,400	0	19,454,480
2009-2010 Estimated Year End	31,195,730	527,820	16,600	6,378,800	0	38,118,950
2010-2011 Dept Request	32,418,550	527,460	52,000	5,842,270	0	38,840,280
2010-2011 Manager's Budget	26,291,460	467,460	52,000	5,726,770	0	32,537,690
2010-2011 Adopted Budget	27,461,720	460,760	52,000	5,710,250	0	33,684,730
2011-2012 Adopted Budget	25,945,670	465,900	58,000	5,762,450	0	32,232,020
2012-2013 Projected Budget	26,062,800	465,900	58,000	5,762,450	0	32,349,150
2013-2014 Projected Budget	26,551,520	465,900	58,000	5,734,720	0	32,810,140
2014-2015 Projected Budget	27,114,420	465,900	58,000	5,734,720	0	33,373,040

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

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

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

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

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

immediately preceding election, and a freeholder of said City.

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

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

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

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

The City Commission conducted its Strategic Planning Session for FY2010/11 on January 22 and January 23, 2010.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Memberships & Dues decreased due to the elimination of the SEMCOG membership in FY2011/12.

Budget Summary

Expenditures

101.101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	5,070	730	-	10,840	-	16,640
2007-2008 Actual	6,980	330	-	11,470	-	18,780
2008-2009 Actual	5,250	230	-	15,300	-	20,780
2009-2010 Original Budget	4,130	100	-	24,150	-	28,380
2009-2010 Adjusted Budget (Dec)	4,130	100	-	24,150	-	28,380
2009-2010 Six Month Actual	1,920	250	-	18,150	-	20,320
2009-2010 Estimated Year End	4,130	540	-	18,550	-	23,220
2010-2011 Dept Request	4,130	450	-	18,950	-	23,530
2010-2011 Manager's Budget	4,130	450	-	18,950	-	23,530
2010-2011 Adopted Budget	4,130	450	-	7,450	-	12,030
2011-2012 Adopted Budget	4,130	450	-	7,630	-	12,210
2012-2013 Projected Budget	4,130	450	-	7,630	-	12,210
2013-2014 Projected Budget	4,130	450	-	7,630	-	12,210
2014-2015 Projected Budget	4,130	450	-	7,630	-	12,210

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

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

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

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

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

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

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

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

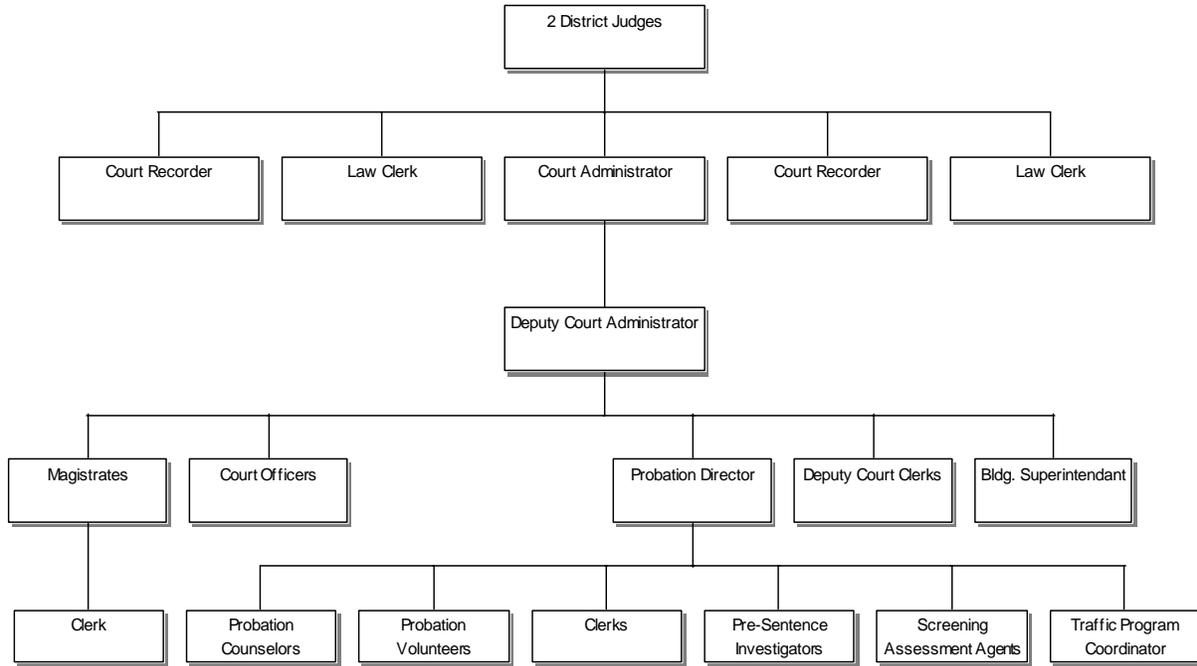
Personnel costs are budgeted to decrease based on the elimination two positions in accordance with the attrition policy.

Budget Summary

Expenditures

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	1,759,360	46,520	-	235,220	-	2,041,100
2007-2008 Actual	2,066,340	35,420	-	267,950	-	2,369,710
2008-2009 Actual	2,193,310	38,620	-	213,160	-	2,445,090
2009-2010 Original Budget	2,189,700	41,500	-	290,800	-	2,522,000
2009-2010 Adjusted Budget (Dec)	2,189,700	41,500	-	290,800	-	2,522,000
2009-2010 Six Month Actual	1,092,390	17,750	-	102,300	-	1,212,440
2009-2010 Estimated Year End	2,191,200	42,600	15,000	261,400	-	2,510,200
2010-2011 Dept Request	2,414,260	46,100	-	264,500	-	2,724,860
2010-2011 Manager's Budget	1,975,590	46,100	-	264,500	-	2,286,190
2010-2011 Adopted Budget	2,101,180	46,100	-	263,000	-	2,410,280
2011-2012 Adopted Budget	2,191,040	47,200	-	276,200	-	2,514,440
2012-2013 Projected Budget	2,167,780	47,200	-	276,200	-	2,491,180
2013-2014 Projected Budget	2,206,690	47,200	-	276,200	-	2,530,090
2014-2015 Projected Budget	2,247,050	47,200	-	276,200	-	2,570,450

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Full-Time Positions										
District Court Judge	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Court Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Manager (Court)	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Judicial Secretary/Recorder	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Sprvsr - Criminal	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Crt Sprvsr - Traffic	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Administrative Assistant	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Chief Account Clerk (Court)	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Court Officer	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Dist Court Clerk III	3.000	3.000	3.000	5.000	6.000	7.000	7.000	7.000	7.000	7.000
Dist Court Clerk II	2.000	2.000	2.000	2.000	1.000	1.000	1.000	0.000	0.000	0.000
Court Bailiff Law Clerk	2.000	2.000	2.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Full-time Total	20.000	20.000	19.000	19.000	19.000	19.000	19.000	17.000	17.000	
Part-Time Positions (FTEs)										
Part-Time Positions	Information not available							6.087	6.087	
Cost Center Total	20.000	20.000	19.000	19.000	19.000	19.000	19.000	23.087	23.087	

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Personnel costs are budgeted to decrease based on the elimination one position in accordance with the attrition policy.

Budget Summary

Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	429,870	11,190	-	280	-	441,340
2007-2008 Actual	486,920	6,650	-	1,530	-	495,100
2008-2009 Actual	517,160	9,240	-	4,120	-	530,520
2009-2010 Original Budget	505,200	10,000	-	3,100	-	518,300
2009-2010 Adjusted Budget (Dec)	505,200	10,000	-	3,100	-	518,300
2009-2010 Six Month Actual	187,890	550	-	850	-	189,290
2009-2010 Estimated Year End	405,540	10,000	-	3,100	-	418,640
2010-2011 Dept Request	355,960	10,000	-	3,100	-	369,060
2010-2011 Manager's Budget	359,200	10,000	-	3,100	-	372,300
2010-2011 Adopted Budget	374,470	10,000	-	2,400	-	386,870
2011-2012 Adopted Budget	416,660	10,000	-	2,400	-	429,060
2012-2013 Projected Budget	396,290	10,000	-	2,400	-	408,690
2013-2014 Projected Budget	403,020	10,000	-	2,400	-	415,420
2014-2015 Projected Budget	411,120	10,000	-	2,400	-	423,520

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Full-Time Positions										
Director of Probation	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Pre Sentence Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Probation Officer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Part-Time Positions (FTEs)										
Part-Time Positions	Information not available							3.542	3.542	
Cost Center Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	6.542	6.542	

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Facilitate accomplishing the City's FY2010/11 objectives established and adopted by the Mayor and the City Commission.
- Facilitate the development of a satisfaction and informational survey regarding City services and work with an independent entity (ex. a college program) to collect statistically significant results for the benefit of the City Manager and Commission.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

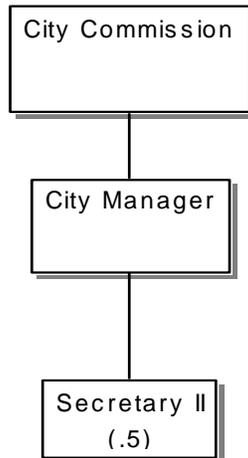
Personnel costs are decreasing based on the elimination of fifty-percent of a Secretary position. A Secretary position will be shared between the City Attorney's Office and the City Manager's Office. This plan will leave 1.5 FTEs in the City Manager's Office. In addition, personnel costs decreased in this cost center due to the wage and benefit concessions taken for the City Managers position in both FY2010/11 and FY2011/12.

Budget Summary

Expenditures

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	112,080	720	-	1,220	-	114,020
2007-2008 Actual	264,130	490	-	3,380	-	268,000
2008-2009 Actual	320,910	340	-	4,900	-	326,150
2009-2010 Original Budget	244,730	550	-	3,700	-	248,980
2009-2010 Adjusted Budget (Dec)	244,730	550	-	3,700	-	248,980
2009-2010 Six Month Actual	156,690	90	-	1,800	-	158,580
2009-2010 Estimated Year End	383,230	550	-	3,540	-	387,320
2010-2011 Dept Request	357,070	1,050	-	5,920	-	364,040
2010-2011 Manager's Budget	292,460	1,050	-	5,920	-	299,430
2010-2011 Adopted Budget	280,800	550	-	5,920	-	287,270
2011-2012 Adopted Budget	264,780	550	-	5,920	-	271,250
2012-2013 Projected Budget	268,940	550	-	5,920	-	275,410
2013-2014 Projected Budget	273,550	550	-	5,920	-	280,020
2014-2015 Projected Budget	278,320	550	-	5,920	-	284,790

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Secretary II - City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500
Full-time Total	2.500	2.000	2.000	2.000	2.000	2.000	2.000	1.500	1.500

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Administer three elections for the calendar year 2010 consisting of the February Berkley School District bond proposal, The August Primary and the November General Election.
 - Once the Census figures are in, possibly consolidate more precincts.
 - Utilize State Grant for Electronic Poll Books in every election, starting August 2010.
 - Continue training of workers prior to every election.
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are two elections budgeted in the FY2010/11, although there may be two additional elections in February 2011 and May 2011 due to the potential for the constitutional convention. Every 16 years voters are asked to vote on a proposal to convene a constitutional convention for the purpose of drafting a general revision of the state constitution. These potential election costs are not included in the budget for FY2010/2011.

Budget Summary

Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	107,860	14,050	-	6,550	-	128,460
2007-2008 Actual	220,000	22,820	-	7,510	-	250,330
2008-2009 Actual	244,970	19,510	4,550	5,530	-	274,560
2009-2010 Original Budget	192,620	24,000	-	17,700	-	234,320
2009-2010 Adjusted Budget (Dec)	192,620	24,000	-	17,700	-	234,320
2009-2010 Six Month Actual	95,330	13,610	-	4,110	-	113,050
2009-2010 Estimated Year End	180,100	21,600	-	10,850	-	212,550
2010-2011 Dept Request	235,280	13,700	-	19,740	-	268,720
2010-2011 Manager's Budget	236,910	13,700	-	19,740	-	270,350
2010-2011 Adopted Budget	233,890	13,700	-	19,740	-	267,330
2011-2012 Adopted Budget	208,860	21,600	-	20,820	-	251,280
2012-2013 Projected Budget	240,450	21,600	-	20,820	-	282,870
2013-2014 Projected Budget	209,990	21,600	-	20,820	-	252,410
2014-2015 Projected Budget	246,550	21,600	-	20,820	-	288,970

Performance Indicators / Outcome Measures

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

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

ROYAL OAK ELECTION HISTORY

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

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

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

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

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

Centralized payroll and accounts payable functions are performed within the department.

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

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

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

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

GOALS

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

OBJECTIVES

- Implement a new financial management system utilizing technology to improve upon efficiencies and reporting capabilities.
- Facilitate the development and adoption of a *comprehensive* Capital Improvement Plan.
- Assist with the facilitation of the development of a strategic revenue plan.
- Assist with the development of a Wellness Committee in an effort to grow a healthier workforce (and retirees) which in turn can improve productivity, improve healthcare costs, and reduce the risk of the self-insured healthcare plan.
- To actively work with the MGFOA Intergovernmental Committee to investigate meaningful collaboration opportunities for cost saving purposes and/or improving effectiveness.
- Aggressively pursue investigations into cost savings opportunities for the City in addition to revenue generating opportunities.
- Provide and review specific trustee educational information for the development of the fiduciaries of the City's Retirement System.
- Work with departments to prepare more comprehensive goals, objectives and performance measures for all city functions.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

A retirement will cause a vacancy with the department's Secretary position mid-year. The Secretary position will be expended from the Retirement Fund, as most of the work in the first six months of FY2010/11 is anticipated to be retirement related. This plan has been accepted by the Retirement Board already. In addition, some part-time costs have been removed from this cost center and now in the Retirement Fund, as the part-time employee will be picking-up some of the retirement duties after the Secretary retirees. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the Finance Directors position in FY2010/11 and FY2011/12. Total personnel expenditures are down even with the Purchasing cost center merging in with the Finance Department beginning in FY2010/11, as the Purchasing cost center is closing. Contracted Services has decreased \$40,000 based on the elimination of a contracted Budget Analyst position. Based on these cuts in the staffing level, it is a concern that the accuracy and ability to accomplish the department's current duties will diminish. The department will continue to look for efficiencies in service delivery in order to provide quality financial services. For FY2011/12, another 0.4 FTE will be eliminated, amounting to the removal of one contracted Analyst and a Secretary in a two year time period.

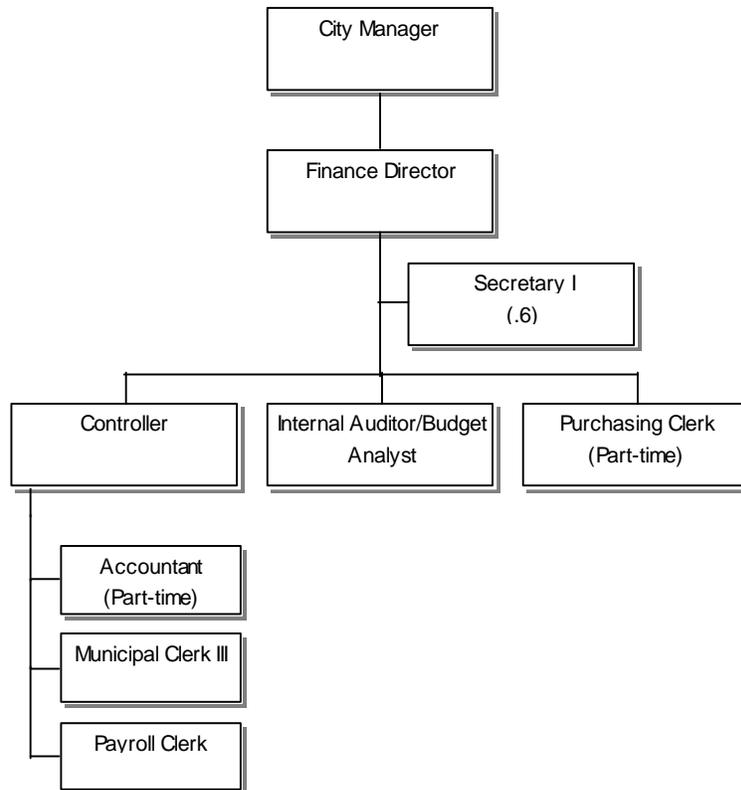
Budget Summary

Expenditures

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	433,840	4,000	-	18,720	-	456,560
2007-2008 Actual	638,950	3,780	-	64,080	-	706,810
2008-2009 Actual	704,700	4,450	-	72,660	-	781,810
2009-2010 Original Budget	763,870	4,000	-	91,010	-	858,880
2009-2010 Adjusted Budget (Dec)	763,870	4,000	-	91,010	-	858,880
2009-2010 Six Month Actual	303,750	390	-	33,170	-	337,310
2009-2010 Estimated Year End	689,240	3,000	-	82,110	-	774,350
2010-2011 Dept Request	696,480	3,000	-	90,010	-	789,490
2010-2011 Manager's Budget	602,650	3,000	-	50,010	-	655,660
2010-2011 Adopted Budget	594,260	3,000	-	50,010	-	647,270
2011-2012 Adopted Budget	615,950	4,000	-	49,010	-	668,960
2012-2013 Projected Budget	609,530	4,000	-	49,010	-	662,540
2013-2014 Projected Budget	621,520	4,000	-	49,010	-	674,530
2014-2015 Projected Budget	633,490	4,000	-	49,010	-	686,500

101.233 PURCHASING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	28,570	-	-	300	-	28,870
2007-2008 Actual	46,030	-	-	470	-	46,500
2008-2009 Actual	20,170	-	-	300	-	20,470
2009-2010 Original Budget	16,290	-	-	22,840	-	39,130
2009-2010 Adjusted Budget (Dec)	16,290	-	-	22,840	-	39,130
2009-2010 Six Month Actual	800	-	-	-	-	800
2009-2010 Estimated Year End	8,640	-	-	1,000	-	9,640
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	-	-	-
2011-2012 Adopted Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Departmental Organization Chart



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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Director of Finance	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Controller	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Internal Auditor/Bdgt Analyst	1.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Accountant II	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Secretary I - Finance	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.600	0.000
Payroll Clerk III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Finance - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	7.000	6.000	6.000	6.000	6.000	6.000	6.000	5.600	5.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							1.154	1.154
Cost Center Total	7.000	6.000	6.000	6.000	6.000	6.000	6.000	6.754	6.154

Purchasing	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
CS III - Purchasing	1.000	0.500	1.000	1.000	1.000	1.000	0.500	0.000	0.000
Full-time Total	1.000	0.500	1.000	1.000	1.000	1.000	0.500	0.000	0.000

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Bank Statements Reconciled	n/a	n/a	252	504	500	500
Accounts Payable Invoices Processed	23,726	24,174	12,070	24,200	23,000	23,000
General Payroll Checks Generated	13,057	12,615	6,433	12,800	11,000	10,500
“Special” Payroll Checks Generated	906	836	679	700	500	500
Payroll Checks Accurately Generated	n/a	n/a	100%	99.99%	99.5%	99.5%
Auditors Correcting Entries to Financial Statements	n/a	n/a	0	0	0	0
Estimated/Final Pension Calculations	n/a	n/a	n/a	n/a	40/20	30/15
Pension/Retiree Benefit Payments Generated	5759	5786	2884	5775	6000	6200
GFOA Distinguished Budget Awards	0	1	1	1	1	1
GFOA Budget Criteria Rated “Outstanding” (of 27 possible)	0	6/27	n/a	10/27	13/27	16/27
GFOA CAFR Awards	1	1	1	1	1	1
Internal Audits Performed	n/a	n/a	0	1	4	4
Budget Monitoring Contacts	n/a	n/a	n/a	n/a	1,000	1,000
Bids Solicited	n/a	n/a	n/a	n/a	30	30
Quotations Solicited	n/a	n/a	n/a	n/a	10	10

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

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

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

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

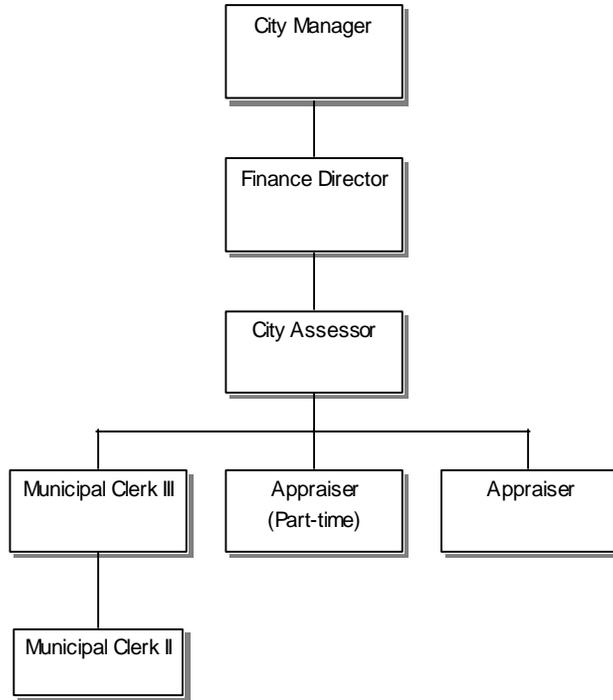
The assessing and treasury functions are funded with the City's Administrative fee of 1%. Contracted Services costs will increase due to an increase in assessing software support and a Paylocaltax.com fee. Outside the regular benefit cost increases for most of the Assessing staff, personnel costs will increase due to a small portion of the Finance Director position now being allocated to the Assessing Division. The FY2010/11 and FY2011/12 budget reflects the City Assessor position's wage and benefit reductions taken in an effort to cut costs.

Budget Summary

Expenditure

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	247,400	1,610	-	50,940	-	299,950
2007-2008 Actual	394,840	2,210	-	65,070	-	462,120
2008-2009 Actual	436,610	4,250	-	60,050	-	500,910
2009-2010 Original Budget	466,840	2,400	-	57,940	-	527,180
2009-2010 Adjusted Budget (Dec)	466,840	2,400	-	57,940	-	527,180
2009-2010 Six Month Actual	228,190	1,790	-	13,850	-	243,830
2009-2010 Estimated Year End	470,700	2,770	-	69,490	-	542,960
2010-2011 Dept Request	507,820	2,790	-	70,580	-	581,190
2010-2011 Manager's Budget	511,700	2,790	-	70,580	-	585,070
2010-2011 Adopted Budget	503,410	2,640	-	70,580	-	576,630
2011-2012 Adopted Budget	517,600	2,990	-	73,420	-	594,010
2012-2013 Projected Budget	517,180	2,990	-	73,420	-	593,590
2013-2014 Projected Budget	527,540	2,990	-	73,420	-	603,950
2014-2015 Projected Budget	538,720	2,990	-	73,420	-	615,130

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
City Assessor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Assessor	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Appraiser	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC II	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Assessing - MC I	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	5.000	4.000	4.000	4.000	4.000	4.000	4.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							0.577	0.577
Cost Center Total	5.000	5.000	5.000	4.000	4.000	4.000	4.000	4.577	4.577

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Assessment Notices Processed	27,300	27,269	0	27,086	27,100	27,100
Residential Property Appraisals	430	306	156	300	300	350
Commercial/Industrial Appraisals	337	243	n/a	250	250	300
Small Claims Tribunal Appeals	51	59	26	114	40	40
Full Tax Tribunal Appeals	29	114	60	110	100	80
Homestead Affidavits Processed	862	816	560	850	850	850
Board of Review Appeals	550	903	8	624	700	700
Board of Review Adjustments	-840,510	-5,716,315	-111,875	-2,651,470	-3,000,000	-2,000,000
Property Sales Reviewed	2,260	2,165	1,217	2,300	2,300	2,300
Property Transfers Uncapped	1,368	1,406	93	1,500	1,500	1,500
Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Lot Splits/Combinations	19	9	5	8	10	15

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

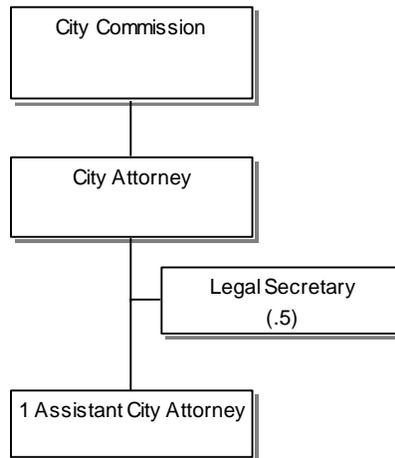
In an effort to reduce the budget, one staff attorney will be eliminated. A Secretary position will be shared between the City Attorney's Office and the City Manager's Office. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the City Attorney position in FY2010/11 and FY2011/12. It is anticipated that the City administration and Commission will experience a significantly reduced level of legal service including increased turn-around time.

Budget Summary

Expenditures

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	407,760	19,310	-	260,500	-	687,570
2007-2008 Actual	472,250	16,880	-	199,720	-	688,850
2008-2009 Actual	531,280	18,650	-	248,050	-	797,980
2009-2010 Original Budget	577,340	18,800	-	234,800	-	830,940
2009-2010 Adjusted Budget (Dec)	577,340	18,800	-	234,800	-	830,940
2009-2010 Six Month Actual	276,290	6,530	-	127,420	-	410,240
2009-2010 Estimated Year End	562,730	13,050	-	241,270	-	817,050
2010-2011 Dept Request	603,030	13,340	-	206,640	-	823,010
2010-2011 Manager's Budget	366,510	13,340	-	206,640	-	586,490
2010-2011 Adopted Budget	455,650	13,340	-	206,640	-	675,630
2011-2012 Adopted Budget	451,850	13,740	-	206,680	-	672,270
2012-2013 Projected Budget	453,750	13,740	-	206,680	-	674,170
2013-2014 Projected Budget	461,410	13,740	-	206,680	-	681,830
2014-2015 Projected Budget	469,350	13,740	-	206,680	-	689,770

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
City Attorney	1.000	1.000	1.000	0.000	1.000	1.000	1.000	1.000	1.000
Deputy City Attorney	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Assistant City Attorney	1.000	1.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
Legal Secretary	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500
Full-time Total	4.000	4.000	5.000	4.000	5.000	4.000	4.000	2.500	2.500

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Stay active in statewide Clerk's associations to have our concerns addressed and to be informed of new acts/laws being implemented.
- Utilize our BS&A software to the fullest extent.
- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

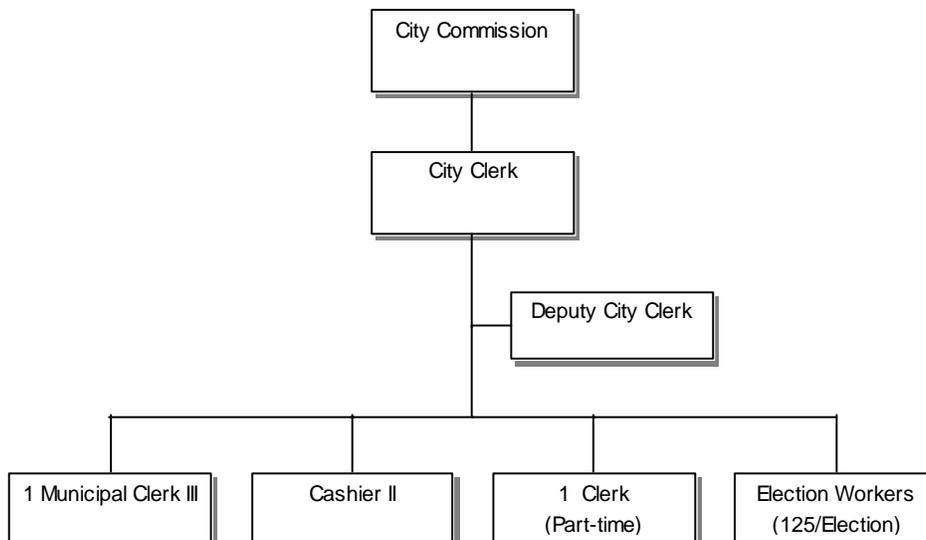
A Municipal Clerk III position will be eliminated in order to reduce the General Fund's personnel costs. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the City Clerk's position for FY2010/11 and FY2011/12. Unfortunately, due to the budget reductions the following services may be discontinued as of 7/1/10: annual dog clinic, dog license renewal reminders and appointment cards sent to new boards and committee members. It will be investigated which licensing may be eliminated as well. A shared counter with the Treasury is being considered due to the low staffing levels. Minutes will be even more condensed; however, they will still be in compliance with ROBERTS Rules of order.

Budget Summary

Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	156,160	5,950	-	11,030	-	173,140
2007-2008 Actual	243,990	5,850	-	23,520	-	273,360
2008-2009 Actual	326,610	7,330	10,000	23,830	-	367,770
2009-2010 Original Budget	350,310	8,000	8,000	25,410	-	391,720
2009-2010 Adjusted Budget (Dec)	350,310	8,000	8,000	25,410	-	391,720
2009-2010 Six Month Actual	169,600	4,850	1,600	6,850	-	182,900
2009-2010 Estimated Year End	361,310	7,770	1,600	24,510	-	395,190
2010-2011 Dept Request	371,740	7,820	-	19,360	-	398,920
2010-2011 Manager's Budget	286,510	7,820	-	19,360	-	313,690
2010-2011 Adopted Budget	289,950	7,820	-	18,960	-	316,730
2011-2012 Adopted Budget	298,930	7,830	-	18,980	-	325,740
2012-2013 Projected Budget	296,340	7,830	-	18,980	-	323,150
2013-2014 Projected Budget	301,780	7,830	-	18,980	-	328,590
2014-2015 Projected Budget	307,410	7,830	-	18,980	-	334,220

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Purchasing	0.000	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000
City Clerk - MC III	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
City Clerk - MC II	3.000	2.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Cashier II	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Full-time Total	7.000	6.500	4.000	4.000	4.000	4.000	6.000	4.000	4.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.337	0.337
Cost Center Total	7.000	6.500	4.000	4.000	4.000	4.000	6.000	4.337	4.337

Performance Indicators / Outcome Measures

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Estimated 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Documents Processed/Issued:						
Birth Certificates	n/a	5,975	5,468	5,500	5,600	5,700
Business Licenses (Annual)	n/a	242	161	180	200	220
Death Certificates	n/a	2,046	2,017	2,030	2,050	2,060
Dog Licenses	n/a	1,919	2,349	2,300	2,200	2,400
Dog Park Passes	n/a	n/a	501	650	650	650
Freedom of Information Act	n/a	35	88	90	95	100
Initial Merchants Licenses	n/a	51	47	50	60	75
Liquor License Renewals	n/a	45	44	45	45	45
Miscellaneous Business Licenses	n/a	51	90	100	110	120
Peddler Permits	n/a	79	31	50	60	70
SDD/SDM Renewals	n/a	39	39	39	40	40
Solicitation Permits	n/a	31	25	30	30	30
Special Event Permits	n/a	42	57	60	65	70
Woodward Dream Cruise Permits	n/a	78	61	70	75	75

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

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

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

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

GOALS:

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

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

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

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

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

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

OBJECTIVES:

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

Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Years 2010/2012:

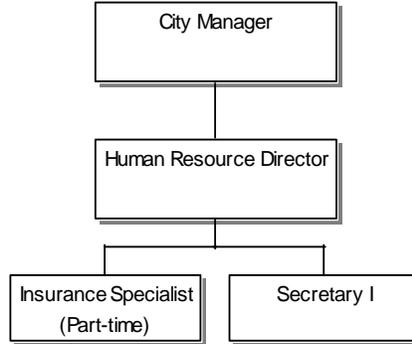
For budgetary cut purposes, one full-time Human Resources Specialist and one Clerk (budgeted mid-year 09/10) position will be eliminated. The full-time personnel cut is somewhat offset with part-time wages. The elimination of the positions will cause numerous (including cost saving) programs/services to be drastically reduced or eliminated. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the HR Director's position in FY2010/11 and FY2011/12. An increase in the budget for anticipated civil service examinations is offset by a larger decrease in contractual service costs.

Budget Summary

Expenditures

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	241,200	880	-	88,610	-	330,690
2007-2008 Actual	383,930	870	-	71,190	-	455,990
2008-2009 Actual	356,240	520	-	80,510	-	437,270
2009-2010 Original Budget	367,770	1,000	-	123,450	-	492,220
2009-2010 Adjusted Budget (Dec)	367,770	1,000	-	123,450	-	492,220
2009-2010 Six Month Actual	197,350	200	-	36,110	-	233,660
2009-2010 Estimated Year End	433,580	1,000	-	82,050	-	516,630
2010-2011 Dept Request	510,880	1,030	-	101,300	-	613,210
2010-2011 Manager's Budget	339,020	1,030	-	101,300	-	441,350
2010-2011 Adopted Budget	333,890	1,030	-	101,300	-	436,220
2011-2012 Adopted Budget	333,340	1,060	-	97,130	-	431,530
2012-2013 Projected Budget	331,480	1,060	-	97,130	-	429,670
2013-2014 Projected Budget	337,800	1,060	-	97,130	-	435,990
2014-2015 Projected Budget	343,110	1,060	-	97,130	-	441,300

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Human Resource Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	0.500	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Secretary I - Hr	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
H/R - MC III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
H/R - MC II	1.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Full-time Total	4.500	4.000	4.000	4.000	4.000	4.000	4.000	2.000	2.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							0.865	0.865
Cost Center Total	4.500	4.000	4.000	4.000	4.000	4.000	4.000	2.865	2.865

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Labor Contracts Negotiated	4	3	2	5	4	n/a
% of Labor Contracts Settled	44.4	77.7	100	55.5	100	n/a
Employees Hired (FT/PT)	58	47	14	38	35	36
Applications Processed (FT/PT)	329	548	278	338	242	160
Promotions/Transfers/Terminations Processed	67	43	83	103	105	50
Disability Claims Processed	83	64	26	63	57	57
Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	680	696	705	705	692	690
FT HR Staff to FT Workforce Ratio	1:85	1:108	1:80	1:80	1:145	1:145

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.

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	1,661,820	-	1,661,820
2007-2008 Actual	6,280	-	-	1,526,580	-	1,532,860
2008-2009 Actual	520	-	-	1,430,970	-	1,431,490
2009-2010 Original Budget	2,000	-	-	1,504,280	-	1,506,280
2009-2010 Adjusted Budget (Dec)	2,000	-	-	1,504,280	-	1,506,280
2009-2010 Six Month Actual	10,440	-	-	911,720	-	922,160
2009-2010 Estimated Year End	22,100	-	-	1,530,280	-	1,552,380
2010-2011 Dept Request	23,100	-	-	1,503,580	-	1,526,680
2010-2011 Manager's Budget	23,100	-	-	1,503,580	-	1,526,680
2010-2011 Adopted Budget	23,100	-	-	1,509,880	-	1,532,980
2011-2012 Adopted Budget	23,100	-	-	1,528,540	-	1,551,640
2012-2013 Projected Budget	24,100	-	-	1,528,540	-	1,552,640
2013-2014 Projected Budget	25,150	-	-	1,528,540	-	1,553,690
2014-2015 Projected Budget	26,240	-	-	1,528,540	-	1,554,780

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 the Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD.

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

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

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

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

Royal Oak property owners have the option of paying tax bills on-line by credit card through Oakland County and water bills with a credit card from the City website through "Official Payments". In addition, in January 2006 the Office began offering direct debit payments for water bills. This program has been tremendously popular, with 1934 residents, or 8% of our total customer base, signed up, a 22% increase in users in the past year.

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

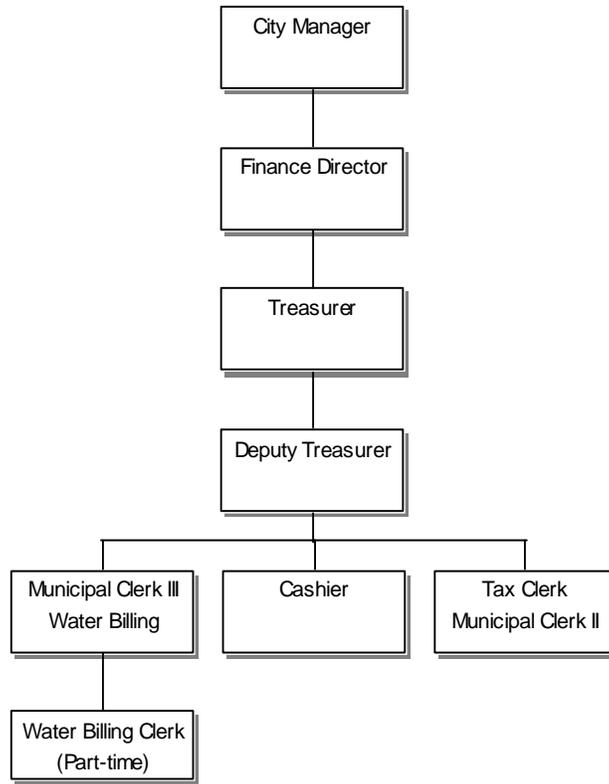
Recent substantial decreases in the rate of short term investments have provided a tremendous challenge to the Treasurer's Office as investment rates are down approximately 90% from this period two years ago and nearly half of what they were last year. The assessing and treasury functions are funded with the City's Administrative fee of 1%. Personnel costs are reduced in this cost center due to some of the Cashier and Deputy Treasurer positions being allocated to the Enterprise Funds. A shared counter with the Clerks Office is being considered due to the low staffing levels. The reduction is also due to the wage and benefit concessions taken for the Treasurer's position for FY2010/11 and FY2011/12. A small portion of the Finance Director's position personnel costs are now allocated to the Treasury cost center.

Budget Summary

Expenditures

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	230,300	1,960	-	9,350	-	241,610
2007-2008 Actual	405,100	1,410	-	5,910	-	412,420
2008-2009 Actual	391,870	1,800	-	10,830	-	404,500
2009-2010 Original Budget	400,110	4,850	-	8,930	-	413,890
2009-2010 Adjusted Budget (Dec)	400,110	4,850	-	8,930	-	413,890
2009-2010 Six Month Actual	189,440	740	-	10,090	-	200,270
2009-2010 Estimated Year End	385,050	4,700	-	12,930	-	402,680
2010-2011 Dept Request	331,750	2,400	-	13,130	-	347,280
2010-2011 Manager's Budget	334,300	2,400	-	13,130	-	349,830
2010-2011 Adopted Budget	328,580	1,900	-	12,880	-	343,360
2011-2012 Adopted Budget	336,900	2,000	-	12,380	-	351,280
2012-2013 Projected Budget	336,870	2,000	-	12,380	-	351,250
2013-2014 Projected Budget	343,920	2,000	-	12,380	-	358,300
2014-2015 Projected Budget	350,920	2,000	-	12,380	-	365,300

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Cashier II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Treasurer - MC II	1.000	1.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
Treasurer - MC I	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	5.000	5.000	5.000	5.000	4.000	4.000	4.000

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Tax bills generated	61,721	61,555	61,555	61,147	61,100	61,100
Water bills generated	95,404	95,588	47,794	96,000	96,000	96,000
Phone calls received	24,516	24,234	13,400	25,000	24,000	23,000
Direct Debit Customers (W & S)	1,436	1,580	1,934	2,000	2,100	2,200
% Participation in Automatic Bill Pay	6%	7%	8%	8%	9%	10%
% Residents satisfied with service received at Treasury Office	*	*	*	*	*	*
Invoices Billed	663	681	436	664	670	680
Special Assessments Billed	677	692	692	690	690	690
FTE's per 1000 Resident Ratio	1:743	1:846	1:1,000	1:1,000	1:1,000	1:1,000

Note: Pending Survey Results

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

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).

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/12:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	21,720	25,950	-	426,280	-	473,950
2007-2008 Actual	20,240	25,970	13,410	378,590	-	438,210
2008-2009 Actual	38,330	30,480	71,570	372,040	-	512,420
2009-2010 Original Budget	17,130	25,000	-	399,810	-	441,940
2009-2010 Adjusted Budget (Dec)	17,130	25,000	-	399,810	-	441,940
2009-2010 Six Month Actual	19,730	12,860	-	170,160	-	202,750
2009-2010 Estimated Year End	24,290	24,210	-	386,840	-	435,340
2010-2011 Dept Request	4,840	23,800	-	376,660	-	405,300
2010-2011 Manager's Budget	16,500	23,800	-	376,660	-	416,960
2010-2011 Adopted Budget	16,290	23,800	-	376,660	-	416,750
2011-2012 Adopted Budget	18,880	24,300	-	376,730	-	419,910
2012-2013 Projected Budget	16,630	24,300	-	376,730	-	417,660
2013-2014 Projected Budget	16,920	24,300	-	376,730	-	417,950
2014-2015 Projected Budget	17,210	24,300	-	376,730	-	418,240

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Part-Time Positions (FTEs)										
Part-Time Positions					Information not available				0.216	0.216
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.216	0.216	

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Due to the necessary budget reductions the personnel costs for eight (split) full-time employees is budgeted to be moved from this cost center leaving home base allocations of two (split) full-time employees. Overtime is will be a fraction of actual experience in the past few years. Due to the elimination of personnel working in this cost center, youth sports special events maintenance will not be performed by the City, but the City is hoping youth sport organizations can volunteer to pick-up some tasks. Maintenance to the play structures will decrease, unfortunately increasing the City's risk of injury claims. Only park open space will to be mowed on a regular basis and smaller parks may be mowed every 4-6 weeks. All tree work will to be eliminated except for storm damage and hazardous dead tree removals. Grounds Repair and Equipment Repair budgets are reduced. Capital Outlay is decreasing as the purchase of the replacement nine (9) 72-inch mowers will be pushed out into FY2011/12 and expended from the Motor Pool fund.

Budget Summary

Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	495,140	61,690	14,130	82,210	-	653,170
2007-2008 Actual	602,440	75,690	-	227,920	-	906,050
2008-2009 Actual	550,830	80,010	15,990	194,770	-	841,600
2009-2010 Original Budget	420,350	89,120	15,000	203,790	-	728,260
2009-2010 Adjusted Budget (Dec)	420,350	89,120	15,000	203,790	-	728,260
2009-2010 Six Month Actual	305,790	40,010	-	104,830	-	450,630
2009-2010 Estimated Year End	510,090	85,580	-	206,590	-	802,260
2010-2011 Dept Request	418,130	82,230	-	196,050	-	696,410
2010-2011 Manager's Budget	183,710	67,230	-	196,050	-	446,990
2010-2011 Adopted Budget	181,950	67,230	-	195,650	-	444,830
2011-2012 Adopted Budget	193,310	67,230	-	215,340	-	475,880
2012-2013 Projected Budget	184,850	67,230	-	215,340	-	467,420
2013-2014 Projected Budget	187,040	67,230	-	215,340	-	469,610
2014-2015 Projected Budget	189,330	67,230	-	215,340	-	471,900

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Supervisor of Parks & Forestry	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Equipment Repairworker	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Parks Maint Worker II	5.000	5.000	5.000	5.000	5.000	5.000	5.000	1.000	1.000
Parks Maint Worker	8.000	6.000	5.000	0.000	0.000	0.000	0.000	0.000	0.000
Parks/Forestry MC III 17	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	16.000	14.000	13.000	8.000	8.000	8.000	8.000	2.000	2.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							5.048	1.923
Cost Center Total	16.000	14.000	13.000	8.000	8.000	8.000	8.000	7.048	3.923

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Hours Ball Diamonds Maintained	1,447	1,349	586	1,300	900	900
Hours Soccer / Football Fields Maintained/Lined	586	664	389	600	600	600

Building Maintenance

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

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

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

GOALS

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

OBJECTIVES

- Provide a response to all work requests with in 48 hours.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	151,750	2,130	-	3,000	-	156,880
2007-2008 Actual	196,020	2,050	-	8,920	-	206,990
2008-2009 Actual	127,320	2,800	-	8,650	-	138,770
2009-2010 Original Budget	239,540	2,660	-	11,390	-	253,590
2009-2010 Adjusted Budget (Dec)	239,540	9,160	-	11,390	-	260,090
2009-2010 Six Month Actual	58,130	8,490	-	5,690	-	72,310
2009-2010 Estimated Year End	185,580	10,050	-	11,390	-	207,020
2010-2011 Dept Request	246,450	4,800	-	17,030	-	268,280
2010-2011 Manager's Budget	243,300	4,800	-	17,030	-	265,130
2010-2011 Adopted Budget	239,390	4,800	-	17,030	-	261,220
2011-2012 Adopted Budget	245,580	4,800	-	17,510	-	267,890
2012-2013 Projected Budget	246,090	4,800	-	17,510	-	268,400
2013-2014 Projected Budget	252,760	4,800	-	17,510	-	275,070
2014-2015 Projected Budget	258,240	4,800	-	17,510	-	280,550

Cost Center Position Detail - Home Base

Full & Part-time Employees

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

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

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

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

The Criminal Investigation Division (CID) is headed by a Lieutenant, who supervises CID Sergeants and Detectives; officers are assigned each to Community policing, School liaison, the Crime Suppression Task Force, Narcotics Enforcement Team, and the Records Section. The Records area collects, analyses and reports performance data, processes handgun permits and maintains evidence. In October of 2007, a Detective was assigned to the Drug Enforcement Administration (DEA) Task Force.

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

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

GOALS

- To provide the staff with appropriate training in order to effectively provide law enforcement services and reduce liability.
- To enforce compliance with State laws, local ordinances, traffic laws; and to arrest or cite violators.
- To effectively utilize and manage our limited resources.
- Provide residents and visitors with a high quality law enforcement agency.

OBJECTIVES

- Continue to monitor Officer Performance.
- Adequately equip staff.
- Strive for continuous improvement in efficiency and effectiveness
- Maintain staffing levels.
- Ensure continuous improvement of operations.
- Promote and enforce professional and ethical behavior by employees,

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

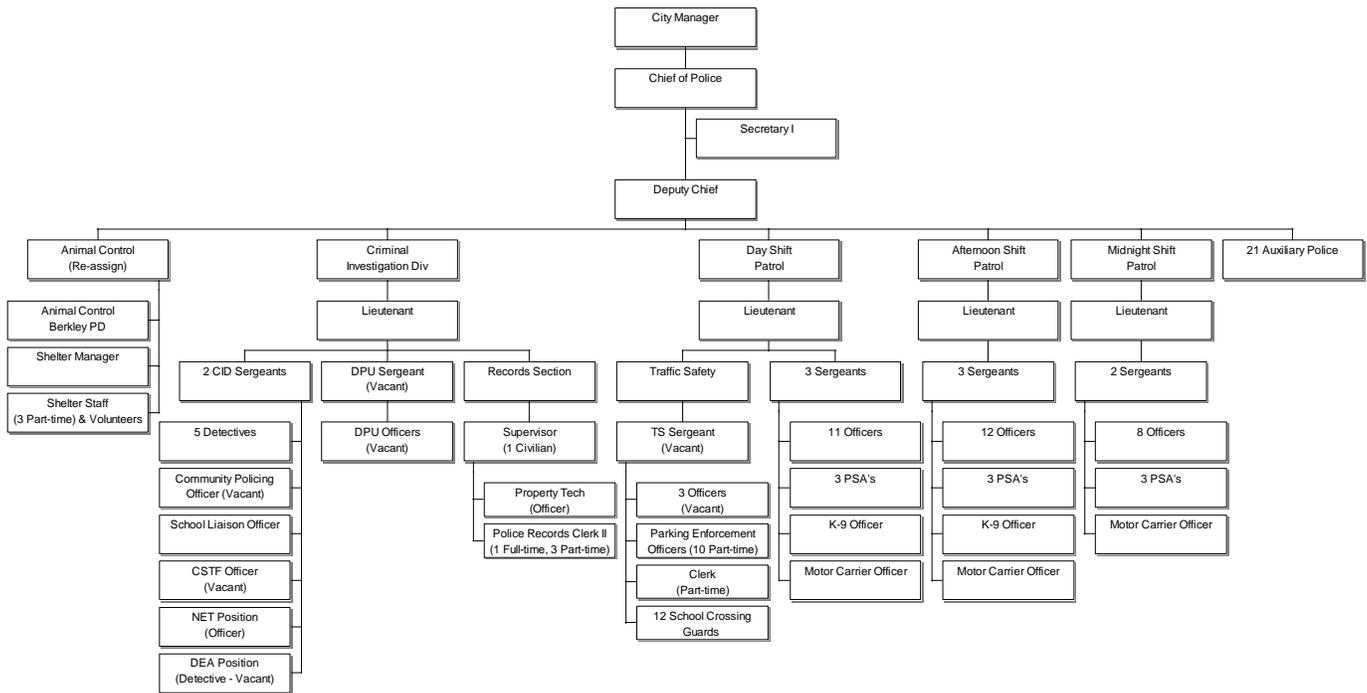
The FY2010/11 budget calls for the elimination of 21 positions with the reduction of another 16 positions by FY2011/12. Reducing the department to 61 employees will result in a minimum shift strength reduction to six patrol officers, one supervisor on most shifts, and one Police Service Aide (PSA). It is projected that calls for service would stack up and residents will have an increased response time for service. With some types of requests, police may not be able to respond. Traffic enforcement will decrease significantly, with fewer arrests. Self-initiated arrests will decrease significantly. Overtime is expected to increase per officer. Training time would decrease sharply, as well as supervisor reviews, debriefs, coaching/counseling's etc. Minimum staffing for the front desk would leave one PSA and one Supervisor, as they will be responsible for handling all walk-in complaints/questions along with monitoring prisoners. It is anticipated that the supervisor won't be able to monitor road activities. The department may not have the resources to handle certain special events. Many special events require significant planning and preparation however, with the staffing reductions, we may not be able to properly plan for events. It is unlikely the department will have the time or resources to manage the various grants and forfeitures, possibly resulting in lost revenues. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the Police Chief's position in FY2010/11 and FY2011/12. Uniform, weapons and motor pool costs are budgeted to decline slightly due to fewer officers.

Budget Summary

Expenditures

101.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	10,260,510	89,360	5,230	413,340	-	10,768,440
2007-2008 Actual	12,324,230	102,730	115,500	779,760	-	13,322,220
2008-2009 Actual	12,505,410	100,550	-	751,990	-	13,357,950
2009-2010 Original Budget	12,574,600	109,500	-	895,320	-	13,579,420
2009-2010 Adjusted Budget (Dec)	12,574,600	109,500	-	895,320	-	13,579,420
2009-2010 Six Month Actual	6,851,420	42,890	-	361,120	-	7,255,430
2009-2010 Estimated Year End	13,326,780	109,500	-	909,320	-	14,345,600
2010-2011 Dept Request	13,584,570	109,500	52,000	861,970	-	14,608,040
2010-2011 Manager's Budget	11,186,530	99,500	52,000	861,970	-	12,200,000
2010-2011 Adopted Budget	11,815,650	99,500	52,000	860,870	-	12,828,020
2011-2012 Adopted Budget	10,238,090	94,500	52,000	840,200	-	11,224,790
2012-2013 Projected Budget	10,299,490	94,500	52,000	840,200	-	11,286,190
2013-2014 Projected Budget	10,516,150	94,500	52,000	840,200	-	11,502,850
2014-2015 Projected Budget	10,745,320	94,500	52,000	840,200	-	11,732,020

Departmental Organization Chart



Cost Center Position Detail- Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Full-Time Positions										
Police Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Deputy Chief of Police	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	
Police Lieutenant	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	
Police Sergeant	13.000	13.000	12.000	12.000	12.000	10.000	11.000	11.000	11.000	
Detective	10.000	8.000	7.000	7.000	7.000	7.000	7.000	6.000	6.000	
Police Officer	72.000	70.000	64.000	64.000	64.000	63.000	57.000	40.000	24.000	
Police Service Aide	13.000	12.000	11.000	10.000	11.000	10.000	10.000	9.000	9.000	
Police Records Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Secretary I - Police	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
CS III - Detective Bureau	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Pol Rcrds - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Det Bureau - MC II	1.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	
Pol Rcrds - MC II	2.000	2.000	2.000	2.000	1.000	1.000	1.000	0.000	0.000	
Pol Rcrds - MC I	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Full-time Total	123.000	117.000	107.000	106.000	106.000	102.000	97.000	76.000	60.000	
Part-Time Positions (FTEs)										
Part-Time Positions	Information not available							7.039	7.039	
Cost Center Total	123.000	117.000	107.000	106.000	106.000	102.000	97.000	77.039	67.039	

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Detective	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000

Performance Indicators / Outcome Measures

	Actual 2007	Actual 2008	Dec 31 2009	Estimated 2010	Projected 2011	Projected 2012
Calls for Service	31,743	32,140	31,602	32,000	33,000	34,000
CID Cases Assigned	914	1,044	857	600	600	600
Warrants Obtained	565	554	543	300	300	300
Traffic Violations Issued	21,635	19,187	17,212	8,000	4,000	4,000
Accidents reported-Non Injury	2,092	2,117	1,958	2,100	2,200	2,300
Accidents- Injury	303	299	187	300	320	340
Accidents- Fatal	2	2	2	2	2	2
Part A Crimes	3,573	3,570	3,202	3,200	3,500	3,700
Part B Crimes	2,593	2,562	2,449	2,600	2,800	3,000

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

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

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

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

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

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

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

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

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

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

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

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

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

Grants, if any, are recorded in the Fire Grants fund.

