City of Rochester Hills, Michigan

2027 - 2029 Budget Plan

PROPOSED AUGUST 10, 2026

Table of Contents

City of Rochester Hills, Michigan

INTRODUCTION

BUDGET HIGHLIGHTS

Table of Contents

City of Rochester Hills, Michigan

Table of Contents

City of Rochester Hills, Michigan

Table of Contents

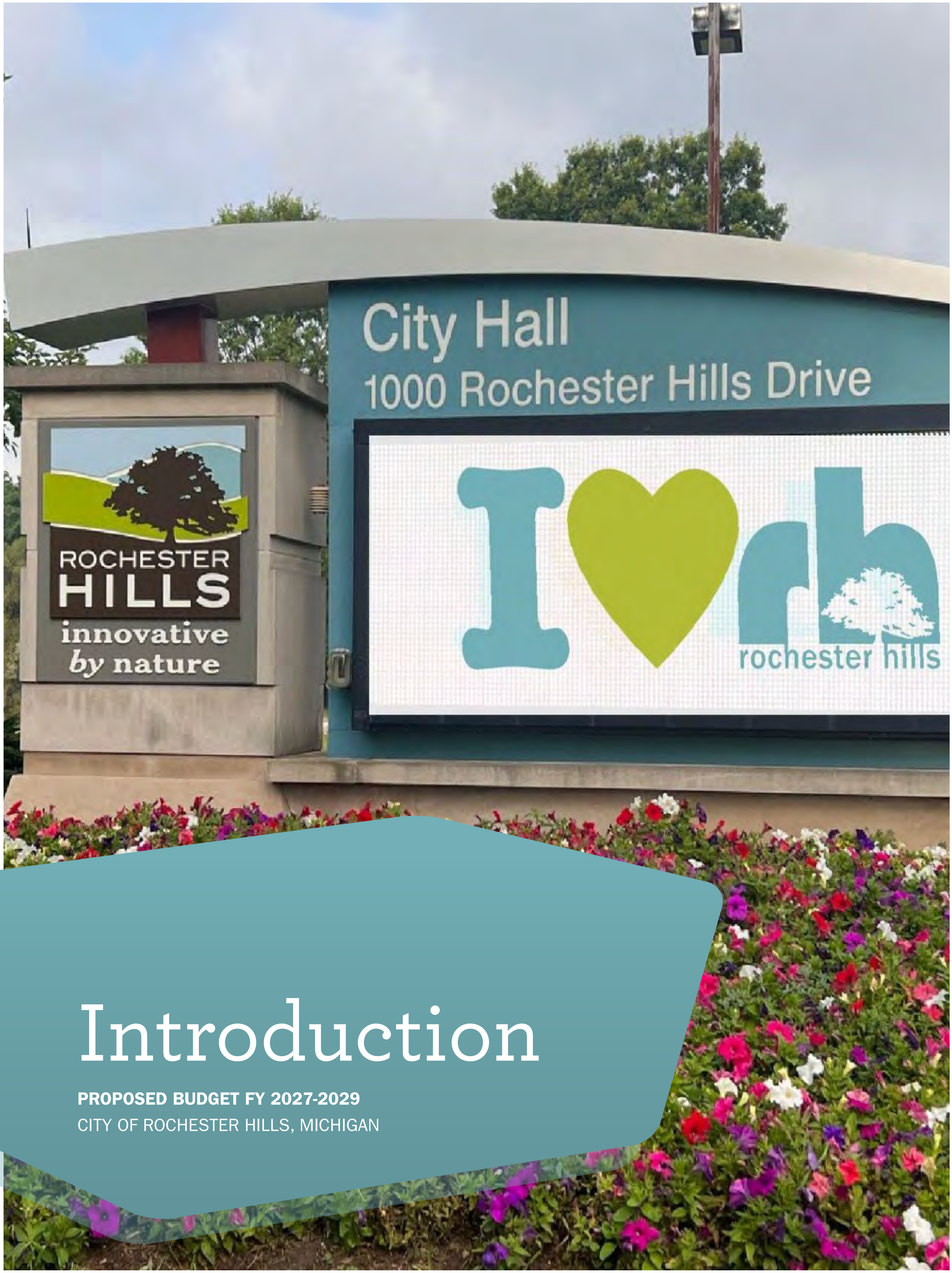
City of Rochester Hills, Michigan

Table of Contents

City of Rochester Hills, Michigan

SUPPLEMENTAL INFORMATION

The page Intentionally left blank



Introduction

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

Quick Reference Guide

The City of Rochester Hills FY 2027 Proposed Budget and FY 2028-29 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.

Quick Reference Guide

To answer:	Section:	Page(s):
EXPENDITURE INFORMATION:		
What is the City's Expenditure Summary	Budget Highlights	58
What are the City's Expenditure Trends	Budget Highlights	60
What major projects and improvements are planned for FY 2027	Budget Highlights	81-94
What are the uses of General Governmental Funding trends	Financial Trends	119
What are the General Governmental Expenditure per Capita trends	Financial Trends	120
What are the Debt per Capita trends	Financial Trends	125
What are the total City Debt Limits	Financial Trends	126
FUND BALANCE INFORMATION:		
What are the City's Fund Balance trends	Budget Highlights	61
What are the significant changes anticipated for fund balance levels in FY 2027	Budget Highlights	62-63
What is the Total Governmental Funds balance trends	Financial Trends	123
COMMUNITY PROFILE INFORMATION:		
What is the City's general profile	Budget Highlights	29-34
What is the current and estimated City population	Financial Trends	108

Other Useful Links:

City of Rochester Hills Website www.rochesterhills.org

City of Rochester Hills Financial Reports www.rochesterhills.org/reports

- *(Including Capital Improvement Plan, Annual Comprehensive Financial Report, Financial Summary, and Budget Documents)*

Oakland County Website www.oakgov.com

OPC Social and Activity Center https://opccenter.org

Rochester Avon Recreation Authority (RARA) www.rararecreation.org

Southeast Michigan Council of Governments (SEMCOG) www.semcog.org

State of Michigan www.michigan.gov

**Photos throughout this document are courtesy of the Rochester Hills Media Division unless otherwise specified.

Cover photo was provided courtesy of resident Jakki Zarbil.

Mayor’s Transmittal Letter

Mayor’s Transmittal Letter
2027 BUDGET MESSAGE

August 10, 2026

President Carlock, Vice President Mungioli, Council Members, and Residents of the City of Rochester Hills:

“Nothing but harmony, honesty, industry, and frugality are necessary to make us a great and happy people.”
*– **George Washington***

As our nation prepares to celebrate **America’s 250th Anniversary**, we are reminded that the American experiment was built on a bold idea: that through prudent self-governance, community stewardship, and a shared vision, a local city can truly thrive. Here in Rochester Hills, we take that tradition to heart every day. Being named the **Best Place to Live in Michigan** isn’t an accident of history—it is the result of applying those timeless American principles of fiscal discipline, innovation, and community investment.

This budget is the roadmap for everything we do, guided by Council’s top priorities and rooted in our conservative financial values. And as we mark 250 years of American independence, I am thrilled to report a historic milestone of our own: **for the first time in the City’s history, Rochester Hills is 100% completely debt-free!**

While the Founders had to declare independence from foreign rule, we’ve declared independence from municipal debt! Every park enhancement, road reconstruction, and public safety addition in this budget is paid for with what we collect, maintain, and save. With a **AAA bond rating**, top-tier fund balances, and ranking among the **lowest tax rates in Oakland County**, we continue to prove that local government can deliver world-class services while respecting every taxpayer dollar.

The Spirit of ‘76: Fiscal Responsibility

When George Washington spoke of *frugality and industry*, he might as well have been talking about our Finance team! While many Oakland County municipalities levy a 1.0% administrative fee on property tax bills, Rochester Hills stands firm at **0%**. That simple choice leaves **over $1.6 million** each year right where it belongs: in the pockets of our residents and small business owners.

Building a More Perfect Infrastructure

A great nation—and a great city—requires strong foundations. In FY 2027, we are deploying **$40.3 million in cash-funded capital projects** without borrowing a single dime:

- **Fixing Our Roads:** Investing **$6.0 million** directly into Local Street reconstruction to keep 86%+ of our neighborhood roads in good/fair standing.
- **Protecting Our Communities:** Funding **$15.5 million** in contracted police services and continuing to support our premier Fire Department personnel.
- **Expanding Our Parks:** Adding a dedicated Park Ranger to prepare for the grand opening of **Nowicki Park** in 2027—further cementing Rochester Hills as home to the finest park system in Michigan.

This balanced approach ensures that our community remains strong, safe, and vibrant for the next generation.

THE FY 2027 BUDGET

The City of Rochester Hills FY 2027 Budget proposes a total millage rate of 11.7753, which includes the City's voter approved Pathway Millage renewal and Fire Charter Millage increase. This millage rate ranks the City of Rochester Hills as the 3rd lowest millage rate of all cities in Oakland County with a population over 5,000 residents as reported by the Oakland County Department of Equalization's most recent Apportionment of Local Tax Rates report.

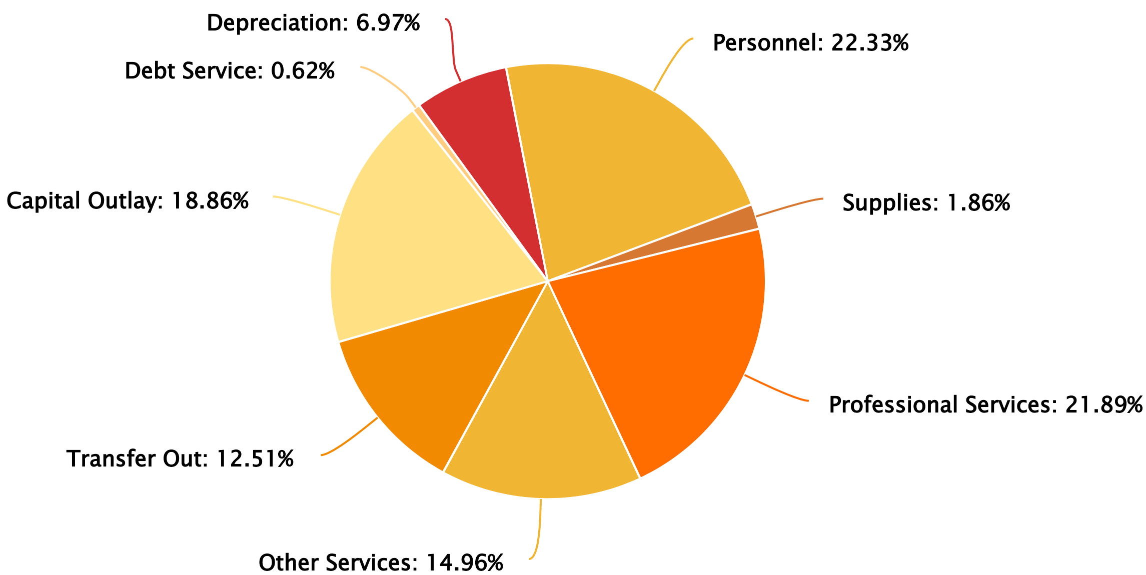
As in past years, the City is not levying an 1.0% administrative fee for the City's assessing and tax collection services (as many Oakland County cities currently do). This leaves over $1.6 million in the pockets of our residents and businesses each year.

Expenditures:

The FY 2027 Budget includes Citywide expenditures of $213,839,720, a decrease of (12.8%) from the current FY 2026 Adopted Budget. The FY 2027 Budget provides for:

- $47.8 million or 22% for personnel costs
- $50.8 million or 24% for professional services and supplies
  - Includes contracted police services of $15.5 million
- $40.3 million or 19% for capital projects and capital equipment
- $26.7 million or 13% for internal transfers-out to other City funds
- $32.1 million or 14% for commodity charges including water purchases and sewage treatment
- $14.8 million or 6% for asset depreciation
- $1.3 million or 1% for debt service related to the City's share of Oakland County Water Resources Commission Sanitary Sewer projects

2027 All Funds – Proposed Expenditure Summary

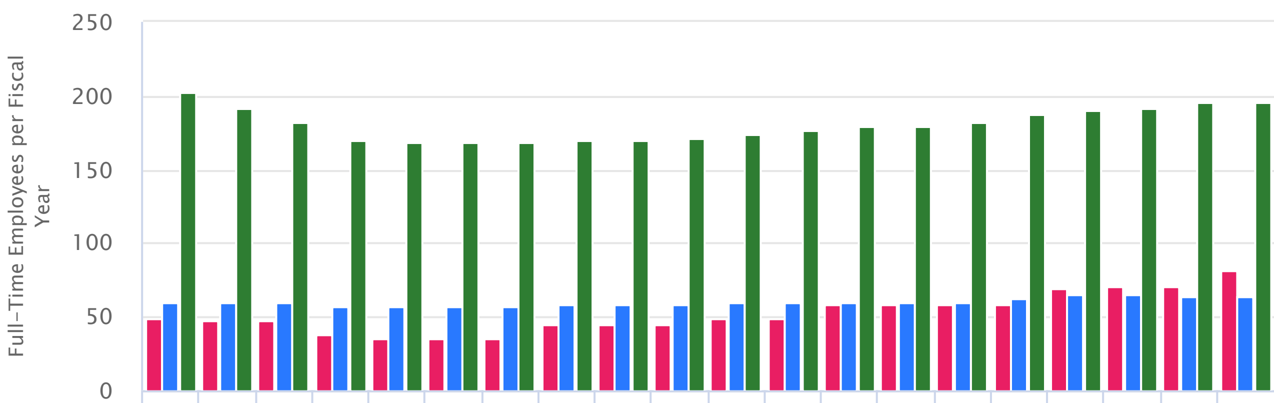


Personnel Services:

The City actively reviews staffing levels along with personnel salary & benefit costs to keep in-line with available ongoing funding levels while providing a competitive compensation plan. Through our multi-year budget, long-term revenue & expenditure forecasting, and continual re-examination of service delivery, we plan to maintain that course. The FY 2027 Budget proposes to add thirteen (13) Full-Time positions to the City staff:

- (1) Park Ranger / General Fund: Parks Department
  - New Position
  - Due to the development of Nowicki Park, a Park Ranger is necessary for the Parks' opening in 2027.
- (12) Firefighter/Paramedics / Fire Operating Fund
  - Voter approved Fire Charter Millage increase
  - Due to increased call volumes

Budgeted Full-Time Employees per Fiscal Year

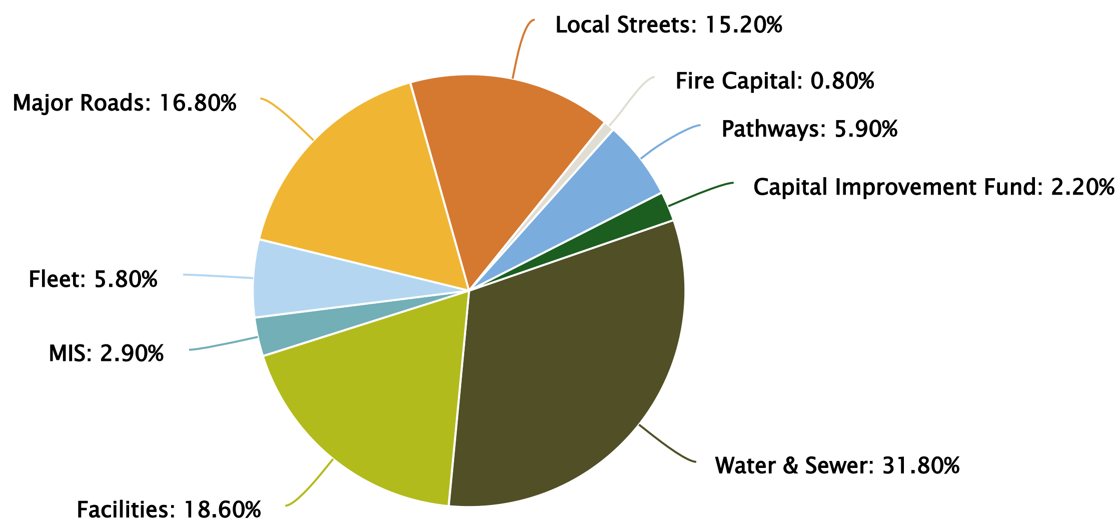


	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Fire Staff	49	48	47	38	36	36	36	45	45	45	49	49	59	59	59	59	69	70	70	82
OCSO Staff	60	60	60	57	57	57	57	58	58	58	60	60	60	60	60	63	65	65	64	64
All Other City Staff	202	191	182	170	168	169	169	170	170	171	174	176	179	180	182	187	190	191	195	196

Capital Projects:

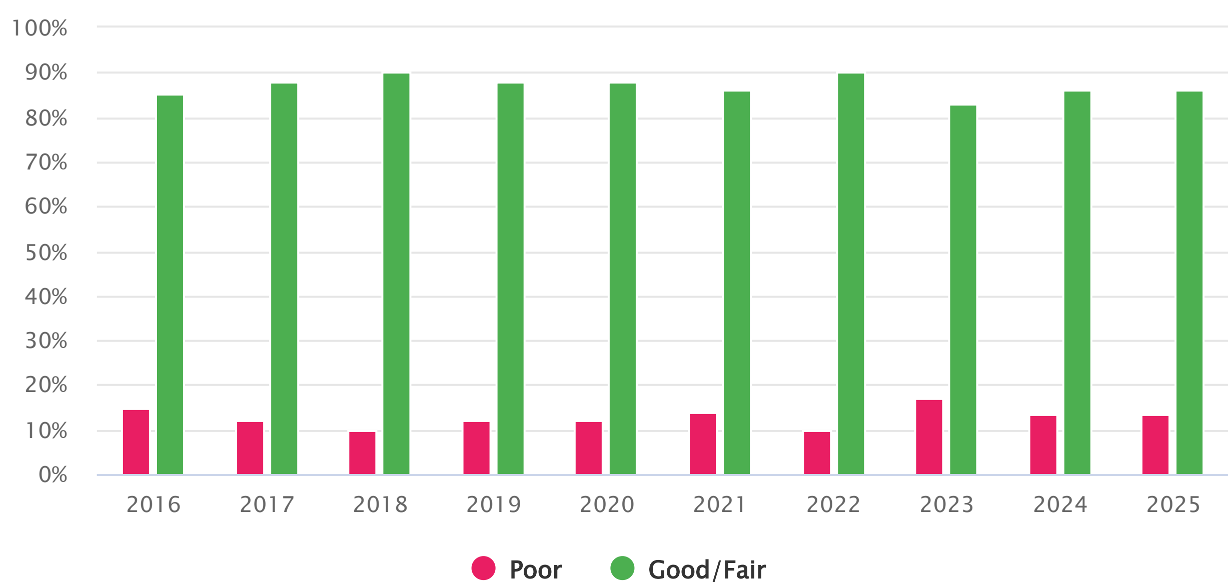
The City Council's Strategic Goal to provide reliable, safe, and effective infrastructure throughout the City is in effort to maintain property values, our quality of life, and uninterrupted services to Rochester Hills' residents and businesses. The $40.3 million of capital projects are all to be funded through City revenues and reserves in FY 2027, with no need to issue debt to finance the improvements.

2027 All Funds – Proposed Capital Budget Summary



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 echoed by the City Council. The FY 2027 Budget includes $6.0 million of Local Street reconstruction funding as part of our continuing effort to improve and address our community's top concern.

Local Street Condition Rating 2016-2025



The condition of the City of Rochester Hills Local Streets has continued to remain in good order over the past ten (10) years. In 2025, 86% of the City's Local Streets were rated as in Good/Fair condition.

Citywide capital projects for FY 2027 include:

Water & Sewer improvements of $12.7 million or 32% of the Citywide capital budget:

- SS-02B Sanitary Sewer Rehabilitation Program
- SS-19 Spencer Park: Sanitary Sewer Lead Replacement
- SS-21 Rochester Road: Sanitary Sewer Rehabilitation
- WS-07B Booster Station #1: Replacement
- WS-12E PRV #20 Replacement
- WS-46A RC-02 Improvements
- WS-46B RC-01 Improvements
- WS-68 DPS Garage: Fuel Island Replacement
- WS-69 Rochester Road: Water Main Replacement [Hamlin – Avon]

Facility improvements of $7.4 million or 19% of the citywide capital budget:

- FA-01O City Hall: Carpet & Flooring Replacement
- FA-01R CityHall: Architectural Improvements
- FA-01S CityHall: Electrical Gear Replacement
- FA-07C Citywide: HVAC Replacement Program

o City Hall

o Museum Farmhouse

- FA-07E Parks: Vehicle Counter Replacement
- FA-07F Citywide: Exterior Door Replacement Program
- FA-11 ADA Compliance Implementation
- PK-09 Trail Access & Condition Improvement Program
- PK-13C Innovation Hills: Drainage Improvements
- PK-17A Parks: Playground Replacement Program

o Bloomer Park

- PK-21 Beekeeper Property: Concept Plan
- PK-24 Veteran's Memorial Pointe: Restoration & Improvements
- Cemetery: Columbarium

Major Road improvements of $6.7 million or 17% of the citywide capital budget:

- MR-41B Rochester Road: Reconstruction [M-59 – Avon]

- MR-41C Rochester Road: Reconstruction [Avon – Clinton River / Paint Creek – Tienken]·
- PW-12B Rochester Road: Pathway Improvements @ M-59

Local Street improvements of $6.1 million or 15% of the citywide capital budget:

- LS-01 Local Street System: Rehabilitation Program

Fleet replacements of $2.3 million or 6% or the citywide capital budget:·

- IS-05A Citywide Fleet Replacement Schedule
  - 14 x City Vehicle Replacements
  - 25 x City Equipment Replacements

Pathway System improvements of $2.3 million or 6% of the citywide capital budget:·

- PW-01 Pathway Rehabilitation Program·
- PW-03B Hamlin Road @ Hamlin Elementary: HAWK Signal Installation
- PW-03C Hamlin Road @ Clinton River Trail: HAWK Signal Installation·
- PW-08F Tienken Road @ Medinah Street: Mid-Block Crossing
- PW-08G Tienken Road @ Falcon Drive: Mid-Block Crossing
- PW-31G John R: HAWK Signal Installation
  - Spencer Park
  - Holy Family School
  - Borden Park

Technology improvements of $1.1 million or 3% of the citywide capital budget:·

- IS-06B Enterprise Asset Management Software System Replacement
- IS-10B Computer Network and Security Upgrade Schedule

Capital replacements of $1.0 million or 3% of the citywide capital budget:·

- IS-18 Election Equipment Replacement Schedule

Fire Capital Equipment replacements of $0.3 million or 1% of the citywide capital budget:

- IS-04G Heart Monitor Replacement
- IS-04G Automatic Chest Compression Replacement

<u>Revenues:</u>

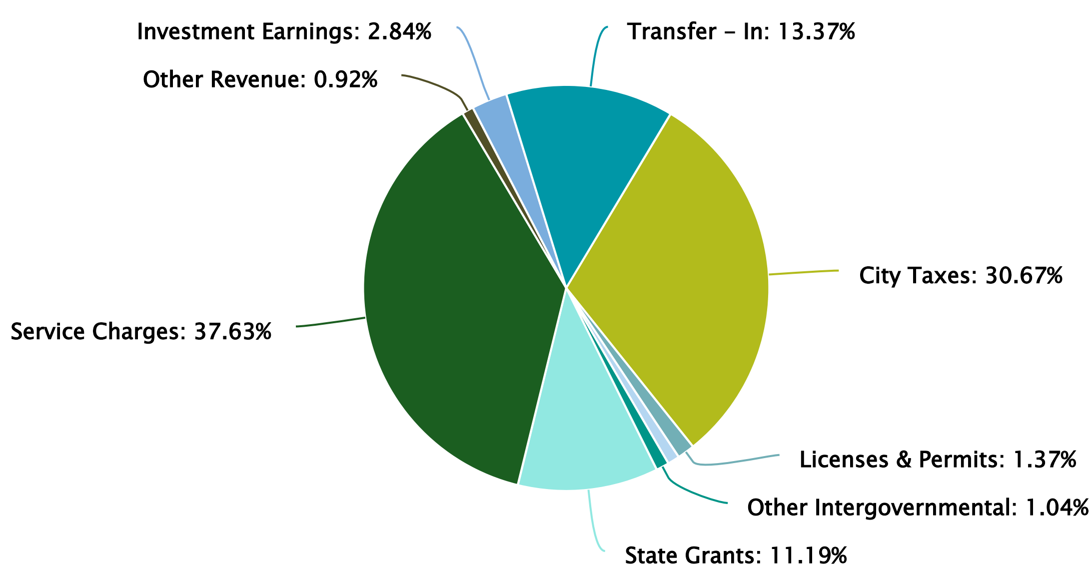
In keeping with past successful budget practices, and due to the variety of national and international economic uncertainty currently present, the FY 2027-2029 Budget has taken a conservative approach to forecasting revenues. As revenues drive the services which we can deliver, we continue to take a very conservative approach to revenue forecasting in order to ensure that the services we are proposing are within our reasonable revenue projections. This conservative approach to managing our resources has served the City extremely well; as it was one of the reasons our external auditor, Rehmann, LLC, rates our community's financial position so strongly.

To fund the FY 2027 service levels and related expenditures, the FY 2027 Budget conservatively anticipates citywide revenues of $181,800,990.

The following list highlights our most significant revenue sources:

- $70.9 million or 39% from service charges, licenses & permits
- $55.8 million or 31% from taxes
- $24.3 million or 13% represent transfers-in from other funds
- $24.0 million or 13% from State, Federal, and other sources
- $6.8 million or 4% from Investment Earnings, Fines, and Other Revenue

2027 All Funds – Proposed Revenue Summary



Improving residential, commercial, and industrial property values have increased the City's Real Property Taxable Value to $5.1 billion for FY 2027, a +4.2% increase.

Due to legislative changes made by the State of Michigan as part of the State's 2026-27 Budget approved in October of 2025, the State will eliminate the 6.0% State sales tax on gasoline sales and replaced the sales tax figure with an offsetting increase in the Act 51 Gasoline Tax. The net impact of this legislative change is conservatively anticipated as a reduction in State Shared Revenue of (9.3%) in FY 2026, followed by an increase of +1.0% in FY 2027 and beyond based upon estimates from the State of Michigan Department of Treasury Revenue Estimating Conference.

Act 51 Gasoline Tax revenue is conservatively anticipated to increase by +7.7% in FY 2026, followed by an increase of +11.0% in FY 2027. Act 51 Gasoline Tax revenue is conservatively anticipated to increase by +1.0% in FY 2028 and beyond.

It is anticipated to use $32.0 million from City fund balances, primarily to fund $40.3 million in capital projects. As there is more funding proposed for capital projects than is proposed to be drawn from fund balance to fund those capital projects, this demonstrates that the City of Rochester Hills once again proposes a budget with a structural surplus where on-going revenues exceed on-going expenditures by +$8.3 million [or $40.3 million in capital - $32.0 million from fund balance to fund those projects].

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

Conclusion:

"America is another name for opportunity."– ***Ralph Waldo Emerson***

For me and my family, Rochester Hills has always represented the ultimate opportunity—the opportunity to raise children in safe neighborhoods, walk along scenic trails, enjoy pristine parks, and serve alongside neighbors who care deeply about our collective future.

There's no secret magic to our success. It's built on good old-fashioned American teamwork: conservative financial forecasting, strategic long-term planning, and a community heart that pushes us to innovate.

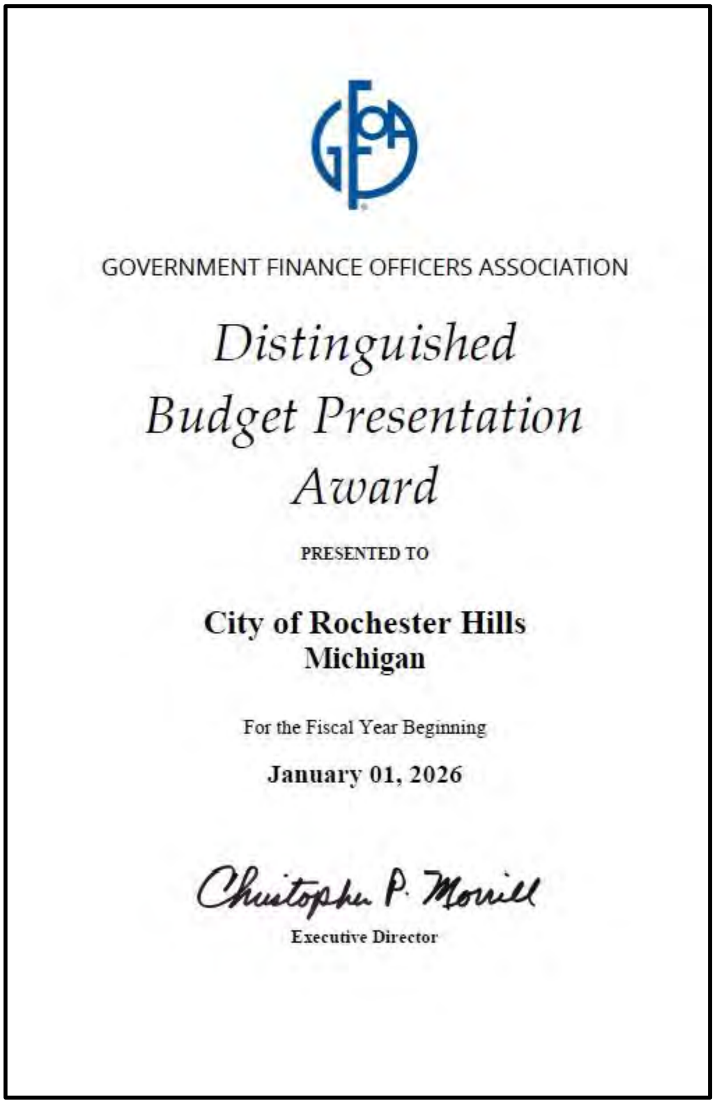
To our City Council, city employees, and residents: thank you for your partnership, your trust, and your dedication to keeping Rochester Hills the preeminent place to live, work, and raise a family. As we ring in America 250, let's keep flying the flag high for fiscal responsibility and civic excellence!

With patriotic pride (and zero debt service obligations!),

Bryan K. Barnett, Mayor

City of Rochester Hills

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Rochester Hills Michigan

For the Fiscal Year Beginning

January 01, 2026

Christopher P. Morrill

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 beginning January 1, 2026.

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

This award is valid for a period of one year only. We believe that this FY 2027 Budget continues to conform to and exceed program requirements. The City will be submitting this Budget to the GFOA to determine its eligibility for another award.

Vision Statement

The Community of Choice
for Families and Business

ROCHESTER HILLS
MICHIGAN
innovative *by* nature

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

Jason Carlock
City Council President
District #3

Theresa Mungioli
City Council Vice President
At-Large

Diana Mannino
City Council Member
District #1

Marvie Neubauer
City Council Member
At-Large

David Blair
City Council Member
District #2

Mark Skelcy
City Council Member
At-Large

Bradley Limberg
City Council Member
District #4

City Council FY 2027 Goals and Objectives

The Strategic Planning and Policy Review Technical Review Committee, consisting of three (3) City Council Members, Mr. Blair, Ms. Mannino, and Ms. Mungioli, met on May 11, 2026, to review and update the City Council Goals and Objectives for FY 2027.

The suggested revisions from the Committee were taken to City Council on June 8, 2026, for adoption and inclusion in the FY 2027-2029 Budget. For more information on the Strategic Budgeting Policy, see page 42-43.

Goal #1: Public Safety

Protect the residents, businesses, and visitors of Rochester Hills by providing high quality public safety.

City Council Objectives:	
Objective:	Continue to examine current levels of Police and Fire service for effectiveness and efficiency.
Objective:	Continue to monitor fire and police's funding structure to ensure long-term viability.
Objective:	Maintain a comprehensive notification system, including social media, to alert residents and businesses of emergency situations and other information.
Objective:	Continue to annually review and update the Emergency Operating Plan by staff and City Council.

Goal #2: 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:	
Objective:	Continue to conservatively forecast revenues, expenses, and critical factors through a seven-year forecast and a three-year budget plan.
Objective:	Monitor the efficiency and effectiveness of the City's internal financial controls to provide proper safeguarding of the City's assets.
Objective:	Ensure City tax rates recover adequate revenue for the continuous delivery of City services and fulfillment of long-term strategic planning goals.
Objective:	Monitor fiscal policies of partner organizations for financial impact to the City - including but not limited to Oakland County and tri-party organizations that receive local tax funding.
Objective:	Establish consistent procurement evaluation standards, utilize benchmark pricing against market conditions, and promote transparency and accountability in the City's supplier selection process.

Goal #3: Infrastructure Management

Provide reliable, safe, and effective infrastructure (roadways, utilities, buildings, etc.) throughout the City.

City Council Objectives:	
Objective:	Review the condition of existing City infrastructure (parks and City-owned assets) to ensure they are safe and aesthetically pleasing, to optimize administrative efficiency and to preserve City-owned assets.
Objective:	Continue to maintain clean, reliable water service and sanitary sewer service throughout the City, and continue education on responsbile water usage.
Objective:	Continue cross connection education and enforcement program.

City Council FY 2027 Goals and Objectives

Goal #4: Effective Governance

Provide clear policy direction to Administration for the execution of City programs and services to ensure the efficient use of taxpayer funds.

City Council Objectives:	
Objective:	Continue to implement City Council approved departmental Strategic Plans.
Objective:	Safeguard the City's well-being by actively identifying and responding to federal, state, and county legislative directives that could diminish community services, resources, economic vitality, or quality of life.
Objective:	Encourage administration to identify grants and/or opportunities to share project costs with other agencies.
Objective:	Ensure the safety and security of our Management Information Systems, and promote the responsible use of emerging technologies to enhance City services while protecting resident and business privacy, security, and public trust.
Objective:	Explore opportunities for new public/private partnerships, collaborative efforts with other municipalities, and possibilities for consolidation of City services.
Objective:	Continue to implement code enforcement/blight ordinance effectively to preserve existing neighborhoods.

Goal #5: Recreation / Parks / Natural Resources

Preserve the City of Rochester Hills' natural resources, and historical/recreational character.

City Council Objectives:	
Objective:	Continue to aquire, create, improve, and maintain City parks and green space.
Objective:	Ensure the Green Space and Cemetery Perpetual Care Trusts remain capable of sustaining long-term stewardship.
Objective:	Continue to promote and support the City's recreational and partner programs.
Objective:	Support the execution of the EGLE Grant and support additional environmental clean-up to provide a safe and clean environment for our residents and businesses.

Goal #6: Community / Neighborhoods / Cultural

Enhance quality of life by supporting cultrual, artistic, and educational opportunities by engaging neighborhoods and residents of all ages.

City Council Objectives:	
Objective:	Maintain and improve relationships with homeowner associations/neighborhoods to further neighborhood stability to make the community a better place to live.
Objective:	Continue to evaluate and make recommendation(s) to reduce the advese impact of wildlife populations in the City, and educate HOA leadership, residents, and businesses.
Objective:	Develop and implement a process to engage a wider variety of residents and businesses in City strategic planning, boards, and committees.

Goal #7: Economic / Tax base

Retain investment, maintain the tax and employment base, support redevelopment, and uphold high property values in the City.

City Council Objectives:	
Objective:	Continue to attract and retain businesses such as, R&D, high-tech, and small businesses to promote a robust business community in the City of Rochester Hills.
Objective:	Continue to enforce policies and ordinances for maintenance of existing residential and commercial buildings, and ensure those ordinances are uniformly implemented.

Goal #8: City Workforce

Attract and retain qualified, responsive, productive, and innovative workforce.

City Council Objectives:	
Objective:	Continue to offer competitive compensation and benefit programs.
Objective:	Encourage and support training, use of emerging technology, and continuing education to retain and maximize talent.
Objective:	Use social media and other targeted outlets to attract best prospects.
Objective:	Work with educational institutions and local businesses to develop a pipeline of talented workers through proactive partnerships and internship programs.
Objective:	Provide fair and equitable hiring and promotion process within the City's workforce culture.

Goal #9: Community Trust & Participation

Promote effective communication between City Council, administration, residents, and businesses, so City decisions reflect the community's desires and expectations.

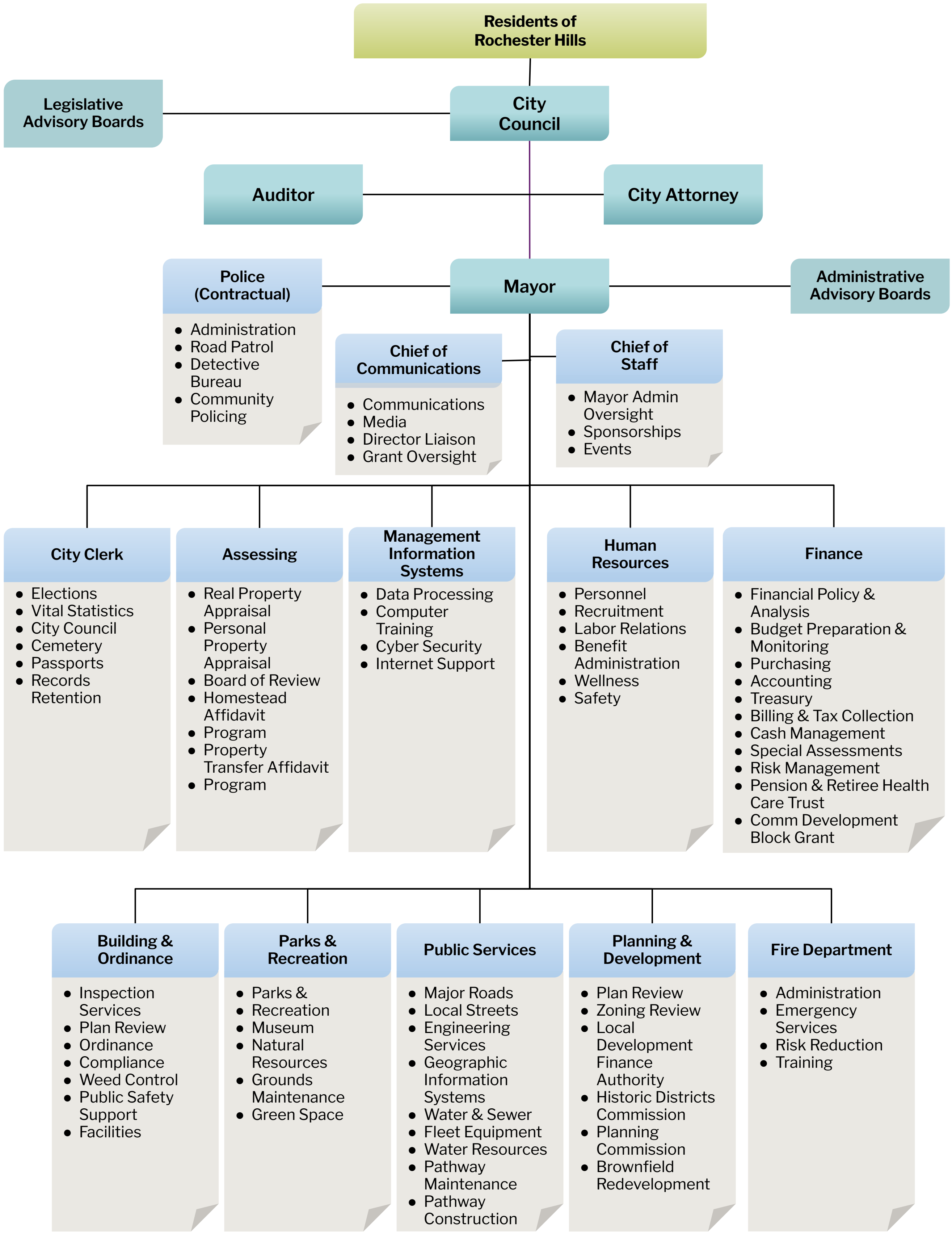
City Council Objectives:	
Objective:	Utilize technology to further enhance interaction with residents and stakeholders.
Objective:	Maintain and improve openness, transparency, and communication of all City business, and continue the policy of bi-annual public input via a community survey.
Objective:	Improve notification to ensure neighboring property owners are advised of any and all nearby developments.
Objective:	Involve youth in leadership growth and in the development of City's future by encouraging their participation on the Rochester Hills Government Youth Council.

Budget Highlights

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

Functional Citywide Organizational Chart



City of Rochester Hills Administration

Bryan K. Barnett	**Mayor**
Tracey Balint	**Public Services Director**
Kenneth Elwert	**Parks & Natural Resources Director**
Todd Gary	**Fire Chief / Emergency Services Director**
Brooke Insana	**Human Resources Director**
Rochelle Lyon	**Management Information Systems Director**
Sara Roediger	**Planning & Economic Development Director**
Leanne Scott	**City Clerk**
Joseph Snyder	**Chief Financial Officer**
Laurie Taylor	**Assessing Director**
Michael Viazanko	**Building/Ordinance/Facilities Director**
Captain Paul Workman	**Command Officer: Oakland County Sheriff's Office (OCSO) Rochester Hills Contingent**

Community Profile

The City of Rochester Hills, comprising 32.2 square miles, is situated in the east central portion of Oakland County with a population of approximately 78,000. The populace is well-educated, interested in community and civic affairs, and are proud of their homes and the municipality in which they live.

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.

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.

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 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.

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 1978, giving it additional powers and protections. On May 22, 1984, the electorate of Avon Charter Township voted to become an 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.


Meadowbrook Hall

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.

Community Profile

There are over 1,100 acres of parkland featuring various active and passive recreational opportunities. Recreational facilities, such as tennis, golf, cross country skiing, swimming, jogging, bicycling, boating or fishing, are within easy reach at municipally supported parks. The 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.


