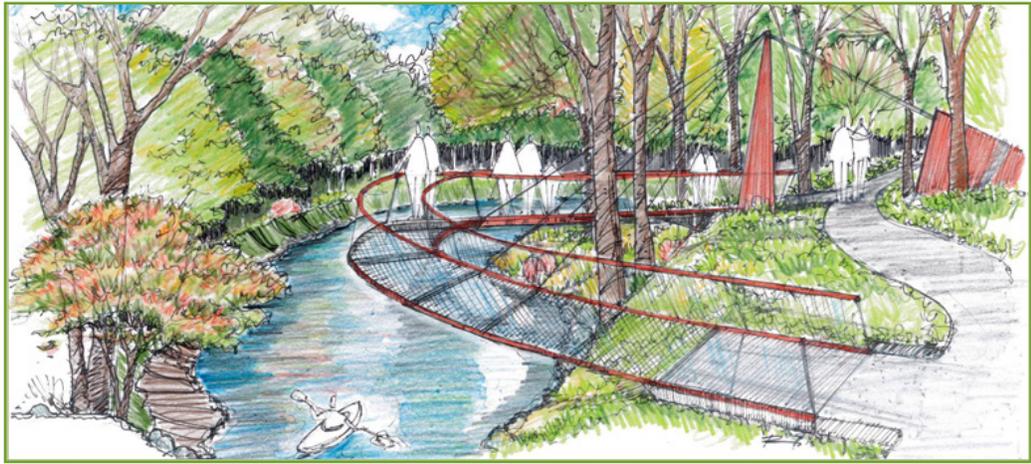




City of Rochester Hills, Michigan



2017 - 2019 Budget Plan Adopted September 26, 2016



Riverbend Park Conceptual Design





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innovative *by* nature
2017 BUDGET MESSAGE

August 8, 2016

Dear President Tisdell, Vice President Morita, Council Members, and Residents of the City of Rochester Hills:

I am pleased to present to you the City of Rochester Hills Fiscal Year 2017-2019 Budget. This budget takes into consideration several documents and policies including the prior year 2016-18 Budget, the City's 2017-2022 Capital Improvement Plan (CIP), the City's 7-Year Financial Forecast (2017-2023), and the City Council's Strategic Plan including adopted goals and objectives for Fiscal Year 2017. The City is always mindful that revenues drive our ability to deliver services and this budget is respectful of that concept.

The City of Rochester Hills continues to see a local economic recovery that includes an upward trend in residential development, low business vacancy rates, and a growing population. Although the last economic recession is now behind us, we continue to remain vigilant to think strategically and to re-examine the services we provide. A variety of strategic planning decisions over the past decade have established our City's position as the preeminent City in Michigan to live, work, and raise a family will not be shaken. Our independent auditor, Plante & Moran, has noted our efforts and has recognized the City of Rochester Hills as being in the top 5% of the cities they review statewide, for our desirable financial position.

We continue to build upon the City's financial success by delivering a three (3) year budget plan covering Fiscal Years 2017-2019. This multi-year approach to budgeting has enabled the City to better prepare for the future by recognizing both challenges and opportunities, while allowing us to become more resourceful and innovative in our approach to delivering City services.

The City of Rochester Hills Administration greatly appreciates the strong and close working relationship we have enjoyed with City Council over the years. It cannot be understated how fortunate our community is to have dedicated public servants to help guide the decisions our City makes. The success of our City is truly a collaborative effort, with the past and present Rochester Hills City Council having a vital role.

The results of this collaboration are readily apparent. Rochester Hills is recognized as an innovative leader regionally, and even nationally, for its excellence in financial stewardship, environmental responsibility, and transparency. While regional and national recognitions are certainly admirable, the one single recognition that matters the most is that of our residents. In our most recent resident survey,





Mayor's Transmittal Letter

99% of those responding are happy with their decision to live in Rochester Hills. This is the highest percentage ever recorded in our City's history and one we all can be very proud of.

These results and recognitions are the outcome of a collaborative effort and I want to thank the City Council for your continued support in our past and present budget processes and for your thoughtful contribution towards our City's direction. City Council's direction and dedication have guided the City in our past accomplishments and guides our efforts toward organizational excellence.

Our 2017-19 Budget is guided by two principles found at the beginning of the budget document. The first is the City's "Vision Statement" which charges us to be:

The community of choice for families and business

The other is the "Mission Statement" that guides our city government:

To sustain the City of Rochester Hills as the premier community of choice to live, work, and raise a family by enhancing our vibrant residential character complemented by an attractive business community

The challenges that faced the City of Rochester Hills during the most recent economic recession put great pressure on the City's ability to deliver quality services. In response, we made the necessary decisions to ensure that the initiatives included in our budgets were within the revenue sources available to support those services. Those tough decisions, coupled with our focused execution, allowed the City to deliver the most efficient services as possible during the recent recession. It challenged us to collaborate with surrounding communities, to better meet the needs of our citizens, and to have the confidence to share our progress with our residents by publishing our Citizen Financial Summary and our Performance Dashboard. Both of those documents are designed to improve our transparency and to help residents clearly see exactly where their government is spending their tax dollars.

This budget continues to deliver efficient services and quality of life enhancements that are within our projected revenue resources as we move into Fiscal Year 2017 and beyond. We continue to live within our means by spending less than we take in, a way of life for the City of Rochester Hills.

The FY 2017 Budget

The City of Rochester Hills 2017 Budget sets its total tax (millage) rate for at 10.4605, the same overall millage rate as last year. This rate continues to rank the City of Rochester Hills as one of the lowest millage rates in Oakland County as reported by Oakland County Department of Equalization's Comparison of Tax Rate report.

As in past years, the City is *not* levying an administrative fee for the City's assessing and tax collection services (as many Oakland County cities currently do). This will leave over \$1.2 million in the pockets of our residents and businesses.



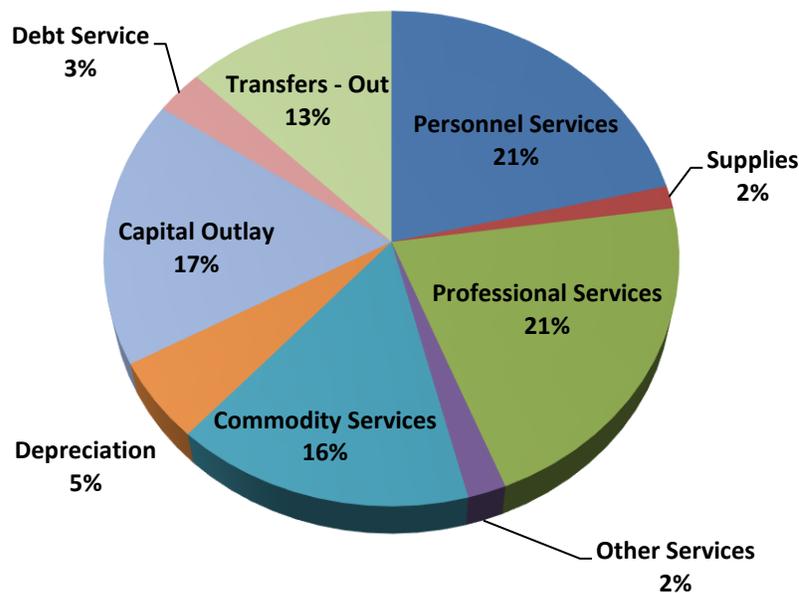
Expenditures:

The FY 2017 Budget includes City-wide expenditures of \$130,316,610 a decrease of over 10% from the current FY 2016 Budget. Most of the decrease is attributable to a reduction in the amount of capital projects scheduled and corresponding interdepartmental transfers.

The \$130,316,610 adopted budget provides for:

- \$27.7 million or 21% for personnel costs
- \$27.6 million or 21% for professional services including contracted police services of \$9.1 million
- \$22.7 million or 17% for capital projects and capital equipment
- \$20.5 million or 16% for commodity charges including water and sewage treatment purchases
- \$16.4 million or 13% for transfers-out to other city funds
- \$7.0 million or 5% toward asset depreciation
- \$4.6 million or 3% for supplies and other services
- \$3.8 million or 3% for debt service

2017 All Funds - Adopted Expenditure Summary



Personnel Costs – With the most recent economic recession in FY 2008, the City actively reacted to keep personnel costs in line with available funding. With our multi-year budget and continual re-examination of service delivery, we plan to maintain that course.

In November of 2014, voters approved an increase in the Fire millage rate so the department could hire an additional 9 firefighters/paramedics to improve level of service and response time.

For the FY 2017 Budget, the City will add one (1) additional full-time position, a Supervisor of Facilities. This position was eliminated in FY 2009 as a result of the economic recession, and the duties were reassigned to the Department of Building / Ordinance Compliance. Workloads within the Department of

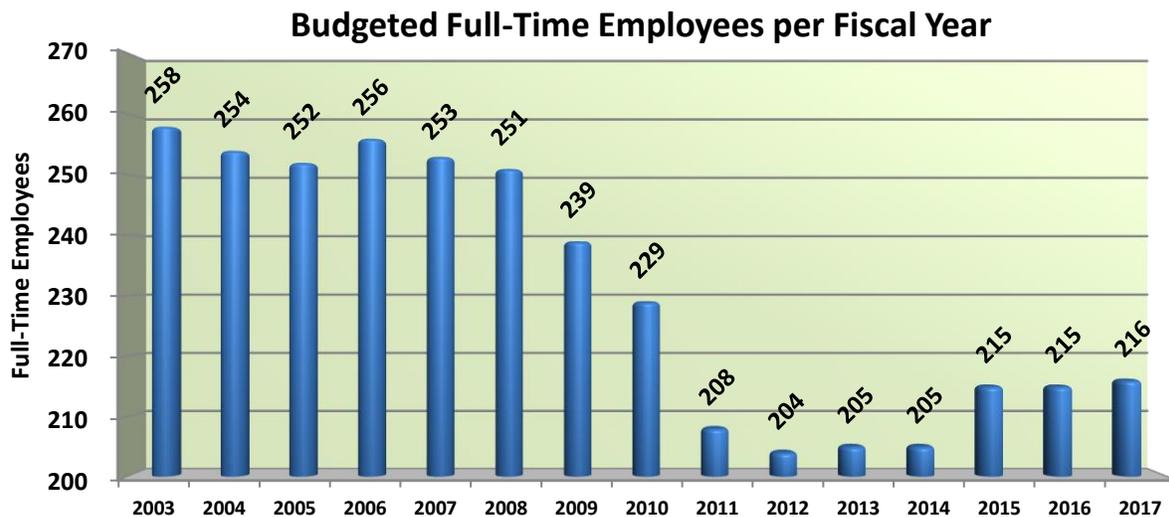




Building / Ordinance have since grown to such a level since the recession that it requested to reinstate this prior position.

The Supervisor of Facilities position will be responsible for:

- \$55 million in City assets covering over 22 buildings on 46 developed and undeveloped parcels.
- \$5 million annual operating budget
 - Including seven (7) Facilities Full-Time employees and one (1) Part-Time employee
- Monitoring over 100 different service contracts
- Coordinating and management of capital construction projects
- Ensuring that the recent investments made in the community will be maintained appropriately

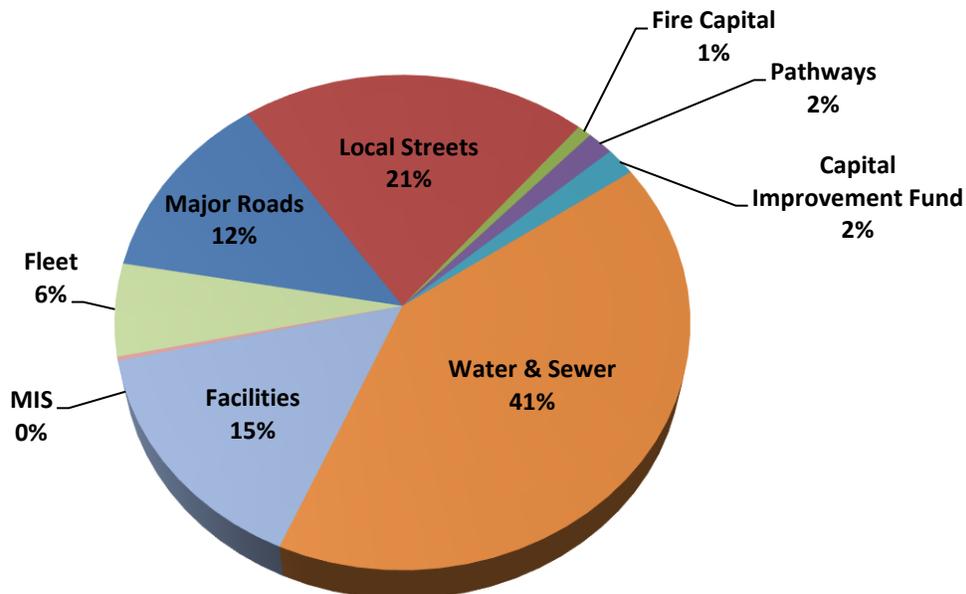


Capital Projects – The City Council’s Strategic Goal to provide reliable, safe, and effective infrastructure throughout the City is in effort to maintain property values, our quality of life, and uninterrupted services to Rochester Hills’ residents and businesses. The \$22.7 million for capital projects are all to be funded by City funds in FY 2017, without the need issue bonds.

The results of our most recent public opinion survey showed that the condition of our local streets continued to be a prime concern of our residents and was reverberated by City Council. The adopted FY 2017 Budget Plan includes Local Street reconstruction funding of \$4.7 million for FY 2017, \$5.2 million for FY 2018, and \$5.2 million for FY 2019 as part of our continuing effort to improve and address our community’s top concern.



2017 Adopted Capital Budget Summary



Local Street improvements of \$4.7 million or 21% of the citywide capital budget reflects the high priority City residents noted in our most recent City Public Opinion Survey. Projects include:

- LS-01 Local Street System: Rehabilitation Program
- LS-12 Local Street System: Traffic Calming Program

Major Road improvements of \$2.8 million or 12% of the citywide capital budget, again reflecting the high priority City residents noted in our most recent City Public Opinion Survey. Projects include:

- MR-01A Major Road: Rehabilitation Program
- MR-07A Auburn Road: Turn-Lane Improvements
- MR-08 Horizon Court Rehabilitation
- MR-11 Rochester Industrial Drive Reconstruction
- MR-12 Major Road – Traffic Calming Program
- MR-26F Livernois Road: North-Bound Right Turn Lane @ Auburn Road
- MR-27 Major Road: Bridge Rehabilitation Program
- MR-31E John R Road: North-Bound Right Turn Lane @ Auburn Road
- MR-39 South Boulevard: Crooks Road – Livernois Road Rehabilitation

Water & Sewer improvements of \$9.3 million or 41% of the citywide capital budget. Projects include:

- SS-02B Sanitary Sewer Rehabilitation Program
- WS-07 Booster Station #2: Replacement
- WS-15 Michelson Road: Water Main Extension
- WS-36 Section #33: Water Main Replacement
- Urgent Water & Sanitary Sewer Repairs
- Water & Sanitary Sewer Capital Equipment Replacement Program





Mayor's Transmittal Letter

Fire Capital Equipment replacements of \$194,000 or 1% of the citywide capital budget. Projects include:

- Automobile Extrication Equipment
- IS-08 Fire Vehicle & Apparatus Replacement Schedule

Pathway System improvements of \$361,250 or 2% of the citywide capital budget. Projects include:

- PW-01 Pathway Rehabilitation Program
- PW-12 Rochester Road Pathway Gaps: Orion Road & Wimberly Drive

Capital Improvement Fund includes \$415,000 or 2% of the citywide capital budget. Projects include:

- Purchase or replacement of various Media related capital items.
- IS-18 Election Equipment Replacement Program

Facility improvements of \$3.3 million or 15% of the citywide capital budget. Projects include:

- FA-02K Fire Station #1: Rear Access Drive Reconstruction
- FA-11 ADA Compliance Implementation
- PK-05B Borden Park: Roller Hockey Rink Replacement Program
- PK-05H Borden Park: Office Relocation
- PK-05J Borden Park: Maintenance Yard Improvements
- PK-13 Riverbend Park Development
- Fire Station #1: Training Tower Repairs

Fleet vehicle and equipment replacements of \$1.4 million or 6% of the citywide capital budget. Projects include:

- IS-05A Citywide Fleet Replacement Schedule

Management Information System [MIS] technology improvements of \$60,000 or >1% of the citywide capital budget. Projects include:

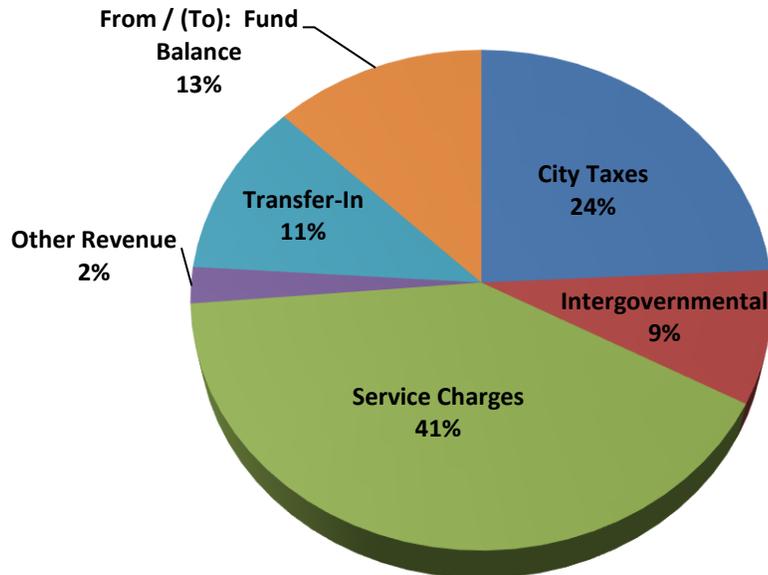
- IS-10B: Computer Network Upgrade Schedule

Revenues:

To offset the FY 2017 service levels and related expenditures, the FY 2017 budget anticipates citywide revenues of \$113,809,810, a -3.4% decrease from the current 2016 Budget primarily due to decreased Interdepartmental Transfers-In. It is anticipated to use \$16.5 million from fund balance (primarily to cover \$22.7 million in capital related projects).



2017 All Funds - Adopted Revenue Summary



The following list highlights our most significant revenue sources:

- \$53.2 million or 41% from service charges, licenses & permits
- \$31.5 million or 24% from taxes
- \$16.5 million or 13% from fund balances
- \$14.8 million or 11% represent transfers-in from other funds
- \$11.2 million or 9% from state, federal, and other sources
- \$3.1 million or 2% from investment earnings, fines, and other revenue

As we have done in the past, the FY 2017-19 Adopted Budget has taken a conservative approach to forecasting revenues. The revenue improvements we have experienced the past three years are continuing with increasing tax values, state shared revenues, and service charge activity over last year. As revenues drive the services we can deliver, and we believe that by taking a conservative approach to revenue forecasting, we can ensure that the services we are proposing are within our reasonable revenue projections.

This conservative approach to managing our resources that has served the City extremely well, was one of the reasons our external auditor Plante & Moran rated our community's financial position so strongly.

Improving residential and commercial property values have increased the City's Property Taxable Value to \$3.1 billion for FY 2017, or a +2.45% increase. However, recent legislative changes by the State of Michigan have begun to phase out certain eligible portions of Personal Property from taxation; these legislative changes have decreased the City's Personal Property Taxable Value by (15.5%). The net impact of the Property Taxable Value increase, offset by the Personal Property Taxable Value decrease, is an Overall Taxable Value increase of +1.36% for FY 2017.



Mayor's Transmittal Letter



It should be noted that the State of Michigan has established a Personal Property Tax Reimbursement program for communities in order to offset the decrease in Personal Property Taxable Value loss. The estimated amounts of the reimbursement are spread among the various funds which collect millage revenue.

State Shared Revenue (the City share of State sales tax revenue) is anticipated to increase by 1.0% or \$50,000 in FY 2017. Act 51 revenue (State of MI gas tax and vehicle registration), a major funding source for our road system, is anticipated to increase by 2.0% or \$117,000 in FY 2017.

The budget will be drawing from fund balances in FY 2017 primarily related to improving the City's infrastructure through capital projects (Major Roads, Local Streets, Fire Capital, Pathway Construction, Water & Sewer Mains, Facilities, MIS, Fleet, etc...).

Detailed explanations for the changes in revenues and expenditures, in addition to noteworthy comments, can be found within each department's "Significant Notes" section in the Budget Plan Document.

Conclusion:

With the great recession now behind us, our on-going commitment to fund City operations within current revenue sources continues to demonstrate the leadership we have been recognized for, and has positioned us well to meet the future. We demonstrate our leadership by working with the resources we have available in order to support City Council's adopted goals and objectives. We also demonstrate our leadership by continually re-examining ourselves and our operations, and by enhancing the quality of life for our City. By doing this we ensure our ability to deliver quality services into the future and to continue to meet the City's mission.

My administration remains very optimistic about our future, our current budget plan, and our community. I appreciate City Council's leadership, support, creative thinking, debate, and dialogue in so many of our endeavors. Our success is truly a shared success. We appreciate the City Council's full participation in crafting our FY 2017-19 Adopted Budget to help guide us into the future. As elected representatives, your critical thought, collective voice, and support are vital as we move our City forward to meet the future that lays head. As you know, these budgets not only serve as a financial plan, but also as a policy document, operations guide, and communications device to our residents for the next fiscal year and beyond.

I would like to thank the City Council for their dedication in communicating their goals and objectives, which have guided the administration in preparing this budget. We look forward to the future and commit together our shared vision of making Rochester Hills the preeminent place to live, work, and raise a family.

Respectfully Submitted,

Bryan K Barnett, Mayor
City of Rochester Hills





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Rochester Hills

Michigan

For the Fiscal Year Beginning

January 1, 2016



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented the Distinguished Budget Presentation Award to the City of Rochester Hills for its annual budget for the fiscal year beginning January 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications device.

This award is valid for a period of one year only. We believe that this FY 2017 Budget continues to conform to program requirements, and the City will be submitting it to GFOA to determine its eligibility for another award.





VISION STATEMENT

The Community of Choice for Families and Business



MISSION STATEMENT

Our mission is to sustain the City of Rochester Hills as the premier community of choice to live, work, and raise a family by enhancing our vibrant residential character complemented by an attractive business community.





City of Rochester Hills Elected Officials



Bryan K. Barnett
Mayor



Stephanie Morita
City Council Vice President
District #1



Kevin S. Brown
City Council Member
At-Large



Jim Kubicina
City Council Member
District #2



Mark Tisdell
City Council President
At-Large



Dr. Susan Bowyer
City Council President
District #3



Dale Hetrick
City Council Member
At-Large



Thomas W. Wiggins
City Council Member
District #4



City Council FY 2017 Goals and Objectives



Goal #1: Public Safety	
Protect the residents, businesses, and visitors of Rochester Hills by providing high quality public safety	
City Council Objectives:	
On-Going	Re-examine the Fire's Funding Structure
On-Going	Continue to examine current levels of police service for effectiveness and efficiency
Short-Term	Implement strategies to improve Fire and EMS facilities and service

Goal #2: Infrastructure Management	
Provide reliable, safe, and effective infrastructure (roadways, utilities, buildings, etc...) throughout the City	
City Council Objectives:	
On-Going	Implement a comprehensive storm water policy including short and long-term funding strategies
On-Going	Continue neighborhood storm water education program (including HOA leadership)
Short-Term	Establish a cross connection education program
Short-Term	Develop and review a sump pump discharge inspection program (sanitary sewer vs. storm drain)

Goal #3: Economic / Tax base	
Retain investment, maintain the tax and employment base, support redevelopment, and uphold high property values in the City	
City Council Objectives:	
On-Going	Continue to attract and retain businesses that focus on R&D and "High-Tech"
On-Going	Continue to review policies and ordinances for maintenance of existing residential and commercial buildings
On-Going	Support the redevelopment of blighted properties

Goal #4: Fiscal Management	
Establish policies for fiscal responsibility that ensure short and long-term prosperity through effective fiscal planning and efficient management of the taxpayers' assets	
City Council Objectives:	
On-Going	Continue the policy of forecasting revenue, expense, and critical factors for up to the next seven years on a rolling basis and begin strategic analysis of the years beyond
On-Going	Continue to provide a three year budget plan

Goal #5: Recreation, Parks, Cultural	
Preserve the City of Rochester Hills' natural resources and recreational character	
City Council Objectives:	
On-Going	Review the short and long-term needs of the Park system and provide a plan to meet those needs, including funding
On-Going	Examine alternate funding sources for park development
On-Going	Implement maintenance program of acquired Green Space and natural feature City owned property





Goal #6: Trust & Participation	
Promote effective communication between City Council, administration, residents, businesses, and visitors so that decisions reflect the community's desires and expectations	
City Council Objectives:	
On-Going	Maintain and improve openness and transparency in conducting City business by way of cable broadcast and web cast of City Council meetings and accessibility to City documents
On-Going	Utilize web and technology to further enhance communication with residents and allow for online delivery of certain services
On-Going	Continue the policy of bi-annual public input via a community survey
On-Going	Involve youth in leadership growth and in the development of City's future by way of encouraging their participation on the Rochester Hills Government Youth Council

Goal #7: Community / Neighborhoods	
Protect the family-oriented community from adverse events and conditions by strategic planning and proactive management in all aspects of municipal governance	
City Council Objectives:	
On-Going	Maintain and improve relationships with homeowner associations/neighborhoods to further neighborhood stability and to make the community a better place to live
On-Going	Continue to implement code enforcement/blight ordinances effectively to preserve existing neighborhoods
On-Going	Continue to evaluate and make recommendation(s) to reduce the adverse impact of the deer population in the City and educate HOA leadership and homeowners

Goal #8: Effective Governance	
Provide clear policy direction to Administration for the execution of City programs and services	
City Council Objectives:	
On-Going	Promote cooperative purchases with other communities, i.e. MITN
On-Going	Explore opportunities for new public/private partnerships and possibilities for the consolidation of City services
On-Going	Explore privatization of certain City functions and develop a plan of action for implementation

Goal #9: Environmental	
Promote conservation of water, electricity, etc...	
City Council Objectives:	
On-Going	Move towards a more "green city", not only City Hall and facilities but promotion within the community and businesses and which businesses we attract

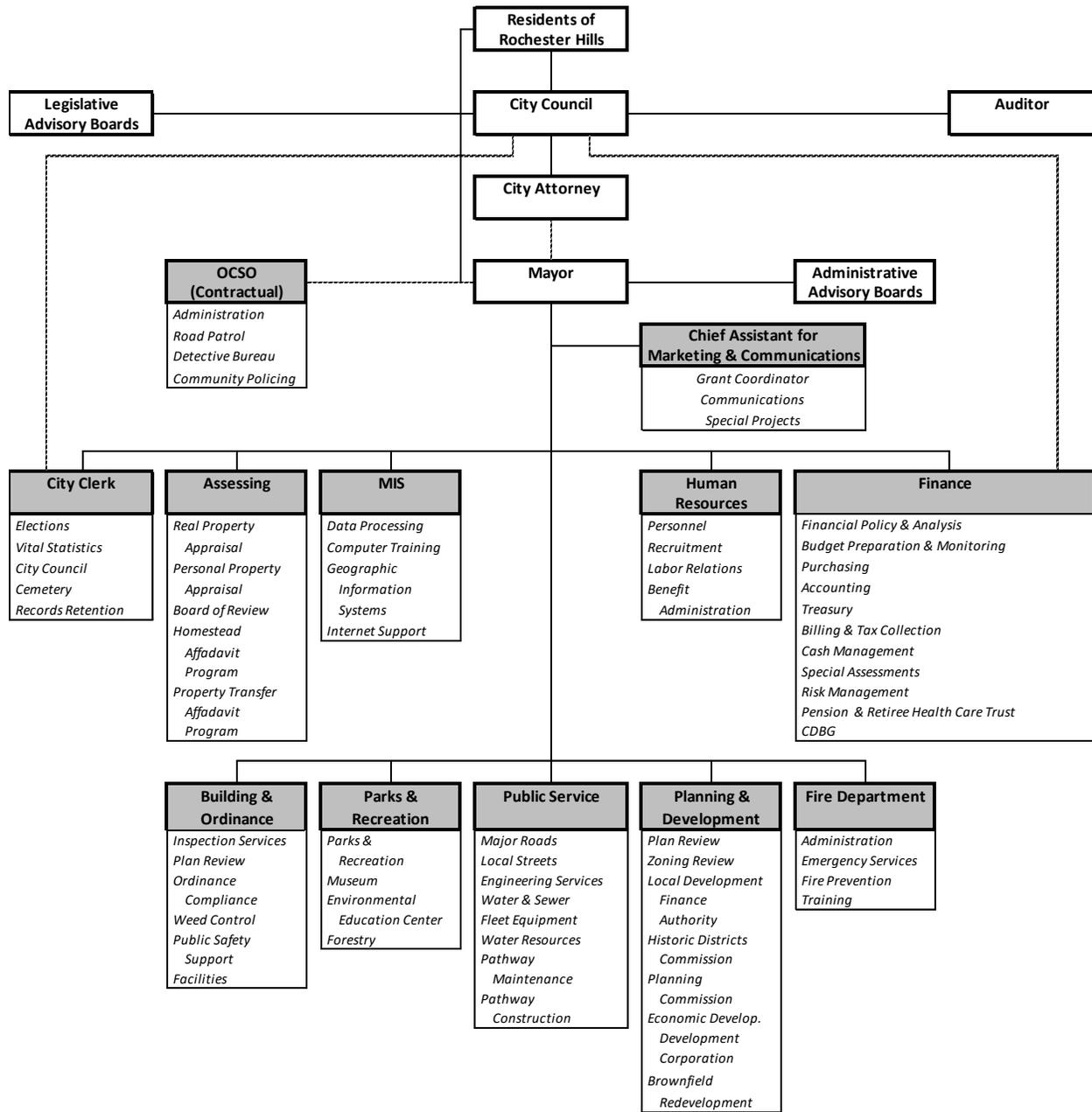






Budget Highlights

Functional Citywide Organizational Chart



Budget Highlights

City of Rochester Hills Administration



Bryan K. Barnett	Mayor
Edward Anzek	Director of Planning & Development
Tina Barton	City Clerk
Sean Canto	Fire Chief
Scott Cope	Director of Building/Ordinance/Facilities
Kurt Dawson	Director of Assessing/City Treasurer
Kenneth Elwert	Director of Parks/Forestry
Pamela Gordon	Director of Human Resources
Robert Grace	Director of Management Information Systems
Allan Schneck	Director of Public Services/Engineering
Joseph Snyder	Chief Financial Officer
Captain Michael Johnson	Command Officer, Oakland County Sheriff's Office - Rochester Hills Contingent





The City of Rochester Hills, comprised of 32.2 square miles, is situated in the east central portion of Oakland County with a population of over 73,000. The populace is

well-educated, interested in community and civic affairs, and are proud of their homes and the municipality in which they live.



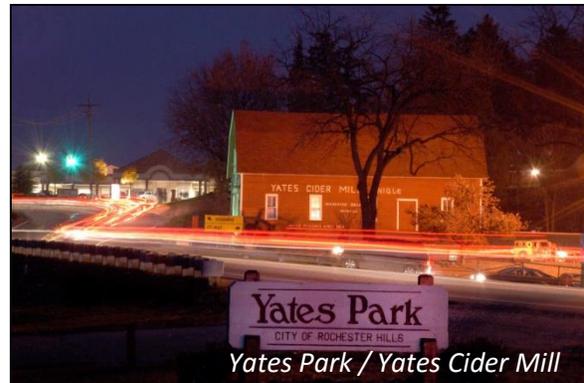
Paint Creek Trail

Avon Township, Rochester Hills' predecessor, was organized in 1835 (two years before Michigan became a State) as a general law township and was the first settled area in Oakland County. Rochester was named in honor of Rochester, New York, as several of the first settlers came from there. Rochester, New York, in turn, had been named after Rochester in Kent County, England.



Clinton River

Avon Township owed its early settlement to the convergence of three sources of potential water power - the Clinton River, Stoney Creek, and Paint Creek. Water powered mills were essential in their time for food production by grinding grain into flour for bread; clothing by carding wool for cloth; and shelter by cutting lumber for homes and barns.



Yates Park / Yates Cider Mill

The arrival of the railroad in 1872 enhanced the growth of commercial and industrial activity in the Rochester area as the Detroit and Bay City Railroad opened, which later it became a part of the Michigan Central and New York Central System. In the decade between 1910 and 1920, the population continued to grow as workers moved to Avon Township for larger homes, more land, fresh air, and lower taxes.



Meadowbrook Hall

By the 1950's, the once farming community had been transformed into a more suburban community composed of neighborhoods and families. To reflect its growing size, Avon Township became a Charter Township in August



Budget Highlights

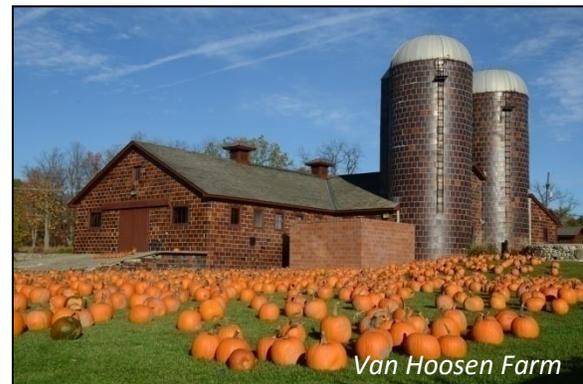
Community Profile



1978, giving it additional powers and protections. On May 22, 1984, the electorate of Avon Charter Township voted to become a Home Rule City, the City of Rochester Hills, effective at noon, November 20, 1984. The charter established a strong mayor and city council form of government.



Rochester Hills Museum at Van Hoosen Farm in historic Stoney Creek Village, Meadow Brook Hall, Meadow Brook Music Festival, Yates Cider Mill founded in 1863, a full service library, over 25 churches, over 90 miles of pathways, and a regional interlinking trailway system are but a few of Rochester Hills features.



Rochester Hills is a zoned community and has a Master Land Use Plan, which has been implemented for its orderly development. A wide variety of industries, such as computer technology, electronic research, development and manufacturing, plastic injection molding, tool and die, precision machine tool fabrication, structural engineering, warehousing and distribution have chosen Rochester Hills as their corporate headquarters.



Rochester and Avondale Community Schools provide quality K-12 education. Local college curriculum is available at Oakland University, Rochester College (formerly Michigan Christian College), and Oakland Community College. All educational levels through doctoral programs are available.



There are over 1,000 acres of parkland featuring various active and passive recreational opportunities. Recreational facilities, such as tennis, golf, skiing, swimming, jogging, bicycling, boating or fishing, are within easy reach at municipally supported parks. The

Today the City of Rochester Hills features a quality of life and thriving commerce that few communities its size can match. People are still attracted to Rochester Hills by its rolling, wooded hills and natural water resources. These attributes, along with the area's highly skilled workforce, have contributed to the City's successful economic development efforts.





Government:

Bryan K. Barnett
Mark Tisdell
Stephanie Morita
James Kubicina
Dr. Susan Bowyer
Thomas Wiggins
Kevin Brown
Dale Hetrick
** = voice-mail number*

Strong Mayor and City Council:

Mayor
City Council President / At-large
City Council Vice President / District 1
City Council Member / District 2
City Council Member / District 3
City Council Member / District 4
City Council Member / At-large
City Council Member / At-large

Contact Number:

(248) 656-4664
(248) 841-2644 *
(248) 841-2643 *
(248) 841-2647 *
(248) 841-2645 *
(248) 841-2648 *
(248) 841-2646 *
(248) 841-2649 *

Colleges/Universities:

Rochester College
Oakland University



Rochester College

Public Education (K-12):

Avondale School District
Rochester Community School District



Stoney Creek High School

Private/Parochial Schools:

Brookfield Academy
Gethsemane Lutheran
Holy Family Regional School (K-8)
Lutheran High Northwest (9-12)
Montessori School of Rochester
Oakland Steiner School (PreK - 8)
Rochester Hills Baptist
Rochester Hills Christian Schools (K - 12)
St. John Lutheran (PreK - 8)

Medical Facilities:

William Beaumont
Crittenton Hospital
Henry Ford Medical Office Building
North Oakland Urgent Care
St. John Hospital Cancer Center
St. Joseph Mercy
Select Care



Crittenton Hospital

Utilities:

Electric: Detroit Edison Company
Natural Gas: Consumers Energy
Water System: Great Lakes Water Authority
Sewer System: Oakland County Water
Resource Commission



Budget Highlights

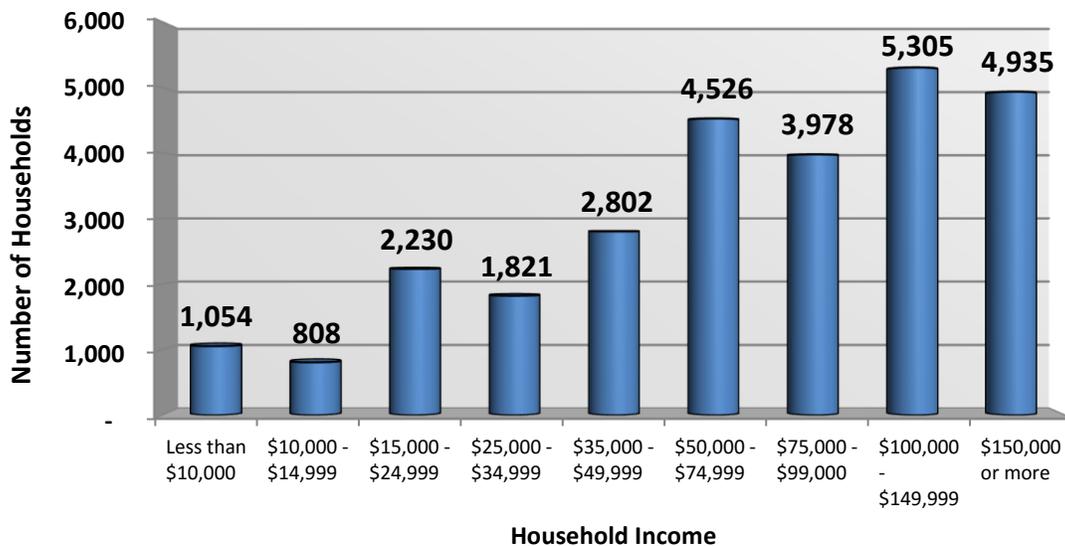
Community Profile



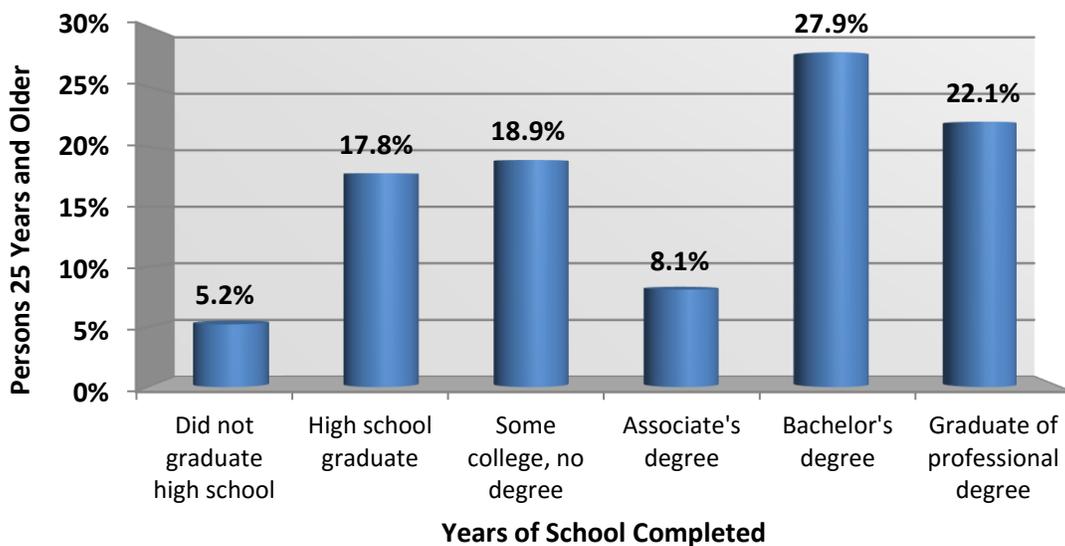
Demographic Profile:

Total City Population	70,995	<i>Data provided by 2010 U.S. Census</i>
Average Housing Sale Price	\$269,519	<i>Data provided by Assessing Department</i>
City Unemployment Rate	2.9%	<i>Data provided by US Dept of Labor, Bureau of Labor Statistics (April 2016)</i>

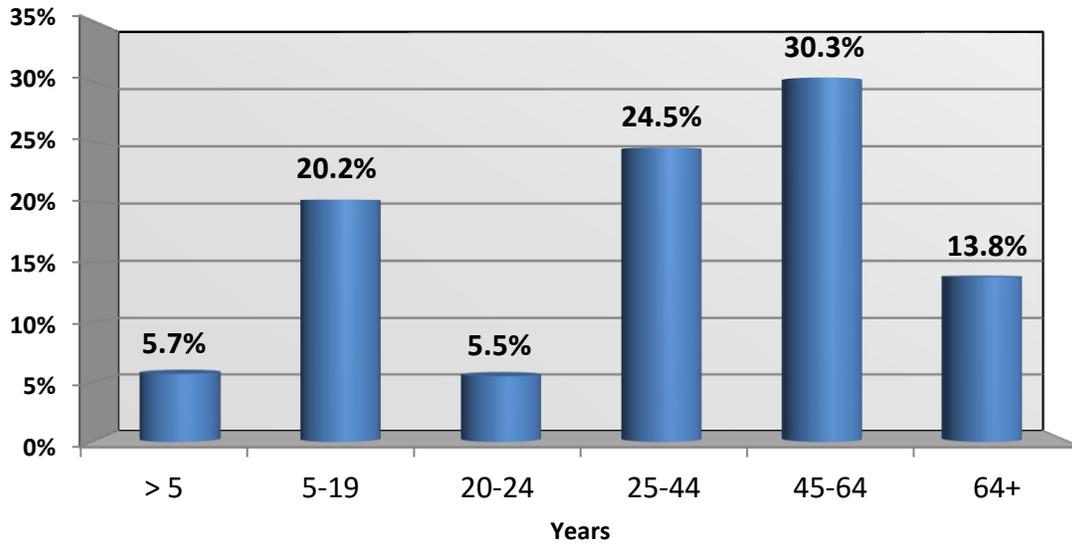
2010 Income Characteristics (*)



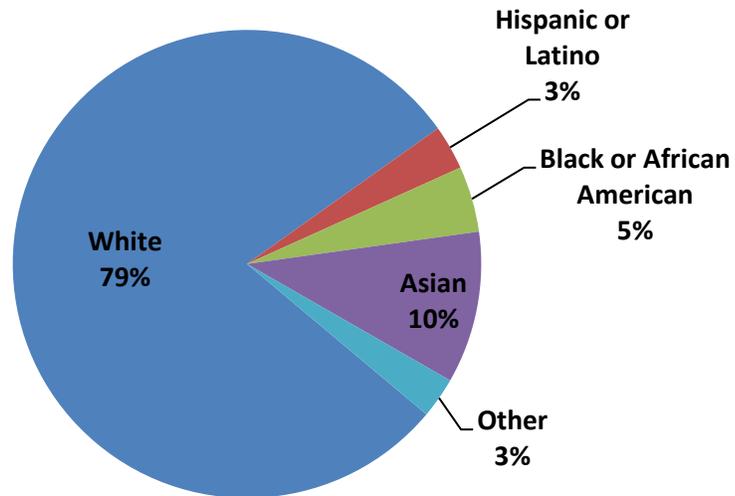
2010 Educational Characteristics (*)



2010 Age Characteristics (*)



2010 Ethnicity Characteristics (*)



* Data provided by 2010 U.S. Census



Budget Highlights

Community Profile



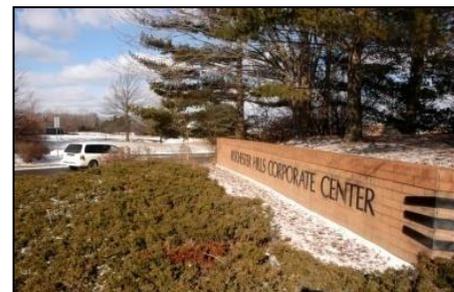
Diversity of Tax Base:	# of Units
Single-family homes	18,983 homes
Condominiums	4,125 units
Low-income / Senior Citizen (11 buildings)	1,647 units
Rental apartments (16 complexes)	4,590 units
Mobile home parks (2 complexes)	1,392 sites
Shopping centers	47 centers
Hotel / Motel (3 buildings)	319 rooms
Office Space	104 buildings
Commercial	357 buildings
Light Industrial	387 buildings



MAJOR EMPLOYERS (2015):	# of Employees	% of Total
Name of Employer		
Oakland University	2,326	8.72%
Rochester Community Schools	1,479	5.55%
Crittenton Hospital	1,474	5.53%
Webasto Roof Systems	800	3.00%
FANUC Robotics	700	2.62%
Lear Corporation	429	1.61%
Henry Ford Health System	280	1.05%
3 Dimensional Services	230	0.86%
Accurate Gauge	222	0.83%
Hi-Tech Mold & Engineering	213	0.80%



Industrial Parks:	Area:	Type:
Avon Industrial Park	33 acres	Light Industrial
Avon Industrial Subdivision	26 acres	Light & Heavy Industrial
Avon Tech Park	42 acres	Light Industrial
Commerce Park	22 acres	Light Industrial
Industro-Plex, East	40 acres	Light Industrial
Hamlin Corporate Hill	5 acres	Light Industrial
Hamlin Industrial Park	4 acres	Light Industrial
Northfield Industrial Park	56 acres	Light Industrial
Rochester Hills Corporate Center	56 acres	Light Industrial
Rochester Hills Executive Park	92 acres	Light Industrial
Rochester Hills Industrial Park	36 acres	Light Industrial
Rochester Office Park	5 acres	Light Industrial
Ro-Tech Commons	4 acres	Light Industrial
Royce Haley Industrial Park	10 acres	Light Industrial
TAN Industrial Park	48 acres	Light Industrial
University Technology Park	12 acres	Office-Research-Technology





The primary goal of the City of Rochester Hills Budget Plan is to present a financial plan that can be used by City Administration and elected officials in meeting their commitment to protect the quality of life in our City, to enhance its livability by offering desired amenities, and to sustain its foundation by ensuring that necessary services, facilities, and infrastructure are provided.

This Budget Plan is meant to serve as a:

1. **Policy Document:** Establish goals, objectives, and fundamental long-term fiscal principles to guide budget preparation.
2. **Financial Plan:** Identify and appropriate the resources which will be used to deliver services and accomplish objectives while preserving the City's long-term fiscal health.
3. **Operations Guide:** Describe the City's organization, services, and activities.
4. **Communications Tool:** Communicate information about the City's policies, operations, and finances in a format that is both accessible and understandable to the average resident.

The presentation of each cost center includes a brief description of its functions; mission statement; departmental goals (which relate to an adopted City Council FY 2017 goal) along with related objectives; explanations of significant revenue, expenditure, and/or staffing changes; budget summary; personnel

staffing detail; organizational chart; and projected performance measures.

Performance measures attempt to provide a quantifiable indicator of each cost center's workload, efficiency, and accomplishments. Presenting the City's finances and programs in terms of "cost centers" allows readers to see what services and programs the City offers alongside the associated costs.

The operations of each cost center are presented in descriptive as well as numeric formats. Readers will be able to review the 2014-15 actual audited information, the current 2016 amended budget, the 2017 adopted budget, as well as 2018-19 projected budgets in accordance the following categories:

Revenues:

- **Fund Balance to Balance:** Funds accumulated from prior fiscal years used to offset current year expenditures.
- **City Taxes:** Charges levied by the City for the purpose of financing services performed for the common benefit of residents.
- **State Shared Revenue:** Funds collected by the State of Michigan and allocated to municipalities based upon various distribution formulas. State sales tax and gasoline taxes are the main sources of these revenues.
- **Charges for Service:** User fees, license & permits, inspection charges, rental fees, water & sewer payments, internal service charges.
- **Investment Earnings:** Interest & dividends earned based upon the investment of idle funds.
- **Other Revenue:** Refunds & rebates, contributions & donations, bond proceeds.
- **Transfers-In:** Funds transferred-in from another fund, where the corresponding transfer-out is shown as an expenditure.



Budget Highlights

Reader's Guide



Expenditures:

- **Personnel Services:** Employee salaries and benefits.
- **Supplies:** Operating supplies, operating equipment, materials.
- **Professional Services:** Professional services, contractual services, interfund charges, memberships & dues, travel & seminars, printing & publishing.
- **Other Expenses:** Utilities, maintenance & repairs, equipment rental, depreciation expense.
- **Capital Outlay:** Construction of, or major improvements to City infrastructure including streets, pathways, water resources, city facilities, and water & sanitary sewer system; land acquisition and/or improvement; and the acquisition of vehicles, machinery, equipment, or technological systems.
- **Debt Service:** Payment of the annual portion of principal and interest due on long-term leases or bonded debt of the City.
- **Transfers-Out:** Funds transferred-out to another fund, where the corresponding transfer-in is shown as revenue.

Each department/cost center also contains an explanation of any significant variances between the FY 2016 amended and FY 2017 adopted budgets.



Positions are listed by classification in the appropriate cost centers. The positions are reported within each cost center by Full Time Equivalent (FTE), to reflect the percentage of staff time dedicated towards performing different functions.



Communicating with Our Constituents:

As outlined in the City Charter, the FY 2017 Adopted and 2018-19 Projected Budget is available for public review at the Office of the City Clerk. In the interest of the public's convenience, the Budget Plan is also available for review at the City of Rochester Hills' Resource Room (located within City Hall), the Rochester Hills Public Library, the Older Person's Commission (OPC), and on the City's website at www.rochesterhills.org.

Public input is invited throughout the year. A public Budget Work Session was scheduled on August 22nd, as well as a Public Hearing on September 12th, to allow the public various opportunities to comment on the Budget document.

For additional information concerning the budget document, please call the Fiscal Office within the Mayor's Department at (248) 841-2534.





Budget Highlights

Quick Reference Guide

The City of Rochester Hills FY 2017 Adopted and 2018-19 Projected Budget Plan includes a wide range of information about the City's community, governmental structure, policies, programs, and services, as well as detailing the City's revenues and expenditures.

To answer:	Section:	Page(s):
CITY ADMINISTRATION:		
Who are the City's Elected Officials	Introduction	xv
What is their Contact Information	Budget Highlights	5
Where are the City's Voting Districts	Supplemental Information	313
Who is a part of the City's Administration	Budget Highlights	2
How is the City organized	Budget Highlights	1
What is the City's Staffing Level	Supplemental Information	305-308
CITY POLICIES:		
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What are the City Council's 2017 Goals & Objectives	Introduction	xvi-xvii
What are the City's Fiscal Policies	Budget Highlights	15-22
Budget Requirements	Budget Highlights	15
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BUDGETARY INFORMATION:		
What is the City's Budget Process	Budget Highlights	12-14
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How are the City's Funds Organized	Budget Highlights	24-25
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What are the various City Millages	Financial Trends	63-65
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What are the sources of General Governmental Funding trends	Financial Trends	68
What are the General Governmental Revenue per Capita trends	Financial Trends	70
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FUND BALANCE INFORMATION:		
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What are the significant changes anticipated for fund balance levels in 2017-2019	Budget Highlights	31
What is the Total Governmental Funds balance trends	Financial Trends	73
COMMUNITY PROFILE INFORMATION:		
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Budget Highlights

The Budget Process



The City's mission statement and long-term goals are reaffirmed at the beginning of each budget cycle to develop a consensus on the community's direction and to serve as a guide for developing the upcoming budget. In preparation for each budget process, three City Council members that comprise the Strategic Planning Committee meet to review and revise the City Council's Goals and Objectives.

Active participation by all stakeholders (the public, legislative body, media, etc...) is encouraged throughout all phases of the development of the budget and the Capital Improvement Plan (CIP). The responsibilities of key participants in the budget process, as defined in the City Charter, are as follows:

Department Directors: On or before the first Monday in July, each Department Director shall submit to the Mayor an itemized estimate of expected income (*if any*) and expenditures for the next fiscal year.

Mayor: The Mayor shall prepare a complete itemized budget proposal for the next fiscal year and shall submit it to City Council at their first meeting in August.

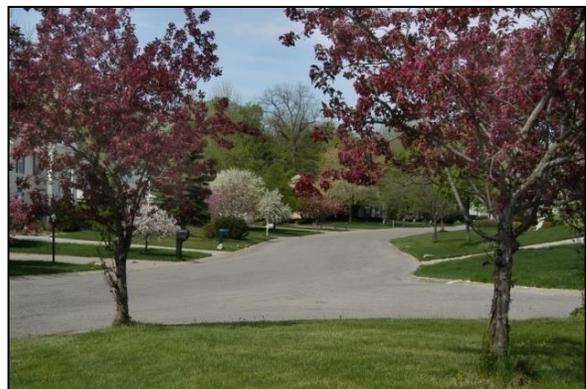
City Council: After the Public Hearing but prior to November 1, the Council shall by resolution concurred in by at least four members, adopt a budget for the upcoming fiscal year. The Council shall in such resolution make an appropriation of the money needed for municipal purposes

during the next fiscal year and establish the amount necessary to be raised by taxes upon real and personal property for such purposes. In no event shall the Council adopt a deficit budget.



January-March:

- 1st Quarter Budget Amendment.
- CIP Project Team reviews all existing projects and submits new projects for consideration.
- Independent Annual Audit performed.



April-May:

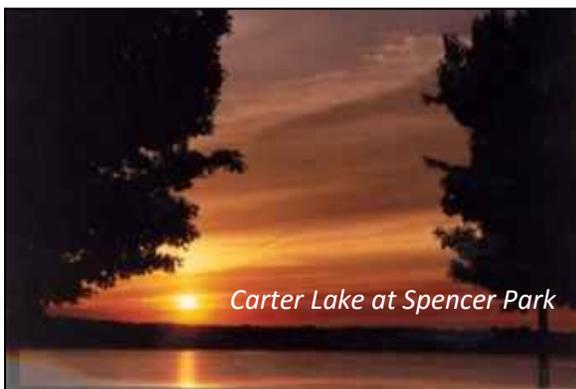
- Planning Commission holds Public Hearing(s) and adopts the CIP document.
- City Council reviews financial policies, affirms City Council goals, and develops objectives for the upcoming fiscal year and beyond.
- Department directors and administration develop a list of administrative objectives based upon City Council goals.





June-July:

- Mayor and Fiscal Division meet with each department to review their budget requests for the upcoming fiscal year.
- 2nd Quarter Budget Amendment.
- Proposed Budget Plan for the upcoming fiscal year is prepared based upon adopted City goals, policies, and anticipated needs.



August:

- Mayor formally presents Proposed Budget Plan at the first scheduled City Council meeting in August.
- Proposed Budget Plan is available for public examination at the City Clerk's Office, City of Rochester Hills' Resource Room, Rochester Hills Public Library, Older Person's Commission, and on the City's website at www.rochesterhills.org.
- Budget Workshop held for administration to provide information to City Council and residents in order to gain public feedback on the Proposed Budget Plan.



September-October:

- Mayor and Fiscal Division prepare any changes to the Proposed Budget (*if necessary*) based upon City Council consensus.
- Public Hearing is held for residents to comment on Proposed Budget Plan.
- City Council adopts millage rates for the upcoming fiscal year (millage rates must be filed with Oakland County Equalization Department prior to October 1).
- City Council adoption of Budget Plan for upcoming fiscal year (per City Charter must occur prior to November 1).
- 3rd Quarter Budget Amendment



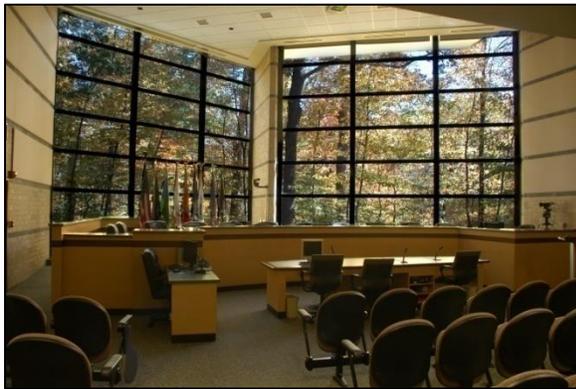
November-December:

- 4th Quarter Budget Amendment



Budget Highlights

The Budget Process



Significant Initiatives Adopted as part of the FY 2017-2019 Budget Process:

- Funding approved for the Riverbend Park Development project in FY 2017-2020, by utilizing General Fund balance as a 50% City share to match Grants, Contributions, & Donations as a source of project funding.
- \$4.7 million in Local Street system improvements planned, with no use of fund balance used.
- \$2.8 million in Major Road system improvements planned.
- \$9.3 million in Water & Sanitary Sewer infrastructure improvements planned.
- Re-instatement of a General Fund transfer-out to the Water Resources Fund in order to balance Water Resources Fund annual operations.
- Addition of one (1) full-time Supervisor of Facilities position to better manage to workload associated with a \$5 million annual operating budget and to ensure that the recent investments made in the community's facilities will be maintained appropriately.

Long-Term Issues / Concerns:

As part of the FY 2017-19 Budget development process, financial objectives continue to focus on long-term strategic funding solutions for the City.

The Mayor and City Council will continue to hold discussions on several long-term issues and/or concerns facing the City of Rochester Hills including:

- Formulating a long term funding plan for the Fire Department Fund (206) and Fire Capital Fund (402), by examining Fire operational and capital expenditures as well as revenues.
- Formulating a long term funding plan and revenue options for the maintenance of the City's Storm Water Management System.
- Establishing a Special Assessment District (SAD) policy which clearly identifies the City's role and share in the program.
- Managing inflationary impacts.
- Managing healthcare costs due to uncertainties regarding healthcare reform legislation.
- Investigating options to provide for the most efficient and cost-effective delivery of service to our residents and customers.
- Establishing the proper level and/or types of services to match current revenue streams.



Policies assembled in this section give a broad overview of the financial management of the City. These policies provide guidelines for evaluating current activities and proposals for future programs.

Budget Requirements Policy:

Per the City Charter, the fiscal year of the City shall begin on the first day of January and end on the last day of December of each year.

The budget document shall present a complete financial plan for the upcoming fiscal year. It shall include at least the following information.

1. Detailed estimates of expenditures for each cost center of the City showing the expenditures for corresponding items for the current and last preceding fiscal year, with reasons for any recommended increases or decreases in the upcoming year as compared with appropriations for the current year.
2. Statements of the bonded and other indebtedness of the City showing the debt redemption and interest requirements, the debt authorized and unissued, and the condition of sinking funds, if any.
3. Detailed estimates of all anticipated income of the City from sources other than taxes and borrowing, with a comparative statement of the amounts received by the City from each of the same or similar sources for the last preceding and current fiscal years.
4. A statement of the estimated balance for the end of the current fiscal year.
5. An estimate of the amount of money to be raised from current and delinquent taxes and the amount to be raised from bond issues which, together with income from other sources, will be necessary to meet the expenditures and commitments of the City government during the ensuing year.
6. Funds established for special purposes by a vote of the electorate either as a special assessment or as an ad valorem tax shall be

separated in the budget document both as to expenditure and as to source of revenue.

7. Such other supporting schedules as the Council may deem necessary.
8. Such other items required to be included, by Section 15 of Public Act No. 2 of 1968 (MCL 141.435, MSA 5.3228(35)), as amended.

A Public Hearing at such time and place as the City Council directs, shall be held on the budget proposal each year. A copy of the budget proposal shall be on file and available to the public during regular office hours in the office of the Clerk for a period of not less than seven (7) days prior to the Public Hearing. Notice that the proposed budget is on file and of the time and place of the public hearing thereon shall be published by the Clerk in a newspaper of general circulation in the City not less than fifteen (15) days prior to said hearing on the budget by the City Council, provided, however, that failure to give such notice shall not invalidate the adoption of any budget. Each budget proposal, together with all supporting schedules and the budget statement, shall be a matter of public record.

Balanced Budget Policy:

Each year the City of Rochester Hills is required by its City Charter and the Michigan Uniform Budgeting and Accounting Act to adopt a balanced budget. The City of Rochester Hills defines a balanced budget as one in which projected revenues are equal to projected expenditures. The City is committed to annually adopt a balanced budget under normal operating circumstances. If there were a deviation from a balanced operating budget, proper disclosure would be provided. The FY 2017 adopted and 2018-19 projected budgets presented herein are balanced.



Budget Highlights

Fiscal Policies



Budgetary Control System Policy:

The City maintains an accounting and budgetary control system that adequately safeguards the assets held in public trust by ensuring compliance with the adopted budget through monitoring of daily activities. In addition, financial reports are reviewed on a monthly basis (at minimum) by comparing actual revenues and expenditures to budget amounts. Per City Charter, at the beginning of each quarter (and more often if required by the Council) the Mayor shall submit to the Council variance reports showing the relation between the estimated and actual income and expenses to date.

All financial appropriations lapse at the end of the fiscal year, although incomplete capital projects are generally re-appropriated to the succeeding fiscal year by way of budget amendment.

Budget Amendment Policy:

Per City Charter, no money shall be drawn from the Treasury of the City nor shall any obligation for the expenditure of money be incurred except pursuant to the budget appropriation. The Council may amend the budget during the fiscal year, either on its own initiative or upon recommendation of the Mayor. If during the fiscal year it appears that the expenditures within any fund or activity will exceed the adopted amount, the Mayor shall advise the Council. The Council shall determine what action to take including possible amendment to the current budget. If the Council in fact determines to amend the budget, there shall be a Public Hearing held as required in Section 3.5 of the City Charter. Amendments are presented at a Public Hearing for City Council approval on a quarterly basis.

Budget Adjustment Policy:

With the approval of City Council in the appropriations act (budget resolution), the Mayor is permitted to perform budget adjustments within limits [+/- \$25,000] between

budgetary operating accounts within the same fund. Adjustments are intended to reduce the amount of insignificant budget amendments and allow for more efficient and uninterrupted City operations. In no case may total expenditures of a particular fund exceed what is appropriated by City Council without a budget amendment. Budget adjustments shall not conflict with the City Council's expressed programs or policies. Budget Adjustments are reported to City Council on a quarterly basis.

Strategic Budgeting Policy:

Strategic budgeting was used to develop this budget plan. A strategic budget is the allocation of limited resources to provide for public services in order to achieve well-defined goals and meet critical community needs. It is also a qualitative effort to measure the impact of service delivery in order to assist public officials in setting priorities and making sound choices. As part of the budget process each organizational function of the City is reevaluated to see if operations can be performed more effectively or efficiently and/or if funding levels for each operation should be continued, reduced, increased, or eliminated.

This Budget Plan is guided by various development plans and policies established by the Planning Commission, City Council, and City Administration which together comprise the overall City Strategic Plan. Plans and Policies include:

- City of Rochester Hills Mission Statement
- City Council Goals & Objectives
- Capital Improvement Plan (CIP)
- Master Land Use Plan
- Master Transportation Plan
- Master Recreation Plan
- Master Pathway Plan
- Storm Water Management System Plan
- LDFA Master Plan





Budgetary Basis of Accounting Policy:

Financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP). An independent public accounting firm performs an annual audit in accordance with GAAP as outlined by Governmental Auditing, Accounting, and Financial Reporting (GAAFR) standards. The independent auditors' opinion is included as part of the annual Comprehensive Annual Financial Report (CAFR). Full disclosure is provided in annual financial statements and in official statements relating to bonds.

Governmental, Expendable Trust, and Agency Funds utilize the modified accrual basis of budgeting and accounting. Under this method, the City recognizes revenue when it becomes both measurable and available to finance current City operations. Revenues accrued at the end of the year include interest on investments and reimbursement-type grants. Expenditures are recorded when the related fund liabilities are incurred, except for principal and interest on general obligation long-term debt, which are recorded when due.

The financial statements of the City's Proprietary Funds are presented on the full accrual basis of budgeting and accounting. Under this method, revenues are recognized when earned and expenses are recognized when incurred. Unbilled water and sewer utility service receivables are recorded. As allowed by GASB Statement No. 20, the City's Proprietary Funds follow all GASB pronouncements, Financial Accounting Standards Board (FASB) statements and interpretations, Accounting Principles Board opinions, and Accounting Research Bulletins issued on or before November 30, 1989, except those that conflict with a GASB pronouncement.

Beginning in FY 2003, the City took into account the implementation of GASB Statement 34. It changed the way that the City reports its

financial status starting with the FY 2003 Comprehensive Annual Financial Report (CAFR).

In most instances, this basis of accounting is identical to the method of preparation of the City's annual budget. Exceptions are as follows:

- The liability for compensated absences are accrued as earned by employees in the CAFR and expended when paid in the budget.
- Capital outlays are recorded as assets on a GAAP basis and expended on a budget basis per GASB 34.

Per City Charter, an independent audit shall be made of all accounts of the City at least annually and more frequently if the Council deems it necessary. The annual audit shall be made by Certified Public Accountants employed by the Council and shall be completed within 120 days following the close of the fiscal year. The audit shall be made public in such manner as the Council may determine.

Long-Term Planning Policy:

The City continually strives to build and improve upon its long-term planning processes. The Fiscal Office regularly reviews assumptions used in revenue and expenditure forecasts that are used for all funds. These forecasts support strategic budgetary decision-making by providing a framework to assess the long-term financial implications of providing various levels of service. A long-term forecast is included for selected major funds in this Budget Plan (pages 77-87) recognizing that the decisions made for FY 2017 will impact the sustainability of funding services into the future. A long-term outlook also gives projections of the City's future financial capacity given long-range assumptions, obligations, project schedules, and objectives.

Capital Improvement Plan (CIP) Policies:

Preparation of the CIP is done under the authority of the Municipal Planning Commission Act (PA 285 of 1931). It is the City of Rochester



Budget Highlights

Fiscal Policies



Hills Planning Commission's goal that the CIP be used as a tool to implement the City Master Plan and to assist in the City's financial planning process.

The CIP plays a significant role in the implementation of a master plan by providing the link between planning and budgeting for capital projects. The CIP process precedes the budget process and is used to develop the capital project portion of the upcoming annual budget. Approval of the CIP by the Planning Commission does not mean final approval of all projects contained within the plan is granted. Rather by approving the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the City and that projects contained in the plan are deemed suitable for inclusion in a future budget.

The City of Rochester Hills strives to maximize resources by maintaining a balance between operating and capital budgets. A continuous relationship exists between the CIP and the annual budget. A direct link can be seen between the two documents, as there should be in a strategic planning environment.

Debt Policies:

The foundation of any well-managed debt program is a comprehensive debt management policy. The City's debt management policy was adopted in July 2009 and sets forth the parameters for issuing debt, managing the outstanding debt portfolio, and provides guidance to decision makers regarding the purposes for which debt may be issued, types and amounts of permissible debt, timing and method of sale that may be used, and structural features that may be incorporated. Adherence to a debt management policy helps to ensure that the City maintains a sound debt position and that credit quality is protected.

The intent of the debt management policy is to:

- Ensure high quality debt management decisions.
- Impose order and discipline in debt issuance processes.
- Promote consistency and continuity in decision making processes.
- Demonstrate a commitment to long-term financial planning objectives.
- Ensure that debt management decisions are viewed positively by rating agencies, the investment community, and taxpayers.

The City shall assess all financial alternatives for funding capital improvements prior to issuing debt. Pay-as-you-go financing should be considered before issuing any debt. Pay-as-you-go financing may include: grants from federal, state, and/or other sources; current revenues and/or fund balances; private sector contributions; public/private partnerships; and leasing payments.

Once the City has determined that "pay-as-you-go" is not a feasible financing option, the City may use short or long-term debt to finance capital projects.

Unless otherwise justified, the issuance and sale of all City bonds, notes, loans, and other evidences of indebtedness shall be subject to the following conditions:

- Debt shall be incurred only for those purposes as provided by State Statute.
- Principal and interest on all outstanding debt shall be paid in a full and timely manner.
- The payment of debt shall be secured by the full faith, credit, and taxing power of the City, in the case of General Obligation (GO) Bonds, and by the pledge of specified, limited revenues in the case of revenue bonds. The City shall not pledge any City revenues to its conduit (EDC) bond financing. Furthermore, the City has no moral obligation to repay bondholders of



conduit (EDC) financing issued under its authority.

- Principal and interest retirement schedules shall be structured to: (1) achieve a low borrowing cost for the City, (2) accommodate debt service payments of existing debt and (3) respond to perceptions of market demand. Shorter maturities shall always be encouraged to demonstrate to rating agencies that debt is being retired at a sufficiently rapid pace.
- Debt incurred shall be limited to obligations with serial and term maturities.
- The average life of the debt incurred must be no greater than the projected average life of the assets being financed.

Legal & Regulatory Requirements:

- A. The City's Chief Financial Officer (CFO) and Bond Counsel shall coordinate their activities to ensure that all securities are issued in the most efficient and cost-effective manner possible.
- B. The CFO and Bond Counsel shall coordinate their activities to ensure that in the opinion of the Bond Counsel all securities are issued in compliance with applicable City, State, and Federal statutes and regulations.
- C. The City's bond counsel shall review all documents related to the issuance of securities by the City.
- D. A recognized bond counsel shall prepare other documents and opinions relating to the issuance of debt with extensive experience in public finance, securities regulation, and tax issues.

On July 13, 2010, the City of Rochester Hills received notice that the Association of Public Treasurers of the United States & Canada (APT US&C) awarded the City its prized Debt Policy Certification Award for the City's adopted Debt Management Policy.

As a result of prudent fiscal management, the City received a Aaa bond rating from Moody's

Investors Service from their 2015 surveillance review, a AAA bond rating from Standard and Poor's during their 2014 surveillance review, and continues to maintain AAA from Fitch Ratings.

The City's overall debt level is very low. Most City projects have been funded by setting funds aside until the planned improvement could be made. The City's favorable credit rating and low debt service could permit the City to undertake additional debt at very competitive market interest rates in the future for needed capital improvements, if desired.

Revenue Policies:

The City will maintain sound appraisal procedures and practices to reflect current property values for tax revenue generation purposes.

The City will strive to minimize the impact of property tax financing by seeking alternative revenue sources such as grants, user fees, and enhancement of the property tax base.

The City will strive to maintain diversified, stable sources of revenue to improve the ability to handle fluctuations within individual sources in order to protect essential service delivery.

The City will conservatively project its annual revenues based upon objective and analytical processes utilizing historical data; county, state, and national economic indicators; and new statutes.

To emphasize and facilitate long-range financial planning, the City will maintain projections of major revenue sources for a minimum of the succeeding six-years.

The City will finance essential services that have a citywide benefit from revenue sources generated from a broad base, such as property taxes or state shared revenues.



Budget Highlights

Fiscal Policies



The City will annually review fee structures in an effort to appropriately charge the cost of the service(s) provided to the customer.

The City will attempt to fund all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or by rolling over short-term debt.

The City will avoid using temporary (one-time) revenues to fund ongoing services. One-time revenues shall be used only for one-time expenditures.

The Water & Sewer Fund of the City will establish and maintain revenues that support the full (direct and indirect) cost of the service being provided including operations, overhead, debt service, depreciation, and infrastructure replacement.

The City will annually review the rate structure and adjust water & sewer fees and to ensure that they remain appropriate and equitable. A comprehensive water and sewer rate analysis is annually reviewed, updated, and approved by the Water & Sewer Technical Review Committee and by the City Council prior to any rate adjustments.

Investment Policies:

Per City Charter, the Council shall designate the depository or depositories for City funds, and shall provide for the regular deposit of all City monies. The Council shall provide for such security for City deposits as is authorized or permitted by State law, except that personal surety bonds shall not be deemed proper security.

The City's investment policy, adopted in March 2006, states that funds held by the City of Rochester Hills will be invested in accordance with State of Michigan Public Act 20 of 1943, as

amended, and in accordance with the following objectives, procedures, and policies.

It is the policy of the City of Rochester Hills to invest public funds in a manner that will ensure the preservation of principal, meet the daily cash flow demands of the City, provide the highest return with maximum security, and conform to all State Statutes and Local Ordinances governing the investment of public funds.

Investments shall be made with judgment and care that persons of prudence, discretion, and intelligence would exercise in the management of their own affairs. Investments shall not be made for speculation, but for investment, considering the probable safety of the capital, as well as the probable income to be derived.

The standard of prudence to be used by the CFO will be the "prudent person" and/or "prudent investor" standard and shall be applied to the management of the overall portfolio. Investment officers, acting in accordance with written procedures, investment policy, and in exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Areas covered in the City's adopted investment policy include: Safety of Capital, Credit Risk, Interest Rate Risk, Concentration Credit Risk, Custodial Credit, Foreign Currency Risk, Liquidity, Return on Investment, and Protection of Purchasing Power.

In August 2006, the City of Rochester Hills received notice that the Association of Public Treasurers of the United States & Canada (APT US&C) awarded the City its prized Certification of Excellence in Investment Policy.



Reserves / Fund Balance Policy:

The City of Rochester Hills City Council adopted a Fund Balance policy on July 27, 2009 to serve as a benchmark or frame of reference regarding decisions related to the use of Unrestricted, Undesignated fund balance.

- 1) To preserve the City's sound financial system and to provide a stable financial base, the City Council believes, at a **minimum**, that the Unreserved, Undesignated Fund Balance percentages of regular operating revenues be maintained:

General Fund	20%
Special Revenue Funds	20%
Internal Service Funds	20%
Enterprise Funds	25%

Funds with special purposes (Debt Service, Tree Fund, Green Space, Capital Project, etc.) are exempted from this policy due to the specialized nature of their individual functions.

- 2) As part of the annual budget preparation process, the Mayor and/or the Director of Finance shall prepare a report to City Council documenting the status of the fund balances with regard to this policy.
- 3) Use of fund balance may be considered if any of the following reasons exist:
 - A) Loss of a significant budgeted item(s) (revenue or expenditure)
 - B) Local disaster
 - C) Monetary judgment against the City
 - D) Unfunded mandates
 - E) Local share in capital improvement program or project
 - F) Timing gaps in funding dates
 - G) Loss of excess insurance coverage
 - H) Unanticipated Cash Flow requirements that are non-recurring
- 4) Should the Unassigned fund balance fall **below** the prescribed minimums stated in (1) above, the City Council shall enact a plan, within 90 days, to restore the fund balance

to the prescribed level within two budget years of its occurrence.

- 5) Use of Unassigned fund balance **above** the minimums, as stated in (1) above, will be allowed as directed by City Council.

Definitions:

Fund Balance: The difference between fund assets and fund liabilities, also sometimes referred to as the fund's net asset position.

Reserved Fund Balance: The portion of fund balance that is *legally restricted* and is not available for use.

Unreserved Fund Balance: Represents fund balance available for revenue shortfalls, unanticipated expenditures or capital improvement projects. It is generally further divided into designated or undesignated.

Designated Fund Balance: The portion of *unreserved fund balance* not available as a financial resource as it has been obligated to a specific purpose that reflects the City's self-imposed limitations on the use of otherwise available financial resources.

Undesignated Fund Balance: The portion of *unreserved fund balance* available as a financial resource as it has not been obligated to a specific purpose.

Capital Assets Policies:

The City's definition of a capital expenditure is "any major construction, acquisition, or renovation activity, with a cost of \$5,000 or more and a useful life of over three years that adds value to the City's physical assets or significantly increases their useful life." Capital assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Depreciation within the Enterprise and Internal Service Funds is determined by depreciating the cost of a fixed asset over its estimated useful



Budget Highlights

Fiscal Policies



life on a straight-line basis. The estimated useful lives for selected City assets are listed below:

<u>Description</u>	<u>Useful Life</u>
Buildings	50 years
Building Improvements	10 years
Land Improvements	10-15 years
Office Furnishings	3-5 years
Other Tools & Equipment	5-10 years
Roads	20 years
Vehicles	5-12 years
Water & Sewer Infrastructure	50 years

- Evaluating the ability of new technologies and related capital investments to streamline processes.
- Investing in the organization’s most valuable asset, human capital, by developing employee skills and abilities.
- Empowering employees by encouraging accountability through delegation of responsibility at the lowest feasible level; stimulating creativity, innovation, and individual initiative.

Assets are reviewed regularly by the responsible division to ensure their safe and operable condition and to appropriately schedule for their eventual replacement. Replacement and major rehabilitation schedules (over \$25,000) for city-owned capital assets are included as part of the annual Capital Improvement Plan (CIP) in order to more effectively plan for future financial commitments in an effort to maximize the public’s benefit. Assets are inventoried annually to provide that they are insured at appropriate levels.

Continuous Improvement Policies:

The City of Rochester Hills continuously monitors and reviews its operations to ensure that services are delivered in the most effective and cost-efficient manner possible. Continuous improvement encompasses a wide range of issues such as:

- Analyzing and reviewing procedures to identify and remove unnecessary requirements and/or processes.
- Identifying and implementing cost-saving programs.
- Formal review of operations on a systematic and continuing basis.
- Improving the organization’s ability to respond to changing needs.
- Evaluating the ability of the private sector, or collaboration, to perform the same or increased level of service at a reduced cost.





Budget Highlights

Grand Total Budget Comparison FY 2016 to FY 2017

Fund #		2016 Amended	2017 Adopted	Difference	Percent Change
GENERAL FUND					
101	General Fund	\$ 13,061,490	\$ 13,282,470	\$ 220,980	1.7%
TOTAL GENERAL FUND		\$ 13,061,490	\$ 13,282,470	\$ 220,980	1.7%
SPECIAL REVENUE FUND					
202	Major Road Fund	\$ 6,825,280	\$ 4,229,080	\$ (2,596,200)	-38.0%
203	Local Street Fund	8,615,320	7,248,920	(1,366,400)	-15.9%
206	Fire Fund	7,724,840	8,163,480	438,640	5.7%
207	Special Police Fund	9,142,590	9,149,150	6,560	0.1%
213	R.A.R.A. Millage Fund	612,250	619,390	7,140	1.2%
214	Pathway Maintenance Fund	251,260	206,610	(44,650)	-17.8%
232	Tree Fund	205,000	195,000	(10,000)	-4.9%
244	Water Resources Fund	1,442,520	464,230	(978,290)	-67.8%
265	Older Persons Millage Fund	1,068,930	1,081,390	12,460	1.2%
299	Green Space Fund	212,800	265,090	52,290	24.6%
TOTAL SPECIAL REVENUE FUNDS		\$ 36,100,790	\$ 31,622,340	\$ (4,478,450)	-12.4%
DEBT SERVICE FUNDS					
313	Street Improvement Bond - 2001 Series	\$ 261,800	\$ -	\$ (261,800)	-100.0%
314	SAD Street Improvement Bond - 2001 Series	288,530	-	(288,530)	-100.0%
331	Drain Debt Fund	202,990	209,550	6,560	3.2%
369	OPC Building Refunding - 2010 Series	785,530	784,960	(570)	-0.1%
393	Municipal Building Refunding - 2010 Series	769,350	838,670	69,320	9.0%
394	Street Improvement Refunding - 2011 Series	501,020	506,420	5,400	1.1%
TOTAL DEBT SERVICE FUNDS		\$ 2,809,220	\$ 2,339,600	\$ (469,620)	-16.7%
CAPITAL IMPROVEMENT FUNDS					
402	Fire Capital Fund	\$ 5,145,760	\$ 257,600	\$ (4,888,160)	-95.0%
403	Pathway Construction Fund	836,120	361,250	(474,870)	-56.8%
420	Capital Improvement Fund	25,000	415,000	390,000	1560.0%
TOTAL CAPITAL IMPROVEMENT FUNDS		\$ 6,006,880	\$ 1,033,850	\$ (4,973,030)	-82.8%
ENTERPRISE FUNDS					
510	Sewer Department - Operating	\$ 10,399,020	\$ 10,532,070	\$ 133,050	1.3%
530	Water Department - Operating	13,362,430	14,484,400	1,121,970	8.4%
593	Water & Sewer Department - Capital	7,769,090	13,318,790	5,549,700	71.4%
595	Water & Sewer Department - Debt Service	1,558,400	1,401,660	(156,740)	-10.1%
TOTAL ENTERPRISE FUNDS		\$ 33,088,940	\$ 39,736,920	\$ 6,647,980	20.1%
INTERNAL SERVICE FUNDS					
631	Facilities Fund	\$ 15,691,520	\$ 8,387,510	\$ (7,304,010)	-46.5%
636	MIS Fund	2,943,630	1,867,790	(1,075,840)	-36.5%
661	Fleet Equipment Fund	3,839,620	3,734,730	(104,890)	-2.7%
677	Insurance Fund	416,000	402,000	(14,000)	-3.4%
TOTAL INTERNAL SERVICE FUNDS		\$ 22,890,770	\$ 14,392,030	\$ (8,498,740)	-37.1%
TRUST & AGENCY FUND					
736	Retiree Healthcare Trust Fund	\$ 144,940	\$ 148,470	\$ 3,530	2.4%
752	Perpetual Care Trust Fund	\$ -	\$ -	\$ -	0.0%
760	Green Space Perpetual Care Trust Fund	\$ -	\$ -	\$ -	0.0%
TOTAL TRUST & AGENCY FUNDS		\$ 144,940	\$ 148,470	\$ 3,530	2.4%
COMPONENT UNIT FUNDS					
843	Brownfield Redevelopment Fund	\$ -	\$ -	\$ -	-
848	L DFA Fund	137,800	508,230	370,430	268.8%
851	SmartZone Fund	-	19,000	19,000	100.0%
870	Rochester Hills Museum Foundation	10,000	10,000	-	0.0%
893	Economic Development Fund	950	950	-	0.0%
TOTAL COMPONENT UNIT FUNDS		\$ 148,750	\$ 538,180	\$ 389,430	261.8%
GRAND TOTAL		\$ 114,251,780	\$ 103,093,860	\$ (11,157,920)	-9.8%

Note: Summary excludes all Interfund Transfers and Interfund Allocation Charges



Budget Highlights

Overview of Funds



The financial structure of the City of Rochester Hills is organized on the basis of fund and cost centers, each of which is considered a separate accounting entity. In governmental accounting, a fund is used to account for monies intended for a particular purpose. Funds are classified as being Governmental, Proprietary, Fiduciary, or Component Unit. All funds included herein are appropriated unless otherwise noted.

Governmental Funds:

Governmental Funds typically finance most governmental functions. Governmental Funds are accounted for on a spending or “financial flow” measurement focus. Governmental Funds are often funded by tax revenues. The acquisition and use of available, spendable resources during the year, and balances of the City’s available, spendable financial resources at the end of the year, are measured in Governmental Funds.

- **General Fund:** Used to account for the resources and uses of general operating functions of City departments and cost centers.
- **Special Revenue Funds:** Used to account for resources (other than expendable trusts or capital projects) which are legally restricted to expenditures for specified purposes.
- **Debt Service Funds:** Used to account for the payment of general long-term principal and interest due on borrowed funds such as bonds.
- **Capital Project Funds:** Used to account for the purchase and replacement of equipment, improvements, and construction of major capital projects that are not financed by proprietary funds.

Proprietary Funds:

Proprietary Funds account for a government’s business type activities. The intent is that the entire cost (i.e. operating expenses, depreciation, capital outlay, debt service) of providing goods or services on a continuing

basis be financed and/or recovered through user charges.

- **Enterprise Funds:** Used to account for operations and services provided to customers which are financed primarily through user charges.
- **Internal Service Funds:** Used to account for the financing of goods, services, and certain replacement capital costs provided by one internal City cost center to other internal City cost centers on a cost-reimbursement basis.

Fiduciary Funds:

Fiduciary Funds account for assets held by the City in a trustee or agent capacity for individuals, private organizations, governmental agencies, or other City fund(s). The City of Rochester Hills also has additional funds which are audited, but are not included within the budget. These funds are not annually appropriated and include the Tax Collection Fund (which accounts for the collection and distribution of the current City tax levies) and the Payroll Fund (which accounts for monies aggregated for payroll and payroll-related liabilities as these assets are held by the City in a trustee capacity for other entities).

Component Unit Funds:

Component Unit Funds account for legally separate organizations for which the primary government is financially accountable. Financial accountability is defined as appointment of a voting majority of the component unit’s governing body and either:

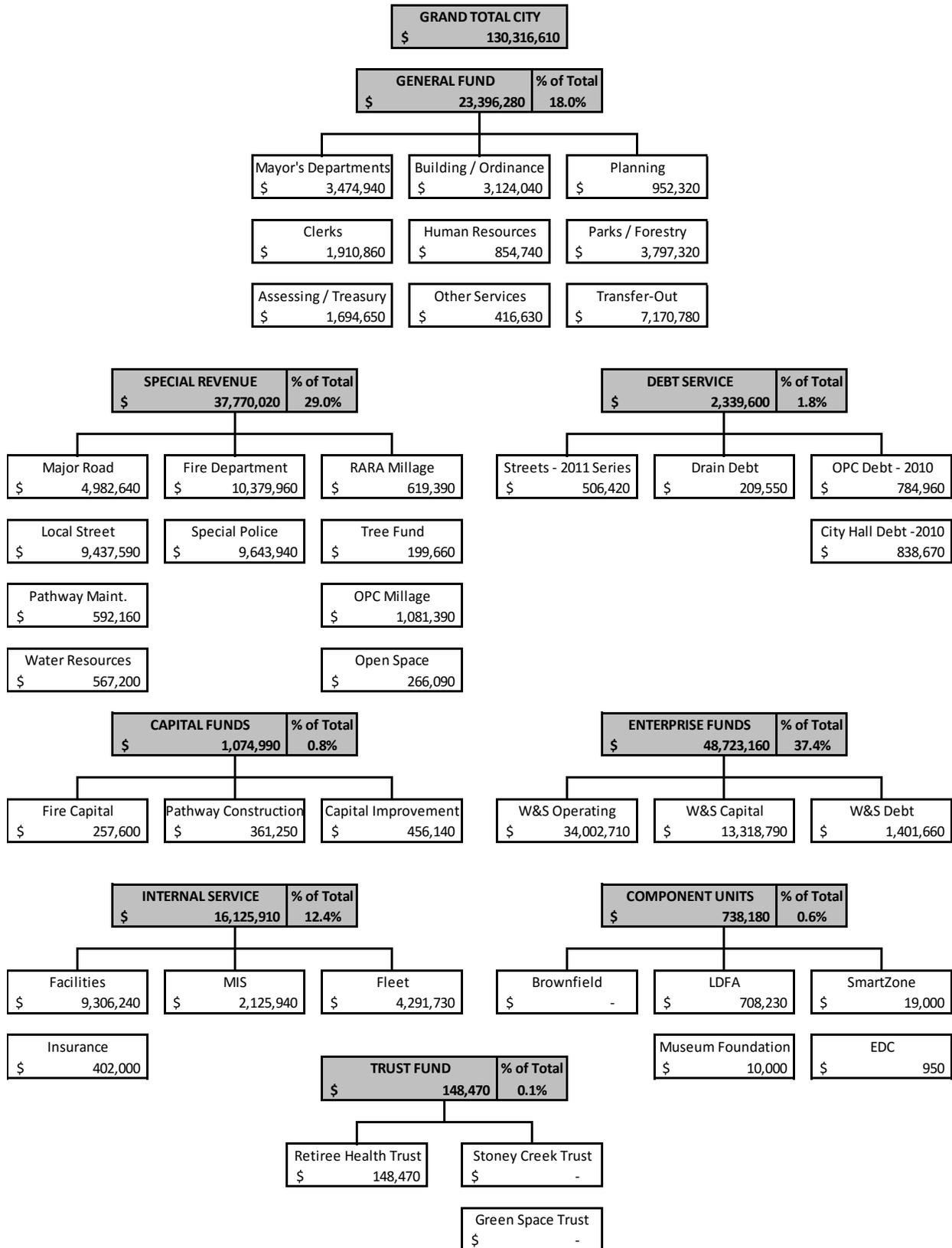
- (1) The ability to impose the will of the primary government; or
- (2) The potential for the organization to provide financial benefits to, or impose financial burdens upon, the primary government.