A separate Fire Debt tax millage is collected and budgeted separately in the General Obligation Debt Fund to pay the debt service on Series 2001A bonds that built or improved fire stations. The millage is proposed to be levied at 0.3224 mill.

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.

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The budget eliminates 16 positions including the ALS ambulance service. The City will have to operate with one Fire Engine with 3 Persons at each of the 3 Fire Stations and a Ladder Truck with 2 Persons from the Main Station. The department will continue to run the Engines as First Responders to Priority 1 and Priority 2 EMS Calls. The City would need to enlist the services of a private ALS carrier to transport patients and respond alone to priority 3 patients, resulting in a loss of gross revenues of approximately \$860,000 annually. It is currently budgeted that a private ALS carrier will not have to be paid with City funds. With the reduced manpower, the department will have to involve 2 Stations to send the required 4 person minimum to a Fire Mutual Aid request. This change is anticipated to increase the department's response time to the requesting community and possibly lower the fire protection in Royal Oak. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the Fire Chief's position in FY2010/11 and FY2011/12.

The City applied for a SAFER grant from FEMA/DHS that would fully fund six Firefighter positions for two years. If awarded this would be an influx of over \$600,000 a year into the budget for those two years. The City may not be eligible for this Grant with the reductions in personnel due to layoffs yet it may not be comprised should there be "early outs" based on the terms of the grant.

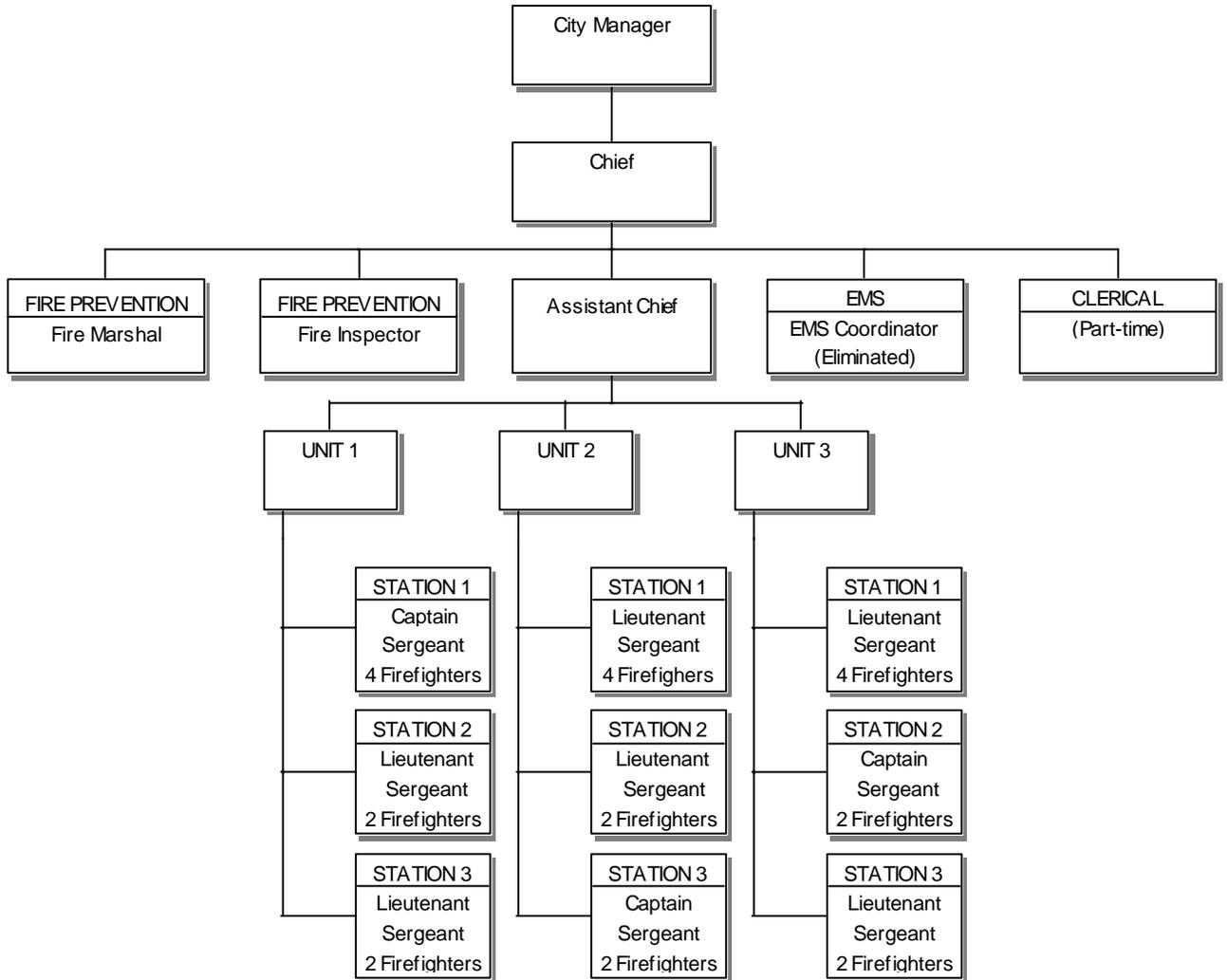
The Fire Department has opened discussions with Macomb County communities on Mutual Aid possibilities.

Budget Summary

Expenditures

101.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	6,707,720	61,810	-	175,310	-	6,944,840
2007-2008 Actual	8,228,940	156,600	-	374,160	-	8,759,700
2008-2009 Actual	8,956,480	99,020	-	430,210	-	9,485,710
2009-2010 Original Budget	8,534,180	95,890	-	565,720	-	9,195,790
2009-2010 Adjusted Budget (Dec)	8,534,180	95,890	-	565,720	-	9,195,790
2009-2010 Six Month Actual	5,485,250	32,000	-	260,930	-	5,778,180
2009-2010 Estimated Year End	9,364,070	96,020	-	565,720	-	10,025,810
2010-2011 Dept Request	9,852,790	96,020	-	679,590	-	10,628,400
2010-2011 Manager's Budget	8,056,280	96,020	-	679,590	-	8,831,890
2010-2011 Adopted Budget	8,363,000	96,020	-	679,590	-	9,138,610
2011-2012 Adopted Budget	8,252,410	96,020	-	695,080	-	9,043,510
2012-2013 Projected Budget	8,336,600	96,020	-	695,080	-	9,127,700
2013-2014 Projected Budget	8,511,320	96,020	-	695,080	-	9,302,420
2014-2015 Projected Budget	8,677,210	96,020	-	695,080	-	9,468,310

Departmental Organization Chart



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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Marshal	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Prevention Inspector Act	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Captain	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Fire Lieutenant	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000
Fire Sergeant	9.000	9.000	7.000	9.000	9.000	9.000	9.000	9.000	9.000
Firefighter	48.000	44.000	48.000	41.000	39.000	39.000	38.000	21.000	21.000
Fire Dept - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	71.000	67.000	69.000	64.000	62.000	62.000	61.000	46.000	43.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.673	0.673
Cost Center Total	71.000	67.000	69.000	64.000	62.000	62.000	61.000	46.673	43.673

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY10/11</u>
Structure Fires	91	90	22	79	87	85
Vehicle Fires	29	28	17	27	28	28
Other Fires	76	62	12	59	66	62
Total Fires	196	180	51	165	178	174
Property Loss in Millions \$	2.6	1.75	unavail	1.86	2.07	1.89
Loss as a % of Property Value	.0032	.0037	unavail	.0039	.0036	.0037
Total EMS Incidents	3,583	3,798	1,799	3,660	2,862	2,906
False Alarms including detector activations	325	259	137	292	292	281
Hazardous Conditions	350	222	103	283	285	263
Public Service Calls	301	314	246	337	317	323
Good Intent including Smoke Scares	544	547	259	538	543	543
Other Alarms	32	11	8	27	23	20
Incidents by Fire Station						
Station #1	2,241	2,228	1,029	2,173	2,100	2,100
Station #2	1,909	1,938	996	1,940	1,500	1,500
Station #3	1,175	1,151	556	1,174	900	900
Total Incidents	5,331	5,331	2,603	5,302	4,500	4,500
Cases of Injury w/Restrictions	1	3	5	8	10	10
Days of work restricted due to Injury	7	36	87	96	120	120
Cases of Injury causing absence	5	6	6	8	12	12
Days away from work due to Injury	208	91	144	187	240	240
ISO Rating	3	3	3	3	n/a	n/a
Average Fire Response Time	04:16	04:31	03:59	04:15	04:15	04:15
# of Businesses available to inspect	2,100	2,100	2,100	2,100	2,100	2,100
# of Fire Prevention Inspections annually	273	284	unavail	290	280	150
# of those Re-Inspected due to violations	256	277	unavail	278	269	147
% of Businesses requiring Re-Inspection	94%	98%	unavail	96%	96%	98%
# of Plan Reviews conducted annually	99	88	46	92	90	90
% of Businesses inspected annually	13%	14%	unavail	15%	13%	7%

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

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

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

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

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

With the proposed budget cuts the following goals and objectives would not be applicable and will be eliminated should the budget be approved as proposed.

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

With the budget cuts the Fire Department would no longer be able to provide ambulance services within the city of Royal Oak. The department will not be able to give or receive ALS Mutual Aid. The General Fund will lose approximately gross revenues of \$900,000 with the elimination of this program. The City may need to contract with a private ambulance service to provide back-up and it is unknown at this time if there will be a cost. EMS supplies will decline significantly and ambulance billing service expenditures will end. Currently, it is not determined as to what will occur with the apparatus.

Budget Summary

Expenditures

101.344 AMBULANCE SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	312,040	33,740	-	109,700	-	455,480
2007-2008 Actual	370,800	59,110	-	167,810	-	597,720
2008-2009 Actual	436,550	44,760	-	231,390	-	712,700
2009-2010 Original Budget	245,480	51,490	-	240,510	-	537,480
2009-2010 Adjusted Budget (Dec)	245,480	51,490	-	240,510	-	537,480
2009-2010 Six Month Actual	396,360	22,790	-	108,390	-	527,540
2009-2010 Estimated Year End	525,010	51,490	-	240,510	-	817,010
2010-2011 Dept Request	499,170	51,490	-	293,190	-	843,850
2010-2011 Manager's Budget	202,910	16,490	-	218,190	-	437,590
2010-2011 Adopted Budget	217,760	16,490	-	218,190	-	452,440
2011-2012 Adopted Budget	202,520	15,000	-	224,000	-	441,520
2012-2013 Projected Budget	205,560	15,000	-	224,000	-	444,560
2013-2014 Projected Budget	208,670	15,000	-	224,000	-	447,670
2014-2015 Projected Budget	211,860	15,000	-	224,000	-	450,860

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Fire ALS Coordinator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000

Performance Indicators / Outcome Measures

	Actual FY07/08	Actual FY08/09	Dec 31 2009	Estimated FY09/10	Projected FY10/11	Projected FY11/12
Collection Rate	82%	83%	79%	79%	n/a	n/a
National Average Collection Rate	unavail	61%	55%	55%	58%	58%
Total Billable EMS Runs	3,583	3,798	1,799	3,660	n/a	n/a
Average EMS Response Time	04:05	04:07	03:52	04:01	n/a	n/a

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

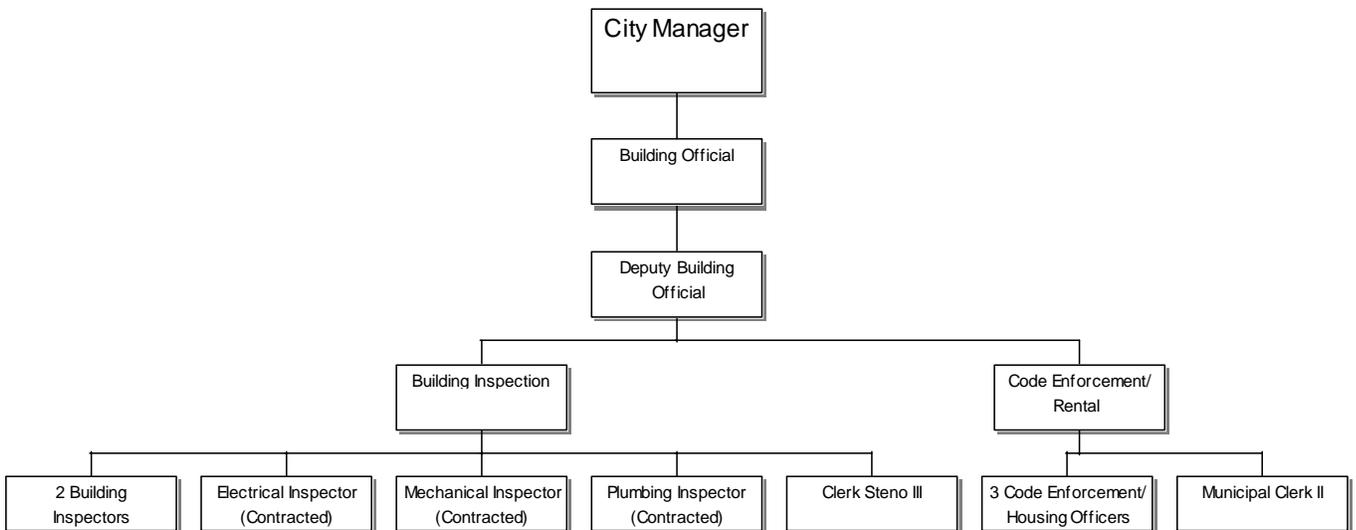
The elimination of two Code Enforcement/Housing Officer positions is budgeted in order to help balance the City's General Fund. Unfortunately, cutting these positions will inhibit the department's ability to find unlicensed rental properties, license rental properties, and respond to code complaints/violations. The City may see properties falling below the standard set by the City and possibly have an adverse affect on property values. The department will provide reactive service as opposed to its current proactive methods. In addition, response times for services are anticipated to increase.

Budget Summary

Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	310,790	520	-	30,210	-	341,520
2007-2008 Actual	330,410	-	-	14,640	-	345,050
2008-2009 Actual	310,350	-	-	5,460	-	315,810
2009-2010 Original Budget	357,980	2,700	-	12,890	-	373,570
2009-2010 Adjusted Budget (Dec)	529,790	2,700	-	12,890	-	545,380
2009-2010 Six Month Actual	181,260	-	-	6,320	-	187,580
2009-2010 Estimated Year End	539,290	2,950	-	12,890	-	555,130
2010-2011 Dept Request	592,970	2,950	-	7,050	-	602,970
2010-2011 Manager's Budget	410,330	2,950	-	7,050	-	420,330
2010-2011 Adopted Budget	403,150	2,500	-	6,550	-	412,200
2011-2012 Adopted Budget	415,140	2,950	-	6,690	-	424,780
2012-2013 Projected Budget	413,330	2,950	-	6,690	-	422,970
2013-2014 Projected Budget	420,650	2,950	-	6,690	-	430,290
2014-2015 Projected Budget	429,090	2,950	-	6,690	-	438,730

Departmental Organization Chart



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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Code Enforcement/Housing Officer	4.000	4.000	3.000	2.000	2.000	3.000	5.000	3.000	3.000
CS III - Inspection	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Code Enf - MC II	1.000	1.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Code Enf - MC I	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	7.000	6.000	5.000	5.000	4.000	6.000	4.000	4.000

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	n/a	n/a	100%	100%	80%	80%
Percent of Complaints Responded to Within One Business Day	n/a	n/a	100%	100%	90%	90%
Percent of Questions Responded to Within Two Business Days	n/a	n/a	100%	100%	80%	80%
Rental Licenses Issued	984	1,421	838	1,750	n/a	n/a
Responses to Complaints	3,435	4,458	2,861	5,722	n/a	n/a
Scheduled Inspections Conducted	9,763	12,674	7,358	14,716	n/a	n/a

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

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

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

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

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

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

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

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

Applications for rezoning property are reviewed by a planner and a report is submitted to the Planning Commission describing the requested zoning district, how it may meet the requirements for a rezoning in the city's Zoning Ordinance and state law, and whether it is consistent with the Future Land Use Map of the city's Master Plan. Proposed text amendments to the city's Zoning Ordinance are typically prepared by staff in response to changes in state law, generally accepted planning and zoning principles, or by the specific direction of the Planning Commission, City Commission, or City Attorney. For each proposed amendment, staff prepares draft language for review by the Planning Commission, whose recommendation is then forwarded to the City Commission. 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 need to bring the plans into compliance. No additional application or fee is required by the Planning Division to complete this type of review.

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

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

Other Related Areas

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

GOALS

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

OBJECTIVES

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

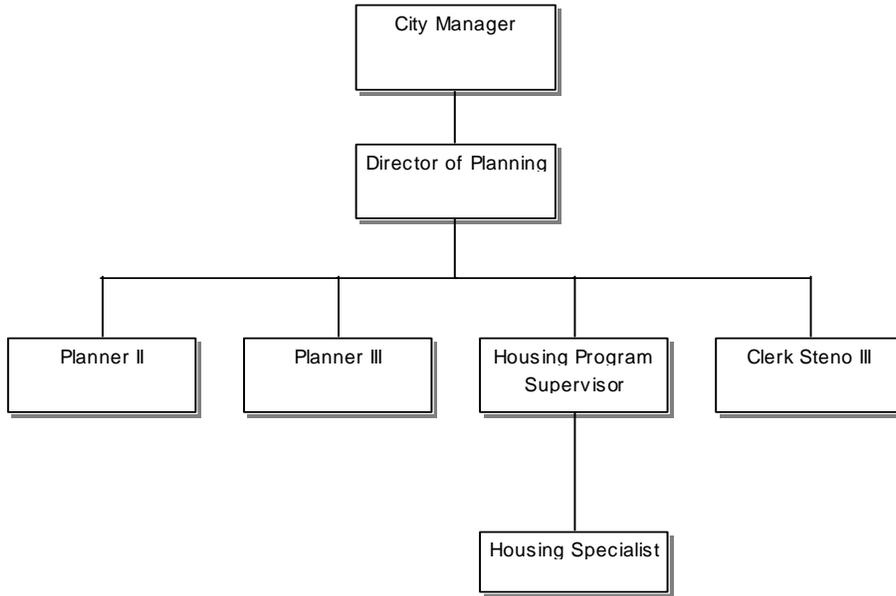
Personnel costs in the Planning & Zoning cost center are will decrease due to the increased allocation of the Clerk and Planner positions to functions with sufficient funding sources. One noticeable change resulting from the reallocation of staff will be the rescheduling of Planning Commission and Zoning Board of Appeals meetings from once a month to once every other month or perhaps only conducting meetings on a quarterly basis and an overall delay on streamlining the development process. Unfortunately, this change is contrary to the City Commission’s Economic/Tax Base related objective. The advancement of the geographical information system including the production of maps, aerial photographs, demographic data etc may have to be eliminated due to the reallocation of staff.

Budget Summary

Expenditures

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	125,970	950	-	8,570	-	135,490
2007-2008 Actual	217,940	1,470	-	13,950	-	233,360
2008-2009 Actual	136,320	1,920	-	10,460	-	148,700
2009-2010 Original Budget	203,100	4,900	-	10,950	-	218,950
2009-2010 Adjusted Budget (Dec)	203,100	4,900	-	10,950	-	218,950
2009-2010 Six Month Actual	69,130	1,080	-	7,730	-	77,940
2009-2010 Estimated Year End	201,100	2,900	-	11,660	-	215,660
2010-2011 Dept Request	213,400	4,400	-	10,450	-	228,250
2010-2011 Manager's Budget	112,210	4,400	-	10,450	-	127,060
2010-2011 Adopted Budget	158,000	2,400	-	9,180	-	169,580
2011-2012 Adopted Budget	161,700	2,400	-	9,180	-	173,280
2012-2013 Projected Budget	162,270	2,400	-	9,180	-	173,850
2013-2014 Projected Budget	165,250	2,400	-	9,180	-	176,830
2014-2015 Projected Budget	168,350	2,400	-	9,180	-	179,930

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Director of Planning	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Director of Planning	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Planner II	1.000	1.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
Planner III	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
CS III - Planning	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	5.000	5.000	6.000	5.000	5.000	5.000	4.000	4.000	4.000

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	40,050	-	40,050
2007-2008 Actual	-	-	-	43,670	-	43,670
2008-2009 Actual	-	-	-	37,670	-	37,670
2009-2010 Original Budget	-	-	-	43,260	-	43,260
2009-2010 Adjusted Budget (Dec)	-	-	-	43,260	-	43,260
2009-2010 Six Month Actual	-	-	-	20,120	-	20,120
2009-2010 Estimated Year End	-	-	-	43,260	-	43,260
2010-2011 Dept Request	-	-	-	44,560	-	44,560
2010-2011 Manager's Budget	-	-	-	44,560	-	44,560
2010-2011 Adopted Budget	-	-	-	44,560	-	44,560
2011-2012 Adopted Budget	-	-	-	44,560	-	44,560
2012-2013 Projected Budget	-	-	-	44,560	-	44,560
2013-2014 Projected Budget	-	-	-	44,560	-	44,560
2014-2015 Projected Budget	-	-	-	44,560	-	44,560

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

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

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

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

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

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

This cost center is being eliminated, as personnel will be directly allocating their time to other cost centers.

Budget Summary

Expenditures

101.441 DPS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	266,990	5,530	-	310	-	272,830
2007-2008 Actual	250,770	5,510	-	1,700	-	257,980
2008-2009 Actual	97,500	5,630	-	1,280	-	104,410
2009-2010 Original Budget	260,580	6,400	-	3,130	-	270,110
2009-2010 Adjusted Budget (Dec)	260,580	6,400	-	3,130	-	270,110
2009-2010 Six Month Actual	27,880	1,990	-	650	-	30,520
2009-2010 Estimated Year End	96,830	5,150	-	3,030	-	105,010
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	-	-	-
2011-2012 Adopted Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Full-Time Positions										
Superintendent - Public Works	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Dps Supervisor - Highway	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Sign Technician	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Equipment Operator II	2.000	2.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Equipment Operator I	3.000	3.000	3.000	3.000	3.000	3.000	3.000	0.000	0.000	
Painting Machine Operator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Truck Driver	13.000	10.000	7.000	9.000	9.000	7.000	7.000	0.000	0.000	
Dps/Hwy - MC III	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Full-time Total	23.000	20.000	14.000	16.000	16.000	14.000	14.000	0.000	0.000	
Part-Time Positions (FTEs)										
Part-Time Positions	Information not available									
Cost Center Total	23.000	20.000	14.000	16.000	16.000	14.000	14.000	0.000	0.000	

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

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

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

Electric materials and supplies are charged to the using department.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes to this cost center.

Budget Summary

Expenditures

101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	82,970	1,210	-	5,590	-	89,770
2007-2008 Actual	63,760	620	-	16,440	-	80,820
2008-2009 Actual	60,890	810	-	18,320	-	80,020
2009-2010 Original Budget	73,030	1,610	-	20,150	-	94,790
2009-2010 Adjusted Budget (Dec)	73,030	1,610	-	20,150	-	94,790
2009-2010 Six Month Actual	36,970	280	-	10,060	-	47,310
2009-2010 Estimated Year End	74,030	1,330	-	20,180	-	95,540
2010-2011 Dept Request	78,240	1,610	-	21,000	-	100,850
2010-2011 Manager's Budget	79,430	1,610	-	21,000	-	102,040
2010-2011 Adopted Budget	78,110	1,610	-	21,000	-	100,720
2011-2012 Adopted Budget	80,050	1,610	-	21,620	-	103,280
2012-2013 Projected Budget	80,230	1,610	-	21,620	-	103,460
2013-2014 Projected Budget	81,790	1,610	-	21,620	-	105,020
2014-2015 Projected Budget	83,440	1,610	-	21,620	-	106,670

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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Electrician I	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Electrician II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions					Information not available			1.202	1.202
Cost Center Total	2.000	2.000	2.000	2.000	1.000	1.000	1.000	2.202	2.202

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

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

The Engineering Department FY2010/12 fiscal years budget targets the management of available resources to meet departmental goals and responsibilities. Current budget resources are comprised primarily of dedicated non-general funding sources and fees. The engineers, engineering assistants, draftspersons and secretarial staff recognize their responsibility to the community they serve. The Engineering Departments employees are dedicated to efficiently assisting developers,

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

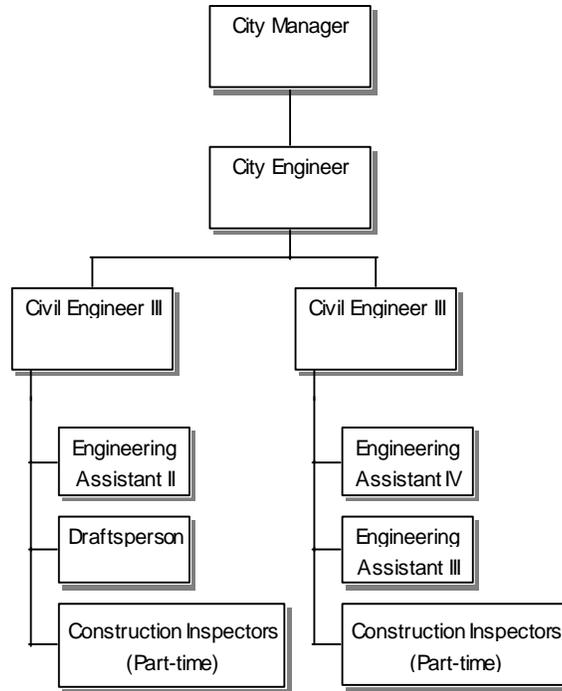
The Engineering Department continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Federal funding through the Oakland County Federal Aid Taskforce Committee totaling \$4.4 million has been applied for and approved for various Royal Oak Major Streets for the years 2010 thru 2014. Personnel costs have decreased as Civil Engineer II position has been eliminated from this budget by way of attrition and a Clerk position and a Draftsperson position is being eliminated.

Budget Summary

Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	349,090	4,520	-	780	-	354,390
2007-2008 Actual	226,190	2,830	-	10,890	-	239,910
2008-2009 Actual	97,200	3,450	-	5,800	-	106,450
2009-2010 Original Budget	298,500	5,100	-	13,240	-	316,840
2009-2010 Adjusted Budget (Dec)	298,500	5,100	-	13,240	-	316,840
2009-2010 Six Month Actual	44,460	750	-	2,790	-	48,000
2009-2010 Estimated Year End	128,090	3,730	-	13,240	-	145,060
2010-2011 Dept Request	228,550	6,580	-	24,090	-	259,220
2010-2011 Manager's Budget	182,610	6,580	-	24,090	-	213,280
2010-2011 Adopted Budget	179,640	3,480	-	24,090	-	207,210
2011-2012 Adopted Budget	186,500	3,270	-	24,690	-	214,460
2012-2013 Projected Budget	184,870	3,270	-	24,690	-	212,830
2013-2014 Projected Budget	188,300	3,270	-	24,690	-	216,260
2014-2015 Projected Budget	191,660	3,270	-	24,690	-	219,620

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Full-Time Positions										
City Engineer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Civil Engineer III	3.000	3.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	
Civil Engineer II	1.000	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Engineering Assistant IV	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Engineering Assistant III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Engineering Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Engineering Drafter	2.000	1.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	
CS III - Engineering	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
Engineering - MC III	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Full-time Total	12.000	9.000	11.000	10.000	10.000	10.000	10.000	7.000	7.000	
Part-Time Positions (FTEs)										
Part-Time Positions	Information not available							2.885	2.885	
Cost Center Total	12.000	9.000	11.000	10.000	10.000	10.000	10.000	9.885	9.885	

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

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

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

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 Years 2010/2012:

The budget for electricity is budgeted to increase due to anticipated increased rates and actual historical expenditures.

Budget Summary

Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	7,910	4,880	-	646,960	-	659,750
2007-2008 Actual	7,780	9,580	-	565,150	-	582,510
2008-2009 Actual	11,280	9,850	-	624,350	-	645,480
2009-2010 Original Budget	6,150	11,150	-	660,200	-	677,500
2009-2010 Adjusted Budget (Dec)	6,150	11,150	-	660,200	-	677,500
2009-2010 Six Month Actual	6,420	4,120	-	341,940	-	352,480
2009-2010 Estimated Year End	12,340	9,130	-	680,150	-	701,620
2010-2011 Dept Request	6,780	11,150	-	700,200	-	718,130
2010-2011 Manager's Budget	6,620	11,150	-	700,200	-	717,970
2010-2011 Adopted Budget	6,520	11,150	-	700,000	-	717,670
2011-2012 Adopted Budget	6,680	11,150	-	700,000	-	717,830
2012-2013 Projected Budget	6,670	11,150	-	700,000	-	717,820
2013-2014 Projected Budget	6,800	11,150	-	700,000	-	717,950
2014-2015 Projected Budget	6,930	11,150	-	700,000	-	718,080

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

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Motor Pool charges are budgeted to decrease significantly due to the cable vehicle being completely depreciated in FY2009/10.

Budget Summary

Expenditures

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	40	-	94,250	-	94,290
2007-2008 Actual	-	200	46,490	127,290	-	173,980
2008-2009 Actual	-	90	15,440	135,820	-	151,350
2009-2010 Original Budget	-	250	-	135,320	-	135,570
2009-2010 Adjusted Budget (Dec)	-	250	-	135,320	-	135,570
2009-2010 Six Month Actual	-	-	-	51,300	-	51,300
2009-2010 Estimated Year End	-	-	-	131,910	-	131,910
2010-2011 Dept Request	-	250	-	93,890	-	94,140
2010-2011 Manager's Budget	-	250	-	93,890	-	94,140
2010-2011 Adopted Budget	-	250	-	93,890	-	94,140
2011-2012 Adopted Budget	-	250	6,000	93,510	-	99,760
2012-2013 Projected Budget	-	250	6,000	93,510	-	99,760
2013-2014 Projected Budget	-	250	6,000	93,510	-	99,760
2014-2015 Projected Budget	-	250	6,000	93,510	-	99,760

Community Promotions

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Overall this cost center is budgeted to decrease slightly due to the net effect of a decrease in the request for the Youth Assistance Program funding and an increase in the water budget.

Budget Summary

Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	11,410	20	-	138,970	-	150,400
2007-2008 Actual	14,480	50	-	103,660	-	118,190
2008-2009 Actual	15,680	110	-	57,340	-	73,130
2009-2010 Original Budget	2,830	3,100	-	53,530	-	59,460
2009-2010 Adjusted Budget (Dec)	2,830	3,100	-	54,030	-	59,960
2009-2010 Six Month Actual	13,140	-	-	35,030	-	48,170
2009-2010 Estimated Year End	2,830	200	-	61,030	-	64,060
2010-2011 Dept Request	2,840	1,000	-	52,730	-	56,570
2010-2011 Manager's Budget	2,810	1,000	-	52,230	-	56,040
2010-2011 Adopted Budget	2,810	1,000	-	48,230	-	52,040
2011-2012 Adopted Budget	2,820	1,000	-	48,230	-	52,050
2012-2013 Projected Budget	2,820	1,000	-	48,230	-	52,050
2013-2014 Projected Budget	2,820	1,000	-	20,500	-	24,320
2014-2015 Projected Budget	2,820	1,000	-	20,500	-	24,320

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Work with community groups and sponsors for revenue opportunities

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

A slight increase in operating supplies is budgeted based on an average cost the past few years.

Budget Summary

Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	36,260	17,650	-	17,710	-	71,620
2007-2008 Actual	60,430	25,160	-	12,090	-	97,680
2008-2009 Actual	79,590	19,220	-	12,390	-	111,200
2009-2010 Original Budget	71,890	18,000	-	15,000	-	104,890
2009-2010 Adjusted Budget (Dec)	71,890	18,000	-	15,000	-	104,890
2009-2010 Six Month Actual	54,060	15,390	-	9,920	-	79,370
2009-2010 Estimated Year End	107,850	18,000	-	15,000	-	140,850
2010-2011 Dept Request	72,140	20,000	-	15,000	-	107,140
2010-2011 Manager's Budget	71,610	20,000	-	15,000	-	106,610
2010-2011 Adopted Budget	71,610	20,000	-	14,000	-	105,610
2011-2012 Adopted Budget	74,020	20,000	-	14,000	-	108,020
2012-2013 Projected Budget	71,720	20,000	-	14,000	-	105,720
2013-2014 Projected Budget	71,720	20,000	-	14,000	-	105,720
2014-2015 Projected Budget	71,720	20,000	-	14,000	-	105,720

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Part-Time Positions (FTEs)										
Part-Time Positions								Information not available	0.144	0.144
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.144	0.144	

Arts Beats & Eats Festival

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Revenues from admission and parking are expected to offset the City's personnel, contracted and supply costs for this event.

Budget Summary

Expenditures

101.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	-	-
2009-2010 Estimated Year End	-	-	-	-	-	-
2010-2011 Dept Request	206,180	10,000	-	132,000	-	348,180
2010-2011 Manager's Budget	204,530	10,000	-	132,000	-	346,530
2010-2011 Adopted Budget	204,530	10,000	-	132,000	-	346,530
2011-2012 Adopted Budget	204,830	10,000	-	132,000	-	346,830
2012-2013 Projected Budget	204,830	10,000	-	132,000	-	346,830
2013-2014 Projected Budget	204,830	10,000	-	132,000	-	346,830
2014-2015 Projected Budget	204,830	10,000	-	132,000	-	346,830

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant transfers out. FY09/10 transfer were only to assist the State Construction Code Fund and Recreation Fund due to low revenues.

Budget Summary

Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	-	-
2009-2010 Estimated Year End	-	-	-	725,000	-	725,000
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	-	-	-
2011-2012 Adopted Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

SPECIAL REVENUE FUNDS

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

Major Road Fund – 202

State Construction Code Fund –
282

Local Road Fund – 203

ROOTS Fund – 295

Publicity Tax Fund – 211

Senior Citizen Services Fund –
296

Solid Waste Fund – 226

Library Millage Fund – 271

Animal Shelter Fund – 297

Police Grants – 298

SPECIAL REVENUE FUNDS– Component Units

Brownfield Redevelopment
Authority – 243

Community Development Block
Grant Fund – 274

DDA Development Fund – 247

Housing Commission Fund – 276

DDA Operation Fund – 248

Major Street Fund – Routine Maintenance

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

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The non-federal funded capital construction projects have been eliminated from the budget beyond FY10/11 in order to take advantage of the federal revenue source. The significant increase in this cost center is due to the increase in transfers to the Capital Construction Fund.

Budget Summary

Expenditures

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	113,190	36,980	-	1,753,430	-	1,903,600
2007-2008 Actual	306,280	42,990	-	843,520	-	1,192,790
2008-2009 Actual	342,430	48,830	15,180	521,630	-	928,070
2009-2010 Original Budget	333,420	55,800	-	950,670	-	1,339,890
2009-2010 Adjusted Budget (Dec)	333,420	55,800	-	950,670	-	1,339,890
2009-2010 Six Month Actual	152,890	17,050	-	556,050	-	725,990
2009-2010 Estimated Year End	305,840	44,200	-	710,650	-	1,060,683
2010-2011 Dept Request	318,920	57,500	-	1,390,420	-	1,766,840
2010-2011 Manager's Budget	316,520	57,500	-	1,390,420	-	1,764,440
2010-2011 Adopted Budget	311,110	57,500	-	1,390,420	-	1,759,030
2011-2012 Adopted Budget	322,740	55,000	-	1,097,170	-	1,474,910
2012-2013 Projected Budget	324,420	55,000	-	1,097,170	-	1,476,590
2013-2014 Projected Budget	332,220	55,000	-	1,097,170	-	1,484,390
2014-2015 Projected Budget	338,710	55,000	-	1,097,170	-	1,490,880

Major Streets Fund – Parkway Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	96,550	-	-	56,230	-	152,780
2007-2008 Actual	101,540	-	-	35,200	-	136,740
2008-2009 Actual	178,820	-	-	65,470	-	244,290
2009-2010 Original Budget	232,620	-	-	52,040	-	284,660
2009-2010 Adjusted Budget (Dec)	232,620	-	-	52,040	-	284,660
2009-2010 Six Month Actual	95,610	-	-	34,410	-	130,020
2009-2010 Estimated Year End	195,330	-	-	50,040	-	245,370
2010-2011 Dept Request	239,610	-	-	54,280	-	293,890
2010-2011 Manager's Budget	244,040	-	-	54,280	-	298,320
2010-2011 Adopted Budget	240,480	-	-	54,280	-	294,760
2011-2012 Adopted Budget	253,100	-	-	55,430	-	308,530
2012-2013 Projected Budget	247,160	-	-	55,430	-	302,590
2013-2014 Projected Budget	251,820	-	-	55,430	-	307,250
2014-2015 Projected Budget	256,870	-	-	55,430	-	312,300

Performance Indicators/ Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Responses to Street Tree Work Requests	741	641	75	550	600	600

Major Street Fund – Winter Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	75,640	116,820	-	71,560	-	264,020
2007-2008 Actual	236,340	174,210	-	208,730	-	619,280
2008-2009 Actual	202,210	256,510	-	223,630	-	682,350
2009-2010 Original Budget	153,370	247,000	-	201,700	-	602,070
2009-2010 Adjusted Budget (Dec)	153,370	247,000	-	201,700	-	602,070
2009-2010 Six Month Actual	35,150	31,360	-	17,560	-	84,070
2009-2010 Estimated Year End	122,200	217,000	-	100,000	-	439,200
2010-2011 Dept Request	162,840	248,000	-	221,060	-	631,900
2010-2011 Manager's Budget	165,090	248,000	-	221,060	-	634,150
2010-2011 Adopted Budget	162,990	248,000	-	221,060	-	632,050
2011-2012 Adopted Budget	167,230	248,000	-	227,690	-	642,920
2012-2013 Projected Budget	167,220	248,000	-	227,690	-	642,910
2013-2014 Projected Budget	169,900	248,000	-	227,690	-	645,590
2014-2015 Projected Budget	172,790	248,000	-	227,690	-	648,480

Major Street Fund – Traffic Control

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	78,440	25,040	-	86,720	-	190,200
2007-2008 Actual	79,530	28,100	-	107,260	-	214,890
2008-2009 Actual	88,020	29,800	-	70,130	-	187,950
2009-2010 Original Budget	41,360	48,000	-	68,170	-	157,530
2009-2010 Adjusted Budget (Dec)	41,360	48,000	-	68,170	-	157,530
2009-2010 Six Month Actual	45,440	7,210	-	14,410	-	67,060
2009-2010 Estimated Year End	84,960	37,000	-	67,970	-	189,930
2010-2011 Dept Request	36,300	47,000	-	66,380	-	149,680
2010-2011 Manager's Budget	37,000	47,000	-	66,380	-	150,380
2010-2011 Adopted Budget	36,410	47,000	-	66,380	-	149,790
2011-2012 Adopted Budget	37,490	47,000	-	66,960	-	151,450
2012-2013 Projected Budget	37,510	47,000	-	66,960	-	151,470
2013-2014 Projected Budget	38,280	47,000	-	66,960	-	152,240
2014-2015 Projected Budget	39,020	47,000	-	66,960	-	152,980

Major Street Fund – Traffic Control

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 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.

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	38,350	9,510	-	99,950	-	147,810
2007-2008 Actual	45,090	10,410	-	70,880	-	126,380
2008-2009 Actual	63,600	8,050	-	94,270	-	165,920
2009-2010 Original Budget	48,380	18,000	-	100,920	-	167,300
2009-2010 Adjusted Budget (Dec)	48,380	18,000	-	100,920	-	167,300
2009-2010 Six Month Actual	23,490	460	-	37,190	-	61,140
2009-2010 Estimated Year End	46,540	8,000	-	90,620	-	145,160
2010-2011 Dept Request	53,720	12,000	-	98,690	-	164,410
2010-2011 Manager's Budget	54,380	12,000	-	98,690	-	165,070
2010-2011 Adopted Budget	53,720	12,000	-	98,690	-	164,410
2011-2012 Requested Budget	56,980	12,000	-	99,010	-	167,990
2012-2013 Projected Budget	54,800	12,000	-	99,010	-	165,810
2013-2014 Projected Budget	55,590	12,000	-	99,010	-	166,600
2014-2015 Projected Budget	56,400	12,000	-	99,010	-	167,410

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

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

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

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

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

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

* * * * *

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

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

GOALS

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

Major Street Fund – Administration

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Act 51 revenues (Gasoline tax) are anticipated to decrease due to the loss of population in the State, fewer people driving to places of employment (high population unemployment) and the utilization of more fuel efficient vehicles.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	4,325,518	4,240,888	3,503,058	2,968,668	2,390,898	1,749,948
Revenues and transfers from other funds	2,882,800	2,749,500	2,699,500	2,650,500	2,602,480	2,555,420
Expenditures and transfers to other funds	2,967,430	3,487,330	3,233,890	3,228,270	3,243,430	3,260,140
Net Change in Fund Balance	(84,630)	(737,830)	(534,390)	(577,770)	(640,950)	(704,720)
Ending Fund Balance	4,240,888	3,503,058	2,968,668	2,390,898	1,749,948	1,045,228

Revenues

202.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	2,883,880	174,850	200,950	18,990	6,420	3,285,090
2007-2008 Actual	650	2,836,460	177,620	176,720	23,310	7,160	3,221,920
2008-2009 Actual	-	2,729,330	178,720	110,390	128,270	6,810	3,153,520
2009-2010 Original Budget	-	2,993,910	177,000	111,000	20,000	6,500	3,308,410
2009-2010 Adjusted Budget (Dec)	-	2,993,910	177,000	111,000	20,000	6,500	3,308,410
2009-2010 Six Month Actual	-	925,580	-	23,280	7,250	-	956,110
2009-2010 Estimated Year End	-	2,637,300	177,000	41,000	21,000	6,500	2,882,800
2010-2011 Dept Request	-	2,500,000	177,000	46,000	20,000	6,500	2,749,500
2010-2011 Manager's Budget	-	2,500,000	177,000	46,000	20,000	6,500	2,749,500
2010-2011 Adopted Budget	-	2,500,000	177,000	46,000	20,000	6,500	2,749,500
2011-2012 Adopted Budget	-	2,450,000	177,000	46,000	20,000	6,500	2,699,500
2012-2013 Projected Budget	-	2,401,000	177,000	46,000	20,000	6,500	2,650,500
2013-2014 Projected Budget	-	2,352,980	177,000	46,000	20,000	6,500	2,602,480
2014-2015 Projected Budget	-	2,305,920	177,000	46,000	20,000	6,500	2,555,420

Major Street Fund – Administration

Expenditures

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	130,640	-	130,640
2007-2008 Actual	-	-	-	781,010	-	781,010
2008-2009 Actual	-	-	-	773,370	-	773,370
2009-2010 Original Budget	-	-	-	879,940	-	879,940
2009-2010 Adjusted Budget (Dec)	-	-	-	879,940	-	879,940
2009-2010 Six Month Actual	-	-	-	56,040	-	56,040
2009-2010 Estimated Year End	-	-	-	887,080	-	887,080
2010-2011 Dept Request	-	-	-	487,290	-	487,290
2010-2011 Manager's Budget	-	-	-	487,290	-	487,290
2010-2011 Adopted Budget	-	-	-	487,290	-	487,290
2011-2012 Adopted Budget	-	-	-	488,090	-	488,090
2012-2013 Projected Budget	-	-	-	488,900	-	488,900
2013-2014 Projected Budget	-	-	-	487,360	-	487,360
2014-2015 Projected Budget	-	-	-	488,090	-	488,090

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Asphalt Road Repairs (tons of material)	563	584	151	500	550	550
Concrete Road Repairs (yards)	420	468	395	500	450	450
Pavement cuts	169	145	148	190	170	170
Responses to Major Street Tree Work Requests	741	641	75	550	600	600
Boulevards Mowed (hours)	1,003	1,379	786	1,200	1,200	1,200
Major Streets - Salt Applied (tons)	5,550	6,342	n/a	4,544	6,500	6,500
Number of Snow Events	7	n/a	n/a	3	5	5
Number of Signs Replaced due to Routine Maintenance and Accidents	1,011	1,154	757	1,084	1,100	1,100

Local Street Fund – Routine Maintenance

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	341,060	30,610	-	625,940	-	997,610
2007-2008 Actual	387,750	27,980	-	595,850	-	1,011,580
2008-2009 Actual	486,270	35,840	-	1,317,330	-	1,839,440
2009-2010 Original Budget	391,840	47,650	-	947,030	-	1,386,520
2009-2010 Adjusted Budget (Dec)	391,840	47,650	-	947,030	-	1,386,520
2009-2010 Six Month Actual	270,480	14,240	-	402,680	-	687,400
2009-2010 Estimated Year End	406,530	40,600	-	809,530	-	1,256,660
2010-2011 Dept Request	367,110	44,050	-	863,680	-	1,274,840
2010-2011 Manager's Budget	400,870	44,050	-	863,680	-	1,308,600
2010-2011 Adopted Budget	394,580	44,050	-	838,680	-	1,277,310
2011-2012 Adopted Budget	410,330	44,050	-	595,540	-	1,049,920
2012-2013 Projected Budget	409,060	44,050	-	595,540	-	1,048,650
2013-2014 Projected Budget	417,320	44,050	-	595,540	-	1,056,910
2014-2015 Projected Budget	425,430	44,050	-	595,540	-	1,065,020

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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Equipment Repairworker	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							4.327	4.327
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.327	4.327

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Asphalt Applied (Tons)	563	584	151	500	550	550
Concrete (yards)	420	468	395	500	450	450
Pavement cuts	169	145	148	190	170	170

Local Street Fund – Parkway Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	263,310	-	-	239,060	-	502,370
2007-2008 Actual	228,520	-	-	210,880	-	439,400
2008-2009 Actual	259,820	-	-	198,030	-	457,850
2009-2010 Original Budget	291,220	-	-	184,270	-	475,490
2009-2010 Adjusted Budget (Dec)	291,220	-	-	184,270	-	475,490
2009-2010 Six Month Actual	113,180	-	-	72,930	-	186,110
2009-2010 Estimated Year End	229,400	-	-	183,270	-	412,670
2010-2011 Dept Request	286,300	-	-	183,570	-	469,870
2010-2011 Manager's Budget	291,820	-	-	183,570	-	475,390
2010-2011 Adopted Budget	287,300	-	-	183,570	-	470,870
2011-2012 Adopted Budget	297,330	-	-	188,930	-	486,260
2012-2013 Projected Budget	295,880	-	-	188,930	-	484,810
2013-2014 Projected Budget	301,760	-	-	188,930	-	490,690
2014-2015 Projected Budget	308,010	-	-	188,930	-	496,940

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Boulevards Mowed (hours)	1,003	1,379	786	1,200	1,200	1,200
Street Tree work requests	1,482	1,283	149	600	600	600

Local Street Fund – Winter Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	39,040	14,130	-	47,070	-	100,240
2007-2008 Actual	153,410	21,550	-	133,290	-	308,250
2008-2009 Actual	122,470	29,910	-	114,110	-	266,490
2009-2010 Original Budget	57,290	80,500	-	103,930	-	241,720
2009-2010 Adjusted Budget (Dec)	57,290	80,500	-	103,930	-	241,720
2009-2010 Six Month Actual	18,810	2,650	-	2,400	-	23,860
2009-2010 Estimated Year End	95,160	60,500	-	103,930	-	259,590
2010-2011 Dept Request	97,250	80,500	-	107,660	-	285,410
2010-2011 Manager's Budget	98,710	80,500	-	107,660	-	286,870
2010-2011 Adopted Budget	97,360	80,000	-	107,660	-	285,020
2011-2012 Adopted Budget	101,370	80,000	-	110,890	-	292,260
2012-2013 Projected Budget	101,320	80,000	-	110,890	-	292,210
2013-2014 Projected Budget	102,780	80,000	-	110,890	-	293,670
2014-2015 Projected Budget	104,370	80,000	-	110,890	-	295,260

Local Street Fund – Traffic Control

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 staff recommendations and makes recommendations to the City Commission.

