

Royal Oak
2008-2009
Approved
Budget

**CITY OF ROYAL OAK
APPROVED BUDGET FOR THE FISCAL YEAR
2008 - 2009**

**MAYOR
JAMES B. ELLISON**



**CITY COMMISSIONERS
CARLO P. GINOTTI, MAYOR PROTEM
MICHAEL ANDRZEJAK
TERRY H. DRINKWINE
GARY LELITO
STEPHEN MILLER
CHARLES SEMCHENA**

**CITY MANAGER
THOMAS R. HOOVER**

**DIRECTOR OF FINANCE
DONALD E. JOHNSON**

**CONTROLLER
ANTHONY C. DeCAMP**

CITY OF ROYAL OAK

Principal Officials

Mayor

Jim Ellison

City Commissioners

Michael Andrzejak

Terry Drinkwine

Carlo P Ginotti

Gary Lelito

Stephen Miller

Charles Semchena

City Manager

Thomas R. Hoover

Department Heads

Assessor - James Geiermann

Chief Building Official - Jason Craig

Chief of Police – Theodore H. Quisenberry

City Attorney - Dave Gillam

City Clerk - Mary Ellen Graver

City Engineer - Elden Danielson

Controller - Anthony C. DeCamp

Coordinator of Senior Citizen's Activities - Kathleen Heikkila

Director of Arena Operations - Ronald Holbrook

Director of Finance - Donald E. Johnson

Director of Recreation & Public Service - Greg Rassel

Fire Chief - Wil White

Human Resource Director - Mary Jo Dipaolo

Information Systems Manager - Scott Newman

Library Director - Metta Lansdale

Planning Director - Tim Thwing

Recreation Supervisor - Tod Gazetti

Treasurer - John Kravitz

44th District Court

District Court Judge - Terrence Brennan

District Court Judge - Daniel Sawicki

Court Administrator - Kevin Sutherland

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City of Royal Oak

Introduction

The City of Royal Oak is located in southeast Oakland County, Michigan. The City's approximate 11.83 square miles has a population of 55,777 as of June 30, 2007 SEMCOG estimates. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway access for residents and visitors alike. Approximately 15 to 20 miles northwest of downtown Detroit, businesses and residents have easy access to the Ambassador Bridge and the Detroit-Windsor tunnel, the busiest international crossings between the United States and Canada.

The City of Royal Oak has operated under the "Council Manager" form of government since its incorporation on November 8, 1921. This form of government provides that the City Commission act as the legislative or policy making body. The City Commission is composed of six Commissioners and a Mayor elected by the city-at-large on a nonpartisan ballot. Three Commissioners are elected to four-year terms every two years to ensure experienced legislators at all times. The Mayor is elected for a two-year term.

The City Commission enacts ordinances, resolutions and regulations governing the City. City 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.



Manager's Letter

THE HONORABLE MAYOR
AND
MEMBERS OF CITY COMMISSION

I present to you the City Manager's Recommended Annual Budget for the City of Royal Oak for the fiscal year 2008-2009. This is my fourth budget as your City Manager. We continue to present a simple format that should be easy for all to understand. It includes essential spreadsheets explaining our revenues and expenditures, as well as descriptions of each City department. As you review this document, it is important to remember that it is only a plan and not set in stone. We often modify the budget over the course of the fiscal year due to unforeseen circumstances or changes in priorities.

This budget was even more frustrating to prepare than last year's. Since 2005, we have worked very hard to reduce costs, increase revenues, and make all Non-General Fund activities pay their own way. By all rights, I should be telling you that our plan worked, the budget crisis is solved, and we can start restoring services.

In fact, our plan did work, even better than we anticipated. The budget problems of 2005-2006 were solved, or at least they were addressed in a responsible, prudent and sustainable manner. The problems of 2006-2007 and 2007-2008 were also solved, or addressed. Yet, instead of declaring victory and moving on, I have to tell you that the goal line has been moved, and we have several more years of belt tightening to look forward to.

History

2005-2006

I think a quick review of our recent past is in order. In preparing my first Royal Oak budget, for fiscal 2005-2006, my staff and I determined that the City was on the path to financial disaster. We faced an immediate \$5.1 million General Fund operating deficit and a projected \$6.4 million operating deficit for 2006-2007. The immediate problem was "solved" through proposed transfers from other funds and the use of fund balance. Those options would not be available for 2006-2007 because there would be no fund balance left.

Those projections were based on continuing the staffing levels, programs and services of the 2004-2005 fiscal year. But, we didn't do that. Instead, the Commission adopted a simple plan in December of 2005 that came to be known as the "Two and a Half Year Plan," because we thought it would take two and a half years to solve the problem. The plan called for:

- Continuation of a hiring freeze already in place
- Immediate \$1.2 million budget cut
- Further automatic budget cuts as positions became vacant
- Further expenditure cuts and/or revenue enhancements of \$1.6 million for 2006-2007.
- Additional expenditure cuts and/or revenue enhancements of \$1.1 million for 2007-2008.
- Development of a Cost Allocation Plan to ensure other funds are paying their appropriate share of overhead costs.
- Transfer of five Parks & Forestry workers from their General Fund positions to vacant jobs in other parts of the Department of Public Services that are not part of the General Fund.

The Cost Allocation Plan has saved the General Fund over \$500,000 per year. Because we put it into effect at the end of the 2005-2006 fiscal year, we are now starting the fourth year of the plan, and the General Fund has saved well over \$2 million.

Perhaps, instead of the "Two and a Half Year Plan," we should have simply called our plan the "Attrition Plan," since it was primarily based on eliminating positions as they became vacant. Since implementing this plan, the number of authorized full time positions has fallen from 420 to 338, without a single layoff. This represents a 20% reduction in the City workforce.

2007-2008

Last year, we grappled with several serious problems that were not recognized, or at least not counted in 2005-2006. The biggest of these is retiree health care (also known as Other Post Employment Benefits, or OPEB). Like most governmental units, including the State of Michigan, Royal Oak had no plan in place for funding our \$110 million unfunded OPEB liability. In fiscal 2007-2008, we began funding OPEB the same way we fund pension obligations. Contribution percentages are calculated by an independent actuary and money is set aside to pay future claims. At that time, we used the 2004 actuarial valuation to determine our contribution. This year, we are faced with higher contribution rates as we are now using the results of a 2006 actuarial valuation. Our rates increased from 28.05% to 38.5%. Recently, the Commission approved using the Retiree Health Care Funding Vehicle of the Municipal Employees Retirement System of Michigan to invest these funds.

The other big problem we tackled last year involved the Motor Pool Fund. In June 2002 our predecessors started deliberately undercharging General Fund departments for their vehicles. This resulted in a woefully under-funded motor pool fund. In the 2007-2008 budget, we revised the motor pool rates to what can be called their "normal cost." This amount did not attempt to make up for past mistakes. It just restored rates to the level they should have been all along. It will keep the motor pool fund from getting worse, but it won't fix the problem by itself. Correcting these rates added \$750,000 to the General Fund budget in 2007-2008.

We still have a problem to deal with in this fund. To begin fixing it, we revised our planned length of service for police vehicles from two years to at least three years. Many of our squad cars now see four full years of service as police vehicles. Other vehicles are also being kept in service longer. Length of vehicle service is now being determined on a vehicle-by-vehicle basis, rather than by strict adherence to a replacement schedule.

We used bonds to finance the replacement of fire trucks and ambulances last year rather than use Motor Pool funds. This allowed us to spread the cost of these very expensive vehicles out over fifteen years. Six fire trucks and three ambulances were ordered. The ambulances and one aerial ladder have been delivered and are now in service. We will look very closely at leasing or other financing options for replacing vehicles next fiscal year as well.

Results

Our two and a half year plan has been more successful than we expected. We finished 2006-2007, the year we once projected the General Fund to lose \$6.4 million, in the black. We also expect the General Fund to end 2007-2008 in the black. The 2008-2009 proposed budget is very close to being balanced without the use of fund balance. The proposed General Fund budget calls for using only \$212,398 from fund balance.

We have, however, included a very large one time transfer of \$1.425 million from the Court Building Debt Service fund. With the Downtown Development Authority's agreement to pick up the debt service on the court building, there is no need to maintain a balance in the debt service fund. The DDA's action also allows the City to collect all of the revenue generated by parking tickets without diverting \$517,000 to the debt service fund. Since the DDA's action makes the transfer possible, we can thank them for a nearly \$2 million improvement in our financial position for 2008-2009.

This doesn't carry forward into the future. The DDA will continue to pick up debt service for at least two more years which will be worth over \$500,000 per year to the General Fund. However, there will be no further transfers from the Court Building Debt Service Fund because there will be no money left in that fund.

We have successfully addressed the many internal issues that contributed to the 2005-2006 budget problem. We are one of the first communities to address the OPEB (retiree health care) issue. We are dealing with the problems created by underfunding the motor pool. We are dealing with employee legacy costs.

Future

While we have been busy fixing internal problems, external issues over which we have little or no control have come to the forefront. Michigan has been in a "one-state recession" for several years. With the national economic slowdown, Michigan's economy is getting even worse. Housing prices are falling. Many homes are in foreclosure. Businesses are closing. This is resulting in declining State Equalized Value (SEV) and declining Taxable Value. We are already seeing the impact of these declines in the proposed budget. Instead of a 4% to 5% increase in Taxable Value, like we anticipated a year ago, we have an increase of about ½%. Oakland County Equalization is projecting that Taxable Value will fall next fiscal year, 2009-2010, by 3.5% and it will fall by another 2.5% for 2010-2011. This will have a very negative impact on our 2009-2010 and future budgets.

When the economy revives and housing prices start moving upward, we will not recover lost Taxable Value. Proposal A caps any Taxable Value increases to the rate of inflation. As home values and Taxable Values fall, the new lower Taxable Value becomes the new cap.

This translates to a \$3.8 million loss for 2009-2010 and an additional \$5.6 million loss for 2010-2011 if we maintain existing staffing levels. Obviously, we cannot maintain existing staffing levels. Without new revenue sources, we will need to further reduce the number of General Fund employees by about 50 over the next three years and we are likely to need further cuts after that. There is no possible way this can be accomplished without cutting further personnel in Police and Fire.

More Attrition

We think this can be accomplished by continuing the attrition program, but only if it's strictly enforced in all departments. Currently, the Fire department is mandated a certain number of personnel on a daily basis. This mandate runs through all of the next fiscal year and the results of the upcoming 312 arbitration with the Firefighters union will determine how we will proceed beyond that. Key positions must be kept in place in the Police department. With the payback from the DDA on the downtown patrol, the return on our participation in the Drug Enforcement Agency (DEA) and the commitment from the Federal government on providing the School Liaison Officer, these positions must remain a part of the department's operation.

We recommend filling a vacant position only when it is clear that filling the position will cost the city less than not filling it, or when the position is unique and no other employee can perform a critical function. As an extreme example, we are recommending in this Budget to eliminate four currently vacant police positions, but filling the replacement for the DEA officer.

We recognize that the result of such a policy may not always be in the best interest of the taxpayers. Not replacing police officers may result in additional criminal activity that costs our citizens far more than we would have paid for the officers. This is really no different than the situation we have with road repairs in Michigan. Instead of paying higher gasoline taxes, we collectively pay far more repairing damage to our vehicles than if we had better roads. In a macroeconomic sense, this isn't rational. However, we do not have the luxury of operating on the bases of what makes macroeconomic sense. We have to look at the City from a microeconomic perspective because we do not have the option of increasing revenue to cover additional expenditures.

Beyond this, if we are going to replace police and fire positions, then we will need much more than attrition everywhere else. The City will not have enough financial resources to continue the current level of services to its residents. We will reach the limit with our attrition program. When that occurs, we will need to seriously consider producing new sources of revenue.

On the revenue side, the sale of assets may become a more important factor. There have been serious discussions regarding divesting several unused City parks. Currently title work and ultimate sale of one of these parks is in process. We also continue to look for opportunities to collaborate, consolidate and possibly outsource as we move forward. Consolidating resources is always open for discussion. Joint discussions are taking place with Royal Oak and some neighboring communities regarding road and underground infrastructure improvements, and will prove beneficial. We implemented our outsourcing strategy in the Information Services department, which has lost several key employees over the past year. Without filling these vacancies with full time employees, much more work has been farmed out to outside contractors

The elimination of quality of life items is also recommended in this Budget. We recommend eliminating funding for all outside agencies in the Community Promotions activity. These include the Woodward Avenue Action Association, Youth Assistance and the Royal Oak Community Coalition. We may also have to ultimately consider eliminating our participation in major events, to include the Oak Apple Run, Memorial Day Parade and others.

The recommendations in this Budget will not be painless. As you know, we have already affected many City services that were provided to the public in the past. These include reducing the hours that City Hall counters are open to the general public to four (4) days per week, by eliminating Monday mornings and Friday afternoons. Already this spring, we are seeing the effects of manpower reductions in the Department of Recreation and Public Service over the last couple of years. Many of our traffic islands have not been cut, and leaves still have not been removed from City parks, except where citizen volunteers have cleaned portions of some parks on our annual April clean-up day. Manpower has been reduced to the mandated minimum in the Fire Department and the Police Department continues to lose personnel. Traffic enforcement, patrol and investigation will decrease as a result of these losses in the Police Department.

Labor Contracts

The City has taken a strong position in collective bargaining over the last two years, which has resulted in the settlement of several employee collective bargaining agreements in the non-uniformed areas. These agreements have set a historic pattern for the reduction of legacy costs in the City budget. With the cooperation of employee bargaining units, we have gained ground in being able to better manage day-to-day operations.

Public Safety 312 Arbitration proceedings are continuing. We expect a ruling early next fiscal year with our Police Officers, which hopefully will continue to reduce our legacy costs and set benchmarks for the remaining Public Safety unions. Ultimately, the large pension unfunded liability that the City has accrued will become manageable with these improvements.

Capital Projects

A new area of concentration in this coming fiscal years' Budget will be Capital Projects. We currently do not have a multi-year plan in the performance of Capital Projects that will improve our City's infrastructure. Establishing more planning input and financial control of our matching funds for such projects must be addressed.

If the City of Royal Oak continues its aggressive expenditure control, and ultimately, comes to grips with its revenue needs, the question of whether we have a crisis or only a problem, will be answered over the next couple of years. I feel very strongly that this Administration and the City Commission will be up to the task of resolving these challenges as we move forward. I remain proud and honored for the leadership I have been able to provide the Administration over the last four years, and I look forward to the improvement in the City of Royal Oak for the future.

Respectfully submitted,



Thomas R. Hoover
City Manager



CITY OF ROYAL OAK

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Finance Letter

I am pleased to present the 2008-2009 Annual Operating Budget for the City of Royal Oak. The two major issues affecting this budget are the flagging state and national economy and the issue of fully funding retiree medical benefits. Retiree issues are addressed later in this letter. The economy, especially the national mortgage crisis, has affected multiple areas of our revenue including property taxes based on housing value, interest rates, and gas tax receipts.

For the first time since 2000, we have taxable values that rose only 0.85% this year compared to 5.16% or better annual increases in those seven years. Looking ahead to the next two years, our Assessor sees probable taxable value decreases of 3.50% and 2.50%. This is better than some neighboring communities are expecting. Further value decrease could occur because property sales are still declining.

The good news in this is that the Headlee Amendment permits a 2.3% increase in inflation for FY2009, so it does not drive down our 2008 operating tax rates. The debt rate declines a little, reducing our total tax rate to 11.4334 mills. The proposed tax rates are:

TAX RATES

<u>Purpose</u>	<u>2006-2007</u>	<u>2007-2008</u>	<u>(Proposed) 2008-2009</u>
General Operations	7.4207	7.3947	7.3947
Publicity	.0222	.0214	.0214
Solid Waste	2.9539	2.7664	2.7664
Library	.9631	.9597	.9597
Debt Retirement	<u>.3102</u>	<u>.2944</u>	<u>.2912</u>
Total City Wide	11.6701	11.4366	11.4334
Central Business District (only)	1.6831	1.6477	1.6477

Voted debt tax levies are not limited. The 1994 Headlee Amendment to the state constitution limits all operating tax rates. All rates are at their maximums, except a local solid waste millage.

Our 2007 tax rate of 11.4366 mills is very low for cities and villages. It ranked 8th out of 30 communities in Oakland County. The range was from 8.3000 in Bloomfield Hills to 23.7288 mills in Oak Park. We anticipate that, at 11.4334 mills for 2008, we will rank very competitively again.

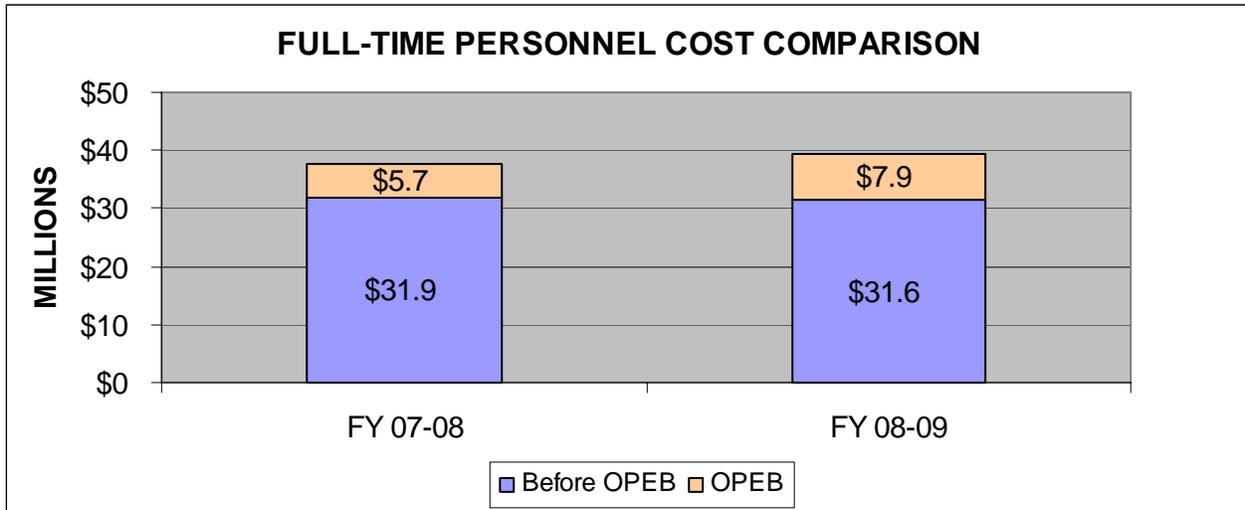
Interest rates rose briefly to 5% in 2007 then dropped under 2% this Spring following Federal Reserve action to stimulate the declining economy. This has made it difficult to predict interest income and led to conservative assumptions.

At the same time, sky rocketing gasoline prices are approaching \$4.00 a gallon. While department requests took some of this rise into account, high gas consumption areas like Motor Pool, Police, Fire and Public Services may have to trim gas consumption to stay within approved budgets.

Conversely unemployment, layoffs and general consumer belt tightening are showing up in as much as 20% decrease in consumption at the gas pump. If this continues, state gasoline tax receipts will decrease and our Major and Local Street budgets will not make their slightly reduced revenue targets.

Personnel costs fully funded Other Post Employment Benefits for the first time in FY07-08. They remain a major focus for this budget. Current FY07-08 personnel cost was based on 352 authorized position slots budgeted to cost \$37,599,021 including full funding of \$5,748,295 for OPEB. Full funding in the coming year pushes costs up 4.9%.

<u>Budget</u>	<u>Positions</u>	<u>Full-Time PERSONNEL COST</u>		
		<u>Before OPEB</u>	<u>OPEB</u>	<u>TOTAL</u>
FY 07-08	352	\$31,850,726	5,748,295	37,599,021
FY 08-09	<u>338</u>	<u>31,565,850</u>	<u>7,889,800</u>	<u>39,455,650</u>
Change	-14	(284,876)	2,141,505	1,856,629
Percent		- 0.9%	37.3%	4.9%



OPEB costs to pre-fund retiree’s health care rose \$2,141,505 or 37.3% to \$7,889,800 in the FY08-09 budget. To offset this and to balance the budget, the recommendation is to follow the City Commission’s attrition policy strictly. Thus fourteen vacant full-time positions have been removed. This results in a 0.9% reduction in personnel cost to \$31,565,850 before OPEB cost is considered. However even after reducing positions to 338 full-time slots, OPEB causes an overall increase of 4.9% in full-time personnel cost to \$39,455,650.

Fourteen full-time positions were cut in nine budget areas. Eliminated are a Deputy City Attorney; an Ordinance Division MC II clerk; a Housing/Block Grant CS-3 transferred to Police records; a Housing Specialist; a Water Billing Municipal Clerk I we replaced with a part-time position; two Information Systems slots for a PC Specialist and a Data Base Administrator; four Police positions due to two retired Sergeants, a Police Service Aide and a Police Officer; two Truck Drivers in the Highway division; and a Motor Pool Automotive Mechanic.

Bargaining unit agreements are tentatively settled for Executive Department Heads; Professional and Technical Employees Association (including the District Court); Foreman and Supervisors’ Association; and the Service Employees’ International Association. Professional Fire Fighters, Royal Oak Police Officers and Royal Oak Command Officers’ Associations are in arbitration. The Department Head and Deputy Department Head Association, AFSCME and Royal Oak Detectives’ Association agreements are unsettled.

Highlights of individual funds follow. All comparisons to the previous fiscal year refer to the adjusted budget at December 31 unless noted otherwise. **A budget is considered balanced when revenues, transfers-in and use of fund balance equals or exceeds operating expenditures and transfers-out.**

MAJOR GOVERNMENTAL FUNDS

The General Fund total recommended appropriation is \$36,739,378 or 4.8% over the prior year budget. The proposed revenue is \$33,739,378 up 0.2% over the prior year. Transfers from other funds are expected to be \$2,796,042 compared to \$1,200,000 budgeted in FY08. The planned use of fund balance in FY 2009 is \$304,398.

A year ago, ending General Fund fund balance at June 30, 2008 was forecasted to decrease \$929,791 to \$4,676,893. Today the revised forecast at June 30, 2008 is for a \$563,224 increase in fund balance to \$7,246,741. The budgeted June 30, 2009 fund balance is \$6,942,343. At 18.9% of FY2009 expenditures, ending fund balance is above the minimum target of 10%.

The following General fund items are noted:

Revenue and transfers-in show mixed results. Tax revenue is \$18,517,144, up only 0.8% because of the items noted earlier. Projections expect a drop of 3% to 4% next year. Grants, primarily state shared sales tax receipts, are budgeted at \$5,064,377, down 4.3% from the prior year. This estimate expects lower real collections and hopes that the legislature does not make any additional cuts.

Licenses, charges and fines at \$8,238,407 are expected to increase 7.4% due mainly to criminal traffic fines (+\$356,000), cable franchise fees (+\$100,000) and parking violations (+\$80,000). Interest and contributions, budgeted at \$789,776, are down nearly 35% due to the economy and Federal Reserve actions. Other items at \$1,025,303 hold steady with the estimated FY2008 year-end of \$1,025,303. Transfers-in, estimated at \$2,796,042, include a one-time transfer of \$1,425,000 on closing the Court Building Operations Fund.

The approved increase in General Fund appropriations compared to the budget at 12/31/07 is \$1,675,221 or 4.8%. Since \$1,626,274 of the increase is due to OPEB contributions alone, all other General Fund budget appropriations have a net increase of \$48,947 or just over 0.1%.

The City Manager recommended and City Commission approved reductions to Police, Fire and Human Resources totaling \$567,092. The Police department budget was cut \$480,536 due to staff reductions listed in the Overview. Fire's Motor Vehicle Rental budget was reduced \$73,191 and the travel budget reduced \$502. Human Resources' budget for hiring cost (Civil Services examinations, advertising and medical services) was trimmed \$12,000. City Commission continued \$92,000 of Community Promotion funding to three agencies (Youth Assistance, Woodward Avenue Action Association, and Royal Oak Prevention Coalition) for one year.

The Solid Waste Fund, administered by the Department of Public Services, records costs of curbside refuse, recycling and yard waste services to homes and businesses. Two tax millages, one State and one voted locally, provide 99% of the \$6,560,598 of revenue to run these programs. The recommended appropriation is 4.2% higher than current. Our partner SOCRRA (Southeastern Oakland County Resource Recovery Authority) and its privatized garbage hauler collect and dispose of trash and recyclables. The DPS cleans up tree branches, limbs and other material from storms and other damage.

MAJOR PROPRIETARY FUNDS

Proprietary funds operate in the same manner as businesses. Their fees and charges are designed to recover all costs, including capital cost (such as depreciation and debt service). The method of budgeting and accounting for these funds is on an accrual basis. There are two major proprietary funds.

The Water and Sewer Fund records the revenue and expenses to supply the City's water and to dispose of the combined sewer effluent. This major fund charges user rates, based on volume, to cover virtually all its costs. Revenue declines over 8% to \$20,372,490 for FY 2008-09 due to continued declining usage. Expenses are budgeted at \$22,400,274 including depreciation. Water and Sewer capital projects in the coming year total \$3,427,900. The rate recommended to cover this is an increase of 7.69% for tier one usage and 8.57% for tier two usage.

The Auto Parking System Fund operates on-street and off-street parking, mainly in the central business district. Meters were installed in late 2007 to accommodate the new variable parking rates. The Department of Public Service (DPS) budget (\$2,717,910) maintains all spaces and collects the fees. Police Parking Enforcement (\$231,398) tickets violators and the Court collects the fines. Major repairs for the Center Street deck and the Williams Street lot are expected to be \$1,026,000. Lease payments to cover 2006B Parking Refunding bond debt service are \$613,530 in FY08-09, \$613,454 in FY09-10 and \$612,706 in FY10-11. Debt principal outstanding at 6/30/08 is \$6,470,000 due through FY 2025-26.

Bond financing is being evaluated for the capital outlay in both these funds along with the potential acquisition of added land for parking in the Central Business District as recommended in the Parking Master Plan. No commitment or recommendation has been made at this time.

NON-MAJOR SPECIAL REVENUE FUNDS

The Major Street Fund, per PA 51 of 1951 as amended, receives gas and weight taxes collected by the State from gasoline sales and license fees. Receipts can be very volatile, based on the economy. These funds must be used to construct and maintain high volume major streets and bridges. Up to 25% of these funds may go to support local street needs under certain circumstances. The FY09 Major Street revenue budget of \$3,196,211 is budgeted to decrease 2%. State shared revenue makes up 90% of its receipts. Expenditure appropriations of \$4,200,350 include \$1,600,350 for operations, up to \$650,000 transfer to Local Streets, and \$2,000,000 for capital outlay.

The Local Street Fund receives state shared Act 51 revenue to construct and maintain low volume, neighborhood streets. Revenue is budgeted at \$1,711,500 including the \$650,000 transfer from Major Streets. Appropriations are approved for \$2,387,820 which includes \$1,487,820 for operations and \$900,000 for capital outlay. Individual capital budgets anticipated for next year are listed in Capital Projects fund 498.

The Publicity Tax Fund keeps track of tax revenue used to publish and mail print communications such as the “Insight” to residents and businesses. This millage is limited by state statute to \$50,000 a year. Additional funds supplement this.

The Library Millage Fund keeps track of the resources and outlays to operate the Royal Oak Library. The Library Board estimates sources of \$2,451,840 including \$2,250,285 from our local tax millage, and \$113,505 from state aid grants. Appropriations of \$2,472,040 consisting largely of personnel cost (\$1,428,738) and building debt (\$284,463).

The State Construction Code Fund records the Inspection division’s revenue and expenditures in the Building Department for enforcing the state code. Collection of registrations, permit fees and code violation fines totaling \$1,461,700 plus using \$328,457 of fund balance is budgeted to pay for inspection services of \$1,790,157. Fund balance is expected to be reduced to \$401,512.

The CDBG Fund accounts for stewardship of over \$2.3 million of Community Development Block Grant monies, funded and monitored by the Housing and Urban Development or H.U.D. Four activities are tracked: Rehab, Administration, Senior Activities and Other. Planning Department’s Housing division operates a “Rehab” home improvement loan program. Royal Oak homeowners, who qualify for low interest (3%) rehabilitation loans, must pay them back over time or may have them deferred until the home sells. Housing inspects eligible homes for lead-based paint and other deficiencies, obtains bids, oversees the repair, pays the contractor, and collects the loan repayments. About \$2 million is invested currently in these revolving loans; \$600,000 is expected to be reinvested in FY09. Senior Activities provides staffing for the centers. The Other category budgets nearly \$874,000 to provide eligible project funding, largely for street repaving.

The ACORN Fund accounts for the receipt and use of donations to the City to be used for public purposes. Appropriations of \$86,276 are budgeted.

The Senior Citizens Services Fund, overseen by the Recreation Department, provides services to seniors including activities at two City centers, at home programs, and transportation. Both paid staff and 85 or more volunteers help deliver these services. Funding of \$558,718 comes from Community Development Block Grants (CDBG), licenses, charges and fees plus \$114,607 of fund balance.

The City budgets three grant funds individually then aggregates them for CAFR reporting purposes. The Animal Shelter Fund operation, administered by the Police Department, is budgeted for \$52,150 of expenditures. The Police Grant Fund authorizes \$643,366 of expenditures for FY 2008-09. No grants are anticipated in the Fire Grants Fund at this time.

NON-MAJOR DEBT SERVICE FUNDS

Debt Service funds are established by State Statute and bond covenants to account for collection and expenditures of resources earmarked for the retirement of debt issued directly by the City and not accounted for in Enterprise funds. The City has one debt issue that is supported by a voter approved tax millage. Fire Bonds have debt service costs of \$682,894 for FY08-09, \$687,894 for FY09-10 and \$687,194 for FY10-11 paid by the voted tax millage.

A 2007 general-obligation limited-tax (GOLT) bond issued in FY2007 supporting Energy (improvement) Projects has debt service of \$100,400, \$102,600 and \$104,600 due in the next three years paid by four funds. The City issued \$2,645,000 of 2007A Vehicle GOLT bonds in FY2008 (see Motor Pool). The Vehicle bonds have debt service of \$303,167, \$322,200 and \$313,200 due in the next three years. Twelve other bond issues are recognized in Business-Type Activities like the Water and Sewer, Auto Parking or Ice Arena funds.

NON-MAJOR CAPITAL PROJECTS

The City has two Capital Project Funds to account for financial resources to acquire major capital facilities. Capital Project Funds use the modified accrual basis of accounting that recognizes revenue when it is both measurable and available.

The Capital Improvements Fund is used to record capital expenditures from bond issues. Our Capital Projects Fund records other major projects. Budgets for each project are adopted as each project is approved.

Capital Projects Fund (498) details Engineering's funding sources expected through FY 2012-2013. No General Fund participation is required. Capital outlays for twenty nine public improvement projects starting in FY2009 are recommended totaling \$9,377,900. These investments can be summarized as follows:

Highways and Streets	\$ 5,199,000
Water & Sewer	3,152,900
Parking	1,026,000

NON-MAJOR PROPRIETARY FUNDS

Enterprise Funds

The Department of Recreation and Public Service uses three funds to account for Recreation, Farmers Market and Ice Arena operations. These operations operate mainly on user fees or charges. If user demand decreases, programs are reduced or cancelled.

Internal Service Funds

Internal Service Funds furnish goods or services to other funds within the City. Their object is to recover the full cost of supplying goods or services. The City uses three funds.

The Information Systems Fund receives money from other funds in order to supply those funds with computer and telecommunications equipment, and infrastructure and technical support of the City's operational goals. Part-time help or contractors will replace two full-time positions that have been eliminated following retirements.

The Motor Pool Fund charges other funds user fees for equipment and fleet vehicle usage and maintenance. In December 2007, the City issued \$2,645,000 of CIP Bonds dated 12/1/07 at 4%. Fitch and S&P rating agencies rated these insured bonds as AAA with an underlying rating of AA-. The proceeds are being used to replace fully-aged Fire vehicles (one aerial truck, five fire trucks and three rescue/ambulance units) and replace two dump truck bodies. The replacement schedule for most vehicles, especially police cars, has been revised and based on physical condition, instead of age only.

The Worker's Compensation Insurance Fund records the City's cost of self-insuring its employees for on-the-job injuries and lost time, and for stop-loss coverage insurance. This fund's resources are used to meet future payments of claims.

PENSION TRUST FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of these funds are *not* available to support the Cities own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The City operates the Retirement Fund, a single-employer Pension Trust Fund, to record the transactions of the City of Royal Oak Retirement System for its public employees. The fund maintains the assets of retirees and existing employees eligible for defined pension benefits. Funding comes from member contributions, employer contributions and investment income. FY 2008-09 contributions average 20.60% of active member payroll. That means 17.57% for General and Water employees and 23.49% for Police and Fire employees. Valuation assets at June 30, 2007 were \$143,600,000 compared to the Actuarial Accrued Liability (AAL) of \$162,800,000. This plan is being closed to new hires. They are eligible for defined contribution retirement benefits.

Investment returns have been very volatile in the past ten years. The state-wide, non-profit Michigan Employees Retirement System (MERS) has demonstrated superior results in managing its own and other pension funds. The City is examining ways to have MERS assume management of the Retirement Fund.

The City established a Public Employee Health Care Fund in FY 2007-08 to record the transactions for funding and paying the City of Royal Oak's Other Post-Employment Benefits (OPEB). Actuarially calculated contributions for FY 2008-09 now average 38.66% of eligible payroll or 36.81% for General employees and 40.44% for Police and Fire employees. Last year's comparable contribution rate was 28.05%. The latest actuarial calculations report an Unfunded Actuarial Accrued Liability of \$110,400,000 as of June 30, 3006. The City adopted the retiree health funding vehicle offered by the Municipal Employees Retirement System of Michigan (MERS).

COMPONENT UNITS

This group of funds consists of legally separate organizations for which the City is financially responsible.

Downtown Development Authority's Tax Increment Finance Authority Development Fund accounts for the tax revenue captured as the result of a tax increment financing plan, which allows for the capture of tax dollars resulting from the increased value of the downtown area. This fund is separated to pay the various construction and improvement projects, including their debt, identified by the DDA board. About \$2.5 million is estimated to be captured from existing levies by the City and other taxing units. It also pays expenses to promote the downtown and certain staff expenses. The DDA's 1994 Streetscape Bonds have debt service payments of \$163,500 in FY08-09 and a final payment of \$154,500 in FY09-10.

The DDA Operating Fund accounts for an added tax of 1.6477 mills levied only on Central Business District properties. It collects over \$50,000 that is used to staff the DDA office.

The Housing Commission Fund accounts for our rent assistance program, afforded in the form of HUD Section 8 Housing Choice Vouchers to 220 families who meet HUD income criteria. Planning Department's Housing division qualifies the voucher recipients and hires inspectors, who assure that rental properties meet HUD housing quality standards for occupation.

ACKNOWLEDGEMENTS

This budget represents contributions from every department of the City. This report was prepared by a team led by Tony DeCamp, Controller. Special thanks to the Finance Department for the timely preparation of this report and their dedicated service.

Respectively submitted,



Donald E. Johnson, Director of Finance

CITY OF ROYAL OAK

Vision Statement / Goals and Objectives

Saturday, February 18, 2006
City Commission Goal Setting Session

A Final Report Prepared for the Commission
By Brett Tillander, Facilitator

OVERVIEW

On Saturday, February 18, 2006, Mayor Jim Ellison called the Goal Setting and Planning Session to order at 8:40 AM, the session concluded at 2:11 PM. In attendance were the following elected officials: Mayor Jim Ellison; Mayor Protem, Michael Andrzejak; Commissioner Pat Capello; Commissioner Terry Drinkwine; Commissioner Carlo Ginotti; Commissioner Gary Lelito and Commissioner Stephen Miller. Also in attendance was City Manager Tom Hoover; Director of Finance, Don Johnson; and Planning Director, Tim Thwing. Several other department heads including Police Chief Ted Quisenberry, Fire Chief Wil White, and additional staff were in attendance as well.

Mayor Ellison, following the opportunity for Public Comment, turned the session over to Facilitator, Brett Tillander.

The following report details the accomplishments of the day and the direction established by the Mayor and City Commissioners.

VISION STATEMENT

The Commission developed the following Vision Statement.

The City of Royal Oak is a safe, healthy, sustainable community and a great place in which to work, live and play, that offers residents and businesses growth and opportunity.

MISSION STATEMENT

The Commission developed the following Mission Statement.

To work together to create and implement strategies necessary to ensure that Royal Oak remains a safe, healthy and sustainable community.

VALUES & GUIDING PRINCIPLES

The Commission identified nine values and guiding principles to govern their actions.

VALUE #1 – Fiscal Accountability

To increase the efficiency of our City government through fiscal responsibility and prudence.

VALUE #2 – Leadership

Demonstrating our values in our words and our actions, encouraging others to participate and excel, and advocating what we believe.

VALUE #3 – Innovation

To think broadly short and long-term to balance city-wide business and neighborhood specific responsibilities, to do better with limited resources.

VALUE #4 – Integrity

To demonstrate honesty and sincerity in all of our dealings, upholding only the highest ethical principles, to provide open and transparent communications to create informed opinion and results.

VALUE #5 - Respect

To respect the needs of all residents, businesses and visitors, all viewpoints, and the diverse needs of our community.

VALUE #6 – Commitment

To fulfilling the vision and goals for the City.

VALUE #7 – Teamwork

By working with respect and in full cooperation for the benefit of the community.

VALUE #8 – Sustainability

To contribute to a safe, healthy community and dynamic economy, to ensure that the City’s actions maintain or improve the quality of life in our community.

VALUE #9 - Excellence

Demonstrated in governing and in all we do to maintain the highest possible quality of life.

CRITICAL ISSUES

The Commission identified some of the critical issues that the City will face within the next 12 months. *These are not prioritized.*

- Upcoming contract negotiations
- Funding City services not deemed vital
- Maintenance of existing City services with current revenue streams
- Loss of families if Hold Harmless Millage fails
- Relationships between City Commission, Administration & Employee Groups
- The need for successful results with all labor contracts
- To learn to reduce expenditures to match revenue sources
- To learn to balance the General Fund Budget without transfers from Enterprise Funds
- Strategy for the future of the City Attorney’s office
- Identifying and prioritizing City services
- Identifying existing and potential revenue sources
- Revenue enhancements – develop a mechanism to handle increased costs to the City
- Identify City assets for redevelopment opportunities

GOALS & ACTIONS

The Commission discussed goals and actions to be considered within the next 12 months. The Commission then identified which goals they would like to see moved forward. Each elected official had a limited number of ballots to cast across the various goals. The number in (), indicates the number of Commissioners who identified that item with the limited ballots they had been given. These are not ranked in order of importance, rather they are ranked based upon consensus.

Strongest Consensus:

- Provide resolution and determine direction related to the City Attorney’s office. (5)
Responsibility: City Commission

Strong Consensus

- Reach decision regarding redevelopment of City assets (4)
Responsibility: City Commission
- Settle Labor Contracts (4)
Responsibility: City Commission
- Conduct departmental audits and evaluations (4)
Responsibility: Staff

Good Consensus

- To balance the budget without transfers from enterprise funds. (3)
Responsibility: City Commission & Staff

Consensus

- Prioritize City services and the staffing needs for each department (2)
Responsibility : Staff & City Commission
- Improve Relationships with employees (2)
Responsibility: City Commission, Staff, Bargaining Units

Additional Goals & Actions

- Actual costs are reflected in actual City fees.
- Look at current City services to generate additional revenue as demonstrated in other cities.
- Reduce arbitration costs to the City by better communication between management and staff.
- Improve staffing levels within the Royal Oak Police Department.
- Secure modest concessions for low-service, non-vested and future employees.
- Redraw DDA boundaries to reflect today's needs while delivering some revenue to the City.
- Establish better communication between Administration and City Commission.

ADDITIONAL SPECIFIC ACTIONS

The City Commission also focused on several additional areas for attention.

Additional Specific Actions

- Quicken decision making efforts and improve implementation processes. (3)
Responsibility: City Commission & Staff
- Deliver customer-oriented service especially in the area of inspections while honoring professional standard and statutes. (3)
Responsibility: Staff
- To eliminate the “We have tried that before...” and the “We can't do that...” mentality and culture. (3)
Responsibility: City Commission & Staff
- To review the current direction of the DDA and focus efforts on meeting today's needs. (2)
Responsibility: City Commission
- To address the growing concern of “big foot” developments within neighborhoods. (2)
Responsibility: City Commission

EMPLOYMENT CULTURE

The City Commission identified some work place attributes they would like to see established to create a world-class employment environment.

Attributes

- Employees efforts are appreciated and recognized.
- Employees are given the best “tools” to do their job.
- Praise is freely and openly given and criticism is specific and private.
- We foster a progressive environment with room for professional growth and minimum stress.
- Administration, employees, residents and elected officials work in partnership.
- The environment is identified by the three C's – cooperation, communication and coordination.

PERSONAL AGENDA ITEMS

The City Commissioners and Mayor identified some goals for the future when time and resources permit.

- The development of architectural appearance standards for all new and renovated buildings.
- Balancing annual General Fund budgets without transfers from Enterprise funds.
- Development of a new Police Station.
- Expanded Parks and Recreation Programs.
- New City Hall including Police Department.
- Rebuild City Hall and Police Department where the City owns the building and where the project includes a central park.

Each idea was captured within the report. There were redundancies but nuances that required the ideas to be listed separately.

RECOMMENDATIONS

The following recommendations are offered based on this experience:

- The City Commission should officially adopt their Vision Statement, Mission Statement and Values.
- The Vision, Mission, Values and Goals should be posted and available on the City's web site.
- This should be an annual process and the following might be a suggested approach. First, key department heads should present specific strategic issues and data to the City Commission six to eight weeks prior to the Goal Setting & Planning Session. The City Commission should then hold its Annual Goal Setting & Planning Session prior to the beginning of the annual budget process.

Budget Resolutions

RESOLUTION 1: BUDGET RESOLUTION

BE IT RESOLVED that the 2007-2008 City of Royal Oak Budget for each fund is hereby appropriated as follows:

General Fund	
General Government	9,439,195
Community and Economic Development	231,287
Health and Welfare	714,787
Public Safety	23,468,857
Public Works	1,515,951
Recreation and Culture	1,369,301
Transfers Out	-
Expenditures Total	36,739,378
Taxes	18,517,144
Licenses and Permits	871,300
Grants	5,064,377
Charges for Services	2,975,857
Fines and Forfeitures	4,381,250
Interest and Rentals	1,040,234
Contributions and Donations	9,776
Reimbursements	669,000
Other Revenues	100,000
Transfers In	2,796,042
Use of Fund Balance	304,398
Revenues, Transfers and Use of Fund Balance	36,739,378
Major Streets Fund	
Expenditures Total	4,200,350
Revenues Total	3,196,211
Local Streets Fund	
Expenditures Total	2,387,820
Revenues Total	1,711,500
Publicity Tax Fund	
Expenditures Total	61,215
Revenues Total	61,215
Solid Waste Fund	
Expenditures Total	6,349,622
Revenues Total	7,138,586
DDA - Development Fund	
Expenditures Total	2,776,573
Revenues, Transfers and Use of Fund Balance	3,022,505

DDA - Operating Fund	
Expenditures Total	65,437
Revenues, Transfers and Use of Fund Balance	65,437
Library Millage Fund	
Expenditures Total	2,503,490
Revenues Total	2,503,490
State Construction Code Fund	
Expenditures Total	1,790,157
Revenues, Transfers and Use of Fund Balance	1,790,157
Acorn Fund	
Expenditures Total	86,276
Revenues, Transfers and Use of Fund Balance	86,276
Senior Citizen Services Fund	
Expenditures Total	558,718
Revenues, Transfers and Use of Fund Balance	558,718
Animal Shelter Fund	
Expenditures Total	52,150
Revenues, Transfers and Use of Fund Balance	52,150
Police Grants Fund	
Expenditures Total	643,366
Revenues, Transfers and Use of Fund Balance	643,366

RESOLUTION 2: SET TAX RATE

RESOLVED, that the general operating levy for the 2008-2009 fiscal year for operations is established at 7.3947, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2008-2009 fiscal year for the publicity tax is established at .0213 mills.

BE IT FURTHER RESOLVED, that the property tax rate for the 2008-2009 fiscal year for the Library operations is established at .9597 mills.

BE IT FURTHER RESOLVED, that the property tax rate for the 2008-2009 fiscal year for the Solid Waste Disposal operation is established at 2.7664 mills, which consists of 2.0164 mills authorized by state law and .7500 mills authorized by the voters of the City of Royal Oak, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2008-2009 fiscal year for the Fire Bonded Debt be established at .2912 mills, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2008-2009 budget recommended by the Central Business District Authority for the area designated by Ordinance as the Central Business District is established at 1.6477 mills, and

BE IT FINALLY RESOLVED, that the 1.6477 mill levy for the Central Business District is in addition to the millage applicable to properties outside of the Central Business 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 2008, and

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

RESOLUTION 4: WATER RATE

BE IT RESOLVED that the Water and Sewer Rates for the City of Royal Oak as of July 1, 2008 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Service	\$70 per mcf for first 2 mcf per billing period
	\$76 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 2008-2009 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 2008-2009 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 \$10,000 without the approval of the City Commission and pursuant to Chapter Fourteen, Section 2, any public work or improvement costing more than \$15,000 and executed by contract, shall be awarded to a responsible bidder in competition for the 2008-2009 fiscal year.

RESOLUTION 9: FINANCIAL POLICIES

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

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

NOW, THEREFORE, BE IT RESOLVED, the City reaffirms its existing financial policies on Fund Balance, Investments, and Retirement Contributions and adopts the proposed policies on Debt Management, and Capital Improvements Projects as they appear in the 2008-2009 Recommended Budget and the policy on Attrition as it appears below.

**CITY OF ROYAL OAK
2008 – 2009**

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, 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), mandates 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 Council 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 citizens. 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 activity or departmental 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.

Budget Calendar: Fiscal Year 2008 - 2009

INTERNAL PORTION

1/22/08 Finance sends budget forms and instructions to departments.
2/15/08 Finance sends budget forms and instructions to departments.
2/29/08 Department requests are due.
3/03-3/21/08 Finance compiles department requests and meets with departments as needed.
3/24/08 Compiled budget requests submitted to City Manager.
3/25-4/11/08 City Manager's budget hearings

PUBLIC PORTION

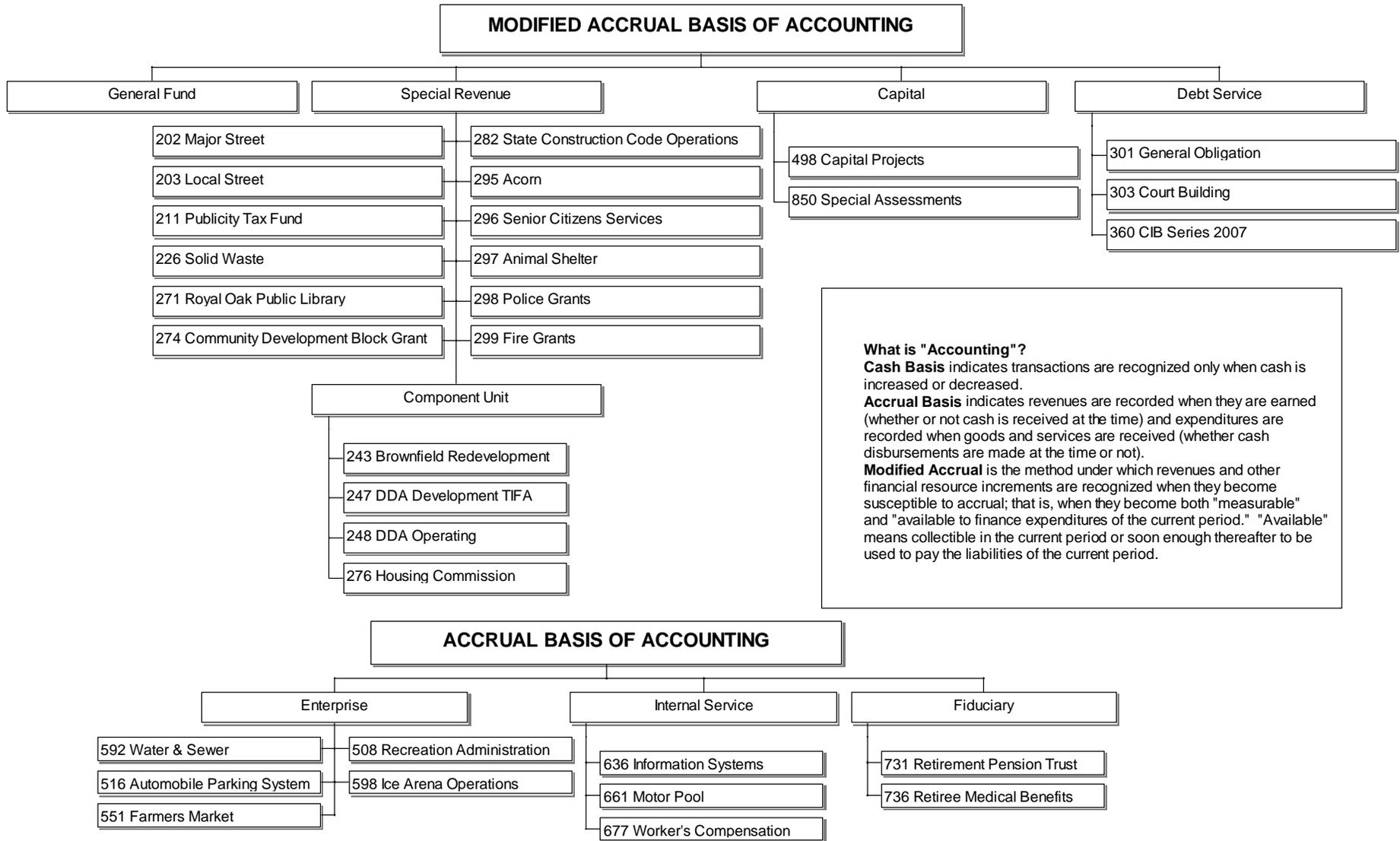
12/8/08 1st City Commission Budget Study Session
2/18/08 2nd City Commission Budget Study Session
3/01/08 City Commission Goal Setting session.
5/19/08 Budget presented to City Commission
5/27,29,31/08 City Commission Budget Hearings

Public Hearing on Budget
5/21/08 Publish Notice
6/02/08 Hold Public Hearing on Budget

6/02/08 Commission adopts Budget and Millage Rates
6/16/08 Alternate date for adopting Budget and Millage Rates

Note: All meetings of the Commission are open to the public unless exempt under the Open Meetings Act

Basis of Accounting Chart



Finance Policies

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 Improvement Projects

Capital Improvement Project Definition

Capital improvement projects are any project or physical improvement that results in a permanent addition to the City's fixed assets or revitalization/improvement that extends a fixed asset's useful life or increases its usefulness or capacity. Qualifying projects must have an estimated cost of \$2,500 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 6/2/2008]

Debt Management Policy

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

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

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

Debt Manager and Disclosure Agent: The Director of Finance is the Debt Manager for all items involving debt management. The Debt Manager is the Disclosure Agent responsible to develop and conduct an Investor Relations Program and is the person authorized to speak externally on behalf of the City concerning debt. His duties include the filing of all public records to meet federal and state legislation. He or she may appoint a member(s) of his staff to assist him in carrying out this mission.

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

Policy:

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

[Adopted 6/2/2008]

Fund Balance Policies

Fund Balance Policy – General Fund

Purpose:

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

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

Policy:

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

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

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

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

Fund Balance Policy – Non-Major Enterprise Funds

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

[Adopted 3/06/2006; 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 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

PARKING FUND TRANSFER LIMITATION POLICY

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

WHEREAS, after additional consideration, the City Commission has determined that in order to further ensure proper stewardship of the City's financial resources, a policy should also be established to restrict the level of transfers from the City's Parking Fund to the City's General Fund in any given fiscal year. Such a policy will ensure that the City will be able to properly maintain the assets associated with the Parking Fund without having to draw upon the City's General Fund.

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

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

Investment Policy

1.0 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.

2.0 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.

3.0 OBJECTIVES

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

- 3.1 *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 diversity investments regarding specific types or individual financial institutions.
- 3.2 *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.).
- 3.3 *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.
- 3.4 *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.

4.0 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.

5.0 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:

- 5.1 Bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.
- 5.2 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.
- 5.3 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.
- 5.4 Repurchase agreements consisting of bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.
- 5.5 Bankers' acceptances of United States banks.
- 5.6 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.
- 5.7 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:
 - (i) The purchase of securities on a when-issued or delayed delivery basis.
 - (ii) 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.
 - (iii) The limited ability to borrow and pledge a like portion of the portfolio's assets for temporary and emergency purposes.
- 5.8 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.
- 5.9 Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.
- 5.10 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.

6.0 AUTHORIZED FINANCIAL INSTITUTIONS & BROKER/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.

7.0 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.

8.0 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.

9.0 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.

10.0 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.

11.0 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.

12.0 ADOPTION BY CITY COMMISSION

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

[Reaffirmed 06/02/2008]

Retirement 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.