Budget Highlights

Rochester Hills FY 2017 Adopted Budget Fund Structure



Budget Highlights

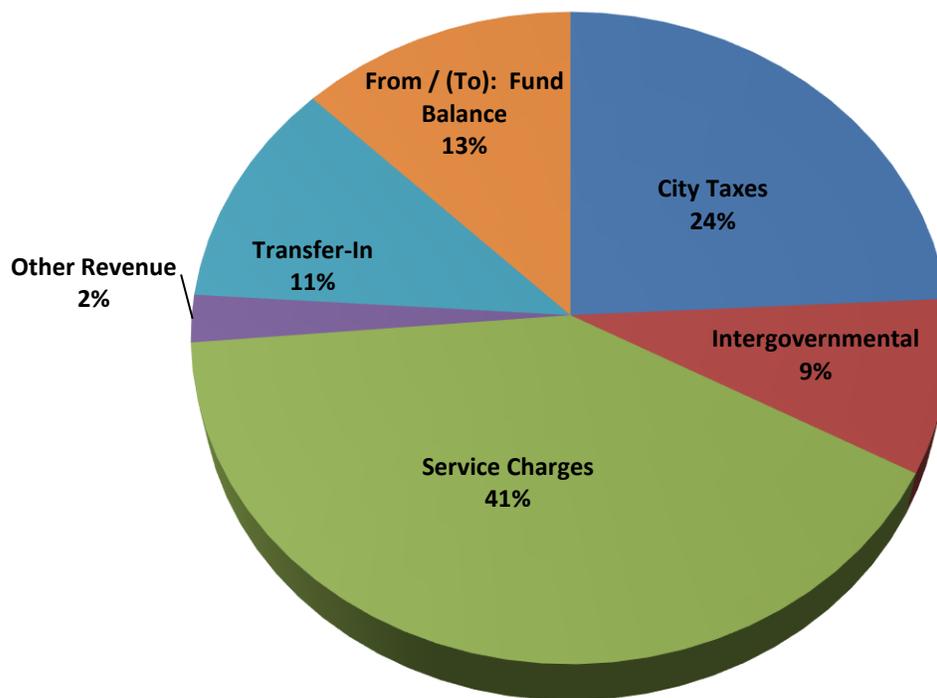
2017 All Funds: Adopted Revenue Summary



REVENUES	General Fund	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Internal Service Funds	Trust Funds	Component Unit Funds	GRAND TOTAL
City Taxes	\$ 6,821,340	\$ 23,341,020	\$ 893,120	\$ -	\$ -	\$ -	\$ -	\$ 470,770	\$ 31,526,250
License & Permits	2,914,900	21,000	-	-	18,200	-	-	-	2,954,100
Intergovernmental:									
State Grants	5,650,000	4,944,000	-	-	-	-	-	-	10,594,000
Federal Grants	130,000	40,000	-	-	-	-	-	-	170,000
Other Intergovernmental	-	269,800	-	-	-	-	-	202,220	472,020
Service Charges	5,993,360	2,327,040	-	-	33,605,400	8,313,670	41,920	-	50,281,390
Fines & Forfeitures	2,500	383,500	-	-	250,000	-	-	-	636,000
Investment Earnings	124,520	116,170	3,710	39,180	206,140	77,390	412,960	19,570	999,640
Special Assessments	-	23,330	-	-	-	-	-	-	23,330
Other Revenue	105,000	78,500	-	2,000	5,000	1,179,430	-	25,000	1,394,930
Transfer-In	4,660	4,992,400	1,152,750	667,910	5,403,330	2,536,150	-	950	14,758,150
(To) / From: Fund Balance	1,650,000	1,233,260	290,020	365,900	9,235,090	4,019,270	(306,410)	19,670	16,506,800
TOTAL REVENUES	\$ 23,396,280	\$ 37,770,020	\$ 2,339,600	\$ 1,074,990	\$ 48,723,160	\$ 16,125,910	\$ 148,470	\$ 738,180	\$ 130,316,610

Note: Transfer-In total does NOT equal Transfer-Out total due to funds that are Transferred-Out to the Rochester Avon Recreation Authority's (RARA) and the Older Person's Commission's (OPC) Operating Funds which are not presented as part of the City of Rochester Hills Budget Plan.

2017 All Funds - Adopted Revenue Summary





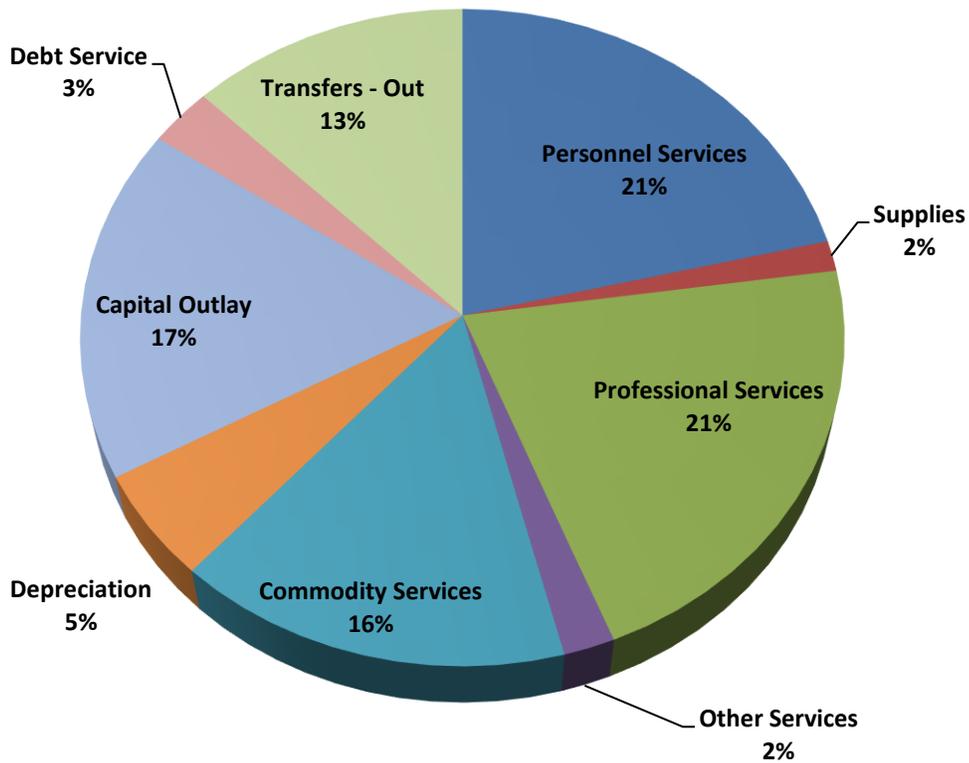
Budget Highlights

2017 All Funds: Adopted Expenditure Summary

EXPENDITURES	General Fund	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Internal Service Funds	Trust Funds	Component Unit Funds	GRAND TOTAL
Personnel Services	\$ 10,825,140	\$ 10,443,830	\$ -	\$ -	\$ 3,541,090	\$ 2,741,430	\$ 147,470	\$ 71,610	\$ 27,770,570
Supplies	304,760	733,050	-	63,600	554,800	273,860	-	5,000	1,935,070
Professional Services	4,968,110	15,841,060	-	-	3,882,360	2,412,530	1,000	459,550	27,564,610
Other Services	127,490	373,640	530	-	95,630	2,062,010	-	2,020	2,661,320
Commodity Services	-	-	-	-	20,525,500	-	-	-	20,525,500
Depreciation	-	-	-	-	4,011,290	2,944,540	-	-	6,955,830
Capital Outlay	-	7,572,720	-	970,250	9,307,500	4,807,000	-	-	22,657,470
Debt Service	-	-	2,339,070	-	1,401,660	-	-	-	3,787,310
Transfers - Out	7,170,780	2,805,720	-	41,140	5,403,330	837,960	-	200,000	16,458,930
TOTAL EXPENDITURES	\$ 23,396,280	\$ 37,770,020	\$ 2,339,600	\$ 1,074,990	\$ 48,723,160	\$ 16,125,910	\$ 148,470	\$ 738,180	\$ 130,316,610

Note: Transfer-In total does NOT equal Transfer-Out total due to funds that are Transferred-Out to the Rochester Avon Recreation Authority's (RARA) and the Older Person's Commission's (OPC) Operating Funds which are not presented as part of the City of Rochester Hills Budget Plan.

2017 All Funds - Adopted Expenditure Summary



Budget Highlights

All Funds: Actual/Adopted/Projected Revenue Summary



ACTUAL / AMENDED / ADOPTED / PROJECTED REVENUES							
	REVENUES	Actual 2014	Actual 2015	Amended 2016	Adopted 2017	Projected 2018	Projected 2019
101	General Fund	\$ 26,014,275	\$ 20,794,937	\$ 21,167,350	\$ 21,746,280	\$ 22,016,650	\$ 22,021,980
202	Major Road Fund	4,554,436	4,748,240	4,577,320	4,201,220	4,307,610	4,661,220
203	Local Road Fund	10,887,608	10,871,426	8,798,360	9,437,590	9,703,520	9,681,190
206	Fire Operating Fund	7,589,460	9,892,249	10,113,740	10,379,960	10,553,250	10,708,080
207	Special Police Fund	9,219,044	9,486,596	9,638,170	9,643,940	9,930,460	10,194,770
213	RARA Millage Fund	580,151	593,817	612,250	619,390	630,200	639,700
214	Pathway Maintenance Fund	564,914	598,771	615,270	592,160	603,130	612,860
232	Tree Fund	26,261	49,915	4,660	6,820	11,720	14,720
244	Water Resources Fund	343,009	473,451	1,046,100	567,200	572,300	577,610
265	OPC Millage Fund	979,968	1,003,054	1,068,930	1,081,390	1,100,250	1,116,840
299	Open Space Fund	897,969	915,554	16,900	7,090	11,580	13,540
313	2001 Local Street Debt Fund	175,862	164,721	153,590	-	-	-
314	2001 Local Street SAD Debt Fund	216,343	195,595	175,460	-	-	-
331	Water Resources Debt Fund	130,208	133,156	135,920	137,790	142,380	146,140
369	OPC Refunding Debt Fund	745,750	765,213	759,140	758,540	755,790	750,650
393	Municipal Refunding Debt Fund	718,550	791,123	768,800	837,960	804,340	866,470
394	2011 Local Street Debt Refunding	266,778	301,610	309,250	315,290	-	-
402	Fire Capital Fund	182,134	1,664,107	503,750	249,030	208,820	227,510
403	Pathway Construction Fund	296,999	194,441	246,330	453,070	440,640	274,220
420	Capital Improvement Fund	261,513	8,198	4,330	6,990	9,480	13,380
592	W&S - Operating Fund	29,803,813	30,711,847	32,300,960	33,536,590	35,473,670	37,481,230
593	W&S - Capital Fund	5,790,455	5,240,234	5,379,570	4,549,820	4,903,230	5,099,810
595	W&S - Debt Service Fund	798,797	1,526,063	1,558,400	1,401,660	1,397,970	1,388,350
631	Facilities Fund	3,479,793	8,320,966	8,888,290	6,499,250	5,798,930	5,718,240
636	MIS Fund	1,980,576	1,865,753	2,368,890	2,082,290	2,101,320	2,121,950
661	Fleet Equipment Fund	2,908,362	2,756,745	3,068,750	3,123,100	3,229,120	3,095,370
677	Insurance Fund	415,584	573,798	416,000	402,000	408,350	414,670
736	Retiree Health Trust Fund	86,521	16,225	102,360	94,510	91,810	87,900
752	Cemetery Perpetual Care Fund	43,892	49,143	111,870	114,620	120,350	126,370
843	Brownfield Fund	37,232	38,287	38,390	37,550	38,110	38,670
848	LDFA Fund	654,042	751,285	801,750	654,880	669,350	688,860
851	SmartZone Fund	142	53	30	-	-	-
870	Museum Foundation Trust Fund	10,016	24	25,070	25,130	25,400	25,830
893	EDC Fund	3	112	950	950	950	950
TOTAL REVENUES		\$ 110,660,460	\$ 118,359,179	\$ 117,829,400	\$ 113,809,810	\$ 116,318,720	\$ 119,080,020

Note: Fund Totals provided include Interfund Charges and Interfund Transfers





Budget Highlights

All Funds: Actual/Adopted/Projected Expenditure Summary

ACTUAL / AMENDED / ADOPTED / PROJECTED EXPENDITURES							
EXPENDITURES	Actual 2014	Actual 2015	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	
101 General Fund	\$ 25,497,895	\$ 23,121,307	\$ 25,195,240	\$ 23,396,280	\$ 23,153,650	\$ 22,966,980	
202 Major Road Fund	6,864,478	9,806,722	7,590,800	4,982,640	3,306,400	4,038,530	
203 Local Road Fund	11,013,565	9,824,167	11,119,360	9,437,590	9,703,520	9,681,190	
206 Fire Operating Fund	7,274,150	9,382,210	10,113,740	10,379,960	10,553,250	10,708,080	
207 Special Police Fund	8,932,579	9,177,044	9,638,170	9,643,940	9,930,460	10,194,770	
213 RARA Millage Fund	580,151	593,817	612,250	619,390	630,200	639,700	
214 Pathway Maintenance Fund	586,015	562,032	615,270	592,160	603,130	612,860	
232 Tree Fund	26,780	88,052	211,180	199,660	201,820	206,720	
244 Water Resources Fund	495,464	731,187	1,541,520	567,200	572,300	577,610	
265 OPC Millage Fund	979,968	1,003,054	1,068,930	1,081,390	1,100,250	1,116,840	
299 Open Space Fund	1,057,881	3,092,784	2,213,800	266,090	266,900	267,740	
313 2001 Local Street Debt Fund	284,300	273,175	261,800	-	-	-	
314 2001 Local Street SAD Debt Fund	286,275	275,025	288,530	-	-	-	
331 Water Resources Debt Fund	310,608	201,270	202,990	209,550	206,030	202,510	
369 OPC Refunding Debt Fund	757,911	773,911	785,530	784,960	782,210	777,070	
393 Municipal Refunding Debt Fund	719,044	790,838	769,350	838,670	805,050	867,180	
394 2011 Local Street Debt Refunding	461,188	494,788	501,020	506,420	-	-	
402 Fire Capital Fund	175,715	326,896	5,145,760	257,600	301,000	256,700	
403 Pathway Construction Fund	235,924	132,938	836,120	361,250	578,260	371,930	
420 Capital Improvement Fund	120,741	2,536,190	62,750	456,140	66,140	66,140	
592 W&S - Operating Fund	31,260,225	31,260,225	33,040,030	34,002,710	35,380,860	36,552,510	
593 W&S - Capital Fund	3,810,293	3,810,293	7,769,090	13,318,790	4,194,520	10,864,610	
595 W&S - Debt Service Fund	148,820	148,820	1,558,400	1,401,660	1,397,970	1,388,350	
631 Facilities Fund	4,254,505	4,254,505	16,500,870	9,306,240	8,063,360	7,957,920	
636 MIS Fund	1,890,614	1,890,614	3,189,870	2,125,940	2,212,950	2,153,590	
661 Fleet Equipment Fund	2,366,320	2,366,320	4,385,790	4,291,730	4,585,900	3,694,960	
677 Insurance Fund	762,879	762,879	416,000	402,000	412,050	422,350	
736 Retiree Health Trust Fund	1,082,499	111,013	144,940	148,470	170,170	177,220	
752 Cemetery Perpetual Care Fund	-	-	-	-	-	-	
843 Brownfield Fund	-	-	-	-	-	-	
848 LDFA Fund	392,438	303,990	337,800	708,230	307,200	309,250	
851 SmartZone Fund	100,000	75,000	-	19,000	-	-	
870 Museum Foundation Trust Fund	20	20	10,000	10,000	10,000	10,000	
893 EDC Fund	280	576	950	950	950	950	
TOTAL EXPENDITURES	\$ 112,729,525	\$ 118,171,662	\$ 146,127,850	\$ 130,316,610	\$ 119,496,500	\$ 127,084,260	

Note: Fund Totals provided include Interfund Charges and Interfund Transfers



Budget Highlights

All Funds: Actual/Adopted/Projected Fund Balance Summary



ACTUAL / AMENDED / ADOPTED / PROJECTED GOVERNMENTAL FUND BALANCES							
FUND BALANCE		Actual 2014	Actual 2015	Amended 2016	Adopted 2017	Projected 2018	Projected 2019
101	General Fund	\$ 31,257,584	\$ 28,931,214	\$ 24,903,324	\$ 23,253,324	\$ 22,116,324	\$ 21,171,324
202	Major Road Fund	12,905,102	7,846,620	4,833,140	4,051,720	5,052,930	5,675,620
203	Local Road Fund	6,701,745	7,749,004	5,428,004	5,428,004	5,428,004	5,428,004
206	Fire Operating Fund	4,030,819	4,540,858	4,540,858	4,540,858	4,540,858	4,540,858
207	Special Police Fund	1,557,263	1,866,815	1,866,815	1,866,815	1,866,815	1,866,815
213	RARA Millage Fund	-	-	-	-	-	-
214	Pathway Maintenance Fund	100,630	137,368	137,368	137,368	137,368	137,368
232	Tree Fund	1,608,999	1,570,862	1,364,342	1,171,502	981,402	789,402
244	Water Resources Fund	2,299,054	2,041,318	1,545,898	1,545,898	1,545,898	1,545,898
265	OPC Millage Fund	-	-	-	-	-	-
299	Open Space Fund	5,791,295	3,614,065	1,417,165	1,158,165	902,845	648,645
313	2001 Local Street Debt Fund	216,696	108,243	33	33	33	33
314	2001 Local Street SAD Debt Fund	209,011	129,581	16,511	16,511	16,511	16,511
331	Water Resources Debt Fund	736,475	668,361	601,291	529,531	465,881	409,511
369	OPC Refunding Debt Fund	167,201	158,504	132,114	105,694	79,274	52,854
393	Municipal Refunding Debt Fund	3,837	4,122	3,572	2,862	2,152	1,442
394	2011 Local Street Debt Refunding	576,079	382,902	191,132	2	2	2
402	Fire Capital Fund	8,737,978	10,075,189	5,433,179	5,424,609	5,332,429	5,303,239
403	Pathway Construction Fund	1,532,249	1,593,751	1,003,961	1,095,781	958,161	860,451
420	Capital Improvement Fund	3,984,047	1,456,055	1,397,635	948,485	891,825	839,065
TOTAL GOVT FUND BALANCES		\$ 82,416,065	\$ 72,874,832	\$ 54,816,342	\$ 51,277,162	\$ 50,318,712	\$ 49,287,042





Adopted FY 2017 & Projected FY 2018-19 Significant Fund Balance Changes:

- No use of fund balance is planned in FY 2017, 2018, or 2019 for the following Governmental Funds:
 - Local Street Fund [203]
 - Fire Operating Fund [206]
 - Special Police Fund [207]
 - Pathway Maintenance Fund [214]
 - Water Resources Fund [244]
- General Fund [101] is planned to decrease by (\$1,650,000) in FY 2017 due to providing funding for the following projects:
 - \$254,000 = Borden Park / Office Relocation (PK-05H)
 - \$360,000 = Borden Park / Maintenance Yard (PK-05J)
 - \$1,036,000 = Riverbend Park Development (PK-13)
 - *Note: General Fund [101] is projected to decrease by (\$1,137,000) in FY 2018 and (\$945,000) in FY 2019 due to providing funding for Riverbend Park Development (PK-13), Museum Equipment Barn Replacement (PK-03F), and Paint Creek Trailway Resurfacing (PK-06A)*
- Major Road Fund [202] is planned to decrease by (\$781,420) in FY 2017 due to funding the City's share of major road construction projects in FY 2017
 - *Note: Major Road Fund balance [202] is projected to increase by +\$1,001,210 in FY 2018 and by +\$622,690 in FY 2019 as there are fewer Major Road construction projects planned*
- Tree Fund [232] is planned to decrease by (\$192,840) in FY 2017, (\$190,100) in FY 2018, and (\$192,000) in FY 2019 due to a 5-Year Program where the City will plant 500 trees each year utilizing Tree Fund's fund balance as a funding source.
- Green Space Operating Fund [299] is planned to decrease (\$259,000) in FY 2017, (\$255,320) in FY 2018, and (\$254,200) in FY 2019 due to the utilization of Green Space Operating Fund [299] balance to fund Green Space operational activities, allowing the Green Space Perpetual Care Trust Fund [761] more time to grow.
- Debt Service Funds [300's] are planned to decrease by (\$290,020) in FY 2017, (\$90,780) in FY 2018, and (\$83,500) in FY 2019 due to the utilization of debt service fund balance over the remaining service life of the associated debt service schedules.
- Fire Capital Fund [402] is planned to decrease by (\$8,570) in FY 2017, (\$92,180) in FY 2018, and (\$29,190) in FY 2019 due to fire-related apparatus & equipment purchases in FY 2017-2019.
- Pathway Construction Fund [403] is planned to increase by \$91,820 in FY 2017, then decrease by (\$137,620) in FY 2018 and (\$97,710) in FY 2019 due to pathway construction projects in FY 2017-19.
- Capital Improvement Fund [420] is planned to decrease by (\$449,150) in FY 2017 primarily due to the replacement of Citywide Election Equipment in FY 2017.



Budget Highlights

Total General Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total General Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 10,821,980	\$ 6,035,939	\$ 6,397,140	\$ 6,821,340	\$ 6,845,240	\$ 6,859,160
Licenses & Permits	2,676,333	2,995,085	2,786,100	2,914,900	2,929,900	2,836,900
Intergovernmental:						
State Grants	5,499,518	5,560,803	5,600,000	5,650,000	5,763,000	5,878,000
Federal Grants	171,341	162,996	130,000	130,000	130,000	130,000
Other Intergovernmental	-	-	-	-	-	-
Service Charges	5,959,406	5,735,653	5,999,480	5,993,360	5,941,660	5,866,960
Fines & Forfeitures	626	2,947	2,500	2,500	2,500	2,500
Investment Earnings	71,246	97,093	77,080	124,520	232,530	331,740
Special Assessments	-	-	-	-	-	-
Other Revenue	185,326	199,143	168,870	105,000	165,000	105,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	628,498	5,280	6,180	4,660	6,820	11,720
TOTAL REVENUES	\$ 26,014,275	\$ 20,794,937	\$ 21,167,350	\$ 21,746,280	\$ 22,016,650	\$ 22,021,980
General Fund Expenditures						
General Government	\$ 6,940,062	\$ 6,951,092	\$ 8,148,730	\$ 7,802,750	\$ 7,926,460	\$ 8,023,520
Public Service	882,368	843,878	993,390	983,500	1,000,980	1,021,390
Public Safety	2,493,768	2,593,032	2,891,590	3,106,420	3,141,950	3,171,600
Streets	-	-	-	-	-	-
Economic Development	815,105	861,658	1,002,860	1,066,800	983,270	1,000,540
Parks and Recreation	2,667,693	2,730,076	3,207,600	3,266,030	3,309,470	3,356,850
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	11,698,898	9,141,572	8,951,070	7,170,780	6,791,520	6,393,080
TOTAL EXPENSES	\$ 25,497,895	\$ 23,121,307	\$ 25,195,240	\$ 23,396,280	\$ 23,153,650	\$ 22,966,980
Excess Revenue Over / (Under) Expenditures	\$ 516,379	\$ (2,326,370)	\$ (4,027,890)	\$ (1,650,000)	\$ (1,137,000)	\$ (945,000)
Fund Balance - Beginning	30,741,205	31,257,584	28,931,214	24,903,324	23,253,324	22,116,324
Fund Balance - Ending	\$ 31,257,584	\$ 28,931,214	\$ 24,903,324	\$ 23,253,324	\$ 22,116,324	\$ 21,171,324





Budget Highlights

Total Special Revenue Funds

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Special Revenue Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 14,913,158	\$ 22,571,956	\$ 23,142,850	\$ 23,341,020	\$ 23,860,060	\$ 24,325,520
Licenses & Permits	30,700	23,332	21,000	21,000	21,000	21,000
Intergovernmental:						
State Grants	5,056,013	5,372,817	5,191,000	4,944,000	5,064,000	5,187,000
Federal Grants	126,544	198,448	1,005,410	40,000	40,000	40,000
Other Intergovernmental	292,814	159,724	269,490	269,800	277,890	286,230
Service Charges	2,218,670	2,501,506	2,207,940	2,327,040	2,333,290	2,342,420
Fines & Forfeitures	398,984	404,256	358,500	383,500	383,500	383,500
Investment Earnings	88,030	103,090	78,390	116,170	208,810	315,930
Special Assessments	13,777	697	-	23,330	23,330	23,330
Other Revenue	276,010	164,806	116,730	78,500	86,000	175,900
Bond Proceeds	-	-	-	-	-	-
Transfer-In	12,228,120	7,132,442	4,100,390	4,992,400	5,126,140	5,119,700
TOTAL REVENUES	\$ 35,642,820	\$ 38,633,072	\$ 36,491,700	\$ 36,536,760	\$ 37,424,020	\$ 38,220,530
Special Revenue Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	832,299	1,199,952	2,119,430	1,106,310	1,140,750	1,125,620
Public Safety	15,731,073	16,618,113	18,998,600	19,486,460	20,008,660	20,448,390
Streets	5,889,565	5,313,549	6,613,510	6,532,720	6,769,630	6,700,840
Economic Development	-	-	-	-	-	-
Parks and Recreation	20,648	92,784	213,800	266,090	266,900	267,740
Capital Outlay	11,658,501	13,295,569	11,464,450	7,572,720	6,240,290	7,018,880
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	3,678,944	7,741,102	5,315,230	2,805,720	2,442,000	2,482,570
TOTAL EXPENSES	\$ 37,811,031	\$ 44,261,069	\$ 44,725,020	\$ 37,770,020	\$ 36,868,230	\$ 38,044,040
Excess Revenue Over / (Under) Expenditures	\$ (2,168,210)	\$ (5,627,997)	\$ (8,233,320)	\$ (1,233,260)	\$ 555,790	\$ 176,490
Fund Balance - Beginning	37,163,118	34,994,907	29,366,910	21,133,590	19,900,330	20,456,120
Fund Balance - Ending	\$ 34,994,907	\$ 29,366,910	\$ 21,133,590	\$ 19,900,330	\$ 20,456,120	\$ 20,632,610



Budget Highlights

Total Debt Service Funds



Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Debt Service Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 874,165	\$ 897,403	\$ 892,860	\$ 893,120	\$ 892,670	\$ 889,600
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	8,851	5,682	4,970	3,710	5,500	7,190
Special Assessments	24,695	23,733	3,330	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	1,345,780	1,424,600	1,401,000	1,152,750	804,340	866,470
TOTAL REVENUES	\$ 2,253,491	\$ 2,351,419	\$ 2,302,160	\$ 2,049,580	\$ 1,702,510	\$ 1,763,260
Debt Service Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	2,280,000	2,345,000	2,425,000	2,035,000	1,550,000	1,660,000
Interest and Fiscal Charges	539,571	462,700	383,400	304,070	242,900	186,510
Other Debt Service	(246)	1,306	820	530	390	250
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 2,819,326	\$ 2,809,006	\$ 2,809,220	\$ 2,339,600	\$ 1,793,290	\$ 1,846,760
Excess Revenue Over / (Under) Expenditures	\$ (565,835)	\$ (457,588)	\$ (507,060)	\$ (290,020)	\$ (90,780)	\$ (83,500)
Fund Balance - Beginning	2,475,135	1,909,300	1,451,712	944,652	654,632	563,852
Fund Balance - Ending	\$ 1,909,300	\$ 1,451,712	\$ 944,652	\$ 654,632	\$ 563,852	\$ 480,352





Budget Highlights

Total Capital Improvement Funds

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Capital Project Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	230	230	200	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	34,824	39,472	26,510	39,180	74,690	107,740
Special Assessments	-	-	-	-	-	-
Other Revenue	49,042	29,113	65,710	2,000	11,200	8,440
Bond Proceeds	-	-	-	-	-	-
Transfer-In	656,550	1,797,930	661,990	667,910	573,050	398,930
TOTAL REVENUES	\$ 740,647	\$ 1,866,746	\$ 754,410	\$ 709,090	\$ 658,940	\$ 515,110
Capital Project Fund Expenditures						
General Government	\$ 1,941	\$ 9,420	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	68,254	162,247	208,000	63,600	27,000	38,000
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	353,395	297,588	5,798,880	970,250	877,260	615,630
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	108,790	2,526,770	37,750	41,140	41,140	41,140
TOTAL EXPENSES	\$ 532,380	\$ 2,996,024	\$ 6,044,630	\$ 1,074,990	\$ 945,400	\$ 694,770
Excess Revenue Over / (Under) Expenditures	\$ 208,267	\$ (1,129,279)	\$ (5,290,220)	\$ (365,900)	\$ (286,460)	\$ (179,660)
Fund Balance - Beginning	14,046,007	14,254,274	13,124,995	7,834,775	7,468,875	7,182,415
Fund Balance - Ending	\$ 14,254,274	\$ 13,124,995	\$ 7,834,775	\$ 7,468,875	\$ 7,182,415	\$ 7,002,755



Budget Highlights

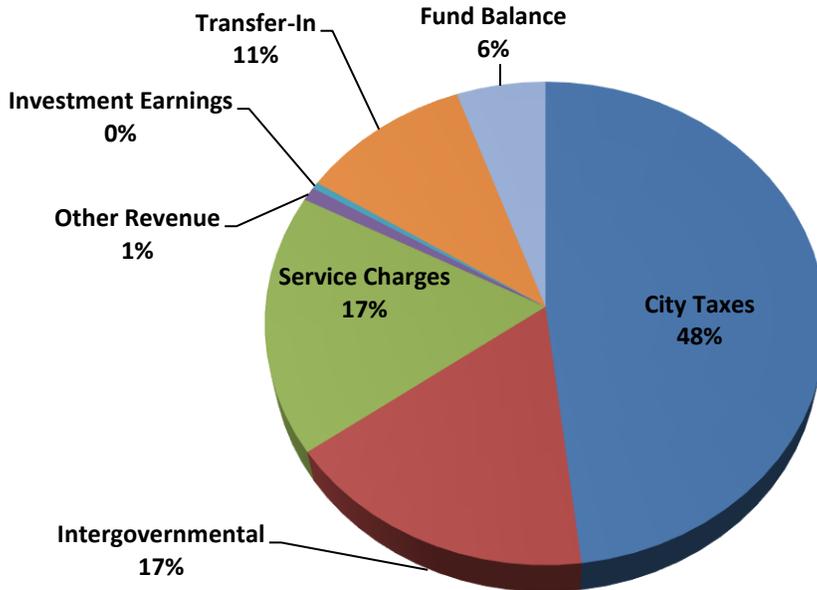
Total Governmental Funds



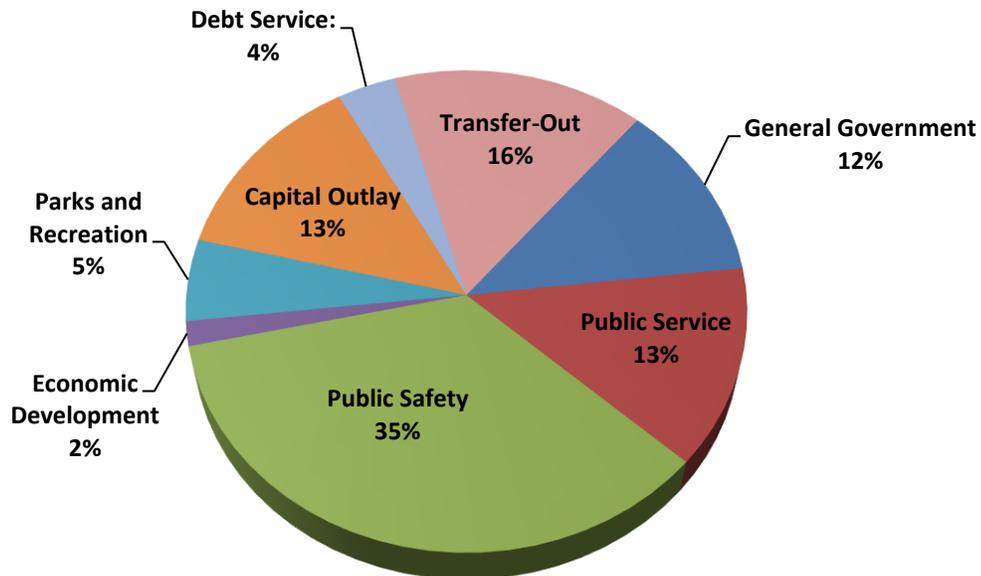
Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Governmental Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 26,609,302	\$ 29,505,298	\$ 30,432,850	\$ 31,055,480	\$ 31,597,970	\$ 32,074,280
Licenses & Permits	2,707,033	3,018,417	2,807,100	2,935,900	2,950,900	2,857,900
Intergovernmental:						
State Grants	10,555,531	10,933,620	10,791,000	10,594,000	10,827,000	11,065,000
Federal Grants	297,885	361,443	1,135,410	170,000	170,000	170,000
Other Intergovernmental	292,814	159,724	269,490	269,800	277,890	286,230
Service Charges	8,178,306	8,237,389	8,207,620	8,320,400	8,274,950	8,209,380
Fines & Forfeitures	399,611	407,203	361,000	386,000	386,000	386,000
Investment Earnings	202,952	245,337	186,950	283,580	521,530	762,600
Special Assessments	38,473	24,429	3,330	23,330	23,330	23,330
Other Revenue	510,379	393,062	351,310	185,500	262,200	289,340
Bond Proceeds	-	-	-	-	-	-
Transfer-In	14,858,948	10,360,252	6,169,560	6,817,720	6,510,350	6,396,820
TOTAL REVENUES	\$ 64,651,232	\$ 63,646,174	\$ 60,715,620	\$ 61,041,710	\$ 61,802,120	\$ 62,520,880
Governmental Fund Expenditures						
General Government	\$ 6,942,003	\$ 6,960,512	\$ 8,148,730	\$ 7,802,750	\$ 7,926,460	\$ 8,023,520
Public Service	1,714,667	2,043,830	3,112,820	2,089,810	2,141,730	2,147,010
Public Safety	18,293,095	19,373,392	22,098,190	22,656,480	23,177,610	23,657,990
Streets	5,889,565	5,313,549	6,613,510	6,532,720	6,769,630	6,700,840
Economic Development	815,105	861,658	1,002,860	1,066,800	983,270	1,000,540
Parks and Recreation	2,688,342	2,822,860	3,421,400	3,532,120	3,576,370	3,624,590
Capital Outlay	12,011,896	13,593,157	17,263,330	8,542,970	7,117,550	7,634,510
Debt Service:						
Principal Retirement	2,280,000	2,345,000	2,425,000	2,035,000	1,550,000	1,660,000
Interest and Fiscal Charges	539,571	462,700	383,400	304,070	242,900	186,510
Other Debt Service	(246)	1,306	820	530	390	250
Transfer-Out	15,486,633	19,409,444	14,304,050	10,017,640	9,274,660	8,916,790
TOTAL EXPENSES	\$ 66,660,631	\$ 73,187,407	\$ 78,774,110	\$ 64,580,890	\$ 62,760,570	\$ 63,552,550
Excess Revenue Over / (Under) Expenditures	\$ (2,009,399)	\$ (9,541,233)	\$ (18,058,490)	\$ (3,539,180)	\$ (958,450)	\$ (1,031,670)
Fund Balance - Beginning	84,425,464	82,416,065	72,874,832	54,816,342	51,277,162	50,318,712
Fund Balance - Ending	\$ 82,416,065	\$ 72,874,832	\$ 54,816,342	\$ 51,277,162	\$ 50,318,712	\$ 49,287,042



2017 Governmental Funds - Adopted Revenue Summary



2017 Governmental Funds - Adopted Expenditure Summary



Budget Highlights

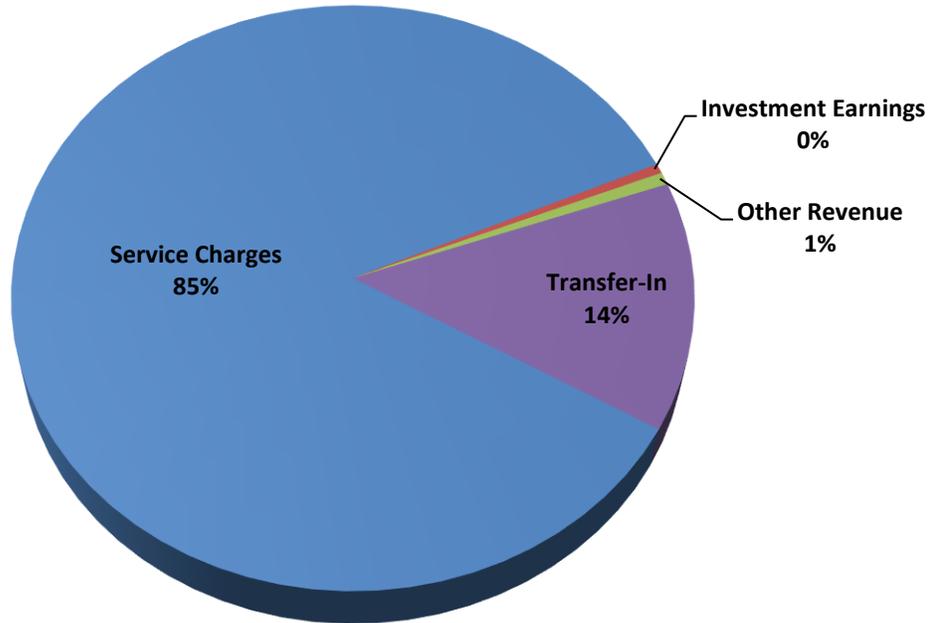
Total Enterprise Funds



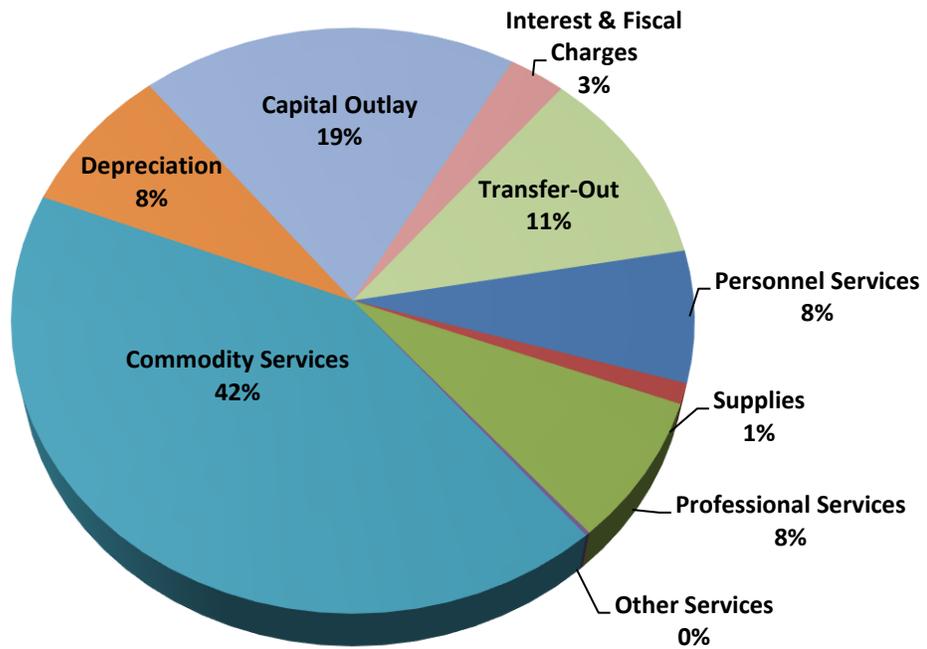
Statement of Revenues / Expenses and Changes in Retained Earnings						
Grand Total Enterprise Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Licenses & Permits	19,235	19,308	20,200	18,200	18,200	18,200
Service Charges	29,640,103	30,753,020	32,381,460	33,605,400	35,492,350	37,446,080
Fines & Forfeitures	274,884	242,707	250,000	250,000	250,000	250,000
Investment Earnings	108,465	161,473	119,130	206,140	360,060	612,240
Other Revenue	426,800	750,798	753,890	5,000	5,000	5,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	5,923,579	5,550,838	5,714,250	5,403,330	5,649,260	5,637,870
TOTAL REVENUES	\$ 36,393,065	\$ 37,478,144	\$ 39,238,930	\$ 39,488,070	\$ 41,774,870	\$ 43,969,390
Enterprise Fund Expenses						
Personnel Services	\$ 3,042,342	\$ 3,228,618	\$ 3,522,990	\$ 3,541,090	\$ 3,641,540	\$ 3,746,990
Supplies	305,965	351,639	513,800	554,800	547,800	547,800
Professional Services	3,669,614	3,675,963	4,858,200	3,882,360	3,894,860	3,894,860
Other Services	70,902	47,779	89,000	95,630	95,630	95,630
Commodity Services	17,744,937	18,371,799	19,341,210	20,525,500	21,551,770	22,629,360
Depreciation	3,867,622	3,810,293	3,761,670	4,011,290	4,009,520	4,138,270
Capital Outlay	-	-	3,008,000	9,307,500	125,000	6,726,340
Interest & Fiscal Charges	149,797	142,409	1,558,400	1,401,660	1,397,970	1,388,350
Transfer-Out	5,773,660	5,590,838	5,714,250	5,403,330	5,709,260	5,637,870
TOTAL EXPENSES	\$ 34,624,839	\$ 35,219,338	\$ 42,367,520	\$ 48,723,160	\$ 40,973,350	\$ 48,805,470
Excess Revenue Over / (Under) Expenses	\$ 1,768,226	\$ 2,258,807	\$ (3,128,590)	\$ (9,235,090)	\$ 801,520	\$ (4,836,080)
Net Assets - Beginning	144,800,948	146,569,174	148,827,981	148,707,391	148,779,801	149,706,321
Net Assets - Ending	\$ 146,569,174	\$ 148,827,981	\$ 148,707,391	\$ 148,779,801	\$ 149,706,321	\$ 151,596,581



2017 Enterprise Funds - Adopted Revenue Summary



2017 Enterprise Funds - Adopted Expense Summary



Budget Highlights

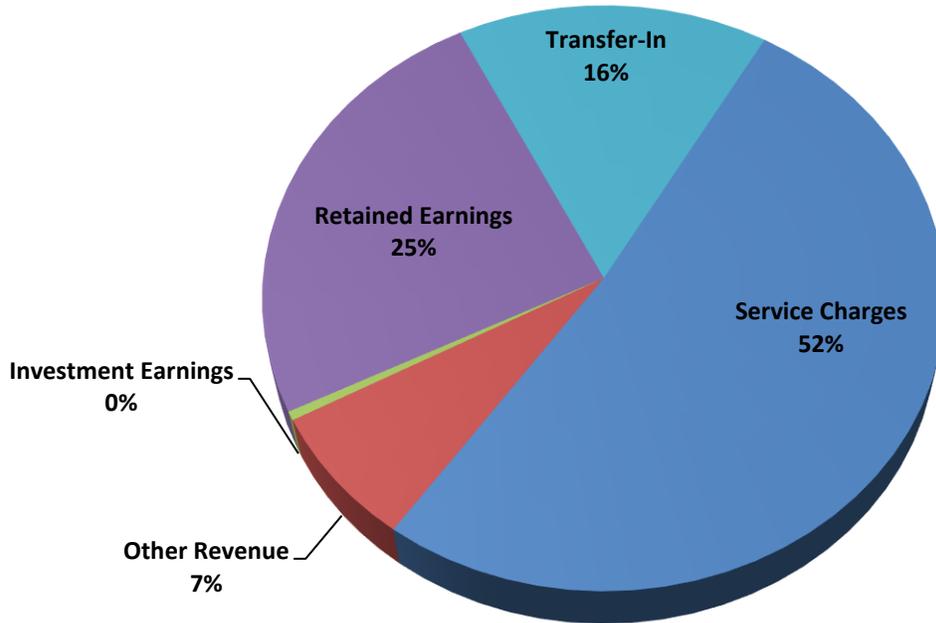
Total Internal Service Funds



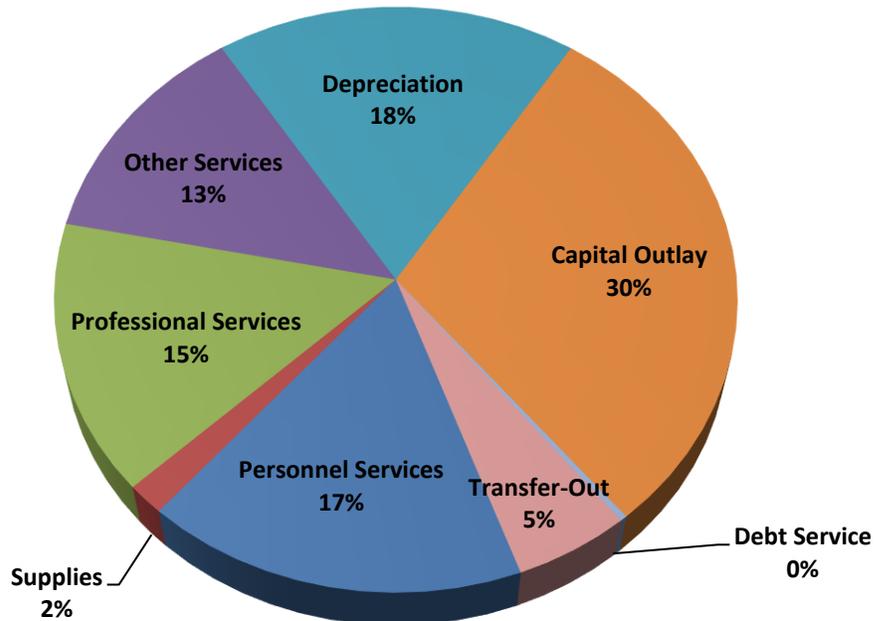
Statement of Revenues / Expenses and Changes in Retained Earnings						
Grand Total Internal Service Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
State / Federal Grants	\$ 44,196	\$ 1,796	\$ -	\$ -	\$ -	\$ -
Charges for Service	6,977,196	6,967,597	8,362,680	8,313,670	8,312,770	8,312,870
Investment Earnings	36,901	58,017	45,260	77,390	143,990	206,280
Other Revenue	834,138	1,047,312	912,830	1,179,430	983,710	1,002,130
Transfer - In	891,885	5,442,541	5,421,160	2,536,150	2,097,250	1,828,950
TOTAL REVENUES	\$ 8,784,315	\$ 13,517,262	\$ 14,741,930	\$ 12,106,640	\$ 11,537,720	\$ 11,350,230
Internal Service Fund Expenses						
Personnel Services	\$ 2,268,238	\$ 2,312,885	\$ 2,615,690	\$ 2,741,430	\$ 2,819,560	\$ 2,901,570
Supplies	224,246	148,802	250,950	273,860	293,500	271,100
Professional Services	1,755,088	2,255,129	2,390,440	2,412,530	2,421,030	2,424,440
Other Services	1,600,923	1,408,733	1,841,700	2,062,010	2,046,520	1,950,500
Depreciation	2,251,024	2,323,660	2,915,110	2,944,540	3,090,140	3,196,240
Capital Outlay	-	-	13,657,160	4,807,000	3,758,490	2,584,120
Debt Service	41,320	34,779	52,680	46,580	40,680	34,380
Transfer-Out	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL EXPENSES	\$ 8,859,378	\$ 9,274,318	\$ 24,492,530	\$ 16,125,910	\$ 15,274,260	\$ 14,228,820
Excess Revenue Over / (Under) Expenses	\$ (75,063)	\$ 4,242,944	\$ (9,750,600)	\$ (4,019,270)	\$ (3,736,540)	\$ (2,878,590)
Net Assets - Beginning	55,291,058	55,215,995	59,458,939	63,365,499	64,153,229	64,175,179
Net Assets - Ending	\$ 55,215,995	\$ 59,458,939	\$ 63,365,499	\$ 64,153,229	\$ 64,175,179	\$ 63,880,709



2017 Internal Service Funds - Adopted Revenue Summary



2017 Internal Service Funds - Adopted Expense Summary



Budget Highlights

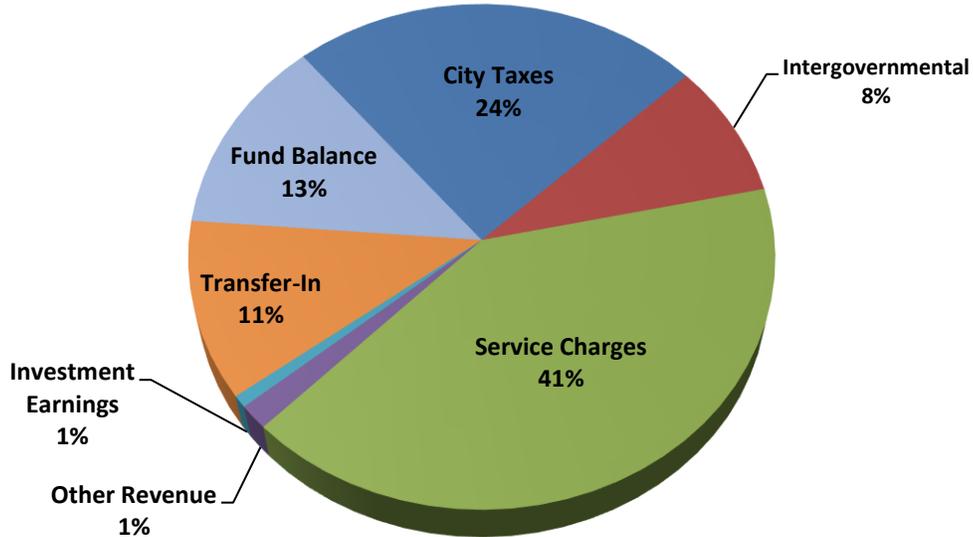
Grand Total All City Funds



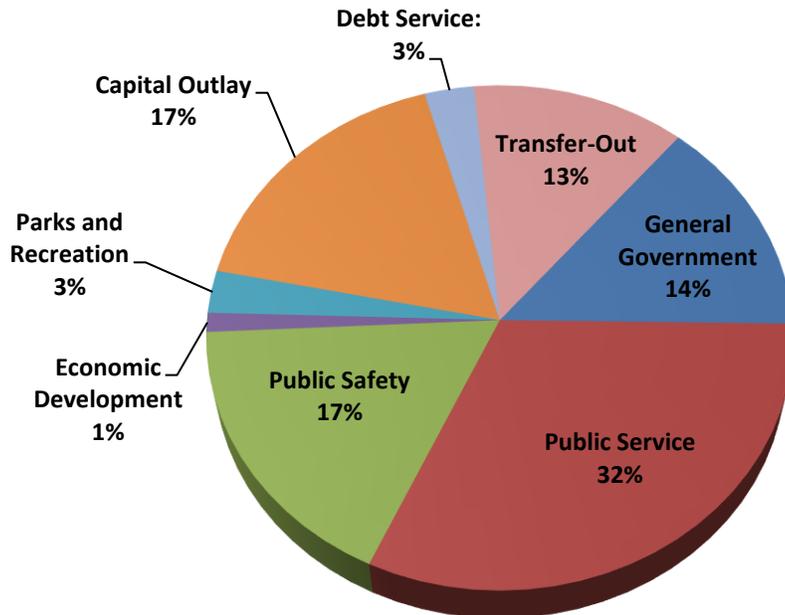
Statement of Revenues / Expenditures						
Grand Total All Funds Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 26,971,241	\$ 29,935,085	\$ 30,896,450	\$ 31,526,250	\$ 32,071,010	\$ 32,550,080
Licenses & Permits	2,726,268	3,037,725	2,827,300	2,954,100	2,969,100	2,876,100
Intergovernmental:						
State Grants	10,555,531	10,933,620	10,791,000	10,594,000	10,827,000	11,065,000
Federal Grants	342,081	363,239	1,135,410	170,000	170,000	170,000
Other Intergovernmental	614,929	509,219	635,850	472,020	474,060	475,200
Service Charges	44,837,735	46,005,246	48,993,500	50,281,390	52,121,990	54,010,250
Fines & Forfeitures	674,494	649,910	611,000	636,000	636,000	636,000
Investment Earnings	443,980	355,793	586,610	999,640	1,492,510	2,088,000
Special Assessments	38,473	24,429	3,330	23,330	23,330	23,330
Other Revenue	1,771,317	2,191,172	2,043,030	1,394,930	1,275,910	1,321,470
Bond Proceeds	-	-	-	-	-	-
Transfer-In	21,684,411	24,353,741	19,305,920	14,758,150	14,257,810	13,864,590
TOTAL REVENUES	\$ 110,660,460	\$ 118,359,179	\$ 117,829,400	\$ 113,809,810	\$ 116,318,720	\$ 119,080,020
All Funds Expenditures						
General Government	\$ 15,158,321	\$ 15,520,734	\$ 18,307,560	\$ 18,385,590	\$ 18,767,380	\$ 18,944,590
Public Service	30,416,049	31,529,921	35,199,690	34,700,480	35,882,850	37,199,920
Public Safety	18,293,095	19,373,392	22,098,190	22,656,480	23,177,610	23,657,990
Streets	5,889,565	5,313,549	6,613,510	6,532,720	6,769,630	6,700,840
Economic Development	1,007,824	1,041,224	1,141,610	1,594,980	1,091,420	1,110,740
Parks and Recreation	2,688,362	2,822,880	3,431,400	3,542,120	3,586,370	3,634,590
Capital Outlay	12,011,896	13,593,157	33,928,490	22,657,470	11,001,040	16,944,970
Debt Service:						
Principal Retirement	2,280,000	2,345,000	2,425,000	2,035,000	1,550,000	1,660,000
Interest and Fiscal Charges	730,688	639,888	1,994,480	1,752,310	1,681,550	1,609,240
Other Debt Service	(246)	1,306	820	530	390	250
Transfer-Out	23,244,531	25,990,612	20,987,100	16,458,930	15,988,260	15,621,130
TOTAL EXPENDITURES	\$ 111,720,086	\$ 118,171,662	\$ 146,127,850	\$ 130,316,610	\$ 119,496,500	\$ 127,084,260



2017 All Funds - Adopted Revenue Summary



2017 All Funds - Adopted Expenditure Summary



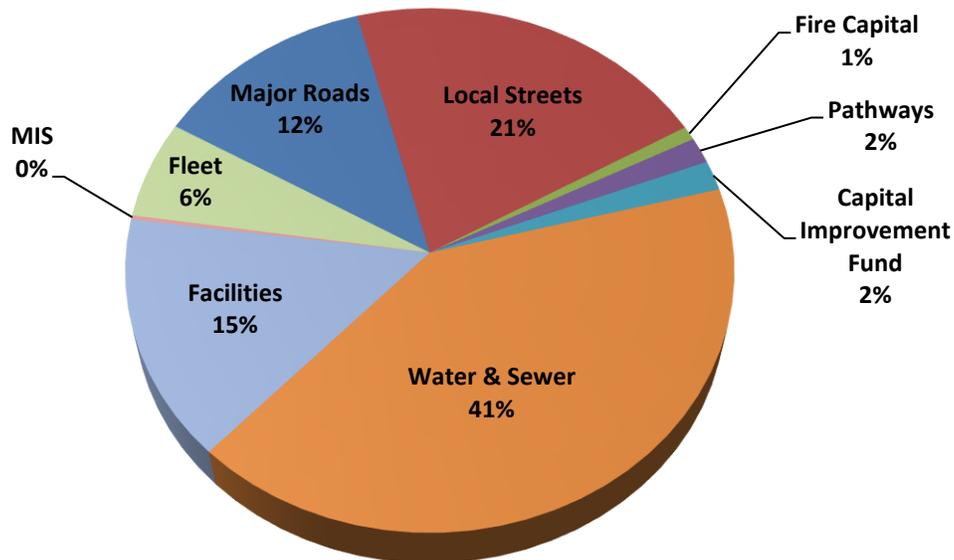
Budget Highlights

FY 2017 Citywide Capital Improvement Summary

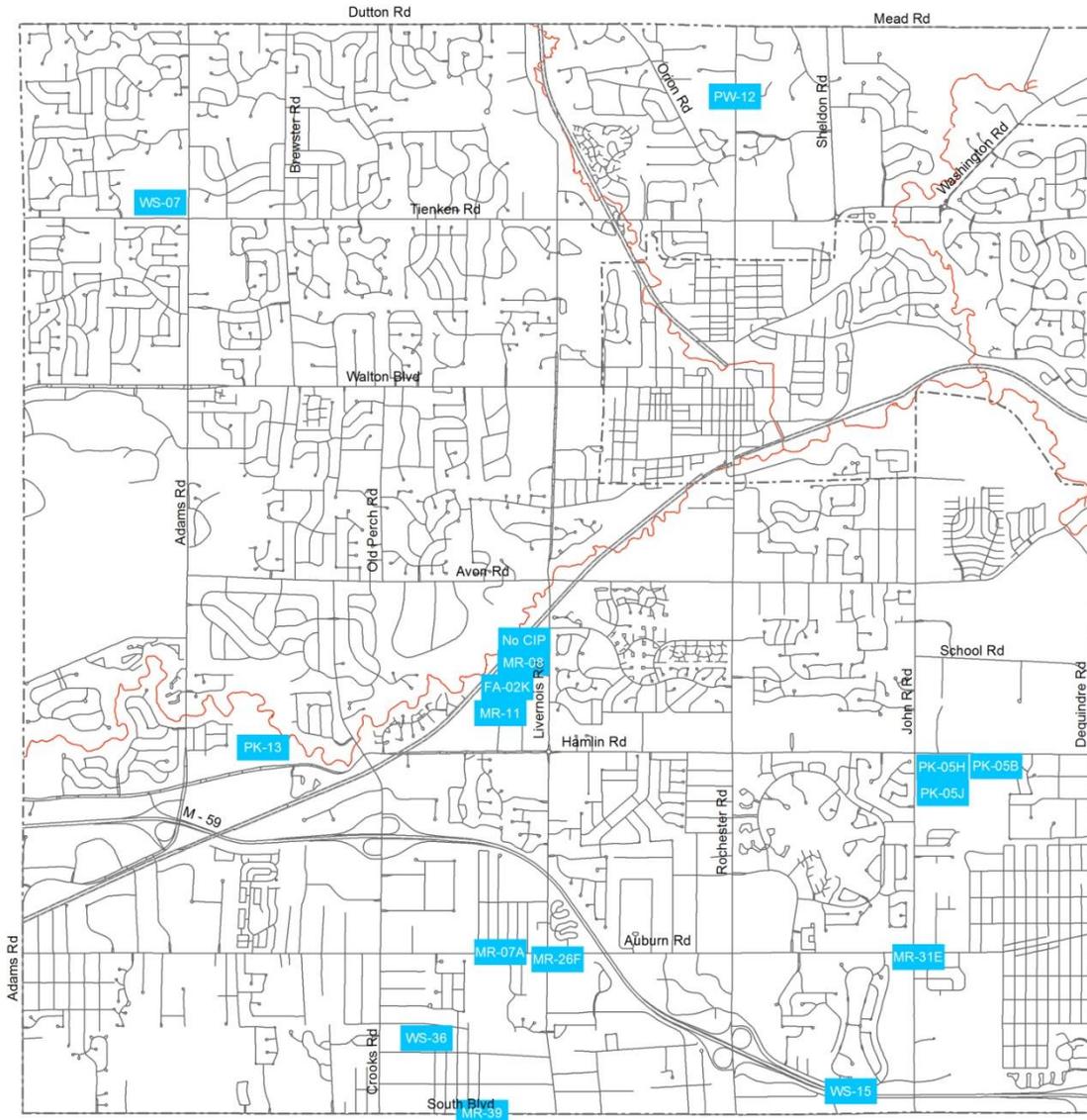


2017 Adopted Capital Budget Summary	
Major Road Fund	\$ 2,845,450
Local Street Fund	\$ 4,727,270
Total Special Revenue Funds	\$ 7,572,720
Fire Capital Fund	\$ 194,000
Pathway Construction Fund	\$ 361,250
Capital Improvement Fund	\$ 415,000
Total Capital Project Funds	\$ 970,250
Total Governmental Funds	\$ 8,542,970
Water & Sewer Capital Fund	\$ 9,307,500
Total Enterprise Funds	\$ 9,307,500
Facilities Fund	\$ 3,381,000
Management Information Systems Fund	\$ 60,000
Fleet Fund	\$ 1,366,000
Total Internal Service Funds	\$ 4,807,000
GRAND TOTAL - FY 2017 CAPITAL OUTLAY	\$ 22,657,470

2017 Adopted Capital Budget Summary



COMPOSITE MAP OF FY 2017 ADOPTED CAPITAL IMPROVEMENTS



LEGEND
Proposed Project



9/22/2016
Published by MIS Dept.



Budget Highlights

FY 2017 Citywide Capital Improvement Summary



MAJOR ROAD FUND: CAPITAL PROJECTS

MR-01A	Major Road System: Rehabilitation Program		
Est. Annual Project Cost:	\$500,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$500,000	Estimated City Share:	100%
<p>Rehabilitation or reconstruction of failed concrete and asphalt sections within the Major Road network, as identified through the City's Pavement Management System and based upon field inspections. Work also to include rehabilitating storm water structures and installing edge drains as needed. The annual Major Road Rehabilitation Program allows for greater flexibility in coordinating activities with those of DPS crews and also allows for spreading work over a wider area rather than focusing on street specific repairs. Operating costs are anticipated to decrease by \$15,000 per year for each 0.5 miles proposed to be replaced annually.</p>			

MR-07A	Auburn Road: Turn-Lane Improvements		
Estimated Total Project Cost:	\$3,151,190	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$53,400	Estimated City Share:	1.7%
<p>Construction of a dedicated center left-turn lane along Auburn Road from east of Alexander Avenue to Livernois Road. City share of the center turn-lane construction is 1.25%. Project also includes constructing Auburn Road right turn lanes at (1) EB/WB at Livernois Road; (2) EB/WB at John R Road; (3) EB at Culbertson Avenue, and constructing a WB right/thru lane at Barclay Circle. Work also involves installing new traffic signals along Auburn Road at its intersections with Livernois Road, Barclay Circle, John R Road, and Culbertson Avenue. City share of the right turn-lane construction and traffic installation work is 2.27%. No operating costs are anticipated, due to this section of roadway being owned and operated by MDOT.</p>			

MR-08	Horizon Court Rehabilitation		
Estimated Total Project Cost:	\$257,500	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$257,500	Estimated City Share:	100%
<p>Mill and resurface 4" of existing HMA pavement on Horizon Court which serves as the main access for Fire Station #1 out to Livernois Road. Per the latest PASER rating completed in 2015, the existing pavement condition rated 3 out of a scale of 1 to 10, which is in the POOR condition range. It is anticipated that (FA-02K) Fire Station #1: Rear Access Drive as well as (MR-11) Rochester Industrial Drive will be reconstructed first in order to provide a temporary entrance/exit for fire apparatus during the rehabilitation of Horizon Court. Operating costs of approximately \$5,000 per year are anticipated to decrease to \$2,500 per year due to reconstruction.</p>			





Budget Highlights

FY 2017 Citywide Capital Improvement Summary

MR-11	Rochester Industrial Drive Reconstruction		
Estimated Total Project Cost:	\$1,120,630	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$1,120,630	Estimated City Share:	100%
<p>Reconstruction of approximately 2,800' of Rochester Industrial Drive concrete roadway. It is anticipated to coordinate the timing of this reconstruction along with (FA-02K) Fire Station #1: Rear Access Drive first in order to provide a temporary entrance/exit for fire apparatus during the rehabilitation of (MR-08) Horizon Court. Operating costs of approximately \$15,000 per year are anticipated to decrease to \$12,000 per year due to reconstruction.</p>			

MR-12	Major Road System: Traffic Calming Program		
Est. Annual Project Cost:	\$20,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$10,000	Estimated City Share:	50%
<p>The City receives many traffic related concerns from subdivision homeowner's associations (HOA) regarding speeding along residential streets. After performing in-depth traffic studies, City staff bring forth recommendations to the Advisory Traffic and Safety Board (ATSB). Often speed humps or other traffic calming devices are recommended as a solution. This program allows for 'seed' money to offer a 50/50 match between the HOA and the City to provide assistance for the implementation of traffic-calming devices along residential collector type roads which are classified as major roads.</p>			

MR-26F	Livernois Road: NB Right-Turn Lane @ Auburn Road		
Estimated Total Project Cost:	\$218,750	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$72,920	Estimated City Share:	33%
<p>Construction of a north-bound right turn-lane for Livernois Road at Auburn Road. MDOT would include the design and construction with their project for (MR-07A) Auburn Road: Turn-Lane Improvements. The addition of the right turn-lane will increase the capacity of Livernois Road and minimize congestion during peak traffic times. Livernois Road is under the jurisdiction of RCOC and they propose to share the project cost with the City through the use of Tri-Party program funding. No operating costs are anticipated, due to this section of roadway being owned and operated by RCOC.</p>			

MR-27	Major Road System: Bridge Rehabilitation Program		
Estimated Total Project Cost:	\$66,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$66,000	Estimated City Share:	100%
<p>Performance of maintenance and rehabilitation type work to the four (4) existing City-owned bridges: 1) Shagbark Road over Sargent Creek; 2) Butler Road over Galloway Creek; 3) Rochdale Road over Sargent Creek; 4) King's Cove Drive over Paint Creek. Repairs are based upon the City's latest Biennial Bridge Structure Inventory Report, as required by the Federal Highway Administration (FHWA) and the Michigan Department of Transportation (MDOT). Bridge Rehabilitation Study is to occur every "even-year" with Bridge Rehabilitation to occur every "odd-year". This program is on-going.</p>			



Budget Highlights

FY 2017 Citywide Capital Improvement Summary



MR-31E	John R Road: NB Right-Turn Lane @ Auburn Road		
Estimated Total Project Cost:	\$218,750	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$218,750	Estimated City Share:	100%
<p>Construction of a north-bound right-turn lane for John R Road at Auburn Road. MDOT would include the design and construction with their project for (MR-07A) Auburn Road: Turn-Lane Improvements. The addition of the right turn-lane will increase the capacity of John R Road as congestion of the through lane has been an issue. In addition, the increased capacity will help to reduce cut-through traffic at Collingwood Drive through the Avon Manor Estates Subdivision as drivers realize better north bound traffic flow. Operating costs of approximately \$750 per year are anticipated due to the right-turn lane extension.</p>			

MR-39	South Boulevard Rehabilitation [East of Crooks – West of Livernois]		
Estimated Total Project Cost:	\$922,500	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$461,250	Estimated City Share:	50%
<p>Cold-mill the existing pavement (3" depth) and resurface with 3" of asphalt to match existing grades along the edge of pavement. Three foot wide paved shoulders added in areas where they don't exist and as existing conditions allow. New aggregate placed outside of the paved shoulder to complete the shoulder section. The 2014 road condition PASER rating was a 3 out of 10 (POOR). The new asphalt pavement surface would tie into Crooks Road boulevard on the west end, and tie into the new asphalt pavement surface to be constructed in 2016 as part of the South Boulevard [East of Livernois Road – East of Rochester Road] improvements. The total length of the project would be approximately 4,200'. No operating costs are anticipated, due to this section of roadway being owned and operated by RCOC. Construction is planned to begin in 2017.</p>			

LOCAL STREET FUND: CAPITAL PROJECTS

LS-01	Local Street System: Rehabilitation Program		
Estimated Total Project Cost:	\$4,677,270	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$4,677,270	Estimated City Share:	100%
<p>Rehabilitation or reconstruction of failed concrete and asphalt sections within the Local Street network, as identified through the City's Pavement Management System and based upon field inspections. Operating costs are anticipated to decrease by \$15,000 per year for each 15.0 miles of the local street network that is proposed to be rehabilitated or reconstructed annually.</p>			

LS-12	Local Street System: Traffic Calming Program		
Estimated Total Project Cost:	\$50,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$25,000	Estimated City Share:	50%
<p>The City receives many traffic related concerns from subdivision homeowner's associations (HOA) regarding speeding along residential streets. After performing in-depth traffic studies, City staff bring forth recommendations to the Advisory Traffic and Safety Board (ATSB). Often speed humps or other traffic calming devices are recommended as a solution. This program allows for 'seed' money to offer a 50/50 match between the HOA and the City to provide assistance for the implementation of traffic-calming devices along residential streets.</p>			





Budget Highlights

FY 2017 Citywide Capital Improvement Summary

FIRE CAPITAL FUND: CAPITAL PROJECTS

No CIP	Fire Department: Capital Replacement		
Estimated Total Project Cost:	\$154,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$154,000	Estimated City Share:	100%
<p>Replacement of various Fire Department Capital Equipment so that it may be replaced in a timely manner in the event that it becomes inoperable due to loss in a fire event or age. Capital Equipment adopted for replacement in FY 2017 includes: Forcible Entry Training Prop and Automobile Extrication Equipment.</p>			

IS-08	Fire Vehicle & Apparatus Replacement Schedule		
Estimated Total Project Cost:	\$40,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$40,000	Estimated City Share:	100%
<p>Scheduled replacement of various Fire Department vehicles and apparatus. Operating costs (fuel, maintenance, and supplies) are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. This Fire vehicle and apparatus replacement schedule is on-going.</p>			

PATHWAY CONSTRUCTION FUND: CAPITAL PROJECTS

PW-01	Pathway System Rehabilitation Program		
Estimated Total Project Cost:	\$250,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$250,000	Estimated City Share:	100%
<p>Rehabilitation of the existing City asphalt pathway system by performing bituminous overlays or large section repairs in order to maintain the integrity of the overall pathway system. In 2008, the City initiated a pedestrian bridge inspection program to be performed on a four (4) year cycle. Every fourth year following the inspection, the City may perform pedestrian bridge rehabilitation work as identified in the consultants' bridge inspection inventory and report. Operating costs are anticipated to decrease by approximately \$1,200 per year for the 1.2 miles of the asphalt pathway network that is proposed to be rehabilitated.</p>			



Budget Highlights

FY 2017 Citywide Capital Improvement Summary



PW-12	Rochester Road Pathway Gaps [Orion Road & Wimberly Drive]		
Estimated Total Project Cost:	\$186,250	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$186,250	Estimated City Share:	100%
<p>The project consists of constructing 8' wide pathway at two (2) locations along the east side of Rochester Road as follows: (1.) South of the Orion Road intersection, fronting the undeveloped parcel across from the Beaumont Medical Center, at approximately 280' in length. (2.) From Wimberly Drive south approximately 700' to the proposed Rochester Enclaves development. This project would connect the pathway gaps on the east side of Rochester Road between Wimberly Drive and Tienken Road, providing an improved level of service to access the several different "shopping plazas" at the corners of Rochester Road and Tienken Road. Also, improved pedestrian access to Hart Middle School and Stoney Creek High School. Operating costs of approximately \$3,000 per year are anticipated due to the additional pathway section added.</p>			

CAPITAL IMPROVEMENT FUND: CAPITAL PROJECTS

IS-18	Election Equipment Replacement Schedule		
Estimated Total Project Cost:	\$390,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$390,000	Estimated City Share:	100%
<p>Scheduled replacement of voting equipment for City administered elections. In 2005, the City received election equipment from the State of MI through the federal Help America Vote Act (HAVA) grant program at a discounted rate. The City currently has 38 voting tabulators, 27 Auto mark Handicap Accessible tabulators, as well as related software for programming the equipment. Operating costs of approximately \$18,000 per year are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational.</p>			

No CIP	Media Division: Capital Replacement		
Estimated Total Project Cost:	\$25,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$25,000	Estimated City Share:	100%
<p>Replacement of various Media Division Capital Equipment so that it may be replaced in a timely manner in the event that it becomes inoperable due to loss or age.</p>			

WATER & SEWER CAPITAL FUND: CAPITAL PROJECTS

SS-02B	Sanitary Sewer Rehabilitation Program		
Estimated Total Project Cost:	\$500,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$500,000	Estimated City Share:	100%
<p>Rehabilitation of the existing sanitary sewer system in various areas of the City as determined through an in-house sanitary sewer system evaluation study that occurs every other year. Selective rehabilitation is planned to occur in the years following the sanitary sewer system evaluation study. This program is proposed to be funded at \$500,000 every other year and is on-going.</p>			





Budget Highlights

FY 2017 Citywide Capital Improvement Summary

No CIP	Urgent Water & Sanitary Sewer System Repairs		
Estimated Total Project Cost:	\$100,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$100,000	Estimated City Share:	100%
<p>A funding source to provide for unplanned and urgent water & sewer related services in case of an emergency. Typical utilization would be for large water main breaks, sewer main collapses, etc... Operating costs will decrease due to proactive versus reactive water & sanitary sewer main repairs.</p>			

WS-07	Booster Station #2: Replacement		
Estimated Total Project Cost:	\$1,650,000	Project Timeframe:	2016-2017
FY 2017 Estimated City Cost:	\$1,500,000	Estimated City Share:	100%
<p>Booster Station #2 is an important component within the City's water system, as this booster station is responsible for providing customers located in sections 5, 6, & 7 adequate water pressure. The existing station is approximately 25 years old and has been deteriorating over the last few years. This station consists of four pumps located in an underground vault. The pumps have been in need of repair continually over the last few years, and it is recommended to replace/update the entire station. The station will require less maintenance due to updated technology and the operating costs will be lower due to improved efficiency. Our fire fighting capabilities will be more dependable as well. The City is currently performing a feasibility study to determine the best design for the replacement of the water booster station.</p>			

WS-15	Michelson Road: Water Main Extension		
Estimated Total Project Cost:	\$750,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$750,000	Estimated City Share:	100%
<p>Due to a failure of the City water main crossing M-59 just east of Winter Creek Road, the existing water main on the south side of M-59 is now an 1,800' dead end. This project will extend 8" ductile iron pipe or high density polyethylene (HDPE) pipe along Michelson Road approximately 1,200' to create a looped system. The City discourages dead end water mains that extend more than 600'. A looped system eliminates the need for flushing and creates a more redundant system. Impact on future operating costs minimal as this would be a small addition to our water main system, will save on the need for flushing dead end water mains.</p>			

WS-36	Section #33: Water Main Replacement		
Estimated Total Project Cost:	\$6,432,500	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$6,432,500	Estimated City Share:	100%
<p>Replace approximately 25,730' of 6" and 8" cast iron water main located in the Belle Cone Gardens, Sunnysdale Gardens, and Homestead Acres Subdivisions in section 33 of the City. Cast iron pipe is no longer installed in our water system and 6" water main does not meet the minimum size requirement (8" pipe is the minimum public water main size per the MDEQ and Ten State Standards). The water main will be replaced with 8" ductile iron pipe or high density polyethylene (HDPE) pipe (depends on installation method).</p>			



Budget Highlights

FY 2017 Citywide Capital Improvement Summary



No CIP	Water & Sanitary Sewer: Capital Equipment Replacement		
Estimated Total Project Cost:	\$25,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$25,000	Estimated City Share:	100%
Replacement of various Water & Sanitary Sewer Capital Equipment so that it may be replaced in a timely manner in the event that it becomes inoperable due to loss or age.			

FACILITIES FUND: CAPITAL PROJECTS

PK-13	Riverbend Park: Development		
Estimated Total Project Cost:	\$6,800,000	Project Timeframe:	2017-2020
FY 2017 Estimated City Cost:	\$1,036,000	Estimated City Share:	50%
Development of Riverbend Park including parking lot, entrance road, nature and fitness trails, improvements to the wetlands and invasive vegetation control. Future development may include fitness stations, restrooms, playgrounds and educational facilities. Private donations and grant funding will be pursued to offset overall project costs.			

FA-02K	Fire Station #1: Rear Access Drive Reconstruction		
Estimated Total Project Cost:	\$440,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$440,000	Estimated City Share:	100%
The rear access drive located on the western portion of Fire Station #1 property which leads out to Rochester Industrial Drive is extremely deteriorated and is currently impassable for fire apparatus attempting to travel out Rochester Industrial Drive towards Hamlin Road. This project will allow quicker access for emergency vehicle towards the area of Hamlin Road and Crooks Road as well as a direct access to the rear of the station, making it easier and safer to pull fire apparatus back into the station bays. This project would remove the existing asphalt pavement and reconstruct with a new surface. It is anticipated to coordinate the timing of this reconstruction along with (MR-11) Rochester Industrial Drive Reconstruction first in order to provide a temporary entrance/exit for fire apparatus during the rehabilitation of (MR-08) Horizon Court.			

PK-05B	Borden Park: Roller Hockey Rink Board & Tile Replacement Schedule		
Estimated Total Project Cost:	\$90,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$90,000	Estimated City Share:	100%
There are two (2) roller hockey rinks located at Borden Park. The dasher boards are molded plastic and the skating surface is made up of plastic tiles. Due to age and damage from use, the boards and tiles are in need of replacement every 6-8 years. Operating costs are anticipated to decrease due to newer materials which should not require as much maintenance for the first few years. Roller Hockey Rink #1 was upgraded in FY 2015, it is planned to upgrade Roller Hockey Rink #2 in FY 2017. This program is on-going.			





Budget Highlights

FY 2017 Citywide Capital Improvement Summary

FA-11	ADA Compliance Implementation		
Estimated Total Project Cost:	\$40,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$40,000	Estimated City Share:	100%
<p>The City contracted with an outside Compliance Specialist to perform ADA (Americans with Disabilities Act) inspections of all City Facilities in 2010. A transition plan was completed and a full description of work identified areas needing ADA adjustments in order to comply with the State and Federal guidelines. This project will involve coordination with the Facilities Division, Department of Public Services, and Parks Department to coordinate similar projects for efficiency and cost savings. Examples of ADA compliance improvements include: concrete replacement, inside and outside signage upgrades, handrail installation/upgrades, wrapping of plumbing fixtures, handicap push pads on doors, accessible pathways, trailways, shelters, picnic tables, grills, boat launches, beaches, shower areas, restrooms, etc... This program is on going.</p>			

PK-05H	Borden Park: Office Relocation		
Estimated Total Project Cost:	\$254,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$254,000	Estimated City Share:	100%
<p>Relocation of the Borden Office and its operations to a more central location in the park; in order to provide better safety, security, and customer service. While doing administrative/reservation work at the current location it is not possible to observe and/or quickly react to the needs of activities in the park. The existing building used as an office is an old residential house at the eastern boundary of Borden Park, initially purchased along with the Borden Park property and converted to office use. The existing building is inefficient for office use, is poorly insulated, lacks adequate electrical power, and requires significant improvements to the heating system, windows, doors and floors. The building also has ADA compliance issues.</p>			

PK-05J	Borden Park: Maintenance Yard		
Estimated Total Project Cost:	\$360,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$360,000	Estimated City Share:	100%
<p>Construction of a secure fenced storage yard for the park maintenance operations housed at Borden Park. Development is to include a garage to house Forestry Division equipment as well as an outdoor storage area for materials such as infield mix, topsoil, and aggregates, and a fuel storage tank. Operating costs of approximately \$1,000 per year are anticipated for this facility.</p>			

No CIP	Fire Station #1 Training Tower Repairs		
Estimated Total Project Cost:	\$125,000	Project Timeframe:	2017
FY 2017 Estimated City Cost:	\$125,000	Estimated City Share:	100%
<p>The Training Tower at Fire Station #1 is in need of repairs to make it functional for training. This project includes new windows and the repair of one exterior wall that was damaged from use.</p>			



Budget Highlights

FY 2017 Citywide Capital Improvement Summary



MIS FUND: CAPITAL PROJECTS

IS-10B	Computer Network Upgrade Schedule		
Estimated Total Project Cost:	\$60,000	Project Timeframe:	2017
Estimated City Cost:	\$60,000	Estimated City Share:	100%
<p>Regularly scheduled network computer system upgrade(s). Items to be evaluated for replacement include servers, routers, switches, and software such as operating systems, back-up, anti-virus, and network management. Operating costs are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep the network operational.</p>			

FLEET FUND: CAPITAL PROJECTS

IS-05A	Citywide Fleet Replacement Schedule		
Estimated Total Project Cost:	\$1,366,000	Project Timeframe:	2017
Estimated City Cost:	\$1,366,000	Estimated City Share:	100%
<p>Scheduled replacement of various Fleet Department owned vehicles and equipment. Operating costs (fuel, maintenance and supplies) of approximately \$640,000 per year for the entire City Fleet are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. A detailed schedule is provided on pages 267-269. This Fleet vehicle and equipment replacement schedule is on-going.</p>			





Budget Highlights

Net Operational Impact 2017 Capital Improvement Projects

Estimated Net Annual Impact of FY 2017 Capital Improvement Projects on Operating Budget				
Project ID	Project Name	FY 2017	FY 2018	FY 2019
MR-01A	Major Road System: Rehabilitation Program	(15,000)	(15,300)	(15,610)
MR-07A	Auburn Road: Turn-Lane Improvements	-	-	-
MR-08	Horizon Court Rehabilitation	(2,500)	(2,550)	(2,600)
MR-11	Rochester Industrial Drive Reconstruction	(3,000)	(3,060)	(3,120)
MR-12	Major Road System: Traffic Calming Program	-	-	-
MR-26F	Livernois Road: NB Right-Turn Lane @ Auburn Road	-	-	-
MR-27	Major Road: Bridge Rehabilitation Program	-	-	-
MR-31E	John R Road: NB Right-Turn Lane @ Auburn Road	750	770	790
MR-39	South Boulevard Rehabilitation [East of Crooks - West of Livernois]	-	-	-
Total Major Road		\$ (19,750)	\$ (20,140)	\$ (20,540)
LS-01	Local Street System: Rehabilitation Program	(15,000)	(15,300)	(15,610)
LS-12	Local Street System: Traffic Calming Program	-	-	-
Total Local Streets		\$ (15,000)	\$ (15,300)	\$ (15,610)
No CIP	Fire Department: Capital Replacement	-	-	-
IS-08	Fire Vehicle & Apparatus Replacement Schedule	-	-	-
Total Fire Capital		\$ -	\$ -	\$ -
PW-01	Pathway Rehabilitation Program	(1,200)	(1,220)	(1,240)
PW-12	Rochester Road Pathway Gaps [Orion Road & Wimberly Drive]	3,000	3,060	3,120
Total Pathway Construction		\$ 1,800	\$ 1,840	\$ 1,880
IS-18	Election Equipment Replacement Schedule	-	-	-
No CIP	Media Division: Capital Replacement	-	-	-
Total Capital Improvement Fund		\$ -	\$ -	\$ -
SS-02B	Sanitary Sewer System: Rehabilitation Program	-	-	-
WS-07	Booster Station #2 Replacement	-	-	-
WS-15	Michelson Road: Water Main Extension	-	-	-
WS-36	Section #33: Water Main Replacement	-	-	-
No CIP	Urgent Water & Sewer Repairs	-	-	-
Total Water & Sewer		\$ -	\$ -	\$ -
PK-13	Riverbend Park: Development	-	-	-
PK-05B	Borden Park: Roller Hockey Rink Board & Tile Replacement Schedule	-	-	-
PK-05H	Borden Park: Office Relocation	-	-	-
PK-05J	Borden Park: Maintenance Yard	1,000	1,020	1,040
FA-02K	Fire Station #1: Rear Access Drive Reconstruction	-	-	-
FA-11	ADA Compliance Implementation	-	-	-
No CIP	Fire Station #1: Training Tower Repairs	-	-	-
Total Facilities		\$ 1,000	\$ 1,020	\$ 1,040
IS-10B	Computer Network Upgrade Schedule	-	-	-
Total MIS		\$ -	\$ -	\$ -
IS-05A	Fleet Replacement Schedule	-	-	-
Total Fleet Vehicles & Equipment		\$ -	\$ -	\$ -
Total Citywide Capital Impact on Operating Budgets		\$ (31,950)	\$ (32,580)	\$ (33,230)







To sustain prosperity, municipalities must be aware of both their short-term and long-term financial health. Administration and local officials must constantly monitor, analyze, and respond to changing environments in order to ensure the present and future sustainability and livability of the community.

The City of Rochester of Hills utilizes trend analysis to monitor changes and to serve as a management tool to help anticipate future opportunities and/or threats. This section identifies several factors that affect financial conditions and presents them in a manner to facilitate analysis and measurement. This analysis combines information from the City's budgetary and financial documents with relevant economic and demographic data. This data creates a series of financial indicators that when plotted over time, can be used to monitor changes in financial conditions and potential issues. Indicators are grouped into categories as follows:

Community Growth Trends:

Community Growth Trends provide information about indicators that influence the financial performance of the City. A redeveloping community will have certain demands placed upon it for service delivery as well as infrastructure improvements.

Comparative Trends:

Comparative Trends compare the population and financial health of the City of Rochester Hills with comparable communities.

Revenue Trends:

Revenue Trends provide detailed analysis of the City's property tax base and tax rate. Other significant revenue sources are included, such as state-shared revenue and gas and weigh tax revenues (Act 51).

Expenditure Trends:

Expenditure Trends are provided to illustrate the cost(s) of providing various City services.

Balance Sheet Trends:

Balance Sheet Trends focus on the City's Governmental Funds and Enterprise Funds. Monitoring changes in fund balances, relative to future capital requirements, provides insight into the fiscal health of the City and its ability to respond to the community's needs.

Debt Service Trends:

Debt Service Trends provide an overview of the City's ability to issue debt and the cost of debt per capita. The amount of debt the City can issue is limited by State Law and City Policy.

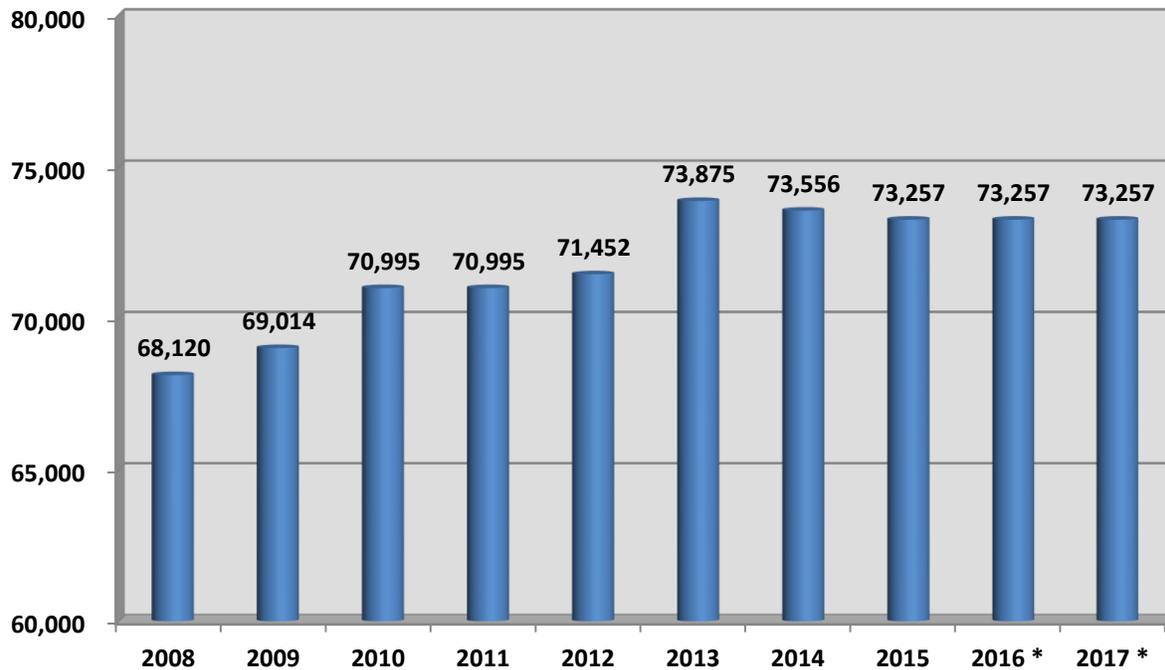
Long Term Financial Planning:

The Long-Term Financial Planning provides a comprehensive financial history and 5-Year Forecast for five of the City's major funds (General Fund, Major Road, Local Street, Fire, and Special Police Funds).





City of Rochester Hills Population



Source:

(2008-2015) City CAFR

(2016-2017) City of Rochester Hills Fiscal Division

* = Estimated / Projected

Indicator Description:

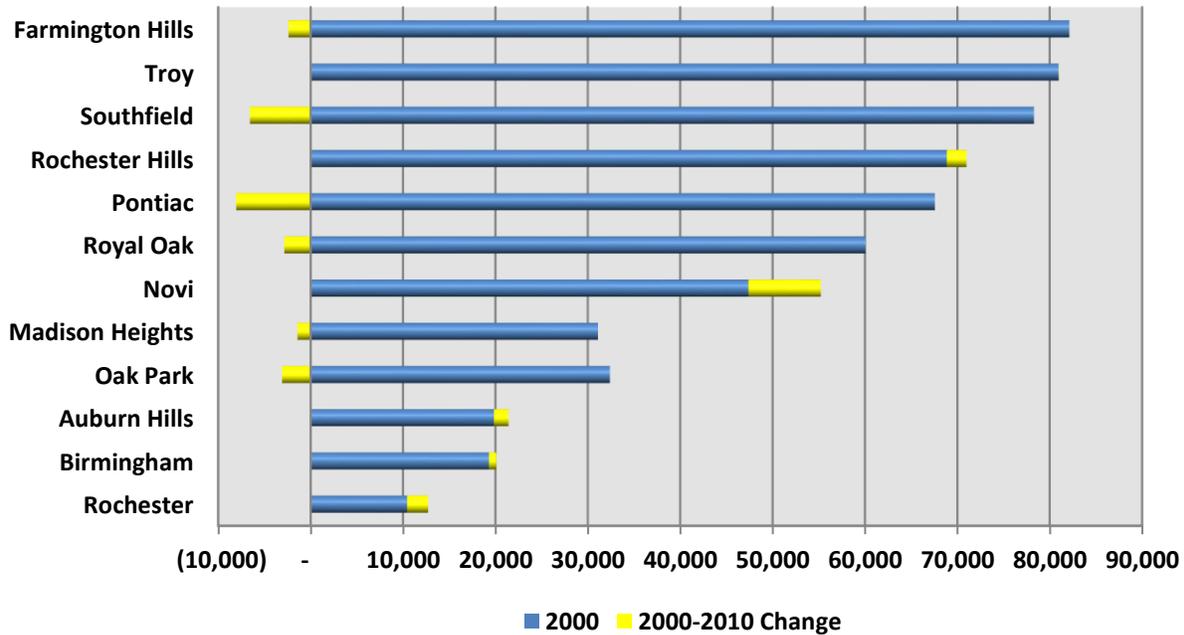
Population changes can directly affect governmental revenues and service delivery. For example, as the City's population changes, so do residential demands for police and fire protection, infrastructure, as well as for parks and recreational facilities. In addition, some City revenue sources are distributed on a per-capita basis; including intergovernmental sources such as state shared revenue and gas and weigh taxes.

Trend Analysis:

Over the past several years the City's population level has remained relatively stable. Total population growth is anticipated to slow into the future as the City nears build-out.



Population Comparison (2000 to 2010 Census Data)



Source:
US Census Bureau Census 2000, 2010

Indicator Description:

The FY 2000 and FY 2010 populations listed above are taken from communities that are considered to be “comparable” to the City of Rochester Hills based on the most recent U.S. Census Bureau data. The comparison is based on factors such as proximity, types of services provided, demographics, area serviced, and property values.

