

# City of Royal Oak



**ADOPTED BUDGET**  
**Fiscal Year 2012-2013**

**Cover photograph of Royal Oak Skyline by Paul Hitzelberger**

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**Vivimus Servire – Live to Serve**

City of Royal Oak  
Adopted Budget for  
**Fiscal Year 2012-2013**

**Mayor**  
James B. Ellison



**City Commissioners**  
Patricia Capello, Mayor Pro Tem  
Kyle DuBuc  
Michael Fournier  
Peggy Goodwin  
David Poulton  
James Rasor

**City Manager**  
Donald E. Johnson

**Director of Finance**  
Julie J. Rudd

**Controller**  
Anthony C. DeCamp

The City of Royal Oak's 46th Commission and City Manager

---



**James Ellison**  
Mayor  
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**Kyle DuBuc**  
City Commissioner  
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**Patricia Capello**  
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**Donald E Johnson**  
City Manager  
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**City of Royal Oak**

211 S Williams Street  
Royal Oak MI 48067  
<http://www.ci.royal-oak.mi.us>

**Executive Directors**

Director of Finance – Julie Jenuwine Rudd  
City Attorney - Dave Gillam  
City Clerk – Melanie Halas  
Director of Human Resource - Mary Jo DiPaolo  
Director of Recreation & Public Service - Greg Rassel  
Interim Fire Chief – Chuck Thomas  
Interim Chief of Police – Corrigan O’Donohue  
Treasurer - John Kravitz  
Assessor - James Geiermann

**Department Heads**

Controller - Anthony C. DeCamp  
Director of Community Development - Tim Thwing  
Interim City Engineer – Matt Callahan  
Building Official - Jason Craig  
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, 2011**

*Linda C. Danson Jeffrey R. Enos*

President

Executive Director

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**City Manager's Budget Transmittal Letter**

June 4, 2012

THE HONORABLE MAYOR  
AND  
MEMBERS OF CITY COMMISSION

Submitted herewith, in accordance with the requirements of the Michigan Uniform Budget Act and the Royal Oak City Charter, is the City of Royal Oak's adopted budget for fiscal year 2012-13.

**Taxable Values**

I'm pleased to have some good news to report. However, the best news is about the bad news. It isn't as bad as we expected. I used that line in last year's budget message and it is even more appropriate today. The "less bad" news starts with property values and property tax revenue. Our taxable value only declined by 1.5% this year. A year ago, we had projected losses of 3.5% for this year. Across all funds, that is an improvement worth about \$350,000. In the general fund alone, it amounts to over \$220,000.

I think we've seen the bottom of the real estate bust in Royal Oak. We are projecting that taxable values will remain constant next year. With new construction, we may even see a slight increase. That is about as good as the news on taxable value can get. Remember, even if the real estate market recovers completely, taxable value will not. Taxable value of existing property can never increase by more than the rate of inflation or 5%, whichever is less. The lows become the new caps in the Prop A formula.

We were very fortunate in Royal Oak that our property values held up much better than most other communities in Oakland County.. Total values for the County dropped 3% for FY2012-13. We did take losses that I never would have thought possible five years ago but it was much worse almost everywhere else.

**Personal Property Tax**

The next "less bad" news is the state hasn't taken away the personal property tax, yet. Unfortunately, it still looks probable this will happen and it's very unclear whether the state will offer any stable replacement revenue. About 6% of Royal Oak's property tax revenue, \$1.6 million comes from the personal property tax. It would require a .75 mill increase in our general property tax rate just to make up for this loss. We cannot absorb that kind of loss without significant layoffs or a local tax rate increase.

### **State Revenue Sharing**

State sales tax revenue is trending upwards and we get a share of sales tax revenue on a per capita basis. This is now shared based on the 2010 censuses which saw Royal Oak's population fall 4.8% to 57,236. The state replaced our "statutory revenue sharing" with the "economic vitality incentive program" (EVIP) but so far, we have met all the requirements of that program to retain about 63% of our former statutory revenue sharing. It now looks like we will continue to do so. We had no problem meeting the dashboard or the "cooperation, consolidation and collaboration" requirements but I was very concerned about our ability to achieve all of the required goals for our employee compensation plan. However, last Thursday, April 26<sup>th</sup>, the Michigan Legislature made significant changes to the law and the bill was signed into law this morning. We think we are already in full compliance with the new provisions.

### **Labor Contracts**

We have been very successful in negotiating labor contracts with significant concessions which are making a significant impact on our bottom line. As I prepare this letter, we have come to terms with every bargaining unit except the three police units and we believe we are very close to a new agreement with the detectives and the command officers. When all units are settled, we will have reduced our labor costs by approximately \$2.6 million per year.

### **General Fund**

The overall impact is a general fund position that is about one year better than we projected just a year ago. That is, our 6/30/2013 projected year end position is nearly equal to what we had anticipated for 6/30/2012. We are still spending money faster than we take it in and we are still heading toward a cliff but we aren't heading there at as rapid a rate as before.

### **Building Department (State Construction Code Fund)**

We have some very good, not just less bad, news to report for the operations of the building department (state construction code fund). You will recall that this department/fund was hit very hard by the recession and lack of building activity. We decided to transfer \$582,000 to it from the general fund in FY2009-10 to keep it solvent. We also laid off five employees and started using contractors to perform all trade inspections. That immediately ended the financial hemorrhaging and with construction activity on the rise has enabled us to repay the general fund in FY2012-13. Please note this \$432,000 payment (\$150,000 was repaid this fiscal year) is a one time, non-recurring revenue for the general fund.

### **Community and Economic Development**

Based on the City Commission 2012-13 objective that came from this year's Strategic Planning Session, the budget provides for the creation of a Community and Economic Development Department by combining Planning, Engineering and Building Departments. However, budget constraints made me put off the physical renovations to City Hall necessary to do this in an efficient manner. We had an architect prepare floor plans four or five years ago which called for extensive changes to the first and second floors of city hall to accommodate consolidating departments.

I have decided to proceed with the reorganization without immediate extensive physical changes. I have established the Department of Community and Economic Development with Mr. Thwing as director. The objective in this case is to improve customer service rather than to save money. The combined number of full-time clerical staff in the three departments is currently two. We used to have three in building alone, plus one in engineering and one in planning. I don't see any more positions being eliminated in this combination.

Rather, I see this as a way to turn our entire development process into a "one stop shop." Instead of sending developers from one counter to another in two different buildings where they may get conflicting advice, I want to have all of the services related to construction and development in a single location with one person responsible for all of it. We have budgeted a modest amount to allow for removal of the wall currently separating building from engineering and to allow for partitioning off some private office space.

Ultimately, I would like to add a position which would focus on economic development however that is not in this budget.

### **Manager's Office**

Two years ago, upon the retirement of my secretary, I began sharing an administrative assistant with the City Attorney which I noted works well about 60% of the time. She is an excellent secretary but she can't be in two places at the same time. To help alleviate the problem we budgeted for part-time labor to supplement the shared assistant. I had originally envisioned a clerical employee who would do little more than handle the phone calls and take messages, was actually able to use the money to hire a remarkable young man who had recently completed a MPA at Indiana University. Having him on board has made a tremendous difference in getting projects completed. He has been responsible for the Commission on the Arts, the new commissioner orientation manual, the intern program, collaboration list (second piece to the EVIP) and many other projects.

We would not have been able to keep him much longer in this position however as he desires full-time employment, therefore a full-time assistant position has been added to the City Manager's office. If approved, he will be assisting departments with writing bid specifications as well as continuing special projects and commission objectives.

### **Police**

We have put a lot of time, effort and money into studying how to provide police and fire services in Royal Oak. I think we have reached a consensus on adopting the staffing goals of the ICMA police study with some minor tweaks. However, the basic budget does not provide for that staffing level. It provides for just 69 sworn officers, an increase of four over the original 2011-12 budget. We cannot get back to the recommended levels without a massive revenue enhancement. That's another way of saying we desperately need a tax increase.

### **Fire**

Last year, Royal Oak was very fortunate to be awarded a \$2.5 million, two year grant to recall and retain firefighters. The "Staffing for Adequate Fire and Emergency Response" (SAFER) grant let us recall two laid off firefighters and cancel the scheduled layoffs of eight more. The increased staffing let us cancel plans to privatize ambulance transport which means we continued to collect approximately \$900,000 per year from ambulance billings. This means the grant is actually valued at about \$4.3 million to Royal Oak. To continue receiving this grant, we cannot lay off any of the firefighters saved by the grant and we must maintain 51 firefighters in suppression. This grant must be regarded as temporary reprieve not a solution to our public safety budget problems. The current grant funding will expire shortly before the end of the 2012-13 budget year. While we can re-apply for additional funding when it expires, I am not at all optimistic about our likelihood of success.

The ICMA Fire study did not recommend any major changes in staffing levels. ICMA was far more interested in improving our hardware with the addition of compressed air foam systems. We have budgeted \$50,000 for a compressed air foam system.

### Legacy Costs

Legacy costs, pension contributions and retiree health care are an ever increasing portion of our budget. In this budget, we are planning to spend \$6.4 million for pension contributions and \$7.3 million for retiree health care (OPEB). That is equal to 90% of our general fund operating tax levy! It would be far more if we actually budgeted OPEB at the amount "suggested" by our actuary. As it is, we are making OPEB contributions at 68% of the actuarially required contribution (ARC) because we cannot afford to contribute any more than that. In fact, we are just barely covering the current actual cost of healthcare for retirees. We are not pre-funding future costs as we should.

The increase in pension and OPEB contributions largely offsets, or in many cases more than offsets savings from employee concessions. In the General Fund alone, pension and OPEB contributions increased \$1,171,000. City wide, they increased \$1,729,000.

We have unfunded liabilities, according to our actuary, of \$63 million for pension and \$112 million for healthcare. That's what makes the ARC so high. Only 30% of pension contributions and 17% of OPEB contributions are paying the benefits that will be earned this year. The rest, actually more than the rest since we aren't properly funding OPEB, is paying off unfunded liabilities accumulated over many years.

How do we fix this problem? I've come to the conclusion that there is no fair way to deal with it. It is not fair to reduce pensions or retiree benefits. The retiree came to work for us in exchange for a mutually agreed upon a wage and benefit package. For us to renege on our part of that bargain now would be totally unethical. However, it's also not fair to expect current taxpayers to pay benefits for former workers who provide no services to them.

The core problem is taxpayers of the past put off paying the bill for services they received. Those huge unfunded liabilities we face today are nothing more than an IOU left for us by our predecessors. The fair solution would be to go back and collect actuarially appropriate amounts from the taxpayers of the past. Of course, that's impossible. Our possible choices are to be unfair to the retirees and employees, be unfair to the current taxpayers, or be unfair to everyone. As I said before, there is no such thing as a fair solution.

I hope I haven't mislead you into thinking I'm about to present a good but unfair solution. I'm not. I don't have a solution for this problem. I do have some ideas, but they all require changes in state law and some would require constitutional changes. I don't think we can solve this by ourselves.

### Strategic Plan

The City Commission met on Saturday, Jan 14<sup>th</sup> to develop a set of goals and objectives for fiscal 2012-13 and formally adopted that plan on Jan 23. Most of the objectives require use of staff resources but do not require additional cash expenditures. A few however will.

The budget provides for \$20,000 in community promotions budget for developing a uniform marketing and branding campaign. This should be enough of a budget to use a professional firm to developing the brand and marketing plan. It will not a marketing campaign. However, I see much of that cost falling to the DDA, Chamber of Commerce, Retailers Association and Restaurant Association. I also see a long process for building consensus on a brand. The marketing campaign using the new brand may not even begin in 2012-13.

The citizen survey will also require outside assistance if we want to do it right. There are many ways to do a survey for less but to do an accurate survey that will actually be useful, requires a skill set we do not possess. We have talked to several firms and universities regarding this project and have determined it can be accomplished for about \$10,000. This amount is included in the budget in the community promotions activity.

The only other objective that we think may require a budget is "provide opportunity for online payments of most fees, charges and taxes." However, we haven't done enough research on this to know what will be required and we are aware of several companies that will provide this service for a service fee paid by the customer.

### **Water and Sewer**

For the first time in my Royal Oak career, there is not an increase in water and sewer rates. The water and sewer fund is in solid shape and we can get by without an increase in July. This isn't because of any change in the fundamental problems we have talked about in the past. Water usage is still declining and we still have enormous fixed costs. We haven't been able to keep up with the construction plan and haven't made the capital expenditures we expected to. This means we have more cash but we also have a poorer infrastructure and greater maintenance needs for the future. This budget provides for \$6.7 million in water/sewer infrastructure improvements as was included the Capital Improvement Plan which was adopted by the Planning Commission in February. All of these improvements are funded by water & sewer rates paid by the customers of this utility.

### **Tax Rates**

We have reached a critical juncture in planning Royal Oak's future. After many years of reducing staffing, cutting salaries and benefits, and cutting other costs we have reached a point where we can do this no more. It is necessary for us to make decisions about how we will finance city government in the future and about what that government will look like. We cannot continue to provide the current quantity and quality of services with the current tax rate.

During my entire Royal Oak career, I have been focused on reducing costs. To a large extent, this has meant reducing staffing and reducing the cost of our employees. We have been very successful at that. By way of attrition, this proposed budget reduces positions by seven, before the addition of 4 sworn police officers for a net reduction of 3 positions. In the last eight years, the City has lost 97 positions or 26.5% of all the full-time positions.

In spite of our cost reduction successes, attempting to maintain services at current levels will burn through \$0.5 million of general fund balance this fiscal year and \$2.8 million in FY2012-13. Overall, the budget forecasts that we will have gone from \$9.8 million General Fund balance to nearly nothing in five years. While it is possible to do this for one more year we are heading for a crisis of major proportions if we don't fix our revenue problem now.

We are already severely understaffed in several areas. This is most evident in the police department where a study by the International City Management Association has recommended we add 19.5 positions. The Commission has already authorized increasing the number of sworn officers from the 65 included when the 2011-12 budget was adopted to 69 officers.

It is also very obvious that we are woefully understaffed in code enforcement. We are not able to keep up with code complaints yet alone do any proactive work. We are in the process of making changes to ROSCO to make it easier for citizens to report problems when we already cannot handle the current volume of citizen complaints. This needs to change. At one time, Royal Oak employed five full-time code enforcement officers. We currently have two and one of those just came off an extended medical leave. During that time we had just one active code enforcement officer! We recently brought back a laid off code officer on a part time basis primarily to do rental licenses so we wouldn't lose the revenue from that source. Ideally, I'd like to get back to at least four full-time code enforcement officers. I'd also like to add back one full time cashier position in the clerk's office and one assistant city attorney. This still leaves us at far below an ideal staffing level but it is a level we can live with.

The Commission has been adamant that it would not entertain a tax increase recommendation until we had achieved significant wage and benefit concessions from all employees bargaining units. We are very close to achieving that goal but we are still not quite there yet. Never-the-less, I think it is time to start talking about specific revenue options. We need to decide exactly what programs and services we want and are willing to pay for. We also need to decide when a tax increase question will be placed before the voters. We are planning to use the final scheduled budget meeting on May 24<sup>th</sup> for that purpose.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Donald E. Johnson". The signature is written in a cursive, flowing style.

Donald E. Johnson  
City Manager

## City of Royal Oak

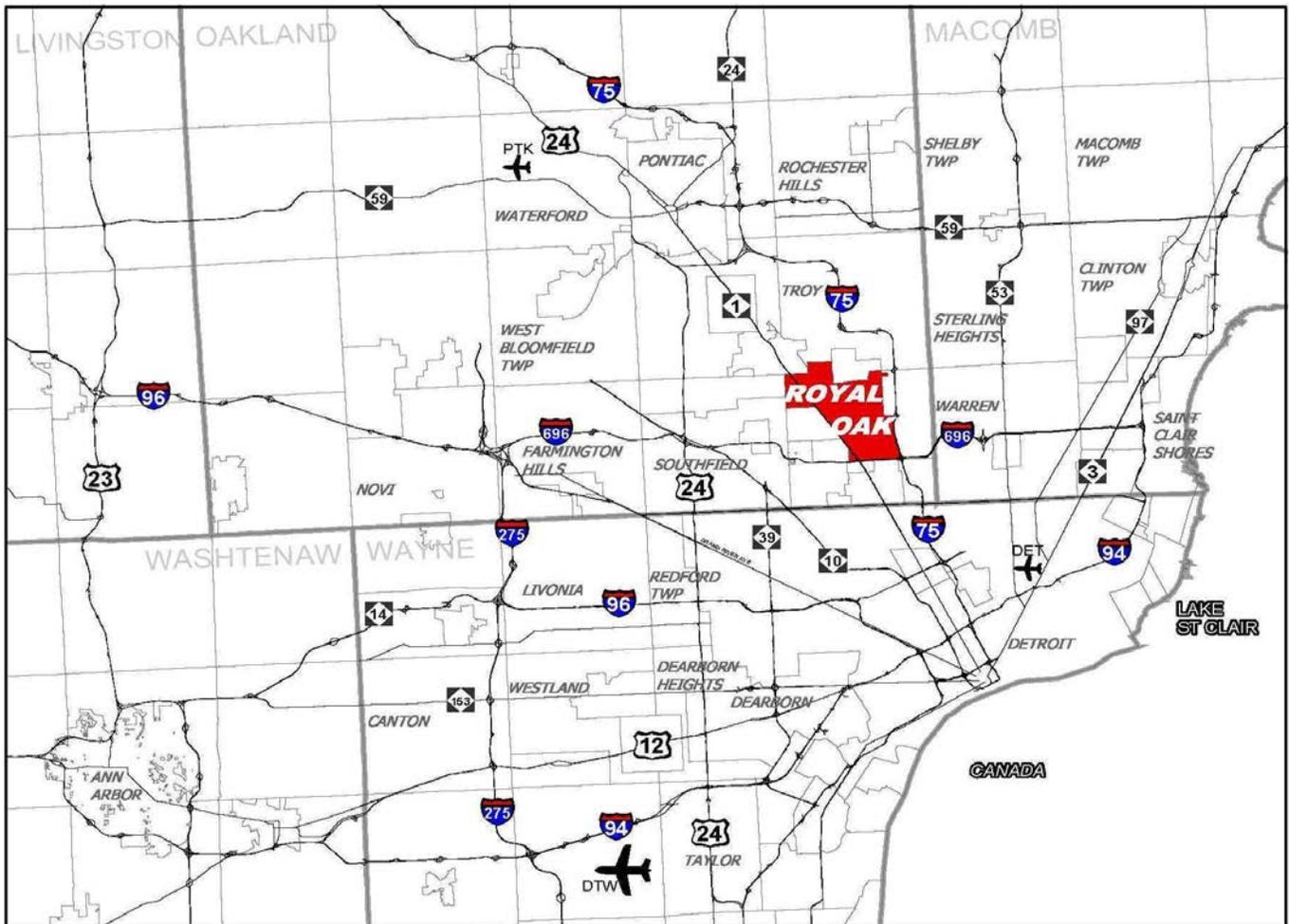
The City of Royal Oak is located in southeast Oakland County, Michigan. The City's 11.83 square miles has a population of approximately 57,236 according to the 2010 US Census. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway access for residents and visitors alike. Approximately 15 to 20 miles northwest of downtown Detroit, businesses and residents have easy access to the Ambassador Bridge and the Detroit-Windsor tunnel, the busiest international crossings between the United States and Canada.

The City of Royal Oak has operated under the "Council Manager" form of government since its incorporation on November 8, 1921. This form of government provides that the City Commission act as the legislative or policy making body. The City Commission is composed of six Commissioners and

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

The City Commission enacts ordinances, resolutions and regulations governing the City. City Council also appoints members of various statutory and advisory boards and commissions, and the City Manager.

The City Manager is the City's chief administrative officer and, as such, is held accountable for planning, coordinating, directing and executing all of the City's operations in a manner prescribed by law and conforming to the general policies and specific directives of the Commission. The City Manager also appoints and supervises the heads of departments of the City. See *Statistical Section for additional City information.*





## *VISION STATEMENT*

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

## *MISSION STATEMENT*

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

## GOALS

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

**Champion** – Comm. Goodwin

**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.

**Champion** – Comm. Fournier

**Operations-** To perform all city operations as efficiently and effectively as possible

**Champion** – Comm Rasor

## OBJECTIVES

- Implement communication systems using technology to communicate to residents in “real time.”
- Evaluate and repackage ROSCO to include making it more prominent on the City's website.
- Review the City's website for optimization in an effort to make it more user friendly (w/in 12 months).
- Implement a uniform marketing and branding campaign for the entire City.
- Explore and obtain information related to conducting internal and external surveys in an effort obtain resident/business feedback.
- Promote Neighborhood Associations by assisting associations with developing directories.
- Rejuvenate the crime prevention council to revive the neighborhood watch program and work with neighborhood associations (w/in 6 months).
- Review ways to renovate/update City parks (w/in 18 months).
- Update the Parks & Recreation Master Plan to include emphasis on neighborhood parks, possibility of a splash pad and a downtown central park. (w/in 6 months)
- Develop a consolidation plan for the Building, Engineering and Planning departments in an effort to promote a customer friendly and efficient business development process.
- Provide opportunity for online payments of most fees, charges and taxes.
- Allow for the payment of parking tickets at City Hall as well as the Court building.
- Review all boards, commissions, and committees and consolidate and eliminate as many as possible.
- Continue working with the school district on sharing of services.
- Find efficiencies through process mapping and analysis and measure outcomes.
- Establish a list of current commission approvals that can be performed solely by the administration in an effort to streamline commission workload.

### GOALS

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

**Champion** – Mayor Ellison

**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.

**Champion** – Mayor ProTem Capello

### OBJECTIVES

- Provide complete, executed labor contracts and post them on the City website (w/in 90 days).
- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotel and downtown park.
- Obtain a legal opinion on whether we can levy a hotel/motel tax. If affirmative perform a hotel/motel tax revenue study.
- Update the current list of resources available for residents to improve their homes and make available to residents.
- Provide an update on the 11 Mile Rd corridor Improvement Plan to the City Commission (w/in 5 months).
- DDA to update the City Commission on the 696 property status and relay DDA's vision related to the property (w/in 5 months).
- Update the Master Zoning Plan.
- City Commission to author and provide a resolution to be sent to the State in an effort to get improved legislation for communities to be able to more easily consolidate services.
- Conduct a revenue strategy meeting (February 6).
- Review alternative methods to receive donations (ex, water bills provide an area to donate to ROOTS).
- Administration to develop a method or process to receive timely financial statements.
- Review the possibility and parameters of a renewed reward-based employee "cost saving" suggestion program in an effort to help reduce operating costs.
- Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.

**GOALS**

**OBJECTIVES**

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

**Champion** – Comm. DuBuc

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

**Champion** – Comm. Poulton

- Prepare an analysis and recommendation for moving to a fixed water meter reading system (w/in 12 months).
- Forward the Parking and Way Finding Plans to the downtown task force and City Commission for review and revision.
  
- Develop and implement a plan to reduce unnecessary calls for service.
- Enhance mutual aid agreements with neighboring communities.
- Explore additional fire and police grant opportunities.

**GENERAL APPROPRIATIONS ACT**

**BE IT RESOLVED**, that this and the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2012 and ending on June 30, 2013.

**RESOLUTION 1: BUDGET RESOLUTION**

**BE IT RESOLVED** that the 2012-2013 City of Royal Oak Budget for each fund is hereby appropriated as follows:

<b>General Fund</b>	
General Government	9,158,850
Community and Economic Development	165,540
Health and Welfare	675,220
Public Safety	22,989,490
Public Works	1,076,960
Recreation and Culture	866,020
Transfers Out	-
<b>Expenditures Total</b>	<b>34,932,080</b>
Taxes	16,285,000
Licenses and Permits	1,311,500
Grants	5,691,500
Charges for Services	2,846,300
Fines and Forfeitures	3,458,000
Interest and Rentals	270,880
Contributions and Donations	6,000
Reimbursements	362,820
Other Revenues	75,000
Transfers In	1,854,160
Use of Fund Balance	2,770,920
<b>Revenues, Transfers and Use of Fund Balance</b>	<b>34,932,080</b>
<b>Major Streets Fund</b>	
Expenditures Total	4,508,580
Revenues, Transfers and Use of Fund Balance	4,508,580
<b>Local Streets Fund</b>	
Expenditures Total	1,870,680
Revenues, Transfers and Use of Fund Balance	1,870,680
<b>Publicity Tax Fund</b>	
Expenditures Total	71,710
Revenues, Transfers and Use of Fund Balance	71,710
<b>Solid Waste Fund</b>	

## Budget Resolutions

Expenditures and Contribution to Fund Balance	6,637,540
Revenues and Transfers	6,637,540
<b>Brownfield Redevelopment Authority</b>	
Expenditures Total	38,900
Revenues Total	38,900
<b>DDA - Development Fund</b>	
Expenditures Total	2,679,430
Revenues, Transfers and Use of Fund Balance	2,679,430
<b>DDA - Operating Fund</b>	
Expenditures Total	49,500
Revenues, Transfers and Use of Fund Balance	49,500
<b>Library Millage Fund</b>	
Expenditures Total	2,331,280
Revenues, Transfers and Use of Fund Balance	2,331,280
<b>CDBG Fund</b>	
Expenditures Total	2,291,600
Revenues, Transfers and Use of Fund Balance	2,291,600
<b>Housing Fund</b>	
Expenditures Total	-
Revenues, Transfers and Use of Fund Balance	-
<b>State Construction Code Fund</b>	
Expenditures Total	1,533,220
Revenues, Transfers and Use of Fund Balance	1,533,220
<b>ROOTS Fund</b>	
Expenditures Total	90,800
Revenues, Transfers and Use of Fund Balance	90,800
<b>Senior Citizen Services Fund</b>	
Expenditures Total	570,280
Revenues, Transfers and Use of Fund Balance	570,280
<b>Animal Shelter Fund</b>	
Expenditures Total	107,190
Revenues, Transfers and Use of Fund Balance	107,190
<b>Police Grants Fund</b>	
Expenditures Total	227,980
Revenues, Transfers and Use of Fund Balance	227,980
<b>Miscellaneous Grants Fund</b>	
Expenditures Total	150,000
Revenues, Transfers and Use of Fund Balance	150,000

**RESOLUTION 2: SET TAX RATE**

**RESOLVED**, that the general operating levy for the 2012-2013 fiscal year for operations is established at 7.3947, and

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2012-2013 fiscal year for the publicity tax is established at 0.0225 mill.

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2012-2013 fiscal year for the Library operations is established at 0.9597 mill.

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2012-2013 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 2012-2013 fiscal year for the Fire Bonded Debt be established at 0.3363 mill, and

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2012-2013 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 mills levy for the Downtown District is in addition to the millage applicable to properties outside of the Downtown District.

**RESOLUTION 3: 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 2012, 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 July 31 until February 28; on December taxes at the rate of 3% after February 14 until February 28.

**RESOLUTION 4: WATER RATE**

**BE IT RESOLVED** that the Water and Sewer Rates for the City of Royal Oak as of July 1, 2012 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Service	\$95.00 per mcf for first 2 mcf per billing period \$109.00 for additional mcf per billing period

**RESOLUTION 5: PURCHASES**

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, 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 6: 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 2012-2013 fiscal year.

**RESOLUTION 7: 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 2012-2013 fiscal year.

**RESOLUTION 8: PURCHASING**

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

**NOW, THEREFORE, BE IT RESOLVED**, the City establishes that no purchase in excess of \$10,500 be made without the approval of the City Commission and pursuant to Chapter Fourteen, Section 2, public work or improvement costing more than \$15,500 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2012-2013.

**RESOLUTION 9: FINANCIAL POLICIES**

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

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

**NOW, THEREFORE, BE IT RESOLVED**, the City reaffirms its existing financial policies on Attrition, Fund Balance, Investments, Retirement Contributions, Debt Management, Capital Assets and Capital Improvements Projects as they appear in the 2012-2013 Recommended Budget.

## CITY OF ROYAL OAK FY 2012 – 2013

### 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.

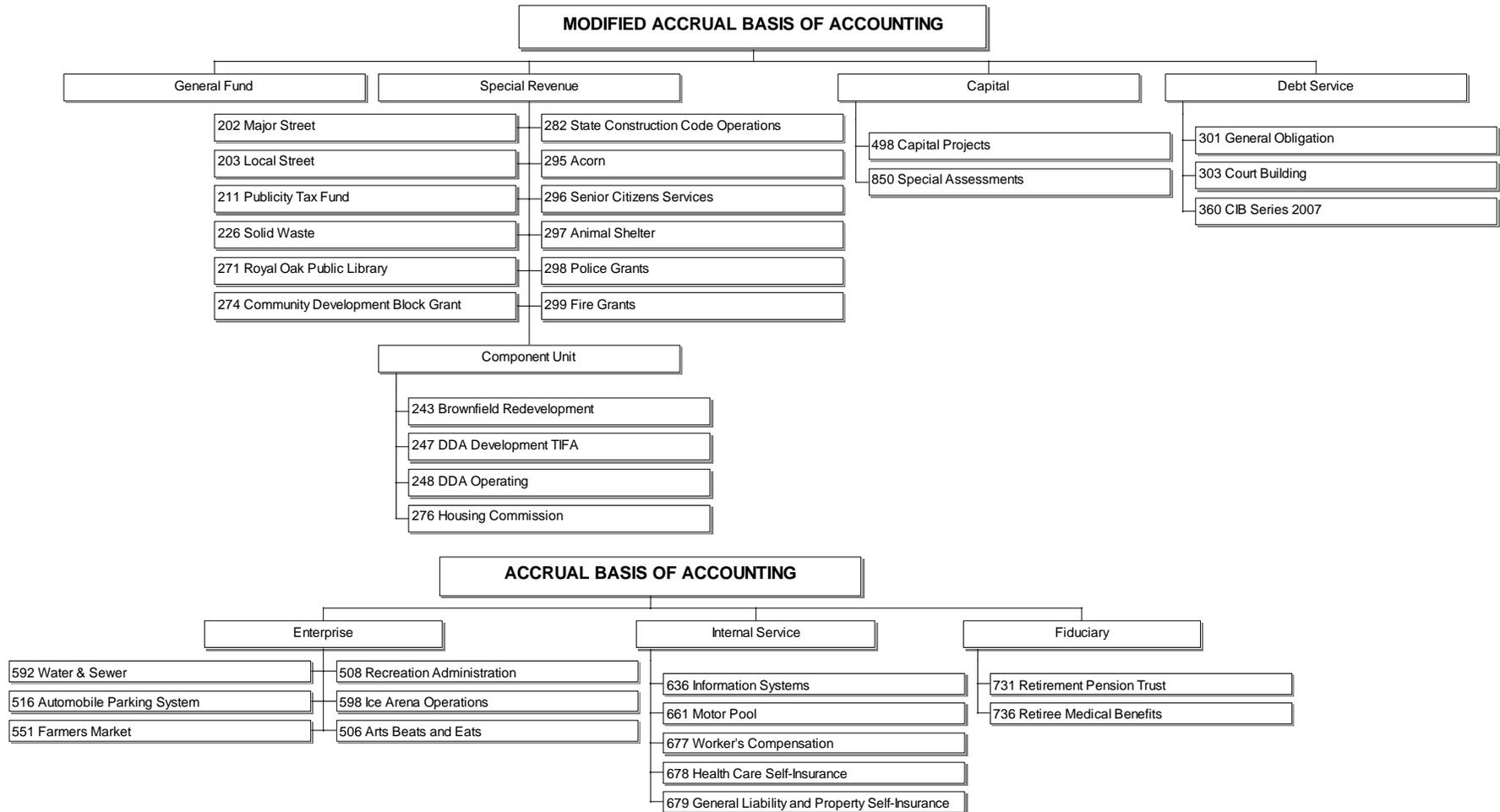
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

**FY 2012-2013 BUDGET CALENDAR**

January	Finance develops personnel costing and coordinates the Capital Improvement Plan
January	Special Meeting – Commissions Strategic Planning (goals & objectives,) Session
January - late	Commission adopts their Goals & Objectives
February	Finance sends personnel costing detail to departments for their review/approval
February - mid	Capital Improvement Plan adopted by Planning Commission
February	Motor Pool, IS, Insurance budgets due to Finance
February - late	Finance spreads Internal Service Department costs to user department budgets.
February 28	Department Requested budgets due to Finance Dept.– includes final departmental narratives, personnel sign-offs, goals, objectives, org charts, significant notes, performance measures and (\$) budget requests.
March	Finance reviews departmental budget information
March 15-31	Departments meet with City Manager to present their budgets
April - mid	City Manager relays final budget recommendations to Finance Department
April - late	Finance/City Manager Department compiles Proposed Budget document
May 1	Proposed Budget document is distributed to Mayor and Commissioners
May 2	Proposed Budget document is posted to City webpage
May 3,10,14,24	Special Meetings - Commission conducts budget work sessions
May 25 +	Finance Dept. makes any Commission changes and prepares final budget document
June 4	Public Hearing * – Commission Adopts Budget (with any revisions to Recommended Budget)
June 7 - 28	Finance prepares Adopted Budget Document
June 30	Final Adopted Budget Document is distributed
July 1 – June 30	Finance monitor budgets and performs budget amendments when appropriate

\*if changes are not significant

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/her duties include the filing of all

public records to meet federal and state legislation. He or she may appoint a member(s) of his staff to assist 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 have a bond rating of AA-, or the equivalent, with at least two (2) qualified bond rating agencies.

[Adopted 6/2/2008]

## Fund Balance Policies

### Fund Balance Policy – General Fund

**Purpose:**

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

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

**Policy:**

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

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

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

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

### Fund Balance Policy – Non-Major Enterprise Funds

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

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

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

### Fund Balance Policy – Auto Parking Enterprise Fund

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

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

able to properly maintain the assets associated with the Parking Fund without having to draw upon the City's General Fund.

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

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

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## 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

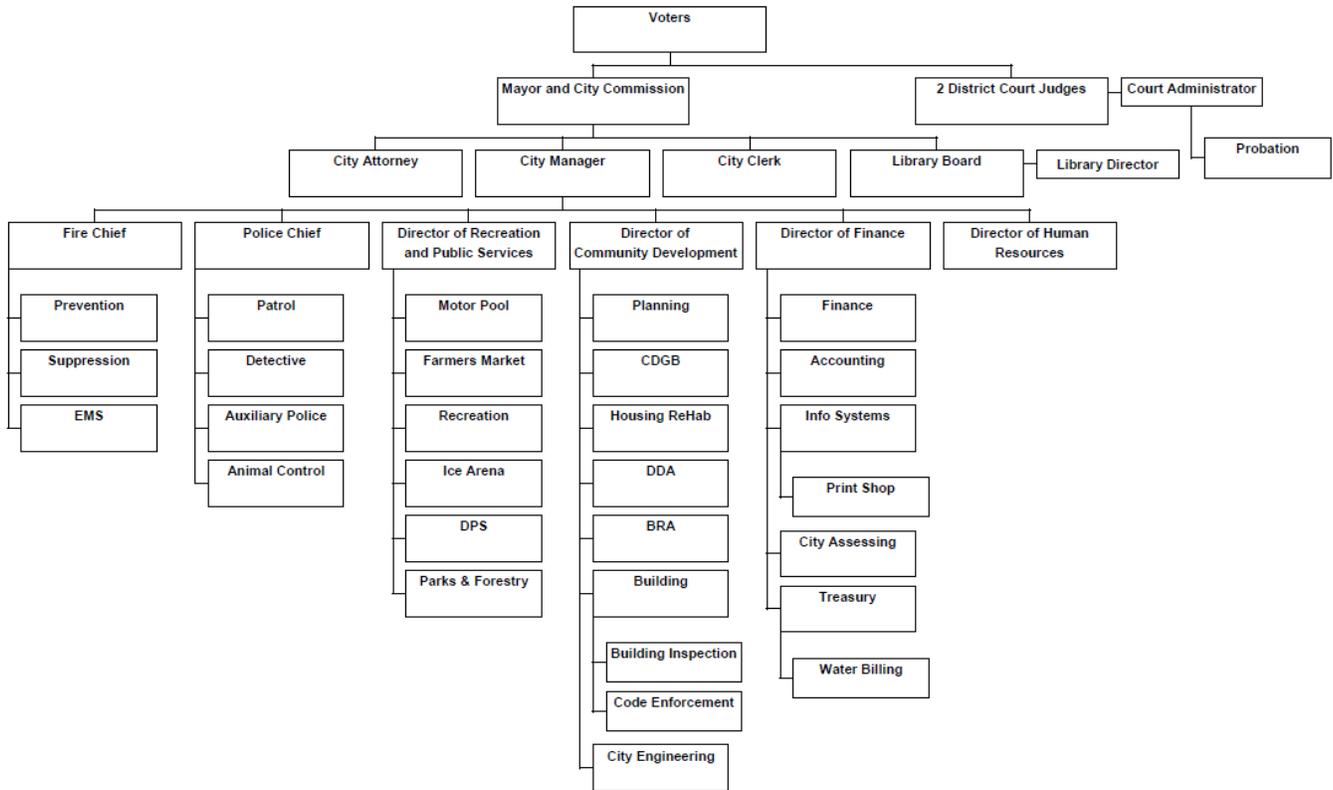
further reduction would result in a percentage in excess of 2% or until the amortization period is reduced to 20 years. This reduction in the amortization period shall be permanent.

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

## City of Royal Oak



## Budget Highlights – Authorized Full-Time Employees

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

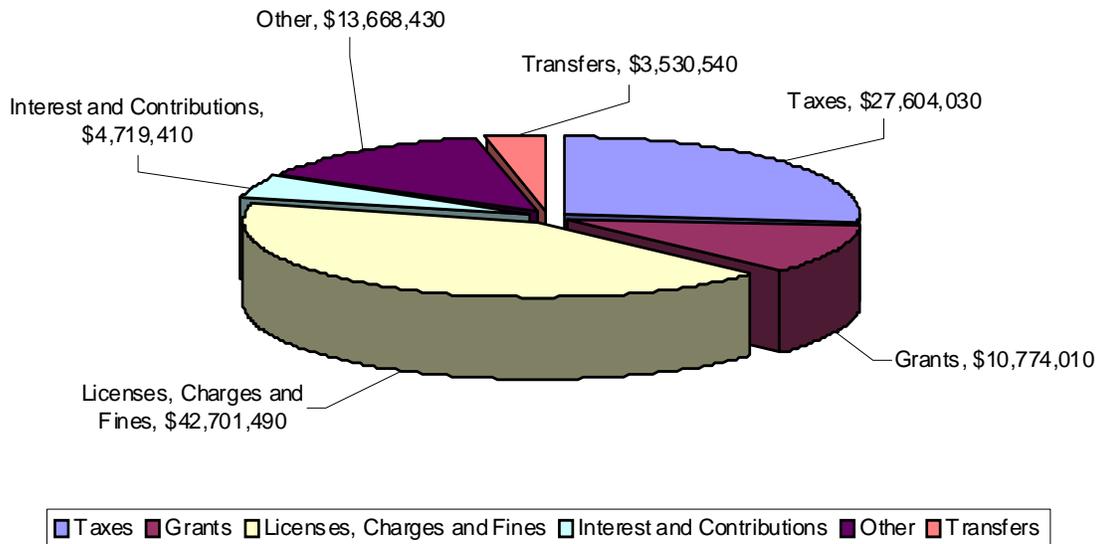
Function/Program	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
<b>44th District Court/Probation</b>	22	22	22	22	22	20	20	20
<b>Administrative Services</b>								
Manager	2	2	2	2	2.0	1.5	1.5	2.5
Attorney	5	4	5	4	4	2.5	2.5	2.5
City Clerk	4	4	4	4	5	4	4	4
Human Resources	4	4	4	4	4	2	2	2
State Construction Code	11	11	11	11	8	5	5	5
Ordinance Enforcement	6	5	5	4	6	4	2	2
Engineering	11	10	10	10	10	7	9	7
Community Development	6	5	5	5	4	4	4	3
Planning-Block Grant	3	3	3	2	1	1	1	1
Planning-Housing	2	2	2	1	2	1	1	0
Finance	6	6	6	6	6.0	5.6	5	5
Assessing	5	4	4	4	4	4	3	3
Purchasing	1	1	1	1	0	0	0	0
Treasurer	5	5	5	5	4	4	4	4
Water Billing	2	2	2	1	1	1	1	1
Information Systems	6	6	6	4	4	4	4	4
Subtotal	79	74	75	68	65	50.6	49.0	46.0
<b>Library</b>	12	14	13	13	12	12	11	10
<b>Public Safety</b>								
Police	107	106	107	103	98	77	77	81
Fire	70	65	63	63	62	46	56	56
Subtotal	177	171	170	166	160	123	133	137
<b>Recreation &amp; Public Services</b>								
Public Service								
Parks & Forestry	13	8	8	8	8	2	8	7
Building Maintenance	2	2	2	2	2	2	2	2
Highway	14	16	16	14	14	0	0	0
Motor Pool	12	12	12	11	11	10	9	9
Electrical	2	2	1	1	1	1	0	0
Solid Waste	1	1	1	1	2	15	13	14
Water Maintenance	8	9	9	9	8	12	8	7
Water Services	6	6	6	6	6	5	5	4
Sewer Maintenance	9	9	9	9	8	9	8	7
Auto Parking	3	3	3	3	3	3	3	3
Recreation	3	2	2	2	2	2	2	2
Ice Arena	1	1	1	1	1	1	0	0
Senior Services	2	2	2	2	2	2	1	1
Subtotal	76	73	72	69	68	64	59	56
<b>Total</b>	<b>366</b>	<b>354</b>	<b>352</b>	<b>338</b>	<b>327</b>	<b>269.6</b>	<b>272.0</b>	<b>269.0</b>

\*Report based on home-base allocations not FTE

## All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	\$ 16,285,000	\$ 8,219,500	\$ 691,130	\$ -	\$ -	\$ 2,408,400	\$ 27,604,030
Grants	5,691,500	3,989,480	-	-	-	1,093,030	10,774,010
Licenses, Charges and Fines	7,615,800	1,673,400	-	32,331,900	830,390	250,000	42,701,490
Interest and Contributions	6,000	186,340	-	38,550	4,467,520	21,000	4,719,410
Other	708,700	93,000	-	92,500	11,825,660	948,570	13,668,430
Transfers	1,854,160	459,500	616,200	500,680	-	100,000	3,530,540
<b>Total</b>	<b>\$ 32,161,160</b>	<b>\$ 14,621,220</b>	<b>\$ 1,307,330</b>	<b>\$ 32,963,630</b>	<b>\$ 17,123,570</b>	<b>\$ 4,821,000</b>	<b>\$ 102,997,910</b>

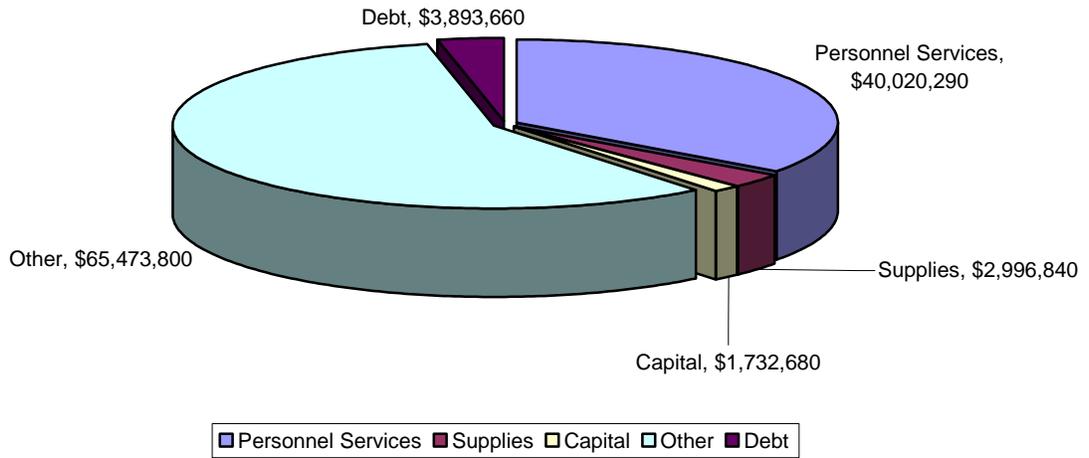
### City-Wide Revenue



## All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	\$ 28,412,390	\$ 6,061,250	\$ -	\$ 3,739,250	\$ 1,658,410	\$ 148,990	\$ 40,020,290
Supplies	509,270	743,300	-	793,520	949,750	1,000	2,996,840
Capital	32,000	4,000	-	277,000	1,169,680	300,000	1,782,680
Other	5,978,420	13,299,620	4,500	29,965,790	13,910,480	2,294,990	65,453,800
Debt	-	76,350	1,302,830	2,514,480	-	-	3,893,660
<b>Total</b>	<b>\$ 34,932,080</b>	<b>\$ 20,184,520</b>	<b>\$ 1,307,330</b>	<b>\$ 37,290,040</b>	<b>\$ 17,688,320</b>	<b>\$ 2,744,980</b>	<b>\$ 114,147,270</b>

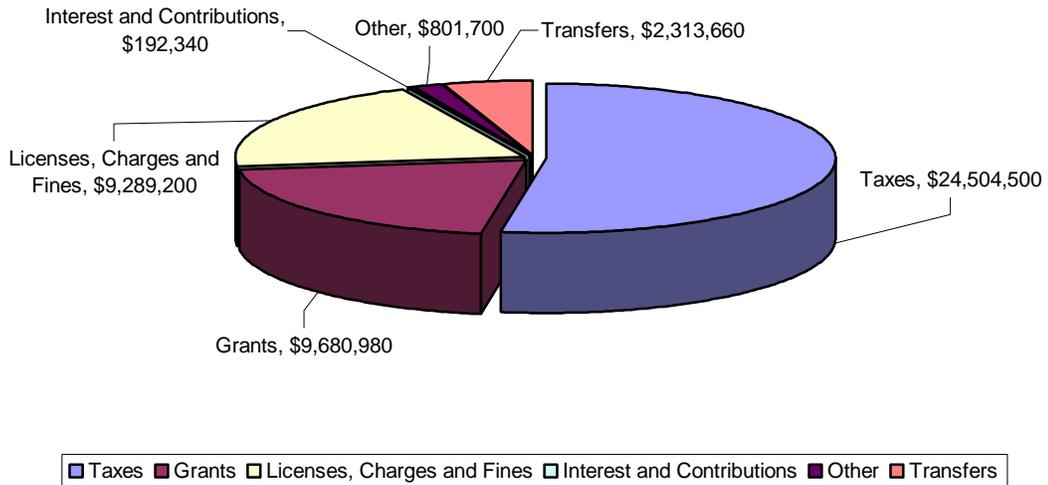
### City-Wide Expenditures



## General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	\$ 16,285,000	\$ 8,219,500	\$ 24,504,500
Grants	5,691,500	3,989,480	9,680,980
Licenses, Charges and Fines	7,615,800	1,673,400	9,289,200
Interest and Contributions	6,000	186,340	192,340
Other	708,700	93,000	801,700
Transfers	1,854,160	459,500	2,313,660
<b>Total</b>	<b>\$ 32,161,160</b>	<b>\$ 14,621,220</b>	<b>\$ 46,782,380</b>

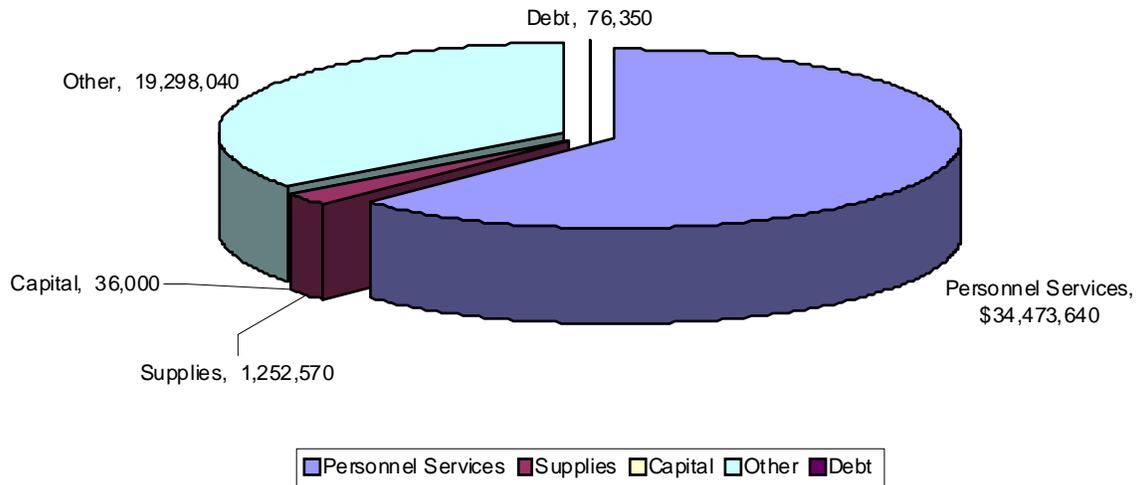
### General & Special Revenue Funds Revenue



## General & Special Expenditure Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	\$ 28,412,390	\$ 6,061,250	\$ 34,473,640
Supplies	509,270	743,300	1,252,570
Capital	32,000	4,000	36,000
Other	5,978,420	13,299,620	19,278,040
Debt	-	76,350	76,350
<b>Total</b>	<b>\$ 34,932,080</b>	<b>\$ 20,184,520</b>	<b>\$ 55,116,600</b>

### General & Special Expenditure Funds



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# FINANCIAL TRENDS

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

Taxable Value

Tax Allocation

City Tax Rate

State Shared Revenue

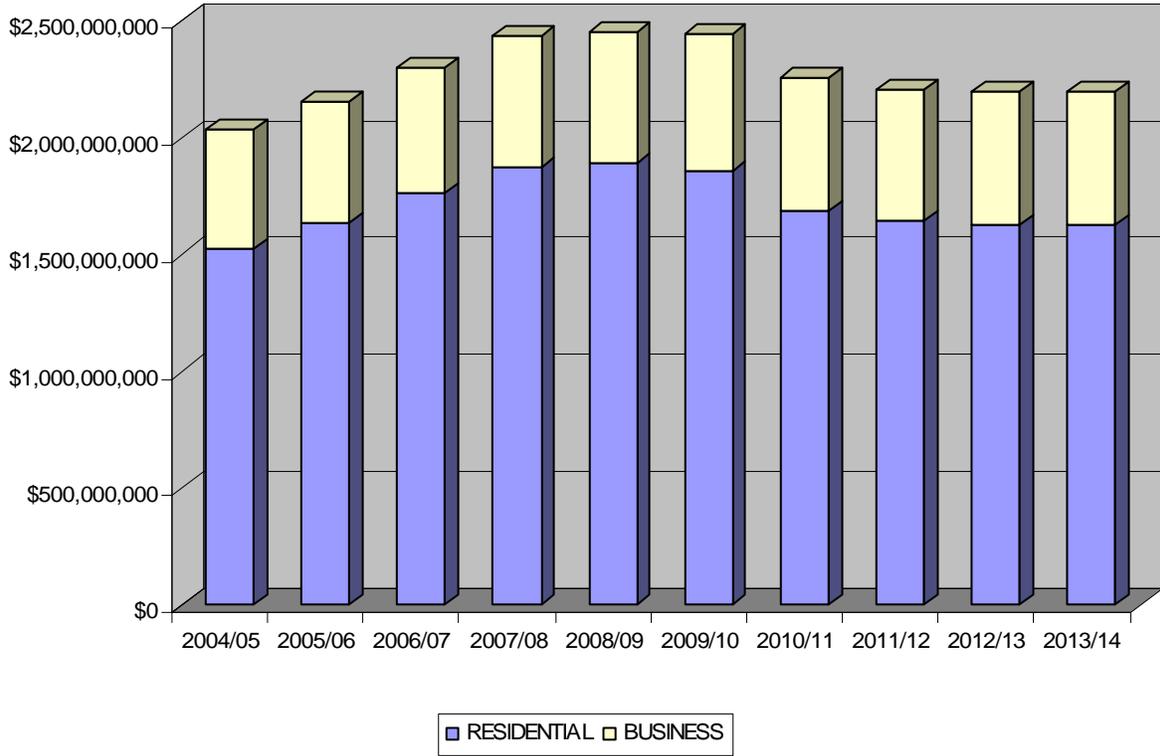
Millage Summary

Interest Income

Millage Rate Comparison

Debt Projections

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



Taxable value, the basis for tax revenue, will decline 0.54% for FY12-13 compared to a 2.41% decrease in FY 11-12. Oakland County's county-wide taxable value is once again expected to decline more than Royal Oak's. Currently, Royal Oaks values are projected to remain flat for the budget forecast.

Fiscal Year	By Class					TOTAL	CHANGE
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL			
2004/05	1,527,187,417	51,323,010	139,785,294	320,080,826		2,038,376,547	5.27%
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	1,648,632,770	43,977,480	119,051,890	396,588,890		2,208,251,030	-2.41%
2012/13	1,626,988,850	41,045,340	137,095,330	391,226,770		2,196,356,290	-0.54%
2013/14	1,626,988,850	41,045,340	137,095,330	391,226,770		2,196,356,290	0.00%

### Taxable Value Percent Change By Year



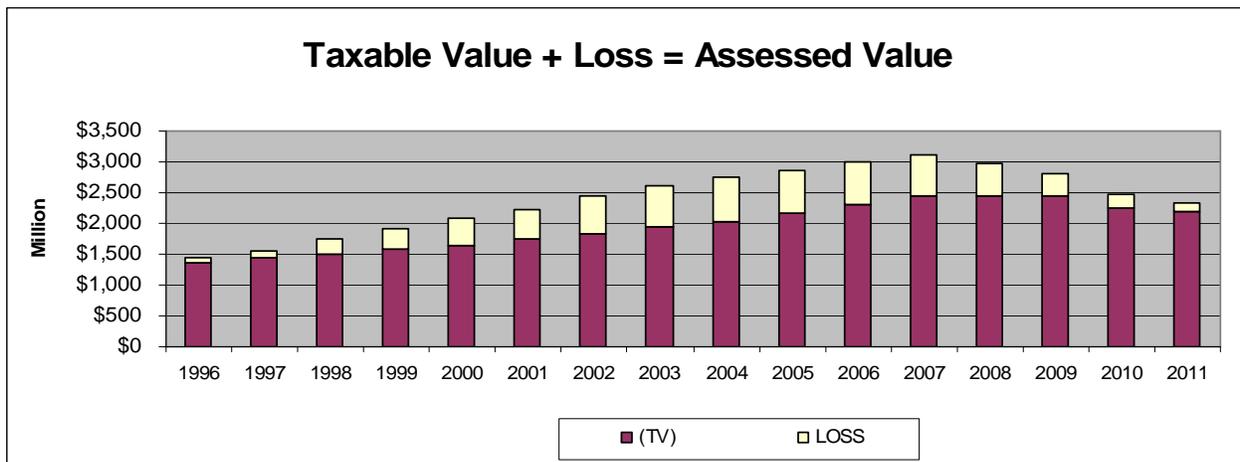
**Proposal A Effect in Royal Oak  
Taxable Value v. Assessed Valuation**

(Values are in Millions)

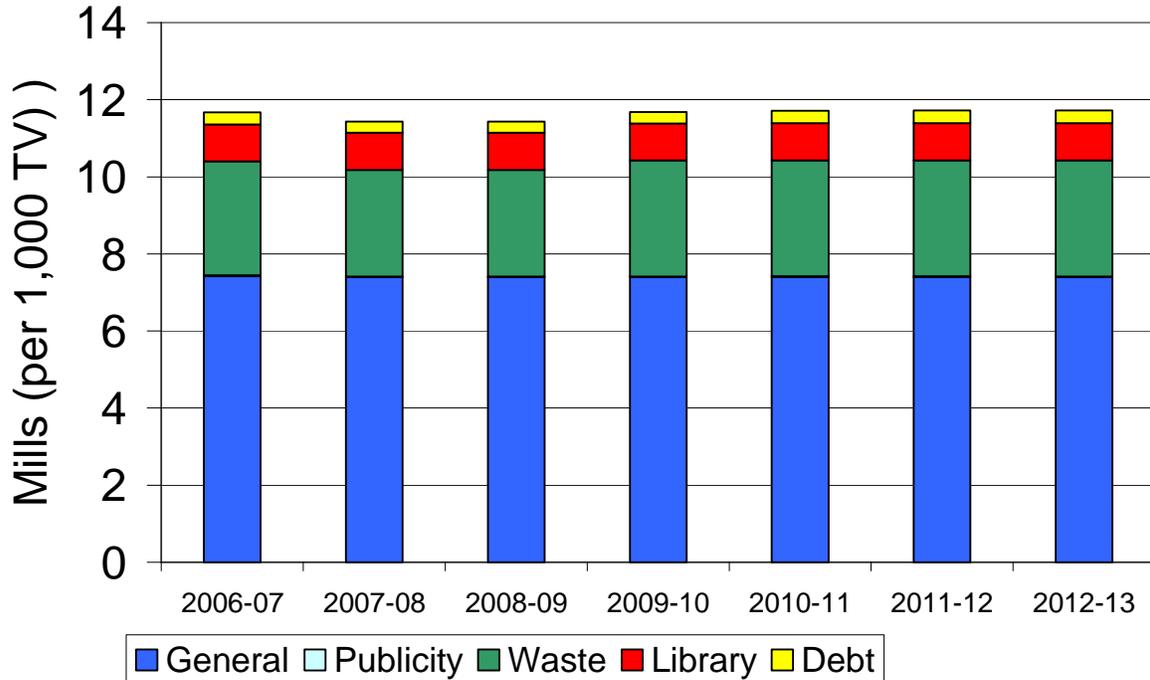
<b>July 1</b>	<b>ASSESSED VALUE (SEV)</b>	<b>TAXABLE VALUE (TV)</b>	<b>LOSS</b>	<b>LOSS INCREASE (DECREASE)</b>
1996	\$1,436	<b>\$1,372</b>	<b>64</b>	64
1997	1,561	<b>1,433</b>	<b>128</b>	64
1998	1,743	<b>1,499</b>	<b>244</b>	116
1999	1,921	<b>1,577</b>	<b>344</b>	100
2000	2,075	<b>1,652</b>	<b>423</b>	79
2001	2,209	<b>1,739</b>	<b>470</b>	47
2002	2,439	<b>1,841</b>	<b>598</b>	128
2003	2,603	<b>1,938</b>	<b>665</b>	67
2004	2,746	<b>2,038</b>	<b>708</b>	43
2005	2,872	<b>2,157</b>	<b>715</b>	7
2006	3,013	<b>2,300</b>	<b>713</b>	(2)
2007	3,114	<b>2,435</b>	<b>679</b>	(34)
2008	2,986	<b>2,455</b>	<b>531</b>	(148)
2009	2,808	<b>2,442</b>	<b>366</b>	(165)
2010	2,462	<b>2,263</b>	<b>199</b>	(167)
2011	2,335	<b>2,208</b>	<b>127</b>	(72)
2012	2,279	<b>2,196</b>	<b>83</b>	(44)

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.

In 2005 and 2006 the trend flattened out. After 2006, the trend turned down and the gap closed. It reduced \$34 million in 2007 then \$148 million in 2008, \$165 million in 2009, \$167 million in 2010, \$72 million in 2011 and \$44 million in 2012. A continued downturn in assessed value is a concern for FY 2012-13 however it is not as drastic as prior years. Market conditions are expected to reduce the following year's SEV and Taxable Value as well, continuing a forecasted decline for FY 2013-14 tax revenue.



City Tax Rate



City Ad Valorem Tax Rates

Millage Rate	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
General Operations	7.4207	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947
Publicity	0.0222	0.0214	0.0213	0.0216	0.0234	0.0239	0.0225
Solid Waste (State + Voted)	2.9539	2.7664	2.7664	3.0129	3.0129	3.0129	3.0129
Library	0.9631	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597
Fire Debt Retirement	0.3102	0.2944	0.2912	0.2971	0.3224	0.3338	0.3363
<b>TOTAL</b>	<b>11.6701</b>	<b>11.4366</b>	<b>11.4333</b>	<b>11.6860</b>	<b>11.7131</b>	<b>11.7250</b>	<b>11.7261</b>

Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6831	1.6831	1.6477	1.6477	1.6477	1.6477	1.6477
City & DDA Operations	13.3532	13.1197	13.0810	13.3337	13.3608	13.3727	13.3738

**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 2012-13 budget.

**Publicity Levy**

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

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ..., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, That such tax levy shall not exceed 50,000 dollars in any 1 year. The Headlee millage limit is 2.6888 mills, however the \$50,000 limit prevails; therefore 0.0239 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 limitation and the levy is 2.0164 mills.

**Refuse Levy**

**City Charter amendment 08/08/2006**

As authorized in a City Charter amendment this millage was first levied in the summer of 2007 therefore it expired after the 2011 levy. The Headlee limit and levy was last levied at 0.9965 mill. It was renewed in November 2011. The renewal allows the City to levy a millage for a period not to exceed five (5) years up to 1.000 mill, to defray the costs of refuse collection, disposal and curbside recycling.

