

Michigan Department of Treasury
Office of Revenue and Tax Analysis
PO Box 30722
Lansing MI 48909

RE: Compliance Form 4887 - Category 2 Consolidation of Services for City of Clawson

The City of Clawson is pleased to submit form 4887 with the required documents per Public Act 59 Economic Vitality Incentive Program (EVIP) for category 2.

The City of Clawson has chosen to track and display this data using Munetrix to make the information readily available to the public and other local units of government.

Included with this letter are the required documents for City of Clawson:

- A listing of previous shared services or consolidations with the estimated cost savings these actions have generated.
- An update of our progress to 1st year's proposed collaboration
- A plan of 1 or more proposals to increase existing level of cooperation, collaboration, and consolidation, within the jurisdiction or with other jurisdictions
 - Includes an estimate of the potential savings for any new service or consolidations being planned
 - Includes a timeline we expect to work towards

The attached pages are drawn directly from the reporting feature in our Munetrix homepage. We will make copies available to the public when requested.

All documentation necessary to comply with the EVIP requirements are included with this letter, and we look forward to continue receiving these important funds from the State of Michigan.

Please contact me if you need any further information or clarification.

Sincerely,



Mark Pollock
City Manager/Finance Director

Michigan Department of Treasury
(Recreated) 4887 (Rev 09-13)

**Economic Vitality Incentive Program/County Incentive Program
Certification of Consolidation of Services**


Issued under authority of 2013 Public Act 59. Filing is mandatory to qualify for payments.

Each city/village/township/county applying for Consolidation of Services payments must:

1. Certify to the Michigan Department of Treasury (Treasury) that the local unit listed below has produced and made readily available to the public, a Consolidation Plan as required by 2013 Public Act 59. The plan shall be made available for public viewing in the clerk's office or posted on a publicly accessible Internet site.
2. Submit to Treasury a Consolidation Plan.

City/village/township: This certification, along with a Consolidation Plan, **must be received by February 1, 2014** to receive the February and April payments or on or before March 31, 2014 to receive the April payment. Post mark dates will not be considered. For questions, call (517) 373-2697.

County: This certification, along with a Consolidation Plan, **must be received by February 1, 2014** (or the first day of a payment month) in order to qualify for that month's payment. Post mark dates will not be considered. For questions, call (517) 373-2697.

PART 1: LOCAL UNIT INFORMATION			
Local Unit Name City of Clawson		Local Unit County Name Oakland County	
Local Unit Code 632040		Contact E-Mail Address mpollock@cityofclawson.com	
Contact Name Mark Pollock	Contact Title City Manager/Finance Director	Contact Phone Number 2484354500	Extension
Website Address, if reports are available online http://munetrix.com/sections/data/municipal.php?MuniID=332&Type=City			
PART 2: CERTIFICATION			
<i>In accordance with 2013 Public Act 59, the undersigned hereby certifies to Treasury that the above mentioned local unit has produced a Consolidation Plan and has made them available for public viewing in the city, village, township, or county clerk's office or has posted them on a publicly accessible Internet site. The Consolidation Plan is attached to this signed certification.</i>			
Chief Administrative Officer Signature (as defined in MCL 141.422b) 		Printed Name of Chief Administrative Officer (as defined in MCL 141.422b) Mark Pollock	
Title City Manager/Finance Director		Date January 28, 2014	

Completed and signed form (including required attachments) should be e-mailed to: **TreasRevenueSharing@michigan.gov**

If you are unable to submit via e-mail, fax to (517) 335-3298 or mail the completed form and required attachments to:

Michigan Department of Treasury
Office of Revenue and Tax Analysis
PO Box 30722
Lansing MI 48909

TREASURY USE ONLY		
EVIP/CIP	Y N	Certification Received
Final Certification		Plan Received
		1st C/P Submission Y N
EVIP/CIP Notes		

Shared Services Plan

The City of Clawson regularly looks for ways to consolidate or collaborate with surrounding communities in order to provide better and more cost effective services for our residents. As a smaller community, we look for services that larger communities can provide better and more cost-effectively. Troy is certainly a resource for those services. We have already partnered with the City of Troy on police jail and dispatch services and continue to look at Troy for other possible shared services. We are always looking at internal savings potential by combining and eliminating positions to save money. We have gone from 62 full time employees in 2000 to our current 46 full-time employees, while providing the same services that we did then except for some police services. One of the most significant savings areas continues to be health care provided for our employees and retirees. We have changed to a partially self-funded health care plan and hope to save more money in the future. We have also addressed our legacy costs by switching to a defined contribution retirement plan and we no longer provide retiree health care after retirement for new hires. We are also closely watching the Health and Wellness Clinic Impact Study for four nearby communities that we may enter at a future date.

