

ROYAL OAK

**2009-2010
APPROVED
BUDGET**

318

**City of Royal Oak
Proposed Budget for the Fiscal Year
Ending June 30, 2010**

Mayor
James B. Ellison



City Commissioners
Carlo P. Ginotti, Mayor Pro Tem
Michael Andrzejak
Terry H. Drinkwine
Gary Lelito
Stephen Miller
Charles Semchena

Interim City Manager
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

Interim City Manager

Donald E Johnson

Department Heads

Assessor - James Geiermann

Chief Building Official - Jason Craig

Chief of Police – Christopher M. Jahnke

City Attorney - Dave Gillam

City Clerk – Melanie Halas

City Engineer - Elden Danielson

Controller - Anthony C. DeCamp

Coordinator of Senior Citizen’s Activities – Paige Gembariski

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 54,365 as of March 31, 2009 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 of Transmittal

THE HONORABLE MAYOR
AND
MEMBERS OF CITY COMMISSION

Presented herewith is my recommended budget for the 2009-2010 fiscal year.

This document continues our practice, started in 2006, of presenting a five-year forecast of revenue and expenditures. Although not evident to the casual observer, we made a very significant change in how we present the budget information this year. Until now, the numbers for future years (years 2-5) have always represented how much it would cost to continue operations at the level proposed for the recommended budget (year 1).

It was my objective this year, to instead show you a balanced budget for all five years and focus attention on the cuts that will be necessary to accomplish that. This would take a form somewhat similar to the Long Term Budget Strategy Report presented last July (Appendix 1). To do this, it was necessary to project retirements and eliminate positions every year. In a few cases we needed to eliminate positions where there are unlikely to be retirements in order to match the staffing targets of the Long Term Budget Strategy Report. In the fire department, firefighters will need to be hired because our projections for retirements put us at unacceptably low staffing levels, far exceeding the Long Term Budget Strategy Report.

In prior budgets, we always budgeted staffing levels based on current levels. That is the principal reason we have typically ended the fiscal year in much better shape than the budget called for. Some employees retired or resigned and were not replaced. The budget, however, was based on them serving the entire fiscal year. This budget is different: it anticipates retirements. It may be more accurate to say it relies on retirements. Do not expect us to "beat the budget" by a million dollars as has occurred in recent past. We will be doing well to meet our budget numbers.

For all this, I am sorry to say this budget does not accomplish my objective. Although it includes greater staff cutbacks than were anticipated in the Long Term Budget Strategy Report, it isn't really balanced in any of the five years. Yes, it meets the State of Michigan's definition of a balanced budget by including an appropriation from fund balance. However, that merely represents the amount by which expenditures exceed revenues and transfers. It means we will be living off our savings. Fortunately, we have built up a healthy savings account, so we can do this for a few years.

The table on the next page, which appears again later in this document, summarizes this budget over the next five years:

General Fund Summary	2008-2009 Estimated Year End	2009-2010 Approved Budget	2010-2011 Projected Budget	2011-2012 Projected Budget	2012-2013 Projected Budget	2013-2014 Projected Budget
Beginning Fund Balance	8,361,834	9,461,806	8,090,891	5,723,150	3,645,820	1,523,560
Revenues	33,736,200	32,813,328	32,303,283	32,100,473	32,363,075	32,978,445
Expenditures	35,328,803	35,650,451	35,796,024	35,302,802	35,610,335	36,033,712
Net	(1,592,604)	(2,837,123)	(3,492,742)	(3,202,329)	(3,247,260)	(3,055,267)
Transfers from other funds	2,692,576	1,485,000	1,125,000	1,125,000	1,125,000	1,125,000
Net Change in Fund Balance	1,099,972	(1,352,123)	(2,367,742)	(2,077,329)	(2,122,260)	(1,930,267)
Ending Fund Balance	9,461,806	8,109,683	5,723,150	3,645,820	1,523,560	(406,707)
Fund Balance as a percentage of Expenditures	26.78%	22.68%	15.99%	10.33%	4.28%	-1.13%
Net Change in Fund Balance	1,099,972	(1,352,123)	(2,367,742)	(2,077,329)	(2,122,260)	(1,930,267)

Some commissioners may prefer our previous approach, where we assumed current levels of operations for all five years and showed the resulting losses, even though we knew we could not continue those levels of operations. It does make the losses appear even more dramatic and it does make it even more evident why we cannot continue “business as usual.” The table below shows how that scenario would play out:

General Fund Summary	2008-2009 Estimated Year End	2009-2010 Approved Budget	2010-2011 Projected Budget	2011-2012 Projected Budget	2012-2013 Projected Budget	2013-2014 Projected Budget
Beginning Fund Balance	8,361,834	9,461,806	6,752,935	2,089,446	(3,952,335)	(11,043,329)
Revenues	33,736,200	32,813,328	32,303,283	32,100,473	32,363,075	32,978,445
Expenditures	35,328,803	37,007,199	38,091,772	39,267,254	40,579,068	41,440,372
Net	(1,592,604)	(4,193,871)	(5,788,490)	(7,166,781)	(8,215,993)	(8,461,927)
Transfers from other funds	2,692,576	1,485,000	1,125,000	1,125,000	1,125,000	1,125,000
Net Change in Fund Balance	1,099,972	(2,708,871)	(4,663,490)	(6,041,781)	(7,090,993)	(7,336,927)
Ending Fund Balance	9,461,806	6,752,935	2,089,446	(3,952,335)	(11,043,329)	(18,380,255)
Fund Balance as a percentage of Expenditures	26.78%	18.25%	5.49%	-10.07%	-27.21%	-44.35%
Net Change in Fund Balance	1,099,972	(2,708,871)	(4,663,490)	(6,041,781)	(7,090,993)	(7,336,927)

Regardless of how you prefer to look at it, it is not a pretty picture. Unless there is a significant increase in revenue, we will have to make major changes in what we do and how we do it. The existing model for service delivery will not work in the future.

We are not going to resolve our long term problems in two or three special budget meetings. Nor do we have to. Our reserves allow us time for a deliberative process to make these decisions. Since you are in the middle of a City Manager search, I suggest that you wait until that position has been filled. A new manager may have far different views on how this should be approached than I do. I recommend you make this the first priority for your new City Manager.

In the meantime, we will continue with the attrition plan. I am comfortable with the budget for 2009-2010 as presented. It does not solve the problem, but it makes significant progress in that direction.

Revenue

Revenue reductions are the primary problem this year and for the next several years. The most important, but not the most significant in year one, is the reduction in tax revenue that results from declining taxable values.

Our tax losses are much less than we feared for 2009-10. In the General Fund, we should only see a loss of about \$210,000. Royal Oak's taxable values did not fall as much as other Oakland County governmental units. The County had projected a loss of 4.5% and has seen losses of 3.5%. Tax Tribunal appeals may result in another 1% loss. Royal Oak's overall taxable value fell by .6% but that was largely due to increases in the value of commercial property, much of which is in the DDA. The DDA captures those increases so what we actually see is a loss of 1.26% in the General Fund

I expected Royal Oak to outperform Oakland County, but not by this much. My prior projections were based on beating the county's numbers by 1%. That is, where the county expected a 4.5% loss, I anticipated a 3.5% loss. In preparing this document, I have revised my estimate of future losses. I'm now assuming our losses will be half of the county rate. Where the county projects 9% losses for 2010-11, I am now assuming 4.5%. Where the county projects 5% losses for 2011-2012, I am now assuming 2.5%. I'm assuming we reach stability with no losses for 2012-13 and I am assuming a 2% increase for 2013-14.

Other revenues are down even more than taxes this year. Revenue from traffic tickets is down about \$450,000. This can be attributed to the elimination of the traffic bureau and the reduction in number of police officers. Parking ticket revenue is falling as well. We are projecting this to be down about \$100,000. Interest rates have fallen and so has our investment income. We expect to lose almost \$300,000 from this source.

Our most recent constitutional revenue sharing check was about \$50,000 short without any prior notice from the state. Three days later, Governor Granholm announced cuts in statutory revenue sharing that will amount to an additional \$150,000 for Royal Oak. The good news is that in preparing the 2008-2009 budgets, I didn't believe the state's revenue sharing projections and did not use their numbers. Right now, barring further cuts, we will make our revenue sharing numbers for 2008-2009. For 2009-2010, we anticipate receiving about \$30,000 less than we budgeted this fiscal year.

The most significant difference from this year is the transfer from the Court Facilities Fund. The current budget called for taking \$1,425,000 from the Court Facilities Fund. The recommended budget takes nothing because that fund is now depleted.

General Fund Expenditures

This budget actually calls for a \$1 million reduction in General Fund expenditures in spite of wage and cost increases. This is primarily accomplished through staff reductions. As noted earlier, some of these reductions have already occurred and some have not. We did attempt to project retirements and those retirements need to occur for us to meet our budget numbers. We have not done this before.

The table, Authorized Full-Time Employees by Function/Program on page 39, shows the number of full-time employees we assumed would remain in each department over the five year projection.

The proposed budget does not call for any layoffs in the General Fund for the upcoming budget year. However, it does project the elimination of positions in future years that may not be achievable by attrition. Also, as noted earlier, these projected cuts are not enough. We still need to make some very difficult decisions about delivery of services for 2010-11 and beyond.

Reorganization

We are already looking at combining some departmental operations and reducing the number of counters we operate at city hall. Currently there are seven: three on the first floor, two on the second floor and two on the third floor. An architect/space planner recently examined our operations and our building, and has submitted rough drawings that would allow us to reduce this to one counter on the first floor and two on the second floor. Implementing this plan would require moving departments and modifying the building.

This plan would combine the counter operations of the Assessor, Treasurer and Clerk in the space currently occupied by the Assessor, Treasurer and Human Resources. Additionally, the first floor hallway would end just past the elevators and the remaining hallway space would become part of the general office area for these functions. The space currently occupied by the Clerk would be shared by the City Attorney and the City Manager. These departments do not need to be on the first floor but end up there because of decisions made about the location for other operations.

The second floor would house Building, Engineering, Planning and Housing. This places all of the departments involved in new development on the same floor. Housing is moved here as well because it reports to the City Planner. Eventually, I want to give consideration to combining these departments into one and having them physically together will make that much easier to accomplish. On the second floor, the hallway must remain because the building code requires two exits. However, it is re-routed to the back of the building after the elevators to combine three separate spaces into one.

The third floor would include Finance, Information Services and Human Resources. Any physical changes here will be minimal.

I think these changes would allow a much more efficient operation and allow us to eliminate several positions. We do not yet have cost estimates for the work, so a cost-benefit analysis and a recommendation cannot be made at this time. The project is not included in the recommended budget; however, I expect to bring it to you in a few months.

Legacy Costs

Pension and Other Post Employment Benefit (OPEB) costs are a huge burden. Promises made years ago, and not properly funded at the time, will continue to put a huge demand on our current budget. In the General Fund, legacy costs account for 25% of total expenditures.

Arcane rules of the Government Accounting Standards Board and their interpretation by our actuary have made this worse. While closing a pension plan or a health care plan to new employees, as we have done, greatly reduces our real cost, it actually increases our Actuarially Required Contribution (ARC). It also changes our ARC from a percentage rate to a fixed dollar amount. Since we have to turn the ARC into a percentage to process it through our equally arcane financial software we end up needing to recompute the ARC percentage every time we lose an employee.

We are in the process of discussing possible changes to our plans that would result in a more favorable treatment from our actuary. We are also looking at what other actuaries are doing. For the proposed budget, we used a fixed dollar rate that was based on a calculation for an open plan. If no changes are made to our plans, this will result in the need to record part of the Unfunded Actuarial Accrued Liability (UAAL) in our financial statements. The alternative is to increase our contributions by \$3 million. I don't see any way we can do that.

State Construction Code Fund

Usually, when we talk about the budget, all of our concern is focused on the General Fund. This year, our most immediate concern is with the State Construction Code Fund. Building permit activity has fallen while costs are increasing and we expect the fund to lose about \$250,000 this fiscal year. Revenue is down almost \$600,000 from 2005-2006. At our current rate of expenditures, this fund will literally run out of money before June 30, 2010.

As I can not recommend using General Fund money to subsidize the State Construction Code Fund, I only see two options. The first is to increase revenue. We are attempting to do that by bidding to take over Building Department functions for another local unit. Even if we are successful in that endeavor, we will still need to reduce our costs in this department.

If we are not successful, I anticipate the need to reduce our staffing level by four employees. We believe it will be necessary to lay off two building inspectors and two trade inspectors (plumbing and mechanical). We will attempt to minimize the impact on our staff by letting some of these employees transfer to vacant positions elsewhere, which are not funded by general tax revenues.

Recreation

In this budget, I am proposing all recreation activities be required to fully cover their cost. Most recreation programs are already self sustaining. The major ones that are not are those programs that use our athletic fields. As the General Fund is cutting public safety and necessary support services, I find it difficult to justify using General Fund money to subsidize recreation activities. We are proposing to charge the full cost of maintaining the fields to the organizations that use them. This will result in an increased cost to families of participants. To somewhat lessen the immediate burden to those families, we are proposing to phase this in over a period of three years. If approved, this will add about \$20,000 in 2009-2010, \$40,000 the following year and \$60,000 in the third year.

This new charge would be General Fund revenue unless we start charging the cost of field preparation to the Recreation Fund. Currently this is done by Parks and Forestry crews and is charged to General Fund.

We have had problems balancing the Recreation Fund budget for several years. This enterprise fund is supposed to cover its costs through program fees. It usually comes very close to doing this except for the depreciation on the building. If the Recreation Department did not have to pay \$90,000 of depreciation, it could cover its own cost.

In the past, we have considered several alternatives and have shared some of those with the Commission. However, none were totally satisfactory and nothing has been changed. We got very serious about solving this ongoing problem this year and had many discussions with our auditors as to an appropriate accounting treatment. I wanted to simply recognize the Salter Center as a general fixed asset of the City rather than as property of the Recreation Fund. However, our auditors do not like that approach, and they are strongly suggesting we go back to an idea proposed previously and convert the Recreation Fund from an enterprise fund to a special revenue fund.

The net impact of the proposed change is twofold. First, we will have no depreciation, which is what we want to accomplish. I don't think anyone ever really expected recreation to earn enough to fund the replacement of a building it didn't pay for in the first place. Second, when depreciation goes away, the capital asset is also removed from the financial statements. Without the value of the capital asset, we will show a negative fund balance in this fund and the state will require us to file a "deficit elimination plan." The department has made some changes to increase its revenue and will be proposing more. I'll simply show that we are projecting the deficit will be eliminated in three (or more) years by this increased revenue.

The deficit could be eliminated faster, and the fund made stronger, if revenue from the golf course was deposited into recreation rather than the General Fund. Since the golf contract is managed by the recreation department, this would be a logical and reasonable move. However, I hesitate to remove any revenue from the General Fund at this time. We will ask the City Commission to discuss this and make this decision as part of the budget process.

Solid Waste Fund

One of the few bright spots financially is the Solid Waste Fund. This fund is financed by two tax levies, one authorized by state law and one authorized by Royal Oak citizens at the ballot box. The latter was authorized for up to 1 mill (reduced by Headlee to .9965 mill) but we have only levied .75 mills because we haven't needed the additional revenue. However, we keep discovering additional legitimate solid waste collection and disposal costs that are being born by other funds and we keep moving them to the Solid Waste Fund. We have started charging a portion of the DPS clerical staff who answer phone calls regarding waste collection and disposal. We've started charging this fund for disposal and removal of dead trees. Last year, we did several special Saturday pickups as part of our "City Wide Cleanup" which was charged here.

Currently we are exploring the idea of creating a full-time position in the Department of Public Services which would be responsible for cleanup of public property and public right-of-way. This position would work with the court's probation department and would be funded entirely from the Solid Waste Fund. Because we keep moving costs to this fund, and because of falling taxable values, I recommend we levy the full authorized millage. Doing so will result in an addition to fund balance in 2009-2010 but we project this fund will just barely break even in 2010-2011 and will begin losing money in 2011-2012 and thereafter.

Community Promotions

Last year we discussed eliminating support for several organizations funded through this account. All of this funding was restored by the Commission, but in doing so for the Royal Oak Community Coalition (formerly the Royal Oak Prevention Coalition), the Commission indicated that 2008-2009 would be the last year the City would provide financial support. Accordingly, the recommended budget does not provide funding for the Community Coalition.

Some of my staff thinks we should also withdraw from the Woodward Avenue Action Association which is still in the Recommended Budget based on last year's action by the City Commission. They believe we get little of value from belonging to this organization.

I am recommending that we participate in a cooperative project in conjunction with Berkley, Huntington Woods, Pleasant Ridge, Ferndale, Berkley Schools, Ferndale Schools and Royal Oak Schools, tentatively called "the Heart of Woodward." This project involves creating an identity or "brand" that will be used to promote the region. Our share of this project should be just under \$3,000.

Information Services

We are actively involved in another cooperative project with Ferndale and Oak Park for replacement of our financial software. This will at least take the form of a cooperative purchase. We are discussing options for doing the configuration, installation and training jointly so our systems are as similar as possible. This will allow us to assist each other. We are even considering taking this to the next level and setting up a single system to serve all three cities.

I am assuming our total cost for this project will be about \$300,000. This will be depreciated over 10 years and we have budgeted an increase of \$30,000 for depreciation. We currently pay almost \$50,000 per year for software support. Depending on the vendor we ultimately select, we may be able to cut that cost by 25% to 50%.

Highway Funds

The Major Street Fund is projected to have a relatively small operating loss in 2008-2009 and 2009-2010. However, it should recover in 2010-2011.

The Local Street Fund is experiencing difficulties. If we perform the repairs and replacements recommended by the Engineering Department, we project our reserves will dwindle from \$4.3 million at 6/30/08 to \$1.8 million at 6/30/2014. We can control this by simply reducing the construction and repair work but that is at the cost of allowing our roadways to deteriorate at an ever increasing rate. We can also increase the amount we transfer from the Major Street Fund but that only moves the problem from one fund to another.

Almost all of the money for both of these funds comes from the state gasoline tax. This is distributed to local units based on the miles of major streets and miles of local streets. This tax is a fixed rate per gallon (\$0.19), so if gasoline sales continue to decline, revenues will fall.

Water and Sewer Fund

Our water rates will need to be increased again this year to cover related expenses. This is mostly due to increases in costs that are not within the City's control. The amount we are charged by SOCWA to purchase water will increase 7.9%. In addition, the Oakland County Drain Commission has passed along a 13.3% increase in our storm water charges. Finally, there is an increase of \$660,000 in capital projects which have been deemed necessary by the City Engineer.

It looks like we will hit our 2008-2009 water sales projection but we anticipate further sales declines in the future.

Multi-year Budget

This budget represents the fourth year we have presented a five-year budget forecast and the fifth year we have presented a multi-year forecast. However, we have never actually adopted a multi-year budget. The actual budget resolution has only addressed the first year of the budget plan.

True multi-year budgeting is one of the hot topics in municipal finance and many progressive cities are moving in that direction. I would like to explore that option with the goal of adopting a two year 2010-2012 budget next year. It would be preferable to use a two year budget cycle that starts and ends on even numbered years. That way, the budget cycle would best match the election cycle.

Union Contracts

With the conclusion of our successful police arbitration, we only have three open contracts. We are very close to settling with the police command officers and with detectives, however, we expect the fire contract to go to arbitration. For budget purposes, I based all three groups on the police officer arbitration award.

Stimulus Grants

We have not addressed the stimulus grants in this budget at all. They are almost all for capital improvements and most will fall outside of our operating budget. There are two exceptions to this of note. We have applied for funding for five police officers through the COPS grant program. If we receive this, the grant will cover all of their costs for the first year of the program. For the second and third year we will have to cover any additional cost above that of the first year (step increases and related costs). In the fourth year, we will have to fully fund these officers ourselves. We are required to keep them at least one full year beyond the end of the grant. The other exception is that we will be able to charge some administrative costs to the various grants. This may reduce our total labor costs by as much as \$100,000 per year for two years if we use current staff to do all administrative work.

Beaumont Payment

We received a one-time payment of \$283,672 from William Beaumont Hospital to reimburse the City for additional interest costs we have to bear because we did not do our December bond issue as a “bank eligible” issue. This made it possible for Beaumont to issue bonds in December through the Royal Oak Hospital Finance Authority. In the end, Beaumont was not able to complete its bond sale until January. However, they still paid us the hold harmless fee.

I previously advised you that we would discuss how to use this money during the budget meetings. I propose to put it in the Capital Projects Fund and use it for future projects similar to those in the bond issue.

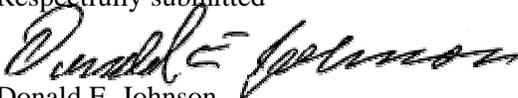
Summary

The City of Royal Oak has made tremendous financial progress in the past four years. We eliminated 25% of our positions, cut other costs, properly funded pensions and retiree health care and met capital needs. We were successful in negotiating or arbitrating reductions in union contracts. We turned around huge projected shortfalls and actually increased our General Fund balance by \$1.6 million last year.

It is not enough! We fixed the internal problems only to be confronted by the worst set of external economic conditions since the great depression. Tax revenue is declining. Revenue Sharing is declining. Interest income is declining. Traffic ticket revenue is declining. Chrysler is in bankruptcy. General Motors may soon follow.

What we have already accomplished, and the further reductions called for in this document are not enough to put the City on the road to financial sustainability. We have to do more. The next four years promise to be even more difficult than the past four.

Respectfully submitted



Donald E. Johnson
Interim City Manager
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 2009-2010 City of Royal Oak Budget for each fund is hereby appropriated as follows:

General Fund

General Government	9,314,655
Community and Economic Development	218,936
Health and Welfare	537,493
Public Safety	23,191,988
Public Works	1,359,224
Recreation and Culture	1,028,155
Transfers Out	-

Expenditures Total 35,650,451

Taxes	18,340,184
Licenses and Permits	1,081,800
Grants	5,034,865
Charges for Services	3,001,451
Fines and Forfeitures	3,772,000
Interest and Rentals	764,037
Contributions and Donations	16,491
Reimbursements	695,500
Other Revenues	107,000
Transfers In	1,485,000
Use of Fund Balance	1,352,123

Revenues, Transfers and Use of Fund Balance 35,650,451

Major Streets Fund

Expenditures Total	3,431,336
Revenues, Transfers and Use of Fund Balance	3,431,336

Local Streets Fund

Expenditures Total	2,275,161
Revenues, Transfers and Use of Fund Balance	2,275,161

Publicity Tax Fund

Expenditures Total	63,095
Revenues, Transfers and Use of Fund Balance	63,095

Solid Waste Fund

Expenditures Total	6,524,796
Revenues, Transfers and Use of Fund Balance	7,048,456

DDA - Development Fund

Expenditures Total	3,023,537
Revenues, Transfers and Use of Fund Balance	3,023,537

DDA - Operating Fund	
Expenditures Total	50,467
Revenues, Transfers and Use of Fund Balance	50,467
Library Millage Fund	
Expenditures Total	2,424,339
Revenues, Transfers and Use of Fund Balance	2,424,339
State Construction Code Fund	
Expenditures Total	1,419,963
Revenues, Transfers and Use of Fund Balance	1,420,000
Acorn Fund	
Expenditures Total	34,000
Revenues, Transfers and Use of Fund Balance	34,000
Senior Citizen Services Fund	
Expenditures Total	528,713
Revenues, Transfers and Use of Fund Balance	528,713
Animal Shelter Fund	
Expenditures Total	58,750
Revenues, Transfers and Use of Fund Balance	58,750
Police Grants Fund	
Expenditures Total	166,834
Revenues, Transfers and Use of Fund Balance	166,834

RESOLUTION 2: SET TAX RATE

RESOLVED, that the general operating levy for the 2009-2010 fiscal year for operations is established at 7.3947, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2009-2010 fiscal year for the publicity tax is established at .0216 mills.

BE IT FURTHER RESOLVED, that the property tax rate for the 2009-2010 fiscal year for the Library operations is established at .9597 mills.

BE IT FURTHER RESOLVED, that the property tax rate for the 2009-2010 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 2009-2010 fiscal year for the Fire Bonded Debt be established at .2971 mills, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2009-2010 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 1.6638 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 2009, 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, 2009 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Service	\$75 per mcf for first 2 mcf per billing period
	\$82 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 2009-2010 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 2009-2010 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 2009-2010 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 Attrition, Debt Management, Capital Assets and Capital Improvements Projects as they appear in the 2009-2010 Recommended Budget.

**CITY OF ROYAL OAK
2009 – 2010**

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), mandate that the budget document present a complete financial plan for the ensuing fiscal year and shall present the following:

- (a) An itemized statement of the appropriation recommended by the Manager for current expenses and for permanent improvements for each department and each division thereof, for the ensuing fiscal year, with comparative statement, in parallel columns, of the appropriation and expenditures for the current and next preceding fiscal year and the increases and decreases in the appropriation recommended;
- (b) An itemized statement of the taxes required and of the estimated revenue of the City, from all other sources, for the ensuing fiscal year, with comparative statements of the taxes and revenues for the current and next preceding fiscal year;
- (c) A statement of the financial condition of the City and an inventory of all property owned by the City; and
- (d) Such other information as may be required by the Commission.

Budget Document

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

The City Manager then prepares a complete itemized budget proposal for the next fiscal year and must present it to the City Commission not later than 30 days before the end of each fiscal year. Prior to the adoption of the budget, a Public Hearing on the budget must be held to inform the public and solicit input and comments from 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 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 2009 - 2010

INTERNAL PORTION

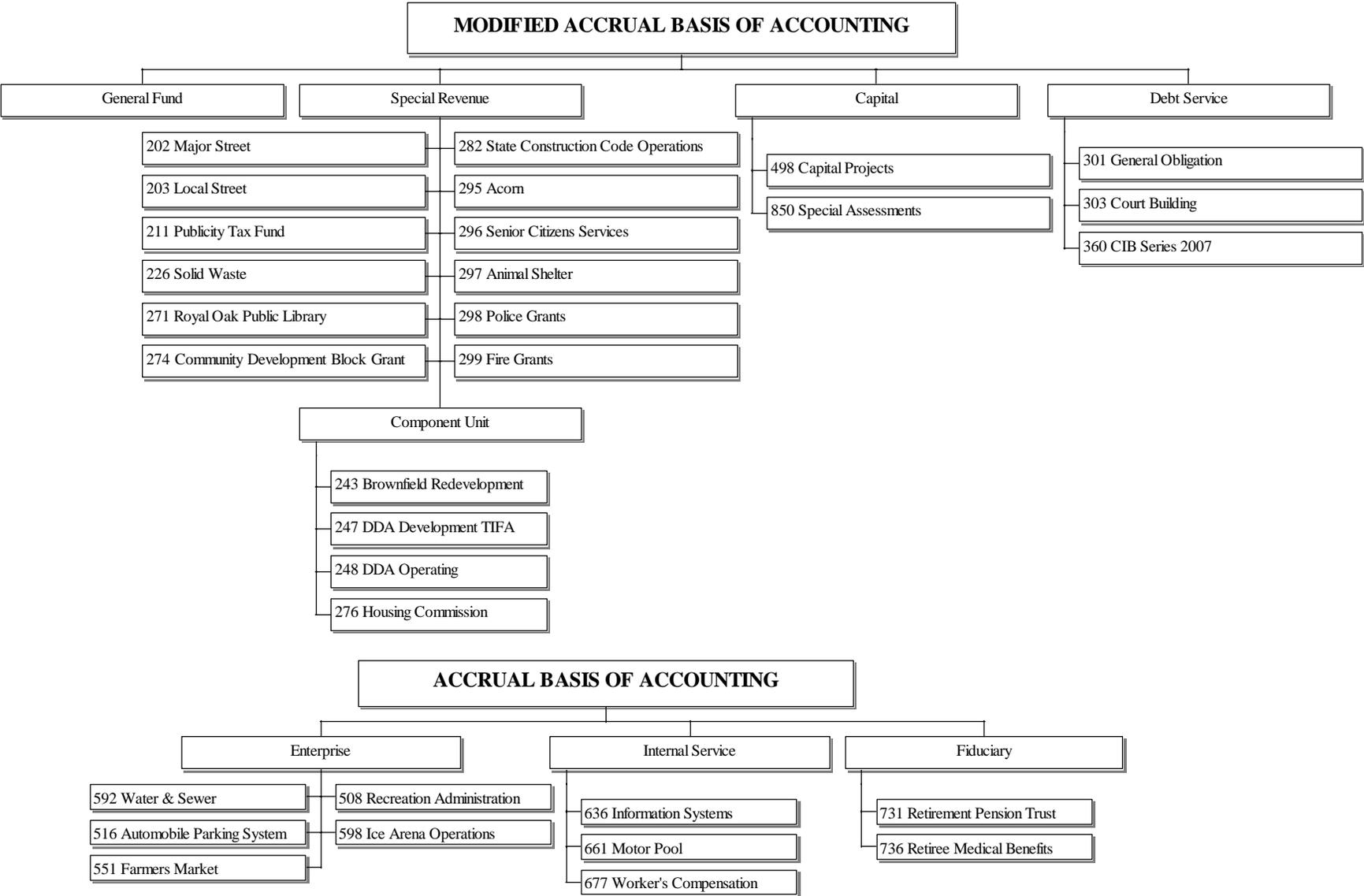
3/02/09	Finance sends budget forms and instructions to departments.
3/13/09	Department requests are due.
3/17-4/19/09	Finance compiles department requests and meets with departments as needed.
4/20/09	Compiled budget requests submitted to Interim City Manager.

PUBLIC PORTION

5/18/09	Budget presented to City Commission
5/20, 21, 27/09	City Commission Budget Hearings
5/27/09	<u>Public Hearing on Budget</u> - Publish Notice
6/01/09	<u>Public Hearing on Budget</u> - Hold Public Hearing on Budget
6/01/09	Commission adopts Budget and Millage Rates
6/15/09	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 Asset Policy

Capital Asset Policy

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

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

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

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

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

[Adopted 04/06/2009]

Capital Improvement Project Policy

Capital Improvement Project Definition

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

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

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

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

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

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

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

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

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

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

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

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

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

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

[Adopted 04/06/2009]

Debt Management Policy

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

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

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

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

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

Policy:

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

[Adopted 6/2/2008]

Fund Balance Policies

Fund Balance Policy – General Fund

Purpose:

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

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

Policy:

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

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

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

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

Fund Balance Policy – Non-Major Enterprise Funds

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

[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

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

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

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

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

Investment Policy

Policy:

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

Scope:

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

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

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

Objectives:

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

Safety—Ensuring the safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio and will employ mechanisms to control risks and diversify investments regarding specific types of individual financial institutions.

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

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

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

Delegation of Authority to Make Investments:

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

Authorized Investments:

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

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

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

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

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

Bankers' acceptances of United States banks.

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

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

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

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

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

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

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

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

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

Authorized Financial Institutions and Brokers/Dealers:

Investments shall be made only through approved financial institutions and approved security broker/dealers and shall be selected to attain a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics. The investment officer, or his/her delegate, shall be responsible for reviewing financial institutions' and broker/dealers' qualifications and deciding who is approved to conduct investment business with the City. The investment officer, or his/her delegate, shall maintain a list of the approved financial institutions and broker/dealers. All financial institutions and broker/dealers who desire to obtain approval for conducting investment business with the City must provide the investment officer, or his/her delegate, with evidence of their creditworthiness and qualifications for doing business in this State. This evidence includes audited financial statements, proof of National Association of Securities Dealers (NASD) certification (if applicable), proof of qualifications for doing business in Michigan, a signed agreement to comply with this investment policy (see Attachment A), and any other documents required by the investment officer or his/her delegate.

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

Safekeeping & Custody:

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

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

Prudence:

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

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

Ethics & Conflicts of Interest:

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

Internal Controls

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

Reporting

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

Adoption by City Commission

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

[Reaffirmed 06/02/2008]

Retirement 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.

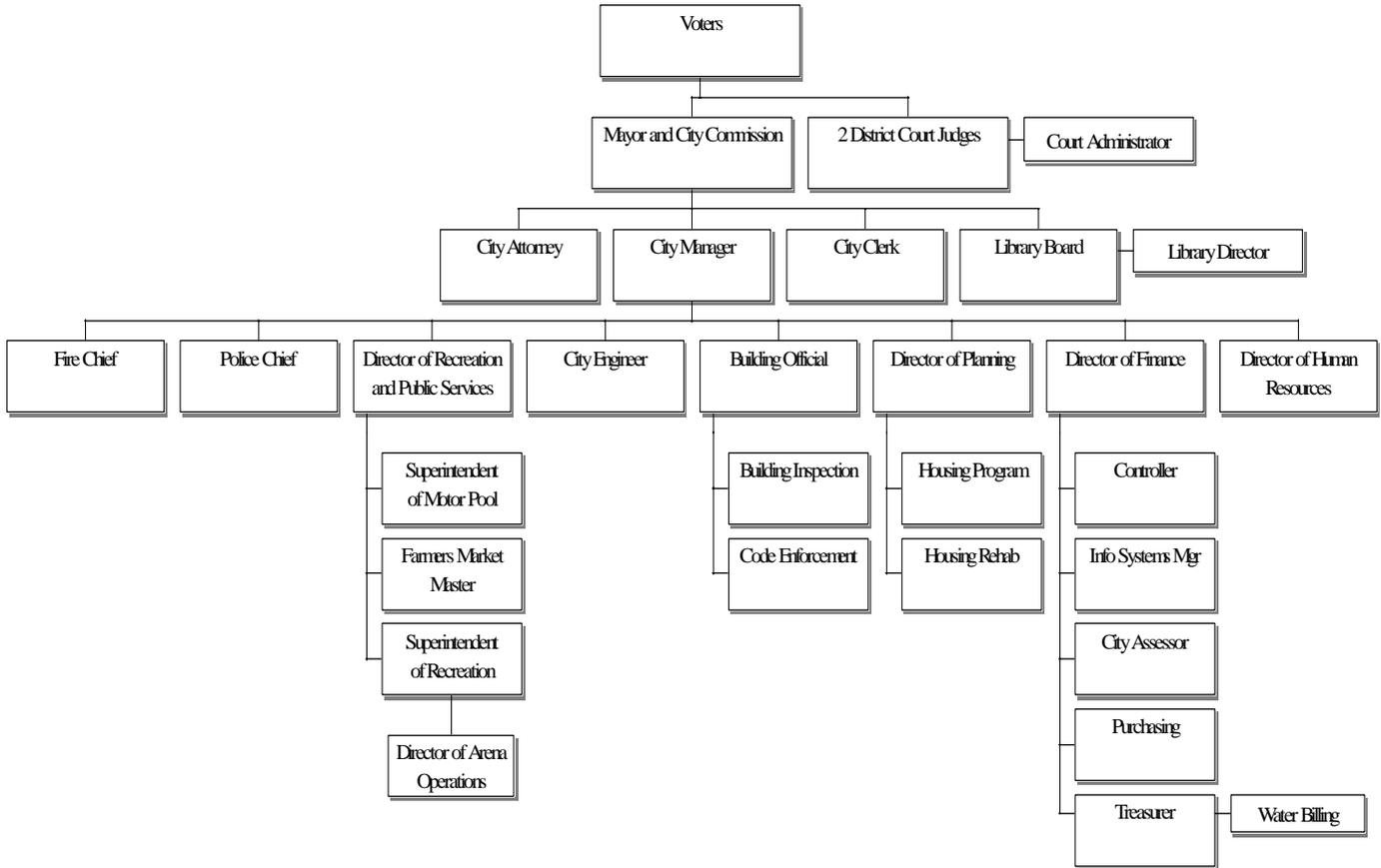
BE IT FURTHER RESOLVED, should the Weighted Average Percentage Contribution for Unfunded Actuarial Accrued Liability recommended by the actuary fall below 2%, the amortization period shall be reduced and the contribution recalculated until a further reduction would result in a percentage in excess of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

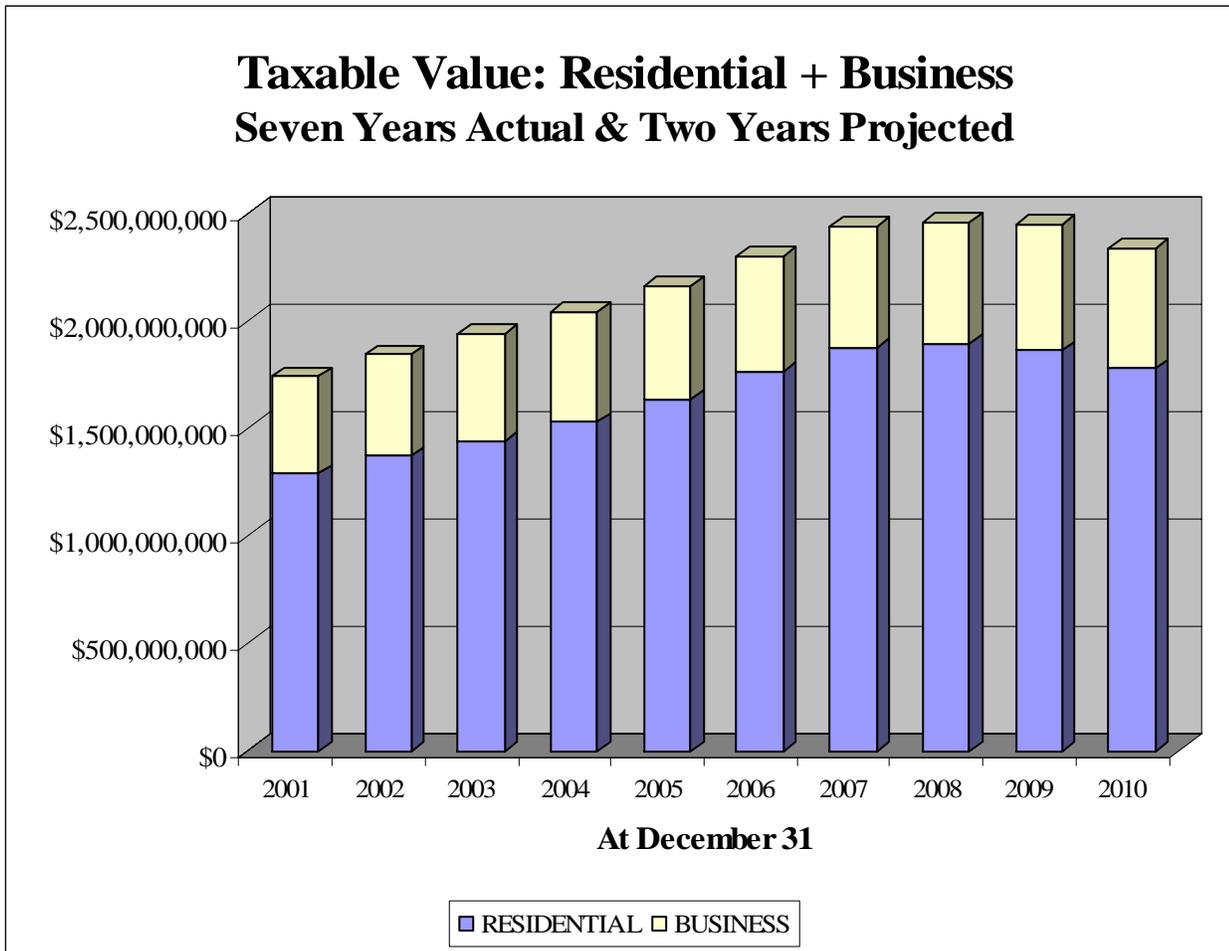


Authorized Full-time Employees by Function/Program

Function/Program	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
44th District Court/Probation	23	22	22	22	22	21	20	19	19	19
Administrative Services										
Manager	2	2	2	2	2	2	1	1	1	1
Attorney	4	5	4	5	4	4	4	4	4	4
City Clerk	6.5	4	4	4	4	5	5	4	4	4
Human Resources	4	4	4	4	4	3	3	3	3	3
Building	12	11	11	11	11	7	7	7	6	6
Code Enforcement	7	6	5	5	4	4	4	4	4	4
Engineering	9	11	10	10	10	10	10	10	8	8
Planning	5	6	5	5	5	4	4	4	4	4
Block Grant	3	3	3	3	2	1	1	1	1	1
Housing	2	2	2	2	1	2	2	2	1	1
Finance	6	6	6	6	6	6	6	5	5	5
Assessing	5	5	4	4	4	4	4	4	4	4
Purchasing	0.5	1	1	1	1	0.5	0.5	0.5	0.5	0.5
Treasurer	5	5	5	5	5	4	4	4	4	4
Water Billing	2	2	2	2	1	1	1	1	1	1
Information Systems	6	6	6	6	4	4	4	4	4	4
Subtotal	79	79	74	75	68	61.5	60.5	58.5	54.5	54.5
Library	15	12	14	13	13	11	10	10	10	10
Public Safety										
Police	117	107	106	107	103	94	91	88	86	83
Fire	68	70	65	63	63	57	55	52	52	52
Subtotal	185	177	171	170	166	151	146	140	138	135
Recreation & Public Services										
Public Service										
Parks & Forestry	14	13	8	8	8	8	7	7	7	7
Building Maintenance	2	2	2	2	2	2	2	2	2	2
Highway	20	14	16	16	14	14	14	14	14	14
Motor Pool	12	12	12	12	11	11	11	11	11	11
Electrical	2	2	2	1	1	1	1	1	1	1
Solid Waste	1	1	1	1	1	2	2	2	2	2
Water Maintenance	9	8	9	9	9	8	8	8	8	8
Water Services	6	6	6	6	6	6	6	6	6	6
Sewer Maintenance	10	9	9	9	9	8	8	8	8	8
Auto Parking	3	3	3	3	3	3	3	3	3	3
Recreation	4	3	2	2	2	2	2	2	2	2
Ice Arena	1	1	1	1	1	1	1	1	1	1
Senior Services	2	2	2	2	2	2	1	1	1	1
Subtotal	86	76	73	72	69	68	66	66	66	66
Total	388	366	354	352	338	312.5	302.5	293.5	287.5	284.5

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

Taxable Value

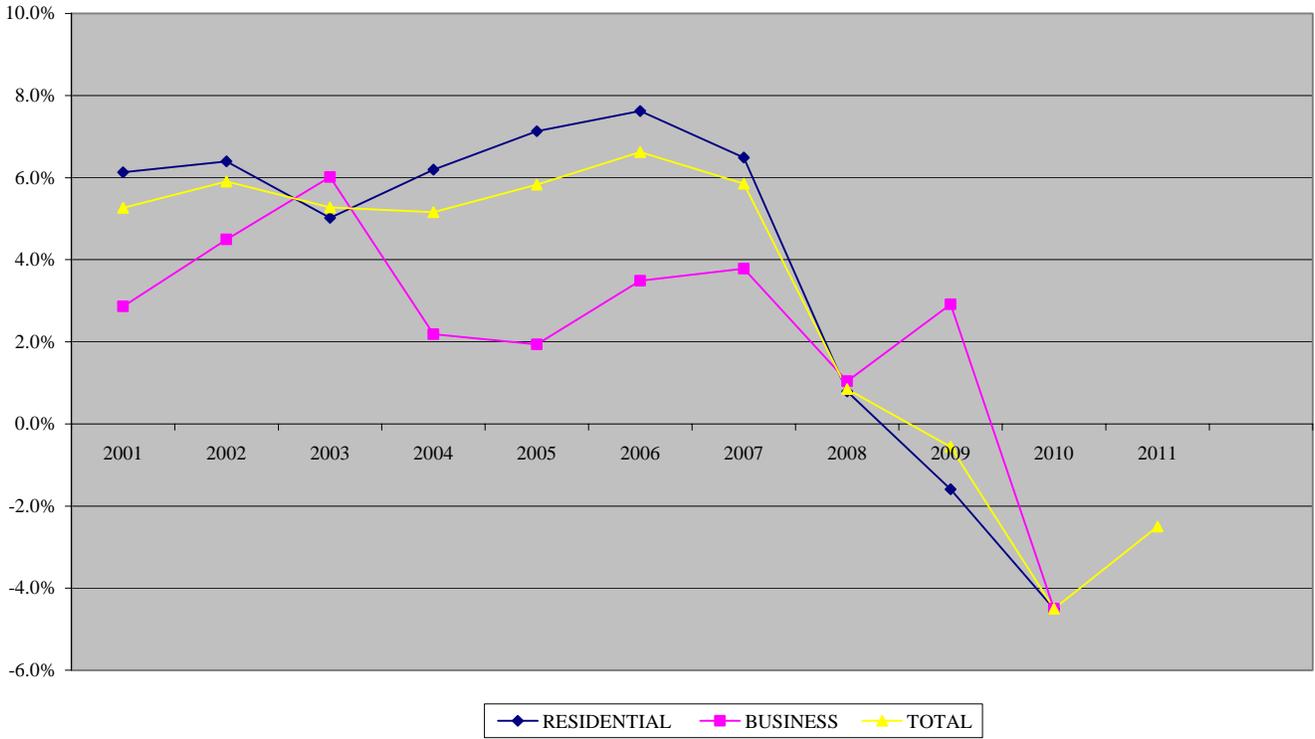


Taxable Value, the base for tax revenue, will fall 0.55% for Fiscal Year 2009-2010 compared to a 0.85% increase in FY 2008-2009. Based on a 2009 Oakland County Equalization review of the Michigan economy and sales figures, Taxable Value county wide is expected to decline 9.0% for FY 2010-2011 and 5.0% for FY 2011-2012. Our values are estimated to be 1% better each year.

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	1,859,817,935	57,320,450	111,014,890	413,633,900	2,441,787,175	-0.55%
2010	1,776,126,128	54,741,030	106,019,220	395,020,375	2,331,906,752	-4.50%
2011	1,731,722,975	53,372,504	103,368,739	385,144,865	2,273,609,083	-2.50%

Taxable Value Percent Change By Year



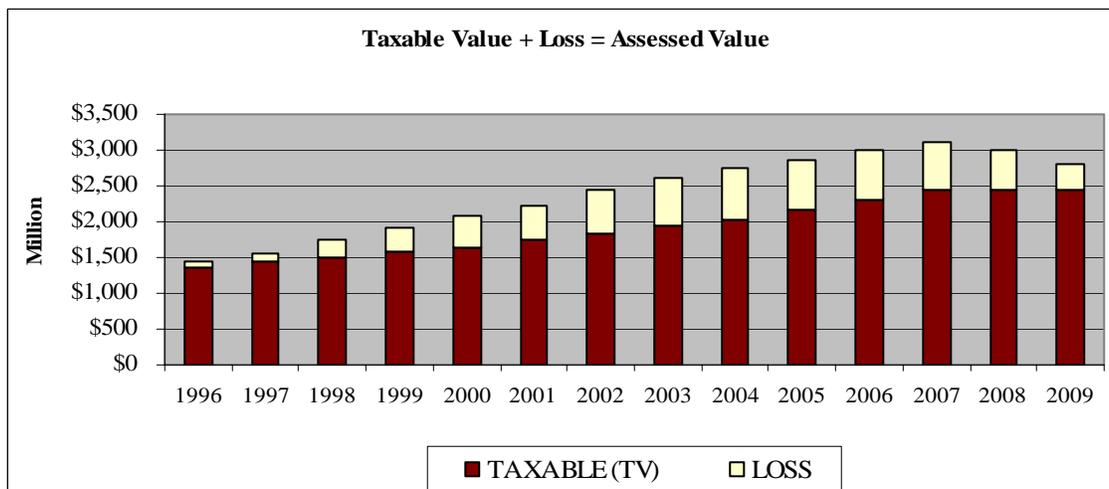
Proposal A Effect in Royal Oak Taxable Value v. Assessed Valuation

(Values are in Millions)

July 1	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%
2009	2,808	2,442	366	-31.0%

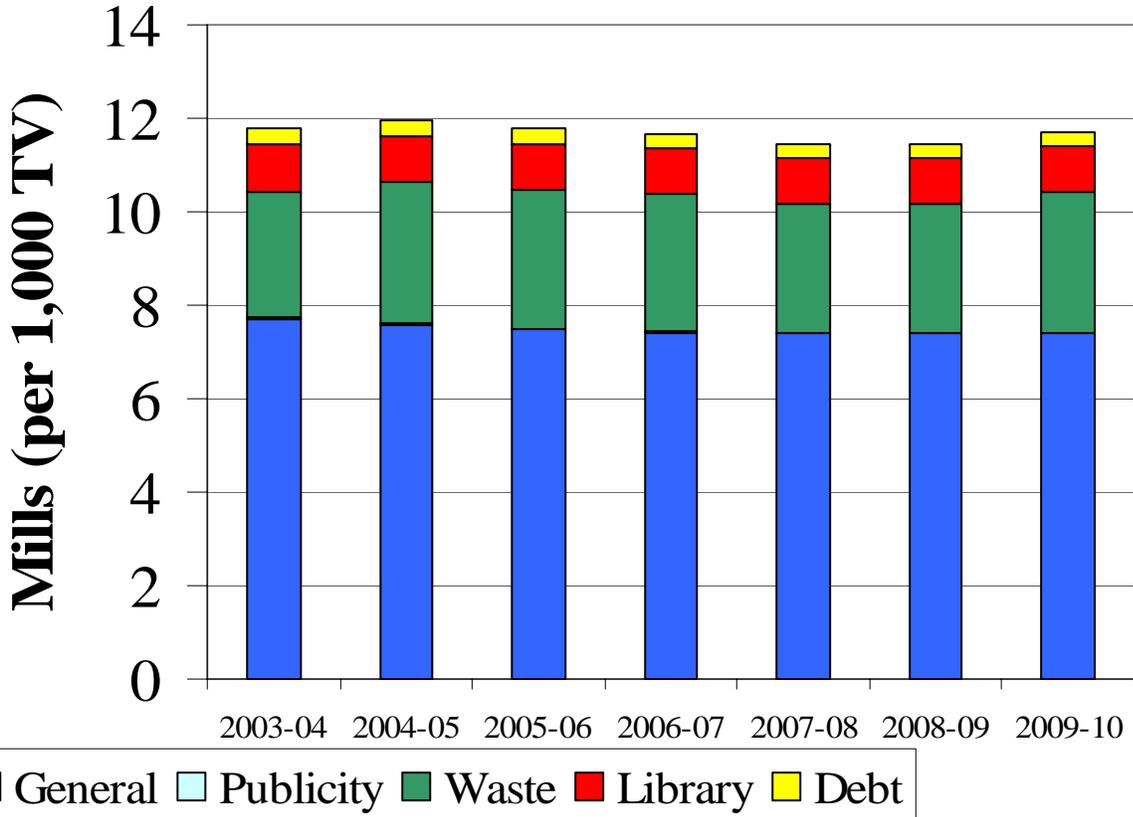
Proposal A of 1994 amended the state Constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5% whichever is less. The chart and graph 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, \$149,000 or 21.8% in 2008, and \$165,000 in 2009 leaving a 2008 loss of \$366 million this year. The downturn in assessed value is the major concern for FY 2010-2011. Market conditions are expected to reduce that year's SEV and Taxable Value, driving down FY 2010-2011 tax revenue.



City Wide Tax Rate

CITY WIDE TAX RATE



City Wide Ad Valorem Tax Rates

Millage Rate	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
General Operations	7.7048	7.5769	7.4806	7.4207	7.3947	7.3947	7.3947
Publicity	0.0253	0.0240	0.0227	0.0222	0.0214	0.0213	0.0216
Solid Waste (State + Voted)	2.7000	3.0163	2.9779	2.9539	2.7664	2.7664	3.0129
Library	1.0000	0.9834	0.9709	0.9631	0.9597	0.9597	0.9597
Debt Retirement	0.3679	0.3550	0.3295	0.3102	0.2944	0.2912	0.2971
TOTAL	11.7980	11.9556	11.7816	11.6701	11.4366	11.4333	11.6860

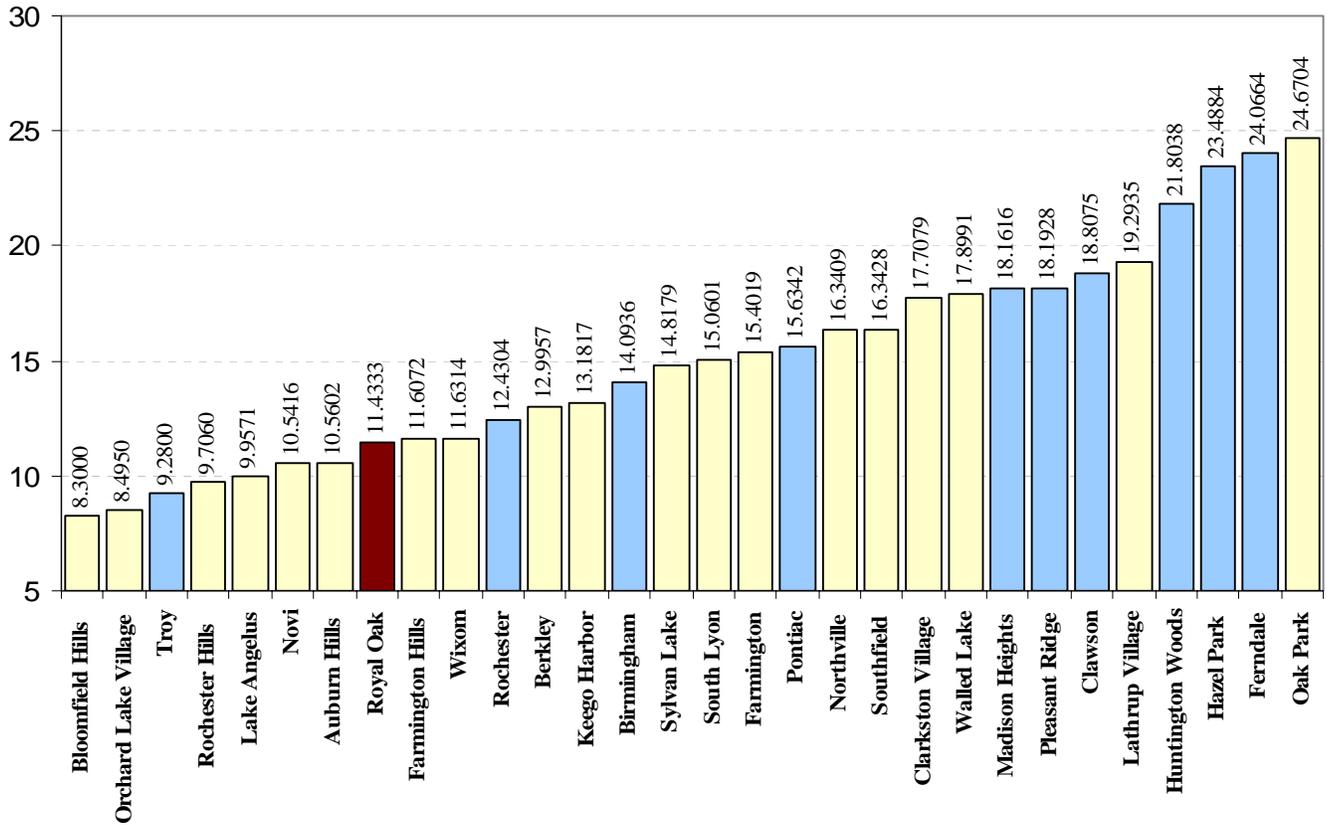
Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.7156	1.7156	1.6831	1.6831	1.6831	1.6477	1.6477
City & DDA Operations	13.5136	13.6712	13.4647	13.3532	13.1197	13.0810	13.3337

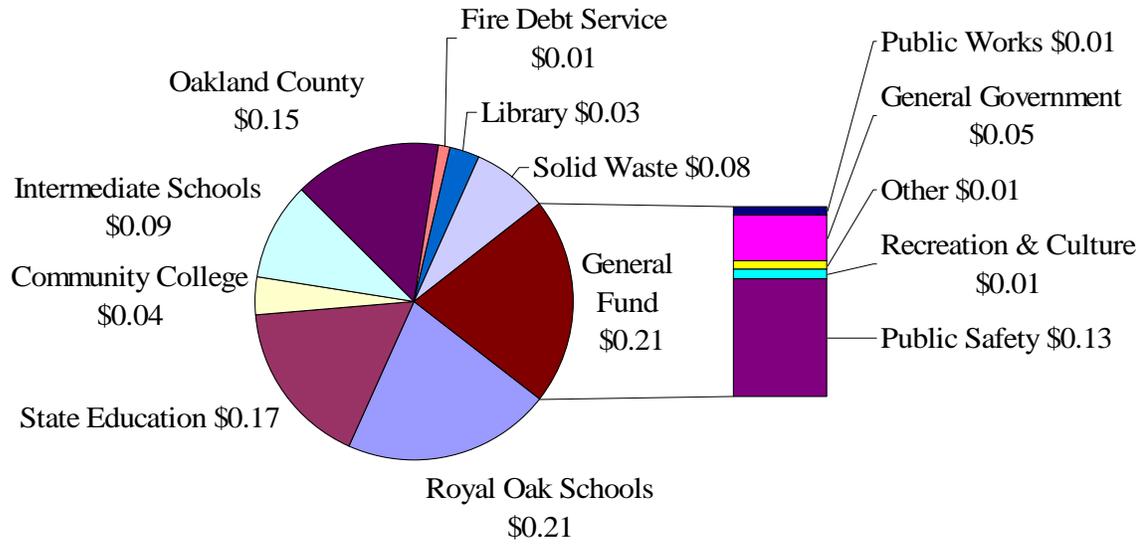
Tax Rate Comparison

2008 Total City Tax Rate Comparison

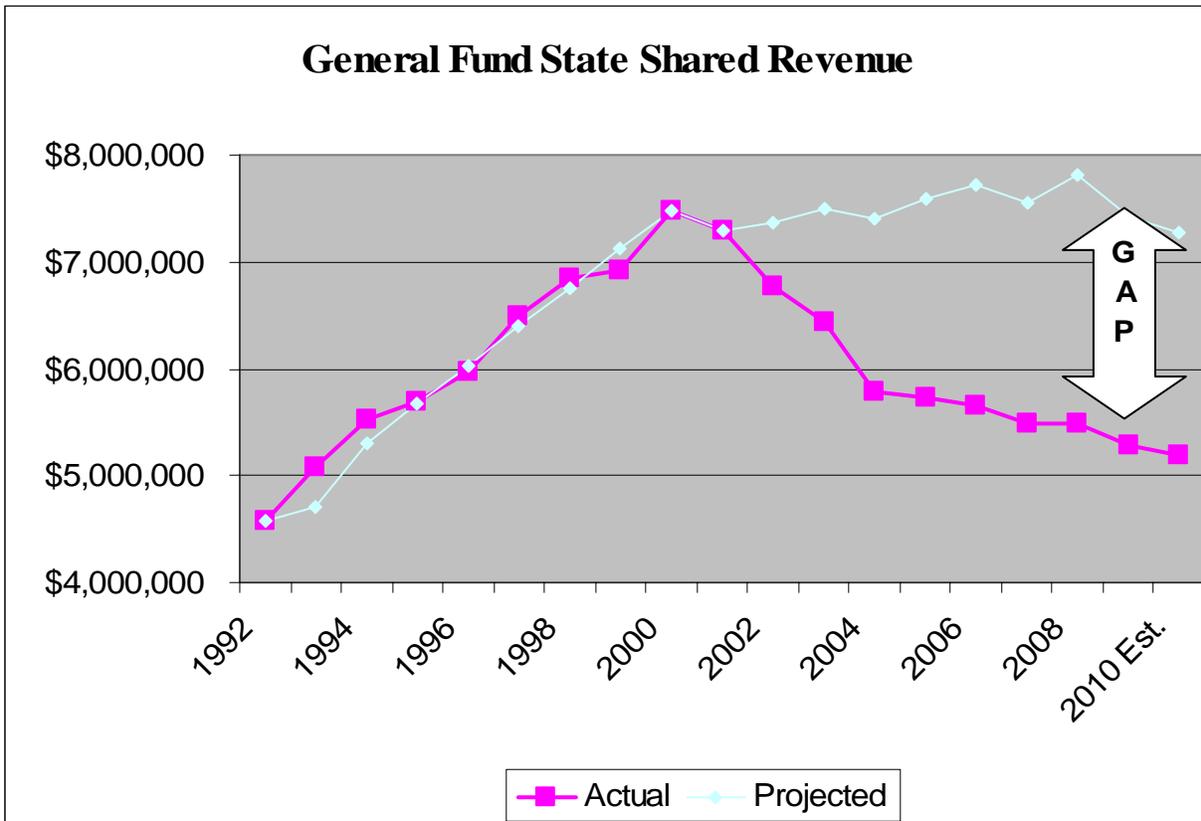
(Average Millage Rate = 15.1)



Where Your Tax Dollar Goes



State Shared Revenue

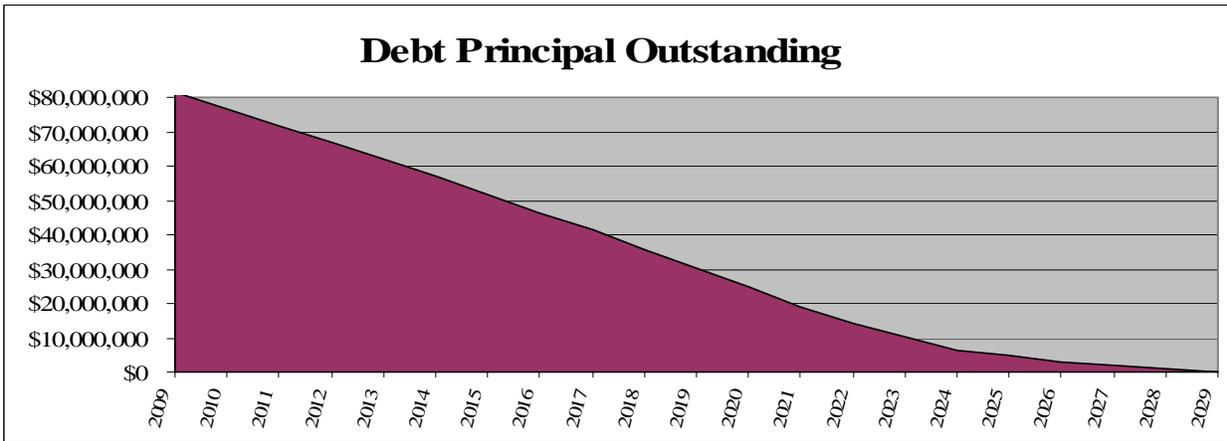
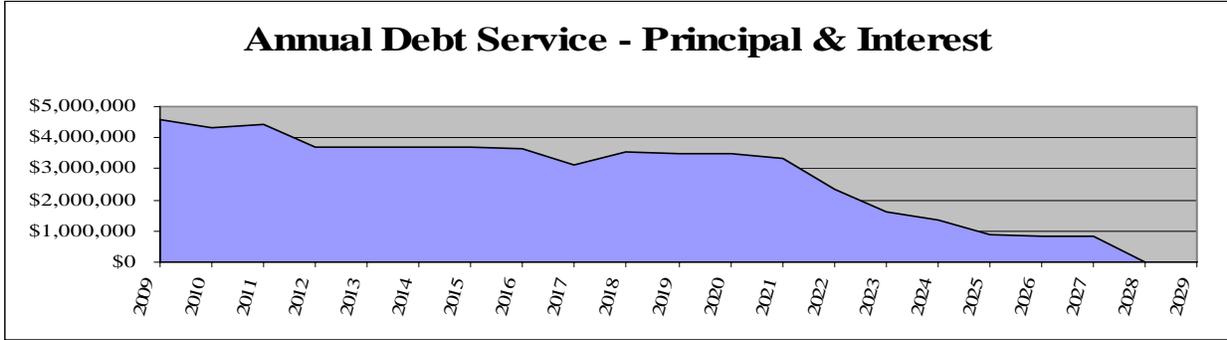


The Michigan legislature has dramatically reduced distributions of State Shared Revenue or sales tax receipts since FY 2000-2001. The amount received in 2008 is less than the 1994 distribution. In the graph above, from 1992 to 2001, projected growth and the trend line are based on 1992 actual revenue 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. Statute 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.