Increases in population tend to lead to increases in demand for service delivery. It is also prudent to be aware of the changes in the population of neighboring communities. Communities in close proximity to one another place demands upon the infrastructure and services that each provide. For this reason, it is in the City’s best interest to continue to actively seek partnering opportunities with surrounding communities (e.g., City of Rochester, City of Auburn Hills, and City of Troy).

Trend Analysis:

The City of Rochester Hills population is in the upper-middle-range of the twelve municipalities shown above. From FY 2000 to FY 2010, the City experienced steady growth in population from 68,853 to 70,995, representing a 3.1% increase.

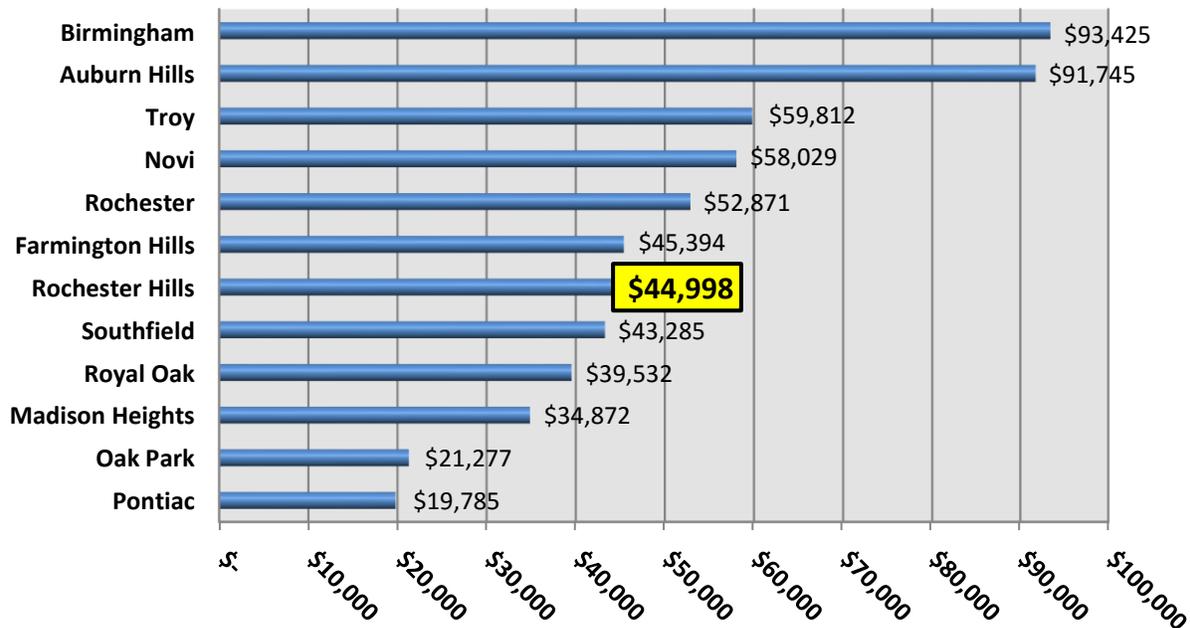


Financial Trends

Taxable Value per Capita Comparison



2010 Taxable Value per Capita Comparison



Source:
Oakland County Equalization Department (2010)

Indicator Description:

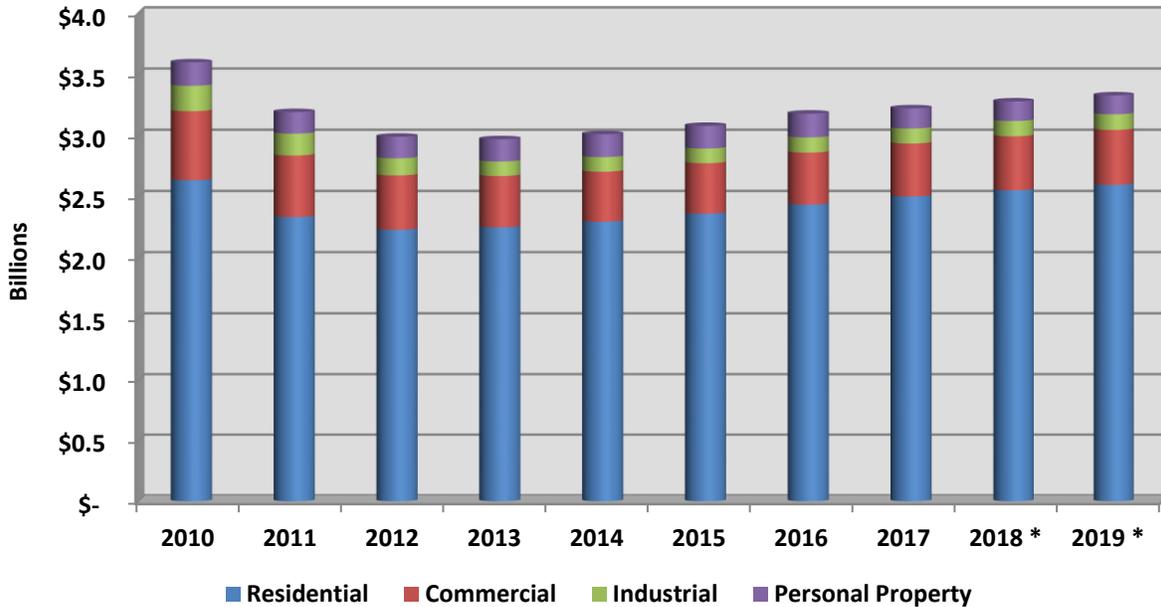
This indicator presents a comparison of the City of Rochester Hills' taxable value per resident with that of comparable communities. Taxable value per resident gives an indication of the level of services that a City can provide and the tax base available to pay for services. Communities with a higher taxable value per capita also tend to have a higher proportion of commercial and/or industrial tax base per capita.

Trend Analysis:

Of the twelve communities listed above, the City of Rochester Hills is in the middle-range in taxable value per resident, while maintaining one of the lowest millage rates among all cities in Oakland County. For FY 2017, approximately 78% of the City's taxable value represents residential housing stock with the remaining 22% representing personal property, commercial, and industrial developments. As a result of the City's predominantly residential tax base, the majority of the burden for funding services falls upon the residents of the community.



Components of Taxable Value by Assessment Year



Source:

(2010-2016) Oakland County Equalization Department

(2017-2019) City of Rochester Hills Fiscal Division

* = Estimated / Projected

Indicator Description:

Taxable value serves as the basis for property tax revenues. The different components of taxable value are Residential, Commercial, Industrial, and Personal Property. Property tax revenues in Michigan are calculated using the taxable value of the property as a result of Proposal A, which was passed in FY 1994. Proposal A annually caps the annual taxable value growth to either the Consumer Price Index (CPI) or 5.0% (whichever is less), until the property ownership is transferred.

Trend Analysis:

Taxable valuations decreased by (22%) from FY 2010-2013 before increasing from FY 2014-2016 at an average of 2.30% per year. Taxable valuations are projected to increase by 1.36% for FY 2017. It should be noted that for FY 2017, the taxable value increase is less than recent trends due to the impact of new legislation from the State of Michigan which has reduced the amount of Personal Property Tax municipalities in the State can collect.

Based on the impact of the State of Michigan Proposal A legislation, taxable valuations can only increase at the rate of inflation. The City of Rochester Hills projects taxable value increases of 1.75% for FY 2018 and 1.50% for FY 2019.

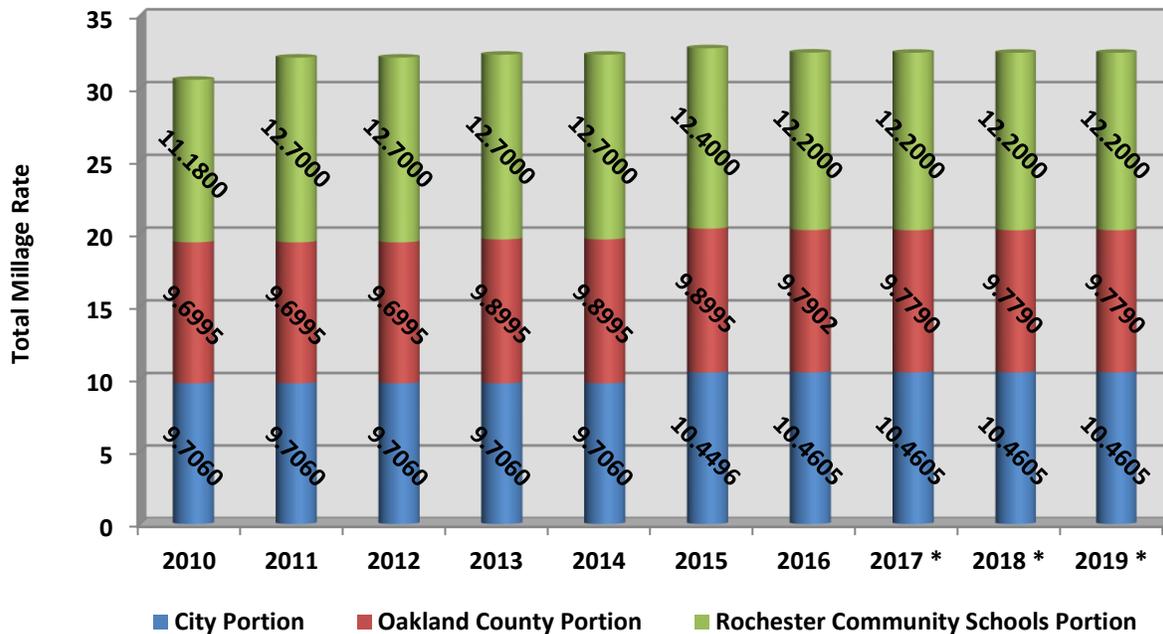


Financial Trends

Aggregate Property Tax Rate Component Trend



Aggregate Property Tax Components



Source:
 (2010-2016) Oakland County Equalization Department
 (2017-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

This chart illustrates the total tax rate for the City of Rochester Hills in comparison with overlapping taxing districts. For FY 2017 sixty-eight percent (68%) of all property taxes shown above will be billed, collected, and allocated by the City of Rochester Hills for other taxing jurisdictions (Oakland County and either Rochester Community Schools * or Avondale School Districts).

Trend Analysis:

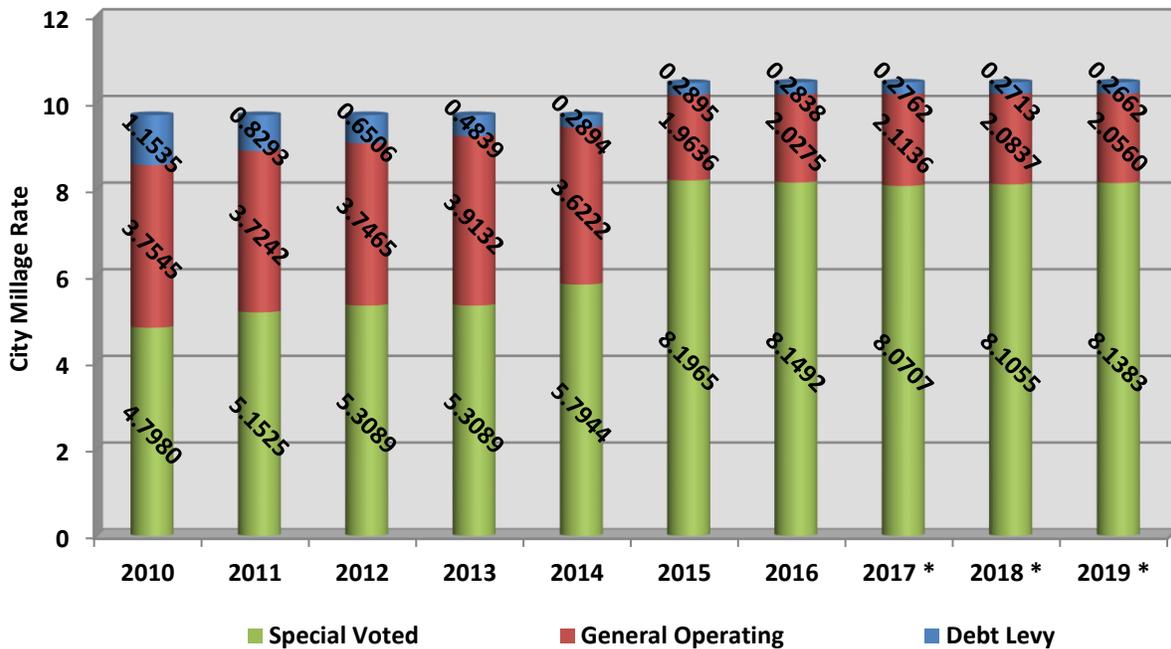
The 2016 tax levy (for FY 2017) for homestead property is projected at 32.4395 mill, which is comprised of the City portion of 10.4605 mill, Oakland County portion of 9.7790 mill, and Rochester Community Schools * portion of 12.2000 mill.

* *Note:* The City has two (2) school districts within its boundaries, the Rochester Community Schools (RCS) and Avondale Schools District (ASD). RCS was used in this summary because this district covers a larger area of the City. The ASD tax rate is currently slightly higher than that of the RCS District.





City of Rochester Hills Millage Rate Components



Source:
 (2010-2016) City Treasurer
 (2017-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

The City of Rochester Hills tax structure is very different from that of most home-rule cities. The majority of Michigan’s home-rule cities are authorized to levy up to twenty (20) mills for general governmental services (law enforcement, fire protection, road maintenance/rehabilitation, administrative operations, etc...). However the City of Rochester Hills Charter restricts the authorized levy up to five (5) mill for the general levy, up to three (3) mill for fire protection, and one (1) mill is also authorized by State Statute to be levied for library purposes (*note: each of these millage amounts have been reduced by Headlee rollbacks*). All other millages are voter approved with established expiration dates. In addition, amounts are able to be levied as required to pay the current portion of principal and interest due on outstanding General Obligation bonds.

Trend Analysis:

Special Voted millages increased from 5.7944 mill in FY 2014 to 8.1965 mill in FY 2015 due to the voters of Rochester Hills approving two (2) separate public safety millages. One was a special police millage levy of up to 2.5000 mill for 10 years (beginning in FY 2015 through FY 2024) to fund and maintain the current level of police protection. City Council has adopted a Resolution of Intent indicating that they will discontinue spreading the portion of the City’s general operating millage needed to support special police services from General Fund. The intent is to make sure that no new net tax increase to City taxpayers would result from the approval of the special police millage. The other new public safety millage was an increase to the Fire Charter millage levy from 2.5000 mill to 3.000 mill. The result of this voter approval was that Fire millage increased from 1.9564 mill levy in FY 2014 (*Charter Levy amount of 2.5000 mill reduced by the Headlee Amendment*) to 2.7000 mill in FY 2015.



Financial Trends

City of Rochester Hills Millage Summary



General Levy / City Charter

5.0000 mill authorized by Charter *(limited to 3.8716 mill by Headlee rollback)*. 2.1136 mill has been adopted to be levied for Fiscal Year 2017.

Local Street I / Voter Approved 8/04/2010

Up to 0.3545 mill *(limited to 0.3507 mill by Headlee rollback)* for ten (10) years through FY 2020 for local street improvements and maintenance. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Local Street II / Voter Approved 11/06/2012

Up to 0.4855 mill *(limited to 0.4803 mill by Headlee rollback)* for seven (7) years through FY 2020 for local street improvements and maintenance. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Local Street III / Voter Approved 8/04/2014

Up to 0.2972 mill *(limited to 0.2939 mill by Headlee rollback)* for seven (5) years through FY 2020 for local street improvements and maintenance. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Fire / City Charter

3.0000 mill authorized by Charter *(limited to 2.9682 mill by Headlee rollback)*. 2.7000 mill has been adopted to be levied for Fiscal Year 2017.

Special Police I / Voter Approved 08/07/2012

Up to 1.2083 mill *(limited to 1.1954 mill by Headlee rollback)* for ten (10) years through FY 2024. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Special Police II / Voter Approved 08/07/2012

Up to 2.5000 mill *(limited to 2.4735 mill by Headlee rollback)* for ten (10) years through FY 2024. 1.5633 mill has been adopted to be levied for Fiscal Year 2017.

Pathway / Voter Approved 11/07/2006

Up to 0.1858 mill *(limited to 0.1837 mill by Headlee rollback)* for twenty (20) years through FY 2026 to establish, construct, maintain, and repair pathways and surfaces for use by bicycles, non-motorized vehicles, and pedestrians along main, arterial, and

collector roads, on the Clinton River Trail, and to create linkages to pathways and schools in the City. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

RARA Operating / Voter Approved 11/03/2015

Up to 0.1948 mill *(limited to 0.1928 mill by Headlee rollback)* for ten (10) years through FY 2026 for Rochester Avon Recreation Authority operating expenditures. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

OPC Operating / Voter Approved 8/04/2010

Up to 0.2403 mill *(limited to 0.2377 mill by Headlee rollback)* for ten (10) years through FY 2021 for Older Person's Commission operating expenditures. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

OPC Transportation / Voter Approved 11/03/2015

Up to 0.1000 mill *(limited to 0.0990 mill by Headlee rollback)* for eleven (11) years through FY 2026 in order to support transportation services provided to older and handicapped persons. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Library Operating / City Charter

Up to 1.0000 mill *(limited to 0.7739 mill by Headlee Rollback)* is levied for library purposes pursuant to Public Act 164 of 1877 as amended. The entire authorized millage has been adopted to be levied for Fiscal Year 2017.

Chapter 20 Drain Debt / Chapter 20 Drain Code

Up to 1.0000 mill is allowed for Chapter 20 Drain Debt Service. 0.0417 mill levy has been adopted to be levied for Fiscal Year 2017 to pay debt service due on Chapter 20 Drain improvements.

OPC Building Bond / Voter Approved 11/06/2000

Unlimited levy for twenty (20) years through Fiscal Year 2021. 0.2345 mill levy has been adopted to be levied for Fiscal Year 2017 to pay debt service due on the Older Person's Commission Building Construction Bond.





Financial Trends City of Rochester Hills Millage Summary

City of Rochester Hills Tax Levy (FY 2013 - FY 2017)						
Operating Millages	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017 \$\$'s Generated
General Fund (Charter)	3.9132	3.6222	1.9636	2.0275	2.1136	\$ 6,701,080
Local Street I (Voted)	0.3545	0.3545	0.3545	0.3542	0.3507	\$ 1,111,880
Local Street II (Voted)	-	0.4855	0.4855	0.4851	0.4803	\$ 1,522,770
Local Street III (Voted)	-	-	-	0.2969	0.2939	\$ 931,800
Fire Fund (Charter)	1.9564	1.9564	2.7000	2.7000	2.7000	\$ 8,560,240
Special Police I (Voted)	0.7823	0.7823	1.2083	1.2073	1.1954	\$ 3,789,970
Special Police II (Voted)	0.4260	0.4260	1.6585	1.6036	1.5633	\$ 4,956,380
Pathway (Voted)	0.1858	0.1858	0.1858	0.1856	0.1837	\$ 582,410
RARA Operating (Voted)	0.1950	0.1950	0.1950	0.1948	0.1928	\$ 611,260
OPC Operating (Voted)	0.2403	0.2403	0.2403	0.2401	0.2377	\$ 753,620
OPC Transportation (Voted)	0.0891	0.0891	0.0891	0.1000	0.0990	\$ 313,880
Green Space (Voted)	0.2972	0.2972	0.2972	-	-	\$ -
Library Operating (Charter)	0.7823	0.7823	0.7823	0.7816	0.7739	\$ 2,453,620
Operating - Subtotal	9.2221	9.4166	10.1601	10.1767	10.1843	\$ 32,288,910
Debt Millages	2013	2014	2015	2016	2017	\$\$'s Generated
Chapter 20 Drain Debt	0.2354	0.0426	0.0422	0.0426	0.0417	\$ 132,210
OPC Building (Voted)	0.2485	0.2468	0.2473	0.2412	0.2345	\$ 743,470
Debt - Subtotal	0.4839	0.2894	0.2895	0.2838	0.2762	\$ 875,680
TOTAL	9.7060	9.7060	10.4496	10.4605	10.4605	\$ 33,164,590

Taxable Value Example

Citywide Taxable Value Change Sample Taxable Value	FY 2016		FY 2017		2016-17 City Tax Change
	City Millage	City Taxes	City Millage	City Taxes	
		\$ 100,000		\$ 101,356	
				1.36%	
General Fund (Charter)	2.0275	\$ 202.75	2.1136	\$ 214.23	\$ 11.48
Local Street I (Voted)	0.3542	\$ 35.42	0.3507	\$ 35.55	\$ 0.13
Local Street II (Voted)	0.4851	\$ 48.51	0.4803	\$ 48.68	\$ 0.17
Local Street III (Voted)	0.2969	\$ 29.69	0.2939	\$ 29.79	\$ 0.10
Fire Fund (Charter)	2.7000	\$ 270.00	2.7000	\$ 273.66	\$ 3.66
Special Police I (Voted)	1.2073	\$ 120.73	1.1954	\$ 121.16	\$ 0.43
Special Police II (Voted)	1.6036	\$ 160.36	1.5633	\$ 158.45	\$ (1.91)
Pathway (Voted)	0.1856	\$ 18.56	0.1837	\$ 18.62	\$ 0.06
RARA Operating (Voted)	0.1948	\$ 19.48	0.1928	\$ 19.54	\$ 0.06
OPC Operating (Voted)	0.2401	\$ 24.01	0.2377	\$ 24.09	\$ 0.08
OPC Transportation (Voted)	0.1000	\$ 10.00	0.0990	\$ 10.03	\$ 0.03
Library Operating (Charter)	0.7816	\$ 78.16	0.7739	\$ 78.44	\$ 0.28
Operating - Subtotal	10.1767	\$ 1,017.67	10.1843	\$ 1,032.24	\$ 14.57
Debt Millages					
Chapter 20 Drain Debt	0.0426	\$ 4.26	0.0417	\$ 4.23	\$ (0.03)
OPC Building (Voted)	0.2412	\$ 24.12	0.2345	\$ 23.77	\$ (0.35)
Debt - Subtotal	0.2838	\$ 28.38	0.2762	\$ 27.99	\$ (0.39)
Total: City Millage / City Taxes	10.4605	\$ 1,046.05	10.4605	\$ 1,060.23	\$ 14.18

Note: A house with an approx. market value of \$200,000, would have a Taxable Value of \$100,000



Financial Trends

City of Rochester Hills Millage Forecast



Estimated City of Rochester Hills Tax Projection (FY 2017-2023)							
Operating Millages	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
General Fund (Charter)	2.1136	2.0837	2.0560	2.0542	2.0733	2.2246	2.1715
Local Street I (Voted)	0.3507	0.3507	0.3507	0.3507	1.1249	1.1249	1.1249
Local Street II (Voted)	0.4803	0.4803	0.4803	0.4803	-	-	-
Local Street III (Voted)	0.2939	0.2939	0.2939	0.2939	-	-	-
Fire Fund (Charter)	2.7000	2.7000	2.7000	2.7000	2.7000	2.7000	2.7000
Special Police I (Voted)	1.1954	1.1954	1.1954	1.1954	1.1954	1.1954	1.1954
Special Police II (Voted)	1.5633	1.5981	1.6309	1.6443	1.6344	1.6868	1.7399
Pathway (Voted)	0.1837	0.1837	0.1837	0.1837	0.1837	0.1837	0.1837
RARA Operating (Voted)	0.1928	0.1928	0.1928	0.1928	0.1928	0.1928	0.1928
OPC Operating (Voted)	0.2377	0.2377	0.2377	0.2377	0.2377	0.2377	0.2377
OPC Transportation (Voted)	0.0990	0.0990	0.0990	0.0990	0.0990	0.0990	0.0990
Library Operating (Charter)	0.7739	0.7739	0.7739	0.7739	0.7739	0.7739	0.7739
Operating - Subtotal	10.1843	10.1892	10.1943	10.2059	10.2151	10.4188	10.4188
Debt Millages							
Chapter 20 Drain Debt	0.0417	0.0417	0.0417	0.0417	0.0417	0.0417	0.0417
OPC Building (Voted)	0.2345	0.2296	0.2245	0.2129	0.2037	-	-
Debt - Subtotal	0.2762	0.2713	0.2662	0.2546	0.2454	0.0417	0.0417
TOTAL MILLAGES	10.4605						

Assumptions:

No Headlee Rollback is assumed in this projection.

Straight millage rate renewals are assumed for all non-debt millages in the forecast period including OPC Operating by 2021.

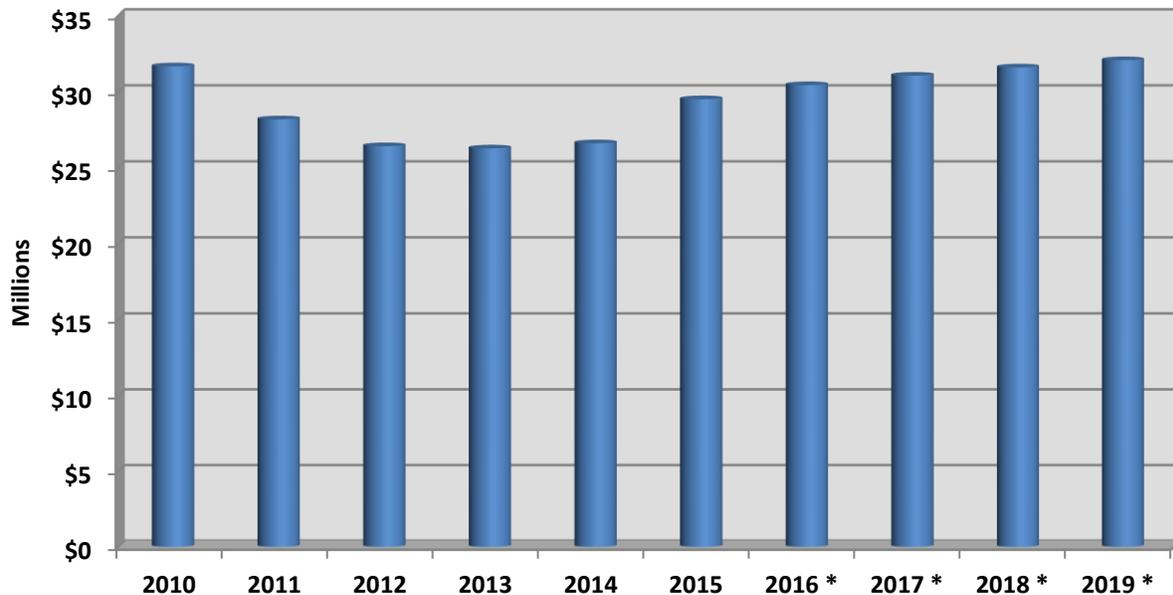
By FY 2020, it is planned that the City will propose a renewal of the three (3) separate Local Street millages (I, II, and III) which will each expire after FY 2020, into one (1) single combined Local Street millage beginning in FY 2021.

Trend Analysis:

The City proposes to maintain the same bottom line millage rate of 10.4605 mill.



Governmental Funds Property Tax Revenue



Source:
 (2010-2015) City CAFR
 (2016-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

Taxes are charges levied by the City for the purpose of funding services that are performed for the collective benefit of its residents. This revenue category does not include charges made against a particular property for a specific benefit, such as a special assessment.

There are several variables that affect the growth or decline of taxable revenues:

- The addition or loss of taxable value
- Statutory regulations
- The addition or expiration of dedicated millages

Trend Analysis:

Property Tax revenue increases in FY 2015 are due primarily to the passage of a new Charter Fire millage which increased the City’s overall millage rate.

Taxable valuations decreased by (22%) from FY 2010-2013 before increasing from FY 2014-2016 at an average of 2.30% per year. Taxable valuations are projected to increase by 1.36% for FY 2017. It should be noted that for FY 2017, the taxable value increase is less than recent trends due to the impact of new legislation from the State of Michigan which has reduced the amount of Personal Property Tax municipalities in the State can collect.

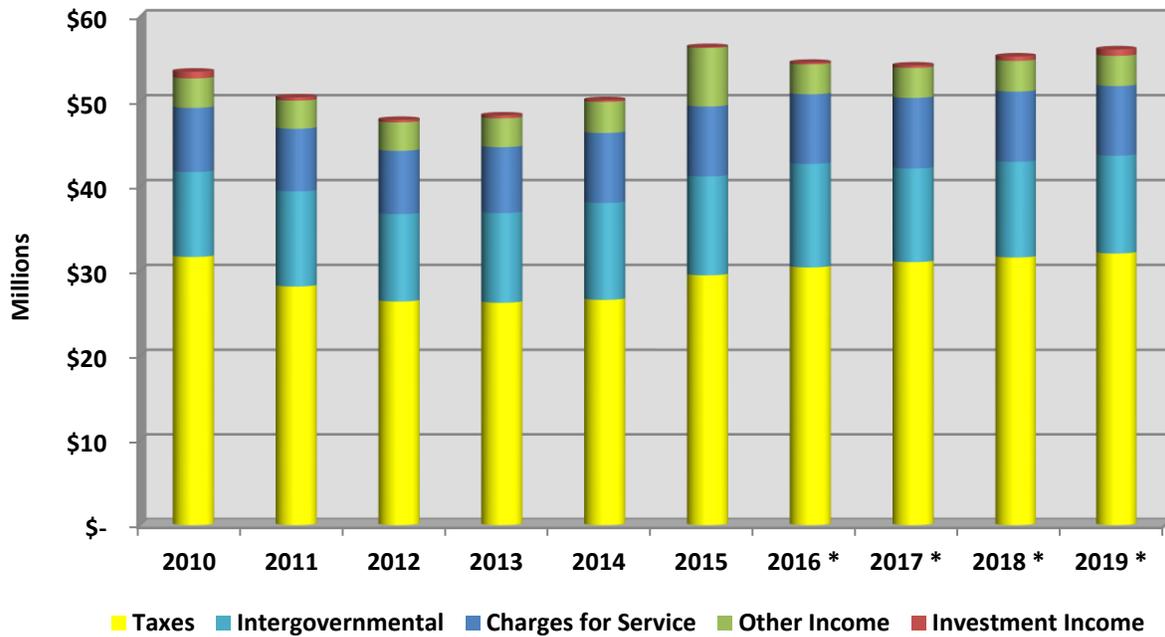


Financial Trends

Governmental Funding Sources Trend



Governmental Funding Sources



Source:
(2010-2015) City CAFR
(2016-2019) City of Rochester Hills Fiscal Division
* = Estimated / Projected

Indicator Description:

This chart details the various governmental fund revenue sources, not including governmental transfers-in. Governmental funds are comprised of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.

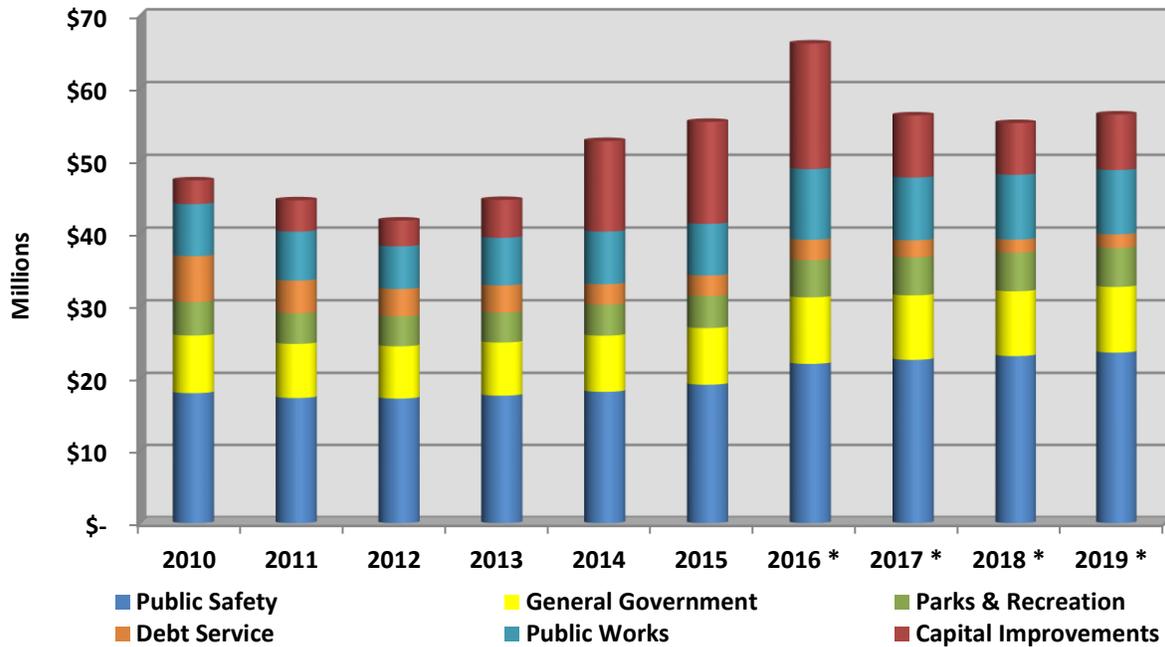
Trend Analysis:

The two major sources of governmental revenue are property taxes and intergovernmental revenue. Property tax revenue for Governmental Funds, decreased by (22%) from FY 2009-2013. Tax revenue increases in FY 2015 are due primarily to the passage and increase of a new Charter Fire millage which increased the City's overall millage rate.

For FY 2017, governmental funds are made up of 57% tax revenue and 20% intergovernmental revenue.



Governmental Funding Uses



Source:
(2010-2015) City CAFR
(2016-2019) City of Rochester Hills Fiscal Division
* = Estimated / Projected

Indicator Description:

This chart details the various uses of governmental funds, not including governmental transfers-out. Governmental funds are comprised of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds. The allocation of revenue represents the City’s expenditure policies and program priorities. Changes in expenditure policy occur as priorities change from one year to the next.

Trend Analysis:

Decreases in capital improvements in 2010-2013 came in response to decreased tax revenues over the same time period. The increase in capital improvements from 2014-2016 represents the City’s significant investment in infrastructure including major roads, local streets, pathways, fire stations and apparatus.

The increase in Public Safety expenses for FY 2015-2016 and beyond is due to the passage of a new Fire Charter millage which increased the overall level of Fire/EMS services provided to the community.

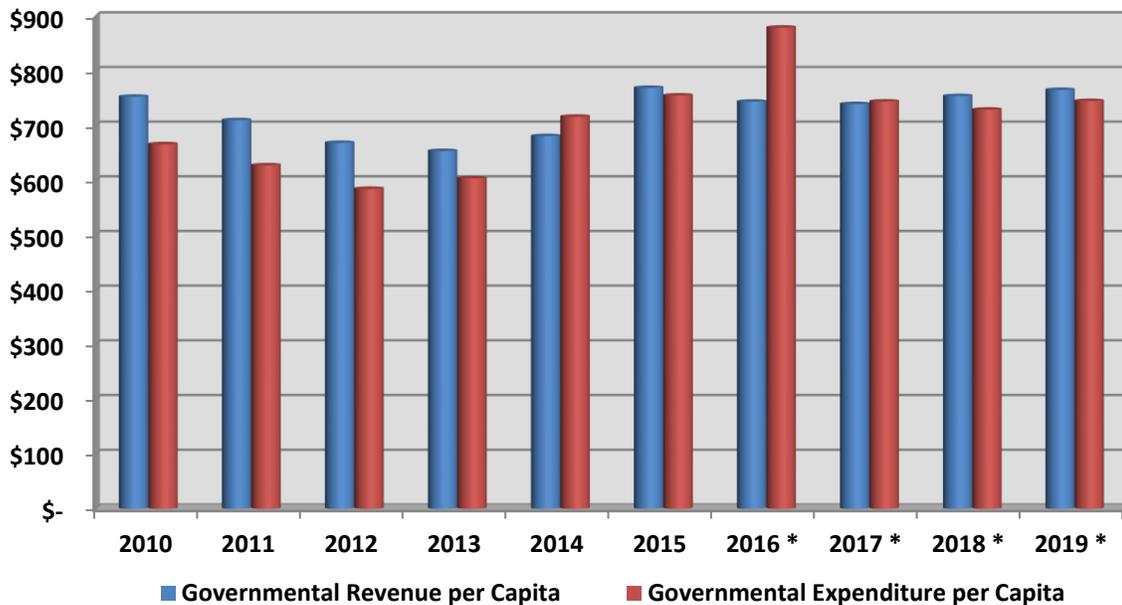


Financial Trends

Governmental Revenue & Expenditure per Capita Trend



Governmental Revenue & Expenditures per Capita



Source:

(2010-2015) City CAFR

(2016-2019) City of Rochester Hills Fiscal Division

* = Estimated / Projected

Indicator Description:

This chart details the changes in revenues and expenditures per capita relative to general governmental functions (including: police & fire protection, infrastructure maintenance, parks & recreation, administration, debt service, capital outlay, etc...). This trend analysis can indicate problematic areas.

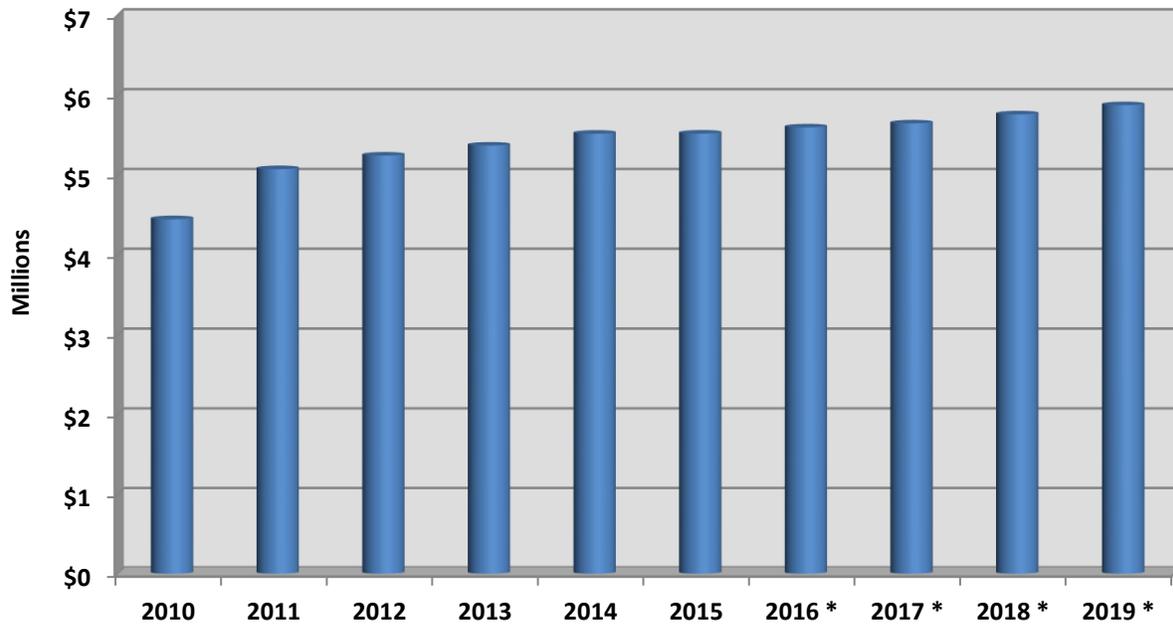
Trend Analysis:

The decrease in revenues per capita from FY 2010-2013 is due to reductions in taxable values. The decrease in expenditures per capita from FY 2010-2012 reflected a reduction in expenditures to bring expenditures in line with corresponding decreases in revenues. From 2010-2013, the City was able to reduce its expenditures by more than the reduction in revenues causing the City's fund balances to grow each of those years.

The increase in expenditures from FY 2013-2016 is primarily due the City's significant investment in infrastructure including major roads, local streets, pathways, and fire apparatus which were funded by funds on hand utilizing accumulated fund balances.



State Shared Revenue



Source:
 (2010-2015) City CAFR
 (2016-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

State-shared revenue represents the share of sales tax distributed to the City of Rochester Hills by the State of Michigan. The City uses this revenue source to reduce the financial burden on our taxpayers, as well as to provide for general governmental service delivery. Distributions of the revenue are provided by the State Constitution and via statutory provisions. Fluctuations vary depending on the strength of the State economy, actual sales tax revenues, and annual appropriation bills for the statutory portion.

Trend Analysis:

State-shared revenue decreased each year between FY 2002 and FY 2010, with FY 2010 representing a \$1.8 million decrease in annual reduced revenue as compared to FY 2002. In FY 2011, the City finally realized an increase in state shared revenue. Given the importance of State-shared revenue, the City will continue to closely monitor all legislative actions. For FY 2017, State-shared revenues are anticipated to represent 26% of total General Fund revenues. State-Shared revenues are projected to increase 2.0% per year.

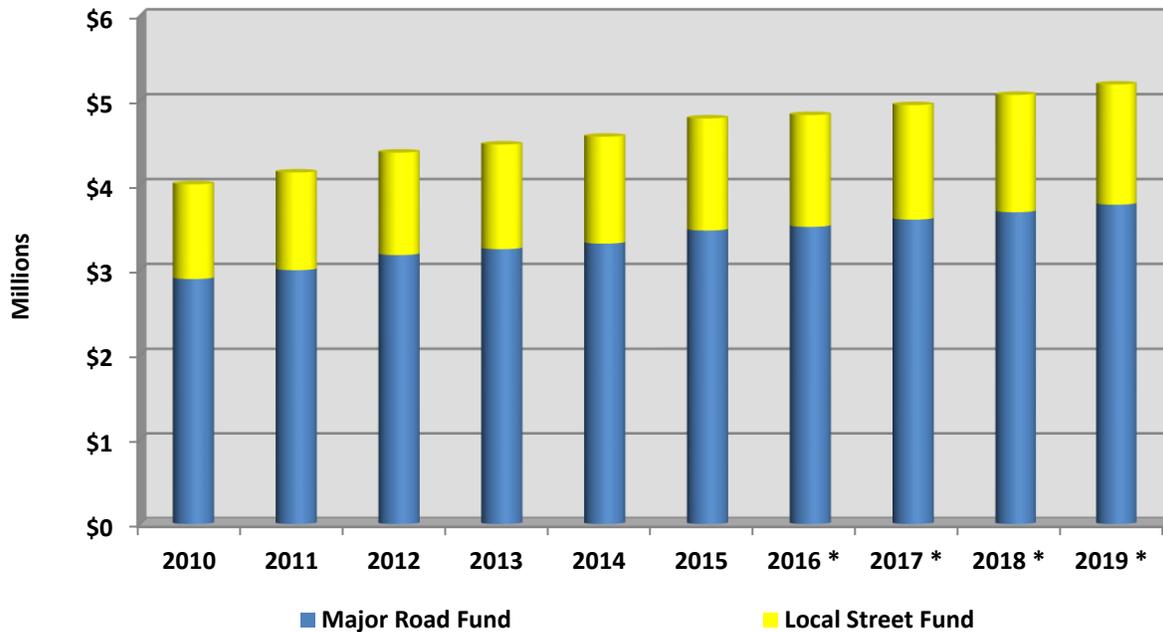


Financial Trends

Act 51 Gasoline Tax Trend



Act 51 Gasoline Tax Revenue



Source:

(2010-2015) City CAFR

(2016-2019) City of Rochester Hills Fiscal Division

* = Estimated / Projected

Indicator Description:

Historically, the State of Michigan gasoline tax had been levied at a rate of \$0.19 per gallon (diesel at a rate of \$0.15 per gallon) and was then distributed to cities and villages in accordance with two formulas: 75% allocated to major roads and 25% allocated to local streets; distribution is based 60% on population and 40% on miles of public roads.

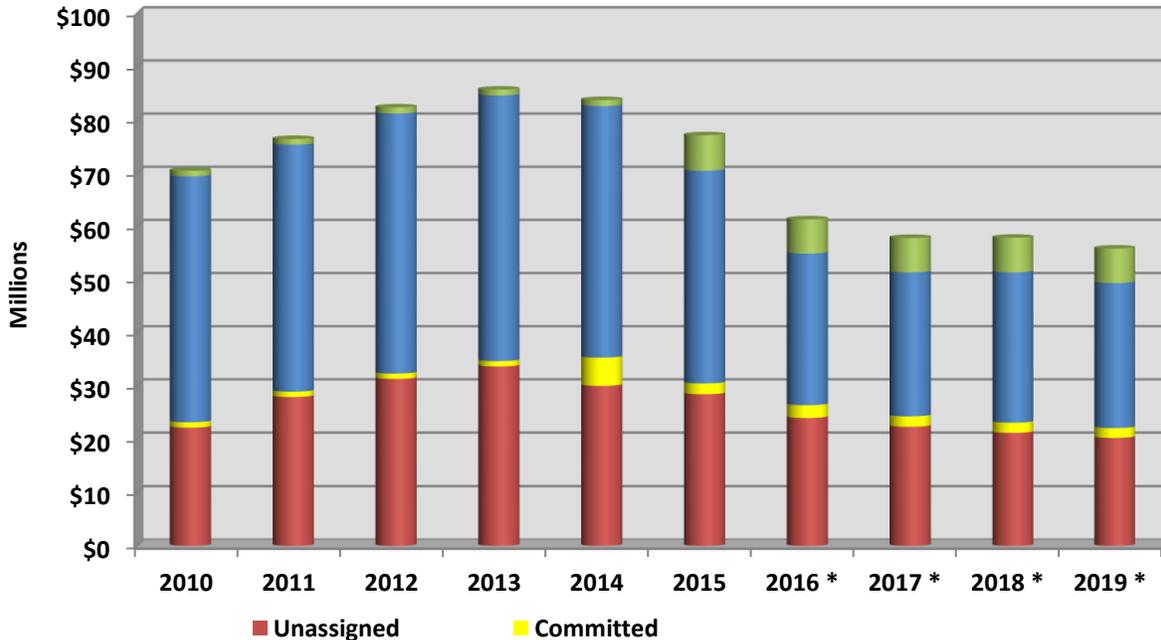
Trend Analysis:

In FY 2017, gasoline tax revenues are projected to represent 86% of total major road revenues and 14% of total local street revenues.

Fluctuation in Act 51 revenues vary depending upon the strength of the state economy, actual gasoline tax revenues, vehicle registrations, and statutory changes. Due to the uncertainty of new statutory changes, the current forecast provides for 2.5% growth in this revenue source.



Governmental Funds: Fund Balance by Component



Source:
 (2010-2015) City CAFR
 (2016-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

Per the City’s adopted Fund Balance Policy (adopted July 27, 2009), fund balance is the net difference between a fund’s assets and liabilities, also referred to as the fund’s net asset position. Fund balances should be maintained at levels which are sufficient to absorb revenue shortfalls or financial emergencies; to ensure desired cash-flow levels; and/or to accumulate funds for capital purchases without having to issue debt. However, if debt is the desired method for financing capital purchases, adequate fund balance levels can affect the City’s bond rating.

Restricted fund balance represents amounts that are constrained by the government’s intent that they will be used for specific purposes (*i.e. Fire, Police, Local Street, Debt Service, etc...*). Committed fund balance represents funds formally set aside by the City Council for a specific purpose (*i.e. Budget Stabilization Fund, etc...*). The use of committed funds must be approved by City Council through the budget process. Unassigned fund balance indicates that the City has the flexibility to use these financial resources for any general government purpose.

Trend Analysis:

From 2009-2013 the City was able to reduce expenditures by more than the reduction in revenues causing the City’s fund balances to grow each year. The decrease in fund balance from FY 2013-2017 is due the City’s significant investment in infrastructure including major roads, local streets, pathways, and fire apparatus which were funded by funds on hand utilizing accumulated fund balances.

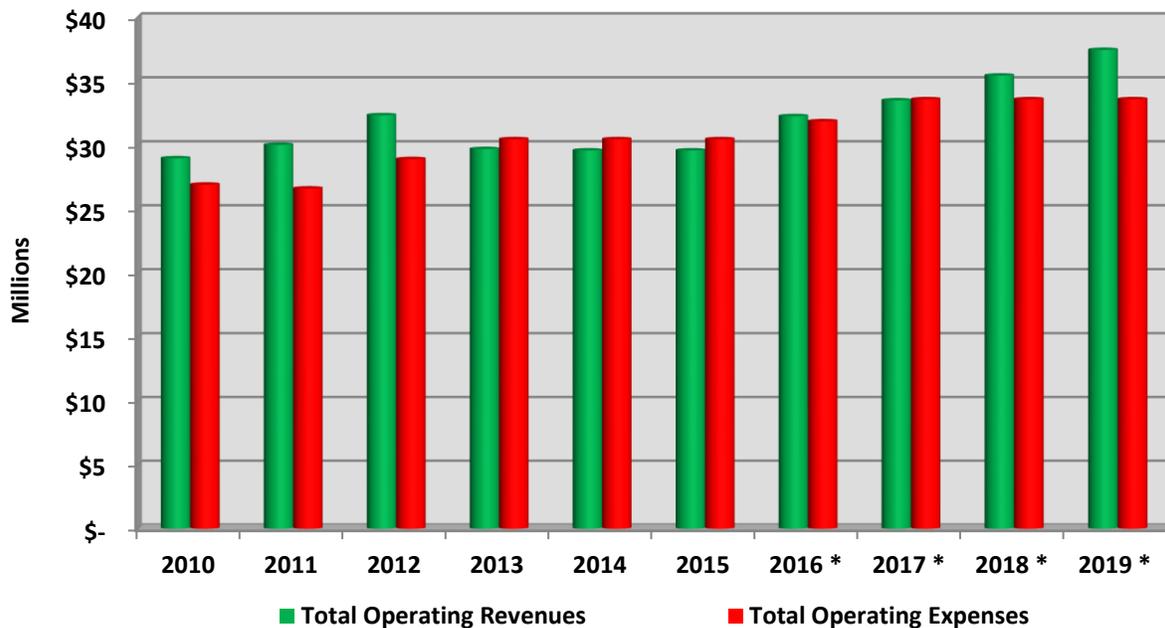


Financial Trends

Water & Sewer Division: Statement of Revenues & Expenses Trend



Water & Sewer Division: Statement of Revenue & Expenses



Source:

(2010-2015) City CAFR

(2016-2019) City of Rochester Hills Fiscal Division

* = Estimated / Projected

Indicator Description:

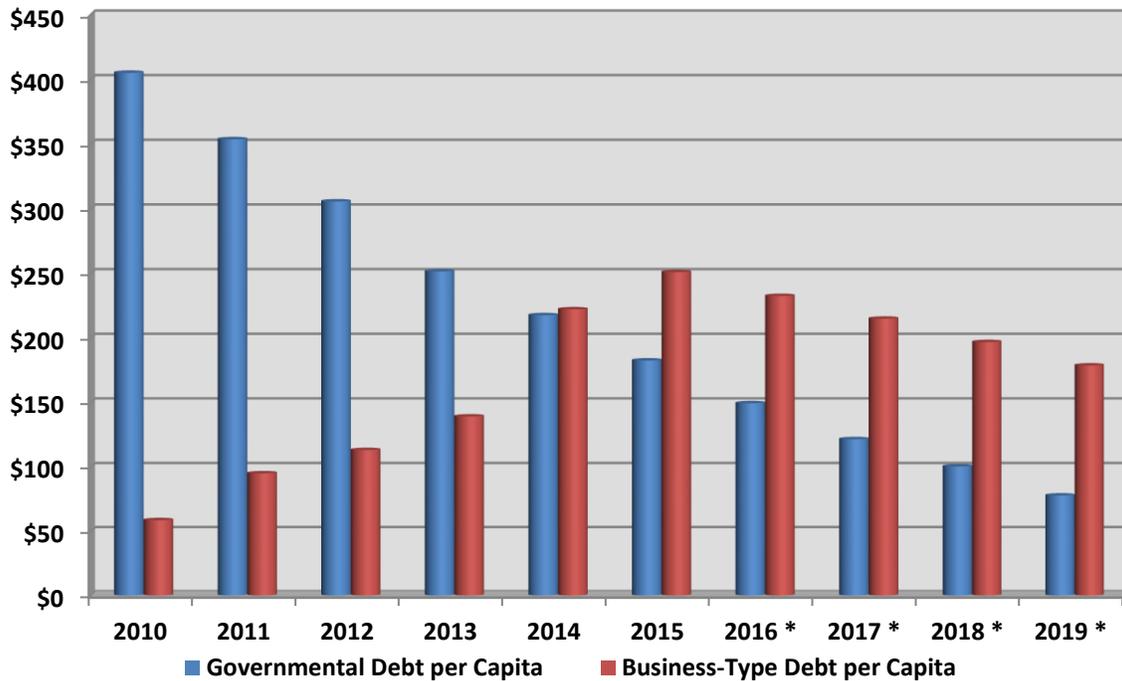
Enterprise Funds such as the Water & Sewer Fund receive no tax revenue to support operations or service delivery, as the full cost of operating this system is supported by the users of the system. Revenue sources are primarily composed of customer service charges for the sale of water and for sanitary sewage disposal. Total operating expenses include water acquisition or wastewater treatment, annual system depreciation, repairs and maintenance, professional services, salaries and wages, and supplies.

Trend Analysis:

It is the goal of the Water & Sewer Technical Rate Committee to set water & sanitary sewer commodity rates at appropriate levels to generate adequate revenues in order for the system to breakeven and to maintain appropriate operating fund balance levels. The operating fund balance level per the Water & Sewer System Policy is equal to 90-days of annual operating expenses plus annual system depreciation.



Outstanding Total Debt per Capita



Source:
 (2010-2015) City CAFR
 (2016-2019) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

Long-term debt has the City’s “full faith and credit” behind it and does not include self-supporting revenue debt or the debt of overlapping jurisdictions. Subject to applicable provisions of State Law, Rochester Hills City Charter, and the City’s adopted Debt Management Policy, the City Council may authorize the borrowing of money and the issuance of bonds.

Trend Analysis:

Historically, the City has adopted a “pay-as-you-go” philosophy towards funding capital projects, which has resulted in lower reliance on long-term debt for financing purposes. The City has also taken advantage of recent market interest rates to refinance debt issues where appropriate. For FY 2016, Debt service comprises less than 3% of the overall City budget. This low level of debt gives the City greater flexibility when approaching any potential financing needs and places minimal strain on the City’s ability to deliver services.

Governmental Debt per capita has decreased from 2010-2015, and is anticipated to continue to decrease from 2016-2019 and beyond. Business-Type Debt per capita increased from 2009-2015 due to a number of bond issues related to the Oakland/Macomb Sanitary Sewer Interceptor projects being constructed by the Oakland County Water Resources Commission (OCWRC), which the City of Rochester Hills assigned a proportionate share of the overall debt service.

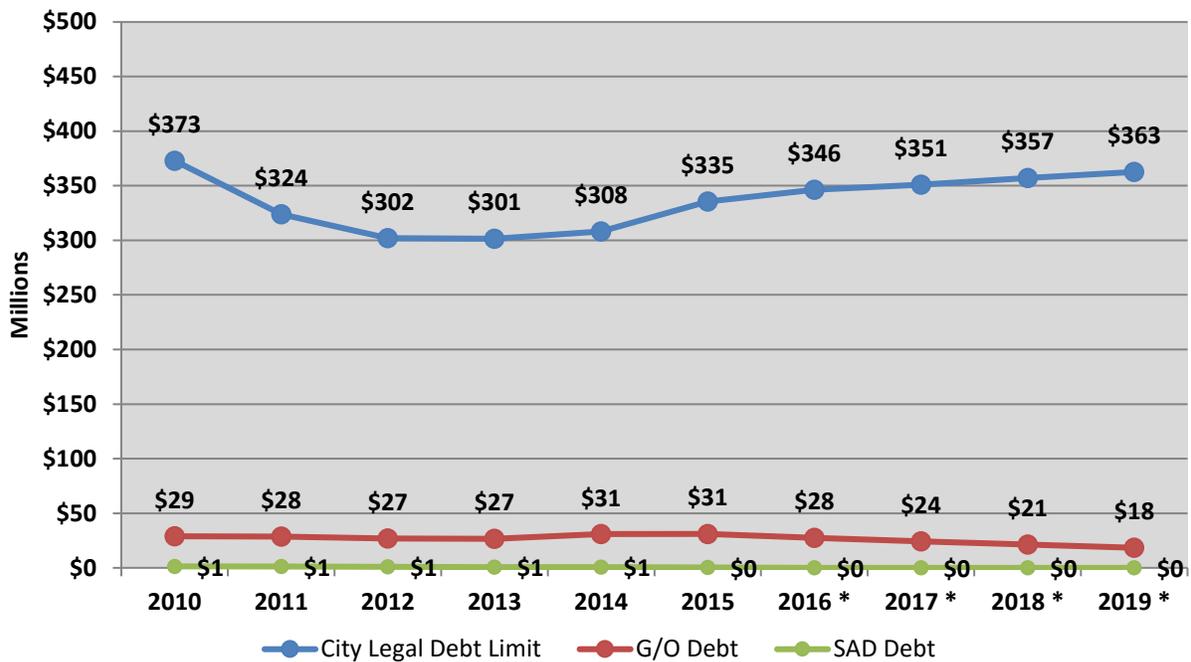


Financial Trends

Citywide Legal Debt Limit Trend



Citywide Outstanding Debt per Capita



Source:
 (2009-2014) City CAFR
 (2015-2018) City of Rochester Hills Fiscal Division
 * = Estimated / Projected

Indicator Description:

In accordance with Public Act 279, the statutory debt limits of bonded indebtedness shall not exceed 10% of a city's State Equalized Valuation (SEV) of taxable property. This limit may be exceeded by 3/8 of 1% for emergency bonds.

The following bonds are excluded from the computation of net indebtedness:

- Special Assessment Bonds
- Bonds issued or contracts/assessment obligations incurred, to comply with an order of the Water Resources Commission or a court of competent jurisdiction
- Mortgage Bonds
- Motor Vehicle Highway Fund Bonds
- Revenue Bonds
- Other obligations incurred for water supply, drainage, sanitary sewer, or refuse disposal projects necessary to protect the public health by abating pollution

Trend Analysis:

Based on the City's December 31, 2015 SEV of \$3,354,077,190 the City of Rochester Hills had a corresponding debt limit of \$335,407,719 (or 10% of the SEV). The City's outstanding debt as of December 31, 2015, subject to the statutory limitation, was \$31,064,753 (or 91% below what is allowed by State law). Legally, the City has the ability to issue an additional \$304,342,966 in debt. The City of Rochester Hills has an extremely low debt level when compared with the legally allowable debt limit which is a positive position for the City and its residents.





Financial Trends

Long-Term Financial Planning

Introduction:

The long-term financial model is continually updated and modified. It serves as a valuable tool for the City as it:

- Provides City officials with an in-depth forecast of future financial conditions in order to plan for service levels and financing.
- Tracks historical data and projects revenues and expenditures for the upcoming five-year period (at minimum).
- Provides a financial framework to evaluate the on-going financial condition of the City.
- Allows staff to develop, quantify, and evaluate financial impacts that may result from “what if” scenarios of various policy decisions.

Major Revenue Assumptions:

Property Tax Assumption:

Taxable Value estimates have been prepared by the City’s Assessing Department and communication with Oakland County’s Equalization Division. Using these resources, the projected taxable value changes are:

FY 2016 *	3.26%	* Actual
FY 2017 *	1.36%	* Actual
FY 2018 **	1.75%	** Projected
FY 2019 **	1.50%	** Projected
FY 2020 **	1.26%	** Projected
FY 2021 **	1.26%	** Projected

Property tax estimates incorporate the tax limitations which are statutorily required through the passage of Proposal A.

State-Shared Revenue Assumptions:

State-shared revenues are a major funding source and are closely monitored. State-shared revenue is anticipated to increase by 2.0% throughout the forecast period.

Development Assumptions:

Housing and commercial starts (construction activity) are expected to continue signs of

growth in the near term. However, for the remainder of the forecast period, construction activity is expected to level off and corresponding revenues are projected to remain constant. Long-term, activity is anticipated to shift from initial development to redevelopment.

Interest / Cash Balances Assumptions:

The projected interest rate assumptions on the level of fund balance are:

FY 2016	0.30%
FY 2017	0.50%
FY 2018	1.00%
FY 2019	1.50%
FY 2020	2.00%
FY 2021	2.00%

Major Expenditure Assumptions:

Staffing Level Assumptions:

Personnel staffing levels are anticipated to remain consistent at the FY 2017 adopted staffing levels.

Salaries & Benefit Assumptions:

Personnel salary costs are anticipated to increase by 2.0% per year from FY 2017-2021. One of the fastest growing expenditure categories is healthcare. Healthcare costs have increased over the past 5-10 years. We are currently projecting that healthcare costs will by increase 9.0% per year for FY 2017-2021.

General Inflationary Assumptions:

General inflationary increase factors for citywide supplies, materials, and services were obtained from the United States Congressional Budget Office (CBO). The CBO inflation estimates, provided on an annual basis, are projected at 2.0% for each year included in these models.



Financial Trends

General Fund: Long-Term Financial Planning



General Fund:

The General Fund will begin an annual transfer-out to the Water Resources Fund in beginning FY 2017 to provide a source of funding for this City activity, as there is little dedicated Water Resources funding available at the current time.

The General Fund will continue an annual transfer-out to the Local Street Fund as the Local Street dedicated millages and other revenue sources are not adequate to fully fund the level of annual local street construction desired. Until alternative funding sources are identified, proposed, and implemented this support subsidy will continue.

For FY 2017, the General Fund is proposed to decrease by (\$1,650,000) to provide the funding for Borden Park / Office Relocation [\$254,000], Borden Park / Maintenance Yard [\$360,000], and a 2017 City-Share [\$1,036,000] for Riverbend Park Development.

For FY 2018-2021, the General Fund is projected to decrease to provide the funding for various other qualify of life enhancements throughout the community primarily due to a 2018-2020 City-Share for Riverbend Park Development along with other potential projects including Museum / Equipment Barn Replacement, Paint Creek Trailway Resurfacing, Bloomer Park Fitness Station, and Clinton River Access Improvements.

General Fund Historical Revenues and Expenditures						
REVENUES	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
City Taxes	\$ 13,316,478	\$ 11,772,782	\$ 11,106,216	\$ 11,535,837	\$ 10,821,980	\$ 6,035,939
Licenses & Permits	2,258,255	2,455,256	2,554,188	2,545,670	2,676,333	2,995,085
Federal & State Grants	4,596,187	5,169,261	5,300,006	5,478,373	5,670,859	5,723,799
Service Charges	5,572,164	5,260,336	5,300,818	5,536,867	5,959,406	5,735,653
Fines & Forfeitures	14,902	501	28,019	20,365	626	2,947
Investment Earnings	173,920	110,014	90,734	88,502	71,246	97,093
Other Revenue	128,069	151,396	216,103	168,633	185,326	199,143
Transfers - In	57,203	46,880	66,616	39,844	628,498	5,280
TOTAL	\$ 26,117,178	\$ 24,966,424	\$ 24,662,700	\$ 25,414,092	\$ 26,014,275	\$ 20,794,937
EXPENDITURES						
Personnel	\$ 9,818,609	\$ 9,166,838	\$ 9,267,828	\$ 9,346,565	\$ 9,427,569	\$ 9,585,883
Supplies	319,322	235,734	241,826	217,735	223,923	240,520
Professional Services	3,365,631	3,212,851	3,229,245	3,322,310	4,076,769	4,056,301
Other Services	205,716	236,144	50,401	90,046	70,736	97,031
Capital Outlay	-	-	-	-	-	-
Transfers - Out	8,385,269	6,497,011	8,380,016	9,983,145	11,698,898	9,141,572
TOTAL	\$ 22,094,546	\$ 19,348,578	\$ 21,169,315	\$ 22,959,801	\$ 25,497,895	\$ 23,121,307
Excess Revenue Over / (Under) Expenditures	\$ 4,022,632	\$ 5,617,847	\$ 3,493,385	\$ 2,454,291	\$ 516,379	\$ (2,326,370)
Beginning Fund Balance	\$ 15,153,049	\$ 19,175,681	\$ 24,793,528	\$ 28,286,913	\$ 30,741,205	\$ 31,257,584
Ending Fund Balance	\$ 19,175,681	\$ 24,793,528	\$ 28,286,913	\$ 30,741,205	\$ 31,257,584	\$ 28,931,214

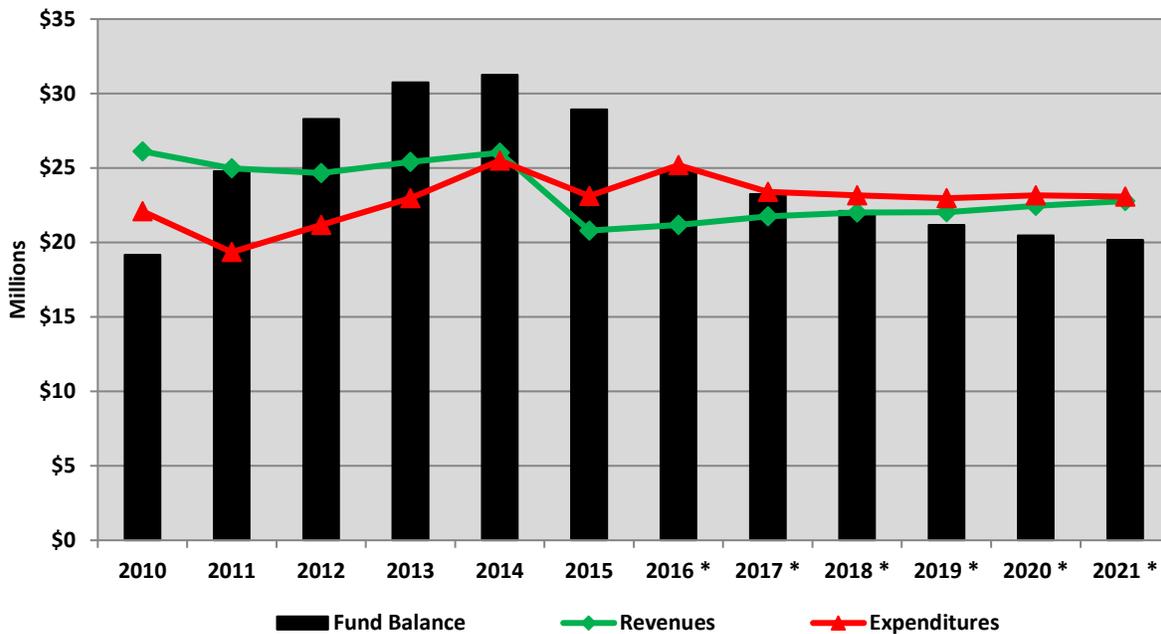




Financial Trends

General Fund: Long-Term Financial Planning

General Fund



<u>General Fund Projected Revenues and Expenditures</u>						
REVENUES	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	Estimated 2020	Estimated 2021
City Taxes	\$ 6,397,140	\$ 6,821,340	\$ 6,845,240	\$ 6,859,160	\$ 6,942,110	\$ 7,097,250
Licenses & Permits	2,786,100	2,914,900	2,929,900	2,836,900	2,853,900	2,871,070
Federal & State Grants	5,600,000	5,650,000	5,763,000	5,878,000	6,125,560	6,245,470
Service Charges	5,999,480	5,993,360	5,941,660	5,866,960	5,952,330	6,036,350
Fines & Forfeitures	2,500	2,500	2,500	2,500	2,500	2,500
Investment Earnings	77,080	124,520	232,530	331,740	423,430	409,430
Other Revenue	298,870	235,000	295,000	235,000	148,870	105,000
Transfers - In	6,180	4,660	6,820	11,720	14,720	15,790
TOTAL	\$ 21,167,350	\$ 21,746,280	\$ 22,016,650	\$ 22,021,980	\$ 22,463,420	\$ 22,782,860
EXPENDITURES						
Personnel	\$ 10,649,360	\$ 10,825,140	\$ 11,107,670	\$ 11,402,920	\$ 11,716,020	\$ 12,042,270
Supplies	364,310	304,760	282,060	282,560	299,290	294,200
Professional Services	5,115,000	4,968,110	4,853,860	4,770,790	4,859,990	5,004,900
Other Services	115,500	127,490	118,540	117,630	127,930	130,690
Capital Outlay	-	-	-	-	-	-
Transfers - Out	8,951,070	7,170,780	6,791,520	6,393,080	6,160,190	5,602,400
TOTAL	\$ 25,195,240	\$ 23,396,280	\$ 23,153,650	\$ 22,966,980	\$ 23,163,420	\$ 23,074,460
Excess Revenue Over / (Under) Expenditures	\$ (4,027,890)	\$ (1,650,000)	\$ (1,137,000)	\$ (945,000)	\$ (700,000)	\$ (291,600)
Beginning Fund Balance	\$ 28,931,214	\$ 24,903,324	\$ 23,253,324	\$ 22,116,324	\$ 21,171,324	\$ 20,471,324
Ending Fund Balance	\$ 24,903,324	\$ 23,253,324	\$ 22,116,324	\$ 21,171,324	\$ 20,471,324	\$ 20,179,724



Financial Trends

Major Road Fund: Long-Term Financial Planning



Major Road Fund:

The most significant source of revenue for the Major Road Fund is gasoline and weigh tax revenue (Act 51). Close monitoring and participation in legislative activities will be necessary. There is no dedicated tax levy revenue source for major road operations, maintenance, or construction/rehabilitation.

The model reflects the use of fund balance to fund project development and construction costs using the buildup of fund balance from prior years which was intended to fund future major road capital outlays. Administration has previously proposed and the City Council has approved the designation of Major Road fund balance for specific capital reconstruction projects.

This model assumes the full City share of all capital projects presented as part of the Adopted FY 2017-2022 Capital Improvement Plan (CIP) throughout the forecast period.

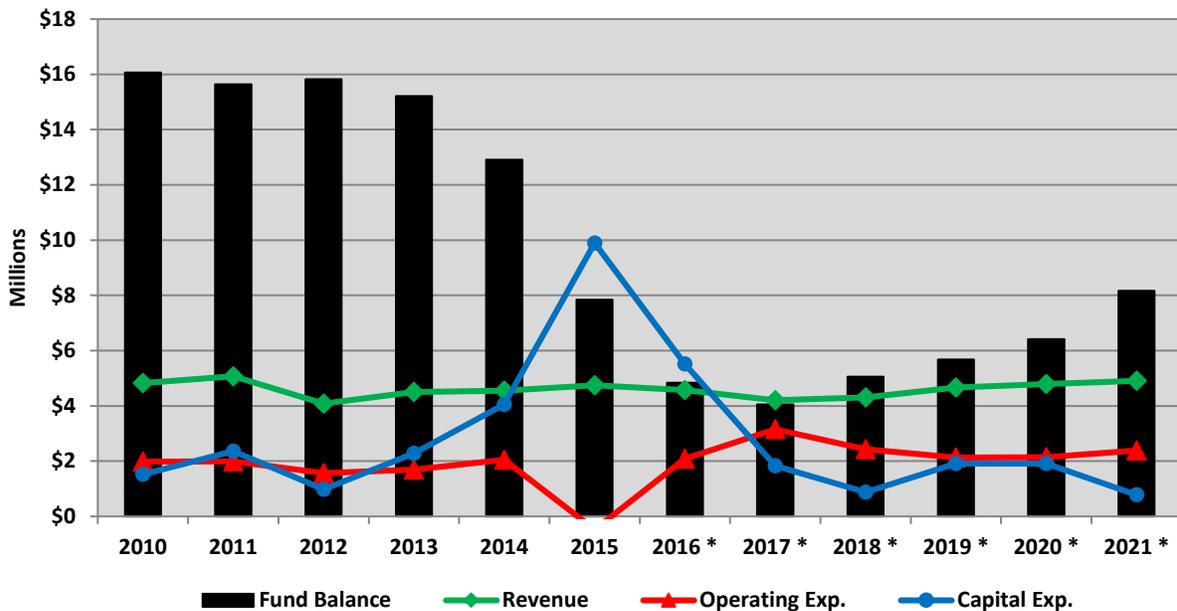
It is planned to utilize (\$781,420) from Fund Balance in FY 2017, before Major Road Fund Balance levels are anticipated to increase into the future.

Major Road Fund Historical Revenues and Expenditures						
REVENUES	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
State Shared Revenue	\$ 3,657,722	\$ 4,183,453	\$ 3,267,509	\$ 3,247,103	\$ 3,675,071	\$ 3,898,734
Service Charges	207,246	190,209	213,291	235,665	225,875	252,112
Investment Earnings	139,217	78,512	56,026	44,214	31,490	31,280
Other Revenue	147,082	105,430	50,211	274,851	25,682	62,772
Transfers - In	677,389	513,951	494,256	699,039	596,318	503,342
TOTAL	\$ 4,828,655	\$ 5,071,554	\$ 4,081,292	\$ 4,500,871	\$ 4,554,436	\$ 4,748,240
EXPENDITURES						
Personnel	\$ 680,281	\$ 805,888	\$ 717,767	\$ 715,941	\$ 751,497	\$ 676,592
Supplies	113,826	161,442	101,560	137,154	157,594	121,536
Professional Services	1,191,098	1,022,179	741,412	843,786	1,145,281	904,901
Other Services	1,485	1,733	1,411	1,221	1,243	1,226
Capital Outlay	1,524,024	2,362,406	978,736	2,283,467	4,058,863	7,714,967
Transfers - Out	582,190	1,144,410	1,361,250	1,125,000	750,000	387,500
TOTAL	\$ 4,092,903	\$ 5,498,058	\$ 3,902,135	\$ 5,106,568	\$ 6,864,478	\$ 9,806,722
Excess Revenue Over / (Under) Expenditures	\$ 735,752	\$ (426,504)	\$ 179,157	\$ (605,697)	\$ (2,310,042)	\$ (5,058,482)
Beginning Fund Balance	\$ 15,332,436	\$ 16,068,188	\$ 15,641,684	\$ 15,820,841	\$ 15,215,144	\$ 12,905,102
Ending Fund Balance	\$ 16,068,188	\$ 15,641,684	\$ 15,820,841	\$ 15,215,144	\$ 12,905,102	\$ 7,846,620





Major Road Fund



Major Road Fund Projected Revenues and Expenditures						
REVENUES	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	Estimated 2020	Estimated 2021
State Shared Revenue	\$ 3,784,000	\$ 3,595,000	\$ 3,682,000	\$ 3,771,000	\$ 3,862,530	\$ 3,956,340
Service Charges	230,500	229,000	226,500	226,500	226,940	227,380
Investment Earnings	14,010	24,170	40,520	75,790	113,510	128,360
Other Revenue	36,000	36,000	36,000	60,500	60,500	60,500
Transfers - In	512,810	317,050	322,590	527,430	531,540	535,720
TOTAL	\$ 4,577,320	\$ 4,201,220	\$ 4,307,610	\$ 4,661,220	\$ 4,795,020	\$ 4,908,300
EXPENDITURES						
Personnel	\$ 874,750	\$ 887,080	\$ 911,290	\$ 936,670	\$ 963,300	\$ 991,310
Supplies	182,300	195,050	195,050	195,050	202,920	211,140
Professional Services	1,178,000	1,052,760	1,192,760	1,052,760	1,215,150	1,092,940
Other Services	2,300	2,300	2,300	2,300	2,350	2,400
Capital Outlay	5,353,450	2,845,450	1,005,000	1,851,750	1,668,900	861,000
Transfers - Out	-	-	-	-	-	-
TOTAL	\$ 7,590,800	\$ 4,982,640	\$ 3,306,400	\$ 4,038,530	\$ 4,052,620	\$ 3,158,790
Excess Revenue Over / (Under) Expenditures	\$ (3,013,480)	\$ (781,420)	\$ 1,001,210	\$ 622,690	\$ 742,400	\$ 1,749,510
Beginning Fund Balance	\$ 7,846,620	\$ 4,833,140	\$ 4,051,720	\$ 5,052,930	\$ 5,675,620	\$ 6,418,020
Ending Fund Balance	\$ 4,833,140	\$ 4,051,720	\$ 5,052,930	\$ 5,675,620	\$ 6,418,020	\$ 8,167,530



Financial Trends

Local Street Fund: Long-Term Financial Planning



Local Street Fund:

There are three (3) significant sources of revenue for the Local Street Fund for FY 2017 and beyond.

- Three (3) dedicated Local Street millages totaling 1.1249 mill
 - Local Street I = 0.3507 mill
 - Local Street II = 0.4803 mill
 - Local Street III = 0.2939 mill
- Gas and weight tax revenue (Act 51) funding
- Transfer-in from the General Fund

The General Fund will continue an annual transfer-out to the Local Street Fund as the Local Street dedicated millages and other revenue sources are not adequate to fully fund the level of annual local street construction desired. Until alternative funding sources are identified, proposed, and implemented this support subsidy will continue.

Local Road Fund Historical Revenues and Expenditures						
REVENUES	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
City Taxes	\$ -	\$ 1,114,870	\$ 1,046,300	\$ 1,039,830	\$ 2,498,858	\$ 2,557,125
State Shared Revenue	1,156,183	1,191,107	1,207,343	1,232,181	1,379,738	1,472,333
License & Permits	12,622	6,925	17,400	19,707	25,675	18,507
Service Charges	11,702	114,438	134,940	147,406	153,045	242,601
Investment Earnings	18,742	11,930	11,152	12,083	12,904	19,480
Other Revenue	27,349	34,904	23,426	23,654	94,217	57,429
Transfers - In	3,070,640	2,501,080	4,070,680	5,061,230	6,723,170	6,503,950
TOTAL	\$ 4,297,238	\$ 4,975,254	\$ 6,511,241	\$ 7,536,091	\$ 10,887,608	\$ 10,871,426
EXPENDITURES						
Personnel	\$ 1,277,256	\$ 1,305,775	\$ 1,245,659	\$ 1,384,116	\$ 1,580,136	\$ 1,470,632
Supplies	307,492	318,347	217,404	254,767	212,992	210,633
Professional Services	1,558,699	1,360,960	1,423,591	1,651,629	1,884,521	1,767,279
Other Services	28,144	136,236	118,345	151,044	156,301	160,751
Capital Outlay	(4,210)	761,636	1,689,146	2,022,140	6,552,375	5,580,602
Transfers - Out	509,338	550,280	547,650	559,090	627,240	634,270
TOTAL	\$ 3,676,719	\$ 4,433,233	\$ 5,241,797	\$ 6,022,787	\$ 11,013,565	\$ 9,824,167
Excess Revenue Over / (Under) Expenditures	\$ 620,519	\$ 542,021	\$ 1,269,445	\$ 1,513,305	\$ (125,957)	\$ 1,047,259
Beginning Fund Balance	\$ 2,882,413	\$ 3,502,932	\$ 4,044,953	\$ 5,314,398	\$ 6,827,702	\$ 6,701,745
Ending Fund Balance	\$ 3,502,932	\$ 4,044,953	\$ 5,314,398	\$ 6,827,702	\$ 6,701,745	\$ 7,749,004

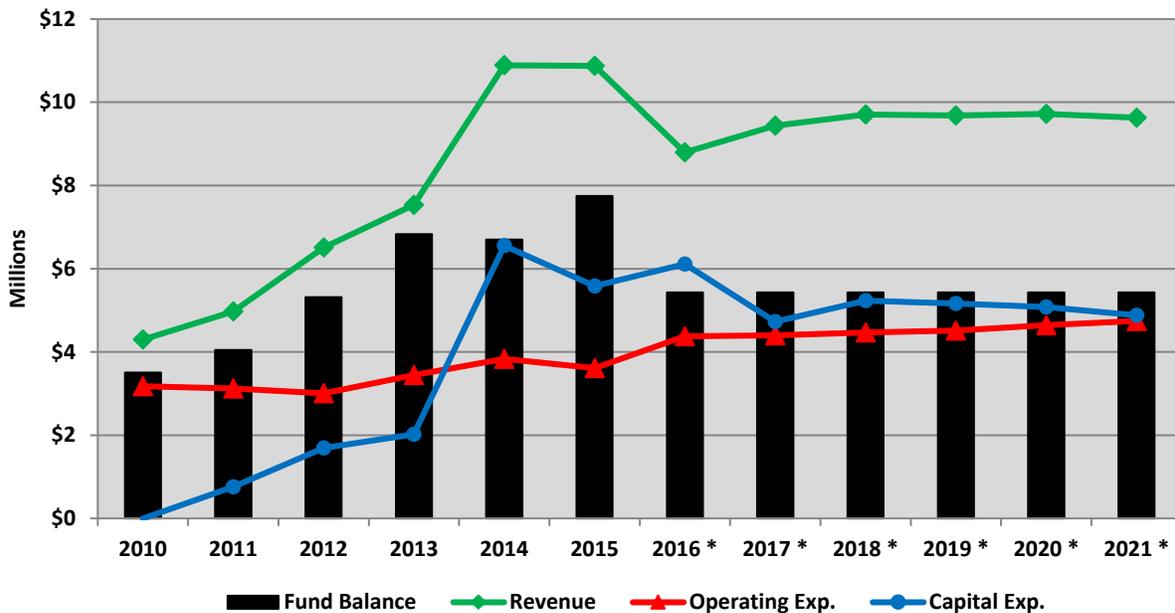




Financial Trends

Local Street Fund: Long-Term Financial Planning

Local Street Fund



Local Road Fund Projected Revenues and Expenditures						
REVENUES	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	Estimated 2020	Estimated 2021
City Taxes	\$ 3,572,080	\$ 3,592,560	\$ 3,654,970	\$ 3,709,620	\$ 3,756,120	\$ 3,803,390
State Shared Revenue	1,407,000	1,349,000	1,382,000	1,416,000	1,450,350	1,485,560
License & Permits	15,000	15,000	15,000	15,000	15,000	15,000
Service Charges	164,090	171,080	176,830	182,870	189,960	197,380
Investment Earnings	20,110	37,640	64,080	90,520	116,960	116,260
Other Revenue	32,500	48,330	55,830	121,230	55,830	48,330
Transfers - In	3,587,580	4,223,980	4,354,810	4,145,950	4,138,490	3,961,120
TOTAL	\$ 8,798,360	\$ 9,437,590	\$ 9,703,520	\$ 9,681,190	\$ 9,722,710	\$ 9,627,040
EXPENDITURES						
Personnel	\$ 1,697,940	\$ 1,748,740	\$ 1,799,720	\$ 1,853,390	\$ 1,909,960	\$ 1,969,630
Supplies	357,480	332,500	332,500	332,500	342,600	353,080
Professional Services	2,176,740	2,164,480	2,179,480	2,164,480	2,220,080	2,241,350
Other Services	144,000	149,810	156,530	163,690	171,770	180,250
Capital Outlay	6,111,000	4,727,270	5,235,290	5,167,130	5,078,300	4,882,730
Transfers - Out	632,200	314,790	-	-	-	-
TOTAL	\$ 11,119,360	\$ 9,437,590	\$ 9,703,520	\$ 9,681,190	\$ 9,722,710	\$ 9,627,040
Excess Revenue Over / (Under) Expenditures	\$ (2,321,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 7,749,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004
Ending Fund Balance	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004



Financial Trends

Fire Department Fund: Long-Term Financial Planning



Fire Department Fund:

The primary source of Fire Department funding was established with the adoption of the City Charter in FY 1984 as voters approved 2.5000 mill as a maximum Charter millage rate for the operation of the Fire Department. In 2014, a ballot initiative was approved by the voters to increase the fire charter millage to 3.0000 mill (*limited to 2.9979 mill per Headlee Rollback*). For FY 2015-2017, Fire millage was adopted at 2.7000 mill. The millage rate is held constant at 2.7000 mill for the remainder of the forecast period (FY 2018-2021).

With the increased Fire millage, the City was able to add nine (9) additional Full-Time Firefighter positions and redesign its Paid-On-Call Firefighter system to a Part-Time Firefighter/EMT system which will allow the City to staff each of the City's five (5) fire stations 24 hours per day / 7 days per week.

The Fire Department continues to evaluate its current performance levels to benchmark with target standards. Any excess revenue over expenditures in the Fire Department Fund (206) is transferred-out to the Fire Capital Fund (402) on an annual basis to fund future Fire Capital Equipment and Vehicle replacements.

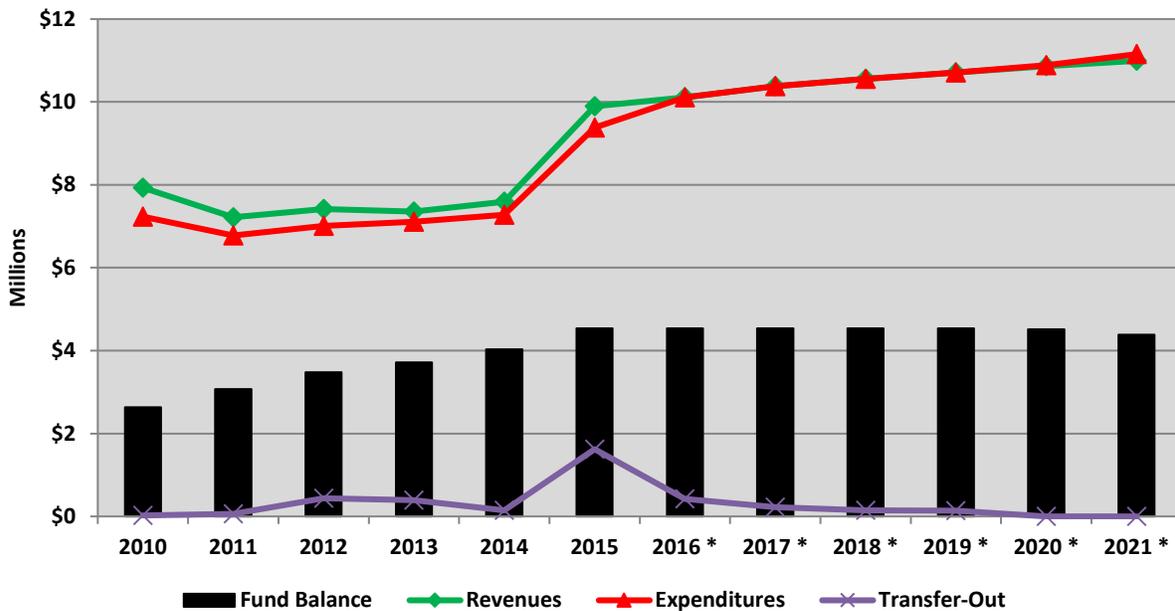
The issue of Fire Funding is proposed to be referred to the Public Safety & Infrastructure Committee to explore various revenue and expenditure options to continue to provide for the long-term stability of Fire operations and capital replacements.

Fire Department Fund Historical Revenues and Expenditures						
REVENUES	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
City Taxes	\$ 6,364,938	\$ 5,667,027	\$ 5,775,345	\$ 5,747,352	\$ 5,821,723	\$ 8,221,014
Fines & Forfeitures	14,038	3,621	20,412	4,504	3,057	3,350
Service Charges	1,500,845	1,485,634	1,566,709	1,565,041	1,565,537	1,639,091
Investment Earnings	28,414	17,358	19,097	14,949	14,702	17,723
Other Revenue	18,504	34,561	27,127	9,348	5,419	11,071
Transfers - In	2,510	9,470	5,756	10,355	179,022	-
TOTAL	\$ 7,929,248	\$ 7,217,671	\$ 7,414,446	\$ 7,351,549	\$ 7,589,460	\$ 9,892,249
EXPENDITURES						
Personnel	\$ 5,332,573	\$ 4,865,125	\$ 4,749,403	\$ 4,829,670	\$ 5,037,844	\$ 5,539,490
Supplies	104,719	94,896	79,732	79,654	110,309	142,197
Professional Services	1,709,359	1,670,041	1,703,658	1,783,887	1,936,042	2,011,622
Other Services	65,306	83,118	39,967	28,818	44,095	67,011
Capital Outlay	-	-	-	-	-	-
Transfers - Out	21,600	65,160	439,110	389,926	145,860	1,621,890
TOTAL	\$ 7,233,557	\$ 6,778,340	\$ 7,011,869	\$ 7,111,955	\$ 7,274,150	\$ 9,382,210
Excess Revenue Over / (Under) Expenditures	\$ 695,691	\$ 439,331	\$ 402,577	\$ 239,594	\$ 315,310	\$ 510,039
Beginning Fund Balance	\$ 1,938,317	\$ 2,634,007	\$ 3,073,338	\$ 3,475,915	\$ 3,715,509	\$ 4,030,819
Ending Fund Balance	\$ 2,634,007	\$ 3,073,338	\$ 3,475,915	\$ 3,715,509	\$ 4,030,819	\$ 4,540,858





Fire Operating Fund



Fire Department Fund Projected Revenues and Expenditures						
	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	Estimated 2020	Estimated 2021
REVENUES						
City Taxes	\$ 8,479,400	\$ 8,646,300	\$ 8,796,880	\$ 8,929,010	\$ 9,041,760	\$ 9,156,420
Fines & Forfeitures	3,500	3,500	3,500	3,500	3,500	3,500
Service Charges	1,613,250	1,701,960	1,701,960	1,701,960	1,718,990	1,736,200
Investment Earnings	12,090	22,700	45,410	68,110	90,820	90,330
Other Revenue	5,500	5,500	5,500	5,500	5,500	5,500
Transfers - In	-	-	-	-	-	-
TOTAL	\$ 10,113,740	\$ 10,379,960	\$ 10,553,250	\$ 10,708,080	\$ 10,860,570	\$ 10,991,950
EXPENDITURES						
Personnel	\$ 7,123,940	\$ 7,425,170	\$ 7,610,950	\$ 7,804,490	\$ 8,038,970	\$ 8,250,390
Supplies	121,500	136,000	144,500	150,700	153,710	156,770
Professional Services	2,394,000	2,548,520	2,604,210	2,563,780	2,641,500	2,692,580
Other Services	54,670	50,410	50,220	50,030	50,980	51,940
Capital Outlay	-	-	-	-	-	-
Transfers - Out	419,630	219,860	143,370	139,080	-	-
TOTAL	\$ 10,113,740	\$ 10,379,960	\$ 10,553,250	\$ 10,708,080	\$ 10,885,160	\$ 11,151,680
Excess Revenue Over / (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (24,590)	\$ (159,730)
Beginning Fund Balance	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,516,268
Ending Fund Balance	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,516,268	\$ 4,356,538



Financial Trends

Special Police Fund: Long-Term Financial Planning



Special Police Fund:

Prior to FY 2015, the most significant sources of revenue for police protection services came from:

- Two (2) dedicated Police millages totaling 1.2083 mill
 - Special Police I = 0.7823 mill
 - Special Police II = 0.4260 mill
- Transfer-in subsidy (as needed) from the General Fund to balance operations

Starting in FY 2015, the most significant source of revenue for police protection services now comes from:

- Two (2) dedicated Police millages totaling 2.7587 mill
 - Special Police I = 1.1954 mill
 - Special Police II = 1.5633 mill
- No Transfer-in subsidy from the General Fund

Starting in FY 2015, City Taxes increased due to the voters of Rochester Hills approving (on August 7, 2012) a special police millage renewal of the expiring 1.2083 mills and to levy up to 2.5000 additional mills for 10 years (beginning in FY 2015 through FY 2024) to fund and maintain the current level of police protection. City Council has adopted a Resolution of Intent indicating that they will discontinue spreading the portion of the City's general operating millage needed to support special police services from General Fund. The result of their Resolution of Intent is to keep the City's overall millage rate at current levels thus avoiding any tax increase to City taxpayers.