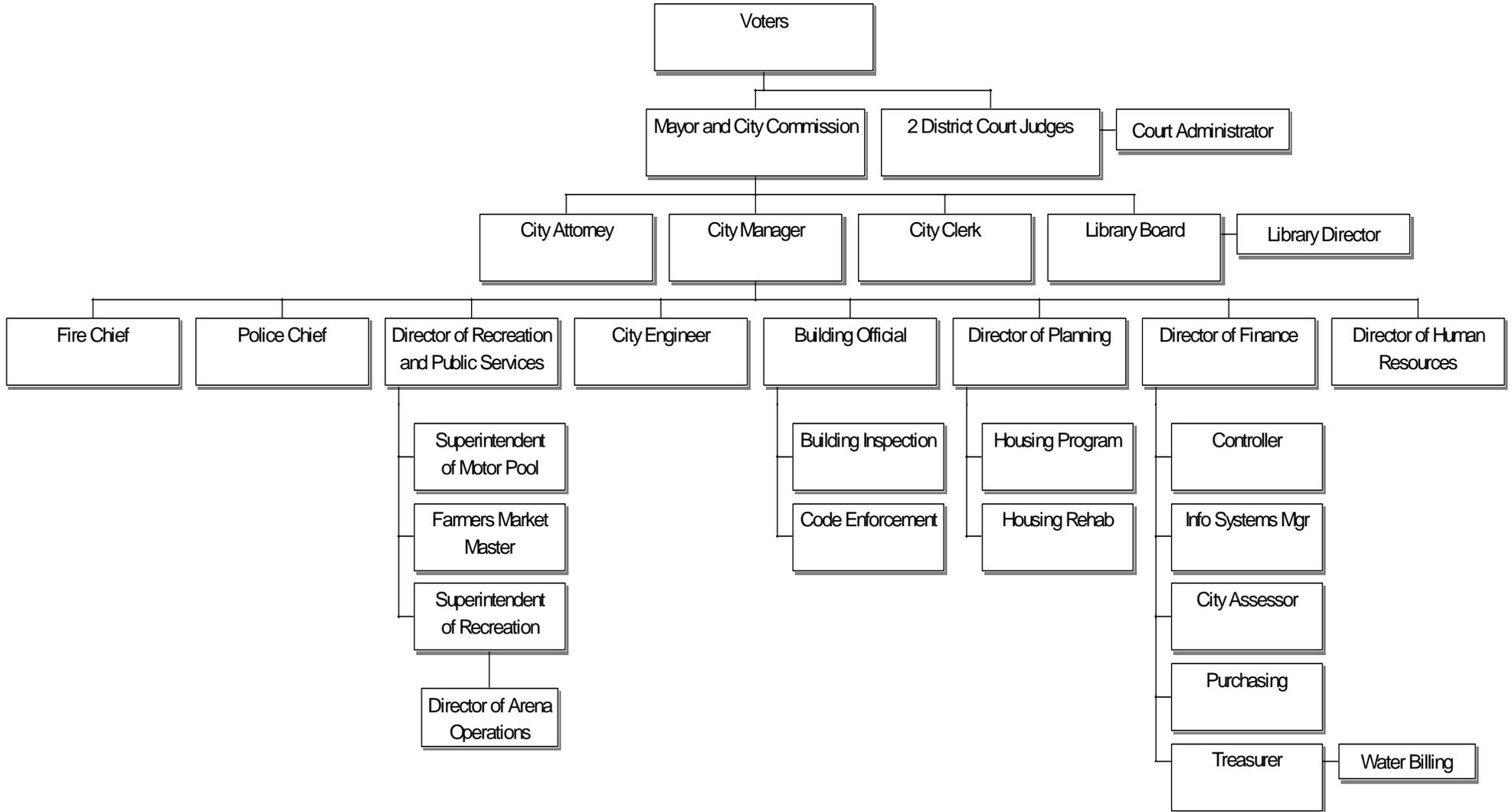
Be it further resolved: Should the Weighted Average Percentage Contribution for Unfunded Actuarial Accrued Liability recommended by the actuary fall below 2%, the amortization period shall be reduced and the contribution recalculated until a further reduction would result in a percentage in excess of 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]

Summary Information

Organization Chart

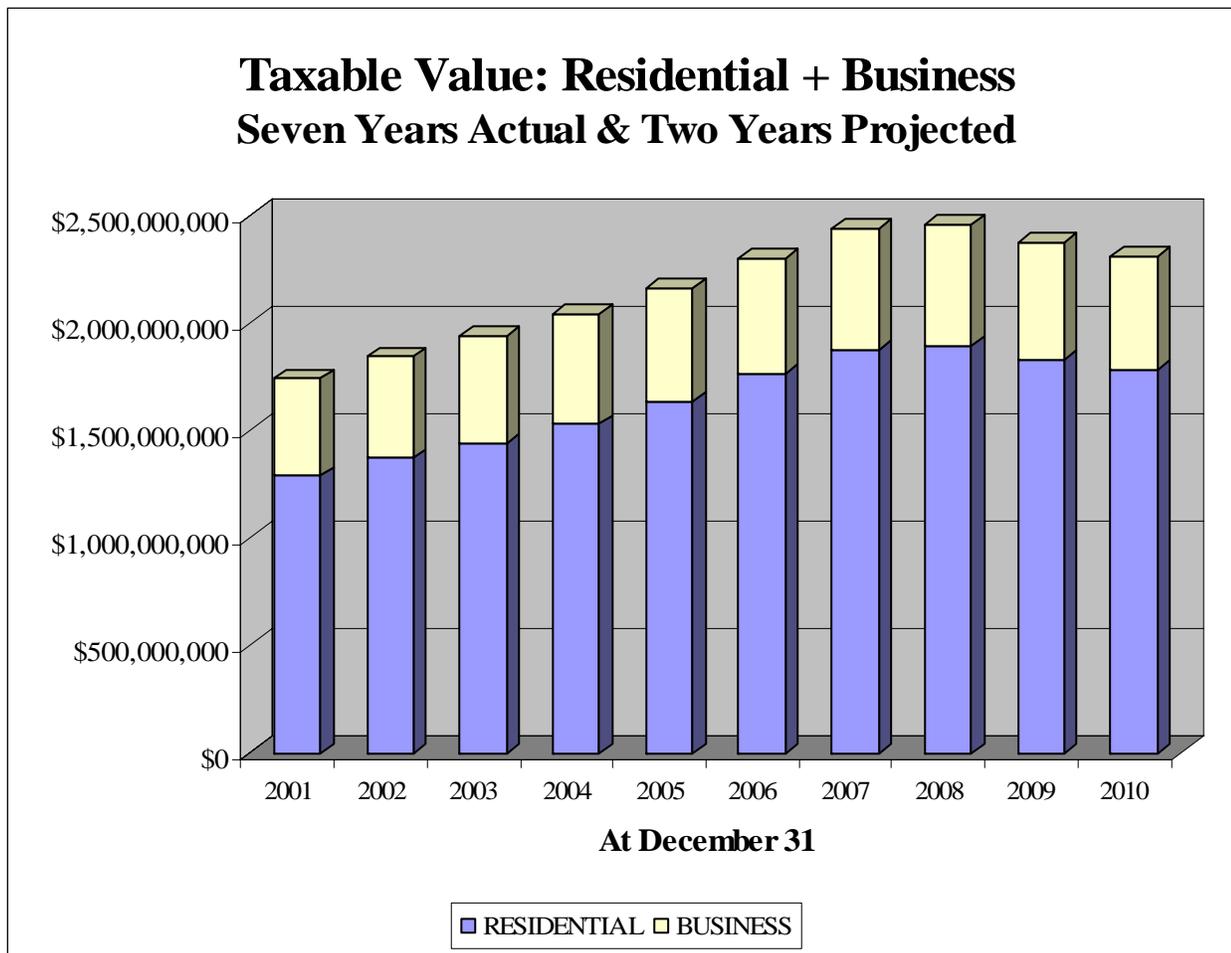


**City of Royal Oak
Budget 2008 - 2009
Authorized Full-time Employees by Function/Program**

Function/Program	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
44th District Court/Probation	20	20	22	23	23	23	22	22	22	22
Administrative Services										
Manager	2.5	2.5	2.5	2.5	2.5	2	2	2	2	2
Attorney	4	4	4	4	4	4	5	4	5	4
City Clerk	7	7	7	7	7	6.5	4	4	4	4
Human Resources	4.5	4.5	4.5	3.5	4.5	4	4	4	4	4
Building	17	18	19	12	12	12	11	11	11	11
Code Enforcement	-	-	-	7	7	7	6	5	5	4
Engineering	11	11	12	12	12	9	11	10	10	10
Planning	5	5	5	5	5	5	6	5	5	5
Block Grant	3	0	3	3	3	3	3	3	3	2
Housing	2	0	2	2	2	2	2	2	2	1
Finance	7	7	7	7	7	6	6	6	6	6
Assessing	5	5	5	5	5	5	5	4	4	4
Purchasing	1	1	1	1	1	0.5	1	1	1	1
Treasurer	5	5	5	5	5	5	5	5	5	5
Water Billing	2	2	2	1	2	2	2	2	2	1
Information Systems	5	5	5	6	6	6	6	6	6	4
Subtotal	81	77	84	83	85	79	79	74	75	68
Library	14	14	15	15	15	15	12	14	13	13
Public Safety										
Police	113	122	122	123	123	117	107	106	107	103
Fire	71	72	72	72	72	68	70	65	63	63
Subtotal	184	194	194	195	195	185	177	171	170	166
Recreation & Public Services										
Public Service										
Parks & Forestry	16	16	16	16	16	14	13	8	8	8
Building Maintenance	2	2.5	2	2	2	2	2	2	2	2
Highway	23	23	22	23	23	20	14	16	16	14
Motor Pool	12	12	12	12	12	12	12	12	12	11
Electrical	2	2	2	2	2	2	2	2	1	1
Solid Waste	1	1	1	0	0	1	1	1	1	1
Water Maintenance	9	9	9	9	9	9	8	9	9	9
Water Services	6	6	6	6	6	6	6	6	6	6
Sewer Maintenance	10	10	10	10	10	10	9	9	9	9
Auto Parking	3	3	3	3	3	3	3	3	3	3
Recreation	4	3.5	4	2	4	4	3	2	2	2
Ice Arena	1	1	1	0	1	1	1	1	1	1
Senior Services	2	2	2	2	2	2	2	2	2	2
Subtotal	91	91	90	87	90	86	76	73	72	69
Total	390	396	405	403	408	388	366	354	352	338

Positions are authorized budget positions as approved in the original budget.

Taxable Value

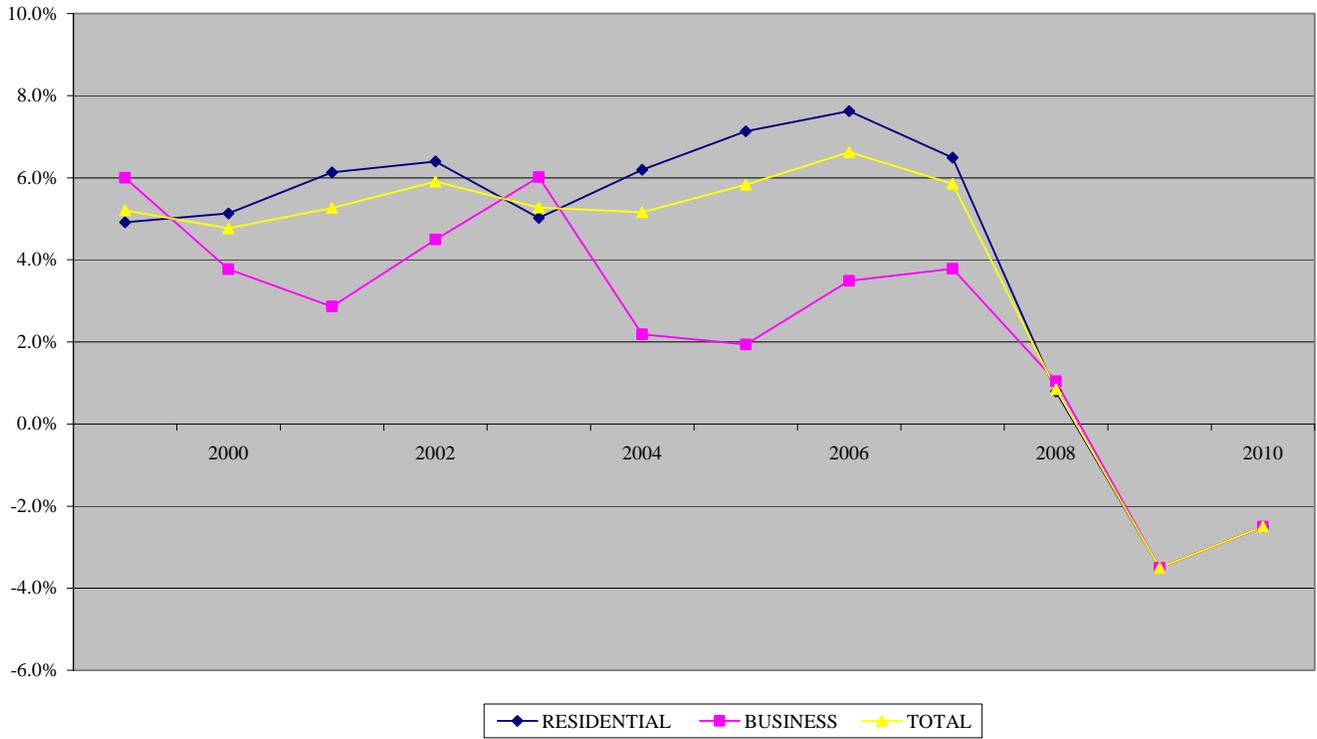


Taxable Value, the base for tax revenue, will grow at 0.85% for Fiscal Year 2008-2009. This is a significant drop off from the consistent growth of the previous seven years from December 31, 2000. Based on a 2008 Oakland County Equalization review of the Michigan economy and sales figures, Taxable Value is expected to decline the next two years: 3.5% for FY 2009-2010 and 2.5% for FY 2010-2011.

By CLASS

Dec 31	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	CHANGE
2001	1,287,075,230	39,472,710	126,792,710	285,334,539	1,738,675,189	5.26%
2002	1,369,407,389	46,791,030	130,743,970	294,349,479	1,841,291,868	5.90%
2003	1,438,121,583	56,238,050	135,071,970	308,954,576	1,938,386,179	5.27%
2004	1,527,187,417	51,323,010	139,785,294	320,080,826	2,038,376,547	5.16%
2005	1,636,065,740	52,529,200	131,155,090	337,410,500	2,157,160,530	5.83%
2006	1,760,779,950	54,154,390	130,043,660	355,053,760	2,300,031,760	6.62%
2007	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	5.86%
2008	1,889,916,570	58,732,400	113,121,190	393,623,270	2,455,393,430	0.85%
2009	1,823,769,490	56,676,766	109,161,948	379,846,456	2,369,454,660	-3.50%
2010	1,778,175,253	55,259,847	106,432,900	370,350,294	2,310,218,293	-2.50%

Taxable Value Percent Change By Year



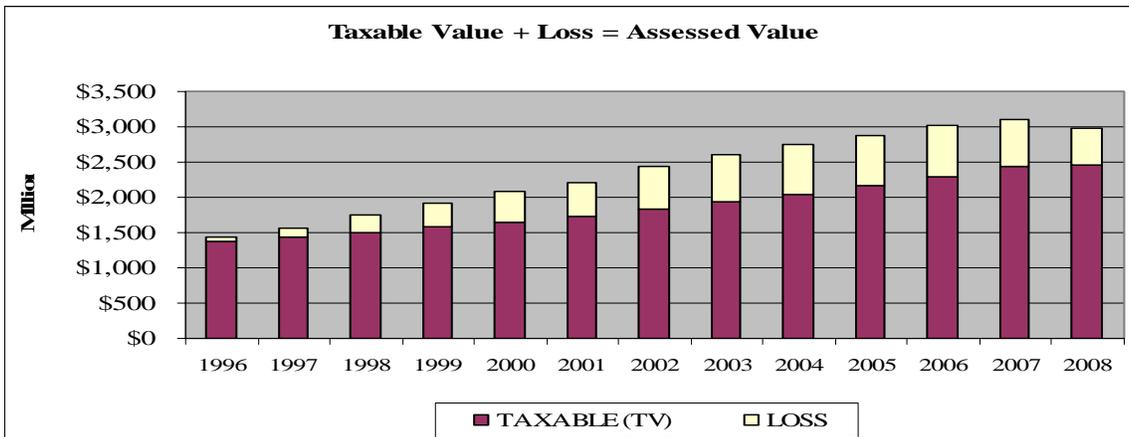
Proposal A Effect in Royal Oak Taxable Value v. Assessed Valuation

(Values are in Millions)

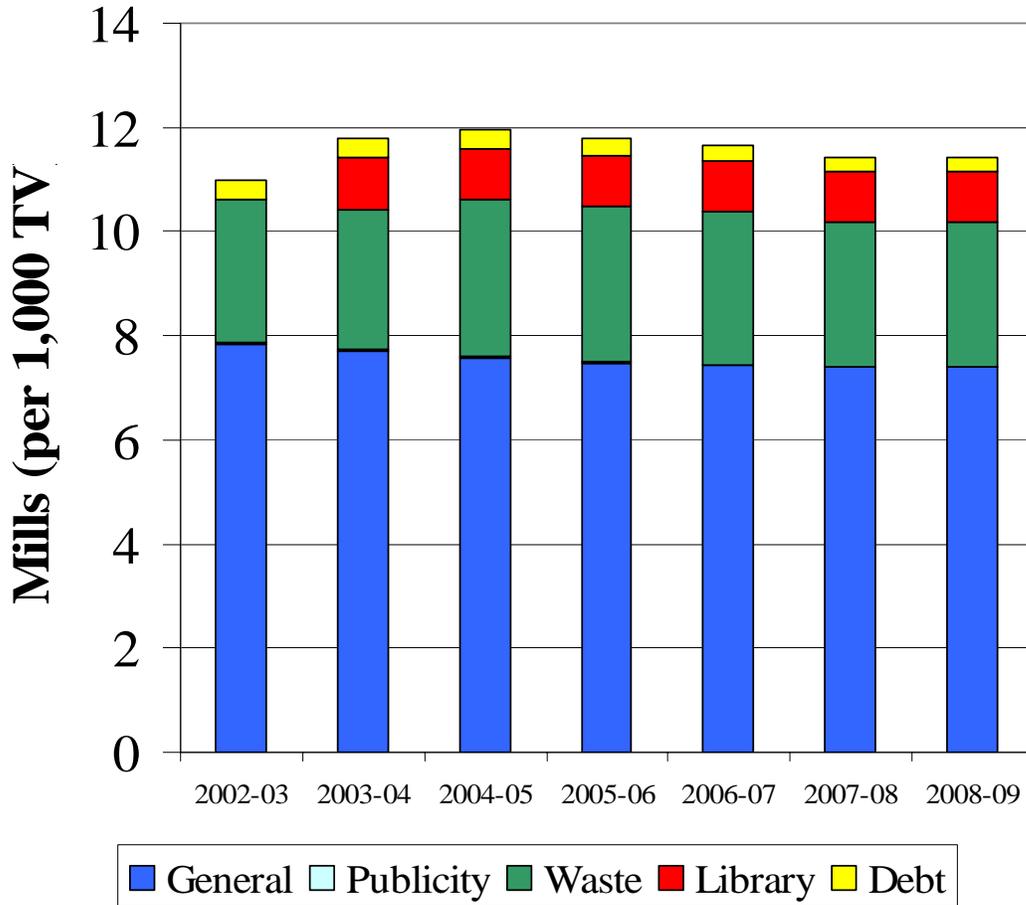
Dec 31	ASSESSED (SEV)	TAXABLE (TV)	LOSS	LOSS % INCREASE (DECREASE)
1996	\$1,436	\$1,372	\$64	
1997	1,561	1,433	129	100.0%
1998	1,743	1,499	245	90.0%
1999	1,921	1,577	345	40.9%
2000	2,075	1,652	423	22.7%
2001	2,209	1,739	471	11.3%
2002	2,439	1,841	598	27.0%
2003	2,603	1,938	664	11.1%
2004	2,746	2,038	708	6.5%
2005	2,872	2,157	714	0.9%
2006	3,013	2,300	712	-0.3%
2007	3,114	2,435	680	-4.6%
2008	2,986	2,455	531	-21.8%

Proposal A of 1994 amended the state Constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5% whichever is less. The chart and graph attached show the widening result of this through 2005 when the gap reached \$714,000,000.

In 2005 and 2006 the trend flattened out. After 2006, the trend turned down and the gap closed. It reduced \$32,000 or 4.6% in 2007 and \$149,000 or 21.8% in 2008 leaving a 2008 loss of \$531 million this year. The downturn in assessed value is the major concern for FY 2009-2010. Market conditions are expected to reduce that year's SEV and Taxable Value, driving down FY 2009-2010 tax revenue.



CITY OF ROYAL OAK CITY WIDE TAX RATE



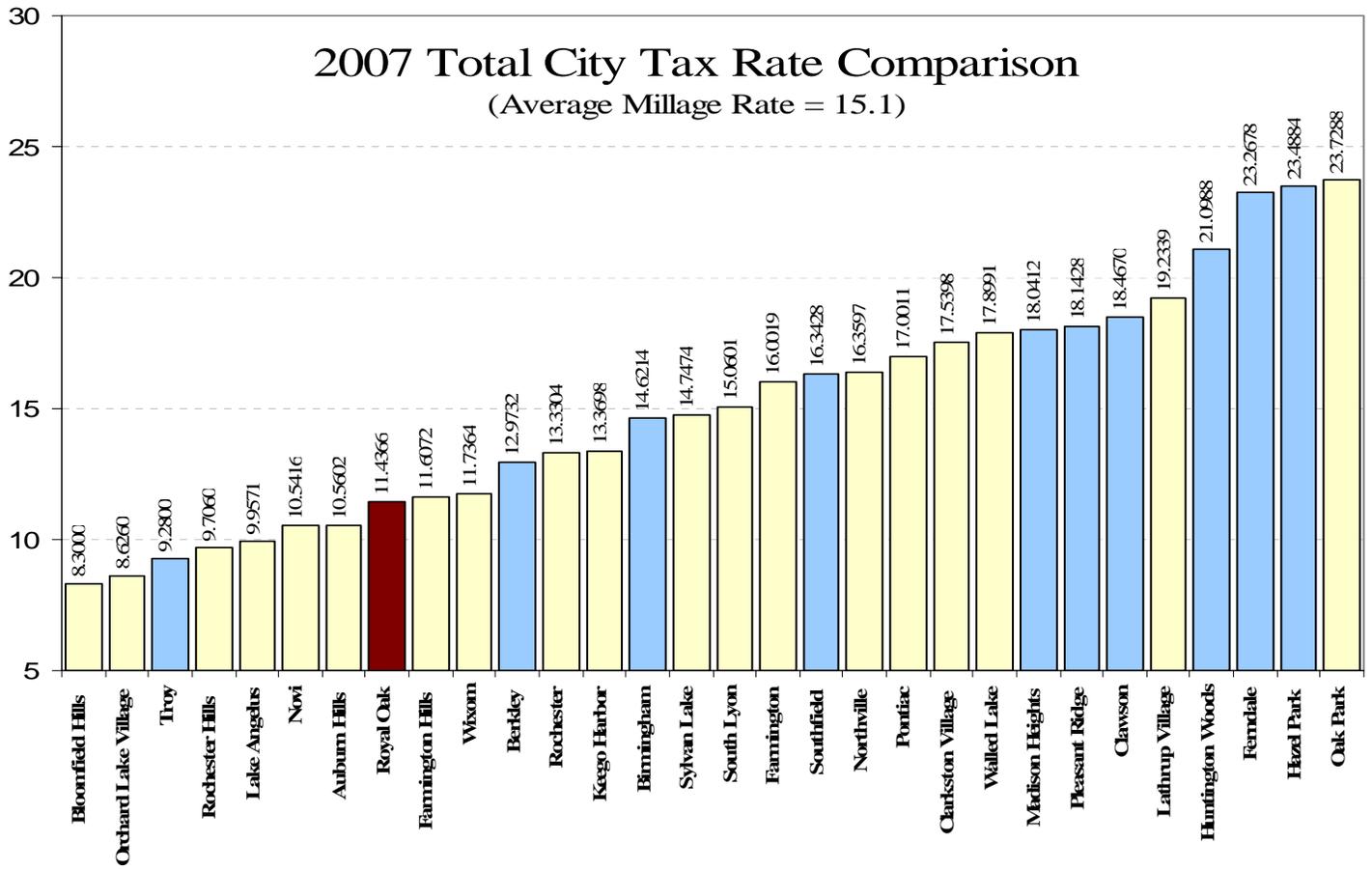
City Wide Ad Valorem Tax Rates

Millage Rate	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
General Operations	7.8349	7.7048	7.5769	7.4806	7.4207	7.3947	7.3947
Publicity	0.0268	0.0253	0.0240	0.0227	0.0222	0.0214	0.0213
Solid Waste (State + Voted)	2.7499	2.7000	3.0163	2.9779	2.9539	2.7664	2.7664
Library	-	1.0000	0.9834	0.9709	0.9631	0.9597	0.9597
Debt Retirement	0.3885	0.3679	0.3550	0.3295	0.3102	0.2944	0.2912
TOTAL	11.0001	11.7980	11.9556	11.7816	11.6701	11.4366	11.4333

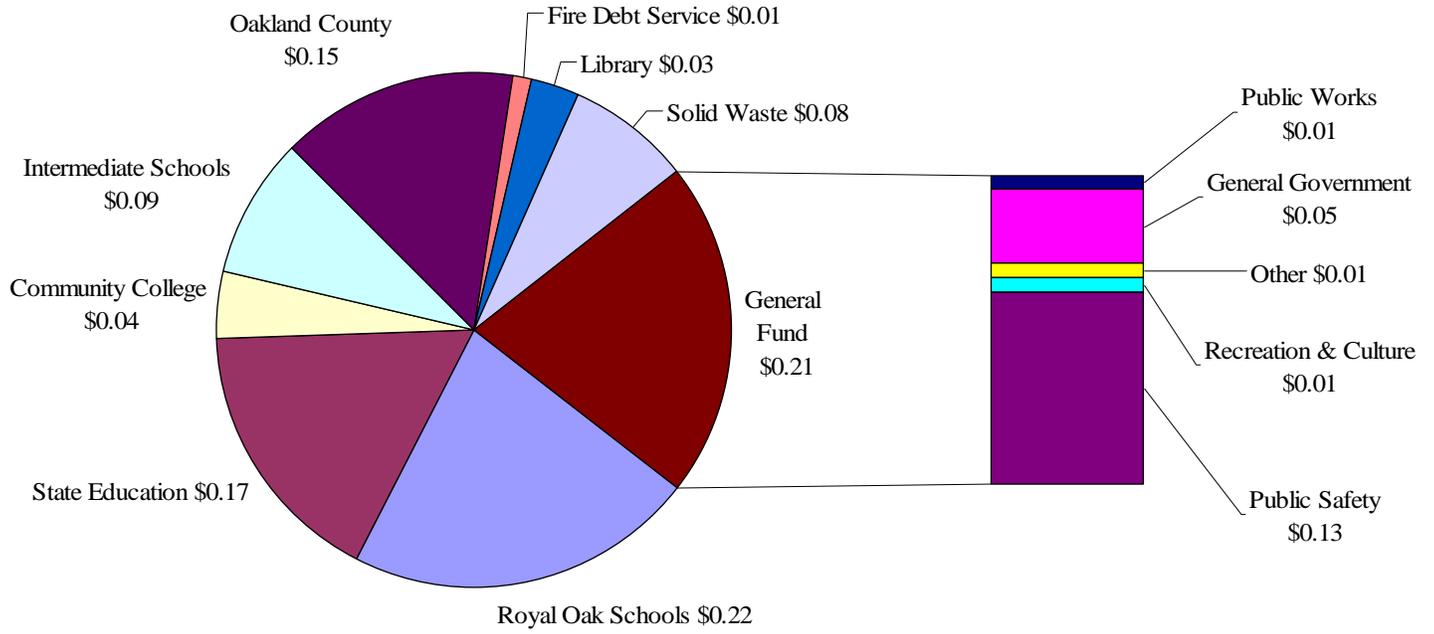
Specific Tax Rates

Millage Rate	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Central Business District	1.7156	1.7156	1.7156	1.6831	1.6831	1.6831	1.6477
TOTAL levy in CBD	12.7157	13.5136	13.6712	13.4647	13.3532	13.1197	13.0810

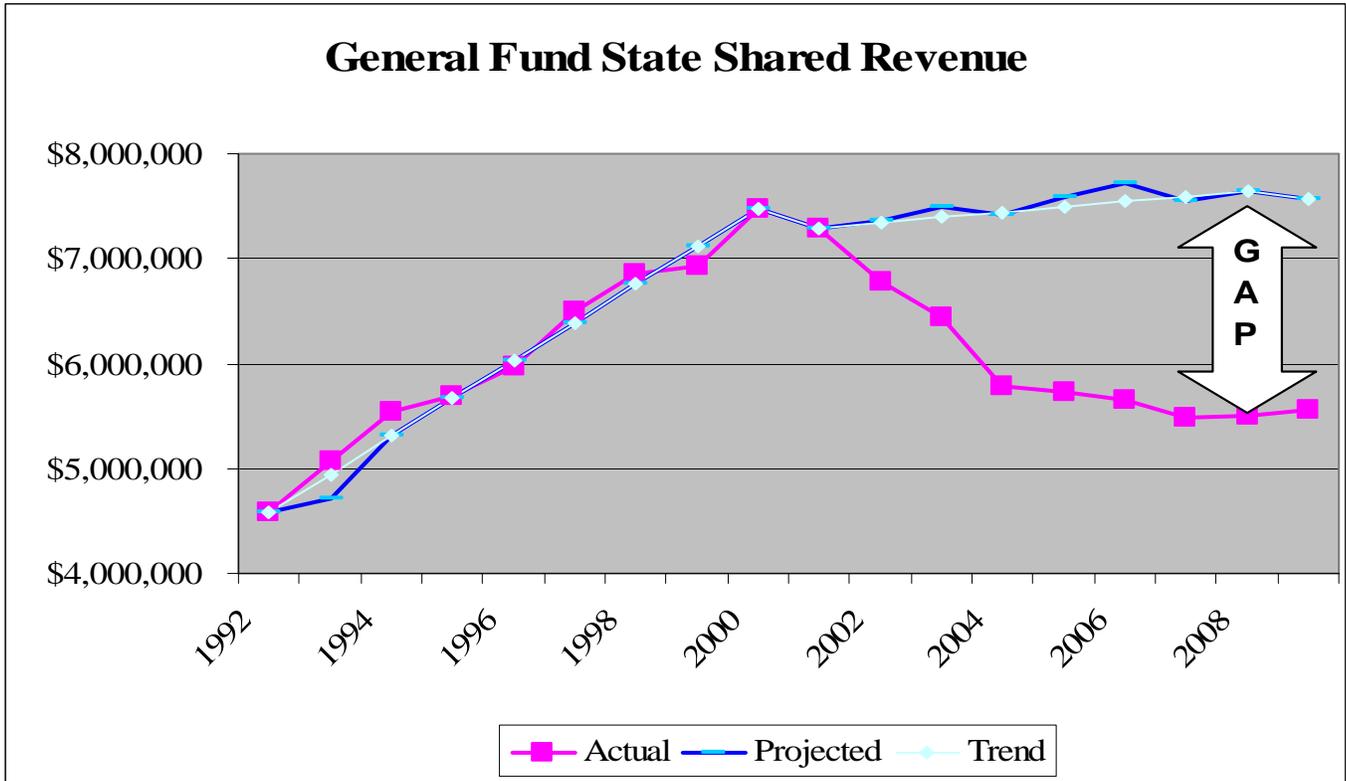
Tax Rate Comparison



Where Your Tax Dollar Goes



State Shared Revenue

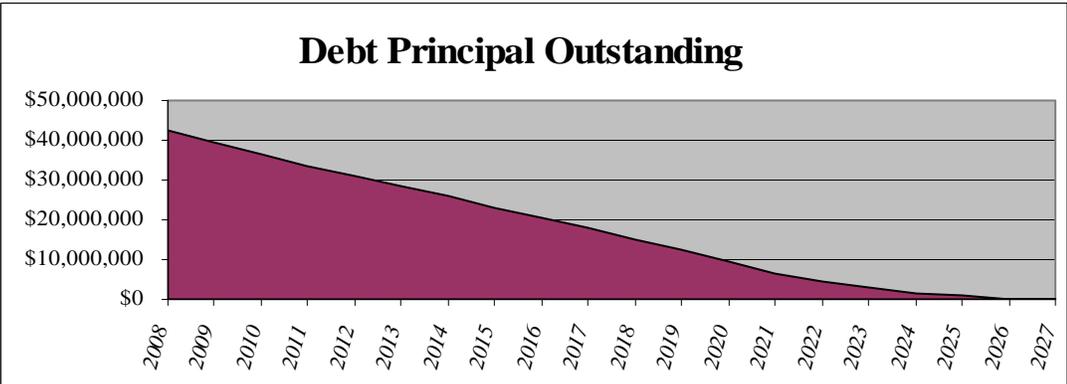
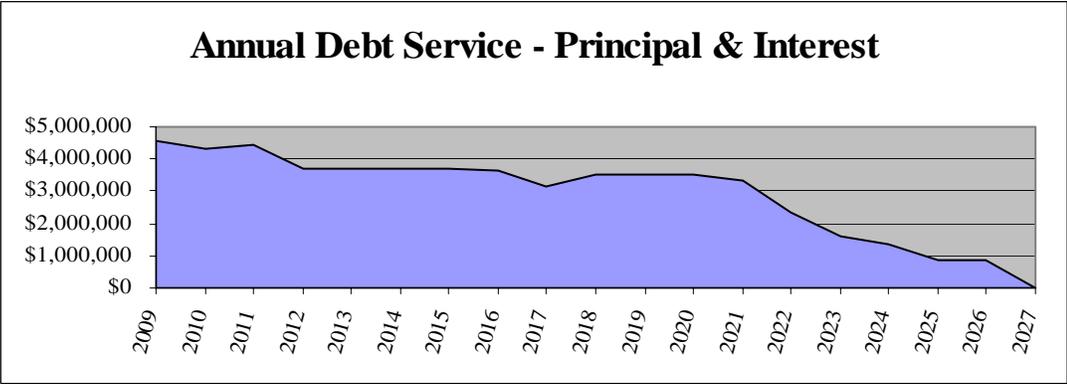


The Michigan legislature has dramatically reduced distributions of State Shared Revenue or sales tax receipts since FY 2000-2001. The amount received in 2008 is less than the 1994 distribution. In the graph above, from 1992 to 2001, projected growth and the trend line are based on 1992 actual revenue growing at a straight-line pace. The formula was fully funded in 2001 but population dropped in the 2000 Census. Constitutional receipts are set by the voters, cannot be affected by the Legislature and have exceeded 2001 payments every year since then. Projected growth after 2001 is based on Constitutional receipts. The trend line is a straight-line analysis from 2001 to 2008. Statutory payments to cities have been reduced by the legislature each year beginning in 2002. The difference between projected and actual revenue results in the widest gap in 2008.

State Shared Revenue

The annual gap for FY 2009 is expected to be over \$2,000,000. The cumulative gap since FY 2001 exceeds \$13,000,000. Following limitations by Headlee to tax rates and by Proposal A to taxable value, local government now faces the dilemma that State Shared Revenue has been drastically reduced. This leaves the local unit of government with the position of having to drastically reduce services or find some creative way to raise new revenue.

Fiscal Year	State Shared Revenue			
	<u>Constitutional</u>	<u>Statutory</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	
1999	4,094,535	2,831,659	6,926,194	Formula revised.
2000	4,433,959	3,046,331	7,480,290	
2001	3,897,555	3,393,244	7,290,799	Uses 2000 Census. Fully funded.
2002	3,937,256	2,838,283	6,775,539	Reductions begin anew.
2003	4,003,913	2,436,424	6,440,337	
2004	3,960,423	1,827,848	5,788,271	
2005	4,054,936	1,670,243	5,725,179	
2006	4,123,971	1,537,506	5,661,477	
2007	4,038,279	1,454,599	5,492,878	
2008	4,084,780	1,408,908	5,493,688	
09 Est.	4,047,904	1,503,158	5,551,062	Dept.of Treasury 3/28 estimate.



Fiscal Year Ending	FYE	Annual Debt Service	Principal Outstanding
6/30/2008	2008	1,674,659	42,630,000
6/30/2009	2009	4,581,559	39,615,000
6/30/2010	2010	4,335,521	36,730,000
6/30/2011	2011	4,441,408	33,635,000
6/30/2012	2012	3,714,683	31,160,000
6/30/2013	2013	3,714,380	28,600,000
6/30/2014	2014	3,709,144	25,955,000
6/30/2015	2015	3,719,724	23,205,000
6/30/2016	2016	3,627,144	20,450,000
6/30/2017	2017	3,131,539	18,090,000
6/30/2018	2018	3,527,364	15,250,000
6/30/2019	2019	3,502,536	12,330,000
6/30/2020	2020	3,513,345	9,290,000
6/30/2021	2021	3,312,630	6,340,000
6/30/2022	2022	2,326,681	4,275,000
6/30/2023	2023	1,635,081	2,825,000
6/30/2024	2024	1,337,488	1,610,000
6/30/2025	2025	869,830	810,000
6/30/2026	2026	845,205	0
6/30/2027	2027	0	0

**City of Royal Oak
Revenue Capacity Information
Principal Property Taxpayers
Current Year and Nine Years Ago**

Taxpayer	1998			2007		
	Taxable Value	Rank	Percentage of Total	Taxable Value	Rank	Percentage of Total
Spirit Holdings / Form Tech			-	\$ 23,119,110	1	0.94%
Detroit Edison	\$ 21,190,860	1	1.41%	17,671,340	2	0.72%
Beaumont Hospital	13,596,890	3	0.91%	16,120,760	3	0.66%
Amber Equities, LLC			-	15,731,310	4	0.64%
Flex-N-Gate			-	10,885,110	5	0.44%
Co-op Services	8,144,070	8	0.54%	10,143,660	6	0.41%
Consumer's Energy	10,886,940	5	0.73%	9,673,320	7	0.39%
Main Eleven R.O.			-	9,462,220	8	0.38%
National City Bank			-	8,840,540	9	0.36%
Meijer, Inc.	6,238,220	10	0.42%	8,363,670	10	0.34%
Masco	15,405,400	2	1.03%			-
Hawthorn Metal	12,465,030	4	0.83%			-
First of America	10,184,630	6	0.68%			-
Detroit Cellular	8,399,530	7	0.56%			-
Amber Management	6,883,349	9	0.46%			-
Total taxable value of ten largest taxpayers	113,394,919		7.57%	130,011,040		5.28%
Total taxable value of all other taxpayers	1,385,288,655		92.43%	2,330,276,350		94.72%
Total taxable value of all taxpayers	<u>\$1,498,683,574</u>		<u>100.00%</u>	<u>\$2,460,287,390</u>		<u>100.00%</u>

Note: Includes Ad Valorem and Act 198 rolls at 100%.

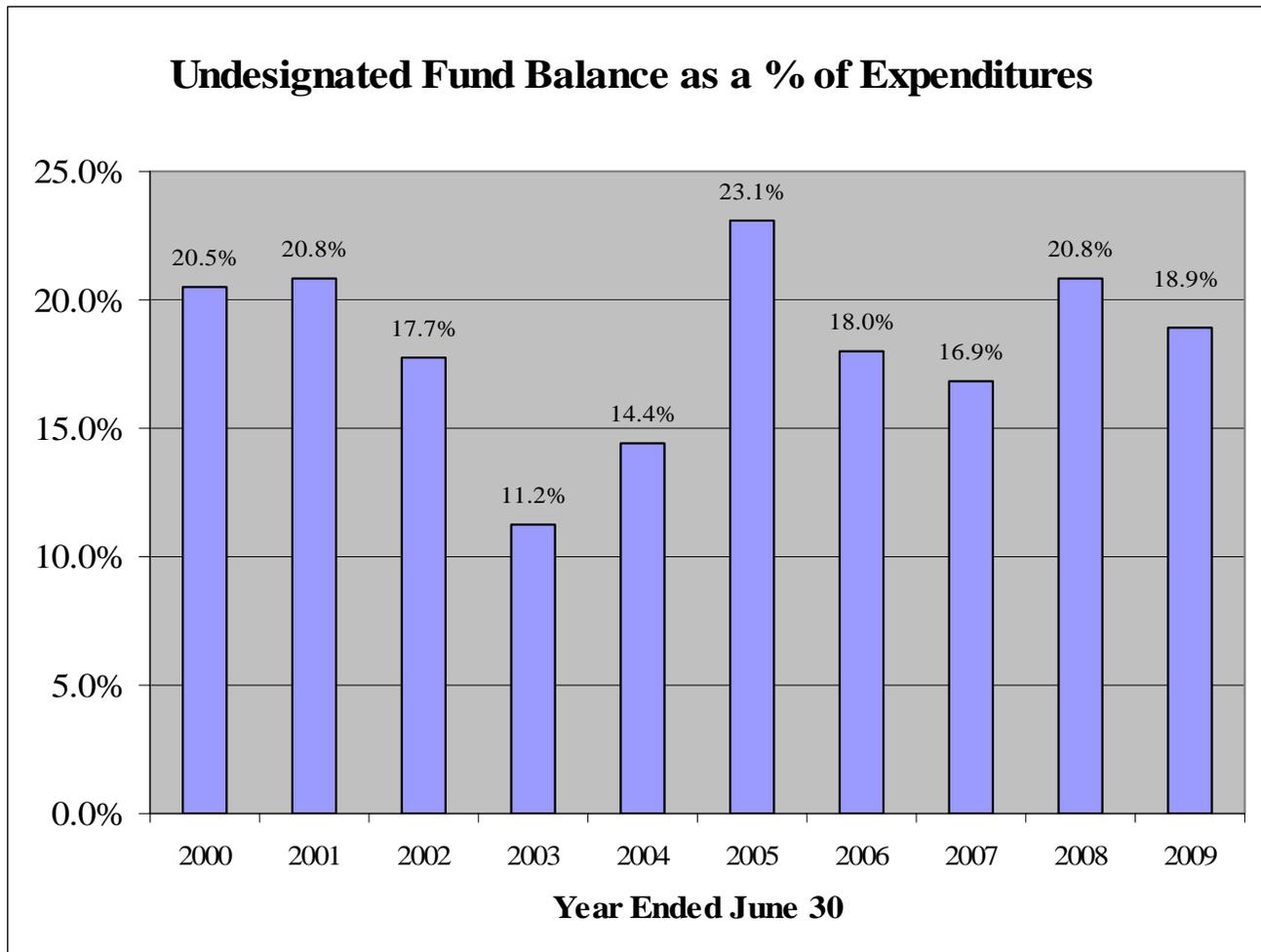
Real Property Owned by the City of Royal Oak

Salt Shed	Parking Deck – 4 th & Lafayette	Park - Woodsboro
Ice Arena Building – E Rink	Lot – 3 rd & Williams	Park - Worden
Ice Arena Building – W Rink	Parking Deck – 5 th & Lafayette	Fire Station #3 - Rochester Rd
Center St Parking Structure	Lot - Woodward At Harrison	Starr House - 3123 Main
4 th & Lafayette Parking 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	Lot - Woodward & Huntington
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 - Cummingston	1316 S Washington
Barricade Storage Building	Park - Dickinson	1402 S Washington
Animal Shelter	Park – Dondero	Mdot Option Parcels
Police Station	Park – Elks	5 th & 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 Market - Land
Orson Starr House	Park – Grant	Farmers Market - Parking Lot
Orson Starr House Garage	Park - Gunn Dyer	S. Washington Twp
Memorial Park-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	
Memorial Park-Concession Bldg	Park – Lockman	
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 Market – Bldg	Park – Maudlin	
6 th & 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 Market	Park - Westwood	
Lot - Post Office	Park – Whittier	

**City of Royal Oak
General Fund
Undesignated Fund Balance as a Percentage of Expenditures
Fiscal Year 1999-2000 to 2008-2009**

<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Undesignated Fund Balance</u>	<u>Percent</u>
FY 1999-2000	26,307,439	5,385,256	20.5%
FY 2000-2001	26,456,031	5,512,962	20.8%
FY 2001-2002	27,879,319	4,943,081	17.7%
FY 2002-2003	28,743,323	3,231,839	11.2%
FY 2003-2004	30,058,370	4,340,265	14.4%
FY 2004-2005	28,763,993	6,634,320	23.1%
FY 2005-2006	32,950,805	5,921,341	18.0%
FY 2006-2007	33,506,340	5,646,783	16.9%
FY 2007-2008 Est.	34,815,852	7,246,741	20.8%
FY 2008-2009 Bud.	36,739,378	6,942,343	18.9%

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.





General Fund Summary

General Fund Summary	ESTIMATED YEAR END 2007-2008	REC. BUDGET 2008-2009	PROJECTED BUDGET 2009-2010	PROJECTED BUDGET 2010- 2011	PROJECTED BUDGET 2011- 2012	PROJECTED BUDGET 2012-2013
Beginning Fund Balance	6,683,517	7,246,741	6,942,343	3,055,889	(2,566,278)	(9,170,878)
Revenues	33,984,906	33,638,938	32,863,545	32,411,594	32,388,538	32,366,057
Expenditures	34,815,852	36,739,378	38,121,040	39,054,804	40,014,179	41,001,036
Net	(830,946)	(3,100,440)	(5,257,496)	(6,643,210)	(7,625,642)	(8,634,978)
Transfers from other funds	1,394,170	2,796,042	1,371,042	1,021,042	1,021,042	1,021,042
Net Change in Fund Balance	563,224	(304,398)	(3,886,454)	(5,622,168)	(6,604,600)	(7,613,936)
Ending Fund Balance	7,246,741	6,942,343	3,055,889	(2,566,278)	(9,170,878)	(16,784,814)
Fund Balance as a percentage of Expenditures	20.81%	18.90%	8.02%	-6.57%	-22.92%	-40.94%
Net Change in Fund Balance	563,224	(304,398)	(3,886,454)	(5,622,168)	(6,604,600)	(7,613,936)

General Fund Expenditure Summary

General Fund	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	24,167,266	507,936	58,212	4,145,532	0	28,878,945
2005-2006 Actual	27,798,571	510,823	313,320	4,801,892	0	33,424,606
2006-2007 Actual	24,379,017	417,056	19,360	4,563,753	0	29,379,186
2007-2008 Original Budget	29,048,977	618,291	175,095	5,180,929	0	35,023,292
2007-2008 Adjusted Budget (Dec)	28,894,011	643,291	180,095	5,346,760	0	35,064,157
2007-2008 Six Month Actual	14,337,849	224,413	38,759	2,491,423	0	17,092,444
2007-2008 Estimated Year End	28,682,726	597,988	203,000	5,332,137	0	34,815,852
2008-2009 Dept Request	30,987,657	593,326	145,250	5,580,237	0	37,306,470
2008-2009 Manager's Budget	30,506,258	593,326	145,250	5,402,544	0	36,647,378
2008-2009 Approved Budget	30,506,258	593,326	145,250	5,494,544	0	36,739,378
2009-2010 Projected Budget	32,036,001	561,804	48,000	5,475,236	0	38,121,040
2010-2011 Projected Budget	32,822,363	578,301	51,150	5,602,990	0	39,054,804
2011-2012 Projected Budget	33,628,387	595,523	54,533	5,735,737	0	40,014,179
2012-2013 Projected Budget	34,454,564	613,507	58,167	5,874,798	0	41,001,036

General Fund Revenue Summary

101.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	15,836,747	5,870,617	6,297,494	360,688	772,057	1,741,734	30,879,336
2005-2006 Actual	16,561,274	5,809,919	7,320,614	592,608	1,028,176	1,548,060	32,860,650
2006-2007 Actual	17,545,790	5,620,281	7,170,811	1,118,515	1,139,130	1,296,717	33,891,244
2007-2008 Original Budget	18,360,214	5,324,615	7,073,107	1,209,491	1,292,000	850,000	34,109,427
2007-2008 Adjusted Budget (Dec)	18,360,213	5,324,615	7,673,107	1,209,491	188,695	1,200,000	33,956,121
2007-2008 Six Month Actual	17,276,346	2,115,035	4,067,903	771,595	671,995	184,205	25,087,079
2007-2008 Estimated Year End	18,360,213	5,291,468	7,995,146	1,309,776	1,025,303	1,394,170	35,376,076
2008-2009 Dept Request	18,517,144	5,064,377	8,238,407	789,776	1,029,234	2,796,042	36,434,980
2008-2009 Manager's Budget	18,517,144	5,064,377	8,238,407	789,776	1,029,234	2,796,042	36,434,980
2008-2009 Approved Budget	18,517,144	5,064,377	8,238,407	789,776	1,029,234	2,796,042	36,434,980
2009-2010 Projected Budget	17,878,000	5,064,377	8,102,157	789,776	1,029,234	1,371,042	34,234,587
2010-2011 Projected Budget	17,436,050	5,064,377	8,092,157	789,776	1,029,234	1,021,042	33,432,636
2011-2012 Projected Budget	17,412,993	5,064,377	8,092,157	789,776	1,029,234	1,021,042	33,409,580
2012-2013 Projected Budget	17,390,513	5,064,377	8,092,157	789,776	1,029,234	1,021,042	33,387,099

101.101 Mayor/Commission

101.101 MAYOR COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	5,733	2,750	0	15,482	0	23,966
2005-2006 Actual	5,396	1,035	0	10,635	0	17,067
2006-2007 Actual	5,071	728	0	10,840	0	16,639
2007-2008 Original Budget	4,134	2,200	0	18,550	0	24,884
2007-2008 Adjusted Budget (Dec)	4,134	2,200	0	18,550	0	24,884
2007-2008 Six Month Actual	2,670	222	0	11,079	0	13,971
2007-2008 Estimated Year End	6,783	2,100	0	16,200	0	25,083
2008-2009 Dept Request	4,134	2,100	0	24,150	0	30,384
2008-2009 Manager's Budget	4,134	2,100	0	24,150	0	30,384
2008-2009 Approved Budget	4,134	2,100	0	24,150	0	30,384
2009-2010 Projected Budget	4,134	2,100	0	24,150	0	30,384
2010-2011 Projected Budget	4,134	2,100	0	24,150	0	30,384
2011-2012 Projected Budget	4,134	2,100	0	24,150	0	30,384
2012-2013 Projected Budget	4,134	2,100	0	24,150	0	30,384



101.136 District Court

The 44th District Court, a Judicial Court of the State of Michigan, is comprised of three divisions: the Judicial, Court Clerks and Probation. The Court is responsible for all Civil, Traffic and Criminal cases that transpire within the boundaries of the City of Royal Oak. The Court is also the collection agency for all code violations and parking tickets. The Court processed over 130,000 cases in the year 2007.

The Court has two Judges, Judge Daniel Sawicki and Judge Terrence Brennan, who handle all civil and criminal trials, preliminary hearings, formal hearings, appeals, arraignments, bench warrants, etc. The Judge's salaries are paid for by the State of Michigan. The Court also has two part-time Magistrates, Ken Roy and Don Chisholm, who together heard over 8,000 informal hearings and small claims cases in 2007.

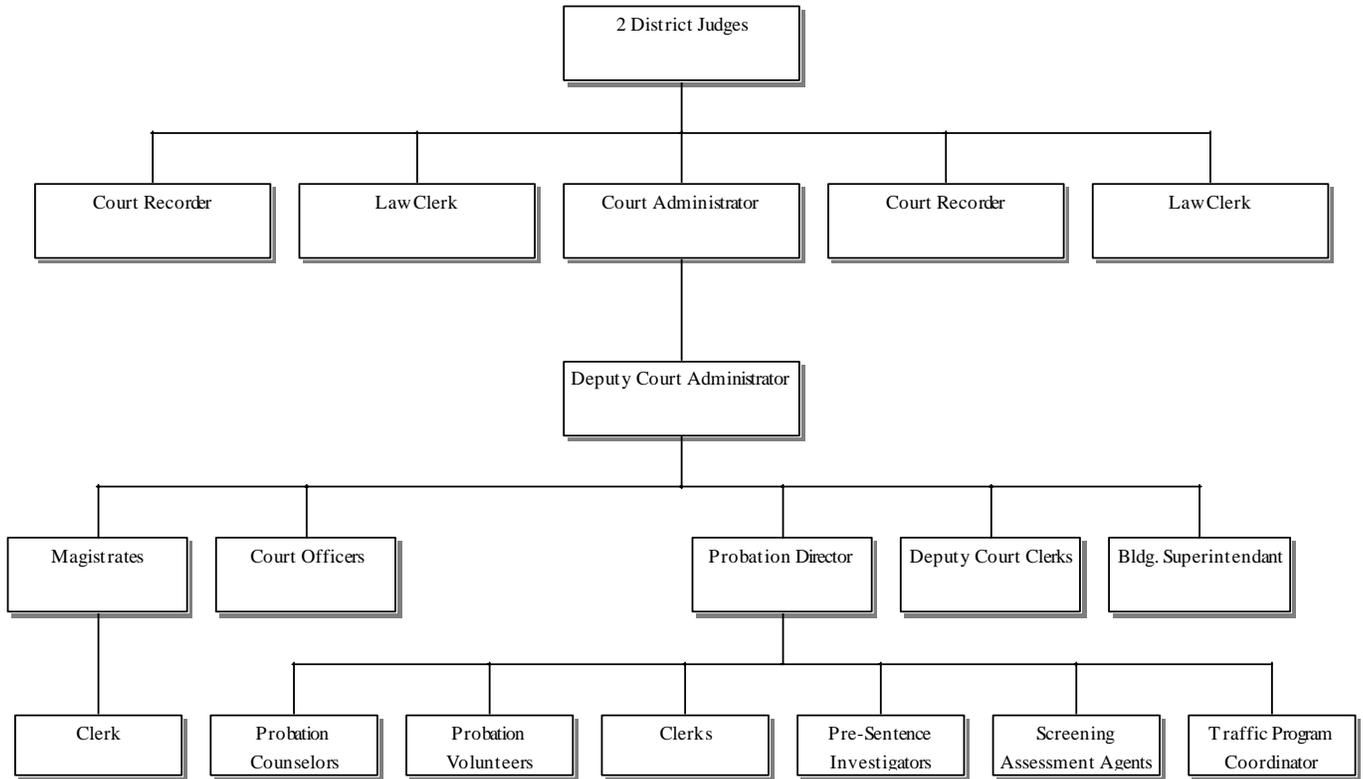
Because of jail overcrowding at the Oakland County Jail, the 44th District Court has developed several alternative programs through our Probation Department. Prisoners who would ordinarily be sent to jail but are not a threat to society such as those convicted of driving on a suspended license, are placed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

With the continued aggressive collections program that the 44th District Court has maintained, the Court has collected an additional \$312,000 in past due bills from old unpaid accounts in 2007.