**Library Operations Levy**

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

**Voter approved millage 11/04/2003**

Up to 1.0000 mill is authorized for reconstructing, furnishing, equipping and operating the City's existing Library for 20 years. The millage expires after 2023. The Headlee limitation and levy is 0.9597 mill for FY2012-13.

**Fire Bond Debt Service Levy**

**P.A. 31 of 1948 (1<sup>st</sup> 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 0.3363 mill is adopted for FY2012-13.

**CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY**

**DDA General Operations Levy**

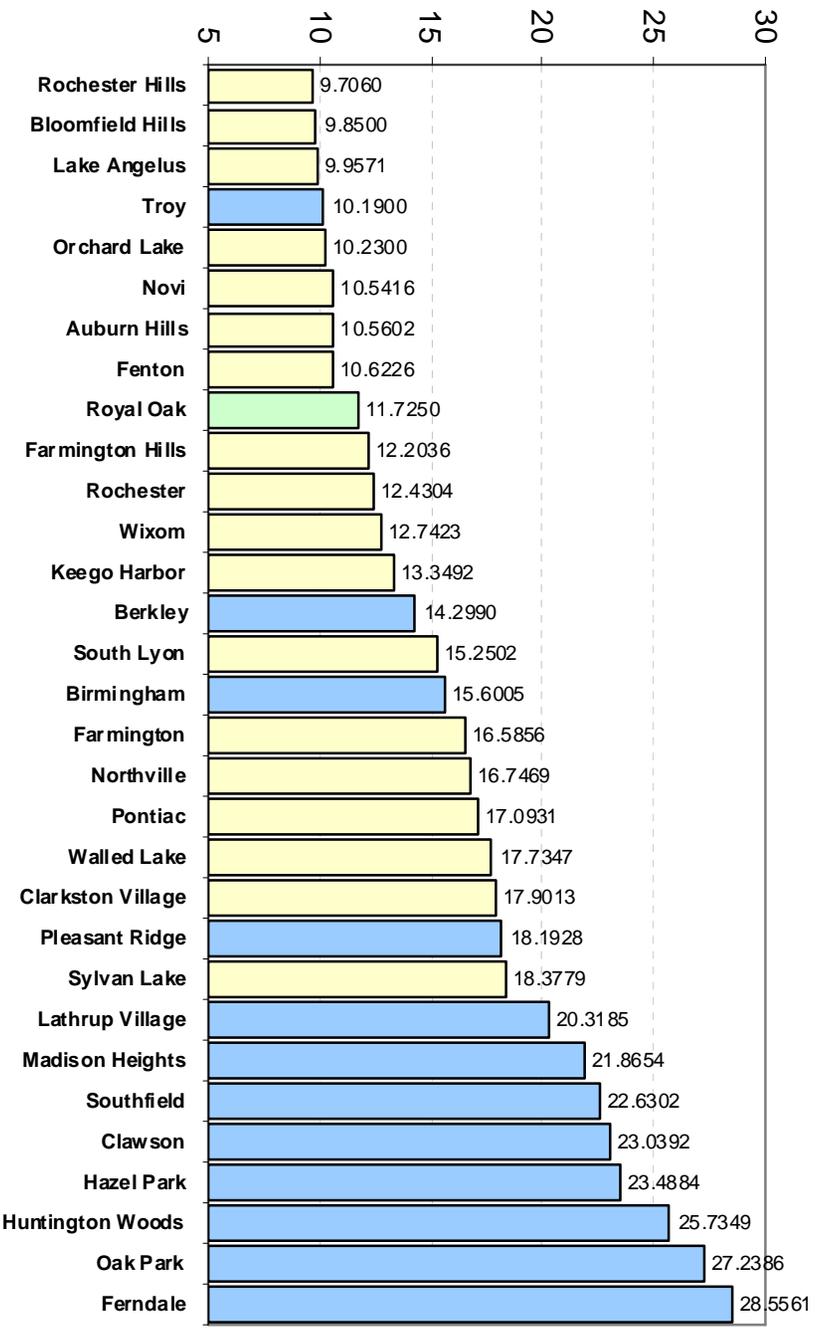
**P.A. 197 of 1975 DDA Act-MCL 125.1662 Ad valorem tax--Commission adopted 11/02/1976**

Sec. 12. (1) An authority with the approval of the municipal governing body may levy an ad valorem tax .... in the downtown district. The tax shall be .... not more than 2 mills if the downtown district is in a municipality having a population of less than 1,000,000. This is only for the purposes provided by Act 197 beginning with the duty to correct and prevent deterioration in business districts. The Headlee limitation and the levy is approved at 1.6477 mills for FY2012-13.

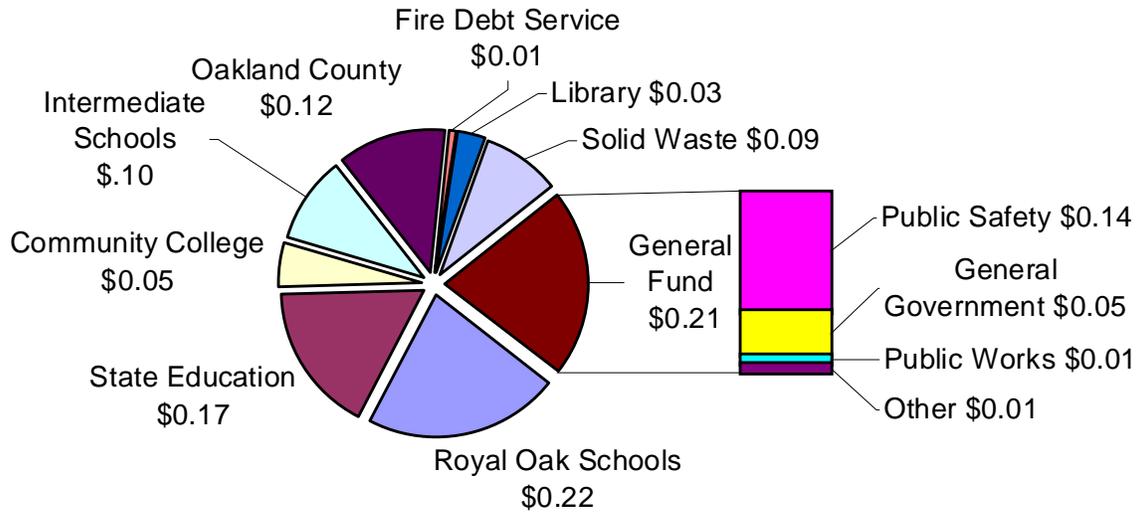
### FY 2011/12 Millage Rate Comparison

(Average Millage Rate = 16.5)

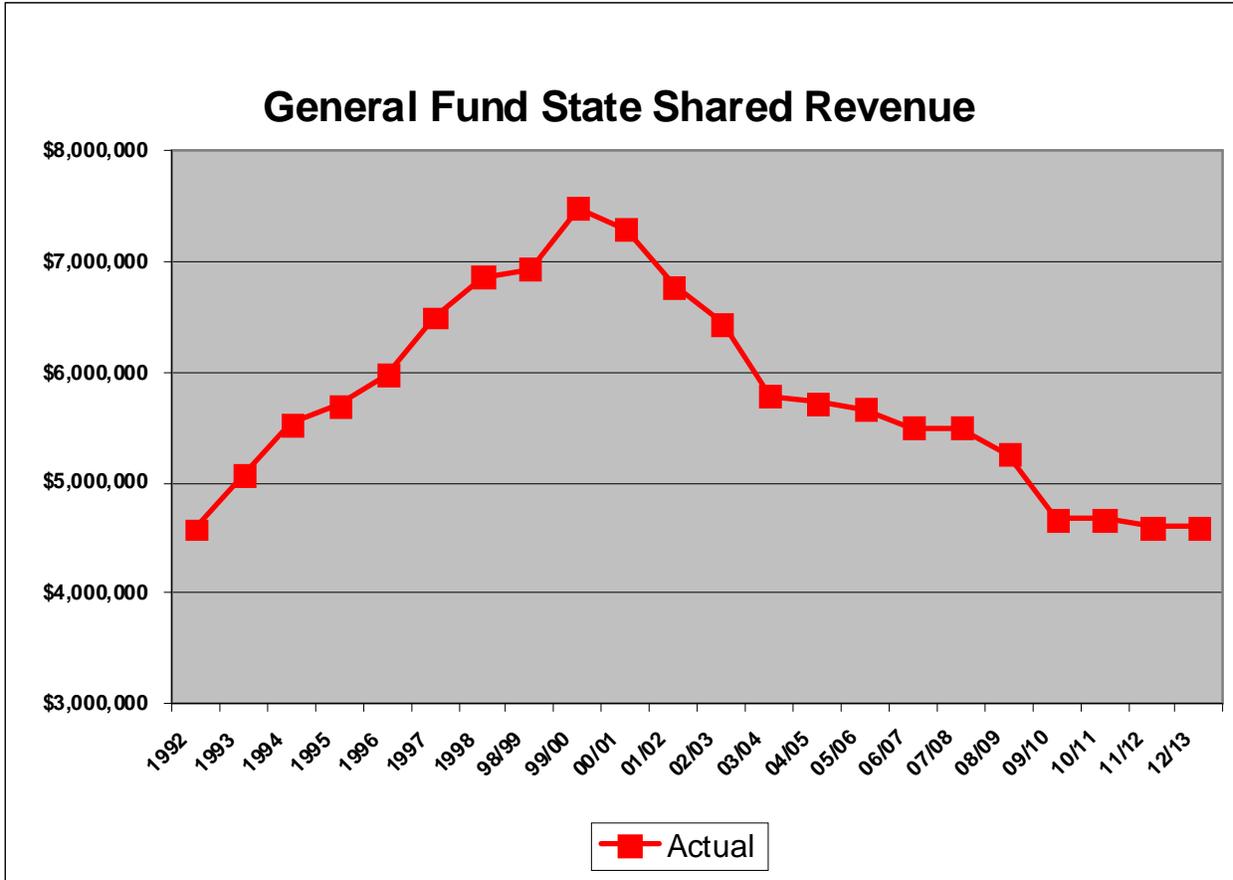
Blue bar represents a bordering neighbor



Note: FY2012-13 millage rates for all cities were not available at the County Equalization Office prior to printing of this budget document, therefore FY2011-12 rates were utilized.



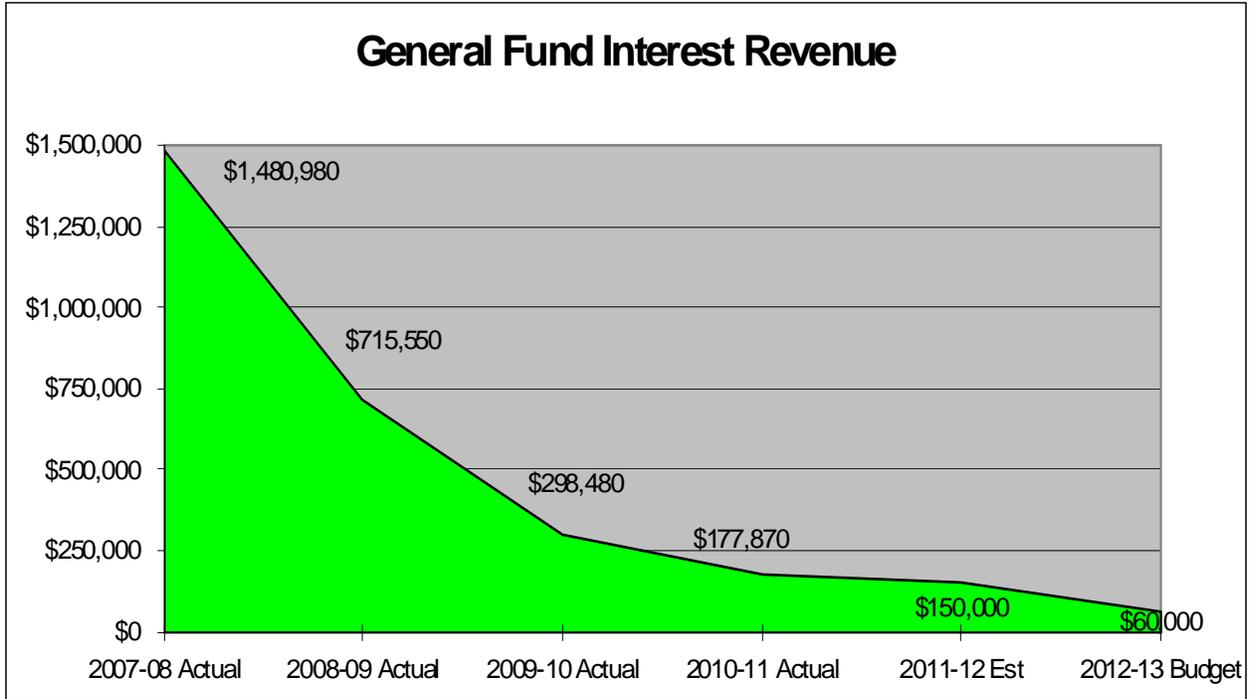
Thirty-four percent of taxes support city services in Royal Oak. Sixty-six percent of real tax revenue supports the County and schools.



The Michigan legislature has dramatically reduced distributions of State Shared Revenue or sales tax receipts since FY 2000-2001. The amount received in FY2009-10 is almost as low as the FY1991-92 distribution and it continues to drop and has seems to level out the past few years. 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. Statuary payments to cities have been reduced by the legislature each year beginning in 2002. First there were challenges to municipalities Headlee tax rate limits, and by Proposal A to taxable value. The past ten years, local government have had to deal with the the dilemma that State Shared Revenue is drastically being reduced. This leaves the local unit of government with the position of having to reduce services or find some creative way to raise new revenue (which has its restrictions). The full EVIP(Statutory) funding has been budgeted for FY2012-13.

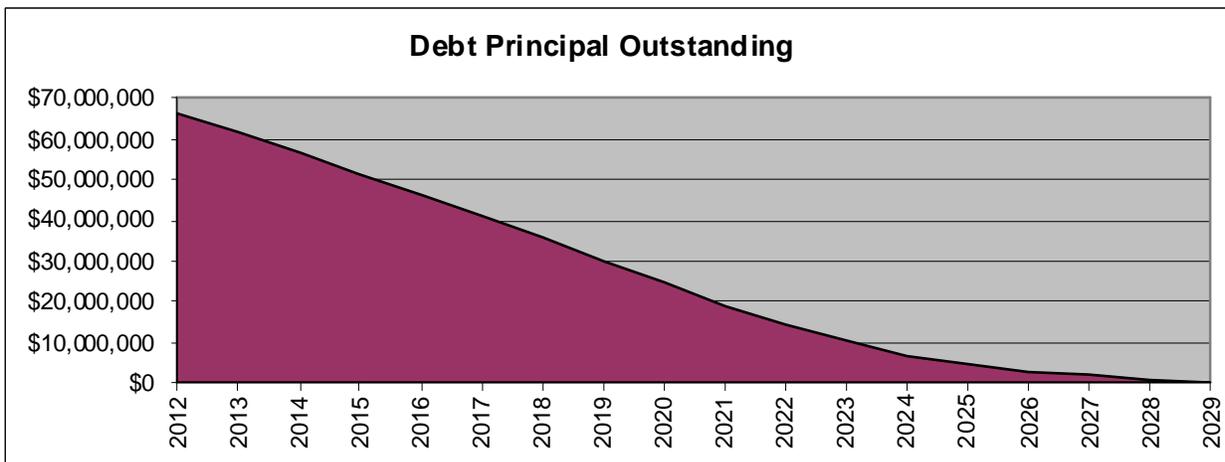
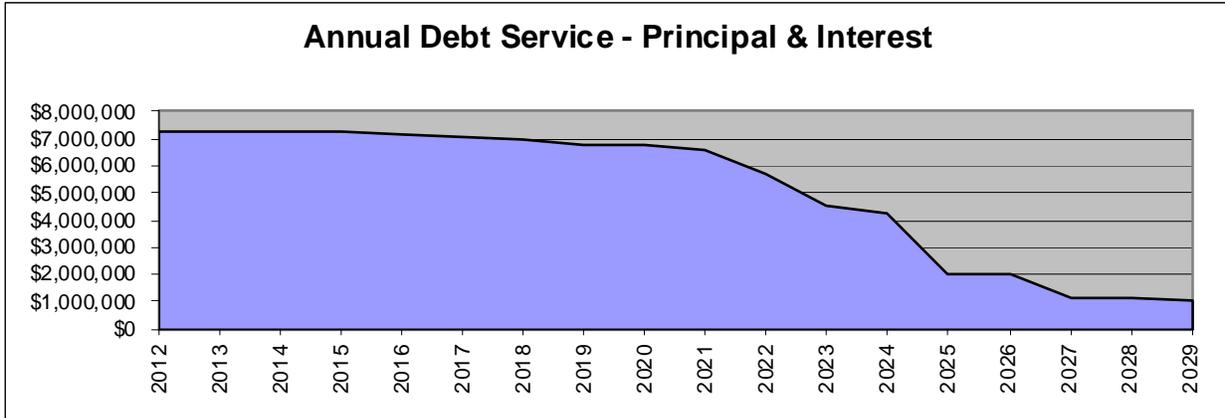
## Financial Trends – State Shared Revenue

		<u>State Shared Revenue</u>			
<u>Fiscal</u>	<u>Year</u>	<u>Constitutional</u>	<u>Statutory/EVIP</u>	<u>Actual</u>	
	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	
	09/10	3,815,174	859,079	4,674,253	
	10/11	3,861,430	812,823	4,674,253	
Projected	11/12	4,018,000	582,000	4,600,000	
Projected	12/13	4,018,000	582,000	4,600,000	



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 \$60,000 in FY12-13 due to a lower fund balance level. The General Fund is down over \$1.4 million in annual interest income in only the past five years.

## Financial Trends – Fund Debt Projections



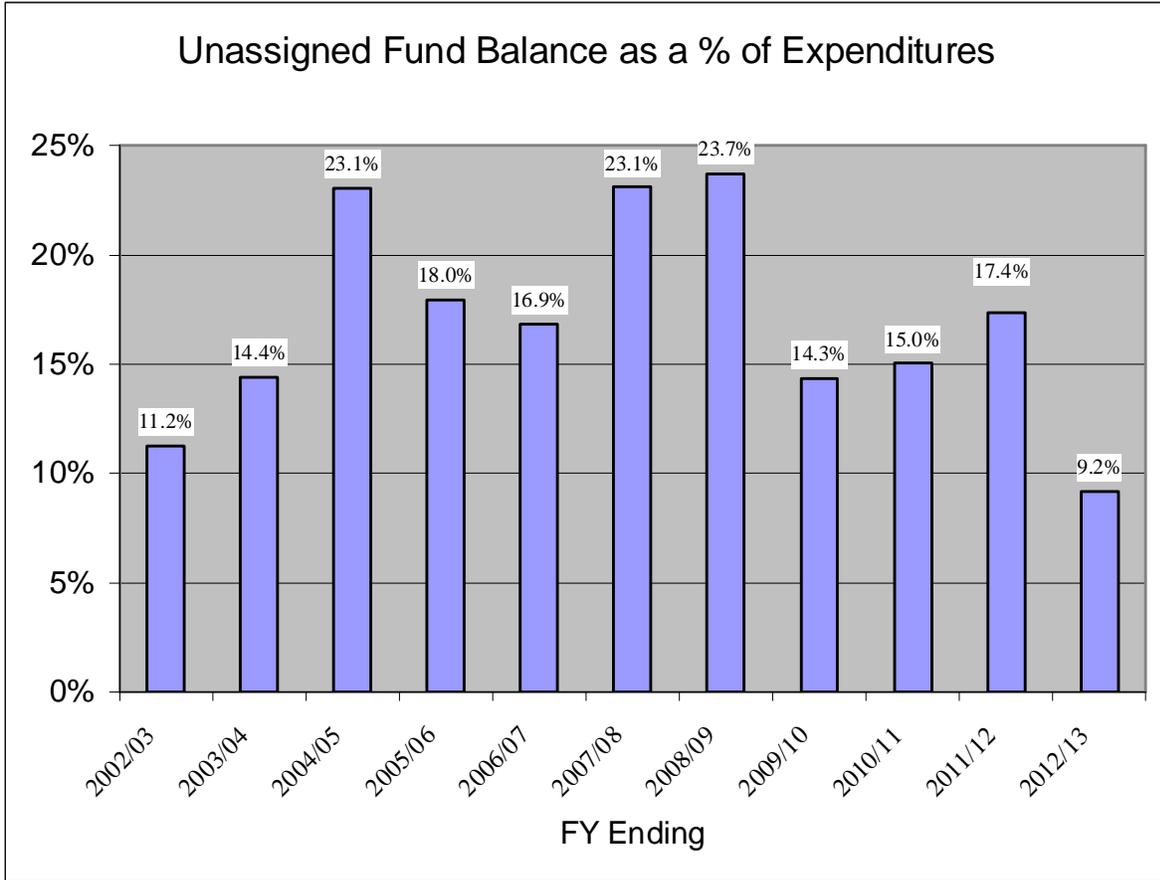
Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2012	7,238,496	66,612,908
6/30/2013	7,241,221	61,791,837
6/30/2014	7,234,367	56,816,355
6/30/2015	7,231,280	51,675,433
6/30/2016	7,156,175	46,434,945
6/30/2017	7,048,479	41,121,824
6/30/2018	6,942,372	35,728,504
6/30/2019	6,778,807	30,311,308
6/30/2020	6,777,676	24,704,062
6/30/2021	6,555,591	19,122,905
6/30/2022	5,726,875	14,178,247
6/30/2023	4,544,964	10,241,223
6/30/2024	4,230,861	6,467,979
6/30/2025	2,005,737	4,775,639
6/30/2026	1,982,882	3,023,496
6/30/2027	1,109,392	2,058,802
6/30/2028	1,107,911	1,041,166
6/30/2029	1,072,821	0

## Financial Trends – Fund Debt Projections

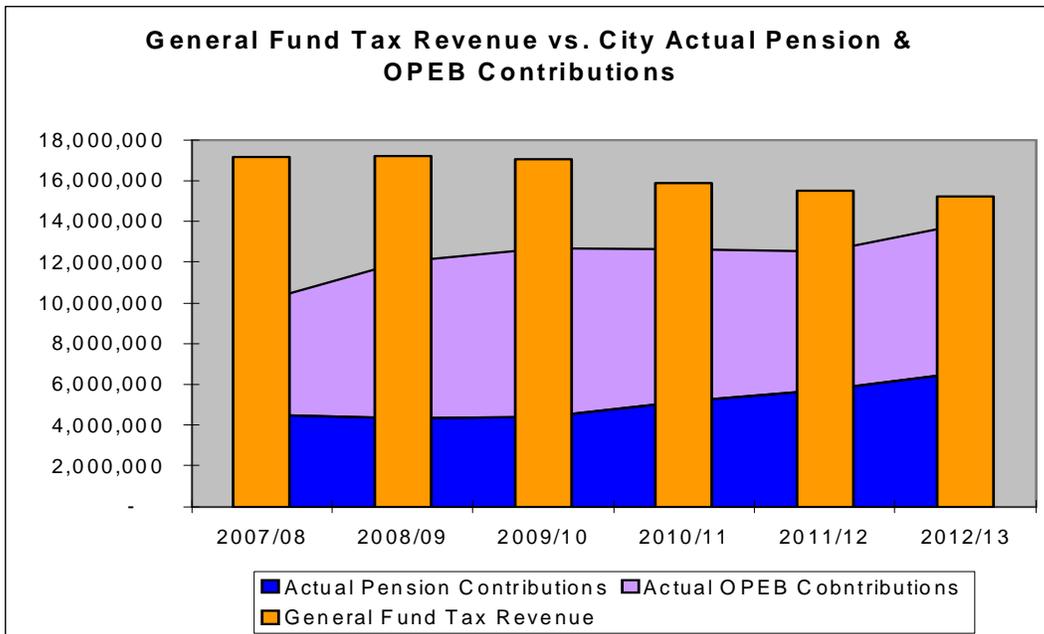
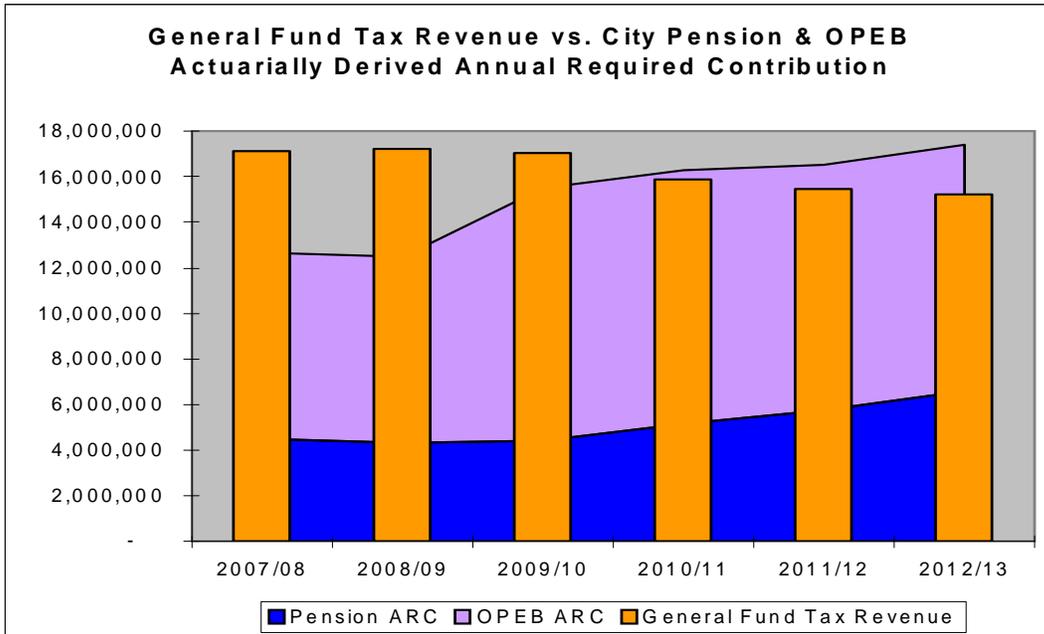
### General Fund Unassigned Fund Balance as a Percentage of Expenditures Fiscal Year 2002-2003 to 2012-2013

<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Unassigned Fund Balance</u>	<u>Percent</u>
2002/03	28,743,323	3,231,839	11.2%
2003/04	30,058,370	4,340,265	14.4%
2004/05	28,763,993	6,634,320	23.1%
2005/06	32,950,805	5,921,341	18.0%
2006/07	33,506,340	5,646,783	16.9%
2007/08	34,344,518	7,928,121	23.1%
2008/09	35,133,900	8,323,551	23.7%
2009/10	36,469,831	5,233,096	14.3%
2010/11	34,750,328	5,221,748	15.0%
2011/12	Estimated 34,470,390	5,989,568	17.4%
2012/13	Estimated 34,932,080	3,218,648	9.2%

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.



## Financial Trends – Fund Debt Projections



The top graph illustrates that the City's combined Pension and OPEB Actuarially derived ARC exceeds the General Fund tax revenue in the past three years. The bottom graph illustrates that the City is actually contributing (all funds) for Pension and OPEB nearly an amount equal to the total General Fund tax revenue for FY2012-13.

# 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.

Mayor/Commission - 101.101	Building Maintenance – 101.267
Court – 101.136	Police 101.301
Probation – 101.151	Fire 101.336
Manager – 101.172	Ambulance Service 101-344
Elections – 101.191	Ordinance Enforcement 101-372
Finance – 101.201	Community Development – 101.400
Assessor – 101.209	Animal Protection Services –101.430
Attorney – 101.210	Electrical – 101.443
Clerk – 101.215	Engineering – 101.447
Human Resources – 101.226	Street Lighting – 101.448
Administration – 101.248	Cable Communications – 101.834
Treasurer – 101.253	Community Promotion – 101.835
City Office Building – 101.265	Dream Cruise – 101.836
Parks & Forestry – 101.266	Transfers-Out – 101.965

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

The General Fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$33 million (including transfers-in from other funds).

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 nearly 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.

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### 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.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

Taxable values for the City will decrease 0.5% for FY2012-13. General Fund tax revenue is budgeted to decline by \$250,000. The budget forecast assumes a flattening of taxable value levels after FY12-13 however the outlook is uncertain. Landlord licenses are budgeted to increase by \$25,000 based on the City Manager's recommendation to utilize a part-time Ordinance Officer to perform additional rental inspections. State Shared revenue is budgeted to remain flat as it is assumed that the City will continue to receive the allowable EVIP monies in addition to flat constitutional payments. The Early Retiree Healthcare Reimbursement grant is anticipated to be phased out after FY11-12, causing revenue to decline by approximately \$255,000. The SAFER Grant has served as a temporary relief to the General Fund, as it will provide \$1.5 Million reimbursement to the City in FY11-12 and \$1 Million in FY12-13. It's important to note that the SAFER Grant funds are not expected after FY12-13, therefore a long-term solution to fund the Fire and ALS services needs to be developed and implemented very soon. Transfers-in are budgeted at \$1,854,160, with \$1,035,000 from the Auto Parking Fund and \$432,000 from the State Construction Code Fund. Use of fund balance as a revenue source is approved for approximately \$2.7 Million. As the forecast illustrates, this level of expenditures relative to revenue is not sustainable.

Expenditures are budgeted to increase mostly due to additional pension and OPEB contributions to the trusts. The approved OPEB contribution is equal to the current healthcare outlay for current retirees only. Public Safety increased due to the addition of four sworn police officers.

Budget Summary

General Fund Summary	2011-2012 Estimated Year End	2012-2013 Adopted Budget	2013-2014 Projected Budget	2014-2015 Projected Budget	2015-2016 Projected Budget	2016-2017 Projected Budget
Beginning Fund Balance	6,521,748	5,989,568	3,218,648	250,398	(2,779,052)	(5,838,542)
Revenues	31,818,260	30,307,000	30,344,670	30,383,470	30,423,430	30,464,590
Expenditures	34,470,390	34,932,080	34,932,080	34,932,080	34,932,080	34,932,080
Net	(2,652,130)	(4,625,080)	(4,587,410)	(4,548,610)	(4,508,650)	(4,467,490)
Transfers from other funds	2,119,950	1,854,160	1,619,160	1,519,160	1,449,160	1,389,160
Net Change in Fund Balance	(532,180)	(2,770,920)	(2,968,250)	(3,029,450)	(3,059,490)	(3,078,330)
Ending Fund Balance	5,989,568	3,218,648	250,398	(2,779,052)	(5,838,542)	(8,916,872)
Fund Balance as a percentage of Expenditures	17.38%	9.21%	0.72%	-7.96%	-16.71%	-25.53%
Net Change in Fund Balance	(532,180)	(2,770,920)	(2,968,250)	(3,029,450)	(3,059,490)	(3,078,330)

Revenues

<b>101-000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	18,508,990	5,347,680	8,360,760	13,620	2,066,900	2,346,590	36,644,540
2009-2010 Actual	18,363,820	4,765,700	8,273,030	3,200	1,387,970	1,514,970	34,308,690
2010-2011 Actual	17,107,600	4,937,050	8,609,190	7,410	815,170	2,946,390	34,422,810
2011-2012 Original Budget	16,537,870	5,731,500	8,391,110	6,000	2,017,950	2,115,000	34,799,430
2011-2012 Adjusted Budget (Dec)	16,537,870	5,731,500	8,391,110	6,000	2,017,950	2,115,000	34,799,430
2011-2012 Six Month Actual	15,506,760	1,581,790	4,408,540	2,980	386,400	187,500	22,073,970
2011-2012 Estimated Year End	16,580,000	6,446,500	7,961,490	6,000	824,270	2,119,950	33,938,210
2012-2013 Dept Request	16,285,000	5,691,500	7,615,800	6,000	708,700	1,854,160	32,161,160
2012-2013 Manager's Budget	16,285,000	5,691,500	7,615,800	6,000	708,700	1,854,160	32,161,160
2012-2013 Adopted Budget	16,285,000	5,691,500	7,615,800	6,000	708,700	1,854,160	32,161,160
2013-2014 Projected Budget	16,285,000	5,691,500	7,653,470	6,000	708,700	1,619,160	31,963,830
2014-2015 Projected Budget	16,285,000	5,691,500	7,692,270	6,000	708,700	1,519,160	31,902,630
2015-2016 Projected Budget	16,285,000	5,691,500	7,732,230	6,000	708,700	1,449,160	31,872,590
2016-2017 Projected Budget	16,285,000	5,691,500	7,773,390	6,000	708,700	1,389,160	31,853,750

Expenditures

GENERAL FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	29,553,282	503,640	117,550	5,068,360	0	35,242,832
2009-2010 Actual	30,680,170	425,180	24,940	6,099,770	0	37,230,060
2010-2011 Actual	28,429,160	364,390	0	5,610,170	0	34,403,720
2011-2012 Original Budget	27,773,020	508,550	1,000	6,135,120	0	34,417,690
2011-2012 Adjusted Budget (Dec)	27,785,020	510,750	1,000	6,120,920	0	34,417,690
2011-2012 Six Month Actual	13,689,840	180,100	0	2,906,360	0	16,776,300
2011-2012 Estimated Year End	27,340,350	491,230	0	6,638,810	0	34,470,390
2012-2013 Dept Request	28,388,700	509,270	32,000	5,998,420	0	34,928,390
2012-2013 Manager's Budget	28,412,390	509,270	32,000	5,998,420	0	34,952,080
2012-2013 Adopted Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080
2013-2014 Projected Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080
2014-2015 Projected Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080
2015-2016 Projected Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080
2016-2017 Projected Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080

***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.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this cost center.

**Budget Summary**

**Expenditures**

<b>101-101 MAYOR/COMMISSION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	5,250	230	-	15,300	-	20,780
2009-2010 Actual	5,120	670	-	18,150	-	23,940
2010-2011 Actual	5,030	700	-	16,770	-	22,500
2011-2012 Original Budget	4,130	700	-	21,370	-	26,200
2011-2012 Adjusted Budget (Dec)	4,130	700	-	21,370	-	26,200
2011-2012 Six Month Actual	2,420	90	-	16,770	-	19,280
2011-2012 Estimated Year End	5,930	500	-	19,430	-	25,860
2012-2013 Dept Request	5,880	700	-	20,420	-	27,000
2012-2013 Manager's Budget	5,880	700	-	20,420	-	27,000
2012-2013 Adopted Budget	5,880	700	-	20,420	-	27,000
2013-2014 Projected Budget	5,880	700	-	20,420	-	27,000
2014-2015 Projected Budget	5,880	700	-	20,420	-	27,000
2015-2016 Projected Budget	5,880	700	-	20,420	-	27,000
2016-2017 Projected Budget	5,880	700	-	20,420	-	27,000

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

The 44<sup>th</sup> 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 44<sup>th</sup> District Court has maintained, the Court has historically had one of the highest collection rates in the State of Michigan.

The 44<sup>th</sup> 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.

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## 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 Year 2012-2013:**

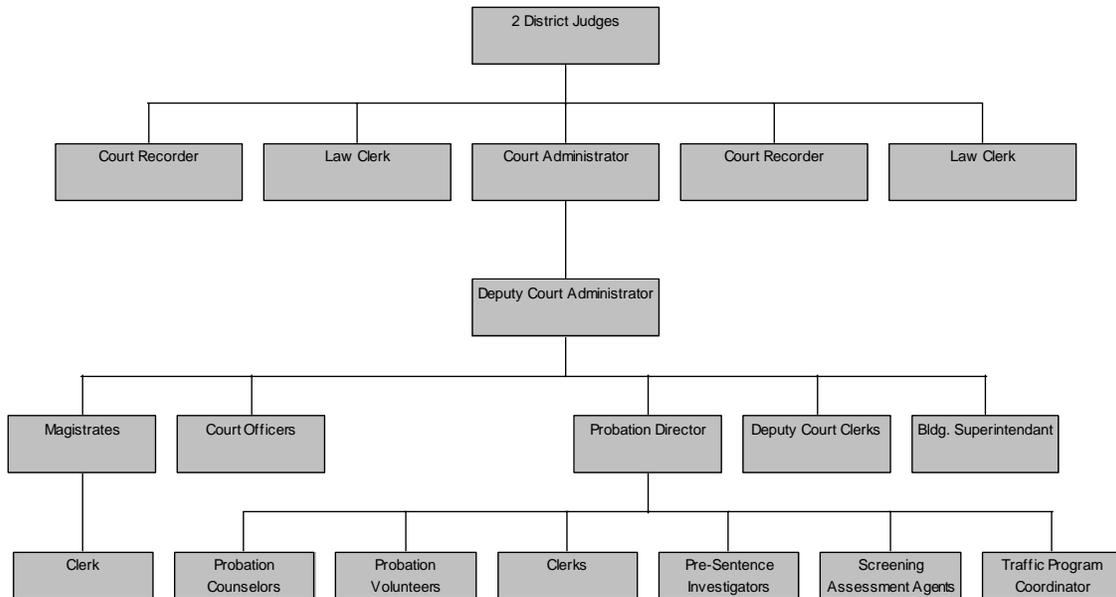
Certain operating expenditures are budgeted to increase due to the election of a new judge during the fiscal year.

**Budget Summary**

**Expenditures**

<b>101.136 DISTRICT COURT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	2,193,310	38,620	-	213,160	-	2,445,090
2009-2010 Actual	2,221,400	48,340	14,040	166,940	-	2,450,720
2010-2011 Actual	2,150,080	33,680	-	250,910	-	2,434,670
2011-2012 Original Budget	2,311,080	47,600	-	282,940	-	2,641,620
2011-2012 Adjusted Budget (Dec)	2,311,080	47,600	-	282,940	-	2,641,620
2011-2012 Six Month Actual	1,126,560	22,010	-	105,210	-	1,253,780
2011-2012 Estimated Year End	2,313,350	49,850	-	287,100	-	2,650,300
2012-2013 Dept Request	2,358,560	53,000	-	324,800	-	2,736,360
2012-2013 Manager's Budget	2,358,560	53,000	-	324,800	-	2,736,360
2012-2013 Adopted Budget	2,358,560	53,000	-	324,800	-	2,736,360
2013-2014 Projected Budget	2,358,560	53,000	-	324,800	-	2,736,360
2014-2015 Projected Budget	2,358,560	53,000	-	324,800	-	2,736,360
2015-2016 Projected Budget	2,358,560	53,000	-	324,800	-	2,736,360
2016-2017 Projected Budget	2,358,560	53,000	-	324,800	-	2,736,360

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year									
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	
<b><u>Full-Time Positions</u></b>										
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	0.000	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	0.000	0.000	0.000	0.000
Crt Sprvsr - Traffic	1.000	1.000	1.000	1.000	0.000	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	0.000	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	5.000	6.000	7.000	7.000	7.000	7.000	7.000	7.000
Dist Court Clerk II	2.000	2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Court Bailiff Law Clerk	2.000	2.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	20.000	19.000	19.000	19.000	19.000	19.000	17.000	18.000	18.000	
<b><u>Part-Time Positions (FTEs)</u></b>										
Part-Time Positions	Information not available						6.087	5.365	n/a	
Cost Center Total	20.000	19.000	19.000	19.000	19.000	19.000	23.087	23.365	18.000	

***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 44<sup>th</sup> 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 44<sup>th</sup> 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.

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## **GOALS**

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

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## **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	517,160	9,240	-	4,120	-	530,520
2009-2010 Actual	370,600	1,010	-	1,840	-	373,450
2010-2011 Actual	400,600	1,230	-	1,380	-	403,210
2011-2012 Original Budget	411,300	7,000	-	4,020	-	422,320
2011-2012 Adjusted Budget (Dec)	411,300	7,000	-	4,020	-	422,320
2011-2012 Six Month Actual	206,070	540	-	710	-	207,320
2011-2012 Estimated Year End	411,200	7,000	-	4,020	-	422,220
2012-2013 Dept Request	418,280	8,000	-	5,420	-	431,700
2012-2013 Manager's Budget	418,280	8,000	-	5,420	-	431,700
2012-2013 Adopted Budget	418,280	8,000	-	5,420	-	431,700
2013-2014 Projected Budget	418,280	8,000	-	5,420	-	431,700
2014-2015 Projected Budget	418,280	8,000	-	5,420	-	431,700
2015-2016 Projected Budget	418,280	8,000	-	5,420	-	431,700
2016-2017 Projected Budget	418,280	8,000	-	5,420	-	431,700

## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Director of Probation	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Pre Sentence Director	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
Court Bailiff Law Clerk	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Full-time Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	2.000	2.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						3.542	3.602	n/a
Cost Center Total	3.000	3.000	3.000	3.000	3.000	3.000	6.542	5.602	2.000

***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 44<sup>th</sup> District Court. The City Manager's Office acts as the Chief Operating Office for the local government.

The office sets the 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.

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## GOALS

- To provide leadership and coordination between the City Commission, the administration, RO residents and RO business owners.

## OBJECTIVES

- Facilitate the accomplishment of the City's FY2012-13 objectives established and adopted by the Mayor and the City Commission.
- Evaluate and repackage ROSCO to include making it more prominent on the City's website.
- Implement a uniform marketing and branding campaign for the entire City.
- Explore and obtain information related to conducting internal and external surveys in an effort to obtain resident/business feedback.
- Develop a consolidation plan for the Building, Engineering and Planning departments in an effort to promote a customer friendly and efficient business development process.
- Continue working with the school district on sharing of services

## GOALS

- 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

- Review all boards, commissions, and committees and consolidate and eliminate as many as possible.
  - Establish a list of current commission approvals that can be performed solely by the administration in an effort to streamline commission workload.
  - Find efficiencies through process mapping and analysis and measure outcomes.
  - City Commission to author and provide a resolution to be sent to the State in an effort to get improved legislation for communities to be able to more easily consolidate services.
  - Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.
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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

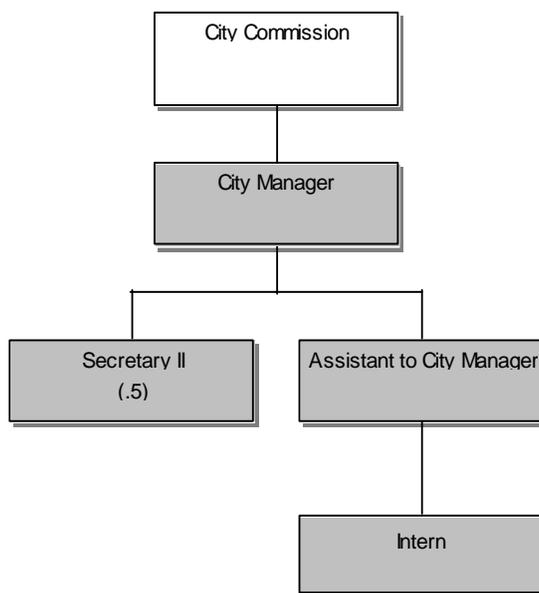
Full-time wages and benefits are budgeted to increase in order to move the Assistant to the City Manager from a part-time to full-time position.

**Budget Summary**

**Expenditures**

2008-2009 Actual	320,910	340	-	4,900	-	326,150
2009-2010 Actual	397,280	310	-	3,820	-	401,410
2010-2011 Actual	280,350	760	-	4,430	-	285,540
2011-2012 Original Budget	331,090	650	-	6,440	-	338,180
2011-2012 Adjusted Budget (Dec)	331,090	650	-	6,440	-	338,180
2011-2012 Six Month Actual	153,040	350	-	1,690	-	155,080
2011-2012 Estimated Year End	329,480	980	-	5,560	-	336,020
2012-2013 Dept Request	350,120	960	-	6,160	-	357,240
2012-2013 Manager's Budget	390,390	960	-	6,160	-	397,510
2012-2013 Adopted Budget	390,390	960	-	6,160	-	397,510
2013-2014 Projected Budget	390,390	960	-	6,160	-	397,510
2014-2015 Projected Budget	390,390	960	-	6,160	-	397,510
2015-2016 Projected Budget	390,390	960	-	6,160	-	397,510
2016-2017 Projected Budget	390,390	960	-	6,160	-	397,510

### Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year										
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13		
<b>Full-Time Positions</b>											
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Assistant to City Manager	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	
Secretary II - City Manager	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500	0.500	
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	1.500	1.500	2.500		
<b>Part-Time Positions (FTEs)</b>											
Part-Time Positions	Information not available						0.000	1.000	n/a		
Cost Center Total	2.000	2.000	2.000	2.000	2.000	2.000	1.500	2.500	2.500		

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

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

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## GOALS

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

## OBJECTIVES

- Administer elections for the calendar year 2012.
- Continue utilizing Electronic Poll Books in every election to move lines faster during elections.
- Continue training of election workers prior to each election.
- Appointed to State Training Committee in conjunction with the Michigan Department of Elections to produce dvd/online training program for election officials use statewide for the 2012 Presidential Elections.

## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

### Budget Summary

#### Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	245,180	19,510	4,550	5,530	-	274,770
2009-2010 Actual	177,900	16,450	-	13,100	-	207,450
2010-2011 Actual	222,470	8,160	-	14,350	-	244,980
2011-2012 Original Budget	234,730	28,700	-	21,850	-	285,280
2011-2012 Adjusted Budget (Dec)	234,730	28,700	-	21,850	-	285,280
2011-2012 Six Month Actual	112,160	9,680	-	4,320	-	126,160
2011-2012 Estimated Year End	232,490	28,700	-	21,850	-	283,040
2012-2013 Dept Request	248,490	30,000	-	20,150	-	298,640
2012-2013 Manager's Budget	248,490	30,000	-	20,150	-	298,640
2012-2013 Adopted Budget	248,490	30,000	-	20,150	-	298,640
2013-2014 Projected Budget	248,490	30,000	-	20,150	-	298,640
2014-2015 Projected Budget	248,490	30,000	-	20,150	-	298,640
2015-2016 Projected Budget	248,490	30,000	-	20,150	-	298,640
2016-2017 Projected Budget	248,490	30,000	-	20,150	-	298,640

### Performance Indicators / Outcome Measures

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Projected 2012	Projected 2013
Elections	3	1	3	1	3	1
Number of Registered Voters	48,187	47,374	47,539	48,323	48,500	48,500
Registration Applications Submitted	11,212	7,908	8,417	7,530	11,000	11,000
New Valid Registrations	6,480	4,726	5,089	4,749	7,000	7,000
Duplicates	1,324	1,057	1,062	1,031	1,500	1,500
Verified Voters	300	277	96	49	300	300
Active New Voters	4,783	3,988	3,881	4,806	5,000	5,000
Active Voters Cancelled	5,104	4,237	4,411	4,210	5,000	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
City General/School	11/8/11	7,456	48,167	15.48%	3,142	3,617
General	11/2/10	23,685	47,539	49.82%	5,587	5,966
August Primary	8/3/10	12,406	47,539	26.10%	3,530	3,911
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 accounts payable and (most of) payroll functions are performed within the department.

The department supports other city departments with their purchases by providing assistance with bid and quotation solicitation and review of responses for the procurement of goods and services and purchase order processing. The procurement process is currently more decentralized and services are extremely limited due to only limited 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 retiree benefit plans.

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

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

## GOALS

- To accurately and timely record all financial transactions as to provide the best financial information to the City Commission, City Manager, residents and other users; continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- To properly administer the purchasing, payroll, payables, pension functions and accomplish the numerous financial reporting requirements accurately and timely.
- 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.

## OBJECTIVES

- Review alternative methods to receive donations (ex, water bills provide an area to donate to ROOTS).
- Review the City's cost allocation methodologies and internal service fund charges to verify that they are relevant and reasonable.
- Strengthen the purchasing function in order to pursue additional meaningful bidding and collaboration opportunities for cost savings and improve upon internal controls.
- Develop a method or process to timely complete and distribute monthly financial statements.
- Assist with the development of a strategic revenue plan.
- Assist with the exploration of a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.
- Facilitate improvements to the newly developed *comprehensive* Capital Improvement Plan by reporting more thorough future estimated operating expenses/savings related to each project as well as provide more detailed project descriptions and improve upon the application process.
- Facilitate the development of a Wellness Committee in an effort to grow a healthier workforce (including retirees) which in turn can improve productivity, improve healthcare costs, and reduce the risk of the self-insured healthcare plan.

## GOALS

- To develop reports including a Budget Plan Document that excels as an operational guide, financial plan and policy document

## OBJECTIVES

- Aggressively pursue investigations into cost savings opportunities for the City in addition to revenue generating opportunities, which includes incorporating the State's suggested practices in an effort to recover the maximum amount of state shared revenue.
- Provide, review, adopt and publish various City Retirement System policies to provide for the improved administration of the City's Retirement System.
- Work with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

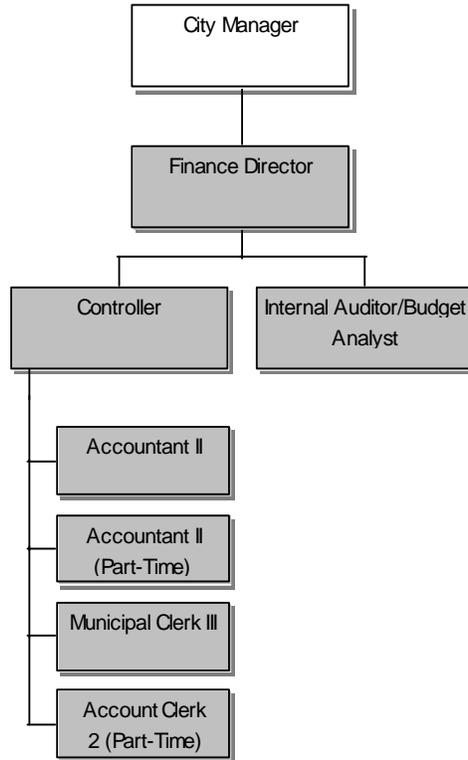
Personnel costs are budgeted to increase relative to FY11-12 estimated expenditures due to a full-time position vacancy for six months in FY11-12 in addition to an additional staff member using the City provided healthcare as opposed to a buyout.

**Budget Summary**

**Expenditures**

<b>101.201 FINANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	704,700	4,450	-	72,660	-	781,810
2009-2010 Actual	646,680	2,420	-	69,590	-	718,690
2010-2011 Actual	562,300	2,360	-	15,760	-	580,420
2011-2012 Original Budget	634,250	2,700	-	11,400	-	648,350
2011-2012 Adjusted Budget (Dec)	634,250	2,700	-	11,400	-	648,350
2011-2012 Six Month Actual	287,650	710	-	3,840	-	292,200
2011-2012 Estimated Year End	612,250	3,250	-	11,500	-	627,000
2012-2013 Dept Request	653,760	3,250	-	11,200	-	668,210
2012-2013 Manager's Budget	653,760	3,250	-	11,200	-	668,210
2012-2013 Adopted Budget	653,760	3,250	-	11,200	-	668,210
2013-2014 Projected Budget	653,760	3,250	-	11,200	-	668,210
2014-2015 Projected Budget	653,760	3,250	-	11,200	-	668,210
2015-2016 Projected Budget	653,760	3,250	-	11,200	-	668,210
2016-2017 Projected Budget	653,760	3,250	-	11,200	-	668,210

### Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
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	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Accountant II	1.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Secretary I - Finance	1.000	1.000	1.000	1.000	1.000	1.000	0.600	0.000	0.000
Payroll Clerk III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Finance - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	6.000	6.000	6.000	6.000	6.000	6.000	5.600	5.000	5.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						2.019	2.019	n/a
Cost Center Total							7.619	7.019	5.000

Purchasing	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
CS III - Purchasing	0.500	1.000	1.000	1.000	1.000	0.500	0.000	0.000	0.000
Full-time Total	0.500	1.000	1.000	1.000	1.000	0.500	0.000	0.000	0.000

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Bank Statements Reconciled	504	468	234	468	468	468
Accounts Payable Invoices Processed	24,329	22,120	8,377	17,000**	17,000**	17,000**
General Payroll Checks Generated	11,827	10,619	5,955	11,000	10,500	10,500
"Special" Payroll Checks Generated	582	554	545	545	0	0
Auditors Correcting Entries to Financial Statements	1	2	0	0	0	0
*Estimated/Final Pension Calculations	n/a / 31	59/33	15/22	53/34	40/20	30/15
GFOA Distinguished Budget Awards	1	1	1	1	1	1
GFOA CAFR Awards	1	1	1	1	1	1

\* Tracked on a calendar year basis

\*\*Change is financial system – counts AP differently

***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 six City residents, forming two boards working as one, appointed by the Commission for two year terms. The Board has the discretion and authority to make adjustments to an individual's assessment if warranted.

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

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

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

The assessments are utilized with the millage rates adopted by the various taxing authorities (Oakland County Operating, Oakland County Parks & Recreation, Zoological Authority, 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.
  - Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.
-

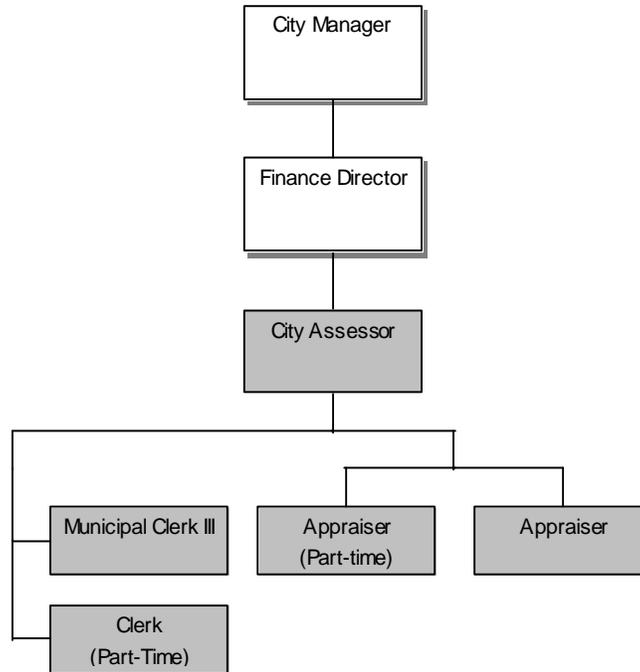
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this cost center.

**Budget Summary  
Expenditure**

<b>101.209 ASSESSOR</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	435,610	5,190	2,690	57,420	-	500,910
2009-2010 Actual	466,690	2,400	4,600	53,330	-	527,020
2010-2011 Actual	405,530	2,240	4,040	52,190	-	464,000
2011-2012 Original Budget	452,290	3,480	8,280	50,700	-	514,750
2011-2012 Adjusted Budget (Dec)	452,290	3,480	8,280	50,700	-	514,750
2011-2012 Six Month Actual	213,650	2,250	4,140	1,950	-	221,990
2011-2012 Estimated Year End	455,640	3,390	8,280	50,700	-	518,010
2012-2013 Dept Request	479,340	3,450	10,180	51,000	-	543,970
2012-2013 Manager's Budget	479,340	3,450	10,180	51,000	-	543,970
2012-2013 Adopted Budget	479,340	3,450	10,180	51,000	-	543,970
2013-2014 Projected Budget	479,340	3,450	10,180	51,000	-	543,970
2014-2015 Projected Budget	479,340	3,450	10,180	51,000	-	543,970
2015-2016 Projected Budget	479,340	3,450	10,180	51,000	-	543,970
2016-2017 Projected Budget	479,340	3,450	10,180	51,000	-	543,970

### Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year										
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13		
<b>Full-Time Positions</b>											
City Assessor	1.000	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	0.000	0.000	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	1.000	
Assessing - MC III	1.000	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	1.000	1.000	1.000	0.000	0.000	0.000	
Assessing - MC I	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	
Full-time Total	5.000	5.000	4.000	4.000	4.000	4.000	4.000	3.000	3.000	3.000	
<b>Part-Time Positions (FTEs)</b>											
Part-Time Positions	Information not available						0.577	1.346	n/a		
Cost Center Total	5.000	5.000	4.000	4.000	4.000	4.000	4.577	4.346	3.000		

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Assessment Notices Processed	27,086	27,109	0	27,120	27,120	27,120
Residential Property Appraisals	620	818	818	818	800	800
Commercial/Industrial Appraisals	235	157	157	157	200	200
Small Claims Tribunal Appeals	19	142	142	140	140	140
Full Tax Tribunal Appeals	89	50	50	80	80	80
Homestead Affidavits Processed	850	827	886	950	950	950
Board of Review Appeals	624	670	109	600	600	600
Board of Review Adjustments	-2,651,470	-2,338,070	-323,708	-5,600,000	-2,500,000	-2,500,000
Property Sales Reviewed	1,500	1,506	1,008	1,776	1,800	1,800
Property Transfers Uncapped	1,500	1,159	1,185	1,200	1,500	1,500
Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Lot Splits/Combinations	8	8	8	10	15	15



**GOALS**

- Ordinance Prosecution – to effectively prosecute City ordinance violations.

**OBJECTIVES**

- To advocate on behalf of the People of the City of Royal Oak in the best interests of justice.
- To courteously handle inquiries from the general public regarding the City Code and/or established City policies and procedures.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

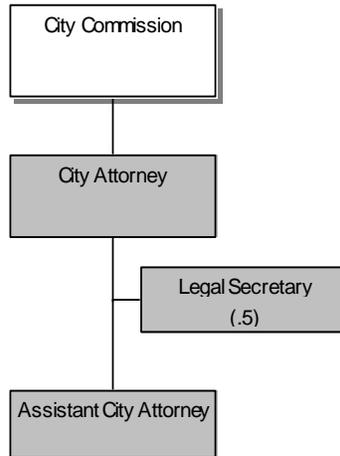
The City Attorney’s budget increased due to retirement and OPEB and pension contribution costs. Filing, Recording, and other Legal Fees are budgeted to increase in case Act 312 arbitration is necessary.

**Budget Summary**

**Expenditures**

<b>101.210 ATTORNEY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	531,280	18,650	-	248,050	-	797,980
2009-2010 Actual	564,990	15,920	-	207,910	-	788,820
2010-2011 Actual	448,500	13,580	-	174,990	-	637,070
2011-2012 Original Budget	490,370	12,590	-	182,400	-	685,360
2011-2012 Adjusted Budget (Dec)	502,370	12,590	-	170,400	-	685,360
2011-2012 Six Month Actual	241,010	5,890	-	73,470	-	320,370
2011-2012 Estimated Year End	510,040	12,590	-	171,290	-	693,920
2012-2013 Dept Request	539,930	12,590	-	195,400	-	747,920
2012-2013 Manager's Budget	539,930	12,590	-	195,400	-	747,920
2012-2013 Adopted Budget	539,930	12,590	-	195,400	-	747,920
2013-2014 Projected Budget	539,930	12,590	-	195,400	-	747,920
2014-2015 Projected Budget	539,930	12,590	-	195,400	-	747,920
2015-2016 Projected Budget	539,930	12,590	-	195,400	-	747,920
2016-2017 Projected Budget	539,930	12,590	-	195,400	-	747,920

### Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
City Attorney	1.000	1.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Attorney	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Assistant City Attorney	1.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
Legal Secretary	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500
Full-time Total	4.000	5.000	4.000	5.000	4.000	4.000	2.500	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 transcribe 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, parking station permits, solicitation/peddler permits, Dream Cruise permits, sidewalk café's and valet permits; parking permits; processes SDD/SDM and Class C liquor license renewals, liquor transfers and bistro licenses; publishes legal notices, issues proclamations, sends updates of all ordinances to general code for codification; process applications from residents who want to serve on City Boards and Committees maintaining a list of qualified candidates.

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## 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.
- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.
- Volunteered to be a pilot community in Oakland County beginning April 2011 with the State of Michigan to start utilizing their Electronic Death Registry System.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

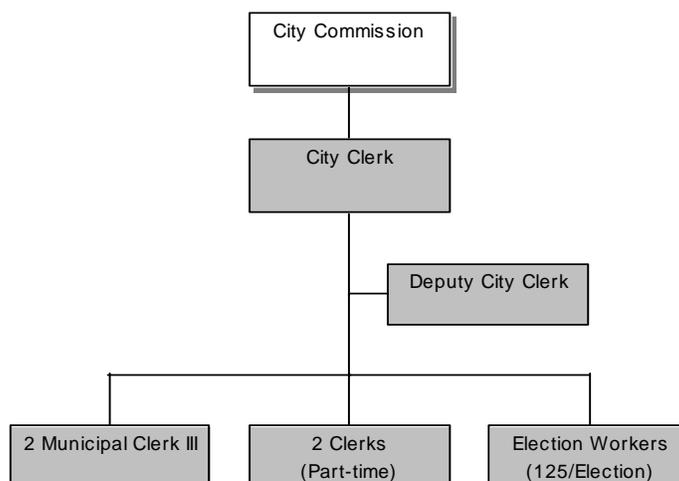
There are no significant notes for this cost center.