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	109,740	3,590	0	60,250	0	173,580
2007-2008 Actual	111,310	6,270	0	43,210	0	160,790
2008-2009 Actual	115,280	8,690	0	43,030	0	167,000
2009-2010 Original Budget	75,320	12,000	0	39,090	0	126,410
2009-2010 Adjusted Budget (Dec)	75,320	12,000	0	39,090	0	126,410
2009-2010 Six Month Actual	51,420	3,340	0	17,230	0	71,990
2009-2010 Estimated Year End	108,120	7,500	0	39,090	0	154,710
2010-2011 Dept Request	78,760	10,000	0	40,340	0	129,100
2010-2011 Manager's Budget	80,390	10,000	0	40,340	0	130,730
2010-2011 Adopted Budget	79,050	10,000	0	40,340	0	129,390
2011-2012 Adopted Budget	81,390	10,000	0	41,550	0	132,940
2012-2013 Projected Budget	81,520	10,000	0	41,550	0	133,070
2013-2014 Projected Budget	83,330	10,000	0	41,550	0	134,880
2014-2015 Projected Budget	85,030	10,000	0	41,550	0	136,580

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

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

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

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

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

* * * * *

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

GOALS

- 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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Act 51 revenues (Gasoline tax) are anticipated to decrease due to the loss of population in the State, fewer people driving to places of employment (high population unemployment) and the utilization of more fuel efficient vehicles.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	3,231,244	2,773,824	1,718,794	832,204	(51,676)	(952,966)
Revenues and transfers from other funds	1,671,270	1,173,480	1,136,130	1,136,200	1,136,200	1,136,200
Expenditures and transfers to other funds	2,128,690	2,228,510	2,022,720	2,020,080	2,037,490	2,055,140
Net Change in Fund Balance	(457,420)	(1,055,030)	(886,590)	(883,880)	(901,290)	(918,940)
Ending Fund Balance	2,773,824	1,718,794	832,204	(51,676)	(952,966)	(1,871,906)

Local Street Fund – Administration

Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	937,350	-	273,800	1,400	33,770	1,246,320
2007-2008 Actual	650	922,160	-	191,040	2,040	677,460	1,793,350
2008-2009 Actual	-	888,370	-	79,930	12,690	673,280	1,654,270
2009-2010 Original Budget	-	997,970	-	80,000	2,000	773,480	1,853,450
2009-2010 Adjusted Budget (Dec)	-	997,970	-	80,000	2,000	773,480	1,853,450
2009-2010 Six Month Actual	-	295,720	-	10,710	180	-	306,610
2009-2010 Estimated Year End	-	878,000	-	17,790	2,000	773,480	1,671,270
2010-2011 Dept Request	-	788,750	-	7,730	2,000	375,000	1,173,480
2010-2011 Manager's Budget	-	788,750	-	7,730	2,000	375,000	1,173,480
2010-2011 Adopted Budget	-	788,750	-	7,730	2,000	375,000	1,173,480
2011-2012 Adopted Budget	-	757,200	-	1,930	2,000	375,000	1,136,130
2012-2013 Projected Budget	-	757,200	-	2,000	2,000	375,000	1,136,200
2013-2014 Projected Budget	-	757,200	-	2,000	2,000	375,000	1,136,200
2014-2015 Projected Budget	-	757,200	-	2,000	2,000	375,000	1,136,200

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	54,520	-	54,520
2007-2008 Actual	-	-	-	50,820	-	50,820
2008-2009 Actual	-	-	-	45,400	-	45,400
2009-2010 Original Budget	-	-	-	45,060	-	45,060
2009-2010 Adjusted Budget (Dec)	-	-	-	45,060	-	45,060
2009-2010 Six Month Actual	-	-	-	22,240	-	22,240
2009-2010 Estimated Year End	-	-	-	45,060	-	45,060
2010-2011 Dept Request	-	-	-	59,540	-	59,540
2010-2011 Manager's Budget	-	-	-	59,540	-	59,540
2010-2011 Adopted Budget	-	-	-	65,920	-	65,920
2011-2012 Adopted Budget	-	-	-	61,340	-	61,340
2012-2013 Projected Budget	-	-	-	61,340	-	61,340
2013-2014 Projected Budget	-	-	-	61,340	-	61,340
2014-2015 Projected Budget	-	-	-	61,340	-	61,340

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Asphalt Road Repairs (tons of material)	563	584	151	500	550	550
Concrete Road Repairs (yards)	420	468	395	500	450	450
Pavement cuts	169	145	148	190	170	170
Boulevards Mowed (hours)	1,003	1,379	786	1,200	1,200	1,200
Responses to Local Street Tree work requests	1,482	1,283	149	600	600	600
Local Streets - Salt Applied (tons)	325	330	n/a	300	325	325
Number of Snow Events	7	n/a	n/a	3	5	5
Number of Signs Replaced due to Routine Maintenance and Accidents	1,011	1,154	757	1,084	1,100	1,100

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

This fund collects the ad valorem Publicity tax, authorized by Act 59 of 1925, plus contributions from other City funds. The City proposes to levy 0.0234 mill for FY2010/11.

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

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Increases for transfers-in from the various funds (Ice Arena, W&S, State Construction Code, Solid Waste, Senior Citizens) which benefit from the “Insight” are budgeted to offset publicity expenditures.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	2,207	1,697	2,077	2,057	2,047	2,047
Revenues and transfers from other funds	62,600	70,300	71,200	71,250	71,750	72,250
Expenditures and transfers to other funds	63,110	69,920	71,220	71,260	71,750	72,240
Net Change in Fund Balance	(510)	380	(20)	(10)	0	10
Ending Fund Balance	1,697	2,077	2,057	2,047	2,047	2,057

Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	49,390	-	-	-	-	-	49,390
2008-2009 Actual	49,310	-	-	-	-	-	49,310
2009-2010 Original Budget	50,000	-	-	-	-	13,100	63,100
2009-2010 Adjusted Budget (Dec)	50,000	-	-	-	-	13,100	63,100
2009-2010 Six Month Actual	46,490	-	-	-	-	-	46,490
2009-2010 Estimated Year End	49,500	-	-	-	-	13,100	62,600
2010-2011 Dept Request	49,000	-	-	-	-	20,850	69,850
2010-2011 Manager's Budget	49,000	-	-	-	-	21,300	70,300
2010-2011 Adopted Budget	49,000	-	-	-	-	21,300	70,300
2011-2012 Adopted Budget	49,000	-	-	-	-	22,200	71,200
2012-2013 Projected Budget	49,000	-	-	-	-	22,250	71,250
2013-2014 Projected Budget	49,000	-	-	-	-	22,750	71,750
2014-2015 Projected Budget	49,000	-	-	-	-	23,250	72,250

Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	30,430	-	17,200	-	47,630
2008-2009 Actual	-	31,330	-	17,540	-	48,870
2009-2010 Original Budget	21,110	24,000	-	18,000	-	63,110
2009-2010 Adjusted Budget (Dec)	21,110	24,000	-	18,000	-	63,110
2009-2010 Six Month Actual	-	13,210	-	8,970	-	22,180
2009-2010 Estimated Year End	21,110	24,000	-	18,000	-	63,110
2010-2011 Dept Request	22,330	29,000	-	18,500	-	69,830
2010-2011 Manager's Budget	22,820	29,000	-	18,500	-	70,320
2010-2011 Adopted Budget	22,420	29,000	-	18,500	-	69,920
2011-2012 Adopted Budget	23,020	29,500	-	18,700	-	71,220
2012-2013 Projected Budget	23,060	29,500	-	18,700	-	71,260
2013-2014 Projected Budget	23,550	29,500	-	18,700	-	71,750
2014-2015 Projected Budget	24,040	29,500	-	18,700	-	72,240

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There has been a change in the number of positions home based in this fund, as personnel costs are budgeted to increase, but not in relation to the position allocation change. Fund balance in excess of \$610,000 is to be used in FY2011/12 as a revenue source to balance. It is important to point-out the decline in fund balance that is projected through FY2014/15, as property tax revenue is estimated to decline relative to expenditures.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	4,430,687	5,495,837	5,661,137	5,050,767	4,150,957	2,956,117
Revenues and transfers from other funds	6,953,000	6,456,520	5,832,560	5,542,310	5,266,590	5,004,660
Expenditures and transfers to other funds	5,887,850	6,291,220	6,442,930	6,442,120	6,461,430	6,481,500
Net Change in Fund Balance	1,065,150	165,300	(610,370)	(899,810)	(1,194,840)	(1,476,840)
Ending Fund Balance	5,495,837	5,661,137	5,050,767	4,150,957	2,956,117	1,479,277

Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	6,496,920	-	157,590	114,750	5,170	-	6,774,430
2007-2008 Actual	6,411,090	-	9,150	104,660	21,190	-	6,546,090
2008-2009 Actual	6,429,980	-	3,480	57,070	17,370	-	6,507,900
2009-2010 Original Budget	6,975,460	-	5,000	60,000	8,000	-	7,048,460
2009-2010 Adjusted Budget (Dec)	6,975,460	-	5,000	60,000	8,000	-	7,048,460
2009-2010 Six Month Actual	6,503,890	-	3,930	4,360	5,800	-	6,517,980
2009-2010 Estimated Year End	6,932,000	-	5,000	8,000	8,000	-	6,953,000
2010-2011 Dept Request	6,433,520	-	5,000	10,000	8,000	-	6,456,520
2010-2011 Manager's Budget	6,433,520	-	5,000	10,000	8,000	-	6,456,520
2010-2011 Adopted Budget	6,433,520	-	5,000	10,000	8,000	-	6,456,520
2011-2012 Adopted Budget	5,809,560	-	5,000	10,000	8,000	-	5,832,560
2012-2013 Projected Budget	5,519,080	-	5,050	10,100	8,080	-	5,542,310
2013-2014 Projected Budget	5,243,130	-	5,100	10,200	8,160	-	5,266,590
2014-2015 Projected Budget	4,980,970	-	5,150	10,300	8,240	-	5,004,660

Expenditures

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	374,860	2,480	-	5,219,800	-	5,597,140
2007-2008 Actual	655,710	46,500	14,850	5,050,600	-	5,767,660
2008-2009 Actual	895,630	27,040	-	5,048,570	-	5,971,240
2009-2010 Original Budget	788,230	31,500	107,000	5,598,060	-	6,524,790
2009-2010 Adjusted Budget (Dec)	788,230	31,500	107,000	5,598,060	-	6,524,790
2009-2010 Six Month Actual	560,430	5,720	-	2,484,650	-	3,050,800
2009-2010 Estimated Year End	792,390	31,200	-	5,064,260	-	5,887,850
2010-2011 Dept Request	975,640	31,850	-	5,282,780	-	6,290,270
2010-2011 Manager's Budget	991,840	31,850	-	5,282,780	-	6,306,470
2010-2011 Adopted Budget	976,590	31,850	-	5,282,780	-	6,291,220
2011-2012 Adopted Budget	1,005,680	31,100	-	5,406,150	-	6,442,930
2012-2013 Projected Budget	1,004,580	31,100	-	5,406,440	-	6,442,120
2013-2014 Projected Budget	1,023,410	31,100	-	5,406,920	-	6,461,430
2014-2015 Projected Budget	1,043,240	31,100	-	5,407,160	-	6,481,500

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

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
<u>Full-Time Positions</u>										
Director of Rec & Public Srvc	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Dps Supervisor - Highway	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Sign Technician	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Equipment Operator II	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Equipment Operator I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.000	3.000
Painting Machine Operator	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Truck Driver	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000
Dps/Hwy - MC III	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Equipment Repair Worker	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
New Solid Waste Employee (Budgeted)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Full-time Total	0.000	1.000	1.000	1.000	1.000	1.000	2.000	15.000	15.000	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available								0.481	0.481
Cost Center Total	0.000	1.000	1.000	1.000	1.000	1.000	2.000	15.481	15.481	

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Tons of Yard Waste Diverted from Landfill	10,830	13,552	10,915	14,000	14,000	14,000
Recycle tons	3,415	3,654	1,863	4,000	4,000	4,000
Hazardous Material Collected – Drop off	2,128	2,283	1,863	2,800	2,800	2,800
Business Participants - Recycling	70	85	113	120	130	140

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The Library will levy its maximum allowable millage, as reduced by Headlee, at 0.9597 mill which will provide approximately \$100,000 less in property tax revenues due to the declining taxable values. The use of fund balance to balance expenditures will occur in both FY2010/11 and FY2011/12. The forecast beyond FY2011/12, provides for negative fund balance in all years. The Library is a beneficiary of a Stimulus Grant for ten computers, so long as ten computer desks are purchased. Fortunately, the Library is only responsible for funding twenty-five percent of the desks costs. The Youth and Teen Services department head position is budgeted but will remain unfilled at this time. Library book, video and audio purchases will decrease to help balance the budget. A minimum of 55 hours per week is required of the library to stay open in order to receive State aid. Currently one-third of State-aid goes toward the City and two-third is received by the co-op program. In the future, used book sale will be performed by the Friends of the Library.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	681,702	651,132	525,822	106,522	(258,838)	(651,048)
Revenues and transfers from other funds	2,377,880	2,266,960	2,068,670	2,068,670	2,068,670	2,068,670
Expenditures and transfers to other funds	2,408,450	2,392,270	2,487,970	2,434,030	2,460,880	2,492,000
Net Change in Fund Balance	(30,570)	(125,310)	(419,300)	(365,360)	(392,210)	(423,330)
Ending Fund Balance	651,132	525,822	106,522	(258,838)	(651,048)	(1,074,378)

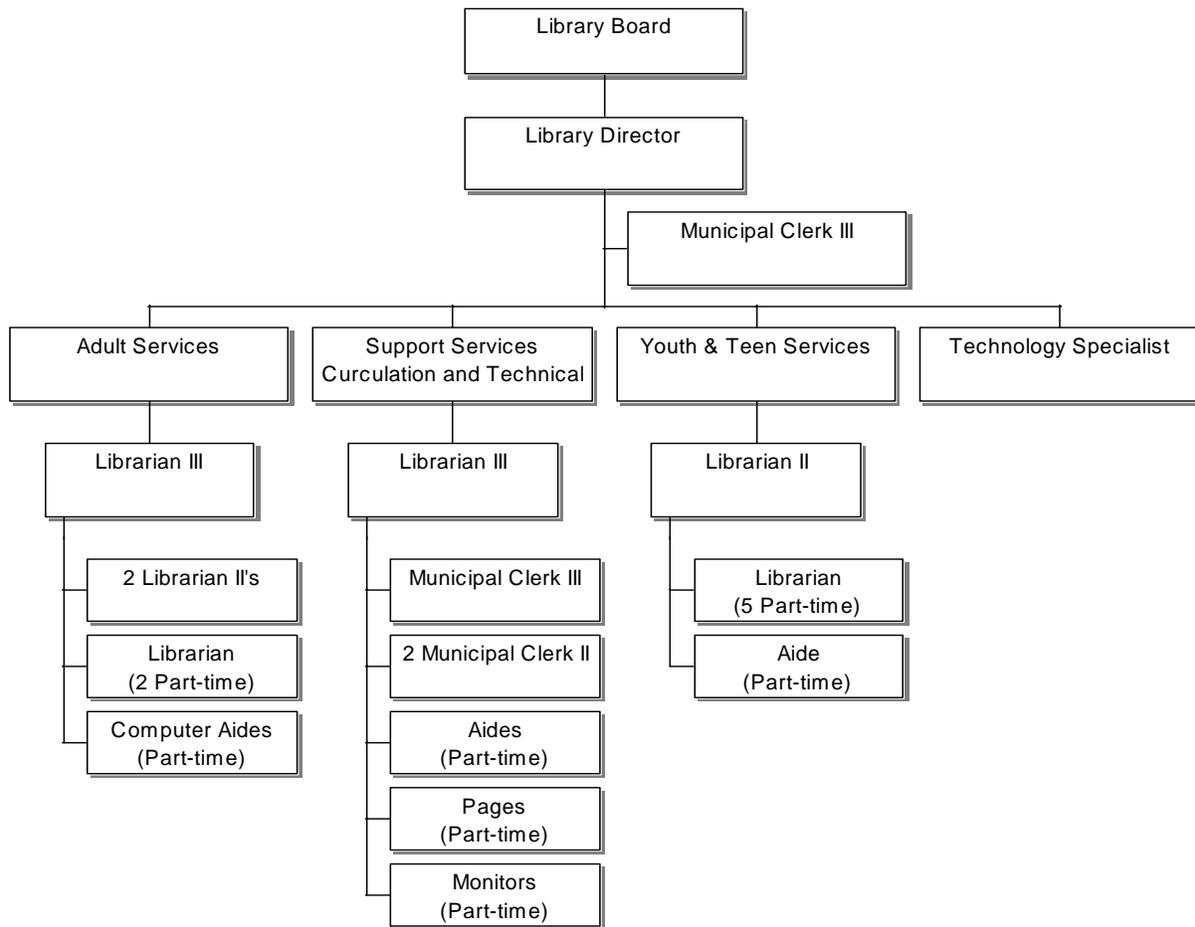
Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	2,118,230	140,500	43,930	75,250	4,910	20,730	2,403,550
2007-2008 Actual	2,223,090	133,650	55,350	52,360	4,980	-	2,469,430
2008-2009 Actual	2,229,740	125,440	68,700	23,190	4,420	-	2,451,490
2009-2010 Original Budget	2,221,890	105,160	61,360	16,440	19,500	-	2,424,350
2009-2010 Adjusted Budget (Dec)	2,221,890	105,160	61,360	16,440	19,500	-	2,424,350
2009-2010 Six Month Actual	2,072,510	98,480	33,500	3,930	2,720	-	2,211,140
2009-2010 Estimated Year End	2,202,000	98,480	64,900	7,500	5,000	-	2,377,880
2010-2011 Dept Request	2,040,000	86,360	88,600	47,000	5,000	-	2,266,960
2010-2011 Manager's Budget	2,040,000	86,360	88,600	47,000	5,000	-	2,266,960
2010-2011 Adopted Budget	2,040,000	86,360	88,600	47,000	5,000	-	2,266,960
2011-2012 Adopted Budget	1,840,000	86,070	90,600	47,000	5,000	-	2,068,670
2012-2013 Projected Budget	1,840,000	86,070	90,600	47,000	5,000	-	2,068,670
2013-2014 Projected Budget	1,840,000	86,070	90,600	47,000	5,000	-	2,068,670
2014-2015 Projected Budget	1,840,000	86,070	90,600	47,000	5,000	-	2,068,670

Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	1,093,040	249,610	44,420	774,500	-	2,161,570
2007-2008 Actual	1,379,860	287,400	192,530	668,030	-	2,527,820
2008-2009 Actual	1,495,000	308,460	18,450	670,010	-	2,491,920
2009-2010 Original Budget	1,447,020	278,590	15,000	683,740	-	2,424,350
2009-2010 Adjusted Budget (Dec)	1,447,020	278,590	15,000	683,740	-	2,424,350
2009-2010 Six Month Actual	716,260	129,150	-	250,670	-	1,096,080
2009-2010 Estimated Year End	1,439,660	280,370	-	688,420	-	2,408,450
2010-2011 Dept Request	1,502,650	187,800	-	697,670	-	2,388,120
2010-2011 Manager's Budget	1,528,030	187,800	-	697,670	-	2,413,500
2010-2011 Adopted Budget	1,506,800	187,800	-	697,670	-	2,392,270
2011-2012 Adopted Budget	1,616,940	170,800	-	700,230	-	2,487,970
2012-2013 Projected Budget	1,558,940	170,800	-	704,290	-	2,434,030
2013-2014 Projected Budget	1,587,250	170,800	-	702,830	-	2,460,880
2014-2015 Projected Budget	1,615,680	170,800	-	705,520	-	2,492,000

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Library Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian III	1.000	1.000	1.000	2.000	2.000	2.000	2.000	2.000	2.000
Librarian III Youth Services	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian II	5.000	5.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Library Technician Specialist	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Library - MC III	3.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Library - MC II	3.000	3.000	3.000	4.000	3.000	3.000	2.000	2.000	2.000
Full-time Total	15.000	15.000	12.000	14.000	13.000	13.000	12.000	12.000	12.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							11.034	11.034
Cost Center Total	15.000	15.000	12.000	14.000	13.000	13.000	12.000	23.034	23.034

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Registered Card Holders	25,771	28,166	30,052	30,500	32,000	34,000
Annual Library Visitors	481,986	618,279	329,040	650,000	700,000	725,000
Collection Size	153,499	175,713	181,510	185,000	190,000	190,000
Lending Transactions	360,333	405,067	210,835	425,000	450,000	475,000
Reference Question Responses	33,760	39,908	20,630	42,000	44,000	45,000
Programs Offered	435	549	248	560	560	560
Program Attendance	13,180	15,862	6,972	18,000	18,000	18,000
Summer Youth Reading Enrollment	1,302	1,410	n/a	1,500	1,550	1,600

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The Trade Inspector (Plumbing, Electrical and Mechanical) positions will be contracted out to a third party, eliminating three positions. Therefore, the personnel expenditures will decrease and the contracted services budget increase. Overall, the State Construction Code budget expenditures are budgeted to decrease relative to FY2009/10.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	(164,570)	21,610	143,010	205,200	284,650	381,010
Revenues and transfers from other funds	1,701,550	1,203,000	1,203,000	1,233,260	1,264,330	1,296,250
Expenditures and transfers to other funds	1,515,370	1,081,600	1,140,810	1,153,810	1,167,970	1,181,420
Net Change in Fund Balance	186,180	121,400	62,190	79,450	96,360	114,830
Ending Fund Balance	21,610	143,010	205,200	284,650	381,010	495,840

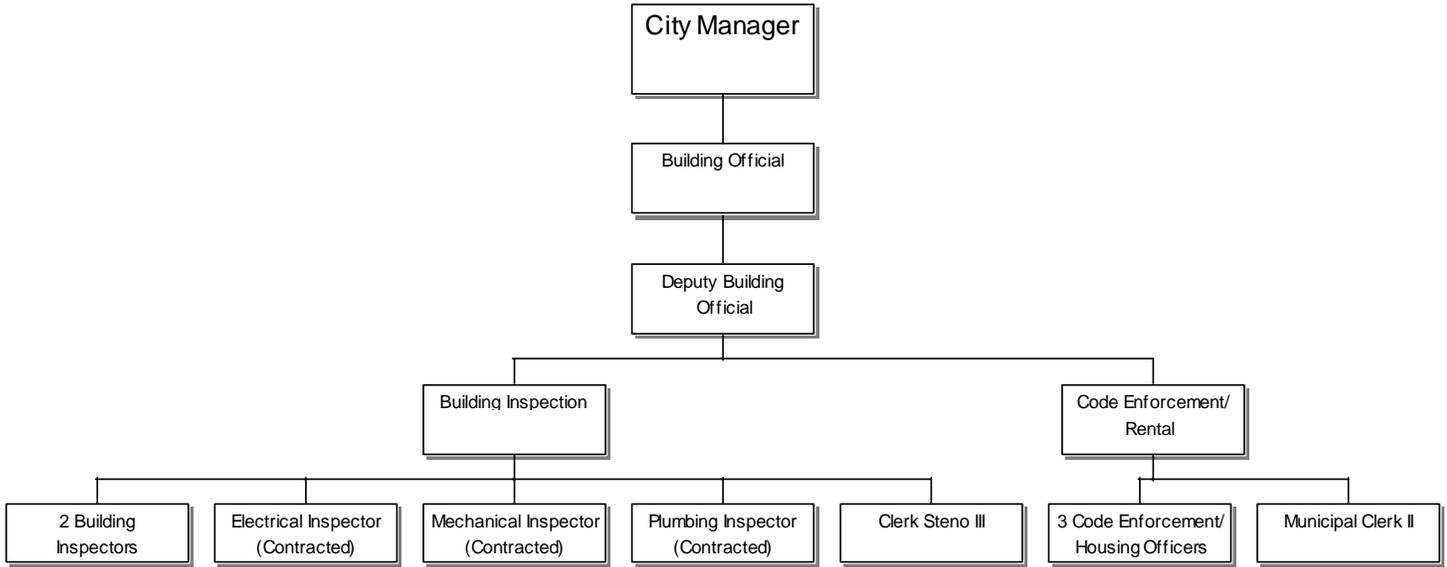
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	1,665,490	-	12,270	-	1,677,760
2007-2008 Actual	-	-	1,112,450	-	85,810	-	1,198,260
2008-2009 Actual	-	-	932,830	-	18,510	-	951,340
2009-2010 Original Budget	-	-	1,410,000	-	10,000	-	1,420,000
2009-2010 Adjusted Budget (Dec)	-	-	1,410,000	-	161,430	-	1,571,430
2009-2010 Six Month Actual	-	-	658,610	-	17,120	-	675,730
2009-2010 Estimated Year End	-	-	1,089,550	-	30,000	582,000	1,701,550
2010-2011 Dept Request	-	-	1,348,000	-	20,000	-	1,368,000
2010-2011 Manager's Budget	-	-	1,183,000	-	20,000	-	1,203,000
2010-2011 Adopted Budget	-	-	1,183,000	-	20,000	-	1,203,000
2011-2012 Adopted Budget	-	-	1,183,000	-	20,000	-	1,203,000
2012-2013 Projected Budget	-	-	1,213,260	-	20,000	-	1,233,260
2013-2014 Projected Budget	-	-	1,244,330	-	20,000	-	1,264,330
2014-2015 Projected Budget	-	-	1,276,250	-	20,000	-	1,296,250

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	842,200	9,380	-	607,940	-	1,459,520
2007-2008 Actual	1,140,010	3,260	27,240	392,620	-	1,563,130
2008-2009 Actual	1,258,460	3,630	9,680	455,470	-	1,727,240
2009-2010 Original Budget	1,011,610	21,500	-	386,870	-	1,419,980
2009-2010 Adjusted Budget (Dec)	1,163,030	21,500	-	386,870	-	1,571,400
2009-2010 Six Month Actual	609,270	1,100	-	172,140	-	782,510
2009-2010 Estimated Year End	1,115,930	4,000	-	395,440	-	1,515,370
2010-2011 Dept Request	1,109,070	20,000	-	317,960	-	1,447,030
2010-2011 Manager's Budget	217,250	2,510	-	1,002,343	-	1,222,103
2010-2011 Adopted Budget	606,130	19,510	-	455,960	-	1,081,600
2011-2012 Adopted Budget	665,340	19,510	-	455,960	-	1,140,810
2012-2013 Projected Budget	678,340	19,510	-	455,960	-	1,153,810
2013-2014 Projected Budget	692,500	19,510	-	455,960	-	1,167,970
2014-2015 Projected Budget	705,950	19,510	-	455,960	-	1,181,420

Departmental Organization Chart

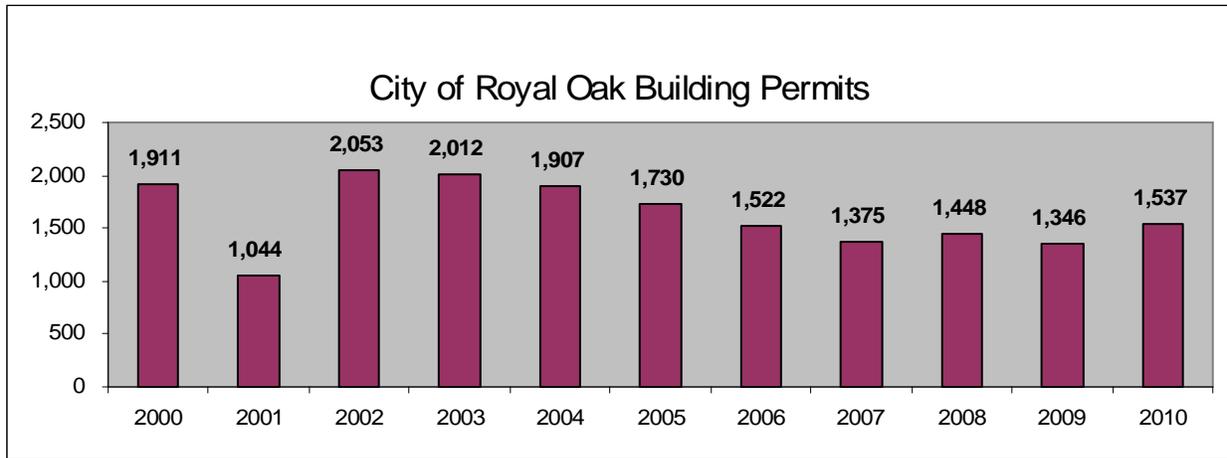


Cost Center Position Detail - Home Base
Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Building Official	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Building Official	1.000	1.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
CS III Inspection	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Inspection - MC II	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Building Inspector	5.000	5.000	5.000	5.000	4.000	4.000	2.000	2.000	2.000
Electrical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Housing Inspector	2.000	2.000	2.000	2.000	2.000	0.000	0.000	0.000	0.000
Mechanical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Plumbing Inspector	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	12.000	12.000	11.000	11.000	11.000	11.000	8.000	5.000	5.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							1.139	1.139
Cost Center Total	12.000	12.000	11.000	11.000	11.000	11.000	8.000	5.139	5.139

Performance Indicators / Outcome Measures

	Actual FY07/08	Actual FY08/09	Dec 31 2009	Estimated FY09/10	Projected FY10/11	Projected FY11/12
Percent of Required Code Training Received	100%	100%	100%	100%	100%	100%
Percent of Inspections Performed Within the Next Business Day	n/a	n/a	n/a	n/a	90%	90%
Percent of Plans Reviewed for Permit Within 14 Business Days	n/a	n/a	n/a	n/a	90%	90%
Permits Issued						
Building	1,448	1,346	886	1,537	n/a	n/a
Electrical	996	893	489	1074	n/a	n/a
Mechanical	768	603	372	825	n/a	n/a
Plumbing Sewer	976	800	409	958	n/a	n/a
Construction Value (in 1000's)	\$48,516	\$35,491	\$19,137	\$38,273	n/a	n/a



<u>Year</u>	<u>Number</u>	<u>Value (\$000)</u>
2000	1,911	\$39,377
2001	1,044	\$165,812
2002	2,053	\$50,060
2003	2,012	\$54,410
2004	1,907	\$83,172
2005	1,730	\$106,404
2006	1,522	\$109,009
2007	1,375	\$53,464
2008	1,448	\$48,516
2009	1,346	\$35,490

Royal Oak Opportunity To Serve – ROOTS

Budget Summary

Acorn	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	215,700	257,300	245,300	234,800	224,300	213,800
Revenues and transfers from other funds	91,110	37,700	36,700	36,700	36,700	36,700
Expenditures and transfers to other funds	49,510	49,700	47,200	47,200	47,200	47,200
Net Change in Fund Balance	41,600	(12,000)	(10,500)	(10,500)	(10,500)	(10,500)
Ending Fund Balance	257,300	245,300	234,800	224,300	213,800	203,300

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	56,310	-	-	56,310
2007-2008 Actual	-	-	-	123,100	-	-	123,100
2008-2009 Actual	-	-	-	67,280	-	-	67,280
2009-2010 Original Budget	-	-	-	34,000	-	-	34,000
2009-2010 Adjusted Budget (Dec)	-	-	-	34,000	-	-	34,000
2009-2010 Six Month Actual	-	-	-	45,100	-	-	45,100
2009-2010 Estimated Year End	-	-	-	91,110	-	-	91,110
2010-2011 Dept Request	-	-	-	37,700	-	-	37,700
2010-2011 Manager's Budget	-	-	-	37,700	-	-	37,700
2010-2011 Adopted Budget	-	-	-	37,700	-	-	37,700
2011-2012 Adopted Budget	-	-	-	36,700	-	-	36,700
2012-2013 Projected Budget	-	-	-	36,700	-	-	36,700
2013-2014 Projected Budget	-	-	-	36,700	-	-	36,700
2014-2015 Projected Budget	-	-	-	36,700	-	-	36,700

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	57,430	-	61,480	-	118,910
2007-2008 Actual	-	5,980	-	43,730	-	49,710
2008-2009 Actual	-	16,590	-	57,400	-	73,990
2009-2010 Original Budget	-	11,500	-	22,500	-	34,000
2009-2010 Adjusted Budget (Dec)	-	11,500	-	22,500	-	34,000
2009-2010 Six Month Actual	-	7,340	-	14,440	-	21,780
2009-2010 Estimated Year End	-	17,200	-	32,310	-	49,510
2010-2011 Dept Request	-	17,200	-	32,500	-	49,700
2010-2011 Manager's Budget	-	17,200	-	32,500	-	49,700
2010-2011 Adopted Budget	-	17,200	-	32,500	-	49,700
2011-2012 Adopted Budget	-	17,200	-	30,000	-	47,200
2012-2013 Projected Budget	-	17,200	-	30,000	-	47,200
2013-2014 Projected Budget	-	17,200	-	30,000	-	47,200
2014-2015 Projected Budget	-	17,200	-	30,000	-	47,200

The mission of Senior Citizen Services is to offer two sites where mature adults, aged 50 and better, can enjoy opportunities for lifelong education, fitness and leisure activity; and where supportive services promoting independence and quality of life are available for residents who are 60 and over or are permanently disabled adults.

Senior Administrative offices and the bulk of its programs are located at the Mahany/Meininger Center (the M/M or Senior Center). Additional activities are held at the Salter Center and other sites.

The Coordinator of Senior Citizen Activity is responsible for all cost centers and reports to the Superintendent of Recreation. Senior programs include a wide range of activities supported by an equally diverse group of fees, donations and grants.

Center Operations CDBG (274.759) - A significant portion of costs are eligible for federal reimbursement and recorded in the Block Grant fund (274.759). This CDBG budget covers wages for 2 full-time and 9 part-time employees providing services to seniors at the Mahany/Meininger (M/M) and Salter Centers. It also pays a subsidy for R.O.S.E.S. personnel serving low-income residents.

In previous year, this budget covered janitorial services, heating/cooling contract, building repair and maintenance, office furniture, and capital outlay items. With reductions in Block Grant funding and the 15% cap for community services, this budget has been reduced by approximately \$100,000 since FY2005-06. Janitorial, repair, maintenance, heating, cooling and other miscellaneous items are charged to the Senior Citizen Services fund. Senior Building Maintenance, taps into fund balance for the balance of its budget. No funds are available for office furniture or capital outlay items in FY2010-2011.

The Senior Citizen Services fund reports the non-CDBG costs in five budgets: Senior Center Activities, Senior Building Maintenance, R.O.S.E.S., A.G.E. and Transportation program cost centers.

Senior Center Activities (296.759) - This budget pays for contracted workers, instructors, services, program supplies and travel expenses. Funding for these items are user fees, fundraisers and donations.

The Senior Center partnered with Royal Oak American House and Oakland County Health Division to provide "Into the Future Expo". This event was to address the needs of Baby Boomers in the Southeast Oakland County Area. There were 38 businesses available to provide important "aging" information to attendees. The Center raised \$2,700 from the one day event.

Health and Wellness Programs are offered at the Salter Center for individual's 50 years of age and over. Pickleball while easy for beginners can also develop an intense competition for high-level players; it is played one evening and two days a week. Bounce Volleyball numbers are increasing daily. Walking on a daily basis is very popular.

The Recreation Specialist plans, publicizes and schedules activities, classes, plus one day and extended trips tailored to senior citizens' interests. Three trips per month are scheduled on the average. There are three "50 years of age and older" adult softball teams that the Recreation Specialist helps coordinate.

At the M & M Center, new programs include: Walk Michigan, Healthy Back, Fall Prevention, additional Zumba Gold and Water Aerobic, Sit-N-Knit, and Lunch & Learn classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,165 tasty and nutritious meals were served from January – December 2009. The program proves very popular with new people attending each month. A once a week financial fund raiser with COSTCO helps fund this program.

Partnering with Royal Oak 44th District Court, community service workers provide fall yard cleanups for low-income seniors.

Senior Building Maintenance (296.750) - This budget covers utilities, janitorial, heating & cooling, and other building maintenance and repair items of the M/M Center. Funding of

approximately \$20,000 from M/M rentals partially funds this budget. The remainder is covered by other receipts.

R.O.S.E.S. (296.686) - Royal Oak Senior Essential Services is a local program hiring contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. R.O.S.E.S. enables older adults who reside in Royal Oak to remain independent in their own homes, shorten hospital stays, lower health care costs and reduce the need for institutionalization.

R.O.S.E.S. workers are Independent Contractors with this agency and have agreed to work at an affordable per-hour or per-job rate dependent upon the service rendered. The client is responsible for interviewing the worker, hiring and paying the worker directly. Special arrangements may be made for low-income clients, reducing the per-hour rate.

The ROSES budget pays half of the wages for 2 part-time ROSES Aides, paid by client administrative fees from clients and donations. The remainder of the ROSES Aides' wages are paid by the CDBG budget.

A.G.E. (296.687) – The Adjacent Generational Exchange volunteer program, funded by a Beaumont Hospital grant, pays a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. In the community, volunteers provide senior citizens with meals and assistance delivered to homes, and transportation.

One A.G.E. staff member is trained to counsel seniors in Medicare D prescription drug coverage. Forty six seniors received assistance in plan eligibility, benefit comparisons, low income assistance and enrollment. This program runs between November 15th to December 31st annually, by appointment only.

Caregivers's Support Group discusses the challenges of being a caregiver and how to be a better caregiver. Groups meet at the M/M site on the second Tuesday evening of each month. Beaumont Helping Hands offer onsite caregiving.

To deliver meals to homebound seniors living in Royal Oak, approximately 65 volunteers were recruited.

Eighteen volunteers assisted 637 seniors with free tax help and free e-filing. Royal Oak's Volunteer Program was awarded the 904th Point of Light by former President George Bush in 1992.

Non-senior volunteers assist staff with programming. Sources include Jardon Vocational School, 44th District Court – Community Service Workers, Alpha Omicron Psi Sorority, and Middle School Students (who are not required to volunteer in any way).

A partnership developed with Jardon Vocational School provides custodial and kitchen assistance to the Mahany/Meininger Center.

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

This cost center budgets the cost of an annual volunteer recognition program.

Transportation (296.688) – The Senior Transportation Program continues to provide high quality van service for 18,690 one-way trips to doctor appointments, grocery shopping, and programs at the Senior Center. This service promotes independence for residents aged 60 or older, and adults who are permanently handicapped. Door-to-door service is available to those with mobility problems who need to be personally escorted to the buses.

The City currently operates six Community Transit vehicles purchased in collaboration with SMART. This budget provides for part-time staff (9 drivers, 2 dispatchers), maintenance and insurance for vans. This budget is funded by William Beaumont Hospital, SMART Municipal and Community Credit Funds, and rider donations.

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

GOALS

- To establish partnerships with other public and private sectors to increase financial support for programs and transportation.

OBJECTIVES

- Identify agencies within the community for collaboration.
- Present information for funding to 3 to 5 organizations within the community or in the surrounding area.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

It is most important to note that the use of fund balance to balance is budgeted and projected through the forecast, ultimately resulting in a negative fund balance in FY2013/14.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	867,298	745,488	545,868	333,678	127,738	(79,982)
Revenues and transfers from other funds	383,150	383,150	383,150	383,150	383,150	383,150
Expenditures and transfers to other funds	504,960	582,770	595,340	589,090	590,870	593,170
Net Change in Fund Balance	(121,810)	(199,620)	(212,190)	(205,940)	(207,720)	(210,020)
Ending Fund Balance	745,488	545,868	333,678	127,738	(79,982)	(290,002)

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	220,680	148,520	49,830	-	-	419,030
2007-2008 Actual	-	229,360	157,010	33,370	-	-	419,740
2008-2009 Actual	-	141,130	170,670	18,310	-	-	330,110
2009-2010 Original Budget	-	190,550	170,000	19,000	-	-	379,550
2009-2010 Adjusted Budget (Dec)	-	190,550	170,000	19,000	-	-	379,550
2009-2010 Six Month Actual	-	72,090	120,640	2,140	-	-	194,870
2009-2010 Estimated Year End	-	190,550	173,600	19,000	-	-	383,150
2010-2011 Dept Request	-	190,550	173,600	19,000	-	-	383,150
2010-2011 Manager's Budget	-	190,550	173,600	19,000	-	-	383,150
2010-2011 Adopted Budget	-	190,550	173,600	19,000	-	-	383,150
2011-2012 Requested Budget	-	190,550	173,600	19,000	-	-	383,150
2012-2013 Projected Budget	-	190,550	173,600	19,000	-	-	383,150
2013-2014 Projected Budget	-	190,550	173,600	19,000	-	-	383,150
2014-2015 Projected Budget	-	190,550	173,600	19,000	-	-	383,150

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	6,140	-	-	-	-	6,140
2007-2008 Actual	6,330	-	-	-	-	6,330
2008-2009 Actual	16,030	-	-	-	-	16,030
2009-2010 Original Budget	13,300	-	-	-	-	13,300
2009-2010 Adjusted Budget (Dec)	13,300	-	-	-	-	13,300
2009-2010 Six Month Actual	6,000	-	-	-	-	6,000
2009-2010 Estimated Year End	13,300	-	-	-	-	13,300
2010-2011 Dept Request	13,350	-	-	-	-	13,350
2010-2011 Manager's Budget	13,350	-	-	-	-	13,350
2010-2011 Adopted Budget	13,350	-	-	-	-	13,350
2011-2012 Requested Budget	15,570	-	-	-	-	15,570
2012-2013 Projected Budget	13,360	-	-	-	-	13,360
2013-2014 Projected Budget	13,360	-	-	-	-	13,360
2014-2015 Projected Budget	13,360	-	-	-	-	13,360

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	11,940	900	-	-	-	12,840
2007-2008 Actual	13,260	560	-	140	-	13,960
2008-2009 Actual	13,990	220	-	290	-	14,500
2009-2010 Original Budget	13,930	1,000	-	200	-	15,130
2009-2010 Adjusted Budget (Dec)	13,930	1,000	-	200	-	15,130
2009-2010 Six Month Actual	9,570	-	-	470	-	10,040
2009-2010 Estimated Year End	13,930	1,000	-	500	-	15,430
2010-2011 Dept Request	13,990	1,000	-	450	-	15,440
2010-2011 Manager's Budget	13,990	1,000	-	450	-	15,440
2010-2011 Adopted Budget	13,990	1,000	-	450	-	15,440
2011-2012 Requested Budget	16,190	1,000	-	450	-	17,640
2012-2013 Projected Budget	13,990	1,000	-	450	-	15,440
2013-2014 Projected Budget	13,990	1,000	-	450	-	15,440
2014-2015 Projected Budget	13,990	1,000	-	450	-	15,440

Senior Citizen Services

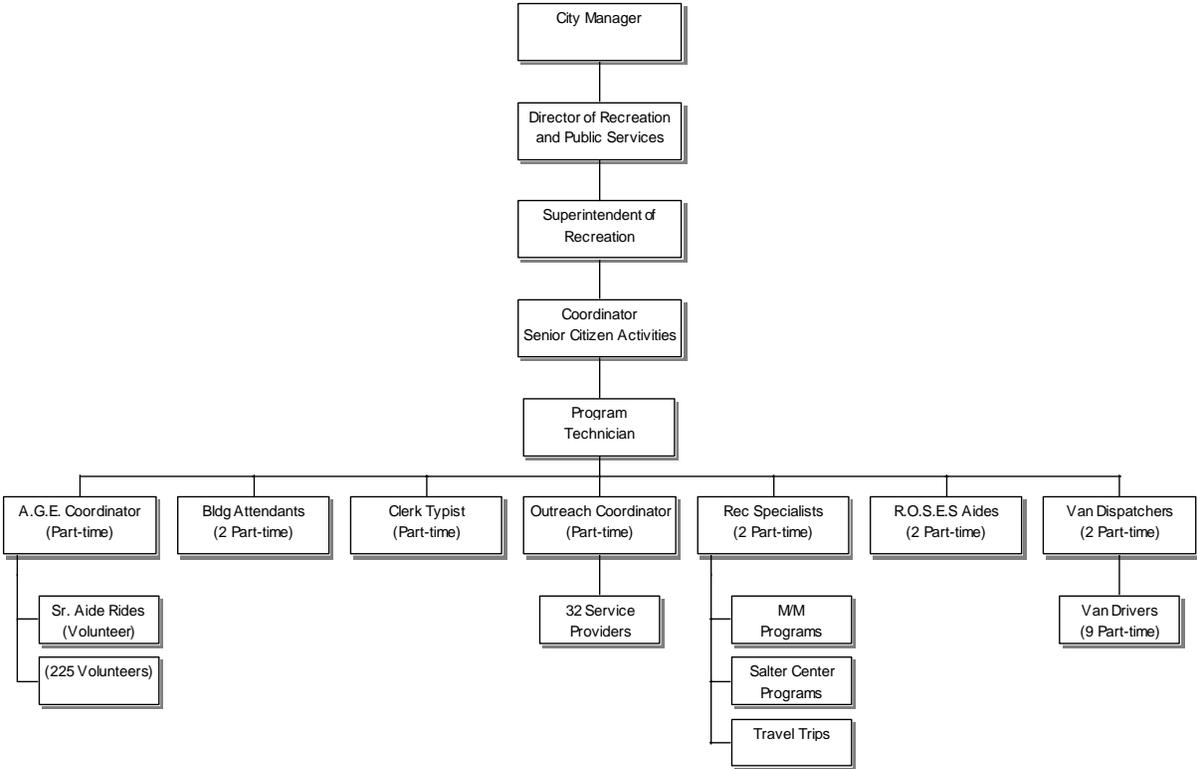
296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	136,040	200	-	30,200	-	166,440
2007-2008 Actual	142,760	400	-	38,900	-	182,060
2008-2009 Actual	160,570	70	8,830	37,700	-	207,170
2009-2010 Original Budget	168,140	1,500	20,000	72,310	-	261,950
2009-2010 Adjusted Budget (Dec)	168,140	1,500	20,000	72,310	-	261,950
2009-2010 Six Month Actual	80,000	-	-	36,720	-	116,720
2009-2010 Estimated Year End	168,790	1,500	3,190	72,310	-	245,790
2010-2011 Dept Request	179,530	1,500	8,000	73,020	-	262,050
2010-2011 Manager's Budget	180,010	1,500	8,000	73,020	-	262,530
2010-2011 Adopted Budget	229,070	1,500	8,000	73,020	-	311,590
2011-2012 Requested Budget	235,500	1,500	8,000	69,180	-	314,180
2012-2013 Projected Budget	235,200	1,500	8,000	69,180	-	313,880
2013-2014 Projected Budget	236,550	1,500	8,000	69,180	-	315,230
2014-2015 Projected Budget	238,140	1,500	8,000	69,180	-	316,820

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	910	-	37,850	-	38,760
2007-2008 Actual	-	900	-	67,240	-	68,140
2008-2009 Actual	-	310	-	74,010	-	74,320
2009-2010 Original Budget	-	2,600	-	87,230	-	89,830
2009-2010 Adjusted Budget (Dec)	-	2,600	-	87,230	-	89,830
2009-2010 Six Month Actual	-	350	-	31,930	-	32,280
2009-2010 Estimated Year End	-	2,600	-	88,830	-	91,430
2010-2011 Dept Request	-	2,600	-	88,830	-	91,430
2010-2011 Manager's Budget	-	2,600	-	88,830	-	91,430
2010-2011 Adopted Budget	-	2,600	-	87,540	-	90,140
2011-2012 Requested Budget	-	2,600	-	87,030	-	89,630
2012-2013 Projected Budget	-	2,600	-	87,030	-	89,630
2013-2014 Projected Budget	-	2,600	-	87,030	-	89,630
2014-2015 Projected Budget	-	2,600	-	87,030	-	89,630

Senior Citizen Services

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	15,440	4,450	-	82,860	-	102,750
2007-2008 Actual	4,450	6,950	-	118,180	-	129,580
2008-2009 Actual	14,350	2,320	-	113,920	-	130,590
2009-2010 Original Budget	25,330	22,000	-	101,180	-	148,510
2009-2010 Adjusted Budget (Dec)	25,330	22,000	-	101,180	-	148,510
2009-2010 Six Month Actual	12,640	2,630	-	62,010	-	77,280
2009-2010 Estimated Year End	25,330	6,000	-	107,680	-	139,010
2010-2011 Dept Request	20,800	6,000	-	125,250	-	152,050
2010-2011 Manager's Budget	21,270	6,000	-	125,250	-	152,520
2010-2011 Adopted Budget	20,900	6,000	-	125,000	-	151,900
2011-2012 Requested Budget	23,840	6,000	-	126,520	-	156,360
2012-2013 Projected Budget	21,530	6,000	-	126,810	-	154,340
2013-2014 Projected Budget	21,970	6,000	-	127,290	-	155,260
2014-2015 Projected Budget	22,430	6,000	-	127,530	-	155,960

Departmental Organization Chart



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

Senior Center	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Coordinator of Sr Citzn Actvty	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Sr Citizen Program Technician	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available							3.760	3.760
Cost Center Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	5.760	5.760

Senior Citizen Services

R.O.S.E.S	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.481	0.481
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.481	0.481

AGE Program	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.525	0.525
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.525	0.525

Senior Vans	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							5.529	5.529
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.529	5.529

Performance Indicators / Outcome Measures

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Estimated 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
<u>Supportive Services</u>						
Congregate Meals Served	n/a	11,548	11,105	11,500	11,700	12,000
Homebound Meals Served	n/a	25,828	18,518	18,500	18,500	18,500
Information & Referral	n/a	49,800	50,200	50,200	50,400	50,600
ROSES Jobs	n/a	2,239	2,690	2,700	2,700	2,700
Senior Bus Rides	n/a	18,789	16,761	17,000	17,200	17,500
Frail Elderly Escort	n/a	18	10	10	10	10
Outreach Assessments	n/a	9	19	20	25	25
<u>Mahany/Meininger Center Programs</u>						
Programs Offered	n/a	120	107	120	125	125
Sessions Held	n/a	2,439	2,789	2,800	2,825	2,850
Participants	n/a	81,548	76,530	77,000	77,200	77,250
<u>Salter Community Center Programs</u>						
Programs Offered	n/a	21	17	17	17	17
Sessions Held	n/a	1,375	1,294	1,300	1,300	1,300
Participants	n/a	13,173	17,404	17,500	17,500	17,500
<u>Combined Senior Programs</u>						
Programs Offered	n/a	141	124	137	142	142
Sessions Held	n/a	3,814	4,083	4,100	4,125	4,150
Participants	n/a	94,721	93,934	94,500	94,700	94,750

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

The mission of the Animal Shelter is to provide a safe haven for animals lost or given up by their owners; to reunite lost animals with their human companions; and to provide the best possible adoptions of available animals into the home best suited to their personalities.

The Royal Oak Animal Shelter is operated as a City service under management of the Royal Oak Police Department.

The shelter charges fees for its services including rent and spay/neutering costs. This

covers some of the cost of operation. Donations both direct and through the ACORN foundation make up any difference.