Summary of Shared Service Initiatives

Name	Purpose	Form	Scope	Status	Year	Data Owner	# of Partners
Department of Public Works-Staff Reduction	Staff Reductions	Individual Community Initiative	Internal	Dropped	2013	Clawson	1
Health and Wellness Clinic	Health and Human Services	Joint Venture	Internal	Proposed	2014	Clawson	1
Partial Self-Funding Health Care	Health and Human Services	Individual Community Initiative	Internal	Proposed	2014	Clawson	1
Administration Position Restructuring	Staff Reductions	Individual Community Initiative	Internal	Existing	2009	Clawson	1
Animal Control	Public Safety	Independent Authority	County	Existing	2011	Clawson	3
Change Administrative Assistant Position to Part-time	Staff Reductions	Individual Community Initiative	Internal	Existing	2012	Clawson	1
CLEMIS - Courts and Law Enforcement Management Information Systems	Police	Contractual	Region	Existing	1976	Auburn Hills	99
CMNtv Consortium	Community Service	Independent Authority	Region	Existing	1983	Auburn Hills	12
DPW Position Restructuring	Staff Reductions	Individual Community Initiative	Internal	Existing	2012	Clawson	1
Fleet Maintenance Services	Collaboration	Joint Venture	External	Existing	2013	Troy	8
Fleet Maintenance Services-Troy	Staff Reductions	Joint Venture	Internal	Existing	2013	Clawson	2
Major Case Assistance Team (MCAT)	Police	Joint Venture	External	Existing	2009	Auburn Hills	6
Police Dispatch-Jail Services	Dispatch	Contractual	External	Existing	2004	Clawson	2
Recreation Position Restructuring	Staff Reductions	Individual Community Initiative	Internal	Existing	2012	Clawson	1
SEMCOG	Collaboration	Contractual	Region	Existing	1968	Warren	158
SMART Bus Transportation	Transportation	Independent Authority	Region	Existing	1967	Utica	77
SOCRRA	Public Works	Independent Authority	Internal	Existing		Troy	12

Shared Service - Department of Public Works-Staff Reduction

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Dropped
Year Initiated:	2013
Revenues:	\$0 (less partner contributions)
Website:	

Description:
The City decided to drop the reduction of positions in our DPW. Our Union was given a choice to add back one of their union positions in lieu of a lower wage increase than other employees and they chose this option. We will save about \$15,000 in the first year with this option versus the elimination of the position.

Partners for Department of Public Works-Staff Reduction

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$50,000

Timeline for Department of Public Works-Staff Reduction

Name	Start Date	End Date
DPW-Staff Reduction	05/01/2013	07/01/2013
Dropped Due To Contract Settlement	07/01/2012	07/01/2013

Shared Service - Health and Wellness Clinic

Owner:	Clawson
Form:	Joint Venture
Primary Purpose:	Health and Human Services
Scope:	Internal
Status:	Proposed
Year Initiated:	2014
Revenues:	\$0 (less partner contributions)
Website:	

Description:

We are currently watching a local collaboration with four other communities for a health and wellness clinic for exclusive use of employees and retirees. Since we are in the first year of a partial self-funded plan for our health care, we will review our first year costs and then decide if we will participate in the clinic with our neighboring communities. This collaboration could save thousands more in costs on an annual basis.

Partners for Health and Wellness Clinic

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825	\$0	\$25,000

Timeline for Health and Wellness Clinic

Name	Start Date	End Date
Local Urgent Care and Preventative Care Clinic	01/01/2015	01/01/2016

Shared Service - Partial Self-Funding Health Care

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Health and Human Services
Scope:	Internal
Status:	Proposed
Year Initiated:	2014
Revenues:	\$0 (less partner contributions)
Website:	

Description:

The City has changed its health care coverage to a partial self-insured plan that we expect to provide significant savings and sustainability for our future. We will look at a collaboration with other local communities for a pool of health care services at a later date. We estimate savings will be in the range of \$25,000 to \$50,000 in the first year.