Paddlepalooza on the Clinton River

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

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:	Strong Mayor and City Council:	Email:	Contact Number:
Bryan K. Barnett	Mayor	mayorsoffice@rochesterhills.org	(248) 656-4664
Jason Carlock	City Council President / District 3	carlockj@rochesterhills.org	(248) 318-2074
Theresa Mungioli	City Council Vice President / At-large	mungiolit@rochesterhills.org	(248) 804-4894
Mark Skelcy	City Council Member / At-large	skelcym@rochesterhills.org	(248) 394-7899
Marvie Neubauer	City Council Member / At-large	neubauerm@rochesterhills.org	(248) 318-6382
Diana Mannino	City Council Member / District 1	manninod@rochesterhills.org	(248) 309-1190
David J. Blair	City Council Member / District 2	blaird@rochesterhills.org	(248) 841-2647 *
Bradley Limberg	City Council Member / District 4	limbergb@rochesterhills.org	(248) 309-2861

* = voice-mail number

Colleges/Universities:

Rochester Christian University
Oakland University


Rochester Christian University

Public Education (K-12):

Avondale School District
Rochester Community School District

Private/Parochial Schools:

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

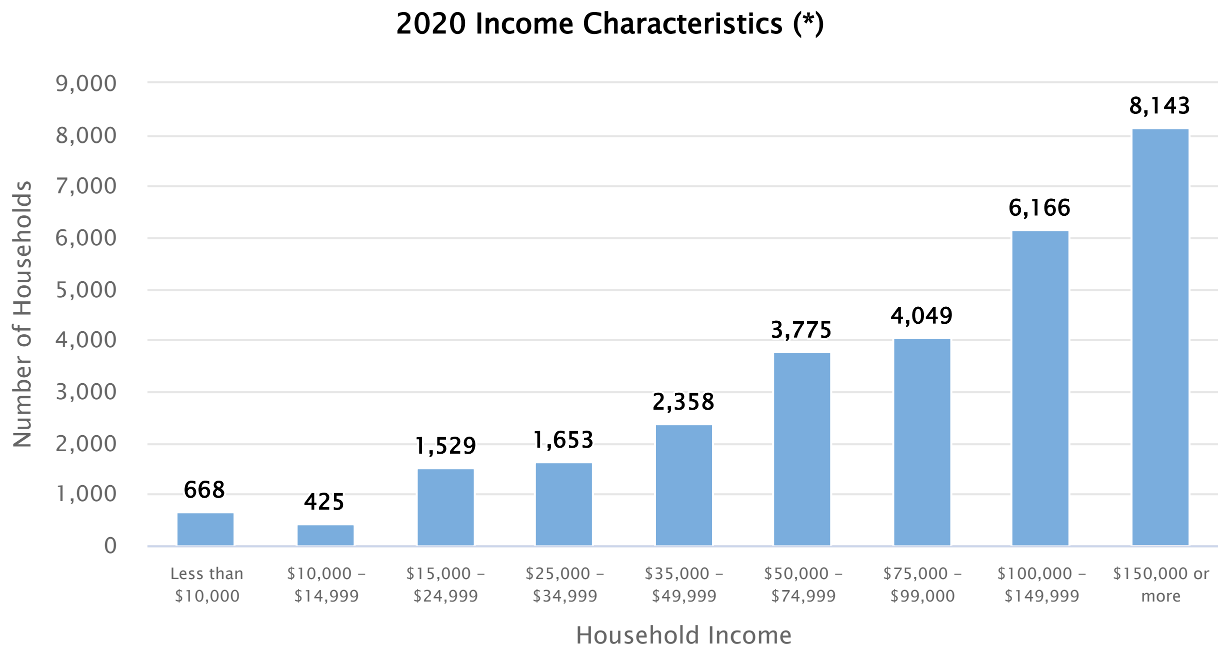
Medical Facilities:

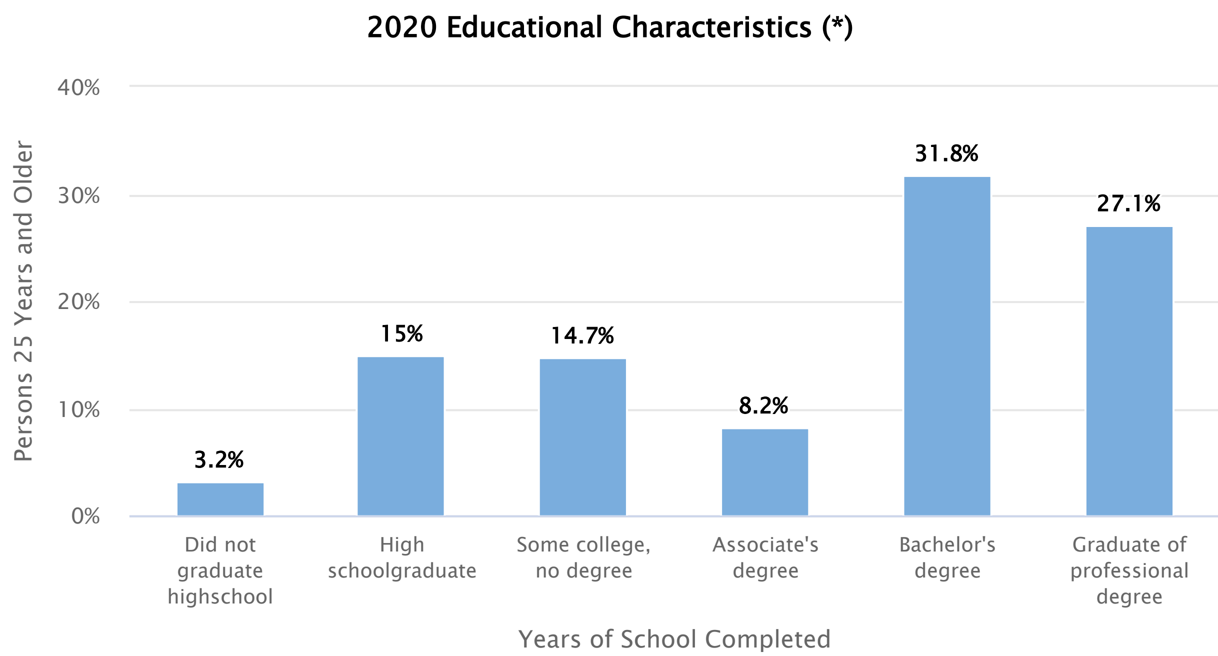
William Beaumont
Henry Ford Health Rochester Hospital
St. John Hospital Cancer Center
St. Joseph Mercy

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

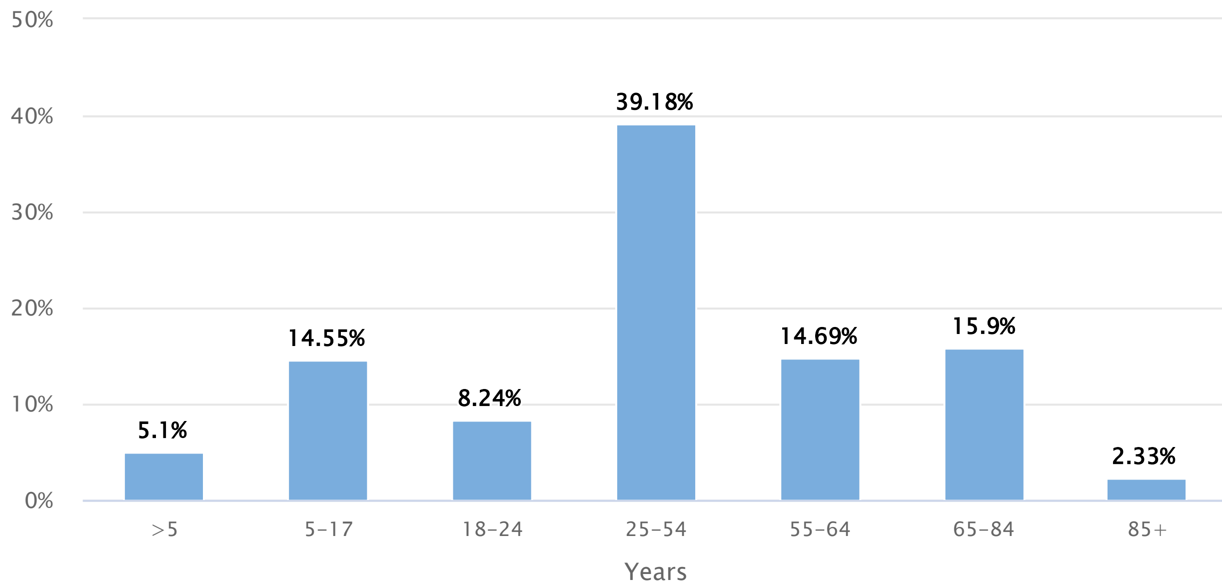
Community Profile

Demographic Profile:		
Total City Population	76,300	*Data provided by 2020 U.S. Census*
Average Housing Sale Price	$500,367	*Data provided by Assessing Department (March 2026)*
City Unemployment Rate	2.90%	*Data provided by US Dept. of Labor, Bureau of Labor Statistics (April 2026)*

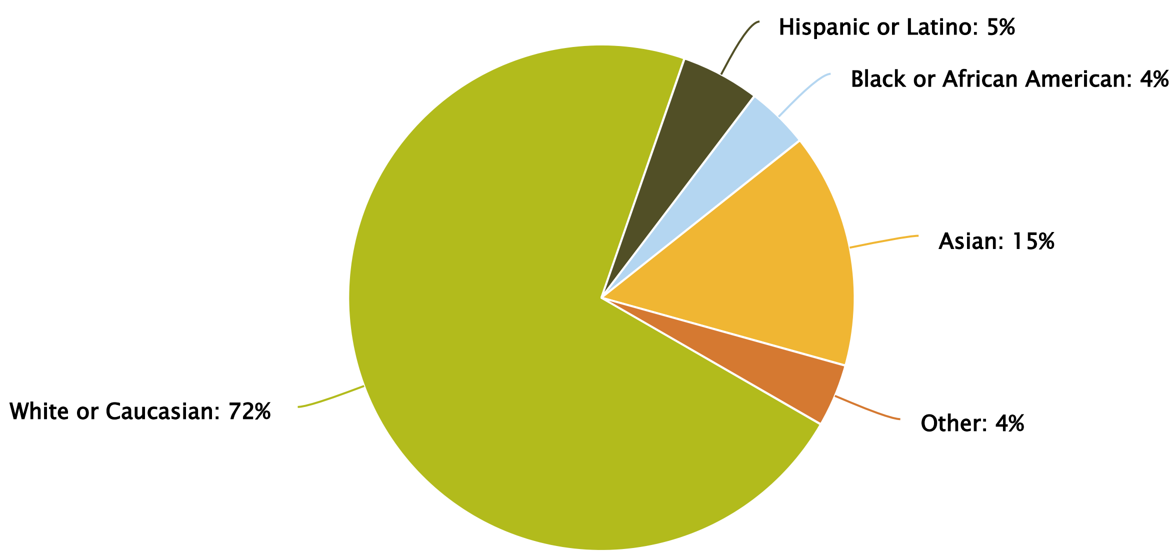




2020 Age Characteristics (*)



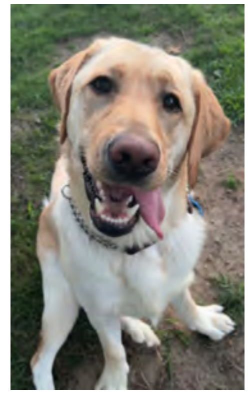
Persons 25 Years and Older



* Data provided by 2020 U.S. Census

Community Profile

Diversity of Tax Base:	# of Units
Single-family homes and Condominiums	24,962 homes/units
Low-income / Senior Citizen (16 buildings)	2,108 units
Rental apartments (19 complexes)	5,470 units
Mobile home parks (2 complexes)	1,392 sites
Shopping centers	47 centers
Hotel / Motel (5 buildings)	553 rooms
Office Space	109 buildings
Commercial	373 buildings
Light Industrial	390 buildings



Hillz, 1st Dog of RH

Major Employers (2025): Name of Employer	# of Employees	% of Total	Major Taxpayers (2025): Name of Taxpayer	2024 Taxable Value	% of Total
Oakland University	2,349	6.22%	Detroit Edision	$40,206,190	0.85%
Rochester Community Schools	1,900	5.03%	Singh Properties	32,817,380	0.69%
Henry Ford Rochester Hospital	1,900	5.03%	Vorh Assoc LLC	31,166,300	0.66%
FANUC America Corp	878	2.32%	New Plan (Hampton Village Center)	23,755,570	0.50%
A. Raymond Group	462	1.22%	Consumers Power	22,966,440	0.48%
Molex	396	1.05%	Ramco/Winchester Ctr LLC	16,555,010	0.35%
City of Rochester HIlls	286	0.76%	Stuart Frankel	16,100,160	0.34%
Kostal Kontakt	181	0.48%	Good Will Co Inc (Meijer)	15,263,090	0.32%
3 Dimensional Services	175	0.46%	Associate Estates Realty	14,207,870	0.30%
Prefix Corporation	138	0.37%	1185 River Oaks North LLC (Solomon Properties)	13,698,020	0.29%

Industrial Parks:	Area:	Type:
Avon Industrial Park	32 acres	Light Industrial
Avon Industrial Subdivision	26 acres	Light & Heavy Industrial
Avon Tech Park	50 acres	Light Industrial
Commerce Park	26 acres	Light Industrial
Industro-Plex, East	30 acres	Light Industrial
Hamlin Corporate Hill	5 acres	Light Industrial
Hamlin Industrial Park	5 acres	Light Industrial
Northfield Industrial Park	61 acres	Light Industrial
Rochester Hills Corporate Center	63 acres	Light Industrial
Rochester Hills Executive Park	104 acres	Light Industrial
Rochester Hills Industrial Park	42 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	61 acres	Light Industrial
University Technology Park	12 acres	Office-Research-Technology

Outdoor Adventure Camp

Reader's Guide

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 2027 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 2024-25 Actual Audited information, the current 2026 Amended Budget, the 2027 Proposed Budget, as well as 2028-29 Projected Budgets in accordance with 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.

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 2026 Amended and FY 2027 Proposed Budget.

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.


Art on Auburn II

Communicating with Our Constituents:

As outlined in the City Charter, the FY 2027 Proposed Budget and 2028-29 Projected Budget is available for public review at the Office of the City Clerk. In the interest of public 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, and on the City's website at rochesterhills.org.

Public input is invited throughout the year. A public Budget Work Session was scheduled on August 17th, as well as a Public Hearing on September 14th, to allow the public multiple opportunities to comment on the Budget document. To keep up to date on the City's finances all year, follow the City's Financial Engagement page at https://rochesterhillsmi.financial-engage.com/home to see the latest financial data and provide feedback.

For additional information concerning the budget document, please call the City of Rochester Hills Fiscal Office (248) 841-2534.

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 (3) 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.

The Budget Process

June-July:


Festival of the Hills Fireworks
Photo by Katilynn Moss Photography

- Mayor and Fiscal Division meet with each department to review their budget requests for the upcoming fiscal year
- 2nd Quarter Budget Amendment
- Fiscal Division presents the 7 year financial forecast to City Council
- 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, 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.

2025 State of the City
Photo by Katilynn Moss Photography

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


RH Youth Council's Cultural Fair

Significant Initiatives Proposed as part of the FY 2027-2029 Budget Process:

- Staffing Changes:
  - 1 x Park Ranger for Nowicki Park
  - 12 x Firefighter/Paramedics
- $12.7 million in Water & Sanitary Sewer system improvements
- $6.1 million in Local Street system improvements
- $6.7 million in Major Road system improvements
- $7.4 million in Facilities capital improvements
- $0.3 million in Fire Capital replacements
- $2.3 million in Pathway improvements
- $1.2 million in Information Technology improvements
- $2.3 million in Fleet Capital replacements

Long-Term Issues / Concerns:

As part of the FY 2027-29 Budget development process, financial objectives continue to focus on long term strategic funding solutions for the City.

Two big topics continue to be inflation. Inflation rates have caused significant increases in the Proposed FY 2027 and Projected FY 2028-29 budgets. Cost increases of supplies, materials (especially any metals), fuel, and construction projects can be seen across City funds.

Another topic on the radar is the future of Act 51 or gasoline tax. As more electric vehicles appear on the roads, the traditional formula for Act 51, which taxes gas for road repairs, will need to be reworked at the State level to ensure local governments still receive the needed funding that Act 51 currently provides. The City will continue to monitor and work with its state and regional partners on this issue.

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:

- Establishing the proper level and/or types of services to match current revenue streams.
- Investigating options to provide for the most efficient and cost-effective delivery of service to our residents and customers.
- Formulating a long term funding plan and revenue options for the maintenance of the City's Storm Water Management System.
- Managing healthcare costs due to uncertainties regarding healthcare reform legislation.

Budget & Capital Improvement Plan Schedule

January 20	CIP Project Group receives CIP schedule and instructions.
January 26	Mayor or City Council representative (at City Council meeting) announces request for public submission of any eligible project. Project Application form will be available online for public
February 27	Deadline to submit new CIP projects/re-evaluations
March 23	Fiscal prepares and presents 1st Quarter 2026 Budget Amendments to City Council
March 18	Joint Meeting with CIP Project & CIP Policy groups (Q & A opportunity for CIP Policy group)
April 6	CIP Project ratings due from Policy Group
April 21	Planning Commission Workshop and public hearing to review 2027-2032 CIP Draft and provide opportunity for public input
April 21	Planning Commission approval of 2027-2032 CIP
May 12	Official Budget Kickoff
July 13	Fiscal Office prepares and presents 7-Year Financial Forecast (as required by City Charter)
July 13	Fiscal prepares and presents 2nd Quarter 2026 Budget Amendments to City Council
August 10	Presentation of Mayor's Proposed 2027-29 Budget to City Council Official filing of 2027-29 Proposed Budget in Clerk's Office for Public Examination (copies available at Library, Resource Center, and City website)
August 17	City Council Public Workshop on Proposed 2027-29 Budget
September 14	City Council Public Hearing on FY 2027 Millage Rates and Proposed 2027-29 Budget
September 28	Potential City Council approval of Proposed 2027-29 Budget
October 26	Fiscal prepares and presents 3rd Quarter 2026 Budget Amendments to City Council
October 31	Budget must be adopted by City Council
December 14	Fiscal prepares and presents 4th Quarter 2026 Budget Amendments to City Council

Fiscal Policies

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. The policies included are developed from the direction of the State Statutes of Michigan, City Charter, City Council, Planning Commission and/or City Administration. The Finance Department and Mayor's Office are responsible for making sure these policies are carried out.

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 2027 Proposed Budget and 2028-29 Projected Budgets presented herein are balanced.

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 amendments 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 the 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 the 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)
- Governmental Fund Balance Policy
- 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 Financial Report (ACFR). 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.

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 ACFR 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 127-138) recognizing that the decisions made for FY 2027 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), which establishes the City's Planning Commission. It is the City of Rochester 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 covers a six year period of proposed capital projects.

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. City staff and residents can submit capital projects when the City opens the call for new projects in February. A CIP Policy Group, made up of two (2) Planning Commission Representatives, one (1) City Council Representative, and five (5) City Directors, review and rate the submitted projects and recommend projects to the Planning Commission for approval. Approval of the CIP by the Planning Commission does not mean that 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:

1. 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.
2. 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.
3. The City's bond counsel shall review all documents related to the issuance of securities by the City.
4. 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 currently has no governmental debt. 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.

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 recommended for approval by the Water Service Advisory Council to 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.

In 2017, 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 Investment Policy Certificate of Excellence Award for the City's Adopted Investment Policy.

The City's investment policy 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 an Investment Officer 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.

Fund Balance / Reserves Policy:

The City of Rochester Hills City Council adopted an updated Governmental Fund Balance policy on June 24, 2024 to serve as a benchmark or frame of reference regarding decisions related to the use of Governmental Fund balances.

The City of Rochester Hills believes a Governmental Fund Balance Policy is essential to:

- Plan for contingencies from temporary revenue shortfalls or extreme weather events
- Maintain good credit standing with rating agencies
- Avoid unnecessary interest expenses by funding capital projects from reserves
- Generate investment income
- Ensure cash flow availability throughout the year
- Create a transparent and shared understanding of fund balance reserves between City Council, City Administration, and City stakeholders

This policy establishes the desired funding levels under normal operating conditions that the City of Rochester Hills will strive to maintain in various governmental fund balance reserves, the specific conditions under which the reserves may be used, and how the reserves may be funded. This policy shall serve as a benchmark, or frame of reference, against which current and future decisions related to the use of governmental fund balance reserves can be made.

1. Governmental Fund Balance Reserve Levels:

Governmental Fund Balance Reserve Levels as a percentage of annual operating expenditures for the following funds shall be targeted at:

- General Fund 25-35%
- Local Street Fund 20-25% *
- Fire Operating Fund 20-25%
- Special Police Fund 20-25%
- Pathway Maintenance Fund 20-25%
- Green Space Operating Fund 20-25%

* = *Target Range as a percentage of total expenditures, including capital outlay*

Governmental Fund Balance Reserve Levels as a percentage of annual operating expenditures for the following funds shall maintained at minimum:

- Major Road Fund 25%
- Tree Fund 25%
- Water Resources Fund 25%

Certain other governmental funds with special purposes (RARA Millage, OPC Millage, Debt Service Funds, Capital Project Funds, Permanent Funds, etc.) are not included and are exempted from this policy due to the unique nature of their individual functions.

The use of governmental fund balance reserve balances **above** the target or minimum levels as stated in (1) above will be allowed as directed by City Council. Under normal operating conditions, General Fund balance reserve levels **above** the target level as stated in (1) shall be transferred-out to the Capital Improvement Fund (CIF) to provide a funding source for future citywide capital improvements.

As part of both the annual Budget Presentation and the 4th Quarter Budget Amendment processes, the Chief Financial Officer shall prepare reports documenting the status of the governmental fund balance reserves with regard to this policy.

2. Governmental Fund Balance Reserve Usage:

The use of governmental fund balance reserves to fund on-going recurring operational activities is to be avoided under normal operating conditions. If at any time the utilization of governmental fund balance reserves is necessary to maintain or improve the quality or level of current services, an explanation of the circumstances along with a strategy to replenish the governmental fund balance reserves in the future must be presented and authorized by City Council.

Use of governmental fund balance reserves may be considered for City Council authorization if any of the following reasons exist:

- Capital Improvement projects
- Opportunity to leverage City funds as a matching funds with external funding sources including grants or donations for potential projects
- Opportunity to advance construct projects prior to the availability of external funding sources
- Opportunity to reduce future operational expenditures
- Loss of a significant budgeted item(s)
- Economic downturn
- Local disaster
- Monetary judgment against the City
- Unfunded mandates
- Temporary gap in funding

Usage of Capital Improvement Fund (CIF) fund balance reserves is limited to no more than 50% of the available fund balance reserves in the CIF in one particular year. City Council is authorized to permit the usage of over 50% of CIF fund balance reserves in one particular year pending City Administration presenting an explanation of the circumstances.

3. Governmental Fund Balance Reserve Restoration:

Should a governmental fund balance reserve level fall below the prescribed target or minimum levels stated in (1) above, City Administration shall present a Fund Balance Reserve Financial Recovery Plan before City Council within 90 days including a prudent financial plan to restore the governmental fund's reserve balance to the prescribed target or minimum level, stated in (1) above, within three (3) budget years of its occurrence. The restoration of governmental fund balance reserves will generally come from excess revenues over expenditures or from one-time revenue sources.

4. Governmental Fund Balance Reserve Review:

This Governmental Fund Balance Reserve Policy should be reviewed by City Administration and reaffirmed by the City Council Strategic Planning and Policy Technical Review Committee on an annual basis prior to the budget development cycle.

Fund Balance Definitions:

Fund Balance:

- The accumulated difference between (a) fund assets and deferred outflows of resources and (b) fund liabilities and deferred inflows of resources in a governmental fund.

Fund Balance Reserves:

- Includes components of fund balance which are considered available and spendable
    - The four (4) combined fund balance components of Restricted, Committed, Assigned, and Unassigned are considered as Fund Balance Reserves.

Fund Balance Components (per GASB Statement No. 54):

- **Non-Spendable:**
  - Includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
    - Not in spendable form includes items that are not expected to be converted to cash, for example, inventories and prepaid items.
- **Restricted:**
  - Includes amounts when constraints are placed on the use of resources by either:
    - Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments
    - Imposed by law through constitutional provisions or enabling legislation
- **Committed:**
  - Includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council
    - Committed amounts cannot be used for any other purpose unless the government removes or changes the specific use by taking the same type of action it employed to commit those amounts
- **Assigned:**
  - Includes amounts that are constrained by City Council intent to be used for specific purposes, but are neither restricted nor committed. Intent should be expressed by the City Council to assign amounts that are to be used for specific purposes.
- **Unassigned:**
  - Includes residual General Fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund.
    - The General Fund should be the only fund that reports an unassigned fund balance amount

Capital Assets Policies:

The City's definition of a capital expenditure is "any major construction, acquisition, or renovation activity, with a cost of $10,000 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 life on a straight-line basis. The estimated useful lives for selected City assets are listed below:

Description	Useful Life
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

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.
- 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.

Grand Total Budget Comparison FY 2026 to FY 2027

Grand Total Budget Comparison FY 2026 to FY 2027

Fund #		2026 Amended	2027 Proposed	Difference	Percent Change
	GENERAL FUND				
101	General Fund	$ 28,057,730	$ 28,992,440	$ 934,710	3.33%
	TOTAL GENERAL FUND	**$ 28,057,730**	**$ 28,992,440**	**$ 934,710**	**3.33%**
	SPECIAL REVENUE FUND				
202	Major Roads Fund	$ 8,050,720	$ 10,005,870	$ 1,955,150	24.29%
203	Local Roads Fund	13,535,410	12,025,310	(1,510,100)	-11.16%
206	Fire Operating Fund	16,878,860	19,225,250	2,346,390	13.90%
207	Police Fund	14,272,560	16,028,830	1,756,270	12.31%
214	Pathway Maintenance Fund	818,450	556,620	(261,830)	-31.99%
232	Tree Fund	205,000	225,000	20,000	9.76%
244	Water Resource Fund	1,766,750	1,171,180	(595,570)	-33.71%
286	EGLE Grant	225,000	225,000	-	0.00%
299	Green Space & Natural Features	326,040	327,740	1,700	0.52%
	TOTAL SPECIAL REVENUE FUNDS	**$ 56,078,790**	**$ 59,790,800**	**$ 3,712,010**	**6.62%**
	CAPITAL IMPROVEMENT FUND				
402	Fire Capital Fund	$ 5,955,190	$ 589,720	$ (5,365,470)	-90.10%
403	Pathway Construction Fund	2,281,340	2,344,960	63,620	2.79%
420	Capital Improvement Fund	123,000	905,000	782,000	635.77%
	TOTAL CAPITAL IMPROVEMENT FUNDS	**$ 8,359,530**	**$ 3,839,680**	**$ (4,519,850)**	**-54.07%**
	ENTERPRISE FUND				
592	Water & Sewer Operating Fund	$ 35,770,630	$ 37,841,460	$ 2,070,830	5.79%
593	Water & Sewer Capital Fund	21,184,370	19,010,160	(2,174,210)	-10.26%
595	Water & Sewer Debt Fund	1,256,320	1,321,420	65,100	5.18%
596	Solid Waste Management Fund	708,270	724,970	16,700	2.36%
	TOTAL ENTERPRISE FUNDS	**$ 58,919,590**	**$ 58,898,010**	**$ (21,580)**	**-0.04%**
	INTERNAL SERVICE FUND				
631	Facilities Fund	$ 37,880,510	$ 20,273,690	$ (17,606,820)	-46.48%
636	Management Information Systems	6,188,500	5,928,490	(260,010)	-4.20%
661	Fleet Equipment Fund	6,875,510	6,910,250	34,740	0.51%
677	Insurance Fund	530,000	540,000	10,000	1.89%
	TOTAL INTERNAL SERVICE FUNDS	**$ 51,474,520**	**$ 33,652,430**	**$ (17,822,090)**	**-34.62%**
	TRUST AND AGENCY FUND				
736	Retiree Health Trust Fund	$ 237,170	$ 234,360	$ (2,810)	-1.18%
752	Cemetery Trust Fund	6,000	7,920	1,920	32.00%
761	Green Space PC Trust	16,000	14,780	(1,220)	-7.63%
	TOTAL TRUST & AGENCY FUNDS	**$ 259,170**	**$ 257,060**	**$ (2,110)**	**-0.81%**
	COMPONENT UNIT FUND				
844	Brownfield Redev. Auth.-Legacy	$ 919,050	$ 1,072,280	$ 153,230	16.67%
845	Brownfield Redevelopment Authority - Avon @ Rochester	$ 34,850	$ 42,070	$ 7,220	20.72%
848	Local Development Finance Auth	$ 514,420	$ 517,300	$ 2,880	0.56%
870	RH Museum Foundation	$ 100	$ 100	$ -	0.00%
	TOTAL COMPONENT UNIT FUNDS	**$ 1,468,420**	**$ 1,631,750**	**$ 163,330**	**11.12%**
	GRAND TOTAL	**$ 204,617,750**	**$ 187,062,170**	**$ (17,555,580)**	**-8.58%**

Note: Summary excludes all Interfund Transfers

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

Photo by FF/P Joel Rinkevich

Rochester Hills FY 2027 Proposed Budget Fund Structure

GRAND TOTAL CITY	% of Total
213,839,720	100%

GENERAL FUND 37,178,970 — % of Total 17.4%

Mayor's Departments	$ 3,224,800
Building / Ordinance	$ 5,031,200
Planning	$ 1,400,790
Clerks	$ 1,655,910
Human Resources	$ 1,542,110
Parks / Natural Resources	$ 5,902,340
Assessing / Treasury	$ 2,383,080
Other Services	$ 7,852,210
Transfer-Out	$ 8,186,530

SPECIAL REVENUE 65,746,590 — % of Total 31%

Major Road	$ 12,155,870
Fire Department	$ 19,288,240
RARA Millage	$ 907,160
Local Street	$ 12,025,310
Special Police	$ 16,028,830
Tree Fund	$ 225,000
Pathway Maint.	$ 953,050
EGLE	$ 275,000
OPC Millage	$ 1,560,750
Water Resources	$ 1,171,180
Parks Millage	$ 828,460
Green Space	$ 327,740

DEBT SERVICE 0 — % of Total 0.00%

Drain Debt	$ -

CAPITAL FUNDS 9,601,180 — % of Total 4%

Fire Capital	$ 804,720
Pathway Construction	$ 2,344,960
Capital Improvement	$ 6,451,500

ENTERPRISE FUNDS 65,486,240 — % of Total 31%

W&S Operating	$ 44,429,690
W&S Capital	$ 19,010,160
W&S Debt	$ 1,321,420
Solid Waste	$ 724,970

INTERNAL SERVICE 33,652,430 — % of Total 16%

Facilities	$ 20,273,690
MIS	$ 5,928,490
Fleet	$ 6,910,250
Insurance	$ 540,000

COMPONENT UNITS 1,665,900 — % of Total 1%

BRA - Revolving	$ -
BRA - Legacy	$ 1,105,130
LDFA	$ 517,300
Museum Foundation	$ 100
BRA Rochester @ Avon	$ 43,370

TRUST FUNDS 508,410 — % of Total 0%

Retiree Health Trust	$ 234,360
Stoney Creek Trust	$ 7,920
Green Space Trust	$ 266,130

Legend
- Major Fund
- Non-Major Fund

Relationship between City Departments and City Funds

Relationship between City Departments and City Funds

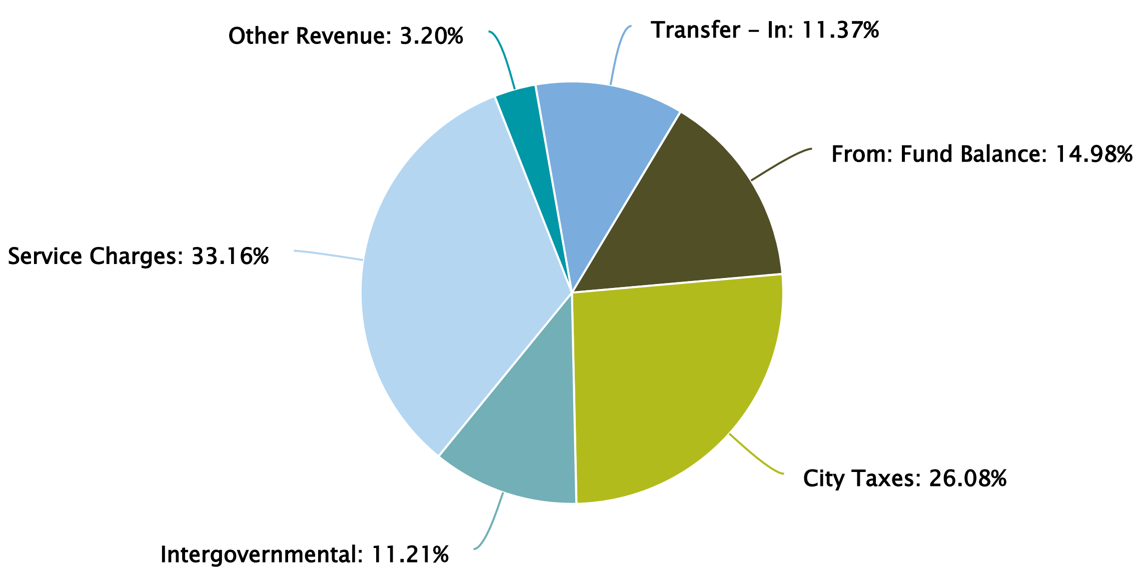
	GOVERNMENTAL				PROPRIETARY		
City Department	General Fund	Special Revenue	Debt	Capital Improvement	Water & Sewer	Solid Waste	Internal Service
City Council	✔						
Mayor's Office	✔					✔	
Finance	✔		✔	✔			
Assessing	✔						
Building/Ordinance	✔						
Facilities							✔
Public Services		✔		✔	✔		✔
MIS							✔
Parks & Natural Resources	✔	✔					
Planning & Development	✔						
Clerks/Elections/Cemetery	✔						
Fire		✔		✔			
Oakland County Sheriffs		✔					
Human Resources	✔						

2027 All Funds: Proposed 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	$ 14,253,880	$ 40,255,360	$ -	$ -	$ -	$ -	$ -	$ 1,254,010	$ 55,763,250
Licenses & Permits	2,428,220	54,500	-	-	14,800	-	-	-	2,497,520
Federal Grants	170,000	100,000	-	1,475,560	-	-	-	-	1,745,560
State Grants	8,000,000	12,349,500	-	-	-	-	-	-	20,349,500
Other Intergovernmental	-	823,230	-	-	-	-	-	1,059,870	1,883,100
Service Charges	7,658,140	4,149,960	-	-	43,760,310	12,660,410	182,720	-	68,411,540
Investment Earnings	424,430	1,413,690	-	637,160	1,143,020	771,000	672,630	109,560	5,171,490
Other Revenue	193,500	513,230	-	16,200	703,000	243,460	-	-	1,669,390
Transfer - In	50,000	3,969,100	-	6,770,600	7,888,230	5,597,560	-	34,150	24,309,640
(To) / From: Fund Balance	4,000,800	2,118,020	-	701,660	11,976,880	14,380,000	(346,940)	(791,690)	32,038,730
TOTAL REVENUES	**$ 37,178,970**	**$ 65,746,590**	**$ -**	**$ 9,601,180**	**$ 65,486,240**	**$ 33,652,430**	**$ 508,410**	**$ 1,665,900**	**$ 213,839,720**

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.

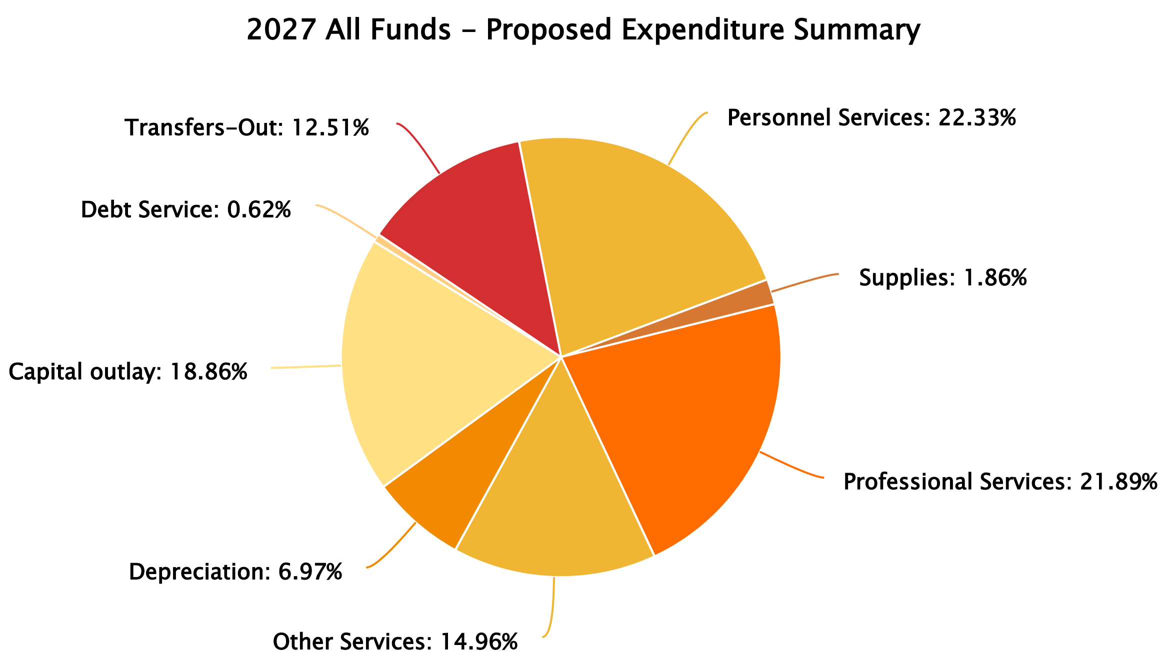
2027 All Funds – Proposed Revenue Summary



2027 All Funds: Proposed Expenditure Summary

EXPENDITURES	General Fund	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Internal Service Funds	Trust Funds	Component Unit Funds	GRAND TOTAL
Personnel	$ 18,927,780	$ 18,883,220	$ -	$ -	$ 5,825,530	$ 3,736,780	$ 220,860	$ 160,300	$ 47,754,470
Supplies	553,600	1,309,500	-	265,720	1,116,970	719,750	-	5,000	3,970,540
Professional Services	9,052,650	25,785,560	-	-	5,823,780	5,745,410	36,200	360,100	46,803,700
Other Services	458,410	703,800	-	-	25,800,150	3,928,540	-	1,106,350	31,997,250
Transfer Out	8,186,530	5,955,790	-	5,761,500	6,588,230	-	251,350	34,150	26,777,550
Capital Outlay	-	13,108,720	-	3,573,960	12,728,450	10,909,220	-	-	40,320,350
Debt Service	-	-	-	-	1,321,420	-	-	-	1,321,420
Depreciation	-	-	-	-	6,281,710	8,612,730	-	-	14,894,440
TOTAL EXPENDITURES	**$ 37,178,970**	**$ 65,746,590**	**$ -**	**$ 9,601,180**	**$ 65,486,240**	**$ 33,652,430**	**$ 508,410**	**$ 1,665,900**	**$ 213,839,720**

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.



All Funds: Actual/Adopted/Projected Revenue Summary

	ACTUAL / AMENDED / ADOPTED / PROJECTED REVENUES						
	REVENUES	Actual 2024	Audited 2025	Amended 2026	Proposed 2027	Projected 2028	Projected 2029
101	General Fund	$ 32,942,143	$ 33,987,068	$ 32,285,970	$ 33,178,170	$ 33,799,950	$ 34,226,830
202	Major Roads Fund	9,215,155	8,854,507	9,651,260	10,029,510	10,065,310	10,741,370
203	Local Roads Fund	12,187,230	10,561,305	11,547,960	11,248,200	11,499,440	12,293,460
206	Fire Operating Fund	15,868,193	16,458,556	16,891,740	19,927,910	20,390,110	20,808,020
207	Police Fund	11,901,797	13,041,393	15,682,610	16,345,950	16,805,370	17,241,320
208	Park Facilities Fund	754,882	805,506	807,440	828,460	850,640	871,340
213	R.A.R.A. Millage Fund	814,638	862,149	883,800	907,160	931,450	954,140
214	Pathway Maintenance Fund	808,537	861,863	1,082,470	891,660	913,290	934,990
232	Tree Fund	156,081	103,453	86,810	83,860	79,630	75,270
244	Water Resource Fund	763,766	1,614,210	962,870	1,178,530	983,270	795,780
265	OPC Millage Fund	1,408,567	1,483,063	1,520,270	1,560,750	1,602,530	1,641,550
286	EGLE Grant	879,073	2,126,449	275,000	275,000	275,000	275,000
299	Green Space & Natural Features	107,542	314,495	326,390	351,580	329,880	331,160
331	Drain Debt Fund	148,488	132,236	-	-	-	-
402	Fire Capital Fund	4,051,715	968,821	1,241,180	378,030	988,530	481,010
403	Pathway Construction Fund	871,159	773,751	595,460	1,909,080	666,940	468,120
420	Capital Improvement Fund	16,187,068	9,824,820	7,422,530	6,612,410	2,250,600	1,989,320
592	Water & Sewer Operating Fund	37,488,224	40,824,746	42,513,370	43,816,660	45,979,770	48,224,290
593	Water & Sewer Capital Fund	8,052,671	7,971,323	8,095,000	7,646,310	6,922,500	7,717,970
595	Water & Sewer Debt Fund	1,159,729	1,195,109	1,256,320	1,321,420	1,807,860	1,831,230
596	Solid Waste Management Fund	838,495	704,793	735,870	724,970	742,170	759,890
631	Facilities Fund	27,044,945	13,295,584	28,041,110	10,017,160	12,526,220	7,908,850
636	Management Information Systems	2,411,972	2,844,941	3,962,810	4,258,480	3,702,270	3,735,810
661	Fleet Equipment Fund	3,764,292	4,102,808	4,390,160	4,456,790	4,569,580	4,268,610
677	Insurance Fund	528,046	442,595	762,650	540,000	550,260	560,270
736	Retiree Health Trust Fund	241,608	295,768	100,660	105,120	98,650	92,200
752	Cemetery Trust Fund	510,565	718,552	330,390	380,720	399,360	418,900
761	Green Space PC Trust	583,460	983,691	326,880	369,510	374,670	376,180
243	Brownfield Revolving	20,925	28,547	29,500	34,580	35,700	36,730
844	Brownfield Redev. Auth.-Legacy	621,760	838,799	947,170	1,105,130	1,135,560	1,163,940
845	Brownfield Redevelopment Authority - Avon @ Rochester	12,238	32,889	35,930	43,370	44,580	45,690
848	Local Development Finance Auth	1,250,120	1,328,042	1,311,250	1,274,410	1,314,290	1,347,310
870	RH Museum Foundation	2,771	895	100	100	100	100
	TOTAL REVENUES	**$ 193,597,855**	**$ 178,382,727**	**$ 194,102,930**	**$ 181,800,990**	**$ 182,635,480**	**$ 182,616,650**

Note: Fund Totals provided include Interfund Charges and Interfund Transfers

All Funds: Actual/Adopted/Projected Expenditure Summary

All Funds: Actual/Adopted/Projected Expenditure Summary

ACTUAL / AMENDED / ADOPTED / PROJECTED EXPENDITURES

	EXPENDITURES	Actual 2024	Audited 2025	Amended 2026	Proposed 2027	Projected 2028	Projected 2029
101	General Fund	$ 40,282,788	$ 33,704,926	$ 36,826,380	$ 37,178,970	$ 33,526,100	$ 34,006,880
202	Major Roads Fund	9,556,947	8,097,812	9,608,970	12,155,870	13,057,260	12,347,550
203	Local Roads Fund	10,406,111	9,645,558	13,535,410	12,025,310	12,229,290	12,976,510
206	Fire Operating Fund	16,582,968	15,208,507	17,459,710	19,288,240	20,252,890	20,664,320
207	Police Fund	11,649,287	12,617,141	14,272,560	16,028,830	16,390,080	17,272,430
208	Park Facilities Fund	732,412	804,323	825,550	828,460	850,640	497,200
213	R.A.R.A. Millage Fund	814,638	862,150	883,800	907,160	931,450	954,140
214	Pathway Maintenance Fund	736,450	909,807	1,026,780	953,050	920,540	932,230
232	Tree Fund	157,220	183,324	205,000	225,000	225,000	225,000
244	Water Resource Fund	823,808	894,299	1,766,750	1,171,180	983,270	795,780
265	OPC Millage Fund	1,408,567	1,483,063	1,520,270	1,560,750	1,602,530	1,641,550
286	EGLE Grant	453,573	2,529,032	275,000	275,000	275,000	275,000
299	Green Space & Natural Features	222,716	292,406	326,040	327,740	329,450	330,820
331	Drain Debt Fund	227,658	229,967	-	-	-	-
402	Fire Capital Fund	5,123,674	1,559,561	6,755,190	804,720	6,229,070	806,270
403	Pathway Construction Fund	660,976	369,688	2,281,340	2,344,960	650,000	450,000
420	Capital Improvement Fund	14,628,185	7,455,917	18,090,530	6,451,500	4,749,280	1,873,020
592	Water & Sewer Operating Fund	36,855,597	39,092,020	42,196,070	44,429,690	47,694,140	50,015,630
593	Water & Sewer Capital Fund	12,450,295	14,263,264	21,184,370	19,010,160	17,080,790	16,115,410
595	Water & Sewer Debt Fund	1,166,414	1,223,585	1,256,320	1,321,420	1,807,860	1,831,230
596	Solid Waste Management Fund	557,210	469,412	735,870	724,970	742,170	759,890
631	Facilities Fund	21,929,482	23,475,092	37,880,510	20,273,690	22,136,600	15,327,440
636	Management Information Systems	2,242,016	3,009,881	6,188,500	5,928,490	5,906,260	5,486,910
661	Fleet Equipment Fund	4,148,568	5,474,791	6,875,510	6,910,250	8,541,270	6,198,930
677	Insurance Fund	484,917	407,199	530,000	540,000	567,000	595,000
736	Retiree Health Trust Fund	207,930	208,434	237,170	234,360	227,680	227,230
752	Cemetery Trust Fund	4,972	437,141	6,000	7,920	8,670	9,450
761	Green Space PC Trust	110,319	211,063	242,070	266,130	344,540	345,880
844	Brownfield Redev. Auth.-Legacy	613,501	826,773	947,170	1,105,130	1,135,560	1,163,940
845	Brownfield Redevelopment Authority - Avon @ Rochester	12,178	30,356	35,930	43,370	44,580	45,690
848	Local Development Finance Auth	3,125,458	208,980	1,155,800	517,300	746,400	1,750,980
870	RH Museum Foundation	20	20	100	100	100	100
	TOTAL EXPENDITURES	**$ 198,376,855**	**$ 186,185,492**	**$ 245,130,670**	**$ 213,839,720**	**$ 220,185,470**	**$ 205,922,410**

Note: Fund Totals provided include Interfund Charges and Interfund Transfers

All Funds: Actual/Adopted/Projected Fund Balance Summary

	ACTUAL / AMENDED / ADOPTED/ PROJECTED GOVERNMENTAL FUND BALANCES						
	FUND BALANCE	**Actual 2024**	**Audited 2025**	**Amended 2026**	**Proposed 2027**	**Projected 2028**	**Projected 2029**
101	General Fund	$ 18,405,933	$ 18,688,075	$ 14,147,665	$ 10,146,865	$ 10,420,715	$ 10,640,665
202	Major Roads Fund	11,124,581	11,881,276	11,923,566	9,797,206	6,805,256	5,199,076
203	Local Roads Fund	8,003,591	8,919,338	6,931,888	6,154,778	5,424,928	4,741,878
206	Fire Operating Fund	3,484,551	4,734,600	4,166,630	4,806,300	4,943,520	5,087,220
207	Police Fund	4,381,791	4,806,043	6,216,093	6,533,213	6,948,503	6,917,393
208	Park Facilities Fund	40,598	41,781	23,671	23,671	23,671	397,811
213	R.A.R.A. Millage Fund	1	-	-	-	-	-
214	Pathway Maintenance Fund	192,796	144,852	200,542	139,152	131,902	134,662
232	Tree Fund	1,326,836	1,246,965	1,128,775	987,635	842,265	692,535
244	Water Resource Fund	326,623	1,046,534	242,654	250,004	250,004	250,004
286	EGLE Grant	502,733	100,150	100,150	100,150	100,150	100,150
299	Green Space & Natural Features	35,657	57,746	58,096	81,936	82,366	82,706
331	Drain Debt Fund	97,731	-	-	-	-	-
402	Fire Capital Fund	16,066,097	15,475,357	9,961,347	9,534,657	4,294,117	3,968,857
403	Pathway Construction Fund	2,518,051	2,922,114	1,236,234	800,354	817,294	835,414
420	Capital Improvement Fund	18,340,114	20,709,017	10,041,017	10,201,927	7,703,247	7,819,547
	TOTAL GOVT FUND BALANCES	**$ 84,847,684**	**$ 90,773,848**	**$ 66,378,328**	**$ 59,557,848**	**$ 48,787,938**	**$ 46,867,918**

All Funds: Actual/Adopted/Projected Fund Balance Summary

Significant Changes to Fund Balance Summary

Significant Fund Balance Changes for FY 2027:

General Fund [101] is planned to decrease by ($4,000,440) in FY 2027 to gradually reduce the General Fund Balance level to 35% of annual operating expenditures by FY 2027 per the City's adopted Governmental Fund Balance Policy

Funding in excess of 35% of annual operating expenditures in General Fund Balance shall be transferred-out to the Capital Improvement Fund [420]

Major Road Fund [202] is planned to decrease by ($2,126,360) in FY 2027 due to funding the City's share of $6,733,720 of proposed major road construction projects including:

Rochester Road (M-150) Rehabilitation [M-59 to Tienken]

Rochester Road Pathway @ M-59

Pathway Rehabilitation Program [MR Portion]

Local Street Fund [203] is planned to decrease by ($777,110) in FY 2027 to maintain the Local Street Fund Balance level at 25% of annual expenditures per the City's adopted Governmental Fund Balance Policy

Fire Operating Fund [206] is planned to increase by +$639,670 in FY 2027 to maintain the Fire Operating Fund Balance level at 25% of annual operating expenditures per the City's adopted Governmental Fund Balance Policy due to the voter approved Fire Charter Millage increase and the addition of (12) Firefighter/Paramedics

Police Fund [207] is planned to increase by +$317,120 in FY 2027 to set the Police millage at a consistent level anticipated to be able to set Police Fund Balance level at 25% of annual operating expenditures per the City's adopted Governmental Fund Balance Policy in 2030

Pathway Maintenance Fund [214] is planned to decrease by ($61,390) in FY 2027 to maintain the Pathway Maintenance Fund Balance level at 25% of annual expenditures per the City's adopted Governmental Fund Balance Policy

Tree Fund [232] is planned to decrease by ($141,140) in FY 2027 due to funding the City's share of projects including:

City Tree Planting Program

Community Canopy

HOA Commons Areas

Green Space & Natural Features Fund [299] is planned to increase by +$23,840 in FY 2027 to maintain the Green Space Fund Balance level at 25% of annual expenditures per the City's adopted Governmental Fund Balance Policy

Fire Capital Fund [402] is planned to decrease by ($309,680) in FY 2027 due to funding the City's share of $324,000 of proposed Fire Capital projects including:

Heart Monitor Scheduled Replacements

Hazmat / Tech Rescue Scheduled Replacements

Fitness Equipment Scheduled Replacements

Pathway Construction Fund [403] is planned to decrease by ($435,880) in FY 2027 due to funding the City's share of $2,244,130 of proposed pathway construction projects including:

Pathway Rehabilitation Program

Tienken @ Falcon Mid-Block Crossing

Tienken & Medinah Mid-Block Crossing

Hamlin Elementary HAWK Signal

Hamlin @ CRT HAWK Signal

John R HAWK Signal Crossing [x3]

Capital Improvement Fund [420] is planned to increase by +$160,910 in FY 2027 after funding $5,546,500 in proposed funding to other funds for the following City projects:

Water Resources Fund: Red Oak Lane Drainage Basin

W&S Capital Fund: DPS Garage Fuel Island Replacement

W&S Capital Fund: DPS Facility Master Plan

Facilities Fund: City Hall Architectural Improvements

Facilities Fund: Museum Parking Lot Rehabilitation PE

Facilities Fund: Parks Vehicle Counter Replacements

Facilities Fund: Innovation Hills Drainage Improvements

Facilities Fund: Bloomer Park Playground Replacement

Facilities Fund: Avon Nature Area Improvements

Facilities Fund: Bee Property Parking & Trailhead Concept Plan

Facilities Fund: Veteran's Memorial Pointe Restoration

Facilities Fund: Cemetery Columbarium

MIS Fund: Asset Management Phase II

ROCHESTER HILLS MICHIGAN

The page Intentionally left blank

Total General Fund

The General Fund is 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. Departments and divisions in the General Fund include: City Council, Mayor's Office, Fiscal, Purchasing, Media, Elections, Accounting, Assessing, Clerks, Board of Review, Treasury, Cemetery, Crossing Guards, Building, Ordinance, Weed Control, Planning Commission, Planning and Economic Development, Zoning Board of Appeals, Special Street Lighting, Community Development Block Grant, Parks, Ground Maintenance, Community Events, Natural Resources, Museum and Historic Districts Commission.