The shelter pays for limited part-time help and trains volunteers to work with and care for all animals throughout their stay. The shelter uses its own internet website as an excellent way to seek situations for animals considered suitable for pets.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes for the Animal Shelter Fund.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	41,129	29,759	20,699	7,229	(1,841)	(10,911)
Revenues and transfers from other funds	71,800	61,300	61,300	61,300	61,300	61,300
Expenditures and transfers to other funds	83,170	70,360	74,770	70,370	70,370	70,370
Net Change in Fund Balance	(11,370)	(9,060)	(13,470)	(9,070)	(9,070)	(9,070)
Ending Fund Balance	29,759	20,699	7,229	(1,841)	(10,911)	(19,981)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	19,240	14,060	-	56,530	89,830
2007-2008 Actual	-	-	15,060	27,350	-	33,660	76,070
2008-2009 Actual	-	-	15,360	34,120	-	15,920	65,400
2009-2010 Original Budget	-	-	17,500	17,800	-	15,000	50,300
2009-2010 Adjusted Budget (Dec)	-	-	17,500	17,800	-	15,000	50,300
2009-2010 Six Month Actual	-	-	8,760	27,710	-	7,630	44,100
2009-2010 Estimated Year End	-	-	15,000	39,800	-	17,000	71,800
2010-2011 Dept Request	-	-	17,500	26,800	-	17,000	61,300
2010-2011 Manager's Budget	-	-	17,500	26,800	-	17,000	61,300
2010-2011 Adopted Budget	-	-	17,500	26,800	-	17,000	61,300
2011-2012 Adopted Budget	-	-	17,500	26,800	-	17,000	61,300
2012-2013 Projected Budget	-	-	17,500	26,800	-	17,000	61,300
2013-2014 Projected Budget	-	-	17,500	26,800	-	17,000	61,300
2014-2015 Projected Budget	-	-	17,500	26,800	-	17,000	61,300

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	20,950	3,280	-	28,940	-	53,170
2007-2008 Actual	26,470	2,960	9,840	33,640	-	72,910
2008-2009 Actual	33,800	2,480	1,130	40,830	-	78,240
2009-2010 Original Budget	28,340	-	-	30,400	-	58,740
2009-2010 Adjusted Budget (Dec)	28,340	-	-	30,400	-	58,740
2009-2010 Six Month Actual	17,100	370	-	15,540	-	33,010
2009-2010 Estimated Year End	37,770	1,000	-	44,400	-	83,170
2010-2011 Dept Request	28,460	1,000	-	40,900	-	70,360
2010-2011 Manager's Budget	28,460	1,000	-	40,900	-	70,360
2010-2011 Adopted Budget	28,460	1,000	-	40,900	-	70,360
2011-2012 Adopted Budget	32,870	1,000	-	40,900	-	74,770
2012-2013 Projected Budget	28,470	1,000	-	40,900	-	70,370
2013-2014 Projected Budget	28,470	1,000	-	40,900	-	70,370
2014-2015 Projected Budget	28,470	1,000	-	40,900	-	70,370

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
Part-Time Positions (FTEs)										
Part-Time Positions				Information not available				1.346	1.346	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.346	1.346	

Budget Summary

Police Grants	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	595,855	595,855	595,855	595,855	595,855	595,855
Revenues and transfers from other funds	373,070	167,880	176,490	177,410	180,810	184,350
Expenditures and transfers to other funds	373,070	167,880	176,490	177,410	180,810	184,350
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	595,855	595,855	595,855	595,855	595,855	595,855

Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	309,630	-	10,720	-	-	320,350
2007-2008 Actual	-	413,150	-	18,190	-	-	431,340
2008-2009 Actual	-	466,820	-	4,140	-	-	470,960
2009-2010 Original Budget	-	159,620	-	7,220	-	-	166,840
2009-2010 Adjusted Budget (Dec)	-	159,620	-	7,220	-	-	166,840
2009-2010 Six Month Actual	-	188,620	-	9,920	-	-	198,540
2009-2010 Estimated Year End	-	360,070	-	13,000	-	-	373,070
2010-2011 Dept Request	-	161,210	-	-	-	-	161,210
2010-2011 Manager's Budget	-	167,880	-	-	-	-	167,880
2010-2011 Adopted Budget	-	167,880	-	-	-	-	167,880
2011-2012 Requested Budget	-	176,490	-	-	-	-	176,490
2012-2013 Projected Budget	-	177,410	-	-	-	-	177,410
2013-2014 Projected Budget	-	180,810	-	-	-	-	180,810
2014-2015 Projected Budget	-	184,350	-	-	-	-	184,350

Expenditures

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	59,540	15,030	114,450	105,730	-	294,750
2007-2008 Actual	204,270	3,750	56,100	106,090	-	370,210
2008-2009 Actual	166,230	6,350	89,290	92,690	-	354,560
2009-2010 Original Budget	154,150	12,680	-	-	-	166,830
2009-2010 Adjusted Budget (Dec)	154,150	12,680	-	-	-	166,830
2009-2010 Six Month Actual	110,490	1,090	1,670	27,820	-	141,070
2009-2010 Estimated Year End	181,590	14,880	115,900	60,700	-	373,070
2010-2011 Dept Request	161,210	-	-	-	-	161,210
2010-2011 Manager's Budget	167,880	-	-	-	-	167,880
2010-2011 Adopted Budget	167,880	-	-	-	-	167,880
2011-2012 Requested Budget	176,490	-	-	-	-	176,490
2012-2013 Projected Budget	177,410	-	-	-	-	177,410
2013-2014 Projected Budget	180,810	-	-	-	-	180,810
2014-2015 Projected Budget	184,350	-	-	-	-	184,350

Budget Summary

Misc. Grants/Restricted Funds	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	-	1,735,499	1,515,969	1,699,195	1,882,421	2,065,647
Revenues and transfers from other funds	1,781,110	192,500	183,226	183,226	183,226	183,226
Expenditures and transfers to other funds	45,611	412,030	-	-	-	-
Net Change in Fund Balance	1,735,499	(219,530)	183,226	183,226	183,226	183,226
Ending Fund Balance	1,735,499	1,515,969	1,699,195	1,882,421	2,065,647	2,248,873

Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	23,690	-	-	-	-	23,690
2007-2008 Actual	-	130,210	-	-	-	-	130,210
2008-2009 Actual	-	34,930	-	-	-	-	34,930
2009-2010 Original Budget	-	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2009-2010 Six Month Actual	-	3,060	-	-	-	-	3,060
2009-2010 Estimated Year End	-	1,781,110	-	-	-	-	1,781,110
2010-2011 Dept Request	-	192,500	-	-	-	-	192,500
2010-2011 Manager's Budget	-	192,500	-	-	-	-	192,500
2010-2011 Adopted Budget	-	385,000	-	-	-	-	385,000
2011-2012 Requested Budget	-	192,500	-	-	-	-	192,500
2012-2013 Projected Budget	-	192,500	-	-	-	-	192,500
2013-2014 Projected Budget	-	192,500	-	-	-	-	192,500
2014-2015 Projected Budget	-	192,500	-	-	-	-	192,500

Expenditures

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	13,130	5,710	-	930	-	19,770
2007-2008 Actual	6,360	157,710	-	-	-	164,070
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Original Budget	28,040	-	-	-	-	28,040
2009-2010 Adjusted Budget (Dec)	28,040	-	-	-	-	28,040
2009-2010 Six Month Actual	-	-	-	-	-	-
2009-2010 Estimated Year End	-	17,571	-	-	-	17,571
2010-2011 Dept Request	27,260	-	-	-	-	27,260
2010-2011 Manager's Budget	27,030	-	-	-	-	27,030
2010-2011 Adopted Budget	27,030	-	-	-	-	27,030
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

299.693 HPRP	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	48,090	-	48,090
2009-2010 Estimated Year End	-	-	-	182,500	-	182,500
2010-2011 Dept Request	-	-	-	192,500	-	192,500
2010-2011 Manager's Budget	-	-	-	192,500	-	192,500
2010-2011 Adopted Budget	-	-	-	192,500	-	192,500
2011-2012 Requested Budget	-	-	-	183,230	-	183,230
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Miscellaneous Grants

299.728 EECBG	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Original Budget	-	-	-	543,000	-	543,000
2009-2010 Adjusted Budget (Dec)	-	-	-	543,000	-	543,000
2009-2010 Six Month Actual	-	-	-	340	-	340
2009-2010 Estimated Year End	-	-	-	543,000	-	543,000
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	7,000	-	7,000
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

299.729 NSP	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	200	-	200
2009-2010 Original Budget	-	-	-	1,000,000	-	1,000,000
2009-2010 Adjusted Budget (Dec)	-	-	-	1,000,000	-	1,000,000
2009-2010 Six Month Actual	-	-	-	226,730	-	226,730
2009-2010 Estimated Year End	-	-	-	1,000,000	-	1,000,000
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	25,000	-	25,000
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

The mission of the Royal Oak Brownfield Redevelopment Authority (BRA) is to encourage the redevelopment of blighted “brownfield” properties by providing financial assistance for remediation of environmental contamination at such properties.

The Brownfield Redevelopment Act 381 of 1996, (as amended) provides for creative financing with economic and environmental benefit. The Act allows for a municipality to adopt plans, capture incremental local and school property taxes from redeveloped contaminated properties to pay for the environmental clean-up costs associated with those properties.

An amendment to the Act in 2000 allowed the incremental financing to finance improvements to a wider variety of properties including blighted or functionally obsolete properties as well as expanding eligible activities. Subsequent amendments in 2002 and 2007 provided for the extension of the sunset through December 2012 for approval of work plans to capture school taxes. The 2007 amendment also included expanding numerous other provisions.

All incremental property taxes that come from the increased value of an eligible property can be captured. Capture must begin within five years of the base year, which is the year the property was added to the brownfield plan. The

capture cannot exceed thirty years. Depending on the number of active projects, a BRA may annually capture up to \$300,000 in local taxes for reasonable and actual administrative and operating expenses incurred by the BRA.

The BRA meets on an as-needed basis to review applications for new brownfield plans. Once an application is received by the Planning Department, a meeting of the BRA is scheduled as soon as possible, pending publication of required public hearing notices required by state law. The BRA then meets to review each plan, and submits a recommendation to the City Commission.

The City of Royal Oak currently has 3 approved brownfield plans: Main North at 100-350 N. Main St.; Citizens Bank at 802 S. Main St.; and Bright Side Dental at 3213 Rochester Rd. Each plan is capturing tax increment revenues which are used to reimburse property owners for environmental clean-up costs.

Once such costs are reimbursed in full, captures will continue until each plan expires. Those captures will then be used to establish a revolving loan fund which can then be used to provide direct financial assistance to owners of contaminated property.

GOALS

- Encourage the redevelopment of blighted and contaminated property.

OBJECTIVES

- Process applications for new brownfield plans and reimbursement requests for existing plans in a timely fashion.
 - Work with the City Treasurer and Finance Departments to ensure tax increment revenues for each brownfield plan are correctly accounted for and properly credited.
 - Continue capture of tax increment revenues until each brownfield plan expires to create a revolving loan fund.
-

Brownfield Redevelopment Authority (B.R.A.)

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	18,209	18,212	13,212	9,522	6,282	3,492
Revenues and transfers from other funds	65,703	60,700	60,700	61,150	61,600	62,050
Expenditures and transfers to other funds	65,700	65,700	64,390	64,390	64,390	64,390
Net Change in Fund Balance	3	(5,000)	(3,690)	(3,240)	(2,790)	(2,340)
Ending Fund Balance	18,212	13,212	9,522	6,282	3,492	1,152

Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	12,590	-	-	-	-	34,090	46,680
2008-2009 Actual	16,730	-	-	-	-	-	16,730
2009-2010 Original Budget	65,700	-	-	-	-	-	65,700
2009-2010 Adjusted Budget (Dec)	65,700	-	-	-	-	-	65,700
2009-2010 Six Month Actual	-	-	-	-	-	-	-
2009-2010 Estimated Year End	65,703	-	-	-	-	-	65,703
2010-2011 Dept Request	60,700	-	-	-	-	-	60,700
2010-2011 Manager's Budget	60,700	-	-	-	-	-	60,700
2010-2011 Adopted Budget	60,700	-	-	-	-	-	60,700
2011-2012 Adopted Budget	60,700	-	-	-	-	-	60,700
2012-2013 Projected Budget	61,150	-	-	-	-	-	61,150
2013-2014 Projected Budget	61,600	-	-	-	-	-	61,600
2014-2015 Projected Budget	62,050	-	-	-	-	-	62,050

Expenditures

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	40,000	-	40,000
2008-2009 Actual	-	-	-	5,200	-	5,200
2009-2010 Original Budget	-	-	-	65,700	-	65,700
2009-2010 Adjusted Budget (Dec)	-	-	-	65,700	-	65,700
2009-2010 Six Month Actual	-	-	-	-	-	-
2009-2010 Estimated Year End	-	-	-	65,700	-	65,700
2010-2011 Dept Request	-	-	-	65,700	-	65,700
2010-2011 Manager's Budget	-	-	-	65,700	-	65,700
2010-2011 Adopted Budget	-	-	-	65,700	-	65,700
2011-2012 Requested Budget	-	-	-	64,390	-	64,390
2012-2013 Projected Budget	-	-	-	64,390	-	64,390
2013-2014 Projected Budget	-	-	-	64,390	-	64,390
2014-2015 Projected Budget	-	-	-	64,390	-	64,390

Downtown Development Authority (DDA) - Development and Operating Funds

The mission of the Downtown Development Authority (DDA) is to provide visioning and the implementation of physical improvements for the Downtown Development District.

The Authority is authorized by the City to impose an ad valorem tax on all taxable property in the Downtown District for the purposes provided by Act 197 of 1975. The tax cannot exceed two mills on the value of taxable property in the Downtown District. The levy is proposed at 1.6477 mills, its authorized Headlee maximum.

Tax incremental financing (TIF) allows an authority like the DDA, to “capture” incremental tax revenues that result from growth in the District.

The City of Royal Oak Downtown Development Authority is under the supervision and control of a Board consisting of the City Manager and eight or 10 members as determined by the City Commission. Members are appointed by the City Manager, subject to approval by the City Commission.

The Authorities goals are to pay into the debt retirement fund, for all outstanding series of bonds issued pursuant to the plan; establish a reserve account for payment of principal and interest on bonds issued pursuant to this plan; to

provide the initial stage and second stage public improvements costs that are not financed from the proceeds of bonds; pay administrative and operating costs of the DDA; reimburse the City for funds advanced to acquire property, clear land, make preliminary plans, and improvements necessary for the development of the Development Area.

The Development Plan, created by the Downtown Development Authority, prioritizes needed physical improvements like façade improvements, buildings, parking lots and decks, streetscapes, and infrastructure.

Additionally, marketing themes have been developed to enhance the renewed physical appearance. These include advertising, signage and banners, street lighting, tree and floral arrangements. This fund provides extra police officers for the district to enhance existing public safety efforts.

Additional funding for improvements can come from the Block Grant Program, and other State and Federal Programs.

The Planning department, the staff liaison to the DDA, is operationally in charge of these funds.

GOALS

- Downtown Safety Goal: To protect the residents, businesses and visitors of downtown Royal Oak.
- Downtown Promotion Goal: To promote downtown Royal Oak as a premier destination for shopping, dining, entertainment, living and working.
- Downtown Infrastructure Goal: To provide a downtown that is clean and well maintained.
- Downtown Development Goal: To encourage development in downtown through programs and TIF reimbursement.

OBJECTIVES

- Continue the funding of three downtown Police Officers.
- Continue a marketing plan that includes major events and image campaign components.
- Maintain website with current events, business listings, parking information and images of downtown Royal Oak.
- Support Arts, Beats and Eats through a financial commitment.
- Continue contract with Worry Free to provide these maintenance services.
- Continue to complete streetscape improvements and repairs.

Downtown Development Authority (DDA) - Development and Operating Funds

GOALS

- Downtown Holiday Goal: To encourage guests to downtown Royal Oak to celebrate, shop and dine during the holidays.
- Downtown Parking Goal: To provide adequate and safe parking for downtown residents, employees and visitors.
- Downtown Public Goal: To keep the public informed of the DDA's activities.

OBJECTIVES

- Continue the façade program for downtown property owners.
- Reimburse TIF revenue to approved development projects.
- Fund the installation of holiday lights downtown.
- Continue to fund the Lafayette and 5th Street parking structure.
- Hold monthly DDA board meetings.
- Continue newsletters to stakeholders of downtown.

Budget Summary DDA Development Fund

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	612,904	306,094	65,244	9,604	(38,886)	(82,276)
Revenues and transfers from other funds	2,745,670	2,540,970	2,365,200	2,465,200	2,465,200	2,465,200
Expenditures and transfers to other funds	3,052,480	2,781,820	2,420,840	2,513,690	2,508,590	2,504,490
Net Change in Fund Balance	(306,810)	(240,850)	(55,640)	(48,490)	(43,390)	(39,290)
Ending Fund Balance	306,094	65,244	9,604	(38,886)	(82,276)	(121,566)

Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	2,086,490	-	-	362,800	254,720	-	2,704,010
2007-2008 Actual	2,488,940	-	-	200,440	258,510	-	2,947,890
2008-2009 Actual	2,700,880	-	-	85,840	7,940	-	2,794,660
2009-2010 Original Budget	2,765,480	-	-	60,000	-	-	2,825,480
2009-2010 Adjusted Budget (Dec)	2,765,480	-	-	60,000	-	-	2,825,480
2009-2010 Six Month Actual	3,641,170	-	-	19,140	22,090	-	3,682,400
2009-2010 Estimated Year End	2,699,970	-	-	23,600	22,100	-	2,745,670
2010-2011 Dept Request	2,510,970	-	-	30,000	-	-	2,540,970
2010-2011 Manager's Budget	2,510,970	-	-	30,000	-	-	2,540,970
2010-2011 Adopted Budget	2,510,970	-	-	30,000	-	-	2,540,970
2011-2012 Adopted Budget	2,335,200	-	-	30,000	-	-	2,365,200
2012-2013 Projected Budget	2,335,200	-	-	30,000	-	-	2,365,200
2013-2014 Projected Budget	2,335,200	-	-	30,000	-	-	2,365,200
2014-2015 Projected Budget	2,335,200	-	-	30,000	-	-	2,365,200

Downtown Development Authority (DDA) - Development and Operating Funds

Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	114,580	-	1,918,270	1,538,130	129,000	3,699,980
2007-2008 Actual	150,360	-	33,280	2,466,440	147,250	2,797,330
2008-2009 Actual	193,460	-	13,460	5,148,660	164,000	5,519,580
2009-2010 Original Budget	59,630	-	616,000	2,192,920	155,000	3,023,550
2009-2010 Adjusted Budget (Dec)	59,630	-	616,000	2,192,920	155,000	3,023,550
2009-2010 Six Month Actual	103,320	-	53,030	1,168,170	155,000	1,479,520
2009-2010 Estimated Year End	202,990	-	53,030	2,641,460	155,000	3,052,480
2010-2011 Dept Request	100,080	-	300,000	2,399,810	-	2,799,890
2010-2011 Manager's Budget	102,300	-	300,000	2,381,310	-	2,783,610
2010-2011 Adopted Budget	100,510	-	300,000	2,381,310	-	2,781,820
2011-2012 Adopted Budget	104,990	-	-	2,315,350	500	2,420,840
2012-2013 Projected Budget	103,120	-	-	2,410,070	500	2,513,690
2013-2014 Projected Budget	105,020	-	-	2,403,070	500	2,508,590
2014-2015 Projected Budget	106,920	-	-	2,397,070	500	2,504,490

Budget Summary DDA Operating Fund

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	(354)	9,266	7,456	2,996	6,916	9,976
Revenues and transfers from other funds	51,000	50,400	48,890	48,890	48,890	48,890
Expenditures and transfers to other funds	41,380	52,210	53,350	44,970	45,830	46,700
Net Change in Fund Balance	9,620	(1,810)	(4,460)	3,920	3,060	2,190
Ending Fund Balance	9,266	7,456	2,996	6,916	9,976	12,166

Downtown Development Authority (DDA) - Development and Operating Funds

DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	48,560	-	-	-	-	-	48,560
2007-2008 Actual	50,070	-	-	-	-	-	50,070
2008-2009 Actual	51,250	-	-	-	-	-	51,250
2009-2010 Original Budget	50,000	-	-	-	-	-	50,000
2009-2010 Adjusted Budget (Dec)	50,000	-	-	-	-	-	50,000
2009-2010 Six Month Actual	42,700	-	-	-	-	-	42,700
2009-2010 Estimated Year End	51,000	-	-	-	-	-	51,000
2010-2011 Dept Request	50,400	-	-	-	-	-	50,400
2010-2011 Manager's Budget	50,400	-	-	-	-	-	50,400
2010-2011 Adopted Budget	50,400	-	-	-	-	-	50,400
2011-2012 Adopted Budget	48,890	-	-	-	-	-	48,890
2012-2013 Projected Budget	48,890	-	-	-	-	-	48,890
2013-2014 Projected Budget	48,890	-	-	-	-	-	48,890
2014-2015 Projected Budget	48,890	-	-	-	-	-	48,890

DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	23,990	2,980	-	5,220	-	32,190
2007-2008 Actual	52,680	3,000	-	18,760	-	74,440
2008-2009 Actual	47,930	4,860	-	7,570	-	60,360
2009-2010 Original Budget	39,470	4,000	-	7,000	-	50,470
2009-2010 Adjusted Budget (Dec)	39,470	4,000	-	7,000	-	50,470
2009-2010 Six Month Actual	26,570	11,920	-	100	-	38,590
2009-2010 Estimated Year End	39,470	700	-	1,210	-	41,380
2010-2011 Dept Request	41,010	1,000	-	500	-	42,510
2010-2011 Manager's Budget	51,430	1,000	-	500	-	52,930
2010-2011 Adopted Budget	41,210	4,000	-	7,000	-	52,210
2011-2012 Adopted Budget	42,350	4,000	-	7,000	-	53,350
2012-2013 Projected Budget	42,470	1,000	-	1,500	-	44,970
2013-2014 Projected Budget	43,330	1,000	-	1,500	-	45,830
2014-2015 Projected Budget	44,200	1,000	-	1,500	-	46,700

Community Development Block Grand Fund

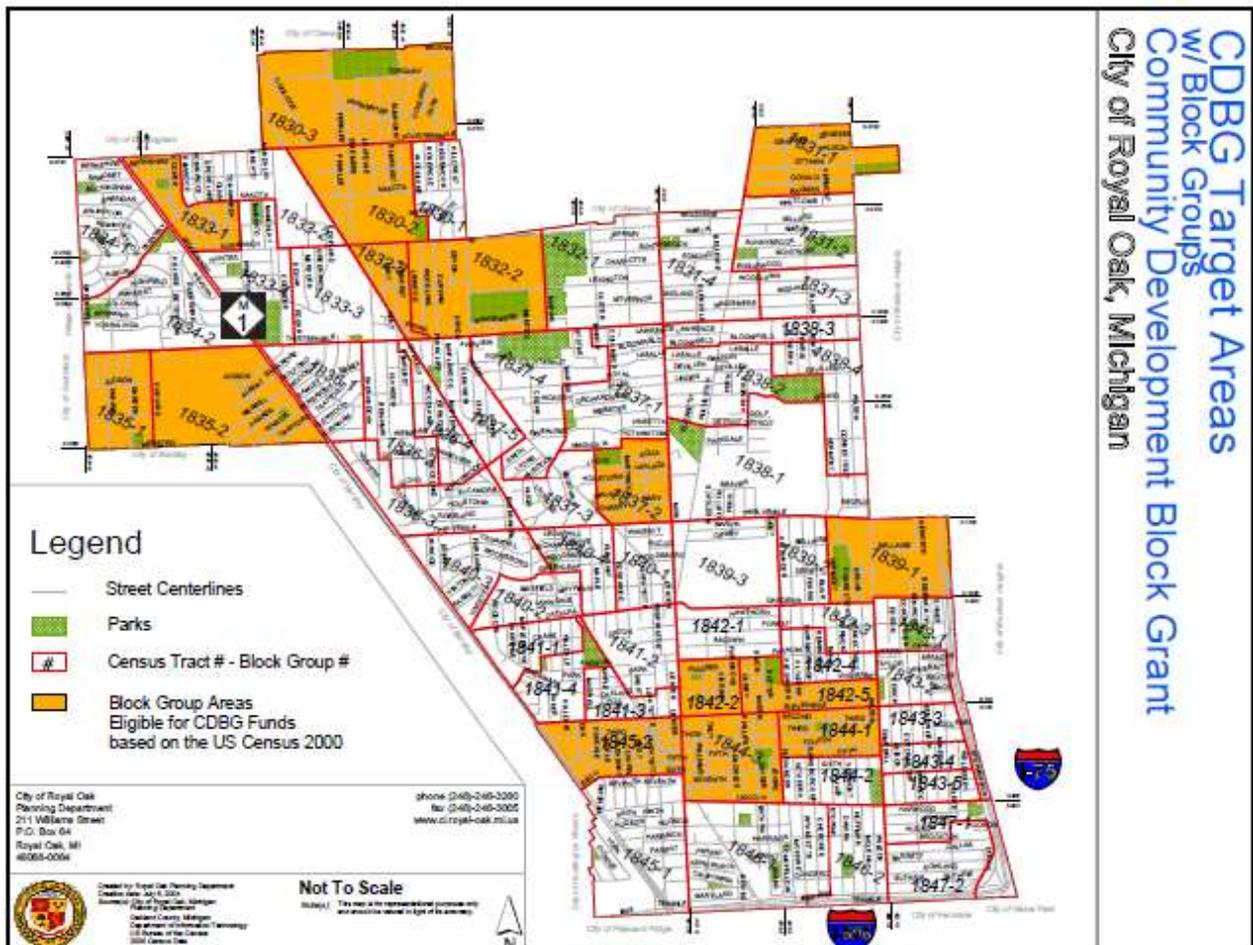
The mission of the Community Development Block Grant Fund is to address needs of low to moderate income areas.

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

The City Commission appoints a CDBG Advisory Board to review Block grant project applications and make recommendations. The Planning Department, once a grant is approved by H.U.D., authorizes payments for eligible

goods and services to the vendor/contractor, then requests a grant reimbursement.

A department with an eligible project would have their project authorized by Planning then acquire the goods or services and approve payment. Housing Assistance and Senior Services are the two largest on-going services supported by CDBG funds. Large commitments have also been made for parks, road improvements and other infrastructure.



CDBG Fund – Housing Assistance Program

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 Division of the Planning Department operates two programs: the rental assistance program (in a separate fund) and the Housing Rehabilitation Loan Program in this fund. This loan program provides low-interest financing for necessary home repairs to eligible low and moderate income home owners.

The City of Royal Oak has operated a successful Housing Rehabilitation Program since 1976, upgrading and conserving the existing single family housing stock in the City.

It is funded by Community Development Block Grant Program (CDBG) through the U.S. Dept. of Housing and Urban Development (HUD). Annually this revolving loan program makes new loans using new CDBG grants and repayments on existing loans.

Two kinds of loan are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income, and deferred loans for homeowners at 40% of the median income. Loans are required to address local property

maintenance standards, HUD's minimum Housing Quality Standards, and any identified lead-based paint hazards.

As a full service program, the City provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

Planning staff coordinates funding requests and provides reports and information on these Community Development Block Grant programs. The department also prepares documents such as the Impediments to Fair Housing, the Five Year Consolidated Plan, the Annual Action Plan, Comprehensive Annual Performance Evaluation Report, and other interim reports required by HUD for the rehab program.

Rehabilitation Board of Appeals: The Rehabilitation Board of Appeal/CDBG Advisory Board is comprised of seven citizen members, empowered to grant or deny appeals from the eligibility requirements of the Housing Assistance Program or actions of the Administration of the Rehabilitation Loan Committee. The decision of the Board of Appeals is final. Action to set aside guidelines and eligibility is on the basis of demonstrated hardship. Board members are appointed by the Commission to three-year terms and meet the fourth Tuesday of each month.

GOALS

- Increase the availability of decent, safe, and affordable housing.
- Reduce the health risks of Lead-Based Paint,
- Continue the financial viability of the revolving loan program.

OBJECTIVES

- Conserve the City of Royal Oak's supply of existing housing by financing needed home improvements and upgrades which correct obsolete and dangerous conditions. Low interest financing allows homeowners, including many seniors, to remain in affordable housing.
 - Identify lead-based paint hazards in homes to be renovated.
 - Perform abatement or interim controls designed to last up to 20 years to address all identified hazards.
 - Increase the amount of installment loans processed to increase monthly repayment income.
 - Identify and limit the number of foreclosed loans.
-

CDBG Fund – Housing Assistance Program

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	-	228,320	959,970	1,674,480	2,366,890	3,048,350
Revenues and transfers from other funds	1,906,530	2,056,670	2,056,670	2,056,670	2,056,670	2,056,670
Expenditures and transfers to other funds	1,678,210	1,325,020	1,342,160	1,364,260	1,375,210	1,388,500
Net Change in Fund Balance	228,320	731,650	714,510	692,410	681,460	668,170
Ending Fund Balance	228,320	959,970	1,674,480	2,366,890	3,048,350	3,716,520

Revenues

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	1,813,580	396,840	-	10,690	-	2,221,110
2007-2008 Actual	-	2,074,860	383,080	-	12,940	-	2,470,880
2008-2009 Actual	-	1,706,270	249,150	-	7,470	-	1,962,890
2009-2010 Original Budget	-	1,365,350	200,000	-	336,600	-	1,901,950
2009-2010 Adjusted Budget (Dec)	-	1,365,350	200,000	-	336,600	-	1,901,950
2009-2010 Six Month Actual	-	1,364,930	139,820	-	2,130	-	1,506,880
2009-2010 Estimated Year End	-	1,569,810	6,000	-	330,720	-	1,906,530
2010-2011 Dept Request	-	1,677,930	-	-	378,740	-	2,056,670
2010-2011 Manager's Budget	-	1,677,930	-	-	378,740	-	2,056,670
2010-2011 Adopted Budget	-	1,677,930	-	-	378,740	-	2,056,670
2011-2012 Requested Budget	-	1,677,930	-	-	378,740	-	2,056,670
2012-2013 Projected Budget	-	1,677,930	-	-	378,740	-	2,056,670
2013-2014 Projected Budget	-	1,677,930	-	-	378,740	-	2,056,670
2014-2015 Projected Budget	-	1,677,930	-	-	378,740	-	2,056,670

CDBG Fund – Housing Assistance Program

Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	258,030	430	-	588,730	-	847,190
2007-2008 Actual	242,510	170	-	653,080	-	895,760
2008-2009 Actual	193,640	570	-	435,140	-	629,350
2009-2010 Original Budget	158,000	750	-	634,250	-	793,000
2009-2010 Adjusted Budget (Dec)	158,000	750	-	634,250	-	793,000
2009-2010 Six Month Actual	92,740	140	-	144,110	-	236,990
2009-2010 Estimated Year End	156,250	500	-	410,800	-	567,550
2010-2011 Dept Request	162,830	500	-	617,000	-	780,330
2010-2011 Manager's Budget	166,460	500	-	617,000	-	783,960
2010-2011 Adopted Budget	178,470	500	-	616,300	-	795,270
2011-2012 Requested Budget	182,460	500	-	616,300	-	799,260
2012-2013 Projected Budget	183,420	500	-	616,300	-	800,220
2013-2014 Projected Budget	187,110	500	-	616,300	-	803,910
2014-2015 Projected Budget	190,930	500	-	616,300	-	807,730

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	151,410	-	-	27,860	-	179,270
2007-2008 Actual	237,260	330	-	35,320	-	272,910
2008-2009 Actual	302,760	40	-	32,480	-	335,280
2009-2010 Original Budget	275,610	16,700	-	32,240	-	324,550
2009-2010 Adjusted Budget (Dec)	275,610	16,700	-	32,240	-	324,550
2009-2010 Six Month Actual	138,670	14,250	-	21,940	-	174,860
2009-2010 Estimated Year End	267,790	15,050	-	30,510	-	313,350
2010-2011 Dept Request	231,650	11,700	-	29,670	-	273,020
2010-2011 Manager's Budget	333,800	11,700	-	29,670	-	375,170
2010-2011 Adopted Budget	244,330	11,700	-	27,670	-	283,700
2011-2012 Requested Budget	250,130	11,700	-	27,420	-	289,250
2012-2013 Projected Budget	251,060	11,700	-	27,420	-	290,180
2013-2014 Projected Budget	255,770	11,700	-	27,420	-	294,890
2014-2015 Projected Budget	260,640	11,700	-	27,420	-	299,760

CDBG Fund – Housing Assistance Program

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	210,230	3,940	-	47,850	-	262,020
2007-2008 Actual	222,420	7,690	-	33,990	-	264,100
2008-2009 Actual	227,580	9,660	-	35,180	-	272,420
2009-2010 Original Budget	201,290	9,000	-	27,850	-	238,140
2009-2010 Adjusted Budget (Dec)	201,290	9,000	-	27,850	-	238,140
2009-2010 Six Month Actual	107,420	3,300	-	15,140	-	125,860
2009-2010 Estimated Year End	216,830	9,000	-	27,830	-	253,660
2010-2011 Dept Request	259,650	9,000	-	27,830	-	296,480
2010-2011 Manager's Budget	262,440	9,000	-	27,830	-	299,270
2010-2011 Adopted Budget	209,220	9,000	-	27,830	-	246,050
2011-2012 Requested Budget	216,820	9,000	-	27,830	-	253,650
2012-2013 Projected Budget	237,030	9,000	-	27,830	-	273,860
2013-2014 Projected Budget	239,580	9,000	-	27,830	-	276,410
2014-2015 Projected Budget	244,180	9,000	-	27,830	-	281,010

CDBG Fund – Housing Assistance Program

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	793,400	77,740	-	871,140
2007-2008 Actual	-	-	396,850	641,110	-	1,037,960
2008-2009 Actual	-	-	578,090	19,260	-	597,350
2009-2010 Original Budget	-	-	201,980	270,690	-	472,670
2009-2010 Adjusted Budget (Dec)	-	-	201,980	270,690	-	472,670
2009-2010 Six Month Actual	-	-	435,690	122,680	-	558,370
2009-2010 Estimated Year End	-	-	425,850	117,800	-	543,650
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Adopted Budget	-	-	-	-	-	-
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Rehabilitation Loans						
Loan Applications Received	43	28	13	30	50	50
Loan Applicants on Waiting List	n/a	122	57	65	20	10
Number of Loans Approved	36	19	10	25	40	40
Funds Available for Loans	\$600k	\$600k	\$600k	\$600k	\$600k	\$600k
Amount of Loans Approved	\$561k	\$392k	\$137k	\$375k	\$600k	\$600k
Lead-based Paint Hazards						
Homes with Hazards Identified	20	10	8	14	22	22
Homes with Hazards Addressed	14	8	7	10	15	15
Repairs Made on Eligible Properties	36	19	10	25	40	40

The Mission of the Royal Oak Housing Commission (ROHC) is to provide housing assistance to lower-income families and individuals without discrimination.

The Housing Division of the Planning Department is responsible for assisting low and moderate income families to obtain standard, safe and sanitary housing that is also affordable. It has been instrumental in preserving the City's existing housing stock for over 30 years. Staff administers two primary programs: the Housing Choice Voucher Program (Section 8) providing rental assistance and the Housing Rehabilitation Loan Program providing low interest financing for home repairs to eligible homeowners.

The City of Royal Oak has been operating a successful Housing Rehabilitation Program since 1976. It provides low-interest financing to

low and moderate income homeowners to make necessary home repairs. It is funded by the Community Development Block Grant Program (CDBG) through the U. S. Dept. of Housing and Urban Development. It is based on a revolving loan fund; loan repayments are used each year to supplement the CDBG budget.

Two types of loans are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income and deferred loans for homeowners at 40% of the median income. Loans are required to address local property maintenance standards, HUD's minimum Housing Quality Standards, and any identified lead-based paint hazards. As a full service program, the City provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

GOALS

- Increase the availability of decent, safe, and affordable housing.
- Improve community quality of life and economic viability.
- Promote self-sufficiency and asset development of assisted households.
- Endure equal opportunity in housing for all Americans.

OBJECTIVES

- Expand the supply of assisted housing by outreaching and cooperating with landlords in many communities and encouraging participation in the ROHC Housing Voucher Program.
- Apply Housing Quality Standards regulations to all owners and tenants.
- Provide an improved living environment and promote self-sufficiency and asset development of assisted households
- Provide information of supportive services to the elderly and families with disabilities.
- Ensure equal opportunity, and affirmatively further fair housing.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Personnel decreased relative to last year, due to a retirement late in the year, leaving a vacancy. This position is being eliminated. There are no other significant notes.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	213,930	200,280	196,900	192,570	188,290	182,200
Revenues and transfers from other funds	1,316,420	1,342,920	1,343,420	1,343,430	1,343,440	1,343,450
Expenditures and transfers to other funds	1,330,070	1,346,300	1,347,750	1,347,710	1,349,530	1,351,440
Net Change in Fund Balance	(13,650)	(3,380)	(4,330)	(4,280)	(6,090)	(7,990)
Ending Fund Balance	200,280	196,900	192,570	188,290	182,200	174,210

Revenues

276.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	1,396,700	-	-	2,270	-	1,398,970
2007-2008 Actual	-	1,303,880	-	-	13,730	-	1,317,610
2008-2009 Actual	-	1,290,690	-	-	5,030	-	1,295,720
2009-2010 Original Budget	-	1,315,920	-	-	3,500	-	1,319,420
2009-2010 Adjusted Budget (Dec)	-	1,315,920	-	-	3,500	-	1,319,420
2009-2010 Six Month Actual	-	747,110	-	-	490	-	747,600
2009-2010 Estimated Year End	-	1,315,920	-	-	500	-	1,316,420
2010-2011 Dept Request	-	1,342,420	-	-	500	-	1,342,920
2010-2011 Manager's Budget	-	1,342,420	-	-	500	-	1,342,920
2010-2011 Adopted Budget	-	1,342,420	-	-	500	-	1,342,920
2011-2012 Requested Budget	-	1,342,420	-	-	1,000	-	1,343,420
2012-2013 Projected Budget	-	1,342,420	-	-	1,010	-	1,343,430
2013-2014 Projected Budget	-	1,342,420	-	-	1,020	-	1,343,440
2014-2015 Projected Budget	-	1,342,420	-	-	1,030	-	1,343,450

Expenditures

276.691 HOUSING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	94,770	3,090	-	1,117,820	-	1,215,680
2007-2008 Actual	114,970	340	-	1,168,440	-	1,283,750
2008-2009 Actual	109,630	710	-	1,214,840	-	1,325,180
2009-2010 Original Budget	133,230	2,700	-	1,223,940	-	1,359,870
2009-2010 Adjusted Budget (Dec)	133,230	2,700	-	1,223,940	-	1,359,870
2009-2010 Six Month Actual	55,430	310	-	727,850	-	783,590
2009-2010 Estimated Year End	113,240	1,100	-	1,215,730	-	1,330,070
2010-2011 Dept Request	99,510	1,300	-	1,243,040	-	1,343,850
2010-2011 Manager's Budget	101,960	1,300	-	1,243,040	-	1,346,300
2010-2011 Adopted Budget	100,030	1,300	-	1,243,040	-	1,344,370
2011-2012 Requested Budget	102,700	1,300	-	1,243,750	-	1,347,750
2012-2013 Projected Budget	102,660	1,300	-	1,243,750	-	1,347,710
2013-2014 Projected Budget	104,480	1,300	-	1,243,750	-	1,349,530
2014-2015 Projected Budget	106,390	1,300	-	1,243,750	-	1,351,440

Cost Center Position FTE Detail

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions (FTEs)									
Housing Specialist II	0.000	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000
Housing Specialist	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000

DEBT SERVICE FUNDS

Description of Long Term Debt	Legal Debt Margin
General Obligation Debt Fund - 301	
Court Building Debt Service - 303	
Debt Service Fund – 360	

Description of Long-term Debt

As of May 2010, the City of Royal Oak has 20 outstanding bonded debt issues and contracts totaling \$76,454,515. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$246,451,982. Our non-exempt debt of \$38,640,000 is 15.68% of that limit. These bonds and contracts terms are summarized as follows:

Primary Government

Building Authority – Public Act 31 of 1948 (First Extra Session)

Act 31 provides for an authority to issue bonds to build and equip various public buildings, which are then leased to the City. Proceeds from these leases are used to repay the bonds. The collection of lease payments, payment of interest and retirement of debt is reflected in the respective Debt Service or Proprietary fund.

On May 1, 1995, the City of Royal Oak Building Authority issued \$3,500,000 of Bonds, Series 1995 (General Obligation Limited Tax). The proceeds were used to renovate the John Lindell Ice Arena and construct a second ice arena attached to the existing structure. These 15-year bonds have interest rates that range from 4.90 percent to 7.00 percent. Ice arena revenue is used to pay the debt service. The city is obligated to pay interest commencing September 1, 1995 and semiannually thereafter. The first principal payment was due September 1, 1996 and due annually September 1 through 2010.

On June 1, 1999, the City of Royal Oak Building Authority issued \$7,500,000 of Bonds, Series 1999 (General Obligation Limited Tax). The proceeds were used to construct, furnish and equip a new two-story building for the 44th District Court on City property south of Eleven Mile and east of Troy Street. These 25-year bonds have interest rates that range from 4.75 percent to 5.20 percent. The City is obligated to pay interest commencing December 1, 1999 and semiannually thereafter. The first principal payment was due June 1, 2000 and was

originally due annually June 1 through 2024. Due to a May 1, 2006 advance refunding, the last debt service payment was June 1, 2009.

On May 16, 2001, the City of Royal Oak Building Authority issued \$11,500,000 of Bonds, Series 2001 (General Obligation Limited Tax). The proceeds were used to construct a parking deck at 5th and Lafayette Streets, and demolish an existing building and pave a lot for parking purposes. These 25-year bonds have interest rates that range from 4.500 percent to 5.250 percent. Parking fee revenue is used to pay the debt service. The City is obligated to pay interest commencing November 1, 2001 and semiannually thereafter. The first principal payment was due May 1, 2002 and was originally due annually May 1 through 2026. Due to a May 1, 2006 advance refunding, the last debt service payment will be May 1, 2011.

On October 11, 2001, the City of Royal Oak Building Authority issued \$9,000,000 of Bonds, Series 2001A (Unlimited Tax General Obligation), pursuant to a special election on May 15, 2001. The proceeds were used to construct and equip a new fire station, and remodel and equip existing fire stations. These 20-year bonds have interest rates that range from 3.750 percent to 5.000 percent. The City is obligated to pay interest commencing March 1, 2002 and semiannually thereafter. The first principal payment was due September 1, 2002 and due annually September 1 through 2021.

On June 2, 2005, the City of Royal Oak Building Authority issued \$3,700,000 of Bonds, Series 2005 (General Obligation Limited Tax). The proceeds were used to remodel, renovate, equip and furnish the City Library Building. These 18-year bonds have interest rates that range from 3.000 percent to 4.250 percent. Library fund revenue is used to pay the debt service. The City is obligated to pay interest commencing December 1, 2005 and semiannually thereafter. The first principal payment was due June 1, 2006 and due annually June 1 through 2023.

Capital Improvement Bonds – Revised Municipal Finance Act, Public Act 34 of 2001, Part V

Act 34 permits the issuance of Bonds for the purpose of paying the cost of capital improvements.

On March 15, 2006, the City of Royal Oak issued \$4,325,000 of Capital Improvement Bonds, Series 2006A (General Obligation Limited Tax) to finance capital improvements to the City's Water and Sewer Systems and other items. The City used the net proceeds exclusively to finance improvements to the Water and Sewer System, which is responsible for all debt service payments. These 20-year bonds have interest rates ranging from 3.500 percent to 4.300 percent. The City is obligated to pay interest commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2007 and will continue to be due May 1 until 2026.

On April 26, 2006, the City of Royal Oak Building Authority issued \$11,100,000 of Capital Improvement Refunding Bonds, Series 2006B (General Obligation Limited Tax), with interest rates that range from 4.000 percent to 4.375 %. The net proceeds were used to advance refund 1999 Prior (44th District Court building) Bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 Prior (parking structure) Bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009 and May 1, 2001 respectively. Accordingly, the refunded bonds are no longer reported on the City's financial statements. The advance refunding reduced the total debt payments over the next 20 years by approximately \$310,090 which represents an economic gain of \$198,175. The new bonds will bear interest payable commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and due annually May 1 through 2006.

On January 9, 2007, the City of Royal Oak issued \$825,000 of Capital Improvement Bonds, Series 2007 (General Obligation Limited Tax) to

finance an energy conservation project. These 10-year bonds have interest at 4.0 percent. The City is obligated to pay interest commencing August 1, 2007 and semiannually thereafter. The first principal payment was due February 1, 2008 and will continue to be due February 1 until 2017.

On November 15, 2007, the City of Royal Oak issued \$2,645,000 of Capital Improvement Bonds, Series 2007A (General Obligation Limited Tax) to finance a vehicle purchase project. The City used approximately \$1,970,000 to acquire five fire trucks, \$500,000 for two ambulance rescue vehicles and \$175,000 for two dump truck bodies. These 12-year serial bonds have interest at 4.0 percent. The City is obligated to pay interest commencing May 1, 2008 and semiannually thereafter. The first principal payment was due October 1, 2008 and will continue to be due October 1 until 2019.

In September 1997, the City of Royal Oak and the Oakland County Drain Commission entered into an agreement whereby the City contracted to pay \$1,710,691 of Garfield Drain Refunding Revenue Bonds, Series 1997, with interest rates that range from 5.000 percent to 5.125 percent. Repayment is made from net revenues of the Water and Sewer fund. These bonds bear interest payable commencing April 1, 1998 and semiannually thereafter. The first principal payment was due October 1, 1998 and due annually October 1 through 2017.

On December 11, 2008, the City of Royal Oak sold \$11,825,000 of Capital Improvement Bonds, Series 2008 (General Obligation Limited Tax) with interest rates that range from 4.000% to 6.250%. The bonds finance projects in three funds: Auto Parking \$7,250,000 (\$5,481,000 to purchase & develop the 600-700 S. Main Street property and to improve other decks and lots, plus \$1,550,000 to acquire the 225 S. Troy Street property); Water and Sewer \$3,270,000 for infrastructure improvements; and Motor Pool \$1,305,000 (\$650,000 to purchase vehicles and \$620,000 to repave the DPS yard); plus related costs. These bonds bear interest payable commencing May 1, 2009 and semiannually thereafter. The first principal payment is due annually October 1, 2009 through 2028.

Michigan Municipal Bond Authority Bonds – Public Act 227 of 1985

The MMBA has a variety of financing tools including the broad authority to purchase municipal notes or bonds and bundle them for resale. Among those tools, the MMBA and Michigan Department of Environmental Quality (MDEQ) jointly administer State Revolving Fund (SRF) and Drinking Water Revolving Fund (DWRP) low interest loan programs. The following bonds are paid from net revenues of the Water and Sewer fund.

On September 29, 1998, the City of Royal Oak and the Michigan Municipal Bond Authority entered into an agreement whereby the City of Royal Oak would issue revenue bonds, and the Michigan Municipal Bond Authority would purchase, up to \$15,800,000 of North Arm Relief Drain Bonds, Series 1998A (General Obligation Limited Tax). The project built enclosed pipes, expanding and improving the North Relief Arm of the Twelve Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the Interlocal Agreement between the City of Royal Oak (the City) and the seven other communities, the City pledges its net water and sewer revenue and pays approximately 49% of the debt service. The City bills approximately 51% to the other communities and collects their payments to pay the debt service. The City is obligated if payments received on contracts with benefiting municipalities are insufficient to meet principal and interest requirements of this debt, when due. The City is obligated to pay interest at 2.25 percent commencing on April 1, 1999 and semiannually thereafter. The first principal payment was due October 1, 2001 and will continue to be due October 1 through 2020. Since 2000, the Oakland County Drain Commission, predominantly with the MMBA, has initiated multiple financings for the George W. Kuhn Drainage District (GWKDD) to abate combined sewer overflows from its communities, which includes the City of Royal Oak. The whole retention/treatment facility was estimated to cost \$144 million in 2001. Construction was staged in several contracts. MMBA borrowing draw-downs occur over months or years during construction. The principal payback period is 20 years. The various communities share in GWKDD debt

based on the percentage of their contract flow capacity: about 29% for the City. The following eight paragraphs discuss the City's GWKDD contract debt obligations.

On September 30, 2000, the City's share of GWKDD Bonds, Series A, was issued for \$5,176,386 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2003 and will continue to be due April 1 until 2022.

On September 28, 2001, the City's share of GWKDD Bonds, Series C, was issued for \$23,797,479 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On December 20, 2001, the City's share of GWKDD Bonds, Series D, was issued for up to \$3,170,000 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On January 2, 2002, the City's share of GWKDD Bonds, Series E, was issued originally for \$2,857,431 bearing market interest rates from 4.00 percent to 5.25 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2002 and originally continued to be due April 1 until 2024. On August 1, 2007, bonds maturing 2012 through 2024 were advanced refunded and no longer are shown as debt. Remaining unrefunded bonds are due through April 1, 2012.

On September 22, 2005, the City's share of GWKDD Bonds, Series 2005 (F), was issued for \$469,002 to the MMBA bearing interest at 1.625 percent. To date, \$390,953 has been drawn as the City's share. The City is obligated to pay interest commencing October 1, 2006 and semiannually thereafter. The first principal payment was due April 1, 2007 and will continue to be due April 1 until 2026.

On August 1, 2007, the City's share of GWKDD Drain (partial B & E) Refunding Bonds, Series 2007 (R), was issued for \$3,607,258, bearing market interest rates from 4.250 percent to 4.375 percent. The Refunding bonds advance refunded part of Series B and E bonds above. The City is obligated to pay interest commencing October 1, 2007 and semiannually thereafter. The first principal payment was due April 1, 2008 and will continue to be due April 1 until 2024. The City realized a net savings in cash flow of \$176,280 over the life of the bonds for a net economic gain (present value savings) of \$117,311.

On September 22, 2007, the City's share of GWKDD Bonds, Series 2007 (G) was issued for up to \$1,765,000 in total to the MMBA, bearing interest at 1.625 percent. Based on \$1,754,260 drawn down by 2/9/09, the City's share was approximately \$515,923. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2009 and will continue to be due April 1 until 2026.

On September 22, 2008, the City's share of GWKDD Bonds, Series 2008 (H) was issued for up to \$2,260,136 in total to the MMBA, bearing interest at 2.500 percent. Based on \$4,057,179 drawn down by 4/2/09, the City's share was approximately \$1,183,205. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2010 and will continue to be due April 1 until 2029. This is expected to be the final funding for the GWKDD project.

Component Unit

Downtown Development Authority Bonds – Public Act 197 of 1975

On December 6, 1994, the City of Royal Oak issued \$1,160,000 of Downtown Development Bonds, Series 1994 (General Obligation Limited Tax), to finance part of the cost of constructing improvements in the Downtown Development Area. These 15-year bonds have interest rates from 6.000 percent to 8.000 percent and are payable from tax-increment revenues. The City is obligated to pay interest commencing April 1, 1995 and semiannually thereafter. The first principal payment was due October 1, 1996 and will continue to be due October 1 until 2009.

Budget Summary

General Obligation	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	42,067	88,788	88,788	88,788	88,788	88,788
Revenues and transfers from other funds	735,511	688,090	691,430	688,530	694,160	693,240
Expenditures and transfers to other funds	688,790	688,090	691,430	688,530	694,160	693,240
Net Change in Fund Balance	46,721	-	-	-	-	-
Ending Fund Balance	88,788	88,788	88,788	88,788	88,788	88,788

Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	682,200	-	-	-	60	-	682,260
2007-2008 Actual	682,030	-	-	-	90	-	682,120
2008-2009 Actual	676,690	-	-	-	-	-	676,690
2009-2010 Original Budget	-	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2009-2010 Six Month Actual	641,550	-	-	-	10	-	641,560
2009-2010 Estimated Year End	688,794	-	-	46,712	5	-	735,511
2010-2011 Dept Request	688,090	-	-	-	-	-	688,090
2010-2011 Manager's Budget	688,090	-	-	-	-	-	688,090
2010-2011 Approved Budget	688,090	-	-	-	-	-	688,090
2011-2012 Requested Budget	691,430	-	-	-	-	-	691,430
2012-2013 Projected Budget	688,530	-	-	-	-	-	688,530
2013-2014 Projected Budget	694,160	-	-	-	-	-	694,160
2014-2015 Projected Budget	693,240	-	-	-	-	-	693,240

Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	70	684,780	684,850
2007-2008 Actual	-	-	-	700	686,750	687,450
2008-2009 Actual	-	-	-	1,050	682,790	683,840
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	380	540,450	540,830
2009-2010 Estimated Year End	-	-	-	1,000	687,790	688,790
2010-2011 Dept Request	-	-	-	1,000	687,090	688,090
2010-2011 Manager's Budget	-	-	-	1,000	687,090	688,090
2010-2011 Approved Budget	-	-	-	1,000	687,090	688,090
2011-2012 Requested Budget	-	-	-	1,000	690,430	691,430
2012-2013 Projected Budget	-	-	-	1,000	687,530	688,530
2013-2014 Projected Budget	-	-	-	1,000	693,160	694,160
2014-2015 Projected Budget	-	-	-	1,000	692,240	693,240

Budget Summary

Court	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Revenues and transfers from other funds	564,712	516,700	520,100	512,900	515,120	511,710
Expenditures and transfers to other funds	518,000	516,700	520,100	512,900	515,120	511,710
Net Change in Fund Balance	46,712	-	-	-	-	-
Ending Fund Balance	46,712	46,712	46,712	46,712	46,712	46,712

Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	64,310	777,900	-	842,210
2007-2008 Actual	-	-	-	35,440	-	241,870	277,310
2008-2009 Actual	-	-	-	8,400	-	520,730	529,130
2009-2010 Original Budget	-	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	-	234,390	234,390
2009-2010 Estimated Year End	-	-	-	46,712	-	518,000	564,712
2010-2011 Dept Request	-	-	-	-	-	516,700	516,700
2010-2011 Manager's Budget	-	-	-	-	-	516,700	516,700
2010-2011 Approved Budget	-	-	-	-	-	516,700	516,700
2011-2012 Requested Budget	-	-	-	-	-	520,100	520,100
2012-2013 Projected Budget	-	-	-	-	-	512,900	512,900
2013-2014 Projected Budget	-	-	-	-	-	515,120	515,120
2014-2015 Projected Budget	-	-	-	-	-	511,710	511,710

Debt Service Funds

Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	513,070	513,070
2007-2008 Actual	-	-	-	134,500	517,660	652,160
2008-2009 Actual	-	-	-	1,352,330	520,730	1,873,060
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	234,390	234,390
2009-2010 Estimated Year End	-	-	-	-	518,000	518,000
2010-2011 Dept Request	-	-	-	-	516,700	516,700
2010-2011 Manager's Budget	-	-	-	-	516,700	516,700
2010-2011 Approved Budget	-	-	-	-	516,700	516,700
2011-2012 Requested Budget	-	-	-	-	520,100	520,100
2012-2013 Projected Budget	-	-	-	-	512,900	512,900
2013-2014 Projected Budget	-	-	-	-	515,120	515,120
2014-2015 Projected Budget	-	-	-	-	511,710	511,710

Budget Summary

Debt Service	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Revenues and transfers from other funds	103,100	105,100	101,900	103,700	100,300	101,900
Expenditures and transfers to other funds	103,100	105,100	101,900	103,700	100,300	101,900
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	116,450	116,450
2008-2009 Actual	-	-	-	-	-	86,700	86,700
2009-2010 Original Budget	-	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	-	13,800	13,800
2009-2010 Estimated Year End	-	-	-	-	-	103,100	103,100
2010-2011 Dept Request	-	-	-	-	-	105,100	105,100
2010-2011 Manager's Budget	-	-	-	-	-	105,100	105,100
2010-2011 Approved Budget	-	-	-	-	-	105,100	105,100
2011-2012 Requested Budget	-	-	-	-	-	101,900	101,900
2012-2013 Projected Budget	-	-	-	-	-	103,700	103,700
2013-2014 Projected Budget	-	-	-	-	-	100,300	100,300
2014-2015 Projected Budget	-	-	-	-	-	101,900	101,900

Debt Service Funds

Expenditures

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	500	-	500
2007-2008 Actual	-	-	-	1,000	115,950	116,950
2008-2009 Actual	-	-	-	500	85,200	85,700
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	-	13,800	13,800
2009-2010 Estimated Year End	-	-	-	500	102,600	103,100
2010-2011 Dept Request	-	-	-	500	104,600	105,100
2010-2011 Manager's Budget	-	-	-	500	104,600	105,100
2010-2011 Approved Budget	-	-	-	500	104,600	105,100
2011-2012 Requested Budget	-	-	-	500	101,400	101,900
2012-2013 Projected Budget	-	-	-	500	103,200	103,700
2013-2014 Projected Budget	-	-	-	500	99,800	100,300
2014-2015 Projected Budget	-	-	-	500	101,400	101,900

Legal Debt Margin

	2010
Valuation base	
State equalized valuation - excluding IFT values	\$2,462,441,170
Plus: equivalent valuation of Act 198 exemptions	2,078,650
Total valuation	\$2,464,519,820
Legal debt limitation - 10% of total valuation	\$ 246,451,982
Calculation of debt subject to limit:	
Debt outstanding	76,454,515
 Less: Bonds not subject to limit	 (37,814,515)
Net debt subject to limit	38,640,000
Additional Debt which can be legally incurred	\$ 207,811,982
Non-exempt debt as a percent of debt limit	15.68%

Section 21 of Article VII of the Michigan Constitution establishes the City , subject to statutory and constitutional limitations for municipalities to incur debt for public purposes:

"The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for other public purposes, subject to the limitations and prohibitions provided by the constitution or by law."