## Budget Summary

### Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	326,610	7,330	10,000	23,830	-	367,770
2009-2010 Actual	348,530	7,520	1,590	16,110	-	373,750
2010-2011 Actual	312,980	5,980	-	12,450	-	331,410
2011-2012 Original Budget	302,490	8,070	-	20,190	-	330,750
2011-2012 Adjusted Budget (Dec)	302,490	8,070	-	20,190	-	330,750
2011-2012 Six Month Actual	144,420	2,320	-	5,490	-	152,230
2011-2012 Estimated Year End	297,850	8,070	-	20,430	-	326,350
2012-2013 Dept Request	336,260	8,200	-	20,660	-	365,120
2012-2013 Manager's Budget	336,260	8,200	-	20,660	-	365,120
2012-2013 Adopted Budget	336,260	8,200	-	20,660	-	365,120
2013-2014 Projected Budget	336,260	8,200	-	20,660	-	365,120
2014-2015 Projected Budget	336,260	8,200	-	20,660	-	365,120
2015-2016 Projected Budget	336,260	8,200	-	20,660	-	365,120
2016-2017 Projected Budget	336,260	8,200	-	20,660	-	365,120

## Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	0.500	0.000	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	1.000	2.000	2.000
City Clerk - MC II	2.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cashier II	0.000	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000
Full-time Total	6.500	4.000	4.000	4.000	4.000	5.000	4.000	4.000	4.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.337	0.673	n/a
Cost Center Total	6.500	4.000	4.000	4.000	4.000	5.000	4.337	4.673	4.000

**Performance Indicators / Outcome Measures**

	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Estimated 2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
<b>Documents Processed/Issued:</b>						
Birth Certificates	5,468	5,053	4,958	5,000	5,200	5,200
Business Licenses (Annual)	161	169	149	175	200	200
Death Certificates	2,017	1,870	1,823	2,000	2,000	2,000
Dog Licenses	2,349	1,841	1,501	1,600	1,700	1,700
Dog Park Passes	501	383	336	350	400	400
Freedom of Information Act	88	73	66	70	80	80
Initial Merchants Licenses	47	54	35	40	45	45
Liquor License Renewals	44	48	47	48	48	48
Miscellaneous Business Licenses	90	53	136	140	150	150
Peddler Permits	31	61	51	60	70	70
SDD/SDM Renewals	39	40	41	42	40	40
Solicitation Permits	25	25	22	25	30	30
Special Event Permits	57	41	30	40	40	40
Woodward Dream Cruise Permits	61	64	70	75	80	80

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

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

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 complete, executed labor contracts and post them on the City website
- 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.
- Review the possibility and parameters of a renewed reward-based employee "cost saving" suggestion program in an effort to help reduce operating costs.
- Review the potential for reducing health care costs through wellness programs.

**Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Year 2012-2013:**

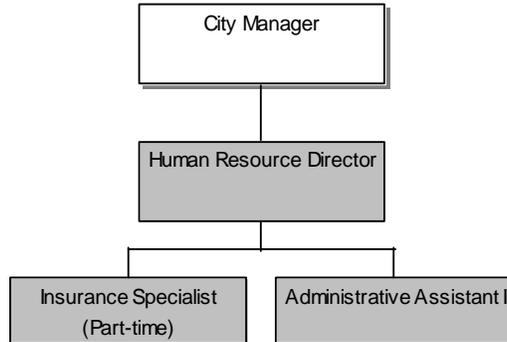
Miscellaneous Contracted Services is reduced due to the end of the Early Retiree Reinsurance Program. The program has exhausted its budget for providing refunds to employers. Civil Service Examinations is increased due to promotional exams/Assessment Centers for the police and fire departments as a result of multiple retirements and promotions. Medical Services is increased due to increased pre-employment physicals for the police and fire departments which include a psychological exam, in addition to medical.

**Budget Summary**

**Expenditures**

<b>101.226 HUMAN RESOURCES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	356,240	520	-	80,510	-	437,270
2009-2010 Actual	423,580	360	-	62,650	-	486,590
2010-2011 Actual	350,220	620	-	113,780	-	464,620
2011-2012 Original Budget	320,950	930	-	115,510	-	437,390
2011-2012 Adjusted Budget (Dec)	320,950	930	-	115,510	-	437,390
2011-2012 Six Month Actual	132,440	100	-	27,340	-	159,880
2011-2012 Estimated Year End	290,930	930	-	109,310	-	401,170
2012-2013 Dept Request	299,600	930	-	120,380	-	420,910
2012-2013 Manager's Budget	283,020	930	-	120,380	-	404,330
2012-2013 Adopted Budget	283,020	930	-	120,380	-	404,330
2013-2014 Projected Budget	283,020	930	-	120,380	-	404,330
2014-2015 Projected Budget	283,020	930	-	120,380	-	404,330
2015-2016 Projected Budget	283,020	930	-	120,380	-	404,330
2016-2017 Projected Budget	283,020	930	-	120,380	-	404,330

**Departmental Organization Chart**



**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Human Resource Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	1.000	1.000	1.000	1.000	1.000	1.000	0.000	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	0.000	0.000	0.000	0.000
H/R - MC II	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Full-time Total	4.000	4.000	4.000	4.000	4.000	4.000	2.000	2.000	2.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.865	0.625	n/a
Cost Center Total	4.000	4.000	4.000	4.000	4.000	4.000	2.865	2.625	2.000

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Labor Contracts Negotiated	5	3	8	4	9	9
% of Labor Contracts Settled	100	55	55	100	100	55
Employees Hired (FT/PT)	46	73	47	67	50	65
Applications Processed (FT/PT)	332	333	338	815	720	720
Promotions/Transfers/Terminations Processed	94	212	59	91	84	85
Disability Claims Processed	66	61	32	64	66	67
Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	684	650	649	659	660	660
FT HR Staff to FT Workforce Ratio	1:97	1:130	1:133	1:133	1:132	1:132

***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 Year 2012-2013:**

This activity center is budgeted to decrease relative to FY11-12 estimated expenditures due to the one time general liability charge (General Liability fund deficit elimination) and due to a decrease in the IS charge for FY12-13.

**Budget Summary**

**Expenditures**

<b>101.248 ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	520	-	-	1,430,970	-	1,431,490
2009-2010 Actual	6,070	-	-	1,518,390	-	1,524,460
2010-2011 Actual	(4,830)	-	-	1,564,410	-	1,559,580
2011-2012 Original Budget	26,200	-	-	1,527,880	-	1,554,080
2011-2012 Adjusted Budget (Dec)	26,200	-	-	1,527,880	-	1,554,080
2011-2012 Six Month Actual	(1,830)	-	-	969,960	-	968,130
2011-2012 Estimated Year End	2,000	-	-	2,003,190	-	2,005,190
2012-2013 Dept Request	2,200	-	-	1,513,430	-	1,515,630
2012-2013 Manager's Budget	2,200	-	-	1,513,430	-	1,515,630
2012-2013 Adopted Budget	2,200	-	-	1,513,430	-	1,515,630
2013-2014 Projected Budget	2,200	-	-	1,513,430	-	1,515,630
2014-2015 Projected Budget	2,200	-	-	1,513,430	-	1,515,630
2015-2016 Projected Budget	2,200	-	-	1,513,430	-	1,515,630
2016-2017 Projected Budget	2,200	-	-	1,513,430	-	1,515,630

***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 and improved technology.

Royal Oak property owners have the option of paying tax bills on-line by credit card through Oakland County and water bills with a credit card 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 2128 residents, or 9% of our total customer base, signed up, a 4% 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.

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## 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.

## OBJECTIVES

- Provide opportunity for online payments of most fees, charges and taxes.
- To increase the level of direct deposit customers in an effort to reduce manual processes.
- To offer 24 hour access to information needed by residents and title/mortgage servicing companies by providing online property tax, water and special assessment information, along with reducing incoming phone calls to the department.

**GOALS**

- To administer the cash management program with the effect of increasing returns and decreasing cost.

**OBJECTIVES**

- Explore the possibility for the payment of parking tickets at City Hall as well as the Court building.
- Review alternative methods to receive donations

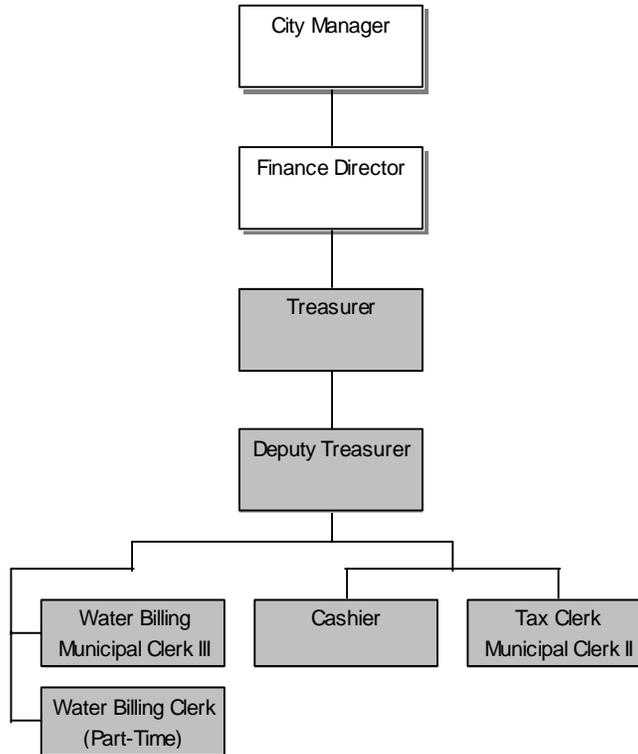
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this cost center.

**Budget Summary****Expenditures**

<b>101.253 TREASURER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	391,870	1,800	-	10,830	-	404,500
2009-2010 Actual	399,250	1,820	-	14,920	-	415,990
2010-2011 Actual	309,500	1,910	-	10,620	-	322,030
2011-2012 Original Budget	328,010	1,900	-	18,480	-	348,390
2011-2012 Adjusted Budget (Dec)	328,010	1,900	-	18,480	-	348,390
2011-2012 Six Month Actual	164,160	1,000	-	6,130	-	171,290
2011-2012 Estimated Year End	334,560	1,950	-	19,280	-	355,790
2012-2013 Dept Request	373,580	2,350	-	17,880	-	393,810
2012-2013 Manager's Budget	373,580	2,350	-	17,880	-	393,810
2012-2013 Adopted Budget	373,580	2,350	-	17,880	-	393,810
2013-2014 Projected Budget	373,580	2,350	-	17,880	-	393,810
2014-2015 Projected Budget	373,580	2,350	-	17,880	-	393,810
2015-2016 Projected Budget	373,580	2,350	-	17,880	-	393,810
2016-2017 Projected Budget	373,580	2,350	-	17,880	-	393,810

### Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Treasurer - MC I	1.000	0.000	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	4.000	4.000	4.000	4.000

**Note:** Water Billing Municipal Clerk III is in the Water and Sewage Billing Section

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Tax bills generated	61,147	60,940	60,940	61,000	61,100	61,000
Water bills generated	96,000	95,884	47,800	96,000	96,000	96,000
Phone calls received	30,234	28,583	17,000	30,500	30,300	30,200
Direct Debit Customers (W & S)	2,000	2,128	2,128	2,200	2,200	2,200
% Participation in Automatic Bill Pay	8%	9%	9%	10%	11%	12%
% Residents satisfied with service received at Treasury Office	*	*	*	**	*	*
Invoices Billed	624	579	589	650	650	650
Summer Special Assessments Billed	693	581	581	590	4,525	4,590
FTE's per 1000 Resident Ratio	1:1,447	1:1,447	1:1,447	1:1,447	1:1,447	1:1,447

\*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 Year 2012-2013:**

Full-time and Part-time wages increased based on anticipated needs for maintenance work at City Hall. Copier budget has decreased as it is moving to the IS fund. Utilities (Electric and Gas) are budgeted to decrease slightly based on the results of the Energy Efficiency Retrofit Grant work on the City Hall Building (see General Fund transfer out) that has been completed. Building maintenance and repairs, security system upgrades including security doors are budgeted for City Hall in the amount of \$20,000 due to security needs as recommended by our Safety Committee. In an effort to promote a customer friendly and efficient business development process as described in the City Commission objectives, \$50,000 is budgeted for the construction costs to configure the second floor Engineering/Building/Code Enforcement area into a Community Development area which will take in the current Planning Department from the 3<sup>rd</sup> floor.

**Budget Summary**

**Expenditures**

<b>101.265 CITY OFFICE BUILDING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	38,330	30,480	71,570	372,040	-	512,420
2009-2010 Actual	40,820	24,720	-	403,740	-	469,280
2010-2011 Actual	66,530	21,360	-	361,540	-	449,430
2011-2012 Original Budget	16,880	23,800	-	376,550	-	417,230
2011-2012 Adjusted Budget (Dec)	16,880	23,800	-	376,550	-	417,230
2011-2012 Six Month Actual	31,680	9,710	-	192,680	-	234,070
2011-2012 Estimated Year End	54,840	24,300	-	416,010	-	495,150
2012-2013 Dept Request	78,670	22,800	20,000	379,330	-	500,800
2012-2013 Manager's Budget	78,670	22,800	20,000	379,330	-	500,800
2012-2013 Adopted Budget	78,670	22,800	20,000	379,330	-	500,800
2013-2014 Projected Budget	78,670	22,800	20,000	379,330	-	500,800
2014-2015 Projected Budget	78,670	22,800	20,000	379,330	-	500,800
2015-2016 Projected Budget	78,670	22,800	20,000	379,330	-	500,800
2016-2017 Projected Budget	78,670	22,800	20,000	379,330	-	500,800

**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			0.216	0.673	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.216	0.673	n/a

***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).

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.

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

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

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## 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.
- Investigate alternative funding sources, sponsorships and donations from federal, state, and community organizations to update parks.
- Review ways to renovate/update City Parks
- Update the Parks & Recreation Master Plan
- 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 Year 2012-2013:**

The Division has been absorbed into the highway division. The Supervisor position has been consolidated into highway. Miscellaneous Contracted services are increasing due to Master Plan update and large tree removal. This division relies almost entirely now on part time employees for maintenance of parks. Spring and fall are very difficult times to keep up with grass cutting.

**Budget Summary**

**Expenditures**

<b>101.266 PARKS &amp; FORESTRY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	550,830	80,010	15,990	194,770	-	841,600
2009-2010 Actual	570,720	66,210	-	203,150	-	840,080
2010-2011 Actual	213,220	32,350	-	192,380	-	437,950
2011-2012 Original Budget	271,220	65,970	-	248,610	-	585,800
2011-2012 Adjusted Budget (Dec)	271,220	65,970	-	248,610	-	585,800
2011-2012 Six Month Actual	82,480	10,230	-	140,430	-	233,140
2011-2012 Estimated Year End	206,640	62,100	-	256,560	-	525,300
2012-2013 Dept Request	251,080	61,950	-	282,610	-	595,640
2012-2013 Manager's Budget	251,080	61,950	-	282,610	-	595,640
2012-2013 Adopted Budget	251,080	61,950	-	282,610	-	595,640
2013-2014 Projected Budget	251,080	61,950	-	282,610	-	595,640
2014-2015 Projected Budget	251,080	61,950	-	282,610	-	595,640
2015-2016 Projected Budget	251,080	61,950	-	282,610	-	595,640
2016-2017 Projected Budget	251,080	61,950	-	282,610	-	595,640

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Supervisor of Parks & Forestry	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000
Equipment Repairworker	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Parks Maint Worker II	5.000	5.000	5.000	5.000	5.000	5.000	1.000	5.000	4.000
Parks Maint Worker	6.000	5.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Parks/Forestry MC III 17	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Full-time Total	14.000	13.000	8.000	8.000	8.000	8.000	2.000	8.000	7.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						5.048	5.048	n/a
Cost Center Total	14.000	13.000	8.000	8.000	8.000	8.000	7.048	13.048	7.000

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Hours Ball Diamonds Maintained	1,421	269.5	284	900	900	900
Hours Soccer / Football Fields Maintained/Lined	646	305	139	400	600	600

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

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

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

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### **GOALS**

- 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 Year 2012-2013:**

There are no significant notes for this cost center.

**Budget Summary**

**Expenditures**

<b>101.267 BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	127,320	2,800	-	8,650	-	138,770
2009-2010 Actual	109,480	9,590	-	11,670	-	130,740
2010-2011 Actual	89,930	4,800	-	17,100	-	111,830
2011-2012 Original Budget	160,090	4,800	-	12,860	-	177,750
2011-2012 Adjusted Budget (Dec)	160,090	4,800	-	12,860	-	177,750
2011-2012 Six Month Actual	58,460	1,410	-	6,470	-	66,340
2011-2012 Estimated Year End	136,880	4,550	-	13,260	-	154,690
2012-2013 Dept Request	111,680	4,800	-	11,370	-	127,850
2012-2013 Manager's Budget	111,680	4,800	-	11,370	-	127,850
2012-2013 Adopted Budget	111,680	4,800	-	11,370	-	127,850
2013-2014 Projected Budget	111,680	4,800	-	11,370	-	127,850
2014-2015 Projected Budget	111,680	4,800	-	11,370	-	127,850
2015-2016 Projected Budget	111,680	4,800	-	11,370	-	127,850
2016-2017 Projected Budget	111,680	4,800	-	11,370	-	127,850

**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Bldg Maint Repair Worker II	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
Full-time Total	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 keep the city of Royal Oak a safe community.***

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 K-9 officer (on midnight shift), and Police Service Aides. The Criminal Investigation Division (CID) is headed by a Lieutenant, who supervises sergeants, detectives, officers, and the Records Section. The officers are assigned to Royal Oak

High School, the Narcotics Enforcement Team, and the Records Section.

The Records section collects, analyses, and reports performance data, processes handgun permits and maintains evidence.

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

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

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## **GOALS**

- To keep Royal Oak safe.
- To maintain a visible presence in the community.
- To provide quality police service in the most efficient and cost effective manner possible.
- To continue to provide exceptional public safety for major events, such as Dream Cruise and Arts, Beats and Eats.
- Develop data driven approaches to crime prevention and enforcement.
- To establish or maintain partnerships with community groups to make the most of proactive police efforts.

## **OBJECTIVES**

- Increase staffing levels.
- Adequately equip and train staff.
- Continue to monitor the performance of the police personnel and maintain a high level of accountability.
- Develop and implement a plan to reduce unnecessary calls for service.
- Continually review operations and procedures to ensure the agency innovative and operating under industry best practices.
- Develop and implement a DDACTS operational model detail.
- Enhance mutual aid agreements with neighboring communities.
- Rejuvenate the crime prevention council to revive the neighborhood watch program and work with neighborhood associations.
- Develop and Institute a new mission and vision statement for the Police Department as well as codify the department's core values.

**GOALS****OBJECTIVES**

- Empower all employees within the police department to maximize participation and input in law enforcement, as well as, cost cutting and efficiency improvements.
- Continue to work closely with citizen and business groups throughout Royal Oak.
- Continue to explore consolidation/shared service options with neighboring communities
- Explore additional police grant opportunities.

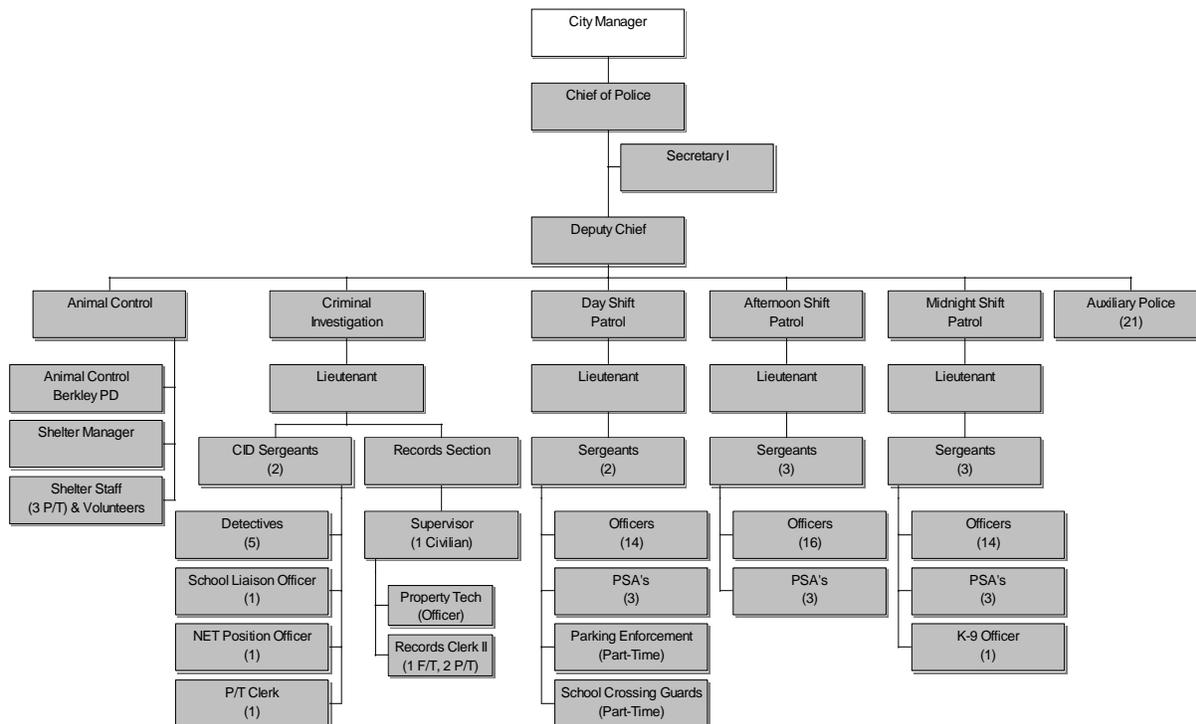
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Currently the Police Chief advises that the police department is understaffed and it is unlikely it will be able to maintain its existing level of performance. The Police Chief and an independent ICMA study have indicated that the cuts to the department have been too deep and advise that it is critical to keep in mind that any increases to the police department staffing must be accomplished incrementally. Currently the department can handle only three (3) new employees at one time. At least two retirements/resignations are expected during the 2012-2013 fiscal year, possibly more. Wages are budgeted to increase as three additional sworn officers (69 total) are included in the budget in an effort to provide training for the newly hired officers prior to anticipated retirements. Without staffing levels increases, the Chief expects Part A crimes and traffic accidents to increase. Warrants obtained may remain the same, but a significantly higher number of crime reports will not be assigned to a detective. Traffic violations are expected to decrease however revenue is not expected to decline due to an aggressive collection program for delinquent fines currently being performed by the Court. Contracted workers expenditures increased due to retirees returning for court.

**Budget Summary****Expenditures**

<b>101.301 POLICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	12,505,410	100,550	-	751,990	-	13,357,950
2009-2010 Actual	12,776,650	83,180	9,310	828,170	-	13,697,310
2010-2011 Actual	12,029,520	73,560	-	769,950	-	12,873,030
2011-2012 Original Budget	11,339,450	103,600	-	929,970	-	12,373,020
2011-2012 Adjusted Budget (Dec)	11,339,450	105,800	-	927,770	-	12,373,020
2011-2012 Six Month Actual	5,683,160	45,380	-	391,420	-	6,119,960
2011-2012 Estimated Year End	11,297,900	108,700	-	943,070	-	12,349,670
2012-2013 Dept Request	12,260,330	114,700	-	961,400	-	13,336,430
2012-2013 Manager's Budget	12,260,330	114,700	-	961,400	-	13,336,430
2012-2013 Adopted Budget	12,260,330	114,700	-	941,400	-	13,316,430
2013-2014 Projected Budget	12,260,330	114,700	-	941,400	-	13,316,430
2014-2015 Projected Budget	12,260,330	114,700	-	941,400	-	13,316,430
2015-2016 Projected Budget	12,260,330	114,700	-	941,400	-	13,316,430
2016-2017 Projected Budget	12,260,330	114,700	-	941,400	-	13,316,430

## Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	1.000	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	12.000	12.000	12.000	10.000	11.000	11.000	10.000	10.000
Detective	8.000	7.000	7.000	7.000	7.000	7.000	6.000	5.000	5.000
Police Officer	70.000	64.000	64.000	64.000	63.000	57.000	40.000	44.000	48.000
Police Service Aide	12.000	11.000	10.000	11.000	10.000	10.000	9.000	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	0.000	0.000
Pol Rcrds - MC III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Det Bureau - MC II	0.000	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Pol Rcrds - MC II	2.000	2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000
Pol Rcrds - MC I	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	117.000	107.000	106.000	106.000	102.000	97.000	76.000	77.000	81.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						7.039	7.039	n/a
Cost Center Total	117.000	107.000	106.000	106.000	102.000	97.000	83.039	84.039	81.000

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Detective	0.000	0.000	0.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	0.000	0.000	0.000	1.000	1.000	1.000	1.000	0.000	0.000

## Performance Indicators / Outcome Measures

	Actual <u>2009</u>	Actual <u>2010</u>	Dec 31 <u>2011</u>	Estimated <u>2012</u>	Projected <u>2013</u>	Projected <u>2014</u>
Calls for Service	31,602	31,111	29,887	30,000	32,000	32,000
CID Cases Assigned	857	804	915	600	850	600
Warrants Obtained	543	419	354	400	400	400
Traffic Violations Issued	17,212	13,148	13,657	12,500	13,000	12,500
Accidents reported-Non Injury	1,958	1,863	2,111	2,200	1,900	2,400
Accidents- Injury	187	150	150	170	190	200
Accidents- Fatal	2	0	1	2	2	2
Part A Crimes	3,202	2,949	2,963	3,000	3,000	3,200
Part B Crimes	2,449	2,963	1,948	2,200	2,200	2,200

**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 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 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 0.3338 mills.

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

## 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.
- Utilize technology to maximize the efficiency, effectiveness, and safety of fire operations.
- Limit fire loss through comprehensive fire safety inspections.
  
- Promote physical fitness for all personnel especially those who perform fire-fighting activities.
- Evaluate the level of service the Department provides by monitoring response times.
- Maintain safe working conditions and equipment.

## OBJECTIVES

- Make minimal changes to staffing to maintain response times and City's ISO rating.
- Develop and implement a plan to reduce unnecessary calls for service.
- Explore additional fire grant opportunities.
- Enhance mutual aid agreements with neighboring communities.
  
- Increase the number of Fire Inspections annually and look into an additional Fire Inspector Position.
- Reduce the number of on-duty injuries by targeted training sessions including mandatory physical fitness and following strict safety requirements on the emergency scene.
- Organize specialized training programs such as firefighter survival, Mayday drills, rapid intervention team (RIT), Tech Rescue, and HazMat drills.
- Identify and cost out Extrication equipment and training necessary for use on hybrid and alternative fuel vehicles.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

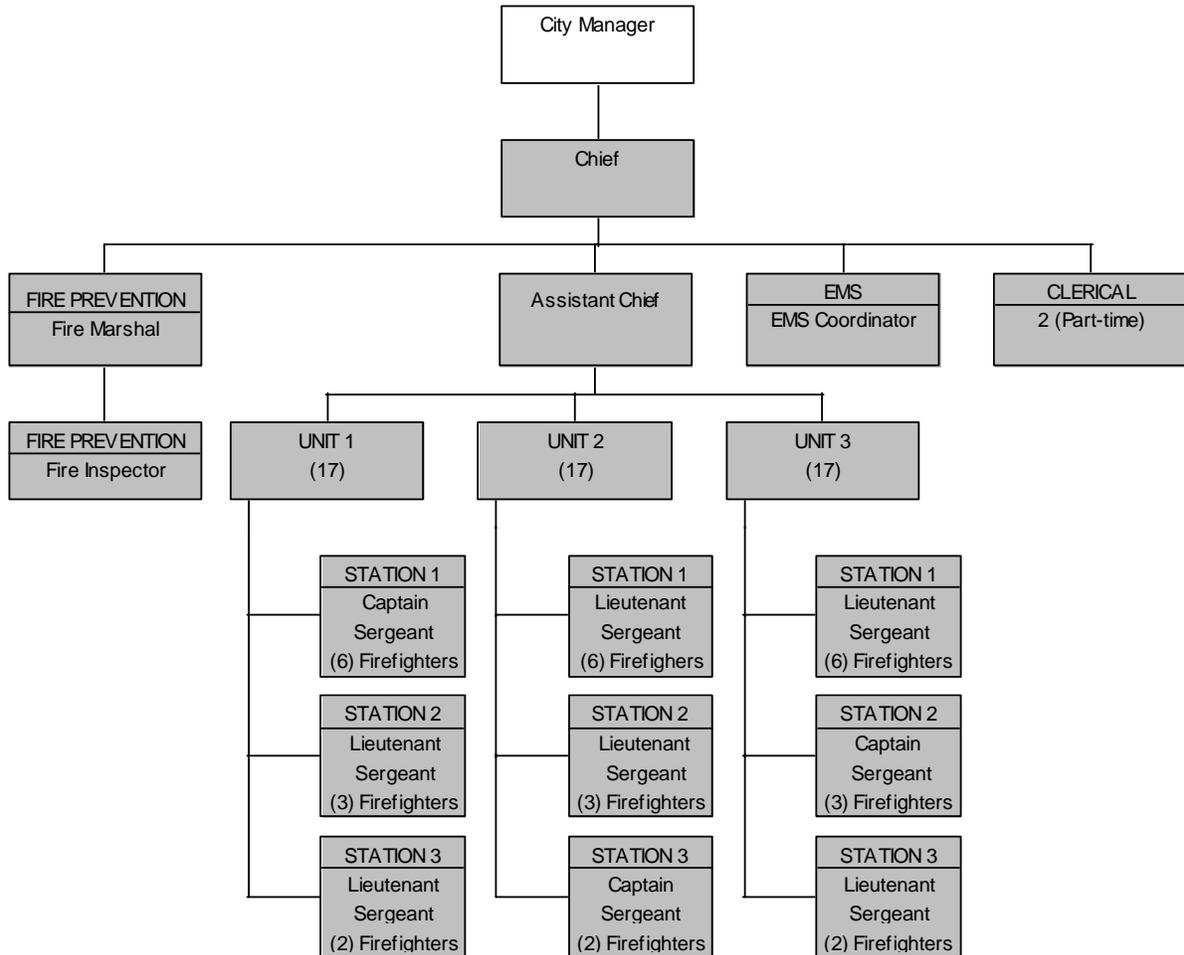
Wages and healthcare costs are decreasing due to recent concessions taken in March 2012. Miscellaneous Contracted Services is decreasing due to a one time operations study conducted in FY11-12.

## Budget Summary

### Expenditures

<b>101.336 FIRE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	8,956,480	99,020	-	430,210	-	9,485,710
2009-2010 Actual	9,823,060	66,580	-	536,480	-	10,426,120
2010-2011 Actual	9,428,920	96,220	-	657,570	-	10,182,710
2011-2012 Original Budget	8,936,050	109,200	-	733,030	-	9,778,280
2011-2012 Adjusted Budget (Dec)	8,936,050	109,200	-	733,030	-	9,778,280
2011-2012 Six Month Actual	4,422,140	38,100	-	345,240	-	4,805,480
2011-2012 Estimated Year End	8,810,180	93,700	-	728,030	-	9,631,910
2012-2013 Dept Request	8,480,240	100,450	-	692,720	-	9,273,410
2012-2013 Manager's Budget	8,480,240	100,450	-	692,720	-	9,273,410
2012-2013 Adopted Budget	8,480,240	100,450	-	692,720	-	9,273,410
2013-2014 Projected Budget	8,480,240	100,450	-	692,720	-	9,273,410
2014-2015 Projected Budget	8,480,240	100,450	-	692,720	-	9,273,410
2015-2016 Projected Budget	8,480,240	100,450	-	692,720	-	9,273,410
2016-2017 Projected Budget	8,480,240	100,450	-	692,720	-	9,273,410

## Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	7.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000
Firefighter	44.000	48.000	41.000	39.000	39.000	38.000	24.000	33.000	33.000
Fire Dept - MC III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	67.000	69.000	64.000	62.000	62.000	61.000	46.000	55.000	55.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.673	1.010	n/a
Cost Center Total	67.000	69.000	64.000	62.000	62.000	61.000	46.673	56.010	55.000

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY 11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Structure Fires	54	83	30	75	75	70
Vehicle Fires	35	23	8	25	28	25
Other Fires	34	38	7	35	49	40
Total Fires	123	144	45	135	155	150
Property Loss in Millions \$	.80	.624	.5	1.1	1.15	1.3
Loss as a % of Property Value	.0001	n/a	n/a	n/a	n/a	n/a
Total EMS Incidents	3,581	3,711	2,029	3,800	3,700	3,800
False Alarms including detector activations	270	245	152	250	263	255
Hazardous Conditions	233	304	242	330	245	330
Public Service Calls	468	445	199	400	399	420
Good Intent including Smoke Scares	521	660	409	670	556	670
Other Alarms	10	6	1	6	10	10
Incidents by Fire Station						
Station #1	2,060	2,293	1,344	2,300	2,185	2,300
Station #2	1,973	2,104	1,142	2,200	1,979	2,200
Station #3	1,105	1,119	593	1,200	1,131	1,200
Total Incidents	5,162	5,516	3,079	5,700	5,295	5,700
ISO Rating	3	3	3	3	3	3
Average Fire Response Time	04:21	05:23	05:13	04:50	04:30	04:30
# of Businesses available to inspect	2,100	2,100	1,050	2,100	2,100	2,100
# of Fire Prevention Inspections annually	513	500	250	399	399	399
# of those Re-Inspected due to violations	367	400	200	350	320	350
% of Businesses requiring Re-Inspection	71%	80%	80%	87%	81%	87%
# of Plan Reviews conducted annually	n/a	90%	40%	90%	90%	90%
% of Businesses inspected annually	24%	25%	19%	26%	27%	28%

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

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

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

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### 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 that 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.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

Wages and healthcare costs are decreasing due to recent concessions taken in March 2012.

## Budget Summary

### Expenditures

101.344 AMBULANCE SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	509,361	2,880	-	275,890	-	788,131
2009-2010 Actual	418,880	3,680	-	266,050	-	688,610
2010-2011 Actual	442,040	3,660	-	319,280	-	764,980
2011-2012 Original Budget	426,860	6,340	-	350,370	-	783,570
2011-2012 Adjusted Budget (Dec)	426,860	6,340	-	350,370	-	783,570
2011-2012 Six Month Actual	267,440	3,350	-	109,270	-	380,060
2011-2012 Estimated Year End	386,940	6,340	-	350,630	-	743,910
2012-2013 Dept Request	345,910	3,810	-	325,500	-	675,220
2012-2013 Manager's Budget	345,910	3,810	-	325,500	-	675,220
2012-2013 Adopted Budget	345,910	3,810	-	325,500	-	675,220
2013-2014 Projected Budget	345,910	3,810	-	325,500	-	675,220
2014-2015 Projected Budget	345,910	3,810	-	325,500	-	675,220
2015-2016 Projected Budget	345,910	3,810	-	325,500	-	675,220
2016-2017 Projected Budget	345,910	3,810	-	325,500	-	675,220

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Fire AIs Coordinator	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000

### Performance Indicators / Outcome Measures

	Actual FY09/10	Actual FY 10/11	Dec 31 2011	Estimated FY 11/12	Projected FY12/13	Projected FY 13/14
Gross Collection Rate	82 %	84%	91%	88%	83%	88%
National Average Collection Rate	55.7%	55.7%	55.7%	55.7%	55%	55.7%
Total EMS Runs	3,581	3,700	2,029	3,800	3,700	3,800
Average EMS Response Time	03:52	05:23	05:13	04:50	04:40	04:30

***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.

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### 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

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

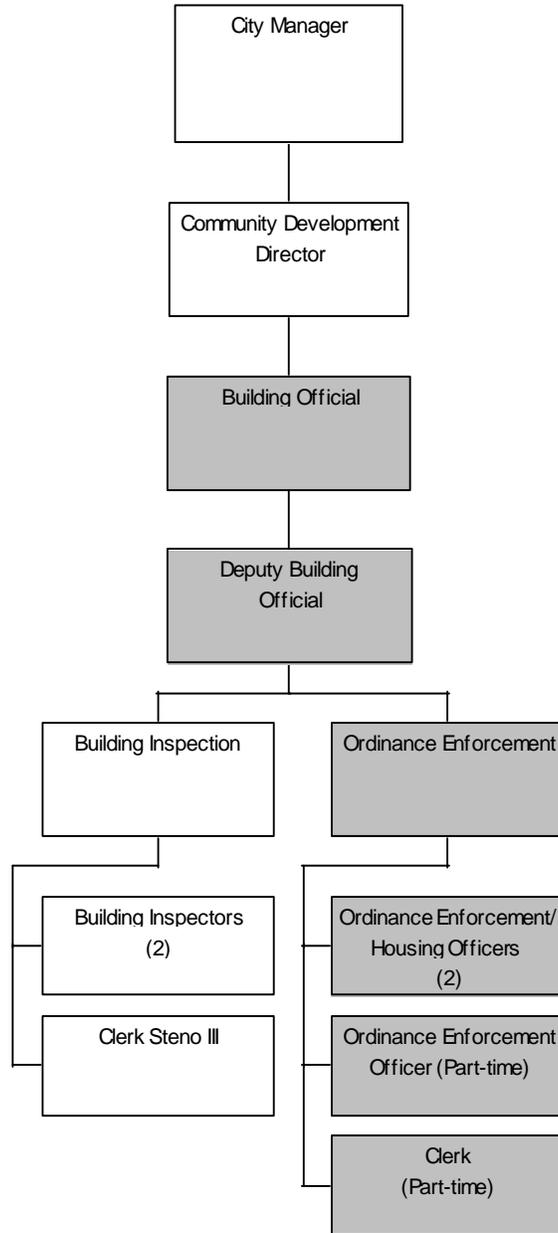
As a result to reductions in staff, the department's ability to find unlicensed rental properties, license rental properties, and respond to code complaints/violations has been greatly diminished. As a result, the City may see properties falling below the standard set by the City and possibly have an adverse affect on property values. Unfortunately, the department will provide reactive service as opposed to its current proactive methods. In addition, response times for services are anticipated to increase. To help prevent this situation, the budget calls for a part-time ordinance officer be added in an effort to perform inspections. There will be offsetting revenue from increased landlord lease revenues.

## Budget Summary

### Expenditures

<b>101.372 ORDINANCE ENFORCEMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	306,370	3,980	-	5,460	-	315,810
2009-2010 Actual	468,580	6,570	-	13,070	-	488,220
2010-2011 Actual	318,050	4,080	-	5,880	-	328,010
2011-2012 Original Budget	255,390	4,570	-	21,310	-	281,270
2011-2012 Adjusted Budget (Dec)	255,390	4,570	-	21,310	-	281,270
2011-2012 Six Month Actual	132,220	1,430	-	9,900	-	143,550
2011-2012 Estimated Year End	260,210	4,070	-	20,370	-	284,650
2012-2013 Dept Request	338,690	4,810	-	13,650	-	357,150
2012-2013 Manager's Budget	338,690	4,810	-	13,650	-	357,150
2012-2013 Adopted Budget	338,690	4,810	-	13,650	-	357,150
2013-2014 Projected Budget	338,690	4,810	-	13,650	-	357,150
2014-2015 Projected Budget	338,690	4,810	-	13,650	-	357,150
2015-2016 Projected Budget	338,690	4,810	-	13,650	-	357,150
2016-2017 Projected Budget	338,690	4,810	-	13,650	-	357,150

### Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Code Enforcement/Housing Officer	4.000	3.000	2.000	2.000	3.000	5.000	3.000	2.000	2.000
CS III - Inspection	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Housing Rehabilitation Officer	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Code Enf - MC II	1.000	2.000	2.000	2.000	1.000	1.000	1.000	0.000	0.000
Code Enf - MC I	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	6.000	5.000	5.000	4.000	6.000	4.000	2.000	2.000

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	n/a	0	0	5	20	15
Percent of Complaints Responded to Within One Business Day	n/a	75	75	75	80	80
Percent of Questions Responded to Within Two Business Days	n/a	75	75	75	80	80
Rental Licenses Issued	1,421	1098	551	900	1100	1100
Responses to Complaints	4,458	2996	1354	2500	2500	2500
Scheduled Inspections Conducted	12,674	6991	4390	7000	7000	7000

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

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

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

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

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

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

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

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

Applications for rezoning property are reviewed by a planner and a report is submitted to the Planning Commission describing the requested zoning district, how it may meet the requirements for a rezoning in the city's Zoning Ordinance and state law, and whether it is consistent with the Future Land Use Map of the city's Master Plan. Proposed text amendments to the city's Zoning Ordinance are typically prepared by staff in response to changes in state law, generally accepted planning and zoning principles, or by the specific direction of the Planning Commission, City Commission, or City Attorney. For each proposed amendment, staff prepares draft language for review by the Planning Commission, whose recommendation is then forwarded to the City Commission. Rezoning and text amendments require a public hearing and public notification as previously noted.

A Zoning Board of Appeals has been created and organized under the Michigan Zoning Enabling Act (PA 110 of 2006, as amended) and is charged with hearing requests for variances

and interpretations to specific Zoning Ordinance provisions. It meets monthly and all appeals require a public hearing and public notification as previously noted. Staff prepares a written report of findings on all appeals detailing the city's Zoning Ordinance standards for which variances are being sought and how the request may meet required standards for granting a variance in the Zoning Ordinance and state law. Considerable staff time is spent to ensure that all information is accurate and the appellant's intent is clear.

In addition to serving the above referenced duties, the Planning Division spends a great deal of time assisting both residents and businesses on questions regarding land use, zoning, and economic development. Many if not most of these inquiries and contacts do not result in items which appear on an agenda, but permit citizens and business owners to better understand city ordinances and policies.

The Planning Division also reviews plans submitted to the Building Inspection Department for construction permits to ensure they comply with approved site plans. For major projects, this review can take as much time to complete as the original site plan review. If such building plans are found to comply with an approved site plan, then the Division marks them as "approved" and returns them to the applicant or

the Building Inspection Department. If they are not, the petitioner is advised what is 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, the Housing Assistance Program, the Brownfield Redevelopment Authority (BRA) Fund, Engineering, and Ordinance/State Construction Code.

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**GOALS**

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

**OBJECTIVES**

- Forward the Parking and Way Finding Plans to the downtown task force and City Commission for review and revision.
- 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.
- Assist petitioners with their applications to the greatest extent possible without actually preparing the information and documents they need to provide.
- Streamline the application and review process to ensure efficient internal operations and timely provisions of decisions to petitioners.
- Update the current list of resources available for residents to improve their homes and make available to residents.
- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks
- 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.
- Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands
- Work with all City Departments and Finance to develop a comprehensive Capital Improvement Plan for adoption by the Planning Commission, and inclusion in the city's fiscal year budget by the City Commission.
- 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 Year 2012-2013:**

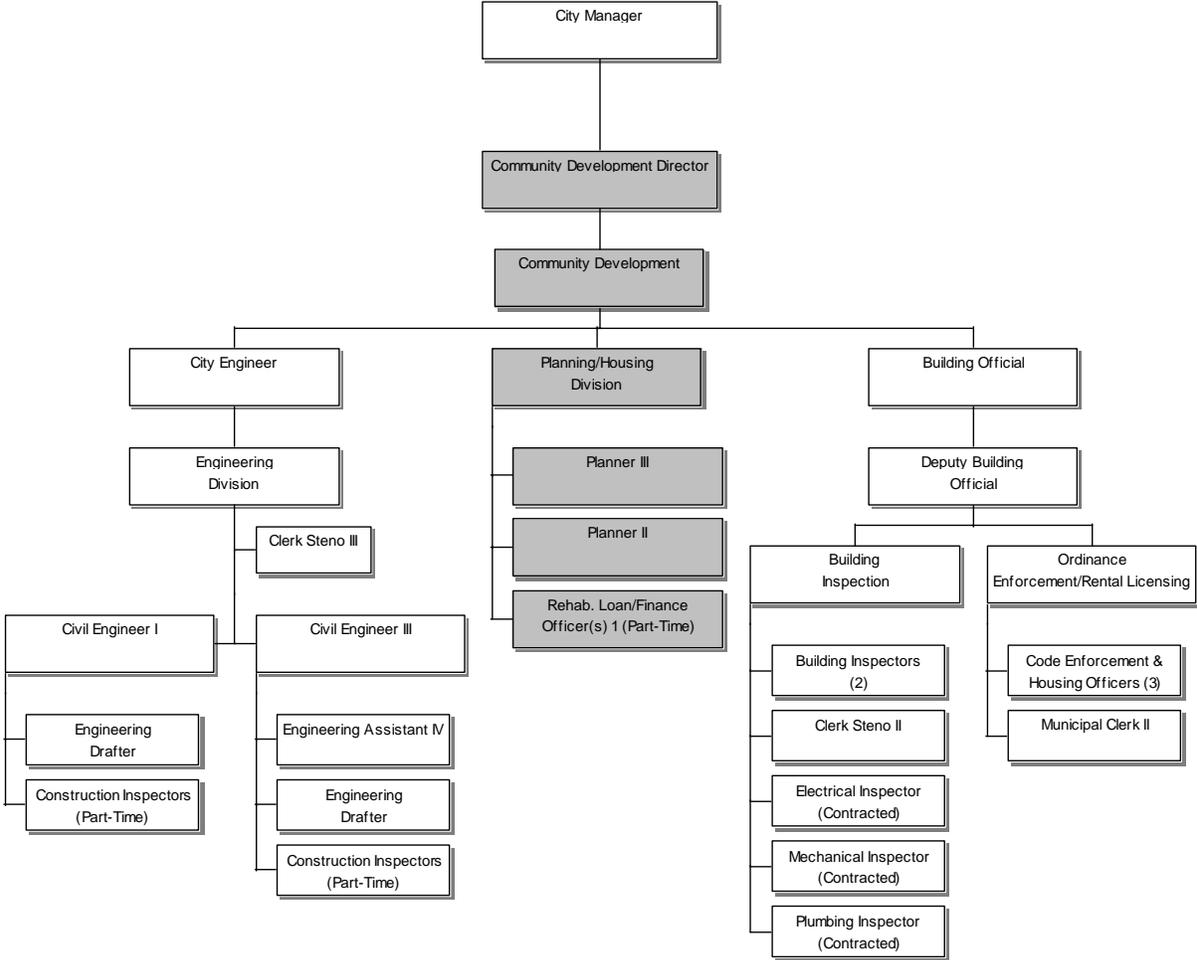
One full-time Clerk position has been eliminated by way of attrition. In an effort to provide improved customer service; the Planning & Zoning, Engineering and Ordinance/State Construction Code areas will be combined to create one Community Development Department. \$50,000 (estimation) is budgeted in the City Office cost center budget for the building changes.

**Budget Summary**

Expenditures

<b>101.400 PLANNING &amp; ZONING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	136,320	1,920	-	10,670	-	148,910
2009-2010 Actual	138,600	1,470	-	26,540	-	166,610
2010-2011 Actual	147,890	1,590	-	11,560	-	161,040
2011-2012 Original Budget	162,810	1,930	-	9,380	-	174,120
2011-2012 Adjusted Budget (Dec)	162,810	1,930	-	9,380	-	174,120
2011-2012 Six Month Actual	92,550	370	-	4,780	-	97,700
2011-2012 Estimated Year End	162,110	1,930	-	9,780	-	173,820
2012-2013 Dept Request	153,930	1,930	-	9,680	-	165,540
2012-2013 Manager's Budget	153,930	1,930	-	9,680	-	165,540
2012-2013 Adopted Budget	153,930	1,930	-	9,680	-	165,540
2013-2014 Projected Budget	153,930	1,930	-	9,680	-	165,540
2014-2015 Projected Budget	153,930	1,930	-	9,680	-	165,540
2015-2016 Projected Budget	153,930	1,930	-	9,680	-	165,540
2016-2017 Projected Budget	153,930	1,930	-	9,680	-	165,540

### Departmental Organization Chart



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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Community Development Director	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	0.000	0.000	0.000	0.000
Planner II	1.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Planner III	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
CS III - Planning	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000
Full-time Total	5.000	6.000	5.000	5.000	5.000	4.000	4.000	4.000	3.000

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

## Animal Protection Services

***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 Year 2012-2013:

The City of Berkley's contracted animal control services is budgeted to increase by 3%. There are no other significant notes for this cost center.

## Budget Summary

### Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	37,670	-	37,670
2009-2010 Actual	-	-	-	43,500	-	43,500
2010-2011 Actual	-	-	-	40,210	-	40,210
2011-2012 Original Budget	-	-	-	40,700	-	40,700
2011-2012 Adjusted Budget (Dec)	-	-	-	40,700	-	40,700
2011-2012 Six Month Actual	-	-	-	17,310	-	17,310
2011-2012 Estimated Year End	-	-	-	40,700	-	40,700
2012-2013 Dept Request	-	-	-	42,500	-	42,500
2012-2013 Manager's Budget	-	-	-	42,500	-	42,500
2012-2013 Adopted Budget	-	-	-	42,500	-	42,500
2013-2014 Projected Budget	-	-	-	42,500	-	42,500
2014-2015 Projected Budget	-	-	-	42,500	-	42,500
2015-2016 Projected Budget	-	-	-	42,500	-	42,500
2016-2017 Projected Budget	-	-	-	42,500	-	42,500

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions			Information not available				1.346	1.346	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	1.346	1.346	n/a

***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 Year 2012-2013:**

There are no significant notes for this cost center.

**Budget Summary**

**Expenditures**

<b>101.443 ELECTRICAL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	60,890	810	-	18,320	-	80,020
2009-2010 Actual	76,020	830	-	20,250	-	97,100
2010-2011 Actual	29,760	1,290	-	20,840	-	51,890
2011-2012 Original Budget	39,720	2,010	-	22,830	-	64,560
2011-2012 Adjusted Budget (Dec)	39,720	2,010	-	22,830	-	64,560
2011-2012 Six Month Actual	6,710	70	-	11,330	-	18,110
2011-2012 Estimated Year End	16,820	1,970	-	22,830	-	41,620
2012-2013 Dept Request	16,760	1,970	-	21,510	-	40,240
2012-2013 Manager's Budget	16,760	1,970	-	21,510	-	40,240
2012-2013 Adopted Budget	16,760	1,970	-	21,510	-	40,240
2013-2014 Projected Budget	16,760	1,970	-	21,510	-	40,240
2014-2015 Projected Budget	16,760	1,970	-	21,510	-	40,240
2015-2016 Projected Budget	16,760	1,970	-	21,510	-	40,240
2016-2017 Projected Budget	16,760	1,970	-	21,510	-	40,240

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Electrician I	1.000	1.000	1.000	0.000	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	0.000	0.000
Full-time Total	2.000	2.000	2.000	1.000	1.000	1.000	1.000	0.000	0.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			1.202	0.337	n/a
Cost Center Total	2.000	2.000	2.000	1.000	1.000	1.000	2.202	0.337	0.000

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

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

The Engineering division FY2012-13 fiscal year budget targets the management of available resources to meet departmental goals and responsibilities. Current budget resources are comprised primarily of dedicated non-general funding sources and fees. The engineers, engineering assistants, draftspersons and clerical staff recognize their responsibility to the community they serve. The Engineering divisions employees are dedicated to efficiently manage Community Development requirements by assisting developers, contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and

development requirements. The Royal Oak Engineering division reaffirms its commitment and looks forward to serving the Royal Oak Community.

The Engineering cost center in the General Fund covers the costs of communicating with the public and City staff, training and administration and performing community development duties. The Engineering 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, traffic signs and signals, City buildings and parks, water and sewer mains and connections. Where specialty skills are required, contractors are hired.

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

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## GOALS

- Effectively and efficiently 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 by maintaining and updating the city website for engineering involvement in Community Development.

## OBJECTIVES

- Begin implementation of non-motorized plan requirements included in the City's Master Plan on road projects.

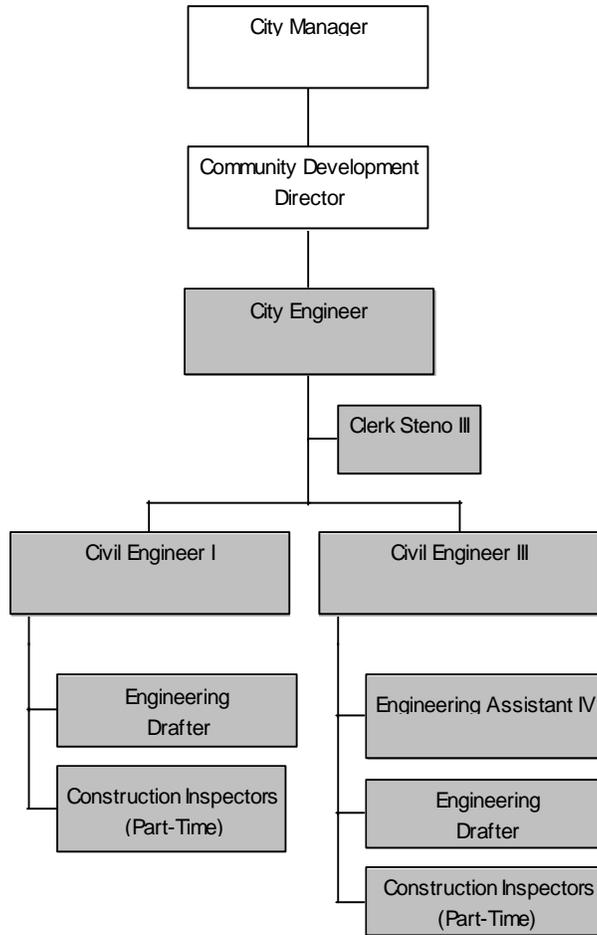
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

The Engineering division 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 \$2.3 million has been applied for and approved for various Royal Oak Major Streets for the years 2012 thru 2015. Safety clothing, gear, tools and office equipment increased due to the filling of a vacant position with an Engineer I employee. Two full-time positions have been eliminated from the Engineering Office due to two retirements in 2011.

**Budget Summary****Expenditures**

<b>101.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	97,200	3,450	-	5,800	-	106,450
2009-2010 Actual	84,720	1,660	-	5,560	-	91,940
2010-2011 Actual	125,330	1,280	-	6,450	-	133,060
2011-2012 Original Budget	218,640	5,140	-	13,300	-	237,080
2011-2012 Adjusted Budget (Dec)	218,640	5,140	-	13,300	-	237,080
2011-2012 Six Month Actual	41,480	730	-	3,350	-	45,560
2011-2012 Estimated Year End	109,670	4,100	-	13,310	-	127,080
2012-2013 Dept Request	199,440	5,200	-	12,660	-	217,300
2012-2013 Manager's Budget	199,440	5,200	-	12,660	-	217,300
2012-2013 Adopted Budget	199,440	5,200	-	12,660	-	217,300
2013-2014 Projected Budget	199,440	5,200	-	12,660	-	217,300
2014-2015 Projected Budget	199,440	5,200	-	12,660	-	217,300
2015-2016 Projected Budget	199,440	5,200	-	12,660	-	217,300
2016-2017 Projected Budget	199,440	5,200	-	12,660	-	217,300

### Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	2.000	2.000	2.000	2.000	2.000	2.000	1.000
Civil Engineer II	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Civil Engineer I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
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	0.000
Engineering Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000
Engineering Drafter	1.000	2.000	2.000	2.000	2.000	2.000	1.000	2.000	2.000
CS III - Engineering	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Engineering - MC III	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	9.000	11.000	10.000	10.000	10.000	10.000	7.000	9.000	7.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						2.885	2.885	n/a
Cost Center Total	9.000	11.000	10.000	10.000	10.000	10.000	9.885	11.885	7.000

***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 Year 2012-2013:**

Electric costs are budgeted to increase based on current year's estimated actual expenditures.

**Budget Summary**

**Expenditures**

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	11,930	9,850	-	624,350	-	646,130
2009-2010 Actual	13,010	5,790	-	709,910	-	728,710
2010-2011 Actual	3,470	8,280	-	757,210	-	768,960
2011-2012 Original Budget	14,790	10,120	-	760,000	-	784,910
2011-2012 Adjusted Budget (Dec)	14,790	10,120	-	760,000	-	784,910
2011-2012 Six Month Actual	1,010	1,750	-	396,680	-	399,440
2011-2012 Estimated Year End	7,370	10,000	-	800,000	-	817,370
2012-2013 Dept Request	9,420	10,000	-	800,000	-	819,420
2012-2013 Manager's Budget	9,420	10,000	-	800,000	-	819,420
2012-2013 Adopted Budget	9,420	10,000	-	800,000	-	819,420
2013-2014 Projected Budget	9,420	10,000	-	800,000	-	819,420
2014-2015 Projected Budget	9,420	10,000	-	800,000	-	819,420
2015-2016 Projected Budget	9,420	10,000	-	800,000	-	819,420
2016-2017 Projected Budget	9,420	10,000	-	800,000	-	819,420

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions								0.336	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.336	0.000

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

WROK is the City of Royal Oak's Government Access channel. WROK is available to subscribers of W.O.W. on channel 10 and Comcast on channel 17. 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](http://www.Michigan.gov/mpsc).

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

WROK, working under the 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.
- 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 Year 2012-2013:**

Cable Communications has budgeted for a new camera. The cable contract costs are reduced due to recent contractor concessions.

**Budget Summary**

**Expenditures**

<b>101.834 CABLE COMMUNICATIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	90	15,440	135,820	-	151,350
2009-2010 Actual	-	-	-	128,520	-	128,520
2010-2011 Actual	-	-	-	88,910	-	88,910
2011-2012 Original Budget	-	200	1,000	97,040	-	98,240
2011-2012 Adjusted Budget (Dec)	-	200	1,000	97,040	-	98,240
2011-2012 Six Month Actual	-	-	-	39,850	-	39,850
2011-2012 Estimated Year End	-	620	-	90,690	-	91,310
2012-2013 Dept Request	-	200	12,000	86,690	-	98,890
2012-2013 Manager's Budget	-	200	12,000	86,690	-	98,890
2012-2013 Adopted Budget	-	200	12,000	86,690	-	98,890
2013-2014 Projected Budget	-	200	12,000	86,690	-	98,890
2014-2015 Projected Budget	-	200	12,000	86,690	-	98,890
2015-2016 Projected Budget	-	200	12,000	86,690	-	98,890
2016-2017 Projected Budget	-	200	12,000	86,690	-	98,890

***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 Year 2012-2013:**

Contracted services are budgeted to increase by \$30,000; \$20,000 for branding services and \$10,000 for survey related work. There are no other significant notes for this cost center.

**Budget Summary**

**Expenditures**

<b>101.835 COMMUNITY PROMOTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	19,111	230	-	57,450	-	76,791
2009-2010 Actual	8,930	230	-	57,720	-	66,880
2010-2011 Actual	16,490	390	-	41,950	-	58,830
2011-2012 Original Budget	2,690	120	-	47,230	-	50,040
2011-2012 Adjusted Budget (Dec)	2,690	120	-	47,230	-	50,040
2011-2012 Six Month Actual	9,210	190	-	20,590	-	29,990
2011-2012 Estimated Year End	9,980	220	-	46,020	-	56,220
2012-2013 Dept Request	10,800	390	-	76,470	-	87,660
2012-2013 Manager's Budget	10,800	390	-	76,470	-	87,660
2012-2013 Adopted Budget	10,800	390	-	76,470	-	87,660
2013-2014 Projected Budget	10,800	390	-	76,470	-	87,660
2014-2015 Projected Budget	10,800	390	-	76,470	-	87,660
2015-2016 Projected Budget	10,800	390	-	76,470	-	87,660
2016-2017 Projected Budget	10,800	390	-	76,470	-	87,660

***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.

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 eight 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.

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## 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

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	79,590	19,220	-	12,390	-	111,200
2009-2010 Actual	54,120	19,920	-	11,170	-	85,210
2010-2011 Actual	66,760	25,910	-	10,180	-	102,850
2011-2012 Original Budget	71,620	20,000	-	14,700	-	106,320
2011-2012 Adjusted Budget (Dec)	71,620	20,000	-	14,700	-	106,320
2011-2012 Six Month Actual	74,210	14,050	-	9,770	-	98,030
2011-2012 Estimated Year End	75,160	15,000	-	13,920	-	104,080
2012-2013 Dept Request	57,230	15,000	-	11,600	-	83,830
2012-2013 Manager's Budget	57,230	15,000	-	11,600	-	83,830
2012-2013 Adopted Budget	57,230	15,000	-	11,600	-	83,830
2013-2014 Projected Budget	57,230	15,000	-	11,600	-	83,830
2014-2015 Projected Budget	57,230	15,000	-	11,600	-	83,830
2015-2016 Projected Budget	57,230	15,000	-	11,600	-	83,830
2016-2017 Projected Budget	57,230	15,000	-	11,600	-	83,830

## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions				Information not available			0.144	0.144	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.144	0.144	n/a

The purpose of the Transfers Out 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 Year 2012-2013:**

There are no transfers out budgeted for the General Fund for fiscal year 12-13.

**Budget Summary**

Expenditures

<b>101.965 TRANSFERS TO OTHER FUNDS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	725,000	-	725,000
2010-2011 Actual	-	-	-	100,000	-	100,000
2011-2012 Original Budget	-	-	-	232,130	-	232,130
2011-2012 Adjusted Budget (Dec)	-	-	-	232,130	-	232,130
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	-	-	-	188,040	-	188,040
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

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## **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	Animal Shelter Fund – 297
Library Millage Fund – 271	Police Grants – 298
	Miscellaneous Grants – 299

## **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

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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.