The model assumes maintaining 58 contracted officers.

Special Police Fund Historical Revenues and Expenditures						
REVENUES	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
City Taxes	\$ 4,272,196	\$ 3,803,958	\$ 3,566,945	\$ 3,548,757	\$ 3,595,406	\$ 8,726,046
Intergovernmental	270,402	285,450	291,624	267,205	334,201	202,323
Service Charges	192,634	193,524	161,137	189,353	163,037	137,644
Investment Earnings	16,418	7,663	6,621	2,809	6,121	11,593
Other Revenue	409,907	424,732	339,640	323,596	405,669	408,991
Transfers - In	3,869,040	4,111,730	4,720,680	4,873,160	4,714,610	-
TOTAL	\$ 9,030,598	\$ 8,827,057	\$ 9,086,646	\$ 9,204,881	\$ 9,219,044	\$ 9,486,596
EXPENDITURES						
Personnel	\$ 186,454	\$ 196,990	\$ 192,420	\$ 191,785	\$ 53,878	\$ -
Supplies	9,944	10,501	9,669	11,497	6,220	3,753
Professional Services	8,281,107	8,108,949	8,215,945	8,436,244	8,541,129	8,847,632
Other Services	23,816	38,285	(11,806)	103	1,557	6,409
Capital Outlay	-	-	-	-	-	-
Transfers - Out	349,600	341,221	357,243	312,351	329,795	319,251
TOTAL	\$ 8,850,920	\$ 8,695,946	\$ 8,763,470	\$ 8,951,980	\$ 8,932,579	\$ 9,177,044
Excess Revenue Over / (Under) Expenditures	\$ 179,678	\$ 131,111	\$ 323,176	\$ 252,901	\$ 286,465	\$ 309,552
Beginning Fund Balance	\$ 383,932	\$ 563,610	\$ 694,721	\$ 1,017,897	\$ 1,270,798	\$ 1,557,263
Ending Fund Balance	\$ 563,610	\$ 694,721	\$ 1,017,897	\$ 1,270,798	\$ 1,557,263	\$ 1,866,815

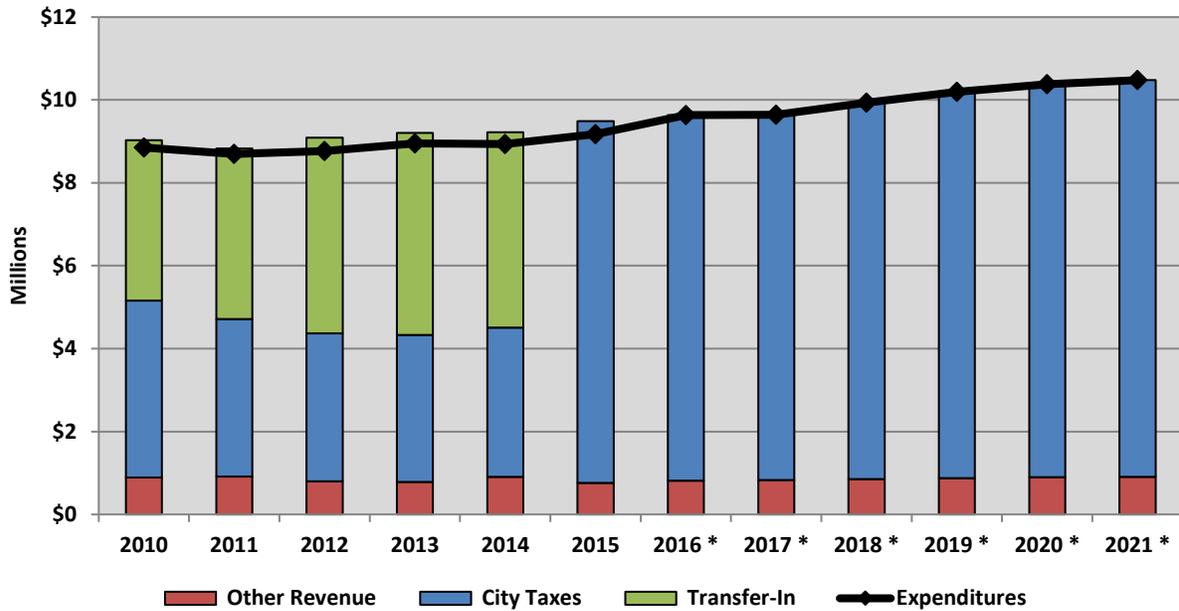




Financial Trends

Special Police Fund: Long-Term Financial Planning

Special Police Fund



Special Police Fund Projected Revenues and Expenditures						
REVENUES	Amended 2016	Adopted 2017	Projected 2018	Projected 2019	Estimated 2020	Estimated 2021
City Taxes	\$ 8,826,850	\$ 8,811,310	\$ 9,077,400	\$ 9,320,950	\$ 9,483,060	\$ 9,569,760
Intergovernmental	307,490	309,800	317,890	326,230	334,820	343,660
Service Charges	144,000	133,500	136,500	139,590	142,770	146,050
Investment Earnings	4,830	9,330	18,670	28,000	37,340	37,340
Other Revenue	355,000	380,000	380,000	380,000	380,000	380,000
Transfers - In	-	-	-	-	-	-
TOTAL	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770	\$ 10,377,990	\$ 10,476,810
EXPENDITURES						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	16,500	15,500	15,500	15,500	15,810	16,120
Professional Services	9,277,850	9,303,580	9,577,280	9,859,190	10,153,160	10,455,910
Other Services	10,140	7,280	6,000	4,700	4,740	4,780
Capital Outlay	-	-	-	-	-	-
Transfers - Out	333,680	317,580	331,680	315,380	204,280	-
TOTAL	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770	\$ 10,377,990	\$ 10,476,810
Excess Revenue Over / (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815
Ending Fund Balance	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815







General Fund

101 – General Fund: Revenue

General Fund revenues come primarily from the following sources: property taxes, licenses and permits, state shared revenue, and charges for services.

Tax revenue is authorized under the City Charter Section 4.2. Secondary sources of revenue include Federal grants, rental fees, interest and dividend earnings on City-held funds, fines and forfeitures, contributions and donations, and transfers-in to the General Fund.

Goals:	
Department	Provide for the proper collection of revenues to defray the cost of service delivery for general purpose operations of the municipal government of the City of Rochester Hills
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Strive for diversified, stable revenue sources in order to protect against short- or long-term fluctuations in any one source, which could adversely affect the delivery of essential services

SIGNIFICANT REVENUE & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(59%) or (\$2,377,890)] as less funding is required from fund balance to balance expenditures due to funding for Fire Station #4 reconstruction occurring in FY 2016
- City Taxes increased [7% or \$424,200] to set the General Fund levy at an amount which will maintain the same bottom-line City millage rate as FY 2016, so that no net tax increase to City taxpayers will result
 - *Note: Starting in FY 2017, Personal Property Tax will decrease due to the phase out of the State of Michigan Personal Property Tax. However, the State of Michigan will begin the Personal Property Exempt Reimbursement to ease the loss of personal property tax*
- License and Permits increased [5% or \$128,800] due to current Building Department trends
- Federal and State Grants increased [1% or \$50,000] due to State-shared revenue trends
- Other Revenue decreased [(38%) or (\$63,870)] primarily due to the Reimbursement for the FY 2016 Presidential Election, with no election reimbursement anticipated for FY 2017

Budget Summary Report						
101 General Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 4,027,890	\$ 1,650,000	\$ 1,137,000	\$ 945,000
City Taxes	10,821,980	6,035,939	6,397,140	6,821,340	6,845,240	6,859,160
Licenses & Permits	2,676,333	2,995,085	2,786,100	2,914,900	2,929,900	2,836,900
Federal and State Grants	5,499,518	5,560,803	5,600,000	5,650,000	5,763,000	5,878,000
Other Intergovernmental	171,341	162,996	130,000	130,000	130,000	130,000
Service Charges	5,959,406	5,735,653	5,999,480	5,993,360	5,941,660	5,866,960
Fines & Forfeitures	626	2,947	2,500	2,500	2,500	2,500
Investment Earnings	71,246	97,093	77,080	124,520	232,530	331,740
Other Revenue	185,326	199,143	168,870	105,000	165,000	105,000
Transfer-In	628,498	5,280	6,180	4,660	6,820	11,720
TOTAL	\$ 26,014,275	\$ 20,794,937	\$ 25,195,240	\$ 23,396,280	\$ 23,153,650	\$ 22,966,980
<i>Per Capita</i>	<i>\$ 352.14</i>	<i>\$ 282.71</i>	<i>\$ 343.93</i>	<i>\$ 319.37</i>	<i>\$ 316.06</i>	<i>\$ 313.51</i>





The mission of the Rochester Hills City Council is to sustain the City as a distinctive, progressive, and premier community of choice to live, work, and raise a family by enhancing our vibrant residential character complemented by an attractive business community.

The Rochester Hills City Council consists of seven members: four district members and three at-large members. They are each elected to four-year terms and, due to term limiting, can serve no more than two consecutive terms

for a maximum of eight years. Council members serve as the legislative body for the City and serve on various boards, commissions, and committees.

Goal #1: Public Safety	
Protect the residents, businesses, and visitors of Rochester Hills by providing high quality public safety	
City Council Objectives:	
On-Going	Re-examine the Fire’s Funding Structure
On-Going	Continue to examine current levels of police service for effectiveness and efficiency
Short-Term	Implement strategies to improve Fire and EMS facilities and service

Goal #2: Infrastructure Management	
Provide reliable, safe, and effective infrastructure (roadways, utilities, buildings, etc...) throughout the City	
City Council Objectives:	
On-Going	Implement a comprehensive storm water policy including short and long-term funding strategies
On-Going	Continue neighborhood storm water education program (including HOA leadership)
Short-Term	Establish a cross connection education program
Short-Term	Develop and review a sump pump discharge inspection program (sanitary sewer vs. storm drain)

Goal #3: Economic / Tax base	
Retain investment, maintain the tax and employment base, support redevelopment, and uphold high property values in the City	
City Council Objectives:	
On-Going	Continue to attract and retain businesses that focus on R&D and "High-Tech"
On-Going	Continue to review policies and ordinances for maintenance of existing residential and commercial buildings
On-Going	Support the redevelopment of blighted properties

Goal #4: Fiscal Management	
Establish policies for fiscal responsibility that ensure short and long-term prosperity through effective fiscal planning and efficient management of the taxpayers' assets	



City Council Objectives:	
On-Going	Continue the policy of forecasting revenue, expense, and critical factors for up to the next seven years on a rolling basis and begin strategic analysis of the years beyond
On-Going	Continue to provide a three year budget plan

Goal #5: Recreation, Parks, Cultural	
Preserve the City of Rochester Hills' natural resources and recreational character	
City Council Objectives:	
On-Going	Review the short and long-term needs of the Park system and provide a plan to meet those needs, including funding
On-Going	Examine alternate funding sources for park development
On-Going	Implement maintenance program of acquired Green Space and natural feature city owned property

Goal #6: Trust & Participation	
Promote effective communication between City Council, administration, residents, businesses, and visitors so that decisions reflect the community's desires and expectations	
City Council Objectives:	
On-Going	Maintain and improve openness and transparency in conducting City business by way of cable broadcast and web cast of City Council meetings and accessibility to City documents
On-Going	Utilize web and technology to further enhance communication with residents and allow for online delivery of certain services
On-Going	Continue the policy of bi-annual public input via a community survey
On-Going	Involve youth in leadership growth and in the development of City's future by way of encouraging their participation on the Rochester Hills Government Youth Council

Goal #7: Community / Neighborhoods	
Protect the family-oriented community from adverse events and conditions by strategic planning and proactive management in all aspects of municipal governance	
City Council Objectives:	
On-Going	Maintain and improve relationships with homeowner associations/neighborhoods to further neighborhood stability and to make the community a better place to live
On-Going	Continue to implement code enforcement/blight ordinances effectively to preserve existing neighborhoods
On-Going	Continue to evaluate and make recommendation(s) to reduce the adverse impact of the deer population in the City and educate HOA leadership and homeowners

Goal #8: Effective Governance	
Provide clear policy direction to Administration for the execution of City programs and services	
City Council Objectives:	
On-Going	Promote cooperative purchases with other communities, i.e. MITN
On-Going	Explore opportunities for new public/private partnerships and possibilities for the consolidation of City services
On-Going	Explore privatization of certain City functions and develop a plan of action for



General Fund

102 – City Council



	implementation
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Goal #9: Environmental	
Promote conservation of water, electricity, etc...	
City Council Objectives:	
On-Going	Move towards a more “green city”, not only City Hall and facilities but promotion within the community and businesses and which businesses we attract

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes in FY 2017

Budget Summary Report						
102 City Council Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 72,955	\$ 73,653	\$ 79,360	\$ 80,040	\$ 80,040	\$ 80,040
Supplies	26,383	1,749	4,500	4,500	4,500	4,500
Professional Services	106,460	74,103	81,000	78,080	78,040	79,410
Other Services	11,112	11,562	11,600	15,400	15,400	15,400
TOTAL	\$ 216,910	\$ 161,067	\$ 176,460	\$ 178,020	\$ 177,980	\$ 179,350
<i>Per Capita</i>	\$ 2.94	\$ 2.19	\$ 2.41	\$ 2.43	\$ 2.43	\$ 2.45

City Council / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
City Council Meetings:							
<i>Regular Meetings</i>	19	21	20	20	10	22	25
<i>Average Number of Items on Regular Meeting Agenda</i>	18	18	21	21	18	18	18
<i>Special Meetings</i>	10	10	9	11	3	6	6
<i>Closed Sessions</i>	6	5	6	9	4	4	4
Total City Council Meetings	35	36	35	40	17	32	35
Committee Meetings:							
<i>Boards and Commissions</i>	72	60	61	63	37	65	65
<i>Technical Review Committees</i>	27	22	23	12	5	25	25
<i>Other Meetings</i>	7	9	7	2	3	10	10
Total Committee Meetings	106	91	91	77	45	100	100
Grand Total Meetings	141	127	126	117	62	132	135
City-Wide Survey *							
<i>Residents Who have had Contact with one or more Elected Official in the past year</i>		2013			2016		
<i>Residents Satisfied (to Very Satisfied) with their Contact with Elected Official</i>		15%			TBD		
<i>Residents Unsatisfied with their Contact with Elected Official</i>		80%			TBD		
		9%			TBD		

* Survey to be Conducted every two (2) years





The mission of the Mayor’s Department is to provide for the overall administration of the City of Rochester Hills with primary focus on policy implementation, enforcement of City ordinances, strategic planning, administration, and effective management of City departments and services.

The Mayor is the City’s Chief Administrative Officer and as such, holds the single most responsible position for the management of all operations citywide. The Mayor oversees the administration of eleven (11) departments, with police services contracted through the Oakland County Sheriff’s Office (OCSO). The Mayor’s Department is made up of several specialized areas: Administration, Finance (including Fiscal, Purchasing, Accounting, and Treasury), and Media. Additionally, the Mayor’s Office provides support to the City’s efforts in researching and identifying grants and alternative funding sources for various projects, and administering those funds in full compliance with all conditions required by the funding source and City’s policies

and procedures. The Mayor’s Office helps to establish a vision of what our City should be in the coming years. This office works directly with City Council (the legislative branch of city government) to carry out services the City provides.

The Fiscal Office advises the Mayor, City Council, and department directors on fiscal matters so that informed decisions are made regarding programs, services, and capital improvements. Specifically, the Fiscal Office prepares, presents, and monitors the City Budget including quarterly amendments as needed; coordinates and prepares the City’s Capital Improvement Plan (CIP); develops short-term and long-range financial forecasts; develops water & sewer rates; administers cost allocations and user charges for internal service funds; develops ad-hoc financial reports and analysis; and assists with the annual audit. In addition, the Fiscal Office is responsible for administration of the City’s Community Development Block Grant (CDBG) as well as risk management coordination, including obtaining proper coverage and tracking and investigating incidents. The Chief Financial Officer also serves as the Pension Plan and Retiree Health Care Trust co-trustee.

The Purchasing Division is responsible for administration of the City’s Purchasing Ordinance, which maximizes the value of public funds through best value procurements. Functions include economical and timely procurements for the efficient operation of the City; planning, development, and administration of competitive solicitations; participation in cooperative purchasing efforts with other governmental agencies; and support of e-procurement strategies. The Purchasing Division administers the City’s procurement card program, suppliers’ insurance certificates, and coordination of the sale and disposal of obsolete City items.

Mayor’s Office:

Goals:	
Department	Make Rochester Hills the preeminent place to live, work, and raise a family in the United States
City Council	Economic / Tax Base (#3); Community / Neighborhoods (#7); Effective Governance (#8)
Departmental Objectives:	



General Fund

171 – Mayor’s Department



On-Going	Create a community image and focus that will enable the City of Rochester Hills to sustain the level of services and quality of life desired by our residents and businesses
On-Going	Provide first class customer service to the citizens and businesses of Rochester Hills
On-Going	Support the continuous professional development of City staff

Goals:	
Department	Support City efforts by actively researching and pursuing Federal, State, and Foundation grant funding opportunities through the coordination of the department directors and staff
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Prepare grant applications for submittal and prepare quarterly / annual reports as required by granting agencies
On-Going	Coordinate activities related to grants that support capital improvement projects for DPS, Planning & Development, Parks & Forestry, Fire Department, and others
On-Going	Identify intergovernmental and other regional partnering opportunities that will enable the City to improve service levels through cooperation, economies of scale, or the elimination of duplicative costs

Fiscal Office:

Goals:	
Department	Develop a Budget Plan that excels as an operational, financial, policy, and communication document to residents, businesses, City Council, and the general public.
City Council	Fiscal Management (#4) / Community Trust (#6) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Obtain the GFOA Distinguished Budget Presentation Award
On-Going	Receive the Government Finance Officers Association (GFOA) certificate for the City’s Popular Annual Financial Report (PAFR)

Goals:	
Department	Forecast and analyze the City’s short and long-term finances to assist with the City’s long range strategic plan
City Council	Fiscal Management (#4) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Coordinate strategic planning of the City’s capital expenditure needs through adoption of the annual Capital Improvement Plan (CIP)
On-Going	Provide effective forecasting to achieve a variance within 5% of amended budget to actual budget within operating funds.

Purchasing:

Goals:	
Department	Maintain public trust and focus on best value, while encouraging innovation and advantageous procurement decisions
City Council	Community Trust (#6)
Departmental Objectives:	





General Fund 171 – Mayor’s Department

Short-Term	Encourage the use of the Procurement Card program in an effort to decrease processing costs and improve efficiencies
On-Going	Promote vendor evaluations
On-Going	Increase networking and cooperative/collaborative purchasing initiatives

Goals:	
Department	Promote best practices and excellent customer service to City taxpayers, internal City departments, and the vendor community
City Council	Effective Governance (#8)
Departmental Objectives:	
On-Going	Conduct departmental training on effective processes and best value procurements
On-Going	Provide tools to departments including cooperative contracts and collaborative initiatives through the Michigan Intergovernmental Trade Network (MITN) system and other groups
On-Going	Initiate procurement opportunities through networking on the MITN website
Short-Term	Focus efforts towards involvement at the initial project planning stages involving procurements to demonstrate value-added efficiencies

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services decreased [(4%) or (\$57,520)] due primarily to the reallocation of the Chief Financial Officer to the Accounting Division (10%), the Treasury Division (25%), and the Mayor’s Department (65%); as well as the reallocation of a portion of the Media staff to the Media cost center (271)
- Professional Services decreased [(12%) or (\$66,690)] due primarily to the depreciation of the financial software system being fully collected in FY 2016 resulting in a decreased Interfund-MIS allocation charge

Budget Summary Report						
171 Mayor’s Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,270,248	\$ 1,325,337	\$ 1,376,770	\$ 1,319,250	\$ 1,356,000	\$ 1,394,510
Supplies	22,343	27,751	22,000	21,200	19,200	19,200
Professional Services	571,804	576,005	565,500	498,810	537,810	510,610
Other Services	988	3,431	900	900	900	900
TOTAL	\$ 1,865,384	\$ 1,932,524	\$ 1,965,170	\$ 1,840,160	\$ 1,913,910	\$ 1,925,220
<i>Per Capita</i>	\$ 25.25	\$ 26.27	\$ 26.83	\$ 25.12	\$ 26.13	\$ 26.28

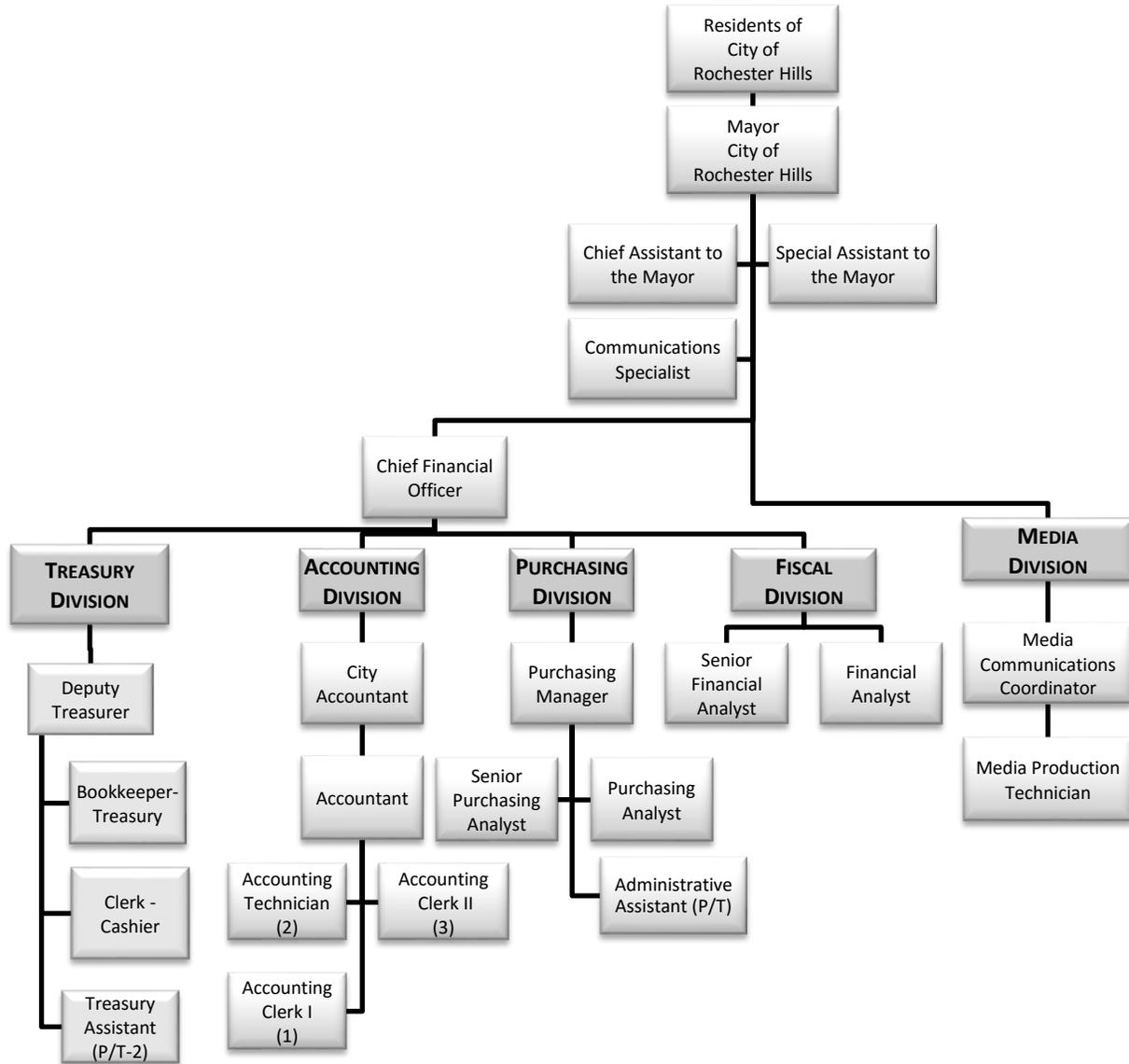


General Fund
171 – Mayor’s Department



<u>Personnel Staffing Trend</u>						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Mayor	1.00	1.00	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	0.65
Purchasing Manager	1.00	1.00	1.00	1.00	1.00	1.00
Chief Assistant for Marketing & Communications	1.00	1.00	1.00	1.00	-	-
Chief Assistant to the Mayor	-	-	-	-	1.00	1.00
Senior Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator - Mayor	1.00	1.00	1.00	1.00	-	-
Special Assistant to the Mayor	-	-	-	-	1.00	1.00
Financial Analyst	0.75	0.75	0.75	0.75	0.75	0.95
Senior Purchasing Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Media Communications Coordinator	1.00	1.00	1.00	1.00	0.40	0.25
Communications Specialist	-	-	1.00	1.00	1.00	1.00
Purchasing Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Media Production Technician	1.00	1.00	-	1.00	0.40	0.25
	10.75	10.75	10.75	11.75	10.55	10.10
 <u>Part-Time/Temporary Positions:</u>						
Administrative Assistant - Fiscal / Purchasing	-	-	-	-	1	1
Media Production Technician	-	-	1	-	-	-
Departmental Assistant - Mayor's Office	1	1	-	-	-	-
	1	1	1	-	1	1





General Fund

171 – Mayor’s Department



Mayor's Department / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Fiscal Division							
<i># of Consecutive Years Received GFOA Distinguished Budget Presentation Award</i>	16	17	18	19	-	20	21
<i>City Property - Incidents Processed</i>	6	13	19	15	11	15	15
<i>City Property - Claims Processed</i>	2	-	-	1	-	2	2
<i>Third Party - Incidents Processed</i>	22	41	46	62	23	35	35
<i>Third Party - Claims Processed</i>	4	9	14	16	5	10	10
Purchasing Division							
<i>Total # of Quotes Solicited</i>	109	83	118	114	62	100	100
<i>Total # of Vendor Responses for Quotes</i>	381	285	410	416	154	350	350
<i>Ave. # of Vendor Responses per Quote</i>	3.5	3.5	3.5	3.6	2.5	3.5	3.5
<i>Total # of Bids / Proposals Solicited</i>	64	66	49	65	35	50	50
<i>Total # of Vendor Responses for Proposals</i>	151	238	168	219	97	150	150
<i>Ave. # of Vendor Responses per Proposal</i>	2.4	4.0	3.4	3.4	2.8	3.0	3.0
<i>Total # of Suppliers on Vendor List</i>	7,225	8,538	8,184	8,210	8,219	7,900	7,900
<i>Purchasing Card (P-Card) Transactions</i>	4,684	5,318	5,656	6,024	3,095	4,800	4,800
<i>Cooperative Purchases</i>	31	30	42	33	20	30	30
<i>City Extended Purchases to MITN Coop</i>	13	6	5	8	4	10	10
<i># of Consecutive Years Received National Purchasing Institute Excellence in Procurement Award</i>	9	10	11	12	-	13	14
City-Wide Survey *							
	2013			2016			
<i>Residents Who have Visited or have had Contact with a City Employee</i>	47%			TBD			
<i>Residents Satisfied (to Very Satisfied) with their Contact with City Employee</i>	97%			TBD			
<i>Residents Unsatisfied with their Contact with City Employee</i>	2%			TBD			
<i>Residents Who have Visited or have had Contact with a Mayor's Office Employee</i>	13%			TBD			
<i>Residents Satisfied (to Very Satisfied) with Contact with Mayor's Office Employee</i>	76%			TBD			
<i>Residents Unsatisfied with their Contact with Mayor's Office Employee</i>	8%			TBD			
<i>Resident Overall Rating their Satisfaction with Rochester Hills as a place to Live:</i>							
<i>Satisfied</i>	99%			TBD			
<i>Dissatisfied</i>	0%			TBD			
<i>Uncertain</i>	1%			TBD			

* Survey to be Conducted every two (2) years





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

The Elections Division of the Clerk’s Office maintains the City’s Qualified Voter File (QVF - Voter Registration Master File) for the State of Michigan and is responsible for the conduct of all elections in the City. Voter registration is maintained on a daily basis pursuant to the rules of the statewide Qualified

Voter File and Michigan Compiled Laws (Election Law). Elections are conducted as scheduled through Consolidated Election Law (the City averages two elections per year).

The Elections Division provides its services to the community by maintaining a permanent absentee voter list and automatically mailing absentee applications to those voters. Voter registration drives are conducted annually at community high schools. Registration is also provided regularly, on site, at senior housing developments within the City. Staff continually attends training programs to assure up-to-date compliance with all applicable election laws.

Goals:	
Department	Comply with Federal and State laws, the City Charter, and Adopted Procedures
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Process and conduct all elections accurately, efficiently, and in accordance with Federal and State laws, the City Charter, and Adopted Procedures

Goals:	
Department	Train staff and election workers in latest practices, laws, and technology
City Council	Effective Governance (#8)
Departmental Objectives:	
On-Going	Prior to every election, instruct all election workers in the most current equipment and correct procedures
On-Going	Require all staff members to attend election training, enabling them to help election workers in all aspects of election procedures and machinery

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services decreased [(18%) or (\$53,530)] due to only two (2) elections anticipated for FY 2017, as FY 2016 had three (3) elections
- Operating Supplies decreased [(71%) or (\$49,050)] due primarily to only two (2) elections anticipated for FY 2017
- Professional Services increased [17% or \$17,280] due to Printing & Publishing costs in FY 2017 being a City election, with no cost-share or reimbursement



General Fund
191 – Elections Division



Budget Summary Report						
191 Elections Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 168,905	\$ 179,334	\$ 298,790	\$ 245,260	\$ 251,520	\$ 258,040
Supplies	12,593	26,486	69,150	20,100	20,100	20,100
Professional Services	77,944	103,036	100,680	117,960	105,960	117,960
Other Services	5,156	5,745	6,050	6,450	6,450	6,450
TOTAL	\$ 264,599	\$ 314,601	\$ 474,670	\$ 389,770	\$ 384,030	\$ 402,550
<i>Per Capita</i>	\$ 3.58	\$ 4.28	\$ 6.48	\$ 5.32	\$ 5.24	\$ 5.50

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Election Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	0.50	0.50	-	-	-	-
	1.50	1.50	1.00	1.00	1.00	1.00
<u>Part-Time/Temporary Positions:</u>						
Election Assistant	1	1	1	1	1	1
Election Chairperson	35	35	35	32	32	32
Election Co-Chairperson	-	-	-	32	32	32
Election Inspector	-	-	-	80	80	80
Election Student Inspector	-	-	-	60	60	60
Absentee Voter Chairperson	-	-	-	1	1	1
Absentee Voter Table Captain	-	-	-	4	4	4
Absentee Voter Inspector	-	-	-	12	12	12
Absentee Voter Tabulator	-	-	-	4	4	4
Receiving Team	-	-	-	14	14	14
Election Day Troubleshooters	-	-	-	2	2	2
Election Worker	170	170	170	-	-	-
	206	206	206	242	242	242





Percent of Registered Voters Voting in Election Held:							
18.4%	August 2, 2016	Primary Partisan	9.5%	September 15, 2009	City Primary		
43.7%	March 8, 2016	Presidential Primary	78.6%	November 4, 2008	General Presidential		
36.5%	November 3, 2015	City General Election	24.8%	August 5, 2008	Primary Partisan		
29.9%	May 5, 2015	Special Election	29.4%	January 15, 2008	Presidential Primary		
51.5%	November 4, 2014	City General Election	26.9%	November 6, 2007	City General Election		
22.6%	August 5, 2014	Primary Partisan	18.4%	September 11, 2007	City Primary		
13.7%	November 5, 2013	City General Election	65.0%	November 7, 2006	General Gubernatorial		
74.6%	November 6, 2012	General Presidential	24.5%	August 8, 2006	Primary Partisan		
25.3%	August 7, 2012	Primary Partisan	11.8%	May 2, 2006	School Board Election		
23.4%	February 28, 2012	Presidential Primary	33.7%	November 8, 2005	City General Election		
21.4%	November 8, 2011	City General Election	19.8%	September 13, 2005	City Primary		
13.1%	August 2, 2011	City Primary	19.2%	May 3, 2005	School Election		
54.6%	November 2, 2010	General Gubernatorial	80.9%	November 2, 2004	General Presidential		
31.1%	August 3, 2010	Primary Partisan	16.7%	August 3, 2004	Primary Partisan		
17.2%	November 3, 2009	City General Election	25.3%	November 4, 2003	City General Election		

Elections Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Elections	3	1	2	2	1	3	2
Number of Registered Voters	53,155	53,132	53,184	52,422	52,422	52,000	52,000
Daily In-Box Transactions	11,584	9,430	9,102	11,747	4,670	11,000	11,000
Applications Submitted	8,255	5,022	4,847	4,792	3,509	5,000	5,000
New Valid Registrations	5,397	3,416	3,390	3,223	2,436	3,000	3,000
Challenged Voters	15	98	42	98	5	100	100
Verify Voters	120	84	32	65	35	50	50
Active Voters Cancelled	885	1,479	712	1,700	338	2,000	2,000
Pending Moved, Challenged, Cancelled Notices Sent	449	534	584	675	414	400	400
Notices Returned by Voters	98	87	79	194	162	80	80
Absentee Voter Applications Processed/Ballots Issued	24,410	6,117	14,950	14,094	13,803	20,000	25,000
Professional Development Days	2.0	7.5	52.0	33.0	27.0	50.0	50.0
Staff Hours Training Election Workers per Election	63	32	30	64	21	35	40
Election Workers Worked per Election	220	231	245	227	238	250	250
% of Election Workers Trained per Election	85%	100%	99%	99%	99%	99%	99%
Average Overtime Hours Worked per Election	120	47	62	64	91	100	120



General Fund

201 - Accounting Division



The mission of the Accounting Division is to provide accurate and timely water and sewer billing, payroll, and comprehensive accounting of all City financial transactions to the Mayor, City Council, Administration, and residents.

The Accounting Division is a component of the Finance Division and is responsible for recording, maintaining, and reconciling all City financial transactions. Financial statements are prepared in accordance with generally accepted accounting principles (GAAP), the Governmental Accounting Standards Board (GASB), and the uniform accounting procedures and classification of accounts as developed by the State of Michigan.

The Accounting Division is under the direction of the City Accountant, and is responsible for the following functions: City audits (financial, federal award, state grant, and workers compensation), general ledger, financial reporting, financial record retention, bank reconciliation, accounts payable, miscellaneous accounts receivable, neighborhood street lighting, grant reporting, water and sewer utility billing, payroll processing (including employee maintenance), payments, withholdings, reporting to state and federal agencies, developer escrow activity and billing, pension administration, asset records, depreciation calculation, and employee benefit payments, calculations, and allocations.

Goals:	
Department	Ensure compliance with financial reporting standards set by GAAP, GASB, GFOA, State of Michigan, and the Federal Government
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Monitor, update, and change the reporting of financial and payroll standards to be compliant with external agencies
On-Going	Provide professional development opportunities for staff members to keep up to date with changes to all reporting requirements
On-Going	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR

Goals:	
Department	Record, monitor, and balance all financial transactions accurately, timely, and cost-effectively while providing accounting support to our internal and external customers
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Achieve a clean opinion from the City's Auditor and ensure full compliance with financial reporting standards. The recent changes in auditing standards significantly raised the bar on what is expected of management and the communication to the governing body for all procedures, processes, and internal controls.
On-Going	Continue to dispose of financial records that are stored off-site per the record retention schedule to avoid unnecessary storage costs
On-Going	Deliver payment to employees as scheduled, meet all required tax withholding and reporting deadlines, and distribute all elected withholdings from employee checks as directed. Continue to promote direct payment to reduce printing and preparing for distribution





General Fund 201 - Accounting Division

Goals:	
Department	Provide utility customers with accurate and timely water and sewer billings
City Council	Fiscal Management (#4); Community Trust (#6)
Departmental Objectives:	
On-Going	Continue to promote enrollment in paperless bills to reduce the costs of printing and mailing water and sewer bills

SIGNIFICANT EXPENDITURE, STAFFING, & PROGRAM NOTES:

- Personnel Services increased [4% or \$31,090] due primarily to the reallocation of the Chief Financial Officer to the Accounting Division
- Professional Services decreased [(23%) or (\$122,410)] due primarily to the depreciation of the financial software system being fully collected in FY 2016 resulting in a decreased Interfund-MIS allocation charge

Budget Summary Report						
201 Accounting Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 736,962	\$ 723,644	\$ 782,540	\$ 813,630	\$ 836,600	\$ 860,670
Supplies	7,345	7,060	10,000	10,000	10,000	10,000
Professional Services	429,765	417,923	527,650	405,240	407,740	410,140
Other Services	-	-	-	-	-	-
TOTAL	\$ 1,174,072	\$ 1,148,627	\$ 1,320,190	\$ 1,228,870	\$ 1,254,340	\$ 1,280,810
<i>Per Capita</i>	\$ 15.89	\$ 15.62	\$ 18.02	\$ 16.77	\$ 17.12	\$ 17.48

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Chief Financial Officer	-	-	-	-	-	0.10
City Accountant	1.00	1.00	0.95	0.95	0.95	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	0.25	0.25	0.25	0.25	0.25	0.05
Accounting Technician	1.94	1.94	1.95	1.95	1.95	1.90
Account Clerk II	1.00	2.00	3.00	3.00	3.00	3.00
Account Clerk I	2.50	1.50	1.00	1.00	1.00	1.00
	7.69	7.69	8.15	8.15	8.15	8.05

Accounting Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
General Ledger Batched Transactions	11,437	11,147	10,859	10,574	5,109	10,000	10,000
Payroll Checks / Direct Deposit	12,293	12,270	12,231	12,635	5,025	10,000	10,000
W-2's Prepared	925	984	1,046	977	-	850	850
Account Payable Checks Issued	4,627	4,950	4,366	3,382	1,032	3,000	3,000
Accounts Payable EFT Transfers	714	704	838	828	396	850	850
Total Accounts Payable Transactions	18,773	17,830	19,279	19,093	4,853	18,000	18,000
1099's Prepared	140	180	152	164	-	130	130
Total Utility Billing Related Transactions	141,768	142,457	143,161	143,961	71,180	144,000	144,000



General Fund

209 – Assessing Department



The mission of the Assessing Department is to assure that property assessment rolls are lawful, accurate, and equitable.

The Assessing Department develops an annual tax roll pursuant to mandates of State Property Tax Law and the City Charter for use by all taxing authorities located within Rochester Hills. Parts of this process include maintaining: Property Record and Valuation files; Property Sales files; Property Tax maps; up-to-date Name and Address files; Homeowner’s Principal Residence Exemption Affidavit files; Property Transfer Affidavit files; and Equalization files for reporting purposes. The Assessing Department also coordinates activities of the Board of Review, the Land Division Process, and the development of special assessment rolls.

Goals:	
Department	Provide programs and procedures that ensure a fair and equitable assessment administration system, according to the City Charter and Michigan General Property Tax Laws
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Research new programs and services to improve departmental service levels
On-Going	Complete 12 Personal Property Audits annually
On-Going	Maintain a residential door-to-door reappraisal program of 500 properties per year
On-Going	Complete a reappraisal of 100 commercial/industrial real property parcels per year

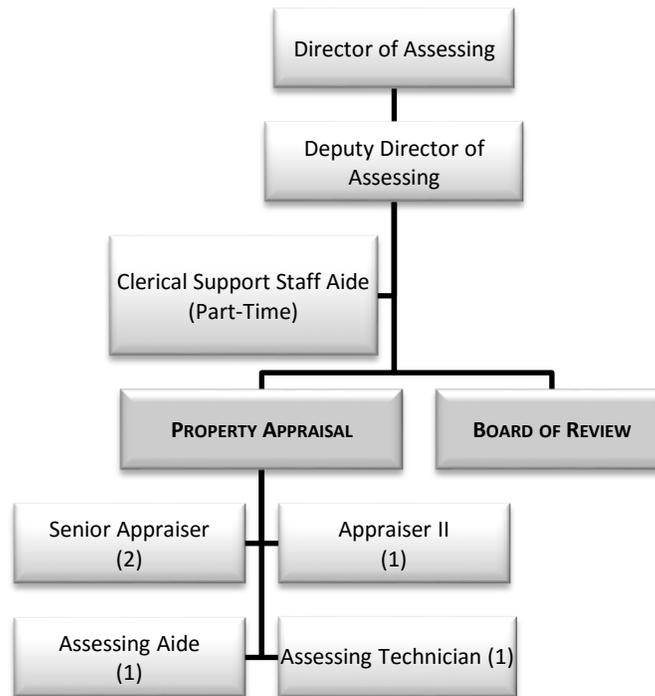
Goals:	
Department	Provide efficient data retrieval and analysis options for the users of assessing records to promote alternative options which the public can access property information
City Council	Community Trust (#6)
Departmental Objectives:	
Short-Term	Enhance data storage/retrieval and increase the access to assessment related data on-line by converting real property drawings into an electronic format (as of 5/2016, 81% completed) which will allow the City to more efficiently store, retrieve, and share information via the internet and link it to the internal GIS program
Short-Term	Convert 2,000 property drawings into the electronic Apex Sketch program

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [11% or \$87,500] due primarily to the reallocation of the Director of Assessing to the Assessing Department (209) from the Treasury Division (253)

Budget Summary Report						
209 Assessing Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 723,342	\$ 712,523	\$ 765,860	\$ 853,360	\$ 877,420	\$ 902,670
Supplies	13,745	14,687	20,450	21,000	21,500	22,000
Professional Services	190,873	193,445	212,370	217,820	218,820	217,820
Other Services	2,359	15,964	6,320	4,380	3,350	2,360
TOTAL	\$ 930,319	\$ 936,619	\$ 1,005,000	\$ 1,096,560	\$ 1,121,090	\$ 1,144,850
<i>Per Capita</i>	\$ 12.59	\$ 12.73	\$ 13.72	\$ 14.97	\$ 15.30	\$ 15.63





Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Assessing	0.50	0.50	0.50	0.50	0.50	1.00
Deputy Director Assessing	1.00	1.00	1.00	1.00	1.00	1.00
Senior Appraiser	1.00	2.00	2.00	2.00	2.00	2.00
Appraiser II	-	2.00	2.00	1.00	1.00	1.00
Assessing Technician	1.00	-	-	1.00	1.00	1.00
Assessing Aide	2.00	2.00	2.00	1.00	1.00	1.00
Chief Appraiser	1.00	-	-	-	-	-
Senior Personal Property Auditor	1.00	-	-	-	-	-
	7.50	7.50	7.50	6.50	6.50	7.00
Part-Time/Temporary Positions:						
Clerical Support Staff Aide	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	1	1	1	1	1	1



General Fund

209 – Assessing Department



Assessing Department / Performance Indicators						
Captured Taxable Value						
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
State Equalized Value	\$ 3,020,846,313	\$ 3,014,328,696	\$ 3,080,117,630	\$ 3,354,077,190	\$ 3,685,978,280	\$ 3,946,392,170
Taxable Value	\$ 2,993,315,163	\$ 2,972,809,776	\$ 3,013,812,340	\$ 3,081,834,350	\$ 3,182,148,130	\$ 3,225,294,400
Non-Taxable Value	\$ 27,531,150	\$ 41,518,920	\$ 66,305,290	\$ 272,242,840	\$ 503,830,150	\$ 721,097,770
Non-Taxable SEV %-age	0.91%	1.38%	2.15%	8.12%	13.67%	18.27%

Assessing Department / Performance Indicators			
Time Frame	# of Sales	Aggregate Sales	Average Sale
		Value	Price
10/01/14 - 9/30/15	748	\$ 201,599,979	\$ 269,519
10/01/13 - 9/30/14	707	\$ 169,470,021	\$ 239,703
10/01/12 - 9/30/13	634	\$ 142,663,704	\$ 225,022
10/01/11 - 9/30/12	530	\$ 98,956,760	\$ 186,711
10/01/10 - 9/30/11	541	\$ 102,017,512	\$ 188,572
10/01/09 - 9/30/10	606	\$ 119,967,381	\$ 197,966
10/01/08 - 9/30/09	355	\$ 73,892,025	\$ 208,147
10/01/07 - 9/30/08	405	\$ 97,891,350	\$ 241,707
10/01/06 - 9/30/07	593	\$ 157,393,876	\$ 265,420
10/01/05 - 9/30/06	880	\$ 243,494,095	\$ 276,698
10/01/04 - 9/30/05	1,075	\$ 290,303,901	\$ 270,050

	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>June</u> <u>2016</u>	<u>Projected</u> <u>2016</u>	<u>Projected</u> <u>2017</u>
Reappraisal Program							
Residential Exterior Review	622	1,206	947	1,639	n/a	1,000	1,000
Residential Land Reviews	-	5,141	1,893	1,110	n/a	2,000	2,000
Commercial / Industrial Permit Review	348	376	400	318	31	400	400
Sales Reviewed Year-end Total	175	259	202	212	53	200	225
Tax Tribunal Docket Review, Residential	18	8	4	4	2	4	6
Tax Tribunal Docket Review, Comm/Ind	26	17	21	11	15	15	15
Residential Permits Reviewed	n/a	446	519	478	91	525	550
Residential, Full Property Review	-	-	-	637	n/a	500	500
Residential Property Sales Study							
Sales	530	634	707	748	n/a	750	800
Residential Improved Parcels	22,890	22,892	22,892	23,028	n/a	23,058	23,100
Turnover, Residential (%)	2.32%	2.77%	3.09%	3.25%	n/a	3.25%	3.46%
Average Assessed Value (AV)	\$ 98,901	\$ 101,795	\$ 113,175	\$ 126,026	n/a	\$ 133,587	\$ 141,602
Average Taxable Value (TV)	\$ 97,696	\$ 99,384	\$ 102,045	\$ 105,116	n/a	\$ 106,377	\$ 107,973
City-Wide Survey *		2013		2016			
Residents Who have Visited or have had Contact with an Assessing Employee		12%		TBD			
Residents Satisfied (to Very Satisfied) with Contact with Assessing Employee		71%		TBD			





General Fund 210 – Legal Services

The City of Rochester Hills utilizes contractual legal services for routine issues, lawsuits, contract administration, labor relations, pension/benefit related administration, interpretation and preparation of ordinances, prosecution of ordinance violations, and review of City Charter issues.

In order to obtain high-quality legal services at the best price possible, the City contracts with outside law firms for all legal services, as the City employs no in-house attorneys.

Goals:	
Department	Provide timely and logical responses to all questions and issues assigned to the law firm
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Issue solid and defensible legal opinions on all issues referred to the law firm

Goals:	
Department	Represent the City vigorously and effectively in lawsuits filed on behalf of, or against, the City of Rochester Hills
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Remain knowledgeable and informed about legal issues that may affect City government, and provide proactive advice to City Council and Administration regarding such issues

Goals:	
Department	Assist with the review of City ordinances; provide advice related modifications on the repeal of existing ordinances and/or the need for new ordinances
City Council	Effective Governance (#8)
Departmental Objectives:	
On-Going	Provide legal assistance on issues being reviewed by City Council, the Mayor, or staff

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
210 Legal Services Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	243,341	246,161	275,100	270,100	300,100	270,100
Other Services	-	-	-	-	-	-
TOTAL	\$ 243,341	\$ 246,161	\$ 275,100	\$ 270,100	\$ 300,100	\$ 270,100
<i>Per Capita</i>	\$ 3.29	\$ 3.35	\$ 3.76	\$ 3.69	\$ 4.10	\$ 3.69





The mission of the Clerk’s Office is to perform duties as prescribed by Federal and State Law and the City Charter, while providing superior customer service to internal and external customers.

The Clerk’s Office is keeper of records for the City including: minutes of all boards and commissions, birth and death records, deeds, contracts, lawsuits, legal notices, recorded documents, historical documents, and codified ordinances. The Clerk’s Office records and transcribes minutes for City Council meetings and workshops and serves as

coordinator for the Rochester Hills Government Youth Council. The Clerk’s Office provides scheduling and notices for all City Council, committee, and Rochester Hills Government Youth Council meetings in accordance with the Open Meetings Act. The Clerk’s Office also maintains the City’s cemetery database and serves as the City’s Freedom of Information Act (FOIA) coordinator.

The Clerk’s Office administers all elections and offers a wide range of services to internal and external customers including passport acceptance service, notary service, reproduction of documents, sales of printed materials (including maps), issuance of certified copies of birth and death records, research and retrieval of City documents, internal mail service for all City departments, and issuance of various types of licenses. Services provided by the Clerk’s Office are delivered in an impartial, ethical, and equitable manner.

Goals:	
Department	Comply with State laws, the City Charter, and Adopted procedures
City Council	Effective Governance (#8)
Departmental Objectives:	
On-Going	Notice and record all meetings in conjunction with State of Michigan laws and local ordinances
On-Going	Respond to all FOIA requests in the time period and manner prescribed by State of Michigan laws and local ordinances

Goals:	
Department	Implement efficient and cost effective practices
City Council	Effective Governance (#8)
Departmental Objectives:	
On-Going	Continuously research ways to maximize resources, work creatively, and do more with less without jeopardizing service to the residents and customers
On-Going	Consult with other Clerk’s Offices as to their best practices and procedures and put into operation those which would have a positive impact on our office

Goals:	
Department	Empower staff to grow professionally
City Council	Community Trust (#6)
Departmental Objectives:	





On-Going	Require consistent cross-training of all staff members so that multiple individuals are educated in a task or process
On-Going	Encourage staff to find and discuss ways to do things better, quicker, and easier
On-Going	Foster an environment that allows employees to grow professionally. Encourage advanced education through public/private institutions, as well as continued education through the International Association of Municipal Clerks, Michigan Association of Municipal Clerks, and State of Michigan Bureau of Elections.

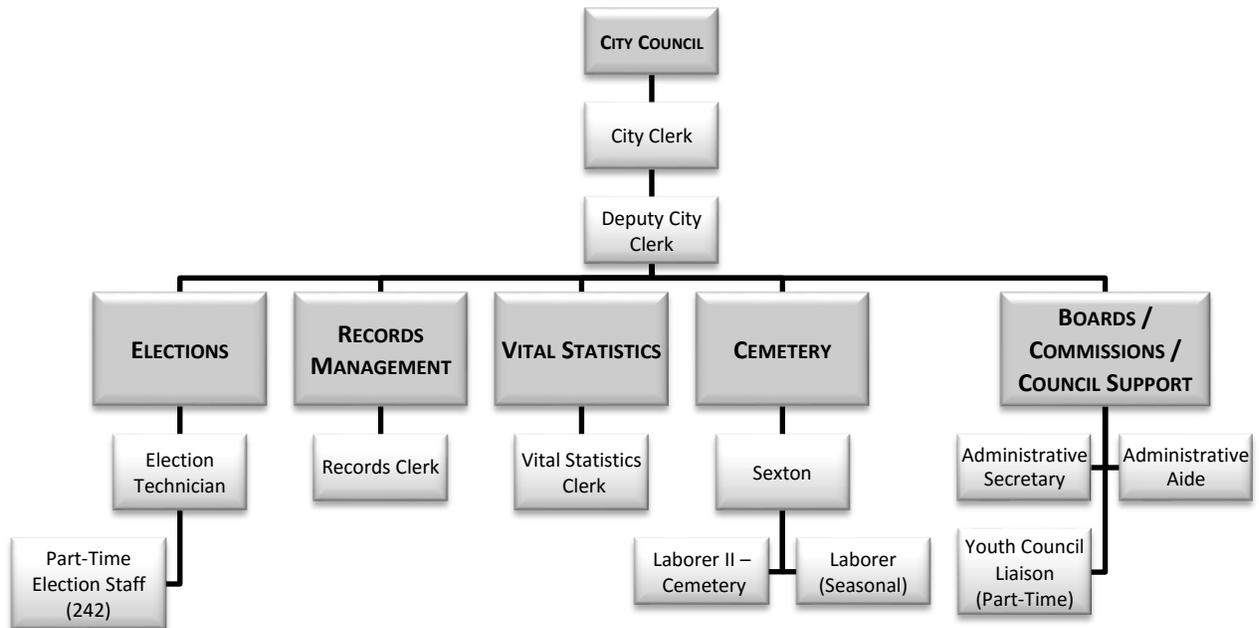
Goals:	
Department	Engage Rochester Hills youth in the community and City government
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Partner with local school districts to educate students on local government operations, actively involving students in hands-on training
On-Going	Involve Youth Council members with civic and charitable projects which benefit the residents of Rochester Hills

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
215 Clerk's Office Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 564,061	\$ 575,275	\$ 611,270	\$ 614,060	\$ 631,020	\$ 648,780
Supplies	10,311	10,314	21,660	14,860	12,360	12,360
Professional Services	293,567	273,314	332,660	352,380	352,380	352,380
Other Services	1,059	1,395	2,700	2,700	2,700	2,700
TOTAL	\$ 868,999	\$ 860,298	\$ 968,290	\$ 984,000	\$ 998,460	\$ 1,016,220
<i>Per Capita</i>	\$ 11.76	\$ 11.70	\$ 13.22	\$ 13.43	\$ 13.63	\$ 13.87





Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	0.50	0.50	0.70	0.70	0.70	0.70
Vital Statistics Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary - Clerks	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00	1.00	1.00	1.00
City Council Coordinator	1.00	1.00	-	-	-	-
	6.50	6.50	5.70	5.70	5.70	5.70
<u>Part-Time/Temporary Positions:</u>						
Youth Council Liaison	-	-	1	1	1	1
	-	-	1	1	1	1





General Fund 215 – Clerk’s Office

Clerks Office / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Birth and Death Records Filed	2,010	2,008	2,026	1,790	616	2,000	2,000
Birth and Death Certificate Applications	1,977	1,989	1,977	1,916	864	2,000	2,000
Birth and Death Certificate Copies	10,312	9,413	9,783	9,625	4,538	10,000	10,000
Documents Notarized	202	259	164	98	33	150	150
Mail - Outgoing Processed	62,386	60,805	64,925	81,211	45,483	65,000	65,000
Boxes Sent for Permanent Storage	**	223	159	87	153	150	150
Passports Issued	564	1,375	1,274	1,394	1,042	1,300	1,300
<i>**Data not available due to system changes/upgrades</i>							
Freedom of Information Act (FOIA)							
Freedom Of Information Act (FOIA) Requests	183	113	168	314	80	300	300
% of FOIA's Responded to With Legal Time Frame	100%	100%	100%	100%	100%	100%	100%
Boards/Commissions/Committees							
City Council Agendas Prepared	29	29	29	30	13	36	30
City Council Synopsis & Minutes Prepared	57	60	59	63	26	60	60
Technical Review Committee Notices	33	26	24	24	14	36	30
RHGYC Meetings and Events	30	26	36	35	17	37	35
Candidate Questionnaires Maintained	149	128	131	136	120	140	140
Number of Vacancies	49	66	72	58	6	n/a	-
Number of Applicants	139	144	146	115	27	n/a	-
City-Wide Survey *							
	2013			2016			
<i>Residents Who have Visited or have had Contact with a Clerk's Office Employee</i>	33%			TBD			
<i>Residents Satisfied (to Very Satisfied) with Contact with Clerk's Office Employee</i>	91%			TBD			
<i>Residents Unsatisfied with their Contact with Clerk's Office Employee</i>	2%			TBD			
<i>* Survey to be Conducted every two (2) years</i>							



General Fund

233 – Human Resources



The mission of the Human Resources Department is to serve as a strategic partner in the selection, management, and development of staff to meet the organization’s current needs and objectives.

The Human Resources Department currently performs key internal services in support of the City’s workforce and operations. Services include staffing, wage and salary administration, benefits administration, safety and worker’s compensation, employee development, employee and labor relations, and personnel records administration.

Goals:	
Department	Elevate the role of the HR Department in the organization from transactional service provider to strategic partner
City Council	Effective Governance (#8)
Departmental Objectives:	
On-going	Redefine and prioritize service levels based on HR Department’s evolving role
Short-term	Expand the use of technology currently in place to gain efficiencies in program administration and staff utilization
Short-term	Implement process improvements to reduce time to hire, including increased decentralization of selection processes in cooperation with City departments

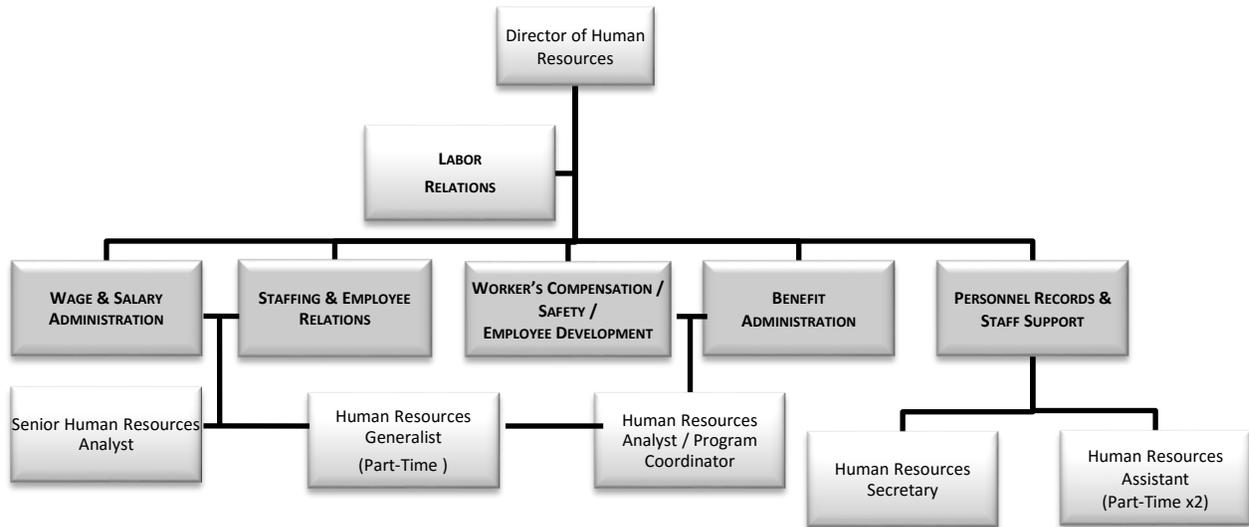
Goals:	
Department	Establish personnel policies and practices to support a productive and engaged workforce while effectively utilizing taxpayer dollars
City Council	Fiscal Management (#4)
Departmental Objectives:	
Short-term	Complete compensation study with recommendations based on a compensation philosophy endorsed by City Council
Long-term	Adopt competitive compensation and benefit policies that reflect findings and recommendations of the compensation study

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Professional Services decreased [(24%) or (\$109,920)] due to the anticipated completion of the FY 2016 Employee Compensation Study and due to the depreciation of the financial software system being fully collected in FY 2016 resulting in a decreased Interfund-MIS allocation charge

Budget Summary Report						
233 Human Resources Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 441,052	\$ 446,668	\$ 495,210	\$ 498,180	\$ 510,610	\$ 523,560
Supplies	4,448	5,811	6,000	6,150	6,150	6,150
Professional Services	251,358	227,281	459,930	350,010	285,210	283,210
Other Services	-	11	100	400	400	400
TOTAL	\$ 696,858	\$ 679,771	\$ 961,240	\$ 854,740	\$ 802,370	\$ 813,320
<i>Per Capita</i>	\$ 9.43	\$ 9.24	\$ 13.12	\$ 11.67	\$ 10.95	\$ 11.10





Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Human Resources	1.00	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst - Program Coord.	1.00	1.00	1.00	1.00	1.00	0.95
Human Resources Secretary	1.00	1.00	1.00	1.00	1.00	1.00
	4.00	4.00	4.00	4.00	4.00	3.95
Part-Time/Temporary Positions:						
Departmental Assistant	1	1	1	1	2	2
	1	1	1	1	2	2

Human Resources / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Full-Time Employees							
Average Full-Time Employee Headcount	203	199	205	203	206	215	215
New Full Time Hires	2	9	1	18	3	8	8
Terminations/Resignations /Retirements (Non-POC)	1	13	16	7	10	12	12
Full Time Turnover Rate	0.5%	6.5%	8.1%	8.9%	1.5%	3.7%	3.7%
Average Days to Create Candidate List	n/a	n/a	n/a	n/a	72	72	60
Part-Time & Seasonal (except Election Wkrs)							
Seasonal Employees Hired/Rehired	63	58	61	64	51	51	51
New Part-time Employees Hired	12	4	8	21	6	11	11
Labor / Employee Relations							
Grievances	-	7	4	3	2	3	3
Grievances Resolved Internally	-	6	3	3	2	3	3
Liability							
Worker's Comp Claims Experience Discount/(Penalty)	24%	5%	10%	0.9%	0.91%	-0.56%	-0.56%
Days Lost Due to Work Accidents / Illness		757	1,146	1,155	1,135	1,650	1,150



General Fund

247 – Board of Review



The State of Michigan General Property Tax Law and the City Charter require that the City of Rochester Hills have a Board of Review.

The City of Rochester Hills has two, three-member Board of Reviews with one alternate for each Board. Each March, the Board reviews the annual assessment roll and hears appeals on real and personal property assessments. In July and December, the Board corrects “clerical errors, mutual mistakes of fact, and homestead status” relative to the current and prior years’ assessment rolls.

Goals:	
Department	Ensure a comprehensive and impartial review of all parcels appealed before the Board of Review
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Provide the Board of Review with sufficient information in order to make informed decisions, including a valuation comparison analysis for each appeal appointment

Goals:	
Department	Provide review procedures for the Board of Review which ensures accurate and uniform assessment rolls
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Utilize electronic data storage and retrieval systems to enhance supporting documentation for assessments and their review

SIGNIFICANT EXPENDITURE, STAFF & PROGRAM CHANGES:

- No significant changes for FY 2017

Budget Summary Report						
247 Board of Review Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 2,911	\$ 2,584	\$ 2,910	\$ 2,910	\$ 2,910	\$ 2,910
Supplies	-	-	-	-	-	-
Professional Services	287	583	490	700	700	700
Other Services	-	-	-	-	-	-
TOTAL	\$ 3,198	\$ 3,167	\$ 3,400	\$ 3,610	\$ 3,610	\$ 3,610
<i>Per Capita</i>	<i>\$ 0.04</i>	<i>\$ 0.04</i>	<i>\$ 0.05</i>	<i>\$ 0.05</i>	<i>\$ 0.05</i>	<i>\$ 0.05</i>

Board of Review / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Hearing Days *	5	3	3	3	3	3	3
Appointments	191	70	38	42	62	62	75
Total Petitions	217	80	38	42	62	62	75
Parcels with Appointments	0.70%	0.26%	0.17%	0.15%	0.23%	0.23%	0.27%
Parcels with Petitions	0.79%	0.29%	0.17%	15.00%	0.23%	0.23%	0.27%

* Does not include March organizational meeting, July and December meetings.





The mission of the Treasury Department is to accurately and timely collect, disburse, and prudently invest the City’s monies.

The Treasury Department bills, collects, and distributes property taxes; bills and collects for City services; and is the custodian of all City monies and investments. The City of Rochester Hills is the property tax collection agent for Oakland County, Oakland Community College, Oakland Intermediate Schools, as well as for the Rochester Community and Avondale School Districts. The Treasury Department receives and records all cash bonds, bills and collects special assessment levies, and processes the sale of dog licenses for Oakland County.

Goals:	
Department	Ensure compliance with City Charter and State of Michigan General Tax Laws by maintaining accurate tax rolls and implementing new statutory requirements and regulations in a timely and cost-effective manner
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Provide efficient tax administration through effective communication and maintain a level of taxes collected at or above 97%
On-Going	Maintain openness and transparency in the conducting of Treasury functions

Goals:	
Department	Review programs and procedures to maximize enhancements and efficiencies
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Maintain or increase the level of participation in the Automatic Bill Payment Program at or above 20% for office efficiency
On-Going	Research new banking services to improve departmental efficiency and provide increased levels of service to our constituents
On-Going	Maintain the updated Investment Policy consistent with State law and industry best practices

Goals:	
Department	Participate and provide leadership in organizations that offer opportunities to network with other communities in order to increase knowledge and advance City goals
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Involve staff in local professional organizations related to responsibilities
On-Going	Increase the professional status of staff through education and certification by providing training opportunities equivalent to an average of 3 days per employee per year

SIGNIFICANT EXPENDITURE, STAFF & PROGRAM CHANGES:

- Personnel Services decreased [(10%) or (\$43,380)] due to the reallocation of the Assessing Director to the Assessing Department (209) and the reallocation of the Chief Financial Officer from the Mayor’s Office (171)

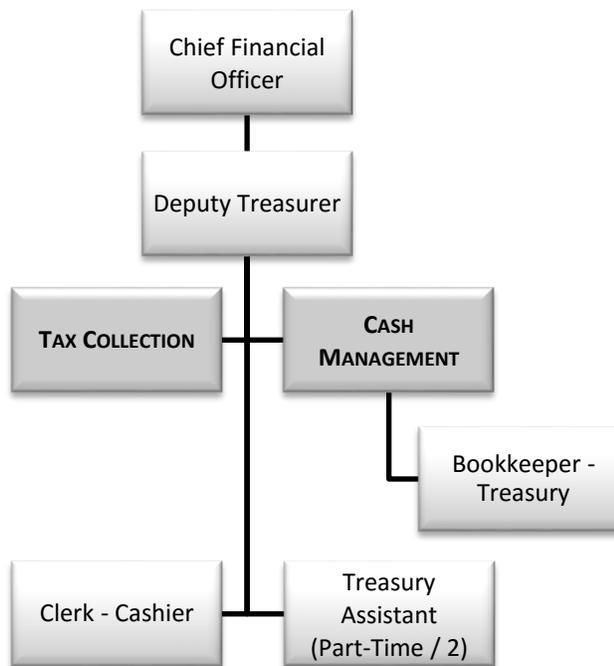


General Fund

253 – Treasury Department



Budget Summary Report						
253 Treasury Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 399,833	\$ 412,659	\$ 440,090	\$ 396,710	\$ 408,110	\$ 420,080
Supplies	21,778	21,847	25,500	26,000	26,500	27,000
Professional Services	195,584	174,289	172,990	171,000	171,000	171,000
Other Services	59	201	770	770	770	770
TOTAL	\$ 617,254	\$ 608,996	\$ 639,350	\$ 594,480	\$ 606,380	\$ 618,850
<i>Per Capita</i>	\$ 8.36	\$ 8.28	\$ 8.73	\$ 8.11	\$ 8.28	\$ 8.45



<u>Personnel Staffing Trend</u>						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Chief Financial Officer	-	-	-	-	-	0.25
Deputy Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Bookkeeper - Treasury	1.00	1.00	1.00	1.00	1.00	1.00
Clerk - Cashier	1.00	1.00	1.00	1.00	1.00	1.00
Director of Assessing / City Treasurer	0.50	0.50	0.50	0.50	0.50	-
	3.50	3.50	3.50	3.50	3.50	3.25
<u>Part-Time/Temporary Positions:</u>						
Departmental Assistant	2	2	2	2	2	2
	2	2	2	2	2	2





General Fund
253 – Treasury Department

Treasury Department / Performance Indicators							
	<u>Actual</u> 2012	<u>Actual</u> 2013	<u>Actual</u> 2014	<u>Actual</u> 2015	<u>June</u> 2016	<u>Projected</u> 2016	<u>Projected</u> 2017
Taxes Collected:							
Summer Tax	98.6%	98.8%	98.9%	99.1%	<i>n.a.</i>	99.0%	99.0%
Winter Tax	97.1%	97.8%	98.1%	98.1%	<i>n.a.</i>	98.0%	98.0%
Tax Payment by credit card and automatic bill payments	12.0%	16.0%	19.0%	19.0%	<i>n.a.</i>	19.0%	20.0%
Professional Development Days	3.0	4.0	4.25	3	1	3.5	3.5
Participation in Automatic Bill Payment Program for Water / Sewer Customers	19%	19%	20%	20%	<i>n.a.</i>	21%	21%
City-Wide Survey *		2013			2016		
<i>Residents Who have Visited or have had Contact with a Treasury Employee</i>		33%			<i>TBD</i>		
<i>Residents Satisfied (to Very Satisfied) with Contact with Treasury Employee</i>		92%			<i>TBD</i>		
<i>Residents Unsatisfied with their Contact with Treasury Employee</i>		5%			<i>TBD</i>		
<i>* Survey to be Conducted every two (2) years</i>							





The Media Division provides the City with marketing, promotion, writing, still photography, video production, event presentation, education, emergency notification, and is a key contributor to other special programs including the Festival of the Hills, inaugurations, State of the City Address, and the televising of City Council meetings. The Media Division also coordinates school field trip visits to various City properties including City Hall Tours for approximately 1,500 4th grade students each year. Providing transparency in government, while

communicating sometimes complex messages in a clear and understandable manner to a wide variety of audiences is a critical function.

Media Office:

Goals:	
Department	Promote public awareness of and participation in City-sponsored events while providing opportunities for engagement with City government
City Council	Community Trust (#6) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Create live and recorded television programming about City government, local businesses, and the general community that is informative, accurate, and entertaining
On-Going	Provide educational tours of City Hall and/or DPS Garage to Rochester Community School (RCS) 4 th grade students, scouting groups, and other organizations

Goals:	
Department	Promote the City of Rochester Hills as the preeminent place to live, work, and raise a family in the United States
City Council	Economic / Tax Base (#3); Community / Neighborhoods (#7); Effective Governance (#8)
Departmental Objectives:	
On-Going	Partner with local school districts, other governmental agencies, service organizations, and community groups to increase public awareness of community issues and events

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [25% or \$31,890] due to reallocation of personnel between the Media Division (271) and Mayor’s Department (171)
- Professional Services decreased [(17%) or (\$22,410)] primarily due a reduction in storage costs in the Interfund-MIS allocation charge





General Fund
271 – Media Division

Budget Summary Report						
271 Channel 55 / Media Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ -	\$ 125,310	\$ 157,200	\$ 161,450	\$ 165,900
Supplies	-	-	7,500	5,600	5,600	5,600
Professional Services	-	-	130,530	108,120	108,120	108,120
Other Services	-	-	6,000	3,500	3,500	3,500
TOTAL	\$ -	\$ -	\$ 269,340	\$ 274,420	\$ 278,670	\$ 283,120
<i>Per Capita</i>	\$ -	\$ -	\$ 3.68	\$ 3.75	\$ 3.80	\$ 3.86

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Media Communications Coordinator	-	-	-	-	0.60	0.75
Media Specialist	-	-	-	-	0.60	0.75
	-	-	-	-	1.20	1.50

Media Division / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Media Division							
<i># of 4th Grade Students City Hall Tours</i>	<i>n/a</i>	<i>1,140</i>	<i>1,155</i>	<i>1,193</i>	<i>615</i>	<i>1,250</i>	<i>1,500</i>
<i># of Viewers for On-line Channels</i>	<i>444</i>	<i>7,565</i>	<i>23,723</i>	<i>77,018</i>	<i>16,934</i>	<i>45,000</i>	<i>60,000</i>



General Fund

276 – Cemetery Division



Acknowledging that cemeteries should be a cornerstone of and linkage to the community's heritage, the Cemetery staff is committed to meeting the needs of the community for those who utilize the Cemetery facilities.

The Van Hoosen Jones-Stoney Creek Cemetery is adjacent to the Stoney Creek Historic District. It is comprised of 16.8 acres atop rolling terrain and is truly a beautiful and serene place. The cemetery opened in 1978 and consists of 11,200 burial plots each with two spaces. There is a cremation area of 2,108 spaces. In the Fall of 2016, a 50 niche Columbarium will also become available.

The Van Hoosen Jones-Stoney Creek Cemetery is adjacent to the Stoney Creek Historic District. It is comprised of 16.8 acres atop rolling terrain and is truly a beautiful and serene place. The cemetery opened in 1978 and consists of 11,200 burial plots

In addition to the Van Hoosen Jones-Stoney Creek Cemetery, the City maintains two historic cemeteries - Brewster Cemetery and Old Stoney Creek Cemetery. These cemeteries receive the same level of care and maintenance as the Van Hoosen Jones-Stoney Creek Cemetery, although there are no lots for purchase and only an occasional burial in the Old Stoney Creek Cemetery.

Goals:	
Department	Provide compassionate and professional assistance to people and families in their time of need
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Continue to review policies and procedures to establish the best methods of assistance

Goals:	
Department	Maintain the Cemetery in a beautiful and serene manner
City Council	Infrastructure (#2)
Departmental Objectives:	
On-Going	Continue the Cemetery planting and maintenance program
On-Going	Continue the preservation and restoration of monuments in the historic cemeteries

Goals:	
Department	Determine the appropriate levels of service, costs/rates for services, desired features, and other aspects of the Cemetery's operations
City Council	Fiscal Management (#4)
Departmental Objectives:	
Short-Term	Continue to develop the Columbarium structure to provide additional options for families
On-Going	Continue to evaluate our fee structure and product offering, ensuring that we are in-line with other cemeteries in regards to what we charge and what we have to offer

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Operating Supplies decreased [(68%) or (\$10,000)] due to the purchase of Cemetery software in FY 2016





General Fund
276 – Cemetery Division

Budget Summary Report						
276 Cemetery Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 197,896	\$ 192,019	\$ 237,010	\$ 238,550	\$ 245,900	\$ 253,660
Supplies	8,067	7,315	14,750	4,750	4,750	4,750
Professional Services	69,727	64,708	100,780	102,570	102,570	102,570
Other Services	4,987	13,955	13,200	13,200	13,200	13,200
TOTAL	\$ 280,676	\$ 277,997	\$ 365,740	\$ 359,070	\$ 366,420	\$ 374,180
<i>Per Capita</i>	\$ 3.80	\$ 3.78	\$ 4.99	\$ 4.90	\$ 5.00	\$ 5.11

Personnel Staffing Trend							
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017	
Sexton	1.00	1.00	1.00	1.00	1.00	1.00	
Records Clerk	-	-	0.30	0.30	0.30	0.30	
Laborer II - Cemetery	1.00	1.00	1.00	1.00	1.00	1.00	
	2.00	2.00	2.30	2.30	2.30	2.30	
Part-Time/Temporary Positions:							
Laborer - Seasonal	1	1	1	1	1	1	
	1	1	1	1	1	1	

Cemetery / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Burials	72	77	86	99	45	80	80
Spaces Sold	82	92	75	119	71	100	90
Monuments Sold	24	31	28	18	6	25	25



General Fund

279 – Building Authority



The Building Authority is responsible for acquiring and arranging the construction of property for the City when a bond issue is required. This Authority is available to City Council as a funding source, if necessary.

The Building Authority consists of five members appointed by City Council for six-year terms. Bonds were sold in FY 2002 for the City Hall Addition/Renovation project in the amount of \$9.50 million. Beginning in FY 2005, Building Authority

bylaws require a minimum of three meetings per year in order to establish a budget to pay upcoming debt payments for the City Hall bond issue.

Goals:	
Department	Provide guidance to the City related to Building Authority activity including bond debt
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Ensure timely debt service payments
On-Going	Consider new or refunding debt issues as needed or requested

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
279 Building Authority Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 291	\$ 361	\$ 1,490	\$ 1,490	\$ 1,490	\$ 1,490
Supplies	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
TOTAL	\$ 291	\$ 361	\$ 1,490	\$ 1,490	\$ 1,490	\$ 1,490
<i>Per Capita</i>	\$ 0.00	\$ 0.00	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02





The Crossing Guard Program ensures the safety of pedestrian students of the Rochester Community and Avondale School Districts.

The Crossing Guard Program provides adult guidance by certified individuals at identified school crossing locations in order to create gaps in traffic ensuring for the safe flow of pedestrian students and vehicular traffic.

Goals:	
Department	Provide for the safe crossing of students to and from school during the school year
City Council	Public Safety (#1) / Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Encourage students to learn and maintain safe habits as they traverse all road-crossing areas of the City

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

315 Crossing Guards Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 43,099	\$ 42,081	\$ 53,730	\$ 51,950	\$ 51,950	\$ 51,950
Supplies	74	308	1,000	1,000	1,000	1,000
Professional Services	166	432	210	190	190	190
Other Services	-	-	-	-	-	-
TOTAL	\$ 43,339	\$ 42,822	\$ 54,940	\$ 53,140	\$ 53,140	\$ 53,140
<i>Per Capita</i>	\$ 0.59	\$ 0.58	\$ 0.75	\$ 0.73	\$ 0.73	\$ 0.73

<u>Part-Time/Temporary Positions:</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Crossing Guard	9	9	9	9	9	9
	9	9	9	9	9	9





The mission of the Building Department is to partner with our customers to ensure safety in all buildings.

Working to make buildings in our community safe for all to enjoy, the Building Department is the “silent partner” in public safety. By reviewing plans, issuing permits, and performing inspections for building, plumbing, mechanical, electrical, fire suppression, and fire alarm work performed citywide, our professional staff monitor projects throughout the construction process to ensure compliance with State Construction Codes and Local Ordinances.

Building Department staff coordinates and works closely with other City departments involved with construction projects to ensure all City requirements are satisfied. Building Inspectors also work closely with the Fire Department’s Fire Prevention Division to verify that existing buildings are maintained properly and are safe for both employees and the public. Building Department staff also performs many non-construction inspections including Liquor License Inspections, Safety Inspections, Special Inspections, and Change of Occupancy Inspections.

Goals:	
Department	Provide safe buildings throughout our community
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Maintain a high level of professionalism by maintaining our Building Department Accreditation from the International Accreditation Service (IAS)
On-Going	Keep up with changes in codes, technologies, and materials by attending training classes and obtaining ICC certifications

Goals:	
Department	Utilize the Building Department staff and resources to provide additional value to the community
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Use Building Department staff to troubleshoot electrical, plumbing, HVAC, and building problems and to perform various repairs and maintenance on City facilities
On-Going	Explore opportunities to partner and/or provide Building Department services with neighboring communities
On-Going	Train Facilities staff to perform minor electrical, plumbing, and mechanical repairs safely and effectively

Goals:	
Department	Be a helpful partner and resource in the construction and economic development process
City Council	Infrastructure (#2)





General Fund 371 – Building Department

Departmental Objectives:	
Short-Term	Develop a brochure for new business coming into or moving within the community to outline how we can help make their move successful and meet their timelines
On-Going	Focus on how we can provide services that meet our customer's schedule. Complete 90% of plan reviews within 15 days. Maintain an average number of days for building permit processes of less than 25 days.
On-Going	Open lines of communication through pre-Plan Review, pre-Construction, pre-Certificate of Occupancy meetings and meetings on-site when possible
On-Going	Focus on keeping projects moving forward by applying codes and ordinances in a consistent, fair, practical and reasonable manner. Provide assistance in resolving code and ordinance challenges by suggesting options and researching possible solutions.

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

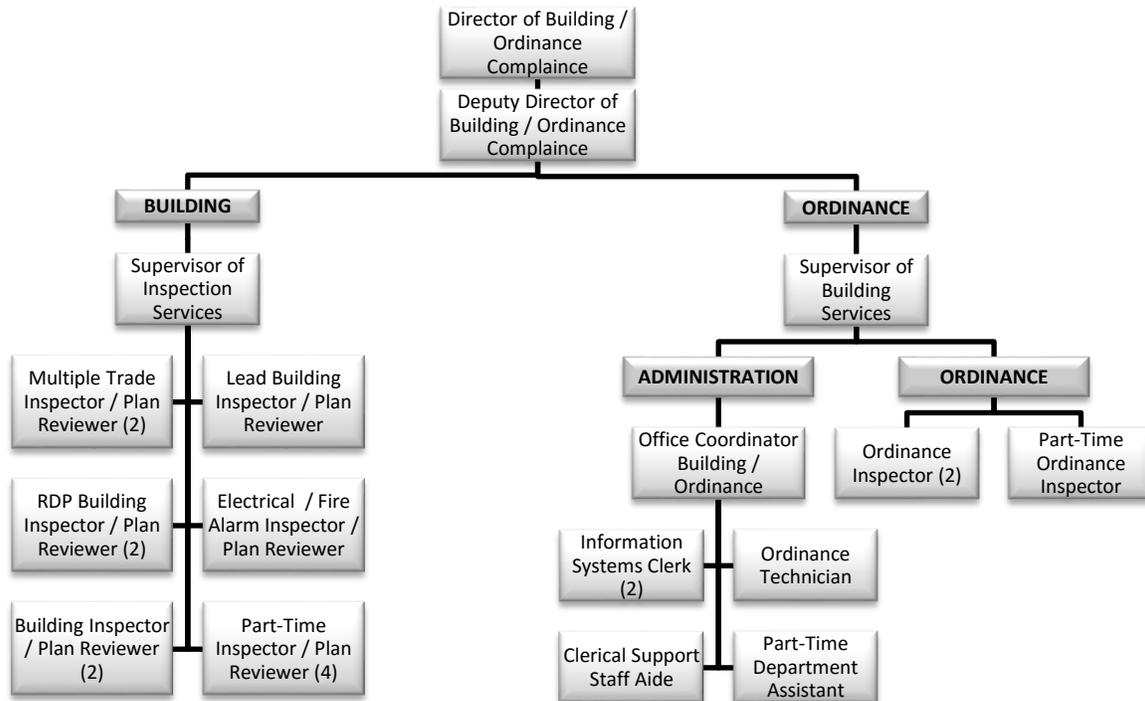
- Personnel Services increased [9% or \$113,310] due to reallocation of personnel between Building, Ordinance, and Facilities; as well as an additional 520 hours added for both the Part-Time Electrical Inspector and the Part-Time Mechanical Inspector
- Professional Services increased [13% or \$62,400] primarily due to increased need for Fire Suppression inspection and review services, new online permitting feature for the website, increased professional development, and accreditation renewal

Budget Summary Report						
371 Building Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,132,314	\$ 1,103,042	\$ 1,215,260	\$ 1,328,570	\$ 1,362,360	\$ 1,397,590
Supplies	13,380	17,574	35,500	33,500	22,500	22,500
Professional Services	353,372	389,663	483,560	545,960	537,210	508,210
Other Services	170	951	830	1,330	1,330	1,330
TOTAL	\$ 1,499,235	\$ 1,511,230	\$ 1,735,150	\$ 1,909,360	\$ 1,923,400	\$ 1,929,630
<i>Per Capita</i>	\$ 20.29	\$ 20.55	\$ 23.69	\$ 26.06	\$ 26.26	\$ 26.34



General Fund

371 – Building Department



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Building / Ordinance Compliance	0.35	0.35	0.35	0.35	0.35	0.35
Deputy Director of Building / Ordinance	0.40	0.40	0.40	0.40	0.40	0.50
Supervisor of Inspection Services	-	-	-	0.60	0.60	0.60
Electrical / Fire Alarm Inspector / Plan Reviewer	1.00	1.00	1.00	1.00	1.00	1.00
Multiple Trade Inspector / Plan Reviewer	1.00	1.00	1.00	1.00	2.00	2.00
RDP Building Inspector / Plan Reviewer	-	-	1.60	1.60	1.60	1.50
Lead Building Inspector / Plan Reviewer	-	-	1.00	1.00	1.00	1.00
Building Inspector / Plan Reviewer	3.50	3.80	1.70	1.10	1.10	1.20
Office Coordinator - Building / Ordinance	0.20	0.30	0.30	0.30	0.30	0.30
Ordinance Technician	0.20	0.20	0.20	0.20	0.20	0.20
Information Systems Clerk	-	-	0.60	0.60	0.60	0.70
Mechanical / Fire Protection Inspector / Plan Reviewer	1.00	1.00	1.00	1.00	-	-
Multiple Trade Inspector / Plan Reviewer - Mechanical	1.00	1.00	1.00	1.00	-	-
Building Permit Technician	0.30	0.30	-	-	-	-
Clerk - Customer Service	0.20	0.30	-	-	-	-
	9.15	9.65	10.15	10.15	9.15	9.35
Part-Time/Temporary Positions:						
Trade Inspector (Part-Time)	2	2	2	2	2	2
Plan Reviewer (Part-Time)	-	1	1	1	2	2
Part-Time Departmental Assistant	1	1	1	1	1	1
Clerical Support Staff Aide	1	1	1	1	1	1
	4	5	5	5	6	6





General Fund
371 – Building Department

Building Department / Performance Indicators							
	<u>Actual</u> 2012	<u>Actual</u> 2013	<u>Actual</u> 2014	<u>Actual</u> 2015	<u>June</u> 2016	<u>Projected</u> 2016	<u>Projected</u> 2017
Permits							
New Residential Permits Issued	99	84	83	94	62	80	80
Alter/Add Residential Permits Issued	250	256	305	293	170	250	250
Alter Non-Residential	157	164	146	125	65	130	140
New Commercial / Industrial Permits Issued	4	13	15	12	14	10	12
Full Certificate of Occupancy	190	191	172	181	89	150	170
Temporary Certificate of Occupancy	83	73	84	54	42	75	75
Demolition - Residential	17	12	24	16	8	10	10
Demolition - Non-Residential	4	3	10	1	-	5	5
Sign Permits Issued	274	308	337	295	132	330	330
Trade and Fire Protection Permits Issued	2,658	2,549	2,454	2,582	1,276	2,300	2,500
Special Event Permits Issued	26	15	21	41	15	20	20
Permit Processing Accuracy	97%	95%	100%	99%	98%	95%	95%
Average Number of Days to Complete 1st Plan	12	11	12	11	10	13	12
Average Number of Days for Building Permit Process Submittal to Issuance (Commercial)	27	24	25	24	31	25	23
Inspections							
Building Trade and Fire Protection Inspections	11,774	10,599	11,620	12,752	5,696	11,000	12,000
% of Total Inspections Completed Within 24 Hours of Being Requested	92.0%	94.0%	97.0%	98.0%	99.0%	96.0%	98.0%
Plan Review							
Building Trade and Fire Protection Plan Reviews	2,841	2,920	3,039	3,112	1,801	2,800	2,800
Grade Plan Reviews	335	467	542	462	216	400	400
1st Full Plan Review Completed Within 15 Days (Commercial)	100%	100%	67%	82%	85%	80%	85%
Customer Service							
Number of FOIA's	n/a	n/a	422	309	161	350	350





The mission of the Ordinance Compliance Division is to assist our residents and business owners in maintaining and enjoying safe buildings and properties.

Working to make our commercial, industrial, and residential neighborhoods clean and safe, the Ordinance Compliance Division is another “silent partner” in public safety. By proactively patrolling the neighborhoods or responding to complaints, the Ordinance Compliance Division ensures that ordinance violations are quickly identified and resolved. Inspectors enforce local ordinances dealing

with problems such as blight, inoperable/unlicensed vehicles, noxious weeds, animals, recreational vehicles, commercial vehicles, solid waste, and other issues that can have a detrimental affect on property values.

The Ordinance Compliance Division staff cooperates with other departments such as Engineering, Forestry, and Fire Inspectors to assist in their enforcement needs. The staff also reviews residential plans for zoning and grading compliance and is responsible for issuing all addresses. By consistent and fair enforcement of local ordinances, innovative interaction with residents and businesses through forum discussions and professional training, the Ordinance Compliance staff is doing their part to make Rochester Hills the preferred location to live, work, invest, and raise a family with a great quality of life.