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a home rule city may have outstanding at any time. Section 4-a of the Home Rule Cities Act provides:

"The net indebtedness incurred for all public purposes may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of all the real and personal property of the city adjusted for tax abated property.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities."

Significant exceptions to the debt limitation have been permitted by the Home Rule Cities Act for certain types of indebtedness which include: special assessment bonds and Michigan transportation fund bonds (formerly motor vehicle highway fund bonds), even though they are a general obligation of the City; revenue bonds payable from revenues only, whether secured by a mortgage or not; bonds issued or contract obligations or assessments incurred to comply with an order of the Water Resources Commission of the State or a court of competent jurisdiction; obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution; and bonds issued for construction, improvements and replacement of a combined sewer overflow abatement facility. The resources of a sinking fund pledged for the retirement of outstanding bonds shall also be excluded in computing the debt limitation.

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

CAPITAL IMPROVEMENT FUND

Capital Projects - 498

Capital Project Fund Summary

What is a Capital Improvement Program?

Capital improvement programming is a long-range study of financial wants, needs, expected revenue and policy intentions. It is not a budget, but provides the necessary information for prudent budget recommendations. It compares various departments' needs over a period of years with anticipated revenue and puts them in a single focus for analytical purposes.

It is not a law such as an annual budget, but a collection of facts, trends, and suggestions available for the guidance of the budget people and the legislative body when budget time arrives. After it is adopted by the legislative body, it is a non-binding assertion of future intent only. For each year, however, when an appropriation for an annual capital budget is adopted as part of the regular budget, it represents that amount which will be used to implement a part of the capital improvement program in the coming year.

One-year or two-year budget studies do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing is nothing more than business common sense applied to public monies. Recent capital outlay projects include construction of the G.W.K. Drainage District facilities, the District Court building and the 6th & Lafayette parking deck plus major renovations to Fire stations and the Library.

Typically, the function of studying long-term capital improvement trends and needs is done with a single agency or team of agencies. A commonly used team is that of Budget, which best knows the details of the annual financial "facts of life," and Engineering which is the closest to the many problems of providing space and facilities for the ever changing departments and their equipment. In initiating such a program, a master list of needed improvements is first compiled by the various operating departments to cover, usually, the next five years. The list is studied in the light of the comprehensive plan,

comparative needs, and replacement urgencies. The trend of tax rates, revenues from other sources, various financing possibilities, bond retirement and future available funds are considered. Finally, a recommended priority listing emerges from combined study of these proposed revenues and expenditures.

By providing this planning and programming of capital improvements, all of the preliminary engineering or architectural design can be completed timely. Financing is planned well in advance and the effect on the annual budget is determined. This eliminates hasty decisions brought on by crash programs and provides for well designed, orderly growth or renewal of the City's capital. Good management requires greater physical and financial planning than ever before.

Project List

1. Overview

- Purpose: Forward looking **funding plan** – improved to show the current year, the budget year plus five years of capital projects
- Uses funds from December 2008 bond sale for parking, water and sewer and motor pool improvements
- The Planning Commission will possibly review and approve the preliminary plan in May prior to its inclusion in this annual operating budget as funds permit
- Based on **fiscal years** (not construction years)
- **Funding goal:** 100% set aside at start of construction

2. (Type of) Work – Over 30 categories: Asphalt or Concrete, Resurfacing or Replacing, Alleys, Roads, Parking Lots, Sidewalks, Watermain, Sewer, Streetscape, etc.

- Projects mainly defined by the City Engineer based on professional analysis and resident

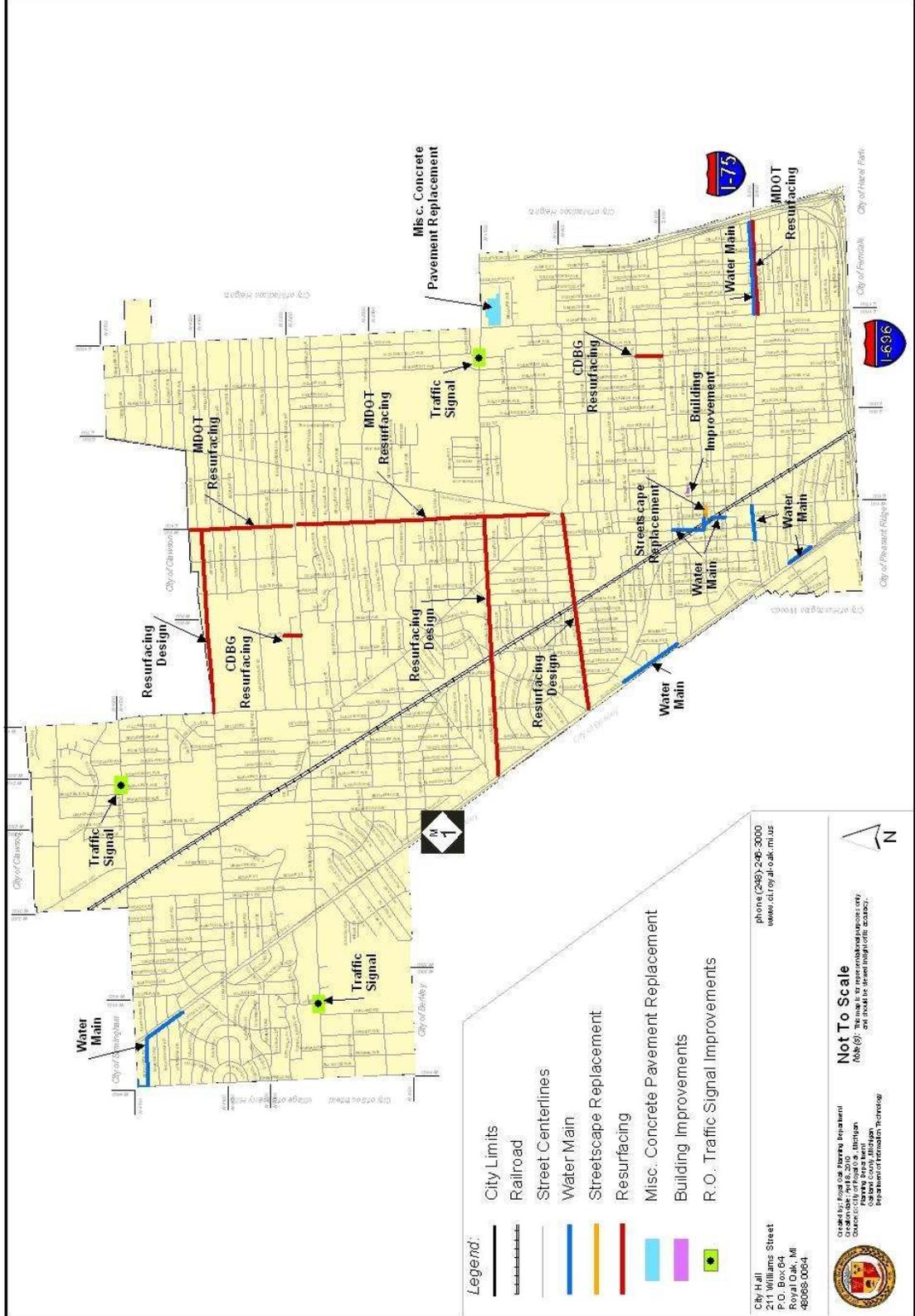
3. Location/Area - Street, block or section of city, building, , etc.

4. Project Total Budget - Use (positive). Cost **estimate** of design, construction or purchase, construction management and contingency
 5. Source ID – fund providing money (negative).
Up to four sources for a single project
 - Arena
 - Auto Parking
 - Bond
 - CDBG – Community Development Block Grant
 - DDA – Downtown Development Authority TIF
 - General Fund
 - Federal Grant including 2009 Stimulus funds
 - Local Street
 - Major Street
 - MP - Motor Pool
 - Owner (property owner prepaid)
 - Special Assessment (loan repaid by property owner)
 - W & S - Water & Sewer – a critical source: underground work must precede paving work
 6. Use ID – fund owning asset on completion of project
 - B+G – Buildings & Grounds
 - LS – Local Street
 - MS – Major Street
 - P – Parking
 - S – Sewer
 - SW – Sidewalk
 - W – Water
 7. Fund – number used by Finance
 8. Fiscal Year columns
 - Current calendar year 2009/10 projects prior calendar year project 08/09.
 9. Going Forward
 - Proposed Budget year FY 2010-11 column
 - Five years through FY 2015-16 follow in next five columns
 - Some projects are general, i.e. not specified as to location yet
- In future years, this capital project schedule should be expanded to include major equipment such as fire apparatus, City facilities such as technology, vehicles.
 - Annual 5 Year Capital Plans based on a department head's budget estimates should be updated by October
 - Preparatory work including design and engineering, if any, must be planned, staged and completed prior to the main task (e.g. water & sewer repairs before streets can be resurfaced or replaced)
 - Projects often will not be completed by June 30th. Budget amendments for carry forwards on incomplete projects will be brought to the City Commission for approval as soon as the cost be determined after fiscal year end
 - Plans should strive for regular expenditures overall from year to year
 - Annual planning focus should be on funding projects up front yet flexible enough to seize grant opportunities that suddenly become available
 - Such planning will support regular cash flow funding and minimize the demand for debt financing
 - In the future, estimated ongoing operating costs will be provided for projects

2010 Public Improvement Projects

as of 04/08/2010

City of Royal Oak, Michigan



Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
1		Alley Paving	TBD	U	10,000				0						
2		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
3		Alley Paving	TBD	U	10,000					0					
4		Alley Paving	TBD	S		Local St	LS	203		(10,000)					
5		Alley Paving	TBD	U	10,000						0				
6		Alley Paving	TBD	S		Local St	LS	203			(10,000)				
7		Alley Paving	TBD	U	10,000							0			
8		Alley Paving	TBD	S		Local St	LS	203				(10,000)			
9		Alley Paving	TBD	U	10,000								0		
10		Alley Paving	TBD	S		Local St	LS	203					(10,000)		
11		Alley Paving	TBD	U	10,000									0	
12		Alley Paving	TBD	S		Local St	LS	203						(10,000)	
13		Alley Paving	TBD	U	10,000										0
14		Alley Paving	TBD	S		Local St	LS	203							(10,000)
15		Asphalt Resurfacing	Crooks:Main-Webster	U	902,000				0						
16		Asphalt Resurfacing	Crooks:Main-Webster	S		Fed/Stim	MS	100	(802,000)						
17		Asphalt Resurfacing	Crooks:Main-Webster	S		Major St	MS	202	(100,000)						
18		Asphalt Resurfacing	Washington: M-1 to Lincoln	U	517,000				0						
19		Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Fed	MS	100	(310,000)						
20		Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Major St	MS	202	(207,000)						
21		Asphalt Resurfacing	Miscellaneous	U	200,000				0						
22		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(200,000)						
23		Asphalt Resurfacing	Main:13-N.City Limits	U	425,000					0					
24		Asphalt Resurfacing	Main:13-N.City Limits	S		Major St	MS	202		(34,000)					
25		Asphalt Resurfacing	Main:13-N.City Limits	S		Fed/Stim	MS	100		(391,000)					
26		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	U	955,435					0					
27		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Major St	MS	202		(428,435)					
28		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Fed/Stim	MS	100		(527,000)					
29		Asphalt Resurfacing	Lincoln:Campbell-Stevenson	U	550,000					0					
30		Asphalt Resurfacing	Lincoln:Campbell-Stevenson	S		Fed/Stim	MS	100		(506,000)					
31		Asphalt Resurfacing	Lincoln:Campbell-Stevenson	S		Major St	MS	202		(44,000)					
32		Asphalt Resurfacing	Miscellaneous	U	200,000					0					
33		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203		(200,000)					
34		Asphalt Resurfacing	Normandy:Crooks-Main	U	895,320						0				
35		Asphalt Resurfacing	Normandy:Crooks-Main	S		Major St	MS	202			(315,320)				
36		Asphalt Resurfacing	Normandy:Crooks-Main	S		Fed	MS	100			(580,000)				
37		Asphalt Resurfacing	12 Mile:Crooks to Main	U	383,400						0				
38		Asphalt Resurfacing	12 Mile:Crooks to Main	S		Major St	MS	202			(135,400)				
39		Asphalt Resurfacing	12 Mile:Crooks to Main	S		Fed	MS	100			(248,000)				
40		Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	U	215,000						0				

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
41		Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	S		Major St	MS	202							(215,000)
42		Asphalt Resurfacing	Miscellaneous	U	100,000						0				
43		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(100,000)
44		Asphalt Resurfacing	12 Mile:M1-Crooks	U	1,517,400						0				
45		Asphalt Resurfacing	12 Mile:M1-Crooks	S		Fed	MS	100			(984,000)				
46		Asphalt Resurfacing	12 Mile:M1-Crooks	S		Major St	MS	202			(533,400)				
47		Asphalt Resurfacing	12 Mile:Main-Campbell	U	1,424,736							0			
48		Asphalt Resurfacing	12 Mile:Main-Campbell	S		Fed	MS	100				(791,200)			
49		Asphalt Resurfacing	12 Mile:Main-Campbell	S		Major St	MS	202				(633,536)			
50		Asphalt Resurfacing	Campbell:10 Mi-Lincoln	U	331,000							0			
51		Asphalt Resurfacing	Campbell:10 Mi-Lincoln	S		Major St	MS	202							(331,000)
52		Asphalt Resurfacing	Campbell:Lincoln-11 Mi	U	395,000										0
53		Asphalt Resurfacing	Campbell:Lincoln-11 Mi	S		Major St	MS	202							(395,000)
54		Asphalt Resurfacing	Campbell:11 Mi-Forest	U	250,000										0
55		Asphalt Resurfacing	Campbell:11 Mi-Forest	S		Major St	MS	202							(250,000)
56		Asphalt Resurfacing	Campbell:Forest-12 Mi	U	450,000										0
57		Asphalt Resurfacing	Campbell:Forest-12 Mi	S		Major St	MS	202							(450,000)
58		Asphalt Resurfacing	Main:10Mi-Lincoln	U	537,000										0
59		Asphalt Resurfacing	Main:10Mi-Lincoln	S		Major St	MS	202							(537,000)
60		Asphalt Resurfacing	Miscellaneous	U	110,000							0			
61		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(110,000)
62		Asphalt Resurfacing	Lincoln:Main-Campbell	U	550,000								0		
63		Asphalt Resurfacing	Lincoln:Main-Campbell	S		Major St	MS	202							(550,000)
64		Asphalt Resurfacing	Fourth:Main-Troy	U	75,000								0		
65		Asphalt Resurfacing	Fourth:Main-Troy	S		Major St	MS	202					(75,000)		
66		Asphalt Resurfacing	Washington:11 Mi-Crooks	U	735,586								0		
67		Asphalt Resurfacing	Washington:11 Mi-Crooks	S		Fed	MS	100					(409,000)		
68		Asphalt Resurfacing	Washington:11 Mi-Crooks	S		Major St	MS	202					(326,586)		
69		Asphalt Resurfacing	Miscellaneous	U	120,000								0		
70		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(120,000)
71		Asphalt Resurfacing	Crooks:Webster-13 Mi	U	300,000										0
72		Asphalt Resurfacing	Crooks:Webster-13 Mi	S		Major St	MS	202							(300,000)
73		Asphalt Resurfacing	Main:Lincoln-11 Mi	U	500,000										0
74		Asphalt Resurfacing	Main:Lincoln-11 Mi	S		Major St	MS	202							(500,000)
75		Asphalt Resurfacing	Stephenson NB:11 Mi-Garde	U	270,000										0
76		Asphalt Resurfacing	Stephenson NB:11 Mi-Garde	S		Major St	MS	202							(270,000)
77		Asphalt Resurfacing	Stephenson NB:Lincoln-11 M	U	270,000										0
78		Asphalt Resurfacing	Stephenson NB:Lincoln-11 M	S		Major St	MS	202							(270,000)
79		Asphalt Resurfacing	Miscellaneous	U	120,000										0
80		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(120,000)

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Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
81		Asphalt Resurfacing	Washington:Lincoln-11 Mi.	U	350,000										0
82		Asphalt Resurfacing	Washington:Lincoln-11 Mi.	S		Major St	MS	202							(350,000)
83		Asphalt Resurfacing	Miscellaneous	U	120,000										0
84		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(120,000)
85		Concrete Replacement	Troy:University-Farnum	U	248,000				0						
86		Concrete Replacement	Troy:University-Farnum	S		CDBG	LS	274	(248,000)						
87		Concrete Replacement	Section 3 & 10	U	300,000				0						
88		Concrete Replacement	Section 3 & 10	S		Local St	LS	203	(300,000)						
89		Concrete Replacement	Campbell-13 Mi to 14 Mi	U	792,000				0						
90		Concrete Replacement	Campbell-13 Mi to 14 Mi	S		Fed/Stim	MS	100	(731,000)						
91		Concrete Replacement	Campbell-13 Mi to 14 Mi	S		Major St	MS	202	(61,000)						
92		Concrete Replacement	DPS Yard	U	620,000				0						
93		Concrete Replacement	DPS Yard	S		MP	B+G	661	(620,000)						
94		Concrete Replacement	Nakota:Hampton-Groveland	U	217,000					0					
95		Concrete Replacement	Nakota:Hampton-Groveland	S		CDBG	LS	274		(217,000)					
96		Concrete Replacement	Miscellaneous	U	180,000					0					
97		Concrete Replacement	Miscellaneous	S		Major St	MS	202		(180,000)					
98		Concrete Replacement	Section 15	U	335,000					0					
99		Concrete Replacement	Section 15	S		Local St	LS	203		(335,000)					
100		Concrete Replacement	Miscellaneous	U	150,000						0				
101		Concrete Replacement	Miscellaneous	S		Major St	MS	202							(150,000)
102		Concrete Replacement	CDBG	U	200,000						0				
103		Concrete Replacement	CDBG	S		CDBG	LS	274			(200,000)				
104		Concrete Replacement	Section 22	U	300,000						0				
105		Concrete Replacement	Section 22	S		Local St	LS	203			(300,000)				
106		Concrete Replacement	Miscellaneous	U	150,000							0			
107		Concrete Replacement	Miscellaneous	S		Major St	MS	202				(100,000)			(50,000)
108		Concrete Replacement	CDBG	U	150,000							0			
109		Concrete Replacement	CDBG	S		CDBG	LS	274				(150,000)			
110		Concrete Replacement	Section 9 & 16	U	270,000							0			
111		Concrete Replacement	Section 9 & 16	S		Local St	LS	203				(270,000)			
112		Concrete Replacement	McDonald	U	332,400							0			
113		Concrete Replacement	McDonald	S		Local St	LS	203							(332,400)
114		Concrete Replacement	Miscellaneous	U	200,000								0		
115		Concrete Replacement	Miscellaneous	S		Major St	MS	202					(200,000)		
116		Concrete Replacement	CDBG	U	100,000								0		
117		Concrete Replacement	CDBG	S		CDBG	LS	274					(100,000)		
118		Concrete Replacement	Section 5, 7 & 32	U	300,000								0		
119		Concrete Replacement	Section 5, 7 & 32	S		Local St	LS	203					(300,000)		
120		Concrete Replacement	Miscellaneous	U	200,000										0

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
121		Concrete Replacement	Miscellaneous	S		Major St	MS	202						(200,000)	
122		Concrete Replacement	CDBG	U	100,000									0	
123		Concrete Replacement	CDBG	S		CDBG	LS	274						(100,000)	
124		Concrete Replacement	Section 4, 17 & 21	U	300,000									0	
125		Concrete Replacement	Section 4, 17 & 21	S		Local St	LS	203						(300,000)	
126		Concrete Replacement	Miscellaneous	U	200,000										0
127		Concrete Replacement	Miscellaneous	S		Major St	MS	202							(200,000)
128		Concrete Replacement	Sherman:11 Mi-Forestdale	U	1,250,000										0
129		Concrete Replacement	Sherman:11 Mi-Forestdale	S		Major St	MS	202							(1,250,000)
130		Concrete Replacement	Girard	U	225,000										0
131		Concrete Replacement	Girard	S		Major St	MS	202							(225,000)
132		Concrete Replacement	CDBG	U	100,000										0
133		Concrete Replacement	CDBG	S		CDBG	LS	274							(100,000)
134		Concrete Replacement	Section 6 & 8	U	300,000										0
135		Concrete Replacement	Section 6 & 8	S		Local St	LS	203							(300,000)
136		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	U	250,000				0						
137		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	MS	592	(150,000)						
138		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	LS	592	(100,000)						
139		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	U	10,000				0						
140		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	S		Owner	SW	850	(10,000)						
141		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	U	275,000					0					
142		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	MS	592		(115,000)					
143		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	LS	592		(160,000)					
144		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	U	10,000					0					
145		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	S		Owner	SW	850		(10,000)					
146		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	U	275,000						0				
147		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	MS	592			(115,000)				
148		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	LS	592			(160,000)				
149		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	U	10,000						0				
150		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	S		Owner	SW	850			(10,000)				
151		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	U	300,000							0			
152		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	MS	592			(115,000)				
153		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	LS	592			(185,000)				
154		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	U	10,000							0			
155		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	S		Owner	SW	850			(10,000)				
156		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	U	305,000								0		
157		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	MS	592				(115,000)			
158		DPS Pvmnt Repl-Ppd Sdw TBD	TBD	S		W & S	LS	592				(190,000)			
159		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	U	10,000								0		
160		DPS Pvmnt Repl-Ppd Sdw Prepaid Sidewalk	Prepaid Sidewalk	S		Owner	SW	850				(10,000)			

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
161		DPS Pvmnt Repl-Ppd Sdw	TBD	U	315,000										0
162		DPS Pvmnt Repl-Ppd Sdw	TBD	S		W & S	MS	592							(115,000)
163		DPS Pvmnt Repl-Ppd Sdw	TBD	S		W & S	LS	592							(200,000)
164		DPS Pvmnt Repl-Ppd Sdw	Prepaid Sidewalk	U	10,000										0
165		DPS Pvmnt Repl-Ppd Sdw	Prepaid Sidewalk	S		Owner	SW	850							(10,000)
166		DPS Pvmnt Repl-Ppd Sdw	TBD	U	315,000										0
167		DPS Pvmnt Repl-Ppd Sdw	TBD	S		W & S	MS	592							(115,000)
168		DPS Pvmnt Repl-Ppd Sdw	TBD	S		W & S	LS	592							(200,000)
169		DPS Pvmnt Repl-Ppd Sdw	Prepaid Sidewalk	U	10,000										0
170		DPS Pvmnt Repl-Ppd Sdw	Prepaid Sidewalk	S		Owner	SW	850							(10,000)
171		Gun Range:Lead Dust Cle:	ROPD	U	20,000				0						
172		Gun Range:Lead Dust Cle:	ROPD	S		Fed	B+G	999	(20,000)						
173		Gun Range:Reconstructor	ROPD	U	200,000				0						
174		Gun Range:Reconstructor	ROPD	S		Fed	B+G	999	(200,000)						
175		Install Generator	DPS Complex	U	150,000									0	
176		Install Generator	DPS Complex	S		MP	B+G	661					(150,000)		
177		Install Lighting	Worden Park #2	U	200,000							0			
178		Install Lighting	Worden Park #3	S		Gen'l Fd	B+G	101			(200,000)				
179		Install Parking Lot Paving	Dog Park - Asphalt	U	65,000									0	
180		Install Parking Lot Paving	Dog Park - Asphalt	U		Gen'l Fd	B+G	999					(65,000)		
181		Joint Sealing	TBD	U	100,000				0						
182		Joint Sealing	TBD	S		Major St	MS	202	(50,000)						
183		Joint Sealing	TBD	S		Local St	LS	203	(50,000)						
184		Joint Sealing	TBD	U	144,000					0					
185		Joint Sealing	TBD	S		Major St	MS	202		(89,000)					
186		Joint Sealing	TBD	S		Local St	LS	203		(55,000)					
187		Joint Sealing	TBD	U	147,000						0				
188		Joint Sealing	TBD	S		Major St	MS	202							(92,000)
189		Joint Sealing	TBD	S		Local St	LS	203							(55,000)
190		Joint Sealing	TBD	U	152,000							0			
191		Joint Sealing	TBD	S		Major St	MS	202			(92,000)				
192		Joint Sealing	TBD	S		Local St	LS	203			(60,000)				
193		Joint Sealing	TBD	U	157,000									0	
194		Joint Sealing	TBD	S		Major St	MS	202					(92,000)		
195		Joint Sealing	TBD	S		Local St	LS	203					(65,000)		
196		Joint Sealing	TBD	U	157,000										0
197		Joint Sealing	TBD	S		Major St	MS	202						(92,000)	
198		Joint Sealing	TBD	S		Local St	LS	203							(65,000)
199		Joint Sealing	TBD	U	157,000										0
200		Joint Sealing	TBD	S		Major St	MS	202							(92,000)

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
201		Joint Sealing	TBD	S		Local St	LS	203							(65,000)
202		Misc.Asphalt Resurfacing	Catalpa:Woodward-Maxwell	U	225,000					0					
203		Misc.Asphalt Resurfacing	Catalpa:Woodward-Maxwell	S		Major St	MS	202		(225,000)					
204		Misc.Asphalt Resurfacing	Catalpa:Maxwell-Main	U	275,000					0					
205		Misc.Asphalt Resurfacing	Catalpa:Maxwell-Main	S		Major St	MS	202		(275,000)					
206		Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	U	160,000							0			
207		Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	S		Major St	MS	202			(160,000)				
208		Misc.Asphalt Resurfacing	TBD	U	200,000								0		
209		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202				(200,000)			
210		Misc.Asphalt Resurfacing	TBD	U	200,000									0	
211		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202					(200,000)		
212		Misc.Asphalt Resurfacing	TBD	U	200,000										0
213		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202							(200,000)
214		Parking Lot Paving	M&M Community Center	U	155,000				0						
215		Parking Lot Paving	M&M Community Center	S		CDBG	B+G	274	(155,000)						
216		Parking Lot Paving	Main & Seventh	U	235,000				0						
217		Parking Lot Paving	Main & Seventh	S		DDA	P	247	(117,500)						
218		Parking Lot Paving	Main & Seventh	S		Auto Prk	P	516	(117,500)						
219		Raise Door Entry	DPS Complex Garage	U	25,000				0						
220		Raise Door Entry	DPS Complex Garage	S		MP	B+G	661	(25,000)						
221		Rear Step Replacement	ROPD	U	18,750				0						
222		Rear Step Replacement	ROPD	S		Bond	B+G	999	(18,750)						
223		Replace Generator	PD / City Hall	U	150,000					0					
224		Replace Generator	PD / City Hall	S		Gen'l Fd	B+G	101			(150,000)				
225		Replace Rink Floor Mats	Lindell Arena East	U	35,000				0						
226		Replace Rink Floor Mats	Lindell Arena East	S		Arena	B+G	598	(35,000)						
227		Sewer - Relief Sewer	Crooks:12 Mi-Beechwood	U	242,500				0						
228		Sewer - Relief Sewer	Crooks:12 Mi-Beechwood	S		W & S	S	592	(242,500)						
229		Sewer - Relief Sewer	M-1, Harrison, Washington	U	826,300				0						
230		Sewer - Relief Sewer	M-1, Harrison, Washington	S		W & S	S	592	(826,300)						
231		Sewer - Relief Sewer	Sheridan:Grandview-Wrenfo	U	274,700						0				
232		Sewer - Relief Sewer	Sheridan:Grandview-Wrenfo	S		W & S	S	592		(274,700)					
233		Sewer - Relief Sewer	DeVillen+Alexander:Altadene	U	592,600							0			
234		Sewer - Relief Sewer	DeVillen+Alexander:Altadene	S		W & S	S	592			(592,600)				
235		Sewer - Relief Sewer	Harrison:Main to 150' E Mair	U	53,200										0
236		Sewer - Relief Sewer	Harrison:Main to 150' E Mair	S		W & S	S	592							(53,200)
237		Sewer Lining	City Wide	U	350,000				0						
238		Sewer Lining	City Wide	S		W & S	S	592	(350,000)						
239		Sewer Lining	Area:Campbell,4th,Edgewort	U	586,500								0		
240		Sewer Lining	Area:Campbell,4th,Edgewort	S		W & S	S	592				(586,500)			

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Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
241		Sewer Lining	Area:Edgeworth,4th,Stevens	U	582,400									0	
242		Sewer Lining	Area:Edgeworth,4th,Stevens	S		W & S	S	592						(582,400)	
243		Sewer Spot Repair	City Wide	U	200,000					0					
244		Sewer Spot Repair	City Wide	S		W & S	S	592		(200,000)					
245		Sewer TV – Cleaning	City Wide	U	48,700					0					
246		Sewer TV – Cleaning	City Wide	S		W & S	S	592		(48,700)					
247		Sewer TV – Root Control	City Wide	U	400,000						0				
248		Sewer TV – Root Control	City Wide	S		W & S	S	592			(400,000)				
249		Sewer TV – Root Control	City Wide	U	400,000									0	
250		Sewer TV – Root Control	City Wide	S		W & S	S	592						(400,000)	
251		Spec.Assmt Paving	TBD	U	0					*					
252		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850		*					
253		Spec.Assmt Paving	TBD	U	0						*				
254		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850			*				
255		Spec.Assmt Paving	TBD	U	0							*			
256		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850				*			
257		Spec.Assmt Paving	TBD	U	70,000								0		
258		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850						(70,000)	
259		Spec.Assmt Paving	TBD	U	70,000									0	
260		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850						(70,000)	
261		Spec.Assmt Paving	TBD	U	70,000										0
262		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850							(70,000)
263		Streetscape	11 MiW Main-Main-Third	U	330,000				0						
264		Streetscape	11 MiW Main-Main-Third	S		DDA	SW	247	(330,000)						
265		Watermain Interconnector	Washington @ Second	U	26,200					0					
266		Watermain Interconnector	Washington @ Second	S		W & S	W	592		(26,200)					
267		Watermain Interconnector	Washington @ 11 Mi	U	26,200					0					
268		Watermain Interconnector	Washington @ 11 Mi	S		W & S	W	592		(26,200)					
269		Watermain Interconnector	Second @ Williams	U	26,200								0		
270		Watermain Interconnector	Second @ Williams	S		W & S	W	592					(26,200)		
271		Watermain Replacement	Main:Vinsetta-Webster	U	183,400				0						
272		Watermain Replacement	Main:Vinsetta-Webster	S		W & S	W	592	(183,400)						
273		Watermain Replacement	Main:Royal-LaSalle	U	135,100				0						
274		Watermain Replacement	Main:Royal-LaSalle	S		W & S	W	592	(135,100)						
275		Watermain Replacement	Houstonia:Main-Rochester	U	257,300				0						
276		Watermain Replacement	Houstonia:Main-Rochester	S		W & S	W	592	(257,300)						
277		Watermain Replacement	Crooks:Beechwood-Cherry	U	29,000				0						
278		Watermain Replacement	Crooks:Beechwood-Cherry	S		W & S	W	592	(29,000)						
279		Watermain Replacement	Cherry:Crooks-Marywood	U	228,400				0						
280		Watermain Replacement	Cherry:Crooks-Marywood	S		W & S	W	592	(228,400)						

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
281		Watermain Replacement	Marywood:Cherry-12 Mi	U	109,400				0						
282		Watermain Replacement	Marywood:Cherry-12 Mi	S		W & S	W	592	(109,400)						
283		Watermain Replacement	12 Mile:Marywood-Main	U	395,700				0						
284		Watermain Replacement	12 Mile:Marywood-Main	S		W & S	W	592	(395,700)						
285		Watermain Replacement	ROHS:Normandy-S 500'	U	202,200				0						
286		Watermain Replacement	ROHS:Normandy-S 500'	S		W & S	W	592	(202,200)						
287		Watermain Replacement	M-1 NB:Trafford-13Mi	U	777,300				0						
288		Watermain Replacement	M-1 NB:Trafford-13Mi	S		W & S	W	592	(777,300)						
289		Watermain Replacement	Coolidge:W-E side M-1	U	64,400				0						
290		Watermain Replacement	Coolidge:W-E side M-1	S		W & S	W	592	(64,400)						
291		Watermain Replacement	M-1 NB:Harrison-Lincoln	U	299,800				0						
292		Watermain Replacement	M-1 NB:Harrison-Lincoln	S		W & S	W	592	(299,800)						
293		Watermain Replacement	Harrison:Lafayette-Washingt	U	123,700				0						
294		Watermain Replacement	Harrison:Lafayette-Washingt	S		W & S	W	592	(123,700)						
295		Watermain Replacement	Fourth:Washington-Center	U	63,400					0					
296		Watermain Replacement	Fourth:Washington-Center	S		W & S	W	592	(63,400)						
297		Watermain Replacement	Washington:Fourth-Second	U	193,100					0					
298		Watermain Replacement	Washington:Fourth-Second	S		W & S	W	592	(193,100)						
299		Watermain Replacement	M-1 NB:Kenilworth-Harrison	U	293,700					0					
300		Watermain Replacement	M-1 NB:Kenilworth-Harrison	S		W & S	W	592	(293,700)						
301		Watermain Replacement	Lincoln:Lafayette-Main	U	328,100					0					
302		Watermain Replacement	Lincoln:Lafayette-Main	S		W & S	W	592	(328,100)						
303		Watermain Replacement	Lincoln:Campbell-Stevenson	U	743,500					0					
304		Watermain Replacement	Lincoln:Campbell-Stevenson	S		W & S	W	592	(743,500)						
305		Watermain Replacement	Vinsetta:CNRR-CedarHill	U	321,800					0					
306		Watermain Replacement	Vinsetta:CNRR-CedarHill	S		W & S	W	592	(321,800)						
307		Watermain Replacement	Center:6th-4th	U	168,800					0					
308		Watermain Replacement	Center:6th-4th	S		W & S	W	592	(168,800)						
309		Watermain Replacement	M-1 NB:11 Mi-450' N Forest	U	643,500						0				
310		Watermain Replacement	M-1 NB:11 Mi-450' N Forest	S		W & S	W	592		(643,500)					
311		Watermain Replacement	Arden:350' W-250' E Gransc	U	188,700						0				
312		Watermain Replacement	Arden:350' W-250' E Gransc	S		W & S	W	592		(188,700)					
313		Watermain Replacement	Berkshire:Greenfield-M-1	U	437,600						0				
314		Watermain Replacement	Berkshire:Greenfield-M-1	S		W & S	W	592		(437,600)					
315		Watermain Replacement	M-1 SB:14 Mi-Sheridan	U	437,600						0				
316		Watermain Replacement	M-1 SB:14 Mi-Sheridan	S		W & S	W	592		(437,600)					
317		Watermain Replacement	Shenandoah:Webster-Glenw	U	408,600						0				
318		Watermain Replacement	Shenandoah:Webster-Glenw	S		W & S	W	592		(408,600)					
319		Watermain Replacement	Benjamin:M-1-Webster	U	482,500						0				
320		Watermain Replacement	Benjamin:M-1-Webster	S		W & S	W	592		(482,500)					

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
321		Watermain Replacement	Sunnybrook:Main-Rochester	U	662,700							0			
322		Watermain Replacement	Sunnybrook:Main-Rochester	S		W & S	W	592				(662,700)			
323		Watermain Replacement	Columbus:13 Mi-LaSalle	U	386,200							0			
324		Watermain Replacement	Columbus:13 Mi-LaSalle	S		W & S	W	592				(386,200)			
325		Watermain Replacement	LaSalle:Columbus-Main	U	514,800							0			
326		Watermain Replacement	LaSalle:Columbus-Main	S		W & S	W	592				(514,800)			
327		Watermain Replacement	DeVillen:Ardmore-Alexander	U	172,500							0			
328		Watermain Replacement	DeVillen:Ardmore-Alexander	S		W & S	W	592				(172,500)			
329		Watermain Replacement	Vinsetta:Marywood-Main	U	482,500							0			
330		Watermain Replacement	Vinsetta:Marywood-Main	S		W & S	W	592				(482,500)			
331		Watermain Replacement	Marywood:Magnolia-Vinsetta	U	119,100							0			
332		Watermain Replacement	Marywood:Magnolia-Vinsetta	S		W & S	W	592				(119,100)			
333		Watermain Replacement	Potawatomi:Main-650' W Me	U	172,500							0			
334		Watermain Replacement	Potawatomi:Main-650' W Me	S		W & S	W	592				(172,500)			
335		Watermain Replacement	Forestdale:Cambridge-Farnu	U	110,800								0		
336		Watermain Replacement	Forestdale:Cambridge-Farnu	S		W & S	W	592					(110,800)		
337		Watermain Replacement	Sherman:Josephine-320'E B	U	204,900								0		
338		Watermain Replacement	Sherman:Josephine-320'E B	S		W & S	W	592					(204,900)		
339		Watermain Replacement	Sherman:Maxwell-240'W Me	U	55,700								0		
340		Watermain Replacement	Sherman:Maxwell-240'W Me	S		W & S	W	592					(55,700)		
341		Watermain Replacement	Maple:Louis-Park Ave	U	217,500								0		
342		Watermain Replacement	Maple:Louis-Park Ave	S		W & S	W	592					(217,500)		
343		Watermain Replacement	Florence:Maxwell-Wsd CNR	U	272,200								0		
344		Watermain Replacement	Florence:Maxwell-Wsd CNR	S		W & S	W	592					(272,200)		
345		Watermain Replacement	Edgewood:Park-Florence	U	52,000								0		
346		Watermain Replacement	Edgewood:Park-Florence	S		W & S	W	592					(52,000)		
347		Watermain Replacement	Lexington:SrCtr-Washington	U	563,100								0		
348		Watermain Replacement	Lexington:SrCtr-Washington	S		W & S	W	592					(563,100)		
349		Watermain Replacement	Pleasant:Lincoln-11 Mi	U	673,900								0		
350		Watermain Replacement	Pleasant:Lincoln-11 Mi	S		W & S	W	592					(673,900)		
351		Watermain Replacement	Crane:Washington-Dead En	U	110,800									0	
352		Watermain Replacement	Crane:Washington-Dead En	S		W & S	W	592						(110,800)	
353		Watermain Replacement	Farnum:Campbell-Kenwood	U	203,500									0	
354		Watermain Replacement	Farnum:Campbell-Kenwood	S		W & S	W	592						(203,500)	
355		Watermain Replacement	Kenilworth:Delaware-Dead E	U	188,700									0	
356		Watermain Replacement	Kenilworth:Delaware-Dead E	S		W & S	W	592						(188,700)	
357		Watermain Replacement	California:Delaware-Chesape	U	167,200									0	
358		Watermain Replacement	California:Delaware-Chesape	S		W & S	W	592						(167,200)	
359		Watermain Replacement	Rhode Is:Delaware-Chesape	U	161,700									0	
360		Watermain Replacement	Rhode Is:Delaware-Chesape	S		W & S	W	592						(161,700)	

Capital Projects List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	
361		Watermain Replacement	Chesapeake:Rhode Is-Maryl	U	108,000										0	
362		Watermain Replacement	Chesapeake:Rhode Is-Maryl	S		W & S	W	592						(108,000)		
363		Watermain Replacement	Hudson:M1-Washington	U	345,100										0	
364		Watermain Replacement	Hudson:M1-Washington	S		W & S	W	592						(345,100)		
365		Watermain Replacement	Knowles:Harrison-Lincoln	U	310,000										0	
366		Watermain Replacement	Knowles:Harrison-Lincoln	S		W & S	W	592						(310,000)		
367		Watermain Replacement	Maplegrove:Catalpa-Farnum	U	296,500										0	
368		Watermain Replacement	Maplegrove:Catalpa-Farnum	S		W & S	W	592						(296,500)		
369		Watermain Replacement	Maplegrove:Catalpa-Mayfielc	U	223,800										0	
370		Watermain Replacement	Maplegrove:Catalpa-Mayfielc	S		W & S	W	592						(223,800)		
371		Watermain Replacement	Hillside:Springer-13 Mi	U	196,100										0	
372		Watermain Replacement	Hillside:Springer-13 Mi	S		W & S	W	592							(196,100)	
373		Watermain Replacement	Springer:Greenfield-Hillside	U	804,200										0	
374		Watermain Replacement	Springer:Greenfield-Hillside	S		W & S	W	592							(804,200)	
375		Watermain Replacement	Greenfield:13 Mi-Springer	U	305,500										0	
376		Watermain Replacement	Greenfield:13 Mi-Springer	S		W & S	W	592							(305,500)	
377		Watermain Replacement	Greenfield:Webster-13 Mi	U	836,400										0	
378		Watermain Replacement	Greenfield:Webster-13 Mi	S		W & S	W	592							(836,400)	
379		Watermain Replacement	Vinsetta:CNRR-Crooks	U	514,800										0	
380		Watermain Replacement	Vinsetta:CNRR-Crooks	S		W & S	W	592							(514,800)	
381		Watermain Replacement	Nakota:Hillcrest-Crooks	U	94,400										0	
382		Watermain Replacement	Nakota:Hillcrest-Crooks	S		W & S	W	592							(94,400)	
383		Watermain Replacement	Lincoln:M1 W-E Side	U	64,400										0	
384		Watermain Replacement	Lincoln:M1 W-E Side	S		W & S	W	592							(64,400)	
385		Watermain Spot Improvem	Catalpa:M-1-Main	U	152,300					0						
386		Watermain Spot Improvem	Catalpa:M-1-Main	S		W & S	W	592		(152,300)						
386 Line Count					Total	49,426,927				(9,192,250)	(6,367,235)	(6,864,320)	(6,029,636)	(5,070,386)	(4,964,700)	(10,938,400)
					Total	49,426,927				(9,192,250)	(6,367,235)	(6,864,320)	(6,029,636)	(5,070,386)	(4,964,700)	(10,938,400)
						177	Project Count			34	26	20	21	25	25	26

Capital Projects List

<u>Ln</u>	<u>Proj</u>	<u>Work</u>	<u>Location/Area</u>	<u>S/U</u>	<u>Total Budget</u>	<u>Source</u>	<u>Use</u>	<u>Fund</u>	<u>FY 2009- 2010</u>	<u>FY 2010- 2011</u>	<u>FY 2011- 2012</u>	<u>FY 2012- 2013</u>	<u>FY 2013- 2014</u>	<u>FY 2014- 2015</u>	<u>FY 2015-2016</u>
					6,279,200	Hwy Grants		100	1,843,000	1,424,000	1,812,000	791,200	409,000	0	0
					303,750	Other Grants		999	238,750	0	0	0	65,000	0	0
					350,000	General Fund		101	0	0	0	350,000	0	0	0
					11,725,677	Major St		202	418,000	1,275,435	984,120	985,536	893,586	992,000	6,177,000
					3,892,400	Local St		203	560,000	600,000	310,000	340,000	375,000	310,000	1,397,400
					447,500	DDA		247	447,500	0	0	0	0	0	0
					1,270,000	CDBG		274	403,000	217,000	200,000	150,000	100,000	100,000	100,000
					117,500	Parking		516	117,500	0	0	0	0	0	0
					23,930,900	W&S		592	4,474,500	2,840,800	3,548,200	3,402,900	3,067,800	3,412,700	3,184,000
					35,000	Ice Arena		598	35,000	0	0	0	0	0	0
					795,000	Motor Pool		661	645,000	0	0	0	150,000	0	0
					280,000	Special Assmt		850	10,000	10,000	10,000	10,000	10,000	150,000	80,000
					<u>49,426,927</u>	Total			<u>9,192,250</u>	<u>6,367,235</u>	<u>6,864,320</u>	<u>6,029,636</u>	<u>5,070,386</u>	<u>4,964,700</u>	<u>10,938,400</u>

ENTERPRISE FUNDS

Recreation Fund- 508

Farmers Market Fund- 551

Auto Parking Fund - 516

Water & Sewer Funds – 592

Ice Arena Fund – 598

The mission of the Recreation Department is to provide residents a variety of year-round recreation opportunities that are responsive to their needs, are enjoyable to their families and contribute to their physical and mental well-being.

The Department is challenged to provide excellent leisure programs that stimulate the bodies and minds of the City residents and business persons of all ages, including toddlers, youth, adults, and seniors.

The recreation staff is responsible for marketing, registration, equipment, supplies, facilities, budget and evaluation. All other staffing is part-time and/or contract personnel.

Programs are operated in the City's two recreation centers and throughout our fifty parks and playgrounds. Parks and playground maintenance cost is recorded in the General Fund's Parks and Forestry budget.

Separately, the Ice Arena and Senior Citizen Services programs are two companion activities that operate from their own individual funds.

Working with every department, the Superintendent also produces the City's quarterly newsletter "The Insight"

The School District of the City of Royal Oak and the City of Royal Oak having heretofore joined in the creation of a Parks and Recreation Department in accordance with the provisions of Section 3 of Act 156, Public Acts for 1917.

Recreation is guided with the assistance of the Parks and Recreation Advisory Board, to formulate an annual recreation program. The Department of Recreation and Public Service sponsor games, contests, exhibitions and other recreational events, and charges admission to any such events when deemed necessary and advisable in order to defray the expenses of the recreational program. In connection with all such events, the Department rents concessions for the accommodation of patrons of such events.

The major responsibility of Recreation is to offer a variety of leisure programs for toddlers, youth, adults, and seniors. The Superintendent of Recreation is the liaison between the city and school district for the implementation of the in-

kind service agreement as it relates to recreational facility usage.

Infant and Toddlers: Our Four Seasons Preschool is a state licensed preschool program, children participate in a 33-week curriculum at the Senior Community Center. (57 participants) Year-round play classes such as messy me, parent and toddler and drop-in opportunities are available at the Salter Community Center. (350 participants)

Youth Sports and Enrichment: Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (942 participants)

Summer Day Camp: An eight week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Upton Elementary School. (400 participants)

Adult Sports Leagues: Softball 70 teams, women's soccer 10 teams, basketball 16 teams, volleyball 36 teams, touch football 16 teams, sand volleyball 24 teams. (est. 2100 participants)

Adult Enrichment: Programs include tai-chi, yoga, ballroom dance, and knitting. (est. 345 participants)

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

Cultural Events: The 38th Annual Royal Oak Art Fair will be held July 12th and 13th at Memorial Park. One hundred artists from all over the United States participate in this annual event.

The Recreation Department works with community youth athletic organization to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and football fields (3). Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2008 = 132)

The Recreation Department oversees the contracts and works with the staff of the following recreational entities in the City of Royal

Oak: Royal Oak and Normandy Oaks Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center and Total Soccer.

The Jack and Patti Salter Center, opened in 2002, is relatively new. This cost center records the building's costs for depreciation, utilities, repairs and maintenance.

The purpose of the Salter Community Center cost center is to track and manage the operating costs including utilities, repairs and maintenance of the building.

GOALS

- Enhance the quality of life for residents by offering desirable leisure and social activities.
- Maximize revenues while minimizing expenditures.

