

CITY OF ROYAL OAK



ADOPTED BUDGET FY2013-2014

Vivimus Servire – Live to Serve

City of Royal Oak
Adopted Budget for
Fiscal Year 2013-2014

Mayor
James B. Ellison



City Commissioners

Kyle DuBuc
Michael Fournier
Peggy Goodwin
David Poulton
James Rasor

City Manager

Donald E. Johnson

Director of Finance

Julie J. Rudd

Controller

Anthony C. DeCamp

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



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City of Royal Oak

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Executive Directors

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

Department Heads

Controller - Anthony C. DeCamp
Director of Community Development - Tim Thwing
City Engineer – Matt Callahan
Building Official - Jason Craig
Information Systems Manager - Scott Newman
Library Director - Mary Karshner
Recreation Supervisor - Tod Gazetti

44th District Court

District Court Judge - Terrence Brennan
District Court Judge – Derek Meinecke
Court Administrator – Gerald Tarchala



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Royal Oak
Michigan**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morrell

President

Jeffrey R. Enos

Executive Director

*Prior year's GFOA Distinguished Budget Presentation Award

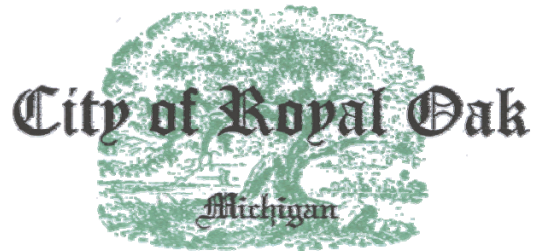
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City Manager's Budget Transmittal Letter

July 1, 2013

THE HONORABLE MAYOR
AND
MEMBERS OF CITY COMMISSION

This is the eighth budget I have prepared as either Finance Director or City Manager for Royal Oak. It's the first that doesn't rely on use of fund balance in the general fund. This is mostly due to the voters' decision in November to authorize the new public safety tax. Over twenty thousand voters approved a 3.975 mill levy by a two to one margin. We actually levied only 3.475 of that in December of 2012 and will levy the same amount this year.

This budget includes a new fund, the public safety fund. It was created when the budget was amended following the election and levy of the new tax. The public safety fund is a special revenue fund. All of the revenue from the new public safety tax is deposited into this fund. Revenue from police, fire and emergency medical related fees is deposited here as well. We have also budgeted a "contribution from general fund" which is needed because the public safety tax is not enough to cover all public safety expenditures. All police, fire and emergency medical services expenditures are now budgeted in this fund instead of the general fund.

The Oakland County Equalization Department has officially advised us that they will defer to an opinion of the Royal Oak City Attorney regarding the timing of the public safety levy. This will enable us to keep this levy on the winter (December) tax bill. It is the administration's preference that the public safety levy remains on the winter bill as long as we continue to bill taxes twice per year. We feel moving this levy to the summer bill may be a significant hardship for taxpayers and offer little advantage for the city.

The public safety millage vote, and the tax revenue it authorized, allowed us to change the focus of this year's budget discussions. We now have adequate funding for police, fire and emergency medical services. We have a plan in place for hiring police officers and improving the police department. We are able to maintain fire and emergency medical services.

The new millage actually indirectly helps some remaining general fund activities as well. Because there is less need for the general fund to subsidize police, fire and emergency medical services, we have already restored positions in the clerk's office, code enforcement and the city attorney's office. We have also been able to help fund the senior services programs with a general fund contribution.

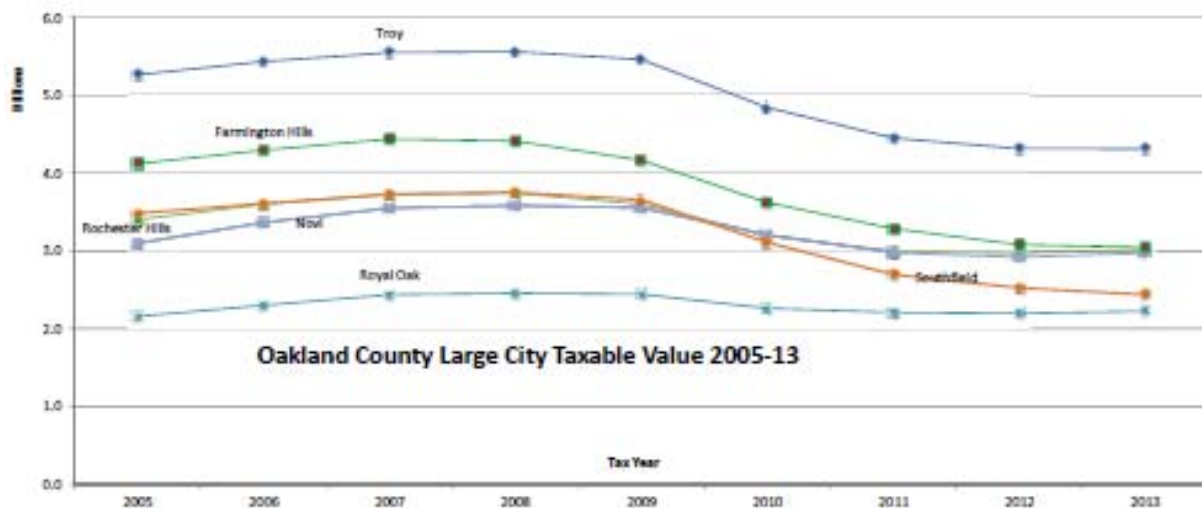
We have been focused on public safety for some time. I think our focus should now shift to recreation, roads and unfunded liabilities.

Taxable Value

Taxable value increased by 1.2% this year. Residential taxable value was up 2.7% while industrial fell 10% and commercial fell 2.9%. This overall increase follows four straight years of decline. It is safe to say the slump is over and we should see further increases in the future. This conclusion is also supported by an increase in building permit activity.

However, thanks to Proposition A, increasing property values do not directly translate to the same level of increase in property tax revenue. The taxable value on any particular parcel can only increase by the rate of inflation or 5%, whichever is less, in any one year regardless of the actual increase in property value.

Royal Oak property values have held up much better than most communities. The graph below, of the five cities with the largest taxable value in Oakland County was prepared by the City of Novi. It shows that Royal Oak retained its property value much better than Troy, Farmington Hills, Southfield, Rochester Hills and Novi.



Personal Property Tax

The state legislature has passed a very confusing package of bills related to the personal tax. If they stand, we can expect to eventually lose most or all of this revenue. However, this package has to be affirmed by the voters in August 2014. I cannot foresee the voters supporting a proposal that gives a tax break to businesses at the cost of reduced services or higher taxes for those who get to vote on the issue. I think this issue will fail unless the legislature attaches a sweetener to make it attractive to voters.

However, even if it fails, it will cause a loss of revenue to Royal Oak and most cities unless we take precautions. The law, as written, exempts any business with less than \$40,000 worth of personal property taxable value from paying any personal property tax as of Dec 31, 2013. This is eight months and one tax bill before the August 2014 election! Even if the voters reject the personal property tax changes, this provision is in effect for taxes levied between January and August. I have asked the City Attorney to explore a charter amendment, to go to the voters this November, which would allow the City Commission to levy personal property taxes on the winter tax bill.

State Revenue Sharing

We have \$4.8 million of State Shared Revenue budgeted. This budget assumes that the City will receive all of its entitled EVIP monies, slightly over \$600,000. The EVIP program took the place of the statutory portion of State Shared Revenue in 2011-12. In FY2000-01, at the peak of Statutory distributions, the City received nearly \$3.4 million in Statutory State Revenue Sharing.

Labor Contracts

We were very successful in negotiating labor contracts with significant concessions which have greatly improved our financial position. All ten contracts expire June 30, 2013 and we have already settled new two year agreements with AFSCME and SEIU. These call for no wage increase in 2013-14 and a 1.5% increase in 2014-15. The other eight contracts are still open. It is our objective to settle the remaining contracts with these wage rates.

Parks and Recreation

It has been our recent practice to minimally fund park maintenance in the general fund and to require recreation programs to be completely self sustaining in various enterprise funds. During my entire tenure in Royal Oak, the only significant improvement I can recall making to any of our parks was the transfer of play equipment from former school sites. This budget provides for the purchase of two new play structures for city parks and the resurfacing of one set of tennis courts. This is a big change from the recent past, when our general fund contributions to parks was pretty much limited to mowing them, but it is nowhere near enough.

We have not yet determined which tennis location should be done this year. The play structures are for Optimist Park and Huntington Woods Park. Both have old wood structures that are in very poor condition. The one at Optimist Park is so bad as to be dangerous, and will likely have been removed by the time you read this.

While this is a step in the right direction, it is only a baby step. Royal Oak has fifty two parks and, following many years of benign neglect, we are budgeting capital improvements for only three of them. I do not expect to be able to do much more in the near future with general fund money and much more needs to be done.

I am proposing that we complete a thorough review of every city park. This will examine the park's amenities, condition, usage and potential. I know any such analysis will identify several parks that are rarely used and have very little potential use as a park. There are several that we are all already aware of. Right now, they are more of a liability than an asset. However, they could be an important asset in our quest to improve our system of parks. The department staff and I would like to see an initiative that would allow us to sell some of these low use/low potential parks with all proceeds of such sale being put into a parks and recreation trust fund that can only be used to acquire or improve other parks.

One of the Commission's objectives for 2013-14 is to explore the development of a downtown park. This budget does not provide any funds for that specifically, but however we may amend the budget during the year for a downtown study which would include such a park. That study may or may not be commissioned depending on the recommendations of the downtown plan task force.

The department and the Parks and Recreation Advisory Board have been very active in getting community support for our parks. This year, 43 groups participated in park cleanup on April 27 and 28. This represented an increase of 19 groups over 2012. The Board has also implemented an "adopt a park" program to encourage community involvement in park maintenance and improvement. The Optimist Club was the first to step up with a \$2,510 contribution for improvements at Optimist Park.

We would like to explore the possibility of selling naming rights to some of our larger parks. While this is often suggested, nothing has really been done so far. We think it is most feasible for facilities that have a significant presence on major roadways. Memorial Park and Pioneer Park, both located on Woodward Avenue, would be the most attractive candidates. I would also recommend that any revenue derived in this manner also be placed in the proposed parks and recreation trust fund and used for capital improvements at city parks.

Roads

Royal Oak spends no local property tax revenue on maintaining or improving roadways. We rely entirely on our share of the Michigan tax on fuel and vehicle registrations and various grants. This is unusual. Most cities contribute to street maintenance from their general fund. Royal Oak, however, has had an exceptionally low authorized tax rate and has not had the resources available to use for roads.

This has resulted in many roadways that are in deplorable condition. The last time significant funds were spent on local streets was in the late 1980s. The money for that project came from a voter approved bond issue.

Forestdale, between Farnum and Catalpa, for example, is a composite pavement street that was determined to be in acceptable condition at the time of the road bond and not improved at that time. Now, 25 years later, this section of roadway is in such bad condition that the residents of this already paved road have petitioned the city to special assess road improvements. A recent analysis of this section of roadway rated it as a 1 on a scale of 1-10 which is the lowest possible ranking and indicates total failure of the pavement.

We have presented the Commission with a pavement management program to address the condition of our major and local roads. This program incorporates an evaluation and ranking of every section of roadway in the City and utilizes software specifically developed for road agencies to run improvement scenarios to maximize the impact of available funding. It is the ideal tool for planning pavement improvements. The program will produce generalized improvement options for different types of roadways based on their composition and ranking, from which staff and management will develop proposed recommendations with regards to specifics and implementation. However, this tool does not help the City find the necessary money to pay for improvements.

Road financing is a major priority for Governor Snyder. He has proposed raising an additional \$1.2 billion annually for roads state-wide. To achieve this, he has called on legislators to bring forth proposals focused on changes in the fee structures of licenses and registrations, as well as changes in fuel taxes, and how road funds are distributed. There are a number of proposals at the state level currently being debated; however no proposal is close to a vote, let alone

enactment. It is not clear from any of the current proposals that the increases in funding will find their way to the local level.

While the proposed changes will help major roadways, if enacted, I do not expect the state to swoop in and solve Royal Oak's local street problems. In fact, it may even make our local street situation worse. I recently talked with the Michigan Director of Transportation who is against using any fuel tax revenue for local streets. I think we are going to have to look to our own citizens for a solution. Basically, we have three options.

The first is a road millage. This would be an ad valorem tax to support road maintenance and replacement. The city could use the funds generated from such a tax on a pay-as-you-go basis to repair and replace roadways. It could also use these funds to pay debt service on a capital improvement bond, if there is a desire to do more work sooner than a millage alone would allow. Such a levy is more flexible than the second option, as we only need to define work to be performed year by year, unless a bond issue is involved.

The second option is a voter approved general obligation full faith and credit unlimited tax road bond which would be repaid with an ad valorem tax. The annual tax levy would be calculated to generate just enough revenue to pay the current year's debt service. In this case, the voters would be asked for authorization to issue bonds. Issuing bonds requires the road projects to be performed are defined in advance, before the issue goes to the voters, so they know exactly what they are voting for.

The third option is to special assess all road improvements. It has been Royal Oak policy to use special assessments to finance the initial improvement (paving) of unimproved roads. However, we have long told our citizens that once they paid for that initial improvement, the city would take care of all future maintenance. We may have to break that promise.

Special assessing is a significantly different way to pay for roads. It greatly changes who pays and how much they pay. Instead of the cost being levied on all taxpayers on an ad valorem basis, special assessments are typically levied based on property front footage or square footage. Only property owners who receive a direct benefit from the project pay for the project. This usually means only those on the street being repaired are assessed. The amount they pay has no relationship to their ability to pay.

Royal Oak has generally only special assessed projects in response to a petition from affected residents. This makes for good politics and greatly reduces dissent, but it is not mandatory. Subject to the rights of a property owner to appeal to the Michigan Tax Tribunal, the City Commission has the power to determine necessity and levy a special assessment without such support from the affected residents.

We need to start a discussion on how we will pay for roads. I am not necessarily looking to have a question on the ballot this November, but I am convinced it will eventually need to go to the voters to decide. It will cost our citizens far less to fix our roads than it will cost them to continually repair their cars.

Legacy Costs

Legacy costs, pension contributions and retiree health care are an ever increasing portion of our budget. In this budget, we are planning to spend \$6.7 million for pension contributions and \$7.9 million for retiree health care (OPEB). That is equal to 95% of our general operating tax levy! It would be far more if we actually budgeted OPEB at the amount "suggested" by our actuary. As it is, we are making OPEB contributions at nearly 72% of the actuarially required contribution (ARC) because we cannot afford to contribute any more than that. In fact, we are just barely covering the current actual cost of healthcare for retirees. We are not pre-funding future costs as we should.

City-wide, pension and OPEB contributions are budgeted to increase \$1,004,860. We have unfunded liabilities, according to our actuary, of \$66.6 million for pension and \$113.2 million for healthcare. That's what makes the ARC so high. Only 31% of budgeted pension contributions and 10% of budgeted OPEB contributions are paying benefits that will be earned in 2013-14. The rest, actually more than the rest since we aren't properly funding OPEB, is paying for benefits earned but not paid for in the past.

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

The core problem is City Commissions of the past put off paying the bill for services they provided to their taxpayers. Those huge unfunded liabilities we face today are nothing more than an IOU left for us by our predecessors. The fair solution would be to go back and collect actuarially appropriate amounts from the taxpayers of the past. Of course, that's impossible. Our possible choices are to be unfair to the retirees and employees, be unfair to the current taxpayers, or be unfair to everyone. There is no fair solution to this vexing problem. Yet, a solution must be found.

I didn't have a solution when I wrote about this last year and I don't have a solution for this problem now. I do have some ideas, but they all require changes in state law and some may require constitutional changes. I don't think we can solve this by ourselves, nor should we. This is more than a Royal Oak problem. It impacts the vast majority of cities, states and even the federal government.

There are some things we should consider now, however. The Finance Director has assigned a portion of fund balance for "OPEB discussion." Specifically, for the past two years in order to prevent police and fire lay-offs, we underfunded OPEB for police officers and firefighters by even more than we underfunded OPEB for other employees. We are in a position where we could pay the OPEB trust for the "extra" underfunding of the past two years and we should consider doing so.

It is now possible under Michigan law for local governments with AA or higher bond ratings to issue debt to fund pension and OPEB obligations. We need to carefully examine this option. With interest rates at historic lows, we may have a unique opportunity. It is an opportunity that is not without risk, however. The stock market has been extremely volatile in recent years as can be seen by the performance of our retirement portfolio.

Community Development

We are proceeding with the creation of this combined department which will consist of planning, housing, building, code enforcement, engineering and economic development. We are budgeting to relocate planning, housing and the new economic development divisions to the second floor of City Hall which will require other departments to relocate as well. The money in this year's budget for this purpose will be used for design work. We have provided \$225,000 in the 2013-14 budget for limited renovations and furnishings.

The objective of this change is to improve customer service and promote economic development rather than to save money. The combined number of full-time clerical staff in the three departments is currently two. We used to have three in building alone, plus one in engineering and one in planning. I do not see any more positions being eliminated in this combination.

Rather, I see this as a way to turn our entire development process into a "one stop shop." Instead of sending developers and residents from one counter to another on three different floors where they often get independent (and sometimes conflicting) responses, I want to have all of the services related to construction and development in a single location with one person responsible for all of it. This will also require some ordinance amendments and removing all functions related to business licensing from the City Clerk's Office and consolidating them within this department.

This budget adds an economic development position as is called for in the Commission's Goals and the DDA's goals. I'm hoping to get DDA buy in to co-fund this position but there is resistance to sharing a position. I will also be asking for the Chamber of Commerce to provide some assistance in funding this position.

The economic development position currently has the title of Economic Development Coordinator. This position would work under the supervision of the Director of Community Development. It will provide assistance to businesses contemplating investment and/or growth in the City of Royal Oak and actively recruit new business to Royal Oak.

Building Department (State Construction Code Fund)

The Building Department is a self funded operation. Fees charged for permits pay for the staff and related charges, including rent on the offices they occupy. You will recall that this department/fund was hit very hard by the recession and lack of building activity. We had to transfer \$582,000 to it from the general fund in FY2009-10 to keep it solvent. We also laid off five employees and started using contractors to perform all trade inspections. That immediately ended the financial hemorrhaging, and with construction activity on the rise, enabled us to repay the general fund in FY2012-13.

We need to recognize that building activity will always be cyclical and prepare for it. To that end, we are not returning to the practice of employing full-time trade inspectors even though it would make a great deal of sense right now. Also, we will be recommending a change to our fund balance policy that incorporates this fund. It will call for maintaining a high fund balance in order to provide for periods of low building activity without the need to further reduce the core group of employees.

To further increase flexibility, a building inspector position and a code enforcement officer position will be replaced with two building inspector/code enforcement officer positions. That gives him the ability to devote greater resources to building or to code enforcement, as needed.

We are restoring a full-time clerical position in building. This will move the existing shared Clerk/Steno III to the State Construction Code Fund and put a new Municipal Clerk I in the General Fund (Code Enforcement). The net cost of this to the general fund is negligible and the State Construction Code Fund can easily afford the increase. This will greatly reduce the all too frequent times when we have a certified Building Official working the front counter.

Police and Fire

Thanks to the voters who supported our millage request, these departments will be in excellent shape. We are in the process of implementing the ICMA recommendations as modified by the Chiefs and the Commission.

Our biggest problem in these departments is hiring and retaining talent. It takes time to hire and train new personnel, as we are only able to train three or four officers at a time. While we are hiring to get to the goal of 79 sworn officers, we have existing officers retiring or leaving and some of the trainees not completing the program. This will be a long process.

Strategic Plan

The Commission's 2013-2014 goals and objectives drive many of the changes for the 2013-2014 budget including the new economic development position, and the focus on roads, recreation and unfunded liabilities. Some other objectives also require budget action. An expenditure of \$30,000 is budgeted to create a program to manage the rodent population which residents recently identified as the most serious problem facing the City. There are several options for how we could tackle this problem, but we have not yet determined a specific solution. However, we do expect there will be an educational component to the program. We have also budgeted \$15,000 for a targeted talent and retention study.

This year's budget includes an objective to improve the City's measurement of outputs and outcomes. A potential means of achieving this objective is to join the ICMA's Center for Performance Measurement. The 2013-2014 budget includes a \$1,200 allocation in the event we decide that joining would help to realize the objective, and improve services. More analysis is needed before we can make that determination.

Water and Sewer

We have stabilized the water and sewer costs we control, however those only represent 25 percent of the total. We are facing increases paid to third parties for water and sewer service and for debt service. SOCWA will be increasing our water purchase rates by 1.1% percent. The Oakland County Drain Commission will be increasing sanitary sewage disposal rates by 4.9% percent and decreasing flat rate storm water charges by 2.7% percent. Both are ultimately customers of the City of Detroit and must pass on any rate increases they receive to us. By the same token, we have no choice but to pass these changes on to our water and sewer customers. This fund must remain solvent as we cannot return to the position we found ourselves in eight years ago with the water and sewer fund in debt to the general fund. While

the general fund is much stronger today than it was in 2005, it still can not be the "bank" for other funds. We are increasing the water and sewer rate by 1% percent.

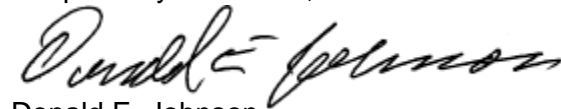
Automobile Parking System

We are not making the budgeted transfer from Auto Parking to the General fund for 2012-13. Because the millage increase for public safety came at the half way point of our fiscal year and it was impossible to ramp up spending to the recommended level in that time period, the general fund does not need the budgeted transfer. Since we have an extraordinary cost planned for the Automobile Parking System in 2013-14, the demolition of 225 S. Troy and the construction of a parking lot, we are leaving this money in APS and use it for that purpose in 2013-14. We are budgeting a \$900,000 transfer from APS to the general fund for 2013-14.

Tax Rates

We have a slight decrease in the property tax rate for 2013-14 of 0.036 mill. We are keeping the new public safety rate at 3.475 mills which is .5 mill less than authorized by the voters. This is consistent with my original recommendation for this tax which called for the full amount not be levied until 2013-14. We are also keeping the public safety tax on the winter tax bill. This is the only city tax on the winter bill.

Respectfully submitted,



Donald E. Johnson
City Manager

City of Royal Oak

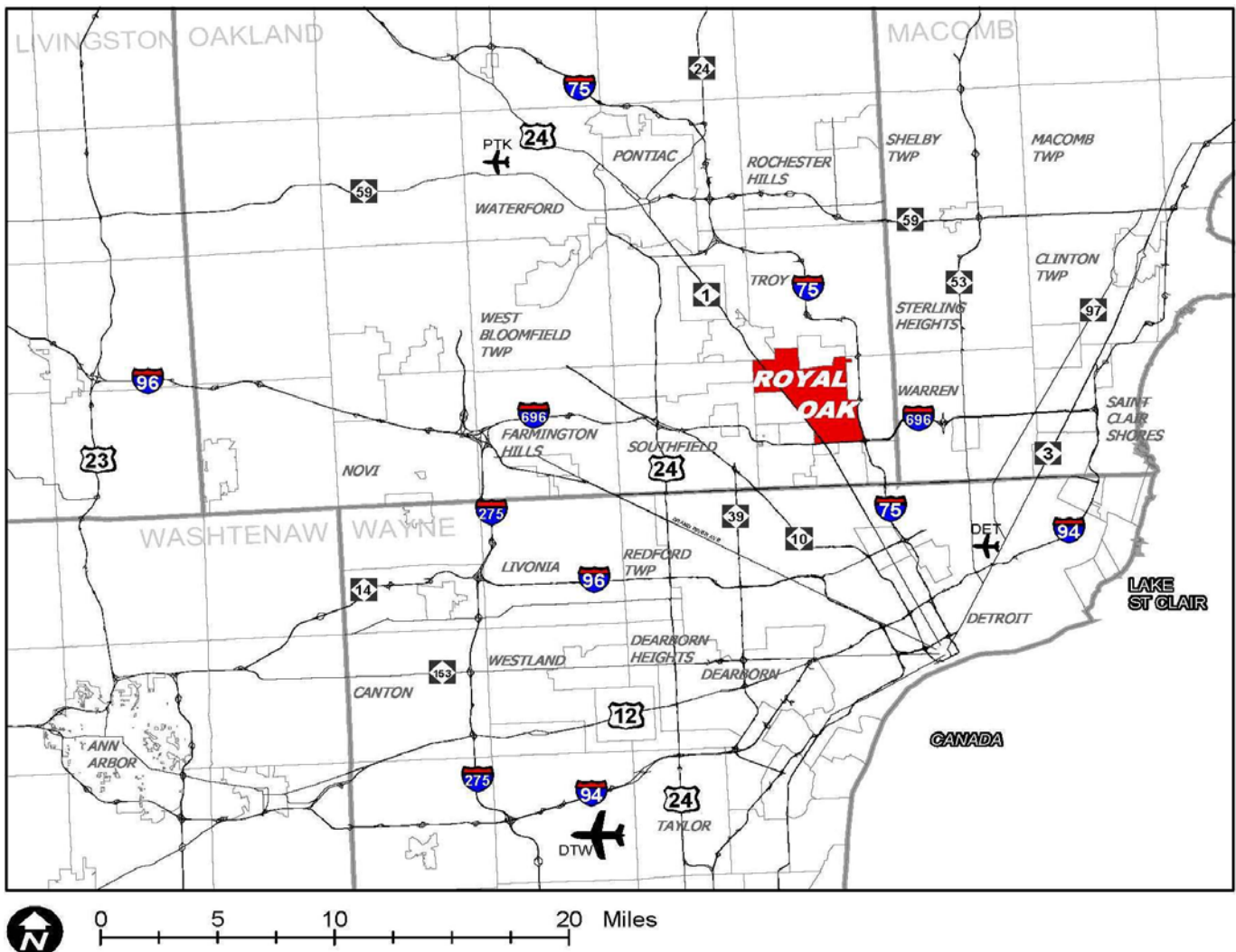
The City of Royal Oak is located in southeast Oakland County, Michigan. The City's 11.83 square miles has a population of approximately 57,236 according to the 2010 US Census. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway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

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

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

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

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





VISION STATEMENT

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

MISSION STATEMENT

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

GOALS

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

Champion – Comm. Goodwin

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

Champion – Comm. Fournier

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

Champion – Comm. Rasor

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

Champion – Mayor Ellison

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

Champion – n/a

OBJECTIVES

- Establish a plan for improved communication amongst and between City Departments and City Officials
- Improve collaboration with the Downtown Development Authority

- Make the execution of the Parks and Recreation Master Plan a top priority
- Investigate the feasibility and potential features of a downtown park utilizing City land including the City Hall parking lots

- Complete a talent and retention study focused on wages and benefits

- Hire a Director of Economic Development

- Develop a medium and long-range plan to address the City's financial needs including legacy costs
- Organize, prioritize and publicize needs that can be met through private donors and create an online portal for such fundraising

GOALS

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

Champion – Comm. DuBuc

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

Champion – Comm. Poulton

OBJECTIVES

- Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads
 - Improve maintenance of park facilities including appropriately addressing peaks in maintenance needs during the spring and summer months
 - Develop a plan for the future of City Hall and the Police Department Buildings
 - Maintain an active role in regional public transportation initiatives
-
- Develop and initiate more data-driven approaches to public safety
 - Investigate and implement programs to appropriately manage the rodent population
 - Institute a Senior Citizen Liaison Officer
 - Identify and develop a plan to address problem business establishments

GENERAL APPROPRIATIONS ACT

BE IT RESOLVED, that this and the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2013 and ending on June 30, 2014.

RESOLUTION 1: BUDGET RESOLUTION

BE IT RESOLVED that the 2013-2014 City of Royal Oak Budget for each fund is hereby appropriated as follows:

General Fund

General Government	8,762,550
Community and Economic Development	280,870
Health and Welfare	0
Public Safety	575,320
Public Works	1,097,030
Recreation and Culture	957,690
Transfers Out	18,931,380
Contribution to Fund Balance	141,400

Expenditures Total 30,746,240

Taxes	16,590,000
Licenses and Permits	1,519,000
Grants	4,890,540
Charges for Services	2,409,870
Fines and Forfeitures	3,736,000
Interest and Rentals	416,730
Contributions and Donations	0
Reimbursements	250,500
Other Revenues	20,000
Transfers In	913,600

Revenues, Transfers and Use of Fund Balance 30,746,240

Major Streets Fund

Expenditures Total	3,705,570
Revenues, Transfers and Use of Fund Balance	3,705,570

Local Streets Fund

Expenditures Total	2,083,470
Revenues, Transfers and Use of Fund Balance	2,083,470

Public Safety Fund

Expenditures Total	27,412,120
Revenues, Transfers and Use of Fund Balance	27,412,120

Publicity Tax Fund

Expenditures Total	72,990
Revenues, Transfers and Use of Fund Balance	72,990

Budget Resolutions

Solid Waste Fund

Expenditures and Contribution to Fund Balance	6,886,410
Revenues and Transfers	6,886,410

Brownfield Redevelopment Authority

Expenditures Total	11,320
Revenues Total	11,320

DDA - Development Fund

Expenditures Total	3,047,310
Revenues, Transfers and Use of Fund Balance	3,047,310

DDA - Operating Fund

Expenditures Total	46,950
Revenues, Transfers and Use of Fund Balance	46,950

Library Millage Fund

Expenditures Total	2,263,870
Revenues, Transfers and Use of Fund Balance	2,263,870

CDBG Fund

Expenditures Total	2,781,590
Revenues, Transfers and Use of Fund Balance	2,781,590

State Construction Code Fund

Expenditures Total	1,395,970
Revenues, Transfers and Use of Fund Balance	1,395,970

ROOTS Fund

Expenditures Total	76,300
Revenues, Transfers and Use of Fund Balance	76,300

Senior Citizen Services Fund

Expenditures Total	740,070
Revenues, Transfers and Use of Fund Balance	740,070

Animal Shelter Fund

Expenditures Total	94,370
Revenues, Transfers and Use of Fund Balance	94,370

Police Grants Fund

Expenditures Total	160,000
Revenues, Transfers and Use of Fund Balance	160,000

Miscellaneous Grants Fund

Expenditures Total	0
Revenues, Transfers and Use of Fund Balance	0

RESOLUTION 2: SET TAX RATE

RESOLVED, that the general operating levy for the 2013-2014 fiscal year for operations is established at 7.3947, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2013-2014 fiscal year for the publicity tax is established at 0.0223 mill. and

BE IT FURTHER RESOLVED, that the property tax rate for the 2013-2014 fiscal year for the Library operations is established at 0.9597 mill. and

BE IT FURTHER RESOLVED, that the property tax rate for the 2013-2014 fiscal year for the Solid Waste Disposal operation is established at 3.0129 mills, which consists of 2.0164 mills authorized by state law and 0.9965 mill authorized by the voters of the City of Royal Oak, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2013-2014 fiscal year for the Fire Bonded Debt be established at 0.3006 mill, and

BE IT FURTHER RESOLVED, that the property tax rate for the 2012-2013 budget recommended by the Downtown Development Authority for the area designated by Ordinance as the Downtown District is established at 1.6477 mills, and

BE IT FURTHER RESOLVED, that the 1.6477 mills levy for the Downtown District is in addition to the millage applicable to properties outside of the Downtown District and

BE IT FURTHER RESOLVED, that the property tax rate for the 2013-2014 fiscal year for the Public Safety operations is established at 3.475 mills and

BE IT FINALLY RESOLVED, that the Public Safety millage is to be levied on the Winter tax bill.

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 2013, and

BE IT FURTHER RESOLVED that the City of Royal Oak approves the imposition of late penalty charges as follows: On July taxes at the rate of one-half of one per cent per month, or fraction thereof, after July 31 until February 28; on December taxes at the rate of 3% after February 14 until February 28.

RESOLUTION 4: WATER AND SEWAGE DISPOSAL RATES

BE IT RESOLVED that the Water and Sewer Rates for the City of Royal Oak as of July 1, 2013 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Sewer Service	\$96.00 per mcf for first 2 mcf per billing period
	\$110.00 for additional mcf per billing period

RESOLUTION 5: PURCHASES

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

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

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

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

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

RESOLUTION 6: PURCHASING

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

NOW, THEREFORE, BE IT RESOLVED, the City establishes that no purchase in excess of \$10,500 be made without the approval of the City Commission and pursuant to Chapter Fourteen, Section 2. Public work or improvement costing more than \$25,000 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2013-2014.

RESOLUTION 7: TRANSFERS

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 2013-2014 fiscal year. The Finance Director is authorized to make transfers within appropriation centers. All other transfers between funds may be made only by further action by the City Commission.

RESOLUTION 8: 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 2013-2014 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 Attrition, Investments, Retirement Contributions, Debt Management, Capital Assets and Capital Improvements Projects as they appear in the 2013-2014 Recommended Budget, adopts a modified Public Safety Fund fund balance policy and adopts a new State Construction Code Fund fund balance policy.

CITY OF ROYAL OAK FY 2013 – 2014

Budget Procedures

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

Budget Document

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

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

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

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

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

Budget Document

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

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

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

Budget Appropriation and Amendments

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

The Commission may make additional appropriations during the fiscal year for unanticipated expenditures required of the City, 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 re-appropriate funds among appropriation centers.

Basis for Budgeting

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

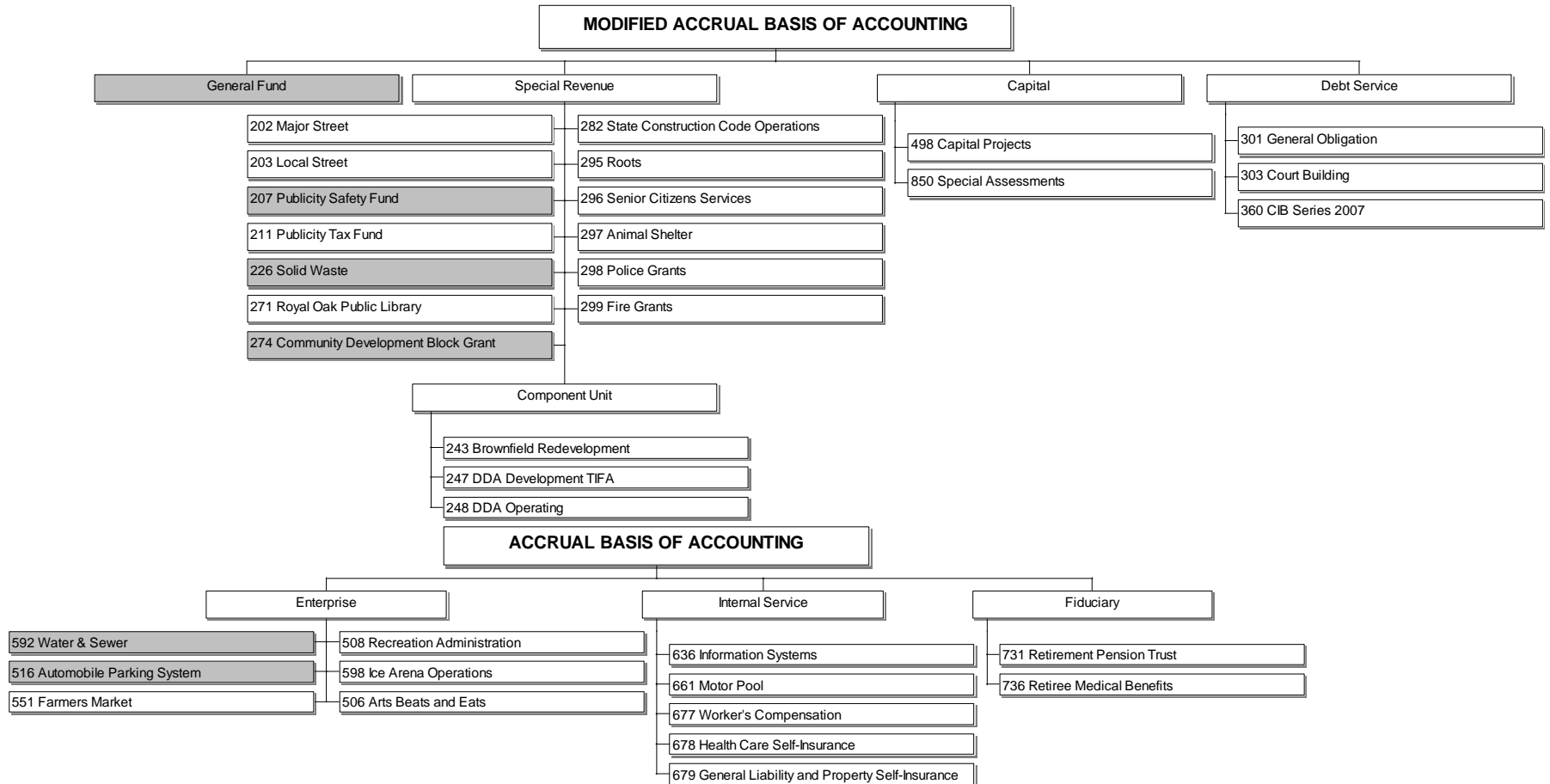
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

FY 2013-2014 BUDGET CALENDAR

January	Finance develops personnel costing and finalizes the draft Capital Improvement Plan
January	Special Meeting – Commissions Strategic Planning (goals & objectives,) Session
January - late	City Commission adopts their Goals & Objectives at City Commission meeting
February	Finance sends personnel costing detail to departments for their review/approval
February - mid	Capital Improvement Plan adopted by Planning Commission
February	Motor Pool, IS, Insurance budgets due to Finance
February - late	Finance spreads Internal Service Department costs to user department budgets.
March - early	Department Requested budgets due to Finance Dept.– includes final departmental narratives, personnel sign-offs, goals, objectives, org charts, significant notes, performance measures and (\$) budget requests.
March	Finance reviews departmental budget requests information
March - late	Departments meet with City Manager to present their budgets
April - mid	City Manager relays final budget recommendations to Finance Department
April - late	Finance/City Manager Department compiles Recommended Budget document
May 1	Proposed Budget document is distributed to Mayor and Commissioners
May 2	Proposed Budget document is posted to City webpage and available at the library
May 8,13,21,22	Special Meetings – City Commission conducts budget review meetings
May 23 +	Finance Dept. makes any Commission changes and prepares final budget document
June 3	Public Hearing * – Commission Adopts Budget (with any revisions to Recommended Budget)
June 4 - 28	Finance prepares Adopted Budget Document
June 30	Final Adopted Budget Document is distributed
July 1 – June 30	Finance monitors budget and performs budget amendments when appropriate

*if changes are not significant

Financial Organization Chart



* Shaded funds are major funds

Attrition Policy

Policy on Attrition

Purpose:

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

Policy:

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

[Adopted 6/2/2008]

Capital Asset Policy

Capital Asset Policy

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

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

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

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

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

[Adopted 04/06/2009]

Capital Improvement Project Policy

Capital Improvement Project Definition

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

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

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

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

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

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

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

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

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

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

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

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

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

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

[Adopted 04/06/2009]

Debt Management Policy

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

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

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

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

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

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

Policy:

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

[Adopted 6/2/2008]

Fund Balance Policies

Fund Balance Policy – General Fund

Purpose:

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

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

Policy:

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

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

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

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

Fund Balance Policy – Non-Major Enterprise Funds

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

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

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

Fund Balance Policy – Auto Parking Enterprise Fund

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

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

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

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

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

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Investment Policy

Policy:

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

Scope:

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

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

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

Objectives:

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

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

and diversify investments regarding specific types of individual financial institutions.

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

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

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

Delegation of Authority to Make Investments:

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

Authorized Investments:

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

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

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

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

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

Bankers' acceptances of United States banks.

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

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

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

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

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

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

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

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

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

Authorized Financial Institutions and Brokers/Dealers:

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

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

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

Safekeeping & Custody:

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

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

Prudence:

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

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

Ethics & Conflicts of Interest:

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

Internal Controls

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

Reporting

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

Adoption by City Commission

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

[Reaffirmed 06/02/2008]

Retirement (Pension) Contributions Policy

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

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

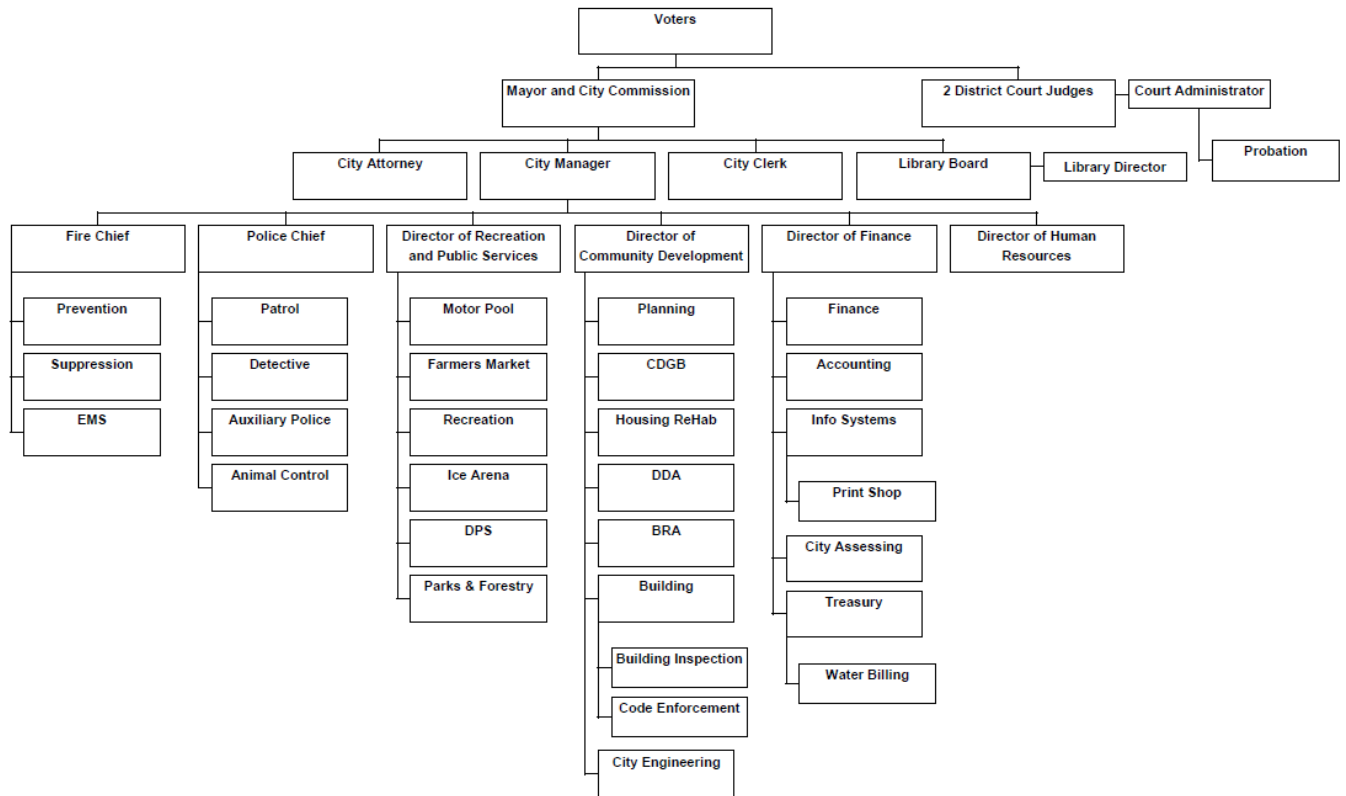
further reduction would result in a percentage in excess of 2% or until the amortization period is reduced to 20 years. This reduction in the amortization period shall be permanent.

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

[Adopted 4/07/2008]

Organizational Chart

City of Royal Oak



Budget Highlights – All Funds Summary

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

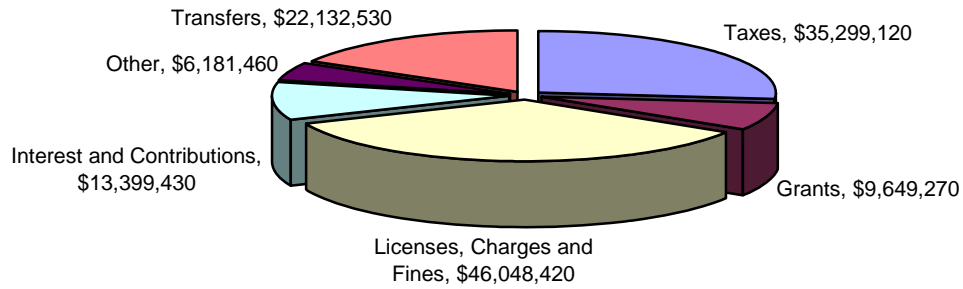
Function/Program	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
44th District Court/Probation	22.0	22.0	22.0	22.0	22.0	20.0	20.0	20.0	20.0
Administrative Services									
Manager	2.0	2.0	2.0	2.0	2.0	1.5	1.5	2.5	2.5
Attorney	5.0	4.0	5.0	4.0	4.0	2.5	2.5	2.5	3.5
City Clerk	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.0	5.0
Human Resources	4.0	4.0	4.0	4.0	4.0	2.0	2.0	2.0	2.0
State Construction Code	11.0	11.0	11.0	11.0	8.0	5.0	5.0	5.0	6.0
Ordinance Enforcement	6.0	5.0	5.0	4.0	6.0	4.0	2.0	2.0	5.0
Engineering	11.0	10.0	10.0	10.0	10.0	7.0	9.0	7.0	7.0
Community Development	6.0	5.0	5.0	5.0	4.0	4.0	4.0	3.0	4.0
Planning-Block Grant	3.0	3.0	3.0	2.0	1.0	1.0	1.0	1.0	1.0
Planning-Housing	2.0	2.0	2.0	2.0	2.0	2.0	1.0	0.0	0.0
Finance	6.0	6.0	6.0	6.0	6.0	5.6	5.0	5.0	5.0
Assessing	5.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Purchasing	1.0	1.0	1.0	1.0	0.5	0.0	0.0	0.0	0.0
Treasurer	5.0	5.0	5.0	5.0	4.0	4.0	4.0	4.0	3.0
Water Billing	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Systems	6.0	6.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0
Subtotal	101.0	96.0	97.0	91.0	87.5	71.6	69.0	66.0	72.0
Library	12	14	13	13	12	12	11	10	10
Public Safety									
Police	107.0	106.0	107.0	103.0	98.0	77.0	77.0	81.0	96.0
Fire	70.0	65.0	63.0	63.0	62.0	46.0	56.0	56.0	56.0
Subtotal	177.0	171.0	170.0	166.0	160.0	123.0	133.0	137.0	152.0
Recreation & Public Services									
Public Service									
Parks & Forestry	13.0	8.0	8.0	8.0	8.0	2.0	8.0	7.0	7.0
Building Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Highway	14.0	16.0	16.0	14.0	14.0	0.0	0.0	0.0	0.0
Motor Pool	12.0	12.0	12.0	11.0	11.0	10.0	9.0	9.0	9.0
Electrical	2.0	2.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Solid Waste	1.0	1.0	1.0	1.0	2.0	15.0	13.0	14.0	14.0
Water Maintenance	8.0	9.0	9.0	9.0	8.0	12.0	8.0	7.0	7.0
Water Services	7.0	7.0	6.0	6.0	6.0	5.0	5.0	4.0	4.0
Sewer Maintenance	8.0	8.0	9.0	9.0	8.0	9.0	8.0	7.0	7.0
Auto Parking	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Recreation	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Ice Arena	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Senior Services	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Subtotal	76.0	73.0	72.0	69.0	68.0	64.0	59.0	56.0	56.0
Total	366.0	354.0	352.0	339.0	327.5	270.6	272.0	269.0	290.0

*Report based on home-base allocations not FTE

All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	\$ 16,590,000	\$ 15,497,000	\$ 624,000	\$ -	\$ -	\$ 2,588,120	\$ 35,299,120
Grants	4,890,540	4,758,730	-	-	-	-	9,649,270
Licenses, Charges and Fines	7,664,870	3,048,200	-	34,505,660	829,690	-	46,048,420
Interest and Contributions	-	1,785,900	-	29,100	11,567,280	17,150	13,399,430
Other	687,230	197,320	-	119,100	5,177,810	-	6,181,460
Transfers	913,600	19,745,380	615,020	494,130	264,400	100,000	22,132,530
Total	\$ 30,746,240	\$ 45,032,530	\$ 1,239,020	\$ 35,147,990	\$ 17,839,180	\$ 2,705,270	\$ 132,710,230

City-Wide Revenue

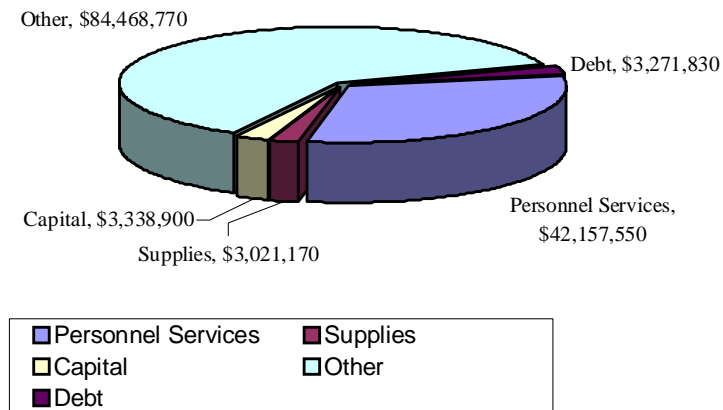


■ Taxes	■ Grants
■ Licenses, Charges and Fines	■ Interest and Contributions
■ Other	■ Transfers

All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	\$ 7,478,820	\$ 29,063,800	\$ -	\$ 3,318,360	\$ 2,149,600	\$ 146,970	\$ 42,157,550
Supplies	292,480	1,114,050	-	594,540	1,019,100	1,000	3,021,170
Capital	240,000	533,000	-	755,500	1,210,400	600,000	3,338,900
Other	22,526,640	16,869,640	5,000	30,064,460	12,658,790	2,344,240	84,468,770
Debt	-	61,600	1,238,670	1,929,050	42,510	-	3,271,830
Total	\$ 30,537,940	\$ 47,642,090	\$ 1,243,670	\$ 36,661,910	\$ 17,080,400	\$ 3,092,210	\$ 136,258,220

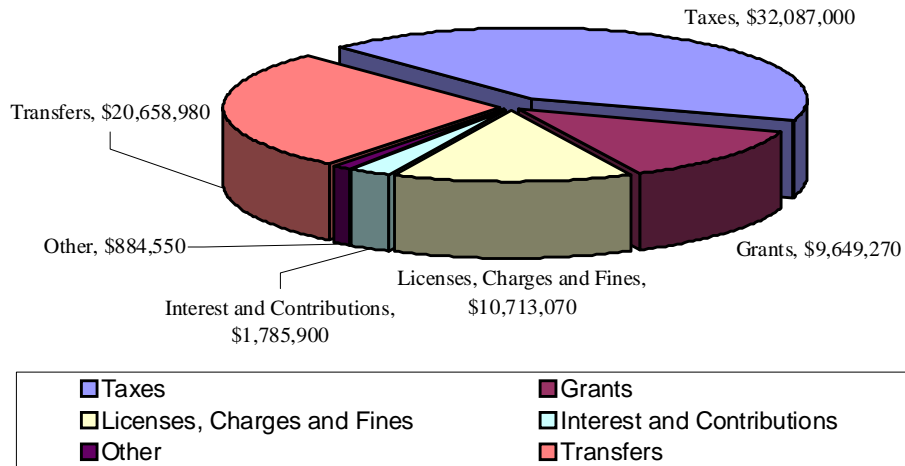
City-Wide Expenditures



General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	\$ 16,590,000	\$ 15,497,000	\$ 32,087,000
Grants	4,890,540	4,758,730	9,649,270
Licenses, Charges and Fines	7,664,870	3,048,200	10,713,070
Interest and Contributions	-	1,785,900	1,785,900
Other	687,230	197,320	884,550
Transfers	913,600	19,745,380	20,658,980
Total	\$ 30,746,240	\$ 45,032,530	\$ 75,778,770

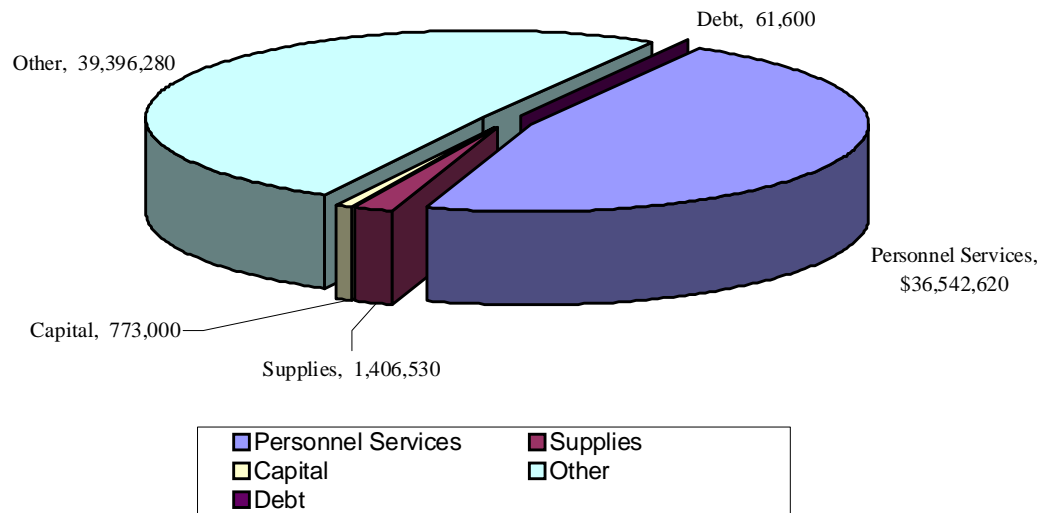
General & Special Revenue Funds Revenue



General & Special Expenditure Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	\$ 7,478,820	\$ 29,063,800	\$ 36,542,620
Supplies	292,480	1,114,050	1,406,530
Capital	240,000	533,000	773,000
Other	22,526,640	16,869,640	39,396,280
Debt	-	61,600	61,600
Total	\$ 30,537,940	\$ 47,642,090	\$ 78,180,030

General & Special Expenditure Funds



FINANCIAL TRENDS

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

Taxable Value

Tax Allocation

City Millage Rates

State Shared Revenue

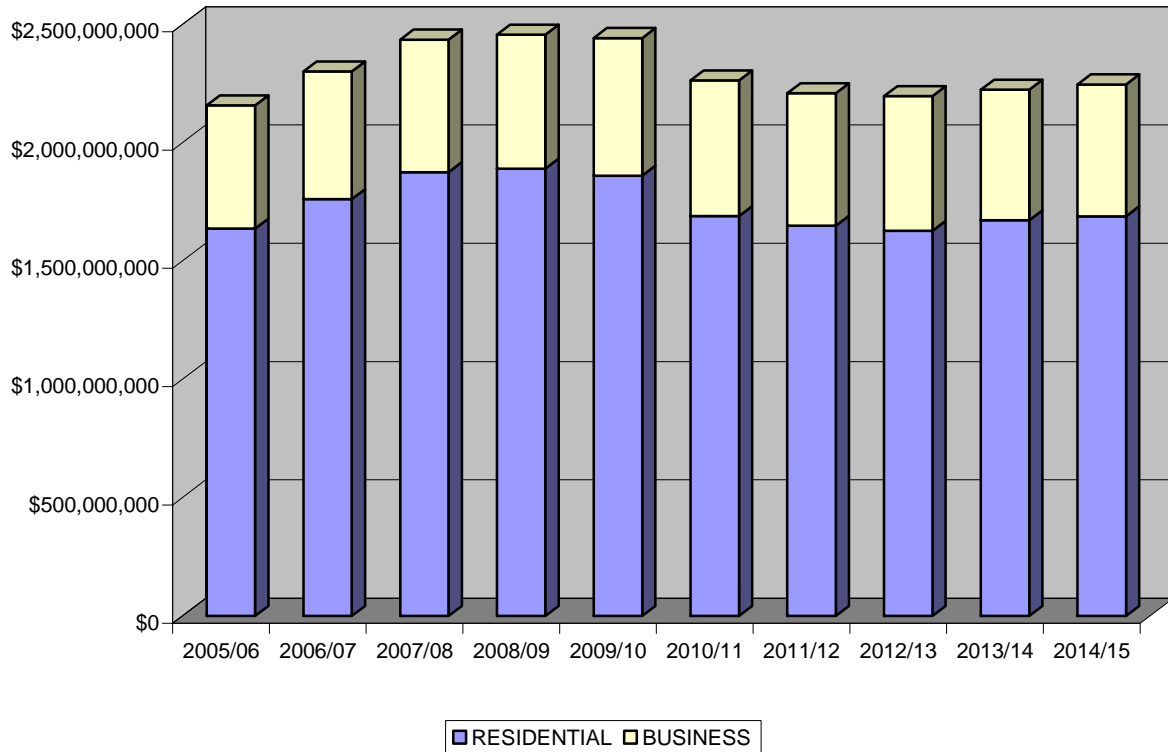
Millage Summary

Interest Income

Millage Rate Comparison

Debt Projections

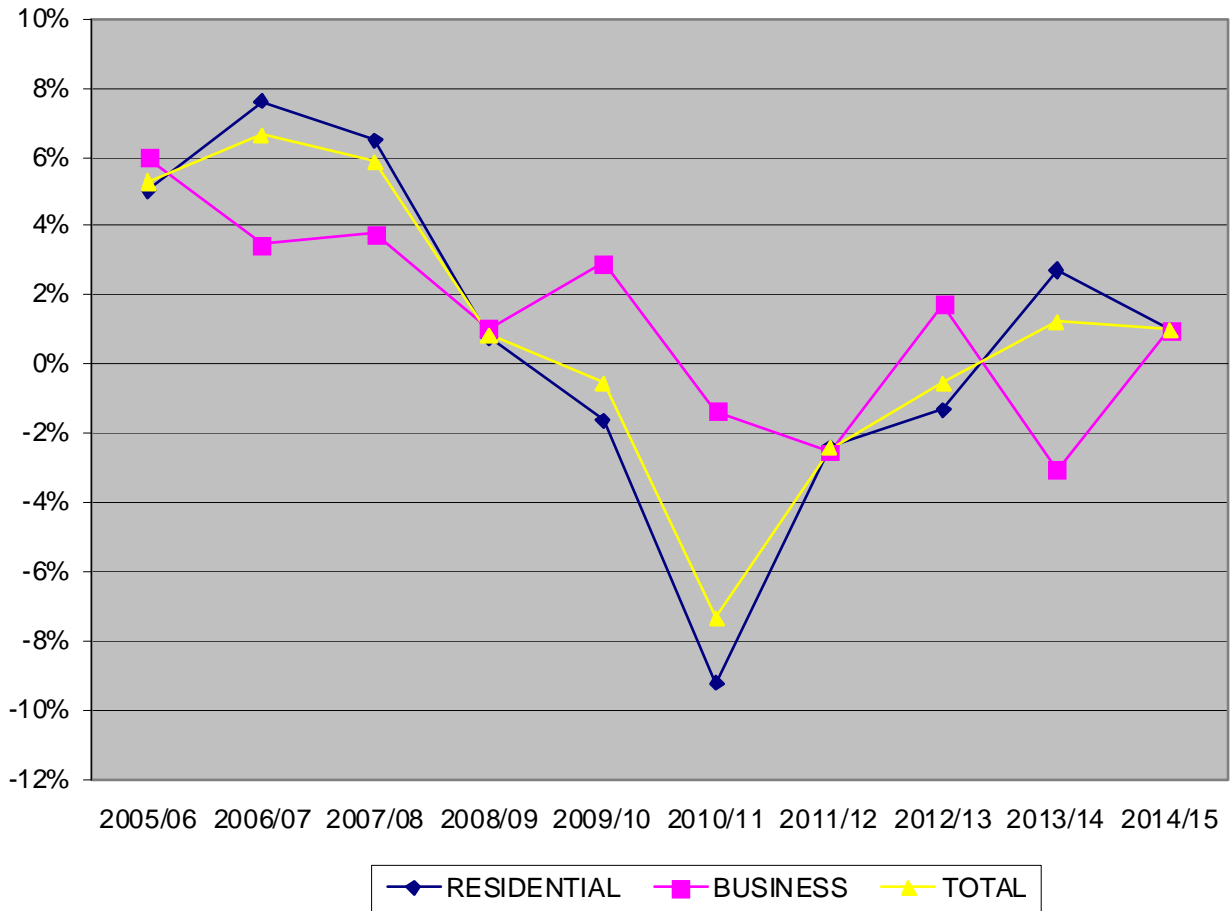
Taxable Value: Residential + Business Ten Years Actual & Two Years Projected



Taxable value, the basis for tax revenue, will increase 1.23% for FY13-14 compared to a 0.54% decrease in FY 12-13. Oakland County's county-wide taxable value is once again expected to increase less than Royal Oak's. Currently, Royal Oaks values are projected to increase 1% for the budget forecast.

Fiscal Year	By Class					
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	CHANGE
2005/06	1,636,065,740	52,529,200	131,155,090	337,410,500	2,157,160,530	5.27%
2006/07	1,760,779,950	54,154,390	130,043,660	355,053,760	2,300,031,760	6.62%
2007/08	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	5.86%
2008/09	1,889,916,570	58,732,400	113,121,190	393,623,270	2,455,393,430	0.85%
2009/10	1,859,817,935	57,320,450	111,014,890	413,633,900	2,441,787,175	-0.55%
2010/11	1,688,549,090	54,329,690	116,007,990	403,781,590	2,262,668,360	-7.34%
2011/12	1,648,632,770	43,977,480	119,051,890	396,588,890	2,208,251,030	-2.41%
2012/13	1,626,988,850	41,045,340	137,095,330	391,226,770	2,196,356,290	-0.54%
2013/14	1,671,311,400	36,914,920	135,277,840	379,835,840	2,223,340,000	1.23%
2014/15	1,688,024,514	37,284,069	136,630,618	383,634,198	2,245,573,400	1.00%

Taxable Value Percent Change By Year

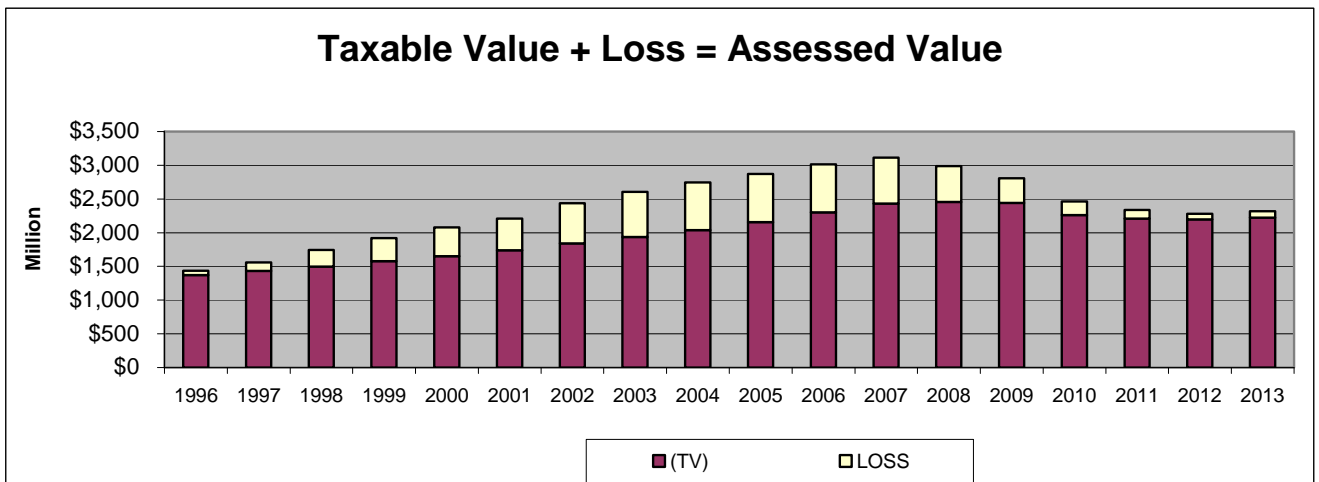


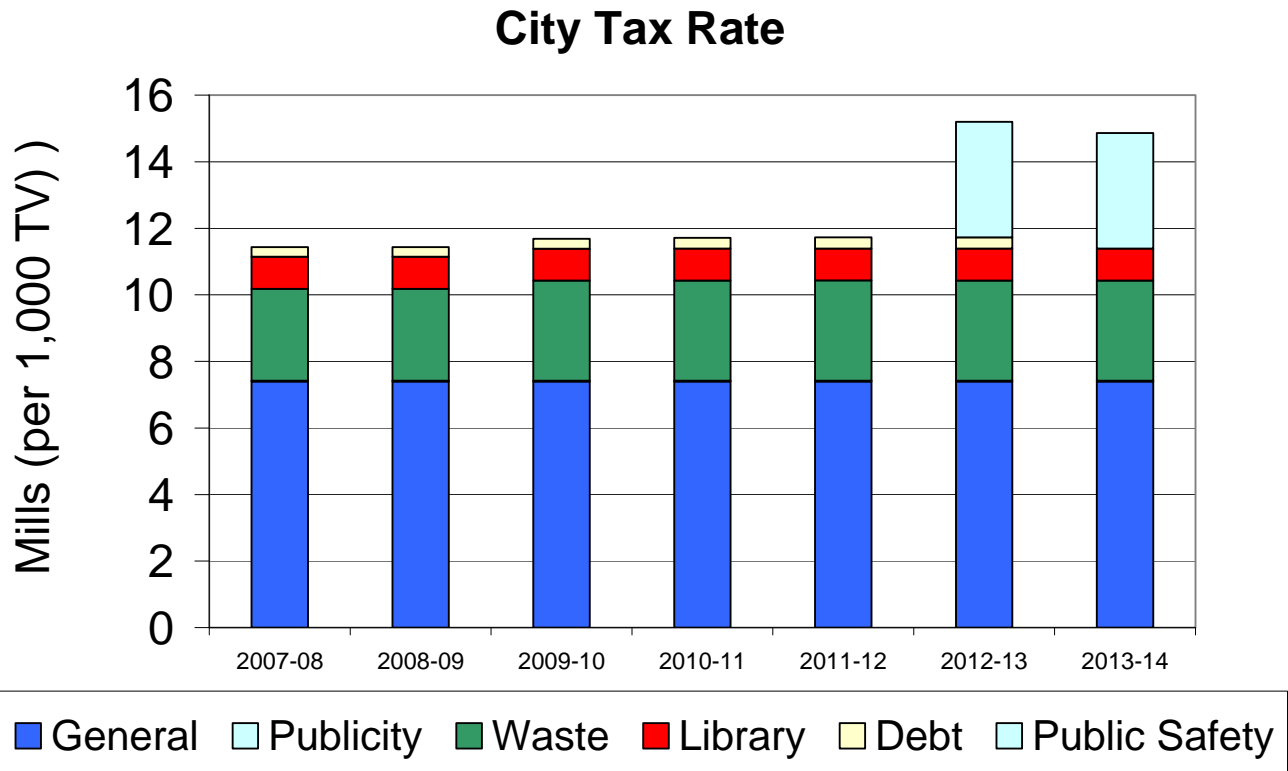
The average taxable value is forecasted to increase 1% in fiscal year 14/15, however, it is very uncertain due to the potential personal property tax legislation, slow residential recovery and mixed industrial/commercial growth.