The annual gap for FY 2010 is expected to be about \$2,100,000. The cumulative gap since FY 2001 approaches \$15,600,000. Following limitations by Headlee to tax rates and by Proposal A to taxable value, local government faces the dilemma that State Shared Revenue (a third leg of our financial stool) has been sawed off. Thus the local unit of government continues to be forced into the position of having to drastically reduce services or find some creative way to raise new revenue.

Fiscal <u>Year</u>	<u>State Shared Revenue</u>			
	<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	4,173,107	1,319,771	5,492,878	
2009	3,970,888	1,319,771	5,290,659	Governor's Executive Order 5/5/09
2010 Est.	3,891,470	1,293,376	5,184,846	May 2005 E.O. est.@98%/85%

Debt Service to 2029



Fiscal Year	Annual Debt Service	Principal Outstanding
6/30/2009	6,902,299	81,281,356
6/30/2010	7,726,925	76,454,515
6/30/2011	7,711,966	71,478,377
6/30/2012	7,250,869	66,800,693
6/30/2013	7,250,629	61,969,352
6/30/2014	7,244,526	56,983,730
6/30/2015	7,243,410	51,831,369
6/30/2016	7,167,083	46,579,729
6/30/2017	7,059,624	41,255,709
6/30/2018	6,956,692	35,848,850
6/30/2019	6,792,592	30,418,210
6/30/2020	6,792,817	24,796,326
6/30/2021	6,567,367	19,200,808
6/30/2022	5,745,107	14,236,372
6/30/2023	4,565,532	10,277,937
6/30/2024	4,265,354	6,469,679
6/30/2025	2,005,952	4,776,281
6/30/2026	1,983,086	3,023,497
6/30/2027	1,109,392	2,058,803
6/30/2028	1,107,911	1,041,167
6/30/2029	1,072,822	0

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

Taxpayer	1999			2008		
	Taxable Value	Rank	Percentage of Total	Taxable Value	Rank	Percentage of Total
Detroit Edison	\$ 23,644,350	2	1.63%	\$ 24,131,770	1	1.05%
Spirit Holdings / Form Tech			-	23,664,650	2	1.03%
Beaumont Hospital	13,974,600	5	0.96%	15,069,880	3	0.66%
Amber Equities, LLC			-	14,535,200	4	0.63%
Flex-N-Gate			-	13,784,850	5	0.60%
Consumer's Energy	10,537,580	6	0.73%	9,636,920	6	0.42%
Co-op Services	8,370,940	7	0.58%	9,562,570	7	0.42%
National City Bank			-	8,047,980	8	0.35%
Meijer, Inc.	6,982,510	9	0.48%	7,592,030	9	0.33%
Woodland Gardens			-	5,612,700	10	0.24%
Masco	24,548,020	1	1.69%			-
Hawthorn Metal	15,647,300	4	1.08%			-
First of America	16,221,090	3	1.12%			-
Amber Management	7,089,824	8	0.49%			-
Detroit Cellular	6,043,460	10	0.42%			-
Total taxable value of ten largest taxpayers	133,059,674		9.16%	131,638,550		5.72%
Total taxable value of all other taxpayers	1,319,986,470		90.84%	2,168,393,210		94.28%
Total taxable value of all taxpayers	\$ 1,453,046,144		100.00%	\$ 2,300,031,760		100.00%

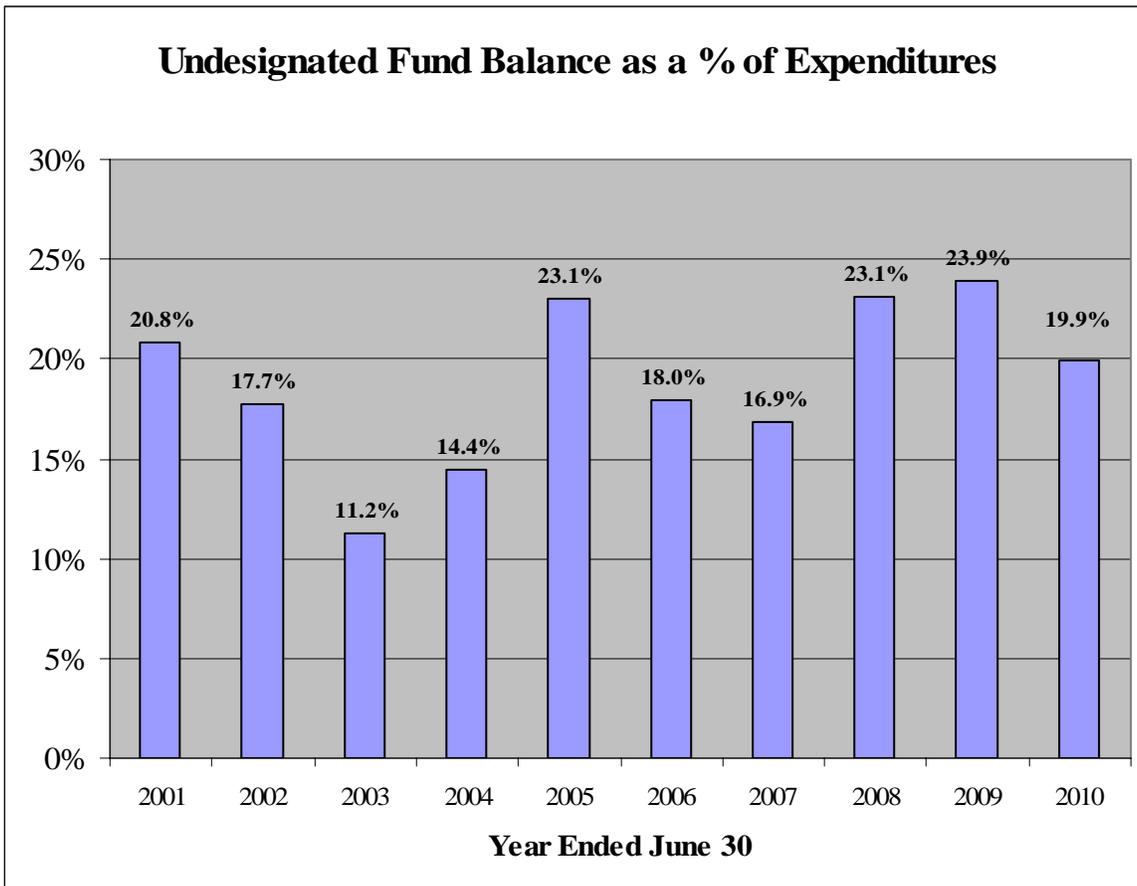
Real Property Owned by the City of Royal Oak

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	Lot-600 S. Main & 700 S. Main
Memorial Park-Concession Bldg	Park – Lockman	Troy St. Bldg
Memorial Park-Restroom Bldg	Park – Maddock	
Memorial Park-Press Box	Park - Marais-Dickie Putman	
RO Club Maintenance Bldg	Park - Mark Twain	
Salter Community Center	Park – Marks	
Farmers 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	

**General Fund
Undesignated Fund Balance as a Percentage of Expenditures
Fiscal Year 2000-2001 to 2009-2010**

<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Undesignated Fund Balance</u>	<u>Percent</u>
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	34,344,518	7,928,121	23.1%
FY 2008-2009 Projected	35,328,803	8,460,000	23.9%
FY 2009-2010 Budget	35,670,398	7,100,000	19.9%

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	2008-2009 Estimated Year End	2009-2010 Approved Budget	2010-2011 Projected Budget	2011-2012 Projected Budget	2012-2013 Projected Budget	2013-2014 Projected Budget
Beginning Fund Balance	8,361,834	9,461,806	8,109,683	5,736,542	3,653,815	1,516,930
Revenues	33,736,200	32,813,328	32,303,283	32,100,473	32,363,075	32,978,445
Expenditures	35,328,803	35,650,451	35,801,424	35,308,199	35,624,960	36,048,337
Net	(1,592,604)	(2,837,123)	(3,498,142)	(3,207,726)	(3,261,885)	(3,069,892)
Transfers from other funds	2,692,576	1,485,000	1,125,000	1,125,000	1,125,000	1,125,000
Net Change in Fund Balance	1,099,972	(1,352,123)	(2,373,142)	(2,082,726)	(2,136,885)	(1,944,892)
Ending Fund Balance	9,461,806	8,109,683	5,736,542	3,653,815	1,516,930	(427,962)
Fund Balance as a percentage of Expenditures	26.78%	22.75%	16.02%	10.35%	4.26%	-1.19%
Net Change in Fund Balance	1,099,972	(1,352,123)	(2,373,142)	(2,082,726)	(2,136,885)	(1,944,892)

General Fund Expenditures by Activity

Number	Activity	2009-2010 Approved Budget	2010-2011 Projected Budget	2011-2012 Projected Budget	2012-2013 Projected Budget	2013-2014 Projected Budget
101	Mayor/Commission	28,384	28,384	28,384	28,384	28,384
136	District Court	2,522,000	2,568,903	2,545,664	2,619,730	2,675,039
151	Probation	518,293	535,269	545,832	559,890	567,713
172	City Manager	248,967	154,186	158,310	162,559	166,934
191	Elections	241,306	251,270	256,132	260,838	263,976
201	Finance	858,865	894,757	810,291	830,030	843,032
209	Assessor	527,159	548,393	562,368	576,983	588,185
210	Attorney	830,925	863,346	880,108	898,072	910,888
215	Clerk	391,697	403,108	330,732	338,988	344,248
226	Human Resources	492,227	517,352	533,801	551,380	565,834
233	Purchasing	39,121	39,122	39,122	39,122	39,122
248	Administration	1,506,287	1,509,287	1,509,287	1,509,287	1,509,287
253	Treasurer	413,885	430,344	442,639	455,279	464,005
265	City Office Building	441,935	441,941	441,941	441,941	441,941
266	Parks & Forestry	728,247	702,221	715,915	730,554	742,178
267	Building Maintenance	253,604	261,258	268,527	276,322	282,099
301	Police	13,579,379	13,669,828	13,674,687	13,870,833	13,827,323
336	Fire	9,195,782	9,093,259	8,625,325	8,499,562	8,744,031
344	Ambulance Services	537,493	543,577	523,369	523,544	529,997
372	Code Enforcement	373,567	380,669	389,819	400,512	406,308
400	Planning & Zoning	218,936	204,394	209,668	215,714	219,500
430	Animal Protection	43,260	43,260	43,260	43,260	43,260
441	DPS	270,112	278,222	286,084	293,933	299,793
443	Electrical	94,788	97,445	101,266	104,197	106,501
447	Engineering	316,831	330,176	338,510	309,413	314,817
448	Street Lighting	677,493	710,996	746,197	783,122	821,821
834	Cable Communications	135,562	136,020	136,523	137,075	137,683
835	Community Promotion	59,453	59,455	59,455	59,455	59,455
836	Dream Cruise	104,893	104,982	104,982	104,982	104,982
965	Transfers to Other Funds					
	Total Expenditures	35,650,451	35,801,424	35,308,199	35,624,960	36,048,337

General Fund Expenditure Summary

GENERAL FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	22,858,017	548,009	313,320	4,733,607	0	28,452,952
2006-2007 Actual	23,409,981	456,999	19,360	4,523,917	0	28,410,257
2007-2008 Actual	28,500,479	600,549	175,397	5,048,539	0	34,324,964
2008-2009 Original Budget	30,455,899	626,776	140,100	5,447,895	0	36,670,670
2008-2009 Adjusted Budget (Dec)	30,455,899	626,776	144,654	5,472,170	0	36,699,499
2008-2009 Six Month Actual	15,213,325	228,297	92,114	2,574,468	0	18,108,204
2008-2009 Estimated Year End	29,275,065	600,598	137,670	5,315,470	0	35,328,803
2009-2010 Dept Request	30,733,245	645,722	378,500	5,738,792	0	37,496,259
2009-2010 Manager's Budget	29,386,122	585,311	23,000	5,649,018	0	35,643,451
2009-2010 Approved Budget	29,386,122	592,311	23,000	5,649,018	0	35,650,451
2010-2011 Projected Budget	29,462,247	599,259	23,450	5,716,469	0	35,801,424
2011-2012 Projected Budget	28,890,552	606,386	23,914	5,787,901	0	35,308,752
2012-2013 Projected Budget	29,125,005	613,697	24,391	5,862,475	0	35,625,567
2013-2014 Projected Budget	29,462,005	621,197	24,883	5,939,093	0	36,047,177

General Fund Revenue Summary

101.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	16,561,274	5,809,919	7,289,809	16,625	1,611,293	1,548,060	32,836,979
2006-2007 Actual	17,545,790	5,620,281	7,163,599	16,703	2,248,154	1,296,717	33,891,244
2007-2008 Actual	18,424,420	5,578,250	8,544,944	6,454	2,486,169	1,027,120	36,067,357
2008-2009 Original Budget	18,517,144	5,064,377	8,231,407	16,776	1,809,234	2,796,042	36,434,980
2008-2009 Adjusted Budget (Dec)	18,517,144	5,064,377	8,231,407	16,776	1,838,063	2,796,042	36,463,809
2008-2009 Six Month Actual	17,027,638	2,094,325	3,983,957	12,309	1,258,049	1,552,919	25,929,197
2008-2009 Estimated Year End	18,597,144	5,399,042	7,777,232	16,491	1,946,291	2,692,576	36,428,776
2009-2010 Dept Request	18,340,184	5,034,865	7,855,251	16,491	1,566,537	1,485,000	34,298,328
2009-2010 Manager's Budget	18,340,184	5,034,865	7,855,251	16,491	1,566,537	1,485,000	34,298,328
2009-2010 Approved Budget	18,340,184	5,034,865	7,855,251	16,491	1,566,537	1,485,000	34,298,328
2010-2011 Projected Budget	17,540,676	5,135,562	8,012,356	16,821	1,597,868	1,125,000	33,428,283
2011-2012 Projected Budget	17,042,614	5,238,274	8,172,603	17,157	1,629,825	1,125,000	33,225,473
2012-2013 Projected Budget	17,004,058	5,343,039	8,336,055	17,500	1,662,422	1,125,000	33,488,075
2013-2014 Projected Budget	17,312,249	5,449,900	8,502,776	17,850	1,695,670	1,125,000	34,103,445

101.101 Mayor/Commission

101.101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	5,396	1,035	-	10,635	-	17,067
2006-2007 Actual	5,071	728	-	10,840	-	16,639
2007-2008 Actual	6,976	134	-	11,461	-	18,571
2008-2009 Original Budget	4,134	100	-	24,150	-	28,384
2008-2009 Adjusted Budget (Dec)	4,134	100	-	24,150	-	28,384
2008-2009 Six Month Actual	2,706	210	-	15,110	-	18,026
2008-2009 Estimated Year End	4,134	100	-	24,150	-	28,384
2009-2010 Dept Request	4,134	100	-	24,150	-	28,384
2009-2010 Manager's Budget	4,134	100	-	24,150	-	28,384
2009-2010 Approved Budget	4,134	100	-	24,150	-	28,384
2010-2011 Projected Budget	4,134	100	-	24,150	-	28,384
2011-2012 Projected Budget	4,134	100	-	24,150	-	28,384
2012-2013 Projected Budget	4,134	100	-	24,150	-	28,384
2013-2014 Projected Budget	4,134	100	-	24,150	-	28,384



101.136 District Court

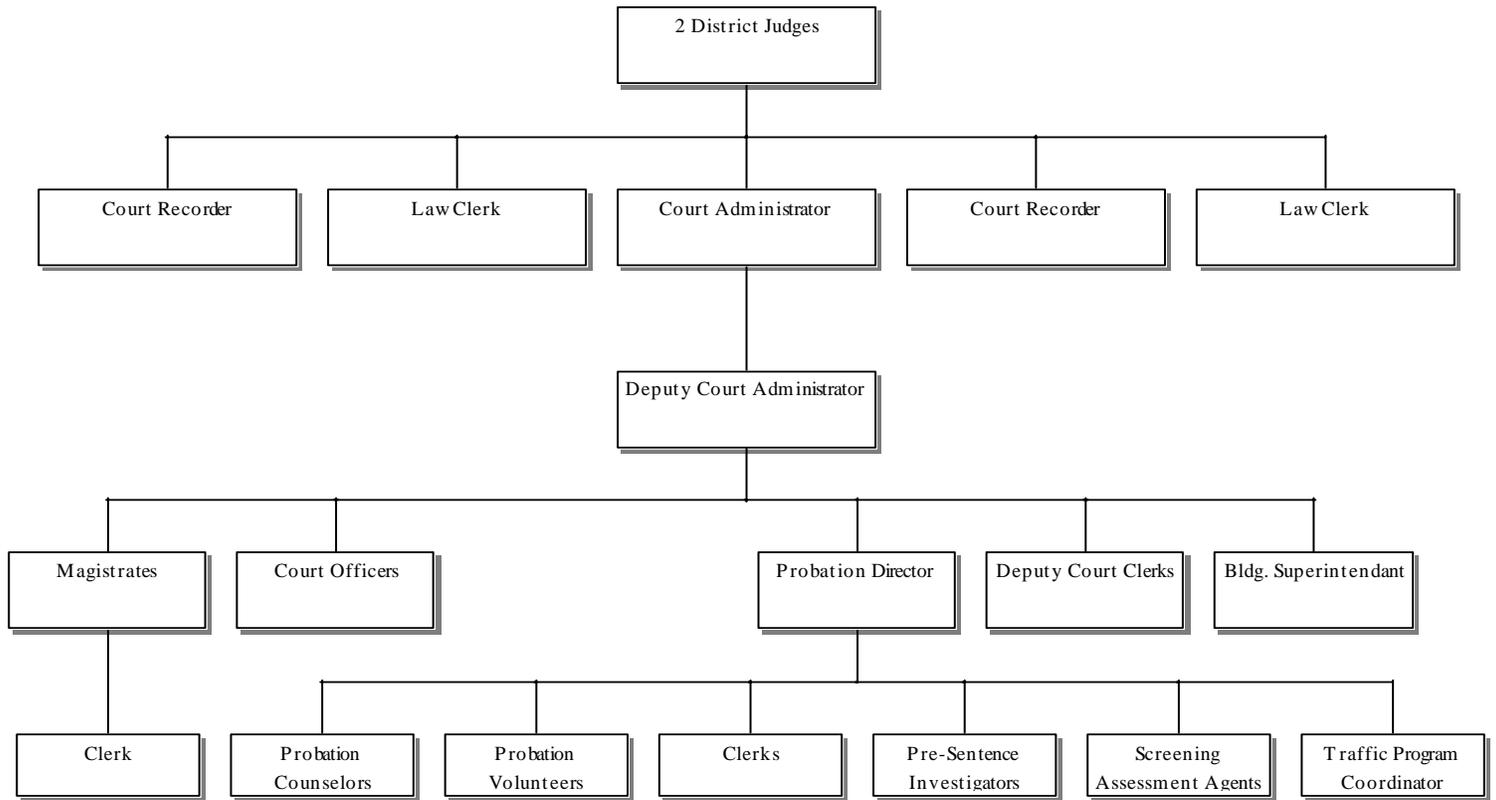
The 44th District Court, a Judicial Court of the State of Michigan, is comprised of three divisions: the Judicial, court clerks and probation. The Court is responsible for all Civil, Traffic and Criminal cases that transpire within the boundaries of the City of Royal Oak. The Court is also the collection agency for all traffic tickets, parking tickets, misdemeanors, and code violations. The Court processed over 114,000 cases in the year 2008.

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 9,000 informal hearings and small claims cases in 2008.

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 \$1,900,000 in past due bills from old unpaid accounts. Our collection rate for the 44th District Court is one of the highest in the State of Michigan at 97%.

The 44th District Court became the first court in the tri-county area to implement e-citations and e-commerce. This enables police officers to print the tickets in their police car and download the information directly into court computers saving time and money. At the same time e-commerce allows people receiving traffic tickets to pay their tickets directly on line via the web. Because of this and other innovative measures that the court has taken in recent years we have been able to reduce over 3,000 employee hours from our budget in 2009-10.



	04/05	05/06	06/07	07/08	08/09	09/10
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	0	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	0	0
Administrative Assistant	1	1	1	1	1	1
Chief Account Clerk (Court)	1	1	1	1	1	0
Court Officer	2	2	2	2	2	2
Dist Court Clerk III	3	3	5	6	7	7
Dist Court Clerk II	2	2	2	1	1	1
Court Bailiff Law Clerk	2	2	0	0	0	0
Total	20	19	19	19	19	18

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	1,701,324	34,179	767	243,317	-	1,979,587
2006-2007 Actual	1,759,376	46,520	-	235,219	-	2,041,115
2007-2008 Actual	2,050,355	28,231	-	265,952	-	2,344,538
2008-2009 Original Budget	2,181,881	37,150	-	270,096	-	2,489,127
2008-2009 Adjusted Budget (Dec)	2,181,881	37,150	-	270,096	-	2,489,127
2008-2009 Six Month Actual	1,094,562	15,656	-	106,262	-	1,216,480
2008-2009 Estimated Year End	2,165,655	39,900	2,000	268,600	-	2,476,155
2009-2010 Dept Request	2,327,724	41,500	2,000	290,800	-	2,662,024
2009-2010 Manager's Budget	2,189,700	41,500	-	290,800	-	2,522,000
2009-2010 Approved Budget	2,189,700	41,500	-	290,800	-	2,522,000
2010-2011 Projected Budget	2,223,876	41,500	-	303,527	-	2,568,903
2011-2012 Projected Budget	2,186,786	41,500	-	317,378	-	2,545,664
2012-2013 Projected Budget	2,245,774	41,500	-	332,456	-	2,619,730
2013-2014 Projected Budget	2,284,666	41,500	-	348,873	-	2,675,039

101.151 Probation

	04/05	05/06	06/07	07/08	08/09	09/10
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
2005-2006 Actual	419,751	9,423	-	6,000	-	435,175
2006-2007 Actual	429,871	11,191	-	282	-	441,344
2007-2008 Actual	486,909	6,648	-	1,533	-	495,090
2008-2009 Original Budget	521,206	10,500	-	3,000	-	534,706
2008-2009 Adjusted Budget (Dec)	521,206	10,500	-	3,000	-	534,706
2008-2009 Six Month Actual	287,681	1,966	-	1,186	-	290,833
2008-2009 Estimated Year End	530,555	8,500	-	2,350	-	541,405
2009-2010 Dept Request	502,038	10,000	-	3,100	-	515,138
2009-2010 Manager's Budget	505,193	10,000	-	3,100	-	518,293
2009-2010 Approved Budget	505,193	10,000	-	3,100	-	518,293
2010-2011 Projected Budget	522,169	10,000	-	3,100	-	535,269
2011-2012 Projected Budget	532,732	10,000	-	3,100	-	545,832
2012-2013 Projected Budget	546,790	10,000	-	3,100	-	559,890
2013-2014 Projected Budget	554,613	10,000	-	3,100	-	567,713

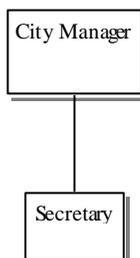
101.172 Manager

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.



	04/05	05/06	06/07	07/08	08/09	09/10
City Manager	1	1	1	1	1	1
Secretary II - City Manager	1	1	1	1	1	1
Total	2	2	2	2	2	2

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	132,604	693	-	2,829	-	136,126
2006-2007 Actual	223,590	725	-	1,224	-	225,539
2007-2008 Actual	235,002	494	-	3,376	-	238,872
2008-2009 Original Budget	265,208	750	-	3,450	-	269,408
2008-2009 Adjusted Budget (Dec)	265,208	750	-	3,450	-	269,408
2008-2009 Six Month Actual	142,296	281	-	4,314	-	146,891
2008-2009 Estimated Year End	268,319	580	-	4,753	-	273,652
2009-2010 Dept Request	243,765	550	-	4,950	-	249,265
2009-2010 Manager's Budget	244,717	550	-	3,700	-	248,967
2009-2010 Approved Budget	244,717	550	-	3,700	-	248,967
2010-2011 Projected Budget	149,928	558	-	3,700	-	154,186
2011-2012 Projected Budget	154,044	566	-	3,700	-	158,310
2012-2013 Projected Budget	158,285	574	-	3,700	-	162,559
2013-2014 Projected Budget	162,651	583	-	3,700	-	166,934

101.191 Elections

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	101,772	27,080	187,324	13,812	-	329,988
2006-2007 Actual	107,873	14,051	-	6,540	-	128,464
2007-2008 Actual	220,009	22,817	-	7,505	-	250,331
2008-2009 Original Budget	264,442	22,000	-	18,200	-	304,642
2008-2009 Adjusted Budget (Dec)	264,442	22,000	4,554	18,200	-	309,196
2008-2009 Six Month Actual	175,419	14,209	4,554	7,033	-	201,215
2008-2009 Estimated Year End	279,188	22,000	5,000	16,876	-	323,064
2009-2010 Dept Request	191,072	33,000	5,000	18,200	-	247,272
2009-2010 Manager's Budget	192,606	24,000	-	17,700	-	234,306
2009-2010 Approved Budget	192,606	31,000	-	17,700	-	241,306
2010-2011 Projected Budget	202,570	31,000	-	17,700	-	251,270
2011-2012 Projected Budget	207,432	31,000	-	17,700	-	256,132
2012-2013 Projected Budget	212,138	31,000	-	17,700	-	260,838
2013-2014 Projected Budget	215,276	31,000	-	17,700	-	263,976

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.

For 2009-2010, we are continuing to deal with declining property values. This year, we will see a small decline in taxable values. However, the amount of that reduction is only about 1.25% rather than the 3.5% we anticipated a year ago. For next year, 2010-2011, an Oakland County projection predicts a 9% decline in taxable value, followed by an additional 5% decline the following year. Nevertheless, we are anticipating losses of 4.5% and 2.5% for 2010-2011 and 2011-2012, respectively. These more optimistic estimates are a result of the City faring better than the County recently.

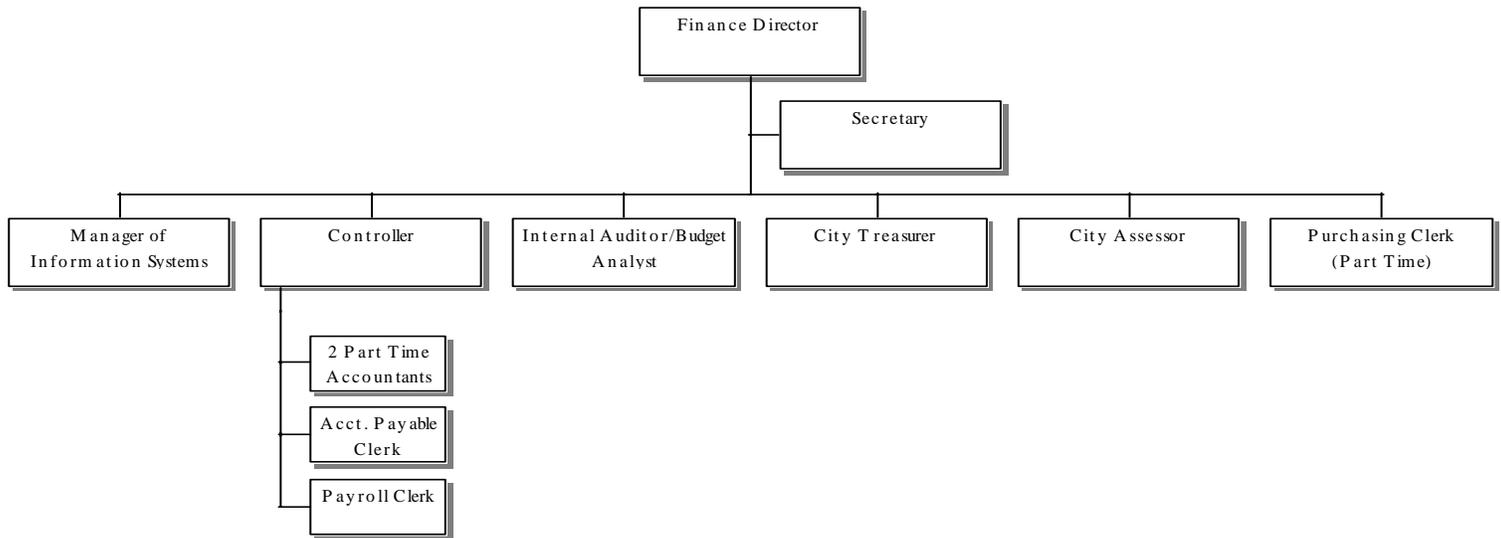
In the winter of 2008, the department was responsible for an \$11.8 million bond issue to finance the purchase of two properties, various water projects, the repaving at the Department of Public Service and the acquisition of several vehicles for the motor pool. These bonds will be repaid by the Auto Parking, Motor Pool, and Water & Sewer funds from revenues generated by the respective funds.

The cost allocation plan, prepared by Rehmann Robson, under the direction of the Finance Department has already resulted in over \$2.5 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.

The Finance Department, again, is not asking for any changes in staffing at this time. The Commission, however, should stay 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 continuing our work 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.

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. Therefore, we are recommending it be replaced. The cost of replacement will be expensed through the Information Systems Fund over ten years. This is discussed in the City Manager's Transmittal Letter.



	04/05	05/06	06/07	07/08	08/09	09/10
Director of Finance	1	1	1	1	1	1
Controller	1	1	1	1	1	1
Internal Auditor/Bdgt Analyst	0	1	1	1	1	1
Accountant II	1	0	0	0	0	0
Secretary I - Finance	1	1	1	1	1	1
Payroll Clerk III	1	1	1	1	1	1
Finance - MC III	1	1	1	1	1	1
Total	6	6	6	6	6	6

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	324,535	2,663	-	6,641	-	333,839
2006-2007 Actual	433,843	4,001	-	18,728	-	456,572
2007-2008 Actual	638,943	3,790	-	64,079	-	706,812
2008-2009 Original Budget	748,863	3,500	-	96,506	-	848,869
2008-2009 Adjusted Budget (Dec)	748,863	3,500	-	96,506	-	848,869
2008-2009 Six Month Actual	359,069	2,583	-	30,744	-	392,396
2008-2009 Estimated Year End	726,609	5,250	-	83,355	-	815,214
2009-2010 Dept Request	756,719	4,000	-	93,860	-	854,579
2009-2010 Manager's Budget	763,855	4,000	-	91,010	-	858,865
2009-2010 Approved Budget	763,855	4,000	-	91,010	-	858,865
2010-2011 Projected Budget	799,687	4,060	-	91,010	-	894,757
2011-2012 Projected Budget	715,160	4,121	-	91,010	-	810,291
2012-2013 Projected Budget	734,836	4,184	-	91,010	-	830,030
2013-2014 Projected Budget	747,775	4,247	-	91,010	-	843,032

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.

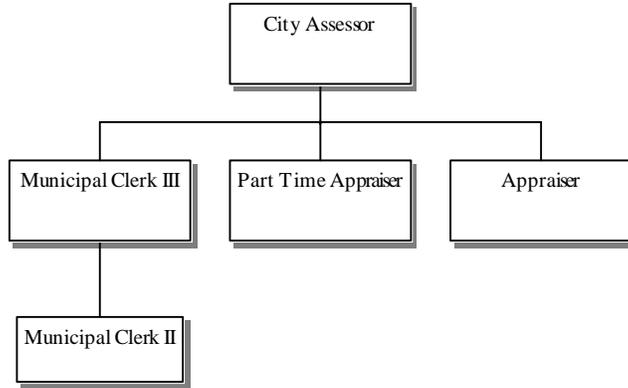
The depressed economic climate in Michigan has affected the Royal Oak real estate market. Home sales are down, foreclosures are increasing and market values are dropping accordingly. As bad as things seem, Royal Oak has not suffered as greatly as other local municipalities. Our taxable value was estimated to decrease about -4.00% and the actual number was -0.55%. We can find some solace in the opinion that Royal Oak is still a desirable place to live and work.

The Assessor had proposed an upgrade of the Municipal Clerk II position for consideration for the last several years' budgets. The Assessor's office is unique in the nature of the business conducted. The Clerk II, with the Deputy Assessor position eliminated, had 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 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.

An opening due to a retirement created an open position in the City Clerk's office. Because of the opportunity for overtime, the Clerk II in the Assessor's Office (as described above) transferred to the Clerk's Office. Fortunately, a clerk in the Treasurer's Office accepted the open position. This person had an association with our assessment system and software so her transition has been a little easier. Unfortunately, the Assessor's Office lost 6 years of experience and training because of the inability to upgrade a position that was warranted.

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 2009-2010 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.



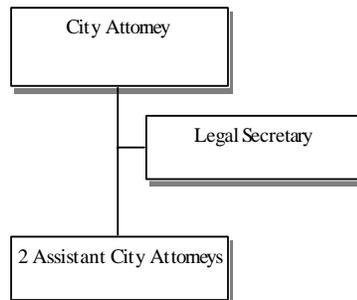
	04/05	05/06	06/07	07/08	08/09	09/10
City Assessor	1	1	1	1	1	1
Deputy City Assessor	1	1	0	0	0	0
Appraiser	1	1	1	1	1	1
Assessing - MC III	1	1	1	1	1	1
Assessing - MC II	0	0	0	0	1	1
Assessing - MC I	1	1	1	1	0	0
Total	5	5	4	4	4	4

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	240,015	2,685	-	60,496	-	303,196
2006-2007 Actual	247,416	1,615	-	50,941	-	299,972
2007-2008 Actual	394,841	2,206	-	65,066	-	462,113
2008-2009 Original Budget	440,581	4,210	-	62,303	-	507,094
2008-2009 Adjusted Budget (Dec)	440,581	4,210	-	62,303	-	507,094
2008-2009 Six Month Actual	215,622	706	-	6,596	-	222,924
2008-2009 Estimated Year End	438,595	2,671	-	58,270	-	499,536
2009-2010 Dept Request	462,590	2,700	-	58,730	-	524,020
2009-2010 Manager's Budget	466,829	2,400	-	57,930	-	527,159
2009-2010 Approved Budget	466,829	2,400	-	57,930	-	527,159
2010-2011 Projected Budget	488,063	2,400	-	57,930	-	548,393
2011-2012 Projected Budget	502,038	2,400	-	57,930	-	562,368
2012-2013 Projected Budget	516,653	2,400	-	57,930	-	576,983
2013-2014 Projected Budget	527,855	2,400	-	57,930	-	588,185

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, all City boards and committees, 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 four City employees – the City Attorney, two Assistant City Attorneys, and one legal secretary.



	04/05	05/06	06/07	07/08	08/09	09/10
City Attorney	1	1	0	1	1	1
Deputy City Attorney	1	1	1	1	0	0
Assistant City Attorney	1	2	2	2	2	2
Legal Secretary	1	1	1	1	1	1
Total	4	5	4	5	4	4

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	396,951	17,429	-	187,550	-	601,931
2006-2007 Actual	407,762	19,309	-	260,496	-	687,567
2007-2008 Actual	472,252	16,881	-	199,725	-	688,858
2008-2009 Original Budget	555,657	18,250	-	248,790	-	822,697
2008-2009 Adjusted Budget (Dec)	555,657	18,250	-	248,790	-	822,697
2008-2009 Six Month Actual	266,311	8,082	-	105,728	-	380,121
2008-2009 Estimated Year End	556,157	18,250	-	231,034	-	805,441
2009-2010 Dept Request	572,245	18,800	-	235,040	-	826,085
2009-2010 Manager's Budget	577,335	18,800	-	234,790	-	830,925
2009-2010 Approved Budget	577,335	18,800	-	234,790	-	830,925
2010-2011 Projected Budget	609,181	19,364	-	234,801	-	863,346
2011-2012 Projected Budget	625,350	19,945	-	234,813	-	880,108
2012-2013 Projected Budget	642,703	20,543	-	234,825	-	898,072
2013-2014 Projected Budget	654,891	21,160	-	234,838	-	910,888

101.215 Clerk

The basic responsibilities of the Clerks Office is conducting elections, registering voters, providing birth and death certificates, providing dog licenses, bike licenses, solicitation permits, Dream Cruise permits, sidewalk café licenses, valet permits, new business licenses and taxi licenses. 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. All contracts are now scanned into Laserfiche. The Clerk's Office is the keeper of official city records, processes Freedom of Information requests, serves as a notary public, handles money and now accepts credit cards.

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 5 full time and 1 part-time employees in the Clerk's Office; one City Clerk, one Deputy City Clerk, two Municipal Clerk III positions, one Municipal Clerk II position and one part-time clerk.

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 and answers numerous e-mails.

The following number of certificates were filed in the Clerk's Office in 2008: 5,975 birth records and 2,046 death records. Approximately 850 requests per month are received for mail-in birth certificate orders. There were 127 requests for death certificates by mail, 355 corrections and re-orders and 101 amendments by the State and Medical Examiner.

In 2008, 46 Initial Merchant Licenses, 51 misc. business licenses, 242 annual business license renewals, 79 peddler permits, 31 solicitation permits, 42 special event permits, 78 Woodward Dream Cruise permits and 53 taxi bond plates were processed.

The office has processed banners, 10 requests for 5th/Main and 13 requests for 11/Main Streets, ranging from one week to one month at those intersections. There were 35 sidewalk café licenses issued in 2008.

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

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

The agenda items for City Commission meetings are now sent via e-mail, scanned into document imaging and put onto the city's website. We finally have the entire Mayor and City Commission onboard with paperless packets!

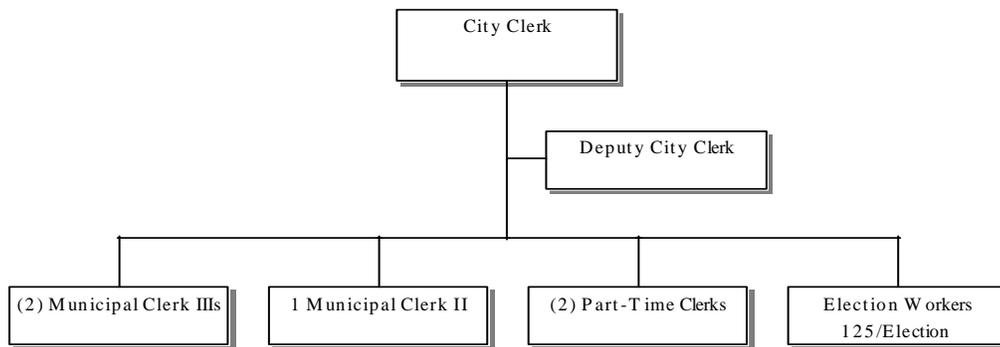
The Office of the City Clerk was responsible for the administration of three elections in 2008 which were the January 15, 2008 Presidential Election, August 5, 2008 Primary Election and the November 4, 2008 General Election. The January 15, 2008 election experienced a 25% turnout with 11,671 ballots cast. The August 5, 2008 election experienced a 23% voter turnout with 10,884 ballots cast and the November 4, 2008 General Election experienced voter history in Royal Oak with a 74% turnout with 35,377 ballots cast! We processed record turnout with absentees as well with a total of 10,414 absentees issued to voters! We registered 6,396 new voters in 2008!

Dog licenses and renewals are issued daily. In 2008, 1,919 licenses were issued. The seventh annual rabies vaccination clinic was held in April, the most successful so far. We licensed 153 dogs, 66 being new dogs and 154 rabies shots were given by Veterinarian Jeff Fortina.

We maintain the Boards & Committees applications and list, processed 35 FOIA requests, processed 39 SDD/SDM's, 45 Class C liquor license renewals, 9 liquor transfers, 10 valet licenses, 1 one-day permit, residential parking permits, newspaper legal advertising, Commission resolutions, ordinances and numerous 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
- Working with the Census Bureau for the 2010 Census. Possible redistricting due to the new data.
- Continue to hire new election workers and train them on the ES&S M-100's, as well as the AutoMARK election equipment
- Relocate voting precincts where schools are closing
- Keep updated on election law changes and ADA requirements
- Increase fees where possible
- Incorporate a new dog tag system
- Incorporate a new business license system
- Challenges with a new system issuing dog park passes
- Keep spending within budgeted amounts
- Continue to assist the City Manager's Office when needed



	04/05	05/06	06/07	07/08	08/09	09/10
City Clerk	1	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1	1
CS III - Purchasing	0.5	0	0	0	0	0
City Clerk - MC III	2	2	2	2	2	2
City Clerk - MC II	2	0	0	0	0	1
Total	6.5	4	4	4	4	5

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	151,079	5,384	-	12,178	-	168,640
2006-2007 Actual	156,156	5,944	-	11,011	-	173,111
2007-2008 Actual	243,973	5,849	-	22,767	-	272,589
2008-2009 Original Budget	267,555	7,720	10,100	18,585	-	303,960
2008-2009 Adjusted Budget (Dec)	267,555	7,720	10,100	18,585	-	303,960
2008-2009 Six Month Actual	167,362	4,843	-	7,890	-	180,095
2008-2009 Estimated Year End	314,814	7,550	10,100	25,610	-	358,074
2009-2010 Dept Request	347,006	7,995	15,100	27,410	-	397,511
2009-2010 Manager's Budget	350,292	7,995	8,000	25,410	-	391,697
2009-2010 Approved Budget	350,292	7,995	8,000	25,410	-	391,697
2010-2011 Projected Budget	361,703	7,995	8,000	25,410	-	403,108
2011-2012 Projected Budget	289,327	7,995	8,000	25,410	-	330,732
2012-2013 Projected Budget	297,583	7,995	8,000	25,410	-	338,988
2013-2014 Projected Budget	302,843	7,995	8,000	25,410	-	344,248

101.226 Human Resources

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

The 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 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 department and City needs.
7. Report and monitor workers' compensation and unemployment compensation claims with third party administrator; ensure compliance with MIOSHA, accident/injury policies and procedures, and collective bargaining agreements; perform liaison duties with workers' comp clinics for employee injuries, new hire physicals and DOT drug testing program and requirements.
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 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 three full-time employees: The Human Resource Director who oversees department operations and reports to the City Manager, Human Resource Specialist and Confidential Secretary who report to the Human Resource Director.

Department accomplishments for 2008:

1. Assisted in recovering more than \$180,000 in Medicare retiree drug subsidies.
2. Assisted in preparation for and negotiations with the Department Head/Deputy Department Head Association and AFSCME, resulting in new 5-year agreements with both groups.
3. For calendar year 2008, processed more than 500 applications leading to the hiring of a Police Officer, Controller, Assistant City Attorney, Automotive Mechanic, 66 part-time positions and 120 election workers for the 2008 Presidential election.

4. Continuously reduced employment advertising costs by:

- Reducing print ad usage and/or length, 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:

The on-going challenge, which is not unique to the Royal Oak Human Resource Department, is continuing to provide our customers - employees, department heads, unions, retirees and the public with timely service, with fewer available resources.



	04/05	05/06	06/07	07/08	08/09	09/10
Human Resource Director	1	1	1	1	1	1
Human Resource Specialist	1	1	1	1	1	1
Secretary I - Hr	1	1	1	1	1	1
H/R - MC III	1	1	1	1	1	0
Total	4	4	4	4	4	3

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	225,480	1,498	-	49,779	-	276,757
2006-2007 Actual	241,204	884	-	88,599	-	330,687
2007-2008 Actual	383,922	867	-	71,172	-	455,961
2008-2009 Original Budget	430,802	1,210	-	98,579	-	530,591
2008-2009 Adjusted Budget (Dec)	430,802	1,210	-	98,579	-	530,591
2008-2009 Six Month Actual	184,751	222	-	31,857	-	216,830
2008-2009 Estimated Year End	429,892	1,210	-	94,779	-	525,881
2009-2010 Dept Request	364,048	1,275	-	124,150	-	489,473
2009-2010 Manager's Budget	367,777	1,000	-	123,450	-	492,227
2009-2010 Approved Budget	367,777	1,000	-	123,450	-	492,227
2010-2011 Projected Budget	387,063	1,050	-	129,239	-	517,352
2011-2012 Projected Budget	397,392	1,103	-	135,307	-	533,801
2012-2013 Projected Budget	408,556	1,158	-	141,666	-	551,380
2013-2014 Projected Budget	416,286	1,216	-	148,333	-	565,834

101.233 Purchasing

	04/05	05/06	06/07	07/08	08/09	09/10
CS III - Purchasing	0.5	1	1	1	1	0.5
Total	0.5	1	1	1	1	0.5

101.233 PURCHASING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	48,254	-	-	553	-	48,807
2006-2007 Actual	27,236	-	-	397	-	27,633
2007-2008 Actual	46,030	-	-	461	-	46,491
2008-2009 Original Budget	37,421	-	-	1,700	-	39,121
2008-2009 Adjusted Budget (Dec)	37,421	-	-	1,700	-	39,121
2008-2009 Six Month Actual	17,111	-	-	111	-	17,222
2008-2009 Estimated Year End	-	-	-	39,121	-	39,121
2009-2010 Dept Request	16,286	-	-	22,835	-	39,121
2009-2010 Manager's Budget	16,286	-	-	22,835	-	39,121
2009-2010 Approved Budget	16,286	-	-	22,835	-	39,121
2010-2011 Projected Budget	16,287	-	-	22,835	-	39,122
2011-2012 Projected Budget	16,287	-	-	22,835	-	39,122
2012-2013 Projected Budget	16,287	-	-	22,835	-	39,122
2013-2014 Projected Budget	16,287	-	-	22,835	-	39,122

101.248 Administration

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	8,242	-	-	1,409,544	-	1,417,786
2006-2007 Actual	-	-	-	1,661,831	-	1,661,831
2007-2008 Actual	6,283	-	-	1,526,567	-	1,532,850
2008-2009 Original Budget	-	-	-	1,456,389	-	1,456,389
2008-2009 Adjusted Budget (Dec)	-	-	-	1,456,389	-	1,456,389
2008-2009 Six Month Actual	3,234	-	-	887,891	-	891,125
2008-2009 Estimated Year End	3,143	-	-	1,460,289	-	1,463,432
2009-2010 Dept Request	2,000	-	-	1,504,287	-	1,506,287
2009-2010 Manager's Budget	2,000	-	-	1,504,287	-	1,506,287
2009-2010 Approved Budget	2,000	-	-	1,504,287	-	1,506,287
2010-2011 Projected Budget	5,000	-	-	1,504,287	-	1,509,287
2011-2012 Projected Budget	5,000	-	-	1,504,287	-	1,509,287
2012-2013 Projected Budget	5,000	-	-	1,504,287	-	1,509,287
2013-2014 Projected Budget	5,000	-	-	1,504,287	-	1,509,287

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, 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.

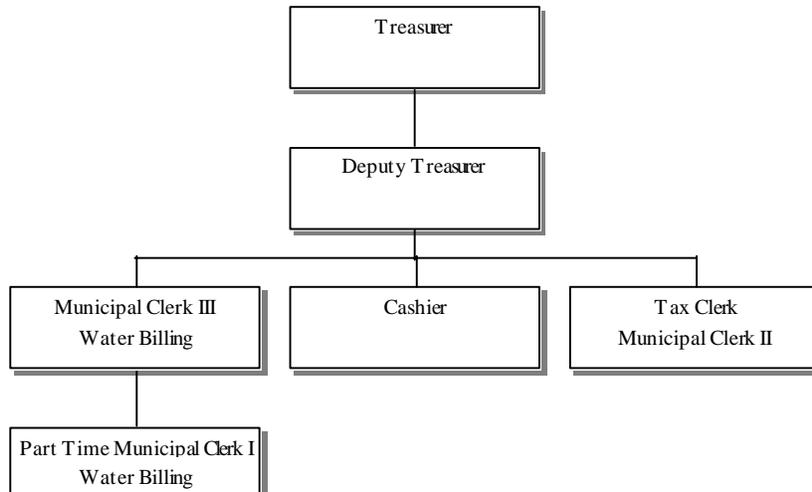
The Treasurer's Office staff consists of a Deputy Treasurer, one municipal clerk and a cashier. Water billing is staffed by one municipal clerk and a part time clerk. All department members have specific responsibilities, but are crossed trained in the functions for both water and tax. This provides 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 39,000 in 2008, 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 as non-value added. We pride ourselves on the service that we offer to our residents.

This past year we have continued to add value to the City's investment portfolio through diversification and improve the yield of the investments. We have accomplished this 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 and water bills with a credit card from the City website through Official Payments. In addition, in January 2006 the Office began offering direct debit payments for water bills. This program has been tremendously popular, with 1580 residents, or 7% of our total customer base, signed up, a 10% increase in users in the past year. We have worked to expand the acceptance of credit cards to other departments, customers can now pay for various services, permits and certificates through the Building Department, Clerks Office, Treasurer's Office, DPS, Library, and Parks and Recreation.

This year we will continue to work with the County to offer online property tax information, and look for additional ways to provide residents with the opportunity to make their payments in the most effective manner. Residents, perspective residents, title companies and mortgage companies continue to ask for the ability to research tax and water information online. This is our most requested service that we do not currently offer, and providing this service manually consumes a great amount of staff time.



	04/05	05/06	06/07	07/08	08/09	09/10
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	2	2	2	2	1
Treasurer - MC I	1	0	0	0	0	0
Total	5	5	5	5	5	4

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	226,352	1,779	-	7,065	-	235,195
2006-2007 Actual	230,299	1,960	-	9,356	-	241,615
2007-2008 Actual	405,080	1,412	-	5,902	-	412,394
2008-2009 Original Budget	432,673	3,850	-	6,310	-	442,833
2008-2009 Adjusted Budget (Dec)	432,673	3,850	-	6,310	-	442,833
2008-2009 Six Month Actual	210,723	946	-	6,028	-	217,697
2008-2009 Estimated Year End	401,533	1,650	-	8,323	-	411,506
2009-2010 Dept Request	396,435	4,850	-	8,930	-	410,215
2009-2010 Manager's Budget	400,105	4,850	-	8,930	-	413,885
2009-2010 Approved Budget	400,105	4,850	-	8,930	-	413,885
2010-2011 Projected Budget	416,564	4,850	-	8,930	-	430,344
2011-2012 Projected Budget	428,859	4,850	-	8,930	-	442,639
2012-2013 Projected Budget	441,499	4,850	-	8,930	-	455,279
2013-2014 Projected Budget	450,225	4,850	-	8,930	-	464,005

101.265 City Office Building

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	19,533	23,431	69,425	512,314	-	624,703
2006-2007 Actual	21,723	25,944	-	424,926	-	472,593
2007-2008 Actual	20,235	25,965	13,405	378,578	-	438,183
2008-2009 Original Budget	19,712	29,700	73,000	432,714	-	555,126
2008-2009 Adjusted Budget (Dec)	19,712	29,700	73,000	456,989	-	579,401
2008-2009 Six Month Actual	16,442	11,879	71,570	172,034	-	271,925
2008-2009 Estimated Year End	29,419	25,000	71,570	394,334	-	520,323
2009-2010 Dept Request	17,129	25,000	50,000	399,806	-	491,935
2009-2010 Manager's Budget	17,129	25,000	-	399,806	-	441,935
2009-2010 Approved Budget	17,129	25,000	-	399,806	-	441,935
2010-2011 Projected Budget	17,135	25,000	-	399,806	-	441,941
2011-2012 Projected Budget	17,135	25,000	-	399,806	-	441,941
2012-2013 Projected Budget	17,135	25,000	-	399,806	-	441,941
2013-2014 Projected Budget	17,135	25,000	-	399,806	-	441,941

101.266 Parks & Forestry

	04/05	05/06	06/07	07/08	08/09	09/10
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	6	5	0	0	0	0
Parks/Forestry MC III 17	1	1	1	1	1	1
Total	14	13	8	8	8	8

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	599,965	81,222	14,426	100,372	-	795,985
2006-2007 Actual	495,158	61,692	14,134	82,205	-	653,189
2007-2008 Actual	602,446	75,677	-	227,930	-	906,053
2008-2009 Original Budget	660,249	87,675	32,000	205,566	-	985,490
2008-2009 Adjusted Budget (Dec)	660,249	87,675	32,000	205,566	-	985,490
2008-2009 Six Month Actual	272,022	39,991	15,990	82,497	-	410,500
2008-2009 Estimated Year End	574,413	86,565	32,000	175,116	-	868,094
2009-2010 Dept Request	417,281	90,515	37,000	203,787	-	748,583
2009-2010 Manager's Budget	420,345	89,115	15,000	203,787	-	728,247
2009-2010 Approved Budget	420,345	89,115	15,000	203,787	-	728,247
2010-2011 Projected Budget	390,080	91,788	15,450	204,903	-	702,221
2011-2012 Projected Budget	399,407	94,542	15,914	206,052	-	715,915
2012-2013 Projected Budget	409,548	97,378	16,391	207,236	-	730,554
2013-2014 Projected Budget	416,540	100,300	16,883	208,456	-	742,178

101.267 Building Maintenance

	04/05	05/06	06/07	07/08	08/09	09/10
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
2005-2006 Actual	151,586	1,739	-	3,000	-	156,325
2006-2007 Actual	151,752	2,130	-	3,000	-	156,882
2007-2008 Actual	196,017	2,049	-	8,917	-	206,983
2008-2009 Original Budget	231,131	2,610	-	8,449	-	242,190
2008-2009 Adjusted Budget (Dec)	231,131	2,610	-	8,449	-	242,190
2008-2009 Six Month Actual	79,967	1,524	-	4,265	-	85,756
2008-2009 Estimated Year End	169,903	2,600	-	8,479	-	180,982
2009-2010 Dept Request	237,469	2,710	-	11,387	-	251,566
2009-2010 Manager's Budget	239,557	2,660	-	11,387	-	253,604
2009-2010 Approved Budget	239,557	2,660	-	11,387	-	253,604
2010-2011 Projected Budget	246,790	2,740	-	11,729	-	261,258
2011-2012 Projected Budget	253,625	2,822	-	12,080	-	268,527
2012-2013 Projected Budget	260,972	2,907	-	12,443	-	276,322
2013-2014 Projected Budget	266,289	2,994	-	12,816	-	282,099



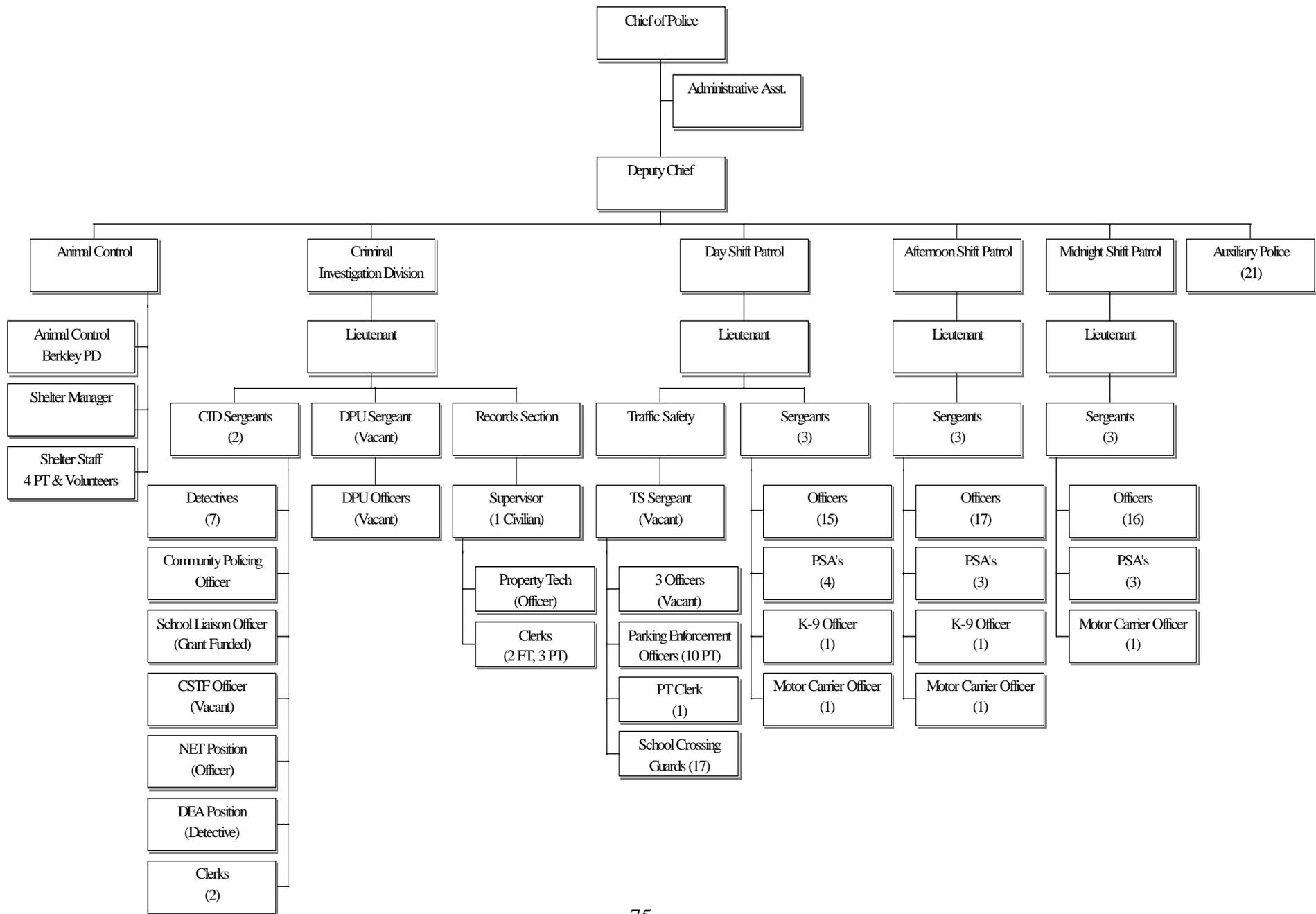
101.301 Police

The Royal Oak Police Department recently submitted its 2009/2010 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 2008/2009 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 2009/2010 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 the 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.