Goals:	
Department	Preserve our existing neighborhoods by effectively and proactively enforcing the blight and property maintenance ordinances
City Council	Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Investigate 95% of complaints within 24 hours and generate 85% of compliance action by proactively patrolling neighborhoods
On-Going	Actively seek and encourage stakeholder input from residents, businesses, and the Mayor’s Business Council
On-Going	Host Homeowner Association forums in the spring and fall of each year to educate homeowners and enlist their support in enforcing property maintenance ordinances
On-Going	Strengthen existing relationships with homeowner associations, business associations, and property managers by hosting forum discussions, accepting invitations to association meetings, and providing current information in the “Guide to Neighborhood Living” manual





General Fund 372 – Ordinance Compliance

Goals:	
Department	Review, revise, and develop new ordinances that will enhance and preserve our community
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
Short-Term	Revise the Special Event Ordinance

Goals:	
Department	Utilize technology that will provide customers with the information they desire and maximize our efficiency
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Review Ordinance operations and look for opportunities to utilize technology in a way that will enhance our services

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [3% or \$23,680] due to reallocation of personnel between Building, Ordinance, and Facilities
- Professional Services increased [7% or \$17,640] due to increases in MIS and Facilities Interfund charges

Budget Summary Report						
372 Ordinance Compliance Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 737,964	\$ 822,989	\$ 858,430	\$ 882,110	\$ 904,600	\$ 928,020
Supplies	844	1,161	2,700	3,800	2,800	2,800
Professional Services	212,385	214,830	240,370	258,010	258,010	258,010
Other Services	-	-	-	-	-	-
TOTAL	\$ 951,193	\$ 1,038,980	\$ 1,101,500	\$ 1,143,920	\$ 1,165,410	\$ 1,188,830
<i>Per Capita</i>	\$ 12.88	\$ 14.13	\$ 15.04	\$ 15.62	\$ 15.91	\$ 16.23



General Fund

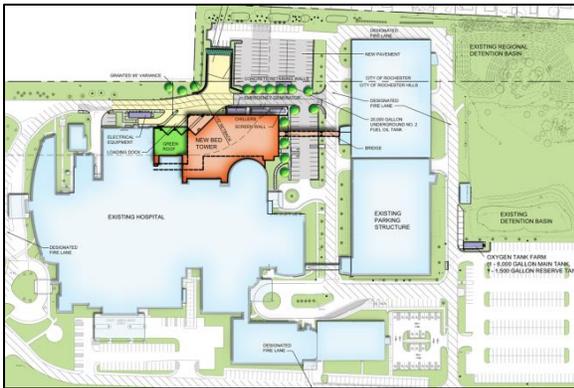
372 – Ordinance Compliance



Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Building / Ordinance Compliance	0.55	0.50	0.50	0.50	0.50	0.45
Deputy Director of Building / Ordinance	0.50	0.50	0.50	0.50	0.50	0.50
Supervisor of Ordinance Services	0.75	0.65	0.65	0.65	0.65	0.90
Supervisor of Inspection Services	-	-	-	0.40	0.40	0.40
RDP Building Inspector / Plan Reviewer	-	-	0.40	0.40	0.40	0.50
Ordinance Inspector	1.90	1.90	1.90	1.90	1.90	1.90
Building Inspector / Plan Reviewer	1.50	1.20	1.30	0.90	0.90	0.80
Office Coordinator - Building / Ordinance	0.65	0.55	0.55	0.55	0.55	0.55
Ordinance Technician	0.70	0.70	0.70	0.70	0.70	0.70
Information Systems Clerk	-	-	1.25	1.25	1.25	1.25
Building Permit Technician	0.65	0.65	-	-	-	-
Clerk - Customer Service	0.70	0.60	-	-	-	-
	7.90	7.25	7.75	7.75	7.75	7.95
Part-Time/Temporary Positions:						
Ordinance Inspector	-	-	1	1	1	1
	-	-	1	1	1	1

Ordinance Compliance Division / Performance Indicators							
	Actual	Actual	Actual	Actual	June	Projected	Projected
	2012	2013	2014	2015	2016	2016	2017
Red Tags Issued	-	-	1,726	1,669	675	1,600	1,600
Code Compliance Requests Issued	1,290	1,614	614	611	244	650	600
Civil Infractions Issued	6	83	172	78	18	100	100
Appearance Citations Issued	24	10	33	14	-	20	20
Complaints	694	831	801	834	452	800	800
Percent of Code Compliance Requests Generated by							
Proactive Enforcement	58%	49%	78%	76%	64%	76%	80%
Complaints Investigated within 24 Hours	91%	99%	99%	99%	36%	100%	100%
Average Number of Days to Resolve 1st Time Code							
Compliance Violations	-	-	24	20	-	20	20
Confiscated Signs	935	3,132	3,290	3,199	1,615	3,000	3,000
City-Wide Survey *							
		2013			2015		
Residents Who have Visited or have had Contact with a BUI/ORD Employee		16%			TBD		
Residents Satisfied (to Very Satisfied) with Contact with BUI/ORD Employee		68%			TBD		
Residents Unsatisfied with their Contact with BUI/ORD Employee		16%			TBD		





The mission of the Planning Commission is to serve as the administrative board to oversee the development and adoption of the Master Land Use, Sub-area, Master Thoroughfare, Master Parks & Recreation, and Capital Improvement Plans (CIP), which are designed to serve as a framework for decision making in guiding sustainable development/redevelopment of the City; and to review and approve/modify/deny various development plans for specific sites.

The Planning Commission serves the citizens and businesses of Rochester Hills as City Council affirmed representatives, responsible for reviewing and approving site plans, plats, site condominium plans, and tree removal permits; adopting plans for future land use, subareas, thoroughfare, parks and recreation, and capital improvements; making advisory recommendations and evaluations on developmental policies and specific requests such as re-zonings, planned unit developments (PUDs), conditional uses, and wetland use permits to the City Council.

Goals:	
Department	Develop policies that ensure compatibility and harmony between land uses in the community
City Council	Infrastructure (#2) / Economic / Tax Base (#3) / Community / Neighborhoods (#7) / Community Trust (#6) / Environmental (#9)
Departmental Objectives:	
Short-Term and Long-Term	Develop smaller sub-area plans that demonstrate how an area might best be redeveloped using current and future land use policies, including but not limited to, mixed use, walkability, and place-making policies, as the basis for the plan. Such examples will provide guidance for private investment and work to better organize areas that may be incompatible. Complete 1 to 2 small area plans each year. Ten initial areas have been identified by the Planning Commission and staff.
On-Going	Adopt and review goals for land use policies that promote the livability and sustainability of our community
On-Going	Continually evaluate merits of policies, techniques, and use of best management practices to ensure the desires of community sustainability are being met

Goals:	
Department	Oversee the development and approval of various plans and development standards that establish the framework for decision-making regarding the highest and best use of land
City Council	Infrastructure (#2) / Economic / Tax Base (#3) / Community / Neighborhoods (#7) / Community Trust (#6) / Environmental (#9)
Departmental Objectives:	
On-Going	Develop small subarea plans for select parts of the City that work to identify means to improve an area in terms of access, appearance, and function



General Fund

400 – Planning Commission



SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017.

Budget Summary Report						
400 Planning Commission Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 6,727	\$ 7,928	\$ 11,790	\$ 11,790	\$ 11,790	\$ 11,790
Supplies	-	-	-	-	-	-
Professional Services	2,838	3,756	3,300	4,400	4,400	4,400
Other Services	-	-	-	-	-	-
TOTAL	\$ 9,565	\$ 11,684	\$ 15,090	\$ 16,190	\$ 16,190	\$ 16,190
<i>Per Capita</i>	\$ 0.13	\$ 0.16	\$ 0.21	\$ 0.22	\$ 0.22	\$ 0.22

Planning Commission / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Meetings Held	13	12	14	15	6	15	15





The mission of the Planning & Economic Development Department is to support and promote quality development, with an emphasis on preserving the quality of life in residential neighborhoods and the City’s historic and cultural assets, while enhancing the tax base where appropriate; to support and promote quality (re)development activities; and to create a support system that serves the resident and business community.

The Department of Planning & Economic Development staff provides relevant zoning and land development assistance to existing and perspective residents and businesses. Staff provides guidance and approval process specifications to applicants seeking approval for zoning ordinance amendments or re-zonings, variances, site plans, plats, site condominiums planned unit developments (PUDs), wetland use permits, tree removal permits, historic preservation certificates of appropriateness, and brownfield redevelopment plans for Tax Increment Financing (TIF).

The Planning & Economic Development Department assists businesses by establishing and implementing a business expansion and retention program, site and facility location assistance, providing guidance when seeking State incentives for establishing and/or locating a business, and introductions to resources that support companies’ talent and business development needs.

The Planning & Economic Development Department staff support the Planning Commission, Zoning/Sign Board of Appeals, Historic Districts Commission, Mayor’s Business Council, the City Council’s Historic Districts Study Committee, Brownfield Redevelopment Authority, Local Development Finance Authority, Economic Development Corporation, and SmartZone™ policy development and implementation.

The department continues to provide coordination with other City departments and organizes the monthly meeting of the Development Review Committee (DRC), and sits on a number of other internal committees. Externally, the department regularly engages with various agencies such as the Oakland County Department of Planning and Economic Development, Oakland University, Oakland Community College, Oakland University Incubator (OU Inc), Michigan Economic Development Corporation, Michigan Association of Planning, Automation Alley, Southeastern Michigan Council of Governments (SEMCOG), Rochester Regional Chamber, the Small Business Development Center, the Detroit Regional Chamber, the German Chamber of Commerce, the Urban Land Institute (ULI), and the International Council of Shopping Centers (ICSC).

Goals:	
Department	Provide for a diverse business base that generates high-quality employment opportunities and a strong tax revenue base
City Council	Infrastructure (#2) / Economic / Tax Base (#3) / Environmental (#9)
Departmental Objectives:	
Short-Term	Continue to monitor growth industries and foster an environment that supports a strong supply chain in these markets
Short-Term	Implement Economic Development Strategy. Identify refinements to Strategy based on



General Fund

401 – Planning & Economic Development Department



	lessons learned from the efforts made in 2014 and 2015
On-Going	Maintain a strong business retention, expansion and attraction program including increasing the number of programs offered to small businesses
On-Going	Develop and implement marketing strategies that work to differentiate the City within the region for the purposes of promoting City assets, commercial and industrial opportunities, and attracting investment and talent

Goals:	
Department	Align land development codes and standards to reflect policies and directions contained within the City's various plans to support and promote the community's desired land use mix and appearance
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3) / Community / Neighborhoods (#7) / Community Trust (#6) / Effective Governance (#8) / Environmental (#9)
Departmental Objectives:	
Short-Term	Update the Master Land Use Plan to reflect updated demographic shifts and development trends including the promotion of sustainable development and support for multi-modal transportation
Short-Term	Update the Master Thoroughfare Plan as recommended in the Master Land Use Plan. Include the adoption of the Access Management Standards to implement the recommendations of the Rochester Road Access Management Study completed in 2012.
Short-Term	Continue with small-sub-area planning program to conduct focused studies for areas identified by the City and by residents with the intent to improve an area and demonstrate how an area can be enhanced encouraging private re-investment
On-Going	Evaluate the various development codes to ensure the goals and objectives of the Master Land Use Plan and City standards are being met, and initiate actions to improve/revise where necessary
On-Going	Implement the recommendations of various sub area plans including the Riverbend Park Strategic Framework Plan, Auburn Road Corridor Study, and the M-59 Corridor Study

Goals:	
Department	Continue efforts with the Mayor's Business Council as a means to strengthen Economic Development Services
City Council	Infrastructure (#2) / Economic / Tax Base (#3) / Community Trust (#6) / Effective Governance (#8) / Environmental (#9)
Departmental Objectives:	
On-Going	Assist in the coordination of up to six meetings a year of the Mayor's Business Council and RHISE – all while maintaining a sponsorship base that financial supports all annual expenses
On-Going	Identify specific areas where internal departmental procedures could be improved upon to provide better service to the public and to expedite administrative and approval reviews
On-Going	Continue to implement targeted strategies, such as talent and business development, that strengthen existing businesses and serve to attract others





SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Professional Services increased [23% or \$60,250] due to the Master Land Use Plan Update scheduled for FY 2017 and the increase in use of an on-call Planning Consultant.

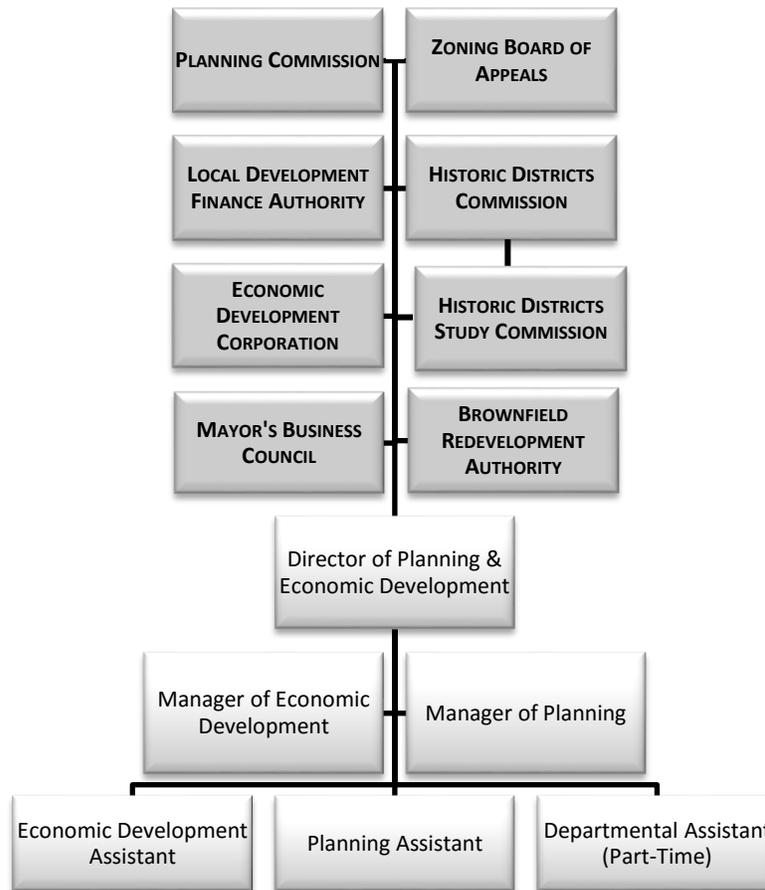
Budget Summary Report						
401 Planning Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 492,470	\$ 522,936	\$ 572,130	\$ 574,570	\$ 591,040	\$ 608,310
Supplies	3,440	3,535	13,000	13,000	13,000	13,000
Professional Services	183,606	162,192	266,260	326,510	226,510	226,510
Other Services	677	3,786	-	-	-	-
TOTAL	\$ 680,194	\$ 692,449	\$ 851,390	\$ 914,080	\$ 830,550	\$ 847,820
<i>Per Capita</i>	\$ 9.21	\$ 9.41	\$ 11.62	\$ 12.48	\$ 11.34	\$ 11.57

Planning Department / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
New Site Plans	17	27	43	24	7	30	30
Revised Site Plans	69	73	76	107	43	60	60
Concept Plans	4	9	5	8	4	8	8
Wetland Determinations	1	5	2	4	6	4	4
Zoning Determination Letters	40	35	33	41	16	40	40
Historic Study Committee Meetings	5	-	-	-	-	2	2
Company Retention Visits	199	116	130	136	61	130	130
Retained Jobs	395	267	265	110	153	n/a	n/a
Companies Attracted	7	8	9	5	3	n/a	n/a
Total Jobs Created	718	500	250	250	529	n/a	n/a
New Investment (in millions)	\$ 13.5	\$ 23.9	\$ 35.0	\$ 22.0	\$ 35.0	n/a	n/a
Accrued Investment since '06 (in millions)	\$ 490.0	\$ 514.0	\$ 549.0	\$ 571.0	\$ 607.0	n/a	n/a
Tax Abatements Processed	-	2	1	-	1	n/a	n/a
Business Council/Committee/RHISE Mtgs	5	5	5	4	1	5	5
Industrial/High Tech Vacancy Rate	7.0%	3.4%	2.6%	3.4%	0.0%	5.5%	5.5%
City-Wide Survey *		2013			2016		
<i>Residents Who have Visited or have had Contact with a Planning Department Employee</i>		7%			TBD		
<i>Residents Satisfied (to Very Satisfied) with their Contact with Planning Department Employee</i>		61%			TBD		
<i>Residents Unsatisfied with their Contact with Planning Department Employee</i>		8%			TBD		
<i>* Survey to be Conducted every two (2) years</i>							



General Fund

401 – Planning & Economic Development Department



Personnel Staffing Trend

<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Planning & Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
Manager of Planning	1.00	1.00	1.00	1.00	1.00	1.00
Manager of Economic Development	0.50	0.50	0.50	0.50	0.50	0.50
Economic Development Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Planning Assistant	1.00	1.00	1.00	1.00	1.00	1.00
	4.50	4.50	4.50	4.50	4.50	4.50
<u>Part-Time/Temporary Positions:</u>						
Departmental Assistant	1	1	1	1	1	1
	1	1	1	1	1	1





General Fund 410 – Zoning Board of Appeals

The mission of the Zoning Board of Appeals (ZBA) is to approve or deny variances for structures, land, and signs in accordance with the manner prescribed by State and Local law. The ZBA is also tasked with the responsibility of serving as the Sign Board of Appeals (SBA) to hear matters associated with the Sign Ordinance; a separate ordinance not part of the Zoning Ordinance. The ZBA interprets zoning ordinances upon appeal, conducts Public Hearings, approves or denies Use Variances, and grants or denies extensions of temporary activities permitted.

The Zoning/Sign Board of Appeals (ZBA/SBA) has specific powers and duties as provided in Act 207 of the Public Acts of 1921, as amended. The ZBA/SBA is a quasi-judicial body and serves as the only board at the municipal level to hear appeals on various zoning and sign ordinance matters and to hear appeals on code interpretation as requested by any party. The seven board members are appointed by the City Council, with one of the seven members being a City Council member. Appeal of any action of the ZBA/SBA is to the Circuit Court.

Goals:	
Department	Hear and decide appeals on ordinance interpretations, administrative decisions, modifications, use variances, and ordinance variances in a timely and efficient manner
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Ensure proper and timely notice is provided in accordance with State and Local laws as to those matters requiring public notice
On-Going	Prepare minutes of all ZBA/SBA meetings; maintain files for public record of actions taken by the ZBA/SBA, and conduct public discussion with the ZBA/SBA as to any concerns regarding the Zoning and Sign ordinance as written and enforced
On-Going	Schedule biennial meetings with City Council and/or Planning Commission to review zoning ordinance and sign ordinance and other pertinent matters

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
410 Zoning Board of Appeals Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,445	\$ 1,512	\$ 4,730	\$ 4,730	\$ 4,730	\$ 4,730
Supplies	-	-	-	-	-	-
Professional Services	1,002	738	1,650	1,800	1,800	1,800
Other Services	-	-	-	-	-	-
TOTAL	\$ 2,446	\$ 2,250	\$ 6,380	\$ 6,530	\$ 6,530	\$ 6,530
<i>Per Capita</i>	\$ 0.03	\$ 0.03	\$ 0.09	\$ 0.09	\$ 0.09	\$ 0.09

Zoning Board of Appeals / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Meetings Held	4	6	4	4	3	8	8



General Fund

448 – Street Lighting



Street Lighting is a pass-through account for lighting within the Christian Hills and Denison Acres Subdivisions. The City of Rochester Hills collects a special assessment from the lot owners who reside within those subdivisions and in turn, pays Detroit Edison for the electrical service. Detroit Edison will not contract directly with individual homeowner associations, so the City acts as an intermediary.

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes anticipated for FY 2017

Budget Summary Report						
448 Street Lighting Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	6,171	6,080	6,300	6,860	7,200	7,560
Other Services	-	-	-	-	-	-
TOTAL	\$ 6,171	\$ 6,080	\$ 6,300	\$ 6,860	\$ 7,200	\$ 7,560
<i>Per Capita</i>	\$ 0.08	\$ 0.08	\$ 0.09	\$ 0.09	\$ 0.10	\$ 0.10





The mission of the Weed Control Division is to effectively administer the Weed Control Ordinance (Article III of Chapter 106) to ensure that all Rochester Hills properties are maintained in a manner that will preserve and promote the quality of life in the community.

The Ordinance Compliance Division is responsible for ensuring that all Rochester Hills properties comply with the Weed Control Ordinance. This involves proactively patrolling the City and monitoring properties for compliance; investigating all weed control complaints; coordinating with the City’s weed cutting contractors; violation processing, bill processing, and responding to any billing complaints from property owners.

Goals:	
Department	Monitor properties in the City to ensure they are maintained in compliance with the Weed Control Ordinance to preserve and protect the quality of life in our community
City Council	Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Obtain reports, closely monitor vacant homes, and respond within 72 hours to those out of compliance

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
535 Weed Control Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 64,121	\$ 41,980	\$ 40,080	\$ 40,260	\$ 41,390	\$ 42,570
Supplies	249	544	500	500	500	500
Professional Services	18,570	19,906	30,000	30,000	30,000	30,000
Other Services	-	-	-	-	-	-
TOTAL	\$ 82,940	\$ 62,430	\$ 70,580	\$ 70,760	\$ 71,890	\$ 73,070
<i>Per Capita</i>	\$ 1.12	\$ 0.85	\$ 0.96	\$ 0.97	\$ 0.98	\$ 1.00

Personnel Staffing Trend							
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017	
Director of Building / Ordinance Compliance	0.05	0.05	0.05	0.05	0.05	0.05	
Supervisor of Ordinance Services	0.10	0.10	0.10	0.10	0.10	0.10	
Ordinance Inspector	0.10	0.10	0.10	0.10	0.10	0.10	
Office Coordinator - Building / Ordinance	0.05	0.05	0.05	0.05	0.05	0.05	
Information Systems Clerk	-	-	0.05	0.05	0.05	0.05	
Building Permit Technician	0.05	0.05	-	-	-	-	
	0.35	0.35	0.35	0.35	0.35	0.35	

Weed Control / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Weed Cuttings	286	189	164	204	90	200	200



General Fund

666 – Community Development Block Grant



The mission guiding Community Development Block Grant (CDBG) funding is to improve living conditions for low- and moderate-income residents through community revitalization, home improvement, and human services.

CDBG funding is provided by the U.S. Department of Housing and Urban Development (HUD) and is allocated by the Oakland County Community & Home Improvement Division to participating communities. The Fiscal Division of the Mayor’s Office administers the program for the City.

Rochester Hills City Council holds an annual public hearing when deciding how to allocate CDBG funding. By participating with Oakland County, Rochester Hills’ residents also have access to programs administered through Oakland County such as the Home Improvement Loan Program and Housing Counseling.

Goals:	
Department	Ensure that funds continue to be distributed as equitably and efficiently as possible to qualified residents while satisfying mandatory Federal allocation requirements
City Council	Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Obtain best value for purchases by soliciting at least three bids for each Minor Home Repair project
On-Going	Provide information to residents about additional assistance programs available through the Oakland County and other entities

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes anticipated for 2017

Budget Summary Report						
666 CBDG Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	122,901	155,274	130,000	130,000	130,000	130,000
Other Services	-	-	-	-	-	-
TOTAL	\$ 122,901	\$ 155,274	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
<i>Per Capita</i>	\$ 1.66	\$ 2.11	\$ 1.77	\$ 1.77	\$ 1.77	\$ 1.77

CDBG / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Minor Home Repair Projects Completed	43	45	38	54	7	35	35
Average Minor Home Repair Cost	\$ 2,200	\$ 2,848	\$ 2,700	\$ 2,400	\$ 1,800	\$ 2,000	\$ 2,000
# Assisted through Yard Services Program	68	61	63	58	52	65	65





The mission of the Parks Department is to ensure that a wide array of outdoor recreation opportunities, both passive and active, are available to people of all age groups, interests, and abilities, while protecting and conserving the integrity of our natural and historical resources.

The Parks Department is responsible for the operation, maintenance, staffing, planning, and development of all City parks. Recreation activities are available year-round and include a guarded

swimming beach, fishing, boating, ice skating, and picnicking at Spencer Park; walking/hiking/biking/cross-country skiing trails on the Clinton River Trail and Paint Creek Trail, picnicking, velodrome biking, sledding hills, and shelter rentals at Bloomer Park; and active sports facilities at Borden Park that include baseball, soccer, tennis, basketball, roller hockey, and batting cages, as well as passive recreation and fitness opportunities at the new River Bend Park.

Goals:	
Department	Examine Department mission, operations, structure, and facilities to meet community needs for the next 20 years
City Council	Fiscal Management (#4)/Recreation & Parks (#5)/Effective Governance (#8)
Departmental Objectives:	
Short-Term	Develop Department Strategic Plan
Medium-Term	Implement recommended changes to CIP and Parks Master Plan based on Strategic Plan outcomes
Long-Term	Implement Department strategic plan outcomes, including operations and structure changes

Goals:	
Department	Improve operational procedures, documentation, and review system to align with City Administration and Council policies
City Council	Recreation & Parks (#5) / Effective Governance (#8)
Departmental Objectives:	
Medium-Term	Develop and implement one major function in each division yearly according to best practices and nationally defined operational standards

Goals:	
Department	Develop a strong conservation ethic in the community
City Council	Recreation & Parks (#5) / Environmental (#9)
Departmental Objectives:	
On-Going	Work with the Green Space Advisory Board (GSAB) to provide oversight of stewardship management services for open spaces and natural features in Rochester Hills
Medium-Term	Develop a green city outreach function within the Department



General Fund

756 – Parks Department



SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Professional Services increased [1% or \$6,860] due to cricket backstop repair at Bloomer Park, increased professional development for Parks staff, and increased Parks advertising
- Other Expenses increased [14% or \$8,180] primarily due to baseball and soccer field maintenance at Borden Park

Budget Summary Report						
756 Parks Department Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,945,327	\$ 1,683,138	\$ 1,856,380	\$ 1,855,600	\$ 1,901,850	\$ 1,950,030
Supplies	69,493	52,329	68,100	70,100	64,900	64,400
Professional Services	606,815	415,416	555,670	562,530	564,530	554,530
Other Services	36,006	36,200	57,780	65,960	58,040	58,120
TOTAL	\$ 2,657,642	\$ 2,187,082	\$ 2,537,930	\$ 2,554,190	\$ 2,589,320	\$ 2,627,080
<i>Per Capita</i>	\$ 35.97	\$ 29.73	\$ 34.64	\$ 34.87	\$ 35.35	\$ 35.86

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Parks / Forestry	0.70	0.70	0.70	0.70	0.70	0.70
Park Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor of Interpretive Services	1.00	1.00	1.00	-	-	-
Park Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Park Ranger II	4.00	4.00	4.00	5.00	5.00	4.90
Office Coordinator - Parks / Forestry	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leader - Parks	-	-	-	-	-	1.00
Groundskeeper	4.00	3.90	3.90	3.90	3.90	2.00
Laborer II - Ground Maintenance	-	-	-	-	-	1.00
Clerk - Parks & Forestry	0.50	0.50	0.50	0.50	0.50	0.50
Park Ranger - Program Coordinator	1.00	1.00	1.00	-	-	-
	14.20	14.10	14.10	13.10	13.10	13.10
<u>Part-Time/Temporary Positions:</u>						
Departmental Assistant	1	1	1	1	1	1
Beach Front Supervisor	1	1	1	1	1	1
Staff Assistant - Museum	4	4	4	-	-	-
Summer Assistant	5	5	5	5	5	5
Lifeguard Captain (w\ Certification)	2	2	2	2	2	2
Lifeguard	10	10	10	10	10	10
Laborer - Seasonal	8	7	7	7	7	6
Park Attendant	22	22	22	22	27	27
	53	52	52	48	53	52



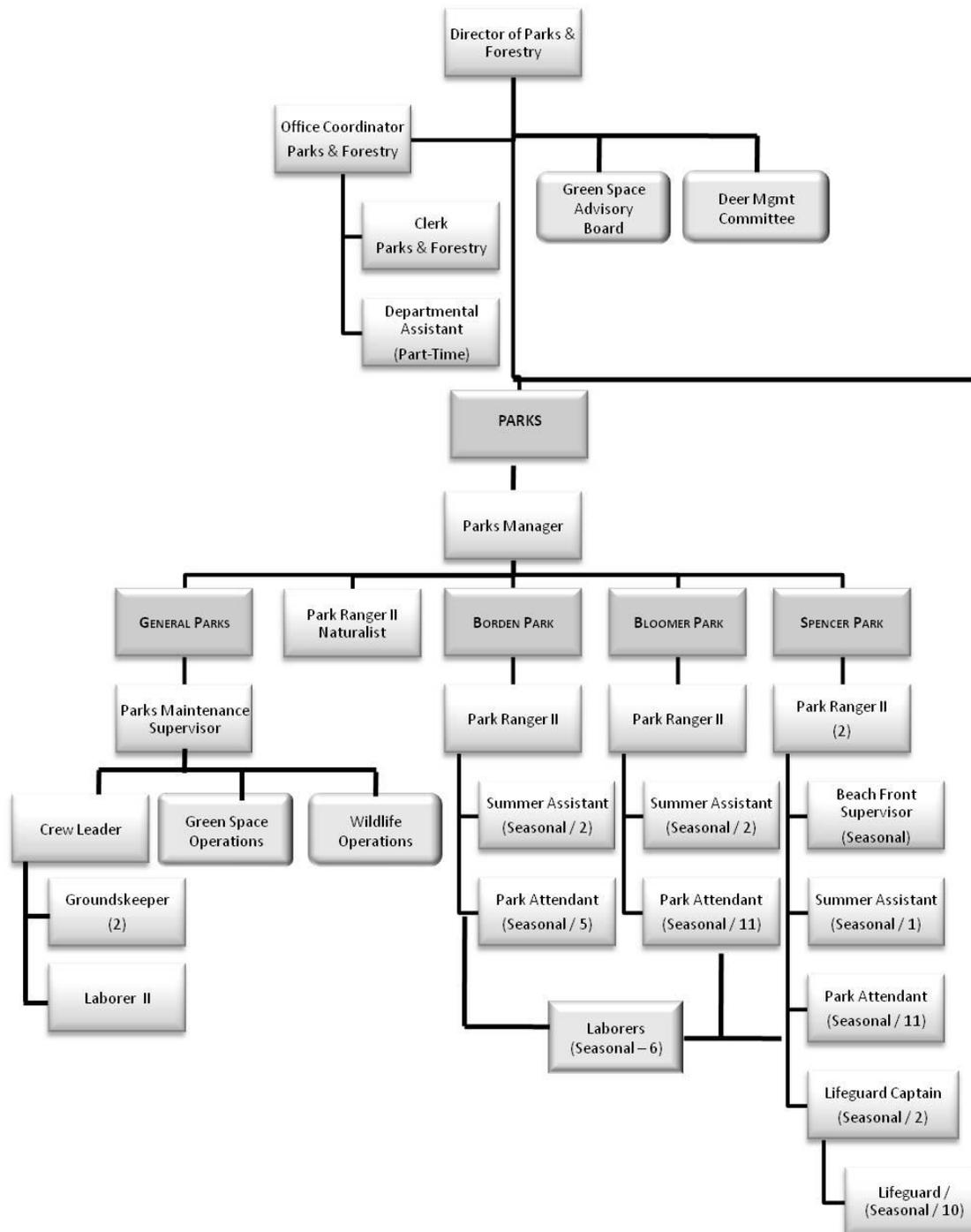


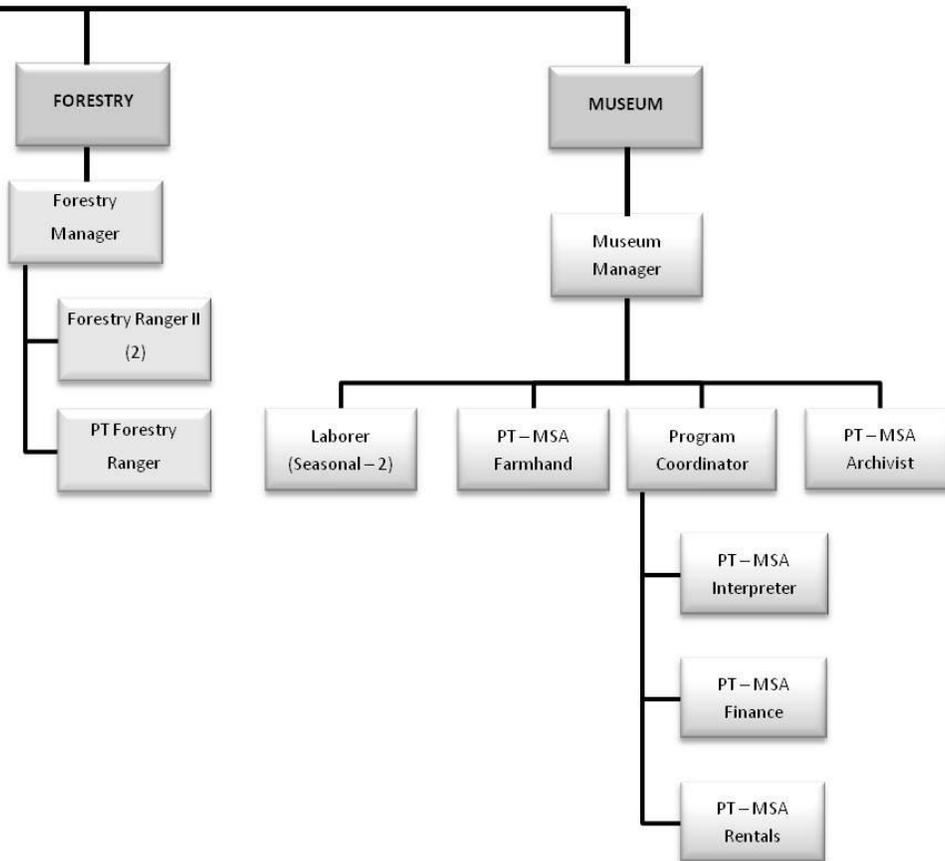
General Fund

756 – Parks Department

Parks Department / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
User Activity Days - Grand Total (est.)	1,099,337	1,044,907	1,051,037	1,066,888	424,223	1,085,825	1,085,825
Borden Park							
User Activity Days (estimate)	376,718	389,396	368,460	375,288	169,704	377,715	384,625
Games Played :							
Soccer	2,216	1,986	2,393	2,287	1,192	2,222	2,104
Baseball/Softball	1,479	1,429	1,407	1,168	839	1,335	1,350
Practice Hours	1,332	1,327	1,120	1,073	732	1,173	1,638
Bloomer Park							
User Activity Days (estimate)	236,470	166,750	169,617	214,312	32,970	183,560	200,000
Shelter Rentals	98	114	105	112	100	110	100
Tent Rentals	14	25	19	19	18	21	20
Cross Country Meets	6	5	5	6	-	5	5
5K Events	6	8	3	9	3	8	8
Games Played: Cricket	51	54	53	42	24	50	50
Spencer Park							
User Activity Days (estimate)	214,005	242,151	262,520	234,061	85,945	246,244	230,000
Boat Rentals	1,987	1,499	1,474	1,568	533	1,514	1,900
Shelter Rentals	39	39	32	29	26	33	39
Tent Rentals	62	72	72	60	44	68	80
Yates Park, CRT, PCT & FOH							
User Activity Days (estimate)	220,132	194,754	197,754	243,227	135,604	211,912	220,000
City-Wide Survey *							
	2013			2016			
Residents who have visited a Park or Trail during the last year	77%			TBD			
Residents satisfied (to very satisfied) with their contact with Parks employee	93%			TBD			
City Parks or Trails visited							
Paint Creek Trail	55%			TBD			
Clinton River Trail	47%			TBD			
Borden Park	37%			TBD			
Bloomer Park	32%			TBD			
RH Museum at VH Farm	24%			TBD			
Yates Park	24%			TBD			
Spencer Park	22%			TBD			
Veterans Memorial Pointe	19%			TBD			
Pine Trace Golf Course	12%			TBD			
* Survey to be Conducted every two (2) years							







General Fund

758 – Community Garden



The Community Garden cost center was established to account for labor, materials, and maintenance needed to operate the community garden.

The community garden at Wabash Park currently consists of 96 separate 4'x4' planting beds for rental by Rochester Hills residents for growing healthy produce, socializing with other gardeners, engaging in a relaxing recreational pursuit, and providing any surplus of fresh produce to area soup kitchens and food pantries. The City has partnered with Dinosaur Hill Nature Preserve to provide the administrative oversight of the plot

rentals, as well as to serve as an educational resource for gardening programs.

Goals:	
Department	Provide community locations to allow residents the opportunity to grow and maintain a garden of plants, vegetables, and fruits
City Council	Community / Neighborhoods (#7) / Environmental (#9)
Departmental Objectives:	
On-Going	Continue to promote plot rentals and growing healthy produce
Short-Term	Establish a second community garden in an appropriate space due to resident demand

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
758 Community Garden Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ 982	\$ -	\$ -	\$ -	\$ -
Supplies	5,509	6,156	500	500	500	500
Professional Services	-	7,298	4,000	-	-	-
Other Services	-	-	2,000	2,000	2,000	2,000
TOTAL	\$ 5,509	\$ 14,436	\$ 6,500	\$ 2,500	\$ 2,500	\$ 2,500
<i>Per Capita</i>	\$ 0.07	\$ 0.20	\$ 0.09	\$ 0.03	\$ 0.03	\$ 0.03

Community Garden / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Plots Available	*	72	72	72	96	96	96
Plots Rented	*	72	72	72	96	96	96





The Community Events cost center was established to account for community related events and promotions that are not related to a specific department.

The primary community events promoted are the Festival of the Hills and the Brooksie Way Half Marathon, 10k, 5k, Kids Race and Victory Run for Young Athletes with Disabilities.

The Festival of the Hills has traditionally been funded through donations. The City also receives reimbursement for all direct event-day expenditures from Oakland County related to the Brooksie Way event.

Goals:	
Department	Provide community events that contribute to the quality of life within Rochester Hills, promote the City within the region, and generate economic activity while minimizing the expense to City taxpayers
City Council	Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Continue successful fundraising efforts for the Festival of the Hills
On-Going	Reduce disruptions to traffic related to the Brooksie Way event

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
760 Community Events Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	58,838	58,899	89,030	86,530	84,030	84,030
Other Services	-	-	-	-	-	-
TOTAL	\$ 58,838	\$ 58,899	\$ 89,030	\$ 86,530	\$ 84,030	\$ 84,030
<i>Per Capita</i>	\$ 0.80	\$ 0.80	\$ 1.22	\$ 1.18	\$ 1.15	\$ 1.15



General Fund

774 – Forestry Division



The mission of the Forestry Division is to conserve and enhance the quality of life and safety for the citizens of City of Rochester Hills by protecting, planting, and maintaining a healthy urban tree population.

The Forestry Division is responsible for maintaining more than 19,000 trees along approximately 280 miles of city-maintained streets, 87 miles of pathways, and along the Paint Creek and Clinton River trailways. In addition, the Division oversees a municipal street tree planting program of 500 trees a year.

The Division also maintains the trees growing in City parks, at City facilities, and along major boulevards (Walton, Livernois, and Hamlin). The National Arbor Day Foundation has named the City of Rochester Hills a “Tree City USA” annually since FY 1990. The Tree City USA designation recognizes our community’s commitment to a quality tree management program.

Goals:	
Department	Examine Division mission, operations, structure and facilities to meet community needs for the next 20 years
City Council	Fiscal Management (#4)/Effective Governance (#8)
Departmental Objectives:	
Short-Term	Develop Department Strategic Plan
Short-Term	Implement recommended changes to CIP and Parks Master Plan based on Strategic Plan outcomes
Medium-Term	Implement Department strategic plan outcomes, including operations and structure changes

Goals:	
Department	Improve operational procedures, documentation, and review system to align with City Administration and Council policies
City Council	Effective Governance (#8)
Departmental Objectives:	
Medium-Term	Develop and implement one major function in each division yearly according to best practices and nationally defined operational standards

Goals:	
Department	Promote public awareness of the Forestry Division and the City’s green infrastructure
City Council	Community / Neighborhoods (#7)/Effective Governance (#8)/Environment (#9)
Departmental Objectives:	
Short-Term	Earn the 2017-2018 “Tree City USA” designations
Short-Term	Provide tagged seedlings to all 3 rd graders with a street tree order form attached
Short-Term	Provide pertinent, timely articles on website
Short-Term	Place signs on trees in parks (Riverbend, Museum) that provide information about the community service that the tree provides





General Fund 774 - Forestry Division

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services decreased [(3%) or (\$13,280)] due to reallocation of the Parks & Forestry Director shifted to the Museum Division (802)
- Operating Supplies increased [139% or \$5,700] due to a remote for the stump grinder planned for FY 2017 and the creation of the Seedlings in Schools program to promote the street tree program

Budget Summary Report						
774 Forestry Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 423,429	\$ 416,418	\$ 446,460	\$ 433,180	\$ 443,840	\$ 454,950
Supplies	3,919	4,803	4,100	9,800	7,800	7,800
Professional Services	83,241	74,666	98,110	100,630	100,630	100,630
Other Services	1,992	1,484	2,100	3,200	3,200	3,200
TOTAL	\$ 512,581	\$ 497,371	\$ 550,770	\$ 546,810	\$ 555,470	\$ 566,580
<i>Per Capita</i>	\$ 6.94	\$ 6.76	\$ 7.52	\$ 7.46	\$ 7.58	\$ 7.73

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Parks / Forestry	0.25	0.25	0.25	0.25	0.25	0.10
Forestry Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Forestry Ranger II	2.00	2.00	2.00	2.00	2.00	2.00
Clerk - Parks & Forestry	0.50	0.50	0.50	0.50	0.50	0.50
Groundskeeper	-	0.10	0.10	0.10	0.10	-
	3.75	3.85	3.85	3.85	3.85	3.60
 <u>Part-Time/Temporary Positions:</u>						
Forestry Ranger PT	-	1	1	1	1	1
	-	1	1	1	1	1

Forestry Division / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Tree Inventory	19,187	18,885	18,736	18,957	19,067	19,225	19,500
Trees Trimmed	2,684	3,854	2,947	2,494	2,040	3,200	3,200
Trees Removed	553	479	339	415	307	500	500
Trees Maintained	3,237	4,333	3,286	2,909	2,347	3,700	3,700
Trees Planted	277	189	180	401	220	300	450
Stumps Ground	75	80	117	99	41	70	70
Service Requests	428	555	744	523	250	500	500
Tree Removal Permits	9	11	5	7	10	10	10



General Fund

802 – Museum Division



The mission of the Museum Division is to interpret, preserve, and collect the history of the greater Rochester area for present and future generations.

The Rochester Hills Museum at Van Hoosen Farm is the primary site for learning about and preserving the history of the greater Rochester area. Located in Stoney Creek Village, which is listed in the National Register of Historic Places, the 16-acre museum complex was home to the Taylor and Van Hoosen families dating back to 1823. It features structures

original to the property from 1840 to the early 20th century.

The Museum is used to showcase the area’s history in the Dairy Barn through well-designed and informative exhibits highlighting the settlement, agriculture, industry and cultural evolution of the community. The Stoney Creek Schoolhouse hosts school tours throughout the year. The Farmhouse, gazebo and museum grounds are available to rent for weddings or other photographic events. The newly restored Calf Barn rents out for receptions and large meetings. In addition to these services, the Museum hosts a number of annual events and provides for a variety of environmental and cultural heritage educational opportunities.

Goals:	
Department	Examine Division mission, operations, structure, and facilities to meet community needs for the next 20 years
City Council	Fiscal Management (#4)/Recreation & Parks (#5)/Effective Governance (#8)
Departmental Objectives:	
Short-Term	Develop Department Strategic Plan
Medium-Term	Implement recommended changes to CIP and Parks Master Plan based on Strategic Plan outcomes
Long-Term	Implement Department strategic plan outcomes, including operations and structure changes

Goals:	
Department	Improve operational procedures, documentation, and review system to align with City Administration and Council policies
City Council	Recreation & Parks (#5) / Effective Governance (#8)
Departmental Objectives:	
Medium-Term	Develop and implement one major function in each division yearly according to best practices and nationally defined operational standards

Goals:	
Department	Rebuild Equipment Barn
City Council	Fiscal Management (#4)/Recreation & Parks (#5)
Departmental Objectives:	
Short-Term	Obtain funding through donations to build historic facade for new barn





General Fund 802 - Museum Division

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [13% or \$47,980] due to reallocation of the Parks & Forestry Director from Parks Department (756); as well as the reallocation of one (1) Seasonal Laborer I from the Parks Department (756)
- Professional Services decreased [(3%) or (\$7,460)] due to a decrease in Interfund-Facilities charges

Budget Summary Report						
802 Museum Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ -	\$ 296,457	\$ 366,690	\$ 414,670	\$ 423,980	\$ 433,600
Supplies	-	31,090	37,000	38,000	38,000	38,000
Professional Services	-	193,980	241,310	233,850	232,850	232,850
Other Services	-	2,345	5,150	7,300	7,300	7,300
TOTAL	\$ -	\$ 523,872	\$ 650,150	\$ 693,820	\$ 702,130	\$ 711,750
<i>Per Capita</i>	\$ -	\$ 7.12	\$ 8.87	\$ 9.47	\$ 9.58	\$ 9.72

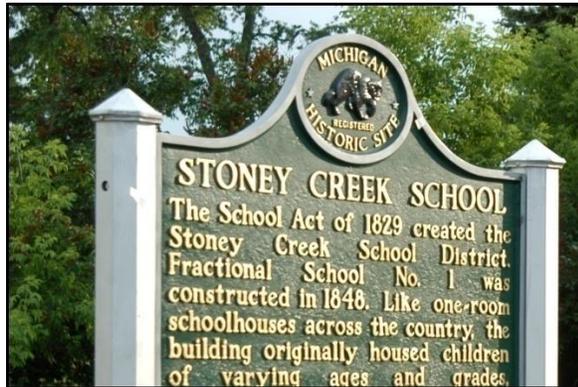
Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Parks/Forestry/Museum	-	-	-	-	-	0.15
Supervisor of Interpretive Services	-	-	-	1.00	1.00	1.00
Museum Program Coordinator	-	-	-	1.00	1.00	1.00
	-	-	-	2.00	2.00	2.15
 <u>Part-Time/Temporary Positions:</u>						
Museum Staff Assistant	-	-	-	2	3	3
Museum Staff Assistant / EEP	-	-	-	1	1	1
Utility / Farm Hand	-	-	-	1	1	1
Laborer - Seasonal	-	-	-	-	-	1
	-	-	-	4	5	6

Museum Division/ Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>Projected 2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Attendance (estimate)	50,812	51,113	52,250	52,123	12,577	50,000	55,250
Volunteer Hours	8,900	9,115	8,314	7,750	2,700	10,000	8,200
Museum Archival Requests	27	14	38	46	8	25	55
Museum Members	500	29	279	283	-	285	288
Museum Artifacts Received	n/a	n/a	n/a	37	35	n/a	n/a
Environmental Education Programming							
Attendance	1,200	743	436	300	432	500	500
Programs Offered	15	19	26	18	15	15	15



General Fund

804 – Historic District Commission



The mission of the Historic Districts Commission (HDC) is to promote, retain, and restore historic and culturally significant resources (structures, land parcels, and natural amenities) that serve to preserve the heritage of the community.

The HDC was established by Chapter 4-06 of the Code of Ordinances, pursuant to State Law (PA 169 of 1970). The HDC hears proposed activities regarding registered historic resources in the City of Rochester Hills and provides guidance and direction towards the historic and cultural value of the resource. The

HDC grants Certificates of Appropriateness that detail specific changes to historic structures and lands that adhere to “the spirit” of the resource; and provides guidance and direction to applicants proposing changes to historic structures and lands.

Goals:	
Department	Promote historic districts for the education, enjoyment, and welfare of citizens
City Council	Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Provide support to City Council Historic District Study Committee to conduct reviews and recommendations regarding potential structure and/or land parcel designation
On-Going	Encourage the preservation of significant historic sites by providing guidance and direction to property owners proposing restoration and/or upkeep of their properties
On-Going	Conduct educational programs such as the annual Earl Borden Award program that further citizen respect and pride for the community’s heritage

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Professional Services increased [45% or \$2,500] due to increased need for Historic District Studies

Budget Summary Report						
804 HDC Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 2,218	\$ 2,363	\$ 7,070	\$ 7,070	\$ 7,070	\$ 7,070
Supplies	-	-	400	400	400	400
Professional Services	2,325	2,322	5,550	8,050	8,050	8,050
Other Services	-	-	-	-	-	-
TOTAL	\$ 4,543	\$ 4,685	\$ 13,020	\$ 15,520	\$ 15,520	\$ 15,520
<i>Per Capita</i>	\$ 0.06	\$ 0.06	\$ 0.18	\$ 0.21	\$ 0.21	\$ 0.21

Historic Districts Commission / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Meetings	6	4	4	5	3	6	6





General Fund

990 – General Fund: Transfer-Out

The General Fund: Transfer Out cost center transfers funding collected by the City's General Fund to various other special purpose funds. Some of the receiving funds may already have an established funding source, but those specific source(s) may not be adequate to provide the full level of funding necessary to provide for the desired level of service.

Goals:	
Department	Provide a mechanism for the purpose of transferring money to various funds as necessary to provide for desired service levels
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Evaluate the level of funding from the General Fund to support service levels in various funds such as the Local Street and Water Resource Funds

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Transfers-Out decreased [(20%) or (\$1,780,290)] due primarily to:
 - An increase of \$636,400 to the Local Street Fund
 - An increase of \$451,370 to the Water Resources Fund to sustain operations
 - A reduction of (\$4,500,000) to the Facilities Fund due to funding for Fire Station 4 renovations/reconstruction in FY 2016
 - An increase in the transfer-out to the Facilities Fund to fund:
 - \$254,000 = Borden Park / Office Relocation (PK-05H)
 - \$360,000 = Borden Park / Maintenance Yard (PK-05J)
 - \$1,036,000 = Riverbend Park Development (PK-13)

Budget Summary Report						
990 Transfers-Out Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Operating Transfers-Out	\$ 11,698,898	\$ 9,141,572	\$ 8,951,070	\$ 7,170,780	\$ 6,791,520	\$ 6,393,080
TOTAL	\$ 11,698,898	\$ 9,141,572	\$ 8,951,070	\$ 7,170,780	\$ 6,791,520	\$ 6,393,080
<i>Per Capita</i>	\$ 158.36	\$ 124.28	\$ 122.19	\$ 97.89	\$ 92.71	\$ 87.27



General Fund

Grand Total: General Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total General Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 10,821,980	\$ 6,035,939	\$ 6,397,140	\$ 6,821,340	\$ 6,845,240	\$ 6,859,160
Licenses & Permits	2,676,333	2,995,085	2,786,100	2,914,900	2,929,900	2,836,900
Intergovernmental:						
State Grants	5,499,518	5,560,803	5,600,000	5,650,000	5,763,000	5,878,000
Federal Grants	171,341	162,996	130,000	130,000	130,000	130,000
Other Intergovernmental	-	-	-	-	-	-
Service Charges	5,959,406	5,735,653	5,999,480	5,993,360	5,941,660	5,866,960
Fines & Forfeitures	626	2,947	2,500	2,500	2,500	2,500
Investment Earnings	71,246	97,093	77,080	124,520	232,530	331,740
Special Assessments	-	-	-	-	-	-
Other Revenue	185,326	199,143	168,870	105,000	165,000	105,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	628,498	5,280	6,180	4,660	6,820	11,720
TOTAL REVENUES	\$ 26,014,275	\$ 20,794,937	\$ 21,167,350	\$ 21,746,280	\$ 22,016,650	\$ 22,021,980
General Fund Expenditures						
General Government	\$ 6,940,062	\$ 6,951,092	\$ 8,148,730	\$ 7,802,750	\$ 7,926,460	\$ 8,023,520
Public Service	882,368	843,878	993,390	983,500	1,000,980	1,021,390
Public Safety	2,493,768	2,593,032	2,891,590	3,106,420	3,141,950	3,171,600
Streets	-	-	-	-	-	-
Economic Development	815,105	861,658	1,002,860	1,066,800	983,270	1,000,540
Parks and Recreation	2,667,693	2,730,076	3,207,600	3,266,030	3,309,470	3,356,850
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	11,698,898	9,141,572	8,951,070	7,170,780	6,791,520	6,393,080
TOTAL EXPENDITURES	\$ 25,497,895	\$ 23,121,307	\$ 25,195,240	\$ 23,396,280	\$ 23,153,650	\$ 22,966,980
Excess Revenue Over / (Under) Expenditures	\$ 516,379	\$ (2,326,370)	\$ (4,027,890)	\$ (1,650,000)	\$ (1,137,000)	\$ (945,000)
Fund Balance - Beginning	30,741,205	31,257,584	28,931,214	24,903,324	23,253,324	22,116,324
Fund Balance - Ending	\$ 31,257,584	\$ 28,931,214	\$ 24,903,324	\$ 23,253,324	\$ 22,116,324	\$ 21,171,324



Special Revenue Funds

202 – Major Road Fund: Revenue



The mission of the Major Road Fund is to maintain the major road system and rights-of-way in such a manner as to ensure safety for vehicular and pedestrian traffic, as well as to present an attractive roadside environment in accordance with State Act 51 of the Public Acts of 1951 as amended.

The City of Rochester Hills currently owns and operates over 38-miles of major roadway. The Department of Public Services (DPS) through the Major Road Fund accounts for the maintenance, planning, design, construction, and improvement of

the major road network. DPS coordinates improvements with Road Commission for Oakland County (RCOC) and Michigan Department of Transportation (MDOT) road systems located within City limits in accordance with State Act 51 of the Public Acts of 1951, as amended.

Goals:	
Department	Identify long-term funding sources that will provide for the consistent operation, maintenance, reconstruction, and rehabilitation of the City's Major Road system
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-going	Maintain community involvement and public education to promote the need for an adequate funding source in order to manage the needs, priorities, and strategies for the operation, maintenance, and rehabilitation of the City's Major Road system

SIGNIFICANT REVENUE & PROGRAM NOTES:

- Fund Balance decreased [(74%) or (\$2,232,060)] due to less Capital Outlay in scheduled in FY 2017 as compared to FY 2016
- Federal & State Grants decreased [(5%) or (\$189,000)] due to one-time State Grant: Miscellaneous Road Funding revenue received in FY 2016 from PA 84
- Transfer-In decreased [(38%) or (\$195,760)] due to the temporary (2-year) redirection of LDFA funding away from the MR-03B: LDFA Road Rehabilitation Program to fund (PW-09A) Technology Drive Pathway project scheduled for FY 2018
 - This rehabilitation program is scheduled to begin again in FY 2019

Budget Summary Report						
202 Major Road Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 3,013,480	\$ 781,420	\$ -	\$ -
Federal and State Grants	3,675,071	3,898,734	3,784,000	3,595,000	3,682,000	3,771,000
Other Intergovernmental	20,633	3,311	-	-	-	-
Service Charges	205,242	252,112	230,500	229,000	226,500	226,500
Investment Earnings	31,490	31,280	14,010	24,170	40,520	75,790
Other Revenue	25,682	59,461	36,000	36,000	36,000	60,500
Transfer-In	596,318	503,342	512,810	317,050	322,590	527,430
TOTAL	\$ 4,554,436	\$ 4,748,240	\$ 7,590,800	\$ 4,982,640	\$ 4,307,610	\$ 4,661,220
<i>Per Capita</i>	\$ 61.65	\$ 64.55	\$ 103.62	\$ 68.02	\$ 58.80	\$ 63.63



Special Revenue Funds

442 – Major Road Fund: Transfer-Out



The Major Road: Transfer Out cost center is responsible for transferring funding from the Major Road Fund to other funds in compliance with City policies.

Goals:	
Department	Provide funding in compliance with City policies and bond obligations
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
Short-Term	Transfer funds in accordance with City Council and Administrative policies

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
442 MR: Transfer-Out Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Transfer-Out	\$ 750,000	\$ 387,500	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 750,000	\$ 387,500	\$ -	\$ -	\$ -	\$ -
<i>Per Capita</i>	\$ 10.15	\$ 5.27	\$ -	\$ -	\$ -	\$ -





Special Revenue Funds

452 – Major Road Fund: Construction



The Major Road: Construction Division of the Department of Public Services (DPS) is responsible for planning, designing, and constructing improvements to the City's 38-mile major road network and for coordinating improvements with Road Commission for Oakland County (RCOC) and Michigan Department of Transportation (MDOT) road systems located within City limits. This is done by recognizing needs as determined by the City's comprehensive 2008 Master Thoroughfare Plan and the City's Pavement Management System.

Goals:	
Department	Construct and rehabilitate failing segments of the City's major road system by implementing improvements as presented in the annual Capital Improvement Plan (CIP) while balancing the sometimes-conflicting interests of safety, mobility, and environmental impact
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	<p>Continue the planning, design, construction, and if necessary, right-of-way acquisition for improvements based on the following projects listed in the CIP:</p> <ul style="list-style-type: none"> • MR-01 / Major Road: Rehabilitation Program • MR-07A / Auburn Road: Turn-Lane Improvements • MR-08 / Horizon Court Rehabilitation • MR-11 / Rochester Industrial Drive Reconstruction • MR-12 / Major Road: Traffic Calming Program • MR-26F / Livernois Road: NB Right-Turn Lane @ Auburn Road • MR-27 / Major Road: Bridge Rehabilitation Program • MR-31E / John R Road: NB Right-Turn Lane @ Auburn Road • MR-39: South Boulevard Rehabilitation [E of Crooks Road – W of Livernois Road] • PW-01 / Pathway Rehabilitation Program

Goals:	
Department	Improve the overall quality and safety of major road infrastructure by increasing capacity towards meeting traffic demands and relieving congestion where deficiencies exist
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Balance the community's desire for a safe transportation system with its willingness to endure a measure of congestion, even after major road improvements are made, so as to preserve the natural features that help to make Rochester Hills unique

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Capital Outlay decreased [(47%) or (\$2,508,000)] due to less Capital Outlay expenditures in FY 2017 as compared to FY 2016



Special Revenue Funds

452 – Major Road Fund: Construction



Budget Summary Report						
452 MR: Construction Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 115,875	\$ 122,730	\$ 171,340	\$ 170,830	\$ 175,370	\$ 180,130
Supplies	310	121	800	800	800	800
Professional Services	3,543	11,736	19,500	19,500	19,500	19,500
Other Services	-	-	-	-	-	-
Capital Outlay	4,058,863	7,714,967	5,353,450	2,845,450	1,005,000	1,851,750
TOTAL	\$ 4,178,591	\$ 7,849,554	\$ 5,545,090	\$ 3,036,580	\$ 1,200,670	\$ 2,052,180
<i>Per Capita</i>	\$ 56.56	\$ 106.72	\$ 75.69	\$ 41.45	\$ 16.39	\$ 28.01

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Deputy Director DPS / City Engineer	0.40	0.30	0.30	0.30	0.30	0.30
Transportation Engineer	0.25	0.25	0.15	0.15	0.15	0.15
Administrative Coordinator - DPS	-	-	-	-	0.05	0.05
Staff Engineer	-	-	0.20	0.20	0.20	0.20
Water Resources Coordinator	-	-	-	0.10	0.10	0.10
Engineering Construction Inspector II	0.30	0.30	0.30	0.05	0.05	0.05
Survey Technician	-	-	0.10	0.10	0.05	0.05
Engineering Construction Inspector I	-	-	-	0.20	0.20	0.20
Engineering Aide	0.20	0.30	0.30	0.25	0.30	0.30
Permit Technician	0.10	0.10	0.10	0.10	-	-
Professional Surveyor	-	-	0.10	-	-	-
	1.25	1.25	1.55	1.45	1.40	1.40





Special Revenue Funds

462 – Major Road Fund: Preservation



The Major Road: Preservation Division of the Department of Public Services (DPS) is responsible for planning and performing routine maintenance to the City's 38-mile major road network.

Data is utilized from the City's Pavement Management System indicating the levels of work to be performed. The types of preservation strategies employed by the City include: slab replacement (concrete roads); damaged pavement replacement (asphalt roads); curb and gutter replacements; joint/crack repairs to prevent water from reaching

road base; installing road under drains to collect subsurface water; ditching; catch basin repair; and strict enforcement of overweight vehicles.

The City of Rochester Hills performs annual maintenance on major roads under its jurisdiction. The typical causes for road maintenance include:

- Age of the pavement surface
- Poor drainage, including catch basin failures
- Poor compaction of road base materials
- Overweight vehicles
- Freeze/Thaw Cycle

Goals:	
Department	Provide for a safe and adequate major road system to preserve the quality of life in the City, which enhances the attraction and retention of residents
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
Short-Term	Maintain a comprehensive Major Road System Maintenance Plan that provides for motor vehicle travel needs along major thoroughfares within the community
On-Going	Proactively plan and program maintenance activities in order to maximize the available resources dedicated towards road maintenance
On-Going	Evaluate alternate road rehabilitation techniques to minimize reconstruction and maintenance costs
On-Going	Utilize the Asset Management System as well as the Pavement Management System to develop strategic programs for maintenance
On-Going	Encourage other jurisdictional agencies (RCOC, MDOT) to improve the programming levels of maintenance activities on their thoroughfares within the City

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Operating Supplies increased [25% or \$7,000] due to planned material needs
- Professional Services decreased [(25%) or (\$111,820)] due primarily to a reduction of gravel road maintenance on RCOC roadways



Special Revenue Funds

462 – Major Road Fund: Preservation



Budget Summary Report						
462 MR: Preservation Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 255,130	\$ 222,668	\$ 284,020	\$ 298,610	\$ 307,420	\$ 316,710
Supplies	27,277	24,617	28,000	35,000	35,000	35,000
Professional Services	373,392	369,614	444,860	333,040	333,040	333,040
Other Services	10	-	300	300	300	300
TOTAL	\$ 655,808	\$ 616,899	\$ 757,180	\$ 666,950	\$ 675,760	\$ 685,050
<i>Per Capita</i>	\$ 8.88	\$ 8.39	\$ 10.34	\$ 9.10	\$ 9.22	\$ 9.35

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Foreman	0.35	0.35	0.20	0.20	0.20	0.20
Administrative Coordinator - DPS	-	-	-	-	0.05	0.05
Crew Leader	0.60	0.60	0.30	0.30	0.20	0.20
Heavy Equipment Operator	-	-	0.10	0.10	0.10	0.70
Office Coordinator - DPS	-	-	0.05	0.05	0.05	0.05
Office Coordinator - Garage	-	-	0.05	0.05	0.05	0.05
Light Equipment Operator	0.95	1.00	1.55	1.65	1.90	1.70
Laborer II	0.60	0.60	0.50	0.60	0.40	-
Laborer I	-	0.30	0.10	-	-	-
	2.50	2.85	2.85	2.95	2.95	2.95

Major Road - Preservation / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Miles of Major Roads	38.21	38.21	38.21	38.21	38.21	38.21	38.21
Major Road Preservation Expenditures per Lane							
Mile \$	3,339	\$ 3,601	\$ 4,291	\$ 4,036	n/a	\$ 4,954	\$ 4,364
Linear Ft. of Ditches Cleaned	10	250	521	30	-	500	500
Curb Miles - Streets Swept	615	331	432	431	378	400	400
Storm Catch Basins Repaired	-	75	24	58	-	50	50
Material Collected through Street Cleaning (in lbs.)	1,215,620	874,460	1,088,000	1,227,363	349,960	1,200,000	1,200,000





The Major Road: Traffic Service Division of the Department of Public Services (DPS) is responsible for planning and performing traffic studies including school-walk routes, traffic counts, turning movements, and traffic signal placement; street sign fabrication and installation; pavement striping; marking placement; and bridge inspections to the City's 38-mile major road network. This cost center is also responsible for the issuance of permits to work in City right-of-ways.

Goals:	
Department	Provide for the maintenance of major road system's signs and pavement markings in order to provide for the safety and awareness of motor vehicles traveling along major thoroughfares of the community
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
Short-Term	Implement a Paperless Work Order System to improve work processes and to assist in the coordination of data migration for the Sign Inventory System
Short-Term	Maintain a Street Sign Replacement Program that utilizes life cycle analysis to determine appropriate replacement dates and coordinate with the Asset Management System
Short-Term	Research and explore advances in pavement marking and sign sheeting material

Goals:	
Department	Minimize the City's exposure to risk by promoting sound traffic planning in order to improve upon the safety of the major road system
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Develop a method to control the unpermitted practice of landscape materials being dumped into roadways, which can cause driving obstructions
On-Going	Preserve the City's existing infrastructure through permit issuance, compliance enforcement, and monitoring
On-Going	Proactively plan and program traffic service activities such as signing, street lighting, school-walk routes, signalization, work zone safety, and permit oversight in order to maximize the available resources dedicated towards traffic service
On-Going	Continue remodeling, replacing, or installing streetlights for improved visibility at intersection and crosswalk locations

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Operating Supplies increased [25% or \$5,000] due to supply needs to maintain radar speed signs
- Professional Services decreased [(5%) or (\$12,990)] due to bridge inspections done in FY 2016 and scheduled for even years



Special Revenue Funds

472 – Major Road Fund: Traffic Service



Budget Summary Report						
472 MR: Traffic Services Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 190,628	\$ 179,850	\$ 212,090	\$ 215,280	\$ 221,040	\$ 227,060
Supplies	22,542	14,923	19,750	24,750	24,750	24,750
Professional Services	367,877	132,457	261,830	248,840	263,840	248,840
Other Services	-	-	-	-	-	-
TOTAL	\$ 581,047	\$ 327,230	\$ 493,670	\$ 488,870	\$ 509,630	\$ 500,650
<i>Per Capita</i>	\$ 7.87	\$ 4.45	\$ 6.74	\$ 6.67	\$ 6.96	\$ 6.83

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Transportation Engineer	0.35	0.35	0.40	0.40	0.40	0.40
Senior Staff Engineer	0.40	0.60	0.60	0.55	0.60	0.60
Crew Leader - Traffic Signs	0.40	0.40	0.40	0.30	0.30	0.30
Permit Technician	0.55	0.55	0.50	0.40	0.20	0.20
Light Equipment Operator	0.60	0.40	0.30	0.30	0.20	0.20
Project Management Clerk	-	-	-	-	0.05	0.05
Engineering Aide	0.20	0.20	0.20	0.40	0.10	0.10
Engineering Technician	-	-	-	0.05	-	-
	2.50	2.50	2.40	2.40	1.85	1.85

Major Road - Traffic Services / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
R-O-W Permits Issued	33	29	29	38	22	30	30
# of New Traffic Signs Installed	18	53	33	17	18	25	25
# of Signs Fabricated - Other Agencies / Departments	344	159	205	529	393	250	250
City-Wide Survey *		2013			2016		
<i>Resident Rating of Major Roads in Rochester Hills:</i>							
Excellent		4%			TBD		
Good		40%			TBD		
Fair		40%			TBD		
Poor		17%			TBD		
<i>Should Selected Major Roads be Widened to Relieve Traffic Congestion:</i>							
Yes		55%			TBD		
No		29%			TBD		
Uncertain		16%			TBD		
<i>Do you feel there is a Traffic Congestion problem in the City?</i>							
Very Satisfied		16%			TBD		
Satisfied		49%			TBD		
Dissatisfied		20%			TBD		
Very Dissatisfied		1%			TBD		
Uncertain		14%			TBD		

* Survey to be Conducted every two (2) years





The Major Road: Winter Maintenance Division of the Department of Public Services (DPS) is responsible for planning and performing winter maintenance activities, such as snow and ice removal, to the City’s 38-mile major road network. The Road Commission of Oakland County (RCOC) also contracts with the City of Rochester Hills for winter maintenance activities along five (5) miles of County-owned roadway within the boundaries of the City.

Goals:	
Department	Provide a major road winter maintenance program, including prompt and efficient snow removal and de-icing, that addresses motor vehicle travel needs along the major road system under the jurisdiction of the City during winter months
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Clear all major roads of snow and ice within 48-hours after a major snowstorm
On-Going	Clear all drainage structures that contribute to ice accumulation on roadways within 24-hours of notice
On-Going	Coordinate snow removal operations with adjoining communities in order to maintain the continuity of major thoroughfare access
On-Going	Communicate winter road conditions through the City’s website and other social media outlets

Goals:	
Department	Proactively plan and program winter maintenance activities in order to maximize the available resources dedicated towards winter maintenance
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Investigate the cost of utilizing GPS surface temperature devices to more efficiently direct snow plowing operations
Short-Term	Explore the cost/benefit ratio of installing self-contained salt spreading mechanisms on dump trucks
Short-Term	Investigate “Road Weather Information Stations” (RWIS) for pavement conditions
On-Going	Continue to research the use of alternative de-icing materials and application techniques in an effort to minimize cost and waste
On-Going	Utilize the Asset Management System to develop strategic programs for winter maintenance

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017



Special Revenue Funds

482 – Major Road Fund: Winter Maintenance



Budget Summary Report						
482 MR: Winter Maint. Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 155,307	\$ 121,693	\$ 168,070	\$ 165,250	\$ 169,520	\$ 173,960
Supplies	107,466	81,876	133,750	134,500	134,500	134,500
Professional Services	144,487	121,883	162,080	162,580	162,580	162,580
Other Services	-	-	-	-	-	-
TOTAL	\$ 407,259	\$ 325,452	\$ 463,900	\$ 462,330	\$ 466,600	\$ 471,040
<i>Per Capita</i>	\$ 5.51	\$ 4.42	\$ 6.33	\$ 6.31	\$ 6.37	\$ 6.43

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Foreman	0.05	0.05	0.10	0.10	0.10	0.10
Administrative Coordinator - DPS	-	-	-	-	0.05	0.05
Crew Leader	0.05	0.05	0.10	0.10	0.15	0.15
Heavy Equipment Operator	0.15	0.15	0.10	0.10	0.10	0.20
Office Coordinator - DPS	-	-	0.05	0.05	0.05	0.05
Office Coordinator - Garage	-	-	0.05	0.05	0.05	0.05
Light Equipment Operator	1.00	0.85	0.05	0.20	0.50	0.40
Laborer II	-	0.05	-	-	-	-
	1.25	1.15	0.45	0.60	1.00	1.00

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>June 2016</u>	<u>Projected 2016</u>	<u>Projected 2017</u>
Major Road Winter Maintenance Expenditures per Lane Mile	\$ 4,844	\$ 7,299	\$ 10,658	\$ 8,517	n/a	\$ 12,141	\$ 12,100
Snow Plowing Operations Overtime Hours Worked	431	546	855	679	433	649	920





Special Revenue Funds

492 – Major Road Fund: Administration

The Major Road: Administration Division of the Department of Public Services (DPS) is responsible for the overall planning, administration, and oversight of all activities that affect the conditions of the City's major road network. This includes meeting with other jurisdictions to identify and resolve concerns as they arise.

Goals:	
Department	Proactively plan and program activities in order to maximize the available resources dedicated towards major roads
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Continue to work/partner with RCOC and MDOT on the delivery and coordination of projects
On-Going	Attend Homeowner Association meetings as necessary to discuss major road traffic issues within the City
On-Going	Participate in the Traffic Improvement Association (TIA) Community Outreach program on regional traffic operations
On-Going	Encourage employees to attend the Michigan Public Service Institute on Customer Service

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017
 - *Note: Master Thoroughfare Plan Update is projected in FY 2018*

Budget Summary Report						
492 MR: Administration Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 34,558	\$ 29,651	\$ 39,230	\$ 37,110	\$ 37,940	\$ 38,810
Supplies	-	-	-	-	-	-
Professional Services	255,982	269,210	289,730	288,800	413,800	288,800
Other Services	1,233	1,226	2,000	2,000	2,000	2,000
TOTAL	\$ 291,772	\$ 300,087	\$ 330,960	\$ 327,910	\$ 453,740	\$ 329,610
<i>Per Capita</i>	\$ 3.95	\$ 4.08	\$ 4.52	\$ 4.48	\$ 6.19	\$ 4.50

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of DPS	0.15	0.15	0.15	0.15	0.15	0.15
Deputy Director DPS / City Engineer	0.05	0.05	-	0.05	0.05	0.05
Administrative Coordinator - DPS	0.05	0.05	0.05	0.05	0.05	0.05
	0.25	0.25	0.20	0.25	0.25	0.25



Special Revenue Funds

202 – Major Road Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
202 Major Road Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	3,675,071	3,898,734	3,784,000	3,595,000	3,682,000	3,771,000
Federal Grants	20,633	3,311	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	205,242	252,112	230,500	229,000	226,500	226,500
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	31,490	31,280	14,010	24,170	40,520	75,790
Special Assessments	-	-	-	-	-	-
Other Revenue	25,682	59,461	36,000	36,000	36,000	60,500
Bond Proceeds	-	-	-	-	-	-
Transfer-In	596,318	503,342	512,810	317,050	322,590	527,430
TOTAL REVENUES	\$ 4,554,436	\$ 4,748,240	\$ 4,577,320	\$ 4,201,220	\$ 4,307,610	\$ 4,661,220
Major Road Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	2,055,615	1,704,255	2,237,350	2,137,190	2,301,400	2,186,780
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	4,058,863	7,714,967	5,353,450	2,845,450	1,005,000	1,851,750
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	750,000	387,500	-	-	-	-
TOTAL EXPENSES	\$ 6,864,478	\$ 9,806,722	\$ 7,590,800	\$ 4,982,640	\$ 3,306,400	\$ 4,038,530
Excess Revenue Over / (Under) Expenditures	\$ (2,310,042)	\$ (5,058,482)	\$ (3,013,480)	\$ (781,420)	\$ 1,001,210	\$ 622,690
Fund Balance - Beginning	15,215,144	12,905,102	7,846,620	4,833,140	4,051,720	5,052,930
Fund Balance - Ending	\$ 12,905,102	\$ 7,846,620	\$ 4,833,140	\$ 4,051,720	\$ 5,052,930	\$ 5,675,620





The mission of the Local Street Fund is to facilitate the development, maintenance, and operation of the local street system through accepted engineering standards in order to meet the community’s need for a safe, efficient, and cost-effective local street system.

The General Fund is projected to continue subsidizing the Local Street Fund throughout the forecast period as the Local Street dedicated millage and other revenue sources used to support and maintain the Local Street fund are not adequate to fully fund the

level of service desired. Until alternative funding sources are identified, proposed, and implemented, this support subsidy will continue.

Goals:	
Department	Identify long-term funding sources that will provide for the consistent operations, maintenance, reconstruction, and rehabilitation of all neighborhood streets
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Continue community involvement and public information to demonstrate the need for an adequate long-term funding source in order to manage the needs, priorities, and strategies for the overall operation, maintenance, reconstruction, and rehabilitation of the local street system

SIGNIFICANT REVENUE & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(100%) or (\$2,321,000)] as no use of fund balance is projected in FY 2017
- Federal & State Grants decreased [(4%) or (\$58,000)] due to one-time State Grant: Miscellaneous Road Funding revenue received in FY 2016 from PA 84
- Transfers-In increased [18% or \$636,400] due to an increased Transfer-In from the General Fund
 - *Note: In FY 2016, the annual Transfer-In from General Fund was reduced by \$1.5 million for the redirected contribution to Fire Station #4 project*



Special Revenue Funds

203 – Local Street Fund: Revenue



Budget Summary Report						
203 Local Street Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 2,321,000	\$ -	\$ -	\$ -
City Taxes	2,498,858	2,557,125	3,572,080	3,592,560	3,654,970	3,709,620
Licenses & Permits	25,675	18,507	15,000	15,000	15,000	15,000
Federal and State Grants	1,379,738	1,472,333	1,407,000	1,349,000	1,382,000	1,416,000
Service Charges	153,045	242,601	164,090	171,080	176,830	182,870
Investment Earnings	12,904	19,480	20,110	37,640	64,080	90,520
Special Assessments	13,777	697	-	23,330	23,330	23,330
Other Revenue	80,440	56,733	32,500	25,000	32,500	97,900
Transfer-In	6,723,170	6,503,950	3,587,580	4,223,980	4,354,810	4,145,950
TOTAL	\$ 10,887,608	\$ 10,871,426	\$ 11,119,360	\$ 9,437,590	\$ 9,703,520	\$ 9,681,190
<i>Per Capita</i>	\$ 147.38	\$ 147.80	\$ 151.79	\$ 128.83	\$ 132.46	\$ 132.15





Special Revenue Funds

444 – Local Street Fund: Transfer Out

The Local Street: Transfer-Out cost center is responsible for transferring funding from the Local Street Fund to corresponding funds based upon accepted debt schedules and compliance with City policies.

Goals:	
Department	Provide funding in compliance with City policies and bond obligations
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Transfer funds in accordance with City Council and Administrative policies

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Transfers-Out decreased [(50%) or (\$317,410)] due to the expiration of two (2) 2001 Local Street Improvement debt issues in FY 2016

Budget Summary Report						
444 LS: Transfer-Out Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Transfer-Out	\$ 627,240	\$ 634,270	\$ 632,200	\$ 314,790	\$ -	\$ -
TOTAL	\$ 627,240	\$ 634,270	\$ 632,200	\$ 314,790	\$ -	\$ -
<i>Per Capita</i>	\$ 8.49	\$ 8.62	\$ 8.63	\$ 4.30	\$ -	\$ -



Special Revenue Funds

454 – Local Street Fund: Construction



The Local Street: Construction Division of the Department of Public Services (DPS) is responsible for planning, designing, and constructing improvements to the City's 215-mile paved local street network. Local street construction and rehabilitation efforts can include the construction and/or rehabilitation of new street bases and travel surfaces as well as roadside drainage improvements.

Goals:	
Department	Plan local street system improvement and rehabilitation projects that provide for improved motor vehicle travel needs along the neighborhood streets of the community. A safe and adequate local street system is vital to preserving the quality of life in the City, which enhances the attraction and retention of residents
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
Short-Term	Continue the planning, design, construction, and if necessary, right-of-way acquisition for improvements based on the following projects listed in the CIP: <ul style="list-style-type: none"> • LS-01 / Local Street: Rehabilitation Program • LS-12 / Local Street: Traffic Calming Program

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [5% or \$10,270] due to reallocation of DPS employees based upon actual historical trends
- Professional Services increased [15% or \$8,690] due to Interfund-Fleet charges based upon actual historical trends
- Capital Outlay decreased [(23%) or (\$1,383,730)] due to less Capital Outlay expenditures in FY 2017 as compared to FY 2016

Budget Summary Report						
454 LS: Construction Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 209,192	\$ 193,614	\$ 191,970	\$ 202,240	\$ 208,300	\$ 214,680
Supplies	1,106	525	-	-	-	-
Professional Services	37,578	99,319	58,810	67,500	67,500	67,500
Other Services	-	-	-	-	-	-
Capital Outlay	6,552,375	5,580,602	6,111,000	4,727,270	5,235,290	5,167,130
TOTAL	\$ 6,800,251	\$ 5,874,060	\$ 6,361,780	\$ 4,997,010	\$ 5,511,090	\$ 5,449,310
<i>Per Capita</i>	\$ 92.05	\$ 79.86	\$ 86.84	\$ 68.21	\$ 75.23	\$ 74.39





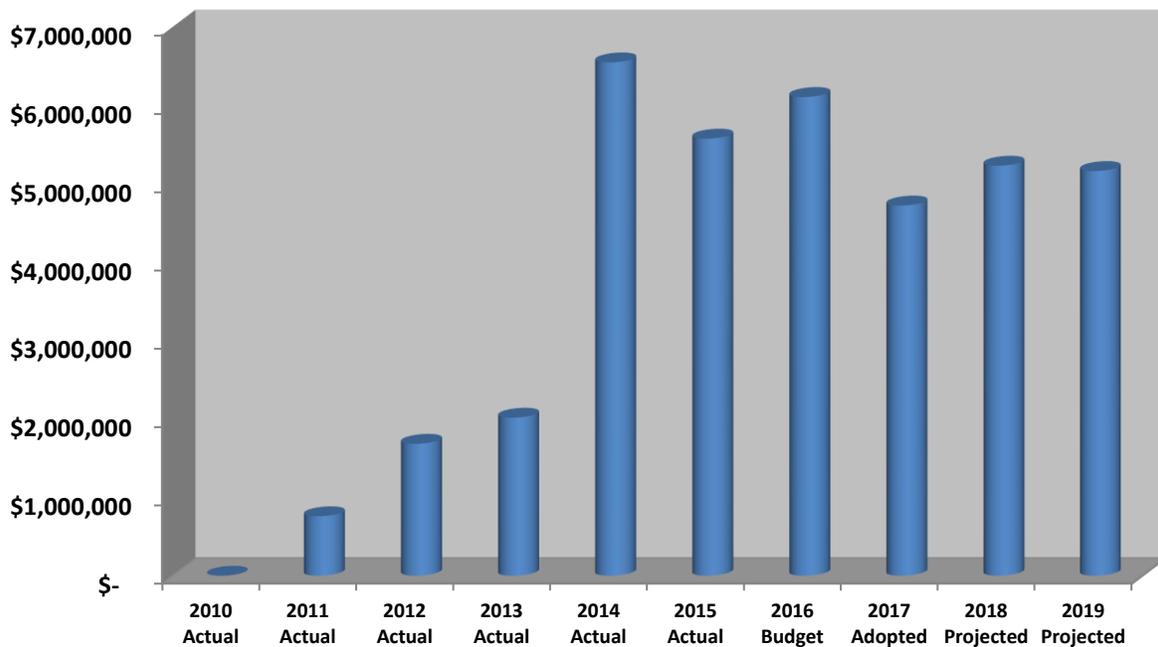
Special Revenue Funds

454 – Local Street Fund: Construction

Personnel Staffing Trend

<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Transportation Engineer	0.10	0.10	0.10	0.10	0.10	0.10
Water Resources Coordinator	-	-	-	0.10	0.10	0.10
Engineering Construction Inspector II	0.45	0.40	0.50	0.10	0.40	0.40
Survey Technician	-	-	0.60	0.50	0.50	0.50
Engineering Construction Inspector I	-	-	-	0.40	0.30	0.40
Clerk - CSR	-	-	-	-	0.10	0.10
Project Management Clerk	-	-	-	-	0.10	0.10
Engineering Aide	0.20	0.10	0.30	0.50	0.30	0.30
Professional Surveyor	-	-	0.10	-	-	-
Permit Technician	0.10	0.10	-	-	-	-
	0.85	0.70	1.60	1.70	1.90	2.00

Annual Local Street Construction / Rehabilitation



Special Revenue Funds

464 – Local Street Fund: Preservation



The Local Street: Preservation Division of the Department of Public Services (DPS) is responsible for planning and performing maintenance activities to the City's 237-mile local street network. Since all but approximately 22-miles of these streets are paved, data is available from the City's Pavement Management and Asset Management Systems indicating the level of work to be performed.

Preservation activities involve crack sealing, concrete slab replacement, limited asphalt overlays/repairs, and storm sewer/catch basin cleaning. The 23-miles

of non-paved streets receive regular attention through grading and dust-control activities.

Goals:	
Department	Provide for a comprehensive and proactive Local Street System Maintenance Plan which maximizes the resources available for local street maintenance
City Council	Public Safety (#1) / Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
Short-Term	Create an inventory of locations for local street repairs to incorporate into the FY 2016 Local Street Repair Program
On-Going	Evaluate alternate road rehabilitation techniques to minimize reconstruction and maintenance costs
On-Going	Utilize the Asset Management System and Pavement Management System to identify preventative maintenance strategies
On-Going	Improve maintenance practices of the City through employee training programs, community involvement and/or input, and dedication of the resources necessary to successfully address needs

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- Personnel Services increased [5% or \$40,200] due to reallocation of DPS employees based upon actual historical trends
- Operating Supplies decreased [(15%) or (\$33,000)] due to reduced need for materials
- Professional Services decreased [(2%) or (\$21,090)] primarily due to the sidewalk replacement program scheduled for every other year

Budget Summary Report						
464 LS: Preservation Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 715,765	\$ 806,538	\$ 785,820	\$ 826,020	\$ 850,590	\$ 876,480
Supplies	145,846	115,465	213,000	180,000	180,000	180,000
Professional Services	818,927	780,608	981,220	960,130	975,130	960,130
Other Services	-	44	-	-	-	-
TOTAL	\$ 1,680,538	\$ 1,702,654	\$ 1,980,040	\$ 1,966,150	\$ 2,005,720	\$ 2,016,610
<i>Per Capita</i>	\$ 22.75	\$ 23.15	\$ 27.03	\$ 26.84	\$ 27.38	\$ 27.53





Special Revenue Funds

464 – Local Street Fund: Preservation

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
General Foreman	0.45	0.50	0.60	0.60	0.50	0.50
Administrative Coordinator - DPS	-	-	-	-	0.05	0.05
Crew Leader	0.85	0.90	1.40	1.35	1.20	1.20
Heavy Equipment Operator	0.80	0.80	0.60	0.60	0.55	1.40
Office Coordinator - DPS	-	-	0.05	0.05	0.05	0.05
Office Coordinator - Garage	-	-	0.05	0.05	0.05	0.05
Engineering Technician	-	-	0.10	-	0.05	0.05
Light Equipment Operator	3.95	4.20	4.60	4.20	3.85	4.50
Laborer II	4.25	2.85	2.40	2.30	1.50	-
Laborer I	-	0.70	1.70	-	-	-
Payable/Payroll Clerk	-	0.50	-	-	-	-
Engineering Construction Inspector II	-	0.05	-	-	-	-
Engineering Aide	0.40	-	-	-	-	-
	10.70	10.50	11.50	9.15	7.80	7.80
Part-Time/Temporary Positions:						
Laborer I - Seasonal	<u>3</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>1</u>
	3	3	3	1	1	1

Local Street - Preservation / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Miles of Local Streets Maintained:							
Paved	214	214	214	214	214	215	215
Gravel	23	23	23	23	23	22	22
Total	237	237	237	237	237	237	237
Annual Local Street Preservation Expenditures per Mile	\$ 8,259	\$ 8,371	\$ 7,853	\$ 7,956	n/a	\$ 9,253	\$ 9,188
Curb Miles Swept (Local Streets)	1,342	1,014	1,009	1,329	295	1,200	1,200
Storm Catch Basins Cleaned (# of Locations)	9	9	5	5	6	10	10
Linear Ft. of Ditches Cleaned (Local Streets)	3,040	4,879	4,416	3,191	1,645	3,000	3,000
City-Wide Survey *	2013			2016			
<i>Resident Rating of Routine Maintenance on Neighborhood Streets:</i>							
Very Satisfied	6%			TBD			
Satisfied	43%			TBD			
Dissatisfied	26%			TBD			
Very Dissatisfied	21%			TBD			
Uncertain	4%			TBD			
* Survey to be Conducted every two (2) years							



Special Revenue Funds

474 – Local Street Fund: Traffic Service



The Local Street: Traffic Service Division of the Department of Public Services (DPS) is responsible for planning and performing traffic studies including school-walk routes, traffic counts, turning movements, street sign fabrication and installation, and pavement markings to the City's 237-mile local street network. This cost center is also responsible for the issuance of permits to work in the City rights-of-ways.

Goals:	
Department	Maintain local street system signs and pavement markings to provide for the safety and awareness of motor vehicles along the neighborhood streets of the community
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Implement a Paperless Work Order System in order to improve upon current work processes and to assist in the coordination of data migration for the Sign Inventory System
On-Going	Preserve the City's existing infrastructure through permit issuance, compliance enforcement, and monitoring
On-Going	Minimize the City's exposure to risk by promoting sound traffic planning and improved safety of existing and proposed local streets
On-Going	Provide proactive planning and programming of traffic safety related activities such as signing, street lighting, school-walk routes, signalization, work zone safety, and permit oversight in order to maximize the available resources dedicated toward local street activities
On-Going	Maintain a Street Sign Replacement Program that uses life cycle analysis to determine appropriate replacement dates and coordinate with the Asset Management System

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
474 LS: Traffic Services Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 232,082	\$ 215,468	\$ 264,530	\$ 269,970	\$ 277,550	\$ 285,530
Supplies	22,795	33,008	32,250	35,000	35,000	35,000
Professional Services	28,578	24,131	32,640	33,730	33,730	33,730
Other Services	153,523	155,892	138,910	145,860	153,150	160,810
TOTAL	\$ 436,977	\$ 428,499	\$ 468,330	\$ 484,560	\$ 499,430	\$ 515,070
<i>Per Capita</i>	\$ 5.92	\$ 5.83	\$ 6.39	\$ 6.61	\$ 6.82	\$ 7.03





Special Revenue Funds

474 – Local Street Fund: Traffic Service

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Transportation Engineer	0.15	0.15	0.20	0.20	0.20	0.20
Senior Staff Engineer	0.60	0.40	0.20	0.20	0.20	0.20
Crew Leader	0.60	0.60	0.60	0.60	0.60	0.60
Permit Technician	0.25	0.25	0.40	0.45	0.70	0.70
Light Equipment Operator	0.40	0.60	0.70	0.70	0.50	0.50
Engineering Construction Inspector I	-	-	-	-	0.15	0.15
Engineering Aide	0.20	0.20	0.20	0.45	0.10	0.10
Project Management Clerk	0.20	0.20	0.20	0.20	0.20	0.20
Engineering Technician	-	-	-	0.05	-	-
	2.40	2.40	2.50	2.85	2.65	2.65

Local Street - Traffic Services / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
R-O-W Permits Issued	74	68	129	130	70	80	80
# of New Traffic Signs Installed	72	12	33	12	31	20	20
City-Wide Survey *		2013			2016		
<i>Resident Rating of Local Street in Front of their Home:</i>							
<i>Excellent</i>		14%			TBD		
<i>Good</i>		50%			TBD		
<i>Fair</i>		25%			TBD		
<i>Poor</i>		11%			TBD		
<i>Resident Rating of Local Street in their Neighborhood or Subdivision:</i>							
<i>Excellent</i>		10%			TBD		
<i>Good</i>		44%			TBD		
<i>Fair</i>		32%			TBD		
<i>Poor</i>		14%			TBD		
<i>* Survey to be Conducted every two (2) years</i>							



Special Revenue Funds

484 – Local Street Fund: Winter Maintenance



The Local Street: Winter Maintenance Division of the Department of Public Services (DPS) is responsible for planning and performing winter maintenance activities, such as snow and ice removal, to the City's 237-mile local street network. This includes significantly different activities, skills, and equipment required for maintaining paved streets as well as non-paved streets.