Proposal A Effect in Royal Oak
Taxable Value v. Assessed Valuation
 (Values are in Millions)

July 1	ASSESSED VALUE (SEV)	TAXABLE VALUE (TV)	LOSS	LOSS INCREASE (DECREASE)
1996	\$1,436	\$1,372	64	64
1997	1,561	1,433	128	64
1998	1,743	1,499	244	116
1999	1,921	1,577	344	100
2000	2,075	1,652	423	79
2001	2,209	1,739	470	47
2002	2,439	1,841	598	128
2003	2,603	1,938	665	67
2004	2,746	2,038	708	43
2005	2,872	2,157	715	7
2006	3,013	2,300	713	(2)
2007	3,114	2,435	679	(34)
2008	2,986	2,455	531	(148)
2009	2,808	2,442	366	(165)
2010	2,462	2,263	199	(167)
2011	2,335	2,208	127	(72)
2012	2,279	2,196	83	(44)
2013	2,320	2,223	97	14

Proposal A of 1994 amended the state Constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5% whichever is less. The chart and graph attached show the widening result of this through 2005 when the gap reached \$714 million. In 2005 and 2006 the trend flattened out. After 2006, the trend reversed and the gap closed. It reduced \$34 million in 2007 then \$148 million in 2008, \$165 million in 2009, \$167 million in 2010, \$72 million in 2011 and \$44 million in 2012. In 2013 the loss gap has again begun to widen by \$14 million.





City Ad Valorem Tax Rates

Millage Rate	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
General Operations	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947
Publicity	0.0214	0.0213	0.0216	0.0234	0.0239	0.0225	0.0223
Solid Waste	2.7664	2.7664	3.0129	3.0129	3.0129	3.0129	3.0129
Library	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597
Fire Debt Retirement	0.2944	0.2912	0.2971	0.3224	0.3338	0.3363	0.3006
Public Safety	0.0000	0.0000	0.0000	0.0000	0.0000	3.4750	3.4750
TOTAL	11.4366	11.4333	11.6860	11.7131	11.7250	15.2011	15.1652

Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6831	1.6831	1.6477	1.6477	1.6477	1.6477	1.6477
City & DDA Operations	13.3532	13.1197	13.0810	13.3337	13.3608	16.8488	16.8129

General Operating Levy

City Charter amendment 04/01/1957

Up to 11.0000 mills authorized by the Charter (limited to 7.3947 mills by Headlee rollback) for any governmental purpose. A 7.3947 mill levy is budgeted for FY 2013-14.

Publicity Levy

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

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ..., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, That such tax levy shall not exceed 50,000 dollars in any 1 year. The Headlee millage limit is 2.6888 mills, however the \$50,000 limit prevails; therefore 0.0223 mill is budgeted.

Refuse Levy

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

(1) The city council of a city, whether organized under the general law or special charter, ... may establish and maintain garbage systems or plants for the collection and disposal of garbage in the city or village, and may levy a tax not to exceed 3 mills on the taxable value of all taxable property in the city or village according to the valuation of the property, as made for the purpose of state and county taxation by the last assessment in the city or village for these purposes (2) As used in this act, "garbage" means any putrescible and non-putrescible solid wastes, except body wastes, and includes ashes, incinerator ash, incinerator residue, street cleanings, solid market wastes, solid industrial wastes, and also rubbish including such items as paper, cardboard, tin cans, yard clippings, wood, glass, bedding, crockery, and litter of any kind. The Headlee millage limitation and the levy is 2.0164 mills.

Refuse Levy

City Charter amendment 08/08/2006

As authorized in a City Charter amendment this millage was first levied in the summer of 2007,

Therefore, it expired after the 2011 levy. The Headlee limit and levy was last levied at 0.9965 mills. It was renewed in November 2011. The renewal allows the City to levy a millage for a period not to exceed five (5) years up to 1.000 mill, to defray the costs of refuse collection, disposal and curbside recycling. The budget provides for a levy of 0.9965 mills.

Library Operations Levy

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

Voter approved millage 11/04/2003

Up to 1.0000 mill is authorized for reconstructing, furnishing, equipping and operating the City's existing Library for 20 years. The millage expires after 2023. The Headlee limitation and levy is 0.9597 mill for FY2013-14.

Fire Bond Debt Service Levy

P.A. 31 of 1948 (1st Ex. Session) as amended

Voter approved bond issue 05/15/2001

A full faith and credit tax millage authorized to pay debt service of Building Authority Series 2001A bonds. This issuance was advance refunded in 2012 and is now called Series 2012. This millage expires after 2021. A rate of 0.3006 mill is budgeted for FY2013-14.

Public Safety Levy

City Charter Amendment 11/06/2013

Authorized in Chapter 8, Section 11 (as amended) in the City Charter, this language allows the City to levy a millage for a period not to exceed five (5) years of up to 3.975 mills, to defray the costs for police, fire and emergency medical services. On November 6, 2012 the voters of Royal Oak approved this millage and it was immediately placed on the 2012 Winter tax bill in the amount of 3.475 mills. The FY13-14 budget provides for a levy of 3.475 mills, 0.5 mill less than the authorized levy.

CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY

DDA General Operations Levy

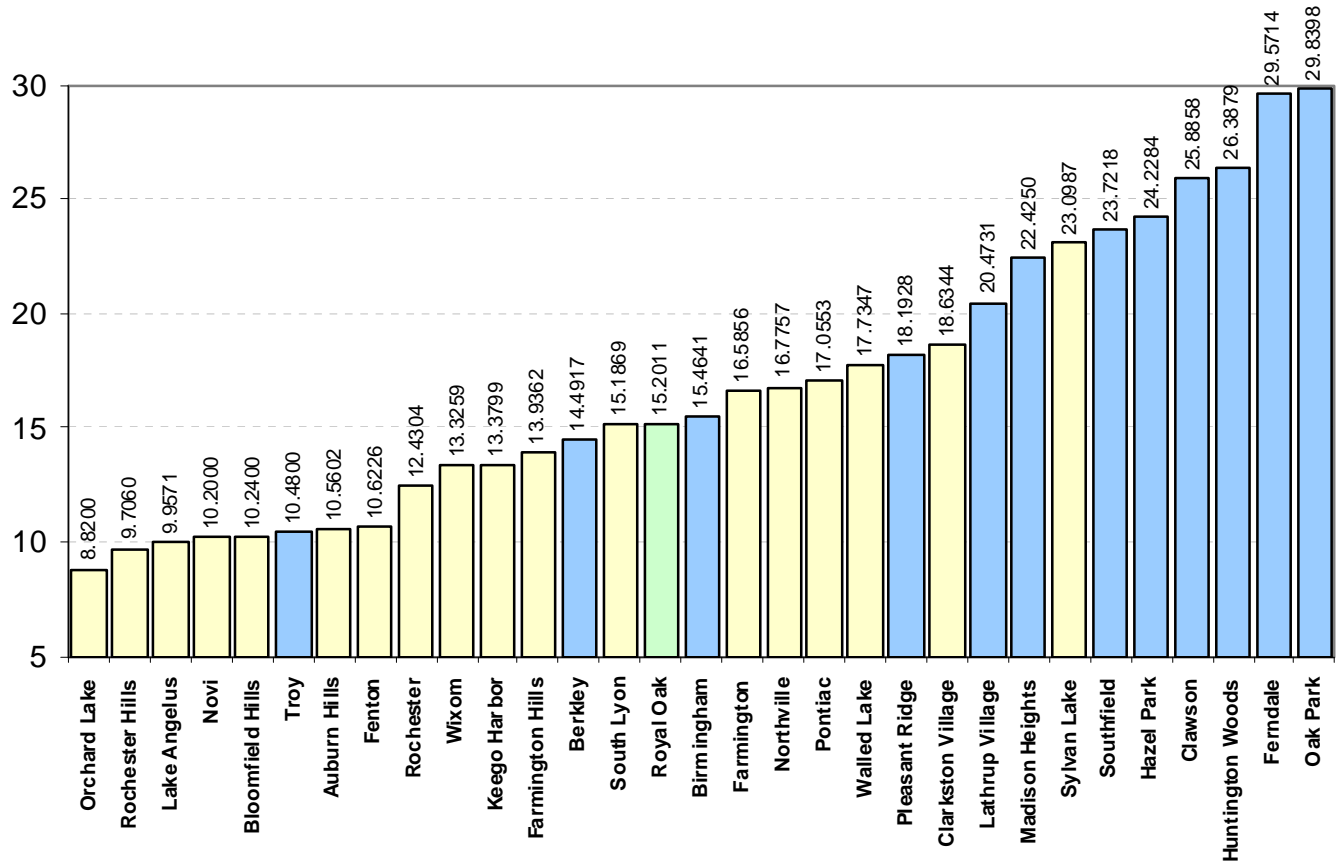
P.A. 197 of 1975 DDA Act-MCL 125.1662 Ad valorem tax--Commission adopted 11/02/1976

Sec. 12. (1) An authority with the approval of the municipal governing body may levy an ad valorem tax in the downtown district. The tax shall be not more than 2 mills if the downtown district is in a municipality having a population of less than 1,000,000. This is only for the purposes provided by Act 197 beginning with the duty to correct and prevent deterioration in business districts. The Headlee limitation and the levy is approved at 1.6477 mills for FY2013-14.

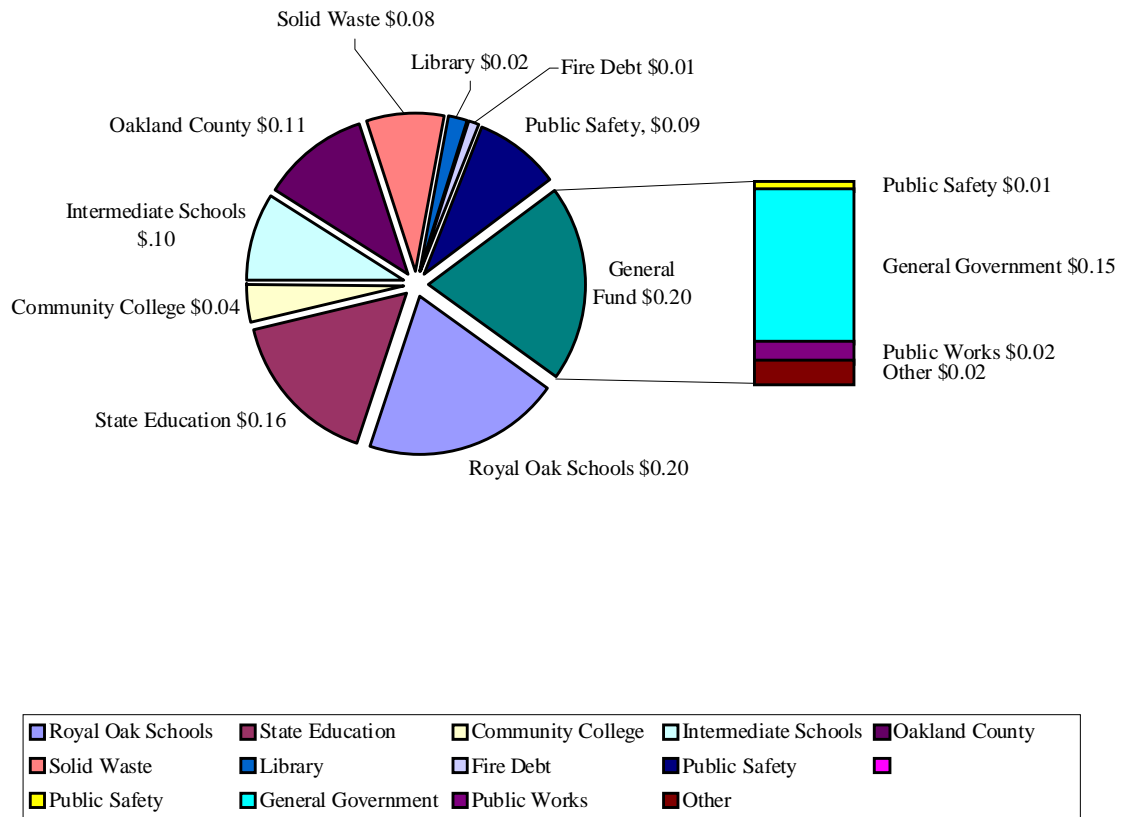
FY 2013-2014 Millage Rate Comparison

(Average Millage Rate = 17.2)

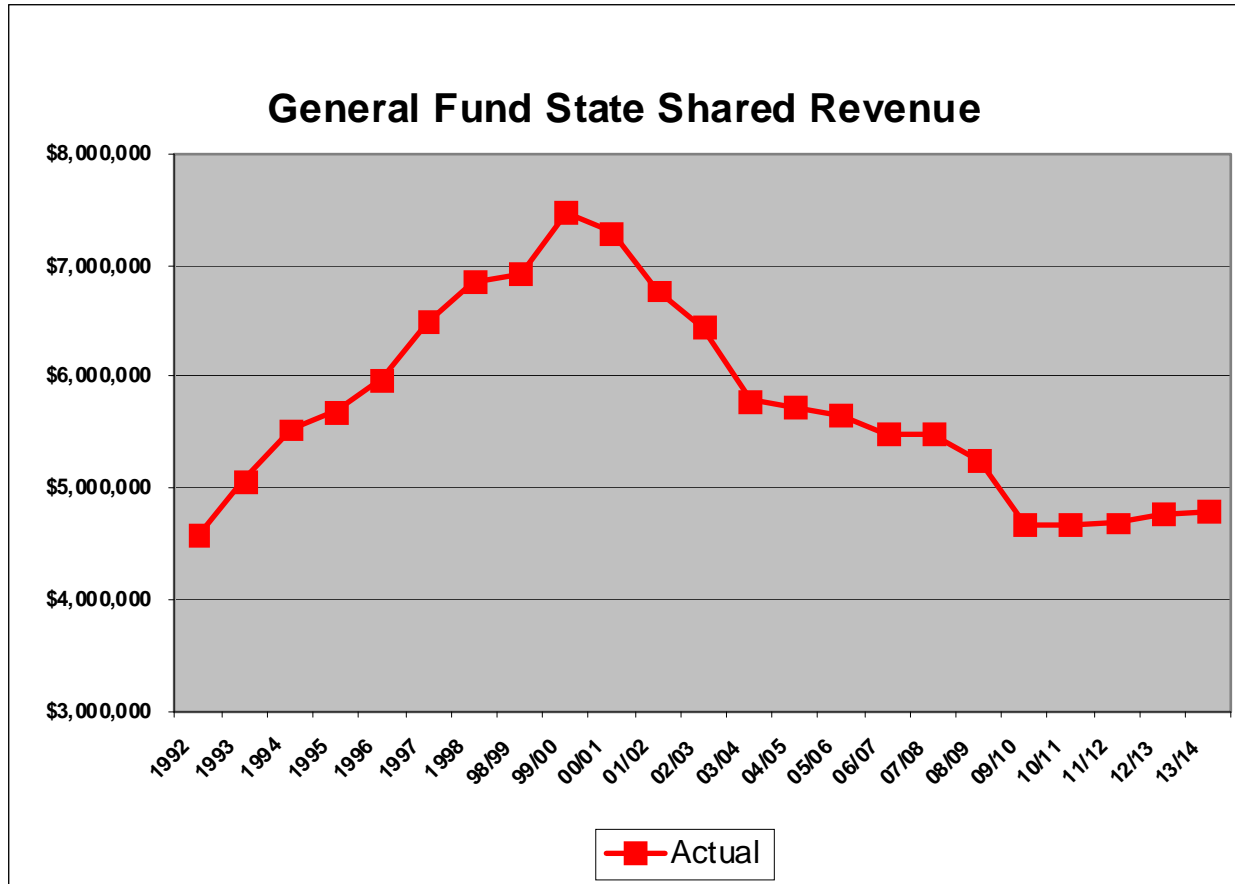
Blue bar represents a bordering neighbor



Financial Trends – Tax Allocation



Forty percent of taxes support city services in Royal Oak. Sixty percent of real tax revenue supports the County and schools.

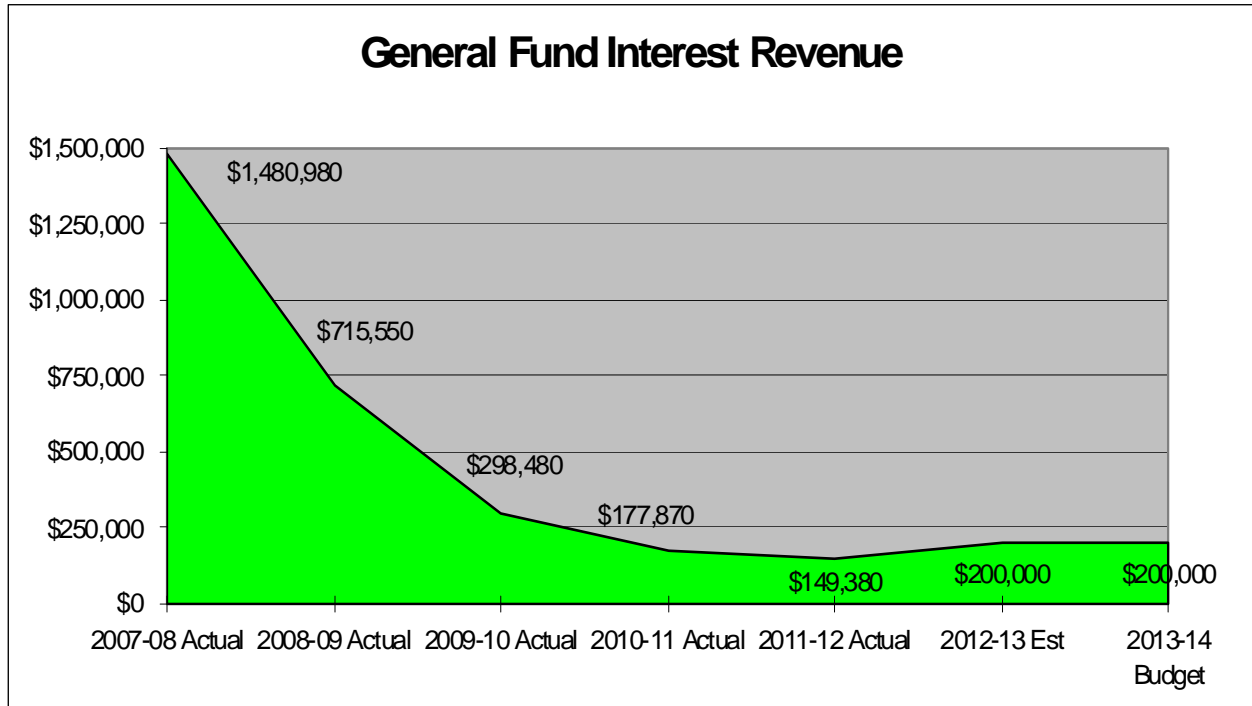


The Michigan legislature has dramatically reduced distributions of State Shared Revenue of sales tax receipts since FY 2000-2001. The amount received in FY2009-10 is almost as low as the FY1991-92 distribution. It seems to have leveled out over the past few years. The formula was fully funded in 2001 but population dropped in the 2010 Census. The Constitutional formula is set by the voters and cannot be affected by the Legislature. Projected growth after 2001 is based on Constitutional receipts. Statuary payments to cities have been reduced by the

legislature each year beginning in 2002. First there were challenges to municipalities Headlee tax rate limits, and by Proposal A to taxable value. The past ten years, local governments have had to deal with the dilemma that State Shared Revenue is drastically being reduced. This leaves the local unit of government with the position of having to reduce services or find some creative way to raise new revenue (which has its restrictions). The full EVIP(Statutory) funding has been budgeted for FY2013-14 and the same is forecasted in future years.

Financial Trends – State Shared Revenue

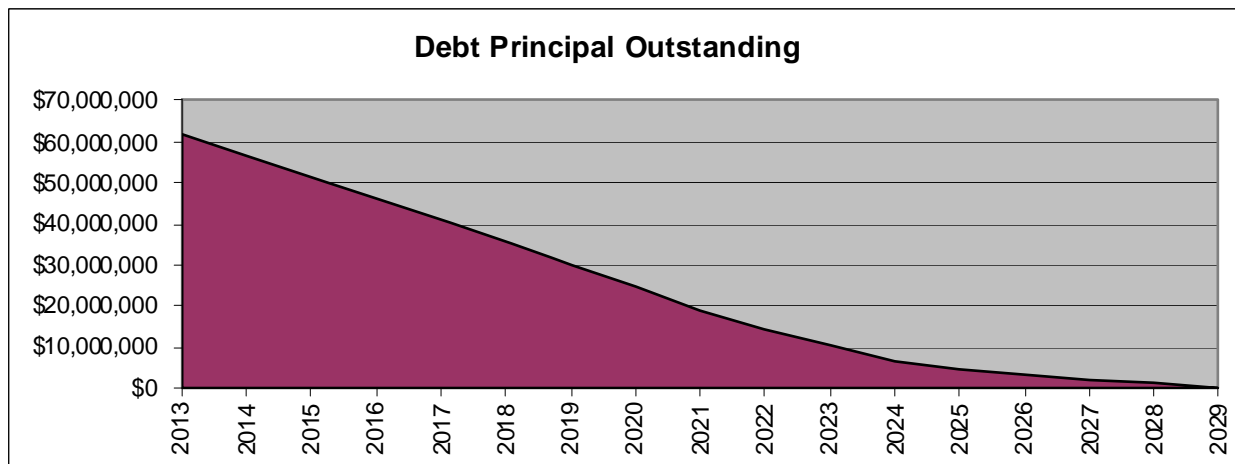
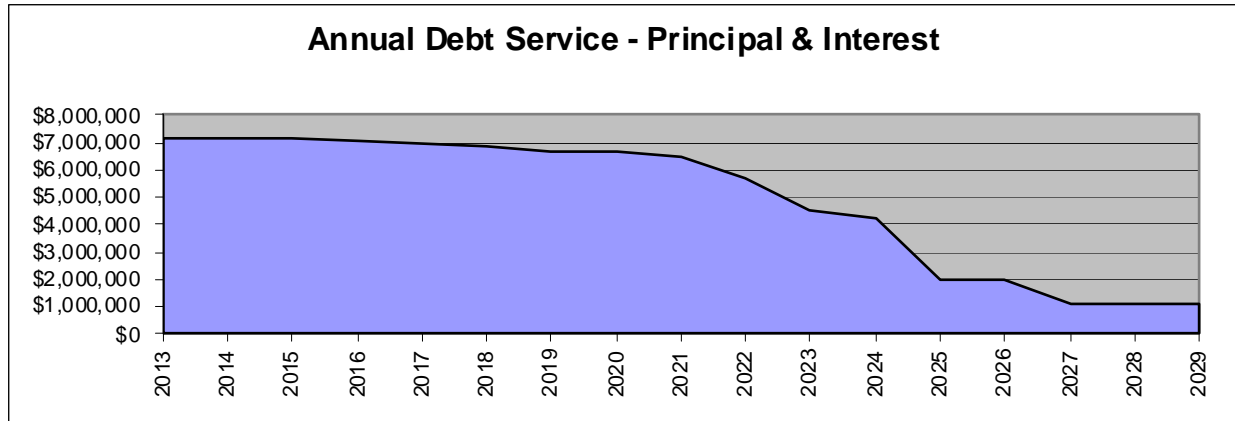
		State Shared Revenue			
<u>Fiscal</u>	<u>Year</u>	<u>Constitutional</u>	<u>Statutory</u>	<u>Actual</u>	
	1992			4,582,906	Uses 1990 census
	1993			5,071,275	
	1994			5,531,742	
	1995			5,695,931	
	1996			5,975,120	
	1997	3,914,919	2,578,011	6,492,930	
	1998	3,978,040	2,874,568	6,852,608	
	98/99	4,094,535	2,831,659	6,926,194	Formula revised
	99/00	4,433,959	3,046,331	7,480,290	
	00/01	3,897,555	3,393,244	7,290,799	Uses 2000 census; fully funded
	01/02	3,937,256	2,838,283	6,775,539	Reductions begin anew
	02/03	4,003,913	2,436,424	6,440,337	
	03/04	3,960,423	1,827,848	5,788,271	
	04/05	4,054,936	1,670,243	5,725,179	
	05/06	4,123,971	1,537,506	5,661,477	
	06/07	4,038,279	1,456,481	5,494,760	
	07/08	4,173,107	1,319,767	5,492,874	
	08/09	3,935,742	1,319,775	5,255,517	
	09/10	3,815,174	859,079	4,674,253	
	10/11	3,861,430	812,823	4,674,253	
	11/12			4,692,859	
Projected	12/13			4,767,279	
Projected	13/14			4,800,000	



As recent as a couple of years ago, funds were able to significantly supplement their operations with interest income earned on cash balances. Unfortunately, this too has changed. Interest rates earned on the City's cash have fallen drastically as well as cash levels from which interest rates are calculated. In FY2007-08, the

General Fund earned nearly \$1.5 million to help offset its operating expenditures. The General Fund earned (of interest income) only \$150,000 in FY2012-13 mostly due to low interest rates. The General Fund interest income is budgeted nearly \$1.3 million less than the peak in FY2007-08.

Financial Trends – Fund Debt Projections



Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2013	7,182,354	61,696,838
6/30/2014	7,165,756	56,691,356
6/30/2015	7,163,689	51,530,434
6/30/2016	7,088,526	46,279,945
6/30/2017	6,984,535	40,961,825
6/30/2018	6,877,922	35,573,504
6/30/2019	6,710,073	30,176,309
6/30/2020	6,711,326	24,599,063
6/30/2021	6,488,016	19,062,905
6/30/2022	5,659,175	14,178,248
6/30/2023	4,544,964	10,241,224
6/30/2024	4,230,861	6,467,980
6/30/2025	2,005,737	4,775,640
6/30/2026	1,982,882	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)

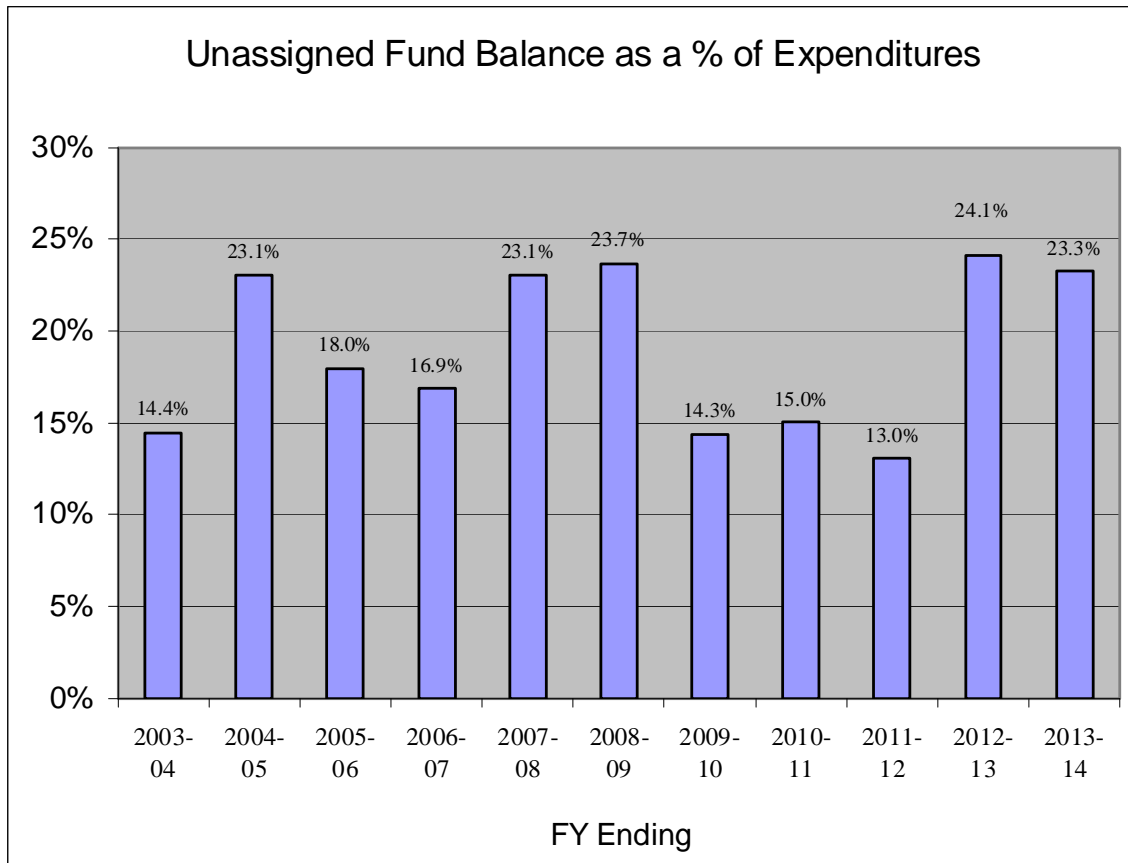
Financial Trends – Fund Debt Projections

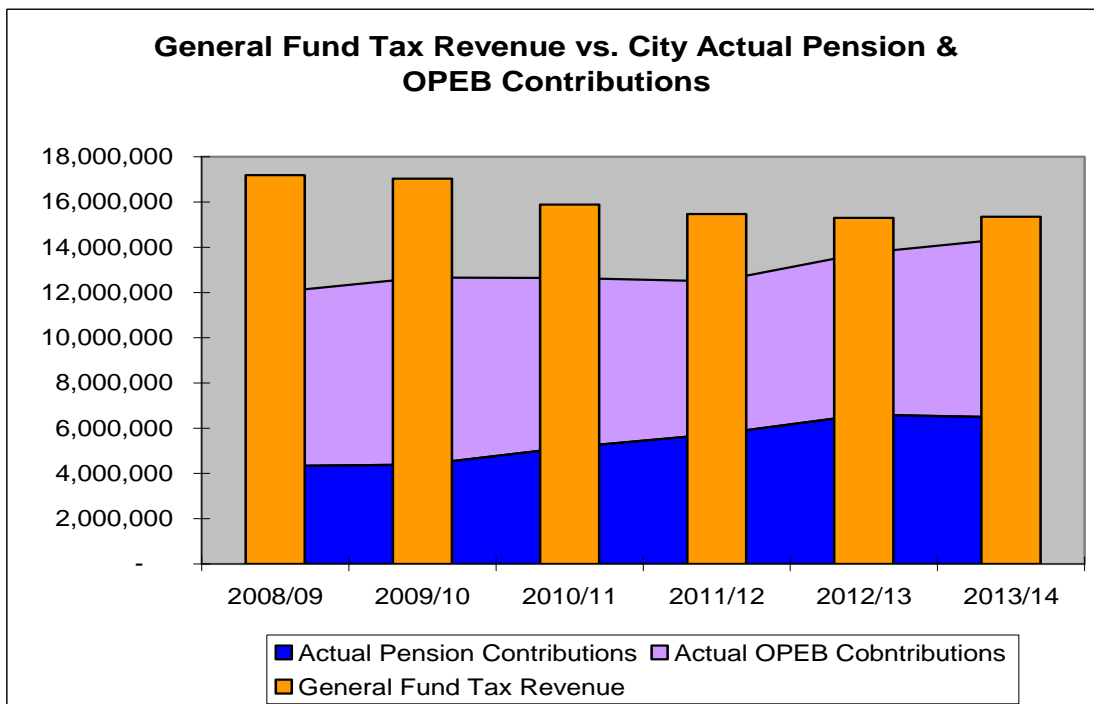
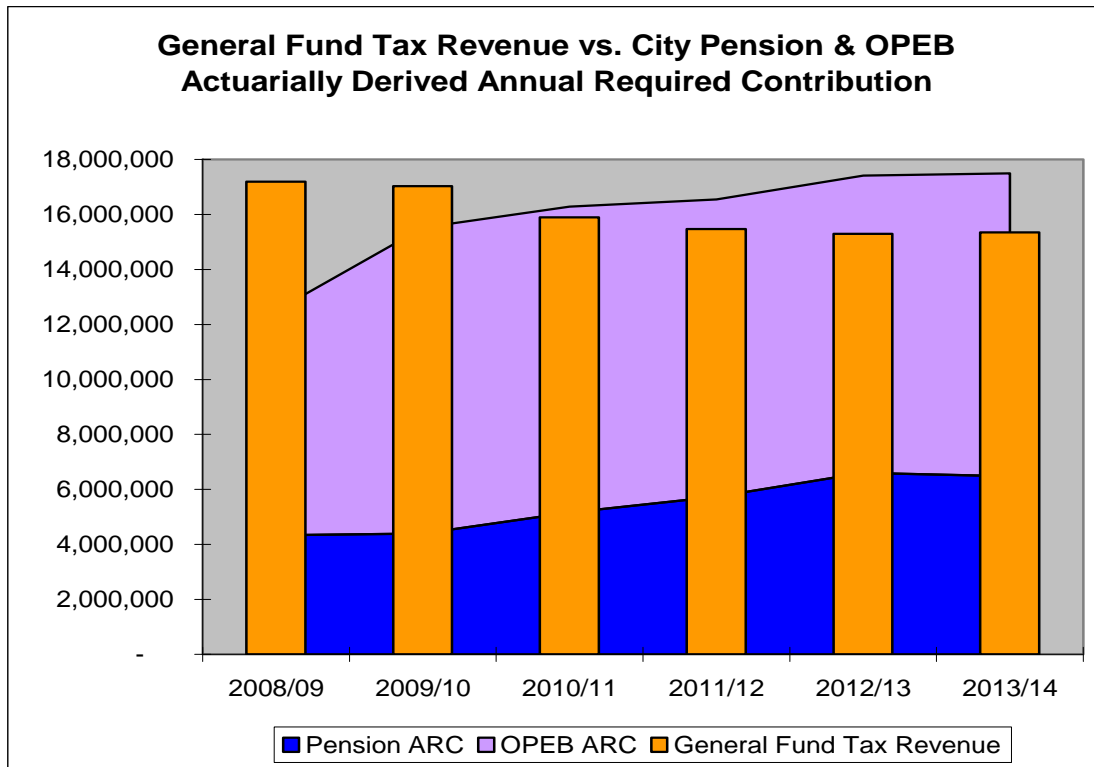
General Fund

Unassigned Fund Balance as a Percentage of Expenditures Fiscal Year 2003-04 to 2013-14

<u>Fiscal Year</u>		<u>Expenditures</u>	<u>Unassigned Fund Balance</u>	<u>Percent</u>
2003-04		30,058,370	4,340,265	14.4%
2004-05		28,763,993	6,634,320	23.1%
2005-06		32,950,805	5,921,341	18.0%
2006-07		33,506,340	5,646,783	16.9%
2007-08		34,344,518	7,928,121	23.1%
2008-09		35,133,900	8,323,551	23.7%
2009-10		36,469,831	5,233,096	14.3%
2010-11		34,750,328	5,221,748	15.0%
2011-12		33,528,452	4,374,352	13.0%
2012-13	Estimated	28,542,940	6,891,822	24.1%
2013-14	Estimated	30,537,951	7,100,122	23.3%

The City Commission of Royal Oak has set the goal for the General Fund to maintain Undesignated Fund Balance of not less than 10% and not more than 25% of expenditures. This policy will be reviewed during the Special Budget Meetings. (Expenditures are lower in FY2012-13 due to the lower transfer to the Public Safety Fund as the Police staffing plan was not fully implemented.)





The top graph illustrates that the City's combined Pension and OPEB Actuarially derived ARC exceeds the General Fund tax revenue in the past four (4) years. The bottom graph illustrates that the City (all funds) is budgeted to contribute for Pension and OPEB, nearly an amount equal to the total General Fund tax revenue for FY2013-14.

GENERAL FUND

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

Mayor/Commission - 101.101

Court – 101.136

Probation – 101.151

Manager – 101.172

Elections – 101.191

Finance – 101.201

Assessor – 101.209

Attorney – 101.210

Clerk – 101.215

Human Resources – 101.226

Administration – 101.248

Treasurer – 101.253

City Office Building – 101.265

Parks & Forestry – 101.266

Building Maintenance – 101.267

Ordinance Enforcement 101-372

Community Development – 101.400

Animal Protection Services –101.430

Electrical – 101.443

Engineering – 101.447

Street Lighting – 101.448

Cable Communications – 101.834

Community Promotion – 101.835

Dream Cruise – 101.836

Transfers-Out – 101.965

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

The General Fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$30.7 million (including transfers-in from other funds).

Over 90% of General Fund revenue is from property taxes, state grants, fines and forfeitures, and charges for services. Property

tax revenue alone makes up nearly half of revenue. The base operating millage is authorized by City Charter in Chapter 8 Section 4.11(a).

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

REVENUES - Taxable values for the City will increase 1.2% for FY2013-14. General Fund tax revenue is budgeted to increase by \$135,000 relative to the original budget. The budget forecast assumes a gradual 1% increase in taxable value after FY2013-14 however the outlook is uncertain. State Shared Revenue for FY13-14 is anticipated to increase slightly (\$33,000) based on the State's projection. All of the public service related line-items are decreasing as these accounts have been moved to the Public Safety Fund. Transfer from the State Construction Fund will decrease to \$0 as the \$582,000 transfer back (although originally not anticipated) from the State Construction Fund was completed over the prior two years. Landlord licenses are budgeted to decrease approximately 57% / \$211,000 as this license renewal is heavier every two years

EXPENDITURES - Due to the passage of a Public Safety millage, the Police, Fire and Ambulance cost centers have been moved out of the General Fund and into a Public Safety Fund. By design, nearly \$18.7 million is budgeted to be transferred from the General Fund to the Public Safety Fund to supplement the new millage. The General Fund has a net of five (5) new positions. A total of six positions in the City Attorney, City Clerk, Ordinance Enforcement and Community Development Departments and one position was eliminated in the Treasury Department. OPEB is funded at a pay-as-you-go level, and the budget is decreasing in the General Fund approximately \$93,000. Pension is budgeted to decrease \$65,000. (Declines in OPEB and Pension are not the case for the Public Safety Fund, as OPEB contributions were under contributed in the last two years, in order to prevent lay-offs.)

General Fund Summary

FUND BALANCE - The FY12-13 year-end projected General Fund fund balance includes a FY12-13 transfer to the IS and Motor Pool Funds for \$460,000 each, in an effort to repay the FY10-11 transfers to the General Fund in order to prevent public safety layoffs in FY10-11. The projected FY12-13 budget provides for the elimination of the transfer in from the Auto Parking Fund for one year as General Fund fund balance is near maximum policy levels.

Budget Summary

General Fund Summary	2012-2013 Estimated Year End	2013-2014 Recommended Budget	2014-2015 Projected Budget	2015-2016 Projected Budget	2016-2017 Projected Budget	2017-2018 Projected Budget
Beginning Fund Balance	7,449,352	6,916,822	7,058,222	7,310,382	7,192,982	6,779,092
Revenues	30,171,250	29,832,640	29,938,880	30,149,280	30,362,910	30,579,840
Expenditures	28,517,940	30,604,840	30,500,320	30,980,280	31,420,400	33,356,210
Net	1,653,310	(772,200)	(561,440)	(831,000)	(1,057,490)	(2,776,370)
Transfers from other funds	444,160	913,600	813,600	713,600	643,600	583,600
Net Change in Fund Balance	2,097,470	141,400	252,160	(117,400)	(413,890)	(2,192,770)
Ending Fund Balance	6,916,822	7,058,222	7,310,382	7,192,982	6,779,092	4,586,322
Fund Balance as a percentage of Expenditures	24.25%	23.06%	23.97%	23.22%	21.58%	13.75%
Net Change in Fund Balance	(532,530)	141,400	252,160	(117,400)	(413,890)	(2,192,770)

Important Note: In the above table, ending fund balance equals unassigned fund balance.

Important Note: Ending fund balances exclude the new assignment of fund balance in the amount of \$2,630,000 for the underpayment of OPEB (underpayment to the Retiree Health Care Trust) by the Police / Fire / Ambulance Departments in fiscal years 2011-12 and 2012-13. OPEB contributions for public safety did not keep pace with the general employees OPEB contributions in those years in order to prevent public safety personnel lay-offs. This assignment is intended to set-aside monies to potentially be contributed to the OPEB Trust. The assignment notification to the City Commission took place on the May 20, 2013 City Commission Agenda. An in depth discussion regarding the assignment will take place when the City develops "a medium and long-range plan to address the City's financial needs including legacy costs", a City Commission objective.

Revenues

101-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	18,508,990	5,347,680	8,360,760	13,620	2,066,900	2,346,590	36,644,540
2010-2011 Actual	17,107,600	4,937,050	8,609,190	7,410	815,170	2,946,390	34,422,810
2011-2012 Actual	16,665,770	6,391,280	8,973,190	8,230	851,930	2,181,000	35,071,400
2012-2013 Original Budget	16,285,000	5,691,500	7,615,800	6,000	3,479,620	1,854,160	34,932,080
2012-2013 Adjusted Budget (Dec)	16,285,000	4,691,500	7,401,790	-	626,880	1,479,160	30,484,330
2012-2013 Six Month Actual	15,475,570	1,700,790	4,066,880	190	267,110	187,500	21,698,040
2012-2013 Estimated Year End	16,538,310	4,857,540	8,042,850	-	732,550	444,160	30,615,410
2013-2014 Dept Request	16,590,000	4,890,540	7,664,870	-	687,230	913,600	30,746,240
2013-2014 Manager's Budget	16,590,000	4,890,540	7,664,870	-	687,230	913,600	30,746,240
2013-2014 Adopted Budget	16,590,000	4,890,540	7,664,870	-	687,230	913,600	30,746,240
2014-2015 Projected Budget	16,641,500	4,890,540	7,719,610	-	687,230	813,600	30,752,480
2015-2016 Projected Budget	16,795,520	4,890,540	7,775,990	-	687,230	713,600	30,862,880
2016-2017 Projected Budget	16,951,080	4,890,540	7,834,060	-	687,230	643,600	31,006,510
2017-2018 Projected Budget	17,108,190	4,890,540	7,893,880	-	687,230	583,600	31,163,440

Expenditures

GENERAL FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	29,553,282	503,640	117,550	5,064,880	0	35,239,352
2010-2011 Actual	28,429,160	364,390	0	5,607,650	0	34,401,200
2011-2012 Actual	27,110,300	409,140	0	6,176,830	0	33,696,270
2012-2013 Original Budget	28,412,390	509,270	32,000	5,978,420	0	34,932,080
2012-2013 Adjusted Budget (Dec)	7,485,880	248,520	32,000	20,103,320	0	27,869,720
2012-2013 Six Month Actual	3,503,500	84,330	0	9,824,760	0	13,412,590
2012-2013 Estimated Year End	7,297,000	243,820	18,000	20,959,120	0	28,517,940
2013-2014 Dept Request	7,458,820	292,480	240,000	22,533,510	0	30,524,810
2013-2014 Manager's Budget	7,478,820	292,480	240,000	22,576,640	0	30,587,940
2013-2014 Adopted Budget	7,478,820	302,480	240,000	22,583,540	0	30,604,840
2014-2015 Projected Budget	7,672,980	302,480	0	22,524,860	0	30,500,320
2015-2016 Projected Budget	7,876,580	302,480	25,000	22,776,220	0	30,980,280
2016-2017 Projected Budget	8,090,300	302,480	0	23,027,620	0	31,420,400
2017-2018 Projected Budget	8,314,670	302,480	0	24,739,060	0	33,356,210

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

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

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

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

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

in the City of Royal Oak at least two years immediately preceding election, and a freeholder of said City.

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The budget will increase by \$5,000 for ten commissioner table chairs in addition to an increase in training for newly elected commissioners due to potential November election results.

Budget Summary

Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	5,250	230	-	15,300	-	20,780
2010-2011 Actual	5,030	700	-	16,770	-	22,500
2011-2012 Actual	6,160	210	-	18,570	-	24,940
2012-2013 Original Budget	5,880	700	-	20,420	-	27,000
2012-2013 Adjusted Budget (Dec)	5,880	700	-	20,420	-	27,000
2012-2013 Six Month Actual	2,080	60	-	17,120	-	19,260
2012-2013 Estimated Year End	5,120	700	-	20,700	-	26,520
2013-2014 Dept Request	5,120	700	5,000	22,700	-	33,520
2013-2014 Manager's Budget	5,120	700	5,000	22,700	-	33,520
2013-2014 Adopted Budget	5,120	700	5,000	22,700	-	33,520
2014-2015 Projected Budget	5,120	700	-	22,700	-	28,520
2015-2016 Projected Budget	5,120	700	-	22,700	-	28,520
2016-2017 Projected Budget	5,120	700	-	22,700	-	28,520
2017-2018 Projected Budget	5,120	700	-	22,700	-	28,520

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

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

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

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

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

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

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

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

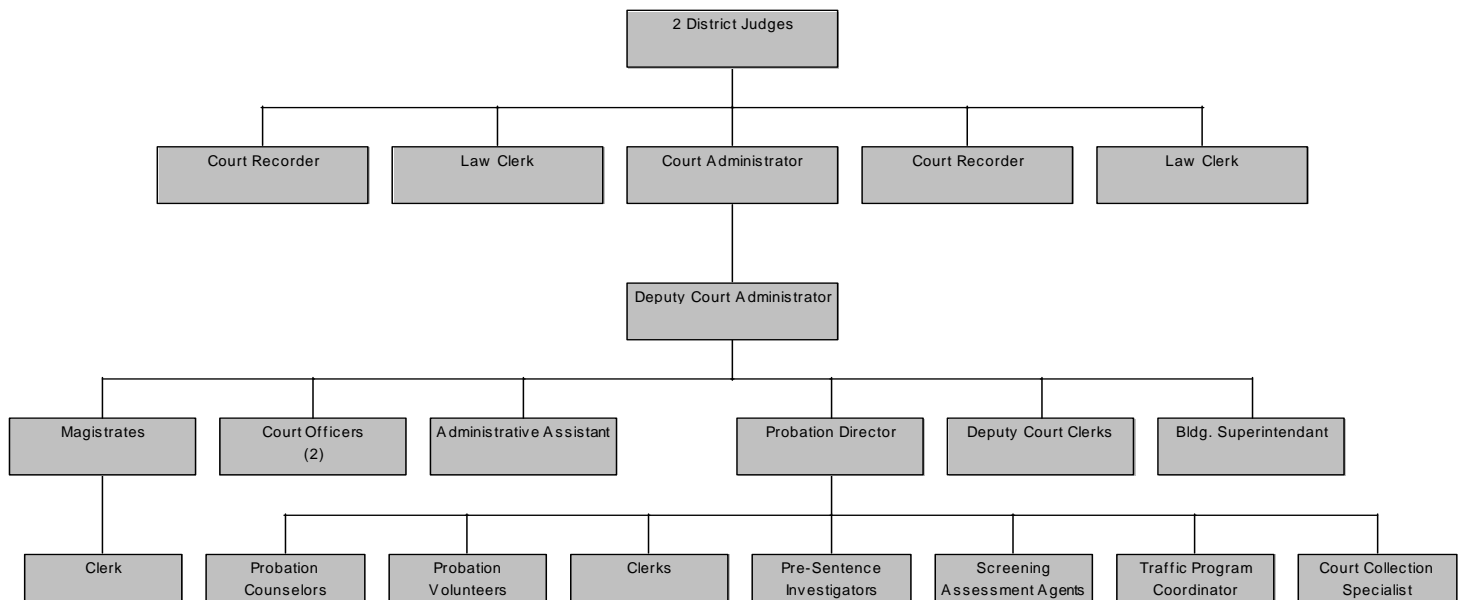
There are no significant notes for this cost center. This forecast does not include information related to any future collaboration with the Berkley court.

Budget Summary**Expenditures**

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	2,193,310	38,620	-	213,160	-	2,445,090
2010-2011 Actual	2,150,080	33,680	-	250,910	-	2,434,670
2011-2012 Actual	2,260,490	42,230	-	193,950	-	2,496,670
2012-2013 Original Budget	2,358,560	53,000	-	324,800	-	2,736,360
2012-2013 Adjusted Budget (Dec)	2,358,560	53,000	-	324,800	-	2,736,360
2012-2013 Six Month Actual	1,149,080	13,780	-	96,190	-	1,259,050
2012-2013 Estimated Year End	2,357,760	53,500	-	297,700	-	2,708,960
2013-2014 Dept Request	2,281,070	56,500	-	312,100	-	2,649,670
2013-2014 Manager's Budget	2,281,070	56,500	-	312,100	-	2,649,670
2013-2014 Adopted Budget	2,281,070	56,500	-	312,100	-	2,649,670
2014-2015 Projected Budget	2,342,070	56,500	-	312,100	-	2,710,670
2015-2016 Projected Budget	2,406,140	56,500	-	312,100	-	2,774,740
2016-2017 Projected Budget	2,473,490	56,500	-	312,100	-	2,842,090
2017-2018 Projected Budget	2,544,300	56,500	-	312,100	-	2,912,900

*Forecast does not include assumptions related to the consolidation with the Berkley Court.

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

District Court		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
District Court Judge		2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Administrator		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Court Administrator		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Manager (Court)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Judicial Secretary/Recorder		2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Supervisor - Criminal		1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Court Supervisor - Traffic		1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Administrative Assistant		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Chief Account Clerk (Court)		1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Court Officer		2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Dist Court Clerk III		3.000	5.000	6.000	7.000	7.000	7.000	7.000	7.000	7.000
Dist Court Clerk II		2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Court Bailiff Law Clerk		2.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	0.000
Full-time Total		19.000	19.000	19.000	19.000	19.000	17.000	18.000	18.000	17.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					6.087	5.365	n/a	n/a
Cost Center Total		19.000	19.000	19.000	19.000	19.000	23.087	23.365	18.000	17.000

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The total Probation budget has declined however office supplies are increasing slightly.

Budget Summary

Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	517,160	9,240	-	4,120	-	530,520
2010-2011 Actual	400,600	1,230	-	1,380	-	403,210
2011-2012 Actual	405,020	770	-	1,390	-	407,180
2012-2013 Original Budget	418,280	8,000	-	5,420	-	431,700
2012-2013 Adjusted Budget (Dec)	418,280	8,000	-	5,420	-	431,700
2012-2013 Six Month Actual	197,840	2,450	-	490	-	200,780
2012-2013 Estimated Year End	397,090	8,000	-	5,420	-	410,510
2013-2014 Dept Request	395,330	10,000	-	5,800	-	411,130
2013-2014 Manager's Budget	395,330	10,000	-	5,800	-	411,130
2013-2014 Adopted Budget	395,330	10,000	-	5,800	-	411,130
2014-2015 Projected Budget	401,520	10,000	-	5,800	-	417,320
2015-2016 Projected Budget	408,000	10,000	-	5,800	-	423,800
2016-2017 Projected Budget	414,790	10,000	-	5,800	-	430,590
2017-2018 Projected Budget	421,900	10,000	-	5,800	-	437,700

Cost Center Position Detail - Home Base

Full & Part-time Employees

Probation		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Director of Probation		1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Pre Sentence Director		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Probation Officer		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Court Bailiff Law Clerk		0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	1.000
Full-time Total		3.000	3.000	3.000	3.000	3.000	3.000	3.000	2.000	3.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					3.542	3.602	n/a	n/a
Cost Center Total		3.000	3.000	3.000	3.000	3.000	6.542	6.602	2.000	3.000

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Facilitate the accomplishment of the City's FY2013-14 objectives established and adopted by the Mayor and the City Commission.
- Establish a plan for improved communication amongst and between City Departments and City Officials.
- Improve collaboration with the Downtown Development Authority.
-
- Make the execution of the Parks and Recreation Master Plan a top priority.
- Develop a medium and long-range plan to address the City's financial needs including legacy costs.
- Complete a Talent and Retention Study focused on wages and benefits.
- Hire a Director of Economic Development
- Prioritize all revenue needs/capital campaign.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

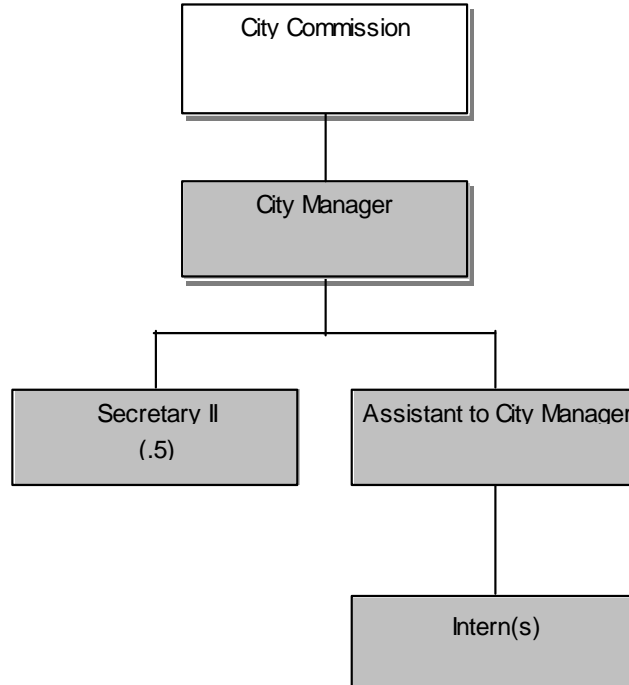
Office furniture increased \$900 for an office table and two chairs. Memberships & Dues increased due to the potential membership to the ICMA Center for performance measurement group in the amount of \$1200.

Budget Summary

Expenditures

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	320,910	340	-	4,900	-	326,150
2010-2011 Actual	280,350	760	-	4,430	-	285,540
2011-2012 Actual	331,910	720	-	3,970	-	336,600
2012-2013 Original Budget	390,390	960	-	6,160	-	397,510
2012-2013 Adjusted Budget (Dec)	390,390	960	-	6,160	-	397,510
2012-2013 Six Month Actual	185,340	180	-	4,320	-	189,840
2012-2013 Estimated Year End	390,360	960	-	7,170	-	398,490
2013-2014 Dept Request	392,790	1,860	-	9,120	-	403,770
2013-2014 Manager's Budget	392,790	1,860	-	9,120	-	403,770
2013-2014 Adopted Budget	392,800	1,860	-	9,120	-	403,780
2014-2015 Projected Budget	404,030	1,860	-	9,120	-	415,010
2015-2016 Projected Budget	415,800	1,860	-	9,120	-	426,780
2016-2017 Projected Budget	428,140	1,860	-	9,120	-	439,120
2017-2018 Projected Budget	441,100	1,860	-	9,120	-	452,080

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Manager	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant to City Manager	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Secretary II - City Manager	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500	0.500
Full-time Total	2.000	2.000	2.000	2.000	2.000	1.500	1.500	2.500	2.500
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.000	1.000	n/a	n/a
Cost Center Total	2.000	2.000	2.000	2.000	2.000	1.500	2.500	2.500	2.500

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

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

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

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

The Clerk's Office prepares precinct lists to be used on Election Day. Staff verifies candidate and ordinance petitions to be placed on the ballots. Voter lists are prepared as requested by candidates including specific election data and daily lists that are sent to them electronically.

Training is conducted for all elections prior to every election to assure compliance with all applicable Election Law. The clerk's office was appointed to State Training Committee in conjunction with the Michigan Department of Elections to produce DVD/online training program for election officials, which was utilized statewide for the 2012 Presidential Election.

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

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

This office also helps ROHS with their mock elections by providing voting booths for students. This gives students a better understanding of the election process. Students were hired for the 2012 Presidential Election at our dual precincts to look up voters on laptops and direct them which precinct they vote in.

GOALS

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

OBJECTIVES

- Administer elections for the calendar year 2013.
- Continue training of election workers prior to each election.
- Continue utilizing Electronic Poll Books in every election to move lines faster during elections.
- Appointed to State Training Committee in conjunction with the Michigan Department of Elections to produce DVD/online training program for election officials, which was utilized statewide for the 2012 Presidential Election. Continuing to serve on committee in 2013.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Capital of \$125,000 is budgeted for the construction of a storage building to store election equipment.

Budget Summary Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	245,180	19,510	4,550	5,530	-	274,770
2010-2011 Actual	222,470	8,160	-	14,350	-	244,980
2011-2012 Actual	220,530	22,610	-	9,400	-	252,540
2012-2013 Original Budget	248,490	30,000	-	20,150	-	298,640
2012-2013 Adjusted Budget (Dec)	248,490	30,000	-	20,150	-	298,640
2012-2013 Six Month Actual	148,180	12,020	-	5,380	-	165,580
2012-2013 Estimated Year End	246,200	30,000	-	7,790	-	283,990
2013-2014 Dept Request	232,640	28,000	125,000	10,950	-	396,590
2013-2014 Manager's Budget	232,640	28,000	125,000	10,950	-	396,590
2013-2014 Adopted Budget	232,640	28,000	125,000	10,950	-	396,590
2014-2015 Projected Budget	238,630	28,000	-	10,950	-	277,580
2015-2016 Projected Budget	244,920	28,000	-	10,950	-	283,870
2016-2017 Projected Budget	251,540	28,000	-	10,950	-	290,490
2017-2018 Projected Budget	258,490	28,000	-	10,950	-	297,440

Performance Indicators / Outcome Measures

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Projected 2013	Projected 2014
Elections	1	3	1	3	1	2
Number of Registered Voters	47,374	47,539	48,323	49,034	49,500	50,000
Registration Applications Submitted	7,908	8,417	7,530	7,713	7,800	7,900
New Valid Registrations	4,726	5,089	4,749	5,011	5,000	5,100
Duplicates	1,057	1,062	1,031	827	800	800
Verified Voters	277	96	49	74	80	80
Active New Voters	3,988	3,881	4,806	6,007	6,000	6,100
Active Voters Cancelled	4,237	4,411	4,210	3,959	4,000	4,200

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

ROYAL OAK ELECTION HISTORY

Type of Election	Date	Total Voting	Voters Registered	Percent Voting	AV's counted	AV's Processed
General Election	11/06/12	34,607	49,034	70.58%	9071	9375
Primary Election	08/07/12	12,356	48,641	25.40%	3450	3801
Presidential Primary	2/28/12	8,119	48,309	16.81%	2849	3187
City General/School	11/8/11	7,456	48,167	15.48%	3,142	3,617
General	11/2/10	23,685	47,539	49.82%	5,587	5,966
August Primary	8/3/10	12,406	47,539	26.10%	3,530	3,911
Berkley School Bond	2/23/10	70	287	24.39%	18	21
City General & School	11/3/09	8,375	47,374	17.68%	3,457	4,112
General & School	11/4/08	36,669	48,187	76.10%	9,935	10,019
Primary	8/5/08	11,426	46,724	24.45%	3,356	3,771
Presidential Primary	1/15/08	11,677	46,279	25.22%	3,254	3,508
City General & School	11/6/07	8,222	46,111	17.83%	3,455	3,958
General	11/7/06	27,746	46,047	60.26%	6,340	6,619
Primary	8/8/06	8,847	46,022	19.22%	3,827	4,215
School Board & Bond - Royal Oak only	5/2/06	6,671	46,538	22.29%	3,675	4,675
City General/School	11/8/05	16,645	47,098	35.34%	4,611	4,894
School Board	5/3/05	9,627	50,125	19.24%	3,559	4,095
School Bond Millage	2/22/05	11,026	49,217	22.4%	3,980	4,273
Presidential	11/2/04	35,203	49,605	70.97%	8,642	8,986
Primary	8/3/04	7,134	48,576	14.69%	3,343	3,798
School	6/14/04	2,388	48,448	4.93%	1,946	3,124
City General	11/4/03	10,808	48,700	22.19%	3,737	3,989
School	6/9/03	5,200	48,377	10.75%	3,130	3,768
General	11/5/02	24,575	48,849	50.31%	5,735	6,079
Primary	8/6/02	13,204	49,930	26.45%	4,554	4,935
School	6/10/02	13,040	49,644	26.27%	4,035	4,354
City General	11/06/01	11,455	51,714	22.15%	4,227	4,488
OC School Millage	09/25/01	5,342	51,508	10.37%	3,051	3,513
School	06/11/01	4,055	52,617	7.71%	2,806	3,509
City Special	05/15/01	13,267	52,064	25.48%	4,334	4,484

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

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

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

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

Centralized accounts payable and (most of) payroll functions are performed within the department.

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

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

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

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

GOALS

- To accurately and timely record all financial transactions as to provide the best financial information to the City Commission, City Manager, residents and other users; continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- To properly administer the purchasing, payroll, payables, pension functions and accomplish the numerous financial reporting requirements accurately and timely.
- To facilitate the City's (fiscal) strategic planning and adoption of sound financial policies in an effort to effectively and efficiently manage the City's assets.

OBJECTIVES

- Review the City's cost allocation methodologies and internal service fund charges to verify that they are relevant and reasonable.
- Strengthen the purchasing function in order to pursue additional meaningful bidding and collaboration opportunities for cost savings and improve upon internal controls.
- Develop a method or process to timely complete and distribute monthly financial statements.
- Develop a medium and long-range plan to address the City's financial needs including legacy costs and street funding.
- Assist with the development of a strategic revenue plan.
- Organize, prioritize and publicize needs that can be met through private donors and create an online portal for such fundraising.
- Facilitate improvements to the newly developed *comprehensive* Capital Improvement Plan by reporting more thorough future estimated operating expenses/savings related to each project as well as provide more detailed project descriptions and improve upon the application process.
- Facilitate the development of a Wellness Committee in an effort to grow a healthier workforce (including retirees) which in turn can improve productivity, improve healthcare costs, and reduce the risk of the self-insured healthcare and worker compensation plans.
- Perform comprehensive risk management analysis's and provide sound fiscal recommendations related to the assets in the City's numerous self-insurance funds.
- Provide, review, adopt and publish various City Retirement System policies to provide for the improved administration of the City's Retirement System.

GOALS

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

OBJECTIVES

- Work closely with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.

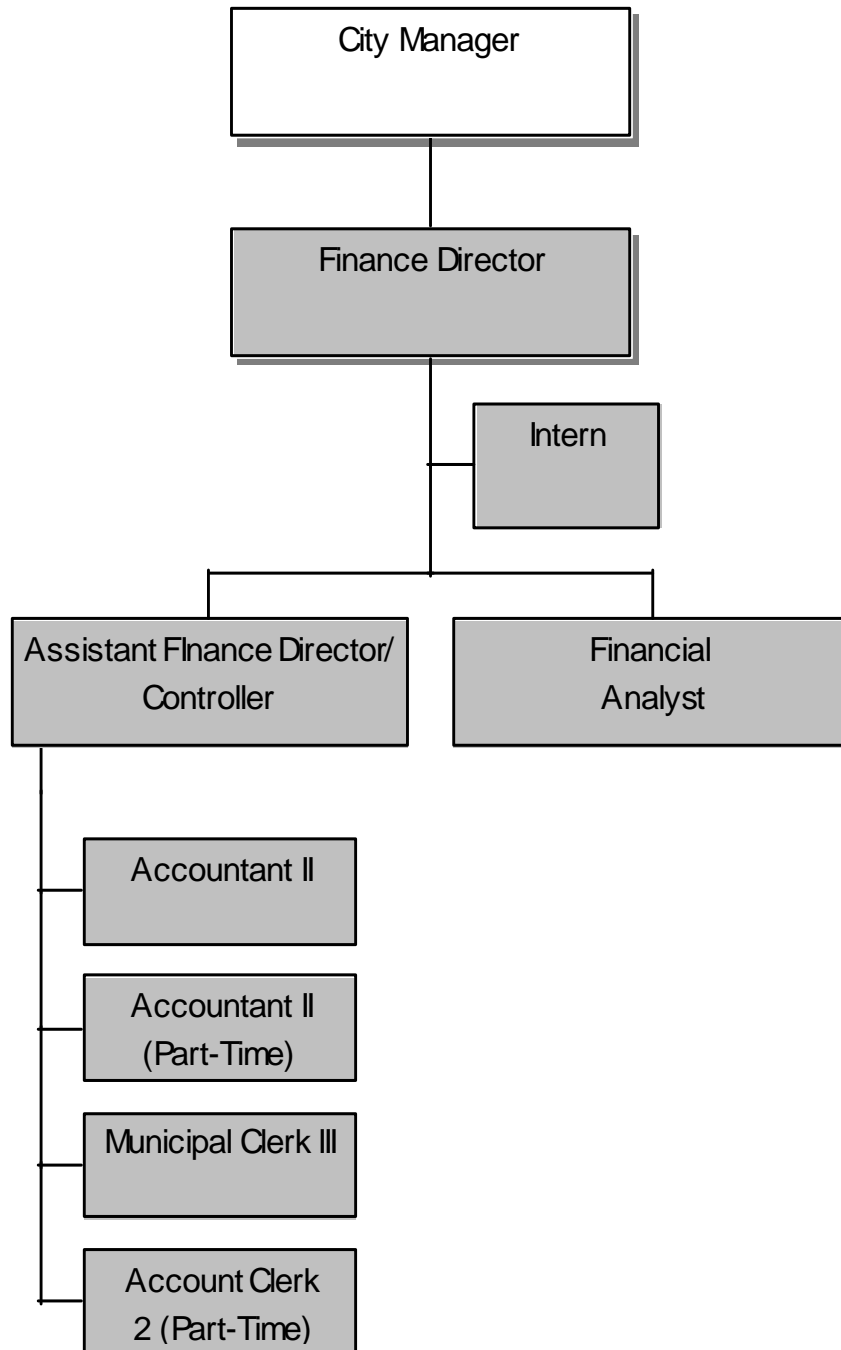
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Permanent Wages are increasing due to numerous employees in this department that are still moving through the wage steps as new employees are not placed at 100% of their salary when hired. A one-term paid internship is budgeted for \$3,000 as we have not been able to recruit any unpaid interns in the last 1.5 years.

Budget Summary**Expenditures**

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	704,700	4,450	-	71,680	-	780,830
2010-2011 Actual	562,300	2,360	-	15,180	-	579,840
2011-2012 Actual	598,560	2,990	-	7,560	-	609,110
2012-2013 Original Budget	653,760	3,250	-	11,200	-	668,210
2012-2013 Adjusted Budget (Dec)	653,760	3,250	-	36,200	-	693,210
2012-2013 Six Month Actual	298,250	760	-	4,210	-	303,220
2012-2013 Estimated Year End	639,630	3,250	-	14,520	-	657,400
2013-2014 Dept Request	605,310	3,250	-	14,530	-	623,090
2013-2014 Manager's Budget	605,310	3,250	-	14,530	-	623,090
2013-2014 Adopted Budget	605,310	3,250	-	14,530	-	623,090
2014-2015 Projected Budget	618,430	3,250	-	14,530	-	636,210
2015-2016 Projected Budget	632,100	3,250	-	14,530	-	649,880
2016-2017 Projected Budget	646,380	3,250	-	14,530	-	664,160
2017-2018 Projected Budget	661,290	3,250	-	14,530	-	679,070

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Finance		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Full-Time Positions</u>										
Director of Finance	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Assistant Finance Director/ Controller	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	
Controller	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	
Internal Auditor/Budget Analyst	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	
Financial Analyst	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	
Accountant II	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	
Secretary I - Finance	1.000	1.000	1.000	1.000	1.000	0.600	0.000	0.000	0.000	
Payroll Clerk III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	
Finance - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Full-time Total	6.000	6.000	6.000	6.000	6.000	5.600	5.000	5.000	5.000	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					2.019	2.019	n/a	n/a	
Cost Center Total						7.619	7.019	5.000	5.000	

Purchasing		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
CS III - Purchasing		1.000	1.000	1.000	1.000	0.500	0.000	0.000	0.000	0.000
Full-time Total		1.000	1.000	1.000	1.000	0.500	0.000	0.000	0.000	0.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Projected FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Bank Statements Reconciled	468	420	420	420	420	420
Accounts Payable Invoices Processed	22,120	16,474	7,228	16,000	16,000	16,000
General Payroll Checks Generated	10,619	11,992	6,326	12,500	13,000	13,500
Auditors Correcting Entries to Financial Statements	2	2	0	0	0	0
Estimated/Final Pension Calculations	59/33	48/35	15/8	35/22	40/20	40/20
GFOA Distinguished Budget Awards	1	1	1	1	1	1
GFOA CAFR Awards	1	1	1	1	1	1

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

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

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

The Assessor's Office is a valuable source of information for the public, maintaining data on each parcel of property in the City. This includes plat maps and record cards for over 25,000 real property parcels. Additionally, the Oakland County Equalization Division, by contract, maintains about 2,000 personal property parcels. The total parcels include these ad valorem parcels, Industrial Facilities Tax (IFT), Tax Increment Financing Authority (TIFA), Downtown Development Authority (DDA) and Brownfield Redevelopment Authority properties.