Partners for Partial Self-Funding Health Care

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$50,000

Timeline for Partial Self-Funding Health Care

Name	Start Date	End Date
Establishing New Health Care Plan	08/01/2013	12/31/2013
Hold Employee and Retiree Meetings	11/14/2013	11/15/2013
Contract Agreements on New Health Care Plans	02/04/2013	06/20/2013
Complete New Health Care Plans	12/02/2013	01/16/2014

Shared Service - Administration Position Restructuring

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Existing
Year Initiated:	2009
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The City of Clawson chose to combine the Administrative Department Head positions of City Manager and Finance Director back in 2009 when the City Manager left his position. The Finance Director was contracted to take on the dual role of City Manager and Finance Director. The City hired a part-time employee during 2012 to assist with finance duties and other finance related duties were divided among part-time employees and existing full-time personnel to save personnel and benefit costs. The City has saved over \$255,000 to date with this combination of positions. The barrier to this change was the effectiveness and the time constraints of the dual role. With the assistance of part-time help, we have transitioned this position well and eliminated the barrier.

Partners for Administration Position Restructuring

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$90,000

Timeline for Administration Position Restructuring

Name	Start Date	End Date
Combine Positions	11/16/2009	06/30/2015
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Animal Control

Owner:	Clawson
Form:	Independent Authority
Primary Purpose:	Public Safety
Scope:	County
Status:	Existing
Year Initiated:	2011
Revenues:	\$0 (less partner contributions)
Website:	

Description:

Oakland County is now providing our Animal Control services under a County-wide program. We removed Animal Control from our City of Troy contract for services when Troy also changed their coverage to Oakland County. We estimate savings of \$13,000 per year from this venture.

Partners for Animal Control

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$20,000
Oakland County	County	01 SEMCOG	1,202,362	\$0	\$13,000
Troy	City	Oakland County	80,980		\$157,700

Timeline for Animal Control

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Change Administrative Assistant Position to Part-time

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Existing
Year Initiated:	2012
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The full-time Administrative Assistant retired in January of 2011 and that position is currently being performed by both part-time personnel and distribution of duties among existing full-time positions. The first year savings were \$52,000 and savings are estimated to be \$50,000 annually for 2013 and beyond. The City did not encounter any barriers with this initiative.

Partners for Change Administrative Assistant Position to Part-time

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$52,000

Timeline for Change Administrative Assistant Position to Part-time

Name	Start Date	End Date
Replace Position with Part-time	07/05/2011	12/30/2011
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - CLEMIS - Courts and Law Enforcement Management Information Systems

Owner:	Auburn Hills
Form:	Contractual
Primary Purpose:	Police
Scope:	Region
Status:	Existing
Year Initiated:	1976
Revenues:	\$0 (less partner contributions)
Website:	http://www.oakgov.com/clemis/

Description:

Oakland County's Courts and Law Enforcement Management Information System, commonly called CLEMIS, is state-of-the-art computer technology used by criminal justice and public safety agencies. By serving as a technical link among multiple agencies, CLEMIS promotes communication and sharing of criminal justice information.

CLEMIS provides technical solutions through a cooperative effort that are affordable and efficient for criminal justice and public safety agencies of all sizes.

By serving as a technical link among multiple agencies, CLEMIS promotes communication and sharing of criminal justice information. CLEMIS standards and policies, as established and monitored by the Advisory Committee, are important in assuring the integrity of information entered into the CLEMIS system.

The CLEMIS vision is to empower criminal justice and public safety agencies to maximize the use of collected data, so they may enhance their daily operations and perform comprehensive planning.

CLEMIS is a division of Oakland County's Department of Information Technology

Partners for CLEMIS - Courts and Law Enforcement Management Information Systems

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$20,000
9 Not-for-Profits			0		
8 Villages			41,041		
58 Citys			1,697,643	\$100,167	\$1,751,400
4 Postsecondarys			0		
20 Townships			724,029		

Timeline for CLEMIS - Courts and Law Enforcement Management Information Systems

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - CMNtv Consortium

Owner:	Auburn Hills
Form:	Independent Authority
Primary Purpose:	Community Service
Scope:	Region
Status:	Existing
Year Initiated:	1983
Revenues:	\$0 (less partner contributions)
Website:	http://cmntv.org/about/consortium/

Description:
 CMNtv provides Public Access TV services for 11 Metro Detroit Southeast Oakland County, Michigan communities. Individual city government programming does not appear on CMNtv 18, but instead on their local Government Access Channel. Below you'll find known Government Access Channels, links to City Council meeting schedules and general contact info for each CMNtv Consortium Community.