OBJECTIVES

- Identify community recreational needs through surveys and regional meetings.
- Partner with volunteers to offer additional recreation opportunities that might not have existed prior.
- Investigate the opportunities to partner with other recreation departments to maximize opportunities.
- Generate advertising revenue for INSIGHT to offset the expenses of production and distribution.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Program and event fees provide the most of this fund's revenue. Temporary wages are budgeted to decrease due to the elimination of two part-time instructors. The purchase of the recreation software in FY09/10 and implementation for FY2010/11, will allow for the ability to track utilization and other measures and allow online registration in an effort customer service. The Recreation Department is in the process of developing a consolidation plan with the senior program in an effort to increase efficiencies and reduce costs. The consolidation proposal is not yet finalized and not incorporated into the budget.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	(159,378)	17,212	6,172	12,482	36,412	57,122
Revenues and transfers from other funds	815,970	726,070	768,400	768,400	769,150	769,150
Expenditures and transfers to other funds	729,380	737,110	762,090	744,470	748,440	752,240
Net Change in Net Assets	86,590	(11,040)	6,310	23,930	20,710	16,910
Ending Unrestricted Net Assets	17,212	6,172	12,482	36,412	57,122	74,032

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	602,050	3,030	-	-	605,080
2007-2008 Actual	-	-	597,630	-	-	-	597,630
2008-2009 Actual	-	-	587,820	-	-	-	587,820
2009-2010 Original Budget	-	-	644,570	-	-	-	644,570
2009-2010 Adjusted Budget (Dec)	-	-	644,570	-	-	-	644,570
2009-2010 Six Month Actual	-	-	314,370	-	-	-	314,370
2009-2010 Estimated Year End	-	-	672,970	-	-	143,000	815,970
2010-2011 Dept Request	-	-	686,070	40,000	-	-	726,070
2010-2011 Manager's Budget	-	-	686,070	40,000	-	-	726,070
2010-2011 Approved Budget	-	-	686,070	40,000	-	-	726,070
2011-2012 Requested Budget	-	-	698,400	70,000	-	-	768,400
2012-2013 Projected Budget	-	-	698,400	70,000	-	-	768,400
2013-2014 Projected Budget	-	-	699,150	70,000	-	-	769,150
2014-2015 Projected Budget	-	-	699,150	70,000	-	-	769,150

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	184,110	11,790	-	301,580	-	497,480
2007-2008 Actual	293,450	18,840	-	287,740	-	600,030
2008-2009 Actual	276,640	17,170	-	306,000	-	599,810
2009-2010 Original Budget	254,150	14,000	-	300,600	-	568,750
2009-2010 Adjusted Budget (Dec)	254,150	14,000	-	300,600	-	568,750
2009-2010 Six Month Actual	127,830	6,360	-	178,770	-	312,960
2009-2010 Estimated Year End	254,150	13,220	-	305,470	-	572,840
2010-2011 Dept Request	250,450	14,100	-	316,120	-	580,670
2010-2011 Manager's Budget	254,450	14,100	-	316,120	-	584,670
2010-2011 Approved Budget	251,290	14,100	-	316,120	-	581,510
2011-2012 Requested Budget	273,840	14,100	-	319,050	-	606,990
2012-2013 Projected Budget	256,220	14,100	-	319,050	-	589,370
2013-2014 Projected Budget	260,190	14,100	-	319,050	-	593,340
2014-2015 Projected Budget	263,990	14,100	-	319,050	-	597,140

Recreation Fund

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	6,930	-	148,810	-	155,740
2007-2008 Actual	-	5,650	-	155,360	-	161,010
2008-2009 Actual	-	8,350	-	154,620	-	162,970
2009-2010 Original Budget	-	6,000	-	141,250	-	147,250
2009-2010 Adjusted Budget (Dec)	-	6,000	-	141,250	-	147,250
2009-2010 Six Month Actual	-	4,100	-	60,210	-	64,310
2009-2010 Estimated Year End	-	10,160	-	146,380	-	156,540
2010-2011 Dept Request	-	10,000	-	145,600	-	155,600
2010-2011 Manager's Budget	-	10,000	-	145,600	-	155,600
2010-2011 Approved Budget	-	10,000	-	145,600	-	155,600
2011-2012 Requested Budget	-	10,000	-	145,100	-	155,100
2012-2013 Projected Budget	-	10,000	-	145,100	-	155,100
2013-2014 Projected Budget	-	10,000	-	145,100	-	155,100
2014-2015 Projected Budget	-	10,000	-	145,100	-	155,100

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

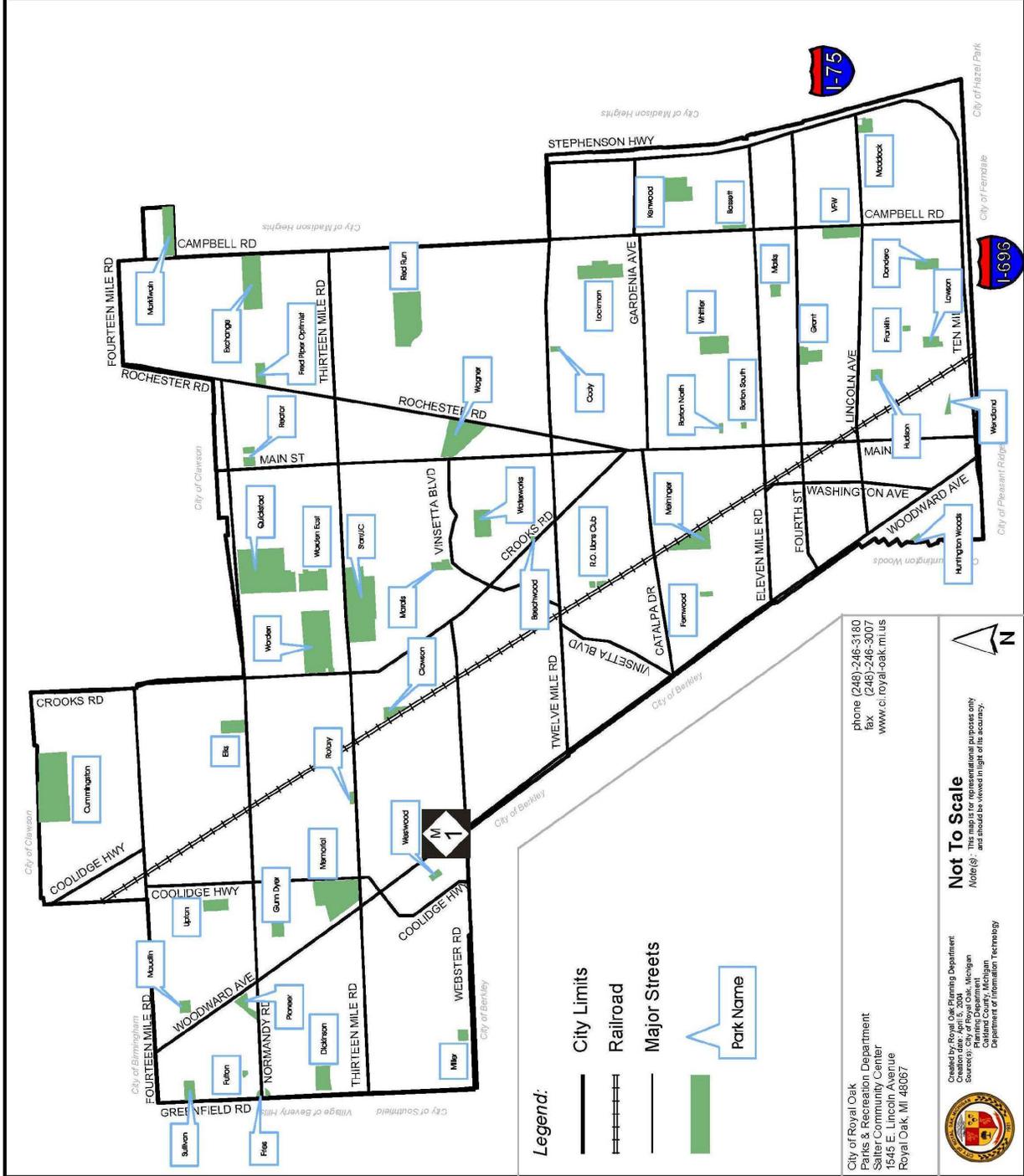
	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
<u>Full-Time Positions</u>										
Director of Rec & Public Srv	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Superintendent - Recreation	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Recreation	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	4.000	4.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available							2.186	2.186	
Cost Center Total	4.000	4.000	3.000	2.000	2.000	2.000	2.000	4.186	4.186	

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Participants						
Preschool – Senior Center	n/a	57	n/a	60	60	60
Preschool - Salter Center	n/a	350	n/a	350	350	350
Youth Sports & Enrichment	n/a	942	n/a	1,043	1,100	1,100
Summer Day Camp	n/a	400	n/a	430	450	450
Adult Sports Leagues	n/a	2,100	n/a	2,580	2,580	2,580
Adult Enrichment	n/a	345	n/a	430	430	430
Adult Fitness	n/a	1,152	n/a	1,212	1,212	1,212
Cultural Events - Artists	n/a	90	n/a	90	90	105
Adult Sports League Teams						
Softball	n/a	70	n/a	102	102	102
Soccer - Women	n/a	10	n/a	10	10	10
Basketball	n/a	16	n/a	8	8	8
Volleyball	n/a	36	n/a	36	36	36
Sand Volleyball	n/a	24	n/a	0	0	0
Touch Football	n/a	16	n/a	0	0	0
Pickleball registrations	n/a	n/a	1500	3,000	5,000	5,000
Venues Scheduled						
Soccer Fields (spring & fall)	n/a	14	n/a	14	14	14
Baseball Fields	n/a	20	n/a	20	20	20
Softball Fields	n/a	12	n/a	12	12	12
Football Fields	n/a	3	n/a	3	3	3
Indoor Rentals (in hours)	n/a	735	n/a	750	750	750
Pavilion Rentals – VFW and Starr/JC parks	n/a	132	n/a	132	132	132

Municipal Parks Map

w/ Major Streets
City of Royal Oak, Michigan



The mission of the Auto Parking Fund is to provide ample auto parking opportunity in the business and entertainment areas to support the demands.

The Auto Parking System builds and maintains the on and off street paid parking throughout the business area of the city, primarily in the central business district. The system’s goal is to provide ample auto parking to encourage development. Parking must be easily accessible to our wide range of commercial establishments like offices, retail business, restaurants and entertainment venues from morning to night. This enterprise fund charges parking fees in order to be self-supporting.

The City Commission decides rates and the number of parking spots to allow based on recommendations from the Downtown

Development Authority. There are approximately 3500 spaces managed overall: 750 on street and 2,750 off street. The city recently hired a private contractor to operate the parking garages in an effort to improve service and reduce costs.

Parking rates were increased in late 2007 and multi-rate meters were installed. Spaces are metered on the street and in lots, and metered or attended in parking decks. Drivers are able to pay rates based on time spent or purchase monthly permits from the Treasurer.

Operations have two divisions: parking operations and enforcement.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The use of fund balance is budgeted in each of the fiscal years as a revenue source in order to balance expenses.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	6,699,204	6,515,304	5,567,604	4,866,574	4,349,134	3,972,114
Revenues and transfers from other funds	3,475,460	3,523,710	3,523,710	3,523,710	3,523,710	3,523,710
Expenditures and transfers to other funds	3,659,360	4,471,410	4,224,740	4,041,150	3,900,730	3,800,310
Net Change in Net Assets	(183,900)	(947,700)	(701,030)	(517,440)	(377,020)	(276,600)
Ending Unrestricted Net Assets	6,515,304	5,567,604	4,866,574	4,349,134	3,972,114	3,695,514

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	2,215,151	122,368	115	599,049	2,936,683
2007-2008 Actual	-	-	2,516,001	160,396	101	618,738	3,295,236
2008-2009 Actual	-	-	2,604,728	72,790	1,807	2,690,150	5,369,475
2009-2010 Original Budget	-	-	2,818,000	136,000	200	613,530	3,567,730
2009-2010 Adjusted Budget (Dec)	-	-	2,818,000	136,000	200	613,530	3,567,730
2009-2010 Six Month Actual	-	-	1,386,866	5,128	6,627	16,088	1,414,709
2009-2010 Estimated Year End	-	-	2,844,000	10,000	8,000	613,460	3,475,460
2010-2011 Dept Request	-	-	2,788,000	10,000	-	612,710	3,410,710
2010-2011 Manager's Budget	-	-	2,788,000	10,000	-	612,710	3,410,710
2010-2011 Approved Budget	-	-	2,901,000	10,000	-	612,710	3,523,710
2011-2012 Requested Budget	-	-	2,901,000	10,000	-	612,710	3,523,710
2012-2013 Projected Budget	-	-	2,901,000	10,000	-	612,710	3,523,710
2013-2014 Projected Budget	-	-	2,901,000	10,000	-	612,710	3,523,710
2014-2015 Projected Budget	-	-	2,901,000	10,000	-	612,710	3,523,710

Auto Parking Fund – Parking Enforcement

The mission of the Parking Enforcement Division is to encourage auto parking opportunity in the central business district by enforcing parking regulations.

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.

In the Parking Fund, the Police Department budgets \$231,398 for its Parking Enforcement division of ten Parking Enforcement Officers.

GOALS

- Encourage compliance with all parking regulations.

OBJECTIVES

- To continue to enforce parking regulations.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant notes in this cost center.

Budget Summary

Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	130,820	5,580	-	10,820	-	147,220
2007-2008 Actual	132,560	57,370	-	12,350	-	202,280
2008-2009 Actual	120,350	6,150	-	9,090	-	135,590
2009-2010 Original Budget	202,320	15,500	-	21,870	-	239,690
2009-2010 Adjusted Budget (Dec)	202,320	15,500	-	21,870	-	239,690
2009-2010 Six Month Actual	71,560	7,380	-	14,630	-	93,570
2009-2010 Estimated Year End	133,680	14,840	-	23,870	-	172,390
2010-2011 Dept Request	203,080	17,500	-	23,840	-	244,420
2010-2011 Manager's Budget	203,080	17,500	-	23,840	-	244,420
2010-2011 Approved Budget	203,080	17,500	-	23,840	-	244,420
2011-2012 Requested Budget	208,740	18,000	-	13,340	-	240,080
2012-2013 Projected Budget	203,380	18,000	-	13,340	-	234,720
2013-2014 Projected Budget	203,380	18,000	-	13,340	-	234,720
2014-2015 Projected Budget	203,380	18,000	-	13,340	-	234,720

Cost Center Position Detail - Home Base

Full & Part-time Employees

	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	0.00	0.00	0.00	Information not available				5.769	5.769
Part-time Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.769	5.769

Performance Indicators / Outcome Measures

	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Dec 31 2009</u>	<u>Estimated 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Violations Issued	92,136	79,776	86,322	87,000	87,000	87,000

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

Auto Parking Fund – Parking Operation

The mission of the Parking Operation cost center is to create and maintain auto parking spaces and meters and to collect the fees paid.

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

The Department of Public Services (DPS) Parking Division builds and maintains all spaces

GOALS

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

OBJECTIVES

- Repair meters in timely fashion.
- Work with contractor to improve garage marketing.
- Implement new technology.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Transfers-out to the General Fund is budgeted in each of the years.

Budget Summary

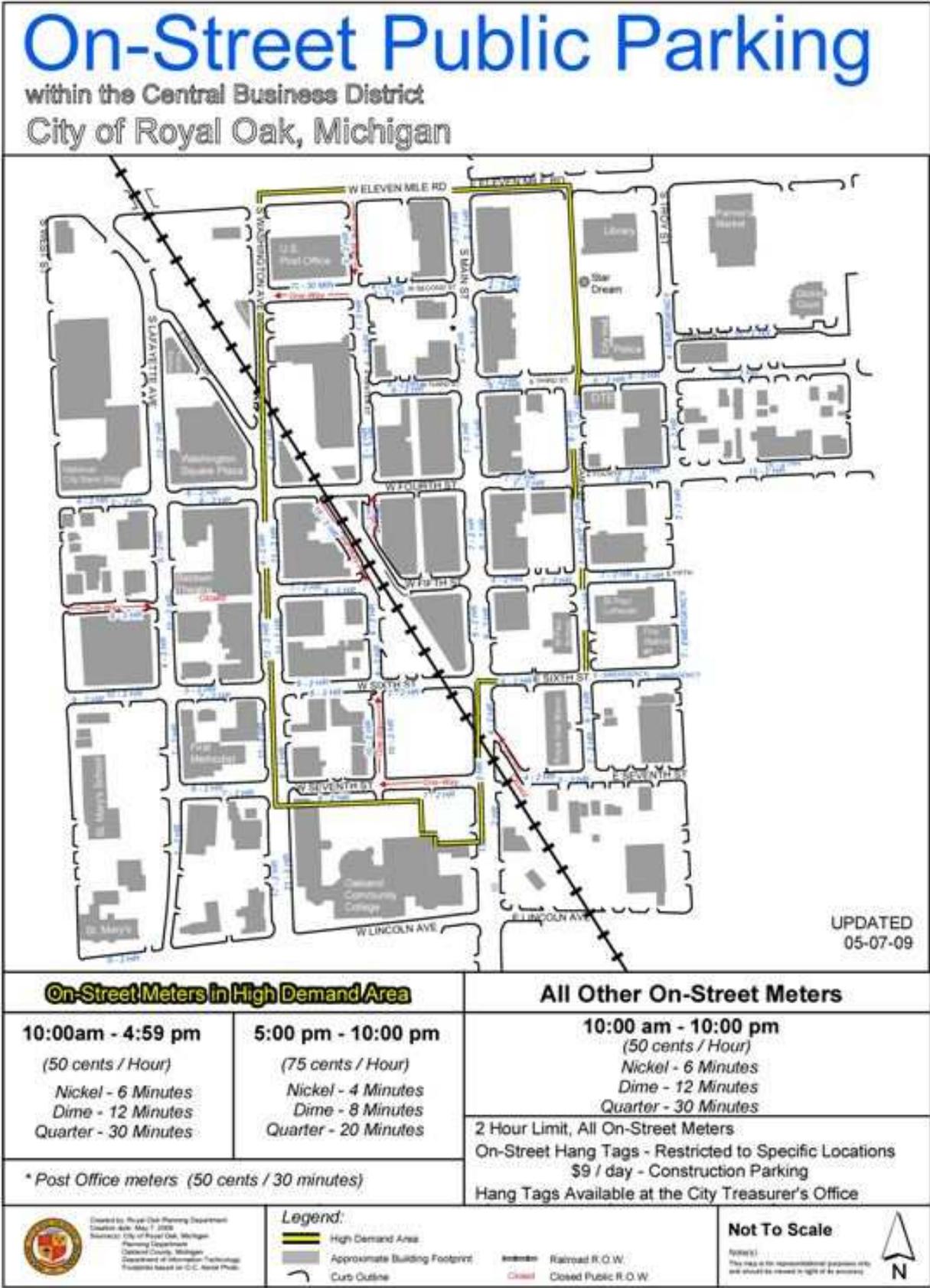
Expenditures

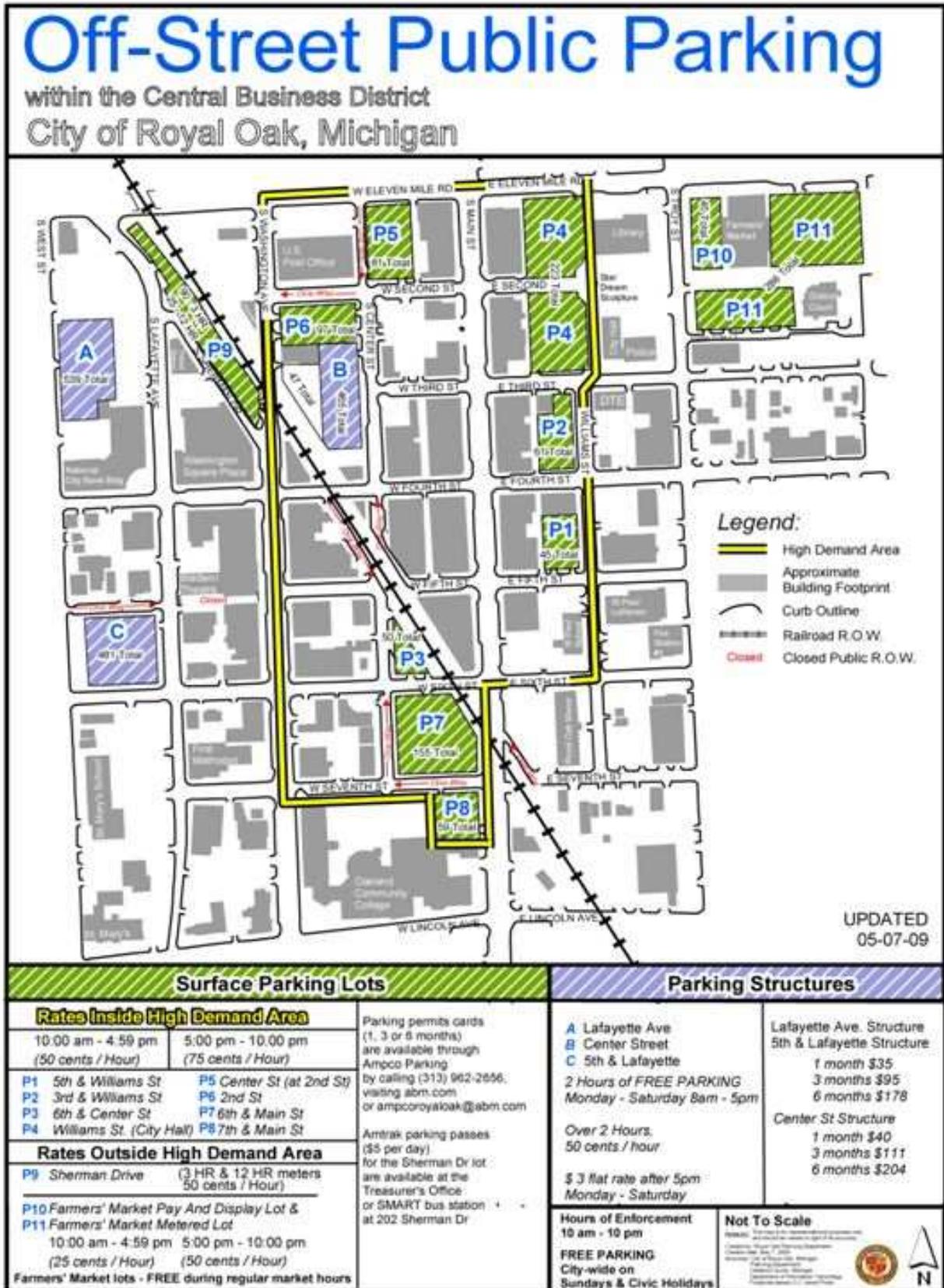
516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	477,490	71,400	-	2,058,110	318,210	2,925,210
2007-2008 Actual	619,170	96,750	-	1,671,520	292,730	2,680,170
2008-2009 Actual	602,920	172,260	-	2,935,590	681,740	4,392,510
2009-2010 Original Budget	502,190	56,950	-	2,092,150	301,500	2,952,790
2009-2010 Adjusted Budget (Dec)	502,190	56,950	-	2,092,150	301,500	2,952,790
2009-2010 Six Month Actual	240,430	30,980	-	770,130	211,520	1,253,060
2009-2010 Estimated Year End	478,210	49,980	-	2,308,140	650,640	3,486,970
2010-2011 Dept Request	566,820	103,950	-	2,939,430	625,830	4,236,030
2010-2011 Manager's Budget	575,200	103,950	-	2,939,430	625,830	4,244,410
2010-2011 Approved Budget	566,290	101,290	-	2,933,580	625,830	4,226,990
2011-2012 Requested Budget	580,200	63,950	-	2,740,550	599,960	3,984,660
2012-2013 Projected Budget	582,550	63,950	-	2,570,550	589,380	3,806,430
2013-2014 Projected Budget	593,720	63,950	-	2,430,550	577,790	3,666,010
2014-2015 Projected Budget	605,040	63,950	-	2,330,550	566,050	3,565,590

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	0.000	0.000	0.000	Information not available			0.000	5.769	5.769	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.769	5.769	





The mission of the Farmers Market is to provide an excellent and economical facility providing a profitable place to attract local merchants and customers and showcase the Royal Oak downtown.

The Royal Oak Farmers Market sells locally grown produce and wares in a family oriented venue. The Farm Market is located in the Civic Center at the corner of 11 Mile Road and Troy Street, across from the Library and adjacent to the 44th District Court.

The Farmers Market is one of southeast Michigan's premium farm market venues. Farm producers sell on Friday during the farm season (May through Christmas) and Saturday all year around. During growing season farmers are only allowed to sell what they grow.

Residents of the city of Royal Oak and surrounding communities are attracted downtown to a first class venue with ample parking. Beside its well rounded Farmers Market, offering the best of the state's harvest, the building hosts a weekly, highly rated, long running antiques and collectibles show.

The enclosed building provides a great gathering place, in any weather conditions, for large group events such as the Memorial Day Pancake Breakfast and the City's Holiday Tree Lighting Ceremony.

Designed to make a profit, the Market uses an enterprise fund with one cost center: Market Operations. Funds necessary to operate the Farmers Market are derived solely from revenues collected. Operation of the market does not put any burden on the General Fund.

The Farmers Market is run by a contract Market Master and an Event Planner, under direction of the Director of Recreation and Public Services.

Its operating costs include limited DPS personnel cost, depreciation for the building and equipment, advertising, general administration, utilities, supplies, repairs and maintenance.

Greater rental availability has begun to generate additional funds that allow continued updates to the building. A concessionaire leases the remodeled kitchen, eliminating the concession cost center.

GOALS

- Provide an exciting center piece for local economic activity.
- Fully integrate with city planning to create a facility reflecting the needs and interests of the community.
- Improve access to the market for low income income customers.
- Expand rental opportunities.

OBJECTIVES

- Increase events & activities which draw patronage of current users and expand to new users.
- Support community based events.
- Continue to address the long term improvements for the market.
- To implement a "bridge card" program to provide low income customers an opportunity to purchase fresh farm produce.
- Increase rental revenue.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

The kitchen has been remodeled and leased to a third party concessionaire. This allowed the Concession cost center to be eliminated. Market rental rate increases will be proposed for the market season beginning May 2011.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	243,356	173,536	240,236	303,166	366,036	428,806
Revenues and transfers from other funds	341,000	361,000	363,500	363,500	363,500	363,500
Expenditures and transfers to other funds	410,820	294,300	300,570	300,630	300,730	300,850
Net Change in Net Assets	(69,820)	66,700	62,930	62,870	62,770	62,650
Ending Unrestricted Net Assets	173,536	240,236	303,166	366,036	428,806	491,456

Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	282,420	7,310	390	-	290,120
2007-2008 Actual	-	-	296,100	7,660	3,820	-	307,580
2008-2009 Actual	-	-	307,210	6,700	770	-	314,680
2009-2010 Original Budget	-	-	341,000	-	-	-	341,000
2009-2010 Adjusted Budget (Dec)	-	-	341,000	-	-	-	341,000
2009-2010 Six Month Actual	-	-	164,880	1,620	9,040	-	175,540
2009-2010 Estimated Year End	-	-	327,000	2,000	12,000	-	341,000
2010-2011 Dept Request	-	-	347,000	2,000	12,000	-	361,000
2010-2011 Manager's Budget	-	-	347,000	2,000	12,000	-	361,000
2010-2011 Approved Budget	-	-	347,000	2,000	12,000	-	361,000
2011-2012 Requested Budget	-	-	349,500	2,000	12,000	-	363,500
2012-2013 Projected Budget	-	-	349,500	2,000	12,000	-	363,500
2013-2014 Projected Budget	-	-	349,500	2,000	12,000	-	363,500
2014-2015 Projected Budget	-	-	349,500	2,000	12,000	-	363,500

Expenditures

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	20,600	6,820	(3,820)	236,000	-	259,600
2007-2008 Actual	18,110	8,450	-	300,930	-	327,490
2008-2009 Actual	9,900	10,640	-	324,440	-	344,980
2009-2010 Original Budget	18,110	16,800	-	323,180	-	358,090
2009-2010 Adjusted Budget (Dec)	18,110	16,800	-	323,180	-	358,090
2009-2010 Six Month Actual	1,400	8,950	75,210	149,630	-	235,190
2009-2010 Estimated Year End	7,420	13,000	150,000	318,120	-	488,540
2010-2011 Dept Request	18,450	12,000	-	324,120	-	354,570
2010-2011 Manager's Budget	18,290	12,000	-	324,120	-	354,410
2010-2011 Approved Budget	18,180	12,000	-	324,120	-	354,300
2011-2012 Requested Budget	18,090	12,500	-	329,980	-	360,570
2012-2013 Projected Budget	18,150	12,500	-	329,980	-	360,630
2013-2014 Projected Budget	18,250	12,500	-	329,980	-	360,730
2014-2015 Projected Budget	18,370	12,500	-	329,980	-	360,850

551.775 FARMERS MARKET CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	510	-	510
2007-2008 Actual	-	-	-	710	-	710
2008-2009 Actual	-	-	-	710	-	710
2009-2010 Original Budget	-	-	-	1,060	-	1,060
2009-2010 Adjusted Budget (Dec)	-	-	-	1,060	-	1,060
2009-2010 Six Month Actual	-	-	-	220	-	220
2009-2010 Estimated Year End	-	-	-	-	-	-
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Approved Budget	-	-	-	-	-	-
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Water & Sewer Fund

The mission of the Water & Sewer function is to provide the City of Royal Oak residents and businesses with water supply and sewage disposal services that support a high quality of life.

The City of Royal Oak purchases water from the Southeastern Oakland County Water Authority (SOCWA) and pays the Oakland County Drain Commission (OCDC) for the treatment of sewage. Both in turn, contract with the Detroit Water and Sewerage Disposal System (DWSD) which first provides treated water from the Great

Lakes and later treats our sewerage before returning it downstream.

Revenues for these operations are generated based on the amount of water used by Royal Oak's residential and commercial customers. Revenue, generated through two-tiered user charges.

The Water and Sewer fund uses six cost centers to categorize its activities: Engineering, Administration, Water Billing, Water Maintenance, Meter Services and Sewer Maintenance.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	8,262,089	8,833,429	9,375,889	9,505,049	9,881,369	10,608,639
Revenues and transfers from other funds	23,505,260	24,508,500	24,508,500	24,508,500	24,508,500	24,508,500
Expenditures and transfers to other funds	22,933,920	23,966,040	24,379,340	24,132,180	23,781,230	24,103,100
Net Change in Net Assets	571,340	542,460	129,160	376,320	727,270	405,400
Ending Unrestricted Net Assets	8,833,429	9,375,889	9,505,049	9,881,369	10,608,639	11,014,039

Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	19,659,040	441,300	55,370	15,180	20,170,890
2007-2008 Actual	-	-	20,989,460	195,850	124,940	14,820	21,325,070
2008-2009 Actual	-	-	20,039,670	25,740	644,240	15,310	20,724,960
2009-2010 Original Budget	-	-	23,391,760	10,000	35,490	15,000	23,452,250
2009-2010 Adjusted Budget (Dec)	-	-	23,391,760	10,000	35,490	15,000	23,452,250
2009-2010 Six Month Actual	-	-	11,860,650	2,740	65,670	-	11,929,060
2009-2010 Estimated Year End	-	-	23,401,760	5,000	83,500	15,000	23,505,260
2010-2011 Dept Request	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2010-2011 Manager's Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2010-2011 Approved Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2011-2012 Requested Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2012-2013 Projected Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2013-2014 Projected Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2014-2015 Projected Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500

Water & Sewer Fund - Engineering

The mission of the Engineering cost center of the Water & Sewer Fund is to provide for general water and sewer engineering services that are related to projects

street repairs are planned. These costs usually are charged to specific projects and capitalized. Any non-project costs for Engineering services are charged here. This would include attending meetings that are not project specific.

The Engineering Department evaluates problem sewers throughout the year then coordinates major replacements for those sewers where failures are threatened or occurring, or where

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

See the Capital Projects Section for recommended water main and sewage projects.

Budget Summary

Expenditures

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	52,000	-	-	220	-	52,220
2007-2008 Actual	31,100	-	-	20,570	-	51,670
2008-2009 Actual	19,250	260	-	3,355,140	-	3,374,650
2009-2010 Original Budget	206,410	-	-	4,310,510	-	4,516,920
2009-2010 Adjusted Budget (Dec)	206,410	-	-	4,310,510	-	4,516,920
2009-2010 Six Month Actual	4,740	80	-	3,277,270	-	3,282,090
2009-2010 Estimated Year End	69,270	-	-	4,507,810	-	4,577,080
2010-2011 Dept Request	185,380	-	-	2,864,590	-	3,049,970
2010-2011 Manager's Budget	158,830	-	-	2,864,590	-	3,023,420
2010-2011 Approved Budget	156,010	-	-	2,864,590	-	3,020,600
2011-2012 Requested Budget	162,290	-	-	3,298,500	-	3,460,790
2012-2013 Projected Budget	160,690	-	-	3,127,500	-	3,288,190
2013-2014 Projected Budget	164,240	-	-	2,787,500	-	2,951,740
2014-2015 Projected Budget	167,380	-	-	3,122,500	-	3,289,880

Water & Sewer Fund - Administration

The function of the Administration cost center of the Water & Sewer Fund is to pay all administrative costs including debt service and purchases of potable water.

The Director of Public Services is responsible for the overall direction of this fund. The Administration budget pays a portion of personnel services for the DPS Director and the front office staff, purchased water, debt service and related administrative expenses.

Potable water is our largest single water expense. The City is a member of S.O.C.W.A., the Southeast Oakland County Water Authority.

SOCWA is the regional intergovernmental agency that transports clean water from the Detroit Water and Sewerage Department system to its member cities.

Debt service is nearly as large a component of the budget. Depreciation expense must provide sufficient cash flow to pay debt principal. Debt interest in the early years always is larger than the principal, to a house mortgage payment.

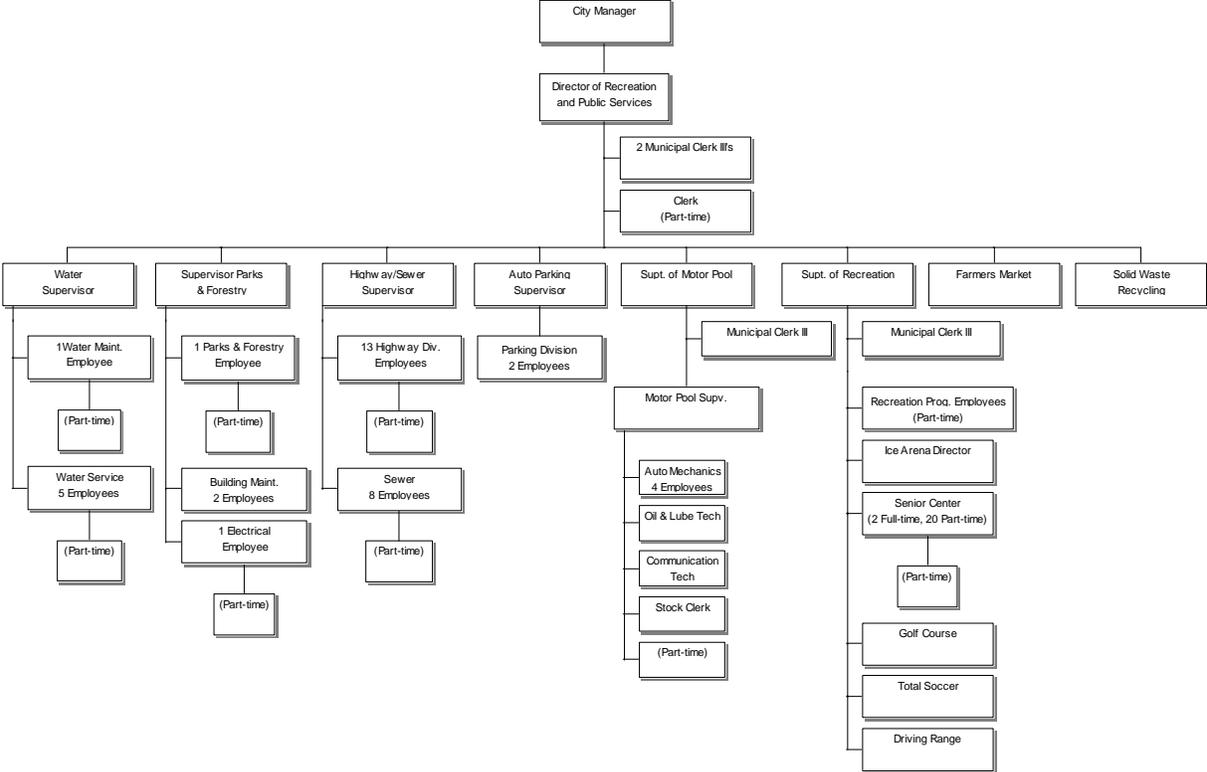
Other costs include general administration, information service, insurance and auditing cost.

Budget Summary

Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	5,431,470	319,000	5,750,470
2007-2008 Actual	-	-	-	5,339,390	304,320	5,643,710
2008-2009 Actual	-	-	-	5,939,380	402,650	6,342,030
2009-2010 Original Budget	-	-	-	5,751,170	1,235,870	6,987,040
2009-2010 Adjusted Budget (Dec)	-	-	-	5,751,170	1,235,870	6,987,040
2009-2010 Six Month Actual	-	-	-	3,012,480	612,620	3,625,100
2009-2010 Estimated Year End	-	-	-	6,499,390	1,221,380	7,720,770
2010-2011 Dept Request	-	-	-	6,198,540	1,175,210	7,373,750
2010-2011 Manager's Budget	-	-	-	6,198,540	1,175,210	7,373,750
2010-2011 Approved Budget	-	-	-	6,198,540	1,175,210	7,373,750
2011-2012 Requested Budget	-	-	-	6,216,220	1,109,920	7,326,140
2012-2013 Projected Budget	-	-	-	6,211,330	1,042,910	7,254,240
2013-2014 Projected Budget	-	-	-	6,206,400	974,000	7,180,400
2014-2015 Projected Budget	-	-	-	6,200,870	903,160	7,104,030

Department of Public Service Organizational Chart



Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Water Taps Residential/Commercial	26	14	2	6	12	12
#of testable back flow devices to track & recorded	n/a	4,647	n/a	4,700	4,700	4,700
# non-testable devices	700	750	500	800	800	800
Backflow Preventer Tests	667	1,167	380	800	850	850
Back Flow inspections	330	963	180	700	700	700
MISS Dig Stake-outs performed	2,954	3,269	1,890	3,500	3,300	3,300
Meters Tested	1,166	1,138	400	700	750	750
Meters Replaced	583	569	262	525	540	540
Fire Hydrants Replaced or repaired	59	44	31	50	50	50
# of Emergency Calls Responded to w/in 1 Hr	218	237	82	160	200	200
Sanitary Sewer Lines Cleaned (feet)	98,186	166,160	91,936	120,000	110,000	110,000
Sewer Main Blockages	32	28	19	30	30	30
Water Main Breaks	82	76	27	66	70	70
Water Service Breaks	22	18	9	18	20	20
City irrigation service/ repairs	86	88	88	100	85	85
Water service curb box repairs	113	108	89	120	100	100
Water Bills Generated	95,404	95,588	47,794	96,000	96,000	96,000
Direct Debit Customers (W/S)	1,436	1,580	1,934	2,000	2,100	2,200
% Participation in Automatic Bill Pay	6%	7%	8%	8%	9%	10%

Water & Sewer Fund – Water Billing

The mission of the Water Billing cost center in the Water & Sewer Fund is to provide quality customer service along with efficient billing and collection services.

The Water Billing function is housed in the Treasurer's Department in City Hall. This assists customers when they personally pay bills, by keeping the collection point in one place.

Billing staff solve water and sewer problems for customers by answering their questions and taking customer requests for service. They work daily with the Department of Public Works (DPS) staff at the Public Service building to resolve these issues.

The Treasurer's billing staff is the primary answer point to deal with setting up new accounts; meter reading, billing and collecting process; setting up "final" meter reads and preparing courtesy bills; and investigating water leaks and basement backups.

Utility accounts are billed four times annually. There are thirteen billing cycles and 1500 to 2000 bills are mailed out weekly. Payment on bills is typically due on Monday, three weeks after the bills are mailed.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Operating Equipment is budgeted to increase \$11,000 in order to purchase a new printer for the generation of the water bills. An increased amount of the Treasury Office's personnel costs are allocated to this cost center.

Budget Summary

Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	118,220	310	-	36,400	-	154,930
2007-2008 Actual	122,120	160	-	22,230	-	144,510
2008-2009 Actual	139,920	130	-	23,140	-	163,190
2009-2010 Original Budget	126,880	150	-	41,500	-	168,530
2009-2010 Adjusted Budget (Dec)	126,880	150	-	41,500	-	168,530
2009-2010 Six Month Actual	70,570	30	-	12,490	-	83,090
2009-2010 Estimated Year End	141,660	150	-	30,000	-	171,810
2010-2011 Dept Request	194,730	150	-	41,500	-	236,380
2010-2011 Manager's Budget	197,440	150	-	41,500	-	239,090
2010-2011 Approved Budget	194,320	150	-	41,500	-	235,970
2011-2012 Requested Budget	201,370	700	-	41,500	-	243,570
2012-2013 Projected Budget	198,980	700	-	41,500	-	241,180
2013-2014 Projected Budget	202,780	700	-	41,500	-	244,980
2014-2015 Projected Budget	207,010	700	-	41,500	-	249,210

Cost Center Position FTE Detail
Full & Part-time Employees

Water Billing	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Wtr Srvc - MC III	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
Water Billing MC I	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.673	0.673
Cost Center Total	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.673	1.673

The mission of the Water Maintenance Division Water & Sewer Fund is to provide a clean, constant supply of water to home and businesses, and to provide a sufficient pressure supply of water for fire protection.

The Water Service Division of The Department of Public Services has five full time employees and one supervisor, who oversees both the Water Service and Water Maintenance activities.

The Water Maintenance activity is responsible for the maintenance of approximately 200 miles of water main throughout the community. There are many water conveyances it must maintain.

Water mains are the pressurized pipes that transmit water to the user. They are made of several materials, the most common being cast iron. They are subject to leaks and breaks due to stress, corrosion, and changes in water pressure because of seasonal demand. These breaks and leaks have to be pinpointed, dug up, and repaired. A new material, ductile iron, shows great promise in eliminating such problems.

Valves (or Gates) are strategically located in various points throughout the transmission system. Usually spaced one or two blocks apart, they are used to isolate certain areas for repair or construction. These are subject to corrosion of bolts and packing and must be periodically dug up and repaired.

Water Services are the private lines that supply water from the City's water main to a house or business. Service lines also are made of different materials with copper being far superior. Copper services require little, if any, maintenance. Galvanized iron services eventually rust out and must be replaced. Services made of lead are a health hazard and should be replaced.

Royal Oak has over 1400 Hydrants of different ages and brands located strategically throughout the city. These suffer from vandalism, automobile accidents, and aging and must be repaired or dug up and replaced. The Fire Department also monitors their condition; malfunctions they find are reported to Water Maintenance Division.

Water & Sewer Fund – Water Maintenance

Budget Summary

Expenditure Table

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	803,300	83,490	-	587,390	-	1,474,180
2007-2008 Actual	892,500	93,870	-	1,232,990	-	2,219,360
2008-2009 Actual	757,090	75,840	-	476,350	-	1,309,280
2009-2010 Original Budget	1,027,790	96,350	-	455,840	-	1,579,980
2009-2010 Adjusted Budget (Dec)	1,027,790	96,350	-	455,840	-	1,579,980
2009-2010 Six Month Actual	431,530	45,140	-	166,600	-	643,270
2009-2010 Estimated Year End	931,120	82,010	-	421,840	-	1,434,970
2010-2011 Dept Request	994,250	91,750	-	426,690	-	1,512,690
2010-2011 Manager's Budget	1,168,350	91,750	-	426,690	-	1,686,790
2010-2011 Approved Budget	1,150,310	91,650	-	425,990	-	1,667,950
2011-2012 Requested Budget	1,188,940	91,650	-	436,150	-	1,716,740
2012-2013 Projected Budget	1,188,280	91,650	-	436,150	-	1,716,080
2013-2014 Projected Budget	1,211,240	91,650	-	436,150	-	1,739,040
2014-2015 Projected Budget	1,234,740	91,650	-	436,150	-	1,762,540

Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Water Service MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Maint Worker II	4.000	4.000	4.000	5.000	5.000	4.000	4.000	4.000	4.000
Maintenance Worker II	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.000	4.000
Water Maintenance Worker	4.000	4.000	3.000	3.000	3.000	4.000	3.000	3.000	3.000
Full-time Total	9.000	9.000	8.000	9.000	9.000	9.000	8.000	12.000	12.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.962	0.962
Cost Center Total	9.000	9.000	8.000	9.000	9.000	9.000	8.000	12.962	12.962

The mission of the Water Service division of the Water & Sewer Fund is to maintain the water connection and meters between the customer and the system to insure safety and fairness for both.

The Water Service Division of The Department of Public Services oversees both the Water Service and Water Maintenance Divisions.

There are approximately 23,500 water meters within the Royal Oak s water system for which this Division is responsible.

The Water Service Division is responsible for reading of water meters for billing, performing investigations on high water bills, 24-hour

emergency call-out for leaking water meters, installing new water meters, investigating possible water service leaks, cross Connection inspections.

The Water Service Division also has a meter testing and replacement program. The division is presently in the process of installing the outside reading devices where possible. There is at no additional direct cost to the homeowner for the installation of these outside reading devices.

The Water Service Division is also presently converting older style remote readers over to a newer type.

GOALS

- Help the customer understand how his equipment and the system work so he does not end up with unnecessarily high water bills.
 - Maintain meters that are up to date to keep billing rates low.
 - Proactively locate potential water leaks to minimize loss and/or large customer bills.
 - Locate and eliminate cross connections to the system to protect all users.
-

Budget Summary

Expenditures

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	461,090	73,740	-	171,210	-	706,040
2007-2008 Actual	521,080	102,090	-	36,590	-	659,760
2008-2009 Actual	473,810	131,360	-	23,050	-	628,220
2009-2010 Original Budget	613,070	87,600	-	51,480	-	752,150
2009-2010 Adjusted Budget (Dec)	613,070	87,600	-	51,480	-	752,150
2009-2010 Six Month Actual	290,160	63,950	-	16,680	-	370,790
2009-2010 Estimated Year End	579,280	86,810	-	38,210	-	704,300
2010-2011 Dept Request	646,400	107,700	-	27,030	-	781,130
2010-2011 Manager's Budget	539,670	107,700	-	27,030	-	674,400
2010-2011 Approved Budget	531,120	106,940	-	26,240	-	664,300
2011-2012 Requested Budget	545,410	7,000	-	29,360	-	581,770
2012-2013 Projected Budget	550,460	7,000	-	29,360	-	586,820
2013-2014 Projected Budget	561,670	7,000	-	29,360	-	598,030
2014-2015 Projected Budget	573,310	7,000	-	29,360	-	609,670

Cost Center Position FTE Detail

Full & Part-time Employees

Meter Services	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
DPS Supervisor - Water	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Service Worker	5.000	5.000	5.000	5.000	5.000	5.000	5.000	4.000	4.000
Superintendent - Water & Sewer	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	7.000	7.000	7.000	6.000	6.000	6.000	5.000	5.000

The mission of the Sewer Maintenance cost center of the Water & Sewer Fund is to keep sewer lines in top repair to minimize basement water conditions, and to respond quickly to calls for service if backups do occur.

The Sewer Maintenance Division of the Department of Public Service is responsible for the maintenance of approximately 300 miles of sewers throughout the City of Royal Oak. The City has a combined sanitary and storm system.

Over 85% of the amounts budgeted here are for contractual sewage disposal charges from the Oakland County Water Resources Commissioner. Our sewage passes through the George W. Kuhn Sewage Disposal System (GWKSDS). Next it gets transported by the City of Detroit system then treated and returned to the Great Lakes system. The other 15% of costs are local costs.

Sanitary Sewer Cleaning is designed to clean all sanitary sewers within the city by sewer jetting and eliminating most of the sewer back-up problems in the City's lines.

The City provides a 24 hours a day, 7 days a week, response to any basement water calls.

Maintenance and Normal Repairs are scheduled starting in the Spring on catch basins, manholes and any sewer lines that have had problems. This work continues as long as weather permits. During the winter, the Sewer personnel clean the tops of catch basins and inspect all of the sewer structures for repair. From this program, a repair list is made up for the construction repair season.

During severe snow storms the Sewer Division supports the Highway Division with equipment and manpower for the plowing of city streets. Also, during the winter months, the Sewer Division uses a power rodding machine to rod or clean City sewer lines that have root growth problems. This power rod is in operation until our construction season begins.

The Sewer Division also handles all Miss Dig requests. This is a program set up by all utilities for the staking of utility lines before any digging occurs. This division stakes or paints all City of Royal Oak sewer mains and laterals, water mains, sewer service tie-in locations, and water curb shut-offs.

Water & Sewer Fund – Sewer Maintenance

Budget Summary

Expenditures

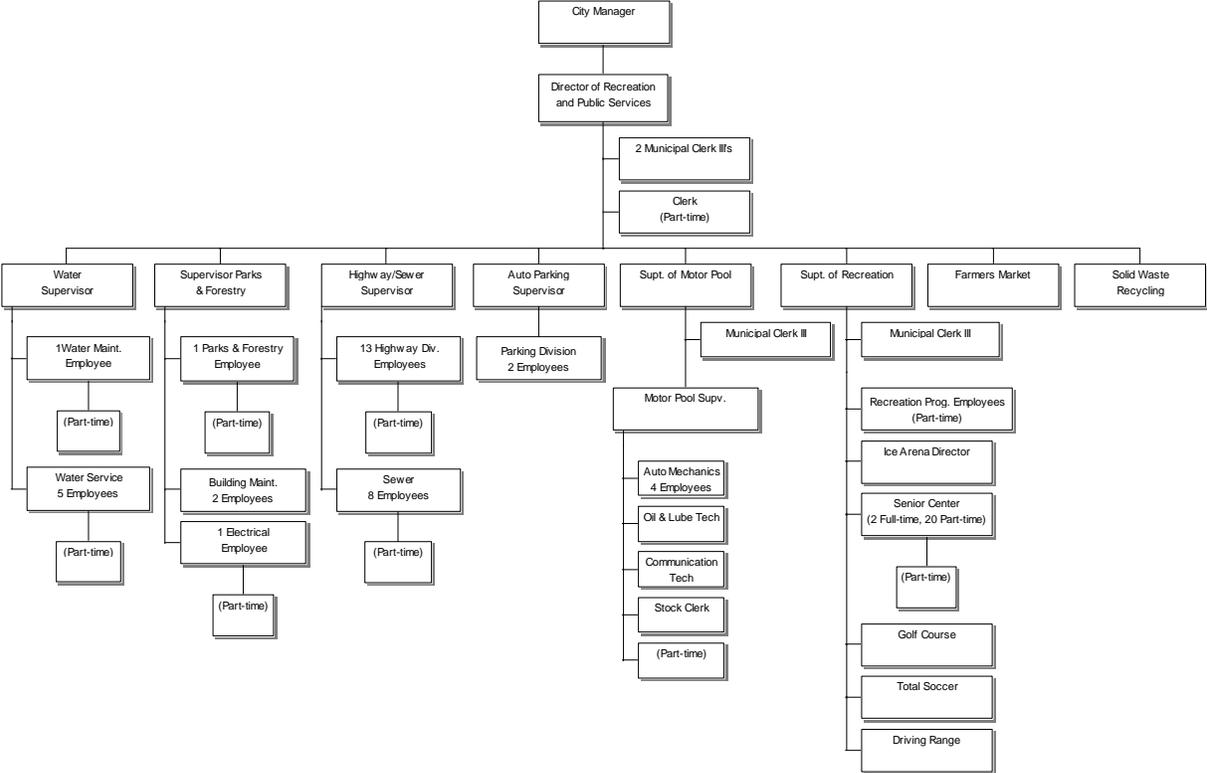
592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	684,230	50,070	-	9,578,010	-	10,312,310
2007-2008 Actual	739,290	26,760	-	9,784,260	-	10,550,310
2008-2009 Actual	732,660	28,720	-	8,220,970	-	8,982,350
2009-2010 Original Budget	795,350	57,500	-	9,247,910	-	10,100,760
2009-2010 Adjusted Budget (Dec)	795,350	57,500	-	9,247,910	-	10,100,760
2009-2010 Six Month Actual	359,010	21,870	-	3,761,330	-	4,142,210
2009-2010 Estimated Year End	726,890	35,300	-	7,562,800	-	8,324,990
2010-2011 Dept Request	970,940	38,000	-	9,993,180	-	11,002,120
2010-2011 Manager's Budget	988,380	38,000	-	9,993,180	-	11,019,560
2010-2011 Approved Budget	972,740	38,000	-	9,992,730	-	11,003,470
2011-2012 Requested Budget	1,008,630	38,000	-	10,003,700	-	11,050,330
2012-2013 Projected Budget	1,003,970	38,000	-	10,003,700	-	11,045,670
2013-2014 Projected Budget	1,025,340	38,000	-	10,003,700	-	11,067,040
2014-2015 Projected Budget	1,046,070	38,000	-	10,003,700	-	11,087,770

Cost Center Position FTE Detail

Full & Part-time Employees

Sewer Maintenance	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Dps Supervisor - Sewer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Sewer Maint Worker (Temp)	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000
Sewer Maint Worker	4.000	4.000	3.000	3.000	3.000	3.000	3.000	5.000	5.000
Sewer Maint Worker II	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Full-time Total	9.000	9.000	8.000	8.000	9.000	9.000	8.000	9.000	9.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							0.781	0.781
Cost Center Total	9.000	9.000	8.000	8.000	9.000	9.000	8.000	9.781	9.781

Organizational Chart



The mission of the Ice Arena is to provide to both resident and regional skaters of all ages outstanding recreation programs on ice that are financially self-supporting.