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Review all sales, foreclosures and bank sales to verify transfer information and proper uncapping.
- Provide quality information and training to current and new Board members to keep them abreast of current legislation.
- Provide review of vendors for costs associated with printing of Change of Assessment Notices for City residents.
- Explore a growth management policy encompassing the effects of Prop A, Headlee Act, defining new/re development and staff demands.
- Update photos of properties in the assessment files.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

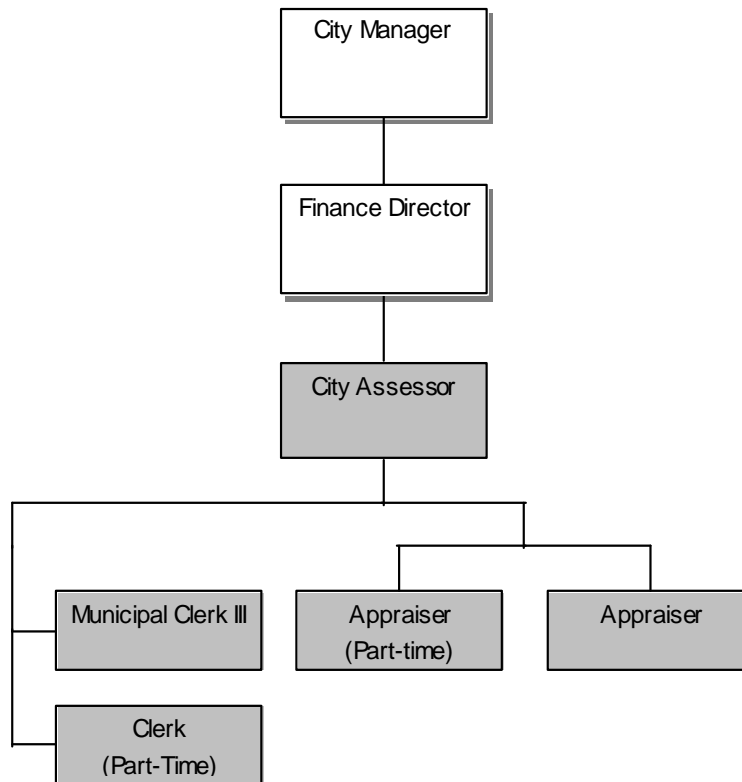
This cost center's expenditures have increased due to the costs for the contracted legal advisory counsel for the Michigan tax tribunals moving from the City Attorney's cost center to Assessor's. The temporary wages are increasing for a part-time assessor. Training has increased because the State Tax Commission has increased annual continuing education requirements. Data processing increased as the assessment notices will be charged directly out of Assessing as opposed to an administration cost center.

Budget Summary

Expenditure

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	436,610	4,250	-	60,050	-	500,910
2010-2011 Actual	406,440	1,330	-	56,230	-	464,000
2011-2012 Actual	446,090	3,270	-	48,880	-	498,240
2012-2013 Original Budget	480,250	2,890	-	60,830	-	543,970
2012-2013 Adjusted Budget (Dec)	480,250	2,890	-	60,830	-	543,970
2012-2013 Six Month Actual	222,940	1,010	-	6,490	-	230,440
2012-2013 Estimated Year End	477,280	2,880	-	53,760	-	533,920
2013-2014 Dept Request	487,200	13,450	-	124,680	-	625,330
2013-2014 Manager's Budget	487,200	13,450	-	124,680	-	625,330
2013-2014 Adopted Budget	487,200	13,450	-	124,680	-	625,330
2014-2015 Projected Budget	501,740	13,450	-	124,680	-	639,870
2015-2016 Projected Budget	517,000	13,450	-	124,680	-	655,130
2016-2017 Projected Budget	533,040	13,450	-	124,680	-	671,170
2017-2018 Projected Budget	549,900	13,450	-	124,680	-	688,030

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Assessing		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Assessor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Assessor	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Appraiser	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC II	0.000	0.000	0.000	0.000	1.000	1.000	1.000	0.000	0.000
Assessing - MC I	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	4.000	4.000	4.000	4.000	4.000	3.000	3.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.577	1.346	n/a	n/a
Cost Center Total	5.000	5.000	4.000	4.000	4.000	4.577	5.346	3.000	3.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Assessment Notices Processed	27,109	27,641	0	27,700	27,700	27,700
Residential Property Appraisals	818	860	860	900	900	900
Commercial/Industrial Appraisals	157	229	229	229	200	200
Small Claims Tribunal Appeals	142	89	89	100	100	100
Full Tax Tribunal Appeals	50	41	41	60	60	60
Homestead Affidavits Processed	827	2,568	1,579	2,600	2,600	2,600
Board of Review Appeals	670	516	68	500	500	500
Board of Review Adjustments	-2,338,070	-1,956,210	-1,431,640	-800,000	-2,500,000	-2,500,000
Property Sales Reviewed	1,506	2,140	1,071	2,200	2,300	2,300
Property Transfers Uncapped	1,159	1,861	1,023	1,900	2,000	2,000
Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Lot Splits/Combinations	8	12	12	15	15	15

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

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

The city attorney is an integral part of the criminal justice system, working with the police and code enforcement departments in the prosecution of misdemeanors and civil infractions in the district court.

The city attorney also prepares and reviews contracts and development agreements, reviews bonds and insurance policies, prepares ordinances, and manages all civil litigation for the city.

GOALS

- General Counsel - to provide sound legal advice in a timely manner.

OBJECTIVES

- To provide concise legal opinions, either in response to requests from the City Commission and department heads, or as needed on issues of legal significance.
- To draft and/or thoroughly review contracts and other documents to which the City is a party.
- To advise police personnel on legal matters affecting the enforcement of federal, state and local law.
- To draft ordinances needed to implement the policy set by the City Commission.
- To assist in identifying current City commission approvals that can be performed solely by the administration in an effort to streamline commission workload.
- To provide complete, executed labor contracts in a timely manor.
- To assist in identifying boards, commissions, and committees that can either be consolidated with others or eliminated.

GOALS

- Civil Litigation – to provide the City with effective representation in all cases in which the City is a party.
- Ordinance Prosecution – to effectively prosecute City ordinance violations.
- To advocate on behalf of the People of the City of Royal Oak in the best interests of justice.
- To courteously handle inquiries from the general public regarding the City Code and/or established City policies and procedures.

OBJECTIVES

- To closely monitor the status of cases where outside counsel is appointed to defend the City's interests.
- To vigorously advocate in cases where the City Attorney's Office defends the City's interests.
- To keep the City Commission and any affected employees informed as to the status of pending litigation.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

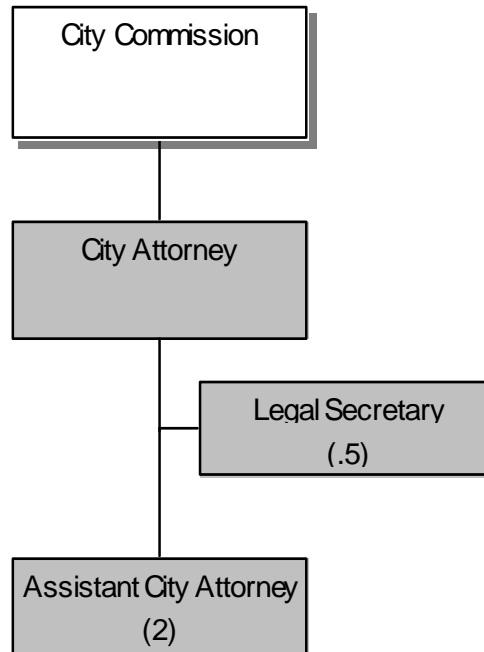
With the approval of the Public Safety Millage in November of 2012, one full-time assistant city attorney has been recalled from layoff resulting in increased personnel costs for 2013-14. The City Attorney's office and the City Manager's Office continue to share one full-time administrative assistant in fiscal year 13/14. Contracted Legal Services decreased as assessment related legal work is now budgeted in the Assessor's cost center.

Budget Summary

Expenditures

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	531,280	18,650	-	248,050	-	797,980
2010-2011 Actual	448,500	13,580	-	174,990	-	637,070
2011-2012 Actual	496,550	13,430	-	160,990	-	670,970
2012-2013 Original Budget	539,930	12,590	-	195,400	-	747,920
2012-2013 Adjusted Budget (Dec)	600,210	12,590	-	195,400	-	808,200
2012-2013 Six Month Actual	251,830	6,220	-	39,860	-	297,910
2012-2013 Estimated Year End	573,490	12,740	-	152,160	-	738,390
2013-2014 Dept Request	606,270	13,800	-	122,810	-	742,880
2013-2014 Manager's Budget	606,270	13,800	-	122,810	-	742,880
2013-2014 Adopted Budget	606,270	13,800	-	122,810	-	742,880
2014-2015 Projected Budget	624,340	13,800	-	122,810	-	760,950
2015-2016 Projected Budget	643,300	13,800	-	122,810	-	779,910
2016-2017 Projected Budget	663,180	13,800	-	122,810	-	799,790
2017-2018 Projected Budget	684,040	13,800	-	122,810	-	820,650

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Attorney	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Attorney	1.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Attorney	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Assistant City Attorney	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	2.000
Legal Secretary	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500	0.500
Full-time Total	5.000	4.000	5.000	4.000	4.000	2.500	2.500	2.500	3.500

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

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

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

Charter Review, Civil Service, re Civil Service Commissions and Rules Committee.

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

The Clerk's Office provides birth and death certificates (The City became a pilot community in Oakland County beginning April 2011, with the State of Michigan, to start utilizing their Electronic Death Registry System.), dog licenses, dog park passes, bike licenses, new business licenses, valet licenses, special event permits, taxi licenses, parking station permits, solicitation/peddler permits, Dream Cruise permits, sidewalk café's and valet permits; parking permits; processes SDD/SDM and Class C liquor license renewals, liquor transfers and bistro licenses; publishes legal notices, issues proclamations, sends updates of all ordinances to general code for codification; process applications from residents who want to serve on City Boards and Committees maintaining a list of qualified candidates.

GOALS

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

OBJECTIVES

- Stay active in statewide Clerk's associations to have our concerns addressed and to be informed of new acts/laws being implemented.
- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.
- Serve as Vice President of Oakland County Clerks Association

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

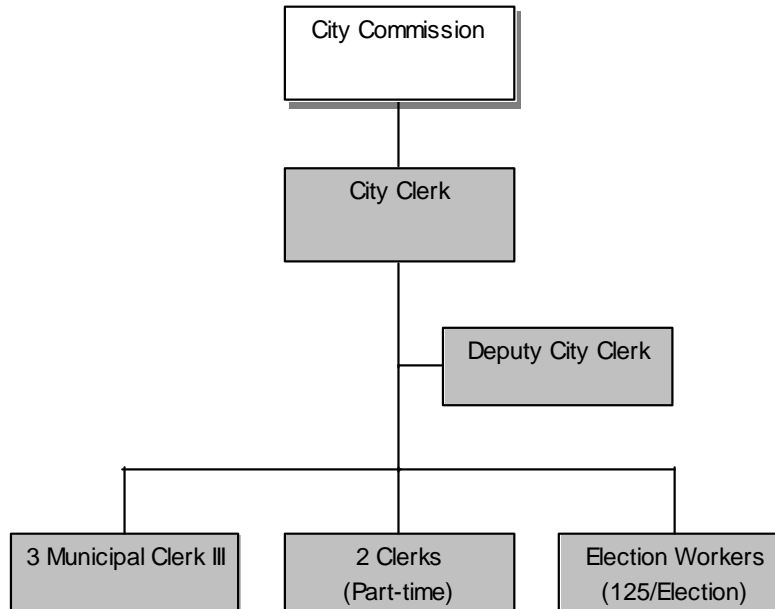
Personnel costs increased due to the addition of a clerical position mid fiscal year 12-13. Material for Sales increased \$5,000 for permit zone parking passes.

Budget Summary

Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	326,610	7,330	10,000	23,830	-	367,770
2010-2011 Actual	312,980	5,980	-	12,450	-	331,410
2011-2012 Actual	300,970	5,070	-	14,290	-	320,330
2012-2013 Original Budget	336,260	8,200	-	20,660	-	365,120
2012-2013 Adjusted Budget (Dec)	365,010	8,200	-	20,660	-	393,870
2012-2013 Six Month Actual	157,800	2,320	-	9,380	-	169,500
2012-2013 Estimated Year End	354,840	8,200	-	22,160	-	385,200
2013-2014 Dept Request	420,060	13,500	-	22,160	-	455,720
2013-2014 Manager's Budget	420,060	13,500	-	22,160	-	455,720
2013-2014 Adopted Budget	420,060	13,500	-	22,160	-	455,720
2014-2015 Projected Budget	432,720	13,500	-	22,160	-	468,380
2015-2016 Projected Budget	446,010	13,500	-	22,160	-	481,670
2016-2017 Projected Budget	459,980	13,500	-	22,160	-	495,640
2017-2018 Projected Budget	474,680	13,500	-	22,160	-	510,340

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

City Clerk		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Purchasing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
City Clerk - MC III	2.000	2.000	2.000	2.000	2.000	1.000	2.000	2.000	3.000
City Clerk - MC II	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cashier II	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	4.000	4.000	4.000	4.000	5.000	4.000	4.000	4.000	5.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.337	0.673	n/a	n/a
Cost Center Total	4.000	4.000	4.000	4.000	5.000	4.337	4.673	4.000	5.000

Performance Indicators / Outcome Measures

	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Estimated 2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>
Documents Processed/Issued:						
Birth Certificates	5,053	4,958	4,983	5,000	5,000	5,000
Business Licenses (Annual)	169	149	175	180	180	180
Death Certificates	1,870	1,823	1,693	1,700	1,700	1,700
Dog Licenses	1,841	1,501	1,832	1,900	1,900	1,900
Dog Park Passes	383	336	276	300	300	300
Freedom of Information Act	73	66	74	80	80	80
Initial Merchants Licenses	54	35	28	40	40	40
Liquor License Renewals	48	47	48	50	50	50
Miscellaneous Business Licenses	53	136	140	150	150	150
Peddler Permits	61	51	31	40	40	40
SDD/SDM Renewals	40	41	41	45	45	45
Solicitation Permits	25	22	22	25	25	25
Special Event Permits	41	30	43	50	50	50
Woodward Dream Cruise Permits	64	70	60	70	70	70

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

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

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

HR administers compensation and benefit plans for employees consistent with contract provisions, including leave benefits, tuition reimbursement, deferred compensation, and special pays. This includes 72 different health plans that provide health, dental, vision, life and supplemental insurance for all employees and retirees including monthly billings, liaison duties with providers, and processing of employee/retiree status changes, including Medicare A, B & D (dependents, beneficiaries, COBRA notices, etc.). The office maintains applicant, employee and retiree records.

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

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

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

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

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

GOALS:

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

OBJECTIVES:

- Provide the Human Resource staff with the required training to ensure each is knowledgeable regarding City policies and applicable ordinances, employment and other laws, including the Patient Protection and Affordable Care Act.
- Provide complete, executed labor contracts and post them on the City website.
- Provide employees with job-specific training as required, within budget parameters.
- Review the possibility and parameters of a renewed reward-based employee "cost saving" suggestion program in an effort to help reduce operating costs.
- Assess employee interest for participation in a City sponsored Wellness Program.
- Explore the possibility of participating in a consolidated health clinic.

Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Year 2013-2014:

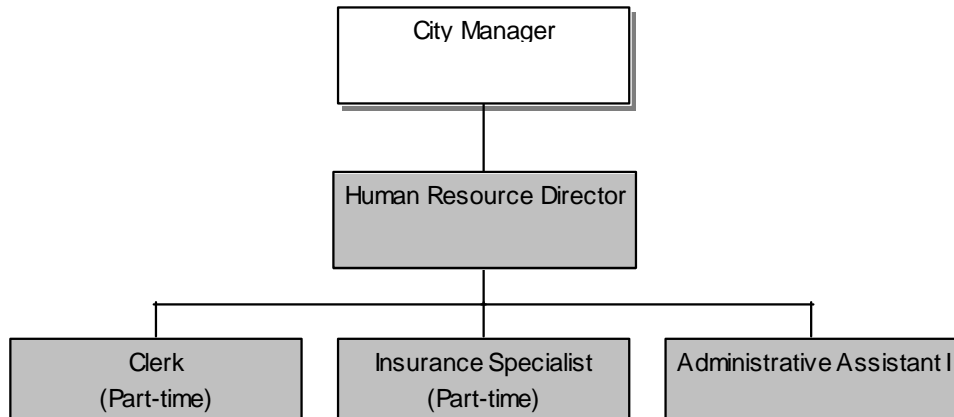
A part-time clerk is added to assist staff with the increase in recruitment, on-boarding, document management, responsibilities under the Patient Protection and Affordable Care Act and other assignments. Civil Service Examinations continues to be increased due to promotional exams/assessment centers for police, fire and other departments as a result of retirements and promotions. Medical Services is increased due to additional hiring in the police department. New hires in the police and fire departments are required to pass a psychological exam in addition to a pre-employment physical examination. Misc Contracted Services budget increased \$15,000 for a targeted wage study as provided in the City Commissions' objective.

Budget Summary

Expenditures

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	356,240	520	-	80,510	-	437,270
2010-2011 Actual	350,220	620	-	113,780	-	464,620
2011-2012 Actual	273,900	220	-	100,420	-	374,540
2012-2013 Original Budget	283,020	930	-	120,380	-	404,330
2012-2013 Adjusted Budget (Dec)	283,020	930	-	120,380	-	404,330
2012-2013 Six Month Actual	133,160	260	-	38,450	-	171,870
2012-2013 Estimated Year End	290,110	930	-	120,380	-	411,420
2013-2014 Dept Request	306,200	930	-	130,380	-	437,510
2013-2014 Manager's Budget	306,200	930	-	130,380	-	437,510
2013-2014 Adopted Budget	306,200	930	-	130,380	-	437,510
2014-2015 Projected Budget	313,430	930	-	130,380	-	444,740
2015-2016 Projected Budget	321,000	930	-	130,380	-	452,310
2016-2017 Projected Budget	328,930	930	-	130,380	-	460,240
2017-2018 Projected Budget	337,250	930	-	130,380	-	468,560

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Human Resources		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Human Resource Director		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist		1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Secretary I - Hr		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
H/R - MC III		1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
H/R - MC II		0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000
Full-time Total		4.000	4.000	4.000	4.000	4.000	2.000	2.000	2.000	2.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					0.865	0.625	n/a	n/a
Cost Center Total		4.000	4.000	4.000	4.000	4.000	2.865	2.625	2.000	2.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Labor Contracts Negotiated	3	9	0	9	9	4
% of Labor Contracts Settled	55	100	100	100	55	44
Employees Hired (FT/PT)	73	51	17	50	70	50
Applications Processed (FT/PT)	333	810	76	500	800	500
Promotions/Transfers/Terminations Processed	212	85	11	65	70	65
Disability Claims Processed	61	59	31	61	63	64
Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	650	687	696	691	692	692
FT HR Staff to FT Workforce Ratio	1:130	1:130	1:130	1:143	1:143	1:145

The General Administration cost center records charges that are General Fund responsibilities but are not specifically assigned to any user due to their subjective nature.

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Audit and General Liability costs are budgeted to decrease as a portion of these costs are now budgeted in the Public Safety Fund. Misc Expenditures are budgeted to increase due to the recent history of Michigan Tax Tribunal expenditures.

Budget Summary

Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	520	-	-	1,430,970	-	1,431,490
2010-2011 Actual	(4,830)	-	-	1,564,410	-	1,559,580
2011-2012 Actual	(5,110)	-	-	1,845,840	-	1,840,730
2012-2013 Original Budget	2,200	-	-	1,513,430	-	1,515,630
2012-2013 Adjusted Budget (Dec)	2,200	-	-	803,330	-	805,530
2012-2013 Six Month Actual	(3,440)	-	-	493,310	-	489,870
2012-2013 Estimated Year End	-	-	-	877,550	-	877,550
2013-2014 Dept Request	700	-	-	874,920	-	875,620
2013-2014 Manager's Budget	700	-	-	874,920	-	875,620
2013-2014 Adopted Budget	700	-	-	874,920	-	875,620
2014-2015 Projected Budget	700	-	-	874,920	-	875,620
2015-2016 Projected Budget	700	-	-	874,920	-	875,620
2016-2017 Projected Budget	700	-	-	874,920	-	875,620
2017-2018 Projected Budget	700	-	-	874,920	-	875,620

The mission of the Treasurer's Office is to effectively and efficiently collect, secure, invest, and disburse all City monies; which includes tax billing, water billing, accounts receivables, special assessments, parking funds, and numerous miscellaneous receivables and disbursements .

All taxes, special assessments, and license fees, accruing to the City, are collected by the City Treasurer. All money received by any officer or employees of the City for or in connection with the business of the City is paid to the City Treasurer, and deposited to one of the approved banking institutions. The Treasury Office collects and redistributes property taxes for all of the various taxing authorities within the city including: Oakland County, Oakland County Parks & Recreation, the Zoological Authority, the Public Transportation Authority, the Huron-Clinton the Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD.

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

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

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

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

Royal Oak property owners have the option of paying tax bills on-line by credit card through Oakland County and water bills with a credit card from the City website through "Official Payments". In addition, in January 2006 the Office began offering direct debit payments for water bills. This program has been tremendously popular, with 2128 residents, or 9% of our total customer base, signed up, a 4% increase in users in the past year.

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

GOALS

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

OBJECTIVES

- Provide opportunity for online payments of most fees, charges and taxes.
- To increase the level of direct deposit customers in an effort to reduce manual processes.
- To offer 24 hour access to information needed by residents and title/mortgage servicing companies by providing online property tax, water and special assessment information, along with reducing incoming phone calls to the department.
- Explore the possibility for the payment of parking tickets at City Hall as well as the Court building.
- Review alternative methods to receive donations.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

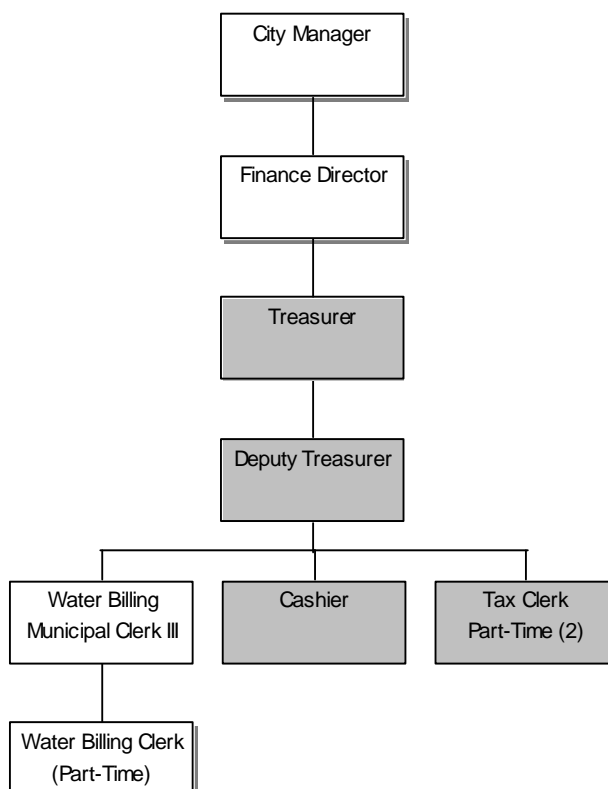
In response to last year's audit findings, the City's Audit Review Committee has recommended that during the budget process, the City administration make a recommendation to improve upon the separation of duties (internal control) in the Treasury office. The Treasury Office eliminated a full-time position and filled with two part-time positions. Based upon the current staffing and workload, it would not be cost efficient to hire an additional employee to distribute duties. Instead, on a trial basis the accountant in the Finance office will perform certain Treasury duties. This solution does not alleviate all of the concerns documented during the last audit.

Budget Summary

Expenditures

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	391,870	1,800	-	9,840	-	403,510
2010-2011 Actual	309,500	1,910	-	10,220	-	321,630
2011-2012 Actual	340,150	1,820	-	14,110	-	356,080
2012-2013 Original Budget	373,580	2,350	-	17,880	-	393,810
2012-2013 Adjusted Budget (Dec)	373,580	2,350	-	17,880	-	393,810
2012-2013 Six Month Actual	149,550	790	-	8,650	-	158,990
2012-2013 Estimated Year End	364,300	2,350	-	14,140	-	380,790
2013-2014 Dept Request	314,970	2,350	-	16,140	-	333,460
2013-2014 Manager's Budget	314,970	2,350	-	16,140	-	333,460
2013-2014 Adopted Budget	314,970	2,350	-	16,140	-	333,460
2014-2015 Projected Budget	323,940	2,350	-	16,140	-	342,430
2015-2016 Projected Budget	333,350	2,350	-	16,140	-	351,840
2016-2017 Projected Budget	343,240	2,350	-	16,140	-	361,730
2017-2018 Projected Budget	353,640	2,350	-	16,140	-	372,130

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Cashier II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Treasurer - MC II	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	0.000
Treasurer - MC I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	5.000	5.000	4.000	4.000	4.000	4.000	3.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.865	0.625	n/a	n/a
Cost Center Total	5.000	5.000	5.000	5.000	4.000	4.865	4.625	4.000	3.000

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

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Tax bills generated	36,691	36,453	36,271	36,500	36,500	36,500
Water bills generated	95,884	95,720	95,720	95,800	95,800	95,800
Phone calls received	28,583	31,383	15,980	28,000	25,000	23,000
Direct Debit Customers (W & S)	2,128	2,230	2,258	2,300	2,400	2,500
% Participation in Automatic Bill Pay	9%	9%	9%	9%	10%	10%
Invoices Billed	579	679	399	680	680	680
Summer Special Assessments Billed	581	272	272	270	270	270
FTE's per 1000 Resident Ratio	1:1,447	1:1,430	1:1,430	1:1,430	1:1,430	1:1,430

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

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

Building costs primarily involve external vendors. The largest operating costs are utilities (electric, gas, water and telephone), postage, janitorial service and supplies. Repairs and maintenance costs include building trades (HVAC, plumbing, electrical, elevator).

GOALS

- Develop a plan for the future of City Hall and the Police Department Buildings.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Personnel costs decreased due to moving the full-time personnel costs to the Building Maintenance cost center. Building maintenance and repairs, security system upgrades including security doors are budgeted for City Hall in the amount of \$20,000(carryover from FY2012-13) due to security needs as recommended by our Safety Committee. In an effort to promote a customer friendly and efficient business development process as described in the City Commission objectives, \$75,000 (plus \$50,000 carryover from FY 12/13) is budgeted for the construction costs to configure the second floor into a Community Development area which will include the Planning, Building and Engineering Departments. Other areas of the building may also be renovated to accommodate relocating these departments that are displaced as a result of creating a Community Development area.

Budget Summary Expenditures

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	38,330	30,480	71,570	372,040	-	512,420
2010-2011 Actual	66,530	21,360	-	361,540	-	449,430
2011-2012 Actual	41,650	17,380	-	370,470	-	429,500
2012-2013 Original Budget	78,670	22,800	20,000	379,330	-	500,800
2012-2013 Adjusted Budget (Dec)	78,670	22,800	20,000	379,330	-	500,800
2012-2013 Six Month Actual	17,370	8,110	-	171,740	-	197,220
2012-2013 Estimated Year End	78,640	20,300	-	341,540	-	440,480
2013-2014 Dept Request	19,960	19,300	20,000	416,350	-	475,610
2013-2014 Manager's Budget	19,960	19,300	20,000	466,350	-	525,610
2013-2014 Adopted Budget	19,960	19,300	20,000	466,350	-	525,610
2014-2015 Projected Budget	20,200	19,300	-	466,350	-	505,850
2015-2016 Projected Budget	20,440	19,300	-	466,350	-	506,090
2016-2017 Projected Budget	20,690	19,300	-	466,350	-	506,340
2017-2018 Projected Budget	20,940	19,300	-	466,350	-	506,590

Cost Center Position Detail - Home Base

Full & Part-time Employees

City Office Bldg		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions					Information not available			0.216	0.673	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	0.216	0.673	n/a

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

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

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

Although the City's namesake, the original Royal Oak, no longer lives, the Forestry section is responsible for over 23,000 trees. These include trees in the parks, central business district, parkways and easement areas of roads, golf

courses, cemetery and City owned open spaces (e.g. around the Library).

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

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

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

GOALS

- To maintain the City's Park grounds in accordance with maintenance schedules.
- To provide quality facilities for recreation programs and support the use by all citizens of Royal Oak.
- Support the community youth athletic organizations.
- Improve the urban forest.

OBJECTIVES

- To minimize the city liability in city parks.
- Improve maintenance of park facilities including appropriately addressing peaks in maintenance needs during spring and summer months.
- Review ways to renovate/update City Parks.
- Investigate the feasibility and potential features of a downtown park utilizing City land including City Hall parking lots.
- To increase tree diversity in the Urban Forest.
- Investigate alternative funding sources, sponsorships and donations from federal, state, and community organizations to update parks.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Division has been absorbed into the highway division. Last year, the supervisor position was consolidated into highway. Miscellaneous Contracted services are increasing due to large tree removal. Two tennis courts are scheduled to be resurfaced in the amount of \$20,000. Two play structures are budgeted for \$70,000. This division relies almost entirely now on part-time employees for maintenance of parks. Spring and fall will be very difficult times to keep up with grass cutting.

Budget Summary

Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	550,830	80,010	15,990	194,770	-	841,600
2010-2011 Actual	213,220	32,350	-	192,380	-	437,950
2011-2012 Actual	153,880	45,880	-	256,370	-	456,130
2012-2013 Original Budget	251,080	61,950	-	282,610	-	595,640
2012-2013 Adjusted Budget (Dec)	251,080	61,950	-	282,610	-	595,640
2012-2013 Six Month Actual	95,140	8,550	-	146,730	-	250,420
2012-2013 Estimated Year End	215,980	58,440	-	290,300	-	564,720
2013-2014 Dept Request	189,140	60,000	90,000	303,280	-	642,420
2013-2014 Manager's Budget	189,140	60,000	90,000	303,280	-	642,420
2013-2014 Adopted Budget	189,140	60,000	90,000	303,280	-	642,420
2014-2015 Projected Budget	192,450	60,000	-	303,280	-	555,730
2015-2016 Projected Budget	195,920	60,000	25,000	303,280	-	584,200
2016-2017 Projected Budget	199,580	60,000	-	303,280	-	562,860
2017-2018 Projected Budget	203,420	60,000	-	303,280	-	566,700

Cost Center Position Detail - Home Base

Full & Part-time Employees

Parks & Forestry		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Supervisor of Parks & Forestry	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Equipment Repairworker	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Parks Maint Worker II	5.000	5.000	5.000	5.000	5.000	1.000	5.000	4.000	4.000
Parks Maint Worker	5.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Parks/Forestry MC III 17	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Full-time Total	13.000	8.000	8.000	8.000	8.000	2.000	8.000	7.000	7.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					5.048	5.048	n/a	n/a
Cost Center Total	13.000	8.000	8.000	8.000	8.000	7.048	13.048	7.000	7.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Hours Ball Diamonds Maintained	1,121	1,082	535	990	990	990
Hours Soccer / Football Fields Maintained/Lined	305	592	399	650	650	650

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

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

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

GOALS

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

OBJECTIVES

- Provide a response to all work requests within 48 hours.
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Personnel costs increased due to moving the full-time costs from the City Office Building cost center.

Budget Summary Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	127,320	2,800	-	8,650	-	138,770
2010-2011 Actual	89,930	4,800	-	17,100	-	111,830
2011-2012 Actual	143,400	4,590	-	13,130	-	161,120
2012-2013 Original Budget	111,680	4,800	-	11,370	-	127,850
2012-2013 Adjusted Budget (Dec)	111,680	4,800	-	11,370	-	127,850
2012-2013 Six Month Actual	92,370	2,340	-	5,090	-	99,800
2012-2013 Estimated Year End	131,190	4,950	-	11,370	-	147,510
2013-2014 Dept Request	218,100	4,960	-	15,590	-	238,650
2013-2014 Manager's Budget	218,100	4,960	-	15,590	-	238,650
2013-2014 Adopted Budget	218,100	14,960	-	15,590	-	248,650
2014-2015 Projected Budget	225,120	14,960	-	15,590	-	255,670
2015-2016 Projected Budget	232,500	14,960	-	15,590	-	263,050
2016-2017 Projected Budget	240,250	14,960	-	15,590	-	270,800
2017-2018 Projected Budget	248,400	14,960	-	15,590	-	278,950

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Full-Time Positions									
Bldg Maint Repair Worker II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Bldg Maint Repair Worker I	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000

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

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

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

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

GOALS

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

OBJECTIVES

- Respond to complaints within one business day.
- Treat each resident and business owner with respect and understanding.
- Enforce City ordinances in a fair and consistent manner
- Investigate and implement programs to appropriately manage the rodent population.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

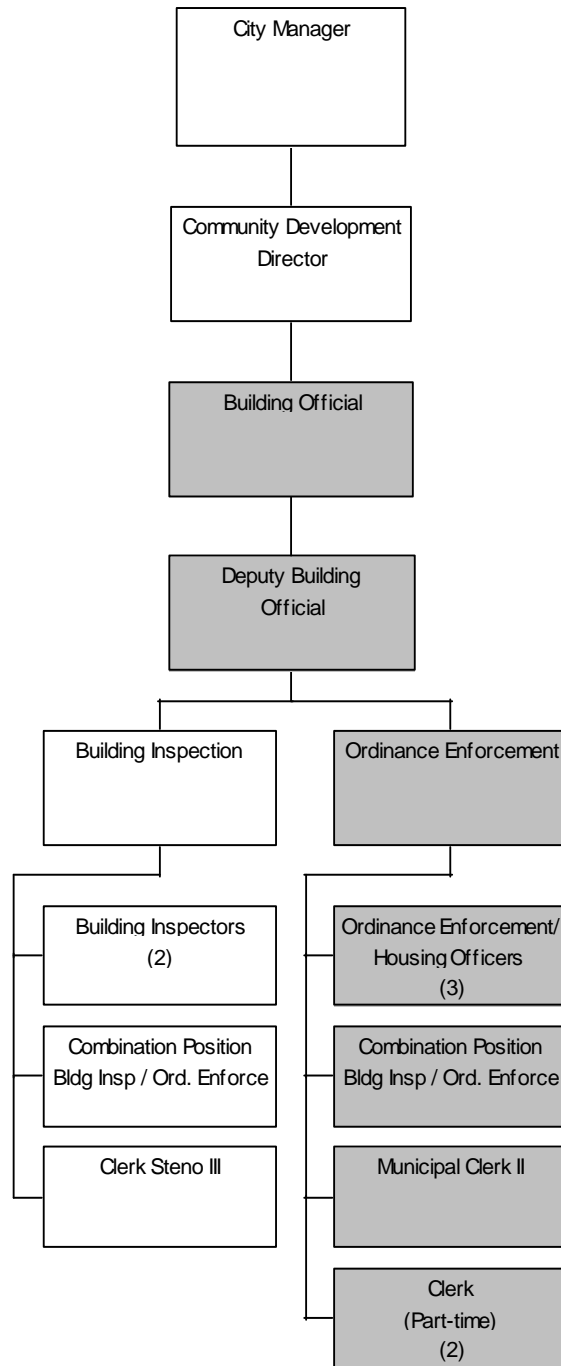
As a result of the millage passing the budget provides for the callback of one Ordinance Enforcement Officer from lay-off. This gives the department three officers to respond to all complaints and provide exterior inspections for rental licenses. One additional Officer is budgeted as part of the millage proposal. It has been determined the best use for the fourth officer would be to create a combined position with a building inspector and fund the position 50% with State Construction Code funds. This will provide two positions for the same cost to the General Fund, providing additional flexibility. The officers would be used to address needs for Ordinance Enforcement and Building Inspections. A full-time municipal clerk is added to this department. The work load for ordinance and building is simply too much for one person. The new position would be filled by a new hire. These changes would allow the department to increase its ability to capture lost revenue from unlicensed rental properties and respond to complaints. It is proposed that these changes will have a positive effect on property values in the city. Overtime is budgeted to increase by \$20,000 for afterhours ordinance enforcement related to violations such as trash cans left at the curb, signs/banners, and parking on grass.

Budget Summary

Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	310,350	-	-	5,460	-	315,810
2010-2011 Actual	322,060	70	-	5,880	-	328,010
2011-2012 Actual	285,380	-	-	19,910	-	305,290
2012-2013 Original Budget	342,700	800	-	13,650	-	357,150
2012-2013 Adjusted Budget (Dec)	416,850	800	-	13,650	-	431,300
2012-2013 Six Month Actual	174,550	-	-	6,990	-	181,540
2012-2013 Estimated Year End	377,060	200	-	14,210	-	391,470
2013-2014 Dept Request	489,320	500	-	21,500	-	511,320
2013-2014 Manager's Budget	509,320	500	-	21,500	-	531,320
2013-2014 Adopted Budget	509,320	500	-	21,500	-	531,320
2014-2015 Projected Budget	522,630	500	-	21,500	-	544,630
2015-2016 Projected Budget	536,580	500	-	21,500	-	558,580
2016-2017 Projected Budget	551,190	500	-	21,500	-	573,190
2017-2018 Projected Budget	566,510	500	-	21,500	-	588,510

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Code Enforcement		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Code Enforcement/Housing Officer	3.000	2.000	2.000	3.000	5.000	3.000	2.000	2.000	3.000
CS III - Inspection	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing Rehabilitation Officer	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Combination Position Inspector/ Enforcement. Officer	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Code Enforcement - MC II	2.000	2.000	2.000	1.000	1.000	1.000	0.000	0.000	1.000
Code Enforcement - MC I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	6.000	5.000	5.000	4.000	6.000	4.000	2.000	2.000	5.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions						0.000	0.000	n/a	n/a
Cost Center Total	6.000	5.000	5.000	4.000	6.000	4.000	2.000	2.000	5.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	0	0	0	0	20	50
Percent of Complaints Responded to Within One Business Day	75	80	85	85	90	90
Percent of Questions Responded to Within Two Business Days	75	80	85	85	90	90
Rental Licenses Issued	1,098	937	718	1,500	1,100	1,100
Responses to Complaints	2,996	3,446	2,267	4,000	3,800	3,800
Scheduled Inspections Conducted	6,991	9,786	6,957	13,500	13,000	13,000

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

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

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

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

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

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

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

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

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

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

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

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

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

the Building Inspection Department. If they are not, the petitioner is advised what is need to bring the plans into compliance. No additional application or fee is required by the Planning Division to complete this type of review.

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

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

Other Related Areas

See the budgets for the Downtown Development Authority (DDA) Operating Fund, DDA (TIF) Development Fund, the Community Block Grant Fund, the Housing Assistance Program, the Brownfield Redevelopment Authority (BRA) Fund, Engineering, and Ordinance/State Construction Code.

GOALS

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

OBJECTIVES

- Process applications and prepare needed reviews and reports in a timely fashion, included administratively approving minor site plans when possible.
- Recommend modifications to petitioners' applications when necessary so that they may better comply and be consistent with the city's Zoning Ordinance and Master Plan.
- Provide timely public hearing notification as required by state law.
- Assist businesses and homeowners to the greatest extent possible with new business proposals or expansions, building or home additions, etc., by directing them to the

GOALS

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

OBJECTIVES

- proper review body or application procedure.
- Assist petitioners with their applications to the greatest extent possible without actually preparing the information and documents they need to provide.
- Streamline the application and review process to ensure efficient internal operations and timely provisions of decisions to petitioners.
- Update the current list of resources available for residents to improve their homes and make available to residents.
- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks.
- Hire a Coordinator of Economic Development.
- Prepare concise and informative reports that accurately describe the proposed activity and its consistency with the Zoning Ordinance, Master Plan, other city ordinances and policies, and state law.
- When necessary, provide recommendations on whether the proposed activity is consistent with the Zoning Ordinance, Master Plan, other city ordinances and policies, and state law, and what, if any, contingencies of approval should be adopted.
- Work with all City Departments and Finance to develop a comprehensive Capital Improvement Plan for adoption by the Planning Commission, and inclusion in the city's fiscal year budget by the City Commission.
- Work with the City Attorney and others to prepare such needed amendments to the Zoning Ordinance, Zoning Map, and Master Plan, and report on them to the Planning Commission and other necessary advisory boards and commissions.

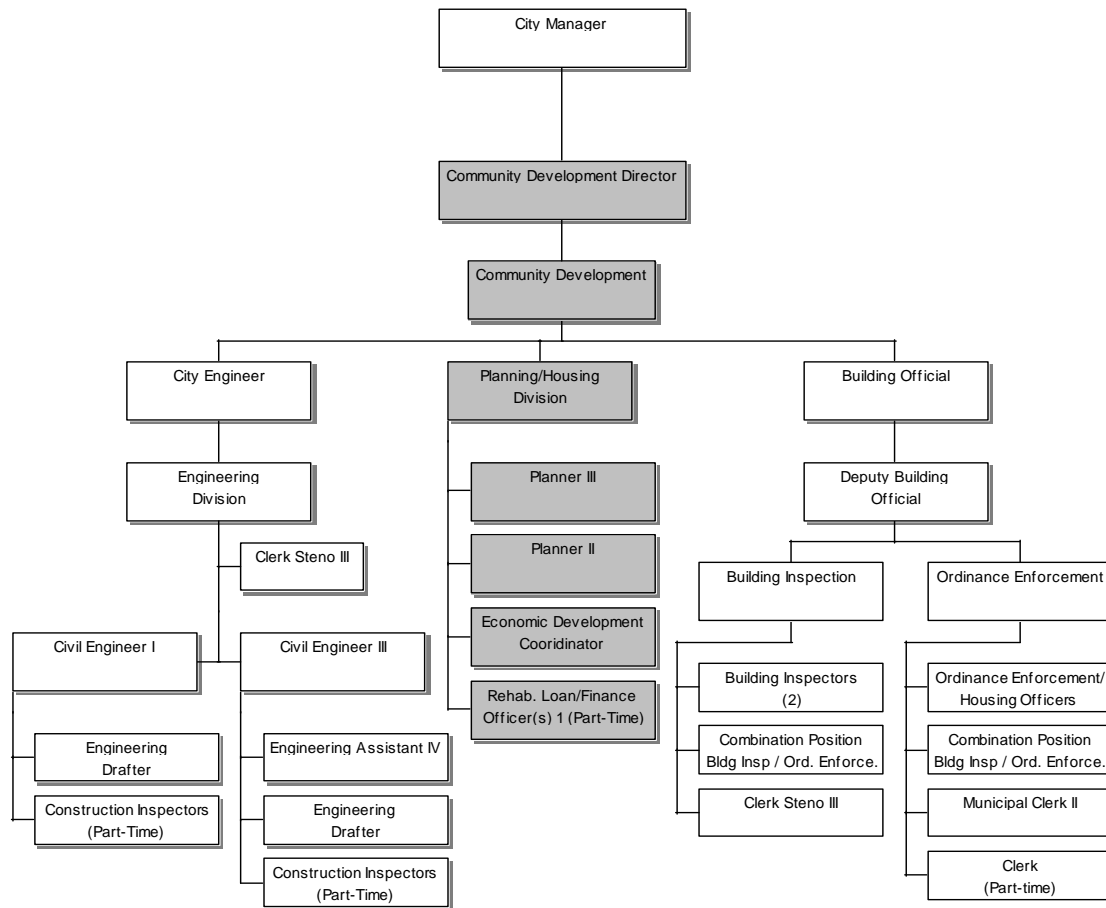
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

In an effort to provide improved customer service; the Planning & Zoning, Engineering and Ordinance/State Construction Code areas will be combined to create one Community Development Department. \$75,000 (estimation) is budgeted in the City Office Building cost center budget for the building changes. Personnel costs increased due to the addition of an Economic Development Coordinator position as requested by the City Commission during the strategic planning session.

**Budget Summary
Expenditures**

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	136,320	1,920	-	10,670	-	148,910
2010-2011 Actual	147,890	1,590	-	11,540	-	161,020
2011-2012 Actual	186,330	1,430	-	11,730	-	199,490
2012-2013 Original Budget	153,930	1,930	-	9,680	-	165,540
2012-2013 Adjusted Budget (Dec)	153,930	1,930	-	9,680	-	165,540
2012-2013 Six Month Actual	97,560	880	-	5,950	-	104,390
2012-2013 Estimated Year End	155,920	1,900	-	11,560	-	169,380
2013-2014 Dept Request	267,160	1,930	-	11,780	-	280,870
2013-2014 Manager's Budget	267,160	1,930	-	11,780	-	280,870
2013-2014 Adopted Budget	267,160	1,930	-	11,780	-	280,870
2014-2015 Projected Budget	267,160	1,930	-	11,780	-	280,870
2015-2016 Projected Budget	267,160	1,930	-	11,780	-	280,870
2016-2017 Projected Budget	267,160	1,930	-	11,780	-	280,870
2017-2018 Projected Budget	267,160	1,930	-	11,780	-	280,870

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Community Development		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Full-Time Positions										
Community Development Director		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Director of Planning		1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Planner II		2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
Planner III		0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Economic Development Coordinator		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
CS III - Planning		2.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total		6.000	5.000	5.000	5.000	4.000	4.000	4.000	3.000	4.000

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The budget allows for a 2.4% monthly rate increase by the City of Berkley and allows for some additional pickup services as the City experiences this need periodically.

Budget Summary

Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	37,670	-	37,670
2010-2011 Actual	-	-	-	40,210	-	40,210
2011-2012 Actual	-	-	-	42,510	-	42,510
2012-2013 Original Budget	-	-	-	42,500	-	42,500
2012-2013 Adjusted Budget (Dec)	-	-	-	42,500	-	42,500
2012-2013 Six Month Actual	-	-	-	17,630	-	17,630
2012-2013 Estimated Year End	-	-	-	42,500	-	42,500
2013-2014 Dept Request	-	-	-	44,000	-	44,000
2013-2014 Manager's Budget	-	-	-	44,000	-	44,000
2013-2014 Adopted Budget	-	-	-	44,000	-	44,000
2014-2015 Projected Budget	-	-	-	45,320	-	45,320
2015-2016 Projected Budget	-	-	-	46,680	-	46,680
2016-2017 Projected Budget	-	-	-	48,080	-	48,080
2017-2018 Projected Budget	-	-	-	49,520	-	49,520

Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions					Information not available		1.346	1.346	n/a	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	1.346	1.346	n/a	n/a

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

certification and tool costs. His other personnel time cost and electric materials and supplies are charged directly to the requesting department when used elsewhere.

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

A part-time electrician continues to be responsible for electrical repairs to the City Hall building. Motor pool charges are budgeted to increase.

Budget Summary

Expenditures

101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	60,890	810	-	18,320	-	80,020
2010-2011 Actual	29,760	1,290	-	20,840	-	51,890
2011-2012 Actual	12,470	410	-	22,670	-	35,550
2012-2013 Original Budget	16,760	1,970	-	21,510	-	40,240
2012-2013 Adjusted Budget (Dec)	16,760	1,970	-	21,510	-	40,240
2012-2013 Six Month Actual	5,380	670	-	10,670	-	16,720
2012-2013 Estimated Year End	10,200	1,610	-	21,510	-	33,320
2013-2014 Dept Request	9,290	1,850	-	28,130	-	39,270
2013-2014 Manager's Budget	9,290	1,850	-	28,130	-	39,270
2013-2014 Adopted Budget	9,290	1,850	-	28,130	-	39,270
2014-2015 Projected Budget	9,370	1,850	-	28,130	-	39,350
2015-2016 Projected Budget	9,450	1,850	-	28,130	-	39,430
2016-2017 Projected Budget	9,540	1,850	-	28,130	-	39,520
2017-2018 Projected Budget	9,630	1,850	-	28,130	-	39,610

Cost Center Position Detail - Home Base

Full & Part-time Employees

Electrical		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Electrician I		1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Electrician II		1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total		2.000	2.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions				Information not available			1.202	0.337	n/a	n/a
Cost Center Total		2.000	2.000	1.000	1.000	1.000	2.202	0.337	n/a	n/a

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

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

The Engineering division FY2013-14 fiscal year budget targets the management of available resources to meet departmental goals and responsibilities. Current budget resources are comprised primarily of dedicated non-general funding sources and fees. The engineers, engineering assistants, draftspersons and clerical staff recognize their responsibility to the community they serve. The Engineering divisions employees are dedicated to efficiently manage Community Development requirements by assisting developers, contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and development requirements. The Royal Oak

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

The Engineering cost center in the General Fund covers the costs of communicating with the public and City staff, training and administration and performing community development duties. The Engineering Department contributes fees from permits and plan reviews to the General Fund to cover this cost center. The Engineering staff charge their time to numerous budgets. Those charges can be direct or through capital projects, mostly affecting other funds such as Major Street, Local Street, and the Water and Sewer Fund.

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

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

GOALS

- Effectively and efficiently review plans for consideration of public and private improvements and supervise construction.
- Provide useful information to developers, builders, consulting engineers and residents regarding City utilities by maintaining and updating the city website for engineering involvement in Community Development.

OBJECTIVES

- Continue implementation of non-motorized plan requirements included in the City's Master Plan on road projects.
- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

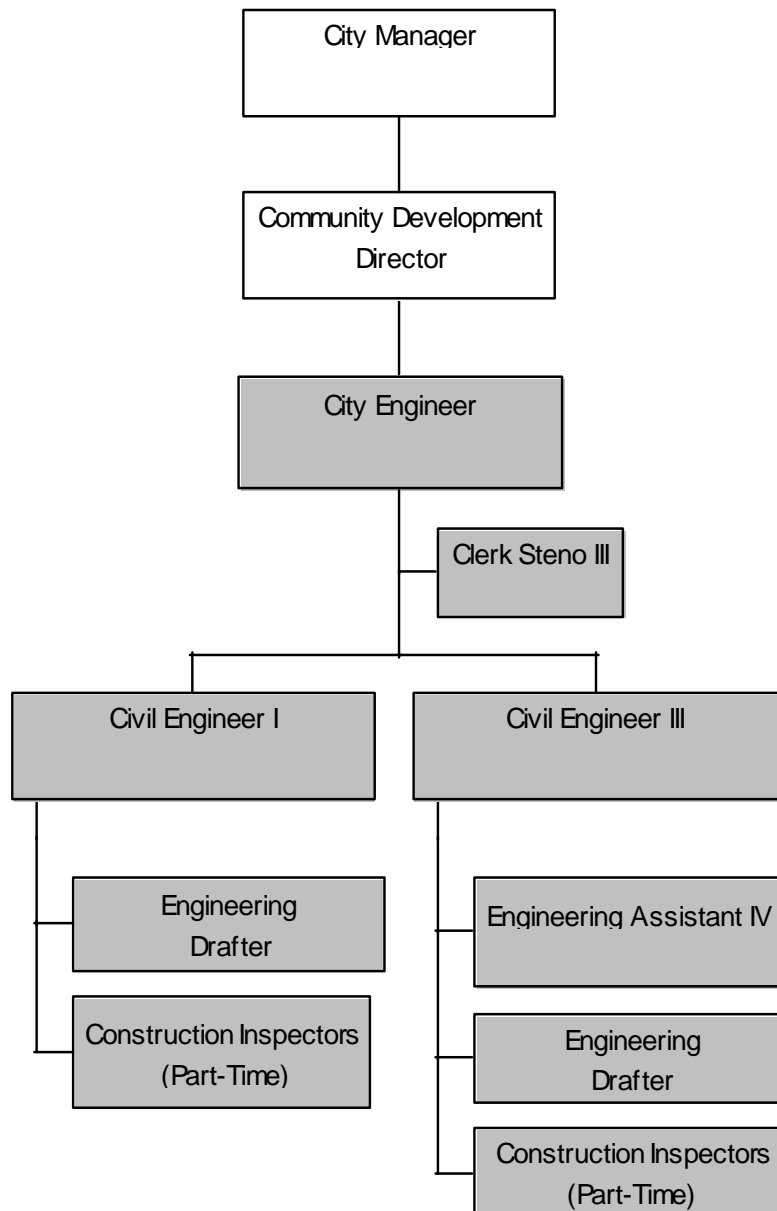
The Engineering division continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Federal funding through the Oakland County Federal Aid Taskforce Committee has been applied for and approved for various Royal Oak Major Streets for the years 2013 thru 2019. Motor Pool Vehicles Rental is increasing due to an increase in maintenance costs and a change of vehicles.

Budget Summary

Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	97,200	3,450	-	5,800	-	106,450
2010-2011 Actual	125,330	1,280	-	6,450	-	133,060
2011-2012 Actual	85,310	2,350	-	6,570	-	94,230
2012-2013 Original Budget	199,440	5,200	-	12,660	-	217,300
2012-2013 Adjusted Budget (Dec)	199,440	5,200	-	12,660	-	217,300
2012-2013 Six Month Actual	65,490	2,820	-	1,690	-	70,000
2012-2013 Estimated Year End	162,010	4,700	-	12,680	-	179,390
2013-2014 Dept Request	147,480	4,350	-	28,780	-	180,610
2013-2014 Manager's Budget	147,480	4,350	-	28,780	-	180,610
2013-2014 Adopted Budget	147,480	4,350	-	28,780	-	180,610
2014-2015 Projected Budget	151,040	4,350	-	28,780	-	184,170
2015-2016 Projected Budget	154,760	4,350	-	28,780	-	187,890
2016-2017 Projected Budget	158,660	4,350	-	28,780	-	191,790
2017-2018 Projected Budget	162,730	4,350	-	28,780	-	195,860

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
City Engineer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Civil Engineer III	3.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
Civil Engineer II	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Civil Engineer I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000
Engineering Assistant IV	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Engineering Assistant III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Engineering Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Engineering Drafter	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
CS III - Engineering	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Engineering - MC III	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	11.000	10.000	10.000	10.000	10.000	9.000	9.000	7.000	7.000
<u>Part-Time Positions</u>									
<u>(FTEs)</u>									
Part-Time Positions	Information not available					2.885	2.885	n/a	n/a
Cost Center Total	11.000	10.000	10.000	10.000	10.000	11.885	11.885	7.000	7.000

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

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

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

When individual light poles and fixtures are damaged and destroyed, repair or replacement costs are charged to this cost center.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Electric budget is increasing based on current year estimated and the prior year's actual expenditures. The administration will be reviewing technology in an effort to conserve energy and reduce electric costs.

Budget Summary Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	11,930	9,850	-	624,350	-	646,130
2010-2011 Actual	3,470	8,280	-	757,210	-	768,960
2011-2012 Actual	3,400	5,400	-	893,190	-	901,990
2012-2013 Original Budget	9,420	10,000	-	800,000	-	819,420
2012-2013 Adjusted Budget (Dec)	9,420	10,000	-	800,000	-	819,420
2012-2013 Six Month Actual	1,420	1,410	-	357,860	-	360,690
2012-2013 Estimated Year End	3,960	8,210	-	865,000	-	877,170
2013-2014 Dept Request	4,150	8,000	-	865,000	-	877,150
2013-2014 Manager's Budget	4,150	8,000	-	865,000	-	877,150
2013-2014 Adopted Budget	4,150	8,000	-	865,000	-	877,150
2014-2015 Projected Budget	4,150	8,000	-	865,000	-	877,150
2015-2016 Projected Budget	4,150	8,000	-	865,000	-	877,150
2016-2017 Projected Budget	4,150	8,000	-	865,000	-	877,150
2017-2018 Projected Budget	4,150	8,000	-	865,000	-	877,150

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	0.000	0.000	0.000	0.000	0.000	0.000	0.000	n/a	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	n/a	n/a

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

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Years 2013-2014:

This budget increased for the purchase of four small cameras (\$3,000), three permanent steel risers for filming at the ice arena (\$10,000), network storage solutions (\$10,000) and live streaming/video on demand functionality (\$9,000). These costs will be funded with PEG monies, which are restricted for these types of uses.

Budget Summary

Expenditures

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	90	15,440	135,820	-	151,350
2010-2011 Actual	-	-	-	88,910	-	88,910
2011-2012 Actual	-	620	-	89,000	-	89,620
2012-2013 Original Budget	-	200	12,000	86,690	-	98,890
2012-2013 Adjusted Budget (Dec)	-	200	12,000	86,690	-	98,890
2012-2013 Six Month Actual	-	-	-	33,660	-	33,660
2012-2013 Estimated Year End	-	-	18,000	86,290	-	104,290
2013-2014 Dept Request	-	27,000	-	91,260	-	118,260
2013-2014 Manager's Budget	-	27,000	-	91,260	-	118,260
2013-2014 Adopted Budget	-	27,000	-	91,260	-	118,260
2014-2015 Projected Budget	-	27,000	-	91,260	-	118,260
2015-2016 Projected Budget	-	27,000	-	91,260	-	118,260
2016-2017 Projected Budget	-	27,000	-	91,260	-	118,260
2017-2018 Projected Budget	-	27,000	-	91,260	-	118,260

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Contracted services are budgeted to increase by \$30,000 for the second phase of the branding development. Prevention Services are budgeted for \$30,000 for a rodent program including an education program. The City Manager proposed to discontinue the funding for the Woodward Avenue Action Association in the amount of \$6,870 however the City Commission reinstated the funding for the adopted budget.

Budget Summary

Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	19,341	110	-	57,340	-	76,791
2010-2011 Actual	16,880	-	-	41,950	-	58,830
2011-2012 Actual	16,390	190	-	33,920	-	50,500
2012-2013 Original Budget	11,190	1,000	-	75,470	-	87,660
2012-2013 Adjusted Budget (Dec)	11,190	1,000	-	75,470	-	87,660
2012-2013 Six Month Actual	4,150	130	-	31,990	-	36,270
2012-2013 Estimated Year End	8,330	250	-	66,670	-	75,250
2013-2014 Dept Request	7,380	250	-	96,770	-	104,400
2013-2014 Manager's Budget	7,380	250	-	89,900	-	97,530
2013-2014 Adopted Budget	7,380	250	-	96,800	-	104,430
2014-2015 Projected Budget	7,380	250	-	36,800	-	44,430
2015-2016 Projected Budget	7,380	250	-	36,800	-	44,430
2016-2017 Projected Budget	7,380	250	-	36,800	-	44,430
2017-2018 Projected Budget	7,380	250	-	36,800	-	44,430

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

- Work with community groups and sponsors for revenue opportunities.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Although not covering all costs the Dream Cruise has increased revenue the last two years.

Budget Summary

Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	79,590	19,220	-	12,390	-	111,200
2010-2011 Actual	66,760	25,910	-	10,180	-	102,850
2011-2012 Actual	75,180	17,410	-	11,020	-	103,610
2012-2013 Original Budget	57,230	15,000	-	11,600	-	83,830
2012-2013 Adjusted Budget (Dec)	57,230	15,000	-	11,600	-	83,830
2012-2013 Six Month Actual	57,460	19,570	-	4,060	-	81,090
2012-2013 Estimated Year End	57,530	19,750	-	13,330	-	90,610
2013-2014 Dept Request	59,180	20,000	-	13,400	-	92,580
2013-2014 Manager's Budget	59,180	20,000	-	13,400	-	92,580
2013-2014 Adopted Budget	59,180	20,000	-	13,400	-	92,580
2014-2015 Projected Budget	59,240	20,000	-	13,400	-	92,640
2015-2016 Projected Budget	59,300	20,000	-	13,400	-	92,700
2016-2017 Projected Budget	59,370	20,000	-	13,400	-	92,770
2017-2018 Projected Budget	59,440	20,000	-	13,400	-	92,840

Cost Center Position Detail - Home Base

Full & Part-time Employees

Dream Cruise		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions				Information not available			0.144	0.144	n/a	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	0.144	n/a	n/a

The purpose of the Transfers Out cost center is to provide a means of tracking the transfer of monies from the General Fund to other City funds.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Transfers to the Public Safety Fund are budgeted to increase to nearly \$18.7 million due to the full implementation of the public safety plan. A transfer of \$250,000 to the Senior Citizens Fund is budgeted in accordance with the Public Safety millage plan. \$8,000 is budgeted to be transferred to the Motor Pool Fund to fund signage and touch-up painting for the WROK truck (funded by PEG monies).

Budget Summary

Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	100,000	-	100,000
2011-2012 Actual	-	-	-	129,600	-	129,600
2012-2013 Original Budget	-	-	-	-	-	-
2012-2013 Adjusted Budget (Dec)	-	-	-	16,724,620	-	16,724,620
2012-2013 Six Month Actual	-	-	-	8,306,850	-	8,306,850
2012-2013 Estimated Year End	-	-	-	17,588,710	-	17,588,710
2013-2014 Dept Request	-	-	-	18,931,380	-	18,931,380
2013-2014 Manager's Budget	-	-	-	18,931,380	-	18,931,380
2013-2014 Adopted Budget	-	-	-	18,931,380	-	18,931,380
2014-2015 Projected Budget	-	-	-	18,931,380	-	18,931,380
2015-2016 Projected Budget	-	-	-	19,181,380	-	19,181,380
2016-2017 Projected Budget	-	-	-	19,431,380	-	19,431,380
2017-2018 Projected Budget	-	-	-	21,141,380	-	21,141,380

SPECIAL REVENUE FUNDS

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

Major Streets Fund – 202	State Construction Code Fund – 282
Local Streets Fund – 203	ROOTS Fund – 295
Public Safety Fund – 207	Senior Citizen Services Fund – 296
Publicity Tax Fund – 211	Animal Shelter Fund – 297
Solid Waste Fund – 226	Police Grants – 298
Library Millage Fund – 271	Miscellaneous Grants – 299
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SPECIAL REVENUE FUNDS– **Component Units**

Brownfield Redevelopment Authority – 243	DDA Operation Fund – 248
DDA Development Fund – 247	

Major Street Fund – Routine Maintenance

The Highway Division of the Department of Public Service (DPS) is responsible for Routine Maintenance of the City's 64.9 miles of the major street system. Routine maintenance

includes joint/crack repairs, concrete slab replacement, curb replacement, asphalt overlays/repairs, street sweeping, catch basin repair, and storm sewer/catch basin cleaning.

GOALS

- To provide a safe and adequate major road system, preserving the quality of life in the City; which enhances the attraction and retention of residents and businesses.
- To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for road maintenance activities.
- Maintain a Long Term Major Road Improvement Program that maximizes funds to extend and enhance the life of the City's Major Road System.

OBJECTIVES

- Create an inventory of locations of major street repairs to incorporate in the annual Major Street Repair Program.
 - Maintain an active role in regional public transportation initiatives.
 - Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The traffic enforcement officer will no longer be budgeted in this fund, as the position will be budgeted in the Public Safety fund. The following are the Major Street Fund Capital Improvement Projects for FY2013-14:

2012-13 Carryover	\$330,000
2013-14 City-Wide Prepaid Sidewalk and Pavement Patch Program	\$300,000
2013-14 Sidewalk Improvement Program	\$384,000
2013-14 Surveying Services	\$20,000
2013-14 Misc. Asphalt Resurfacing Program	\$15,000
2013-14 Annual Joint Seal Project	\$99,200
2013 Washington Avenue Resurfacing	\$293,500
11 Mile Road Streetscapes	\$100,000
2014 Campbell Road	\$111,400
2013-14 Non-Motorized Bicycling Signage	\$10,000
2013-14 Major Street Concrete Improvement	\$10,000
Total	\$1,673,100

The 12 Mile Road resurfacing project (\$791,000), 14 Mile Road resurfacing project (\$345,000) and the downtown streetscape project (\$108,500) were included in the CIP however did not advance to the budget due to the absence of cash in the Major Street Fund.

Major Street Fund – Routine Maintenance

Budget Summary

Expenditures

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	342,720	48,830	15,180	521,630	-	928,360
2010-2011 Actual	442,630	48,090	-	1,668,560	-	2,159,280
2011-2012 Actual	283,700	39,500	-	2,159,240	-	2,482,440
2012-2013 Original Budget	338,960	55,400	-	2,390,870	-	2,785,230
2012-2013 Adjusted Budget (Dec)	338,960	55,400	-	2,470,770	-	2,865,130
2012-2013 Six Month Actual	112,160	6,920	-	758,400	-	877,480
2012-2013 Estimated Year End	323,000	13,100	-	1,899,000	-	2,235,100
2013-2014 Dept Request	253,880	55,400	-	3,010,880	-	3,320,160
2013-2014 Manager's Budget	253,880	55,400	-	1,766,380	-	2,075,660
2013-2014 Adopted Budget	253,880	55,400	-	1,781,380	-	2,090,660
2014-2015 Projected Budget	261,460	55,400	-	2,417,480	-	2,734,340
2015-2016 Projected Budget	269,410	55,400	-	2,579,630	-	2,904,440
2016-2017 Projected Budget	277,760	55,400	-	1,577,980	-	1,911,140
2017-2018 Projected Budget	286,530	55,400	-	1,874,880	-	2,216,810

Major Streets Fund – Parkway Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

This cost center is increasing slightly due to an increase in the motor pool rental expense.

Budget Summary

Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	178,940	-	-	65,720	-	244,660
2010-2011 Actual	240,510	-	-	38,920	-	279,430
2011-2012 Actual	192,830	-	-	37,160	-	229,990
2012-2013 Original Budget	225,750	-	-	49,600	-	275,350
2012-2013 Adjusted Budget (Dec)	225,750	-	-	49,600	-	275,350
2012-2013 Six Month Actual	99,570	-	-	23,370	-	122,940
2012-2013 Estimated Year End	200,980	-	-	49,500	-	250,480
2013-2014 Dept Request	196,190	-	-	56,910	-	253,100
2013-2014 Manager's Budget	196,190	-	-	56,910	-	253,100
2013-2014 Adopted Budget	196,190	-	-	56,910	-	253,100
2014-2015 Projected Budget	201,500	-	-	56,910	-	258,410
2015-2016 Projected Budget	207,070	-	-	56,910	-	263,980
2016-2017 Projected Budget	212,930	-	-	56,910	-	269,840
2017-2018 Projected Budget	219,090	-	-	56,910	-	276,000

Major Street Fund – Winter Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

This cost center is based on the average of prior years' actual expenditures, as these expenditures are weather related.

Budget Summary

Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	202,430	256,510	-	223,630	-	682,570
2010-2011 Actual	191,570	280,740	-	180,360	-	652,670
2011-2012 Actual	61,590	209,310	-	28,270	-	299,170
2012-2013 Original Budget	151,280	256,000	-	187,300	-	594,580
2012-2013 Adjusted Budget (Dec)	151,280	256,000	-	187,300	-	594,580
2012-2013 Six Month Actual	11,460	10	-	13,440	-	24,910
2012-2013 Estimated Year End	111,810	200,500	-	100,000	-	412,310
2013-2014 Dept Request	112,900	256,000	-	119,120	-	488,020
2013-2014 Manager's Budget	112,900	256,000	-	119,120	-	488,020
2013-2014 Adopted Budget	112,900	256,000	-	119,120	-	488,020
2014-2015 Projected Budget	116,630	256,000	-	119,120	-	491,750
2015-2016 Projected Budget	120,560	256,000	-	119,120	-	495,680
2016-2017 Projected Budget	124,700	256,000	-	119,120	-	499,820
2017-2018 Projected Budget	129,060	256,000	-	119,120	-	504,180

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

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

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

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	88,240	29,800	-	70,130	-	188,170
2010-2011 Actual	95,290	39,910	-	66,750	-	201,950
2011-2012 Actual	100,100	28,580	-	62,330	-	191,010
2012-2013 Original Budget	131,460	41,700	-	63,610	-	236,770
2012-2013 Adjusted Budget (Dec)	131,460	38,600	-	66,710	-	236,770
2012-2013 Six Month Actual	57,140	9,030	-	60,480	-	126,650
2012-2013 Estimated Year End	123,910	37,500	-	71,810	-	233,220
2013-2014 Dept Request	113,580	38,900	-	77,240	-	229,720
2013-2014 Manager's Budget	113,580	38,900	-	77,240	-	229,720
2013-2014 Adopted Budget	113,580	38,900	-	77,240	-	229,720
2014-2015 Projected Budget	117,110	38,900	-	77,240	-	233,250
2015-2016 Projected Budget	120,800	38,900	-	77,240	-	236,940
2016-2017 Projected Budget	124,680	38,900	-	77,240	-	240,820
2017-2018 Projected Budget	128,760	38,900	-	77,240	-	244,900

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions							0.481	n/a	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.481	n/a	n/a

Major Street Fund – Signal Services

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

This cost center is budgeted to increase slightly for traffic signal repairs.