	04/05	05/06	06/07	07/08	08/09	09/10
Police Chief	1	1	1	1	1	1
Deputy Chief of Police	2	2	1	1	1	1
Police Lieutenant	4	4	4	4	4	4
Police Sergeant	13	12	12	12	10	11
Detective	8	7	7	7	8	8
Police Officer	70	64	64	64	63	53
Police Service Aide	12	11	10	11	10	10
Police Records Supervisor	1	1	1	1	1	1
Secretary I - Police	1	1	1	1	1	1
CS III - Detective Bureau	1	1	1	1	1	1
Pol Rcrds - MC III	1	1	1	1	1	1
Det Bureau - MC II	0	0	1	1	1	1
Pol Rcrds - MC II	2	2	2	1	1	1
Pol Rcrds - MC I	1	0	0	0	0	0
Total	117	107	106	106	103	94

101.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	10,092,362	120,980	1,850	452,687	-	10,667,879
2006-2007 Actual	10,260,518	89,374	5,226	413,373	-	10,768,491
2007-2008 Actual	12,324,224	102,747	115,499	779,751	-	13,322,221
2008-2009 Original Budget	12,675,611	129,000	-	834,853	-	13,639,464
2008-2009 Adjusted Budget (Dec)	12,675,611	129,000	-	834,853	-	13,639,464
2008-2009 Six Month Actual	6,304,239	43,992	-	347,779	-	6,696,010
2008-2009 Estimated Year End	11,977,772	124,000	-	833,853	-	12,935,625
2009-2010 Dept Request	12,769,324	129,000	248,400	947,318	-	14,094,042
2009-2010 Manager's Budget	12,574,561	109,500	-	895,318	-	13,579,379
2009-2010 Approved Budget	12,574,561	109,500	-	895,318	-	13,579,379
2010-2011 Projected Budget	12,665,010	109,500	-	895,318	-	13,669,828
2011-2012 Projected Budget	12,669,869	109,500	-	895,318	-	13,674,687
2012-2013 Projected Budget	12,866,015	109,500	-	895,318	-	13,870,833
2013-2014 Projected Budget	12,822,505	109,500	-	895,318	-	13,827,323



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.

2008-2009 Accomplishments

- Continued support of Safety City to educate children on safety related issues.
- Continue to work with all partners involved with Safety City for the next phase of Safety City which will 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 the Oakland County Mutual Aid Association and implemented MABAS (Mutual Aid Box Alarm System) this is a county wide mutual aid agreement for large incidents only.
- Completed the 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, smoke alarms and File of Life folders to residents through grants and donations.

- Public education at special events such as 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.

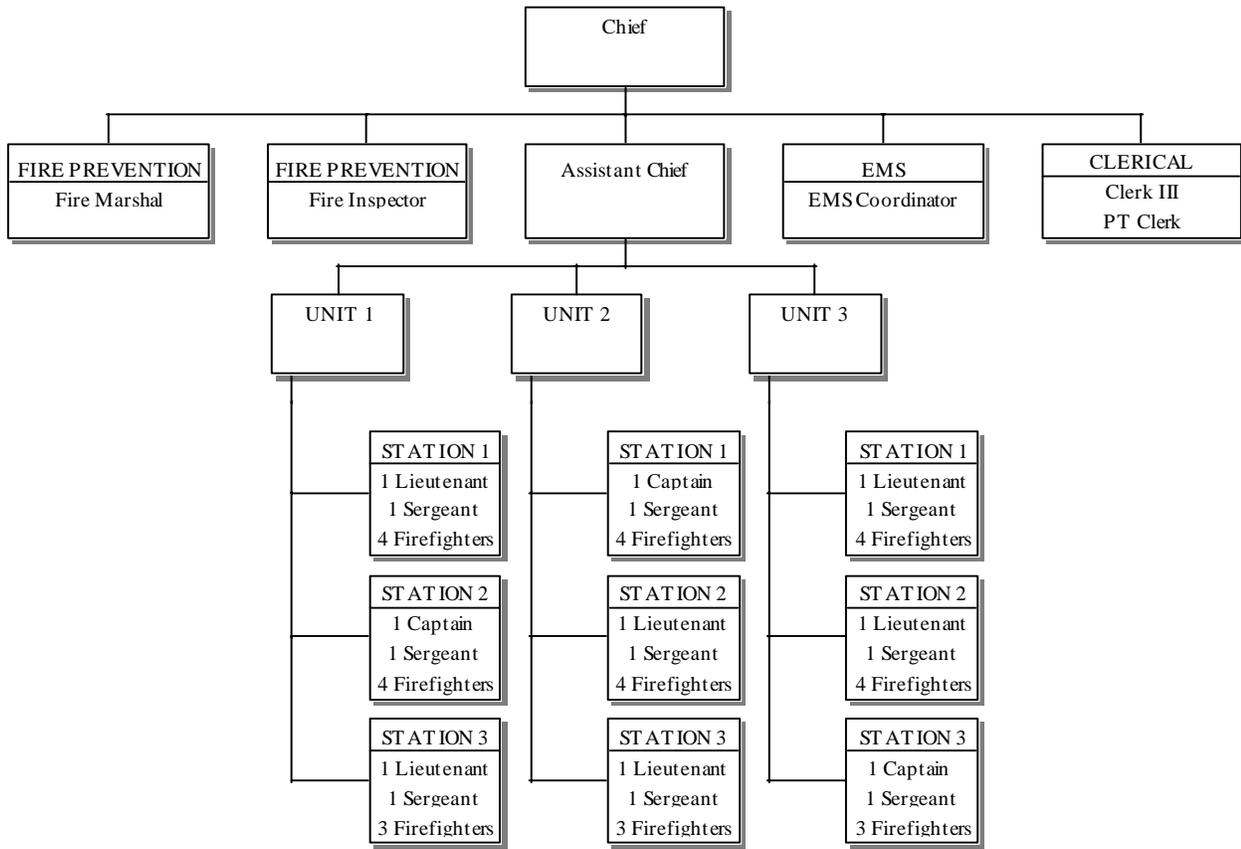
Challenges

- 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 planed 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 been replaced. The same is true of our turnout gear; we have almost completed a comprehensive progressive plan to replace outdated PPE. Finally, the radio upgrade should be completed by the end of the current budget.



	04/05	05/06	06/07	07/08	08/09	09/10
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	7	9	9	9	9
Firefighter	44	48	41	39	39	33
Fire Dept - MC III	1	1	1	1	1	1
Total	68	70	65	63	63	57

101.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	6,708,471	102,668	13,600	145,675	-	6,970,414
2006-2007 Actual	6,707,715	61,811	-	175,323	-	6,944,849
2007-2008 Actual	8,228,931	156,575	-	374,160	-	8,759,666
2008-2009 Original Budget	8,882,857	107,942	-	450,436	-	9,441,235
2008-2009 Adjusted Budget (Dec)	8,882,857	107,942	-	450,436	-	9,441,235
2008-2009 Six Month Actual	4,613,797	27,519	-	202,441	-	4,843,757
2008-2009 Estimated Year End	8,882,857	108,156	-	454,299	-	9,445,312
2009-2010 Dept Request	9,396,027	108,156	-	574,617	-	10,078,800
2009-2010 Manager's Budget	8,534,178	95,886	-	565,718	-	9,195,782
2009-2010 Approved Budget	8,534,178	95,886	-	565,718	-	9,195,782
2010-2011 Projected Budget	8,418,423	97,804	-	577,032	-	9,093,259
2011-2012 Projected Budget	7,936,992	99,760	-	588,573	-	8,625,325
2012-2013 Projected Budget	7,797,463	101,755	-	600,344	-	8,499,562
2013-2014 Projected Budget	8,027,890	103,790	-	612,351	-	8,744,031

101.344 Ambulance Service

101.344 AMBULANCE SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	324,268	31,930	-	118,176	-	474,374
2006-2007 Actual	312,026	33,747	-	109,699	-	455,472
2007-2008 Actual	370,787	59,111	-	167,811	-	597,709
2008-2009 Original Budget	413,518	63,156	-	238,113	-	714,787
2008-2009 Adjusted Budget (Dec)	413,518	63,156	-	238,113	-	714,787
2008-2009 Six Month Actual	332,696	15,132	-	105,782	-	453,610
2008-2009 Estimated Year End	416,382	63,156	-	242,827	-	722,365
2009-2010 Dept Request	432,966	64,390	-	247,939	-	745,295
2009-2010 Manager's Budget	245,489	51,490	-	240,514	-	537,493
2009-2010 Approved Budget	245,489	51,490	-	240,514	-	537,493
2010-2011 Projected Budget	248,554	52,520	-	242,503	-	543,577
2011-2012 Projected Budget	225,267	53,570	-	244,532	-	523,369
2012-2013 Projected Budget	222,301	54,642	-	246,601	-	523,544
2013-2014 Projected Budget	225,551	55,734	-	248,712	-	529,997

101.372 Ordinance Enforcement

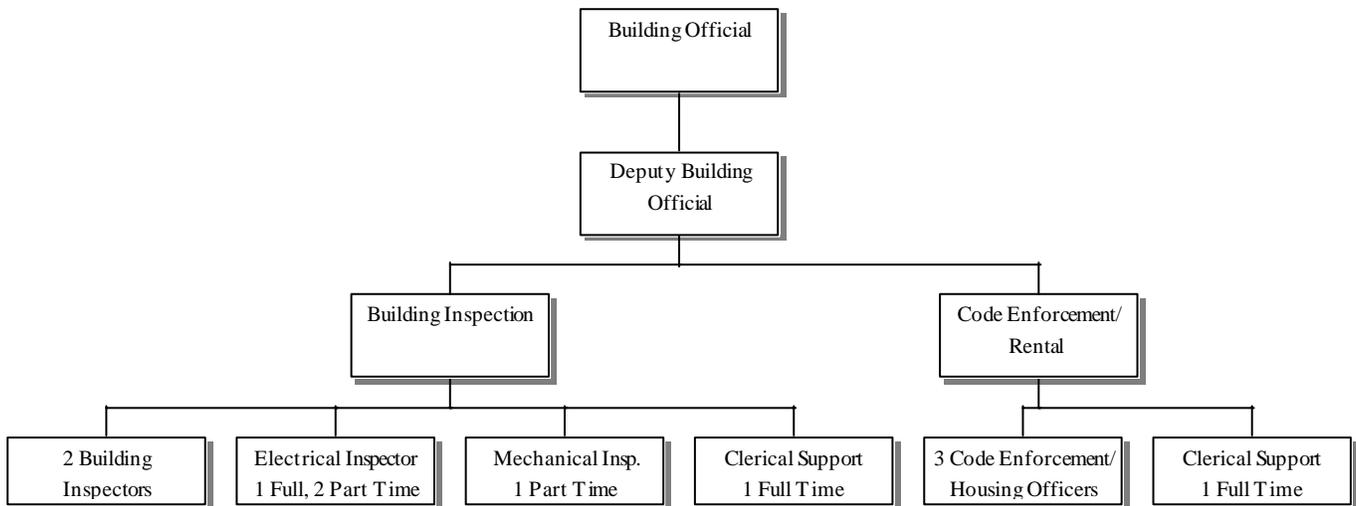
The Building Department's goal is to provide the highest level of service to its customers. The Building Department is comprised of three divisions. Currently they have 15 full time employees, three part time employees and a group of 7 to 9 contract inspectors that help out when demand is high and/ or 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.

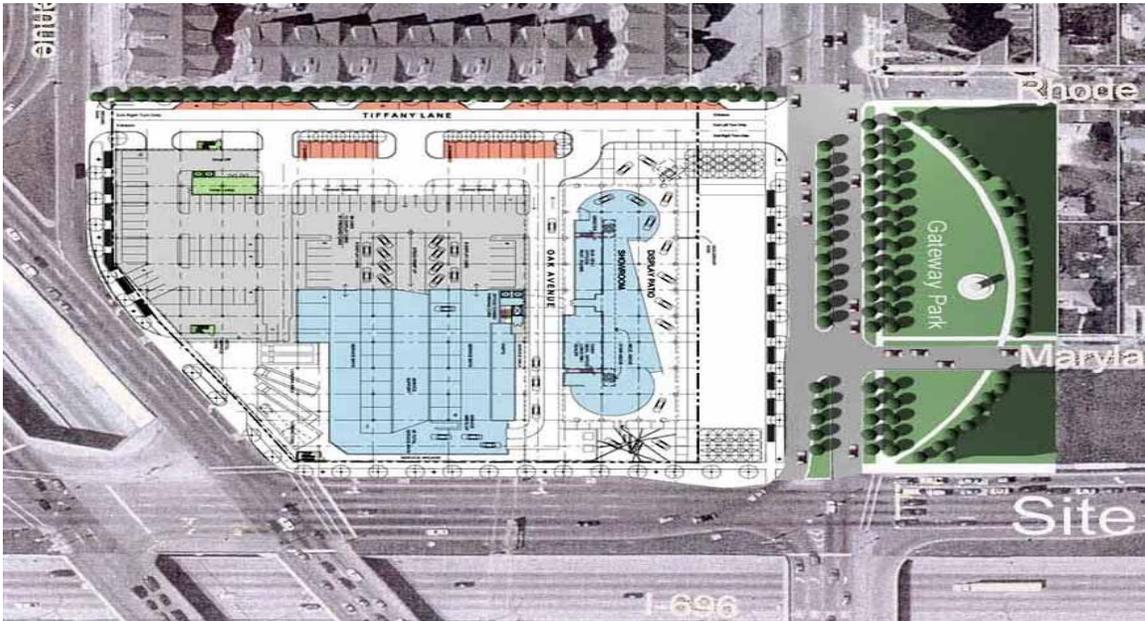
The Code Enforcement Division inspects commercial and residential buildings for property maintenance violations. We respond to complaints from residents and try to take a proactive approach to maintaining the quality of property in the city.

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.



	04/05	05/06	06/07	07/08	08/09	09/10
Code Enforcement/Housing Officer	4	3	2	2	3	3
CS III - Inspection	1	1	1	1	0	0
Code Enf - MC II	1	2	2	2	1	1
Code Enf - MC I	1	0	0	0	0	0
Total	7	6	5	5	4	4

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	-	-	-
2006-2007 Actual	310,791	516	-	30,202	-	341,509
2007-2008 Actual	330,404	-	-	14,651	-	345,055
2008-2009 Original Budget	338,208	2,700	-	5,250	-	346,158
2008-2009 Adjusted Budget (Dec)	338,208	2,700	-	5,250	-	346,158
2008-2009 Six Month Actual	159,200	-	-	2,749	-	161,949
2008-2009 Estimated Year End	325,708	1,100	-	6,716	-	333,524
2009-2010 Dept Request	354,342	2,700	-	13,391	-	370,433
2009-2010 Manager's Budget	357,976	2,700	-	12,891	-	373,567
2009-2010 Approved Budget	357,976	2,700	-	12,891	-	373,567
2010-2011 Projected Budget	365,078	2,700	-	12,891	-	380,669
2011-2012 Projected Budget	374,228	2,700	-	12,891	-	389,819
2012-2013 Projected Budget	384,921	2,700	-	12,891	-	400,512
2013-2014 Projected Budget	390,717	2,700	-	12,891	-	406,308



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.

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, Housing Commission and the Community Development Block Grant Program. The Planning Division also works closely with the business community and City residents, answering questions and addressing concerns in an effort to meet the needs of each within the context of the City's plans and Ordinances.

The traditional role of the Planning Division, in the context of municipal government, involves foreseeing the various physical and economic 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.

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 in recent years has added activities associated with the marketing and promotion of the downtown to its activities. While the DDA has hired "contract employees" to coordinate portions of these added activities and programs they remain under the direction of the Executive Director/Planning Director and 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.

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. There are currently three approved brownfield plans in the city.

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 currently two Housing Specialists. It is anticipated that one Housing Specialist is planning to retire during FY 09-10.

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.

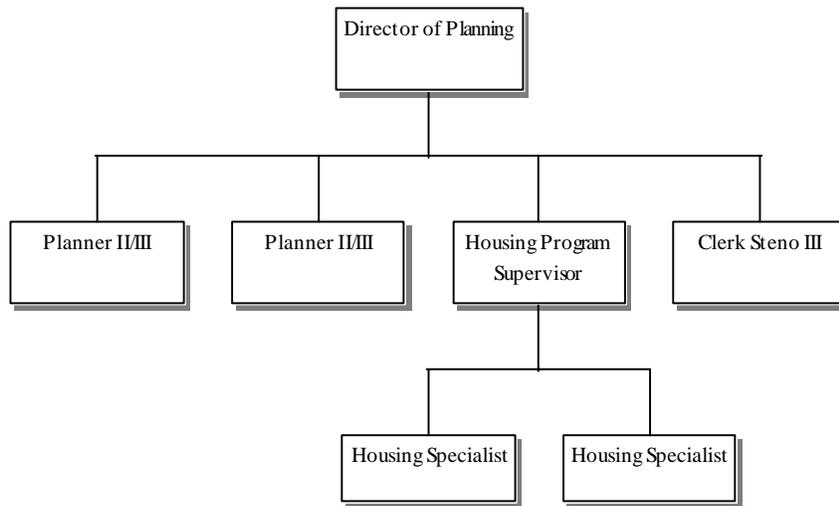
Royal Oak administers 222 Housing Choice Vouchers to low-income individuals and families. Individuals and families are selected from a waiting list, which is opened as required. A waiting list preference for people living or working in the City of Royal Oak was instituted in an effort to maintain a community-based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

In addition to the activities outlined above, the Planning and Housing Divisions have assumed the duties of coordinating, monitoring and reporting on several new programs created as a result of the Housing and Economic Recovery Act of 2008 (HERA) and the American Recovery and Reinvestment Act of 2009 (ARRA). Under HERA the City of Royal Oak is eligible to received \$1.0 million from the Michigan State Housing and Development Authority, MSHDA to be used towards the Neighborhood Stabilization Program, NSP. Under ARRA the City of Royal Oak is eligible to receive an additional \$364,970 in CDBG funds; \$558,226 in Homelessness Prevention funds and \$543,400 in Energy Efficiency and Conservation Block Grant funds; a grand total which currently sits at \$2,466,596.



	04/05	05/06	06/07	07/08	08/09	09/10
Director of Planning	1	1	1	1	1	1
Deputy Director of Planning	1	1	1	1	1	0
Planner II	1	2	2	2	2	1
Planner III	0	0	0	0	0	1
CS III - Planning	2	2	1	1	1	1
Total	5	6	5	5	5	4

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	164,933	3,066	-	5,003	-	173,002
2006-2007 Actual	125,967	953	-	8,571	-	135,491
2007-2008 Actual	217,940	1,465	-	13,949	-	233,354
2008-2009 Original Budget	215,437	4,900	-	10,950	-	231,287
2008-2009 Adjusted Budget (Dec)	215,437	4,900	-	10,950	-	231,287
2008-2009 Six Month Actual	73,281	1,005	-	6,125	-	80,411
2008-2009 Estimated Year End	269,691	4,900	-	10,950	-	285,541
2009-2010 Dept Request	201,083	4,900	-	10,950	-	216,933
2009-2010 Manager's Budget	203,086	4,900	-	10,950	-	218,936
2009-2010 Approved Budget	203,086	4,900	-	10,950	-	218,936
2010-2011 Projected Budget	188,544	4,900	-	10,950	-	204,394
2011-2012 Projected Budget	193,818	4,900	-	10,950	-	209,668
2012-2013 Projected Budget	199,864	4,900	-	10,950	-	215,714
2013-2014 Projected Budget	203,650	4,900	-	10,950	-	219,500

101.430 Animal Protection Services

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	39,641	-	-	-	39,641
2006-2007 Actual	-	40,050	-	-	-	40,050
2007-2008 Actual	-	43,665	-	-	-	43,665
2008-2009 Original Budget	-	42,000	-	-	-	42,000
2008-2009 Adjusted Budget (Dec)	-	42,000	-	-	-	42,000
2008-2009 Six Month Actual	-	17,124	-	-	-	17,124
2008-2009 Estimated Year End	-	42,000	-	-	-	42,000
2009-2010 Dept Request	-	43,260	-	-	-	43,260
2009-2010 Manager's Budget	-	43,260	-	-	-	43,260
2009-2010 Approved Budget	-	43,260	-	-	-	43,260
2010-2011 Projected Budget	-	43,260	-	-	-	43,260
2011-2012 Projected Budget	-	43,260	-	-	-	43,260
2012-2013 Projected Budget	-	43,260	-	-	-	43,260
2013-2014 Projected Budget	-	43,260	-	-	-	43,260



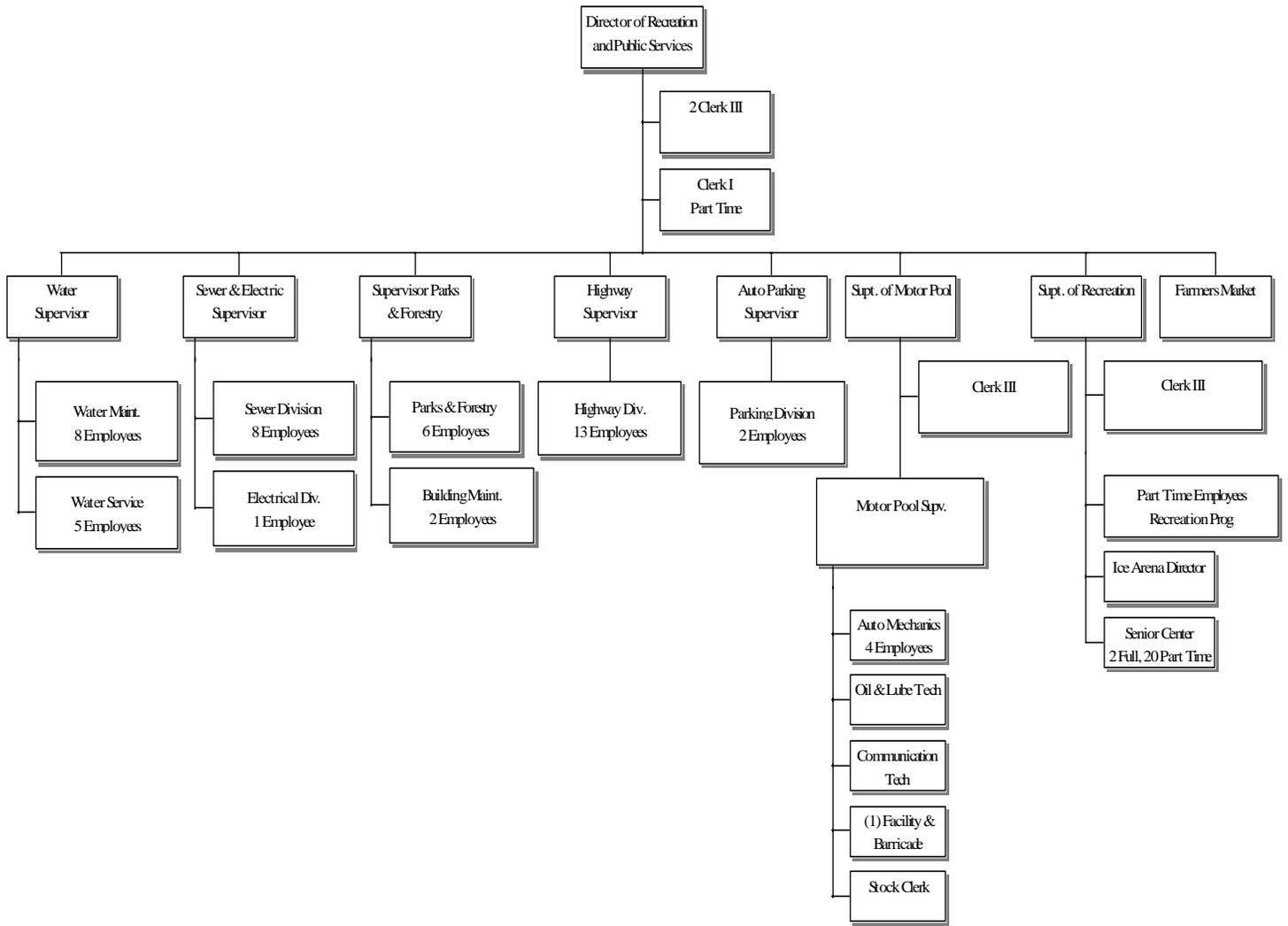
101.441 DPS

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.



101.441 DPS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	253,736	5,298	-	427	-	259,461
2006-2007 Actual	266,999	5,526	-	309	-	272,834
2007-2008 Actual	250,766	5,513	-	1,696	-	257,975
2008-2009 Original Budget	382,944	8,250	-	3,480	-	394,674
2008-2009 Adjusted Budget (Dec)	382,944	8,250	-	3,480	-	394,674
2008-2009 Six Month Actual	68,169	2,736	-	679	-	71,584
2008-2009 Estimated Year End	254,281	7,300	-	2,730	-	264,311
2009-2010 Dept Request	258,388	8,250	-	3,480	-	270,118
2009-2010 Manager's Budget	260,582	6,400	-	3,130	-	270,112
2009-2010 Approved Budget	260,582	6,400	-	3,130	-	270,112
2010-2011 Projected Budget	268,406	6,592	-	3,224	-	278,222
2011-2012 Projected Budget	275,974	6,790	-	3,321	-	286,084
2012-2013 Projected Budget	283,519	6,993	-	3,420	-	293,933
2013-2014 Projected Budget	289,067	7,203	-	3,523	-	299,793

101.443 Electrical

	04/05	05/06	06/07	07/08	08/09	09/10
Electrician I	1	1	1	0	0	0
Electrician II	1	1	1	1	1	1
Total	2	2	2	1	1	1

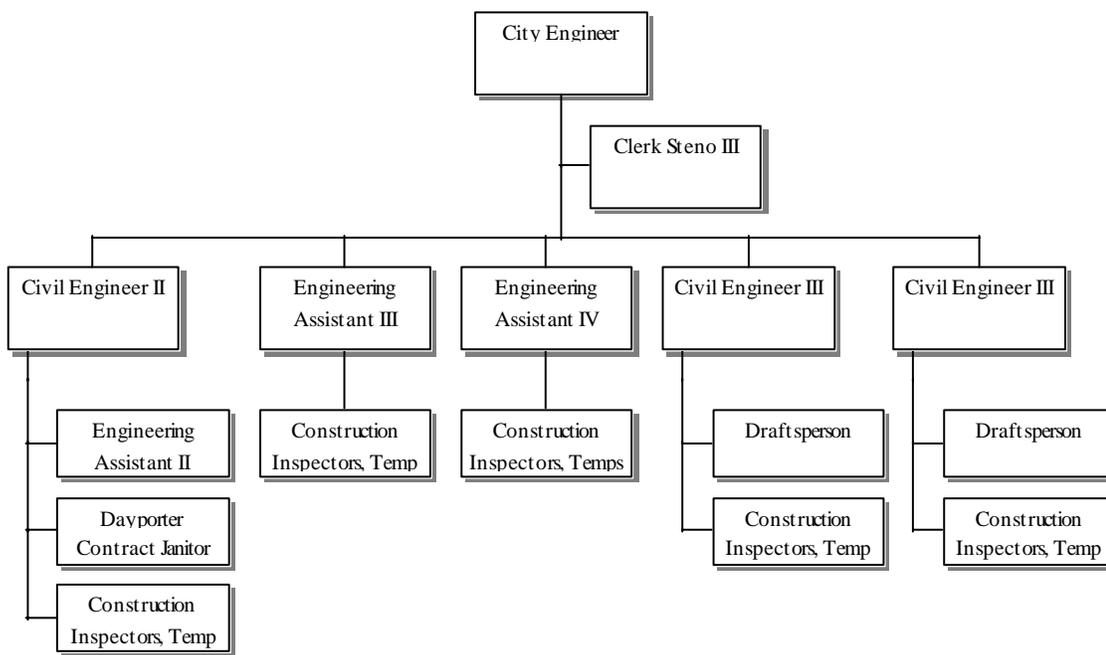
101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	86,903	1,595	-	3,255	-	91,753
2006-2007 Actual	82,973	1,211	-	5,585	-	89,769
2007-2008 Actual	63,379	614	-	16,440	-	80,433
2008-2009 Original Budget	79,148	1,805	-	18,335	-	99,288
2008-2009 Adjusted Budget (Dec)	79,148	1,805	-	18,335	-	99,288
2008-2009 Six Month Actual	23,467	274	-	9,197	-	32,938
2008-2009 Estimated Year End	49,800	1,275	-	18,345	-	69,420
2009-2010 Dept Request	86,665	1,605	-	20,153	-	108,423
2009-2010 Manager's Budget	73,030	1,605	-	20,153	-	94,788
2009-2010 Approved Budget	73,030	1,605	-	20,153	-	94,788
2010-2011 Projected Budget	75,044	1,643	-	20,758	-	97,445
2011-2012 Projected Budget	78,203	1,683	-	21,380	-	101,266
2012-2013 Projected Budget	80,452	1,724	-	22,022	-	104,197
2013-2014 Projected Budget	82,053	1,766	-	22,682	-	106,501

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's 2009-2010 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 2009 construction year is estimated at \$8.05 million. The Engineering Department continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Additional ARRA Stimulus funding totaling \$600,000 was applied for and approved for Royal Oak's Major Streets. The current Federal Funding approved for the years 2009 thru 2013 is \$5.5 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 reaffirms its commitment and looks forward to serving the Royal Oak Community.



	04/05	05/06	06/07	07/08	08/09	09/10
City Engineer	1	1	1	1	1	1
Civil Engineer III	3	3	2	2	2	2
Civil Engineer II	0	1	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	1	2	2	2	2	2
CS III - Engineering	1	1	1	1	1	1
Total	9	11	10	10	10	10

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	343,818	3,763	-	407	-	347,988
2006-2007 Actual	349,079	4,521	-	777	-	354,377
2007-2008 Actual	222,080	2,836	-	10,891	-	235,807
2008-2009 Original Budget	317,906	8,198	-	6,032	-	332,136
2008-2009 Adjusted Budget (Dec)	317,906	8,198	-	6,032	-	332,136
2008-2009 Six Month Actual	56,278	1,222	-	3,067	-	60,567
2008-2009 Estimated Year End	109,834	7,210	-	6,052	-	123,096
2009-2010 Dept Request	295,699	7,916	-	13,335	-	316,950
2009-2010 Manager's Budget	298,496	5,100	-	13,235	-	316,831
2009-2010 Approved Budget	298,496	5,100	-	13,235	-	316,831
2010-2011 Projected Budget	311,841	5,100	-	13,235	-	330,176
2011-2012 Projected Budget	320,175	5,100	-	13,235	-	338,510
2012-2013 Projected Budget	291,078	5,100	-	13,235	-	309,413
2013-2014 Projected Budget	296,482	5,100	-	13,235	-	314,817

101.448 Street Lighting

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	17,343	10,178	-	661,504	-	689,025
2006-2007 Actual	7,915	4,881	-	646,955	-	659,751
2007-2008 Actual	7,767	9,586	-	565,154	-	582,507
2008-2009 Original Budget	13,853	11,150	-	660,200	-	685,203
2008-2009 Adjusted Budget (Dec)	13,853	11,150	-	660,200	-	685,203
2008-2009 Six Month Actual	5,615	1,660	-	311,365	-	318,640
2008-2009 Estimated Year End	11,190	5,125	-	622,200	-	638,515
2009-2010 Dept Request	6,089	11,150	-	660,200	-	677,439
2009-2010 Manager's Budget	6,143	11,150	-	660,200	-	677,493
2009-2010 Approved Budget	6,143	11,150	-	660,200	-	677,493
2010-2011 Projected Budget	6,305	11,485	-	693,206	-	710,996
2011-2012 Projected Budget	6,506	11,829	-	727,862	-	746,197
2012-2013 Projected Budget	6,687	12,184	-	764,251	-	783,122
2013-2014 Projected Budget	6,812	12,549	-	802,459	-	821,821

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 youth sports and summer concerts. In addition to the many live programs that WROK produces throughout the year, they also provide taped coverage of the many special events and meetings that dot the Royal Oak calendar.

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

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

WROK also supports 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 also provides video support for Royal Oak’s many safe community projects.

In June of 2008 Hollywood came to Royal Oak and WROK was there. Several scenes of the Lifetime cable network movie “Prayers for Bobby” were shot in Royal Oak City Hall and the Royal Oak City Commission chambers. We are proud to announce that WROK staff was instrumental in assisting the production, and a majority of the scenes filmed in the City Commission chambers were shot using WROK equipment and personnel.

WROK and the City of Royal Oak do not regulate the Cable companies that serve Royal Oak. That job is handled by the Michigan Public Service Commission.

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 in franchise fees. The approved WROK budget for FY 2008/2009 was \$169,899. This year’s Capital equipment budget increase was used to purchase new video editing and media upgrades to the commission chambers and conference rooms to greater serve the City of Royal Oak’s growing internet presence as well as paying off the WROK mobile production vehicle.

This year’s election cycle saw the WROK mobile production truck rented by WTWS Detroit Public TV for a special LIVE Town Hall meeting in October. The Fees generated by this and the LifeTime networks usage of WROK equipment and staff added to the City of Royal Oak’s general fund.

WROK has a staff of one full time cable coordinator and 4 part time production assistants. 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
2005-2006 Actual	-	76	25,928	84,522	-	110,526
2006-2007 Actual	-	39	-	94,249	-	94,288
2007-2008 Actual	-	204	46,493	127,286	-	173,983
2008-2009 Original Budget	-	450	25,000	144,449	-	169,899
2008-2009 Adjusted Budget (Dec)	-	450	25,000	144,449	-	169,899
2008-2009 Six Month Actual	-	85	-	63,203	-	63,288
2008-2009 Estimated Year End	-	100	17,000	135,706	-	152,806
2009-2010 Dept Request	-	300	21,000	136,312	-	157,612
2009-2010 Manager's Budget	-	250	-	135,312	-	135,562
2009-2010 Approved Budget	-	250	-	135,312	-	135,562
2010-2011 Projected Budget	-	250	-	135,770	-	136,020
2011-2012 Projected Budget	-	250	-	136,825	-	137,075
2012-2013 Projected Budget	-	250	-	137,433	-	137,683
2013-2014 Projected Budget	-	250	-	136,273	-	136,523

101.835 Community Promotion

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	6,880	-	-	145,128	-	152,008
2006-2007 Actual	11,415	24	-	155,567	-	167,006
2007-2008 Actual	14,498	51	-	103,671	-	118,220
2008-2009 Original Budget	2,835	-	-	106,010	-	108,845
2008-2009 Adjusted Budget (Dec)	2,835	-	-	106,010	-	108,845
2008-2009 Six Month Actual	2,559	107	-	41,320	-	43,986
2008-2009 Estimated Year End	6,475	107	-	73,960	-	80,542
2009-2010 Dept Request	2,828	3,100	-	74,300	-	80,228
2009-2010 Manager's Budget	2,828	3,100	-	46,650	-	52,578
2009-2010 Approved Budget	2,828	3,100	-	63,150	-	69,078
2010-2011 Projected Budget	2,830	3,100	-	63,150	-	69,080
2011-2012 Projected Budget	2,830	3,100	-	63,150	-	69,080
2012-2013 Projected Budget	2,830	3,100	-	63,150	-	69,080
2013-2014 Projected Budget	2,830	3,100	-	63,150	-	69,080

101.836 Dream Cruise

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	106,465	18,573	-	16,934	-	141,973
2006-2007 Actual	36,253	17,652	-	17,712	-	71,617
2007-2008 Actual	60,430	25,162	-	12,088	-	97,680
2008-2009 Original Budget	72,067	18,000	-	15,000	-	105,067
2008-2009 Adjusted Budget (Dec)	72,067	18,000	-	15,000	-	105,067
2008-2009 Six Month Actual	78,746	14,343	-	11,215	-	104,304
2008-2009 Estimated Year End	78,746	14,343	-	12,393	-	105,482
2009-2010 Dept Request	71,893	18,000	-	15,000	-	104,893
2009-2010 Manager's Budget	71,893	18,000	-	15,000	-	104,893
2009-2010 Approved Budget	71,893	18,000	-	15,000	-	104,893
2010-2011 Projected Budget	71,982	18,000	-	15,000	-	104,982
2011-2012 Projected Budget	71,982	18,000	-	15,000	-	104,982
2012-2013 Projected Budget	71,982	18,000	-	15,000	-	104,982
2013-2014 Projected Budget	71,982	18,000	-	15,000	-	104,982

Major Street Funds Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	4,155,047	4,117,921	3,995,004	4,020,899	4,094,112	4,231,959
Revenues and transfers from other funds	3,158,311	3,308,409	3,405,696	3,505,867	3,609,006	3,715,203
Expenditures and transfers to other funds	3,195,437	3,431,326	3,379,802	3,432,654	3,471,159	3,476,017
Net Change in Fund Balance	(37,126)	(122,917)	25,895	73,213	137,848	239,186
Ending Fund Balance	4,117,921	3,995,004	4,020,899	4,094,112	4,231,959	4,471,145

202.000 Revenue

202.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	2,916,949	176,211	177,126	13,084	6,559	3,289,929
2006-2007 Actual	-	2,883,876	174,846	200,954	18,991	6,420	3,285,087
2007-2008 Actual	653	2,836,463	177,624	176,721	23,315	7,157	3,221,933
2008-2009 Original Budget	-	2,900,000	176,211	110,000	10,000	-	3,196,211
2008-2009 Adjusted Budget (Dec)	-	2,900,000	176,211	110,000	10,000	-	3,196,211
2008-2009 Six Month Actual	-	943,739	-	28,143	6,812	-	978,694
2008-2009 Estimated Year End	-	2,750,000	176,211	100,600	125,000	6,500	3,158,311
2009-2010 Dept Request	-	2,993,909	177,000	111,000	20,000	6,500	3,308,409
2009-2010 Manager's Budget	-	2,993,909	177,000	111,000	20,000	6,500	3,308,409
2009-2010 Approved Budget	-	2,993,909	177,000	111,000	20,000	6,500	3,308,409
2010-2011 Projected Budget	-	3,083,726	180,540	114,330	20,600	6,500	3,405,696
2011-2012 Projected Budget	-	3,176,238	184,151	117,760	21,218	6,500	3,505,867
2012-2013 Projected Budget	-	3,271,525	187,834	121,293	21,855	6,500	3,609,006
2013-2014 Projected Budget	-	3,369,671	191,590	124,931	22,510	6,500	3,715,203

202.467 Streets Maintenance

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	113,169	27,490	-	1,073,849	-	1,214,508
2006-2007 Actual	108,959	36,991	-	1,753,421	-	1,899,371
2007-2008 Actual	306,268	52,420	-	843,522	-	1,202,210
2008-2009 Original Budget	273,119	54,500	-	2,106,242	-	2,433,861
2008-2009 Adjusted Budget (Dec)	273,119	54,500	-	2,106,242	-	2,433,861
2008-2009 Six Month Actual	181,695	20,654	-	247,331	-	449,680
2008-2009 Estimated Year End	355,958	46,750	-	800,100	-	1,202,808
2009-2010 Dept Request	281,315	55,800	-	950,667	-	1,287,782
2009-2010 Manager's Budget	333,416	55,800	-	950,667	-	1,339,883
2009-2010 Approved Budget	333,416	55,800	-	950,667	-	1,339,883
2010-2011 Projected Budget	346,154	57,474	-	953,384	-	1,357,012
2011-2012 Projected Budget	357,073	59,198	-	956,183	-	1,372,454
2012-2013 Projected Budget	352,783	60,974	-	959,065	-	1,372,822
2013-2014 Projected Budget	316,424	62,803	-	962,034	-	1,341,261

202.469 Streets Parkway Maintenance

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	89,264	-	-	28,097	-	117,361
2006-2007 Actual	96,565	-	-	56,234	-	152,799
2007-2008 Actual	101,530	-	-	35,193	-	136,723
2008-2009 Original Budget	177,061	-	-	35,734	-	212,795
2008-2009 Adjusted Budget (Dec)	177,061	-	-	35,734	-	212,795
2008-2009 Six Month Actual	109,389	-	-	40,393	-	149,782
2008-2009 Estimated Year End	183,475	-	-	71,000	-	254,475
2009-2010 Dept Request	230,713	-	-	44,043	-	274,756
2009-2010 Manager's Budget	232,606	-	-	44,043	-	276,649
2009-2010 Approved Budget	232,606	-	-	44,043	-	276,649
2010-2011 Projected Budget	166,360	-	-	10,300	-	176,660
2011-2012 Projected Budget	170,305	-	-	10,609	-	180,914
2012-2013 Projected Budget	174,551	-	-	10,927	-	185,478
2013-2014 Projected Budget	177,636	-	-	11,255	-	188,891

202.472 Streets Winter Maintenance

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	39,571	109,627	-	41,565	-	190,764
2006-2007 Actual	75,638	116,823	-	71,557	-	264,018
2007-2008 Actual	236,337	174,210	-	208,728	-	619,275
2008-2009 Original Budget	68,014	211,000	-	62,884	-	341,898
2008-2009 Adjusted Budget (Dec)	68,014	211,000	-	62,884	-	341,898
2008-2009 Six Month Actual	73,408	46,186	-	98,135	-	217,729
2008-2009 Estimated Year End	125,320	211,000	-	210,000	-	546,320
2009-2010 Dept Request	159,448	247,000	-	201,701	-	608,149
2009-2010 Manager's Budget	153,353	247,000	-	201,701	-	602,054
2009-2010 Approved Budget	153,353	247,000	-	201,701	-	602,054
2010-2011 Projected Budget	157,126	259,050	-	207,752	-	623,928
2011-2012 Projected Budget	160,837	271,694	-	213,985	-	646,515
2012-2013 Projected Budget	164,482	284,960	-	220,404	-	669,846
2013-2014 Projected Budget	167,104	298,880	-	227,016	-	693,000

202.473 Streets Traffic Control

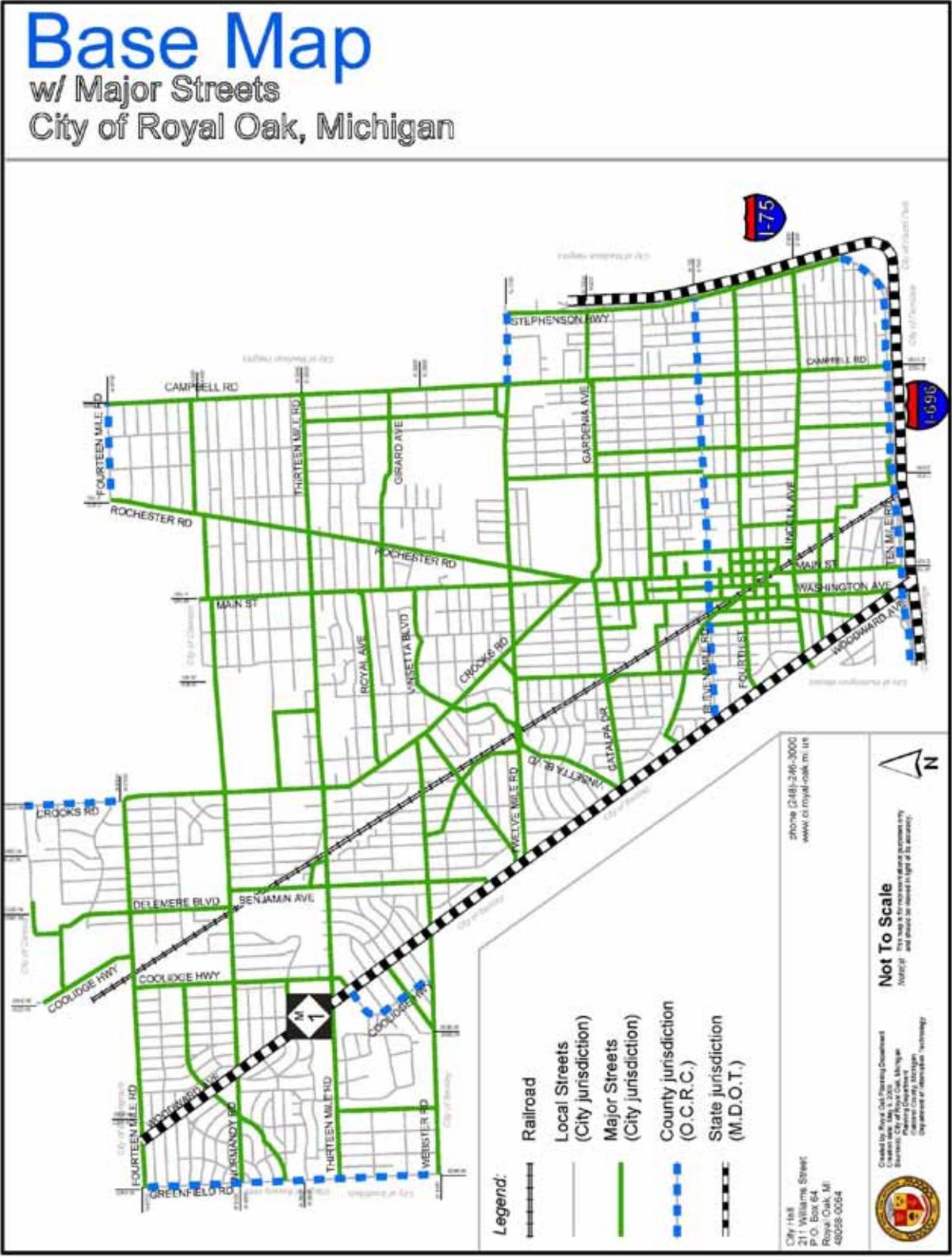
202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	97,311	34,810	-	96,136	-	228,258
2006-2007 Actual	78,453	25,043	-	86,725	-	190,221
2007-2008 Actual	79,516	28,094	-	107,261	-	214,871
2008-2009 Original Budget	84,340	48,000	-	108,493	-	240,833
2008-2009 Adjusted Budget (Dec)	84,340	48,000	-	108,493	-	240,833
2008-2009 Six Month Actual	37,223	9,156	-	13,007	-	59,386
2008-2009 Estimated Year End	77,868	42,500	-	94,400	-	214,768
2009-2010 Dept Request	40,961	48,000	-	68,174	-	157,135
2009-2010 Manager's Budget	41,332	48,000	-	68,174	-	157,506
2009-2010 Approved Budget	41,332	48,000	-	68,174	-	157,506
2010-2011 Projected Budget	42,405	50,340	-	69,386	-	162,131
2011-2012 Projected Budget	43,772	52,795	-	70,634	-	167,202
2012-2013 Projected Budget	44,987	55,371	-	71,920	-	172,278
2013-2014 Projected Budget	45,851	58,074	-	73,245	-	177,170

202.474 Streets Signal Services

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	65,235	18,788	-	137,045	-	221,067
2006-2007 Actual	38,348	9,506	-	99,951	-	147,805
2007-2008 Actual	45,105	10,413	-	70,875	-	126,393
2008-2009 Original Budget	52,204	18,000	-	128,301	-	198,505
2008-2009 Adjusted Budget (Dec)	52,204	18,000	-	128,301	-	198,505
2008-2009 Six Month Actual	39,115	5,708	-	51,661	-	96,484
2008-2009 Estimated Year End	56,005	12,000	-	100,800	-	168,805
2009-2010 Dept Request	48,061	18,000	-	100,917	-	166,978
2009-2010 Manager's Budget	48,389	18,000	-	100,917	-	167,306
2009-2010 Approved Budget	48,389	18,000	-	100,917	-	167,306
2010-2011 Projected Budget	49,408	18,540	-	103,945	-	171,893
2011-2012 Projected Budget	50,985	19,096	-	107,063	-	177,144
2012-2013 Projected Budget	52,110	19,669	-	110,275	-	182,054
2013-2014 Projected Budget	52,910	20,259	-	113,583	-	186,752

202.515 Streets Administration Signal Services

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	733,320	-	733,320
2006-2007 Actual	-	-	-	130,646	-	130,646
2007-2008 Actual	-	-	-	772,019	-	772,019
2008-2009 Original Budget	-	-	-	772,458	-	772,458
2008-2009 Adjusted Budget (Dec)	-	-	-	772,458	-	772,458
2008-2009 Six Month Actual	-	-	-	47,734	-	47,734
2008-2009 Estimated Year End	-	-	-	808,261	-	808,261
2009-2010 Dept Request	-	-	-	879,938	-	879,938
2009-2010 Manager's Budget	-	-	-	879,938	-	879,938
2009-2010 Approved Budget	-	-	-	879,938	-	879,938
2010-2011 Projected Budget	-	-	-	879,938	-	879,938
2011-2012 Projected Budget	-	-	-	879,938	-	879,938
2012-2013 Projected Budget	-	-	-	879,938	-	879,938
2013-2014 Projected Budget	-	-	-	879,938	-	879,938



Local Street Funds Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	4,353,879	3,738,463	3,316,749	2,947,274	2,547,718	2,142,507
Revenues and transfers from other funds	1,679,500	1,853,447	1,885,846	1,919,217	1,953,589	1,988,993
Expenditures and transfers to other funds	2,294,916	2,275,161	2,255,321	2,318,773	2,358,801	2,370,909
Net Change in Fund Balance	(615,416)	(421,714)	(369,475)	(399,556)	(405,211)	(381,916)
Ending Fund Balance	3,738,463	3,316,749	2,947,274	2,547,718	2,142,507	1,760,591

203.000 Revenue

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	948,839	-	222,477	885	620,979	1,793,181
2006-2007 Actual	-	937,346	-	273,798	1,400	33,763	1,246,307
2007-2008 Actual	653	922,162	-	191,036	2,039	677,457	1,793,347
2008-2009 Original Budget	-	960,000	-	100,000	1,500	650,000	1,711,500
2008-2009 Adjusted Budget (Dec)	-	960,000	-	100,000	1,500	650,000	1,711,500
2008-2009 Six Month Actual	-	307,132	-	31,215	11,147	-	349,494
2008-2009 Estimated Year End	-	885,000	-	70,000	12,000	712,500	1,679,500
2009-2010 Dept Request	-	997,970	-	80,000	2,000	773,477	1,853,447
2009-2010 Manager's Budget	-	997,970	-	80,000	2,000	773,477	1,853,447
2009-2010 Approved Budget	-	997,970	-	80,000	2,000	773,477	1,853,447
2010-2011 Projected Budget	-	1,027,909	-	82,400	2,060	773,477	1,885,846
2011-2012 Projected Budget	-	1,058,746	-	84,872	2,122	773,477	1,919,217
2012-2013 Projected Budget	-	1,090,508	-	87,418	2,185	773,477	1,953,589
2013-2014 Projected Budget	-	1,123,224	-	90,041	2,251	773,477	1,988,993

203.467 Streets Maintenance

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	281,273	19,984	-	1,091,643	-	1,392,900
2006-2007 Actual	341,033	30,616	-	625,935	-	997,584
2007-2008 Actual	387,749	27,969	-	595,847	-	1,011,565
2008-2009 Original Budget	363,665	47,150	-	1,204,963	-	1,615,778
2008-2009 Adjusted Budget (Dec)	363,665	47,150	-	1,204,963	-	1,615,778
2008-2009 Six Month Actual	288,301	16,174	-	1,099,781	-	1,404,256
2008-2009 Estimated Year End	440,250	31,850	-	923,889	-	1,395,989
2009-2010 Dept Request	371,728	47,650	-	947,028	-	1,366,406
2009-2010 Manager's Budget	391,845	47,650	-	947,028	-	1,386,523
2009-2010 Approved Budget	391,845	47,650	-	947,028	-	1,386,523
2010-2011 Projected Budget	404,143	49,280	-	961,328	-	1,414,751
2011-2012 Projected Budget	416,560	50,968	-	975,917	-	1,443,445
2012-2013 Projected Budget	428,977	52,717	-	990,801	-	1,472,495
2013-2014 Projected Budget	403,153	54,530	-	1,005,986	-	1,463,669

203.469 Streets Parkway Maintenance

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	265,340	-	-	216,596	-	481,936
2006-2007 Actual	263,306	-	-	239,057	-	502,363
2007-2008 Actual	228,532	-	-	210,875	-	439,407
2008-2009 Original Budget	101,571	-	-	270,789	-	372,360
2008-2009 Adjusted Budget (Dec)	101,571	-	-	270,789	-	372,360
2008-2009 Six Month Actual	115,204	-	-	89,941	-	205,145
2008-2009 Estimated Year End	224,145	-	-	218,000	-	442,145
2009-2010 Dept Request	288,709	-	-	184,269	-	472,978
2009-2010 Manager's Budget	291,212	-	-	184,269	-	475,481
2009-2010 Approved Budget	291,212	-	-	184,269	-	475,481
2010-2011 Projected Budget	227,025	-	-	189,797	-	416,822
2011-2012 Projected Budget	239,430	-	-	201,356	-	440,786
2012-2013 Projected Budget	239,430	-	-	201,356	-	440,786
2013-2014 Projected Budget	244,048	-	-	207,396	-	451,444

203.472 Streets Winter Maintenance

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	38,954	12,466	-	36,798	-	88,217
2006-2007 Actual	39,043	14,131	-	47,070	-	100,244
2007-2008 Actual	153,413	21,548	-	133,294	-	308,255
2008-2009 Original Budget	64,250	50,500	-	51,506	-	166,256
2008-2009 Adjusted Budget (Dec)	64,250	50,500	-	51,506	-	166,256
2008-2009 Six Month Actual	31,875	6,249	-	40,255	-	78,379
2008-2009 Estimated Year End	84,990	40,450	-	120,000	-	245,440
2009-2010 Dept Request	56,962	80,500	-	103,929	-	241,391
2009-2010 Manager's Budget	57,284	80,500	-	103,929	-	241,713
2009-2010 Approved Budget	57,284	80,500	-	103,929	-	241,713
2010-2011 Projected Budget	58,615	82,915	-	107,047	-	248,577
2011-2012 Projected Budget	59,769	85,402	-	110,258	-	255,430
2012-2013 Projected Budget	60,851	87,965	-	113,566	-	262,382
2013-2014 Projected Budget	61,629	90,603	-	116,973	-	269,205

203.473 Streets Traffic Control

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	92,559	3,398	-	44,430	-	140,386
2006-2007 Actual	109,755	3,589	-	60,254	-	173,598
2007-2008 Actual	111,301	6,269	-	43,207	-	160,777
2008-2009 Original Budget	123,893	12,000	-	52,291	-	188,184
2008-2009 Adjusted Budget (Dec)	123,893	12,000	-	52,291	-	188,184
2008-2009 Six Month Actual	55,712	4,152	-	22,307	-	82,171
2008-2009 Estimated Year End	110,100	11,000	-	45,000	-	166,100
2009-2010 Dept Request	74,617	12,000	-	39,085	-	125,702
2009-2010 Manager's Budget	75,297	12,000	-	39,085	-	126,382
2009-2010 Approved Budget	75,297	12,000	-	39,085	-	126,382
2010-2011 Projected Budget	77,492	12,360	-	40,258	-	130,110
2011-2012 Projected Budget	79,855	12,731	-	41,465	-	134,051
2012-2013 Projected Budget	82,254	13,113	-	42,709	-	138,076
2013-2014 Projected Budget	84,031	13,506	-	43,991	-	141,528

203.515 Streets Administration

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	49,305	-	49,305
2006-2007 Actual	-	-	-	54,516	-	54,516
2007-2008 Actual	-	-	-	50,820	-	50,820
2008-2009 Original Budget	-	-	-	45,242	-	45,242
2008-2009 Adjusted Budget (Dec)	-	-	-	45,242	-	45,242
2008-2009 Six Month Actual	-	-	-	23,265	-	23,265
2008-2009 Estimated Year End	-	-	-	45,242	-	45,242
2009-2010 Dept Request	-	-	-	45,062	-	45,062
2009-2010 Manager's Budget	-	-	-	45,062	-	45,062
2009-2010 Approved Budget	-	-	-	45,062	-	45,062
2010-2011 Projected Budget	-	-	-	45,062	-	45,062
2011-2012 Projected Budget	-	-	-	45,062	-	45,062
2012-2013 Projected Budget	-	-	-	45,062	-	45,062
2013-2014 Projected Budget	-	-	-	45,062	-	45,062

Publicity Tax Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	1,767	1,767	1,767	1,768	1,767	1,767
Revenues and transfers from other funds	61,215	63,095	63,945	64,620	65,300	65,780
Expenditures and transfers to other funds	61,215	63,095	63,944	64,621	65,300	65,781
Net Change in Fund Balance	-	-	1	(1)	-	(1)
Ending Fund Balance	1,767	1,767	1,768	1,767	1,767	1,766

211.000 Revenue

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	-	-	-	-
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	49,394	-	-	-	-	-	49,394
2008-2009 Original Budget	50,000	-	-	-	-	11,215	61,215
2008-2009 Adjusted Budget (Dec)	50,000	-	-	-	-	11,215	61,215
2008-2009 Six Month Actual	46,166	-	-	-	-	-	46,166
2008-2009 Estimated Year End	50,000	-	-	-	-	11,215	61,215
2009-2010 Dept Request	50,000	-	-	-	-	13,095	63,095
2009-2010 Manager's Budget	50,000	-	-	-	-	13,095	63,095
2009-2010 Approved Budget	50,000	-	-	-	-	13,095	63,095
2010-2011 Projected Budget	50,000	-	-	-	-	13,945	63,945
2011-2012 Projected Budget	50,000	-	-	-	-	14,620	64,620
2012-2013 Projected Budget	50,000	-	-	-	-	15,300	65,300
2013-2014 Projected Budget	50,000	-	-	-	-	15,780	65,780

211.835 Community Promotion

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	-	-	-
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	30,427	-	17,200	-	47,627
2008-2009 Original Budget	12,217	31,500	-	17,498	-	61,215
2008-2009 Adjusted Budget (Dec)	12,217	31,500	-	17,498	-	61,215
2008-2009 Six Month Actual	-	22,988	-	8,839	-	31,827
2008-2009 Estimated Year End	12,217	31,500	-	17,498	-	61,215
2009-2010 Dept Request	20,895	24,000	-	18,000	-	62,895
2009-2010 Manager's Budget	21,095	24,000	-	18,000	-	63,095
2009-2010 Approved Budget	21,095	24,000	-	18,000	-	63,095
2010-2011 Projected Budget	21,944	24,000	-	18,000	-	63,944
2011-2012 Projected Budget	22,621	24,000	-	18,000	-	64,621
2012-2013 Projected Budget	23,300	24,000	-	18,000	-	65,300
2013-2014 Projected Budget	23,781	24,000	-	18,000	-	65,781

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 city is implementing a business recycling program and now has over 70 participants in that program.