A full menu of programs for ice skating and hockey are provided at the John Lindell Ice Arena. Skaters can enjoy open free style times, public skating and drop-in hockey.

Whether you are a beginner looking for open public skating or an advanced figure skater or hockey player, programs are available for all ages. Programs are offered year around for the nationally designed Basic Skills Program for figure skating and hockey.

A skating instructor might be a current Olympic-class athlete or coach because of the strength of skating training the Metro Detroit region.

The Annual Ice Show is a crowd pleaser providing friends and families a chance to see young skaters show off.

Lindell Arena is the home arena for many teams and clubs: Dragons Youth Hockey Association, North suburban Figure Skating Club, Royal Oak Hockey Association (ROHA), Royal Oak Edge High School Figure Skating Club and the Royal Oak Ravens High School Hockey Team.

Program offerings include:

Open Public Skating: Times are generally available daily throughout the year skaters of all ages.

Basic Skills Program: U.S. Figure Skating Association designed figure skating classes are available up to certificate level six. Basics and Beyond private instruction, sessions are available for students ready to learn more. Hockey classes are available for boys and girls.

City Open Freestyle: Figure skating only. Sessions are limited to the first 24 skaters signed in and paid. Skaters must have passed the Basic 8 level and be a current member of USFS. Times are available for private lessons.

Drop-In Hockey: Players are required to be at least 18 years of age and wear full equipment with a helmet.

Royal Oak High School Varsity Hockey: Varsity hockey at ROHS is a pay-to-play sport. The program receives no funding from the school district. We hold various fundraising events throughout the year to help make the cost manageable for families.

Senior Hockey League: The John Lindell Arena Senior (18 and over) Hockey League plays on Sunday evenings from September - April.

Special Events: The Annual Ice Show each May showcases the talents of area figure skating students. The Arena Director sponsors our Annual Holiday Hockey Tournament every December. Several groups sponsor other hockey tournaments at varying times throughout the year.

The Ice Arena Operations cost center budgets the Arena Director's time plus part-time and contract staff. It pays 5% of the Recreation Superintendent's personnel cost. The total \$1.1 million budget also pays all costs to build and maintain the facility including depreciation and utility bills.

Most revenue to fund programs comes from rink rental fees. The bulk of the remaining receipts come from other fees: e.g. lessons, open free style and open skating fees.

GOALS

- To provide excellent customer service.
- To provide quality ice surfaces.

OBJECTIVES

- Provide sufficient training so that all staff members provide quality customer service.
 - Edge/shave surfaces regularly to provide quality ice at proper thickness.
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

With the exception of one position, all of the budgeted staff is contractual. In the summer of 2009 after 38 years of service the existing floor of the east arena was replaced, as it was failing. Rental revenue was down during the construction. The last debt service payment on its 1995 bonds will be made on September 1, 2010.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	234,861	21,731	119,661	235,521	367,241	513,761
Revenues and transfers from other funds	1,120,750	1,202,600	1,233,350	1,250,140	1,267,180	1,284,500
Expenditures and transfers to other funds	1,333,880	1,104,670	1,117,490	1,118,420	1,120,660	1,124,090
Net Change in Net Assets	(213,130)	97,930	115,860	131,720	146,520	160,410
Ending Unrestricted Net Assets	21,731	119,661	235,521	367,241	513,761	674,171

Revenues

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	1,295,490	30,510	12,040	-	1,338,040
2007-2008 Actual	-	-	1,252,540	3,940	740	-	1,257,220
2008-2009 Actual	-	-	1,158,370	2,950	970	-	1,162,290
2009-2010 Original Budget	-	-	1,424,250	10,000	-	-	1,434,250
2009-2010 Adjusted Budget (Dec)	-	-	1,424,250	10,000	-	-	1,434,250
2009-2010 Six Month Actual	-	-	456,720	190	130	-	457,040
2009-2010 Estimated Year End	-	-	1,119,750	500	500	-	1,120,750
2010-2011 Dept Request	-	-	1,201,600	500	500	-	1,202,600
2010-2011 Manager's Budget	-	-	1,201,600	500	500	-	1,202,600
2010-2011 Approved Budget	-	-	1,201,600	500	500	-	1,202,600
2011-2012 Requested Budget	-	-	1,231,600	1,000	750	-	1,233,350
2012-2013 Projected Budget	-	-	1,248,390	1,000	750	-	1,250,140
2013-2014 Projected Budget	-	-	1,265,430	1,000	750	-	1,267,180
2014-2015 Projected Budget	-	-	1,282,750	1,000	750	-	1,284,500

Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	37,430	17,030	-	849,530	63,860	967,850
2007-2008 Actual	135,320	19,050	-	863,800	81,700	1,099,870
2008-2009 Actual	157,260	19,590	-	888,150	58,980	1,123,980
2009-2010 Original Budget	168,440	24,150	-	884,660	50,000	1,127,250
2009-2010 Adjusted Budget (Dec)	168,440	24,150	-	884,660	50,000	1,127,250
2009-2010 Six Month Actual	83,180	10,270	227,720	351,000	20,410	692,580
2009-2010 Estimated Year End	168,440	23,400	254,720	834,200	53,120	1,333,880
2010-2011 Dept Request	175,380	24,300	25,000	878,670	37,410	1,140,760
2010-2011 Manager's Budget	174,890	24,300	-	872,870	37,410	1,109,470
2010-2011 Approved Budget	171,590	23,800	-	871,870	37,410	1,104,670
2011-2012 Requested Budget	167,980	23,900	-	897,850	27,760	1,117,490
2012-2013 Projected Budget	168,130	23,900	-	898,140	28,250	1,118,420
2013-2014 Projected Budget	170,820	23,900	-	898,620	27,320	1,120,660
2014-2015 Projected Budget	173,570	23,900	-	898,860	27,760	1,124,090

598.775 CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	51,200	-	92,110	-	143,310
2007-2008 Actual	-	49,440	-	86,180	-	135,620
2008-2009 Actual	-	1,500	-	6,280	-	7,780
2009-2010 Original Budget	-	-	-	-	-	-
2009-2010 Adjusted Budget (Dec)	-	-	-	-	-	-
2009-2010 Six Month Actual	-	-	-	130	-	130
2009-2010 Estimated Year End	-	-	-	-	-	-
2010-2011 Dept Request	-	-	-	-	-	-
2010-2011 Manager's Budget	-	-	-	-	-	-
2010-2011 Approved Budget	-	-	-	-	-	-
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Cost Center Position Detail – Home Base

Full & Part-time Employees

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Full-Time Positions									
Director of Arena Operations	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Learn to Skate Participants	736	567	632	650	665	700
Number of Scheduled Hours Used Weekly (September – March)	168	165	166	166	168	170

INTERNAL SERVICE FUNDS

Information Systems Fund - 636

Workers Compensation Insurance
Fund - 677

Motor Pool Fund - 661

The mission of Information Systems Department is to provide computer, telecommunications, software, security and other technology tools and services in support of the City's operational goals in the most efficient manner possible.

The Information Systems (IS) department researches, supports and coordinates technological solutions to keep the City's information systems functioning and performing consistently at expected levels. The IS staff continually strives to meet productivity gains and address the City's technology challenges with shrinking resources and fewer IS employees available to accomplish the tasks assigned.

The IS department is the City's central control center where proactively securing and managing the City's technology and data is a top priority. The job gets more complicated daily as new threats to security emerge and as information systems become more integrated across multiple platforms and networks. The department oversees application integration between the City and other organizations like the State of Michigan and Oakland County, and is responsible for the infrastructure that ties it all together.

The department manages nearly \$2 million dollars of technology assets and is responsible for procurement and maintenance of more than 800 devices including networking switches and

routers, servers, computers, printers, telephones, pda/cell phones, pages, faxes, scanners, cameras, and other computer equipment and communication devices. Email, document storage and retrieval systems are maintained for 356 user accounts and over 120 computer software applications at 14 different municipal locations, most of which are connected via the City's wide area network. The IS staff provides daily support in the following areas: help desk, hardware and network issues, data and document management, telecommunications, project management, and specialized application software.

The City's Website annually serves over 2 million page requests with over 500 megabytes of data transferred on a daily basis. The most frequently accessed areas of the City's Website are: Events and Events Calendar, Meeting Documents, Royal Oak Restaurants, General Information, Job Openings, City Ordinance records, city parks and recreation programs and services. The most frequently accessed departments are the Assessing, Ice Arena, Farmers Market, 44th District Court, Police, City Clerk, and the Animal Shelter.

Information Systems is an Internal Service Fund and uses cost allocation to expense all computer applications, licensing, software and hardware support and maintenance, and print shop costs to each user department/cost center.

GOALS

- To provide the City with cost-effective, dependable and accurate information services, which support both current and future business needs and strategies.
- To provide City departments with strategic project planning and assistance as it relates to technology.
- To respond to technology needs and requests in a prompt and effective manner.
- To utilize low-cost and free training opportunities for staff development.
- To encourage professionalism, the development of skills and ownership of information systems both at the staff level and the end-user level.
- To proactively find ways to promote meaningful, open and respectful dialogue that ensures effective decision making.
- To maintain appropriate levels of network security to protect the City's critical business systems from security threats.
- To develop and maintain an effective tele-communications network for City operations.

OBJECTIVES

- Develop and maintain an organization structure that is technically and functionally competent to respond to information systems requirements.
- Prepare specifications, analyze proposals, make recommendations, and implement solutions for technology solutions.
- Implement a centralized call tracking system to monitor job requests.
- Build a better understanding of information systems through IT security and user policy training.
- Work to promote efficient delivery of services during the City Hall modification plan by providing and facilitating responsive technology support before, during, and after the changes.
- Provide the capability for direct user access to information and resources on the City's website through content management system training and documentation.
- Work with community groups and neighborhoods through online resources, promotion, and publication of community events and family activities on the website.
- Promote customer feedback system on the City's Website on a continuous basis.
- Develop a centralized public notices area on the City's Website.
- Explore live streaming of various public meetings.

Significant Revenue, Expenditure, Staff & Program Notes:

The Print Shop is now supervised by the IS Manager and expended in the Information Systems budget. The Print Shop expenditures and two part-time employees have moved from the General Fund into the Information Systems fund, adding approximately \$30,000 in supply costs and \$30,000 personnel to the IS fund. This move should reduce overall costs to the General Fund through the cost allocation process as non General Fund departments will be charged according to usage and cost of the jobs submitted to the Print Shop, which was not happening previously.

Information Systems Department staffing level has fallen from six to four in the last few years. The ability to provide adequate coverage and response for internal services will not be possible with additional personnel cuts. The department is already struggling with trying to meet the daily obligations of the City's information systems needs. Unfortunately, we're only able to address issues that are urgent and import like crises, pressing problems, immediate deadlines, mandated projects, and important meetings.

Reductions in contracted worker services, computer equipment repair and capital outlay (under \$25,000) are budgeted. The contracted services budget has already been reduced in prior years, so any additional cuts in this area will create significant risk to the department's capability to provide continued services and operation of information systems. Depreciation costs have declined significantly as some fixed assets are now fully depreciated.

A capital outlay budget of \$100,000 is budgeted for the replacement of aged hardware. The majority of the network infrastructure of cabling, routers, and switches are more than 10 years old, well beyond their useful life and to the point of causing great inefficiencies and risk. Most importantly, the existing system will no longer be able to be internally supported. Therefore, a new integrated financial management system is budgeted in the amount of \$300,000. The City Commission approved a one-time transfer of \$460,000 from IS Fund's retained earnings to the General Fund to finance six Police and three Fire positions for one year.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	1,681,161	1,833,301	973,491	989,921	1,012,411	1,025,351
Revenues and transfers from other funds	1,000,000	850,000	875,500	875,500	875,500	875,500
Expenditures and transfers to other funds	847,860	1,709,810	859,070	853,010	862,560	872,040
Net Change in Net Assets	152,140	(859,810)	16,430	22,490	12,940	3,460
Ending Unrestricted Net Assets	1,833,301	973,491	989,921	1,012,411	1,025,351	1,028,811

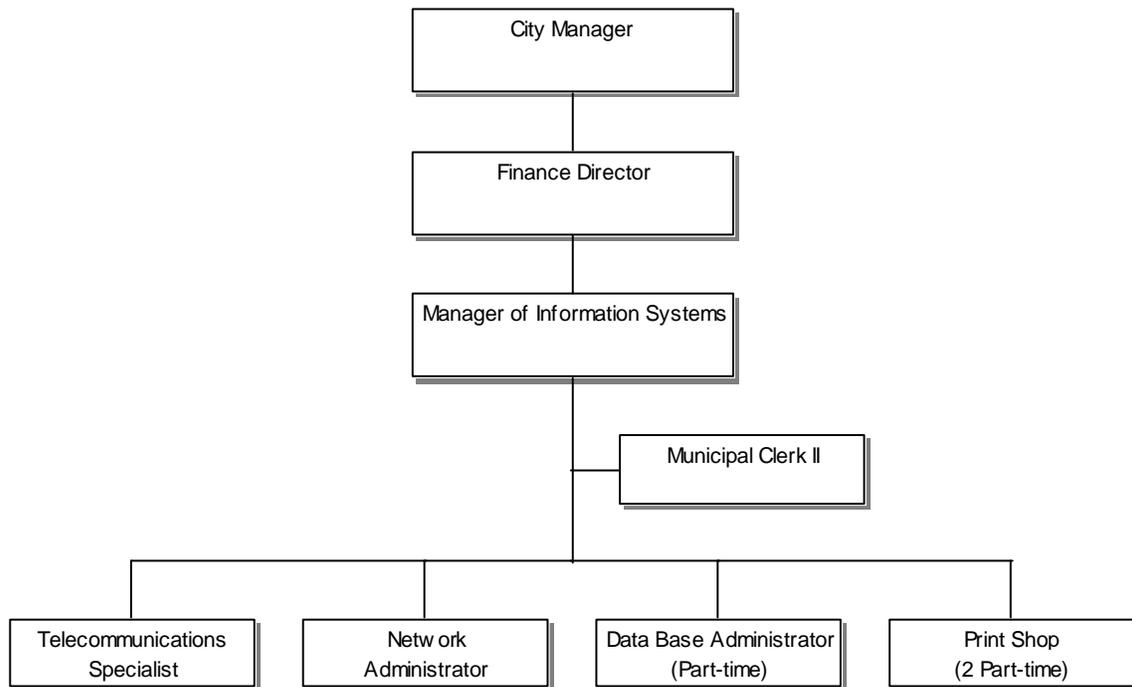
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	1,179,340	-	1,179,340
2007-2008 Actual	-	-	-	-	984,200	-	984,200
2008-2009 Actual	-	-	-	-	946,580	-	946,580
2009-2010 Original Budget	-	-	-	-	950,000	-	950,000
2009-2010 Adjusted Budget (Dec)	-	-	-	-	950,000	-	950,000
2009-2010 Six Month Actual	-	-	-	-	500,020	-	500,020
2009-2010 Estimated Year End	-	-	-	-	1,000,000	-	1,000,000
2010-2011 Dept Request	-	-	-	-	850,000	-	850,000
2010-2011 Manager's Budget	-	-	-	-	850,000	-	850,000
2010-2011 Approved Budget	-	-	-	-	850,000	-	850,000
2011-2012 Requested Budget	-	-	-	-	875,500	-	875,500
2012-2013 Projected Budget	-	-	-	-	875,500	-	875,500
2013-2014 Projected Budget	-	-	-	-	875,500	-	875,500
2014-2015 Projected Budget	-	-	-	-	875,500	-	875,500

Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	451,430	14,540	(400)	340,610	-	806,180
2007-2008 Actual	500,470	11,210	8,370	344,160	-	864,210
2008-2009 Actual	486,670	13,770	36,020	338,830	-	875,290
2009-2010 Original Budget	510,370	13,000	70,000	391,020	-	984,390
2009-2010 Adjusted Budget (Dec)	510,370	13,000	70,000	391,020	-	984,390
2009-2010 Six Month Actual	249,740	7,390	5,660	133,190	-	395,980
2009-2010 Estimated Year End	511,720	12,100	35,000	289,040	-	847,860
2010-2011 Dept Request	548,450	9,680	428,000	262,380	-	1,248,510
2010-2011 Manager's Budget	558,930	9,680	428,000	262,380	-	1,258,990
2010-2011 Approved Budget	549,750	9,680	888,000	262,380	-	1,709,810
2011-2012 Requested Budget	567,500	9,200	26,000	256,370	-	859,070
2012-2013 Projected Budget	561,440	9,200	26,000	256,370	-	853,010
2013-2014 Projected Budget	570,990	9,200	26,000	256,370	-	862,560
2014-2015 Projected Budget	580,470	9,200	26,000	256,370	-	872,040

Departmental Organization Chart



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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Manager of Information Systems	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Data Base Administrator	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Network Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Pc Support Specialist	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Telecommunications Specialist	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Info Systems - MC II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	6.000	6.000	6.000	6.000	6.000	4.000	4.000	4.000	4.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							1.266	1.266
Cost Center Total	6.000	6.000	6.000	6.000	6.000	4.000	4.000	5.266	5.266

Performance Indicators / Outcome Measures

	<u>Actual FY07/08</u>	<u>Actual FY08/09</u>	<u>Dec 31 2009</u>	<u>Estimated FY09/10</u>	<u>Projected FY10/11</u>	<u>Projected FY11/12</u>
Network Connections						
Building Locations	n/a	14	14	14	14	14
PC's	n/a	356	303	303	300	300
Digital phone sets	n/a	387	380	380	360	360
LAN Services	n/a	10	10	10	10	10
WAN Connectivity	n/a	14	14	14	14	14
Internet Connectivity	n/a	14	14	14	14	14
Email Service						
Email accounts	n/a	357	357	357	337	337
Group accounts	n/a	15	15	15	15	15
Email lists services	n/a	4	4	4	5	5
Hardware Installs and upgrades						
PC's	n/a	70	n/a	45	25	20
Printers	n/a	10	n/a	8	4	2
Other	n/a	20	n/a	10	5	5
Software Support						
Virus, Malware, Spam	n/a	250	n/a	300	350	400
Telecommunications						
Telephones – Digital	n/a	387	380	380	360	360
Analog-Lines	n/a	200	200	200	200	200
DID numbers	n/a	1,000	1,000	1,000	1,000	1,000
Adds, moves, changes	n/a	100-200	100-200	100-200	100-200	100-200
Voicemail accounts	n/a	387	380	380	360	360
group voicemail	n/a	30	30	30	30	30
Facility Mgt locations	n/a	14	14	14	14	14
Website – General						
Pages	n/a	2,600	n/a	4,800	5,400	6,500
Notification Service	n/a	438	n/a	840	1600	3200
e-Packet Availability (CC)	n/a	24	n/a	24	24	24
Computer Platforms	n/a	7	n/a	7	7	7
Operating Systems	n/a	7	n/a	7	7	7
Business Partners/Vendors	n/a	41	n/a	41	42	42
OS Software Patches	n/a	18,000	n/a	18,000	19,000	19,000
Virus/Protection Software Patches	n/a	38	n/a	44	52	52
# of PC Virus outbreaks	n/a	4	n/a	6	5	5
Print Shop Jobs	n/a	360	n/a	380	400	400
Print Shops Jobs/hour	n/a	1.2	n/a	1.15	1.1	1.1

The mission of the Motor Pool is to provide a central location of accountability for the acquisition and maintenance of safe and efficient machinery, equipment and vehicles for City operations.

The Motor Pool Division of the Department of Public Service (DPS) is responsible for providing and maintaining the City-owned fleet of machinery, equipment and vehicles in safe and proper functioning condition. Scheduled preventative maintenance is performed.

Vehicle condition and criteria for replacement are also closely monitored to optimize long-term cost. The Motor Pool maintains its own computerized records and inventory. Gasoline, diesel fuel, auto and truck parts are inventoried and charged to the various departments when used.

Internal City departments are charged monthly or hourly user fees that include a replacement charge ensuring that funds will be available when replacement is due.

The Motor Pool manages over \$15 million in machinery, equipment and vehicles, consisting of 8 fire trucks, 4 ambulance units, 132 cars, vans and pickup trucks, 15 dump-trucks, 28 heavy construction vehicles and 7 trailers and specialty vehicles.

The Division continually analyzes City-wide vehicle and equipment utilization; recommends, develops and refines specifications maximizing vehicle life cycle; and analyzes fleet composition in order to “right size” the fleet with a focus on reducing the total number of vehicles and equipment to the number that would provide the lowest overall fleet cost.

GOALS

- To maintain the fleet in a safe and proper functioning condition by providing a preventative maintenance program consistent with manufacturing recommendations.
- To maintain an adequate level of parts and supplies while minimizing inventory costs.

OBJECTIVES

- Complete repairs in a timely manner. Prioritize each repair according to need and importance.
- Provide each department quality service.
- Accomplish goals and objectives within budget amounts.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

Personnel cost are budgeted to decline slightly due to an elimination of a full-time position through attrition. No capital expenditures are recommended for FY2010/11, as they are being postponed due to the economic uncertainty. FY2011/12 has one loader, one mower and police vehicles are budgeted.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	5,383,153	5,554,683	5,212,003	4,897,323	4,315,703	4,100,703
Revenues and transfers from other funds	4,174,000	3,952,440	4,069,660	4,191,750	4,317,500	4,447,030
Expenditures and transfers to other funds	4,002,470	4,295,120	4,384,340	4,773,370	4,532,500	4,545,620
Net Change in Net Assets	171,530	(342,680)	(314,680)	(581,620)	(215,000)	(98,590)
Ending Unrestricted Net Assets	5,554,683	5,212,003	4,897,323	4,315,703	4,100,703	4,002,113

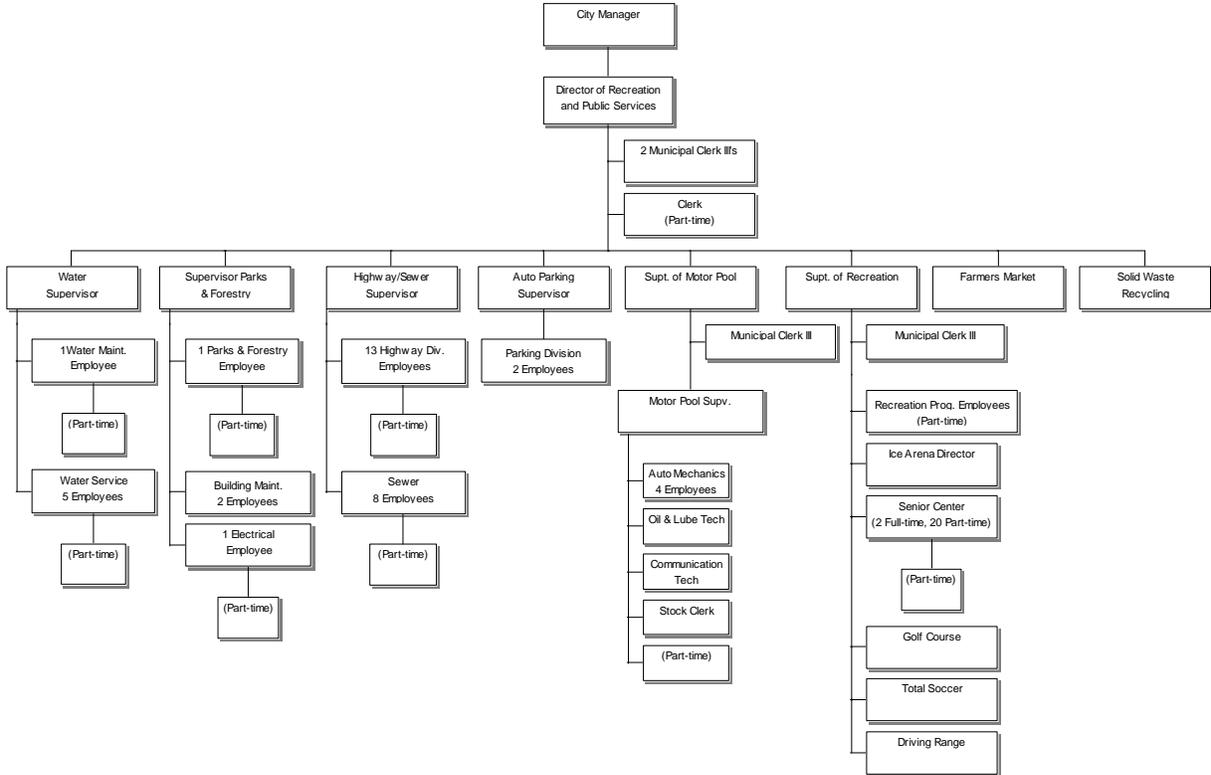
Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	1,280	-	2,862,560	-	2,863,840
2007-2008 Actual	-	-	-	-	3,981,100	-	3,981,100
2008-2009 Actual	-	-	260	-	3,754,120	-	3,754,380
2009-2010 Original Budget	-	-	400	-	4,259,820	-	4,260,220
2009-2010 Adjusted Budget (Dec)	-	-	400	-	4,259,820	-	4,260,220
2009-2010 Six Month Actual	-	-	-	-	2,113,220	-	2,113,220
2009-2010 Estimated Year End	-	-	-	-	4,174,000	-	4,174,000
2010-2011 Dept Request	-	-	-	-	3,952,440	-	3,952,440
2010-2011 Manager's Budget	-	-	-	-	3,952,440	-	3,952,440
2010-2011 Approved Budget	-	-	-	-	3,952,440	-	3,952,440
2011-2012 Requested Budget	-	-	-	-	4,069,660	-	4,069,660
2012-2013 Projected Budget	-	-	-	-	4,191,750	-	4,191,750
2013-2014 Projected Budget	-	-	-	-	4,317,500	-	4,317,500
2014-2015 Projected Budget	-	-	-	-	4,447,030	-	4,447,030

Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	917,910	766,460	-	1,597,780	-	3,282,150
2007-2008 Actual	1,149,400	939,080	77,880	1,265,400	-	3,431,760
2008-2009 Actual	1,184,350	943,400	103,820	1,521,150	-	3,752,720
2009-2010 Original Budget	1,208,380	935,900	707,480	1,534,160	-	4,385,920
2009-2010 Adjusted Budget (Dec)	1,208,380	935,900	707,480	1,534,160	-	4,385,920
2009-2010 Six Month Actual	693,990	390,710	84,460	745,570	-	1,914,730
2009-2010 Estimated Year End	1,291,320	921,450	152,480	1,637,220	-	4,002,470
2010-2011 Dept Request	1,374,510	726,950	1,269,280	1,711,200	-	5,081,940
2010-2011 Manager's Budget	1,280,700	726,950	139,280	1,711,200	-	3,858,130
2010-2011 Approved Budget	1,261,140	726,950	139,280	2,167,750	-	4,295,120
2011-2012 Requested Budget	1,301,280	727,000	511,780	1,844,280	-	4,384,340
2012-2013 Projected Budget	1,299,930	727,000	901,680	1,844,760	-	4,773,370
2013-2014 Projected Budget	1,324,840	727,000	636,800	1,843,860	-	4,532,500
2014-2015 Projected Budget	1,356,210	727,000	618,130	1,844,280	-	4,545,620

Departmental Organization Chart



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

	Fiscal Year								
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
<u>Full-Time Positions</u>									
Superintendent - Motor Pool	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Motor Pool Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Automotive Mechanic	5.000	5.000	5.000	5.000	5.000	4.000	4.000	4.000	4.000
Communications Maint Tech	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Stock Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Garage Service Worker	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Pub Srv Facility Custodian	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Motor Pool - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	12.000	12.000	12.000	12.000	12.000	11.000	11.000	10.000	10.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available							1.346	1.346
Cost Center Total	12.000	12.000	12.000	12.000	12.000	11.000	11.000	11.346	11.346

Worker's Compensation Fund

The mission of the Worker's Compensation Fund is to account for all costs of Worker's Compensation claims.

The City is responsible for paying the costs of eligible Worker's Compensation claims from employees. It has elected to be "self-insured," bearing the burden of normal costs.

Reinsurance is purchased to limit losses by individual case and, annually, in the aggregate.

The Human Resources Department receives and forwards employee claims from

departments to an independent claims processor for professional case management.

This fund pays the eligible costs of training, lost time, medical and indemnity, claims processor, reinsurance and legal fees, if any.

Funds and departments are charged a user charge based on Worker's Compensation insurance principals to fund this activity.

The City currently has a self-insured retention of \$450,000 with an aggregate retention of \$950,000.

GOALS

- Minimize worker's compensation claims through proper hiring, screening and employee safety training.
- Provide supervisors with safety training so that, when accidents occur they protect the injured employee and record all pertinent circumstances regarding any potential claim.
- Thoroughly review all accidents in the Safety Committee.
- Vigorously oppose lawsuits arising from ineligible worker's compensation claims.
- Create equitable worker's compensation charge rates to other funds to maintain a proper fund balance.

OBJECTIVES

- Maintain regular training programs.
- Pay all eligible claims.
- Review a policy for reserve levels.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

There are no significant changes to this fund/cost center.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Unrestricted Net Assets	1,255,537	1,144,247	984,087	1,039,987	1,037,897	1,077,597
Revenues and transfers from other funds	930,580	884,210	851,000	868,010	884,800	902,850
Expenditures and transfers to other funds	1,041,870	1,044,370	795,100	870,100	845,100	870,100
Net Change in Net Assets	(111,290)	(160,160)	55,900	(2,090)	39,700	32,750
Ending Unrestricted Net Assets	1,144,247	984,087	1,039,987	1,037,897	1,077,597	1,110,347

Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	852,850	24,550	12,140	-	889,540
2007-2008 Actual	-	-	829,260	660	3,040	-	832,960
2008-2009 Actual	-	-	868,620	240	96,260	-	965,120
2009-2010 Original Budget	-	-	992,520	1,000	2,500	-	996,020
2009-2010 Adjusted Budget (Dec)	-	-	992,520	1,000	2,500	-	996,020
2009-2010 Six Month Actual	-	-	439,960	-	-	-	439,960
2009-2010 Estimated Year End	-	-	930,560	20	-	-	930,580
2010-2011 Dept Request	-	-	974,390	20	-	-	974,410
2010-2011 Manager's Budget	-	-	884,190	20	-	-	884,210
2010-2011 Approved Budget	-	-	884,190	20	-	-	884,210
2011-2012 Requested Budget	-	-	850,950	50	-	-	851,000
2012-2013 Projected Budget	-	-	867,960	50	-	-	868,010
2013-2014 Projected Budget	-	-	884,750	50	-	-	884,800
2014-2015 Projected Budget	-	-	902,800	50	-	-	902,850

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	515,290	-	515,290
2007-2008 Actual	-	-	-	821,570	-	821,570
2008-2009 Actual	-	-	-	441,760	-	441,760
2009-2010 Original Budget	-	-	-	780,050	-	780,050
2009-2010 Adjusted Budget (Dec)	-	-	-	780,050	-	780,050
2009-2010 Six Month Actual	-	-	-	233,900	-	233,900
2009-2010 Estimated Year End	-	-	-	1,041,870	-	1,041,870
2010-2011 Dept Request	-	-	-	1,044,370	-	1,044,370
2010-2011 Manager's Budget	-	-	-	1,044,370	-	1,044,370
2010-2011 Approved Budget	-	-	-	1,044,370	-	1,044,370
2011-2012 Requested Budget	-	-	-	795,100	-	795,100
2012-2013 Projected Budget	-	-	-	870,100	-	870,100
2013-2014 Projected Budget	-	-	-	845,100	-	845,100
2014-2015 Projected Budget	-	-	-	870,100	-	870,100

Performance Indicators / Outcome Measures

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>March 2010</u>	<u>Estimated 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Workers Compensation Incident Reports	75	68	19	75	80	85

Note: Calendar year basis is utilized for workers compensation performance measures

FIDUCIARY FUNDS

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

Retirement (Pension) Fund

The funding objective Retirement (Pension trust) fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be

sufficient to finance retirement pension benefits throughout the members (and beneficiaries) retirement years.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

As of the last actuary report (dated June 30, 2009), the system had a funded ratio of 80%. On a market basis the funded status was 62%. The contribution rate requirement for FY2010/11 for police and fire is 25.35% of payroll and 24% of payroll for general employees. There are approximately 320 active employees and 480 retirees/beneficiaries, creating an active per retiree ratio of 0.66 which has been declining over the years. The City is budgeted to contribute \$4.3 million to the Pension Fund in FY2010/11.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Revenues and transfers from other funds	22,260,300	12,618,570	13,291,650	13,335,980	13,300,860	13,308,690
Expenditures and transfers to other funds	12,518,100	13,759,300	14,991,550	14,978,550	14,978,550	14,973,550
Net Change in Net Assets	9,742,200	(1,140,730)	(1,699,900)	(1,642,570)	(1,677,690)	(1,664,860)
Ending Unrestricted Net Assets	117,067,735	115,927,005	114,227,105	112,584,535	110,906,845	109,241,985

Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	22,827,140	188,710	-	23,015,850
2007-2008 Actual	-	-	-	222,060	146,300	-	368,360
2008-2009 Actual	-	-	-	(17,354,860)	504,580	-	(16,850,280)
2009-2010 Original Budget	-	-	-	11,220,700	5,000	-	11,225,700
2009-2010 Adjusted Budget (Dec)	-	-	-	11,220,700	5,000	-	11,225,700
2009-2010 Six Month Actual	-	-	-	18,109,440	7,380	-	18,116,820
2009-2010 Estimated Year End	-	-	-	22,230,300	30,000	-	22,260,300
2010-2011 Dept Request	-	-	-	13,366,250	30,000	-	13,396,250
2010-2011 Manager's Budget	-	-	-	12,588,570	30,000	-	12,618,570
2010-2011 Approved Budget	-	-	-	12,588,570	30,000	-	12,618,570
2011-2012 Requested Budget	-	-	-	13,261,650	30,000	-	13,291,650
2012-2013 Projected Budget	-	-	-	13,305,980	30,000	-	13,335,980
2013-2014 Projected Budget	-	-	-	13,270,860	30,000	-	13,300,860
2014-2015 Projected Budget	-	-	-	13,278,690	30,000	-	13,308,690

Retirement (Pension) Fund

Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	860	-	-	11,928,870	-	11,929,730
2007-2008 Actual	1,300	-	-	11,771,490	-	11,772,790
2008-2009 Actual	1,260	-	-	12,011,690	-	12,012,950
2009-2010 Original Budget	1,300	-	-	13,016,800	-	13,018,100
2009-2010 Adjusted Budget (Dec)	1,300	-	-	13,016,800	-	13,018,100
2009-2010 Six Month Actual	600	-	-	6,061,470	-	6,062,070
2009-2010 Estimated Year End	1,300	-	-	12,516,800	-	12,518,100
2010-2011 Dept Request	1,300	-	-	13,683,000	-	13,684,300
2010-2011 Manager's Budget	1,300	-	-	13,683,000	-	13,684,300
2010-2011 Approved Budget	1,300	-	-	13,683,000	-	13,684,300
2011-2012 Requested Budget	1,300	-	-	14,968,250	-	14,969,550
2012-2013 Projected Budget	1,300	-	-	14,957,250	-	14,958,550
2013-2014 Projected Budget	1,300	-	-	14,955,250	-	14,956,550
2014-2015 Projected Budget	1,300	-	-	14,950,250	-	14,951,550

Ideally, the funding objective Retiree Healthcare trust fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be sufficient to finance retirement healthcare

benefits throughout the members (and beneficiaries) retirement years. The City currently is not making the entire annual contribution.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2010/2012:

As of the last actuarial report the Annual Required Contribution (ARC) is over \$11 million and the Unfunded Actuarial Accrued Liability is over \$114 million for retiree healthcare. Nearly \$7.5 million is budgeted to be contributed City-wide to retiree healthcare and \$7.1 million is budgeted to be expended. This contribution rate has been reduced from FY2009/10 to provide some financial relief for the contributing funds (including the General Fund). The City will be meeting its Normal Costs with the budgeted contribution.

Budget Summary

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Revenues and transfers from other funds	8,602,060	7,710,790	7,728,590	7,799,160	7,711,460	7,633,090
Expenditures and transfers to other funds	6,340,500	7,075,780	7,819,930	8,559,286	9,293,996	10,057,365
Net Change in Net Assets	2,261,560	635,010	(91,340)	(760,126)	(1,582,536)	(2,424,275)
Ending Unrestricted Net Assets	4,643,823	5,278,833	5,187,493	4,427,367	2,844,831	420,556

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	-	-	-	5,590,970	-	-	5,590,970
2008-2009 Actual	-	-	-	7,647,800	-	-	7,647,800
2009-2010 Original Budget	-	-	-	7,682,370	-	-	7,682,370
2009-2010 Adjusted Budget (Dec)	-	-	-	7,682,370	-	-	7,682,370
2009-2010 Six Month Actual	-	-	-	5,057,510	-	-	5,057,510
2009-2010 Estimated Year End	-	-	-	8,602,060	-	-	8,602,060
2010-2011 Dept Request	-	-	-	8,424,670	-	-	8,424,670
2010-2011 Manager's Budget	-	-	-	7,744,640	-	-	7,744,640
2010-2011 Approved Budget	-	-	-	7,710,790	-	-	7,710,790
2011-2012 Requested Budget	-	-	-	7,728,590	-	-	7,728,590
2012-2013 Projected Budget	-	-	-	7,799,160	-	-	7,799,160
2013-2014 Projected Budget	-	-	-	7,711,460	-	-	7,711,460
2014-2015 Projected Budget	-	-	-	7,633,090	-	-	7,633,090

Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	5,383,830	-	5,383,830
2008-2009 Actual	-	-	-	5,472,670	-	5,472,670
2009-2010 Original Budget	-	-	-	6,278,000	-	6,278,000
2009-2010 Adjusted Budget (Dec)	-	-	-	6,278,000	-	6,278,000
2009-2010 Six Month Actual	-	-	-	3,156,200	-	3,156,200
2009-2010 Estimated Year End	-	-	-	6,340,500	-	6,340,500
2010-2011 Dept Request	-	-	-	7,075,780	-	7,075,780
2010-2011 Manager's Budget	-	-	-	7,075,780	-	7,075,780
2010-2011 Approved Budget	-	-	-	7,075,780	-	7,075,780
2011-2012 Requested Budget	-	-	-	7,819,930	-	7,819,930
2012-2013 Projected Budget	-	-	-	8,559,286	-	8,559,286
2013-2014 Projected Budget	-	-	-	9,293,996	-	9,293,996
2014-2015 Projected Budget	-	-	-	10,057,365	-	10,057,365

Budget Summary

Ice Arena Building Authority	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	12,833	12,833	12,833	12,833	12,833	12,833
Revenues and transfers from other funds	25,030	8,780	-	-	-	-
Expenditures and transfers to other funds	25,030	8,780	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	12,833	12,833	12,833	12,833	12,833	12,833

Revenues

569.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	63,860	-	-	-	63,860
2007-2008 Actual	-	-	49,980	-	-	-	49,980
2008-2009 Actual	-	-	35,360	-	-	-	35,360
2009-2010 Original Budget	-	-	25,030	-	-	-	25,030
2009-2010 Adjusted Budget (Dec)	-	-	25,030	-	-	-	25,030
2009-2010 Six Month Actual	-	-	16,650	-	-	-	16,650
2009-2010 Estimated Year End	-	-	25,030	-	-	-	25,030
2010-2011 Dept Request	-	-	8,780	-	-	-	8,780
2010-2011 Manager's Budget	-	-	8,780	-	-	-	8,780
2010-2011 Approved Budget	-	-	8,780	-	-	-	8,780
2011-2012 Requested Budget	-	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-

Supplemental Information – Building Authorities

Expenditures

569.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	67,360	67,360
2007-2008 Actual	-	-	-	-	53,480	53,480
2008-2009 Actual	-	-	-	-	38,860	38,860
2009-2010 Original Budget	-	-	-	-	25,030	25,030
2009-2010 Adjusted Budget (Dec)	-	-	-	-	25,030	25,030
2009-2010 Six Month Actual	-	-	-	-	16,650	16,650
2009-2010 Estimated Year End	-	-	-	-	25,030	25,030
2010-2011 Dept Request	-	-	-	-	8,780	8,780
2010-2011 Manager's Budget	-	-	-	-	8,780	8,780
2010-2011 Approved Budget	-	-	-	-	8,780	8,780
2011-2012 Requested Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-

Supplemental Information – Building Authorities

Budget Summary

Library Building Authority	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	290,040	289,770	289,170	293,230	291,770	294,460
Expenditures and transfers to other funds	290,040	289,770	289,170	293,230	291,770	294,460
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

Revenues

570.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	289,510	-	289,510
2007-2008 Actual	-	-	-	-	284,490	-	284,490
2008-2009 Actual	-	-	-	-	284,840	-	284,840
2009-2010 Original Budget	-	-	-	-	290,040	-	290,040
2009-2010 Adjusted Budget (Dec)	-	-	-	-	290,040	-	290,040
2009-2010 Six Month Actual	-	-	-	-	59,830	-	59,830
2009-2010 Estimated Year End	-	-	-	-	290,040	-	290,040
2010-2011 Dept Request	-	-	-	-	289,770	-	289,770
2010-2011 Manager's Budget	-	-	-	-	289,770	-	289,770
2010-2011 Approved Budget	-	-	-	-	289,770	-	289,770
2011-2012 Requested Budget	-	-	-	-	289,170	-	289,170
2012-2013 Projected Budget	-	-	-	-	293,230	-	293,230
2013-2014 Projected Budget	-	-	-	-	291,770	-	291,770
2014-2015 Projected Budget	-	-	-	-	294,460	-	294,460

Supplemental Information – Building Authorities

Expenditures

570.790 LIBRARY BUILDING AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	289,510	289,510
2007-2008 Actual	-	-	-	-	284,490	284,490
2008-2009 Actual	-	-	-	-	284,840	284,840
2009-2010 Original Budget	-	-	-	-	290,040	290,040
2009-2010 Adjusted Budget (Dec)	-	-	-	-	290,040	290,040
2009-2010 Six Month Actual	-	-	-	-	59,830	59,830
2009-2010 Estimated Year End	-	-	-	-	290,040	290,040
2010-2011 Dept Request	-	-	-	-	289,770	289,770
2010-2011 Manager's Budget	-	-	-	-	289,770	289,770
2010-2011 Approved Budget	-	-	-	-	289,770	289,770
2011-2012 Requested Budget	-	-	-	-	289,170	289,170
2012-2013 Projected Budget	-	-	-	-	293,230	293,230
2013-2014 Projected Budget	-	-	-	-	291,770	291,770
2014-2015 Projected Budget	-	-	-	-	294,460	294,460

Supplemental Information – Building Authorities

Budget Summary

Court Building Authority	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	517,900	516,700	520,100	525,100	540,100	550,100
Expenditures and transfers to other funds	517,900	516,700	520,100	525,100	540,100	550,100
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

Revenues

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	513,070	-	-	-	513,070
2007-2008 Actual	-	-	517,660	-	-	-	517,660
2008-2009 Actual	-	-	520,730	-	-	-	520,730
2009-2010 Original Budget	-	-	517,900	-	-	-	517,900
2009-2010 Adjusted Budget (Dec)	-	-	517,900	-	-	-	517,900
2009-2010 Six Month Actual	-	-	234,390	-	-	-	234,390
2009-2010 Estimated Year End	-	-	517,900	-	-	-	517,900
2010-2011 Dept Request	-	-	516,700	-	-	-	516,700
2010-2011 Manager's Budget	-	-	516,700	-	-	-	516,700
2010-2011 Approved Budget	-	-	516,700	-	-	-	516,700
2011-2012 Requested Budget	-	-	520,100	-	-	-	520,100
2012-2013 Projected Budget	-	-	525,100	-	-	-	525,100
2013-2014 Projected Budget	-	-	540,100	-	-	-	540,100
2014-2015 Projected Budget	-	-	550,100	-	-	-	550,100

Supplemental Information – Building Authorities

Expenditures

571.136 COURT CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	-	495,770	495,770
2007-2008 Actual	-	-	-	-	517,660	517,660
2008-2009 Actual	-	-	-	-	520,730	520,730
2009-2010 Original Budget	-	-	-	-	517,900	517,900
2009-2010 Adjusted Budget (Dec)	-	-	-	-	517,900	517,900
2009-2010 Six Month Actual	-	-	-	-	234,390	234,390
2009-2010 Estimated Year End	-	-	-	-	517,900	517,900
2010-2011 Dept Request	-	-	-	-	516,700	516,700
2010-2011 Manager's Budget	-	-	-	-	516,700	516,700
2010-2011 Approved Budget	-	-	-	-	516,700	516,700
2011-2012 Requested Budget	-	-	-	-	520,100	520,100
2012-2013 Projected Budget	-	-	-	-	525,100	525,100
2013-2014 Projected Budget	-	-	-	-	540,100	540,100
2014-2015 Projected Budget	-	-	-	-	550,100	550,100

Supplemental Information – Building Authorities

Budget Summary

Parking Deck Building Authority	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	368,708	368,708	368,708	368,708	368,708	368,708
Revenues and transfers from other funds	263,850	248,110	231,680	221,080	209,530	197,770
Expenditures and transfers to other funds	263,850	248,110	231,680	221,080	209,530	197,770
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	368,708	368,708	368,708	368,708	368,708	368,708

Revenues

572.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	318,210	-	318,210
2007-2008 Actual	-	-	-	-	291,300	-	291,300
2008-2009 Actual	-	-	-	-	276,600	-	276,600
2009-2010 Original Budget	-	-	-	-	294,040	-	294,040
2009-2010 Adjusted Budget (Dec)	-	-	-	-	294,040	-	294,040
2009-2010 Six Month Actual	-	-	-	-	16,090	-	16,090
2009-2010 Estimated Year End	-	-	-	-	263,850	-	263,850
2010-2011 Dept Request	-	-	-	-	248,110	-	248,110
2010-2011 Manager's Budget	-	-	-	-	248,110	-	248,110
2010-2011 Approved Budget	-	-	-	-	248,110	-	248,110
2011-2012 Requested Budget	-	-	-	-	231,680	-	231,680
2012-2013 Projected Budget	-	-	-	-	221,080	-	221,080
2013-2014 Projected Budget	-	-	-	-	209,530	-	209,530
2014-2015 Projected Budget	-	-	-	-	197,770	-	197,770

Supplemental Information – Building Authorities

Expenditures

572.570 PARKING DECK BLDG AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2006-2007 Actual	-	-	-	30,180	318,210	348,390
2007-2008 Actual	-	-	-	30,180	291,300	321,480
2008-2009 Actual	-	-	-	30,180	276,600	306,780
2009-2010 Original Budget	-	-	-	41,280	648,880	690,160
2009-2010 Adjusted Budget (Dec)	-	-	-	41,280	648,880	690,160
2009-2010 Six Month Actual	-	-	-	-	16,090	16,090
2009-2010 Estimated Year End	-	-	-	-	263,850	263,850
2010-2011 Dept Request	-	-	-	-	248,110	248,110
2010-2011 Manager's Budget	-	-	-	-	248,110	248,110
2010-2011 Approved Budget	-	-	-	-	248,110	248,110
2011-2012 Requested Budget	-	-	-	-	231,680	231,680
2012-2013 Projected Budget	-	-	-	-	221,080	221,080
2013-2014 Projected Budget	-	-	-	-	209,530	209,530
2014-2015 Projected Budget	-	-	-	-	197,770	197,770

Supplemental Information – Building Authorities

Budget Summary

Fire Building Authority	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	687,790	687,090	690,430	687,530	693,160	692,240
Expenditures and transfers to other funds	687,790	687,090	690,430	687,530	693,160	692,240
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

Revenues

573.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2006-2007 Actual	-	-	-	-	684,780	-	684,780
2007-2008 Actual	-	-	-	-	686,750	-	686,750
2008-2009 Actual	-	-	-	-	682,790	-	682,790
2009-2010 Original Budget	-	-	-	-	687,790	-	687,790
2009-2010 Adjusted Budget (Dec)	-	-	-	-	687,790	-	687,790
2009-2010 Six Month Actual	-	-	-	-	540,450	-	540,450
2009-2010 Estimated Year End	-	-	-	-	687,790	-	687,790
2010-2011 Dept Request	-	-	-	-	687,090	-	687,090
2010-2011 Manager's Budget	-	-	-	-	687,090	-	687,090
2010-2011 Approved Budget	-	-	-	-	687,090	-	687,090
2011-2012 Requested Budget	-	-	-	-	690,430	-	690,430
2012-2013 Projected Budget	-	-	-	-	687,530	-	687,530
2013-2014 Projected Budget	-	-	-	-	693,160	-	693,160
2014-2015 Projected Budget	-	-	-	-	692,240	-	692,240

Supplemental Information – Building Authorities

Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
	-	-	-	-	684,780	684,780
2006-2007 Actual	-	-	-	-	686,750	686,750
2007-2008 Actual	-	-	-	-	682,790	682,790
2008-2009 Actual	-	-	-	-	687,790	687,790
2009-2010 Original Budget	-	-	-	-	687,790	687,790
2009-2010 Adjusted Budget (Dec)	-	-	-	-	687,790	687,790
2009-2010 Six Month Actual	-	-	-	-	540,450	540,450
2009-2010 Estimated Year End	-	-	-	-	687,790	687,790
2010-2011 Dept Request	-	-	-	-	687,090	687,090
2010-2011 Manager's Budget	-	-	-	-	687,090	687,090
2010-2011 Approved Budget	-	-	-	-	687,090	687,090
2011-2012 Requested Budget	-	-	-	-	690,430	690,430
2012-2013 Projected Budget	-	-	-	-	687,530	687,530
2013-2014 Projected Budget	-	-	-	-	693,160	693,160
2014-2015 Projected Budget	-	-	-	-	692,240	692,240

Elected Officials

Mayor James B. Ellison

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his third two-year term. He has been a construction project manager/cost estimator for Barton Malow since 1985. Mr. Ellison served as a City Commissioner from 1991-1995. He currently sits on the Animal Shelter Committee, the City/Chamber Beautification Committee, the Royal Oak Acorn Foundation and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the Traffic Committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

Mayor Pro Tem Michael Andrzejak

Mr. Andrzejak is currently serving as City Commissioner since 2003 and was Mayor Pro Tem from 2005-2007. He previously served as City Commissioner from 1995-1997 and was Mayor Pro Tem from 1997-1999. Mr. Andrzejak serves on the Plan Commission, the Parks & Recreation Advisory Board, the Retirement Board and the Senior Citizens' Advisory Committee. Mr. Andrzejak is a life-long resident of Royal Oak. He attended Central Michigan University.

Commissioner Patricia Capello

Patricia Capello has lived in the City of Royal Oak for over 35 years. She retired from AT & T as a mid-level manager in the Engineering Department. She currently serves as an officer on the Board of Directors of the Royal Oak Woman's Club and as an AARP Tax Counselor. Ms. Capello served previously as a City Commissioner from 2003-2007. During this term, she served on the Audit Review Committee, the Animal Shelter Committee, the Retirement Board, the Plan Commission, the ACORN Committee, the Hotel-Motel Committee, the City-School Liaison Committee, the ad hoc Budget Committee and the Police Oversight Committee. Ms. Capello graduated from Oakland University with

honors and attended the MBA program at the University of Michigan Ann Arbor.