Goals:	
Department	Provide a local street winter maintenance program that addresses motor vehicle travel needs along the neighborhood streets of the community during winter months
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Revise plow route maps as necessary to increase the efficiency of winter maintenance activities
On-Going	Provide proactive planning and programming of winter maintenance activities in order to maximize the resources available for winter maintenance activities
On-Going	Utilize the Asset Management System to record and track costs of alternative plowing methods
On-Going	Utilize anti-icing agents to complement snow/ice removal activities

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
484 LS: Winter Maint. Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 411,816	\$ 247,245	\$ 447,490	\$ 443,220	\$ 455,850	\$ 469,120
Supplies	43,245	61,635	112,230	117,500	117,500	117,500
Professional Services	359,465	246,225	410,900	403,000	403,000	403,000
Other Services	-	-	-	-	-	-
TOTAL	\$ 814,527	\$ 555,104	\$ 970,620	\$ 963,720	\$ 976,350	\$ 989,620
<i>Per Capita</i>	\$ 11.03	\$ 7.55	\$ 13.25	\$ 13.16	\$ 13.33	\$ 13.51





Special Revenue Funds

484 – Local Street Fund: Winter Maintenance

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Foreman	0.25	0.20	0.10	0.10	0.20	0.15
Administrative Coordinator - DPS	-	-	-	-	0.05	0.05
Crew Leader	0.40	0.40	0.15	0.30	0.40	0.40
Heavy Equipment Operator	0.40	0.40	0.20	0.20	0.40	0.75
Office Coordinator - DPS	-	-	0.05	0.05	0.05	0.05
Office Coordinator - Garage	-	-	0.05	0.05	0.05	0.05
Light Equipment Operator	2.35	2.05	0.80	0.95	1.65	1.65
Project Management Clerk	-	-	-	-	0.05	0.05
Clerk - CSR	-	-	-	-	0.10	0.10
Laborer II	-	0.20	-	0.30	0.75	0.35
Laborer I	-	-	0.20	0.05	0.05	0.10
	3.40	3.25	1.55	2.00	3.75	3.70

Local Street - Winter Maintenance / Performance Indicators							
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>June</u>	<u>Projected</u>	<u>Projected</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2016</u>	<u>2017</u>
Annual Local Street Winter Maintenance Expenditures per Lane Mile	\$ 824	\$ 2,220	\$ 3,354	\$ 2,286	n/a	\$ 3,997	\$ 3,969
Local Street Snow Plowing Operations Overtime Hours Worked	206	708	1,321	779	216	323	1,210
City-Wide Survey		2013			2015		
<i>Resident Rating of Snow & Ice Removal on Neighborhood Streets:</i>							
<i>Very Satisfied</i>		13%			TBD		
<i>Satisfied</i>		54%			TBD		
<i>Dissatisfied</i>		11%			TBD		



Special Revenue Funds

494 – Local Street Fund: Administration



The Local Street: Administration Division of the Department of Public Service (DPS) is responsible for the overall planning, administration, and oversight of all local street activities which affect traffic conditions of the City’s 237-mile local street network. This includes meetings with subdivision groups, homeowner associations, and other concerned citizens as situations warrant.

Goals:	
Department	Proactively plan and program local street related activities in order to maximize the resources available for local streets
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Maintain community involvement in developing and implementing programs and policies to provide for the long-term funding and management of local street infrastructure
On-Going	Utilize the Asset Management System to track and enhance administrative procedures

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
494 LS: Administration Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 11,280	\$ 7,768	\$ 8,130	\$ 7,290	\$ 7,430	\$ 7,580
Supplies	-	-	-	-	-	-
Professional Services	639,973	616,996	693,170	700,120	700,120	700,120
Other Services	2,779	4,815	5,090	3,950	3,380	2,880
TOTAL	\$ 654,032	\$ 629,579	\$ 706,390	\$ 711,360	\$ 710,930	\$ 710,580
<i>Per Capita</i>	\$ 8.85	\$ 8.56	\$ 9.64	\$ 9.71	\$ 9.70	\$ 9.70

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Public Services	0.05	0.05	0.05	0.05	0.05	0.05
	0.05	0.05	0.05	0.05	0.05	0.05





Special Revenue Funds 203 – Local Street Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
203 Local Street Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 2,498,858	\$ 2,557,125	\$ 3,572,080	\$ 3,592,560	\$ 3,654,970	\$ 3,709,620
Licenses & Permits	25,675	18,507	15,000	15,000	15,000	15,000
Intergovernmental:						
State Grants	1,379,738	1,472,333	1,407,000	1,349,000	1,382,000	1,416,000
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	153,045	242,601	164,090	171,080	176,830	182,870
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	12,904	19,480	20,110	37,640	64,080	90,520
Special Assessments	13,777	697	-	23,330	23,330	23,330
Other Revenue	80,440	56,733	32,500	25,000	32,500	97,900
Bond Proceeds	-	-	-	-	-	-
Transfer-In	6,723,170	6,503,950	3,587,580	4,223,980	4,354,810	4,145,950
TOTAL REVENUES	\$ 10,887,608	\$ 10,871,426	\$ 8,798,360	\$ 9,437,590	\$ 9,703,520	\$ 9,681,190
Local Road Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	3,833,950	3,609,294	4,376,160	4,395,530	4,468,230	4,514,060
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	6,552,375	5,580,602	6,111,000	4,727,270	5,235,290	5,167,130
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	627,240	634,270	632,200	314,790	-	-
TOTAL EXPENSES	\$ 11,013,565	\$ 9,824,167	\$ 11,119,360	\$ 9,437,590	\$ 9,703,520	\$ 9,681,190
Excess Revenue Over / (Under) Expenditures	\$ (125,957)	\$ 1,047,259	\$ (2,321,000)	\$ -	\$ -	\$ -
Fund Balance - Beginning	6,827,702	6,701,745	7,749,004	5,428,004	5,428,004	5,428,004
Fund Balance - Ending	\$ 6,701,745	\$ 7,749,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004	\$ 5,428,004



Special Revenue Funds

206 – Fire Department Fund: Revenue



The mission of the Rochester Hills Fire Department is to protect and preserve life, property, and the environment through a highly trained and dedicated team.

The Fire Fund provides for the on-going operations of the Fire Department and its associated divisions. The primary source of funding was established with the adoption of the City Charter in FY 1984 as voters approved 2.5000 mill as a maximum Charter millage rate for the operation of the Fire Department. In 2014 a ballot initiative was approved by the voters to

increase the fire millage to 3.0000 mill (*limited to 2.9682 mill per Headlee Rollback*). For FY 2017, the adopted Fire millage is 2.7000 mill. EMS billing is another major revenue source and is based upon charges recommended by the contracted billing company and insurance carriers.

Goals:	
Department	Research opportunities for additional funding sources
City Council	Public Safety (#1) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Continue improving various areas within the department ranging from service and program enhancements to operational improvements, all while remaining fiscally prudent with taxpayer dollars
On-Going	Charge for services through MABAS for special incidents in which MABAS seeks cost recovery and reimburses for response assistance

SIGNIFICANT REVENUE, STAFFING & PROGRAM CHANGES:

- City Taxes increased [2% or \$166,900] due to projected changes in taxable value
- Service Charges increased [6% or \$88,710] due to Charge for Service: EMS Service trends

206 Fire Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 5,821,723	\$ 8,221,014	\$ 8,479,400	\$ 8,646,300	\$ 8,796,880	\$ 8,929,010
Licenses & Permits	5,025	4,825	6,000	6,000	6,000	6,000
Federal and State Grants	1,204	1,000	-	-	-	-
Service Charges	1,560,512	1,639,091	1,607,250	1,695,960	1,695,960	1,695,960
Fines & Forfeitures	3,057	3,350	3,500	3,500	3,500	3,500
Investment Earnings	14,702	17,723	12,090	22,700	45,410	68,110
Other Revenue	4,216	5,246	5,500	5,500	5,500	5,500
Transfer-In	179,022	-	-	-	-	-
TOTAL	\$ 7,589,460	\$ 9,892,249	\$ 10,113,740	\$ 10,379,960	\$ 10,553,250	\$ 10,708,080
<i>Per Capita</i>	\$ 102.73	\$ 134.49	\$ 138.06	\$ 141.69	\$ 144.06	\$ 146.17





Special Revenue Funds

206 – Fire Department Fund: Administration



The Administration Division of the Rochester Hills Fire Department coordinates the activities of various Fire Department divisions and personnel in order to deliver highly professional services.

The Administration Division places the highest priority on efforts that promote the health, safety, and welfare of citizens and Fire Department personnel, such as monitoring response times, providing fire safety information, announcements and training to members; and maintaining knowledge of the latest fire suppression and EMS techniques.

In addition, the Administrative Division develops Fire Department programs, policies, and procedures; represents the Department at public meetings; works with other Fire and EMS agencies in mutual aid response, cooperative purchases, joint training, and administers the Fire Department budget and payroll.

Goals:	
Department	Provide a high level of emergency service that continually improves the quality of life for residents, businesses, and visitors
City Council	Public Safety (#1) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Monitor and enhance our automatic aid response to major incidents, communities to include Auburn Hills, Rochester, Oakland Township, Shelby Township and Troy
On-Going	Enhance partnerships with medical care facilities (i.e. Crittenton Medical Center)
On-Going	Validate the level and quality of services within the department and measure the Rochester Hills Fire Department against accepted practices and established standards of the fire and emergency services

Goals:	
Department	Promote a high level of customer service and be responsive to community needs and concerns.
City Council	Community Trust (#6)
Departmental Objectives:	
On-Going	Provide exceptional customer service during emergency incidents and other events the department participates in
On-Going	Evaluate the level of service the Department provides through monitoring response times and skills assessment of personnel
On-Going	Use the City website to educate the public and offer awareness of services provided by the Fire Department



Special Revenue Funds

206 – Fire Department Fund: Administration



Goals:	
Department	Take a proactive approach to managing needs and priorities by developing strategies for improved departmental operations and equipment maintenance
City Council	Public Safety (#1) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Evaluate all necessary equipment replacement in an effort to maximize the lifespan of equipment
On-Going	Partner with neighboring departments by purchasing equipment (apparatus) and using contractual services that can be shared countywide

Goals:	
Department	Ensure residents are receiving the highest level of service available from OCCC dispatch contract
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Monitor the service provided by OCCC to our responders and track and evaluate information from OCCC in regards to call answer and dispatch times
On-Going	Ensure personnel have the latest “real-time” CAD dispatch information in the field

SIGNIFICANT REVENUE, STAFFING & PROGRAM CHANGES:

- Personnel Services increased [9% or \$38,960] due to the transfer of personnel from the Dispatch cost center (343) to the Fire Administration cost center (206)
- Professional Services increased [14% or \$254,050] primarily due to the transfer of Oakland County Dispatch services from the Dispatch cost center (343) to the Fire Administration cost center (206)
- Transfers-Out decreased [(48%) or (\$199,770)] due to less funding being transferred to the Fire Capital Fund (402) to balance the Fire Department Fund (206)

Budget Summary Report						
206 Fire Administration Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 367,442	\$ 416,642	\$ 432,510	\$ 471,470	\$ 482,430	\$ 493,770
Supplies	8,011	7,456	11,000	11,000	11,000	11,000
Professional Services	1,392,659	1,449,545	1,820,920	2,074,970	2,128,410	2,084,700
Other Services	4,758	12,357	11,320	12,160	10,970	9,780
Transfer-Out	145,860	1,621,890	419,630	219,860	143,370	139,080
TOTAL	\$ 1,918,729	\$ 3,507,890	\$ 2,695,380	\$ 2,789,460	\$ 2,776,180	\$ 2,738,330
<i>Per Capita</i>	\$ 25.97	\$ 47.69	\$ 36.79	\$ 38.08	\$ 37.90	\$ 37.38





Special Revenue Funds

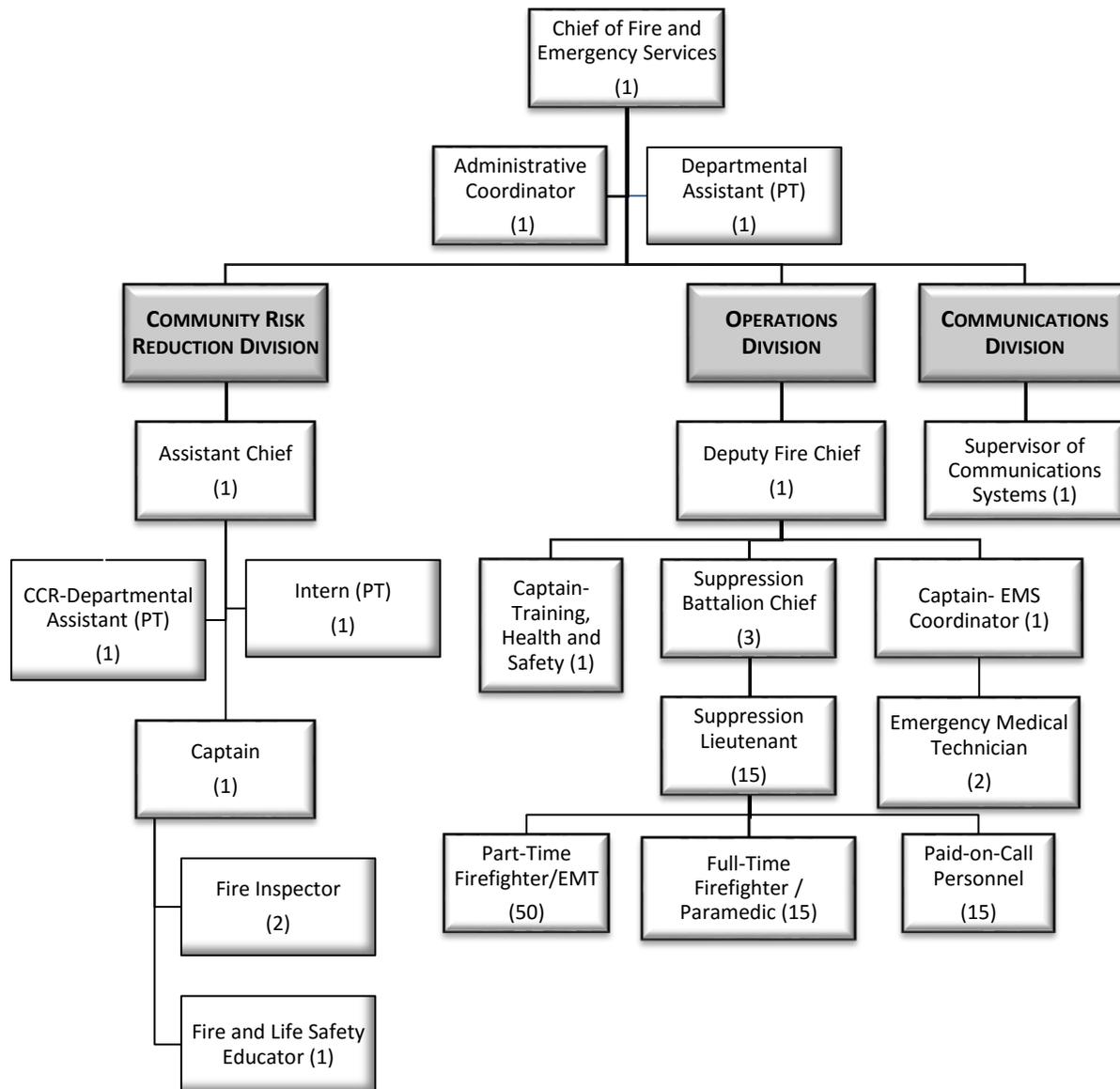
206 – Fire Department Fund: Administration

Fire - Administration / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Fires	172	123	109	108	65	120	120
EMS Calls	4,737	4,504	4,762	4,811	2,377	4,800	4,800
Hazardous Conditions	116	161	164	149	79	140	140
Service Calls	528	647	682	741	339	600	600
Good Intent Calls	312	308	359	380	175	350	350
False Calls	410	403	466	454	209	400	400
Severe Weather & Natural Disaster	0	0	3	1	1	2	2
Special Incident Type	1	0	2	0	1	2	2
Grand Total All Incidents	6,276	6,146	6,547	6,644	3,246	6,414	6,414
City-Wide Survey		2013		2016			
<i>Resident Rating of Service Provided by the Rochester Hills Fire Department:</i>							
<i>Satisfied</i>	<i>90%</i>		<i>TBD</i>				
<i>Dissatisfied</i>	<i>2%</i>		<i>TBD</i>				
<i>Uncertain</i>	<i>8%</i>		<i>TBD</i>				
<i>* Survey to be Conducted every two (2) years</i>							



Special Revenue Funds

206 – Fire Department Fund: Administration



Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Fire Chief / Emergency Management Director	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator - Fire	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor of Communication	-	-	-	-	-	0.25
	3.00	3.00	3.00	3.00	3.00	3.25
Part-Time/Temporary Positions:						
Departmental Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	1	1	1	1	1	1





Special Revenue Funds

339 – Fire Department Fund: Emergency Services Division



The Emergency Services Division of the Rochester Hills Fire Department responds to emergency requests for service that include structure fires, vehicle fires, auto extrication, hazardous material spills, natural gas leaks, and a wide range of other emergency and non-emergency incidents. The Emergency Services Division maintains self-contained breathing apparatus (SCBA), pump, hose, and ladder maintenance programs to ensure personnel safety and operational readiness.

For the health and safety of our residents and members, the Emergency Services Division, through local mutual aid agreements, has increased the number of personnel responding to a reported structure fire. This has been achieved by dispatching additional apparatus and personnel from neighboring organizations on "working" structure fires, while still providing service to the remainder of the city.

Utilizing a combination of Full-Time Firefighter/Paramedics and Part-Time Firefighter/Emergency Medical Technicians, the Rochester Hills Fire Department has firmly established itself as one of the most progressive providers of emergency medical services in Oakland County.

Goals:	
Department	Decrease overall citywide emergency response times
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Strive to achieve response times as identified in the National Fire Protection Association 1710 Standard
On-Going	Strive to achieve 80-second turnout time for fire and special operations response and 60-second turnout time for EMS response
On-Going	Strive to achieve a deployment of an initial box alarm assignment (structure fire) within eight (8) minutes to 90% of the incidents
On-Going	Evaluate staffing and response configurations while making necessary adjustments/additions as needed to maintain and improve service to the community

Goals:	
Department	Maintain safe working conditions and equipment
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
Short-Term	Work with the Facilities Division to address construction of Fire Station 4
On-Going	Reduce the number of on-duty injuries by targeting training sessions, equipment upgrades, and safety requirements while on scene
On-Going	Target training programs in the areas of ICS, command and control, and fire tactics
On-Going	Improve fire ground training sessions and inter-agency mutual aid training
On-Going	Preventive Maintenance to assure working order of equipment and testing of ladders, hose, and pumps to meet NFPA and manufacturer recommendations



Special Revenue Funds

339 – Fire Department Fund: Emergency Services Division



Goals:	
Department	Maintain good working relationships with area hospitals, neighboring EMS agencies, Nursing Homes, and Senior Living Centers
City Council	Public Safety (#1) / Community / Neighborhoods (#7)
Departmental Objectives:	
Short-Term	Establish contact with OCMCA and Crittenton Hospital to discuss feasibility of a Community Para-medicine program within Rochester Hills
On-Going	Attend quality improvement meetings with hospital management and Medical Control Authority
On-Going	Coordinate a joint effort between the department, OCMCA, and local hospitals to properly utilize all available resources and identify concerns during mass casualty incidents
On-Going	Host an annual seminar with nursing home and senior living center management staff to review fire department operations and services that are available to assist their personnel and residents

Goals:	
Department	Provide quality Advanced Life Support (ALS) and Basic Life Support (BLS) services
City Council	Public Safety (#1)
Departmental Objectives:	
Short-Term	Streamline EMS resources at incidents to maintain good en-route, on-scene, and back-in-service times
On-Going	Maintain consistent contact with family members of patients
On-Going	Improve transport safety for pediatric and infant patients

Goals:	
Department	Train all division personnel in progressive and modern EMS practices
City Council	Public Safety (#1)
Departmental Objectives:	
Short-Term	Train ALS providers in Advanced Medical Life Support and Prehospital Trauma Life Support to improve care of all patients
On-Going	Maintain and improve acute cardiac patient care and continue involvement with cardiac care centers in training and patient outcomes
On-Going	Utilize departmental EMS Instructor/Coordinator to improve continuing education and in-field patient care

Goals:	
Department	Ensure that the rehabilitation of on-scene providers at structure fires, major incidents, and intensive training sites reflect the guidelines established by NFPA 1584
City Council	Public Safety (#1)
Departmental Objectives:	
Short-Term	Establish department guidelines for rehabilitation for structure fires, major incidents, and intensive training, and use several factors such as weather, scene situation, and personnel to make the decision whether to activate rehabilitation
Short-Term	Institute the use of a rehabilitation sector and train personnel on rehabilitation and medical observation





Special Revenue Funds

339 – Fire Department Fund: Emergency Services Division

On-Going	Establish a rehabilitation program for medical monitoring of personnel while working on the scene of an emergency
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SIGNIFICANT EXPENDITURES, STAFFING, & PROGRAM CHANGES:

- Personnel Services increased [10% or \$559,760] due to the transfer of personnel from the EMS cost center (344) to the Emergency Services cost center (339)
 - For FY 2017 two (2) Basic Emergency Technician positions are to be upgraded to Firefighter / Paramedic positions to allow for greater flexibility in staffing in order to reduce the hours of overtime needed to fill-in for staff when they are sick, on vacation, or on temporary disability
- Operating Supplies increased [178% or \$68,500] due to the transfer of supplies from the EMS cost center (344) to the Emergency Services cost center (339)
- Professional Services increased [262% or \$304,250] primarily due to the transfer of EMS Medical Billing from the EMS cost center (344) to the Emergency Services cost center (339); as well as an increase in Firefighter physicals
- Other Expenses increased [324% or \$27,500] due to the transfer of other expenses from the EMS cost center (344) to the Emergency Services cost center (339)

Budget Summary Report						
339 Emergency Services Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 2,830,432	\$ 3,318,030	\$ 5,565,250	\$ 6,125,010	\$ 6,275,760	\$ 6,432,670
Supplies	22,727	45,657	38,500	107,000	114,500	119,700
Professional Services	132,113	137,555	116,000	420,250	421,600	423,980
Other Services	7,405	16,599	8,500	36,000	37,000	38,000
TOTAL	\$ 2,992,677	\$ 3,517,841	\$ 5,728,250	\$ 6,688,260	\$ 6,848,860	\$ 7,014,350
<i>Per Capita</i>	\$ 40.51	\$ 47.83	\$ 78.19	\$ 91.30	\$ 93.49	\$ 95.75

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Emergency Medical Services Coordinator	-	-	-	-	-	1.00
Fire Suppression Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Fire Lieutenant Suppression	3.00	3.00	3.00	15.00	15.00	15.00
Fire Fighter / Paramedic	18.00	18.00	18.00	15.00	15.00	17.00
	24.00	24.00	24.00	33.00	33.00	36.00
<u>Part-Time/Temporary Positions:</u>						
Part-Time - Fire Fighter / EMT	-	-	-	-	50	50
Paid On Call - Fire Fighter	80	80	80	80	15	15
Paid On Call - Captain	6	6	5	5	-	-
Paid On Call - Lieutenant	7	7	5	5	-	-
	93	93	90	90	65	65



Special Revenue Funds

341 – Fire Department Fund: Community Risk Reduction Division



The Community Risk Reduction Division of the Rochester Hills Fire Department performs several functions to include:

- Fire Prevention and Inspections
- Fire & Life Safety Education
- Community Relations and Public Information
- Disaster and Emergency Planning.

The Community Risk Reduction Division is dedicated to preserving life and property by increasing the knowledge and awareness level of our citizens and businesses with regard to fire prevention and life safety.

Division personnel work with the Building Department to perform selected plan reviews and inspections of new construction. Fire safety inspections are prioritized based on the potential life safety risk. Assembly uses such as churches, restaurants, and theaters are inspected every year. Senior living/nursing home facilities are inspected twice per year. The Community Risk Reduction Division also works with business owners to educate them about fire prevention practices.

Fire & Life Safety Education is a top priority of the department, this division works with all pre-school and kindergarten classes, as well as 1st, 3rd, and 6th graders in Rochester Hills. Fire and life safety education, including fall prevention, is also offered to all senior citizen centers.

Goals:	
Department	Decrease the number and severity of hazards within the City, as well as identifying the most common areas of vulnerability associated with property loss and injuries within the community.
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Coordinate a joint effort between the Oakland County Sheriff Arson Investigation Unit and the Rochester Hills Fire Department Fire Marshal’s Office for fire cause and determination
On-Going	Review fire cause information within our City and conduct fire and life safety education designed to address those specific causes
On-Going	Conduct comprehensive fire safety inspections that identify and reduce life safety hazards

Goals:	
Department	Increase public awareness of fire prevention and life safety in an attempt to reduce property damage and serious injuries
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Provide citywide fire and life safety education programs
On-Going	Provide education to high risk groups by conducting fire and life safety programs in our schools, daycares, and senior living centers





Special Revenue Funds

341 – Fire Department Fund: Community Risk Reduction Division

Goals:	
Department	Reduce risk to fire department personnel while conducting fire operations at commercial/industrial buildings
City Council	Public Safety (#1)
Departmental Objectives:	
Short-Term	Implement a tablet-based inspection/pre-plan system that streamlines processes and makes information obtained during inspections available to personnel on the scene using the latest technology
On-Going	Conduct pre-incident surveys to provide accurate up-to-date pre-plan information
Short-Term	Develop, evaluate and implement an on-line self-inspection program for low hazard occupancies such as office buildings and small retail stores
On-Going	Maintain self-inspection program with businesses that qualify with a rotating cycle of self-inspections and on-site inspection by fire department personnel

SIGNIFICANT EXPENDITURES, STAFFING & PROGRAM CHANGES:

- Professional Services increased [25% or \$5,500] due to an increase in professional development for staff and an increase in Interfund-Fleet Charges due to actual historical trends

Budget Summary Report						
341 Community Risk Reduction Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 649,838	\$ 648,370	\$ 675,840	\$ 689,960	\$ 710,110	\$ 731,280
Supplies	4,951	9,705	5,500	8,500	8,750	9,000
Professional Services	21,302	20,289	22,000	27,500	27,900	28,300
Other Services	1,529	318	2,000	2,000	2,000	2,000
TOTAL	\$ 677,620	\$ 678,682	\$ 705,340	\$ 727,960	\$ 748,760	\$ 770,580
<i>Per Capita</i>	\$ 9.17	\$ 9.23	\$ 9.63	\$ 9.94	\$ 10.22	\$ 10.52

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Assistant Chief / Fire Marshall	1.00	1.00	1.00	1.00	1.00	1.00
Captain / Assistant Fire Marshall	-	-	-	-	1.00	1.00
Fire Inspector	3.00	3.00	3.00	3.00	2.00	2.00
Fire and Life Safety Educator	1.00	1.00	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.00	5.00	5.00
Part-Time/Temporary Positions:						
CCR- Departmental Assistant	1	1	1	1	1	1
Intern	-	-	-	-	1	1
	1	1	1	1	2	2



Special Revenue Funds

341 – Fire Department Fund: Community Risk Reduction Division



Community Risk Reduction Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Inspections							
Fire Safety Inspections	851	691	676	527	151	380	380
Follow-up Inspection	677	492	635	297	122	300	300
Information Requests							
FOIA	30	32	49	43	24	30	30
Subpoenas	28	9	15	26	17	20	20
NFIRS	35	49	54	59	45	50	50
Burn Permits	206	264	243	204	165	250	250
Enforcement							
Parking Citation	11	9	38	1	-	10	10
Appearance Citation	15	7	11	11	1	10	10
Notices	23	11	1	-	-	10	10
Plan Review							
Site Plan Reviews	32	60	102	128	39	100	100
Community Education							
Senior Programs	4	3	5	37	27	20	20
School Programs	127	130	138	88	53	130	130
School Programs (w\ Smoke House)	-	7	12	6	6	6	6
Station Tours Programs	25	30	23	23	18	25	25
Station Tours (w\ Smoke House)	12	8	7	5	2	10	10
American Heart CPR Programs	41	26	33	33	12	40	40
Fire Extinguisher Training	9	5	4	10	1	10	10
Smoke Detector Program & Home Inspections	28	79	49	50	63	30	30
Other Community Events (Demos, Parades)	44	42	44	57	10	40	40
Day Care Programs	67	66	59	54	19	50	50
Camps, Scouts	12	14	26	21	8	18	18
Business Fire Drills	-	-	5	6	4	7	7
Career Day	8	5	3	4	4	10	10
Car Seat Check	163	262	263	207	88	250	250
Total Programs	540	677	671	601	315	646	646





The Training, Health, and Safety Division of the Rochester Hills Fire Department is committed to providing the most advanced training for all fire personnel to ensure the health, safety, and welfare of residents, visitors, and personnel through highly trained instructors and by working with neighboring departments.

Emergency Services personnel are offered both classroom and practical hands-on training programs from the Training Division, along with outside sources. Acquired buildings are used for hands-on live burn training to improve skill levels.

All personnel are informed of current and upcoming requirements from local, state, or federal agencies. Training programs include a wide range of topics such as fire suppression, emergency medical treatment, and hazardous material training. Other non-emergency training includes such topics as customer service, diversity, and leadership skills. In addition, all personnel are trained in proper lifting techniques to reduce injury.

Goals:	
Department	Implement a comprehensive Training, Health, and Safety Program that is all-inclusive and ensures a safe working environment and training practices
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Increase participation in a regional Fire & EMS training in cooperation with neighboring communities to share instructors and materials while reducing overall costs for required training
On-Going	Review and implement new training standards as necessary per local, state, and federal requirements

Goals:	
Department	Provide training in an efficient and effective manner by regularly evaluating and modifying departmental training
City Council	Public Safety (#1) / Fiscal Management (#4)
Departmental Objectives:	
Short-Term	Identify areas of needed training through a risk assessment of the Rochester Hills community
On-Going	Train members to current NFPA standards and evaluate proficiency through minimum standard assessments
On-Going	Bring in outside instructors for specialty topics and train-the-trainer sessions, and share the cost with other departments to offset professional training fees

SIGNIFICANT EXPENDITURES, STAFFING & PROGRAM CHANGES:

- No significant changes for FY 2017



Special Revenue Funds

342 – Fire Department Fund: Training



Budget Summary Report						
342 Training Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 131,374	\$ 115,465	\$ 135,860	\$ 138,730	\$ 142,650	\$ 146,770
Supplies	18,031	8,185	8,000	9,500	10,250	11,000
Professional Services	15,693	14,818	27,800	25,800	26,300	26,800
Other Services	225	40	250	250	250	250
TOTAL	\$ 165,323	\$ 138,508	\$ 171,910	\$ 174,280	\$ 179,450	\$ 184,820
<i>Per Capita</i>	\$ 2.24	\$ 1.88	\$ 2.35	\$ 2.38	\$ 2.45	\$ 2.52

Personnel Staffing Trend						
Full-Time Positions	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Captian - Training Health & Safety	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00

Fire - Training / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Total Departmental Training Hours	4,863	6,306	6,037	6,685	4,922	9,600	9,600





Special Revenue Funds

343 – Fire Department Fund: Dispatch

The Dispatch Division of the Rochester Hills Fire Department is responsible for ensuring our residents are protected and receive the highest level of service available from Oakland County Sheriff's Office (OCCC) Communications Division.

SIGNIFICANT EXPENDITURES, STAFFING & PROGRAM CHANGES:

- The Dispatch Division cost center (343) has been closed; all personnel and operating expenses have been transferred to the Fire Administration cost center (206)

Budget Summary Report						
343 Dispatch Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 40,333	\$ 38,547	\$ 27,510	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	156,128	166,726	180,400	-	-	-
Other Services	11,896	20,119	13,000	-	-	-
TOTAL	\$ 208,358	\$ 225,392	\$ 220,910	\$ -	\$ -	\$ -
<i>Per Capita</i>	\$ 2.82	\$ 3.06	\$ 3.02	\$ -	\$ -	\$ -

Fire - Dispatch / Performance Indicators						
City-Wide Survey *	2007	2009	2011	2013	2016	
<i>Resident Response had to dial 911 during the past year</i>						
Yes	14%	12%	12%	11%	TBD	
No	86%	88%	88%	89%	TBD	
<i>Resident Response why had to dial 911 during the past year *</i>						
<i>* Note: Some Households Generated Multiple Calls</i>						
Medical	49%	38%	64%	53%	TBD	
Police	36%	38%	23%	44%	TBD	
Other	15%	19%	18%	15%	TBD	
Fire	10%	5%	2%	6%	TBD	
<i>* Survey to be Conducted every two (2) years</i>						

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Supervisor of Communication Systems	0.30	0.30	0.30	0.30	0.25	-
	0.30	0.30	0.30	0.30	0.25	-



Special Revenue Funds

344 – Fire Department Fund: EMS Division



The Emergency Medical Services (EMS) Division of the Rochester Hills Fire Department partners with Crittenton Hospital Medical Center with regards to training and technology. Shared EMS services (mutual aid) with neighboring communities allow the Division to maintain cost-effective care. The EMS Division evaluates new technology and medical training techniques for personnel to improve patient care.

SIGNIFICANT EXPENDITURES, STAFFING & PROGRAM CHANGES:

- The EMS Division cost center (344) has been closed; all personnel and operating expenses have been transferred to the Fire Emergency Services Division cost center (339)

Budget Summary Report						
344 E.M.S. Division Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,018,425	\$ 1,002,436	\$ 286,970	\$ -	\$ -	\$ -
Supplies	56,590	71,193	58,500	-	-	-
Professional Services	218,146	222,689	226,880	-	-	-
Other Services	18,282	17,579	19,600	-	-	-
TOTAL	\$ 1,311,443	\$ 1,313,897	\$ 591,950	\$ -	\$ -	\$ -
<i>Per Capita</i>	\$ 17.75	\$ 17.86	\$ 8.08	\$ -	\$ -	\$ -

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Emergency Medical Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
Basic Emergency Medical Tech	2.00	2.00	2.00	2.00	2.00	-
Fire Fighter	3.00	3.00	3.00	3.00	-	-
	6.00	6.00	6.00	6.00	3.00	-
<u>Part-Time/Temporary Positions:</u>						
Paid On Call - Captain	6	6	5	5	-	-
Paid On Call - Lieutenant	7	7	5	5	-	-
Paid On Call - Fire Fighter	80	80	80	80	-	-
	93	93	90	90	-	-





Special Revenue Funds 206 – Fire Department Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
206 Fire Department Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 5,821,723	\$ 8,221,014	\$ 8,479,400	\$ 8,646,300	\$ 8,796,880	\$ 8,929,010
Licenses & Permits	5,025	4,825	6,000	6,000	6,000	6,000
Intergovernmental:						
State Grants	1,204	1,000	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	1,560,512	1,639,091	1,607,250	1,695,960	1,695,960	1,695,960
Fines & Forfeitures	3,057	3,350	3,500	3,500	3,500	3,500
Investment Earnings	14,702	17,723	12,090	22,700	45,410	68,110
Special Assessments	-	-	-	-	-	-
Other Revenue	4,216	5,246	5,500	5,500	5,500	5,500
Bond Proceeds	-	-	-	-	-	-
Transfer-In	179,022	-	-	-	-	-
TOTAL REVENUES	\$ 7,589,460	\$ 9,892,249	\$ 10,113,740	\$ 10,379,960	\$ 10,553,250	\$ 10,708,080
Fire Department Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	7,128,290	7,760,320	9,694,110	10,160,100	10,409,880	10,569,000
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	145,860	1,621,890	419,630	219,860	143,370	139,080
TOTAL EXPENDITURES	\$ 7,274,150	\$ 9,382,210	\$ 10,113,740	\$ 10,379,960	\$ 10,553,250	\$ 10,708,080
Excess Revenue Over / (Under) Expenditures	\$ 315,310	\$ 510,039	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	3,715,509	4,030,819	4,540,858	4,540,858	4,540,858	4,540,858
Fund Balance - Ending	\$ 4,030,819	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858	\$ 4,540,858



Special Revenue Funds

207 – Special Police Fund



The mission of the Oakland County Sheriff’s Office (OCSO) Rochester Hills contingent is to provide efficient, effective, and ethical policing services in order to maintain a safe community while stressing a community policing philosophy.

The OCSO is contracted to provide policing services for the City of Rochester Hills. The City of Rochester Hills is one of (12) twelve communities that contract with the OCSO for law enforcement services. This law enforcement service contract allows the City to

structure for the positions it wishes to contract for in accordance with the needs identified by Administration, City Council, Substation Command, and residents. Currently the Rochester Hills Substation has an officer assigned to assist walk-in complaints on Monday-Friday from 7:00 a.m. - 6:00 p.m. Residents requesting police services after hours can arrange to have an officer meet them at the Rochester Hills Substation by using a telephone located at the front door of the Substation building.

For FY 2017, the OCSO / Rochester Hills contingent is proposed to be staffed by 58 sworn officers to provide complete law enforcement services including investigation and prosecution of criminal offenses; traffic education and enforcement; a School Liaison Program for the Rochester Community School District; and a general road patrol which handles over 30,000 calls for service each year.

In FY 2015, City Taxes increased from \$3.6 million to \$8.7 million and Transfers-In decreased from \$4.7 million to \$0, due to the voters of Rochester Hills on August 7, 2012 approving a special police millage renewal of the expiring 1.2083 mills and the authority to levy up to 2.5000 additional mills for 10 years (beginning in FY 2015 through FY 2024) to fund and maintain the current level of police protection. City Council has approved a Resolution of Intent that it intends to discontinue applying the City’s general operating millage levy so that no new net tax increase to City taxpayers will result from the approval of the special police millage.

Goals:	
Department	Provide high visibility, community-oriented neighborhood patrol to residents
City Council	Public Safety (#1) / Economic / Tax Base (#3) / Community / Neighborhoods (#7)
Departmental Objectives:	
On-Going	Maintain positive relationships with citizens and Homeowner Associations to provide for open communication

Goals:	
Department	Enforce compliance with State law and Local ordinances
City Council	Public Safety (#1) / Economic / Tax Base (#3) / Community / Neighborhoods (#7)
Departmental Objectives:	
Short-Term	Remain vigilant in monitoring crime trends and adjust staff appropriately to address problems/challenges relating to changing economic conditions
On-Going	Identify and maintain an acceptable level of service with current staffing
On-Going	Deploy existing resources to meet the identified level of service





Special Revenue Funds 207 – Special Police Fund

Goals:	
Department	Interface and interact with other Federal, State, and Local law enforcement agencies for more effective utilization of their resources and expertise in order to identify and resolve related crime and Homeland Security issues affecting our community
City Council	Public Safety (#1) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Continue to apply for Homeland Security and Traffic Enforcement grants

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

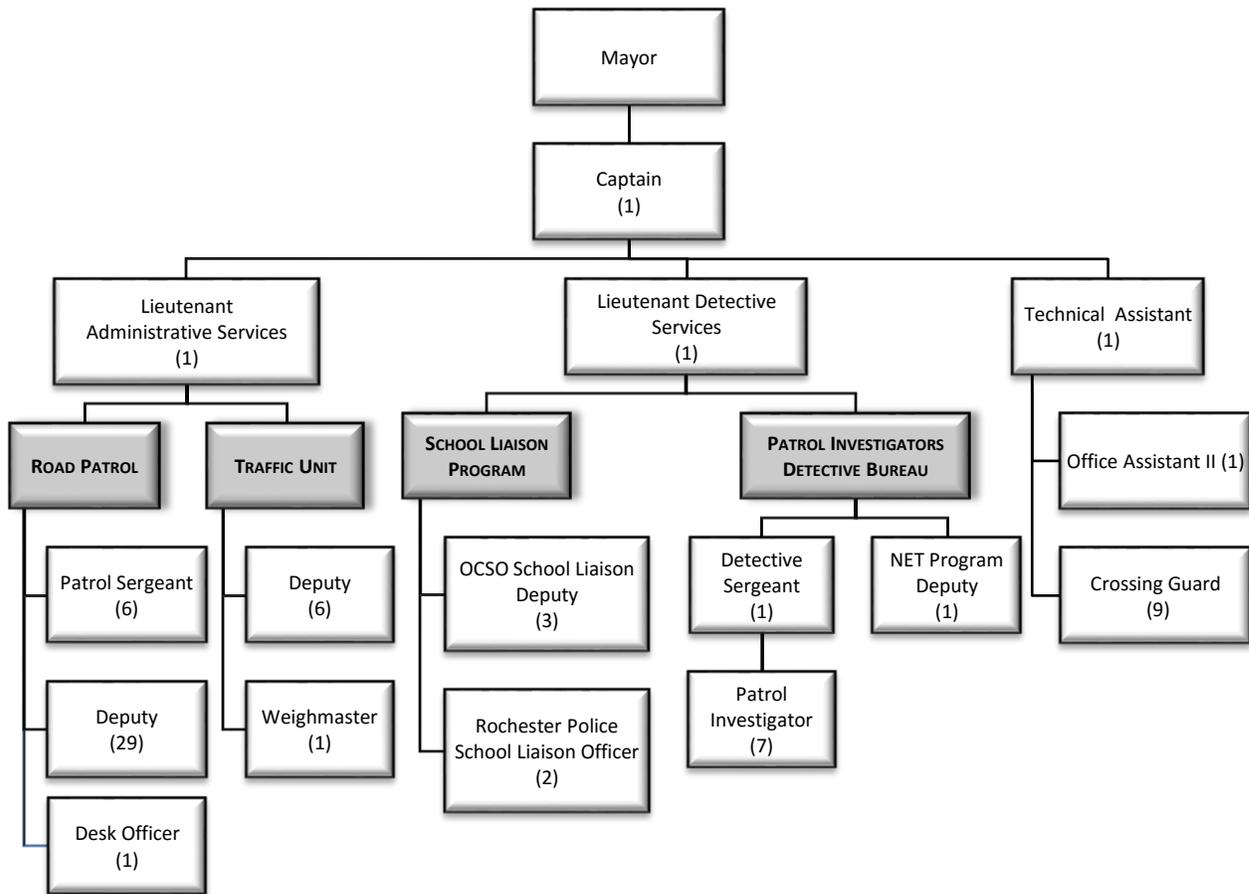
- Service Charges decreased [(7%) or (\$10,500)] primarily due to more businesses complying with the alarm registration and regulations which decreases the false alarm call volumes and associated revenue
- Fines or Forfeitures increased [7% or \$25,000] primarily due to an increase in District Court Fines based on actual historical trends
- Transfers Out decreased [(5%) or (\$16,100)] due to the debt schedule for the OCSO Substation Lease

Budget Summary Report						
207 Special Police Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 3,595,406	\$ 8,726,046	\$ 8,826,850	\$ 8,811,310	\$ 9,077,400	\$ 9,320,950
Federal and State Grants	41,387	42,599	38,000	40,000	40,000	40,000
Other Intergovernmental	292,814	159,724	269,490	269,800	277,890	286,230
Service Charges	163,037	137,644	144,000	133,500	136,500	139,590
Fines & Forfeitures	395,927	400,906	355,000	380,000	380,000	380,000
Investment Earnings	6,121	11,593	4,830	9,330	18,670	28,000
Other Revenue	9,742	8,085	-	-	-	-
Transfer-In	4,714,610	-	-	-	-	-
TOTAL	\$ 9,219,044	\$ 9,486,596	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770
<i>Per Capita</i>	\$ 124.79	\$ 128.97	\$ 131.57	\$ 131.65	\$ 135.56	\$ 139.16
207 Special Police Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 53,878	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	6,220	3,753	16,500	15,500	15,500	15,500
Professional Services	8,541,129	8,847,632	9,277,850	9,303,580	9,577,280	9,859,190
Other Services	1,557	6,409	10,140	7,280	6,000	4,700
Transfer-Out	329,795	319,251	333,680	317,580	331,680	315,380
TOTAL	\$ 8,932,579	\$ 9,177,044	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770
<i>Per Capita</i>	\$ 120.91	\$ 124.76	\$ 131.57	\$ 131.65	\$ 135.56	\$ 139.16



Special Revenue Funds

207 – Special Police Fund



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Public Safety Aide - OCSO	1.00	1.00	1.00	-	-	-
Public Safety Administrative Coordinator - OCSO	1.00	1.00	-	-	-	-
	2.00	2.00	1.00	-	-	-
Contractual Positions:						
Captain	1	1	1	1	1	1
Lieutenant	2	2	2	2	2	2
Patrol Sergeant	6	6	6	6	6	6
Patrol Investigator	10	10	10	10	10	10
Deputy II (no-fill)	35	35	35	36	36	36
Deputy II (no-fill / no-vehicle)	2	2	2	2	2	2
Detective Sergeant	1	1	1	1	1	1
OCSO Officer Subtotal	57	57	57	58	58	58
OCSO Technical Assistant	-	-	1	1	1	1
OCSO Office Assistant II	-	-	-	1	1	1
OCSO Administrative Staff Subtotal	-	-	1	2	2	2

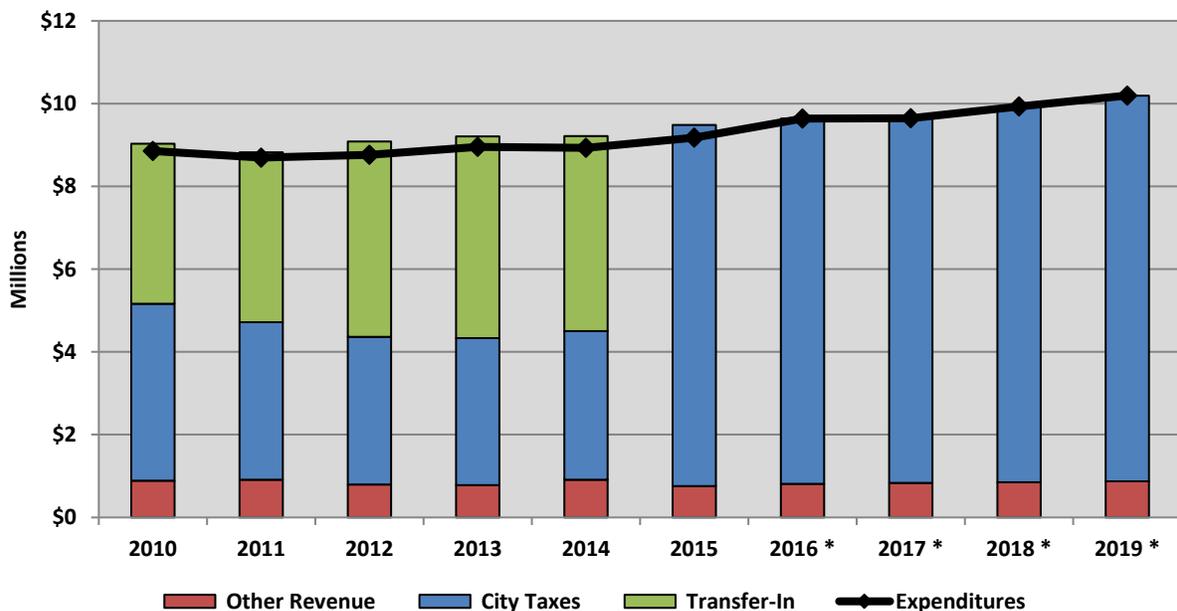




Special Revenue Funds 207 – Special Police Fund

Special Police / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Calls for Service	30,258	31,198	31,697	31,521	16,311	32,000	32,000
False Alarms	2,050	2,223	2,097	1,992	954	2,100	2,100
False Alarms as a % of Total Calls for Service	6.8%	7.1%	6.6%	6.3%	5.8%	6.6%	6.6%
Ratio of Deputies per 1,000 Residents	0.80	0.77	0.77	0.79	0.79	0.79	0.79
Patrol Investigators - Criminal Activity							
New Cases	944	1,090	1,091	1,214	618	n/a	n/a
Recovered Property	\$ 17,652	\$ 31,419	\$ 67,469	\$ 57,388	\$ 23,681	n/a	n/a
Uniformed Road Patrol Criminal Activity							
New Cases	663	621	583	611	315	n/a	n/a
Recovered Property	\$ 19,114	\$ 20,104	\$ 18,688	\$ 27,507	\$ 10,643	n/a	n/a
Crime Statistics for Rochester Hills							
Part A Crimes	1,898	1,502	1,401	1,385	661	n/a	n/a
Part B Crimes	692	465	380	319	168	n/a	n/a
Group C Crimes (Misc.)	26,137	27,410	27,167	28,005	15,010	n/a	n/a
<p>Part A Crimes = Typically classified as more serious crimes against persons (including murder, forcible sexual offenses, robbery, assault, larceny)</p> <p>Part B Crimes = Typically classified as crimes against property and less serious crimes against persons (including operating while intoxicated, local ordinance violations, fraud and disorderly conduct)</p> <p>Group C Crimes = Typically classified as miscellaneous crimes (including Alarms, non-criminal complaints, miscellaneous traffic complaints, and animal complaints)</p>							
City-Wide Survey *							
		2013			2016		
Resident Rating of Police Protection Services provided by OCSO:							
Satisfied	82%			TBD			
Dissatisfied	10%			TBD			
Uncertain	8%			TBD			

Special Police Fund Revenues & Expenditure Trend



Special Revenue Funds

207 – Special Police Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
207 Special Police Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 3,595,406	\$ 8,726,046	\$ 8,826,850	\$ 8,811,310	\$ 9,077,400	\$ 9,320,950
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	41,387	42,599	38,000	40,000	40,000	40,000
Other Intergovernmental	292,814	159,724	269,490	269,800	277,890	286,230
Service Charges	163,037	137,644	144,000	133,500	136,500	139,590
Fines & Forfeitures	395,927	400,906	355,000	380,000	380,000	380,000
Investment Earnings	6,121	11,593	4,830	9,330	18,670	28,000
Special Assessments	-	-	-	-	-	-
Other Revenue	9,742	8,085	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	4,714,610	-	-	-	-	-
TOTAL REVENUES	\$ 9,219,044	\$ 9,486,596	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770
Special Police Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	8,602,784	8,857,794	9,304,490	9,326,360	9,598,780	9,879,390
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	329,795	319,251	333,680	317,580	331,680	315,380
TOTAL EXPENDITURES	\$ 8,932,579	\$ 9,177,044	\$ 9,638,170	\$ 9,643,940	\$ 9,930,460	\$ 10,194,770
Excess Revenue Over / (Under) Expenditures	\$ 286,465	\$ 309,552	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	1,270,798	1,557,263	1,866,815	1,866,815	1,866,815	1,866,815
Fund Balance - Ending	\$ 1,557,263	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815	\$ 1,866,815





Special Revenue Funds 213 – RARA Millage Fund



The mission of the Rochester-Avon Recreation Authority (RARA) is to provide extensive and varied recreational programs, enhance personal enrichment, and provide for the community's leisure needs.

Activities and services include recreational and enrichment activities for all ages, youth and adult sports programs (non-competitive and competitive), and activities for special populations.

The RARA Interlocal agreement provides that both the City of Rochester and the City of Rochester Hills shall participate in funding the Authority by annually contributing an amount equal to at least 1/8 (0.1250) mill of the State Taxable Valuation of assessed property in their respective cities. The revenues collected by the City of Rochester Hills are disbursed directly to the Authority. The RARA Board of Directors annually adopts the RARA Operating Budget.

The voters of Rochester Hills approved the RARA Operating Millage renewal on November 3, 2015, to levy up to 0.1948 mill (*limited to 0.1928 mill per Headlee Rollback*) for ten years through FY 2026 in order to support the programs of the Authority.

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
213 RARA Millage Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
TOTAL	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
<i>Per Capita</i>	\$ 7.85	\$ 8.07	\$ 8.36	\$ 8.46	\$ 8.60	\$ 8.73
213 RARA Millage Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Transfer-Out	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
TOTAL	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
<i>Per Capita</i>	\$ 7.85	\$ 8.07	\$ 8.36	\$ 8.46	\$ 8.60	\$ 8.73



Special Revenue Funds

213 – RARA Millage Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
213 RARA Millage Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
RARA Millage Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	580,151	593,817	612,250	619,390	630,200	639,700
TOTAL EXPENSES	\$ 580,151	\$ 593,817	\$ 612,250	\$ 619,390	\$ 630,200	\$ 639,700
Excess Revenue Over / (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	-	-	-	-	-	-
Fund Balance - Ending	\$ -	\$ -				





Special Revenue Funds

214 – Pathway Maintenance Fund



The mission of the Pathway Maintenance Division of the Department of Public Services (DPS) is to provide for the on-going maintenance of the Citywide Pathway System.

The City of Rochester Hills currently maintains over 94 miles of pathways that have been constructed through City funding and/or private development. The City also maintains a 4.5-mile stretch of the Clinton River Trail. Pathway maintenance activities include mowing, patching, sealing, repairing, plowing, tree trimming, sweeping, and other efforts to keep

the Pathway System in a safe condition for public use and enjoyment.

On November 7, 2006, the voters of Rochester Hills approved a millage of 0.1858 mill (*limited to 0.1837 mill per Headlee Rollback*) for twenty years through FY 2026 in order to construct, maintain, and repair pathways and surfaces for use by bicycles, non-motorized vehicles, and pedestrians along main, arterial, and collector roads, the Clinton River Trail, and to create linkages to pathways and schools in the City.

Goals:	
Department	Provide a safe pathway system for the use and enjoyment of the public along major road segments, the Clinton River Trail, and school pathway linkages
City Council	Infrastructure (#2)
Departmental Objectives:	
Short-Term	Develop a transition plan for achieving compliance with the Americans with Disabilities Act (ADA)
On-Going	Preserve the integrity and safety of the existing pathway system through appropriate maintenance programs including pavement repair, crack sealing, trimming of trees and bushes that intrude upon the pathway, along with other proactive maintenance programs
On-Going	Continue to build upon a GIS based conditional inventory for the entire pathway system to locate and identify deficiencies in the network that can be repaired via the annual Pathway Rehabilitation Program (PW-01)
On-Going	Preserve the aesthetics of the immediate surrounding areas as well as improve pathway safety by keeping grass and weeds appropriately mowed

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Other Revenue decreased [(100%) or (\$30,730)] due to a reduction in Reimbursement related to the Clinton River Trail Signage project completed in FY 2016
- Professional Services decreased [(17%) or (\$37,150)] due to Professional Services and Contractual Services related to the Clinton River Trail Signage project completed in FY 2016



Special Revenue Funds

214 – Pathway Maintenance Fund



Budget Summary Report						
214 Pathway Maintenance Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 552,773	\$ 565,795	\$ 583,340	\$ 590,070	\$ 600,360	\$ 609,400
Service Charges	5,880	7,677	900	1,400	1,400	1,400
Investment Earnings	771	622	300	690	1,370	2,060
Other Revenue	5,490	24,677	30,730	-	-	-
TOTAL	\$ 564,914	\$ 598,771	\$ 615,270	\$ 592,160	\$ 603,130	\$ 612,860
<i>Per Capita</i>	\$ 7.65	\$ 8.14	\$ 8.40	\$ 8.08	\$ 8.23	\$ 8.37
214 Pathway Maintenance Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 145,438	\$ 138,485	\$ 144,720	\$ 153,260	\$ 157,690	\$ 162,330
Supplies	3,233	13,426	11,000	11,000	11,000	11,000
Professional Services	177,502	233,235	216,650	179,500	204,500	179,500
Other Services	152	846	540	350	260	180
Transfer-Out	259,690	176,040	242,360	248,050	229,680	259,850
TOTAL	\$ 586,015	\$ 562,032	\$ 615,270	\$ 592,160	\$ 603,130	\$ 612,860
<i>Per Capita</i>	\$ 7.93	\$ 7.64	\$ 8.40	\$ 8.08	\$ 8.23	\$ 8.37

Personnel Staffing Trend							
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017	
Deputy Director DPS / City Engineer	0.05	0.10	0.10	0.05	0.05	0.05	0.05
Transportation Engineer	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Administrative Coordinator - DPS	-	0.05	-	-	0.05	0.05	0.05
Crew Leader	-	-	-	0.05	0.10	0.10	0.10
Office Coordinator - DPS	-	0.05	0.05	0.05	0.05	0.05	0.05
Engineering Construction Inspector II	0.45	0.35	0.20	0.15	0.05	0.05	0.05
Permit Technician	-	-	-	0.05	0.10	0.10	0.10
Engineering Survey Technician	-	0.20	0.10	0.20	0.05	0.05	0.05
Light Equipment Operator	0.60	0.40	-	-	0.05	0.35	0.35
Engineering construction Inspector I	-	-	-	0.05	0.05	0.05	0.05
Engineering Aide	0.30	0.30	0.20	0.25	0.20	0.20	0.20
Laborer II	0.30	0.30	0.05	0.10	0.50	0.30	0.30
Laborer I	-	-	-	0.05	0.10	-	-
Engineering Technician	-	-	0.10	-	-	-	-
Senior Staff Engineer	-	-	-	0.05	-	-	-
General Superintendent	0.05	-	-	-	-	-	-
	1.90	1.90	0.95	1.20	1.50	1.50	1.50

Pathway Maintenance / Performance Indicators					
City-Wide Survey *	2007	2009	2011	2013	2016
<i>How Important are Pathways :</i>					
<i>Very Important</i>	38%	42%	36%	41%	TBD
<i>Somewhat Important</i>	36%	38%	38%	43%	TBD
<i>Not Important</i>	24%	17%	24%	14%	TBD
<i>Uncertain</i>	2%	3%	2%	2%	TBD

* Survey to be Conducted every two (2) years





Special Revenue Funds

214 – Pathway Maintenance Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
214 Pathway Maintenance Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 552,773	\$ 565,795	\$ 583,340	\$ 590,070	\$ 600,360	\$ 609,400
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	5,880	7,677	900	1,400	1,400	1,400
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	771	622	300	690	1,370	2,060
Special Assessments	-	-	-	-	-	-
Other Revenue	5,490	24,677	30,730	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 564,914	\$ 598,771	\$ 615,270	\$ 592,160	\$ 603,130	\$ 612,860
Pathway Maintenance Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	326,325	385,992	372,910	344,110	373,450	353,010
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	259,690	176,040	242,360	248,050	229,680	259,850
TOTAL EXPENSES	\$ 586,015	\$ 562,032	\$ 615,270	\$ 592,160	\$ 603,130	\$ 612,860
Excess Revenue Over / (Under) Expenditures	\$ (21,102)	\$ 36,738	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	121,732	100,630	137,368	137,368	137,368	137,368
Fund Balance - Ending	\$ 100,630	\$ 137,368	\$ 137,368	\$ 137,368	\$ 137,368	\$ 137,368



Special Revenue Funds

232 – Tree Fund



The mission of the Tree Fund is to provide a funding source for planting, maintaining, and preserving trees and wooded areas within the City.

The Tree Fund is envisioned to serve as an important endowment source for future tree-related activities. It is funded by developer payments made in lieu of planting replacement trees when it is not feasible or desirable to replace trees on specific sites. The Tree Conservation Ordinance established the Tree Fund in FY 1988 and a revised Tree Fund policy was adopted by City Council on March 15, 2010.

Goals:	
Department	Provide a source of funding to support the City's tree infrastructure
City Council	Community / Neighborhoods (#7) / Environmental (#9)
Departmental Objectives:	
On-Going	Continue implementing the Tree Fund Policy

Goals:	
Department	Preserve the Tree Fund in perpetuity
City Council	Community / Neighborhoods (#7) / Environmental (#9)
Departmental Objectives:	
Short-Term	Develop a report to analyze incoming and outgoing funds after each season's plantings
Short-Term	Develop a tree asset value analysis of trees lost versus trees planted and long term affects

Goals:	
Department	Utilize alternative sidewalk/pathway repair techniques that are compatible with tree roots
City Council	Infrastructure Management (#2)/Environmental (#9)
Departmental Objectives:	
Short-Term	Formulate the parameters of the program with DPS/Engineering Staff
Short-Term	Forestry Staff accompany DPS/Engineering Staff to identify repair locations caused by trees
On-Going	Utilize best sidewalk/pathway repair practices compatible with trees

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Operating Supplies: Landscaping decreased [(29%) or (\$10,000)] due to fewer supplies anticipated





Special Revenue Funds

232 – Tree Fund

Budget Summary Report						
232 Tree Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 206,520	\$ 192,840	\$ 190,100	\$ 192,000
Federal and State Grants	-	750	-	-	-	-
Service Charges	20,975	42,680	-	-	-	-
Investment Earnings	5,286	6,185	4,660	6,820	11,720	14,720
Other Revenue	-	300	-	-	-	-
TOTAL	\$ 26,261	\$ 49,915	\$ 211,180	\$ 199,660	\$ 201,820	\$ 206,720
<i>Per Capita</i>	\$ 0.36	\$ 0.68	\$ 2.88	\$ 2.73	\$ 2.75	\$ 2.82
232 Tree Fund Expenditures	2013 Audited Actual	2014 Audited Actual	2015 Amended Budget	2016 Adopted Budget	2017 Projected Budget	2018 Projected Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	9,017	62,582	35,000	25,000	25,000	25,000
Professional Services	11,523	20,190	170,000	170,000	170,000	170,000
Other Services	-	-	-	-	-	-
Transfer-Out	6,240	5,280	6,180	4,660	6,820	11,720
TOTAL	\$ 26,780	\$ 88,052	\$ 211,180	\$ 199,660	\$ 201,820	\$ 206,720
<i>Per Capita</i>	\$ 0.36	\$ 1.20	\$ 2.88	\$ 2.73	\$ 2.75	\$ 2.82

Tree Fund / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Trees Purchased Through Cooperative Tree Planting Program	146	75	59	15	-	-	-
City Tree Planting Program	-	-	-	249	220	450	450



Special Revenue Funds

232 – Tree Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
232 Tree Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	750	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	20,975	42,680	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	5,286	6,185	4,660	6,820	11,720	14,720
Special Assessments	-	-	-	-	-	-
Other Revenue	-	300	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 26,261	\$ 49,915	\$ 4,660	\$ 6,820	\$ 11,720	\$ 14,720
Tree Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	20,540	82,772	205,000	195,000	195,000	195,000
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	6,240	5,280	6,180	4,660	6,820	11,720
TOTAL EXPENSES	\$ 26,780	\$ 88,052	\$ 211,180	\$ 199,660	\$ 201,820	\$ 206,720
Excess Revenue Over / (Under) Expenditures	\$ (519)	\$ (38,137)	\$ (206,520)	\$ (192,840)	\$ (190,100)	\$ (192,000)
Fund Balance - Beginning	1,609,518	1,608,999	1,570,862	1,364,342	1,171,502	981,402
Fund Balance - Ending	\$ 1,608,999	\$ 1,570,862	\$ 1,364,342	\$ 1,171,502	\$ 981,402	\$ 789,402





The mission of the Water Resources Division of the Department of Public Services (DPS) is to provide for the effective administration of the City’s drainage and floodplain regulations (Chapter 114 of the Code of Ordinances) related to land improvement and development within the City and to efficiently administer the regulation of and compliance with the National Pollutant Discharge Elimination System (NPDES) and Municipal Separated Storm Sewer System (MS4) regulations.

Storm water issues in the City fall within the parameters of the Water Resources Fund. There are currently twenty-six (26) Chapter 20 Drains in service within the City. Large-scale public drainage improvements are constructed and maintained by the Oakland County Water Resources Commission (OCWRC). Beyond county-owned drainage systems, the remaining storm sewers, detention basins, and other storm water facilities within the City are owned by various subdivision associations or by the public at-large. The City historically has played only a regulatory role in the maintenance of these storm water systems. Given the age of infrastructure, lack of adequate maintenance to existing facilities, and EPA & MDEQ regulations related to storm water management, the City is more aggressively evaluating its role in storm water management.

Goals:	
Department	Regulate land development under the provision of Title 114 of the City Ordinance as it relates to storm water drainage and flood plain issues
City Council	Infrastructure (#2)
Departmental Objectives:	
Short-Term	Develop a comprehensive Storm Water Management Policy that defines the role of the City in storm water management issues and defines a mechanism for funding improvements, operations, and maintenance of all drainage systems within the City
Short-Term	Develop an updated Storm Water Pollution Prevention Plan (SWPPP) that adheres to the guidelines in the forthcoming amended MS4 permit
On-Going	Provide technical assistance to land owners regarding their storm water systems and surface drainage issues
On-Going	Monitor and inspect existing storm water facilities within the City for on-going compliance with ordinances and maintenance agreements
On-Going	Plan and implement the actions identified in the City’s current Storm Water Pollution Prevention Plan (SWPPP)

Goals:	
Department	Coordinate with OCWRC to design, construct, preserve, and maintain drainage facilities in the community as provided for under the Public Drain Code
City Council	Infrastructure (#2)
Departmental Objectives:	
On-Going	Cooperate with OCWRC to reach compliance requirements of the Soil Erosion and Sedimentation Act
On-Going	Develop maintenance strategies utilizing the Asset Management System



Special Revenue Funds

244 – Water Resources Fund



Goals:	
Department	Explore alternative and complementary funding sources
City Council	Infrastructure (#2)
Departmental Objectives:	
Short-Term	Evaluate the application of enabling legislation for the development of funding strategies in order to meet the federally required (but unfunded) mandates for storm water maintenance
Short-Term	Explore the costs / benefits of petitioning out of selected Oakland County Water Resource Commission (OCWRC) drains
On-Going	Continue to evaluate and seek grant opportunities to assist with achieving the goals and objectives of the City

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(100%) or (\$495,420)] as no fund balance is projected to be used to fund operations
- Federal and State Grants decreased [(100%) or (\$967,410)] due to the Storm Water portion of the SAW Grant completed in FY 2016
- Service Charges increased [57% or \$34,900] due to actual historical trends
- Transfers-In increased [100% or \$451,370] due to a transfer from the General Fund to balance operations
- Professional Services decreased [(84%) or (\$961,440)] due to Professional Services related to the Storm Water portion of the SAW Grant completed in FY 2016

Budget Summary Report						
244 Water Resources Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 495,420	\$ -	\$ -	\$ -
Federal and State Grants	64,524	152,537	967,410	-	-	-
Service Charges	109,979	179,702	61,200	96,100	96,100	96,100
Investment Earnings	3,065	5,757	5,490	7,730	15,460	23,190
Special Assessments	2,133	-	-	-	-	-
Other Revenue	148,308	10,304	12,000	12,000	12,000	12,000
Transfer-In	15,000	125,150	-	451,370	448,740	446,320
TOTAL	\$ 343,009	\$ 473,451	\$ 1,541,520	\$ 567,200	\$ 572,300	\$ 577,610
<i>Per Capita</i>	\$ 4.64	\$ 6.44	\$ 21.04	\$ 7.74	\$ 7.81	\$ 7.88
244 Water Resources Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 209,169	\$ 229,186	\$ 212,370	\$ 199,490	\$ 204,590	\$ 209,900
Supplies	14,141	18,027	18,000	18,000	18,000	18,000
Professional Services	191,222	475,373	1,147,660	186,220	186,220	186,220
Other Services	70,903	8,602	163,490	163,490	163,490	163,490
Capital Outlay	10,030	-	-	-	-	-
TOTAL	\$ 495,464	\$ 731,187	\$ 1,541,520	\$ 567,200	\$ 572,300	\$ 577,610
<i>Per Capita</i>	\$ 6.71	\$ 9.94	\$ 21.04	\$ 7.74	\$ 7.81	\$ 7.88





Special Revenue Funds 244 – Water Resources Fund

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Public Services	0.10	0.05	0.05	0.05	0.05	0.05
Deputy Director DPS / City Engineer	0.10	-	0.10	0.10	0.10	0.10
Public Utilities Engineer	0.10	0.10	0.10	0.10	0.10	0.10
Administrative Coordinator - DPS	0.10	-	0.05	0.05	0.05	0.05
Water Resources Coordinator	-	-	-	0.35	0.35	0.35
Office Coordinator - DPS	0.10	0.05	0.05	0.05	0.05	0.05
Engineering Construction Inspector II	-	-	0.10	0.20	0.20	0.20
Engineering Survey Technician	0.20	0.20	0.10	0.10	0.10	0.10
Engineering Technician	0.80	0.80	0.90	0.55	0.90	0.90
Engineering Aide	-	0.10	0.05	0.15	0.10	0.10
Professional Surveyor	0.55	0.55	0.35	-	-	-
Public Utilities Coordinator	-	-	-	0.05	-	-
	2.15	1.85	1.85	1.75	2.00	2.00

Water Resources Fund / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
# of Chapter 20 Drains in Service	26	26	26	26	26	26	26
Feet of Storm Drains Cleaned (Jetted)	1,102	801	1,384	285	-	1,000	1,000
# of Illicit Discharges Discovered	6	13	9	9	5	10	10
# of Illicit Discharge Complaints Handled	5	5	5	3	1	5	5



Special Revenue Funds

244 – Water Resources Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
244 Water Resources Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	64,524	152,537	967,410	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	109,979	179,702	61,200	96,100	96,100	96,100
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	3,065	5,757	5,490	7,730	15,460	23,190
Special Assessments	-	-	-	-	-	-
Other Revenue	150,441	10,304	12,000	12,000	12,000	12,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	15,000	125,150	-	451,370	448,740	446,320
TOTAL REVENUES	\$ 343,009	\$ 473,451	\$ 1,046,100	\$ 567,200	\$ 572,300	\$ 577,610
Water Resources Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	485,434	731,187	1,541,520	567,200	572,300	577,610
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	10,030	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 495,464	\$ 731,187	\$ 1,541,520	\$ 567,200	\$ 572,300	\$ 577,610
Excess Revenue Over / (Under) Expenditures	\$ (152,455)	\$ (257,736)	\$ (495,420)	\$ -	\$ -	\$ -
Fund Balance - Beginning	2,451,509	2,299,054	2,041,318	1,545,898	1,545,898	1,545,898
Fund Balance - Ending	\$ 2,299,054	\$ 2,041,318	\$ 1,545,898	\$ 1,545,898	\$ 1,545,898	\$ 1,545,898





Special Revenue Funds

265 – OPC Millage Fund



The mission of the Older Person’s Commission (OPC) is to address the needs of older persons (60-years and older) regardless of income, race, religion, nationality, physical, or mental ability that live in Rochester Hills, Rochester, and Oakland Township.

The OPC’s goal is to provide nutritional meals, services, health and wellness, social and educational activities, transportation, adult day services, and community outreach opportunities.

As provided under the terms of an inter-local agreement, each community participates in funding the OPC on a pro rata basis using a percentage based upon the total taxable valuation of all taxable properties within each jurisdiction.

The voters of Rochester Hills approved the OPC Operating Millage on August 4, 2010, to levy up to 0.2403 mill (*limited to 0.2377 mill due to Headlee Rollback*) for ten years through FY 2021 in order to support the programs of the OPC.

The voters of Rochester Hills approved the OPC Transportation Millage on November 3, 2015, to levy up to 0.1000 mill (*limited to 0.0990 mill due to Headlee Rollback*) for eleven years through FY 2026 in order to support transportation services provided to older and handicapped persons.

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
265 OPC Millage Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
TOTAL	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
<i>Per Capita</i>	<i>\$ 13.27</i>	<i>\$ 13.64</i>	<i>\$ 14.59</i>	<i>\$ 14.76</i>	<i>\$ 15.02</i>	<i>\$ 15.25</i>
265 OPC Millage Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Transfer-Out	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
TOTAL	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
<i>Per Capita</i>	<i>\$ 13.27</i>	<i>\$ 13.64</i>	<i>\$ 14.59</i>	<i>\$ 14.76</i>	<i>\$ 15.02</i>	<i>\$ 15.25</i>



Special Revenue Funds

265 – OPC Millage Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
265 Older Person's Millage Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
Older Person's Millage Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	979,968	1,003,054	1,068,930	1,081,390	1,100,250	1,116,840
TOTAL EXPENSES	\$ 979,968	\$ 1,003,054	\$ 1,068,930	\$ 1,081,390	\$ 1,100,250	\$ 1,116,840
Excess Revenue Over / (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	-	-	-	-	-	-
Fund Balance - Ending	\$ -	\$ -				





The mission of the Green Space Fund is to preserve natural green spaces, wildlife habitats, and scenic views; protect woodlands, wetlands, rivers, and streams; and expand the Clinton River Greenway and other trail corridors by funding the purchase of land and interests in lands as well as to maintain and improve green spaces and natural features owned, acquired, or controlled by the city.

On September 13, 2005, the voters of Rochester Hills approved the Green Space & Natural Features Millage to levy up to 0.3000 mill for ten years from FY

2006 through FY 2015. A Green Space Advisory Board (GSAB) made up of Rochester Hills residents has been established to advise the City on the use of the dedicated funds. In FY 2013, voters approved adding stewardship of green space properties as well as all open spaces and natural features owned or controlled by the City of Rochester Hills.

Goals:	
Department	Preserve natural green spaces, wildlife habitats, and scenic views within the City of Rochester Hills
City Council	Community / Neighborhoods (#7) / Environmental (#9)
Departmental Objectives:	
Medium-Term	Develop a fiscal plan to enable implementation of Clinton River erosion control projects as identified in the Stewardship Plan

Goals:	
Department	Set stewardship standards for Rochester Hills regarding the responsible managing of land to protect, conserve, and enhance biodiversity and natural features for the benefit of current and future generations
City Council	Community / Neighborhoods (#7) / Environmental (#9)
Departmental Objectives:	
Short-Term	Review and update the stewardship plan to make recommendations for 2018 budget cycle
On-Going	With support of the GSAB and the Parks Division, establish a continual education and communication program with surrounding property owners and the community

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(88%) or (\$1,937,900)] due to the transfer of funding to the Green Space Perpetual Care Trust (761) in FY 2016
- Professional Services increased [27% or \$50,000] due to the continued implementation of the Green Space Stewardship activities
- Transfers-Out decreased [(100%) or (\$2,000,000)] as the transfer out to the Green Space Perpetual Care Trust was completed in FY 2016



Special Revenue Funds

299 – Green Space Fund



Budget Summary Report						
299 Green Space Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance	\$ -	\$ -	\$ 2,196,900	\$ 259,000	\$ 255,320	\$ 254,200
City Taxes	884,279	905,104	-	-	-	-
Investment Earnings	13,691	10,450	16,900	7,090	11,580	13,540
Transfer-In	-	-	-	-	-	-
TOTAL	\$ 897,969	\$ 915,554	\$ 2,213,800	\$ 266,090	\$ 266,900	\$ 267,740
<i>Per Capita</i>	\$ 12.16	\$ 12.45	\$ 30.22	\$ 3.63	\$ 3.64	\$ 3.65
299 Green Space Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 14,262	\$ 15,255	\$ 27,800	\$ 30,090	\$ 30,900	\$ 31,740
Supplies	-	263	-	-	-	-
Professional Services	6,143	75,914	186,000	236,000	236,000	236,000
Other Services	243	1,353	-	-	-	-
Capital Outlay	1,037,233	-	-	-	-	-
Transfer-Out	-	3,000,000	2,000,000	-	-	-
TOTAL	\$ 1,057,881	\$ 3,092,784	\$ 2,213,800	\$ 266,090	\$ 266,900	\$ 267,740
<i>Per Capita</i>	\$ 14.32	\$ 42.05	\$ 30.22	\$ 3.63	\$ 3.64	\$ 3.65

Personnel Staffing Trend						
<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Parks & Forestry	0.05	0.05	0.05	0.05	0.05	0.05
Water Resources Coordinator	-	-	-	0.05	0.05	0.05
Park Ranger II	-	-	-	-	-	0.10
Engineering Construction Inspector I	-	-	-	-	0.10	-
Professional Surveyor	0.05	0.05	0.05	-	-	-
	0.10	0.10	0.10	0.10	0.20	0.20
<u>Part-Time/Temporary Positions:</u>						
Departmental Assistant	1	1	1	1	1	1
	1	1	1	1	1	1

Green Space Fund / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Parcels Acquired	-	-	1	-	-	-	-
Acreage Acquired	-	-	48	-	-	-	-
GSAB Meetings Held	10	13	7	10	5	12	12





Special Revenue Funds

299 – Green Space Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
299 Green Space Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 884,279	\$ 905,104	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	13,691	10,450	16,900	7,090	11,580	13,540
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 897,969	\$ 915,554	\$ 16,900	\$ 7,090	\$ 11,580	\$ 13,540
Green Space Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	20,648	92,784	213,800	266,090	266,900	267,740
Capital Outlay	1,037,233	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	3,000,000	2,000,000	-	-	-
TOTAL EXPENSES	\$ 1,057,881	\$ 3,092,784	\$ 2,213,800	\$ 266,090	\$ 266,900	\$ 267,740
Excess Revenue Over / (Under) Expenditures	\$ (159,912)	\$ (2,177,230)	\$ (2,196,900)	\$ (259,000)	\$ (255,320)	\$ (254,200)
Fund Balance - Beginning	5,951,207	5,791,295	3,614,065	1,417,165	1,158,165	902,845
Fund Balance - Ending	\$ 5,791,295	\$ 3,614,065	\$ 1,417,165	\$ 1,158,165	\$ 902,845	\$ 648,645



Special Revenue Funds

Grand Total: Special Revenue Funds



Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Special Revenue Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 14,913,158	\$ 22,571,956	\$ 23,142,850	\$ 23,341,020	\$ 23,860,060	\$ 24,325,520
Licenses & Permits	30,700	23,332	21,000	21,000	21,000	21,000
Intergovernmental:						
State Grants	5,056,013	5,372,817	5,191,000	4,944,000	5,064,000	5,187,000
Federal Grants	126,544	198,448	1,005,410	40,000	40,000	40,000
Other Intergovernmental	292,814	159,724	269,490	269,800	277,890	286,230
Service Charges	2,218,670	2,501,506	2,207,940	2,327,040	2,333,290	2,342,420
Fines & Forfeitures	398,984	404,256	358,500	383,500	383,500	383,500
Investment Earnings	88,030	103,090	78,390	116,170	208,810	315,930
Special Assessments	13,777	697	-	23,330	23,330	23,330
Other Revenue	276,010	164,806	116,730	78,500	86,000	175,900
Bond Proceeds	-	-	-	-	-	-
Transfer-In	12,228,120	7,132,442	4,100,390	4,992,400	5,126,140	5,119,700
TOTAL REVENUES	\$ 35,642,820	\$ 38,633,072	\$ 36,491,700	\$ 36,536,760	\$ 37,424,020	\$ 38,220,530
Special Revenue Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	832,299	1,199,952	2,119,430	1,106,310	1,140,750	1,125,620
Public Safety	15,731,073	16,618,113	18,998,600	19,486,460	20,008,660	20,448,390
Streets	5,889,565	5,313,549	6,613,510	6,532,720	6,769,630	6,700,840
Economic Development	-	-	-	-	-	-
Parks and Recreation	20,648	92,784	213,800	266,090	266,900	267,740
Capital Outlay	11,658,501	13,295,569	11,464,450	7,572,720	6,240,290	7,018,880
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	3,678,944	7,741,102	5,315,230	2,805,720	2,442,000	2,482,570
TOTAL EXPENSES	\$ 37,811,031	\$ 44,261,069	\$ 44,725,020	\$ 37,770,020	\$ 36,868,230	\$ 38,044,040
Excess Revenue Over / (Under) Expenditures	\$ (2,168,210)	\$ (5,627,997)	\$ (8,233,320)	\$ (1,233,260)	\$ 555,790	\$ 176,490
Fund Balance - Beginning	37,163,118	34,994,907	29,366,910	21,133,590	19,900,330	20,456,120
Fund Balance - Ending	\$ 34,994,907	\$ 29,366,910	\$ 21,133,590	\$ 19,900,330	\$ 20,456,120	\$ 20,632,610





Debt Service Funds

Overview

Debt Service Funds account for the accumulation of resources in order to provide for the timely payment of principal and interest related to general long-term debt.

Subject to applicable provisions of State law and the City Charter, the City Council (by ordinance or proper resolution) may authorize the borrowing of monies for any purpose within the scope of the powers vested in the City, and may pledge the full faith and credit of the City for payment of the obligation(s) created thereby.

In compliance with the Uniform Budgeting Act as amended, the principal and interest payments required for FY 2017, the funding sources, and a summary of the City's total indebtedness for FY 2017 and beyond are included within this Debt Service Funds section.

Debt Service Funds do not pertain to the long-term debt of Enterprise Funds (revenue bonds). Those bonds are recorded in the appropriate Enterprise Fund(s) and are secured by the revenues of the related fund(s). It is anticipated that the principal and interest on Enterprise Fund bond debt will continue to be serviced through that fund's operating revenue structure.

Capital leases recorded in Internal Service Funds represent the City's portion of bonds issued and payable for various construction/improvement projects. Payments are secured by the full faith and credit of the City and are to be made from resources collected from the users of the system.



Debt Service Funds

331 – Water Resources Debt Fund



The Water Resources Drain Debt Fund is used to account for debt service related to the construction of Chapter 20 Drains.

Payment is secured by the full faith and credit of the City. Revenues to pay the debt service are generated from tax levies sufficient to allow for annual principal and interest payments, as well as the utilization of fund balance over the remaining life of the debt issue. For FY 2017, it has been adopted to levy 0.0417 mill to pay for the City’s annual share of Chapter 20 storm sewer construction and improvement bonds issued by the Oakland County Water Resources Commission (OCWRC).

Budget Summary Report						
331 Water Resources Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 67,070	\$ 71,760	\$ 63,650	\$ 56,370
City Taxes	128,857	131,179	133,920	134,780	137,080	139,150
Investment Earnings	1,352	1,978	2,000	3,010	5,300	6,990
Other Revenue	-	-	-	-	-	-
TOTAL	\$ 130,208	\$ 133,156	\$ 202,990	\$ 209,550	\$ 206,030	\$ 202,510
<i>Per Capita</i>	\$ 1.76	\$ 1.81	\$ 2.77	\$ 2.86	\$ 2.81	\$ 2.76
331 Water Resources Debt Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Other Services	\$ (457)	\$ 183	\$ 120	\$ 80	\$ 60	\$ 40
Debt Service	311,065	201,088	202,870	209,470	205,970	202,470
TOTAL	\$ 310,608	\$ 201,270	\$ 202,990	\$ 209,550	\$ 206,030	\$ 202,510
<i>Per Capita</i>	\$ 4.20	\$ 2.74	\$ 2.77	\$ 2.86	\$ 2.81	\$ 2.76

331 - Water Resources: Debt Schedule						
Budget Year	Principal Due	Interest Due	Interest Due	Total Interest Due	Total Due	Total Due
2017	\$ 175,000	\$ 17,969	\$ 16,219	\$ 34,188	\$ 209,188	\$ 209,188
2018	175,000	16,219	14,469	30,688	205,688	205,688
2019	175,000	14,469	12,719	27,188	202,188	202,188
2020	185,000	12,719	10,869	23,588	208,588	208,588
2021	190,000	10,869	8,969	19,838	209,838	209,838
2022	200,000	8,969	6,969	15,938	215,938	215,938
2023	210,000	6,969	4,869	11,838	221,838	221,838
2024	220,000	4,869	2,531	7,400	227,400	227,400
2025	225,000	2,531	-	2,531	227,531	227,531
Balance December 31, 2016	\$ 1,755,000	\$ 95,581	\$ 77,613	\$ 173,194	\$ 1,928,194	\$ 1,928,194

Chapter 20 Project:	Payable Through:	Interest Rate:
Rewold Drain / Phase II	2025	2.00% to 2.25%





Debt Service Funds

331 – Water Resources Debt Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
331 Water Resources Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 128,857	\$ 131,179	\$ 133,920	\$ 134,780	\$ 137,080	\$ 139,150
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	1,352	1,978	2,000	3,010	5,300	6,990
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 130,208	\$ 133,156	\$ 135,920	\$ 137,790	\$ 142,380	\$ 146,140
Water Resources Debt Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	265,000	160,000	165,000	175,000	175,000	175,000
Interest and Fiscal Charges	46,065	41,088	37,870	34,470	30,970	27,470
Other Debt Service	(457)	183	120	80	60	40
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 310,608	\$ 201,270	\$ 202,990	\$ 209,550	\$ 206,030	\$ 202,510
Excess Revenue Over / (Under) Expenditures	\$ (180,400)	\$ (68,114)	\$ (67,070)	\$ (71,760)	\$ (63,650)	\$ (56,370)
Fund Balance - Beginning	916,875	736,475	668,361	601,291	529,531	465,881
Fund Balance - Ending	\$ 736,475	\$ 668,361	\$ 601,291	\$ 529,531	\$ 465,881	\$ 409,511



Debt Service Funds

369 – OPC Building Refunding / 2010 Series



The Older Person's Commission (OPC) Building Refunding Debt Fund is used to account for the City of Rochester Hills' portion of the debt service related to the refunded OPC Building Construction bond issue.

The OPC Building Construction Debt Millage was approved by the voters of Rochester Hills on November 7, 2001, with an unlimited millage allowance for twenty years through FY 2021 in order to pay annual principal and interest payments on the debt service associated with the construction of the Older Person's Commission Building.

Payment is secured by the full faith and credit of the City. Revenues to pay the debt service are generated from tax levies sufficient to allow for annual principal and interest payments, as well as the utilization of fund balance over the remaining life of the debt issue. For FY 2017, it has been adopted to levy 0.2345 mill to pay the annual portion of interest and principal due on this debt issuance.

The total debt issue of \$14.0 million was split among the participating communities with the City of Rochester Hills responsible for a \$9.77 million share (the City of Rochester and Oakland Township are the other two participating communities). Interest rates range from 2.00% to 4.50% during the duration of this bond issue.

Budget Summary Report						
369 OPC Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 26,390	\$ 26,420	\$ 26,420	\$ 26,420
City Taxes	745,308	764,814	758,940	758,340	755,590	750,450
Investment Earnings	442	399	200	200	200	200
TOTAL	\$ 745,750	\$ 765,213	\$ 785,530	\$ 784,960	\$ 782,210	\$ 777,070
<i>Per Capita</i>	\$ 10.09	\$ 10.40	\$ 10.72	\$ 10.72	\$ 10.68	\$ 10.61
369 OPC Refunding Debt Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Other Services	\$ 211	\$ 1,123	\$ 700	\$ 450	\$ 330	\$ 210
Debt Service	757,700	772,788	784,830	784,510	781,880	776,860
TOTAL	\$ 757,911	\$ 773,911	\$ 785,530	\$ 784,960	\$ 782,210	\$ 777,070
<i>Per Capita</i>	\$ 10.26	\$ 10.52	\$ 10.72	\$ 10.72	\$ 10.68	\$ 10.61

369 - OPC Building Refunding: Debt Schedule						
Budget Year	Semi-Annual			Total		
	Principal Due	Interest Due	Interest Due	Interest Due	Total Due	
2017	\$ 660,000	\$ 67,475	\$ 56,750	\$ 124,225	\$ 784,225	
2018	680,000	56,750	44,850	101,600	781,600	
2019	700,000	44,850	31,725	76,575	776,575	
2020	700,000	31,725	15,975	47,700	747,700	
2021	710,000	15,975	-	15,975	725,975	
Balance December 31, 2016	\$ 3,450,000	\$ 216,775	\$ 149,300	\$ 366,075	\$ 3,816,075	





Debt Service Funds

369 – OPC Building Refunding / 2010 Series

Statement of Revenues / Expenditures and Changes in Fund Balance						
369 OPC Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 745,308	\$ 764,814	\$ 758,940	\$ 758,340	\$ 755,590	\$ 750,450
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	442	399	200	200	200	200
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 745,750	\$ 765,213	\$ 759,140	\$ 758,540	\$ 755,790	\$ 750,650
OPC Refunding Debt Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	580,000	610,000	640,000	660,000	680,000	700,000
Interest and Fiscal Charges	177,700	162,788	144,830	124,510	101,880	76,860
Other Debt Service	211	1,123	700	450	330	210
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 757,911	\$ 773,911	\$ 785,530	\$ 784,960	\$ 782,210	\$ 777,070
Excess Revenue Over / (Under) Expenditures	\$ (12,161)	\$ (8,698)	\$ (26,390)	\$ (26,420)	\$ (26,420)	\$ (26,420)
Fund Balance - Beginning	179,362	167,201	158,504	132,114	105,694	79,274
Fund Balance - Ending	\$ 167,201	\$ 158,504	\$ 132,114	\$ 105,694	\$ 79,274	\$ 52,854



Debt Service Funds

393 – Municipal Building Refunding / 2010 Series



The Municipal Building Refunding Debt Fund is used to account for debt service related to the renovation and expansion of the City of Rochester Hills Municipal Office.

In March 2002, the City of Rochester Hills issued a \$9.5 million debt issue for the renovation and expansion of the City Hall Municipal Offices. The Building Authority is used as the mechanism for the annual payment of principal and interest.

The primary source of funding for the annual debt service payment is a Transfer-In from the Facilities Fund, as well as the utilization of fund balance over the remaining life of the debt issue. This debt issue is payable through FY 2021. Interest rates range from 2.00% to 4.00% during the duration of this bond issue.

Budget Summary Report						
393 2010 City Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 550	\$ 710	\$ 710	\$ 710
City Taxes	-	784	-	-	-	-
Investment Earnings	10	8	-	-	-	-
Transfer - In	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL	\$ 718,550	\$ 791,123	\$ 769,350	\$ 838,670	\$ 805,050	\$ 867,180
<i>Per Capita</i>	\$ 9.73	\$ 10.76	\$ 10.50	\$ 11.45	\$ 10.99	\$ 11.84
393 2010 City Refunding Debt Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Debt Service	\$ 719,044	\$ 790,838	\$ 769,350	\$ 838,670	\$ 805,050	\$ 867,180
TOTAL	\$ 719,044	\$ 790,838	\$ 769,350	\$ 838,670	\$ 805,050	\$ 867,180
<i>Per Capita</i>	\$ 9.73	\$ 10.75	\$ 10.50	\$ 11.45	\$ 10.99	\$ 11.84

393 - Municipal Building Refunding / 2010 Series: Debt Schedule					
Budget Year	Semi-Annual			Total	
	Principal Due	Interest Due	Interest Due	Interest Due	Total Due
2017	\$ 705,000	\$ 72,419	\$ 60,963	\$ 133,381	\$ 838,381
2018	695,000	60,963	48,800	109,763	804,763
2019	785,000	48,800	33,100	81,900	866,900
2020	780,000	33,100	17,500	50,600	830,600
2021	875,000	17,500	-	17,500	892,500
Balance December 31, 2016	\$ 3,840,000	\$ 232,781	\$ 160,363	\$ 393,144	\$ 4,233,144





Debt Service Funds

393 – Municipal Building Refunding / 2010 Series

Statement of Revenues / Expenditures and Changes in Fund Balance						
393 2010 City Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ 784	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	10	8	-	-	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL REVENUES	\$ 718,550	\$ 791,123	\$ 768,800	\$ 837,960	\$ 804,340	\$ 866,470
2010 City Refunding Debt Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	525,000	615,000	615,000	705,000	695,000	785,000
Interest and Fiscal Charges	194,044	175,838	154,350	133,670	110,050	82,180
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 719,044	\$ 790,838	\$ 769,350	\$ 838,670	\$ 805,050	\$ 867,180
Excess Revenue Over / (Under) Expenditures	\$ (494)	\$ 285	\$ (550)	\$ (710)	\$ (710)	\$ (710)
Fund Balance - Beginning	4,331	3,837	4,122	3,572	2,862	2,152
Fund Balance - Ending	\$ 3,837	\$ 4,122	\$ 3,572	\$ 2,862	\$ 2,152	\$ 1,442



Debt Service Funds

394 – Local Street Refunding / 2011 Series



The Local Street Improvement Refunding Bond Fund / 2011 Series is used to account for the debt service related to refunding bonds issued to refund portions of previous issued bonds for improvements made to specific local streets including the Avon Manor, Whispering Willows, Springhill, Stratford Knolls, Great Oaks West, Lockmoore Hills, Larchwood, and Independence Court subdivisions.