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### 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.
- Maintain a Long Term Major Road Improvement Program that maximizes funds to extend and enhance the life of the City's Major Road System.

### OBJECTIVES

- Create an inventory of locations of major street repairs to incorporate in the FY 2012-2013 Major Street Repair Program.
- 

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

The following related major road projects are budgeted for FY2012-13:

2011-2017 Surveying Services	\$86,000
2011 12 Mile Rd Resurfacing Project	\$668,000
2012 Austin Ave Resurfacing Project	\$195,000
2012 Annual Joint Seal Program	\$4,800
2012 14 Mile Rd Pavement Repairs	\$7,000
2012 Prepaid Sidewalk and DPS Patch Program	\$300,000
Sidewalk Handicap Ramp Improvement Program	\$620,000
Sidewalk Improvement Program	\$384,000
2012 12 Mile Rd Resurfacing Project	\$30,000

**Major Street Fund – Routine Maintenance**

**Budget Summary**

**Expenditures**

<b>202.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	342,720	48,830	15,180	521,630	-	928,360
2009-2010 Actual	288,150	36,460	-	930,610	-	1,255,220
2010-2011 Actual	442,630	48,090	-	1,668,560	-	2,159,280
2011-2012 Original Budget	329,960	55,400	-	2,085,020	-	2,470,380
2011-2012 Adjusted Budget (Dec)	329,960	55,400	-	2,085,020	-	2,470,380
2011-2012 Six Month Actual	140,500	16,050	-	1,086,430	-	1,242,980
2011-2012 Estimated Year End	320,050	52,550	-	1,563,700	-	1,936,300
2012-2013 Dept Request	338,960	55,400	-	2,390,870	-	2,785,230
2012-2013 Manager's Budget	338,960	55,400	-	2,390,870	-	2,785,230
2012-2013 Adopted Budget	338,960	55,400	-	2,390,870	-	2,785,230
2013-2014 Projected Budget	338,960	55,400	-	2,601,070	-	2,995,430
2014-2015 Projected Budget	338,960	55,400	-	2,477,470	-	2,871,830
2015-2016 Projected Budget	338,960	55,400	-	2,665,270	-	3,059,630
2016-2017 Projected Budget	338,960	55,400	-	2,591,870	-	2,986,230

## 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 Year 2012-2013:

The parks and forestry division has been consolidated into the highway division, however the divisions continue to be separate cost centers.

## Budget Summary

### Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	178,940	-	-	65,720	-	244,660
2009-2010 Actual	166,200	-	-	43,910	-	210,110
2010-2011 Actual	240,510	-	-	38,920	-	279,430
2011-2012 Original Budget	246,230	-	-	52,040	-	298,270
2011-2012 Adjusted Budget (Dec)	246,230	-	-	52,040	-	298,270
2011-2012 Six Month Actual	114,770	-	-	18,840	-	133,610
2011-2012 Estimated Year End	229,100	-	-	50,900	-	280,000
2012-2013 Dept Request	225,750	-	-	49,600	-	275,350
2012-2013 Manager's Budget	225,750	-	-	49,600	-	275,350
2012-2013 Adopted Budget	225,750	-	-	49,600	-	275,350
2013-2014 Projected Budget	225,750	-	-	49,600	-	275,350
2014-2015 Projected Budget	225,750	-	-	49,600	-	275,350
2015-2016 Projected Budget	225,750	-	-	49,600	-	275,350
2016-2017 Projected Budget	225,750	-	-	49,600	-	275,350

## 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 Year 2012-2013:

Total cost center is budgeted to increase relative to the FY11-12 estimated actual due to the mild winter season this fiscal year. There are no other significant notes for this cost center.

## Budget Summary

### Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	202,430	256,510	-	223,630	-	682,570
2009-2010 Actual	144,630	180,960	-	88,090	-	413,680
2010-2011 Actual	191,570	280,740	-	180,360	-	652,670
2011-2012 Original Budget	175,610	256,000	-	180,000	-	611,610
2011-2012 Adjusted Budget (Dec)	175,610	256,000	-	180,000	-	611,610
2011-2012 Six Month Actual	23,920	25,530	-	3,630	-	53,080
2011-2012 Estimated Year End	79,050	131,000	-	30,000	-	240,050
2012-2013 Dept Request	151,280	256,000	-	187,300	-	594,580
2012-2013 Manager's Budget	151,280	256,000	-	187,300	-	594,580
2012-2013 Adopted Budget	151,280	256,000	-	187,300	-	594,580
2013-2014 Projected Budget	151,280	256,000	-	187,300	-	594,580
2014-2015 Projected Budget	151,280	256,000	-	187,300	-	594,580
2015-2016 Projected Budget	151,280	256,000	-	187,300	-	594,580
2016-2017 Projected Budget	151,280	256,000	-	187,300	-	594,580

## 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 Year 2012-2013:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	88,240	29,800	-	70,130	-	188,170
2009-2010 Actual	113,410	40,670	-	44,380	-	198,460
2010-2011 Actual	95,290	39,910	-	66,750	-	201,950
2011-2012 Original Budget	66,230	41,700	-	66,390	-	174,320
2011-2012 Adjusted Budget (Dec)	66,230	41,700	-	66,390	-	174,320
2011-2012 Six Month Actual	55,170	5,350	-	54,620	-	115,140
2011-2012 Estimated Year End	113,420	39,500	-	66,290	-	219,210
2012-2013 Dept Request	131,460	41,700	-	63,610	-	236,770
2012-2013 Manager's Budget	131,460	41,700	-	63,610	-	236,770
2012-2013 Adopted Budget	131,460	41,700	-	63,610	-	236,770
2013-2014 Projected Budget	131,460	41,700	-	63,610	-	236,770
2014-2015 Projected Budget	131,460	41,700	-	63,610	-	236,770
2015-2016 Projected Budget	131,460	41,700	-	63,610	-	236,770
2016-2017 Projected Budget	131,460	41,700	-	63,610	-	236,770

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions								0.481	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.481	0.000

## Major Street Fund – Streets Signal Services

The Department of Public Service (DPS) is responsible for implementing and maintaining traffic control for the City's major street system. This cost center focuses on Signal Services.

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

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

The City uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, Police, Fire Planning, and Engineering departments meet monthly. A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the City Commission.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

<b>202.474 STREETS SIGNAL SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	63,600	8,050	-	94,270	-	165,920
2009-2010 Actual	49,120	2,420	-	79,710	-	131,250
2010-2011 Actual	26,060	6,560	-	98,440	-	131,060
2011-2012 Original Budget	22,610	12,000	-	114,060	-	148,670
2011-2012 Adjusted Budget (Dec)	22,610	12,000	-	114,060	-	148,670
2011-2012 Six Month Actual	3,280	1,860	-	45,680	-	50,820
2011-2012 Estimated Year End	11,110	12,000	-	103,400	-	126,510
2012-2013 Dept Request	13,960	12,000	-	119,740	-	145,700
2012-2013 Manager's Budget	13,960	12,000	-	106,740	-	132,700
2012-2013 Adopted Budget	13,960	12,000	-	106,740	-	132,700
2013-2014 Projected Budget	13,960	12,000	-	106,740	-	132,700
2014-2015 Projected Budget	13,960	12,000	-	106,740	-	132,700
2015-2016 Projected Budget	13,960	12,000	-	106,740	-	132,700
2016-2017 Projected Budget	13,960	12,000	-	106,740	-	132,700

**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year									
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	
<b><u>Part-Time Positions (FTEs)</u></b>										
Part-Time Positions								3.846	n/a	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.846	0.000	

***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.

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## **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.
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## Major Street Fund – Administration

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

Revenues from the gasoline (and vehicle registration) tax are budgeted to remain flat relative to FY 11-12 estimated revenue. This fund is operating with a structural deficit. A long-term funding source should to be identified should major road construction project needs continue.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	3,353,664	3,288,264	1,657,784	(182,896)	(1,899,976)	(3,804,856)
Revenues and transfers from other funds	3,220,100	2,878,100	2,878,100	2,878,100	2,878,100	2,878,100
Expenditures and transfers to other funds	3,285,500	4,508,580	4,718,780	4,595,180	4,782,980	4,709,580
Net Change in Fund Balance	(65,400)	(1,630,480)	(1,840,680)	(1,717,080)	(1,904,880)	(1,831,480)
Ending Fund Balance	3,288,264	1,657,784	(182,896)	(1,899,976)	(3,804,856)	(5,636,336)

### Revenues

202-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	2,729,330	178,720	110,390	128,270	6,810	3,153,520
2009-2010 Actual	-	2,698,390	183,020	49,640	21,760	6,530	2,959,340
2010-2011 Actual	-	2,738,410	168,350	30,870	37,350	7,380	2,982,360
2011-2012 Original Budget	-	2,450,000	183,000	323,000	1,226,640	6,500	4,189,140
2011-2012 Adjusted Budget (Dec)	-	2,450,000	183,000	323,000	1,226,640	6,500	4,189,140
2011-2012 Six Month Actual	-	937,740	-	156,060	2,820	-	1,096,620
2011-2012 Estimated Year End	-	2,713,000	168,000	326,600	6,000	6,500	3,220,100
2012-2013 Dept Request	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2012-2013 Manager's Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2012-2013 Adopted Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2013-2014 Projected Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2014-2015 Projected Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2015-2016 Projected Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100
2016-2017 Projected Budget	-	2,675,000	168,000	22,600	6,000	6,500	2,878,100

**Major Street Fund – Administration**

**Expenditures**

<b>202.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	773,370	-	773,370
2009-2010 Actual	-	-	-	788,600	-	788,600
2010-2011 Actual	-	-	-	491,880	-	491,880
2011-2012 Original Budget	-	-	-	485,890	-	485,890
2011-2012 Adjusted Budget (Dec)	-	-	-	485,890	-	485,890
2011-2012 Six Month Actual	-	-	-	49,940	-	49,940
2011-2012 Estimated Year End	-	-	-	483,430	-	483,430
2012-2013 Dept Request	-	-	-	483,950	-	483,950
2012-2013 Manager's Budget	-	-	-	483,950	-	483,950
2012-2013 Adopted Budget	-	-	-	483,950	-	483,950
2013-2014 Projected Budget	-	-	-	483,950	-	483,950
2014-2015 Projected Budget	-	-	-	483,950	-	483,950
2015-2016 Projected Budget	-	-	-	483,950	-	483,950
2016-2017 Projected Budget	-	-	-	483,950	-	483,950

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Asphalt Road Repairs (tons of material)	151	507.51	98.37	196.68	550	500
Concrete Road Repairs (yards)	395	416	219	438	450	430
Pavement cuts	148	178	46	92	170	175
Responses to Major Street Tree Work Requests	547	410	271	542	600	625
Boulevards Mowed (hours)	1,396	541	386.5	773	1,200	1200
Major Streets - Salt Applied (tons)	4,566	6,315.14	900	3000	6000	6000
Number of Snow Events	0	5	0	0	5	5
Number of Signs Replaced due to Routine Maintenance and Accidents	739	879	435	870	1,100	950

## Local Street Fund – Streets Maintenance

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

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

implemented through CIP's managed by the Engineering Department, street sweeping and storm sewer/catch basin cleaning. Dust control is applied when paid by residents and is performed by the Highway Division.

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### GOALS

- 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.
- To maintain a Long Term Local Street Improvement Program that maximizes funding to extend and enhance the life of the City's Local Street System.

### OBJECTIVES

- Create an inventory of locations of local streets to incorporate in the FY 2012 Local Street Repair Program.
- Complete pavement cut list by October 1.
- Develop a long term plan and budgeting strategy for maintaining and improving non-local streets.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

Consulting Engineering Services are decreasing due to a decline of topographical work on local streets. The following are the local street fund projects budgeted for FY2012-13:

2012 CDBG Paving	\$9,000
2012 Concrete Pavement Replacement	\$5,000
2012 Annual Joint Seal Program	\$1,200
2011 DPS Pavement Replacement	\$139,000
Annual Sidewalk Replacement Program – Citywide (CDBG)	\$200,000
2012 DPS Pavement Replacement	\$24,000

**Local Street Fund – Streets Parkway Maintenance**

**Budget Summary**

**Expenditures**

<b>203.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	486,610	35,840	-	1,317,330	-	1,839,780
2009-2010 Actual	467,610	25,410	-	803,670	-	1,296,690
2010-2011 Actual	426,930	31,960	-	481,180	-	940,070
2011-2012 Original Budget	389,820	44,050	-	675,740	-	1,109,610
2011-2012 Adjusted Budget (Dec)	389,820	44,050	-	675,740	-	1,109,610
2011-2012 Six Month Actual	274,690	11,060	-	188,750	-	474,500
2011-2012 Estimated Year End	513,850	39,050	-	433,000	-	985,900
2012-2013 Dept Request	462,830	44,050	-	542,280	-	1,049,160
2012-2013 Manager's Budget	462,830	44,050	-	542,280	-	1,049,160
2012-2013 Adopted Budget	462,830	44,050	-	542,280	-	1,049,160
2013-2014 Projected Budget	462,830	44,050	-	873,080	-	1,379,960
2014-2015 Projected Budget	462,830	44,050	-	842,680	-	1,349,560
2015-2016 Projected Budget	462,830	44,050	-	850,880	-	1,357,760
2016-2017 Projected Budget	462,830	44,050	-	872,280	-	1,379,160

**Cost Center Position Detail – Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions			Information not available				4.327	4.327	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	4.327	4.327	0.000

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## Local Street Fund – Streets Parkway Maintenance

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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.

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### 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

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

<b>203.469 STREETS PARKWAY MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	259,820	-	-	198,030	-	457,850
2009-2010 Actual	255,480	-	-	157,400	-	412,880
2010-2011 Actual	282,450	-	-	154,160	-	436,610
2011-2012 Original Budget	296,590	-	-	169,870	-	466,460
2011-2012 Adjusted Budget (Dec)	296,590	-	-	169,870	-	466,460
2011-2012 Six Month Actual	114,420	-	-	47,800	-	162,220
2011-2012 Estimated Year End	271,510	-	-	159,000	-	430,510
2012-2013 Dept Request	280,120	-	-	158,030	-	438,150
2012-2013 Manager's Budget	280,120	-	-	158,030	-	438,150
2012-2013 Adopted Budget	280,120	-	-	158,030	-	438,150
2013-2014 Projected Budget	280,120	-	-	158,030	-	438,150
2014-2015 Projected Budget	280,120	-	-	158,030	-	438,150
2015-2016 Projected Budget	280,120	-	-	158,030	-	438,150
2016-2017 Projected Budget	280,120	-	-	158,030	-	438,150

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Boulevards Mowed (hours )	1,396	550	384	800	1,000	1000
Street Tree work requests	1,125	979	1084	1300	900	900

## 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 Year 2012-2013:

Total cost center is budgeted to increase relative to the FY11-12 estimated actual due to the mild winter season this fiscal year. There are no other significant notes for this cost center.

## Budget Summary

### Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	122,610	29,910	-	114,110	-	266,630
2009-2010 Actual	85,340	18,830	-	60,110	-	164,280
2010-2011 Actual	108,660	31,850	-	88,220	-	228,730
2011-2012 Original Budget	101,920	80,000	-	62,210	-	244,130
2011-2012 Adjusted Budget (Dec)	101,920	80,000	-	62,210	-	244,130
2011-2012 Six Month Actual	4,870	2,820	-	210	-	7,900
2011-2012 Estimated Year End	19,010	20,000	-	5,000	-	44,010
2012-2013 Dept Request	90,740	40,000	-	94,310	-	225,050
2012-2013 Manager's Budget	90,740	40,000	-	94,310	-	225,050
2012-2013 Adopted Budget	90,740	40,000	-	94,310	-	225,050
2013-2014 Projected Budget	90,740	40,000	-	94,310	-	225,050
2014-2015 Projected Budget	90,740	40,000	-	94,310	-	225,050
2015-2016 Projected Budget	90,740	40,000	-	94,310	-	225,050
2016-2017 Projected Budget	90,740	40,000	-	94,310	-	225,050

## Local Street Fund – Streets Traffic Control

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

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

the staff recommendations and makes recommendations to the City Commission.

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

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### GOALS

- 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.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

**Budget Summary**  
Expenditures

<b>203.473 STREETS TRAFFIC CONTROL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	115,470	8,690	-	43,030	-	167,190
2009-2010 Actual	124,320	9,780	-	36,940	-	171,040
2010-2011 Actual	89,550	9,590	-	27,830	-	126,970
2011-2012 Original Budget	82,930	10,000	-	20,910	-	113,840
2011-2012 Adjusted Budget (Dec)	82,930	10,000	-	20,910	-	113,840
2011-2012 Six Month Actual	35,560	-	-	6,450	-	42,010
2011-2012 Estimated Year End	114,300	7,000	-	20,000	-	141,300
2012-2013 Dept Request	97,640	10,000	-	19,030	-	126,670
2012-2013 Manager's Budget	97,640	10,000	-	19,030	-	126,670
2012-2013 Adopted Budget	97,640	10,000	-	19,030	-	126,670
2013-2014 Projected Budget	97,640	10,000	-	19,030	-	126,670
2014-2015 Projected Budget	97,640	10,000	-	19,030	-	126,670
2015-2016 Projected Budget	97,640	10,000	-	19,030	-	126,670
2016-2017 Projected Budget	97,640	10,000	-	19,030	-	126,670

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

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

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

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

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

\* \* \* \* \*

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

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## **GOALS**

- 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.

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## **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Revenues from the gasoline (and vehicle registration) tax are budgeted to remain flat relative to the FY11-12 estimated revenue. This fund is operating with a structural deficit. A long-term funding source should be identified should local road construction project needs continue.

## Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	2,205,957	1,802,607	1,178,927	224,447	(699,633)	(1,631,913)
Revenues and transfers from other funds	1,245,000	1,247,000	1,247,000	1,247,000	1,247,000	1,247,000
Expenditures and transfers to other funds	1,648,350	1,870,680	2,201,480	2,171,080	2,179,280	2,200,680
Net Change in Fund Balance	(403,350)	(623,680)	(954,480)	(924,080)	(932,280)	(953,680)
Ending Fund Balance	1,802,607	1,178,927	224,447	(699,633)	(1,631,913)	(2,585,593)

## Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	888,370	-	79,930	12,690	673,280	1,654,270
2009-2010 Actual	-	872,970	-	36,610	1,270	669,320	1,580,170
2010-2011 Actual	-	886,060	-	26,590	5,110	357,690	1,275,450
2011-2012 Original Budget	-	750,000	-	5,000	2,000	375,000	1,132,000
2011-2012 Adjusted Budget (Dec)	-	750,000	-	5,000	2,000	375,000	1,132,000
2011-2012 Six Month Actual	-	304,810	-	(5,710)	-	-	299,100
2011-2012 Estimated Year End	-	865,000	-	13,000	2,000	365,000	1,245,000
2012-2013 Dept Request	-	870,000	-	10,000	2,000	365,000	1,247,000
2012-2013 Manager's Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2012-2013 Adopted Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2013-2014 Projected Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2014-2015 Projected Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2015-2016 Projected Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2016-2017 Projected Budget	-	870,000	-	10,000	2,000	365,000	1,247,000

Expenditures

<b>203.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	45,400	-	45,400
2009-2010 Actual	-	-	-	44,740	-	44,740
2010-2011 Actual	-	-	-	58,930	-	58,930
2011-2012 Original Budget	-	-	-	47,370	-	47,370
2011-2012 Adjusted Budget (Dec)	-	-	-	47,370	-	47,370
2011-2012 Six Month Actual	-	-	-	23,660	-	23,660
2011-2012 Estimated Year End	-	-	-	46,630	-	46,630
2012-2013 Dept Request	-	-	-	31,650	-	31,650
2012-2013 Manager's Budget	-	-	-	31,650	-	31,650
2012-2013 Adopted Budget	-	-	-	31,650	-	31,650
2013-2014 Projected Budget	-	-	-	31,650	-	31,650
2014-2015 Projected Budget	-	-	-	31,650	-	31,650
2015-2016 Projected Budget	-	-	-	31,650	-	31,650
2016-2017 Projected Budget	-	-	-	31,650	-	31,650

***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 0.0239 mill for FY2011-12.

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 Year 2012-2013:**

A slight increase for transfers-in from the various funds (Ice Arena, W&S, State Construction Code, Solid Waste, Senior Citizens) which benefit from the “Insight” will occur to offset publicity expenditures. The millage rate is budgeted to change from 0.0239 to 0.0225 to generate monies allowable under State law. The additional millage is required to be levied to raise the same amount of tax revenue due to declining taxable value.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	14,569	15,709	13,499	11,289	9,079	6,869
Revenues and transfers from other funds	71,000	69,500	69,500	69,500	69,500	69,500
Expenditures and transfers to other funds	69,860	71,710	71,710	71,710	71,710	71,710
Net Change in Fund Balance	1,140	(2,210)	(2,210)	(2,210)	(2,210)	(2,210)
Ending Fund Balance	15,709	13,499	11,289	9,079	6,869	4,659

## Revenues

<b>211.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	49,310	-	-	-	-	-	49,310
2009-2010 Actual	49,570	-	-	-	-	13,100	62,670
2010-2011 Actual	50,090	-	-	-	-	21,000	71,090
2011-2012 Original Budget	49,500	-	-	-	-	21,500	71,000
2011-2012 Adjusted Budget (Dec)	49,500	-	-	-	-	21,500	71,000
2011-2012 Six Month Actual	47,170	-	-	-	170	-	47,340
2011-2012 Estimated Year End	49,500	-	-	-	-	21,500	71,000
2012-2013 Dept Request	49,500	-	-	-	-	20,000	69,500
2012-2013 Manager's Budget	49,500	-	-	-	-	20,000	69,500
2012-2013 Adopted Budget	49,500	-	-	-	-	20,000	69,500
2013-2014 Projected Budget	49,500	-	-	-	-	20,000	69,500
2014-2015 Projected Budget	49,500	-	-	-	-	20,000	69,500
2015-2016 Projected Budget	49,500	-	-	-	-	20,000	69,500
2016-2017 Projected Budget	49,500	-	-	-	-	20,000	69,500

## Expenditures

<b>211.835 COMMUNITY PROMOTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	31,330	-	17,540	-	48,870
2009-2010 Actual	18,510	28,420	-	17,950	-	64,880
2010-2011 Actual	21,340	26,080	-	9,110	-	56,530
2011-2012 Original Budget	23,000	28,000	-	20,000	-	71,000
2011-2012 Adjusted Budget (Dec)	23,000	28,000	-	20,000	-	71,000
2011-2012 Six Month Actual	11,390	12,490	-	8,670	-	32,550
2011-2012 Estimated Year End	23,110	28,000	-	18,750	-	69,860
2012-2013 Dept Request	25,050	28,000	-	18,660	-	71,710
2012-2013 Manager's Budget	25,050	28,000	-	18,660	-	71,710
2012-2013 Adopted Budget	25,050	28,000	-	18,660	-	71,710
2013-2014 Projected Budget	25,050	28,000	-	18,660	-	71,710
2014-2015 Projected Budget	25,050	28,000	-	18,660	-	71,710
2015-2016 Projected Budget	25,050	28,000	-	18,660	-	71,710
2016-2017 Projected Budget	25,050	28,000	-	18,660	-	71,710

***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.

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## **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.

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## **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

The refuse millages are budgeted to remain constant relative to the FY11-12 levies. Revenue is budgeted to decrease approximately \$110,000 due to lower taxable values. Disposal services increased based on contractual pricing with the hauler. Use of fund balance as a funding source is approved at approximately \$400,000.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	6,308,942	6,279,242	5,879,702	5,265,162	4,424,872	3,347,542
Revenues and transfers from other funds	6,364,500	6,238,000	6,238,000	6,238,000	6,238,000	6,238,000
Expenditures and transfers to other funds	6,394,200	6,637,540	6,852,540	7,078,290	7,315,330	7,564,220
Net Change in Fund Balance	(29,700)	(399,540)	(614,540)	(840,290)	(1,077,330)	(1,326,220)
Ending Fund Balance	6,279,242	5,879,702	5,265,162	4,424,872	3,347,542	2,021,322

**Revenues**

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	6,429,980	-	3,480	57,070	17,370	-	6,507,900
2009-2010 Actual	6,939,360	-	8,200	21,940	10,460	-	6,979,960
2010-2011 Actual	6,469,200	-	15,890	16,860	32,410	-	6,534,360
2011-2012 Original Budget	6,237,050	-	13,000	20,000	15,000	-	6,285,050
2011-2012 Adjusted Budget (Dec)	6,237,050	-	13,000	20,000	15,000	-	6,285,050
2011-2012 Six Month Actual	5,963,730	-	5,000	400	31,250	-	6,000,380
2011-2012 Estimated Year End	6,310,000	-	10,000	9,500	35,000	-	6,364,500
2012-2013 Dept Request	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2012-2013 Manager's Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2012-2013 Adopted Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2013-2014 Projected Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2014-2015 Projected Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2015-2016 Projected Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2016-2017 Projected Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000

**Expenditures**

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	896,330	27,040	-	5,048,570	-	5,971,940
2009-2010 Actual	843,100	8,370	-	4,862,430	-	5,716,520
2010-2011 Actual	962,780	26,050	-	4,863,170	-	5,919,540
2011-2012 Original Budget	1,018,830	34,900	-	5,396,770	-	6,454,800
2011-2012 Adjusted Budget (Dec)	1,018,830	34,900	-	5,396,770	-	6,454,800
2011-2012 Six Month Actual	729,660	12,820	-	2,636,450	-	3,401,610
2011-2012 Estimated Year End	1,094,760	27,720	-	5,244,740	-	6,394,200
2012-2013 Dept Request	1,010,600	33,720	-	5,589,220	-	6,637,540
2012-2013 Manager's Budget	1,010,600	33,720	-	5,589,220	-	6,637,540
2012-2013 Adopted Budget	1,010,600	33,720	-	5,589,220	-	6,637,540
2013-2014 Projected Budget	1,010,600	33,720	-	5,804,220	-	6,852,540
2014-2015 Projected Budget	1,010,600	33,720	-	6,029,970	-	7,078,290
2015-2016 Projected Budget	1,010,600	33,720	-	6,267,010	-	7,315,330
2016-2017 Projected Budget	1,010,600	33,720	-	6,515,900	-	7,564,220

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Rec & Public Srvc	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	1.000	1.000	1.000
Sign Technician	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Equipment Operator II	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Equipment Operator I	0.000	0.000	0.000	0.000	0.000	0.000	3.000	3.000	3.000
Painting Machine Operator	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Truck Driver	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000	6.000
Dps/Hwy - MC III	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Equipment Repairworker	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
New Solid Waste Employee (Budgeted)	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	2.000	15.000	13.000	14.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.481	0.481	n/a
Cost Center Total	1.000	1.000	1.000	1.000	1.000	2.000	15.481	13.481	14.000

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Tons of Yard Waste Diverted from Landfill	10,915	9,943	5,400	11,000	14,000	12,000
Recycle tons	1,863	3,754	2,100	4,200	4,000	4,400
Hazardous Material Collected – Drop off	1,863	2,859	1,669	3,100	2,800	3,200
Business Participants - Recycling	122	150	161	180	155	200

***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, e-books, Federal government documents, and local history materials. The Library presents many programs for all ages and interests. The Royal Oak Public Library is a major information source for the community and a great place to 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 Headlee reductions over the years. The full allowable rate is proposed 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 circulating 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 charitable development plan.
- Continue to seek grants and other program support for youth and adult programs.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

The library millage will be levied at its maximum allowable millage rate, as reduced by Headlee, at 0.9597 mill, which will provide approximately \$35,000 less in property tax revenues due to the declining taxable values. State Library Aid is estimated to remain the same based on the Governor's budget. The use of fund balance to balance expenditures will occur in FY2012-13. The forecast beyond FY2012-13, illustrates a structural deficit in all years, as revenues are not anticipated to keep up with expenditures. The Youth and Teen Services department head position will continue to remain unfilled at this time. The Library Board has developed a fundraising plan to seek individual and corporate donations to help maintain library services in this time of greater demands for library service and declining revenue from the library millage. In the FY 2011-12 fiscal year, this fundraising has brought in about \$50,000 in donations, but this has been outpaced by millage revenue loss and increased non-negotiable expenditures. In order to partially address this structural deficit, the Library Board of Trustees has approved a budget that includes a reduction of library hours from the current 60 per week to 56 hours. Instead of being open from 10 AM to 9 PM on Tuesdays and Thursdays, the library will be open from noon to 9 PM on those two days. Additionally there will be significant reductions in the electronic resources budget and the book purchasing budget. Overdue fines will also be increased.

## Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	886,333	821,843	719,493	617,143	514,793	412,443
Revenues and transfers from other funds	2,265,600	2,228,930	2,228,930	2,228,930	2,228,930	2,228,930
Expenditures and transfers to other funds	2,330,090	2,331,280	2,331,280	2,331,280	2,331,280	2,331,280
Net Change in Fund Balance	(64,490)	(102,350)	(102,350)	(102,350)	(102,350)	(102,350)
Ending Fund Balance	821,843	719,493	617,143	514,793	412,443	310,093

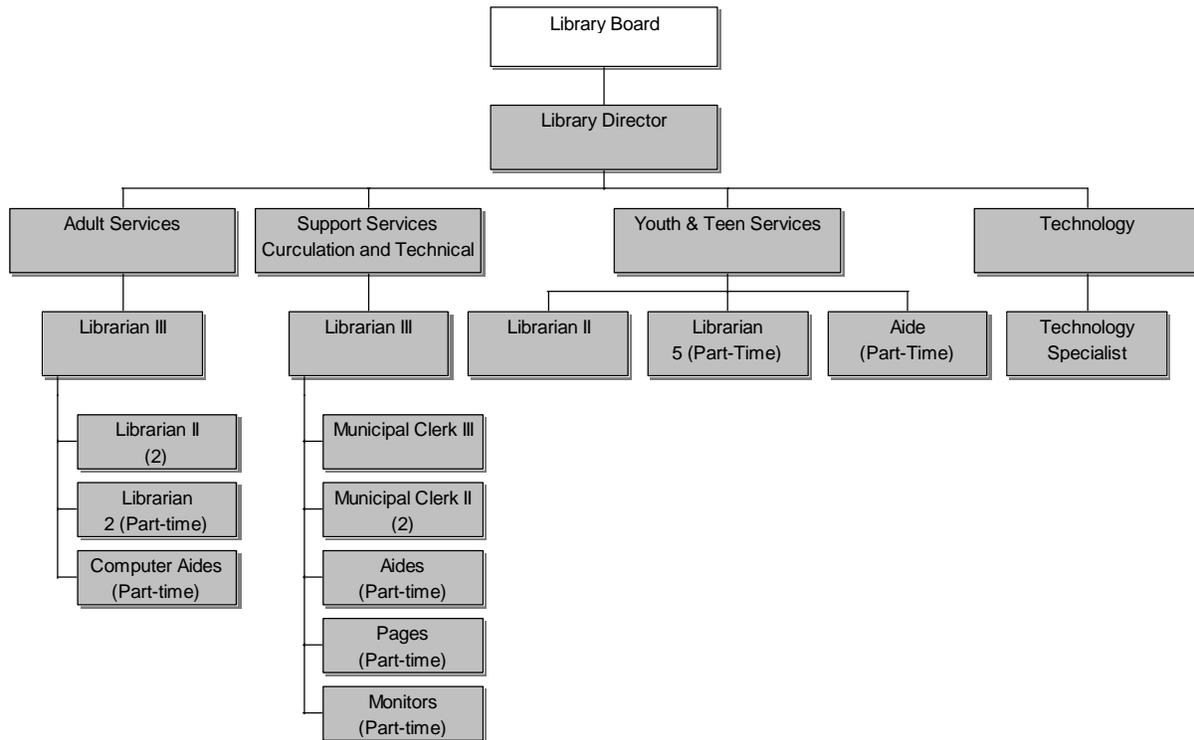
## Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	2,229,740	39,280	150,740	23,750	7,980	-	2,451,490
2009-2010 Actual	2,210,510	18,160	143,220	15,100	9,300	-	2,396,290
2010-2011 Actual	2,062,220	40,970	159,960	14,690	7,360	-	2,285,200
2011-2012 Original Budget	1,968,000	6,820	153,600	9,000	6,000	75,000	2,218,420
2011-2012 Adjusted Budget (Dec)	1,968,000	6,820	153,600	9,000	6,000	75,000	2,218,420
2011-2012 Six Month Actual	1,899,600	11,330	109,830	19,550	4,960	-	2,045,270
2011-2012 Estimated Year End	2,005,000	11,330	157,270	9,500	7,500	75,000	2,265,600
2012-2013 Dept Request	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2012-2013 Manager's Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2012-2013 Adopted Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2013-2014 Projected Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2014-2015 Projected Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2015-2016 Projected Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2016-2017 Projected Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930

## Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	1,495,000	308,460	28,660	670,680	-	2,502,800
2009-2010 Actual	1,402,310	258,050	-	663,290	-	2,323,650
2010-2011 Actual	1,298,900	170,090	-	684,180	-	2,153,170
2011-2012 Original Budget	1,408,830	186,700	-	716,730	-	2,312,260
2011-2012 Adjusted Budget (Dec)	1,408,830	186,700	-	716,730	-	2,312,260
2011-2012 Six Month Actual	697,900	107,610	-	262,360	-	1,067,870
2011-2012 Estimated Year End	1,390,070	185,260	-	754,760	-	2,330,090
2012-2013 Dept Request	1,457,900	164,100	-	709,280	-	2,331,280
2012-2013 Manager's Budget	1,457,900	164,100	-	709,280	-	2,331,280
2012-2013 Adopted Budget	1,457,900	164,100	-	709,280	-	2,331,280
2013-2014 Projected Budget	1,457,900	164,100	-	709,280	-	2,331,280
2014-2015 Projected Budget	1,457,900	164,100	-	709,280	-	2,331,280
2015-2016 Projected Budget	1,457,900	164,100	-	709,280	-	2,331,280
2016-2017 Projected Budget	1,457,900	164,100	-	709,280	-	2,331,280

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Library Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Librarian III	1.000	1.000	2.000	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	0.000
Librarian II	5.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Library Technician Specialist	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Library - MC III	3.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
Library - MC II	3.000	3.000	4.000	3.000	3.000	2.000	2.000	2.000	2.000
Full-time Total	15.000	12.000	14.000	13.000	13.000	12.000	12.000	11.000	10.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						11.034	11.034	n/a
Cost Center Total	15.000	12.000	14.000	13.000	13.000	12.000	23.034	22.034	10.000

### Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Registered Card Holders	30,700	31,762	32,048	33,000	34,000	35,000
Annual Library Visitors	653,482	651,552	287,478	650,000	700,000	700,000
Collection Size	185,301	177,803	179,755	175,000	180,000	180,000
Lending Transactions	423,356	461,182	225,395	460,000	475,000	475,000
Reference Question Responses	39,984	42,741	21,583	43,000	45,000	45,000
Programs Offered	532	510	333	520	520	520
Program Attendance	14,664	16,172	7,102	17,000	18,000	18,000
Summer Youth Reading Enrollment	1,448	1,462	N/A	1,600	1,600	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.

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**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.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Revenues are budgeted to remain stable. Contracted Services are budgeted to increase in the event inspection services are needed to cover any spike in demand.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	594,575	841,005	408,785	408,565	408,345	408,125
Revenues and transfers from other funds	1,363,120	1,101,000	1,101,000	1,101,000	1,101,000	1,101,000
Expenditures and transfers to other funds	1,116,690	1,533,220	1,101,220	1,101,220	1,101,220	1,101,220
Net Change in Fund Balance	246,430	(432,220)	(220)	(220)	(220)	(220)
Ending Fund Balance	841,005	408,785	408,565	408,345	408,125	407,905

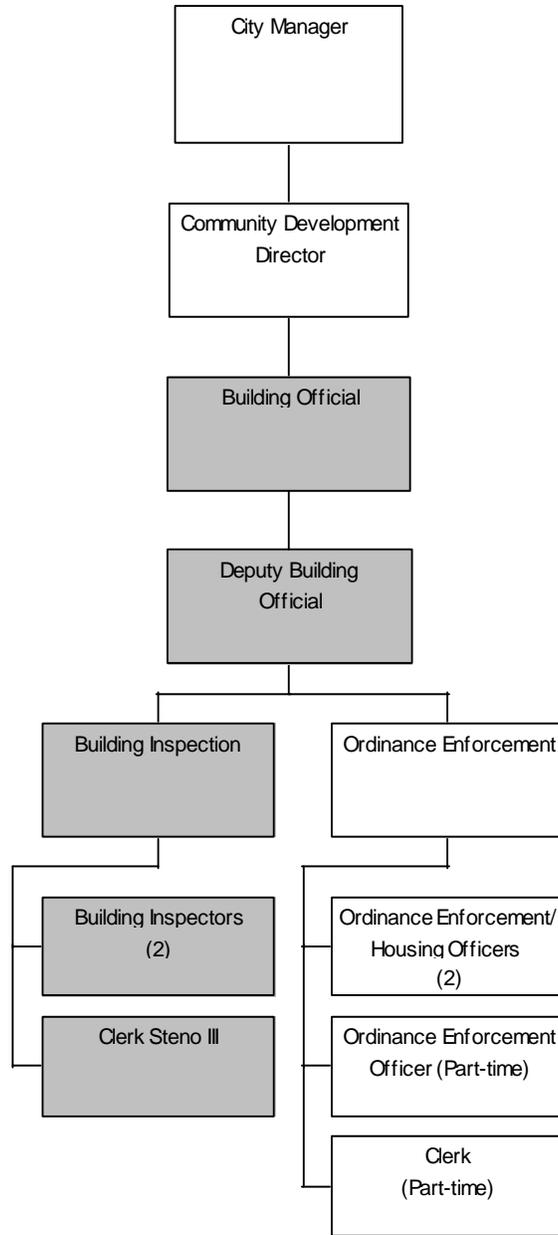
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	932,830	-	18,510	-	951,340
2009-2010 Actual	-	-	1,267,360	-	59,050	582,000	1,908,410
2010-2011 Actual	-	-	1,093,510	-	38,380	-	1,131,890
2011-2012 Original Budget	-	-	1,068,000	-	23,000	-	1,091,000
2011-2012 Adjusted Budget (Dec)	-	-	1,068,000	-	23,000	-	1,091,000
2011-2012 Six Month Actual	-	-	897,450	-	28,880	-	926,330
2011-2012 Estimated Year End	-	-	1,318,120	-	45,000	-	1,363,120
2012-2013 Dept Request	-	-	1,073,000	-	28,000	-	1,101,000
2012-2013 Manager's Budget	-	-	1,073,000	-	28,000	-	1,101,000
2012-2013 Adopted Budget	-	-	1,073,000	-	28,000	-	1,101,000
2013-2014 Projected Budget	-	-	1,073,000	-	28,000	-	1,101,000
2014-2015 Projected Budget	-	-	1,073,000	-	28,000	-	1,101,000
2015-2016 Projected Budget	-	-	1,073,000	-	28,000	-	1,101,000
2016-2017 Projected Budget	-	-	1,073,000	-	28,000	-	1,101,000

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	1,258,460	3,630	9,680	455,470	-	1,727,240
2009-2010 Actual	1,111,090	1,550	-	375,860	-	1,491,120
2010-2011 Actual	611,210	3,040	-	171,600	-	790,050
2011-2012 Original Budget	627,340	16,000	-	406,940	-	1,204,580
2011-2012 Adjusted Budget (Dec)	627,340	16,000	-	406,940	-	1,204,580
2011-2012 Six Month Actual	318,660	400	-	135,320	-	454,380
2011-2012 Estimated Year End	634,530	2,200	-	325,660	-	1,116,690
2012-2013 Dept Request	697,500	16,000	-	368,720	-	1,533,220
2012-2013 Manager's Budget	697,500	16,000	-	368,720	-	1,533,220
2012-2013 Adopted Budget	697,500	16,000	-	368,720	-	1,533,220
2013-2014 Projected Budget	697,500	16,000	-	368,720	-	1,101,220
2014-2015 Projected Budget	697,500	16,000	-	368,720	-	1,101,220
2015-2016 Projected Budget	697,500	16,000	-	368,720	-	1,101,220
2016-2017 Projected Budget	697,500	16,000	-	368,720	-	1,101,220

### Departmental Organization Chart

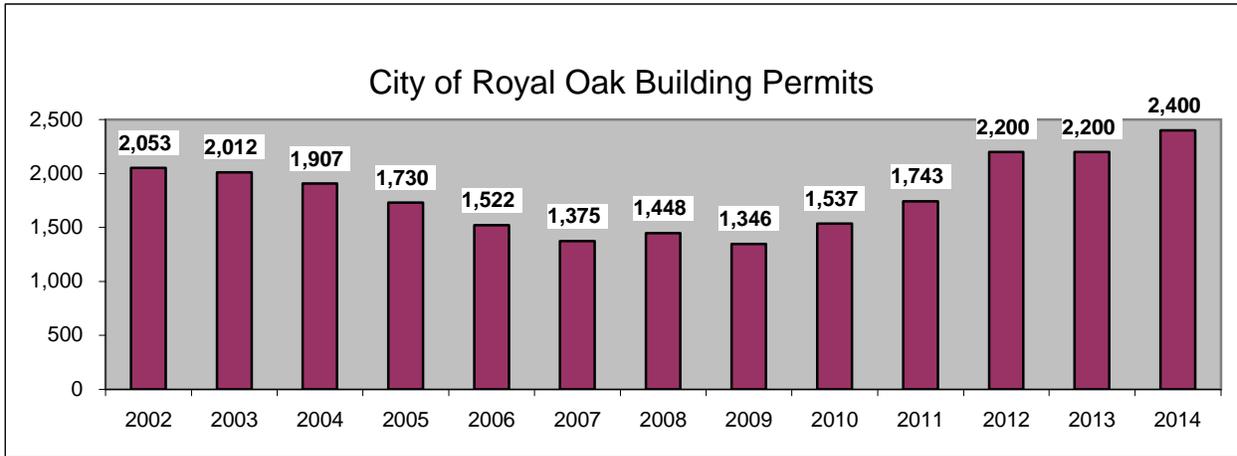


**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
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	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III Inspection	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Inspection - MC II	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000
Building Inspector	5.000	5.000	5.000	4.000	4.000	2.000	2.000	2.000	2.000
Electrical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Housing Inspector	2.000	2.000	2.000	2.000	0.000	0.000	0.000	0.000	0.000
Mechanical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Plumbing Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	12.000	11.000	11.000	11.000	11.000	8.000	5.000	5.000	5.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						1.139	0.577	n/a
Cost Center Total	12.000	11.000	11.000	11.000	11.000	8.000	6.139	5.577	5.000

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Percent of Required Code Training Received	100	100	100	100	100	100
Percent of Inspections Performed Within the Next Business Day	n/a	90	90	90	90	90
Percent of Plans Reviewed for Permit Within 14 Business Days	n/a	90	90	90	90	90
<b><u>Permits Issued</u></b>						
Building	1,400	1,743	1,061	2,200	2,200	2,400
Electrical	1,070	940	668	1,200	1,200	1,200
Mechanical	763	836	581	850	850	850
Plumbing Sewer	841	679	540	750	800	800
<b>Construction Value (in 1000's)</b>	\$34,772	\$30,538	\$14,470	\$30,000	\$30,000	\$35,000



<u>Year</u>	<u>Number</u>	<u>Value (\$000)</u>
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
2010	1,537	\$38,273
2011	1,743	\$30,538
2012	2,200	\$30,000
2013	2,200	\$30,000
2014	2,400	\$35,000

Royal Oak Opportunity To Serve – ROOTS

Budget Summary

ROOTS	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	363,115	371,005	375,855	380,705	385,555	390,405
Revenues and transfers from other funds	119,440	90,800	90,800	90,800	90,800	90,800
Expenditures and transfers to other funds	111,550	85,950	85,950	85,950	85,950	85,950
Net Change in Fund Balance	7,890	4,850	4,850	4,850	4,850	4,850
Ending Fund Balance	371,005	375,855	380,705	385,555	390,405	395,255

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	67,280	-	-	67,280
2009-2010 Actual	-	-	-	106,780	-	-	106,780
2010-2011 Actual	-	-	-	119,170	-	-	119,170
2011-2012 Original Budget	-	-	-	122,000	-	-	122,000
2011-2012 Adjusted Budget (Dec)	-	-	-	122,000	-	-	122,000
2011-2012 Six Month Actual	-	-	-	90,700	-	-	90,700
2011-2012 Estimated Year End	-	-	-	119,440	-	-	119,440
2012-2013 Dept Request	-	-	-	90,800	-	-	90,800
2012-2013 Manager's Budget	-	-	-	90,800	-	-	90,800
2012-2013 Adopted Budget	-	-	-	90,800	-	-	90,800
2013-2014 Projected Budget	-	-	-	90,800	-	-	90,800
2014-2015 Projected Budget	-	-	-	90,800	-	-	90,800
2015-2016 Projected Budget	-	-	-	90,800	-	-	90,800
2016-2017 Projected Budget	-	-	-	90,800	-	-	90,800

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	16,590	4,260	41,480	-	78,250
2009-2010 Actual	-	10,830	2,280	6,610	-	40,160
2010-2011 Actual	-	17,750	2,980	5,820	-	38,390
2011-2012 Original Budget	-	10,800	-	94,200	-	122,000
2011-2012 Adjusted Budget (Dec)	-	10,800	-	94,200	-	122,000
2011-2012 Six Month Actual	-	4,070	-	2,780	-	14,240
2011-2012 Estimated Year End	-	7,600	-	7,000	-	111,550
2012-2013 Dept Request	-	5,100	-	4,500	-	85,950
2012-2013 Manager's Budget	-	5,100	-	4,500	-	85,950
2012-2013 Adopted Budget	-	5,100	-	4,500	-	85,950
2013-2014 Projected Budget	-	5,100	-	4,500	-	85,950
2014-2015 Projected Budget	-	5,100	-	4,500	-	85,950
2015-2016 Projected Budget	-	5,100	-	4,500	-	85,950
2016-2017 Projected Budget	-	5,100	-	4,500	-	85,950

**The City of Royal Oak offers mature adults opportunities for lifelong education, fitness, nutrition and leisure activities. Supportive services that promote independence and quality of life are available for residents who are 60 and over or permanently disabled adults.**

**The City of Royal Oak's Recreation Department does not discriminate against any program participant or applicant for participation because of race, color, creed, religion, ancestry, national origin, sex, disability or other handicap, age, marital/familial status, or status with regard to public assistance or for any other reason(s) prohibited by law. The City of Royal Oak will take affirmative action to insure that all practices are free from such discrimination.**

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

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

Center Operations CDBG (274.759) - A significant portion of costs are eligible for federal reimbursement and recorded in the Block Grant fund (274.759). This CDBG budget covers wages for 1 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 FY2011-2012.

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 has partnered with Bortz Health Care and All Valley Home Health Care to provide services, programs and classes.

The Mahany/Meininger Senior Center has a Seniors Resource Center that provides brochures for seniors from businesses with products and services for older adults. The fees to display brochures are \$10 monthly or \$100 yearly.

Health and Wellness Programs are offered at the Salter Center for individual's 50 years of age and over. 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: Computer Classes, So and Better, Aqua Zumba, Support Group for Visually Impaired Adults, Anyone Can Paint and Caregiving Classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,606 tasty and nutritious meals were served from July 2010 – June 2011. The program proves very

popular with new people attending each month. A once a week financial fund raiser with COSTCO and other fundraisers helps fund this program.

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 \$22,000 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 is 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 from 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. To deliver meals to homebound seniors living in Royal Oak, approximately 65 volunteers were recruited.

Eighteen volunteers assisted 440 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 Royal Oak Vocational, 44th District Court – Community Service Workers, and Middle School Students (who are not required to volunteer in any way).

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 14,424 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 ROOTS 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 Year 2012-2013:**

This cost center continues to use fund balance as a source to support expenditures, unfortunately the fund balance is projected to be diminished by FY15-16. There are no other significant notes for this fund.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	749,447	587,877	415,047	242,217	69,387	(103,443)
Revenues and transfers from other funds	397,450	397,450	397,450	397,450	397,450	397,450
Expenditures and transfers to other funds	559,020	570,280	570,280	570,280	570,280	570,280
Net Change in Fund Balance	(161,570)	(172,830)	(172,830)	(172,830)	(172,830)	(172,830)
Ending Fund Balance	587,877	415,047	242,217	69,387	(103,443)	(276,273)

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	141,130	170,670	18,310	-	-	330,110
2009-2010 Actual	-	244,560	203,050	7,070	30,000	-	484,680
2010-2011 Actual	-	174,780	215,720	5,000	30,000	-	425,500
2011-2012 Original Budget	-	160,550	185,800	3,000	30,000	-	379,350
2011-2012 Adjusted Budget (Dec)	-	160,550	185,800	3,000	30,000	-	379,350
2011-2012 Six Month Actual	-	47,230	119,990	(30)	30,000	-	197,190
2011-2012 Estimated Year End	-	142,650	220,800	4,000	30,000	-	397,450
2012-2013 Dept Request	-	142,650	220,800	4,000	30,000	-	397,450
2012-2013 Manager's Budget	-	142,650	220,800	4,000	30,000	-	397,450
2012-2013 Adopted Budget	-	142,650	220,800	4,000	30,000	-	397,450
2013-2014 Projected Budget	-	142,650	220,800	4,000	30,000	-	397,450
2014-2015 Projected Budget	-	142,650	220,800	4,000	30,000	-	397,450
2015-2016 Projected Budget	-	142,650	220,800	4,000	30,000	-	397,450
2016-2017 Projected Budget	-	142,650	220,800	4,000	30,000	-	397,450

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	16,030	-	-	-	-	16,030
2009-2010 Actual	12,520	-	-	-	-	12,520
2010-2011 Actual	11,790	-	-	-	-	11,790
2011-2012 Original Budget	13,380	-	-	-	-	13,380
2011-2012 Adjusted Budget (Dec)	13,380	-	-	-	-	13,380
2011-2012 Six Month Actual	5,430	-	-	-	-	5,430
2011-2012 Estimated Year End	13,620	-	-	-	-	13,620
2012-2013 Dept Request	12,400	-	-	-	-	12,400
2012-2013 Manager's Budget	12,400	-	-	-	-	12,400
2012-2013 Adopted Budget	12,400	-	-	-	-	12,400
2013-2014 Projected Budget	12,400	-	-	-	-	12,400
2014-2015 Projected Budget	12,400	-	-	-	-	12,400
2015-2016 Projected Budget	12,400	-	-	-	-	12,400
2016-2017 Projected Budget	12,400	-	-	-	-	12,400

## Senior Citizen Services

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	13,990	220	-	290	-	14,500
2009-2010 Actual	17,280	440	-	580	-	18,300
2010-2011 Actual	15,190	480	-	210	-	15,880
2011-2012 Original Budget	14,010	1,000	-	450	-	15,460
2011-2012 Adjusted Budget (Dec)	14,010	1,000	-	450	-	15,460
2011-2012 Six Month Actual	5,680	-	-	80	-	5,760
2011-2012 Estimated Year End	14,010	1,000	-	450	-	15,460
2012-2013 Dept Request	18,790	1,000	-	450	-	20,240
2012-2013 Manager's Budget	18,790	1,000	-	450	-	20,240
2012-2013 Adopted Budget	18,790	1,000	-	450	-	20,240
2013-2014 Projected Budget	18,790	1,000	-	450	-	20,240
2014-2015 Projected Budget	18,790	1,000	-	450	-	20,240
2015-2016 Projected Budget	18,790	1,000	-	450	-	20,240
2016-2017 Projected Budget	18,790	1,000	-	450	-	20,240

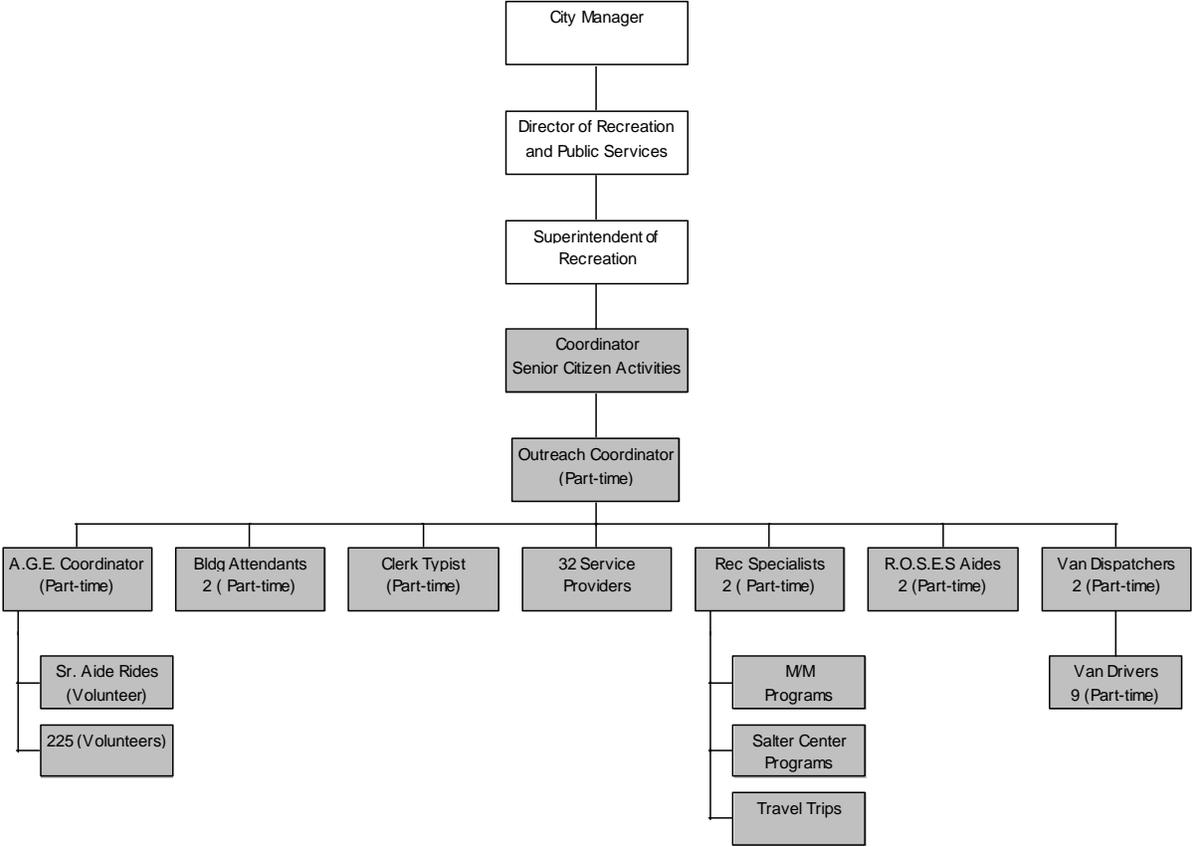
296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	160,810	70	8,830	37,700	-	207,410
2009-2010 Actual	164,360	90	-	71,530	-	235,980
2010-2011 Actual	148,280	200	-	67,110	-	215,590
2011-2012 Original Budget	171,230	1,500	4,000	65,080	-	241,810
2011-2012 Adjusted Budget (Dec)	171,230	1,500	4,000	65,080	-	241,810
2011-2012 Six Month Actual	70,160	360	-	33,640	-	104,160
2011-2012 Estimated Year End	171,910	600	4,000	69,400	-	245,910
2012-2013 Dept Request	178,400	600	4,000	85,730	-	268,730
2012-2013 Manager's Budget	178,650	600	4,000	85,730	-	268,980
2012-2013 Adopted Budget	178,650	600	4,000	85,730	-	268,980
2013-2014 Projected Budget	178,650	600	4,000	85,730	-	268,980
2014-2015 Projected Budget	178,650	600	4,000	85,730	-	268,980
2015-2016 Projected Budget	178,650	600	4,000	85,730	-	268,980
2016-2017 Projected Budget	178,650	600	4,000	85,730	-	268,980

## Senior Citizen Services

<b>296.750 SENIOR BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	310	-	74,010	-	74,320
2009-2010 Actual	-	1,180	-	74,250	-	75,430
2010-2011 Actual	-	970	-	78,920	-	79,890
2011-2012 Original Budget	-	2,600	-	88,130	-	90,730
2011-2012 Adjusted Budget (Dec)	-	2,600	-	88,130	-	90,730
2011-2012 Six Month Actual	-	570	-	32,690	-	33,260
2011-2012 Estimated Year End	-	1,600	-	91,970	-	93,570
2012-2013 Dept Request	-	1,600	-	82,900	-	84,500
2012-2013 Manager's Budget	-	1,600	-	82,900	-	84,500
2012-2013 Adopted Budget	-	1,600	-	82,900	-	84,500
2013-2014 Projected Budget	-	1,600	-	82,900	-	84,500
2014-2015 Projected Budget	-	1,600	-	82,900	-	84,500
2015-2016 Projected Budget	-	1,600	-	82,900	-	84,500
2016-2017 Projected Budget	-	1,600	-	82,900	-	84,500

<b>296.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	14,570	2,320	-	113,920	-	130,810
2009-2010 Actual	26,770	5,320	-	125,160	-	157,250
2010-2011 Actual	15,320	1,960	-	188,130	-	205,410
2011-2012 Original Budget	21,570	6,000	-	135,830	-	163,400
2011-2012 Adjusted Budget (Dec)	21,570	6,000	-	135,830	-	163,400
2011-2012 Six Month Actual	3,750	1,080	-	103,330	-	108,160
2011-2012 Estimated Year End	21,630	4,000	-	164,830	-	190,460
2012-2013 Dept Request	24,230	4,000	-	155,930	-	184,160
2012-2013 Manager's Budget	24,230	4,000	-	155,930	-	184,160
2012-2013 Adopted Budget	24,230	4,000	-	155,930	-	184,160
2013-2014 Projected Budget	24,230	4,000	-	155,930	-	184,160
2014-2015 Projected Budget	24,230	4,000	-	155,930	-	184,160
2015-2016 Projected Budget	24,230	4,000	-	155,930	-	184,160
2016-2017 Projected Budget	24,230	4,000	-	155,930	-	184,160

### Departmental Organization Chart



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

Senior Center	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
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	0.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						3.760	3.760	n/a
Cost Center Total	See full-time totals						5.760	4.760	1.000

R.O.S.E.S	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						0.481	0.481	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.481	0.481	n/a

AGE Program	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						0.525	0.525	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.525	0.525	n/a

Senior Vans	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						5.529	5.529	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	5.529	5.529	n/a

## Performance Indicators / Outcome Measures

	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Estimated 2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
<b><u>Supportive Services</u></b>						
Congregate Meals Served	11,105	11,942	10,875	11,300	12,000	12,000
Homebound Meals Served	18,518	15,888	14,463	15,000	16,000	16,000
Information & Referral	50,200	46,000	49,400	49,500	46,000	46,000
ROSES Jobs	2,690	3,401	1,905	2,200	2,500	2,500
Senior Bus Rides	16,761	14,492	14,632	14,750	15,000	15,000
Frail Elderly Escort	10	9	0	3	5	5
Outreach Assessments	19	19	25	25	25	25
<b><u>Mahany/Meininger Center Programs</u></b>						
Programs Offered	107	106	97	105	110	110
Sessions Held	2,789	2,995	3,094	3,100	3,000	3,000
Participants	76,530	72,320	68,158	70,000	73,000	73,000
<b><u>Salter Community Center Programs</u></b>						
Programs Offered	17	16	15	15	15	15
Sessions Held	1,294	1,192	1,099	1,099	1,099	1,099
Participants	17,404	18,321	17,995	18,000	18,000	18,000
<b><u>Combined Senior Programs</u></b>						
Programs Offered	124	122	112	120	122	122
Sessions Held	4,083	4,147	4,193	4,199	4,150	4,150
Participants	93,934	90,641	86,153	90,000	94,750	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 ROOTS foundation make up any difference.