Budget Summary

Expenditures

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	63,600	8,050	-	94,270	-	165,920
2010-2011 Actual	26,060	6,560	-	98,440	-	131,060
2011-2012 Actual	10,550	4,660	-	92,340	-	107,550
2012-2013 Original Budget	13,960	12,000	-	106,740	-	132,700
2012-2013 Adjusted Budget (Dec)	13,960	12,000	-	118,740	-	144,700
2012-2013 Six Month Actual	10,190	780	-	56,420	-	67,390
2012-2013 Estimated Year End	17,490	8,000	-	117,400	-	142,890
2013-2014 Dept Request	15,980	12,000	-	125,190	-	153,170
2013-2014 Manager's Budget	15,980	12,000	-	125,190	-	153,170
2013-2014 Adopted Budget	15,980	12,000	-	125,190	-	153,170
2014-2015 Projected Budget	16,010	12,000	-	125,190	-	153,200
2015-2016 Projected Budget	16,040	12,000	-	125,190	-	153,230
2016-2017 Projected Budget	16,070	12,000	-	125,190	-	153,260
2017-2018 Projected Budget	16,100	12,000	-	125,190	-	153,290

Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	n/a	n/a	Information not available				3.846	n/a	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	3.846	n/a	n/a

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

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

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

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

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

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

* * * * *

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

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

GOALS

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to decline slightly (3%), as provided by the State of Michigan's distribution formula. The transfer to the Local Street Fund is budgeted as the Major Street Fund is in better fiscal health relative to the Local Street Fund. This fund is operating with a structural deficit. A long-term funding source should to be identified as major road construction project needs continue as outlined in the CIP. The forecast assumes CIP project costs are incurred and demonstrates large *negative* fund balances. The development of a street construction/funding plan is a high priority.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	2,806,708	2,074,348	1,164,878	(400,872)	(2,149,942)	(2,919,622)
Revenues and transfers from other funds	3,030,600	2,796,100	2,796,100	2,796,100	2,796,100	2,796,100
Expenditures and transfers to other funds	3,762,960	3,705,570	4,361,850	4,545,170	3,565,780	3,886,080
Net Change in Fund Balance	(732,360)	(909,470)	(1,565,750)	(1,749,070)	(769,680)	(1,089,980)
Ending Fund Balance	2,074,348	1,164,878	(400,872)	(2,149,942)	(2,919,622)	(4,009,602)

Revenues

202-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	2,729,330	178,720	110,390	128,270	6,810	3,153,520
2010-2011 Actual	-	2,738,410	168,350	30,870	37,350	7,380	2,982,360
2011-2012 Actual	-	2,867,900	177,700	179,050	9,880	7,180	3,241,710
2012-2013 Original Budget	-	2,675,000	168,000	22,600	1,636,480	6,500	4,508,580
2012-2013 Adjusted Budget (Dec)	-	2,823,000	168,000	22,600	1,580,380	6,500	4,600,480
2012-2013 Six Month Actual	-	1,089,840	-	9,370	9,090	-	1,108,300
2012-2013 Estimated Year End	-	2,823,000	168,000	24,600	15,000	-	3,030,600
2013-2014 Dept Request	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2013-2014 Manager's Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2013-2014 Adopted Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2014-2015 Projected Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2015-2016 Projected Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2016-2017 Projected Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100
2017-2018 Projected Budget	-	2,595,000	168,000	23,100	10,000	-	2,796,100

Expenditures

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	773,370	-	773,370
2010-2011 Actual	-	-	-	491,880	-	491,880
2011-2012 Actual	-	-	-	478,530	-	478,530
2012-2013 Original Budget	-	-	-	483,950	-	483,950
2012-2013 Adjusted Budget (Dec)	-	-	-	483,950	-	483,950
2012-2013 Six Month Actual	-	-	-	104,900	-	104,900
2012-2013 Estimated Year End	-	-	-	488,960	-	488,960
2013-2014 Dept Request	-	-	-	490,900	-	490,900
2013-2014 Manager's Budget	-	-	-	490,900	-	490,900
2013-2014 Adopted Budget	-	-	-	490,900	-	490,900
2014-2015 Projected Budget	-	-	-	490,900	-	490,900
2015-2016 Projected Budget	-	-	-	490,900	-	490,900
2016-2017 Projected Budget	-	-	-	490,900	-	490,900
2017-2018 Projected Budget	-	-	-	490,900	-	490,900

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Asphalt Road Repairs (tons of material)	507.51	n/a	n/a	n/a	n/a	n/a
Concrete Road Repairs (yards)	416	n/a	n/a	n/a	n/a	n/a
Pavement cuts	178	n/a	n/a	n/a	n/a	n/a
Responses to Major Street Tree Work Requests	410	n/a	n/a	n/a	n/a	n/a
Boulevards Mowed (hours)	541	n/a	n/a	n/a	n/a	n/a
Major Streets - Salt Applied (tons)	6,315.14	n/a	n/a	n/a	n/a	n/a
Number of Snow Events	5	n/a	n/a	n/a	n/a	n/a
Number of Signs Replaced due to Routine Maintenance and Accidents	879	n/a	n/a	n/a	n/a	n/a

Local Street Fund – Streets Maintenance

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

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

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

GOALS

- To provide a safe and adequate local/neighborhood system, preserving the quality of life in the City; which enhances the attraction and retention of residents and businesses.
- To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for local/neighborhood maintenance activities.
- To maintain a Long Term Local Street Improvement Program that maximizes funding to extend and enhance the life of the City's Local Street System.

OBJECTIVES

- Create an inventory of locations of local streets to incorporate in the FY 2014/15 Local Street Repair Program.
 - Complete pavement cut list by October 1.
 - Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.
 - Maintain an active role in regional public transportation initiatives.
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The budget does not include three CIP projects due to funding constraints. These eliminated projects are the 2013-14 Various Local Street Projects in the amount of \$2,410,000, the 2013 E. 4th Street Corridor Improvements for \$323,000 and joint sealing for \$24,800. The following are the local street fund projects are partially budgeted for FY2013-14:

2012-13 Carryover	\$250,000
2013-14 Concrete Pavement Replacement	\$50,000
2013-14 City-Wide Pavement Replacement	\$59,000

Total	\$359,000
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Budget Summary

Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	486,610	35,840	-	1,317,330	-	1,839,780
2010-2011 Actual	426,930	31,960	-	481,180	-	940,070
2011-2012 Actual	634,280	27,340	-	760,370	-	1,421,990
2012-2013 Original Budget	462,830	44,050	-	542,280	-	1,049,160
2012-2013 Adjusted Budget (Dec)	462,830	44,050	-	549,780	-	1,056,660
2012-2013 Six Month Actual	228,360	4,250	-	300,930	-	533,540
2012-2013 Estimated Year End	460,460	37,800	-	521,780	-	1,020,040
2013-2014 Dept Request	566,150	43,000	-	3,587,130	-	4,196,280
2013-2014 Manager's Budget	566,150	43,000	-	617,330	-	1,226,480
2013-2014 Adopted Budget	566,150	43,000	-	617,330	-	1,226,480
2014-2015 Projected Budget	582,520	43,000	-	3,051,330	-	3,676,850
2015-2016 Projected Budget	599,720	43,000	-	3,040,930	-	3,683,650
2016-2017 Projected Budget	617,790	43,000	-	3,057,330	-	3,718,120
2017-2018 Projected Budget	636,800	43,000	-	3,138,330	-	3,818,130

Cost Center Position Detail – Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Equipment Repair-worker	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions			Information not available			4.327	4.327	n/a	n/a
Part-time Total	0.000	0.000	0.000	0.000	0.000	4.327	4.327	0.000	0.000

Local Street Fund –Streets Parkway Maintenance

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	259,820	-	-	198,030	-	457,850
2010-2011 Actual	282,450	-	-	154,160	-	436,610
2011-2012 Actual	243,980	-	-	114,970	-	358,950
2012-2013 Original Budget	280,120	-	-	158,030	-	438,150
2012-2013 Adjusted Budget (Dec)	280,120	-	-	158,030	-	438,150
2012-2013 Six Month Actual	131,470	-	-	76,700	-	208,170
2012-2013 Estimated Year End	273,420	-	-	158,030	-	431,450
2013-2014 Dept Request	267,510	-	-	139,020	-	406,530
2013-2014 Manager's Budget	267,510	-	-	139,020	-	406,530
2013-2014 Adopted Budget	267,510	-	-	139,020	-	406,530
2014-2015 Projected Budget	276,040	-	-	139,020	-	415,060
2015-2016 Projected Budget	285,010	-	-	139,020	-	424,030
2016-2017 Projected Budget	294,430	-	-	139,020	-	433,450
2017-2018 Projected Budget	304,350	-	-	139,020	-	443,370

Performance Indicators / Outcome Measures

	<u>Actual</u> <u>FY10/11</u>	<u>Actual</u> <u>FY11/12</u>	<u>Dec 31</u> <u>2012</u>	<u>Estimated</u> <u>FY12/13</u>	<u>Projected</u> <u>FY13/14</u>	<u>Projected</u> <u>FY14/15</u>
Boulevards Mowed (hours)	550	946	754	1,000	950	950
Street Tree work requests	979	1,324	690	1,400	1,400	1,400

Local Street Fund – Winter Maintenance

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

Maintenance, such as snow and ice control, of the City's 148 mile local street system.

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	122,610	29,910	-	114,110	-	266,630
2010-2011 Actual	108,660	31,850	-	88,220	-	228,730
2011-2012 Actual	19,570	23,210	-	1,540	-	44,320
2012-2013 Original Budget	90,740	40,000	-	94,310	-	225,050
2012-2013 Adjusted Budget (Dec)	90,740	40,000	-	94,310	-	225,050
2012-2013 Six Month Actual	10,390	-	-	25,970	-	36,360
2012-2013 Estimated Year End	89,970	15,000	-	90,000	-	194,970
2013-2014 Dept Request	77,460	40,000	-	70,820	-	188,280
2013-2014 Manager's Budget	77,460	40,000	-	70,820	-	188,280
2013-2014 Adopted Budget	77,460	40,000	-	70,820	-	188,280
2014-2015 Projected Budget	78,870	40,000	-	70,820	-	189,690
2015-2016 Projected Budget	80,350	40,000	-	70,820	-	191,170
2016-2017 Projected Budget	81,880	40,000	-	70,820	-	192,700
2017-2018 Projected Budget	83,490	40,000	-	70,820	-	194,310

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

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

monthly. A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the City Commission.

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	115,470	8,690	-	43,030	-	167,190
2010-2011 Actual	89,550	9,590	-	27,830	-	126,970
2011-2012 Actual	135,200	4,400	-	30,130	-	169,730
2012-2013 Original Budget	97,640	10,000	-	19,030	-	126,670
2012-2013 Adjusted Budget (Dec)	97,640	10,000	-	19,030	-	126,670
2012-2013 Six Month Actual	75,400	1,550	-	20,890	-	97,840
2012-2013 Estimated Year End	125,000	10,000	-	30,000	-	165,000
2013-2014 Dept Request	179,160	10,000	-	28,730	-	217,890
2013-2014 Manager's Budget	179,160	10,000	-	28,730	-	217,890
2013-2014 Adopted Budget	179,160	10,000	-	28,730	-	217,890
2014-2015 Projected Budget	185,020	10,000	-	28,730	-	223,750
2015-2016 Projected Budget	191,180	10,000	-	28,730	-	229,910
2016-2017 Projected Budget	197,650	10,000	-	28,730	-	236,380
2017-2018 Projected Budget	204,450	10,000	-	28,730	-	243,180

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

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

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

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

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

* * * * *

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

GOALS

- To effectively plan and coordinate the construction, maintenance and permitting for the City's local street system in a manner that maximizes the use of resources.
- Maintain an active role in regional public transportation initiatives.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to decline slightly (4%), as provided by the State of Michigan's distribution formula. The transfer of \$350,000 from the Major Street Fund is budgeted as the Local Street Fund is in greater need. This fund is operating with a structural deficit. A long-term funding source should be identified as local street construction project needs continue as outlined in the CIP. The forecast assumes CIP project costs are incurred and demonstrates large *negative* fund balances. The development of a street construction/funding plan is a high priority.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	1,451,622	805,612	(13,858)	(3,299,498)	(6,608,548)	(9,969,488)
Revenues and transfers from other funds	1,229,100	1,264,000	1,264,000	1,264,000	1,264,000	1,264,000
Expenditures and transfers to other funds	1,875,110	2,083,470	4,549,640	4,573,050	4,624,940	4,743,280
Net Change in Fund Balance	(646,010)	(819,470)	(3,285,640)	(3,309,050)	(3,360,940)	(3,479,280)
Ending Fund Balance	805,612	(13,858)	(3,299,498)	(6,608,548)	(9,969,488)	(13,448,768)

Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	888,370	-	79,930	12,690	673,280	1,654,270
2010-2011 Actual	-	886,060	-	26,590	5,110	357,690	1,275,450
2011-2012 Actual	-	906,650	-	13,800	630	366,180	1,287,260
2012-2013 Original Budget	-	870,000	-	10,000	2,000	365,000	1,247,000
2012-2013 Adjusted Budget (Dec)	-	870,000	-	10,000	2,000	365,000	1,247,000
2012-2013 Six Month Actual	-	305,810	-	2,820	430	-	309,060
2012-2013 Estimated Year End	-	870,000	-	7,600	1,500	350,000	1,229,100
2013-2014 Dept Request	-	905,000	-	7,500	1,500	350,000	1,264,000
2013-2014 Manager's Budget	-	905,000	-	7,500	1,500	350,000	1,264,000
2013-2014 Adopted Budget	-	905,000	-	7,500	1,500	350,000	1,264,000
2014-2015 Projected Budget	-	905,000	-	7,500	1,500	350,000	1,264,000
2015-2016 Projected Budget	-	905,000	-	7,500	1,500	350,000	1,264,000
2016-2017 Projected Budget	-	905,000	-	7,500	1,500	350,000	1,264,000
2017-2018 Projected Budget	-	905,000	-	7,500	1,500	350,000	1,264,000

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	45,400	-	45,400
2010-2011 Actual	-	-	-	58,930	-	58,930
2011-2012 Actual	-	-	-	46,630	-	46,630
2012-2013 Original Budget	-	-	-	31,650	-	31,650
2012-2013 Adjusted Budget (Dec)	-	-	-	31,650	-	31,650
2012-2013 Six Month Actual	-	-	-	16,320	-	16,320
2012-2013 Estimated Year End	-	-	-	31,650	-	31,650
2013-2014 Dept Request	-	-	-	44,290	-	44,290
2013-2014 Manager's Budget	-	-	-	44,290	-	44,290
2013-2014 Adopted Budget	-	-	-	44,290	-	44,290
2014-2015 Projected Budget	-	-	-	44,290	-	44,290
2015-2016 Projected Budget	-	-	-	44,290	-	44,290
2016-2017 Projected Budget	-	-	-	44,290	-	44,290
2017-2018 Projected Budget	-	-	-	44,290	-	44,290

The Public Safety Fund collects the Public Safety millage, authorized by voters in November 2012. The City proposes to levy 3.475 mills of the 3.975 authorized levy for FY2013-14. This will be the second levy. The millage is approved for five years. Revenues generated by the Police, Fire and Ambulance functions are accounted for in this fund.

The fund contains the Police, Fire and Ambulance cost centers.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Public Safety millage is budgeted to generate approximately \$7.2 million based on a reduced millage rate of 3.475 mills (City is authorized to levy 3.975 mills). Fiscal year 2013-14 will be the second year of this five year millage. It is anticipated that a similar sized funding source will be required when the millage expires in four years. A transfer of nearly \$18.7 million is budgeted from the General Fund to balance the Police, Fire and Ambulance functions' expenditures. \$930,000 is budgeted for ambulance recovery revenue and \$375,000 is budgeted to be transferred from the DDA TIFA Fund. Nearly \$200,000 is budgeted in the various other revenue accounts.

Budget Summary

PUBLIC SAFETY FUND	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	1,091,280	1,091,260	1,255,520	937,460	54,610
Revenues and transfers from other funds	25,936,720	27,412,100	28,486,600	28,819,450	29,153,120	30,947,630
Expenditures and transfers to other funds	24,845,440	27,412,120	28,322,340	29,137,510	30,035,970	30,995,060
Net Change in Fund Balance	1,091,280	(20)	164,260	(318,060)	(882,850)	(47,430)
Ending Fund Balance	1,091,280	1,091,260	1,255,520	937,460	54,610	7,180

Note: FY2017-18 assumes the renewal of the Public Safety Millage

Revenues

207-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	0	0	0
2010-2011 Actual	0	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0	0
2012-2013 Original Budget	0	0	0	0	0	0	0
2012-2013 Adjusted Budget (Dec)	7,151,420	1,000,000	1,018,600	0	81,820	16,973,710	26,225,550
2012-2013 Six Month Actual	0	50,230	417,530	160	40,910	8,111,850	8,620,680
2012-2013 Estimated Year End	7,170,400	1,025,000	1,035,450	1,000	106,160	16,598,710	25,936,720
2013-2014 Dept Request	7,210,000	0	1,034,900	2,000	116,820	19,098,380	27,462,100
2013-2014 Manager's Budget	7,210,000	0	1,034,900	2,000	116,820	19,048,380	27,412,100
2013-2014 Adopted Budget	7,210,000	0	1,034,900	2,000	116,820	19,048,380	27,412,100
2014-2015 Projected Budget	8,284,500	0	1,034,900	2,000	116,820	19,048,380	28,486,600
2015-2016 Projected Budget	8,367,350	0	1,034,900	2,000	116,820	19,298,380	28,819,450
2016-2017 Projected Budget	8,451,020	0	1,034,900	2,000	116,820	19,548,380	29,153,120
2017-2018 Projected Budget	8,535,530	0	1,034,900	2,000	116,820	21,258,380	30,947,630

The Royal Oak Police Department's mission is to keep the City of Royal Oak a safe community.

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

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

The Criminal Investigation Division (CID) is headed by a Lieutenant, who supervises sergeants, detectives, officers, and the Records Section. The officers are assigned to Royal Oak High School, the Narcotics Enforcement Team, and the Records Section.

As the department adds staff throughout the year, the following units will be filled, Professional Standards Unit, Crime Prevention/Special Event Unit, Direct Patrol Unit and the Central Business District Unit.

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

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

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

GOALS

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

OBJECTIVES

- Increase staffing levels.
- Adequately equip and train staff.
- Continue to monitor the performance of the police personnel and maintain a high level of accountability.
- Continually review operations and procedures to ensure the agency innovative and operating under industry best practices.
- Develop and implement a DDACTS operational model detail.
- Enhance mutual aid agreements with neighboring communities.
- Work closely with the crime prevention council to revive the neighborhood watch program and work with neighborhood associations.

GOALS

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Police Department continues to fill budgeted positions within the police department. The 2013-14 budget reflects the full implementation of the police staffing plan although the budget may be somewhat aggressive. The police department is currently down 12 officers. At least four (4) officers and one (1) detective are expected to retire before June 2014. Although we are quickly adding new officers, training standards have not been compromised. It is unlikely every new officer hired will successfully pass the training/probationary period. We have already had one trainee fail to meet the required standards of the Field Training Program. Until staffing levels reach budgeted levels we will continue to supplement the shifts during peak times or to accommodate training needs with overtime. Ticket violations are expected to remain consistent through 2014 as the department will be understaffed with several new officers in training. Warrants should increase with the promotion of one detective into a vacant position.

Police overtime is budgeted to decrease \$128,000. OPEB Contributions are budgeted to increase relative to FY12-13 as the contribution was discounted in order to keep expenses down - preventing layoffs. Property and Casualty Insurance is budgeted to increase (higher allocation) due to the Police Departments larger budget and the overall renewal increased for entities with law enforcement agencies. Training increased 20% (or \$4,250) in preparation for new hires. Motor Pool rental increased due to additional vehicles in the fleet. This budget includes capital transfers for 4 *new* motorcycles (\$25,000 each) and 3 *new* SUVs (\$38,000) each. In addition, the Motor Pool Fund has 3 *replacement* patrol vehicles budgeted for \$80,000.

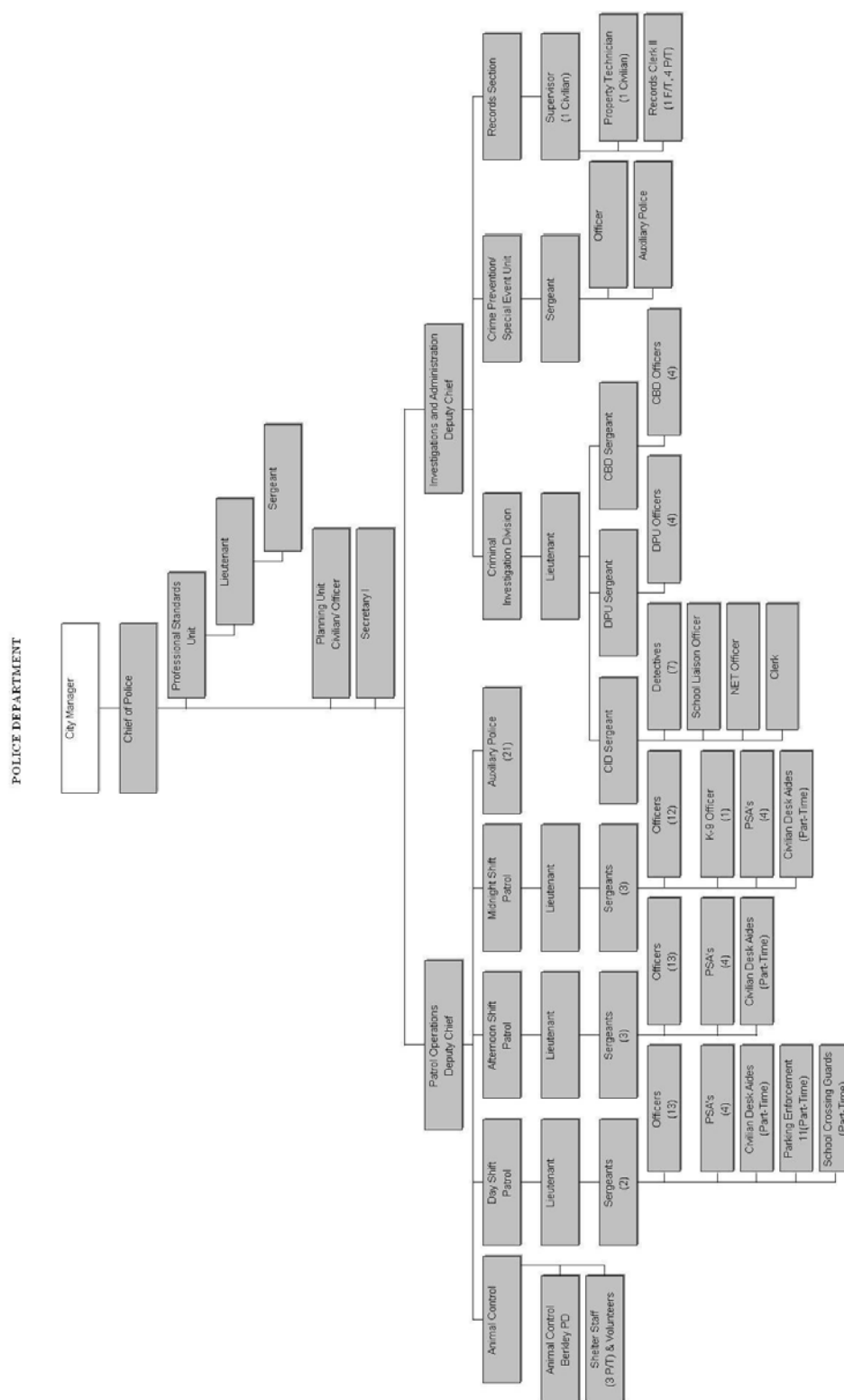
Budget Summary

Expenditures

101.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	12,505,410	100,550	-	751,990	-	13,357,950
2010-2011 Actual	12,029,520	73,560	-	769,950	-	12,873,030
2011-2012 Actual	11,656,180	88,490	-	857,960	-	12,602,630
2012-2013 Original Budget	12,260,330	114,700	-	941,400	-	13,316,430
2012-2013 Adjusted Budget (Dec)	-	-	-	-	-	-
2012-2013 Six Month Actual	-	-	-	-	-	-
2012-2013 Estimated Year End	-	-	-	-	-	-
2013-2014 Dept Request	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-

207.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	0	0
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Original Budget	0	0	0	0	0	0
2012-2013 Adjusted Budget (Dec)	13,023,020	78,900	150,000	2,125,610	0	15,377,530
2012-2013 Six Month Actual	5,711,870	28,480	0	892,120	0	6,632,470
2012-2013 Estimated Year End	12,164,200	74,900	150,000	2,050,220	0	14,439,320
2013-2014 Dept Request	13,790,710	111,400	0	2,164,590	0	16,066,700
2013-2014 Manager's Budget	13,790,710	111,400	0	2,164,590	0	16,066,700
2013-2014 Adopted Budget	13,790,710	111,400	0	2,164,590	0	16,066,700
2014-2015 Projected Budget	14,336,740	111,400	0	1,950,590	0	16,398,730
2015-2016 Projected Budget	14,912,420	111,400	0	1,950,590	0	16,974,410
2016-2017 Projected Budget	15,519,560	111,400	0	1,950,590	0	17,581,550
2017-2018 Projected Budget	16,160,130	111,400	0	1,950,590	0	18,222,120

Departmental Organization Chart



Cost Center Position Detail- Home Base

Full & Part-time Employees

Police		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Police Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Chief of Police	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	2.000
Police Lieutenant	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	5.000
Police Sergeant	12.000	12.000	12.000	10.000	11.000	11.000	10.000	10.000	13.000
Detective	7.000	7.000	8.000	8.000	8.000	7.000	5.000	5.000	7.000
Police Officer	64.000	64.000	64.000	63.000	57.000	40.000	44.000	48.000	51.000
Police Service Aide	11.000	10.000	11.000	10.000	10.000	9.000	9.000	9.000	12.000
Police Records Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Secretary I - Police	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Detective Bureau	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Police Records - MC III	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Detective Bureau - MC II	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Police Records - MC II	2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Police Records - MC I	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	107.000	106.000	107.000	103.000	98.000	77.000	77.000	81.000	96.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					7.039	7.039	n/a	n/a
Cost Center Total	107.000	106.000	107.000	103.000	98.000	84.039	84.039	81.000	96.000

Performance Indicators / Outcome Measures

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>	Projected <u>2014</u>	Projected <u>2015</u>
Calls for Service	31,111	29,887	37,297	38,000	42,000	43,000
CID Cases Assigned	804	915	613	720	840	840
Warrants Obtained	419	354	288	300	355	400
Traffic Violations Issued	13,148	13,657	13,035	13,000	15,000	15,000
Accidents reported-Non Injury	1,863	2,111	1,935	2,000	1,800	1,800
Accidents- Injury	150	150	255	255	175	175
Accidents- Fatal	0	1	1	1	1	1
Part A Crimes	2,949	2,963	2,601	2,600	2,800	2,900
Part B Crimes	2,963	1,948	1,179	1,200	1,900	2,100

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

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

The Fire Department cross-staffs three strategically located fire stations to provide the shortest possible response time to all areas of the City. Operations are funded primarily through General Fund tax revenue along with a Public Safety Millage.

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

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

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

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

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

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

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

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

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

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

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

Grants are recorded in the Fire Grants fund.

A separate Fire Debt tax millage is collected and budgeted separately in the General Obligation Debt Fund to pay the debt service on Series 2001A bonds that built or improved fire stations. The millage is to be levied at 0.3338 mills.

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Building Security Services increased for the operating costs of the new security system. The following are capital projects budgeted for FY2013-14 in the current CIP.

Extrication Tools	\$100,000
10 Rescue Airbags	\$30,000
27 ARA Safety Pro Fire Knockdown Tool	\$54,000
5 Thermal Imaging Cameras	\$60,000
20 Portable Radios	\$70,000
3 Fire Department Security System	\$25,000

Total	\$339,000
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Two all-terrain vehicles in the amount of \$50,000 were requested by the department however these did not advance to the approved budget. Office equipment increased in order to purchase six office chairs and motor pool rental increased due to increased maintenance costs.

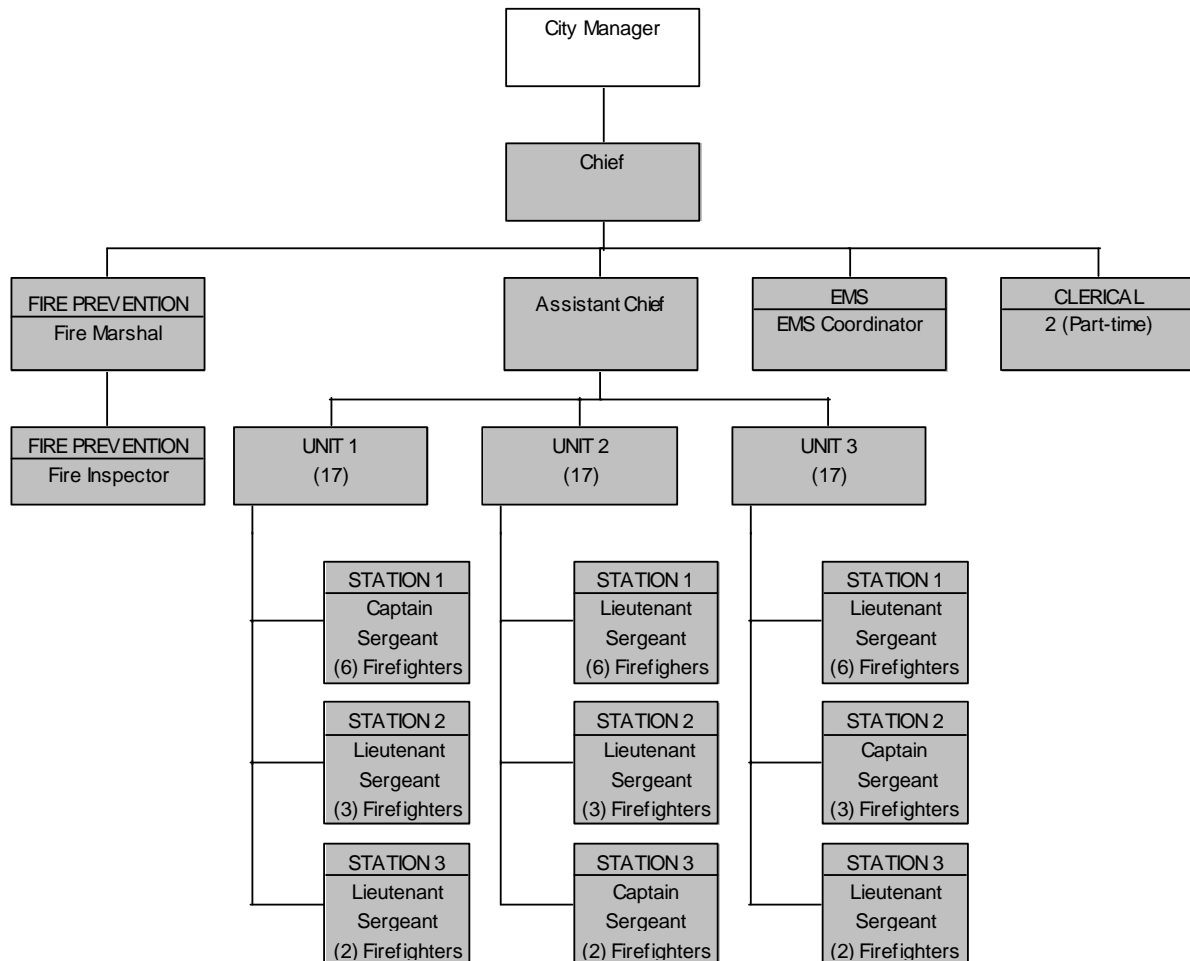
Budget Summary

Expenditures

101.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	8,956,480	99,020	-	428,860	-	9,484,360
2010-2011 Actual	9,428,920	96,220	-	656,570	-	10,181,710
2011-2012 Actual	8,402,870	88,240	-	706,950	-	9,198,060
2012-2013 Original Budget	8,480,240	100,450	-	692,720	-	9,273,410
2012-2013 Adjusted Budget (Dec)	-	-	-	-	-	-
2012-2013 Six Month Actual	-	-	-	-	-	-
2012-2013 Estimated Year End	-	-	-	-	-	-
2013-2014 Dept Request	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-

207.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	0	0
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Original Budget	0	0	0	0	0	0
2012-2013 Adjusted Budget (Dec)	8,480,240	97,950	0	1,219,610	0	9,797,800
2012-2013 Six Month Actual	4,080,660	19,310	0	607,670	0	4,707,640
2012-2013 Estimated Year End	8,335,150	97,950	0	1,231,480	0	9,664,580
2013-2014 Dept Request	8,752,020	99,300	389,000	1,306,090	0	10,546,410
2013-2014 Manager's Budget	8,752,020	99,300	339,000	1,306,090	0	10,496,410
2013-2014 Adopted Budget	8,752,020	99,300	339,000	1,306,090	0	10,496,410
2014-2015 Projected Budget	8,999,180	759,100	0	1,306,090	0	11,064,370
2015-2016 Projected Budget	9,258,290	728,700	0	1,306,090	0	11,293,080
2016-2017 Projected Budget	9,530,050	736,900	0	1,306,090	0	11,573,040
2017-2018 Projected Budget	9,815,190	758,300	0	1,306,090	0	11,879,580

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Fire	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Marshal	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Prevention Inspector Act	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Captain	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Fire Lieutenant	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000
Fire Sergeant	7.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000
Firefighter	48.000	41.000	39.000	39.000	38.000	24.000	33.000	33.000	33.000
Fire Dept - MC III	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Full-time Total	69.000	64.000	62.000	62.000	61.000	46.000	55.000	55.000	55.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.673	1.010	n/a	n/a
Cost Center Total	69.000	64.000	62.000	62.000	61.000	46.673	56.010	55.000	55.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY 12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Structure Fires	83	55	35	70	75	80
Vehicle Fires	23	22	10	20	25	30
Other Fires	38	33	24	48	55	110
Total Fires	144	110	69	138	155	220
Property Loss in Millions \$.624					
Loss as a % of Property Value	n/a	n/a	n/a	n/a	n/a	n/a
Total EMS Incidents	3,711	3,890	2,076	4,000	4,100	4,200
False Alarms including detector activations	245	275	145	250	250	250
Hazardous Conditions	304	349	152	360	370	380
Public Service Calls	445	373	240	500	520	530
Good Intent including Smoke Scares	660	709	315	650	665	670
Other Alarms	6	6	32	60	65	70
Incidents by Fire Station						
Station #1	2,293	2,414	1,295	2,600	2,650	2,700
Station #2	2,104	2,142	1,086	2,200	2,300	2,350
Station #3	1,119	1,157	649	1,300	1,350	1,400
Total Incidents	5,516	5,715	3,030	6,100	6,300	6,450
ISO Rating	3	3	3	3	3	3
Average Fire Response Time	05:23	05:16	05:16	05:00	05:00	05:00
# of Businesses available to inspect	2,100	2,100	2,100	2,100	2,100	2,100
# of Fire Prevention Inspections annually	500	500	500	500	500	500
# of those Re-Inspected due to violations	400	400	400	400	400	400
% of Businesses requiring Re-Inspection	80%	80	80	80	80	80
# of Plan Reviews conducted annually	90%	90	90	90	90	90
% of Businesses inspected annually	25%	25	25	25	25	25

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

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

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

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

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

GOALS

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

OBJECTIVES

- To increase the city's EMS service collection rate to at least 80% from the 79%, this conflicts with the national average that has been trending downward. National average is currently at 55% down from 61%.
- Update our Protocols to current County standards.
- Continue to upgrade medical training for EMS personnel by bringing in instructors who specialize in specific areas.
- Maximize the use of Accumed Web for patient care and billable revenue.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Wages and Overtime increased relative to the original FY12-13 budget, as original budget was lower than it should have been budgeted. OPEB Contributions are budgeted to increase relative to FY12-13 as the contribution was discounted in order to keep expenses down - preventing lay-offs. Motor Pool Rental is budgeted to increase for higher maintenance costs, as ambulances will be one year older.

Budget Summary Expenditures

101.344 AMBULANCE SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	511,981	44,760	-	231,230	-	787,971
2010-2011 Actual	445,250	27,370	-	291,840	-	764,460
2011-2012 Actual	372,640	43,410	-	292,460	-	708,510
2012-2013 Original Budget	349,120	45,600	-	280,500	-	675,220
2012-2013 Adjusted Budget (Dec)	-	-	-	-	-	-
2012-2013 Six Month Actual	-	-	-	-	-	-
2012-2013 Estimated Year End	-	-	-	-	-	-
2013-2014 Dept Request	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-

207.344 AMBULANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	0	0
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Original Budget	0	0	0	0	0	0
2012-2013 Adjusted Budget (Dec)	349,120	152,060	0	174,040	0	675,220
2012-2013 Six Month Actual	355,500	51,180	0	87,020	0	493,700
2012-2013 Estimated Year End	415,440	152,060	0	174,040	0	741,540
2013-2014 Dept Request	484,260	165,700	0	199,050	0	849,010
2013-2014 Manager's Budget	484,260	165,700	0	199,050	0	849,010
2013-2014 Adopted Budget	484,260	165,700	0	199,050	0	849,010
2014-2015 Projected Budget	494,490	165,700	0	199,050	0	859,240
2015-2016 Projected Budget	505,270	165,700	0	199,050	0	870,020
2016-2017 Projected Budget	516,630	165,700	0	199,050	0	881,380
2017-2018 Projected Budget	528,610	165,700	0	199,050	0	893,360

Cost Center Position Detail - Home Base

Full & Part-time Employees

Ambulance Service (Fire)		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Fire Als Coordinator		1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000
Full-time Total		1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000	1.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY 11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY 12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY 14/15</u>
Gross Collection Rate	84%	80%	80%	80%	85%	85%
National Average Collection Rate	55.7%	55.7%	55.7%	55.7%	55.7%	55.7%
Total EMS Runs	3,700	3,890	2,076	4,130	4,250	4,300
Average EMS Response Time	05:23	05:16	05:16	05:00	05:00	05:00

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

This fund collects the ad valorem Publicity tax, authorized by Act 59 of 1925, plus contributions from other City funds. The City proposes to levy 0.0223 mill for FY2013-14.

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

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

A slight increase for transfers-in from the various funds (Ice Arena, W&S, State Construction Code, Solid Waste, Senior Citizens) which benefit from the "Insight magazine" is budgeted. "Insight magazine" will continue to be mailed in collaboration with the school district. The millage rate is budgeted to change from 0.0225 to 0.0223 to generate monies allowable under State law. Monies levied must exclude tax increment financing monies.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	18,792	11,552	10,562	9,222	7,482	5,322
Revenues and transfers from other funds	66,400	72,000	72,470	72,940	73,420	73,900
Expenditures and transfers to other funds	73,640	72,990	73,810	74,680	75,580	76,520
Net Change in Fund Balance	(7,240)	(990)	(1,340)	(1,740)	(2,160)	(2,620)
Ending Fund Balance	11,552	10,562	9,222	7,482	5,322	2,702

Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	49,310	-	-	-	-	-	49,310
2010-2011 Actual	50,090	-	-	-	-	21,000	71,090
2011-2012 Actual	49,950	-	-	-	-	21,500	71,450
2012-2013 Original Budget	49,500	-	-	-	-	20,000	69,500
2012-2013 Adjusted Budget (Dec)	49,500	-	-	-	-	20,000	69,500
2012-2013 Six Month Actual	44,170	-	-	-	50	-	44,220
2012-2013 Estimated Year End	46,400	-	-	-	-	20,000	66,400
2013-2014 Dept Request	47,000	-	-	-	-	25,000	72,000
2013-2014 Manager's Budget	47,000	-	-	-	-	25,000	72,000
2013-2014 Adopted Budget	47,000	-	-	-	-	25,000	72,000
2014-2015 Projected Budget	47,470	-	-	-	-	25,000	72,470
2015-2016 Projected Budget	47,940	-	-	-	-	25,000	72,940
2016-2017 Projected Budget	48,420	-	-	-	-	25,000	73,420
2017-2018 Projected Budget	48,900	-	-	-	-	25,000	73,900

Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	31,330	-	17,540	-	48,870
2010-2011 Actual	21,340	26,080	-	9,110	-	56,530
2011-2012 Actual	23,370	28,190	-	15,670	-	67,230
2012-2013 Original Budget	25,050	28,000	-	18,660	-	71,710
2012-2013 Adjusted Budget (Dec)	25,050	28,000	-	18,660	-	71,710
2012-2013 Six Month Actual	11,470	14,450	-	(110)	-	25,810
2012-2013 Estimated Year End	24,890	30,000	-	18,750	-	73,640
2013-2014 Dept Request	24,240	30,000	-	18,750	-	72,990
2013-2014 Manager's Budget	24,240	30,000	-	18,750	-	72,990
2013-2014 Adopted Budget	24,240	30,000	-	18,750	-	72,990
2014-2015 Projected Budget	25,060	30,000	-	18,750	-	73,810
2015-2016 Projected Budget	25,930	30,000	-	18,750	-	74,680
2016-2017 Projected Budget	26,830	30,000	-	18,750	-	75,580
2017-2018 Projected Budget	27,770	30,000	-	18,750	-	76,520

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

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

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The maximum millages will be levied for this fund. Wages are budgeted to increase slightly based on past years actual expenditures. Solid Waste Collection Services are budgeted to increase 4% based on the contract with the contracted hauler. Motor Pool rentals increased due to higher state rates and higher usage. SOCRRA is pursuing a change to single stream recycling which will change how we do collection and potentially require a large capital expenditure by SOCRRA while reducing costs long term.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	6,355,456	6,203,266	5,613,356	4,792,326	3,768,746	2,529,946
Revenues and transfers from other funds	6,287,050	6,296,500	6,318,000	6,380,720	6,444,060	6,508,040
Expenditures and transfers to other funds	6,439,240	6,886,410	7,139,030	7,404,300	7,682,860	7,975,400
Net Change in Fund Balance	(152,190)	(589,910)	(821,030)	(1,023,580)	(1,238,800)	(1,467,360)
Ending Fund Balance	6,203,266	5,613,356	4,792,326	3,768,746	2,529,946	1,062,586

Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	6,429,980	-	3,480	57,070	17,370	-	6,507,900
2010-2011 Actual	6,469,200	-	15,890	16,860	32,410	-	6,534,360
2011-2012 Actual	6,314,900	-	7,800	9,410	44,030	-	6,376,140
2012-2013 Original Budget	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2012-2013 Adjusted Budget (Dec)	6,200,000	-	10,000	8,000	20,000	-	6,238,000
2012-2013 Six Month Actual	5,930,820	-	730	13,040	25,910	-	5,970,500
2012-2013 Estimated Year End	6,230,550	-	1,500	15,000	40,000	-	6,287,050
2013-2014 Dept Request	6,250,000	-	1,500	15,000	30,000	-	6,296,500
2013-2014 Manager's Budget	6,250,000	-	1,500	15,000	30,000	-	6,296,500
2013-2014 Adopted Budget	6,250,000	-	1,500	15,000	30,000	-	6,296,500
2014-2015 Projected Budget	6,271,500	-	1,500	15,000	30,000	-	6,318,000
2015-2016 Projected Budget	6,334,220	-	1,500	15,000	30,000	-	6,380,720
2016-2017 Projected Budget	6,397,560	-	1,500	15,000	30,000	-	6,444,060
2017-2018 Projected Budget	6,461,540	-	1,500	15,000	30,000	-	6,508,040

Expenditures

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	896,330	27,040	-	5,048,570	-	5,971,940
2010-2011 Actual	962,780	26,050	-	4,863,170	-	5,919,540
2011-2012 Actual	1,093,170	24,510	-	5,169,260	-	6,329,630
2012-2013 Original Budget	1,010,600	33,720	-	5,589,220	-	6,637,540
2012-2013 Adjusted Budget (Dec)	1,010,600	33,720	-	5,589,220	-	6,637,540
2012-2013 Six Month Actual	573,140	20,960	-	2,659,720	-	3,253,820
2012-2013 Estimated Year End	985,990	30,920	-	5,415,720	-	6,439,240
2013-2014 Dept Request	997,620	38,000	-	5,845,790	-	6,886,410
2013-2014 Manager's Budget	997,620	38,000	-	5,845,790	-	6,886,410
2013-2014 Adopted Budget	997,620	38,000	-	5,845,790	-	6,886,410
2014-2015 Projected Budget	1,026,640	38,000	-	6,069,390	-	7,139,030
2015-2016 Projected Budget	1,057,130	38,000	-	6,304,170	-	7,404,300
2016-2017 Projected Budget	1,089,170	38,000	-	6,550,690	-	7,682,860
2017-2018 Projected Budget	1,122,860	38,000	-	6,809,540	-	7,975,400

Cost Center Position Detail - Home Base

Full & Part-time Employees

Solid Waste		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Full-Time Positions</u>										
Director of Recreation & Public Service	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
DPS Supervisor - Highway	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	
Sign Technician	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	
Equipment Operator II	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	
Equipment Operator I	0.000	0.000	0.000	0.000	0.000	3.000	3.000	3.000	3.000	
Painting Machine Operator	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	
Truck Driver	0.000	0.000	0.000	0.000	0.000	5.000	5.000	6.000	6.000	
DPS/Hwy - MC III	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	
Equipment Repair-worker	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	
Solid Waste Employee	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	
Full-time Total	1.000	1.000	1.000	1.000	2.000	15.000	13.000	14.000	14.000	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					0.481	0.481	n/a	n/a	
Cost Center Total	1.000	1.000	1.000	1.000	2.000	15.481	13.481	14.000	14.000	

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Tons of Yard Waste Diverted from Landfill	9,943	11,447	8,070	12,000	11,000	11,000
Recycle tons	3,754	3,908	1,970	4,000	4,100	4,200
Hazardous Material Collected – Drop off	2,859	4,180	2,388	4,600	4,500	4,600
Business Participants - Recycling	150	181	201	215	230	250

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

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

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

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The library millage is budgeted to be levied at its maximum allowable millage rate, as reduced by Headlee, at 0.9597 mill, which will provide approximately \$20,000 more in property tax revenues than FY12/13, but this will be the second year the millage revenue has been under \$2,000,000 due to the declining taxable values, after reaching a high of \$2,229,742 in FY2008/09. State Library Aid is estimated to remain the same based on the Governor's budget. The library is using nearly \$53,000 of fund balance to balance the budget for FY2013/14. The forecast, illustrates a structural deficit in all years, as revenues are not anticipated to keep up with expenditures. The Youth and Teen Services department head position will continue to remain unfilled at this time. The Library Board has developed a fundraising plan to seek individual and corporate donations to help maintain library services in this time of greater demands for library service and declining revenue from the library millage. In the FY 2012/13 fiscal year, this fundraising has brought in about \$30,000 in donations, but this has been outpaced by millage revenue loss and increased non-negotiable expenditures. In order to partially address this structural deficit, the Library Board of Trustees approved a budget that continues a reduction of library hours from the current 60 per week to 56 hours that began June 2012. The library anticipates some capital costs for exterior repairs on the north side and repaving the parking area by the staff entrance on the east side, but it is not included in this budget.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	884,775	837,275	784,605	701,005	597,625	472,635
Revenues and transfers from other funds	2,275,100	2,211,200	2,218,100	2,238,070	2,258,240	2,278,610
Expenditures and transfers to other funds	2,322,600	2,263,870	2,301,700	2,341,450	2,383,230	2,427,160
Net Change in Fund Balance	(47,500)	(52,670)	(83,600)	(103,380)	(124,990)	(148,550)
Ending Fund Balance	837,275	784,605	701,005	597,625	472,635	324,085

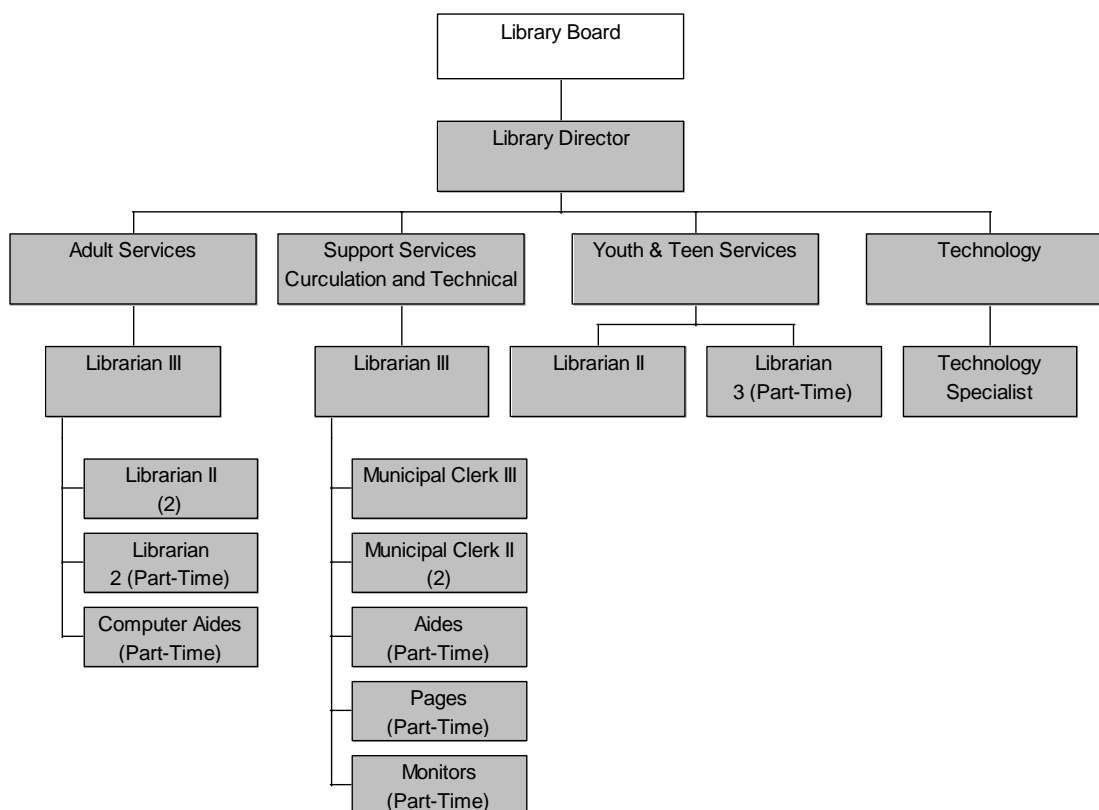
Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	2,229,740	39,280	150,740	23,750	7,980	-	2,451,490
2010-2011 Actual	2,062,220	40,970	159,960	14,690	7,360	-	2,285,200
2011-2012 Actual	2,011,810	24,120	149,370	10,540	7,340	75,000	2,278,180
2012-2013 Original Budget	1,970,000	11,330	181,600	9,000	7,000	50,000	2,228,930
2012-2013 Adjusted Budget (Dec)	1,970,000	11,330	181,600	9,000	7,000	84,000	2,262,930
2012-2013 Six Month Actual	1,889,100	12,840	115,220	3,800	5,600	-	2,026,560
2012-2013 Estimated Year End	1,984,930	27,100	164,350	6,700	8,020	84,000	2,275,100
2013-2014 Dept Request	1,990,000	27,000	152,000	5,700	6,500	30,000	2,211,200
2013-2014 Manager's Budget	1,990,000	27,000	152,000	5,700	6,500	30,000	2,211,200
2013-2014 Adopted Budget	1,990,000	27,000	152,000	5,700	6,500	30,000	2,211,200
2014-2015 Projected Budget	1,996,900	27,000	152,000	5,700	6,500	30,000	2,218,100
2015-2016 Projected Budget	2,016,870	27,000	152,000	5,700	6,500	30,000	2,238,070
2016-2017 Projected Budget	2,037,040	27,000	152,000	5,700	6,500	30,000	2,258,240
2017-2018 Projected Budget	2,057,410	27,000	152,000	5,700	6,500	30,000	2,278,610

Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	1,495,000	308,460	28,660	670,680	-	2,502,800
2010-2011 Actual	1,298,900	170,090	-	684,170	-	2,153,160
2011-2012 Actual	1,404,770	176,690	-	698,290	-	2,279,750
2012-2013 Original Budget	1,457,900	164,100	-	709,280	-	2,331,280
2012-2013 Adjusted Budget (Dec)	1,457,900	164,100	34,000	709,280	-	2,365,280
2012-2013 Six Month Actual	684,330	77,960	-	250,840	-	1,013,130
2012-2013 Estimated Year End	1,433,560	162,030	34,000	693,010	-	2,322,600
2013-2014 Dept Request	1,396,800	164,300	-	702,770	-	2,263,870
2013-2014 Manager's Budget	1,396,800	164,300	-	702,770	-	2,263,870
2013-2014 Adopted Budget	1,396,800	164,300	-	702,770	-	2,263,870
2014-2015 Projected Budget	1,434,630	164,300	-	702,770	-	2,301,700
2015-2016 Projected Budget	1,474,380	164,300	-	702,770	-	2,341,450
2016-2017 Projected Budget	1,516,160	164,300	-	702,770	-	2,383,230
2017-2018 Projected Budget	1,560,090	164,300	-	702,770	-	2,427,160

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Library		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Library Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Librarian III	1.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Librarian III Youth Services	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Librarian II	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Library Technology Specialist	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Library - MC III	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
Library - MC II	3.000	4.000	3.000	3.000	2.000	2.000	2.000	2.000	2.000
Full-time Total	12.000	14.000	13.000	13.000	12.000	12.000	11.000	10.000	10.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions			Information not available			11.034	11.034	n/a	n/a
Cost Center Total	12.000	14.000	13.000	13.000	12.000	23.034	22.034	10.000	10.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Registered Card Holders	31,762	32,262	32,208	34,000	35,000	35,000
Annual Library Visitors	651,552	640,957	250,370	600,000	600,000	600,000
Collection Size	177,803	186,885	182,779	180,000	180,000	180,000
Lending Transactions	461,182	451,097	201,492	420,000	450,000	450,000
Reference Question Responses	42,741	43,790	19,439	45,000	45,000	45,000
Programs Offered	510	515	252	520	520	520
Program Attendance	16,172	15,679	7,656	17,000	17,000	17,000
Summer Youth Reading Enrollment	1,462	1,160	n/a	1,500	1,600	1,600

Community Development Block Grant Fund

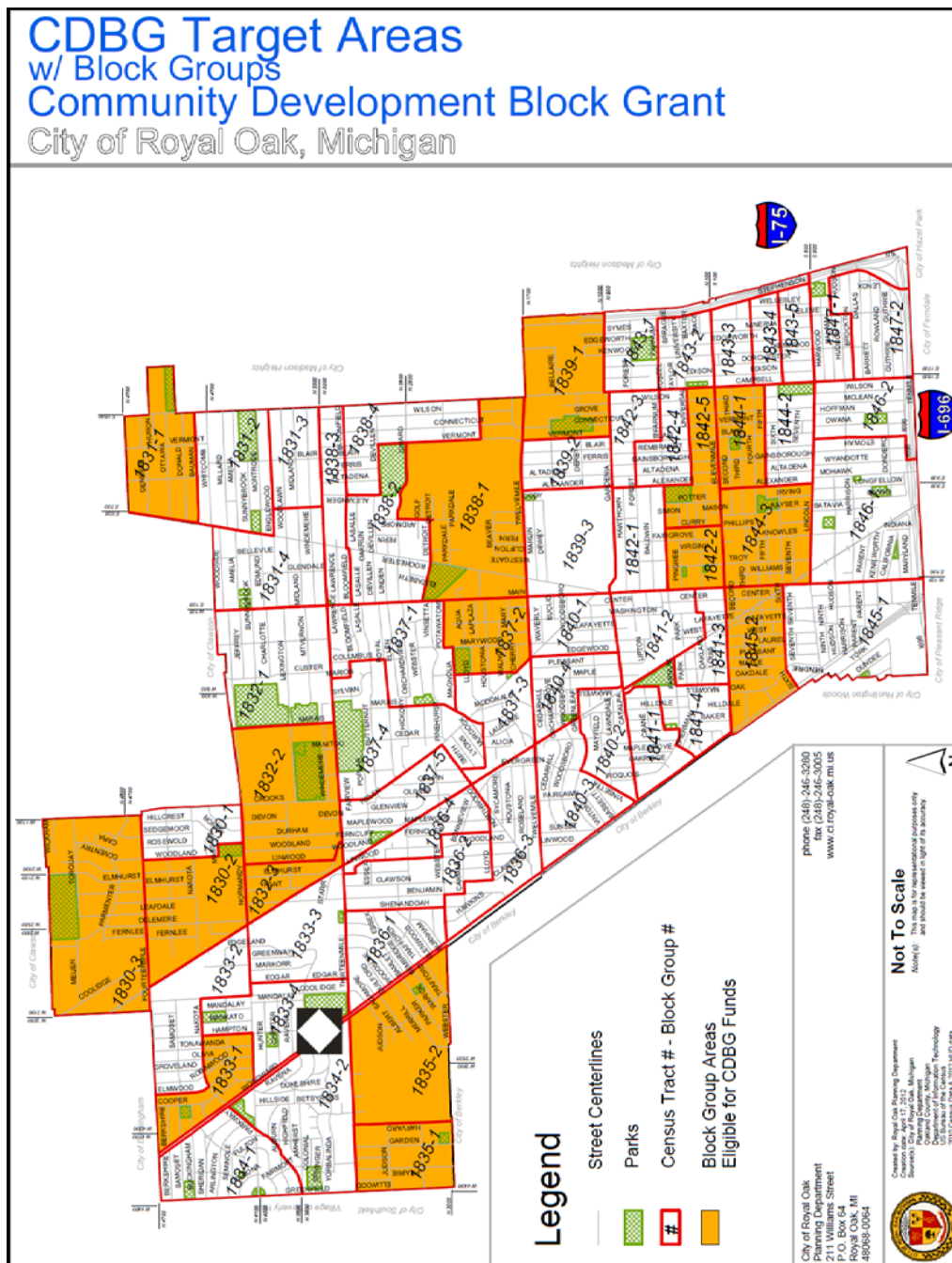
The mission of the Community Development Block Grant Program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.

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

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

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

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



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

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

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

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

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

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

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

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

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

GOALS

- Increase the availability of decent, safe, and affordable housing.
- Reduce the health risks of Lead-Based Paint.

OBJECTIVES

- Conserve the City of Royal Oak's supply of existing housing by financing needed home improvements and upgrades which correct obsolete and dangerous conditions. Low interest financing allows homeowners, including many seniors, to remain in affordable housing.
- Identify lead-based paint hazards in homes to be renovated.
- Perform abatement or interim controls designed to last up to 20 years to address all identified hazards.

CDBG Fund – Housing Rehabilitation Program

GOALS

- Continue the financial viability of the revolving loan program.