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total General Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 12,565,323	$ 12,780,805	$ 13,627,350	$ 14,253,880	$ 14,632,870	$ 14,986,810
Licenses & Permits	3,032,680	2,953,062	2,531,770	2,428,220	2,328,220	2,228,220
Federal Grants	141,732	298,837	213,980	170,000	170,000	170,000
State Grants	8,487,235	8,769,062	7,950,000	8,000,000	8,100,000	8,200,000
Other Intergovernmental	2,868	-	-	-	-	-
Service Charges	6,311,905	6,590,221	7,146,880	7,658,140	7,913,950	8,123,680
Investment Earnings	1,975,070	1,546,299	517,900	424,430	304,410	312,620
Other Revenue	413,106	229,080	220,490	193,500	300,500	155,500
Transfer - In	12,224	819,702	77,600	50,000	50,000	50,000
TOTAL REVENUES	**$ 32,942,143**	**$ 33,987,068**	**$ 32,285,970**	**$ 33,178,170**	**$ 33,799,950**	**$ 34,226,830**

General Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 10,428,319	$ 10,016,465	$ 12,103,620	$ 12,451,450	$ 12,897,240	$ 12,962,020
Public Service	1,627,644	1,697,207	2,059,620	2,102,830	2,166,420	2,220,770
Public Safety	3,716,969	3,820,583	5,081,270	5,116,010	5,249,310	5,383,860
Economic Development	1,299,554	1,334,956	1,625,820	1,595,330	1,628,150	1,807,940
Parks & Recreation	5,478,972	6,135,135	7,187,400	7,726,820	7,834,830	8,030,860
Transfer-Out	17,731,330	10,700,580	8,768,650	8,186,530	3,750,150	3,601,430
TOTAL EXPENDITURES	**$ 40,282,788**	**$ 33,704,926**	**$ 36,826,380**	**$ 37,178,970**	**$ 33,526,100**	**$ 34,006,880**
Excess Revenue Over / (Under) Expenditures	$ (7,340,645)	$ 282,142	$ (4,540,410)	$ (4,000,800)	$ 273,850	$ 219,950
Fund Balance - Beginning	**25,746,571**	**18,405,926**	**18,688,068**	**14,147,658**	**10,146,858**	**10,420,708**
Fund Balance - Ending	**$ 18,405,926**	**$ 18,688,068**	**$ 14,147,658**	**$ 10,146,858**	**$ 10,420,708**	**$ 10,640,658**

For more detailed information, see the General Fund section, pages 141-216.

Total Special Revenue Funds

Special Revenue Funds are 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. Major Special Revenue Funds include: Major Road Fund, Local Street Fund, Fire Fund and Police Fund. Non-Major Special Revenue Funds include: Parks Infrastructure Millage Fund, RARA Millage Fund, Pathway Maintenance Fund, Tree Fund, Water Resources Fund, OPC Millage Fund, EGLE Grant Fund, and Green Space and Natural Features Fund.

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Special Revenue Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 30,426,340	$ 33,077,859	$ 36,542,160	$ 40,255,360	$ 41,330,260	$ 42,333,910
Licenses & Permits	62,118	55,302	54,500	54,500	54,500	54,500
Federal Grants	11,591	132,364	526,930	100,000	-	-
State Grants	10,211,643	12,198,739	11,349,510	12,349,500	12,467,500	12,586,680
Other Intergovernmental	691,320	641,858	754,570	823,230	868,510	1,582,550
Service Charges	4,226,719	4,059,698	4,131,280	4,149,960	4,164,890	4,180,580
Investment Earnings	2,247,963	2,066,188	1,223,680	1,413,690	1,362,870	1,274,550
Other Revenue	759,937	649,641	465,220	513,230	515,480	515,520
Transfer - In	6,227,830	4,205,300	4,670,770	3,969,100	3,961,910	4,435,110
TOTAL REVENUES	**$ 54,865,461**	**$ 57,086,949**	**$ 59,718,620**	**$ 63,628,570**	**$ 64,725,920**	**$ 66,963,400**

Special Revenue Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	1,680,902	3,007,409	2,031,650	1,877,800	1,760,880	1,784,410
Public Safety	25,059,945	27,657,298	31,151,420	35,254,080	36,164,230	37,621,370
Streets	6,441,305	7,515,111	9,240,180	9,222,460	9,447,150	9,634,540
Parks & Recreation	222,778	292,679	326,040	327,740	329,450	330,820
Capital Outlay	11,990,968	8,599,411	13,329,500	13,108,720	13,867,900	13,496,300
Transfer-Out	8,148,799	6,455,514	5,627,050	5,955,790	6,477,790	6,045,090
TOTAL EXPENDITURES	**$ 53,544,697**	**$ 53,527,422**	**$ 61,705,840**	**$ 65,746,590**	**$ 68,047,400**	**$ 68,912,530**
Excess Revenue Over / (Under) Expenditures	$ 1,320,764	$ 3,559,527	$ (1,987,220)	$ (2,118,020)	$ (3,321,480)	$ (1,949,130)
Fund Balance - Beginning	**28,098,995**	**29,419,759**	**32,979,286**	**30,992,066**	**28,874,046**	**25,552,566**
Fund Balance - Ending	**$ 29,419,759**	**$ 32,979,286**	**$ 30,992,066**	**$ 28,874,046**	**$ 25,552,566**	**$ 23,603,436**

For more detailed information, see the Special Revenue Funds section, pages 219-280.

Total Debt Service Funds

Debt Service Funds are used to account for accumulation of resources related to the payment of general long-term debt principal and interest. The Drain Debt Fund is the only fund currently in this section and this debt issue was completely paid off in FY 2025.

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Debt Service Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 142,529	$ 131,249	$ -	$ -	$ -	$ -
Investment Earnings	5,959	987	-	-	-	-
TOTAL REVENUES	**$ 148,488**	**$ 132,236**	**$ -**	**$ -**	**$ -**	**$ -**

Debt Service Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Debt Service:						
Principal Retirement	220,000	225,000	-	-	-	-
Interest and Fiscal Charges	7,400	2,531	-	-	-	-
Other Debt Service	258	125	-	-	-	-
Transfer-Out	-	2,311	-	-	-	-
TOTAL EXPENDITURES	**$ 227,658**	**$ 229,967**	**$ -**	**$ -**	**$ -**	**$ -**
Excess Revenue Over / (Under) Expenditures	$ (79,170)	$ (97,731)	$ -	$ -	$ -	$ -
Fund Balance - Beginning	176,901	97,731	-	-	-	-
Fund Balance - Ending	**$ 97,731**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Total Capital Improvement Funds

Capital Improvement Funds are 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. Capital Improvements Funds include: Fire Capital Fund, Pathway Construction Fund and Capital Improvement Fund.

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Capital Project Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ 1,475,560	$ -	$ -
Other Intergovernmental	-	213,750	213,750	-	-	-
Service Charges	30	125	-	-	-	-
Investment Earnings	1,694,572	1,655,964	895,390	637,160	616,110	384,440
Other Revenue	12,000	25,513	244,870	16,200	223,750	36,810
Transfer - In	19,403,340	9,672,040	7,905,160	6,770,600	3,066,210	2,517,200
TOTAL REVENUES	**$ 21,109,942**	**$ 11,567,392**	**$ 9,259,170**	**$ 8,899,520**	**$ 3,906,070**	**$ 2,938,450**

Capital Project Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 4,002	$ 4,231	$ 38,000	$ -	$ -	$ -
Public Safety	203,509	100,802	182,760	265,720	214,030	70,000
Capital Outlay	1,131,034	1,839,383	8,138,770	3,573,960	5,150,040	1,231,270
Transfer-Out	19,074,290	7,440,750	18,767,530	5,761,500	6,264,280	1,828,020
TOTAL EXPENDITURES	**$ 20,412,835**	**$ 9,385,166**	**$ 27,127,060**	**$ 9,601,180**	**$ 11,628,350**	**$ 3,129,290**
Excess Revenue Over / (Under) Expenditures	$ 697,107	$ 2,182,226	$ (17,867,890)	$ (701,660)	$ (7,722,280)	$ (190,840)
Fund Balance - Beginning	**$ 36,227,160**	36,924,267	39,106,493	21,238,603	20,536,943	12,814,663
Fund Balance - Ending	**$ 36,924,267**	**$ 39,106,493**	**$ 21,238,603**	**$ 20,536,943**	**$ 12,814,663**	**$ 12,623,823**

For more detailed information, see the Capital Improvement Funds section, pages 283-291.

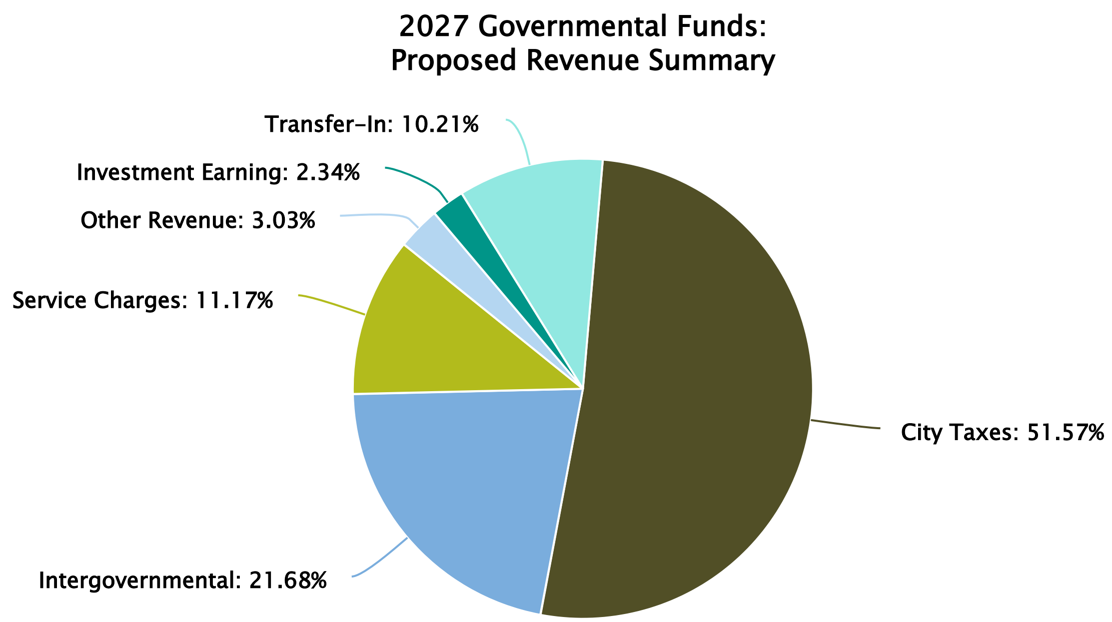
Total Governmental Funds

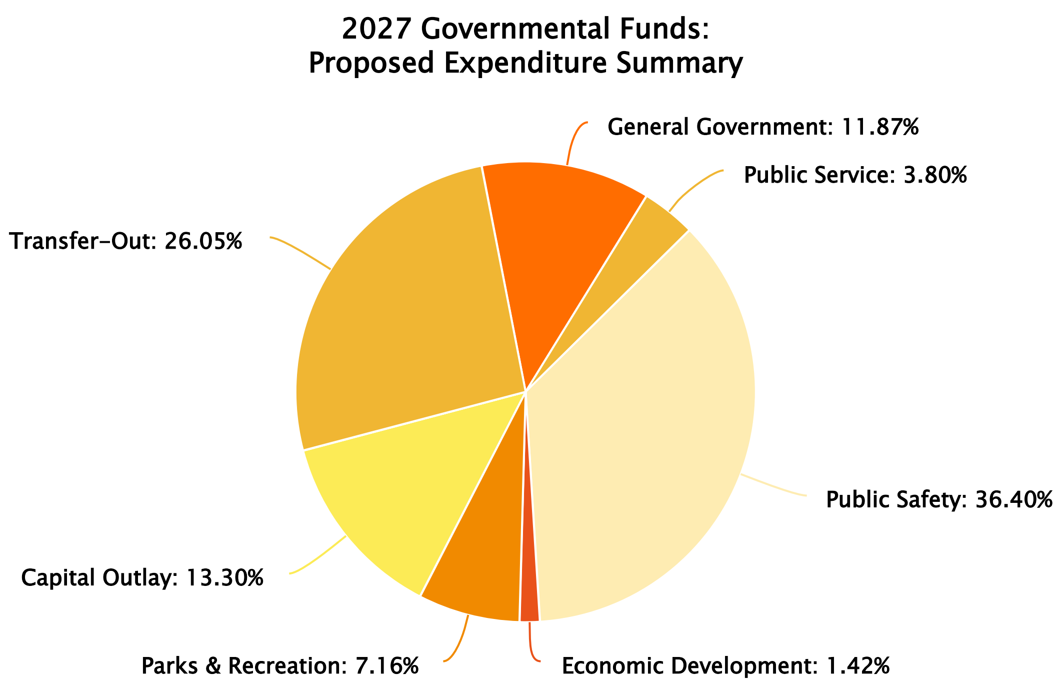
Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Governmental Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 43,134,192	$ 45,989,913	$ 50,169,510	$ 54,509,240	$ 55,963,130	$ 57,320,720
Licenses & Permits	3,094,798	3,008,364	2,586,270	2,482,720	2,382,720	2,282,720
Federal Grants	153,323	431,201	740,910	1,745,560	170,000	170,000
State Grants	18,698,878	20,967,801	19,299,510	20,349,500	20,567,500	20,786,680
Other Intergovernmental	694,188	855,608	968,320	823,230	868,510	1,582,550
Service Charges	10,538,654	10,650,044	11,278,160	11,808,100	12,078,840	12,304,260
Investment Earnings	5,923,564	5,269,438	2,636,970	2,475,280	2,283,390	1,971,610
Other Revenue	1,185,043	904,234	930,580	722,930	1,039,730	707,830
Transfer - In	25,643,394	14,697,042	12,653,530	10,789,700	7,078,120	7,002,310
TOTAL REVENUES	**$ 109,066,034**	**$ 102,773,645**	**$101,263,760**	**$105,706,260**	**$102,431,940**	**$104,128,680**

Governmental Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 10,454,391	$ 10,041,286	$ 12,224,020	$ 13,353,850	$ 12,919,640	$ 13,004,420
Public Service	3,527,703	4,937,968	5,074,650	4,280,460	4,127,150	4,005,030
Public Safety	29,425,362	31,891,964	37,307,860	40,954,790	43,547,590	43,422,460
Streets	6,440,950	7,513,269	9,280,630	9,408,910	9,576,220	9,656,910
Economic Development	1,299,554	1,334,956	1,625,820	1,595,330	1,628,150	1,807,940
Parks & Recreation	5,701,688	6,427,541	7,513,440	8,054,560	8,164,280	8,361,680
Capital Outlay	12,432,729	9,858,062	19,460,790	14,966,180	16,737,900	14,307,020
Debt Service:						
Principal Retirement	220,000	225,000	-	-	-	-
Interest and Fiscal Charges	7,400	2,531	-	-	-	-
Other Debt Service	3,782	15,749	8,840	8,840	8,700	8,700
Transfer-Out	44,954,419	24,599,155	33,163,230	19,903,820	16,492,220	11,474,540
TOTAL EXPENDITURES	**$ 114,467,978**	**$ 96,847,481**	**$125,659,280**	**$112,526,740**	**$113,201,850**	**$106,048,700**
Excess Revenue Over / (Under) Expenditures	$ (5,401,944)	$ 5,926,164	$ (24,395,520)	$ (6,820,480)	$ (10,769,910)	$ (1,920,020)
Fund Balance - Beginning	$ 90,249,632	$ 84,847,688	$ 90,773,852	$ 66,378,332	$ 59,557,852	$ 48,787,942
Fund Balance - Ending	**$ 84,847,688**	**$ 90,773,852**	**$ 66,378,332**	**$ 59,557,852**	**$ 48,787,942**	**$ 46,867,922**

Total Governmental Funds





Total Enterprise Funds

Enterprise Funds account for operations and services that are provided to residents and are financed primarily through user charges. Enterprise Funds include: Water and Sanitary Sewer Fund, Water and Sanitary Sewer Capital Fund, Water and Sanitary Sewer Debt Service Fund and Solid Waste Fund.

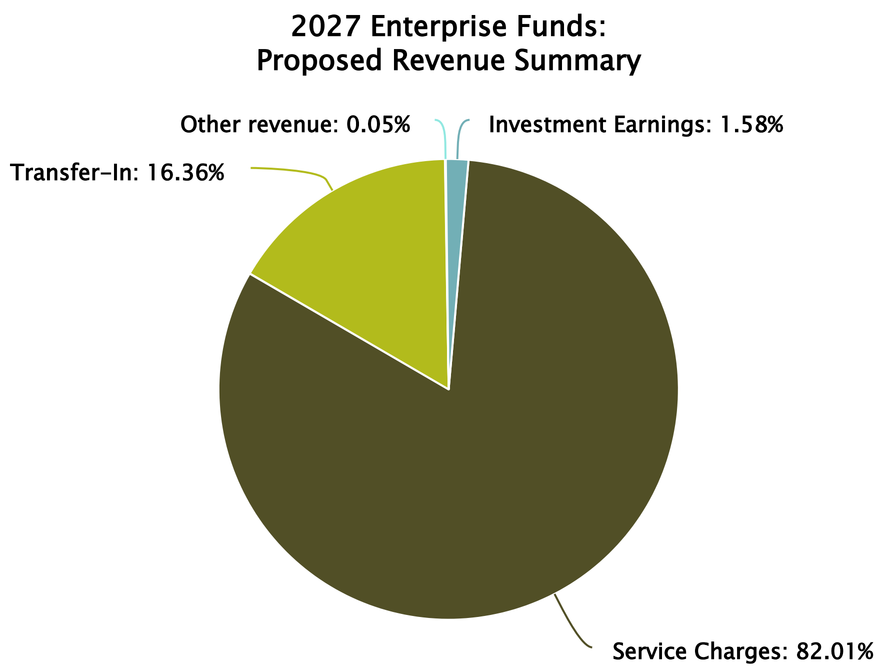
Statement of Revenues / Expenses and Changes in Retained Earnings

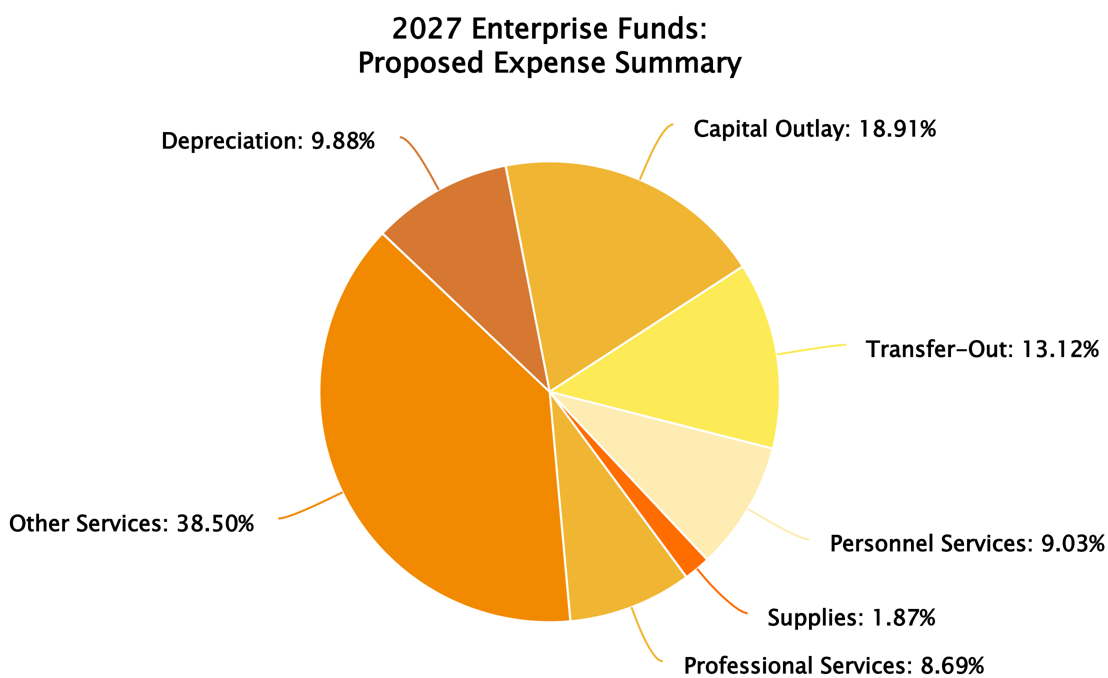
Grand Total Enterprise Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ 13,075	$ 17,198	$ 14,800	$ 14,800	$ 14,800	$ 14,800
State Grants	97,992	273,492	-	-	-	-
Service Charges	37,382,452	40,552,853	42,541,470	43,760,310	45,959,010	48,272,680
Investment Earnings	2,158,423	1,978,133	1,004,430	1,143,020	972,170	810,560
Other Revenue	1,369,248	1,154,916	703,000	703,000	703,000	703,000
Transfer - In	6,517,929	6,719,379	8,336,860	7,888,230	7,803,320	8,732,340
TOTAL REVENUES	**$ 47,539,119**	**$ 50,695,971**	**$ 52,600,560**	**$ 53,509,360**	**$ 55,452,300**	**$ 58,533,380**

Enterprise Fund Expenses	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 4,596,808	$ 4,756,632	$ 5,618,000	$ 5,825,530	$ 6,009,900	$ 6,189,400
Supplies	507,919	604,829	1,175,310	1,116,970	1,092,970	1,092,970
Professional Services	5,016,018	5,374,649	6,666,070	5,823,780	5,911,500	6,000,500
Other Services	21,048,569	22,545,796	23,922,890	25,800,150	27,693,620	29,460,310
Depreciation	4,872,414	5,112,650	5,856,030	6,281,710	6,485,790	6,666,470
Capital Outlay	7,470,815	8,871,481	14,424,970	12,728,450	10,595,000	9,448,940
Debt Service:						
Principal Retirement	941,211	975,067	975,100	997,730	1,496,170	1,550,500
Interest and Fiscal Charges	225,049	238,718	279,720	322,190	310,190	279,230
Other Debt Service	154	9,800	1,500	1,500	1,500	1,500
Transfer-Out	6,350,559	6,558,659	6,453,040	6,588,230	7,728,320	8,032,340
TOTAL EXPENSES	**$ 51,029,516**	**$ 55,048,281**	**$ 65,372,630**	**$ 65,486,240**	**$ 67,324,960**	**$ 68,722,160**
Excess Revenue Over / (Under) Expenses	$ 108,362	$ 1,143,977	$ (6,916,040)	$ (5,695,170)	$ (5,386,870)	$ (3,522,310)
Net Assets - Beginning	**43,755,742**	**43,864,104**	**45,008,081**	**38,092,041**	**32,396,871**	**27,010,001**
Net Assets - Ending	**$ 43,864,104**	**$ 45,008,081**	**$ 38,092,041**	**$ 32,396,871**	**$ 27,010,001**	**$ 23,487,691**

For more detailed information, see the Enterprise Funds section, pages 293-306.

Total Enterprise Funds





Total Internal Service Funds

Internal Services Funds are 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. Internal Service Funds include the Facilities, Management Information Systems (MIS), Fleet Equipment, and Insurance Funds.

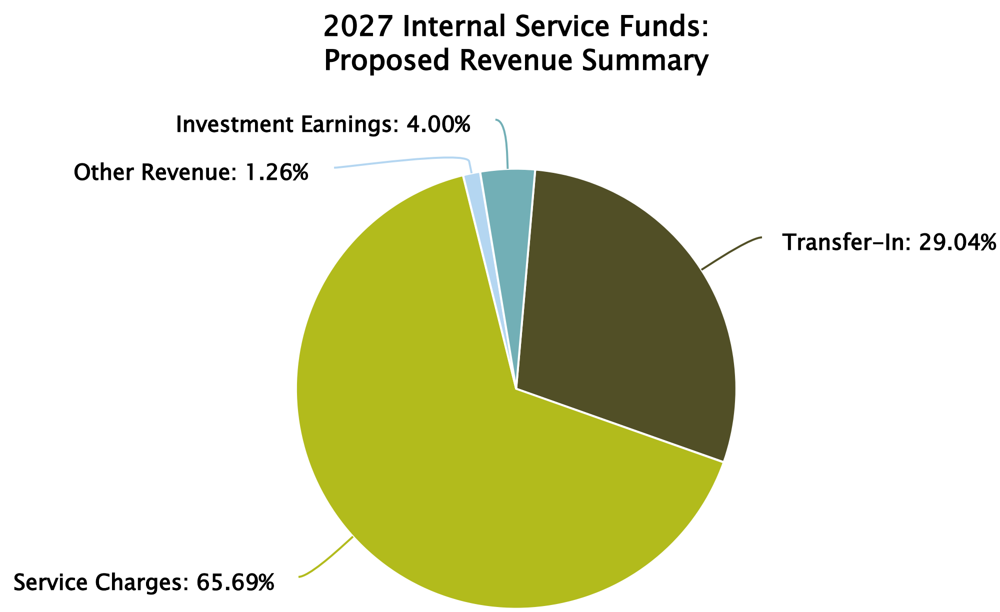
Statement of Revenues / Expenses and Changes in Fund Balance

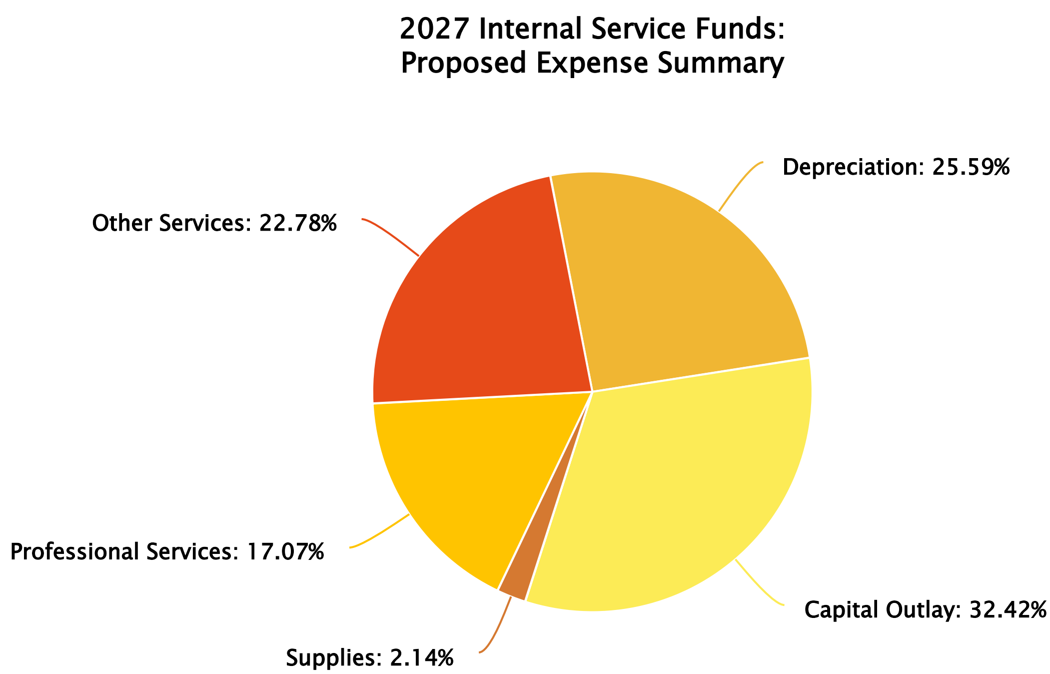
Grand Total Internal Service Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ 131,400	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	1,906,873	628,348	2,378,340	-	-	-
Service Charges	9,835,689	10,080,228	12,581,630	12,660,410	12,839,790	13,025,770
Investment Earnings	1,518,833	1,474,254	638,870	771,000	597,960	410,140
Other Revenue	381,280	442,228	4,468,630	243,460	375,910	130,260
Transfer - In	19,975,180	8,060,870	17,089,260	5,597,560	7,534,670	2,907,370
TOTAL REVENUES	**$ 33,749,255**	**$ 20,685,928**	**$ 37,156,730**	**$ 19,272,430**	**$ 21,348,330**	**$ 16,473,540**

Internal Service Fund Expenses	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	2,777,968	3,004,501	3,583,490	3,736,780	3,874,390	3,999,470
Supplies	328,268	315,237	1,096,840	719,750	743,100	650,050
Professional Services	3,013,301	3,217,085	5,509,420	5,745,410	5,607,280	5,674,770
Other Services	2,234,723	2,326,073	3,976,640	3,928,540	3,771,690	3,868,040
Depreciation	5,505,073	6,734,715	8,334,470	8,612,730	9,542,070	9,570,170
Capital Outlay	14,945,650	16,769,352	28,973,660	10,909,220	13,612,600	3,845,780
TOTAL EXPENSES	**$ 28,804,983**	**$ 32,366,963**	**$ 51,474,520**	**$ 33,652,430**	**$ 37,151,130**	**$ 27,608,280**
Excess Revenue Over / (Under) Expenses	$ 10,985,279	$ (4,738,595)	$ (5,983,320)	$ (5,767,270)	$ (6,260,730)	$ (1,564,570)
Net Postion - Beginning	**$ 25,435,932**	36,421,211	31,682,617	25,699,297	19,932,027	13,671,297
Net Postion - Ending	**$ 36,421,211**	**$ 31,682,617**	**$ 25,699,297**	**$ 19,932,027**	**$ 13,671,297**	**$ 12,106,727**

For more detailed information, see the Internal Service Funds section, pages 309-329.

Total Internal Service Funds





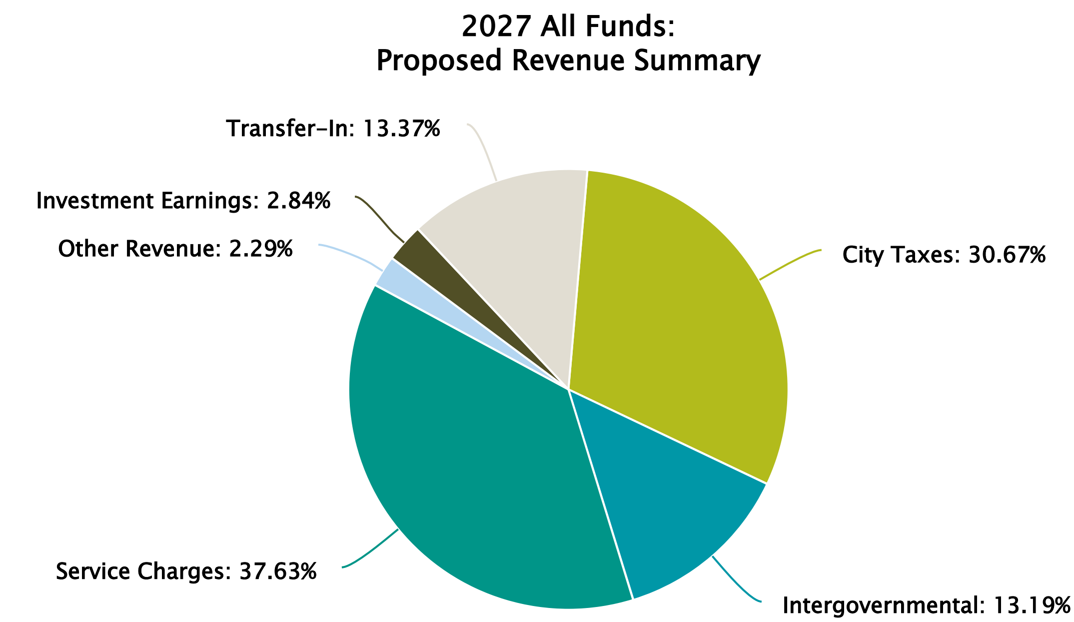
Grand Total All City Funds

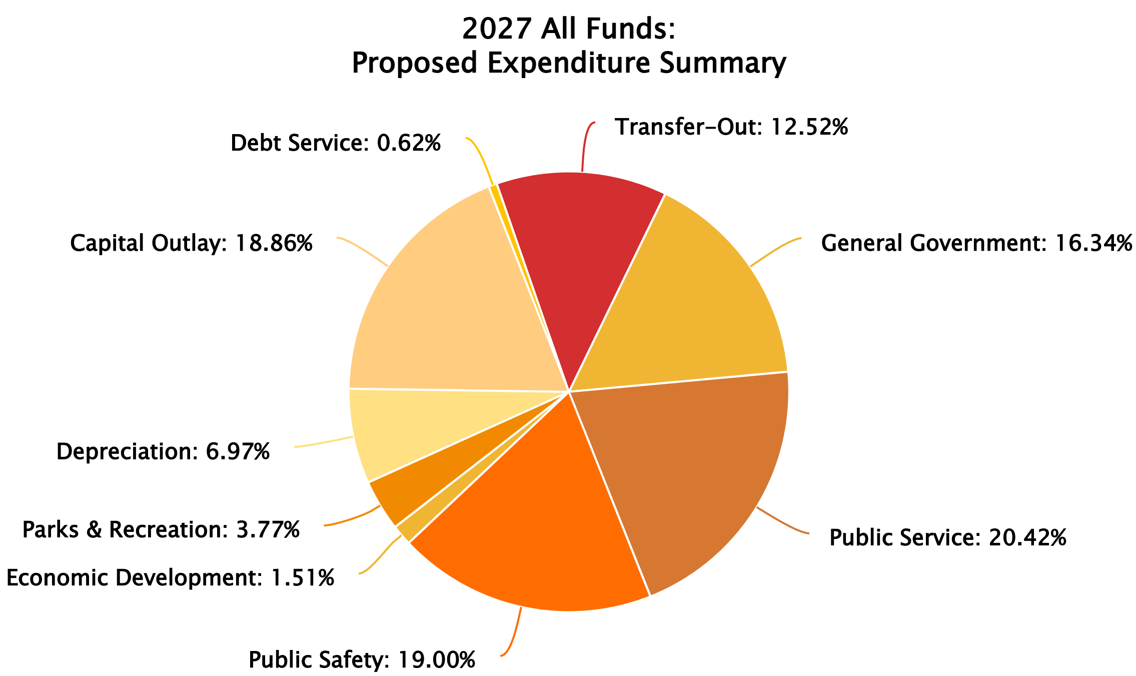
Statement of Revenues / Expenditures

Grand Total All Funds Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 44,064,612	$ 47,092,665	$ 51,357,960	$ 55,763,250	$ 57,236,720	$ 58,612,570
Licenses & Permits	3,107,873	3,025,562	2,601,070	2,497,520	2,397,520	2,297,520
Federal Grants	284,723	431,201	740,910	1,745,560	170,000	170,000
State Grants	18,796,870	21,241,293	19,299,510	20,349,500	20,567,500	20,786,680
Other Intergovernmental	3,330,715	2,415,298	4,370,790	1,883,100	1,957,600	2,698,860
Service Charges	57,990,880	61,493,879	66,568,980	68,411,540	71,060,360	73,785,430
Investment Earnings	10,881,768	10,670,388	4,952,650	5,171,490	4,675,920	4,046,490
Other Revenue	2,937,721	2,501,678	6,102,210	1,669,390	2,118,640	1,541,090
Transfer - In	52,202,693	29,510,763	38,108,850	24,309,640	22,451,220	18,678,010
TOTAL REVENUES	**$ 193,597,855**	**$ 178,382,727**	**$ 194,102,930**	**$ 181,800,990**	**$ 182,635,480**	**$ 182,616,650**

All Funds Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 10,644,370	$ 10,229,955	$ 12,382,190	$ 12,691,130	$ 13,130,990	$ 13,196,100
Public Service	3,819,948	5,173,728	4,799,370	4,705,430	4,669,320	4,764,920
Public Safety	28,978,227	31,570,300	36,410,430	40,630,790	41,622,550	43,070,210
Streets	6,440,950	7,513,269	9,239,130	9,221,410	9,446,220	9,633,610
Economic Development	2,029,771	2,334,393	3,092,140	3,224,980	3,117,580	3,330,560
Parks & Recreation	5,712,027	6,438,624	7,529,540	8,069,440	8,179,370	8,376,830
Personnel	7,374,776	7,761,133	9,201,490	9,562,310	9,884,290	10,188,870
Supplies	836,187	920,066	2,272,150	1,836,720	1,836,070	1,743,020
Professional Services	7,517,859	8,122,322	11,467,220	10,844,220	10,776,610	10,915,380
Other Services	23,283,292	24,871,869	27,899,530	29,728,690	31,465,310	33,328,350
Depreciation	10,377,487	11,847,365	14,190,500	14,894,440	16,027,860	16,236,640
Capital Outlay	35,538,467	36,079,627	64,866,900	40,320,350	43,225,540	28,022,290
Debt Service:						
Principal Retirement	1,161,211	1,200,067	975,100	997,730	1,496,170	1,550,500
Interest and Fiscal Charges	232,449	241,249	279,720	322,190	310,190	279,230
Other Debt Service	3,936	25,549	12,340	12,340	12,200	12,200
Transfer-Out	54,425,898	31,855,976	40,512,920	26,777,550	24,985,200	21,273,700
TOTAL EXPENDITURES	**$ 198,376,855**	**$ 186,185,492**	**$ 245,130,670**	**$ 213,839,720**	**$ 220,185,470**	**$ 205,922,410**

Grand Total All City Funds





Summary of Changes Between Proposed and Adopted Budget

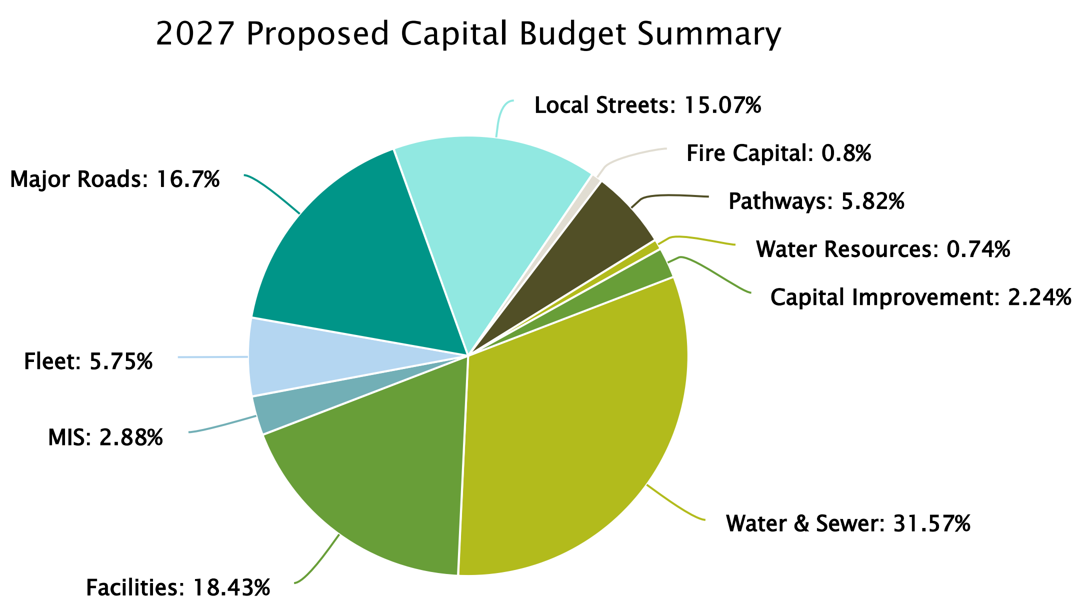
This page is left intentionally blank.