This debt issue of \$2.27 million was issued to refund a portion of a \$4.6 million issue used to support the FY 2002 Local Street Improvement Program. The primary source of revenue to pay the annual debt service comes as a Transfer-In from the Local Street Fund, as well as the utilization of fund balance over the remaining life of the debt issue. This debt issue is payable through FY 2017. Interest rates range from 2.00% to 4.00% during the duration of the bond issue.

Budget Summary Report						
394 2011 Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 191,770	\$ 191,130	\$ -	\$ -
City Taxes	-	491	-	-	-	-
Investment Earnings	1,158	270	1,000	500	-	-
Transfer - In	265,620	300,850	308,250	314,790	-	-
TOTAL	\$ 266,778	\$ 301,610	\$ 501,020	\$ 506,420	\$ -	\$ -
<i>Per Capita</i>	\$ 3.61	\$ 4.10	\$ 6.84	\$ 6.91	\$ -	\$ -
394 2011 Refunding Debt Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Debt Service	\$ 461,188	\$ 494,788	\$ 501,020	\$ 506,420	\$ -	\$ -
TOTAL	\$ 461,188	\$ 494,788	\$ 501,020	\$ 506,420	\$ -	\$ -
<i>Per Capita</i>	\$ 6.24	\$ 6.73	\$ 6.84	\$ 6.91	\$ -	\$ -

394 - Local Street Improvement Refunding / 2011 Series: Debt Schedule						
Budget Year	Principal Due	Semi-Annual		Total		
		Interest Due	Interest Due	Interest Due	Total Due	
2017	\$ 495,000	\$ 5,569	\$ 5,569	\$ 11,138	\$ 506,138	
Balance December 31, 2016	\$ 495,000	\$ 5,569	\$ 5,569	\$ 11,138	\$ 506,138	





Debt Service Funds

394 – Local Street Refunding / 2011 Series

Statement of Revenues / Expenditures and Changes in Fund Balance						
394 2011 Refunding Debt Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ 491	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	1,158	270	1,000	500	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	265,620	300,850	308,250	314,790	-	-
TOTAL REVENUES	\$ 266,778	\$ 301,610	\$ 309,250	\$ 315,290	\$ -	\$ -
2011 Refunding Debt Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	410,000	460,000	480,000	495,000	-	-
Interest and Fiscal Charges	51,188	34,788	21,020	11,420	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 461,188	\$ 494,788	\$ 501,020	\$ 506,420	\$ -	\$ -
Excess Revenue Over / (Under) Expenditures	\$ (194,410)	\$ (193,177)	\$ (191,770)	\$ (191,130)	\$ -	\$ -
Fund Balance - Beginning	770,489	576,079	382,902	191,132	2	2
Fund Balance - Ending	\$ 576,079	\$ 382,902	\$ 191,132	\$ 2	\$ 2	\$ 2



Debt Service Funds

Grand Total: Debt Service Funds



Grand Total Citywide Debt Schedule					
Budget Year	Semi-Annual			Total	Total Due
	Principal Due	Interest Due	Interest Due	Interest Due	
2017	\$ 2,330,000	\$ 193,399	\$ 167,918	\$ 361,316	\$ 2,691,316
2018	1,870,000	159,299	131,836	291,135	2,161,135
2019	1,975,000	128,586	96,261	224,848	2,199,848
2020	1,875,000	92,954	57,858	150,811	2,025,811
2021	1,775,000	55,443	18,073	73,515	1,848,515
2022	200,000	18,073	13,923	31,995	231,995
2023	210,000	13,923	9,513	23,435	233,435
2024	220,000	9,513	4,838	14,350	234,350
2025	225,000	4,838	-	4,838	229,838
Balance December 31, 2016	\$ 10,680,000	\$ 676,025	\$ 500,218	\$ 1,176,243	\$ 11,856,243

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Debt Service Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 874,165	\$ 897,403	\$ 892,860	\$ 893,120	\$ 892,670	\$ 889,600
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	8,851	5,682	4,970	3,710	5,500	7,190
Special Assessments	24,695	23,733	3,330	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	1,345,780	1,424,600	1,401,000	1,152,750	804,340	866,470
TOTAL REVENUES	\$ 2,253,491	\$ 2,351,419	\$ 2,302,160	\$ 2,049,580	\$ 1,702,510	\$ 1,763,260
Debt Service Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	2,280,000	2,345,000	2,425,000	2,035,000	1,550,000	1,660,000
Interest and Fiscal Charges	539,571	462,700	383,400	304,070	242,900	186,510
Other Debt Service	(246)	1,306	820	530	390	250
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 2,819,326	\$ 2,809,006	\$ 2,809,220	\$ 2,339,600	\$ 1,793,290	\$ 1,846,760
Excess Revenue Over / (Under) Expenditures	\$ (565,835)	\$ (457,588)	\$ (507,060)	\$ (290,020)	\$ (90,780)	\$ (83,500)
Fund Balance - Beginning	2,475,135	1,909,300	1,451,712	944,652	654,632	563,852
Fund Balance - Ending	\$ 1,909,300	\$ 1,451,712	\$ 944,652	\$ 654,632	\$ 563,852	\$ 480,352





The mission of the Fire Capital Fund is to provide a mechanism to account for and fund major capital purchases of the Fire Department.

The Fire Capital Fund was created in FY 2002 to set aside funds (generated by the Charter Levy for Fire) for the purchase and replacement of various major Fire Department equipment, facilities, and apparatus.

Goals:	
Department	Evaluate vehicle needs to minimize the overall fleet where possible
City Council	Public Safety (#1) / Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Replace Fire and EMS equipment upon individual evaluation of maintenance records, usage hours, and condition
On-Going	Research and evaluate vehicle purchases through cooperative programs in order to reduce overall costs

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(99%) or (\$4,633,440)] due to less Equipment and Vehicles proposed in FY 2017 as compared to FY 2016
- Other Revenue decreased [(97%) or (\$63,710)] due to less Sales of Fixed Assets revenue anticipated as fewer vehicles being replaced in FY 2017
- Transfers-In decreased [(48%) or (\$199,770)] due to less funding transferred in from the Fire Department Fund (206)
- Operating Supplies decreased [(69%) or (\$144,400)] due to less Operating Equipment planned for FY 2017 as compared to FY 2016
- Capital Outlay decreased [(96%) or (\$4,743,760)] due to less Equipment and Vehicles planned for FY 2017 as compared to FY 2016



Capital Improvement Funds

402 – Fire Capital Fund



Budget Summary Report						
402 Fire Capital Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 4,642,010	\$ 8,570	\$ 92,180	\$ 29,190
Investment Earnings	20,103	25,974	18,410	27,170	54,250	79,990
Other Revenue	16,171	16,243	65,710	2,000	11,200	8,440
Transfer - In	145,860	1,621,890	419,630	219,860	143,370	139,080
TOTAL	\$ 182,134	\$ 1,664,107	\$ 5,145,760	\$ 257,600	\$ 301,000	\$ 256,700
<i>Per Capita</i>	\$ 2.47	\$ 22.62	\$ 70.24	\$ 3.52	\$ 4.11	\$ 3.50
402 Fire Capital Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Supplies	\$ 68,254	\$ 162,247	\$ 208,000	\$ 63,600	\$ 27,000	\$ 38,000
Capital Outlay	107,461	164,649	4,937,760	194,000	274,000	218,700
TOTAL	\$ 175,715	\$ 326,896	\$ 5,145,760	\$ 257,600	\$ 301,000	\$ 256,700
<i>Per Capita</i>	\$ 2.38	\$ 4.44	\$ 70.24	\$ 3.52	\$ 4.11	\$ 3.50





Capital Improvement Funds 402 – Fire Capital Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
402 Fire Capital Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	20,103	25,974	18,410	27,170	54,250	79,990
Special Assessments	-	-	-	-	-	-
Other Revenue	16,171	16,243	65,710	2,000	11,200	8,440
Bond Proceeds	-	-	-	-	-	-
Transfer-In	145,860	1,621,890	419,630	219,860	143,370	139,080
TOTAL REVENUES	\$ 182,134	\$ 1,664,107	\$ 503,750	\$ 249,030	\$ 208,820	\$ 227,510
Fire Capital Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	68,254	162,247	208,000	63,600	27,000	38,000
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	107,461	164,649	4,937,760	194,000	274,000	218,700
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 175,715	\$ 326,896	\$ 5,145,760	\$ 257,600	\$ 301,000	\$ 256,700
Excess Revenue Over / (Under) Expenditures	\$ 6,420	\$ 1,337,211	\$ (4,642,010)	\$ (8,570)	\$ (92,180)	\$ (29,190)
Fund Balance - Beginning	8,731,558	8,737,978	10,075,189	5,433,179	5,424,609	5,332,429
Fund Balance - Ending	\$ 8,737,978	\$ 10,075,189	\$ 5,433,179	\$ 5,424,609	\$ 5,332,429	\$ 5,303,239



Capital Improvement Funds

402 – Fire Capital Fund / Vehicle & Apparatus Roster



FIRE CAPITAL FUND – VEHICLE REPLACEMENT POLICY:

Numerous considerations are taken into account in determining when Fire Department vehicles and/or apparatus should be replaced. Replacement is not determined solely by the number of years the vehicle or apparatus is in service, but instead by a combination of important factors including meeting established National Fire Protection Association (NFPA) standards, how the vehicle or apparatus fits into the City’s current insurance (ISO) rating, a nine-month evaluation performed by Department of Public Service (DPS) Fleet Division mechanics, annual pump testing, maintenance records, body condition, and the equipment’s utilization rate. Another major factor in determining the timing of replacements is the desired level of service.

Annual review of the Fire Department’s replacement schedule indicates vehicle replacement at an average of:

Ambulances	6 Years
Administrative Vehicles	10 Years
Fire Engines/Pumpers	15 Years
Service & Utility Vehicles	10 Years
Ladder Trucks	20 Years

The Rochester Hills Fire Department seeks opportunities to partner with neighboring fire departments in an effort to reduce the purchase of less-used, but necessary, vehicles. These vehicles can be dispatched as an automatic response. These are resource type vehicles which are not required to be on a scene in a short amount of time, thereby allowing for some travel time from a neighboring community.





Capital Improvement Funds

402 – Fire Capital Fund / Vehicle & Apparatus Policy

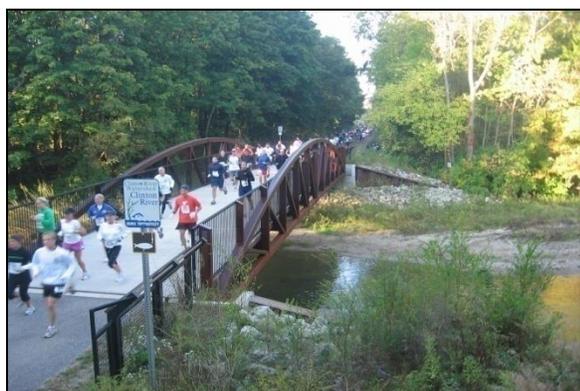
2016 Fire Department / Vehicle & Apparatus Roster			
Year Acquired	Make of Current Fire Vehicles & Apparatus	Estimated Replacement Year	2016 Estimated Present Cost to Replace
1994	Ladder 5 / Fire Engine	2016	\$ 735,220
2009	Alpha 22 / Ambulance	2016	\$ 256,810
2009	Bravo 23 / Ambulance	2016	\$ 256,810
1995	Ladder 1 / Aerial Platform Vehicle	2016	\$ 1,078,720
2015	Vehicle 105 / Sport Utility 4wd	2025	\$ 50,970
2009	Alpha 22 / Ambulance	2016	\$ 256,810
2009	Bravo 25 / Ambulance	2016	\$ 256,810
2005	Captain 4 / Sport Utility 4wd	2016	\$ 43,060
2004	Engine 3 / Fire Engine	2016	\$ 460,180
1997	Rescue 1 / E-One Technical Rescue	2016	\$ 592,920
2005	Vehicle 104 / Pickup Truck 4wd	2017	\$ 32,460
2007	Chief 1 / Sport Utility 4wd	2017	\$ 47,340
2007	Utility 1 / Pickup Truck 4wd	2018	\$ 43,390
2007	Vehicle 101 / Sport Utility 4wd	2018	\$ 47,340
2007	Vehicle 107 / Sport Utility 4wd	2018	\$ 47,340
2007	Vehicle 127 / Sport Utility 4wd	2018	\$ 47,340
2011	Alpha 21 / Ambulance	2016	\$ 256,810
2008	Engine 1 / Fire Engine	2022	\$ 460,180
2008	Engine 4 / Fire Engine	2022	\$ 460,180
2009	Utility 3 / Pickup Truck 4wd	2019	\$ 37,110
2009	Utility 4 / Pickup Truck 4wd	2019	\$ 38,130
2009	Vehicle 106 / Sport Utility 4wd	2019	\$ 31,350
2005	Engine 2 / Fire Engine	2020	\$ 460,180
2003	Ladder 3 / Fire Truck	2023	\$ 735,220
2003	Ladder 4 / Fire Truck	2023	\$ 735,220
2014	Car 1 / Sport Utility 4wd	2024	\$ 21,090
2014	Vehicle 115 / Sport Utility 4wd	2024	\$ 21,090
2008	Ladder 2 / Fire Truck	2028	\$ 735,220
Total 2016 Estimated Present Cost to Replace:			\$ 8,245,300

It is important to note that this vehicle and apparatus roster is an estimated timetable for replacement along with an estimated cost for the current year. Once all factors have been evaluated, a recommendation is made for replacement. When an order is placed for new apparatus (excluding administrative vehicles), it typically takes one-year for delivery because each apparatus is customized.



Capital Improvement Funds

403 – Pathway Construction Fund



The mission of the Pathway Construction Fund is to construct new pathway segments in accordance with both the Pathway System Master Plans and engineering standards along with preserving the existing pathway system through appropriate rehabilitation programs.

In FY 2006, the voters of Rochester Hills approved a millage of 0.1858 mill (*limited to 0.1856 mill per Headlee Rollback*) for twenty years through FY 2026 in order to construct, maintain, and repair pathways and surfaces for use by bicycles, non-motorized

vehicles, and pedestrians along main, arterial, and collector roads, the Clinton River Trail, and to create linkages to pathways and schools within the City.

Revenue collected in excess of expenditures for annual maintenance in the Pathway Maintenance Fund (214) is transferred to the Pathway Construction Fund (403) in order to support the rehabilitation of and additions to the pathway system. Over 94 miles of the City’s pathway system have been completed through City funding and/or private development.

Goals:	
Department	Preserve the integrity of the pathway system through appropriate rehabilitation of existing pathway segments
City Council	Infrastructure (#2)
Departmental Objectives:	
Short-Term	<i>Continue the planning, design, construction, and if necessary, right-of-way acquisition for improvements based on the following projects listed in the CIP:</i> <ul style="list-style-type: none"> • PW-01 / Pathway Rehabilitation Program
On-Going	<i>Utilize the Asset Management system to track and administer capital maintenance strategies.</i>

Goals:	
Department	Preserve the usefulness of the pathway system through the installation of additional segments in accordance with the adopted Pedestrian and Non-Motorized Pathway System Master Plan
City Council	Infrastructure (#2)
Departmental Objectives:	
Short-Term	<i>Continue the planning, design, construction, and if necessary, right-of-way acquisition for improvements based on projects listed in the CIP.</i> <ul style="list-style-type: none"> • PW-12/ Rochester Road Pathway Gaps [Orion Road & Wimberly Drive]

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance decreased [(100%) or (\$589,790)] due to no use of fund balance required in FY 2017
- Transfers-In increased [85% or \$205,690] due to LDA Fund Transferring-In \$200,000 for FY 2017 and FY 2018 for the Technology Drive Pathway project scheduled for FY 2018





Capital Improvement Funds 403 – Pathway Construction Fund

- Capital Outlay decreased [(57%) or (\$474,870)] due to less Capital Outlay proposed in FY 2017 as compared to FY 2016

Budget Summary Report						
403 Pathway Construction Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 589,790	\$ -	\$ 137,620	\$ 97,710
Charges for Service	230	230	200	-	-	-
Investment Earnings	4,208	5,301	3,770	5,020	10,960	14,370
Other Revenue	32,871	12,870	-	-	-	-
Transfer - In	259,690	176,040	242,360	448,050	429,680	259,850
TOTAL	\$ 296,999	\$ 194,441	\$ 836,120	\$ 453,070	\$ 578,260	\$ 371,930
<i>Per Capita</i>	\$ 4.02	\$ 2.64	\$ 11.37	\$ 6.16	\$ 7.86	\$ 5.06
403 Pathway Construction Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Capital Outlay	\$ 235,924	\$ 132,938	\$ 836,120	\$ 361,250	\$ 578,260	\$ 371,930
TOTAL	\$ 235,924	\$ 132,938	\$ 836,120	\$ 361,250	\$ 578,260	\$ 371,930
<i>Per Capita</i>	\$ 3.19	\$ 1.81	\$ 11.37	\$ 4.91	\$ 7.86	\$ 5.06

Pathway Construction / Performance Indicators							
	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	June <u>2016</u>	Projected <u>2016</u>	Projected <u>2017</u>
Total Miles of Pathway	92.4	93.1	94.0	95.2	95.7	96.2	96.7
Miles of New Pathway Constructed	0.5	0.7	0.9	1.2	0.5	0.5	0.5
Miles of Pathway Rehabilitation	0.4	3.0	3.9	3.0	1.1	3.0	3.0



Capital Improvement Funds

403 – Pathway Construction Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
403 Pathway Construction Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	230	230	200	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	4,208	5,301	3,770	5,020	10,960	14,370
Special Assessments	-	-	-	-	-	-
Other Revenue	32,871	12,870	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	259,690	176,040	242,360	448,050	429,680	259,850
TOTAL REVENUES	\$ 296,999	\$ 194,441	\$ 246,330	\$ 453,070	\$ 440,640	\$ 274,220
Pathway Construction Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	235,924	132,938	836,120	361,250	578,260	371,930
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 235,924	\$ 132,938	\$ 836,120	\$ 361,250	\$ 578,260	\$ 371,930
Excess Revenue Over / (Under) Expenditures	\$ 61,075	\$ 61,502	\$ (589,790)	\$ 91,820	\$ (137,620)	\$ (97,710)
Fund Balance - Beginning	1,471,174	1,532,249	1,593,751	1,003,961	1,095,781	958,161
Fund Balance - Ending	\$ 1,532,249	\$ 1,593,751	\$ 1,003,961	\$ 1,095,781	\$ 958,161	\$ 860,451





The mission of the Capital Improvement Fund is to provide a mechanism to track and fund certain projects identified in the Capital Improvement Plan (CIP).

The Capital Improvement Fund was created in FY 1998 with \$3.5 million in “seed money” from the General Fund to establish a mechanism for CIP funding and to provide for the City’s share of matching funds.

Goals:	
Department	Implement projects identified in the Capital Improvement Plan (CIP).
City Council	Infrastructure (#2) / Fiscal Management (#4)
Departmental Objectives:	
On-Going	Recognize and prioritize citywide capital projects to maximize benefits to the City and our residents

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance increased [669% or \$390,730] due to the planned purchase of Election Equipment in FY 2017
- Capital Outlay increased [1,560% or \$390,000] due to the planned purchase of Election Equipment in FY 2017

Budget Summary Report						
420 CIF Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 58,420	\$ 449,150	\$ 56,660	\$ 52,760
Investment Earnings	10,513	8,198	4,330	6,990	9,480	13,380
Transfer - In	251,000	-	-	-	-	-
TOTAL	\$ 261,513	\$ 8,198	\$ 62,750	\$ 456,140	\$ 66,140	\$ 66,140
<i>Per Capita</i>	\$ 3.54	\$ 0.11	\$ 0.86	\$ 6.23	\$ 0.90	\$ 0.90
420 CIF Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Supplies	\$ 1,941	\$ 9,420	\$ -	\$ -	\$ -	\$ -
Capital Outlay	10,010	-	25,000	415,000	25,000	25,000
Transfer - Out	108,790	2,526,770	37,750	41,140	41,140	41,140
TOTAL	\$ 120,741	\$ 2,536,190	\$ 62,750	\$ 456,140	\$ 66,140	\$ 66,140
<i>Per Capita</i>	\$ 1.63	\$ 34.48	\$ 0.85	\$ 6.20	\$ 0.90	\$ 0.90



Capital Improvement Funds

420 – Capital Improvement Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
420 CIF Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	10,513	8,198	4,330	6,990	9,480	13,380
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	251,000	-	-	-	-	-
TOTAL REVENUES	\$ 261,513	\$ 8,198	\$ 4,330	\$ 6,990	\$ 9,480	\$ 13,380
CIF Expenses						
General Government	\$ 1,941	\$ 9,420	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	10,010	-	25,000	415,000	25,000	25,000
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	108,790	2,526,770	37,750	41,140	41,140	41,140
TOTAL EXPENSES	\$ 120,741	\$ 2,536,190	\$ 62,750	\$ 456,140	\$ 66,140	\$ 66,140
Excess Revenue Over / (Under) Expenditures	\$ 140,772	\$ (2,527,992)	\$ (58,420)	\$ (449,150)	\$ (56,660)	\$ (52,760)
Fund Balance - Beginning	3,843,275	3,984,047	1,456,055	1,397,635	948,485	891,825
Fund Balance - Ending	\$ 3,984,047	\$ 1,456,055	\$ 1,397,635	\$ 948,485	\$ 891,825	\$ 839,065





Capital Improvement Funds

Grand Total: Capital Improvement Funds

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Capital Project Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	230	230	200	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	34,824	39,472	26,510	39,180	74,690	107,740
Special Assessments	-	-	-	-	-	-
Other Revenue	49,042	29,113	65,710	2,000	11,200	8,440
Bond Proceeds	-	-	-	-	-	-
Transfer-In	656,550	1,797,930	661,990	667,910	573,050	398,930
TOTAL REVENUES	\$ 740,647	\$ 1,866,746	\$ 754,410	\$ 709,090	\$ 658,940	\$ 515,110
Capital Project Fund Expenses						
General Government	\$ 1,941	\$ 9,420	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	68,254	162,247	208,000	63,600	27,000	38,000
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	353,395	297,588	5,798,880	970,250	877,260	615,630
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	108,790	2,526,770	37,750	41,140	41,140	41,140
TOTAL EXPENSES	\$ 532,380	\$ 2,996,024	\$ 6,044,630	\$ 1,074,990	\$ 945,400	\$ 694,770
Excess Revenue Over / (Under) Expenditures	\$ 208,267	\$ (1,129,279)	\$ (5,290,220)	\$ (365,900)	\$ (286,460)	\$ (179,660)
Fund Balance - Beginning	14,046,007	14,254,274	13,124,995	7,834,775	7,468,875	7,182,415
Fund Balance - Ending	\$ 14,254,274	\$ 13,124,995	\$ 7,834,775	\$ 7,468,875	\$ 7,182,415	\$ 7,002,755







The mission of the Sanitary Sewer Division of the Department of Public Services (DPS) is to effectively maintain the City’s sanitary sewer collection system in order to ensure uninterrupted sanitary sewer disposal service to its customers.

The Sanitary Sewer Division is responsible for providing sanitary sewer collection services to approximately 23,000 residential and business customers. Sanitary Sewer revenues are collected exclusively through fees and user charges. The sanitary sewer system consists of over 320 miles of

sanitary sewer main, with approximately 7,800 manholes for system maintenance and access. Wastewater is disposed of through a direct contract with the Oakland County Water Resources Commission (OCWRC) who subsequently contracts for ultimate disposal through the Great Lakes Water Authority (GLWA) Wastewater Treatment Plant.

Goals:	
Department	Provide seamless service in order to protect the health, safety, and welfare of our customers
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Respond to customer concerns in a prompt, courteous, and efficient manner
On-Going	Administer the City of Rochester Hills Code of Ordinances, Chapter 102-Utilities

Goals:	
Department	Improve the reliability and performance of the overall sanitary sewer system through preventative maintenance, technological enhancements, and timely capital improvements
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Utilize the Asset Management System to initiate a manhole rehabilitation program to further control infiltration and inflow into the sanitary sewer system
On-Going	Utilize the City’s Geographic Information System (GIS) and Asset Management System to determine lifecycle cost of sanitary sewer facilities so that usage rates can most accurately reflect the true cost of service
On-Going	Implement any needed maintenance and/or rehabilitation of the sanitary sewer system as identified by the Sanitary Sewer Evaluation System (SSES) infiltration/inflow studies
On-Going	Clean approximately 650,000 linear feet of the sanitary sewer system as part of an on-going preventative maintenance cleaning program, while inspecting and flushing known problem areas after storm events in order to prevent sanitary sewer blockages and assure a properly functioning sanitary sewer system



Enterprise Funds

510 – Sanitary Sewer Division / Operations & Maintenance



Goals:	
Department	Provide on-going safety training
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Provide confined space training for all employees who may be required to enter a manhole, wet well, or lift station
On-Going	Identify applicants for management training and educational programs to enhance employee skill sets

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Balance Required from Retained Earnings increased [126% or \$117,700] as more funding from retained earnings is needed to balance expenses
- Charges for Services decreased [(2%) or (\$259,230)] due to lower sanitary sewer volume trends
- Commodity Services increased [1% or \$104,660] due to projected rate changes in sanitary sewage disposal charges from OCWRC
- Transfer-Out decreased [(8%) or (\$252,450)] due to Transfer-Out: W&S Capital Fund related to lower anticipated Capital & Lateral Charges in FY 2017 and less principal and interest due on outstanding OMID Bonds per their respective debt schedules

Budget Summary Report						
510 Sewer - Operating Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings	\$ -	\$ -	\$ 93,090	\$ 210,790	\$ 78,090	\$ -
Licenses & Permits	9,614	8,070	7,750	7,750	7,750	7,750
Charges for Service	13,689,164	13,987,756	14,970,320	14,711,090	15,328,310	15,961,110
Fines & Forfeitures	137,504	113,722	125,000	125,000	125,000	125,000
Investment Earnings	22,962	28,305	17,840	26,650	51,200	75,620
Other Revenue	36,240	(586)	2,000	2,000	2,000	2,000
Transfer - In	82,209	-	-	-	-	-
TOTAL	\$ 13,977,695	\$ 14,137,267	\$ 15,216,000	\$ 15,083,280	\$ 15,592,350	\$ 16,171,480
<i>Per Capita</i>	\$ 189.21	\$ 192.20	\$ 207.71	\$ 205.90	\$ 212.84	\$ 220.75
510 Sewer - Operating Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,240,110	\$ 1,222,851	\$ 1,450,000	\$ 1,471,390	\$ 1,512,450	\$ 1,555,520
Supplies	134,144	154,758	233,800	240,800	240,800	240,800
Professional Services	1,501,269	1,583,757	1,648,210	1,634,890	1,647,390	1,647,390
Other Services	21,305	14,084	45,030	45,030	45,030	45,030
Commodity Services	8,299,195	8,421,534	8,575,790	8,680,450	9,114,470	9,570,190
Transfer - Out	2,731,703	3,099,427	3,263,170	3,010,720	3,032,210	3,026,230
TOTAL	\$ 13,927,727	\$ 14,496,411	\$ 15,216,000	\$ 15,083,280	\$ 15,592,350	\$ 16,085,160
<i>Per Capita</i>	\$ 188.53	\$ 197.08	\$ 207.71	\$ 205.90	\$ 212.84	\$ 219.57





Enterprise Funds

530 – Water Division / Operations & Maintenance



The mission of the Water Division of the Department of Public Services (DPS) is to effectively maintain the City's water supply system in order to insure uninterrupted water service to its customers.

The Water Division is responsible for providing municipal water supply services to approximately 23,000 residential and business customers. Water revenues are collected exclusively through fees and user charges. The water supply system consists of over 420 miles of water main, over 4,500 isolation valves, 4 master meter facilities, and approximately 33,000 water meters. The water is purchased wholesale from the Great Lakes Water Authority (GLWA) and is then distributed throughout the City's water supply network to customers.

valves, 4 master meter facilities, and approximately 33,000 water meters. The water is purchased wholesale from the Great Lakes Water Authority (GLWA) and is then distributed throughout the City's water supply network to customers.

Goals:	
Department	Provide seamless service in order to protect the health, safety, and welfare of our customers
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Respond to customer requests in a prompt, courteous, and efficient manner
On-Going	Administer the City of Rochester Hills Code of Ordinances, Chapter 102-Utilities

Goals:	
Department	Improve the reliability and performance of the overall water system through preventative maintenance, technological enhancements, and timely capital improvements
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Check, test, repair, and/or replace 3" and larger water meters to assure that they are properly calibrated so that correct revenues are being realized from high-volume users
On-Going	Utilize the City's Geographic Information System (GIS) and Asset Management System to determine lifecycle costs of water facilities so that usage rates can most accurately reflect the true cost of service
On-Going	Exercise 500 valves on a recurring basis to ensure operational reliability and document any difficulties
On-Going	Comply with the Environmental Protection Agency (EPA) and the Michigan Department of Environmental Quality (MDEQ) for water sampling monitoring testing

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Balance Required from Retained Earnings decreased [(60%) or (\$390,650)] as less funding from retained earnings is needed to balance expenses
- Charge for Services increased [9% or \$1,483,170] due to 2016-17 adopted and 2017-18 projected per unit commodity rates and projected water sales volumes
- Supplies increased [12% or \$34,000] due to increased need for Water Tap supplies



Enterprise Funds

530 – Water Division / Operations & Maintenance



- Professional Services increased [2% or \$36,900] primarily due to an increase in Facilities Interfund charges
- Other Services increased [15% or \$6,630] due to SCADA maintenance equipment needed to maintain the SCADA system
- Commodity Charges increased [10% or \$1,079,630] due to volume level trends and projected rate changes in water charges from GLWA

Budget Summary Report						
530 Water - Operating Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings to Balance	\$ -	\$ -	\$ 645,980	\$ 255,330	\$ -	\$ -
Licenses & Permits	9,621	11,238	12,450	10,450	10,450	10,450
Charges for Service	15,560,778	16,370,474	17,014,350	18,497,520	19,767,250	21,088,180
Fines & Forfeitures	137,379	128,985	125,000	125,000	125,000	125,000
Investment Earnings	23,831	32,538	23,250	28,130	53,710	83,120
Other Revenue	12,300	31,345	3,000	3,000	3,000	3,000
Transfer - In	82,209	-	-	-	-	-
TOTAL	\$ 15,826,119	\$ 16,574,580	\$ 17,824,030	\$ 18,919,430	\$ 19,959,410	\$ 21,309,750
<i>Per Capita</i>	\$ 214.23	\$ 225.33	\$ 243.31	\$ 258.26	\$ 272.46	\$ 290.89
530 Water - Operating Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 1,802,232	\$ 2,005,767	\$ 2,072,990	\$ 2,069,700	\$ 2,129,090	\$ 2,191,470
Supplies	171,821	196,881	280,000	314,000	307,000	307,000
Professional Services	2,168,344	2,092,206	2,210,570	2,247,470	2,247,470	2,247,470
Other Services	40,964	33,695	43,970	50,600	50,600	50,600
Commodity Services	9,445,742	9,950,265	10,765,420	11,845,050	12,437,300	13,059,170
Transfer - Out	2,611,655	2,485,000	2,451,080	2,392,610	2,617,050	2,611,640
TOTAL	\$ 16,240,758	\$ 16,763,814	\$ 17,824,030	\$ 18,919,430	\$ 19,788,510	\$ 20,467,350
<i>Per Capita</i>	\$ 219.84	\$ 227.91	\$ 243.31	\$ 258.26	\$ 270.12	\$ 279.39

Water & Sewer Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Valves Exercised	615	452	364	541	289	500	500
Water Sales (100 cu.ft.)	3,625,628	3,029,439	2,916,301	2,927,165	937,043	2,921,700	2,924,400
Sanitary Sewer (linear feet inspected)	208,741	67,289	35,092	17,179	4,216	30,000	30,000
Sanitary Sewer (linear feet cleaned)	669,943	267,194	738,022	981,171	411,284	800,000	650,000
City-Wide Survey *	2013			2016			
Residents Who have Visited or have had Contact with a DPS Employee	13%			TBD			
Residents Satisfied (to Very Satisfied) with their Contact with DPS Employee	76%			TBD			
Residents Unsatisfied with their Contact with DPS Employee	10%			TBD			
* Survey to be Conducted every two (2) years							





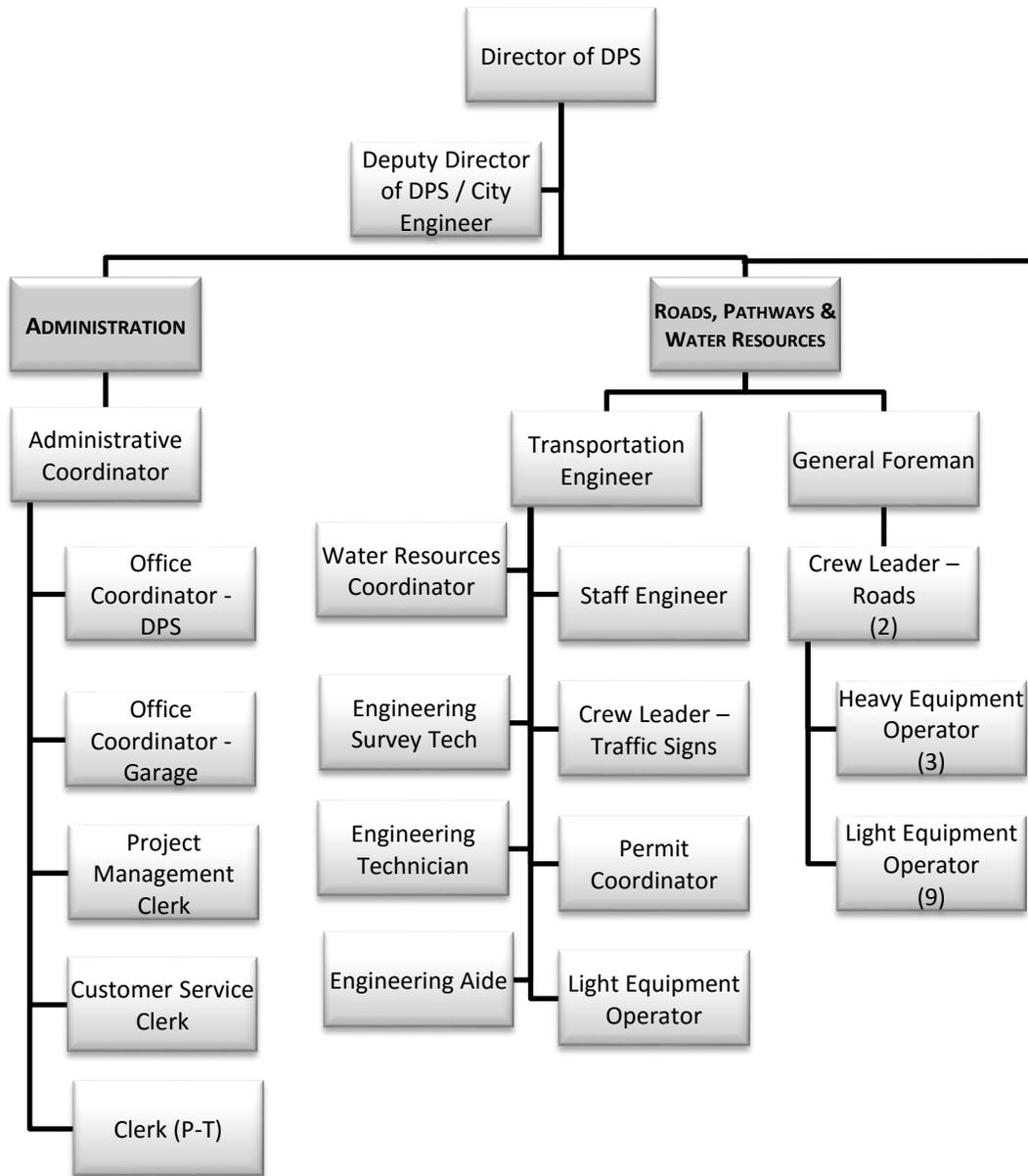
Enterprise Funds

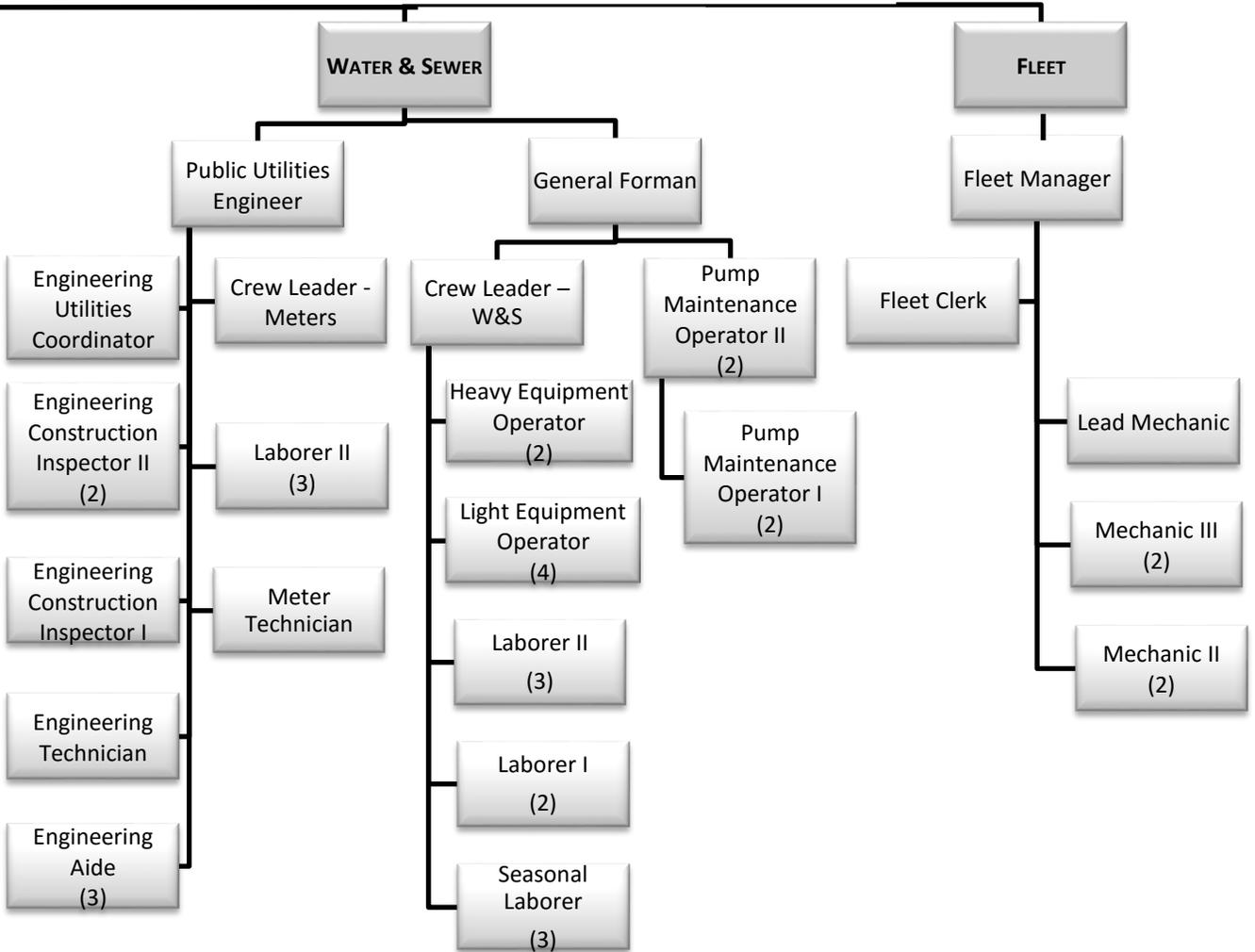
592 – Water & Sanitary Sewer Division

Personnel Staffing Trend

<u>Full-Time Equivalent (FTE):</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Director of Public Services	0.65	0.65	0.65	0.65	0.65	0.65
Deputy Director DPS / City Engineer	0.40	0.55	0.50	0.50	0.50	0.50
General Foreman	0.90	0.90	1.00	1.00	1.00	1.05
Public Utilities Engineer	0.90	0.90	0.90	0.90	0.90	0.90
Administrative Coordinator - DPS	0.85	0.90	0.90	0.90	0.60	0.60
Crew Leader - Meters	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leader	1.10	1.05	1.05	1.00	1.05	1.05
Pump Maintenance Operator II	2.00	2.00	2.00	2.00	2.00	2.00
Public Utilities Coordinator	-	-	-	0.95	1.00	1.00
Heavy Equipment Operator	1.65	1.65	2.00	2.00	1.85	1.95
Water Resources Coordinator	-	-	-	0.40	0.40	0.40
Engineering Construction Inspector II	1.80	1.90	1.90	1.50	1.30	1.30
Office Coordinator - DPS	0.90	0.90	0.70	0.70	0.70	0.70
Office Coordinator - Garage	1.00	1.00	0.80	0.80	0.80	0.80
Engineering Survey Technician	0.80	0.60	0.10	0.10	0.30	0.30
Engineering Technician	1.20	1.20	0.90	1.35	1.05	1.05
Pump Maintenance Trainee	2.00	2.00	2.00	2.00	2.00	2.00
Light Equipment Operator	3.40	3.50	4.00	4.00	3.35	4.70
Engineering Construction Inspector I	-	-	-	0.35	0.20	0.20
Engineering Aide	2.50	2.80	2.75	2.00	2.90	2.90
Meter Technician	1.00	1.00	1.00	1.00	1.00	1.00
Project Management Clerk	0.80	0.80	0.80	0.80	0.60	0.60
Clerk - CSR	1.00	1.00	1.00	1.00	0.80	0.80
Laborer II	3.60	5.00	7.05	6.70	6.85	5.35
Laborer I	-	1.00	-	1.90	1.85	1.90
Professional Surveyor	0.40	0.40	0.40	-	-	-
Payroll Clerk - DPS	1.00	0.50	-	-	-	-
General Superintendent	0.85	-	-	-	-	-
	31.70	33.20	33.40	35.50	34.65	34.70
<u>Part-Time/Temporary Positions:</u>						
Engineering Intern	2	2	2	1	1	1
Clerical Support Staff Aide	1	1	1	1	1	1
Laborer I - Seasonal	4	4	4	4	4	4
	7	7	7	6	6	6







Enterprise Funds

593 – Water & Sanitary Sewer Capital Fund



The mission of the Water & Sanitary Sewer Capital Fund is to provide funding for the timely replacement of service mains, equipment, improvements, extensions, and/or enhancements of the Water & Sanitary Sewer Systems.

The Water & Sanitary Sewer Capital Fund is funded by transfers-in from the Water & Sanitary Sewer Operating Divisions expenses of annual system depreciation as well as capital & lateral charges.

Goals:	
Department	Replace those portions of the water and sanitary sewer system that are in need of rehabilitation and/or replacement
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Continue the planning, design, construction and, if necessary, right-of-way acquisition for improvements based on the following project listed in the CIP: <ul style="list-style-type: none"> • SS-02B / Sanitary Sewer Rehabilitation Program • No CIP / Urgent Water & Sanitary Sewer System Repairs • WS-07 / Booster Station #2: Replacement • WS-15 / Michelson Road: Water Main Extension • WS-36 / Section #33: Water Main Replacement

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Balance Required from Retained Earnings increased [267% or \$6,379,450] as more funding from retained earnings is required to balance expenses
- Other Revenue decreased [(100%) or (\$748,890)] due to Reimbursement related to the Sanitary Sewer portion of the SAW grant completed in FY 2016
- Transfer-In decreased [(4%) or (\$154,180)] due to lower Capital and Lateral Charges in FY 2017 anticipated as compared to actual FY 2016
- Professional Services decreased [(100%) or (\$999,420)] due to Professional Services related to the Sanitary Sewer portion of the SAW Grant completed in FY 2016
- Depreciation increased [7% or \$249,620] due to an increase in depreciation
- Capital Outlay increased [209% or \$6,299,500] due to more capital project expenses proposed in FY 2017 as compared to FY 2016





Enterprise Funds

593 – Water & Sanitary Sewer Capital Fund

Budget Summary Report						
593 W&S - Capital Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings to Balance	\$ -	\$ -	\$ 2,389,520	\$ 8,768,970	\$ -	\$ 5,764,800
Charges for Service	390,160	394,790	396,790	396,790	396,790	396,790
Investment Earnings	49,264	86,040	78,040	151,360	255,150	453,500
Other Revenue	360,699	525,142	748,890	-	-	-
Transfer - In	4,990,332	4,234,261	4,155,850	4,001,670	4,251,290	4,249,520
TOTAL	\$ 5,790,455	\$ 5,240,234	\$ 7,769,090	\$ 13,318,790	\$ 4,903,230	\$ 10,864,610
<i>Per Capita</i>	\$ 78.38	\$ 71.24	\$ 106.05	\$ 181.81	\$ 66.93	\$ 148.31
593 W&S - Capital Fund Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Professional Services	\$ -	\$ -	\$ 999,420	\$ -	\$ -	\$ -
Other Services	8,633	-	-	-	-	-
Depreciation	3,867,622	3,810,293	3,761,670	4,011,290	4,009,520	4,138,270
Capital Outlay	-	-	3,008,000	9,307,500	125,000	6,726,340
Transfer - Out	14,500	-	-	-	60,000	-
TOTAL	\$ 3,890,755	\$ 3,810,293	\$ 7,769,090	\$ 13,318,790	\$ 4,194,520	\$ 10,864,610
<i>Per Capita</i>	\$ 52.67	\$ 51.80	\$ 106.05	\$ 181.81	\$ 57.26	\$ 148.31



Enterprise Funds

595 – Water & Sanitary Sewer Debt Fund



The mission of the Water & Sanitary Sewer Debt Fund is to account for the debt service related to long-term debt issued by or related to the Water & Sewer Fund.

Water & Sanitary Sewer System bonds are recorded in the Water & Sanitary Sewer Fund and are secured by the revenues of the related fund. It is anticipated that the full amount of the debt service due on bonded debt will be serviced by Water & Sanitary Sewer Fund operating revenues.

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
595 W&S - Debt Service Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Investment Earnings	\$ 12,408	\$ 14,590	\$ -	\$ -	\$ -	\$ -
Other Revenue	17,562	194,896	-	-	-	-
Transfer - In	768,828	1,316,577	1,558,400	1,401,660	1,397,970	1,388,350
TOTAL	\$ 798,797	\$ 1,526,063	\$ 1,558,400	\$ 1,401,660	\$ 1,397,970	\$ 1,388,350
<i>Per Capita</i>	\$ 10.81	\$ 20.75	\$ 21.27	\$ 19.13	\$ 19.08	\$ 18.95
595 W&S - Debt Service Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Debt Service	\$ 149,797	\$ 142,409	\$ 1,558,400	\$ 1,401,660	\$ 1,397,970	\$ 1,388,350
Transfer - Out	415,802	6,411	-	-	-	-
TOTAL	\$ 565,599	\$ 148,820	\$ 1,558,400	\$ 1,401,660	\$ 1,397,970	\$ 1,388,350
<i>Per Capita</i>	\$ 7.66	\$ 2.02	\$ 21.27	\$ 19.13	\$ 19.08	\$ 18.95





Enterprise Funds

Grand Total: Enterprise Funds

Statement of Revenues / Expenses and Changes in Fund Balance						
Grand Total Enterprise Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Licenses & Permits	\$ 19,235	\$ 19,308	\$ 20,200	\$ 18,200	\$ 18,200	\$ 18,200
Service Charges	29,640,103	30,753,020	32,381,460	33,605,400	35,492,350	37,446,080
Fines & Forfeitures	274,884	242,707	250,000	250,000	250,000	250,000
Investment Earnings	108,465	161,473	119,130	206,140	360,060	612,240
Other Revenue	426,800	750,798	753,890	5,000	5,000	5,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	5,923,579	5,550,838	5,714,250	5,403,330	5,649,260	5,637,870
TOTAL REVENUES	\$ 36,393,065	\$ 37,478,144	\$ 39,238,930	\$ 39,488,070	\$ 41,774,870	\$ 43,969,390
Enterprise Fund Expenses						
Personnel Services	\$ 3,042,342	\$ 3,228,618	\$ 3,522,990	\$ 3,541,090	\$ 3,641,540	\$ 3,746,990
Supplies	305,965	351,639	513,800	554,800	547,800	547,800
Professional Services	3,669,614	3,675,963	4,858,200	3,882,360	3,894,860	3,894,860
Other Services	70,902	47,779	89,000	95,630	95,630	95,630
Commodity Services	17,744,937	18,371,799	19,341,210	20,525,500	21,551,770	22,629,360
Depreciation	3,867,622	3,810,293	3,761,670	4,011,290	4,009,520	4,138,270
Capital Outlay	-	-	3,008,000	9,307,500	125,000	6,726,340
Interest & Fiscal Charges	149,797	142,409	1,558,400	1,401,660	1,397,970	1,388,350
Transfer-Out	5,773,660	5,590,838	5,714,250	5,403,330	5,709,260	5,637,870
TOTAL EXPENSES	\$ 34,624,839	\$ 35,219,338	\$ 42,367,520	\$ 48,723,160	\$ 40,973,350	\$ 48,805,470
Excess Revenue Over / (Under) Expenses	\$ 1,768,226	\$ 2,258,807	\$ (3,128,590)	\$ (9,235,090)	\$ 801,520	\$ (4,836,080)
Net Assets - Beginning	144,800,948	146,569,174	148,827,981	148,707,391	148,779,801	149,706,321
Net Assets - Ending	\$ 146,569,174	\$ 148,827,981	\$ 148,707,391	\$ 148,779,801	\$ 149,706,321	\$ 151,596,581







The mission of the Facilities Division is to provide a well maintained, clean, and comfortable environment for our residents, visitors, and employees.

The Facilities Fund manages over \$55 million of land, land improvements, buildings, furniture, machinery, and equipment. Locations include 46 developed and undeveloped parcels. The Facilities Fund provides a means for collectively managing capital acquisitions, organizing maintenance activities, purchasing supplies and services, and providing for competitive

utility purchases. This centralization helps to measure and accurately recover appropriate costs for services that are provided to various user departments. Funded by user fees, internal city user departments pay an Interfund-Facilities service charge to recover the cost of operations.

Goals:	
Department	Provide a safe environment for visitors and employees at all City-owned facilities
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Plan for future maintenance projects and improvements based on the following CIP projects: <ul style="list-style-type: none"> • River Bend Park Development / PK-13 • Fire Station #1 – Rear Access Drive / FA-02K • Borden Park – Roller Hockey Tile Replacement / PK-05B • ADA Compliance Implementation / FA-11 • Borden Park – Office Relocation / PK-05H • Borden Park – Maintenance Yard / PK-05J • Fire Station #1 – Training Tower Repairs
On-Going	Insure the investment residents have made in City-owned facilities by maintaining a Facilities Condition Index (FCI) of 0.05 or better

Goals:	
Department	Continue to evaluate and reduce energy usage at all City buildings
City Council	Fiscal Management (#4) / Environmental (#9)
Departmental Objectives:	
On-Going	Focus on utilities and energy saving projects as a potential source of cost savings
On-Going	Utilize the Energy Management Systems at City buildings to monitor and modify building temperature and lighting schedules for more efficient energy consumption
On-Going	Provide monthly utility usage schedules to individual departments so that users have a clear and timely understanding of their actual utility usage and the costs associated
On-Going	Investigate potential grant opportunities
On-Going	Attend training on green building initiatives



Internal Service Funds

631 – Facilities Fund



Goals:	
Department	Plan and implement effective facility maintenance and repair programs through the proper utilization of the Asset Management System
City Council	Infrastructure (#2)
Departmental Objectives:	
On-Going	Compile and monitor operational performance measures for Facilities staff
On-Going	Encourage staff to attend maintenance training programs
Short-Term	Selectively utilize Rochester Hills' Building Inspectors to supplement and train Facilities staff in an effort to reduce reliance upon outside contractor services where possible

Goals:	
Department	Provide cost-effective wireless communications options in order to enhance citywide operations
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Coordinate the purchase and maintenance of City wireless communication systems
On-Going	Monitor new technologies, hardware, and equipment available that could better enhance the abilities of staff and allow for the efficient use of time and technology

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Balance Required from Retained Earnings decreased [(63%) or (\$4,805,590)] as less funding from retained earnings is needed to balance FY 2017 expenses, primarily due to less capital project expenses in FY 2017 as compared to FY 2016
- Charges for Service increased [7% or \$200,010] primarily due to increases in depreciation expenses and the addition of one (1) Full-Time Facilities Supervisor which are then spread to other funds
- Other Revenue increased [38% or \$286,000] due to an increase in anticipated Contributions and Donations for the Riverbend Park Development project in FY 2017
- Transfer-In decreased [(53%) or (\$2,885,010)] primarily due to General Fund funding for the Fire Station #4 project which was transferred in FY 2016
 - Offset by transfers-in from the General Fund for the following projects:
 - \$254,000 = Borden Park / Office Relocation (PK-05H)
 - \$360,000 = Borden Park / Maintenance Yard (PK-05J)
 - \$1,036,000 = Riverbend Park Development (PK-13)
- Personnel Services increased [9% or \$84,120] due primarily to the addition of one (1) Full-Time Facilities Supervisor position for FY 2017
- Professional Services increased [4% or \$36,920] primarily due to an increase in Administration Interfund charges
- Other Services increased [23% or \$224,100] due to:
 - WAN, Internet, and Broadband services increased due to a reallocation between MIS (636) and Facilities (631), now fully expensed in Facilities (631)
 - Repairs and Maintenance increased as more expenses are proposed to properly maintain the City's buildings
- Depreciation Expense increased [16% or \$233,510] due to the Fire Station Renovation projects
- Capital Outlay decreased [(70%) or (\$7,839,600)] due to the reduced capital project expenses in FY 2017 as compared to FY 2016





Internal Service Funds 631 – Facilities Fund

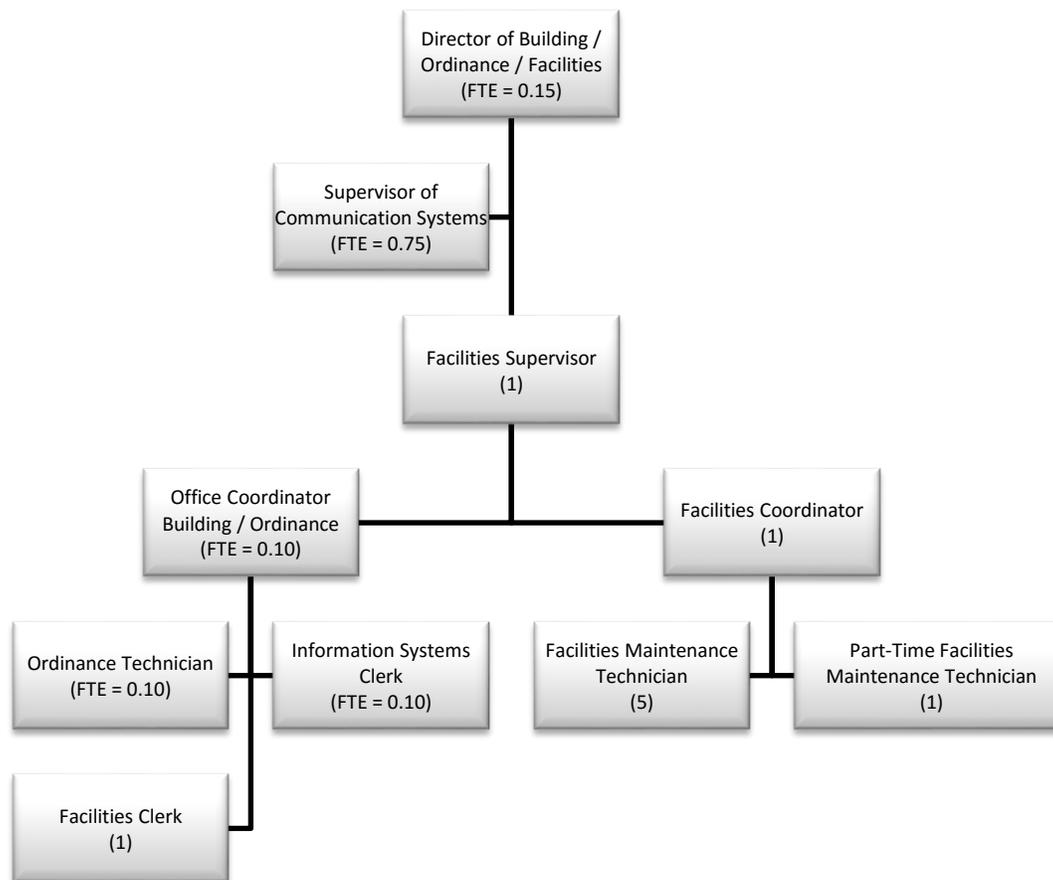
Budget Summary Report						
631 Facilities Division Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings	\$ -	\$ -	\$ 7,612,580	\$ 2,806,990	\$ 2,264,430	\$ 2,239,680
Federal and State Grants	5,591	1,796	-	-	-	-
Charges for Service	2,419,146	2,531,505	2,706,790	2,906,800	2,906,900	2,907,000
Investment Earnings	14,161	20,094	10,340	20,300	29,780	37,290
Other Revenue	210,370	325,031	750,000	1,036,000	825,000	945,000
Transfer - In	830,525	5,442,541	5,421,160	2,536,150	2,037,250	1,828,950
TOTAL	\$ 3,479,793	\$ 8,320,966	\$ 16,500,870	\$ 9,306,240	\$ 8,063,360	\$ 7,957,920
<i>Per Capita</i>	\$ 47.10	\$ 113.12	\$ 225.25	\$ 127.04	\$ 110.07	\$ 108.63
631 Facilities Division Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 699,506	\$ 686,251	\$ 902,060	\$ 986,180	\$ 1,015,620	\$ 1,046,600
Supplies	164,247	90,132	166,300	169,560	173,600	186,100
Professional Services	650,656	645,760	933,430	970,350	970,350	970,350
Other Services	830,718	745,063	990,410	1,214,510	1,157,780	1,067,230
Depreciation	1,208,086	1,264,520	1,490,590	1,724,100	1,772,990	1,830,790
Capital Outlay	-	-	11,220,600	3,381,000	2,152,000	1,980,000
Debt Service	38,217	32,450	28,680	22,580	16,680	10,380
Transfer - Out	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL	\$ 4,309,969	\$ 4,254,505	\$ 16,500,870	\$ 9,306,240	\$ 8,063,360	\$ 7,957,920
<i>Per Capita</i>	\$ 58.34	\$ 57.84	\$ 225.25	\$ 127.04	\$ 110.07	\$ 108.63

Facilities Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Facilities Maintenance & Operating Costs							
per Resident	\$ 47.30	\$ 45.31	\$ 48.22	\$ 46.65	n/a	\$ 60.94	\$ 68.73
# of Work Orders Completed	2,479	2,483	2,931	2,533	1,420	2,400	2,400
# of Meetings Set-up/Clean-up	307	239	197	132	62	200	200



Internal Service Funds

631 – Facilities Fund



Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Building / Ordinance Compliance	0.05	0.10	0.10	0.10	0.10	0.15
Facilities Supervisor	-	-	-	-	-	1.00
Supervisor of Communication Systems	0.30	0.30	0.70	0.70	0.75	0.75
Facilities Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Office Coordinator - BUI / ORD	0.10	0.10	0.10	0.10	0.10	0.10
Facilities Maintenance Technician	4.00	4.00	4.00	4.00	5.00	5.00
Facilities Clerk	-	-	1.00	1.00	1.00	1.00
Ordinance Technician	0.10	0.10	0.10	0.10	0.10	0.10
Information Systems Clerk	-	-	0.10	0.10	0.10	-
Deputy Director BUI / Ordinance Compliance	0.10	0.10	0.10	0.10	0.10	-
Supervisor of Ordinance Services	0.15	0.25	0.25	0.25	0.25	-
Clerk - CSR	0.10	0.10	-	-	-	-
	5.90	6.05	7.45	7.45	8.50	9.10
Part-Time/Temporary Positions:						
Facilities Maintenance Technician	2	2	2	1	1	1
	2	2	2	1	1	1





Internal Service Funds 631 – Facilities Fund

Statement of Revenues / Expenses and Changes in Fund Balance						
631 Facilities Division Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Federal and State Grants	\$ 5,591	\$ 1,796	\$ -	\$ -	\$ -	\$ -
Charges for Service	2,419,146	2,531,505	2,706,790	2,906,800	2,906,900	2,907,000
Investment Earnings	14,161	20,094	10,340	20,300	29,780	37,290
Other Revenue	210,370	325,031	750,000	1,036,000	825,000	945,000
Transfer - In	830,525	5,442,541	5,421,160	2,536,150	2,037,250	1,828,950
TOTAL REVENUES	\$ 3,479,793	\$ 8,320,966	\$ 8,888,290	\$ 6,499,250	\$ 5,798,930	\$ 5,718,240
Facilities Division Expenses						
Personnel Services	\$ 699,506	\$ 686,251	\$ 902,060	\$ 986,180	\$ 1,015,620	\$ 1,046,600
Supplies	164,247	90,132	166,300	169,560	173,600	186,100
Professional Services	650,656	645,760	933,430	970,350	970,350	970,350
Other Services	830,718	745,063	990,410	1,214,510	1,157,780	1,067,230
Depreciation	1,208,086	1,264,520	1,490,590	1,724,100	1,772,990	1,830,790
Capital Outlay	-	-	11,220,600	3,381,000	2,152,000	1,980,000
Debt Service	38,217	32,450	28,680	22,580	16,680	10,380
Transfer-Out	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL EXPENSES	\$ 4,309,969	\$ 4,254,505	\$ 16,500,870	\$ 9,306,240	\$ 8,063,360	\$ 7,957,920
Excess Revenue Over / (Under)						
Expenses	\$ (830,177)	\$ 4,066,461	\$ (7,612,580)	\$ (2,806,990)	\$ (2,264,430)	\$ (2,239,680)
Net Assets - Beginning	40,796,386	39,966,210	44,032,670	47,640,690	48,214,700	48,102,270
Net Assets - Ending	\$ 39,966,210	\$ 44,032,670	\$ 47,640,690	\$ 48,214,700	\$ 48,102,270	\$ 47,842,590



Internal Service Funds

636 – Management Information Systems Fund



The mission of the Management Information Systems (MIS) Fund is to provide a central location of accountability for an efficient and reliable computing environment. This is accomplished by researching new technologies and/or advancements, as well as proactive scheduling of technology upgrades.

The MIS Department is responsible over \$4.5 million dollars of technology spread throughout the city. This department provides help desk support for over 300 users throughout the city. Training on various forms of software is provided at the training facility located within City Hall which promotes an efficient and capable staff. The MIS Department also helps to put technology into the field where it can be used by staff members to expand services for the residents of the City of Rochester Hills. MIS is funded by internal city user departments paying an Interfund-MIS service charge to recover the cost of operations.

MIS is responsible for the security of our network, management and installation of a wide range of hardware including servers, desktop computers, laptops, tablets, as well as the network infrastructure which allows the equipment to communicate. MIS is responsible for the administration of many different enterprise level software applications including: Utility billing, tax, assessing, permitting, asset management, GIS applications, legislative tracking, office productivity software, scheduling, and an enterprise financial system. This software is in addition to the core operational applications such as security management, email, and network management. Additionally, we provide support for many departmental applications such as cemetery, DPS fleet, and recreation management.

Goals:	
Department	Provide technological support and resources that allow the organization to meet its goals and objectives, to perform more efficiently, and to communicate more effectively
City Council	Public Safety (#1) / Infrastructure (#2) / Community Trust (#6)
Departmental Objectives:	
On-Going	Continually monitor and update network security systems while looking for new methods and tools to identify, assess, and mitigate security vulnerabilities and threats that can adversely impact City systems
On-Going	Work with departments to plan and implement modifications or enhancements to existing software applications as well as implement new technology as it becomes available
On-Going	Help to identify department training needs and provide assistance for user applications in order to promote professionalism and increased proficiency

Goals:	
Department	Research available hardware/software technology in an effort to increase efficiency in the most cost-effective manner
City Council	Infrastructure (#2) / Community Trust (#6)
Departmental Objectives:	
On-Going	Monitor systems, software, and file usage to assure that City departments are efficiently using their software applications
On-Going	Work with the State of Michigan, Oakland County, and other municipalities to find areas of common ground to share resources and work more efficiently





Internal Service Funds

636 – Management Information Systems Fund

Goals:	
Department	Continue to maintain, improve, and look for new ways to communicate with our residents and internal customers
City Council	Community Trust (#6) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Continue to add/improve interactive mapping capabilities on our website in order to better serve residents and customers
On-Going	Encourage the use of new communication tools and educate employees in their use(s).
On-Going	Continue to work with departments to provide web services and access to city information

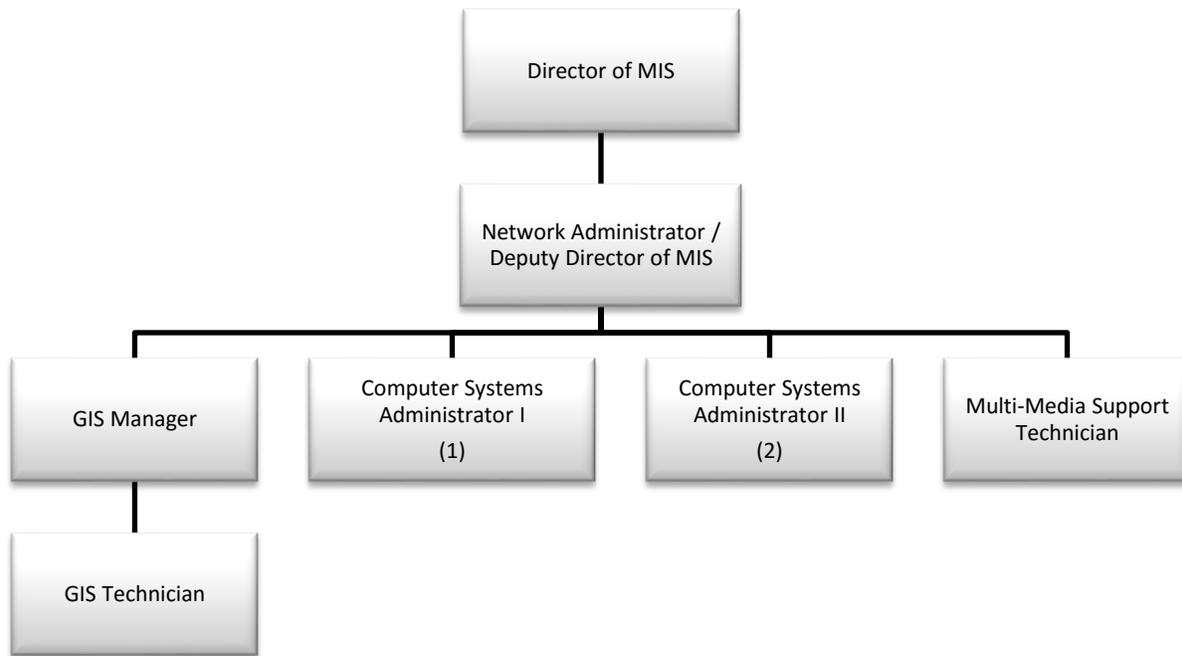
SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Retained Earnings decreased [(95%) or (\$777,330)] as less funding from retained earnings is needed to balance FY 2017 expenses, primarily due to less capital project expenses in FY 2017 as compared to FY 2016
- Charges for Service decreased [(12%) or (\$293,950)] primarily due to costs of the Financial Software System which has been fully depreciated in FY 2016.
- Professional Services decreased [(4%) or (\$17,590)] due to WAN and Internet charges now being expenses fully out of Facilities (631)
- Depreciation decreased [(45%) or (\$290,290)] primarily due to the Financial Software System which has been fully depreciated in FY 2016
- Capital Outlay decreased [(93%) or (\$770,000)] due to reduced capital project expenses in FY 2017 as compared to FY 2016

Budget Summary Report						
636 M.I.S. Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings to Balance	\$ -	\$ -	\$ 820,980	\$ 43,650	\$ 111,630	\$ 31,640
Charges for Service	1,928,531	1,848,617	2,360,290	2,066,340	2,066,340	2,066,340
Investment Earnings	5,184	8,298	8,600	15,950	34,980	55,610
Other Revenue	-	8,838	-	-	-	-
Transfer - In	46,860	-	-	-	-	-
TOTAL	\$ 1,980,576	\$ 1,865,753	\$ 3,189,870	\$ 2,125,940	\$ 2,212,950	\$ 2,153,590
<i>Per Capita</i>	\$ 26.81	\$ 25.37	\$ 43.54	\$ 29.02	\$ 30.21	\$ 29.40
636 M.I.S. Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 904,394	\$ 931,337	\$ 975,240	\$ 988,610	\$ 1,017,580	\$ 1,048,030
Supplies	41,471	38,571	65,400	68,200	95,300	60,400
Professional Services	329,078	346,654	455,600	438,010	435,010	435,010
Other Services	160,854	158,493	197,530	195,310	225,080	207,800
Depreciation	414,616	413,231	642,100	351,810	320,980	318,350
Capital Outlay	-	-	830,000	60,000	95,000	60,000
Debt Service	3,103	2,329	24,000	24,000	24,000	24,000
TOTAL	\$ 1,853,516	\$ 1,890,614	\$ 3,189,870	\$ 2,125,940	\$ 2,212,950	\$ 2,153,590
<i>Per Capita</i>	\$ 25.09	\$ 25.70	\$ 43.54	\$ 29.02	\$ 30.21	\$ 29.40



Internal Service Funds
636 – Management Information Systems Fund



Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of MIS	1.00	1.00	1.00	1.00	1.00	1.00
Network Administrator / Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
GIS Manager	1.00	1.00	1.00	1.00	1.00	1.00
Computer Systems Administrator II	-	-	-	-	2.00	2.00
Computer Systems Administrator I	3.00	3.00	3.00	3.00	1.00	1.00
GIS Technician	0.50	0.50	1.00	1.00	1.00	1.00
Multi-Media Support Technician	1.00	1.00	1.00	1.00	1.00	1.00
	7.50	7.50	8.00	8.00	8.00	8.00





Internal Service Funds

636 – Management Information Systems Fund

MIS Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
# of Maps Produced:							
Originals	196	213	70	64	75	100	100
Reproductions	1,925	3,447	2,004	928	1,282	1,400	1,300
# of Maps Sold	207	143	188	146	37	70	140
City GIS Maps on the Internet	78	80	78	42	43	45	45
Other Measures:							
Help Desk - # of Calls	3,538	2,968	2,787	2,091	1,136	2,000	2,000
# of Virus Infections/Detections	28	50	26	7	-	10	10
# of Software Patches Applied	76,333	108,028	95,801	34,478	14,688	35,000	40,000
# of Intranet and Internet Postings and Updates	6,609	6,513	8,443	7,469	2,699	6,000	7,500
# of Visits for City webpage	273,823	377,453	391,376	469,607	260,809	450,000	600,000
# of Page views for City webpage	835,129	1,104,471	1,150,302	1,162,052	625,287	1,100,000	1,150,000
# of Valid Document Hits for City webpage	435,131	493,808	203,861	230,745	116,103	200,000	205,000
# of Applications Supported	212	212	212	217	217	217	220
Ratio of MIS FTE's to PC's	1:37	1:40	1:40	1:39	1:39	1:32	1:32
MIS Operating Expenditures per Resident	\$ 20.05	\$ 20.78	\$ 25.46	\$ 25.36	n/a	\$ 31.70	\$ 27.71
City-Wide Survey *							
		2013			2016		
<i>Resident Response if they have visited the City's website during the past six-months:</i>							
Yes		56%			TBD		
No		43%			TBD		
<i>Residents who would describe the City's website as easy to navigate (user-friendly)</i>							
Satisfied		93%			TBD		
Dissatisfied		2%			TBD		
Uncertain		5%			TBD		

* Survey to be Conducted every two (2) years

Statement of Revenues / Expenses and Changes in Fund Balance						
636 M.I.S. Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Federal and State Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	1,928,531	1,848,617	2,360,290	2,066,340	2,066,340	2,066,340
Investment Earnings	5,184	8,298	8,600	15,950	34,980	55,610
Other Revenue	-	8,838	-	-	-	-
Transfer - In	46,860	-	-	-	-	-
TOTAL REVENUES	\$ 1,980,576	\$ 1,865,753	\$ 2,368,890	\$ 2,082,290	\$ 2,101,320	\$ 2,121,950
M.I.S. Expenses						
Personnel Services	\$ 904,394	\$ 931,337	\$ 975,240	\$ 988,610	\$ 1,017,580	\$ 1,048,030
Supplies	41,471	38,571	65,400	68,200	95,300	60,400
Professional Services	329,078	346,654	455,600	438,010	435,010	435,010
Other Services	160,854	158,493	197,530	195,310	225,080	207,800
Depreciation	414,616	413,231	642,100	351,810	320,980	318,350
Capital Outlay	-	-	830,000	60,000	95,000	60,000
Debt Service	3,103	2,329	24,000	24,000	24,000	24,000
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 1,853,516	\$ 1,890,614	\$ 3,189,870	\$ 2,125,940	\$ 2,212,950	\$ 2,153,590
Excess Revenue Over / (Under) Expenses	\$ 127,060	\$ (24,862)	\$ (820,980)	\$ (43,650)	\$ (111,630)	\$ (31,640)
Net Position - Beginning	3,684,247	3,811,307	3,786,446	3,795,466	3,811,816	3,795,186
Net Position - Ending	\$ 3,811,307	\$ 3,786,446	\$ 3,795,466	\$ 3,811,816	\$ 3,795,186	\$ 3,823,546



Internal Service Funds

661 – Fleet Equipment Fund



The mission of the Fleet Services & Equipment Fund is to provide a central location of accountability for the acquisition and maintenance of safe and efficient machinery, equipment, and vehicles for City staff.

The Fleet Division manages over \$8 million in machinery, equipment, and vehicles and is responsible for the maintenance and repair of 78 cars, pickup trucks, and vans; 19 dump trucks; 13 heavy construction vehicles; 18 trailers; 19 specialty vehicles; and approximately 200 pieces of power and field equipment. The Fleet Division is also responsible for preventative maintenance and repairs performed on 33 Fire Department emergency vehicles and apparatus, as well as numerous miscellaneous emergency tools and equipment.

The Fleet Division of the Department of Public Services (DPS) is responsible for providing and maintaining the City-owned fleet of machinery, equipment, and vehicles in a safe, as well as, proper functioning condition. Scheduled preventative maintenance is performed; vehicle condition and criteria for replacement are also closely monitored. The Fleet Division maintains its own records, files, and inventory on a computerized fleet management system. The Fleet Division inventories and distributes gasoline and diesel fuel, auto and truck parts, safety gear, clothing, supplies, and tools as needed to various departments. Funded by user fees, internal city user departments pay an Interfund-Fleet service charge to recover the cost of operations.

The Fleet Division continually analyzes citywide departmental 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 with the intent of lowering the overall fleet costs. The Fleet Division also provides assorted specialty shop services to city customers including custom vehicle modification, welding, machining, project design, and metal fabrication.

The Fleet Division participates in shared service agreements with several other organizations including the City of Rochester, Rochester Hills Library, Oakland County Water Resources Commission, Road Commission of Oakland County, Rochester Community School District, North Oakland Transportation Authority, City of Pontiac, and Washington Township to provide various fleet maintenance services.

Goals:	
Department	Provide an efficient fleet of vehicles and equipment that meets our customer’s need for use in carrying out the various functions and business of the City
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Maintain the fleet in a safe and proper functioning condition by providing a comprehensive preventative maintenance program on a scheduled basis consistent with manufacturer recommendations
On-Going	Provide an effective and timely vehicle/equipment repair program in order to facilitate the emergency nature of many of the services provided by the City





Internal Service Funds

661 – Fleet Equipment Fund

Goals:	
Department	Provide on-going training to maintain Fleet Division staff knowledge on the latest technology
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
Short-Term	Implement an intensive succession plan to train new and current staff on fire apparatus technology to be able to provide seamless emergency vehicle repairs at the same level of service
On-Going	Increase Fleet staff skill levels in order to efficiently repair and maintain today's technologically complex vehicles and equipment
On-Going	Take advantage of free training opportunities offered by General Motors, Ford Motor Company, and fire apparatus manufacturers in order to efficiently diagnose and repair today's vehicles

Goals:	
Department	Evaluate processes and procedures in order to contain costs and improve quality
City Council	Public Safety (#1) / Infrastructure (#2)
Departmental Objectives:	
On-Going	Optimize the features of the City's Fuel Management System to maximize fuel consumption, improve security, track usage, and ensure preventive maintenance compliance and billing of the City's bulk fueling operation
On-Going	Investigate methods and procedures to minimize energy consumption at the DPS facility
On-Going	Work with department managers to "right size" the City's fleet by identifying vehicles and equipment with lower utilization and explore ways to more efficiently meet their departmental fleet needs
On-Going	Network with neighboring municipalities to explore sharing resources, training, expanded cooperative purchasing, and consider in-sourcing certain equipment maintenance and repairs
On-Going	Maintain an adequate level of parts and supplies while minimizing inventory costs by appropriately balancing "just-in-time" inventory (one-hour delivery)
On-Going	Assist Fire Department Administration in developing and refining specifications for the replacement of fire apparatus and equipment in order to reduce maintenance and operating costs

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Retained Earnings decreased [(11%) or (\$148,410)] as less funding is required to balance FY 2017 expenses primarily due to decreased capital project expenses in FY 2017 as compared to FY 2016
- Charges for Service increased [2% or \$60,960] due to anticipated Fleet utilization in FY 2017
- Other Revenue decreased [(12%) or (\$19,400)] due to less anticipated vehicle and equipment auction proceeds, as less vehicles and equipment are scheduled to be replaced in FY 2017
- Personnel Services increased [4% or \$28,250] due to an addition of (1) Part-Time Garage Assistant position proposed for FY 2017
- Operating Supplies increased [88% or \$16,850] due to diagnostic hardware and software scheduled to be purchased in FY 2017



Internal Service Funds

661 – Fleet Equipment Fund

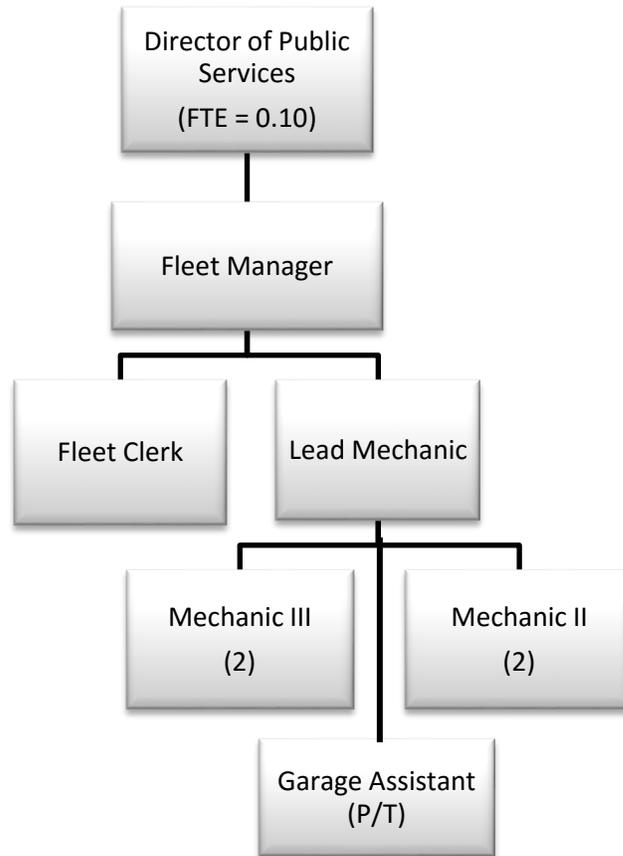


- Professional Services increased [3% or \$16,760] primarily due to increased mechanic training and increases in Interfund charges
- Depreciation increased [11% or \$86,210] due to depreciation for vehicles and equipment replaced in FY 2016-2017
- Capital Outlay decreased [(15%) or (\$240,560)] due to decreased capital project expenses in FY 2017 as compared to FY 2016

Budget Summary Report						
661 Fleet Equipment Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings to Balance	\$ -	\$ -	\$ 1,317,040	\$ 1,168,630	\$ 1,356,780	\$ 599,590
Federal and State Grants	38,605	-	-	-	-	-
Charges for Service	2,629,518	2,587,476	2,883,970	2,944,930	2,943,930	2,943,930
Investment Earnings	7,363	21,241	21,950	34,740	66,480	94,310
Other Revenue	218,376	148,028	162,830	143,430	158,710	57,130
Transfer - In	14,500	-	-	-	60,000	-
TOTAL	\$ 2,908,362	\$ 2,756,745	\$ 4,385,790	\$ 4,291,730	\$ 4,585,900	\$ 3,694,960
<i>Per Capita</i>	\$ 39.37	\$ 37.48	\$ 59.87	\$ 58.58	\$ 62.60	\$ 50.44
661 Fleet Equipment Fund Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 664,339	\$ 695,298	\$ 738,390	\$ 766,640	\$ 786,360	\$ 806,940
Supplies	18,529	20,099	19,250	36,100	24,600	24,600
Professional Services	484,519	499,836	585,410	602,170	603,620	596,730
Other Services	609,350	505,178	653,760	652,190	663,660	675,470
Depreciation	628,322	645,910	782,420	868,630	996,170	1,047,100
Capital Outlay	-	-	1,606,560	1,366,000	1,511,490	544,120
TOTAL	\$ 2,405,059	\$ 2,366,320	\$ 4,385,790	\$ 4,291,730	\$ 4,585,900	\$ 3,694,960
<i>Per Capita</i>	\$ 32.56	\$ 32.17	\$ 59.87	\$ 58.58	\$ 62.60	\$ 50.44

Fleet Division / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Vehicles & Equipment Purchased or Replaced	21	4	14	21	10	24	35
Work Orders Completed	1,216	1,342	1,457	1,370	690	1,400	1,480
Total Preventive Maintenance Repair Hours	954	817	816	807	491	1,200	850
Total Repair Hours	3,531	2,781	3,400	3,233	1,568	4,000	3,400
Preventative Maintenance (%-age of Hours Worked)	27%	23%	27%	25%	31%	30%	30%
Maintenance & Repairs (%-age of Hours Worked)	73%	77%	73%	75%	69%	70%	70%





Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Director of Public Services	0.05	0.10	0.10	0.10	0.10	0.10
Fleet Manager	1.00	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic III	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic II	2.00	2.00	2.00	2.00	2.00	2.00
	7.05	7.10	7.10	7.10	7.10	7.10
Part-Time/Temporary Positions:						
Garage Assistant	-	-	-	-	-	1.00
	-	-	-	-	-	1.00



Internal Service Funds

661 – Fleet Equipment Fund



Fleet Equipment Policy:

Purpose:

The Fleet Equipment Fund was created in FY 1988 in order to provide a responsible program and process for the practical maintenance and replacement of the City's machinery, vehicles, and equipment.

Cost-sharing Criteria:

1. Every user department (excluding DPS, which has an hourly vehicle and equipment charge system based upon established MDOT Act 51 rates) is charged based upon a combination of fixed annual costs and variable costs monthly.
 - a. Fixed monthly costs that are not based upon actual vehicle usage include insurance, license, registration fee, and replacement costs.
 - b. Variable monthly costs that are based upon actual vehicle usage include, but are not limited to, gasoline, oil changes, tires, radio maintenance, routine maintenance, accident repairs, mechanic labor, and contract labor.
2. Every user department (excluding DPS) is charged a fixed monthly cost based upon the estimated future replacement cost of the equipment presently in service and upon the established replacement timetable. Each department contributes a monthly fixed amount towards vehicle replacement over the vehicle's anticipated useful lifespan. When a vehicle is sold the value of any proceeds is utilized towards the replacement vehicle.
3. Every user department (including DPS) that expands the fleet through the acquisition of additional (not replacement) equipment, will fund the entire initial addition. Once the new equipment is contributed to the Fleet Equipment Fund, the department expanding the fleet will be charged regular monthly charges to replace the equipment.