The shelter pays for limited part-time help and trains volunteers to work with and care for all animals throughout their stay. The shelter uses its own internet website as an excellent way to seek situations for animals considered suitable for pets.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Donations (ROOTS) will be needed to increase in the future as fund balance will be completely used by the end of FY2012-13.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	65,237	31,017	2,267	(26,483)	(55,233)	(83,983)
Revenues and transfers from other funds	84,280	78,440	78,440	78,440	78,440	78,440
Expenditures and transfers to other funds	118,500	107,190	107,190	107,190	107,190	107,190
Net Change in Fund Balance	(34,220)	(28,750)	(28,750)	(28,750)	(28,750)	(28,750)
Ending Fund Balance	31,017	2,267	(26,483)	(55,233)	(83,983)	(112,733)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	15,360	34,120	-	15,920	65,400
2009-2010 Actual	-	-	16,650	47,010	-	20,440	84,100
2010-2011 Actual	-	-	25,390	55,950	-	11,840	93,180
2011-2012 Original Budget	-	-	17,500	36,800	-	17,000	71,300
2011-2012 Adjusted Budget (Dec)	-	-	17,500	36,800	-	17,000	71,300
2011-2012 Six Month Actual	-	-	16,610	33,440	-	7,390	57,440
2011-2012 Estimated Year End	-	-	25,000	42,280	-	17,000	84,280
2012-2013 Dept Request	-	-	20,000	40,440	-	18,000	78,440
2012-2013 Manager's Budget	-	-	20,000	40,440	-	18,000	78,440
2012-2013 Adopted Budget	-	-	20,000	40,440	-	18,000	78,440
2013-2014 Projected Budget	-	-	20,000	40,440	-	18,000	78,440
2014-2015 Projected Budget	-	-	20,000	40,440	-	18,000	78,440
2015-2016 Projected Budget	-	-	20,000	40,440	-	18,000	78,440
2016-2017 Projected Budget	-	-	20,000	40,440	-	18,000	78,440

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	34,200	2,480	1,130	40,830	-	78,640
2009-2010 Actual	36,660	660	-	41,130	-	78,450
2010-2011 Actual	31,240	1,040	-	42,450	-	74,730
2011-2012 Original Budget	28,510	1,000	-	41,790	-	71,300
2011-2012 Adjusted Budget (Dec)	28,510	1,000	-	41,790	-	71,300
2011-2012 Six Month Actual	19,180	8,320	-	26,220	-	53,720
2011-2012 Estimated Year End	37,800	18,000	-	62,700	-	118,500
2012-2013 Dept Request	38,690	18,000	-	50,500	-	107,190
2012-2013 Manager's Budget	38,690	18,000	-	50,500	-	107,190
2012-2013 Adopted Budget	38,690	18,000	-	50,500	-	107,190
2013-2014 Projected Budget	38,690	18,000	-	50,500	-	107,190
2014-2015 Projected Budget	38,690	18,000	-	50,500	-	107,190
2015-2016 Projected Budget	38,690	18,000	-	50,500	-	107,190
2016-2017 Projected Budget	38,690	18,000	-	50,500	-	107,190

**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			1.346	1.346	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	1.346	1.346	n/a

### Budget Summary

Police Grants	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	852,483	838,663	752,683	666,703	580,723	494,743
Revenues and transfers from other funds	188,880	142,000	142,000	142,000	142,000	142,000
Expenditures and transfers to other funds	202,700	227,980	227,980	227,980	227,980	227,980
Net Change in Fund Balance	(13,820)	(85,980)	(85,980)	(85,980)	(85,980)	(85,980)
Ending Fund Balance	838,663	752,683	666,703	580,723	494,743	408,763

### Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	466,820	-	4,140	-	-	470,960
2009-2010 Actual	-	251,900	-	14,320	-	-	266,220
2010-2011 Actual	-	538,150	-	5,150	-	-	543,300
2011-2012 Original Budget	-	118,300	-	6,500	-	-	124,800
2011-2012 Adjusted Budget (Dec)	-	118,300	-	6,500	-	-	124,800
2011-2012 Six Month Actual	-	140,400	-	11,500	-	8,270	160,170
2011-2012 Estimated Year End	-	168,390	-	12,220	-	8,270	188,880
2012-2013 Dept Request	-	140,500	-	1,500	-	-	142,000
2012-2013 Manager's Budget	-	140,500	-	1,500	-	-	142,000
2012-2013 Adopted Budget	-	140,500	-	1,500	-	-	142,000
2013-2014 Projected Budget	-	140,500	-	1,500	-	-	142,000
2014-2015 Projected Budget	-	140,500	-	1,500	-	-	142,000
2015-2016 Projected Budget	-	140,500	-	1,500	-	-	142,000
2016-2017 Projected Budget	-	140,500	-	1,500	-	-	142,000

Expenditures

<b>298.301 POLICE GRANTS/RESTRICTED MONIES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	166,750	3,390	61,770	95,820	-	327,730
2009-2010 Actual	167,980	3,510	67,090	60,820	-	299,400
2010-2011 Actual	111,320	3,560	-	38,410	-	153,290
2011-2012 Original Budget	141,460	3,400	-	21,400	-	166,260
2011-2012 Adjusted Budget (Dec)	141,460	3,400	-	21,400	-	166,260
2011-2012 Six Month Actual	72,860	1,370	24,290	15,170	-	113,690
2011-2012 Estimated Year End	130,690	6,130	24,290	41,590	-	202,700
2012-2013 Dept Request	223,480	-	-	4,500	-	227,980
2012-2013 Manager's Budget	223,480	-	-	4,500	-	227,980
2012-2013 Adopted Budget	223,480	-	-	4,500	-	227,980
2013-2014 Projected Budget	223,480	-	-	4,500	-	227,980
2014-2015 Projected Budget	223,480	-	-	4,500	-	227,980
2015-2016 Projected Budget	223,480	-	-	4,500	-	227,980
2016-2017 Projected Budget	223,480	-	-	4,500	-	227,980

## Miscellaneous Grants / Restricted Funds

### Budget Summary

Misc. Grants/Restricted Funds	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	(3)	120,107	217,607	217,607	217,607	217,607
Revenues and transfers from other funds	834,860	150,000	-	-	-	-
Expenditures and transfers to other funds	714,750	52,500	-	-	-	-
Net Change in Fund Balance	120,110	97,500	-	-	-	-
Ending Fund Balance	120,107	217,607	217,607	217,607	217,607	217,607

### Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	34,930	-	-	-	-	34,930
2009-2010 Actual	-	490,200	-	-	6,550	-	496,750
2010-2011 Actual	-	841,950	-	-	-	37,340	879,290
2011-2012 Original Budget	-	827,710	-	-	-	-	827,710
2011-2012 Adjusted Budget (Dec)	-	827,710	-	-	-	-	827,710
2011-2012 Six Month Actual	-	180,970	-	-	5,410	-	186,380
2011-2012 Estimated Year End	-	636,030	-	-	10,920	187,910	834,860
2012-2013 Dept Request	-	150,000	-	-	-	-	150,000
2012-2013 Manager's Budget	-	150,000	-	-	-	-	150,000
2012-2013 Adopted Budget	-	150,000	-	-	-	-	150,000
2013-2014 Projected Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-	-

**Miscellaneous Grants/Restricted Funds**

**Expenditures**

<b>299.336 FIRE GRANTS/RESTRICTED FUNDS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	34,930	-	-	34,930
2009-2010 Actual	-	17,750	-	6,510	-	24,260
2010-2011 Actual	-	1,450	-	1,990	-	3,440
2011-2012 Original Budget	27,030	-	-	37,350	-	64,380
2011-2012 Adjusted Budget (Dec)	27,030	-	-	37,350	-	64,380
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	-	279,520	-	-	-	279,520
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

<b>299.693 HPRP</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	6,340	-	-	130,460	-	136,800
2010-2011 Actual	7,310	-	-	279,040	-	286,350
2011-2012 Original Budget	-	-	-	186,000	-	186,000
2011-2012 Adjusted Budget (Dec)	-	-	-	186,000	-	186,000
2011-2012 Six Month Actual	-	-	-	134,790	-	134,790
2011-2012 Estimated Year End	-	-	-	134,790	-	134,790
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

## Miscellaneous Grants/Restricted Funds

299.728 EECBG	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	3,350	-	3,350
2010-2011 Actual	16,140	-	-	254,530	-	270,670
2011-2012 Original Budget	6,600	-	-	480,040	-	486,640
2011-2012 Adjusted Budget (Dec)	6,600	-	-	480,040	-	486,640
2011-2012 Six Month Actual	32,790	-	-	352,310	-	385,100
2011-2012 Estimated Year End	33,130	-	-	236,460	-	269,590
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

## Miscellaneous Grants/Restricted Funds

299.729 NSP	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	200	-	200
2009-2010 Actual	42,640	-	-	289,630	-	332,270
2010-2011 Actual	14,140	-	-	266,560	-	280,700
2011-2012 Original Budget	23,210	-	-	67,480	-	90,690
2011-2012 Adjusted Budget (Dec)	23,210	-	-	67,480	-	90,690
2011-2012 Six Month Actual	3,280	-	-	13,700	-	16,980
2011-2012 Estimated Year End	4,090	-	-	26,760	-	30,850
2012-2013 Dept Request	-	-	-	52,500	-	52,500
2012-2013 Manager's Budget	-	-	-	52,500	-	52,500
2012-2013 Adopted Budget	-	-	-	52,500	-	52,500
2013-2014 Projected Budget	-	-	-	52,500	-	52,500
2014-2015 Projected Budget	-	-	-	52,500	-	52,500
2015-2016 Projected Budget	-	-	-	52,500	-	52,500
2016-2017 Projected Budget	-	-	-	52,500	-	52,500

## Brownfield Redevelopment Authority (B.R.A.)

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***The mission of the Royal Oak Brownfield Redevelopment Authority (BRA) is to encourage the redevelopment of eligible “brownfield” properties by providing financial assistance for remediation of environmental contamination at such properties.***

The Brownfield Redevelopment Act 381 of 1996, (as amended) provides for creative financing with economic and environmental benefit. The Act allows for a municipality to adopt plans, capture incremental local and school property taxes from redeveloped contaminated properties to pay for the environmental clean-up costs associated with those properties.

The BRA meets on an as-needed basis to review applications for new brownfield plans. Once an application is received by the Planning Department, a meeting of the BRA is scheduled as soon as possible, pending publication of required public hearing notices required by state law. The BRA then meets to review each plan, and submits a recommendation to the City Commission.

The City of Royal Oak currently has 4 approved brownfield plans: Main North at 100-350 N. Main St.; Citizens Bank at 802 S. Main St.; Bright Side Dental at 3213 Rochester Rd.; and 7-Eleven at 3380 Greenfield Rd.

### 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.

## Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	54,289	54,289	54,289	54,289	54,289	54,289
Revenues and transfers from other funds	33,900	38,900	38,900	38,900	38,900	38,900
Expenditures and transfers to other funds	33,900	38,900	38,900	38,900	38,900	38,900
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	54,289	54,289	54,289	54,289	54,289	54,289

**Brownfield Redevelopment Authority (B.R.A.)**

**Revenues**

<b>243.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	9,540	-	-	-	-	7,190	16,730
2009-2010 Actual	10,230	-	-	-	-	11,070	21,300
2010-2011 Actual	18,150	-	-	-	-	20,000	38,150
2011-2012 Original Budget	17,060	-	-	-	-	-	17,060
2011-2012 Adjusted Budget (Dec)	17,060	-	-	-	-	-	17,060
2011-2012 Six Month Actual	33,370	-	-	-	-	-	33,370
2011-2012 Estimated Year End	33,900	-	-	-	-	-	33,900
2012-2013 Dept Request	38,900	-	-	-	-	-	38,900
2012-2013 Manager's Budget	38,900	-	-	-	-	-	38,900
2012-2013 Adopted Budget	38,900	-	-	-	-	-	38,900
2013-2014 Projected Budget	38,900	-	-	-	-	-	38,900
2014-2015 Projected Budget	38,900	-	-	-	-	-	38,900
2015-2016 Projected Budget	38,900	-	-	-	-	-	38,900
2016-2017 Projected Budget	38,900	-	-	-	-	-	38,900

**Expenditures**

<b>243.729 BROWNFIELD REDEVELOPMENT AUTH</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	5,200	-	5,200
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	23,360	-	23,360
2011-2012 Original Budget	-	-	-	50,690	-	50,690
2011-2012 Adjusted Budget (Dec)	-	-	-	50,690	-	50,690
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	-	-	-	33,900	-	33,900
2012-2013 Dept Request	-	-	-	38,900	-	38,900
2012-2013 Manager's Budget	-	-	-	38,900	-	38,900
2012-2013 Adopted Budget	-	-	-	38,900	-	38,900
2013-2014 Projected Budget	-	-	-	38,900	-	38,900
2014-2015 Projected Budget	-	-	-	38,900	-	38,900
2015-2016 Projected Budget	-	-	-	38,900	-	38,900
2016-2017 Projected Budget	-	-	-	38,900	-	38,900

## Downtown Development Authority (DDA) - Development and Operating Funds

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

The Authority is authorized by the City to impose an ad valorem tax on all taxable property in the Downtown District for the purposes provided by Act 197 of 1975. The tax cannot exceed two mills on the value of taxable property in the Downtown District. The levy is proposed at 1.6477 mills, its authorized Headlee maximum.

Tax incremental financing (TIF) allows an authority like the DDA, to "capture" incremental tax revenues that result from growth in the District.

The City of Royal Oak Downtown Development Authority is under the supervision and control of a Board consisting of the City Manager and eight or 10 members as determined by the City Commission. Members are appointed by the City Manager, subject to approval by the City Commission.

The Authorities goals are to pay into the debt retirement fund, for all outstanding series of

bonds issued pursuant to the plan; establish a reserve account for payment of principal and interest on bonds issued pursuant to this plan; to provide the initial stage and second stage public improvements costs that are not financed from the proceeds of bonds; pay administrative and operating costs of the DDA; 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.
- 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

- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks
- 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 and encourage downtown events such as; Arts, Beats and Eats through both financial commitments and direct participation.
- Continue the façade program for downtown property owners.
- Continue to provide downtown maintenance/enhancement services.
- Continue to complete streetscape improvements and repairs.
- Fund the installation of holiday lights downtown.
- Reimburse TIF revenue to approved development projects.
  
- Continue to provide funding to cover the Lafayette and 5<sup>th</sup> Street parking structure annual debt service.
  
- Hold monthly DDA board meetings.
- Continue to communicate with stakeholders of the downtown.

## Downtown Development Authority (DDA) - Development and Operating Funds

### Budget Summary

#### DDA Development Fund

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	409,782	486,262	247,832	9,402	(229,028)	(467,458)
Revenues and transfers from other funds	2,429,330	2,441,000	2,441,000	2,441,000	2,441,000	2,441,000
Expenditures and transfers to other funds	2,352,850	2,679,430	2,679,430	2,679,430	2,679,430	2,679,430
Net Change in Fund Balance	76,480	(238,430)	(238,430)	(238,430)	(238,430)	(238,430)
Ending Fund Balance	486,262	247,832	9,402	(229,028)	(467,458)	(705,888)

#### Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	2,700,880	-	-	85,840	7,940	-	2,794,660
2009-2010 Actual	2,744,140	-	-	34,140	23,310	-	2,801,590
2010-2011 Actual	2,331,950	-	-	22,160	26,570	100,000	2,480,680
2011-2012 Original Budget	2,311,230	-	-	25,000	-	100,000	2,436,230
2011-2012 Adjusted Budget (Dec)	2,311,230	-	-	25,000	-	100,000	2,436,230
2011-2012 Six Month Actual	1,848,190	-	-	24,330	(640)	-	1,871,880
2011-2012 Estimated Year End	2,311,230	-	-	26,100	-	92,000	2,429,330
2012-2013 Dept Request	2,320,000	-	-	21,000	-	100,000	2,441,000
2012-2013 Manager's Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2012-2013 Adopted Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2013-2014 Projected Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2014-2015 Projected Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2015-2016 Projected Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2016-2017 Projected Budget	2,320,000	-	-	21,000	-	100,000	2,441,000

## Downtown Development Authority (DDA) - Development and Operating Funds

### Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	194,270	-	16,970	783,320	164,000	5,523,900
2009-2010 Actual	192,830	-	53,030	695,410	155,000	3,086,200
2010-2011 Actual	188,050	-	-	686,330	-	2,399,170
2011-2012 Original Budget	87,500	-	350,000	737,120	-	2,565,600
2011-2012 Adjusted Budget (Dec)	87,500	-	350,000	737,120	-	2,565,600
2011-2012 Six Month Actual	53,980	-	-	578,720	-	1,043,190
2011-2012 Estimated Year End	92,600	-	-	869,270	-	2,352,850
2012-2013 Dept Request	125,640	-	300,000	865,610	-	2,679,430
2012-2013 Manager's Budget	125,640	-	300,000	865,610	-	2,679,430
2012-2013 Adopted Budget	125,640	-	300,000	865,610	-	2,679,430
2013-2014 Projected Budget	125,640	-	300,000	865,610	-	2,679,430
2014-2015 Projected Budget	125,640	-	300,000	865,610	-	2,679,430
2015-2016 Projected Budget	125,640	-	300,000	865,610	-	2,679,430
2016-2017 Projected Budget	125,640	-	300,000	865,610	-	2,679,430

## Downtown Development Authority (DDA) - Development and Operating Funds

### Budget Summary DDA Operating Fund

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	20,067	36,147	58,997	81,847	104,697	127,547
Revenues and transfers from other funds	50,700	49,500	49,500	49,500	49,500	49,500
Expenditures and transfers to other funds	34,620	26,650	26,650	26,650	26,650	26,650
Net Change in Fund Balance	16,080	22,850	22,850	22,850	22,850	22,850
Ending Fund Balance	36,147	58,997	81,847	104,697	127,547	150,397

### DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	51,250	-	-	-	-	-	51,250
2009-2010 Actual	51,180	-	-	-	-	-	51,180
2010-2011 Actual	51,020	-	-	-	-	-	51,020
2011-2012 Original Budget	49,200	-	-	-	-	-	49,200
2011-2012 Adjusted Budget (Dec)	49,200	-	-	-	-	-	49,200
2011-2012 Six Month Actual	34,630	-	-	-	(70)	-	34,560
2011-2012 Estimated Year End	50,700	-	-	-	-	-	50,700
2012-2013 Dept Request	49,500	-	-	-	-	-	49,500
2012-2013 Manager's Budget	49,500	-	-	-	-	-	49,500
2012-2013 Adopted Budget	49,500	-	-	-	-	-	49,500
2013-2014 Projected Budget	49,500	-	-	-	-	-	49,500
2014-2015 Projected Budget	49,500	-	-	-	-	-	49,500
2015-2016 Projected Budget	49,500	-	-	-	-	-	49,500
2016-2017 Projected Budget	49,500	-	-	-	-	-	49,500

**Downtown Development Authority (DDA) - Development and Operating Funds**

**DDA Operating Expenditures**

<b>248.729 DDA/TIFA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	47,930	4,860	-	7,570	-	60,360
2009-2010 Actual	55,160	200	-	1,250	-	56,610
2010-2011 Actual	21,920	630	-	2,590	-	25,140
2011-2012 Original Budget	41,870	1,000	-	6,330	-	49,200
2011-2012 Adjusted Budget (Dec)	41,870	1,000	-	6,330	-	49,200
2011-2012 Six Month Actual	6,420	100	-	2,050	-	8,570
2011-2012 Estimated Year End	31,420	400	-	2,800	-	34,620
2012-2013 Dept Request	23,350	1,000	-	2,300	-	26,650
2012-2013 Manager's Budget	23,350	1,000	-	2,300	-	26,650
2012-2013 Adopted Budget	23,350	1,000	-	2,300	-	26,650
2013-2014 Projected Budget	23,350	1,000	-	2,300	-	26,650
2014-2015 Projected Budget	23,350	1,000	-	2,300	-	26,650
2015-2016 Projected Budget	23,350	1,000	-	2,300	-	26,650
2016-2017 Projected Budget	23,350	1,000	-	2,300	-	26,650

**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			0.072	0.072	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.072	0.072	0.000

# Community Development Block Grant Fund

**The mission of the Community Development Block Grant Program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.**

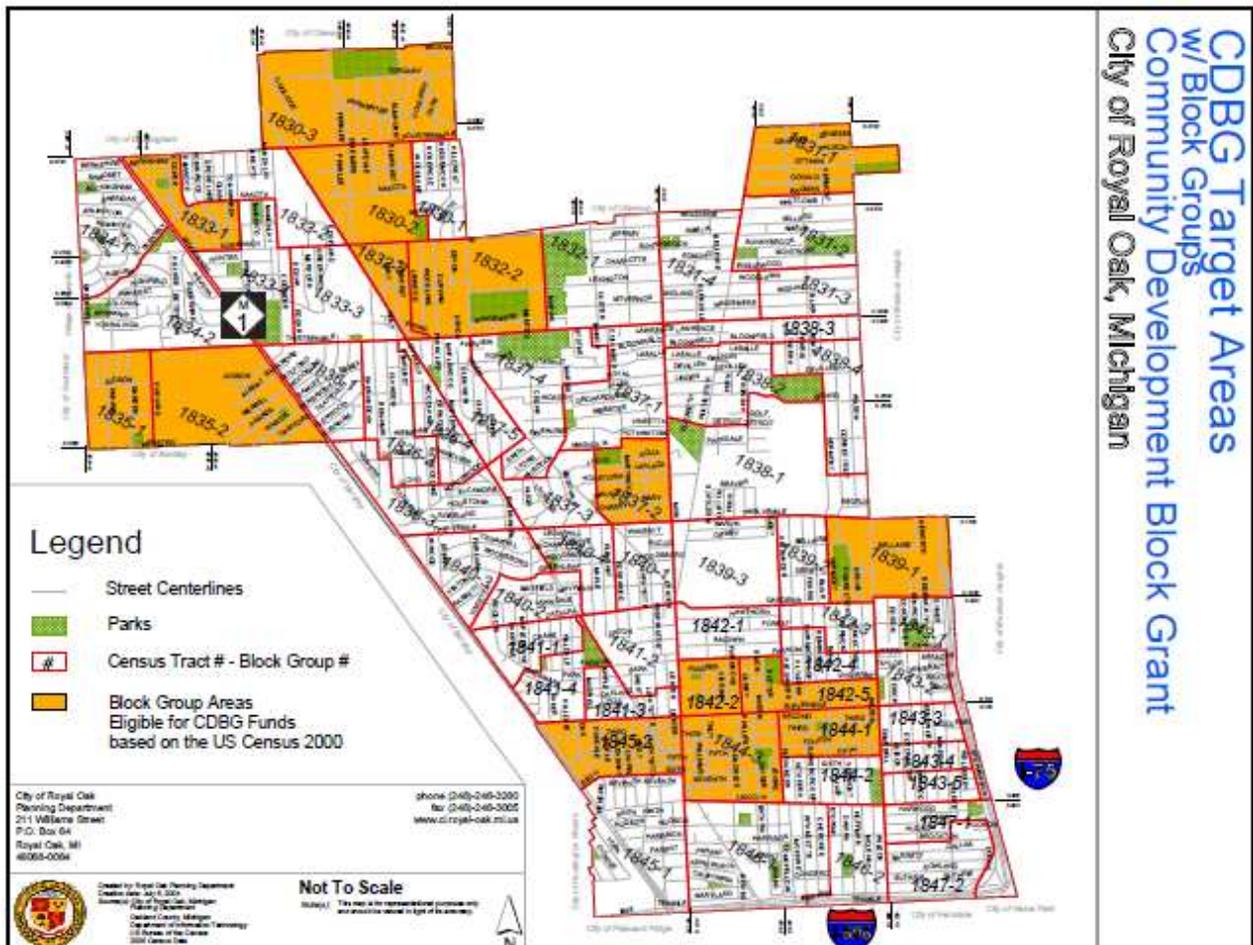
Funding for CDBG fund operations comes from federal Housing and Urban Development grants.

The City Commission appoints a Rehabilitation Board of Appeals to review community development matters including applications of

CDBG funded projects. The Board makes recommendations to the City Commission. The Planning Department staff oversees implementation of the grant and compliance with all associated Federal requirements.

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

**THE FOLLOWING MAP COULD CHANGE WITH NEW 2010 CENSUS DATA.**



## CDBG Fund – Housing Rehabilitation Program

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***The mission of the Housing Rehabilitation Program is to upgrade and conserve the existing housing stock of the city of Royal Oak meeting federal H.U.D. regulations for eligibility.***

The Housing Rehabilitation Loan Program provides low-interest financing for necessary home repairs to eligible low and moderate income home owners.

The City of Royal Oak has operated a successful Housing Rehabilitation Program since 1976, upgrading and conserving the existing single family housing stock in the City.

It is funded by Community Development Block Grant Program (CDBG) through the U.S. Dept. of Housing and Urban Development (HUD). Annually this revolving loan program makes new loans using new CDBG grants and repayments on existing loans.

Two kinds of loan are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income, and deferred loans for homeowners at 40% of the median income. Loans are required to address local property maintenance standards, HUD's minimum

Housing Quality Standards, and any identified lead-based paint hazards.

As a full service program, the City provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

Planning staff coordinates funding requests and provides reports and information on these Community Development Block Grant programs. The department also prepares documents such as the Impediments to Fair Housing, the Five Year Consolidated Plan, the Annual Action Plan, Comprehensive Annual Performance Evaluation Report, and other interim reports required by HUD for the rehab program.

**Rehabilitation Board of Appeals:** The Rehabilitation Board of Appeal is comprised of seven citizen members, empowered to grant or deny appeals from the eligibility requirements of the Housing Assistance Program or actions of the Administration of the Rehabilitation Loan Committee. The decision of the Board of Appeals is final. Action to set aside guidelines and eligibility is on the basis of demonstrated hardship. Board members are appointed by the Commission to three-year terms and meet the fourth Tuesday of each month.

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### 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 Rehabilitation Program

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this fund.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	-	97,590	175,190	252,790	330,390	407,990
Revenues and transfers from other funds	2,048,310	2,291,600	2,291,600	2,291,600	2,291,600	2,291,600
Expenditures and transfers to other funds	1,950,720	2,214,000	2,214,000	2,214,000	2,214,000	2,214,000
Net Change in Fund Balance	97,590	77,600	77,600	77,600	77,600	77,600
Ending Fund Balance	97,590	175,190	252,790	330,390	407,990	485,590

### Revenues

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	1,706,270	249,150	-	7,470	-	1,962,890
2009-2010 Actual	-	1,325,210	226,380	-	5,340	-	1,556,930
2010-2011 Actual	-	805,530	281,060	-	8,730	23,790	1,119,110
2011-2012 Original Budget	-	1,242,410	200,000	-	611,640	-	2,054,050
2011-2012 Adjusted Budget (Dec)	-	1,242,410	200,000	-	611,640	-	2,054,050
2011-2012 Six Month Actual	-	198,320	129,450	-	3,100	-	330,870
2011-2012 Estimated Year End	-	1,243,660	200,000	-	604,650	-	2,048,310
2012-2013 Dept Request	-	1,093,030	250,000	-	948,570	-	2,291,600
2012-2013 Manager's Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2012-2013 Adopted Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2013-2014 Projected Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2014-2015 Projected Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2015-2016 Projected Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2016-2017 Projected Budget	-	1,093,030	250,000	-	948,570	-	2,291,600

## CDBG Fund – Housing Rehabilitation Program

### Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	193,770	570	-	435,010	-	629,350
2009-2010 Actual	152,800	140	-	329,240	-	482,180
2010-2011 Actual	111,610	140	-	215,890	-	327,640
2011-2012 Original Budget	158,330	500	-	693,350	-	852,180
2011-2012 Adjusted Budget (Dec)	158,330	500	-	693,350	-	852,180
2011-2012 Six Month Actual	77,700	180	-	225,820	-	303,700
2011-2012 Estimated Year End	155,140	500	-	367,900	-	523,540
2012-2013 Dept Request	161,910	500	-	530,120	-	692,530
2012-2013 Manager's Budget	161,910	500	-	530,120	-	692,530
2012-2013 Adopted Budget	169,380	500	-	530,120	-	700,000
2013-2014 Projected Budget	169,380	500	-	530,120	-	700,000
2014-2015 Projected Budget	169,380	500	-	530,120	-	700,000
2015-2016 Projected Budget	169,380	500	-	530,120	-	700,000
2016-2017 Projected Budget	169,380	500	-	530,120	-	700,000

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Housing Program Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Housing Rehabilitation Officer	1.000	1.000	1.000	1.000	1.000	0.000	0.000	1.000	1.000
CS III - Housing	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	3.000	3.000	3.000	3.000	2.000	1.000	1.000	1.000	1.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available							0.673	n/a
Cost Center Total	3.000	3.000	3.000	3.000	2.000	1.000	1.000	1.673	1.000

## CDBG Fund – Housing Rehabilitation Program

<b>274.712 BLOCK GRANT ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	302,760	40	-	32,480	-	335,280
2009-2010 Actual	239,050	14,250	-	26,060	-	279,360
2010-2011 Actual	226,070	280	-	25,250	-	251,600
2011-2012 Original Budget	248,590	6,500	-	20,040	-	275,130
2011-2012 Adjusted Budget (Dec)	248,590	6,500	-	20,040	-	275,130
2011-2012 Six Month Actual	77,790	-	-	19,090	-	96,880
2011-2012 Estimated Year End	250,270	-	-	29,840	-	280,110
2012-2013 Dept Request	235,560	-	-	16,730	-	252,290
2012-2013 Manager's Budget	235,560	-	-	16,730	-	252,290
2012-2013 Adopted Budget	235,560	-	-	32,460	-	268,020
2013-2014 Projected Budget	235,560	-	-	32,460	-	268,020
2014-2015 Projected Budget	235,560	-	-	32,460	-	268,020
2015-2016 Projected Budget	235,560	-	-	32,460	-	268,020
2016-2017 Projected Budget	235,560	-	-	32,460	-	268,020

<b>274.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	227,580	9,660	-	35,090	-	272,330
2009-2010 Actual	218,500	9,400	-	36,100	-	264,000
2010-2011 Actual	169,170	12,210	-	30,370	-	211,750
2011-2012 Original Budget	169,690	12,340	-	28,330	-	210,360
2011-2012 Adjusted Budget (Dec)	169,690	12,340	-	28,330	-	210,360
2011-2012 Six Month Actual	77,730	4,290	-	11,690	-	93,710
2011-2012 Estimated Year End	170,730	11,530	-	28,330	-	210,590
2012-2013 Dept Request	153,750	11,530	-	28,010	-	193,290
2012-2013 Manager's Budget	153,750	11,530	-	28,010	-	193,290
2012-2013 Adopted Budget	155,440	11,530	-	28,010	-	194,980
2013-2014 Projected Budget	155,440	11,530	-	28,010	-	194,980
2014-2015 Projected Budget	155,440	11,530	-	28,010	-	194,980
2015-2016 Projected Budget	155,440	11,530	-	28,010	-	194,980
2016-2017 Projected Budget	155,440	11,530	-	28,010	-	194,980

## CDBG Fund – Housing Rehabilitation Program

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	597,350	-	597,350
2009-2010 Actual	10	-	-	202,540	-	393,220
2010-2011 Actual	60	-	-	318,650	-	328,120
2011-2012 Original Budget	95,000	-	-	621,380	-	716,380
2011-2012 Adjusted Budget (Dec)	95,000	-	-	621,380	-	716,380
2011-2012 Six Month Actual	10	-	-	302,020	-	303,890
2011-2012 Estimated Year End	-	-	-	932,710	-	936,480
2012-2013 Dept Request	30,000	-	-	1,019,500	-	1,049,500
2012-2013 Manager's Budget	30,000	-	-	1,019,500	-	1,049,500
2012-2013 Adopted Budget	30,000	-	-	1,021,000	-	1,051,000
2013-2014 Projected Budget	30,000	-	-	1,021,000	-	1,051,000
2014-2015 Projected Budget	30,000	-	-	1,021,000	-	1,051,000
2015-2016 Projected Budget	30,000	-	-	1,021,000	-	1,051,000
2016-2017 Projected Budget	30,000	-	-	1,021,000	-	1,051,000

### Performance Indicators / Outcome Measures

	Actual FY08/09	Actual FY09/10	Actual FY10/11	Current FY11/12	Projected FY11/12	Projected FY12/13
<b>Rehabilitation Loans</b>						
Loan Applications Received	28	n/a	36	32	45	50
Loan Applicants on Waiting List	122	n/a	48	50	65	70
Number of Loans Approved	19	n/a	19	22	32	45
Funds Available for Loans	\$600k	n/a	\$600k	\$400k	\$400k	\$475k
Amount of Loans Approved	\$392k	n/a	\$304k	\$237k	\$352k	\$475k
<b>Lead-based Paint Hazards</b>						
Homes with Hazards Identified	10	n/a	9	15	17	32
Homes with Hazards Addressed	8	n/a	7	12	15	30
Repairs Made on Eligible Properties	19	n/a	19	20	29	45

***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.

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### 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.

## Housing Commission – Program Eliminated 2012-13

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

This program will be transferred at the end of FY11-12 and the City will no longer be administering the program.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	294,033	148,743	0	0	0	0
Revenues and transfers from other funds	1,343,070	-	-	-	-	-
Expenditures and transfers to other funds	1,488,360	-	-	-	-	-
Net Change in Fund Balance	(145,290)	148,743	-	-	-	-
Ending Fund Balance	148,743	0	0	0	0	0

### Revenues

276.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	1,290,690	-	-	5,030	-	1,295,720
2009-2010 Actual	-	1,311,970	-	-	1,170	-	1,313,140
2010-2011 Actual	-	1,344,400	-	-	1,380	-	1,345,780
2011-2012 Original Budget	-	1,342,420	-	-	500	-	1,342,920
2011-2012 Adjusted Budget (Dec)	-	1,342,420	-	-	500	-	1,342,920
2011-2012 Six Month Actual	-	601,910	-	-	520	-	602,430
2011-2012 Estimated Year End	-	1,342,420	-	-	650	-	1,343,070
2012-2013 Dept Request	-	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-	-

**Housing Commission – Program Eliminated 2012-13**

**Expenditures**

<b>276.691 HOUSING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	109,630	710	-	1,214,840	-	1,325,180
2009-2010 Actual	126,900	1,250	-	1,222,370	-	1,350,520
2010-2011 Actual	68,410	1,110	-	1,158,730	-	1,228,250
2011-2012 Original Budget	95,370	1,300	-	1,246,250	-	1,342,920
2011-2012 Adjusted Budget (Dec)	95,370	1,300	-	1,246,250	-	1,342,920
2011-2012 Six Month Actual	51,800	580	-	685,210	-	737,590
2011-2012 Estimated Year End	96,180	1,700	-	1,390,480	-	1,488,360
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Adopted Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

**Cost Center Position FTE Detail**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Housing Specialist II	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000
Housing Specialist	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	0.000

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## **DEBT SERVICE FUNDS**

Description of Long Term Debt

General Obligation Debt Fund - 301

Court Building Debt Service - 303

Debt Service Fund – 360

Legal Debt Margin

### Description of Long-Term Debt

As of May 2012, the City of Royal Oak has 18 outstanding bonded debt issues and contracts totaling \$66,612,908. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$220,006,237. Our non-exempt debt of \$41,657,242 is 11.34% 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 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 5<sup>th</sup> 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 (44<sup>th</sup> District Court building) Bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 Prior (parking structure) Bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an

## Debt Service Funds – Description of Long Term Debt

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 (DWRF) low interest loan programs. The following bonds are paid from net revenues of the Water and Sewer fund.

On September 29, 1998, the City of Royal Oak and the Michigan Municipal Bond Authority entered into an agreement whereby the City of Royal Oak would issue revenue bonds, and the Michigan Municipal Bond Authority would purchase, up to \$15,800,000 of North Arm Relief Drain Bonds, Series 1998A (General Obligation Limited Tax). The project built enclosed pipes, expanding and improving the North Relief Arm of the Twelve Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the Interlocal Agreement between the City of Royal Oak (the City) and the seven other communities, the City pledges 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

## Debt Service Funds – Description of Long Term Debt

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.

## Debt Service Funds – General Obligation Debt

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	35,801	32,841	32,841	32,841	32,841	32,841
Revenues and transfers from other funds	691,470	691,130	696,770	695,850	698,180	698,720
Expenditures and transfers to other funds	694,430	691,130	696,770	695,850	698,180	698,720
Net Change in Fund Balance	(2,960)	0	0	0	0	0
Ending Fund Balance	32,841	32,841	32,841	32,841	32,841	32,841

### Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	676,690	0	0	0	0	0	676,690
2009-2010 Actual	684,340	0	0	0	10	0	684,350
2010-2011 Actual	692,330	0	0	0	40	0	692,370
2011-2012 Original Budget	691,430	0	0	0	0	0	691,430
2011-2012 Adjusted Budget (Dec)	691,430	0	0	0	0	0	691,430
2011-2012 Six Month Actual	660,450	0	0	0	0	0	660,450
2011-2012 Estimated Year End	691,430	0	0	0	40	0	691,470
2012-2013 Dept Request	691,130	0	0	0	0	0	691,130
2012-2013 Manager's Budget	691,130	0	0	0	0	0	691,130
2012-2013 Approved Budget	691,130	0	0	0	0	0	691,130
2013-2014 Projected Budget	696,770	0	0	0	0	0	696,770
2014-2015 Projected Budget	695,850	0	0	0	0	0	695,850
2015-2016 Projected Budget	698,180	0	0	0	0	0	698,180
2016-2017 Projected Budget	698,720	0	0	0	0	0	698,720

## Debt Service Funds – General Obligation Debt

### Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	0	0	0	1,050	682,790	683,840
2009-2010 Actual	0	0	0	1,250	687,790	689,040
2010-2011 Actual	0	0	0	2,330	687,090	689,420
2011-2012 Original Budget	0	0	0	1,000	690,430	691,430
2011-2012 Adjusted Budget (Dec)	-	-	-	1,000	690,430	691,430
2011-2012 Six Month Actual	-	-	-	2,120	559,750	561,870
2011-2012 Estimated Year End	-	-	-	4,000	690,430	694,430
2012-2013 Dept Request	-	-	-	4,000	687,130	691,130
2012-2013 Manager's Budget	0	0	0	4,000	687,130	691,130
2012-2013 Approved Budget	0	0	0	4,000	687,130	691,130
2013-2014 Projected Budget	0	0	0	4,000	692,770	696,770
2014-2015 Projected Budget	0	0	0	4,000	691,850	695,850
2015-2016 Projected Budget	0	0	0	4,000	694,180	698,180
2016-2017 Projected Budget	0	0	0	4,000	694,720	698,720

## Debt Service Funds – Court Building Debt Service

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	519,700	512,500	514,720	511,310	517,500	517,850
Expenditures and transfers to other funds	519,700	512,500	514,720	511,310	517,500	517,850
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

### Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	0	0	0	8,400	0	520,730	529,130
2009-2010 Actual	0	0	0	0	0	517,700	517,700
2010-2011 Actual	0	0	0	0	0	516,500	516,500
2011-2012 Original Budget	0	0	0	0	0	520,100	520,100
2011-2012 Adjusted Budget (Dec)	0	0	0	0	0	520,100	520,100
2011-2012 Six Month Actual	0	0	0	0	0	107,350	107,350
2011-2012 Estimated Year End	0	0	0	0	0	519,700	519,700
2012-2013 Dept Request	0	0	0	0	0	512,500	512,500
2012-2013 Manager's Budget	0	0	0	0	0	512,500	512,500
2012-2013 Approved Budget	0	0	0	0	0	512,500	512,500
2013-2014 Projected Budget	0	0	0	0	0	514,720	514,720
2014-2015 Projected Budget	0	0	0	0	0	511,310	511,310
2015-2016 Projected Budget	0	0	0	0	0	517,500	517,500
2016-2017 Projected Budget	0	0	0	0	0	517,850	517,850

## Debt Service Funds – Court Building Debt Service

### Expenditures

<b>303.905 COURT BUILDING DEBT SERVICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	0	0	0	1,352,330	520,730	1,873,060
2009-2010 Actual	0	0	0	0	517,700	517,700
2010-2011 Actual	0	0	0	0	516,500	516,500
2011-2012 Original Budget	0	0	0	0	520,100	520,100
2011-2012 Adjusted Budget (Dec)	0	-	-	-	520,100	520,100
2011-2012 Six Month Actual	0	-	0	-	107,350	107,350
2011-2012 Estimated Year End	0	0	0	0	519,700	519,700
2012-2013 Dept Request	0	0	0	0	512,500	512,500
2012-2013 Manager's Budget	0	0	0	0	512,500	512,500
2012-2013 Approved Budget	0	0	0	0	512,500	512,500
2013-2014 Projected Budget	0	0	0	0	514,720	514,720
2014-2015 Projected Budget	0	0	0	0	511,310	511,310
2015-2016 Projected Budget	0	0	0	0	517,500	517,500
2016-2017 Projected Budget	0	0	0	0	517,850	517,850

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	101,900	103,700	100,300	101,900	103,300	104,500
Expenditures and transfers to other funds	101,900	103,700	100,300	101,900	103,300	104,500
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

**Revenues**

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	0	0	0	0	0	86,700	86,700
2009-2010 Actual	0	0	0	0	0	103,100	103,100
2010-2011 Actual	0	0	0	0	0	115,810	115,810
2011-2012 Original Budget	0	0	0	0	0	101,900	101,900
2011-2012 Adjusted Budget (Dec)	0	0	0	0	0	101,900	101,900
2011-2012 Six Month Actual	0	0	0	0	0	0	0
2011-2012 Estimated Year End	0	0	0	0	0	101,900	101,900
2012-2013 Dept Request	0	0	0	0	0	103,700	103,700
2012-2013 Manager's Budget	0	0	0	0	0	103,700	103,700
2012-2013 Approved Budget	0	0	0	0	0	103,700	103,700
2013-2014 Projected Budget	0	0	0	0	0	100,300	100,300
2014-2015 Projected Budget	0	0	0	0	0	101,900	101,900
2015-2016 Projected Budget	0	0	0	0	0	103,300	103,300
2016-2017 Projected Budget	0	0	0	0	0	104,500	104,500

**Expenditures**

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	0	0	0	500	85,200	85,700
2009-2010 Actual	0	0	0	500	102,600	103,100
2010-2011 Actual	0	0	0	500	115,300	115,800
2011-2012 Original Budget	0	0	0	500	101,400	101,900
2011-2012 Adjusted Budget (Dec)	0	0	0	500	101,400	101,900
2011-2012 Six Month Actual	0	0	0	0	-	-
2011-2012 Estimated Year End	0	0	0	500	101,400	101,900
2012-2013 Dept Request	0	0	0	500	103,200	103,700
2012-2013 Manager's Budget	0	0	0	500	103,200	103,700
2012-2013 Approved Budget	0	0	0	500	103,200	103,700
2013-2014 Projected Budget	0	0	0	500	99,800	100,300
2014-2015 Projected Budget	0	0	0	500	101,400	101,900
2015-2016 Projected Budget	0	0	0	500	102,800	103,300
2016-2017 Projected Budget	0	0	0	500	104,000	104,500

## Debt Service Funds – Legal Debt Margin

	2012
Valuation base	
State equalized valuation - excluding IFT values	\$2,193,000,000
Plus: equivalent valuation of Act 198 exemptions	7,062,365
Total valuation	2,200,062,365
Legal debt limitation - 10% of total valuation	220,006,237
Calculation of debt subject to limit	
Debt outstanding	66,612,908
Net debt subject to limit	66,612,908
Additional Debt which can be legally incurred	\$ 153,393,329
Non-exempt debt as a percent of debt limit	30.28%

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 FUNDS**

Capital Projects - 498

- Street Improvements
- Water & Sewer Improvements
- Parks & Facilities
- Information Technology
- Vehicles, Equipment, and Others

## Capital Project Summary

### What is a Capital Improvement Program?

Capital improvement programming is a long-range study of non-operating wants, needs, expected revenue and policy intentions. It is not a budget, but provides the necessary information for prudent budget recommendations. It compares various departments' needs over a period of years with anticipated revenue and puts them in a single focus for analytical purposes.

It is not a law such as an annual budget, but a collection of facts, trends, and suggestions available for the guidance of the budget people and the legislative body when budget time arrives. After it is adopted by the legislative body, it is a non-binding assertion of future intent only. For each year, however, when an appropriation for an annual capital budget is adopted as part of the regular budget, it represents that amount which will be used to implement a part of the capital improvement program in the coming year.

One-year or two-year budget studies do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing 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 6<sup>th</sup> & Lafayette parking deck plus major renovations to Fire stations and the Library.

Typically, the function of studying long-term capital improvement trends and needs is done with a single agency or team of agencies. A commonly used team is that of Budget, which best knows the details of the annual financial "facts of life," and Engineering which is the closest to the many problems of providing space and facilities for the ever changing departments and their equipment. In initiating such a program, a master list of needed improvements is first compiled by the various operating departments to cover, usually, the next five years. The list is studied in the light of the comprehensive plan,

comparative needs, and replacement urgencies. The trend of tax rates, revenues from other sources, various financing possibilities, bond retirement and future available funds are considered. Finally, a recommended priority listing emerges from combined study of these proposed revenues and expenditures.

By providing this planning and programming of capital improvements, all of the preliminary engineering or architectural design can be completed timely. Financing is planned well in advance and the effect on the annual budget is determined. This eliminates hasty decisions brought on by crash programs and provides for well designed, orderly growth or renewal of the City's capital. Good management requires greater physical and financial planning than ever before.

The Planning Commission adopted the Capital Improvement Plan in February and many of the CIP projects are provided for in this section of the budget document. The CIP projects that the City Manager is recommending to move forward are listed in the budget narrative for each of the funding source's. (ie. Water & Sewer Fund, Major Road Fund, Local Road Fund, Auto Parking Fund, IS, Motor Pool, etc).

**STREET IMPROVEMENTS**

**Concrete Pavement Replacement**  
CIP #: SA1103 through SA1603

**Project Length:** 2011-2017  
**Estimated City Cost:** \$1,770,000  
**City Share:** 100%  
**Funding Source:** Local Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Removal and replacement of failed concrete slab sections within the local street network, as identified through the City's Pavement Management System and based upon filed inspections. The slab replacement program will replace/patch deteriorated concrete on local streets in the sections below. Construction is planned to begin in 2011.  
**Replacement Sections:** 22, 9,&16, 5&7&32, 4&7&21, 6&8, 14&23

**Annual Joint Seal Project**  
CIP #: SA1105 through SA1705

**Project Length:** 2012-2018  
**Estimated City Cost:** \$740,000  
**City Share:** 100%  
**Funding Source:** 80% Major & 20% Local Street Funds - estimation

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Rehabilitation by joint sealing previous years asphalt paved streets as newly asphalted streets often times obtain cracks after the winter season. Splits between Major and Local Street Funds are undetermined at this time.

**CDBG Local Street Paving**  
CIP #: SA1107 through SA1607

**Project Length:** 2012-2017  
**Estimated City Cost:** \$1,270,000  
**City Share:** 100%  
**Funding Source:** Local Street Fund & CDBG

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Paving of local roads using Community Development Block Grant Funds (CDBG). Project priority is limited to low income areas only. Construction was planned to begin in 2011 and will continue annually as grant monies are made available.

**Prepaid Sidewalk and DPS Patch Program**  
CIP #: SA1209 through SA1709

**Project Length:** 2012-2018  
**Estimated City Cost:** \$300,000 per year  
**City Share:** 100%  
**Funding Source:** Major Street Fund, Local Street Fund, Property Owners Prepayment Permits

**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims

**Description:** Repair of road/sidewalk concrete patches of the concrete roadway in a dedicated section of the city and based upon field inspections. Capital costs of approximately \$300,000 per year. Construction is planned to begin in 2012.

**2012-2017 Sidewalk Handicap Ramp Improvement Program**  
CIP #: SA1210-SA1710

**Project Length:** 2012-2017  
**Estimated City Cost:** \$3,725,000  
**City Share:** \$420,000 Special Assessment, \$200,000 CDBG per year  
**Funding Source:** Special Assessment, CDBG

**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims

**Description:** Replace damaged sidewalk ramps in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Improvement Program SA1211-SA1710. Construction is planned to begin in 2012.

**2012-2017 Sidewalk Improvement Program**

**CIP #: SA1211-SA1711**

**Project Length:** 2012-2017 May- Nov  
**Estimated City Cost:** \$2,300,000  
**City Share:** 100%  
**Funding Source:** Special Assessment; Major Rd, Local ST, General Funds

**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims

**Description:** Replace damaged sidewalk in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Handicap Ramp Improvement Program SA1210-SA1710. Construction is planned to begin in 2012.

**Surveying Services**

**CIP #: SA1102**

**Project Length:** 2012-2016  
**Estimated City Cost:** 150,000  
**City Share:** 100%  
**Funding Source:** Major Street, Local Street and Water & Sewer Funds

**Impact on the Operating Budget:** Lower personnel costs

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

**2012 Austin Ave Resurfacing**

**CIP #: SA1202**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$200,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Reconstruct/ Resurfacing Austin Ave between Marywood and Main S. This program is meant to address where the road is deteriorating surface condition. Construction is planned to begin in 2012. After Austin WM Improvement CIP# WM1209

**12 Mile Road Resurfacing**

**CIP #: SA1199 & SA1299**

**Project Length:** 2011-2013  
**Estimated City Cost:** \$3,771,000  
**City Share:** Part Fed Funding  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of 12 Mile Rd with asphalt as a part of the program between Woodward, Main St, and Campbell Rd. Construction was planned to begin in 2011.

**2011 Catalpa Ave Resurface**

**CIP #: SA1104**

**Project Length:** 2011-2012  
**Estimated City Cost:** \$500,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Catalpa Ave with asphalt as a part of the program between Woodward and Main St. This program is meant to address projects where the road has deteriorating surface condition. Construction was planned to begin in 2011.

**2012 14 Mile Pavement Repairs**

**CIP #: SA1206**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$100,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Repair sections of 14 Mile Rd that have base failure. This program is meant to address location where the road surface is deteriorating. Construction is planned to begin in 2013.

**2013 Washington Resurfacing**  
CIP #: SA1301

**Project Length:** 2013-2014  
**Estimated City Cost:** \$326,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of N. Washington Rd with an asphalt top layer as a part of the program between 11 Mile Rd and Crooks Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**2013 Campbell Rd Resurfacing**  
CIP #: SA1302

**Project Length:** 2013-2014  
**Estimated City Cost:** \$331,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of S. Campbell Rd with an asphalt top layer as a part of the program between 10 Mile and Lincoln. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**2013 Misc Asphalt Resurfacing**  
CIP #: SA1304

**Project Length:** 2013-2014  
**Estimated City Cost:** \$200,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Major Roads with an asphalt top layer as a part of the program. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**2014 Crooks Rd Resurfacing**  
CIP #: SA1401

**Project Length:** 2014-2015  
**Estimated City Cost:** \$300,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Crooks Road with an asphalt top layer as a part of the program between Webster and 13 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2014.

**2014 Main St Resurfacing**  
CIP #: SA1402

**Project Length:** 2014-2015  
**Estimated City Cost:** \$540,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Main Street with an asphalt top layer as a part of the program between 10 Mile Rd and Lincoln Rd. This program is meant to address location where the road deteriorating surface conditions. Construction is planned to begin in 2014.

**2015 Campbell Rd Resurfacing**  
CIP #: SA1501

**Project Length:** 2015-2016  
**Estimated City Cost:** \$645,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
*\*Note: Will change due to Fed funding update*

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Campbell Rd with asphalt as a part of the program between Lincoln Ave and Forest Ave. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2015.

**2015 Washington Resurfacing**  
CIP #: SA1502

**Project Length:** 2015-2016  
**Estimated City Cost:** \$350,000  
**City Share:** 50%  
**Funding Source:** Major Street Fund / Fed Funding

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of S. Washington Ave with asphalt as a part of the program between Lincoln Ave and 11 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2015.

**2016 NB Stephenson Hwy Resurfacing**  
CIP #: SA1601

**Project Length:** 2016-2017  
**Estimated City Cost:** \$270,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing N.B. Stephenson Hwy with asphalt as a part of the program between 11 Mile Rd and Credenda. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**2016 NB Stephenson Hwy Resurfacing**  
CIP # SA1602

**Project Length:** 2016-2017  
**Estimated City Cost:** \$270,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing N.B. Stephenson Hwy with asphalt as a part of the program between E. Lincoln and 11 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**2016 Campbell Rd Resurfacing**  
CIP #: SA1603

**Project Length:** 2016-2017  
**Estimated City Cost:** \$450,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
*\*Note: Will change due to Fed Funding update*

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Campbell Rd with asphalt as a part of the program between Forest Ave and 12 Mile Road. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**2016 Misc Asphalt Resurfacing**  
CIP #: SA1604

**Project Length:** 2015-2016  
**Estimated City Cost:** \$350,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Crooks Rd SB with an asphalt top layer from Normandy to 14 Mile; Troy St to 200ft N of 11 Mile; Maxwell between 11 Mile and Sherman. This program is meant to address locations where the road has deteriorating surface conditions. Construction is planned to begin in 2016.

**2017 Lincoln Resurfacing**  
CIP #: SA1703

**Project Length:** 2016-2017  
**Estimated City Cost:** \$450,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing E Lincoln between Woodward and Campbell Road. This program is meant to address location where the road surface is deteriorating. Construction is planned to begin in 2017.

**2017 13 MILE Resurfacing**  
CIP #: SA1704

**Project Length:** 2016-2017  
**Estimated City Cost:** \$565,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing 13 Mile between Woodward and Crooks Road. This program is meant to address location where the road surface is deteriorating. Construction is planned to begin in 2017.

**2017 CDBG Paving**  
CIP #: SA1707

**Project Length:** July 2017- October 2017  
**Estimated City Cost:** \$100,000  
**City Share:** 100%  
**Funding Source:** CDBG

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Paving of Local roads using Community Development Block Grant Funds. Limited to low income areas. This program is meant to address locations where the road surface is deteriorating. Construction is planned to begin in 2017.

**DPS Pavement Replacement**  
CIP #: SW1101 through SW1701

**Project Length:** 2011-2017  
**Estimated City Cost:** \$1,095,000  
**City Share:** 100%  
**Funding Source:** Local Street Fund, Special Assessment

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Reconstruction and replacement of road/side walk patches of the local street network as identified through City's Pavement Management System and based upon field inspections. Capital costs of approximately \$200,000 per year. Construction is planned to begin in 2011.

WATER & SEWER IMPROVEMENTS

**Sheridan Relief Sewer**  
CIP #: WM1101

**Project Length:** 2012-2013  
**Estimated City Cost:** \$289,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Install new 12" relief sewer along Sheridan Drive between Grandview Rd to Wrenford. Construction is planned to begin in 2012.

**Sedgemoor Rd Water Main**  
CIP #: WM1103

**Project Length:** 2012-2013  
**Estimated City Cost:** \$211,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along 12 Mile Road between Vermont Ave and Connecticut. Construction is planned to begin in 2012.

**12 Mile Rd Water Main**  
CIP #: WM1104

**Project Length:** 2012-2013  
**Estimated City Cost:** \$71,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along 12 Mile Road between Vermont Ave and Connecticut. Construction is planned to begin in 2012.

**Woodward Water Main**  
CIP # WM1105

**Project Length:** 2011-2012  
**Estimated City Cost:** \$460,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between 14 Mile Rd and Sheridan. Construction was planned to begin in 2011.

**Berkshire Water Main**  
CIP #: WM1106

**Project Length:** 2011-2012  
**Estimated City Cost:** \$460,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Berkshire Ave between Greenfield and Woodward. Construction was planned to begin in 2011.

**Sheridan Water Main**  
CIP # WM1107

**Project Length:** 2011-2012  
**Estimated City Cost:** \$ 88,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12 inch water main along Sheridan between Woodward and Arden Place. Construction is planned to begin in 2012.

**Woodward Water Main**  
CIP #: WM1108

**Project Length:** 2011-2012  
**Estimated City Cost:** \$676,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Woodward Road between 11 Mile Rd and N of Forestdale. Construction began in 2011.

**Marywood Water Main**  
CIP #: WM1201

**Project Length:** 2012-2013  
**Estimated City Cost:** \$126,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Marywood Drive between Magnolia Ave and Vinsetta. Construction is planned to begin in 2012.

**Potawatomi Water Main**  
CIP #: WM1202

**Project Length:** 2012-2013  
**Estimated City Cost:** \$182,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Potawatomi Blvd between Main St and W of address 650. Construction is planned to begin in 2012.

**Vinsetta Water Main**  
CIP # WM1204

**Project Length:** 2012-2013  
**Estimated City Cost:** \$507,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Vinsetta Rd between Marywood drive and Main St. Construction is planned to begin in 2012.

**Devillen Water Main**  
CIP #: WM1205

**Project Length:** 2017-2018  
**Estimated City Cost:** \$182,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Devillen Ave between Ardmore and Alexander. Construction is planned to begin in 2012. Should be constructed with Devillen/Alexander Sewer CIP # SR1205

**LaSalle Water Main**  
CIP #: WM1206

**Project Length:** 2012-2013  
**Estimated City Cost:** \$541,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along LaSalle Ave between Columbus Ave and Main St. Construction is planned to begin in 2012.

***Sunnybrook Water Main***

**CIP #:** WM1207

**Project Length:** 2012-2013  
**Estimated City Cost:** \$696,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing 12" water main with a new 12" water main along Sunnybrook drive between Main St and Rochester Road. Construction is planned to begin in 2012.

***Columbus Water Main***

**CIP #:** WM1208

**Project Length:** 2012-2013  
**Estimated City Cost:** \$406,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Columbus Rd between 13 Mile and LaSalle. Construction is planned to begin in 2012.

***Austin Water Main***

**CIP #:** WM1209

**Project Length:** 2012-2013  
**Estimated City Cost:** \$178,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Austin Rd between Washington and Marywood. Construction is planned to begin in 2012. Complete before Austin Resurfacing SA1202

***Second Water Main Interconnect: WS***

**CIP #:** WM1302

**Project Length:** 2013-2014  
**Estimated City Cost:** \$28,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Install water main interconnect along Second St at Williams Street. Construction is planned to begin in 2013.

***Pleasant Water Main***

**CIP #:** WM1303

**Project Length:** 2013-2014  
**Estimated City Cost:** \$708,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Pleasant Ave between Lincoln and 11 Mile Road. Construction is planned to begin in 2013.

***Lexington Water Main***

**CIP #:** WM1304

**Project Length:** 2017-2018  
**Estimated City Cost:** \$592,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Lexington Blvd between Washington and Marais Ave. Construction is planned to begin in 2017.

***Edgewood Water Main***

**CIP #: WM1305**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$55,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Edgewood Drive between Park and Florence. Construction is planned to begin in 2013.

***Florence Water Main***

**CIP #: WM1306**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$286,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Florence Ave between Maxwell and CNRR. Construction is planned to begin in 2013.

***Maple Water Main***

**CIP #: WM1307**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$228,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Maple Ave between Louis and Park. Construction is planned to begin in 2013.

***Sherman Water Main***

**CIP #: WM1308**

**Project Length:** 2011-2012  
**Estimated City Cost:** \$59,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Sherman drive between Maxwell and 240 degree West. Construction is planned to begin in 2011 before future concrete paving on Sherman Drive.

***Sherman Water Main***

**CIP #: WM1309**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$215,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Sherman Dive between Josephine and Baker. Construction is planned to begin in 2013.

***Forestdale Water Main***

**CIP #: WM1310**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$117,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Forestdale between Cambridge and Farnum. Construction is planned to begin in 2013.

***Farnum Water Main***

**CIP #: WM1311**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$176,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Farnum between Hilldale and Maxwell. Construction is planned to begin in 2013.

***Crooks Water Main***

**CIP #: WM1312**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$389,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing deficient water main with a new 12" water main along Crooks Rd between 13 Mile and Lexington. Construction is planned to begin in 2013. To be completed prior to reconstruction of pavement along this portion of Crooks Road.

***Chester Water Main***

**CIP #: WM1313**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$260,400  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing deficient water main with a new 8" water main along Chester between Durham and Crooks. Construction is planned to begin in 2013. To be completed prior to reconstruction of pavement along this portion of Crooks Road at Chester.

***Water Meter Replacement & Radio Read System***

**CIP #: WM1401**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$7,000,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Improve water meter reading functionality by replacing the existing water meters with new water meters for standardization along with the install of electronic read system. Meters to coordinate with utility billing software and water meter handhelds. Operating costs are anticipated to decrease. Installation is planned to begin in 2015.

***Maple Grove Water Main***

**CIP #: WM1403**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$235,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Maple Grove Ave between Catalpa and Mayfield. Construction is planned to begin in 2014.

**Maple Grove Water Main**

CIP #: WM1404

**Project Length:** 2014-2015  
**Estimated City Cost:** \$312,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Maple Grove Ave between Catalpa and Farnum Rd. Construction is planned to begin in 2014.

**Knowles Water Main**

CIP #: WM1405

**Project Length:** 2014-2015  
**Estimated City Cost:** \$326,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** : Lower system costs

**Description:** Replace existing water main with a new 8" water main along Knowles Ave between Harrison and Lincoln. Construction is planned to begin in 2014.

**Chesapeake Water Main**

CIP #: WM1406

**Project Length:** 2014-2015  
**Estimated City Cost:** \$114,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing Ave water main with a new 8" water main along Chesapeake Ave between Rhode Island and Maryland. Construction is planned to begin in 2014.

**Hudson Water Main**

CIP #: WM1407

**Project Length:** 2014-2015  
**Estimated City Cost:** \$363,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Hudson Ave between Woodward and Washington. Construction is planned to begin in 2014.

**Rhode Island Water Main**

CIP #: WM1408

**Project Length:** 2014-2015  
**Estimated City Cost:** \$170,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Rhode Island Ave between Delaware and Chesapeake. Construction is planned to begin in 2014.

**California Water Main**

CIP #: WM1409

**Project Length:** 2014-2015  
**Estimated City Cost:** \$176,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along California Ave between Delaware and Chesapeake. Construction is planned to begin in 2014.