The DPS conducts a leaf vacuum program in the fall. Pickup begins at the end of October after leaves start dropping. Solid Waste funding is also being utilized for the removal and disposal of dead trees throughout the city.

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 2% decrease to \$6,460,000. A total millage rate of 3.0129 mills, the same as last year, is recommended to pay the bulk of these costs. This includes a local voted millage of 0.9965 mills and 2.0164 mills levied under PA 298 of 1917 (MCL 123.261).

	04/05	05/06	06/07	07/08	08/09	09/10
Director of Rec & Public Srv	1	1	1	1	1	1
New Solid Waste Employee (Budgeted)	0	0	0	0	0	1
Total	1	1	1	1	1	2

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	3,894,711	4,521,618	5,045,278	5,061,081	4,713,394	4,162,866
Revenues and transfers from other funds	6,562,987	7,048,456	6,736,750	6,572,467	6,574,791	6,707,084
Expenditures and transfers to other funds	5,936,080	6,524,796	6,720,948	6,920,154	7,125,318	7,330,698
Net Change in Fund Balance	626,907	523,660	15,803	(347,687)	(550,528)	(623,614)
Ending Fund Balance	4,521,618	5,045,278	5,061,081	4,713,394	4,162,866	3,539,252

226.000 Revenue

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	6,153,004	-	135,593	168,730	5,545	-	6,462,872
2006-2007 Actual	6,496,923	-	157,593	114,754	5,169	-	6,774,439
2007-2008 Actual	6,411,094	-	9,145	104,661	21,194	-	6,546,094
2008-2009 Original Budget	6,486,598	-	6,000	60,000	8,000	-	6,560,598
2008-2009 Adjusted Budget (Dec)	6,486,598	-	6,000	60,000	8,000	-	6,560,598
2008-2009 Six Month Actual	6,018,658	-	2,389	17,164	7,221	-	6,045,432
2008-2009 Estimated Year End	6,486,598	-	2,389	60,000	14,000	-	6,562,987
2009-2010 Dept Request	6,975,456	-	5,000	60,000	8,000	-	7,048,456
2009-2010 Manager's Budget	6,975,456	-	5,000	60,000	8,000	-	7,048,456
2009-2010 Approved Budget	6,975,456	-	5,000	60,000	8,000	-	7,048,456
2010-2011 Projected Budget	6,661,560	-	5,150	61,800	8,240	-	6,736,750
2011-2012 Projected Budget	6,495,021	-	5,305	63,654	8,487	-	6,572,467
2012-2013 Projected Budget	6,495,021	-	5,464	65,564	8,742	-	6,574,791
2013-2014 Projected Budget	6,624,922	-	5,628	67,531	9,004	-	6,707,084

226.528 Solid Waste

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	447,492	8,646	-	5,117,629	-	5,573,767
2006-2007 Actual	374,851	2,481	-	5,219,793	-	5,597,125
2007-2008 Actual	655,707	46,500	-	5,050,602	-	5,752,809
2008-2009 Original Budget	583,964	26,250	-	5,639,408	-	6,249,622
2008-2009 Adjusted Budget (Dec)	583,964	26,250	-	5,639,408	-	6,249,622
2008-2009 Six Month Actual	618,544	19,230	-	2,398,988	-	3,036,762
2008-2009 Estimated Year End	811,760	23,780	-	5,100,540	-	5,936,080
2009-2010 Dept Request	738,904	31,500	-	5,598,065	-	6,368,469
2009-2010 Manager's Budget	788,231	31,500	-	5,598,065	-	6,417,796
2009-2010 Approved Budget	788,231	31,500	-	5,598,065	-	6,417,796
2010-2011 Projected Budget	812,286	32,445	-	5,766,007	-	6,610,738
2011-2012 Projected Budget	834,232	33,418	-	5,938,987	-	6,806,638
2012-2013 Projected Budget	856,819	34,421	-	6,117,157	-	7,008,397
2013-2014 Projected Budget	874,144	35,454	-	6,300,671	-	7,210,269

DDA Development Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	3,342,193	253,939	55,877	(159,319)	(376,439)	(595,666)
Revenues and transfers from other funds	2,433,718	2,825,475	2,825,675	2,825,879	2,826,087	2,826,299
Expenditures and transfers to other funds	5,521,972	3,023,537	3,040,871	3,042,999	3,045,314	3,046,831
Net Change in Fund Balance	(3,088,254)	(198,062)	(215,196)	(217,120)	(219,227)	(220,532)
Ending Fund Balance	253,939	55,877	(159,319)	(376,439)	(595,666)	(816,198)

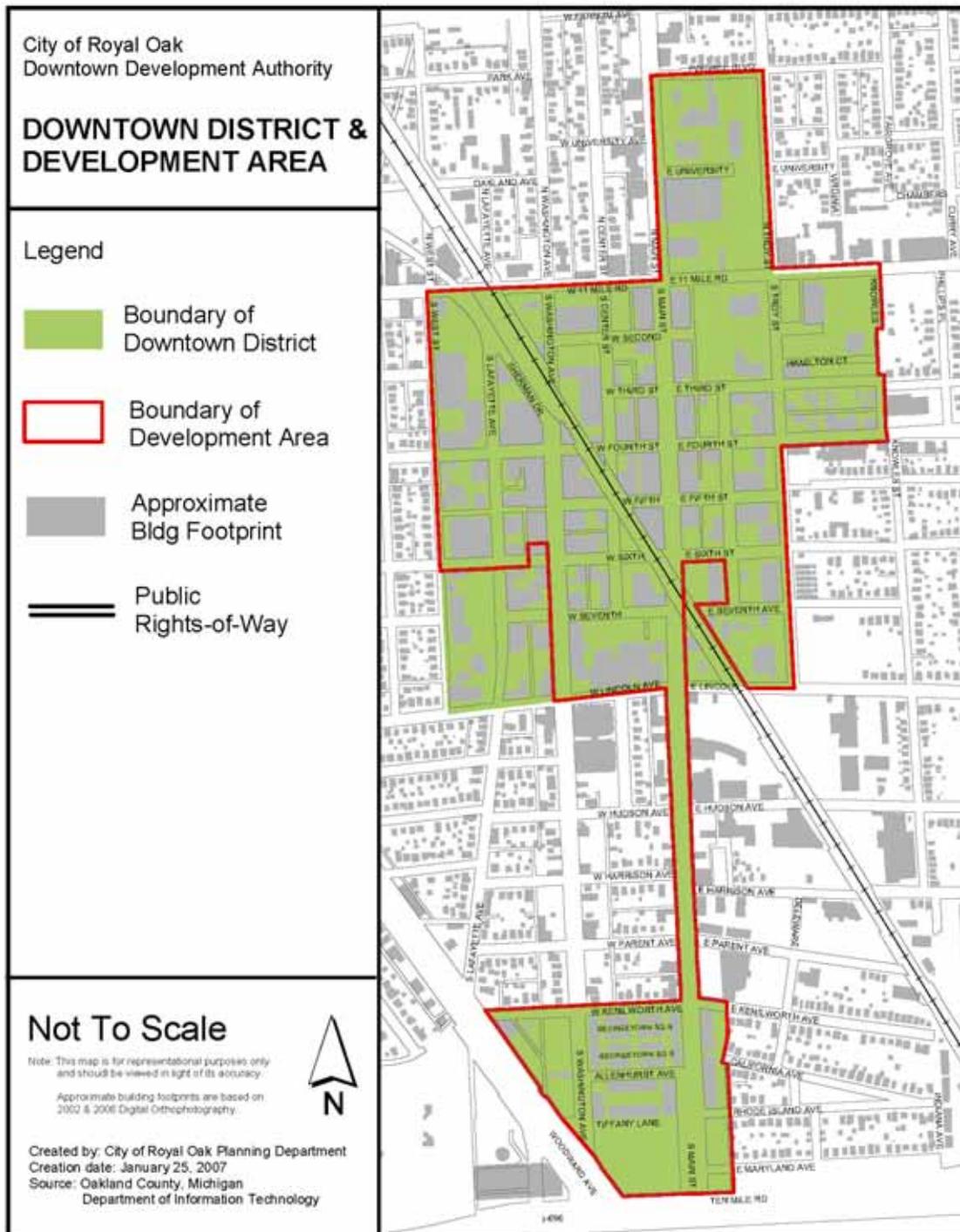
247.000 Revenue

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	3,995,297	-	-	256,111	154,636	-	4,406,043
2006-2007 Actual	2,086,487	-	-	362,800	254,713	-	2,704,000
2007-2008 Actual	2,488,939	-	-	198,771	258,515	-	2,946,225
2008-2009 Original Budget	2,449,348	-	-	126,000	2,986,233	-	5,561,581
2008-2009 Adjusted Budget (Dec)	2,449,348	-	-	126,000	2,986,233	-	5,561,581
2008-2009 Six Month Actual	2,347,014	-	-	38,977	-	-	2,385,991
2008-2009 Estimated Year End	2,347,014	-	-	86,704	-	-	2,433,718
2009-2010 Dept Request	2,765,475	-	-	60,000	-	-	2,825,475
2009-2010 Manager's Budget	2,765,475	-	-	60,000	-	-	2,825,475
2009-2010 Approved Budget	2,765,475	-	-	60,000	-	-	2,825,475
2010-2011 Projected Budget	2,765,475	-	-	60,200	-	-	2,825,675
2011-2012 Projected Budget	2,765,475	-	-	60,404	-	-	2,825,879
2012-2013 Projected Budget	2,765,475	-	-	60,612	-	-	2,826,087
2013-2014 Projected Budget	2,765,475	-	-	60,824	-	-	2,826,299

247.729 DDA/TIFA

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	84,243	-	58,446	2,272,585	135,000	2,550,275
2006-2007 Actual	114,589	-	1,918,265	1,538,127	129,000	3,699,981
2007-2008 Actual	150,380	-	33,284	2,466,445	147,250	2,797,359
2008-2009 Original Budget	150,153	-	3,051,500	2,156,319	164,000	5,521,972
2008-2009 Adjusted Budget (Dec)	150,153	-	3,051,500	2,156,319	164,000	5,521,972
2008-2009 Six Month Actual	104,259	-	11,859	1,247,300	159,500	1,522,918
2008-2009 Estimated Year End	150,153	-	3,051,500	2,156,319	164,000	5,521,972
2009-2010 Dept Request	59,092	-	616,000	2,192,908	155,000	3,023,000
2009-2010 Manager's Budget	59,629	-	616,000	2,192,908	155,000	3,023,537
2009-2010 Approved Budget	59,629	-	616,000	2,192,908	155,000	3,023,537
2010-2011 Projected Budget	76,963	-	616,000	2,192,908	155,000	3,040,871
2011-2012 Projected Budget	79,091	-	616,000	2,192,908	155,000	3,042,999
2012-2013 Projected Budget	81,406	-	616,000	2,192,908	155,000	3,045,314
2013-2014 Projected Budget	82,923	-	616,000	2,192,908	155,000	3,046,831

Downtown District & Development Area Map



DDA Operating Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	8,781	(6,656)	(6,656)	(32,875)	(60,968)	(91,255)
Revenues and transfers from other funds	50,000	50,467	50,467	50,467	50,467	50,467
Expenditures and transfers to other funds	65,437	50,467	76,686	78,560	80,754	82,169
Net Change in Fund Balance	(15,437)	-	(26,219)	(28,093)	(30,287)	(31,702)
Ending Fund Balance	(6,656)	(6,656)	(32,875)	(60,968)	(91,255)	(122,957)

248.000 DDA Operating Revenue

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	49,089	-	-	-	-	-	49,089
2006-2007 Actual	48,556	-	-	-	-	-	48,556
2007-2008 Actual	50,072	-	-	-	-	-	50,072
2008-2009 Original Budget	50,000	-	-	-	-	-	50,000
2008-2009 Adjusted Budget (Dec)	50,000	-	-	-	-	-	50,000
2008-2009 Six Month Actual	27,161	-	-	-	-	-	27,161
2008-2009 Estimated Year End	50,000	-	-	-	-	-	50,000
2009-2010 Dept Request	50,000	-	-	-	-	-	50,000
2009-2010 Manager's Budget	50,000	-	-	-	-	-	50,000
2009-2010 Approved Budget	50,000	-	-	-	-	-	50,000
2010-2011 Projected Budget	50,000	-	-	-	-	-	50,000
2011-2012 Projected Budget	50,000	-	-	-	-	-	50,000
2012-2013 Projected Budget	50,000	-	-	-	-	-	50,000
2013-2014 Projected Budget	50,000	-	-	-	-	-	50,000

248.729 DDA/TIFA

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	9,337	1,641	-	5,228	-	16,207
2006-2007 Actual	23,356	2,973	-	5,223	-	31,552
2007-2008 Actual	52,687	2,998	-	18,756	-	74,441
2008-2009 Original Budget	48,937	4,000	-	12,500	-	65,437
2008-2009 Adjusted Budget (Dec)	48,937	4,000	-	12,500	-	65,437
2008-2009 Six Month Actual	24,682	2,079	-	6,023	-	32,784
2008-2009 Estimated Year End	48,937	4,000	-	12,500	-	65,437
2009-2010 Dept Request	39,092	4,000	-	7,000	-	50,092
2009-2010 Manager's Budget	39,467	4,000	-	7,000	-	50,467
2009-2010 Approved Budget	39,467	4,000	-	7,000	-	50,467
2010-2011 Projected Budget	65,686	4,000	-	7,000	-	76,686
2011-2012 Projected Budget	67,560	4,000	-	7,000	-	78,560
2012-2013 Projected Budget	69,754	4,000	-	7,000	-	80,754
2013-2014 Projected Budget	71,169	4,000	-	7,000	-	82,169



Library Millage Fund Summary

A dedicated 1 Mill secures operating funds restricted for Royal Oak Public Library purposes through the year 2023 and provides 91% of resources designated for Library services. State Aide and Penal Fine revenues comprise only 4%; fines and fees may amount to 2% in the coming year.

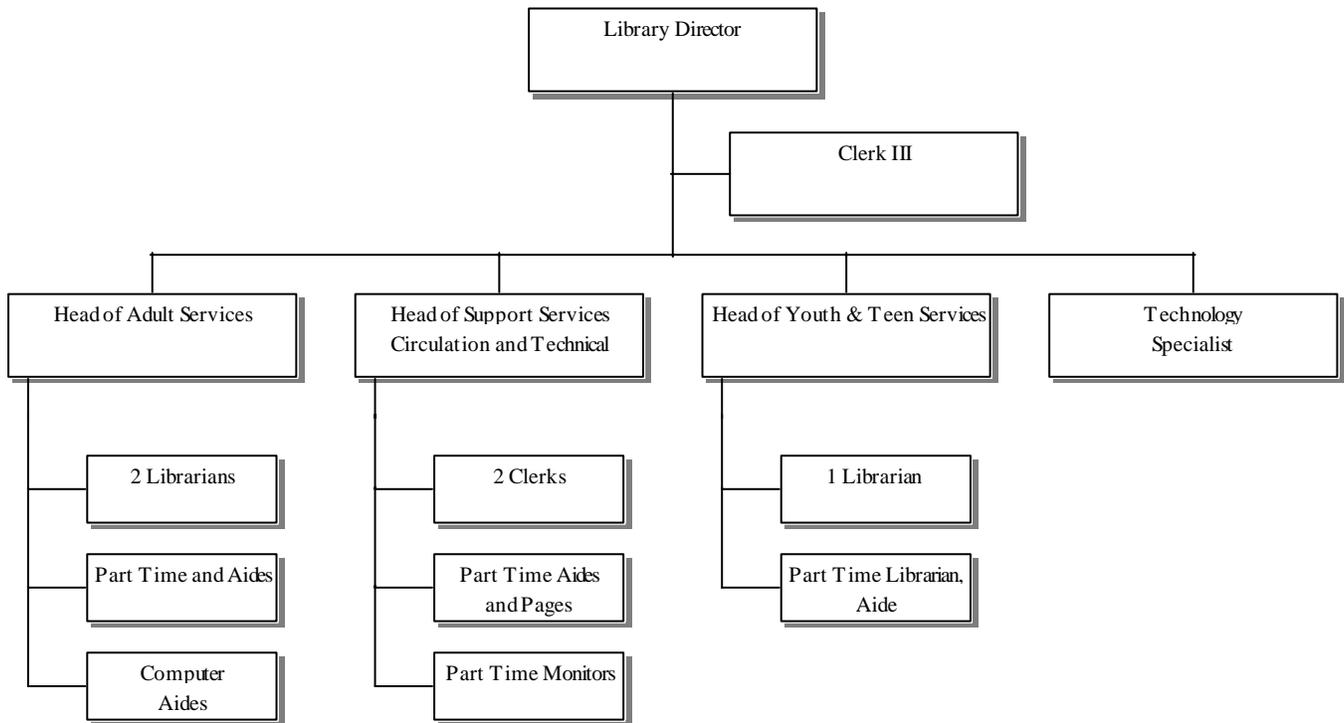
With 482,000 visitors in FY 2007-2008, the library saw a 60% increase in visitors over the previous year. Already 23% higher in 2009, the Royal Oak Public Library is now bringing 2,000 visitors downtown *per day*; more than 56,000 people visited ROPL in March 2009 alone, 37% more than in March 2008.

Program attendance increased by 40% over the previous year and is measuring another 14% higher in the current fiscal year. Librarians provided 15% more information referral services than in the previous year.

The Library dedicates the following strategic efforts to making Royal Oak a great place to live, work and play, through community partnerships and great service; the focus is on maximizing service while absorbing revenue reductions due to the slow economy.

- Online social networking capabilities facilitate remote use of the Library and encourage more book and reading discussions.
- Community programs inspire reading and discussions, showcases area agencies such as plays at the Baldwin Theater and the talents of local and regional artisans.
- Library programs for the general population focus on the home, living green, job searching and managing personal finances while the excellent programming for children and teens continues with finance instruction for kids, storytimes, movies and reading to dogs trained for listening.
- Excellence in the lending collection is emphasized in all segments of the collection as many residents are making the transition away from renting and purchasing books and video.
- Reference resources are increasingly provided in online formats with remote accessibility; this improves accessibility and conserves limited floor space for improved lending collections.
- To meet growing demand, self-service opportunities are improved in the facility and by remote access to library resources.
- Credit card payment opportunities will assist users in keeping up with fine and fee obligations; fines and fees must be kept below an established threshold for access to lending and use of the public access computer facilities.
- Master Gardeners are showcasing their abilities as they design a butterfly garden for pure enjoyment and as an educational venue; a mural provides delight for all as the entrance to the youth services department.
- Targeted reductions are applied in several expense lines including continuing education and newsletter production in order to maintain staffing levels and avoid more serious reductions to collection purchases.
- Capital and other special purchases will be drawn from prior fund balances or charitable contributions.

With this budget, the Royal Oak Public Library expects to continue providing the best possible service to the Royal Oak community through creative partnerships, literature discussions, art, science and even music, through highly efficient stewardship of the tax revenue provided so generously by this community and maximizing opportunities for grants and charitable giving.



	04/05	05/06	06/07	07/08	08/09	09/10
Library Director	1	1	1	1	1	1
Librarian III	1	1	2	2	2	2
Librarian III Youth Services	1	1	1	1	1	1
Librarian II	5	3	3	3	3	3
Library Technician Specialist	0	0	0	1	1	1
Librarian I	1	1	1	0	0	0
Library - MC III	3	2	2	2	2	1
Library - MC II	3	3	4	3	3	2
Total	15	12	14	13	13	11

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	569,775	485,213	485,213	548,600	629,129	725,424
Revenues and transfers from other funds	2,477,327	2,424,339	2,352,196	2,400,871	2,450,577	2,501,336
Expenditures and transfers to other funds	2,561,889	2,424,339	2,288,809	2,320,342	2,354,281	2,378,338
Net Change in Fund Balance	(84,562)	-	63,387	80,529	96,296	122,998
Ending Fund Balance	485,213	485,213	548,600	629,129	725,424	848,423

271.000 Revenue

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	2,006,346	130,073	15,930	123,707	7,552	-	2,283,607
2006-2007 Actual	2,118,234	93,951	43,924	73,488	1,917	-	2,331,514
2007-2008 Actual	2,223,086	133,645	55,348	52,367	4,975	-	2,469,421
2008-2009 Original Budget	2,250,285	113,505	51,500	46,500	41,700	-	2,503,490
2008-2009 Adjusted Budget (Dec)	2,250,285	113,505	51,500	46,500	41,700	-	2,503,490
2008-2009 Six Month Actual	2,087,057	105,881	31,649	10,098	2,548	-	2,237,233
2008-2009 Estimated Year End	2,250,285	105,881	63,271	16,436	41,454	-	2,477,327
2009-2010 Dept Request	2,221,894	105,152	61,357	16,436	19,500	-	2,424,339
2009-2010 Manager's Budget	2,221,894	105,152	61,357	16,436	19,500	-	2,424,339
2009-2010 Approved Budget	2,221,894	105,152	61,357	16,436	19,500	-	2,424,339
2010-2011 Projected Budget	2,144,128	108,307	63,198	16,929	19,635	-	2,352,196
2011-2012 Projected Budget	2,187,010	111,556	65,094	17,437	19,774	-	2,400,871
2012-2013 Projected Budget	2,230,750	114,902	67,046	17,960	19,917	-	2,450,577
2013-2014 Projected Budget	2,275,365	118,350	69,058	18,499	20,065	-	2,501,336

271.790 Library

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	999,679	209,303	62,983	1,403,550	-	2,675,515
2006-2007 Actual	1,093,030	249,606	44,421	774,499	-	2,161,556
2007-2008 Actual	1,379,864	287,421	192,525	668,019	-	2,527,829
2008-2009 Original Budget	1,467,742	299,900	36,700	699,148	-	2,503,490
2008-2009 Adjusted Budget (Dec)	1,467,742	299,900	36,700	699,148	-	2,503,490
2008-2009 Six Month Actual	775,575	136,955	-	244,421	-	1,156,951
2008-2009 Estimated Year End	1,536,286	299,727	36,700	689,176	-	2,561,889
2009-2010 Dept Request	1,447,008	278,591	15,000	683,740	-	2,424,339
2009-2010 Manager's Budget	1,447,008	278,591	15,000	683,740	-	2,424,339
2009-2010 Approved Budget	1,447,008	278,591	15,000	683,740	-	2,424,339
2010-2011 Projected Budget	1,311,478	278,591	15,000	683,740	-	2,288,809
2011-2012 Projected Budget	1,343,011	278,591	15,000	683,740	-	2,320,342
2012-2013 Projected Budget	1,376,950	278,591	15,000	683,740	-	2,354,281
2013-2014 Projected Budget	1,401,007	278,591	15,000	683,740	-	2,378,338

Community Development Block Grant Summary

	04/05	05/06	06/07	07/08	08/09	09/10
Housing Program Supervisor	1	1	1	1	1	1
Housing Rehabilitation Officer	1	1	1	1	1	0
CS III - Housing	1	1	1	1	0	0
Total	3	3	3	3	2	1

	04/05	05/06	06/07	07/08	08/09	09/10
Housing Specialist II	0	0	0	0	1	1
Housing Specialist	2	2	2	2	1	1
Total	2	2	2	2	1	2

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	-	19,952	92,177	151,691	194,734	393,652
Revenues and transfers from other funds	2,344,100	1,901,947	1,901,947	1,901,947	1,901,947	1,901,947
Expenditures and transfers to other funds	2,324,148	1,829,722	1,842,433	1,858,904	1,703,029	1,711,645
Net Change in Fund Balance	19,952	72,225	59,514	43,043	198,918	190,302
Ending Fund Balance	19,952	92,177	151,691	194,734	393,652	583,954

274.000 Revenue

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	1,775,816	412,601	-	17,689	22,358	2,228,463
2006-2007 Actual	-	1,813,577	396,838	-	10,686	-	2,221,101
2007-2008 Actual	-	2,074,857	383,077	-	12,943	-	2,470,877
2008-2009 Original Budget	-	1,344,100	400,000	-	600,000	-	2,344,100
2008-2009 Adjusted Budget (Dec)	-	1,344,100	400,000	-	600,000	-	2,344,100
2008-2009 Six Month Actual	-	695,398	130,425	-	3,207	-	829,030
2008-2009 Estimated Year End	-	1,344,100	400,000	-	600,000	-	2,344,100
2009-2010 Dept Request	-	1,365,350	200,000	-	336,597	-	1,901,947
2009-2010 Manager's Budget	-	1,365,350	200,000	-	336,597	-	1,901,947
2009-2010 Approved Budget	-	1,365,350	200,000	-	336,597	-	1,901,947
2010-2011 Projected Budget	-	1,365,350	200,000	-	336,597	-	1,901,947
2011-2012 Projected Budget	-	1,365,350	200,000	-	336,597	-	1,901,947
2012-2013 Projected Budget	-	1,365,350	200,000	-	336,597	-	1,901,947
2013-2014 Projected Budget	-	1,365,350	200,000	-	336,597	-	1,901,947

274.692 Housing Assistance Program

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	306,480	600	-	614,016	-	921,095
2006-2007 Actual	258,025	430	-	588,712	-	847,167
2007-2008 Actual	242,522	172	-	653,085	-	895,779
2008-2009 Original Budget	197,428	750	-	627,950	-	826,128
2008-2009 Adjusted Budget (Dec)	197,428	750	-	627,950	-	826,128
2008-2009 Six Month Actual	118,302	573	-	217,715	-	336,590
2008-2009 Estimated Year End	197,428	750	-	627,950	-	826,128
2009-2010 Dept Request	156,485	750	-	634,250	-	791,485
2009-2010 Manager's Budget	158,004	750	-	634,250	-	793,004
2009-2010 Approved Budget	158,004	750	-	634,250	-	793,004
2010-2011 Projected Budget	165,853	750	-	634,250	-	800,853
2011-2012 Projected Budget	170,549	750	-	634,250	-	805,549
2012-2013 Projected Budget	1,900	750	-	634,250	-	636,900
2013-2014 Projected Budget	1,900	750	-	634,250	-	636,900

274.712 Block Grant Administration

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	151,969	299	-	22,376	-	174,644
2006-2007 Actual	151,419	-	-	27,856	-	179,275
2007-2008 Actual	237,241	329	-	35,306	-	272,876
2008-2009 Original Budget	325,917	1,700	-	31,160	-	358,777
2008-2009 Adjusted Budget (Dec)	325,917	1,700	-	31,160	-	358,777
2008-2009 Six Month Actual	150,303	-	-	20,905	-	171,208
2008-2009 Estimated Year End	325,917	1,700	-	31,160	-	358,777
2009-2010 Dept Request	274,180	16,700	-	32,240	-	323,120
2009-2010 Manager's Budget	276,975	16,700	-	32,240	-	325,915
2009-2010 Approved Budget	276,975	16,700	-	32,240	-	325,915
2010-2011 Projected Budget	274,256	16,700	-	32,240	-	323,196
2011-2012 Projected Budget	282,022	16,700	-	32,240	-	330,962
2012-2013 Projected Budget	290,630	16,700	-	32,240	-	339,570
2013-2014 Projected Budget	296,125	16,700	-	32,240	-	345,065

274.759 Senior Center

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	210,083	7,671	-	91,218	-	308,972
2006-2007 Actual	210,222	3,941	-	47,844	-	262,007
2007-2008 Actual	222,413	7,222	-	33,989	-	263,624
2008-2009 Original Budget	243,235	14,000	-	27,396	-	284,631
2008-2009 Adjusted Budget (Dec)	243,235	14,000	-	27,396	-	284,631
2008-2009 Six Month Actual	111,723	4,861	-	14,117	-	130,701
2008-2009 Estimated Year End	228,678	9,000	-	27,645	-	265,323
2009-2010 Dept Request	200,259	9,000	-	27,845	-	237,104
2009-2010 Manager's Budget	201,295	9,000	-	27,845	-	238,140
2009-2010 Approved Budget	201,295	9,000	-	27,845	-	238,140
2010-2011 Projected Budget	207,771	9,270	-	28,680	-	245,721
2011-2012 Projected Budget	210,641	9,548	-	29,541	-	249,730
2012-2013 Projected Budget	213,634	9,835	-	30,427	-	253,896
2013-2014 Projected Budget	215,548	10,130	-	31,340	-	257,017

274.xxx Other Cost Centers

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	670,122	68,407	-	738,528
2006-2007 Actual	-	-	681,720	189,405	-	871,125
2007-2008 Actual	-	-	396,848	641,105	-	1,037,953
2008-2009 Original Budget	-	-	726,145	147,775	-	873,920
2008-2009 Adjusted Budget (Dec)	-	-	726,145	147,775	-	873,920
2008-2009 Six Month Actual	-	-	555,018	5,000	-	560,018
2008-2009 Estimated Year End	-	-	726,145	147,775	-	873,920
2009-2010 Dept Request	-	-	155,475	317,188	-	472,663
2009-2010 Manager's Budget	-	-	155,475	317,188	-	472,663
2009-2010 Approved Budget	-	-	155,475	317,188	-	472,663
2010-2011 Projected Budget	-	-	155,475	317,188	-	472,663
2011-2012 Projected Budget	-	-	155,475	317,188	-	472,663
2012-2013 Projected Budget	-	-	155,475	317,188	-	472,663
2013-2014 Projected Budget	-	-	155,475	317,188	-	472,663

Housing Commission Summary

	04/05	05/06	06/07	07/08	08/09	09/10
Housing Specialist II	0	0	0	0	1	1
Housing Specialist	2	2	2	2	1	1
Total	2	2	2	2	1	2

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	243,383	213,837	173,389	129,643	82,188	30,727
Revenues and transfers from other funds	1,319,414	1,319,414	1,319,414	1,319,414	1,319,414	1,319,414
Expenditures and transfers to other funds	1,348,960	1,359,862	1,363,160	1,366,869	1,370,875	1,373,916
Net Change in Fund Balance	(29,546)	(40,448)	(43,746)	(47,455)	(51,461)	(54,502)
Ending Fund Balance	213,837	173,389	129,643	82,188	30,727	(23,775)

276.000 Revenue

276.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	1,130,025	-	-	571	-	1,130,596
2006-2007 Actual	-	1,422,909	-	-	2,272	-	1,425,181
2007-2008 Actual	-	1,303,885	-	-	13,731	-	1,317,616
2008-2009 Original Budget	-	1,315,914	-	-	3,500	-	1,319,414
2008-2009 Adjusted Budget (Dec)	-	1,315,914	-	-	3,500	-	1,319,414
2008-2009 Six Month Actual	-	649,924	-	-	4,261	-	654,185
2008-2009 Estimated Year End	-	1,315,914	-	-	3,500	-	1,319,414
2009-2010 Dept Request	-	1,315,914	-	-	3,500	-	1,319,414
2009-2010 Manager's Budget	-	1,315,914	-	-	3,500	-	1,319,414
2009-2010 Approved Budget	-	1,315,914	-	-	3,500	-	1,319,414
2010-2011 Projected Budget	-	1,315,914	-	-	3,500	-	1,319,414
2011-2012 Projected Budget	-	1,315,914	-	-	3,500	-	1,319,414
2012-2013 Projected Budget	-	1,315,914	-	-	3,500	-	1,319,414
2013-2014 Projected Budget	-	1,315,914	-	-	3,500	-	1,319,414

276.691 Housing

276.691 HOUSING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	96,616	431	-	1,062,888	-	1,159,936
2006-2007 Actual	94,765	3,087	-	1,117,818	-	1,215,670
2007-2008 Actual	114,977	344	-	1,168,424	-	1,283,745
2008-2009 Original Budget	122,651	2,700	-	1,223,609	-	1,348,960
2008-2009 Adjusted Budget (Dec)	122,651	2,700	-	1,223,609	-	1,348,960
2008-2009 Six Month Actual	56,474	180	-	713,913	-	770,567
2008-2009 Estimated Year End	122,651	2,700	-	1,223,609	-	1,348,960
2009-2010 Dept Request	131,855	2,700	-	1,223,936	-	1,358,491
2009-2010 Manager's Budget	133,226	2,700	-	1,223,936	-	1,359,862
2009-2010 Approved Budget	133,226	2,700	-	1,223,936	-	1,359,862
2010-2011 Projected Budget	136,524	2,700	-	1,223,936	-	1,363,160
2011-2012 Projected Budget	140,233	2,700	-	1,223,936	-	1,366,869
2012-2013 Projected Budget	144,239	2,700	-	1,223,936	-	1,370,875
2013-2014 Projected Budget	147,280	2,700	-	1,223,936	-	1,373,916

State Construction Fund Summary

	04/05	05/06	06/07	07/08	08/09	09/10
Building Official	1	1	1	1	1	1
Deputy Building Official	1	0	0	1	1	1
CS III Inspection	0	0	0	0	1	1
Inspection - MC II	0	0	0	0	1	1
Building Inspector	5	5	5	4	4	2
Electrical Inspector	1	1	1	1	1	1
Housing Inspector	2	2	2	2	0	0
Mechanical Inspector	1	1	1	1	1	0
Plumbing Inspector	1	1	1	1	1	0
Total	12	11	11	11	11	7

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	611,320	363,433	363,470	329,568	336,739	440,684
Revenues and transfers from other funds	1,440,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000
Expenditures and transfers to other funds	1,687,887	1,419,963	1,453,902	1,412,829	1,316,055	1,332,356
Net Change in Fund Balance	(247,887)	37	(33,902)	7,171	103,945	87,644
Ending Fund Balance	363,433	363,470	329,568	336,739	440,684	528,328

282.000 Revenue

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	2,008,734	-	60	-	2,008,794
2006-2007 Actual	-	-	1,688,034	-	10,400	-	1,698,434
2007-2008 Actual	-	-	1,171,167	-	27,087	-	1,198,254
2008-2009 Original Budget	-	-	1,461,700	-	-	-	1,461,700
2008-2009 Adjusted Budget (Dec)	-	-	1,461,700	-	-	-	1,461,700
2008-2009 Six Month Actual	-	-	674,495	-	13,919	-	688,414
2008-2009 Estimated Year End	-	-	1,425,000	-	15,000	-	1,440,000
2009-2010 Dept Request	-	-	1,410,000	-	10,000	-	1,420,000
2009-2010 Manager's Budget	-	-	1,410,000	-	10,000	-	1,420,000
2009-2010 Approved Budget	-	-	1,410,000	-	10,000	-	1,420,000
2010-2011 Projected Budget	-	-	1,410,000	-	10,000	-	1,420,000
2011-2012 Projected Budget	-	-	1,410,000	-	10,000	-	1,420,000
2012-2013 Projected Budget	-	-	1,410,000	-	10,000	-	1,420,000
2013-2014 Projected Budget	-	-	1,410,000	-	10,000	-	1,420,000

282.371 Inspection

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	1,185,178	11,184	-	495,222	-	1,691,584
2006-2007 Actual	842,198	9,372	-	607,943	-	1,459,513
2007-2008 Actual	1,140,004	3,269	27,235	392,622	-	1,563,130
2008-2009 Original Budget	1,296,646	24,500	30,000	439,011	-	1,790,157
2008-2009 Adjusted Budget (Dec)	1,296,646	24,500	30,000	439,011	-	1,790,157
2008-2009 Six Month Actual	649,115	2,128	9,680	186,664	-	847,587
2008-2009 Estimated Year End	1,246,361	6,500	20,000	415,026	-	1,687,887
2009-2010 Dept Request	1,372,007	21,500	30,000	386,865	-	1,810,372
2009-2010 Manager's Budget	1,011,598	21,500	-	386,865	-	1,419,963
2009-2010 Approved Budget	1,011,598	21,500	-	386,865	-	1,419,963
2010-2011 Projected Budget	1,045,537	21,500	-	386,865	-	1,453,902
2011-2012 Projected Budget	1,004,464	21,500	-	386,865	-	1,412,829
2012-2013 Projected Budget	907,690	21,500	-	386,865	-	1,316,055
2013-2014 Projected Budget	923,991	21,500	-	386,865	-	1,332,356

ACORN Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	226,678	200,879	200,879	201,219	201,902	202,933
Revenues and transfers from other funds	45,797	34,000	34,340	34,683	35,030	35,381
Expenditures and transfers to other funds	71,596	34,000	34,000	34,000	34,000	34,000
Net Change in Fund Balance	(25,799)	-	340	683	1,030	1,381
Ending Fund Balance	200,879	200,879	201,219	201,902	202,933	204,313

295.000 Revenue

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	59,059	-	-	59,059
2006-2007 Actual	-	-	-	56,305	-	-	56,305
2007-2008 Actual	-	-	-	122,900	-	-	122,900
2008-2009 Original Budget	-	-	-	36,295	-	-	36,295
2008-2009 Adjusted Budget (Dec)	-	-	-	36,295	-	-	36,295
2008-2009 Six Month Actual	-	-	-	35,229	-	-	35,229
2008-2009 Estimated Year End	-	-	-	45,797	-	-	45,797
2009-2010 Dept Request	-	-	-	34,000	-	-	34,000
2009-2010 Manager's Budget	-	-	-	34,000	-	-	34,000
2009-2010 Approved Budget	-	-	-	34,000	-	-	34,000
2010-2011 Projected Budget	-	-	-	34,340	-	-	34,340
2011-2012 Projected Budget	-	-	-	34,683	-	-	34,683
2012-2013 Projected Budget	-	-	-	35,030	-	-	35,030
2013-2014 Projected Budget	-	-	-	35,381	-	-	35,381

295.000 ACORN

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	-	-	-
2006-2007 Actual	-	57,423	-	61,482	-	118,905
2007-2008 Actual	-	5,976	-	43,739	-	49,715
2008-2009 Original Budget	-	31,673	-	54,603	-	86,276
2008-2009 Adjusted Budget (Dec)	-	31,673	-	54,603	-	86,276
2008-2009 Six Month Actual	-	16,378	-	29,190	-	45,568
2008-2009 Estimated Year End	-	21,251	-	50,345	-	71,596
2009-2010 Dept Request	-	11,150	-	22,850	-	34,000
2009-2010 Manager's Budget	-	11,150	-	22,850	-	34,000
2009-2010 Approved Budget	-	11,150	-	22,850	-	34,000
2010-2011 Projected Budget	-	11,150	-	22,850	-	34,000
2011-2012 Projected Budget	-	11,150	-	22,850	-	34,000
2012-2013 Projected Budget	-	11,150	-	22,850	-	34,000
2013-2014 Projected Budget	-	11,150	-	22,850	-	34,000

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 Mahany/Meininger Senior Community Center and Salter Center. 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 FY 0506. 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 09/10.

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, fundraisers and donations.

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 remainders 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 senior congregate meal program, began in June 2007. 11,548 tasty and nutritious meals have been served from Jan – Dec 08; the program proving very popular with new people attending each month.
- The Annual Health Fair/Flu Clinic (October) provided 325 flu shots to senior citizens. The event was very successful, with many compliments from senior's and business community.
- 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.
- Weekly Aphasia Support Group has provided 941 units served - with remarkable results in retraining people losing their speech after suffering a stroke.
- Deaf Assistance Group has provided 963 units served - staff member signs and provides assistance for this group who meets weekly for socialization which is very important within the deaf culture.
- Approximately 65 volunteers were recruited to deliver meals to the homebound seniors living in Royal Oak. Another 18 volunteers assisted 604 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.
- Senior Transportation Program continues to provide high quality service for 18,789 one- way trips to doctor appointments, grocery shopping, and program at Senior Community Center.
- Developed a partnership with Jardon Vocational School to provide custodial and kitchen assistance at the Mahany/Meininger Center. Partnering with local businesses such as COSTCO to assist with generating revenue (Monday Bake Sale).
- Increased participation in Health and Wellness Programs for individual's 50 years of age and over at Salter Center. Pickleball while easy for beginners can also develop an intense competition for high-level players which is played two days a week and one evening. There are three 50 years of age and older adult softball teams. Bounce Volleyball numbers are increasing daily with aspirations to develop a team in Fall of 09 with the Northwest Parks Association. Walking is very popular at Salter Center on a daily basis.

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	778,436	662,493	513,337	357,054	194,088	24,182
Revenues and transfers from other funds	381,091	379,557	383,337	387,193	391,125	395,137
Expenditures and transfers to other funds	497,034	528,713	539,620	550,158	561,032	571,868
Net Change in Fund Balance	(115,943)	(149,156)	(156,283)	(162,966)	(169,907)	(176,732)
Ending Fund Balance	662,493	513,337	357,054	194,088	24,182	(152,550)

296.000 Revenue

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	159,079	152,632	41,842	80	-	353,633
2006-2007 Actual	-	220,674	148,520	49,832	-	-	419,026
2007-2008 Actual	-	229,364	157,001	33,377	-	-	419,742
2008-2009 Original Budget	-	-	150,000	66,000	-	-	216,000
2008-2009 Adjusted Budget (Dec)	-	187,111	191,000	66,000	-	-	444,111
2008-2009 Six Month Actual	-	6,980	82,726	7,974	-	-	97,680
2008-2009 Estimated Year End	-	194,091	170,000	17,000	-	-	381,091
2009-2010 Dept Request	-	190,557	170,000	19,000	-	-	379,557
2009-2010 Manager's Budget	-	190,557	170,000	19,000	-	-	379,557
2009-2010 Approved Budget	-	190,557	170,000	19,000	-	-	379,557
2010-2011 Projected Budget	-	190,557	173,400	19,380	-	-	383,337
2011-2012 Projected Budget	-	190,557	176,868	19,768	-	-	387,193
2012-2013 Projected Budget	-	190,557	180,405	20,163	-	-	391,125
2013-2014 Projected Budget	-	190,557	184,013	20,566	-	-	395,137

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
2005-2006 Actual	6,030	-	-	-	-	6,030
2006-2007 Actual	6,142	-	-	-	-	6,142
2007-2008 Actual	6,327	-	-	-	-	6,327
2008-2009 Original Budget	13,334	-	-	-	-	13,334
2008-2009 Adjusted Budget (Dec)	13,334	-	-	-	-	13,334
2008-2009 Six Month Actual	6,590	-	-	-	-	6,590
2008-2009 Estimated Year End	13,334	-	-	-	-	13,334
2009-2010 Dept Request	13,300	-	-	-	-	13,300
2009-2010 Manager's Budget	13,300	-	-	-	-	13,300
2009-2010 Approved Budget	13,300	-	-	-	-	13,300
2010-2011 Projected Budget	13,301	-	-	-	-	13,301
2011-2012 Projected Budget	13,301	-	-	-	-	13,301
2012-2013 Projected Budget	13,301	-	-	-	-	13,301
2013-2014 Projected Budget	13,301	-	-	-	-	13,301

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

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	8,716	747	-	-	-	9,463
2006-2007 Actual	11,933	900	-	-	-	12,833
2007-2008 Actual	13,273	561	-	137	-	13,971
2008-2009 Original Budget	13,967	1,000	-	100	-	15,067
2008-2009 Adjusted Budget (Dec)	13,967	1,000	-	100	-	15,067
2008-2009 Six Month Actual	7,011	-	-	152	-	7,163
2008-2009 Estimated Year End	13,967	1,000	-	200	-	15,167
2009-2010 Dept Request	13,931	1,000	-	200	-	15,131
2009-2010 Manager's Budget	13,931	1,000	-	200	-	15,131
2009-2010 Approved Budget	13,931	1,000	-	200	-	15,131
2010-2011 Projected Budget	13,933	1,030	-	206	-	15,169
2011-2012 Projected Budget	13,933	1,061	-	212	-	15,206
2012-2013 Projected Budget	13,933	1,093	-	219	-	15,244
2013-2014 Projected Budget	13,933	1,126	-	225	-	15,284

296.688 Senior Van

296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	124,148	1,044	-	28,580	-	153,771
2006-2007 Actual	136,053	204	-	30,196	-	166,453
2007-2008 Actual	142,778	399	-	38,900	-	182,077
2008-2009 Original Budget	177,979	1,500	20,000	37,000	-	236,479
2008-2009 Adjusted Budget (Dec)	177,979	1,500	20,000	37,000	-	236,479
2008-2009 Six Month Actual	81,653	71	8,830	19,549	-	110,103
2008-2009 Estimated Year End	161,524	500	20,000	37,071	-	219,095
2009-2010 Dept Request	167,975	1,500	20,000	72,314	-	261,789
2009-2010 Manager's Budget	168,120	1,500	20,000	72,314	-	261,934
2009-2010 Approved Budget	168,120	1,500	20,000	72,314	-	261,934
2010-2011 Projected Budget	169,044	1,545	20,600	74,483	-	265,672
2011-2012 Projected Budget	169,446	1,591	21,218	76,718	-	268,973
2012-2013 Projected Budget	169,876	1,639	21,855	79,019	-	272,389
2013-2014 Projected Budget	170,156	1,688	22,510	81,390	-	275,744

296.750 Senior Building Maintenance

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	41,167	-	41,167
2006-2007 Actual	-	907	-	37,853	-	38,760
2007-2008 Actual	-	902	-	63,628	-	64,530
2008-2009 Original Budget	-	2,500	-	89,725	-	92,225
2008-2009 Adjusted Budget (Dec)	-	2,500	-	89,725	-	92,225
2008-2009 Six Month Actual	-	-	-	29,360	-	29,360
2008-2009 Estimated Year End	-	1,600	-	86,625	-	88,225
2009-2010 Dept Request	-	2,600	-	87,225	-	89,825
2009-2010 Manager's Budget	-	2,600	-	87,225	-	89,825
2009-2010 Approved Budget	-	2,600	-	87,225	-	89,825
2010-2011 Projected Budget	-	2,678	-	89,842	-	92,520
2011-2012 Projected Budget	-	2,758	-	92,537	-	95,295
2012-2013 Projected Budget	-	2,841	-	95,313	-	98,154
2013-2014 Projected Budget	-	2,926	-	98,173	-	101,099

296.759 Senior Center

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	4,270	4,331	-	70,292	-	78,892
2006-2007 Actual	15,440	4,453	-	82,864	-	102,757
2007-2008 Actual	4,437	6,953	-	118,131	-	129,521
2008-2009 Original Budget	24,248	27,500	-	149,865	-	201,613
2008-2009 Adjusted Budget (Dec)	24,248	27,500	-	149,865	-	201,613
2008-2009 Six Month Actual	3,448	9,652	-	59,173	-	72,273
2008-2009 Estimated Year End	24,248	22,000	-	114,965	-	161,213
2009-2010 Dept Request	25,153	22,000	-	101,182	-	148,335
2009-2010 Manager's Budget	25,341	22,000	-	101,182	-	148,523
2009-2010 Approved Budget	25,341	22,000	-	101,182	-	148,523
2010-2011 Projected Budget	26,080	22,660	-	104,217	-	152,957
2011-2012 Projected Budget	26,699	23,340	-	107,344	-	157,383
2012-2013 Projected Budget	27,339	24,040	-	110,564	-	161,943
2013-2014 Projected Budget	27,798	24,761	-	113,881	-	166,440

Animal Shelter Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	54,362	40,685	32,235	24,929	18,807	13,901
Revenues and transfers from other funds	60,456	50,300	51,453	52,637	53,853	55,102
Expenditures and transfers to other funds	74,133	58,750	58,759	58,759	58,759	58,759
Net Change in Fund Balance	(13,677)	(8,450)	(7,306)	(6,122)	(4,906)	(3,657)
Ending Fund Balance	40,685	32,235	24,929	18,807	13,901	10,244

297.000 Shelter Revenue

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	23,671	4,223	-	12,225	40,119
2006-2007 Actual	-	-	19,240	14,055	-	56,533	89,828
2007-2008 Actual	-	-	15,061	27,351	-	33,665	76,077
2008-2009 Original Budget	-	-	19,300	13,240	-	15,000	47,540
2008-2009 Adjusted Budget (Dec)	-	-	19,300	13,240	-	15,000	47,540
2008-2009 Six Month Actual	-	-	8,726	14,367	-	7,135	30,228
2008-2009 Estimated Year End	-	-	17,452	28,734	-	14,270	60,456
2009-2010 Dept Request	-	-	17,500	17,800	-	15,000	50,300
2009-2010 Manager's Budget	-	-	17,500	17,800	-	15,000	50,300
2009-2010 Approved Budget	-	-	17,500	17,800	-	15,000	50,300
2010-2011 Projected Budget	-	-	18,025	17,978	-	15,450	51,453
2011-2012 Projected Budget	-	-	18,566	18,158	-	15,914	52,637
2012-2013 Projected Budget	-	-	19,123	18,339	-	16,391	53,853
2013-2014 Projected Budget	-	-	19,696	18,523	-	16,883	55,102

297.430 Animal Shelter

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	18,096	2,122	-	65,692	-	85,910
2006-2007 Actual	20,948	3,279	-	28,933	-	53,160
2007-2008 Actual	26,476	2,959	9,835	33,640	-	72,910
2008-2009 Original Budget	27,100	2,600	-	22,450	-	52,150
2008-2009 Adjusted Budget (Dec)	27,100	2,600	-	22,450	-	52,150
2008-2009 Six Month Actual	16,711	1,862	1,125	14,511	-	34,209
2008-2009 Estimated Year End	33,422	2,600	1,125	36,986	-	74,133
2009-2010 Dept Request	28,350	-	-	30,400	-	58,750
2009-2010 Manager's Budget	28,350	-	-	30,400	-	58,750
2009-2010 Approved Budget	28,350	-	-	30,400	-	58,750
2010-2011 Projected Budget	28,359	-	-	30,400	-	58,759
2011-2012 Projected Budget	28,359	-	-	30,400	-	58,759
2012-2013 Projected Budget	28,359	-	-	30,400	-	58,759
2013-2014 Projected Budget	28,359	-	-	30,400	-	58,759

Police Grants Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	496,461	415,068	415,068	423,083	422,497	415,843
Revenues and transfers from other funds	364,825	166,834	166,834	166,834	166,834	166,834
Expenditures and transfers to other funds	446,218	166,834	158,819	167,420	173,488	177,905
Net Change in Fund Balance	(81,393)	-	8,015	(586)	(6,654)	(11,071)
Ending Fund Balance	415,068	415,068	423,083	422,497	415,843	404,772

298.000 Revenue

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	138,837	-	16,084	-	-	154,921
2006-2007 Actual	-	309,638	-	10,725	-	-	320,363
2007-2008 Actual	-	379,580	-	18,186	-	-	397,766
2008-2009 Original Budget	-	434,245	3,400	12,400	-	-	450,045
2008-2009 Adjusted Budget (Dec)	-	434,245	3,400	12,400	-	-	450,045
2008-2009 Six Month Actual	-	130,961	-	1,855	-	-	132,816
2008-2009 Estimated Year End	-	356,225	3,400	5,200	-	-	364,825
2009-2010 Dept Request	-	159,617	-	7,217	-	-	166,834
2009-2010 Manager's Budget	-	159,617	-	7,217	-	-	166,834
2009-2010 Approved Budget	-	159,617	-	7,217	-	-	166,834
2010-2011 Projected Budget	-	159,617	-	7,217	-	-	166,834
2011-2012 Projected Budget	-	159,617	-	7,217	-	-	166,834
2012-2013 Projected Budget	-	159,617	-	7,217	-	-	166,834
2013-2014 Projected Budget	-	159,617	-	7,217	-	-	166,834

298.301 Police Grants/Restricted Monies

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	102,012	-	102,012
2006-2007 Actual	59,541	15,031	114,446	105,718	-	294,736
2007-2008 Actual	204,270	3,746	56,104	83,402	-	347,522
2008-2009 Original Budget	240,462	63,405	-	339,499	-	643,366
2008-2009 Adjusted Budget (Dec)	240,462	63,405	-	339,499	-	643,366
2008-2009 Six Month Actual	59,935	4,124	19,607	33,299	-	116,965
2008-2009 Estimated Year End	243,076	65,397	19,607	118,138	-	446,218
2009-2010 Dept Request	151,246	12,683	-	-	-	163,929
2009-2010 Manager's Budget	154,151	12,683	-	-	-	166,834
2009-2010 Approved Budget	154,151	12,683	-	-	-	166,834
2010-2011 Projected Budget	158,819	-	-	-	-	158,819
2011-2012 Projected Budget	167,420	-	-	-	-	167,420
2012-2013 Projected Budget	173,488	-	-	-	-	173,488
2013-2014 Projected Budget	177,905	-	-	-	-	177,905

General Obligation Debt Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Fund Balance	42,067	42,067	42,067	42,067	42,067	42,067
Revenues and transfers from other funds	683,894	688,394	687,094	691,431	688,525	693,861
Expenditures and transfers to other funds	683,894	688,394	687,094	691,431	688,525	693,861
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	42,067	42,067	42,067	42,067	42,067	42,067

301.000 Revenue

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	680,803	-	-	34,001	120	-	714,925
2006-2007 Actual	682,199	-	-	-	57	-	682,256
2007-2008 Actual	682,027	-	-	-	92	-	682,119
2008-2009 Original Budget	682,894	-	-	-	100	-	682,994
2008-2009 Adjusted Budget (Dec)	682,894	-	-	-	100	-	682,994
2008-2009 Six Month Actual	633,397	-	-	-	-	-	633,397
2008-2009 Estimated Year End	683,894	-	-	-	-	-	683,894
2009-2010 Dept Request	688,394	-	-	-	-	-	688,394
2009-2010 Manager's Budget	688,394	-	-	-	-	-	688,394
2009-2010 Approved Budget	688,394	-	-	-	-	-	688,394
2010-2011 Projected Budget	688,094	-	-	-	-	-	688,094
2011-2012 Projected Budget	691,431	-	-	-	-	-	691,431
2012-2013 Projected Budget	688,525	-	-	-	-	-	688,525
2013-2014 Projected Budget	693,861	-	-	-	-	-	693,861

301.905 General Obligation Debt

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	28	682,216	682,244
2006-2007 Actual	-	-	-	70	684,781	684,851
2007-2008 Actual	-	-	-	704	686,750	687,454
2008-2009 Original Budget	-	-	-	100	682,794	682,894
2008-2009 Adjusted Budget (Dec)	-	-	-	100	682,794	682,894
2008-2009 Six Month Actual	-	-	-	165	527,747	527,912
2008-2009 Estimated Year End	-	-	-	1,000	682,894	683,894
2009-2010 Dept Request	-	-	-	500	687,894	688,394
2009-2010 Manager's Budget	-	-	-	500	687,894	688,394
2009-2010 Approved Budget	-	-	-	500	687,894	688,394
2010-2011 Projected Budget	-	-	-	500	687,594	688,094
2011-2012 Projected Budget	-	-	-	500	690,931	691,431
2012-2013 Projected Budget	-	-	-	500	688,025	688,525
2013-2014 Projected Budget	-	-	-	500	693,361	693,861

Debt Service Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Revenues and transfers from other funds	100,900	103,100	105,100	101,900	103,700	100,300
Expenditures and transfers to other funds	100,900	103,100	105,100	101,900	103,700	100,300
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

360.000 Debt Service Fund Revenue

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	-	-	-	-
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	-	-	-	-	-	116,449	116,449
2008-2009 Original Budget	-	-	-	-	-	100,900	100,900
2008-2009 Adjusted Budget (Dec)	-	-	-	-	-	100,900	100,900
2008-2009 Six Month Actual	-	-	-	-	-	-	-
2008-2009 Estimated Year End	-	-	-	-	-	100,900	100,900
2009-2010 Dept Request	-	-	-	-	-	103,100	103,100
2009-2010 Manager's Budget	-	-	-	-	-	103,100	103,100
2009-2010 Approved Budget	-	-	-	-	-	103,100	103,100
2010-2011 Projected Budget	-	-	-	-	-	105,100	105,100
2011-2012 Projected Budget	-	-	-	-	-	101,900	101,900
2012-2013 Projected Budget	-	-	-	-	-	103,700	103,700
2013-2014 Projected Budget	-	-	-	-	-	100,300	100,300

360.905 Debt Service Fund

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	-	-	-
2006-2007 Actual	-	-	-	500	-	500
2007-2008 Actual	-	-	-	1,000	115,950	116,950
2008-2009 Original Budget	-	-	-	500	100,400	100,900
2008-2009 Adjusted Budget (Dec)	-	-	-	500	100,400	100,900
2008-2009 Six Month Actual	-	-	-	-	-	-
2008-2009 Estimated Year End	-	-	-	500	100,400	100,900
2009-2010 Dept Request	-	-	-	500	102,600	103,100
2009-2010 Manager's Budget	-	-	-	500	102,600	103,100
2009-2010 Approved Budget	-	-	-	500	102,600	103,100
2010-2011 Projected Budget	-	-	-	500	104,600	105,100
2011-2012 Projected Budget	-	-	-	500	101,400	101,900
2012-2013 Projected Budget	-	-	-	500	103,200	103,700
2013-2014 Projected Budget	-	-	-	500	99,800	100,300

Capital Project Fund Summary

What is a Capital Improvement Program?