OBJECTIVES

- Increase the amount of installment loans processed to increase monthly repayment income.
- Identify and limit the number of foreclosed loans.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this fund.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	0	10	10	10	10
Revenues and transfers from other funds	1,348,030	2,781,590	2,793,160	2,805,310	2,818,050	2,831,440
Expenditures and transfers to other funds	1,348,030	2,781,580	2,793,160	2,805,310	2,818,050	2,831,440
Net Change in Fund Balance	0	10	0	0	0	0
Ending Fund Balance	0	10	10	10	10	10

Revenues

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	1,706,270	249,150	-	7,470	-	1,962,890
2010-2011 Actual	-	805,530	281,060	-	8,730	23,790	1,119,110
2011-2012 Actual	-	1,209,120	285,570	-	7,370	-	1,502,060
2012-2013 Original Budget	-	1,093,030	250,000	-	948,570	-	2,291,600
2012-2013 Adjusted Budget (Dec)	-	1,093,030	250,000	-	948,570	-	2,291,600
2012-2013 Six Month Actual	-	104,360	199,940	-	2,250	-	306,550
2012-2013 Estimated Year End	-	1,093,030	255,000	-	-	-	1,348,030
2013-2014 Dept Request	-	929,080	225,000	1,627,510	-	-	2,781,590
2013-2014 Manager's Budget	-	929,080	225,000	1,627,510	-	-	2,781,590
2013-2014 Adopted Budget	-	929,080	225,000	1,627,510	-	-	2,781,590
2014-2015 Projected Budget	-	929,080	225,000	1,627,510	-	11,570	2,793,160
2015-2016 Projected Budget	-	929,080	225,000	1,627,510	-	23,720	2,805,310
2016-2017 Projected Budget	-	929,080	225,000	1,627,510	-	36,460	2,818,050
2017-2018 Projected Budget	-	929,080	225,000	1,627,510	-	49,850	2,831,440

CDBG Fund – Housing Rehabilitation Program

Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	193,770	570	-	435,010	-	629,350
2010-2011 Actual	(1,100)	-	-	-	-	(1,100)
2011-2012 Actual	1,820	180	-	430,580	-	432,580
2012-2013 Original Budget	12,300	500	-	607,520	-	620,320
2012-2013 Adjusted Budget (Dec)	169,380	500	-	607,720	-	777,600
2012-2013 Six Month Actual	75,510	90	-	97,700	-	173,300
2012-2013 Estimated Year End	169,380	250	-	213,300	-	382,930
2013-2014 Dept Request	136,370	250	-	368,000	-	504,620
2013-2014 Manager's Budget	136,370	250	-	368,000	-	504,620
2013-2014 Adopted Budget	136,370	250	-	368,000	-	504,620
2014-2015 Projected Budget	140,010	250	-	368,000	-	508,260
2015-2016 Projected Budget	143,840	250	-	368,000	-	512,090
2016-2017 Projected Budget	147,860	250	-	368,000	-	516,110
2017-2018 Projected Budget	152,090	250	-	368,000	-	520,340

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	302,760	40	-	32,480	-	335,280
2010-2011 Actual	(1,820)	-	-	-	-	(1,820)
2011-2012 Actual	1,510	3,120	-	35,440	-	40,070
2012-2013 Original Budget	18,500	-	-	32,460	-	50,960
2012-2013 Adjusted Budget (Dec)	235,560	-	-	32,460	-	268,020
2012-2013 Six Month Actual	106,760	50	-	20,850	-	127,660
2012-2013 Estimated Year End	235,560	-	-	35,000	-	270,560
2013-2014 Dept Request	215,440	-	-	14,640	-	230,080
2013-2014 Manager's Budget	215,440	-	-	14,640	-	230,080
2013-2014 Adopted Budget	215,440	-	-	14,640	-	230,080
2014-2015 Projected Budget	222,610	-	-	14,640	-	237,250
2015-2016 Projected Budget	230,140	-	-	14,640	-	244,780
2016-2017 Projected Budget	238,050	-	-	14,640	-	252,690
2017-2018 Projected Budget	246,370	-	-	14,640	-	261,010

CDBG Fund – Housing Rehabilitation Program

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	227,580	9,660	-	35,090	-	272,330
2010-2011 Actual	(2,220)	-	-	-	-	(2,220)
2011-2012 Actual	2,070	8,680	-	870	-	11,620
2012-2013 Original Budget	2,700	11,530	-	3,330	-	17,560
2012-2013 Adjusted Budget (Dec)	155,440	11,530	-	28,010	-	194,980
2012-2013 Six Month Actual	72,820	2,350	-	13,650	-	88,820
2012-2013 Estimated Year End	156,440	10,530	-	27,510	-	194,480
2013-2014 Dept Request	119,490	7,670	-	32,830	-	159,990
2013-2014 Manager's Budget	119,490	7,670	-	32,830	-	159,990
2013-2014 Adopted Budget	119,490	7,670	-	32,830	-	159,990
2014-2015 Projected Budget	120,260	7,670	-	32,830	-	160,760
2015-2016 Projected Budget	121,050	7,670	-	32,830	-	161,550
2016-2017 Projected Budget	121,860	7,670	-	32,830	-	162,360
2017-2018 Projected Budget	122,700	7,670	-	32,830	-	163,200

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	597,350	-	597,350
2010-2011 Actual	50	-	-	5,260	-	13,980
2011-2012 Actual	94,320	-	-	399,340	-	496,040
2012-2013 Original Budget	30,000	-	-	1,021,000	-	1,051,000
2012-2013 Adjusted Budget (Dec)	30,000	-	-	1,021,000	-	1,051,000
2012-2013 Six Month Actual	297,060	-	-	84,650	-	393,260
2012-2013 Estimated Year End	-	-	-	500,060	-	500,060
2013-2014 Dept Request	-	-	-	1,853,890	-	1,886,890
2013-2014 Manager's Budget	-	-	-	1,853,890	-	1,886,890
2013-2014 Adopted Budget	-	-	-	1,853,890	-	1,886,890
2014-2015 Projected Budget	-	-	-	1,853,890	-	1,886,890
2015-2016 Projected Budget	-	-	-	1,853,890	-	1,886,890
2016-2017 Projected Budget	-	-	-	1,853,890	-	1,886,890
2017-2018 Projected Budget	-	-	-	1,853,890	-	1,886,890

Cost Center Position Detail - Home Base

Full & Part-time Employees

Housing Assistance		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Housing Program Supervisor		1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Housing Rehabilitation Officer		1.000	1.000	1.000	1.000	0.000	0.000	1.000	1.000	1.000
CS III - Housing		1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total		3.000	3.000	3.000	2.000	1.000	1.000	1.000	1.000	1.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available						0.673	n/a	n/a
Cost Center Total		3.000	3.000	3.000	2.000	1.000	1.000	1.673	1.000	1.000

Performance Indicators / Outcome Measures

	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Current</u>	<u>Projected</u>	<u>Projected</u>
	<u>FY09/10</u>	<u>FY10/11</u>	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>
Rehabilitation Loans						
Loan Applications Received n/a		36	42	26	35	35
Loan Applicants on Waiting List n/a		48	78	0	0	0
Number of Loans Approved n/a		19	23	16	22	22
Funds Available for Loans n/a		\$600k	\$626k	\$363k	\$315k	\$315k
Amount of Loans Approved n/a		\$304k	\$414k	\$137k	\$185k	\$180k
Lead-based Paint Hazards						
Homes with Hazards Identified n/a		9	16	5	7	6
Homes with Hazards Addressed n/a		7	13	3	4	3
Repairs Made on Eligible Properties n/a		19	23	16	22	20

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

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

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

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

As a result of the millage passing the budget provides for the callback of one Ordinance Enforcement Officer from lay-off. This gives the department three officers to respond to all complaints and provide exterior inspections for rental licenses. One additional Officer is budgeted as part of the millage proposal. It has been determined the best use for the fourth officer would be to create a combined position with a building inspector and fund the position 50% with State Construction Code funds. This will provide two positions for the same cost to the General Fund, providing additional flexibility. The officers would be used to address needs for Ordinance Enforcement and Building Inspections. A full-time municipal clerk is added to this department. The work load for ordinance and building is simply too much for one person. The new position would be filled by a new hire. These changes would allow the department to increase its ability to capture lost revenue from unlicensed rental properties and respond to complaints. It is proposed that these changes will have a positive effect on property values in the city. Two Vehicles will be added for \$50,400, for the additional staff members. \$100,000 is budgeted to pay for a portion of the Community Development reconstruction.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	948,052	1,172,502	1,022,032	846,352	744,212	614,292
Revenues and transfers from other funds	1,626,600	1,245,500	1,245,500	1,245,500	1,245,500	1,245,500
Expenditures and transfers to other funds	1,402,150	1,395,970	1,421,180	1,347,640	1,375,420	1,404,610
Net Change in Fund Balance	224,450	(150,470)	(175,680)	(102,140)	(129,920)	(159,110)
Ending Fund Balance	1,172,502	1,022,032	846,352	744,212	614,292	455,182

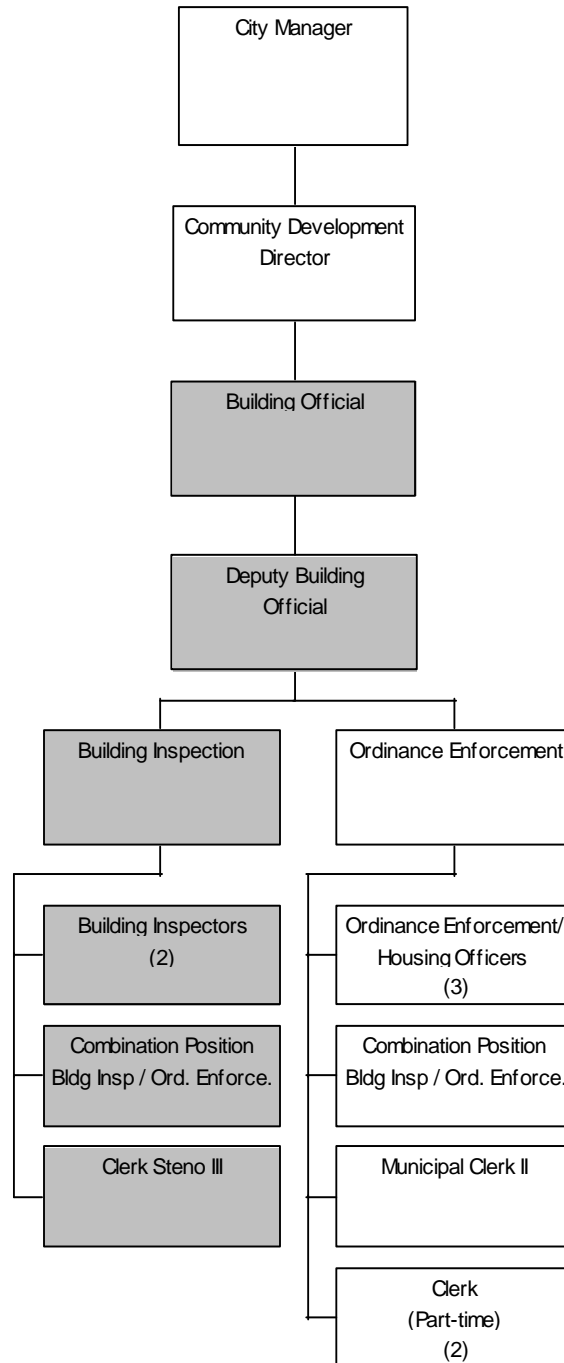
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	932,830	-	18,510	-	951,340
2010-2011 Actual	-	-	1,093,510	-	2,950	35,430	1,131,890
2011-2012 Actual	-	-	1,426,310	-	4,440	41,290	1,472,040
2012-2013 Original Budget	-	-	1,073,000	-	3,000	25,000	1,101,000
2012-2013 Adjusted Budget (Dec)	-	-	1,073,000	-	3,000	25,000	1,101,000
2012-2013 Six Month Actual	-	-	1,003,670	-	1,600	19,940	1,025,210
2012-2013 Estimated Year End	-	-	1,542,100	-	52,500	32,000	1,626,600
2013-2014 Dept Request	-	-	1,219,000	-	2,500	24,000	1,245,500
2013-2014 Manager's Budget	-	-	1,219,000	-	2,500	24,000	1,245,500
2013-2014 Adopted Budget	-	-	1,219,000	-	2,500	24,000	1,245,500
2014-2015 Projected Budget	-	-	1,219,000	-	2,500	24,000	1,245,500
2015-2016 Projected Budget	-	-	1,219,000	-	2,500	24,000	1,245,500
2016-2017 Projected Budget	-	-	1,219,000	-	2,500	24,000	1,245,500
2017-2018 Projected Budget	-	-	1,219,000	-	2,500	24,000	1,245,500

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	1,258,460	3,630	9,680	453,690	-	1,725,460
2010-2011 Actual	611,210	3,040	-	171,600	-	790,050
2011-2012 Actual	652,030	1,240	-	308,740	-	1,118,560
2012-2013 Original Budget	697,500	16,000	-	368,720	-	1,533,220
2012-2013 Adjusted Budget (Dec)	697,500	16,000	-	368,720	-	1,533,220
2012-2013 Six Month Actual	324,200	1,480	-	112,400	-	438,080
2012-2013 Estimated Year End	691,130	5,100	-	269,920	-	1,402,150
2013-2014 Dept Request	953,160	15,100	100,000	257,310	-	1,395,970
2013-2014 Manager's Budget	953,160	15,100	100,000	257,310	-	1,395,970
2013-2014 Adopted Budget	953,160	15,100	100,000	257,310	-	1,395,970
2014-2015 Projected Budget	978,370	15,100	100,000	257,310	-	1,421,180
2015-2016 Projected Budget	1,004,830	15,100	-	257,310	-	1,347,640
2016-2017 Projected Budget	1,032,610	15,100	-	257,310	-	1,375,420
2017-2018 Projected Budget	1,061,800	15,100	-	257,310	-	1,404,610

Departmental Organization Chart



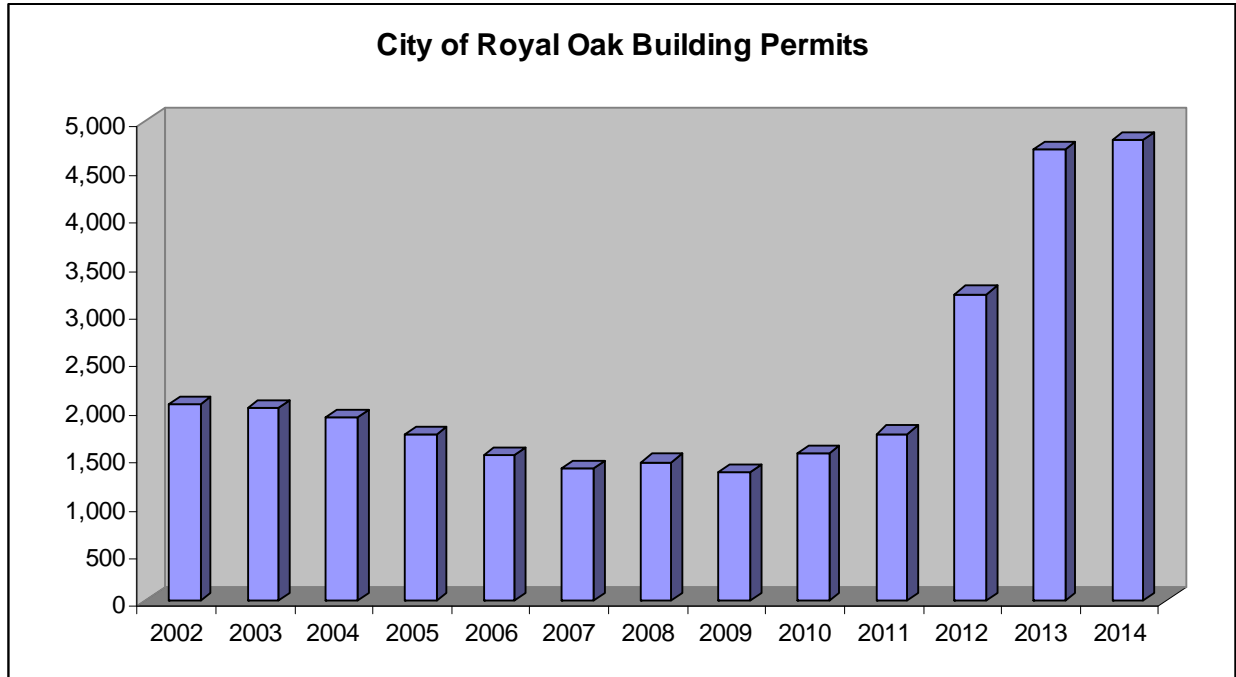
Cost Center Position Detail - Home Base

Full & Part-time Employees

Building-StCons		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Building Official	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Building Official	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III Inspection	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Inspection - MC II	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000
Building Inspector	5.000	5.000	4.000	4.000	2.000	2.000	2.000	2.000	2.000
Combination Position									
Inspector/Enforcement Officer	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Electrical Inspector	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Housing Inspector	2.000	2.000	2.000	0.000	0.000	0.000	0.000	0.000	0.000
Mechanical Inspector	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Plumbing Inspector	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Full-time Total	11.000	11.000	11.000	11.000	8.000	5.000	5.000	5.000	6.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions			Information not available			1.139	0.577	n/a	n/a
Cost Center Total	11.000	11.000	11.000	11.000	8.000	6.139	5.577	5.000	6.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Percent of Required Code Training Received	100	100	100	100	100	100
Percent of Inspections Performed Within the Next Business Day	90	90	90	90	90	90
Percent of Plans Reviewed for Permit Within 14 Business Days	90	90	90	90	90	90
<u>Permits Issued</u>						
Building	1,743	1,629	950	1,800	1,900	1,950
Electrical	940	1,191	564	1,100	1,100	1,100
Mechanical	836	1,030	450	900	900	900
Plumbing Sewer	679	942	453	900	900	900
Construction Value (in 1000's)	\$30,538	\$36,187	\$31,281	\$57,000	\$50,000	\$50,000



<u>Year</u>	<u>Number</u>	<u>Value (\$000)</u>
2002	2,053	\$50,060
2003	2,012	\$54,410
2004	1,907	\$83,172
2005	1,730	\$106,404
2006	1,522	\$109,009
2007	1,375	\$53,464
2008	1,448	\$48,516
2009	1,346	\$35,490
2010	1,537	\$38,273
2011	1,743	\$30,538
2012	2,200	\$30,000
2013	2,200	\$30,000
2014	2,400	\$35,000

The Roots (Royal Oak Opportunity to Serve) Foundation is a committee established by the City Charter. Its purpose is to promote charitable contributions through the city for disbursement to various organizations or

projects whose work constitutes a public purpose within the city. This fund records the receipt and disbursements of the monies/property.

Budget Summary

ROOTS	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	382,751	474,941	458,941	442,941	426,941	410,941
Revenues and transfers from other funds	221,050	60,300	60,300	60,300	60,300	60,300
Expenditures and transfers to other funds	128,860	76,300	76,300	76,300	76,300	76,300
Net Change in Fund Balance	92,190	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Ending Fund Balance	474,941	458,941	442,941	426,941	410,941	394,941

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	67,280	-	-	67,280
2010-2011 Actual	-	-	-	119,170	-	-	119,170
2011-2012 Actual	-	-	-	131,560	-	-	131,560
2012-2013 Original Budget	-	-	-	90,800	-	-	90,800
2012-2013 Adjusted Budget (Dec)	-	-	-	94,300	-	-	94,300
2012-2013 Six Month Actual	-	-	-	201,250	-	-	201,250
2012-2013 Estimated Year End	-	-	-	221,050	-	-	221,050
2013-2014 Dept Request	-	-	-	60,300	-	-	60,300
2013-2014 Manager's Budget	-	-	-	60,300	-	-	60,300
2013-2014 Adopted Budget	-	-	-	60,300	-	-	60,300
2014-2015 Projected Budget	-	-	-	60,300	-	-	60,300
2015-2016 Projected Budget	-	-	-	60,300	-	-	60,300
2016-2017 Projected Budget	-	-	-	60,300	-	-	60,300
2017-2018 Projected Budget	-	-	-	60,300	-	-	60,300

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	16,170	4,260	41,900	-	78,250
2010-2011 Actual	-	16,930	2,980	6,640	-	38,390
2011-2012 Actual	-	7,240	1,010	9,920	-	36,930
2012-2013 Original Budget	-	4,300	-	10,150	-	90,800
2012-2013 Adjusted Budget (Dec)	-	4,300	-	9,840	-	94,300
2012-2013 Six Month Actual	-	700	-	4,920	-	15,990
2012-2013 Estimated Year End	-	5,300	-	9,400	-	128,860
2013-2014 Dept Request	-	5,300	-	9,400	-	76,300
2013-2014 Manager's Budget	-	5,300	-	9,400	-	76,300
2013-2014 Adopted Budget	-	5,300	-	9,400	-	76,300
2014-2015 Projected Budget	-	5,300	-	9,400	-	76,300
2015-2016 Projected Budget	-	5,300	-	9,400	-	76,300
2016-2017 Projected Budget	-	5,300	-	9,400	-	76,300
2017-2018 Projected Budget	-	5,300	-	9,400	-	76,300

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

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

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

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

Center Operations CDBG (274.759) - A significant portion of costs are eligible for federal reimbursement and recorded in the Block Grant fund (274.759). This CDBG budget covers wages for 1 full-time and 9 part-time employees providing services to seniors at the Mahany/Meininger (M/M) and Salter Centers. It also pays a subsidy for R.O.S.E.S. personnel serving low-income residents. CDBG funds were used for the replacement of the roof at the Mahany/Meininger Senior Community Center.

In previous year, this budget covered janitorial services, heating/cooling contract, building repair and maintenance, office furniture, and capital outlay items. With reductions in Block Grant funding and the 15% cap for community services, this budget has been reduced by approximately \$100,000 since FY2005-06. Janitorial, repair, maintenance, heating, cooling and other miscellaneous items are charged to the Senior Citizen Services fund. Senior Building Maintenance, taps into fund balance for the

balance of its budget. No funds are available for office furniture or capital outlay items in FY2013-2014.

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

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

The Senior Center has partnered with Bortz Health Care, Royal Oak Community Coalition, The Health Oasis, Walgreens, Right At Home, Path, Project Healthy Living, American House, The Schulman Center, Project Works, Dr Adas and Wexler to provide services, programs and classes.

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

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

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

At the M & M center, new programs include: Kuratomi stretching, Yoga meditation, gentle yoga, chair yoga, card making and scrapbooking, genealogy classes, golf talk and laptop computer classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,278 tasty and nutritious meals were served from July 2011 – June 2012. The program proves very popular with new people attending each month. A once a week financial fund raiser with COSTCO and other fundraisers helps fund this program.

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

Senior Building Maintenance (296.750) - This budget covers utilities, janitorial, heating & cooling, and other building maintenance and repair items of the M/M Center. Funding of approximately \$30,000 from M/M rentals partially funds this budget. The remainder is covered by other receipts.

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

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

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

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

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

Caregivers' Support Group discusses the challenges of being a caregiver and how to be a better caregiver. Groups meet at the M/M site on the second Tuesday evening of each month. To deliver meals to homebound seniors living in Royal Oak, approximately 65 volunteers were recruited.

Eighteen volunteers assisted 488 seniors with free tax help and free e-filing. Royal Oak's Volunteer Program was awarded the 904th Point of Light by former President George Bush in 1992.

Non-senior volunteers assist staff with programming. Sources include Royal Oak Vocational, 44th District Court – Community Service Workers, and Middle School Students (who are not required to volunteer in any way). This cost center budgets the cost of an annual volunteer recognition program.

Partnering with local businesses, such as COSTCO, generates revenue from a fixed percentage of food purchases from Monday Bake Sales and monthly fundraisers.

Transportation (296.688) – The Senior Transportation Program continues to provide high quality van service for 14,101 one-way trips to doctor appointments, grocery shopping, and programs at the Senior Center. This service promotes independence for residents aged 60 or older, and adults who are permanently handicapped. Door-to-door service is available to those with mobility problems who need to be personally escorted to the buses.

The City currently operates six Community Transit vehicles purchased in collaboration with SMART. This budget provides for part-time (8 drivers, 2 dispatchers), maintenance and insurance for vans. This budget is funded by William Beaumont Hospital, SMART Municipal and Community Credit Funds, and rider donations. The Center received two 2012 Champion 23' buses with lift/wheelchair equipped replacement vehicles.

The ROOTS fund (295.759 cost center) records ad hoc grant receipts and related expenditures.

GOALS

- Investigate opportunities to partner with other Senior Centers to increase opportunities.
- Continue partnering with the private sector.
- Investigate innovative ways to fund and reduce the cost of programs.
- Continue meeting the transportation needs of the senior citizen's.

OBJECTIVES

- Institute a Senior Citizen Liaison Officer.
- Explore what South Oakland centers are providing in programs and travel.
- Explore sponsorships of programs and activities.
- Explore other rental opportunities.
- Explore other private sector transportation options.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

This cost center continues to use fund balance as a source to support expenditures, by design. \$90,000 is required for a new HVAC/Boiler system which is not in the CIP. The Senior Center Fund will begin lease payments, in the amount of \$49,500, to the Recreation Fund for the daily usage of the Salter Center.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	612,404	657,634	572,514	575,624	576,904	576,274
Revenues and transfers from other funds	656,450	654,950	654,950	654,950	654,950	654,950
Expenditures and transfers to other funds	611,220	740,070	651,840	653,670	655,580	657,590
Net Change in Fund Balance	45,230	(85,120)	3,110	1,280	(630)	(2,640)
Ending Fund Balance	657,634	572,514	575,624	576,904	576,274	573,634

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	135,230	18,310	-	-	153,540
2010-2011 Actual	-	174,780	215,720	5,000	30,000	-	425,500
2011-2012 Actual	-	118,830	231,100	3,460	30,000	-	383,390
2012-2013 Original Budget	-	142,650	220,800	4,000	30,000	-	397,450
2012-2013 Adjusted Budget (Dec)	-	142,650	220,800	4,000	30,000	250,000	647,450
2012-2013 Six Month Actual	-	94,860	127,230	4,480	30,000	-	256,570
2012-2013 Estimated Year End	-	142,650	227,800	6,000	30,000	250,000	656,450
2013-2014 Dept Request	-	142,650	227,800	4,500	30,000	250,000	654,950
2013-2014 Manager's Budget	-	142,650	227,800	4,500	30,000	250,000	654,950
2013-2014 Adopted Budget	-	142,650	227,800	4,500	30,000	250,000	654,950
2014-2015 Projected Budget	-	142,650	227,800	4,500	30,000	250,000	654,950
2015-2016 Projected Budget	-	142,650	227,800	4,500	30,000	250,000	654,950
2016-2017 Projected Budget	-	142,650	227,800	4,500	30,000	250,000	654,950
2017-2018 Projected Budget	-	142,650	227,800	4,500	30,000	250,000	654,950

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	16,030	-	-	-	-	16,030
2010-2011 Actual	11,790	-	-	-	-	11,790
2011-2012 Actual	14,940	-	-	-	-	14,940
2012-2013 Original Budget	12,400	-	-	-	-	12,400
2012-2013 Adjusted Budget (Dec)	12,400	-	-	-	-	12,400
2012-2013 Six Month Actual	8,290	-	-	-	-	8,290
2012-2013 Estimated Year End	12,400	-	-	-	-	12,400
2013-2014 Dept Request	10,810	-	-	-	-	10,810
2013-2014 Manager's Budget	10,810	-	-	-	-	10,810
2013-2014 Adopted Budget	10,810	-	-	-	-	10,810
2014-2015 Projected Budget	10,810	-	-	-	-	10,810
2015-2016 Projected Budget	10,810	-	-	-	-	10,810
2016-2017 Projected Budget	10,810	-	-	-	-	10,810
2017-2018 Projected Budget	10,810	-	-	-	-	10,810

Senior Citizen Services

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	13,990	220	-	290	-	14,500
2010-2011 Actual	15,190	480	-	210	-	15,880
2011-2012 Actual	15,060	480	-	190	-	15,730
2012-2013 Original Budget	18,790	1,000	-	450	-	20,240
2012-2013 Adjusted Budget (Dec)	18,790	1,000	-	450	-	20,240
2012-2013 Six Month Actual	6,800	100	-	150	-	7,050
2012-2013 Estimated Year End	18,660	1,000	-	450	-	20,110
2013-2014 Dept Request	16,400	1,000	-	450	-	17,850
2013-2014 Manager's Budget	16,400	1,000	-	450	-	17,850
2013-2014 Adopted Budget	16,400	1,000	-	450	-	17,850
2014-2015 Projected Budget	16,400	1,000	-	450	-	17,850
2015-2016 Projected Budget	16,400	1,000	-	450	-	17,850
2016-2017 Projected Budget	16,400	1,000	-	450	-	17,850
2017-2018 Projected Budget	16,400	1,000	-	450	-	17,850

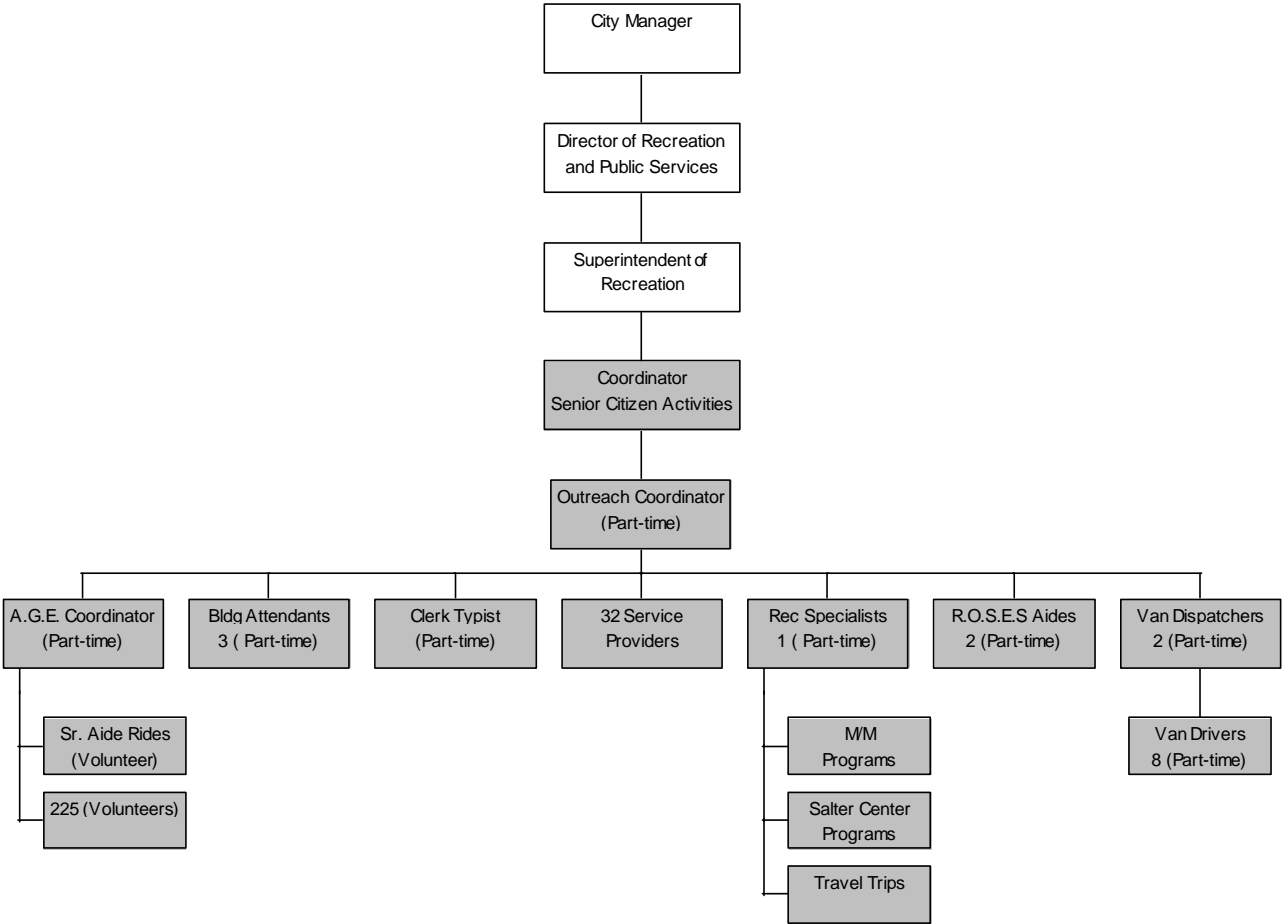
296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	160,810	70	8,830	37,700	-	207,410
2010-2011 Actual	148,280	200	-	67,110	-	215,590
2011-2012 Actual	146,820	580	-	69,210	-	216,610
2012-2013 Original Budget	178,650	600	4,000	85,730	-	268,980
2012-2013 Adjusted Budget (Dec)	178,650	600	4,000	85,730	-	268,980
2012-2013 Six Month Actual	70,010	420	-	42,340	-	112,770
2012-2013 Estimated Year End	152,070	600	4,000	85,730	-	242,400
2013-2014 Dept Request	182,740	600	4,000	80,460	-	267,800
2013-2014 Manager's Budget	182,740	600	4,000	80,460	-	267,800
2013-2014 Adopted Budget	182,740	600	4,000	80,460	-	267,800
2014-2015 Projected Budget	183,940	600	4,000	80,460	-	269,000
2015-2016 Projected Budget	185,180	600	4,000	80,460	-	270,240
2016-2017 Projected Budget	186,470	600	4,000	80,460	-	271,530
2017-2018 Projected Budget	187,820	600	4,000	80,460	-	272,880

Senior Citizen Services

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	310	-	74,010	-	74,320
2010-2011 Actual	-	970	-	78,920	-	79,890
2011-2012 Actual	-	880	-	76,120	-	77,000
2012-2013 Original Budget	-	1,600	-	82,900	-	84,500
2012-2013 Adjusted Budget (Dec)	-	3,570	-	80,930	-	84,500
2012-2013 Six Month Actual	-	3,670	-	31,390	-	35,060
2012-2013 Estimated Year End	-	4,500	-	82,960	-	87,460
2013-2014 Dept Request	-	4,630	90,000	84,350	-	178,980
2013-2014 Manager's Budget	-	4,630	90,000	84,350	-	178,980
2013-2014 Adopted Budget	-	4,630	90,000	84,350	-	178,980
2014-2015 Projected Budget	-	4,630	-	84,350	-	88,980
2015-2016 Projected Budget	-	4,630	-	84,350	-	88,980
2016-2017 Projected Budget	-	4,630	-	84,350	-	88,980
2017-2018 Projected Budget	-	4,630	-	84,350	-	88,980

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	14,570	2,320	-	113,920	-	130,810
2010-2011 Actual	15,320	1,960	-	188,130	-	205,410
2011-2012 Actual	7,830	1,950	-	186,380	-	196,160
2012-2013 Original Budget	24,230	4,000	-	155,930	-	184,160
2012-2013 Adjusted Budget (Dec)	24,230	4,000	-	233,100	-	261,330
2012-2013 Six Month Actual	4,240	970	-	98,320	-	103,530
2012-2013 Estimated Year End	15,240	4,000	-	229,610	-	248,850
2013-2014 Dept Request	18,770	5,500	-	240,360	-	264,630
2013-2014 Manager's Budget	18,770	5,500	-	240,360	-	264,630
2013-2014 Adopted Budget	18,770	5,500	-	240,360	-	264,630
2014-2015 Projected Budget	19,340	5,500	-	240,360	-	265,200
2015-2016 Projected Budget	19,930	5,500	-	240,360	-	265,790
2016-2017 Projected Budget	20,550	5,500	-	240,360	-	266,410
2017-2018 Projected Budget	21,210	5,500	-	240,360	-	267,070

Departmental Organization Chart



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

Senior Center		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Full-Time Positions</u>										
Coordinator of Senior Citizen Activity	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Senior Citizen Program Technician	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					3.760	3.760	n/a	n/a	
Cost Center Total	See full-time totals					5.760	4.760	1.000	1.000	

R.O.S.E.S		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					0.481	0.481	n/a	n/a	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.481	n/a	n/a	

AGE Program		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					0.525	0.525	n/a	n/a	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.525	n/a	n/a	

Senior Vans		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					5.529	5.529	n/a	n/a	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	5.529	n/a	n/a	

Performance Indicators / Outcome Measures

	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Estimated 2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>
<u>Supportive Services</u>						
Congregate Meals Served	11,942	10,875	11,278	11,300	11,300	11,300
Homebound Meals Served *	15,888	14,463	12,774	0	0	0
Information & Referral	46,000	49,400	58,900	58,900	58,900	58,900
ROSES Jobs	3,401	1,905	3,839	3,900	3,900	3,900
Senior Bus Rides	14,492	14,632	14,101	14,200	14,200	14,200
Frail Elderly Escort	9	0	0	10	10	10
Outreach Assessments	19	25	4	20	20	20
<u>Mahany/Meininger Center Programs</u>						
Programs Offered	106	97	93	95	95	95
Sessions Held	2,995	3,094	3,093	3,100	3,100	3,100
Participants	72,320	68,158	79,243	79,500	79,500	79,500
<u>Salter Community Center Programs</u>						
Programs Offered	16	15	15	15	15	15
Sessions Held	1,192	1,099	1,143	1,143	1,143	1,143
Participants	18,321	17,995	16,499	16,500	16,500	16,500
<u>Combined Senior Programs</u>						
Programs Offered	122	112	108	110	110	110
Sessions Held	4,147	4,193	4,236	4,243	4,243	4,243
Participants	90,641	86,153	95,742	96,000	96,000	96,000

Note: Senior Center performance indicators are on a calendar year as opposed to fiscal year.

*Please note that as of September 30, 2012 Oakland County Mobile Meals disbanded homebound meals. Emerald Foods now provides all volunteers and deliveries through the Troy Community Center.

The mission of the Animal Shelter is to provide a safe haven for animals lost or given up by their owners; to reunite lost animals with their human companions; and to provide the best possible adoptions of available animals into the home best suited to their personalities.

The Royal Oak Animal Shelter is operated as a City service under management of the Royal Oak Police Department.

The shelter charges fees for its services including rent and spay/neutering costs. This

covers some of the cost of operation. Donations both direct and through the ROOTS foundation make up any difference.

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Numerous expenditure accounts such as operating supplies, medical services, spay/neuter have decreased significantly due to the lower amount of revenue budgeted. Based on historical expenditures, it is uncertain whether the shelter can operate a full year with this budgeted level of expenditures. Although expenditures are low, use of fund balance is budgeted.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	49,220	28,650	12,570	(3,510)	(19,590)	(35,670)
Revenues and transfers from other funds	78,290	78,290	78,290	78,290	78,290	78,290
Expenditures and transfers to other funds	98,860	94,370	94,370	94,370	94,370	94,370
Net Change in Fund Balance	(20,570)	(16,080)	(16,080)	(16,080)	(16,080)	(16,080)
Ending Fund Balance	28,650	12,570	(3,510)	(19,590)	(35,670)	(51,750)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	15,360	34,120	-	15,920	65,400
2010-2011 Actual	-	-	25,390	55,950	-	11,840	93,180
2011-2012 Actual	-	-	27,260	45,240	-	15,370	87,870
2012-2013 Original Budget	-	-	20,000	40,440	-	18,000	78,440
2012-2013 Adjusted Budget (Dec)	-	-	20,000	40,440	-	18,000	78,440
2012-2013 Six Month Actual	-	-	8,940	17,430	-	10,320	36,690
2012-2013 Estimated Year End	-	-	20,000	40,290	-	18,000	78,290
2013-2014 Dept Request	-	-	20,000	40,290	-	18,000	78,290
2013-2014 Manager's Budget	-	-	20,000	40,290	-	18,000	78,290
2013-2014 Adopted Budget	-	-	20,000	40,290	-	18,000	78,290
2014-2015 Projected Budget	-	-	20,000	40,290	-	18,000	78,290
2015-2016 Projected Budget	-	-	20,000	40,290	-	18,000	78,290
2016-2017 Projected Budget	-	-	20,000	40,290	-	18,000	78,290
2017-2018 Projected Budget	-	-	20,000	40,290	-	18,000	78,290

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	34,200	2,480	1,130	40,830	-	78,640
2010-2011 Actual	31,240	850	-	42,450	-	74,540
2011-2012 Actual	34,670	15,130	-	54,080	-	103,880
2012-2013 Original Budget	38,690	18,000	-	50,500	-	107,190
2012-2013 Adjusted Budget (Dec)	38,690	18,000	-	50,500	-	107,190
2012-2013 Six Month Actual	16,060	6,030	-	17,840	-	39,930
2012-2013 Estimated Year End	38,860	14,000	-	46,000	-	98,860
2013-2014 Dept Request	42,290	10,000	-	42,080	-	94,370
2013-2014 Manager's Budget	42,290	10,000	-	42,080	-	94,370
2013-2014 Adopted Budget	42,290	10,000	-	42,080	-	94,370
2014-2015 Projected Budget	42,290	10,000	-	42,080	-	94,370
2015-2016 Projected Budget	42,290	10,000	-	42,080	-	94,370
2016-2017 Projected Budget	42,290	10,000	-	42,080	-	94,370
2017-2018 Projected Budget	42,290	10,000	-	42,080	-	94,370

Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions					Information not available		1.346	1.346	n/a	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	1.346	1.346	n/a	n/a

The Police Grants Fund accounts for the receipt and disbursement of all police grants and forfeitures.

Budget Summary

Police Grants	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	771,560	691,070	706,700	654,470	597,130	534,420
Revenues and transfers from other funds	159,480	160,000	97,000	97,000	97,000	97,000
Expenditures and transfers to other funds	239,970	144,370	149,230	154,340	159,710	165,360
Net Change in Fund Balance	(80,490)	15,630	(52,230)	(57,340)	(62,710)	(68,360)
Ending Fund Balance	691,070	706,700	654,470	597,130	534,420	466,060

Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	466,820	-	4,140	-	-	470,960
2010-2011 Actual	-	538,150	-	5,150	-	-	543,300
2011-2012 Actual	-	187,540	-	13,040	-	8,270	208,850
2012-2013 Original Budget	-	140,500	-	1,500	-	-	142,000
2012-2013 Adjusted Budget (Dec)	-	140,500	-	1,500	-	-	142,000
2012-2013 Six Month Actual	-	141,260	-	4,190	-	-	145,450
2012-2013 Estimated Year End	-	155,470	-	4,010	-	-	159,480
2013-2014 Dept Request	-	160,000	-	-	-	-	160,000
2013-2014 Manager's Budget	-	160,000	-	-	-	-	160,000
2013-2014 Adopted Budget	-	160,000	-	-	-	-	160,000
2014-2015 Projected Budget	-	97,000	-	-	-	-	97,000
2015-2016 Projected Budget	-	97,000	-	-	-	-	97,000
2016-2017 Projected Budget	-	97,000	-	-	-	-	97,000
2017-2018 Projected Budget	-	97,000	-	-	-	-	97,000

Expenditures

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	166,750	3,390	61,770	95,820	-	327,730
2010-2011 Actual	111,320	3,560	-	119,260	-	234,140
2011-2012 Actual	159,090	4,620	24,290	42,970	-	230,970
2012-2013 Original Budget	223,480	-	-	4,500	-	227,980
2012-2013 Adjusted Budget (Dec)	223,480	-	-	4,500	-	227,980
2012-2013 Six Month Actual	93,570	1,170	-	12,330	-	107,070
2012-2013 Estimated Year End	187,510	1,330	-	51,130	-	239,970
2013-2014 Dept Request	139,870	-	-	4,500	-	144,370
2013-2014 Manager's Budget	139,870	-	-	4,500	-	144,370
2013-2014 Adopted Budget	139,870	-	-	4,500	-	144,370
2014-2015 Projected Budget	144,730	-	-	4,500	-	149,230
2015-2016 Projected Budget	149,840	-	-	4,500	-	154,340
2016-2017 Projected Budget	155,210	-	-	4,500	-	159,710
2017-2018 Projected Budget	160,860	-	-	4,500	-	165,360

Miscellaneous Grants/Restricted Funds

**The Miscellaneous Grants Fund accounts for
City grants, receipts and disbursements**

**(except for grants that are recorded in a fund
that is already dedicated).**

Budget Summary

Misc. Grants/Restricted Funds	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	36,960	37,260	37,260	37,260	37,260	37,260
Revenues and transfers from other funds	279,820	-	-	-	-	-
Expenditures and transfers to other funds	279,520	-	-	-	-	-
Net Change in Fund Balance	300	-	-	-	-	-
Ending Fund Balance	37,260	37,260	37,260	37,260	37,260	37,260

Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	34,930	-	-	-	-	34,930
2010-2011 Actual	-	841,950	-	-	-	37,340	879,290
2011-2012 Actual	-	393,030	-	-	112,650	129,600	635,280
2012-2013 Original Budget	-	150,000	-	-	-	-	150,000
2012-2013 Adjusted Budget (Dec)	-	373,610	-	-	-	55,910	429,520
2012-2013 Six Month Actual	-	215,460	-	180	-	-	215,640
2012-2013 Estimated Year End	-	223,610	-	300	-	55,910	279,820
2013-2014 Dept Request	-	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-	-

Miscellaneous Grants/Restricted Funds

Expenditures

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	34,930	-	-	34,930
2010-2011 Actual	-	1,450	-	1,990	-	3,440
2011-2012 Actual	1,350	-	-	-	-	1,350
2012-2013 Original Budget	-	-	-	-	-	-
2012-2013 Adjusted Budget (Dec)	-	279,520	-	-	-	279,520
2012-2013 Six Month Actual	-	238,610	-	-	-	238,610
2012-2013 Estimated Year End	-	279,520	-	-	-	279,520
2013-2014 Dept Request	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-

299.729 NSP	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	200	-	200
2010-2011 Actual	14,750	-	-	253,140	-	267,890
2011-2012 Actual	5,490	-	-	70,210	-	75,700
2012-2013 Original Budget	-	-	-	150,000	-	150,000
2012-2013 Adjusted Budget (Dec)	-	-	-	150,000	-	150,000
2012-2013 Six Month Actual	1,260	-	-	28,960	-	30,220
2012-2013 Estimated Year End	-	-	-	-	-	-
2013-2014 Dept Request	-	-	-	-	-	-
2013-2014 Manager's Budget	-	-	-	-	-	-
2013-2014 Adopted Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-
2016-2017 Projected Budget	-	-	-	-	-	-
2017-2018 Projected Budget	-	-	-	-	-	-

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

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

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

The City of Royal Oak currently has three 3 active brownfield plans: Citizens Bank at 802 S. Main St.; Bright Side Dental at 3213 Rochester Rd.; and 7-Eleven at 3380 Greenfield Rd.

GOALS

- Encourage the redevelopment of blighted and contaminated property.

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OBJECTIVES

- Process applications for new brownfield plans and reimbursement requests for existing plans in a timely fashion.
- Work with the City Treasurer and Finance Departments to ensure tax increment revenues for each brownfield plan are correctly accounted for and properly credited.
- Continue capture of tax increment revenues until each brownfield plan expires to create revolving loan fund.

Brownfield Redevelopment Authority (B.R.A.)

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	90,370	90,370	90,370	90,370	90,370	90,370
Revenues and transfers from other funds	11,780	11,320	11,320	11,320	11,320	11,320
Expenditures and transfers to other funds	11,780	11,320	11,320	11,320	11,320	11,320
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	90,370	90,370	90,370	90,370	90,370	90,370

Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	9,540	-	-	-	-	7,190	16,730
2010-2011 Actual	18,150	-	-	-	-	20,000	38,150
2011-2012 Actual	36,080	-	-	-	-	-	36,080
2012-2013 Original Budget	38,900	-	-	-	-	-	38,900
2012-2013 Adjusted Budget (Dec)	38,900	-	-	-	-	-	38,900
2012-2013 Six Month Actual	84,370	-	-	190	-	-	84,560
2012-2013 Estimated Year End	11,560	-	-	220	-	-	11,780
2013-2014 Dept Request	11,320	-	-	-	-	-	11,320
2013-2014 Manager's Budget	11,320	-	-	-	-	-	11,320
2013-2014 Adopted Budget	11,320	-	-	-	-	-	11,320
2014-2015 Projected Budget	11,320	-	-	-	-	-	11,320
2015-2016 Projected Budget	11,320	-	-	-	-	-	11,320
2016-2017 Projected Budget	11,320	-	-	-	-	-	11,320
2017-2018 Projected Budget	11,320	-	-	-	-	-	11,320

Expenditures

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	5,200	-	5,200
2010-2011 Actual	-	-	-	23,360	-	23,360
2011-2012 Actual	-	-	-	-	-	-
2012-2013 Original Budget	-	-	-	38,900	-	38,900
2012-2013 Adjusted Budget (Dec)	-	-	-	38,900	-	38,900
2012-2013 Six Month Actual	-	-	-	-	-	-
2012-2013 Estimated Year End	-	-	-	11,780	-	11,780
2013-2014 Dept Request	-	-	-	11,320	-	11,320
2013-2014 Manager's Budget	-	-	-	11,320	-	11,320
2013-2014 Adopted Budget	-	-	-	11,320	-	11,320
2014-2015 Projected Budget	-	-	-	11,320	-	11,320
2015-2016 Projected Budget	-	-	-	11,320	-	11,320
2016-2017 Projected Budget	-	-	-	11,320	-	11,320
2017-2018 Projected Budget	-	-	-	11,320	-	11,320

Downtown Development Authority (DDA) - Development and Operating Funds

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

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

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

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

The Authorities goals are to pay into the debt retirement fund, for all outstanding series of bonds issued pursuant to the plan; establish a reserve account for payment of principal and interest on bonds issued pursuant to this plan; to

provide the initial stage and second stage public improvements costs that are not financed from the proceeds of bonds; pay administrative and operating costs of the DDA; to acquire property, clear land, make preliminary plans, and improvements necessary for the development of the Development Area.

The Development Plan, created by the Downtown Development Authority, prioritizes needed physical improvements like façade improvements, buildings, parking lots and decks, streetscapes, and infrastructure.

Additionally, marketing themes have been developed to enhance the renewed physical appearance. These include advertising, signage and banners, street lighting, tree and floral arrangements. This fund provides extra police officers for the district to enhance existing public safety efforts.

Additional funding for improvements can come from the Block Grant Program, and other State and Federal Programs.

The Executive Director, Treasurer or other duly appointed person shall be operationally in charge of these funds.

GOALS

- Downtown Safety Goal: To protect the residents, businesses and visitors of downtown Royal Oak.

OBJECTIVES

- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks.
- Identify and pursue new revenue sources, opportunities and mechanisms (priority #3 FY 13-14).

GOALS

- Downtown Promotion Goal: To promote downtown Royal Oak as a premier destination for shopping, dining, entertainment, living and working.
- Downtown Infrastructure Goal: To provide a downtown that is clean and well maintained.

OBJECTIVES

- Continue the funding of three downtown Police Officers.
- Continue a marketing plan (priority #2 FY 13-14) that includes major events and image campaign components.
- Create event management strategy.
- Maintain website with current events, business listings, parking information and images of downtown Royal Oak.
- Support and encourage downtown events that measurably contribute to the improvement of business through both financial commitments and direct participation.
- Healthy People – 20/20 Program.
- Continue the façade program for downtown property owners.
- Establish “Architectural Contest” program (priority #2 FY 13-14).
- Continue to provide downtown maintenance/enhancement services.
- Create downtown city park (priority #2 FY 13-14).
- Improve/enhance 696/MainSt. appearance.
- Continue to complete streetscape improvements and repairs.
- Investigate and improve streetscape design elements and components, including light fixtures, tree grates and other technology improvements (priority #1 FY 13-14).
- Continue implementation of Wayfinding Program, establishing signage design and implementation plan (priority #2).
- Fund the purchase and installation of holiday lights downtown.

Downtown Development Authority (DDA) - Development and Operating Funds

GOALS

- Downtown Development Goal: To encourage development in downtown through programs and TIF reimbursement.
- Downtown Parking Goal: To provide adequate and safe parking for downtown residents, employees and visitors.
- Downtown Public Goal: To keep the public informed of the DDA's activities.

OBJECTIVES

- Reimburse TIF revenue to approved development projects.
- Identify and improve targeted business base (priority #2 FY 13-14).
- Identify ways to Improve Customer Base; such as "cohesive business hours" (priority #2 FY 13-14).
- Economic Development Director (priority #2 FY 13-14).
- Continue to provide funding to cover the Lafayette and 5th Street parking structure annual debt service.
- Evaluate parking supply verses demand to determine if all areas of downtown are adequately served by convenient/sufficient parking (priority #1 FY 13-14).
- Investigate and monitor technology enhancements that could improve the downtown parking system (priority #1 FY 13-14).
- Purchase revenue producing property.
- Hold monthly DDA board meetings.
- Continue to communicate with stakeholders of the downtown.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The DDA is budgeting to construct downtown streetscape which includes the installation of streetscape lighting, trees, irrigation and pavement features along S. Williams Street, S. Troy Street, 3rd and 4th Streets for an estimated expense of \$600,000.

Budget Summary

DDA Development Fund

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	670,000	913,470	513,160	709,320	901,790	1,090,380
Revenues and transfers from other funds	2,898,200	2,647,000	2,647,000	2,647,000	2,647,000	2,647,000
Expenditures and transfers to other funds	2,654,730	3,047,310	2,450,840	2,454,530	2,458,410	2,462,500
Net Change in Fund Balance	243,470	(400,310)	196,160	192,470	188,590	184,500
Ending Fund Balance	913,470	513,160	709,320	901,790	1,090,380	1,274,880

Downtown Development Authority (DDA) - Development and Operating Funds

Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	2,700,880	-	-	85,840	7,940	-	2,794,660
2010-2011 Actual	2,331,950	-	-	22,160	26,570	100,000	2,480,680
2011-2012 Actual	2,324,940	-	-	25,830	170	98,460	2,449,400
2012-2013 Original Budget	2,320,000	-	-	21,000	-	100,000	2,441,000
2012-2013 Adjusted Budget (Dec)	2,740,000	-	-	24,500	-	100,000	2,864,500
2012-2013 Six Month Actual	1,999,570	-	-	25,570	1,000	-	2,026,140
2012-2013 Estimated Year End	2,770,090	-	-	26,130	1,980	100,000	2,898,200
2013-2014 Dept Request	2,530,000	-	-	17,000	-	100,000	2,647,000
2013-2014 Manager's Budget	2,530,000	-	-	17,000	-	100,000	2,647,000
2013-2014 Adopted Budget	2,530,000	-	-	17,000	-	100,000	2,647,000
2014-2015 Projected Budget	2,530,000	-	-	17,000	-	100,000	2,647,000
2015-2016 Projected Budget	2,530,000	-	-	17,000	-	100,000	2,647,000
2016-2017 Projected Budget	2,530,000	-	-	17,000	-	100,000	2,647,000
2017-2018 Projected Budget	2,530,000	-	-	17,000	-	100,000	2,647,000

Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	194,270	-	16,970	783,320	164,000	5,523,900
2010-2011 Actual	188,050	-	-	686,330	-	2,399,170
2011-2012 Actual	105,940	-	-	691,830	-	2,189,130
2012-2013 Original Budget	125,640	-	300,000	865,610	-	2,679,430
2012-2013 Adjusted Budget (Dec)	125,640	-	300,000	1,214,030	-	3,027,850
2012-2013 Six Month Actual	38,250	-	-	648,280	-	1,087,190
2012-2013 Estimated Year End	122,950	-	-	1,120,490	-	2,654,730
2013-2014 Dept Request	122,390	-	600,000	941,070	-	3,047,310
2013-2014 Manager's Budget	122,390	-	600,000	941,070	-	3,047,310
2013-2014 Adopted Budget	122,390	-	600,000	941,070	-	3,047,310
2014-2015 Projected Budget	125,920	-	-	941,070	-	2,450,840
2015-2016 Projected Budget	129,610	-	-	941,070	-	2,454,530
2016-2017 Projected Budget	133,490	-	-	941,070	-	2,458,410
2017-2018 Projected Budget	137,580	-	-	941,070	-	2,462,500

Downtown Development Authority (DDA) - Development and Operating Funds

Budget Summary DDA Operating Fund

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	52,770	76,890	90,260	102,820	114,520	125,320
Revenues and transfers from other funds	50,730	46,950	46,950	46,950	46,950	46,950
Expenditures and transfers to other funds	26,610	33,580	34,390	35,250	36,150	37,100
Net Change in Fund Balance	24,120	13,370	12,560	11,700	10,800	9,850
Ending Fund Balance	76,890	90,260	102,820	114,520	125,320	135,170

DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	51,250	-	-	-	-	-	51,250
2010-2011 Actual	51,020	-	-	-	-	-	51,020
2011-2012 Actual	50,770	-	-	-	(1,520)	-	49,250
2012-2013 Original Budget	49,500	-	-	-	-	-	49,500
2012-2013 Adjusted Budget (Dec)	49,500	-	-	-	-	-	49,500
2012-2013 Six Month Actual	37,650	-	-	90	-	-	37,740
2012-2013 Estimated Year End	50,580	-	-	150	-	-	50,730
2013-2014 Dept Request	46,800	-	-	150	-	-	46,950
2013-2014 Manager's Budget	46,800	-	-	150	-	-	46,950
2013-2014 Adopted Budget	46,800	-	-	150	-	-	46,950
2014-2015 Projected Budget	46,800	-	-	150	-	-	46,950
2015-2016 Projected Budget	46,800	-	-	150	-	-	46,950
2016-2017 Projected Budget	46,800	-	-	150	-	-	46,950
2017-2018 Projected Budget	46,800	-	-	150	-	-	46,950

Downtown Development Authority (DDA) - Development and Operating Funds

DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	47,930	4,860	-	7,570	-	60,360
2010-2011 Actual	21,920	630	-	2,590	-	25,140
2011-2012 Actual	13,740	380	-	2,430	-	16,550
2012-2013 Original Budget	23,350	1,000	-	25,150	-	49,500
2012-2013 Adjusted Budget (Dec)	23,350	1,000	-	25,150	-	49,500
2012-2013 Six Month Actual	8,120	10	-	1,020	-	9,150
2012-2013 Estimated Year End	23,350	260	-	3,000	-	26,610
2013-2014 Dept Request	24,580	1,000	-	8,000	-	33,580
2013-2014 Manager's Budget	24,580	1,000	-	8,000	-	33,580
2013-2014 Adopted Budget	24,580	1,000	-	8,000	-	33,580
2014-2015 Projected Budget	25,390	1,000	-	8,000	-	34,390
2015-2016 Projected Budget	26,250	1,000	-	8,000	-	35,250
2016-2017 Projected Budget	27,150	1,000	-	8,000	-	36,150
2017-2018 Projected Budget	28,100	1,000	-	8,000	-	37,100

Cost Center Position Detail - Home Base

Full & Part-time Employees

DDA/TIFA		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions				Information not available			0.072	0.072	n/a	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	0.072	n/a	n/a

DEBT SERVICE FUNDS

Debt Service Funds are funds established to finance and account for the payment of interest and principal on all tax supported debt, serial and term, including that payable for special assessments.

Description of Long Term Debt

General Obligation Debt Fund - 301

Court Building Debt Service - 303

Debt Service Fund – 360

Legal Debt Margin

Description of Long-Term Debt

As of June 30, 2012, the City of Royal Oak has 18 outstanding bonded debt issues and contracts totaling \$61,696,838. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$228,881,127. Our non-exempt debt of \$27,710,001 is 12% of that limit. These bonds and contract terms are summarized as follows:

Primary Government

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

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

On 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 was made 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 was 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. In August 2012, the City performed an advanced refunding of the Series

2001A, now Series 2012. This refunding created a net present values savings of \$614,000. The term of the payments did not change.

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

Debt Service Funds – Description of Long Term Debt

State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009 and May 1, 2011 respectively. Accordingly, the refunded bonds are no longer reported on the City's financial statements. The advance refunding reduced the total debt payments over the next 20 years by approximately \$310,090 which represents an economic gain of \$198,175. The new bonds will bear interest payable commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and due annually May 1 through 2026.

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 it 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

Debt Service Funds – Description of Long Term Debt

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 were due through April 1, 2012.

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

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

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

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

Debt Service Funds – Description of Long Term Debt

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	37,900	42,190	37,540	32,790	25,765	14,490
Revenues and transfers from other funds	695,420	624,000	624,000	624,000	624,000	624,000
Expenditures and transfers to other funds	691,130	628,650	628,750	631,025	635,275	634,000
Net Change in Fund Balance	4,290	(4,650)	(4,750)	(7,025)	(11,275)	(10,000)
Ending Fund Balance	42,190	37,540	32,790	25,765	14,490	4,490

Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	676,690	0	0	0	0	0	676,690
2010-2011 Actual	692,330	0	0	0	40	0	692,370
2011-2012 Actual	699,460	0	0	0	(10)	0	699,450
2012-2013 Original Budget	691,130	0	0	0	0	0	691,130
2012-2013 Adjusted Budget (Dec)	691,130	0	0	0	0	0	691,130
2012-2013 Six Month Actual	662,020	0	0	60	0	0	662,080
2012-2013 Estimated Year End	695,420	0	0	0	0	0	695,420
2013-2014 Dept Request	624,000	0	0	0	0	0	624,000
2013-2014 Manager's Budget	624,000	0	0	0	0	0	624,000
2013-2014 Approved Budget	624,000	0	0	0	0	0	624,000
2014-2015 Projected Budget	624,000	0	0	0	0	0	624,000
2015-2016 Projected Budget	624,000	0	0	0	0	0	624,000
2016-2017 Projected Budget	624,000	0	0	0	0	0	624,000
2017-2018 Projected Budget	624,000	0	0	0	0	0	624,000

Debt Service Funds – General Obligation Debt

Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	1,050	682,790	683,840
2010-2011 Actual	0	0	0	2,330	687,090	689,420
2011-2012 Actual	0	0	0	4,290	690,430	694,720
2012-2013 Original Budget	0	0	0	4,000	687,130	691,130
2012-2013 Adjusted Budget (Dec)	0	0	0	4,000	687,130	691,130
2012-2013 Six Month Actual	0	0	0	30	565,880	565,910
2012-2013 Estimated Year End	0	0	0	4,000	687,130	691,130
2013-2014 Dept Request	0	0	0	4,500	624,150	628,650
2013-2014 Manager's Budget	0	0	0	4,500	624,150	628,650
2013-2014 Approved Budget	0	0	0	4500	624150	628,650
2014-2015 Projected Budget	0	0	0	4,500	624,250	628,750
2015-2016 Projected Budget	0	0	0	4,500	626,525	631,025
2016-2017 Projected Budget	0	0	0	4,500	630,775	635,275
2017-2018 Projected Budget	0	0	0	4,500	629,500	634,000

Debt Service Funds – Court Building Debt Service

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	0	0	0	(1)	2
Revenues and transfers from other funds	512,500	514,720	176,310	162,490	147,850	132,590
Expenditures and transfers to other funds	512,500	514,720	176,310	162,491	147,847	132,585
Net Change in Fund Balance	0	0	0	(1)	3	5
Ending Fund Balance	0	0	0	(1)	2	7

Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	8,400	0	520,730	529,130
2010-2011 Actual	0	0	0	0	0	516,500	516,500
2011-2012 Actual	0	0	0	0	0	519,900	519,900
2012-2013 Original Budget	0	0	0	0	0	512,500	512,500
2012-2013 Adjusted Budget (Dec)	0	0	0	0	0	512,500	512,500
2012-2013 Six Month Actual	0	0	0	0	0	101,250	101,250
2012-2013 Estimated Year End	0	0	0	0	0	512,500	512,500
2013-2014 Dept Request	0	0	0	0	0	514,720	514,720
2013-2014 Manager's Budget	0	0	0	0	0	514,720	514,720
2013-2014 Approved Budget	0	0	0	0	0	514,720	514,720
2014-2015 Projected Budget	0	0	0	0	0	176,310	176,310
2015-2016 Projected Budget	0	0	0	0	0	162,491	162,491
2016-2017 Projected Budget	0	0	0	0	0	147,847	147,847
2017-2018 Projected Budget	0	0	0	0	0	132,585	132,585

Debt Service Funds – Court Building Debt Service

Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	1,352,330	520,730	1,873,060
2010-2011 Actual	-	-	-	-	516,500	516,500
2011-2012 Actual	-	-	-	-	519,900	519,900
2012-2013 Original Budget	-	-	-	-	512,500	512,500
2012-2013 Adjusted Budget (Dec)	-	-	-	-	512,500	512,500
2012-2013 Six Month Actual	-	-	-	-	101,250	101,250
2012-2013 Estimated Year End	-	-	-	-	512,500	512,500
2013-2014 Dept Request	-	-	-	-	514,720	514,720
2013-2014 Manager's Budget	-	-	-	-	514,720	514,720
2013-2014 Approved Budget	-	-	-	-	514,720	514,720
2014-2015 Projected Budget	-	-	-	-	176,310	176,310
2015-2016 Projected Budget	-	-	-	-	162,491	162,491
2016-2017 Projected Budget	-	-	-	-	147,847	147,847
2017-2018 Projected Budget	-	-	-	-	132,585	132,585

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	10	10	10	10	10
Revenues and transfers from other funds	103,710	100,300	102,100	103,300	104,500	0
Expenditures and transfers to other funds	103,700	100,300	102,100	103,300	104,500	0
Net Change in Fund Balance	10	0	0	0	0	0
Ending Fund Balance	10	10	10	10	10	10

Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	0	86,700	86,700
2010-2011 Actual	0	0	0	0	0	115,810	115,810
2011-2012 Actual	0	0	0	0	0	91,210	91,210
2012-2013 Original Budget	0	0	0	0	0	103,700	103,700
2012-2013 Adjusted Budget (Dec)	0	0	0	0	0	103,700	103,700
2012-2013 Six Month Actual	0	0	0	0	0	103,200	103,200
2012-2013 Estimated Year End	0	0	0	0	0	103,710	103,710
2013-2014 Dept Request	0	0	0	0	0	100,300	100,300
2013-2014 Manager's Budget	0	0	0	0	0	100,300	100,300
2013-2014 Approved Budget	0	0	0	0	0	100,300	100,300
2014-2015 Projected Budget	0	0	0	0	0	101,900	101,900
2015-2016 Projected Budget	0	0	0	0	0	103,300	103,300
2016-2017 Projected Budget	0	0	0	0	0	104,500	104,500
2017-2018 Projected Budget	0	0	0	0	0	0	0

Expenditures

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	500	85,200	85,700
2010-2011 Actual	0	0	0	500	115,300	115,800
2011-2012 Actual	0	0	0	500	90,700	91,200
2012-2013 Original Budget	0	0	0	500	103,200	103,700
2012-2013 Adjusted Budget (Dec)	0	0	0	500	103,200	103,700
2012-2013 Six Month Actual	0	0	0	0	103,200	103,200
2012-2013 Estimated Year End	0	0	0	500	103,200	103,700
2013-2014 Dept Request	0	0	0	500	99,800	100,300
2013-2014 Manager's Budget	0	0	0	500	99,800	100,300
2013-2014 Approved Budget	0	0	0	500	99,800	100,300
2014-2015 Projected Budget	0	0	0	500	101,600	102,100
2015-2016 Projected Budget	0	0	0	500	102,800	103,300
2016-2017 Projected Budget	0	0	0	500	104,000	104,500
2017-2018 Projected Budget	0	0	0	0	0	0

Debt Service Funds – Legal Debt Margin

	<u>2013</u>
Valuation base	
State equalized valuation - excluding IFT values	\$2,279,234,230
Plus: equivalent valuation of Act 198 exemptions	<u>9,577,040</u>
Total valuation	<u>2,288,811,270</u>
Legal debt limitation - 10% of total valuation	228,881,127
Calculation of debt subject to limit	
Debt outstanding	<u>61,696,838</u>
Net debt subject to limit	<u>27,710,001</u>
Additional Debt which can be legally incurred	<u>\$ 203,171,126</u>
Non-exempt debt as a percent of debt limit	12%

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

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CAPITAL IMPROVEMENT PLAN

Street Improvements

**Water & Sewer
Improvements**

Parks & Facilities

Information Technology

**Vehicles, Equipment, and
Others**

Capital Project Summary

What is a Capital Improvement Program?

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

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

One-year or two-year budget studies do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing more than business common sense applied to public monies. Recent capital outlay projects include construction of the G.W.K. Drainage District facilities, the District Court building and the 6th & Lafayette parking deck plus major renovations to Fire stations and the Library.