Because the Court is required by Statute to fulfill certain legal requirements within specific time limits, when it has become necessary to have an additional employee to comply with the law, the Court has relied on part time help.

By summer of 2008 all court records will be stored in a data warehouse under the direction of the Michigan Supreme Court. This will enable any court in the State of Michigan to look up a name and see if they have any tickets anywhere in the State of Michigan. The Supreme Court will eventually place all of this information on a new State Court Website for every citizen to see.

Also in 2008 the 44th District Court is planning on implementing e-citations and e-payments. This will enable police officers to print the ticket in their police car and download the information directly into court computers saving time and money. At the same time e-payments will allow people receiving tickets to pay the ticket directly on line via the web.



	03/04	04/05	05/06	06/07	07/08	08/09
DIST COURT JUDGE	2	2	2	2	2	2
COURT ADMINISTRATOR	1	1	1	1	1	1
DEPUTY COURT ADMINISTRATOR	1	1	1	1	1	1
OFFICE MANAGER (COURT)	1	1	0	0	0	0
JUDICIAL SECRETARY/RECORDER	2	2	2	2	2	2
COURT SPRVSR - CRIMINAL	1	1	1	1	1	1
CRT SPRVSR - TRAFFIC	1	1	1	1	1	0
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	1
CHIEF ACCOUNT CLERK (COURT)	1	1	1	1	1	1
COURT OFFICER	2	2	2	2	2	2
DIST COURT CLERK III	3	3	3	5	6	7
DIST COURT CLERK II	2	2	2	2	1	1
COURT BAILIFF LAW CLERK	2	2	0	0	0	0
Total	20	20	17	19	19	19

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	1,527,515	35,162	15,882	209,443	0	1,788,002
2005-2006 Actual	1,702,984	34,179	767	246,023	0	1,983,954
2006-2007 Actual	1,759,376	46,520	0	235,219	0	2,041,115
2007-2008 Original Budget	2,080,272	18,400	0	106,589	0	2,205,261
2007-2008 Adjusted Budget (Dec)	2,080,272	43,400	5,000	270,759	0	2,399,431
2007-2008 Six Month Actual	1,017,475	9,840	0	35,830	0	1,063,145
2007-2008 Estimated Year End	2,083,051	41,350	5,000	257,376	0	2,386,777
2008-2009 Dept Request	2,198,774	43,150	5,150	270,595	0	2,517,669
2008-2009 Manager's Budget	2,198,774	43,150	5,150	270,595	0	2,517,669
2008-2009 Approved Budget	2,198,774	43,150	5,150	270,595	0	2,517,669
2009-2010 Projected Budget	2,314,205	17,500	0	105,900	0	2,437,605
2010-2011 Projected Budget	2,372,060	18,025	0	108,618	0	2,498,703
2011-2012 Projected Budget	2,431,362	18,566	0	111,418	0	2,561,345
2012-2013 Projected Budget	2,492,146	19,123	0	114,301	0	2,625,569

101.151 Probation

	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF PROBATION	1	1	1	1	1	1
PRE SENTENCE DIRECTOR	1	1	1	1	1	1
PROBATION OFFICER	1	1	1	1	1	1
Total	3	3	3	3	3	3

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	425,239	10,460	1,016	7,435	0	444,150
2005-2006 Actual	419,889	9,423	0	6,000	0	435,313
2006-2007 Actual	429,871	11,191	0	282	0	441,344
2007-2008 Original Budget	490,713	13,300	0	8,760	0	512,773
2007-2008 Adjusted Budget (Dec)	490,713	13,300	0	8,760	0	512,773
2007-2008 Six Month Actual	247,996	2,774	0	736	0	251,506
2007-2008 Estimated Year End	493,756	9,500	0	3,050	0	506,306
2008-2009 Dept Request	521,206	10,500	0	5,500	0	537,206
2008-2009 Manager's Budget	521,206	10,500	0	5,500	0	537,206
2008-2009 Approved Budget	521,206	10,500	0	5,500	0	537,206
2009-2010 Projected Budget	540,636	10,500	0	5,600	0	556,736
2010-2011 Projected Budget	540,636	10,815	0	5,768	0	557,219
2011-2012 Projected Budget	540,636	11,139	0	5,941	0	557,716
2012-2013 Projected Budget	540,636	11,474	0	6,119	0	558,229

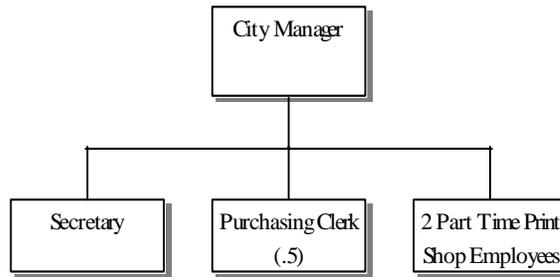
101.172 Manager

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 and the 44th District Court. This office acts as the Chief Operating Office for the local government.

The office sets the City Commission agendas, negotiates labor contracts with the city's nine bargaining units, coordinates all special projects, works with all neighborhood associations and nonprofit and business groups, and has general control of all operational, support and maintenance functions of the City Government. This office also has direct supervision of the print shop.

The City Manager, by Charter, must submit a balanced budget to the City Commission for passage by June 30 of each year.

The City Administration is working hard to achieve the mandated balanced budget on an annual basis. We continue with the aggressive attrition program that was established in 2004. Over 80 positions have been eliminated from the workforce in that period of time. Increasing revenues through fee adjustments has also helped. We are in the final phase of the 2 ½ year budget plan that was established to bring us into balance. While we can project balancing next fiscal year's budget, we must continue to be creative in finding ways to provide services in a different manner to save costs and live within our means in years beyond.



	03/04	04/05	05/06	06/07	07/08	08/09
CITY MANAGER	1	1	1	1	1	1
HUMAN RESOURCE SPECIALIST	0.5	0	0	0	0	0
SECRETARY II - CITY MANAGER	1	1	1	1	1	1
Total	2.5	2	2	2	2	2

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	223,116	3,019	0	3,910	0	230,045
2005-2006 Actual	265,642	693	0	2,829	0	269,164
2006-2007 Actual	225,142	725	0	1,224	0	227,091
2007-2008 Original Budget	272,382	1,200	0	3,020	0	276,602
2007-2008 Adjusted Budget (Dec)	272,382	1,200	0	3,020	0	276,602
2007-2008 Six Month Actual	129,579	192	0	2,268	0	132,039
2007-2008 Estimated Year End	272,290	750	0	3,220	0	276,260
2008-2009 Dept Request	294,624	750	0	3,450	0	298,824
2008-2009 Manager's Budget	294,624	750	0	3,450	0	298,824
2008-2009 Approved Budget	294,624	750	0	3,450	0	298,824
2009-2010 Projected Budget	312,549	800	0	3,900	0	317,249
2010-2011 Projected Budget	320,363	823	0	4,039	0	325,224
2011-2012 Projected Budget	328,372	846	0	4,184	0	333,401
2012-2013 Projected Budget	336,581	869	0	4,334	0	341,784

101.191 Elections

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	186,396	13,034	0	12,277	0	211,707
2005-2006 Actual	178,866	27,080	187,324	13,812	0	407,082
2006-2007 Actual	184,902	14,051	0	6,540	0	205,493
2007-2008 Original Budget	206,712	24,500	0	16,700	0	247,912
2007-2008 Adjusted Budget (Dec)	206,712	24,500	0	16,700	0	247,912
2007-2008 Six Month Actual	107,003	12,982	0	5,739	0	125,724
2007-2008 Estimated Year End	206,712	22,000	0	7,850	0	236,562
2008-2009 Dept Request	264,442	22,000	0	18,200	0	304,642
2008-2009 Manager's Budget	264,442	22,000	0	18,200	0	304,642
2008-2009 Approved Budget	264,442	22,000	0	18,200	0	304,642
2009-2010 Projected Budget	278,739	20,500	0	15,650	0	314,889
2010-2011 Projected Budget	285,707	20,910	0	15,963	0	322,580
2011-2012 Projected Budget	292,850	21,328	0	16,282	0	330,461
2012-2013 Projected Budget	300,171	21,755	0	16,608	0	338,534

101.201 Finance

The Director of Finance is responsible for insuring that the City of Royal Oak is a financially sound, sustainable operation. The Department of Finance has a wide variety of duties and functions. These include financial planning, budgeting, accounting, debt administration, and retirement system administration. The department is also responsible for accounts payable, employee payroll and retiree pension payments. In addition, the Information Systems Department, the Assessing Department, the Treasurer's Office, and Purchasing report to the Director of Finance.

In the past year, the Finance Department issued almost 14,000 employee paychecks or direct deposits and almost 6,000 retiree pension payments. It also processed nearly 20,000 vendor bills totaling over \$89,500,000.

In December of 2005, the department was responsible for developing the very successful "Two and a Half Year Plan" to balance the City's General Fund budget. Last year, the department concentrated on resolving two "new" problems, retiree health care or OPEB costs and a seriously under funded Motor Pool system. We believe we have established the structure for properly funding the OPEB liability. We are funding OPEB in accordance with an actuarial valuation, and we have joined the MERS trust fund Retiree Health Care Funding Vehicle. Motor Pool rates have been fixed as well, but we still have an underfunded Motor Pool which will require financing vehicle replacements.

For 2008-2009, we are dealing with declining property values. This year, we will still see limited overall growth of taxable values. However, the amount of that growth is only about 1% rather than the 4% we anticipated a year ago. For next year, 2009-2010, an Oakland County projection predicts a 3.5% decline in taxable value, followed by an additional 2.5% decline the following year.

In the fall of 2007, the department was responsible for a \$2.6 million bond issue to finance the purchase of three ambulances, six fire trucks and miscellaneous DPW equipment. These bonds will be repaid by the Motor Pool fund from revenues it receives by leasing or renting vehicles to governmental and enterprise funds.

We anticipate doing another financing for Beaumont Hospital next fiscal year through the Royal Oak Hospital Finance Authority. In 2006, the authority issued \$206 million of bonds for William Beaumont Hospital and Beaumont paid the Authority a fee of \$45,000 for this service, which was donated to the General Fund.

The cost allocation plan, prepared by Rehmann Robson, under the direction of the Finance department has already resulted in over \$1.7 million of additional costs being moved from the General Fund to other funds. It will continue to save the General Fund at least \$700,000 per year.

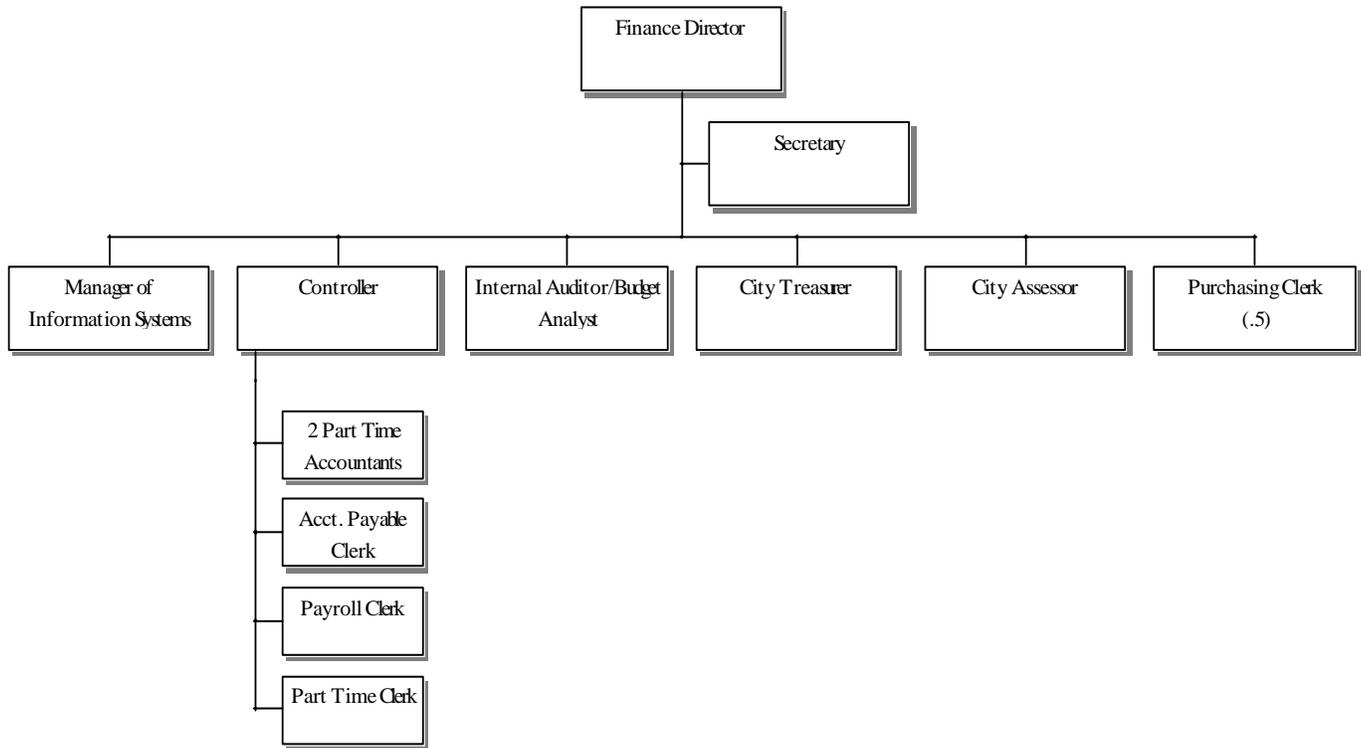
We recently identified the potential to charge out about \$200,000- \$300,000 more to other funds. This would be possible if we quit using our payroll software for this purpose and instead calculated this ourselves and made manual journal entries. Our payroll software does not allow for full cost distribution. It will only distribute wages. Fringe benefits, including paid time off, end up being charged to the employee's "home" general ledger number. This is often in the General Fund. By calculating charge outs separately, we can accomplish a full costing and greatly reduce any amounts charged to the General Fund. However, to accomplish this, we will need additional labor in the Accounting Division. The proposed budget includes hours for an additional half-time accountant. The return on investment, from the General Fund's perspective, should be over 950%

The Finance Department is not asking for any other changes in staffing at this time. The Commission, however, should be aware of staffing issues in the department. The department does not have the staff capacity to perform special projects and keep up with regular duties as well. Special projects however, are generating significant savings or significant revenue to the City, so we will continue doing them. As a result, the department does often fall behind on regular duties. We think this is an acceptable trade-off. We are attempting to address this by simplifying procedures and processes.

For next year, we still hope to eliminate paper filing of invoices and checks as we move to an electronic system. Invoices will be scanned and stored as electronic image files. We have already started scanning timesheets. We have implemented a procurement card system, in cooperation with ReGroup Advisors, which will reduce purchasing costs. This is still in limited use, but we should be ready to move to full utilization before July 1. The voters changed the city charter last fall to put responsibility for Purchasing under the Director of Finance. This budget does not reflect any changes in the purchasing operation but we plan to expend considerable effort in improving our purchasing operation and lowering our procurement cost. ReGroup advisors is currently working on a purchasing recommendation.

The computer software used to manage the financial, payroll, human resources and billing systems remains a major concern. It is awkward, difficult and slow to use and it doesn't provide the flexibility we need. We also experienced a major problem with loss of data that took over two months to recover.

Never the less, we are not proposing to change the system at this time. We are exploring options for replacing the system, including multi-governmental options, and we will bring a recommendation to the commission at a later date.



	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF FINANCE	1	1	1	1	1	1
CONTROLLER	1	1	1	1	1	1
INTERNAL AUDITOR/BDGT ANALYST	1	0	1	1	1	1
ACCOUNTANT II	1	1	0	0	0	0
SECRETARY I - FINANCE	1	1	1	1	1	1
PAYROLL CLERK III	1	1	1	1	1	1
FINANCE - MC 3	1	1	1	1	1	1
Total	7	6	6	6	6	6

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	540,231	1,651	0	10,662	0	552,544
2005-2006 Actual	509,056	2,663	0	6,641	0	518,361
2006-2007 Actual	571,741	4,001	0	18,728	0	594,470
2007-2008 Original Budget	754,768	5,250	0	24,761	0	784,779
2007-2008 Adjusted Budget (Dec)	754,768	5,250	0	24,761	0	784,779
2007-2008 Six Month Actual	313,318	1,448	0	16,619	0	331,385
2007-2008 Estimated Year End	666,789	3,500	0	94,458	0	764,747
2008-2009 Dept Request	748,863	3,500	0	96,506	0	848,869
2008-2009 Manager's Budget	748,863	3,500	0	96,506	0	848,869
2008-2009 Approved Budget	748,863	3,500	0	96,506	0	848,869
2009-2010 Projected Budget	766,393	3,625	0	98,893	0	868,911
2010-2011 Projected Budget	785,553	3,734	0	101,860	0	891,146
2011-2012 Projected Budget	805,192	3,846	0	104,916	0	913,953
2012-2013 Projected Budget	825,321	3,961	0	108,063	0	937,346

101.209 Assessor

The mission of the Assessor's Office is to uniformly and equitably value all taxable property in the City of Royal Oak. The annual creation of this tax base provides funding for education, police, fire, and other services. The Assessor's Office continually aspires to improve the quality of service to the public while delivering reliable information in a timely and professional manner. The office endeavors to become a model for other communities to emulate.

The office currently consists of the City Assessor, an appraiser, a municipal clerk II, a municipal clerk III, and a part-time appraiser. There previously existed a Deputy Assessor, but due to a retirement in June of 2005, that position was left vacant and eventually eliminated.

The office has a cycle of events to be considered as accomplishments for the last year. They are charged with preparing an assessment roll annually, and the daily workload revolves around reaching that conclusion. From the new assessing system, they printed new records for all new or revised properties. With the assistance of quality, professional outside counsel, the Assessor was able to settle, dismiss, or win most of the Tax Tribunals that were brought against the City.

In May of 2007, the State Tax Commission requested that their Assessment and Certification Division staff conduct a review of the assessment administration practices, procedures and records of the Assessor's Office. This randomly selected review is intended to determine if the local unit is in compliance with the provisions of the General Property Tax Act and State Tax Commission rules and policies.

It was an arduous process both to prepare for and to endure. A complete "fine tooth" review of your entire operations is rather nerve wracking for those in this profession. The ramifications of a negative review could effect the Assessor's state certification and result in a costly reappraisal of the municipality.

We can proudly report that not only were we found compliant but the office received a perfect score on the review. Our staff performed admirably, and we are very pleased to share the news.

Things run a little smoother in the respect that the office is now familiar with the new computer system. With that as a bright spot, we still face many hardships in performing the daily duties.

Specifically, it is impossible for the Assessor to perform certain administrative aspects of his position, due to the limited staff. He has been forced to absorb the duties of the eliminated Deputy's position. In doing so, those items that would normally be addressed, above the daily responsibilities of the office, continue to be set aside. The City of Royal Oak is large enough in population, parcel count, and valuation to substantiate an Assessor's Office consisting of at least three more employees.

The Deputy position formerly handled all the commercial and industrial properties. Last year Oakland County was used under contract to perform the file maintenance on the commercial and industrial properties. Due to the inconsistencies in record keeping and the uniformity of appraisal, it was decided to use the part time appraiser in that capacity this year.

The C&I position was also responsible for all property splits and combinations. That responsibility included the addition of 23 new parcels, largely from typical residential lot splits. The supervision of all matters involving homestead exemptions, the tracking of all changes relating to assessor's corrections, July and December Board changes, and penalty levies was split between the Assessor and the Municipal Clerk II.

The Residential Appraiser has been an appreciated new member of the staff. Hired in May 2005, he has quickly become acquainted with the City. He was informed from the beginning that the Assessor wasn't able to provide him the attention he deserved, due to the increased workload. The Assessor had hoped to accompany him in the field for training and review, but with the loss of the Deputy, that was impossible. The Assessor discussed matters daily with the residential Appraiser and he has performed admirably.

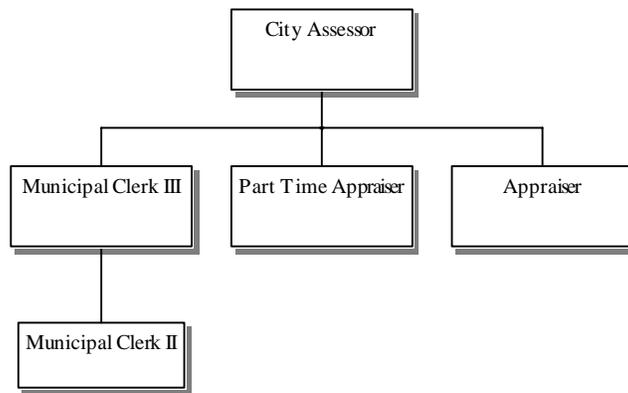
Another appraiser on staff would alleviate the overloaded schedule. It would also allow the review of the approximately 1,200 sales that occur in the residential class annually. Many of the almost 25,000 parcels that are residential have not been reviewed or revisited in many years. This all culminates in potential tax revenue that is lost, due to possibly outdated records. It is hoped that in the future, once fortunes improve, these issues might seriously be addressed.

The Assessor proposed an upgrade of the Municipal Clerk II for consideration for last year's budget and would like it revisited this year. The Assessor's office is unique in the nature of the business conducted. The Clerk II, with the Deputy position

eliminated, has been forced to absorb the homestead responsibilities. She was only able to accept this challenge because of the 3 year apprenticeship she received in working with the Deputy. This position cannot be filled internally or externally by anyone that has not experienced the learning curve. It involves thorough knowledge of the forms and of the legislative language that governs the myriad range of possibilities involved in homestead status and the uncapping of values. A portion of this Clerk's day now consists of reviewing all recorded documents to determine whether or not they should uncap. The homestead issue involves constant policing and requires residents to provide necessary proof of identification and residence to qualify for the lower tax rate afforded through homestead status.

The Assessor continues to try and find ways to transition and perform to the best of his abilities. He addresses his daily routines with vigor, with the hopes of clearing time to do the things he wants to improve the Office. He envisions a complete documented commercial and industrial sales file that will benefit the public and the office. He hopes to address all land values and effective age problems with the residential properties, which will make all values more defensible. He is extremely pleased that the City has retained the current outside counsel for all Tax Tribunal matters. Her assistance, expertise, professionalism, and depth of commitment have been a tremendous benefit to the City of Royal Oak. She is the best in her field and is respected by her peers and other Assessors.

Keeping the goals and mission in mind, the Assessor was able to submit the 2008-2009 fiscal year budget within the commitment of his resources. Decreasing revenues coupled with increasing expenses remains a challenge to maintain and improve services with less personnel and resources.



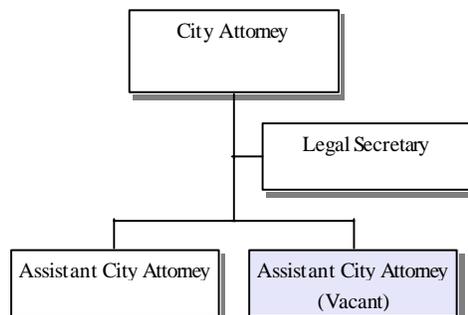
	03/04	04/05	05/06	06/07	07/08	08/09
CITY ASSESSOR	1	1	1	1	1	1
DEPUTY CITY ASSESSOR	1	1	1	0	0	0
APPRAISER	1	1	1	1	1	1
ASSESSING - MC 3	1	1	1	1	1	1
ASSESSING - MC II	0	0	0	0	0	1
ASSESSING - MCI	1	1	1	1	1	0
Total	5	5	5	4	4	4

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	364,408	1,962	0	68,498	0	434,868
2005-2006 Actual	310,978	2,685	0	60,496	0	374,159
2006-2007 Actual	331,605	1,615	0	50,941	0	384,161
2007-2008 Original Budget	404,458	2,700	0	69,622	0	476,780
2007-2008 Adjusted Budget (Dec)	404,458	2,700	0	69,622	0	476,780
2007-2008 Six Month Actual	187,041	1,280	0	10,553	0	198,874
2007-2008 Estimated Year End	402,631	2,701	0	69,811	0	475,143
2008-2009 Dept Request	440,581	4,210	0	62,303	0	507,094
2008-2009 Manager's Budget	440,581	4,210	0	62,303	0	507,094
2008-2009 Approved Budget	440,581	4,210	0	62,303	0	507,094
2009-2010 Projected Budget	464,953	2,950	0	62,824	0	530,727
2010-2011 Projected Budget	476,577	3,110	0	65,765	0	545,452
2011-2012 Projected Budget	488,491	3,279	0	68,855	0	560,626
2012-2013 Projected Budget	500,704	3,458	0	72,103	0	576,265

101.210 Attorney

The City Attorney's Office, which is established by City Charter, serves as legal counsel to the City Commission, all City departments and all employees in all matters relating to all official duties. These matters include the preparation and review of contracts, the preparation of ordinances, the prosecution of ordinance violations in the 44th District Court, management of all civil litigation involving the City (including the oversight of insurance counsel and outside retained counsel), invoice collection, the review of bonds and insurance, and nuisance abatement. The City Attorney's Office also performs any other functions that may be imposed by the City Commission, either by ordinance or by resolution.

The current office staff consists of three City employees – the City Attorney, one Assistant City Attorney, and one legal secretary. The budget calls for filling the vacant Assistant City Attorney position.



	03/04	04/05	05/06	06/07	07/08	08/09
CITY ATTORNEY	1	1	1	0	1	1
DEPUTY CITY ATTORNEY	1	1	1	1	1	0
ASSISTANT CITY ATTORNEY	1	1	2	2	2	2
LEGAL SECRETARY	1	1	1	1	1	1
Total	4	4	5	4	5	4

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	514,400	17,564	0	49,887	0	581,852
2005-2006 Actual	513,139	17,429	0	187,550	0	718,119
2006-2007 Actual	573,012	19,309	0	260,496	0	852,817
2007-2008 Original Budget	757,160	17,500	0	163,181	0	937,841
2007-2008 Adjusted Budget (Dec)	618,969	17,500	0	163,181	0	799,650
2007-2008 Six Month Actual	267,179	7,983	0	103,311	0	378,473
2007-2008 Estimated Year End	452,825	17,500	0	181,220	0	651,545
2008-2009 Dept Request	555,657	18,250	0	248,790	0	822,697
2008-2009 Manager's Budget	555,657	18,250	0	248,790	0	822,697
2008-2009 Approved Budget	555,657	18,250	0	248,790	0	822,697
2009-2010 Projected Budget	588,568	19,100	0	247,310	0	854,978
2010-2011 Projected Budget	603,282	19,869	0	254,734	0	877,885
2011-2012 Projected Budget	618,364	20,669	0	262,381	0	901,414
2012-2013 Projected Budget	633,823	21,501	0	270,258	0	925,582

101.215 Clerk

The basic responsibilities of the Clerk's Office is conducting elections, registering voters, providing birth and death certificates, providing dog licenses, bike licenses, solicitation permits, Dream Cruise permits, issuing new business licenses and taxis. Applications are accepted and processed from residents who want to serve on City Boards and Committees. The office posts meeting notices and takes minutes of official city meetings. They produce weekly Commission packets. The agenda documents and contracts are scanned into Laserfiche. The Clerk's Office is the keeper of official city records, processes Freedom of Information requests, serves as a notary public and handles money.

The election cycle consists of sending ID cards to voters, mail absentee applications to those on the permanent list and mail ballots; order election supplies including ballots; test ballots and the program; prepare tabulators, ballot boxes and supply boxes for each precinct. The Clerk's Office prepares precinct lists to be used on election day. They verify candidate petitions and prepare requests from candidates for voter lists. They also train election workers and oversee election day. They process election results, update voter history and identify the cost for the election.

There are 4.5 full time and 2 part-time employees in the Clerk's Office; one City Clerk, one Deputy City Clerk, two Municipal Clerk III positions and half-time shared Clerk Steno who is responsible for Purchasing. Two part-time clerks have replaced two full time Municipal Clerk I-II positions.

The public would not receive a great deal of information about City government without the Clerk's Office. The staff handles approximately 2,800 incoming calls per month. They use the phone system to guide callers to different departments.

The following number of certificates were filed in the Clerk's Office in 2007: birth records 6,107 and death records 2,143. Approximately 780 requests per month are received for mail-in birth certificate orders. There were 106 requests for death certificates by mail, 343 corrections and re-orders and 60 amendments by the State and Medical Examiner.

In 2007, 48 Initial Merchant Licenses, 51 misc. business licenses, 214 annual business license renewals, 51 peddler permits, 25 solicitation permits, 34 special event permits, 71 Woodward Dream Cruise permits, 42 taxi drivers' permits and 51 taxi bond plates were processed.

The office has processed 11 banner requests for 5th/Main and 16 requests for 11/Main Streets, ranging from one week to one month at those intersections. There were 29 sidewalk café licenses issued in 2006.

The staff was responsible for preparing minutes for the following meetings:

City Commission	Joint Commission/DDA
LCC	Fire Civil Service
Civil Service	Charter Review

Agenda packets are compiled and scanned into document imaging for the website. Weekly packets are mailed out of the office for the Commission.

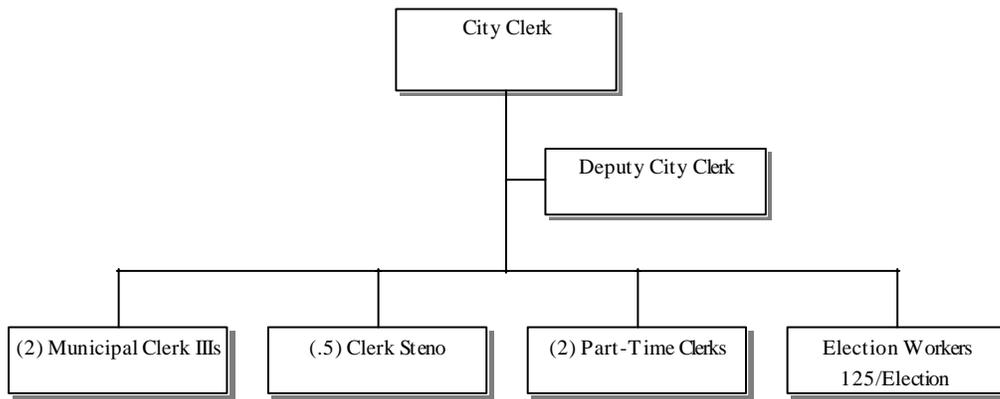
The Office of the City Clerk was responsible for the administration of the November 6, 2007 City General Election. Commission filing packets were prepared for the November election and 10 sets of petitions were returned checking 500 signatures per petition. This successful election experienced a 17.83% turnout or 8,222 voted out of 46,111 registered voters. We processed 3,958 absentee ballots, and 3,455 were returned to be counted. We processed 4,705 new voters in Royal Oak.

Dog licenses and renewals are issued daily. In 2007, 2,206 licenses were issued. The sixth annual rabies vaccination clinic was held in April, the most successful so far. We licensed 261 dogs, and 235 rabies shots were given by Vet Marilyn Berkley.

We maintain the Boards & Committees applications and list, processed 35 FOIA requests, processed 39 SDD/SDM's, 44 Class C liquor license renewals, 7 liquor transfers, 9 valet licenses, 3 one-day permits, residential parking permits, newspaper legal advertising, newspaper advertising, Commission resolutions 17 ordinances and 35 proclamations. The new resident packet is now available on our city's website with copies being available at our counter.

Challenges for next year include:

- Administer one consolidated election consisting of city, school candidates and proposals
- We may have to administer an Open Presidential Primary the beginning of February. It is not budgeted and an adjustment will have to be made. The State of Michigan will reimburse all municipalities for this special election.
- Continue to hire new election workers and train them on the new ES&S M100 and AutoMARK election equipment
- Relocate voting precincts where schools are closing
- Keep updated on election law changes and ADA requirements for 2007
- Accept debit and charge cards when processing birth, death or other counter transactions and off the website
- Increase fees where possible
- Increase the number of dog licenses and incorporate a new dog tag system
- Streamline the business license program, eliminate unnecessary paperwork and update software
- Keep spending within budgeted amounts
- Incorporate an agenda/minute-producing program for internal use and produce E-packets for the Commission
- Continue to assist the City Manager’s Office when needed



	03/04	04/05	05/06	06/07	07/08	08/09
CITY CLERK	1	1	1	1	1	1
DEPUTY CITY CLERK	1	1	1	1	1	1
CS 3 - PURCHASING	0	0.5	0	0	0	0
CITY CLERK - MC 3	2	2	2	2	2	2
CITY CLERK - MC II	3	2	0	0	0	0
Total	7	6.5	4	4	4	4

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	236,911	6,650	0	16,293	0	259,854
2005-2006 Actual	201,284	5,384	0	12,178	0	218,846
2006-2007 Actual	206,236	5,944	0	11,011	0	223,191
2007-2008 Original Budget	246,312	7,700	10,095	15,693	0	279,800
2007-2008 Adjusted Budget (Dec)	246,312	7,700	10,095	15,693	0	279,800
2007-2008 Six Month Actual	116,363	1,771	0	6,678	0	124,812
2007-2008 Estimated Year End	246,312	6,295	0	26,085	0	278,692
2008-2009 Dept Request	267,555	7,720	10,100	20,185	0	305,560
2008-2009 Manager's Budget	267,555	7,720	10,100	20,185	0	305,560
2008-2009 Approved Budget	267,555	7,720	10,100	20,185	0	305,560
2009-2010 Projected Budget	278,516	8,080	0	20,975	0	307,571
2010-2011 Projected Budget	285,479	8,242	0	21,395	0	315,115
2011-2012 Projected Budget	292,616	8,406	0	21,822	0	322,845
2012-2013 Projected Budget	299,931	8,575	0	22,259	0	330,765

101.226 Human Resources

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

The primary functions and responsibilities of the Department include:

1. Coordinate and administer the recruitment, screening, selection, in-processing and orientation of new employees, consistent with federal and state laws and the local Civil Service Ordinance.
2. Oversee the classification, promotion, transfer and evaluation of employees consistent with union contract provisions and civil service rules.
3. Administer compensation and benefit plans for employees consistent with contract provisions, including leave benefits, tuition reimbursement, deferred compensation, and special pays. Administer health, dental, vision, life and supplemental insurance plans 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.)
4. Negotiate, interpret and administer union contracts, resolve grievances, prepare for and participate in Act 312 and grievance arbitration.
5. Provide counseling and assistance to department heads and employees relevant to personnel problems.
6. Coordinate/facilitate training to meet the needs of other departments and employees.
7. Risk Management: Receive and forward liability claims from the public to MMRMA; receive, process and forward workers' compensation and unemployment compensation claims to third party administrators; ensure compliance with MIOSHA and accident/injury policies and procedures; perform liaison duties with workers' comp clinics for employee injuries, new hire physicals, federally mandated drug and alcohol tests, etc.
8. Develop, distribute and monitor city policies such as sexual harassment, EEO, ADA, Family and Medical Leave Act, workplace violence, employee assistance, drug free workplace, MSDS, employee suggestions, nepotism, etc.
9. Maintain applicant, employee and retiree records.
10. Serve as liaison to the city's historical groups.
11. Serve on the following Commissions and Boards:

- A.) Fire Civil Service Commission
- B.) Civil Service Board
- C.) Fire Safety Committee
- D.) DPS Safety Committee
- E.) Combined City Hall/Library/Police Dept. Safety Committee

The Human Resource Department consists of four full-time employees: The Human Resource Director who oversees department operations and reports to the City Manager, the Human Resource Specialist, Confidential Secretary and Municipal Clerk III who report to the Human Resource Director.

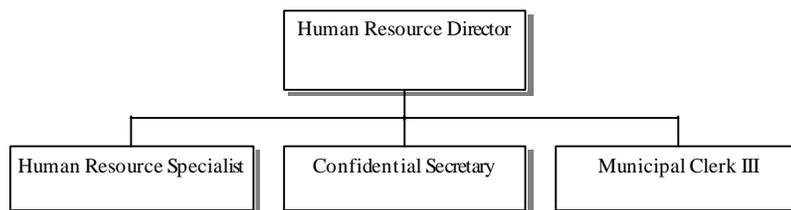
Department accomplishments for 2007:

1. Assisted in recovering more than \$170,000 in Medicare retiree drug subsidies.
2. Participated in preparation for and attended multiple labor negotiation and mediation meetings, as well as arbitration, resulting in the settlement of 2 labor agreements.
3. For calendar year 2007, in-processed more than 620 applications for 6 full-time, 13 part-time and three promotional positions. This ultimately led to the hiring of 6 Police Officers and one Police Service Aide. Additionally, over 80 part-time employees were added to payroll as new hires, seasonal re-hires, or election workers.
4. Continuously reduced employment advertising costs by:
 - Reducing print ads for posted positions to the minimum and referring applicants to the City's web-site for detailed information.
 - Utilizing interest-based posting resources, where practical.
 - Encouraging Department Heads to share applications for part-time positions when possible, rather than post separately for each.

Current and Future Challenges:

Municipalities, including Royal Oak, frequently share information regarding labor agreements and negotiation issues. There are definite benefits to participating in this exchange. We are struggling, however, to complete lengthy surveys in a timely manner, given the department staffing and workload. For the same reasons, we are unable to cross train staff to the extent that would otherwise be possible.

Continuing to meet the needs of employees, department heads, unions, retirees and the public with the current staff size and budget is a constant challenge. Human Resources will continue to work with the City Commission, City Manager, and Department Heads, within the parameters of the various labor agreements and applicable resources to meet the City's needs.



	03/04	04/05	05/06	06/07	07/08	08/09
HUMAN RESOURCE DIRECTOR	1	1	1	1	1	1
HUMAN RESOURCE SPECIALIST	0.5	1	1	1	1	1
SECRETARY I - HR	1	1	1	1	1	1
H/R - MC 3	1	1	1	1	1	1
H/R - MC II	1	0	0	0	0	0
Total	4.5	4	4	4	4	4

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	317,365	1,775	0	58,976	0	378,116
2005-2006 Actual	290,071	1,498	0	49,779	0	341,348
2006-2007 Actual	315,230	884	0	88,599	0	404,713
2007-2008 Original Budget	392,247	1,100	0	102,746	0	496,093
2007-2008 Adjusted Budget (Dec)	392,247	1,100	0	102,746	0	496,093
2007-2008 Six Month Actual	185,540	608	0	31,368	0	217,516
2007-2008 Estimated Year End	389,030	1,100	0	97,325	0	487,455
2008-2009 Dept Request	431,665	1,210	0	110,579	0	543,454
2008-2009 Manager's Budget	430,802	1,210	0	98,579	0	530,591
2008-2009 Approved Budget	430,802	1,210	0	98,579	0	530,591
2009-2010 Projected Budget	457,886	1,300	0	117,087	0	576,273
2010-2011 Projected Budget	469,383	1,365	0	123,427	0	594,175
2011-2012 Projected Budget	481,170	1,433	0	130,118	0	612,721
2012-2013 Projected Budget	493,255	1,505	0	137,179	0	631,939

101.233 Purchasing

	03/04	04/05	05/06	06/07	07/08	08/09
CS 3 - PURCHASING	1	0.5	1	1	1	1
Total	1	0.5	1	1	1	1

101.233 PURCHASING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	48,312	327	0	496	0	49,135
2005-2006 Actual	27,277	314	0	353	0	27,944
2006-2007 Actual	28,568	107	0	183	0	28,858
2007-2008 Original Budget	35,057	550	0	1,150	0	36,757
2007-2008 Adjusted Budget (Dec)	35,057	550	0	1,150	0	36,757
2007-2008 Six Month Actual	16,275	279	0	0	0	16,554
2007-2008 Estimated Year End	35,053	550	0	1,150	0	36,753
2008-2009 Dept Request	37,421	550	0	1,150	0	39,121
2008-2009 Manager's Budget	37,421	550	0	1,150	0	39,121
2008-2009 Approved Budget	37,421	550	0	1,150	0	39,121
2009-2010 Projected Budget	38,736	0	0	1,150	0	39,886
2010-2011 Projected Budget	38,736	0	0	1,150	0	39,886
2011-2012 Projected Budget	38,736	0	0	1,150	0	39,886
2012-2013 Projected Budget	38,736	0	0	1,150	0	39,886

101.248 Administration

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	119	0	0	1,408,704	0	1,408,823
2005-2006 Actual	8,242	0	0	1,409,544	0	1,417,786
2006-2007 Actual	0	0	0	1,661,831	0	1,661,831
2007-2008 Original Budget	0	0	0	1,483,710	0	1,483,710
2007-2008 Adjusted Budget (Dec)	0	0	0	1,483,710	0	1,483,710
2007-2008 Six Month Actual	3,932	0	0	936,563	0	940,495
2007-2008 Estimated Year End	3,885	0	0	1,484,200	0	1,488,085
2008-2009 Dept Request	0	0	0	1,456,389	0	1,456,389
2008-2009 Manager's Budget	0	0	0	1,456,389	0	1,456,389
2008-2009 Approved Budget	0	0	0	1,456,389	0	1,456,389
2009-2010 Projected Budget	0	0	0	1,487,253	0	1,487,253
2010-2011 Projected Budget	0	0	0	1,487,253	0	1,487,253
2011-2012 Projected Budget	0	0	0	1,487,253	0	1,487,253
2012-2013 Projected Budget	0	0	0	1,487,253	0	1,487,253

101.253 Treasurer

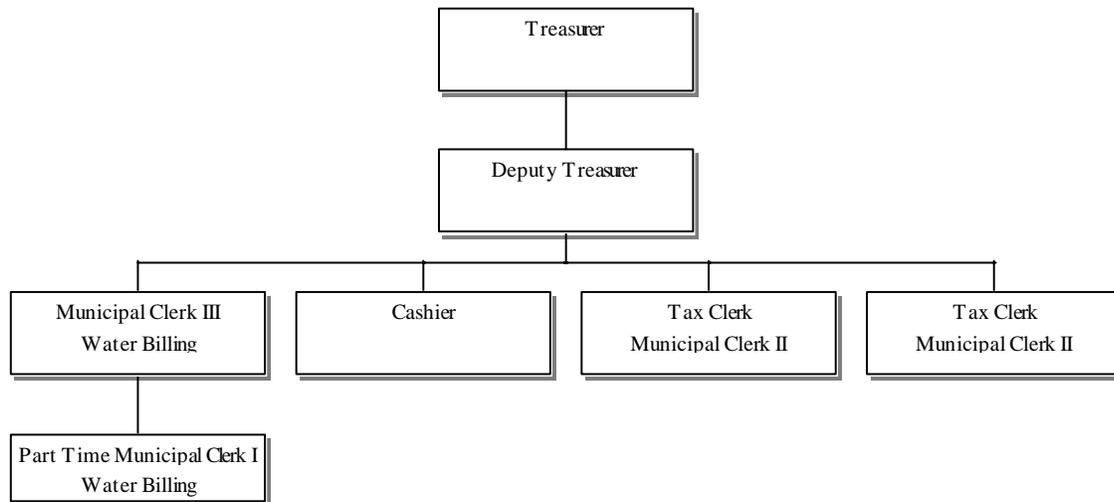
The Treasurer's Office oversees the tax and water billing staff and the City Cashier. The primary responsibility of the Treasurer's Office is customer service. The office handles the billing of all property taxes, special assessments, and water charges and the receipt of monies through the City Hall Cashier. In addition, the office handles all of the accounts receivable billing, rehab loan accounting, parking permits, parking structure passes and parking structure attendant revenue for the parking system, 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 investing and tracking investments of City funds, the strategic planning of investments to cover regular planned expenditures, such as accounts payable, payroll and retirement, as well as, planning for non-regular expenditures, such as bond payments.

The Treasurer's Office staff consists of a Deputy Treasurer, two municipal clerks and a cashier. Water billing is staffed by two municipal clerks. All department members have specific responsibilities, but are crossed trained in the functions for both water and tax. This provides the office with strength and depth as needed. As the Office sends out 75,000 tax bills and approximately 96,000 water bills annually, a tremendous amount of resident calls, over 33,000 in 2007, are handled here. Much of the service offered is informational as well as educational. Any department member can be called upon to provide support when volumes are heavy.

With the help of a progressive and innovative staff, both the Water Billing Department and the Treasurer's Office have significantly tightened up operations and eliminated tasks identified non-value added. We pride ourselves on the service that we offer to our residents.

This past year the office has been able to add value to the City's investment portfolio through diversification and improve the yield of the investments through a more active management of the portfolio and greater use of bank products and services. Residents have the option of paying tax bills on-line by credit card through Oakland County. In addition, in January 2006 the Office began offering direct debit payments for water bills. This program has been tremendously popular, with 1580 residents, or 6% of our total customer base, signed up, a 50% increase in users in the past year.

This year we will continue to work with the County to offer online property tax information, expand the usage of credit and debit cards to the Cashier and Clerks Office and look for additional ways to provide residents with the opportunity to make their payments in the most effective manner. Residents continue to ask for the ability to research tax and water information, as well as bill payment methods, online.



	03/04	04/05	05/06	06/07	07/08	08/09
CITY TREASURER	1	1	1	1	1	1
DEPUTY CITY TREASURER	1	1	1	1	1	1
CASHIER II	1	1	1	1	1	1
TREASURER - MC II	1	1	2	2	2	2
TREASURER - MC I	1	1	0	0	0	0
Total	5	5	5	5	5	5

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	252,862	1,347	0	4,035	0	258,245
2005-2006 Actual	340,387	1,779	0	7,065	0	349,231
2006-2007 Actual	320,865	1,960	0	9,356	0	332,181
2007-2008 Original Budget	409,644	1,650	0	5,910	0	417,204
2007-2008 Adjusted Budget (Dec)	409,644	1,650	0	5,910	0	417,204
2007-2008 Six Month Actual	194,565	492	0	2,515	0	197,572
2007-2008 Estimated Year End	409,775	1,604	0	6,010	0	417,389
2008-2009 Dept Request	432,673	3,850	0	6,310	0	442,833
2008-2009 Manager's Budget	432,673	3,850	0	6,310	0	442,833
2008-2009 Approved Budget	432,673	3,850	0	6,310	0	442,833
2009-2010 Projected Budget	455,106	2,750	0	10,810	0	468,666
2010-2011 Projected Budget	466,484	2,850	0	11,325	0	480,658
2011-2012 Projected Budget	478,146	2,954	0	11,864	0	492,964
2012-2013 Projected Budget	490,099	3,063	0	12,430	0	505,593

101.265 City Office Building

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	18,877	30,553	0	540,948	0	590,379
2005-2006 Actual	19,533	23,431	69,425	512,314	0	624,703
2006-2007 Actual	22,059	25,944	0	424,926	0	472,929
2007-2008 Original Budget	19,489	32,300	16,000	388,972	0	456,761
2007-2008 Adjusted Budget (Dec)	19,489	32,300	16,000	388,972	0	456,761
2007-2008 Six Month Actual	9,555	13,357	12,393	157,886	0	193,191
2007-2008 Estimated Year End	19,008	28,100	13,000	383,600	0	443,708
2008-2009 Dept Request	19,712	29,700	73,000	432,714	0	555,126
2008-2009 Manager's Budget	19,712	29,700	73,000	432,714	0	555,126
2008-2009 Approved Budget	19,712	29,700	73,000	432,714	0	555,126
2009-2010 Projected Budget	19,840	29,700	0	392,783	0	442,323
2010-2011 Projected Budget	20,336	30,591	0	404,566	0	455,493
2011-2012 Projected Budget	20,844	31,509	0	416,703	0	469,057
2012-2013 Projected Budget	21,366	32,454	0	429,205	0	483,024

101.266 Parks & Forestry

	03/04	04/05	05/06	06/07	07/08	08/09
SUPERVISOR OF PARKS & FORESTRY	1	1	1	1	1	1
EQUIPMENT REPAIRWORKER	1	1	1	1	1	1
PARKS MAINT WORKER II	5	5	5	5	5	5
PARKS MAINT WORKER	8	6	5	0	0	0
PARKS/FORESTRY MC3 17	1	1	1	1	1	1
Total	16	14	13	8	8	8

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	693,772	75,023	11,811	26,332	0	806,939
2005-2006 Actual	604,314	81,222	14,426	100,372	0	800,334
2006-2007 Actual	498,327	61,692	14,134	82,205	0	656,358
2007-2008 Original Budget	605,521	78,960	29,000	236,206	0	949,687
2007-2008 Adjusted Budget (Dec)	605,521	78,960	29,000	236,206	0	949,687
2007-2008 Six Month Actual	324,768	30,963	26,366	106,777	0	488,874
2007-2008 Estimated Year End	597,379	72,910	29,000	246,044	0	945,333
2008-2009 Dept Request	660,249	87,675	32,000	205,566	0	985,490
2008-2009 Manager's Budget	660,249	87,675	32,000	205,566	0	985,490
2008-2009 Approved Budget	660,249	87,675	32,000	205,566	0	985,490
2009-2010 Projected Budget	682,309	84,250	33,000	211,545	0	1,011,104
2010-2011 Projected Budget	699,367	88,400	34,650	228,428	0	1,050,844
2011-2012 Projected Budget	716,851	92,755	36,383	246,854	0	1,092,842
2012-2013 Projected Budget	734,772	97,325	38,202	266,971	0	1,137,270

101.267 Building Maintenance

	03/04	04/05	05/06	06/07	07/08	08/09
BLDG MAINT REPAIR WORKER II	1	1	1	1	1	1
BLDG MAINT REPAIR WORKER I	1	1	1	1	1	1
Total	2	2	2	2	2	2

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	131,581	2,039	0	2,540	0	136,160
2005-2006 Actual	146,514	1,739	0	3,000	0	151,253
2006-2007 Actual	151,744	2,130	0	3,000	0	156,874
2007-2008 Original Budget	207,867	2,510	0	8,559	0	218,936
2007-2008 Adjusted Budget (Dec)	207,867	2,510	0	8,559	0	218,936
2007-2008 Six Month Actual	101,690	643	0	4,529	0	106,862
2007-2008 Estimated Year End	203,147	2,305	0	8,469	0	213,921
2008-2009 Dept Request	231,131	2,610	0	8,449	0	242,190
2008-2009 Manager's Budget	231,131	2,610	0	8,449	0	242,190
2008-2009 Approved Budget	231,131	2,610	0	8,449	0	242,190
2009-2010 Projected Budget	241,540	2,510	0	8,679	0	252,729
2010-2011 Projected Budget	247,579	2,657	0	9,515	0	259,751
2011-2012 Projected Budget	253,768	2,815	0	10,433	0	267,016
2012-2013 Projected Budget	260,112	2,984	0	11,441	0	274,537



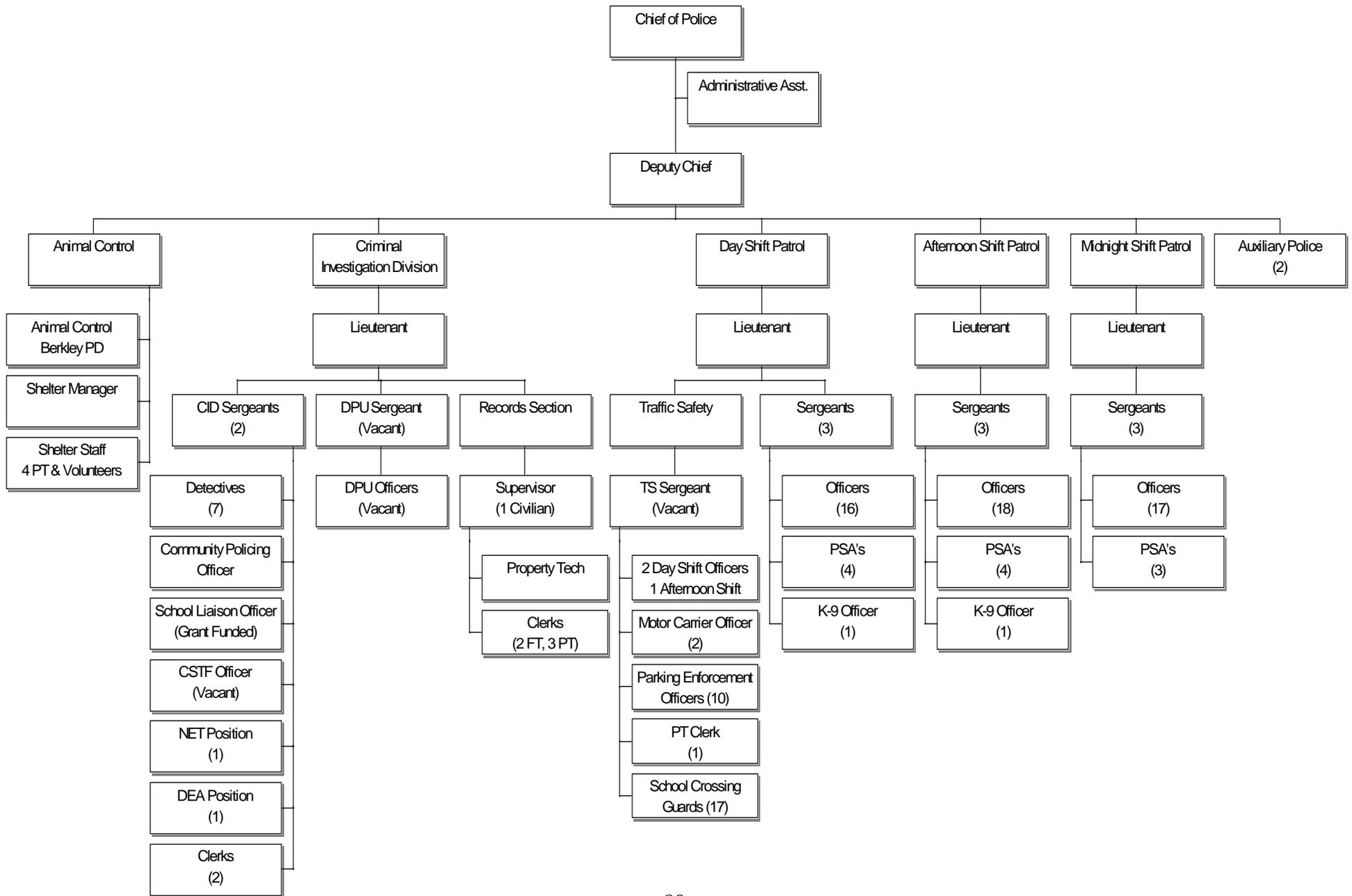
101.301 Police

The Royal Oak Police Department recently submitted its 2008/2009 fiscal year budget requesting no significant change(s) with most line items remaining as they were in the previous budget. Again, personnel costs accounted for almost all of the total budget increases (OPEB, retirement & health care costs plus expected salary increase expenses). Throughout the year, the Police Department administration remained diligent in tracking and monitoring expenses and costs as they occurred to ensure we remain within the previously approved 2007/2008 budget.