Replacement Timetable	
4x4 Pickup w\ Plow	7 years
Cars, Pickup Trucks, Vans	7 years of 60,000 miles
Dump Trucks (purchased prior to 2007)	10 years
Dump Trucks (purchased after 2007)	12 years +
Heavy Construction Equipment	10-15 years
Portable Equipment (i.e. Radios, Power Tools)	5 years (or less)
Specialty Vehicles (purchased prior to FY 2007)	8-10 years
Specialty Vehicles (purchased after FY 2007)	12 years +





Internal Service Funds
661 – Fleet Equipment Fund

2017 FLEET EQUIPMENT PURCHASES BREAKDOWN				
VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Hydroseeder	DPS	39-208	10	\$ 30,170
Equipment Trailer	DPS - W&S	39-224	10	\$ 21,990
Equipment Trailer	DPS - W&S	39-226	12	\$ 23,550
Equipment Trailer	OCSO	39-230	5	\$ 8,260
Asphalt Roller	DPS - Roads	39-303	8	\$ 26,110
Stump Grinder	Forestry	39-317	10	\$ 41,920
Dump Body Vehicle Insert	Parks - Borden	#6134	5	\$ 7,270
Service Hoist	Parks - Borden	#2431	10	\$ 15,590
Sign Shop Cutter	DPS - Roads	#6163	5	\$ 6,830
Top Dresser	Parks - Borden	#2432	8	\$ 20,000
Mini-Track Excavator Trailer	DPS - W&S	TBD	10	\$ 7,500
Wheel Load Weigher	OCSO	#1122	8	\$ 6,030
Wheel Load Weigher	OCSO	#1123	8	\$ 6,030
Mower	Cemetery	#6265	5	\$ 12,920
Service Truck	Fleet	39-015	12	\$ 60,000
Water System Truck	DPS - W&S	39-042	12	\$ 228,190
Pickup 4wd Utility w/Plow	DPS	39-053	6	\$ 50,000
Road Grader	DPS - Roads	39-082	12	\$ 292,510
Pickup 4wd w\ Plow	Cemetery	39-154	6	\$ 32,630
Crew Truck	DPS - W&S	39-179	12	\$ 198,850
Cargo Van	DPS - W&S	39-278	7	\$ 23,320
Cargo Van	DPS - Facilities	39-279	7	\$ 25,000
Pickup 4wd	DPS	39-280	7	\$ 27,130
Pickup 4wd	DPS - Drains	39-282	7	\$ 32,000
Pickup 4wd	Parks	39-285	7	\$ 27,500
Pickup 4wd	Ordinance	39-288	7	\$ 23,230
Pickup 4wd w\ Plow	DPS	39-289	7	\$ 47,430
Pickup 4wd w\ Plow	Parks - Borden	39-290	7	\$ 32,020
Pickup 4wd w\ Plow	Parks - Borden	39-291	7	\$ 32,020
TOTAL 2017 FLEET VEHICLE / EQUIPMENT COSTS:				\$ 1,366,000



Internal Service Funds
661 – Fleet Equipment Fund



2018 FLEET EQUIPMENT PURCHASES BREAKDOWN				
VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Tractor/Loader/Backhoe	DPS - Roads	39-084	12	\$ 138,230
Wheeled Excavator	DPS - Roads	39-148	12	\$ 260,530
Integrated Tool Carrier	DPS	39-169	12	\$ 240,070
Forklift	DPS	39-188	10	\$ 31,140
6" Trash Pump	DPS - Fleet	39-212	10	\$ 56,100
Steam Generating Unit/Trailer	DPS	39-225	12	\$ 26,220
Air Compressor	DPS - Fleet	39-228	10	\$ 20,010
Floor Scrubber	DPS - Fleet	39-276	12	\$ 58,470
Tractor/Loader	Cemetery	39-277	12	\$ 67,670
Concrete Saw	DPS - Roads	39-323	10	\$ 15,010
Electric Utility Vehicle	Cemetery	39-331	4	\$ 11,290
Sewer Easement Machine	DPS	SS-30	12	\$ 60,000
Concrete Power Screed	DPS - Roads	#5877	10	\$ 7,200
Deep Tine Aerator	Parks - Borden	#4526	10	\$ 44,250
De-Icing Vehicle Insert	Parks - Borden	#6133	5	\$ 5,040
Dump Body Vehicle Insert	Parks - Borden	#6135	5	\$ 10,150
Dump Truck Body Insert	Parks	#6185	7	\$ 13,820
Finish Machine	DPS - Fleet	#902547	5	\$ 8,190
Rotary Broom	Parks - Spencer	#6155	4	\$ 9,270
Transmission Fluid Exchanger	DPS - Fleet	#1115	6	\$ 5,890
Wheel Balancer	DPS - Fleet	#5282	8	\$ 4,740
Utility Vehicle	Parks - Borden	39-328	4	\$ 8,580
Sewer Camera Truck	DPS - W&S	39-158	12	\$ 56,230
Pickup 4wd	Forestry	39-160	7	\$ 31,090
Pickup 4wd w\ Plow	DPS	39-292	7	\$ 33,300
Pickup 4wd w\ Plow	DPS	39-293	7	\$ 33,300
Pickup 4wd w\ Plow	Facilities	39-298	7	\$ 35,940
Pickup 4wd w\ Plow	DPS	39-299	7	\$ 35,940
Passenger Car	City Pool	39-525	7	\$ 22,970
Passenger Car	DPS - Roads	39-526	7	\$ 22,970
Pickup 4wd w\ Plow	DPS - W&S	39-527	7	\$ 35,940
Pickup 4wd w\ Plow	Parks - Bloomer	39-528	7	\$ 35,940
Pickup 4wd	DPS - W&S	39-529	7	\$ 33,000
Pickup 4wd w\ Plow	DPS - Roads	39-530	7	\$ 33,000
TOTAL 2018 FLEET VEHICLE / EQUIPMENT COSTS:				\$ 1,511,490





Internal Service Funds
661 – Fleet Equipment Fund

2019 FLEET EQUIPMENT PURCHASES BREAKDOWN				
VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Utility Tractor	<i>Parks</i>	#5999	10	\$ 65,730
Zero-Turn Mower	<i>Parks - Borden</i>	#6736	4	\$ 10,930
Zero-Turn Mower	<i>Parks - Borden</i>	#6737	4	\$ 10,930
Utility Vehicle	<i>Parks - Borden</i>	39-333	4	\$ 14,790
Utility Vehicle	<i>Parks - Spencer</i>	39-334	4	\$ 20,160
Asphalt Roller	<i>DPS</i>	39-231	10	\$ 8,030
Tractor / Loader	<i>DPS</i>	39-286	10	\$ 143,970
Wood Chipper	<i>Forestry</i>	39-335	8	\$ 42,780
Pickup 4wd	<i>DPS - W&S</i>	39-533	7	\$ 28,160
Pickup 4wd w\ Plow	<i>DPS</i>	39-534	7	\$ 33,250
Pickup 4wd w\ Plow & Platform	<i>DPS</i>	39-535	7	\$ 37,410
Pickup 4wd w\ Plow	<i>DPS</i>	39-536	7	\$ 33,250
Pickup 4wd w\ Plow	<i>DPS</i>	39-537	7	\$ 33,250
Pickup 4wd w\ Plow & Platform	<i>DPS</i>	39-538	7	\$ 37,410
Sport Utility 4wd	<i>Media</i>	39-555	7	\$ 24,070
TOTAL 2019 FLEET VEHICLE / EQUIPMENT COSTS:				\$ 544,120



Internal Service Funds

661 – Fleet Equipment Fund



Statement of Revenues / Expenses and Changes in Fund Balance						
661 Fleet Equipment Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
State / Federal Grants	\$ 38,605	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	2,629,518	2,587,476	2,883,970	2,944,930	2,943,930	2,943,930
Investment Earnings	7,363	21,241	21,950	34,740	66,480	94,310
Other Revenue	218,376	148,028	162,830	143,430	158,710	57,130
Transfer - In	14,500	-	-	-	60,000	-
TOTAL REVENUES	\$ 2,908,362	\$ 2,756,745	\$ 3,068,750	\$ 3,123,100	\$ 3,229,120	\$ 3,095,370
Fleet Equipment Fund Expenses						
Personnel Services	\$ 664,339	\$ 695,298	\$ 738,390	\$ 766,640	\$ 786,360	\$ 806,940
Supplies	18,529	20,099	19,250	36,100	24,600	24,600
Professional Services	484,519	499,836	585,410	602,170	603,620	596,730
Other Services	609,350	505,178	653,760	652,190	663,660	675,470
Depreciation	628,322	645,910	782,420	868,630	996,170	1,047,100
Capital Outlay	-	-	1,606,560	1,366,000	1,511,490	544,120
Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 2,405,059	\$ 2,366,320	\$ 4,385,790	\$ 4,291,730	\$ 4,585,900	\$ 3,694,960
Excess Revenue Over / (Under) Expenses	\$ 503,303	\$ 390,425	\$ (1,317,040)	\$ (1,168,630)	\$ (1,356,780)	\$ (599,590)
Net Assets - Beginning	9,471,388	9,974,691	10,365,116	10,654,636	10,852,006	11,006,716
Net Assets - Ending	\$ 9,974,691	\$ 10,365,116	\$ 10,654,636	\$ 10,852,006	\$ 11,006,716	\$ 10,951,246





Internal Service Funds

677 – Insurance Fund

The Insurance Fund was created to account for the City’s self-insured retention cash payments for insurance services, the cost of general liability, fleet, property insurance premiums, fiduciary coverage, and underground storage tank insurance. The City is responsible for paying losses (including damages), loss adjustment expenses, and defense costs for each occurrence that falls under our self-insured retention.

The City currently partners with the Michigan Municipal Risk Management Authority (MMRMA), a pool organized under the laws of the State of Michigan to assist with risk management services and self-insurance protection against liability, property, and crime loss to member Michigan cities, counties, townships, and special purpose governments. Funded by user fees, internal city user departments pay an Interfund-Insurance service charge to recover the cost of services provided.

Goals:	
Department	Minimize liability claims against the City and protect the City’s financial integrity
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Train employees on how to minimize the City’s liability exposure through education and process improvements
On-Going	Continue to develop improved methods and procedures to ensure the protection of City’s assets

SIGNIFICANT REVENUE, EXPENSE, STAFFING & PROGRAM NOTES:

- Interfund Charges decreased [(4%) or (\$16,030)] as the cost of insurance expense declined.
- Liability Insurance and Bonds decreased [(3%) or (\$14,000)] primarily due to Fiduciary Coverage expenses moved to the Pension Trust for payment.

The City of Rochester Hills self-insured retentions are as follows:

<u>Coverage</u>	Self-Insured Retention (SIR) <u>(excess of deductible)</u>
Liability	\$150,000
Property and Crime	10% of the remaining up to \$100,000 of loss
Sewage System Overflow	\$150,000 per occurrence



Internal Service Funds

677 – Insurance Fund



Budget Summary Report						
677 Insurance Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Retained Earnings to Balance	\$ -	\$ -	\$ -	\$ -	\$ 3,700	\$ 7,680
Charges for Service	-	-	411,630	395,600	395,600	395,600
Investment Earnings	10,192	8,383	4,370	6,400	12,750	19,070
Other Revenue	405,392	565,415	-	-	-	-
TOTAL	\$ 415,584	\$ 573,798	\$ 416,000	\$ 402,000	\$ 412,050	\$ 422,350
<i>Per Capita</i>	\$ 5.63	\$ 7.80	\$ 5.68	\$ 5.49	\$ 5.62	\$ 5.77
677 Insurance Fund Expenses	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Professional Services	\$ 290,834	\$ 762,879	\$ 416,000	\$ 402,000	\$ 412,050	\$ 422,350
TOTAL	\$ 290,834	\$ 762,879	\$ 416,000	\$ 402,000	\$ 412,050	\$ 422,350
<i>Per Capita</i>	\$ 3.94	\$ 10.37	\$ 5.68	\$ 5.49	\$ 5.62	\$ 5.77

Statement of Revenues / Expenses and Changes in Fund Balance						
677 Insurance Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
State / Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	-	-	411,630	395,600	395,600	395,600
Investment Earnings	10,192	8,383	4,370	6,400	12,750	19,070
Other Revenue	405,392	565,415	-	-	-	-
Transfer - In	-	-	-	-	-	-
TOTAL REVENUES	\$ 415,584	\$ 573,798	\$ 416,000	\$ 402,000	\$ 408,350	\$ 414,670
Insurance Fund Expenses						
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Professional Services	290,834	762,879	416,000	402,000	412,050	422,350
Other Services	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 290,834	\$ 762,879	\$ 416,000	\$ 402,000	\$ 412,050	\$ 422,350
Excess Revenue Over / (Under) Expenses	\$ 124,750	\$ (189,080)	\$ -	\$ -	\$ (3,700)	\$ (7,680)
Net Assets - Beginning	1,339,037	1,463,787	1,274,707	1,274,707	1,274,707	1,271,007
Net Assets - Ending	\$ 1,463,787	\$ 1,274,707	\$ 1,274,707	\$ 1,274,707	\$ 1,271,007	\$ 1,263,327





Internal Service Funds

Grand Total: Internal Services Funds

Statement of Revenues / Expenses and Changes in Fund Balance						
Grand Total Internal Service Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
State / Federal Grants	\$ 44,196	\$ 1,796	\$ -	\$ -	\$ -	\$ -
Charges for Service	6,977,196	6,967,597	8,362,680	8,313,670	8,312,770	8,312,870
Investment Earnings	36,901	58,017	45,260	77,390	143,990	206,280
Other Revenue	834,138	1,047,312	912,830	1,179,430	983,710	1,002,130
Transfer - In	891,885	5,442,541	5,421,160	2,536,150	2,097,250	1,828,950
TOTAL REVENUES	\$ 8,784,315	\$ 13,517,262	\$ 14,741,930	\$ 12,106,640	\$ 11,537,720	\$ 11,350,230
Internal Service Fund Expenses						
Personnel Services	\$ 2,268,238	\$ 2,312,885	\$ 2,615,690	\$ 2,741,430	\$ 2,819,560	\$ 2,901,570
Supplies	224,246	148,802	250,950	273,860	293,500	271,100
Professional Services	1,755,088	2,255,129	2,390,440	2,412,530	2,421,030	2,424,440
Other Services	1,600,923	1,408,733	1,841,700	2,062,010	2,046,520	1,950,500
Depreciation	2,251,024	2,323,660	2,915,110	2,944,540	3,090,140	3,196,240
Capital Outlay	-	-	13,657,160	4,807,000	3,758,490	2,584,120
Debt Service	41,320	34,779	52,680	46,580	40,680	34,380
Transfer-Out	718,540	790,330	768,800	837,960	804,340	866,470
TOTAL EXPENSES	\$ 8,859,378	\$ 9,274,318	\$ 24,492,530	\$ 16,125,910	\$ 15,274,260	\$ 14,228,820
Excess Revenue Over / (Under) Expenses	\$ (75,063)	\$ 4,242,944	\$ (9,750,600)	\$ (4,019,270)	\$ (3,736,540)	\$ (2,878,590)
Net Assets - Beginning	55,291,058	55,215,995	59,458,939	63,365,499	64,153,229	64,175,179
Net Assets - Ending	\$ 55,215,995	\$ 59,458,939	\$ 63,365,499	\$ 64,153,229	\$ 64,175,179	\$ 63,880,709







Trust & Agency Funds

736 – Retiree Healthcare Trust Fund

The Retiree Healthcare Trust Fund was established to account for the expenditures associated with the Retiree Healthcare Benefit Program.

The Retiree Healthcare Trust was approved by City Council in FY 2009 to account for the City's share of funding related to its Other Post Employment Benefits (OPEB) liabilities. This fund provides the funding amount needed each year to pay supplemental retiree healthcare benefits.

Goals:	
Department	Ensure compliance with Chapter 82 of the City's Code of Ordinances
City Council	Fiscal Management (#4) / Effective Governance (#8)
Departmental Objectives:	
On-Going	Ensure timely payments to retirees for health insurance premiums they have incurred under the terms of the Retiree Supplemental Benefit program

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance increased by [27% or \$11,380] as more funding is required from Fund Balance to balance FY 2017 expenditures
- Personnel Services increased [8% or \$11,530] due to an increasing number of retirees receiving their healthcare benefit
- Professional Services decreased [(89%) or (\$8,000)] due to Professional Services related to a Retiree Healthcare Trust Actuarial Report completed in FY 2016 and next scheduled for FY 2018, as this report is required to be conducted every other year

Budget Summary Report						
736 Retiree Health Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ 42,580	\$ 53,960	\$ 78,360	\$ 89,320
Investment Earnings	86,521	16,225	102,360	94,510	91,810	87,900
Transfer - In	-	-	-	-	-	-
TOTAL	\$ 86,521	\$ 16,225	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
<i>Per Capita</i>	\$ 1.17	\$ 0.22	\$ 1.98	\$ 2.03	\$ 2.32	\$ 2.42
736 Retiree Health Trust Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 109,599	\$ 111,013	\$ 135,940	\$ 147,470	\$ 161,170	\$ 176,220
Professional Services	7,200	-	9,000	1,000	9,000	1,000
Transfer - Out	965,699	-	-	-	-	-
TOTAL	\$ 1,082,499	\$ 111,013	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
<i>Per Capita</i>	\$ 14.65	\$ 1.51	\$ 1.98	\$ 2.03	\$ 2.32	\$ 2.42

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Accounting Technician - Payroll	0.06	0.06	0.05	0.05	0.05	0.10
HR Analyst - Program Coordinator	-	-	-	-	-	0.05
City Accountant	-	-	0.05	0.05	0.05	-
	0.06	0.06	0.05	0.05	0.05	0.15



Trust & Agency Funds

736 – Retiree Healthcare Trust Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
736 Retiree Health Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	86,521	16,225	102,360	94,510	91,810	87,900
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 86,521	\$ 16,225	\$ 102,360	\$ 94,510	\$ 91,810	\$ 87,900
Retiree Health Trust Expenses						
General Government	\$ 116,799	\$ 111,013	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	965,699	-	-	-	-	-
TOTAL EXPENSES	\$ 1,082,499	\$ 111,013	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
Excess Revenue Over / (Under) Expenditures	\$ (995,977)	\$ (94,788)	\$ (42,580)	\$ (53,960)	\$ (78,360)	\$ (89,320)
Fund Balance - Beginning	3,023,596	2,027,619	1,932,831	1,890,251	1,836,291	1,757,931
Fund Balance - Ending	\$ 2,027,619	\$ 1,932,831	\$ 1,890,251	\$ 1,836,291	\$ 1,757,931	\$ 1,668,611





Trust & Agency Funds

752 – Van Hoosen/Jones Stoney Creek Perpetual Care Trust Fund



The Van Hoosen/Jones Stoney Creek Cemetery Perpetual Care Trust Fund was established to accumulate, manage, and preserve a pool of assets, sufficient to meet the cash needs for the purpose of providing the general care, maintenance, and improvements to the Cemetery in perpetuity.

Deposits are primarily made to the Cemetery Perpetual Care Trust Fund from a portion of the proceeds received from the sale of graves or burial lots, grave openings, foundations, and monuments sold by the Cemetery, pursuant to the provisions of

the City's code of ordinances.

Goals:	
Department	Provide sufficient funding levels for the perpetual care of the cemetery after all lots have been sold
City Council	Fiscal Management (#4)
Departmental Objectives:	
On-Going	Continue to study options to provide funding to meet the goals of perpetual care

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
752 Cemetery Perpetual Care Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Charges for Service	\$ 42,131	\$ 47,240	\$ 41,740	\$ 41,920	\$ 41,920	\$ 41,920
Investment Earnings	1,761	1,903	70,130	72,700	78,430	84,450
Transfer - In	-	-	-	-	-	-
TOTAL	\$ 43,892	\$ 49,143	\$ 111,870	\$ 114,620	\$ 120,350	\$ 126,370
<i>Per Capita</i>	\$ 0.59	\$ 0.67	\$ 1.53	\$ 1.56	\$ 1.64	\$ 1.73
752 Cemetery Perpetual Care Trust Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
TOTAL	\$ -	\$ -				
<i>Per Capita</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Trust & Agency Funds

752 – Van Hoosen/Jones Stoney Creek Perpetual Care Trust Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
752 Cemetery Perpetual Care Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	42,131	47,240	41,740	41,920	41,920	41,920
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	1,761	1,903	70,130	72,700	78,430	84,450
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 43,892	\$ 49,143	\$ 111,870	\$ 114,620	\$ 120,350	\$ 126,370
Perpetual Care Fund Expenditures						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ -	\$ -				
Excess Revenue Over / (Under) Expenditures	\$ 43,892	\$ 49,143	\$ 111,870	\$ 114,620	\$ 120,350	\$ 126,370
Fund Balance - Beginning	1,249,087	1,292,979	1,342,122	1,453,992	1,568,612	1,688,962
Fund Balance - Ending	\$ 1,292,979	\$ 1,342,122	\$ 1,453,992	\$ 1,568,612	\$ 1,688,962	\$ 1,815,332





Trust & Agency Funds

761 – Green Space Perpetual Care Trust Fund



The Green Space Perpetual Care Trust Fund was established to accumulate, manage, and preserve a pool of assets, sufficient to meet the cash needs for the purpose of providing the general care, maintenance, and improvements to the Green Space and Natural Feature properties owned, acquired, or controlled by the City in perpetuity.

Only the interest earnings generated from the principal balance of the trust will be used for its designed purpose. The principal of the perpetual care fund may not be used for the general care,

maintenance, or improvement of green spaces and natural features owned, acquired, or controlled by the City.

Goals:	
Department	Permanently provide a funding source for the general care, maintenance and improvement of Green Space and Natural Features properties owned, acquired or controlled by the City
City Council	Recreation & Parks (#5) / Environmental (#9)
Departmental Objectives:	
On-Going	Identify needed care, maintenance and improvement of Green Space and Natural Features properties owned, acquired or controlled by the City

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Transfer-In decreased [(100%) or (\$2,000,000)] due to the Transfer-In: Green Space Fund being completed in FY 2016.

Budget Summary Report						
761 Green Space Perpetual Care Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Investment Earnings	\$ -	\$ (137,530)	\$ 52,500	\$ 245,750	\$ 258,040	\$ 270,940
Transfer - In	-	3,000,000	2,000,000	-	-	-
TOTAL	\$ -	\$ 2,862,470	\$ 2,052,500	\$ 245,750	\$ 258,040	\$ 270,940
<i>Per Capita</i>	\$ -	\$ 38.92	\$ 28.02	\$ 3.35	\$ 3.52	\$ 3.70
761 Green Space Perpetual Care Trust Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Transfer - Out	-	-	-	-	-	-
TOTAL	\$ -	\$ -				
<i>Per Capita</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Trust & Agency Funds

761 – Green Space Perpetual Care Trust Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
761 Green Space Perpetual Care Trust Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	-	(137,530)	52,500	245,750	258,040	270,940
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	3,000,000	2,000,000	-	-	-
TOTAL REVENUES	\$ -	\$ 2,862,470	\$ 2,052,500	\$ 245,750	\$ 258,040	\$ 270,940
Green Space Perpetual Care Trust Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ -	\$ -				
Excess Revenue Over / (Under) Expenditures	\$ -	\$ 2,862,470	\$ 2,052,500	\$ 245,750	\$ 258,040	\$ 270,940
Fund Balance - Beginning	-	-	2,862,470	4,914,970	5,160,720	5,418,760
Fund Balance - Ending	\$ -	\$ 2,862,470	\$ 4,914,970	\$ 5,160,720	\$ 5,418,760	\$ 5,689,700





Trust & Agency Funds

Grand Total: Trust & Agency Funds

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Trust & Agency Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	42,131	47,240	41,740	41,920	41,920	41,920
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	88,282	(119,402)	224,990	412,960	428,280	443,290
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	3,000,000	2,000,000	-	-	-
TOTAL REVENUES	\$ 130,413	\$ 2,927,838	\$ 2,266,730	\$ 454,880	\$ 470,200	\$ 485,210
Trust & Agency Fund Expenditures						
General Government	\$ 116,799	\$ 111,013	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	965,699	-	-	-	-	-
TOTAL EXPENSES	\$ 1,082,499	\$ 111,013	\$ 144,940	\$ 148,470	\$ 170,170	\$ 177,220
Excess Revenue Over / (Under) Expenditures	\$ (952,085)	\$ 2,816,825	\$ 2,121,790	\$ 306,410	\$ 300,030	\$ 307,990
Fund Balance - Beginning	4,272,684	3,320,598	6,137,423	8,259,213	8,565,623	8,865,653
Fund Balance - Ending	\$ 3,320,598	\$ 6,137,423	\$ 8,259,213	\$ 8,565,623	\$ 8,865,653	\$ 9,173,643







Component Unit Funds

843 – Brownfield Redevelopment Fund



The mission of the Rochester Hills Brownfield Redevelopment Authority is to facilitate the redevelopment of eligible properties; to provide new jobs and/or tax base; and to foster development in areas that are already served by utilities. The Authority utilizes the provisions of Act 381 of the Public Acts of 1996 and its amendments to encourage and support the redevelopment of under-utilized and/or environmentally contaminated properties.

The Brownfield Redevelopment Authority (BRA) is a seven member Board which was established by City Council on November 13, 2002. The intent of the BRA is to provide the City with an effective mechanism to facilitate the brownfield redevelopment process and to implement requirements of the Brownfield Redevelopment Financing Act, Act 381 of the Public Acts of the State of Michigan of 1996, as amended.

The Authority reviews plans related to the capture of Tax Increment Financing (TIF) and determines if a proposed project is eligible for the utilization of the process. The Authority reviews activities related to the remediation of a site to determine if the project is in conformance with the requirements of Act 381. The Authority also reviews the completed work and approves distribution of TIF to appropriate parties.

All staff support costs associated with the Brownfield Redevelopment Authority Fund are provided for through the Department of Planning & Economic Development cost center in the General Fund.

Goals:	
Department	Reclaim under-utilized and environmentally contaminated properties by encouraging the redevelopment and revitalization of established commercial, industrial, and residential properties where public services are already in place
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Inform owners/applicants and encourage the use of the brownfield redevelopment tool as a means to promote the redevelopment of environmentally contaminated sites within the City
On-Going	Utilize TIF to promote distressed and/or challenged properties to be marketable and suitable for redevelopment

Goals:	
Department	Review proposed brownfield plans to determine eligibility for the capture of TIF for eligible proposed activities
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Monitor the value in realizing the objectives of the Brownfield Policy and revise as necessary
On-Going	Review proposed remediation plans associated with TIF capture and repayment to ensure that redevelopment activities proposed will provide sufficient monies



Component Unit Funds

843 – Brownfield Redevelopment Fund



On-Going	Establish an Administrative Fee, as part of the Reimbursement Agreement, to offset costs incurred by the City in the processing and monitoring of brownfield redevelopment plans
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SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
843 Brownfield Authority Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 8,015	\$ 8,769	\$ 8,900	\$ 8,710	\$ 8,840	\$ 8,970
Municipal Contributions	28,599	29,000	29,390	28,740	29,170	29,600
Investment Earnings	618	518	100	100	100	100
TOTAL	\$ 37,232	\$ 38,287	\$ 38,390	\$ 37,550	\$ 38,110	\$ 38,670
<i>Per Capita</i>	\$ 0.50	\$ 0.52	\$ 0.52	\$ 0.51	\$ 0.52	\$ 0.53
843 Brownfield Authority Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
TOTAL	\$ -	\$ -				
<i>Per Capita</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -





Component Unit Funds

843 – Brownfield Redevelopment Fund

Statement of Revenues / Expenditures and Changes in Fund Balance						
843 Brownfield Authority Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 8,015	\$ 8,769	\$ 8,900	\$ 8,710	\$ 8,840	\$ 8,970
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	28,599	29,000	29,390	28,740	29,170	29,600
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	618	518	100	100	100	100
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 37,232	\$ 38,287	\$ 38,390	\$ 37,550	\$ 38,110	\$ 38,670
Brownfield Authority Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ -	\$ -				
Excess Revenue Over / (Under) Expenditures	\$ 37,232	\$ 38,287	\$ 38,390	\$ 37,550	\$ 38,110	\$ 38,670
Fund Balance - Beginning	283,514	320,745	359,032	397,422	434,972	473,082
Fund Balance - Ending	\$ 320,745	\$ 359,032	\$ 397,422	\$ 434,972	\$ 473,082	\$ 511,752



Component Unit Funds

848 – Local Development Finance Authority Fund



The mission of the Local Development Finance Authority (LDFA) and the accompanying Tax Increment Financing (TIF) Plan is to establish the legal basis and procedure for the capture and expenditure of tax increment revenues in accordance with Michigan Public Act 281 of 1986, as amended, to further the retention, expansion, and attraction of high-quality jobs and tax base to the LDFA area.

The LDFA facilitates projects that foster new economic growth and development and leads to the creation of new employment opportunities within the City. The LDFA area consists of three distinct segments: The original LDFA segment is generally bounded by Adams Road on the west, Auburn Road on the south, Hamlin Road on the north and the eastern limit of the Avon Tech Park on the east. In FY 2005, the LDFA Plan was amended to add the lands owned by the City of Rochester Hills on Hamlin Road known as Interchange Technology Park (formerly the Letica property) and the land area at the northern terminus of Devondale Road.

In accordance with Michigan Public Act 281, a 13 member Authority was established at the onset. The Authority is represented by all local school jurisdictions, several land owners in the LDFA area, and experts in the fields of real estate and property appraisal. The Authority meets quarterly to review the status of various projects, review and approve any proposed amendments to the LDFA Plan, review and approve the annual budget, conduct studies, evaluate needs and opportunities for the development and/or improvement of public infrastructure to support industrial and technology parks and facilities, and provide guidance to City officials in the areas of business attraction and retention.

In FY 1995, the LDFA Board adopted a Development Plan and Financing Plan (which has since been amended three times) as well as a SmartZone Development Plan and Financing Plan in FY 2005. The purpose of these plans is to identify public facility and infrastructure projects as well as the funding mechanisms to accomplish them within an identified period of time. The LDFA Board also approved the M-59 Corridor Study and the Updated Infrastructure Plan conducted respective of the Corridor Study. The purpose was to identify various infrastructure needs to promote development and redevelopment where appropriate within the LDFA areas.

The LDFA is a benefit to the City because it allows for the capture of taxes, in part or in whole, from other taxing jurisdictions, as well as the City's millage levy to fund beneficial projects. This provides a joint funding approach where the City's contribution to fund LDFA projects varies generally from 40% to 60%, with the balance being provided by other taxing jurisdictions.

The LDFA may sell general obligation bonds, receive donations, or enter into payback agreements with the City or other agencies using revenues generated from TIF to repay its obligations. The LDFA may also acquire assets (including land); sell or lease facilities or land; and construct, redevelop, or rehabilitate buildings.





Component Unit Funds

848 – Local Development Finance Authority Fund

Goals:	
Department	Promote a diversified tax base and high-quality employment opportunities
City Council	Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Explore the potential for expanding (or decreasing) the LDFA district as projects are identified or as changes are needed, including regional opportunities
On-Going	Promote new business and real estate development and growth activities that contribute to the future tax base as well as industrial and technological job growth

Goals:	
Department	Utilize incentive programs in order to encourage the reinvestment of monies to support high-quality industrial and technological jobs within the City's business and industrial parks
City Council	Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Support and market a business incubator program that encourages business growth, acceleration, and commercialization activities
On-Going	Establish incentives to assist in aesthetic enhancements and develop beautification programs of the office/industrial parks
On-Going	Monitor the State of Michigan's potential revisions to the Tax Increment Financing rules (which include the LDFA) to determine what impacts may develop

Goals:	
Department	Fund or otherwise provide adequate resources that support the development of facilities for manufacturing and technology businesses
City Council	Infrastructure (#2) / Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Maintain existing infrastructure in the District, including the public road system, so that it remains viable and effective at transporting traffic safely and enhances the aesthetic appeal of the streets and rights-of-way
Short-Term	Deliver upon the incentives committed during the sale of the City-owned property on Hamlin Road which includes funding predevelopment activities, funding public infrastructure improvements and working with other public and private sector partners, to advance the development of the property

Goals:	
Department	Market and promote the LDFA District, its land, and facilities to prospective companies
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Develop and maintain a database that identifies all properties, structure improvements, business activities, and tax generation rates
On-Going	Participate in local and national real estate/economic development events with the purpose of marketing the Rochester Hills community and specifically LDFA real estate opportunities.
Short-Term	Provide an entranceway matching grant program as a means to encourage industrial



Component Unit Funds

848 – Local Development Finance Authority Fund



	and office subdivisions within the District to enhance or improve signage or landscaping
Short-Term	Develop a sidewalk construction plan as part of the M-59 Corridor Study as a means to enable pedestrian travel within the parks and to support services for the employment concentrations

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance increased [100% or \$53,350] due to utilizing LDFA fund balance to offset FY 2017 expenditures
- City Taxes increased [2% or \$7,360] due to anticipated increases in Real Property within the LDFA District for FY 2017
 - *Note: Starting in FY 2017, Personal Property Tax will decrease due to the phase out of the State of Michigan Personal Property Tax, however the State of Michigan has created a Personal Property Exempt Reimbursement to ease the loss of personal property tax*
- Municipal Contributions decreased [(49%) or (\$163,490)] due to the decrease in Personal Property Tax
- Professional Services increased [662% or \$374,000] due to Contractual Services for public infrastructure associated with the Hamlin Road Property in the LDFA District

Budget Summary Report						
848 LDFA Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ -	\$ 53,350	\$ -	\$ -
City Taxes	353,924	421,018	454,700	462,060	464,200	466,830
Municipal Contributions	293,516	320,496	336,970	173,480	167,000	159,370
Investment Earnings	6,602	9,772	10,080	19,340	38,150	62,660
TOTAL	\$ 654,042	\$ 751,285	\$ 801,750	\$ 708,230	\$ 669,350	\$ 688,860
<i>Per Capita</i>	\$ 8.85	\$ 10.21	\$ 10.94	\$ 9.67	\$ 9.14	\$ 9.40
848 LDFA Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 67,862	\$ 67,238	\$ 70,410	\$ 70,730	\$ 72,700	\$ 74,750
Supplies	-	-	5,000	5,000	5,000	5,000
Professional Services	21,667	25,500	56,500	430,500	27,500	27,500
Other Services	2,910	11,252	5,890	2,000	2,000	2,000
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	300,000	200,000	200,000	200,000	200,000	200,000
TOTAL	\$ 392,438	\$ 303,990	\$ 337,800	\$ 708,230	\$ 307,200	\$ 309,250
<i>Per Capita</i>	\$ 5.31	\$ 4.13	\$ 4.61	\$ 9.67	\$ 4.19	\$ 4.22

Personnel Staffing Trend						
Full-Time Equivalent (FTE):	2012	2013	2014	2015	2016	2017
Manager of Economic Development	0.50	0.50	0.50	0.50	0.50	0.50
	0.50	0.50	0.50	0.50	0.50	0.50





Component Unit Funds

848 – Local Development Finance Authority Fund

LDFA / Performance Indicators							
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	June 2016	Projected 2016	Projected 2017
Number of Meetings Held	4	2	4	3	2	5	5

Statement of Revenues / Expenditures and Changes in Fund Balance						
848 LDFA Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 353,924	\$ 421,018	\$ 454,700	\$ 462,060	\$ 464,200	\$ 466,830
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	293,516	320,496	336,970	173,480	167,000	159,370
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	6,602	9,772	10,080	19,340	38,150	62,660
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 654,042	\$ 751,285	\$ 801,750	\$ 654,880	\$ 669,350	\$ 688,860
LDFA Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	92,438	103,990	137,800	508,230	107,200	109,250
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	300,000	200,000	200,000	200,000	200,000	200,000
TOTAL EXPENSES	\$ 392,438	\$ 303,990	\$ 337,800	\$ 708,230	\$ 307,200	\$ 309,250
Excess Revenue Over / (Under) Expenditures	\$ 261,603	\$ 447,295	\$ 463,950	\$ (53,350)	\$ 362,150	\$ 379,610
Fund Balance - Beginning	2,695,870	2,957,473	3,404,768	3,868,718	3,815,368	4,177,518
Fund Balance - Ending	\$ 2,957,473	\$ 3,404,768	\$ 3,868,718	\$ 3,815,368	\$ 4,177,518	\$ 4,557,128



Component Unit Funds

851 – SmartZone Fund



The mission of the Rochester Hills SmartZone Fund is to provide resources and infrastructure enhancements that support the growth of companies within the certified technology park; and to work in partnership with Oakland University to enhance the commercialization of products and processes of new and existing business ventures.

The Rochester Hills SmartZone is a state-designated area that was established in FY 2002. The purpose of a SmartZone is to establish and grow clusters of technology companies within defined areas. There

are currently 14 such areas designated within the State of Michigan. The Rochester Hills Local Development Finance Authority (LDFA) oversees the SmartZone, its development, and Tax Increment Financing (TIF) Plan. Within a SmartZone, an LDFA can utilize tax increment financing to fund traditional infrastructure projects (such as road construction) that support eligible companies. Eligible companies are those engaged in manufacturing or high-technology activities. In a SmartZone, an LDFA can also utilize up to 50 percent of the School Operating and State Education tax levies to fund activities associated with an incubator facility. The schools are then reimbursed for their lost tax levies by the State Education Fund in the same year.

In FY 2005, the Rochester Hills LDFA and City Council approved the SmartZone Plan (the “Plan”), which provides for the use of tax increment financing to partially fund the establishment, operation, and personnel of the OU INCubator at Oakland University. The State Treasurer ratified the Plan in FY 2005 and the project has since commenced with OU INC opening its doors in January 2006. The School Operating and State Education Tax levies can only be used to fund projects defined in the Plan, as permitted in Public Act 281 of 1986 (the Local Development Financing Act). Further, these funds cannot be used to fund any other Rochester Hills LDFA or City projects. The Plan calls for the funding of OU INC for fifteen years.

All staff support costs associated with the SmartZone Fund are provided for by the Department of Planning & Economic Development cost center in the General Fund along with a portion from the Local Development Finance Authority Fund.

Goals:	
Department	Create new jobs and investment by providing education, resources, and infrastructure that assists business enterprises in commercializing research
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Fund the development of incubators and business accelerators to assist entrepreneurs, researchers, and small companies in commercializing research
On-Going	Maintain a database of buildings and land available for companies to locate as they prepare to advance from the OU INCubator
On-Going	Develop private sector partnerships with owners/developers of facilities that can be marketed to advancing/graduating companies of OU INCubator as possible first corporate locations





Component Unit Funds

851 – SmartZone Fund

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- Balance Required from Fund Balance increased [100% or \$19,000] as funding from fund balance is required to balance FY 2017 expenses
- Professional Services increased [100% or \$19,000] due to the transfer of the remaining SmartZone funding to OU Inc

Budget Summary Report						
851 SmartZone Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Fund Balance to Balance	\$ -	\$ -	\$ -	\$ 19,000	\$ -	\$ -
Investment Earnings	142	53	30	-	-	-
TOTAL	\$ 142	\$ 53	\$ 30	\$ 19,000	\$ -	\$ -
<i>Per Capita</i>	<i>\$ 0.00</i>	<i>\$ 0.00</i>	<i>\$ 0.00</i>	<i>\$ 0.26</i>	<i>\$ -</i>	<i>\$ -</i>
851 SmartZone Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Professional Services	\$ 100,000	\$ 75,000	\$ -	\$ 19,000	\$ -	\$ -
Other Services	-	-	-	-	-	-
TOTAL	\$ 100,000	\$ 75,000	\$ -	\$ 19,000	\$ -	\$ -
<i>Per Capita</i>	<i>\$ 1.35</i>	<i>\$ 1.02</i>	<i>\$ -</i>	<i>\$ 0.26</i>	<i>\$ -</i>	<i>\$ -</i>



Component Unit Funds

851 – SmartZone Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
851 Smart Zone Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	142	53	30	-	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	-	-	-	-	-
TOTAL REVENUES	\$ 142	\$ 53	\$ 30	\$ -	\$ -	\$ -
Smart Zone Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	100,000	75,000	-	19,000	-	-
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 100,000	\$ 75,000	\$ -	\$ 19,000	\$ -	\$ -
Excess Revenue Over / (Under) Expenditures	\$ (99,858)	\$ (74,947)	\$ 30	\$ (19,000)	\$ -	\$ -
Fund Balance - Beginning	193,726	93,867	18,921	18,951	(49)	(49)
Fund Balance - Ending	\$ 93,867	\$ 18,921	\$ 18,951	\$ (49)	\$ (49)	\$ (49)





Component Unit Funds

870 – Museum Foundation Trust Fund



The mission of the Museum Foundation Trust Fund is to further the educational programs and purposes set forth by the Rochester Hills Museum at Van Hoosen Farm.

The Museum Foundation Trust Fund promotes and assists in the development of the Museum's educational activities and programs and includes the development of broad public, private, and volunteer support; identifying and making grant applications; and aids in the securing of gifts supportive of the

Museum's educational programs, exhibits, events, and collections.

The Foundation shall also seek to make the Museum's resources more accessible to the public and to promote historic preservation in Rochester Hills and the surrounding areas that benefit from the Museum's educational operation.

Goals:	
Department	To promote the Rochester Hills Museum at Van Hoosen Farm through educational programs, exhibits, events, and collections
City Council	Recreation & Parks (#5)
Departmental Objectives:	
On-Going	Develop educational programs utilizing the Rochester Hills Museum at Van Hoosen Farm
On-Going	Develop educational programs that support the Rochester Community Schools curriculum

SIGNIFICANT EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
870 Museum Foundation Trust Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Investment Earnings	\$ 16	\$ 24	\$ 70	\$ 130	\$ 400	\$ 830
Other Revenue	-	-	25,000	25,000	25,000	25,000
Transfers - In	10,000	-	-	-	-	-
TOTAL	\$ 10,016	\$ 24	\$ 25,070	\$ 25,130	\$ 25,400	\$ 25,830
<i>Per Capita</i>	\$ 0.14	\$ 0.00	\$ 0.34	\$ 0.34	\$ 0.35	\$ 0.35
870 Museum Foundation Trust Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Professional Services	\$ 20	\$ 20	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TOTAL	\$ 20	\$ 20	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<i>Per Capita</i>	\$ 0.00	\$ 0.00	\$ 0.14	\$ 0.14	\$ 0.14	\$ 0.14



Component Unit Funds

870 – Museum Foundation Trust Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
870 Museum Foundation Trust Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	16	24	70	130	400	830
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	25,000	25,000	25,000	25,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	10,000	-	-	-	-	-
TOTAL REVENUES	\$ 10,016	\$ 24	\$ 25,070	\$ 25,130	\$ 25,400	\$ 25,830
Museum Foundation Trust Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Parks and Recreation	20	20	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 20	\$ 20	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Excess Revenue Over / (Under) Expenditures	\$ 9,996	\$ 4	\$ 15,070	\$ 15,130	\$ 15,400	\$ 15,830
Fund Balance - Beginning	-	9,996	9,999	25,069	40,199	55,599
Fund Balance - Ending	\$ 9,996	\$ 9,999	\$ 25,069	\$ 40,199	\$ 55,599	\$ 71,429





Component Unit Funds

893 – Economic Development Corporation Fund

The Economic Development Corporation (EDC) was created under the Michigan Economic Development Corporation Act of 1974, which allows for the financing of certain industrial or commercial projects with tax-exempt bonds.

Federal Tax Law has restricted EDC financing to new and existing manufacturing enterprises and to non-profit charitable 501(c)3 organizations. Recent experience and market conditions indicate that funding will continue to be limited. The Oakland County Economic Development Corporation program can assist Rochester Hills' applicants with the consent of the Rochester Hills City Council. The EDC is required to remain intact and meet at least once a year as long as there are outstanding Industrial Revenue Bonds that were issued. The existing outstanding bonds were retired in FY 2016. However, having an active EDC is a viable economic development tool to attract and assist businesses with expansions.

All staff support costs associated with the EDC are provided for by the Department of Planning & Economic Development cost center in the General Fund.

Goals:	
Department	Provide an opportunity for local EDC financing
City Council	Economic / Tax Base (#3)
Departmental Objectives:	
On-Going	Continue partnering with Oakland County's Economic Development Program in order to provide the optimum development and financing services for our businesses
On-Going	Hold an annual Board of Directors meeting to discuss bylaws and hold meetings when necessary to review new applications for local EDC financing
On-Going	Provide staff support as needed for the Economic Development Corporation

SIGNIFICANT REVENUE, EXPENDITURE, STAFFING & PROGRAM NOTES:

- No significant changes for FY 2017

Budget Summary Report						
893 EDC Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Investment Earnings	\$ 3	\$ 2	\$ -	\$ -	\$ -	\$ -
Transfers - In	-	110	950	950	950	950
TOTAL	\$ 3	\$ 112	\$ 950	\$ 950	\$ 950	\$ 950
<i>Per Capita</i>	\$ 0.00	\$ 0.00	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.01
893 EDC Fund Expenditures	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
Personnel Services	\$ 280	\$ 576	\$ 880	\$ 880	\$ 880	\$ 880
Professional Services	-	-	50	50	50	50
Other Services	-	-	20	20	20	20
TOTAL	\$ 280	\$ 576	\$ 950	\$ 950	\$ 950	\$ 950
<i>Per Capita</i>	\$ 0.00	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.01



Component Unit Funds

893 – Economic Development Corporation Fund



Statement of Revenues / Expenditures and Changes in Fund Balance						
893 EDC Fund Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	3	2	-	-	-	-
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Transfer-In	-	110	950	950	950	950
TOTAL REVENUES	\$ 3	\$ 112	\$ 950	\$ 950	\$ 950	\$ 950
EDC Fund Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	280	576	950	950	950	950
Parks and Recreation	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
TOTAL EXPENSES	\$ 280	\$ 576	\$ 950	\$ 950	\$ 950	\$ 950
Excess Revenue Over / (Under) Expenditures	\$ (277)	\$ (464)	\$ -	\$ -	\$ -	\$ -
Fund Balance - Beginning	1,467	1,190	726	726	726	726
Fund Balance - Ending	\$ 1,190	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726





Component Unit Funds

Component Unit Funds: Grand Total

Statement of Revenues / Expenditures and Changes in Fund Balance						
Grand Total Component Unit Revenues	2014 Audited Actual	2015 Audited Actual	2016 Amended Budget	2017 Adopted Budget	2018 Projected Budget	2019 Projected Budget
City Taxes	\$ 361,939	\$ 429,787	\$ 463,600	\$ 470,770	\$ 473,040	\$ 475,800
Licenses & Permits	-	-	-	-	-	-
Intergovernmental:						
State Grants	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-
Other Intergovernmental	322,115	349,495	366,360	202,220	196,170	188,970
Service Charges	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-
Investment Earnings	7,380	10,369	10,280	19,570	38,650	63,590
Special Assessments	-	-	-	-	-	-
Other Revenue	-	-	25,000	25,000	25,000	25,000
Bond Proceeds	-	-	-	-	-	-
Transfer-In	10,000	110	950	950	950	950
TOTAL REVENUES	\$ 701,434	\$ 789,762	\$ 866,190	\$ 718,510	\$ 733,810	\$ 754,310
Component Unit Expenses						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Service	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Streets	-	-	-	-	-	-
Economic Development	192,718	179,566	138,750	528,180	108,150	110,200
Parks and Recreation	20	20	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	-	-	-
Debt Service:						
Principal Retirement	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-
Other Debt Service	-	-	-	-	-	-
Transfer-Out	300,000	200,000	200,000	200,000	200,000	200,000
TOTAL EXPENSES	\$ 492,738	\$ 379,586	\$ 348,750	\$ 738,180	\$ 318,150	\$ 320,200
Excess Revenue Over / (Under) Expenditures	\$ 208,695	\$ 410,176	\$ 517,440	\$ (19,670)	\$ 415,660	\$ 434,110
Fund Balance - Beginning	3,174,576	3,383,271	3,793,447	4,310,887	4,291,217	4,706,877
Fund Balance - Ending	\$ 3,383,271	\$ 3,793,447	\$ 4,310,887	\$ 4,291,217	\$ 4,706,877	\$ 5,140,987







Supplemental Information Resolution to Set Public Hearing

2017-2019 Proposed Budget / Resolution to Set Public Hearing

Whereas, the City of Rochester Hills City Council have worked to develop City goals for the Fiscal Year 2017; and

Whereas, based on these City goals, the Mayor's Fiscal Year 2017 Proposed Budget and 2018 and 2019 Projected Budgets were developed; and

Whereas, at the August 8, 2016 City Council Meeting, the Mayor delivered the 2017 Proposed Budget Plan for the Fiscal Year beginning January 1, 2017

Be It Resolved, that the Rochester Hills City Council acknowledges receipt of the 2017 Proposed Budget and the 2018 and 2019 Projected Budgets and hereby gives notice of Public Hearing to be held at 7:00 p.m. on Monday, September 12, 2016 at the Rochester Hills City Hall, 1000 Rochester Hills Drive, for the purpose of discussing the 2017-2019 Budget and providing an opportunity for all interested parties to present comments thereon prior to formal adoption by the Rochester Hills City Council.

Be It Further Resolved, that the publication of the Notice of Public Hearing is hereby authorized.

At a meeting of the City Council on August 8, 2016, a motion was made by Hetrick, seconded by Brown, that this matter be adopted by Resolution.

The motion carried by the following vote:

Aye: 6 – Bowyer, Brown, Hetrick, Kubicina, Morita and Tisdell

Absent: 1 - Wiggins

Nay: None



Supplemental Information

Notice of Public Hearing



CITY OF ROCHESTER HILLS OFFICE OF THE MAYOR

1000 Rochester Hills Drive
Rochester Hills, MI 48309

Bryan K. Barnett, Mayor
Phone: (248) 656-4664

NOTICE OF PUBLIC HEARING

TO ROCHESTER HILLS RESIDENTS:

NOTICE IS HEREBY GIVEN THAT THE ROCHESTER HILLS CITY COUNCIL, in accordance with the Charter for the City of Rochester Hills, Chapter III, Section 3.5, will hold a PUBLIC HEARING on the 2017 Proposed Budget, the 2018-2019 Projected Budget Plan, and the Proposed Fiscal Year 2017 Millage Rates, which were submitted by the Mayor and received by City Council, in accordance with the City Charter, at its August 8, 2016 meeting.

The Public Hearing on the 2017 Proposed Budget, the 2018-2019 Projected Budget Plan, and the millages that are estimated to be required to support the 2017 Proposed Budget Plan will be held at the Rochester Hills City Council Meeting on Monday, September 12, 2016, commencing at 7:00 p.m., Michigan time, at 1000 Rochester Hills Drive, Rochester Hills, MI 48309.

In addition, during these same proceedings, the Rochester Hills City Council will hold a Public Hearing on the Older Persons Commission (OPC) Budget and the Rochester Avon Recreation Authority (RARA) Budget and millages that are estimated to be required to support their respective Fiscal Year 2017 Proposed Budgets.

A copy of the 2017 Proposed Budget, the 2018-2019 Projected Budget Plan, and the Proposed Fiscal Year 2017 Millage Rates is on file and available to the public for inspection during regular business hours (8:00 a.m. to 5:00 p.m.), at the Office of the City Clerk and the City Hall Resource Center, both located at 1000 Rochester Hills Drive, Rochester Hills, Oakland County, Michigan. A copy of the 2017 Proposed Budget, the 2018-2019 Projected Budget Plan, and the Proposed Fiscal Year 2017 Millage Rates is also on file at the Rochester Hills Public Library, the Older Person's Commission, and is posted on the City's website (www.rochesterhills.org).

If you are unable to be present at the Public Hearing on September 12, 2016 please submit your written comments to the Office of the Clerk, Rochester Hills Municipal Offices, 1000 Rochester Hills Drive, Rochester Hills, Michigan 48309, **PRIOR** to the scheduled Public Hearing.

BRYAN K. BARNETT, Mayor
City of Rochester Hills

TINA BARTON, City Clerk
City of Rochester Hills

Note: Anyone planning to attend the meeting who has need of special assistance under the Americans Disabilities Act (ADA) is asked to contact the Facilities Division (248) 656-4658 forty-eight (48) hours prior to the meeting. Staff will be pleased to make the necessary arrangements.





Supplemental Information

Resolution to Adopt Fiscal Year 2017 Millage Rate

Whereas, in accordance with the provisions of Public Act 2 of 1968, Public Act 621 of 1978, the Uniform Budgeting and Accounting Act for Local Government, and Section III of the Charter for the City of Rochester Hills; the Mayor, as the Chief Administrative and Executive Officer for the City, has prepared and proposed the budget for the ensuing year and submitted it to the City Council at its first meeting in August; and

Whereas, at its August 8, 2016 meeting City Council acknowledged receipt from the Mayor of the 2017 Proposed Budget and the 2018-2019 Projected Budgets and set a Public Hearing for September 12, 2016 at 7:00 p.m. to hear comments on the Proposed Budget Plan and Millage Rates; and

Whereas, at its September 12, 2016 meeting City Council held said Public Hearing and heard comments on the Proposed Budget Plan and Millage Rates.

Now, Therefore, Be It Resolved, the City Council hereby adopts the following tax rates in accordance with Chapter IV, Taxation, specifically Section 4.1, Power to Tax and Secure Revenue, and Section 4.2, Charter Tax Rate & Special Voted Millage(s) Limitation, to be levied in December 2016 to provide the tax revenues included in the Proposed Fiscal Year 2017 Budget:

Proposed Millage Rates	
Operating Millages:	
General Fund (Charter)	2.1136
Local Street I (Voted)	0.3507
Local Street II (Voted)	0.4803
Local Street III (Voted)	0.2939
Fire Fund (Charter)	2.7000
Special Police I (Voted)	1.1954
Special Police II (Voted)	1.5633
Pathway (Voted)	0.1837
RARA Operating (Voted)	0.1928
OPC Operating (Voted)	0.2377
OPC Transportation (Voted)	0.0990
Library Operating (Charter)	0.7739
Operating - Subtotal	10.1843
Debt Millages:	
Chapter 20 Drain Debt	0.0417
OPC Building (Voted)	0.2345
Debt - Subtotal	0.2762
TOTAL MILLAGES	10.4605

The Total Millage rate of **10.4605** is per Thousand Dollars (\$1,000) of taxable valuation, as equalized; and

Be it Further Resolved, the City Council hereby adopts the following Special Lighting levies for the Christian Hills Subdivision at the rate of \$17.10 per lot or description; and for the Denison Acres Subdivision at the rate of \$4.36 per lot or description; and

Be It Further Resolved, that the Assessor of the City of Rochester Hills be and hereby is authorized to have said amounts spread on the 2016 Tax Rolls.



Supplemental Information

Resolution to Adopt Fiscal Year 2017 Millage Rate



Be It Further Resolved, that the City Council hereby adopts the following proposed tax rate in accordance with Chapter IV, Taxation, specifically Section 4.1, Power to Tax and Secure Revenue, and Section 4.2, Charter Tax Rate & Special Voted Millage(s) Limitation, to be levied in December 2016 to provide the tax revenues included in the Proposed Fiscal Year 2017 Budget.

The motion carried by the following vote:

Aye: 6 - Bowyer, Brown, Hetrick, Kubicina, Morita, and Tisdell

Absent: 1 - Wiggins

Nay: None





Supplemental Information

Resolution to Adopt FY 2017 Budget

Whereas, in accordance with the provisions of Public Act 2 of 1968, Public Act 621 of 1978, the Uniform Budgeting and Accounting Act for Local Government, the Special Appropriations Act pursuant to PA 493 of 2000, and Section III of the Charter for the City of Rochester Hills, the Mayor as the Chief Executive Officer prepared the proposed budget for the ensuing year and submitted it to the Council at its first meeting in August; and

Whereas, at its August 8, 2016 meeting City Council acknowledged receipt from the Mayor of the Proposed Fiscal Year 2017 Budget Plan and set a Public Hearing to be held September 12, 2016 at 7:00 p.m. to solicit comments on the proposed budget plan from the public; and

Whereas, at its September 12, 2016 meeting City Council held said Public Hearing on the proposed budget plan and the related millage rates to defray the Fiscal Year 2017 proposed budget expenditures; and

Whereas, subsequent to the City Council's review and comments, the Mayor adjusted the original proposed budget; and

Resolved, the following list of funds sets forth the general appropriations for the City and adopts the following City Budgets for Fiscal Year 2017.

Be it further resolved, the Mayor is hereby authorized to administratively adjust the operating budget line items up to \$25,000 per event, but in no case may total expenditures of a particular fund exceed that which is appropriated by the City Council without a budget amendment. Adjustments from capital accounts and fund balances shall be made only by further action of the City Council.



Supplemental Information

Resolution to Adopt FY 2017 Budget



Fiscal Year 2017 Adopted Budget	Amount
Fund 101 – General Fund	\$ 23,396,280
Fund 202 – Major Road Fund	4,982,640
Fund 203 – Local Street Fund	9,437,590
Fund 206 – Fire Fund	10,379,960
Fund 207 – Special Police Fund	9,643,940
Fund 213 – RARA Millage Fund	619,390
Fund 214 – Pathway Millage Fund	592,160
Fund 232 – Tree Fund	199,660
Fund 244 – Water Resources Fund	567,200
Fund 265 – OPC Millage Fund	1,081,390
Fund 299 – Green Space Operating Fund	266,090
Fund 331 – Drain Debt Fund	209,550
Fund 369 – Older Persons Building Bond Refunding Fund	784,960
Fund 393 – Municipal Building Refunding Bond – 2010 Series Fund	838,670
Fund 394 – Local Street Refunding- 2011 Series Fund	506,420
Fund 402 – Fire Capital Fund	257,600
Fund 403 – Pathway Construction Fund	361,250
Fund 420 – Capital Improvement Fund	456,140
Fund 510 – Sewer Operations	15,083,280
Fund 530 – Water Operations	18,919,430
Fund 593 – Water & Sewer Capital Fund	13,318,790
Fund 595 – Water & Sewer Debt Fund	1,401,660
Fund 631 – Facilities Fund	9,306,240
Fund 636 – MIS Fund	2,125,940
Fund 661 – Fleet Fund	4,291,730
Fund 677 – Insurance Fund	402,000
Fund 736 – Retiree Health Care Trust	148,470
Fund 752 – Cemetery Perpetual Care Fund	-
Fund 760 - Green Space Perpetual Care Fund	-
Fund 843 – Brownfield Redevelopment Fund	-
Fund 848 – LDFA Fund	708,230
Fund 851 – SmartZone Fund	19,000
Fund 870 - Museum Foundation Trust Fund	10,000
Fund 893 – EDC Fund	950
Total	\$ 130,316,610

At a meeting of the City Council on September 26, 2016, a motion was made by Brown, seconded by Kubicina, that this matter be adopted by Resolution.

The motion carried by the following vote:

Aye: 7 – Bowyer, Brown, Hetrick, Kubicina, Morita, Tisdell and Wiggins

Nay: None





Supplemental Information Budgeted Position History

	2012		2013		2014		2015		2016		2017	
	Base Budget		Base Budget		Base Budget		Base Budget		Base Budget		Base Budget	
	P/T	F/T										
General Fund:												
City Council	7	-	7	-	7	-	7	-	7	-	7	-
Mayor / Media	1	10.75	1	10.75	1	10.75	1	11.75	1	11.75	1	11.75
Elections	206	1.50	206	1.50	206	1.00	242	1.00	242	1.00	242	1.00
Accounting / Retiree Trust	-	7.75	-	7.75	-	8.25	-	8.25	-	8.25	-	8.25
Assessing	1	7.50	1	7.50	1	7.50	1	6.50	1	6.50	1	6.50
Clerk	-	6.50	-	6.50	1	5.70	1	5.70	1	5.70	1	5.70
Human Resources	1	4.00	1	4.00	1	4.00	1	4.00	2	4.00	2	4.00
Treasury	2	3.50	2	3.50	2	3.50	2	3.50	2	3.50	2	3.50
Cemetery	1	2.00	1	2.00	1	2.30	1	2.30	1	2.30	1	2.30
Crossing Guards	9	-	9	-	9	-	9	-	9	-	9	-
Wireless	-	0.40	-	0.40	-	-	-	-	-	-	-	-
Building	4	9.15	5	9.65	5	10.15	5	10.15	6	9.15	6	9.15
Ordinance / Weed Control	-	8.25	-	7.60	1	8.10	1	8.10	1	8.10	1	8.10
Planning / LDFA	1	5.00	1	5.00	1	5.00	1	5.00	1	5.00	1	5.00
Parks/Museum	53	14.20	52	14.10	52	14.10	52	15.10	58	15.10	59	15.10
Forestry	-	3.75	1	3.85	1	3.85	1	3.85	1	3.85	1	3.85
Green Space Fund	-	0.10	-	0.10	-	0.10	-	0.10	-	0.20	-	0.20
Total General Fund	286	84.35	287	84.20	289	84.30	325	85.30	333	84.40	334	84.40
Major Road Fund												
Construction	-	1.25	-	1.25	-	1.55	-	1.45	-	1.40	-	1.40
Preservation	-	2.50	-	2.85	-	2.85	-	2.95	-	2.95	-	2.95
Traffic Service	-	2.50	-	2.50	-	2.40	-	2.40	-	1.85	-	1.85
Winter Maintenance	-	1.25	-	1.15	-	0.45	-	0.60	-	1.00	-	1.00
Administration	-	0.25	-	0.25	-	0.20	-	0.25	-	0.25	-	0.25
Total Major Roads	-	7.75	-	8.00	-	7.45	-	7.65	-	7.45	-	7.45
Local Street Fund												
Construction	-	0.85	-	0.70	-	1.60	-	1.70	-	1.90	-	1.90
Preservation	3	10.70	3	10.50	3	11.50	1	9.15	1	7.80	1	7.80
Traffic Service	-	2.40	-	2.40	-	2.50	-	2.85	-	2.65	-	2.65
Winter Maintenance	-	3.40	-	3.25	-	1.55	-	2.00	-	3.75	-	3.75
Administration	-	0.05	-	0.05	-	0.05	-	0.05	-	0.05	-	0.05
Total Local Streets	3	17.40	3	16.90	3	17.20	1	15.75	1	16.15	1	16.15
Fire Department												
Administration	1	3.00	1	3.00	1	3.00	1	3.00	1	3.00	1	3.00
Fire Suppression	-	21.00	-	21.00	-	21.00	-	30.00	65	33.00	65	33.00
Paid-On-Call	93	-	93	-	93	-	93	-	-	-	-	-
Fire Prevention Bureau	1	5.00	1	5.00	1	5.00	1	5.00	2	5.00	2	5.00
Training	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
Dispatch	-	0.30	-	0.30	-	0.30	-	0.30	-	0.25	-	0.25
EMS	-	6.00	-	6.00	-	6.00	-	6.00	-	3.00	-	3.00
Total Fire	95	36.30	95	36.30	95	36.30	95	45.30	68	45.25	68	45.25
Special Police	-	2.00	-	2.00	2	1.00	-	-	-	-	-	-
Pathway Maintenance	-	1.90	-	1.90	-	0.95	-	1.20	-	1.50	-	1.50
Water Resources	-	2.15	-	1.85	-	1.85	-	1.75	-	2.00	-	2.00
Water & Sewer	7	31.70	7	33.20	7	33.40	6	35.50	6	34.65	6	34.65
Facilities	2	5.90	2	6.05	1	7.45	1	7.45	1	8.50	1	9.50
MIS	-	7.50	-	7.50	-	8.00	-	8.00	-	8.00	-	8.00
Fleet	-	7.05	-	7.10	-	7.10	-	7.10	-	7.10	1	7.10
GRAND TOTAL CITYWIDE	393	204.00	394	205.00	397	205.00	428	215.00	409	215.00	411	216.00
Contractual OSCO Deputies	-	57	-	57	-	57	-	58	-	58	-	58



Supplemental Information

FY 2017 Employee Compensation Schedule



2015	2016	2017	Classification	Annual	
				Minimum 80%	Maximum 100%
1	1	1	Account Clerk I	40,229	47,328
3	3	3	Account Clerk II	45,729	53,797
1	1	1	Accountant	57,764	74,749
1	1	1	Accounting Technician - A / P	48,712	57,310
1	1	1	Accounting Technician - Payroll	48,712	57,310
1	1	1	Administrative Aide - Clerks	37,190	48,125
1	1	1	Administrative Coordinator - DPS	59,282	76,704
1	1	1	Administrative Coordinator - Fire	49,770	64,403
1	1	1	Administrative Secretary - Clerks	39,420	51,012
1	1	1	Appraiser II	54,203	63,764
1	1	1	Assessing Aide	40,229	47,328
1	1	1	Assessing Technician	44,468	52,314
2	2	2	Basic Emergency Medical Technician	33,101	42,829
1	1	1	Bookkeeper - Treasury	42,677	50,211
2	2	2	Building Inspector / Plan Reviewer	58,602	68,944
1	1	1	City Accountant	70,649	91,366
1	1	1	Chief Assistant to Mayor	62,833	81,303
1	1	1	Chief Financial Officer	92,000	115,000
1	1	1	City Clerk	77,239	96,549
1	1	1	Clerk - Cashier	40,229	47,328
1	1	1	Clerk - CSR	42,677	50,211
1	1	1	Clerk - Fleet	45,729	53,797
1	1	1	Clerk - Parks & Forestry	40,229	47,328
1	1	1	Communications Specialist	49,770	64,403
3	1	1	Computer Systems Administrator I	52,753	68,270
0	2	2	Computer Systems Administrator II	55,925	72,361
5	5	5	Crew Leader	52,048	61,231
1	1	1	Deputy City Clerk	62,833	81,303
1	1	1	Deputy Director Assessing	70,599	91,354
1	1	1	Deputy Director DPS / City Engineer	79,329	102,648
1	1	1	Deputy Director of Building / Ordinance	70,599	91,354
1	1	1	Deputy Fire Chief	74,836	96,836
1	1	1	Deputy Treasurer	75,390	97,685
1	1	1	Director of Assessing	88,762	110,952
1	1	1	Director of Building / Ordinance Compliance	80,152	100,191
1	1	1	Director of Human Resources	79,376	99,221
1	1	1	Director of MIS	78,277	97,847
1	1	1	Director of Parks / Forestry	79,764	99,705
1	1	1	Director of Planning & Economic Development	79,376	99,221
1	1	1	Director of Public Services	86,433	108,041
1	1	1	Economic Development Assistant	45,729	53,797
1	1	1	Election Coordinator	51,312	60,366
1	1	1	Electrical / Fire Alarm Inspector / Plan Reviewer	63,140	74,283
1	1	1	Emergency Medical Services Coordinator	63,056	78,820
4	4	4	Engineering Aide	42,677	50,211
1	1	1	Engineering Construction Inspector I	44,468	52,314
2	2	2	Engineering Construction Inspector II	49,785	58,569





Supplemental Information FY 2017 Employee Compensation Schedule

2015	2016	2017	Classification	Annual	
				Minimum 80%	Maximum 100%
1	1	1	Engineering Survey Technician	46,989	55,282
2	2	2	Engineering Technician	46,989	55,282
1	1	1	Facilities Clerk	42,677	50,211
1	1	1	Facilities Coordinator	52,048	61,231
4	5	5	Facilities Maintenance Technician	45,729	53,797
1	1	1	Financial Analyst	49,770	64,403
1	1	1	Fire Chief	85,325	106,656
3	3	3	Fire Inspector	71,433	77,694
1	1	1	Fire Marshall - Captain	65,389	81,736
1	1	1	Fire Training Coordinator	63,056	78,820
15	15	15	Firefighter	46,295	71,772
15	15	15	Firefighter - Lieutenant / Suppression	61,166	76,457
3	3	3	Firefighter - Suppression Battle Chief	66,487	83,108
1	1	1	Fleet Manager	66,943	86,622
1	1	1	Forestry Operations Manager	63,754	82,497
2	2	2	Forestry Ranger II	54,203	63,764
2	2	2	General Foreman	73,803	95,505
1	1	1	GIS Manager	59,282	76,704
1	1	1	GIS Technician	52,048	61,231
4	3	3	Groundskeeper	42,677	50,211
3	5	5	Heavy Equipment Operator	51,312	60,366
1	1	1	Human Resources Analyst Program Coordinator	49,770	64,403
1	1	1	Human Resources Secretary	39,420	51,012
1	1	1	Human Resources Senior Staffing Analyst	49,770	64,403
2	2	2	Information Systems Clerk	42,677	50,211
2	2	2	Laborer I	36,433	42,865
0	1	1	Laborer I - Ground Maintenance	36,433	42,865
8	6	6	Laborer II	40,229	47,328
1	1	1	Laborer II - Cemetery	40,229	47,328
1	1	1	Lead Building Inspector	60,657	71,359
1	1	1	Lead Mechanic	58,602	68,944
14	14	14	Light Equipment Operator	45,729	53,797
1	1	1	Manager of Economic Development	70,599	91,354
1	1	1	Manager of Planning	70,599	91,354
1	1	1	Mayor	93,021	116,276
2	2	2	Mechanic II	44,468	52,314
2	2	2	Mechanic III	51,312	60,366
1	0	0	Mechanical / Fire Protection Inspector / Plan Reviewer	-	-
1	1	1	Media Communications Coordinator	55,925	72,361
1	1	1	Media Technician	46,956	60,757
1	1	1	Meter Technician	45,729	53,797
1	1	1	Multi-Media Support Technician	41,785	54,076
1	0	0	Multiple Trade Inspector / Plan Reviewer - Cross Connection	-	-
1	2	2	Multiple Trade Inspector / Plan Reviewer - Plumbing	63,140	74,283
1	1	1	Museum Program Coordinator	52,048	61,231
1	1	1	Network Administrator / Deputy MIS Director	65,992	85,492
1	1	1	Office Coordinator - Building / Ordinance	46,989	55,282



Supplemental Information

FY 2017 Employee Compensation Schedule



2015	2016	2017	Classification	Annual	
				Minimum 80%	Maximum 100%
1	1	1	Office Coordinator - DPS	49,785	58,569
1	1	1	Office Coordinator - Garage	46,989	55,282
1	1	1	Office Coordinator - Parks / Forestry	46,989	55,282
2	2	2	Ordinance Inspector	58,602	68,944
1	1	1	Ordinance Technician	42,677	50,211
1	1	1	Park Maintenance Supervisor	57,826	74,830
1	1	1	Park Operations Manager	63,754	82,497
5	5	5	Park Ranger II	58,602	68,944
1	1	1	Permit Technician	46,989	55,282
1	1	1	Planning Assistant	45,729	53,797
1	1	1	Project Management Clerk	42,677	50,211
1	1	1	Public Education Specialist - Fire	44,300	57,310
1	1	1	Public Utilities Coordinator	52,048	61,231
1	1	1	Public Utilities Engineer	70,599	91,354
2	2	2	Pump Maintenance Operator II	52,048	61,231
2	2	2	Pump Maintenance Operator I	46,989	55,282
1	1	1	Purchasing Analyst	44,300	57,310
1	1	1	Purchasing Manager	66,602	86,176
2	2	2	RDP Building Inspector / Plan Reviewer	63,140	74,283
1	1	1	Records Clerk	45,729	53,797
2	2	2	Senior Appraiser	60,657	71,359
1	1	1	Senior Financial Analyst	62,833	81,303
1	1	1	Senior Purchasing Analyst	49,770	64,403
1	1	1	Sexton	54,203	63,764
1	1	1	Special Assistant to Mayor	55,925	72,361
1	1	1	Staff Engineer	52,048	61,231
1	1	1	Supervisor of Building Services	63,754	82,497
1	1	1	Supervisor of Communications Systems	62,833	81,303
0	0	1	Supervisor of Facilities	60,721	78,568
1	1	1	Supervisor of Inspection Services	60,721	78,568
1	1	1	Supervisor of Interpretive Services	63,754	82,497
1	1	1	Transportation Engineer	70,599	91,354
1	1	1	Vital Statistics Clerk	45,729	53,797
1	1	1	Water Resources Coordinator	49,785	58,569
215	215	216			





AVON TOWNSHIP / CITY OF ROCHESTER HILLS HISTORICAL OUTLINE

- 1835 Avon Township became a General Law Township.
- 1837 Michigan became a State.
- 1869 Rochester (located within Avon Township) incorporated as a Village.
- 1920 The Village of Rochester annexed portions of Avon Township (part of Sections 10, 11 & 15).
- 1948 Voters approve charter status for the Village of Rochester under the Home Rule Act.
- 1958 August 5: Voters rejected by a 3-to-1 vote the Village of Rochester's annexation of portions of Avon Township (parts of Sections 2-4, 9-11 & 14-16).
- 1963 February 18: Voters rejected by a 4-to-1 vote Avon Township's annexation and incorporation of part of Section 10, all of Sections 11-14 & the Village of Rochester.
- 1966 September 20: Village of Rochester voters approved cityhood (effective 2/13/67), elected a charter commission, and adopted a charter. [From 1835 to 2/13/67, Village of Rochester property owners paid Avon Township taxes on real & personal property.]
- 1967 January 9: Avon Township filed petition for cityhood.
- 1968 January 15: Avon Township voters approved cityhood, elected first charter commission.
- 1969 March 10: First proposed charter defeated by approximately 900 votes.
- September 16: Second charter commission elected.
- 1970 May 4: Second proposed charter defeated by 27 votes.
November 3: Third charter commission elected.
- 1971 September 13: Third proposed charter defeated by approximately 600 votes.
September 29: City of Rochester petitioned to annex all of Avon Township. (Petition unanimously denied by Michigan Boundary Commission).
- 1972 Petitions filed for consolidation of Avon Township and the City of Rochester.
- 1974 April 9: Consolidation vote defeated by 350 votes in Avon Township and approved by 4 votes in Rochester. Consolidation vote defeated.
- May 2: City of Rochester petition to annex 2.2 square miles of Avon Township approved by Michigan Boundary Commission.
- June 28 & July 1: Avon Township filed petition for cityhood.
- August 8 / City Primary: Parks millage (0.2500 mill, 10 years) defeated.
Pathway millage (0.2500 mill, 10 years) approved.
Police Protection millage (1.000 mill, 20 years) approved.
- 1976 May 18 / Presidential Primary: Road chloride millage renewal (0.5000 mill, 5 years) approved.



Supplemental Information

Historical Outline



- Road repair/maintenance supplement millage (0.5000 mill, 5 years) defeated.
August 4 / City Primary:
General Recreation & Senior Citizen (RARA) millage approved.
- 1978 August 28 / City Primary:
Avon Township becomes a Charter Township.
- 1980 May 20 / Presidential Primary:
OPC bond defeated.
OPC millage (0.2500 mill, 10 years) defeated.
Ice Arena bond defeated.
August 7 / City Primary:
Road repair/maintenance supplement millage (0.5000 mill, 5 years) defeated.
Road chloride millage renewal (0.5000 mill, 5 years) approved.
November 6 / General Election:
OPC operating millage (0.2500 mill, 10 years) defeated.
OPC Center bond defeated.
Police Protection proposal defeated.
Pathway bond (\$2 million) approved.
- 1981 November 25: Avon Township ordered by court to surrender property annexed on 5/2/74.
- 1981-82 Greater Rochester Chamber of Commerce appointed a Consolidation Study Committee.
- 1982 August 10 / City Primary:
OPC operating millage (0.2500 mill; 10 years) approved.
November 2 / General Election:
Police Protection II millage (0.7500 mill, 20 years) defeated.
Road repair/maintenance supplement millage (0.5000 mill, 20 years) defeated.
- 1983 Citizens for Consolidated Government petition drive.
- 1983-84 Avon Township drafts city charter.
- 1984 November 20, 1984: Voters approve incorporation as the Home Rule City of Rochester Hills.
- 1985 State Boundary Commission gathers information on proposed consolidation of the Cities of Rochester and Rochester Hills.
November 5 / General Election: RARA general recreation millage defeated.
- 1986 February 18: Boundary Commission approves pro-posed consolidation, paving the way for a YES/NO referendum.
August 5 / City Primary:
Local Street millage (1.000 mill, 10 years) approved.
- 1987 May 5 / Consolidation vote defeated by 1,982 votes (65% NO) in City of Rochester Hills and defeated by 1,015 votes (85% NO) in City of Rochester. Consolidation vote defeated.
September 15 / City Primary:
Police Protection II millage (0.5000 mill, 10 years) approved.
- 1988 August 2 / City Primary:
Library bond approved.
November 8 / General Election:
Park bond approved.
- 1990 November 6 / General Election: Major road bond defeated.
- 1991 November 5 / General Election: City of Rochester Hills voters reject proposal to change form of government from Strong Mayor/Council form to Council/Manager form - defeated by 4,255 votes (66% NO).
OPC operating millage renewal (0.2500 mill, 10 years) approved. Pathway millage (0.2500 mill, 10 years) defeated.





Supplemental Information Historical Outline

- 1991 Road millage (0.2500 mill, 10 years) defeated.
- 1992 August 4 / City Primary:
Library operating millage (1.000 mill) defeated.
Major road millage (0.5000 mill, 9 years) defeated.
- 1993 September 14 / City Primary:
Pathway millage (0.2500 mill, 10 years) defeated.
Police Protection I millage renewal (0.8405 mill, 20 years) approved.
- 1995 September 12 / City Primary:
RARA operating millage (0.1691 mill, 10 years) approved.
OPC Transportation millage (0.0240 mill, 10 years) approved.
November 7 / General Election:
Pathway millage (0.2000 mill, 10 years) approved.
- 1996 November 5 / General Election:
Local Street millage renewal plus additional millage (3.000 mills) defeated.
- 1997 September 9 / City Primary:
Police Protection II millage renewal (0.4579 mill, 5 years) approved.
- 1998 August 4 / City Primary:
Local Street millage (2.000 mill, 15 years) defeated.
- 1999 November 2 / General Election:
Fire Protection millage (0.8750 mill, 15 years) defeated.
- 2000 November 6 / General Election:
OPC Building millage (0.3093 mill, 20 years) approved. City of Rochester voters also approved.
- 2001 February 20 / Special Election:
OPC Building millage approved by voters in Oakland Township.
- 2002 August 6 / City Primary:
Police Protection millage (2.7500 mill, 12 years) defeated.
November 5 / General Election:
Police Protection II millage renewal (0.8053 mills, 5 years) approved.
- 2003 November 4 / General Election:
Police Protection III millage (0.3000 mill, 4 years) defeated.
- 2004 November 2 / General Election:
City Charter Amendment to Eliminate City Primary defeated.
Local Street millage (2.9213 mill, 10 years) defeated.
Green Space Preservation millage (0.5000 mill, 10 years) defeated.
- 2005 September 13 / City Primary:
OPC Transportation millage renewal plus additional millage (0.0900 mill, 10 years) approved.
Green Space Preservation millage (0.3000 mill, 10 years) approved.
RARA operating millage renewal plus additional millage (0.1958 mill, 10 years) defeated.
November 8 / General Election:
Local Street millage (2.7500 mills) defeated.
- 2006 August 8 / City Primary:
RARA operating millage renewal plus additional millage (0.1950 mill, 10 years) approved.
November 7 / General Election:
Pathway millage (0.1858 mills, 20 years) approved.
- 2007 September 11 / City Primary:
Police Protection II millage renewal (0.4260 mills, 7 years) approved.



Supplemental Information

Historical Outline



2008 November 4 / General Election:
Charter Amendments (6)
1.) Candidate shall not be in Default to the City approved.
2.) Procedure to Judge Qualifications of Members approved.
3.) Upon Felony Conviction, a Council Member Forfeits Office approved.
4.) The Mayor Shall Not Be in Default to the City approved.
5.) Upon Felony Conviction, the Mayor Forfeits Office approved.
6.) Add Maintenance of a System of Accounts to Mayor's Duties approved.

November 4 / General Election:
Charter Amendment
Fire millage request (Amended and modify Section 4.2 of the City Charter to authorize the City to levy up to 3.0000 mills for funding of the Fire Department) approved.

2010 August 3 / City Primary:
Local Street millage request (0.3545 mills, 10 years) approved.
OPC operating millage (0.2403 mills, 10 years) approved.

2015 November 3 / General Election:
OPC Transportation millage renewal plus additional millage (0.1000 mill, 11 years) approved.

2011 November 8 / General Election:
Parks Charter Amendment (City-owned parks and open spaces shall be used only for park and open space purposes and shall not be sold, leased, transferred, exchanged or converted to another use unless approved by a majority of votes cast by the electors at an election) approved.

2012 August 7 / City Primary:
Special Police millage request renewal of the expiring 1.2083 mills and to levy up to 2.5000 additional mills for 10 years (beginning in FY 2015 through FY 2024) to fund and maintain the current level of police protection) approved.

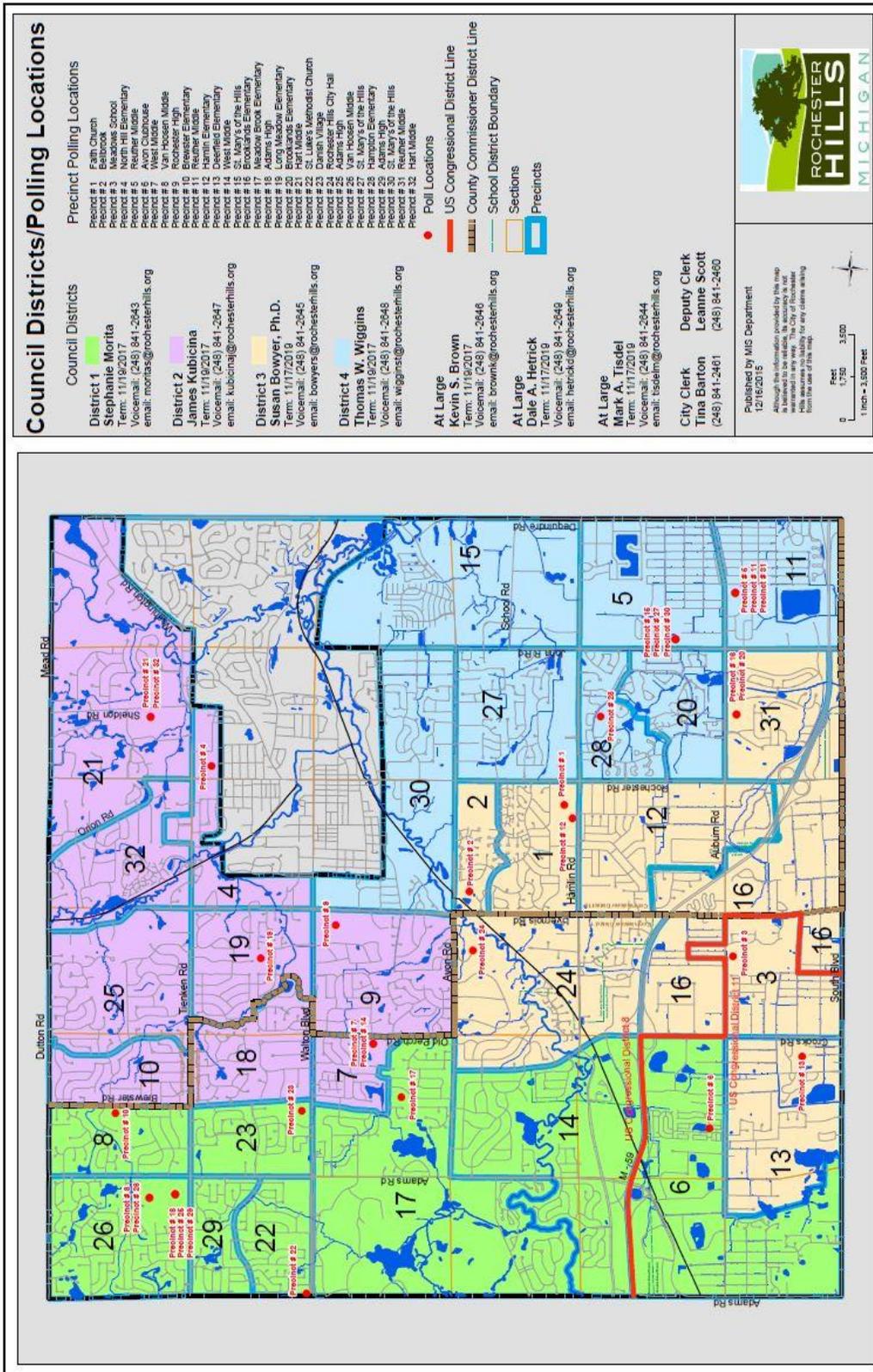
November 6 / General Election:
Local Street millage request (0.4855 mills, 7 years) approved.

2014 August 5 / City Primary:
Local Street millage request (0.2972 mills, 5 years) approved.





Supplemental Information City Council Districts & Polling Locations Map



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Supplemental Information

Budget & Capital Improvement Plan Schedule



January 25	CIP Project Group receives CIP schedule and instructions. Mayor or City Council representative (at City Council meeting) announces request for public submission of any eligible project. Project Application form will be available on-line for public
February 22	Fiscal prepares and presents 1 st Quarter 2016 Budget Amendments to City Council
February 26	Deadline to submit new CIP projects/re-evaluations
March 22	Joint Meeting with CIP Project & CIP Policy groups (Q & A opportunity for CIP Policy group)
March 31	CIP Project ratings due from Policy Group
April 19	Planning Commission Workshop and public hearing to review 2017-2022 CIP draft and provide opportunity for public input
April 19	Planning Commission approval of 2017-2022 CIP
May 17	Official Budget Kickoff
June 6	Fiscal Office prepares and presents 7-Year Financial Forecast (as required by City Charter)
June 6	Fiscal prepares and presents 2 nd Quarter 2016 Budget Amendments to City Council
August 8	Presentation of Mayor's Proposed 2017-19 Budget to City Council Official filing of 2017-19 Proposed Budget in Clerk's Office for Public Examination (copies available at Library, Resource Center, and City website)
August 22	City Council Public Workshop on Proposed 2017-19 Budget
September 12	City Council Public Hearing on FY 2017 millage rates and Proposed 2017-19 Budget
September 26	Approval of 2017-19 Budget
October 10	Fiscal prepares and presents 3 rd Quarter 2016 Budget Amendments to City Council
October 31	Budget <u>must be</u> adopted by City Council
December 12	Fiscal prepares and presents 4 th Quarter 2016 Budget Amendments to City Council



A

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Act 51 - Funds for municipal roads derived from gasoline, weight, and vehicle registration taxes that are distributed to communities by the Michigan Department of Transportation (MDOT) based upon a municipality's population and number of street miles.

Ad Valorem Taxes - Commonly referred to as property taxes; taxes levied on both real and personal property according to the property's valuation and the tax rate.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property as a basis for levying property taxes.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resource owned or held by a government.

Audit - Assessment prepared by an independent certified public accountant (CPA). The primary objective of an audit is to determine if the city's financial statements present fairly the city's financial position and results of operations in conformity with generally accepted accounting principles (GAAP). In conjunction with their performance of an audit, it is customary for an independent auditor to issue a Management Letter.

Authorized Positions - Employee positions, which are authorized within the adopted budget, to be filled during the year.

B

Balanced Budget - A budget in which anticipated revenues are equal to or greater than anticipated expenditures.

Bond - A certificate of debt (usually interest-bearing or discounted) that is issued in order to raise money. The issuer is required to pay a fixed sum semiannually or annually to repay the principal. Bonds are primarily used to finance capital projects.

Bond: General Obligation (GO) - A type of bond that is backed by the full faith, credit and taxing power of the government.

Bond: Revenue - A type of bond that is backed exclusively by the revenues from a specific enterprise or project, such as a special assessment district (SAD).

Bond Refinancing - The payoff and re-issuance of bonds to obtain more favorable interest rates and/or bond conditions.

Budget - An annual proposal that outlines anticipated revenues and designates program expenditures for the upcoming fiscal year.

Budget Amendment - An addition, deletion, or change to the adopted budget that is authorized by City Council.

Budget Message - Included in the opening section of the budget, the Budget Message provides the public and the Council with a general summary of the most important aspects of the budget and changes from previous fiscal years along with the views and recommendations of the Mayor.



Supplemental Information

Glossary



Budget Policies - General and specific guidelines that govern financial plan preparation and administration.

Budgetary Basis - The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control - System of creating budgets, monitoring progress, and taking appropriate action to achieve budgeted performance within the limitations of available appropriations and resources.

C

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - A separate budget used for items such as new construction, major renovations, and acquisition of physical property. Capital budgets are different from operating budgets, which cover most other general expenses.

Capital Improvement Plan (CIP) - A six (6) year plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term plans.

Capital Outlay - Major construction, acquisition, or renovation activities with a cost of \$3,000 or more and a useful life of over 3 years that add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Project Funds - This fund type is used to account for financial resources used in acquiring major capital assets or building major capital facilities other than those financed by

Proprietary Funds and Trust Funds (See Capital Improvement Plan).

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Component Unit - Unit accounted for separately from the city's funds.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Cost Center - An organizational operating unit within city departments or divisions.

D

DPS - Department of Public Service.

Debt Financing - Money raised for working capital or capital expenditures by selling bonds to investors. In return for lending the money, the governmental unit becomes a creditor and promises to repay principal and interest on the debt in a timely manner.

Debt Instrument - Methods of borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. (See Bond, Bond: General Obligation (GO) and/or Bond: Revenue)

Debt Service - Payments of principal and interest on bonds or other debt instruments according to a predetermined schedule.

Debt Service Funds - This fund type is used to account for accumulation of resources related to the payment of general long-term debt principal and interest.





Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - The basic organizational unit of government that is functionally unique in its delivery of services.

Depreciation - Gradual reduction of the value of a fixed asset and the gradual application of this cost as an expense over the useful life of the asset. This is a non-cash expense.

Direct Debt - Debt payable from general revenues.

E

Employee (or Fringe) Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security, Medicare, pension, retiree health, medical, dental, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund - A fund that accounts for operations and services that is provided to residents and is financed primarily through user charges.

Entitlement - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the funding, typically the state or the federal government.

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

F

FCI (Facilities Condition Index) - Ratio used to measure the relative condition of a single building or portfolio of buildings. The FCI is expressed as a ratio of the cost of remedying maintenance deficiencies to the current replacement value.

FTE (Full-Time Equivalent) - Number of positions converted to the decimal equivalent of a full-time position (based on 2,080 hours per year).

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Fund - An accounting entity with a self-balancing set of accounts that record all financial transactions for specific activities or government functions.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryovers.





G

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GASB - Governmental Accounting Standards Board. The board responsible for issuing accounting standards for state and local governments.

General Fund - The primary operating fund of the city. All revenues that are not specifically allocated by law or contractual agreement to a specific fund are accounted for within the General Fund. With the exception of subvention or grant revenues which may be restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.

Governmental Fund - A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds are considered Governmental Funds.

Grant - Contributions by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

H

Headlee Amendment - State of Michigan law that requires the rollback of a jurisdiction's millage rate when the taxable property value increase within a certain jurisdiction is greater than the Consumer Price Index (CPI) increase within that same year.

I

Indirect Cost - Costs that are necessary for the functioning of the organization as a whole, but that cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public facilities, and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state, and/or other local governmental sources in the form of grants, shared revenues, and/or payments in lieu of taxes.

Internal Service Fund - Funds used to finance and account for the financing of goods, services, and certain replacement capital costs provided by one internal City cost center to other internal City cost centers on a cost-reimbursement basis. The City of Rochester Hills internal service funds include the Facilities, Management Information Systems (MIS), Fleet Equipment and Insurance Funds.

L

Levy - Taxes imposed for the support of government activities.

Liability - Amounts owed for items received, services rendered, expenses incurred, assets acquired, and construction performed, and/or amounts received but not as yet earned.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.



M

Millage Rate - A rate used to determine the amount of annual property tax a property owner must pay. Property taxes may generally be calculated by multiplying the millage rate by the amount of, or a percentage of, the assessed value. (One mill represents \$1 of tax per \$1,000 of assessed valuation).

Modified Accrual Basis - The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized at the time a liability is incurred.

N

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

O

Obligations - Amounts that a government may be legally liable meet. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. Operating revenues include such items as taxes, fees from specific services, interest earnings, and/or grant revenues that are used to pay for day-to-day services.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

P

Part-time Employee - An employee who works less than thirty hours per week on a continual basis.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs towards accomplishing their mission.

Proprietary Fund - A fund used to account for City operations that is financed and operated in a manner similar to a private business enterprise. The intent is that the cost of providing the good or services will be financed primarily through user charges.

R

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific, future purpose.

Retained Earnings - The excess of the assets of a Proprietary or Internal Service Fund over its liabilities, reserves, and carryovers.

Resolution - A special or temporary order of a legislative body; an order of a legislative body that requires less legal formality than an ordinance or statute.

Revenue - Sources of income that finances the operations of government.

S

SEMCOG - Southeast Michigan Council of Governments.

SMART - Suburban Mobility Authority for Regional Transportation.



Supplemental Information

Glossary



Service Level - Services or products that comprise actual or expected output of a given program with a focus on actual results, not measures of workload.

Special Assessment - A mandatory levy made against specific properties to absorb part or all of the cost of a specific improvement or service deemed to primarily benefit those certain properties.

Special Assessment District (SAD) - A geographic area designated to pay for (at least a portion of) the infrastructure costs for a specific project. Properties within the district each pay a portion of the total project cost.

Special Revenue Funds - A fund type is used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

State Equalized Value (SEV) - The state equalized value of taxable real or personal property represents 50% of the property's true cash value. The assessed value (Assessor's opinion of 50% of a property's true cash value), once subjected to the process of County and State equalization, results in the state equalized value.

T

Taxable Value - The amount which is the lower of either the State Equalized Value or the Capped Value, unless an Ownership Transfer has taken place in the previous year. When ownership of the parcel of property is transferred as defined by law, the parcel shall be assessed at the applicable proportions of current true cash value.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of

the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out - Amounts of funding transferred from one fund to another fund to assist in financing the services of the recipient fund.

Trust and Agency Funds - Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies. Trust and Agency funds are accounted for in the same manner as Governmental Funds. Trust and Agency funds are custodial in nature (assets equal liabilities) and do not measure the results of operations.

U

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

W

Workload Indicator - A unit of work to be done (e.g., number of permit applications received, birth and death records).

Y

YTD Actual - Year-to-date actual data for the period January 1, 2013 through June 30, 2013.





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