The page Intentionally left blank

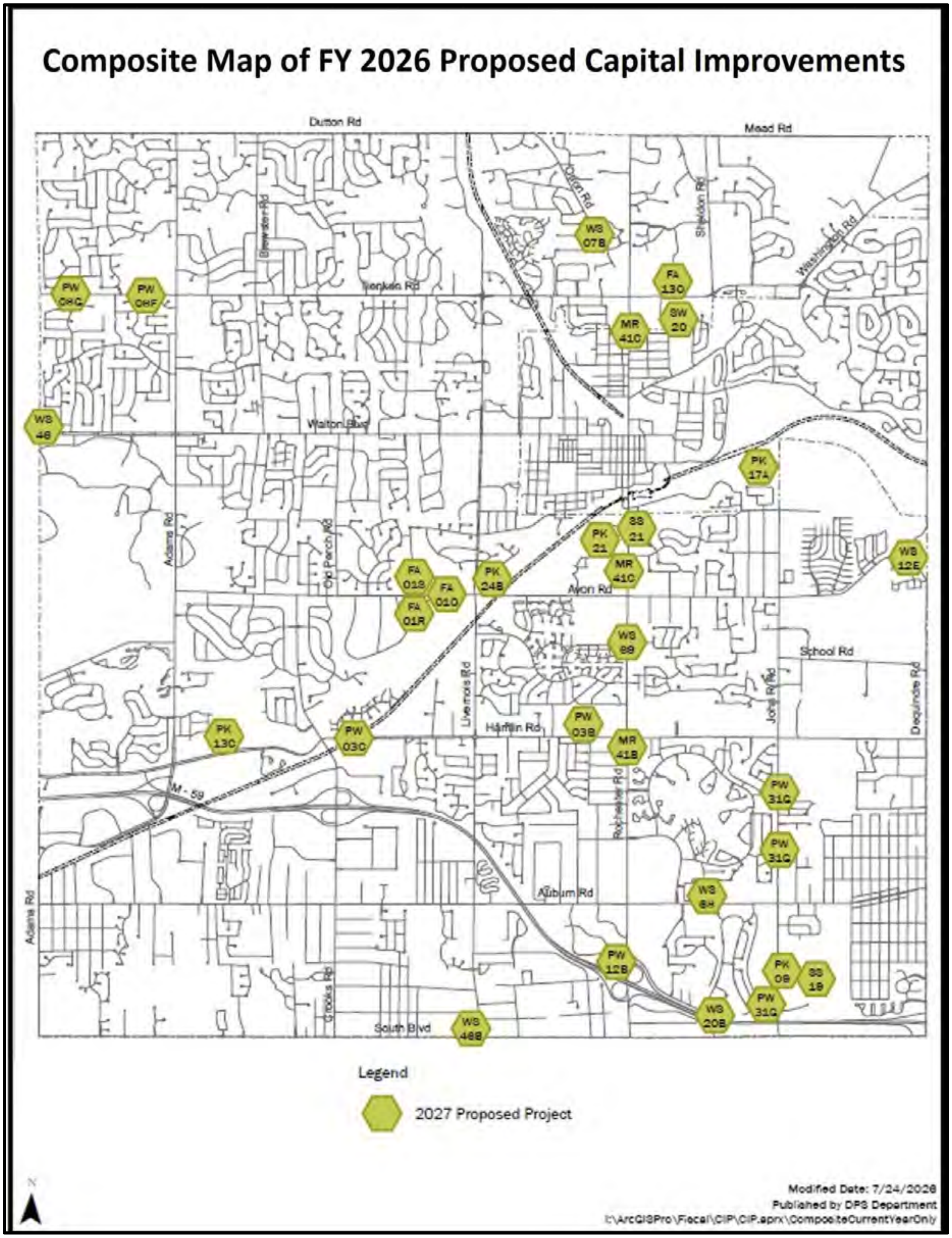
FY 2027 Citywide Capital Improvement Summary

2027 Proposed Capital Budget Summary

Major Roads Fund	$6,733,720
Local Roads Fund	$6,075,000
Water Resource Fund	$300,000
Total Special Revenue Funds	**$13,108,720**
Fire Capital Fund	$324,000
Pathway Construction Fund	$2,344,960
Capital Improvement Fund	$905,000
Total Capital Project Funds	**$3,573,960**
Total Governmental Funds	**$16,682,680**
Water & Sewer Capital Fund	$12,728,450
Total Enterprise Funds	**$12,728,450**
Facilities Fund	$7,430,500
Management Information Systems	$1,160,000
Fleet Equipment Fund	$2,318,720
Total Internal Service Funds	**$10,909,220**
GRAND TOTAL - FY 2027 CAPITAL OUTLAY	**$40,320,350**



FY 2027 Citywide Capital Improvement Summary



2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number	Project Name	Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Major Roads Fund	MR-05H	Adams Road Widening [Hamlin to Walton Blvd]	Adams Road widening project from just north of Hamlin Road to Walton Boulevard, including completing existing pathway gaps. Both NB and SB directions will include 2 thru lanes of traffic, and may incorporate roundabouts, narrow medians, traffic signals, and 5 lane road sections along corridor. The final road cross-section(s) will be developed thru the Environmental Assessment (EA) process. This is a Road Commission of Oakland County (RCOC) project and is dependent on receiving the BUILD Grant from the U.S. Department of Transportation.	102	-	-	-	-	-	-	5,248,850	499,775	10%
	MR-06B	Tienken Road @ Kings Cove Traffic Signal Upgrade	Upgrade traffic signal at Tienken Road and Kings Cove Drive to include a dedicated left turn arrow when exiting Tienken Road onto Kings Cove Drive. Construction is proposed to begin in 2029.	82	-	-	5,000	5,000	125,000	125,000	130,000	130,000	100%
	MR-12	Major Road System: Traffic Calming Program	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.This program is proposed to be funded at a City share of $10,000 per year and is on-going.	73	20,000	20,000	20,000	20,000	20,000	20,000	254,124	140,000	100%
	MR-21B	E Nawakwa Road Rehabilitation [Rochester - Joshua]	The proposed project involves resurfacing approximately 4,200-feet of existing asphalt roadway surface with 2-inches of HMA along the segment of Nawakwa Road between Rochester Road and Joshua Drive. The 2019 City PASER Rating was a 5 (FAIR) out of a scale of 10. The proposed pavement strategy is a 2.0-inch HMA mill and overlay (final determination upon geotechnical testing and recommendation) with selective base repairs as deemed necessary. Operating costs are anticipated to decrease by $2,500 per year due to rehabilitation. Construction is planned to begin in 2029 and coordinate with PW-21.	87	-	-	-	-	115,000	115,000	1,115,000	1,115,000	100%
	MR-26H	Livernois Left Turn Signal @ Drexelgate	The intersection of Livernois and Drexelgate has been reviewed for the installation of a dedicated left turn phase by the Road Commission of Oakland County. The review revealed the intersection meets the warrants for a permissive/protected (flashing yellow arrow) left turn phase. The north and south leg of Livernois is owned by RCOC and the east leg of Drexelgate is owned by the City and the west leg is owned by Prefix. The cost will be split 50% RCOC, 25% Prefix Corp. and 25% City.	90	-	-	115,000	115,000	-	-	115,000	115,000	100%
	MR-27	Major Road System: Bridge Rehabilitation Program	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.	127	100,000	100,000	15,000	15,000	100,000	100,000	1,040,498	473,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	MR-29B	John R Road Rehabilitation [Avon to Auburn]	Rehabilitate approximately 11,000-feet of HMA along the segment of John R Road between Avon Road and Auburn Road. The existing road is variable width ranging from 24-foot to 56-foot wide from edge of pavement to edge of pavement, curb and gutter, roadside ditches, and 3-foot shoulders. The 2019 City PASER Rating was a 5 out of a scale of 10. The proposed pavement strategy is installing a continuous center left turn lane and a 6-inch HMA mill and overlay (final determination upon geotechnical testing and recommendation) with selective base repairs as deemed necessary. Construction is proposed to begin in 2029 and coordinates with PW-31F.	85	-	-	400,000	400,000	3,600,000	3,600,000	4,000,000	4,000,000	100%
	MR-36D	Hampton Circle Rehabilitation	Rehabilitate approximately 11,300-feet of HMA along the segment of Hampton Circle. The existing road is 36-foot wide from edge of pavement to edge of pavement with curb and gutter. The 2019 City PASER Rating was a 5 out of a scale of 10. The proposed pavement strategy is a 3.5-inch HMA mill and overlay (final determination upon geotechnical testing and recommendation) with selective base repairs as deemed necessary. Construction is proposed to begin in 2028.	75	470,000	470,000	5,405,000	5,405,000	-	-	5,875,000	5,875,000	100%
	MR-41B	Rochester Road Rehabilitation [M-59 to Avon]	The Michigan Department of Transportation (MDOT) is proposing to resurface Rochester Road (M-150) between M-59 and Avon Road. The work is approximately 2.8-miles of asphalt mill and resurfacing and also includes areas of full-depth concrete repairs, signing and pavement markings, storm water system drainage improvements, and traffic signal upgrades.The City is expected to pay a 12.5% local share as an Act 51 participating community. Construction is proposed to begin in 2027.	134	2,487,500	310,938	-	-	-	-	2,487,500	310,938	12.5%
	MR-41C	Rochester Road Rehabilitation [Avon to Clinton River; Paint Creek to Tienken]	The Michigan Department of Transportation (MDOT) plans to reconstruct Rochester Road (M-150) between Avon Road and Tienken Road. The project also proposes work on the bridge crossing the Clinton River. Total length of the proposed work is 1.464-miles and includes work related to road reconstruction, traffic signals, pavement markings, storm water drainage improvements, sidewalk, ADA ramps, lighting, and signal operations equipment. The City is expected to pay a 12.5% local share as an Act 51 participating community. The bridge is in the City of Rochester. While reviewing plans it was realized that Diversion needed rehabilitation and made sense to add this work to the Rochester Road project. Construction is proposed to begin in 2027.	134	1,821,220	141,012	-	-	-	-	1,821,220	141,012	7.7%
	MR-49C	Avon Road Widening [Princeton - Grovecrest]	Widen approximately 1,300-feet of Avon Road between Princeton Avenue and Grovecrest Avenue to accommodate an 11-foot wide center left-turn lane. The proposed project will provide safety benefits by allowing vehicles to exit the through lanes and enter a dedicated center left-turn lane. No operating costs are anticipated, due to this section of roadway being owned and operated by the RCOC. Construction is planned to begin in 2029.	88	-	-	77,000	77,000	374,750	374,750	451,750	451,750	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	MR-61B	Drexelgate Parkway Rehabilitation [Livernois to Dancer]	Rehabilitate a 3,350-feet cross-section of Drexelgate Parkway between Livernois Road to Dancer Drive. Existing pavement cross-section is 9-inch 21AA aggregate base over 4-inch-thick Hot Mixed Asphalt (HMA). The proposed pavement cross-section is 7-inch 21AA aggregate base over 6-inch thick HMA with select concrete curb and gutter replacement. Existing 2022 PASER Rating is 6. Construction is proposed to begin in 2028.	99	-	-	-	-	150,000	150,000	2,047,500	2,047,500	100%
	PS-08	Master Transportation Plan Update	The Master Transportation Plan is an important coordinating document that helps guide regional transportation planning by providing adjacent and regional communities with an understanding of our transportation vision, and vice versa. The current Master Transportation Plan was adopted in 2021 and it is anticipated that priority projects recommended therein will be completed in the next few years. At that point, it will be time to prepare a new or updated Master Transportation Plan to guide future City transportation improvements. It is anticipated that the new plan will incorporate Complete Streets concepts as required by State Law, in addition to other motorized and non-motorized transportation planning for infrastructure and right of way needs. The next update to the Master Transportation Plan is planned to be completed in 2026.	124	-	-	-	-	-	-	618,796	350,000	100%
	PW-01	Pathway Rehabilitation Program	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 of approximately $3,400 per year for each 2.0-mile section are anticipated to decrease to $2,950 per year due to this rehabilitation program. This program is proposed to be funded at $500,000 per year and is on-going.	134	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	7,400,000	7,300,000	100%
	PW-12B	Rochester Road Pathway at M-59	Construction of approximately 3,200-feet of new 8-foot-wide pathway on each side of Rochester Road near the M-59 Interchange and connection to existing ends of pathways. The resulting pathway configuration would resemble the existing version at the Crooks Road and M-59 Interchange. New pathway would not be constructed along the 325-foot bridge section but the City would coordinate with MDOT to re-purpose the paved shoulder into a 10-foot wide pathway protected by Jersey barriers. Constructing this portion of pathway will improve the level of service for pedestrians by providing a paved north-south route through the M-59 Interchange. Operating costs are expected to increase for maintenance and repairs. This project is dependent on grant funding. Construction is planned to begin in 2027.	98	560,000	560,000	-	-	-	-	610,000	610,000	100%
	PW-21	East Nawakwa Pathway [Rochester-Joshua]	Construction of approximately 2,100-feet of new 8-foot-wide asphalt pathway along the north side of East Nawakwa Road between Rochester Road and Joshua Drive. Operating costs of approximately $590 per year are anticipated due to the additional pathway section added. Construction is planned to begin in 2028 and coordinate with MR-21B.	76	-	-	-	-	43,300	43,300	543,300	543,300	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	PW-31F	John R @ Hamlin Pathway Realignment	Realignment of approximately 200-feet of existing pathway along the west side of John R Road, just north of Hamlin Road, to provide additional lateral clearance from the roadway for pedestrians and bicyclists. The goal is to maintain a minimum 5-foot clearance from vehicles, which will require significant brush and branch clearing. Some embankment fill will also be necessary to flatten area for pathway relocation. Construction is planned to begin in 2029 and coordinate with MR-29B.	96	-	-	9,900	9,900	74,250	74,250	84,150	84,150	100%
	PW-49C	Avon Pathway [Rainier-Bembridge]	Construction of approximately 3,200-feet of new 8-foot-wide asphalt pathway along the south side of Avon Road between Rainier Avenue and Bembridge Drive. Operating costs of approximately $890 per year are anticipated due to the additional pathway section added. Construction is planned to begin in 2029.	83	-	-	196,000	196,000	844,000	844,000	1,040,000	1,040,000	100%
Major Roads Fund Total					**6,658,720**	**2,801,950**	**7,442,900**	**7,442,900**	**6,646,300**	**6,646,300**	**34,882,688**	**25,226,425**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Local Roads Fund	LS-01	Local Street: Rehabilitation Program	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 of approximately $57,000 per year are anticipated to decrease to $42,000 per year for each 9.0 miles of the local street network that is proposed to be rehabilitated or reconstructed annually. This program is proposed to be funded each year and is on-going.	117	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	96,022,398	42,526,350	100%
	LS-12	Local Street: Traffic Calming Program	The City receives many traffic related concerns from subdivision homeowner's associations (HOA) regarding speeding through 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 would allow for 'seed' money to offer a 50/50 match between the HOA and the City to provide assistance for the implementation of approximately twenty (20) traffic-calming devices per year along residential streets. This program is proposed to be funded at a City share of $25,000 per year and is on-going.	73	25,000	12,500	25,000	12,500	25,000	12,500	219,032	87,500	50%
	LS-13B	School Road Paving Project	This project involves paving the approximately 2,700-foot gravel portion of School Road with HMA. The scope of work includes, but is not limited to, placing HMA, installing curb and gutter, and constructing storm drains.	84	-	-	-	-	-	-	3,300,000	3,300,000	100%
	LS-19	Industrial Road Paving (LDFA)	Pave approximately 925-feet of existing gravel road with hot mix asphalt and curb and gutter east of Old Adams Road. Pavement width will be set to match the existing portion of Industrial that is 30-feet from back of curb to back of curb (27-foot wide asphalt with two 18-inch wide curb and gutter lines). Industrial Drive is a private road located between Old Adams and Marketplace Circle so this project would not proceed unless the road ownership will be changed to a public road, including the existing section paved and currently owned by Grand Sakwa.		-	-	75,000	75,000	700,000	700,000	775,000	775,000	100%
Local Roads Fund Total					**6,025,000**	**6,012,500**	**6,100,000**	**6,087,500**	**6,725,000**	**6,712,500**		**46,688,850**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

					2027		2028		2029		TOTAL		
Fund Name	Project Number and Name		Project Description	Average Rating	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	City Share
Fire Capital Fund	IS-04D	SCBA Replacement Program	Scheduled replacement of Self-Contained Breathing Apparatus (SCBA) gear for Fire Department Suppression personnel. SCBA is an essential part of a firefighter's protective equipment as it allows a firefighter to enter smoke filled, toxic areas while providing clean air to breathe. SCBA gear is scheduled to be replaced every 8-10 years and air compression equipment every 16-20 years. The Fire Department looks to grants from the Department of Homeland Security as well as other possible grants to cover all or a percentage of the costs associated with replacement. The next replacement is planned to begin in 2025. This replacement program is on-going.	112	-	-	1,674,960	1,674,960	-	-	2,715,033	1,674,960	100%
	IS-04G	EMS Equipment Replacement Schedule	Scheduled replacement of Fire Department EMS equipment. This includes Heart Monitors, Chest Compression Devices, Stair Chairs, and AED's.Heart ECG Monitors allow paramedics to monitor possible life-threatening heart rhythms, provide defibrillation capabilities, along with vital sign monitoring. Chest Compression Devices provide effective, consistent CPR. Stair Chairs allows for easy transport of patients up and down stairs and provides maneuverability in tight spaces. AED's are used when heart monitors are not available and carried in all fire department administrative vehicles.All of these devices are anticipated to be replaced every 5-7 years. Operating costs are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. This replacement program is on-going.	93	247,500	247,500	91,120	91,120	272,250	272,250	1,855,343	980,310	100%
	IS-04H	Hazmat / Tech Rescue Equipment Replacement Schedule	Scheduled replacement of Fire Department Hazmat and Tech Rescue equipment. Operating costs are anticipated to remain consistent with timely replacement, before more extensive maintenance levels are required. This replacement program is on-going.		16,500	16,500	18,150	18,150	20,000	20,000	129,650	129,650	100%
	IS-04I	Fitness Equipment Replacement Schedule	Scheduled replacement of Fire Department Fitness Equipment. Operating costs are anticipated to remain consistent with timely replacement, before more extensive maintenance levels are required. This replacement program is on-going.		10,000	10,000	10,000	10,000	10,000	10,000	70,000	70,000	100%
	IS-08	Fire Vehicle & Apparatus Replacement Schedule	Scheduled replacement of various Fire Department vehicles and apparatus. Operating costs (fuel, maintenance, supplies) of approximately $100,000 per year are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. A detailed schedule is provided on page 212 in the Appendix Section. This replacement program is on-going.	91	-	-	2,550,000	2,550,000	384,020	384,020	16,243,882	8,074,580	100%
Fire Capital Fund Total					**274,000**	**274,000**	**4,344,230**	**4,344,230**	**686,270**	**686,270**	**21,013,908**	**10,929,500**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Pathway Construction Fund	PW-01	Pathway Rehabilitation Program	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 of approximately $3,400 per year for each 2.0-mile section are anticipated to decrease to $2,950 per year due to this rehabilitation program. This program is proposed to be funded at $500,000 per year and is on-going.	134	400,000	400,000	400,000	400,000	400,000	400,000	3,125,000	2,800,000	100%
	PW-03B	Hamlin Elementary HAWK signal	The project proposes to replace the existing Rectangular Rapid Flashing Beacon (RRFB) with a High Intensity Activated Crosswalk (HAWK) signal. Location of the HAWK signal may be shifted based on the engineering consultants recommendations. This request was brought forward by a school board member and several surrounding area residents. The location was studied and determined a HAWK signal is warranted. Construction is planned to begin in 2027.	94	375,000	375,000	-	-	-	-	450,000	450,000	100%
	PW-03C	Hamlin @ Clinton River Trail HAWK Signal	This project proposes to install a High Intensity Activated Crosswalk (HAWK) signal on Hamlin Rd at the Clinton River Trail. The Trail crossing at Hamlin already exists, this project would update the crossing with a median refuge island, pedestrian signals, pushbuttons, high emphasis crosswalk markings and other technology typical of a HAWK . Construction is planned to begin in 2027 and is coordinated with the awarded 2027 HSIP Safety Grant. The HSIP grant will fund 90% of the construction cost with the City covering the remaining 10%. PE, CE and Geotechnical costs are not funded through this grant. This grant is also covering three other projects which are accounted for separately in the CIP. Projects include Tienken Rd at Falcon Dr, RRFB; Tienken Rd near Royal Daulton/Adams HS, RRFB; Hamlin Rd at Hamlin Elementary, HAWK; Hamlin Rd at CRT crossing, HAWK	94	534,630	53,463	-	-	-	-	534,630	53,463	10%
	PW-07G	S Adams HAWK Signal [Shared with Auburn Hills]	Rochester Hills and Auburn Hills will partner to construct a HAWK signal at the Clinton River Trailway crossing on Adams Road, just north of Auburn Road.	87	-	-	250,000	250,000	-	-	250,000	250,000	100%
	PW-08F	Tienken Near Medinah Mid-Block Crossing	Construction of a mid-block pedestrian crossing at Tienken Road near Medinah Drive to allow a safe route to Adams High School from the west side of the Adams Road and Tienken Road intersection. The segment of Tienken Road west of Adams Road to Falcon Drive would be studied first to find the best location for the crossing. The crossing proposes the installation of two (2) solar powered push-button rapid flasher beacons (RFBs), one (1) steel pole and mast arm with overhead signage and two (2) light poles, along with installation of ADA compliant ramps, landings, and refuge island. Construction is planned to begin in 2027.	75	117,500	117,500	-	-	-	-	177,500	147,500	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

					2027		2028		2029		TOTAL		
Fund Name	**Project Number and Name**		**Project Description**	**Average Rating**	**Project Cost**	**City Cost**	**Project Cost**	**City Cost**	**Project Cost**	**City Cost**	**Project Cost**	**City Cost**	**City Share**
	PW-08G	Tienken Rd at Falcon Dr: RRFB & Median Island	This project proposes to enhance the currently marked crossing on Tienken Rd at Falcon Dr by including a Rectangular Rapid Flashing Beacon (RRFB) and a median refuge island to protect vulnerable road users who are crossing Tienken Rd to go to Rochester Adams High School or to Tienken Park. Construction is planned to begin in 2027 and is coordinated with the awarded 2027 HSIP Safety Grant. The HSIP grant will fund 90% of the construction cost with the City covering the remaining 10%. PE, CE and Geotechnical costs are not funded through this grant. This grant is also covering three other projects which are accounted for separately in the CIP. Projects include Tienken Rd at Falcon Dr, RRFB; Tienken Rd near Royal Daulton/Adams HS, RRFB; Hamlin Rd at Hamlin Elementary, HAWK; Hamlin Rd at CRT crossing, HAWK.	97	103,580	103,580	-	-	-	-	103,580	103,580	100%
	PW-15	Walton Blvd Pedestrian Crossing Near Firewood	Construction of a pedestrian crossing at Walton Boulevard near Firewood Drive to provide connection to Meadowbrook Hall and Oakland University. The segment of Walton Boulevard between Squirrel Road and Adams Road would be studied first to find the best location for the crossing. The crossing incorporates the installation of HAWK signals, light poles, along with pathway connection to the crosswalk. Construction is planned to begin in 2029.	86	-	-	-	-	50,000	50,000	637,500	637,500	100%
	PW-17	School Road Pathway Project	Install approximately 3,600 LFT of 8 ft wide HMA pathway along the north side of School Road between Dequindre and John R Roads.	73	-	-	-	-	-	-	380,000	380,000	100%
	PW-31G	John R Crossing Improvements HAWK Signals	This project proposes the installation of three protected pedestrian crossings along the John R Corridor to protect vulnerable road users crossing John R Rd to access parks (Thelma Spencer, Borden), schools (Holy Family Regional School), and commercial development. The project will be funded through a SAFE STREETS NOW grant awarded by SEMCOG (federal funds $725,560 with a local match of 20%, or $181,390). Each crossings will include a High-Intensity Activated Crosswalk (HAWK) signal, crosswalk markings, median refuge island, and ramps connecting to the pathways. Three crossings will be installed at the following locations:1) John R Rd near Michelson Rd (near Thelma Spencer Park)2) John R Rd near Briston Dr (Holy Family Regional School)3) John R Rd near Woodlane Dr (Borden Park)The project construction will take place on 2027. The new crossings are not expected to be impacted by the John R Rd Rehabilitation project planned for 2029.	96	814,250	162,850	-	-	-	-	906,950	181,390	20%
Pathway Construction Fund Total					**2,344,960**	**1,212,393**	**650,000**	**650,000**	**450,000**	**450,000**	**6,565,160**	**5,003,433**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Capital Improvement Fund	IS-18	Election Equipment Replacement Schedule	Scheduled replacement of voting equipment for City administered elections. The City currently has 38 x voting tabulators, 24 x Auto mark Handicap Accessible tabulators, as well as related software for programming the equipment. Operating costs of approximately $67,700 per year for all equipment are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. The election equipment was last replaced in 2017, the next replacement is planned for 2026. This replacement program is on-going.	95	850,000	850,000	-	-	-	-	1,421,855	850,000	100%
	IS-19B	Auditorium / Media Equipment Replacement Schedule	Replacement of City Hall Auditorium media equipment to avoid interruptions in the services provided. Keeping computer-based equipment up to date will reduce emergency expenditures brought on by equipment failure and leverage the continued improvements and advances in that technology. This project is on-going.	95	25,000	25,000	25,000	25,000	45,000	45,000	303,650	195,000	100%
Capital Improvement Fund Total					**875,000**	**875,000**	**25,000**	**25,000**	**45,000**	**45,000**	**1,725,505**		

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

					2027		2028		2029		TOTAL		
Fund Name	Project Number and Name		Project Description	Average Rating	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	City Share
Water & Sewer Capital Fund	FA-04M	DPS Garage: Dirt Barn Replacment	The current DPS Garage Dirt Storage Barn is approximately 40-years old in need of many repairs including some structural concerns, especially with the roof trusses. It is proposed for a complete like-for-like replacement of the existing structure on the current foundation and half block walls. Construction is estimated for 2031.	93	-	-	-	-	-	-	1,625,000	1,625,000	100%
	FA-07C	Citywide HVAC Maintenance & Repairs Schedule	Scheduled replacement of City-wide HVAC units based on estimated life expectancy. HVAC systems require continual maintenance, repairs, and upgrades to keep to City buildings safe and comfortable for all residents, visitors, and employees. This program is on-going.	97	-	-	-	-	-	-	1,300,000	1,300,000	100%
	SS-01B	SCADA System Upgrade Schedule	Regular replacement of servers and other SCADA hardware components (including radio system) scheduled to occur approximately every 5-years with a major replacement project in 2025. Servers and other SCADA hardware/software components are included in this project. Annual operating costs of $60,000 are anticipated to remain consistent with timely replacement, before more extensive service and maintenance levels are required to keep older equipment operational. This project is on-going.	77	-	-	-	-	500,000	500,000	10,108,124	1,757,290	100%
	SS-02B	Sanitary Sewer Rehabilitation Program	Rehabilitation of the existing sanitary sewer system in various areas of the City as determined through a sanitary sewer system evaluation study that occurs every other (odd) year. Selective rehabilitation is planned to occur in the years following the sanitary sewer system evaluation. This program is proposed to be funded at $1,000,000 for rehabilitation every even year and is on-going.	91	200,000	200,000	1,000,000	1,000,000	200,000	200,000	14,596,078	6,609,130	100%
	SS-10B	Wimberly Sanitary Sewer Replacement	Replace approximately 700 feet of 2" HDPE sanitary sewer main along Wimberly Drive in section 2. This sanitary sewer main is a low pressure line that is served by individual grinder pumps. The sanitary sewer was installed in 2006. Only a portion of the main which appears to be damaged (and creates the need for continual maintenance) will be replaced. There is also potential for sanitary sewer backups with the blockage in the main. Construction to begin in 2031.		-	-	-	-	-	-	330,750	330,750	100%
	SS-12	Industrial Drive Sanitary Sewer Extension	Extend approximately 1,250 feet of 8-inch sanitary sewer along Industrial Drive from Forester Blvd to Marketplace Circle in section 30 of the City. This will provide sewer access for properties currently not connected to public sanitary sewer. Construction will be coordinated with a future Local Development Finance Authority (LDFA) grant.	66	-	-	75,000	75,000	700,000	700,000	775,000	775,000	100%
	SS-15	School Road Sanitary Sewer Project	Extend sanitary sewer along School Road. This project will involve the installation of a gravity main and a force main, as well as the construction of a sanitary sewer pump station.	68	-	-	-	-	-	-	3,000,000	3,000,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	SS-19	Spencer Park Sanitary Lead Replacement	Replacement of the existing sanitary sewer lead serving the concessions building at Spencer Park. Existing 6" sanitary lead to be abandoned and a new 8" sanitary sewer lead (approximately 550-ft) to be installed and tie into the existing upstream manhole at park entrance. The new sanitary lead will be PVC SDR 26 with Certa-Lok Joints and installed via hydraulic directional drilling to avoid surface disruption to the parking lot. Construction is planned to begin in 2027.	82	350,000	350,000	-	-	-	-	350,000	350,000	100%
	SS-21	Rochester Road Sanitary Sewer Rehabilitation	MDOT plans to resurface M-150/Rochester Road from Michelson Rd to Avon Rd and reconstruct M-150/Rochester Road from Avon Rd to Tienken Rd starting in 2027. In coordination with the proposed MDOT project the City desires to complete sewer rehabilitation within the project area, which includes replacement of approximately 675 LF of sanitary sewer with 8-in, 10-in, and 12-in PVC pipe via open cut and replacing/installing 6 manholes. This sanitary sewer replacement project will be included in the MDOT 2027/2028 Project Contract. Sanitary sewer segments selected for replacement were based on documented joint deformations and sags recorded through the City's CCTV program. The City would like to take advantage of the MDOT Road Reconstruction project as an opportunity to replaces sewer segments located under the road. Construction is planned to begin in 2027 in conjunction with MDOT's road project.		850,000	850,000	-	-	-	-	917,000	917,000	100%
	WS-03B	Livernois Road Transmission Main Rehabilitation (Auburn Rd to Sierra Blvd)	Replacement or rehabilitation of approximately 2,700-feet of 24-inch prestressed concrete cylinder pipe (PCCP) along the east side of Livernois Road between Auburn Road and Sierra Boulevard. The water main in this location is approximately 55-years old and is showing signs of moderate deterioration based on the results of a pipeline assessment conducted in 2025 as part of funding received through the drinking water assessment management (DWAM) grant. The water main will be replaced with high-density polyethylene (HDPE) pipe via hydraulic directional drilling (HDD) or pipe bursting. May consider cured-in-place-pipe (CIPP) lining if existing 24-inch PCCP is a good candidate. Construction is planned to begin in 2030.	104	-	-	160,000	160,000	2,030,000	2,030,000	2,190,000	2,190,000	100%
	WS-07B	Booster Station No. 1 Improvements	Construction of a new above-ground Booster Station No. 1 that will house three new pumping systems with variable frequency devices (VFDs). Additional improvements include a new natural gas powered generator, transformer, access drive, SCADA system, and water main connections. In the event that a location for the new above ground station cannot found, the existing below-ground Booster Station No. 1 located in the NW corner of Elmhill and Orion Road will be rehabilitated. Improvements will include three new pumps and motors, VFDs, valves, pump control panel, and a permanent natural gas generator in lieu of use of portable generator during power outage. Construction will begin in 2027.	108	2,950,300	2,950,300	-	-	-	-	3,251,100	3,211,100	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	WS-09	Flora Valley Court - River Bend Drive: Water Main Connection	Install approximately 1,300' of 8" water main between River Bend Drive and Flora Valley Court (Proposed Drive) in Section 15 to complete a water main loop and eliminate two long dead-end mains. Construction to begin in 2031.	82	-	-	-	-	-	-	614,250	614,250	100%
	WS-12E	PRV #20 Replacement [Dequindre, South of Avon]	PRV #20 is located on Dequindre Road just south of Avon Road. The valves and vault are approximately 25-years old. The work will include, but is not limited to, upgrading and/or replacing/relocating the structure, and upsizing the valves and piping. Construction is planned to begin in 2027.	89	1,031,250	1,031,250	-	-	-	-	1,106,550	1,106,550	100%
	WS-12F	PRV #6, 7 & 8 Relocation	Replace and relocate PRVs #6, #7, and #8 to restructure the water pressure districts that encompass section 9. This will improve water pressure and fire flows throughout this area of the City. Construction is planned to begin in 2028 in conjunction with WS-47B.	84	96,900	96,900	1,750,000	1,750,000	-	-	1,886,900	1,886,900	100%
	WS-15	Michelson Road: Water Main Extension	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 a 1,800-foot dead end. This project will extend 8" ductile iron pipe or high-density polyethylene (HDPE) pipe along Michelson Road approximately 1,200 feet to create a looped system. Construction to begin in 2030.	83	-	-	-	-	42,000	42,000	567,000	567,000	100%
	WS-20B	E. Nawakwa Road Water Main Replacement	Replacement of approximately 1,000-feet of 8-inch cast iron water main located on East Nawakwa Road. The water main is approximately 60-years old. The cast iron water main will be replaced with high-density polyethylene (HDPE) pipe via pipe bursting or hydraulic directional drilling (HDD). Construction is planned to begin in 2027, one year ahead of MR-21B and PW-21.	80	35,000	35,000	450,000	450,000	-	-	485,000	485,000	100%
	WS-27B	N. Rochdale Drive & Rochdale Medical Plaza Water Main Replacements	Replacement of approximately 680-feet of 6-inch cast iron water main throughout the Rochdale Medical Plaza (South of Walton Blvd) and approximately 1,020-feet of 12-inch ductile iron water main along North Rochdale Drive between Walton Blvd and Sargent's Creek. The water main in this location is approximately 50-years old. The water main will be replaced with high-density polyethylene (HDPE) pipe via pipe bursting. Construction is planned to begin in 2029.	98	-	-	60,000	60,000	745,000	745,000	805,000	805,000	100%
	WS-37B	Adams Road Transmission Water Main Replacement (Dutton to Tienken) and Adams Road Water Main Extension (Mohawk to Potomac)	Replacement of approximately 2,260-feet of 16-inch concrete water main and approximately 2,950-feet of 16-inch asbestos water main along the west side of Adams Road between Tienken Road and Dutton Road, excluding approximately 110-feet of water main installed in 2017 as part of the Booster Station No. 2 Improvements and 260-feet of water main installed in 2019 just south of Charlwood Drive . The water main in this location is approximately 55-years old and has been repaired in multiple locations. The water main will be replaced with high-density polyethylene (HDPE) pipe via hydraulic directional drilling (HDD) or pipe bursting. May consider cured-in-place-pipe (CIPP) lining of the existing asbestos cement pipe. An additional 1,300-feet of new 10" HDPE water main is proposed on the east side of Adams Road between Mohawk Lane and Potomac Drive. Construction is planned to begin in 2029.	104	-	-	-	-	400,000	400,000	5,250,000	5,250,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number	Project Name	Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	WS-41	Advanced Metering Infrastructure (AMI)	Advanced Metering Implementation (AMI) is an integrated system of meters, communications networks, and data management systems that enables two-way communication between utilities and customers. The City would no longer be required to drive routes to obtain meter reads on a monthly basis. The benefits include timely data delivery, access to more data, and lower operational costs. Implementation is planned to begin in 2032.	33	-	-	-	-	-	-	1,650,000	1,650,000	100%
	WS-42	Bellbrook Water Main Replacement	Replacement of approximately 2,850 feet of 8-inch ductile iron water main located along Wexford Way and the drive serving the Bellbrook Facility. The water main in this location is approximately 35-years old and has been repaired in multiple locations. The water main will be replaced with new 8-inch high-density polyethylene (HDPE) pipe via pipe bursting. Construction is planned to begin in 2027.	85	-	-	-	-	81,940	81,940	1,328,820	1,328,820	100%
	WS-46	RC-02 Improvements	The City of Rochester Hills receives water from the Great Lakes Water Authority (GLWA) at four different locations. RC-02 is the water feed located on the north side of Walton Boulevard, west of Waltonshire Court. The feed is approximately 25-feet deep and is 55-years old. The work includes replacing the existing valves and piping in the shared (w/ GLWA) underground valve vault and right-size the pressure reducing valves (PRVs) within the structure. Construction is scheduled for 2026/2027.	99	290,000	290,000	-	-	-	-	321,400	321,400	100%
	WS-46B	RC-01 Improvements	The City of Rochester Hills receives water from the Great Lakes Water Authority (GLWA) in four different locations. RC-01 is the water feed located on the northwest corner of South Boulevard / Livernois Road. The feed is approximately 55-years old. The work includes installation of a new access hatch, replacing the existing valves and piping in the shared (w/ GLWA) underground valve vault and right-size the pressure reducing valves (PRVs) within the structure. Construction is scheduled for 2026/2027.	84	575,000	575,000	-	-	-	-	629,100	629,100	100%
	WS-47B	Tienken Road Water Main Replacement and PRV No. 8 Improvements	Replacing approximately 8,560 LF of 12" asbestos cement watermain and 2,930 LF of 16" concrete transmission main along Tienken Road between Medinah Drive and Laurel Avenue. The water main is approximately 55-years old. The water main will be replaced with ductile iron pipe (DIP) or high density polyethylene (HDPE) pipe depending on installation method selected at time of design. The project also includes upgrades to PRV No. 8 located between Allston Drive and Laurel Avenue. The improvements include replacing 35 year old pipes, valves, and the PRV itself. Project will be completed in conjunction with WS-12F. Construction is scheduled for 2028.	110	300,000	300,000	6,275,000	6,275,000	-	-	6,575,000	6,575,000	100%
	WS-53	Hampton Plaza Water Main Replacement	Replacement of approximately 30-feet of 6-inch, 1,735-feet of 8-inch, and 795-feet of 16-inch cast iron water main located in Hampton Plaza. The water main is approximately 55-years old. The Cast Iron water main will be replaced with ductile iron or high-density polyethylene (HDPE) pipe, depending on the installation method. Construction is planned to begin in 2032.	76	-	-	-	-	-	-	1,195,430	1,195,430	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	WS-56	Charles Hamlet & Woodside Apartments Water Main Replacement	Replacement of approximately 2,720-feet of 6-inch and 2,480-feet of 8-inch asbestos cement (AC) water main located in the Charles Hamlet and Woodside Apartments. The water main is approximately 60-years old. The AC water main will be replaced with ductile iron or high-density polyethylene (HDPE) pipe, depending on the installation method. Construction is planned to begin in 2033.	80	-	-	-	-	-	-	182,000	182,000	100%
	WS-59B	Auburn Road Water Main Replacement [Crooks - Livernois]	Replacement of approximately 5,000-feet of 16-inch concrete transmission main along Auburn Road between Crooks Road and Livernois Road. The water main is approximately 55-years old. Installation of approximately 1,500-feet of new 8-inch parallel water main east of Crooks Road. This will eliminate service line connections to the transmission main, creating a more reliable system. The replacement method and pipe material will be determined during the design. Construction is planned to begin in 2028.	98	-	-	300,000	300,000	4,225,000	4,225,000	4,525,000	4,525,000	100%
	WS-63	Meadowbrook Valley Sub & Spring Hill South Water Main Replacement	Replacement of approximately 13,000-feet of 6-inch and 8-inch asbestos cement (AC) water main located in Meadowbrook Valley Subdivision and Springhill Subdivisions. The water main is approximately 50-years old. The water main will be replaced with ductile iron pipe or high-density polyethylene (HDPE) pipe (depending on installation method). Construction is planned to begin in 2033.	111	-	-	-	-	-	-	300,200	300,200	100%
	WS-68	DPS Fuel Island Replacement	The underground 15,000 gallon fuel tanks, piping, and dispensers are over 30 years old. Based on recent repairs and assessments from inspections, the fuel island and tanks are nearing end of life. This project includes a complete replacement and possible relocation within the DPS campus. A DPS Facility Master Plan will be completed before this project begins.	110	1,300,000	1,300,000	-	-	-	-	1,300,000	1,300,000	100%
	WS-69	Rochester Road (M-150) Water Main Replacement [Hamlin - Avon]	In coordination with the proposed MDOT's Project to resurface M-150/Rochester Road between Hamlin Road and Avon Road, the City desires to replace a one-mile stretch (5,200-feet) of the existing 16-inch diameter pre-stressed concrete cylinder pipe (PCCP) water main installed in 1971 along the west side of M-150/Rochester Road between Hamlin Road and Avon Road. This water main project will be included in the MDOT 2027/2028 Project Contract. The water main in this location is approximately 55-years old. The City would like to take advantage of the MDOT Road Reconstruction project as an opportunity to relocate the water main out from under Rochester Road and into the greenbelt area adjacent to the road for ease of future maintenance/repairs. Additionally, PCCP water main regionally has shown degradation and at over 50 years old, replacing the water main is a prudent step in asset management and continues the City's proactive and strategic approach to water system maintenance. The water main will be replaced with high-density polyethylene (HDPE) pipe via hydraulic directional drilling. Construction is planned to begin in 2027 in conjunction with MDOT's road project.	93	4,200,000	4,200,000	-	-	-	-	4,364,250	4,364,250	100%
Water & Sewer Capital Fund Total					**12,178,450**	**12,178,450**	**10,070,000**	**10,070,000**	**8,923,940**	**8,923,940**	**71,528,952**	**55,151,170**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number	Project Name	Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Water Resource Fund	PK-08D	Stoney Creek Streambank Stabilization @ Rochester Hills Museum	This Project will address approx. 200 linear ft of increasing shoreline erosion along Stoney Creek at the Rochester Hills Museum at Van Hoosen Farm. Stoney Creek is one of the communities highest quality tributaries to the Clinton River and within the watershed. Beyond its environmental and ecological importance, the creek and surrounding banks are rich with history and site to several large museum and community events including wet and wild Wednesdays. This particular site is located on the grounds near the farmhouse and is a high trafficked and high visibility area. The watershed has become an increasingly flashy system and will continue to be with increased storm intensity and development in the watershed upstream. This flashiness causes increased erosion. In addition, at this location, there is heavy human traffic in and out of the stream during community events and museum programs. To address this erosion and stabilize this section of the creek used by the City and public, the outside bank will need to be addressed through natural channel design methods. This project will ensure site is properly vegetated and armored, while allowing for a safe and improved experience for users.	108	-	-	200,000	200,000	-	-	200,000	200,000	100%
	PS-15	Clinton River Management Plan	The City looks to develop a management plan for the Clinton River and its major tributaries to identify and prioritize sites along these waterways that require stabilization, restoration, enhancement, and/or further protection. Sites to be identified include where there is excessive erosion, threatened infrastructure, Safety concerns, Habitat degradation, etc. The City would look to have conceptual plans and estimates included that will help to navigate and proactively schedule out future project planning and budgeting to address these areas of concerns. A comprehensive look at the River and major tributaries will assist in setting future prioritize and goals for the safe and proper management of these valuable assets that run through out community. It would primarily focus on City -owned sites and areas that the City may have an active responsibility in addressing. Knowing that the watershed is a dynamic system that can change quickly, this plan would include sites that may be susceptible for future issues, for the City to continue to monitor. There may be opportunities to partner with the County and the Clinton River Watershed Council to develop a plan at a larger scale.	88	100,000	100,000	-	-	-	-	100,000	100,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number	Project Name	Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	SW-08C	Clinton River: Natural Channel Restoration	Significant bank erosion and channel widening exists along the Clinton River within the City property between Livernois Road and Crooks Road. In 2010, as part of Phase I (SW-08B), the City restored approximately 500-feet of the channel and stabilized the bank to protect the Clinton River Trail from collapse due to the bank's failure. The whole project area consists of approximately one-mile of river through City property. It is proposed that the balance of the project (Phase II) be improved in phases as grants (up to a 50% match) become available. The City has applied for several grants and will continue to apply for additional grants to allow the City's match dollars to go further toward the goal of restoring the natural riverbank and flow characteristics of the river, and provide in-stream habitat, as well as adjacent riparian habitat within the City property. In addition to the reduction in erosion, the project will improve fish and insect habitat with the intent to create a self-sustaining fishery. Angling and paddling access to the river is also proposed to be added to protect the banks from access and use disturbance. Construction for Phase II is planned to begin in 2032+, pending a funding source/grant award, or if erosion increases dramatically.	110	-	-	-	-	-	-	877,500	438,750	50%
	SW-12	Watertowns Storm Water Improvements	Incorporate recommendations of the Clinton River Watershed Council (CRWC) Watertowns Green Infrastructure Community Report to improve storm water runoff at Yates Park and Borden Park through the addition of parking lot swales, rain gardens, permeable pavers, and bio-retention cells. Improved water quality and controlled runoff of storm water would reduce the load on storm water infrastructure. Construction is planned to begin in 2032+. Funding could move this project up to coincide with any of their park improvements for these locations.	98	-	-	-	-	-	-	73,250	36,625	50%
	SW-13	Storm Water BMP Retrofit	Retrofit up to 10 City-owned properties with storm water Best Management Practices (BMP) which include methods, measures, or practices to prevent or reduce surface runoff and/or water pollution, including but not limited to, structural and non-structural storm water management practices and operational / maintenance procedures. Construction is planned to begin in 2032+, or if funding becomes available.	106	-	-	-	-	-	-	135,000	67,500	50%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	SW-16	Stratford Knolls Sub #3, #6 Roadside/ Sideyard Culvert Replacement	The proposed infrastructure renewal for the Stratford Knolls Subdivision Phase #3 involves the comprehensive replacement of approximately 1,750 linear feet of storm drainage piping and associated structures. Since the subdivision's inception in the 1960s and subsequent drainage enclosures in the 1980s, the network of 12-, 18-, and 24-inch corrugated metal and reinforced concrete pipes has exceeded its engineered lifespan. This degradation has resulted in systemic failures, evidenced by the recent emergence of sinkholes in residential front and side yards. To mitigate these hazards, the City will replace the existing conduits, manhole structures, and inlets, including those situated within side-yard easements that manage roadside-generated runoff. Construction is planned to begin in 2032 or to ensure fiscal responsibility and minimize community disruption, this project could coincide with any watermain replacement. Integrating these subsurface utility upgrades into a single construction phase allows for shared mobilization costs and a more efficient restoration of the disturbed right-of-way and private properties. This proactive asset management strategy transitions the City from reactive emergency repairs to a modernized, high-durability drainage system, securing the structural integrity of the subdivision's infrastructure for the coming decades.	92	-	-	-	-	-	-	797,500	797,500	100%
	SW-17	Eastlawn Drainage Improvements	Eastlawn Drive is a long-established street with minimal elevational drop across its half-mile length. While storm pipes and ditching were added to the east end in the early 1990s, several factors have since impacted the area. The construction of new homes with sump pumps, replaced driveways, increased yard elevations, and rising groundwater levels have left the street with no positive drainage. Consequently, the City is experiencing heaving drive culverts and an increase in residential drainage complaints.This proposal addresses these issues by installing a storm sewer along the full length of the street. The pipe would be located in the grassed area on the north side right-of-way, then cross the roadway at 200 Eastlawn Drive to connect to the Oakland County Crake Drain basin. Utilizing the grassed area for installation should avoid the need to repave the entire road during restoration.To connect to the Crake basin an easement would be required from 200 Eastlawn Drive for access to the drain basin. Construction is tentatively planned for 2032+ or to coincide with scheduled road repaving.	82	-	-	-	-	-	-	825,000	825,000	100%
	SW-18	Elmdale & Juengel's Orchards Subdivision Drainage Improvements	These two subdivisions are starting to experience more individual drainage complaints relative to the shallow ditches and low elevation change along the length of the roadways. In the past, there have been attempts to use an underdrain to pick up low flow occurrence but this was never a long-term solution. That effort has now exceeded its lifespan and spot addressing is not correcting the neighborhood issue. This project would provide better drainage solutions through the use of extensions to existing storm pipe as well as subdivision wide proper ditching efforts. Construction is planned to begin in 2032+.	86	-	-	-	-	-	-	913,000	913,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	SW-19	Denison Acres Ditching Improvements	The Department of Public Services (DPS) has reviewed past concerns related to roadway flooding and ditch altering within the Denison Acres subdivision. DPS staff have started collecting existing information and will prepare a set of bidding documents with the intention of hiring a contractor to redefine the storm water drainage ditching for the three subdivision streets (Harrington, Walbridge, and Sarsfield). This project should be planned to be done with proposed resurfacing of the three streets as part of a future local asphalt road rehabilitation project (LS-01). Construction is planned to begin in 2032+, if done as a stand alone project.	86	-	-	-	-	-	-	1,344,000	1,344,000	100%
	SW-20	Red Oak Lane Drainage Basin	Red Oak Lane stands at a critical infrastructure crossroads: after 80+ years of incremental growth without an engineered drainage system, the neighborhood now relies entirely on the street's final undeveloped lot—the lowest topographical point—and the street itself to serve as its de facto retention area. Because City Engineering has already confirmed that no gravity-drain solution exists, developing this lot would effectively "plug" the neighborhood's only remaining outlet for stormwater. Raising the grade for new construction would not only displace floodwaters onto established neighboring properties but would also lead to chronic septic system failures and public health hazards as drain fields become saturated during spring thaws. By proactively acquiring this lot for a formal neighborhood retention basin now, the City can secure a permanent, cost-effective solution to a perpetual flooding issue, avoiding the far greater long-term costs of property litigation, emergency infrastructure repairs, and the environmental impact of septic overflows.	88	300,000	300,000	-	-	-	-	300,000	300,000	100%
Water Resource Fund Total					**400,000**	**400,000**	**200,000**	**200,000**	**-**	**-**	**5,565,250**	**5,022,375**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
Facilities Fund	FA-010	City Hall Carpet Replacement	The current carpeting throughout City Hall was originally installed with the building remodel and addition conducted in 2002. Through out the intervening 23 years of wear and continual cleaning, the carpet is starting to show its age and is in need of replacing. In addition to simply replacing the carpet, a way will need to be found to work around the current cubicle setups as removing them will not be a physical or viable option.	67	850,000	850,000	-	-	-	-	850,000	850,000	100%
	FA-01R	City Hall: Architectual Improvements	City Hall is entering a critical 20–25 year infrastructure life cycle, as the last major renovations were completed in 2003. To proactively manage these aging assets, we have established a series of targeted Capital Improvement Plan (CIP) projects designed to modernize the facility while maintaining fiscal responsibility. By segmenting these needs into smaller, manageable projects—such as reworking the City Engineer's work space and the replacement of worn customer service counters in city hall—we will ensure operational continuity and improve the service experience for the public. This phased approach allows us to address immediate aesthetic and structural needs, including countertops and fogged windows, over the next couple of years without the disruption of a single, massive overhaul.	73	85,000	85,000	75,000	75,000	-	-	160,000	160,000	100%
	FA-01S	City Hall Electrical Gear	Replace aged and water damaged electrical gear/equipment located in the City Hall basement.	123	400,000	400,000	-	-	-	-	400,000	400,000	100%
	FA-05F	Dairy Barn Upgrades	This project depends on building the Big Barn. This will repurpose the interior rooms of the Dairy Barn to allow for more exhibit and activity space within the Dairy Barn.	59	-	-	-	-	-	-	350,000	350,000	100%
	FA-07C	Citywide HVAC Maintenance & Repairs Schedule	Scheduled replacement of City-wide HVAC units based on estimated life expectancy. HVAC systems require continual maintenance, repairs, and upgrades to keep to City buildings safe and comfortable for all residents, visitors, and employees. This program is on-going.	97	855,000	855,000	397,000	397,000	-	-	5,104,909	1,252,000	100%
	FA-07F	City Wide Door Replacement	Replace damaged or worn out man doors, both interior and exterior, at buildings across the City including City Hall, DPS Garage, Fire Stations and Parks Buildings. There are over 40 doors in total that need to be replaced, some from damage and some because the frame or door itself is rusting out from environmental wear. Replacements are planned to begin in 2027.	115	258,000	258,000	-	-	-	-	258,000	258,000	100%
	FA-10B	Citywide Parking Lot Replacements	Scheduled replacement of parking lots at City-owned buildings. This is a multi-year project to maintain and replace damaged parking lots in a timely manner. Replacement costs include preliminary design engineering, geo-technical engineering, construction, and construction engineering. This project is on-going.	98	1,300,000	1,300,000	7,210,500	7,210,500	1,778,020	1,778,020	30,024,837	14,572,840	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	FA-11	ADA Compliance Implementation	In 2010, the City contracted an outside Compliance Specialist to perform ADA (Americans with Disabilities Act) inspections of all City Facilities. A transition plan was completed identifying a full description of work 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 proposed to be funded at $50,000 per year and is on-going.	131	50,000	50,000	50,000	50,000	50,000	50,000	574,548	350,000	100%
	FA-130	Fire Station #5 Detention Basin Retrofit	Fire Station #5 was originally designed with a detention basin north of the building structure, taking advantage of the topography. As the use of the building has caused the parking lot to be expanded, the existing surface area for the basin became in conflict with the safe use of the parking lot. To correct this, the waters stored on the paved parking lot should be moved underground where an oversized storm pipe can provide the proper storage capacity and release rate for this location. Accomplishing this will require a strip of parking lot asphalt and subsoils to be excavated, an oversized pipe placed underground, backfilling with sand, and the parking lot repaved. Construction is planned to begin in 2027.	104	15,000	15,000	40,000	40,000	-	-	55,000	55,000	100%
	FA-17	Electric Vehicle Charging Stations	Installation of electric vehicle charging stations. It is anticipated the current trend to transition from gasoline vehicles to those powered by electricity will continue. This has many benefits, particularly environmental. Installation will be at City owned parking lots for visitors, residents, and employees. Construction is planned to begin in 2032+.	65	-	-	-	-	-	-	500,000	500,000	100%
	FA-19	City-Wide LED Lighting Upgrades	An Energy Consultant has evaluated all City facilities for cost savings and has recommend lighting upgrades to replace existing florescent and tungsten lighting with LED lighting to generate energy cost savings. The City has formed a plan to upgrade lighting at all facilities. Upgrades began in 2023.	113	250,000	250,000	50,000	50,000	-	-	660,000	420,000	100%
	PK-01P	Bloomer Park Redevelopment	Bloomer Park is the City's largest park, totaling 206.9 acres. Through a robust public input and site design process the City is pursuing several elements at Bloomer, including: Replacement of the Velodrome with a Pump Track (2029-30) ; possible development of a Dog Park (TBD); addition of an additional shelter near the Stone Building; development of a Great Pavilion and Pollinator Trail near the multi-purpose field; improvements to allow greater access to the Clinton River; and construction of a boardwalk over some river oxbow areas.	77	-	-	-	-	497,200	497,200	5,469,200	5,469,200	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