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

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

Many communities have discovered that one-year or two-year budget studies, indispensable as they are, do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing more than business common sense applied to public monies. The City of Royal Oak is a big business simply by virtue of the volume of money it handles. Recent capital outlay projects include construction of the G.W.K. Drainage District facilities, the District Court building and the 6th & Lafayette parking deck plus major renovations to Fire stations and the Library.

Typically, the function of studying long-term capital improvement trends and needs is done with a single agency or team of agencies. A commonly used team is that of Budget, which best knows the details of the annual financial "facts of life," and Engineering which is the closest to the many problems of providing space and facilities for the ever changing departments and their equipment. In initiating such a program, a master list of needed improvements is first compiled by the various operating departments to cover, usually, the next five years. The list is studied in the light of the comprehensive plan, comparative needs, and replacement urgencies. The trend of tax rates, revenues from other sources, various financing possibilities, bond retirement and future available funds are considered. Finally, a recommended priority listing emerges from combined study of these proposed revenues and expenditures.

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

Project List

1. Overview

- Purpose: Forward looking **funding plan** – improved to show the current year, the budget year plus five years of capital projects
- Uses funds from December 2008 bond sale for parking, water and sewer and motor pool improvements
- The Planning Commission reviewed and approved the preliminary plan in April prior to its inclusion in this annual operating budget as funds permit
- Based on **fiscal years** (not construction years)
- **Funding goal:** 100% set aside at start of construction

2. Highlights

- Lists 37 projects for Fiscal Year 2009-2010 totaling \$11 million
- Takes advantage of \$2 million in federal stimulus money plus \$1 million of existing federal grants for roads
- Lists 198 projects totaling \$51,088,610 in requested funding over seven years
- Annual average: \$7.3 million/year --- ranging from \$5.5 million to \$11.0 million a year
- Individual projects range from \$10,000 to \$1,405,000 in summer of 2011
- High: 28 projects \$500,000 and over
- Most: 123 projects between \$100,000 and \$500,000
- Low: 47 projects under \$100,000

3. (Type of) Work – Over 30 categories: Asphalt or Concrete, Resurfacing or Replacing, Alleys, Roads, Parking Lots, Sidewalks, Watermain, Sewer, Streetscape, etc.
 - Projects mainly defined by the City Engineer based on professional analysis and citizen input
4. Location/Area - Street, block or section of city, building, , etc.
5. Project Total Budget - Use (positive). Cost **estimate** of design, construction or purchase, construction management and contingency
6. Source ID – fund providing money (negative). Up to four sources for a single project
 - Arena
 - Auto Parking
 - Bond
 - CDBG – Community Development Block Grant
 - DDA – Downtown Development Authority TIF
 - General Fund
 - Federal Grant including 2009 Stimulus funds
 - Local Street
 - Major Street
 - MP - Motor Pool
 - Owner (property owner prepaid)
 - Special Assessment (loan repaid by property owner)
 - W & S - Water & Sewer – a critical source: underground work must precede paving work
7. Use ID – fund getting/owning asset on completion of project
 - B+G – Buildings & Grounds
 - LS – Local Street
 - MS – Major Street
 - P – Parking
 - S – Sewer
 - SW – Sidewalk
 - W – Water
8. Fund – number used by Finance
9. Fiscal Year columns
 - Current calendar year 2009 projects including some not mentioned in FY09 Budget.
 - Budget year FY 2009-10 column
 - Five years through FY 2014-15 follow in next five columns
 - Some projects are general, i.e. not specified as to location yet
10. Going Forward
 - In future years, this capital project schedule should be expanded to include major equipment like fire apparatus (not regular vehicle expenditures), and City facilities like buildings and parks, etc.
 - Annual 5 Year Capital Plans based on a department head’s budget estimates should be updated by October
 - Preparatory work including design and engineering, if any, must be planned, staged and completed prior to the main task (e.g. water & sewer repairs before streets can be resurfaced or replaced)
 - Projects often will not be completed by June 30th. Budget adjustments for carry forwards on incomplete projects will be brought to the City 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 suddenly become available
 - Such planning will support regular cash flow funding and minimize the demand for debt financing

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
1		Alley Paving	TBD	U	10,000				0						
2		Alley Paving	TBD	S		Sp. Asmt	LS	850	(10,000)						
3		Alley Paving	TBD	U	10,000				0						
4		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
5		Alley Paving	TBD	U	10,000				0						
6		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
7		Alley Paving	TBD	U	10,000				0						
8		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
9		Alley Paving	TBD	U	10,000				0						
10		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
11		Alley Paving	TBD	U	10,000				0						
12		Alley Paving	TBD	S		Local St	LS	203	(10,000)						
13		Alley Paving	TBD	U	10,000	Sp. Asmt	LS	850							0
14		Alley Paving	TBD	S		Local St	LS	203	(10,000)						(10,000)
15		Asphalt Resurfacing	Miscellaneous	U	100,000				0						
16		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(100,000)						
17		Asphalt Resurfacing	Crooks:Main-Webster	U	802,000				0						
18		Asphalt Resurfacing	Crooks:Main-Webster	S		Fed/Stim	MS	100	(802,000)						
19		Asphalt Resurfacing	Washington: M-1 to Lincoln	U	544,300				0						
20		Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Fed	MS	100	(323,700)						
21		Asphalt Resurfacing	Washington: M-1 to Lincoln	S		Major St	MS	202	(220,600)						
22		Asphalt Resurfacing	Main:13-N.City Limits	U	391,000				0						
23		Asphalt Resurfacing	Main:13-N.City Limits	S		Major St	MS	202	(156,000)						
24		Asphalt Resurfacing	Main:13-N.City Limits	S		Fed	MS	100	(235,000)						
25		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	U	879,000				0						
26		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Major St	MS	202	(352,000)						
27		Asphalt Resurfacing	Main:200'N.Crooks-13 Mile	S		Fed	MS	100	(527,000)						
28		Asphalt Resurfacing	Miscellaneous	U	200,000				0						
29		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(200,000)						
30		Asphalt Resurfacing	Lincoln:Campbell-Stevenson	U	506,000				0						
31		Asphalt Resurfacing	Lincoln:Campbell-Stevenson	S		Fed/Stim	MS	100	(506,000)						
32		Asphalt Resurfacing	Normandy:Crooks-Main	U	829,000				0						
33		Asphalt Resurfacing	Normandy:Crooks-Main	S		Major St	MS	202	(249,000)						
34		Asphalt Resurfacing	Normandy:Crooks-Main	S		Fed	MS	100	(580,000)						
35		Asphalt Resurfacing	12 Mile:Crooks to Main	U	355,000				0						
36		Asphalt Resurfacing	12 Mile:Crooks to Main	S		Major St	MS	202	(107,000)						
37		Asphalt Resurfacing	12 Mile:Crooks to Main	S		Fed	MS	100	(248,000)						
38		Asphalt Resurfacing	Miscellaneous	U	100,000				0						
39		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(100,000)						
40		Asphalt Resurfacing	Washington:Lincoln-11 Mi.	U	350,000				0						
41		Asphalt Resurfacing	Washington:Lincoln-11 Mi.	S		Major St	MS	202	(350,000)						
42		Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	U	215,000				0						
43		Asphalt Resurfacing	Lafayette:Fourth-11 Mi.	S		Major St	MS	202	(215,000)						
44		Asphalt Resurfacing	Miscellaneous	U	100,000				0						
45		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203	(100,000)						
46		Asphalt Resurfacing	12 Mile:Woodward-Crooks	U	1,405,000				0						
47		Asphalt Resurfacing	12 Mile:Woodward-Crooks	S		Fed	MS	100	(983,500)						
48		Asphalt Resurfacing	12 Mile:Woodward-Crooks	S		Major St	MS	202	(421,500)						

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
49		Asphalt Resurfacing	12 Mile:Main-Campbell	U	1,319,200							0			
50		Asphalt Resurfacing	12 Mile:Main-Campbell	S		Fed	MS	100				(791,500)			
51		Asphalt Resurfacing	12 Mile:Main-Campbell	S		Major St	MS	202				(527,700)			
52		Asphalt Resurfacing	Campbell:10 Mi-Lincoln	U	331,000								0		
53		Asphalt Resurfacing	Campbell:10 Mi-Lincoln	S		Major St	MS	202					(331,000)		
54		Asphalt Resurfacing	Campbell:Lincoln-11 Mi	U	395,000								0		
55		Asphalt Resurfacing	Campbell:Lincoln-11 Mi	S		Major St	MS	202					(395,000)		
56		Asphalt Resurfacing	Campbell:11 Mi-Forest	U	250,000								0		
57		Asphalt Resurfacing	Campbell:11 Mi-Forest	S		Major St	MS	202					(250,000)		
58		Asphalt Resurfacing	Campbell:Forest-12 Mi	U	450,000								0		
59		Asphalt Resurfacing	Campbell:Forest-12 Mi	S		Major St	MS	202					(450,000)		
60		Asphalt Resurfacing	Main:10Mi-Lincoln	U	537,000								0		
61		Asphalt Resurfacing	Main:10Mi-Lincoln	S		Major St	MS	202					(537,000)		
62		Asphalt Resurfacing	Miscellaneous	U	110,000								0		
63		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203					(110,000)		
64		Asphalt Resurfacing	Lincoln:Main-Campbell	U	550,000									0	
65		Asphalt Resurfacing	Lincoln:Main-Campbell	S		Major St	MS	202						(550,000)	
66		Asphalt Resurfacing	Fourth:Main-Troy	U	75,000									0	
67		Asphalt Resurfacing	Fourth:Main-Troy	S		Major St	MS	202						(75,000)	
68		Asphalt Resurfacing	Washington:11 Mi-Crooks	U	929,600									0	
69		Asphalt Resurfacing	Washington:11 Mi-Crooks	S		Fed	MS	100						(507,000)	
70		Asphalt Resurfacing	Washington:11 Mi-Crooks	S		Major St	MS	202						(422,600)	
71		Asphalt Resurfacing	Miscellaneous	U	120,000									0	
72		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203						(120,000)	
73		Asphalt Resurfacing	Crooks:Webster-13 Mi	U	300,000										0
74		Asphalt Resurfacing	Crooks:Webster-13 Mi	S		Major St	MS	202							(300,000)
75		Asphalt Resurfacing	Main:Lincoln-11 Mi	U	500,000										0
76		Asphalt Resurfacing	Main:Lincoln-11 Mi	S		Major St	MS	202							(500,000)
77		Asphalt Resurfacing	Stephenson NB:11 Mi-Gardeni	U	270,000										0
78		Asphalt Resurfacing	Stephenson NB:11 Mi-Gardeni	S		Major St	MS	202							(270,000)
79		Asphalt Resurfacing	Stephenson NB:Lincoln-11 Mi	U	270,000										0
80		Asphalt Resurfacing	Stephenson NB:Lincoln-11 Mi	S		Major St	MS	202							(270,000)
81		Asphalt Resurfacing	Miscellaneous	U	120,000										0
82		Asphalt Resurfacing	Miscellaneous	S		Local St	LS	203							(120,000)
83		Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	U	780,700				0						
84		Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		CDBG	LS	274	(526,700)						
85		Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		Major St	MS	202	(87,200)						
86		Asphalt Resurfacing/WM	Phillips PL,11 Mi,Cooper	S		W & S	W	592	(166,800)						
87		Concrete Replacement	Section 14 & 23	U	280,000				0						
88		Concrete Replacement	Section 14 & 23	S		Local St	LS	203	(280,000)						
89		Concrete Replacement	Lexington:Crooks-Marias	U	660,000				0						
90		Concrete Replacement	Lexington:Crooks-Marias	S		Major St	MS	202	(660,000)						
91		Concrete Replacement	Third:Troy-Farnum	U	222,000				0						
92		Concrete Replacement	Third:Troy-Farnum	S		CDBG	LS	274	(222,000)						
93		Concrete Replacement	Center:Second-11 Mile	U	22,000				0						
94		Concrete Replacement	Center:Second-11 Mile	S		CDBG	LS	274	(22,000)						
95		Concrete Replacement	Seventh:Center-Main Reopenin	U	75,000				0						
96		Concrete Replacement	Seventh:Center-Main Reopenin	S		DDA	LS	247	(37,500)						

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
97		Concrete Replacement	Seventh:Center-Main Reopenin	S		Auto Prkg	LS	516	(37,500)						
98		Concrete Replacement	Troy:University-Farnum	U	248,000					0					
99		Concrete Replacement	Troy:University-Farnum	S		CDBG	LS	274		(248,000)					
100		Concrete Replacement	Section 3 & 10	U	300,000					0					
101		Concrete Replacement	Section 3 & 10	S		Local St	LS	203		(300,000)					
102		Concrete Replacement	Campbell-13 Mi to 14 Mi	U	731,000					0					
103		Concrete Replacement	Campbell-13 Mi to 14 Mi	S		Fed/Stim	MS	100		(731,000)					
104		Concrete Replacement	DPS Yard	U	620,000					0					
105		Concrete Replacement	DPS Yard	S		MP	B+G	661		(620,000)					
106		Concrete Replacement	Miscellaneous	U	180,000						0				
107		Concrete Replacement	Miscellaneous	S		Major St	MS	202		(180,000)					
108		Concrete Replacement	Section 15	U	293,000					0					
109		Concrete Replacement	Section 15	S		Local St	LS	203		(293,000)					
110		Concrete Replacement	Miscellaneous	U	150,000						0				
111		Concrete Replacement	Miscellaneous	S		Major St	MS	202		(150,000)					
112		Concrete Replacement	Miscellaneous	U	200,000					0					
113		Concrete Replacement	Miscellaneous	S		CDBG	LS	274			(200,000)				
114		Concrete Replacement	Section 22	U	270,000					0					
115		Concrete Replacement	Section 22	S		Local St	LS	203		(270,000)					
116		Concrete Replacement	Miscellaneous	U	150,000						0				
117		Concrete Replacement	Miscellaneous	S		Major St	MS	202			(150,000)				
118		Concrete Replacement	Miscellaneous	U	150,000					0					
119		Concrete Replacement	Miscellaneous	S		CDBG	LS	274			(150,000)				
120		Concrete Replacement	Section 9 & 16	U	270,000					0					
121		Concrete Replacement	Section 9 & 16	S		Local St	LS	203			(270,000)				
122		Concrete Replacement	Miscellaneous	U	200,000						0				
123		Concrete Replacement	Miscellaneous	S		Major St	MS	202			(200,000)				
124		Concrete Replacement	Miscellaneous	U	100,000					0					
125		Concrete Replacement	Miscellaneous	S		CDBG	LS	274			(100,000)				
126		Concrete Replacement	Section 5, 7 & 32	U	300,000					0					
127		Concrete Replacement	Section 5, 7 & 32	S		Local St	LS	203			(300,000)				
128		Concrete Replacement	Miscellaneous	U	200,000						0				
129		Concrete Replacement	Miscellaneous	S		Major St	MS	202			(200,000)				
130		Concrete Replacement	Miscellaneous	U	100,000					0					
131		Concrete Replacement	Miscellaneous	S		CDBG	LS	274			(100,000)				
132		Concrete Replacement	Section 4, 8, 17 & 21	U	300,000					0					
133		Concrete Replacement	Section 4, 8, 17 & 21	S		Local St	LS	203			(300,000)				
134		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	270,000					0					
135		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592	(120,000)						
136		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592	(150,000)						
137		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000					0					
138		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850	(10,000)						
139	B08	DPS Pvmnt Repl-Ppd Sdwk	TBD	U	250,000					0					
140	B08	DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592	(150,000)						
141	B08	DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592	(100,000)						
142		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000					0					
143		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850	(10,000)						
144		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	275,000						0				

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
145		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592			(115,000)				
146		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592			(160,000)				
147		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000						0				
148		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850			(10,000)				
149		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	275,000							0			
150		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592			(115,000)				
151		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592			(160,000)				
152		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000							0			
153		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850			(10,000)				
154		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	300,000								0		
155		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592				(115,000)			
156		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592				(185,000)			
157		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000								0		
158		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850				(10,000)			
159		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	305,000									0	
160		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592					(115,000)		
161		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592					(190,000)		
162		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000									0	
163		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850					(10,000)		
164		DPS Pvmnt Repl-Ppd Sdwk	TBD	U	315,000										0
165		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	MS	592						(115,000)	
166		DPS Pvmnt Repl-Ppd Sdwk	TBD	S		W & S	LS	592						(200,000)	
167		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	U	10,000										0
168		DPS Pvmnt Repl-Ppd Sdwk	Prepaid Sidewalk	S		Owner	SW	850							(10,000)
169		Gun Range:Lead Dust Clean	ROPD	U	20,000					0					
170		Gun Range:Lead Dust Clean	ROPD	S		Fed	B+G	999		(20,000)					
171		Gun Range:Reconstruction	ROPD	U	200,000					0					
172		Gun Range:Reconstruction	ROPD	S		Fed	B+G	999		(200,000)					
173		Install Generator	DPS Complex	U	150,000									0	
174		Install Generator	DPS Complex	S		MP	B+G	661						(150,000)	
175		Install Lighting	Worden Park #2	U	200,000									0	
176		Install Lighting	Worden Park #3	S		Gen'l Fd	B+G	101				(200,000)			
177		Install Parking Lot Paving	Dog Park - Asphalt	U	65,000									0	
178		Install Parking Lot Paving	Dog Park - Asphalt	S		Gen'l Fd	B+G	999						(65,000)	
179		Joint Sealing	TBD	U	120,000					0					
180		Joint Sealing	TBD	S		Major St	MS	202	(85,000)						
181		Joint Sealing	TBD	S		Local St	LS	203	(35,000)						
182		Joint Sealing	TBD	U	100,000					0					
183		Joint Sealing	TBD	S		Major St	MS	202	(50,000)						
184		Joint Sealing	TBD	S		Local St	LS	203	(50,000)						
185		Joint Sealing	TBD	U	144,000						0				
186		Joint Sealing	TBD	S		Major St	MS	202	(89,000)						
187		Joint Sealing	TBD	S		Local St	LS	203	(55,000)						
188		Joint Sealing	TBD	U	147,000							0			
189		Joint Sealing	TBD	S		Major St	MS	202			(92,000)				
190		Joint Sealing	TBD	S		Local St	LS	203			(55,000)				
191		Joint Sealing	TBD	U	152,000								0		
192		Joint Sealing	TBD	S		Major St	MS	202					(92,000)		

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
193		Joint Sealing	TBD	S		Local St	LS	203					(60,000)		
194		Joint Sealing	TBD	U	157,000									0	
195		Joint Sealing	TBD	S		Major St	MS	202						(92,000)	
196		Joint Sealing	TBD	S		Local St	LS	203						(65,000)	
197		Joint Sealing	TBD	U	157,000										0
198		Joint Sealing	TBD	S		Major St	MS	202							(92,000)
199		Joint Sealing	TBD	S		Local St	LS	203							(65,000)
200		Misc.Asphalt Resurfacing	Catalpa:Woodward-Maxwell	U	225,000						0				
201		Misc.Asphalt Resurfacing	Catalpa:Woodward-Maxwell	S		Major St	MS	202			(225,000)				
202		Misc.Asphalt Resurfacing	Catalpa:Maxwell-Main	U	275,000						0				
203		Misc.Asphalt Resurfacing	Catalpa:Maxwell-Main	S		Major St	MS	202			(275,000)				
204		Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	U	160,000							0			
205		Misc.Asphalt Resurfacing	Crooks SB:14-Normandy	S		Major St	MS	202				(160,000)			
206		Misc.Asphalt Resurfacing	TBD	U	160,000								0		
207		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202					(160,000)		
208		Misc.Asphalt Resurfacing	TBD	U	200,000									0	
209		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202						(200,000)	
210		Misc.Asphalt Resurfacing	TBD	U	200,000										0
211		Misc.Asphalt Resurfacing	TBD	S		Major St	MS	202							(200,000)
212		Misc.Concrete Replacement	TBD	U	150,000				0						
213		Misc.Concrete Replacement	TBD	S		Local St	LS	203	(150,000)						
214		Misc.Concrete Replacement	TBD	U	150,000					0					
215		Misc.Concrete Replacement	TBD	S		Local St	LS	203		(150,000)					
216		Misc.Concrete Replacement	TBD	U	160,000						0				
217		Misc.Concrete Replacement	TBD	S		Local St	LS	203			(160,000)				
218		Misc.Concrete Replacement	TBD	U	160,000							0			
219		Misc.Concrete Replacement	TBD	S		Local St	LS	203				(160,000)			
220		Misc.Concrete Replacement	TBD	U	165,000								0		
221		Misc.Concrete Replacement	TBD	S		Local St	LS	203					(165,000)		
222		Misc.Concrete Replacement	TBD	U	170,000									0	
223		Misc.Concrete Replacement	TBD	S		Local St	LS	203						(170,000)	
224		Misc.Concrete Replacement	TBD	U	170,000										0
225		Misc.Concrete Replacement	TBD	S		Local St	LS	203							(170,000)
226		Parking Lot Paving	M&M Community Center	U	155,000					0					
227		Parking Lot Paving	M&M Community Center	S		CDBG	B+G	274		(155,000)					
228		Parking Lot Paving	Main & Seventh	U	235,000					0					
229		Parking Lot Paving	Main & Seventh	S		DDA	P	247		(117,500)					
230		Parking Lot Paving	Main & Seventh	S		Auto Prkg	P	516		(117,500)					
231		Parking Lot Resurfacing	Williams Street Lot	U	196,000				0						
232		Parking Lot Resurfacing	Williams Street Lot	S		Auto Prkg	P	516	(196,000)						
233		Parking Structure Repair	Center Street Deck	U	830,000				0						
234		Parking Structure Repair	Center Street Deck	S		Auto Prkg	P	516	(30,000)						
235		Parking Structure Repair	Center Street Deck	S		Auto Prkg	P	516	(800,000)						
236		Raise Door Entry	DPS Complex Garage	U	25,000										0
237		Raise Door Entry	DPS Complex Garage	S		MP	B+G	661							(25,000)
238		Rear Step Replacement	ROPD	U	18,750					0					
239		Rear Step Replacement	ROPD	S		Bond	B+G	999		(18,750)					
240		Replace Generator	PD / City Hall	U	150,000						0				

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
241		Replace Generator	PD / City Hall	S		Gen1 Fd	B+G	101			(150,000)				
242		Replace Rink Floor	Lindell Arena East	U	465,000				0						
243		Replace Rink Floor	Lindell Arena East	S		Arena	B+G	598	(465,000)						
244		Replace Rink Floor Mats	Lindell Arena East	U	35,000						0				
245		Replace Rink Floor Mats	Lindell Arena East	S		Arena	B+G	598			(35,000)				
246		Sewer - Relief Sewer	Crooks & Vinsetta	U	40,000				0						
247		Sewer - Relief Sewer	Crooks & Vinsetta	S		W & S	S	592	(40,000)						
248		Sewer - Relief Sewer	Sixth @ Stephenson	U	80,000				0						
249		Sewer - Relief Sewer	Sixth @ Stephenson	S		W & S	S	592	(80,000)						
250		Sewer - Relief Sewer	Starr Park	U	320,000				0						
251		Sewer - Relief Sewer	Starr Park	S		W & S	S	592	(320,000)						
252		Sewer - Relief Sewer	M-1, Harrison, Washington	U	74,000				0						
253		Sewer - Relief Sewer	M-1, Harrison, Washington	S		W & S	S	592	(74,000)						
254	B08	Sewer - Relief Sewer	Crooks:12 Mi-Beech	U	242,500					0					
255	B08	Sewer - Relief Sewer	Crooks:12 Mi-Beech	S		W & S	S	592		(242,500)					
256		Sewer - Relief Sewer	M-1, Harrison, Washington	U	826,300					0					
257		Sewer - Relief Sewer	M-1, Harrison, Washington	S		W & S	S	592		(826,300)					
258		Sewer - Relief Sewer	Harrison:Main-150'E Main	U	53,200						0				
259		Sewer - Relief Sewer	Harrison:Main-150'E Main	S		W & S	S	592			(53,200)				
260		Sewer - Relief Sewer	Sheridan:Grandview-Wrenford	U	274,700							0			
261		Sewer - Relief Sewer	Sheridan:Grandview-Wrenford	S		W & S	S	592				(274,700)			
262		Sewer - Relief Sewer	DeVillen+Alexander:Altadena	U	592,600								0		
263		Sewer - Relief Sewer	DeVillen+Alexander:Altadena	S		W & S	S	592					(592,600)		
264		Sewer Lining	City Wide	U	350,000					0					
265		Sewer Lining	City Wide	S		W & S	S	592		(350,000)					
266		Sewer Lining	Area:Campbell,4th,Edgeworth	U	586,500									0	
267		Sewer Lining	M-1, Harrison, Washington	S		W & S	S	592						(586,500)	
268		Sewer Lining	Area:Edgeworht,4th,Stevenson	U	582,400										0
269		Sewer Lining	Area:Edgeworht,4th,Stevenson	S		W & S	S	592							(582,400)
270	B08	Sewer Spot Repair	Behind #1930 Fern	U	20,000				0						
271	B08	Sewer Spot Repair	Behind #1930 Fern	S		W & S	S	592	(20,000)						
272	B08	Sewer Spot Repair	Behind #705,715,717 Edison	U	80,000				0						
273	B08	Sewer Spot Repair	Behind #705,715,717 Edison	S		W & S	S	592	(80,000)						
274		Sewer Spot Repair	City Wide	U	400,000						0				
275		Sewer Spot Repair	City Wide	S		W & S	S	592			(400,000)				
276		Sewer TV – Root Control	City Wide	U	460,000				0						
277		Sewer TV – Root Control	City Wide	S		W & S	S	592	(460,000)						
278		Sewer TV – Root Control	City Wide	U	400,000							0			
279		Sewer TV – Root Control	City Wide	S		W & S	S	592				(400,000)			
280		Sewer TV – Root Control	City Wide	U	400,000										0
281		Sewer TV – Root Control	City Wide	S		W & S	S	592							(400,000)
282		Spec.Assmt Paving	Samoset:Robinwood-Grovelan	U	58,000				0						
283		Spec.Assmt Paving	Samoset:Robinwood-Grovelan	S		Local St	LS	203	(29,000)						
284		Spec.Assmt Paving	Samoset:Robinwood-Grovelan	S		Sp. Asmt	LS	850	(29,000)						
285		Spec.Assmt Paving	RedRun&Wilson-Conn-DeVill	U	332,360				0						
286		Spec.Assmt Paving	RedRun&Wilson-Conn-DeVill	S		Local St	LS	203	(166,180)						
287		Spec.Assmt Paving	RedRun&Wilson-Conn-DeVill	S		Sp. Asmt	LS	850	(166,180)						
288		Spec.Assmt Paving	Ardmore:Grant-Devillen	U	114,000				0						

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
289		Spec.Assmt Paving	Ardmore:Grant-Devillen	S		Local St	LS	203	(57,000)						
290		Spec.Assmt Paving	Ardmore:Grant-Devillen	S		CDBG	LS	274	(57,000)						
291		Spec.Assmt Paving	TBD	U	100,000						0				
292		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850			(100,000)				
293		Spec.Assmt Paving	TBD	U	70,000							0			
294		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850				(70,000)			
295		Spec.Assmt Paving	TBD	U	70,000								0		
296		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850					(70,000)		
297		Spec.Assmt Paving	TBD	U	70,000									0	
298		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850						(70,000)	
299		Spec.Assmt Paving	TBD	U	70,000										0
300		Spec.Assmt Paving	TBD	S		Sp. Asmt	LS	850							(70,000)
301		Streetscape	11 MiW Main-Main-Third	U	330,000					0					
302		Streetscape	11 MiW Main-Main-Third	S		DDA	SW	247		(330,000)					
303		Watermain Interconnection	Washington @ Second	U	26,200						0				
304		Watermain Interconnection	Washington @ Second	S		W & S	W	592			(26,200)				
305		Watermain Interconnection	Washington @ 11 Mi	U	26,200						0				
306		Watermain Interconnection	Washington @ 11 Mi	S		W & S	W	592			(26,200)				
307		Watermain Interconnection	Second at Williams	U	26,200									0	
308		Watermain Interconnection	Second at Williams	S		W & S	W	592						(26,200)	
309		Watermain Replacement	Crooks & Marywood	U	388,800				0						
310		Watermain Replacement	Crooks & Marywood	S		W & S	W	592	(388,800)						
311		Watermain Replacement	Laurel/Louis/Maple/11 Mile	U	524,400				0						
312		Watermain Replacement	Laurel/Louis/Maple/11 Mile	S		W & S	W	592	(524,400)						
313		Watermain Replacement	RedRun&Wilson-Conn-Girard	U	763,600				0						
314		Watermain Replacement	RedRun&Wilson-Conn-Girard	S		W & S	W	592	(763,600)						
315		Watermain Replacement	M-1 NB:Kenilworth-Lincoln	U	50,000				0						
316		Watermain Replacement	M-1 NB:Kenilworth-Lincoln	S		W & S	W	592	(50,000)						
317		Watermain Replacement	Harrison:Lafayette-Washingto	U	11,000				0						
318		Watermain Replacement	Harrison:Lafayette-Washingto	S		W & S	W	592	(11,000)						
319		Watermain Replacement	Alley E of Main-S 11 Mile	U	36,000				0						
320		Watermain Replacement	Alley E of Main-S 11 Mile	S		W & S	W	592	(36,000)						
321		Watermain Replacement	Lakeside:Main-250'E Main	U	78,200					0					
322	B08	Watermain Replacement	Lakeside:Main-250'E Main	S		W & S	W	592		(78,200)					
323		Watermain Replacement	Main:Vinsetta-Webster	U	183,400					0					
324	B08	Watermain Replacement	Main:Vinsetta-Webster	S		W & S	W	592		(183,400)					
325		Watermain Replacement	Main:Royal-LaSalle	U	135,100					0					
326	B08	Watermain Replacement	Main:Royal-LaSalle	S		W & S	W	592		(135,100)					
327		Watermain Replacement	Houstonia:Main-Rochester	U	257,300					0					
328	B08	Watermain Replacement	Houstonia:Main-Rochester	S		W & S	W	592		(257,300)					
329		Watermain Replacement	Crooks:Beechwood-Cherry	U	29,000					0					
330	B08	Watermain Replacement	Crooks:Beechwood-Cherry	S		W & S	W	592		(29,000)					
331		Watermain Replacement	Cherry:Crooks-Marywood	U	228,400					0					
332	B08	Watermain Replacement	Cherry:Crooks-Marywood	S		W & S	W	592		(228,400)					
333		Watermain Replacement	Marywood:Cherry-12 Mi	U	109,400					0					
334	B08	Watermain Replacement	Marywood:Cherry-12 Mi	S		W & S	W	592		(109,400)					
335		Watermain Replacement	12 Mile:Marywood-Main	U	395,700					0					
336	B08	Watermain Replacement	12 Mile:Marywood-Main	S		W & S	W	592		(395,700)					

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
337		Watermain Replacement	ROHS:Normandy-S 500'	U	202,200					0					
338	B08	Watermain Replacement	ROHS:Normandy-S 500'	S		W & S	W	592		(202,200)					
339		Watermain Replacement	M-1 NB:Trafford-13Mi	U	777,300					0					
340	B08	Watermain Replacement	M-1 NB:Trafford-13Mi	S		W & S	W	592		(777,300)					
341		Watermain Replacement	Coolidge:W-E side M-1	U	64,400					0					
342	B08	Watermain Replacement	Coolidge:W-E side M-1	S		W & S	W	592		(64,400)					
343		Watermain Replacement	M-1 NB:Harrison-Lincoln	U	299,800					0					
344		Watermain Replacement	M-1 NB:Harrison-Lincoln	S		W & S	W	592		(299,800)					
345		Watermain Replacement	Harrison:Lafayette-Washingto	U	123,700					0					
346		Watermain Replacement	Harrison:Lafayette-Washingto	S		W & S	W	592		(123,700)					
347		Watermain Replacement	Fourth:Washington-Center	U	63,400					0					
348		Watermain Replacement	Fourth:Washington-Center	S		W & S	W	592		(63,400)					
349		Watermain Replacement	Washington:Fourth-Second	U	193,100					0					
350		Watermain Replacement	Washington:Fourth-Second	S		W & S	W	592		(193,100)					
351		Watermain Replacement	Lincoln:M-1 W-E side	U	64,400					0					
352		Watermain Replacement	Lincoln:M-1 W-E side	S		W & S	W	592		(64,400)					
353		Watermain Replacement	M-1 NB:Kenilworth-Harrison	U	293,700					0					
354		Watermain Replacement	M-1 NB:Kenilworth-Harrison	S		W & S	W	592		(293,700)					
355		Watermain Replacement	Lincoln:Lafayette-Main	U	328,100					0					
356		Watermain Replacement	Lincoln:Lafayette-Main	S		W & S	W	592		(328,100)					
357		Watermain Replacement	Vinsetta:CN Rrwy-CedarHill	U	321,800					0					
358		Watermain Replacement	Vinsetta:CN Rrwy-CedarHill	S		W & S	W	592		(321,800)					
359		Watermain Replacement	Nakota:Hillcrest-Crooks	U	94,400					0					
360		Watermain Replacement	Nakota:Hillcrest-Crooks	S		W & S	W	592		(94,400)					
361		Watermain Replacement	Forestdale:Cambridge-Farnum	U	110,800					0					
362		Watermain Replacement	Forestdale:Cambridge-Farnum	S		W & S	W	592		(110,800)					
363		Watermain Replacement	Sherman:Josephine-32' E Bake	U	204,900					0					
364		Watermain Replacement	Sherman:Josephine-32' E Bake	S		W & S	W	592		(204,900)					
365		Watermain Replacement	Sherman:Maxwell-240' W Max	U	55,700					0					
366		Watermain Replacement	Sherman:Maxwell-240' W Max	S		W & S	W	592		(55,700)					
367		Watermain Replacement	Maple:Louis-Park Ave	U	217,500					0					
368		Watermain Replacement	Maple:Louis-Park Ave	S		W & S	W	592		(217,500)					
369		Watermain Replacement	Florence:Maxwell-CN Rrwy W	U	272,200					0					
370		Watermain Replacement	Florence:Maxwell-CN Rrwy W	S		W & S	W	592		(272,200)					
371		Watermain Replacement	Edgewood:Park-Florence	U	52,000					0					
372		Watermain Replacement	Edgewood:Park-Florence	S		W & S	W	592		(52,000)					
373		Watermain Replacement	M-1 NB:11 Mi-450' N Forestd	U	643,500					0					
374		Watermain Replacement	M-1 NB:11 Mi-450' N Forestd	S		W & S	W	592		(643,500)					
375		Watermain Replacement	Arden:350' W-250' E Grandsvi	U	188,700					0					
376		Watermain Replacement	Arden:350' W-250' E Grandsvi	S		W & S	W	592		(188,700)					
377		Watermain Replacement	Berkshire:Greenfield-M-1	U	437,600					0					
378		Watermain Replacement	Berkshire:Greenfield-M-1	S		W & S	W	592		(437,600)					
379		Watermain Replacement	M-1 SB:14 Mi-Sheridan	U	437,600					0					
380		Watermain Replacement	M-1 SB:14 Mi-Sheridan	S		W & S	W	592		(437,600)					
381		Watermain Replacement	Sunnybrook:Main-Rochester	U	662,700					0					
382		Watermain Replacement	Sunnybrook:Main-Rochester	S		W & S	W	592		(662,700)					
383		Watermain Replacement	Columbus:13 Mi-LaSalle	U	386,200					0					
384		Watermain Replacement	Columbus:13 Mi-LaSalle	S		W & S	W	592		(386,200)					

Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
385		Watermain Replacement	LaSalle:Columbus-Main	U	514,800								0		
386		Watermain Replacement	LaSalle:Columbus-Main	S		W & S	W	592					(514,800)		
387		Watermain Replacement	DeVillen:Ardmore-Alexander	U	172,500								0		
388		Watermain Replacement	DeVillen:Ardmore-Alexander	S		W & S	W	592					(172,500)		
389		Watermain Replacement	Vinsetta:Marywood-Main	U	482,500								0		
390		Watermain Replacement	Vinsetta:Marywood-Main	S		W & S	W	592					(482,500)		
391		Watermain Replacement	Marywood:Magnolia-Vinsetta	U	119,100								0		
392		Watermain Replacement	Marywood:Magnolia-Vinsetta	S		W & S	W	592					(119,100)		
393		Watermain Replacement	Potawatomi:Main-650' W Maii	U	172,500								0		
394		Watermain Replacement	Potawatomi:Main-650' W Maii	S		W & S	W	592					(172,500)		
395		Watermain Replacement	Shenandoah:Webster-Glenwoo	U	408,600									0	
396		Watermain Replacement	Shenandoah:Webster-Glenwoo	S		W & S	W	592					(408,600)		
397		Watermain Replacement	Benjamin:M-1-Webster	U	482,500									0	
398		Watermain Replacement	Benjamin:M-1-Webster	S		W & S	W	592					(482,500)		
399		Watermain Replacement	Lexington:Sr.Ctr-Washington	U	563,100									0	
400		Watermain Replacement	Lexington:Sr.Ctr-Washington	S		W & S	W	592					(563,100)		
401		Watermain Replacement	Pleasant:Lincoln-11 Mile	U	673,900									0	
402		Watermain Replacement	Pleasant:Lincoln-11 Mile	S		W & S	W	592					(673,900)		
403		Watermain Replacement	Center:6th-4th	U	168,800									0	
404		Watermain Replacement	Center:6th-4th	S		W & S	W	592					(168,800)		
405		Watermain Replacement	Crane:Washington-deadend	U	110,800										0
406		Watermain Replacement	Crane:Washington-deadend	S		W & S	W	592						(110,800)	
407		Watermain Replacement	Farnum:Campbell-Kenwood	U	203,500										0
408		Watermain Replacement	Farnum:Campbell-Kenwood	S		W & S	W	592						(203,500)	
409		Watermain Replacement	Kenilworth:Delaware-deadend	U	188,700										0
410		Watermain Replacement	Kenilworth:Delaware-deadend	S		W & S	W	592						(188,700)	
411		Watermain Replacement	California:Delaware-Chesapeal	U	167,200										0
412		Watermain Replacement	California:Delaware-Chesapeal	S		W & S	W	592						(167,200)	
413		Watermain Replacement	Rhode Is:Dealaware-Chesapeal	U	161,700										0
414		Watermain Replacement	Rhode Is:Dealaware-Chesapeal	S		W & S	W	592						(161,700)	
415		Watermain Replacement	Chesapeake:Rhode Is-Marylan	U	108,000										0
416		Watermain Replacement	Chesapeake:Rhode Is-Marylan	S		W & S	W	592						(108,000)	
417		Watermain Replacement	Hudson:M-1-Washington	U	345,100										0
418		Watermain Replacement	Hudson:M-1-Washington	S		W & S	W	592						(345,100)	
419		Watermain Replacement	Knowles:Harrison-Lincoln	U	310,000										0
420		Watermain Replacement	Knowles:Harrison-Lincoln	S		W & S	W	592						(310,000)	
421		Watermain Replacement	Maplegrove:Farnum-Catalpa	U	296,500										0
422		Watermain Replacement	Maplegrove:Farnum-Catalpa	S		W & S	W	592						(296,500)	
423		Watermain Replacement	Maplegrove:Catalpa-Mayfield	U	223,800										0
424		Watermain Replacement	Maplegrove:Catalpa-Mayfield	S		W & S	W	592						(223,800)	
425		Watermain Spot Improvemer	Catalpa:M-1-Main	U	152,300						0				
426		Watermain Spot Improvemer	Catalpa:M-1-Main	S		W & S	W	592			(152,300)				
	426	Line Count		Total	51,088,610				(7,542,860)	(11,002,750)	(5,507,800)	(7,786,400)	(6,812,900)	(6,321,200)	(6,114,700)
					198	Project Count			31	37	28	26	25	23	28

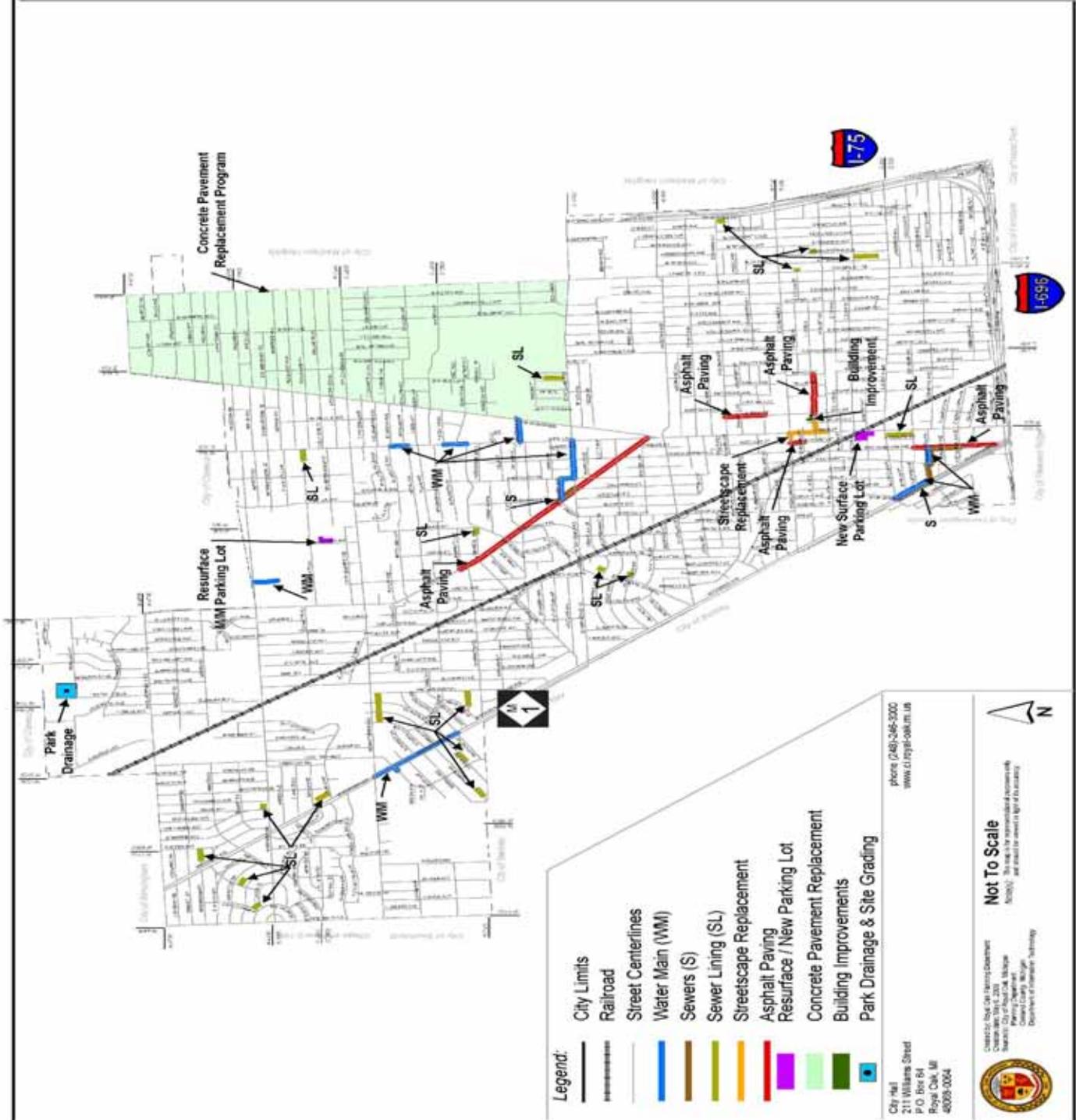
Capital Projects Summary List

Ln	Proj	Work	Location/Area	S/U	Total Budget	Source	Use	Fund	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
CAPITAL PROJECTS															
BUDGET + 5-YEAR SUMMARY															
SOURCES & USES															
SOURCES															
					6,234,700	Highway Grants		100	0	3,124,700	828,000	1,775,000	0	507,000	0
					303,750	Other Grants		999	0	238,750	0	0	0	65,000	0
					350,000	General Fund		101	0	0	150,000	0	200,000	0	0
					10,388,600	Major St		202	832,200	778,600	1,475,000	1,566,200	2,365,000	1,539,600	1,832,000
					4,685,180	Local St		203	817,180	710,000	618,000	595,000	615,000	665,000	665,000
					485,000	DDA		247	37,500	447,500	0	0	0	0	0
					1,780,700	CDBG		274	827,700	403,000	0	200,000	150,000	100,000	100,000
					1,181,000	Parking		516	1,063,500	117,500	0	0	0	0	0
					23,729,500	Water & Sewer		592	3,284,600	4,552,700	2,291,800	3,570,200	3,402,900	3,214,600	3,412,700
					500,000	Ice Arena		598	465,000	0	35,000	0	0	0	0
					795,000	Motor Pool		661	0	620,000	0	0	0	150,000	25,000
					645,180	Special Assmt		850	215,180	10,000	110,000	80,000	80,000	80,000	80,000
					51,078,610	Total			7,542,860	11,002,750	5,507,800	7,786,400	6,812,900	6,321,200	6,114,700
USES															
					17,468,300	MS			952,200	4,053,300	2,418,000	3,456,200	2,480,000	2,161,600	1,947,000
					8,106,060	LS			2,075,060	1,058,000	878,000	1,025,000	1,020,000	1,025,000	1,035,000
					25,574,360	Street Projects			3,027,260	5,111,300	3,296,000	4,481,200	3,500,000	3,186,600	2,982,000
					15,957,300	W			1,940,600	2,883,900	1,563,600	2,620,500	2,510,300	2,323,100	2,115,300
					5,782,200	S			1,074,000	1,418,800	453,200	674,700	592,600	586,500	982,400
					21,739,500	Water & Sewer			3,014,600	4,302,700	2,016,800	3,295,200	3,102,900	2,909,600	3,097,700
					2,103,750	B+G			465,000	1,013,750	185,000	0	200,000	215,000	25,000
					400,000	SW			10,000	340,000	10,000	10,000	10,000	10,000	10,000
					1,261,000	P			1,026,000	235,000	0	0	0	0	0
					3,764,750	Buildings & Grounds			1,501,000	1,588,750	195,000	10,000	210,000	225,000	35,000
						Sidewalk & Parking									

498 Public Improvement Projects Map

2009 Public Improvement Projects

City of Royal Oak, Michigan





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. (942 participants)

Summer Day Camp:

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

Adult Sports Leagues: Softball 70 teams, women's soccer 10 teams, basketball 16 teams, volleyball 36 teams, touch football 16 teams, sand volleyball 24 teams.
(est. 2100 participants)

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

Adult Fitness:

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

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

The 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. (2008 = 132)

The Superintendent oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak:

- Royal Oak and Normandy Oaks Golf Courses
- Royal Oak Golf Center
- 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.

	04/05	05/06	06/07	07/08	08/09	09/10
Director of Rec & Public Srvc	1	1	0	0	0	0
Superintendent - Recreation	1	1	1	1	1	1
CS III - Recreation	1	0	0	0	0	0
Recreation - MC III	1	1	1	1	1	1
Total	4	3	2	2	2	2

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	(66,208)	(165,489)	(236,920)	(312,682)	(389,140)	(466,186)
Revenues and transfers from other funds	616,719	644,569	651,627	658,937	666,511	674,358
Expenditures and transfers to other funds	716,000	716,000	727,389	735,395	743,557	750,197
Net Change in Net Assets	(99,281)	(71,431)	(75,762)	(76,458)	(77,046)	(75,838)
Ending Unrestricted Net Assets	(165,489)	(236,920)	(312,682)	(389,140)	(466,186)	(542,024)

508.000 Revenue

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	579,414	-	-	159,744	739,157
2006-2007 Actual	-	-	602,045	3,025	-	-	605,070
2007-2008 Actual	-	-	597,613	-	-	-	597,613
2008-2009 Original Budget	-	-	597,719	-	-	88,000	685,719
2008-2009 Adjusted Budget (Dec)	-	-	597,719	-	-	88,000	685,719
2008-2009 Six Month Actual	-	-	262,662	-	-	-	262,662
2008-2009 Estimated Year End	-	-	604,719	-	12,000	-	616,719
2009-2010 Dept Request	-	-	626,569	-	18,000	-	644,569
2009-2010 Manager's Budget	-	-	626,569	-	18,000	-	644,569
2009-2010 Approved Budget	-	-	626,569	-	18,000	-	644,569
2010-2011 Projected Budget	-	-	633,627	-	18,000	-	651,627
2011-2012 Projected Budget	-	-	640,937	-	18,000	-	658,937
2012-2013 Projected Budget	-	-	648,511	-	18,000	-	666,511
2013-2014 Projected Budget	-	-	656,358	-	18,000	-	674,358

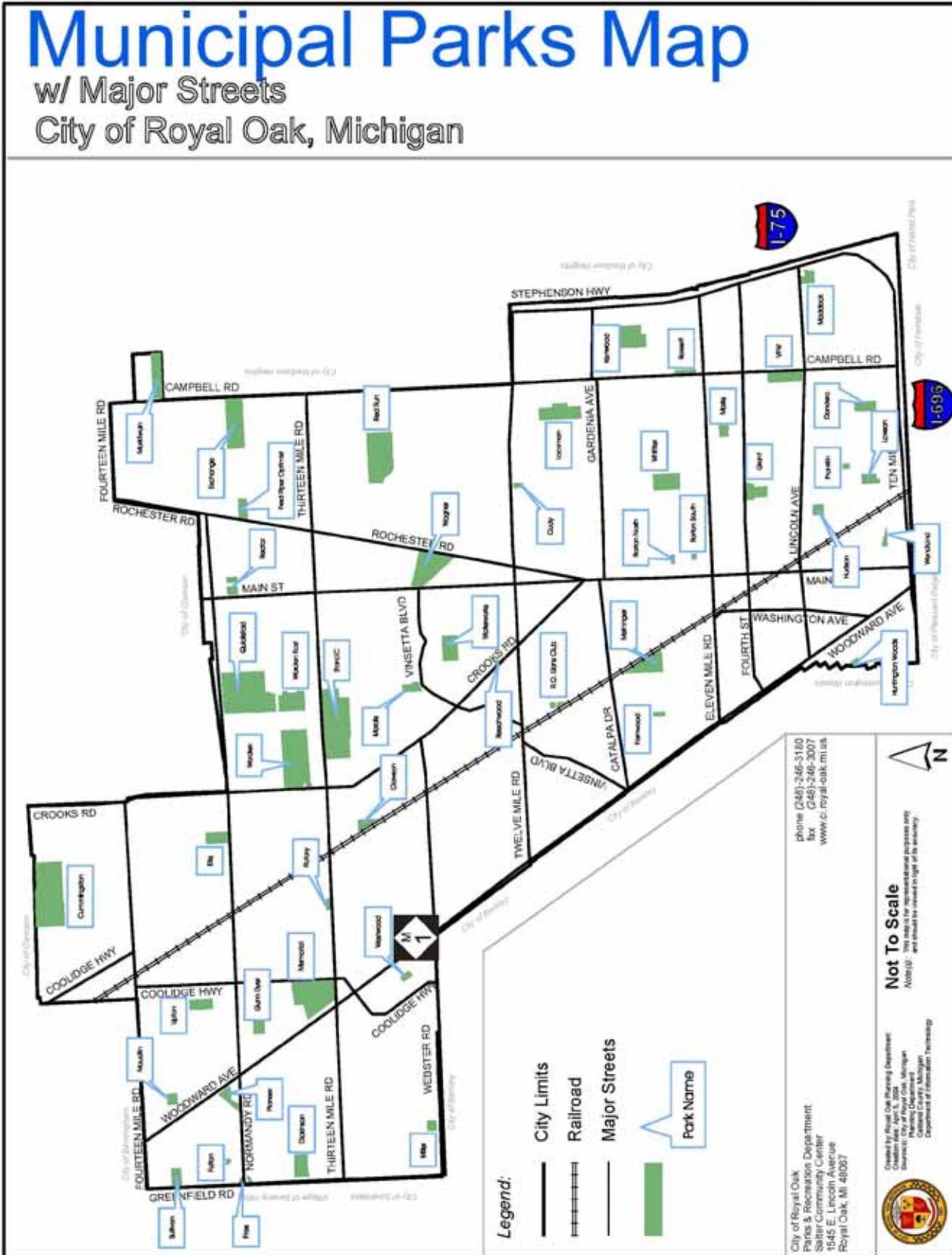
508.751 Recreation

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	186,617	20,408	-	281,587	-	488,612
2006-2007 Actual	184,104	11,795	-	301,573	-	497,472
2007-2008 Actual	293,472	18,835	-	287,448	-	599,755
2008-2009 Original Budget	254,953	11,500	-	326,131	-	592,584
2008-2009 Adjusted Budget (Dec)	254,953	11,500	-	326,131	-	592,584
2008-2009 Six Month Actual	155,232	8,790	-	176,515	-	340,537
2008-2009 Estimated Year End	251,447	14,300	-	323,945	-	589,692
2009-2010 Dept Request	254,147	14,000	-	300,603	-	568,750
2009-2010 Manager's Budget	254,147	14,000	-	300,603	-	568,750
2009-2010 Approved Budget	254,147	14,000	-	300,603	-	568,750
2010-2011 Projected Budget	262,856	14,000	-	301,903	-	578,759
2011-2012 Projected Budget	268,115	14,000	-	303,229	-	585,344
2012-2013 Projected Budget	273,461	14,000	-	304,582	-	592,043
2013-2014 Projected Budget	277,214	14,000	-	305,961	-	597,175

508.752 Salter Community Center

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	5,236	-	158,431	-	163,667
2006-2007 Actual	-	6,935	-	148,826	-	155,761
2007-2008 Actual	-	5,654	-	151,639	-	157,293
2008-2009 Original Budget	-	4,500	-	141,400	-	145,900
2008-2009 Adjusted Budget (Dec)	-	4,500	-	141,400	-	145,900
2008-2009 Six Month Actual	-	4,534	-	67,531	-	72,065
2008-2009 Estimated Year End	-	6,400	-	141,300	-	147,700
2009-2010 Dept Request	-	6,000	-	141,250	-	147,250
2009-2010 Manager's Budget	-	6,000	-	141,250	-	147,250
2009-2010 Approved Budget	-	6,000	-	141,250	-	147,250
2010-2011 Projected Budget	-	6,000	-	142,630	-	148,630
2011-2012 Projected Budget	-	6,000	-	144,051	-	150,051
2012-2013 Projected Budget	-	6,000	-	145,515	-	151,515
2013-2014 Projected Budget	-	6,000	-	147,022	-	153,022

508 Parks Map





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 3,424 spaces managed overall: 750 on street and 2,674 off street. The system will expand with the addition of 92 spaces at 7th and Main. The city has hired a private contractor to operate the parking garages in an effort to improve service and reduce costs.

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.

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.