This past year several previously approved recommendations were initiated with projected predictions being realized. The increase in part-time parking enforcement hours from six (6) to ten (10) has resulted in 37% increase in parking violations issued (comparing numbers from 2007 to 2006). This increase generated significantly more revenue than what the cost to hire the additional Parking Enforcement Officers was. As expected, this additional revenue supplemented the general fund. Also, the previously approved additional police officer assignment to the Federal Drug Enforcement Administration (DEA) was established in October of 2007. Projections were that this position would not only result in bringing in enough forfeiture dollars to totally fund the additional position, but would generate additional funds that could be used to augment our narcotic enforcement efforts. In the short time this position has been in place, those goals have already been achieved.

For 2008/2009 the Police Department will continue in our aggressive and successful endeavor at seeking alternative funding for police operations through state and local grants as well as other methods to acquire non-city funds for various police operations. Also we continue to monitor both county and state legislative action(s) which impact the cost of police service delivery and any measure that requires additional action without adequate commensurate compensation.

Finally, because of a recently enacted policy change to not replace police department vacancies, the downsizing of the agency that began in 2003 will result in the department being something less than full service. The consequences of reducing personnel have been well documented and have materialized. Further reductions will add to that. Once again we will identify what we can do with the resources allocated, prioritize what we do and make appropriate adjustments. Regardless, it can be expected the police department will continue our vigilant effort in providing a safe environment for all that live, work or visit our city.



	03/04	04/05	05/06	06/07	07/08	08/09
POLICE CHIEF	1	1	1	1	1	1
DEPUTY CHIEF OF POLICE	2	2	2	1	1	1
POLICE LIEUTENANT	4	4	4	4	4	4
POLICE SERGEANT	13	13	12	12	12	10
DETECTIVE	10	8	7	7	8	8
POLICE OFFICER	72	70	64	64	64	63
POLICE SERVICE AIDE	13	12	11	10	11	10
POLICE RECORDS SUPERVISOR	1	1	1	1	1	1
SECRETARY I - POLICE	1	1	1	1	1	1
CS 3 - DETECTIVE BUREAU	1	1	1	1	1	1
POL RCRDS - MC 3	1	1	1	1	1	1
DET BUREAU - MC II	1	0	0	1	1	1
POL RCRDS - MC II	2	2	2	2	1	1
POL RCRDS - MC I	1	1	0	0	0	0
Total	123	117	107	106	107	103

101.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	9,545,892	106,321	22,818	359,638	0	10,034,669
2005-2006 Actual	10,245,524	120,980	1,850	452,687	0	10,821,041
2006-2007 Actual	10,438,738	89,374	5,226	413,373	0	10,946,711
2007-2008 Original Budget	12,220,788	129,000	100,000	839,594	0	13,289,382
2007-2008 Adjusted Budget (Dec)	12,220,788	129,000	100,000	841,255	0	13,291,043
2007-2008 Six Month Actual	5,918,027	32,719	0	375,680	0	6,326,426
2007-2008 Estimated Year End	12,446,565	108,500	120,000	820,106	0	13,495,171
2008-2009 Dept Request	13,156,147	129,000	0	834,853	0	14,120,000
2008-2009 Manager's Budget	12,675,611	129,000	0	834,853	0	13,639,464
2008-2009 Approved Budget	12,675,611	129,000	0	834,853	0	13,639,464
2009-2010 Projected Budget	13,353,106	129,000	0	856,613	0	14,338,719
2010-2011 Projected Budget	13,686,933	129,000	0	865,800	0	14,681,733
2011-2012 Projected Budget	14,029,107	129,000	0	875,307	0	15,033,413
2012-2013 Projected Budget	14,379,834	129,000	0	885,145	0	15,393,979



101.336 Fire

Basic Responsibilities of the Royal Oak Fire Dept

- Fire protection to the City of Royal Oak and a back up response to eight mutual aid communities through the Oak-Way mutual aid pact.
- Advanced Life Support ambulances to the City of Royal Oak and its immediate Oak-Way neighbors for medical care and transport to area hospitals.
- Respond to Hazardous Material incidents with an in house initial response followed by an activation of the Oak-Way Haz-Mat Team if necessary, and when activated respond to other Oak-Way communities.
- To provide Technical Rescue response to the City of Royal Oak via the Oak-Way Technical Rescue Team and coordinate with Birmingham, Madison Heights and Ferndale to form Squad 4 of the Oakland County Technical Rescue Regional Response Team.
- Public education for the prevention of fires and risk management through the fire prevention and suppression divisions.
- The Fire Prevention Division provides inspections, investigations, and fire code enforcement. The Prevention Division works with several other departments in the City of Royal Oak for plan review and annual duties related to license renewals.

Organization

The Fire Dept. is split into two divisions, Fire Suppression and Fire Prevention. Suppression provides the 24-hour personnel that are responsible for responding to emergencies.

They provide medical and fire protection as well as special tactical operations for Haz-Mat and Tech Rescue.

Fire Prevention provides two- eight hour employees that handle the responsibilities laid out above.

2007-2008 Accomplishments

- Continued support of Safety City to educate children on safety related issues.
- Planning began for the next phase of Safety City with a move to include the YMCA as a major partner.
- Applied for a regional grant to provide a common station alert system for Royal Oak, Madison Heights, Ferndale and Hazel Park.
- Joined MABAS (Mutual Aid Box Alarm System) in Oakland County, this is a county wide mutual aid agreement for large incidents only.
- Awarded a grant for the upgrade of Self Contained Breathing Apparatus complete with a new fill station.
- Obtained a 75% collection rate on EMS incidents, with the national average being 61%
- Improved relations between the employees and the Administration.
- Continue to provide blood pressure checks at each station.
- Provided batteries for smoke alarms to residents through grants and donations.

- Public education at special events like, Spooktacular, annual ROFD open house, school tours, and many more community events.
- International Walk to School with dignitaries and community leaders.
- Risk management program to provide special needs citizens with smoke alarms and medical equipment with all donated funds and materials.
- Mentoring by reading to elementary school classes.
- Participate in Career Day and similar events at Royal Oak High School.
- Continued participation in the Save Our Youth Task Force.
- Completion of a comprehensive truck and ambulance replacement program, including a resolution with E-One to replace 2 unreliable trucks.

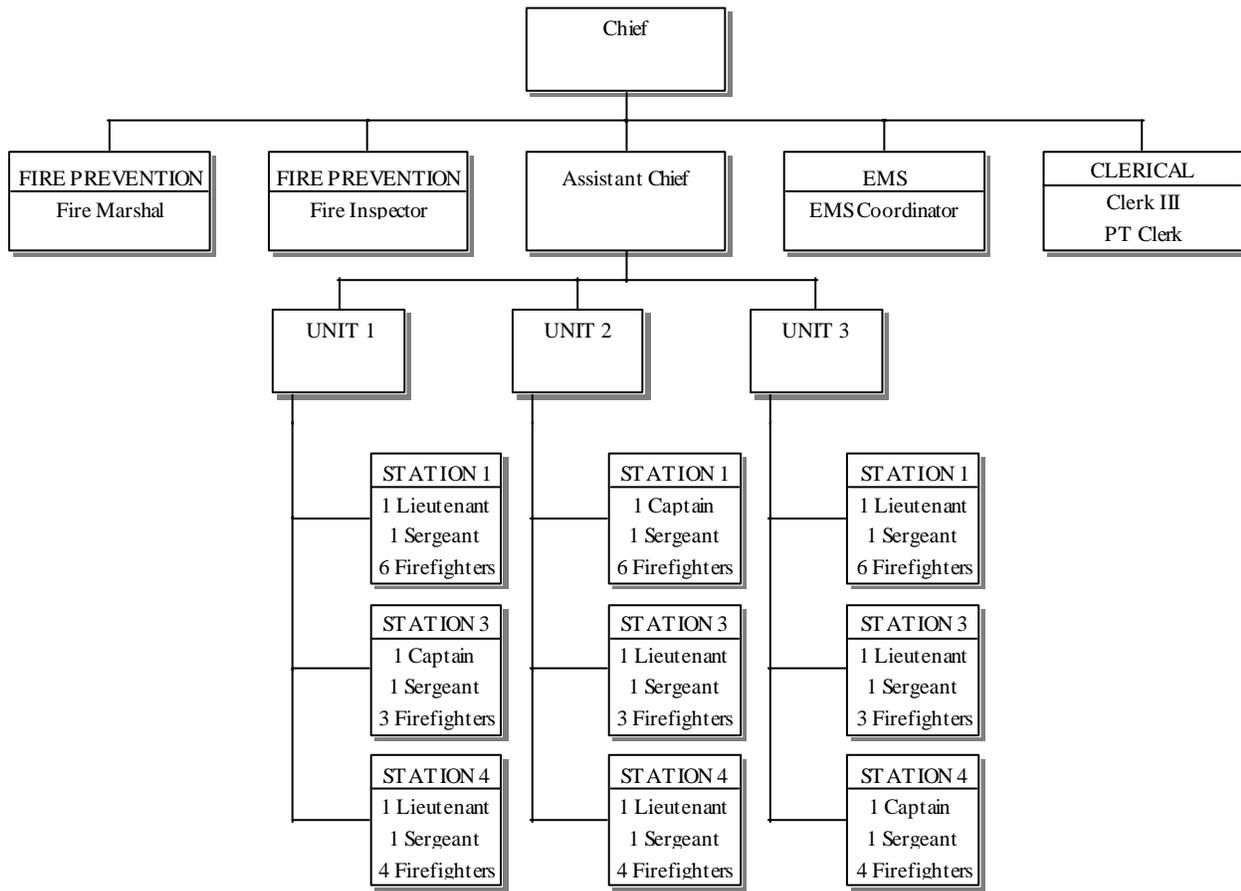
Challenges

- The biggest hurdle the ROFD is faced with is the continued reduction of manpower.
- We are in the process of replacing essential personal protective equipment.
- Continue to work on building the trust between the City of Royal Oak Administration and Local 431.
- Work with Local 431 to clean up contract language to eliminate conflicting sections.
- Develop an understanding that the union as well as administration can be part of the budget solution through trust and demonstrated good will.
- Continue to pursue aspects of the regional fire district with participation from the union.
- Place new trucks and ambulances in service with a transition from old to new without a disruption in our service delivery.
- Find a creative solution to the workload of the Prevention Division.

Budget Issues

Clearly, of the issues above, manpower and equipment are the biggest to impact the budget. The department has worked with the City of Royal Oak Administration to lessen the financial burden to the general fund by getting the job done with fewer people. This will be a problematic trend to continue.

Equipment wears out and we have planned for the replacement of our personal protective equipment and our vehicles. Our SCBA tanks that provide firefighters with clean air in an IDLH atmosphere have a limited life. Some of the tanks have expired. The same is true of our turnout gear; we have a comprehensive progressive plan to replace outdated PPE. Finally, the radio upgrade has been started and should be completed by the end of the current budget.



	03/04	04/05	05/06	06/07	07/08	08/09
FIRE CHIEF	1	1	1	1	1	1
ASSISTANT FIRE CHIEF	1	1	1	1	1	1
FIRE MARSHAL	1	1	1	1	1	1
FIRE PREVENTION INSPECTOR ACT	1	1	1	1	1	1
FIRE CAPTAIN	3	3	3	3	3	3
FIRE ALS COORDINATOR	1	1	1	1	1	1
FIRE LIEUTENANT	6	6	6	6	6	6
FIRE SERGEANT	9	9	7	9	9	9
FIREFIGHTER	48	44	48	41	39	39
FIRE DEPT - MC3	1	1	1	1	1	1
Total	72	68	70	65	63	63

101.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	6,143,293	108,924	0	182,286	0	6,434,504
2005-2006 Actual	6,813,323	102,668	13,600	145,675	0	7,075,266
2006-2007 Actual	6,866,833	61,811	0	175,323	0	7,103,967
2007-2008 Original Budget	8,095,957	163,640	0	404,909	0	8,664,506
2007-2008 Adjusted Budget (Dec)	8,095,957	163,640	0	404,909	0	8,664,506
2007-2008 Six Month Actual	4,278,485	52,860	0	199,266	0	4,530,611
2007-2008 Estimated Year End	8,095,957	163,887	0	448,137	0	8,707,981
2008-2009 Dept Request	8,882,857	107,942	0	524,129	0	9,514,928
2008-2009 Manager's Budget	8,882,857	107,942	0	450,436	0	9,441,235
2008-2009 Approved Budget	8,882,857	107,942	0	450,436	0	9,441,235
2009-2010 Projected Budget	9,323,418	112,014	0	536,999	0	9,972,431
2010-2011 Projected Budget	9,556,503	116,250	0	554,109	0	10,226,862
2011-2012 Projected Budget	9,795,416	120,657	0	570,732	0	10,486,805
2012-2013 Projected Budget	10,040,301	125,242	0	587,854	0	10,753,397

101.344 Ambulance Service

101.344 AMBULANCE SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	321,158	45,703	0	107,052	0	473,914
2005-2006 Actual	324,314	31,930	0	118,176	0	474,420
2006-2007 Actual	312,026	33,747	0	109,699	0	455,472
2007-2008 Original Budget	394,266	61,952	0	176,279	0	632,497
2007-2008 Adjusted Budget (Dec)	394,266	61,952	0	176,279	0	632,497
2007-2008 Six Month Actual	251,177	22,858	0	78,478	0	352,513
2007-2008 Estimated Year End	394,266	61,952	0	189,273	0	645,491
2008-2009 Dept Request	413,518	63,156	0	238,113	0	714,787
2008-2009 Manager's Budget	413,518	63,156	0	238,113	0	714,787
2008-2009 Approved Budget	413,518	63,156	0	238,113	0	714,787
2009-2010 Projected Budget	430,660	65,054	0	242,857	0	738,571
2010-2011 Projected Budget	441,427	67,006	0	245,927	0	754,359
2011-2012 Projected Budget	452,462	69,016	0	249,089	0	770,567
2012-2013 Projected Budget	463,774	71,086	0	252,345	0	787,205

101.372 Ordinance Enforcement

The Building Department's goal is to provide the highest level of service to its customers. The Building Department is comprised of three divisions. Currently they have 15 full time employees, three part time employees and a group of 7 to 9 contract inspectors that help out when demand is high and/or when one of the full time inspectors is on vacation or sick. The service counter is open to the public 5 days a week, with limited hours on Mondays and Fridays. They have a 24-hour inspection request hotline, allowing individuals to request building and trade inspections. They have a separate 24-hour Code Enforcement hotline, where anyone can leave an anonymous Code Enforcement complaint. They have an active web page that allows downloading of all their informational handouts and permit applications. Over the last several years they have seen a steady increase in the number of hits on their website.

The Building Inspection Division is responsible for the issuance of all permits for commercial and residential construction projects throughout the City. The Building Inspection Division performs extensive plan reviews, structural, electrical, mechanical, and plumbing inspections. They enforce the State Construction Codes and local ordinances.

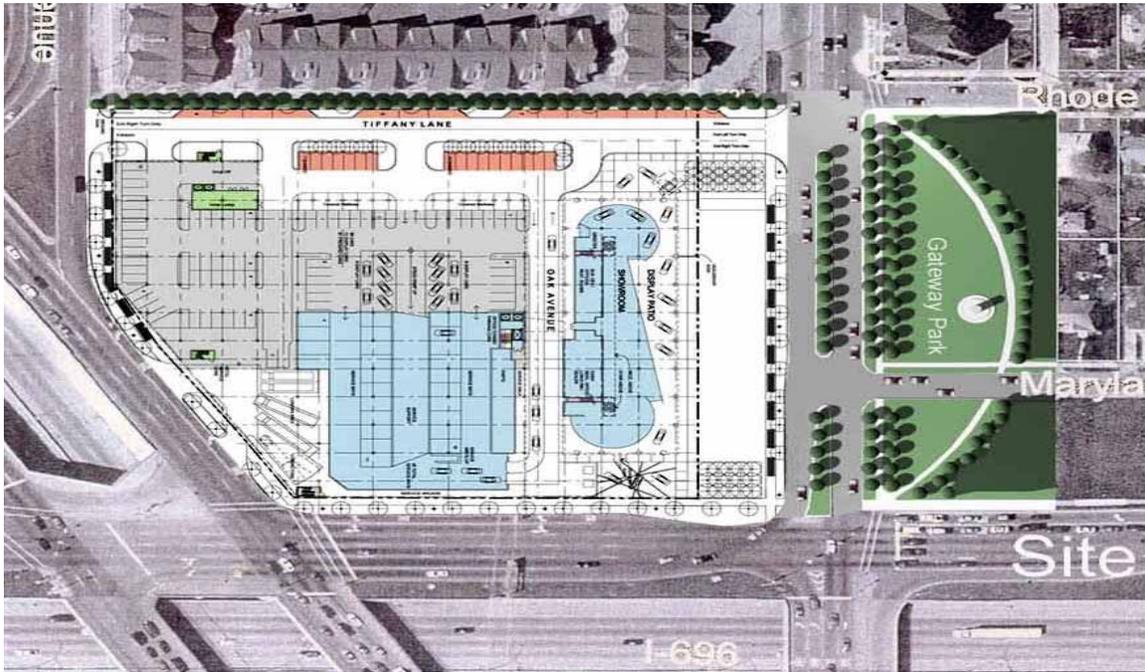
The Rental Housing Division performs an ongoing inspection program that regularly checks all apartments and one and two family houses offered for rent in the City. Units offered for rent are subject to established property maintenance and safety inspections. The purposes of these inspections are to ensure homes are safe, to preserve property values and to keep the standards of the adjoining owner occupied homes intact.

The Code Enforcement Division inspects commercial and residential buildings for property maintenance violations. We respond to complaints from residents and try to take a proactive approach to maintaining the quality of property in the city.

All divisions within the Building Department are challenged with the task of maintaining a successful and vibrant City. We look forward to a busy and productive construction season.

	03/04	04/05	05/06	06/07	07/08	08/09
CODE ENFORCEMENT OFFICER	4	4	3	2	2	3
CS 3 - INSPECTION	1	1	1	1	1	0
CODE ENF - MCII	1	1	2	2	2	1
CODE ENF - MC I	1	1	0	0	0	0
Total	7	7	6	5	5	4

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	0	0	0
2005-2006 Actual	0	0	0	0	0	0
2006-2007 Actual	310,791	516	0	30,202	0	341,509
2007-2008 Original Budget	383,252	800	0	19,422	0	403,474
2007-2008 Adjusted Budget (Dec)	383,252	800	0	19,422	0	403,474
2007-2008 Six Month Actual	176,640	0	0	7,419	0	184,059
2007-2008 Estimated Year End	321,521	200	0	18,038	0	339,759
2008-2009 Dept Request	338,208	2,700	0	5,250	0	346,158
2008-2009 Manager's Budget	338,208	2,700	0	5,250	0	346,158
2008-2009 Approved Budget	338,208	2,700	0	5,250	0	346,158
2009-2010 Projected Budget	348,428	2,700	0	4,861	0	355,989
2010-2011 Projected Budget	357,139	2,781	0	4,876	0	364,796
2011-2012 Projected Budget	366,067	2,864	0	4,891	0	373,823
2012-2013 Projected Budget	375,219	2,950	0	4,907	0	383,077



101.400 Planning & Zoning

The Planning Department is currently comprised of two (2) divisions; the Planning Division and the Housing Division. Activities, programs and assignments within these divisions are established, coordinated and supervised by the Director of Planning with assistance and input from the Deputy Director of Planning.

The Planning Division is comprised of two (2) full-time professional planners and one (1) stenographer.

The Planning Division exists to oversee the physical and economic development of the City and, in particular, those areas under private ownership. In fulfilling this purpose, the Division provides administrative support to the City Commission and various advisory boards, most notably, the Plan Commission, Zoning Board of Appeals, Downtown Development Authority, Brownfield Redevelopment Authority, Economic Development Corporation 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 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.

The pro-active role has changed the nature of the Division from a more passive one, concerned with the preparation of plans, to one actively involved in every aspect of the City's physical and economic development.

The Plan 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 and reviewing site plans for all development, except one and two-family residential projects. Interested parties are advised that the Plan Commission requires submission of site plans a minimum of 6 weeks prior to the meeting at which they are to be considered. All plans are reviewed by a planner, as well as representatives from the Building, Fire, Engineer and Police Departments. The petitioner/developer is invited to make changes to the plans based upon staff comments and then the plans, along with written recommendations, are provided to the Plan Commission. Rezoning and special land use permits require a public hearing and public notification. With adoption of the new Zoning Ordinance in November 2001, there has been a significant increase in the number of projects requiring public hearings and notification, coordination of development agreements and other time intensive activities.

The Zoning Board of Appeals is charged with hearing requests for variances or interpretations to specific Zoning Ordinance provisions. It meets monthly and all appeals require a public hearing with notices sent to properties within 300 feet of the site. Staff prepares a written report of findings on all appeals. Considerable time is spent to ensure that all information is accurate and the appellant's intent is clear.

The Downtown Development Authority (DDA) also meets monthly or more often if needed. It is responsible for "visioning" and implementing physical improvements to be made in the Downtown Development District. Funding for the improvements has come from a variety of sources, including: Tax Increment Financing, Block Grant Program, and State and Federal Programs. The Director of Planning serves as Executive Director of the DDA and along with Planning Division staff, provides day-to-day administrative services such as preparing agenda materials, meeting minutes, budgets, development plan preparation, project implementation, applying and administering grants, etc.

The DDA has recently added activities associated with the Main Street Program to its responsibilities. While the DDA has hired "contract employees" to coordinate portions of the Main Street Program under the direction of the Executive Director/Planning Director, it has placed additional demands for information, service and staff time on the Planning Department. In addition, the DDA has been designated the City's Parking Committee.

The Rehabilitation Board of Appeals was established as the body to hear appeals from homeowners regarding their application for funding under the Housing Rehab Program, and on January 24, 2005 was assigned the duties of the Community Development Block Grant (CDBG) Advisory Committee. In that capacity, the Rehab Board of Appeals provides recommendations and oversight to the City Commission regarding all aspects of the CDBG Program, specifically low to moderate income housing and community development needs. The Board meets monthly which has required that Planning Department staff to modify the CDBG activity budget application and review process from a six month cycle (January to June) to monthly. Planning staff coordinates funding requests from community non-profit groups and City departments and provides reports and information on the Community Development Block Grant and other Federal programs that may be of value to the City. 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. The Planning staff has also been thrust into the education and advocacy role to maintain current funding levels due to recent proposals to drastically reduce and/or eliminate CDBG Funding.

Brownfield Redevelopment Authority (BRA), created on May 15, 2000 by the City of Royal Oak pursuant to Act 381 of 1996, coordinates the implementation of Brownfield plans relating to the revitalization and redevelopment of environmentally distressed areas or properties within the City of Royal Oak.

In addition to serving the above referenced bodies, the Planning Division spends a great deal of time assisting the public on questions regarding land use, economic development and zoning. Many of these inquires and/or points of contact do not result in items which appear on an agenda, but permit citizens to better understand City Ordinances and policies. Other tasks or issues such as sidewalk cafes, license agreements (for a variety of purposes), right-of-way vacations, lot splits and liquor license requests, etc., also involve a great deal of Planning staff time. The Planning Department is also working to establish, build and maintain its use of the City's Geographic Information System (GIS) and fully utilize the City's website for community development updates.

The Housing Division provides assistance through two primary programs; the Housing Rehabilitation Program and the Housing Choice (Section 8) Voucher Program. Staff members include: a Housing Program Supervisor, a Rehabilitation Loan Officer, and Housing Specialist.

The Royal Oak Housing Commission, which administers the Section 8 Rental Housing Assistance Program, provides housing assistance to low income families/individuals in conformity with the Department of Housing and Urban Development's applicable Housing Choice (Section 8) Voucher Program. The Housing Choice (Section 8) Voucher Program is a rent subsidy program that assists eligible low-income individuals or families to obtain decent, safe and sanitary housing.

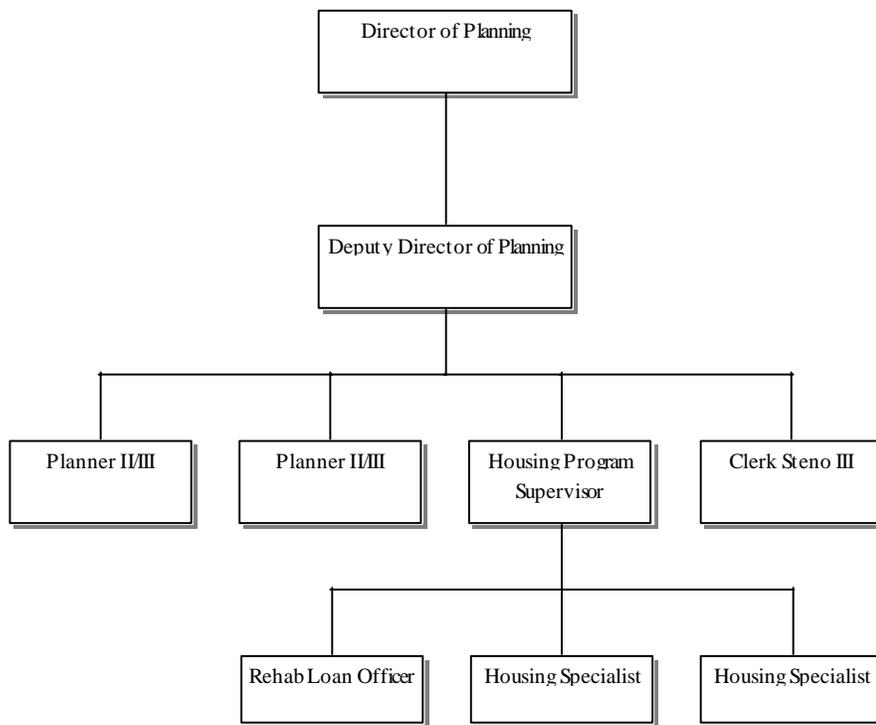
Royal Oak administers 222 Housing Choice Vouchers to low-income individuals and families. Individuals and families are selected from a waiting list, which is opened as required. A waiting list preference for people living or working in the City of Royal Oak was instituted in an effort to maintain a community-based program. The Deputy Director of Planning currently serves as the Executive Director of the Housing Commission.

The program requires a close working relationship between participant, staff and landlord. In addition to the daily tasks required to lease up units, staff is responsible for the creation of the following reporting documents: Section 8 Management

System, Resident Characteristic Report, Five-Year Consolidated Plan, Annual Plan, Rent Reasonableness Studies, Affordable Housing Study, and the Financial Management System Report.

The Housing Rehabilitation Program has been active in the City of Royal Oak since the mid-1970's, in order to upgrade and conserve the existing single family housing stock in the City. The program provides financial assistance to eligible homeowners (those with low and moderate incomes). The program is funded by the City's Community Development Block Grant Program, which includes proceeds from repayments of loans previously approved.

Two forms of financial assistance are provided: monthly installment loans at 3% interest for homeowners with incomes no more than 80% of the area's median income and deferred loans for homeowners at 40% of the area's median income. Typical improvements are roofs, siding, windows, furnaces, porches and concrete. Work often includes kitchens, bathroom, electrical updating, plaster and painting and a host of minor exterior and interior repairs. As a full service program, the City provides housing and credit counseling, loan underwriting, inspection of the property, solicitation of contractors, and construction management at no charge. Homeowners will pay for assessment/inspection of lead-based paint hazards, as provided by an outside testing company, if necessary.



	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF PLANNING	1	1	1	1	1	1
DEPUTY DIRECTOR OF PLANNING	1	1	1	1	1	1
PLANNER II	1	1	2	2	2	2
CS 3 - PLANNING	2	2	2	1	1	1
CS 3 - PLANNING(2)	0	0	0	0	0	0
Total	5	5	6	5	5	5

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	196,298	3,232	0	3,708	0	203,238
2005-2006 Actual	246,477	3,066	0	5,003	0	254,546
2006-2007 Actual	179,819	953	0	8,571	0	189,343
2007-2008 Original Budget	224,189	4,900	0	8,418	0	237,507
2007-2008 Adjusted Budget (Dec)	224,189	4,900	0	8,418	0	237,507
2007-2008 Six Month Actual	91,780	733	0	8,290	0	100,803
2007-2008 Estimated Year End	224,189	4,900	0	8,418	0	237,507
2008-2009 Dept Request	215,437	4,900	0	10,950	0	231,287
2008-2009 Manager's Budget	215,437	4,900	0	10,950	0	231,287
2008-2009 Approved Budget	215,437	4,900	0	10,950	0	231,287
2009-2010 Projected Budget	226,963	0	0	0	0	226,963
2010-2011 Projected Budget	232,637	0	0	0	0	232,637
2011-2012 Projected Budget	238,453	0	0	0	0	238,453
2012-2013 Projected Budget	244,414	0	0	0	0	244,414

101.430 Animal Protection Services

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	21,612	3,159	6,685	55,795	0	87,251
2005-2006 Actual	18,255	2,141	0	65,780	0	86,176
2006-2007 Actual	0	0	0	40,050	0	40,050
2007-2008 Original Budget	0	0	0	45,000	0	45,000
2007-2008 Adjusted Budget (Dec)	0	0	0	45,000	0	45,000
2007-2008 Six Month Actual	0	0	0	19,690	0	19,690
2007-2008 Estimated Year End	2,452	0	0	40,360	0	42,812
2008-2009 Dept Request	0	0	0	42,000	0	42,000
2008-2009 Manager's Budget	0	0	0	42,000	0	42,000
2008-2009 Approved Budget	0	0	0	42,000	0	42,000
2009-2010 Projected Budget	0	0	0	50,000	0	50,000
2010-2011 Projected Budget	0	0	0	51,500	0	51,500
2011-2012 Projected Budget	0	0	0	53,045	0	53,045
2012-2013 Projected Budget	0	0	0	54,636	0	54,636



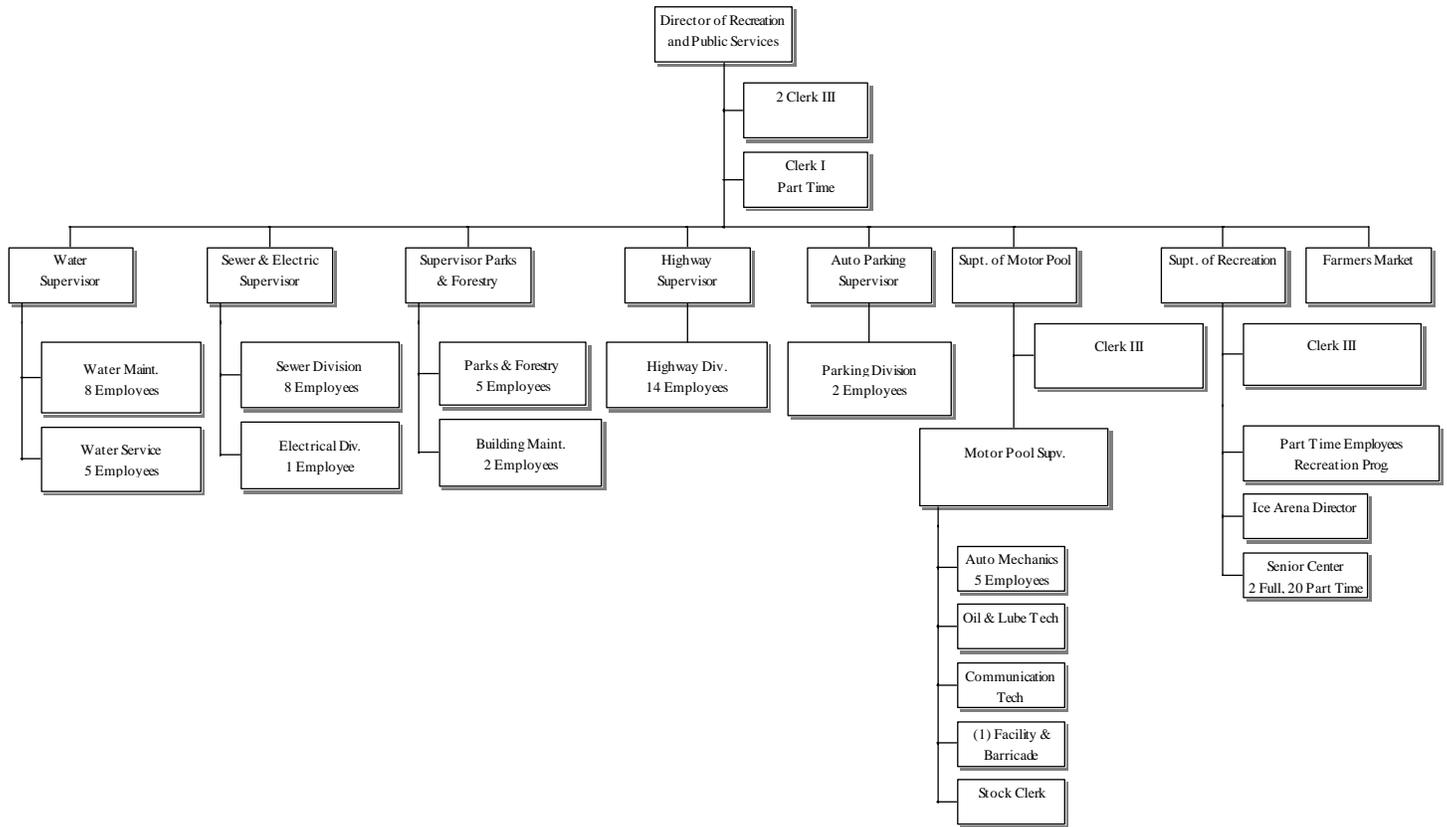
101.441 DPS

The Department of Recreation and Public Service is a multi-faceted and multi-talented organization within the City governmental structure tasked with the responsibility of ensuring the smooth and uninterrupted delivery of municipal services to residents, businesses and visitors in Royal Oak. Consisting of over 50 full time staff members, the Department includes in its ranks managerial, administrative, supervisory, clerical, skilled trades, semi-skilled, and security personnel, with years of combined experience.

The various municipal services provided to City residents, businesses and visitors is accomplished through experienced, trained departmental staff in the field and independent contractors supervised by departmental staff and supported by departmental administrative staff.

The Department provides a vast spectrum of services, including maintenance services for City streets, facilities, buildings, parks and fleet vehicles. The Department maintains the water and sewer system, the parking system, and small-scale capital infrastructure improvements. It has the responsibility for the city contract for residential and commercial garbage collection services, bulky waste collection and yard waste collection services. Moreover, the Department is responsible for the recreation operations. This includes the operation of the two recreation centers, the ice arena, golf courses and farmer's market. The Department's table of organization is comprised of the following major divisions: Fleet Management, Parks & Forestry, Building Maintenance, Streets Maintenance, Water maintenance, Water Service, Sewer maintenance, auto parking, recreation, ice arena and farmer's market. Within each of these divisions are several programs tasked with specific areas of specialty responsibilities.

Members are focused on and continually strive to maximize the municipal services provided to City residents and businesses, while ensuring the most efficient and effective use of City resources for the benefit of the City's residents, businesses, and visitors. Each member of the Department takes pride in the level and diversity of services provided to our City, observes the trust placed in them by residents, businesses and visitors and cares that each job assignment is performed skillfully, safely and completely.



	03/04	04/05	05/06	06/07	07/08	08/09
SUPERINTENDENT - PUBLIC WORKS	1	1	0	0	0	0
DPS SUPERVISOR - HIGHWAY	1	1	1	1	1	1
SIGN TECHNICIAN	1	1	1	1	1	1
EQUIPMENT OPERATOR II	2	2	1	1	1	1
EQUIPMENT OPERATOR I	3	3	3	3	3	3
PAINING MACHINE OPERATOR	1	1	1	1	1	1
TRUCK DRIVER	13	10	7	9	9	7
DPS/HWY - MC 3	1	1	0	0	0	0
Total	23	20	14	16	16	14

101.441 DPS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	259,731	6,314	0	893	0	266,938
2005-2006 Actual	255,639	5,298	0	427	0	261,364
2006-2007 Actual	269,637	5,526	0	309	0	275,472
2007-2008 Original Budget	387,942	8,800	0	3,532	0	400,274
2007-2008 Adjusted Budget (Dec)	371,167	8,800	0	3,532	0	383,499
2007-2008 Six Month Actual	164,269	2,321	0	807	0	167,397
2007-2008 Estimated Year End	340,416	7,990	0	3,505	0	351,911
2008-2009 Dept Request	382,944	8,250	0	3,480	0	394,674
2008-2009 Manager's Budget	382,944	8,250	0	3,480	0	394,674
2008-2009 Approved Budget	382,944	8,250	0	3,480	0	394,674
2009-2010 Projected Budget	398,735	8,350	0	3,580	0	410,665
2010-2011 Projected Budget	408,703	8,768	0	3,786	0	421,257
2011-2012 Projected Budget	418,921	9,206	0	4,004	0	432,131
2012-2013 Projected Budget	429,394	9,666	0	4,234	0	443,295

101.443 Electrical

	03/04	04/05	05/06	06/07	07/08	08/09
ELECTRICIAN 01	1	1	1	1	0	0
ELECTRICIAN 02	1	1	1	1	1	1
Total	2	2	2	2	1	1

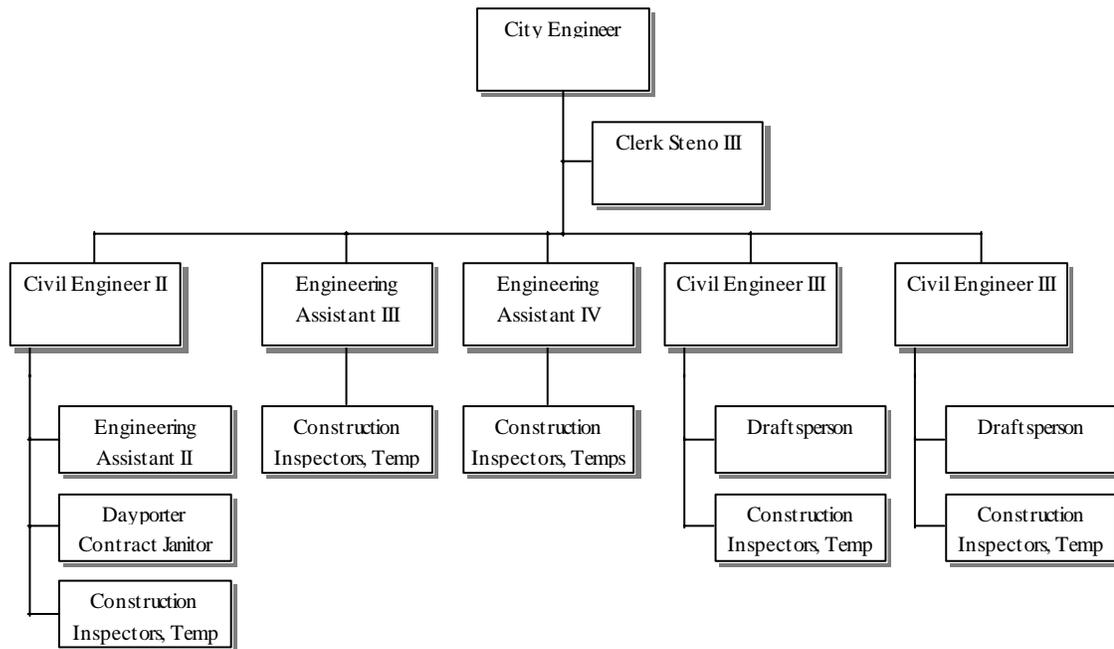
101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	85,719	1,601	0	3,529	0	90,849
2005-2006 Actual	86,573	1,595	0	3,255	0	91,423
2006-2007 Actual	82,973	1,211	0	5,585	0	89,769
2007-2008 Original Budget	71,455	1,915	0	16,340	0	89,710
2007-2008 Adjusted Budget (Dec)	71,455	1,915	0	16,340	0	89,710
2007-2008 Six Month Actual	34,946	298	0	9,489	0	44,733
2007-2008 Estimated Year End	66,879	1,595	0	16,340	0	84,814
2008-2009 Dept Request	79,148	1,805	0	18,335	0	99,288
2008-2009 Manager's Budget	79,148	1,805	0	18,335	0	99,288
2008-2009 Approved Budget	79,148	1,805	0	18,335	0	99,288
2009-2010 Projected Budget	82,025	1,805	0	18,881	0	102,711
2010-2011 Projected Budget	84,076	1,904	0	20,763	0	106,742
2011-2012 Projected Budget	86,178	2,008	0	22,833	0	111,019
2012-2013 Projected Budget	88,332	2,120	0	25,110	0	115,562

101.447 Engineering

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

The Engineering Department 2008-2009 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 proposed Engineering Department's contract work for the 2008 Construction year is estimated at 7.0 million. The Engineering Department continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Additional New Supplemental funding totaling \$2.2 million was applied for and approved for Royal Oak Major Streets for the years 2008 thru 2012 through the Oakland County Federal Aid Task Force. The total Federal Funding approvals for the years 2008 thru 2012, including previous approvals, now totals \$5.8 million.

The engineers, engineering assistants, draftspersons and secretarial staff recognize their responsibility to the community they serve. The Engineering Departments 10 full-time employees are dedicated to efficiently assisting developers, contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and maintenance requirements. The Royal Oak Engineering Department reconfirms this commitment and looks forward to serving the Royal Oak Community.



	03/04	04/05	05/06	06/07	07/08	08/09
CITY ENGINEER	1	1	1	1	1	1
CIVIL ENGINEER III	3	3	3	2	2	2
CIVIL ENGINEER II	1	0	1	1	1	1
ENGINEERING ASSISTANT IV	1	1	1	1	1	1
ENGINEERING ASSISTANT III	1	1	1	1	1	1
ENGINEERING ASSISTANT II	1	1	1	1	1	1
ENGINEERING DRAFTER	2	1	2	2	2	2
CS 3 - ENGINEERING	1	1	1	1	1	1
ENGNRNG - MC 3	1	0	0	0	0	0
Total	12	9	11	10	10	10

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	188,379	6,244	0	893	0	195,516
2005-2006 Actual	176,488	3,763	0	407	0	180,658
2006-2007 Actual	238,464	4,521	0	777	0	243,762
2007-2008 Original Budget	297,415	8,064	0	12,821	0	318,300
2007-2008 Adjusted Budget (Dec)	297,415	8,064	0	12,821	0	318,300
2007-2008 Six Month Actual	137,811	1,454	0	6,228	0	145,493
2007-2008 Estimated Year End	245,082	7,664	0	14,280	0	267,026
2008-2009 Dept Request	321,956	8,198	0	6,632	0	336,786
2008-2009 Manager's Budget	321,956	8,198	0	6,632	0	336,786
2008-2009 Approved Budget	321,956	8,198	0	6,632	0	336,786
2009-2010 Projected Budget	339,204	7,766	0	6,680	0	353,650
2010-2011 Projected Budget	347,684	7,999	0	6,880	0	362,563
2011-2012 Projected Budget	356,376	8,239	0	7,087	0	371,702
2012-2013 Projected Budget	365,286	8,486	0	7,299	0	381,071

101.448 Street Lighting

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	18,240	6,326	0	656,517	0	681,083
2005-2006 Actual	17,343	10,178	0	661,504	0	689,025
2006-2007 Actual	7,915	4,881	0	646,955	0	659,751
2007-2008 Original Budget	12,515	11,125	0	660,200	0	683,840
2007-2008 Adjusted Budget (Dec)	12,515	11,125	0	660,200	0	683,840
2007-2008 Six Month Actual	4,738	8,519	0	212,687	0	225,944
2007-2008 Estimated Year End	9,400	11,150	0	640,150	0	660,700
2008-2009 Dept Request	13,853	11,150	0	660,200	0	685,203
2008-2009 Manager's Budget	13,853	11,150	0	660,200	0	685,203
2008-2009 Approved Budget	13,853	11,150	0	660,200	0	685,203
2009-2010 Projected Budget	14,359	11,150	0	670,200	0	695,709
2010-2011 Projected Budget	14,718	12,263	0	703,710	0	730,690
2011-2012 Projected Budget	15,086	13,486	0	738,896	0	767,468
2012-2013 Projected Budget	15,463	14,832	0	775,840	0	806,135

101.834 Cable Communications

WROK is the City of Royal Oak's Government Access channel. WROK is available to subscribers of W.O.W. on channel 10 and Comcast on Channel 55. By law Cable TV providers must provide Public, Government and Educational access channels on their systems. To support this, each company pays a franchise fee to the city. Residents can watch live coverage of City Commission, Plan Commission, ZBA and DDA meetings as well as LIVE youth hockey 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 will also begin live Internet web casting of City Meetings and other programming.

WROK also supports the video needs of many City departments with special projects on request. The City Clerk's Office and the Plan Department rely on copies of each meeting WROK produces for their record keeping. WROK staff is also called upon by our State representatives to cover their town hall meetings as well. WROK staff also provides the voice messages heard on nearly the entire City departmental telephone systems.

WROK programming can be seen 7 days a week. The programming runs on an automated, tape based system. We anticipate a change to digital playback in the near future.

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

WROK does not regulate the Cable companies that serve Royal Oak. The Michigan Public Service Commission handles that.

To pay for WROK activities, The City of Royal Oak receives a 5% franchise fee from both cable companies. In FY 2007/2008, the City of Royal Oak received an approximate \$568,000.00 in franchise fees. The approved WROK budget for FY 2007/2008 was \$154,130.00. This year's Capital equipment budget increase was used to purchase new video editing, playback and web encoding systems to greater serve the City of Royal Oak's growing internet presence.

WROK has a staff of one full time programming coordinator and one part time manager. WROK also relies heavily on a crew of 30 volunteers to fill assorted positions during productions. The staff of WROK are not employees of the City of Royal Oak but are employee's of Cable Access Management. CAMCO pays all employee related expenses out of the contractual management fee in the Cable TV budget. The City of Royal Oak incurs no health insurance or retirement costs for WROK.