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

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

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

STREET IMPROVEMENTS

<p><i>City-Wide Prepaid Sidewalk and Pavement Patch Program</i> CIP #: SW 1201</p> <p>Project Length: 2012-2018 Estimated City Cost: \$300,000 per year; \$2,105,000 City Share: 100% Funding Source: Major Street Fund, Local Street Fund, Property Owners Prepayment Permits</p>	<p>Impact on the Operating Budget: Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p>Description: Repair of road/sidewalk concrete patches of the concrete roadway in a dedicated section of the city and based upon field inspections. Capital costs of approximately \$300,000 per year. Construction began in 2012.</p>
<p><i>2012-2017 Sidewalk Improvement Program</i> CIP #: SW1202</p> <p>Project Length: 2012-2017 May- Nov Estimated City Cost: \$2,304,000 City Share: 100% Funding Source: Special Assessment; Major Street Fund, Local Street Fund, General Fund</p>	<p>Impact on the Operating Budget: Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p>Description: Replace damaged sidewalk in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Handicap Ramp Improvement Program SW1204. Construction began in 2012.</p>
<p><i>2012-2017 Sidewalk Handicap Ramp Improvement Program</i> CIP #: SW1204</p> <p>Project Length: 2012-2017 Estimated City Cost: \$3,725,000 City Share: \$420,000 Special Assessment, \$200,000 CDBG per year Funding Source: Special Assessment, CDBG</p>	<p>Impact on the Operating Budget: Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p>Description: Replace damaged sidewalk ramps in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Improvement Program SW1202. Construction began in 2012. Construction cancelled for 2013.</p>
<p><i>Surveying Services</i> CIP #: SA1103</p> <p>Project Length: 2012-2017 Estimated City Cost: \$150,000 City Share: 100% Funding Source: Major Street, Local Street and Water & Sewer Funds</p>	<p>Impact on the Operating Budget: Lower personnel costs</p> <p>Description: This program serves as a guide by providing surveying consulting services for preparing construction plans for street paving, water and sewer improvements.</p>

<p><i>12 Mile Road Resurfacing</i> CIP #: SA1199</p> <p>Project Length: 2011-2013 Estimated City Cost: \$1,514,000 City Share: 48%, Part Fed Funding Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing of 12 Mile Road with asphalt as a part of the program between Woodward Avenue, Main Street, and Campbell Road. Construction began in 2011.</p>
<p><i>Concrete Pavement Replacement</i> CIP #: SA1203</p> <p>Project Length: 2011-2017 Estimated City Cost: \$1,765,000 City Share: 100% Funding Source: Local Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Removal and replacement of failed concrete slab sections within the local street network, as identified through the City's Pavement Management System and based upon field inspections. The slab replacement program will replace/patch deteriorated concrete on local streets in the sections below. Construction began in 2011. Replacement Sections: 22, 9,&16, 5&7&32, 4&7&21, 6&8, 14&23</p>
<p><i>2012-2016 Misc Asphalt Resurfacing</i> CIP #: SA1204</p> <p>Project Length: 2013-2016 Estimated City Cost: \$625,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing of Major Roads with an asphalt top layer. This program is meant to address locations where the road is deteriorating. Construction is planned to begin in 2013.</p>
<p><i>Annual Joint Seal Project</i> CIP #: SA1205 and SA1206</p> <p>Project Length: 2012-2018 Estimated City Cost: \$208,000 Local; \$816,000 Major City Share: 100% Funding Source: 80% Major & 20% Local Street Funds (estimation)</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Rehabilitation by joint sealing previous years asphalt paved streets as newly asphalted streets often times obtain cracks after the winter season. Splits between Major and Local Street Funds are undetermined at this time.</p>

<p><i>CDBG Local Street Paving</i> CIP #: SA1207</p> <p>Project Length: 2012-2018 Estimated City Cost: \$1,057,000 City Share: 62% Funding Source: Local Street Fund & CDBG</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Paving of local roads using Community Development Block Grant Funds (CDBG). Project priority is limited to low income areas only. Construction began in 2011 and will continue annually as grant monies are made available. Construction cancelled for 2013.</p>
<p><i>2013-2028 Various Road Projects</i> CIP #: SA1299</p> <p>Project Length: 2013-2028 Estimated City Cost: \$14,490,000 City Share: 100% Funding Source: Local Street Fund, Major Street Fund</p>	<p>Impact on the Operating Budget: Reduce maintenance budget by \$20,000 -\$55,000 annually.</p> <p>Description: Resurface, rehabilitate or reconstruct local streets and major streets near target area throughout the city until 2028.</p>
<p><i>2013 Washington Avenue Resurfacing</i> CIP #: SA1301</p> <p>Project Length: 2013-2014 Estimated City Cost: \$326,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs.</p> <p>Description: Resurfacing of N. Washington Avenue with an asphalt top layer as a part of the program between 11 Mile Road and Crooks Road. This program is intended to address location where the road surface condition is deteriorating. Construction is planned to begin in 2013.</p>
<p><i>2013 14 Mile Road Improvements</i> CIP #: SA1303</p> <p>Project Length: 2013-2014 Estimated City Cost: \$350,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs.</p> <p>Description: Resurface 14 Mile Road (Southerly east bound lane between Delemere Blvd and Hillcrest Avenue) concrete patches & hot mix asphalt cap; also Maxwell Avenue (between 11 Mile Road and Sherman Drive) new curb on east side.</p>
<p><i>2013 Downtown Streetscapes</i> CIP #: SA1304</p> <p>Project Length: 2012-2013 Estimated City Cost: \$450,000 City Share: 100% Funding Source: DDA Fund, Major Street Fund</p>	<p>Impact on the Operating Budget:</p> <p>Description: Downtown Development Authority (DDA) to install streetscape lighting, trees, irrigation and pavement features along S. Williams Street, S. Troy Street, 3rd and 4th Streets. Construction began in 2012.</p>

<p><i>Streetscapes – 11 Mile Road</i> CIP #: SA1305</p> <p>Project Length: 2013-2014 Estimated City Cost: \$1,497,500 City Share: 100% Funding Source: CDBG Funds, Major Street Fund, Tri-Party Funds</p>	<p>Impact on the Operating Budget:</p> <p>Description: Install streetscape lighting and sidewalks along 11 Mile Road between Troy Street and Campbell Road.</p>
<p><i>2013 East 4th Street Corridor Improvements</i> CIP #: SA1306</p> <p>Project Length: 2013- 2016 Estimated City Cost: \$680,000 City Share: 100% Funding Source: TIF, CDBG, Local Street Fund, Recreation Fund, General Fund, Grants</p>	<p>Impact on the Operating Budget:</p> <p>Description: Various physical improvements within East 4th Street right-of-way between Williams Street & Campbell Road to include decorative lighting, installation of angled parking, reconstruction of the parking lot located in the median, landscaping improvements, creating public art place settings, correct ADA deficiencies, and install physical improvements to define bicycle route.</p>
<p><i>2016 Main Street Resurfacing</i> CIP #: SA1402</p> <p>Project Length: 2014-2015 Estimated City Cost: \$540,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing of Main Street with an asphalt top layer as a part of the program between 10 Mile Road and Lincoln Avenue. This program is intended to address the road's deteriorating surface conditions. Construction is planned to begin in 2016.</p>
<p><i>2014 Campbell Road Resurfacing</i> CIP #: SA1403</p> <p>Project Length: 2014 Estimated City Cost: \$770,000* City Share: 100% Funding Source: Major Street Fund <i>*Note: Will change due to Fed funding update</i></p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurface Campbell Road between 11 Mile Road and 12 Mile Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2014.</p>
<p><i>2015 Campbell Road Resurfacing</i> CIP #: SA1501</p> <p>Project Length: 2015-2016 Estimated City Cost: \$618,500* City Share: 100% Funding Source: Major Street Fund <i>*Note: Will change due to Fed funding update</i></p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing of Campbell Road with asphalt as a part of the program between 10 Mile Road and 11 Mile Road. This program is intended to address deteriorating road surface conditions. Construction is planned to begin in 2015.</p>

<p><i>2015 Washington Avenue Resurfacing</i> CIP #: SA1502</p> <p>Project Length: 2015-2016 Estimated City Cost: \$350,000 City Share: 50% Funding Source: Major Street Fund / Fed Funding</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing of S. Washington Avenue with asphalt as a part of the program between Lincoln Avenue and 11 Mile Road. This program is intended to address conditions where the road surface is deteriorating. Construction is planned to begin in 2015.</p>
<p><i>Non-Motorized Pedestrian Signal</i> CIP #: SA1503</p> <p>Project Length: 2014- 2016 Estimated City Cost: \$666,000 City Share: 100% Funding Source: Major Street Fund, Community Development Block Grant Fund, Safety Grant</p>	<p>Impact on the Operating Budget: Reduce maintenance budget by \$500 annually</p> <p>Description: Replace or upgrade existing pedestrian traffic signals with countdown audible signals.</p>
<p><i>Non-Motorized Crosswalk Signal</i> CIP #: SA1504</p> <p>Project Length: 2014- 2015 Estimated City Cost: \$187,000 City Share: 100% Funding Source: Major Street Fund, Safety Grant</p>	<p>Impact on the Operating Budget:</p> <p>Description: Upgrade existing pedestrian non-signalized crosswalks with solar powered flashing signs.</p>
<p><i>Non-Motorized Bicycling Signage</i> CIP #: SA1505</p> <p>Project Length: 2014- 2015 Estimated City Cost: \$100,000 City Share: 100% Funding Source: Major Street Fund, Safety Grant</p>	<p>Impact on the Operating Budget: Reduce maintenance budget by \$500 Annually</p> <p>Description: Install bicycle route signage and pavement striping city wide.</p>

<p><i>Traffic Signal Upgrade Project</i> CIP #: SA1506</p> <p>Project Length: 2014- 2016 Estimated City Cost: \$2,475,000 City Share: 100% Funding Source: Major Street Fund, Safety Grant</p>	<p>Impact on the Operating Budget: Reduce maintenance budget by \$2,000 Annually</p> <p>Description: Replace or upgrade existing traffic signals with countdown audible signals. This is a four year program.</p>
<p><i>2015-2020 Major Street Concrete Improvement</i> CIP #: SA1507</p> <p>Project Length: 2015-2020 Estimated City Cost: \$506,300 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Reduce maintenance budget by \$200 Annually</p> <p>Description: Reconstruct or repair major concrete streets throughout the City with concrete pavement or patches.</p>
<p><i>2016 NB Stephenson Highway Resurfacing Part A</i> CIP #: SA1601</p> <p>Project Length: 2016-2017 Estimated City Cost: \$270,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing North Bound Stephenson Highway with asphalt as a part of the program between 11 Mile Road and Gardenia Avenue. This program is intended to address locations where the road's surface is deteriorating. Construction is planned to begin in 2016.</p>
<p><i>2016 NB Stephenson Highway Resurfacing Part B</i> CIP # SA1602</p> <p>Project Length: 2016-2017 Estimated City Cost: \$270,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurfacing North Bound Stephenson Highway with asphalt as a part of the program between East Lincoln Avenue and 11 Mile Road. This program is intended to address deteriorating surface conditions. Construction is planned to begin in 2016.</p>
<p><i>2016 Crooks Road Resurfacing</i> CIP #: SA1603</p> <p>Project Length: 2017 Estimated City Cost: \$244,000 City Share: 75% Funding Source: Major Street Fund, City of Clawson</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurface Crooks Road between 13 Mile Road and Webster Road and between 14 Mile Road and Normandy Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2017.</p>

<p>2017 13 Mile Road Asphalt Resurfacing CIP #: SA1702</p> <p>Project Length: 2017 Estimated City Cost: \$495,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Asphalt Resurface 13 Mile Road between Woodward Avenue and Crooks Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2017.</p>
<p>2017 CBD Street Resurfacing CIP #: SA1703</p> <p>Project Length: 2017 Estimated City Cost: \$270,000 City Share: 100% Funding Source: Major Street Fund, DDA Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Central Business District (CBD) Resurface 6th and 7th Streets between Washington Avenue and Lafayette Avenue. This program is intended to address the road's deteriorating surface condition and install new gutter and curb to match the streetscape layout. Construction is planned to begin in 2017.</p>
<p>2018 Asphalt Resurfacing (W. 4th St, Lafayette Ave & W. Lincoln Ave) CIP #: SA1802</p> <p>Project Length: 2018 Estimated City Cost: \$700,000 City Share: 100% Funding Source: Major Street Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Resurface W 4th Street (West St. to Washington Ave.); Lafayette Avenue (Woodward Ave to Lincoln Ave, 4th St. to 11 Mile Rd); W. Lincoln Avenue (Woodward Ave. to Washington Ave). This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2018.</p>

WATER & SEWER IMPROVEMENTS

<p><i>Marywood Drive Water Main</i> CIP #: WM1201</p> <p>Project Length: 2013 Estimated City Cost: \$125,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Marywood Drive between Magnolia Avenue and Vinsetta Blvd. Construction is planned to begin in 2013.</p>
<p><i>Potawatomi Blvd Water Main</i> CIP #: WM1202</p> <p>Project Length: 2013 Estimated City Cost: \$181,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Potawatomi Blvd between Main Street and West of address 650. Construction is planned to begin in 2013.</p>
<p><i>Vinsetta Blvd Water Main</i> CIP # WM1204</p> <p>Project Length: 2013 Estimated City Cost: \$507,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Vinsetta Blvd between Marywood Drive and Main Street. Construction is planned to begin in 2013.</p>
<p><i>DeVillen Avenue Water Main</i> CIP #: WM1205</p> <p>Project Length: 2013 Estimated City Cost: \$182,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along DeVillen Avenue between Ardmore Avenue and Alexander Avenue. Construction is planned to begin in 2013. Should be constructed with Devillen/Alexander Sewer CIP # SR1205.</p>
<p><i>LaSalle Avenue Water Main</i> CIP #: WM1206</p> <p>Project Length: 2013 Estimated City Cost: \$541,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along LaSalle Avenue between Columbus Avenue and Main Street. Construction is planned to begin in 2013.</p>

<p><i>Sunnybrook Drive Water Main</i> CIP #: WM1207</p> <p>Project Length: 2013 Estimated City Cost: \$696,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing 12" water main with a new 12" water main along Sunnybrook Drive between Main Street and Rochester Road. Construction is planned to begin in 2013.</p>
<p><i>Columbus Road Water Main</i> CIP #: WM1208</p> <p>Project Length: 2013 Estimated City Cost: \$406,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Columbus Road between 13 Mile Road and LaSalle Avenue. Construction is planned to begin in 2013.</p>
<p><i>2nd Street Water Main Interconnect</i> CIP #: WM1302</p> <p>Project Length: 2013-2014 Estimated City Cost: \$28,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget:</p> <p>Description: Install water main interconnect along 2nd Street at Williams Street. Construction is planned to begin in 2013.</p>
<p><i>Pleasant Avenue Water Main</i> CIP #: WM1303</p> <p>Project Length: 2013-2014 Estimated City Cost: \$708,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Pleasant Avenue between Lincoln Avenue and 11 Mile Road. Construction is planned to begin in 2013.</p>
<p><i>Lexington Blvd Water Main</i> CIP #: WM1304</p> <p>Project Length: 2017-2018 Estimated City Cost: \$592,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Lexington Blvd between Washington Avenue and Marais Avenue. Construction is planned to begin in 2017.</p>
<p><i>Edgewood Drive Water Main</i> CIP #: WM1305</p> <p>Project Length: 2013-2014 Estimated City Cost: \$55,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Edgewood Drive between Park Avenue and Florence Avenue. Construction is planned to begin in 2013.</p>

<p><i>Florence Avenue Water Main</i> CIP #: WM1306</p> <p>Project Length: 2013-2014 Estimated City Cost: \$286,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Florence Avenue between Maxwell Avenue and Rail Road. Construction is planned to begin in 2013.</p>
<p><i>Maple Avenue Water Main</i> CIP #: WM1307</p> <p>Project Length: 2013-2014 Estimated City Cost: \$228,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Maple Avenue between Louis Avenue and Park Avenue. Construction is planned to begin in 2013.</p>
<p><i>Sherman Drive Water Main</i> CIP #: WM1309</p> <p>Project Length: 2013-2014 Estimated City Cost: \$215,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Sherman Drive between Josephine Avenue and Baker Street. Construction is planned to begin in 2013.</p>
<p><i>Forestdale Road Water Main</i> CIP #: WM1310</p> <p>Project Length: 2013-2014 Estimated City Cost: \$117,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Replace existing water main with a new 8" water main along Forestdale Road between Cambridge Road and Farnum Avenue. Construction is planned to begin in 2013.</p>
<p><i>Farnum Avenue Water Main</i> CIP #: WM1311</p> <p>Project Length: 2013-2014 Estimated City Cost: \$176,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Farnum Avenue between Hilldale Drive and Maxwell Avenue. Construction is planned to begin in 2013.</p>
<p><i>Crooks Road Water Main</i> CIP #: WM1312</p> <p>Project Length: 2013-2014 Estimated City Cost: \$389,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Crooks Road between 13 Mile Road and Lexington Blvd. Construction is planned to begin in 2013. To be completed prior to reconstruction of pavement along this portion of Crooks Road SA1603.</p>

<p><i>Chester Road Water Main</i> CIP #: WM1313</p> <p>Project Length: 2013-2014 Estimated City Cost: \$260,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Chester Road between Durham Road and Crooks Road. Construction is planned to begin in 2013. To be completed prior to reconstruction of pavement along this portion of Crooks Road at Chester Road.</p>
<p><i>Maplegrove Avenue Water Main</i> CIP #: WM1403</p> <p>Project Length: 2014-2015 Estimated City Cost: \$235,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Maplegrove Avenue between Catalpa Drive and Mayfield Drive. Construction is planned to begin in 2014.</p>
<p><i>Maplegrove Avenue Water Main</i> CIP #: WM1404</p> <p>Project Length: 2014-2015 Estimated City Cost: \$312,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Maplegrove Avenue between Catalpa Drive and Farnum Avenue. Construction is planned to begin in 2014.</p>
<p><i>Knowles Avenue Water Main</i> CIP #: WM1405</p> <p>Project Length: 2014-2015 Estimated City Cost: \$326,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Knowles Avenue between Harrison Avenue and Lincoln Avenue. Construction is planned to begin in 2014.</p>
<p><i>Chesapeake Avenue Water Main</i> CIP #: WM1406</p> <p>Project Length: 2014-2015 Estimated City Cost: \$114,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Chesapeake Avenue between Rhode Island Avenue and Maryland Avenue. Construction is planned to begin in 2014.</p>

<p><i>Hudson Avenue Water Main</i> CIP #: WM1407</p> <p>Project Length: 2014-2015 Estimated City Cost: \$363,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Hudson Avenue between Woodward Avenue and Washington Avenue. Construction is planned to begin in 2014.</p>
<p><i>Rhode Island Avenue Water Main</i> CIP #: WM1408</p> <p>Project Length: 2014-2015 Estimated City Cost: \$170,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Rhode Island Avenue between Delaware Avenue and Chesapeake Avenue. Construction is planned to begin in 2014.</p>
<p><i>California Avenue Water Main</i> CIP #: WM1409</p> <p>Project Length: 2014-2015 Estimated City Cost: \$176,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along California Avenue between Delaware Avenue and Chesapeake Avenue. Construction is planned to begin in 2014.</p>
<p><i>Kenilworth Avenue Water Main</i> CIP #: WM1410</p> <p>Project Length: 2014-2015 Estimated City Cost: \$198,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Kenilworth Avenue between Delaware Avenue and dead-end. Construction is planned to begin in 2014.</p>
<p><i>Farnum Avenue Water Main</i> CIP #:WM1411</p> <p>Project Length: 2014-2015 Estimated City Cost: \$214,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Farnum Avenue between Campbell Road and Kenwood Avenue. Construction is planned to begin in 2014.</p>
<p><i>Crane Road Water Main</i> CIP #: WM1412</p> <p>Project Length: 2013 Estimated City Cost: \$117,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Crane Road between Washington Avenue and dead-end. Construction is planned to begin in 2013.</p>

<p><i>Euclid Avenue Water Main</i> CIP #: WM1413</p> <p>Project Length: 2013 Estimated City Cost: \$164,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Euclid Avenue between Washington Avenue and Main Street. Construction is planned to begin in 2013 prior to reconstructing Euclid or Washington pavement at Euclid.</p>
<p><i>Lincoln Avenue Water Main</i> CIP #: WM1502</p> <p>Project Length: 2017-2018 Estimated City Cost: \$68,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system costs</p> <p>Description: Replace existing water main with a new 12" water main along Lincoln Avenue crossing under Woodward Avenue. Construction is planned to begin in 2017.</p>
<p><i>Nakota Avenue Water Main</i> CIP #: WM1503</p> <p>Project Length: 2015-2016 Estimated City Cost: \$100,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Nakota Avenue between Hillcrest Avenue and Crooks Road. Construction is planned to begin in 2015 before resurfacing of Crooks Road at Nakota Avenue.</p>
<p><i>Vinsetta Blvd Water Main</i> CIP #: WM1504</p> <p>Project Length: 2017-2018 Estimated City Cost: \$649,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" & 12" water main along Vinsetta Blvd between 12 Mile Road and Crooks Road. Construction is planned to begin in 2017.</p>
<p><i>Greenfield Road Water Main</i> CIP #: WM1505</p> <p>Project Length: 2015-2016 Estimated City Cost: \$321,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Greenfield Road between 13 Mile Road and Springer Avenue. Construction is planned to begin in 2015.</p>
<p><i>Greenfield Road Water Main</i> CIP #: WM1506</p> <p>Project Length: 2015-2016 Estimated City Cost: \$878,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Greenfield Road between Webster Road and 13 Mile Road. Construction is planned to begin in 2015.</p>

<p><i>Springer Avenue Water Main</i> CIP #: WM1507</p> <p>Project Length: 2015-2016 Estimated City Cost: \$845,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Springer Avenue between Greenfield Road and Hillside Drive. Construction is planned to begin in 2015.</p>
<p><i>Hillside Drive Water Main</i> CIP #: WM1508</p> <p>Project Length: 2015-2016 Estimated City Cost: \$206,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Hillside Drive between Springer Avenue and 13 Mile Road. Construction is planned to begin in 2015.</p>
<p><i>Water Meter Reading Handhelds</i> CIP #: WM1601</p> <p>Project Length: 2016-2017 Estimated City Cost: \$42,000/ \$21,000 in 2011;\$21,000 in 2016 City Share: 100% Funding Source: IS Fund / Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower maintenance costs.</p> <p>Description: Upgrade or replace water meter reading handheld device. This program is ongoing. Coordinates with water meter replacements and billing software replacement.</p>
<p><i>Oliver/Glenwood Road Water Main</i> CIP #: WM1602</p> <p>Project Length: 2015-2016 Estimated City Cost: \$668,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main on Oliver Road from North of Webster Road to Glenwood Road, 8" water main on Oliver Road from Glenwood Road to Crooks Road, and 12" water main on Glenwood Road from Glenview Road to Oliver Road. Construction is planned to begin in 2015.</p>
<p><i>Crooks Road Water Main</i> CIP #: WM1603</p> <p>Project Length: 2015-2016 Estimated City Cost: \$406,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Crooks Road between Royal Avenue and Webster Road. Construction is planned to begin in 2015 prior to reconstruction of pavement along Crooks Road.</p>

<p><i>Normandy Road Water Main</i> CIP #: WM1604</p> <p>Project Length: 2016-2017 Estimated City Cost: \$1,020,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Normandy Road between Woodward Avenue and Normandy Court. Construction is planned to begin in 2016.</p>
<p><i>Woodward Avenue Water Main</i> CIP #: WM1605</p> <p>Project Length: 2016-2017 Estimated City Cost: \$51,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system costs</p> <p>Description: Replace existing water main with a new 12" water main along Woodward Avenue between North Bound and North of Starr Road. Construction is planned to begin in 2016.</p>
<p><i>Woodward Avenue Water Main</i> CIP #: WM1606</p> <p>Project Length: 2016-2017 Estimated City Cost: \$676,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Woodward Avenue between Buckingham Road to Normandy Road. Construction is planned to begin in 2016.</p>
<p><i>Dukeshire Highway Water Main</i> CIP #: WM1607</p> <p>Project Length: 2016-2017 Estimated City Cost: \$306,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 8" water main along Dukeshire Highway between Chester Road and Normandy Road. Construction is planned to begin in 2016.</p>
<p><i>Chester Road Water Main</i> CIP #: WM1608</p> <p>Project Length: 2016-2017 Estimated City Cost: \$111,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Replace existing water main with a new 12" water main along Chester Road between Hillside Drive and Dukeshire Highway. Construction is planned to begin in 2016.</p>

<p><i>Stephenson Highway Water Main</i> CIP #: WM1610</p> <p>Project Length: 2016-2017 Estimated City Cost: \$1,537,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Install replacement 12" water main along southbound Stephenson Highway from 4th Street to 750' North of Gardenia Avenue. Construction is planned to begin in 2016 prior to resurfacing or reconstruction of pavement along southbound Stephenson.</p>
<p><i>Coolidge Highway Water Main</i> CIP #: WM1705</p> <p>Project Length: 2017-2018 Estimated City Cost: \$342,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Install replacement 12" water main along northbound Coolidge Highway from 13 Mile Road to Starr Road. Construction is planned to begin in 2017 prior to resurfacing 13 Mile Road at Coolidge Highway.</p>
<p><i>Starr Road Water Main</i> CIP #: WM1706</p> <p>Project Length: 2017-2018 Estimated City Cost: \$385,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Install new 12" water main along Starr Road between Coolidge Highway and Greenway Avenue. Construction is planned to begin in 2017.</p>
<p><i>11 Mile Road Water Main</i> CIP #: WM1707</p> <p>Project Length: 2017-2018 Estimated City Cost: \$227,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Install new 12" Water Main along 11 Mile Road Between N. Alexander Avenue to Gainsborough Avenue. Construction is planned to begin in 2017 prior to resurfacing or reconstructing this portion of 11 Mile Road.</p>
<p><i>West Street Water Main</i> CIP #: WM1801</p> <p>Project Length: 2018-2019 Estimated City Cost: \$77,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on West Street from Farnum Avenue to Park Avenue. Construction was planned to begin in 2018.</p>
<p><i>6th Street Water Main</i> CIP #: WM1802</p> <p>Project Length: 2018-2019 Estimated City Cost: \$397,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on 6th Street from Knowles Street to Alexander Avenue. Construction was planned to begin in 2018.</p>

<p>7th Street Water Main CIP #: WM1803</p> <p>Project Length: 2018-2019 Estimated City Cost: \$197,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on 7th Street from Troy Street to Knowles Street. Construction was planned to begin in 2018.</p>
<p>Oakdale Blvd Water Main CIP #: WM1804</p> <p>Project Length: 2018-2019 Estimated City Cost: \$261,165 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on Oakdale Blvd from Eleven Mile Road to 4th Street. Construction was planned to begin in 2018.</p>
<p>Harrison Avenue Water Main CIP #: WM1805</p> <p>Project Length: 2018-2019 Estimated City Cost: \$539,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on Harrison Avenue from Main Street to Batavia Avenue. Construction was planned to begin in 2018.</p>
<p>Forestdale Road Water Main CIP #: WM1806</p> <p>Project Length: 2018-2019 Estimated City Cost: \$326,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on Forestdale Road from Farnum Avenue to alley south of Catalpa Drive. Construction was planned to begin in 2018.</p>
<p>5th Street Water Main CIP #: WM1807</p> <p>Project Length: 2018-2019 Estimated City Cost: \$473,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 12" water main on 5th Street from Knowles Street to Alexander Avenue. Construction was planned to begin in 2018.</p>
<p>Farnum Avenue Water Main CIP #: WM1808</p> <p>Project Length: 2018-2019 Estimated City Cost: \$82,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on Farnum Avenue from railroad viaduct to West Street. Construction was planned to begin in 2018.</p>

<p>11 Mile Road Water Main CIP #: WM1809</p> <p>Project Length: 2018-2019 Estimated City Cost: \$81,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Installation of new 8" water main on 11 Mile Road from Dorchester Court to Kenwood Avenue. Construction was planned to begin in 2018.</p>
<p>DeVillen /Alexander Avenue Sewer CIP # SR1205</p> <p>Project Length: 2017-2018 Estimated City Cost: \$622,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs</p> <p>Description: Install a new 36" relief sewer along DeVillen/Alexander Avenue between Altadena Avenue and LaSalle Avenue. Construction is planned to begin in 2017. Should be constructed with DeVillen Avenue Water main CIP # WM1205, in same year.</p>
<p>Sewer Lining CIP #: SR1301</p> <p>Project Length: 2013-2014 Estimated City Cost: \$562,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Fix problem rear yard sewers in the area bounded by Campbell Rd, 4th St, Lincoln Ave, and Edgeworth Ave to prevent sewer pipe failure or collapse. Construction is planned to begin in 2013.</p>
<p>Sewer Lining- Rear Yard CIP #: SR1401</p> <p>Project Length: 2014-2015 Estimated City Cost: \$612,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Fix the problem in rear yard sewers in the area bounded by Lincoln Ave, Edgeworth Ave, 4th St. and Stephenson Hwy to prevent sewer pipe failure or collapse. Construction is planned to begin in 2014.</p>
<p>Sewer Televising & Root Control CIP #: SR1402</p> <p>Project Length: 2014-2015 Estimated City Cost: \$420,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2014.</p>

<p><i>Harrison Road Relief Sewer</i> CIP #: SR1503</p> <p>Project Length: 2013-2014 Estimated City Cost: \$56,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Install new 10" relief sewer along Harrison Road between Main Street and 10' East of Main Street. Construction is planned to begin in 2013 prior to reconstruction of Main Street pavement at E. Harrison Road.</p>
<p><i>Sewer Lining-Rear Yard</i> CIP #: SR1601</p> <p>Project Length: 2015-2016 Estimated City Cost: \$625,000 City Share: 100% Funding Source: Water & Sewer Fund</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Fix problem rear yard sewers by lining the sewer pipes in the area bounded by Campbell Road, 11 Mile Road, Stephenson Hwy, and 4th Street. Prevent sewer pipe failure or collapse. Construction is planned to begin in 2015.</p>

PARKS AND FACILITIES

<p><i>Parking Meters</i> CIP #: PL1102</p> <p>Project Length: 2012 - 2017 Estimated City Cost: \$550,000 City Share: 100% Funding Source: Parking Fund / Fees</p>	<p>Impact on the Operating Budget: Lower costs for coin collection.</p> <p>Description: Replacement of the city parking meters with improved meter technology, as they are aging and becoming obsolete. Technology will provide additional methods of payment which will provide improved service to the visitors.</p>
<p><i>Park Pavilion</i> CIP #: PR1201</p> <p>Project Length: 2012-2013 Estimated City Cost: \$25,000 City Share: 50% Funding Source: CDBG & Recreation Fund</p>	<p>Impact on the Operating Budget: Maintenance costs increase, intended to be offset by rental revenue.</p> <p>Description: Construction of a 40'x 40' park pavilion to accommodate the demand for large groups at the Elks or Memorial Park. Rental fees will be used to help recoup the construction costs.</p>
<p><i>Ice Arena Floor Matting Replacement</i> CIP#: BD1401</p> <p>Project Length: 2013-2014 Estimated City Cost: \$55,000 City Share: 100% Funding Source: Ice Arena Fund / Fees</p>	<p>Impact on the Operating Budget:</p> <p>Description: Replace of matting in west arena locker rooms, east arena bleachers, lobby and restrooms.</p>

INFORMATION TECHNOLOGY

<p><i>Computer Replacement Program</i> CIP #: IS1101</p> <p>Project Length: 2012-2018 Estimated City Cost: \$360,000; \$40,000/yr City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget: Lower costs by improving personnel efficiency</p> <p>Description: Scheduled replacement of desktop computers when they have reached the end of their useful service life. Useful service life is generally 5 years. Operating costs are anticipated to remain consistent for the proposed replacement, before more extensive service levels are required to keep older equipment operational. This computer replacement program is ongoing.</p>
<p><i>Office Software and Training Program</i> CIP #: IS1105</p> <p>Project Length: 2012-2018 Estimated City Cost: \$155,000 City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget: Improve personnel efficiency.</p> <p>Description: New office software and training program to replace the Office 97 & 2003 versions. A stop gap conversion program is used to open Office 2007 & Office 2010 files from outside contacts and vendors. Uses of cloud based apps are also being reviewed as an additional application. This program is ongoing.</p>
<p><i>Server-Network-Cabling Infrastructure</i> CIP #: IS1106</p> <p>Project Length: 2012-2018 Estimated City Cost: \$229,000 City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget: 3 year warranty and service.</p> <p>Description: Upgrade and replace key areas of the City's network, cabling, server hardware, and intrusion protection improvements when appropriate. This program is ongoing.</p>
<p><i>PBX, Voicemail, & Fiber WAN Strategy</i> CIP #: IS1107</p> <p>Project Length: 2012-2018 Estimated City Cost: \$450,000 City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget:</p> <p>Description: Upgrade and replace key areas of the City's telecommunication system, including PBX, voicemail and unified messaging systems. Replace T1 communication lines with high-speed fiber. Work in conjunction with school district to share cost of building a community fiber ring network to connect all city and school buildings. This program is ongoing</p>

<p><i>Mobile Workforce</i> CIP #: IS1401</p> <p>Project Length: 2014-2017 Estimated City Cost: \$ 72,000 City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget: Improve service delivery by increasing productivity</p> <p>Description: This project would address the aging laptop computers for remote and mobile workforce equipment. Consideration and utilization of other electronic devices similar to PDA/smart phones and iPads can be addressed. Accessibility of wireless access points to be implemented. This is an ongoing program.</p>
<p><i>Police Video Recording System Upgrades</i> CIP #: IS1402</p> <p>Project Length: 2018 Estimated City Cost: \$25,000 City Share: 100% Funding Source: IS Fund / Possible Police Grant</p>	<p>Impact on the Operating Budget:</p> <p>Description: This project would address aging and ongoing disk storage requirements for the in-car video recording system server.</p>
<p><i>GIS Integration</i> CIP #: IS1601</p> <p>Project Length: 2016-2018 Estimated City Cost: \$163,000 City Share: 100% Funding Source: IS Fund / Retained Earnings</p>	<p>Impact on the Operating Budget:</p> <p>Description: Integrate Geographical Information Systems (GIS) applications and development into planning fire, clerk, and engineering and various cross department solutions and Oakland County CAMS. This program is ongoing.</p>

VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

<p><i>Fire Department Extrication Tools</i> CIP #: VE1202</p> <p>Project Length: 2013-2014 Estimated City Cost: \$100,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget: None</p> <p>Description: Replace dated Extrication tools with new state of the art equipment.</p>
<p><i>Fire Department Rescue Airbags</i> CIP #: VE1206</p> <p>Project Length: 2013-2014 Estimated City Cost: \$30,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget: None</p> <p>Description: Replacement of ten, twenty year old, rescue airbags. Along with adding new sizes for technical rescue and machine extrication.</p>
<p><i>Fire Department ARA Safety Pro</i> CIP #: VE1207</p> <p>Project Length: 2013-2014 Estimated City Cost: \$54,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget: Potentially reduce personnel injury</p> <p>Description: ARA Safety Pro is a device that is thrown to knock down a fire in a building.</p>
<p><i>Ambulance Replacement</i> CIP #: VE1301</p> <p>Project Length: 2013-2018 Estimated City Cost: \$360,000 City Share: 100% Funding Source: Motor Pool Fund / User Charges / Public Safety Fund</p>	<p>Impact on the Operating Budget</p> <p>Description: Replacement of ambulance vehicles; ambulance 9354 in 2012, ambulance 991 in 2015, ambulance 992 in 2016, ambulance 993 in 2017. Vehicles are replaced in order to reduce maintenance and repair cost. Failure to maintain the replacement plan will increase repair cost.</p>

<p><i>Fire Department Thermal Imaging Cameras</i> CIP #: VE1303</p> <p>Project Length: 2013-2014 Estimated City Cost: \$60,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget:</p> <p>Description: To replace five thermal imaging cameras for each fire engine. This provides safety by equipping firefighters with cameras for locating fire victims.</p>
<p><i>Fire Department Portable Radios</i> CIP #: VE1304</p> <p>Project Length: 2013-2014 Estimated City Cost: \$70,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget:</p> <p>Description: Twenty Open Sky portable radios one for each firefighter. Provides increased safety by having each firefighter assigned a radio, and when the emergency button is activated the caller is known.</p>
<p><i>Fire Department All Terrain Vehicles</i> CIP #: VE1305</p> <p>Project Length: 2013-2014 Estimated City Cost: \$50,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget: Increase maintenance costs slightly</p> <p>Description: To provide two all terrain vehicles to be used for the Arts Beats & Eats Festival and the Dream Cruise. This will allow the fire department to gain access to areas faster within the city operating area.</p>
<p><i>Fire Department Security System</i> CIP #: VE1306</p> <p>Project Length: 2013-2014 Estimated City Cost: \$25,000 City Share: 100% Funding Source: General Fund / Public Safety Fund</p>	<p>Impact on the Operating Budget:</p> <p>Description: To install security system for the doors at each fire station.</p>

<p>20 Year Vehicle Plan CIP #: VE1101</p> <p>Project Length: 2014-2019 Estimated City Cost: \$4,892,200 City Share: 100% Funding Source: Motor Pool Fund / User Charges</p>	<p>Impact on the Operating Budget: Lower maintenance costs</p> <p>Description: Replacement of various department owned vehicles. Vehicles are anticipated to remain consistent with timely replacement in order to reduce maintenance and repair cost. Failure to maintain the plan will increase repair cost and decrease vehicle dependability. The vehicle replacement program is on-going. A detailed schedule is provided below for each of the six years of the CIP.</p>

**VEHICLE REPLACEMENT
FY 2013-2014**

Vehicle #	Year	Description	Estimated Replacement Costs
		HIGHWAY	
261	2009	PICKUP (GMC SIERRA)	\$20,000
1242	1998	LEAF VACUUM (AMERICAN)	\$35,000
1248	1998	LEAF VACUUM (AMERICAN)	\$35,000
		MOTOR POOL	
665	2004	SUV (CHEVY TAHOE)	\$26,500
		PARKS & FORESTRY	
1762	2003	BRUSH CHIPPER (BANDIT)	\$24,500
		POLICE	
840	2003	SEDAN (FORD TAURUS)	\$23,000
854	2005	SEDAN (PONTIAC G6)	\$23,000
801	2005	POLICE CRUISER (FORD CROWN VICTORIA)	\$23,000
805	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$23,000
815	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$23,000
824	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$23,000
826	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$23,000
825	2005	VAN (GMC SAVANA)	\$22,500
818	2010	SUV (CHEVY TAHOE)	\$27,800
841	2008	SUV (GMC ENVOY)	\$25,000
		SENIOR CENTER	
198	2005	VAN (FORD E350)	\$50,000
		SEWER	
461	2002	VACUUM TRUCK (STERLING 2115 VACTOR)	\$280,000
414	2004	TRUCK (FORD F450)	\$30,500
		WATER MAINTENANCE	
411	2000	TRUCK (GMC SIERRA 3500HD)	\$30,500
417	2000	TRUCK (GMC SIERRA 3500HD)	<u>\$30,500</u>
		TOTAL	<u>\$798,800</u>

**VEHICLE REPLACEMENT
FY2014-2015**

Vehicle #	Year	Description	Estimated Replacement Costs
		HIGHWAY	
249	2006	DUMP TRUCK(STERLING L8513)	\$87,600
293	2000	LOADER (CAT 924G)	\$101,000
1241	1998	LEAF VACUUM (AMERICAN)	\$35,000
1243	1998	LEAF VACUUM (AMERICAN)	\$35,000
		INSPECTION	
180	2002	SEDAN (PONTIAC BONNEVILLE)	\$21,500
		MOTOR POOL	
332	2005	VAN (GMC SAVANA)	\$18,800
601	2001	SEDAN (PONTIAC BONNEVILLE)	\$23,000
682	1998	SWEEPER (TENNANT)	\$27,000
		PARKS & FORESTRY	
714	2004	PICKUP (GMC SIERRA)	\$17,500
		POLICE	
829	2010	SUV (FORD ESCAPE)	\$17,500
860	2008	SUV (GMC ENVOY)	\$27,000
		SENIOR CENTER	
194	2009	VAN (FORD E350)	\$50,000
		WATER MAINTENANCE	
473	1998	LOADER/BACKHOE (FORD NH675E)	<u>\$55,000</u>
		TOTAL	<u>\$515,900</u>

**VEHICLE REPLACEMENT
FY2015-2016**

Vehicle #	Year	Description	Estimated Replacement Costs
		ENGINEERING	
103	2010	PICKUP (GMC SIERRA)	\$15,500
		FIRE	
915	2001	SUV (CHEVY SUBURBAN)	\$20,000
		HIGHWAY	
202	2010	PICKUP (GMC SIERRA)	\$21,500
285	2007	STREET SWEEPER (ELGIN)	\$100,000
1244	2001	LEAF VACUUM (AMERICAN)	\$35,000
1264	2001	AIR COMPRESSOR (INGR/RAND)	\$12,000
		PARKS & FORESTRY	
737	2010	PICKUP (GMC SIERRA)	\$19,000
718	2005	PICKUP (GMC SIERRA)	\$19,700
719	2005	PICKUP (GMC SIERRA)	\$19,700
765	2003	LOG LOADER (STERLING/PRENTICE)	\$93,500
775	2001	NH TN-65D TRACTOR	\$24,500
		POLICE	
811	2011	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,100
851	2005	SEDAN (PONTIAC G6)	\$17,250
861	2008	SUV (GMC ENVOY)	\$27,000
		SENIOR CENTER	
195	2002	VAN (FORD E350)	\$50,000
196	1996	VAN (FORD E350)	\$50,000
197	2010	VAN (FORD E350)	\$50,000
		SEWER	
445	2001	PICKUP (GMC SIERRA)	\$21,000
415	2004	TRUCK (FORD F450)	\$30,500
		WATER MAINTENANCE	
401	2009	PICKUP (GMC SIERRA)	<u>\$21,500</u>
		TOTAL	<u>\$668,750</u>

**VEHICLE REPLACEMENT
FY2016-2017**

Vehicle #	Year	Description	Estimated Replacement Costs
		AUTO PARKING	
636	2000	VAN (GMC SAFARI)	\$16,800
		FIRE	
905	2004	SUV (CHEVY TAHOE)	\$28,000
906	2004	SUV (CHEVY TAHOE)	\$28,000
		HIGHWAY	
261	2009	PICKUP (GMC SIERRA)	\$18,000
268	2009	PICKUP (GMC SIERRA)	\$26,000
246	2001	TRUCK (STERLING L8513)	\$87,600
286	2008	STREET SWEEPER (ELGIN)	\$100,000
		PARKS & FORESTRY	
715	2004	PICKUP (GMC SIERRA)	\$17,500
716	2000	PICKUP (GMC SIERRA)	\$17,500
717	2000	PICKUP (GMC SIERRA)	\$17,500
774	2001	NH TN-65D TRACTOR	\$21,000
		POLICE	
802	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
803B	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
807	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
808	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
809B	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
813	2009	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
828	2010	SUV (CHEVY TAHOE)	\$25,000
		SEWER	
413	2009	VAN (GMC SAVANA)	\$18,800
1465	2004	SEWER RODDER	\$28,500
463	2005	VACUUM TRUCK (STERLING 2115 VACTOR)	\$280,000
		WATER MAINTENANCE	
1466	2001	AIR COMPRESSOR (INGR/RAND)	\$12,000
Total			\$868,200

**VEHICLE REPLACEMENT
FY2017-2018**

Vehicle #	Year	Description	Estimated Replacement Costs
		FIRE	
967	2001	PICKUP (GMC SIERRA)	\$17,500
908	2009	SUV (FORD ESCAPE)	\$25,000
		HIGHWAY	
232	2003	PICKUP (GMC SIERRA)	\$17,500
234	2003	PICKUP (GMC SIERRA)	\$17,500
257	2008	TRUCK (FORD F450)	\$59,000
471	2009	LOADER/BACKHOE (JCB3C-15)	\$67,000
247	2010	TRUCK (STERLING L8500)	\$87,600
259	2010	TRUCK (STERLING LT9500)	\$112,000
		INSPECTION	
162	2001	SEDAN (PONTIAC BONNEVILLE)	\$17,250
	2004	MOTOR POOL	
665	2004	SUV (CHEVY TAHOE)	\$26,500
670	2002	FORKLIFT (YALE)	\$27,500
		PARKS & FORESTRY	
713	2002	PICKUP (GMC SIERRA)	\$22,500
		POLICE	
824	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
826	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
801	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
805	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
815	2010	POLICE CRUISER (FORD CROWN VICTORIA)	\$21,000
814	2010	SUV (CHEVY TAHOE)	\$25,000
829	2010	SUV (FORD ESCAPE)	\$25,000
818	2010	SUV (CHEVY TAHOE)	\$27,800
		SENIOR CENTER	
192	2001	VAN (FORD E 350)	\$50,000
		SEWER	
1467	2001	AIR COMPRESSOR (INGR/RAND)	\$12,000
		WATER SERVICE	
432	2000	VAN (GMC SAVANA)	<u>\$16,800</u>
Total			<u>\$758,450</u>

**VEHICLE REPLACEMENT
FY2018-2019**

Vehicle #	Year	Description	Estimated Replacement Costs
		ELECTRICAL	
362	2005	AERIAL TRUCK (FORD F550)	\$90,000
		FIRE	
909	1996	VAN (GMC G)	\$20,500
		HIGHWAY	
211	2000	GARBAGE TRUCK (GMC/93 LEACH PACKER)	\$96,000
251	2001	TRUCK (STERLING L8513)	\$87,600
283	2002	SKID STEER (BOBCAT L873)	\$37,600
1245	2002	LEAF VACUUM (AMERICAN)	\$35,000
1247	2002	LEAF VACUUM (AMERICAN)	\$35,000
		ICE ARENA	
791	2005	ZAMBONI	\$80,000
		INSPECTION	
180	2002	SEDAN (PONTIAC BONNEVILLE)	\$21,500
187	2009	SUV (FORD ESCAPE)	\$25,000
		PARKS & FORESTRY	
703	2002	SKID STEER (BOBCAT L 773)	\$27,300
		SENIOR CENTER	
198	2005	VAN (FORD E 350)	\$50,000
		SEWER	
413	2009	VAN (GMC SAVANA)	\$16,800
443	2001	TRUCK (STERLING L8513)	\$102,000
1464	1995	MULLER MIXER	\$3,500
1482	1998	TARGET ARROW	\$4,500
		WATER MAINTENANCE	
411	2000	PICKUP (GMC SIERRA)	\$28,500
417	2000	PICKUP (GMC SIERRA)	\$28,500
418	2000	PICKUP (GMC SIERRA)	\$28,500
1481	2008	TARGET ARROW	\$4,500
1483	2008	TARGET ARROW	\$4,500
		WATER SERVICE	
141	2000	PICKUP (GMC SIERRA)	\$15,500
431	2004	VAN (GMC SAVANA)	<u>\$16,800</u>
Total			<u>\$859,100</u>

PROJECTS UNDER REVIEW

Projects Under Review are projects that may be deemed as worthy and viable; however they are not included as part of the active 2014-2019 Capital Improvement Plan as additional research or review is ongoing. Projects under review may require additional information, studies or City Council policies to be in place before more accurate timelines and/or funding levels can be identified. It is possible that these projects may not fall under the City's jurisdiction and will require other agencies to move the project forward; while some projects may not fall within the 2014-2019 timeframe.

<p><i>Department Consolidation Plan, Renovation to City Hall</i> CIP #: PF1301</p> <p>Project Length: 2013-14 Estimated City Cost: \$1,000,000 City Share: 100% Funding Source: General Fund / State Construction Code</p>	<p>Impact on the Operating Budget: Improve service delivery</p> <p>Description: Renovate City Hall to strategically locate the Building, Code, Planning and Engineering departments in an effort to provide improved service delivery.</p>
<p><i>Water Meter Replacement & Radio Read System</i> CIP #: WM1401</p> <p>Project Length: 2015-2016 Estimated City Cost: \$7,000,000 City Share: 100% Funding Source: Water & Sewer Fund / Rates</p>	<p>Impact on the Operating Budget: Lower system maintenance costs.</p> <p>Description: Improve water meter reading functionality by replacing the existing water meters with new water meters for standardization along with the install of electronic read system. Meters to coordinate with utility billing software and water meter handhelds. Operating costs are anticipated to decrease. Installation is planned to begin in 2015.</p>
<p><i>Fire Station #1 & #2 Construction/ Strategic Relocation</i> CIP #: PF1601</p> <p>Project Length: 2017-2018 Estimated City Cost: \$12,000,000 City Share: 100% Funding Source: General Fund / Bond</p>	<p>Impact on the Operating Budget:</p> <p>Description: Strategically relocate the fire stations. Position one fire station near Gardenia & Main and the other station near 13 Mile Road & Crooks. Eliminating the three current stations.</p>

ENTERPRISE FUNDS

Enterprise Funds are established to finance and account for the acquisition, operation and maintenance of governmental facilities and services that are entirely or predominantly self-supporting by user charges; or where the governing body has decided periodic determination of revenue earned, expenses incurred and/or net income is appropriate.

Arts, Beats, and Eats Fund – 506

Farmers Market Fund- 551

Recreation Fund- 508

Water & Sewer Funds – 592

Auto Parking Fund - 516

Ice Arena Fund – 598

Arts Beats & Eats Festival

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

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

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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	219	138,089	187,709	237,229	286,649	335,959
Revenues and transfers from other funds	474,400	432,200	432,200	432,200	432,200	432,200
Expenditures and transfers to other funds	336,530	382,580	382,680	382,780	382,890	383,000
Net Change in Net Assets	137,870	49,620	49,520	49,420	49,310	49,200
Ending Unrestricted Net Assets	138,089	187,709	237,229	286,649	335,959	385,159

Revenues

506.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Actual	-	-	-	-	-	-	-
2011-2012 Actual	-	-	386,450	-	-	-	386,450
2012-2013 Original Budget	-	-	390,000	-	-	-	390,000
2012-2013 Adjusted Budget (Dec)	-	-	390,000	-	-	-	390,000
2012-2013 Six Month Actual	-	-	441,010	-	19,400	-	460,410
2012-2013 Estimated Year End	-	-	455,000	-	19,400	-	474,400
2013-2014 Dept Request	-	-	417,200	-	15,000	-	432,200
2013-2014 Manager's Budget	-	-	417,200	-	15,000	-	432,200
2013-2014 Approved Budget	-	-	417,200	-	15,000	-	432,200
2014-2015 Projected Budget	-	-	417,200	-	15,000	-	432,200
2015-2016 Projected Budget	-	-	417,200	-	15,000	-	432,200
2016-2017 Projected Budget	-	-	417,200	-	15,000	-	432,200
2017-2018 Projected Budget	-	-	417,200	-	15,000	-	432,200

Expenditures

506.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	-	-	-
2011-2012 Actual	111,120	112,800	-	162,300	-	386,220
2012-2013 Original Budget	110,130	114,500	-	165,000	-	389,630
2012-2013 Adjusted Budget (Dec)	110,130	114,500	-	165,000	-	389,630
2012-2013 Six Month Actual	107,830	10,340	-	108,760	-	226,930
2012-2013 Estimated Year End	107,860	116,070	-	112,600	-	336,530
2013-2014 Dept Request	109,630	116,150	-	156,800	-	382,580
2013-2014 Manager's Budget	109,630	116,150	-	156,800	-	382,580
2013-2014 Approved Budget	109,630	116,150	-	156,800	-	382,580
2014-2015 Projected Budget	109,730	116,150	-	156,800	-	382,680
2015-2016 Projected Budget	109,830	116,150	-	156,800	-	382,780
2016-2017 Projected Budget	109,940	116,150	-	156,800	-	382,890
2017-2018 Projected Budget	110,050	116,150	-	156,800	-	383,000

The mission of the Recreation Department is to provide residents a variety of year-round recreation opportunities that are responsive to their needs, are enjoyable to their families and contribute to their physical and mental well-being.

The Department is challenged to provide excellent leisure programs that stimulate the bodies and minds of the City residents and business persons of all ages, including toddlers, youth, adults, and seniors.

The recreation staff is responsible for marketing, registration, equipment, supplies, facilities, budget and evaluation. All other staffing is part-time and/or contract personnel.

Programs are operated in the City's two community centers and throughout our fifty parks and playgrounds. Separately, the Ice Arena and Senior Citizen Services programs are two companion activities that operate from their own individual funds.

Working with every department, the Superintendent also produces the City's quarterly newsletter "The Insight"

The School District of the City of Royal Oak and the City of Royal Oak joined in the creation of a Parks and Recreation Department in accordance with the provisions of Section 3 of Act 156, Public Acts for 1917.

Recreation is guided with the assistance of the Parks and Recreation Advisory Board, to formulate an annual recreation program. The Department of Recreation and Public Service sponsor games, contests, exhibitions and other recreational events, and charges admission to any such events when deemed necessary and advisable in order to defray the expenses of the recreational program. In connection with all such events, the Department rents concessions for the accommodation of patrons of such events.

The major responsibility of Recreation is to offer a variety of leisure programs for toddlers, youth, adults, and seniors. The Superintendent of Recreation is the liaison between the city and school district for the implementation of the in-kind service agreement as it relates to recreational facility usage.

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

Youth Sports and Enrichment: Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (1015 participants)

Summer Day Camp: A nine week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Upton Elementary School. (450 participants)

Adult Sports Leagues/Programs: Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickle ball 350 and Tennis 105 (est. 2645 participants)

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

Adult Fitness: Classes include aerobics, kickboxing, Pilates, abs, glutes, and thighs. (1152 participants)

Cultural Events: The 43rd Annual Royal Oak Art Fair will be held July 13th and 14th at Memorial Park. One hundred artists from all over the United States participate in this annual event.

The Recreation Department has implemented a new on-line registration program to allow residents to sign up for recreation classes anytime of the day or night. The department has also begun a new Adopt-A-Park program that offer a private-public partnership with residents, community organizations, and businesses. The goal is to improve our parks system through beautification projects and donation for trees, benches and park supplies. Parkfest, on April 27, 2013, is a new one day event for the City to show it's appreciation for their volunteerism throughout the year.

The Recreation Department works with community youth athletic organizations to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and a football field. Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2012 = 210)

The Recreation Department oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak: Royal Oak and Normandy Oaks Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center, The Lindell Ice Arena and Total Soccer.

GOALS

- Enhance the quality of life for residents by offering desirable leisure and social activities.
- Make the execution of the Parks & Recreation Master Plan a top priority.

OBJECTIVES

- Identify community recreational needs through surveys and regional meetings.
- Investigate the feasibility and potential features of a downtown park utilizing City land, including City Hall parking lots.
- Investigate alternative funding sources, sponsorships and donations from federal, state and community organizations to update parks.
- Partner with volunteers to offer additional recreation opportunities that might not have existed prior.
- Investigate the opportunities to partner with other recreation departments to maximize opportunities.
- Generate advertising revenue for INSIGHT to offset the expenses of production and distribution.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Revenues will increase \$49,500 for the lease of the Salter Center to the Senior Center Fund for the seniors' daily usage of the facility.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	28,881	128,781	169,871	205,021	233,931	256,281
Revenues and transfers from other funds	661,260	670,160	670,160	670,160	670,160	670,160
Expenditures and transfers to other funds	649,360	629,070	635,010	641,250	647,810	654,710
Net Change in Net Assets	11,900	41,090	35,150	28,910	22,350	15,450
Ending Unrestricted Net Assets	128,781	169,871	205,021	233,931	256,281	271,731

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	587,820	-	-	-	587,820
2010-2011 Actual	-	-	641,550	-	-	-	641,550
2011-2012 Actual	-	-	601,620	-	-	-	601,620
2012-2013 Original Budget	-	-	621,500	-	-	-	621,500
2012-2013 Adjusted Budget (Dec)	-	-	621,500	-	-	-	621,500
2012-2013 Six Month Actual	-	-	242,100	40	-	-	242,140
2012-2013 Estimated Year End	-	-	661,260	-	-	-	661,260
2013-2014 Dept Request	-	-	670,160	-	-	-	670,160
2013-2014 Manager's Budget	-	-	670,160	-	-	-	670,160
2013-2014 Approved Budget	-	-	670,160	-	-	-	670,160
2014-2015 Projected Budget	-	-	670,160	-	-	-	670,160
2015-2016 Projected Budget	-	-	670,160	-	-	-	670,160
2016-2017 Projected Budget	-	-	670,160	-	-	-	670,160
2017-2018 Projected Budget	-	-	670,160	-	-	-	670,160

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	275,292	1,494	-	5,745	-	282,531
2010-2011 Actual	228,480	20,460	-	298,520	-	547,460
2011-2012 Actual	306,000	24,400	-	309,890	-	640,290
2012-2013 Original Budget	261,230	20,870	-	268,070	-	550,170
2012-2013 Adjusted Budget (Dec)	261,230	20,870	-	268,070	-	550,170
2012-2013 Six Month Actual	141,800	7,800	-	145,240	-	294,840
2012-2013 Estimated Year End	271,200	20,770	-	269,390	-	561,360
2013-2014 Dept Request	259,680	20,770	-	260,620	-	541,070
2013-2014 Manager's Budget	259,680	20,770	-	260,620	-	541,070
2013-2014 Approved Budget	259,680	20,770	-	260,620	-	541,070
2014-2015 Projected Budget	265,620	20,770	-	260,620	-	547,010
2015-2016 Projected Budget	271,860	20,770	-	260,620	-	553,250
2016-2017 Projected Budget	278,420	20,770	-	260,620	-	559,810
2017-2018 Projected Budget	285,320	20,770	-	260,620	-	566,710

Recreation Fund

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	3,130	-	136,580	-	139,710
2010-2011 Actual	360	460	-	108,410	-	109,230
2011-2012 Actual	-	-	-	92,530	-	92,530
2012-2013 Original Budget	-	-	-	90,000	-	90,000
2012-2013 Adjusted Budget (Dec)	-	-	-	90,000	-	90,000
2012-2013 Six Month Actual	-	-	-	39,290	-	39,290
2012-2013 Estimated Year End	-	-	-	88,000	-	88,000
2013-2014 Dept Request	-	-	-	88,000	-	88,000
2013-2014 Manager's Budget	-	-	-	88,000	-	88,000
2013-2014 Approved Budget	-	-	-	88,000	-	88,000
2014-2015 Projected Budget	-	-	-	88,000	-	88,000
2015-2016 Projected Budget	-	-	-	88,000	-	88,000
2016-2017 Projected Budget	-	-	-	88,000	-	88,000
2017-2018 Projected Budget	-	-	-	88,000	-	88,000

Cost Center Position Detail - Home Base

Full & Part-time Employees

Recreation		Fiscal Year							
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Director of Recreation & Public Service	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Superintendent - Recreation	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Recreation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions				Information not available		2.186	2.186	n/a	n/a
Cost Center Total	3.000	2.000	2.000	2.000	2.000	4.186	4.186	2.000	2.000

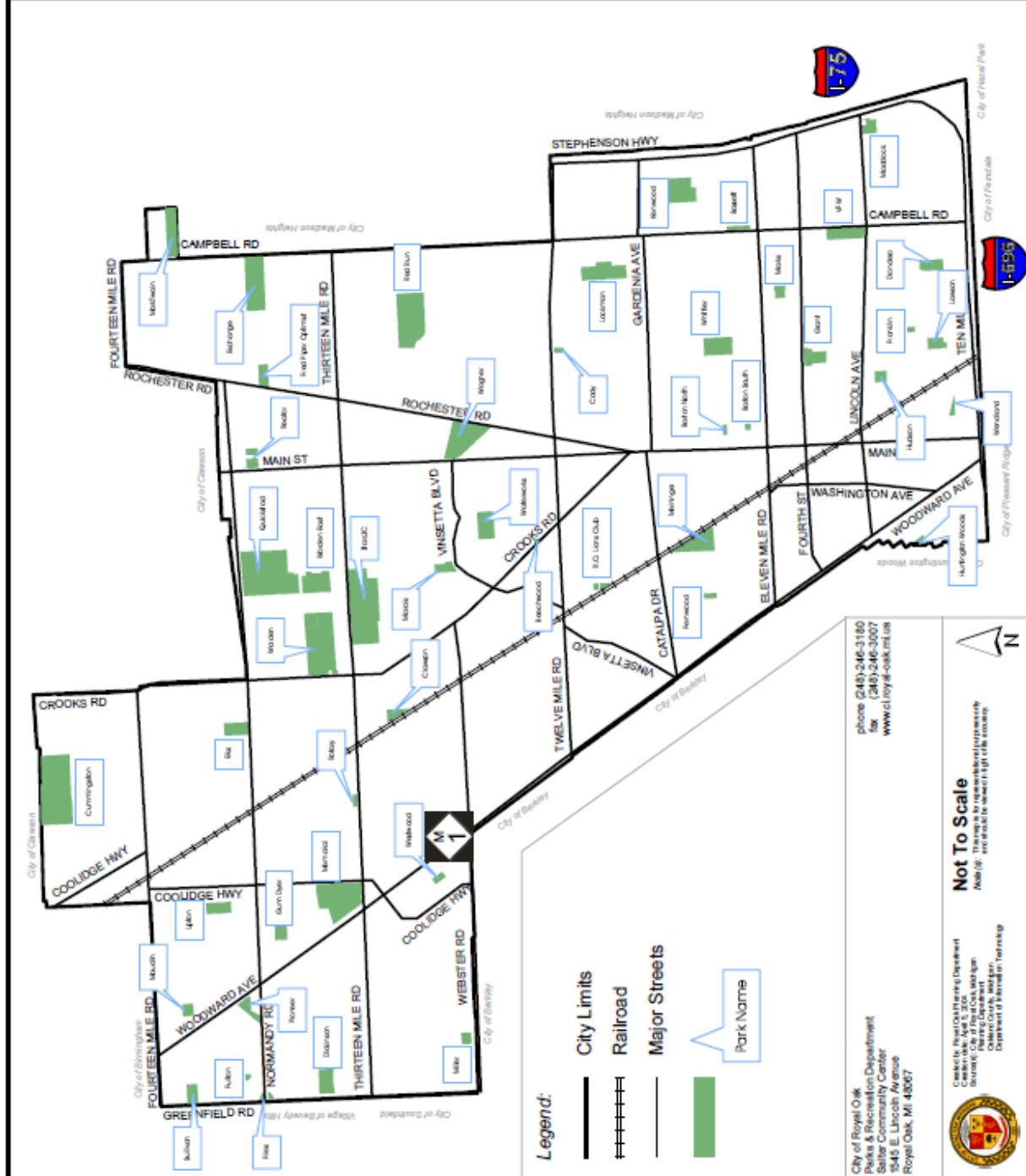
Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Participants						
Preschool – Senior Center	57	57	n/a	57	57	57
Youth Sports & Enrichment	960	960	n/a	960	960	960
Summer Day Camp	450	450	n/a	450	450	450
Adult Sports Leagues	2,645	2,645	n/a	2,645	2,645	2,645
Adult Enrichment	395	395	n/a	395	395	395
Adult Fitness	1,152	1,152	n/a	1,152	1,152	1,152
Cultural Events - Artists	102	103	n/a	105	110	110
Adult Sports League Teams						
Softball	96	96	n/a	96	96	96
Soccer - Women	10	10	n/a	10	10	10
Basketball	8	9	n/a	9	9	9
Volleyball	36	36	n/a	36	36	36
Pickle Ball registrations	3,000	3,200		3,300	3,500	3,700
Venues Scheduled						
Soccer Fields (spring & fall)	14	14	n/a	14	14	14
Baseball Fields	20	20	n/a	20	20	20
Softball Fields	12	12	n/a	12	12	12
Football Fields	3	1	n/a	1	1	1
Indoor Rentals (in hours)	725	725	n/a	750	750	750
Outdoor Field Rentals	335	335	n/a	335	335	335
Pavilion Rentals – VFW and Starr/JC parks	141	202	n/a	210	211	212

Municipal Parks Map

w/ Major Streets

City of Royal Oak, Michigan



The mission of the Auto Parking Fund is to provide ample auto parking opportunity in the business and entertainment areas to support the demands.

The Auto Parking System builds and maintains the on and off street paid parking throughout the business area of the city, primarily in the central business district. The system's goal is to provide ample auto parking to encourage development. Parking must be easily accessible to our wide range of commercial establishments like offices, retail business, restaurants and entertainment venues from morning to night. This enterprise fund charges parking fees in order to be self-supporting.

The City Commission decides rates and the number of parking spots to allow based on recommendations from the Downtown

Development Authority. There are approximately 3500 spaces managed overall: 750 on street and 2,750 off street. The city recently hired a private contractor to operate the parking garages in an effort to improve service and reduce costs.

Parking rates were increased in late 2007 and multi-rate meters were installed. Spaces are metered on the street and in lots, and metered or attended in parking decks. Drivers are able to pay rates based on time spent or purchase monthly permits from the Treasurer.

Operations have two divisions: parking operations and enforcement.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The 225 S. Troy Street leases will be ending in August 2013; Lease Revenue will be decreasing approximately \$90,000. However, these revenue projections do not include revenue estimations from the metered parking on this new lot.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	4,835,974	5,478,724	4,544,404	4,428,102	4,305,580	4,177,535
Revenues and transfers from other funds	3,942,780	3,841,830	3,841,830	3,841,830	3,841,830	3,841,830
Expenditures and transfers to other funds	3,300,030	4,776,150	3,958,132	3,964,352	3,969,875	3,974,728
Net Change in Net Assets	642,750	(934,320)	(116,302)	(122,522)	(128,045)	(132,898)
Ending Unrestricted Net Assets	5,478,724	4,544,404	4,428,102	4,305,580	4,177,535	4,044,637

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	2,639,910	3,380	36,050	2,690,150	5,369,490
2010-2011 Actual	-	-	3,030,120	-	123,280	613,290	3,766,690
2011-2012 Actual	-	-	3,478,350	3,150	115,570	496,460	4,093,530
2012-2013 Original Budget	-	-	3,353,500	2,400	117,000	500,680	3,973,580
2012-2013 Adjusted Budget (Dec)	-	-	3,353,500	2,400	117,000	500,680	3,973,580
2012-2013 Six Month Actual	-	-	1,674,840	1,500	66,060	110,340	1,852,740
2012-2013 Estimated Year End	-	-	3,310,500	2,600	129,000	500,680	3,942,780
2013-2014 Dept Request	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2013-2014 Manager's Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2013-2014 Approved Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2014-2015 Projected Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2015-2016 Projected Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2016-2017 Projected Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830
2017-2018 Projected Budget	-	-	3,305,500	2,600	39,600	494,130	3,841,830

Auto Parking Fund – Parking Enforcement

The mission of the Parking Enforcement Division is to encourage auto parking opportunity in the central business district by enforcing parking regulations.

In the Parking Fund, the Police Department budgets \$195,880 for its Parking Enforcement division of twelve Parking Enforcement Officers.

These employees write tickets for expired meters and other parking violations.

In the General Fund, the District Court adjudicates the violations and collects the fines.

GOALS

- Encourage compliance with all parking regulations.

OBJECTIVES

- To continue to enforce parking regulations.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	113,270	9,250	-	13,070	-	135,590
2010-2011 Actual	137,740	11,060	-	28,160	-	176,960
2011-2012 Actual	134,030	9,460	-	23,020	-	166,510
2012-2013 Original Budget	154,710	13,750	-	46,440	-	214,900
2012-2013 Adjusted Budget (Dec)	154,710	13,750	-	46,440	-	214,900
2012-2013 Six Month Actual	65,600	4,520	-	10,230	-	80,350
2012-2013 Estimated Year End	134,870	8,820	-	46,440	-	190,130
2013-2014 Dept Request	134,850	8,820	-	52,000	-	195,670
2013-2014 Manager's Budget	134,850	8,820	-	52,000	-	195,670
2013-2014 Approved Budget	134,850	8,820	-	52,000	-	195,670
2014-2015 Projected Budget	134,850	8,820	-	52,000	-	195,670
2015-2016 Projected Budget	134,850	8,820	-	52,000	-	195,670
2016-2017 Projected Budget	134,850	8,820	-	52,000	-	195,670
2017-2018 Projected Budget	134,850	8,820	-	52,000	-	195,670

Auto Parking Fund – Parking Enforcement

Cost Center Position Detail - Home Base

Full & Part-time Employees

Parking Enforcement		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		0.000	0.000	Information not available			5.769	5.769	n/a	n/a
Part-time Total		0.000	0.000	0.000	0.000	0.000	5.769	5.769	n/a	n/a

Performance Indicators / Outcome Measures

	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Dec 31 2012</u>	<u>Estimated 2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>
Violations Issued	88,830	97,391	93,661	99,000	99,000	99,000

Note: Performance indicators are reported on a calendar year basis as opposed to a fiscal year.

Auto Parking Fund – Parking Operation

The mission of the Parking Operation cost center is to create and maintain auto parking spaces and meters and to collect the fees paid.

The Department of Public Services (DPS) Parking Division builds and maintains all spaces

and collects parking fees. DPS employs three full-time staff and various part-time staff. A parking contractor operates the three parking decks.

GOALS

- To insure that all meters are properly operating.
- To promote the use of parking garages.
- To integrate new parking technology where it makes business sense.

OBJECTIVES

- Repair meters in timely fashion.
- Work with contractor to improve parking garage marketing.
- Implement new technology.
- Investigate the feasibility and potential features of a downtown park utilizing City land including City Hall parking lots.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Grounds repair and maintenance are budgeted to increase for the surface lot crack sealing at the Williams Street lot and potentially another lot. Misc. building repair is budgeted to increase due to the concrete repair to the 3rd and 4th street garage structure. The demolishing of the Troy Street building is budgeted at \$110,000. \$540,000 is budgeted for the development of the parking surface along with meters at 225 S. Troy Street. \$125,000 is budgeted for parking meter replacement in the downtown. In accordance with the transfer policy, \$900,000 is budgeted to be transferred to the General Fund. A budget amendment was performed to eliminate the transfer for FY12-13 as ending fund balance is projected to be sufficient relative to the fund balance policy.

Auto Parking Fund – Parking Operation

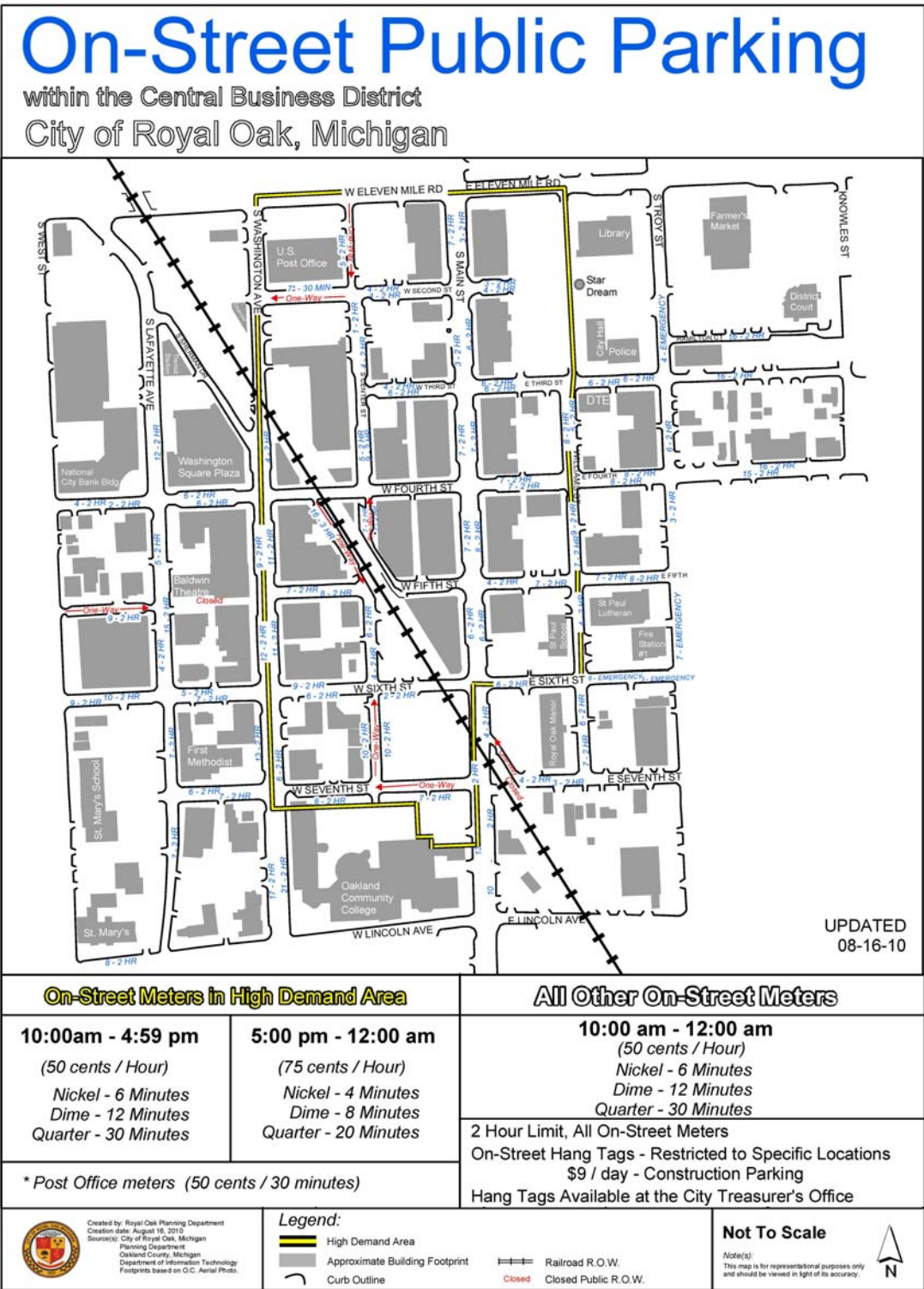
Budget Summary Expenditures

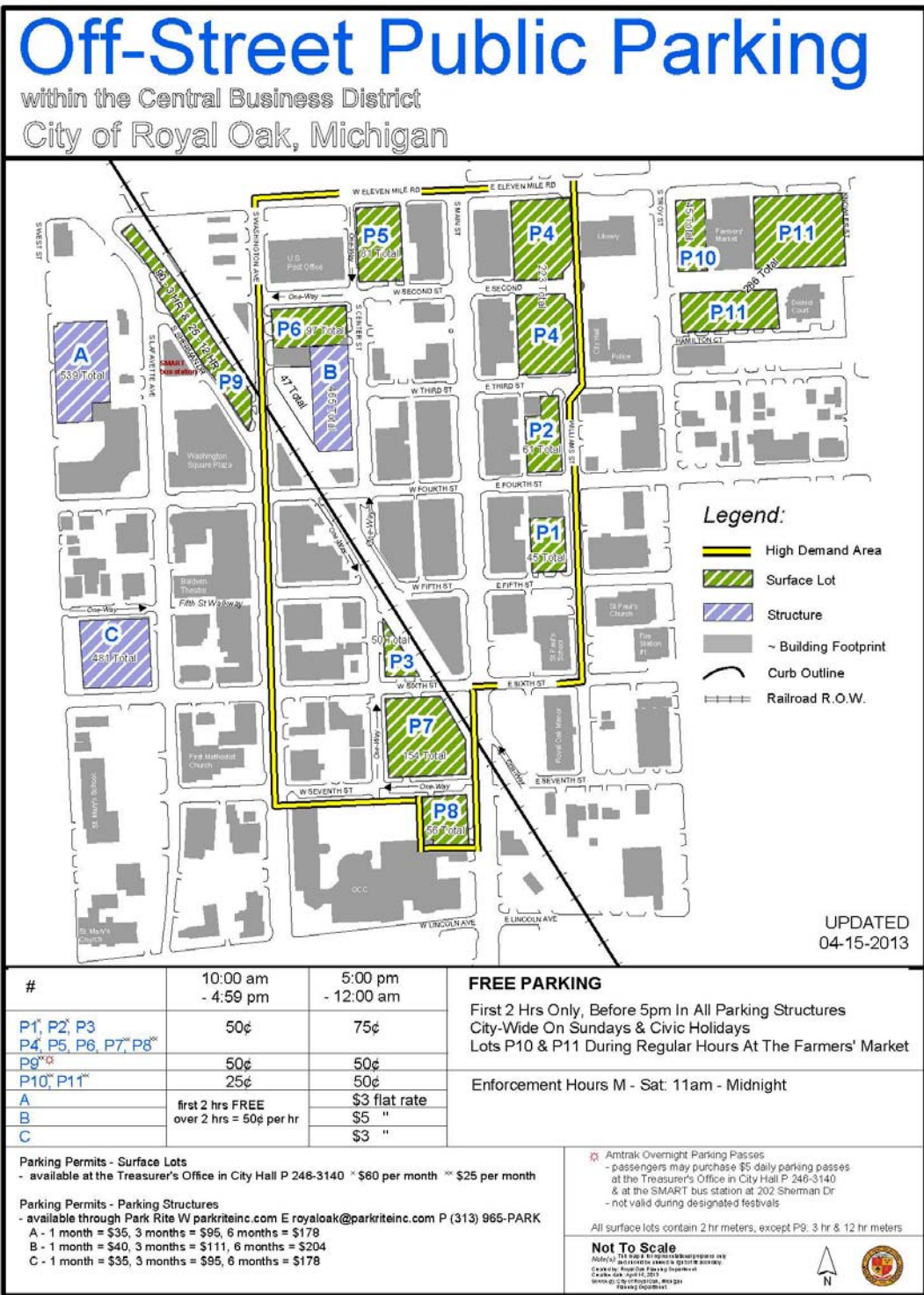
516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	594,110	62,150	95,330	1,997,310	1,643,610	4,392,510
2010-2011 Actual	709,980	35,340	-	2,520,500	995,970	4,261,790
2011-2012 Actual	670,360	40,480	-	2,438,600	1,020,090	4,169,530
2012-2013 Original Budget	586,730	67,740	200,000	2,463,740	1,073,250	4,391,460
2012-2013 Adjusted Budget (Dec)	586,730	67,740	200,000	2,463,740	1,073,250	4,391,460
2012-2013 Six Month Actual	278,440	14,600	-	583,240	513,480	1,389,760
2012-2013 Estimated Year End	585,800	60,540	80,000	1,348,310	1,035,250	3,109,900
2013-2014 Dept Request	558,330	60,910	665,000	2,243,350	1,052,890	4,580,480
2013-2014 Manager's Budget	558,330	60,910	665,000	2,243,350	1,052,890	4,580,480
2013-2014 Approved Budget	558,330	60,910	665,000	2,243,350	1,052,890	4,580,480
2014-2015 Projected Budget	575,810	60,910	-	2,083,950	1,041,792	3,762,462
2015-2016 Projected Budget	594,180	60,910	-	2,083,950	1,029,642	3,768,682
2016-2017 Projected Budget	613,490	60,910	-	2,083,950	1,015,855	3,774,205
2017-2018 Projected Budget	633,790	60,910	-	2,083,950	1,000,408	3,779,058

Cost Center Position Detail - Home Base

Full & Part-time Employees

Auto Parking		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Traffic Service Supervisor		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Parking Meter Technician		2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Full-time Total		3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					0.721	0.721	n/a	n/a
Cost Center Total		3.000	3.000	3.000	3.000	3.000	3.721	3.721	3.000	3.000





The mission of the Farmers Market is to provide an excellent and economical facility providing a profitable place to attract local merchants, shoppers, public and private rental events and showcase the Royal Oak downtown.