	04/05	05/06	06/07	07/08	08/09	09/10
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

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	3,871,945	3,382,793	3,758,054	4,044,329	4,241,354	4,345,414
Revenues and transfers from other funds	3,398,356	3,567,730	3,567,730	3,567,730	3,567,730	3,567,730
Expenditures and transfers to other funds	3,887,508	3,192,469	3,281,455	3,370,705	3,463,671	3,557,315
Net Change in Net Assets	(489,152)	375,261	286,275	197,025	104,059	10,415
Ending Unrestricted Net Assets	3,382,793	3,758,054	4,044,329	4,241,354	4,345,414	4,355,829

516.000 Auto Parking Revenue

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	2,073,707	93,572	303,829	775,879	3,246,987
2006-2007 Actual	-	-	2,214,548	122,971	115	599,049	2,936,683
2007-2008 Actual	-	-	2,513,507	162,890	101	618,738	3,295,236
2008-2009 Original Budget	-	-	2,458,000	51,600	-	613,530	3,123,130
2008-2009 Adjusted Budget (Dec)	-	-	2,458,000	51,600	-	613,530	3,123,130
2008-2009 Six Month Actual	-	-	1,291,273	54,187	191	139,265	1,484,916
2008-2009 Estimated Year End	-	-	2,640,000	140,000	200	618,156	3,398,356
2009-2010 Dept Request	-	-	2,814,000	140,000	200	613,530	3,567,730
2009-2010 Manager's Budget	-	-	2,814,000	140,000	200	613,530	3,567,730
2009-2010 Approved Budget	-	-	2,814,000	140,000	200	613,530	3,567,730
2010-2011 Projected Budget	-	-	2,814,000	140,000	200	613,530	3,567,730
2011-2012 Projected Budget	-	-	2,814,000	140,000	200	613,530	3,567,730
2012-2013 Projected Budget	-	-	2,814,000	140,000	200	613,530	3,567,730
2013-2014 Projected Budget	-	-	2,814,000	140,000	200	613,530	3,567,730

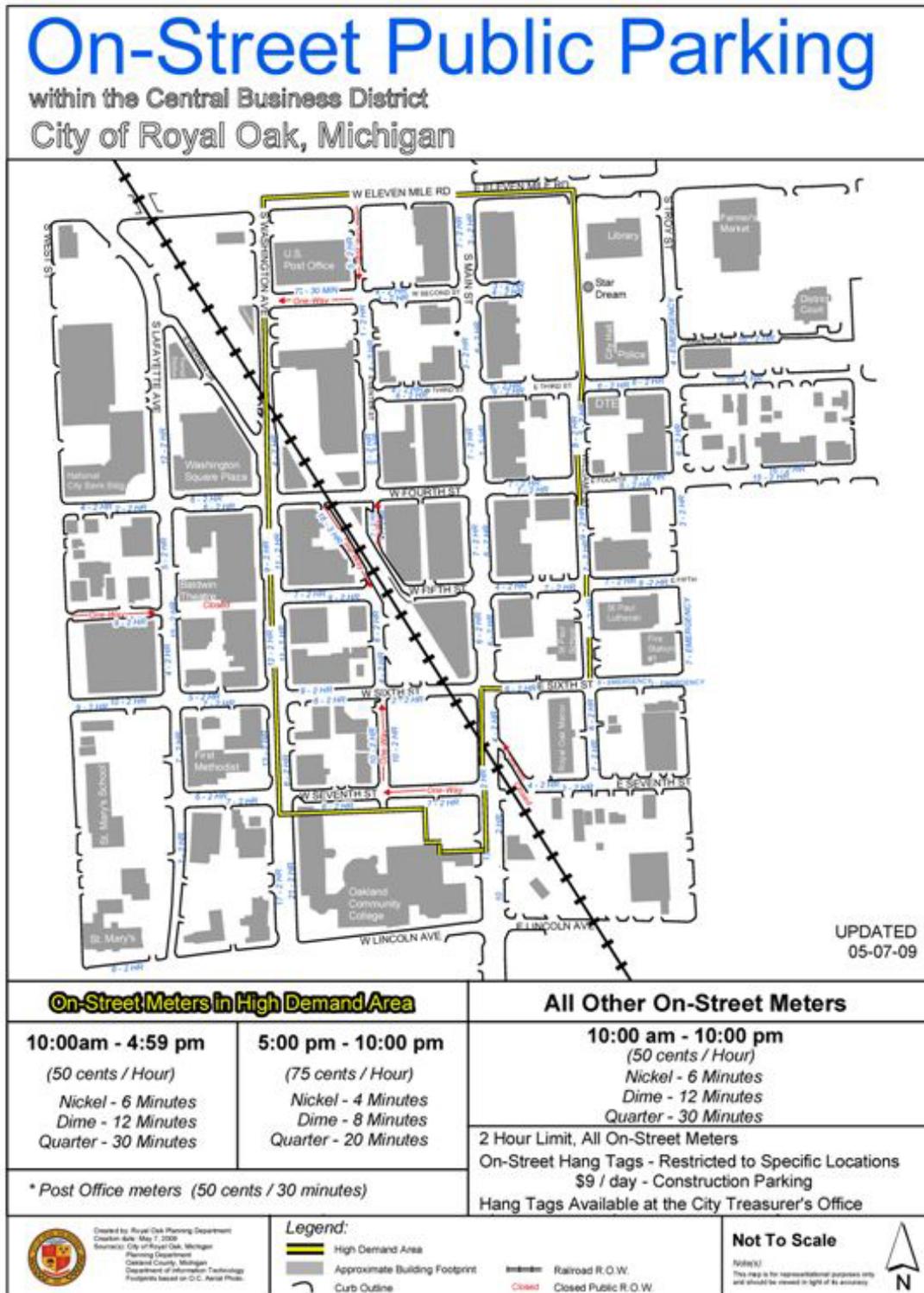
516.316 Parking Enforcement

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	91,813	8,318	-	10,460	-	110,591
2006-2007 Actual	130,814	5,578	-	10,820	-	147,212
2007-2008 Actual	132,553	57,374	-	12,349	-	202,276
2008-2009 Original Budget	202,809	15,500	-	13,089	-	231,398
2008-2009 Adjusted Budget (Dec)	202,809	15,500	-	13,089	-	231,398
2008-2009 Six Month Actual	63,337	359	-	4,572	-	68,268
2008-2009 Estimated Year End	139,602	15,500	-	13,089	-	168,191
2009-2010 Dept Request	202,322	15,500	-	21,872	-	239,694
2009-2010 Manager's Budget	202,322	15,500	-	21,872	-	239,694
2009-2010 Approved Budget	202,322	15,500	-	21,872	-	239,694
2010-2011 Projected Budget	202,563	15,500	-	21,872	-	239,935
2011-2012 Projected Budget	202,563	15,500	-	21,872	-	239,935
2012-2013 Projected Budget	202,563	15,500	-	21,872	-	239,935
2013-2014 Projected Budget	202,563	15,500	-	21,872	-	239,935

516.570 Auto Parking

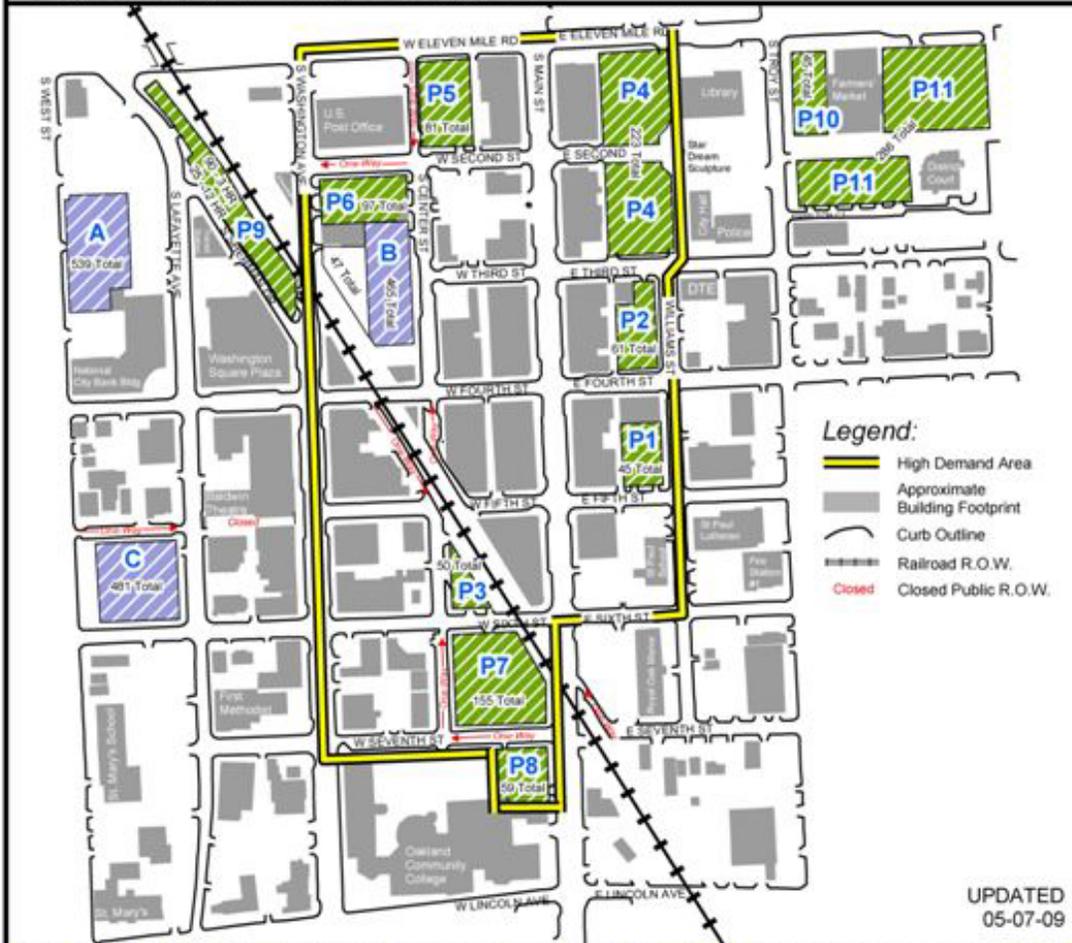
516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	456,075	60,589	-	2,025,134	475,879	3,017,676
2006-2007 Actual	477,478	71,409	-	2,058,119	318,211	2,925,217
2007-2008 Actual	619,161	82,334	-	1,611,007	353,235	2,665,737
2008-2009 Original Budget	573,848	103,025	252,000	2,493,537	321,500	3,743,910
2008-2009 Adjusted Budget (Dec)	573,848	103,025	252,000	2,493,537	321,500	3,743,910
2008-2009 Six Month Actual	336,390	48,863	4,052,389	526,875	937,921	5,902,438
2008-2009 Estimated Year End	621,422	105,145	-	1,891,250	1,101,500	3,719,317
2009-2010 Dept Request	498,014	56,945	-	1,842,144	551,500	2,948,603
2009-2010 Manager's Budget	502,186	56,945	-	1,842,144	551,500	2,952,775
2009-2010 Approved Budget	502,186	56,945	-	1,842,144	551,500	2,952,775
2010-2011 Projected Budget	517,413	58,653	-	1,897,408	568,045	3,041,520
2011-2012 Projected Budget	530,940	60,413	-	1,954,331	585,086	3,130,770
2012-2013 Projected Budget	545,911	62,225	-	2,012,960	602,639	3,223,736
2013-2014 Projected Budget	559,220	64,092	-	2,073,349	620,718	3,317,380

516 Downtown Parking Maps



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 P5 Center St (at 2nd St) P2 3rd & Williams St P6 2nd St P3 6th & Center St P7 6th & Main St P4 Williams St. (City Hall) P8 7th & Main St</p> <p>Rates Outside High Demand Area</p> <p>P9 Sherman Drive (3 HR & 12 HR meters 50 cents / Hour)</p> <p>P10 Farmers' Market Pay And Display Lot & P11 Farmers' Market Metered Lot 10:00 am - 4:59 pm (25 cents / Hour) 5:00 pm - 10:00 pm (50 cents / Hour) Farmers' Market lots - FREE during regular market hours</p>		<p>Parking permits cards (1, 3 or 6 months) are available through Ampco Parking by calling (313) 962-2656, visiting abm.com or ampcoroyaloak@abm.com</p> <p>Amtrak parking passes (\$5 per day) for the Sherman Dr lot are available at the Treasurer's Office or SMART bus station at 202 Sherman Dr</p>	
		<p>A Lafayette Ave B Center Street C 5th & Lafayette</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>Lafayette Ave. Structure 5th & Lafayette Structure</p> <p>1 month \$35 3 months \$95 6 months \$178</p> <p>Center St Structure</p> <p>1 month \$40 3 months \$111 6 months \$204</p>
		<p>Not To Scale</p> <p>Map data: This map is an approximate location only and should be used as a guide only. Created by: Royal Oak Planning Department Creation Date: May 1, 2009 Revision: City of Royal Oak, Michigan Planning Department Oakland County, Michigan Department of Transportation Technology Transportation & Planning Division</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.

Revenue is used to bring the city of Royal Oak and surrounding communities a first class venue providing many services including a well rounded Farmers Market, offering the best of the state’s harvest and a weekly, highly rated, long running antiques and collectibles show. Events such as the Memorial Day Pancake Breakfast and the City’s Tree Lighting provide a great gathering place for large groups in any weather conditions.

Greater rental availability has begun to generate additional funds that will allow continued updates to the building without impacting the general fund.

As our economy improves so will the impact on future budgets.

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	216,557	300,317	342,183	375,385	399,829	415,240
Revenues and transfers from other funds	330,000	341,000	341,000	341,000	341,000	341,000
Expenditures and transfers to other funds	246,240	299,134	307,798	316,556	325,588	334,833
Net Change in Net Assets	83,760	41,866	33,202	24,444	15,412	6,167
Ending Unrestricted Net Assets	300,317	342,183	375,385	399,829	415,240	421,407

551.000 Revenue

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	283,246	34,754	-	-	318,000
2006-2007 Actual	-	-	282,426	7,315	390	-	290,131
2007-2008 Actual	-	-	296,084	7,660	3,821	-	307,565
2008-2009 Original Budget	-	-	330,000	-	-	-	330,000
2008-2009 Adjusted Budget (Dec)	-	-	330,000	-	-	-	330,000
2008-2009 Six Month Actual	-	-	157,484	1,302	500	-	159,286
2008-2009 Estimated Year End	-	-	330,000	-	-	-	330,000
2009-2010 Dept Request	-	-	341,000	-	-	-	341,000
2009-2010 Manager's Budget	-	-	341,000	-	-	-	341,000
2009-2010 Approved Budget	-	-	341,000	-	-	-	341,000
2010-2011 Projected Budget	-	-	341,000	-	-	-	341,000
2011-2012 Projected Budget	-	-	341,000	-	-	-	-
2012-2013 Projected Budget	-	-	341,000	-	-	-	-
2013-2014 Projected Budget	-	-	341,000	-	-	-	-

551.545 Farmers Market

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	27,920	5,778	-	195,895	-	229,593
2006-2007 Actual	20,608	6,812	-	235,983	-	263,403
2007-2008 Actual	18,137	6,897	-	300,931	-	325,965
2008-2009 Original Budget	17,646	7,500	-	402,350	-	427,496
2008-2009 Adjusted Budget (Dec)	17,646	7,500	-	402,350	-	427,496
2008-2009 Six Month Actual	7,764	5,660	-	139,436	-	152,860
2008-2009 Estimated Year End	14,808	7,700	-	309,864	-	332,372
2009-2010 Dept Request	18,030	16,800	-	323,189	-	358,019
2009-2010 Manager's Budget	18,090	16,800	-	323,189	-	358,079
2009-2010 Approved Budget	18,090	16,800	-	323,189	-	358,079
2010-2011 Projected Budget	18,418	17,304	-	332,789	-	368,511
2011-2012 Projected Budget	18,591	17,823	-	342,677	-	379,091
2012-2013 Projected Budget	18,780	18,358	-	352,861	-	389,999
2013-2014 Projected Budget	18,917	18,909	-	363,351	-	401,176

551.775 Farmers Market Concessions

551.775 FARMERS MARKET CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	370	-	370
2006-2007 Actual	-	-	-	511	-	511
2007-2008 Actual	-	-	-	708	-	708
2008-2009 Original Budget	-	-	-	1,075	-	1,075
2008-2009 Adjusted Budget (Dec)	-	-	-	1,075	-	1,075
2008-2009 Six Month Actual	-	-	-	260	-	260
2008-2009 Estimated Year End	-	-	-	555	-	555
2009-2010 Dept Request	-	-	-	1,055	-	1,055
2009-2010 Manager's Budget	-	-	-	1,055	-	1,055
2009-2010 Approved Budget	-	-	-	1,055	-	1,055
2010-2011 Projected Budget	-	-	-	1,087	-	1,087
2011-2012 Projected Budget	-	-	-	1,119	-	1,119
2012-2013 Projected Budget	-	-	-	1,153	-	1,153
2013-2014 Projected Budget	-	-	-	1,187	-	1,187

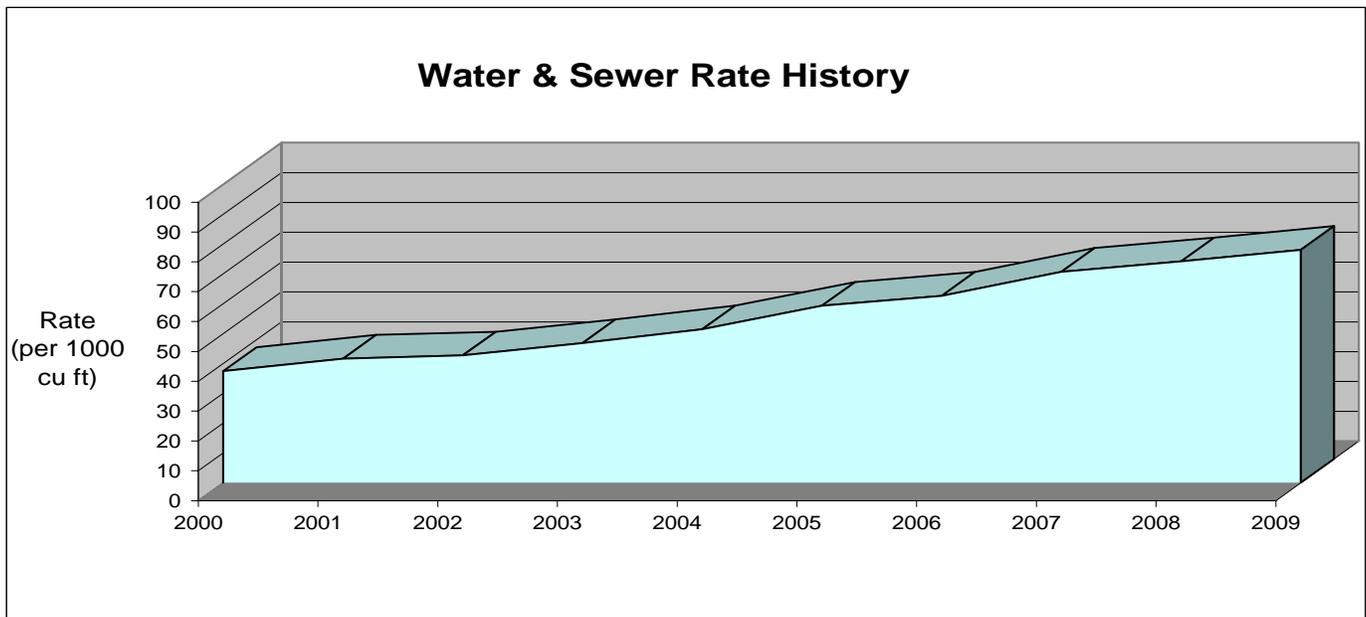
Water & Sewer Summary

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 \$23.5 million is budgeted for this year. Appropriations total \$24.1 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 7.14%, to \$75, on the first tier usage rate, with an increase of 7.89%, to \$82, 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 a water customer who uses 2,000 cubic feet per quarter, their quarterly bill would be \$160.25 or a \$10 increase.

Contributing to our rate increase are the increases in the Oakland County Drain Commission rates for sewage disposal, an increase of 2.7%, and the storm water charge, an increase of 13.3%. SOCWA has passed along a 7.9% increase, as well. In addition, the Water and Sewer Fund has a projected increase of \$660 thousand in capital projects or a total of \$4.3 million for projects this year.



The system is operated and maintained by a staff of 23 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 – 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.

	04/05	05/06	06/07	07/08	08/09	09/10
Water Billing MC I	0	0	0	1	0	0
Wtr Srvc - MC III	2	2	2	1	1	1
Water Maint Worker II	4	4	5	5	4	4
Water Maintenance Worker	4	3	3	3	4	3
Water Service MC III	1	1	1	1	1	1
Dps Supervisor - Water	1	1	1	1	1	1
Water Service Worker	5	5	5	5	5	5
Superintendent - Water & Sewer	1	1	1	0	0	0
Dps Supervisor - Sewer	1	1	1	1	1	1
Sewer Maint Worker (Temp)	0	0	0	1	1	0
Sewer Maint Worker	4	3	3	3	3	3
Sewer Maint Worker II	4	4	4	4	4	4
Total	27	25	26	26	25	23

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	5,224,454	6,685,590	6,032,487	6,292,891	7,493,046	9,702,150
Revenues and transfers from other funds	21,451,490	23,452,245	24,382,125	25,349,036	26,354,456	27,399,922
Expenditures and transfers to other funds	19,990,354	24,105,348	24,121,722	24,148,881	24,145,353	24,145,830
Net Change in Net Assets	1,461,136	(653,103)	260,403	1,200,155	2,209,103	3,254,092
Ending Unrestricted Net Assets	6,685,590	6,032,487	6,292,891	7,493,046	9,702,150	12,956,242

592.000 Revenue

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	246,939	19,083,625	130,171	32,138	11,858	19,504,731
2006-2007 Actual	-	-	19,659,036	441,302	55,366	15,176	20,170,880
2007-2008 Actual	-	-	20,989,462	195,849	124,949	14,823	21,325,083
2008-2009 Original Budget	-	-	22,348,391	10,000	35,490	15,000	22,408,881
2008-2009 Adjusted Budget (Dec)	-	-	22,348,391	10,000	35,490	15,000	22,408,881
2008-2009 Six Month Actual	-	-	7,599,766	4,956	68,090	-	7,672,812
2008-2009 Estimated Year End	-	-	21,320,000	6,000	110,490	15,000	21,451,490
2009-2010 Dept Request	-	-	23,366,755	5,000	110,490	15,000	23,497,245
2009-2010 Manager's Budget	-	-	23,391,755	10,000	35,490	15,000	23,452,245
2009-2010 Approved Budget	-	-	23,391,755	10,000	35,490	15,000	23,452,245
2010-2011 Projected Budget	-	-	24,320,426	10,200	36,200	15,300	24,382,125
2011-2012 Projected Budget	-	-	25,286,103	10,404	36,924	15,606	-
2012-2013 Projected Budget	-	-	26,290,264	10,612	37,662	15,918	-
2013-2014 Projected Budget	-	-	27,334,446	10,824	38,416	16,236	-

592.447 Engineering

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	215,659	6,027	-	843,772	-	1,065,457
2006-2007 Actual	51,985	-	-	221	-	52,206
2007-2008 Actual	31,103	-	-	19,693	-	50,796
2008-2009 Original Budget	214,401	-	-	3,645,981	-	3,860,382
2008-2009 Adjusted Budget (Dec)	214,401	-	-	3,645,981	-	3,860,382
2008-2009 Six Month Actual	14,422	-	-	2,291,976	-	2,306,398
2008-2009 Estimated Year End	41,357	-	-	3,018,081	-	3,059,438
2009-2010 Dept Request	204,367	-	-	4,310,510	-	4,514,877
2009-2010 Manager's Budget	206,399	-	-	4,310,510	-	4,516,909
2009-2010 Approved Budget	206,399	-	-	4,310,510	-	4,516,909
2010-2011 Projected Budget	216,528	-	-	4,310,510	-	4,527,038
2011-2012 Projected Budget	222,642	-	-	4,310,510	-	4,533,152
2012-2013 Projected Budget	206,241	-	-	4,310,510	-	4,516,751
2013-2014 Projected Budget	210,114	-	-	4,310,510	-	4,520,624

592.536 Water & Sewer Administration

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	5,254,087	139,820	5,393,907
2006-2007 Actual	-	-	-	5,431,474	318,995	5,750,469
2007-2008 Actual	-	-	-	5,339,390	304,324	5,643,714
2008-2009 Original Budget	-	-	-	5,443,103	1,074,912	6,518,015
2008-2009 Adjusted Budget (Dec)	-	-	-	5,443,103	1,074,912	6,518,015
2008-2009 Six Month Actual	-	-	-	2,441,025	530,531	2,971,556
2008-2009 Estimated Year End	-	-	-	5,457,479	1,074,912	6,532,391
2009-2010 Dept Request	-	-	-	5,751,167	1,235,874	6,987,041
2009-2010 Manager's Budget	-	-	-	5,751,167	1,235,874	6,987,041
2009-2010 Approved Budget	-	-	-	5,751,167	1,235,874	6,987,041
2010-2011 Projected Budget	-	-	-	5,751,167	1,162,886	6,914,053
2011-2012 Projected Budget	-	-	-	5,751,167	1,109,019	6,860,186
2012-2013 Projected Budget	-	-	-	5,751,167	1,041,786	6,792,953
2013-2014 Projected Budget	-	-	-	5,751,167	973,575	6,724,742

592.537 Water Billing

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	122,238	1,166	-	36,732	-	160,136
2006-2007 Actual	118,222	314	-	36,406	-	154,942
2007-2008 Actual	122,120	161	-	22,225	-	144,506
2008-2009 Original Budget	119,306	200	-	38,500	-	158,006
2008-2009 Adjusted Budget (Dec)	119,306	200	-	38,500	-	158,006
2008-2009 Six Month Actual	68,190	95	-	10,866	-	79,151
2008-2009 Estimated Year End	125,977	100	-	41,500	-	167,577
2009-2010 Dept Request	125,707	150	-	41,500	-	167,357
2009-2010 Manager's Budget	126,881	150	-	41,500	-	168,531
2009-2010 Approved Budget	126,881	150	-	41,500	-	168,531
2010-2011 Projected Budget	132,222	150	-	41,500	-	173,872
2011-2012 Projected Budget	136,122	150	-	41,500	-	177,772
2012-2013 Projected Budget	140,416	150	-	41,500	-	182,066
2013-2014 Projected Budget	143,461	150	-	41,500	-	185,111

592.538 Water Maintenance

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	741,103	47,488	-	542,459	-	1,331,050
2006-2007 Actual	803,292	83,485	-	587,390	-	1,474,167
2007-2008 Actual	892,496	92,487	-	1,232,978	-	2,217,961
2008-2009 Original Budget	933,826	93,100	-	479,474	-	1,506,400
2008-2009 Adjusted Budget (Dec)	933,826	93,100	-	479,474	-	1,506,400
2008-2009 Six Month Actual	356,397	49,111	-	220,588	-	626,096
2008-2009 Estimated Year End	735,210	94,750	-	460,300	-	1,290,260
2009-2010 Dept Request	1,019,272	96,350	-	455,837	-	1,571,459
2009-2010 Manager's Budget	1,027,794	96,350	-	455,837	-	1,579,981
2009-2010 Approved Budget	1,027,794	96,350	-	455,837	-	1,579,981
2010-2011 Projected Budget	1,058,098	96,350	-	455,837	-	1,610,285
2011-2012 Projected Budget	1,087,092	96,350	-	455,837	-	1,639,279
2012-2013 Projected Budget	1,117,932	96,350	-	455,837	-	1,670,119
2013-2014 Projected Budget	1,143,464	96,350	-	455,837	-	1,695,651

592.539 Meter Services

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	430,640	80,165	-	157,848	-	668,653
2006-2007 Actual	461,096	73,749	-	171,217	-	706,062
2007-2008 Actual	521,091	101,085	-	36,581	-	658,757
2008-2009 Original Budget	693,165	86,475	-	36,413	-	816,053
2008-2009 Adjusted Budget (Dec)	693,165	86,475	-	36,413	-	816,053
2008-2009 Six Month Actual	223,447	56,827	-	12,782	-	293,056
2008-2009 Estimated Year End	476,225	84,950	-	29,205	-	590,380
2009-2010 Dept Request	607,766	87,600	-	51,470	-	746,836
2009-2010 Manager's Budget	613,067	87,600	-	51,470	-	752,137
2009-2010 Approved Budget	613,067	87,600	-	51,470	-	752,137
2010-2011 Projected Budget	632,799	87,600	-	51,470	-	771,869
2011-2012 Projected Budget	651,522	87,600	-	51,470	-	790,592
2012-2013 Projected Budget	671,117	87,600	-	51,470	-	810,187
2013-2014 Projected Budget	688,736	87,600	-	51,470	-	827,806

592.540 Sewer Maintenance

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	668,330	33,838	-	8,233,371	-	8,935,539
2006-2007 Actual	684,232	50,068	-	9,578,002	-	10,312,302
2007-2008 Actual	739,286	26,461	-	9,784,248	-	10,549,995
2008-2009 Original Budget	972,718	57,500	-	8,803,334	-	9,833,552
2008-2009 Adjusted Budget (Dec)	972,718	57,500	-	8,803,334	-	9,833,552
2008-2009 Six Month Actual	338,798	14,804	-	3,552,266	-	3,905,868
2008-2009 Estimated Year End	688,600	49,100	-	7,612,608	-	8,350,308
2009-2010 Dept Request	888,733	57,500	-	9,247,895	-	10,194,128
2009-2010 Manager's Budget	795,354	57,500	-	9,247,895	-	10,100,749
2009-2010 Approved Budget	795,354	57,500	-	9,247,895	-	10,100,749
2010-2011 Projected Budget	819,210	57,500	-	9,247,895	-	10,124,605
2011-2012 Projected Budget	842,505	57,500	-	9,247,895	-	10,147,900
2012-2013 Projected Budget	867,882	57,500	-	9,247,895	-	10,173,277
2013-2014 Projected Budget	886,501	57,500	-	9,247,895	-	10,191,896



Ice Arena Summary

The 2009/10 budget will not have an increase in ice time rates for the first time in many years. Current rates are \$215/hour for prime time, \$170/hour for afternoon time and \$145/hour for non prime time rates. These fees are in line with Berkley and Birmingham and much less than Troy or Hazel Park. Taking in consideration these hard economic times, we are trying to help out our patrons with no increase in fees this skating season. All expenses are similar to last year except water, which more than doubled during this fiscal year. This was due to rate increases and more water usage due to mechanical issues.

The only capital expenditures for 2009/10 will be the carryover of the east arena floor project and matting for the east arena. Both compressors will be looked at during the floor project for top end overhauls and repairs as needed.

Both of our youth hockey associations are anticipating their participant numbers will be up for the 2009/10 season.

The Ice Arena is looking forward to another good year, while maintaining a positive amount in its retained earnings.

	04/05	05/06	06/07	07/08	08/09	09/10
Director of Arena Operations	1	1	1	1	1	1
Total	1	1	1	1	1	1

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	579,000	637,754	944,750	1,278,997	1,644,933	2,042,871
Revenues and transfers from other funds	1,213,050	1,434,250	1,469,355	1,505,516	1,542,764	1,581,134
Expenditures and transfers to other funds	1,154,296	1,127,254	1,135,108	1,139,580	1,144,826	1,147,872
Net Change in Net Assets	58,754	306,996	334,247	365,936	397,938	433,262
Ending Unrestricted Net Assets	637,754	944,750	1,278,997	1,644,933	2,042,871	2,476,133

598.000 Revenue

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	1,343,202	28,625	5,000	-	1,376,827
2006-2007 Actual	-	-	1,307,531	30,508	-	-	1,338,039
2007-2008 Actual	-	-	1,252,531	3,942	738	-	1,257,211
2008-2009 Original Budget	-	-	1,423,250	10,000	1,000	-	1,434,250
2008-2009 Adjusted Budget (Dec)	-	-	1,423,250	10,000	1,000	-	1,434,250
2008-2009 Six Month Actual	-	-	496,165	1,276	341	-	497,782
2008-2009 Estimated Year End	-	-	1,198,550	2,500	12,000	-	1,213,050
2009-2010 Dept Request	-	-	1,187,000	500	13,000	-	1,200,500
2009-2010 Manager's Budget	-	-	1,424,250	10,000	-	-	1,434,250
2009-2010 Approved Budget	-	-	1,424,250	10,000	-	-	1,434,250
2010-2011 Projected Budget	-	-	1,458,855	10,500	-	-	1,469,355
2011-2012 Projected Budget	-	-	1,494,491	11,025	-	-	1,505,516
2012-2013 Projected Budget	-	-	1,531,188	11,576	-	-	1,542,764
2013-2014 Projected Budget	-	-	1,568,979	12,155	-	-	1,581,134

598.758 Ice Arena

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	30,932	20,033	-	893,177	76,943	1,021,085
2006-2007 Actual	37,438	17,010	-	849,515	63,859	967,822
2007-2008 Actual	135,332	15,352	-	858,380	81,707	1,090,771
2008-2009 Original Budget	157,896	25,050	-	910,006	35,357	1,128,309
2008-2009 Adjusted Budget (Dec)	157,896	25,050	-	910,006	35,357	1,128,309
2008-2009 Six Month Actual	72,991	9,827	-	412,059	24,025	518,902
2008-2009 Estimated Year End	157,896	22,450	-	907,881	58,568	1,146,795
2009-2010 Dept Request	166,710	24,150	-	884,661	50,000	1,125,521
2009-2010 Manager's Budget	168,443	24,150	-	884,661	50,000	1,127,254
2009-2010 Approved Budget	168,443	24,150	-	884,661	50,000	1,127,254
2010-2011 Projected Budget	176,297	24,150	-	884,661	50,000	1,135,108
2011-2012 Projected Budget	180,769	24,150	-	884,661	50,000	1,139,580
2012-2013 Projected Budget	186,015	24,150	-	884,661	50,000	1,144,826
2013-2014 Projected Budget	189,061	24,150	-	884,661	50,000	1,147,872

598.775 Concessions

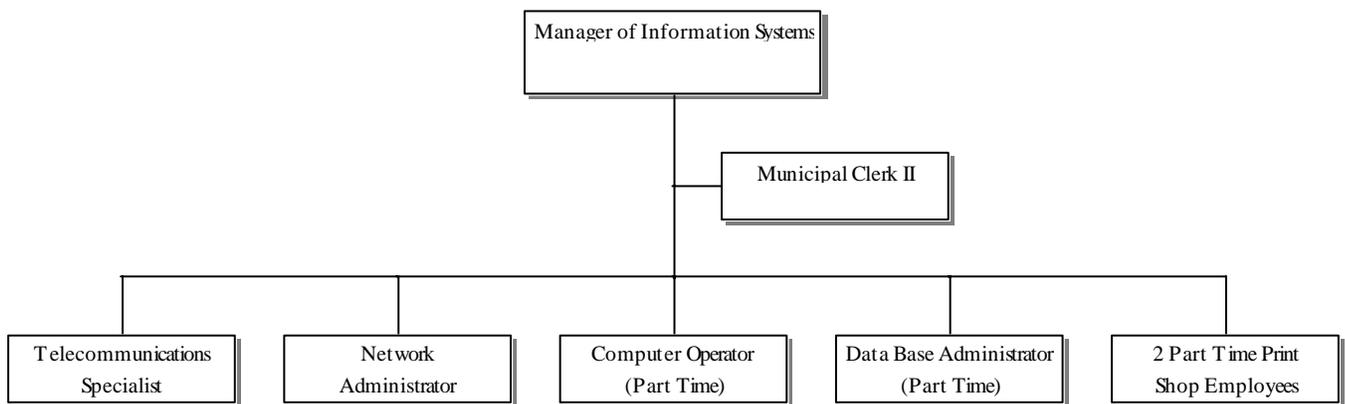
598.775 CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	64,314	-	114,041	-	178,354
2006-2007 Actual	-	51,212	-	92,117	-	143,329
2007-2008 Actual	-	49,448	-	85,626	-	135,074
2008-2009 Original Budget	-	66,350	-	76,620	-	142,970
2008-2009 Adjusted Budget (Dec)	-	66,350	-	76,620	-	142,970
2008-2009 Six Month Actual	-	1,501	-	6,000	-	7,501
2008-2009 Estimated Year End	-	1,501	-	6,000	-	7,501
2009-2010 Dept Request	-	-	-	-	-	-
2009-2010 Manager's Budget	-	-	-	-	-	-
2009-2010 Approved Budget	-	-	-	-	-	-
2010-2011 Projected Budget	-	-	-	-	-	-
2011-2012 Projected Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-

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.

The City's Web site annually serves over 2 million page requests with an average of 500 megabytes of data transferred on a daily basis. 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.

As the funding continues to lessen, the strain on the aging equipment infrastructure continues to climb. The 5-year equipment replacement program has been cut in half along with other capital improvement purchases. Elimination of computer training, reductions in the equipment repair and maintenance budget and loss of staffing are obstacles which place additional strain on our ability to adequately complete service requests and projects.



	04/05	05/06	06/07	07/08	08/09	09/10
Manager of Information Systems	1	1	1	1	1	1
Data Base Administrator	1	1	1	1	0	0
Network Administrator	1	1	1	1	1	1
Pc Support Specialist	1	1	1	1	0	0
Telecommunications Specialist	1	1	1	1	1	1
Info Systems - MC II	1	1	1	1	1	1
Total	6	6	6	6	4	4

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	1,453,975	1,420,283	1,385,883	1,346,483	1,312,616	1,284,005
Revenues and transfers from other funds	950,000	950,000	969,000	988,380	1,008,148	1,028,311
Expenditures and transfers to other funds	983,692	984,400	1,008,400	1,022,247	1,036,759	1,046,948
Net Change in Net Assets	(33,692)	(34,400)	(39,400)	(33,867)	(28,611)	(18,637)
Ending Unrestricted Net Assets	1,420,283	1,385,883	1,346,483	1,312,616	1,284,005	1,265,367

636.000 Revenue

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	-	1,101,263	-	1,101,263
2006-2007 Actual	-	-	-	-	1,179,337	-	1,179,337
2007-2008 Actual	-	-	-	-	984,196	-	984,196
2008-2009 Original Budget	-	-	-	-	953,064	-	953,064
2008-2009 Adjusted Budget (Dec)	-	-	-	-	953,064	-	953,064
2008-2009 Six Month Actual	-	-	-	-	475,002	-	475,002
2008-2009 Estimated Year End	-	-	-	-	950,000	-	950,000
2009-2010 Dept Request	-	-	-	-	950,000	-	950,000
2009-2010 Manager's Budget	-	-	-	-	950,000	-	950,000
2009-2010 Approved Budget	-	-	-	-	950,000	-	950,000
2010-2011 Projected Budget	-	-	-	-	969,000	-	969,000
2011-2012 Projected Budget	-	-	-	-	988,380	-	988,380
2012-2013 Projected Budget	-	-	-	-	1,008,148	-	1,008,148
2013-2014 Projected Budget	-	-	-	-	1,028,311	-	1,028,311

636.258 Info Systems

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	428,562	9,170	-	307,366	-	745,098
2006-2007 Actual	451,419	14,533	(400)	340,600	-	806,152
2007-2008 Actual	500,475	11,216	8,365	343,835	-	863,891
2008-2009 Original Budget	485,345	11,520	-	454,717	-	951,582
2008-2009 Adjusted Budget (Dec)	485,345	11,520	-	454,717	-	951,582
2008-2009 Six Month Actual	247,965	8,543	27,482	162,752	-	446,742
2008-2009 Estimated Year End	490,117	11,030	60,000	422,545	-	983,692
2009-2010 Dept Request	505,750	13,000	70,000	391,017	-	979,767
2009-2010 Manager's Budget	510,383	13,000	70,000	391,017	-	984,400
2009-2010 Approved Budget	510,383	13,000	70,000	391,017	-	984,400
2010-2011 Projected Budget	534,383	13,000	70,000	391,017	-	1,008,400
2011-2012 Projected Budget	548,230	13,000	70,000	391,017	-	1,022,247
2012-2013 Projected Budget	562,742	13,000	70,000	391,017	-	1,036,759
2013-2014 Projected Budget	572,931	13,000	70,000	391,017	-	1,046,948

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 2008/2009 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 vehicle repairs show an increase \$70,000 for 2009/2010 budget. This is a result of the ageing fleet and the changes in the vehicle replacement schedule. Also, the fuel portion of the budget shows an increase of \$50,000 for gasoline based on actual usage and market forecast. This cost is 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.

	04/05	05/06	06/07	07/08	08/09	09/10
Superintendent - Motor Pool	1	1	1	1	1	1
Motor Pool Supervisor	1	1	1	1	1	1
Automotive Mechanic	5	5	5	5	4	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 III	1	1	1	1	1	1
Total	12	12	12	12	11	11

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	4,155,453	4,434,911	4,309,211	4,181,173	4,060,588	3,944,742
Revenues and transfers from other funds	4,238,748	4,260,215	4,320,887	4,382,470	4,444,976	4,508,419
Expenditures and transfers to other funds	3,959,290	4,385,915	4,448,925	4,503,054	4,560,822	4,608,258
Net Change in Net Assets	279,458	(125,700)	(128,038)	(120,585)	(115,846)	(99,839)
Ending Unrestricted Net Assets	4,434,911	4,309,211	4,181,173	4,060,588	3,944,742	3,844,903

661.000 Revenue

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	180	-	2,709,792	-	2,709,972
2006-2007 Actual	-	-	1,285	-	2,862,572	-	2,863,857
2007-2008 Actual	-	-	-	-	3,981,111	-	3,981,111
2008-2009 Original Budget	-	-	-	-	3,698,525	-	3,698,525
2008-2009 Adjusted Budget (Dec)	-	-	-	-	3,698,525	-	3,698,525
2008-2009 Six Month Actual	-	-	262	-	2,125,773	-	2,126,035
2008-2009 Estimated Year End	-	-	400	-	4,238,348	-	4,238,748
2009-2010 Dept Request	-	-	400	-	4,259,815	-	4,260,215
2009-2010 Manager's Budget	-	-	400	-	4,259,815	-	4,260,215
2009-2010 Approved Budget	-	-	400	-	4,259,815	-	4,260,215
2010-2011 Projected Budget	-	-	400	-	4,320,487	-	4,320,887
2011-2012 Projected Budget	-	-	400	-	4,382,070	-	4,382,470
2012-2013 Projected Budget	-	-	400	-	4,444,576	-	4,444,976
2013-2014 Projected Budget	-	-	400	-	4,508,019	-	4,508,419

661.442 Motor Pool

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	894,481	650,148	-	1,539,363	-	3,083,992
2006-2007 Actual	917,913	766,449	-	1,597,925	-	3,282,287
2007-2008 Actual	1,149,393	931,829	77,880	1,265,400	-	3,424,502
2008-2009 Original Budget	1,223,465	801,900	-	1,187,657	-	3,213,022
2008-2009 Adjusted Budget (Dec)	1,223,465	801,900	-	1,187,657	-	3,213,022
2008-2009 Six Month Actual	619,441	535,590	(49,832)	737,682	-	1,842,881
2008-2009 Estimated Year End	1,238,882	957,800	247,127	1,515,481	-	3,959,290
2009-2010 Dept Request	1,197,690	935,900	707,482	1,534,160	-	4,375,232
2009-2010 Manager's Budget	1,208,373	935,900	707,482	1,534,160	-	4,385,915
2009-2010 Approved Budget	1,208,373	935,900	707,482	1,534,160	-	4,385,915
2010-2011 Projected Budget	1,253,888	958,070	694,282	1,542,685	-	4,448,925
2011-2012 Projected Budget	1,289,837	980,838	680,782	1,551,598	-	4,503,054
2012-2013 Projected Budget	1,329,002	1,004,222	666,682	1,560,916	-	4,560,822
2013-2014 Projected Budget	1,357,554	1,028,240	651,804	1,570,660	-	4,608,258

Workers Compensation Insurance Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Beginning Unrestricted Net Assets	732,173	872,705	1,088,673	1,318,846	1,563,805	1,824,154
Revenues and transfers from other funds	918,500	996,024	1,025,830	1,056,530	1,088,150	1,120,720
Expenditures and transfers to other funds	777,968	780,056	795,657	811,570	827,802	844,358
Net Change in Net Assets	140,532	215,968	230,173	244,959	260,349	276,362
Ending Unrestricted Net Assets	872,705	1,088,673	1,318,846	1,563,805	1,824,154	2,100,516

677.000 Revenue

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	840,788	19,076	104,571	-	964,435
2006-2007 Actual	-	-	852,855	24,546	12,141	-	889,542
2007-2008 Actual	-	-	829,263	656	3,038	-	832,957
2008-2009 Original Budget	-	-	1,033,000	1,000	-	-	1,034,000
2008-2009 Adjusted Budget (Dec)	-	-	1,033,000	1,000	-	-	1,034,000
2008-2009 Six Month Actual	-	-	442,165	195	1,245	-	443,605
2008-2009 Estimated Year End	-	-	915,000	1,000	2,500	-	918,500
2009-2010 Dept Request	-	-	992,524	1,000	2,500	-	996,024
2009-2010 Manager's Budget	-	-	992,524	1,000	2,500	-	996,024
2009-2010 Approved Budget	-	-	992,524	1,000	2,500	-	996,024
2010-2011 Projected Budget	-	-	1,022,300	1,030	2,500	-	1,025,830
2011-2012 Projected Budget	-	-	1,052,969	1,061	2,500	-	1,056,530
2012-2013 Projected Budget	-	-	1,084,558	1,093	2,500	-	1,088,150
2013-2014 Projected Budget	-	-	1,117,095	1,126	2,500	-	1,120,720

677.871 Workers Compensation

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	708,262	-	708,262
2006-2007 Actual	-	-	-	515,296	-	515,296
2007-2008 Actual	-	-	-	662,053	-	662,053
2008-2009 Original Budget	-	-	-	899,729	-	899,729
2008-2009 Adjusted Budget (Dec)	-	-	-	899,729	-	899,729
2008-2009 Six Month Actual	-	-	-	230,791	-	230,791
2008-2009 Estimated Year End	-	-	-	777,968	-	777,968
2009-2010 Dept Request	-	-	-	780,056	-	780,056
2009-2010 Manager's Budget	-	-	-	780,056	-	780,056
2009-2010 Approved Budget	-	-	-	780,056	-	780,056
2010-2011 Projected Budget	-	-	-	795,657	-	795,657
2011-2012 Projected Budget	-	-	-	811,570	-	811,570
2012-2013 Projected Budget	-	-	-	827,802	-	827,802
2013-2014 Projected Budget	-	-	-	844,358	-	844,358

Retirement Fund Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Revenues and transfers from other funds	(40,438,197)	11,225,702	13,032,163	13,423,806	13,830,032	14,251,471
Expenditures and transfers to other funds	12,685,342	12,797,900	13,018,100	13,018,100	13,018,100	13,018,100
Net Change in Net Assets	(53,123,539)	(1,572,198)	14,063	405,706	811,932	1,233,371
Ending Unrestricted Net Assets	83,065,215	81,493,017	81,507,080	81,912,786	82,724,719	83,958,089

731.000 Revenue

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	14,757,835	7,483	-	14,765,319
2006-2007 Actual	-	-	-	22,827,141	188,713	-	23,015,854
2007-2008 Actual	-	-	-	222,071	146,295	-	368,366
2008-2009 Original Budget	-	-	-	18,409,540	5,000	-	18,414,540
2008-2009 Adjusted Budget (Dec)	-	-	-	18,409,540	5,000	-	18,414,540
2008-2009 Six Month Actual	-	-	-	(23,216,683)	60,190	-	(23,156,493)
2008-2009 Estimated Year End	-	-	-	(40,500,000)	61,803	-	(40,438,197)
2009-2010 Dept Request	-	-	-	11,220,702	5,000	-	11,225,702
2009-2010 Manager's Budget	-	-	-	11,220,702	5,000	-	11,225,702
2009-2010 Approved Budget	-	-	-	11,220,702	5,000	-	11,225,702
2010-2011 Projected Budget	-	-	-	13,027,163	5,000	-	13,032,163
2011-2012 Projected Budget	-	-	-	13,418,806	5,000	-	13,423,806
2012-2013 Projected Budget	-	-	-	13,825,032	5,000	-	13,830,032
2013-2014 Projected Budget	-	-	-	14,246,471	5,000	-	14,251,471

731.237 Retirement

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	514	-	-	11,755,820	-	11,756,334
2006-2007 Actual	864	-	-	11,928,883	-	11,929,747
2007-2008 Actual	1,297	-	-	11,771,484	-	11,772,781
2008-2009 Original Budget	1,100	-	-	12,796,800	-	12,797,900
2008-2009 Adjusted Budget (Dec)	1,100	-	-	12,796,800	-	12,797,900
2008-2009 Six Month Actual	638	-	-	5,889,302	-	5,889,940
2008-2009 Estimated Year End	1,300	-	-	12,686,042	-	12,687,342
2009-2010 Dept Request	1,300	-	-	13,016,800	-	13,018,100
2009-2010 Manager's Budget	1,300	-	-	13,016,800	-	13,018,100
2009-2010 Approved Budget	1,300	-	-	13,016,800	-	13,018,100
2010-2011 Projected Budget	1,300	-	-	13,016,800	-	13,018,100
2011-2012 Projected Budget	1,300	-	-	13,016,800	-	13,018,100
2012-2013 Projected Budget	1,300	-	-	13,016,800	-	13,018,100
2013-2014 Projected Budget	1,300	-	-	13,016,800	-	13,018,100

Public Employee Health Care Summary

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Revenues and transfers from other funds	8,258,342	7,682,368	8,113,488	8,275,758	8,441,273	8,610,098
Expenditures and transfers to other funds	5,844,100	6,278,000	6,583,200	6,903,408	7,239,364	7,591,846
Net Change in Net Assets	2,414,242	1,404,368	1,530,288	1,372,350	1,201,909	1,018,252
Ending Unrestricted Net Assets	2,621,384	4,025,752	5,556,040	6,928,390	8,130,298	9,148,551

736.000 Revenue

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2005-2006 Actual	-	-	-	-	-	-	-
2006-2007 Actual	-	-	-	-	-	-	-
2007-2008 Actual	-	-	-	5,590,966	-	-	5,590,966
2008-2009 Original Budget	-	-	-	8,258,342	-	-	8,258,342
2008-2009 Adjusted Budget (Dec)	-	-	-	8,258,342	-	-	8,258,342
2008-2009 Six Month Actual	-	-	-	4,101,029	-	-	4,101,029
2008-2009 Estimated Year End	-	-	-	8,258,342	-	-	8,258,342
2009-2010 Dept Request	-	-	-	7,682,368	-	-	7,682,368
2009-2010 Manager's Budget	-	-	-	7,682,368	-	-	7,682,368
2009-2010 Approved Budget	-	-	-	7,682,368	-	-	7,682,368
2010-2011 Projected Budget	-	-	-	8,113,488	-	-	8,113,488
2011-2012 Projected Budget	-	-	-	8,275,758	-	-	8,275,758
2012-2013 Projected Budget	-	-	-	8,441,273	-	-	8,441,273
2013-2014 Projected Budget	-	-	-	8,610,098	-	-	8,610,098

736.760 Public Employee Health Care

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2005-2006 Actual	-	-	-	-	-	-
2006-2007 Actual	-	-	-	-	-	-
2007-2008 Actual	-	-	-	5,383,824	-	5,383,824
2008-2009 Original Budget	-	-	-	5,748,000	-	5,748,000
2008-2009 Adjusted Budget (Dec)	-	-	-	5,748,000	-	5,748,000
2008-2009 Six Month Actual	-	-	-	3,136,586	-	3,136,586
2008-2009 Estimated Year End	-	-	-	5,844,100	-	5,844,100
2009-2010 Dept Request	-	-	-	6,278,000	-	6,278,000
2009-2010 Manager's Budget	-	-	-	6,278,000	-	6,278,000
2009-2010 Approved Budget	-	-	-	6,278,000	-	6,278,000
2010-2011 Projected Budget	-	-	-	6,583,200	-	6,583,200
2011-2012 Projected Budget	-	-	-	6,903,408	-	6,903,408
2012-2013 Projected Budget	-	-	-	7,239,364	-	7,239,364
2013-2014 Projected Budget	-	-	-	7,591,846	-	7,591,846

Description of Long-term Debt

The City of Royal Oak as of June 30, 2009 has 21 outstanding bonded debt issues and contracts totaling \$81,281,356. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$281,062,195. Our non-exempt debt of \$41,035,003 is 14.60% of that limit. These bonds and contracts terms are summarized as follows:

Primary Government

Building Authority – Public Act 31 of 1948 (First Extra Session)

Act 31 provides for an authority to issue bonds to build and equip various public buildings, which are then leased to the City. Proceeds from these leases are used to repay the bonds. The collection of lease payments, payment of interest and retirement of debt is reflected in the respective Debt Service or Proprietary fund.

On May 1, 1995, the City of Royal Oak Building Authority issued \$3,500,000 of Bonds, Series 1995 (General Obligation Limited Tax). The proceeds were used to renovate the John Lindell Ice Arena and construct a second ice arena attached to the existing structure. These 15-year bonds have interest rates that range from 4.90 percent to 7.00 percent. Ice arena revenue is used to pay the debt service. The city is obligated to pay interest commencing September 1, 1995 and semiannually thereafter. The first principal payment was due September 1, 1996 and due annually September 1 through 2010.

On June 1, 1999, the City of Royal Oak Building Authority issued \$7,500,000 of Bonds, Series 1999 (General Obligation Limited Tax). The proceeds were used to construct, furnish and equip a new two-story building for the 44th District Court on City property south of Eleven Mile and east of Troy Street. These 25-year bonds have interest rates that range from 4.75 percent to 5.20 percent. The City is obligated to pay interest commencing December 1, 1999 and semiannually thereafter. The first principal payment was due June 1, 2000 and was originally due annually June 1 through 2024. Due to a May 1, 2006 advance refunding, the last debt service payment will be June 1, 2009.

On May 16, 2001, the City of Royal Oak Building Authority issued \$11,500,000 of Bonds, Series 2001 (General Obligation Limited Tax). The proceeds were used to construct a parking deck at 5th and Lafayette Streets, and demolish an existing building and pave a lot for parking purposes. These 25-year bonds have interest rates that range from 4.500 percent to 5.250 percent. Parking fee revenue is used to pay the debt service. The City is obligated to pay interest commencing November 1, 2001 and semiannually thereafter. The first principal payment was due May 1, 2002 and was originally due annually May 1 through 2026. Due to a May 1, 2006 advance refunding, the last debt service payment will be May 1, 2011.

On October 11, 2001, the City of Royal Oak Building Authority issued \$9,000,000 of Bonds, Series 2001A (Unlimited Tax General Obligation), pursuant to a special election on May 15, 2001. The proceeds were used to construct and equip a new fire station, and remodel and equip existing fire stations. These 20-year bonds have interest rates that range from 3.750 percent to 5.000 percent. The City is obligated to pay interest commencing March 1, 2002 and semiannually thereafter. The first principal payment was due September 1, 2002 and due annually September 1 through 2021.

On June 2, 2005, the City of Royal Oak Building Authority issued \$3,700,000 of Bonds, Series 2005 (General Obligation Limited Tax). The proceeds were used to remodel, renovate, equip and furnish the City Library Building. These 18-year bonds have interest rates that range from 3.000 percent to 4.250 percent. Library fund revenue is used to pay the debt service. The City is obligated to pay interest commencing December 1, 2005 and semiannually thereafter. The first principal payment was due June 1, 2006 and due annually June 1 through 2023.

Capital Improvement Bonds – Revised Municipal Finance Act, Public Act 34 of 2001, Part V

Act 34 permits the issuance of Bonds for the purpose of paying the cost of capital improvements.

On March 15, 2006, the City of Royal Oak issued \$4,325,000 of Capital Improvement Bonds, Series 2006A (General Obligation Limited Tax) to finance capital improvements to the City's Water and Sewer Systems and other items. The City used the net proceeds exclusively to finance improvements to the Water and Sewer System, which is responsible for all debt service payments. These 20-year bonds have interest rates ranging from 3.500 percent to 4.300 percent. The City is obligated to pay interest commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2007 and will continue to be due May 1 until 2026.

On April 26, 2006, the City of Royal Oak Building Authority issued \$11,100,000 of Capital Improvement Refunding Bonds, Series 2006B (General Obligation Limited Tax), with interest rates that range from 4.000 percent to 4.375 %. The net proceeds were used to advance refund 1999 Prior (44th District Court building) Bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 Prior (parking structure) Bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009 and May 1, 2001 respectively. Accordingly, the refunded bonds are no longer reported on the City’s financial statements. The advance refunding reduced the total debt payments over the next 20 years by approximately \$310,090 which represents an economic gain of \$198,175. The new bonds will bear interest payable commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and due annually May 1 through 2006.

On January 9, 2007, the City of Royal Oak issued \$825,000 of Capital Improvement Bonds, Series 2007 (General Obligation Limited Tax) to finance an energy conservation project. These 10-year bonds have interest at 4.0 percent. The City is obligated to pay interest commencing August 1, 2007 and semiannually thereafter. The first principal payment was due February 1, 2008 and will continue to be due February 1 until 2017.

On November 15, 2007, the City of Royal Oak issued \$2,645,000 of Capital Improvement Bonds, Series 2007A (General Obligation Limited Tax) to finance a vehicle purchase project. The City used approximately \$1,970,000 to acquire five fire trucks, \$500,000 for two ambulance rescue vehicles and \$175,000 for two dump truck bodies. These 12-year serial bonds have interest at 4.0 percent. The City is obligated to pay interest commencing May 1, 2008 and semiannually thereafter. The first principal payment was due October 1, 2008 and will continue to be due October 1 until 2019.

In September 1997, the City of Royal Oak and the Oakland County Drain Commission entered into an agreement whereby the City contracted to pay \$1,710,691 of Garfield Drain Refunding Revenue Bonds, Series 1997, with interest rates that range from 5.000 percent to 5.125 percent. Repayment is made from net revenues of the Water and Sewer fund. These bonds bear interest payable commencing April 1, 1998 and semiannually thereafter. The first principal payment was due October 1, 1998 and due annually October 1 through 2017.

On December 11, 2008, the City of Royal Oak sold \$11,825,000 of Capital Improvement Bonds, Series 2008 (General Obligation Limited Tax) with interest rates that range from 4.000% to 6.250%. The bonds finance projects in three funds: Auto Parking \$7,250,000 (\$5,481,000 to purchase & develop the 600-700 S. Main Street property and to improve other decks and lots, plus \$1,550,000 to acquire the 225 S. Troy Street property); Water and Sewer \$3,270,000 for infrastructure improvements; and Motor Pool \$1,305,000 (\$650,000 to purchase vehicles and \$620,000 to repave the DPS yard); plus related costs. These bonds bear interest payable commencing May 1, 2009 and semiannually thereafter. The first principal payment is due annually October 1, 2009 through 2028.

Michigan Municipal Bond Authority Bonds – Public Act 227 of 1985

The MMBA has a variety of financing tools including the broad authority to purchase municipal notes or bonds and bundle them for resale. Among those tools, the MMBA and Michigan Department of Environmental Quality (MDEQ) jointly administer State Revolving Fund (SRF) and Drinking Water Revolving Fund (DWRF) low interest loan programs. The following bonds are paid from net revenues of the Water and Sewer fund.

On September 29, 1998, the City of Royal Oak and the Michigan Municipal Bond Authority entered into an agreement whereby the City of Royal Oak would issue revenue bonds, and the Michigan Municipal Bond Authority would purchase, up to \$15,800,000 of North Arm Relief Drain Bonds, Series 1998A (General Obligation Limited Tax). The project built enclosed pipes, expanding and improving the North Relief Arm of the Twelve Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the Interlocal Agreement between the City of Royal Oak (the City) and the seven other communities, the City pledges its net water and sewer revenue and pays approximately 49% of the debt service. The City bills approximately 51% to the other communities and collects their payments to pay the debt service. The City is obligated if payments received on contracts with benefiting municipalities are insufficient to meet principal and interest requirements of this debt, when due. The City is obligated to pay interest at 2.25 percent commencing on April 1, 1999 and semiannually thereafter. The first principal payment was due October 1, 2001 and will continue to be due October 1 through 2020.