***Kenilworth Water Main***

**CIP #: WM1410**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$198,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Kenilworth Ave between Delaware and dead-end. Construction is planned to begin in 2014.

***Farnum Water Main***

**CIP #: WM1411**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$214,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Farnum Ave between Campbell and Kenwood. Construction is planned to begin in 2014.

***Crane Water Main***

**CIP #: WM1412**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$117,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Crane Rd between Washington and Dead-end. Construction is planned to begin in 2012.

***Euclid Water Main***

**CIP #: WM1413**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$164,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Euclid between Washington and Main ST. Construction is planned to begin in 2014 prior to reconstructing Euclid or Washington pavement at Euclid.

***Lincoln Water Main***

**CIP #: WM1502**

**Project Length:** 2017-2018  
**Estimated City Cost:** \$68,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Lincoln crossing under Woodward Ave. Construction is planned to begin in 2017.

***Nakota Water Main***

**CIP #: WM1503**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$100,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Nakota Ave between Hillcrest and Crooks Road. Construction is planned to begin in 2012 before resurfacing of Crooks Rd at Nakota.

***Vinsetta Water Main***

**CIP #:** WM1504

**Project Length:** 2017-2018  
**Estimated City Cost:** \$649,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" & 12" water main along Vinsetta between 12 Mile and Crooks. Construction is planned to begin in 2017.

***Greenfield Water Main***

**CIP #:** WM1505

**Project Length:** 2015-2016  
**Estimated City Cost:** \$321,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Greenfield between 13 Mile and Springer. Construction is planned to begin in 2015.

***Greenfield Water Main***

**CIP #:** WM1506

**Project Length:** 2015-2016  
**Estimated City Cost:** \$879,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Greenfield Rd between Webster and 13 Mile Road. Construction is planned to begin in 2015.

***Springer Rd Water Main***

**CIP #:** WM1507

**Project Length:** 2015-2016  
**Estimated City Cost:** \$845,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Springer Ave between Greenfield and Hillside. Construction is planned to begin in 2015.

***Hillside Water Main***

**CIP #:** WM1508

**Project Length:** 2015-2016  
**Estimated City Cost:** \$206,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Hillside Dr between Springer and 13 Mile. Construction is planned to begin in 2015.

***Water Meter Reading Handhelds***

**CIP #:** WM1601

**Project Length:** 2016-2017  
**Estimated City Cost:** \$42,000/ \$21,000 in 2011;\$21,000 in 2016  
**City Share:** 100%  
**Funding Source:** IS Fund / W&S Fund / Fees

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Upgrade or replace water meter reading handheld device. This program is ongoing. Coordinates with water meter replacements and billing software replacement.

***Oliver Water Main***

**CIP #: WM1602**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$558,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" and 8" water main along Oliver Road from North of Webster to Crooks. (12"WM S of Glenwood and 8"WM N of Glenwood) Construction is planned to begin in 2015.

***Crooks Road Water Main***

**CIP #: WM1603**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$406,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Crooks Road between Royal Ave and Webster Road. Construction is planned to begin in 2015 prior to reconstruction of pavement along Crooks Rd

***Normandy Water Main***

**CIP #: WM1604**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$1,020,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Normandy between Woodward Ave and Normandy Court. Construction is planned to begin in 2016.

***Woodward Water Main***

**CIP #: WM1605**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$51,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between North Bound and North of Starr Road. Construction is planned to begin in 2016.

***Woodward Water Main***

**CIP #: WM1606**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$676,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between Buckingham to Normandy Road. Construction is planned to begin in 2016.

***Dukeshire Rd Water Main***

**CIP #: WM1607**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$306,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 8" water main along Dukeshire Hwy between Chester Rd and Normandy Road. Construction is planned to begin in 2016.

***Chester Water Main***

**CIP #: WM1608**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$111,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Chester Rd between Hillside and Dukeshire Hwy. Construction is planned to begin in 2016.

***Glenwood Water Main***

**CIP #: WM1609**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$108,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Replace existing water main with a new 12" water main along Glenwood From Glenview to Oliver. (12"WM S of Glenwood and 8"WM N of Glenwood) Construction is planned to begin in 2015.

***Stephenson Water Main***

**CIP #: WM1610**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$1,537,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Install replacement 12" Water Main along SB Stephenson from Fourth to 750' North of Gardenia. Construction is planned to begin in 2016 prior to resurfacing or reconstruction of pavement along southbound Stephenson.

***Coolidge Water Main***

**CIP #: WM1705**

**Project Length:** 2017-2018  
**Estimated City Cost:** \$342,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Install replacement 12" Water Main along Coolidge (NB) from 13 Mile to Starr Rd. Construction is planned to begin in 2017 prior to resurfacing 13 Mile at Coolidge.

***Starr Rd Water Main***

**CIP #: WM1706**

**Project Length:** 2017-2018  
**Estimated City Cost:** \$385,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Install new 12" Water Main along Starr Rd Between Coolidge and Greenway. Construction is planned to begin in 2017.

***11 Mile Water Main***

**CIP #: WM1707**

**Project Length:** 2017-2018  
**Estimated City Cost:** \$227,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Install new 12" Water Main along 11 Mile Rd Between n. Alexander to Gainsborough. Construction is planned to begin in 2017 prior to resurfacing or reconstructing this portion of 11 Mile.

***Sewer Televising & Root Control***  
CIP #: SR1102

**Project Length:** 2011-2012  
**Estimated City Cost:** \$420,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system and liability costs

**Description:** Sewer televising, cleaning, and invasive root removal city wide. Construction was planned to begin in 2011.

***Sewer Lining, Non-Rear Yard Sewers***  
CIP #: SR1202

**Project Length:** 2012-2013  
**Estimated City Cost:** \$521,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system and liability costs

**Description:** Fix line problem rear yard sewer in the area bounded by Normandy, Main St, Catalpa, and W. City Limits (19 sewer runs). Required to comply with City/ County/ State laws. City Code 600. Construction is planned to begin in 2012.

***Sewer Repairs- Rear Yard Sewers***  
CIP #: SR1203

**Project Length:** 2012-2013  
**Estimated City Cost:** \$32,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:** Lower system costs

**Description:** Remove and Replace portions of Problem Rear Yard Sewer in sections 10 and 23 of the city. (2 Locations).To prevent sewer pipe failure or collapse. Required to comply with City/ County/ State laws. City Code 600. Construction is planned to begin in 2012.

***Sewer Repairs-Non-Rear Yard Sewers***  
CIP #: SR1204

**Project Length:** 2012-2013  
**Estimated City Cost:** \$268,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Remove and Replace portions of Problem Non-Rear Yard Sewer in area bounded by i-696, Woodward, Normandy, and Campbell. (17 Locations).To prevent sewer pipe failure or collapse. Required to comply with City/ County/ State laws. City Code 600. Construction is planned to begin in 2012.

***Devillen/Alexander Sewer***  
CIP # SR1205

**Project Length:** 2017-2018  
**Estimated City Cost:** \$623,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Install a new 30'-36"relief sewer along Devillen/Alexander Ave between Altadena Ave and LaSalle. Construction is planned to begin in 2012. Should be constructed with Devillen Water main CIP # WM1205, in same year.

***Sewer Lining***

**CIP #: SR1301**

**Project Length:** 2013-2014

**Estimated City Cost:** \$562,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Fix problem rear yard sewers in the area bounded by **Campbell, Fourth, Lincoln, and Edgeworth** to prevent sewer pipe failure or collapse. Construction is planned to begin in 2013.

***Sewer Lining- Rear Yard***

**CIP #: SR1401**

**Project Length:** 2014-2015

**Estimated City Cost:** \$612,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Fix the problem in rear yard sewers in the area bounded by **Lincoln, Edgeworth, Fourth and Stephenson** to prevent sewer pipe failure or collapse. Construction is planned to begin in 2014.

***Sewer Televising & Root Control***

**CIP #: SR1402**

**Project Length:** 2014-2015

**Estimated City Cost:** \$420,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2014.

***Harrison Relief Sewer***

**CIP #: SR1503**

**Project Length:** 2013-2014

**Estimated City Cost:** \$56,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Install new 10" relief sewer along Harrison Road between Main Street and 10' E of Main St. Construction is planned to begin in 2013 prior to reconstruction of Main St pavement at E. Harrison

***Sewer Lining-Rear Yard***

**CIP #: SR1601**

**Project Length:** 2015-2016

**Estimated City Cost:** \$625,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Fix problem rear yard sewers in the area bounded by Campbell, 11 Mile, Stephenson, and Fourth. Prevent sewer pipe failure or collapse. Construction is planned to begin in 2015.

PARKS AND FACILITIES

**Park Pavilion**

CIP #: PR1201

**Project Length:** 2012-2013  
**Estimated City Cost:** \$25,000  
**City Share:** 50%  
**Funding Source:** CDBG & Recreation Fund

**Impact on the Operating Budget:**

**Description:** Construction of a 40'x 40' park pavilion to accommodate the demand for large groups at the Elks or Memorial Park. Rental fees will be used to help recoup the construction costs.

**Splash Park**

CIP #: PR1208

**Project Length:** 2012-2013  
**Estimated City Cost:** \$484,000  
**City Share:** 100%  
**Funding Source:** CDBG

**Impact on the Operating Budget:** Utility costs will increase and chemicals for water treatment. \$55,000 per year increase.

**Description:** 2500 sq ft splash pad to be installed in Grant Park

**Ice Arena Roof Replacement**

CIP #: BD1101

**Project Length:** 2012-2013  
**Estimated City Cost:** \$50,000  
**City Share:** 100%  
**Funding Source:** Ice Arena Fund / Fees

**Impact on the Operating Budget:**

**Description:** Major repair to the South portion of the Ice Arena roof – flat aggregate.

**M/M Senior Center Roof Replacement**

CIP #: BD1203

**Project Length:** 2012  
**Estimated City Cost:** \$65,000  
**City Share:** 100%  
**Funding Source:** Senior Fund, CDBG, General Fund

**Impact on the Operating Budget:** Lower maintenance costs, building maintenance or replacing ceiling tiles and floor tiles and carpeting. Revenue lost when roof leaks on classes.

**Description:** Strip and remove existing roof system. Replace bad wood as needed. Nail down a 30 year dimensional style shingle over entire roof.

**Farmers Market Sign**

CIP #: BD1204

**Project Length:** 2012 Aug -Dec  
**Estimated City Cost:** \$27,000  
**City Share:** 100%  
**Funding Source:** Farmers Market

**Impact on the Operating Budget:** Sign would cost and additional \$300 per year to operate.

**Description:** Electronic sign for the front of the market. The Sign would have electronic message board as well as identify the market location.

**Parking Meters**

CIP #: PL1102

**Project Length:** 2012 - 2017  
**Estimated City Cost:** \$550,000  
**City Share:** 100%  
**Funding Source:** Parking Fund / Fees

**Impact on the Operating Budget:**

**Description:** Replacement of the city parking meters with improved meter technology, as they are aging and becoming obsolete. Technology will provide additional methods of payment which will provide improved service to the visitors.

***Parking Attendant Automation***  
CIP #: PL1201

**Project Length:** 2012 - 2013  
**Estimated City Cost:** \$225,000  
**City Share:** 100%  
**Funding Source:** Parking Fund / Fees

**Impact on the Operating Budget:**

**Description:** Installation of parking stations with gate and pay card at the entrance/exit of the parking structures at 6<sup>th</sup> Street and Center Street.

***Fire Station Replacement***  
CIP #: BD1601

**Project Length:** 2017-2018  
**Estimated City Cost:** \$12,000,000  
**City Share:** 100%  
**Funding Source:** General Fund / Bond

**Impact on the Operating Budget:**

**Description:** Strategically relocate the fire stations. Position one fire station near Gardenia & Main and the other station near 13 Mile Road & Crooks. Eliminating the three current stations.

***City Hall Consolidation Renovations***  
CIP #: BD1301

**Project Length:** 2013-14  
**Estimated City Cost:** \$1,000,000  
**City Share:** 100%  
**Funding Source:** General Fund / State Construction Code, W&S

**Impact on the Operating Budget:** Improve service delivery

**Description:** Renovate City Hall to strategically locate the Building, Code, Planning and Engineering departments in an effort to provide improved service delivery.

INFORMATION TECHNOLOGY

**Computer Replacement Program**

**CIP #: IS1101**

**Project Length:** 2012-2018  
**Estimated City Cost:** \$320,000; \$40,00/yr  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Lower costs by improving efficiency

**Description:** Scheduled replacement of desktop computers when they have reached the end of their useful service life. Useful service life is generally 5 years. Operating costs are anticipated to remain consistent for the proposed replacement, before more extensive service levels are required to keep older equipment operational. This program is ongoing.

**Content Management and Response Management**

**CIP #: IS1102**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$42,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** "ROSCO", This project would address residents response management solutions utilizing the City's website. Allows staff and residents to submit requests for service and track the progress. This program is ongoing.

**GIS Integration**

**CIP #: IS1601**

**Project Length:** 2016-2017  
**Estimated City Cost:** \$143,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** Integrate Geographical Information Systems (GIS) applications and development into planning fire, clerk, and engineering and various cross department solutions and Oakland County CAMS. This program is ongoing.

**Engineering Printer/Scanner**

**CIP #: IS1204**

**Project Length:** 2012  
**Estimated City Cost:** \$10,000  
**City Share:** 75%  
**Funding Source:** 25% Building dept, 25% Major Roads, 25% Water Sewer, 25% CBDG/Planning

**Impact on the Operating Budget:** Fees for use will pay for maintenance

**Description:** This project would purchase a printer/scanner that would be used by Engineering, Planning, and Building Depts. Currently this task is outsourced at considerable expense to residents.

**PBX, Voicemail, & WAN Strategy**

**CIP #: IS1107**

**Project Length:** 2012-2014  
**Estimated City Cost:** \$141,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** Upgrade and replace City's telecommunication system, including voicemail and unified messaging systems. This program is ongoing

**Radio Upgrade**  
CIP #: IS1205

**Project Length:** 2012-2013  
**Estimated City Cost:** \$99,000  
**City Share:** 100%  
**Funding Source:** Motor Pool,  
Possible Homeland Security Grant

**Impact on the Operating Budget:** Maintenance cost are neutral

**Description:** Upgrade and replace City's radio communication equipment. Required as a result of FCC Narrow Banding Regulations. FCC requires implementation by end of 2012.

Requires:

- 1 Base Station
- 80 Radios for DPS Fleet
- 26 Handhelds
- 11 Radios for City Hall Cars
- 8 Radios for Ambulances
- 6 Radios for senior buses and dispatch
- 5 Radios for hammer and backhoes

**High-Speed Copy/Print/Scan/Fax**  
CIP #: IS1104

**Project Length:** 2012-2017  
**Estimated City Cost:** \$170,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Decrease maintenance costs, and capital by \$170,000 by purchasing refurbished instead of new.

**Description:** This project would address replacement of aging high-speed multi-function printers (copy/print/scan/fax) in the print shop and at all city buildings. There are 23 high-end MFP devices on service contracts.

**Mobile Workforce**  
CIP #: IS1401

**Project Length:** 2014-2017  
**Estimated City Cost:** \$ 64,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Improve service delivery by increasing productivity

**Description:** This project would address the aging laptop computers for remote and mobile workforce equipment. Consideration and utilization of other electronic devices similar to pda/smart phones and ipads can be addressed. Accessibility of wireless access points to be implemented. This is an ongoing program.

**Office Software and Training Program**  
CIP #: IS1105

**Project Length:** 2012-2017  
**Estimated City Cost:** \$156,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** This project would address the replacement of aging disk server storage for the Police Department in car video recording system. This program is ongoing.

**Server-Network-Cabling  
Infrastructure**

**CIP #: IS1106**

**Project Length:** 2012-2017

**Estimated City Cost:** \$213,000

**City Share:** 100%

**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** 3 year warranty and service

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

**Video Recording System Upgrades-  
PD**

**CIP #: IS1402**

**Project Length:** 2014-2017

**Estimated City Cost:** \$25,000

**City Share:** 100%

**Funding Source:** IS Fund / possible Police Grant

**Impact on the Operating Budget:**

**Description:** This project would address aging and ongoing disk storage requirements for the in-car video recording system server.

VEHICLES, EQUIPMENT, AND OTHERS

**Turn Out Gear**

CIP #: VE1205

**Project Length:** 2012-2013  
**Estimated City Cost:** \$89,000  
**City Share:** 100%  
**Funding Source:** Grant and or General Fund

**Impact on the Operating Budget:** Potentially reduce personnel injury

**Description:** Replace fire fighters turn out gear that has exceeded it useful life.

**Rescue Airbags**

CIP #: VE1206

**Project Length:** 2012-2013  
**Estimated City Cost:** \$30,000  
**City Share:** 100%  
**Funding Source:** General Fund

**Impact on the Operating Budget:**

**Description:** Replacement of ten, twenty year old, Rescue Airbags. Along with adding new sizes for technical rescue and machine extrication.

**ARA Safety Pro**

CIP #: VE1207

**Project Length:** 2012-2013  
**Estimated City Cost:** \$54,000  
**City Share:** 100%  
**Funding Source:** General Fund

**Impact on the Operating Budget:** Potentially reduce personnel injury

**Description:** ARA Safety Pro is a device that is thrown to knock down a fire in a building.

**Compressed Air Foam System**

CIP #: VE1208

**Project Length:** 2013-2014  
**Estimated City Cost:** \$480,000  
**City Share:** 100%  
**Funding Source:** General Fund

**Impact on the Operating Budget**

**Description:** Compressed air Foam system to be retrofitted on our fire engines. There are six engines and two ladder trucks to be retrofitted.

**Extrication Tools**

CIP #: VE1202

**Project Length:** 2012-2013  
**Estimated City Cost:** \$100,000  
**City Share:** 100%  
**Funding Source:** General Fund

**Impact on the Operating Budget:**

**Description:** Replace dated Extrication tools with new state of the art equipment.

**Fire Rescue Truck**

CIP #: VE1501

**Project Length:** 2013-2014  
**Estimated City Cost:** \$175,000  
**City Share:** 100%  
**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Scheduled replacement of Fire Department owned vehicle 1996 GMC Van currently only capable of holding two persons and equipment. New vehicle would hold four persons and have purpose built storage. Vehicles are requested to be replaced in order to reduce repair costs and keep reliable apparatus.

**Fire Ambulance**

CIP #: VE1301

**Project Length:** 2012-2017  
**Estimated City Cost:** \$ 360,000  
**City Share:** 100%  
**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** City owns four ambulances each costing \$90,000. Scheduled replacement of various Fire Department owned vehicles and equipments over next 6-year period. Vehicles are requested to be replaced in order to reduce repair costs and keep reliable apparatus.

**Asphalt Recycler**

CIP #: VE1208

**Project Length:** 2012-2013  
**Estimated City Cost:** \$29,000  
**City Share:** 100%  
**Funding Source:** Motor pool Fund

**Impact on the Operating Budget:** Will reduce material costs for cold patch material by \$70,000 over its useful life.

**Description:** New trailer equipment for repairing roads, primarily in the winter months. Machine enables us to reuse asphalt from previous projects and will reduce cold patch material costs and enable a more effective pothole repair in the winter.

**Fire Vehicles Replacement**

CIP #: VE1302

**Project Length:** 2012-2018  
**Estimated City Cost:** \$ 270,000  
**City Share:** 100%  
**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Scheduled replacement of various Fire Department owned vehicles and equipments over next 6-year period. Vehicles are requested to be replaced in order to reduce repair costs and keep reliable apparatus.

**Fire Foam Equipment**

CIP #:

**Project Length:** 2012-2013  
**Estimated City Cost:** \$ 50,000  
**City Share:** 100%  
**Funding Source:** Motor Pool Fund

**Impact on the Operating Budget:**

**Description:** Compressed air foam system to be retrofitted on a fire engine.

**FIRE DEPARTMENT PASSENGER VEHICLES**

Class	Veh. #	Make	Yr	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
0215	905	Chevy Tahoe	04		27,000				27,000
0215	906	Chevy Tahoe	04		27,000				27,000
0120	907	Ford Escape	09				25,000		25,000
0215	908	Ford Escape	09					25,000	25,000
0225	909	GMC G Van	96						
0215	915	Chevy Suburban	01						
0205	967	GMC Sierra	01		30,600				30,600
2222	99X1	Haulmark Trailer	03						
2222	99X2	Haulmark Trailer	06		Evaluate				
		<b>Totals per Year</b>			84,600		25,000	25,000	134,600
		<b>Overall Total</b>							<b>269,200</b>

**20 Year Vehicle Plan**

CIP #: VE1101

**Project Length:** 2012-2018

**Estimated City Cost:** \$3,743,000

**City Share:** 100%

**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Replacement of various department owned vehicles. Vehicles are anticipated to remain consistent with timely replacement, in order to reduce maintenance and repair cost. Failure to maintain the plan will increase repair cost. The vehicle replacement program is on going. A detailed schedule is provided below for each of the six years of the CIP.

**VEHICLE REPLACEMENT  
2012-2013**

Veh. #	Yr	Make & Model	Estimated Replacement Cost
<b>POLICE</b>			
823	8	Ford Crown Victoria	\$ 27,000
827	9	Ford Crown Victoria	\$ 27,000
807	9	Ford Crown Victoria	\$ 27,000
809	9	Ford Crown Victoria	\$ 27,000
<b>FIRE</b>			
	new	Foam Equipment	\$ 50,000
<b>SEWER</b>			
474	98	Ford TLB	\$ 55,000
<b>PARKS &amp; FORESTRY</b>			
762	1	Intl Forestry Truck	\$ 72,000
766	1	Sterling L8513 Dump	\$ 80,000
<b>HIGHWAY</b>			
232	3	GMC Sierra	\$ 18,000
246	1	Sterling L8513	\$ 90,000
<b>Total</b>			<b>\$ 473,000</b>

**VEHICLE REPLACEMENT  
2013-2014**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>ELECTRICAL</b>	
362	05	FORD F550 AERIAL <b>HIGHWAY</b>	\$ 90,000
261	09	GMC SIERRA	\$ 18,000
1242	98	AMERICAN LEAF VACUUM	\$ 35,000
1248	98	AMERICAN LEAF VACUUM	\$ 35,000
1264	01	INGR/RAND AIR COMPRESSOR	\$ 12,000
		<b>MOTOR POOL</b>	
332	05	GMC SAVANA	\$ 16,800
		<b>PARKS &amp; FORESTRY</b>	
737	05	GMC SIERRA	\$ 17,500
1762	03	BANDIT BRUSH CHIPPER	\$ 24,500
		<b>POLICE</b>	
801	05	FORD CROWN VICTORIA	\$ 21,100
805	10	FORD CROWN VICTORIA	\$ 21,100
815	10	FORD CROWN VICTORIA	\$ 21,100
817	04	FORD CROWN VICTORIA	\$ 21,100
818	10	CHEVY TAHOE	\$ 27,800
824	10	FORD CROWN VICTORIA	\$ 21,100
825	05	GMC SAVANA	\$ 21,500
826	10	FORD CROWN VICTORIA	\$ 21,100
828	04	CHEVY TAHOE	\$ 26,500
841	08	GMC ENVOY	\$ 25,000
860	08	GMC ENVOY	\$ 25,000
861	08	GMC ENVOY	\$ 25,000
		<b>SENIOR CENTER</b>	
198	05	FORD E350	\$ 50,000
		<b>SEWER</b>	
413	09	GMC SAVANA	\$ 16,800
414	04	FORD F450	\$ 28,500
415	04	FORD F450	\$ 28,500
463	05	STERLING 2115 VACTOR	\$ 260,000
1467	01	INGR/RAND AIR COMPRESSOR	\$ 12,000
		<b>WATER MAINTENANCE</b>	
473	98	FORD/LOADER/BACKHOE	\$ 43,500
1466	01	INGR/RAND AIR COMPRESSOR	\$ 12,000

Total \$ 977,500

**VEHICLE REPLACEMENT  
2014-2015**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>HIGHWAY</b>	
249	06	STERLING L8513 DUMP	\$ 87,600
293	00	CAT 924G LOADER	\$ 101,000
1241	98	AMERICAN LEAF VACUUM	\$ 35,000
1243	98	AMERICAN LEAF VACUUM	\$ 35,000
		<b>MOTOR POOL</b>	
682	98	TENNANT SWEEPER	\$ 27,000
		<b>PARKS &amp; FORESTRY</b>	
714	04	GMC SIERRA	\$ 17,500
		<b>POLICE</b>	
816	10	CHEVY TAHOE	\$ 25,000
829	10	GMC SONOMA	\$ 17,500
840	03	FORD TAURUS	\$ 17,250
842	01	PONTIAC BONNEVILLE	\$ 23,000
862	02	PONTIAC BONNEVILLE	\$ 21,500
		<b>SENIOR CENTER</b>	
194	09	FORD E350	\$ 50,000
		<b>Total</b>	<b>\$ 457,350</b>

**VEHICLE REPLACEMENT  
2015-2016**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>FIRE</b>	
915	04	FORD CROWN VICTORIA	\$ 20,000
		<b>HIGHWAY</b>	
202	10	GMC SIERRA	\$ 21,500
285	07	ELGIN SWEEPER	\$ 100,000
1244	01	AMERICAN LEAF VACUUM	\$ 35,000
		<b>PARKS &amp; FORESTRY</b>	
701	10	GMC SIERRA	\$ 15,500
718	05	GMC SIERRA	\$ 19,700
719	05	GMC SIERRA	\$ 19,700
765	03	STERLING/PRENTICE LOG LOADER	\$ 93,500
775	01	NH D65C82 TRACTOR	\$ 24,500
		<b>POLICE</b>	
811	08	FORD CROWN VICTORIA	\$ 21,100
851	05	PONTIAC G6	\$ 17,250
		<b>SENIOR CENTER</b>	
195	02	FORD E350	\$ 50,000
196	02	FORD E350	\$ 50,000
197	02	FORD E350	\$ 50,000
		<b>SEWER</b>	
445	01	GMC SIERRA	\$ 21,000
		<b>WATER MAINTENANCE</b>	
401	09	GMC SIERRA	\$ 21,500
		<b>Total</b>	<b>\$ 580,250</b>

**VEHICLE REPLACEMENT  
2016-2017**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>AUTO PARKING</b>	
636	00	GMC SAFARI	\$ 16,800
		<b>FIRE</b>	
905	04	CHEVY TAHOE	\$ 28,000
906	04	CHEVY TAHOE	\$ 28,000
		<b>HIGHWAY</b>	
246	01	STERLING L8513 DUMP	\$ 87,600
261	09	GMC SIERRA	\$ 18,000
268	09	GMC SIERRA	\$ 26,000
286	08	ELGIN SWEEPER	\$ 100,000
		<b>PARKS &amp; FORESTRY</b>	
715	04	GMC SIERRA	\$ 17,500
716	00	GMC SIERRA	\$ 17,500
717	00	GMC SIERRA	\$ 17,500
774	01	NHTN-65 TRACTOR	\$ 21,000
		<b>POLICE</b>	
802	09	FORD CROWN VICTORIA	\$ 21,100
803	09	FORD CROWN VICTORIA	\$ 21,100
807	09	FORD CROWN VICTORIA	\$ 21,100
808	09	FORD CROWN VICTORIA	\$ 21,100
809	09	FORD CROWN VICTORIA	\$ 21,100
810	09	FORD CROWN VICTORIA	\$ 21,100
813	09	FORD CROWN VICTORIA	\$ 21,100
817	04	FORD CROWN VICTORIA	\$ 21,100
827	09	FORD CROWN VICTORIA	\$ 21,100
		<b>SEWER</b>	
1465	04	SEWER RODDER	\$ 28,500
		<b>Total</b>	<b>\$ 596,300</b>

**Vehicle Replacement  
2017-2018**

<b>Veh. #</b>	<b>Make &amp; Model</b>	<b>Yr</b>	<b>Est Replacement cost</b>
<b>SENIOR</b>			
192	Ford E350	01	50,000
<b>HIGHWAY</b>			
232	GMC Sierra	03	17,500
234	GMC Sierra	03	17,500
247	Sterling L8500	10	87,600
257	Ford F450	08	59,000
259	Sterling LT9500	10	112,000
<b>WATER &amp; SEWER</b>			
432	GMC Savana	00	16,800
471	JCB 3C-15	09	67,000
<b>MOTOR POOL</b>			
670	Yale Forklift	02	27,500
<b>PARKS &amp; FORESTRY</b>			
713	GMC Sierra	02	22,500
<b>POLICE</b>			
801	Ford Crown Victoria	10	30,000
805	Ford Crown Victoria	10	30,000
815	Ford Crown Victoria	10	30,000
818	Chev Tahoe	10	27,800
824	Ford Crown Victoria	10	30,000
826	Ford Crown Victoria	10	30,000
828	Chevy Tahoe	04	26,500
829	Ford Escape	10	25,000
<b>Total</b>			<b>\$ 706,700</b>

CIP #	PROJECT NUMBER AND NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED			PRIOR YRS			FUTURE CITY COST						
						TOTAL PROJECT COST	% CITY SHARE	NON CITY COST	TOTAL CITY COST	PRIOR YRS CITY COST	NONCITY COST	(2012-2017)	2012/13 CITY COST	2013/14 CITY COST	2014/15 CITY COST	2015/16 CITY COST	2016/17 CITY COST	2017/18 CITY COST
<b>Major Street Improvements</b>																		
SA1102	2011-2017 Surveying Services		N/A	New	Major Streets	150,000	100%		150,000	4,000		146,000	86,000	20,000	10,000	10,000	10,000	
SA1199	2011 12 Mile Rd Resurfacing	130	N/A	Replacement	Major Streets / Federal Grant	2,316,000	30%	1,623,000	693,000	25,000		668,000	668,000					
SA1202	2012 Austin Ave Resurfacing	143	WM1209	Replacement	Major Streets	200,000	100%		200,000	5,000		195,000	195,000					
SA1204	2012 Misc Asphalt Resurfacing	123	N/A	Replacement	Major Streets	160,000	100%		160,000	10,000		150,000		150,000				
SA1205	2012 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	96,000	100%		96,000			96,000	4,800	91,200				
SA1206	2012 14 Mile Rd Pavement Repairs	N/A	N/A	Replacement	Major Streets	100,000	100%		100,000			100,000	7,000	93,000				
SA1208	2012 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	305,000	100%		305,000	5,000		300,000	300,000					
SA1210	Sidewalk Handicap Ramp Improvement Program	139	SA1210	Replacement	Spec. Assessment/CDBG	625,000	100%		625,000			620,000	620,000					
SA1211	Sidewalk Improvement Program	139	SA1210	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
SA1299	2012 12 Mile Rd Resurfacing	130	N/A	Replacement	Major Streets / Federal Grant	1,455,000	56%	634,000	821,000			821,000	30,000	791,000				
SA1301	2013 Washington Resurfacing	128	N/A	Replacement	Major Streets / Federal Grant	326,000	100%		326,000			326,000	25,000	301,000				
SA1302	2013 Campbell Rd Resurfacing	126	N/A	Replacement	Major Streets	331,000	100%		331,000			331,000	8,000	323,000				
SA1303	2013 Asphalt Resurfacing	122	N/A	Replacement	Major Streets	75,000	100%		75,000			75,000	5,000	70,000				
SA1304	2013 Misc Asphalt Resurfacing	125	N/A	Replacement	Major Streets	200,000	100%		200,000			200,000	10,000	190,000				
SA1305	2013 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	136,000	100%		136,000			136,000	8,000	128,000				
SA1308	2013 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	300,000					
SA1310	Sidewalk Handicap Ramp Improvement Program	139	SA1311	Replacement	Spec. Assessment/CDBG	620,000	100%		620,000			620,000	620,000					
SA1311	Sidewalk Improvement Program	139	SA1310	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
SA1401	2014 Crook Rd Resurfacing	128	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	15,000	285,000				
SA1402	2014 Main St. Resurfacing	128	N/A	Replacement	Major Streets	540,000	100%		540,000			540,000	20,000	520,000				
SA1405	2014 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	88,000	100%		88,000			88,000	5,600	82,400				
SA1408	2014 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	300,000					
SA1410	Sidewalk Handicap Ramp Improvement Program	139	SA1411	Replacement	Spec. Assessment/CDBG	620,000	100%		620,000			620,000	620,000					
SA1411	Sidewalk Improvement Program	139	SA1410	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
SA1501	2015 Campbell Rd Resurfacing	128	N/A	Replacement	Major Streets	645,000	100%		645,000			645,000	15,000	630,000				
SA1502	2015 Washington Resurfacing	128	N/A	Replacement	Major Streets	350,000	100%		350,000			350,000	10,000	340,000				
SA1505	2015 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	132,000	100%		132,000			132,000	8,000	124,000				
SA1508	2015 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	300,000					
SA1510	Sidewalk Handicap Ramp Improvement Program	139	SA1511	Replacement	Spec. Assessment/CDBG	620,000	100%		620,000			620,000	620,000					
SA1511	Sidewalk Improvement Program	139	SA1510	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
SA1601	2016 NB Stephenson Highway (Part A)	128	SA1602	Replacement	Major Streets	270,000	100%		270,000			270,000	15,000	255,000				
SA1602	2016 NB Stephenson Highway (Part B)	128	SA1601	Replacement	Major Streets	270,000	100%		270,000			270,000	15,000	255,000				
SA1603	2016 Campbell Rd Resurfacing	128	N/A	Replacement	Major Streets	450,000	100%		450,000			450,000	10,000	440,000				
SA1604	2016 Misc Asphalt Resurfacing	123	N/A	Replacement	Major Streets	350,000	100%		350,000			350,000	15,000	335,000				
SA1605	2016 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	116,000	100%		116,000			116,000	8,000	108,000				
SA1608	2016 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	300,000					
SA1610	Sidewalk Handicap Ramp Improvement Program	139	SA1611	Replacement	Spec. Assessment/CDBG	620,000	100%		620,000			620,000	620,000					
SA1611	Sidewalk Improvement Program	139	SA1610	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
SA1703	2017 Lincoln Resurfacing	128	N/A	Replacement	Major Streets	450,000	100%		450,000			450,000	20,000	430,000				
SA1704	2017 13 Mile Resurfacing	128	N/A	Replacement	Major Streets	565,000	100%		565,000			565,000	10,000	555,000				
SA1705	2017 Annual Joint Seal Program	119	N/A	Rehabilitation	Major Streets	145,000	100%		145,000			145,000	10,000	135,000				
SA1708	2017 Prepaid Sidewalk and DPS Patch Program	120	N/A	Replacement	Major Streets	300,000	100%		300,000			300,000	300,000					
SA1710	Sidewalk Handicap Ramp Improvement Program	139	SA1711	Replacement	Spec. Assessment/CDBG	620,000	100%		620,000			620,000	620,000					
SA1711	Sidewalk Improvement Program	139	SA1710	Replacement	Spec. Assessment/Major RD/ Local ST	384,000	100%		384,000			384,000	384,000					
<b>Major Street Improvements Subtotal</b>						<b>18,950,000</b>		<b>2,257,000</b>	<b>15,793,000</b>	<b>54,000</b>		<b>15,739,000</b>	<b>2,294,500</b>	<b>2,505,200</b>	<b>2,381,600</b>	<b>2,569,400</b>	<b>2,496,000</b>	<b>3,492,000</b>
<b>Local Street Improvements</b>																		
SA1207	2012 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	350,000	71%	100,000	250,000	200,000		50,000	9,000	41,000				
SA1203	2012 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	565,000	100%		565,000	295,000		270,000	5,000	265,000				
SA1205	2012 Annual Joint Seal Program	119	N/A	Rehabilitation	Local Streets	43,000	100%		43,000	19,000		24,000	1,200	22,800				
SA1303	2013 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%		300,000			300,000	6,000	294,000				
SA1307	2013 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000	50,000			50,000	9,000	41,000				
SA1305	2013 Annual Joint Seal Program	119	N/A	Rehabilitation	Local Streets	34,000	100%		34,000			34,000	2,000	32,000				
SA1403	2014 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%		300,000			300,000	6,000	294,000				
SA1407	2014 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000	50,000			50,000	9,000	41,000				
SA1405	2014 Annual Joint Seal Program	119	N/A	Rehabilitation	Local Streets	22,000	100%		22,000			22,000	1,400	20,600				
SA1507	2015 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000	50,000			50,000	9,000	41,000				
SA1503	2015 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%		300,000			300,000	6,000	294,000				
SA1505	2015 Annual Joint Seal Program	119	N/A	Rehabilitation	Local Streets	33,000	100%		33,000			33,000	2,000	31,000				
SA1603	2016 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%		300,000			300,000	7,000	293,000				
SA1607	2016 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000	50,000			50,000	9,000	41,000				
SA1605	2016 Annual Joint Seal Program	119	N/A	Rehabilitation	Local Streets	29,000	100%		29,000			29,000	2,000	27,000				
SA1707	2017 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	105,000	100%		105,000			105,000	5,000	100,000				
SW1101	2011 DPS Pavement Replacement	128	N/A	Replacement	Local Streets	160,000	100%		160,000	21,000		139,000	139,000					
SW1102	Annual Sidewalk Replacement Program - Citywide	N/A	N/A	Replacement	SAD / Local Street Fund	6,600,000	12%	5,800,000	800,000			800,000	200,000	200,000	100,000	100,000	100,000	
SW1201	2012 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	160,000	100%		160,000			160,000	24,000	136,000				
SW1301	2013 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	185,000	100%		185,000			185,000	28,000	157,000				
SW1401	2014 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	190,000	100%		190,000			190,000	39,000	151,000				
SW1501	2015 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	200,000	100%		200,000			200,000	64,000	136,000				
SW1601	2016 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	200,000	100%		200,000			200,000	84,000	116,000				
SW1701	2017 DPS Pavement Replacement	130	N/A	Replacement	Local Streets	200,000	100%		200,000			200,000	20,000	180,000				
<b>Local Street Improvements Subtotal</b>						<b>10,676,000</b>		<b>6,300,000</b>	<b>4,576,000</b>	<b>535,000</b>		<b>4,641,000</b>	<b>378,200</b>	<b>709,800</b>	<b>679,400</b>	<b>687,600</b>	<b>709,000</b>	<b>877,000</b>
<																		

CIP #	PROJECT NUMBER AND NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED		TOTAL CITY COST	PRIOR YRS CITY COST	PRIOR YRS NONCITY COST	FUTURE CITY COST (2012-2017)	2012/13 CITY COST	2013/14 CITY COST	2014/15 CITY COST	2015/16 CITY COST	2016/17 CITY COST	2017/18 CITY COST	
						TOTAL PROJECT COST	% CITY SHARE											
WM1306	Florence 8" WM (Maxwell - Danielson)	130	N/A	Replacement	Water & Sewer Fund / Rates	286,000	100%	286,000			286,000		286,000					
WM1307	Maple 8" WM (Louis - Park)	130	N/A	Replacement	Water & Sewer Fund / Rates	228,000	100%	228,000			228,000		228,000					
WM1308	Sherman 8" WM (Maxwell - 240 W)	130	N/A	Replacement	Water & Sewer Fund / Rates	59,000	100%	59,000			59,000	59,000						
WM1309	Sherman 8" WM (Josephine - Baker)	130	N/A	Replacement	Water & Sewer Fund / Rates	215,000	100%	215,000			215,000				215,000			
WM1310	Forestdale 8" WM (Cambridge - Farnum)	130	N/A	Replacement	Water & Sewer Fund / Rates	117,000	100%	117,000			117,000				117,000			
WM1311	Farnum 12" WM (Hildale - Lexington)	126	N/A	Replacement	Water & Sewer Fund / Rates	176,000	100%	176,000			176,000				176,000			
WM1312	Crooks 12" WM (13 Mile - Lexington)	127	SA1401	Replacement	Water & Sewer Fund / Rates	389,000	100%	389,000			389,000				389,000			
WM1313	Chester 8" WM (Durham - Crooks)	126	SA1401	Replacement	Water & Sewer Fund / Rates	260,000	100%	260,000			260,000				260,000			
WM1403	Maple Grove 8" WM (Catalpa - Mayfield)	130	N/A	Replacement	Water & Sewer Fund / Rates	235,000	100%	235,000			235,000				235,000			
WM1404	Maple Grove 8" WM (Catalpa - Farnum)	130	N/A	Replacement	Water & Sewer Fund / Rates	312,000	100%	312,000			312,000				312,000			
WM1405	Knowles 8" WM (Harrison - Lincoln)	130	N/A	Replacement	Water & Sewer Fund / Rates	326,000	100%	326,000			326,000				326,000			
WM1406	Chesapeake 8" WM (Rhode Island - Maryland)	130	N/A	Replacement	Water & Sewer Fund / Rates	114,000	100%	114,000			114,000				114,000			
WM1407	Hudson 8" WM (Woodward - Washington)	130	N/A	Replacement	Water & Sewer Fund / Rates	363,000	100%	363,000			363,000				363,000			
WM1408	Rhode Island 8" WM (Delaware - Chesapeake)	130	N/A	Replacement	Water & Sewer Fund / Rates	170,000	100%	170,000			170,000				170,000			
WM1409	California 8" WM (Delaware - Chesapeake)	130	N/A	Replacement	Water & Sewer Fund / Rates	176,000	100%	176,000			176,000				176,000			
WM1410	Kenilworth 8" WM (Delaware - Dead-end)	130	N/A	Replacement	Water & Sewer Fund / Rates	198,000	100%	198,000			198,000				198,000			
WM1411	Farnum 8" WM (Campbell - Kenwood)	130	N/A	Replacement	Water & Sewer Fund / Rates	214,000	100%	214,000			214,000				214,000			
WM1412	Crane 8" WM (Washington - Dead-end)	130	N/A	Replacement	Water & Sewer Fund / Rates	117,000	100%	117,000			117,000	117,000						
WM1413	Euclid 8" WM (Washington - Main)	126	SA1301, SA1502	Replacement	Water & Sewer Fund / Rates	164,000	100%	164,000			164,000				164,000			
WM1502	Lincoln 12" WM (W-South of Woodward - E South of Woodward)	130	N/A	Replacement	Water & Sewer Fund / Rates	68,000	100%	68,000			68,000						68,000	
WM1503	Nakota 8" Wm (Hilcrest - Crooks)	130	SA1401	Replacement	Water & Sewer Fund / Rates	99,000	100%	99,000			99,000	99,000						
WM1504	Vinsetta 8" & 12" WM (12 Mile - Crooks)	130	N/A	Replacement	Water & Sewer Fund / Rates	649,000	100%	649,000			649,000						649,000	
WM1505	Greenfield 12" WM (13 Mile - Springer)	130	N/A	Replacement	Water & Sewer Fund / Rates	321,000	100%	321,000			321,000				321,000			
WM1506	Greenfield 12" WM (Webster - 13 Mile)	130	N/A	Replacement	Water & Sewer Fund / Rates	878,000	100%	878,000			878,000				878,000			
WM1507	Springer 12" WM (Greenfield - Hillside)	130	N/A	Replacement	Water & Sewer Fund / Rates	845,000	100%	845,000			845,000				845,000			
WM1508	Hillside 12" WM (Springer - 13 Mile)	130	N/A	Replacement	Water & Sewer Fund / Rates	206,000	100%	206,000			206,000				206,000			
WM1602	Oliver 12" WM (NS Webster - Glenwood)	130	N/A	Replacement	Water & Sewer Fund / Rates	558,000	100%	558,000			558,000				558,000			
WM1603	Crooks 12" WM (Royal - Webster)	130	N/A	Replacement	Water & Sewer Fund / Rates	406,000	100%	406,000			406,000				406,000			
WM1604	Normandy 12" WM (Woodward - Normond Cr)	130	N/A	Replacement	Water & Sewer Fund / Rates	1,020,000	100%	1,020,000			1,020,000					1,020,000		
WM1605	Woodward 12" WM (NB-North of Starr)	130	N/A	Replacement	Water & Sewer Fund / Rates	51,000	100%	51,000			51,000						51,000	
WM1606	Woodward 12" WM (NB Buckingham - Normandy)	130	N/A	Replacement	Water & Sewer Fund / Rates	676,000	100%	676,000			676,000					676,000		
WM1607	Dukeshire 8" WM (Chester - Normandy)	130	N/A	Replacement	Water & Sewer Fund / Rates	306,000	100%	306,000			306,000						306,000	
WM1608	Chester 12" WM (Hillside - Dukeshire)	130	N/A	Replacement	Water & Sewer Fund / Rates	111,000	100%	111,000			111,000						111,000	
WM1609	Glenwood 12" WM (Glenview - Oliver)	127	N/A	Replacement	Water & Sewer Fund / Rates	108,000	100%	108,000			108,000						108,000	
WM1610	Stephenson 12" WM (Fourth - 750' N of Gardenia)	126	N/A	Replacement	Water & Sewer Fund / Rates	1,537,000	100%	1,537,000			1,537,000					1,537,000		
WM1705	Coolidge 12" WM (13 Mile - Starr)	126	N/A	Replacement	Water & Sewer Fund / Rates	342,000	100%	342,000			342,000						342,000	
WM1706	Starr Rd 12" WM (Coolidge - Greenway)	126	N/A	Replacement	Water & Sewer Fund / Rates	385,000	100%	385,000			385,000						385,000	
WM1707	11 Mile 12" WM (N Alexander to Gainsborough)	126	N/A	Replacement	Water & Sewer Fund / Rates	227,000	100%	227,000			227,000						227,000	
SR1102	Sewer Telesving & Root Control (City Wide)	117	N/A	Rehabilitation	Water & Sewer Fund / Rates	420,000	100%	420,000			420,000			420,000				
SR1202	Sewer Lining Non-Rear Yard	123	N/A	Rehabilitation	Water & Sewer Fund / Rates	521,000	100%	521,000			521,000			521,000				
SR1203	Sewer Repairs - Rear Yard Sewers	115	N/A	Rehabilitation	Water & Sewer Fund / Rates	32,000	100%	32,000			32,000			32,000				
SR1204	Sewer Repairs Non-Rear Yard Sewers	117	N/A	Rehabilitation	Water & Sewer Fund / Rates	268,000	100%	268,000			268,000				268,000			
SR1205	Dewlin - Alexander Relief Sewer 36" (Altedena - LaSalle)	126	WM1205	Replacement	Water & Sewer Fund / Rates	622,000	100%	622,000			622,000						622,000	
SR1301	Sewer Lining (Campbell, Fourth, Lincoln, Edgeworth)	121	N/A	Rehabilitation	Water & Sewer Fund / Rates	562,000	100%	562,000			562,000			562,000				
SR1401	Sewer Lining (Lincoln, Edgeworth, Fourth, Siegle)	121	N/A	Rehabilitation	Water & Sewer Fund / Rates	612,000	100%	612,000			612,000				612,000			
SR1402	Sewer Telesving & Root Control (City Wide)	117	N/A	Replacement	Water & Sewer Fund / Rates	420,000	100%	420,000			420,000				420,000			
SR1503	Harrison 10" Relief Sewer (Main St 10" E of Main)	131	SA1402	Replacement	Water & Sewer Fund / Rates	56,000	100%	56,000			56,000			56,000				
SR1601	Sewer Lining - Rear Yard (Campbell, 11 Mile, Stephenson, Fourth)	126	N/A	Replacement	Water & Sewer Fund / Rates	625,000	100%	625,000			625,000				625,000			
<b>Water &amp; Sewer Improvements</b>						<b>30,546,000</b>	<b>100%</b>	<b>30,546,000</b>	<b>529,000</b>	<b>-</b>	<b>30,017,000</b>	<b>6,701,000</b>	<b>2,186,000</b>	<b>3,166,000</b>	<b>11,979,000</b>	<b>3,722,000</b>	<b>2,263,000</b>	
<b>Parks and Grounds</b>																		
PR1201	Park Pavilion	87	N/A	New	General Fund (Rental Fees)/CDBG Fund	50,000	50%	25,000	25,000			25,000	25,000					
PR1208	Splash Park	48	N/A	New	CDBG Fund or Donations	484,000	100%	484,000			484,000							
<b>Parks &amp; Grounds</b>						<b>534,000</b>	<b>100%</b>	<b>509,000</b>	<b>50,000</b>	<b>-</b>	<b>509,000</b>	<b>509,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>City-Owned Facilities</b>																		
BD1101	Ice Arena Roof (partial) Repair	97	N/A	Replacement	Ice Arena Fund (fees)	50,000	100%	50,000			50,000	50,000						
BD1601	Fire Station #1 and #2 Construction/Strategic Relocation	N/A	N/A	Replacement	General Fund	12,000,000	100%	12,000,000			12,000,000						12,000,000	
BD1203	MM Senior Center Roof Replacement	129	N/A	Replacement	Senior Fund/ CDBG	65,000	100%	65,000			65,000	65,000						
BD1301	Department Consolidation Plan Renovation to City Hall	N/A	N/A	Replacement	General Fund / State Constr/W&S	1,000,000	100%	1,000,000			1,000,000		1,000,000					
PL1102	Parking Meters	76	N/A	Replacement	Parking Fund (fees)	550,000	100%	550,000			550,000	100,000	100,000	100,000	100,000	100,000	50,000	
PL1201	Parking Attendant Automation	67	N/A	New	Parking Fund (fees)	225,000	100%	225,000			225,000							
<b>City-Owned Facilities</b>						<b>13,890,000</b>	<b>100%</b>	<b>13,890,000</b>	<b>-</b>	<b>-</b>	<b>13,890,000</b>	<b>440,000</b>	<b>1,100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>12,050,000</b>
<b>Information Technology</b>																		
IS1101	Computer Replacement Program	42	N/A	Replacement	IS Fund / IS Service Charges	320,000	100%	320,000			320,000		240,000	40,000	40,000	40,000	40,000	
IS1102	Content Mgt and Response Mgt	35	N/A	New	IS Fund / IS Service Charges	42,000	100%	42,000	26,000		16,000	16,000						
IS1204	Purchase Printer / Scanner	124	N/A	New	IS Fund / IS Service Charges	10,000	100%	10,000			10,000	10,000						
IS1205	Radio Upgrade	111	N/A	Replacement	Motor Pool Fund / Homeland Sec Grant	99,000	100%	99,000			99,000							
IS1601	GIS Integration	70	N/A	New	IS Fund / IS Service Charges	143,000	100%	143,000			143,000	20,000	20,000	20,000	20,000	43,000	20,000	
IS1104	High-speed Copy/Print/Scan/Fax	37	N/A	New/Replacement	IS Fund / IS Service Charges	170,000	100%	170,000	60,000		110,000	50,000	-	20,000	20,000	-	20,000	
IS1401	Mobile Workforce	29	N/A	New	IS Fund / IS Service Charges	64,000	100%	64,000			64,000	16,000	8,000	8,000	16,000	8,000	8,000	
IS1105	Office Software and Training Program	37	N/A	Replacement	IS Fund / IS Service Charges	156,000	100%	156,000	21,000		135,000	23,000	23,000	23,000	22,000	22,000	22,000	
IS1106	Server-Network-Cabling Infrastructure	43	N/A	Replacement	IS Fund / IS Service Charges	213,000	100%	213,000	117,000		96,000	16,000	16,000	16,000	16,000	16,000	16,000	
IS1107	RFX, VoiceMail, & WAN Strategy	44	N/A	Replacement	IS Fund / IS Service Charges	141,000	100%	141,000			141,000	55,000	46,000	40,000				
IS1402	Video Recording System Upgrade - PD	45	N/A	New	IS Fund / IS Service Charges	25,000	100%	25,000			25,000			8,000	8,000	9,000		
<b>Information Technology</b>						<b>1,383,000</b>	<b>100%</b>	<b>1,383,000</b>	<b>304,000</b>	<b>-</b>	<b>1,079,000</b>	<b>345,000</b>	<b>153,000</b>	<b>175,000</b>	<b>142,000</b>	<b>138,000</b>	<b>126,000</b>	
<b>Vehicles / Equipment / Other</b>																		
VE1101	Motor Pool Vehicle Replacement Plan	108	N/A	Replacement	Motor Pool Fund / User Charges	3,743,000	100%	3,743,000			3,743,000	423,000	978,000	458,000	580,000	597,000	707,000	
VE1302	Fire Vehicle Replacement	N/A	N/A	Replacement	Motor Pool Fund / User Charges	270,000	100%	270,000			270,000		65,000	25,000	25,000	135,000		
VE1102	Fire Pickup Truck 967	58	N/A	Replacement	Motor Pool Fund / User Charges	57,000	100%	57,000			57,000	57,000						
VE1501	Fire Rescue Truck 909	79	N/A	Replacement	Motor Pool Fund / User Charges	175,000	100%	175,000			175,000			175,000				
VE1206	Fire Rescue Airbags	87	N/A	Replacement	General Fund	30,000	100%	30,000			30,000	30,000						

## **ENTERPRISE FUNDS**

Arts, Beats, and Eats Fund – 506

Farmers Market Fund- 551

Recreation Fund- 508

Water & Sewer Funds – 592

Auto Parking Fund - 516

Ice Arena Fund – 598

## Arts Beats & Eats Festival

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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 was 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.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this cost center.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	-	2,940	3,310	3,680	4,050	4,420
Revenues and transfers from other funds	386,220	390,000	390,000	390,000	390,000	390,000
Expenditures and transfers to other funds	383,280	389,630	389,630	389,630	389,630	389,630
Net Change in Net Assets	2,940	370	370	370	370	370
Ending Unrestricted Net Assets	2,940	3,310	3,680	4,050	4,420	4,790

Revenues

506.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Actual	-	-	-	-	-	-	-
2011-2012 Original Budget	-	-	-	-	-	-	-
2011-2012 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2011-2012 Six Month Actual	-	-	-	-	-	-	-
2011-2012 Estimated Year End	-	-	386,220	-	-	-	386,220
2012-2013 Dept Request	-	-	390,000	-	-	-	390,000
2012-2013 Manager's Budget	-	-	390,000	-	-	-	390,000
2012-2013 Approved Budget	-	-	390,000	-	-	-	390,000
2013-2014 Projected Budget	-	-	390,000	-	-	-	390,000
2014-2015 Projected Budget	-	-	390,000	-	-	-	390,000
2015-2016 Projected Budget	-	-	390,000	-	-	-	390,000
2016-2017 Projected Budget	-	-	390,000	-	-	-	390,000

Expenditures

506.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	-	-	-
2011-2012 Original Budget	-	-	-	-	-	-
2011-2012 Adjusted Budget (Dec)	-	-	-	-	-	-
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	127,070	256,210	-	-	-	383,280
2012-2013 Dept Request	122,630	267,000	-	-	-	389,630
2012-2013 Manager's Budget	122,630	267,000	-	-	-	389,630
2012-2013 Approved Budget	122,630	267,000	-	-	-	389,630
2013-2014 Projected Budget	122,630	267,000	-	-	-	389,630
2014-2015 Projected Budget	122,630	267,000	-	-	-	389,630
2015-2016 Projected Budget	122,630	267,000	-	-	-	389,630
2016-2017 Projected Budget	122,630	267,000	-	-	-	389,630

***The mission of the Recreation Department is to provide residents a variety of year-round recreation opportunities that are responsive to their needs, are enjoyable to their families and contribute to their physical and mental well-being.***

The Department is challenged to provide excellent leisure programs that stimulate the bodies and minds of the City residents and business persons of all ages, including toddlers, youth, adults, and seniors.

The recreation staff is responsible for marketing, registration, equipment, supplies, facilities, budget and evaluation. All other staffing is part-time and/or contract personnel.

Programs are operated in the City's two community centers and throughout our fifty parks and playgrounds. Separately, the Ice Arena and Senior Citizen Services programs are two companion activities that operate from their own individual funds.

Working with every department, the Superintendent also produces the City's quarterly newsletter "The Insight"

The School District of the City of Royal Oak and the City of Royal Oak 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).

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

*Summer Day Camp:* 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. (450 participants)

*Adult Sports Leagues/Programs:* Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickleball 350 and Tennis 105 (est. 2645 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 39<sup>th</sup> Annual Royal Oak Art Fair will be held July 7<sup>th</sup> and 8<sup>th</sup> 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 (2). Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2011 = 191)

The Recreation Department oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak: Royal Oak and Normandy Oaks Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center, The Lindell Ice Arena and Total Soccer.

The Recreation Department has eliminated the Salter Center budget form it's operation and consolidated the recreation operation with the department of public works. The Boys and Girls

Club is now responsible for all expenses pertaining to the Salter Center. All recreation programs will stay in place, year round at the community center. Improvements to the Salter center in the next fiscal year by the club should include; gym lights, new door, carpeting and a refinished gym floor. These improvements can

no longer be covered under the Recreation budget. Program Revenue has been increased and participation in the overall department has increased.