Commissioner Terry H. Drinkwine

Mr. Drinkwine has been City Commissioner since 2003. He served as a Royal Oak Police Officer for 28 years before retiring in 1999. He currently writes an outdoor column for the Daily Tribune. Among his many activities in the city, he has served as president of the Royal Oak Kiwanis. Commissioner Drinkwine is chairman of LCC subcommittee, and serves on the City/School Liaison Committee.

Commissioner David Poulton

David J. Poulton was elected to the City Commission in November 2009 and serves on the following committees: Chamber of Commerce, Charter Review, Ice Arena, LCC, and the Retirement System Board. Mr. Poulton also sits on the Arts, Beats & Eats stakeholders committee. Prior to his election as City Commissioner, Mr. Poulton served as Chairman of the Charter Review Committee and as a member of the Parks and Recreation Advisory Board, Senior Citizens Advisory Committee and the Zoning Board of Appeals. Mr. Poulton holds a Bachelor's Degree from the University of Michigan and a Juris Doctorate from Michigan State University. He operates his own law firm and is involved in numerous community organizations.

Commissioner James Razor

James B. Razor was elected to the City Commission in November 2009 and serves on the following City Committees: Chamber of Commerce Liason, City/School Liason, Parks and Recreation Advisory, Senior Citizens Advisory, Zoning Board of Appeals, and Hotel Motel. He is admitted to practice law in the State of Michigan and the United States District Court, Eastern District of Michigan. He attended Michigan State University, where he received his B.A. in James Madison College in 1985. Mr. Razor graduated from the University of Detroit School of

Law in 1989. He has had diverse and extensive employment, community and volunteer experience.

Commissioner Charles Semchena, Jr.

Mr. Semchena retired from the City of Royal Oak as City Attorney in September 2005 after completing 10 ½ yrs of service. In November of 2007, he was elected to the City Commission. A native of Royal Oak, Mr. Semchena received both a Bachelor Degree in Business Administration and a Masters

Degree in Accounting from Eastern Michigan University, and his Juris Doctorate from the Detroit College of Law. Before his tenure as City Attorney, Mr. Semchena worked as an Assistant Prosecuting Attorney for Oakland County, and prior to that, Lapeer County. He also served for a year as a Special Assistant U.S. Attorney for the U.S. Dept. of Justice. Commissioner Semchena serves on the Brownfield Redevelopment Commission and the Charter Review Committee.

44th District Court Judge Daniel Sawicki

The Honorable Judge Sawicki received his Juris Doctorate and his Bachelor of Science Degree in Accounting from the University of Detroit. His professional career as an accountant lasted for 6 ½ years for Ford Motor Co. Judge Sawicki was hired in February 1969 as an Assistant City Attorney I, and was promoted to Assistant City Attorney II in February 1972. His promotion to City Attorney occurred in January 1973, a position he held until he was successful in his bid for a seat on the 44th District Court, a position he has held continuously since being seated in November 1980.

44th District Court Judge Terrence H. Brennan

The Honorable Judge Brennan was awarded his Juris Doctorate from the Detroit College of Law in May, 1977. Already employed by the District Court as a Court Bailiff since January 1977, in January 1978 he was promoted to Assistant City Attorney I, and in May 1980, he was again promoted to Asst. City Attorney II. He resigned his position 1/31/1981. Judge Brennan was elected 44th District Court Judge on 1/1/1991, and has served continuously since that date.

Management

City Manager Donald E. Johnson

Mr. Johnson was officially appointed the City Manager in July 2009. Prior to becoming City Manager he was appointed as the Royal Oak Director of Finance in September 2005. Don started his career as a Research Analyst for the City of Southfield. He later served as Finance Director and Treasurer for the City of Wayne and Director of Finance for the City of Birmingham. He earned his Masters Degree in Public Administration from Cornell University after completing his

Bachelor of Arts Degree at Oakland University. In the 15 years directly before starting with Royal Oak, Don owned and managed a software firm which specialized in municipal applications.

Director of Finance Julie Jenuwine Rudd

Ms. Rudd was hired in December 2009 as the Director of Finance. She has eighteen years of municipal finance and operational experience prior to coming to the City of Royal Oak. She was with the City of Sterling Heights for ten years in numerous financial positions and eight years with the City of Rochester Hills, including five years as Director of Finance. She earned a Bachelors of Science Degree in Accounting from Oakland University and a Masters of Science in Taxation from Walsh College.

Controller Anthony DeCamp

Mr. DeCamp was selected to be the Controller for the Royal Oak Finance Department in January 2008. He previously worked as a Senior Auditor for the Rehmann Group, where his assignments included auditing the City of Royal Oak. Tony is a C.P.A. and holds a Bachelor's Degree in Professional Accounting from Saginaw Valley State University

City Treasurer John Kravitz

Mr. Kravitz came to the City of Royal Oak in September 2006 with 6 ½ years of finance experience at Ford Motor Co. John possessed 11 ½ years of prior public sector experience as the City Treasurer for the City of St. Clair Shores. He earned his Bachelor of Science in Finance from the University of Detroit/Mercy, and while employed with St. Clair Shores, completed his Masters of Science in Finance from Walsh College.

City Assessor James Geiermann

The City of Royal Oak appointed Mr. Geiermann in June 2002. He came on board with a Level IV Certification in Assessment Administration and an Associates Degree in Applied Science from Monroe County Community College. Jim had six years as the Commercial/Industrial Appraiser for the City of Novi, and another 11 ½ years for the Monroe County Equalization Department. Additionally, he provided many years of consultancy on assessments for Whiteford Township in Monroe County.

44th District Court Administrator

Gerald Tarchala
Mr. Tarchala was hired as the Court Administrator for the 44th District Court in July of 2009. Gerald has been with the 44th District Court for approximately 25 years. He is a graduate of Wayne State University and holds a law degree from the University of Detroit.

Building Official Jason Craig

Appointed in July 2006, Mr. Craig came to the City of Royal Oak after serving for four years as the Deputy Building Official for the Township of Canton. Jason possesses a Bachelor of Science Degree in Construction Engineering from Eastern Michigan University.

City Attorney David Gillam

Mr. Gillam was named City Attorney in October 2006. Dave received his Juris Doctorate from Wayne State University Law School in June of 1986. He then served as an Assistant Prosecuting Attorney in the Oakland County Prosecutor's Office for nearly five years. In June of 1991, he began his City of Royal Oak career as Deputy City Attorney. He served in that position through December of 1998, when he moved into private practice with the Royal Oak law firm of Cooper, Shifman, Gabe, Quinn & Seymour. While in

private practice, he served as prosecuting attorney for the City of Novi, assistant city attorney for Pleasant Ridge, Hazel Park, and Lathrup Village, and assistant township attorney for Lyon Township. In December of 2003, he joined the municipal practice group at the Farmington Hills office of Secrest Wardle, where he served as legal counsel for several communities in Oakland County, including Walled Lake, Novi, and Bloomfield Township. Following the former City Attorney's retirement, Royal Oak retained Secrest Wardle as Interim City Attorney in November of 2005. Mr. Gillam was assigned day-to-day responsibility for the City's legal affairs at that time, and he served the City in that capacity until he formally rejoined the City.

City Clerk Melanie Halas

Ms. Halas is a Royal Oak native who was hired as an entry level clerk in August of 1995. Her dedication and hard work earned her a promotion to Deputy City Clerk in February 2000. In March of 2005 she obtained her Certification as Municipal Clerk, and also successfully passed the accreditation process for Election Inspector Training Coordinator in both 2002 and 2007. In May of 2008 Ms. Halas was appointed to the City Clerk's position with the full consensus of the City Commission.

City Engineer Elden Danielson

Mr. Danielson was promoted to City Engineer in July 2005 after serving in an "acting" capacity since October of 2004. Elden was hired by the City of Royal Oak as a Civil Engineer II in April 1988, and promoted to Civil Engineer III in August of 1998. He holds a Bachelor of Science degree in Civil Engineering from Wayne State University. Prior to working for Royal Oak, he completed his tour of duty with the U.S. Army and worked more than 16 years for a private paving contractor as an Assistant Area Manager.

Coordinator of Senior Citizen's Activities

Paige Gembarski

Ms. Gembarski comes to the City of Royal Oak with a Bachelor of Arts Degree from Central Michigan University in Recreation and Park Administration, with an emphasis in Community Recreation. She served previously as the Director of Senior Services for the City of Ferndale.

Director of Arena Operations The John Lindell Ice Arena and its programs are under the direction of the Department of Public Service.

Director of Planning Timothy Thwing

Mr. Thwing was promoted to Director of Planning in August 2001 after serving as Deputy Director of Planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a Planner III. He earned his Bachelor of Science degree in Urban Planning from Michigan State University. Tim's previous experience with the City of Monroe, Monroe County and the City of Jackson ranged from Assistant Planner, Associate Planner, Planner, and Principal Planner to Acting Director of Planning

Director of Recreation and Public Service

Gregory Rassel

Mr. Rassel was promoted to the Director of Recreation and Public Service in August 2004 after serving in an "acting" position since March 2004. He had been selected from Florida originally, to be the Superintendent of Public Works effective October 1997. Greg entered service with the City of Royal Oak possessing a Bachelor of Arts Degree in Economics from the University of Florida, Masters in Organizational Management from University of Phoenix, has served twenty-eight years (active and reserve) in the U.S. Marine Corps, currently a Colonel in the reserves, and two years as the Superintendent of Fleet Management for the City of Hollywood, Florida.

Fire Chief Wilbur G. White, Jr.

Chief White joined the ranks as a Firefighter in September 1988. He attended Oakland Community College for Construction Engineering, and worked for six years in the residential construction venue. Wil was promoted to Fire Sergeant in June 1995, Fire Lieutenant in January 2003, and to Fire Chief in October 2005

Human Resource Director Mary Jo Di Paolo

Ms. Di Paolo was appointed as Human Resource Director in January 2005. She was hired in April 1999 as the Human Resource Specialist. Mary Jo holds a Bachelor of Arts Degree in Journalism from Oakland University and obtained her Master's degree in Human Resources from Central Michigan University. She has over six years of a full spectrum of Human Resource experience in the private sector.

Library Director Mary Karshner

Ms. Karshner became Library Director in 2010. She started at Royal Oak Public Library in 2002 and was promoted to Head of Youth and Teen Services in 2006. She received her Masters degree in library science from Wayne State University. Her bachelor's degree is in economics from Michigan State University. Previous employment includes research positions at archeological excavations in England, Iran, Italy, and Spain; museum curator/local historian at St. Clair Shores Public Library; and Manuscripts Curator at the Burton Historical Collection, Detroit Public Library.

Manager of Information Systems

Scott Newman

Mr. Newman was promoted to the Manager of Information Systems position in March 1992. Scott came to the City of Royal Oak in January 1985 as a Computer Programmer/Operator and was promoted to Programmer Analyst III in August 1987. He has a Bachelor of Science Degree in Computer Information Systems from Ferris State College, and worked for General Motors at its Tech Center designing, developing and implementing financial computer systems for their payroll department. Scott currently serves as the City's representative on the Intergovernmental Cable Communications Authority consortium.

Recreation Supervisor Tod Gazetti

Mr. Gazetti was appointed Recreation Supervisor in October 1998 following five years working seasonally with the City's recreation programs in the ice arena. Tod's Bachelors Degree in Recreation and Park Administration from Wayne State University couples with a decade of experience in recreation programs for other communities and school districts

Motor Pool Superintendent Al Orr

Mr. Orr was hired in May 2000 as the Motor Pool Superintendent. Al is a veteran of the United States Marine Corps and brought with him 33 years of experience in the private sector. His range of experience stresses fleet management, safety compliance issues, training, purchasing, DOT, OSHA and EPA compliance.

Police Chief Christopher Jahnke

Chief Jahnke has served on the Royal Oak Police Department for almost twenty years. He was hired as a Police Officer and through his commitment and dedication has moved up through the ranks of Sergeant, Lieutenant, and was appointed Deputy Chief of Police four years ago. Chief Jahnke obtained his Criminal Justice Degree from Michigan State University, and his Masters Degree from Eastern Michigan University. He has received a Department Commendation, and has twice been awarded "Command Officer of the Year".

Supplemental Information – City Property

Salt Shed	Parking Deck - 4Th & Lafayette	Park - Woodsboro
Ice Arena Building - E Rink	Lot - 3Rd & Williams	Park - Worden
Ice Arena Building - W Rink	Parking Deck - 5Th & Lafayette	Fire Station #3 - Rochester Rd
Center St Parking Structure	Lot - Woodward At Harrison	Starr House - 3123 Main
4Th & Lafayette Pkg Structure	Lot - Woodward S Of Harrison	Fire Station #2 - Webster
Normandy Oaks Clubhouse	Land Under Roadways	Library/City Hall-211 Williams
Normandy Oaks Maintenance Bldg	Park - 13&Main (Not Dedicated)	Vacant/Closed Street - Batavia
Golf Course Clubhouse	Park - Barton North	Vacant - Woodward & Hunter
Golf Course Pump House #1	Park - Barton South	1302 S Washington
Golf Course Pump House #2	Park - Bassett	319 W Kenilworth
City Buildings	Park - Beachwood	1306 S Washington
Soccer Dome	Park - Clawson	1312 S Washington
Dept Of Public Service Bldg	Park - Cummington	1316 S Washington
Barricade Storage Building	Park - Dickinson	1402 S Washington
Animal Shelter	Park - Dondero	Mdot Option Parcels
Police Station	Park - Elks	5Th & Williams Properties
Fire Station #1 (Troy St)	Park - Exchange	Fire Station #1
Fire Station #1 (Renovations)	Park - Fernwood	Memorial Park
Fire Station #2 (Webster)	Park - Franklin	Ice Arena Land
Fire Station #4-Storage Bldg	Park - Fred Pieper Optimist	Normandy Golf Course
Mahany/Meininger Center	Park - Fulton	Farmers Mkt - Land
Orson Starr House	Park - Grant	Farmers Mkt - Prkng Lot
Orson Starr House Garage	Park - Gunn Dyer	S. Washington Twp
Memorial Prk-Storage Bldg	Park - Hudson	1332 S. Washington
Memorial Park-Restroom Bldg	Park - Huntington Woods	Courthouse Land
Memorial Park-Press Box	Park - Kenwood	Land - 600 Fernwood
Memorial Park-Press Box	Park - Lawson	Lot-600 S. Main & 700 S. Main
Memorial Park-Concession Bldg	Park - Lockman	Troy St. Bldg
Memorial Park-Restroom Bldg	Park - Maddock	
Memorial Park-Press Box	Park - Marais-Dickie Putman	
Ro Club Maintenance Bldg	Park - Mark Twain	
Salter Community Center	Park - Marks	
Farmers Mkt - Bldg	Park - Maudlin	
6 & Lafayette Parking Deck	Park - Meininger	
Fire Station #3 (Rochester)	Park - Miller	
Fire Station #4 (Woodward)	Park - Pioneer	
Library	Park - Quickstad	
Golf Course Cart Storage Facility	Park - Reactor	
Courthouse	Park - Red Run	
Parking Lot/Structure Land	Park - Rotary	
Land	Park - Starr Jc	
Land (For 606 Lloyd Property)	Park - Sullivan	
Rr R/W Forestdale & Cedar Hill	Park - Upton	
Rr R/W Woodsboro Park	Park - Vfw	
Lot - Crooks & Main	Park - Wagner	
Lot - Gardenia & Main	Park - Waterworks	
Lot - 11 Mile & Troy	Park - Wendland	
Lot - Farmers Mkt	Park - Westwood	
Lot - Post Office	Park - Whittier	

Glossary

Accrual basis: Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

ACORN: The ACORN fund accounts for the receipt and use of donations to the City to be used for a public purpose. Name changed to ROOTS.

Activity: Specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

Adjacent Generational Exchange (A.G.E.): The A.G.E. budget, using a Beaumont Hospital grant, funds a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. The volunteers assist City staff with programming at both Community Centers. In the community, volunteers provide senior citizens with meals, assistance and transportation.

Americans with Disabilities Act (ADA): A law to provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, to ensure the facilities, policies, and programs of public entities and their accommodations are equally accessible to the disabled.

Agency fund: A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments and/or other funds.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

Appropriation budget: The official resolution by the City Commission establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

Annual Required Contribution (ARC): Term used in connection with defined benefit pension and other postemployment benefit plans to describe the amount an independent actuary has determined the employer should contribute in a given year.

Assessed Value (AV): The basic value of property assigned by an assessor. It is used for an individual parcel and in the aggregate for the City as whole. Pursuant to Michigan’s laws and regulations, assessed value is 50% of market value at December 31st.

Balanced budget: A budget in which estimated revenues, transfers-in and use of fund balance are equal to or greater than estimated expenditures and transfers-out.

Bargaining Units for Full-Time Employees:
Executive Department Heads (City Assessor, City Treasurer, City Clerk, Police Chief, Fire Chief, plus Directors of Finance, Recreation & Public Service, Human Resource, and Arena Operations) are not represented.

The *Department Head and Deputy Department Head Association* is the local bargaining association including Department Heads not included above, Deputy Department Heads, Managers and Superintendents.

The *Professional and Technical Employees Association* (Pro-Tech) is the local bargaining association representing certain professional, specialist and supervisory employees.

The *American Federation of State, County and Municipal Employees* (AFSCME) Local #2396 of Michigan Council #25 is the union representing certain inspectors, officers, librarians, and all clerical employees except confidential secretaries.

The *Professional Fire Fighters Local #431*, affiliated with the Michigan Professional Firefighters Union and the International Association of Fire Fighters AFL-CIO, includes all uniformed fire fighting and fire prevention personnel.

The *Royal Oak Police Command Officers Association* (ROCOA) is the local bargaining association, represented by the Police Officer’s Labor Council, including Sergeant and Lieutenant ranks.

The *Royal Oak Police Officers Association* (ROPOA) is the local bargaining association representing Police Officers, Police Service Aides and part-time Parking Enforcement Officers.

The *Royal Oak Detectives’ Association*, represented by the Labor Council Michigan

Fraternal Order of Police, includes all employees with the rank of Detective.

The *Foreman and Supervisors' Association* is the local bargain association representing Public Works Supervisors.

The *Service Employees' International Union AFL-CIO Local 517M (SEIU)* is the union representing hourly employees of the Department of Recreation and Public Service.

Brownfield: The site(s) or legally defined area(s) meeting the eligibility requirements of the Brownfield Development Act as environmentally contaminated, functionally obsolete or blighted areas.

Brownfield Development Authority (BRA): The board to investigate potential brownfield sites and plan and finance their redevelopment. BRAs may use tax increment financing (TIF), per Public Act 381 of 196 as amended, to capture local property taxes and school taxes if approved.

Business-type activity: Business-type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

Capital assets: Capital assets are tangible and intangible assets that will be of use for three or more years and have a cost greater than \$10,000. Typical examples are land, buildings, building improvements, streets, water and sewer lines, vehicles, machinery, equipment, and easements.

Capital projects fund: A fund to account for the development of municipal capital facilities.

Capital improvement budget: A capital improvement budget plans and prioritizes acquisition of or major repair to long-lived assets, such as infrastructure. This budget typically has a long-term outlook where a project can span a several year period. (see Operating Budget)

Community Development Block Grant (CDBG): This is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values. In Royal Oak, CDBG money pays for most of our senior citizen programs.

Contingency: An estimated amount of funds needed for contingent or emergency purposes.

Debt service fund: A fund to account for the accumulation of resources for and the payment of, general long-term debt principal and interest.

Defeasance: In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Depreciation: Depreciation is the accrual accounting concept using various methods to expense the capitalized cost of an asset over its estimated useful life.

Downtown Development Authority (DDA): The City Commission created the Downtown Development District and the DDA board (also the Authority) to administer it on November 1, 1976. The DDA Act (P.A. 175 of 1975 as amended) is designed to resist blight and be a catalyst in the development of a downtown.

DDAs have a variety of funding options. Royal Oak's DDA primarily uses development bonds and tax increment financing (TIF) to fund its development plan. It levies a district tax millage for its staffing operations. Projects to date include downtown marketing, streetscape improvements, public parking, the district court building, and other public infrastructure improvements.

Downtown Development District (DDD): The legal area created on November 1, 1976 by the City Commission, originally bounded by Eleven Mile Road and Troy, Lincoln and West Streets. The district has been amended three times.

Emergency Medical Service (EMS): The Fire Department provides advanced and basic emergency medical services typically with a rescue unit or ambulance.

Enterprise fund: A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

Expenditure: The cost of goods delivered and services rendered whether paid or unpaid.

Expenditure object: An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other charges, capital outlays, debt service, and transfers out.

Final Average Compensation (FAC): An average of an employee's annual wages used in the calculation of their retirement benefit.

Fiscal Year (FY): The 12 month period, July 1 to June 30, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

Full-Time Equivalent (FTE): A method to convert part-time hours worked to that of a full-time worker in a like position based on 2080 hours per year.

Function: Groups of related activities aimed at accomplishing a major service or regulatory program for which the City is responsible. The General Fund's Public Safety function includes police, fire, ambulance and code enforcement activities.

Fund: Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. (e.g. Major Street Fund). A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the City are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

Fund balance: The difference between assets and liabilities reported in a governmental fund.

Generally Accepted Accounting Principals (GAAP): Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

General Fund: The city's major operating fund to account for all financial resources except those accounted for in another fund.

Government-type activities: Activities typically supported by taxes, intergovernmental revenues or other non-exchange revenue. The general, special

revenue, debt service, capital project, internal service and permanent funds are governmental activities.

Government Finance Officers Association (GFOA): The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

Industrial Facilities Tax (IFT): An exemption from property tax allowed to eligible industrial facilities in Michigan.

Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.

Interfund transfers: Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

Internal service funds: Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the Information Services, Motor Pool and Worker's Compensation Funds.

Industrial Waste Charge (IWC): A surcharge placed by the City of Detroit on certain non-residential sewer accounts to pay to remove the level of waste (e.g. grease from restaurants) above normal residential use.

Line item budget: A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as, salaries, supplies services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels. The City of Royal Oak adopts budgets on a "function" level.

Modified accrual accounting: This basis of accounting recognizes revenues in the accounting

period in which they are both measurable and available to finance expenditures. Expenditures are generally recognized in the accounting period in which they are both measurable and incurred.

Michigan Municipal Risk Management Authority (MMRMA): A risk pool program providing a risk-sharing management program for local units of government in Michigan. Member premiums are used to purchase excess property/casualty insurance coverage and to establish a member's loss fund. The loss fund is used to pay self-insured retention portion of the member's claims.

Net assets: The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

Object (of expenditure): In the context of the classification of expenditures, the article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

Operating budget: The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

Occupational Safety and Health Administration (OSHA): The agencies in state and federal government that oversee the workplace environment to ensure it is safe for workers.

Other Postemployment Benefits (OPEB): Other postemployment benefits (OPEB) include postemployment benefits provided separately from a pension plan, especially retiree healthcare benefits.

Other charges: An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

Personnel services: An expenditure object within an activity which includes payroll and all fringe benefits.

Revenue: The income of the City used to fund operations. Typical revenue examples are taxation, licenses and permits, inter-governmental (e.g. state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Royal Oak Senior Essential Services (R.O.S.E.S.): R.O.S.E.S. is a local program providing contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. Low income senior citizens may be able to qualify for a CDBG subsidy. Administrative fees from clients, donations and CDBG grants pay for R.O.S.E.S. aides.

State Equalized Value (SEV): It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The State Equalized Valuation of an individual parcel of real property is that parcel's final value in the assessment process. Normally SEV equals Assessed Value (AV) when measurement and professional standards are properly applied. (see AV, TV)

Southeastern Oakland County Resource Recovery Authority (SOCRRA): The intergovernmental organization, serving 12 municipalities in the southeastern region of Oakland County, that provides for collection and disposal of solid waste as well as the handling of yard waste, compost and recyclables.

Southeastern Oakland County Water Authority (SOCWA): The intergovernmental organization, serving 11 communities in the southeastern region of Oakland County, that purchases water from the Detroit Water and Sewerage Department and stores and/or pumps it to each member unit.

Special assessment: Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special revenue fund: A fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Library Fund, the Major Street Fund and the Local Street Fund are examples of special revenue funds.

Supplies: An expenditure object within an activity which includes all goods that have a useful life of less than three years and cost less than \$2,500.

Surplus: An excess of the assets of a fund over its liabilities and reserves.

Transmittal letter: A concise written policy and financial overview of the City as presented by the City Manager. It notes the major changes in priorities or service levels from the current year and the factors leading to those changes. It articulates the priorities and key issues for the new budget period. It identifies and summarizes major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in fund balance or retained earnings.

Transfers-in/out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

Trust & agency fund: Trust & agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the Employees' Retirement System and the agency funds.

Tax Increment Financing (TIF): Financing secured by the anticipated incremental increase in tax revenue, resulting from the redevelopment of an area, or the funding on a current basis of pay-as-you-go improvements or operations. The TIF Authority (TIFA) board creates the TIF plan, carries out the projects and collects the incremental taxes to pay its costs. TIFAs may capture local taxes but not school taxes.

Tax millage rate: Tax millage rates are expressed in dollars per thousand dollars of taxable value. A tax rate of 10 mills means \$10/1,000 or \$0.010 x Taxable Value. (see TV)

Taxable Value (TV): Taxable Value is the base for calculating a taxable parcel's property tax in Michigan. Property tax equals Taxable Value multiplied by the tax millage rate. Taxable Value is a calculated to limit growth in property taxes to a parcel's State Equalized Value or to 5% a year or less depending on inflation. Michigan's 1994 Proposal A Constitutional amendment and related legislation govern its application. (see AV and SEV)

Unreserved fund balance: The balance of net financial resources that is spendable or available for appropriation, or the portion of funds balance that is not legally restricted.

Water & Sewer fund: This enterprise fund accounts for the operation of a combined water & sewer system. The revenues consist of charges for services from city businesses and residences which are used to pay for all water and sewer related expenses.

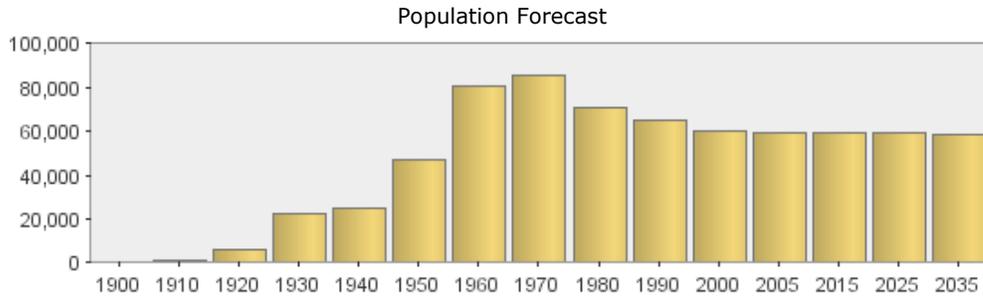
Supplemental Information – SEMCOG Community Profile



City of Royal Oak

211 S Williams St.
 Royal Oak, MI 48067
<http://www.ci.royal-oak.mi.us/>

Estimated Population: 55,748
 Area: 11.8 square miles



Note for Royal Oak: Incorporated in 1927 from Village of Royal Oak. Population numbers prior to 1927 are of the village.
 Source: U.S. Census Bureau and SEMCOG 2035 Forecast. - Move cursor over chart to view population numbers

	Census 2000	SEMCOG Dec 2009	Change 2000-2009	SEMCOG 2035
Population and Households				
Total Population	60,062	55,748	-4,314	58,831
Group Quarters Population	506	506	0	793
Household Population	59,556	55,242	-4,314	58,038
Housing Units	29,942	29,997	55	-
Households (Occupied Housing Units)	28,880	27,448	-1,432	29,916
Residential Vacancy Rate	3.5%	8.5%	5.0%	-
Average Household Size	2.06	2.01	-0.05	1.94

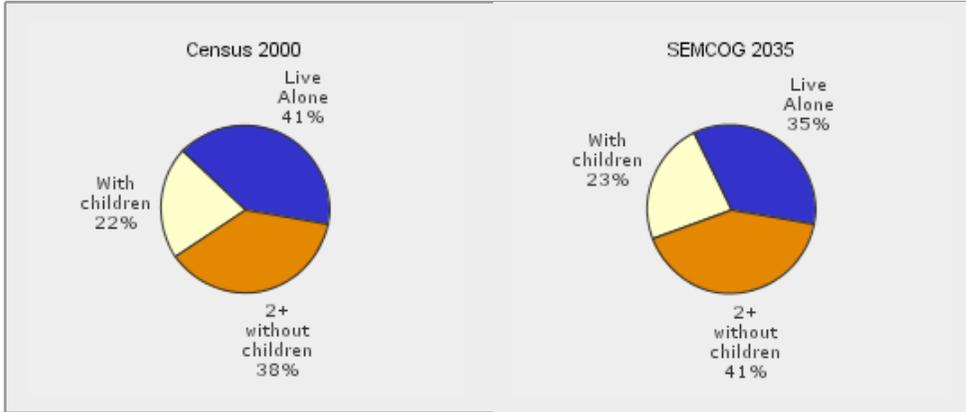
	<u>Annual Average</u>	
	<u>Census 1990-1999</u>	<u>SEMCOG 2000-2007</u>
<u>Components of Population Change</u>		
Natural Increase (Births - Deaths)	301	218
Births	875	753
Deaths	574	536
<u>Net Migration (Movement In - Movement Out)</u>	-836	-856
Population Change (Natural Increase + Net Migration)	-535	-639

Source: Michigan Department of Community Health
 Vital Statistics, U.S. Census Bureau, and SEMCOG.

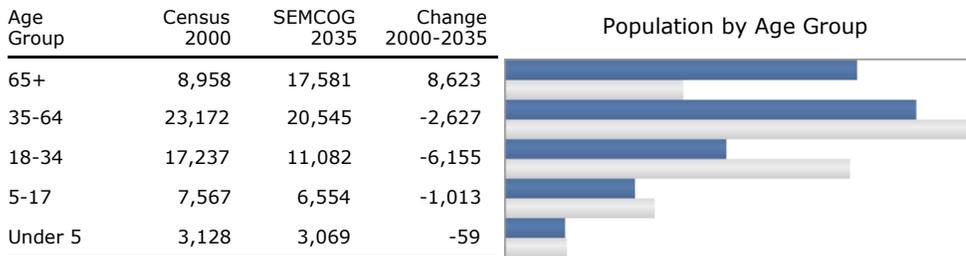
Supplemental Information – SEMCOG Community Profile

Demographics

Household Types



Household Types	Census 2000		SEMCOG 2035		Change 2000-2035
Total Households	28,880	-	29,916	-	1,036
With seniors 65+	6,609	23%	12,672	42%	6,063
Without seniors	22,271	77%	17,244	58%	-5,027
With children	6,231	22%	7,026	23%	795
Without children	22,649	78%	22,890	77%	241
Two or more Persons	10,856	38%	12,411	41%	1,555
Live Alone	11,793	41%	10,479	35%	-1,314
Seniors 65+	3,337	12%	5,989	20%	2,652
Under 65	8,456	29%	4,490	15%	-3,966



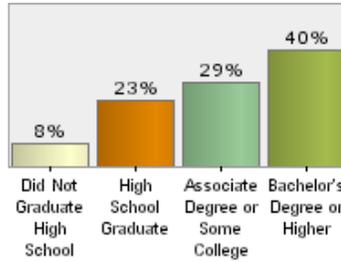
Senior and Youth Population	Census 2000		SEMCOG 2035		Change 2000-2035
65 and over	8,958	14.9%	17,581	29.9%	8,623
Under 18	10,695	17.8%	9,623	16.4%	-1,072
5 to 17	7,567	12.6%	6,554	11.1%	-1,013
Under 5	3,128	5.2%	3,069	5.2%	-59

Note: Population by age changes over time because of the aging of people into older age groups, the movement of people, and the occurrence of births and deaths.

Supplemental Information - SEMCOG

Race and Hispanic Origin	Census 1990		Census 2000		Percentage Point Chg 1990-2000
	Count	Percentage	Count	Percentage	
Non-Hispanic	64,715	98.9%	59,281	98.7%	-0.2%
White	63,507	97.1%	56,421	93.9%	-3.2%
Black	330	0.5%	910	1.5%	1.0%
Asian or Pacific Islander	701	1.1%	966	1.6%	0.5%
Other	177	0.3%	984	1.6%	1.4%
Hispanic	695	1.1%	781	1.3%	0.2%
Total Population	65,410	100.0%	60,062	100.0%	0.0%

Highest Level of Education*	Census 2000	Percentage Point Chg 1990-2000
Graduate / Professional Degree	14.0%	5.3%
Bachelor's Degree	25.9%	6.2%
Associate Degree	6.3%	-0.2%
Some College, No Degree	22.4%	-0.6%
High School Graduate	22.9%	-5.2%
Did Not Graduate High School	8.5%	-5.5%



* Population age 25 and over

Source Data

[SEMCOG - Detailed Data](#)

[Michigan Department of Community Health - Vital Statistics](#)

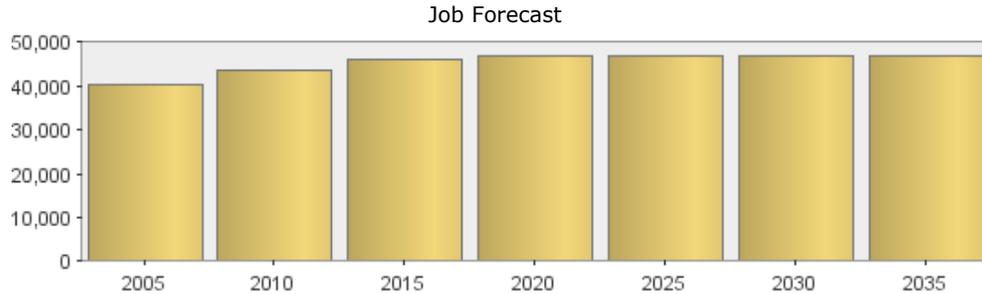
[U.S. Census Bureau - American FactFinder](#)

Supplemental Information - SEMCOG

Note: All SEMCOG employment numbers are by place-of-work and do not include Farming, Construction, or Military jobs. Some differences exist between Current Job Estimates and Forecasted Jobs. [Learn more](#)

Current Job Estimates by Industry	SEMCOG 2002	SEMCOG 2005	Change 2002-2005
Natural Resources & Mining	0	0	0
Manufacturing	1,678	1,611	-67
Wholesale Trade	955	801	-154
Retail Trade	3,605	2,990	-615
Transportation & Warehousing	361	278	-83
Utilities	C	C	C
Information	476	465	-11
Financial Activities	1,262	1,293	31
Professional, Scientific, & Technical Services	1,490	1,269	-221
Management of Companies & Enterprises	528	C	C
Administrative, Support, & Waste Services	1,258	1,306	48
Education Services	1,590	1,709	119
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	2,810	2,607	-203
Other Services	1,082	1,046	-36
Public Administration	851	771	-80
Total	30,389	28,977	-1,412

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.



If any five-year interval employment numbers from 2005-2035 are not shown, the numbers were blocked for confidentiality reasons.

Source: SEMCOG 2035 Forecast.

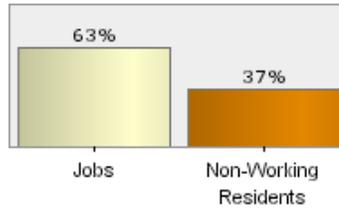
- Move cursor over chart to view employment numbers

Forecasted Jobs by Industry	SEMCOG 2005	SEMCOG 2035	Change 2005-2035
Natural Resources & Mining	C	C	C
Manufacturing	1,784	1,017	-767
Wholesale Trade	1,100	713	-387
Retail Trade	4,171	3,150	-1,021
Transportation & Warehousing	345	350	5
Utilities	C	C	C
Information	671	521	-150
Financial Activities	2,855	2,658	-197
Professional, Scientific, & Technical Services	2,423	2,669	246
Management of Companies & Enterprises	C	C	C
Administrative, Support, & Waste Services	2,822	4,066	1,244
Education Services	3,066	3,694	628
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	3,612	3,577	-35
Other Services	2,267	2,191	-76
Public Administration	778	778	0
Total	40,534	46,976	6,442

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

Supplemental Information - SEMCOG

Daytime Population	SEMCOG and Census 2000	Change 1990-2000
Jobs	42,252	7,381
Non-Working Residents	24,575	-5,774
Age 15 and under	9,418	-2,881
Not in labor force	14,284	-2,168
Unemployed	873	-725
Daytime Population	66,827	1,607



Note: The number of residents attending school outside Royal Oak is not available. Likewise, the number of students commuting into Royal Oak to attend school is also not known.

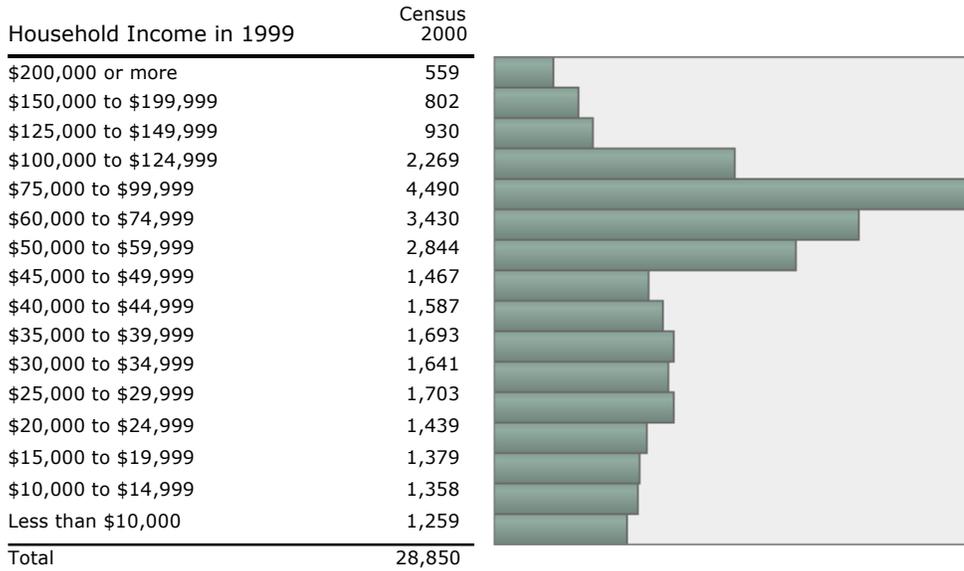
Where Workers Commute From *	Census 2000	
	Workers	Percent
1 Royal Oak	6,275	20.0%
2 Detroit	2,611	8.3%
3 Troy	1,632	5.2%
4 Warren	1,409	4.5%
5 Sterling Heights	1,189	3.8%
6 Madison Heights	972	3.1%
7 Southfield	938	3.0%
8 Berkley	937	3.0%
9 Ferndale	915	2.9%
10 Rochester Hills	855	2.7%
- Elsewhere	13,629	43.5%
* Workers, age 16 and over, employed in Royal Oak	31,362	100.0%

Resident Population

Where Residents Work *	Census 2000	
	Workers	Percent
1 Royal Oak	6,275	18.0%
2 Troy	4,743	13.6%
3 Detroit	3,203	9.2%
4 Southfield	2,887	8.3%
5 Warren	1,517	4.3%
6 Farmington Hills	1,300	3.7%
7 Birmingham	1,173	3.4%
8 Madison Heights	1,171	3.4%
9 Auburn Hills	1,113	3.2%
10 Pontiac	761	2.2%
- Elsewhere	10,737	30.8%
* Workers, age 16 and over, residing in Royal Oak	34,880	100.0%

Supplemental Information - SEMCOG

Income	Census 2000	Change 1990-2000	Percent Change 1990-2000
Median Household Income (in 1999 dollars)	\$ 52,252	\$ 2,889	5.9%
Per Capita Income (in 1999 dollars)	\$ 30,990	\$ 6,781	28.0%



Poverty	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Persons in Poverty	2,963	4.5%	2,550	4.2%	-0.3%
Households in Poverty	1,487	5.2%	1,331	4.6%	-0.6%

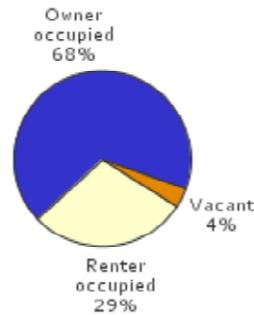
Source Data

- [SEMCOG - Detailed Data](#)
- [U.S. Census Bureau - American FactFinder](#)
- [U.S. Census Bureau - MCD/County Worker Flow Data](#)

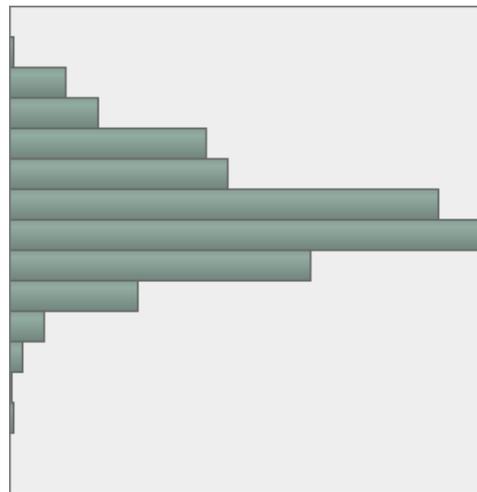
Supplemental Information - SEMCOG

Housing Type	Census 1990	Census 2000	Change 1990-2000	New Units Permitted 2000-2010
Single Family Detached	20,013	20,179	166	296
Duplex	788	902	114	4
Townhouse / Attached Condo	1,103	1,216	113	126
Multi-Unit Apartment	7,087	7,597	510	96
Mobile Home / Manufactured Housing	8	43	35	0
Other	164	5	-159	-
Total	29,163	29,942	779	522
Units Demolished				- 192
Net (Total Permitted Units - Units Demolished)				330

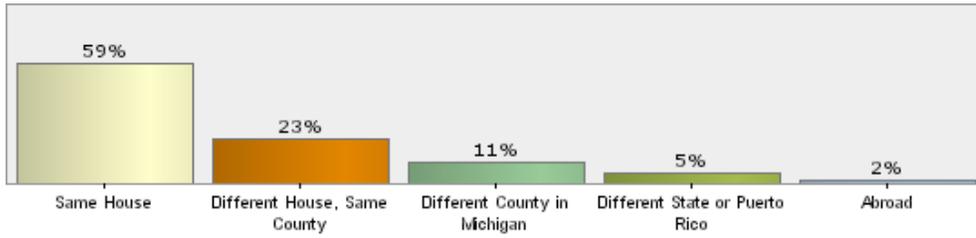
Housing Tenure	Census 2000	Change 1990-2000
Owner Occupied	20,246	410
Median housing value (in 1999 dollars)	\$ 150,900	\$ 51,085
Renter Occupied	8,634	126
Median gross rent (in 1999 dollars)	\$ 639	\$ -17
Vacant	1,062	243
Seasonal or migrant	202	122
Other vacant units	860	121
Total Housing Units	29,942	779



Housing Value in 1999	Census 2000
\$1,000,000 or more	6
\$500,000 to \$999,999	36
\$300,000 to \$499,999	539
\$250,000 to \$299,999	839
\$200,000 to \$249,999	1,879
\$175,000 to \$199,999	2,085
\$150,000 to \$174,999	4,084
\$125,000 to \$149,999	4,548
\$100,000 to \$124,999	2,864
\$80,000 to \$99,999	1,229
\$60,000 to \$79,999	328
\$40,000 to \$59,999	130
\$30,000 to \$39,999	24
\$20,000 to \$29,999	37
\$10,000 to \$19,999	6
Less than \$10,000	11
Specified Owner-Occupied Units	18,645



Residence 5 Years Ago *



Source Data

[SEMCOG - Detailed Data](#)

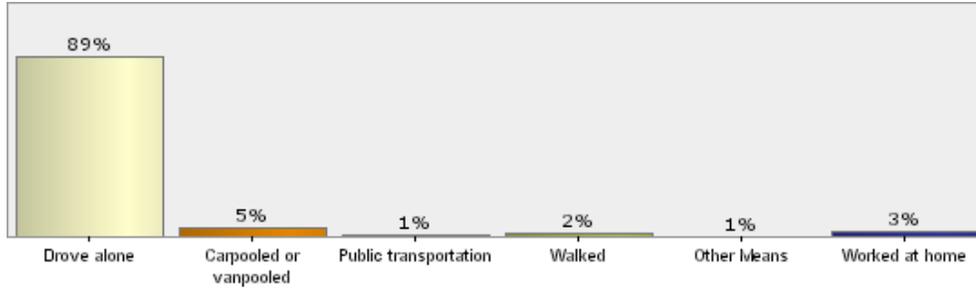
[U.S. Census Bureau - American FactFinder](#)

Roads & Bridges

- Miles of road: 246
- Of the 36 bridges (in 2006), all are open.

Travel

Transportation to Work, 2000 *



* Resident workers age 16 and over

Transportation to Work	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Drove Alone	30,288	87.9%	30,944	88.6%	0.6%
Carpooled or Vanpooled	2,248	6.5%	1,821	5.2%	-1.3%
Public Transportation	271	0.8%	354	1.0%	0.2%
Walked	650	1.9%	644	1.8%	-0.0%
Other Means	210	0.6%	190	0.5%	-0.1%
Worked at Home	773	2.2%	981	2.8%	0.6%
Resident workers age 16 and over	34,440	100.0%	34,934	100.0%	0.0%

Mean Travel Time To Work	Census 1990	Census 2000	Change 1990-2000
For residents age 16 and over who worked outside the home	20.2 minutes	22.5 minutes	2.3 minutes

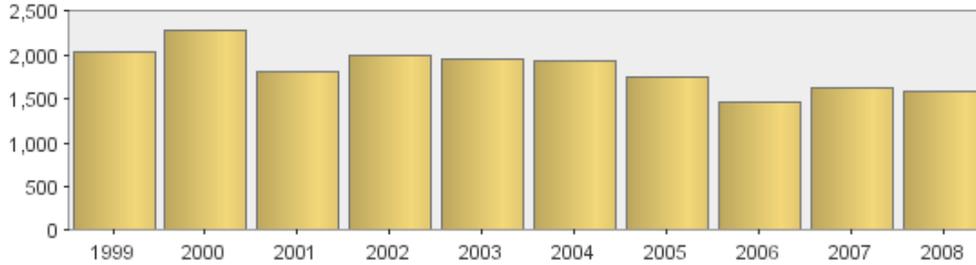
Transit

Public Transportation:
[Suburban Mobility Authority for Regional Transportation \(SMART\)](#)

Between Major Cities:
[AMTRAK](#)

Safety

Crashes, 1999-2008



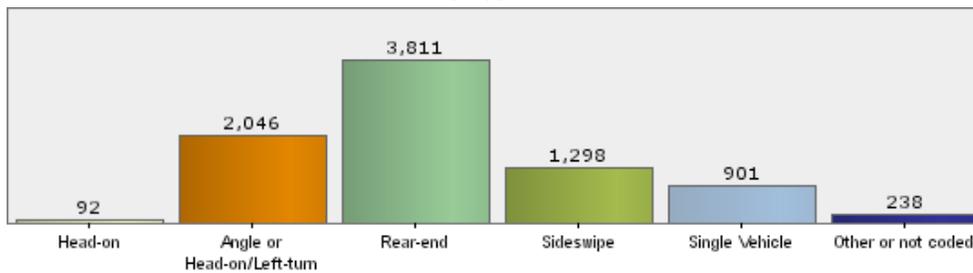
Source: Michigan Department of State Police, Criminal Justice Information Center, and SEMCOG.

↑ - Move cursor over chart to view crash counts

Crash Severity	2004	2005	2006	2007	2008	% of Crashes 2004-2008
Fatal	2	3	2	4	2	0.2%
Incapacitating Injury	39	28	25	17	28	1.6%
Other Injury	466	399	333	366	346	22.8%
Property Damage Only	1,439	1,319	1,099	1,252	1,218	75.4%
Total Crashes	1,946	1,749	1,459	1,639	1,594	100.0%

Crashes by Involvement	2004	2005	2006	2007	2008	Percent of Crashes 2004-2008
Red-light Running	95	71	73	73	61	4.4%
Lane Departure	150	136	109	157	153	8.4%
Alcohol	73	75	66	71	65	4.2%
Drugs	14	10	7	8	7	0.5%
Deer	1	2	3	0	2	0.1%
Train	0	2	0	1	0	0.0%
Commercial Truck/Bus	109	80	64	77	87	5.0%
School Bus	1	0	1	4	5	0.1%
Emergency Vehicle	10	13	11	10	15	0.7%
Motorcycle	16	16	10	17	15	0.9%
Intersection	727	668	593	585	664	38.6%
Work Zone	22	32	38	27	69	2.2%
Pedestrian	26	22	18	17	17	1.2%
Bicyclist	16	28	25	30	27	1.5%
Older Driver (65 and older)	406	351	321	369	371	10.7%
Young Driver (Under 25)	741	665	537	615	594	18.5%

Crashes by Type, 2004-2008



Supplemental Information - SEMCOG

Crash Type	2004	2005	2006	2007	2008	Percent of Crashes 2004-2008
Head-on	23	18	21	16	14	1.1%
Angle or Head-on/Left-turn	461	432	387	380	386	24.4%
Rear-end	918	813	650	736	695	45.5%
Sideswipe	309	252	220	263	254	15.5%
Single Vehicle	176	172	153	202	198	10.7%
Other or Unknown	59	62	28	42	47	2.8%
Total Crashes	1,946	1,749	1,459	1,639	1,594	100.00%

High Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	2004-2008	Annual Avg 2004-2008	2008
1	55	125	10 Mile Rd E @ Main S	155	31	34
2	78	204	14 Mile Rd W @ Crooks Rd	130	26	35
3	105	303	14 Mile Rd E @ Rochester Rd N	114	23	18
4	108	319	11 Mile Rd @ Woodward Ave	111	22	20
5	112	337	14 Mile Rd W @ Coolidge Rd	108	22	27
6	118	361	10 Mile Rd W @ E M 1 Service Drive	105	21	12
7	139	424	12 Mile Rd W @ Woodward Ave	99	20	23
8	156	473	13 Mile Rd W @ Coolidge Rd	95	19	17
9	190	555	11 Mile Rd E @ Main N	88	18	16
10	201	590	12 Mile Rd W @ Stephenson Hwy	86	17	16

Note: Intersections are ranked by the number of reported crashes and does not take into account traffic volume. This ranking method tends to rank a high-volume intersection as a high-crash intersection. Crashes reported occurred within 150 feet of the intersection.

Corridor Studies

[I-75 Integrated Corridor Management](#)

Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

Land Use

Land Use / Land Cover	SEMCOG 2000		Change 1990-2000	
Residential	5,165	68.1%	20	0.4%
Single-Family	4,798	63.3%	0	0.0%
Multiple-Family	367	4.8%	20	5.8%
Non-Residential	2,342	30.9%	-8	-0.3%
Commercial and Office	545	7.2%	-	-32.2%
Industrial	330	4.3%	251	319.6%
Institutional	473	6.2%	0	0.0%
Transportation, Communication, and Utility	243	3.2%	0	0.0%
Cultural, Outdoor Recreation, and Cemetery	752	9.9%	0	0.0%
Under Development	0	0.0%	0	-
Active Agriculture	0	0.0%	0	-
Grassland and Shrub	21	0.3%	-12	-36.0%
Woodland and Wetland	57	0.8%	0	-0.0%
Extractive and Barren	0	0.0%	0	-
Water	0	0.0%	0	-
Total Acres	7,586	100.0%	0	0.0%

Source Data

[SEMCOG - Detailed Data](#)