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	67	0	80,287	0	80,354
2005-2006 Actual	0	76	25,928	84,522	0	110,526
2006-2007 Actual	0	39	0	94,249	0	94,288
2007-2008 Original Budget	0	275	20,000	133,855	0	154,130
2007-2008 Adjusted Budget (Dec)	0	275	20,000	133,855	0	154,130
2007-2008 Six Month Actual	0	0	0	59,361	0	59,361
2007-2008 Estimated Year End	0	68	36,000	129,546	0	165,614
2008-2009 Dept Request	0	450	25,000	144,449	0	169,899
2008-2009 Manager's Budget	0	450	25,000	144,449	0	169,899
2008-2009 Approved Budget	0	450	25,000	144,449	0	169,899
2009-2010 Projected Budget	0	300	15,000	148,831	0	164,131
2010-2011 Projected Budget	0	303	16,500	152,822	0	169,625
2011-2012 Projected Budget	0	306	18,150	156,922	0	175,378
2012-2013 Projected Budget	0	309	19,965	161,136	0	181,410

101.835 Community Promotion

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	6,801	0	0	133,571	0	140,372
2005-2006 Actual	8,126	0	0	145,128	0	153,255
2006-2007 Actual	11,819	24	0	155,567	0	167,410
2007-2008 Original Budget	2,830	0	0	111,430	0	114,260
2007-2008 Adjusted Budget (Dec)	2,830	0	0	111,430	0	114,260
2007-2008 Six Month Actual	3,004	0	0	70,533	0	73,537
2007-2008 Estimated Year End	3,906	0	0	105,818	0	109,724
2008-2009 Dept Request	2,835	0	0	106,010	0	108,845
2008-2009 Manager's Budget	2,835	0	0	14,010	0	16,845
2008-2009 Approved Budget	2,835	0	0	106,010	0	108,845
2009-2010 Projected Budget	2,837	0	0	106,150	0	108,987
2010-2011 Projected Budget	2,908	0	0	109,335	0	112,242
2011-2012 Projected Budget	2,981	0	0	112,615	0	115,595
2012-2013 Projected Budget	3,055	0	0	115,993	0	119,048

101.836 Dream Cruise

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	80,445	16,727	0	13,150	0	110,323
2005-2006 Actual	106,793	18,573	0	16,934	0	142,300
2006-2007 Actual	36,253	17,652	0	17,712	0	71,617
2007-2008 Original Budget	71,632	18,000	0	15,000	0	104,632
2007-2008 Adjusted Budget (Dec)	71,632	18,000	0	15,000	0	104,632
2007-2008 Six Month Actual	52,023	17,817	0	11,044	0	80,884
2007-2008 Estimated Year End	43,667	17,817	0	12,098	0	73,582
2008-2009 Dept Request	72,067	18,000	0	15,000	0	105,067
2008-2009 Manager's Budget	72,067	18,000	0	15,000	0	105,067
2008-2009 Approved Budget	72,067	18,000	0	15,000	0	105,067
2009-2010 Projected Budget	72,156	18,000	0	15,075	0	105,231
2010-2011 Projected Budget	73,960	18,540	0	15,527	0	108,027
2011-2012 Projected Budget	75,809	19,096	0	15,993	0	110,898
2012-2013 Projected Budget	77,704	19,669	0	16,473	0	113,846

101.965 Transfers to Other Funds

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	112,292	0	112,292
2005-2006 Actual	0	0	0	473,801	0	473,801
2006-2007 Actual	0	0	0	0	0	0
2007-2008 Original Budget	0	0	0	80,000	0	80,000
2007-2008 Adjusted Budget (Dec)	0	0	0	80,000	0	80,000
2007-2008 Six Month Actual	0	0	0	0	0	0
2007-2008 Estimated Year End	0	0	0	0	0	0
2008-2009 Dept Request	0	0	0	0	0	0
2008-2009 Manager's Budget	0	0	0	0	0	0
2008-2009 Approved Budget	0	0	0	0	0	0
2009-2010 Projected Budget	0	0	0	0	0	0
2010-2011 Projected Budget	0	0	0	0	0	0
2011-2012 Projected Budget	0	0	0	0	0	0
2012-2013 Projected Budget	0	0	0	0	0	0

Major Street Funds Summary

Major Street Fund Summary	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	4,004,296	4,154,068	3,149,929	1,859,612	1,911,023	1,746,153
Revenues and transfers from other funds	3,247,195	3,196,211	3,196,211	3,290,335	3,387,248	3,487,032
Expenditures and transfers to other funds	3,097,423	4,200,350	4,486,528	3,238,924	3,552,117	4,179,387
Net Change in Fund Balance	149,772	(1,004,139)	(1,290,317)	51,411	(164,869)	(692,355)
Ending Fund Balance	4,154,068	3,149,929	1,859,612	1,911,023	1,746,153	1,053,798

202.000 Revenue

202.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	79	2,955,704	191,224	85,888	21,560	8,255	3,262,710
2005-2006 Actual	(4)	2,916,949	176,211	177,126	13,084	6,559	3,289,925
2006-2007 Actual	0	2,883,876	174,846	200,954	18,991	6,420	3,285,087
2007-2008 Original Budget	0	2,955,331	176,211	110,000	20,000	0	3,261,542
2007-2008 Adjusted Budget (Dec)	0	2,955,331	176,211	110,000	20,000	0	3,261,542
2007-2008 Six Month Actual	653	975,694	0	68,001	2,346	0	1,046,694
2007-2008 Estimated Year End	653	2,955,331	176,211	110,000	5,000	0	3,247,195
2008-2009 Dept Request	0	2,900,000	176,211	110,000	10,000	0	3,196,211
2008-2009 Manager's Budget	0	2,900,000	176,211	110,000	10,000	0	3,196,211
2008-2009 Approved Budget	0	2,900,000	176,211	110,000	10,000	0	3,196,211
2009-2010 Projected Budget	0	2,900,000	176,211	110,000	10,000	0	3,196,211
2010-2011 Projected Budget	0	2,987,000	179,735	113,300	10,300	0	3,290,335
2011-2012 Projected Budget	0	3,076,610	183,330	116,699	10,609	0	3,387,248
2012-2013 Projected Budget	0	3,168,908	186,997	120,200	10,927	0	3,487,032

202.467 Streets Maintenance

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	200,535	34,787	0	1,499,816	0	1,735,138
2005-2006 Actual	134,442	27,490	0	1,073,849	0	1,235,781
2006-2007 Actual	131,429	36,991	0	1,753,421	0	1,921,841
2007-2008 Original Budget	261,630	54,500	0	981,802	0	1,297,932
2007-2008 Adjusted Budget (Dec)	256,933	54,500	0	1,131,802	0	1,443,235
2007-2008 Six Month Actual	122,659	28,338	0	698,476	0	849,473
2007-2008 Estimated Year End	245,318	56,676	0	1,115,996	0	1,417,990
2008-2009 Dept Request	273,119	54,500	0	2,106,242	0	2,433,861
2008-2009 Manager's Budget	273,119	54,500	0	2,106,242	0	2,433,861
2008-2009 Approved Budget	273,119	54,500	0	2,106,242	0	2,433,861
2009-2010 Projected Budget	286,468	54,500	0	2,356,242	0	2,697,210
2010-2011 Projected Budget	293,630	56,135	0	1,030,162	0	1,379,927
2011-2012 Projected Budget	300,970	57,819	0	1,260,960	0	1,619,750
2012-2013 Projected Budget	308,495	59,554	0	1,801,644	0	2,169,692

202.469 Streets Parkway Maintenance

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	72,403	0	0	26,384	0	98,787
2005-2006 Actual	89,264	0	0	28,097	0	117,361
2006-2007 Actual	96,565	0	0	56,234	0	152,799
2007-2008 Original Budget	161,420	0	0	32,544	0	193,964
2007-2008 Adjusted Budget (Dec)	161,421	0	0	32,544	0	193,965
2007-2008 Six Month Actual	44,868	0	0	15,866	0	60,734
2007-2008 Estimated Year End	114,930	0	0	32,544	0	147,474
2008-2009 Dept Request	177,061	0	0	35,734	0	212,795
2008-2009 Manager's Budget	177,061	0	0	35,734	0	212,795
2008-2009 Approved Budget	177,061	0	0	35,734	0	212,795
2009-2010 Projected Budget	183,140	0	0	36,806	0	219,946
2010-2011 Projected Budget	187,719	0	0	40,487	0	228,205
2011-2012 Projected Budget	192,411	0	0	44,535	0	236,947
2012-2013 Projected Budget	197,222	0	0	48,989	0	246,211

202.472 Streets Winter Maintenance

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	152,191	174,449	0	161,007	0	487,648
2005-2006 Actual	39,571	109,627	0	41,565	0	190,764
2006-2007 Actual	75,638	116,823	0	71,557	0	264,018
2007-2008 Original Budget	68,092	211,000	0	59,447	0	338,539
2007-2008 Adjusted Budget (Dec)	66,750	211,000	0	59,447	0	337,197
2007-2008 Six Month Actual	56,916	0	0	66,651	0	123,567
2007-2008 Estimated Year End	100,416	180,250	0	120,000	0	400,666
2008-2009 Dept Request	68,014	211,000	0	62,884	0	341,898
2008-2009 Manager's Budget	68,014	211,000	0	62,884	0	341,898
2008-2009 Approved Budget	68,014	211,000	0	62,884	0	341,898
2009-2010 Projected Budget	69,118	211,000	0	64,771	0	344,889
2010-2011 Projected Budget	70,846	217,330	0	71,248	0	359,424
2011-2012 Projected Budget	72,617	223,850	0	78,373	0	374,840
2012-2013 Projected Budget	74,433	230,565	0	86,210	0	391,208

202.473 Streets Traffic Control

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	112,192	33,007	0	94,054	0	239,253
2005-2006 Actual	97,311	34,810	0	96,136	0	228,258
2006-2007 Actual	78,453	25,043	0	86,725	0	190,221
2007-2008 Original Budget	84,765	48,000	0	102,966	0	235,731
2007-2008 Adjusted Budget (Dec)	80,737	48,000	0	102,966	0	231,703
2007-2008 Six Month Actual	38,864	8,644	0	52,239	0	99,747
2007-2008 Estimated Year End	77,716	38,000	0	89,280	0	204,996
2008-2009 Dept Request	84,340	48,000	0	108,493	0	240,833
2008-2009 Manager's Budget	84,340	48,000	0	108,493	0	240,833
2008-2009 Approved Budget	84,340	48,000	0	108,493	0	240,833
2009-2010 Projected Budget	87,487	48,000	0	110,565	0	246,052
2010-2011 Projected Budget	89,674	49,440	0	119,672	0	258,786
2011-2012 Projected Budget	91,916	50,923	0	129,591	0	272,430
2012-2013 Projected Budget	94,214	52,451	0	140,400	0	287,065

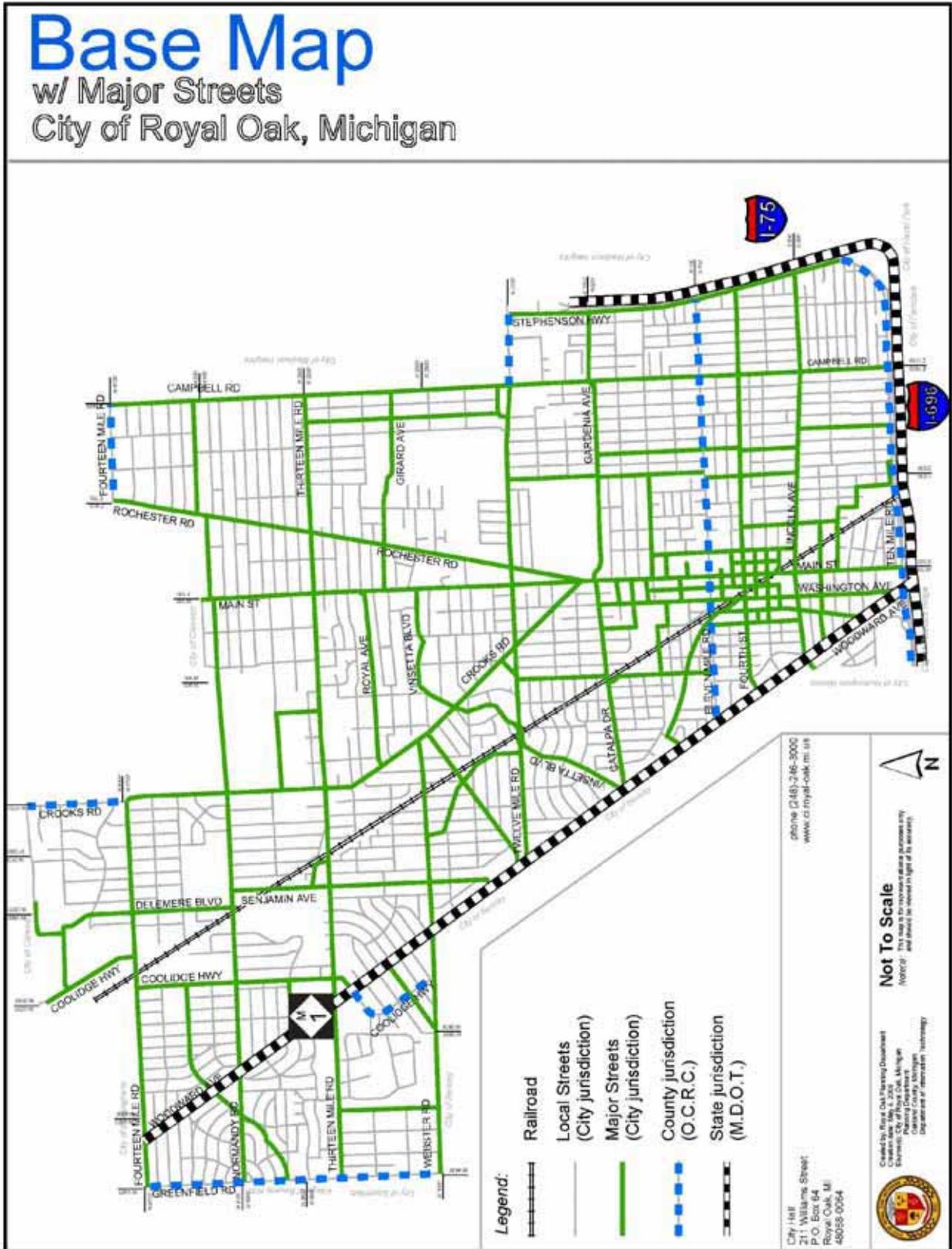
202.474 Streets Signal Services

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	53,217	17,095	0	112,271	0	182,583
2005-2006 Actual	65,235	18,788	0	137,045	0	221,067
2006-2007 Actual	38,348	9,506	0	99,951	0	147,805
2007-2008 Original Budget	48,267	18,000	0	123,576	0	189,843
2007-2008 Adjusted Budget (Dec)	48,268	18,000	0	123,576	0	189,844
2007-2008 Six Month Actual	19,074	4,605	0	31,163	0	54,842
2007-2008 Estimated Year End	40,661	16,000	0	102,000	0	158,661
2008-2009 Dept Request	52,204	18,000	0	128,301	0	198,505
2008-2009 Manager's Budget	52,204	18,000	0	128,301	0	198,505
2008-2009 Approved Budget	52,204	18,000	0	128,301	0	198,505
2009-2010 Projected Budget	53,687	18,000	0	131,504	0	203,191
2010-2011 Projected Budget	55,029	18,900	0	140,156	0	214,086
2011-2012 Projected Budget	56,405	19,845	0	149,449	0	225,699
2012-2013 Projected Budget	57,815	20,837	0	159,433	0	238,086

202.515 Streets Administration Signal Services

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	860,372	0	860,372
2005-2006 Actual	0	0	0	733,320	0	733,320
2006-2007 Actual	0	0	0	130,646	0	130,646
2007-2008 Original Budget	0	0	0	767,636	0	767,636
2007-2008 Adjusted Budget (Dec)	0	0	0	767,636	0	767,636
2007-2008 Six Month Actual	0	0	0	57,395	0	57,395
2007-2008 Estimated Year End	0	0	0	767,636	0	767,636
2008-2009 Dept Request	0	0	0	772,458	0	772,458
2008-2009 Manager's Budget	0	0	0	772,458	0	772,458
2008-2009 Approved Budget	0	0	0	772,458	0	772,458
2009-2010 Projected Budget	0	0	0	775,240	0	775,240
2010-2011 Projected Budget	0	0	0	798,497	0	798,497
2011-2012 Projected Budget	0	0	0	822,452	0	822,452
2012-2013 Projected Budget	0	0	0	847,126	0	847,126

202 Base Map / Major Streets



Local Street Funds Summary

Local Street Fund Summary	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	4,531,407	4,578,479	3,902,159	3,380,659	2,532,477	1,639,183
Revenues and transfers from other funds	1,712,153	1,711,500	1,711,500	1,711,500	1,734,045	1,757,266
Expenditures and transfers to other funds	1,665,081	2,387,820	2,233,000	2,559,682	2,627,339	2,736,776
Net Change in Fund Balance	47,072	(676,320)	(521,500)	(848,182)	(893,294)	(979,510)
Ending Fund Balance	4,578,479	3,902,159	3,380,659	2,532,477	1,639,183	659,672

203.000 Revenue

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	79	960,417	0	111,295	1,768	751,552	1,825,110
2005-2006 Actual	(4)	948,839	0	222,477	885	620,979	1,793,176
2006-2007 Actual	0	937,346	0	273,798	1,400	33,763	1,246,307
2007-2008 Original Budget	0	960,894	0	100,000	1,500	650,000	1,712,394
2007-2008 Adjusted Budget (Dec)	0	960,894	0	100,000	1,500	650,000	1,712,394
2007-2008 Six Month Actual	653	317,118	0	77,618	1,073	0	396,462
2007-2008 Estimated Year End	653	940,000	0	120,000	1,500	650,000	1,712,153
2008-2009 Dept Request	0	960,000	0	100,000	1,500	650,000	1,711,500
2008-2009 Manager's Budget	0	960,000	0	100,000	1,500	650,000	1,711,500
2008-2009 Approved Budget	0	960,000	0	100,000	1,500	650,000	1,711,500
2009-2010 Projected Budget	0	960,000	0	100,000	1,500	650,000	1,711,500
2010-2011 Projected Budget	0	960,000	0	100,000	1,500	650,000	1,711,500
2011-2012 Projected Budget	0	960,000	0	103,000	1,545	669,500	1,734,045
2012-2013 Projected Budget	0	960,000	0	106,090	1,591	689,585	1,757,266

203.467 Streets Maintenance

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	243,629	23,401	0	930,224	0	1,197,255
2005-2006 Actual	291,368	19,984	0	1,091,643	0	1,402,995
2006-2007 Actual	353,645	30,616	0	625,935	0	1,010,196
2007-2008 Original Budget	358,399	46,450	0	490,204	0	895,053
2007-2008 Adjusted Budget (Dec)	346,321	46,450	0	507,204	0	899,975
2007-2008 Six Month Actual	218,389	12,350	0	280,727	0	511,466
2007-2008 Estimated Year End	362,254	42,700	0	499,344	0	904,298
2008-2009 Dept Request	363,665	47,150	0	1,204,963	0	1,615,778
2008-2009 Manager's Budget	363,665	47,150	0	1,204,963	0	1,615,778
2008-2009 Approved Budget	363,665	47,150	0	1,204,963	0	1,615,778
2009-2010 Projected Budget	378,105	47,750	0	1,013,062	0	1,438,917
2010-2011 Projected Budget	387,558	51,888	0	1,242,218	0	1,681,663
2011-2012 Projected Budget	397,247	56,407	0	1,274,211	0	1,727,864
2012-2013 Projected Budget	407,178	61,345	0	1,309,319	0	1,777,842

203.469 Streets Parkway Maintenance

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	206,629	0	0	190,085	0	396,715
2005-2006 Actual	265,340	0	0	216,596	0	481,936
2006-2007 Actual	263,306	0	0	239,057	0	502,363
2007-2008 Original Budget	93,728	0	0	252,947	0	346,675
2007-2008 Adjusted Budget (Dec)	93,728	0	0	252,947	0	346,675
2007-2008 Six Month Actual	94,071	0	0	71,100	0	165,171
2007-2008 Estimated Year End	173,630	0	0	252,947	0	426,577
2008-2009 Dept Request	101,571	0	0	270,789	0	372,360
2008-2009 Manager's Budget	101,571	0	0	270,789	0	372,360
2008-2009 Approved Budget	101,571	0	0	270,789	0	372,360
2009-2010 Projected Budget	104,621	0	0	278,913	0	383,534
2010-2011 Projected Budget	109,917	0	0	337,485	0	447,402
2011-2012 Projected Budget	109,917	0	0	337,485	0	447,402
2012-2013 Projected Budget	112,665	0	0	371,233	0	483,899

203.472 Streets Winter Maintenance

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	99,476	48,765	0	97,110	0	245,351
2005-2006 Actual	38,954	12,466	0	36,798	0	88,217
2006-2007 Actual	39,043	14,131	0	47,070	0	100,244
2007-2008 Original Budget	64,428	50,500	0	48,431	0	163,359
2007-2008 Adjusted Budget (Dec)	62,416	50,500	0	48,431	0	161,347
2007-2008 Six Month Actual	22,769	0	0	26,643	0	49,412
2007-2008 Estimated Year End	53,096	18,250	0	60,000	0	131,346
2008-2009 Dept Request	64,250	50,500	0	51,506	0	166,256
2008-2009 Manager's Budget	64,250	50,500	0	51,506	0	166,256
2008-2009 Approved Budget	64,250	50,500	0	51,506	0	166,256
2009-2010 Projected Budget	65,855	50,500	0	53,052	0	169,407
2010-2011 Projected Budget	67,501	53,015	0	58,357	0	178,874
2011-2012 Projected Budget	69,189	55,655	0	64,193	0	189,037
2012-2013 Projected Budget	70,919	58,428	0	70,612	0	199,958

203.473 Streets Traffic Control

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	72,865	5,481	0	30,292	0	108,637
2005-2006 Actual	92,559	3,398	0	44,430	0	140,386
2006-2007 Actual	109,755	3,589	0	60,254	0	173,598
2007-2008 Original Budget	124,536	15,000	0	46,633	0	186,169
2007-2008 Adjusted Budget (Dec)	118,496	15,000	0	46,633	0	180,129
2007-2008 Six Month Actual	52,929	2,078	0	19,939	0	74,946
2007-2008 Estimated Year End	103,640	8,000	0	40,000	0	151,640
2008-2009 Dept Request	123,893	12,000	0	52,291	0	188,184
2008-2009 Manager's Budget	123,893	12,000	0	52,291	0	188,184
2008-2009 Approved Budget	123,893	12,000	0	52,291	0	188,184
2009-2010 Projected Budget	128,613	12,000	0	53,859	0	194,472
2010-2011 Projected Budget	131,828	12,600	0	59,245	0	203,673
2011-2012 Projected Budget	135,124	13,230	0	65,169	0	213,523
2012-2013 Projected Budget	138,502	13,892	0	71,686	0	224,080

203.515 Streets Administration

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	50,653	0	50,653
2005-2006 Actual	0	0	0	49,305	0	49,305
2006-2007 Actual	0	0	0	54,516	0	54,516
2007-2008 Original Budget	0	0	0	51,220	0	51,220
2007-2008 Adjusted Budget (Dec)	0	0	0	51,220	0	51,220
2007-2008 Six Month Actual	0	0	0	29,868	0	29,868
2007-2008 Estimated Year End	0	0	0	51,220	0	51,220
2008-2009 Dept Request	0	0	0	45,242	0	45,242
2008-2009 Manager's Budget	0	0	0	45,242	0	45,242
2008-2009 Approved Budget	0	0	0	45,242	0	45,242
2009-2010 Projected Budget	0	0	0	46,670	0	46,670
2010-2011 Projected Budget	0	0	0	48,070	0	48,070
2011-2012 Projected Budget	0	0	0	49,512	0	49,512
2012-2013 Projected Budget	0	0	0	50,998	0	50,998

Publicity Tax Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	59,445	61,215	62,760	64,080	65,425	66,800
Expenditures and transfers to other funds	59,445	61,215	62,760	64,080	65,425	66,800
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

211.000 Revenue

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	0	0	0	0	0
2005-2006 Actual	0	0	0	0	0	0	0
2006-2007 Actual	0	0	0	0	0	0	0
2007-2008 Original Budget	48,000	0	0	0	0	10,675	58,675
2007-2008 Adjusted Budget (Dec)	48,000	0	0	0	0	10,675	58,675
2007-2008 Six Month Actual	46,989	0	0	0	0	0	46,989
2007-2008 Estimated Year End	50,000	0	0	0	0	9,445	59,445
2008-2009 Dept Request	50,000	0	0	0	0	11,215	61,215
2008-2009 Manager's Budget	50,000	0	0	0	0	11,215	61,215
2008-2009 Approved Budget	50,000	0	0	0	0	11,215	61,215
2009-2010 Projected Budget	50,000	0	0	0	0	12,760	62,760
2010-2011 Projected Budget	50,000	0	0	0	0	14,080	64,080
2011-2012 Projected Budget	50,000	0	0	0	0	15,425	65,425
2012-2013 Projected Budget	50,000	0	0	0	0	16,800	66,800

211.835 Community Promotion

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	6,801	0	0	45,157	0	51,958
2005-2006 Actual	8,126	0	0	47,682	0	55,809
2006-2007 Actual	0	0	0	0	0	0
2007-2008 Original Budget	11,245	0	0	47,430	0	58,675
2007-2008 Adjusted Budget (Dec)	11,245	0	0	47,430	0	58,675
2007-2008 Six Month Actual	0	0	0	23,364	0	23,364
2007-2008 Estimated Year End	11,245	0	0	48,200	0	59,445
2008-2009 Dept Request	12,217	0	0	48,998	0	61,215
2008-2009 Manager's Budget	12,217	0	0	48,998	0	61,215
2008-2009 Approved Budget	12,217	0	0	48,998	0	61,215
2009-2010 Projected Budget	12,761	0	0	49,999	0	62,760
2010-2011 Projected Budget	13,080	0	0	51,000	0	64,080
2011-2012 Projected Budget	13,407	0	0	52,018	0	65,425
2012-2013 Projected Budget	13,742	0	0	53,057	0	66,800

Solid Waste Summary

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

To provide economical service, we partner with the South Oakland County Resource Recovery Authority. SOCRRA is a multi-community, public enterprise delivering outstanding services for our recycling, yard waste and composting needs. The recommended budget for their services is \$4,600,000 in FY2009.

SOCRRA privatizes collection with Rizzo Services on a ten year contract ending in 2017. Rizzo picks up refuse and recycling material 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 only.

We actively encourage recycling. Recycling reuses valuable raw resources, reduces landfill needs, and saves residents money.

The DPS conducts a leaf vacuum program in the fall. Pickup begins at the end of October after leaves start dropping.

The Solid Waste fund is 99% financed by property taxes and is a governmental fund accounted for on the modified accrual basis. This budget recommends a 0.2% increase to \$6,560,000. A total millage rate of 2.7664 mills, the same as last year, is recommended to pay the bulk of these costs. This includes a local voted millage of 0.7500 mills and 2.0164 mills levied under PA 298 of 1917 (MCL 123.261).

	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF REC & PUBLIC SRVC	0	1	1	1	1	1
Total	0	1	1	1	1	1

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	3,116,334	3,695,616	3,906,592	4,186,368	4,154,390	3,767,156
Revenues and transfers from other funds	6,564,306	6,560,598	6,755,615	6,958,284	7,167,032	7,382,043
Expenditures and transfers to other funds	5,985,024	6,349,622	6,475,839	6,990,262	7,554,266	8,172,746
Net Change in Fund Balance	579,282	210,976	279,776	(31,978)	(387,234)	(790,703)
Ending Fund Balance	3,695,616	3,906,592	4,186,368	4,154,390	3,767,156	2,976,454

226.000 Revenue

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	5,866,593	0	143,955	62,554	4,491	0	6,077,593
2005-2006 Actual	6,153,004	0	135,593	168,730	5,545	0	6,462,872
2006-2007 Actual	6,496,923	0	157,593	114,754	5,169	0	6,774,439
2007-2008 Original Budget	6,454,188	0	14,700	70,000	6,000	0	6,544,888
2007-2008 Adjusted Budget (Dec)	6,454,188	0	14,700	70,000	6,000	0	6,544,888
2007-2008 Six Month Actual	6,096,004	0	7,596	45,841	16,359	0	6,165,800
2007-2008 Estimated Year End	6,454,188	0	10,118	80,000	20,000	0	6,564,306
2008-2009 Dept Request	6,486,598	0	6,000	60,000	8,000	0	6,560,598
2008-2009 Manager's Budget	6,486,598	0	6,000	60,000	8,000	0	6,560,598
2008-2009 Approved Budget	6,486,598	0	6,000	60,000	8,000	0	6,560,598
2009-2010 Projected Budget	6,681,195	0	6,180	60,000	8,240	0	6,755,615
2010-2011 Projected Budget	6,881,631	0	6,365	61,800	8,487	0	6,958,284
2011-2012 Projected Budget	7,088,080	0	6,556	63,654	8,742	0	7,167,032
2012-2013 Projected Budget	7,300,723	0	6,753	65,564	9,004	0	7,382,043

226.528 Solid Waste

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	469,076	3,267	0	4,927,910	0	5,400,253
2005-2006 Actual	491,337	8,646	0	5,117,629	0	5,617,612
2006-2007 Actual	407,268	2,481	0	5,219,793	0	5,629,542
2007-2008 Original Budget	579,313	26,250	0	5,510,835	0	6,116,398
2007-2008 Adjusted Budget (Dec)	559,182	26,250	0	5,510,835	0	6,096,267
2007-2008 Six Month Actual	398,711	27,546	0	2,430,345	0	2,856,602
2007-2008 Estimated Year End	681,450	40,990	0	5,262,584	0	5,985,024
2008-2009 Dept Request	583,964	26,250	0	5,770,162	0	6,380,376
2008-2009 Manager's Budget	583,964	26,250	0	5,739,408	0	6,349,622
2008-2009 Approved Budget	583,964	26,250	0	5,639,408	0	6,249,622
2009-2010 Projected Budget	604,703	26,250	0	5,844,886	0	6,475,839
2010-2011 Projected Budget	619,821	27,468	0	6,342,974	0	6,990,262
2011-2012 Projected Budget	635,316	28,743	0	6,890,207	0	7,554,266
2012-2013 Projected Budget	651,199	30,079	0	7,491,468	0	8,172,746

DDA Development Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	3,226,887	3,488,105	3,734,037	4,100,549	4,424,530	4,700,495
Revenues and transfers from other funds	3,284,005	3,022,505	3,070,955	3,071,486	3,072,027	3,072,578
Expenditures and transfers to other funds	3,022,787	2,776,573	2,704,444	2,747,504	2,796,062	2,834,937
Net Change in Fund Balance	261,218	245,932	366,512	323,982	275,965	237,641
Ending Fund Balance	3,488,105	3,734,037	4,100,549	4,424,530	4,700,495	4,938,136

247.000 Revenue

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	1,790,841	0	0	171,245	0	0	1,962,086
2005-2006 Actual	3,995,297	0	0	256,111	154,636	0	4,406,043
2006-2007 Actual	2,086,487	0	0	362,800	254,397	0	2,703,684
2007-2008 Original Budget	2,118,195	0	0	100,000	0	0	2,218,195
2007-2008 Adjusted Budget (Dec)	2,118,195	0	0	100,000	0	0	2,218,195
2007-2008 Six Month Actual	4,846,551	0	0	85,086	(3,995)	0	4,927,642
2007-2008 Estimated Year End	2,896,505	0	0	125,000	262,500	0	3,284,005
2008-2009 Dept Request	2,896,505	0	0	126,000	0	0	3,022,505
2008-2009 Manager's Budget	2,896,505	0	0	126,000	0	0	3,022,505
2008-2009 Approved Budget	2,896,505	0	0	126,000	0	0	3,022,505
2009-2010 Projected Budget	2,954,435	0	0	116,520	0	0	3,070,955
2010-2011 Projected Budget	2,954,435	0	0	117,050	0	0	3,071,486
2011-2012 Projected Budget	2,954,435	0	0	117,591	0	0	3,072,027
2012-2013 Projected Budget	2,954,435	0	0	118,143	0	0	3,072,578

247.729 DDA/TIFA

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	50,598	0	135,583	1,668,062	141,000	1,995,244
2005-2006 Actual	99,853	0	58,446	2,272,585	135,000	2,565,885
2006-2007 Actual	138,077	0	1,918,265	1,538,127	129,000	3,723,469
2007-2008 Original Budget	92,137	0	1,020,000	1,681,865	147,250	2,941,252
2007-2008 Adjusted Budget (Dec)	92,137	0	1,020,000	1,829,865	147,250	3,089,252
2007-2008 Six Month Actual	77,753	0	2,253	1,188,132	138,250	1,406,388
2007-2008 Estimated Year End	92,351	0	4,506	2,778,680	147,250	3,022,787
2008-2009 Dept Request	100,153	0	385,500	2,126,920	164,000	2,776,573
2008-2009 Manager's Budget	100,153	0	385,500	2,126,920	164,000	2,776,573
2008-2009 Approved Budget	100,153	0	385,500	2,126,920	164,000	2,776,573
2009-2010 Projected Budget	105,828	0	393,210	2,038,126	167,280	2,704,444
2010-2011 Projected Budget	108,474	0	401,074	2,067,330	170,626	2,747,504
2011-2012 Projected Budget	111,186	0	409,096	2,101,743	174,038	2,796,062
2012-2013 Projected Budget	113,965	0	417,278	2,126,175	177,519	2,834,937

DDA Operating Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	33,151	35,135	19,698	(31,824)	(34,892)	(39,551)
Revenues and transfers from other funds	49,000	50,000	0	50,000	50,000	50,000
Expenditures and transfers to other funds	47,016	65,437	51,522	53,068	54,660	56,299
Net Change in Fund Balance	1,984	(15,437)	(51,522)	(3,068)	(4,660)	(6,299)
Ending Fund Balance	35,135	19,698	(31,824)	(34,892)	(39,551)	(45,851)

248.000 DDA Operating Revenue

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	49,704	0	0	0	0	0	49,704
2005-2006 Actual	49,089	0	0	0	0	0	49,089
2006-2007 Actual	48,556	0	0	0	0	0	48,556
2007-2008 Original Budget	49,000	0	0	100	0	0	49,100
2007-2008 Adjusted Budget (Dec)	49,000	0	0	100	0	0	49,100
2007-2008 Six Month Actual	45,404	0	0	0	0	0	45,404
2007-2008 Estimated Year End	49,000	0	0	0	0	0	49,000
2008-2009 Dept Request	50,000	0	0	0	0	0	50,000
2008-2009 Manager's Budget	50,000	0	0	0	0	0	50,000
2008-2009 Approved Budget	50,000	0	0	0	0	0	50,000
2009-2010 Projected Budget	0	0	0	0	0	0	0
2010-2011 Projected Budget	50,000	0	0	0	0	0	50,000
2011-2012 Projected Budget	50,000	0	0	0	0	0	50,000
2012-2013 Projected Budget	50,000	0	0	0	0	0	50,000

248.729 DDA/TIFA

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	43,914	4,732	0	4,601	0	53,247
2005-2006 Actual	18,491	1,641	0	5,228	0	25,360
2006-2007 Actual	43,751	2,973	0	5,223	0	51,947
2007-2008 Original Budget	46,489	11,000	0	13,500	0	70,989
2007-2008 Adjusted Budget (Dec)	46,490	11,000	0	13,500	0	70,990
2007-2008 Six Month Actual	27,031	2,070	0	16,431	0	45,532
2007-2008 Estimated Year End	47,016	0	0	0	0	47,016
2008-2009 Dept Request	48,937	4,000	0	12,500	0	65,437
2008-2009 Manager's Budget	48,937	4,000	0	12,500	0	65,437
2008-2009 Approved Budget	48,937	4,000	0	12,500	0	65,437
2009-2010 Projected Budget	51,522	0	0	0	0	51,522
2010-2011 Projected Budget	53,068	0	0	0	0	53,068
2011-2012 Projected Budget	54,660	0	0	0	0	54,660
2012-2013 Projected Budget	56,299	0	0	0	0	56,299



Library Millage Fund Summary

A dedicated 1 Mill secures operating funds restricted for Royal Oak Public Library purposes through the year 2023 and provides 90% of the Library revenues. State Aide contribution is likely to be less than 1% this year.

Over the last two years, library lending increased by 44% and the number of visitors has increased by 27% in the same period. Royal Oak Public Library is bringing in excess of 1,000 visitors downtown *per day*.

The Library is well settled into the newly renovated facility; the restrooms and auditorium project finalized the major renovation project.

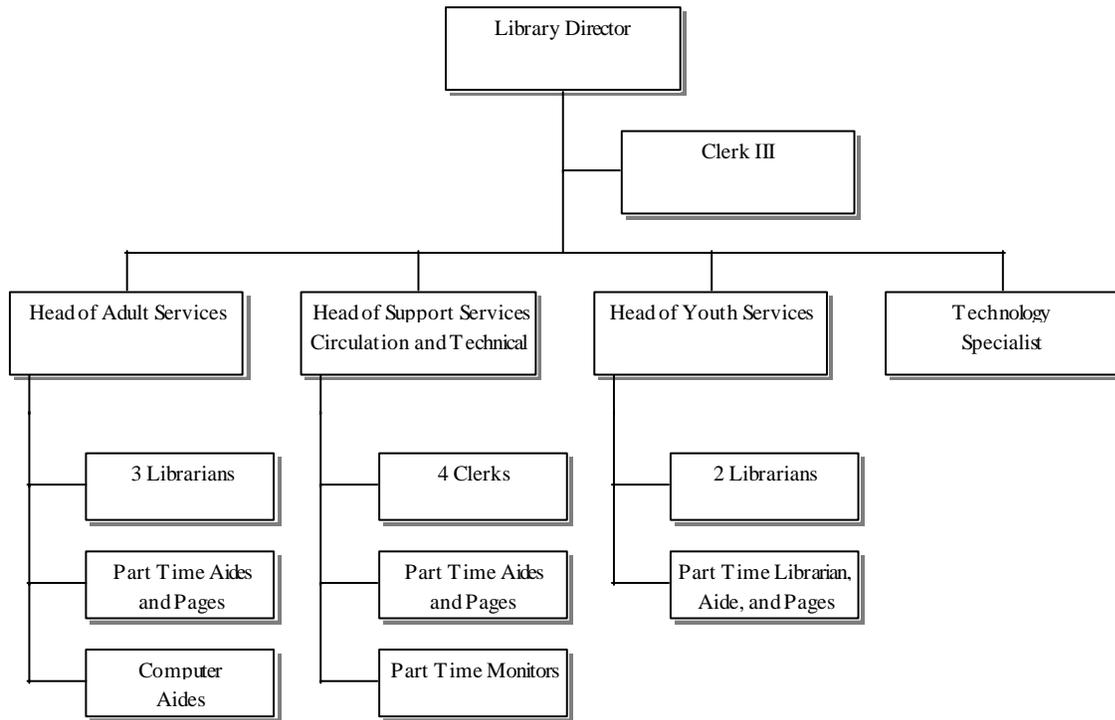
The Library is focusing its activities to integrate with community interests and priorities by establishing and renewing partnerships within the community and using those relationships to develop cooperative programs. The *Writer in Residence*, *Think Green* and Tuesday evening youth programs are examples of the new direction the library is taking to bring residents of all ages back into their public library.

With reductions in revenues anticipated in all city funds, the library fund is no exception to the need to reduce expenses further to stay within expected resources. Required costs to sustain represented employees and expenses related to maintain the upgraded Library facility reduce the amounts available for “bread and butter” purchases to keep the lending and online collections strong.

Unfortunately, the Library can no longer contemplate the addition of Sunday service. If the budget were narrowly able to provide for Sunday service in the coming year, reductions in revenue would certainly not allow this added service to continue thereafter. Sunday hours have not been planned in the library fund budget for 2008-2009.

Whereas the libraries in SE Oakland County provide an average of 3.75 books per capita for the communities they serve, Royal Oak Public Library only provides 1.80 books per capita. This illustrates how seriously under-funded the library continues to be, despite the dedicated library millage authorized by voters to improve specific deficits such as this. The single mill is not sufficient to provide full library service to a community the size of Royal Oak.

That said, Royal Oak Public Library strives to provide the best possible library service to the Royal Oak community through creative partnerships, use of grant and charitable funds and highly efficient stewardship of the tax revenue provided so generously by this community.



	03/04	04/05	05/06	06/07	07/08	08/09
LIBRARY DIRECTOR	1	1	1	1	1	1
LIBRARIAN	0	0	0	0	0	0
LIBRARIAN III	1	1	1	2	2	2
LIBRARIAN III YOUTH SERVICES	1	1	1	1	1	1
LIBRARIAN II	5	5	3	3	3	3
LIBRARY TECHNICIAN SPECIALIST	0	0	0	0	1	1
LIBRARIAN I	1	1	1	1	0	0
LIBRARY - MC 3	3	3	2	2	2	2
LIBRARY - MC II	3	3	3	4	3	3
Total	15	15	12	14	13	13

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	634,922	509,105	509,105	436,744	345,459	234,385
Revenues and transfers from other funds	2,458,418	2,503,490	2,420,522	2,468,933	2,518,311	2,568,677
Expenditures and transfers to other funds	2,584,235	2,503,490	2,492,883	2,560,217	2,629,385	2,700,438
Net Change in Fund Balance	(125,817)	(0)	(72,361)	(91,285)	(111,074)	(131,760)
Ending Fund Balance	509,105	509,105	436,744	345,459	234,385	102,625

271.000 Revenue

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	1,914,463	117,126	47,936	90,579	7,552	0	2,177,657
2005-2006 Actual	2,006,346	130,073	15,930	96,756	1,917	0	2,251,022
2006-2007 Actual	2,118,234	140,498	43,924	75,244	4,916	20,729	2,403,545
2007-2008 Original Budget	2,239,106	114,025	53,500	47,500	9,500	0	2,463,631
2007-2008 Adjusted Budget (Dec)	2,239,106	114,025	53,500	47,500	83,500	0	2,537,631
2007-2008 Six Month Actual	2,113,821	114,148	25,247	27,126	3,227	0	2,283,569
2007-2008 Estimated Year End	2,239,106	114,148	49,446	49,250	6,468	0	2,458,418
2008-2009 Dept Request	2,250,285	113,505	51,500	46,500	41,700	0	2,503,490
2008-2009 Manager's Budget	2,250,285	113,505	51,500	46,500	41,700	0	2,503,490
2008-2009 Approved Budget	2,250,285	113,505	51,500	46,500	41,700	0	2,503,490
2009-2010 Projected Budget	2,174,188	110,000	53,900	39,000	43,434	0	2,420,522
2010-2011 Projected Budget	2,217,672	112,200	54,978	39,780	44,303	0	2,468,933
2011-2012 Projected Budget	2,262,025	114,444	56,078	40,576	45,189	0	2,518,311
2012-2013 Projected Budget	2,307,266	116,733	57,199	41,387	46,093	0	2,568,677

271.790 Library

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	1,049,342	203,018	0	506,767	0	1,759,127
2005-2006 Actual	1,085,318	209,303	62,983	1,403,551	0	2,761,155
2006-2007 Actual	1,160,526	249,606	44,421	774,499	0	2,229,052
2007-2008 Original Budget	1,410,748	323,412	5,000	682,621	0	2,421,781
2007-2008 Adjusted Budget (Dec)	1,448,989	289,810	145,000	751,983	0	2,635,782
2007-2008 Six Month Actual	662,278	121,648	16,901	266,974	0	1,067,801
2007-2008 Estimated Year End	1,411,085	289,905	144,470	738,775	0	2,584,235
2008-2009 Dept Request	1,467,742	299,900	36,700	699,148	0	2,503,490
2008-2009 Manager's Budget	1,467,742	299,900	36,700	699,148	0	2,503,490
2008-2009 Approved Budget	1,467,742	299,900	36,700	699,148	0	2,503,490
2009-2010 Projected Budget	1,490,433	288,000	5,000	709,450	0	2,492,883
2010-2011 Projected Budget	1,527,694	296,640	5,150	730,734	0	2,560,217
2011-2012 Projected Budget	1,565,886	305,539	5,305	752,656	0	2,629,385
2012-2013 Projected Budget	1,605,033	314,705	5,464	775,235	0	2,700,438

Housing Commission Summary

	03/04	04/05	05/06	06/07	07/08	08/09
HOUSING SPECIALIST 2	0	0	0	0	0	1
HOUSING SPECIALIST	2	2	2	2	2	1
Total	2	2	2	2	2	1

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	209,512	177,937	148,391	98,301	44,987	(11,630)
Revenues and transfers from other funds	1,293,109	1,319,414	1,319,414	1,319,414	1,319,414	1,319,414
Expenditures and transfers to other funds	1,324,684	1,348,960	1,369,504	1,372,728	1,376,032	1,379,419
Net Change in Fund Balance	(31,575)	(29,546)	(50,090)	(53,314)	(56,618)	(60,005)
Ending Fund Balance	177,937	148,391	98,301	44,987	(11,630)	(71,635)

276.000 Revenue

276.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	1,240,675	0	0	547	0	1,241,222
2005-2006 Actual	0	1,130,025	0	0	571	0	1,130,596
2006-2007 Actual	0	1,422,909	0	0	2,272	0	1,425,181
2007-2008 Original Budget	0	1,206,178	0	0	0	0	1,206,178
2007-2008 Adjusted Budget (Dec)	0	1,206,178	0	0	0	0	1,206,178
2007-2008 Six Month Actual	0	640,553	0	0	7,837	0	648,390
2007-2008 Estimated Year End	0	1,285,272	0	0	7,837	0	1,293,109
2008-2009 Dept Request	0	1,315,914	0	0	3,500	0	1,319,414
2008-2009 Manager's Budget	0	1,315,914	0	0	3,500	0	1,319,414
2008-2009 Approved Budget	0	1,315,914	0	0	3,500	0	1,319,414
2009-2010 Projected Budget	0	1,315,914	0	0	3,500	0	1,319,414
2010-2011 Projected Budget	0	1,315,914	0	0	3,500	0	1,319,414
2011-2012 Projected Budget	0	1,315,914	0	0	3,500	0	1,319,414
2012-2013 Projected Budget	0	1,315,914	0	0	3,500	0	1,319,414

276.691 Housing

276.691 HOUSING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	103,918	3,131	0	1,128,699	0	1,235,748
2005-2006 Actual	96,708	431	0	1,062,888	0	1,160,027
2006-2007 Actual	94,765	3,087	0	1,117,818	0	1,215,670
2007-2008 Original Budget	113,025	0	0	1,093,153	0	1,206,178
2007-2008 Adjusted Budget (Dec)	113,025	0	0	1,093,153	0	1,206,178
2007-2008 Six Month Actual	54,811	164	0	670,051	0	725,026
2007-2008 Estimated Year End	113,025	2,475	0	1,209,184	0	1,324,684
2008-2009 Dept Request	122,651	2,700	0	1,223,609	0	1,348,960
2008-2009 Manager's Budget	122,651	2,700	0	1,223,609	0	1,348,960
2008-2009 Approved Budget	122,651	2,700	0	1,223,609	0	1,348,960
2009-2010 Projected Budget	128,584	2,700	0	1,238,220	0	1,369,504
2010-2011 Projected Budget	131,799	2,700	0	1,238,229	0	1,372,728
2011-2012 Projected Budget	135,094	2,700	0	1,238,238	0	1,376,032
2012-2013 Projected Budget	138,471	2,700	0	1,238,248	0	1,379,419

State Construction Fund Summary

	03/04	04/05	05/06	06/07	07/08	08/09
BUILDING OFFICIAL	1	1	1	1	1	1
DEPUTY BUILDING OFFICIAL	1	1	0	0	1	1
CS 3 INSPECTION	0	0	0	0	0	1
INSPECTION - MC II	0	0	0	0	0	1
BUILDING INSPECTOR	5	5	5	5	4	4
ELECTRICAL INSPECTOR	1	1	1	1	1	1
HOUSING INSPECTOR	2	2	2	2	2	0
MECHANICAL INSPECTOR	1	1	1	1	1	1
PLUMBING INSPECTOR	1	1	1	1	1	1
Total	12	12	11	11	11	11

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	976,198	729,969	401,512	193,502	(12,536)	(216,374)
Revenues and transfers from other funds	1,457,100	1,461,700	1,629,800	1,678,694	1,729,055	1,780,926
Expenditures and transfers to other funds	1,703,329	1,790,157	1,837,810	1,884,732	1,932,893	1,982,325
Net Change in Fund Balance	(246,229)	(328,457)	(208,010)	(206,038)	(203,838)	(201,399)
Ending Fund Balance	729,969	401,512	193,502	(12,536)	(216,374)	(417,773)

282.000 Revenue

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	2,098,174	0	60	0	2,098,234
2005-2006 Actual	0	0	1,978,306	0	10,400	0	1,988,706
2006-2007 Actual	0	0	1,665,473	0	12,271	0	1,677,744
2007-2008 Original Budget	0	0	1,622,000	0	15,000	0	1,637,000
2007-2008 Adjusted Budget (Dec)	0	0	1,622,000	0	15,000	0	1,637,000
2007-2008 Six Month Actual	0	0	572,329	0	15,441	0	587,770
2007-2008 Estimated Year End	0	0	1,437,100	0	20,000	0	1,457,100
2008-2009 Dept Request	0	0	1,461,700	0	0	0	1,461,700
2008-2009 Manager's Budget	0	0	1,461,700	0	0	0	1,461,700
2008-2009 Approved Budget	0	0	1,461,700	0	0	0	1,461,700
2009-2010 Projected Budget	0	0	1,615,800	0	14,000	0	1,629,800
2010-2011 Projected Budget	0	0	1,664,274	0	14,420	0	1,678,694
2011-2012 Projected Budget	0	0	1,714,202	0	14,853	0	1,729,055
2012-2013 Projected Budget	0	0	1,765,628	0	15,298	0	1,780,926

282.371 Inspection

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	1,208,652	7,471	0	271,885	0	1,488,008
2005-2006 Actual	1,311,010	11,184	0	495,222	0	1,817,416
2006-2007 Actual	949,700	9,372	0	607,943	0	1,567,015
2007-2008 Original Budget	1,203,586	27,100	35,000	454,264	0	1,719,950
2007-2008 Adjusted Budget (Dec)	1,203,586	27,100	35,000	454,264	0	1,719,950
2007-2008 Six Month Actual	538,506	1,359	27,235	236,495	0	803,595
2007-2008 Estimated Year End	1,159,246	9,500	27,235	507,348	0	1,703,329
2008-2009 Dept Request	1,296,646	24,500	30,000	439,011	0	1,790,157
2008-2009 Manager's Budget	1,296,646	24,500	30,000	439,011	0	1,790,157
2008-2009 Approved Budget	1,296,646	24,500	30,000	439,011	0	1,790,157
2009-2010 Projected Budget	1,349,428	24,500	20,000	443,882	0	1,837,810
2010-2011 Projected Budget	1,383,164	25,235	20,600	455,733	0	1,884,732
2011-2012 Projected Budget	1,417,743	25,992	21,218	467,940	0	1,932,893
2012-2013 Projected Budget	1,453,186	26,772	21,855	480,513	0	1,982,325

ACORN Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	153,294	220,033	170,052	178,452	186,936	195,505
Revenues and transfers from other funds	102,745	36,295	36,295	36,658	37,025	37,395
Expenditures and transfers to other funds	36,006	86,276	27,895	28,174	28,456	28,740
Net Change in Fund Balance	66,739	(49,981)	8,400	8,484	8,569	8,655
Ending Fund Balance	220,033	170,052	178,452	186,936	195,505	204,159

295.000 Revenue

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	0	263,220	0	0	263,220
2005-2006 Actual	0	0	0	59,059	0	0	59,059
2006-2007 Actual	0	0	0	56,305	0	0	56,305
2007-2008 Original Budget	0	0	0	34,600	0	0	34,600
2007-2008 Adjusted Budget (Dec)	0	0	0	34,600	0	0	34,600
2007-2008 Six Month Actual	0	0	0	73,348	0	0	73,348
2007-2008 Estimated Year End	0	0	0	102,745	0	0	102,745
2008-2009 Dept Request	0	0	0	36,295	0	0	36,295
2008-2009 Manager's Budget	0	0	0	36,295	0	0	36,295
2008-2009 Approved Budget	0	0	0	36,295	0	0	36,295
2009-2010 Projected Budget	0	0	0	36,295	0	0	36,295
2010-2011 Projected Budget	0	0	0	36,658	0	0	36,658
2011-2012 Projected Budget	0	0	0	37,025	0	0	37,025
2012-2013 Projected Budget	0	0	0	37,395	0	0	37,395

295.000 ACORN

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	0	0	0
2005-2006 Actual	0	0	0	0	0	0
2006-2007 Actual	0	59,825	0	59,080	0	118,905
2007-2008 Original Budget	0	150,100	0	15,100	0	165,200
2007-2008 Adjusted Budget (Dec)	0	150,100	0	15,100	0	165,200
2007-2008 Six Month Actual	0	0	0	22,678	0	22,678
2007-2008 Estimated Year End	0	1,303	0	34,703	0	36,006
2008-2009 Dept Request	0	70,931	0	15,345	0	86,276
2008-2009 Manager's Budget	0	70,931	0	15,345	0	86,276
2008-2009 Approved Budget	0	70,931	0	15,345	0	86,276
2009-2010 Projected Budget	0	12,895	0	15,000	0	27,895
2010-2011 Projected Budget	0	13,024	0	15,150	0	28,174
2011-2012 Projected Budget	0	13,154	0	15,302	0	28,456
2012-2013 Projected Budget	0	13,286	0	15,455	0	28,740

Senior Citizen Services Summary

The following budgeted categories make up the Royal Oak Senior Programs:

Center Operations CDBG -

This CDBG budget covers wages for 2 full-time and 9 part-time employees providing services to seniors at M/M and Salter Centers. It also covers subsidy for low-income residents for R.O.S.E.S. (Royal Oak Senior Essential Services). In previous year, this budget covered janitorial services, heating/cooling contract, miscellaneous 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 fy0506.** Janitorial, repair, maintenance, heating, cooling and other miscellaneous items are transferred to the next category, Senior Building Maintenance, tapping into fund balance for the balance of that budget. No office furniture or capital outlay items are projected for FY 08/09.

Senior Building Maintenance -

This budget covers utilities, janitorial, heating & cooling, and other building maintenance and repair items. Funding of approximately \$26,000 from M/M rentals partially funds this budget. The remainder will be covered by fund balance.

Senior Center Activities -

This budget pays for contracted workers, instructors, services, program supplies and travel expenses. Funding for these items are user fees, fund-raisers and donations. **Added to this budget are permanent wages, Information Systems Service Charge and Transfer to Publicity Tax Fund for which there is no revenue.**

Transportation -

The City currently operates six Community Transit vehicles purchased in collaboration with SMART. This budget provides for part-time staff (10 drivers, 1.5 dispatchers), vehicle insurance, and maintenance. This budget is funded by SMART, rider fees, and a Beaumont Hospital grant.

A.G.E. -

The Adjacent Generational Exchange (volunteer) budget funds a Volunteer Coordinator and program supplies for an annual volunteer recognition program. This budget is funded by a Beaumont Hospital grant.

R.O.S.E.S. -

The R.O.S.E.S. budget pays half of the wages for 1 part-time ROSES Aides. It is funded by Administrative fees paid by clients and subsidized clients' donations. The remainder of the ROSES Aides' wages are funded by the CDBG budget.

With the continued reduction of Community Development Block Grant funding, senior programs need additional and/or new revenue sources for funding.

Highlights of accomplishments this year include:

- Tim's Kitchen, a new senior congregate meal program, began in June 07. 6500 tasty and nutritious meals have been served in 6 months; the program proving very popular with new people attending each month.
- The Annual Health Fair/Flu Clinic (October) was very successful, with many compliments, using a new appointment system.
- One staff member is trained to counsel seniors in Medicare D. Seniors annually reassess their prescription drug coverage. This service has proved very valuable to seniors and receives numerous compliments.
- Aphasia Support Group has doubled in size - with remarkable results in retraining people losing their speech after suffering a stroke.
- Deaf Assistance Group has doubled in size - staff member signs and provides assistance for this group who meets to socialize weekly.
- Approximately 60 new volunteers were recruited to deliver meals to the homebound seniors living in R.O. Another 25 volunteers assisted 600 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.

The Division was not able to accomplish the following this year:

- With one Senior Recreation Specialist at M/M and Salter Center (instead of 2 at each center), we have had to cancel many popular programs.
- No ROSES Aide is available for 2½ days/week. Seniors have to call at another time or office manager may assist if available (taking away from her normal duties).
- With only 10 drivers, some bus rides are cancelled when drivers approach 1200 hour limit in December and June.
- Popular exercise program (PACE) for those suffering from arthritis, was cancelled due to the loss of staff who facilitated this program.
- Due to increased motor pool costs, there are no excess SMART funds to use for senior or youth charters.
- Loss of staff leaves only one staff to counsel seniors on Medicare D choices.