					2027		2028		2029		TOTAL		
Fund Name	Project Number and Name		Project Description	Average Rating	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	City Share
	PK-03I	Museum at Van Hoosen Farm "Big Barn" Design/ Construction	Reconstruct the 6,500 sq. ft. Big Barn on the Museum site. The original barn burned in 1968. The Big Barn will include dedicated space for exhibits, meetings, archival storage, programs, and staff offices. The overarching goal is to address modern operational needs and support future community growth while striving to preserve the exterior appearance, location, and size of the building, which is significant to the Van Hoosen Farm story and this site listed on the National Register of Historic Places.	50	-	-	-	-	-	-	7,500,000	7,500,000	100%
	PK-04K	Spencer Park Redevelopment	Through a robust public input and site design process the City is pursuing several elements at Spencer Park. Elements include: Public non-motorized boat launch (2025); new playground, splashpad, and bathroom pavilion (2028/29); development of a new trail close to the lake on the east side and construction of a large year-round pavilion (2031/32); and expansion of the beach including construction of an over the lake boardwalk (2031/32).	72	-	-	-	-	-	-	3,788,610	3,388,610	100%
	PK-09	Trail Access & Conditions Improvement Program	A program to increase trail access throughout the Parks system as well as improving accessible and overall conditions for the most utilized park amenity in the City. This project is geared towards improvements at the Avon Nature Area trails (FY26/27) and Auburn Green Space (FY28). This project is on-going.	128	275,000	275,000	-	-	-	-	917,000	611,000	100%
	PK-10F	Clinton River Trail Resurfacing	Resurfacing the City owned portion of the Clinton River Trail, improving ADA accessibility with a solid resurfacing solution. The Clinton River Trail spans 4.5-miles through Rochester Hills. Project is planned to begin in 2032+.	108	-	-	-	-	-	-	1,430,000	1,430,000	100%
	PK-11	Clinton River Access [Parking Lot & Canoe Launch]	Construction of a small parking area (approximately 20 x spaces), an accessible pathway, and an accessible canoe/kayak launch into the Clinton River at Eagle's Landing. Cooperation with the Clinton River Watershed Council, the City of Rochester and/or the City of Auburn Hills could provide for additional river access points in their cities and possible grant opportunities. Operating costs of approximately $1,000 per year are anticipated for this facility. Construction is planned to begin in 2032+.	46	-	-	-	-	-	-	975,000	487,500	50%
	PK-13C	Innovation Hills Drainage Improvements	The Parks division is seeking to construct new drainage infrastructure in the parking lot of Innovation Hills to capture stormwater that is causing erosion and existing infrastructure damage. In addition to the parking lot improvements we are seeking to add drainage infrastructure and erosion control measures to the playground.	108	200,000	200,000	-	-	-	-	200,000	200,000	100%
	PK-17A	Playground Upgrades	Scheduled replacement and/or maintenance of existing playground equipment to prolong useful life at City Parks to comply with Federal and State Laws by adding surfacing and equipment, or replacing existing equipment. Design and/ or surfacing needs to meet ADA/CPSC/ASTM standards and guidelines. Playground Equipment is scheduled to be replaced after 20-years. It is planned to upgrade the playground equipment Avondale Park in 2026, Bloomer Park in 2027, and Spencer Park in 2028. Operating costs of approximately $10,000 per year are anticipated to remain consistent with the new equipment. This program is on-going.	102	2,500,000	2,500,000	1,500,000	1,500,000	-	-	5,498,399	4,420,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	PK-21	Bee Property Parking and Trailhead Concept Plan	This project will look to develop a plan and design for a trailhead, parking lot, gathering area, and trail system (which may include a small trail bridge across gully) for the newly acquired "Bee property". When acquired through the Michigan Trust Fund Grant, the application included a plan for the eventual development of trailhead and connection to adjacent trail systems. This project will look to provide a conceptual plan for parking lot, trailhead, trail development, and other potential components including community gathering structure and pollinator gardens in the front portion of the property where the original home was located.	79	80,000	80,000	-	-	-	-	80,000	80,000	100%
	PK-24B	Veterans Memorial Pointe Restoration	The pathways that flow through Veterans Memorial Pointe are made up of bricks, most with engravings for our veterans and loved ones that served. In recent years, the majority of the bricks have chipped or faded away leaving the engravings unreadable. Walking on certain areas of the path have become unstable contributing to inaccessibility. This project will include the replacement of all brick paths within the park as well as reengraving every brick.	95	302,500	302,500	-	-	-	-	302,500	302,500	100%
	PK-29	Restroom Rehabilitation Program	Replace failing park restrooms as well as a recurring program to replace portable toilets with updated restroom facilities. Evaluate all areas where portable toilets are utilized in conjunction with the amount of visitors at each site to determine which sites to prioritize for replacement. This is an on-going project to replace the bathrooms at Veteran's Memorial Pointe, Borden Park, and Leach Trailhead including paving the small parking lot at that site.	131	-	-	-	-	-	-	4,125,000	4,125,000	100%
	PK-30	Auburn Green Space Boardwalk	The City looks to complete a trail connection / loop that runs from Avondale Park through property easements and ultimately through Auburn Green Space back out to Auburn rd. Due to the wetland on Auburn Green Space, we look to construct a rustic boardwalk in an area of the green space to improve pedestrian access. This boardwalk will utilize construction techniques that limit impact to the wetland/natural features on site. There are options as to the direct route, but either way, would require roughly 220 ln ft of boardwalk. The project would include design, permitting, and construction of the boardwalk.	41	-	-	-	-	-	-	600,000	600,000	100%
Facilities Fund Total					**7,580,500**	**7,420,500**	**9,322,500**	**9,322,500**	**2,325,220**	**2,325,220**	**69,983,003**	**47,781,650**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

					2027		2028		2029		TOTAL		
Fund Name	Project Number and Name		Project Description	Average Rating	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	City Share
Management Information Systems	IS-02B	City Website Upgrade Schedule	Scheduled improvements in functionality and design to the City's current website configuration. Improvements would likely require changes to the current content management system as well as Internet hosting provider. Upgrades to the City's website are anticipated to occur every 5-years. Operating costs are anticipated to remain consistent as current website processes are already in place. The next website upgrade is planned to begin in 2026. This update schedule is on-going.	56	-	-	-	-	-	-	219,926	150,000	100%
	IS-06B	Asset Management System Upgrade	This project facilitates the transition from the City's outdated and fragmented legacy system to a modern, proactive Enterprise Asset Management System (EAMS). Phase I proposes to utilize professional consulting services to conduct a comprehensive assessment of existing processes, develop a strategic roadmap, and lead the procurement of a new solution. Following this discovery and planning phase, Phase II will commence in the upcoming year, focusing on the selection, implementation, and integration of the new software to ensure alignment with industry best practices. The ultimate goal is to shift the City's asset management approach from reactive to predictive, thereby maximizing efficiency, reducing long-term costs, and improving the longevity of the City's diverse infrastructure.		600,000	600,000	100,000	100,000	100,000	100,000	1,375,000	1,375,000	100%
	IS-07	Citywide Photocopier Replacement Schedule	Scheduled replacement of City copier machines when they have reached the end of their useful service life. Operating costs of approximately $50,000 per year for all City copiers are anticipated to remain consistent with timely replacement. All City copier machines were replaced in 2025, the next replacement is planned for 2030. This project is on-going.	62	-	-	-	-	-	-	948,855	300,000	100%
	IS-10B	Computer Network Upgrade Schedule	Regularly scheduled network computer system upgrade(s). Items to be evaluated for replacement include servers, storage, firewalls, 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. This update schedule is on-going.	87	560,000	560,000	560,000	560,000	280,000	280,000	6,079,936	3,550,000	100%
	IS-10D	Office Software Suite Update Schedule	Scheduled upgrade of existing office productivity software suite to current version. Using the product after support ends would pose a significant security risk. The next replacement is planned to begin in 2028. This replacement program is on-going.	118	-	-	200,000	200,000	-	-	493,689	200,000	100%

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number	Project Name	Project Description	Average Rating	2027 Project Cost	2027 City Cost	2028 Project Cost	2028 City Cost	2029 Project Cost	2029 City Cost	TOTAL Project Cost	TOTAL City Cost	City Share
	IS-23	Conference Room Tech Upgrades	Upgrade the technology in the conference rooms Citywide to allow for seamless use by all users. The plan is to use a standard system that will allow for better remote meetings with high quality sound for participants, no matter which room is being used. This will require cameras, microphones, and speakers that allow participants to hear and see all meeting attendees clearly and without barriers. With the move from in-person to remote meetings as the standard in recent years, we have found that our current technology does not allow for all participants to properly communicate. We would also like this change to clean up the wiring and standardize the look of conference rooms to better align with the expectation of modern and streamlined technology in our buildings and our brand. Implementation is scheduled for 2026.	97	10,000	10,000	10,000	10,000	10,000	10,000	180,000	120,000	100%
	IS-25	Sign Shop Printer Replacement Schedule	Replacement of the sign shop printer at the DPS Garage. Scheduled for every 5 years, the printer will be evaluated to determine if it needs replacement or has more life left. Project is on-going.		-	-	-	-	-	-	90,000	90,000	100%
Management Information Systems Total					**1,170,000**	**1,170,000**	**870,000**	**870,000**	**390,000**	**390,000**	**9,387,406**	**5,785,000**	

2027-2032 CAPITAL IMPROVEMENT PLAN SUMMARY

Fund Name	Project Number and Name		Project Description	Average Rating	2027		2028		2029		TOTAL		City Share
					Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	Project Cost	City Cost	
Fleet Equipment Fund	FA-20	Tow Behind Air Compressor	Purchase of a tow behind air compressor to be shared between the Facilities Division and Department of Public Services (DPS). The compressor would make it so Facilities is not dependent on renting equipment for irrigation winterization, and an additional unit would allow DPS to work in multiple areas of road repair at one time. The compressor the DPS team currently uses is mounted on a truck-trailer. This compressor is a freestanding unit offering more flexibility. Purchase is planned in 2028.	85	-	-	25,000	25,000	-	-	25,000	25,000	100%
		Tow Behind Air Compressor Total			-	-	25,000	25,000	-	-	25,000	25,000	
	IS-05A	Citywide Fleet Replacement Schedule	Scheduled replacement of various Fleet Department vehicles and equipment. Operating costs (fuel, maintenance, supplies) of approximately $600,000 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 207-211 in the Appendix Section. This replacement program is on-going.	83	2,318,720	2,318,720	3,580,100	3,580,100	1,240,560	1,240,560			100%
		Citywide Fleet Replacement Schedule Total			2,318,720	2,318,720	3,580,100	3,580,100	1,240,560	1,240,560			
Fleet Equipment Fund Total					**2,318,720**	**2,318,720**	**3,605,100**	**3,605,100**	**1,240,560**	**1,240,560**			

Financial Trends

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

Synopsis

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.

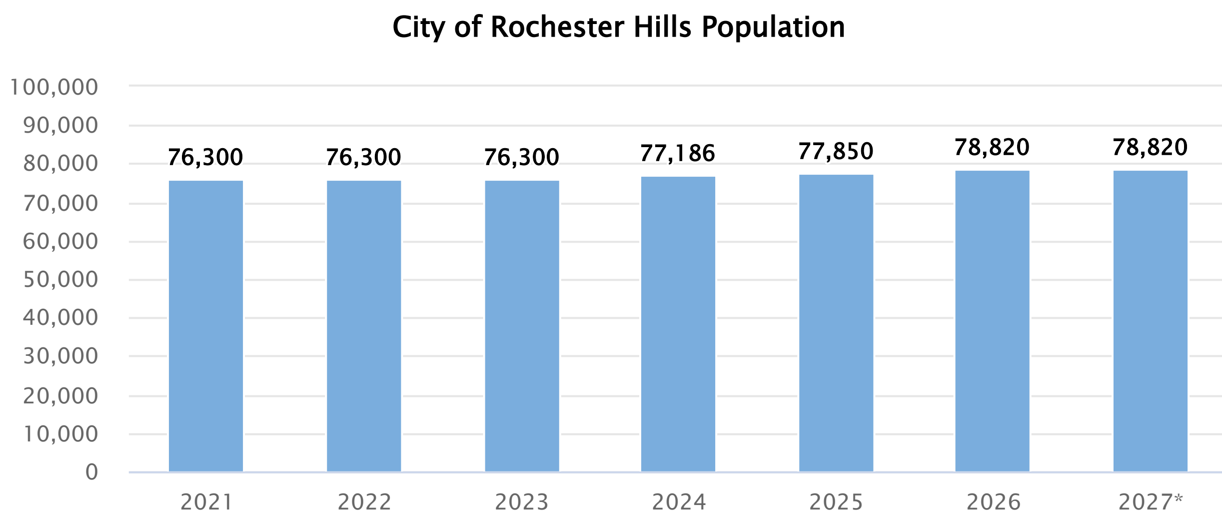
Debt Service Trends:

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).

Population Trend



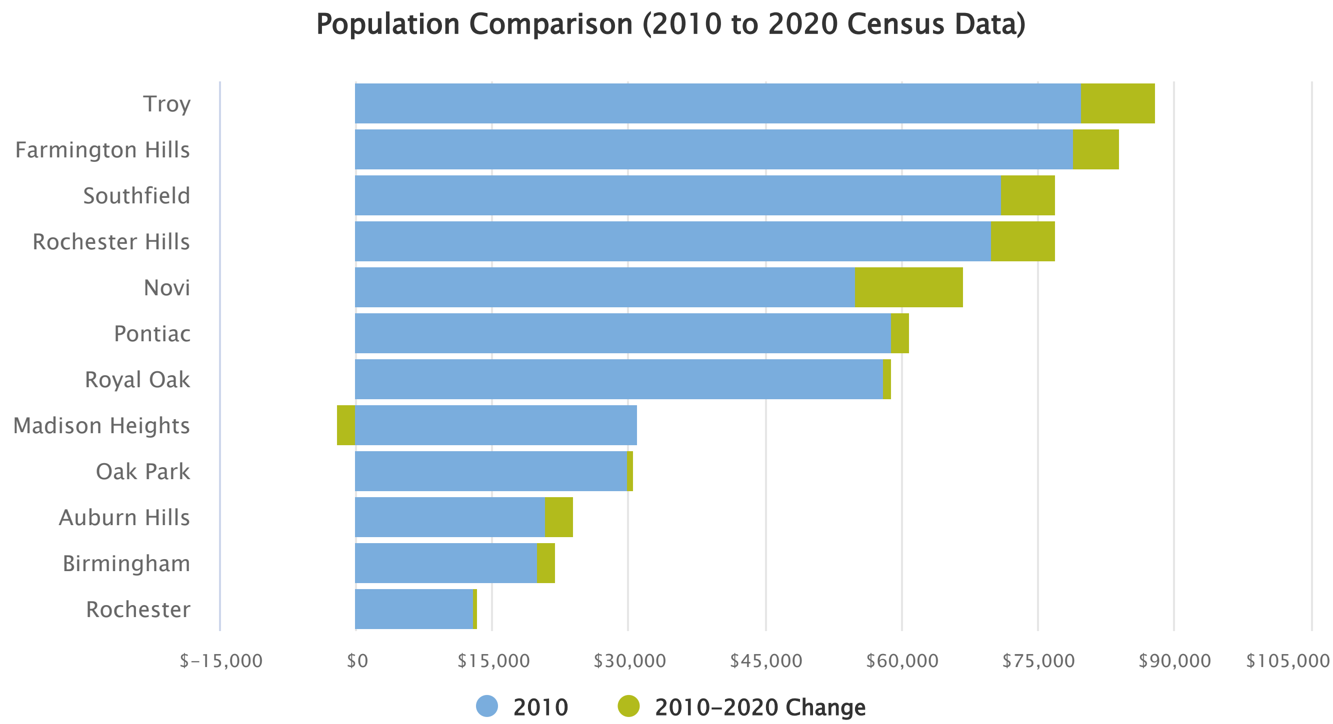
Source:
(2020) City ACFR
(2021-2022) 2020 U.S. Census
(2023-2025) SEMCOG
(2026) City of Rochester Hills Fiscal Division
* = Estimated / Projected

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 percapita 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 steadily increased. Total population growth is anticipated to slow into the future as the City nears build-out.



Source:
US Census Bureau Census 2010, 2020

Indicator Description:

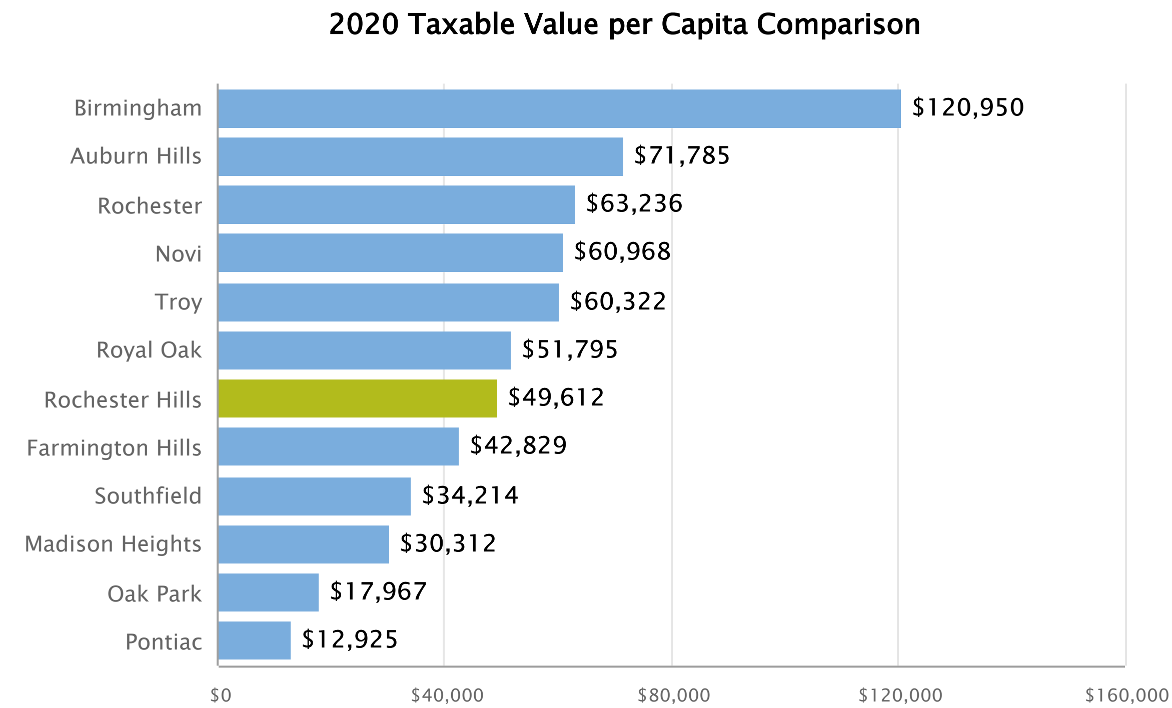
The FY 2010 and FY 2020, populations listed above are taken from communities that are considered to be “comparable” to the City of Rochester Hills based on the most recent U.S. Census Bureau data. The comparison is based on factors such as proximity, types of services provided, demographics, area serviced, 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 provides. 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 2010 to FY 2020, the City experienced steady growth in population from 70,995 to 76,300, representing a +7.5% increase.

Taxable Value per Capita Comparison



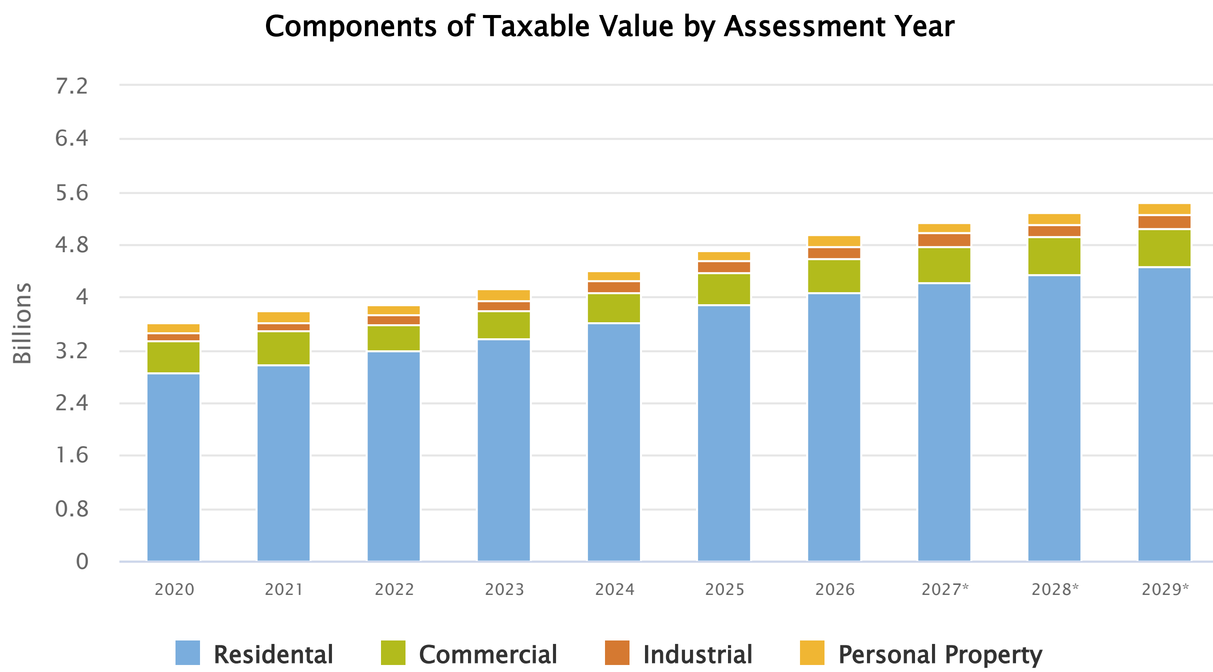
Source:
US Census Bureau Census (2020)
Oakland County Equalization Department (2020)

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 2026, approximately 82% of the City's taxable value represents residential housing stock with the remaining 18% 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.



Source:
(2020-2025) Oakland County Equalization Department
(2026-2029) City of Rochester Hills Assessing & Fiscal Division
* = Estimated / Projected

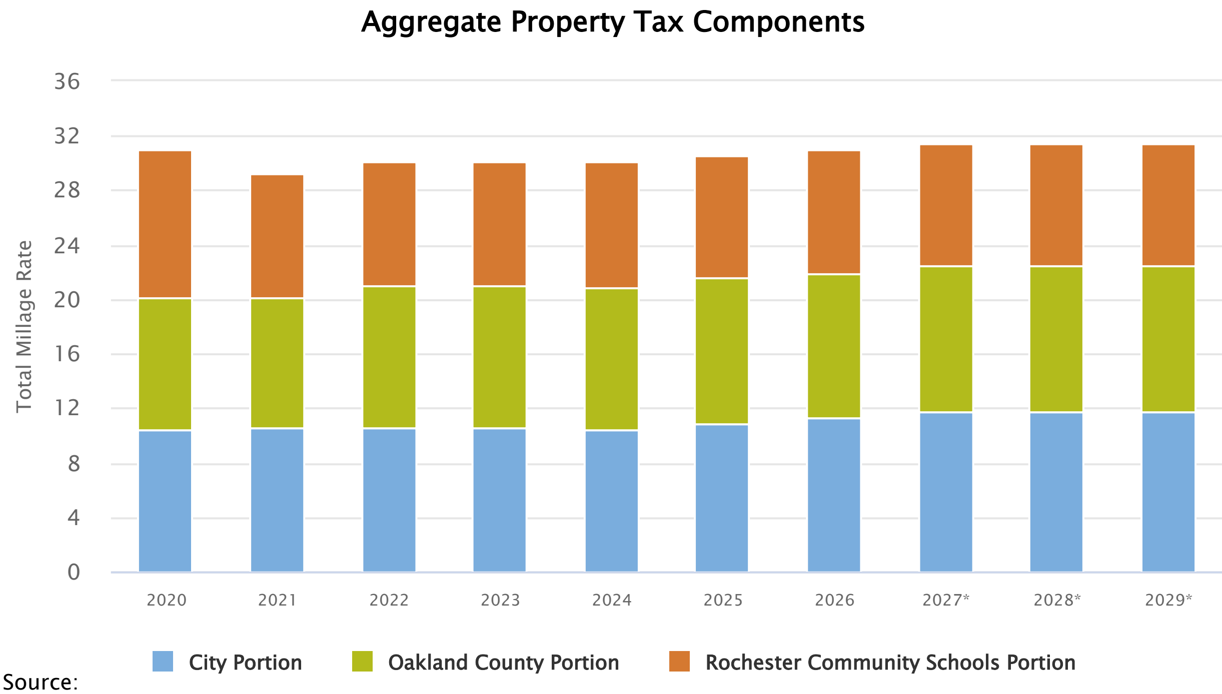
Indicator Description:

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 are set to increase by +4.19% for FY 2027. 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 conservatively projects taxable value increases of +2.75% for FY 2028 and +2.50% for FY 2029 and beyond.

Aggregate Property Tax Components



Source:
(2020–2026) Oakland County Equalization Department
(2027–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

Indicator Description:

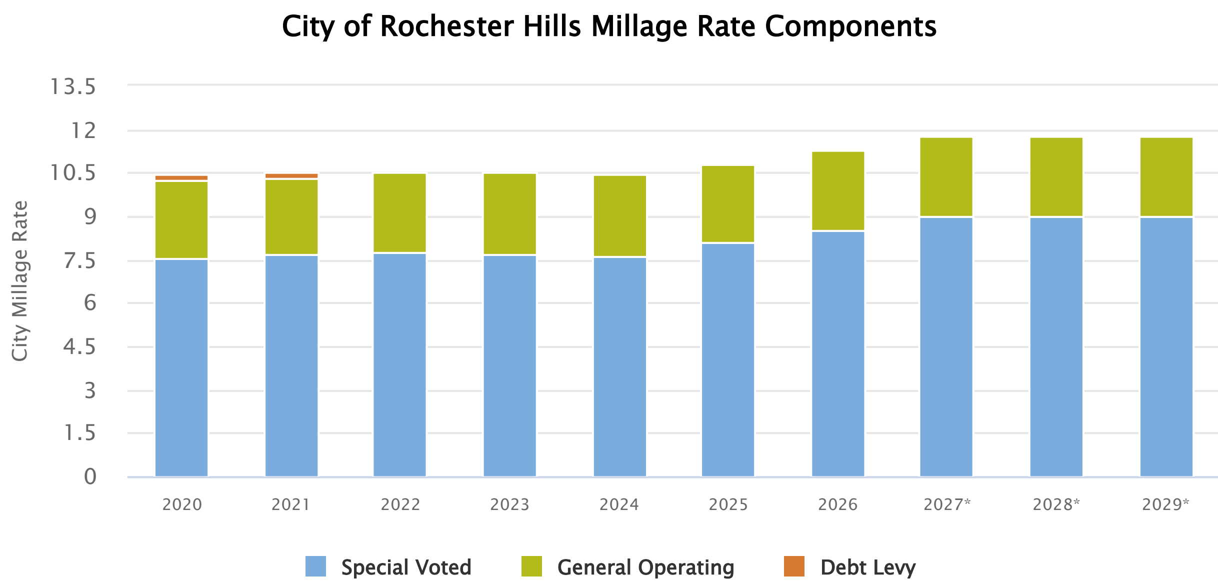
This chart illustrates the total tax rate for the City of Rochester Hills in comparison with overlapping taxing districts. For FY 2026, sixty-three percent (63%) of all property taxes shown above are anticipated to be billed, collected, and allocated by the City of Rochester Hills for other taxing jurisdictions (Oakland County and either Rochester Community Schools or Avondale School Districts).

Trend Analysis:

The 2026 Winter Tax levy (for FY 2027) for homestead property is projected at 31.3553 mill, which comprises the City portion of 11.7753 mill, Oakland County portion of 10.6175 mill, and Rochester Community Schools portion of 8.9625 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:
(2020–2029) 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:

For FY 2024, OPC no longer levied their Transportation Millage due to the newly voter approved Oakland County Transit Millage. This decreased the City's Millage rate by (0.0937). In August 2024, the City's voters approved a new Library Operating millage of +0.39 mill, increasing the City's millage rate to 10.8473. In FY 2025, the City paid off the last of the Chapter 20 Drain Debt Millage. The small [0.0275] Drain Debt Millage is proposed to be rolled into the General Levy starting in FY 2026. Due to a +36% increase from Oakland County for Sheriff Services which the City was notified in December of 2024 and started in FY 2025 through 2027, it is proposed to increase the Police Millage by +0.4280 mill to maintain the current level of police protection in the City. In 2026, the City's voters approved an increase to the Fire Charter Millage of +0.5 mill. The total City operating millage for FY 2027 is proposed at 11.7753 mill.

City of Rochester Hills Millage Summary

General Levy / City Charter

5.0000 mill authorized by Charter (limited to 3.7418 mill by Headlee rollback). 2.7654 mill has been proposed to be levied for Fiscal Year 2027.

Local Street / Voter Approved 11/5/2019

Up to 1.0965 mill (limited to 1.0448 mill by Headlee rollback) for ten (10) years through FY 2030 for local street improvements and maintenance. The entire authorized millage has been proposed to be levied for Fiscal Year 2027.

Fire / City Charter / Voter Increased 8/4/2026

3.5000 mill authorized by Charter (limited to 3.5000 mill by Headlee rollback) for Fire protection services. 3.2000 mill has been proposed to be levied for Fiscal Year 2027.

Police / Voter Approved 11/07/2023

Up to 3.4661 mill (limited to 3.4355 mill by Headlee rollback) for ten (10) years through FY 2034 for Police protection services. 2.8460 mill has been proposed to be levied for Fiscal Year 2027.

Pathway / Voter Approved 8/4/2026

Up to 0.1715 mill (limited to 0.1701 mill by Headlee rollback) for ten (10) years through FY 2035 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 proposed to be levied for Fiscal Year 2027.

RARA Operating / Voter Approved 11/04/2025

Up to 0.1802 mill (limited to 0.1787 mill by Headlee rollback) for ten (10) years through FY 2035 for Rochester Avon Recreation Authority operating expenditures. The entire authorized millage has been proposed to be levied for Fiscal Year 2027.

OPC Operating / Voter Approved 8/04/2020

Up to 0.3200 mill (limited to 0.3074 mill by Headlee rollback) for ten (10) years through FY 2030 for Older Person's Commission operating expenditures. The entire authorized millage has been proposed to be levied for Fiscal Year 2027.

Library Operating / City Charter

Up to 1.0000 mill (limited to 0.7188 mill by Headlee Rollback) is levied for library purposes pursuant to Public Act 164 of 1877 as amended. The entire authorized millage has been proposed to be levied for Fiscal Year 2027.

Park System Facilities / Voter Approved 11/02/2021

Up to 0.1660 mill (limited to 0.1607 by Headlee rollback) for ten (10) years through FY 2031 is levied to be used for improving and enhancing the City's park system facilities. The entire authorized millage has been proposed to be levied for Fiscal Year 2027.

Library Operating / Voter Approved 8/06/2024

Up to 0.3900 mill (limited to 0.3834 by Headlee rollback) for ten (10) years through FY 2035. The entire authorized millage has been proposed to be levied for Fiscal Year 2025.