**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.
- Investigate alternative funding sources, sponsorships and donations from federal, state and community organizations to update parks.
- 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.
- Update the Parks & Recreation Master Plan

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

This fund continues to utilize unrestricted net assets as a funding source to support expenses which will not be able to continue in the near future. The contracted services accounts have been combined.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	72,155	121,505	102,835	84,165	65,495	46,825
Revenues and transfers from other funds	614,000	621,500	621,500	621,500	621,500	621,500
Expenditures and transfers to other funds	654,650	640,170	640,170	640,170	640,170	640,170
Net Change in Net Assets	(40,650)	(18,670)	(18,670)	(18,670)	(18,670)	(18,670)
Ending Unrestricted Net Assets	121,505	102,835	84,165	65,495	46,825	28,155

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	587,820	-	-	-	587,820
2009-2010 Actual	-	-	695,940	-	-	143,000	838,940
2010-2011 Actual	-	-	641,550	-	-	-	641,550
2011-2012 Original Budget	-	-	620,000	-	-	-	620,000
2011-2012 Adjusted Budget (Dec)	-	-	620,000	-	-	-	620,000
2011-2012 Six Month Actual	-	-	230,000	-	-	-	230,000
2011-2012 Estimated Year End	-	-	614,000	-	-	-	614,000
2012-2013 Dept Request	-	-	621,500	-	-	-	621,500
2012-2013 Manager's Budget	-	-	621,500	-	-	-	621,500
2012-2013 Approved Budget	-	-	621,500	-	-	-	621,500
2013-2014 Projected Budget	-	-	621,500	-	-	-	621,500
2014-2015 Projected Budget	-	-	621,500	-	-	-	621,500
2015-2016 Projected Budget	-	-	621,500	-	-	-	621,500
2016-2017 Projected Budget	-	-	621,500	-	-	-	621,500

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	276,640	17,170	-	306,000	-	599,810
2009-2010 Actual	269,660	16,490	-	330,140	-	616,290
2010-2011 Actual	230,270	18,710	-	298,500	-	547,480
2011-2012 Original Budget	244,630	15,100	-	308,000	-	567,730
2011-2012 Adjusted Budget (Dec)	244,630	15,100	-	308,000	-	567,730
2011-2012 Six Month Actual	139,880	13,950	-	161,650	-	315,480
2011-2012 Estimated Year End	254,810	19,020	-	290,730	-	564,560
2012-2013 Dept Request	263,000	19,100	-	268,070	-	550,170
2012-2013 Manager's Budget	263,000	19,100	-	268,070	-	550,170
2012-2013 Approved Budget	263,000	19,100	-	268,070	-	550,170
2013-2014 Projected Budget	263,000	19,100	-	268,070	-	550,170
2014-2015 Projected Budget	263,000	19,100	-	268,070	-	550,170
2015-2016 Projected Budget	263,000	19,100	-	268,070	-	550,170
2016-2017 Projected Budget	263,000	19,100	-	268,070	-	550,170

**Recreation Fund**

<b>508.752 SALTER COMMUNITY CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	8,350	-	154,620	-	162,970
2009-2010 Actual	730	13,490	-	138,030	-	152,250
2010-2011 Actual	470	2,930	-	111,320	-	114,720
2011-2012 Original Budget	-	-	-	90,000	-	90,000
2011-2012 Adjusted Budget (Dec)	-	-	-	90,000	-	90,000
2011-2012 Six Month Actual	-	-	-	46,080	-	46,080
2011-2012 Estimated Year End	90	-	-	90,000	-	90,090
2012-2013 Dept Request	-	-	-	90,000	-	90,000
2012-2013 Manager's Budget	-	-	-	90,000	-	90,000
2012-2013 Approved Budget	-	-	-	90,000	-	90,000
2013-2014 Projected Budget	-	-	-	90,000	-	90,000
2014-2015 Projected Budget	-	-	-	90,000	-	90,000
2015-2016 Projected Budget	-	-	-	90,000	-	90,000
2016-2017 Projected Budget	-	-	-	90,000	-	90,000

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Rec & Public Srvc	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
CS III - Recreation	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
Full-time Total	4.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						2.186	2.186	n/a
Cost Center Total	4.000	3.000	2.000	2.000	2.000	2.000	4.186	4.186	2.000

## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
<b>Participants</b>						
Preschool – Senior Center	57	57	n/a	60	60	60
Preschool - Salter Center	0	0	n/a	0	0	0
Youth Sports & Enrichment	960	960	n/a	1,000	1000	1000
Summer Day Camp	430	450	n/a	450	450	450
Adult Sports Leagues	2645	2,645	n/a	2,800	2800	2800
Adult Enrichment	395	395	n/a	400	400	400
Adult Fitness	1,152	1,152	n/a	1,300	1300	1300
Cultural Events - Artists	102	102	n/a	150	110	110
<b>Adult Sports League Teams</b>						
Softball	96	96	n/a	100	100	100
Soccer - Women	10	10	n/a	10	10	10
Basketball	8	8	n/a	9	9	9
Volleyball	36	36	n/a	36	36	36
Sand Volleyball	0	0	n/a	0	0	0
Touch Football	0	0	n/a	0	0	0
Pickleball registrations	1800	3000	3,000	4,150	4,150	4,150
<b>Venues Scheduled</b>						
Soccer Fields (spring & fall)	14	14	n/a	14	14	14
Baseball Fields	20	20	n/a	20	20	20
Softball Fields	12	12	n/a	12	12	12
Football Fields	3	3	n/a	2	2	2
Indoor Rentals (in hours)	725	725	n/a	750	750	750
Outdoor Field Rentals	335	335	n/a	350	350	350
Pavilion Rentals – VFW and Starr/JC parks	141	141	n/a	145	145	145



***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.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Auto parking revenue is estimated to increase (relative to 11-12 budgeted revenue) mostly due to an increase in street meter revenue and attendant parking at 6<sup>th</sup> Street & Lafayette.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	5,195,043	4,410,033	3,777,253	3,279,473	2,881,693	2,553,913
Revenues and transfers from other funds	3,871,180	3,973,580	3,973,580	3,973,580	3,973,580	3,973,580
Expenditures and transfers to other funds	4,656,190	4,606,360	4,471,360	4,371,360	4,301,360	4,241,360
Net Change in Net Assets	(785,010)	(632,780)	(497,780)	(397,780)	(327,780)	(267,780)
Ending Unrestricted Net Assets	4,410,033	3,777,253	3,279,473	2,881,693	2,553,913	2,286,133

## Revenues

<b>516.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	-	-	2,604,740	72,790	1,810	2,690,150	5,369,490
2009-2010 Actual	-	-	2,823,760	19,340	8,930	614,040	3,466,070
2010-2011 Actual	-	-	3,098,680	45,070	9,650	613,290	3,766,690
2011-2012 Original Budget	-	-	2,953,000	12,000	7,000	496,280	3,468,280
2011-2012 Adjusted Budget (Dec)	-	-	2,953,000	12,000	7,000	496,280	3,468,280
2011-2012 Six Month Actual	-	-	1,727,030	6,790	3,680	115,640	1,853,140
2011-2012 Estimated Year End	-	-	3,335,900	32,000	7,000	496,280	3,871,180
2012-2013 Dept Request	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2012-2013 Manager's Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2012-2013 Approved Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2013-2014 Projected Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2014-2015 Projected Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2015-2016 Projected Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580
2016-2017 Projected Budget	-	-	3,435,900	30,000	7,000	500,680	3,973,580

## 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 Year 2012-2013:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	120,350	6,150	-	9,090	-	135,590
2009-2010 Actual	139,550	13,200	-	23,570	-	176,320
2010-2011 Actual	146,490	17,640	-	12,830	-	176,960
2011-2012 Original Budget	203,430	18,500	-	12,300	-	234,230
2011-2012 Adjusted Budget (Dec)	203,430	18,500	-	12,300	-	234,230
2011-2012 Six Month Actual	69,010	4,810	-	15,130	-	88,950
2011-2012 Estimated Year End	164,630	18,500	-	20,800	-	203,930
2012-2013 Dept Request	163,460	25,000	-	26,440	-	214,900
2012-2013 Manager's Budget	163,460	25,000	-	26,440	-	214,900
2012-2013 Approved Budget	163,460	25,000	-	26,440	-	214,900
2013-2014 Projected Budget	163,460	25,000	-	26,440	-	214,900
2014-2015 Projected Budget	163,460	25,000	-	26,440	-	214,900
2015-2016 Projected Budget	163,460	25,000	-	26,440	-	214,900
2016-2017 Projected Budget	163,460	25,000	-	26,440	-	214,900

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

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	0.000	0.000	Information not available			0.000	5.769	5.769	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	5.769	5.769	n/a

**Performance Indicators / Outcome Measures**

	<u>Actual</u> <u>2009</u>	<u>Actual</u> <u>2010</u>	<u>Dec 31</u> <u>2011</u>	<u>Estimated</u> <u>2012</u>	<u>Projected</u> <u>2013</u>	<u>Projected</u> <u>2014</u>
Violations Issued	86,322	88,830	97,391	97,000	97,000	97,000

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

## Auto Parking Fund – Parking Operation

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***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

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### 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 Year 2012-2013:

Grounds repair and maintenance are budgeted to increase for the surface lot crack sealing at the Williams Street lot and potentially another lot. Misc building repair is budgeted to increase due to the concrete repair to the 3<sup>rd</sup> and 4<sup>th</sup> street garage structure. \$200,000 is budgeted for the installation of two parking stations with gate and pay card at the entrance/exit of the parking structures at 6<sup>th</sup> Street and Center Street. In accordance with the transfer policy, \$1,035,000 is budgeted to be transferred to the General Fund.

**Auto Parking Fund – Parking Operation**

**Budget Summary**

**Expenditures**

<b>516.570 AUTO PARKING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	602,920	172,260	-	2,541,980	1,075,350	4,392,510
2009-2010 Actual	530,900	66,730	-	1,987,760	1,158,640	3,744,030
2010-2011 Actual	719,200	61,410	-	1,806,760	1,674,420	4,261,790
2011-2012 Original Budget	571,660	115,000	150,000	1,962,090	1,607,230	4,405,980
2011-2012 Adjusted Budget (Dec)	571,660	115,000	150,000	1,962,090	1,607,230	4,405,980
2011-2012 Six Month Actual	319,790	28,450	-	796,370	93,330	1,237,940
2011-2012 Estimated Year End	589,980	119,350	177,000	1,958,700	1,607,230	4,452,260
2012-2013 Dept Request	595,570	118,900	200,000	2,084,540	1,392,450	4,391,460
2012-2013 Manager's Budget	595,570	118,900	200,000	2,084,540	1,392,450	4,391,460
2012-2013 Approved Budget	595,570	118,900	200,000	2,084,540	1,392,450	4,391,460
2013-2014 Projected Budget	595,570	118,900	200,000	2,184,540	1,157,450	4,256,460
2014-2015 Projected Budget	595,570	118,900	200,000	2,184,540	1,057,450	4,156,460
2015-2016 Projected Budget	595,570	118,900	200,000	2,184,540	987,450	4,086,460
2016-2017 Projected Budget	595,570	118,900	200,000	2,184,540	927,450	4,026,460

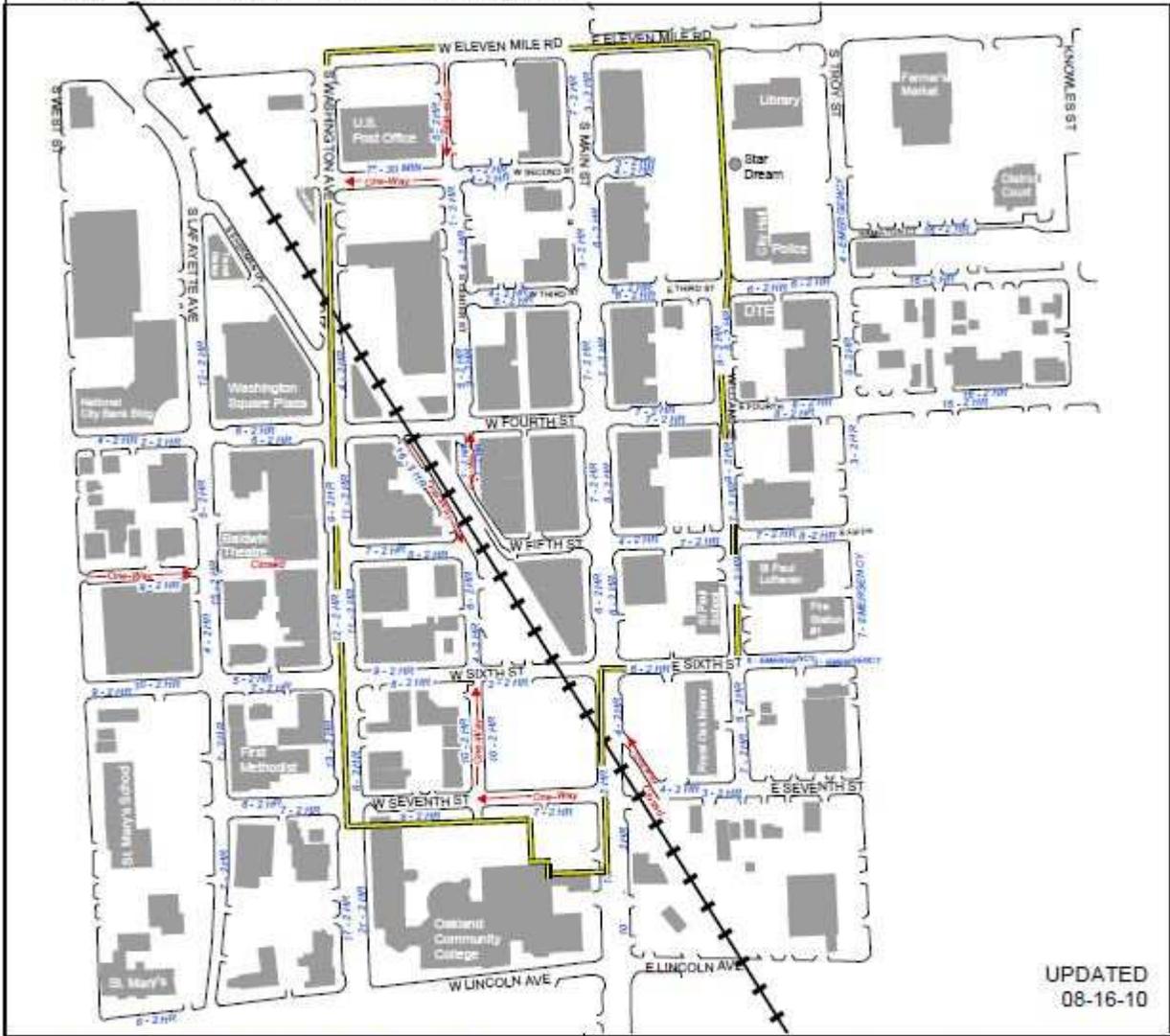
**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Traffic Service Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Parking Meter Technician	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Full-time Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.721	0.721	n/a
Cost Center Total	3.000	3.000	3.000	3.000	3.000	3.000	3.721	3.721	3.000

# On-Street Public Parking

within the Central Business District  
City of Royal Oak, Michigan

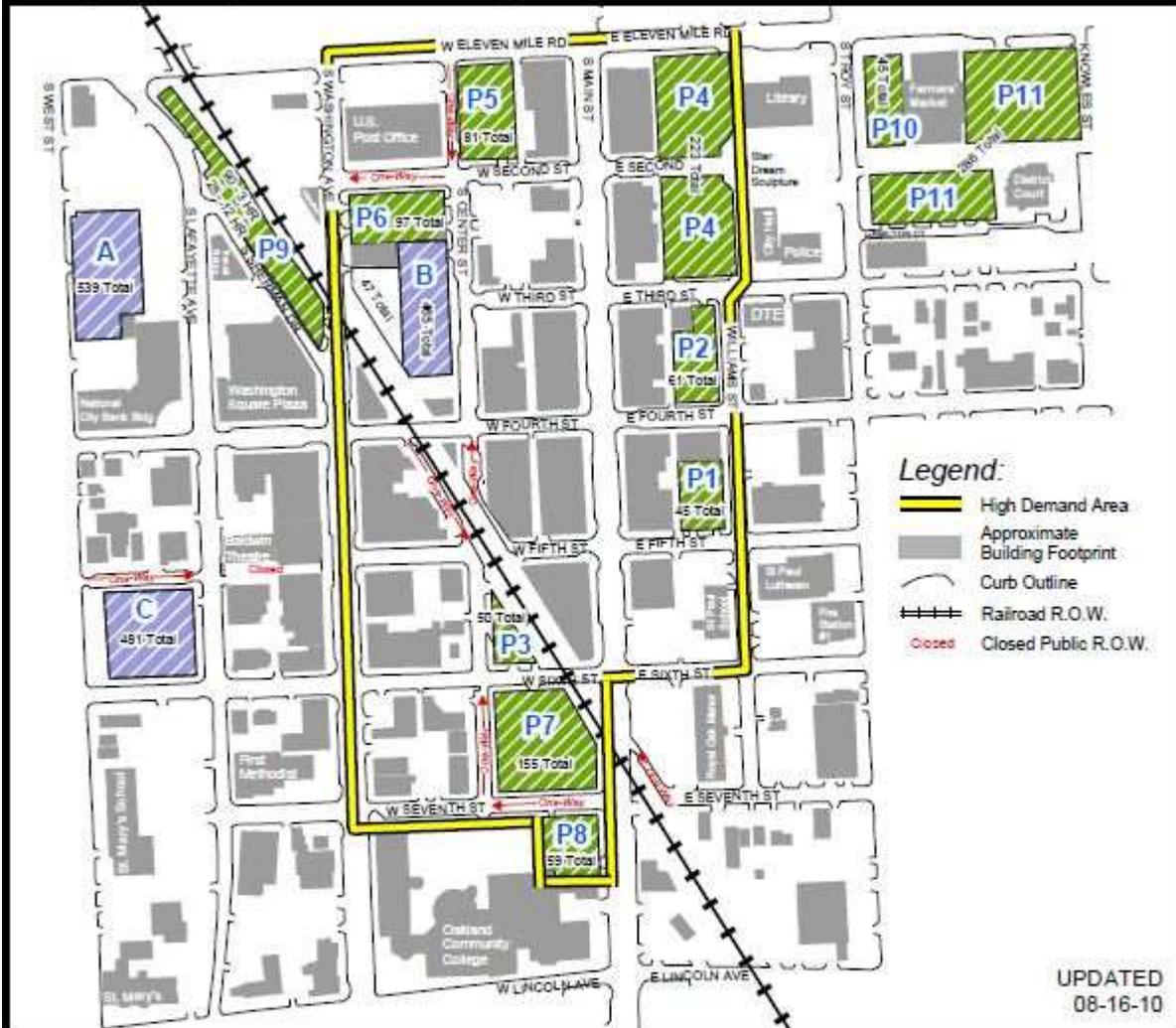


UPDATED  
08-16-10

On-Street Meters in High Demand Area		All Other On-Street Meters
<p><b>10:00am - 4:59 pm</b> (50 cents / Hour)</p> <p>Nickel - 6 Minutes Dime - 12 Minutes Quarter - 30 Minutes</p>	<p><b>5:00 pm - 12:00 am</b> (75 cents / Hour)</p> <p>Nickel - 4 Minutes Dime - 8 Minutes Quarter - 20 Minutes</p>	<p><b>10:00 am - 12:00 am</b> (50 cents / Hour)</p> <p>Nickel - 6 Minutes Dime - 12 Minutes Quarter - 30 Minutes</p>
<p>* Post Office meters (50 cents / 30 minutes)</p>		<p>2 Hour Limit, All On-Street Meters</p> <p>On-Street Hang Tags - Restricted to Specific Locations</p> <p>\$9 / day - Construction Parking</p> <p>Hang Tags Available at the City Treasurer's Office</p>
<p>Created by: Royal Oak Parking Department Creation Date: August 16, 2010 Source: City of Royal Oak, Michigan Parking Department Oakland County, Michigan Department of Information Technology Footprints based on G.C. Aerial Photo</p>		<p><b>Legend:</b></p> <ul style="list-style-type: none"> <li><span style="border: 2px solid yellow; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> High Demand Area</li> <li><span style="background-color: gray; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Approximate Building Footprint</li> <li><span style="border-bottom: 1px solid black; width: 15px; margin-right: 5px;"></span> Curb Outline</li> <li><span style="border-bottom: 1px dashed black; width: 15px; margin-right: 5px;"></span> Railroad R.O.W.</li> <li><span style="border-bottom: 1px solid red; width: 15px; margin-right: 5px;"></span> Closed</li> <li><span style="border-bottom: 1px solid red; width: 15px; margin-right: 5px;"></span> Closed Public R.O.W.</li> </ul>
		<p><b>Not To Scale</b></p> <p><small>Notes: This map is for non-commercial purposes only and should be viewed in light of its warning.</small></p>

# Off-Street Public Parking

within the Central Business District  
City of Royal Oak, Michigan



Surface Parking Lots		Parking Structures	
<p><b>Rates Inside High Demand Area</b></p> <p>10:00 am - 4:59 pm (50 cents / Hour)      5:00 pm - 12:00 am (75 cents / Hour)</p> <p>P1 5th &amp; Williams St      P5 Center St (at 2nd St)                      P2 3rd &amp; Williams St      P6 2nd St                      P3 6th &amp; Center St      P7 6th &amp; Main St                      P4 Williams St. (City Hall)      P8 7th &amp; Main St</p> <p><b>Rates Outside High Demand Area</b></p> <p>P9 Sherman Drive (3 HR &amp; 12 HR meters 50 cents / Hour)</p> <p>P10 Farmers' Market Pay And Display Lot &amp; P11 Farmers' Market Metered Lot                      10:00 am - 4:59 pm (25 cents / Hour)      5:00 pm - 12:00 am (50 cents / Hour)</p> <p>Farmers' Market lots - FREE during regular market hours</p>		<p>A Lafayette Ave                      B Center Street                      C 5th &amp; Lafayette</p> <p>Lafayette Ave. Structure                      5th &amp; Lafayette Structure</p> <p>1 month \$35                      3 months \$95                      6 months \$178</p> <p>Center St Structure</p> <p>1 month \$40                      3 months \$111                      6 months \$204</p>	
<p><b>Rates Inside High Demand Area</b></p> <p>10:00 am - 4:59 pm (50 cents / Hour)      5:00 pm - 12:00 am (75 cents / Hour)</p> <p>P1 5th &amp; Williams St      P5 Center St (at 2nd St)                      P2 3rd &amp; Williams St      P6 2nd St                      P3 6th &amp; Center St      P7 6th &amp; Main St                      P4 Williams St. (City Hall)      P8 7th &amp; Main St</p> <p><b>Rates Outside High Demand Area</b></p> <p>P9 Sherman Drive (3 HR &amp; 12 HR meters 50 cents / Hour)</p> <p>P10 Farmers' Market Pay And Display Lot &amp; P11 Farmers' Market Metered Lot                      10:00 am - 4:59 pm (25 cents / Hour)      5:00 pm - 12:00 am (50 cents / Hour)</p> <p>Farmers' Market lots - FREE during regular market hours</p>		<p>2 Hours of FREE PARKING                      Monday - Saturday 8am - 5pm                      Over 2 Hours, 50 cents / hour</p> <p>Center St Structure                      \$ 5 flat rate after 5pm                      Monday - Saturday                      Lafayette Ave Structure and the                      5th &amp; Lafayette Ave Structure                      \$ 3 flat rate after 5pm                      Monday - Saturday</p> <p>Hours of Enforcement                      10 am - 12 am (midnight)</p> <p>FREE PARKING                      City-wide on                      Sundays &amp; Civic Holidays</p> <p><b>Not To Scale</b></p> <p><small>Analysis: This map is for informational purposes only and should be used in conjunction with the City of Royal Oak Planning Department.                      Created by: Royal Oak Planning Department                      Updated: May, August 08, 2010                      Revisions: City of Royal Oak, Michigan                      Planning Department                      Planning Director, Michigan                      Department of Information Technology                      Project Number: 111-1000-0000</small></p>	

**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.

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## 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.
- 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.
- Increase rental revenue.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Revenues are anticipated to increase slightly due to anticipated increase in facility rental based on increased rental rates and increased number of rentals. Expenses are budgeted to increase slightly due to electrical upgrades, building brick repair, and floor repair on the North end of the market building. An electric sign in the amount of \$27,000 is budgeted for the front of the market.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	248,016	201,116	187,746	174,376	161,006	147,636
Revenues and transfers from other funds	331,500	408,500	408,500	408,500	408,500	408,500
Expenditures and transfers to other funds	378,400	421,870	421,870	421,870	421,870	421,870
Net Change in Net Assets	(46,900)	(13,370)	(13,370)	(13,370)	(13,370)	(13,370)
Ending Unrestricted Net Assets	201,116	187,746	174,376	161,006	147,636	134,266

**Revenues**

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	307,210	6,700	770	-	314,680
2009-2010 Actual	-	-	324,110	1,720	18,040	-	343,870
2010-2011 Actual	-	-	374,570	170	17,350	280	392,370
2011-2012 Original Budget	-	-	361,000	200	12,000	-	373,200
2011-2012 Adjusted Budget (Dec)	-	-	361,000	200	12,000	-	373,200
2011-2012 Six Month Actual	-	-	175,470	150	6,020	-	181,640
2011-2012 Estimated Year End	-	-	321,000	500	10,000	-	331,500
2012-2013 Dept Request	-	-	398,000	500	10,000	-	408,500
2012-2013 Manager's Budget	-	-	398,000	500	10,000	-	408,500
2012-2013 Approved Budget	-	-	398,000	500	10,000	-	408,500
2013-2014 Projected Budget	-	-	398,000	500	10,000	-	408,500
2014-2015 Projected Budget	-	-	398,000	500	10,000	-	408,500
2015-2016 Projected Budget	-	-	398,000	500	10,000	-	408,500
2016-2017 Projected Budget	-	-	398,000	500	10,000	-	408,500

Expenditures

<b>551.545 FARMERS MARKET</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	9,900	10,640	-	324,440	-	344,980
2009-2010 Actual	5,060	18,480	-	327,530	-	351,070
2010-2011 Actual	14,470	15,170	-	334,090	-	363,730
2011-2012 Original Budget	18,770	12,500	-	331,080	-	362,350
2011-2012 Adjusted Budget (Dec)	18,770	12,500	-	331,080	-	362,350
2011-2012 Six Month Actual	5,240	7,080	-	176,880	-	189,200
2011-2012 Estimated Year End	9,490	16,500	-	351,040	-	377,030
2012-2013 Dept Request	11,530	19,500	27,000	363,840	-	421,870
2012-2013 Manager's Budget	11,530	19,500	27,000	363,840	-	421,870
2012-2013 Approved Budget	11,530	19,500	27,000	363,840	-	421,870
2013-2014 Projected Budget	11,530	19,500	27,000	363,840	-	421,870
2014-2015 Projected Budget	11,530	19,500	27,000	363,840	-	421,870
2015-2016 Projected Budget	11,530	19,500	27,000	363,840	-	421,870
2016-2017 Projected Budget	11,530	19,500	27,000	363,840	-	421,870

<b>551.775 FARMERS MARKET CONCESSIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	710	-	710
2009-2010 Actual	-	-	-	390	-	390
2010-2011 Actual	-	-	-	360	-	360
2011-2012 Original Budget	-	-	-	-	-	-
2011-2012 Adjusted Budget (Dec)	-	-	-	-	-	-
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	-	-	-	-	-	-
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Approved Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

***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. *Rates are proposed to remain flat for FY12-13 based on the surplus of cash available due to the lack of capital improvements performed in FY11-12.*

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	7,844,960	9,997,700	6,353,490	1,992,150	(3,116,220)	(9,002,760)
Revenues and transfers from other funds	26,209,000	26,436,000	26,436,000	26,436,000	26,436,000	26,436,000
Expenditures and transfers to other funds	24,056,260	30,080,210	30,797,340	31,544,370	32,322,540	33,133,170
Net Change in Net Assets	2,152,740	(3,644,210)	(4,361,340)	(5,108,370)	(5,886,540)	(6,697,170)
Ending Unrestricted Net Assets	9,997,700	6,353,490	1,992,150	(3,116,220)	(9,002,760)	(15,699,930)

### Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	20,039,670	25,740	644,240	15,310	20,724,960
2009-2010 Actual	-	-	21,429,390	31,610	322,070	9,980	21,793,050
2010-2011 Actual	-	-	25,851,520	3,800	88,620	131,500	26,075,440
2011-2012 Original Budget	-	-	26,831,000	4,000	127,500	15,000	26,977,500
2011-2012 Adjusted Budget (Dec)	-	-	26,831,000	4,000	127,500	15,000	26,977,500
2011-2012 Six Month Actual	-	-	14,683,470	1,920	50,810	-	14,736,200
2011-2012 Estimated Year End	-	-	26,122,000	8,000	79,000	-	26,209,000
2012-2013 Dept Request	-	-	26,517,000	8,000	75,000	-	26,600,000
2012-2013 Manager's Budget	-	-	26,353,000	8,000	75,000	-	26,436,000
2012-2013 Approved Budget	-	-	26,353,000	8,000	75,000	-	26,436,000
2013-2014 Projected Budget	-	-	26,353,000	8,000	75,000	-	26,436,000
2014-2015 Projected Budget	-	-	26,353,000	8,000	75,000	-	26,436,000
2015-2016 Projected Budget	-	-	26,353,000	8,000	75,000	-	26,436,000
2016-2017 Projected Budget	-	-	26,353,000	8,000	75,000	-	26,436,000

***The mission of the Engineering cost center of the Water & Sewer Fund is to provide for general water and sewer engineering services that are related to projects***

The Engineering Department evaluates problem sewers throughout the year then coordinates major replacements for those sewers where failures are threatened or occurring, or where

street repairs are planned. These costs usually are charged to specific projects and capitalized. Any non-project costs for Engineering services are charged here. This would include attending meetings that are not project specific.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

The Engineering division continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. The decrease in wages is due to an increase of activity being charged out to other activities based on workload. Consulting engineering services increased for water main survey work. Budgeted capital projects are as follows:

**2012-2013 Budget**

**WATER**

Sedgemoor -12" WM (14 Mile Rd - Poramenter)	\$211,000
12 Mile-8" WM (Vermont - Connecticut)	\$71,000
Woodward 12" WM (14 Mile- Sheridan)	\$360,000
Berkshire 12" Wm (Greenfield - Woodward)	\$360,000
Sheridan 12" WM (Woodward - Arden Pl)	\$88,000
Woodward 12" WM (11 Mile- N of Forestdale)	\$368,000
Marywood 12" WM (Magnolia - Vinsetta)	\$125,000
Potowotomi 8" WM (Main St W 650)	\$181,000
Vinsetta 12" WM (Marywood - Main St)	\$507,000
Devillen 8" WM (Ardmere - Alexander)	\$182,000
LaSalle 12" WM (Columbus - Main)	\$541,000
Sunnybrook 12" WM (Main to Rochester Rd)	\$696,000
Columbus 12" WM (13 Mile - LaSalle)	\$406,000
Austin 8" WM (Marywood - Washington)	\$178,000
Sherman 8" WM (Maxwell - 240 W)	\$59,000
Crane 8" WM (Washington - Dead-end)	\$117,000
Nakota 8" Wm (Hillcrest - Crooks)	\$99,000

**SEWER**

Sheridan Relief Sewer (Grand View to Wrenford)	\$289,000
Sewer Televising & Root Control (City Wide)	\$420,000
Sewer Lining Non-Rear Yard	\$521,000
Sewer Repairs - Rear Yard Sewers	\$32,000
Sewer Repairs-Non-Rear Yard Sewers	\$268,000
Devillen - Alexander Relief Sewer 36" (Altedena - LaSalle)	\$622,000

**Budget Summary**

**Expenditures**

<b>592.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	19,250	260	-	3,355,140	-	3,374,650
2009-2010 Actual	36,790	80	-	4,760,610	-	4,797,480
2010-2011 Actual	98,550	-	-	1,653,160	-	1,751,710
2011-2012 Original Budget	190,610	300	-	3,561,720	-	3,752,630
2011-2012 Adjusted Budget (Dec)	190,610	300	-	3,561,720	-	3,752,630
2011-2012 Six Month Actual	11,990	-	-	1,151,860	-	1,163,850
2011-2012 Estimated Year End	129,530	-	-	1,524,820	-	1,654,350
2012-2013 Dept Request	29,920	-	-	6,741,740	-	6,771,660
2012-2013 Manager's Budget	29,920	-	-	6,741,740	-	6,771,660
2012-2013 Approved Budget	29,920	-	-	6,741,740	-	6,771,660
2013-2014 Projected Budget	29,920	-	-	6,741,740	-	6,771,660
2014-2015 Projected Budget	29,920	-	-	6,741,740	-	6,771,660
2015-2016 Projected Budget	29,920	-	-	6,741,740	-	6,771,660
2016-2017 Projected Budget	29,920	-	-	6,741,740	-	6,771,660

Capital Improvements are transferred out to Capital Improvement Fund so these costs are categorized under "other" rather than "capital".

## 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.

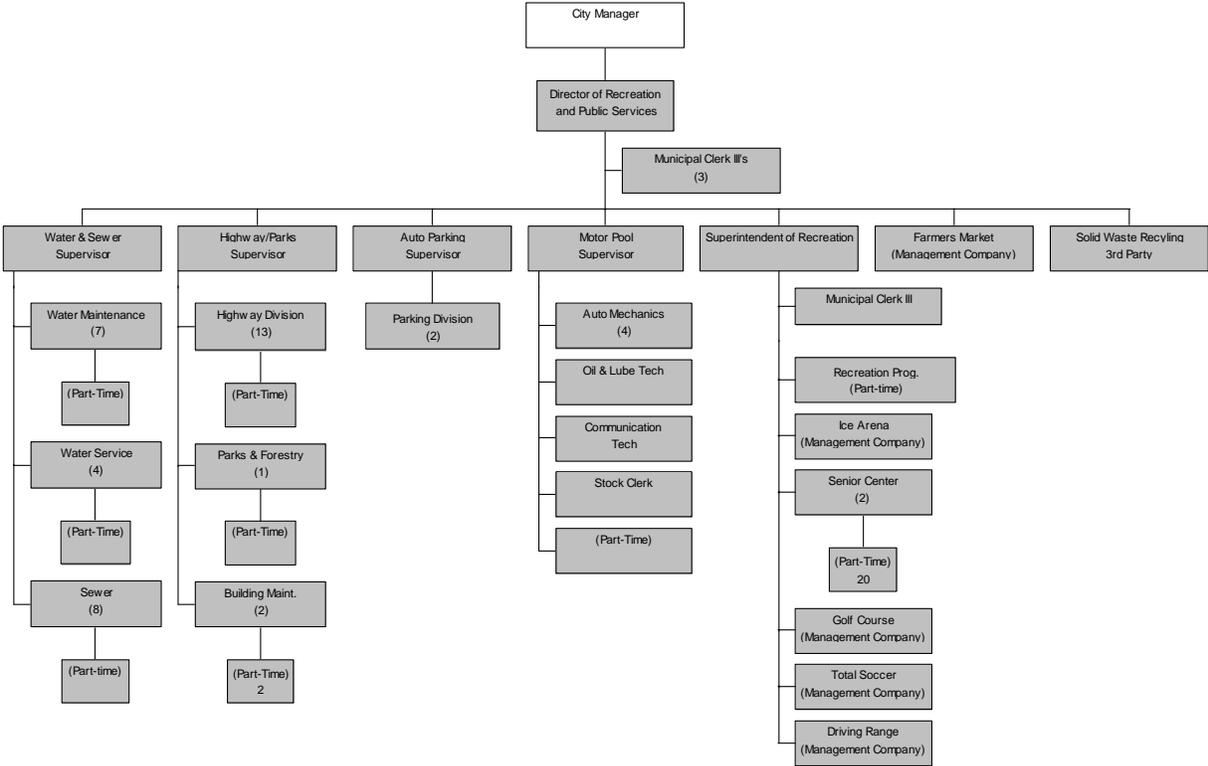
Other costs include general administration, information service, insurance and auditing cost.

## Budget Summary

### Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	5,939,380	402,650	6,342,030
2009-2010 Actual	-	-	-	7,215,800	1,185,860	8,401,660
2010-2011 Actual	-	-	-	6,584,590	1,162,940	7,747,530
2011-2012 Original Budget	-	-	-	6,809,440	1,109,920	7,919,360
2011-2012 Adjusted Budget (Dec)	-	-	-	6,809,440	1,109,920	7,919,360
2011-2012 Six Month Actual	-	-	-	3,267,070	292,180	3,559,250
2011-2012 Estimated Year End	-	-	-	6,893,110	1,109,920	8,003,030
2012-2013 Dept Request	-	-	-	7,097,740	1,093,920	8,191,660
2012-2013 Manager's Budget	-	-	-	7,097,740	1,093,920	8,191,660
2012-2013 Approved Budget	-	-	-	7,097,740	1,093,920	8,191,660
2013-2014 Projected Budget	-	-	-	7,364,400	1,093,920	8,458,320
2014-2015 Projected Budget	-	-	-	7,642,960	1,093,920	8,736,880
2015-2016 Projected Budget	-	-	-	7,933,940	1,093,920	9,027,860
2016-2017 Projected Budget	-	-	-	8,237,910	1,093,920	9,331,830

Department of Public Service Organizational Chart



## Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Water Tap Residential/Commercial	13	8	13	26	26	26
#of testable back flow devices to track & recorded	4,686	3,933	843	1,686	4,700	4700
# non-testable devices	788	782	391	782	800	800
Backflow Preventer Tests	721	843	410	820	850	850
Back Flow Inspections	603	590	295	590	700	600
MISS Dig Stake-outs performed	2,761	3,326	2,882	5,764	3,300	4500
Meters Tested	260	30	14	28	20	20
Meters Replaced	505	490	247	494	540	500
Fire Hydrants Replaced or Repaired	51	42	14	28	50	45
# of Emergency Calls Responded to w/in 1 hr	135	361	152	304	200	200
Sanitary Sewer Lines Cleaned (feet)	137,836	141,595.50	39,330.55	78,661.10	110,000	100000
Sewer Main Blockages	30	41	10	20	30	25
Water Main Breaks	58	83	27	54	70	70
Water Service Breaks	14	15	7	14	20	20
City irrigation service/repairs	112	31	13	26	85	50
Water service curb box repairs	58	141	72	144	100	90

## 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 2012-2013:

The Information Systems charge increased due to the new utility billing software recently implemented.

## Budget Summary

### Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	139,920	130	-	23,140	-	163,190
2009-2010 Actual	162,360	140	-	24,330	-	186,830
2010-2011 Actual	222,290	110	-	22,640	-	245,040
2011-2012 Original Budget	196,870	150	-	30,000	-	227,020
2011-2012 Adjusted Budget (Dec)	196,870	150	-	30,000	-	227,020
2011-2012 Six Month Actual	102,510	120	-	20,210	-	122,840
2011-2012 Estimated Year End	205,650	200	-	41,000	-	246,850
2012-2013 Dept Request	212,980	700	-	56,500	-	270,180
2012-2013 Manager's Budget	212,980	700	-	56,500	-	270,180
2012-2013 Approved Budget	212,980	700	-	56,500	-	270,180
2013-2014 Projected Budget	212,980	700	-	58,200	-	271,880
2014-2015 Projected Budget	212,980	700	-	59,950	-	273,630
2015-2016 Projected Budget	212,980	700	-	61,750	-	275,430
2016-2017 Projected Budget	212,980	700	-	63,610	-	277,290

**Cost Center Position FTE Detail**

Full & Part-time Employees

<b>Water Billing</b>	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
<b><u>Full-Time Positions</u></b>									
Wtr Srvc - MC III	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Billing MC I	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.673	0.673	n/a
Cost Center Total	2.000	2.000	2.000	2.000	1.000	1.000	1.673	1.673	1.000

***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 three full time employees and one supervisor, who oversee both the Water Service, Water Maintenance and Sewer activities.

The Water Maintenance activity is responsible for the maintenance of approximately 200 miles of water main throughout the community. There are many water conveyances it must maintain.

Water mains are the pressurized pipes that transmit water to the user. They are made of several materials, the most common being cast iron. They are subject to leaks and breaks due to stress, corrosion, and changes in water pressure because of seasonal demand. These breaks and leaks have to be pinpointed, dug up, and repaired. A new material, ductile iron, shows great promise in eliminating such problems.

### **GOALS**

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.

### **OBJECTIVES**

- Prepare an analysis and recommendation for moving to a fixed water meter reading system

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this cost center.

**Water & Sewer Fund – Water Maintenance**

**Budget Summary**

**Expenditure Table**

<b>592.538 WATER MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	757,190	75,840	-	476,350	-	1,309,380
2009-2010 Actual	988,640	68,590	-	345,830	-	1,403,060
2010-2011 Actual	1,033,300	101,990	-	383,470	-	1,518,760
2011-2012 Original Budget	1,100,600	96,250	-	398,220	-	1,595,070
2011-2012 Adjusted Budget (Dec)	1,100,600	96,250	-	398,220	-	1,595,070
2011-2012 Six Month Actual	424,230	32,330	-	168,370	-	624,930
2011-2012 Estimated Year End	833,890	94,750	-	335,300	-	1,263,940
2012-2013 Dept Request	982,420	98,650	-	432,090	-	1,513,160
2012-2013 Manager's Budget	982,420	98,650	-	432,090	-	1,513,160
2012-2013 Approved Budget	982,420	98,650	-	432,090	-	1,513,160
2013-2014 Projected Budget	982,420	98,650	-	432,090	-	1,513,160
2014-2015 Projected Budget	982,420	98,650	-	432,090	-	1,513,160
2015-2016 Projected Budget	982,420	98,650	-	432,090	-	1,513,160
2016-2017 Projected Budget	982,420	98,650	-	432,090	-	1,513,160

**Cost Center Position FTE Detail**

Full & Part-time Employees

<b>Water Maintenance</b>	<b>Fiscal Year</b>									
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	
<b>Full-Time Positions</b>										
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	5.000	5.000	4.000	4.000	4.000	4.000	4.000	
Maintenance Worker II	0.000	0.000	0.000	0.000	0.000	0.000	4.000	0.000	0.000	
Water Maintenance Worker	4.000	3.000	3.000	3.000	4.000	3.000	3.000	3.000	2.000	
Full-time Total	9.000	8.000	9.000	9.000	9.000	8.000	12.000	8.000	7.000	
<b>Part-Time Positions (FTEs)</b>										
Part-Time Positions			Information not available				0.962	0.962	n/a	
Cost Center Total	9.000	8.000	9.000	9.000	9.000	8.000	12.962	8.962	7.000	

***The mission of the Water Service division of the Water & Sewer Fund is to maintain the water connection and meters between the customer and the system to insure safety and fairness for both.***

The Water Service Division of The Department of Public Services oversees the Water Service, Water Maintenance and Sewer Divisions.

There are approximately 23,500 water meters within the Royal Oak 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.

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### 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.

### OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system

## Budget Summary

### Expenditures

<b>592.539 METER SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	473,810	131,360	-	23,050	-	628,220
2009-2010 Actual	615,450	103,510	-	39,790	-	758,750
2010-2011 Actual	586,880	119,120	-	27,400	-	733,400
2011-2012 Original Budget	550,520	126,550	-	36,700	-	713,770
2011-2012 Adjusted Budget (Dec)	550,520	126,550	-	36,700	-	713,770
2011-2012 Six Month Actual	270,980	40,780	-	18,940	-	330,700
2011-2012 Estimated Year End	544,050	125,400	-	36,580	-	706,030
2012-2013 Dept Request	545,870	126,400	-	96,710	-	768,980
2012-2013 Manager's Budget	545,870	126,400	-	96,710	-	768,980
2012-2013 Approved Budget	545,870	126,400	-	96,710	-	768,980
2013-2014 Projected Budget	545,870	126,400	-	96,720	-	768,990
2014-2015 Projected Budget	545,870	126,400	-	96,730	-	769,000
2015-2016 Projected Budget	545,870	126,400	-	96,740	-	769,010
2016-2017 Projected Budget	545,870	126,400	-	96,750	-	769,020

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are not significant notes for this cost center.

### Cost Center Position FTE Detail

Full & Part-time Employees

<b>Meter Services</b>	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
<b><u>Full-Time Positions</u></b>									
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	4.000	4.000	3.000
Superintendent - Water & Sewer	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Full-time Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>

***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**

<b>592.540 SEWER MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	732,660	28,720	-	8,220,970	-	8,982,350
2009-2010 Actual	898,230	34,080	-	8,045,100	-	8,977,410
2010-2011 Actual	914,680	41,650	-	11,419,140	-	12,375,470
2011-2012 Original Budget	958,700	66,000	-	11,592,370	-	12,617,070
2011-2012 Adjusted Budget (Dec)	958,700	66,000	-	11,592,370	-	12,617,070
2011-2012 Six Month Actual	342,660	27,210	-	4,089,880	-	4,459,750
2011-2012 Estimated Year End	775,060	60,400	-	11,346,600	-	12,182,060
2012-2013 Dept Request	800,630	60,200	-	11,703,740	-	12,564,570
2012-2013 Manager's Budget	800,630	60,200	-	11,703,740	-	12,564,570
2012-2013 Approved Budget	800,630	60,200	-	11,703,740	-	12,564,570
2013-2014 Projected Budget	800,630	60,200	-	12,152,500	-	13,013,330
2014-2015 Projected Budget	800,630	60,200	-	12,619,210	-	13,480,040
2015-2016 Projected Budget	800,630	60,200	-	13,104,590	-	13,965,420
2016-2017 Projected Budget	800,630	60,200	-	13,609,380	-	14,470,210

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are not significant notes for this cost center.

**Cost Center Position FTE Detail**

Full & Part-time Employees

<b>Sewer Maintenance</b>	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
<b><u>Full-Time Positions</u></b>									
Dps Supervisor - Sewer	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Sewer Maint Worker (Temp)	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000
Sewer Maint Worker	4.000	3.000	3.000	3.000	3.000	3.000	5.000	4.000	4.000
Sewer Maint Worker II	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	3.000
Full-time Total	9.000	8.000	8.000	9.000	9.000	8.000	9.000	8.000	7.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.781	0.781	n/a
Cost Center Total	9.000	8.000	8.000	9.000	9.000	8.000	9.781	8.781	7.000

***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: 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 under Suburban Management has increased from 12 teams to 28 teams.

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 is now contracted out to Suburban Ice Management. The \$1.1 million budget also pays all operational and building maintenance costs.

Most revenue to fund programs comes from rink rental fees. The bulk of the remaining receipts come from other fees: e.g. lessons, open free style and open skating fees.

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## GOALS

- To provide excellent customer service.
- To provide quality ice surfaces.

## OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness.
-

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

Revenue is budgeted to increase due to fundraising and marketing efforts, a full year of skate jam program and drop-in hockey. Contracted Workers Services is budgeted to decrease based on a higher amount of training in fiscal year 11-12; the first year Suburban Ice managed the arena. Extensive roof repairs near the middle of the arenas and roof improvements on the West arena are budgeted in the amount of \$50,000.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	(291,791)	(412,111)	(429,861)	(447,611)	(465,361)	(483,111)
Revenues and transfers from other funds	956,370	1,134,050	1,134,050	1,134,050	1,134,050	1,134,050
Expenditures and transfers to other funds	1,076,690	1,151,800	1,151,800	1,151,800	1,151,800	1,151,800
Net Change in Net Assets	(120,320)	(17,750)	(17,750)	(17,750)	(17,750)	(17,750)
Ending Unrestricted Net Assets	(412,111)	(429,861)	(447,611)	(465,361)	(483,111)	(500,861)

**Revenues**

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	1,158,370	2,950	970	-	1,162,290
2009-2010 Actual	-	-	1,083,140	440	410	-	1,083,990
2010-2011 Actual	-	-	1,122,520	210	630	-	1,123,360
2011-2012 Original Budget	-	-	1,116,000	400	500	-	1,116,900
2011-2012 Adjusted Budget (Dec)	-	-	1,116,000	400	500	-	1,116,900
2011-2012 Six Month Actual	-	-	423,160	60	290	-	423,510
2011-2012 Estimated Year End	-	-	955,150	120	1,100	-	956,370
2012-2013 Dept Request	-	-	1,133,500	50	500	-	1,134,050
2012-2013 Manager's Budget	-	-	1,133,500	50	500	-	1,134,050
2012-2013 Approved Budget	-	-	1,133,500	50	500	-	1,134,050
2013-2014 Projected Budget	-	-	1,133,500	50	500	-	1,134,050
2014-2015 Projected Budget	-	-	1,133,500	50	500	-	1,134,050
2015-2016 Projected Budget	-	-	1,133,500	50	500	-	1,134,050
2016-2017 Projected Budget	-	-	1,133,500	50	500	-	1,134,050

## Expenditures

<b>598.758 ICE ARENA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	157,310	19,590	-	888,150	58,980	1,124,030
2009-2010 Actual	165,580	20,500	-	821,620	47,860	1,055,560
2010-2011 Actual	111,510	22,000	-	878,780	34,740	1,047,030
2011-2012 Original Budget	16,350	19,150	-	944,910	27,760	1,008,170
2011-2012 Adjusted Budget (Dec)	16,350	19,150	-	944,910	27,760	1,008,170
2011-2012 Six Month Actual	9,560	16,020	-	477,080	-	502,660
2011-2012 Estimated Year End	17,660	28,520	-	1,002,750	27,760	1,076,690
2012-2013 Dept Request	23,740	45,570	64,000	1,004,380	28,110	1,165,800
2012-2013 Manager's Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800
2012-2013 Approved Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800
2013-2014 Projected Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800
2014-2015 Projected Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800
2015-2016 Projected Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800
2016-2017 Projected Budget	23,740	45,570	50,000	1,004,380	28,110	1,151,800

<b>598.775 CONCESSIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	1,500	-	6,280	-	7,780
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	-	-	-
2011-2012 Original Budget	-	-	-	-	-	-
2011-2012 Adjusted Budget (Dec)	-	-	-	-	-	-
2011-2012 Six Month Actual	-	-	-	-	-	-
2011-2012 Estimated Year End	-	-	-	-	-	-
2012-2013 Dept Request	-	-	-	-	-	-
2012-2013 Manager's Budget	-	-	-	-	-	-
2012-2013 Approved Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-

## Cost Center Position Detail – Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Arena Operations	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

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
Learn to Skate Participants	723	699	n/a	765	1,000	1,100
Number of Scheduled Hours Used Weekly (September – March)	163	168	n/a	163	172	172

## **INTERNAL SERVICE FUNDS**

Information Systems Fund - 636

Motor Pool Fund – 661

General Liability and Property  
Insurance Fund - 679

Workers Compensation Insurance  
Fund – 677

Health Care Fund – 678

***The mission of 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 County, State and Federal organizations and is responsible for the infrastructure that ties it all together.

The department manages nearly \$2 million dollars of technology assets and is responsible for procurement and maintenance of more than 800 devices including networking switches and routers, servers, computers, printers, telephones, smart/cell phones, pagers, faxes, scanners, cameras, and other computer

equipment and communication devices. Email, document storage and retrieval systems are maintained for 357 user accounts and over 120 computer software applications at 14 different municipal locations, most of which are connected via the City's wide area network. The IS staff provides daily support in the following areas: help desk, hardware and network issues, data and document management, project management, data and voice communications, and specialized application software.

The City's Website annually serves over 2 million page requests with over 500 megabytes of data transferred on a daily basis. The most frequently accessed areas of the City's Website are: Community events and event calendar, Royal Oak restaurants, meeting documents, general information, job openings, parks and recreation programs, the Residents Portal page, parking permits and parking tickets. The most frequently accessed departments are the Farmers Market, Assessor's Office, Ice Arena, 44th District Court, Police, Animal Shelter, Recreation, Treasurer's Office, Water Billing, Building, City Clerk, Senior Center, City Attorney, Planning, and Human Resources. The most popular meeting documents are those from the City Commission, LCC, DDA, Farmers Market, Planning Commission, and the ZBA.

Information 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 strategy.
- 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 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.
- Update the City's computer usage and security policy.
- Build a better understanding of information systems through continued IT security and user policy training.
- 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.
- Repackage ROSCO, the City's customer feedback system on the web site, and make it more prominent.
- Update the City's web site to make it more user-friendly.
- Explore live streaming of various public meetings.
- Address the huge reduction in Internet bandwidth availability to perform City business functions.
- Implement advanced list service features with message templates, user selected "real time" text alerts, and selectable message categories

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

The Information Systems department was involved in several major projects this year. The upgrade and replacement of network infrastructure cabling, routers and switches, an upgrade to active directory domain structure, and replacing core critical business application software to address the financial management, payroll, and utility billing systems. In an effort to increase communication, we also initiated additional social networking/media sites.

The department continues to operate at reduced staffing levels and reduced spending levels. The ability to provide adequate coverage and response for internal services will not be possible with additional personnel cuts. The department is struggling with trying to meet the daily obligations of the City's information systems needs. We strive to address issues that are urgent and important, like crises

pressing problems, immediate deadlines, mandated projects, and important meetings whenever possible.

The part-time wages are reduced for fiscal year 12-13 due to the data administrator's permanent retirement. Computer supplies and parts request increased based on the anticipation of accomplishing long awaited parts replacement projects. Misc. contracted services increased due to merging of the computer equipment repair account and moving the copier maintenance account from the General Fund to the IS Fund.

It is proposed that the School District of Royal Oak and the City participate in a collaborative project to design and build a wide area fiber network throughout the City of Royal Oak. This project will lower the operational communications cost and establish faster and more reliable communications by utilizing a dedicated fiber optic network between school district and City facilities. The school district will be able to consolidate servers and eliminate leased communications cost and be able to recover the investment within the first three years. In addition to eliminating leased lines at City facilities, the City would incorporate a shared fiber network connection point from the Police Department to the School District's security video system which we tie into now through a leased line service. The City's cost recovery time frame is closer to seven years, but the increase in performance and reliability is tremendous. The entire project could be completed within 12 months and is intended to be funded by PEG revenue.

The following capital improvement projects for Information Systems for next year is as follows:

- Computer Replacement Program: 40,000
- Content Mgt and Response Mgt: 16,000
- High-Speed Copy/Print/Scan/Fax - 1: 50,000
- Office Software and Training Program-1: 23,000
- Server-Network-Cabling Infrastructure: 16,000
- PBX, Voicemail, WAN Strategy: 46,000
- Mobile Workforce: 16,000
- GIS Integration: 20,000
  
- RO School District /City WAN Fiber Project 200,000\*

**FY2012/13 Total: \$427,000**

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	1,392,484	792,024	407,524	305,004	188,544	113,224
Revenues and transfers from other funds	846,750	997,780	1,005,760	1,013,820	1,021,960	1,030,180
Expenditures and transfers to other funds	1,447,210	1,382,280	1,108,280	1,130,280	1,097,280	1,093,280
Net Change in Net Assets	(600,460)	(384,500)	(102,520)	(116,460)	(75,320)	(63,100)
Ending Unrestricted Net Assets	792,024	407,524	305,004	188,544	113,224	50,124

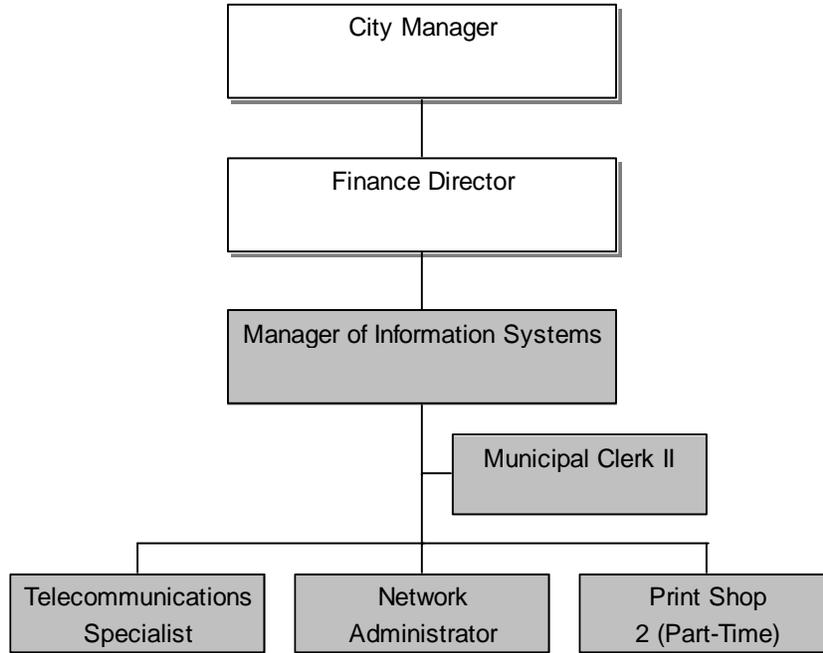
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	-	946,580	-	946,580
2009-2010 Actual	-	-	-	-	950,020	-	950,020
2010-2011 Actual	-	-	-	-	850,060	-	850,060
2011-2012 Original Budget	-	-	-	-	840,000	-	840,000
2011-2012 Adjusted Budget (Dec)	-	-	-	-	840,000	-	840,000
2011-2012 Six Month Actual	-	-	-	-	420,000	-	420,000
2011-2012 Estimated Year End	-	-	-	-	840,000	6,750	846,750
2012-2013 Dept Request	-	-	-	-	997,780	-	997,780
2012-2013 Manager's Budget	-	-	-	-	997,780	-	997,780
2012-2013 Approved Budget	-	-	-	-	997,780	-	997,780
2013-2014 Projected Budget	-	-	-	-	1,005,760	-	1,005,760
2014-2015 Projected Budget	-	-	-	-	1,013,820	-	1,013,820
2015-2016 Projected Budget	-	-	-	-	1,021,960	-	1,021,960
2016-2017 Projected Budget	-	-	-	-	1,030,180	-	1,030,180

Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	486,670	13,770	36,020	338,830	-	875,290
2009-2010 Actual	555,500	13,740	15,730	295,150	-	880,120
2010-2011 Actual	629,700	10,640	17,060	212,420	-	1,329,820
2011-2012 Original Budget	568,950	22,600	303,000	315,210	-	1,209,760
2011-2012 Adjusted Budget (Dec)	568,950	22,600	672,340	315,210	-	1,579,100
2011-2012 Six Month Actual	284,470	10,110	4,370	85,440	-	384,390
2011-2012 Estimated Year End	568,350	20,600	608,000	250,260	-	1,447,210
2012-2013 Dept Request	598,900	40,500	427,000	315,880	-	1,382,280
2012-2013 Manager's Budget	598,900	40,500	427,000	315,880	-	1,382,280
2012-2013 Approved Budget	598,900	40,500	427,000	315,880	-	1,382,280
2013-2014 Projected Budget	598,900	40,500	153,000	315,880	-	1,108,280
2014-2015 Projected Budget	598,900	40,500	175,000	315,880	-	1,130,280
2015-2016 Projected Budget	598,900	40,500	142,000	315,880	-	1,097,280
2016-2017 Projected Budget	598,900	40,500	138,000	315,880	-	1,093,280

**Departmental Organization Chart**



**Cost Center Position Detail - Home Base**

Full & Part-time Employees

	Fiscal Year									
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	
<b>Full-Time Positions</b>										
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	0.000	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	0.000	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	4.000	4.000	4.000	4.000	4.000	
<b>Part-Time Positions (FTEs)</b>										
Part-Time Positions	Information not available						1.946	1.946	n/a	
Cost Center Total	6.000	6.000	6.000	6.000	4.000	4.000	5.946	5.946	4.000	

**Performance Indicators / Outcome Measures**

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Dec 31 2011</u>	<u>Estimated FY11/12</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>
<b>Network Connections</b>						
Building Locations	14	14	13	13	13	13
PC's	356	347	348	348	350	350
Phone, VM, Accounting	3	3	3	3	3	3
LAN Services	10	10	10	10	10	10
WAN Connectivity	14	14	14	14	14	14
Internet Connectivity	14	14	14	14	14	14
<b>AD &amp; Email Service</b>						
Email accounts	357	367	367	372	375	388
Group accounts	15	90	90	91	91	92
Email lists services	4	4	4	4	5	6
<b>Hardware Installs and upgrades</b>						
PC's	70	60	40	70	80	80
Printers	10	8	5	25	15	15
Other	20	6	13	26	25	20
<b>Software Support</b>						
Virus, Malware, Spam	300	335	335	335	335	335
<b>Telecommunications</b>						
Telephones – Digital	387	363	363	363	360	360
Analog-Lines	200	200	200	200	200	200
DID numbers	1,000	1,000	1,000	1,000	1,000	1,000
Adds, moves, changes	100-200	100-200	100-200	100-200	100-200	100-200
Voicemail accounts	387	363	363	363	360	360
group voicemail	30	30	30	30	30	30
Facility Mgt locations	14	14	14	14	14	14
<b>General</b>						
Website Pages	2,600	2,600	2,602	2,605	2,620	2,650
Notification Service	438	1,700	2,120	2,200	2,400	2,800
e-Packet Availability (CC)	24	24	24	24	24	24
Computer Platforms	7	7	7	7	7	7
Operating Systems	7	7	7	7	7	7
Business Partners/Vendors	41	48	48	48	48	48
OS Software Patches	18,000	18,000	9,000	18,000	19,000	18,000
Virus/Protection Software Patches	38	38	65	130	150	160
# of PC Virus outbreaks	4	4	0	0	5	0
Print Shop Jobs	360	385	222	450	485	500
Print Shops Jobs/hour	1.2	3.2	3.7	3.5	3.5	3.8

***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.

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## 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.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

Gasoline and diesel (two accounts are now combined) are budgeted to increase \$50,000 in the event unit prices remain high. Vehicle repair and maintenance is budgeted to increase as ambulances warranties are expiring. The following capital purchases are budgeted: 5 Police patrol vehicles (\$135,000), fire ambulance (\$90,000), Fire Foam equipment (\$50,000), Sewer backhoe (\$55,000), highway division dump truck (\$90,000), highway division pickup (\$18,000), hot patch recycler (\$23,000), a parks mower (18,000), parks bucket truck (\$72,000), a parks dump truck (\$80,000), and foam equipment (\$50,000).