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	758,792	685,738	571,131	455,795	335,940	211,403
Revenues and transfers from other funds	399,130	444,111	445,111	456,239	467,645	479,336
Expenditures and transfers to other funds	472,184	558,718	560,447	576,094	592,182	608,722
Net Change in Fund Balance	(73,054)	(114,607)	(115,336)	(119,855)	(124,537)	(129,386)
Ending Fund Balance	685,738	571,131	455,795	335,940	211,403	82,016

296.000 Revenue

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	174,030	166,410	23,922	0	0	364,362
2005-2006 Actual	0	159,079	152,632	41,842	80	0	353,633
2006-2007 Actual	0	220,674	148,520	49,832	0	0	419,026
2007-2008 Original Budget	0	184,434	170,000	41,000	27,167	0	422,601
2007-2008 Adjusted Budget (Dec)	0	184,434	170,000	41,000	27,167	0	422,601
2007-2008 Six Month Actual	0	183,930	84,100	12,421	0	0	280,451
2007-2008 Estimated Year End	0	183,930	178,200	37,000	0	0	399,130
2008-2009 Dept Request	0	187,111	191,000	66,000	0	0	444,111
2008-2009 Manager's Budget	0	187,111	191,000	66,000	0	0	444,111
2008-2009 Approved Budget	0	187,111	191,000	66,000	0	0	444,111
2009-2010 Projected Budget	0	187,111	192,000	66,000	0	0	445,111
2010-2011 Projected Budget	0	191,789	196,800	67,650	0	0	456,239
2011-2012 Projected Budget	0	196,583	201,720	69,341	0	0	467,645
2012-2013 Projected Budget	0	201,498	206,763	71,075	0	0	479,336

296.686 R.O.S.E.S (Royal Oak Senior Essential Services)

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	12,154	0	0	0	0	12,154
2005-2006 Actual	6,030	0	0	0	0	6,030
2006-2007 Actual	6,142	0	0	0	0	6,142
2007-2008 Original Budget	13,311	0	0	0	0	13,311
2007-2008 Adjusted Budget (Dec)	13,311	0	0	0	0	13,311
2007-2008 Six Month Actual	2,931	0	0	0	0	2,931
2007-2008 Estimated Year End	11,005	0	0	0	0	11,005
2008-2009 Dept Request	13,334	0	0	0	0	13,334
2008-2009 Manager's Budget	13,334	0	0	0	0	13,334
2008-2009 Approved Budget	13,334	0	0	0	0	13,334
2009-2010 Projected Budget	13,335	0	0	0	0	13,335
2010-2011 Projected Budget	13,668	0	0	0	0	13,668
2011-2012 Projected Budget	14,010	0	0	0	0	14,010
2012-2013 Projected Budget	14,360	0	0	0	0	14,360

296.687 A.G.E. (Adjacent Generational Exchange) Program

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	6,353	1,318	0	155	0	7,826
2005-2006 Actual	8,716	747	0	0	0	9,463
2006-2007 Actual	11,933	900	0	0	0	12,833
2007-2008 Original Budget	13,942	1,000	0	100	0	15,042
2007-2008 Adjusted Budget (Dec)	13,942	1,000	0	100	0	15,042
2007-2008 Six Month Actual	6,823	72	0	0	0	6,895
2007-2008 Estimated Year End	13,942	1,000	0	100	0	15,042
2008-2009 Dept Request	13,967	1,000	0	100	0	15,067
2008-2009 Manager's Budget	13,967	1,000	0	100	0	15,067
2008-2009 Approved Budget	13,967	1,000	0	100	0	15,067
2009-2010 Projected Budget	13,969	1,000	0	100	0	15,069
2010-2011 Projected Budget	14,318	1,030	0	103	0	15,451
2011-2012 Projected Budget	14,676	1,061	0	106	0	15,843
2012-2013 Projected Budget	15,043	1,093	0	109	0	16,245

296.688 Senior Van

296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	117,949	357	0	39,368	0	157,674
2005-2006 Actual	127,120	1,044	0	28,580	0	156,743
2006-2007 Actual	137,218	204	0	30,196	0	167,618
2007-2008 Original Budget	206,107	1,500	10,000	38,907	0	256,514
2007-2008 Adjusted Budget (Dec)	206,107	1,500	10,000	38,907	0	256,514
2007-2008 Six Month Actual	70,771	296	0	22,931	0	93,998
2007-2008 Estimated Year End	161,160	700	0	39,557	0	201,417
2008-2009 Dept Request	177,979	1,500	20,000	42,476	0	241,955
2008-2009 Manager's Budget	177,979	1,500	20,000	37,000	0	236,479
2008-2009 Approved Budget	177,979	1,500	20,000	37,000	0	236,479
2009-2010 Projected Budget	179,501	1,500	0	43,690	0	224,691
2010-2011 Projected Budget	183,989	1,545	0	45,001	0	230,534
2011-2012 Projected Budget	188,588	1,591	0	46,351	0	236,530
2012-2013 Projected Budget	193,303	1,639	0	47,741	0	242,683

296.750 Senior Building Maintenance

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	33,566	0	33,566
2005-2006 Actual	0	0	0	41,167	0	41,167
2006-2007 Actual	0	907	0	37,853	0	38,760
2007-2008 Original Budget	0	2,500	0	80,560	0	83,060
2007-2008 Adjusted Budget (Dec)	0	2,500	0	80,560	0	83,060
2007-2008 Six Month Actual	0	166	0	21,936	0	22,102
2007-2008 Estimated Year End	0	1,500	0	87,525	0	89,025
2008-2009 Dept Request	0	2,500	0	89,725	0	92,225
2008-2009 Manager's Budget	0	2,500	0	89,725	0	92,225
2008-2009 Approved Budget	0	2,500	0	89,725	0	92,225
2009-2010 Projected Budget	0	2,500	0	90,400	0	92,900
2010-2011 Projected Budget	0	2,575	0	93,112	0	95,687
2011-2012 Projected Budget	0	2,652	0	95,905	0	98,558
2012-2013 Projected Budget	0	2,732	0	98,783	0	101,514

296.759 Senior Center

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	512	5,068	0	74,316	0	79,896
2005-2006 Actual	4,270	4,331	0	70,292	0	78,892
2006-2007 Actual	15,440	4,453	0	82,864	0	102,757
2007-2008 Original Budget	22,777	9,400	0	141,721	0	173,898
2007-2008 Adjusted Budget (Dec)	22,777	9,400	0	141,721	0	173,898
2007-2008 Six Month Actual	1,818	3,128	0	66,014	0	70,960
2007-2008 Estimated Year End	5,570	13,500	0	136,625	0	155,695
2008-2009 Dept Request	24,248	27,500	0	149,865	0	201,613
2008-2009 Manager's Budget	24,248	27,500	0	149,865	0	201,613
2008-2009 Approved Budget	24,248	27,500	0	149,865	0	201,613
2009-2010 Projected Budget	25,132	27,500	0	161,820	0	214,452
2010-2011 Projected Budget	25,760	28,325	0	166,668	0	220,753
2011-2012 Projected Budget	26,404	29,175	0	171,661	0	227,240
2012-2013 Projected Budget	27,064	30,050	0	176,805	0	233,919

Animal Shelter Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	51,196	51,256	46,646	35,318	23,806	12,108
Revenues and transfers from other funds	59,774	47,540	41,580	42,614	43,676	44,769
Expenditures and transfers to other funds	59,714	52,150	52,908	54,126	55,375	56,655
Net Change in Fund Balance	60	(4,610)	(11,328)	(11,512)	(11,698)	(11,887)
Ending Fund Balance	51,256	46,646	35,318	23,806	12,108	221

297.000 Shelter

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	18,721	10,988	0	42,979	72,688
2005-2006 Actual	0	0	23,671	4,223	0	12,225	40,119
2006-2007 Actual	0	0	19,240	14,055	0	56,533	89,828
2007-2008 Original Budget	0	0	21,200	9,500	0	15,000	45,700
2007-2008 Adjusted Budget (Dec)	0	0	21,200	9,500	0	15,000	45,700
2007-2008 Six Month Actual	0	0	7,235	12,236	0	15,349	34,820
2007-2008 Estimated Year End	0	0	14,930	20,394	0	24,450	59,774
2008-2009 Dept Request	0	0	19,300	13,240	0	15,000	47,540
2008-2009 Manager's Budget	0	0	19,300	13,240	0	15,000	47,540
2008-2009 Approved Budget	0	0	19,300	13,240	0	15,000	47,540
2009-2010 Projected Budget	0	0	15,900	10,680	0	15,000	41,580
2010-2011 Projected Budget	0	0	16,377	10,787	0	15,450	42,614
2011-2012 Projected Budget	0	0	16,868	10,895	0	15,914	43,676
2012-2013 Projected Budget	0	0	17,374	11,004	0	16,391	44,769

297.430 Animal Shelter

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	17,745	3,049	6,685	55,416	0	82,895
2005-2006 Actual	18,096	2,122	0	65,692	0	85,910
2006-2007 Actual	20,948	3,279	0	28,933	0	53,160
2007-2008 Original Budget	27,053	1,800	9,835	16,730	0	55,418
2007-2008 Adjusted Budget (Dec)	27,053	2,200	9,835	23,030	0	62,118
2007-2008 Six Month Actual	10,259	1,624	9,835	12,280	0	33,998
2007-2008 Estimated Year End	20,518	4,695	9,835	24,666	0	59,714
2008-2009 Dept Request	27,100	2,600	0	22,450	0	52,150
2008-2009 Manager's Budget	27,100	2,600	0	22,450	0	52,150
2008-2009 Approved Budget	27,100	2,600	0	22,450	0	52,150
2009-2010 Projected Budget	27,108	3,200	0	22,600	0	52,908
2010-2011 Projected Budget	27,786	3,200	0	23,140	0	54,126
2011-2012 Projected Budget	28,480	3,200	0	23,694	0	55,375
2012-2013 Projected Budget	29,192	3,200	0	24,263	0	56,655

Police Grants Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	425,974	470,442	277,121	283,404	290,760	299,243
Revenues and transfers from other funds	242,245	450,045	318,704	328,265	338,113	348,256
Expenditures and transfers to other funds	197,777	643,366	312,421	320,909	329,630	338,590
Net Change in Fund Balance	44,468	(193,321)	6,283	7,356	8,483	9,667
Ending Fund Balance	470,442	277,121	283,404	290,760	299,243	308,910

298.000 Revenue

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	156,575	9,214	12,079	0	0	177,868
2005-2006 Actual	0	138,837	0	16,084	0	0	154,921
2006-2007 Actual	0	309,638	0	10,725	0	0	320,363
2007-2008 Original Budget	0	538,434	10,500	56,856	0	0	605,790
2007-2008 Adjusted Budget (Dec)	0	538,434	10,500	56,856	0	0	605,790
2007-2008 Six Month Actual	0	164,952	0	10,513	0	0	175,465
2007-2008 Estimated Year End	0	196,039	0	11,163	0	0	207,202
2008-2009 Dept Request	0	408,645	3,100	12,500	0	0	424,245
2008-2009 Manager's Budget	0	434,245	3,400	12,400	0	0	450,045
2008-2009 Approved Budget	0	434,245	3,400	12,400	0	0	450,045
2009-2010 Projected Budget	0	274,179	10,500	34,025	0	0	318,704
2010-2011 Projected Budget	0	282,404	10,815	35,046	0	0	328,265
2011-2012 Projected Budget	0	290,877	11,139	36,097	0	0	338,113
2012-2013 Projected Budget	0	299,603	11,474	37,180	0	0	348,256

298.301 Police Grants/Restricted Monies

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	16,477	0	25,825	0	42,302
2005-2006 Actual	0	73,696	0	28,316	0	102,012
2006-2007 Actual	59,541	45,526	114,446	75,223	0	294,736
2007-2008 Original Budget	203,607	519,194	0	305,888	0	1,028,689
2007-2008 Adjusted Budget (Dec)	203,607	519,194	0	305,888	0	1,028,689
2007-2008 Six Month Actual	91,627	2,633	33,877	38,526	0	166,663
2007-2008 Estimated Year End	141,683	8,445	0	47,649	0	197,777
2008-2009 Dept Request	240,462	97,942	0	304,962	0	643,366
2008-2009 Manager's Budget	240,462	97,942	0	304,962	0	643,366
2008-2009 Approved Budget	240,462	97,942	0	304,962	0	643,366
2009-2010 Projected Budget	176,891	93,930	0	41,600	0	312,421
2010-2011 Projected Budget	181,313	96,748	0	42,848	0	320,909
2011-2012 Projected Budget	185,846	99,650	0	44,133	0	329,630
2012-2013 Projected Budget	190,492	102,640	0	45,457	0	338,590

Fire Grant Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	38,000	0	0	0	0	0
Expenditures and transfers to other funds	38,000	0	0	0	0	0
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

299.000 Revenue

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	0	0	0
2005-2006 Actual	0	13,546	0	0	0	13,546
2006-2007 Actual	17,053	5,709	0	925	0	23,687
2007-2008 Original Budget	37,910	91	0	0	0	38,001
2007-2008 Adjusted Budget (Dec)	37,910	91	0	0	0	38,001
2007-2008 Six Month Actual	2,019	7,703	0	0	0	9,722
2007-2008 Estimated Year End	14,232	10,144	0	13,624	0	38,000
2008-2009 Dept Request	0	0	0	0	0	0
2008-2009 Manager's Budget	0	0	0	0	0	0
2008-2009 Approved Budget	0	0	0	0	0	0
2009-2010 Projected Budget	0	0	0	0	0	0
2010-2011 Projected Budget	0	0	0	0	0	0
2011-2012 Projected Budget	0	0	0	0	0	0
2012-2013 Projected Budget	0	0	0	0	0	0

299.336 Fire Grant/Restricted Funds

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	0	0	0
2005-2006 Actual	0	13,546	0	0	0	13,546
2006-2007 Actual	17,053	5,709	0	925	0	23,687
2007-2008 Original Budget	37,910	91	0	0	0	38,001
2007-2008 Adjusted Budget (Dec)	37,910	91	0	0	0	38,001
2007-2008 Six Month Actual	2,019	7,703	0	0	0	9,722
2007-2008 Estimated Year End	14,232	10,144	0	13,624	0	38,000
2008-2009 Dept Request	0	0	0	0	0	0
2008-2009 Manager's Budget	0	0	0	0	0	0
2008-2009 Approved Budget	0	0	0	0	0	0
2009-2010 Projected Budget	0	0	0	0	0	0
2010-2011 Projected Budget	0	0	0	0	0	0
2011-2012 Projected Budget	0	0	0	0	0	0
2012-2013 Projected Budget	0	0	0	0	0	0

General Obligation Debt Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	49,998	50,098	50,198	50,298	50,298	50,298
Revenues and transfers from other funds	686,950	682,994	687,994	687,194	690,531	687,625
Expenditures and transfers to other funds	686,850	682,894	687,894	687,194	690,531	687,625
Net Change in Fund Balance	100	100	100	0	0	0
Ending Fund Balance	50,098	50,198	50,298	50,298	50,298	50,298

301.000 Revenue

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	690,446	0	0	0	8	0	690,453
2005-2006 Actual	680,803	0	0	34,001	120	0	714,925
2006-2007 Actual	682,199	0	0	0	57	0	682,256
2007-2008 Original Budget	700,000	0	0	0	100	0	700,100
2007-2008 Adjusted Budget (Dec)	700,000	0	0	0	100	0	700,100
2007-2008 Six Month Actual	648,704	0	0	0	65	0	648,769
2007-2008 Estimated Year End	686,850	0	0	0	100	0	686,950
2008-2009 Dept Request	682,894	0	0	0	100	0	682,994
2008-2009 Manager's Budget	682,894	0	0	0	100	0	682,994
2009-2010 Projected Budget	687,894	0	0	0	100	0	687,994
2010-2011 Projected Budget	687,094	0	0	0	100	0	687,194
2011-2012 Projected Budget	690,431	0	0	0	100	0	690,531
2012-2013 Projected Budget	687,525	0	0	0	100	0	687,625

301.905 General Obligation Debt

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	1,428	673,215	674,643
2005-2006 Actual	0	0	0	28	682,216	682,244
2006-2007 Actual	0	0	0	70	684,781	684,851
2007-2008 Original Budget	0	0	0	100	686,750	686,850
2007-2008 Adjusted Budget (Dec)	-	-	-	100	686,750	686,850
2007-2008 Six Month Actual	-	-	-	1	524,403	524,404
2007-2008 Estimated Year End	-	-	-	100	686,750	686,850
2008-2009 Dept Request	-	-	-	100	682,794	682,894
2008-2009 Manager's Budget	0	0	0	100	682,794	682,894
2008-2009 Approved Budget	0	0	0	100	682,794	682,894
2009-2010 Projected Budget	0	0	0	100	687,794	687,894
2010-2011 Projected Budget	0	0	0	100	687,094	687,194
2011-2012 Projected Budget	0	0	0	100	690,431	690,531
2012-2013 Projected Budget	0	0	0	100	687,525	687,625

Debt Service Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	101,250	100,900	103,100	103,100	103,100	103,100
Expenditures and transfers to other funds	101,250	100,900	103,100	103,100	103,100	103,100
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

360.000 Debt Service Fund Revenue

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	0	11,633	875,589	0	887,223
2005-2006 Actual	0	0	0	41,415	854,553	0	895,967
2006-2007 Actual	0	0	0	64,314	777,899	0	842,213
2007-2008 Original Budget	0	0	0	50,000	775,000	0	825,000
2007-2008 Adjusted Budget (Dec)	0	0	0	50,000	775,000	0	825,000
2007-2008 Six Month Actual	0	0	0	20,319	0	0	20,319
2007-2008 Estimated Year End	0	0	0	0	0	0	0
2008-2009 Dept Request	0	0	0	0	0	0	0
2008-2009 Manager's Budget	0	0	0	0	0	0	0
2009-2010 Projected Budget	0	0	0	0	0	0	0
2010-2011 Projected Budget	0	0	0	0	0	0	0
2011-2012 Projected Budget	0	0	0	0	0	0	0
2012-2013 Projected Budget	0	0	0	0	0	0	0

360.905 Debt Service Fund

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	0	0	0
2005-2006 Actual	0	0	0	0	0	0
2006-2007 Actual	0	0	0	500	0	500
2007-2008 Original Budget	0	0	0	500	100,750	101,250
2007-2008 Adjusted Budget (Dec)	0	0	0	500	100,750	101,250
2007-2008 Six Month Actual	0	0	0	0	19,250	19,250
2007-2008 Estimated Year End	0	0	0	500	100,750	101,250
2008-2009 Dept Request	0	0	0	500	100,400	100,900
2008-2009 Manager's Budget	0	0	0	500	100,400	100,900
2008-2009 Approved Budget	0	0	0	500	100,400	100,900
2009-2010 Projected Budget	0	0	0	500	102,600	103,100
2010-2011 Projected Budget	0	0	0	500	102,600	103,100
2011-2012 Projected Budget	0	0	0	500	102,600	103,100
2012-2013 Projected Budget	0	0	0	500	102,600	103,100

Capital Project Fund Summary

1. Overview
 - Purpose: Forward looking 5 year **funding plan** of Infrastructure projects
 - Based on **fiscal years** (not construction years)
 - **Funding goal: 100% set aside at start of construction**
 - Incorporate FY 2008-09 plan into fund operating budgets
2. Five Year Highlights
 - No General Fund tax dollars used
 - Lists: 119 projects totaling \$38,664,500 in requested funding
 - Annual average: \$7.5 million/year --- ranging from \$6.0 million to \$9.3 million
 - Individual projects range from \$10,000 to \$1,405,000 in summer of 2010
 - High: 3 projects over \$1,000,000
 - Most: 95 projects between \$100,000 and \$920,000
 - Low: 21 projects under \$100,000

COLUMNS EXPLAINED

3. Project (Number) – segregates cost for accounting purposes
 - Project defined by City Engineer based on professional analysis and citizen input
 - Project number assigned by Finance when first design costs are incurred
4. Contract ID – set by City Engineer
 - MDOT - Michigan Dept. of Transportation: State contracts, bills city
 - B - Building
 - PL - Parking Lot
 - S - Sewer
 - SA - Street & Alley
 - SW - Sidewalk
 - W - Water
5. (Type of) Work - 17 categories: Asphalt or Concrete, Resurfacing or Replacing, Joint Seal, Watermain, Sewer, Streetscape, etc.
6. Location/Area - Street, block or section of city, building, , etc.
7. Project Total Budget - Use (positive). Cost **estimate** of design, construction or purchase, construction management and contingency

8. Source ID – fund providing money (negative). Up to four sources for a single project
 - Auto Parking
 - CDBG – Community Development Block Grant
 - DDA – Downtown Development Authority TIF
 - Federal Grant
 - Local Street
 - Major Street
 - Owner (property owner prepaid)
 - Special Assessment (loan repaid by property owner)
 - Water & Sewer – a critical source: underground work must precede paving work

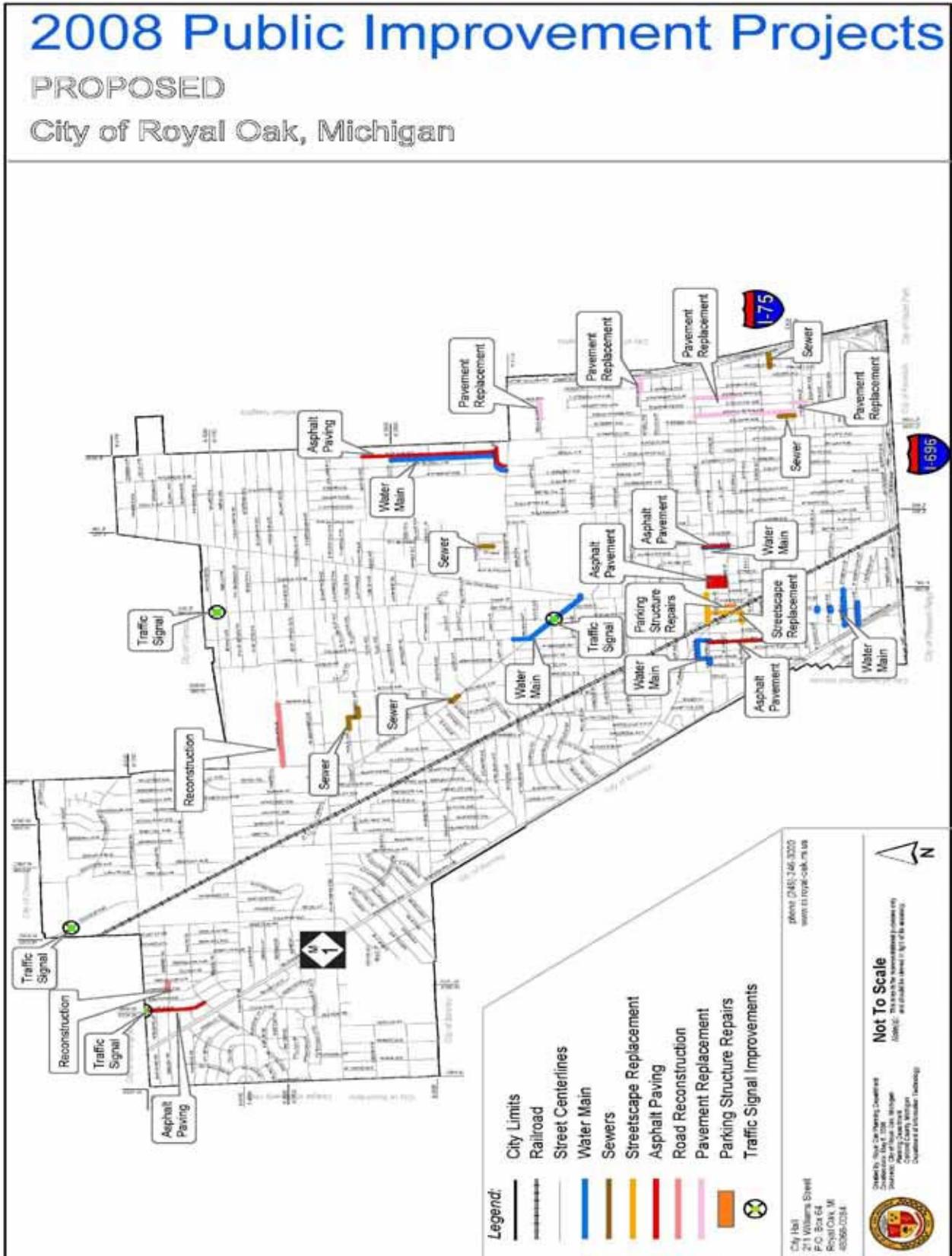
9. Use ID – fund getting/owning asset on completion of project
 - LS – Local Street
 - MS – Major Street
 - P – Parking
 - S – Sewer
 - SW – Sidewalk
 - W – Water

10. Fund – number used by Finance

11. Fiscal Year columns
 - Current calendar year 2008 projects were not mentioned in FY08 Budget.
 - Budget year FY 2008-09 and four years following through FY 2012-13 in next five columns
 - Most FY13 projects are not defined yet

12. Going Forward
 - In future years, this capital project schedule should be expanded to include information technology, major equipment like fire apparatus (not regular vehicle expenditures), and City facilities like buildings and parks, etc.
 - A process needs to be established to have this plan vetted annually by the Planning Commission in the fall, then delivered to the City Commission no later than December for inclusion in the next annual operating budget
 - To enable this, annual 5 Year Capital Plans based on a department head’s budget estimates should be updated by October
 - For funding purposes, plans must be set up on a **fiscal year** basis (as opposed to calendar years for construction planning)
 - Preparatory work, if any, must be planned to be staged and completed prior to the main task (e.g. water & sewer repairs before streets can be resurfaced or replaced)
 - Projects may not be completed by June 30th. Budget adjustments for carry forwards on incomplete projects will be brought to Commission for approval in September or as soon as they can be determined after fiscal year end
 - Plans should strive for regular expenditures overall from year to year
 - Annual planning focus should be on funding projects up front yet flexible enough to seize grant opportunities that become suddenly available
 - This plan will support regular cash flow funding and minimize the demand for debt financing

498 Public Improvement Projects Map



CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
1	8108	MDOT	Asphalt Resurfacing	Main St.:11 Mi-Crooks,Pingree	U	10,000				0					
2	8108	MDOT	Asphalt Resurfacing	Main St.:11 Mi-Crooks,Pingree	S		Major St	MS	202	(10,000)					
3	8114	MDOT	Asphalt Resurfacing	14 Mile Rd	U										
4	8120	SA-0604	Asphalt Resurfacing		U										
5	8121	SA-0605	Joint Sealing		U										
6	8137	SA-0606	Asphalt Resurfacing	CDBG	U										
7	8138	B-0605	Elevator Renovation-CDBG	Police Building	U										
8	8129	S-0701	Catch Basin Restriction		U										
9	8133	S-0001	Sewer Lining	Change Order	U										
10	8124	SW-0702	DDA - Streetscape	Center:2nd-4th,2nd,3rd	U	100,000				0					
11	8124	SW-0702	DDA - Streetscape	Center:2nd-4th,2nd,3rd	S		DDA	SW	247	(100,000)					
12	8130	SA-0707	Spec.Assmt Paving	West:Oakland-Park	U										
13	8131	SA-0704	Asphalt Resurfacing	Vinsetta,West,Irving	U										
14	8132	SA-0706	Asphalt Resurfacing	Alexander,Gainsborough,Genes	U		CDBG	LS	274						
15	8135	S-0703	Relief Sewer	Woodward, Harrison, Wash	U										
16	8136	MDOT	Asphalt Resurfacing	Crooks:Main-Webster	U	802,000				0					
17	8136	MDOT	Asphalt Resurfacing	Crooks:Main-Webster	S		Fed	MS	100	(561,000)					
18	8136	MDOT	Asphalt Resurfacing	Crooks:Main-Webster	S		Major St	MS	202	(241,000)					
19	8139	SA-0703	Concrete Replacement	Section 6	U										
20	8144		Asphalt Resurfacing	Main:Crooks-13 Mi	U		Major St	MS	202						
21	8146	MDOT	Concrete Replacement	Coolidge Hwy:13Mi-14Mi	U	175,000				0					
22	8146	MDOT	Concrete Replacement	Coolidge Hwy:13Mi-14Mi	S		Major St	MS	202	(175,000)					
23	8147	SA-0705	Joint Sealing		U										
24	8148	SW-0701	DPS Pvmnt Repl-Ppd Sdwk	Sidewalk Replacement	U										
25	8149	S-0702	Relief Sewer	Main:Normandy-Lexington	U										
26	8150	MDOT	Asphalt Resurfacing	Washington: M-1 to Lincoln	U	517,000				0					
27	8150	MDOT	Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Fed	MS	100	(310,000)					
28	8150	MDOT	Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Major St	MS	202	(207,000)					
29	8151	B-0701	Roof Repair	Police Building	U										
30	8152	B-0702	Replace Canopy	Police Building:Rear Entrance	U										
31	8125	SW-0702	Watermain Replacement	Center St	U										
32	8142	W-0701	Watermain Replacement	Woodward:Trafford-Merrill	U										
33	8145	SA-0707	Watermain Replacement	West:Oakland-Farnum	U										
34	8157	MDOT	Traffic Signals-Pedestrian	4 Locations	U	113,000				0					
35	8157	MDOT	Traffic Signals-Pedestrian	4 Locations	S		Fed	MS	100	(70,000)					
36	8157	MDOT	Traffic Signals-Pedestrian	4 Locations	S		Major St	MS	202	(43,000)					
37	8158	SW-0801	DPS Pvmnt Repl-Ppd Sdwk		U	285,000				0					
38	8158	SW-0801	DPS Pvmnt Repl-Ppd Sdwk		S		W & S	MS	592	(120,000)					
39	8158	SW-0801	DPS Pvmnt Repl-Ppd Sdwk		S		W & S	LS	592	(150,000)					
40	8158	SW-0801	DPS Pvmnt Repl-Ppd Sdwk		S		Owner	SW	850	(15,000)					
41	8159	SA-0803	Concrete Replacement	Sections 14 & 23	U	280,000				0					
42	8159	SA-0803	Concrete Replacement	Sections 14 & 23	S		Major St	MS	202	0					
43	8159	SA-0803	Concrete Replacement	Sections 14 & 23	S		Local St	LS	203	(280,000)					
44	8160	S-0801	Sewer TV - Root Control	All 8" through 30" sewers	U	460,000				0					
45	8160	S-0801	Sewer TV - Root Control	All 8" through 30" sewers	S		W & S	S	592	(460,000)					
46	8161	W-0802	Watermain Replacement	Crooks Rd. & Marywood	U	777,600				0					

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
47	8161	W-0802	Watermain Replacement	Crooks Rd. & Marywood	S		W & S	W	592	(777,600)					
48	8162	S-0802	Sewer Replacement	Butternut,Cedar,Poplar,Crooks,	U	440,000				0					
49	8162	S-0802	Sewer Replacement	Butternut,Cedar,Poplar,Crooks,	S		W & S	S	592	(440,000)					
50	8163	S-0803	Sewer Replacement	Various Rear Yard Repairs	U	100,000				0					
51	8163	S-0803	Sewer Replacement	Various Rear Yard Repairs	S		W & S	S	592	(100,000)					
52	8164	SA-0807	Concrete Replacement	Lexington:Crooks-Marias	U	660,000				0					
53	8164	SA-0807	Concrete Replacement	Lexington:Crooks-Marias	S		Major St	MS	202	(660,000)					
54	8165	SA-0804	Asphalt Resurfacing	Miscellaneous	U	100,000				0					
55	8165	SA-0804	Asphalt Resurfacing	Miscellaneous	S		Major St	MS	202	0					
56	8165	SA-0804	Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(100,000)					
57	8166	SA-0805	Joint Sealing		U	120,000				0					
58	8166	SA-0805	Joint Sealing		S		Major St	MS	202	(85,000)					
59	8166	SA-0805	Joint Sealing		S		Local St	LS	203	(35,000)					
60	8167	SA-0806	Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	U	780,700				0					
61	8167	SA-0806	Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		CDBG	LS	274	(526,700)					
62	8167	SA-0806	Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		Major St	MS	202	(87,200)					
63	8167	SA-0806	Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		W & S	W	592	(166,800)					
64	8168	SA-0807	Spec.Assmt Paving	Samoset:Robinwood-Groveland	U	58,000				0					
65	8168	SA-0807	Spec.Assmt Paving	Samoset:Robinwood-Groveland	S		Local St	LS	203	(29,000)					
66	8168	SA-0807	Spec.Assmt Paving	Samoset:Robinwood-Groveland	S		Sp. Asmt	LS	850	(29,000)					
67	8169	SW-0802	Streetscape / Sidewalk	DDA-Central Business Dist.	U	250,000				0					
68	8169	SW-0802	Streetscape / Sidewalk	DDA-Central Business Dist.	S		DDA	SW	247	(250,000)					
69	8170	W-0801	Watermain Replacement	Fourth / Parent / Kennilworth	U	494,600				0					
70	8170	W-0801	Watermain Replacement	Fourth / Parent / Kennilworth	S		W & S	W	592	(494,600)					
71	8171	W-0803	Watermain Replacement	Laurel/Louis/Maple/11 Mile	U	524,400				0					
72	8171	W-0803	Watermain Replacement	Laurel/Louis/Maple/11 Mile	S		W & S	W	592	(524,400)					
73	8172	PL-0801	Parking Structure Repair	Center Street Deck	U	830,000				0					
74	8172	PL-0801	Parking Structure Repair	Center Street Deck	S		Auto Prkg	P	516	(30,000)					
75	8172	PL-0801	Parking Structure Repair	Center Street Deck	S		Auto Prkg	P	516	(800,000)					
76	8173	SA-0804/6	Parking Lot Resurfacing	Williams Street Lot	U	196,000				0					
77	8173	SA-0804/6	Parking Lot Resurfacing	Williams Street Lot	S		Auto Prkg	P	516	(196,000)					
78	8174		Asphalt Resurfacing	Red Run - Wilson Ave.	U	473,900				0					
79	8174		Asphalt Resurfacing	Red Run - Wilson Ave.	S		Local St	LS	203	(236,950)					
80	8174		Asphalt Resurfacing	Red Run - Wilson Ave.	S		Sp. Asmt	LS	850	(236,950)					
81	8175		Watermain Replacement	Red Run - Wilson Ave.	U	843,700				0					
82	8175		Watermain Replacement	Red Run - Wilson Ave.	S		W & S	W	592	(843,700)					
83			Joint Sealing		U	130,000				0					
84			Joint Sealing		S		Major St	MS	202	(87,000)					
85			Joint Sealing		S		Local St	LS	203	(43,000)					
86			Joint Sealing		U	144,000				0					
87			Joint Sealing		S		Major St	MS	202	(89,000)					
88			Joint Sealing		S		Local St	LS	203	(55,000)					
89			Joint Sealing		U	147,000				0					
90			Joint Sealing		S		Major St	MS	202	(92,000)					
91			Joint Sealing		S		Local St	LS	203	(55,000)					
92			Joint Sealing		U	152,000				0					

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
93			Joint Sealing		S		Major St	MS	202					(92,000)	
94			Joint Sealing		S		Local St	LS	203					(60,000)	
95			DPS Pvmnt Repl-Ppd Sdwk		U	275,000					0				
96			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	MS	592		(125,000)				
97			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	LS	592		(150,000)				
98			DPS Pvmnt Repl-Ppd Sdwk		S		Owner	LS	850		0				
99			DPS Pvmnt Repl-Ppd Sdwk		U	275,000						0			
100			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	MS	592			(115,000)			
101			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	LS	592			(160,000)			
102			DPS Pvmnt Repl-Ppd Sdwk		S		Owner	LS	850			0			
103			DPS Pvmnt Repl-Ppd Sdwk		U	275,000							0		
104			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	MS	592				(115,000)		
105			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	LS	592				(160,000)		
106			DPS Pvmnt Repl-Ppd Sdwk		S		Owner	LS	850				0		
107			DPS Pvmnt Repl-Ppd Sdwk		U	295,000								0	
108			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	MS	592					(115,000)	
109			DPS Pvmnt Repl-Ppd Sdwk		S		W & S	LS	592					(180,000)	
110			DPS Pvmnt Repl-Ppd Sdwk		S		Owner	LS	850					0	
111			Spec.Assmt Paving		U	100,000					0				
112			Spec.Assmt Paving		S		Sp. Asmt	LS	850		(100,000)				
113			Spec.Assmt Paving		U	100,000						0			
114			Spec.Assmt Paving		S		Sp. Asmt	LS	850			(100,000)			
115			Spec.Assmt Paving		U	70,000							0		
116			Spec.Assmt Paving		S		Sp. Asmt	LS	850				(70,000)		
117			Spec.Assmt Paving		U	70,000								0	
118			Spec.Assmt Paving		S		Sp. Asmt	LS	850					(70,000)	
119			Alley Paving		U	10,000					0				
120			Alley Paving		S		Sp. Asmt	LS	850		(5,000)				
121			Alley Paving		S		Local St	LS	203		(5,000)				
122			Alley Paving		U	10,000						0			
123			Alley Paving		S		Sp. Asmt	LS	850			(5,000)			
124			Alley Paving		S		Local St	LS	203			(5,000)			
125			Alley Paving		U	10,000							0		
126			Alley Paving		S		Sp. Asmt	LS	850				(5,000)		
127			Alley Paving		S		Local St	LS	203				(5,000)		
128			Alley Paving		U	10,000								0	
129			Alley Paving		S		Sp. Asmt	LS	850					(5,000)	
130			Alley Paving		S		Local St	LS	203					(5,000)	
131			Alley Paving		U	10,000									0
132			Alley Paving		S		Sp. Asmt	LS	850						(5,000)
133			Alley Paving		S		Local St	LS	203						(5,000)
134			Misc.Concrete Replacement		U	150,000					0				
135			Misc.Concrete Replacement		S		Major St	MS	202		0				
136			Misc.Concrete Replacement		S		Local St	LS	203		(150,000)				
137			Misc.Concrete Replacement		U	150,000						0			
138			Misc.Concrete Replacement		S		Local St	LS	203			(150,000)			

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
139			Misc.Concrete Replacement		U	160,000							0		
140			Misc.Concrete Replacement		S		Local St	LS	203				(160,000)		
141			Misc.Concrete Replacement		U	160,000								0	
142			Misc.Concrete Replacement		S		Local St	LS	203					(160,000)	
143			Misc.Concrete Replacement		U	165,000									0
144			Misc.Concrete Replacement		S		Local St	LS	203						(165,000)
145			Concrete Replacement		U	870,000					0				
146			Concrete Replacement		S		CDBG	LS	274		(500,000)				
147			Concrete Replacement		S		Local St	LS	203		(370,000)				
148	MDOT		Concrete Replacement		U	731,000						0			
149	MDOT		Concrete Replacement	Campbell-13 Mile to 14 Mile	S		Fed	MS	100			(512,000)			
150	MDOT		Concrete Replacement	Campbell-13 Mile to 14 Mile	S		Major St	MS	202			(219,000)			
151			Concrete Replacement	Section 15	U	793,000						0			
152			Concrete Replacement	Section 15	S		CDBG	LS	274			(500,000)			
153			Concrete Replacement	Section 15	S		Local St	LS	203			(293,000)			
154			Concrete Replacement	Section 15	S		W & S	LS	592			0			
155			Concrete Replacement		U	920,000							0		
156			Concrete Replacement		S		Major St	MS	202			(150,000)			
157			Concrete Replacement	Section 22	S		CDBG	LS	274			(500,000)			
158			Concrete Replacement	Section 22	S		Local St	LS	203			(270,000)			
159			Concrete Replacement	Section 22	S		W & S	LS	592			0			
160			Concrete Replacement		U	920,000								0	
161			Concrete Replacement		S		Major St	MS	202				(150,000)		
162			Concrete Replacement		S		CDBG	LS	274			(500,000)			
163			Concrete Replacement		S		Local St	LS	203				(270,000)		
164			Concrete Replacement		S		W & S	LS	592					0	
165			Misc.Asphalt Resurfacing	Catalpa:Woodward-Main	U	500,000					0				
166			Misc.Asphalt Resurfacing	Catalpa:Woodward-Maxwell	S		Major St	MS	202		(225,000)				
167			Misc.Asphalt Resurfacing	Catalpa:Maxwell-Main	S		Major St	MS	202		(275,000)				
168			Misc.Asphalt Resurfacing		U	150,000						0			
169			Misc.Asphalt Resurfacing		S		Major St	MS	202			(150,000)			
170			Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	U	160,000							0		
171			Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	S		Major St	MS	202				(160,000)		
172			Misc.Asphalt Resurfacing		U	160,000								0	
173			Misc.Asphalt Resurfacing		S		Major St	MS	202					(160,000)	
174	8144	MDOT	Asphalt Resurfacing	Main:13-N.City Limits	U	1,270,000					0				
175	8144	MDOT	Asphalt Resurfacing	Main:13-N.City Limits	S		Major St	MS	202		(156,000)				
176	8144	MDOT	Asphalt Resurfacing	Main:13-N.City Limits	S		Fed	MS	100		(235,000)				
177	8144	MDOT	Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Major St	MS	202		(352,000)				
178	8144	MDOT	Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Fed	MS	100		(527,000)				
179			Asphalt Resurfacing	Washington:11 Mile-12 Mile	U	475,000					0				
180			Asphalt Resurfacing	Washington:Catalpa-12 Mile	S		Major St	MS	202		(125,000)				
181			Asphalt Resurfacing	Washington:Lincoln-11 Mi	S		Major St	MS	202		(350,000)				
182			Asphalt Resurfacing		U	100,000					0				
183			Asphalt Resurfacing		S		Local St	LS	203		(100,000)				
184	MDOT		Asphalt Resurfacing	Normandy:Crooks-Main	U	829,000						0			

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
185		MDOT	Asphalt Resurfacing	Normandy:Crooks-Main	S		Major St	MS	202			(249,000)			
186		MDOT	Asphalt Resurfacing	Normandy:Crooks-Main	S		Fed	MS	100			(580,000)			
187		MDOT	Asphalt Resurfacing	12 Mile:Crooks to Main	U	355,000						0			
188		MDOT	Asphalt Resurfacing	12 Mile:Crooks to Main	S		Major St	MS	202			(107,000)			
189		MDOT	Asphalt Resurfacing	12 Mile:Crooks to Main	S		Fed	MS	100			(248,000)			
190			Asphalt Resurfacing		U	100,000						0			
191			Asphalt Resurfacing		S		Local St	LS	203			(100,000)			
192			Asphalt Resurfacing	Lincoln:Main-Campbell	U	525,000							0		
193			Asphalt Resurfacing	Lincoln:Main-Campbell	S		Major St	MS	202				(525,000)		
194			Asphalt Resurfacing	Lincoln:Campbell-Stevenson	U	506,000							0		
195			Asphalt Resurfacing	Lincoln:Campbell-Stevenson	S		Major St	MS	202				(506,000)		
196			Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	U	215,000							0		
197			Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	S		Major St	MS	202				(215,000)		
198			Asphalt Resurfacing		U	100,000							0		
199			Asphalt Resurfacing		S		Local St	LS	203				(100,000)		
200		MDOT	Asphalt Resurfacing	12 Mile:Woodward-Crooks	U	1,405,000							0		
201		MDOT	Asphalt Resurfacing	12 Mile:Woodward-Crooks	S		Fed	MS	100				(983,500)		
202		MDOT	Asphalt Resurfacing	12 Mile:Woodward-Crooks	S		Major St	MS	202				(421,500)		
203		MDOT	Asphalt Resurfacing	12 Mile:Main-Campbell	U	1,319,200							0		
204		MDOT	Asphalt Resurfacing	12 Mile:Main-Campbell	S		Fed	MS	100				(791,500)		
205		MDOT	Asphalt Resurfacing	12 Mile:Main-Campbell	S		Major St	MS	202				(527,700)		
206			Asphalt Resurfacing	Campbell:10 Mi-Lincoln	U	331,000								0	
207			Asphalt Resurfacing	Campbell:10 Mi-Lincoln	S		Major St	MS	202					(331,000)	
208			Asphalt Resurfacing	Campbell:Lincoln-11 Mi	U	395,000								0	
209			Asphalt Resurfacing	Campbell:Lincoln-11 Mi	S		Major St	MS	202					(395,000)	
210			Asphalt Resurfacing	Campbell:11 Mi-Forest	U	250,000								0	
211			Asphalt Resurfacing	Campbell:11 Mi-Forest	S		Major St	MS	202					(250,000)	
212			Asphalt Resurfacing	Campbell:Forest-12 Mi	U	450,000								0	
213			Asphalt Resurfacing	Campbell:Forest-12 Mi	S		Major St	MS	202					(450,000)	
214			Asphalt Resurfacing	Main:10Mi-Lincoln	U	537,000								0	
215			Asphalt Resurfacing	Main:10Mi-Lincoln	S		Major St	MS	202					(537,000)	
216			Asphalt Resurfacing		U	110,000								0	
217			Asphalt Resurfacing		S		Local St	LS	203					(110,000)	
218			Spot Sewer Repair	Behind #1930 Fern	U	20,000					0				
219			Spot Sewer Repair	Behind #1930 Fern	S		W & S	S	592		(20,000)				
220			Spot Sewer Repair	Behind #705,715,717 Edison	U	80,000					0				
221			Spot Sewer Repair	Behind #705,715,717 Edison	S		W & S	S	592		(80,000)				
222			Watermain Replacement	Lakeside:Main-250'E Main	U	78,200					0				
223			Watermain Replacement	Lakeside:Main-250'E Main	S		W & S	W	592		(78,200)				
224			Watermain Replacement	Main:Vinsetta-Webster	U	183,400					0				
225			Watermain Replacement	Main:Vinsetta-Webster	S		W & S	W	592		(183,400)				
226			Watermain Replacement	Main:Royal-LaSalle	U	135,100					0				
227			Watermain Replacement	Main:Royal-LaSalle	S		W & S	W	592		(135,100)				
228			Watermain Replacement	Houstonia:Main-Rochester	U	257,300					0				
229			Watermain Replacement	Houstonia:Main-Rochester	S		W & S	W	592		(257,300)				
230			Watermain Replacement	Crooks:Beechwood-Cherry	U	29,000					0				

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
231			Watermain Replacement	Crooks:Beechwood-Cherry	S		W & S	W	592		(29,000)				
232			Watermain Replacement	Cherry:Crooks-Marywood	U	228,400					0				
233			Watermain Replacement	Cherry:Crooks-Marywood	S		W & S	W	592		(228,400)				
234			Watermain Replacement	Marywood:Cherry-12 Mi	U	109,400					0				
235			Watermain Replacement	Marywood:Cherry-12 Mi	S		W & S	W	592		(109,400)				
236			Watermain Replacement	12 Mi:Marywood-Main	U	395,700					0				
237			Watermain Replacement	12 Mi:Marywood-Main	S		W & S	W	592		(395,700)				
238			Watermain Replacement	ROHS:Normandy-S 500'	U	202,200					0				
239			Watermain Replacement	ROHS:Normandy-S 500'	S		W & S	W	592		(202,200)				
240			Watermain Replacement	M-1 NB:Trafford-13Mi	U	777,300					0				
241			Watermain Replacement	M-1 NB:Trafford-13Mi	S		W & S	W	592		(777,300)				
242			Watermain Replacement	Coolidge:W-E side M-1	U	64,400					0				
243			Watermain Replacement	Coolidge:W-E side M-1	S		W & S	W	592		(64,400)				
244			Sewer Lining	City Wide	U	350,000					0				
245			Sewer Lining	City Wide	S		W & S	S	592		(350,000)				
246			Relief Sewer	Crooks:12 Mi-Beech	U	242,500					0				
247			Relief Sewer	Crooks:12 Mi-Beech	S		W & S	S	592		(242,500)				
248			Watermain Spot Improvement	Catalpa:M-1-Main	U	152,300						0			
249			Watermain Spot Improvement	Catalpa:M-1-Main	S		W & S	W	592			(152,300)			
250			Watermain Replacement	Fourth:Washington-Center	U	63,400						0			
251			Watermain Replacement	Fourth:Washington-Center	S		W & S	W	592			(63,400)			
252			Watermain Replacement	Washington:Fourth-Second	U	193,100						0			
253			Watermain Replacement	Washington:Fourth-Second	S		W & S	W	592			(193,100)			
254			Watermain Interconnection	Washington @ Second	U	26,200						0			
255			Watermain Interconnection	Washington @ Second	S		W & S	W	592			(26,200)			
256			Watermain Interconnection	Washington @ 11 Mi	U	26,200						0			
257			Watermain Interconnection	Washington @ 11 Mi	S		W & S	W	592			(26,200)			
258			Watermain Replacement	Lincoln:W-E side M-1	U	64,400						0			
259			Watermain Replacement	Lincoln:W-E side M-1	S		W & S	W	592			(64,400)			
260	8135		Watermain Replacement	M-1 NB:Kenilworth-Lincoln	U	593,500						0			
261	8135		Watermain Replacement	M-1 NB:Kenilworth-Lincoln	S		W & S	W	592			(593,500)			
262	8135		Watermain Replacement	Harrison:Lafayette-Washington	U	123,700						0			
263	8135		Watermain Replacement	Harrison:Lafayette-Washington	S		W & S	W	592			(123,700)			
264			Watermain Replacement	Harrison:Main-CN Rrwy	U	256,100						0			
265			Watermain Replacement	Harrison:Main-CN Rrwy	S		W & S	W	592			(256,100)			
266	8135		Relief Sewer	M-1+Harrison:Lincoln-Washing	U	826,300						0			
267	8135		Relief Sewer	M-1+Harrison:Lincoln-Washing	S		W & S	S	592			(826,300)			
268	8135		Relief Sewer	Harrison:Main-150'E Main	U	53,200						0			
269	8135		Relief Sewer	Harrison:Main-150'E Main	S		W & S	S	592			(53,200)			
270			Watermain Replacement	Forestdale:Cambridge-Farnum	U	110,800							0		
271			Watermain Replacement	Forestdale:Cambridge-Farnum	S		W & S	W	592				(110,800)		
272			Watermain Replacement	Sherman:Josephine-32' E baker	U	204,900							0		
273			Watermain Replacement	Sherman:Josephine-32' E baker	S		W & S	W	592				(204,900)		
274			Watermain Replacement	Sherman:Maxwell-240' W Max	U	55,700							0		
275			Watermain Replacement	Sherman:Maxwell-240' W Max	S		W & S	W	592				(55,700)		
276			Watermain Replacement	Maple:Louis-Park Ave	U	217,500								0	

CAPITAL PROJECTS SUMMARY

Ln	Proj	Contract	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Count =	309			Total	38,664,500				(7,045,900)	(9,377,900)	(6,015,400)	(9,107,400)	(6,942,900)	(175,000)
CAPITAL PROJECTS															
5 YEAR SUMMARY															
SOURCES & USES															
SOURCES															
						(4,818,000)	Federal Grants	100		(70,000)	(1,633,000)	(1,340,000)	(1,775,000)	0	0
						0	Other Sources	999		0	0	0	0	0	0
						0	General	101		0	0	0	0	0	0
						(8,854,400)	Major St	202		(1,060,200)	(2,018,000)	(814,000)	(2,597,200)	(2,365,000)	0
						(3,316,950)	Local St	203		(680,950)	(668,000)	(603,000)	(590,000)	(605,000)	(170,000)
						(350,000)	DDA	247		(350,000)	0	0	0	0	0
						(2,526,700)	CDBG	274		(526,700)	(500,000)	(500,000)	(500,000)	(500,000)	0
						(1,026,000)	Parking	516		0	(1,026,000)	0	0	0	0
						(17,126,500)	Water & Sewer	592		(4,077,100)	(3,427,900)	(2,653,400)	(3,570,200)	(3,397,900)	0
						(645,950)	Special Assmt	850		(280,950)	(105,000)	(105,000)	(75,000)	(75,000)	(5,000)
						(38,664,500)	Total			(7,045,900)	(9,377,900)	(6,015,400)	(9,107,400)	(6,942,900)	(175,000)
USES															
						(14,262,400)	MS			(1,250,200)	(3,776,000)	(2,269,000)	(4,487,200)	(2,480,000)	0
						(7,274,600)	LS			(1,623,600)	(1,423,000)	(1,368,000)	(1,325,000)	(1,360,000)	(175,000)
						(21,537,000)	Street Projects			(2,873,800)	(5,199,000)	(3,637,000)	(5,812,200)	(3,840,000)	(175,000)
						(11,897,200)	W			(2,807,100)	(2,460,400)	(1,498,900)	(2,620,500)	(2,510,300)	0
						(3,839,300)	S			(1,000,000)	(692,500)	(879,500)	(674,700)	(592,600)	0
						(15,736,500)	Water & Sewer			(3,807,100)	(3,152,900)	(2,378,400)	(3,295,200)	(3,102,900)	0
						(365,000)	SW			(365,000)	0	0	0	0	0
						(1,026,000)	P			0	(1,026,000)	0	0	0	0
						(1,391,000)	Sidewalk & Parking			(365,000)	(1,026,000)	0	0	0	0



insight

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City of Royal Oak and Recreation Department Newsletter
 211 Williams • P.O. Box 64 • Royal Oak, MI 48068-0064 • www.ci.royal-oak.mi.us



**38th Annual
 Royal Oak
 Outdoor Art Fair**
July 12 & 13, 2008

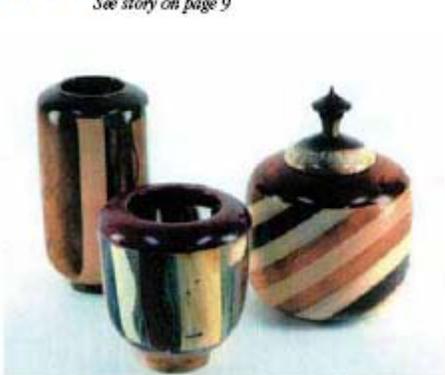
See story on page 9



Steve Anderson – Cedar Springs, MI



Hanan Ingel – Berkeley, CA



Larry Hutchinson – Inglis, FL



Tom DeGault – Plymouth, MI

Recreation Programs	2-11	Registration Forms	12-13
Senior Programs	15-22	Ice Arena.....	11
City Notes	23-35	Royal Oak Public Library Leaflet	Center



Recreation Fund Summary

The Recreation Department has a staff of two, the Superintendent of Recreation and a Municipal Clerk III.

The Royal Oak Recreation Department has various responsibilities to help improve the quality of life for the residents of Royal Oak.

In the area of recreation, the major responsibility of the Superintendent of Recreation is to offer a variety of leisure programs for toddlers, youth, adults, and seniors. The team is responsible for marketing, registration, hiring of staff, equipment, supplies, facilities, budget and evaluation.

Infant and Toddlers:

Our Four Seasons Preschool is a state licensed preschool program, children participate in a 33-week curriculum at the Senior Community Center. (57 participants)

Year-round play classes such as messy me, parent and toddler and drop-in opportunities are available at the Salter Community Center. (350 participants)

Youth Sports and Enrichment:

Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (892 participants)

Summer Day Camp:

An eight week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Upton Elementary School. (400 participants)

Adult Sports Leagues:

Softball 67 teams, women's soccer 10 teams, basketball 17 teams, volleyball 36 teams, touch football 16 teams, sand volleyball 24 teams. (est. 2100 participants)

Adult Enrichment:

Programs include tai-chi, yoga, ballroom dance, and knitting. (est. 345 participants)

Adult Fitness:

Classes include aerobics, kickboxing, pilates, abs, glutes, and thighs. (1152 participants)

Cultural Events: The 38th Annual Royal Oak Art Fair will be held July 12th and 13th at Memorial Park. One hundred artists from all over the United States participate in this annual event.

The Superintendent is responsible for the Salter Community Center; maintenance, and all day-to-day operations at the center as well as all budgetary challenges. All facility use and rentals go through the Department.

The Superintendent assists the Senior Citizen Coordinator at the Mahany/Meininger Senior Center and the Ice Arena Manager with operations and/or challenges that may present themselves.

The Superintendent works with every community youth athletic organization to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and football fields (3). Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2007 = 128)

The Superintendent oversees the contracts and operations of the following recreational entities in the City of Royal Oak:

- Royal Oak and Normandy Oaks Golf Courses
- Royal Oak Golf Center
- Grand Slam Batting Training Center
- Total Soccer

The Superintendent of Recreation is the liaison between the city and school district for the implementation of the in-kind service agreement as it relates to recreational facility usage.

The Superintendent has assumed the responsibilities of working with every city department in producing from cover to cover the City's quarterly newsletter.