City of Rochester Hills Tax Levy (FY 2023 - FY 2027)

Operating Millages	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027 $$'s Generated
General Fund (Charter)	2.8285	2.8157	2.6872	2.7416	2.7654	$ 13,990,210
Local Street I (Voted)	1.0687	1.0687	1.0625	1.0531	1.0448	$ 5,265,770
Fire Fund (Charter)	2.7000	2.7000	2.7000	2.7000	3.2000	$ 16,127,920
Special Police I (Voted)	1.1359	1.1359	2.4180	2.8460	2.8460	$ 14,343,550
Special Police II (Voted)	1.1197	1.1345	-	-	-	$ -
Park System Facilities	0.1645	0.1645	0.1635	0.1620	0.1607	$ 809,920
Pathway (Voted)	0.1742	0.1742	0.1731	0.1715	0.1701	$ 857,300
RARA Operating (Voted)	0.1829	0.1829	0.1818	0.1802	0.1787	$ 900,640
OPC Operating (Voted)	0.3146	0.3146	0.3127	0.3099	0.3074	$ 1,549,290
OPC Transportation (Voted)	0.0937	-	-	-	-	$ -
Library Operating I (Charter)	0.7353	0.7353	0.7310	0.7245	0.7188	$ 3,507,150
Library Operating II (Voted)	-	-	0.3900	0.3865	0.3834	$ 1,870,960
Operating - Subtotal	**10.5180**	**10.4263**	**10.8198**	**11.2753**	**11.7753**	**59,222,710**
Debt Millages	**2023**	**2024**	**2025**	**2026**	**2027**	**$$'s Generated**
Chapter 20 Drain Debt	0.0330	0.0310	0.0275	-	-	$ -
OPC Building (Voted)	-	-	-	-	-	$ -
Debt - Subtotal	0.0330	0.0310	0.0275	-	-	-
TOTAL	**10.5510**	**10.4573**	**10.8473**	**11.2753**	**11.7753**	**59,222,710**

Taxable Value Example

	FY 2026		FY 2027		2026-27
Citywide Assessment Change				4.11%	
Sample Taxable Value		$ 200,000		$ 208,220	
Operating Millages	**City Millage**	**City Taxes**	**City Millage**	**City Taxes**	**City Tax Change**
General Fund (Charter)	2.7416	$ 548.32	2.7654	$ 575.81	$ 27.49
Local Street I (Voted)	1.0531	$ 210.62	1.0448	$ 217.55	$ 6.93
Fire Fund (Charter)	2.7000	$ 540.00	3.2000	$ 666.30	$ 126.30
Special Police I (Voted)	2.8460	$ 569.20	2.8460	$ 592.59	$ 23.39
Special Police I I (Voted)	-	$ -	-	$ -	$ -
Park System Facilities (Voted)	0.1620	$ 32.40	0.1607	$ 33.46	$ 1.06
Pathway (Voted)	0.1715	$ 34.30	0.1701	$ 35.42	$ 1.12
RARA Operating (Voted)	0.1802	$ 36.04	0.1787	$ 37.21	$ 1.17
OPC Operating (Voted)	0.3099	$ 61.98	0.3074	$ 64.01	$ 2.03
OPC Transportation (Voted)	-	$ -	-	$ -	$ -
Library Operating I (Charter)	0.7245	$ 144.90	0.7188	$ 149.67	$ 4.77
Library Operating II (Voted)	0.3900	$ 78.00	0.3834	$ 79.83	$ 1.83
Operating - Subtotal	**11.2788**	**2,255.76**	**11.7753**	**2,451.85**	**196.09**
Debt Millages					
Chapter 20 Drain Debt	-	$ -	-	$ -	$ -
Debt - Subtotal	**-**	**$ -**	**-**	**$ -**	**$ -**
TOTAL: CITY MILLAGE / CITY TAXES	**11.2788**	**$ 2,255.76**	**11.7753**	**$ 2,451.85**	**$ 196.09**

Note: A house with a market value of $400,000, would have a Taxable Value of $200,000

City of Rochester Hills Millage Forecast

Estimated City of Rochester Hills Tax Projection (FY 2027-2033)

Operating Millages	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
General Fund (Charter)	2.7654	2.7654	2.7654	2.7654	2.7654	2.7654	2.7654
Local Street I (Voted)	1.0448	1.0448	1.0448	1.0448	1.0448	1.0448	1.0448
Fire Fund (Charter)	3.2000	3.2000	3.2000	3.2000	3.2000	3.2000	3.2000
Special Police I (Voted)	2.8460	2.8460	2.8460	2.8460	2.8460	2.8460	3.0248
Park System Facilities (Voted)	0.1607	0.1607	0.1607	0.1607	0.1607	0.1607	0.1607
Pathway (Voted)	0.1701	0.1701	0.1701	0.1701	0.1701	0.1701	0.1701
RARA Operating (Voted)	0.1787	0.1787	0.1787	0.1787	0.1787	0.1787	0.1787
OPC Operating (Voted)	0.3074	0.3074	0.3074	0.3074	0.3074	0.3074	0.3074
Library Operating I (Charter)	0.7188	0.7188	0.7188	0.7188	0.7188	0.7188	0.7188
Library Operating II (Voted)	0.3834	0.3834	0.3834	0.3834	0.3834	0.3834	0.3834
Operating - Subtotal	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.9541**
Debt Millages							
Chapter 20 Drain Debt	-	-	-	-	-	-	-
Debt - Subtotal	-	-	-	-	-	-	-
TOTAL MILLAGES	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.7753**	**11.9541**

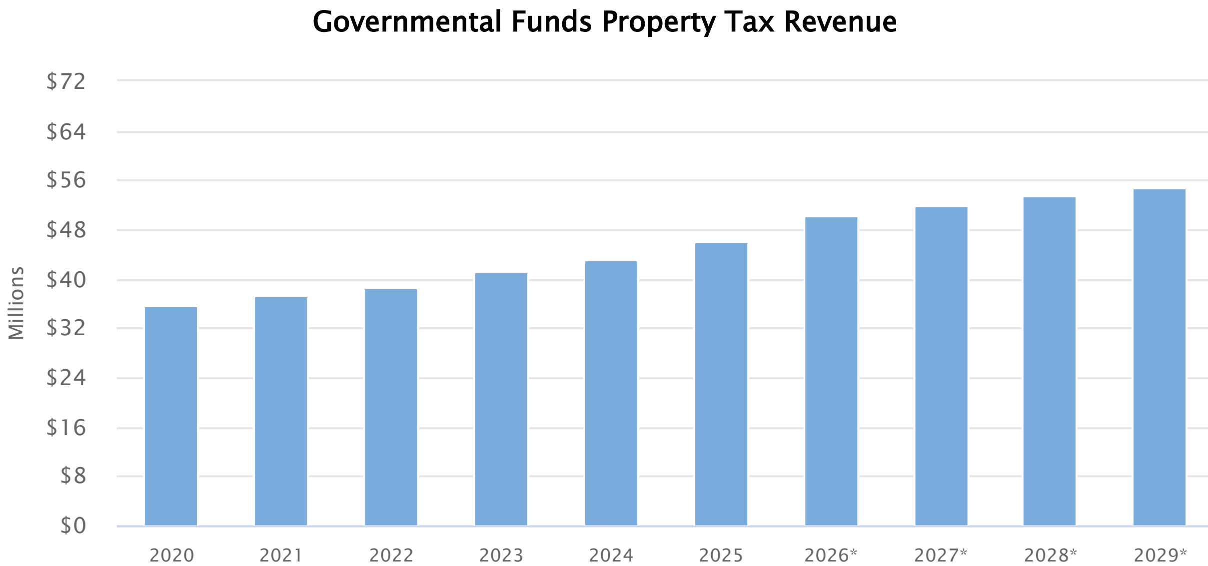
Assumptions:

- No Headlee Rollback is assumed in this projection
- Straight millage rate renewals are assumed for all non-debt millages in the forecast period
- In 2024, OPC chose to not levy the OPC Transportation Millage going forward
- In 2023, the City's voters approved the renewal of the two (2) separate Special Police millages (I and II) into one (1) single combined Special Police millage beginning in FY 2025
- In 2024, the City's voters approved a new Library Operating millage
- In 2025, the City made the final payment on the last Chapter 20 Drain debt
- In 2025, due to a +36% increase from Oakland County for Sheriff Services the Police millage increased by + .04280 mill to maintain the same level of Police services in the City.
- In 2025, the City's voters approved the renewal of the RARA operating millage
- In 2026, the City's voters approved the renewal of the Pathway millage
- In 2026, the City's voters approved the Fire Charter millage increase of +0.5 mill

Trend Analysis:

The City proposes to increase the millage rate to 11.7753 mill for FY 2027 and anticipates maintaining this bottom line millage rate through FY 2030. Potential millage rate increases may be necessary in FY 2031 and beyond due to Police services cost increases.

Governmental Property Tax Revenue Trend



Source:
(2020–2025) City ACFR
(2026–2029) 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.

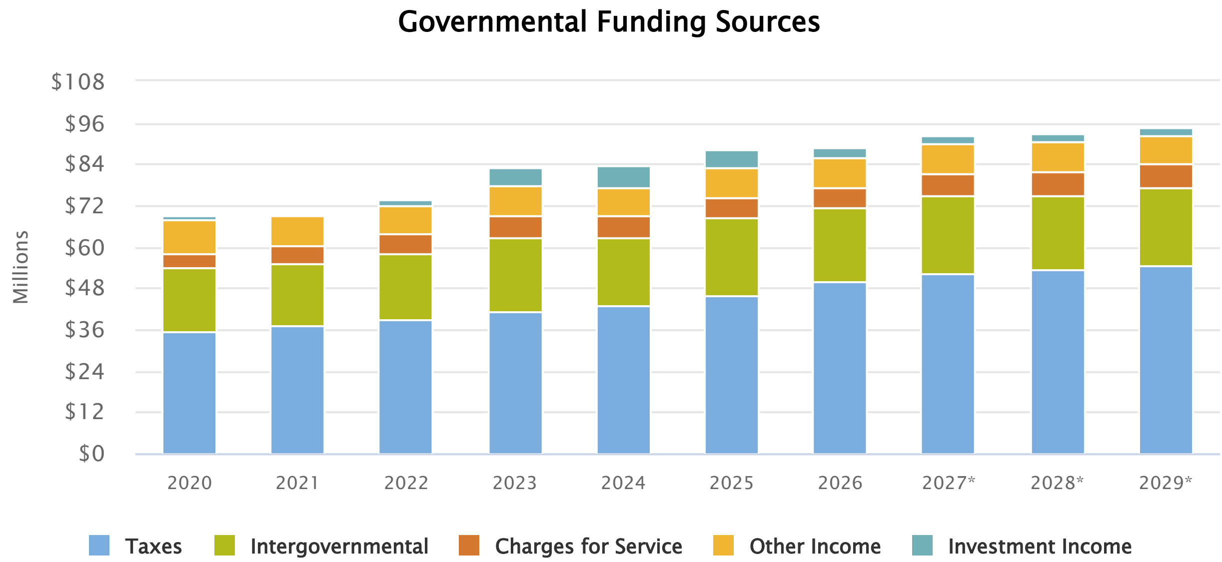
There are several variables that affect the growth or decline of taxable revenues:

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

Trend Analysis:

Taxable valuations are projected to increase by 4.19% for FY 2027. Based on the impact of the State of Michigan Proposal A legislation, taxable valuations can only increase at the rate of inflation plus new additions. The City of Rochester Hills conservatively projects taxable value increases of +2.75% for FY 2028 and +2.50% for FY 2029 and beyond.

Governmental Funding Sources Trend



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

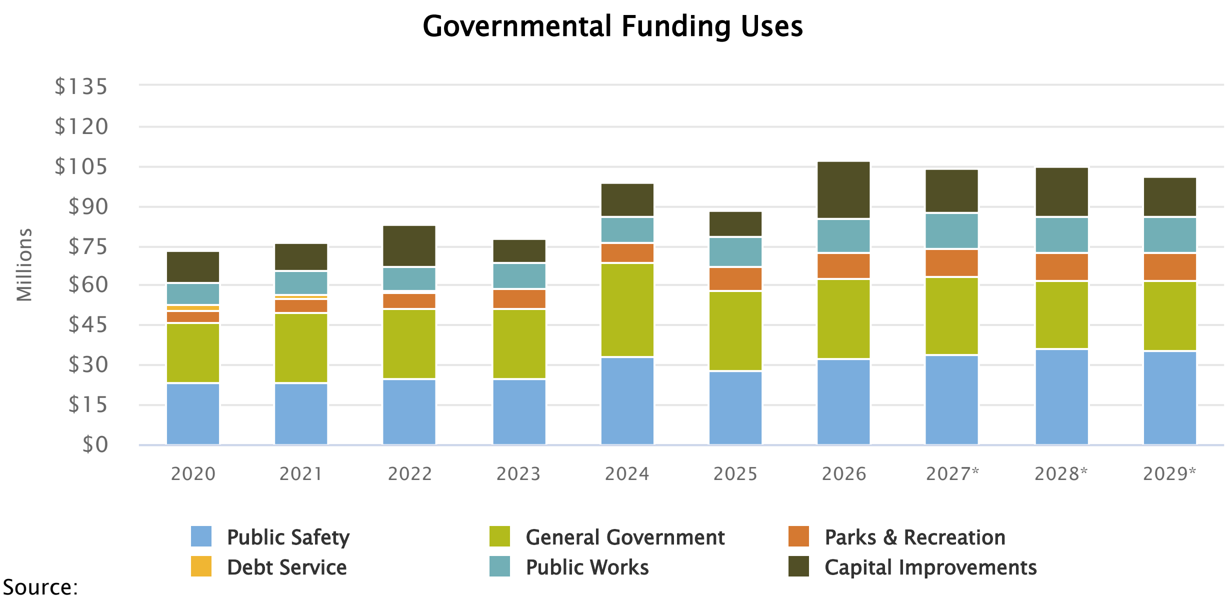
Indicator Description:

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

Trend Analysis:

The two major sources of governmental revenue are property taxes and intergovernmental revenue. Tax revenues are anticipated to steadily increase due to the increase in taxable value which is largely based on CPI. Intergovernmental revenues primarily include State-Shared revenue and Act 51 Gasoline Tax revenue from the State of Michigan and are projected to conservatively increase by +1.0% per year.

For FY 2027, governmental funds are anticipated to be made up of approximately 56% tax revenue and 25% intergovernmental revenue.



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

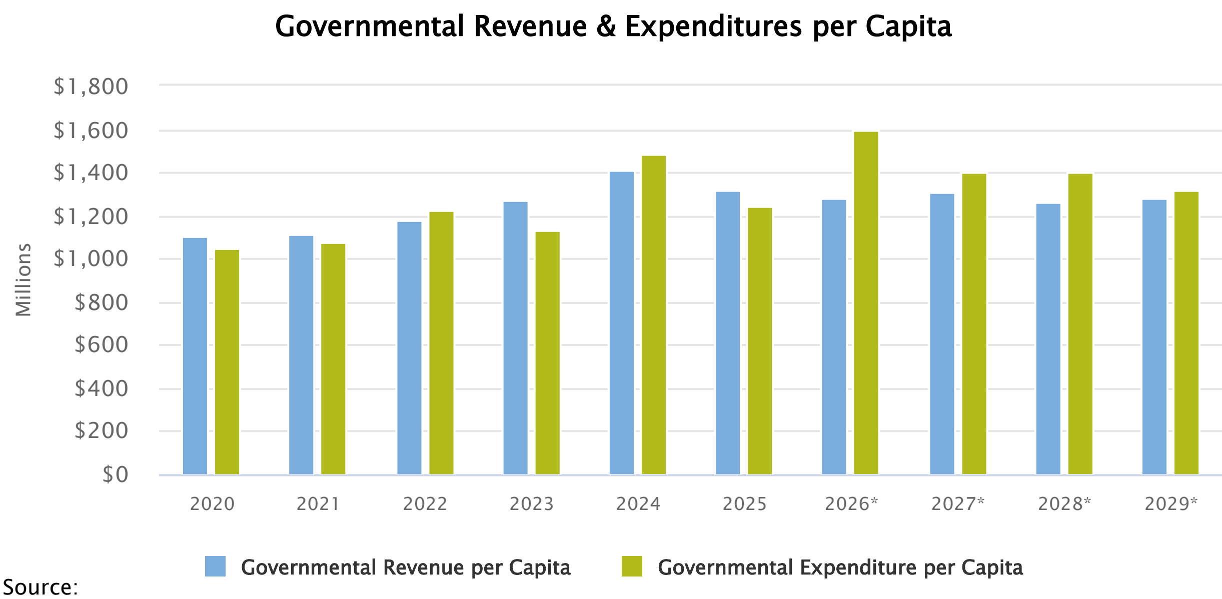
Indicator Description:

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:

Capital improvements represent the City's significant investment in infrastructure including major roads, local streets, pathways, fire stations, and fire apparatus. The City also significantly invests in Public Safety, which includes both fire and police services.

Governmental Revenue & Expenditure per Capita Trend



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

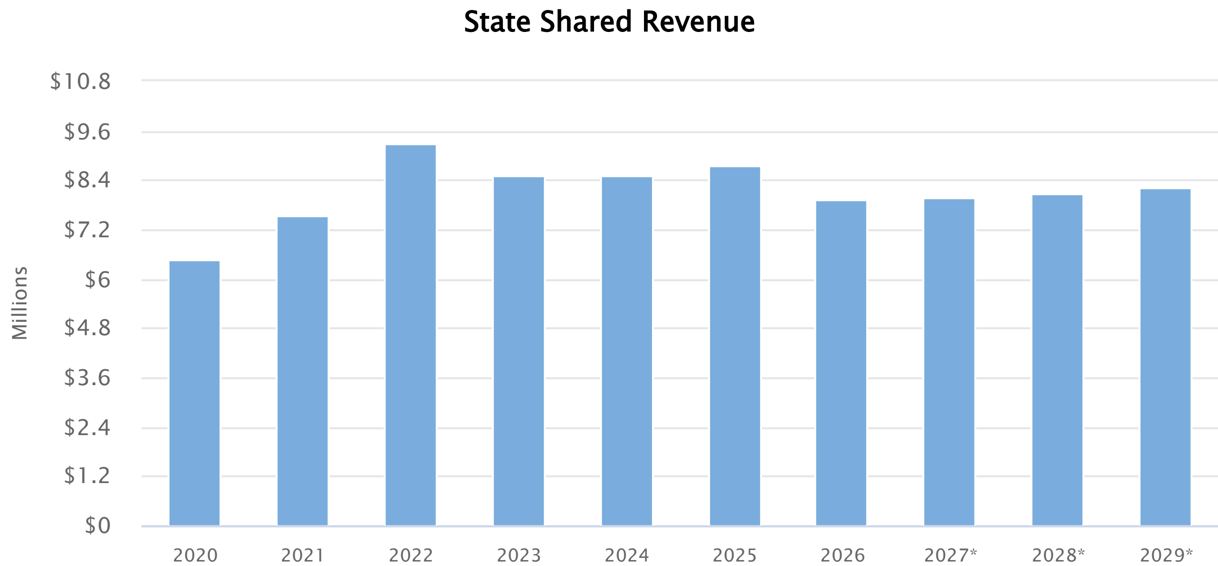
Indicator Description:

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 increase in expenditures from FY 2026 to FY 2029 is primarily due the City's significant investment in infrastructure including parks, City facilities, major roads, local streets, pathways, and fire apparatus which were funded by funds on hand utilizing accumulated fund balances and grants. Revenues are anticipated to increase conservatively in FY 2027 and beyond.

State Shared Revenue Trend



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

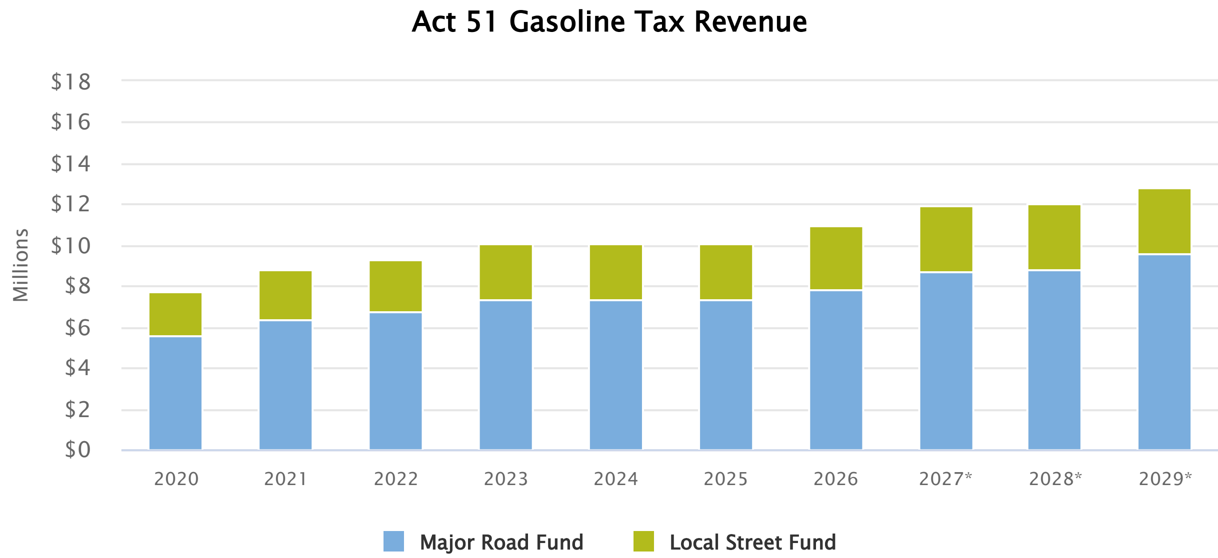
Indicator Description:

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:

In FY 2026, State-shared revenues decreased by (9.3%) due to the State of Michigan no longer allocating the State Sales Tax on gasoline sales. This is mainly to help consumers at the pump but has negatively affected municipalities across the state. It is conservatively estimated that State-Shared Revenue will increase +1.0% for FY 2027-2029. Given the importance of State-Shared revenue, the City will continue to closely monitor all legislative actions.

Act 51 Gasoline Tax Revenue Trend



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

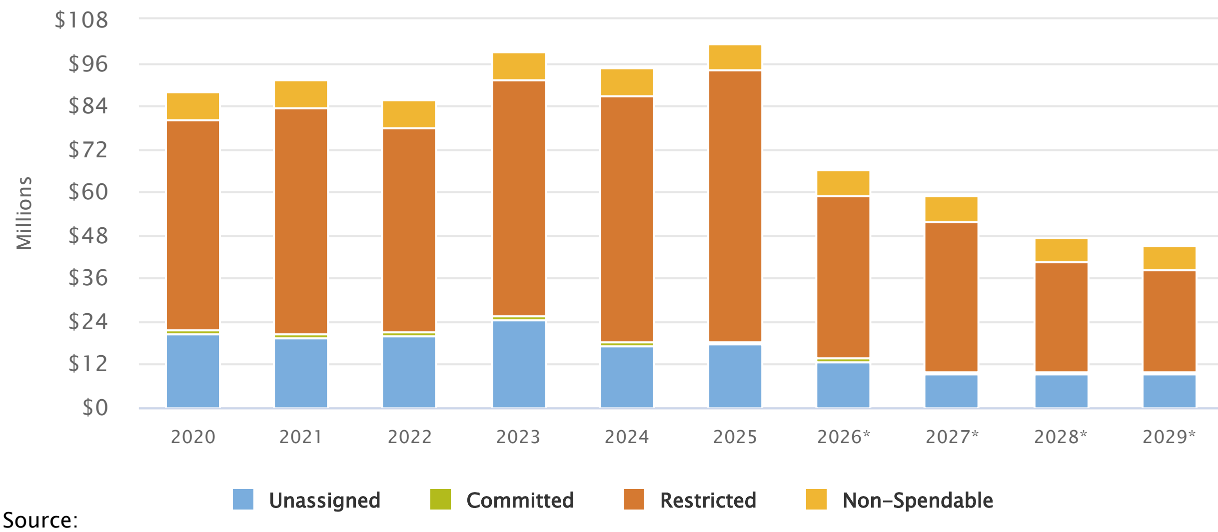
Indicator Description:

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). Beginning January 1, 2017 the tax was raised to $0.263 per gallon for both gasoline and diesel, and will increase with the CPI beginning in 2026. These Act 51 revenues collected by the State of Michigan are 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:

Fluctuation in Act 51 revenues vary depending upon the strength of the state economy, actual gasoline tax revenues, vehicle registrations, and statutory changes. The +7.7% increase in FY 2026 is largely due to the increase in the Act 51 Gasoline Tax, offset by the decrease in State Sales Tax on Gasoline (reducing State Shared Revenue). The projected increase for FY 2027 is 11%, with FY 2028 and beyond expected to increase at a conservative 1%.

Governmental Funds: Fund Balance by Component



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

Indicator Description:

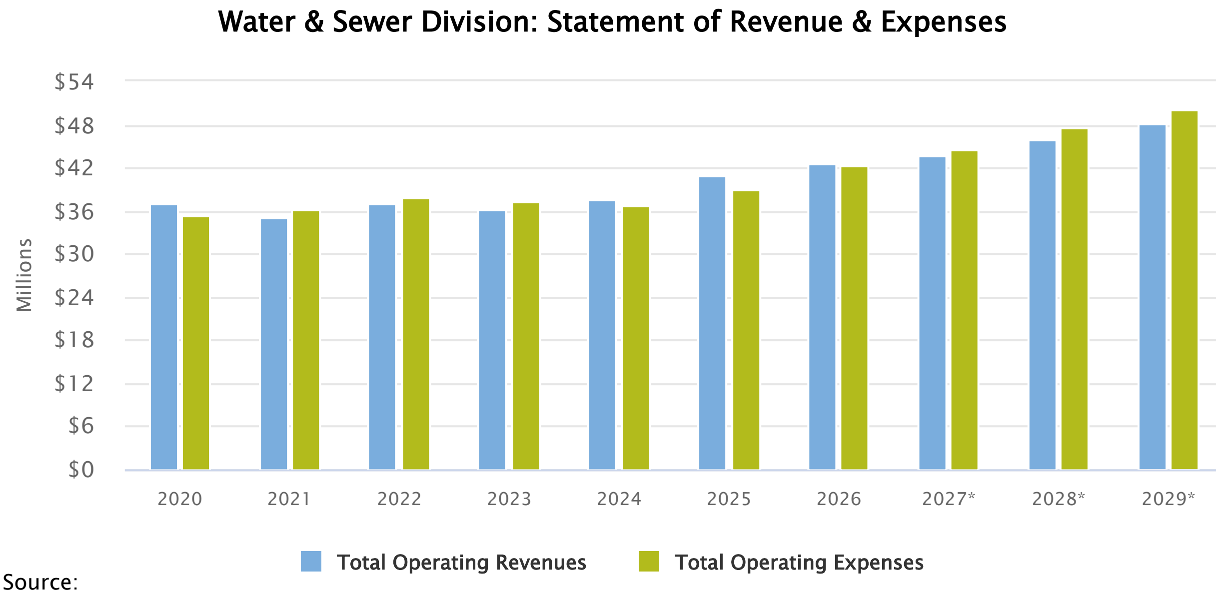
The City's Adopted Fund Balance Policy (June 24, 2024) establishes the desired funding levels under normal operating conditions that the City of Rochester Hills will strive to maintain in various governmental fund balance reserves, the specific conditions under which the reserves may be used, and how the reserves may be funded.

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. Capital Improvements, 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 and is only reported in the General Fund.

Trend Analysis:

The redirection of Unassigned Fund Balance to Restricted Fund Balance in FY 2025-2029 is primarily due to the gradual decrease of General Fund Balance from 80% to 35% of annual operating expenditures, transferring the balance to the Capital Improvement Fund. The decrease in restricted fund balance from FY 2026-2029 is also due to the City's significant investment in infrastructure including major roads, local streets, pathways, parks, facilities, and fire apparatus funded in part by funds on hand utilizing accumulated fund balances.

Water & Sewer Division: Statement of Revenues & Expenses Trend



Source:
(2020–2025) City ACFR
(2026–2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

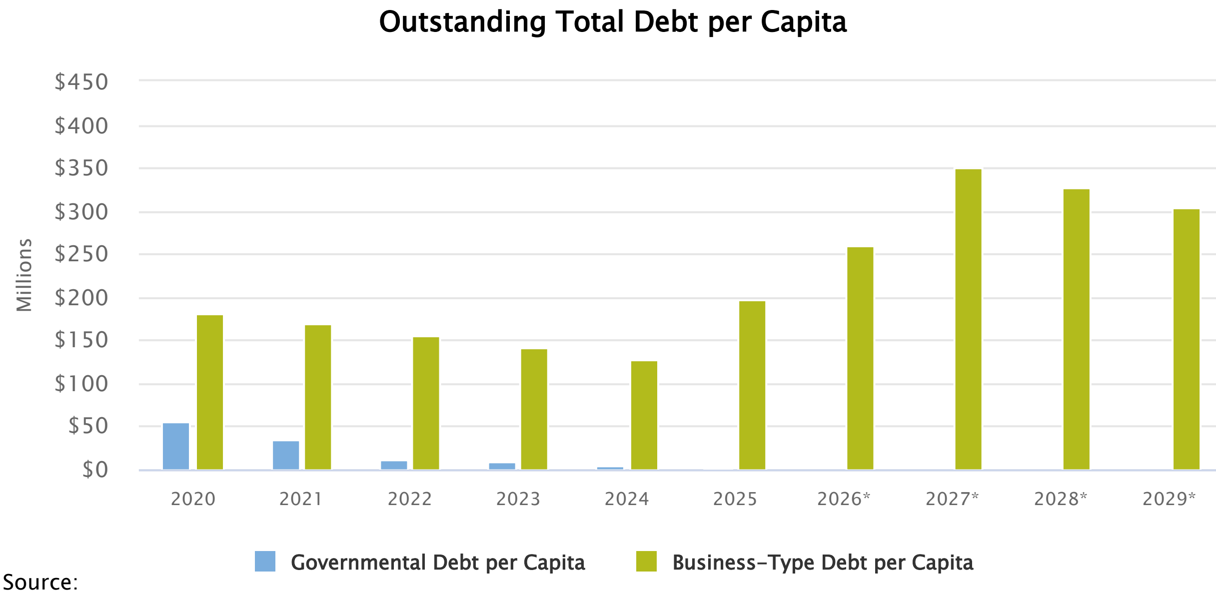
Indicator Description:

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 & maintenance, professional services, salaries & wages, and supplies.

Trend Analysis:

It is the goal of the Water Service Advisory Council (WSAC) to set water & sanitary sewer commodity rates at appropriate levels to generate adequate revenues in order for the system to breakeven, to maintain appropriate operating fund balance levels, and to enable the continual reinvestment to water & sanitary sewer infrastructure. The operating reserve target level per the Water & Sewer System Policy is equal to 90-days of annual operating expenses.

Citywide Outstanding Debt per Capita Trend



Source:
(2020-2025) City ACFR
(2026-2029) City of Rochester Hills Fiscal Division
* = Estimated / Projected

Indicator Description:

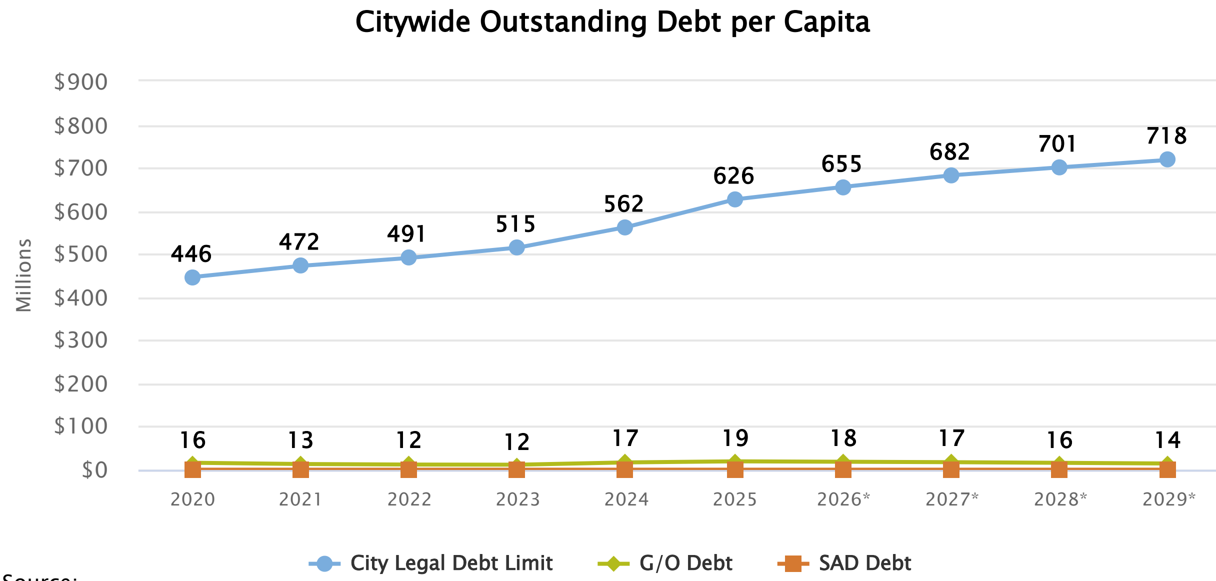
Long-term debt has the City's "full faith and credit" behind it and does not include self-supporting revenue debt or the debt of overlapping jurisdictions. Subject to applicable provisions of State Law, Rochester Hills City Charter, and the City's proposed Debt Management Policy, the City Council may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

Trend Analysis:

Historically, the City has proposed 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. In FY 2025, the City of Rochester Hills fully paid off its final portion of Governmental Debt and now has no remaining Governmental Debt owed. This extremely low level of debt gives the City great flexibility when approaching any potential financing needs and places minimal strain on the City's ability to deliver services.

Business-Type Debt per capita began increasing in FY 2025-2027 due to several large debt issuances from the Oakland County Water Resources Commission (OCWRC), as they have identified several large and critical sanitary sewer system infrastructure improvements.

Citywide Legal Debt Limit Trend



Source:
(2020–2025) City ACFR
(2026–2029) 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.

Trend Analysis:

Based on the City's December 31, 2026, SEV of $6,553,615,072, the City of Rochester Hills had a corresponding debt limit of $655,361,507 (or 10% of the SEV). The City's outstanding debt as of December 31, 2026, subject to the statutory limitation, was $19 million (or 2.8% of what is allowed by State law). Legally, the City has the ability to issue an additional $607 million 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.

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 2027	4.19%	Projected
FY 2028	2.75%	Projected
FY 2029	2.50%	Projected
FY 2030	2.50%	Projected
FY 2031	2.50%	Projected

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

Citywide Legal Debt Limit Trend

State-Shared Revenue Assumptions:

State-shared revenues are a major funding source and are closely monitored. State-shared revenue is anticipated to increase by a conservative +1.0% 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 2027	3.00%	Projected
FY 2028	3.00%	Projected
FY 2029	3.00%	Projected
FY 2030	3.00%	Projected
FY 2031	3.00%	Projected

Major Expenditure Assumptions:

Staffing Level Assumptions:

- Staffing Changes:
  - 1 x Park Ranger / Nowicki Park – General Fund / Parks Department
  - 12 x Firefighter/Paramedics - Fire Operating Fund

Salaries & Benefit Assumptions:

One of the fastest growing expenditure categories is healthcare. We are currently projecting that healthcare costs will increase +7.0% per year for FY 2027-2029.

General Inflationary Assumptions:

General inflationary increase factors for citywide supplies, materials, and services were obtained from the United States Congressional Budget Office (CBO). The City anticipates an increase in inflation for FY 2026 and beyond of +2.5% - +5.0% per year depending on the product or service needed. Many material and project budgets were increased by higher inflationary levels for the FY 2026 Adopted Budget due to recently announced tariff impacts, particularly materials and projects which utilize metal products including steel, aluminum, or copper.

General Fund: Long-Term Financial Planning

General Fund:

Per the City's updated FY 2024 Adopted Governmental Fund Balance Policy, the City shall maintain the General Fund Balance at 25-35% of annual operating expenditures, any funding above this level shall be transferred out to the Capital Improvement Fund to fund citywide capital improvement projects. The City is gradually decreasing General Fund Balance to settle at 35% of annual operating expenditures by FY 2027.

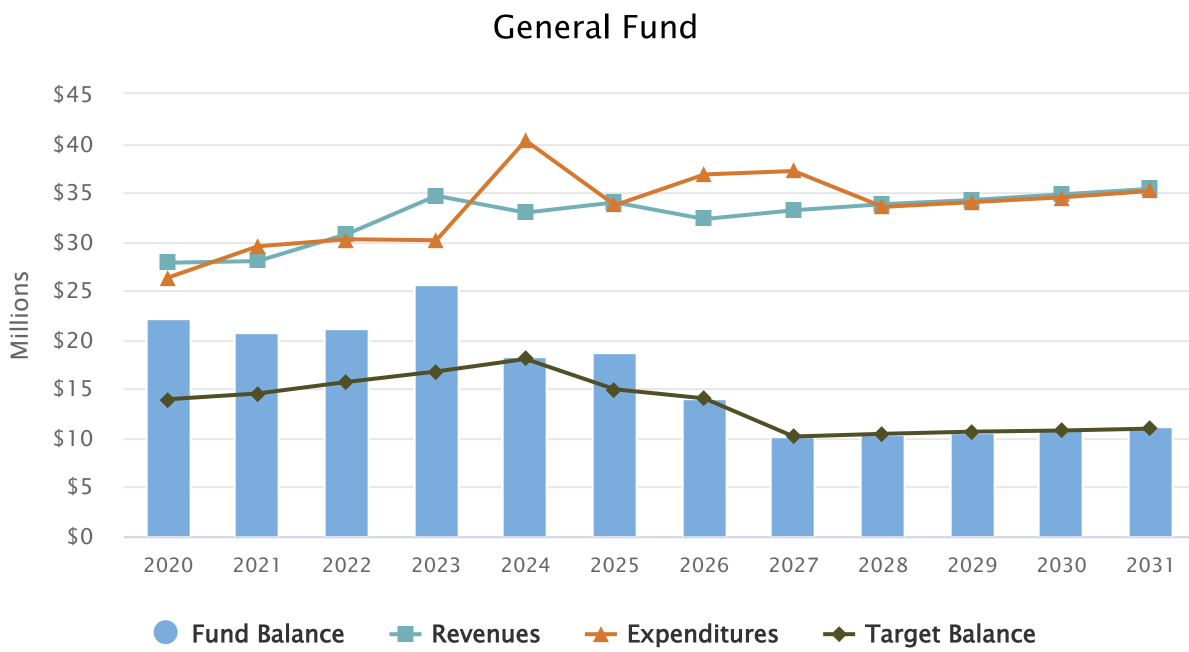
In FY 2026, State-shared revenues decreased by (9.3%) due to the State of Michigan no longer allocating the State Sales Tax on gasoline sales. It is conservatively estimated that State-Shared Revenue will increase +1.0% for FY 2027-2029.

General Fund Historical Revenues and Expenditures

REVENUES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
City Taxes	$ 9,805,692	$ 10,304,791	$ 10,900,169	$ 12,139,722	$ 12,565,323	$ 12,780,805
Licenses & Permits	3,919,350	3,460,733	3,612,832	3,035,852	3,032,680	2,953,062
Federal Grants	1,066,886	332,754	192,823	491,916	141,732	298,837
State Grants	6,493,552	7,554,613	9,267,828	8,517,300	8,487,235	8,769,062
Other Intergovernmental	(7,385)	-	13,325	51,817	2,868	-
Service Charges	5,868,857	5,980,806	5,997,651	6,002,562	6,311,905	6,590,221
Investment Earnings	383,099	82,959	513,068	1,746,037	1,975,070	1,546,299
Other Revenue	251,831	260,835	213,957	2,327,662	413,106	229,080
Transfer - In	60,000	27,212	48,403	343,823	12,224	819,702
TOTAL	**$ 27,841,882**	**$ 28,004,703**	**$ 30,760,056**	**$ 34,656,691**	**$ 32,942,143**	**$ 33,987,068**

EXPENDITURES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Personnel	$ 12,068,783	$ 12,610,654	$ 13,415,143	$ 14,025,399	$ 14,842,447	$ 15,666,875
Supplies	317,341	267,280	350,843	396,049	417,022	396,431
Professional Services	4,950,042	5,059,042	5,675,777	6,324,411	7,036,179	6,588,340
Other Services	95,229	223,211	189,850	213,681	255,810	352,700
Transfer Out	8,906,220	11,349,520	10,601,560	9,168,370	17,731,330	10,700,580
TOTAL	**$ 26,337,615**	**$ 29,509,707**	**$ 30,233,173**	**$ 30,127,910**	**$ 40,282,788**	**$ 33,704,926**
Excess Revenue Over / (Under) Expenditures	$ 1,504,267	$ (1,505,004)	$ 526,883	$ 4,528,781	$ (7,340,645)	$ 282,142
Beginning Fund Balance	$ 20,691,647	$ 22,195,914	$ 20,690,910	$ 21,217,793	$ 25,746,574	$ 18,405,929
Ending Fund Balance	**$ 22,195,914**	**$ 20,690,910**	**$ 21,217,793**	**$ 25,746,574**	**$ 18,405,929**	**$ 18,688,071**

Citywide Legal Debt Limit Trend



General Fund Projected Revenues and Expenditures

REVENUES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
City Taxes	$ 13,627,350	$ 14,253,880	$ 14,632,870	$ 14,986,810	$ 15,352,400	$ 15,725,280
Licenses & Permits	2,531,770	2,428,220	2,328,220	2,228,220	2,205,470	2,183,520
Federal Grants	213,980	170,000	170,000	170,000	173,400	176,880
State Grants	7,950,000	8,000,000	8,100,000	8,200,000	8,282,000	8,364,820
Service Charges	7,146,880	7,658,140	7,913,950	8,123,680	8,243,700	8,381,840
Investment Earnings	517,900	424,430	304,410	312,620	319,220	328,270
Other Revenue	220,490	193,500	300,500	155,500	171,500	155,500
Transfer - In	77,600	50,000	50,000	50,000	50,000	50,000
TOTAL	**$ 32,285,970**	**$ 33,178,170**	**$ 33,799,950**	**$ 34,226,830**	**$ 34,797,690**	**$ 35,366,110**

EXPENDITURES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
Personnel	$ 18,110,930	$ 18,927,780	$ 19,700,090	$ 20,091,550	$ 20,842,190	$ 21,247,020
Supplies	547,200	553,600	527,350	515,600	525,630	535,820
Professional Services	8,912,020	9,052,650	9,077,350	9,362,820	9,388,440	9,578,580
Other Services	487,580	458,410	471,160	435,480	479,920	449,190
Transfer Out	8,768,650	8,186,530	3,750,150	3,601,430	3,260,010	3,338,610
TOTAL	**$ 36,826,380**	**$ 37,178,970**	**$ 33,526,100**	**$ 34,006,880**	**$ 34,496,190**	**$ 35,149,220**
Excess Revenue Over / (Under) Expenditures	$ (4,540,410)	$ (4,000,800)	$ 273,850	$ 219,950	$ 301,500	$ 216,890
Beginning Fund Balance	**$ 18,688,082**	**$ 14,147,672**	**$ 10,146,872**	**$ 10,420,722**	**$ 10,640,672**	**$ 10,942,172**
Ending Fund Balance	**$ 14,147,672**	**$ 10,146,872**	**$ 10,420,722**	**$ 10,640,672**	**$ 10,942,172**	**$ 11,159,062**

Major Road Fund: Long-Term Financial Planning

Major Road Fund:

The most significant source of revenue for the Major Road Fund is gasoline tax revenue (Act 51). There is no dedicated tax levy revenue source for major road operations, maintenance, or construction/rehabilitation.

In FY 2026, Act 51 Gas Tax increased +7.7% due to the decrease in State Sales Tax on Gasoline (reducing State Shared Revenue). The projected increase for FY 2027 is 11%, with FY 2028 and beyond expected to increase at a conservative 1%.

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.

This model assumes the full City share of capital projects presented as part of the Adopted FY 2026-20312 Capital Improvement Plan (CIP) throughout the forecast period.

In FY 2027-29, Major Road Fund Balance is anticipated to be utilized for Major Road projects. FY 2031-32 will see Major Road contributing to Fund Balance.

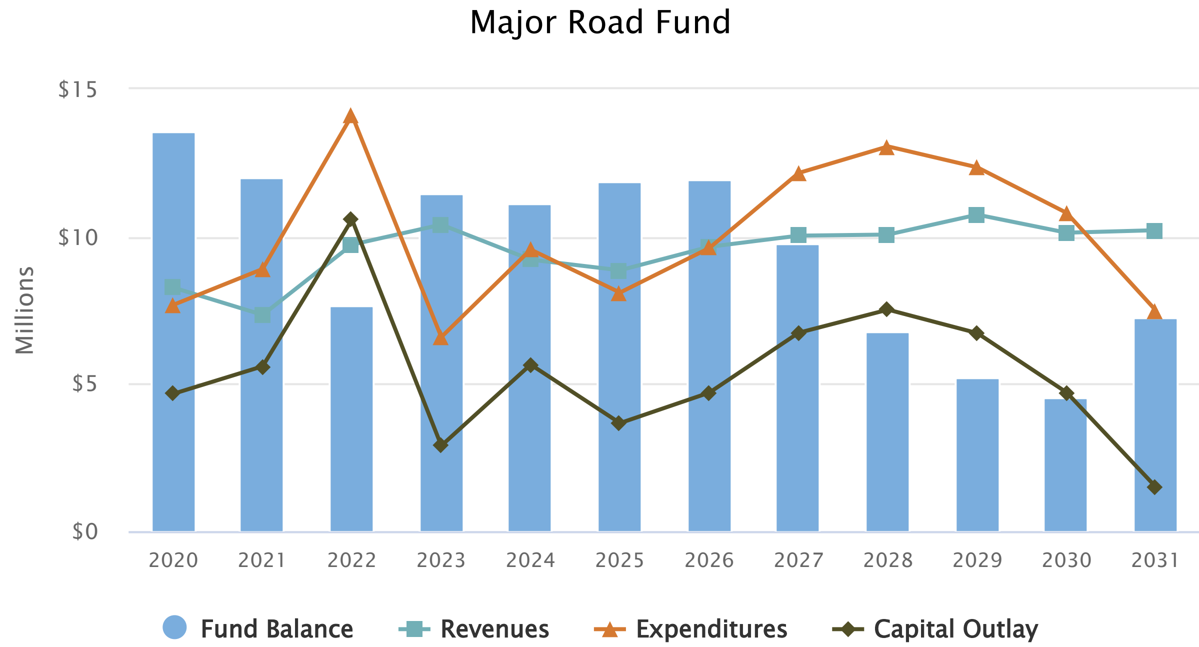
In FY 2020, the Major Road Fund reinstated the annual transfer out of 25% of Major Road Act 51 monies to the Local Street Fund to help support Local Street operations and maintenance.