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	5,492,303	5,679,313	5,406,733	3,985,023	3,758,073	3,225,653
Revenues and transfers from other funds	3,885,440	4,013,880	4,013,880	4,013,880	4,013,880	4,013,880
Expenditures and transfers to other funds	3,698,430	4,286,460	5,435,590	4,240,830	4,546,300	4,635,180
Net Change in Net Assets	187,010	(272,580)	(1,421,710)	(226,950)	(532,420)	(621,300)
Ending Unrestricted Net Assets	5,679,313	5,406,733	3,985,023	3,758,073	3,225,653	2,604,353

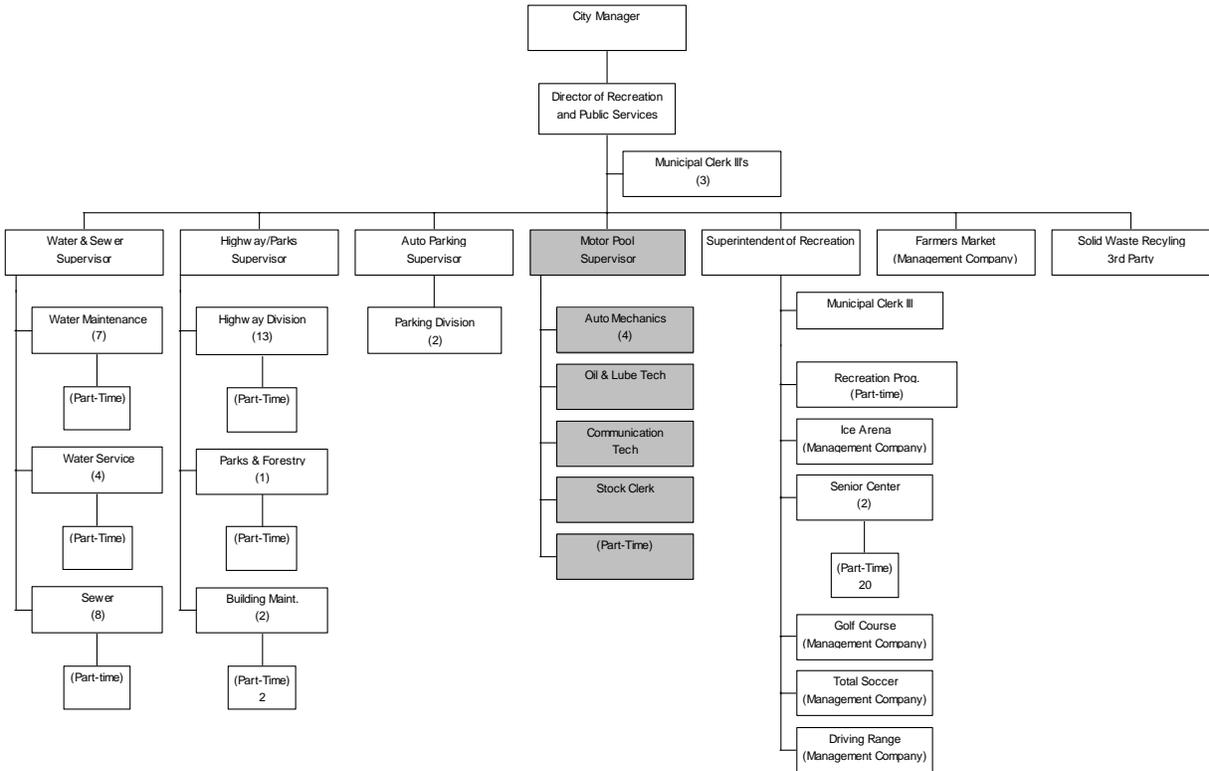
### Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	-	3,754,380	-	3,754,380
2009-2010 Actual	-	-	-	-	3,817,920	-	3,817,920
2010-2011 Actual	-	-	-	-	3,906,920	-	3,906,920
2011-2012 Original Budget	-	-	-	-	3,844,960	-	3,844,960
2011-2012 Adjusted Budget (Dec)	-	-	-	-	3,844,960	-	3,844,960
2011-2012 Six Month Actual	-	-	-	-	1,934,700	-	1,934,700
2011-2012 Estimated Year End	-	-	-	-	3,885,440	-	3,885,440
2012-2013 Dept Request	-	-	-	-	4,013,880	-	4,013,880
2012-2013 Manager's Budget	-	-	-	-	4,013,880	-	4,013,880
2012-2013 Approved Budget	-	-	-	-	4,013,880	-	4,013,880
2013-2014 Projected Budget	-	-	-	-	4,013,880	-	4,013,880
2014-2015 Projected Budget	-	-	-	-	4,013,880	-	4,013,880
2015-2016 Projected Budget	-	-	-	-	4,013,880	-	4,013,880
2016-2017 Projected Budget	-	-	-	-	4,013,880	-	4,013,880

Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	1,184,500	943,400	103,820	1,524,890	33,360	3,789,970
2009-2010 Actual	1,412,190	812,190	159,440	1,636,960	3,670	4,024,450
2010-2011 Actual	1,235,990	794,940	138,810	1,947,670	3,710	4,581,120
2011-2012 Original Budget	1,072,590	833,750	405,780	1,802,370	-	4,114,490
2011-2012 Adjusted Budget (Dec)	1,072,590	833,750	405,780	1,802,370	-	4,114,490
2011-2012 Six Month Actual	516,140	484,110	46,540	605,340	(13,370)	1,638,760
2011-2012 Estimated Year End	1,060,650	858,400	353,780	1,438,970	(13,370)	3,698,430
2012-2013 Dept Request	1,059,510	909,250	692,680	1,575,020	-	4,236,460
2012-2013 Manager's Budget	1,059,510	909,250	692,680	1,575,020	-	4,236,460
2012-2013 Approved Budget	1,059,510	909,250	742,680	1,575,020	-	4,286,460
2013-2014 Projected Budget	1,059,510	953,810	1,829,680	1,592,590	-	5,435,590
2014-2015 Projected Budget	1,059,510	1,000,620	569,680	1,611,020	-	4,240,830
2015-2016 Projected Budget	1,059,510	1,049,750	806,680	1,630,360	-	4,546,300
2016-2017 Projected Budget	1,059,510	1,101,340	823,680	1,650,650	-	4,635,180

### Departmental Organization Chart



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

	Fiscal Year									
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	
<b>Full-Time Positions</b>										
Superintendent - Motor Pool	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	
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	4.000	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 Svc Facility Custodian	1.000	1.000	1.000	1.000	1.000	1.000	0.000	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	
<b>Full-time Total</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>11.000</b>	<b>11.000</b>	<b>10.000</b>	<b>9.000</b>	<b>9.000</b>	
<b>Part-Time Positions (FTEs)</b>										
Part-Time Positions	Information not available						1.346	1.346	n/a	
<b>Cost Center Total</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>11.000</b>	<b>11.000</b>	<b>11.346</b>	<b>10.346</b>	<b>9.000</b>	

***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 a minimum aggregate retention of \$1,101,808

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### 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.

## Worker's Compensation Fund

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this fund.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	1,072,596	979,106	1,071,436	1,129,266	1,150,526	1,133,016
Revenues and transfers from other funds	868,440	830,390	830,390	830,390	830,390	830,390
Expenditures and transfers to other funds	961,930	738,060	772,560	809,130	847,900	888,990
Net Change in Net Assets	(93,490)	92,330	57,830	21,260	(17,510)	(58,600)
Ending Unrestricted Net Assets	979,106	1,071,436	1,129,266	1,150,526	1,133,016	1,074,416

### Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	868,620	240	96,260	-	965,120
2009-2010 Actual	-	-	885,590	-	25,590	-	911,180
2010-2011 Actual	-	-	810,960	-	20	-	810,980
2011-2012 Original Budget	-	-	850,950	-	-	-	850,950
2011-2012 Adjusted Budget (Dec)	-	-	850,950	-	-	-	850,950
2011-2012 Six Month Actual	-	-	412,940	(680)	-	-	412,260
2011-2012 Estimated Year End	-	-	868,440	-	-	-	868,440
2012-2013 Dept Request	-	-	830,390	-	-	-	830,390
2012-2013 Manager's Budget	-	-	830,390	-	-	-	830,390
2012-2013 Approved Budget	-	-	830,390	-	-	-	830,390
2013-2014 Projected Budget	-	-	830,390	-	-	-	830,390
2014-2015 Projected Budget	-	-	830,390	-	-	-	830,390
2015-2016 Projected Budget	-	-	830,390	-	-	-	830,390
2016-2017 Projected Budget	-	-	830,390	-	-	-	830,390

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	441,760	-	441,760
2009-2010 Actual	-	-	-	790,560	-	790,560
2010-2011 Actual	-	-	-	1,114,520	-	1,114,520
2011-2012 Original Budget	-	-	-	845,390	-	845,390
2011-2012 Adjusted Budget (Dec)	-	-	-	845,390	-	845,390
2011-2012 Six Month Actual	-	-	-	253,330	-	253,330
2011-2012 Estimated Year End	-	-	-	961,930	-	961,930
2012-2013 Dept Request	-	-	-	738,060	-	738,060
2012-2013 Manager's Budget	-	-	-	738,060	-	738,060
2012-2013 Approved Budget	-	-	-	738,060	-	738,060
2013-2014 Projected Budget	-	-	-	772,560	-	772,560
2014-2015 Projected Budget	-	-	-	809,130	-	809,130
2015-2016 Projected Budget	-	-	-	847,900	-	847,900
2016-2017 Projected Budget	-	-	-	888,990	-	888,990

**Performance Indicators / Outcome Measures**

	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Estimated 2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
Workers Compensation Incident Reports	68	n/a	n/a	80	85	85

Note: Calendar year basis is utilized for workers compensation performance measures

***The mission of the Health Care Fund is to account for all employee and retiree health care costs.***

Effective April 2010, the City transitioned from an experienced rated contract to an administrative services contract (ASC) with Blue Cross Blue Shield (BCBS) of Michigan for healthcare for its employees and retirees. Under an ASC the City operates under a self-

funded arrangement making the City responsible for claims, fixed administrative fees and stop loss insurance. The City carries \$100,000 Stop Loss protection, administered on a per contract basis, rather than per family member. The City continues to pay BCN and HAP insured premiums as opposed to being self-insured.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:**

There are no significant notes for this fund.

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	770,821	770,821	770,821	770,821	770,821	770,821
Revenues and transfers from other funds	9,552,370	9,649,710	9,649,710	9,649,710	9,649,710	9,649,710
Expenditures and transfers to other funds	9,552,370	9,649,710	9,649,710	9,649,710	9,649,710	9,649,710
Net Change in Net Assets	-	-	-	-	-	-
Ending Unrestricted Net Assets	770,821	770,821	770,821	770,821	770,821	770,821

Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	-	-	-	-
2009-2010 Actual	-	-	-	589,270	2,101,380	-	2,690,650
2010-2011 Actual	-	-	-	3,708,230	5,629,520	-	9,337,750
2011-2012 Original Budget	-	-	-	3,720,670	6,130,000	-	9,850,670
2011-2012 Adjusted Budget (Dec)	-	-	-	3,720,670	6,130,000	-	9,850,670
2011-2012 Six Month Actual	-	-	-	1,713,450	3,036,340	-	4,749,790
2011-2012 Estimated Year End	-	-	-	3,263,370	6,289,000	-	9,552,370
2012-2013 Dept Request	-	-	-	2,831,090	6,814,000	-	9,645,090
2012-2013 Manager's Budget	-	-	-	2,835,710	6,814,000	-	9,649,710
2012-2013 Approved Budget	-	-	-	2,835,710	6,814,000	-	9,649,710
2013-2014 Projected Budget	-	-	-	2,835,710	6,814,000	-	9,649,710
2014-2015 Projected Budget	-	-	-	2,835,710	6,814,000	-	9,649,710
2015-2016 Projected Budget	-	-	-	2,835,710	6,814,000	-	9,649,710
2016-2017 Projected Budget	-	-	-	2,835,710	6,814,000	-	9,649,710

Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	1,602,430	-	1,602,430
2010-2011 Actual	-	-	-	8,938,050	-	8,938,050
2011-2012 Original Budget	-	-	-	9,850,670	-	9,850,670
2011-2012 Adjusted Budget (Dec)	-	-	-	9,850,670	-	9,850,670
2011-2012 Six Month Actual	-	-	-	5,072,960	-	5,072,960
2011-2012 Estimated Year End	-	-	-	9,552,370	-	9,552,370
2012-2013 Dept Request	-	-	-	9,645,090	-	9,645,090
2012-2013 Manager's Budget	-	-	-	9,649,710	-	9,649,710
2012-2013 Approved Budget	-	-	-	9,649,710	-	9,649,710
2013-2014 Projected Budget	-	-	-	9,649,710	-	9,649,710
2014-2015 Projected Budget	-	-	-	9,649,710	-	9,649,710
2015-2016 Projected Budget	-	-	-	9,649,710	-	9,649,710
2016-2017 Projected Budget	-	-	-	9,649,710	-	9,649,710

## General Liability & Property Insurance Fund

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***The mission of the General Liability & Property Insurance Fund is to account for all of the City's general liability and property insurance coverage activity.***

In a collaborate effort, the City works with the Michigan Municipal Risk Management Authority (MMRMA), a pooled organization under the laws of the State of Michigan to assist with risk management services and self-insurance protection from general liability, property coverage and crime loss.

The City has been a member of the pool since 1985. The City is bound by all of the provisions of the MMRMA's Joint Powers Agreement,

coverage documents, MMRMA rules, regulations, and administrative procedures.

The City currently has a self-insured retention (SIR) of \$250,000 for general liability, \$15,000 for vehicle damage, 10% for property and crime up to \$100,000 and \$250,000 for limited sewage system overflow. Both vehicle physical damage and property /crime have a \$1,000 deductible.

The City has a Stop Loss of \$851,000. This limits the City's payments during the year for those costs falling within the City's SIR. The Stop Loss only responds to cumulative City SIR payments, including damages, indemnification, and allocated loss adjustment expenses within one year (July 1 to June 30).

### GOALS

- To minimize general liability and property losses

### OBJECTIVES

- Implement a sidewalk replacement program as to minimize City losses and provide safer infrastructure.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

There are no significant notes for this fund/cost center.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Unrestricted Net Assets	-	-	-	-	-	-
Revenues and transfers from other funds	2,129,410	1,631,810	1,631,810	1,631,810	1,631,810	1,631,810
Expenditures and transfers to other funds	2,129,410	1,631,810	1,631,810	1,631,810	1,631,810	1,631,810
Net Change in Net Assets	-	-	-	-	-	-
Ending Unrestricted Net Assets	-	-	-	-	-	-

## General Liability & Property Insurance Fund

### Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	-	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Actual	-	-	-	1,318,050	-	-	1,318,050
2011-2012 Original Budget	-	-	-	1,399,800	-	-	1,399,800
2011-2012 Adjusted Budget (Dec)	-	-	-	1,399,800	-	-	1,399,800
2011-2012 Six Month Actual	-	-	-	953,640	-	-	953,640
2011-2012 Estimated Year End	-	-	-	2,129,410	-	-	2,129,410
2012-2013 Dept Request	-	-	-	1,631,810	-	-	1,631,810
2012-2013 Manager's Budget	-	-	-	1,631,810	-	-	1,631,810
2012-2013 Approved Budget	-	-	-	1,631,810	-	-	1,631,810
2013-2014 Projected Budget	-	-	-	1,631,810	-	-	1,631,810
2014-2015 Projected Budget	-	-	-	1,631,810	-	-	1,631,810
2015-2016 Projected Budget	-	-	-	1,631,810	-	-	1,631,810
2016-2017 Projected Budget	-	-	-	1,631,810	-	-	1,631,810

### Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	2,044,050	-	2,044,050
2011-2012 Original Budget	-	-	-	1,399,800	-	1,399,800
2011-2012 Adjusted Budget (Dec)	-	-	-	1,399,800	-	1,399,800
2011-2012 Six Month Actual	-	-	-	953,640	-	953,640
2011-2012 Estimated Year End	-	-	-	2,129,410	-	2,129,410
2012-2013 Dept Request	-	-	-	1,631,810	-	1,631,810
2012-2013 Manager's Budget	-	-	-	1,631,810	-	1,631,810
2012-2013 Approved Budget	-	-	-	1,631,810	-	1,631,810
2013-2014 Projected Budget	-	-	-	1,631,810	-	1,631,810
2014-2015 Projected Budget	-	-	-	1,631,810	-	1,631,810
2015-2016 Projected Budget	-	-	-	1,631,810	-	1,631,810
2016-2017 Projected Budget	-	-	-	1,631,810	-	1,631,810

# **FIDUCIARY FUNDS**

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

## Retirement (Pension) Fund

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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.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2012-2013:

As of the last actuarial valuation report dated June 30, 2011 the required employer contribution is approximately \$6.6 million or over 40% of projected general employee payroll and 38% of police/fire payroll. The full contribution is budgeted as required by law. The Retirement system has a ratio of over two retirees/beneficiaries member to one employee member.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Revenues and transfers from other funds	18,432,750	20,200,000	20,723,000	21,270,470	21,843,610	22,443,670
Expenditures and transfers to other funds	16,264,200	16,719,000	16,792,100	16,868,200	16,947,430	17,029,940
Net Change in Net Assets	2,168,550	3,481,000	3,930,900	4,402,270	4,896,180	5,413,730
Ending Unrestricted Net Assets	129,245,504	132,726,504	136,657,404	141,059,674	145,955,854	151,369,584

**Retirement (Pension) Fund**

**Revenues**

<b>731.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	-	-	-	(17,354,860)	504,580	-	(16,850,280)
2009-2010 Actual	-	-	-	16,615,490	49,520	-	16,665,010
2010-2011 Actual	-	-	-	29,211,670	109,200	-	29,320,870
2011-2012 Original Budget	-	-	-	17,499,890	50,000	-	17,549,890
2011-2012 Adjusted Budget (Dec)	-	-	-	17,499,890	50,000	-	17,549,890
2011-2012 Six Month Actual	-	-	-	(2,079,230)	39,930	-	(2,039,300)
2011-2012 Estimated Year End	-	-	-	18,391,750	41,000	-	18,432,750
2012-2013 Dept Request	-	-	-	20,200,000	-	-	20,200,000
2012-2013 Manager's Budget	-	-	-	20,200,000	-	-	20,200,000
2012-2013 Approved Budget	-	-	-	20,200,000	-	-	20,200,000
2013-2014 Projected Budget	-	-	-	20,723,000	-	-	20,723,000
2014-2015 Projected Budget	-	-	-	21,270,470	-	-	21,270,470
2015-2016 Projected Budget	-	-	-	21,843,610	-	-	21,843,610
2016-2017 Projected Budget	-	-	-	22,443,670	-	-	22,443,670

**Expenditures**

<b>731.237 RETIREMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	1,260	-	-	12,011,690	-	12,012,950
2009-2010 Actual	2,690	-	-	12,278,540	-	12,281,230
2010-2011 Actual	38,990	-	-	13,914,190	-	13,953,180
2011-2012 Original Budget	-	-	-	17,549,890	-	17,549,890
2011-2012 Adjusted Budget (Dec)	-	-	-	17,549,890	-	17,549,890
2011-2012 Six Month Actual	600	-	-	8,010,520	-	8,011,120
2011-2012 Estimated Year End	1,200	-	-	16,263,000	-	16,264,200
2012-2013 Dept Request	1,500	-	-	16,717,500	-	16,719,000
2012-2013 Manager's Budget	1,500	-	-	16,717,500	-	16,719,000
2012-2013 Approved Budget	1,500	-	-	16,717,500	-	16,719,000
2013-2014 Projected Budget	1,500	-	-	16,790,600	-	16,792,100
2014-2015 Projected Budget	1,500	-	-	16,866,700	-	16,868,200
2015-2016 Projected Budget	1,500	-	-	16,945,930	-	16,947,430
2016-2017 Projected Budget	1,500	-	-	17,028,440	-	17,029,940

## Retiree Healthcare Fund

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 Year 2012-2013:

As of the last actuarial valuation report dated June 30, 2010 the Annual Required Contribution (ARC) is \$10.8 million (or 61% of full-time wages) and the Unfunded Actuarial Accrued Liability is nearly \$112 million for retiree healthcare (\$54 Million for general employees and \$58 Million for Police & Fire). The amortized unfunded actuarial accrued liability is \$9.5 million with a normal cost of \$1.3 million. This valuation is performed every two years. More than \$7.3 million is budgeted to be contributed City-wide to the Retiree Healthcare Fund and nearly \$7.5 million is budgeted to be expended for current retirees. The contribution rate has been reduced as the full ARC is not being contributed in an effort reduce budget cuts in other areas. The City will be meeting its Normal Costs with the budgeted contributions. A new valuation will be performed as of June 30, 2012.

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Revenues and transfers from other funds	7,378,000	7,772,000	7,772,000	7,772,000	7,772,000	7,772,000
Expenditures and transfers to other funds	7,012,000	7,772,000	7,772,000	7,772,000	7,772,000	7,772,000
Net Change in Net Assets	366,000	-	-	-	-	-
Ending Unrestricted Net Assets	7,690,613	7,690,613	7,690,613	7,690,613	7,690,613	7,690,613

Revenues

<b>736.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	-	-	-	7,647,800	-	-	7,647,800
2009-2010 Actual	-	-	-	8,502,080	-	-	8,502,080
2010-2011 Actual	-	-	-	8,949,470	-	-	8,949,470
2011-2012 Original Budget	-	-	-	7,375,880	-	-	7,375,880
2011-2012 Adjusted Budget (Dec)	-	-	-	7,375,880	-	-	7,375,880
2011-2012 Six Month Actual	-	-	-	3,614,750	-	-	3,614,750
2011-2012 Estimated Year End	-	-	-	7,378,000	-	-	7,378,000
2012-2013 Dept Request	-	-	-	7,772,000	-	-	7,772,000
2012-2013 Manager's Budget	-	-	-	7,772,000	-	-	7,772,000
2012-2013 Approved Budget	-	-	-	7,772,000	-	-	7,772,000
2013-2014 Projected Budget	-	-	-	7,772,000	-	-	7,772,000
2014-2015 Projected Budget	-	-	-	7,772,000	-	-	7,772,000
2015-2016 Projected Budget	-	-	-	7,772,000	-	-	7,772,000
2016-2017 Projected Budget	-	-	-	7,772,000	-	-	7,772,000

Expenditures

<b>736.860 RETIREE INSURANCE BENEFITS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	-	-	-	5,383,830	-	5,383,830
2009-2010 Actual	-	-	-	6,070,380	-	6,070,380
2010-2011 Actual	-	-	-	6,438,820	-	6,438,820
2011-2012 Original Budget	-	-	-	7,375,880	-	7,375,880
2011-2012 Adjusted Budget (Dec)	-	-	-	7,375,880	-	7,375,880
2011-2012 Six Month Actual	-	-	-	3,270,170	-	3,270,170
2011-2012 Estimated Year End	-	-	-	7,012,000	-	7,012,000
2012-2013 Dept Request	-	-	-	7,772,000	-	7,772,000
2012-2013 Manager's Budget	-	-	-	7,772,000	-	7,772,000
2012-2013 Approved Budget	-	-	-	7,772,000	-	7,772,000
2013-2014 Projected Budget	-	-	-	7,772,000	-	7,772,000
2014-2015 Projected Budget	-	-	-	7,772,000	-	7,772,000
2015-2016 Projected Budget	-	-	-	7,772,000	-	7,772,000
2016-2017 Projected Budget	-	-	-	7,772,000	-	7,772,000

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# **SUPPLEMENTAL INFORMATION**

## Building Authorities

- Ice Arena
- Library
- Court
- Parking Deck
- Fire

## City Property

## Glossary

## SEMCOG Community Profile

## Biographies

- Elected Officials
- Management

## Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	0	380	380	380	380	380
Revenues and transfers from other funds	289,170	292,860	291,400	294,080	291,400	293,000
Expenditures and transfers to other funds	288,790	292,860	291,400	294,080	291,400	293,000
Net Change in Fund Balance	380	0	0	0	0	0
Ending Fund Balance	380	380	380	380	380	380

## Revenues

570.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	0	0	0	0	284,840	0	284,840
2009-2010 Actual	0	0	0	0	289,660	0	289,660
2010-2011 Actual	0	0	0	0	290,140	0	290,140
2011-2012 Original Budget	0	0	0	0	289,170	0	289,170
2011-2012 Adjusted Budget (Dec)	0	0	0	0	289,170	0	289,170
2011-2012 Six Month Actual	0	0	0	0	54,400	0	54,400
2011-2012 Estimated Year End	0	0	0	0	289,170	0	289,170
2012-2013 Dept Request	0	0	0	0	292,860	0	292,860
2012-2013 Manager's Budget	0	0	0	0	292,860	0	292,860
2012-2013 Approved Budget	0	0	0	0	292,860	0	292,860
2013-2014 Projected Budget	0	0	0	0	291,400	0	291,400
2014-2015 Projected Budget	0	0	0	0	294,080	0	294,080
2015-2016 Projected Budget	0	0	0	0	291,400	0	291,400
2016-2017 Projected Budget	0	0	0	0	293,000	0	293,000

Expenditures

570.790 LIBRARY BUILDING AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	0	0	0	0	284,840	284,840
2009-2010 Actual	0	0	0	0	289,660	289,660
2010-2011 Actual	0	0	0	0	290,140	290,140
2011-2012 Original Budget	0	0	0	0	289,170	289,170
2011-2012 Adjusted Budget (Dec)	0	0	0	0	289,170	289,170
2011-2012 Six Month Actual	0	0	0	0	54,400	54,400
2011-2012 Estimated Year End	0	0	0	0	288,790	288,790
2012-2013 Dept Request	0	0	0	0	292,860	292,860
2012-2013 Manager's Budget	0	0	0	0	292,860	292,860
2012-2013 Approved Budget	0	0	0	0	292,860	292,860
2013-2014 Projected Budget	0	0	0	0	291,400	291,400
2014-2015 Projected Budget	0	0	0	0	294,080	294,080
2015-2016 Projected Budget	0	0	0	0	291,400	291,400
2016-2017 Projected Budget	0	0	0	0	293,000	293,000

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	0	400	400	400	400	400
Revenues and transfers from other funds	520,100	512,500	514,720	511,310	517,500	517,850
Expenditures and transfers to other funds	519,700	512,500	514,720	511,310	517,500	517,850
Net Change in Fund Balance	400	0	0	0	0	0
Ending Fund Balance	400	400	400	400	400	400

**Revenues**

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	0	0	0	0	520,730	0	520,730
2009-2010 Actual	0	0	0	0	517,700	0	517,700
2010-2011 Actual	0	0	0	0	516,500	0	516,500
2011-2012 Original Budget	0	0	0	0	520,100	0	520,100
2011-2012 Adjusted Budget (Dec)	0	0	0	0	520,100	0	520,100
2011-2012 Six Month Actual	0	0	0	0	107,350	0	107,350
2011-2012 Estimated Year End	0	0	0	520,100	0	0	520,100
2012-2013 Dept Request	0	0	0	512,500	0	0	512,500
2012-2013 Manager's Budget	0	0	0	512,500	0	0	512,500
2012-2013 Approved Budget	0	0	0	512,500	0	0	512,500
2013-2014 Projected Budget	0	0	0	514,720	0	0	514,720
2014-2015 Projected Budget	0	0	0	511,310	0	0	511,310
2015-2016 Projected Budget	0	0	0	517,500	0	0	517,500
2016-2017 Projected Budget	0	0	0	517,850	0	0	517,850

Expenditures

<b>571.136 COURT CONSTRUCTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	0	0	0	0	520,730	520,730
2009-2010 Actual	0	0	0	0	517,690	517,690
2010-2011 Actual	0	0	0	0	516,490	516,490
2011-2012 Original Budget	0	0	0	0	520,100	520,100
2011-2012 Adjusted Budget (Dec)	0	0	0	0	520,100	520,100
2011-2012 Six Month Actual	0	0	0	0	107,350	107,350
2011-2012 Estimated Year End	0	0	0	0	519,700	519,700
2012-2013 Dept Request	0	0	0	0	512,500	512,500
2012-2013 Manager's Budget	0	0	0	0	512,500	512,500
2012-2013 Approved Budget	0	0	0	0	512,500	512,500
2013-2014 Projected Budget	0	0	0	0	514,720	514,720
2014-2015 Projected Budget	0	0	0	0	511,310	511,310
2015-2016 Projected Budget	0	0	0	0	517,500	517,500
2016-2017 Projected Budget	0	0	0	0	517,850	517,850

### Budget Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance		0	0	0	0	0
Revenues and transfers from other funds	261,860	251,260	239,710	227,960	215,790	203,000
Expenditures and transfers to other funds	261,860	251,260	239,710	227,960	215,790	203,000
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

### Revenues

572.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2008-2009 Actual	0	0	0	0	276,600	0	276,600
2009-2010 Actual	0	0	0	0	261,410	0	261,410
2010-2011 Actual	0	0	0	0	245,550	0	245,550
2011-2012 Original Budget	0	0	0	0	261,860	0	261,860
2011-2012 Adjusted Budget (Dec)	0	0	0	0	261,860	0	261,860
2011-2012 Six Month Actual	0	0	0	0	77,090	0	77,090
2011-2012 Estimated Year End	0	0	0	0	261,860	0	261,860
2012-2013 Dept Request	0	0	0	0	251,260	0	251,260
2012-2013 Manager's Budget	0	0	0	0	251,260	0	251,260
2012-2013 Approved Budget	0	0	0	0	251,260	0	251,260
2013-2014 Projected Budget	0	0	0	0	239,710	0	239,710
2014-2015 Projected Budget	0	0	0	0	227,960	0	227,960
2015-2016 Projected Budget	0	0	0	0	215,790	0	215,790
2016-2017 Projected Budget	0	0	0	0	203,000	0	203,000

**Supplemental Information – Building Authorities**

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**Expenditures**

<b>572.570 PARKING DECK BLDG AUTHORITY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2008-2009 Actual	0	0	0	30,180	76,560	106,740
2009-2010 Actual	0	0	0	30,180	261,410	291,590
2010-2011 Actual	0	0	0	30,180	245,550	275,730
2011-2012 Original Budget	0	0	0	30,180	231,680	261,860
2011-2012 Adjusted Budget (Dec)	0	0	0	30,180	231,680	261,860
2011-2012 Six Month Actual	0	0	0	0	77,090	77,090
2011-2012 Estimated Year End	0	0	0	30,180	231,680	261,860
2012-2013 Dept Request	0	0	0	30,180	221,080	251,260
2012-2013 Manager's Budget	0	0	0	30,180	221,080	251,260
2012-2013 Approved Budget	0	0	0	30,180	221,080	251,260
2013-2014 Projected Budget	0	0	0	30,180	209,530	239,710
2014-2015 Projected Budget	0	0	0	30,180	197,780	227,960
2015-2016 Projected Budget	0	0	0	30,180	185,610	215,790
2016-2017 Projected Budget	0	0	0	30,180	172,820	203,000

**Supplemental Information – Building Authorities**

**Budget Summary**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	690,430	687,520	693,170	692,250	694,580	695,120
Expenditures and transfers to other funds	690,430	687,520	693,170	692,250	694,580	695,120
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

**Revenues**

<b>573.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2008-2009 Actual	0	0	0	0	682,790	0	682,790
2009-2010 Actual	0	0	0	0	687,790	0	687,790
2010-2011 Actual	0	0	0	0	687,090	0	687,090
2011-2012 Original Budget	0	0	0	0	690,430	0	690,430
2011-2012 Adjusted Budget (Dec)	0	0	0	0	690,430	0	690,430
2011-2012 Six Month Actual	0	0	0	0	559,750	0	559,750
2011-2012 Estimated Year End	0	0	0	0	690,430	0	690,430
2012-2013 Dept Request	0	0	0	0	687,520	0	687,520
2012-2013 Manager's Budget	0	0	0	0	687,520	0	687,520
2012-2013 Approved Budget	0	0	0	0	687,520	0	687,520
2013-2014 Projected Budget	0	0	0	0	693,170	0	693,170
2014-2015 Projected Budget	0	0	0	0	692,250	0	692,250
2015-2016 Projected Budget	0	0	0	0	694,580	0	694,580
2016-2017 Projected Budget	0	0	0	0	695,120	0	695,120

## Supplemental Information – Building Authorities

### Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2008-2009 Actual	0	0	0	0	682,790	682,790
2009-2010 Actual	0	0	0	0	687,790	687,790
2010-2011 Actual	0	0	0	0	687,090	687,090
2011-2012 Original Budget	0	0	0	0	690,430	690,430
2011-2012 Adjusted Budget (Dec)	0	0	0	0	690,430	690,430
2011-2012 Six Month Actual	0	0	0	0	559,750	559,750
2011-2012 Estimated Year End	0	0	0	0	690,430	690,430
2012-2013 Dept Request	0	0	0	0	687,520	687,520
2012-2013 Manager's Budget	0	0	0	0	687,520	687,520
2012-2013 Approved Budget	0	0	0	0	687,520	687,520
2013-2014 Projected Budget	0	0	0	0	693,170	693,170
2014-2015 Projected Budget	0	0	0	0	692,250	692,250
2015-2016 Projected Budget	0	0	0	0	694,580	694,580
2016-2017 Projected Budget	0	0	0	0	695,120	695,120

### 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. Mr. Ellison served as a City Commissioner from 1991-1995. He currently sits on the Planning Commission and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the Traffic Committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

**Mayor Pro Tem Patricia Capello**

Ms. 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. Ms. Capello graduated from Oakland University with honors and attended the MBA program at the University of Michigan Ann Arbor.

**Commissioner Kyle DuBuc**

Mr. DuBuc was elected in November of 2011 and has lived in the City since 2007. He currently works as a legislative director for an Oakland County law maker. Kyle earned a BA in Community Relations from Michigan State University.

**Commissioner Michael Fournier**

Mr. Fournier was elected in November of 2011. He holds a BA from Michigan State University and a MBA from the University of Notre Dame. He has spent most of his professional career in

financial and operational leadership roles.

**Commissioner Peggy K Goodwin**

Ms Goodwin is a long-time resident, advocate and award-winning businessperson with three generations of her family in Royal Oak. She is a Public Affairs Counselor with extensive experience working with federal, state, and local law enforcement on crime prevention, a Michigan Supreme Court Approved Mediator, and a licensed professional fundraiser. She holds a BA in Public Affairs, cum laude, and is a candidate for a Master of Arts in Dispute Resolution from Wayne State University in 2012.

**Commissioner David Poulton**

Mr. Poulton was elected to the City Commission in November 2009. Mr. Poulton holds a Bachelor's Degree from the University of Michigan and a Juris Doctorate from Michigan State University. He operates his own law firm and is involved in numerous community organizations.

**Commissioner James Razor**

Mr. Razor was elected to the City Commission in November 2009. 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.

### **44<sup>th</sup> 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 44<sup>th</sup> District Court, a position he has held continuously since being seated in November 1980.

### **44<sup>th</sup> 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 44<sup>th</sup> 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 twenty years of municipal finance and operational experience. She was with the City of Sterling Heights for over ten years in numerous fiscal related positions and eight years with the City of Rochester Hills, including nearly 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.

### **44<sup>th</sup> 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.

### **Interim City Engineer Matt Callahan PE**

Mr. Callahan was hired by the City of Royal Oak as a Civil Engineer III in 1996. He holds a Bachelor of Science degree in Civil Engineering from Michigan Tech and a Masters degree in Civil Engineering from Wayne State University. He has a Professional Engineers (P.E.) license and is a member of the American Society of Civil Engineers.

### **Director of Community Development**

Timothy Thwing

Mr. Thwing was promoted to Director of Planning in August 2001 after serving as Deputy Director of Planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a Planner III. He earned his Bachelor of Science degree in Urban Planning from Michigan State University. Tim's previous experience with the City of Monroe, Monroe County and the City of Jackson ranged from Assistant Planner, Associate Planner, Planner, and Principal Planner to Acting Director of Planning

### **Director of Recreation and Public Service**

Gregory Rassel

Mr. Rassel was promoted to the Director of Recreation and Public Service in August 2004 after serving in an "acting" position since March 2004. He had been selected from Florida originally, to be the Superintendent of Public Works effective October 1997. Greg entered service with the City of Royal Oak possessing a Bachelor of Arts Degree in Economics from the University of Florida, Masters in Organizational Management from University of Phoenix, has served twenty-eight years (active and reserve) in the U.S. Marine Corps, a retired Colonel in the reserves, and two years as the Superintendent of Fleet Management for the City of Hollywood, Florida.

### **Interim Fire Chief** Chuck Thomas

Mr. Thomas has been serving as Interim Fire Chief since June 2011. He was selected to be the Assistant Chief of the Fire Department in 2010. He has over 26 years with the City of Royal Oak including numerous years as a lieutenant/paramedic and sergeant/paramedic. He attended Wayne State University.

### **Human Resource Director** Mary Jo Di Paolo

Ms. Di Paolo was appointed as Human Resource Director in January 2005. She was hired in April 1999 as the Human Resource Specialist. Mary Jo holds a Bachelor of Arts Degree in Journalism from Oakland University and obtained her Master's degree in Human Resources from Central Michigan University. She has over six years of a full spectrum of Human Resource experience in the private sector.

### **Library Director** Mary Karshner

Ms. Karshner became Library Director in 2010. She started at Royal Oak Public Library in 2002 and was promoted to Head of Youth and Teen Services in 2006. She received her 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

### **Interim Police Chief**

Corrigan O'Donohue

Chief O'Donohue was named the Interim Police Chief in March 2011. He has also served as a Deputy Chief, Lieutenant, Sergeant, and Patrol Officer with the Royal Oak Police Department. He is a graduate of Eastern Michigan University's Staff and Command School, the FBI National Academy and has a Bachelor's degree in Criminal Justice from Eastern Michigan University. He is currently pursuing a Masters degree in Public Administration from Eastern Michigan University. Prior to joining the Royal Oak Police Department, he served in the United States Marine Corps.

## Supplemental Information – City Owned 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 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.



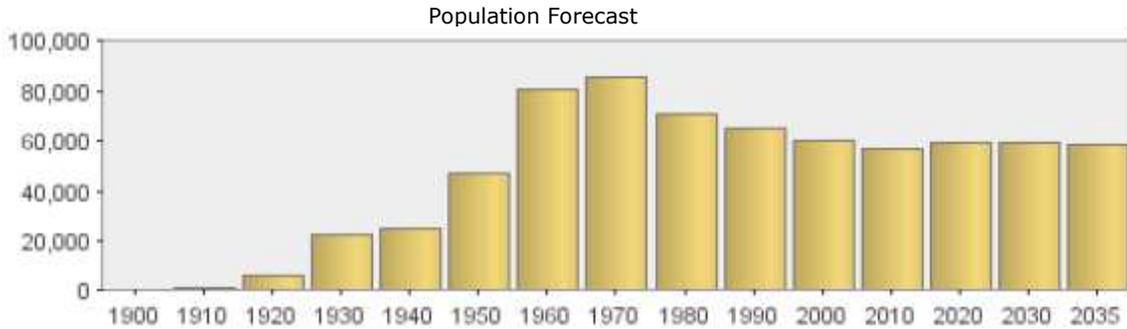
## City of Royal Oak

211 S Williams St.  
 Royal Oak, MI 48067-2634  
<http://www.ci.royal-oak.mi.us/>



Census 2010 Population: 57,236  
 Area: 11.8 square miles

### People Section



Note for Royal Oak: Incorporated in 1921 from Village of Royal Oak. Population numbers prior to 1921 are of the village.  
 Source: U.S. Census Bureau and SEMCOG 2035 Forecast in 2007-08.

	Census 2000	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Dec 2011
<b>Population and Households</b>					
Total Population	60,062	57,236	-2,826	-4.7%	57,364
Group Quarters Population	506	404	-102	-20.2%	404
Household Population	59,556	56,832	-2,724	-4.6%	56,960
Housing Units	29,942	30,207	265	0.9%	30,246
Households (Occupied Housing Units)	28,880	28,063	-817	-2.8%	28,216
Residential Vacancy Rate	3.5%	7.1%	3.6%		6.7%
Average Household Size	2.06	2.03	-0.04	-	2.02

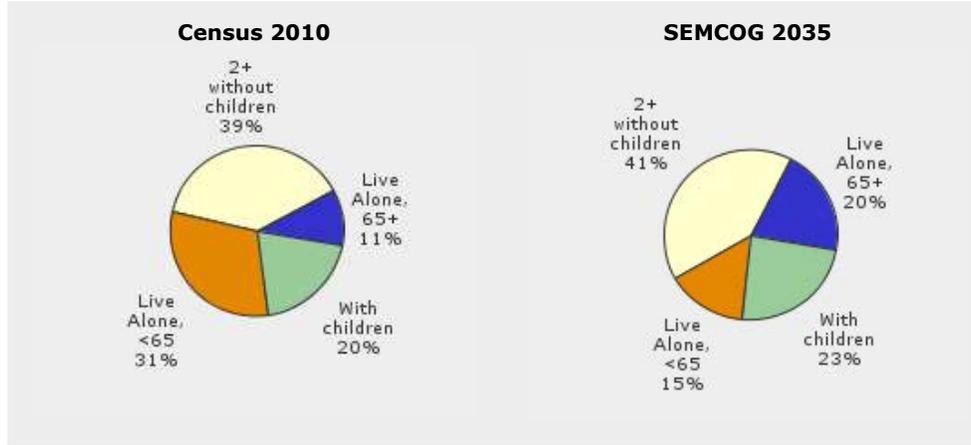
Annual Average

	Census <u>1990-1999</u>	SEMCOG <u>2000-2009</u>
<b>Components of Population Change</b>		
Natural Increase (Births - Deaths)	301	228
Births	875	760
Deaths	574	532
<u>Net Migration (Movement In - Movement Out)</u>	<u>-836</u>	<u>-651</u>
Population Change (Natural Increase + Net Migration)	-535	-424

Source: Michigan Department of Community Health  
 Vital Statistics, U.S. Census Bureau, and SEMCOG.

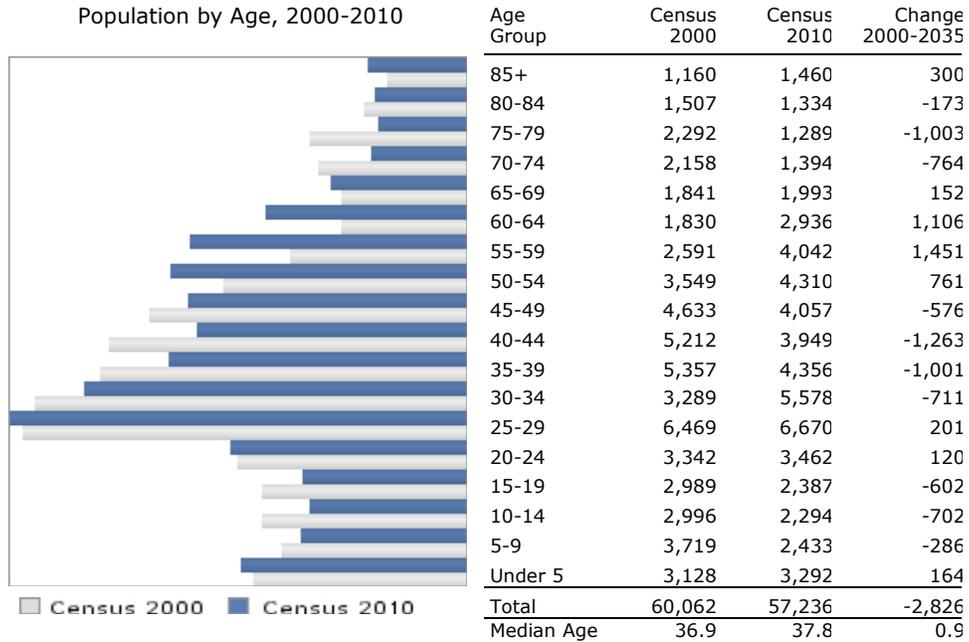
Demographics

Household Types



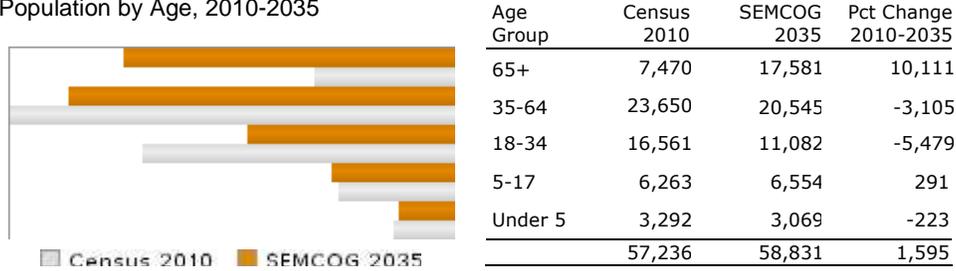
Household Types	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2035	Pct Change 2010-2035
With seniors 65+	6,609	5,732	-13.3%	12,672	121.1%
Without seniors	22,271	22,331	0.3%	17,244	-22.8%
Two or more Persons					
without children	10,856	10,824	-0.3%	22,890	14.7%
Live Alone 65+	3,337	2,999	-10.1%	12,411	99.7%
Live Alone, under 65	8,456	8,620	1.9%	10,479	-47.9%
With Children	6,231	5,620	-9.8%	5,989	25.0%
<b>Total Households</b>	<b>28,880</b>	<b>28,063</b>	<b>-2.8%</b>	<b>29,916</b>	<b>6.6%</b>

Population by Age, 2000-2010



## Supplemental Information – SEMCOG Community Profile

Forecasted Population by Age, 2010-2035

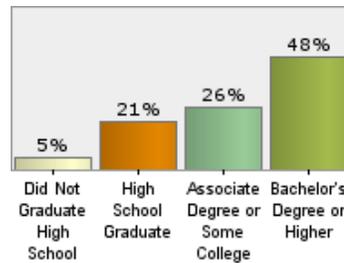


Senior and Youth Population	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2035	Pct Change 2010-2035
65 and over	8,958	12,600	6,554	11,100	-1,013
Under 18	10,695	9,555	9,623	16,400	-1,072
5 to 17	7,567	6,263	6,554	11,100	-1,013
Under 5	3,128	3,292	3,069	5,200	-59

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.

Race and Hispanic Origin	Census 2000		Census 2010		Percentage Point Chg 2000-2010
Non-Hispanic	59,281	98.7%	55,896	97.7%	-1.0%
White	56,421	93.9%	50,975	89.1%	-4.9%
Black	910	1.5%	2,399	4.2%	2.7%
Asian	935	1.6%	1,339	2.3%	0.8%
Multi-Racial	756	1.3%	969	1.7%	0.4%
Other	259	0.4%	214	0.4%	-0.1%
Hispanic	781	1.3%	1,340	2.3%	1.0%
<b>Total Population</b>	<b>60,062</b>	<b>100.0%</b>	<b>57,236</b>	<b>100.0%</b>	<b>0.0%</b>

Highest Level of Education*	Census 2000	Percentage Point Chg 2000-2010
Graduate / Professional Degree	18.9%	4.9%
Bachelor's Degree	28.8%	2.9%
Associate Degree	6.9%	0.6%
Some College, No Degree	19.4%	-3.0%
High School Graduate	20.6%	-2.3%
Did Not Graduate High School	5.4%	-3.1%



\* Population age 25 and over

### Source Data

- [SEMCOG - Detailed Data](#)
- [Michigan Department of Community Health - Vital Statistics](#)
- [U.S. Census Bureau - American FactFinder](#)

## Supplemental Information – SEMCOG Community Profile

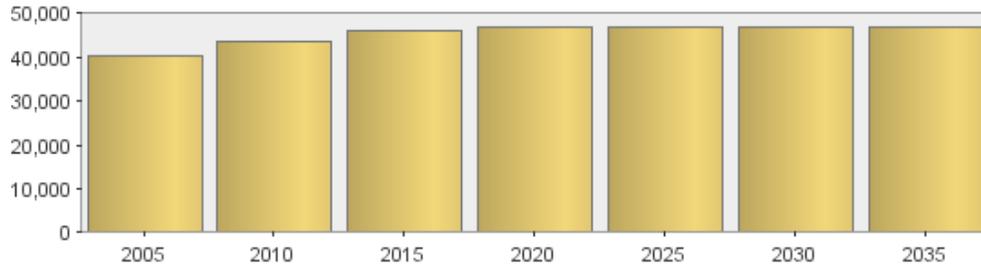
### Economy & Jobs Section

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
<b>Total</b>	<b>30,389</b>	<b>28,977</b>	<b>-1,412</b>

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

#### Job Forecast



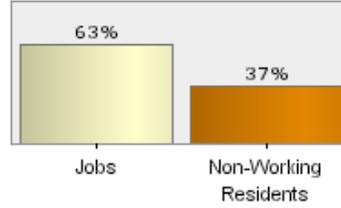
If any five-year interval employment numbers from 2005-2035 are not shown, the numbers were blocked for confidentiality reasons. Source: SEMCOG 2035 Forecast.

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
<b>Total</b>	<b>40,534</b>	<b>46,976</b>	<b>6,442</b>

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

## Supplemental Information – SEMCOG Community Profile

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
<b>Daytime Population</b>	<b>66,827</b>	<b>1,607</b>



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.

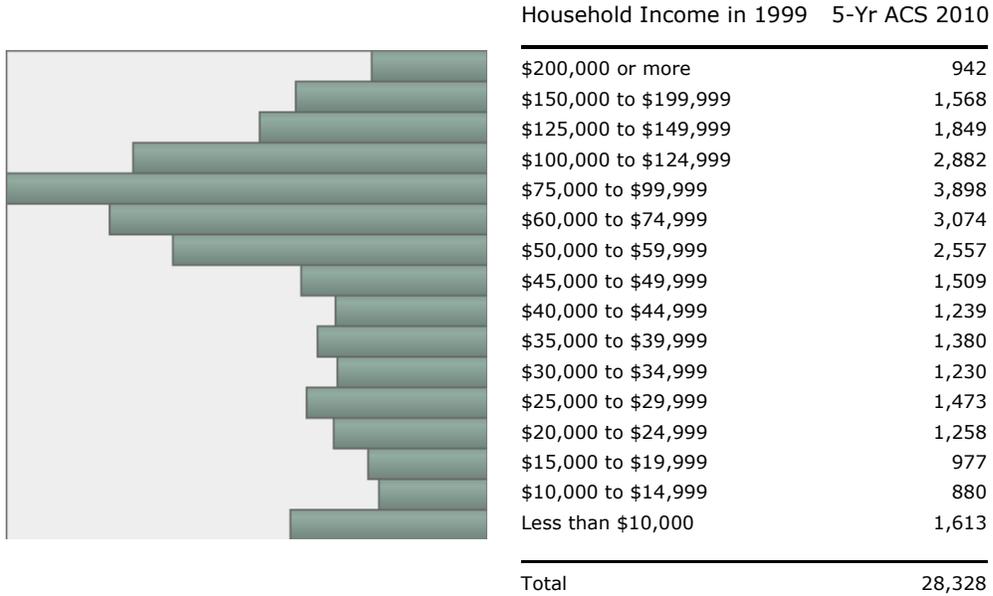
Where Workers Commute From *		Census 2000	
		Workers	Percent
1	Royal Oak	6,275	20.0%
2	Detroit	2,611	8.3%
3	Troy	1,632	5.2%
4	Warren	1,409	4.5%
5	Sterling Heights	1,189	3.8%
6	Madison Heights	972	3.1%
7	Southfield	938	3.0%
8	Berkley	937	3.0%
9	Ferndale	915	2.9%
10	Rochester Hills	855	2.7%
-	Elsewhere	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 Community Profile

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



Poverty	Census 2000		5-Yr ACS 2010		Percentage Point Chg 2000-2010
Persons in Poverty	2,550	4.3%	3,893	6.8%	-0.3%
Households in Poverty	1,331	4.6%	2,156	7.6%	-0.6%

### Source Data

- [SEMCOG - Detailed Data](#)
- [U.S. Census Bureau - American FactFinder](#)
- [U.S. Census Bureau - MCD/County Worker Flow Data](#)

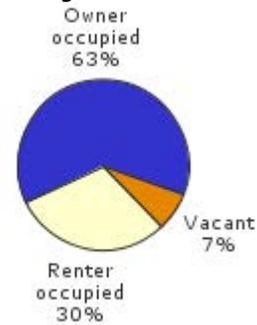
## Supplemental Information – SEMCOG Community Profile

### Housing Section

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2012
Single Family Detached	20,179	20,701	522	53
Duplex	902	653	-249	0
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	37
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	-
<b>Total</b>	<b>29,942</b>	<b>30,563</b>	<b>621</b>	<b>90</b>
Units Demolished				-26
<b>Net (Total Permitted Units - Units Demolished)</b>				<b>64</b>

Housing Tenure	Census 2000	Census 2010	Change 1990-2000
Owner Occupied	20,246	18,995	-1,251
Renter Occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant Units	860	2,018	1,158
<b>Total Housing units</b>	<b>29,942</b>	<b>30,207</b>	<b>265</b>

**Housing Tenure in 2010**

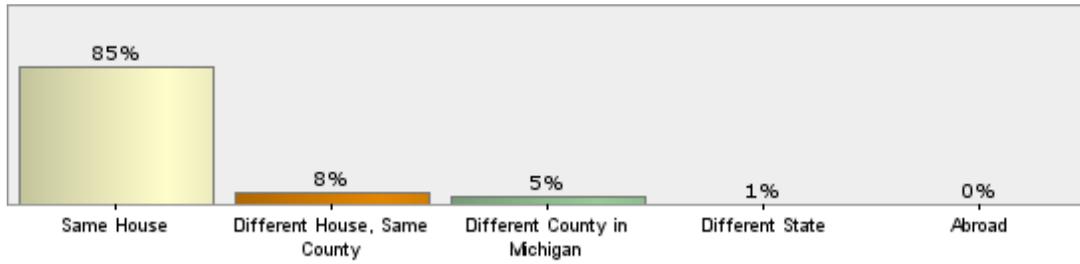


Housing Value (in 1999 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	\$ 177,300	\$ -19,824	-10.1%
Median gross rent	\$ 792	\$ -51	-6.1%

Housing Value	5-Yr ACS 2010
\$1,000,000 or more	70
\$500,000 to \$999,999	291
\$300,000 to \$499,999	1,679
\$250,000 to \$299,999	1,420
\$200,000 to \$249,999	3,687
\$175,000 to \$199,999	3,207
\$150,000 to \$174,999	3,737
\$125,000 to \$149,999	2,686
\$100,000 to \$124,999	1,423
\$80,000 to \$99,999	927
\$60,000 to \$79,999	354
\$40,000 to \$59,999	191
\$30,000 to \$39,999	151
\$20,000 to \$29,999	38
\$10,000 to \$19,999	232
Less than \$10,000	26
<b>Owner-Occupied Units</b>	<b>20,119</b>

## Supplemental Information – SEMCOG Community Profile

Residence 5 Years Ago \*



\* This table represents persons, age 5 and over, living in Royal Oak in 2000. The table does not represent persons who moved out of Royal Oak from 2006 to 2010.

### Source Data

[SEMCOG - Detailed Data](#)

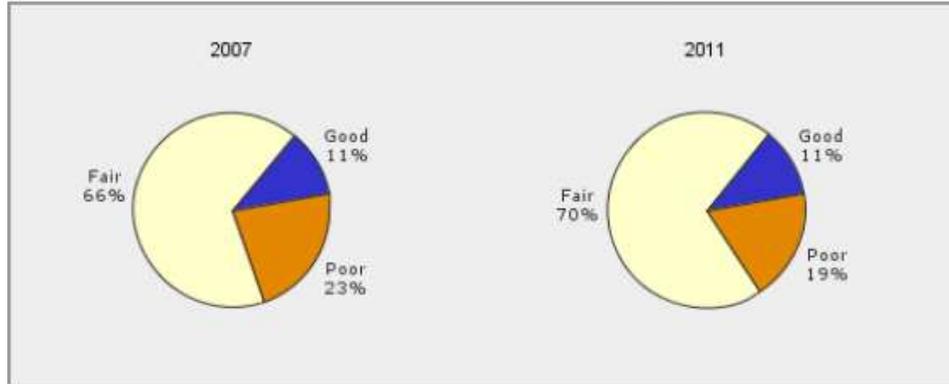
[U.S. Census Bureau - American FactFinder](#)

Transportation Section

Roads & Bridges

Roads: Miles of public road (including boundary roads): 245

Pavement Condition (in Lane Miles)



Note: Poor pavements are generally in need of rehabilitation or full reconstruction to return to good condition. Fair pavements are in need of capital preventive maintenance to avoid deteriorating to the poor classification. Good pavements generally receive only routine maintenance, such as street sweeping and snow removal, until they deteriorate to the fair condition.

Bridge Status	2008		2009		2010		Percentage Point Chg 2008-2010
Open	23	100.0%	23	100.0%	23	100.0%	0.0%
Open with restrictions		0.0%		0.0%		0.0%	0.0%
Closed *		0.0%		0.0%		0.0%	0.0%
<b>Total Bridges</b>	<b>23</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>0.0%</b>

\* Bridges may be closed because of new construction or failed condition.

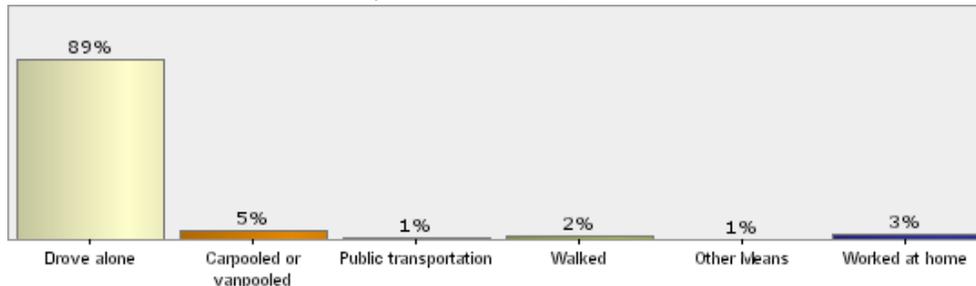
Deficient Bridges	2008		2009		2010		Percentage Point Chg 2008-2010
Open	7	30.4%	11	47.8%	12	28.6%	-1.9%

bridge is considered deficient if it is *structurally deficient* (in poor shape and unable to carry the load for which it was designed) or *functionally obsolete* (in good physical condition but unable to support current or future demands, for example, being too narrow to accommodate truck traffic).

Note: A

Travel

Transportation to Work, 2000 \*



\* Resident workers age 16 and over

## Supplemental Information – SEMCOG Community Profile

Transportation to Work	Census 2000		5-Yr ACS 2010		Percentage Point Chg 2000-2010
	Count	%	Count	%	
Drove Alone	30,944	88.6%	29,047	88.6%	-0.0%
Carpooled or Vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public Transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at Home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	34,934	100.0%	0.0%

Mean Travel Time To Work For residents age 16 and over Who worked outside the home	Census 2000	5-Yr ACS 2010	Change 2000-2010
		20.2 minutes	22.5 minutes

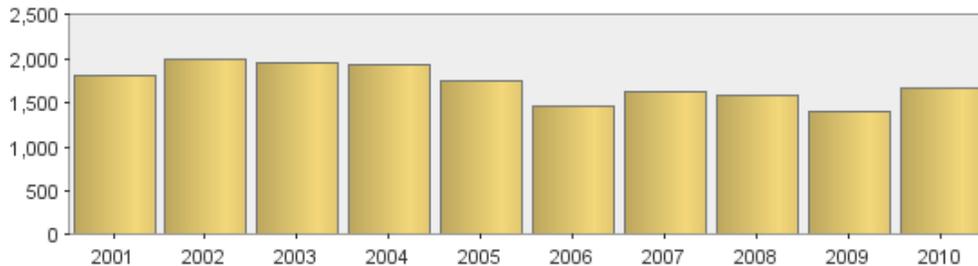
### Transit

Public Transportation: [Suburban Mobility Authority for Regional Transportation \(SMART\)](#)

Between Major Cities: [AMTRAK](#)

### Safety

Crashes, 2001-2010



Source: Michigan Department of State Police, Criminal Justice Information Center, and SEMCOG.

Crash Severity	2006	2007	2008	2009	2010	% of Crashes 2006-2010
Fatal	2	4	2	4	1	0.2%
Incapacitating Injury	25	17	28	21	20	1.4%
Other Injury	333	366	346	298	416	22.6%
Property Damage Only	1,099	1,252	1,218	1,080	1,239	75.8%
Total Crashes	1,459	1,639	1,594	1,403	1,676	100.0%

## Supplemental Information – SEMCOG Community Profile

Crashes by Involvement	2006	2007	2008	2009	2010	Percent of Crashes 2006-2010
Red-light Running	73	73	61	55	59	4.1%
Lane Departure	109	157	153	149	144	9.2%
Alcohol	66	71	65	72	68	4.4%
Drugs	7	8	7	16	15	0.7%
Deer	3	0	2	0	5	0.1%
Train	0	1	0	0	0	0.0%
Commercial Truck/Bus	64	77	87	54	71	4.5%
School Bus	1	4	5	4	7	0.3%
Emergency Vehicle	11	10	15	10	6	0.7%
Motorcycle	10	17	15	13	13	0.9%
Intersection	593	585	664	580	610	39.0%
Work Zone	38	27	69	19	12	2.1%
Pedestrian	18	17	17	18	23	1.2%
Bicyclist	25	30	27	30	23	1.7%
Older Driver (65 and older)	321	369	371	339	432	11.7%
Young Driver (Under 25)	537	615	594	512	572	18.1%

### High-Frequency Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2006-2010
1	54	134	14 Mile Rd W @ Crooks Rd	27.2
2	64	170	Woodward Ave @ 11 Mile Rd	25.2
3	111	316	14 Mile Rd W @ Coolidge Rd	20.4
4	125	363	14 Mile Rd E @ Rochester Rd	19.0
5	148	444	13 Mile Rd W @ Greenfield Rd	17.8
6	166	491	13 Mile Rd W @ Coolidge Rd	17.0
7	170	502	12 Mile Rd W @ Woodward Ave	16.8
8	180	548	12 Mile Rd W @ Stephenson Hwy	16.2
9	184	561	Main N @ 11 Mile Rd E	16.0
10	195	592	13 Mile Rd W @ Woodward Ave	15.6

Note: Intersections are ranked by the number of reported crashes, which does not take into account traffic volume. Crashes reported occurred within 150 feet of the intersection.

## Supplemental Information – SEMCOG Community Profile

### High Crash Segments

Local Rank	County Rank	Region Rank	Segment	From Road – To Road	Annual Avg 2006-2010
1	42	91	13 Mile Rd W	Woodward Ave - Greenfield Rd	51.4
2	111	255	E I 696	Campbell Rd S - E I 696/I 75 Ramp	36.2
3	123	290	Coolidge Rd	Meijer Dr – Maple Rd E	34.0
4	140	353	E I 696	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	31.4
5	215	553	Woodward Ave	Coolidge Hwy - N Woodward/12 Mile Turnaround	25.8
6	222	563	11 Mile Rd E	Troy N - Campbell Rd N	25.6
7	244	612	14 Mile Rd W	Coolidge Rd - Woodward Ave	24.8
8	313	769	Woodward Ave	Catalpa Dr - N Woodward/11 Mile Turnaround	22.4
9	332	833	Main S	10 Mile Rd E – Lincoln E	21.6
10	348	883	Woodward Ave	N Woodward/12 Mile Turnaround - 12 Mile Rd W	21.0

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

### Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

## Land Use Section

### Land Use

#### SEMCOG 2008 Land Use

Land Use / Land Cover	Acres	Percent
Agricultural	0	0.0%
Single-family residential	3,725	49.2%
Multiple-family residential	218	2.9%
Commercial	385	5.1%
Industrial	160	2.1%
Governmental/Institutional	549	7.3%
Park, recreation, and open space	584	7.7%
Airport	0	0.0%
Transportation, Communication, and Utility	1,938	25.6%
Water	5	0.1%
<b>Total Acres</b>	<b>7,563</b>	<b>100.0%</b>

### Source Data

[SEMCOG - Detailed Data](#)