Partners for CMNtv Consortium

Partner	Type	Lies Within	Population	Contribution	Savings
Auburn Hills	City	Oakland County	21,412		\$30,000
Community Media Network TV	Not-for-Profit	Oakland County	0		
Ferndale	City	Oakland County	19,900		
Berkley	City	Oakland County	14,970		
Clawson	City	Oakland County	11,825		\$10,000
Huntington Woods	City	Oakland County	6,238		
Oakland Township	Township	Oakland County	16,779		
Pleasant Ridge	City	Oakland County	2,526		
Rochester	City	Oakland County	12,711		
Rochester Hills	City	Oakland County	70,995		
Royal Oak	City	Oakland County	57,236		
Troy	City	Oakland County	80,980		

Timeline for CMNtv Consortium

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - DPW Position Restructuring

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Existing
Year Initiated:	2012
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The City of Clawson adjusted job functions for our Department of Public Works Supervisor in May 2012, upon the retirement of our DPW Supervisor. We hired an internal department employee to take over as the Assistant Supervisor of the Department of Public Works. The staff was reduced by one full-time employee with this change in duties. To date we have saved \$42,000 and the estimated savings will be \$28,000 annually. The City did not encounter any barriers with this change.

Partners for DPW Position Restructuring

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$30,000

Timeline for DPW Position Restructuring

Name	Start Date	End Date
Retirement of Employee	05/01/2012	06/30/2014
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Fleet Maintenance Services

Owner:	Troy
Form:	Joint Venture
Primary Purpose:	Collaboration
Scope:	External
Status:	Existing
Year Initiated:	2013
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The City of Troy currently provides Fleet Maintenance services to: City of Birmingham, Clawson, Oak Park, Rochester, Royal Oak, Madison Heights, SOCWA, SOCRRA, Centerline, and Troy School District.

Partners for Fleet Maintenance Services

Partner	Type	Lies Within	Population	Contribution	Savings
Troy	City	Oakland County	80,980		
Birmingham	City	Oakland County	20,103		
Clawson	City	Oakland County	11,825		\$10,000
Oak Park	City	Oakland County	29,319		
Rochester	City	Oakland County	12,711		
Royal Oak	City	Oakland County	57,236		
Madison Heights	City	Oakland County	29,694		
Troy School District	District	Oakland Schools	12,404		

Timeline for Fleet Maintenance Services

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Fleet Maintenance Services-Troy

Owner:	Clawson
Form:	Joint Venture
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Existing
Year Initiated:	2013
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The City of Clawson proposes to increase the fleet maintenance services provided by the City of Troy Motor Pool Division. The restructuring of the Department proposes to re-assign a motor pool maintenance staff member within the department. Estimated savings in addition to the staff reduction savings would be \$15,000 annually.
 The City of Troy supports its fleet maintenance operation by appropriately allocating costs and charging clients for services rendered. The increase in service usage by the City of Clawson will generate revenue for Troy through service fees, which will support Troy's fleet division.

Partners for Fleet Maintenance Services-Troy

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$15,000
Troy	City	Oakland County	80,980		

Timeline for Fleet Maintenance Services-Troy

Name	Start Date	End Date
Review Changes with Union	03/01/2013	06/01/2013
Start Additional Fleet Maintenance	07/01/2013	07/01/2013

Shared Service - Major Case Assistance Team (MCAT)

Owner:	Auburn Hills
Form:	Joint Venture
Primary Purpose:	Police
Scope:	External
Status:	Existing
Year Initiated:	2009
Revenues:	\$0 (less partner contributions)
Website:	N/A

Description:
 2013 update - The City of Auburn Hills did not need to utilize the MCAT during 2012. The City did, however, aid another participating municipality with a case.

Investigators from Auburn Hills, Troy, Birmingham, Bloomfield Twp., Clawson and Rochester Hills (OCSD) are available when needed to investigate major criminal acts in any of the above listed jurisdictions. The investigators train together on a regular basis and come together to assist the primary agency with a major case. This will aide in limiting the number of officers from the primary agency that have to be assigned to a major case and helps minimize the necessary overtime expenditures that these types of cases often entail.

Partners for Major Case Assistance Team (MCAT)

Partner	Type	Lies Within	Population	Contribution	Savings
Auburn Hills	City	Oakland County	21,412		\$4,000
Troy	City	Oakland County	80,980		\$3,732
Birmingham	City	Oakland County	20,103		
Clawson	City	Oakland County	11,825		\$1,250
Rochester	City	Oakland County	12,711		
Bloomfield Township	Township	Oakland County	41,070		

Timeline for Major Case Assistance Team (MCAT)

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Police Dispatch-Jail Services

Owner:	Clawson
Form:	Contractual
Primary Purpose:	Dispatch
Scope:	External
Status:	Existing
Year Initiated:	2004
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 In 2004 the City of Clawson began a contract with the City of Troy to provide Dispatch, Jail, and Animal Control Services. This venture has provided high quality services to the City of Clawson at substantial savings. We estimate that we have saved in excess of \$1,000,000 since this collaboration effort began.