Major Road Fund Historical Revenues and Expenditures

REVENUES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Federal Grants	$ 54,331	$ -	$ -	$ 1,190,000	$ -	$ -
State Grants	6,412,828	6,349,210	6,779,484	7,324,187	7,331,068	7,312,074
Service Charges	310,988	361,790	394,798	411,956	382,099	432,418
Investment Earnings	128,547	34,201	136,157	388,744	558,742	512,289
Other Revenue	301,230	35,778	53,631	676,686	64,546	69,366
Transfer - In	1,059,130	560,170	2,360,340	412,400	878,700	528,360
TOTAL	**$ 8,267,054**	**$ 7,341,149**	**$ 9,724,410**	**$ 10,403,973**	**$ 9,215,155**	**$ 8,854,507**

EXPENDITURES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Personnel	$ 604,170	$ 751,734	$ 784,156	$ 754,213	$ 870,936	$ 1,039,642
Supplies	106,198	112,814	111,369	109,316	110,752	173,580
Professional Services	969,272	929,958	911,462	1,009,737	1,067,944	1,228,609
Other Services	1,259	33,065	82,926	62,562	103,491	125,321
Capital Outlay	4,662,247	5,595,714	10,575,050	2,901,392	5,653,824	3,668,160
Transfer Out	1,337,500	1,475,000	1,650,000	1,750,000	1,750,000	1,862,500
TOTAL	**$ 7,680,646**	**$ 8,898,285**	**$ 14,114,963**	**$ 6,587,220**	**$ 9,556,947**	**$ 8,097,812**
Excess Revenue Over / (Under) Expenditures	$ 586,408	$ (1,557,136)	$ (4,390,553)	$ 3,816,753	$ (341,792)	$ 756,695
Beginning Fund Balance	**$ 13,010,893**	**$ 13,597,301**	**$ 12,040,165**	**$ 7,649,612**	**$ 11,466,365**	**$ 11,124,573**
Ending Fund Balance	**$ 13,597,301**	**$ 12,040,165**	**$ 7,649,612**	**$ 11,466,365**	**$ 11,124,573**	**$ 11,881,268**

Citywide Legal Debt Limit Trend



Major Road Fund Projected Revenues and Expenditures

REVENUES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
State Grants	7,865,000	8,715,000	8,801,000	8,887,860	8,975,590	9,064,200
Other Intergovernmental	-	-	-	666,270	-	-
Service Charges	421,090	416,000	416,000	416,000	418,040	420,110
Investment Earnings	309,790	357,710	293,920	204,160	155,970	135,830
Other Revenue	36,800	36,800	36,800	36,800	36,800	36,800
Transfer - In	1,018,580	504,000	517,590	530,280	543,360	556,720
TOTAL	**$ 9,651,260**	**$ 10,029,510**	**$ 10,065,310**	**$ 10,741,370**	**$ 10,129,760**	**$ 10,213,660**

EXPENDITURES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
Personnel	$ 1,242,660	$ 1,279,370	$ 1,320,580	$ 1,361,110	$ 1,400,800	$ 1,441,950
Supplies	252,170	304,170	311,170	316,170	322,500	328,960
Professional Services	1,729,060	1,548,630	1,592,530	1,608,460	2,005,020	1,829,230
Other Services	125,130	139,980	143,580	147,290	150,240	153,250
Capital Outlay	4,701,700	6,733,720	7,517,900	6,721,300	4,707,500	1,495,000
Transfer Out	1,558,250	2,150,000	2,171,500	2,193,220	2,215,150	2,237,300
TOTAL	**$ 9,608,970**	**$ 12,155,870**	**$ 13,057,260**	**$ 12,347,550**	**$ 10,801,210**	**$ 7,485,690**
Excess Revenue Over / (Under) Expenditures	$ 42,290	$ (2,126,360)	$ (2,991,950)	$ (1,606,180)	$ (671,450)	$ 2,727,970
Beginning Fund Balance	**$ 11,881,279**	**$ 11,923,569**	**$ 9,797,209**	**$ 6,805,259**	**$ 5,199,079**	**$ 4,527,629**
Ending Fund Balance	**$ 11,923,569**	**$ 9,797,209**	**$ 6,805,259**	**$ 5,199,079**	**$ 4,527,629**	**$ 7,255,599**

Local Street Fund: Long-Term Financial Planning

Local Street Fund:

There are three (3) significant sources of revenue for the Local Street Fund:

- Dedicated Local Street millage of 1.0448 mill
- Gasoline tax revenue (Act 51) funding
- Transfer-in from the Major Road Fund

The General Fund annual transfer-out to the Local Street Fund is no longer necessary as the Local Street Fund can sustain its annual operating expenditures as well as its capital expenditures.

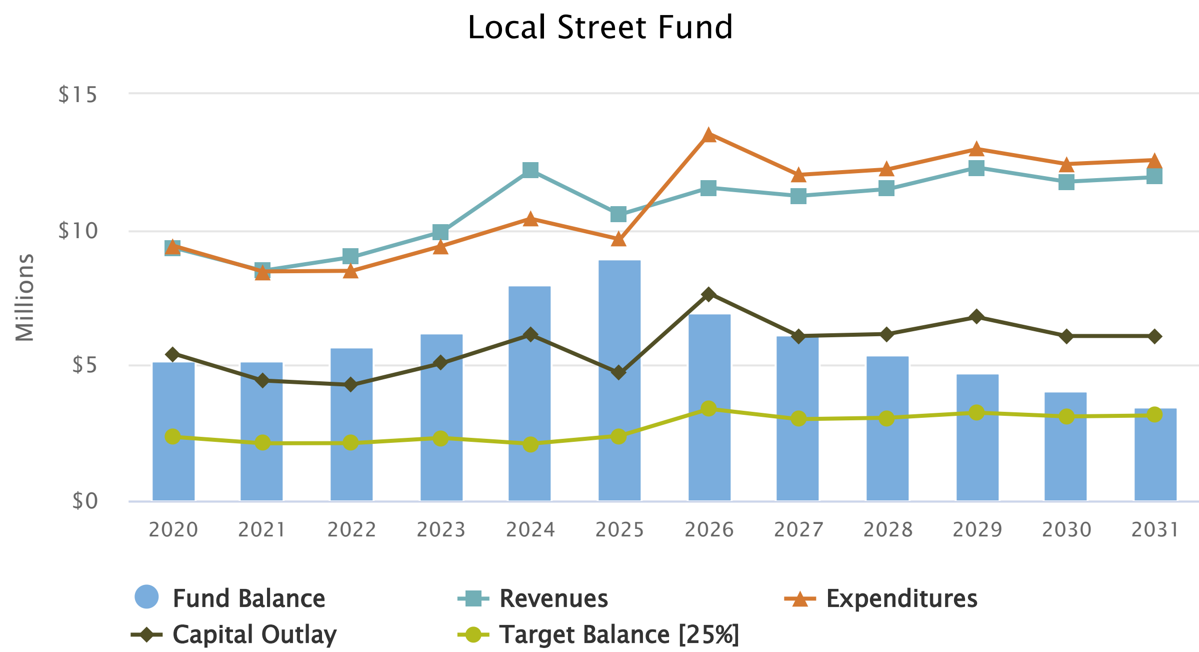
In FY 2020, the Major Road Fund reinstated the annual transfer out of 25% of Major Road Act 51 monies to the Local Street Fund to help support Local Street operations and maintenance.

Local Road Fund Historical Revenues and Expenditures

REVENUES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
City Taxes	$ 4,058,005	$ 4,167,840	$ 4,278,261	$ 4,471,767	$ 4,760,615	$ 5,038,872
Licenses & Permits	47,578	47,750	55,432	28,804	58,188	51,762
Federal Grants	11,873	-	-	-	-	7,122
State Grants	2,137,492	2,406,091	2,549,011	2,767,095	2,739,444	2,729,943
Other Intergovernmental	-	5,250	25,000	-	-	-
Service Charges	219,316	137,602	119,910	136,726	135,113	116,424
Investment Earnings	82,270	29,670	103,043	368,471	469,060	455,922
Other Revenue	265,828	216,827	208,095	191,567	199,810	189,340
Transfer - In	2,515,770	1,475,000	1,650,000	1,949,286	3,825,000	1,971,920
TOTAL	**$ 9,338,132**	**$ 8,486,030**	**$ 8,988,752**	**$ 9,913,716**	**$ 12,187,230**	**$ 10,561,305**

EXPENDITURES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Personnel	$ 1,613,963	$ 1,715,161	$ 1,722,175	$ 1,734,127	$ 1,856,571	$ 2,105,835
Supplies	251,852	328,342	330,616	295,817	327,801	457,573
Professional Services	1,956,938	1,848,380	2,038,090	2,172,367	1,978,463	2,279,438
Other Services	157,463	135,373	119,500	127,939	125,347	105,113
Capital Outlay	5,427,515	4,431,799	4,271,048	5,064,968	6,117,929	4,697,599
TOTAL	**$ 9,407,731**	**$ 8,459,055**	**$ 8,481,429**	**$ 9,395,218**	**$ 10,406,111**	**$ 9,645,558**
Excess Revenue Over / (Under) Expenditures	$ (69,599)	$ 26,975	$ 507,323	$ 518,498	$ 1,781,119	$ 915,747
Beginning Fund Balance	**$ 5,239,272**	**$ 5,169,673**	**$ 5,196,648**	**$ 5,703,971**	**$ 6,222,469**	**$ 8,003,588**
Ending Fund Balance	**$ 5,169,673**	**$ 5,196,648**	**$ 5,703,971**	**$ 6,222,469**	**$ 8,003,588**	**$ 8,919,335**

Citywide Legal Debt Limit Trend



Local Road Fund Projected Revenues and Expenditures

REVENUES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
City Taxes	$ 5,212,050	$ 5,350,270	$ 5,492,290	$ 5,624,890	$ 5,762,060	$ 5,901,900
Licenses & Permits	50,000	50,000	50,000	50,000	50,000	50,000
Federal Grants	212,870	-	-	-	-	-
State Grants	3,093,500	3,243,500	3,275,500	3,307,820	3,340,460	3,373,430
Service Charges	132,730	137,690	142,900	148,370	157,730	164,210
Investment Earnings	217,270	217,150	192,660	169,570	147,950	127,630
Other Revenue	51,290	99,590	99,590	99,590	99,590	85,410
Transfer - In	2,578,250	2,150,000	2,246,500	2,893,220	2,215,150	2,237,300
TOTAL	**$ 11,547,960**	**$ 11,248,200**	**$ 11,499,440**	**$ 12,293,460**	**$ 11,772,940**	**$ 11,939,880**

EXPENDITURES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
Personnel	$ 2,241,260	$ 2,304,180	$ 2,380,100	$ 2,453,620	$ 2,526,010	$ 2,601,150
Supplies	542,460	647,620	665,710	677,580	691,080	702,350
Professional Services	2,943,480	2,827,230	2,859,310	2,893,070	2,950,930	3,009,970
Other Services	163,960	171,280	174,170	177,240	180,760	184,350
Capital Outlay	7,644,250	6,075,000	6,150,000	6,775,000	6,075,000	6,075,000
TOTAL	**$ 13,535,410**	**$ 12,025,310**	**$ 12,229,290**	**$ 12,976,510**	**$ 12,423,780**	**$ 12,572,820**
Excess Revenue Over / (Under) Expenditures	$ (1,987,450)	$ (777,110)	$ (729,850)	$ (683,050)	$ (650,840)	$ (632,940)
Beginning Fund Balance	**$ 8,919,341**	**$ 6,931,891**	**$ 6,154,781**	**$ 5,424,931**	**$ 4,741,881**	**$ 4,091,041**
Ending Fund Balance	**$ 6,931,891**	**$ 6,154,781**	**$ 5,424,931**	**$ 4,741,881**	**$ 4,091,041**	**$ 3,458,101**

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 City voters to increase the Fire Charter Millage to 3.0000 mill (limited to 2.7798 mill per Headlee Rollback). With the increased Fire millage, the City was able to add additional Full-Time Firefighter positions to redesign its Paid-On-Call Firefighter system to a Full-Time Firefighter/Paramedic system which has allowed the City to staff each of the City's five (5) fire stations 24 hours per day / 7 days per week. For FY 2015-2026, Fire millage was levied at 3.2000 mill. In August 2026, the City's voters approved a +0.5 mill increase to the Fire Charter Millage, increasing the millage rate to 3.5000 mill. The millage rate is projected to be held constant for the remainder of the forecast period (FY 2027-2031).

In FY 2025, the City and Fire Union settled a new contract to increase Fire Union salaries to bring the Fire Department employees to a level +5.0% over the average market rate. This increase going forward will put a strain on the level of transfer out to the Fire Capital Fund.

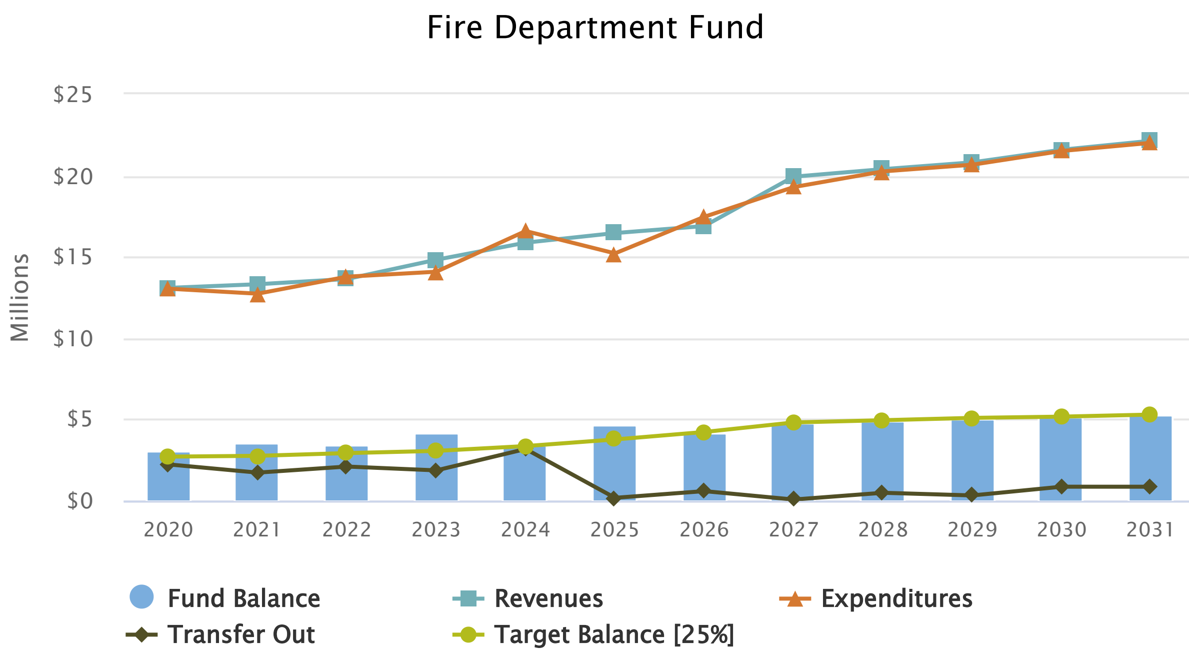
Per the City's adopted Governmental Fund Balance Policy, the City shall maintain the Fire Department Fund Balance at 20-25% of annual operating expenditures, any funding above this level shall be transferred out to the Fire Capital Fund to fund Fire Department capital improvement projects.

Fire Department Fund Historical Revenues and Expenditures

REVENUES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
City Taxes	$ 9,849,392	$ 10,230,001	$ 10,564,063	$ 11,139,501	$ 11,921,994	$ 12,715,937
Licenses & Permits	4,470	4,410	4,140	4,380	3,930	3,540
Federal Grants	1,103,802	687,234	377,643	35,614	5,591	817
State Grants	-	-	-	896	2,689	-
Other Intergovernmental	-	1,406	800	2,063	-	-
Service Charges	1,998,585	2,367,894	2,569,668	3,154,972	3,345,351	3,262,551
Investment Earnings	101,198	14,643	111,008	465,461	564,787	457,253
Other Revenue	28,376	5,102	5,860	13,936	23,851	18,458
TOTAL	**$ 13,085,823**	**$ 13,310,690**	**$ 13,633,182**	**$ 14,816,823**	**$ 15,868,193**	**$ 16,458,556**

EXPENDITURES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Personnel	$ 8,029,252	$ 8,222,570	$ 8,752,615	$ 8,938,695	$ 9,968,718	$ 11,508,125
Supplies	326,994	134,065	155,639	210,012	151,454	162,089
Professional Services	2,390,013	2,607,985	2,731,390	3,005,817	3,186,473	3,267,049
Other Services	65,317	44,510	42,300	68,039	104,013	102,894
Transfer Out	2,225,580	1,719,980	2,092,460	1,857,380	3,172,310	168,350
TOTAL	**$ 13,037,156**	**$ 12,729,110**	**$ 13,774,404**	**$ 14,079,943**	**$ 16,582,968**	**$ 15,208,507**
Excess Revenue Over / (Under) Expenditures	$ 48,667	$ 581,580	$ (141,222)	$ 736,880	$ (714,775)	$ 1,250,049
Beginning Fund Balance	**$ 2,972,471**	**$ 3,021,138**	**$ 3,602,718**	**$ 3,461,496**	**$ 4,199,331**	**$ 3,484,556**
Ending Fund Balance	**$ 3,021,138**	**$ 3,602,718**	**$ 3,461,496**	**$ 4,199,331**	**$ 3,484,556**	**$ 4,734,605**

Citywide Legal Debt Limit Trend



Fire Department Fund Projected Revenues and Expenditures

REVENUES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
City Taxes	$ 13,293,580	$ 16,274,960	$ 16,709,940	$ 17,116,090	$ 17,536,720	$ 17,964,890
Licenses & Permits	4,000	4,000	4,000	4,000	4,000	4,000
Service Charges	3,266,860	3,273,330	3,274,830	3,276,380	3,373,230	3,472,990
Investment Earnings	320,800	369,120	394,840	405,050	415,670	426,270
Other Revenue	6,500	6,500	6,500	6,500	6,500	6,500
TOTAL	**$ 16,891,740**	**$ 19,927,910**	**$ 20,390,110**	**$ 20,808,020**	**$ 21,336,120**	**$ 21,874,650**

EXPENDITURES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
Personnel	$ 12,448,680	$ 14,728,510	$ 15,192,800	$ 15,653,770	$ 16,090,040	16,541,750
Supplies	277,290	289,710	296,010	301,790	307,820	313970
Professional Services	3,973,310	4,019,900	4,092,560	4,198,040	4,309,130	4,361,820
Other Services	179,580	187,130	192,780	195,340	199,260	203,250
Transfer Out	580,850	62,990	478,740	315,380	540,540	587,730
TOTAL	**$ 17,459,710**	**$ 19,288,240**	**$ 20,252,890**	**$ 20,664,320**	**$ 21,446,790**	**$ 22,008,520**
Excess Revenue Over / (Under) Expenditures	$ (567,970)	$ 639,670	$ 137,220	$ 143,700	$ (110,670)	$ (133,870)
Beginning Fund Balance	**$ 4,734,605**	**$ 4,166,635**	**$ 4,806,305**	**$ 4,943,525**	**$ 5,087,225**	**$ 4,976,555**
Ending Fund Balance	**$ 4,166,635**	**$ 4,806,305**	**$ 4,943,525**	**$ 5,087,225**	**$ 4,976,555**	**$ 4,842,685**

Police Fund: Long-Term Financial Planning

Police Fund:

On November 7, 2023 the voters of Rochester Hills approved combining two (2) separate police millages, Police I and Police II, into one (1) combined Police millage of up to 3.4864 mill (limited to 3.4355 mill by Headlee Rollback) for ten (10) years starting in FY 2025 through FY 2034.

In December of 2024, the City was notified that the Oakland County Board of Commissioners had approved Oakland County Sheriff's Office (OCSO) contractual rate increases for 2025-27 with a +36% increase. To enable the City to maintain the same level of policing services, the Police millage increased from 2.4180 mill in FY 2025 to 2.8460 mill in FY 2026 (an increase of +0.4280 mill).

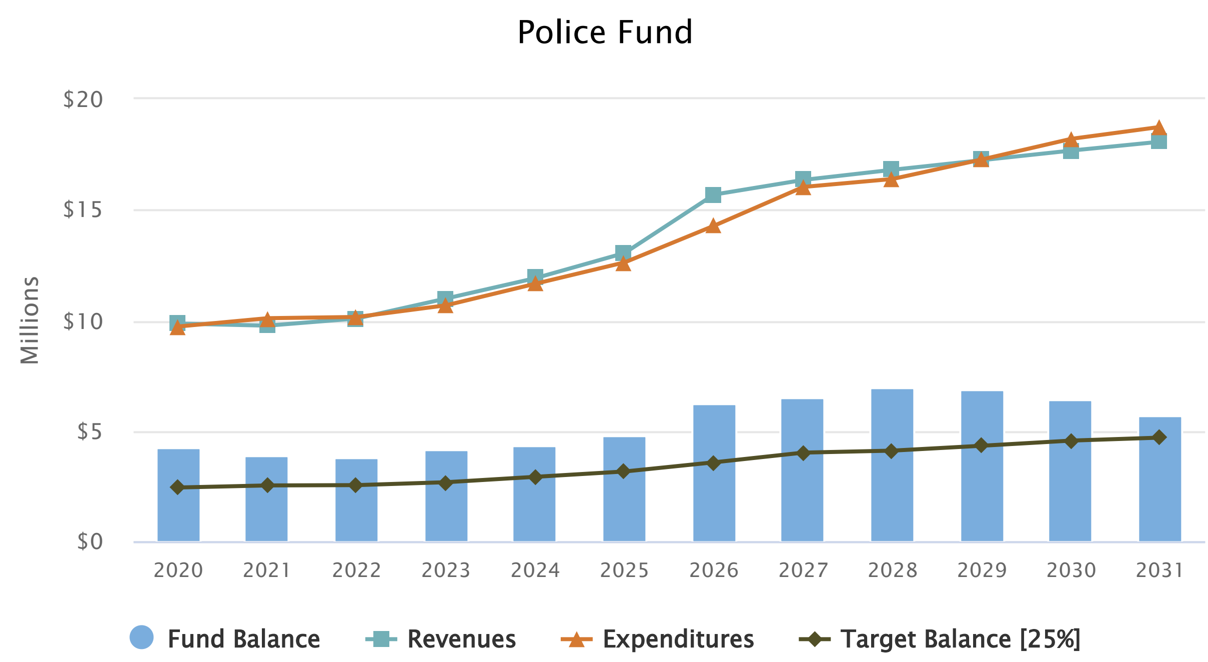
It is anticipated that the Police millage rate of 2.8460 mills will be able to fund the same continued level of policing services through the next 2028-2030 OCSO contract.

Police Fund Historical Revenues and Expenditures

REVENUES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
City Taxes	$ 8,502,656	$ 8,881,674	$ 9,046,039	$ 9,307,985	$ 10,024,371	$ 11,381,732
Federal Grants	70,229	5,250	5,000	5,700	6,000	5,650
State Grants	48,793	55,769	58,662	55,857	62,322	61,186
Other Intergovernmental	288,672	300,764	390,612	599,811	691,320	641,858
Service Charges	56,284	101,494	127,548	144,826	210,711	111,428
Investment Earnings	114,870	20,531	123,574	471,080	518,646	478,330
Other Revenue	764,045	386,831	326,470	394,954	388,427	361,209
TOTAL	**$ 9,845,549**	**$ 9,752,313**	**$ 10,077,905**	**$ 10,980,213**	**$ 11,901,797**	**$ 13,041,393**

EXPENDITURES	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025
Supplies	$ 12,961	$ 13,289	$ 13,262	$ 17,450	$ 12,550	$ 4,621
Professional Services	9,498,969	10,077,520	10,130,950	10,652,560	11,635,133	12,606,409
Other Services	326	(745)	1,201	2,609	1,604	6,111
Transfer Out	201,471	-	-	-	-	-
TOTAL	**$ 9,713,727**	**$ 10,090,064**	**$ 10,145,413**	**$ 10,672,619**	**$ 11,649,287**	**$ 12,617,141**
Excess Revenue Over / (Under) Expenditures	$ 131,822	$ (337,751)	$ (67,508)	$ 307,594	$ 252,510	$ 424,252
Beginning Fund Balance	**$ 4,095,129**	**$ 4,226,951**	**$ 3,889,200**	**$ 3,821,692**	**$ 4,129,286**	**$ 4,381,796**
Ending Fund Balance	**$ 4,226,951**	**$ 3,889,200**	**$ 3,821,692**	**$ 4,129,286**	**$ 4,381,796**	**$ 4,806,048**

Citywide Legal Debt Limit Trend

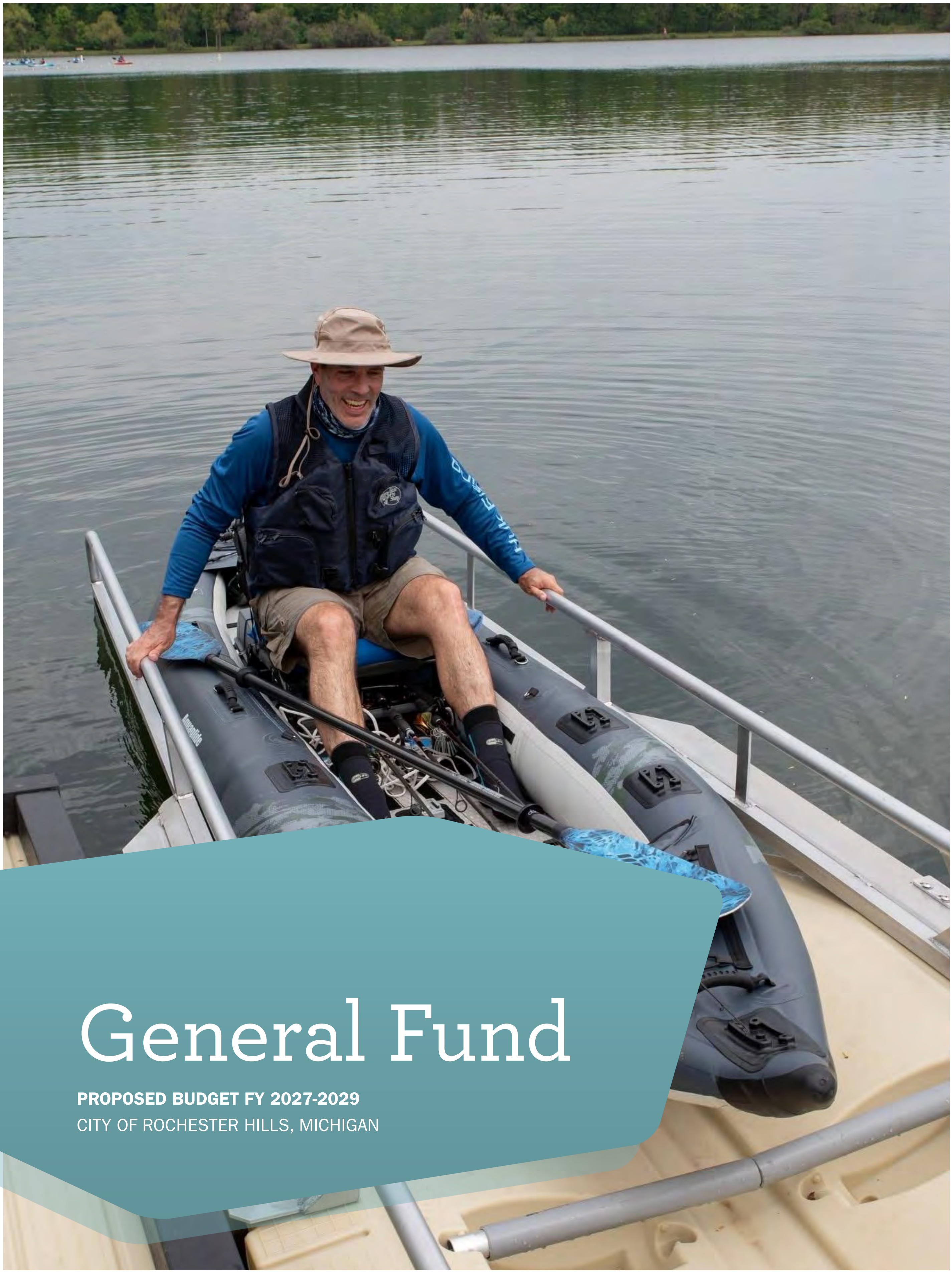


Police Fund Projected Revenues and Expenditures

REVENUES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
City Taxes	$ 13,997,370	$ 14,483,500	$ 14,870,360	$ 15,231,570	$ 15,603,670	$ 15,983,890
State Grants	116,010	116,000	116,000	116,000	116,000	116,000
Other Intergovernmental	754,570	823,230	868,510	916,280	966,680	995,680
Service Charges	155,100	167,440	175,660	184,330	193,480	198,740
Investment Earnings	299,930	396,440	413,250	431,510	436,000	425,670
Other Revenue	359,630	359,340	361,590	361,630	358,240	356,940
TOTAL	**$ 15,682,610**	**$ 16,345,950**	**$ 16,805,370**	**$ 17,241,320**	**$ 17,674,070**	**$ 18,076,920**

EXPENDITURES	Amended 2026	Proposed 2027	Projected 2028	Projected 2029	Estimated 2030	Estimated 2031
Supplies	$ 20,500	$ 23,000	$ 23,000	$ 23,000	$ 23,000	$ 23,000
Professional Services	14,247,820	16,001,590	16,362,840	17,245,190	18,177,200	18,717,590
Other Services	4,240	4,240	4,240	4,240	4,240	4,240
TOTAL	**$ 14,272,560**	**$ 16,028,830**	**$ 16,390,080**	**$ 17,272,430**	**$ 18,204,440**	**$ 18,744,830**
Excess Revenue Over / (Under) Expenditures	$ 1,410,050	$ 317,120	$ 415,290	$ (31,110)	$ (530,370)	$ (667,910)
Beginning Fund Balance	**$ 4,806,045**	**$ 6,216,095**	**$ 6,533,215**	**$ 6,948,505**	**$ 6,917,395**	**$ 6,387,025**
Ending Fund Balance	**$ 6,216,095**	**$ 6,533,215**	**$ 6,948,505**	**$ 6,917,395**	**$ 6,387,025**	**$ 5,719,115**

The page Intentionally left blank



General Fund

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

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 (#2)
Departmental Objectives:	
On-Going	Strive for diversified, stable revenue sources in order to protect against short- or longterm fluctuations in any one source, which could adversely affect the delivery of essential services

Significant Revenue & Program Notes:

- Other Intergovernmental decreased [(21%) or ($43,980)] due to final year of three year OLSHA Senior Chore Grant in FY 2026
- Investment Earnings decreased [(18%) or ($93,470)] due to conservative revenue estimate anticipating lower interest rates in the future
- Transfer - In decreased [(36%) or ($27,600)] due to Solar Parking Kiosks completed in FY 2026

Budget Summary Report

101 General Fund Revenue	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 12,565,323	$ 12,780,805	$ 13,627,350	$ 14,253,880	$ 14,632,870	$ 14,986,810
Licenses & Permits	3,032,680	2,953,062	2,531,770	2,428,220	2,328,220	2,228,220
Federal Grants	141,732	298,837	213,980	170,000	170,000	170,000
State Grants	8,487,235	8,769,062	7,950,000	8,000,000	8,100,000	8,200,000
Other Intergovernmental	2,868	-	-	-	-	-
Service Charges	6,311,905	6,590,221	7,146,880	7,658,140	7,913,950	8,123,680
Investment Earnings	1,975,070	1,546,299	517,900	424,430	304,410	312,620
Other Revenue	413,106	229,080	220,490	193,500	300,500	155,500
Transfer - In	12,224	819,702	77,600	50,000	50,000	50,000
TOTAL	**$ 32,942,143**	**$ 33,987,068**	**$ 32,285,970**	**$ 33,178,170**	**$ 33,799,950**	**$ 34,226,830**

102 – City Council

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:	
Objective:	Continue to examine current levels of Police and Fire service for effectiveness and efficiency.
Objective:	Continue to monitor fire and police's funding structure to ensure long-term viability.
Objective:	Maintain a comprehensive notification system, including social media, to alert residents and businesses of emergency situations and other information.
Objective:	Continue to annually review and update the Emergency Operating Plan by staff and City Council.

Goal #2: 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:	
Objective:	Continue to conservatively forecast revenues, expenses, and critical factors through a seven-year forecast and a three-year budget plan.
Objective:	Monitor the efficiency and effectiveness of the City's internal financial controls to provide proper safeguarding of the City's assets.
Objective:	Ensure City tax rates recover adequate revenue for the continuous delivery of City services and fulfillment of long-term strategic planning goals.
Objective:	Monitor fiscal policies of partner organizations for financial impact to the City - including but not limited to Oakland County and tri-party organizations that receive local tax funding.
Objective:	Establish consistent procurement evaluation standards, utilize benchmark pricing against market conditions, and promote transparency and accountability in the City's supplier selection process.

Goal #3: Infrastructure Management

Provide reliable, safe, and effective infrastructure (roadways, utilities, buildings, etc.) throughout the City.

City Council Objectives:	
Objective:	Review the condition of existing City infrastructure (parks and City-owned assets) to ensure they are safe and aesthetically pleasing, to optimize administrative efficiency and to preserve City-owned assets.
Objective:	Continue to maintain clean, reliable water service and sanitary sewer service throughout the City, and continue education on responsbile water usage.
Objective:	Encourage and facilitate the buildout of fiber-optic broadband infrastructure throughout the City to enhance connectivity, economic competitiveness, and quality of life, while maintianing acceptable community aesthetics.

Goal #4: Effective Governance

Provide clear policy direction to Administration for the execution of City programs and services to ensure the efficient use of taxpayer funds.

City Council Objectives:	
Objective:	Continue to implement City Council approved departmental Strategic Plans.
Objective:	Safeguard the City's well-being by actively identifying and responding to federal, state, and county legislative directives that could diminish community services, resources, economic vitality, or quality of life.
Objective:	Encourage administration to identify grants and/or opportunities to share project costs with other agencies.
Objective:	Ensure the safety and security of our Management Information Systems, and promote the responsible use of emerging technologies to enhance City services while protecting resident and business privacy, security, and public trust.
Objective:	Explore opportunities for new public/private partnerships, collaborative efforts with other municipalities, and possibilities for consolidation of City services.
Objective:	Continue to implement code enforcement/blight ordinance effectively to preserve existing neighborhoods.

Goal #5: Recreation / Parks / Natural Resources

Preserve the City of Rochester Hills' natural resources, and historical/recreational character.

City Council Objectives:	
Objective:	Continue to aquire, create, improve, and maintain City parks and green space.
Objective:	Ensure the Green Space and Cemetery Perpetual Care Trusts remain capable of sustaining long-term stewardship.
Objective:	Continue to promote and support the City's recreational and partner programs.
Objective:	Support the execution of the EGLE Grant and support additional environmental clean-up to provide a safe and clean environment for our residents and businesses.

102 – City Council

Goal #6: Community / Neighborhoods / Cultural

Enhance quality of life by supporting cultrual, artistic, and educational opportunities by engaging neighborhoods and residents of all ages.

City Council Objectives:	
Objective:	Maintain and improve relationships with homeowner associations/neighborhoods to further neighborhood stability to make the community a better place to live.
Objective:	Continue to evaluate and make recommendation(s) to reduce the advese impact of wildlife populations in the City, and educate HOA leadership, residents, and businesses.
Objective:	Develop and implement a process to engage a wider variety of residents and businesses in City strategic planning, boards, and committees.

Goal #7: Economic / Tax Base

Retain investment, maintain the tax and employment base, support redevelopment, and uphold high property values in the City.

City Council Objectives:	
Objective:	Continue to attract and retain businesses such as, R&D, high-tech, and small businesses to promote a robust business community in the City of Rochester Hills.
Objective:	Continue to enforce policies and ordinances for maintenance of existing residential and commercial buildings, and ensure those ordinances are uniformly implemented.

Goal #8: City Workforce

Attract and retain qualified, responsive, and innovative workforce.

City Council Objectives:	
Objective:	Continue to offer competitive compensation and benefit programs.
Objective:	Encourage and support training, use of emerging technology, and continuing education to retain and maximize talent.
Objective:	Use social media and other targeted outlets to attract best prospects.
Objective:	Work with educational institutions and local businesses to develop a pipeline of talented workers through proactive partnerships and internship programs.
Objective:	Provide fair and equitable hiring and promotion process within the City's workforce culture.

Goal #9: Community Trust & Participation

Promote effective communication between City Council, administration, residents, and businesses, so City decisions reflect the community's desires and expectations.

City Council Objectives:	
Objective:	Utilize technology to further enhance interaction with residents and stakeholders.
Objective:	Maintain and improve openness, transparency, and communication of all City business, and continue the policy of bi-annual public input via a community survey.
Objective:	Improve notification to ensure neighboring property owners are advised of any and all nearby developments.
Objective:	Involve youth in leadership growth and in the development of City's future by encouraging their participation on the Rochester Hills Government Youth Council.

Significant Expenditure, Staffing & Program Notes:

- Operating Supplies decreased [(85%) or ($26,000)] due to postage for the Pathway Millage and Fire Millage Education in FY 2026

Budget Summary Report

102 City Council Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 111,258	$ 98,801	$ 118,100	$ 119,870	$ 121,510	$ 123,200
Supplies	776	1,400	30,500	4,500	4,500	4,500
Professional Services	365,242	92,271	124,200	120,800	123,800	131,040
Other Services	31,033	32,288	54,530	54,530	54,530	54,530
TOTAL	**$ 508,309**	**$ 224,760**	**$ 327,330**	**$ 299,700**	**$ 304,340**	**$ 313,270**

City Council / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
City Council Meetings:							
Regular Meetings	22	25	22	21	11	22	22
Average Number of Items on Regular Meeting Agenda	18	20	20	19	18	19	19
Special Meetings	12	9	9	10	3	9	9
Closed Sessions	9	7	7	8	3	7	7
Total City Council Meetings	**43**	**41**	**38**	**39**	**17**	**38**	**38**
Committee Meetings:							
Boards and Commissions	100	70	63	93	78	65	65
Technical Review Committees	9	25	12	15	10	20	20
Other Meetings/Events	-	10	191	191	142	169	169
Total Committee Meetings	**109**	**105**	**266**	**299**	**230**	**254**	**254**
GRAND TOTAL MEETINGS	**152**	**146**	**304**	**338**	**247**	**292**	**292**

171 - Mayor's Department

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, Procurement, 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. In collaboration with City Council and resident input, the Mayor's Office helps to establish a vision of what our City should be in the coming years. This office works directly with the City Council (the legislative branch of city government) to carry out services the City provides.

The Fiscal Division 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 Division 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 and 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 Procurement 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 procurement efforts with other governmental agencies; and support of e-procurement strategies. The Procurement 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	Position Rochester Hills as the preeminent place to live, work, and raise a family in the United States
City Council	Economic / Tax Base (#7); Community / Neighborhoods / Cultural (#6); Effective Governance (#4)
Departmental Objectives:	
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	Design events that enhance community engagement, elevate residents' quality of life, and enrich their overall experience
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 (#2)
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 & Natural Resources, 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 Division:

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 (#2) / Effective Governance (#4) / Community Trust & Participation (#9)
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 (#2) / Effective Governance (#4)
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.