The Royal Oak Farmers Market sells locally grown produce and wares in a family oriented venue. The Farmers Market is located in the Civic Center at the corner of 11 Mile Road and Troy Street, across from the Library and adjacent to the 44th District Court.

The Farmers Market is one of southeast Michigan's premium farm market venues. Farm producers sell on Friday during the farm season (May through Christmas) and Saturday all year around. During growing season farmers are only allowed to sell what they grow.

Residents of the city of Royal Oak and surrounding communities are attracted downtown to a first class venue with ample parking. Beside its well rounded Farmers Market, offering the best of the state's harvest, the building hosts a weekly, highly rated, long running antiques and collectibles show.

The enclosed building provides a great gathering place, in any weather conditions, for large group events such as the Memorial Day Pancake Breakfast and the City's Holiday Tree Lighting Ceremony.

Designed to make a profit, the Market uses an enterprise fund with one cost center: Market Operations. Funds necessary to operate the Farmers Market are derived solely from revenues collected. Operation of the market does not put any burden on the General Fund.

The Farmers Market is run by a contracted Market Manager Company, under direction of the Director of Recreation and Public Services.

Its operating costs include limited DPS personnel cost, depreciation for the building and equipment, advertising, general administration, utilities, supplies, repairs and maintenance.

Greater rental availability has begun to generate additional funds that allow continued updates to the building. A concessionaire leases the remodeled kitchen, eliminating the concession cost center.

GOALS

- Provide an exciting center piece for local economic activity.
- Fully integrate with city planning to create a facility reflecting the needs and interests of the community.
- Support community based events.

OBJECTIVES

- Increase events & activities which draw patronage of current users and expand to new users.
- Continue to address the long term improvements for the market.
- Expand rental opportunities.
- Review rental revenue.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Fiscal year 2012-13 estimated Annual Rental - Flea Market revenue appears to be down, however it is not. It is due to a correction in the accounting for the revenue. Rental rates for permanent booths will be reviewed in the upcoming year. New electronic sign will be installed for \$40,000 (the sign was budgeted in 12-13 at \$25,000 however it was not purchased). The fencing installed in 2012 on the west lot has helped to reduce costs for hosting events.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	319,854	302,354	276,644	290,594	304,174	317,374
Revenues and transfers from other funds	376,150	417,000	417,000	417,000	417,000	417,000
Expenditures and transfers to other funds	393,650	442,710	403,050	403,420	403,800	404,190
Net Change in Net Assets	(17,500)	(25,710)	13,950	13,580	13,200	12,810
Ending Unrestricted Net Assets	302,354	276,644	290,594	304,174	317,374	330,184

Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	302,610	-	-	-	302,610
2010-2011 Actual	-	-	374,570	170	17,350	280	392,370
2011-2012 Actual	-	-	377,490	640	7,290	-	385,420
2012-2013 Original Budget	-	-	398,000	500	10,000	13,370	421,870
2012-2013 Adjusted Budget (Dec)	-	-	398,000	500	10,000	13,370	421,870
2012-2013 Six Month Actual	-	-	215,870	260	1,060	-	217,190
2012-2013 Estimated Year End	-	-	371,550	1,600	3,000	-	376,150
2013-2014 Dept Request	-	-	412,500	1,500	3,000	-	417,000
2013-2014 Manager's Budget	-	-	412,500	1,500	3,000	-	417,000
2013-2014 Approved Budget	-	-	412,500	1,500	3,000	-	417,000
2014-2015 Projected Budget	-	-	412,500	1,500	3,000	-	417,000
2015-2016 Projected Budget	-	-	412,500	1,500	3,000	-	417,000
2016-2017 Projected Budget	-	-	412,500	1,500	3,000	-	417,000
2017-2018 Projected Budget	-	-	412,500	1,500	3,000	-	417,000

Expenditures

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	11,070	5,850	-	328,060	-	344,980
2010-2011 Actual	14,470	7,450	-	341,810	-	363,730
2011-2012 Actual	14,050	6,520	-	362,180	-	382,750
2012-2013 Original Budget	11,530	9,500	27,000	373,840	-	421,870
2012-2013 Adjusted Budget (Dec)	11,530	9,500	27,000	373,840	-	421,870
2012-2013 Six Month Actual	5,190	2,730	-	175,000	-	182,920
2012-2013 Estimated Year End	12,110	9,250	-	372,290	-	393,650
2013-2014 Dept Request	11,950	9,250	40,000	381,510	-	442,710
2013-2014 Manager's Budget	11,950	9,250	40,000	381,510	-	442,710
2013-2014 Approved Budget	11,950	9,250	40,000	381,510	-	442,710
2014-2015 Projected Budget	12,290	9,250	-	381,510	-	403,050
2015-2016 Projected Budget	12,660	9,250	-	381,510	-	403,420
2016-2017 Projected Budget	13,040	9,250	-	381,510	-	403,800
2017-2018 Projected Budget	13,430	9,250	-	381,510	-	404,190

Performance Indicators / Outcome Measures

	<u>Actual FY09/10</u>	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Current FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Customer Attendance Rate Saturday and Sunday Combined	n/a	n/a	2,500	2,600	5,000	6,000
Facility Rentals	12	19	28	40	53	60
Vendor Occupancy Rate						
Saturday Farm Market	70%	70%	70%	75%	85%	95%
Sunday Antique Market	70%	70%	70%	80%	85%	95%

The mission of the Water & Sewer function is to provide the City of Royal Oak residents and businesses with water supply and sewage disposal services that support a high quality of life.

The City of Royal Oak purchases water from the Southeastern Oakland County Water Authority (SOCWA) and pays the Oakland County Drain Commission (OCDC) for the treatment of sewage. Both in turn, contract with the Detroit Water and Sewerage Disposal System (DWSD) which first provides treated water from the Great Lakes and later treats our sewerage before returning it downstream.

Revenues for these operations are generated based on the amount of water used by Royal Oak's residential and commercial customers. Revenue, generated through two-tiered user charges.

The Water and Sewer fund uses six cost centers to categorize its activities: Engineering, Administration, Water Billing, Water Maintenance, Meter Services and Sewer Maintenance. ***Rates increasing 1% for FY13-14 based on a 4.9% disposal rate increase and a 2.7% flat rate decrease by the Drain Commission and a 1.1% increase by SOCWA.***

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	10,912,121	12,213,221	10,938,921	11,148,500	9,023,823	7,595,072
Revenues and transfers from other funds	27,563,920	27,843,000	28,251,280	28,665,670	29,086,280	29,513,200
Expenditures and transfers to other funds	26,262,820	29,117,300	28,041,701	30,790,347	30,515,031	31,172,524
Net Change in Net Assets	1,301,100	(1,274,300)	209,579	(2,124,677)	(1,428,751)	(1,659,324)
Ending Unrestricted Net Assets	12,213,221	10,938,921	11,148,500	9,023,823	7,595,072	5,935,748

Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	20,039,670	25,740	644,240	15,310	20,724,960
2010-2011 Actual	-	-	25,851,520	3,800	88,620	3,790,110	29,734,050
2011-2012 Actual	-	-	27,379,490	14,080	88,730	1,223,180	28,705,480
2012-2013 Original Budget	-	-	26,353,000	8,000	75,000	3,644,210	30,080,210
2012-2013 Adjusted Budget (Dec)	-	-	26,353,000	8,000	75,000	3,644,210	30,080,210
2012-2013 Six Month Actual	-	-	15,569,680	6,800	196,860	-	15,773,340
2012-2013 Estimated Year End	-	-	27,330,000	28,000	205,920	-	27,563,920
2013-2014 Dept Request	-	-	27,768,000	20,000	55,000	-	27,843,000
2013-2014 Manager's Budget	-	-	27,768,000	20,000	55,000	-	27,843,000
2013-2014 Approved Budget	-	-	27,768,000	20,000	55,000	-	27,843,000
2014-2015 Projected Budget	-	-	28,176,280	20,000	55,000	-	28,251,280
2015-2016 Projected Budget	-	-	28,590,670	20,000	55,000	-	28,665,670
2016-2017 Projected Budget	-	-	29,011,280	20,000	55,000	-	29,086,280
2017-2018 Projected Budget	-	-	29,438,200	20,000	55,000	-	29,513,200

The mission of the Engineering cost center of the Water & Sewer Fund is to provide for general water and sewer engineering services that are related to projects

The Engineering Department evaluates problem sewers throughout the year then coordinates major replacements for those sewers where

failures are threatened or occurring, or where street repairs are planned. These costs usually are charged to specific projects and capitalized. Any non-project costs for engineering services are charged here. This would include attending meetings that are not project specific.

GOALS

- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.

OBJECTIVES

- Complete the budgeted capital improvement projects.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Engineering division continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Budgeted capital projects are as follows:

2013-2014 Budget

WATER MAIN

Marywood Drive 12" WM (Magnolia Ave- Vinsetta Blvd)	\$125,000
Potawatomi Blvd " WM (Main St -W 650)	\$181,000
Vinsetta Blvd12" WM (Marywood Dr - Main St)	\$507,000
LaSalle Avenue 12" WM (Columbus Ave - Main St)	\$541,000
Sunnybrook Drive 12" WM (Main St - Rochester Rd)	\$696,000
Columbus Road 12" WM (13 Mile Rd - LaSalle Ave)	\$406,000
2nd Street WM Interconnect @ Williams St	\$28,000
Pleasant Avenue 8" WM (Lincoln Ave - 11 Mile Rd)	\$708,000
Edgewood Drive 8" WM (Park Ave - Florence Ave)	\$55,000
Florence Avenue 8" WM (Maxwell Ave- Rail Road)	\$286,000
Maple Avenue 8" WM (Louis Ave - Park Ave)	\$228,000
Farnum Avenue 12" WM (Hilldale Dr - Maxwell Ave)	\$176,000
Crooks Road 12"WM (13 Mile Rd - Lexington Blvd)	\$389,000
Chester Road 8" WM (Durham Rd - Crooks Rd)	\$260,000
Crane Road 8" WM (Washington Ave - Dead-end)	\$117,000

SEWER LINE

Harrison Road 10" Relief Sewer (Main St 10' E of Main St)	\$56,000
Spot Sewer Repair Various Locations City Wide *	<u>\$470,000 *not in CIP</u>

Total	\$5,229,000
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Budget Summary

Expenditures

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	19,250	260	-	3,355,140	-	3,374,650
2010-2011 Actual	98,080	70	-	1,653,560	-	1,751,710
2011-2012 Actual	36,630	40	-	1,562,250	-	1,598,920
2012-2013 Original Budget	29,490	30	-	6,742,140	-	6,771,660
2012-2013 Adjusted Budget (Dec)	29,490	30	-	6,742,140	-	6,771,660
2012-2013 Six Month Actual	16,430	20	-	1,623,330	-	1,639,780
2012-2013 Estimated Year End	30,340	40	-	2,700,100	-	2,730,480
2013-2014 Dept Request	36,400	50	-	5,259,230	-	5,295,680
2013-2014 Manager's Budget	36,400	50	-	5,259,230	-	5,295,680
2013-2014 Approved Budget	36,400	50	-	5,259,230	-	5,295,680
2014-2015 Projected Budget	37,580	50	-	3,263,230	-	3,300,860
2015-2016 Projected Budget	38,810	50	-	5,044,230	-	5,083,090
2016-2017 Projected Budget	40,100	50	-	3,752,230	-	3,792,380
2017-2018 Projected Budget	41,460	50	-	3,341,230	-	3,382,740

Capital Improvements are transferred out to Capital Improvement Fund so these costs are categorized under "other" rather than "capital".

Water & Sewer Fund - Administration

The function of the Administration cost center of the Water & Sewer Fund is to pay all administrative costs including debt service and purchases of potable water.

The Director of Public Services is responsible for the overall direction of this fund. The Administration budget pays a portion of personnel services for the DPS Director and the front office staff, purchased water, debt service and related administrative expenses.

Potable water is our largest single water expense. The City is a member of S.O.C.W.A., the Southeast Oakland County Water Authority. SOCWA is the regional intergovernmental agency that transports clean water from the Detroit Water and Sewerage Department system to its member cities.

Debt service is nearly as large a component of the budget. Depreciation expense must provide sufficient cash flow to pay debt principal. Other costs include general administration, information service, insurance and auditing cost.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

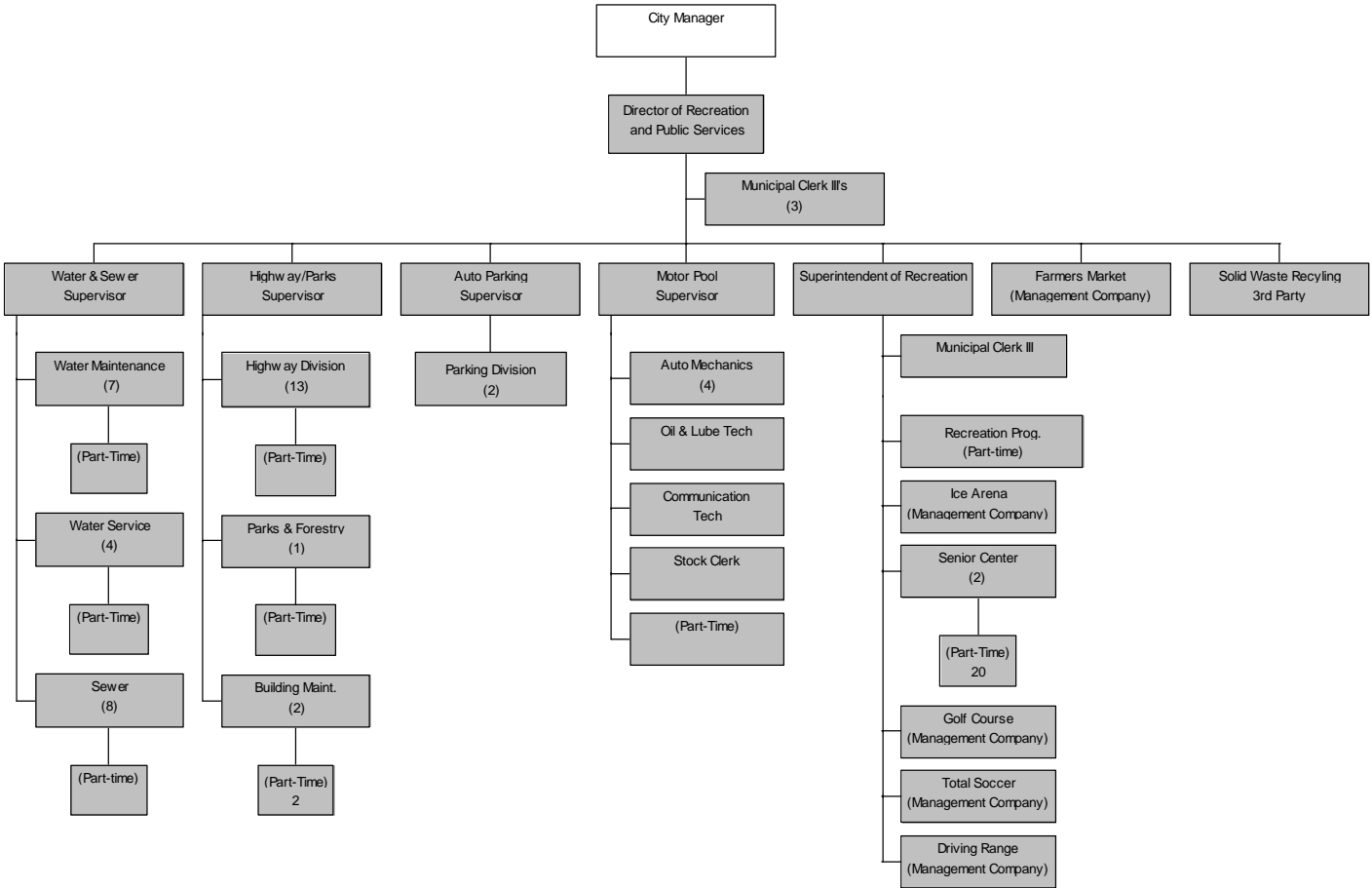
The water purchase price, at which the City purchases from SOCWA, is budgeted to increase 1.1%. The Water Purchases requested budget reflects this increase.

Budget Summary

Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	5,939,380	402,650	6,342,030
2010-2011 Actual	-	-	-	6,692,180	1,055,350	7,747,530
2011-2012 Actual	-	-	-	7,216,970	992,010	8,208,980
2012-2013 Original Budget	-	-	-	7,248,660	943,000	8,191,660
2012-2013 Adjusted Budget (Dec)	-	-	-	7,248,660	908,920	8,157,580
2012-2013 Six Month Actual	-	-	-	3,470,760	475,680	3,946,440
2012-2013 Estimated Year End	-	-	-	7,327,510	943,000	8,270,510
2013-2014 Dept Request	-	-	-	7,399,790	876,160	8,275,950
2013-2014 Manager's Budget	-	-	-	7,399,790	876,160	8,275,950
2013-2014 Approved Budget	-	-	-	7,399,790	876,160	8,275,950
2014-2015 Projected Budget	-	-	-	7,722,290	806,961	8,529,251
2015-2016 Projected Budget	-	-	-	8,060,920	735,567	8,796,487
2016-2017 Projected Budget	-	-	-	8,416,480	661,281	9,077,761
2017-2018 Projected Budget	-	-	-	8,789,820	584,224	9,374,044

Department of Public Service Organizational Chart



Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Water Tap Residential/Commercial	8	82	63	96	100	110
#of testable back flow devices to track & recorded	3,933	2,753	2,250	2,250	3,000	3,000
# non-testable devices	782	785	652	780	800	800
Backflow Preventer Tests	843	801	269	810	800	820
Back Flow Inspections	590	605	255	600	610	620
MISS Dig Stake-outs performed	3,326	4,313	1,706	3,400	3,500	3,600
Meters Tested	30	20	10	20	20	20
Meters Replaced	490	820	405	800	800	800
Fire Hydrants Replaced or Repaired	42	21	17	30	25	25
# of Emergency Calls Responded to w/in 1 hr	361	156	66	132	130	130
Sanitary Sewer Lines Cleaned (feet)	141,595.50	130,673	31,966	130,000	130,000	140,000
Sewer Main Blockages	41	20	5	10	15	15
Water Main Breaks	83	44	36	72	75	80
Water Service Breaks	15	19	3	10	15	15
City irrigation service/repairs	31	28	17	34	30	25
Water service curb box repairs	141	132	41	90	100	110

The mission of the Water Billing cost center in the Water & Sewer Fund is to provide quality customer service along with efficient billing and collection services.

The Water Billing function is housed in the Treasurer's Department in City Hall. This assists customers when they personally pay bills, by keeping the collection point in one place.

Billing staff solve water and sewer problems for customers by answering their questions and taking customer requests for service. They work daily with the Department of Public Works (DPS) staff at the Public Service building to resolve these issues.

The Treasurer's billing staff is the primary answer point to deal with setting up new accounts; meter reading, billing and collecting process; setting up "final" meter reads and preparing courtesy bills; and investigating water leaks and basement backups.

Utility accounts are billed four times annually. There are thirteen billing cycles and 1,500 to 2,000 bills are mailed out weekly. Payment on bills is typically due on Monday; three weeks after the bills are mailed.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2013-2014:

There are no significant notes for this cost center.

Budget Summary

Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	139,920	130	-	23,140	-	163,190
2010-2011 Actual	222,290	110	-	22,640	-	245,040
2011-2012 Actual	237,350	150	-	49,040	-	286,540
2012-2013 Original Budget	212,980	700	-	56,500	-	270,180
2012-2013 Adjusted Budget (Dec)	212,980	700	-	56,500	-	270,180
2012-2013 Six Month Actual	99,150	-	-	20,930	-	120,080
2012-2013 Estimated Year End	208,250	200	-	56,500	-	264,950
2013-2014 Dept Request	208,280	350	-	59,500	-	268,130
2013-2014 Manager's Budget	208,280	350	-	59,500	-	268,130
2013-2014 Approved Budget	208,280	350	-	59,500	-	268,130
2014-2015 Projected Budget	214,720	350	-	61,290	-	276,360
2015-2016 Projected Budget	221,490	350	-	63,130	-	284,970
2016-2017 Projected Budget	228,590	350	-	65,020	-	293,960
2017-2018 Projected Budget	236,060	350	-	66,970	-	303,380

Cost Center Position FTE Detail

Full & Part-time Employees

Water Billing	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Water Service - MC III	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Billing MC I	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available					0.673	0.673	n/a	n/a
Cost Center Total	2.000	2.000	2.000	1.000	1.000	1.673	1.673	1.000	1.000

The mission of the Water Maintenance Division Water & Sewer Fund is to provide a clean, constant supply of water to home and businesses, and to provide a sufficient pressure supply of water for fire protection.

The Water Service Division of The Department of Public Services has three full time employees and one supervisor, who oversee both the Water Service, Water Maintenance and Sewer activities.

The Water Maintenance activity is responsible for the maintenance of approximately 200 miles of water main throughout the community. There are many water conveyances it must maintain.

Water mains are the pressurized pipes that transmit water to the user. They are made of several materials, the most common being cast iron. They are subject to leaks and breaks due to stress, corrosion, and changes in water pressure because of seasonal demand. These breaks and leaks have to be pinpointed, dug up, and repaired. A new material, ductile iron, shows great promise in eliminating such problems.

GOALS

Valves (or Gates) are strategically located in various points throughout the transmission system. Usually spaced one or two blocks apart, they are used to isolate certain areas for repair or construction. These are subject to corrosion of bolts and packing and must be periodically dug up and repaired.

Water Services are the private lines that supply water from the City's water main to a house or business. Service lines also are made of different materials with copper being far superior. Copper services require little, if any, maintenance. Galvanized iron services eventually rust out and must be replaced. Services made of lead are a health hazard and should be replaced.

Royal Oak has over 1,400 Hydrants of different ages and brands located strategically throughout the city. These suffer from vandalism, automobile accidents, and aging and must be repaired or dug up and replaced. The Fire Department also monitors their condition; malfunctions they find are reported to Water Maintenance Division.

OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this cost center.

Budget Summary

Expenditures

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	757,190	75,840	-	476,350	-	1,309,380
2010-2011 Actual	1,010,390	91,530	-	416,840	-	1,518,760
2011-2012 Actual	868,850	58,500	-	344,150	-	1,271,500
2012-2013 Original Budget	959,860	101,710	-	451,590	-	1,513,160
2012-2013 Adjusted Budget (Dec)	959,860	101,710	-	451,590	-	1,513,160
2012-2013 Six Month Actual	386,270	34,530	-	212,340	-	633,140
2012-2013 Estimated Year End	872,930	87,460	-	456,540	-	1,416,930
2013-2014 Dept Request	791,130	99,230	-	385,070	-	1,275,430
2013-2014 Manager's Budget	791,130	99,230	-	385,070	-	1,275,430
2013-2014 Approved Budget	791,130	99,230	-	385,070	-	1,275,430
2014-2015 Projected Budget	813,310	99,230	-	385,070	-	1,297,610
2015-2016 Projected Budget	836,620	99,230	-	385,070	-	1,320,920
2016-2017 Projected Budget	861,110	99,230	-	385,070	-	1,345,410
2017-2018 Projected Budget	886,860	99,230	-	385,070	-	1,371,160

Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Water Service MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Maintenance Worker II	4.000	5.000	5.000	4.000	4.000	4.000	4.000	4.000	4.000
Maintenance Worker II	0.000	0.000	0.000	0.000	0.000	4.000	0.000	0.000	0.000
Water Maintenance Worker	3.000	3.000	3.000	4.000	3.000	3.000	3.000	2.000	2.000
Full-time Total	8.000	9.000	9.000	9.000	8.000	12.000	8.000	7.000	7.000
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions					Information not available	0.962	0.962	n/a	n/a
Cost Center Total	8.000	9.000	9.000	9.000	8.000	12.962	8.962	7.000	7.000

The mission of the Water Service division of the Water & Sewer Fund is to maintain the water connection and meters between the customer and the system to insure safety and fairness for both.

The Water Service Division of The Department of Public Services oversees the Water Service, Water Maintenance and Sewer Divisions.

There are approximately 23,500 water meters within the Royal Oak water system for which this Division is responsible.

The Water Service Division is responsible for reading of water meters for billing, performing investigations on high water bills, 24-hour

emergency call-out for leaking water meters, installing new water meters, investigating possible water service leaks, cross Connection inspections.

The Water Service Division also has a meter testing and replacement program. The division is presently in the process of installing the outside reading devices where possible. There is no additional direct cost to the homeowner for the installation of these outside reading devices.

The Water Service Division is also presently converting older style remote readers over to a newer type.

GOALS

- Maintain meters that are up to date to keep billing rates low.
- Proactively locate potential water leaks to minimize loss and/or large customer bills.
- Locate and eliminate cross connections to the system to protect all users.

OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system.
- Help the customer understand how his equipment and the system work so he does not end up with unnecessarily high water bills.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are not significant notes for this cost center.

Budget Summary

Expenditures

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	473,810	131,360	-	23,050	-	628,220
2010-2011 Actual	573,960	131,090	-	28,350	-	733,400
2011-2012 Actual	556,980	111,820	-	35,510	-	704,310
2012-2013 Original Budget	530,160	139,110	-	99,710	-	768,980
2012-2013 Adjusted Budget (Dec)	530,160	139,110	-	99,710	-	768,980
2012-2013 Six Month Actual	225,990	46,640	-	38,590	-	311,220
2012-2013 Estimated Year End	531,200	138,310	-	98,700	-	768,210
2013-2014 Dept Request	462,820	150,110	-	115,690	-	728,620
2013-2014 Manager's Budget	462,820	150,110	-	115,690	-	728,620
2013-2014 Approved Budget	462,820	150,110	-	115,690	-	728,620
2014-2015 Projected Budget	475,560	150,110	-	115,770	-	741,440
2015-2016 Projected Budget	488,890	150,110	-	115,860	-	754,860
2016-2017 Projected Budget	502,870	150,110	-	115,950	-	768,930
2017-2018 Projected Budget	517,510	150,110	-	116,050	-	783,670

Cost Center Position FTE Detail

Full & Part-time Employees

Meter Services	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
DPS Supervisor - Water	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Service Worker	5.000	5.000	5.000	5.000	5.000	4.000	4.000	3.000	3.000
Superintendent - Water & Sewer	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	7.000	6.000	6.000	6.000	5.000	5.000	4.000	4.000

The mission of the Sewer Maintenance cost center of the Water & Sewer Fund is to keep sewer lines in top repair to minimize basement water conditions, and to respond quickly to calls for service if backups do occur.

The Sewer Maintenance Division of the Department of Public Service is responsible for the maintenance of approximately 300 miles of sewers throughout the City of Royal Oak. The City has a combined sanitary and storm system.

Over 85% of the amounts budgeted here are for contractual sewage disposal charges from the Oakland County Water Resources Commissioner. Our sewage passes through the George W. Kuhn Sewage Disposal System (GWKSDS). Next it gets transported by the City of Detroit system then treated and returned to the Great Lakes system. The other 15% of costs are local costs.

Sanitary Sewer Cleaning is designed to clean all sanitary sewers within the city by sewer jetting and eliminating most of the sewer back-up problems in the City's lines.

The City provides a 24 hours a day, 7 days a week, response to any basement water calls.

Maintenance and normal repairs are scheduled starting in the spring on catch basins, manholes and any sewer lines that have had problems. This work continues as long as weather permits. During the winter, the Sewer personnel clean the tops of catch basins and inspect all of the sewer structures for repair. From this program, a repair list is made up for the construction repair season.

During severe snow storms the Sewer Division supports the Highway Division with equipment and manpower for the plowing of city streets. Also, during the winter months, the Sewer Division uses a power-rodding machine to rod or clean City sewer lines that have root growth problems. This power rod is in operation until our construction season begins.

The Sewer Division also handles all Miss Dig requests. This is a program set up by all utilities for the staking of utility lines before any digging occurs. This division stakes or paints all City of Royal Oak sewer mains and laterals, water mains, sewer service tie-in locations, and water curb shut-offs.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Drain Commissions sewage flat rate will decrease 2.7% and the commodity rate will increase 4.9%. The sewage disposal expense line reflects the net effect of the Drain Commissions changes.

Budget Summary

Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	735,880	25,500	-	8,220,970	-	8,982,350
2010-2011 Actual	914,680	34,240	-	11,426,550	-	12,375,470
2011-2012 Actual	829,350	40,810	(50)	11,571,870	-	12,441,980
2012-2013 Original Budget	800,630	46,700	-	11,717,240	-	12,564,570
2012-2013 Adjusted Budget (Dec)	800,630	46,700	-	11,717,240	-	12,564,570
2012-2013 Six Month Actual	333,470	6,890	-	5,095,390	-	5,435,750
2012-2013 Estimated Year End	764,550	35,550	-	12,011,640	-	12,811,740
2013-2014 Dept Request	725,720	50,700	-	12,497,070	-	13,273,490
2013-2014 Manager's Budget	725,720	50,700	-	12,497,070	-	13,273,490
2013-2014 Approved Budget	725,720	50,700	-	12,497,070	-	13,273,490
2014-2015 Projected Budget	748,290	50,700	-	13,097,190	-	13,896,180
2015-2016 Projected Budget	772,010	50,700	-	13,727,310	-	14,550,020
2016-2017 Projected Budget	796,950	50,700	-	14,388,940	-	15,236,590
2017-2018 Projected Budget	823,180	50,700	-	15,083,650	-	15,957,530

Cost Center Position FTE Detail

Full & Part-time Employees

Sewer Maintenance		Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<u>Full-Time Positions</u>										
DPS Supervisor - Sewer	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	
Sewer Maintenance Worker (Temp)	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	
Sewer Maintenance Worker	3.000	3.000	3.000	3.000	3.000	5.000	4.000	4.000	4.000	
Sewer Maintenance Worker II	4.000	4.000	4.000	4.000	4.000	4.000	4.000	3.000	3.000	
Full-time Total	8.000	8.000	9.000	9.000	8.000	9.000	8.000	7.000	7.000	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available					0.781	0.781	n/a	n/a	
Cost Center Total	8.000	8.000	9.000	9.000	8.000	9.781	8.781	7.000	7.000	

The mission of the Ice Arena is to provide to both resident and regional skaters of all ages outstanding recreation programs on ice that are financially self-supporting.

A full menu of programs for ice skating and hockey are provided at the John Lindell Ice Arena. Skaters can enjoy open skating times, drop-in hockey, and freestyle sessions.

Whether you are a beginner looking for open public skating, an advanced figure skater or hockey player programs are offered year round for all ages.

A skating instructor might be a current Olympic-class athlete or coach because of the strength of skate training in the Metro Detroit region.

The Annual Ice Show is a crowd pleaser providing young skaters a chance to show off for their families and friends.

Lindell Arena is the home arena for many teams and clubs: Royal Oak Hockey Association, Eagles Travel Hockey, New Edge Figure Skating Club, Royal Oak High School Figure Skating Club, Royal Oak Ravens High School Hockey, Shrine Knights High School Hockey, Far Flyers Hockey Team, Foosa Women's Hockey Team Division 2, Fusion Women's Hockey Team Division 3, TOT^2 Women's Hockey Team Division 5, Cleavers Women's Hockey Team Division 6, TOT Women's Hockey Team Division 6, Royal Oak Senior Hockey League, Billy C's Adult Hockey League.

Program offerings include:

Open Public Skating: Times are available daily throughout the year for skaters of all ages.

Learn to Skate Program: The Learn to Skate program offers a wide range of classes to suit everyone's needs from ages 3 to Adult. The

program is a place to learn basic skating skills and is a stepping-stone for hockey as well as freestyle, synchronized, and recreational skating.

Freestyle Program: Skaters must be members of the New Edge Figure Skating Club or a USFS member. Sessions are limited to the first 24 skaters signed in and paid.

Drop-In Hockey: Players are required to be at least 18 years of age and wear full equipment with a helmet.

High School Varsity Hockey: Home to 2 Varsity Hockey Programs, Royal Oak High School Ravens and Shrine Catholic High School Knights. Both are pay-to-play programs.

Royal Oak Adult Hockey League: The Fall/Winter League has 30 teams in 3 divisions and Spring/ Summer League has 24 teams in 3 Divisions.

Tournaments: The Annual Holiday Classic Tournament in December showcases the talents of the Royal Oak Hockey Association House players. Three Adult Tournaments are held during the Spring.

Ice Show: The Annual Ice Show showcases the talents of New Edge Figure Skating Club skaters.

The Ice Arena Operations is now contracted out to Suburban Ice Management. The \$1.1 million budget also pays all operational and building maintenance costs.

Most revenue to fund programs comes from rink rental fees. The bulk of the remaining receipts come from other fees: e.g. lessons, open free style and open skating fees.

GOALS

- To provide excellent customer service.
- To provide quality ice surfaces.

OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Near the beginning of FY2013-14, a \$10 / 4.45% rate increase will be adopted for an increase of \$32,400 to Rink Rental revenue. This potential rate increase is not incorporated in the adopted budget. Revenue is budgeted to increase due to growth in the youth and adult hockey programs, as well as more participation in learn to skate, drop in hockey, and open skate. Contracted Workers Services is budgeted to increase due to the increase in programming and the appropriate staffing levels. Capital improvements in the amount of \$50,000 are budgeted for the replacement of matting in the West arena locker rooms, lobby restrooms and East arena bleachers. The balance of the matting will need to be requested in the following two years in the amount of \$100,000.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	(193,363)	61,417	70,117	78,817	87,517	146,217
Revenues and transfers from other funds	1,329,300	1,177,800	1,177,800	1,177,800	1,177,800	1,177,800
Expenditures and transfers to other funds	1,074,520	1,169,100	1,169,100	1,169,100	1,119,100	1,119,100
Net Change in Net Assets	254,780	8,700	8,700	8,700	58,700	58,700
Ending Unrestricted Net Assets	61,417	70,117	78,817	87,517	146,217	204,917

(Depreciation is removed from expenditures in this fund)

Revenues

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	1,158,370	2,950	970	-	1,162,290
2010-2011 Actual	-	-	1,116,730	-	6,630	-	1,123,360
2011-2012 Actual	-	-	1,056,510	1,270	7,420	-	1,065,200
2012-2013 Original Budget	-	-	1,122,550	5,000	6,500	-	1,134,050
2012-2013 Adjusted Budget (Dec)	-	-	1,122,550	5,000	6,500	195,000	1,329,050
2012-2013 Six Month Actual	-	-	537,250	960	3,970	195,000	737,180
2012-2013 Estimated Year End	-	-	1,118,300	5,000	11,000	195,000	1,329,300
2013-2014 Dept Request	-	-	1,166,300	5,000	6,500	-	1,177,800
2013-2014 Manager's Budget	-	-	1,166,300	5,000	6,500	-	1,177,800
2013-2014 Approved Budget	-	-	1,166,300	5,000	6,500	-	1,177,800
2014-2015 Projected Budget	-	-	1,166,300	5,000	6,500	-	1,177,800
2015-2016 Projected Budget	-	-	1,166,300	5,000	6,500	-	1,177,800
2016-2017 Projected Budget	-	-	1,166,300	5,000	6,500	-	1,177,800
2017-2018 Projected Budget	-	-	1,166,300	5,000	6,500	-	1,177,800

Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	157,310	19,590	1,670	945,460	-	1,124,030
2010-2011 Actual	111,510	22,000	550	912,970	-	1,047,030
2011-2012 Actual	22,300	29,710	640	1,055,020	-	1,107,670
2012-2013 Original Budget	23,740	45,570	50,400	1,032,090	-	1,151,800
2012-2013 Adjusted Budget (Dec)	23,740	50,570	30,400	1,224,340	-	1,329,050
2012-2013 Six Month Actual	8,270	34,420	290	510,990	-	553,970
2012-2013 Estimated Year End	21,340	63,600	30,500	1,102,080	-	1,217,520
2013-2014 Dept Request	19,570	78,200	50,500	1,165,830	-	1,314,100
2013-2014 Manager's Budget	19,570	78,200	50,500	1,165,830	-	1,314,100
2013-2014 Approved Budget	19,570	78,200	50,500	1,165,830	-	1,314,100
2014-2015 Projected Budget	19,570	78,200	50,500	1,165,830	-	1,314,100
2015-2016 Projected Budget	19,570	78,200	50,500	1,165,830	-	1,314,100
2016-2017 Projected Budget	19,570	78,200	500	1,165,830	-	1,264,100
2017-2018 Projected Budget	19,570	78,200	500	1,165,830	-	1,264,100

Cost Center Position Detail – Home Base

Full & Part-time Employees

	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>									
Director of Arena Operations	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Learn to Skate Participants	699	1,004	n/a	1,130	1,300	1,400
Number of Scheduled Hours Used Weekly (September – March)	168	216	n/a	234	240	250

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INTERNAL SERVICE FUNDS

Internal Service Funds are established to finance and account for services and commodities furnished by a designated department or agency to other departments within a single government unit or to other governmental units.

Information Systems Fund - 636

Workers Compensation Insurance
Fund – 677

Motor Pool Fund – 661

Health Care Fund – 678

General Liability and Property
Insurance Fund - 679

The mission of Information Systems Department is to provide computer, telecommunications, software, security and other technology tools and services in support of the City's operational goals in the most efficient manner possible.

The Information Systems (IS) department researches, supports and coordinates technological solutions to keep the City's information systems functioning and performing consistently at expected levels. The IS staff continually strives to meet productivity gains and address the City's technology challenges with shrinking resources and fewer IS employees available to accomplish the tasks assigned.

Technology plays a critical support role in the City's ability to provide government services. The IS department is the City's central control center where proactively securing and managing the City's technology and data is a top priority. The job gets more complicated daily as new threats to security emerge and as information systems become more integrated across multiple platforms and networks. The department oversees application integration between the City and County, State and Federal organizations and is responsible for the infrastructure that ties it all together.

The department manages nearly \$2 million dollars of technology assets and is responsible for servicing all City departments and the 44th District Court, the Farmers Market, and the Senior Center. The department is responsible for procurement and maintenance of more than 800 devices including networking switches and routers, servers, computers, printers, telephones, smart/cell phones, pagers, faxes, scanners, cameras, and other computer equipment and communication devices. Email, document storage and retrieval systems are maintained for 357 user accounts and over 120 computer software applications at 14 different municipal locations, most of which are connected via the City's wide area network. The IS staff provides daily support in the following areas: help desk, hardware and network issues, data and document management, project management, data and voice communications, and specialized application software.

The City's Website annually serves over 2 million page requests with over 500 megabytes of data transferred on a daily basis. The most frequently accessed areas of the City's Website are: Community events and event calendar, Royal Oak restaurants, meeting documents, general information, job openings, parks and recreation programs, the Residents Portal page, parking permits and parking tickets. The most frequently accessed departments are the Farmers Market, Assessor's Office, Ice Arena, 44th District Court, Police, Animal Shelter, Recreation, Treasurer's Office, Water Billing, Building, City Clerk, Senior Center, City Attorney, Planning, and Human Resources. The most popular meeting documents are those from the City Commission, LCC, DDA, Farmers Market, Planning Commission, and the ZBA.

Information Systems is an Internal Service Fund and uses cost allocation to expense all computer applications, licensing, software and hardware support and maintenance, and print shop costs to each user department/cost center.

The Information Systems Technology Plan is an ongoing and evolving strategy. It is a challenge to develop a technology plan that has enough foresight to envision the future. The plan needs to anticipate what new technology will be available and applicable to the City's needs, and to provide an adequate outline that presents an overview for decision making and allocation of funding for these improvements. It is important to review the plan periodically and to make it flexible enough to adapt to changes along the way. The plan is designed to address the levels of technology support for city-wide efficiency and assignment of priority to the targeted projects over a 3-5 year period.

The Information Systems Technology Plan builds on the prior efforts developed by the Information Systems Steering Committee. It works to ensure integration of Information Systems services within the City and with its business partners. The evaluation of trends, the reviews of all departmental needs, the implementation of established technology standards and a technology vision that combines and collaborates with the goals and objectives of the City, serves as the foundation of a successful Information Systems Plan.

GOALS

- To provide the City with cost-effective, dependable and accurate information services, which support both current and future business needs and strategies.
- To provide City departments with strategic project planning and assistance as it relates to technology.
- To respond to technology needs and requests in a prompt and effective manner.
- To utilize low-cost and free training opportunities for staff development.
- To encourage professionalism, the development of skills and ownership of information systems both at the staff level and the end-user level.
- To proactively find ways to promote meaningful, open and respectful dialogue that ensures effective decision making.
- To maintain appropriate levels of network security to protect the City's critical business systems from security threats.
- To develop and maintain an effective communications network for City operations.

OBJECTIVES

- Develop and maintain an organization structure that is technically and functionally competent to respond to information systems requirements.
- Prepare specifications, analyze proposals, make recommendations, and implement technological solutions.
- Build a better understanding of information systems through continued IT security awareness and user policy training.
- Continue to improve service to citizens through website content management training and bolster interdepartmental communication and cooperation. Allow staff and community groups to keep the website updated and current. Allow secured access from any location at any time for convenient updating especially in cases of emergencies and priority activities.
- Help to facilitate a community outreach strategy to inform, listen, and collaborate with groups and individuals. The idea is to focus on online resources, and publications for community events and family activities on the website, giving Parks and Recreation top priority.
- Continue to improve the City's web site to make it more user-friendly, interactive, and responsive.
- Address the huge reduction in Internet bandwidth availability to perform City business functions.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Information Systems department was involved in several projects this year. Some of the highlights include the upgrade and replacement of the City's voice mail system, the computer upgrades and VLAN creation for the senior center classes, the police in-car video system upgrade, and creation of the online form to facilitate the 'Do Not Knock' registration list. The department was also instrumental in the completion of server, domain and ssl certificate creation, and web site administration training for the new online recreation class registration system. Another successful project was the migration of the City's email news blast subscription service to Oakland County's collaborative GovDelivery bulletin delivery service where subscribers can manage their own account preferences. Additional social networking/media sites were added this year and continue to be a growing and useful medium for communicating with the community.

This year's GIS initiatives included the initial startup of the Fire Department runtime application for laptops in emergency vehicles. This application allows real-time access to hydrant locations and fire inspection information while in route to the location of the emergency. Future data to be collected will include the location of hazardous materials, sprinkler systems, and electrical boxes. This project has benefitted from the surrounding communities of Troy and Southfield who have also contributed to this application.

The School District of Royal Oak and the City are in the final phases of the collaborative wide area network fiber project that is connecting 9 city facilities and 9 school facilities throughout the City of Royal Oak. Previously, only three remote City facilities were connected. This project will lower the operational communications cost and establish faster and more reliable communications by utilizing a dedicated fiber optic ring network between school district and City facilities. The school district will be able to consolidate servers and eliminate leased communications cost and be able to recover the investment within five years. The City would incorporate a shared fiber connection point from the police station to the school's security video system which we tie into now through a leased line service. The City's cost recovery time frame is closer to seven years, but the increase in performance and reliability is tremendous and long-term returns on investment will be realized through the elimination of the perpetual cost of leased lines. The IT department is designing an IP based video system that will take advantage of the high-bandwidth availability, enabling video broadcasting at multiple locations, and increase communications among all city departments. The high-speed fiber installation will be completed in the 2013 calendar year.

While staffing levels increase in other departments, the demand on IT services also increases. The Information Systems department continues to operate at reduced staffing levels. This causes additional stress because the ability to provide adequate service and response time is diminished. The department is addressing those demands with necessary changes in staffing assignments through restructuring of the PC Support position. The Clerk position is budgeted to be eliminated and a PC Support position is budgeted to be added. This will help to address current technology needs and future trends in security, Internet and social media administration and content creation. Every project in the City has some dependency on IT resources and without additional staffing, the contracted services budget has also increased to meet the demands on IT support in critical areas when needed.

The fiscal year 13-14 budget for IT services has some additional increases due to the requirements and demand for IT projects. The computer supplies and parts account increased based on legacy computer hardware and software upgrade projects. In addition to the Fiber WAN strategy project, this next fiscal year will include a replacement of the phone system, a clear focus on security awareness training as required by the State, conversion of legacy police databases, Intranet server upgrade, State QVF server upgrade, Document Imaging upgrade, email migration and archiving, migration of Drupal 6 to 7, migration of enterprise anti-virus software and WSUS distribution server, several PC and software upgrades, and the development of a web and social media content creation strategy.

The following capital improvement projects for Information Systems for next year are as follows:

- Computer Replacement Program: 40,000
- Office Software and Training Program-1: 23,000
- Server-Network-Cabling Infrastructure: 16,000
- PBX, Voicemail, Fiber WAN Strategy: 129,000
- Mobile Workforce: 8,000
- GIS Integration: 20,000

FY2013-14 Total: \$236,000

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	914,709	810,439	508,089	309,929	86,059	(172,471)
Revenues and transfers from other funds	1,256,490	1,040,200	1,040,200	1,040,200	1,040,200	1,040,200
Expenditures and transfers to other funds	1,360,760	1,342,550	1,238,360	1,264,070	1,298,730	1,296,400
Net Change in Net Assets	(104,270)	(302,350)	(198,160)	(223,870)	(258,530)	(256,200)
Ending Unrestricted Net Assets	810,439	508,089	309,929	86,059	(172,471)	(428,671)

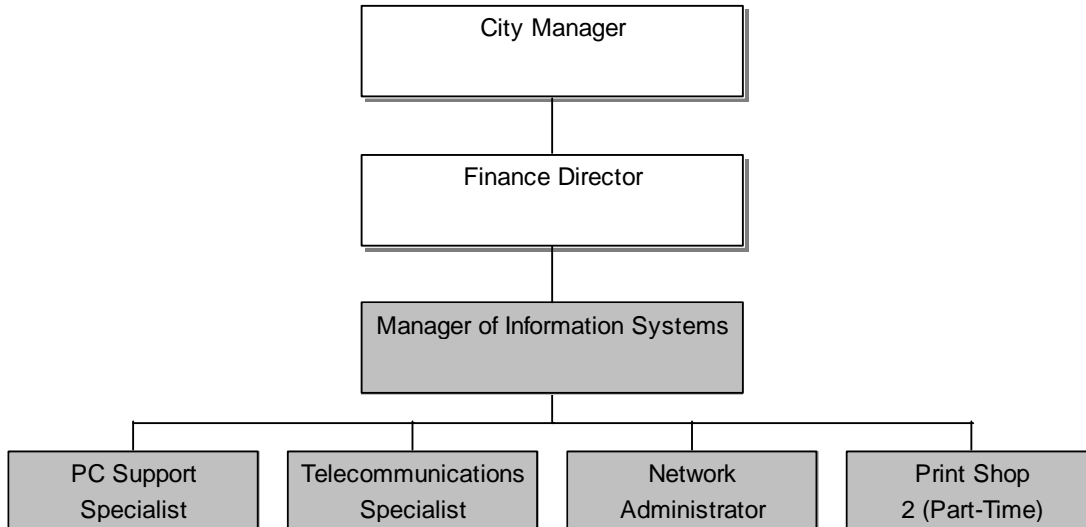
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	(3,420)	950,000	-	946,580
2010-2011 Actual	-	-	-	-	850,060	-	850,060
2011-2012 Actual	-	-	-	-	840,070	9,000	849,070
2012-2013 Original Budget	-	-	-	-	997,780	-	997,780
2012-2013 Adjusted Budget (Dec)	-	-	-	-	997,780	-	997,780
2012-2013 Six Month Actual	-	-	-	1,480	398,900	-	400,380
2012-2013 Estimated Year End	-	-	-	2,000	794,490	460,000	1,256,490
2013-2014 Dept Request	-	-	-	1,900	1,038,300	-	1,040,200
2013-2014 Manager's Budget	-	-	-	1,900	1,038,300	-	1,040,200
2013-2014 Approved Budget	-	-	-	1,900	1,038,300	-	1,040,200
2014-2015 Projected Budget	-	-	-	1,900	1,038,300	-	1,040,200
2015-2016 Projected Budget	-	-	-	1,900	1,038,300	-	1,040,200
2016-2017 Projected Budget	-	-	-	1,900	1,038,300	-	1,040,200
2017-2018 Projected Budget	-	-	-	1,900	1,038,300	-	1,040,200

Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	486,670	13,770	36,020	338,830	-	875,290
2010-2011 Actual	629,700	10,640	17,060	672,420	-	1,329,820
2011-2012 Actual	659,880	24,170	68,580	188,520	-	941,150
2012-2013 Original Budget	598,900	40,500	427,000	315,880	-	1,382,280
2012-2013 Adjusted Budget (Dec)	598,900	40,500	427,000	315,880	-	1,382,280
2012-2013 Six Month Actual	284,040	29,760	16,520	184,260	-	514,580
2012-2013 Estimated Year End	594,210	40,500	275,000	451,050	-	1,360,760
2013-2014 Dept Request	592,940	41,200	236,000	472,410	-	1,342,550
2013-2014 Manager's Budget	592,940	41,200	236,000	472,410	-	1,342,550
2013-2014 Approved Budget	592,940	41,200	236,000	472,410	-	1,342,550
2014-2015 Projected Budget	610,750	41,200	114,000	472,410	-	1,238,360
2015-2016 Projected Budget	629,460	41,200	121,000	472,410	-	1,264,070
2016-2017 Projected Budget	649,120	41,200	136,000	472,410	-	1,298,730
2017-2018 Projected Budget	669,790	41,200	113,000	472,410	-	1,296,400

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Info Systems		Fiscal Year								
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<u>Full-Time Positions</u>										
Manager of Information Systems		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Data Base Administrator		1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Network Administrator		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
PC Support Specialist		1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	1.000
Telecommunications Specialist		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Info Systems - MC II		1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000
Full-time Total		6.000	6.000	6.000	4.000	4.000	4.000	4.000	4.000	4.000
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					n/a	n/a	n/a	n/a
Cost Center Total		6.000	6.000	6.000	4.000	4.000	4.000	4.000	4.000	4.000

Performance Indicators / Outcome Measures

	<u>Actual FY10/11</u>	<u>Actual FY11/12</u>	<u>Dec 31 2012</u>	<u>Estimated FY12/13</u>	<u>Projected FY13/14</u>	<u>Projected FY14/15</u>
Network Connections						
Building Locations	14	13	13	13	13	13
PC's	347	348	350	351	353	354
Phone, VM, Accounting	3	3	3	3	3	3
LAN Services	10	10	10	10	10	10
WAN Connectivity	14	14	14	14	14	14
Internet Connectivity	14	14	14	14	14	14
AD, Email, Social Media Service						
Email accounts	367	455	479	400	420	420
Group accounts	90	91	91	91	91	91
Email lists services	4	5	7	8	8	9
Social Media Account	4	12	12	14	16	18
Hardware Installs and upgrades						
PC's	60	60	60	60	60	60
Printers	8	10	10	2	2	2
Other	6	6	6	5	5	5
Security Software Support						
Virus, Malware, Spam	335	335	335	335	340	340
Telecommunications						
Telephones - Digital	363	370	370	380	380	380
Telephones - Analog	140	140	140	140	140	140
PRI/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Point to Point T1's/Channels	3/69	3/69	3/69	3/69	0/0	0/0
Adds, moves, changes	100-200	100	100	100	100	100
Voicemail accounts	614	614	614	630	630	630
PRI/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Cell Phone Accounts	85	85	85	84	84	84
Facility Mgt locations	14	13	13	13	13	13
General						
Website Pages	2,600	2,605	2,610	2,620	2,650	2,680
Notification Service	1,700	2,200	2,565	2,800	3,100	3,700
e-Packet Availability (CC)	24	24	24	24	24	24
Computer Platforms	7	7	7	7	7	7
Operating Systems	7	7	7	7	7	7
Business Partners/Vendors	48	49	52	52	53	54
OS Software Patches	18,000	18,050	9,025	19,000	19,000	19,050
Virus/Protection Software Patches	38	40	65	130	135	140
# of PC Virus outbreaks	4	4	3	4	5	5
Print Shop Jobs	385	547	558	565	570	580
Print Shops Jobs/hour	3.2	3.33	3.38	3.4	3.5	3.6

The mission of the Motor Pool is to provide a central location of accountability for the acquisition and maintenance of safe and efficient machinery, equipment and vehicles for City operations.

The Motor Pool Division of the Department of Public Service (DPS) is responsible for providing and maintaining the City-owned fleet of machinery, equipment and vehicles in safe and proper functioning condition. Scheduled preventative maintenance is performed.

Vehicle condition and criteria for replacement are also closely monitored to optimize long-term cost. The Motor Pool maintains its own computerized records and inventory. Gasoline, diesel fuel, auto and truck parts are inventoried and charged to the various departments when used.

Internal City departments are charged monthly or hourly user fees that include a replacement charge ensuring that funds will be available when replacement is due.

The Motor Pool manages over \$15 million in machinery, equipment and vehicles, consisting of 8 fire trucks, 4 ambulance units, 132 cars, vans and pickup trucks, 15 dump-trucks, 28 heavy construction vehicles and 7 trailers and specialty vehicles.

The Division continually analyzes City-wide vehicle and equipment utilization; recommends, develops and refines specifications maximizing vehicle life cycle; and analyzes fleet composition in order to “right size” the fleet with a focus on reducing the total number of vehicles and equipment to the number that would provide the lowest overall fleet cost.

GOALS

- Provide each department quality service.
- Complete repairs in a timely manner by prioritizing each repair according to need and importance.
- To maintain the fleet in a safe and proper functioning condition by providing a preventive maintenance program consistent with manufacturing recommendations.
- To maintain an adequate level of parts and supplies while minimizing inventory costs.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

The Fuel budget increased 9% due to an anticipated increase in consumption as there will be an increase in the number of sworn officers and to budget for an increase in fuel prices (as prices are volatile). The following capital purchases are budgeted:

3 police patrol vehicles	\$80,000
4 police motorcycles	\$100,000
3 police SUV style vehicles	\$114,000
2 fire command vehicles	\$50,000
Sewer vacuum truck	\$310,000
Sewer division pick-up truck	\$30,000
Highway division pick-up	\$20,000
Parks mower	\$35,000
2 Water pick-up trucks	\$70,000
Leaf vacuum	\$35,000
3 SUV Style Vehicles for State Construction/Ordinance	\$75,500
TOTAL	\$919,500

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	5,921,037	6,449,657	6,364,387	6,597,165	6,587,593	6,272,274
Revenues and transfers from other funds	4,718,610	4,415,910	4,415,910	4,415,910	4,415,910	4,415,910
Expenditures and transfers to other funds	4,189,990	4,501,180	4,183,132	4,425,482	4,731,229	4,715,043
Net Change in Net Assets	528,620	(85,270)	232,778	(9,572)	(315,319)	(299,133)
Ending Unrestricted Net Assets	6,449,657	6,364,387	6,597,165	6,587,593	6,272,274	5,973,141

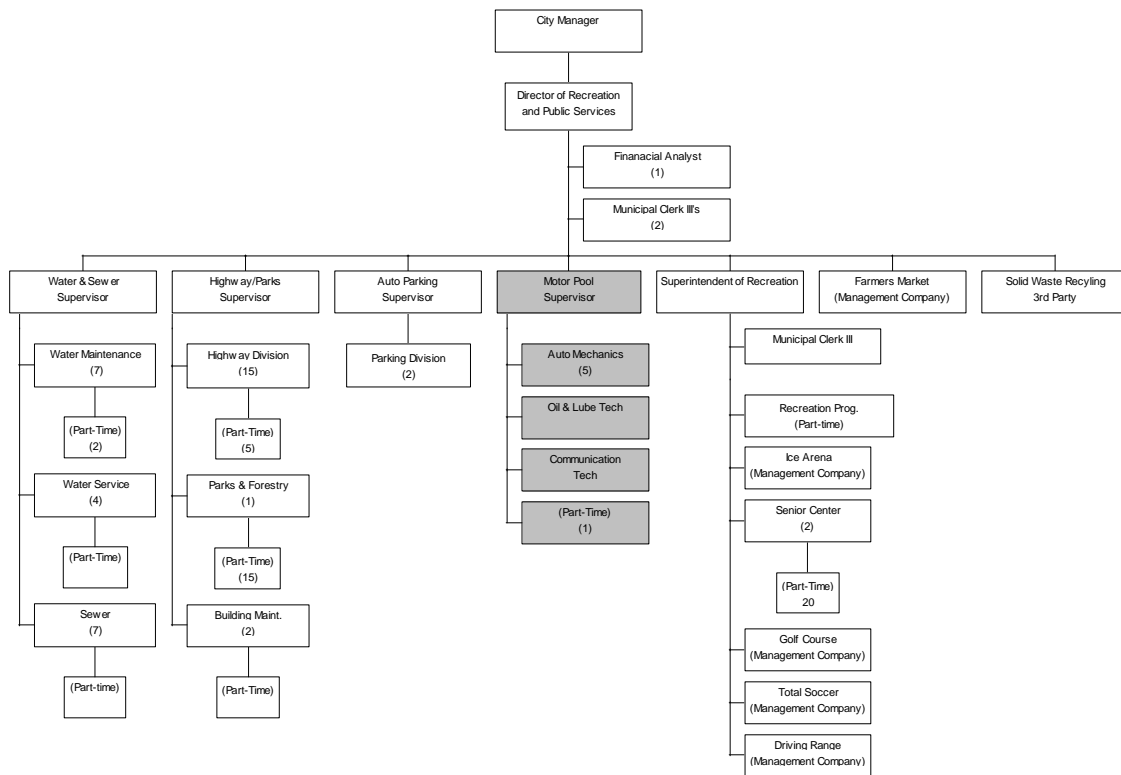
Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	-	3,754,380	-	3,754,380
2010-2011 Actual	-	-	-	-	3,906,920	-	3,906,920
2011-2012 Actual	-	100,610	-	-	3,738,700	477,510	4,316,820
2012-2013 Original Budget	-	-	-	-	4,013,880	-	4,013,880
2012-2013 Adjusted Budget (Dec)	-	-	-	-	4,013,880	206,500	4,220,380
2012-2013 Six Month Actual	-	-	-	7,770	2,051,230	-	2,059,000
2012-2013 Estimated Year End	-	-	-	12,000	4,040,110	666,500	4,718,610
2013-2014 Dept Request	-	-	-	12,000	4,139,510	264,400	4,415,910
2013-2014 Manager's Budget	-	-	-	12,000	4,139,510	264,400	4,415,910
2013-2014 Approved Budget	-	-	-	12,000	4,139,510	264,400	4,415,910
2014-2015 Projected Budget	-	-	-	12,000	4,139,510	264,400	4,415,910
2015-2016 Projected Budget	-	-	-	12,000	4,139,510	264,400	4,415,910
2016-2017 Projected Budget	-	-	-	12,000	4,139,510	264,400	4,415,910
2017-2018 Projected Budget	-	-	-	12,000	4,139,510	264,400	4,415,910

Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	1,184,500	943,400	103,820	1,524,890	33,360	3,789,970
2010-2011 Actual	1,235,990	794,940	138,810	1,947,670	3,710	4,581,120
2011-2012 Actual	1,134,070	946,020	73,930	1,235,510	54,900	3,444,430
2012-2013 Original Budget	1,059,510	909,250	742,680	1,575,020	-	4,286,460
2012-2013 Adjusted Budget (Dec)	1,059,510	909,250	1,009,360	1,575,020	-	4,553,140
2012-2013 Six Month Actual	477,300	429,910	197,940	567,890	24,640	1,697,680
2012-2013 Estimated Year End	1,033,190	890,420	962,580	1,256,520	47,280	4,189,990
2013-2014 Dept Request	1,056,660	977,900	974,400	1,449,710	42,510	4,501,180
2013-2014 Manager's Budget	1,056,660	977,900	974,400	1,449,710	42,510	4,501,180
2013-2014 Approved Budget	1,056,660	977,900	974,400	1,449,710	42,510	4,501,180
2014-2015 Projected Budget	1,083,040	1,025,900	570,800	1,466,230	37,162	4,183,132
2015-2016 Projected Budget	1,110,620	1,076,300	723,650	1,483,550	31,362	4,425,482
2016-2017 Projected Budget	1,139,470	1,129,230	933,100	1,501,730	27,699	4,731,229
2017-2018 Projected Budget	1,169,670	1,184,790	813,350	1,520,800	26,433	4,715,043

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Motor Pool	Fiscal Year								
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Full-Time Positions									
Superintendent - Motor Pool	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Motor Pool Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Budget Analyst	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Automotive Mechanic	5.000	5.000	5.000	4.000	4.000	4.000	4.000	4.000	4.000
Communications Maintenance Technician	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Stock Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Garage Service Worker	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Public Service Facility Custodian	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Motor Pool - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000
Full-time Total	12.000	12.000	12.000	11.000	11.000	10.000	9.000	9.000	9.000
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available					1.346	1.346	n/a	n/a
Cost Center Total	12.000	12.000	12.000	11.000	11.000	11.346	10.346	9.000	9.000

The mission of the Worker's Compensation Fund is to account for all costs of Worker's Compensation claims.

The City is responsible for paying the costs of eligible Worker's Compensation claims from employees. It has elected to be "self-insured," bearing the burden of normal costs.

Reinsurance is purchased to limit losses by individual case and, annually, in the aggregate.

The Human Resources Department receives and forwards employee claims from

departments to an independent claims processor for professional case management.

This fund pays the eligible costs of training, lost time, medical and indemnity, claims processor, reinsurance and legal fees, if any.

Funds and departments are charged a user charge based on Worker's Compensation insurance principals to fund this activity.

The City currently has a self-insured retention of \$450,000 with a minimum aggregate retention of \$1,101,808

GOALS

- Minimize worker's compensation claims through proper hiring, screening and employee safety training.
- Provide supervisors with safety training so that, when accidents occur they protect the injured employee and record all pertinent circumstances regarding any potential claim.
- Thoroughly review all accidents in the Safety Committee.
- Vigorously oppose lawsuits arising from ineligible worker's compensation claims.
- Create equitable worker's compensation charge rates to other funds to maintain a proper fund balance.