	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF REC & PUBLIC SRVC	1	1	1	0	0	0
SUPERINTENDENT - RECREATION	1	1	1	1	1	1
CS 3 - RECREATION	1	1	0	0	0	0
RECREATION - MC 3	1	1	1	1	1	1
Total	4	4	3	2	2	2

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	33	(54,106)	(106,871)	(158,101)	(158,472)	(139,458)
Revenues and transfers from other funds	684,345	685,719	705,227	746,996	792,344	841,652
Expenditures and transfers to other funds	738,484	738,484	756,457	747,367	773,330	800,288
Net Change in Net Assets	(54,139)	(52,765)	(51,230)	(371)	19,014	41,364
Ending Unrestricted Net Assets	(54,106)	(106,871)	(158,101)	(158,472)	(139,458)	(98,094)

508.000 Revenue

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	565,677	7,378	0	13,403	586,458
2005-2006 Actual	0	0	579,414	0	0	159,744	739,157
2006-2007 Actual	0	0	602,045	3,025	0	0	605,070
2007-2008 Original Budget	0	0	570,307	0	0	0	570,307
2007-2008 Adjusted Budget (Dec)	0	0	570,307	0	0	0	570,307
2007-2008 Six Month Actual	0	0	281,088	0	0	0	281,088
2007-2008 Estimated Year End	0	0	596,345	0	0	88,000	684,345
2008-2009 Dept Request	0	0	597,719	0	0	88,000	685,719
2008-2009 Manager's Budget	0	0	597,719	0	0	88,000	685,719
2008-2009 Approved Budget	0	0	597,719	0	0	88,000	685,719
2009-2010 Projected Budget	0	0	617,227	0	0	88,000	705,227
2010-2011 Projected Budget	0	0	656,356	0	0	90,640	746,996
2011-2012 Projected Budget	0	0	698,985	0	0	93,359	792,344
2012-2013 Projected Budget	0	0	745,492	0	0	96,160	841,652

508.751 Recreation

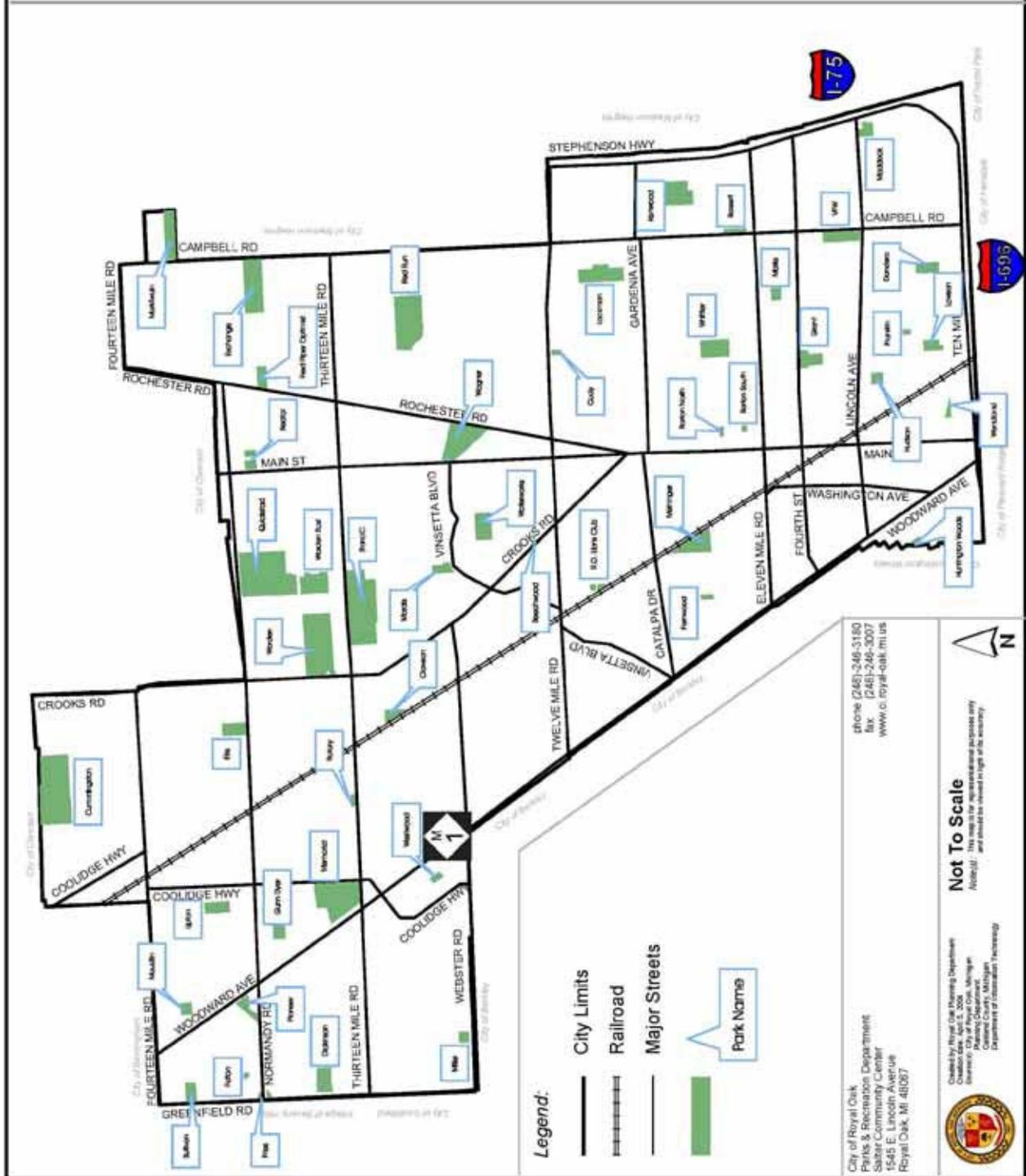
508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	241,579	19,574	0	237,413	0	498,567
2005-2006 Actual	241,679	20,408	0	281,587	0	543,674
2006-2007 Actual	239,727	11,795	0	301,573	0	553,095
2007-2008 Original Budget	248,648	18,500	0	284,957	0	552,105
2007-2008 Adjusted Budget (Dec)	248,648	18,500	0	284,957	0	552,105
2007-2008 Six Month Actual	142,723	6,539	0	163,070	0	312,332
2007-2008 Estimated Year End	248,159	11,500	0	299,589	0	559,248
2008-2009 Dept Request	254,953	11,500	0	326,131	0	592,584
2008-2009 Manager's Budget	254,953	11,500	0	326,131	0	592,584
2008-2009 Approved Budget	254,953	11,500	0	326,131	0	592,584
2009-2010 Projected Budget	264,173	11,500	0	334,884	0	610,557
2010-2011 Projected Budget	270,777	12,075	0	349,131	0	631,983
2011-2012 Projected Budget	277,547	12,679	0	364,014	0	654,240
2012-2013 Projected Budget	284,485	13,313	0	379,565	0	677,363

508.752 Salter Community Center

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	4,295	0	150,413	0	154,708
2005-2006 Actual	0	5,236	0	158,431	0	163,667
2006-2007 Actual	0	6,935	0	148,826	0	155,761
2007-2008 Original Budget	0	4,000	0	139,600	0	143,600
2007-2008 Adjusted Budget (Dec)	0	4,000	0	139,600	0	143,600
2007-2008 Six Month Actual	0	2,953	0	62,365	0	65,318
2007-2008 Estimated Year End	0	4,500	0	139,400	0	143,900
2008-2009 Dept Request	0	4,500	0	141,400	0	145,900
2008-2009 Manager's Budget	0	4,500	0	141,400	0	145,900
2008-2009 Approved Budget	0	4,500	0	141,400	0	145,900
2009-2010 Projected Budget	0	4,500	0	141,400	0	145,900
2010-2011 Projected Budget	0	4,750	0	110,634	0	115,384
2011-2012 Projected Budget	0	5,015	0	114,076	0	119,091
2012-2013 Projected Budget	0	5,296	0	117,628	0	122,924

Municipal Parks Map

w/ Major Streets
City of Royal Oak, Michigan





Auto Parking Summary

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. Operations have two divisions: parking and enforcement.

The City Commission decides rates and the number of parking spots to allow based on recommendations from the Downtown Development Authority. There are 3,323 spaces managed overall: 625 on street and 2,698 off street. A consultant reviewed the system in 2006 and recommended expansion. Discussions are on-going. Nothing is budgeted for expansion at this time.

Parking rates were increased for 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. For FY2009, parking fees and permits make up nearly all of the \$3,123,120 of expected revenue.

The Department of Public Services (DPS) Parking Division builds and maintains all spaces and collects parking fees. DPS employs three full-time staff plus various part-time staff. The budget authorizes \$3,743,910 for DPS operations. This includes \$1,026,000 for capital repairs to the Center Street deck (\$830,000) and repaving the Williams Street lot (\$196,000).

In the Parking Fund, the Police Department budgets \$231,398 for its Parking Enforcement division of ten Parking Enforcement Officers. These employees write tickets for expired meters and other parking violations. In the General Fund, the District Court adjudicates the violations and collects the fines.

	03/04	04/05	05/06	06/07	07/08	08/09
TRAFFIC SERVICE SUPERVISOR	1	1	1	1	1	1
PARKING METER TECHNICIAN	2	2	2	2	2	2
Total	3	3	3	3	3	3

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	3,355,210	3,632,800	2,780,622	2,828,170	2,845,677	2,809,741
Revenues and transfers from other funds	3,220,256	3,123,130	3,122,654	3,122,654	3,122,654	3,122,654
Expenditures and transfers to other funds	2,942,666	3,975,308	3,075,106	3,105,147	3,158,590	3,222,264
Net Change in Net Assets	277,590	(852,178)	47,548	17,507	(35,936)	(99,610)
Ending Unrestricted Net Assets	3,632,800	2,780,622	2,828,170	2,845,677	2,809,741	2,710,131

516.000 Auto Parking Revenue

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	2,027,402	66,192	10,000	809,874	2,913,468
2005-2006 Actual	0	0	2,073,707	93,572	303,829	775,879	3,246,987
2006-2007 Actual	0	0	2,214,548	122,971	115	599,049	2,936,683
2007-2008 Original Budget	0	0	2,093,000	36,000	0	613,530	2,742,530
2007-2008 Adjusted Budget (Dec)	0	0	2,093,000	36,000	0	613,530	2,742,530
2007-2008 Six Month Actual	0	0	1,238,655	62,502	0	146,578	1,447,735
2007-2008 Estimated Year End	0	0	2,464,500	137,600	0	618,156	3,220,256
2008-2009 Dept Request	0	0	2,458,000	51,600	0	613,530	3,123,130
2008-2009 Manager's Budget	0	0	2,458,000	51,600	0	613,530	3,123,130
2008-2009 Approved Budget	0	0	2,458,000	51,600	0	613,530	3,123,130
2009-2010 Projected Budget	0	0	2,458,000	51,200	0	613,454	3,122,654
2010-2011 Projected Budget	0	0	2,458,000	51,200	0	613,454	3,122,654
2011-2012 Projected Budget	0	0	2,458,000	51,200	0	613,454	3,122,654
2012-2013 Projected Budget	0	0	2,458,000	51,200	0	613,454	3,122,654

516.316 Parking Enforcement

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	99,022	11,083	0	8,610	0	118,715
2005-2006 Actual	91,813	8,318	0	10,460	0	110,591
2006-2007 Actual	130,814	5,578	0	10,820	0	147,212
2007-2008 Original Budget	201,209	15,500	0	12,489	0	229,198
2007-2008 Adjusted Budget (Dec)	201,209	15,500	0	12,489	0	229,198
2007-2008 Six Month Actual	69,349	6,870	0	8,559	0	84,778
2007-2008 Estimated Year End	203,209	12,500	0	12,489	0	228,198
2008-2009 Dept Request	202,809	15,500	0	14,758	0	233,067
2008-2009 Manager's Budget	202,809	15,500	0	13,089	0	231,398
2008-2009 Approved Budget	202,809	15,500	0	13,089	0	231,398
2009-2010 Projected Budget	203,050	15,500	0	15,281	0	233,831
2010-2011 Projected Budget	208,126	15,605	0	15,407	0	239,138
2011-2012 Projected Budget	213,329	15,713	0	15,537	0	244,579
2012-2013 Projected Budget	218,663	15,825	0	15,670	0	250,158

516.570 Auto Parking

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	433,900	62,950	0	2,442,311	517,699	3,456,859
2005-2006 Actual	484,602	60,589	0	2,025,134	475,879	3,046,204
2006-2007 Actual	505,481	71,409	0	2,058,119	318,211	2,953,220
2007-2008 Original Budget	543,501	91,110	0	1,532,309	292,357	2,459,277
2007-2008 Adjusted Budget (Dec)	543,501	91,110	0	1,532,309	312,357	2,479,277
2007-2008 Six Month Actual	291,135	36,728	0	501,878	157,100	986,841
2007-2008 Estimated Year End	572,191	87,175	0	1,710,127	344,975	2,714,468
2008-2009 Dept Request	573,848	103,025	252,000	2,493,143	330,610	3,752,626
2008-2009 Manager's Budget	573,848	103,025	252,000	2,493,537	321,500	3,743,910
2008-2009 Approved Budget	573,848	103,025	252,000	2,493,537	321,500	3,743,910
2009-2010 Projected Budget	590,764	105,025	100,000	1,729,952	315,534	2,841,275
2010-2011 Projected Budget	605,533	111,156	110,000	1,759,488	279,831	2,866,009
2011-2012 Projected Budget	620,671	117,719	121,000	1,791,169	263,451	2,914,011
2012-2013 Projected Budget	636,188	124,749	133,100	1,825,171	252,899	2,972,107

516 Downtown Parking Maps

On-Street Public Parking

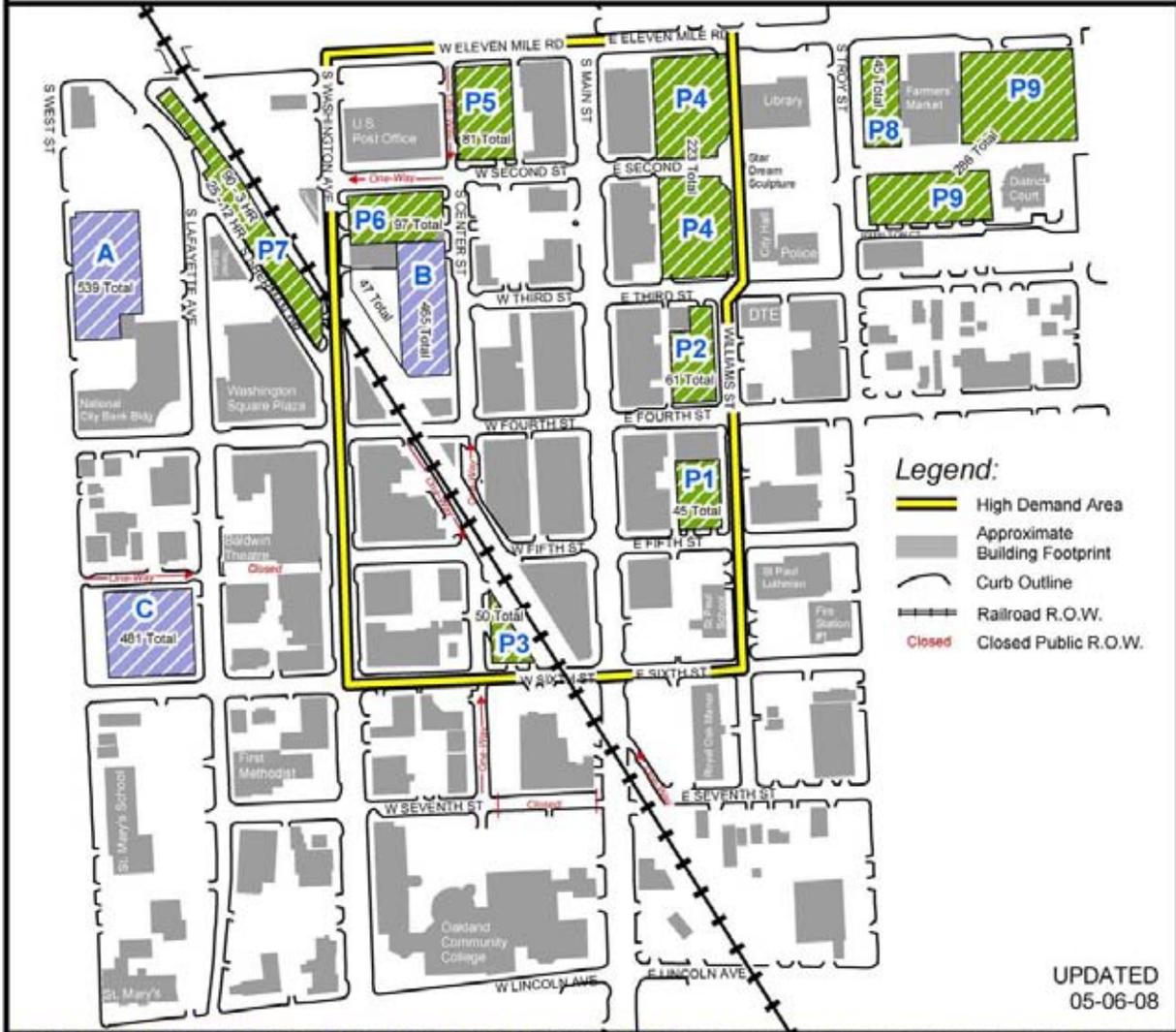
within the Central Business District
City of Royal Oak, Michigan



On-Street Meters in High Demand Area		All Other On-Street Meters
10:00am - 4:59 pm (50 cents / Hour) Nickel - 6 Minutes Dime - 12 Minutes Quarter - 30 Minutes	5:00 pm - 10:00 pm (75 cents / Hour) Nickel - 4 Minutes Dime - 8 Minutes Quarter - 20 Minutes	10:00 am - 10:00 pm (50 cents / Hour) Nickel - 6 Minutes Dime - 12 Minutes Quarter - 30 Minutes
* Post Office meters (50 cents / 30 minutes)		2 Hour Limit, All On-Street Meters On-Street Hang Tags - Restricted to Specific Locations \$9 / day - Construction Parking Hang Tags Available at the City Treasurer's Office
<p>Created by: Royal Oak Planning Department Creation date: May 6, 2008 Sources: City of Royal Oak, Michigan Planning Department Oakland County, Michigan Department of Information Technology Footprints based on G.C. Aerial Photo</p>		<p>Legend:</p> <ul style="list-style-type: none"> High Demand Area Approximate Building Footprint Curb Outline Railroad R.O.W. Closed Public R.O.W.
		<p>Not To Scale</p> <p>Note(s) This map is for representational purposes only and should be viewed in light of its accuracy.</p>

Off-Street Public Parking

within the Central Business District
City of Royal Oak, Michigan



Surface Parking Lots		Parking Structures	
<p>Rates Inside High Demand Area</p> <p>10:00 am - 4:59 pm (50 cents / Hour) 5:00 pm - 10:00 pm (75 cents / Hour)</p> <p>P1 5th & Williams St P4 Williams St. (City Hall) P2 3rd & Williams St P5 Center St (at 2nd St) P3 6th & Center St P6 2nd St</p> <p>Rates Outside High Demand Area</p> <p>P7 Sherman Drive (3 HR & 12 HR meters 50 cents / Hour) P8 Farmers' Market Pay And Display Lot & P9 Farmers' Market Metered Lot 10:00 am - 4:59 pm (25 cents / Hour) 5:00 pm - 10:00 pm (50 cents / Hour)</p> <p>Farmers' Market lots - FREE during regular market hours</p>		<p>A Lafayette Ave Lafayette Ave. Structure B Center Street 5th & Lafayette Structure C 5th & Lafayette</p> <p>1 month \$35 3 months \$95 6 months \$178</p> <p>Center St Structure 1 month \$40 3 months \$111 6 months \$204</p> <p>Parking passes may be purchased at the City Treasurer's Office</p>	
<p>Hang Tags for all surface lots along Williams Street \$60 / 1 month (10am - 10pm ONLY)</p> <p>Hang Tags for P7 - Sherman Dr surface lot (12 hours maximum) \$25 / 1 month</p> <p>Parking passes may be purchased at the City Treasurer's Office</p>		<p>2 Hours of FREE PARKING Monday - Saturday 8am - 5pm</p> <p>Over 2 Hours, 50 cents / hour</p> <p>\$ 3 flat rate after 5pm Monday - Saturday</p> <p>Hours of Enforcement 10 am - 10 pm</p> <p>FREE PARKING City-wide on Sundays & Civic Holidays</p>	
<p>Not To Scale</p> <p><small>AtRisk: This map is for informational purposes only and should be used in light of its accuracy. Created by Royal Oak Planning Department, October 2004, May 2008. Provided by: City of Royal Oak, Michigan Planning Department, Oakland County, Michigan Department of Information Technology, Progress Source LLC, Royal Oak.</small></p>			



Farmers Market Summary

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 monies generated are used to bring to the community a first class venue for providing many services and activities including: A well rounded Farmers' Market, offering the best of the state's harvest, an excellent weekly antiques and collectibles show, exciting events, such as, the winter shows, Memorial Day Pancake Breakfast, the City's Tree Lighting event, etc.

The market is developing a market to pursue rental opportunities in the coming year.

The market is now in a position to generate additional funds that will allow continued growth. This will positively impact future Market and/or City budgets.

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	186,461	283,975	245,404	268,674	280,291	279,764
Revenues and transfers from other funds	299,322	330,000	330,000	330,000	330,000	330,000
Expenditures and transfers to other funds	201,808	368,571	306,730	318,383	330,527	343,186
Net Change in Net Assets	97,514	(38,571)	23,270	11,617	(527)	(13,186)
Ending Unrestricted Net Assets	283,975	245,404	268,674	280,291	279,764	266,578

551.000 Revenue

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	272,294	23,179	0	149	295,622
2005-2006 Actual	0	6,672	276,736	34,754	0	500,000	818,162
2006-2007 Actual	0	6,562	275,864	7,315	390	0	290,131
2007-2008 Original Budget	0	7,000	281,700	10,000	0	622	299,322
2007-2008 Adjusted Budget (Dec)	0	7,000	281,700	10,000	0	622	299,322
2007-2008 Six Month Actual	0	5,090	143,538	459	420	0	149,507
2007-2008 Estimated Year End	0	7,000	281,700	10,000	0	622	299,322
2008-2009 Dept Request	0	6,000	324,000	0	0	0	330,000
2008-2009 Manager's Budget	0	6,000	324,000	0	0	0	330,000
2008-2009 Approved Budget	0	6,000	324,000	0	0	0	330,000
2009-2010 Projected Budget	0	6,000	324,000	0	0	0	330,000
2010-2011 Projected Budget	0	6,000	324,000	0	0	0	330,000
2011-2012 Projected Budget	0	6,000	324,000	0	0	0	330,000
2012-2013 Projected Budget	0	6,000	324,000	0	0	0	330,000

551.545 Farmers Market

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	48,572	7,207	0	158,628	0	214,407
2005-2006 Actual	58,260	5,778	0	195,895	0	259,934
2006-2007 Actual	28,134	6,812	0	235,983	0	270,929
2007-2008 Original Budget	17,207	6,950	0	273,141	0	297,298
2007-2008 Adjusted Budget (Dec)	17,207	6,950	0	273,141	0	297,298
2007-2008 Six Month Actual	9,180	2,171	0	117,281	0	128,632
2007-2008 Estimated Year End	21,050	7,750	0	339,755	0	368,555
2008-2009 Dept Request	17,646	7,500	0	402,350	0	427,496
2008-2009 Manager's Budget	17,646	7,500	0	402,350	0	427,496
2008-2009 Approved Budget	17,646	7,500	0	402,350	0	427,496
2009-2010 Projected Budget	18,006	7,700	0	339,874	0	365,580
2010-2011 Projected Budget	18,456	8,074	0	353,618	0	380,148
2011-2012 Projected Budget	18,918	8,466	0	367,966	0	395,350
2012-2013 Projected Budget	19,390	8,878	0	382,948	0	411,217

551.775 Farmers Market Concessions

551.775 FARMERS MARKET CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	43	0	17	0	60
2005-2006 Actual	0	0	0	370	0	370
2006-2007 Actual	0	0	0	511	0	511
2007-2008 Original Budget	0	0	0	950	0	950
2007-2008 Adjusted Budget (Dec)	0	0	0	950	0	950
2007-2008 Six Month Actual	0	0	0	272	0	272
2007-2008 Estimated Year End	0	0	0	1,000	0	1,000
2008-2009 Dept Request	0	0	0	1,075	0	1,075
2008-2009 Manager's Budget	0	0	0	1,075	0	1,075
2008-2009 Approved Budget	0	0	0	1,075	0	1,075
2009-2010 Projected Budget	0	0	0	1,150	0	1,150
2010-2011 Projected Budget	0	0	0	1,235	0	1,235
2011-2012 Projected Budget	0	0	0	1,327	0	1,327
2012-2013 Projected Budget	0	0	0	1,427	0	1,427

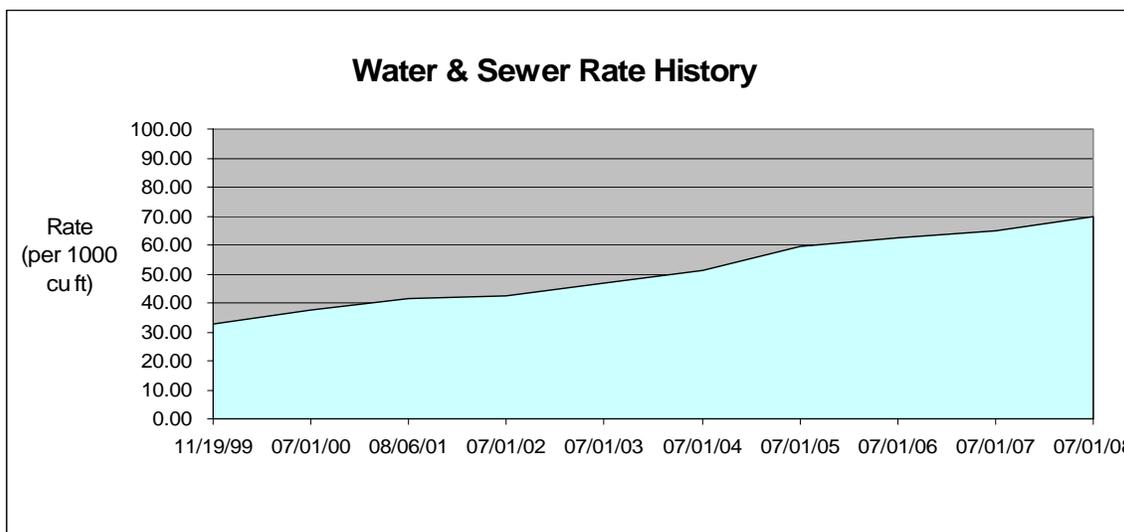
Water & Sewer Summary

The purpose of the Water and Sewer Fund is to provide the community both water distribution and sewage collection services. The fund 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 provides treated water from the Great Lakes and later treats the sewerage before returning it downstream.

Revenues are generated based on the amount of water used by residential and commercial customers. Revenue, generated through user charges, of about \$22 million is budgeted for this year. Appropriations total just under \$22.7 million for the Water and Sewer Fund.

Based on the analysis by the Finance Department of the Water and Sewer Fund, the City's water and sewer rates will be increased by 7.69% on the first tier usage rate, with an increase of 8.57% on the second tier usage rate. There will not be an increase in the administrative charge, as we have managed to keep the related costs steady. For the median water customer who uses 1,700 cubic feet per quarter, their quarterly bill would be \$120.75 or an \$8.50 increase.

Contributing to our rate increase are the increases in the Oakland County Drain Commission rates for sewage disposal, an increase of 7.1%, and the storm water charge, an increase of 6.2%. In addition, the Water and Sewer Fund has a projected increase of \$1.7 million in capital projects or a total of \$3.7 million for projects this year. However, the rate that SOCWA charges us to purchase water remains unchanged.



The system is operated and maintained by a staff of 27 persons assigned to six divisions:

- Engineering – Designs and builds new or replaces existing infrastructure such as water transmission mains and combined sewage lines. It also provides special studies as required.
- Administration – Provides financial, personnel and management support to the department and pays for the purchase of potable water from SOCWA.
- Water Billing – In the Treasurer's office, is the primary contact point to customers to answer questions and solve problems. This unit bills customers, processes payments and keeps record of all water accounts in the City.
- Water Maintenance – Maintains the flow system that includes all water mains, valves and fire hydrants; and insures backflow prevention.
- Meter Services – Provides on-site installation and maintenance of all meters and obtains meter reads for billing.
- Sewer Maintenance – Maintains the sewage system that gathers waste water from homes and businesses, and storm water from the streets for transmission to OCDC system and eventual treatment by the DWSD.

	03/04	04/05	05/06	06/07	07/08	08/09
WATER BILLING MC1					1	0
WTR SRVC - MC 3	2	2	2	2	1	1
Total	2	2	2	2	2	1

	03/04	04/05	05/06	06/07	07/08	08/09
WATER MAINT WORKER II	4	4	4	5	5	4
WATER MAINTENANCE WORKER	4	4	3	3	3	4
WATER SERVICE MC 3	1	1	1	1	1	1
Total	9	9	8	9	9	9

	03/04	04/05	05/06	06/07	07/08	08/09
DPS SUPERVISOR - WATER	1	1	1	1	1	1
WATER SERVICE WORKER	5	5	5	5	5	5
Total	6	6	6	6	6	6

	03/04	04/05	05/06	06/07	07/08	08/09
SUPERINTENDENT - WATER & SEWER	1	1	1	1	0	0
DPS SUPERVISOR - SEWER	1	1	1	1	1	1
SEWER MAINT WORKER (TEMP)	0	0	0	0	1	1
SEWER MAINT WORKER	4	4	3	3	3	3
SEWER MAINT WORKER II	4	4	4	4	4	4
Total	10	10	9	9	9	9

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	3,972,681	6,347,938	6,064,411	5,518,658	4,624,682	3,432,330
Revenues and transfers from other funds	22,196,770	22,408,881	23,293,817	24,217,260	25,177,474	26,175,927
Expenditures and transfers to other funds	19,821,513	22,692,408	23,839,569	25,111,236	26,369,826	26,984,716
Net Change in Net Assets	2,375,257	(283,527)	(545,753)	(893,977)	(1,192,352)	(808,789)
Ending Unrestricted Net Assets	6,347,938	6,064,411	5,518,658	4,624,682	3,432,330	2,623,541

592.000 Revenue

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	16,728,932	82,577	48,490	53,631	16,913,629
2005-2006 Actual	0	246,939	19,083,625	130,171	32,138	11,858	19,504,731
2006-2007 Actual	0	0	19,659,036	441,302	55,366	15,176	20,170,880
2007-2008 Original Budget	0	0	20,163,833	55,000	35,490	15,000	20,269,323
2007-2008 Adjusted Budget (Dec)	0	0	20,163,833	55,000	35,490	15,000	20,269,323
2007-2008 Six Month Actual	0	0	12,109,877	8,801	76,910	0	12,195,588
2007-2008 Estimated Year End	0	0	22,088,159	10,000	83,611	15,000	22,196,770
2008-2009 Dept Request	0	0	22,348,391	10,000	35,490	15,000	22,408,881
2008-2009 Manager's Budget	0	0	22,348,391	10,000	35,490	15,000	22,408,881
2008-2009 Approved Budget	0	0	22,348,391	10,000	35,490	15,000	22,408,881
2009-2010 Projected Budget	0	0	23,228,327	15,000	35,490	15,000	23,293,817
2010-2011 Projected Budget	0	0	24,150,460	15,300	36,200	15,300	24,217,260
2011-2012 Projected Budget	0	0	25,109,338	15,606	36,924	15,606	25,177,474
2012-2013 Projected Budget	0	0	26,106,429	15,918	37,662	15,918	26,175,927

592.447 Engineering

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	176,209	2,135	0	38,417	0	216,761
2005-2006 Actual	219,561	6,027	0	843,772	0	1,069,360
2006-2007 Actual	45,448	0	0	221	0	45,669
2007-2008 Original Budget	196,724	0	0	20,000	0	216,724
2007-2008 Adjusted Budget (Dec)	196,724	0	0	20,000	0	216,724
2007-2008 Six Month Actual	26,596	0	0	19,693	0	46,289
2007-2008 Estimated Year End	52,765	0	0	0	0	52,765
2008-2009 Dept Request	214,401	0	0	3,645,981	0	3,860,382
2008-2009 Manager's Budget	214,401	0	0	3,645,981	0	3,860,382
2008-2009 Approved Budget	214,401	0	0	3,645,981	0	3,860,382
2009-2010 Projected Budget	228,167	0	0	3,903,400	0	4,131,567
2010-2011 Projected Budget	233,871	0	0	4,070,200	0	4,304,071
2011-2012 Projected Budget	239,718	0	0	4,147,900	0	4,387,618
2012-2013 Projected Budget	245,711	0	0	3,500,000	0	3,745,711

592.536 Water & Sewer Administration

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	4,915,746	196,159	5,111,906
2005-2006 Actual	0	0	0	5,189,857	204,050	5,393,907
2006-2007 Actual	0	0	0	5,371,024	379,445	5,750,469
2007-2008 Original Budget	0	0	0	5,246,153	1,169,326	6,415,479
2007-2008 Adjusted Budget (Dec)	0	0	0	5,246,153	1,169,326	6,415,479
2007-2008 Six Month Actual	0	0	0	2,550,828	565,156	3,115,984
2007-2008 Estimated Year End	0	0	0	5,243,453	1,189,595	6,433,048
2008-2009 Dept Request	0	0	0	5,389,819	1,128,196	6,518,015
2008-2009 Manager's Budget	0	0	0	5,389,819	1,128,196	6,518,015
2008-2009 Approved Budget	0	0	0	5,389,819	1,128,196	6,518,015
2009-2010 Projected Budget	0	0	0	5,502,888	1,075,451	6,578,339
2010-2011 Projected Budget	0	0	0	5,665,585	1,107,715	6,773,300
2011-2012 Projected Budget	0	0	0	5,833,116	1,140,946	6,974,062
2012-2013 Projected Budget	0	0	0	6,005,624	1,175,174	7,180,798

592.537 Water Billing

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	127,804	184	0	29,340	0	157,328
2005-2006 Actual	141,098	1,166	0	36,732	0	178,996
2006-2007 Actual	134,552	314	0	36,406	0	171,272
2007-2008 Original Budget	174,823	200	0	24,300	0	199,323
2007-2008 Adjusted Budget (Dec)	134,309	200	0	24,300	0	158,809
2007-2008 Six Month Actual	55,999	61	0	10,643	0	66,703
2007-2008 Estimated Year End	116,912	200	0	24,300	0	141,412
2008-2009 Dept Request	119,306	200	0	38,500	0	158,006
2008-2009 Manager's Budget	119,306	200	0	38,500	0	158,006
2008-2009 Approved Budget	119,306	200	0	38,500	0	158,006
2009-2010 Projected Budget	125,097	200	0	40,300	0	165,597
2010-2011 Projected Budget	128,224	206	0	42,315	0	170,745
2011-2012 Projected Budget	131,430	212	0	44,431	0	176,073
2012-2013 Projected Budget	134,716	219	0	46,652	0	181,587

592.538 Water Maintenance

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	681,955	63,716	0	587,265	0	1,332,936
2005-2006 Actual	746,099	47,488	0	542,459	0	1,336,046
2006-2007 Actual	803,292	83,485	0	587,390	0	1,474,167
2007-2008 Original Budget	851,332	86,560	0	1,245,934	0	2,183,826
2007-2008 Adjusted Budget (Dec)	851,332	86,560	0	1,245,934	0	2,183,826
2007-2008 Six Month Actual	458,118	48,429	0	237,483	0	744,030
2007-2008 Estimated Year End	875,298	82,025	0	1,263,650	0	2,220,973
2008-2009 Dept Request	933,826	93,100	0	479,474	0	1,506,400
2008-2009 Manager's Budget	933,826	93,100	0	479,474	0	1,506,400
2008-2009 Approved Budget	933,826	93,100	0	479,474	0	1,506,400
2009-2010 Projected Budget	968,484	92,600	0	512,436	0	1,573,520
2010-2011 Projected Budget	992,696	98,171	0	559,190	0	1,650,057
2011-2012 Projected Budget	1,017,514	104,144	0	610,457	0	1,732,114
2012-2013 Projected Budget	1,042,951	110,551	0	666,681	0	1,820,184

592.539 Meter Services

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	400,176	73,864	0	119,356	0	593,395
2005-2006 Actual	430,936	80,165	0	157,848	0	668,949
2006-2007 Actual	461,143	73,749	0	171,217	0	706,109
2007-2008 Original Budget	632,934	100,825	0	43,011	0	776,770
2007-2008 Adjusted Budget (Dec)	632,934	100,825	0	43,011	0	776,770
2007-2008 Six Month Actual	284,026	34,021	0	21,120	0	339,167
2007-2008 Estimated Year End	575,009	80,550	0	46,080	0	701,639
2008-2009 Dept Request	693,165	86,475	0	36,413	0	816,053
2008-2009 Manager's Budget	693,165	86,475	0	36,413	0	816,053
2008-2009 Approved Budget	693,165	86,475	0	36,413	0	816,053
2009-2010 Projected Budget	720,811	86,475	0	36,929	0	844,215
2010-2011 Projected Budget	738,831	94,769	0	39,668	0	873,268
2011-2012 Projected Budget	757,302	103,880	0	42,632	0	903,814
2012-2013 Projected Budget	776,235	113,888	0	45,844	0	935,966

592.540 Sewer Maintenance

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	656,383	43,070	0	7,302,951	0	8,002,404
2005-2006 Actual	746,557	33,838	0	8,233,371	0	9,013,766
2006-2007 Actual	697,882	50,068	0	9,578,002	0	10,325,952
2007-2008 Original Budget	889,883	52,500	0	9,337,693	0	10,280,076
2007-2008 Adjusted Budget (Dec)	889,883	52,500	0	9,534,818	0	10,477,201
2007-2008 Six Month Actual	396,401	23,884	0	4,706,277	0	5,126,562
2007-2008 Estimated Year End	810,994	46,290	0	9,414,392	0	10,271,676
2008-2009 Dept Request	972,718	57,500	0	8,803,334	0	9,833,552
2008-2009 Manager's Budget	972,718	57,500	0	8,803,334	0	9,833,552
2008-2009 Approved Budget	972,718	57,500	0	8,803,334	0	9,833,552
2009-2010 Projected Budget	1,012,263	60,700	0	9,473,369	0	10,546,332
2010-2011 Projected Budget	1,037,570	63,665	0	10,238,560	0	11,339,794
2011-2012 Projected Budget	1,063,509	66,776	0	11,065,860	0	12,196,145
2012-2013 Projected Budget	1,090,097	70,041	0	11,960,334	0	13,120,471



Ice Arena Summary

The 2008/09 budget will require an increase in prime time ice rates from \$5 to \$10 hour. Major user groups were at \$205 hour & all others were \$210 hour. The new prime time rate will be \$215 hour for all users. Afternoon rates and non-prime time rates will increase \$5 hour. The new rates will be \$170 hour for afternoon and \$145 for non prime. These fees are in line with Berkley and Birmingham and much less than Troy or Hazel Park. Increases in the ice time fees will be necessary to offset increases in city services fees and some utility fees. The savings we have seen with DTE Energy fees will go to Johnson Controls to pay for the improvements. All other expenses are similar to last year's figures or have very slight increases.

Some capital expenditures will be needed this year. The main expenditure will be the replacement of the east arena floor and east arena matting, at a cost of approximately \$600,000. The floor has heaved greatly over the past two years and is unable to be shut down this summer in fear of the slab cracking. One compressor will need a top end overhaul.

The Dragons Youth Hockey Association has increased its ice time at the arena for next year and will be bringing their Cross-Ice Program to Royal Oak for the first time. This will bring an additional 100 new families to our facility.

With Little Caesars AAA Hockey program looking for a home, consideration should be given to a third sheet of ice.

The Ice Arena is looking forward to another good year, while maintaining last years amount of increase in retained earnings.

	03/04	04/05	05/06	06/07	07/08	08/09
DIRECTOR OF ARENA OPERATIONS	1	1	1	1	1	1
Total	1	1	1	1	1	1

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	713,413	793,101	956,072	992,180	1,212,068	1,450,145
Revenues and transfers from other funds	1,378,750	1,434,250	1,461,500	1,505,345	1,550,505	1,597,021
Expenditures and transfers to other funds	1,299,062	1,271,279	1,425,392	1,285,458	1,312,428	1,342,255
Net Change in Net Assets	79,688	162,971	36,108	219,888	238,077	254,765
Ending Unrestricted Net Assets	793,101	956,072	992,180	1,212,068	1,450,145	1,704,910

598.000 Revenue

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	1,317,323	16,754	0	0	1,334,077
2005-2006 Actual	0	0	1,343,202	28,625	5,000	0	1,376,827
2006-2007 Actual	0	0	1,307,531	30,508	0	0	1,338,039
2007-2008 Original Budget	0	0	1,418,150	23,000	0	0	1,441,150
2007-2008 Adjusted Budget (Dec)	0	0	1,418,150	23,000	0	0	1,441,150
2007-2008 Six Month Actual	0	0	528,375	2,356	0	0	530,731
2007-2008 Estimated Year End	0	0	1,368,750	10,000	0	0	1,378,750
2008-2009 Dept Request	0	0	1,424,250	10,000	0	0	1,434,250
2008-2009 Manager's Budget	0	0	1,424,250	10,000	0	0	1,434,250
2008-2009 Approved Budget	0	0	1,424,250	10,000	0	0	1,434,250
2009-2010 Projected Budget	0	0	1,449,500	12,000	0	0	1,461,500
2010-2011 Projected Budget	0	0	1,492,985	12,360	0	0	1,505,345
2011-2012 Projected Budget	0	0	1,537,775	12,731	0	0	1,550,505
2012-2013 Projected Budget	0	0	1,583,908	13,113	0	0	1,597,021

598.758 Ice Arena

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	96,225	19,926	0	847,941	89,358	1,053,450
2005-2006 Actual	108,391	20,033	0	893,177	76,943	1,098,544
2006-2007 Actual	110,939	17,010	0	849,515	63,859	1,041,323
2007-2008 Original Budget	146,529	24,950	0	917,398	77,566	1,166,443
2007-2008 Adjusted Budget (Dec)	146,529	24,950	0	917,398	77,566	1,166,443
2007-2008 Six Month Actual	64,060	8,079	0	371,247	36,269	479,655
2007-2008 Estimated Year End	146,529	23,750	0	896,616	77,567	1,144,462
2008-2009 Dept Request	157,896	25,050	600,000	912,179	35,357	1,730,482
2008-2009 Manager's Budget	157,896	25,050	0	910,006	35,357	1,128,309
2008-2009 Approved Budget	157,896	25,050	0	910,006	35,357	1,128,309
2009-2010 Projected Budget	166,960	25,050	150,000	919,670	20,442	1,282,122
2010-2011 Projected Budget	171,134	25,802	0	938,829	2,125	1,137,889
2011-2012 Projected Budget	175,412	26,576	0	958,445	0	1,160,433
2012-2013 Projected Budget	179,798	27,373	0	978,530	0	1,185,700

598.775 Concessions

598.775 CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	75,695	0	110,758	0	186,453
2005-2006 Actual	0	64,314	0	114,041	0	178,354
2006-2007 Actual	0	51,212	0	92,117	0	143,329
2007-2008 Original Budget	0	60,750	0	108,840	0	169,590
2007-2008 Adjusted Budget (Dec)	0	60,750	0	108,840	0	169,590
2007-2008 Six Month Actual	0	21,467	0	36,181	0	57,648
2007-2008 Estimated Year End	0	61,250	0	93,350	0	154,600
2008-2009 Dept Request	0	66,350	0	76,620	0	142,970
2008-2009 Manager's Budget	0	66,350	0	76,620	0	142,970
2008-2009 Approved Budget	0	66,350	0	76,620	0	142,970
2009-2010 Projected Budget	0	66,350	0	76,920	0	143,270
2010-2011 Projected Budget	0	68,341	0	79,228	0	147,568
2011-2012 Projected Budget	0	70,391	0	81,604	0	151,995
2012-2013 Projected Budget	0	72,502	0	84,053	0	156,555

Information Systems Fund Summary

The responsibility of the Information Systems Department is to provide computer, software, telecommunications, security and other technology services in support of the City's operational goals. The department also oversees application integration between the City and other organizations like the State of Michigan and Oakland County, and is responsible for the infrastructure that ties it all together. New this year is the cost allocation program which expenses all associated costs for technology support services back to each department on criteria established by a consulting firm specializing in these matters.

The City's Web site has served over 2 million page requests over the past year. An average of 470 megabytes of data is transferred on a daily basis which is a 30% increase over last year! The most frequently accessed areas of the City's web site (between 30,000 and 350,000 page requests) are: City Commission meeting documents, City Ordinance records, general information about Royal Oak, city parks and recreation programs and services, Royal Oak restaurants, current events and job openings. The most frequently accessed departments (more than 15,000 page requests) are the Police, City Clerk, 44th District Court, Ice Arena, Farmers Market, and the Animal Shelter.

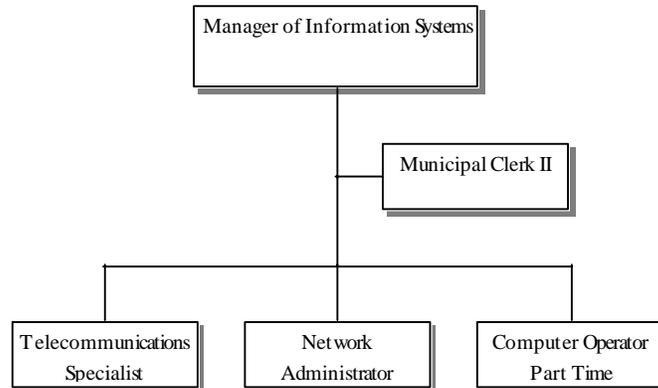
Some project highlights recently completed include:

- **Email List Notification Service** - The "Royal Oak City News" email notification launched in December and has received positive feedback from the community. Thanks to Commissioner Andrzejak for spearheading this valuable project, we now have a cost effective tool for communicating with the residents. City Manager Tom Hoover has been the main contributor of City news items along with updates from various city departments, and local community groups. We now have close to 500 subscribers and growing. If you're not already a subscriber, visit the City's website and join in on being informed of day-to-day information and special alerts.
- **Paperless E-Packet Agenda** - The City Commission continues to experiment with the paperless e-packet agenda. As we continue to streamline our process and improve on the procedure we've already starting to save on labor and paper cost previously associated with producing the meeting packets.
- **Meeting Webcasts** - We are approaching the first full year of successfully providing webcasts of the meetings currently being produced and broadcast by WROK Cable Access TV. The City Commission, Plan Commission, Zoning Board of Appeals and the DDA meetings are all available on-line in our video archives as another means of improving our communication with the community.

Some of the planned projects for next year include:

- Web server upgrades for content management, addressing online service capabilities and improving public access for conducting business with the City of Royal Oak over the Internet.
- Integrated email/notification/calendar/scheduling Software and automation of email retention.
- Mobile workforce implementation for code and building department personnel.
- Improvements to document imaging and workflow applications.
- Continued efforts to replace older servers and workstations.
- Continued upgrades and replacements to internal network switch equipment and increasing the bandwidth capacity of the infrastructure.

Information Systems department has recently lost two positions due to retirements, but is committed to efficiency and striving to maintain services and getting the job done.



	03/04	04/05	05/06	06/07	07/08	08/09
MANAGER OF INFORMATION SYSTEMS	1	1	1	1	1	1
DATA BASE ADMINISTRATOR	1	1	1	1	1	0
NETWORK ADMINISTRATOR	1	1	1	1	1	1
PC SUPPORT SPECIALIST	1	1	1	1	1	0
TELECOMMUNICATIONS SPECIALIST	1	1	1	1	1	1
INFO SYSTEMS - MCII	1	1	1	1	1	1
Total	6	6	6	6	6	4

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	1,199,512	1,407,249	1,408,731	1,539,562	1,671,870	1,805,637
Revenues and transfers from other funds	1,148,132	953,064	1,000,000	1,025,000	1,050,625	1,076,891
Expenditures and transfers to other funds	940,395	951,582	869,169	892,692	916,858	941,683
Net Change in Net Assets	207,737	1,482	130,831	132,308	133,767	135,208
Ending Unrestricted Net Assets	1,407,249	1,408,731	1,539,562	1,671,870	1,805,637	1,940,844

636.000 Revenue

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	1,052,280	0	916	0	1,053,196
2005-2006 Actual	0	0	1,100,028	0	1,235	0	1,101,263
2006-2007 Actual	0	0	1,179,242	0	95	0	1,179,337
2007-2008 Original Budget	0	0	1,000,000	0	0	0	1,000,000
2007-2008 Adjusted Budget (Dec)	0	0	1,000,000	0	0	0	1,000,000
2007-2008 Six Month Actual	0	0	573,300	0	766	0	574,066
2007-2008 Estimated Year End	0	0	1,146,600	0	1,532	0	1,148,132
2008-2009 Dept Request	0	0	950,000	0	3,064	0	953,064
2008-2009 Manager's Budget	0	0	950,000	0	3,064	0	953,064
2008-2009 Approved Budget	0	0	950,000	0	3,064	0	953,064
2009-2010 Projected Budget	0	0	1,000,000	0	0	0	1,000,000
2010-2011 Projected Budget	0	0	1,025,000	0	0	0	1,025,000
2011-2012 Projected Budget	0	0	1,050,625	0	0	0	1,050,625
2012-2013 Projected Budget	0	0	1,076,891	0	0	0	1,076,891

636.258 Info Systems

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	439,111	9,391	(5)	313,713	0	762,209
2005-2006 Actual	505,091	9,170	0	307,366	0	821,627
2006-2007 Actual	520,265	14,533	(400)	340,600	0	874,998
2007-2008 Original Budget	629,466	11,085	0	350,460	0	991,011
2007-2008 Adjusted Budget (Dec)	554,751	11,085	0	350,460	0	916,296
2007-2008 Six Month Actual	262,493	5,684	0	158,977	0	427,154
2007-2008 Estimated Year End	583,030	9,130	0	348,235	0	940,395
2008-2009 Dept Request	485,345	11,520	0	454,717	0	951,582
2008-2009 Manager's Budget	485,345	11,520	0	454,717	0	951,582
2008-2009 Approved Budget	485,345	11,520	0	454,717	0	951,582
2009-2010 Projected Budget	510,315	11,240	0	347,614	0	869,169
2010-2011 Projected Budget	523,073	11,577	0	358,042	0	892,692
2011-2012 Projected Budget	536,150	11,925	0	368,784	0	916,858
2012-2013 Projected Budget	549,553	12,282	0	379,847	0	941,683

Motor Pool Fund Summary

There were no major changes in the Motor Pool/Communication budget for this year. The twenty-year plan has been updated and reflects the change in the replacement schedule of the Police patrol vehicles (extended to four years) this is reflected in the attached vehicle replacement schedule. The overall budget request is less than the 2007/2008 budget. This is without the depreciation cost and any increase in the fund balance.

Significant changes in the major line items include the fact that the Retirement Health Care contribution increased \$49,000.00 for 2008/2009. Also, the fuel portion of the budget shows an increase of \$40,000 for diesel fuel and \$35,000 for gasoline based on actual usage and market forecast. These costs are a result of the continuing unstable oil market.

Several other costs associated with the daily operations of the Motor Pool Division, Communications Division, and the DPS facility have been trimmed, holding all requests within reason. There are items that, on a priority basis, take into account the Security of the DPS site, in accordance with Homeland Security concerns.

The equipment purchases are shown in the attached vehicle replacement chart. I have added these vehicles to the capital expenditure portion of the budget.