Partners for Police Dispatch-Jail Services

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$80,000
Troy	City	Oakland County	80,980		

Timeline for Police Dispatch-Jail Services

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - Recreation Position Restructuring

Owner:	Clawson
Form:	Individual Community Initiative
Primary Purpose:	Staff Reductions
Scope:	Internal
Status:	Existing
Year Initiated:	2012
Revenues:	\$0 (less partner contributions)
Website:	

Description:

The Recreation Coordinator retired in September 2012. The City combined the Recreation Coordinator position with the Senior Citizen Program Coordinator position. The duties of both positions has been partially distributed to part-time positions. Our retired Recreation Coordinator has been rehired part-time to assist the new combined Parks and Recreation and Senior Services Coordinator and work with the Parks Committee. The City has saved \$16,000 to date in this fiscal year and it is estimated that the City will save \$35,000 annually with this position combination. The City did not encounter any barriers with this proposal.

Partners for Recreation Position Restructuring

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825		\$35,000

Timeline for Recreation Position Restructuring

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014

Shared Service - SEMCOG

Owner:	Warren
Form:	Contractual
Primary Purpose:	Collaboration
Scope:	Region
Status:	Existing
Year Initiated:	1968
Revenues:	\$8,000,000 (less partner contributions)
Website:	www.semco.org

Description:

SEMCOG was established in 1968 as a regional planning partnership in Southeast Michigan. We are accountable to local governments who join as members. [Membership](#) is open to all counties, cities, villages, townships, intermediate school districts, community colleges, and public universities in Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties. Citizens are represented at SEMCOG through their local elected officials. Funding for SEMCOG is provided by federal and state grants, contracts, and membership dues.

Update - February, 2014

SEMCOG supplies much of the material that the Village needs to comply with the "Jurisdictional" NPDES permit requirements.

Partners for SEMCOG

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825	\$1,562	
77 Citys			2,805,058	\$7,170	\$0
7 Countys			4,704,743	\$0	\$0
6 Postsecondarys			0	\$0	\$0
6 ISDs			698,320	\$0	\$0
51 Townships			1,230,035	\$0	\$0
11 Villages			50,103	\$0	\$0

Shared Service - SMART Bus Transportation

Owner:	Utica
Form:	Independent Authority
Primary Purpose:	Transportation
Scope:	Region
Status:	Existing
Year Initiated:	1967
Revenues:	\$24,000 (less partner contributions)
Website:	http://www.smartbus.org

Description:

The Suburban Mobility Authority for Regional Transportation (SMART) is Southeast Michigan's only regional bus system helping people get to/from work, school, medical appointments, shopping centers, entertainment and cultural events. Providing 12 million rides annually, SMART operates 275 Fixed Route buses on 54 routes, 7 days a week, 22 hours a day as well as Connector Service for seniors and people with disabilities who can't access SMART's regular Fixed Route service. Additionally, through our Community Partnership Program (CPP), SMART partners with 75 municipalities and organizations to support local transit service by leveraging federal funding that is returned to local communities.

Annual savings based on provision of two Smart Buses with five year life costing approximately \$60,000.

Partners for SMART Bus Transportation

Partner	Type	Lies Within	Population	Contribution	Savings
Clawson	City	Oakland County	11,825	\$204,898	
6 Villages			24,496		
53 Citys			1,658,563	\$11,748,616	\$3,000
18 Townships			546,328	\$4,609,388	

Shared Service - SOCRRA

Owner:	Troy
Form:	Independent Authority
Primary Purpose:	Public Works
Scope:	Internal
Status:	Existing
Year Initiated:	
Revenues:	\$0 (less partner contributions)
Website:	

Description:
 The South Oakland County Resource Recovery Authority is a municipal corporation founded in the early '50s. SOCRRA consists of twelve member municipalities with a total population of approximately 283,000 and covers an area of 75 square miles.

Partners for SOCRRA

Partner	Type	Lies Within	Population	Contribution	Savings
Troy	City	Oakland County	80,980		
Berkley	City	Oakland County	14,970		
Beverly Hills	Village	Oakland County	10,267		
Birmingham	City	Oakland County	20,103		
Clawson	City	Oakland County	11,825		
Ferndale	City	Oakland County	19,900		
Hazel Park	City	Oakland County	16,422		
Huntington Woods	City	Oakland County	6,238		
Lathrup Village	City	Oakland County	4,075		
Oak Park	City	Oakland County	29,319		
Pleasant Ridge	City	Oakland County	2,526		
Royal Oak	City	Oakland County	57,236		

Timeline for SOCRRA

Name	Start Date	End Date
No Barriers Encountered	07/01/2013	06/30/2014