OBJECTIVES

- Maintain regular training programs.
- Pay all eligible claims.
- Review a policy for reserve levels.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

Reinsurance rates are anticipated to increase slightly as a carrier is leaving the market – causing a decrease on the supply side.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	1,366,021	1,687,481	1,864,501	1,951,291	1,945,311	1,843,391
Revenues and transfers from other funds	829,780	833,690	792,210	752,800	715,360	679,790
Expenditures and transfers to other funds	508,320	656,670	705,420	758,780	817,280	881,530
Net Change in Net Assets	321,460	177,020	86,790	(5,980)	(101,920)	(201,740)
Ending Unrestricted Net Assets	1,687,481	1,864,501	1,951,291	1,945,311	1,843,391	1,641,651

Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	868,620	240	96,260	-	965,120
2010-2011 Actual	-	-	810,960	-	20	-	810,980
2011-2012 Actual	-	-	811,620	(680)	443,380	-	1,254,320
2012-2013 Original Budget	-	-	830,390	-	-	-	830,390
2012-2013 Adjusted Budget (Dec)	-	-	830,390	-	-	-	830,390
2012-2013 Six Month Actual	-	-	448,150	2,340	7,120	-	457,610
2012-2013 Estimated Year End	-	-	818,660	4,000	7,120	-	829,780
2013-2014 Dept Request	-	-	829,690	4,000	-	-	833,690
2013-2014 Manager's Budget	-	-	829,690	4,000	-	-	833,690
2013-2014 Approved Budget	-	-	829,690	4,000	-	-	833,690
2014-2015 Projected Budget	-	-	788,210	4,000	-	-	792,210
2015-2016 Projected Budget	-	-	748,800	4,000	-	-	752,800
2016-2017 Projected Budget	-	-	711,360	4,000	-	-	715,360
2017-2018 Projected Budget	-	-	675,790	4,000	-	-	679,790

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	320,350	-	-	121,410	-	441,760
2010-2011 Actual	654,260	-	-	460,260	-	1,114,520
2011-2012 Actual	458,290	-	-	502,610	-	960,900
2012-2013 Original Budget	575,000	-	-	255,390	-	830,390
2012-2013 Adjusted Budget (Dec)	575,000	-	-	255,390	-	830,390
2012-2013 Six Month Actual	113,580	-	-	62,060	-	175,640
2012-2013 Estimated Year End	350,000	-	-	158,320	-	508,320
2013-2014 Dept Request	500,000	-	-	156,670	-	656,670
2013-2014 Manager's Budget	500,000	-	-	156,670	-	656,670
2013-2014 Approved Budget	500,000	-	-	156,670	-	656,670
2014-2015 Projected Budget	530,000	-	-	175,420	-	705,420
2015-2016 Projected Budget	561,800	-	-	196,980	-	758,780
2016-2017 Projected Budget	595,500	-	-	221,780	-	817,280
2017-2018 Projected Budget	631,230	-	-	250,300	-	881,530

The mission of the Health Care Fund is to account for all employee and retiree health care costs.

Effective April 2010, the City transitioned from an experienced rated contract to an administrative services contract (ASC) with Blue Cross Blue Shield (BCBS) of Michigan for healthcare for its employees and retirees.

Under an ASC the City operates under a self-insured funded arrangement making the City responsible for claims, fixed administrative fees and stop loss insurance. The City carries \$150,000 Stop Loss protection, administered on a per contract basis, rather than per family member. For certain retirees, the City continues to pay BCN and HAP insurance premiums as opposed to being self-insured.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

There are no significant notes for this fund.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	2,698,823	4,462,163	5,431,543	5,370,423	4,088,973	1,367,143
Revenues and transfers from other funds	9,830,460	10,189,380	10,541,880	10,912,010	11,300,640	11,708,700
Expenditures and transfers to other funds	8,067,120	9,220,000	10,603,000	12,193,460	14,022,470	16,125,840
Net Change in Net Assets	1,763,340	969,380	(61,120)	(1,281,450)	(2,721,830)	(4,417,140)
Ending Unrestricted Net Assets	4,462,163	5,431,543	5,370,423	4,088,973	1,367,143	(3,049,997)

Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Actual	-	-	-	9,370,010	-	-	9,370,010
2011-2012 Actual	-	-	-	9,972,170	-	-	9,972,170
2012-2013 Original Budget	-	-	-	9,649,710	-	-	9,649,710
2012-2013 Adjusted Budget (Dec)	-	-	-	9,649,710	-	-	9,649,710
2012-2013 Six Month Actual	-	-	-	4,832,090	-	-	4,832,090
2012-2013 Estimated Year End	-	-	-	9,830,460	-	-	9,830,460
2013-2014 Dept Request	-	-	-	10,189,380	-	-	10,189,380
2013-2014 Manager's Budget	-	-	-	10,189,380	-	-	10,189,380
2013-2014 Approved Budget	-	-	-	10,189,380	-	-	10,189,380
2014-2015 Projected Budget	-	-	-	10,541,880	-	-	10,541,880
2015-2016 Projected Budget	-	-	-	10,912,010	-	-	10,912,010
2016-2017 Projected Budget	-	-	-	11,300,640	-	-	11,300,640
2017-2018 Projected Budget	-	-	-	11,708,700	-	-	11,708,700

Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	8,938,050	-	8,938,050
2011-2012 Actual	-	-	-	8,044,160	-	8,044,160
2012-2013 Original Budget	-	-	-	9,649,710	-	9,649,710
2012-2013 Adjusted Budget (Dec)	-	-	-	9,649,710	-	9,649,710
2012-2013 Six Month Actual	-	-	-	3,650,640	-	3,650,640
2012-2013 Estimated Year End	-	-	-	8,067,120	-	8,067,120
2013-2014 Dept Request	-	-	-	9,220,000	-	9,220,000
2013-2014 Manager's Budget	-	-	-	9,220,000	-	9,220,000
2013-2014 Approved Budget	-	-	-	9,220,000	-	9,220,000
2014-2015 Projected Budget	-	-	-	10,603,000	-	10,603,000
2015-2016 Projected Budget	-	-	-	12,193,460	-	12,193,460
2016-2017 Projected Budget	-	-	-	14,022,470	-	14,022,470
2017-2018 Projected Budget	-	-	-	16,125,840	-	16,125,840

General Liability & Property Insurance Fund

The mission of the General Liability & Property Insurance Fund is to account for all of the City's general liability and property insurance coverage activity.

In a collaborative effort, the City works with the Michigan Municipal Risk Management Authority (MMRMA), a pooled organization under the laws of the State of Michigan to assist with risk management services and self-insurance protection from general liability, property coverage and crime loss.

The City has been a member of the pool since 1985. The City is bound by all of the provisions of the MMRMA's Joint Powers Agreement, coverage documents, MMRMA rules, regulations, and administrative procedures.

The City currently has a self-insured retention (SIR) of \$250,000 for general liability, \$15,000 for vehicle damage, 10% for property and crime up to \$100,000 and \$250,000 for limited sewage system overflow. Vehicle physical damage and property /crime both have a \$1,000 deductible.

The City has a Stop Loss of \$885,000. This limits the City's payments during the year for those costs falling within the City's SIR. The Stop Loss only responds to cumulative City SIR payments, including damages, indemnification, and allocated loss adjustment expenses within one year (June 1 to May 31).

Over the past six years, the city has received over \$1.6 Million in net asset distributions from the MMRMA. Of the \$1.6 Million, \$757,713 was received in 2012, which was utilized to supplement the retention fund and pay claims.

GOALS

- To minimize general liability and property losses.

OBJECTIVES

- To continue to focus on the implementation of a sidewalk replacement program as to minimize City losses and provide safer infrastructure.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

With the renewal of the 13-14 policy the city received \$404,637 as a net asset distribution.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Unrestricted Net Assets	329,696	331,196	331,196	331,196	331,196	331,196
Revenues and transfers from other funds	1,310,730	1,360,000	1,360,000	1,360,000	1,360,000	1,360,000
Expenditures and transfers to other funds	1,309,230	1,360,000	1,360,000	1,360,000	1,360,000	1,360,000
Net Change in Net Assets	1,500	-	-	-	-	-
Ending Unrestricted Net Assets	331,196	331,196	331,196	331,196	331,196	331,196

General Liability & Property Insurance Fund

Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Actual	-	-	-	1,318,050	-	-	1,318,050
2011-2012 Actual	-	-	-	2,522,990	-	-	2,522,990
2012-2013 Original Budget	-	-	-	1,631,810	-	-	1,631,810
2012-2013 Adjusted Budget (Dec)	-	-	-	1,631,810	-	-	1,631,810
2012-2013 Six Month Actual	-	-	-	942,970	-	-	942,970
2012-2013 Estimated Year End	-	-	-	1,310,730	-	-	1,310,730
2013-2014 Dept Request	-	-	-	1,360,000	-	-	1,360,000
2013-2014 Manager's Budget	-	-	-	1,360,000	-	-	1,360,000
2013-2014 Approved Budget	-	-	-	1,360,000	-	-	1,360,000
2014-2015 Projected Budget	-	-	-	1,360,000	-	-	1,360,000
2015-2016 Projected Budget	-	-	-	1,360,000	-	-	1,360,000
2016-2017 Projected Budget	-	-	-	1,360,000	-	-	1,360,000
2017-2018 Projected Budget	-	-	-	1,360,000	-	-	1,360,000

Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Actual	-	-	-	2,044,050	-	2,044,050
2011-2012 Actual	-	-	-	1,467,300	-	1,467,300
2012-2013 Original Budget	-	-	-	1,631,810	-	1,631,810
2012-2013 Adjusted Budget (Dec)	-	-	-	1,631,810	-	1,631,810
2012-2013 Six Month Actual	-	-	-	942,090	-	942,090
2012-2013 Estimated Year End	-	-	-	1,309,230	-	1,309,230
2013-2014 Dept Request	-	-	-	1,360,000	-	1,360,000
2013-2014 Manager's Budget	-	-	-	1,360,000	-	1,360,000
2013-2014 Approved Budget	-	-	-	1,360,000	-	1,360,000
2014-2015 Projected Budget	-	-	-	1,360,000	-	1,360,000
2015-2016 Projected Budget	-	-	-	1,360,000	-	1,360,000
2016-2017 Projected Budget	-	-	-	1,360,000	-	1,360,000
2017-2018 Projected Budget	-	-	-	1,360,000	-	1,360,000

FIDUCIARY FUNDS

A Fiduciary Fund is any fund held by a governmental unit in a fiduciary capacity.

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

Retirement (Pension) Fund

The funding objective of the Retirement (Pension trust) fund is to actuarially determine and receive contributions which will accumulate as assets during members'

time of employment that will be sufficient to finance retirement pension benefits throughout the members (and beneficiaries) retirement years.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

As of the last actuarial valuation report dated June 30, 2012 the required employer contribution is approximately \$6.5 million (nearly \$2.7 million for general employees and \$3.8 million for police & fire). The full contribution is budgeted as required by law. The Retirement system has a ratio of over two retirees/beneficiaries member to one employee member. The complete actuarial valuation report is on the City's website.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Revenues and transfers from other funds	20,647,110	21,020,290	21,778,780	22,568,870	23,392,000	24,249,660
Expenditures and transfers to other funds	15,431,200	15,841,250	15,889,250	15,939,590	15,992,390	16,047,760
Net Change in Net Assets	5,215,910	5,179,040	5,889,530	6,629,280	7,399,610	8,201,900
Ending Unrestricted Net Assets	132,292,864	137,471,904	143,361,434	149,990,714	157,390,324	165,592,224

Retirement (Pension) Fund

Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	(17,354,860)	504,580	-	(16,850,280)
2010-2011 Actual	-	-	-	29,211,670	109,200	-	29,320,870
2011-2012 Actual	-	-	-	6,587,410	41,070	-	6,628,480
2012-2013 Original Budget	-	-	-	20,200,000	-	-	20,200,000
2012-2013 Adjusted Budget (Dec)	-	-	-	20,200,000	-	-	20,200,000
2012-2013 Six Month Actual	-	-	-	10,975,410	3,070	-	10,978,480
2012-2013 Estimated Year End	-	-	-	20,643,110	4,000	-	20,647,110
2013-2014 Dept Request	-	-	-	21,020,290	-	-	21,020,290
2013-2014 Manager's Budget	-	-	-	21,020,290	-	-	21,020,290
2013-2014 Approved Budget	-	-	-	21,020,290	-	-	21,020,290
2014-2015 Projected Budget	-	-	-	21,778,780	-	-	21,778,780
2015-2016 Projected Budget	-	-	-	22,568,870	-	-	22,568,870
2016-2017 Projected Budget	-	-	-	23,392,000	-	-	23,392,000
2017-2018 Projected Budget	-	-	-	24,249,660	-	-	24,249,660

Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	1,260	-	-	12,011,690	-	12,012,950
2010-2011 Actual	38,990	-	-	13,914,190	-	13,953,180
2011-2012 Actual	1,060	-	-	15,910,280	-	15,911,340
2012-2013 Original Budget	1,500	-	-	20,198,500	-	20,200,000
2012-2013 Adjusted Budget (Dec)	1,500	-	-	20,198,500	-	20,200,000
2012-2013 Six Month Actual	430	-	-	7,542,720	-	7,543,150
2012-2013 Estimated Year End	1,200	-	-	15,430,000	-	15,431,200
2013-2014 Dept Request	1,250	-	-	15,840,000	-	15,841,250
2013-2014 Manager's Budget	1,250	-	-	15,840,000	-	15,841,250
2013-2014 Approved Budget	1,250	-	-	15,840,000	-	15,841,250
2014-2015 Projected Budget	1,250	-	-	15,888,000	-	15,889,250
2015-2016 Projected Budget	1,250	-	-	15,938,340	-	15,939,590
2016-2017 Projected Budget	1,250	-	-	15,991,140	-	15,992,390
2017-2018 Projected Budget	1,250	-	-	16,046,510	-	16,047,760

Ideally, the funding objective of the Retiree Healthcare trust fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be sufficient to finance retirement

healthcare benefits throughout the members (and beneficiaries) retirement years. The City currently is not making the entire annual contribution.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2013-2014:

As of the last actuarial valuation report dated June 30, 2012, the Annual Required Contribution (ARC) for July 1, 2013 is \$11,008,781 and for July 1, 2013 is \$10,918,600. The Unfunded Actuarial Accrued Liability is nearly \$113 million for retiree healthcare (\$53 Million for general employees and \$60 Million for police & fire). The amortized unfunded actuarial accrued liability is approximately \$9.8 million with a normal cost of \$1.15 million. More than \$7.9 million is budgeted to be contributed City-wide to the Retiree Healthcare Fund and nearly \$7.8 million is budgeted to be expended for current retirees in FY2013-14. As in past years, the full ARC is not being contributed. Due to the full ARC not being contributed, the pay-as-you-go method causes the ARC to increase to \$14,618,337.

Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Revenues and transfers from other funds	7,562,710	8,399,150	8,399,150	8,399,150	8,399,150	8,399,150
Expenditures and transfers to other funds	7,644,100	7,819,600	8,190,100	8,542,230	8,948,860	9,338,920
Net Change in Net Assets	(81,390)	579,550	209,050	(143,080)	(549,710)	(939,770)
Ending Unrestricted Net Assets	7,243,223	7,822,773	8,031,823	7,888,743	7,339,033	6,399,263

Retiree Healthcare Fund

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	-	-	-	7,647,800	-	-	7,647,800
2010-2011 Actual	-	-	-	1,620,230	7,329,240	-	8,949,470
2011-2012 Actual	-	-	-	(590)	6,767,890	-	6,767,300
2012-2013 Original Budget	-	-	-	422,000	7,350,000	-	7,772,000
2012-2013 Adjusted Budget (Dec)	-	-	-	422,000	7,350,000	-	7,772,000
2012-2013 Six Month Actual	-	-	-	490,900	3,592,340	-	4,083,240
2012-2013 Estimated Year End	-	-	-	423,260	7,139,450	-	7,562,710
2013-2014 Dept Request	-	-	-	493,260	7,905,890	-	8,399,150
2013-2014 Manager's Budget	-	-	-	493,260	7,905,890	-	8,399,150
2013-2014 Approved Budget	-	-	-	493,260	7,905,890	-	8,399,150
2014-2015 Projected Budget	-	-	-	493,260	7,905,890	-	8,399,150
2015-2016 Projected Budget	-	-	-	493,260	7,905,890	-	8,399,150
2016-2017 Projected Budget	-	-	-	493,260	7,905,890	-	8,399,150
2017-2018 Projected Budget	-	-	-	493,260	7,905,890	-	8,399,150

Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	-	-	-	5,383,830	-	5,383,830
2010-2011 Actual	-	-	-	6,438,820	-	6,438,820
2011-2012 Actual	-	-	-	6,950,460	-	6,950,460
2012-2013 Original Budget	-	-	-	7,772,000	-	7,772,000
2012-2013 Adjusted Budget (Dec)	-	-	-	7,772,000	-	7,772,000
2012-2013 Six Month Actual	-	-	-	3,731,100	-	3,731,100
2012-2013 Estimated Year End	-	-	-	7,644,100	-	7,644,100
2013-2014 Dept Request	-	-	-	7,819,600	-	7,819,600
2013-2014 Manager's Budget	-	-	-	7,819,600	-	7,819,600
2013-2014 Approved Budget	-	-	-	7,819,600	-	7,819,600
2014-2015 Projected Budget	-	-	-	8,190,100	-	8,190,100
2015-2016 Projected Budget	-	-	-	8,542,230	-	8,542,230
2016-2017 Projected Budget	-	-	-	8,948,860	-	8,948,860
2017-2018 Projected Budget	-	-	-	9,338,920	-	9,338,920

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SUPPLEMENTAL INFORMATION

Building Authorities

- Library
- Court
- Parking Deck
- Fire

City Property

Biographies

- Elected Officials
- Management

Glossary

SEMCOG Community Profile

Library Building Authority Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	0	0	0	2,190	98
Revenues and transfers from other funds	293,360	291,890	294,580	294,080	291,400	294,600
Expenditures and transfers to other funds	293,360	291,890	294,580	291,890	293,492	294,692
Net Change in Fund Balance	0	0	0	2,190	(2,092)	(92)
Ending Fund Balance	0	0	0	2,190	98	6

Library Building Authority Revenues

570.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	284,840	0	284,840
2010-2011 Actual	0	0	0	0	290,140	0	290,140
2011-2012 Actual	0	0	0	0	289,170	0	289,170
2012-2013 Original Budget	0	0	0	0	292,860	0	292,860
2012-2013 Adjusted Budget (Dec)	0	0	0	0	292,860	0	292,860
2012-2013 Six Month Actual	0	0	0	0	51,430	0	51,430
2012-2013 Estimated Year End	0	0	0	0	293,360	0	293,360
2013-2014 Dept Request	0	0	0	0	291,890	0	291,890
2013-2014 Manager's Budget	0	0	0	0	291,890	0	291,890
2013-2014 Approved Budget	0	0	0	0	291,890	0	291,890
2014-2015 Projected Budget	0	0	0	0	294,580	0	294,580
2015-2016 Projected Budget	0	0	0	0	294,080	0	294,080
2016-2017 Projected Budget	0	0	0	0	291,400	0	291,400
2017-2018 Projected Budget	0	0	0	0	293,000	0	293,000

Library Building Authority Expenditures

570.790 LIBRARY BUILDING AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	284,840	284,840
2010-2011 Actual	0	0	0	0	290,140	290,140
2011-2012 Actual	0	0	0	0	289,160	289,160
2012-2013 Original Budget	0	0	0	0	292,860	292,860
2012-2013 Adjusted Budget (Dec)	0	0	0	0	292,860	292,860
2012-2013 Six Month Actual	0	0	0	0	51,430	51,430
2012-2013 Estimated Year End	0	0	0	0	293,360	293,360
2013-2014 Dept Request	0	0	0	0	291,890	291,890
2013-2014 Manager's Budget	0	0	0	0	291,890	291,890
2013-2014 Approved Budget	0	0	0	0	291,890	291,890
2014-2015 Projected Budget	0	0	0	0	294,580	294,580
2015-2016 Projected Budget	0	0	0	0	291,890	291,890
2016-2017 Projected Budget	0	0	0	0	293,492	293,492
2017-2018 Projected Budget	0	0	0	0	294,692	294,692

Court Building Authority Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	0	0	0	0	4
Revenues and transfers from other funds	512,690	514,910	511,500	517,680	518,040	517,770
Expenditures and transfers to other funds	512,690	514,910	511,500	517,680	518,036	517,774
Net Change in Fund Balance	0	0	0	0	4	(4)
Ending Fund Balance	0	0	0	0	4	0

Court Building Authority Revenues

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	520,730	0	520,730
2010-2011 Actual	0	0	0	0	516,500	0	516,500
2011-2012 Actual	0	0	0	0	519,900	0	519,900
2012-2013 Original Budget	0	0	0	0	512,500	0	512,500
2012-2013 Adjusted Budget (Dec)	0	0	0	0	512,500	0	512,500
2012-2013 Six Month Actual	0	0	0	0	101,250	0	101,250
2012-2013 Estimated Year End	0	0	0	0	512,690	0	512,690
2013-2014 Dept Request	0	0	0	0	514,910	0	514,910
2013-2014 Manager's Budget	0	0	0	0	514,910	0	514,910
2013-2014 Approved Budget	0	0	0	0	514,910	0	514,910
2014-2015 Projected Budget	0	0	0	0	511,500	0	511,500
2015-2016 Projected Budget	0	0	0	0	517,680	0	517,680
2016-2017 Projected Budget	0	0	0	0	518,036	0	518,036
2017-2018 Projected Budget	0	0	0	0	517,774	0	517,774

Court Building Authority Expenditures

571.136 COURT CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	520,730	520,730
2010-2011 Actual	0	0	0	0	516,490	516,490
2011-2012 Actual	0	0	0	0	519,890	519,890
2012-2013 Original Budget	0	0	0	0	512,500	512,500
2012-2013 Adjusted Budget (Dec)	0	0	0	0	512,500	512,500
2012-2013 Six Month Actual	0	0	0	0	101,250	101,250
2012-2013 Estimated Year End	0	0	0	0	512,690	512,690
2013-2014 Dept Request	0	0	0	0	514,910	514,910
2013-2014 Manager's Budget	0	0	0	0	514,910	514,910
2013-2014 Approved Budget	0	0	0	0	514,910	514,910
2014-2015 Projected Budget	0	0	0	0	511,500	511,500
2015-2016 Projected Budget	0	0	0	0	517,680	517,680
2016-2017 Projected Budget	0	0	0	0	518,036	518,036
2017-2018 Projected Budget	0	0	0	0	517,774	517,774

Parking Deck Building Authority Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance		0	0	0	0	0
Revenues and transfers from other funds	251,260	239,810	239,810	228,060	215,890	203,100
Expenditures and transfers to other funds	251,260	239,810	239,810	228,060	215,890	203,100
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Parking Deck Building Authority Revenues

572.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	276,600	0	276,600
2010-2011 Actual	0	0	0	0	245,550	0	245,550
2011-2012 Actual	0	0	0	0	229,700	0	229,700
2012-2013 Original Budget	0	0	0	0	251,260	0	251,260
2012-2013 Adjusted Budget (Dec)	0	0	0	0	251,260	0	251,260
2012-2013 Six Month Actual	0	0	0	0	110,340	0	110,340
2012-2013 Estimated Year End	0	0	0	0	251,260	0	251,260
2013-2014 Dept Request	0	0	0	0	239,810	0	239,810
2013-2014 Manager's Budget	0	0	0	0	239,810	0	239,810
2013-2014 Approved Budget	0	0	0	0	239,810	0	239,810
2014-2015 Projected Budget	0	0	0	0	239,810	0	239,810
2015-2016 Projected Budget	0	0	0	0	228,060	0	228,060
2016-2017 Projected Budget	0	0	0	0	215,890	0	215,890
2017-2018 Projected Budget	0	0	0	0	203,100	0	203,100

Parking Deck Building Authority Expenditures

572.570 PARKING DECK BLDG AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	30,180	76,560	106,740
2010-2011 Actual	0	0	0	30,180	245,550	275,730
2011-2012 Actual	0	0	0	30,180	229,690	259,870
2012-2013 Original Budget	0	0	0	30,180	221,080	251,260
2012-2013 Adjusted Budget (Dec)	0	0	0	30,180	221,080	251,260
2012-2013 Six Month Actual	0	0	0	0	110,340	110,340
2012-2013 Estimated Year End	0	0	0	30,180	221,080	251,260
2013-2014 Dept Request	0	0	0	30,180	209,630	239,810
2013-2014 Manager's Budget	0	0	0	30,180	209,630	239,810
2013-2014 Approved Budget	0	0	0	30,180	209,630	239,810
2014-2015 Projected Budget	0	0	0	30,180	209,630	239,810
2015-2016 Projected Budget	0	0	0	30,180	197,880	228,060
2016-2017 Projected Budget	0	0	0	30,180	185,710	215,890
2017-2018 Projected Budget	0	0	0	30,180	172,920	203,100

Fire Building Authority Budget Summary

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Beginning Fund Balance	0	58,870	58,320	57,670	54,745	47,570
Revenues and transfers from other funds	687,520	624,000	624,000	624,000	624,000	624,000
Expenditures and transfers to other funds	628,650	624,550	624,650	626,925	631,175	629,900
Net Change in Fund Balance	58,870	(550)	(650)	(2,925)	(7,175)	(5,900)
Ending Fund Balance	58,870	58,320	57,670	54,745	47,570	41,670

Fire Building Authority Revenues

573.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2009-2010 Actual	0	0	0	0	682,790	0	682,790
2010-2011 Actual	0	0	0	0	687,090	0	687,090
2011-2012 Actual	0	0	0	0	690,430	0	690,430
2012-2013 Original Budget	0	0	0	0	687,520	0	687,520
2012-2013 Adjusted Budget (Dec)	0	0	0	0	687,520	0	687,520
2012-2013 Six Month Actual	0	0	0	0	565,880	0	565,880
2012-2013 Estimated Year End	0	0	0	0	687,520	0	687,520
2013-2014 Dept Request	0	0	0	0	624,000	0	624,000
2013-2014 Manager's Budget	0	0	0	0	624,000	0	624,000
2013-2014 Approved Budget	0	0	0	0	624,000	0	624,000
2014-2015 Projected Budget	0	0	0	0	624,000	0	624,000
2015-2016 Projected Budget	0	0	0	0	624,000	0	624,000
2016-2017 Projected Budget	0	0	0	0	624,000	0	624,000
2017-2018 Projected Budget	0	0	0	0	624,000	0	624,000

Fire Building Authority Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2009-2010 Actual	0	0	0	0	682,790	682,790
2010-2011 Actual	0	0	0	0	687,090	687,090
2011-2012 Actual	0	0	0	0	690,430	690,430
2012-2013 Original Budget	0	0	0	0	687,520	687,520
2012-2013 Adjusted Budget (Dec)	0	0	0	0	687,520	687,520
2012-2013 Six Month Actual	0	0	0	0	565,880	565,880
2012-2013 Estimated Year End	0	0	0	0	628,650	628,650
2013-2014 Dept Request	0	0	0	0	624,550	624,550
2013-2014 Manager's Budget	0	0	0	0	624,550	624,550
2013-2014 Approved Budget	0	0	0	0	624,550	624,550
2014-2015 Projected Budget	0	0	0	0	624,650	624,650
2015-2016 Projected Budget	0	0	0	0	626,925	626,925
2016-2017 Projected Budget	0	0	0	0	631,175	631,175
2017-2018 Projected Budget	0	0	0	0	629,900	629,900

Elected Officials

Mayor James B. Ellison

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his fifth two-year term. Mr. Ellison served as a City Commissioner from 1991-1995. He currently sits on the Planning Commission and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the Traffic Committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

Commissioner Kyle DuBuc

Mr. DuBuc was elected in November of 2011 and has lived in the City since 2007. He currently works as a legislative director for an Oakland County law maker. Kyle earned a BA in Community Relations from Michigan State University.

Commissioner Michael Fournier

Mr. Fournier was elected in November of 2011. He holds a BA from Michigan State University and a MBA from the University of Notre Dame. He has spent most of his professional career in financial and operational leadership roles.

Commissioner Peggy K Goodwin

Ms. Goodwin is a long-time resident, advocate and award-winning business-person with three generations of her family in Royal Oak. She is a Public Affairs Counselor with extensive experience working with federal, state, and local law enforcement on crime prevention, a Michigan Supreme Court Approved Mediator, and a licensed professional fundraiser. She holds a BA in Public Affairs, cum laude.

Commissioner David Poulton

Mr. Poulton was elected to the City Commission in November 2009. Mr. Poulton holds a Bachelor's Degree from the University of Michigan and a Juris Doctorate from Michigan State University. He operates his own law firm and is involved in numerous community organizations.

Commissioner James Rasor

Mr. Rasor was elected to the City Commission in November 2009. He is admitted to practice law in the State of Michigan and the United States District Court, Eastern District of Michigan. He attended Michigan State University, where he received his B.A. from James Madison College in 1985. Mr. Rasor graduated from the University of Detroit School of Law in 1989. He has had diverse and extensive employment, community and volunteer experience.

44th District Court Judge Derek Meinecke

The Honorable Judge Meinecke was elected 44th District Court Judge in November 2012. He served more than 10 years in the Oakland County Prosecutor's Office. Prior to becoming a prosecutor, he worked at the 44th District Court in Royal Oak as law clerk to the honorable Judge Daniel Sawicki. He graduated Northern University where he double-majored in Political Science and History. Judge Meinecke attended law school at Wayne State University where he graduated with honors before starting with the Oakland County Prosecutor's Office in early 2001.

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 promoted to Asst. City Attorney II. Judge Brennan was elected 44th District Court Judge on 1/1/1991, and has served continuously since that date.

Management

City Manager Donald E. Johnson

Mr. Johnson was officially appointed the City Manager in July 2009. Prior to becoming City Manager he was appointed as the Royal Oak Director of Finance in September 2005. Don started his career as a Research Analyst for the City of Southfield. He later served as Finance Director and Treasurer for the City of Wayne and Director of Finance for the City of Birmingham. He earned his Masters Degree in Public Administration from Cornell University after completing his Bachelor of Arts Degree at Oakland University. In the 15 years directly before starting with Royal Oak, Don owned and managed a software firm which specialized in municipal applications.

Director of Finance Julie Jenuwine Rudd

Ms. Rudd was hired in December 2009 as the Director of Finance. She has twenty years of municipal finance and operational experience. She was with the City of Sterling Heights for over ten years in numerous fiscal related positions and eight years with the City of Rochester Hills, including nearly five years as Director of Finance. She earned a Bachelors of Science Degree in Accounting from Oakland University and a Masters of Science in Taxation from Walsh College.

Controller Anthony DeCamp

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

City Treasurer John Kravitz

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

City Assessor James Geiermann

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

44th District Court Administrator

Gerald Tarchala

Mr. Tarchala was hired as the Court Administrator for the 44th District Court in July of 2009. Gerald has been with the 44th District Court for approximately 25 years. He is a graduate of Wayne State University and holds a law degree from the University of Detroit.

Building Official Jason Craig

Appointed in July 2006, Mr. Craig came to the City of Royal Oak after serving for four years as the Deputy Building Official for the Township of Canton. Jason possesses a Bachelor of Science Degree in Construction Engineering from Eastern Michigan University.

City Attorney David Gillam

Mr. Gillam was named City Attorney in October 2006. Dave received his Juris Doctorate from Wayne State University Law School in June of 1986. He then served as an Assistant Prosecuting Attorney in the Oakland County Prosecutor's Office for nearly five years. In June of 1991, he began his City of Royal Oak career as Deputy City Attorney. He served in that position through December of 1998, when he moved into private practice with the

Royal Oak law firm of Cooper, Shifman, Gabe, Quinn & Seymour. While in private practice, he served as prosecuting attorney for the City of Novi, assistant city attorney for Pleasant Ridge, Hazel Park, and Lathrup Village, and assistant township attorney for Lyon Township. In December of 2003, he joined the municipal practice group at the Farmington Hills office of Secrest Wardle, where he served as legal counsel for several communities in Oakland County, including Walled Lake, Novi, and Bloomfield Township. Following the former City Attorney's retirement, Royal Oak retained Secrest Wardle as Interim City Attorney in November of 2005. Mr. Gillam was assigned day-to-day responsibility for the City's legal affairs at that time, and he served the City in that capacity until he formally rejoined the City.

City Clerk Melanie Halas

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

Interim City Engineer Matt Callahan PE

Mr. Callahan was hired by the City of Royal Oak as a Civil Engineer III in 1996. He holds a Bachelor of Science degree in Civil Engineering from Michigan Tech and a Masters degree in Civil Engineering from Wayne State University. He has a Professional Engineers (P.E.) license and is a member of the American Society of Civil Engineers.

Director of Community Development

Timothy Thwing

Mr. Thwing was promoted to Director of Planning in August 2001 after serving as Deputy Director of Planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a Planner III. He earned his Bachelor of Science degree in Urban Planning from Michigan State University. Tim's previous experience with the City of Monroe, Monroe County and the City of Jackson ranged from Assistant Planner, Associate Planner, Planner, and Principal Planner to Acting Director of Planning

Director of Recreation and Public Service

Gregory Rassel

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

Fire Chief Chuck Thomas

Mr. Thomas has been serving as Interim Fire Chief since June 2011. He was selected to be the Assistant Chief of the Fire Department in 2010. He has over 26 years with the City of Royal Oak including numerous years as a lieutenant/paramedic and sergeant/paramedic. He attended Wayne State University.

Human Resource Director Mary Jo Di Paolo

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

Library Director Mary Karshner

Ms. Karshner became Library Director in 2010. She started at Royal Oak Public Library in 2002 and was promoted to Head of Youth and Teen Services in 2006. She received her Masters degree in library science from Wayne State University. Her bachelor's degree is in economics from Michigan State University. Previous employment includes research positions at archeological excavations in England, Iran, Italy, and Spain; museum curator/local historian at St. Clair Shores Public Library; and Manuscripts Curator at the Burton Historical Collection, Detroit Public Library.

Manager of Information Systems

Scott Newman

Mr. Newman was promoted to the Manager of Information Systems position in March 1992. Scott came to the City of Royal Oak in January 1985 as a Computer Programmer/Operator and was promoted to Programmer Analyst III in August 1987. He has a Bachelor of Science Degree in Computer Information Systems from Ferris State College, and worked for General Motors at its Tech Center designing, developing and implementing financial computer systems for their payroll department. Scott currently serves as the City's representative on the Intergovernmental Cable Communications Authority consortium.

Recreation Supervisor. Tod Gazetti

Mr. Gazetti was appointed Recreation Supervisor in October 1998 following five years working seasonally with the City's recreation programs in the ice arena. Tod's Bachelors Degree in Recreation and Park Administration from Wayne State University couples with a decade of experience in recreation programs for other communities and school districts

Police Chief Corrigan O'Donohue

Chief O'Donohue was named the Interim Police Chief in March 2011. He has also served as a Deputy Chief, Lieutenant, Sergeant, and Patrol Officer with the Royal Oak Police Department. He is a graduate of Eastern Michigan University's Staff and Command School, the FBI National Academy and has a Bachelor's degree in Criminal Justice from Eastern Michigan University. He is currently pursuing a Masters degree in Public Administration from Eastern Michigan University. Prior to joining the Royal Oak Police Department, he served in the United States Marine Corps.

Supplemental Information – City Owned Property

Salt Shed	Parking Deck - 4Th & Lafayette	Park - Woodsboro
Ice Arena Building - E Rink	Lot - 3Rd & Williams	Park - Worden
Ice Arena Building - W Rink	Parking Deck - 5Th & Lafayette	Fire Station #3 - Rochester Rd
Center St Parking Structure	Lot - Woodward At Harrison	Starr House - 3123 Main
4Th & Lafayette Pkg Structure	Lot - Woodward S Of Harrison	Fire Station #2 - Webster
Normandy Oaks Clubhouse	Land Under Roadways	Library/City Hall-211 Williams
Normandy Oaks Maintenance Bldg	Park - 13&Main (Not Dedicated)	Vacant/Closed Street - Batavia
Golf Course Clubhouse	Park - Barton North	Vacant - Woodward & Hunter
Golf Course Pump House #1	Park - Barton South	1302 S Washington
Golf Course Pump House #2	Park - Bassett	319 W Kenilworth
City Buildings	Park - Beachwood	1306 S Washington
Soccer Dome	Park - Clawson	1312 S Washington
Dept Of Publc 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	5Th & Williams Properties
Fire Station #1 (Troy St)	Park - Exchange	Fire Station #1
Fire Station #1 (Renovations)	Park - Fernwood	Memorial Park
Fire Station #2 (Webster)	Park - Franklin	Ice Arena Land
Fire Station #4-Storage Bldg	Park - Fred Pieper Optimist	Normandy Golf Course
Mahany/Meininger Center	Park - Fulton	Farmers Mkt - Land
Orson Starr House	Park - Grant	Farmers Mkt - Prkng Lot
Orson Starr House Garage	Park - Gunn Dyer	S. Washington Twp
Memorial Prk-Storage Bldg	Park - Hudson	1332 S. Washington
Memorial Park-Restroom Bldg	Park - Huntington Woods	Courthouse Land
Memorial Park-Press Box	Park - Kenwood	Land - 600 Fernwood
Memorial Park-Press Box	Park - Lawson	Lot-600 S. Main & 700 S. Main
Memorial Park-Concession Bldg	Park - Lockman	Troy St. Bldg (Will be demolished and replaced with Troy St. Parking Lot)
Memorial Park-Restroom Bldg	Park - Maddock	
Memorial Park-Press Box	Park - Marais-Dickie Putman	
Ro Club Maintenance Bldg	Park - Mark Twain	
Salter Community Center	Park - Marks	
Farmers Mkt - Bldg	Park - Maudlin	
6 & Lafayette Parking Deck	Park - Meininger	
Fire Station #3 (Rochester)	Park - Miller	
Fire Station #4 (Woodward)	Park - Pioneer	
Library	Park - Quickstad	
Golf Course Cart Storage Facility	Park - Reactor	
Courthouse	Park - Red Run	
Parking Lot/Structure Land	Park - Rotary	
Land	Park - Starr Jc	
Land (For 606 Lloyd Property)	Park - Sullivan	
Rr R/W Forestdale & Cedar Hill	Park - Upton	
Rr R/W Woodsboro Park	Park - Vfw	
Lot - Crooks & Main	Park - Wagner	
Lot - Gardenia & Main	Park - Waterworks	
Lot - 11 Mile & Troy	Park - Wendland	
Lot - Farmers Mkt	Park - Westwood	
Lot - Post Office	Park - Whittier	

Glossary

Accrual basis: Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

ACORN: The ACORN fund accounts for the receipt and use of donations to the City to be used for a public purpose. Name changed to ROOTS.

Activity: Specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

Adjacent Generational Exchange (A.G.E.): The A.G.E. budget, using a Beaumont Hospital grant, funds a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. The volunteers assist City staff with programming at both Community Centers. In the community, volunteers provide senior citizens with meals, assistance and transportation.

Americans with Disabilities Act (ADA): A law to provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, to ensure the facilities, policies, and programs of public entities and their accommodations are equally accessible to the disabled.

Agency fund: A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments and/or other funds.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

Appropriation budget: The official resolution by the City Commission establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

Annual Required Contribution (ARC): Term used in connection with defined benefit pension and other postemployment benefit plans to describe the amount an independent actuary has determined the employer should contribute in a given year.

Assessed Value (AV): The basic value of property assigned by an assessor. It is used for an individual parcel and in the aggregate for the City as whole. Pursuant to Michigan's laws and regulations, assessed value is 50% of market value at December 31st.

Balanced budget: A budget in which estimated revenues, transfers-in and use of fund balance are equal to or greater than estimated expenditures and transfers-out.

Bargaining Units for Full-Time Employees:

Executive Department Heads (City Assessor, City Treasurer, City Clerk, Police Chief, Fire Chief, plus Directors of Finance, Recreation & Public Service, Human Resource, and Arena Operations) are not represented.

The *Department Head and Deputy Department Head Association* is the local bargaining association including Department Heads not included above, Deputy Department Heads, Managers and Superintendents.

The *Professional and Technical Employees Association* (Pro-Tech) is the local bargaining association representing certain professional, specialist and supervisory employees.

The *American Federation of State, County and Municipal Employees* (AFSCME) Local #2396 of Michigan Council #25 is the union representing certain inspectors, officers, librarians, and all clerical employees except confidential secretaries.

The *Professional Fire Fighters Local #431*, affiliated with the Michigan Professional Firefighters Union and the International Association of Fire Fighters AFL-CIO, includes all uniformed fire fighting and fire prevention personnel.

The *Royal Oak Police Command Officers Association* (ROCOA) is the local bargaining association, represented by the Police Officer's Labor Council, including Sergeant and Lieutenant ranks.

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

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

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

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

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

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

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

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

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

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

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

money pays for most of our senior citizen programs.

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

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

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

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

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

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

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

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

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

Enterprise fund: A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the

intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

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

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

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

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

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

Function: Groups of related activities aimed at accomplishing a major service or regulatory program for which the City is responsible.

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 Opportunity to Serve (ROOTS): A City committee formed to receive any money or property deemed by donor for city use.

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

State Equalized Value (SEV): It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The State Equalized Valuation of an individual parcel of real property is that parcel's final value in the

assessment process. Normally SEV equals Assessed Value (AV) when measurement and professional standards are properly applied. (see AV, TV)

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

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

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

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

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

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

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

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

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

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

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

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

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

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



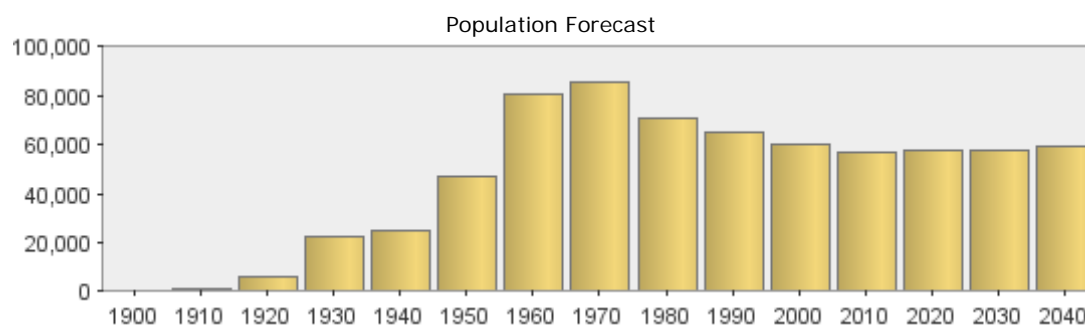
City of Royal Oak

211 S Williams St.
Royal Oak, MI 48067-2634
<http://www.ci.royal-oak.mi.us/>



Census 2010 Population: 57,236
Area: 11.8 square miles

People Section



Note for Royal Oak: Incorporated in 1921 from Village of Royal Oak. Population numbers prior to 1921 are of the village.
Source: U.S. Census Bureau and SEMCOG 2040 Forecast produced in 2012.

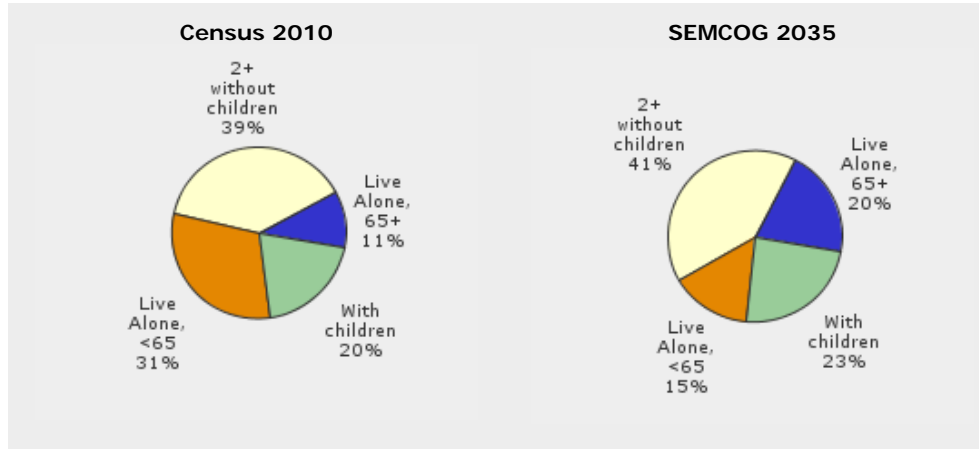
	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Dec 2012	SEMCOG Dec 2040
Population and Households					
Total Population	57,236	-2,826	-4.7%	58,677	59,105
Group Quarters Population	404	-102	-20.2%	404	497
Household Population	56,832	-2,724	-4.6%	58,273	58,608
Housing Units	30,207	265	0.9%	30,302	-
Households (Occupied Housing Units)	28,063	-817	-2.8%	28,918	28,480
Residential Vacancy Rate	7.1%	3.6%	-	4.6%	-
Average Household Size	2.03	-0.04	-	2.02	2.06

	Annual Average	
Components of Population Change	2000-2005	2006-2010
Natural Increase (Births - Deaths)	214	252
Births	755	770
Deaths	542	518
Net Migration (Movement In - Movement Out)	-887	-10
Population Change (Natural Increase + Net Migration)	-673	242

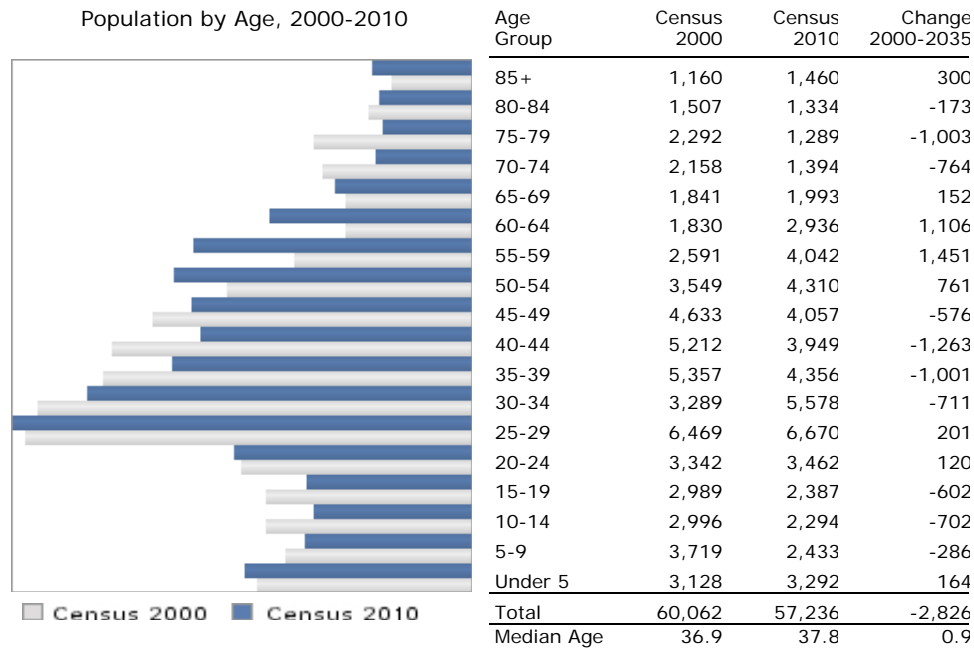
Source: Michigan Department of Community Health
Vital Statistics, U.S. Census Bureau, and SEMCOG.

Demographics

Household Types

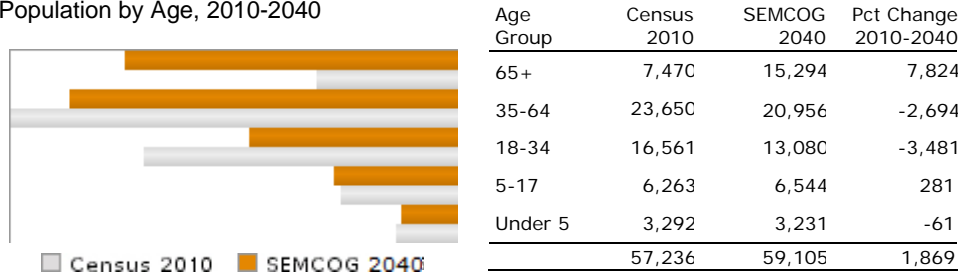


Household Types	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2035	Pct Change 2010-2035
With seniors 65+	6,609	5,732	-13.3%	12,672	121.1%
Without seniors	22,271	22,331	0.3%	17,244	-22.8%
Two or more Persons					
without children	10,856	10,824	-0.3%	22,890	14.7%
Live Alone 65+	3,337	2,999	-10.1%	12,411	99.7%
Live Alone, under 65	8,456	8,620	1.9%	10,479	-47.9%
With Children	6,231	5,620	-9.8%	5,989	25.0%
Total Households	28,880	28,063	-2.8%	29,916	6.6%



Supplemental Information – SEMCOG Community Profile

Forcasted Population by Age, 2010-2040



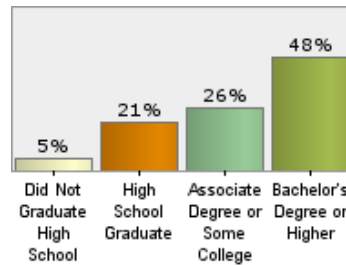
Senior and Youth Population	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2040	Pct Change 2010-2035
65 and over	8,958	7,470	-16.6%	15,294	104.7%
Under 18	10,695	9,555	-10.7%	9,775	2.3%
5 to 17	7,567	6,263	-17.2%	6,544	4.5%
Under 5	3,128	3,292	0.3%	3,231	-1.9%

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

Race and Hispanic Origin	Census 2000		Census 2010		Percentage Point Chg 2000-2010
Non-Hispanic	59,281	98.7%	55,896	97.7%	-1.0%
White	56,421	93.9%	50,975	89.1%	-4.9%
Black	910	1.5%	2,399	4.2%	2.7%
Asian	935	1.6%	1,339	2.3%	0.8%
Multi-Racial	756	1.3%	969	1.7%	0.4%
Other	259	0.4%	214	0.4%	-0.1%
Hispanic	781	1.3%	1,340	2.3%	1.0%
Total Population	60,062	100.0%	57,236	100.0%	0.0%

Highest Level of Education*	Census 2000	Percentage Point Chg 2000-2010
Graduate / Professional Degree	18.9%	4.9%
Bachelor's Degree	28.8%	2.9%
Associate Degree	6.9%	0.6%
Some College, No Degree	19.4%	-3.0%
High School Graduate	20.6%	-2.3%
Did Not Graduate High School	5.4%	-3.1%

* Population age 25 and over



Source Data

[SEMCOG - Detailed Data](#)

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

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

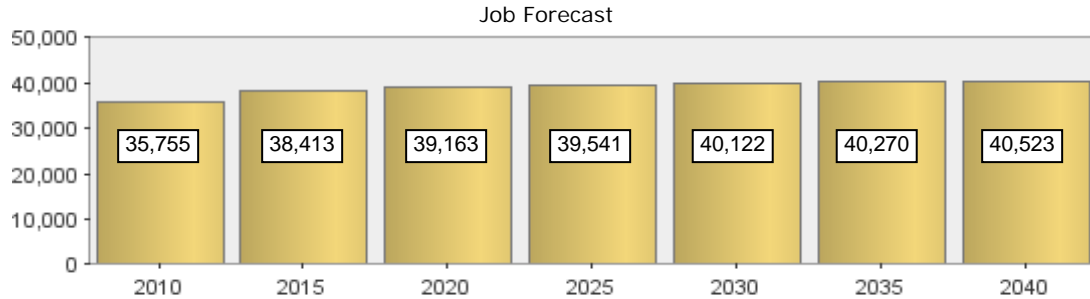
Supplemental Information – SEMCOG Community Profile

Economy & Jobs Section

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

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

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

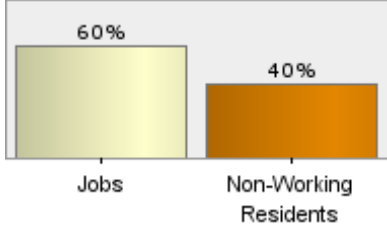


If any five-year interval employment numbers from 2005-2040 are not shown, the numbers were blocked for confidentiality reasons. Source: SEMCOG 2040 Forecast produced in 2012.

Forecasted Jobs by Industry	SEMCOG 2005	SEMCOG 2035	Change 2005-2035
Natural Resources & Mining & Construction	1,064	1,475	411
Manufacturing	1,166	1,113	-53
Wholesale Trade, Transportation & Warehousing & Utilities	1,232	1,195	-37
Retail Trade	2,890	2,583	-307
Knowledge-based Services	4,995	5,593	598
Services to Households & Firms	4,235	5,240	1,005
Private Education & Healthcare	15,062	17,895	2,833
Leisure & Hospitality	3,321	3,492	171
Government	1,790	1,937	147
Total	35,755	40,523	4,768

Further notes and definitions are available for the 2040 Forecast.

Supplemental Information – SEMCOG Community Profile

Daytime Population	SEMCOG and ACS 2010	
Jobs	35,755	
Non-Working Residents	23,554	
Age 15 and under	7,541	
Not in labor force	13,547	
Unemployed	2,466	
Daytime Population	59,309	

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

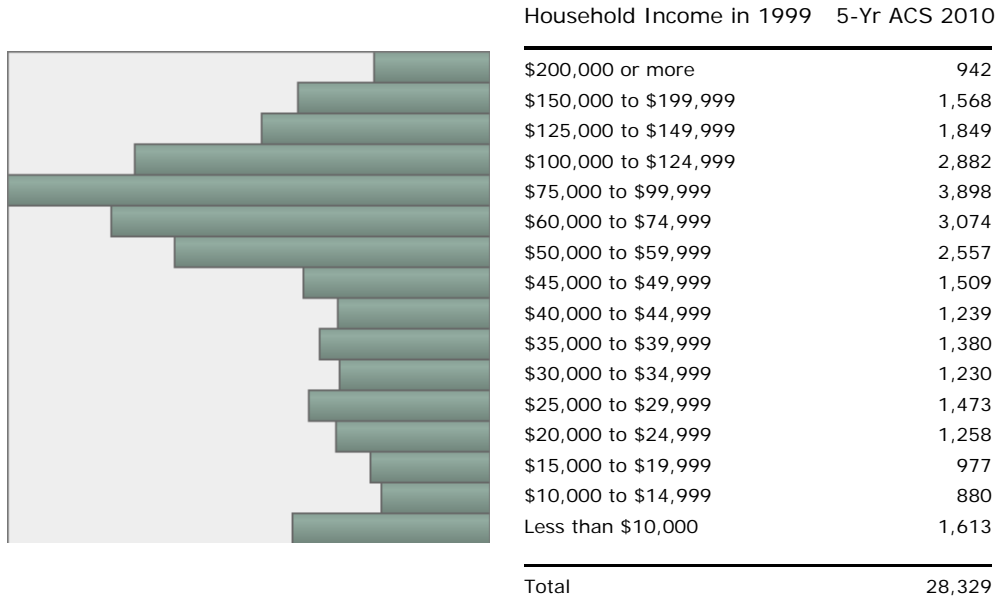
		Census 2000	
Where Workers Commute From *		Workers	Percent
1	Royal Oak	6,275	20.0%
2	Detroit	2,611	8.3%
3	Troy	1,632	5.2%
4	Warren	1,409	4.5%
5	Sterling Heights	1,189	3.8%
6	Madison Heights	972	3.1%
7	Southfield	938	3.0%
8	Berkley	937	3.0%
9	Ferndale	915	2.9%
10	Rochester Hills	855	2.7%
-	Elsewhere	13,629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

Resident Population

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

Supplemental Information – SEMCOG Community Profile

Income	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median Household Income (in 2010 dollars)	\$ 60,184	\$ -8,207	-12.0%
Per Capita Income (in 2010 dollars)	\$ 37,095	\$ -3,467	-8.5%



Poverty	Census 2000	5-Yr ACS 2010	Percentage Point Chg 2000-2010
Persons in Poverty	2,550 4.3%	3,893 6.8%	2.6%
Households in Poverty	1,331 4.6%	2,156 7.6%	3.0%

Source Data

[SEMCOG - Detailed Data](#)

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

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

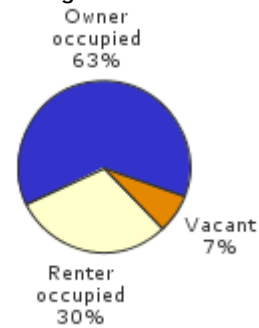
Housing Section

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2013
Single Family Detached	20,179	20,701	522	152
Duplex	902	653	-249	0
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	73
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	-
Total	29,942	30,563	621	225
Units Demolished				-70
Net (Total Permitted Units - Units Demolished)				155

Housing Tenure	Census 2000	Census 2010	Change 1990-2000
Owner Occupied	20,246	18,995	-1,251
Renter Occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant Units	860	2,018	1,158
Total Housing units	29,942	30,207	265

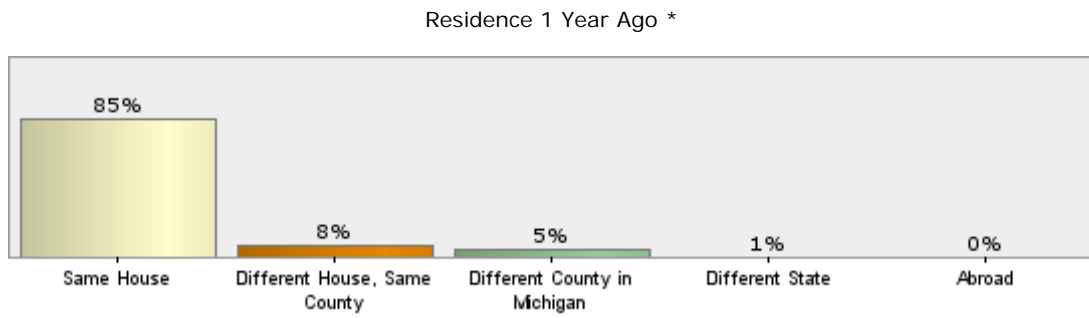
Housing Value (in 1999 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	\$ 177,300	\$-19,824	-10.1%
Median gross rent	\$ 792	\$ -51	-6.1%

Housing Tenure in 2010



Housing Value	5-Yr ACS 2010
\$1,000,000 or more	70
\$500,000 to \$999,999	291
\$300,000 to \$499,999	1,679
\$250,000 to \$299,999	1,420
\$200,000 to \$249,999	3,687
\$175,000 to \$199,999	3,207
\$150,000 to \$174,999	3,737
\$125,000 to \$149,999	2,686
\$100,000 to \$124,999	1,423
\$80,000 to \$99,999	927
\$60,000 to \$79,999	354
\$40,000 to \$59,999	191
\$30,000 to \$39,999	151
\$20,000 to \$29,999	38
\$10,000 to \$19,999	232
Less than \$10,000	26
Owner-Occupied Units	20,119

Supplemental Information – SEMCOG Community Profile



* This table represents persons, age 1 and over, living in Royal Oak from 2007-2011. The table does not represent persons who moved out of Royal Oak from 2007 to 2011.

[SEMCOG - Detailed Data](#)

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

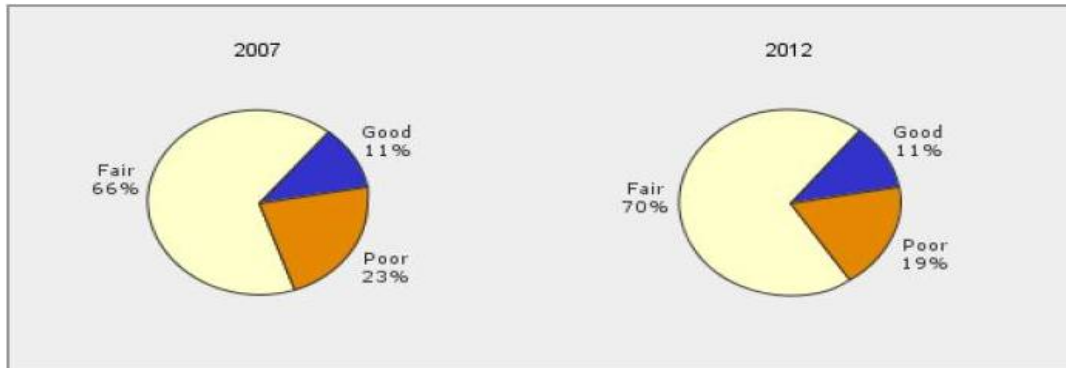
Source Data

Transportation Section

Roads & Bridges

Roads: Miles of public road (including boundary roads): 245

Pavement Condition (in Lane Miles)



Note: Poor pavements are generally in need of rehabilitation or full reconstruction to return to good condition. Fair pavements are in need of capital preventive maintenance to avoid deteriorating to the poor classification. Good pavements generally receive only routine maintenance, such as street sweeping and snow removal, until they deteriorate to the fair condition.

Bridge Status	2008		2009		2010		Percentage Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with restrictions		0.0%		0.0%		0.0%	0.0%
Closed *		0.0%		0.0%		0.0%	0.0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%

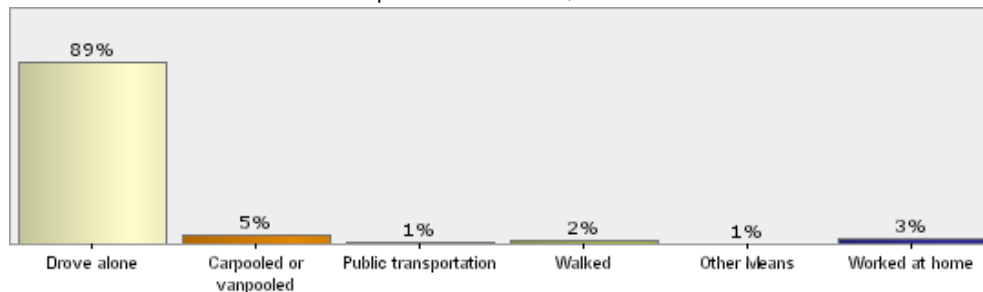
* Bridges may be closed because of new construction or failed condition.

Deficient Bridges	2008		2009		2010		Percentage Point Chg 2008-2010
Open	7	30.4%	11	47.8%	12	28.6%	-1.9%

Note: A bridge is considered deficient if it is *structurally deficient* (in poor shape and unable to carry the load for which it was designed) or *functionally obsolete* (in good physical condition but unable to support current or future demands, for example, being too narrow to accommodate truck traffic).

Travel

Transportation to Work, 2010 *



* Resident workers age 16 and over

Supplemental Information – SEMCOG Community Profile

Transportation to Work	Census 2000		5-Yr ACS 2010		Percentage Point Chg 2000-2010
Drove Alone	30,944	88.6%	29,047	88.6%	-0.0%
Carpooled or Vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public Transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at Home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

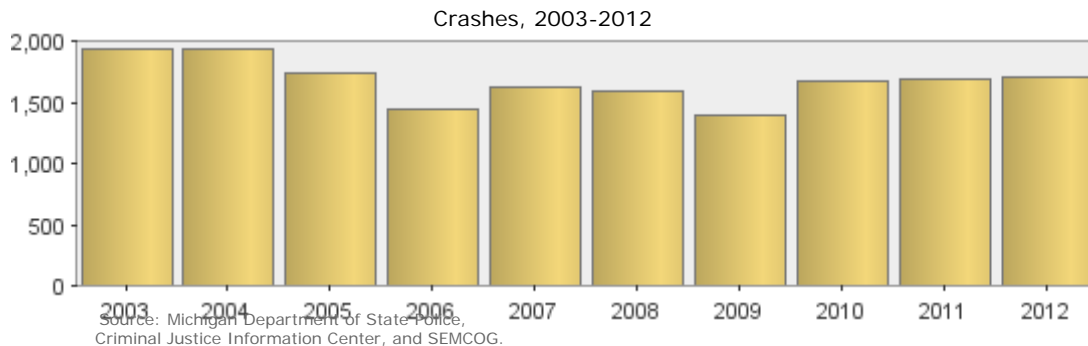
Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over Who worked outside the home	22.5 minutes	22.5 minutes	2.3 minutes

Transit

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

Between Major Cities: [AMTRAK](#)

Safety



Crash Severity	2008	2009	2010	2011	2012	% of Crashes 2008-2012
Fatal	2	4	1	0	1	0.1%
Incapacitating Injury	28	21	20	17	16	1.3%
Other Injury	346	298	416	403	400	23.1%
Property Damage Only	1,218	1,080	1,239	1,269	1,293	75.6%
Total Crashes	1,594	1,403	1,676	1,689	1,710	100.0%

Supplemental Information – SEMCOG Community Profile

Crashes by Involvement	2008	2009	2010	2011	2012	Percent of Crashes 2008-2012
Red-light Running	61	55	59	65	77	3.9%
Lane Departure	153	149	144	148	125	8.9%
Alcohol	65	72	68	67	59	4.1%
Drugs	7	16	15	22	18	1.0%
Deer	2	0	5	1	3	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	87	54	71	60	65	4.2%
School Bus	5	4	7	2	2	0.2%
Emergency Vehicle	15	10	6	13	10	0.7%
Motorcycle	15	13	13	13	17	0.9%
Intersection	664	580	610	614	608	38.1%
Work Zone	69	19	12	29	23	1.9%
Pedestrian	17	18	23	14	16	1.1%
Bicyclist	27	30	23	23	31	1.7%
Older Driver (65 and older)	371	339	432	438	439	25.0%
Young Driver (Under 25)	594	512	572	601	669	36.5%

Crashes by Involvement	2008	2009	2010	2011	2012	Percent of Crashes 2008-2012
Head-on	14	12	16	11	19	0.9%
Angle or Head-on/Left-turn	386	290	322	341	377	21.3%
Rear-end	695	655	805	808	845	47.2%
Sideswipe	254	197	266	269	247	15.3%
Single Vehicle	198	184	160	162	141	10.5%
Other or Unknown	47	65	107	98	81	4.9%
Total Crashes	1,594	1,403	1,676	1,689	1,710	100.0%

High-Frequency Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2008-2012
1	48	115	14 Mile Rd W @ Crooks Rd	27.8
2	61	155	Woodward Ave @ 11 Mile Rd	26.0
3	126	350	13 Mile Rd W @ 13 Mile Rd W	19.2
4	132	376	Bermuda Mohawk/E I-696 Ramp @ E I-696	18.8
5	157	457	14 Mile Rd W @ Coolidge Rd	17.0
6	159	467	12 Mile Rd W @ Woodward Ave	16.8
7	184	529	14 Mile Rd E @ Rochester Rd	16.0
8	189	547	13 Mile Rd W @ Coolidge Rd	15.8
9	204	593	11 Mile Rd E @ Stephenson Hwy N	15.2
10	225	656	12 Mile Rd W @ Stephenson Hwy	14.4

Note: Intersections are ranked by the number of reported crashes, which does not take into account traffic volume. Crashes reported occurred within 150 feet of the intersection.

Supplemental Information – SEMCOG Community Profile

High Crash Segments

Local Rank	County Rank	Region Rank	Segment	From Road – To Road	Annual Avg 2008-2012
1	32	62	13 Mile Rd W	Woodward Ave - Greenfield Rd	53.6
2	72	161	E I 696	Campbell Rd S - E I 696/I 75 Ramp	41.4
3	106	242	E I 696	Stephenson/10 Mile Turnaround – Bermuda	36.0
4	138	337	Coolidge Rd	Mohawk/E I 696 Ramp	31.8
5	232	581	14 Mile Rd W	Meijer Dr – Maple Rd E	24.8
6	247	623	11 Mile Rd E	Coolidge Rd – Woodward Ave	24.0
7	264	669	Woodward Ave	Troy N - Campbell Rd N	23.2
8	264	669	N I-75	Coolidge Hwy - N Woodward/12 Mile Turnaround	23.2
9	279	706	Woodward Ave	Catalpa Dr - N Woodward/11 Mile	22.6
10	306	774	Main S	Coolidge Rd – Webster Rd W	21.6
				10 Mile Rd E – Lincoln E	21.6

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

Source Data

[SEMCOG - Detailed Data](#)

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

Land Use Section

Land Use

SEMCOG 2008 Land Use

Land Use / Land Cover	Acres	Percent
Agricultural	0	0.0%
Single-family residential	3,725	49.2%
Multiple-family residential	218	2.9%
Commercial	385	5.1%
Industrial	160	2.1%
Governmental/Institutional	549	7.3%
Park, recreation, and open space	584	7.7%
Airport	0	0.0%
Transportation, Communication, and Utility	1,938	25.6%
Water	5	0.1%
Total Acres	7,563	100.0%

Note: SEMCOG's 2008 Land Use data set represents land use only and not land cover. Due to this difference, change analysis using this data set and previous SEMCOG land use/land cover data sets is not possible. Noticeable differences in map appearance and classification acreage totals are the result of this land use data originating from digital parcel files assigned land use codes based on their assessed property class and the lack of any land cover data.

Source Data

[SEMCOG - Detailed Data](#)