	03/04	04/05	05/06	06/07	07/08	08/09
SUPERINTENDENT - MOTOR POOL	1	1	1	1	1	1
MOTOR POOL SUPERVISOR	1	1	1	1	1	1
AUTOMOTIVE MECHANIC	5	5	5	5	5	4
COMMUNICATIONS MAINT TECH	1	1	1	1	1	1
STOCK CLERK	1	1	1	1	1	1
GARAGE SERVICE WORKER	1	1	1	1	1	1
PUB SRVC FACILITY CUSTODIAN	1	1	1	1	1	1
MOTOR POOL - MC 3	1	1	1	1	1	1
Total	12	12	12	12	12	11

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	2,899,501	3,216,550	3,667,053	4,060,217	4,441,690	4,810,926
Revenues and transfers from other funds	4,141,524	3,698,525	3,688,525	3,769,546	3,852,649	3,937,910
Expenditures and transfers to other funds	3,824,475	3,248,022	3,295,361	3,388,073	3,483,412	3,581,454
Net Change in Net Assets	317,049	450,503	393,164	381,473	369,237	356,456
Ending Unrestricted Net Assets	3,216,550	3,667,053	4,060,217	4,441,690	4,810,926	5,167,382

661.000 Revenue

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	2,586,716	0	162,901	0	2,749,617
2005-2006 Actual	0	0	2,581,888	0	128,084	0	2,709,972
2006-2007 Actual	0	0	2,805,469	0	58,388	0	2,863,857
2007-2008 Original Budget	0	0	4,074,524	0	60,000	0	4,134,524
2007-2008 Adjusted Budget (Dec)	0	0	4,074,524	0	60,000	0	4,134,524
2007-2008 Six Month Actual	0	0	2,184,865	0	(6,551)	0	2,178,314
2007-2008 Estimated Year End	0	0	4,084,524	0	57,000	0	4,141,524
2008-2009 Dept Request	0	0	3,638,525	0	60,000	0	3,698,525
2008-2009 Manager's Budget	0	0	3,638,525	0	60,000	0	3,698,525
2008-2009 Approved Budget	0	0	3,638,525	0	60,000	0	3,698,525
2009-2010 Projected Budget	0	0	3,638,525	0	50,000	0	3,688,525
2010-2011 Projected Budget	0	0	3,715,796	0	53,750	0	3,769,546
2011-2012 Projected Budget	0	0	3,794,836	0	57,813	0	3,852,649
2012-2013 Projected Budget	0	0	3,875,694	0	62,216	0	3,937,910

661.442 Motor Pool

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	803,976	535,285	0	1,433,867	0	2,773,128
2005-2006 Actual	967,389	650,148	0	1,538,893	0	3,156,431
2006-2007 Actual	986,016	766,449	0	1,597,760	0	3,350,225
2007-2008 Original Budget	1,167,665	841,100	0	1,757,640	0	3,766,405
2007-2008 Adjusted Budget (Dec)	1,167,665	841,100	0	1,757,640	0	3,766,405
2007-2008 Six Month Actual	581,429	364,748	702,652	548,271	0	2,197,100
2007-2008 Estimated Year End	1,208,585	776,900	702,652	1,136,338	0	3,824,475
2008-2009 Dept Request	1,223,465	801,900	16,000	1,187,657	0	3,229,022
2008-2009 Manager's Budget	1,223,465	876,900	0	1,187,657	0	3,288,022
2008-2009 Approved Budget	1,223,465	836,900	0	1,187,657	0	3,248,022
2009-2010 Projected Budget	1,229,802	873,000	0	1,192,559	0	3,295,361
2010-2011 Projected Budget	1,260,547	899,190	0	1,228,336	0	3,388,073
2011-2012 Projected Budget	1,292,061	926,166	0	1,265,186	0	3,483,412
2012-2013 Projected Budget	1,324,362	953,951	0	1,303,141	0	3,581,454

Workers Compensation Insurance Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	720,788	673,338	807,609	976,045	1,149,736	1,328,844
Revenues and transfers from other funds	854,038	1,034,000	1,084,000	1,116,520	1,150,016	1,184,516
Expenditures and transfers to other funds	901,488	899,729	915,564	942,829	970,907	999,824
Net Change in Net Assets	(47,450)	134,271	168,436	173,691	179,108	184,692
Ending Unrestricted Net Assets	673,338	807,609	976,045	1,149,736	1,328,844	1,513,536

677.000 Revenue

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	317,298	7,750	223,403	0	548,450
2005-2006 Actual	0	0	840,788	19,076	104,571	0	964,435
2006-2007 Actual	0	0	852,855	24,546	12,141	0	889,542
2007-2008 Original Budget	0	0	939,656	17,000	0	0	956,656
2007-2008 Adjusted Budget (Dec)	0	0	939,656	17,000	0	0	956,656
2007-2008 Six Month Actual	0	0	418,120	393	3,038	0	421,551
2007-2008 Estimated Year End	0	0	850,000	1,000	3,038	0	854,038
2008-2009 Dept Request	0	0	1,033,000	1,000	0	0	1,034,000
2008-2009 Manager's Budget	0	0	1,033,000	1,000	0	0	1,034,000
2008-2009 Approved Budget	0	0	1,033,000	1,000	0	0	1,034,000
2009-2010 Projected Budget	0	0	1,083,000	1,000	0	0	1,084,000
2010-2011 Projected Budget	0	0	1,115,490	1,030	0	0	1,116,520
2011-2012 Projected Budget	0	0	1,148,955	1,061	0	0	1,150,016
2012-2013 Projected Budget	0	0	1,183,423	1,093	0	0	1,184,516

677.871 Workers Compensation

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	527,122	0	527,122
2005-2006 Actual	0	0	0	708,262	0	708,262
2006-2007 Actual	0	0	0	515,296	0	515,296
2007-2008 Original Budget	0	0	0	901,488	0	901,488
2007-2008 Adjusted Budget (Dec)	0	0	0	901,488	0	901,488
2007-2008 Six Month Actual	0	0	0	214,177	0	214,177
2007-2008 Estimated Year End	0	0	0	901,488	0	901,488
2008-2009 Dept Request	0	0	0	899,729	0	899,729
2008-2009 Manager's Budget	0	0	0	899,729	0	899,729
2008-2009 Approved Budget	0	0	0	899,729	0	899,729
2009-2010 Projected Budget	0	0	0	915,564	0	915,564
2010-2011 Projected Budget	0	0	0	942,829	0	942,829
2011-2012 Projected Budget	0	0	0	970,907	0	970,907
2012-2013 Projected Budget	0	0	0	999,824	0	999,824

Retirement Fund Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	147,593,169	146,986,813	152,603,453	158,020,234	163,403,181	168,747,647
Revenues and transfers from other funds	11,812,544	18,414,540	18,772,731	19,138,085	19,510,747	19,890,862
Expenditures and transfers to other funds	12,418,900	12,797,900	13,355,950	13,755,139	14,166,281	14,589,735
Net Change in Net Assets	(606,356)	5,616,640	5,416,781	5,382,947	5,344,467	5,301,127
Ending Unrestricted Net Assets	146,986,813	152,603,453	158,020,234	163,403,181	168,747,647	174,048,775

731.000 Revenue

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	0	14,057,211	21,592	0	14,078,803
2005-2006 Actual	0	0	0	14,757,835	7,483	0	14,765,319
2006-2007 Actual	0	0	0	22,827,141	188,713	0	23,015,854
2007-2008 Original Budget	0	0	0	18,468,271	1,000	0	18,469,271
2007-2008 Adjusted Budget (Dec)	0	0	0	18,385,473	1,000	0	18,386,473
2007-2008 Six Month Actual	0	0	0	6,041,336	94,590	0	6,135,926
2007-2008 Estimated Year End	0	0	0	11,707,544	105,000	0	11,812,544
2008-2009 Dept Request	0	0	0	18,409,540	5,000	0	18,414,540
2008-2009 Manager's Budget	0	0	0	18,409,540	5,000	0	18,414,540
2008-2009 Approved Budget	0	0	0	18,409,540	5,000	0	18,414,540
2009-2010 Projected Budget	0	0	0	18,767,731	5,000	0	18,772,731
2010-2011 Projected Budget	0	0	0	19,133,085	5,000	0	19,138,085
2011-2012 Projected Budget	0	0	0	19,505,747	5,000	0	19,510,747
2012-2013 Projected Budget	0	0	0	19,885,862	5,000	0	19,890,862

731.237 Retirement

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	384	0	0	10,481,334	0	10,481,718
2005-2006 Actual	514	0	0	11,755,820	0	11,756,334
2006-2007 Actual	864	0	0	11,928,883	0	11,929,747
2007-2008 Original Budget	1,000	0	0	12,434,800	0	12,435,800
2007-2008 Adjusted Budget (Dec)	1,000	0	0	12,434,800	0	12,435,800
2007-2008 Six Month Actual	578	0	0	5,793,320	0	5,793,898
2007-2008 Estimated Year End	1,100	0	0	12,419,800	0	12,420,900
2008-2009 Dept Request	1,100	0	0	12,796,800	0	12,797,900
2008-2009 Manager's Budget	1,100	0	0	12,796,800	0	12,797,900
2008-2009 Approved Budget	1,100	0	0	12,796,800	0	12,797,900
2009-2010 Projected Budget	1,150	0	0	13,354,800	0	13,355,950
2010-2011 Projected Budget	1,185	0	0	13,753,954	0	13,755,139
2011-2012 Projected Budget	1,220	0	0	14,165,061	0	14,166,281
2012-2013 Projected Budget	1,257	0	0	14,588,478	0	14,589,735

Public Employee Health Care Summary

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Beginning Unrestricted Net Assets	0	5,137,977	7,648,319	10,041,828	12,303,807	14,422,655
Revenues and transfers from other funds	5,757,977	8,258,342	8,423,509	8,591,979	8,763,819	8,939,095
Expenditures and transfers to other funds	620,000	5,748,000	6,030,000	6,330,000	6,644,970	6,975,658
Net Change in Net Assets	5,137,977	2,510,342	2,393,509	2,261,979	2,118,849	1,963,437
Ending Unrestricted Net Assets	5,137,977	7,648,319	10,041,828	12,303,807	14,422,655	16,386,093

736.000 Revenue

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2004-2005 Actual	0	0	0	19,590	0	0	19,590
2005-2006 Actual	0	0	0	0	0	0	0
2006-2007 Actual	0	0	0	0	0	0	0
2007-2008 Original Budget	0	0	0	6,832,977	0	0	6,832,977
2007-2008 Adjusted Budget (Dec)	0	0	0	6,832,977	0	0	6,832,977
2007-2008 Six Month Actual	0	0	0	2,955,104	0	0	2,955,104
2007-2008 Estimated Year End	0	0	0	5,757,977	0	0	5,757,977
2008-2009 Dept Request	0	0	0	8,258,342	0	0	8,258,342
2008-2009 Manager's Budget	0	0	0	8,258,342	0	0	8,258,342
2008-2009 Approved Budget	0	0	0	8,258,342	0	0	8,258,342
2009-2010 Projected Budget	0	0	0	8,423,509	0	0	8,423,509
2010-2011 Projected Budget	0	0	0	8,591,979	0	0	8,591,979
2011-2012 Projected Budget	0	0	0	8,763,819	0	0	8,763,819
2012-2013 Projected Budget	0	0	0	8,939,095	0	0	8,939,095

736.760 Public Employee Health Care

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2004-2005 Actual	0	0	0	2,182,419	0	2,182,419
2005-2006 Actual	0	0	0	0	0	0
2006-2007 Actual	0	0	0	0	0	0
2007-2008 Original Budget	0	0	0	5,090,000	0	5,090,000
2007-2008 Adjusted Budget (Dec)	0	0	0	5,090,000	0	5,090,000
2007-2008 Six Month Actual	0	0	0	3,122,270	0	3,122,270
2007-2008 Estimated Year End	0	0	0	620,000	0	620,000
2008-2009 Dept Request	0	0	0	5,748,000	0	5,748,000
2008-2009 Manager's Budget	0	0	0	5,748,000	0	5,748,000
2008-2009 Approved Budget	0	0	0	5,748,000	0	5,748,000
2009-2010 Projected Budget	0	0	0	6,030,000	0	6,030,000
2010-2011 Projected Budget	0	0	0	6,330,000	0	6,330,000
2011-2012 Projected Budget	0	0	0	6,644,970	0	6,644,970
2012-2013 Projected Budget	0	0	0	6,975,658	0	6,975,658

City Of Royal Oak
Long Term Debt - Principal and Interest Requirements
June 30, 2008

		08/09	09/10	10/11	11/12	12/13	Total 2014-2018	Total 2019-2023	Total 2024-2026	Totals Remaining as of Y/E 2008	
GOVERNMENTAL ACTIVITY LTD											
2001	Fire BA - GOUT	Prin	365,000	385,000	400,000	420,000	435,000	2,530,000	2,530,000	-	7,065,000
	\$9,000,000	Int	162,347	155,047	147,347	139,347	130,684	498,002	161,759	-	1,394,533
		Int	155,047	147,347	139,347	130,684	121,441	439,445	98,875	-	1,232,186
2005	Library BA	Prin	160,000	170,000	175,000	180,000	190,000	1,060,000	1,320,000	-	3,255,000
	\$3,700,000	Int	62,231	59,832	57,196	54,396	51,426	202,025	85,933	-	573,039
		Int	62,231	59,832	57,196	54,396	51,426	202,025	85,933	-	573,039
2006B	Court Refunding CIB *	Prin	270,000	280,000	290,000	305,000	310,000	1,770,000	2,175,000	500,000	5,900,000
	\$6,590,000	Int	125,071	118,752	113,152	107,352	101,251	404,475	200,907	10,938	1,181,898
		Int	125,071	118,752	113,152	107,352	101,251	404,475	200,907	10,938	1,181,898
2007	Energy Project CIB	Prin	70,000	75,000	80,000	80,000	85,000	370,000	-	-	760,000
	\$825,000	Int	15,200	13,800	12,300	10,700	9,100	19,000	-	-	80,100
		Int	15,200	13,800	12,300	10,700	9,100	19,000	-	-	80,100
2007A	Vehicle Purchase Fire+DPS CIB	Prin	215,000	225,000	225,000	235,000	245,000	1,100,000	400,000	-	2,645,000
	\$2,645,000	Int	35,267	48,600	44,100	39,600	34,900	102,700	12,100	-	317,267
		Int	52,900	48,600	44,100	39,600	34,900	102,700	12,100	-	334,900

GOVERNMENTAL ACTIVITY LTD

Principal	1,080,000	1,135,000	1,170,000	1,220,000	1,265,000	6,830,000	6,425,000	500,000	19,625,000
Interest	810,565	784,362	740,190	694,127	645,479	2,393,847	858,514	21,876	6,948,960
GOVERNMENTAL ACTIVITY LTD	1,890,565	1,919,362	1,910,190	1,914,127	1,910,479	9,223,847	7,283,514	521,876	26,573,960

BUSINESS-TYPE ACTIVITY LTD

1995 Ice Arena BA	Prin	295,000	315,000	335,000	-	-	-	-	-	945,000
\$3,500,000	Int	23,625	16,250	8,375	-	-	-	-	-	48,250
	Int	16,250	8,375		-	-	-	-	-	24,625
2006B Parking Refunding CIB *	Prin	335,000	350,000	365,000	265,000	280,000	1,545,000	1,900,000	1,430,000	6,470,000
\$7,405,000	Int	139,265	131,727	123,853	115,640	110,340	461,672	284,214	64,093	1,430,804
	Int	139,265	131,727	123,853	115,640	110,340	461,672	284,214	64,093	1,430,804
1997 Garfield Drain Refunding Rev.	Prin	85,760	90,274	94,788	99,301	103,815	613,863	-	-	1,087,801
\$1,710,691	Int	27,714	25,570	23,313	20,896	18,364	48,913	-	-	164,770
	Int	25,570	23,313	20,896	18,364	15,717	33,196	-	-	137,056
1999 North Arm Relief Drain Bonds	Prin	316,635	323,999	331,363	338,726	346,090	1,848,269	1,203,896	-	4,708,978
\$6,812,516	Int	52,976	49,414	45,769	42,041	38,230	130,982	27,184	-	386,596
49.090772%	Int	49,414	45,769	42,041	38,230	34,337	110,189	13,640	-	333,620

2006	Water CIB	Prin	160,000	165,000	170,000	175,000	185,000	1,035,000	1,255,000	895,000	4,040,000
	\$4,325,000	Int	81,550	78,750	75,863	72,462	68,963	286,612	174,650	38,730	877,580
		Int	81,550	78,750	75,863	72,462	68,963	286,612	174,650	38,730	877,580
2000	GWK Series A	Prin	234,501	240,291	247,528	253,319	259,109	1,398,318	1,249,223	-	3,882,289
	\$5,176,386	Int	48,529	45,597	42,594	39,500	36,333	131,381	39,518	-	383,452
	28.9507048%	Int	48,529	45,597	42,594	39,500	36,333	131,381	39,518	-	383,452
2000	GWK Series B (non-refunded)	Prin	79,614					-	-	-	79,614
	\$1,902,060	Int	1,991					-	-	-	1,991
	28.3157000%	Int	1,991					-	-	-	1,991
2001	GWK Series C	Prin	1,027,750	1,053,806	1,079,861	1,107,364	1,134,868	6,117,284	6,917,771	1,489,514	19,928,218
	\$23,797,479	Int	249,103	236,256	223,083	209,585	195,743	758,617	356,799	18,619	2,247,805
	28.9507048%	Int	249,103	236,256	223,083	209,585	195,743	758,617	356,799	18,619	2,247,805
2001	GWK Series D	Prin	40,531	41,979	41,979	43,426	44,874	246,081	282,269	60,796	801,935
	\$917,737	Int	10,024	9,518	8,993	8,468	7,925	30,851	14,566	760	91,105
	28.9507048%	Int	10,024	9,518	8,993	8,468	7,925	30,851	14,566	760	91,105
2001	GWK Series E (non-refunded)	Prin	108,563	115,803	115,803	123,040		-	-	-	463,209
	\$2,857,431	Int	10,484	8,041	5,436	2,830		-	-	-	26,791
	28.3157000%	Int	10,484	8,041	5,436	2,830		-	-	-	26,791
2005	GWK Series 2005	Prin	20,266	21,713	21,713	21,713	21,713	115,804	125,936	79,613	428,471
	\$382,262	Int	3,012	2,847	2,683	2,564	2,153	7,849	836	-	21,944
	28.9507048%	Int	2,847	2,683	2,564	2,153	1,977	6,708	-	-	18,932

2007	GWK Refunding Series B + E	Prin	18,405	97,689	104,768	103,352	237,852	1,312,433	1,417,200	193,963	3,485,662
	\$3,528,136	Int	70,280	69,930	68,050	66,033	64,018	246,954	104,504	4,073	693,842
	28.3157000%	Int	70,280	69,930	68,050	66,033	64,018	246,954	104,504	4,073	693,842
2007	GWK Series 2007	Prin						-	-	-	-
	\$0	Int						-	-	-	-
	28.9507048%	Int						-	-	-	-
Water & Sewer Fund LTD											
	Principal		2,092,025	2,150,554	2,207,803	2,265,241	2,333,321	12,687,052	12,451,295	2,718,886	38,906,177
	Interest		1,105,455	1,045,780	985,304	922,004	856,742	3,246,667	1,421,734	124,364	9,708,050
Water & Sewer Fund LTD			3,197,480	3,196,334	3,193,107	3,187,245	3,190,063	15,933,719	13,873,029	2,843,250	48,614,227
BUSINESS-TYPE ACTIVITY LTD											
	Principal		2,722,025	2,815,554	2,907,803	2,530,241	2,613,321	14,232,052	14,351,295	4,148,886	46,321,177
	Interest		1,423,860	1,333,859	1,241,385	1,153,284	1,077,422	4,170,011	1,990,162	252,550	12,642,533
BUSINESS-TYPE ACTIVITY LTD			4,145,885	4,149,413	4,149,188	3,683,525	3,690,743	18,402,063	16,341,457	4,401,436	58,963,710
COMPONENT UNITS LTD											
1994	Streetscape DDA Bonds	Prin	150,000	150,000	-	-	-	-	-	-	300,000
	\$1,160,000	Int	9,000	4,500	-	-	-	-	-	-	13,500
		Int	4,500	-	-	-	-	-	-	-	4,500
COMPONENT UNITS LTD											
	Principal		150,000	150,000	-	-	-	-	-	-	300,000
	Interest		13,500	4,500	-	-	-	-	-	-	18,000
TOTAL COMPONENT UNITS LTD			163,500	154,500	-	-	-	-	-	-	318,000

Biographies

Elected Officials

Mayor James B. Ellison

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his third two-year term. He has been a construction project manager/cost estimator for Barton Malow since 1985. Mr. Ellison served as a City Commissioner from 1991-1995. He currently sits on the City Plan 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 Carlo P. Ginotti

Mr. Ginotti has been a City Commissioner since 2001 and is Mayor Pro Tem. He served on the Police/Citizen Review Committee and serves on the Police/Citizen Oversight Committee and the Brownfield Redevelopment Authority. Mr. Ginotti is a graduate of Western Michigan University and The Thomas M. Cooley School of Law. He is admitted to the State Bar of Michigan and to the Federal Bar for the Eastern District of Michigan. Mr. Ginotti worked on the staff of the Michigan Public Service Commission, the Oakland County Prosecutor's Office and on the Michigan Sentencing Guidelines Commission. He had his own law practice for several years prior to becoming an Assistant Attorney General for the Michigan Attorney General in 2005, a post he currently holds.

Commissioner Michael Andrzejak

Mr. Andrzejak is currently serving as City Commissioner since 2003 and was Mayor Pro Tem from 2005-2007. He previously served as City Commissioner from 1995-1997 and was Mayor Pro Tem from 1997-1999. Mr. Andrzejak is a life-long resident of Royal Oak. He attended Central Michigan University. Mr. Andrzejak owns an insurance agency.

Commissioner Terry H. Drinkwine

Mr. Drinkwine has been City Commissioner since 2003. He served in the Royal Oak Police Department for 28 years before retiring in 1999. He founded and operated an optical company and currently writes for the Daily Tribune outdoor column. Among his many activities in the city, he has served as president of the Royal Oak Kiwanis. Mr. Drinkwine is chairman of LCC subcommittee, serves on the Parks & Recreation Advisory Board, and the Senior Citizens advisory board.

Commissioner Gary Lelito

Mr. Lelito served as a Commissioner since 2005. He is a 14 year resident of Royal Oak. He attended Oakland Community College and Walsh College where he earned a Bachelor's Degree in Business. He has previous finance, management and technology experience and is currently Assistant Vice President at Comerica Bank where is a supervisor of two technical areas. Commissioner Lelito has served on the Crime Prevention Council since 1999 and chaired this committee for two years. He has also served on the Downtown Development Authority (DDA) since 2002 before moving out of the DDA District in May 2005. He also is former President of two Condo/Homeowner Associations in Royal Oak. He is also involved with the Royal Oak area Optimist club and serves on the Board of Directors. In 2003, he was voted "New Optimist Member of the Year."

Commissioner Stephen F. Miller

Mr. Miller has served as City Commissioner since 2005. He has a B.S. degree from Oakland University.

Commissioner Charles Semchena, Jr.

Mr. Semchena retired from the City of Royal Oak as City Attorney in September 2005 after completing 10 ½ yrs of service. In November of 2007, he was elected to the City Commission. A native of Royal Oak, Mr. Semchena received both a Bachelor Degree in Business Administration and a Masters Degree in Accounting from Eastern Michigan University, and his Juris Doctorate from the Detroit College of Law. Before his tenure as City Attorney, Mr. Semchena worked as an Assistant Prosecuting Attorney for Oakland County, and prior to that, Lapeer County. He also served for a year as a Special Assistant U.S. Attorney for the U.S. Dept. of Justice.

44th District Court Judge Daniel Sawicki

The Honorable Judge Sawicki received his Juris Doctorate and his Bachelor of Science Degree in Accounting from the University of Detroit. His professional career as an accountant lasted for 6 ½ years for Ford Motor Co. Judge Sawicki was hired in February 1969 as an Assistant City Attorney I, and was promoted to Assistant City Attorney II in February 1972. His promotion to City Attorney occurred in January 1973, a position he held until he was successful in his bid for a seat on the 44th District Court, a position he has held continuously since being seated in November 1980.

44th District Court Judge Terrence H. Brennan

The Honorable Judge Brennan was awarded his Juris Doctorate from the Detroit College of Law in May, 1977. Already employed by the District Court as a Court Bailiff since January 1977, in January 1978 he was promoted to Assistant City Attorney I, and in May 1980, he was again promoted to Asst. City Attorney II. He resigned his position 1/31/1981. Judge Brennan was elected 44th District Court Judge on 1/1/1991, and has served continuously since that date.

Management**City Manager Thomas Hoover**

Mr. Hoover was appointed by the City Commission in July 2004 to fill the post of City Manager after a national search. Mr. Hoover's public sector career started in Toledo, Ohio in 1966 as an Engineering Aide. The next 27 years moved him up through Professional Engineering, Public Safety and Administrative positions, and ultimately into the City Manager's position. He earned a Bachelor of Science in Civil Engineering, and a Master of Public Administration from the University of Toledo. He served as the City Manager of Worcester, Massachusetts for the ten years prior to joining Royal Oak.

Director of Finance Donald E. Johnson

Mr. Johnson was appointed as the 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.

Controller Anthony DeCamp

Mr. DeCamp was selected to be the Controller for the Royal Oak Finance Department in January 2008. He previously worked as a Senior Auditor for the Rehmann Group, where his assignments included auditing the City of Royal Oak. Tony is a C.P.A. and holds a Bachelor's Degree in Professional Accounting from Saginaw Valley State University

City Treasurer John Kravitz

Mr. Kravitz came to the City of Royal Oak in September 2006 with 6 ½ years of finance experience at Ford Motor Co. John possessed 11 ½ years of prior public sector experience as the City Treasurer for the City of St. Clair Shores. He earned his Bachelor of Science in Finance from the University of Detroit/Mercy, and while employed with St. Clair Shores, completed his Masters of Science in Finance from Walsh College.

City Assessor James Geiermann

The City of Royal Oak appointed Mr. Geiermann in June 2002. He came on board with a Level IV Certification in Assessment Administration and an Associates Degree in Applied Science from Monroe County Community College. Jim had six years as the Commercial/Industrial Appraiser for the City of Novi, and another 11 ½ years for the Monroe County Equalization Department. Additionally, he provided many years of consultancy on assessments for Whiteford Township in Monroe County.

44th District Court Administrator Kevin Sutherland

Mr. Sutherland was appointed Court Administrator for the 44th District Court in 1985 by Judge Daniel Sawicki and Judge John R. Mann. Prior to that, he spent over 20 years in education as a high school teacher and administrator. Mr. Sutherland received his Masters Degree in Education from Wayne University and has since received the State's highest honor, Court Administrator of the Year for the State of Michigan in 1995 and in 2005.

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 Mary Ellen Graver

Ms. Graver was appointed City Clerk January 2001. She is a Certified Master Municipal Clerk and holds an Associates Degree in Business Management from Macomb Community College. In two decades of municipal experience for the City of St. Clair Shores, Mary Ellen rose from an entry level clerk to Executive Secretary in her first ten years. In her second ten years, she served as the Deputy City Clerk in St. Clair Shores. Before her appointment here, she was the City Clerk in Hazel Park for two years.

City Engineer Elden Danielson

Mr. Danielson was promoted to City Engineer in July 2005 after serving in an "acting" capacity since October of 2004. Elden was hired by the City of Royal Oak as a Civil Engineer II in April 1988, and promoted to Civil Engineer III in August of 1998. He holds a Bachelor of Science degree in Civil Engineering from Wayne State University. Prior to working for Royal Oak, he completed his tour of duty with the U.S. Army and worked more than 16 years for a private paving contractor as an Assistant Area Manager.

Coordinator of Senior Citizen's Activities Kathleen Heikkila

Ms. Heikkila was appointed Coordinator of Senior Citizen's Activities in December 1993. She was hired part-time as a Senior Recreation Specialist from December 1985 to 1993. During this time, she completed her BS degree in Human Resources with a concentration in Gerontology from Oakland University. Kathy serves as City liaison on the Royal Oak Senior Citizen Advisory Committee, the Oakland County Senior Advisory Council, SMART Community Partnership Program, and the Acorn Foundation Committee. She is a member of NW Parks & Recreation and MI Recreation & Parks Associations.

Director of Arena Operations Ron Holbrook

Mr. Holbrook took the reins as Director of the John Lindell Ice Arena and its programs in October 1996. Ron brought the arena fourteen years of experience with the Detroit Skating Club in Bloomfield Hills; first as a supervisor, then as the General Manager.

Director of Planning Timothy Thwing

Mr. Thwing was promoted to Director of Planning in August 2001 after serving as Deputy Director of Planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a Planner III. He earned his Bachelor of Science in Urban Planning degree 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, 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 University of Phoenix, has served twenty-eight years (active and reserve) in the U.S. Marine Corps, currently a Colonel in the reserves, and two years as the Superintendent of Fleet Management for the City of Hollywood, Florida.

Fire Chief Wilbur G. White, Jr.

Chief White joined the ranks as a Firefighter in September 1988. He attended Oakland Community College for Construction Engineering, and worked for six years in the residential construction venue. Wil was promoted to Fire Sergeant in June 1995, Fire Lieutenant in January 2003, and to Fire Chief in October 2005.

Human Resource Director Mary Jo Di Paolo

Ms. Di Paolo was appointed as Human Resource Director in January 2005. She had been hired as the Human Resource Specialist in April 1999. She completed her Master’s degree in Human Resources from Central Michigan University. Mary Jo also holds a Bachelor of Arts Degree in Journalism from Oakland University. She has over six years of a full spectrum of Human Resource experience in the private sector.

Library Director Metta Lansdale, Jr.

Metta T. Lansdale, Jr. was appointed Library Director effective July 31, 2006 and came on board with more than 30 years of Library experience. She earned a Masters Degree in Library Science from the University of Michigan, then served as a medical librarian for more than 20 years. Immediately prior to her employment in Royal Oak, she served for nine years as Director of the Chelsea District Library where she managed the planning and construction of a replacement facility.

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.

Motor Pool Superintendent Al Orr

Mr. Orr was hired in May 2000 as the Motor Pool Superintendent. Al is a veteran of the United States Marine Corps and brought with him 33 years of experience in the private sector. His range of experience stresses fleet management, safety compliance issues, training, purchasing, DOT, OSHA and EPA compliance.

Police Chief Theodore H. Quisenberry

Police Chief Quisenberry was appointed in January 2001. He holds a Bachelors of Science in Criminal Justice from Madonna University, a Masters of Science in Public Administration from Central Michigan University plus has completed the Advanced Police Administration program through the F.B.I. He started his public safety career as a Public Safety Officer for Oakland Community College for a year. The Chief had a twenty-five year career for the City of Southfield Police Department beginning as a Patrol Officer. He was promoted through the ranks of Detective, Specialist, Sergeant, Lieutenant and Deputy Chief.

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.

Supplemental



SEMCOG Community Profile

City of Royal Oak

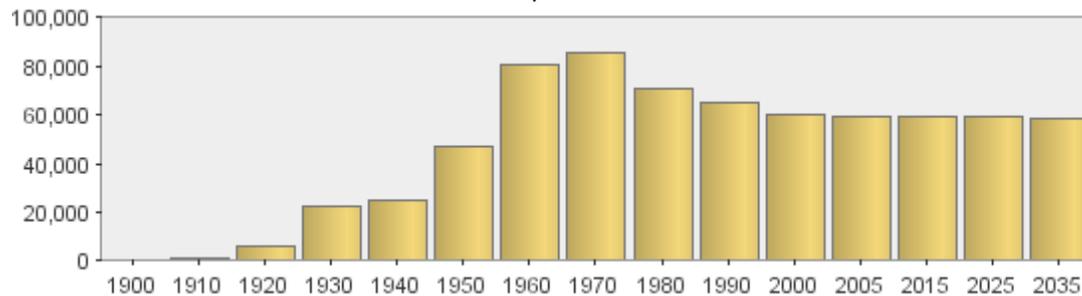
211 Williams St.
Royal Oak MI 48067

Estimated Population: 54,903
Area: 11.8 square miles

<http://www.ci.royal-oak.mi.us>

People

Population Forecast



Note: 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.

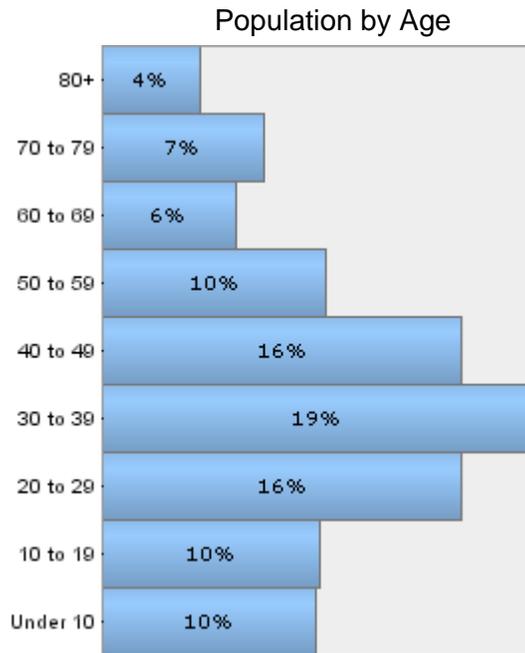
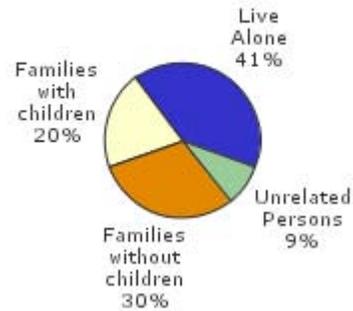
Population and Households	Census 2000	SEMCOG Jul 2008	Change 2000-2008	SEMCOG 2035
Total Population	60,062	54,903	-5,159	58,831
Group Quarters Population	506	506	0	793
Household Population	59,556	54,397	-5,159	58,038
Housing Units	29,942	30,285	343	-
Households (Occupied Housing Units)	28,880	28,674	-206	29,916
Residential Vacancy Rate	3.5%	5.3%	1.8%	-
Average Household Size	2.06	1.90	-0.17	1.94

Components of Population Change	Annual Average	
	Census 1990-1999	SEMCOG 2000-2006
Natural Increase (Births - Deaths)	301	214
Births	875	756
Deaths	574	541
Net Migration (Movement In - Movement Out)	-836	-922
Population Change (Natural Increase + Net Migration)	-535	-708

Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG.

Demographics

Household Types	Census 2000	Change 1990-2000
Live Alone	11,793	2,630
Under 65	8,456	2,727
65 and over	3,337	-97
Families with children	5,900	-1,560
Married	4,700	-1,236
Unmarried	1,200	-324
Families without children	8,547	-1,213
Unrelated Persons	2,640	679
Total Households	28,880	536



Age Group	Census	Change
85 and over	1,160	181
80 to 84	1,507	202
75 to 79	2,292	374
70 to 74	2,158	-527
65 to 69	1,841	-1,552
60 to 64	1,830	-1,313
55 to 59	2,591	-57
50 to 54	3,549	1,027
45 to 49	4,633	1,365
40 to 44	5,212	831
35 to 39	5,357	-548
30 to 34	6,289	-1,055
25 to 29	6,469	-835
20 to 24	3,342	-546
15 to 19	2,989	-153
10 to 14	2,996	-252
5 to 9	2,719	-1,157
Under 5	3,128	-1,333
Total	60,062	-5,348

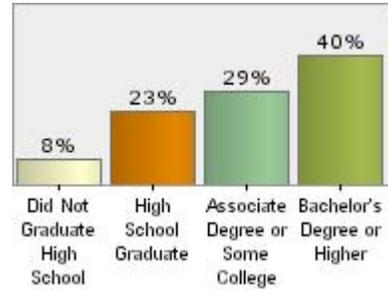
Senior and Youth Population	Census 2000	Change 1990-2000
65 and over	8,958 14.9%	-1,322
Under 18	10,695 17.8%	-2,836
5 to 17	7,567 12.6%	-1,503

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.

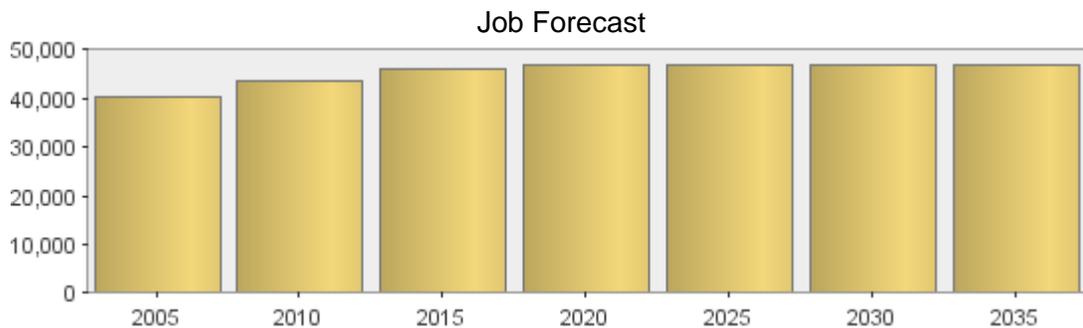
Race and Hispanic Origin	Census 1990		Census 2000		Percentage Point Chg 1990-2000
	Count	%	Count	%	
Non-Hispanic	64,715	98.9%	59,281	98.7%	-0.2%
White	63,507	97.1%	56,421	93.9%	-3.2%
Black	330	0.5%	910	1.5%	1.0%
Asian or Pacific Islander	701	1.1%	966	1.6%	0.5%
Other	177	0.3%	984	1.6%	1.4%
Hispanic	695	1.1%	781	1.3%	0.2%
Total Population	65,410	100.0%	60,062	100.0%	0.0%

Highest Level of Education*	Census 2000	Percentage Point Chg 1990-2000
Graduate / Professional Degree	14.0%	5.3%
Bachelor's Degree	25.9%	6.2%
Associate Degree	6.3%	-0.2%
Some College, No Degree	22.4%	-0.6%
High School Graduate	22.9%	-5.2%
Did Not Graduate High School	8.5%	-5.5%

* Population age 25 and over



Economy & Jobs



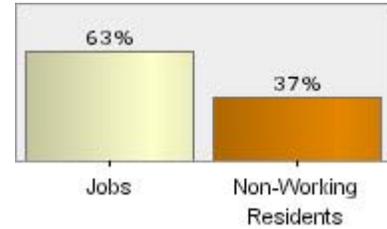
Note: Numbers are by place-of-work. They include wage and salary jobs as well as self-employed, but do not include Farming, Construction, and Military jobs. If any five-year interval employment numbers from 2005-2035 are not shown, the numbers were blocked for confidentiality reasons.

Source: SEMCOG 2035 Forecast.

Jobs by Industry	SEMCOG 2005	SEMCOG 2035	Change 2005-2035
Natural Resources & Mining	C	C	C
Manufacturing	1,784	1,017	-767
Wholesale Trade	1,100	713	-387
Retail Trade	4,171	3,150	-1,021
Transportation & Warehousing	345	350	5
Utilities	C	C	C
Information	671	521	-150
Financial Activities	2,855	2,658	-197
Professional, Scientific, & Technical Services	2,423	2,669	246
Management of Companies & Enterprises	C	C	C
Administrative, Support, & Waste Services	2,822	4,066	1,244
Education Services	3,066	3,694	628
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	3,612	3,577	-35
Other Services	2,267	2,191	-76
Public Administration	778	778	0
Total	40,534	46,976	6,442

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

	SEMCOG and Census 2000	Change 1990-2000
Daytime Population		
Jobs	42,252	7,381
Non-Working Residents	24,575	-5,774
Age 15 and under	9,418	-2,881
Not in labor force	14,284	-2,168
Unemployed	873	-725
Daytime Population	66,827	1,607



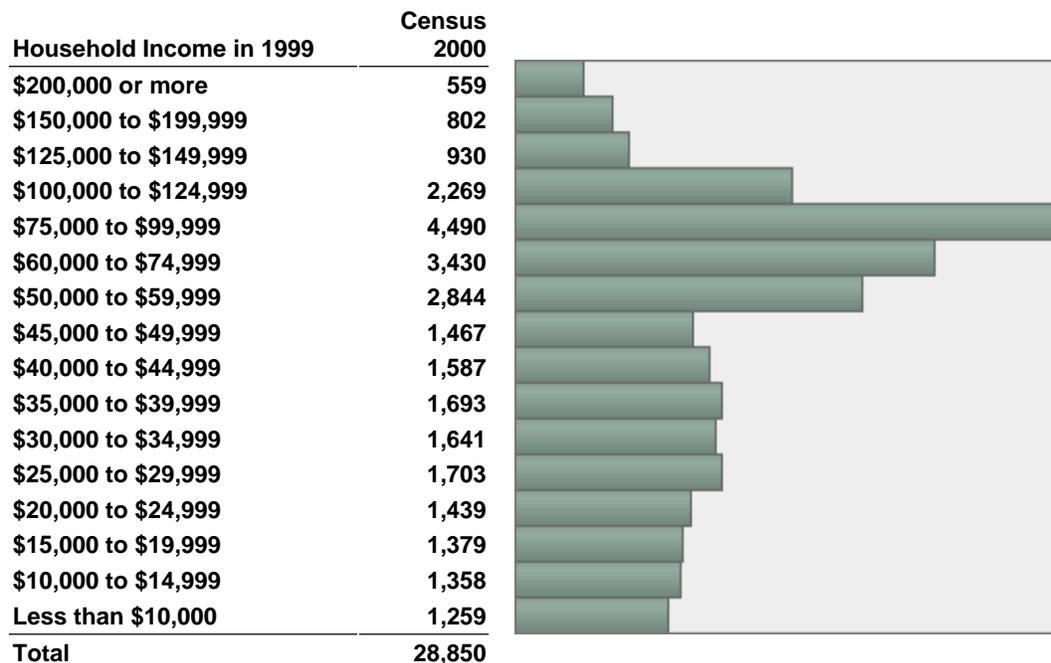
Note: The number of residents attending school outside Royal Oak is not available. Likewise, the number of students commuting into Royal Oak to attend school is also not known.

		Census 2000	
Where Workers Commute From *		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

		Census 2000	
Where Residents Work *		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%

	Census 2000	Change 1990-2000	PercentChange 1990-2000
Income			
Median Household Income (in 1999 dollars)	\$ 52,252	\$ 2,889	5.9%
Per Capita Income (in 1999 dollars)	\$ 30,990	\$ 6,781	28.0%

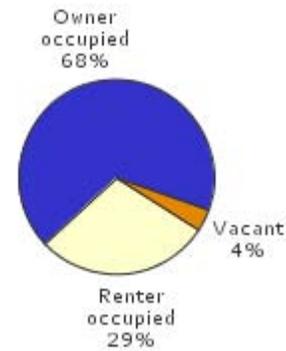


Poverty	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Persons in Poverty	2,963	4.5%	2,550	4.2%	-0.3%
Households in Poverty	1,487	5.2%	1,331	4.6%	-0.6%

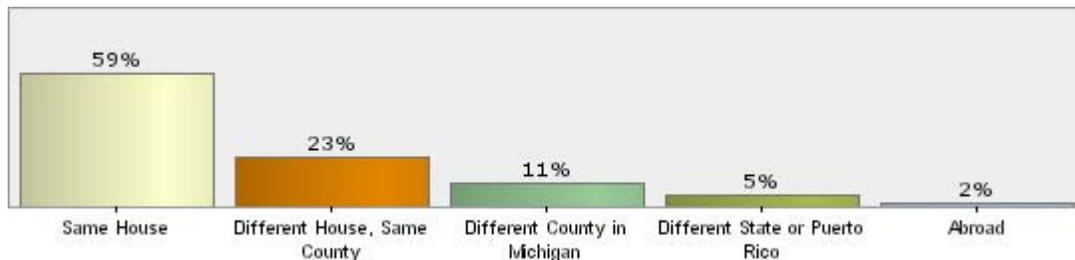
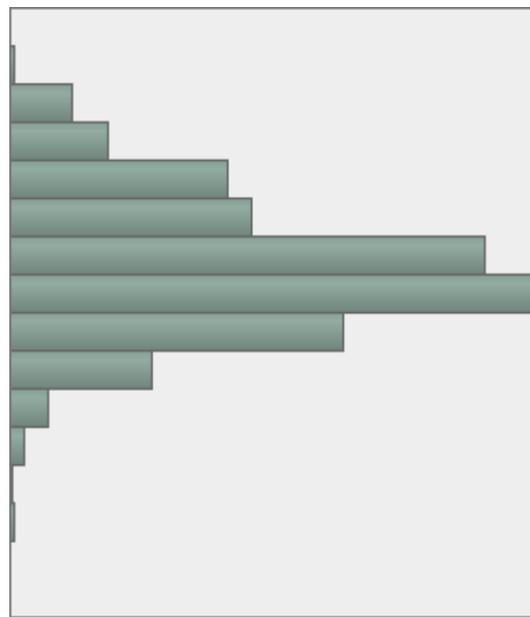
Housing

Housing Type	Census 1990	Census 2000	Change 1990-2000	New Units Permitted 2000-2007
Single Family Detached	20,013	20,179	166	282
Duplex	788	902	114	4
Townhouse / Attached Condo	1,103	1,216	113	126
Multi-Unit Apartment	7,087	7,597	510	96
Mobile Home / Manufactured Housing	8	43	35	-
Other	164	5	-159	-
Total Housing Units	29,163	29,942	779	508
Units Demolished				174
Change in Licensed Manufactured Housing Park Sites				0
Net (Total Housing Units - Units Demolished + Change in Licensed Sites)				334

Housing Tenure	Census 2000	Change 1990-2000
Owner Occupied	20,246	410
Median housing value (in 1999 dollars)	\$ 150,900	\$ 51,085
Renter Occupied	8,634	126
Median gross rent (in 1999 dollars)	\$ 639	\$ -17
Vacant	1,062	243
Seasonal or migrant	202	122
Other vacant units	860	121
Total Housing Units	31,004	1,022



Housing Value in 1999	Census 2000
\$1,000,000 or more	6
\$500,000 to \$999,999	36
\$300,000 to \$499,999	539
\$250,000 to \$299,999	839
\$200,000 to \$249,999	1,879
\$175,000 to \$199,999	2,085
\$150,000 to \$174,999	4,084
\$125,000 to \$149,999	4,548
\$100,000 to \$124,999	2,864
\$80,000 to \$99,999	1,229
\$60,000 to \$79,999	328
\$40,000 to \$59,999	130
\$30,000 to \$39,999	24
\$20,000 to \$29,999	37
\$10,000 to \$19,999	6
Less than \$10,000	11
Specified Owner-Occupied Units	18,645



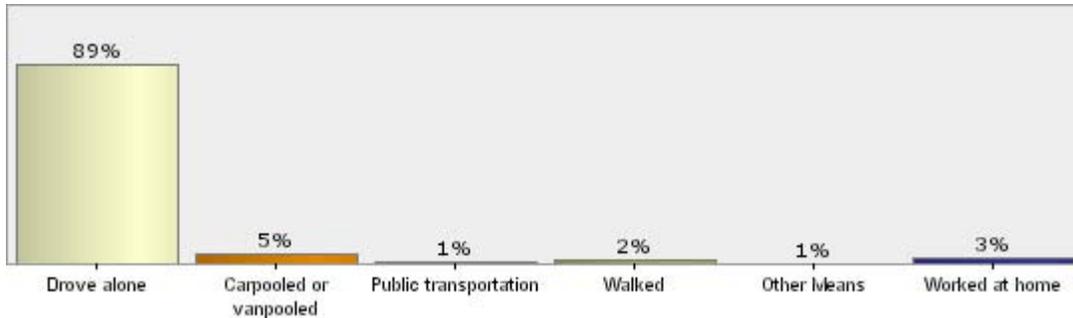
* This table represents persons, age 5 and over, living in Royal Oak in 2000. The table does not represent persons who moved out of Royal Oak from 1995 to 2000.

Transportation

Roads & Bridges

- Miles of road: 246
- Of the 36 bridges (in 2006), all are open.

Travel



* Resident workers age 16 and over

Transportation to Work	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Drove Alone	30,288	87.9%	30,944	88.6%	0.6%
Carpooled or Vanpooled	2,248	6.5%	1,821	5.2%	-1.3%
Public Transportation	271	0.8%	354	1.0%	0.2%
Walked	650	1.9%	644	1.8%	-0.0%
Other Means	210	0.6%	190	0.5%	-0.1%
Worked at Home	773	2.2%	981	2.8%	0.6%
Resident workers age 16 and over	34,440	100.0%	34,934	100.0%	0.0%

Mean Travel Time To Work	Census 1990		Census 2000		Change 1990-2000
For residents age 16 and over who worked outside the home	20.2	minutes	22.5	minutes	2.3 minutes

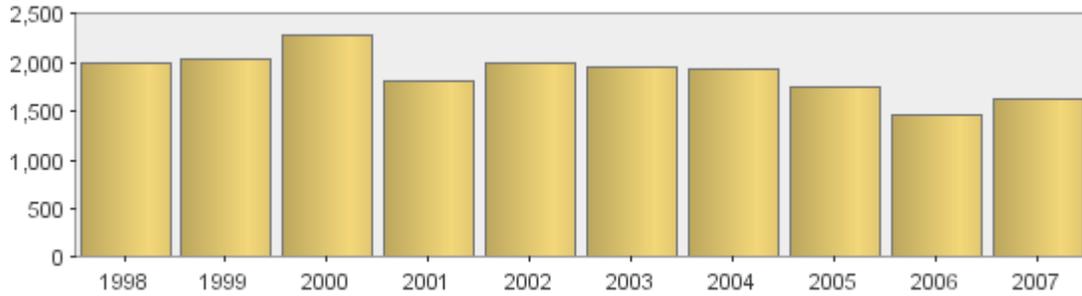
Transit

Public Transportation:
[Suburban Mobility Authority for Regional Transportation \(SMART\)](#)

Between Major Cities:
[AMTRAK](#)

Safety

Crashes, 1998-2007

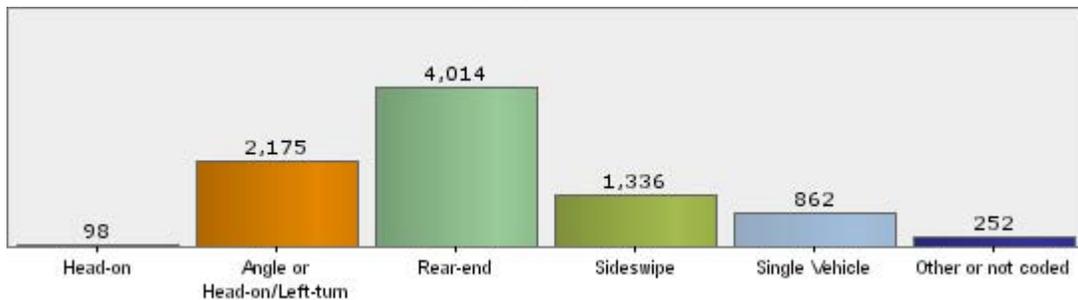


Source: Michigan Department of State Police, Criminal Justice Information Center, and SEMCOG.

Crash Severity	2003	2004	2005	2006	2007	Percent of Crashes 2003-2007
Fatal	3	2	3	2	4	0.2%
Incapacitating Injury	34	39	28	25	17	1.6%
Other Injury	488	466	399	333	366	23.5%
Property Damage Only	1,425	1,439	1,319	1,099	1,252	74.7%
Total Crashes	1,950	1,946	1,749	1,459	1,639	100.0%

Crashes by Involvement	2003	2004	2005	2006	2007	Percent of Crashes 2003-2007
Red-light Running	96	95	71	73	73	4.7%
Alcohol	64	73	75	66	71	4.0%
Drugs	5	14	10	7	8	0.5%
Commercial Truck/Bus	86	109	80	64	77	4.8%
School Bus	3	1	0	1	4	0.1%
Emergency Vehicle	15	10	13	11	10	0.7%
Pedestrian	19	26	22	18	17	1.2%
Bicyclist	24	16	28	25	30	1.4%
Deer	1	1	2	3	0	0.1%
Motorcycle	17	16	16	10	17	0.9%
Train	0	0	2	0	1	0.0%
Snowmobile	0	0	0	0	0	0.0%
Farm Equipment	0	1	0	0	0	0.0%

Crashes by Type, 2003-2007



Crash Type	2003	2004	2005	2006	2007	Percent of Crashes 2003-2007
Head-on	20	23	18	21	16	1.1%
Angle or Head-on/Left-turn	515	461	432	387	380	24.9%
Rear-end	903	918	813	650	736	46.0%
Sideswipe	292	309	252	220	263	15.3%
Single Vehicle	159	176	172	153	202	9.9%
Other or Unknown	61	59	62	28	42	2.9%
Total Crashes	1,950	1,946	1,749	1,459	1,639	100.0%

Age of Drivers Involved	2003	2004	2005	2006	2007	Percent of Crashes 2003-2007
65 and older	305	297	260	256	268	7.8%
25 to 64	2,655	2,704	2,428	1,965	2,205	67.0%
Under 25	855	832	756	605	699	21.0%
Not coded	194	157	144	128	124	4.2%
Total Drivers	4,009	3,990	3,588	2,954	3,296	100.0%

High Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	2003-2007 Annual Avg	2007	2007
1	53	124	10 Mile Rd E @ Main S	160	32	14
2	83	235	14 Mile Rd E @ Rochester Rd N	130	26	16
3	97	294	10 Mile Rd W @ E M 1 Service Drive	120	24	16
4	99	300	11 Mile Rd @ Woodward Ave	119	24	21
5	109	327	14 Mile Rd W @ Crooks Rd	115	23	29
6	134	399	14 Mile Rd W @ Coolidge Rd	106	21	25
7	135	408	12 Mile Rd W @ Woodward Ave	105	21	15
8	171	515	13 Mile Rd W @ Coolidge Rd	96	19	17
9	174	531	E I 696 @ Ramp - Bermuda Mohawk/E I 696	95	19	13
10	185	573	12 Mile Rd E @ Rochester Rd	92	18	18

Note: Intersections are ranked by the number of reported crashes and does not take into account traffic volume. This ranking method tends to rank a high-volume intersection as a high-crash intersection.

Land Use

Land Use / Land Cover (in acres)	SEMCOG 2000		Change 1990-2000	
Residential	5,165	68.1%	20	0.4%
Single-Family	4,798	63.3%	0	0.0%
Multiple-Family	367	4.8%	20	5.8%
Non-Residential	2,342	30.9%	-8	-0.3%
Commercial and Office	545	7.2%	-259	-32.2%
Industrial	330	4.3%	251	319.6%
Institutional	473	6.2%	0	0.0%
Transportation, Communication, and Utility	243	3.2%	0	0.0%
Cultural, Outdoor Recreation, and Cemetery	752	9.9%	0	0.0%
Under Development	0	0.0%	0	-
Active Agriculture	0	0.0%	0	-
Grassland and Shrub	21	0.3%	-12	-36.0%
Woodland and Wetland	57	0.8%	0	-0.0%
Extractive and Barren	0	0.0%	0	-
Water	0	0.0%	0	-
Total Acres	7,586	100.0%	0	0.0%

GLOSSARY OF KEY CONCEPTS

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.

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.

GLOSSARY OF KEY CONCEPTS

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 \$2,500. 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.

GLOSSARY OF KEY CONCEPTS

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.

GLOSSARY OF KEY CONCEPTS

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.

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)

GLOSSARY OF KEY CONCEPTS

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.

WROK: WROK is Royal Oak's government access channel on cable television.