Since 2000, the Oakland County Drain Commission, predominantly with the MMBA, has initiated multiple financings for the George W. Kuhn Drainage District (GWKDD) to abate combined sewer overflows from its communities, which includes the City of Royal Oak. The whole retention/treatment facility was estimated to cost \$144 million in 2001. Construction was staged in several contracts. MMBA borrowing draw-downs occur over months or years during construction. The principal payback period is 20 years. The various communities share in GWKDD debt based on the percentage of their contract flow capacity: about 29% for the City. The following eight paragraphs discuss the City's GWKDD contract debt obligations.

On September 30, 2000, the City's share of GWKDD Bonds, Series A, was issued for \$5,176,386 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2003 and will continue to be due April 1 until 2022.

On September 28, 2001, the City's share of GWKDD Bonds, Series C, was issued for \$23,797,479 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On December 20, 2001, the City's share of GWKDD Bonds, Series D, was issued for up to \$3,170,000 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On January 2, 2002, the City's share of GWKDD Bonds, Series E, was issued originally for \$2,857,431 bearing market interest rates from 4.00 percent to 5.25 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2002 and originally continued to be due April 1 until 2024. On August 1, 2007, bonds maturing 2012 through 2024 were advanced refunded and no longer are shown as debt. Remaining unrefunded bonds are due through April 1, 2012.

On September 22, 2005, the City's share of GWKDD Bonds, Series 2005 (F), was issued for \$469,002 to the MMBA bearing interest at 1.625 percent. To date, \$390,953 has been drawn as the City's share. The City is obligated to pay interest commencing October 1, 2006 and semiannually thereafter. The first principal payment was due April 1, 2007 and will continue to be due April 1 until 2026.

On August 1, 2007, the City's share of GWKDD Drain (partial B & E) Refunding Bonds, Series 2007 (R), was issued for \$3,607,258, bearing market interest rates from 4.250 percent to 4.375 percent. The Refunding bonds advance refunded part of Series B and E bonds above. The City is obligated to pay interest commencing October 1, 2007 and semiannually thereafter. The first principal payment was due April 1, 2008 and will continue to be due April 1 until 2024. The City realized a net savings in cash flow of \$176,280 over the life of the bonds for a net economic gain (present value savings) of \$117,311.

On September 22, 2007, the City's share of GWKDD Bonds, Series 2007 (G) was issued for up to \$1,765,000 in total to the MMBA, bearing interest at 1.625 percent. Based on \$1,754,260 drawn down by 2/9/09, the City's share was approximately \$515,923. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2009 and will continue to be due April 1 until 2026.

On September 22, 2008, the City's share of GWKDD Bonds, Series 2008 (H) was issued for up to \$2,260,136 in total to the MMBA, bearing interest at 2.500 percent. Based on \$4,057,179 drawn down by 4/2/09, the City's share was approximately \$1,183,205. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2010 and will continue to be due April 1 until 2029. This is expected to be the final funding for the GWKDD project.

Component Unit

Downtown Development Authority Bonds – Public Act 197 of 1975

On December 6, 1994, the City of Royal Oak issued \$1,160,000 of Downtown Development Bonds, Series 1994 (General Obligation Limited Tax), to finance part of the cost of constructing improvements in the Downtown Development Area. These 15-year bonds have interest rates from 6.000 percent to 8.000 percent and are payable from tax-increment revenues. The City is obligated to pay interest commencing April 1, 1995 and semiannually thereafter. The first principal payment was due October 1, 1996 and will continue to be due October 1 until 2009.

Computation of Legal Debt Margin

	2009
Valuation base	
State equalized valuation - excluding IFT values	\$2,808,167,535
Plus: equivalent valuation of Act 198 exemptions	<u>\$2,454,410</u>
Total valuation	<u><u>\$2,810,621,945</u></u>
Legal debt limitation - 10% of total valuation	\$281,062,195
Calculation of debt subject to limit:	
Debt outstanding	\$81,281,359
Less: Bonds not subject to limit	(\$40,246,356)
Net debt subject to limit	<u>\$41,035,003</u>
Additional Debt which can be legally incurred	<u><u>\$240,027,192</u></u>
Non-exempt debt as a percent of debt limit	14.60%

Section 21 of Article VII of the Michigan Constitution establishes the City , subject to statutory and constitutional limitations for municipalities to incur debt for public purposes:

"The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for other public purposes, subject to the limitations and prohibitions provided by the constitution or by law."

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a home rule city may have outstanding at any time. Section 4-a of the Home Rule Cities Act provides:

"The net indebtedness incurred for all public purposes may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of all the real and personal property of the city adjusted for tax abated property.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities."

Significant exceptions to the debt limitation have been permitted by the Home Rule Cities Act for certain types of indebtedness which include: special assessment bonds and Michigan transportation fund bonds (formerly motor vehicle highway fund bonds), even though they are a general obligation of the City; revenue bonds payable from revenues only, whether secured by a mortgage or not; bonds issued or contract obligations or assessments incurred to comply with an order of the Water Resources Commission of the State or a court of competent jurisdiction; obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution; and bonds issued for construction, improvements and replacement of a combined sewer overflow abatement facility. The resources of a sinking fund pledged for the retirement of outstanding bonds shall also be excluded in computing the debt limitation.

The ten percent limit may be exceeded by 3/8 of 1% in case of flood, fire or other calamity.

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 Animal Shelter Committee, the City/Chamber Beautification Committee, the Royal Oak Acorn Foundation and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the Traffic Committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

Mayor Pro Tem 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 Audit Review Committee, the WROK Cable Committee, and is the City's Liaison to the Chamber of Commerce and the City/School Liaison Board. 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 for 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 serves on the Plan Commission, the Parks & Recreation Advisory Board, the Retirement Board and the Senior Citizens' Advisory Committee. Mr. Andrzejak is a life-long resident of Royal Oak. He attended Central Michigan University.

Commissioner Terry H. Drinkwine

Mr. Drinkwine has been City Commissioner since 2003. He served as a Royal Oak Police Officer for 28 years before retiring in 1999. He currently writes an outdoor column for the Daily Tribune. Among his many activities in the city, he has served as president of the Royal Oak Kiwanis. Commissioner Drinkwine is chairman of LCC subcommittee, and serves on the City/School Liaison Committee.

Commissioner 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 he 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. Prior to moving out of the DDA District in May 2005, he served on the Downtown Development Authority (DDA) beginning in 2002. He serves on the Farmers' Market Committee, the LCC and the Royal Oak Acorn Foundation

Commissioner Stephen F. Miller

Mr. Miller has served as City Commissioner since 2005. He has a B.S. degree from Oakland University. Commissioner Miller serves on the Ice Arena Oversight Committee, the LCC, the Rehab Board of Appeals and the Retirement Board.

Commissioner Charles Semchena, Jr.

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

44th District Court Judge Daniel Sawicki

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

44th District Court Judge Terrence H. Brennan

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

Management

City Manager Position vacancy – currently filled on an interim basis by the Director of Finance, Donald E. Johnson.

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 Melanie Halas

Ms. Halas is a Royal Oak native who was hired as an entry level clerk in August of 1995. Her dedication and hard work earned her a promotion to Deputy City Clerk in February 2000. In March of 2005 she obtained her Certification as Municipal Clerk, and also successfully passed the accreditation process for Election Inspector Training Coordinator in both 2002 and 2007. In May of 2008 Ms. Halas was appointed to the City Clerk's position with the full consensus of the City Commission.

City Engineer Elden Danielson

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

Coordinator of Senior Citizen's Activities Paige Gembarski

The newest of the City's administrative staff, Ms. Gembarski comes to the City of Royal Oak with a Bachelor of Arts Degree from Central Michigan University in Recreation and Park Administration, with an emphasis in Community Recreation. She served previously as the Director of Senior Services for the City of Ferndale.

Director of Arena Operations Ron Holbrook

Mr. Holbrook took the reins as Director of the John Lindell Ice Arena and its programs in October 1996. Ron brought to 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, and Principal Planner to Acting Director of Planning

Director of Recreation and Public Service Gregory Rassel

Mr. Rassel was promoted to the Director of Recreation and Public Service in August 2004 after serving in an "acting" position since March 2004. He had been selected from Florida originally, to be the Superintendent of Public Works effective October 1997. Greg entered service with the City of Royal Oak possessing a Bachelor of Arts Degree in Economics from the University of Florida, Masters in Organizational Management from University of Phoenix, has served twenty-eight years (active and reserve) in the U.S. Marine Corps, currently a Colonel in the reserves, and two years as the Superintendent of Fleet Management for the City of Hollywood, Florida.

Fire Chief Wilbur G. White, Jr.

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

Human Resource Director Mary Jo Di Paolo

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

Library Director 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 Christopher Jahnke

Chief Jahnke has served on the Royal Oak Police Department for almost twenty years. He was hired as a Police Officer and through his commitment and dedication has moved up through the ranks of Sergeant, Lieutenant, and was appointed Deputy Chief of Police four years ago. Chief Jahnke obtained his Criminal Justice Degree from Michigan State University, and his Masters Degree from Eastern Michigan University. He has received a Department Commendation, and has twice been awarded "Command Officer of the Year".

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.

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.

The *Royal Oak Police Officers Association* (ROPOA) is the local bargaining association representing Police Officers, Police Service Aides and part-time Parking Enforcement Officers.

The *Royal Oak Detectives' Association*, represented by the Labor Council Michigan Fraternal Order of Police, includes all employees with the rank of Detective.

The *Foreman and Supervisors' Association* is the local bargain association representing Public Works Supervisors.

The *Service Employees' International Union AFL-CIO Local 517M* (SEIU) is the union representing hourly employees of the Department of Recreation and Public Service.

Brownfield: The site(s) or legally defined area(s) meeting the eligibility requirements of the Brownfield Development Act as environmentally contaminated, functionally obsolete or blighted areas.

Brownfield Development Authority (BRA): The board to investigate potential brownfield sites and plan and finance their redevelopment. BRAs may use tax increment financing (TIF), per Public Act 381 of 196 as amended, to capture local property taxes and school taxes if approved.

Business-type activity: Business-type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

Capital assets: Capital assets are tangible and intangible assets that will be of use for three or more years and have a cost greater than \$10,000. Typical examples are land, buildings, building improvements, streets, water and sewer lines, vehicles, machinery, equipment, and easements.

Capital projects fund: A fund to account for the development of municipal capital facilities.

Capital improvement budget: A capital improvement budget plans and prioritizes acquisition of or major repair to long-lived assets, such as infrastructure. This budget typically has a long-term outlook where a project can span a several year period. (see Operating Budget)

Community Development Block Grant (CDBG): This is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values. In Royal Oak, CDBG money pays for most of our senior citizen programs.

Contingency: An estimated amount of funds needed for contingent or emergency purposes.

Debt service fund: A fund to account for the accumulation of resources for and the payment of, general long-term debt principal and interest.

Defeasance: In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Depreciation: Depreciation is the accrual accounting concept using various methods to expense the capitalized cost of an asset over its estimated useful life.

Downtown Development Authority (DDA): The City Commission created the Downtown Development District and the DDA board (also the Authority) to administer it on November 1, 1976. The DDA Act (P.A. 175 of 1975 as amended) is designed to resist blight and be a catalyst in the development of a downtown.

DDAs have a variety of funding options. Royal Oak's DDA primarily uses development bonds and tax increment financing (TIF) to fund its development plan. It levies a district tax millage for its staffing operations. Projects to date include downtown marketing, streetscape improvements, public parking, the district court building, and other public infrastructure improvements.

Downtown Development District (DDD): The legal area created on November 1, 1976 by the City Commission, originally bounded by Eleven Mile Road and Troy, Lincoln and West Streets. The district has been amended three times.

Emergency Medical Service (EMS): The Fire Department provides advanced and basic emergency medical services typically with a rescue unit or ambulance.

Enterprise fund: A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

Expenditure: The cost of goods delivered and services rendered whether paid or unpaid.

Expenditure object: An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other charges, capital outlays, debt service, and transfers out.

Final Average Compensation (FAC): An average of an employee's annual wages used in the calculation of their retirement benefit.

Fiscal Year (FY): The 12 month period, July 1 to June 30, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

Full-Time Equivalent (FTE): A method to convert part-time hours worked to that of a full-time worker in a like position based on 2080 hours per year.

Function: Groups of related activities aimed at accomplishing a major service or regulatory program for which the City is responsible. The General Fund's Public Safety function includes police, fire, ambulance and code enforcement activities.

Fund: Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. (e.g. Major Street Fund). A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the City are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

Fund balance: The difference between assets and liabilities reported in a governmental fund.

Generally Accepted Accounting Principals (GAAP): Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

General Fund: The city's major operating fund to account for all financial resources except those accounted for in another fund.

Government-type activities: Activities typically supported by taxes, intergovernmental revenues or other non-exchange revenue. The general, special revenue, debt service, capital project, internal service and permanent funds are governmental activities.

Government Finance Officers Association (GFOA): The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

Industrial Facilities Tax (IFT): An exemption from property tax allowed to eligible industrial facilities in Michigan.

Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.

Interfund transfers: Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

Internal service funds: Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the Information Services, Motor Pool and Worker's Compensation Funds.

Industrial Waste Charge (IWC): A surcharge placed by the City of Detroit on certain non-residential sewer accounts to pay to remove the level of waste (e.g. grease from restaurants) above normal residential use.

Line item budget: A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as, salaries, supplies services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels. The City of Royal Oak adopts budgets on a "function" level.

Modified accrual accounting: This basis of accounting recognizes revenues in the accounting period in which they are both measurable and available to finance expenditures. Expenditures are generally recognized in the accounting period in which they are both measurable and incurred.

Michigan Municipal Risk Management Authority (MMRMA): A risk pool program providing a risk-sharing management program for local units of government in Michigan. Member premiums are used to purchase excess property/casualty insurance coverage and to establish a member's loss fund. The loss fund is used to pay self-insured retention portion of the member's claims.

Net assets: The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

Object (of expenditure): In the context of the classification of expenditures, the article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

Operating budget: The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

Occupational Safety and Health Administration (OSHA): The agencies in state and federal government that oversee the workplace environment to ensure it is safe for workers.

Other Postemployment Benefits (OPEB): Other postemployment benefits (OPEB).include postemployment benefits provided separately from a pension plan, especially retiree healthcare benefits.

Other charges: An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

Personnel services: An expenditure object within an activity which includes payroll and all fringe benefits.

Revenue: The income of the City used to fund operations. Typical revenue examples are taxation, licenses and permits, inter-governmental (e.g. state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Royal Oak Senior Essential Services (R.O.S.E.S.): R.O.S.E.S. is a local program providing contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. Low income senior citizens may be able to qualify for a CDBG subsidy. Administrative fees from clients, donations and CDBG grants pay for R.O.S.E.S. aides.

State Equalized Value (SEV): It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The State Equalized Valuation of an individual parcel of real property is that parcel's final value in the assessment process. Normally SEV equals Assessed Value (AV) when measurement and professional standards are properly applied. (see AV, TV)

Southeastern Oakland County Resource Recovery Authority (SOCRRA): The intergovernmental organization, serving 12 municipalities in the southeastern region of Oakland County, that provides for collection and disposal of solid waste as well as the handling of yard waste, compost and recyclables.

Southeastern Oakland County Water Authority (SOCWA): The intergovernmental organization, serving 11 communities in the southeastern region of Oakland County, that purchases water from the Detroit Water and Sewerage Department and stores and/or pumps it to each member unit.

Special assessment: Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special revenue fund: A fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Library Fund, the Major Street Fund and the Local Street Fund are examples of special revenue funds.

Supplies: An expenditure object within an activity which includes all goods that have a useful life of less than three years and cost less than \$2,500.

Surplus: An excess of the assets of a fund over its liabilities and reserves.

Transmittal letter: A concise written policy and financial overview of the City as presented by the City Manager. It notes the major changes in priorities or service levels from the current year and the factors leading to those changes. It articulates the priorities and key issues for the new budget period. It identifies and summarizes major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in fund balance or retained earnings.

Transfers-in/out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

Trust & agency fund: Trust & agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the Employees' Retirement System and the agency funds.

Tax Increment Financing (TIF): Financing secured by the anticipated incremental increase in tax revenue, resulting from the redevelopment of an area, or the funding on a current basis of pay-as-you-go improvements or operations. The TIF Authority (TIFA) board creates the TIF plan, carries out the projects and collects the incremental taxes to pay its costs. TIFAs may capture local taxes but not school taxes.

Tax millage rate: Tax millage rates are expressed in dollars per thousand dollars of taxable value. A tax rate of 10 mills means \$10/1,000 or \$0.010 x Taxable Value. (see TV)

Taxable Value (TV): Taxable Value is the base for calculating a taxable parcel's property tax in Michigan. Property tax equals Taxable Value multiplied by the tax millage rate. Taxable Value is calculated to limit growth in property taxes to a parcel's State Equalized Value or to 5% a year or less depending on inflation. Michigan's 1994 Proposal A Constitutional amendment and related legislation govern its application. (see AV and SEV)

Unreserved fund balance: The balance of net financial resources that is spendable or available for appropriation, or the portion of funds balance that is not legally restricted.

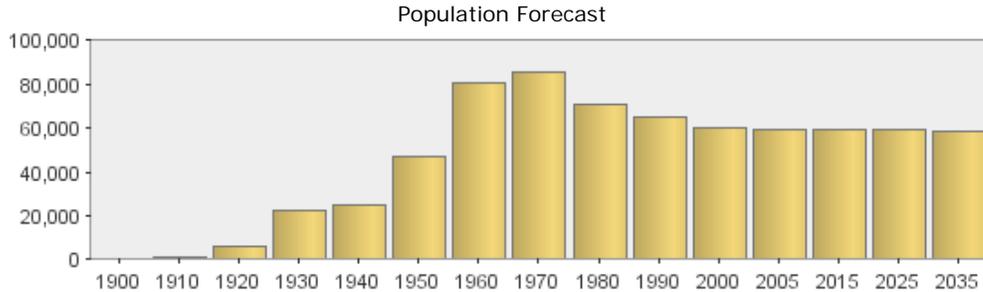
Water & Sewer fund: This enterprise fund accounts for the operation of a combined water & sewer system. The revenues consist of charges for services from city businesses and residences which are used to pay for all water and sewer related expenses.



City of Royal Oak

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

Estimated Population: 54,365
Area: 11.8 square miles



Note for Royal Oak: Incorporated in 1927 from Village of Royal Oak. Population numbers prior to 1927 are of the village.
Source: U.S. Census Bureau and SEMCOG 2035 Forecast. - Move cursor over chart to view population numbers

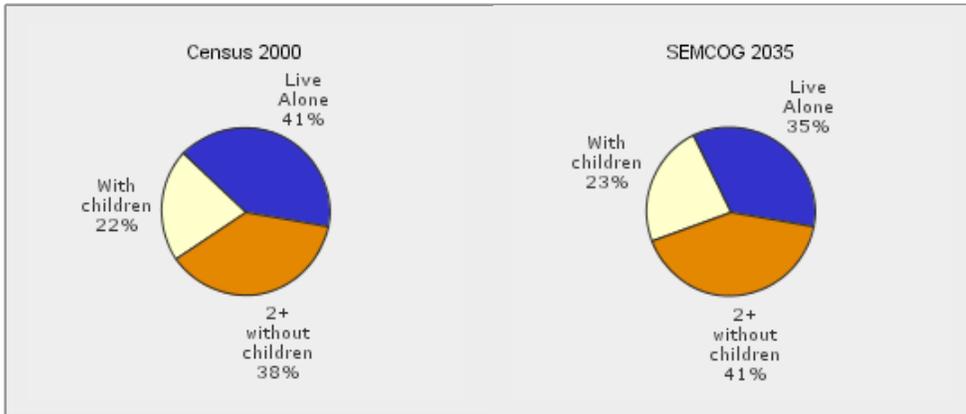
Population and Households	Census 2000	SEMCOG Apr 2009	Change 2000-2009	SEMCOG 2035
Total Population	60,062	54,365	-5,697	58,831
Group Quarters Population	506	506	0	793
Household Population	59,556	53,859	-5,697	58,038
Housing Units	29,942	30,284	342	-
Households (Occupied Housing Units)	28,880	28,601	-279	29,916
Residential Vacancy Rate	3.5%	5.6%	2.0%	-
Average Household Size	2.06	1.88	-0.18	1.94

<u>Components of Population Change</u>	<u>Annual Average</u>	
	Census 1990-1999	SEMCOG 2000-2007
Natural Increase (Births - Deaths)	301	218
Births	875	753
Deaths	574	536
<u>Net Migration (Movement In - Movement Out)</u>	<u>-836</u>	<u>-856</u>
Population Change (Natural Increase + Net Migration)	-535	-639

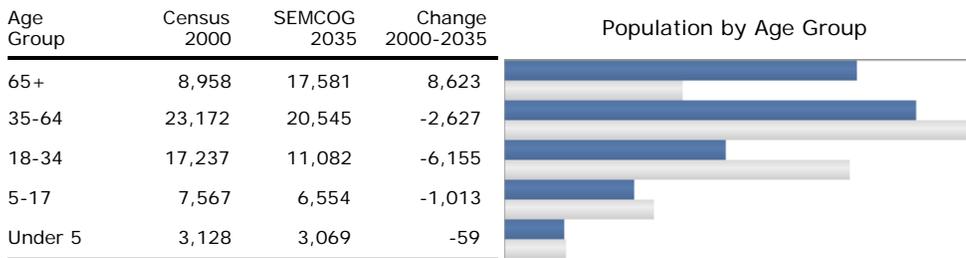
Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG.

Demographics

Household Types



Household Types	Census 2000		SEMCOG 2035		Change 2000-2035
Total Households	28,880	-	29,916	-	1,036
With seniors 65+	6,609	23%	12,672	42%	6,063
Without seniors	22,271	77%	17,244	58%	-5,027
With children	6,231	22%	7,026	23%	795
Without children	22,649	78%	22,890	77%	241
Two or more Persons	10,856	38%	12,411	41%	1,555
Live Alone	11,793	41%	10,479	35%	-1,314
Seniors 65+	3,337	12%	5,989	20%	2,652
Under 65	8,456	29%	4,490	15%	-3,966

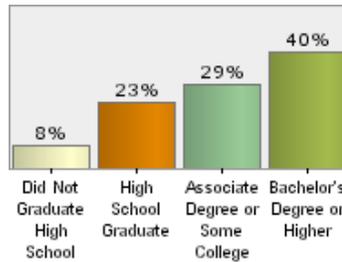


Senior and Youth Population	Census 2000		SEMCOG 2035		Change 2000-2035
65 and over	8,958	14.9%	17,581	29.9%	8,623
Under 18	10,695	17.8%	9,623	16.4%	-1,072
5 to 17	7,567	12.6%	6,554	11.1%	-1,013
Under 5	3,128	5.2%	3,069	5.2%	-59

Note: Population by age changes over time because of the aging of people into older age groups, the movement of people, and the occurrence of births and deaths.

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

Source Data

[SEMCOG - Detailed Data](#)

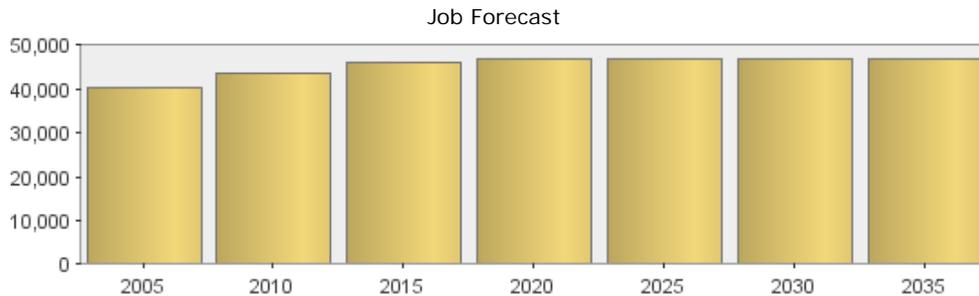
[Michigan Department of Community Health - Vital Statistics](#)

[U.S. Census Bureau - American FactFinder](#)

Note: All SEMCOG employment numbers are by place-of-work and do not include Farming, Construction, or Military jobs. Some differences exist between Current Job Estimates and Forecasted Jobs. [Learn more](#)

Current Job Estimates by Industry	SEMCOG 2002	SEMCOG 2005	Change 2002-2005
Natural Resources & Mining	0	0	0
Manufacturing	1,678	1,611	-67
Wholesale Trade	955	801	-154
Retail Trade	3,605	2,990	-615
Transportation & Warehousing	361	278	-83
Utilities	C	C	C
Information	476	465	-11
Financial Activities	1,262	1,293	31
Professional, Scientific, & Technical Services	1,490	1,269	-221
Management of Companies & Enterprises	528	C	C
Administrative, Support, & Waste Services	1,258	1,306	48
Education Services	1,590	1,709	119
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	2,810	2,607	-203
Other Services	1,082	1,046	-36
Public Administration	851	771	-80
Total	30,389	28,977	-1,412

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



If any five-year interval employment numbers from 2005-2035 are not shown, the numbers were blocked for confidentiality reasons.

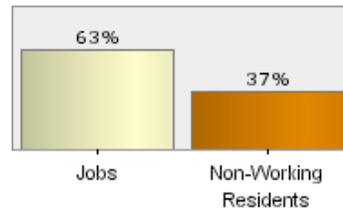
Source: SEMCOG 2035 Forecast.

- Move cursor over chart to view employment numbers

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

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

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



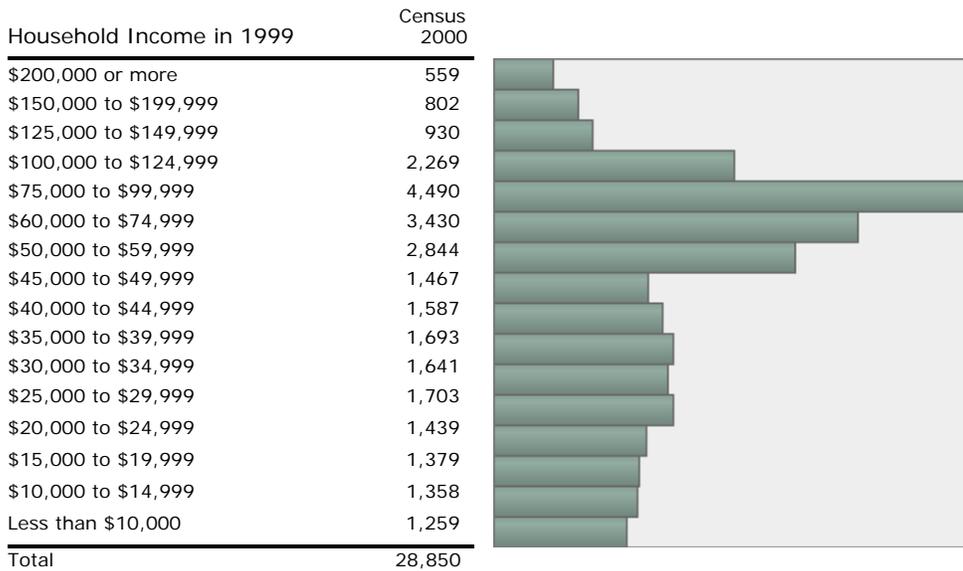
Note: The number of residents attending school outside Royal Oak is not available. Likewise, the number of students commuting into Royal Oak to attend school is also not known.

Where Workers Commute From *	Census 2000	
	Workers	Percent
1 Royal Oak	6,275	20.0%
2 Detroit	2,611	8.3%
3 Troy	1,632	5.2%
4 Warren	1,409	4.5%
5 Sterling Heights	1,189	3.8%
6 Madison Heights	972	3.1%
7 Southfield	938	3.0%
8 Berkley	937	3.0%
9 Ferndale	915	2.9%
10 Rochester Hills	855	2.7%
- Elsewhere	13,629	43.5%
* Workers, age 16 and over, employed in Royal Oak	31,362	100.0%

Resident Population

Where Residents Work *	Census 2000	
	Workers	Percent
1 Royal Oak	6,275	18.0%
2 Troy	4,743	13.6%
3 Detroit	3,203	9.2%
4 Southfield	2,887	8.3%
5 Warren	1,517	4.3%
6 Farmington Hills	1,300	3.7%
7 Birmingham	1,173	3.4%
8 Madison Heights	1,171	3.4%
9 Auburn Hills	1,113	3.2%
10 Pontiac	761	2.2%
- Elsewhere	10,737	30.8%
* Workers, age 16 and over, residing in Royal Oak	34,880	100.0%

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



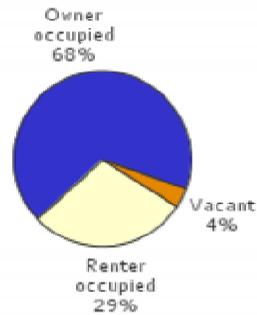
Poverty	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Persons in Poverty	2,963	4.5%	2,550	4.2%	-0.3%
Households in Poverty	1,487	5.2%	1,331	4.6%	-0.6%

Source Data

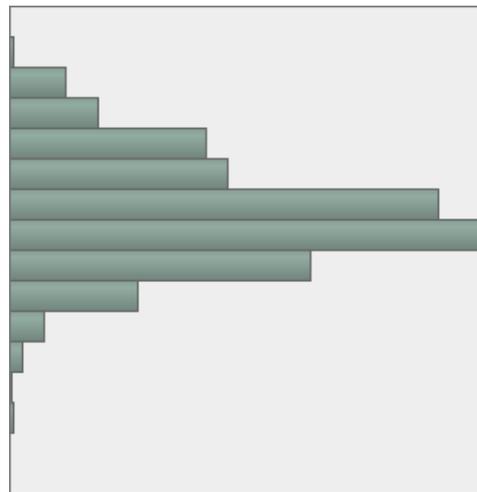
- [SEMCOG - Detailed Data](#)
- [U.S. Census Bureau - American FactFinder](#)
- [U.S. Census Bureau - MCD/County Worker Flow Data](#)

Housing Type	Census 1990	Census 2000	Change 1990-2000	New Units Permitted 2000-2009
Single Family Detached	20,013	20,179	166	292
Duplex	788	902	114	4
Townhouse / Attached Condo	1,103	1,216	113	126
Multi-Unit Apartment	7,087	7,597	510	96
Mobile Home / Manufactured Housing	8	43	35	0
Other	164	5	-159	-
Total	29,163	29,942	779	518
Units Demolished				- 191
Net (Total Permitted Units - Units Demolished)				327

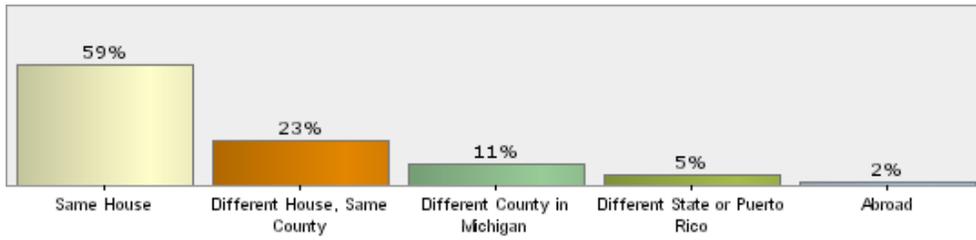
Housing Tenure	Census 2000	Change 1990-2000
Owner Occupied	20,246	410
Median housing value (in 1999 dollars)	\$ 150,900	\$ 51,085
Renter Occupied	8,634	126
Median gross rent (in 1999 dollars)	\$ 639	\$ -17
Vacant	1,062	243
Seasonal or migrant	202	122
Other vacant units	860	121
Total Housing Units	29,942	779



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



Residence 5 Years Ago *



* 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.

Source Data

[SEMCOG - Detailed Data](#)

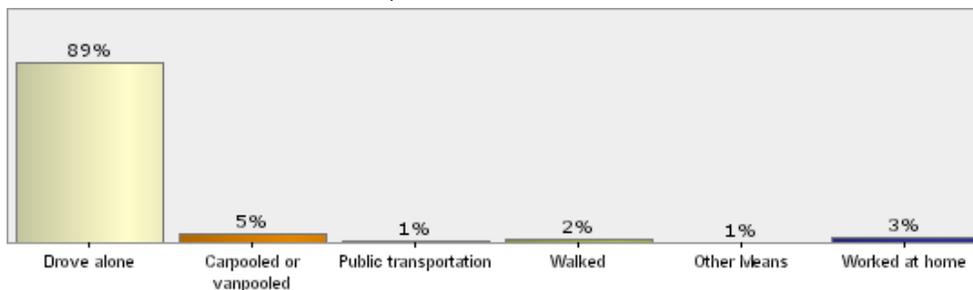
[U.S. Census Bureau - American FactFinder](#)

Roads & Bridges

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

Travel

Transportation to Work, 2000 *



* Resident workers age 16 and over

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

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

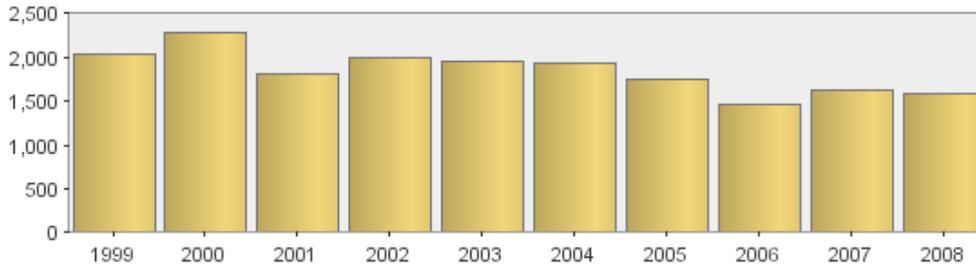
Transit

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

Between Major Cities:
[AMTRAK](#)

Safety

Crashes, 1999-2008



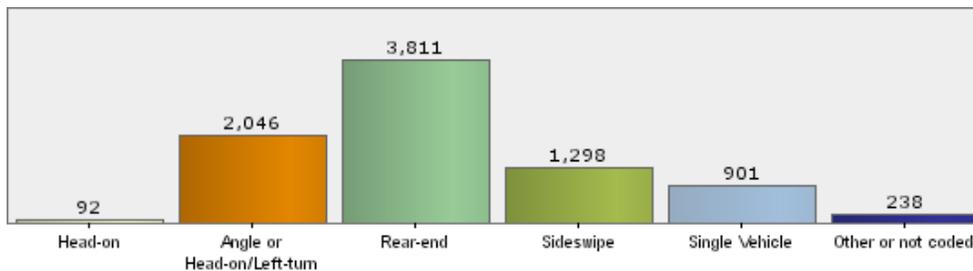
Source: Michigan Department of State Police, Criminal Justice Information Center, and SEMCOG.

↑ - Move cursor over chart to view crash counts

Crash Severity	2004	2005	2006	2007	2008	% of Crashes 2004-2008
Fatal	2	3	2	4	2	0.2%
Incapacitating Injury	39	28	25	17	28	1.6%
Other Injury	466	399	333	366	346	22.8%
Property Damage Only	1,439	1,319	1,099	1,252	1,218	75.4%
Total Crashes	1,946	1,749	1,459	1,639	1,594	100.0%

Crashes by Involvement	2004	2005	2006	2007	2008	Percent of Crashes 2004-2008
Red-light Running	95	71	73	73	61	4.4%
Lane Departure	150	136	109	157	153	8.4%
Alcohol	73	75	66	71	65	4.2%
Drugs	14	10	7	8	7	0.5%
Deer	1	2	3	0	2	0.1%
Train	0	2	0	1	0	0.0%
Commercial Truck/Bus	109	80	64	77	87	5.0%
School Bus	1	0	1	4	5	0.1%
Emergency Vehicle	10	13	11	10	15	0.7%
Motorcycle	16	16	10	17	15	0.9%
Intersection	727	668	593	585	664	38.6%
Work Zone	22	32	38	27	69	2.2%
Pedestrian	26	22	18	17	17	1.2%
Bicyclist	16	28	25	30	27	1.5%
Older Driver (65 and older)	406	351	321	369	371	10.7%
Young Driver (Under 25)	741	665	537	615	594	18.5%

Crashes by Type, 2004-2008



Crash Type	2004	2005	2006	2007	2008	Percent of Crashes 2004-2008
Head-on	23	18	21	16	14	1.1%
Angle or Head-on/Left-turn	461	432	387	380	386	24.4%
Rear-end	918	813	650	736	695	45.5%
Sideswipe	309	252	220	263	254	15.5%
Single Vehicle	176	172	153	202	198	10.7%
Other or Unknown	59	62	28	42	47	2.8%
Total Crashes	1,946	1,749	1,459	1,639	1,594	100.00%

High Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	2004-2008	Annual Avg 2004-2008	2008
1	55	125	10 Mile Rd E @ Main S	155	31	34
2	78	204	14 Mile Rd W @ Crooks Rd	130	26	35
3	105	303	14 Mile Rd E @ Rochester Rd N	114	23	18
4	108	319	11 Mile Rd @ Woodward Ave	111	22	20
5	112	337	14 Mile Rd W @ Coolidge Rd	108	22	27
6	118	361	10 Mile Rd W @ E M 1 Service Drive	105	21	12
7	139	424	12 Mile Rd W @ Woodward Ave	99	20	23
8	156	473	13 Mile Rd W @ Coolidge Rd	95	19	17
9	190	555	11 Mile Rd E @ Main N	88	18	16
10	201	590	12 Mile Rd W @ Stephenson Hwy	86	17	16

Note: Intersections are ranked by the number of reported crashes and does not take into account traffic volume. This ranking method tends to rank a high-volume intersection as a high-crash intersection. Crashes reported occurred within 150 feet of the intersection.

Corridor Studies

[I-75 Integrated Corridor Management](#)

Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

Land Use

Land Use / Land Cover (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%

Source Data

[SEMCOG - Detailed Data](#)

Appendix I - Long Term Budget Strategy

July 25, 2008

THE HONORABLE MAYOR
AND
MEMBERS OF CITY COMMISSION

I'm concerned that expectations for this report may be too high. Commissioners who are expecting this document to serve as a blueprint for change are going to be disappointed. It provides at most a framework for future discussion.

Background

The budget crisis of 2005 is basically over. The problems that led to that calamity were for the most part self-inflicted. We worked our way out of it gradually over three years with attrition, cost allocation, revenue increases and prudent financial management. While doing this, we have properly funded employee pension obligations, started funding retiree health care obligations, and negotiated new labor agreements that eliminate legacy costs for new workers. It should be time to declare victory and move on.

Unfortunately, if this is a victory, it's a hollow victory. Just as we were gaining control over the old budget "moles," we have a new problem to address. The declining housing market is impacting Taxable Value, and tax revenue to a much greater degree, much faster, than I thought possible. I won't go into the reasons for this here as we addressed it at length during the budget process. The result was a tiny .85% increase in taxable value this year, and an expectation that taxable value will actually start falling next year. Oakland County is projecting losses of 3.5% for 2009-2010 and another 2.5% for 2010-2011. We don't have a county projection for beyond 2011 yet. In the budget and for this report, I'm assuming Taxable Value will remain steady for 2011-2012 and 2012-2013.

It is very important to understand how Proposal A of 1994 impacts our ability to recover from these losses. Proposal A only allows taxable value to increase by 5% or the rate of inflation, whichever is less. Assume we have a home worth \$200,000 with a Taxable Value of \$100,000. If it's market value falls to \$150,000, it's Taxable Value will decrease to \$75,000. Now assume the market picks up and next year the home's value increases back to \$200,000. Its taxable value will be, at most, \$78,750 because it can increase by 5% at most. Under Proposal A, any reductions in taxable value are permanent reductions. We will never fully recover that lost taxable value until the home is sold.

The impact of this on our budget is simple. Lower Taxable Value means less tax revenue. We can deal with this by further reducing our costs, by increasing our revenues or some combination of the two.

Public Safety Is Our Top Priority

It's been frequently said that public safety is our foremost priority. I think you would be very hard pressed to find any elected officials at any level of government who would disagree with that statement.

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

In Royal Oak, we spend 65% of our General Fund Budget on Police and Fire alone. If we count the other direct providers of Public Safety services, that percentage climbs to 76%. If we assign a share of the support departments' cost, the number exceeds 81%. If we compare to tax revenue rather than all revenue, Police and Fire alone use 129% of taxes, all direct public safety providers use 150%, and if we include support departments, that number becomes 161%!

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

Setting Priorities

I know there is an expectation that we will provide in this report a priority list of programs and services. However, I think preparing list of programs, such as the one in appendix D, is putting the cart before the horse. It's not programs that we should be prioritizing now, its citizen needs and commission goals and objectives. Our initial focus should be on identifying "what" rather than "how." It should be on desired "outcomes", not "outputs," or "inputs."

This way of thinking lets you analyze specific programs in terms of how well they support the desired outcome. For example, we often hear that police patrol is our highest priority. I would suggest that our true priority is "Protecting persons and property." Patrol is a means to that end but it may or may not be the most cost effective way to accomplish that goal. When we think of it that way, we start to think about the value of spending a dollar on patrol activities vs. spending it on crime prevention, fire inspections, EMS, or other public safety programs. Where do we invest our money in order to maximize our goal of protecting persons and property?

This method also provides a means to properly analyze support services. If we asked citizens or commissioners to name our most important functions, no one would say "payroll." Yet, without payroll services (regardless of how this is provided), there would be no police officers, firefighters, or any other city employees. Some functions are critically necessary to support the programs that directly address our goals.

We started this process in February of 2006 at a special "goal setting" meeting of the City Commission facilitated by Brett Tillander. However, we didn't complete the process. We

adopted a Vision Statement, a Mission Statement, and identified values and guiding principles. We also identified critical issues and set goals for dealing with those issues. We never established a set of goals and objectives to govern the ongoing operation of the City. The “goal setting” held in 2008 session focused on very specific issues and never addressed broad goals and objectives at all.

We need to continue this process.

Cutbacks Needed

Earlier, I stated that we can deal with the declining tax revenue problem by further reducing our costs, by increasing our revenues or some combination of the two. This report will focus on reducing our costs in the General Fund. Because personnel costs account for fully 86% of General Fund expenditures, reducing costs means further reducing the number of employees. Although we are focusing on costs, and more specifically, employees, it should be noted that cost reductions can be replaced by revenue increases. Where we can find ways to increase revenues, we can make less severe cuts.

Below, is our projection for the General Fund over the next five years, as it appeared in the budget document.

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	3,067,581	(2,185,660)	(8,413,956)
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	1,382,734	1,389,968	1,397,346	1,404,872
Net Change in Fund Balance	563,224	(304,398)	(3,874,762)	(5,253,242)	(6,228,295)	(7,230,106)
Ending Fund Balance	7,246,741	6,942,343	3,067,581	(2,185,660)	(8,413,956)	(15,644,062)
Fund Balance as a percentage of Expenditures	20.81%	18.90%	8.05%	-5.60%	-21.03%	-38.16%
Net Change in Fund Balance	563,224	(304,398)	(3,874,762)	(5,253,242)	(6,228,295)	(7,230,106)

If we adjust this for the impact of the bond issue and make an allowance for expected departmental under spending it looks like this:

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	7,946,741	8,167,343	5,271,142	690,730	(5,097,157)
Revenues	33,984,906	33,638,938	32,863,545	32,411,594	32,388,538	32,366,057
Expenditures	34,115,852	36,214,378	37,727,290	38,771,037	39,792,695	39,609,875
Net	(130,946)	(2,575,440)	(4,863,746)	(6,359,443)	(7,404,157)	(7,243,818)
Transfers from other funds	1,394,170	2,796,042	1,967,544	1,779,031	1,616,271	1,470,387
Ending Fund Balance	7,946,741	8,167,343	5,271,142	690,730	(5,097,157)	(10,870,588)
Fund Balance as a percentage of Expenditures	23.29%	22.55%	13.97%	1.78%	-12.81%	-27.44%
Net Change in Fund Balance	1,263,224	220,602	(2,896,201)	(4,580,412)	(5,787,887)	(5,773,431)

To bring this budget back into alignment, we need to reduce spending (employment) by 4% in 2009-2010, 5% in 2010-2011, 5% in 2011-2012 and 3% in 2012-2013. That will not result in a balanced budget every year, but it will get us to a balanced budget at the end of the period while maintaining adequate reserves.

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	7,946,741	8,167,343	6,780,234	5,689,215	5,472,306
Revenues	33,984,906	33,638,938	32,863,545	32,411,594	32,388,538	32,366,057
Expenditures	34,115,852	36,214,378	36,218,199	35,281,644	34,221,718	33,892,986
Net	(130,946)	(2,575,440)	(3,354,654)	(2,870,050)	(1,833,180)	(1,526,928)
Transfers from other funds	1,394,170	2,796,042	1,967,544	1,779,031	1,616,271	1,470,387
Ending Fund Balance	7,946,741	8,167,343	6,780,234	5,689,215	5,472,306	5,415,764
Fund Balance as a percentage of Expenditures	23.29%	22.55%	18.72%	16.13%	15.99%	15.98%
Net Change in Fund Balance	1,263,224	220,602	(1,387,110)	(1,091,019)	(216,909)	(56,542)

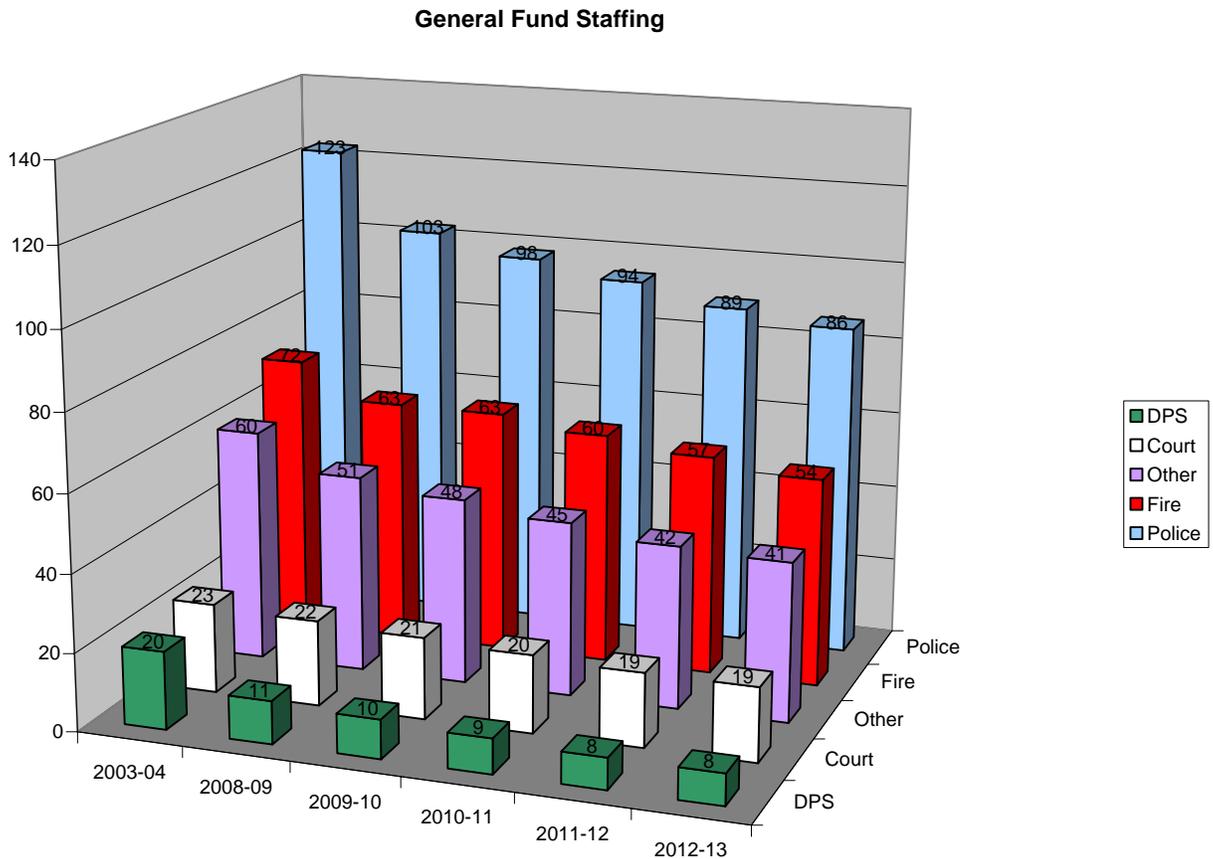
Staffing Targets

To do that, we will need to eliminate 42 positions over the five year period. We propose to do that as follows:

**City of Royal Oak
Long Term Budget Strategy
Authorized General Fund FTEs by Function/Program
Five Year History, 2008 Authorized & Four Years Forward**

Function/Program	2003-04	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Change
44th District										
Court/Probation	23	22	22	22	22	21	20	19	19	-13.6%
Other										
Manager	2.5	2	2	2	2	2	2	2	2	0.0%
Attorney	4	5	4	5	4	4	4	3	3	-25.0%
City Clerk	7	4	4	4	4	4	4	3	3	-25.0%
Human Resources	4.5	4	4	4	4	3	3	3	3	-25.0%
Code Enforcement	7	6	5	5	5	4	4	4	4	-20.0%
Engineering	12	11	10	10	10	9	8	7	7	-30.0%
Planning	5	6	5	5	5	5	4	4	4	-20.0%
Finance/Assg/Pur/Tsr	18	17	16	18	17	17	16	16	15	-11.8%
Subtotal	60	55	50	53	51	48	45	42	41	-19.6%
Public Safety										
Police	123	107	106	107	103	98	94	89	86	-16.5%
Fire	72	70	65	63	63	63	60	57	54	-14.3%
Subtotal	195	177	171	170	166	161	154	146	140	-15.7%
Recreation & Public Services										
Public Service										
Parks & Forestry	16	13	8	8	8					
Building Maintenance	2	2	2	2	2					
Electrical	2	2	2	1	1					
Subtotal	20	17	12	11	11	10	9	8	8	-27.3%
Total	298	271	255	256	250	240	228	215	208	-16.8%

Below is the same information presented graphically:



This allocation of resources among departments may very well change as the Commission establishes goals and objectives and we evaluate programs based on how well they help us accomplish the objectives. However, the overall numbers are based on the best projections we can provide at this time.

I believe we can achieve these reductions through attrition. If we do continue the attrition policy, it will be necessary to reassign remaining employees to different jobs and different departments to balance our staffing to our needs.

Sooner vs. Later

As shown in the table that follows, which we originally presented at the final budget session, the sooner a cutback can be made, the greater its impact. If we continue using attrition to reduce our staff, we need to take advantage of every opportunity to eliminate positions. We shouldn't fill any vacancies just because we are meeting or exceeding our current year target.

The Commission may also want to consider a more aggressive staff reduction than can be provided by an attrition plan. There are numerous options from retirement incentives to layoffs that would enable us to accomplish that. Please keep in mind the impact such a program would have on the organization. It is difficult enough to gradually adjust operations to a new lower level of staffing when we lose employees through attrition. Any program that resulted in a mass exodus of employees would have a huge impact on our operations and a huge impact on the morale of remaining employees.

**Impact of eliminating one position over time.
(or Why it's better to cut sooner than later)**

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Savings	Savings Lost
Cut in 2007-2008	100,000	103,000	106,090	109,273	112,551	115,927	646,841	0
Impact on Fund Balance	100,000	203,000	309,090	418,363	530,914	646,841		
Cut in 2008-2009	0	103,000	106,090	109,273	112,551	115,927	546,841	100,000
Impact on Fund Balance	0	103,000	209,090	318,363	430,914	546,841		
Cut in 2009-2010	0	0	106,090	109,273	112,551	115,927	443,841	203,000
Impact on Fund Balance	0	0	106,090	215,363	327,914	443,841		
Cut in 2010-2011	0	0	0	109,273	112,551	115,927	337,751	309,090
Impact on Fund Balance	0	0	0	109,273	221,824	337,751		
Cut in 2011-2012	0	0	0	0	112,551	115,927	228,478	418,363
Impact on Fund Balance	0	0	0	0	112,551	228,478		

Assumptions	
Salary and Benefits in 2007-08	100,000
Wage and Benefit Inflation	3.00%

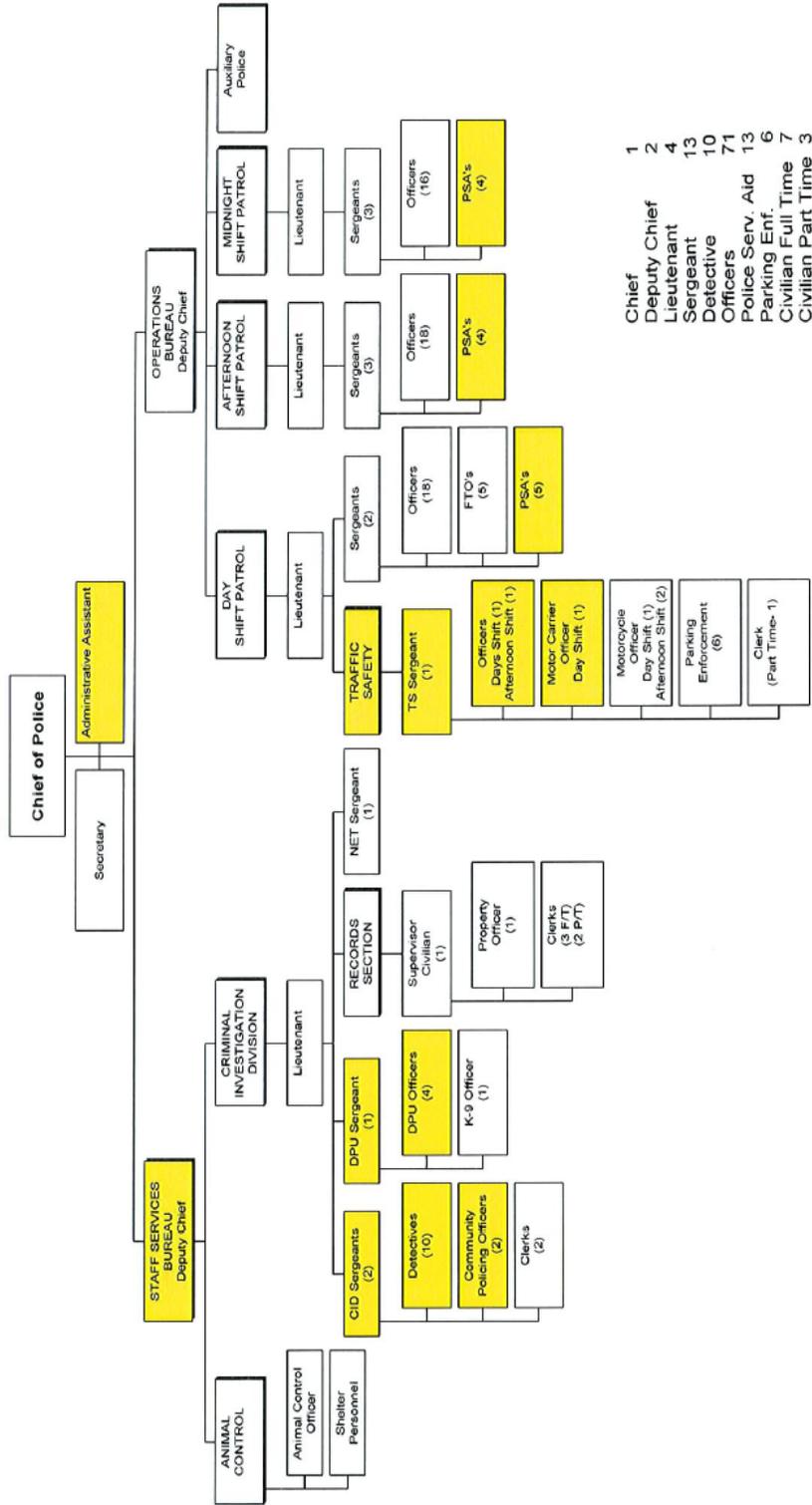
Organizational Changes

Staff reductions of the magnitude proposed, on top of the reductions we have already absorbed, cannot be done without changes in our organizational structure and the services we provide. At this point in time, we have not worked out all of the details for all departments but we can provide information on the largest departments.

Police

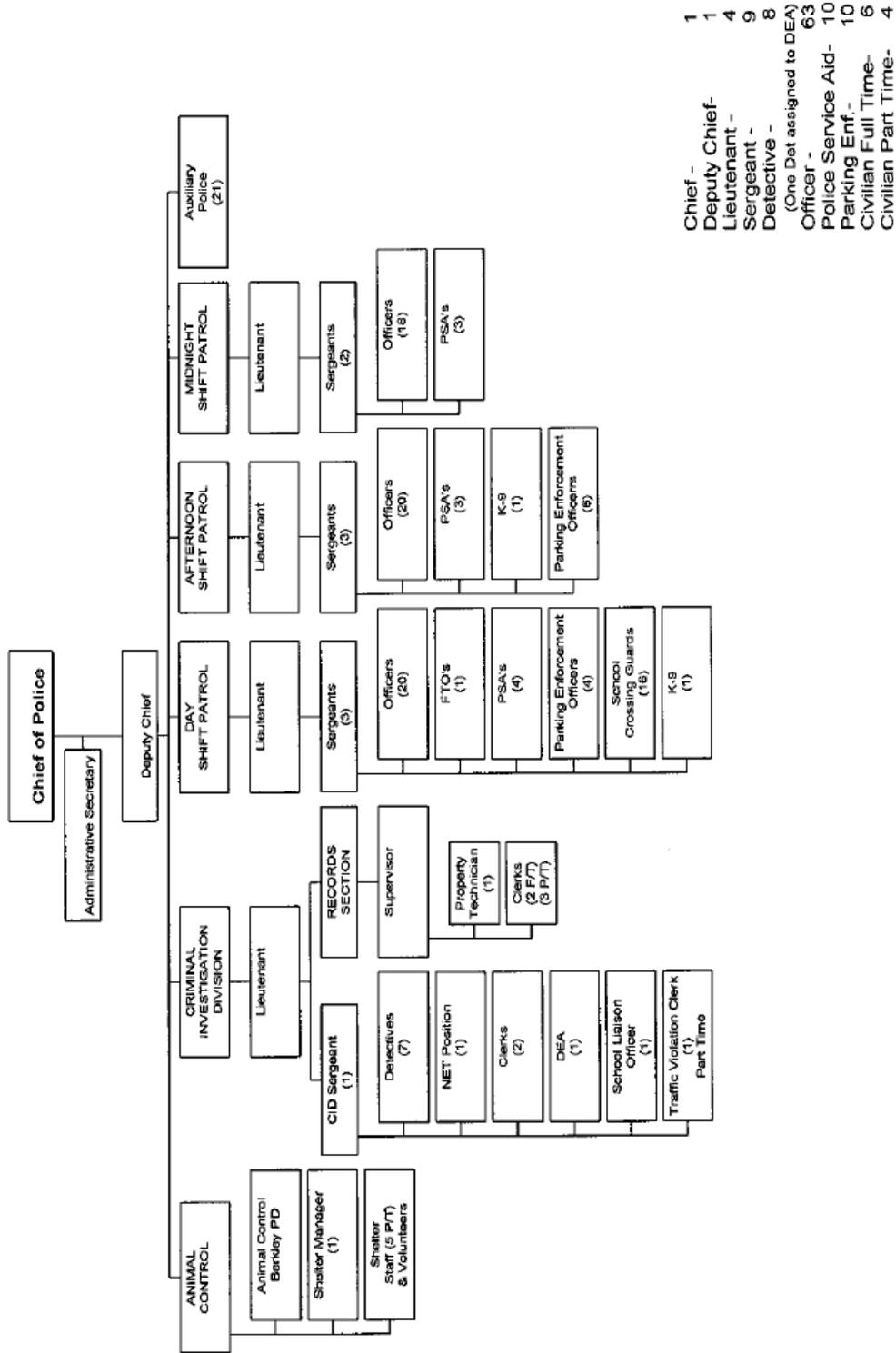
The following three organizational charts show the structure of the Police Department at three different points in time. The first shows the department as it was structured in 2002. The second shows the department as Chief Quisenberry proposes to re-organize it based on current staffing levels. The final chart shows the department as he would organize it based on having 86 General Fund employees (Parking Enforcement Officers are charged to the Automobile Parking System, not to the General Fund). The first chart has several boxes colored yellow. That indicates areas that have changed or will change with the re-organization.

Royal Oak Police Department Organizational Chart 04/01/02

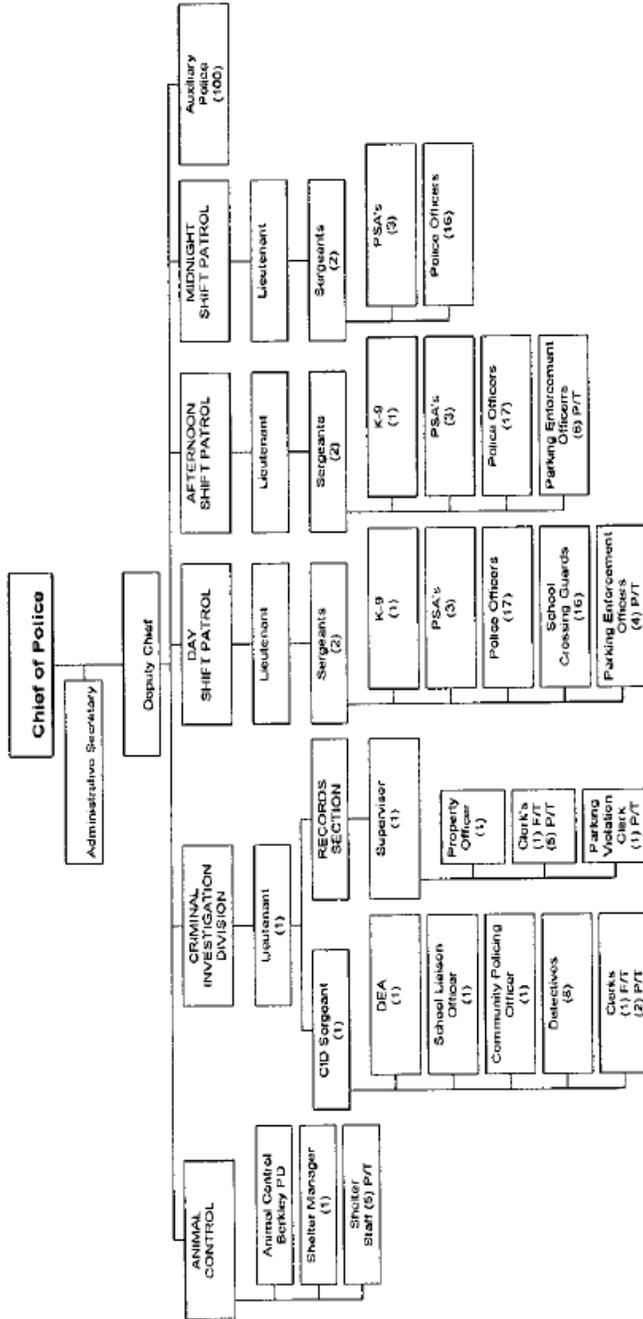


Revised 04-01-02

**Royal Oak Police Department
Proposed Re-Organization
August, 2008**



**Royal Oak Police Department
Organizational Chart
Proposed 2012 -2013**



Part Time:
 1 Shelter Manager
 5 Shelter Staff
 5 Records Bureau Staff
 2 CID Staff
 1 Traffic Violations Clerk
 10 Parking Enforcement Officers
 16 School Crossing Guards

Administration 3
 Lieutenants 4
 Sergeants 7
 Detectives 8
 Police Officers 50
 Police Service Aide 9
 Civilian Full Time 3
 K-9 Officers 2
 Total Personnel 86

Police Chief's Comments about the Organizational Charts:

The Proposed August 2008 Organizational Chart indicates 9 Sergeants. This will be reduced by 1 in mid-August and possibly by 1 more within the next 4 weeks as a Sergeant eligible for retirement is being considered for several different jobs and awaiting completion of a background investigation.

Notable differences from 2002 to 2008

- Elimination of 1 Sergeant and 4 Police Officer positions assigned to the Directed Patrol Unit.
- Elimination of 1 of the two Community Policing Officers.
- Elimination of the Administrative Assistant to the Chief of Police.
- Elimination of 1 Deputy Chief.
- Elimination of 3 Detective positions.
- Elimination of 1 full time Records Clerk.
- Elimination of Traffic Safety Sergeant (Supervisor).
- Elimination of 3 Police Service Aides.
- Reduction from 71 sworn Police Officers to 63.
- Elimination of Crime Suppression Task Force (CSTF) assignments.

Reorganization Plan

- Elimination of Traffic Safety Unit. Reassignment of personnel to Patrol Shifts to allow supervisory review of work assignments and performance.
- Traffic enforcement and details will be assigned to personnel on a "as staffing allows" basis.
- Reassignment of Parking Enforcement Officers (PEO's) to Patrol Shift to allow for supervisory review; 4 to Day Shift / 6 to Afternoon Shift.
- Elimination of Community Policing Officer.
- Suspend all new and pending grant seeking efforts. Manage existing grants to comply with reporting/tracking/spending requirements, but will no longer be able to seek or manage new grant opportunities.
- Promote three officers to sergeants to maintain patrol and investigative supervision.

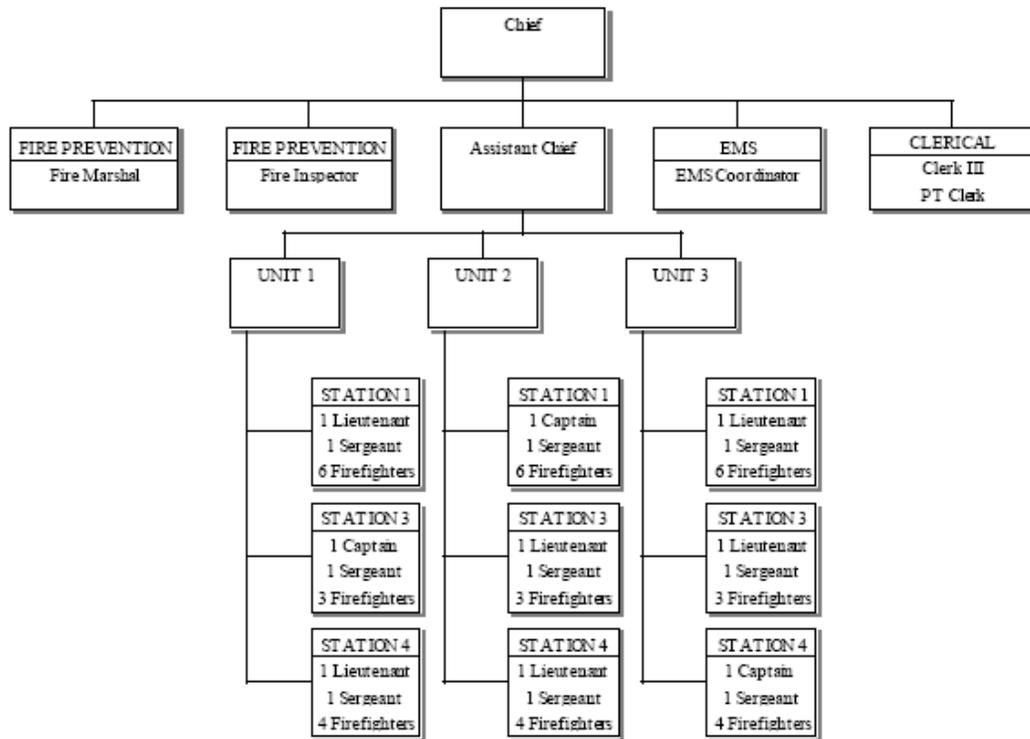
Prioritizing Police Department services and adjusting the structure of the agency has been a "work in progress" endeavor since we began losing personnel in 2004. The recognition that uniform patrol is the most critical service we provide has meant that as staffing and the ability to maintain all services we once provided decline, transfers from other important areas but less critical than patrol services took place. This will continue to be our plan if the trend continues. Again, our ability to respond to initial calls for help and at least stabilize a serious situation remains our most basic and important service.

In down sizing the agency some sections were eliminated and some reduced. These actions all had an effect on how effective and successful we could address crime. Additional reductions in staff will be addressed with the same mindset. The loss of personnel in calendar year 2008 will

cause additional transfers out of specialized units to ensure basic patrol services remain sufficient. Also, if it is shown necessary, other critical components of the Police Department such as the Criminal Investigations Division, may have to be further reduced.

Fire Department

The organizational chart below shows the current structure of the Royal Oak Fire Department. As staffing levels decrease, Chief White will adjust how many firefighters are assigned to each station and to particular pieces of equipment. Rather than presenting multiple organization charts, the Chief summarized his staffing assignments in a clever table that follows.



ROYAL OAK FIRE DEPARTMENT											
STAFFING/APPARATUS											
ON DUTY	STA. #1	E-910	E911	L912	R-91	ON DUTY	STA. #1	E-910	E911	L912	R-91
20	8	3	OUT	3	2	12	6	2	OUT	2	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R92	L-922	E-921
	7	3	2	2			6	2	2	Cross staff 2	
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	5	3	2			Closed	OUT	OUT			
19	STA. #1	E-910	E911	L912	R-91	11	STA. #1	E-910	E911	L912	R-91
	7	3	OUT	2	2		6	2	OUT	2	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	7	3	2	2		5	3	2	2	OUT	
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	5	3	2			Closed	OUT	OUT			
18	STA. #1	E-910	E911	L912	R-91	10	STA. #1	E-910	E911	L912	R-91
	7	3	OUT	2	2		5	3	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	6	2	2	2		5	3	2	2	OUT	
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	5	3	2			Closed	OUT	OUT			
17	STA. #1	E-910	E911	L912	R-91	9	STA. #1	E-910	E911	L912	R-91
	7	3	OUT	2	2		5	3	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	5	3	2	2	OUT	4	2	2	2	OUT	
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	5	3	2			Closed	OUT	OUT			
16	STA. #1	E-910	E911	L912	R-91	8	STA. #1	E-910	E911	L912	R-91
	6	2	OUT	2	2		4	2	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	5	3	2	2	OUT	4	2	2	2	OUT	
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	5	3	2			Closed	OUT	OUT			
15	STA. #1	E-910	E911	L912	R-91	7	STA. #1	E-910	E911	L912	R-91
	6	2	OUT	2	2		4	2	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	5	3	2	2	OUT	3	3	OUT	OUT		
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	4	2	2			Closed	OUT	OUT			
14	STA. #1	E-910	E911	L912	R-91	6	STA. #1	E-910	E911	L912	R-91
	6	2	OUT	2	2		6	4	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	4	2	2	2	OUT	OUT	OUT	OUT	OUT		
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	4	2	2			Closed	OUT	OUT			
13	STA. #1	E-910	E911	L912	R-91	5	STA. #1	E-910	E911	L912	R-91
	5	3	OUT	OUT	2		5	3	OUT	OUT	2
	STA. #2	E-920	R-92	L-922			STA. #2	E-920	R-92	L-922	
	4	2	2	2	OUT	OUT	OUT	OUT	OUT		
	STA. #3	E-930	R-93			STA. #3	E-930	R-93			
	4	2	2			Closed	OUT	OUT			

REVISED 7-31-08

This table shows how Chief White will deploy his shift personnel depending on how many are on duty on a particular day. We are currently operating with a minimum of 16 firefighters on duty at a given time. If you find the "On Duty 16" box, you will see he assigns six to station one, and five each to station two and three. At station one, two firefighters are assigned to Engine #910, two are assigned to Ladder #912 (the "Bronto") and two to Rescue #91 (ambulance). Engine #911 is "out of service." In this case, that is all right; Engine #911 is a backup unit.

Yellow boxes with red text are used to indicate equipment out of service or closed stations.

A description of the vehicles and how they are used appears on the following page. It will help you understand this chart.

Equipment Descriptions

E-910, E-911 - two engines assigned to Station # 1

E-920 - first due engine assigned to Station # 2

E-930 - first due engine assigned to Station # 3

“Engines” are the vehicles that provide equipment, manpower, water, and hand ladders on a structure fire. They maneuver easily through our residential areas and they assist the ambulances with manpower on medical runs. We use **E-911** as a back up for runs that **L-912** is not suitable for, the ladder crew simply jumps on the engine if a second medical call comes in or a structure fire on a street that the Bronto will not fit down.

L-912 - 135' Bronto Sky Lift assigned to Station # 1. This apparatus has the ability to reach 13 floors and has an articulating platform to provide rescue teams the ability to load 4-5 people onto the platform and remove them from a building. With I-75 and I-696 interchange as well as the I-696 and Woodward interchange in the response area of Station # 1, this truck allows us to reach below grade and work from above due to the articulating jib boom on the truck. This truck weighs over 75,000 pounds and is not a truck that would provide the flexibility of an Engine or Pumper on a standard house fire. This truck is primarily used on large streets due to the fact that the stabilizers require 22' to set up. We use L-912 on commercial or high-rise applications. We also use this truck on a defensive fire where the building has been declared a loss. We have used L-912 on house fires when the street is big enough to get the truck situated.

L-922 HP-100 Aerial Ladder truck assigned to Station # 2. This truck is similar in size to the Bronto. The difference is this Aerial Ladder is a straight stick with no platform. This truck sets up in a fraction of the time of the Bronto and it allows us to use an Aerial truck in tighter locations, as the stabilizers require 15' to deploy. The truck has a reach of 100' and like the Bronto carries a pump with a water tank. It is only a couple feet shorter than the Bronto from bumper to bumper so we are more likely to use this truck than the Bronto on a large house fire. This truck would back up the Bronto on large incidents and we would use this truck on a defensive fire.

R-91 - Rescue or ambulance assigned to Station # 1.

R-92 - Rescue or ambulance assigned to Station # 2.

R-93 - Rescue or ambulance assigned to Station # 3.

These are the Advanced Life Support transporting ambulances that we use to respond to medicals. We try and bring at least one ambulance to the location of a structure fire to provide medical care to residents and firefighters if necessary.

DPS

Although the Department of Recreation and Public Services is one of our largest departments, very little of it falls within the General Fund. The focus of this report is strictly on the General Fund. At present, DPS only has eleven General Fund employees which we project decreasing to eight over the next five years.

Court

We are looking for the court to provide three positions, or their equivalents, over the five year period. I don't want to get into any discussion of what we can and cannot do in regard to the court budget. It isn't productive and we can't afford to waste our time and effort on unproductive activity. The judges have been reluctant to reduce staffing but they have been very cooperative in regard to increasing revenues and assisting us in collecting police cost recovery invoices. I would encourage the Commission to look at the court's net contribution to the General Fund rather than at its expenditures or personnel count.

Other Departments

"Other" consists of the City Manager's office, the City Attorney's office, the City Clerk's office, Human Resources, Code Enforcement, Engineering, Planning, Finance, Assessing, Purchasing and the Treasurer's office. We do not have specific plans for these departments at this time. In order to meet the personnel targets, significant reorganization including combining departments and/or sharing secretarial and clerical staff will be necessary.

Impact:

What we used to be able to do:

Police:

- Fully staff and supervise patrols.
- Respond to all calls
- Take reports on all crimes
- Investigate all crimes
- Provide a community where citizens feel and are safe
- Provide school programs and community participative policing, networking with citizens, groups and organizations on crime prevention
- Perform directed crime work through a special unit
- Provide traffic safety through a special assigned unit
- Continuously train members of the department in all aspects of Police work

Fire:

- Deploy all equipment, pumper, ladder and rescue to 1 alarm fire
- Deploy a rescue and pumper backup to all medical emergencies and transportation in a timely fashion
- Deploy our personnel and equipment utilizing little mutual aid
- Provide mutual aid to Oakway communities
- Gain return on ambulance transport costs
- Provide an emergency response within a timeframe meeting NFPA standards

Recreation and Public Services:

- Cut grass on all right-of-ways and in parks on a 7-10 day cycle

- Respond to emergencies in a timely fashion (storms, cleanups, etc.)
- Trim and remove trees on right-of-ways and parks as necessary
- Maintain all recreational facilities (ball diamonds, football and soccer fields, etc.)
- Service all events downtown, in the neighborhoods, parades street fairs, etc.

Other:

- Service public at all counters in City Hall 8 hours/day, 5 days/week
- Keep up with all code compliance violations (trash, disrepair, rodents, high weeds, zoning violations, etc.)

What we can do now:

Police:

- Partially staff and supervise patrols half the time
- Respond to all but minor calls
- Take reports on all crimes but many citizens are required to come to the police station rather than have a police officer take the report in the field.
- Investigate most major crimes; very few minor crimes.
- Provide a community where citizens are generally safe but question level of safety
- Provide a school liaison and networking with citizens through the patrol units only
- Provide a reduced level of Traffic Safety through the patrol units only
- Ongoing training of department as time allows in aspects of police work

Fire:

- Deploy a ladder only some of the time at alarm fires when needed
- Deploy a rescue and pumper backup to all medical emergencies at the expense of unmanning another piece of equipment (ladder)
- Deploy our personnel and less than all our equipment utilizing more mutual aid
- Provide less mutual aid than before to Oakway communities
- Maintain return on ambulance transport costs
- Provide an emergency response pushing the limits of NFPA standards

Recreation and Public Services:

- Cut grass on only a 15-20 day cycle or longer. For I-75 and the cemetery we are on a 4-5 week cycle.
- Respond to emergencies in a less timely fashion and provide much slower cleanup
- Provide a much reduced program of tree trimming and removal, carrying a large backlog. No district trimming at all for residential street trees.
- Maintain ball diamonds, football and soccer fields, etc. on a more infrequent schedule
- Service only as available and at a fee downtown, neighborhood and street events
- Increased time for snow removal.

Other

- Service public at all counters in City Hall only 7 hours/day, 4 days/week
- Address code compliance only on a complaint basis, carrying a backlog

What we will be able in the future:

Police:

- Partially staff and sporadically supervise patrols
- Respond to priority calls, others as staffing allows.
- Take reports on crimes; fewer times on scene and more often at station after the fact.
- Investigate major crimes as workload allows.
- Provide a community that is not as safe as it use to be and citizens observing unsafe situations
- Networking with the schools and citizens only through the street patrols
- Provide a lesser degree of Traffic Safety through the patrol units
- Sporadic on the job training of department personnel in aspects of Police work

Fire:

- Can't utilize ladder on any fires where needed
- Deploy a rescue or engine to medical emergencies with probable private ambulance transport. Incident to hospital time greatly expanded
- Deploy less than NFPA standard number of personnel utilizing more mutual aid and private assistance
- Provide little mutual aid and jeopardize our Oakway agreement
- Receive little or no return on transport we can't provide
- Provide an emergency response within a longer timeframe not always meeting NFPA standards

Recreation and Public Services:

- Cut grass only once a month at best
- Slower response to emergencies with a much longer duration of cleanup
- Provide only fallen tree removal in emergency situations
- Maintain ball diamonds, football and soccer fields, etc. only with the assistance of teams, volunteers, donated help and the like
- Service events only on overtime and at the sponsor's cost

Other

- Service public at a combined counter with no specialization 8 hours/day, 5 days/week

- Respond to code compliance on a complaint basis as time allows, considering a huge backlog

Alternative Options:

This report has thus far focused on cutting positions, as though that is the only way to solve our budget dilemma. It is not. It is the simplest way but it is not the only way.

Employee Cost

The current round of collective bargaining has successfully eliminated the problem of legacy costs for new employees. New employees (under all of the settled contracts) are not part of the old defined benefit pension program and they do not get retiree healthcare. Instead they receive contributions to a 401A plan and a retiree health savings account. Our obligation for these plans is paid as a part of the payroll process and it ends there.

Our goal for the next round of collective bargaining should be to reduce the cost of pension contributions by increasing the minimum retirement age. Our current plan is far too generous in this regard. We have police officers retiring with a full pension at age 42.

Our salary schedule also needs to be reviewed. Currently some positions are paid far more than market wages and others far less. Union contracts will make it difficult to fix some of these issues but we should negotiate wages, not just a percentage increase.

Merging Departments

The option of merging some of our smaller departments should be studied. At the very least, we could merge the clerical staff and reduce the number of counters that are staffed.

Shared Services or Merging Local Governments

We already participate in a number of intergovernmental shared services as you can see from the list provided as Appendix G. We need to do more.

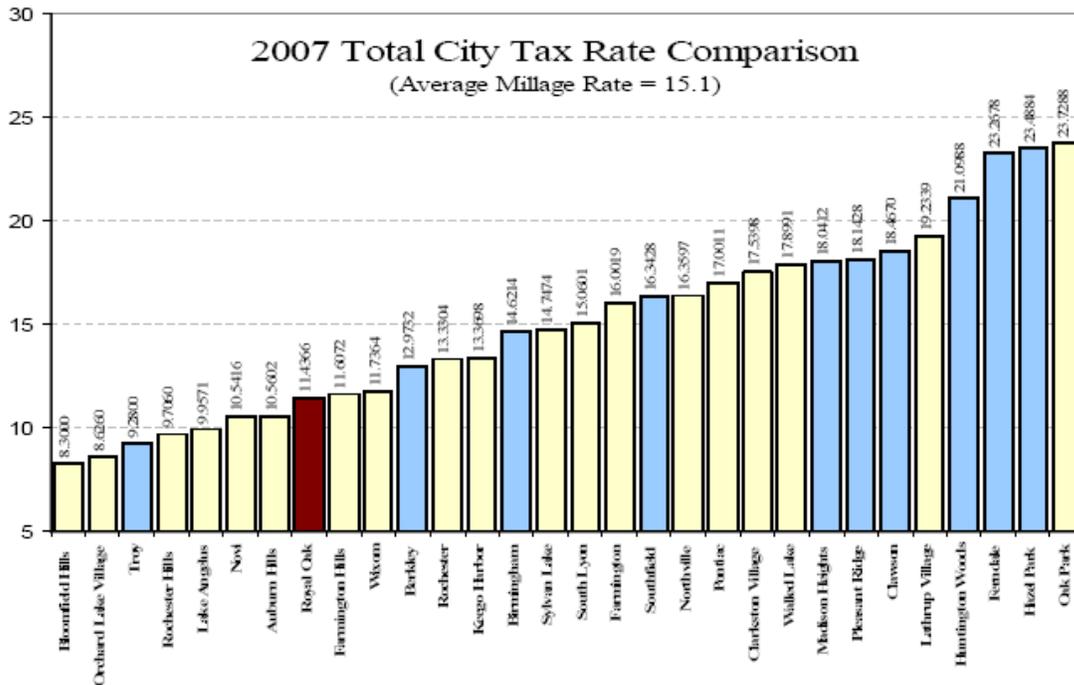
Fees and Charges

We need to stay on top of fees and charges and make sure every one is re-evaluated annually. Because of our low property tax rates, Royal Oak depends on fees and charges to fund many programs that are tax supported in most communities.

Property Taxes

Although we often hear complaints about high property taxes, Royal Oak has one of the lowest property tax rates in Michigan. The chart below shows where we stand compared to other cities in Oakland County. Pay particular attention to where we stand compared to our south Oakland County neighbors such as Ferndale, Hazel Park or Oak Park.

Tax Rate Comparison



Income Tax

During the 2005 budget crises, Commissioner Prentice suggested we look at the municipal income tax. Under Michigan law, a city whose name isn't Detroit can levy a tax of 1% on residents and businesses and .5% on non-residents.

The municipal income tax is a particularly attractive option for Royal Oak because our largest employer, William Beaumont Hospital, is mostly exempt from property taxation. We invest a lot of resources into servicing Beaumont. (Actually four of our top ten employers are tax exempt.)

We are currently investigating the revenue potential of this tax. From Michigan Income tax data, we know that Adjusted Gross Income of \$1,740.5 million was reported from zip codes 48067 and 48073. That translates to about \$17 million of tax revenue potential from residents. That does not include corporate income and it does not include non-residents (Treasury has not been able to provide those numbers yet). I also know that William Beaumont Hospital reported salaries and wages in excess of \$880 million from all operations in 2007. I don't know how much of that is attributable to Royal Oak.

We budgeted General Fund property tax income at \$17.3 million for 2008-2009. It is possible that we could eliminate the local property tax altogether or at least the general operating levy if we adopted the income tax and still be better off.

Of course there are many disadvantages to the income tax that need to be considered. I won't do that here. It is something that we should look at very carefully.

Special Assessments

We have typically used special assessments to pay for sidewalk or street paving projects. I want to explore using special assessments more creatively. Fire Chief White and I have an idea for special assessing the extra-ordinary costs we have to bear in order to provide fire protection to high-rise buildings. Most structures in Royal Oak are two stories or less. We don't need a "Bronto" to fight fires in such structures. The "Bronto" was purchased primarily to protect Beaumont hospital. We now have several other tall buildings in Royal Oak as well. Tax exempt properties are not exempt from special assessments. I have asked the City Attorney for an opinion on this concept.

Payments in Lieu of Taxes

Many tax exempt entities make payments "in Lieu" of property taxes to compensate local government for direct services they receive. As an alternative to special assessments, or the income tax as a means to get Beaumont (and other exempt entities) to pay for services, we could approach them about making such a payment. This would be a voluntary payment. There is no provision in law which would enable us to compel such a payment.

Recommendation

Our only recommendation is that the Commission begin meeting in special session to discuss these issues, to formulate long term and short term goals and objectives, to identify desired outcomes and to ultimately make decisions about which programs and services the City of Royal Oak will provide in the future. We believe the Commission would be well served to use a facilitator to assist in this process.

Respectfully Submitted,



Donald E. Johnson
Finance Director
Acting City Manager

Appendix A Police Department

Memo

TO: Mr. Thomas R. Hoover, City Manager

FROM: Chief Theodore H. Quisenberry

DATE: July 10, 2008

SUBJECT: Police Department Staffing – Department Reorganization

Introduction

As you are aware, recent changes in City policy regarding personnel replacement, specifically the City Commission adoption of the 2008/2009 fiscal year budget and implementation of the city-wide “attrition plan” has resulted in critical supervision problem(s) and yet another operational department reorganization. This new city-wide policy restricts the Police Department from replacing positions as they become vacant unlike the practice that allowed the Police Department to maintain a staffing level consistent to what we had in 2005. Now, if and when an employee leaves (retires/resigns) that position becomes vacant, unfunded and not subject to being filled unless by doing so sufficient revenue will be generated, which will exceed the cost of that position or unless that position is deemed to be “critical” and must be filled to maintain optimum efficiency.

Staffing Situation

Prior to the adoption of this city-wide policy which then included the Police Department, and while we were within the 2007/2008 fiscal year budget the Police Department experienced vacancies within several classifications:

- Police Officer retirement (Maciejewski) in September, 2007.
- Police Sergeant retirement (Berrington) in March, 2008.
- PSA resignation (Kord) in April, 2008.
- Police Sergeant retirement (Gutierrez) in June, 2008

In addition and to further exacerbate the police staffing issue; Police Sergeant Martin Lavin injured himself in July of 2007 while attempting to apprehend a fleeing criminal. He has been off on a medical leave since then, undergone a battery of tests and surgery. The clear, uncontested prognosis is that he will never be able to perform the necessary functions of a Police Officer and is currently working with both our Human Resource and Finance Departments to secure either a medical retirement or purchase additional time and leave with a regular retirement. Bottom line is for the last 12 months we have not had the benefit of his position and he will not be returning as an employee. Finally, Sergeant Welch has submitted his intent to retire effective August of 2008.

The cumulative result of the above is that effective August, 2008 the Police Department will be operating with:

- 1 less Police Service Aide
- 1 less Police Officer
- 4 less Police Sergeants

when compared to our numbers 12 months ago. It should also be noted that with the approval of the 2007/2008 budget the City Commission authorized the hiring of one additional Police Officer to allow us to make an assignment to the Drug Enforcement Administration (DEA) taskforce. The DEA assignment was made in October, 2007 and the replacement officer was hired in June of 2008. This was authorized anticipating revenue recovered from forfeiture funds from the DEA assignment would offset the cost of the additional F.T.E. This objective has been met with projections being future revenue captured will be sufficient to sustain this position for some time. This position and assignment however has had a zero net effect on existing police operations and maintaining previous service level capabilities.

Staff Reduction Results

Similar to what occurred in 2003-2004 when the Police Department lost personnel and we eliminated the Directed Patrol Unit, one Police/School position reduced the number of Police Detectives and number of officers assigned to the Traffic Safety unit, we will once again be re-allocating personnel and discontinuing certain functions. Using a “prioritization of services” objective and recognizing our most basic and critical service is uniform patrol response capabilities, effective sometime after Dream Cruise and before August 31st, I propose that the Community Policing Office assignment be eliminated and that officer be assigned to uniform patrol. Also at the same time all officers assigned to the Traffic Safety unit must be reassigned to patrol shifts. We will no longer have a Traffic Safety unit and the duties/responsibilities will be absorbed within the three (3) patrol shifts. Any Traffic Safety will be performed through the patrol shifts.

As a result of this the following services will no longer be able to be offered.

Community Policing

- Teach and participate in Safety City
 - Develop and present sessions on “Stranger Danger”, 911 safety, bicycle safety, internet safety, bullying
- School (Jr. High and Elementary) duties
 - Class presentations, monitor criminal activity and discipline problems, assist school staff, investigate school crimes, run diversion programs for youthful offenders, manage community service programs over summer months, conduct school lock downs, monitor school dances, fairs, parent nights, career days and be of assistance to the High School Liaison Officer.
- Crime Prevention Duties
 - Organize/oversee Neighborhood Watch programs, train block captains, analyze crime trends and inform community groups, continue preventative plans such as Realtor Safety and Business Safety.
- Crime Prevention Council
 - Organize/attend monthly meetings, organize events such as Halloween night, National Night Out, Memorial Day Parade, Holiday Magic Parade
- Royal Oak Community Coalition
- Community Policing Duties
 - False alarm program, Dream Cruise permits, community safety group presentations (women’s safety, senior citizen safety, home safety), Royal Oak Youth Assistance, Save

our Youth, interact with Boys and Girls Club, conduct station tours, alcohol/tobacco stings, investigate missing run-away complaints, manage child fingerprint program.

Traffic Safety

Since February, 2008 the Traffic Safety unit has operated without a supervisor. Scheduling, maintaining time books and the most basic oversight responsibilities have been taken care of by other day shift supervisors. However, there has not been performance monitoring or assignment of special traffic details. Production (traffic tickets) has dropped and the number of parking violations has been fluctuating month-to-month between maintaining current levels and declining. These two situations have a direct impact on returning revenue to the general fund from fines/costs recovered by the court.

Also, by eliminating the Traffic Safety unit we will no longer have a “dedicated” motor carrier enforcement team and lose the continuity of having a single person responsible for the crossing guard program and school bus load/unload detail. We will not be able to attend and set-up barricades for neighborhood block parties and all public vehicle licensing will be restricted to pre-scheduled appointments.

We will attempt to utilize personnel that received specific training now functioning as part of a patrol shift to handle areas involving their expertise, but that will be subject to their availability.

Ticket production will decline as former officers assigned restricted duties related to Traffic Safety will be responsible for shift calls for service. Dedicated traffic enforcement time will be less available.

Police Service Aide

Once again, due to the inability to staff in-station operations with Police Service Aides (PSA) we have been utilizing Police Officers to fill vacant PSA slots. Besides the obvious problem with this (using a higher paid, more experienced classification employee to do this work) there are other serious, inherent problems with this practice. Random selection of Police Officers to fill these assignments results in untrained, non experienced personnel in work stations with highly technical equipment and situations that equate accuracy and thoughtfulness with life and death. Serious and financial consequences would be imminent if it were found we failed to provide available resources, knowledge and skills to provide assistance. Finally, as to this point, in the very near future legislation is expected to be passed that each emergency dispatch center employee have a required amount of specialized training and be certified by the state. Fill-in Police Officers would not meet these requirements.

Supervision Reduction

A majority of this information has been submitted under a separate commission letter. However it should be understood that as a result of three (3) supervisor slots being vacant, road supervision has been almost eliminated. Very few shifts operate with two (2) or more supervisors. This is resulting in little or no scene supervision, regular oversight and mentor training opportunities for inexperienced or problematic officers. The degradation of police service that existed in the late 90's to 2001 is a direct result of the lack of and/or ineffective supervision.

Final Projections

- Expected services by the public that won't be available.

- Complaints from citizens and residents on not receiving expected services
- Less traffic tickets, less revenue generated.
- Less parking tickets, less revenue generated.
- Fewer criminal complaints being investigated.
- Continued increase in reported crime.
- Quality of service decline.
- Increase dissatisfaction by residents, visitors, citizens and the business community of Police services.

Appendix B Fire Department

The question has been asked, "what are we not going to be able to provide" as we attrition positions away from the various Departments in the City of Royal Oak. The answer as it relates to the Fire Department requires a multi faceted response. The current minimum of 16 requires constant cross staffing of our entire fleet. This means that at 16, we have already lost capabilities, i.e. we do not have the personnel to place the new 100-foot aerial in service unless we drop another piece of apparatus, like an engine or an ambulance. In other words we cannot use all the tools in our toolbox because we don't have the personnel to get them to the scene in a timely manor.

As we contemplate moving the daily minimum to a lower level, the first asset that is lost is masked personnel that are on the trucks ready to enter a building that is on fire. Again, at 16 we do not have a truck in the City of Royal Oak Fire Department that has the required two masked personnel to initiate an attack on a building fire. This places the Company Officer in the unfortunate position of joining the attack line to commit two people into the structure. By doing this, the crew is forced into a combat command mode where the initial Incident Commander is actively involved in the tactics and unable to spot changing physical conditions in the behavior of the fire. Every Incident Command class that is available recognizes this as the beginning of the failure of the command structure. The initial Company Officer is the person that is most qualified to direct incoming companies and resources and they are unable to perform those duties while they are acting as a firefighter. We call it "passing command", this is allowed in conditions that require a rescue or quick action to accommodate a rescue, and it is limited to the first two Company Officers. This has become standard operating procedure and it is a deficiency that is very hard to accept. The bottom line is there is no "fluff" at 16. Our capabilities with a 16 minimum are already diminished as it relates to our tools, and our manpower.

It is important to remember that our crew cannot enter a structure fire without the Incident Commander setting up a Rapid Intervention Team (R.I.T.), unless the fire is in its incipient stage or there is life safety at risk. The R.I.T. team consists of two or more personnel that are on standby to rescue firefighters that have become trapped or caught in a flashover. Every Line of Duty Death in the fire service is studied by NIOSH (National Institute for Occupational Safety and Health) we make every effort to comply with this mandate. By lowering the daily minimum there will be less personnel available and we will have to wait longer to establish R.I.T. which will further compromise our ability to initiate the fire attack.

The question could also be answered by stating that a Fire truck with 4 personnel is more capable than a Fire truck with 3 or 2 personnel. A flow chart showing the trucks that we would staff under various staffing levels doesn't tell the correct story. The trucks would be staffed by the dispatch information and a truck with 2 personnel on it is virtually useless as the initial response vehicle on a structure fire. A fire truck with 2 personnel may be adequate to support the ambulance on many medical runs, however a priority one trauma, a Multi Casualty Incident (MCI), or a CPR incident could require the crew to leave the fire truck on the scene as the 2 person crew could be called on to jump on the ambulance to assist with transport to the hospital. When responding to dispatch information on a fire call, if we drop our ambulance to staff the engine, we don't have an ambulance on the scene if a citizen is burned or injured. We are at that point at a 16 minimum.

The first decrease of personnel to a 15 minimum amounts to a 2-person engine at Station # 3. This is where we would see a compromised response because the engine would pick up the

ambulance crew on a response to a structure fire and the ambulance would be out of service during the fire incident. It's important to know that the ambulance from Station # 3 backs up the other 2 Stations. When Rescue 91 is out Rescue 93 backs up Station # 1, when Rescue 92 is out Rescue 93 backs up Station # 2.

Then we look at a minimum of 14. This places all 3 Stations in the 2-person engine and 2-person ambulance situation as we try and leave 2 assigned to the Bronto. After reviewing the minimum of 14, I found that the aerial crew from the Bronto was constantly cross staffing the engine to place masked personnel ready to enter a fire. This leaves us with no aerial truck in the city when we were responding to a known structure fire. We tried this for a while and it left us very vulnerable. A 14 minimum was looked at as the very bottom number of firefighters that it would take to fight a small house fire. It was not looked at in terms of how often we were out on medical runs and the commitment of available personnel due to the four thousand medical calls each year. We tried it and it didn't work.

A minimum of 13 puts us in a situation where we don't have an aerial device in service in the city. I'm sure you know why this causes me great concern, and I will spare you the explanation of our responsibility to this community. I struggled with a 14 minimum, and I almost recommended closing Station # 3 at 13. I resisted and there is reasonable dissention on this issue amongst the upper command because we are trying to keep apparatus in service. Whether we close a station at 13 or we close a station at 12, the result would be unacceptable delays in the response time to both medical and fire runs in the area of our city that is covered by station # 3. Virtually the entire northeast corner of our city would be the affected area.

We have obligations to our Oak Way mutual aid agreement that would be difficult to fulfill with further reductions in staffing, these mutual aid responsibilities are "mutual", that means all of the participating municipalities agree to provide some level of support to each other as a group. Some functions of the mutual aid agreement are the Hazardous Material and Technical Rescue Teams. The Oak Way Training Coordinators meet to standardize training for the participating Fire Departments. This allows us to work towards interoperability on mutual aid incidents. In other words, making sure we are all talking the same talk and using compatible tools while we work together on the scene of a mutual aid incident.

I have included an article from Fire Engineering Magazine. I borrowed the line "drifting into failure" from that article. I believe that most people are aware of the responsibilities that face the Royal Oak Fire Department. I have tried to demonstrate that reducing the daily staffing will put firefighters in the position of deciding whether or not they have the personnel to fight an interior fire attack. Showing up with a 2-person engine and protecting the neighbor's houses from the involved structure fire is an unacceptable level of fire protection. When fire crews are understaffed and an aggressive interior attack on a fire is not possible, there will be no rescue efforts and there will be a larger loss of property. I understand that we are in a budget crisis; I think it is a mistake when it comes to public safety to say, "you get what you pay for".

EDITOR'S OPINION



The King Has No Clothes ... or Firefighters

BY BOBBY HALTON

THE REPORT ON CHARLESTON'S June 18, 2007, Sofa Super Store fire was released last week, containing what we already suspected: that the fuel load and fire behavior outperformed the tactics, code requirements/enforcement, staffing, decision making, command and control, human resource management practices, training, and equipment employed by the Charleston (SC) Fire Department. The larger question is, do we really learn from the lessons of others? If you look at the behavior of city mayors, the answer has to be "No; no, sadly, we don't." Among mayors, Charleston's Mr. Joe Riley is legendary: To find that a mayor of his caliber had little to no connection to his fire service and its day-to-day operations and capabilities should shock us all.

We have all read and reread the list of critical factors that were, for a multitude of reasons, missed or misinterpreted by the commanding officers and responding companies. The report identifies the direct detrimental effects of running substandard-staffed crews on decision making, where company officers become the number-two member advancing the line and do not focus on observing the conditions for progress, changes, and warning signs. The report outlines where a lack of staffing dictated the replacement of tactical synergy with incremental tactical discord.

The report confirmed what we collectively have been saying for the past 30 years—that effective firefighting requires the proper number of well-trained and properly equipped firefighters assembled in a reasonable time after receipt of alarm to conduct effective fireground operations. Having sufficient numbers of trained, equipped firefighters assembled in a reasonable time conducting synchronized tactical operations is the only way to minimize the risks of interior structural firefighting. The report states the unequivocal need for better ordinances and stronger codes and diligent enforcement.

We know that good firefighters didn't

see several critical factors on June 18, 2007. We know that "Why?" is the real question. What did they see? What did they expect to happen, given the conditions they recognized and the actions they took? I assert that company officers who have substandard crews must make more decisions regarding tactical deployment than properly staffed companies. This increases stress. This increases the probability of missing cues and misjudging conditions and reaction times. This is municipal dysfunction, a national example of drift into failure, and it permeates our cities and lies tragically unaddressed despite so much human treasure hanging in the balance.

Command-level officers who must attempt to deploy tactically with deficient staffing schemes like marrying two substandard-staffed companies to make one properly staffed company know this is moonshine. This is a pyramid scheme with firefighters' lives in the balance, a "rob Peter to pay Paul" scheme that is foolish and that sooner or later collapses—often when it has the greatest consequences. It is a firefighting plan that plays out only in the accounting manager's office.

Firefighters would expect that this report would help the fire service in our battle against uninformed bean counters who believe that just because nothing bad has happened yet from the cuts in staffing, training, and equipment that nothing will. But this week, we read of proposed cuts in several cities, including one in which I recently spoke. I have sent that city's mayor a copy of the Sofa Super Store report. Unfortunately, the world is a very sterile place inside mayors' offices; but on the streets, for firefighters, it is chaotic, messy, and very dangerous. We all know how tight money is; we get it. We also know how precious life is. We aren't saying babies will die, but we are saying you can't expect world-class protection from discount funding. "You get what you pay for." What risk level is acceptable to your citizens, Mr. Mayor?

I will continue to assert that in communities such as the vibrant and prosperous

city of Charleston, NFPA 1710-compliant staffing and NFPA-compliant wellness, training, and equipment should be a starting point, not a destination. 1710 is designed around a 2,000-square-foot house fire—a house fire, not a sofa super store, not a Wal-Mart, not a high-rise, or a hotel, or a taxpayer, or an office building! The complexity of these types of events requires much more preparation, resources, and coordination. We know this, and the lethal potential of substandard staffing is already well understood industrywide.

The leadership of fire service organizations may be changing, or at least some aspects of the selection of leadership appear to be changing. A friend in the assessment business says that political leaders around the country are now starting to list tactical competence as the first quality required for the fire chief candidate selection process. He describes it as a 180 from the past 10 years of placing social and administrative skills as number one. He was clear that social skills are still critical, but tactical competence/operational expertise is now a clear number one. What is lacking is frank and honest discussion with our communities about what capabilities we do and do not possess.

The Charleston report will accelerate the discussion on operational capabilities and the responder/capability ratio. The capabilities of our organizations must be clearly understood by the political powers. Most discussions by tactical firefighters agree that for a well-seated two-story residential fire, we need around 25 firefighters; for a taxpayer or strip mall, where three lines are the minimum, we need around 38. Will city councils be hearing from chiefs that we can do residential but not commercial fires? Who will be the first fire chief to stop conducting interior fire attacks because of inadequate staffing?

Appendix D A Priority List

CITYWIDE PRIORITIES:

1. Police Patrol response
2. Medical Emergencies
3. Fire rescue response
4. Fire suppression response
5. Public works emergency response (storms, disasters, etc.)
6. Hazardous materials response
7. Public works removal of dangerous situations (unsafe playground equipment etc.)
8. Police and Fire dispatch
9. Public Works street light and traffic signal maintenance
10. School crossing guards
11. Investigation of major crimes
12. Traffic Safety
13. District Court
14. Crime prevention
15. City Attorney
16. Police Records Section
17. City Clerk Election function
18. Police and Fire training
19. Police School Liaison
20. Grass cutting on right-of-ways
21. Code Enforcement (trash, disrepair, rodents, high weeds, zoning, etc.)
22. Revenue collection – Treasurer’s office
23. City Assessor valuing of taxable property
24. Police parking enforcement
25. Finance accounts payable
26. Finance employee payroll and retiree pension benefits
27. Municipal Budget
28. Finance accounting, debt administration, and retirement system
29. Treasurer investment function
30. Planning and Zoning
31. Engineering
32. City Clerk records, minutes, certificates, licenses and permits function
33. Human Resources benefit administration
34. Human Resources collective bargaining function
35. Human Resources employee and retiree records maintenance function
36. Human Resources risk management, claims, workers comp, etc. function
37. Finance purchasing function
38. Cable TV and communications
39. Public Works building maintenance function

Appendix E

CITY OF ROYAL OAK

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; Commission 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.

Appendix F Intergovernmental Services

City of Royal Oak Michigan Regional and Inter-Local Cooperative Services

Police

- CLEMIS, originally county wide, but now involves (5) counties sharing criminal justice data
- NET, undercover drug investigations partnered with several local, county and federal agencies
- CSTF, (crime suppression task force) south Woodard corridor agencies targeting street crimes
- SWAT, (R.O, Ferndale, Madison Hts. and Hazel Park) high risk tactical police response
- Animal Control, share services with Berkley (signed inter city contract)
- Funding agreement with DDA to pay for (3) FTE police officers.
- New School Liaison Police Officer. Funded half by the R.O. School district and the City of R.O is responsible for the second half.
- Woodward Dream Cruise. Although not considered mutual aid because it is not 'unexpected' or an 'emergency' situation, departments across the county, state and even the country provide personnel and equipment to assist us in an event that certainly exceeds our ability to handle ourselves
- Agreement with the City of Madison Heights for them to locate a radio receiver on a tower in our city to provide reception to an area of their town.
- Combined auto auction with Berkley

Fire

- Oakway Fire Mutual Aid Agreement (with Oakland County and several municipalities)
- Fire Technical Rescue Unit (in cooperation with several municipalities)
- Fire Hazmat Response (with Oakland County and several municipalities)
- Regional Fire Authority
- Regional Emergency Dispatch Service

Public Services

- Southeastern Oakland County Resource Recovery Authority (SOCRRA)
- Southeastern Oakland County Water Authority (SOCWA)
- South Oak County Public Works Mutual Aid- Coordinated through the organizations listed above
- Letter of agreement between Ferndale and RO for electrician services in case of emergency.
- Joint road project on Webster Road with the City of Berkley – administered with CDBG funds through the Engineering Department.
- Royal Oak School District busses are filled at the DPS.
- Dumpster repairs: Made by DPS for schools, we bill monthly.
- Water and Sewer services for the City of Pleasant Ridge under consideration.
- School districts pick up salt from the DPS.
- Woodward Avenue Action Association median maintenance with Berkley and Huntington Woods.
- Traffic signal maintenance agreement with Madison Hts.
- Oakland county winter maintenance agreement

Other

- Michigan Municipal Risk Management Authority
- Michigan International Trade Network (purchasing cooperative)
- Rodent Control (in cooperation with several municipalities)
- Joint marketing program with Ferndale, Rochester and Birmingham – that promotes downtowns in 30+ plus hotels throughout Southeast Michigan.
- Shuttle Service program started last year (one day event-after Thanksgiving Day. A co-operative effort between Royal Oak, Ferndale, Hamtramck and City Connect Detroit.

- Oakland County Taskforce on Homelessness – provide prorata funds through the U.S. Department of Housing and Urban Development. Funds are used in the consortium to address homelessness in Oakland County.
- Housing Choice Voucher Program. Administer 222 rental assistance vouchers within the City of Royal Oak and adjacent communities.
- Coordination of the Geographic Information System with Oakland County for all regional related activities.
- Tax Collections for all of the local taxing jurisdictions
- George Kuhn Drain Bonds
- Elections for schools
- Oakland County Senior Advisory Council
- SMART Community Partnership Program
- Southeast Oakland County Meals on Wheels
- Oakland County Federal Aid Funding Committee,
- George W. Kuhn Drain Advisory Committee (Oakland County Drain Commissioner) ,
- Traffic Improvement Association, South Oakland County
- Intergovernmental Cable Communications Authority (ICCA)

Library

TLN – Library Cooperative serving SE Michigan (Library Cooperatives are functionally the same as Intermediate School Districts).

- Shared automation that includes an integrated catalog and lending system across 55 libraries in southeast Michigan [self funded]
- Daily Book delivery enabling shared collections across these SE Michigan libraries [state aide funded]
- Group purchasing for supplies, databases, books and other lending materials
- Shared technology consulting expertise
- Continuing education and networking for best public services

State Aid supports 89% of the library cooperative resources; the proposed 50% cut in state aide to libraries will significantly reduce or eliminate some of these benefits of cooperation, most notably book delivery service. ROPL receives 8-10 bins of shared books *per day* on loan from other libraries in the TLN library cooperative for use of Royal Oak residents through this delivery service. This service could disappear with the proposed cuts and the benefits of this aspect of regional cooperation would disappear.

MLC (Michigan Library Cooperative) –

- Continuing education
- Group purchasing for state-wide databases, supplies, e-books and cataloging information
- Shared cataloging as a state distributor for OCLC and facilitating Interlibrary loan among libraries nation-wide

This is membership funded

ROPL shared service while Madison Heights Public Library is closed for renovation

- ROPL providing service to Madison Heights residents and
- ROPL hosting Madison Heights employees for service to Madison Heights and ROPL residents
- Madison Heights provided same service while ROPL was closed for renovation

Appendix G Budgeting for Outcomes (*"The Price of Government"* approach)

Traditional Budgeting	Budgeting for Outcomes
Start with last year as the base "entitlement"	Start by determining the price of government – how much citizens are willing to spend for services
Focus on adding/subtracting from base entitlement	Focus on buying results that matter to citizens from competing offers
Autopilot increase = new base	Since there is no base, there is no adding and subtracting
"Cut" from new base	Since there is no base, there is no adding and subtracting
Justification for needs and costs, plus extra	Offer to deliver results at the set price
Incentive to build up costs and make cuts hard	Incentive to produce the most results that matter, at a set price
Find hidden/unnecessary costs	Validate offers or find better choices
Choose to cut services or raise taxes, and get blamed (or blame someone else)	Choose the best offers, to get the most results for citizens at the price they will pay
Debate what to cut, what to tax	Debate how to get even better results

Appendix H. Sample Document linking Goals, Objectives, Activities and Outcomes

Minneapolis Airport Commission, Minnesota

Goal	Objective	Activities	Outcomes
Provide a Safe and Secure Airport System	Meet security mandates	Develop revised long term EDS installation plan	<ul style="list-style-type: none"> → Minimized customer inconvenience → Airline check-in criteria are met. → In-line screening process in place
		Contribute to development and implementation of General Aviation requirements.	<ul style="list-style-type: none"> → Visible security enhancements in place → General Aviation compliance exists
		Help create a plan for long term law enforcement officers presence at security checkpoints	<ul style="list-style-type: none"> → Work with Transportation Security Administration to understand requirements and have input to the long term planning process. → Develop written long term agreement with TSA
	Develop coordinated response plan to security events	Create terminal building(s) evacuation plan	<ul style="list-style-type: none"> → Evacuation plans exist for Lindbergh and Humphrey Terminals → Police Dept./ADO interact to develop evacuation plan
		Work with the broader community (county/state) to develop coordinated response plans	<ul style="list-style-type: none"> → Coordinated response plans in place
	Ensure existence of appropriate facility and infrastructure	Review built-in fire protection systems	<ul style="list-style-type: none"> → Infrastructure development plans and schedule created
		Review communication capabilities (i.e. 1-800 mhc trunk system)	
		Review reliever airport needs (fencing, lighting, signage etc.)	
	Maintain the Economic Viability of the Airport System	Maintain sufficient liquidity to meet operating and debt service requirements.	Manage non-airline revenue so it is equal to or greater than the target of \$100,857,787.
Manage operating expenses, excluding depreciation, so they are at or below the target of \$90,200,876.			<ul style="list-style-type: none"> → Actual expenses, excluding depreciation, do not exceed the budget target. → A 4-month reserve is maintained in the Operating Fund.
Maintain a coverage ratio of 1.4.		<ul style="list-style-type: none"> → AA- Bond Rating maintained. 	
Secure funding for airport safety and security enhancements.		<ul style="list-style-type: none"> → Funding identified, with an emphasis on external sources. 	
Prepare contingency plans based upon the changing state of the airline industry.		<ul style="list-style-type: none"> → Liquidity is maintained in a changing airline environment. 	

Appendix H Sample Goals and Objective from Cadillac MI Budget



Short Term Goals

General

- Goal:** Codify city code book.
Objective: Ensure all city codes and ordinances are reflected properly.
Strategy: City Manager and City Clerk.
Status: Seek RFP for consulting services.
- Goal:** Wireless citywide infrastructure.
Objective: Review use of technology in security issues.
Strategy: City Manager and Public Safety Director.
Status: New Goal.
- Goal:** Upgrade nuisance code.
Objective: Expand efforts on condemned houses.
Strategy: City Manager and Building Inspector.
Status: New Goal.
- Goal:** Upgrade weed ordinance.
Objective: Review ordinance and enforcement.
Strategy: City Manager and Public Works Director.
Status: New Goal.
- Goal:** Participate with Wexford County on landfill issues.
Objective: Work towards adoption of a viable solid waste plan.
Strategy: City Manager and Public Works Director.
Status: New Goal.
- Goal:** Explore affordable single and or multi-family housing.
Objective: Continued growth as a community. Provide incentives and explore options.
Strategy: City Manager and City Council will make determination.
Status: The City Continues to work with local agencies to develop interest in the housing market in Cadillac. City has administered a \$200,000 rental grant program and a Cadillac area needs assessment has reviewed and documented our housing needs. The City Council has approved Payment in Lieu of Taxes (PILOT) for Northland Meadow Apts. (99 units) on 41 Road. Housing activity through October of 2005: Sunnyside Estates Apartment Project, Davidson Estates PUD, Red Pine Village Manufactured Home Park, White Pine Village, Northland Meadow Apartments, Lake Street Condominiums, Forest Edge Apartments, Habitat for Humanity, NMHSA for single family housing. Begin focus on new single family sub-division.
- Goal:** Explore accreditation of municipal departments.
Objective: Increase efficiency and quality of services delivered.
Strategy: City Manager and various department heads will discuss issue.
Status: The City desires to elevate the departments to the next level of excellence with a benchmark for operations. Police have begun the accreditation process. Fire has completed operational analysis which is the first step towards accreditation.



Long Term Goals **Community Development**

- Goal:** **New Urbanism for neighborhoods.**
Objective: Develop plans to improve neighborhoods and eliminate urban sprawl. Carry out intervention buying on certain key properties toward conversion to single family. Promote home improvement lending to raise exterior standards. Coordinate street improvements where necessary along with housing actions. Pursue a program to convert underutilized upper floor commercial space to high quality residential use. Carry out a set of improvements that enhance Mitchell Street as a pedestrian friendly retail environment.
Strategy: City Manager, DDA Director, and Community Development Coordinator.
Status: Maintain utility extension policy. Focus efforts on review of city codes to allow for additional flexibility for development of properties. The Courthouse Hill Historic District was established in 2005, designed to preserve and improve that neighborhood. Efforts are continuing in association with the Neighborhoods of Choice program.
- Goal:** **Improve blighted areas left by abandoned gas stations, industrial sites, and nonconforming structures in the commercial area.**
Objective: Develop plans to improve these areas using various funding sources. Work with the Brownfield Redevelopment Authority. Improve the southern entrance into the City. Add old city landfill to Brownfield plan.
Strategy: City Manager.
Status: Efforts to coordinate Brownfield incentives is associated with redevelopment of the Harris Milling property are underway.
- Goal:** **Improve recreational offerings.**
Objective: Focus on trail development. Continue participation with county and schools on YMCA coordination.
Strategy: City Manager.
Status: Continue effort on Clam River Greenway development and implementation of the third phase. A TEA-21 grant has been submitted to fund a major portion of the Phase 3 project. Phase 2 of the Skate Park will include writing a grant for new equipment at a cost of \$7,000. Consider developing a drop off lane at the skate park. Encourage a county wide recreation program. Disc Golf course has been completed, along with White Pine Rail and Rotary Beach House, and Kenwood Boat Launch. Rotary boardwalk project also was completed in 2005.

Long Term Goals **Public Safety**

- Goal:** **Improve training for all public safety personnel.**
Objective: Provide local training site for more realistic training.
Strategy: Public Safety Director.
Status: Railing, hatch, and membrane added to the roof. Dual TV system added to classroom for video training. Interior of shooting house re-worked and modified. Continue to focus on improvements such as electric to the tower. The training tower is scheduled for paint and water seal during Sept. 05



Long Term Goals

Public Safety

- Goal:** Operational analysis of the department.
Objective: Improve efficiency and quality of services delivered.
Strategy: Public Safety Director and City Manager.
Status: Analysis by consultant completed. Implementation of recommendations is on-going. The most recent recommendation implemented was the combining of rescue functions on the new engine. The majority of recommendations have been implemented with others as ongoing.
- Goal:** Improve training for city-wide personnel.
Objective: Provide local training in key issues such as diversity, sensitivity, sexual harassment, workplace violence, customer service, and so on.
Strategy: Public Safety Director.
Status: Past training efforts have included workplace violence in 2003 and customer service and back strains in 2004. Ethics training for city employees completed May 2005. Upcoming topics for consideration include diversity and workplace harassment refresher. Diversity and workplace harassment scheduled for Nov 05 with emergency management to follow.

Long Term Goals

Primary Jobs

- Goal:** Encourage and promote expansion of existing and new industrial facilities.
Objective: Promote the many advantages that the City possesses and in turn the benefit to the local community of the industrial base. Provide industrial park space as necessary to enable industrial expansion.
Strategy: Advertising, grant writing, committees and working with existing companies to meet their needs. City Manager, City Engineer, and Utilities Director.
Status: The City of Cadillac continues to work closely with the Cadillac Industrial Fund. This is an ongoing effort, which requires the continued development of the City's infrastructure base. The first phase of the James E. Potvin Industrial Park has been completed. Sites are being marketed nationally on www.misitenet.org in conjunction with the Michigan Economic Development Corporation. Implement new certified business park program along with new marketing efforts with the Industrial Fund. A spec building was completed and significant grant activity has been undertaken with industry including new projects with AAR, Four Winns, Hayes Lemmerz, Avon, and Piranha.