171 - Mayor's Department

Procurement Division:

Goals:	
Department	Maintain public trust and focus on best value, while encouraging innovation and advantageous procurement decisions
City Council	Community Trust & Participation (#9)
Departmental Objectives:	
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 (#4)
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:

- Professional Services increased [$52,990 or 6%] due to Resident Opinion Survey in FY 2027

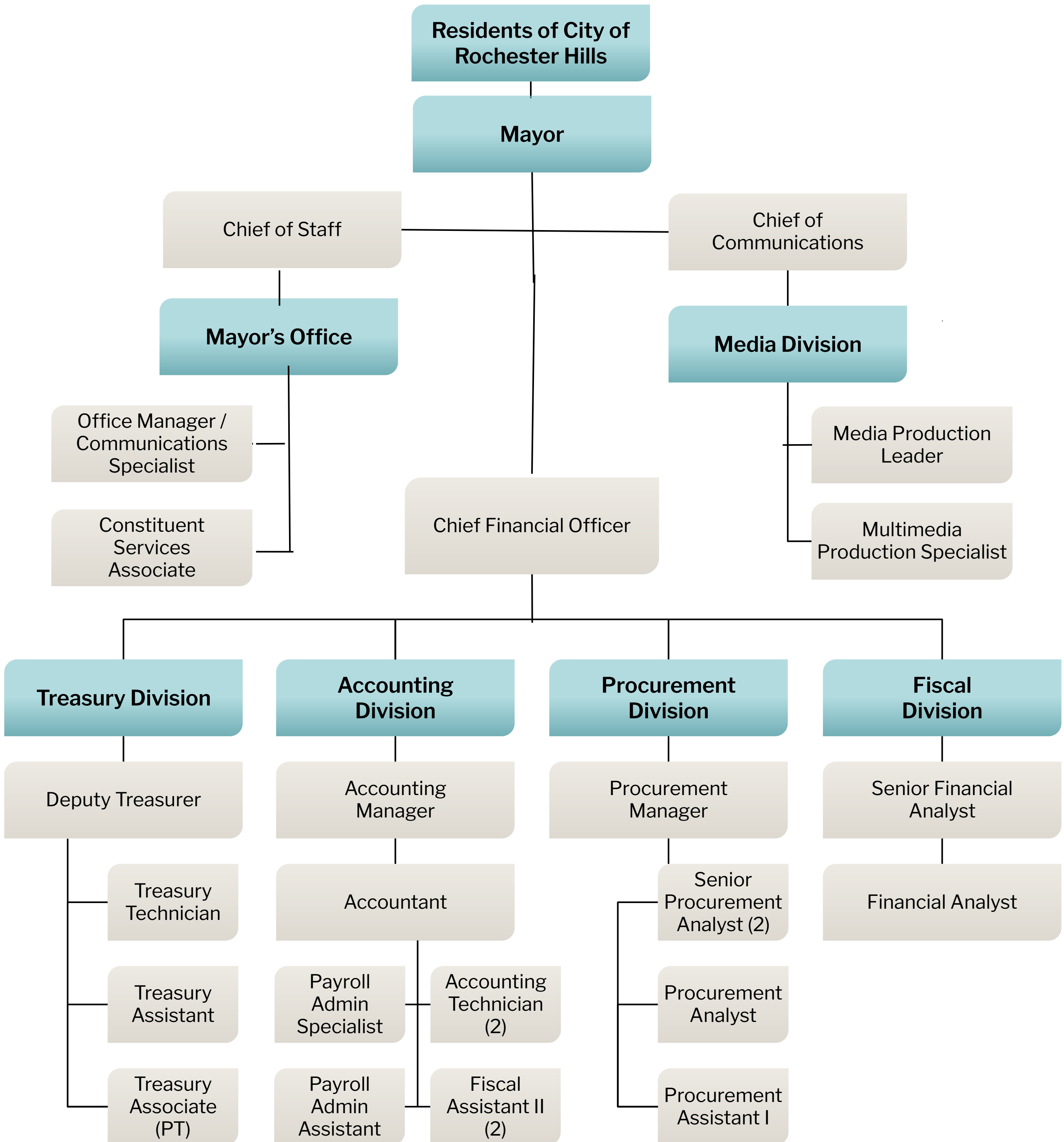
Budget Summary Report

171 Mayor's Department Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,918,716	$ 1,961,158	$ 2,181,330	$ 2,238,610	$ 2,316,890	$ 2,381,110
Supplies	29,543	28,383	46,750	47,250	47,750	48,250
Professional Services	702,675	757,769	884,950	937,940	924,660	970,270
Other Services	342	381	1,000	1,000	1,000	1,000
TOTAL	**$ 2,651,276**	**$ 2,747,691**	**$ 3,114,030**	**$ 3,224,800**	**$ 3,290,300**	**$ 3,400,630**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Chief Financial Officer	0.50	0.50	0.50	0.50	0.50	0.50
Chief of Communications	0.00	0.00	0.00	0.00	0.75	0.75
Chief of Staff	1.00	1.00	1.00	1.00	1.00	1.00
Constituent Services Associate	1.00	1.00	1.00	1.00	1.00	1.00
Executive Office Manager & Communications Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Mayor	1.00	1.00	1.00	1.00	1.00	1.00
Media Production Lead	0.25	0.25	0.25	0.25	0.25	0.25
Multimedia Production Specialist	0.25	0.25	0.25	0.25	0.25	0.25
Procurement Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Assistant I	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Manager	1.00	1.00	1.00	1.00	1.00	1.00
Senior Advisor, Strategy & Communications	1.00	1.00	0.75	0.75	0.00	0.00
Senior Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Senior Procurement Analyst	1.00	2.00	2.00	2.00	2.00	2.00
	12.00	**13.00**	**12.75**	**12.75**	**12.75**	**12.75**
Part-Time/Temporary Positions:						
Interns	0	0	0	2	2	2
Procurement Analyst	1	0	0	0	0	0
	1	**0**	**0**	**2**	**2**	**2**

171 - Mayor’s Department



Mayor's Department / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Fiscal Division							
# of Consecutive Years Received GFOA Distinguished							
Budget Presentation Award	26	27	28	29	-	30	31
City Property - Incidents Processed	18	17	15	7	11	15	15
City Property - Claims Processed	-	-	1	4	2	1	1
Third Party - Incidents Processed	39	46	44	54	46	40	40
Third Party - Claims Processed	13	10	9	8	16	10	10
Purchasing Division							
Total # of Quotes Solicited	106	76	76	69	32	50	50
Total # of Vendor Responses for Quotes	323	250	250	174	77	175	175
Ave. # of Vendor Responses per Quote	**3**	**3**	**3**	**2.5**	**2.4**	**2.5**	**2.5**
Total # of Bids / Proposals Solicited	68	60	60	69	27	50	50
Total # of Vendor Responses for Proposals	290	278	278	347	172	250	250
Ave. # of Vendor Responses per Proposal	**4.3**	**4.6**	**4.6**	**5**	**6.3**	**5**	**5**
Total # of Suppliers on Vendor List	20,724	26,000	26,000	32,121	38,281	39,000	40,000
Purchasing Card (P-Card) Transactions	5,576	5,651	5,651	5,598	2,990	5,000	5,000
Cooperative Purchases	29	25	25	25	16	20	20
City Extended Purchases to MITN Coop	7	3	3	5	3	5	5
Mayor's Office							
Fundraising Dollars Collected							
Special Events	$ 99,550	$ 127,450	$ 116,507	$ 155,640	$ 149,565	n/a	n/a
Museum Events	$ 68,344	$ 101,663	$ 280,410	$ 78,264	$ 298,767	n/a	n/a
Museum Capital	$ -	$ 4,950	$ 12,320	$ 156,420	$ -	n/a	n/a
Youth Council	$ 3,259	$ 2,250	$ 2,161	$ 347	$ 989	n/a	n/a
Mayor's Business Council	$ 16,425	$ 7,015	$ 16,728	$ 16,500	$ 13,500	n/a	n/a
Innovation Hills	$ 37,010	$ 9,100	$ 272,750	$ 250,000	$ -	n/a	n/a
Grants - Federal, State & Private	$ 906,793	$ 6,724,019	$ 1,893,480	$ 3,377,295	$ 116,240	n/a	n/a
Miscellaneous Contributions	$ 9,586	$ -	$ 4,755	$ 2,825	$ -	n/a	n/a

191 - Elections Division

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 conducts fair, safe and secure elections, while striving to provide a consistent, convenient and positive voter experience. 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 & Participation (#9)
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 (#4)
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:

- No significant changes in FY 2027

Budget Summary Report

191 Elections Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 493,955	$ 209,127	$ 519,160	$ 528,680	$ 703,140	$ 544,360
Supplies	67,892	26,307	33,700	33,800	47,550	33,800
Professional Services	158,826	107,744	166,820	162,450	207,500	164,730
Other Services	69,740	68,531	74,500	74,500	110,750	74,500
TOTAL	**$ 790,413**	**$ 411,709**	**$ 794,180**	**$ 799,430**	**$ 1,068,940**	**$ 817,390**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Election Specialist	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Part-Time/Temporary Positions:						
Absentee Voter Chairperson	1	1	1	1	1	1
Absentee Voter Inspector	12	12	12	12	12	12
Absentee Voter Table Captain	4	4	4	4	4	4
Absentee Voter Tabulator	4	4	4	4	4	4
Early Voting Chairperson	0	0	0	0	2	2
Early Voting Election Inspector	0	0	0	0	12	14
Election Assistant	5	5	10	10	10	10
Election Chairperson	32	32	32	32	21	21
Election Co-Chairperson	32	32	32	32	21	21
Election Day Troubleshooters	2	2	2	2	2	2
Election Inspector	80	80	80	85	147	142
Election Student Inspector	60	60	60	60	60	60
Receiving Team	14	14	14	14	14	14
	246	**246**	**251**	**256**	**310**	**307**

Percent of Registered Voters Voting in Election Held:

75.93%	November 5, 2024	General Presidential
28.11%	August 6, 2024	Primary Partisan
33.16%	February 27, 2024	Presidential Primary
30.03%	November 7, 2023	City General Election
64.60%	November 8, 2022	General Gubernatorial
30.40%	August , 2022	State Primary Election
22.60%	November 2, 2021	City General Election
78.90%	November 3, 2020	General Presidential
39.30%	August 4, 2020	Primary Partisan
36.50%	March 10, 2020	Presidential Primary
27.20%	November 5, 2019	City General Election
68.00%	November 6, 2018	General Gubernatorial
36.10%	August 7, 2018	Primary Partisan
15.70%	November 7, 2017	City General Election
76.40%	November 8, 2016	General Presidential
18.40%	August 2, 2016	Primary Partisan
43.70%	March 8, 2016	Presidential Primary
36.50%	November 3, 2015	City General Election
29.90%	May 5, 2015	Special Election
22.60%	August 5, 2014	Primary Partisan
13.70%	November 5, 2013	City General Election
74.60%	November 6, 2012	General Presidential
25.30%	August 7, 2012	Primary Partisan
23.40%	February 28, 2012	Presidential Primary
21.40%	November 8, 2011	City General Election
13.10%	August 2, 2011	City Primary
54.60%	November 2, 2010	General Gubernatorial
31.10%	August 3, 2010	Primary Partisan
17.20%	November 3, 2009	City General Election
9.50%	September 15, 2009	City Primary
78.60%	November 4, 2008	General Presidential
24.80%	August 5, 2008	Primary Partisan

191 - Elections Division

Elections Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Elections	2	2	3	1	1	3	2
Number of Registered Voters	57,100	54,827	57,480	57,606	60,258	60,500	60,500
Daily In-Box Transactions	16,525	13,322	15,654	16,432	6,975	14,500	14,500
New Valid Registrations	5,291	4,032	5,258	4,009	2,378	5,000	5,000
Challenged Voters	677	596	203	934	1100	1500	500
Verify Voters	579	79	79	86	3,266	3,500	500
Voters Cancelled (NVRA, deceased, voter-request, relocated)	840	1508	1,004	1,924	452	1,000	1,000
Absentee Voter Applications Processed/Ballots Issued	33,018	14,046	53,786	18,696	21,490	50,000	50,000
Professional Development Days	50	12	14	39	14	25	25
Staff Hours Training Election Workers per Election	33	40	54	52	8	56	40
Election Workers Worked per Election	285	250	303	187	51	237	190
% of Election Workers Trained per Election	100%	100%	100%	100%	100%	100%	100%
Average Overtime Hours Worked per Election	67	75	51	40	24	48	48

201 - Accounting Division

The mission of the Accounting Division is to provide accurate and timely water and sewer billing, payroll, payment to vendors, 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 Department 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 Accounting Manager, 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, water and sewer utility billing, payroll processing, employee maintenance, payments, withholdings, reporting to state and federal agencies, employee benefit payments, calculations, and allocations, pension administration, capital asset records, and depreciation calculation.

Goals:	
Department	Ensure compliance with financial reporting standards set by GAAP, GASB, GFOA, State of Michigan, and the Federal Government
City Council	Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Set up, 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 ACFR

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 (#2)
Departmental Objectives:	
On-Going	Achieve a clean opinion from the City's Auditor and ensure full compliance with financial reporting standards; auditing standards have 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 vendors and 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

201 - Accounting Division

Goals:

Department	Provide utility customers with accurate and timely water and sewer billings
City Council	Fiscal Management (#2); Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Process water and sewer billings timely and continue to promote enrollment in paperless bills to reduce the costs of printing and mailing water and sewer bills

Significant Expenditure, Staffing, & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

201 Accounting Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 980,163	$ 1,032,481	$ 1,092,050	$ 1,134,690	$ 1,169,320	$ 1,202,970
Supplies	3,733	3,440	7,000	7,000	7,000	7,000
Professional Services	471,985	451,222	404,540	423,180	432,670	444,100
Other Services	-	3,403	-	-	-	-
TOTAL	**$ 1,455,881**	**$ 1,490,546**	**$ 1,503,590**	**$ 1,564,870**	**$ 1,608,990**	**$ 1,654,070**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Accountant	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	0.95	0.95	0.95	0.95
Accounting Technician - A/P	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician - Billing	1.00	1.00	1.00	1.00	1.00	1.00
Chief Financial Officer	0.25	0.25	0.25	0.25	0.25	0.25
Fiscal Assistant II	2.00	2.00	2.00	2.00	2.00	2.00
Payroll Admin Specialist	0.90	0.90	1.00	1.00	1.00	1.00
Payroll Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
	8.15	**8.15**	**8.20**	**8.20**	**8.20**	**8.20**

Accounting Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
# of Consecutive Years Received GFOA Certificate of Achievement for Excellence in Financial Reporting	34	35	36	37	n/a	38	39
General Ledger Batched Transactions	8,762	8,935	8,879	9,023	4,533	9,066	9,100
Payroll Checks / Direct Deposit	11,850	11,934	12,015	12,246	6,015	12,030	12,300
W-2's Prepared	871	887	992	1005	n/a	1020	1035
Account Payable Checks Issued	1,912	1,968	2,026	2,072	1,013	2,026	2,100
Accounts Payable EFT Transfers	1,274	1,306	1,324	1,307	672	1,344	1,350
1099's Prepared	43	53	55	57	n/a	60	62
Total Utility Billing Related Transactions	152,705	159,352	162,540	165,458	85,358	170,716	175,000

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	Economic / Tax base (#7)
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	Fiscal Management (#2) / Community Trust & Participation (#9)
Departmental Objectives:	
Short-Term	Utilize new mailing options with QR codes in order to provide enhanced communication with residents for reappraisal and other projects.
On-Going	Continue to conservatively forecast the level of increase to taxable value to ensure effective fiscal planning for the City.
On-Going	Assume the assessing responsibilities for the City of Rochester while still providing the City of Rochester Hills residents with the same quality and transparancy they have always received.
On-Going	Continue to offer and encourage educational opportunities to our team for professional growth

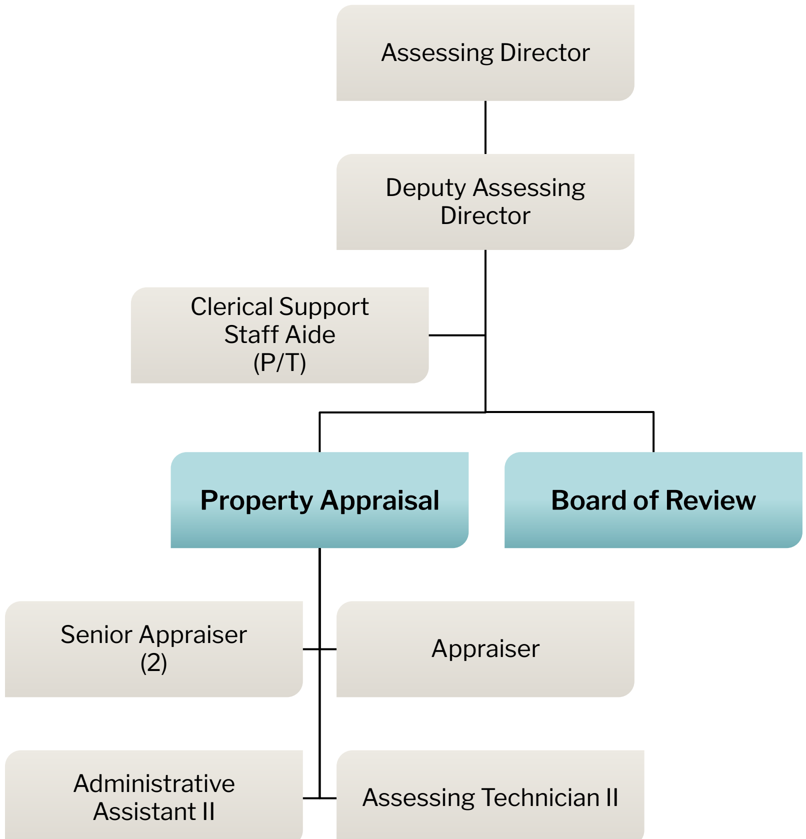
Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

209 - Assessing Department

Budget Summary Report

209 Assessing Department Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 956,834	$ 1,004,365	$ 1,156,650	$ 1,184,970	$ 1,223,270	$ 1,258,570
Supplies	16,449	18,613	26,000	27,000	28,000	29,000
Professional Services	227,287	185,018	323,620	320,010	325,790	331,680
Other Services	860	4,842	3,160	3,160	3,160	3,160
TOTAL	**$ 1,201,430**	**$ 1,212,838**	**$ 1,509,430**	**$ 1,535,140**	**$ 1,580,220**	**$ 1,622,410**



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant II - Assessing	1.00	1.00	1.00	1.00	1.00	1.00
Appraiser	1.00	1.00	1.00	1.00	1.00	1.00
Assessing Director	1.00	1.00	1.00	1.00	1.00	1.00
Assessing Technician II	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Assessing Director	1.00	1.00	1.00	1.00	1.00	1.00
Senior Appraiser	2.00	2.00	2.00	2.00	2.00	2.00
	7.00	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Part-Time/Temporary Positions:						
Administrative Assistant - Assessing	1	1	1	0	0	0
Interns	0	0	0	1	1	1
	1	**1**	**1**	**1**	**1**	**1**

209 - Assessing Department

Assessing Department / Performance Indicators

Captured Taxable Value	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
State Equalized Value	$ 4,907,374,840	$ 5,146,817,230	$ 5,624,122,950	$ 6,264,208,633	$ 7,138,775,050	$ 7,138,775,050	$ 7,138,775,050
Taxable Value	$ 3,903,385,710	$ 4,123,961,640	$ 4,421,012,510	$ 4,738,561,143	$ 5,169,130,450	$ 5,169,130,450	$ 5,169,130,450
Non-Taxable Value	$ 1,003,989,130	$ 1,022,855,590	$ 1,203,110,440	$ 1,525,647,490	$ 1,969,644,600	$ 1,969,644,600	$ 1,969,644,600
Non-Taxable SEV %-age	20.5%	19.9%	21.4%	24.4%	26.1%	26.1%	26.1%

Assessing Department / Performance Indicators

Time Frame	# of Sales	Aggregate Sales Value	Average Sale Price
4/1/25 - 3/31/26	562	$281,206,237	$500,367
4/1/24 - 3/31/25	604	$285,355,009	$472,442
4/1/23 - 3/31/24	616	$280,327,391	$455,077
4/1/22 - 3/31/23	882	$395,246,426	$448,125
4/1/21 - 3/31/22	1,128	$453,859,089	$402,357
4/1/20 - 3/31/21	1,045	$371,328,210	$355,338
4/1/19 - 3/31/20	915	$319,260,668	$348,918
4/1/18 - 3/31/19	1,006	$340,085,286	$338,057
4/1/17 - 3/31/18	1,078	$345,455,683	$320,459
4/1/16 - 3/31/17	1,035	$303,554,074	$293,289
4/1/15 - 3/31/16	958	$277,269,673	$289,425
10/01/15 - 9/30/16	820	$212,503,809	$259,151
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

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Reappraisal Program						
Residential Exterior Review	618	0	44	241	100	100
Residential Land Reviews	1783	1271	127	1,700	1,000	1,000
Commercial / Industrial Permit Review	182	95	82	75	80	80
Sales Reviewed Year-end Total	292	140	218	81	200	200
Tax Tribunal Docket Review, Residential	2	1	3	2	4	4
Tax Tribunal Docket Review, Comm/Ind	4	4	10	7	10	10
Residential Permits Reviewed	447	464	501	421	450	450
Residential, Full Property Review	386	735	1241	1041	1,200	1,200
Desk/Exterior Review	0	170	82	142	50	50
Residential Property Sales Study						
Sales	939	625	604	562	650	650
Residential Improved Parcels	24,883	24,868	24,938	24,293	24,300	24,300
Turnover, Residential (%)	3.77%	4.00%	2.40%	2.30%	2.30%	2.30%
Average Assessed Value (AV)	$189,203	$216,497	$232,110	$241,351	$241,351	$241,351
Average Taxable Value (TV)	$147,265	$158,124	$165,320	$169,644	$169,644	$169,644

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 (#2)
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 (#2)
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 (#4)
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 in FY 2027

Budget Summary Report

210 Legal Services Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 235,012	$ 237,178	$ 285,100	$ 315,100	$ 295,100	$ 300,100
TOTAL	**$ 235,012**	**$ 237,178**	**$ 285,100**	**$ 315,100**	**$ 295,100**	**$ 300,100**

215 - Clerk's Office

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 regular, special and joint meetings and serves as coordinator for the Rochester Hills Government Youth Council. The Clerk's Office provides scheduling and notices for City Council, boards, commissions, committees, 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, 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. The Clerk's Office is tasked with the implementation, oversight and use of the city's Enterprise Content Management System. 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 (#4)
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 (#4)
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 & Participation (#9)
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 & Participation (#9)
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

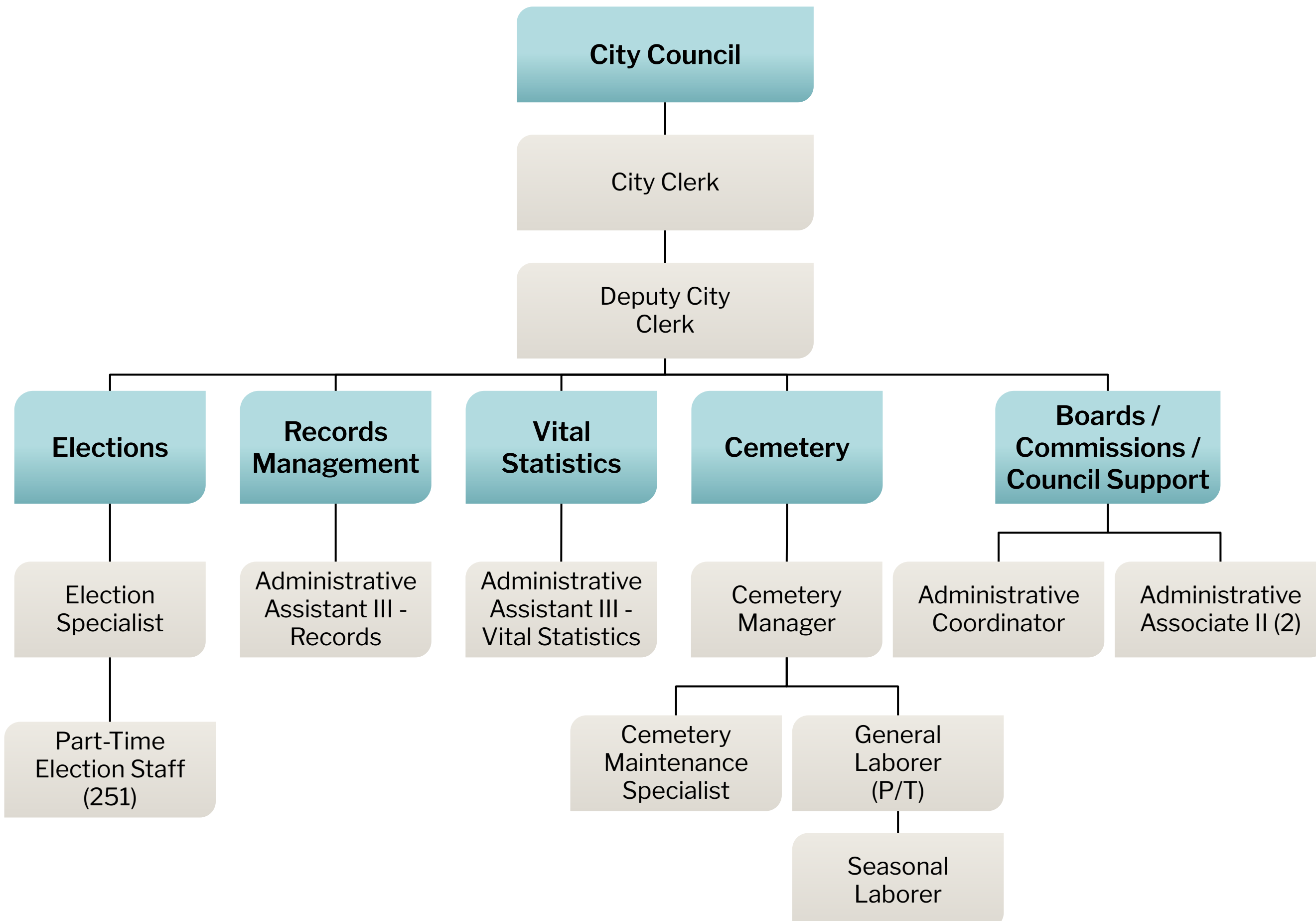
Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

215 Clerks Department Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 769,932	$ 859,621	$ 963,740	$ 1,002,170	$ 1,040,970	$ 1,070,690
Supplies	13,761	14,996	21,000	21,000	21,000	21,000
Professional Services	461,583	399,532	615,750	629,240	635,540	641,970
Other Services	3,021	3,102	3,500	3,500	3,500	3,500
TOTAL	**$ 1,248,297**	**$ 1,277,251**	**$ 1,603,990**	**$ 1,655,910**	**$ 1,701,010**	**$ 1,737,160**

215 - Clerk's Office



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Assistant III - Records	1.00	1.00	1.00	1.00	1.00	1.00
Admin Assistant III - Vital Stats	0.70	0.70	0.70	0.75	0.75	0.75
Administrative Associate II - Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Associate II -Youth Council	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator - CC	1.00	1.00	1.00	1.00	1.00	1.00
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
	6.70	**6.70**	**6.70**	**6.75**	**6.75**	**6.75**

Clerks Office / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Birth and Death Records Filed	1,425	1,625	1,995	2,173	1026	2,100	2,100
Birth and Death Certficate Applications	1,131	1,339	1,141	1,168	571	1,200	1,200
Birth and Death Certificate Copies	6,467	6,526	5,027	3,708	1,833	3,600	3,600
Documents Notarized	103	74	74	61	56	90	120
Mail - Outgoing Processed	88,721	79,084	111,380	50,546	20,656	64,000	65,000
Boxes Sent for Permanent Storage	178	166	159	2	81	90	90
Passports Issued	1,310	1,769	719	955	566	1,300	1,300
**Data not available due to system changes/ upgrades							
Freedom of Information Act (FOIA)							
Freedom Of Information Act (FOIA) Requests	410	509	462	374	210	420	420
% of FOIA's Responded to With Legal Time Frame	100%	100%	100%	100%	100%	100%	100%
Boards/Commissions/Committees							
City Council Agendas Prepared	33	30	31	30	14	30	30
City Council Synopsis & Minutes Prepared	66	60	38	60	28	56	56
Technical Review Committee Notices	8	30	12	12	7	75	75
RHGYC Meetings and Events	25	35	29	82	44	83	95
Candidate Questionnaires Maintained	116	140	140	140	152	145	145
Number of Vacancies	55	82	109	100	10	50	20

233 - Human Resources

The mission of the Human Resources Department is to align directly with the vision that the City of Rochester Hills is the preeminent place to live, work, and raise a family. We carry out this mission by championing our most valued asset—a talented, innovative, and deeply engaged workforce. By cultivating a supportive, inclusive, and high-performing workplace culture, we empower our team members to thrive personally and professionally while delivering exceptional service to our community.

To sustain this commitment, the Human Resources Department provides strategic, high-quality internal services across the entire employee lifecycle. We drive organizational excellence through core functions including proactive talent acquisition and staffing, competitive compensation and benefits administration, workplace safety coordination, continuous employee growth and development, collaborative labor relations, and compliant personnel records management. Through these vital services, we ensure our workforce remains empowered, valued, and dedicated to serving the Rochester Hills community with excellence.

Goals:	
Department	Drive workforce sustainability and retain talent in government service through internally equitable, market-competitive, total rewards-based compensation strategies.
City Council	City Workforce (#8)
Departmental Objectives:	
Short-term	Conduct market survey and compensation review for all full-time employees based on the City's target market position.

Goals:	
Department	Foster a workplace culture that supports collaboration, professional development, diversity, employee safety and personal wellbeing.
City Council	City Workforce (#8)
Departmental Objectives:	
Short-term	Engage staff participation in training and development program for all full-time and regular part-time staff utilizing in-person training and City's learning management system.
Short-term	Engage staff participation in promotion of the City's employer brand and recruitment opportunities through social media.
Short-term	Make information digitally accessible to employees, with regards to benefits, leaves, professional development, personal and workplace wellbeing.
Short-term	Revitalize and refocus attention to employee engagement, with updated Wellness Committee and Safety Committee schedules, including consistent meetings and employee engagement opportunities. Online presence to engage employees in different sites.

Goals:

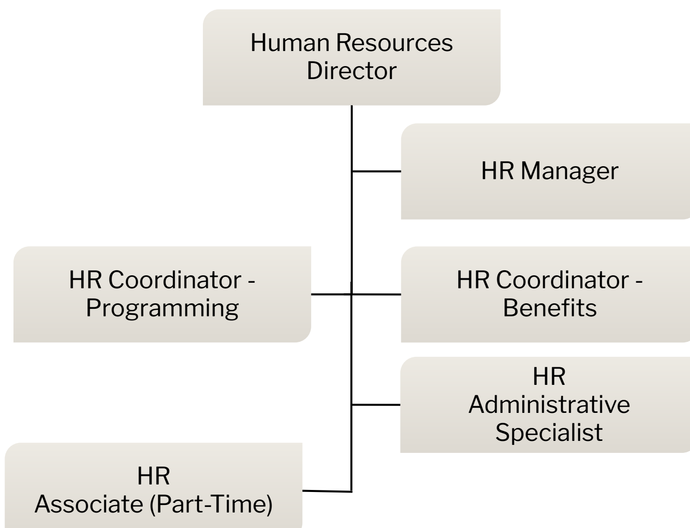
Department	Integrate diversity, equity and inclusion in the hiring and promotional processes.
City Council	City Workforce (#8)
Departmental Objectives:	
Short-term	Implement implicit bias interview training for supervisors and hiring managers.
Short-term	Implement interview training and development opportunities for employees interested in promotional opportunities.
Short-term	Utilize de-identified applicant assessments with skills-based questions to ascertain top candidates for interview and selection process.
Short-term	Build relationships with community partners, with ability to create recruitment and development opportunities for staff and community partners (ex: mock interviews)

Significant Expenditure, Staffing & Program Notes:

- Professional Services increased [$49,640 or 9%] due to full wage & compensation study in 2027

Budget Summary Report

233 Human Resources Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 731,864	$ 801,909	$ 880,780	$ 928,630	$ 932,290	$ 957,780
Supplies	3,622	5,988	6,150	6,150	6,150	6,150
Professional Services	498,144	375,662	557,590	607,230	557,700	566,270
Other Services	-	-	100	100	100	100
TOTAL	**$ 1,233,630**	**$ 1,183,559**	**$ 1,444,620**	**$ 1,542,110**	**$ 1,496,240**	**$ 1,530,300**



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Specialist - HR	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst - Staffing	1.00	1.00	0.00	0.00	0.00	0.00
Human Resources Coordinator	1.95	1.95	1.95	1.95	1.95	1.95
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	1.00	1.00	1.00	1.00
	4.95	**4.95**	**4.95**	**4.95**	**4.95**	**4.95**
Part-Time/Temporary Positions:						
Administrative Associate I - HR	1	1	1	1	1	1
Human Resources Coordinator	0	0	0	0	0	1
Interns	0	0	0	2	2	2
	1	**1**	**1**	**3**	**3**	**4**

Human Resources / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Full-Time Employees							
Average Full-Time Employee Headcount	249	241	236	253	269	281	281
New Full Time Hires	24	16	17	11	11	23	23
Terminations/Resignations /Retirements (Non-POC)	17	17	16	7	10	12	12
Full Time Turnover Rate	6.8%	7.1%	6.8%	2.8%	3.7%	4.3%	4.3%
Part-Time & Seasonal (except Election Wkrs)							
Seasonal Employees Hired/Rehired	80	69	85	87	83	90	90
New Part-time Employees Hired	5	7	5	3	4	4	4
Labor / Employee Relations							
Grievances	-	-	-	2	5	5	-
Grievances Resolved Internally	-	-	-	1	4	4	-
Liability							
Worker's Comp Premium Percent Changes	13%	4%	16%	-22%	19%	19%	19%

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 (#2)
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 (#2)
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 in FY 2027

Budget Summary Report

247 Board of Review Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 2,476	$ 2,686	$ 2,910	$ 2,910	$ 2,910	$ 2,910
Professional Services	377	-	700	700	700	700
TOTAL	**$ 2,853**	**$ 2,686**	**$ 3,610**	**$ 3,610**	**$ 3,610**	**$ 3,610**

Board of Review / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Hearing Days *	3	3	3	3	3	3
Appointments	22	26	26	26	50	50
Total Petitions	21	26	26	26	50	50
Parcels with Appointments	0.09%	0.10%	0.10%	0.10%	0.18%	0.18%
Parcels with Petitions	0.09%	0.10%	0.10%	0.10%	0.18%	0.18%

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

253 - Treasury Division

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

The Treasury Division is a component of the Finance Department and 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 Division 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 (#2)
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 (#2)
Departmental Objectives:	
Short-Term	Research and implement new payment services to improve departmental efficiency and provide increased levels of service to our constituents
On-Going	Maintain or increase the level of participation in the Automatic Bill Payment Program at or above 24% for office efficiency
On-Going	Maintain the updated Investment Policy consistent with State law and industry best practices

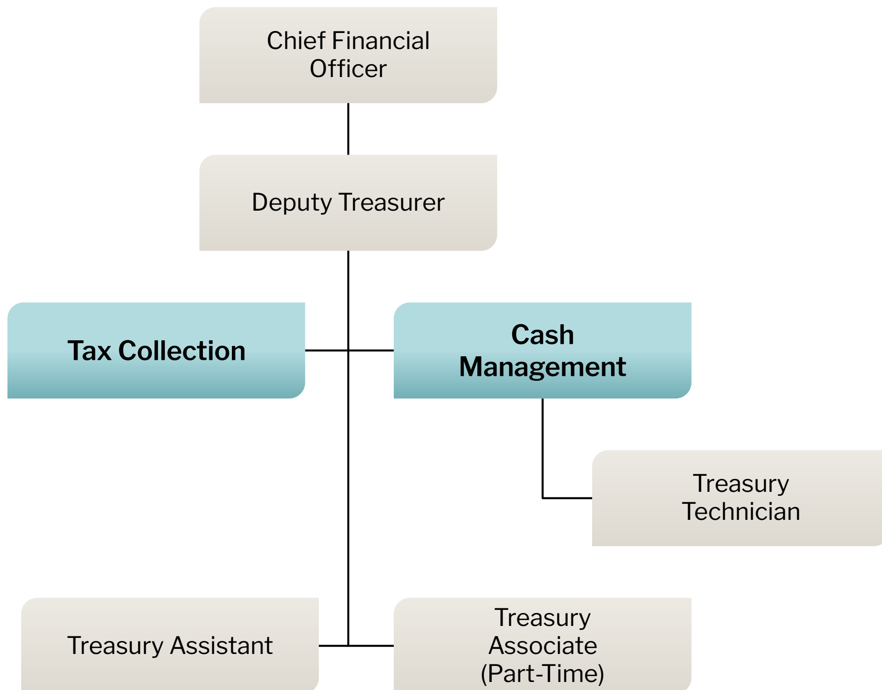
Significant Expenditure, Staff & Program Changes:

- No significant changes in FY 2027

Budget Summary Report

253 Treasury Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 458,264	$ 487,021	$ 524,070	$ 555,660	$ 573,340	$ 589,790
Supplies	22,492	26,374	33,000	33,500	34,000	34,500
Professional Services	181,029	172,225	262,810	253,510	256,210	258,970
Other Services	189	190	5,270	5,270	5,270	5,270
TOTAL	**$ 661,974**	**$ 685,810**	**$ 825,150**	**$ 847,940**	**$ 868,820**	**$ 888,530**

247 - Board of Review



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Chief Financial Officer	0.25	0.25	0.25	0.25	0.25	0.25
Deputy Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Treasury Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Treasury Technician	1.00	1.00	1.00	1.00	1.00	1.00
	3.25	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**
Part-Time/Temporary Positions:						
Treasury Associate P/T	2	2	1	1	1	1
	2	**2**	**1**	**1**	**1**	**1**

Treasury Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Taxes Collected:							
Summer Tax	99.3%	99.0%	99.2%	98.8%	n/a	99.0%	99.0%
Winter Tax	98.1%	98.0%	97.6%	95.7%	n/a	98.0%	98.0%
Tax Payment by credit card, e-check and automatic bill payments	32%	33%	40%	41%	n/a	42%	42%
Professional Development Days	3.5	3.5	3.5	3.5	n/a	3.5	3.5
Participation in Automatic Bill Payment Program for Water / Sewer Customers	27%	27%	34%	36%	36%	37%	37%

271 - Media Division

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 student and community member visits to City Hall. Providing transparency in government, while communicating 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	Effective Governance (#4) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Create live and recorded television and social media programming about City government, local businesses, and the general community that is informative, accurate, and engaging
On-Going	Provide educational tours of City Hall and/or DPS Garage to elementary students, scouting groups, and other organizations as needed.

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	Effective Governance (#4) / Economic / Tax Base (#7) / Community / Neighborhoods / Cultural (#6)
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:

- No significant changes in FY 2027

Budget Summary Report

271 Media Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 188,359	$ 216,915	$ 276,360	$ 287,690	$ 297,780	$ 305,880
Supplies	6,069	7,190	8,000	8,000	8,000	8,000
Professional Services	85,718	91,039	127,640	125,540	127,280	129,060
Other Services	5,100	20,852	28,500	28,500	28,500	28,500
TOTAL	**$ 285,246**	**$ 335,996**	**$ 440,500**	**$ 449,730**	**$ 461,560**	**$ 471,440**

271 - Media Division

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Chief of Communications	0.00	0.00	0.00	0.00	0.25	0.25
Media Production Lead	0.75	0.75	0.75	0.75	0.75	0.75
Multimedia Production Specialist	0.75	0.75	0.75	0.75	0.75	0.75
Senior Advisor, Strategy & Communications	0.00	0.00	0.25	0.25	0.00	0.00
	1.50	**1.50**	**1.75**	**1.75**	**1.75**	**1.75**
Part-Time/Temporary Positions:						
Interns	1	1	1	1	1	1
	1	**1**	**1**	**1**	**1**	**1**

Media Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Media Division							
# of Visitors accommodated for group tours	500	500	500	500	0	750	750
# of Viewers for On-line Channels	400,000	400,000	400,000	400,000	329,073	500,000	500,000
# of Followers on Facebook & Instagram	N/A	19,430	22,542	26,112	34,608	36,000	38,000

276 - Cemetery Division

Cemeteries are a cornerstone of the community. They also provide an important link to the community's heritage. The Cemetery staff is committed to meeting the needs of the community by providing a beautiful park-like setting, ensuring a peaceful, serene atmosphere for those who visit.

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 12,874 burial spaces. In addition, multiple cremation options are available.

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 & Participation (#9)
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 Management (#3)
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 (#2)
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:

- Professionals Services decreased [($46,550) or (16%)] due the Cemetery Master Plan in FY 2026

276 - Cemetery Division

Budget Summary Report

276 Cemetery Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 312,011	$ 344,802	$ 365,620	$ 375,250	$ 386,990	$ 398,950
Supplies	46,880	12,310	27,000	27,000	27,000	27,000
Professional Services	165,925	135,888	295,610	249,060	250,830	252,640
Other Services	8,923	5,514	12,200	12,200	12,200	12,200
TOTAL	**$ 533,739**	**$ 498,514**	**$ 700,430**	**$ 663,510**	**$ 677,020**	**$ 690,790**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Assistant III - Vital Stats	0.30	0.30	0.30	0.25	0.25	0.25
Cemetery Administrator	0.00	0.00	0.00	1.00	1.00	1.00
Cemetery Maintenance Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Sexton	1.00	1.00	1.00	0.00	0.00	0.00
	2.30	**2.30**	**2.30**	**2.25**	**2.25**	**2.25**
Part-Time/Temporary Positions:						
General Laborer P/T	1	1	1	1	1	1
Laborer - Seasonal	0	0	0	1	1	1
	1	**1**	**1**	**2**	**2**	**2**

Cemetery/ Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Burials	92	80	106	110	70	120	120
Spaces Sold	148	90	191	201	147	250	250
Monuments Sold	1	20	61	21	30	60	60

315 - Crossing Guards

The mission of the Crossing Guard Program supports the City of Rochester Hills' vision of being the preeminent place to live, work, and raise a family. We are committed to protecting students and promoting pedestrian safety by providing safe, reliable crossings at designated school intersections, giving families confidence that children can travel to and from school safely each day.

The Crossing Guard Program fulfills this mission by deploying trained crossing guards at key school intersections throughout the Rochester Community and Avondale School Districts. Through effective traffic coordination, active pedestrian guidance, intersection safety management, and a steadfast commitment to public service, we help ensure students can travel to and from school safely while contributing to the overall safety and well-being of our community.

Goals:	
Department	Provide for the safe crossing of students to and from school during the school year
City Council	Public Safety (#1) / Community / Neighborhoods / Cultural (#6)
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 in FY 2027

Budget Summary Report

315 Crossing Guards Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 73,460	$ 75,376	$ 79,230	$ 79,110	$ 79,110	$ 79,110
Supplies	1,011	674	2,000	2,000	2,000	2,000
Professional Services	2,692	2,830	3,720	3,700	3,700	3,700
TOTAL	**$ 77,163**	**$ 78,880**	**$ 84,950**	**$ 84,810**	**$ 84,810**	**$ 84,810**

Personnel Staffing Trend

	2022	2023	2024	2025	2026	2027
Part-Time/Temporary Positions:						
Crossing Guard	10	11	11	11	11	11
	10	**11**	**11**	**11**	**11**	**11**

371 - Building Department


The Gerald on Auburn Road

The mission of the Building Department is to serve as a dedicated partner in public safety, ensuring that all community structures are safe and compliant. We achieve this through rigorous plan reviews, efficient permit issuance, and thorough inspections across all construction disciplines—including building, structural, plumbing, mechanical, electrical, and fire systems. Committed to regulatory excellence, we actively monitor projects, enforce state adopted construction codes, and collaborate with municipal departments and fire officials to safeguard the integrity of both new and existing structures.

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 by creating networking opportunities with our customers
City Council	Fiscal Management (#2)
Departmental Objectives:	
On-Going	Use Building Department staff to troubleshoot electrical, plumbing, HVAC, and building problems to assist the Facility Maintenance Division
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 Management (#3)
Departmental Objectives:	
On-Going	Update guidebooks and brochures for residents and businesses to aid in keeping them informed and up to date with code and ordinance changes.
On-Going	Focus on how we can provide services that meet our customer's schedule. Complete 90% of plan reviews within 10 days.
On-Going	Open lines of communication through pre-plan review, pre-Construction meetings and meet on-site when necessary.
On-Going	Focus on keeping projects moving forward by following our procedures that include plan review and inspection checklists to be consistent to our customers. Evaluate our processes and develop a more efficient process for our customers.

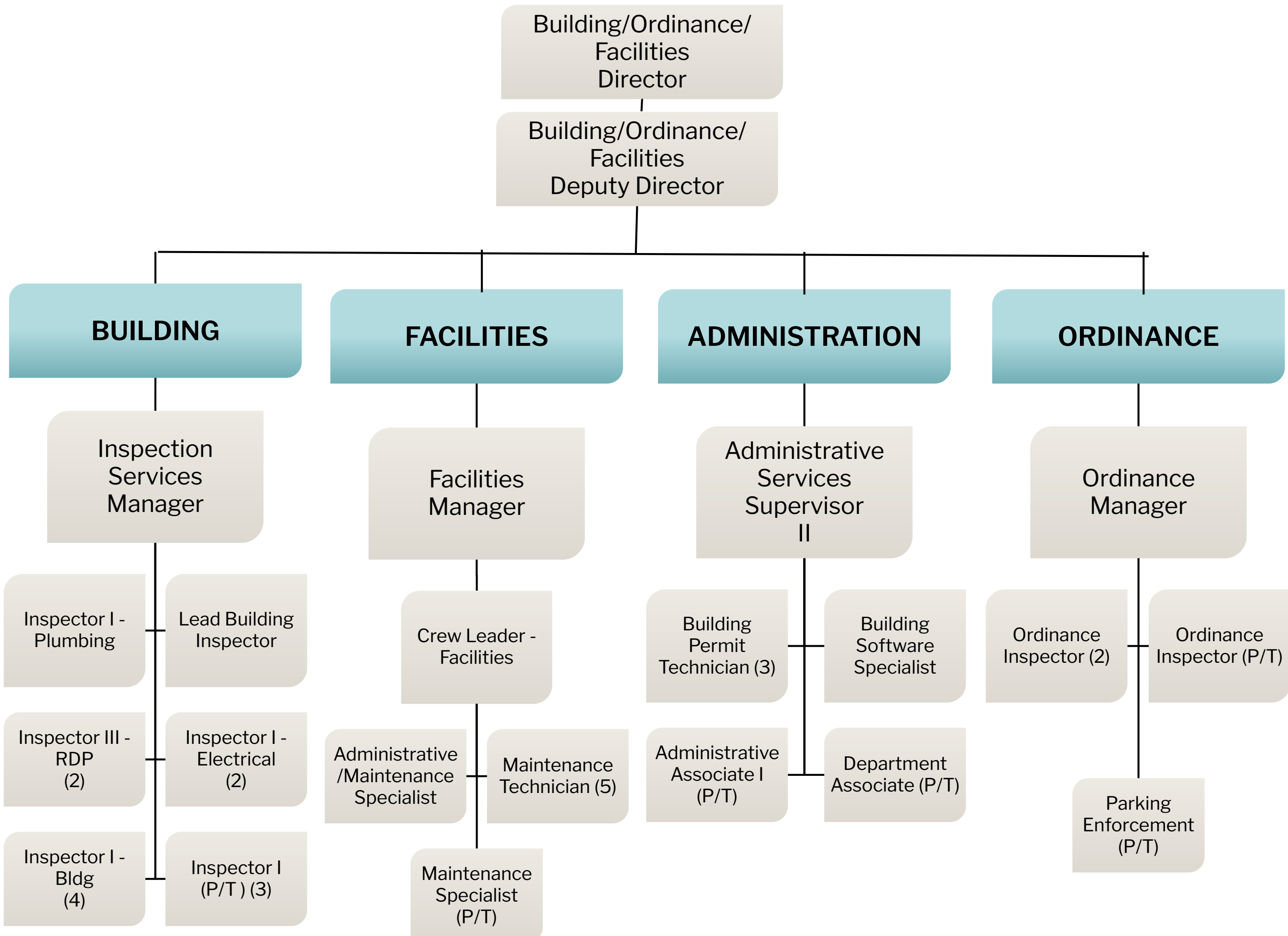
Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

371 Building Department Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,670,478	$ 1,829,914	$ 2,502,640	$ 2,570,110	$ 2,643,030	$ 2,716,620
Supplies	13,073	24,129	28,500	28,500	28,500	28,500
Professional Services	645,196	581,009	927,380	902,100	918,420	938,440
Other Services	355	239	3,800	3,800	3,800	3,800
TOTAL	**$ 2,329,102**	**$ 2,435,291**	**$ 3,462,320**	**$ 3,504,510**	**$ 3,593,750**	**$ 3,687,360**

371 - Building Department



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor II	0.30	0.30	0.30	0.35	0.35	0.35
Building Software Specialist	0.30	0.30	0.30	0.35	0.35	0.35
Building Technician - Permits	0.90	0.90	1.10	1.10	1.10	1.10
Building/Ordinance/Facilities Deputy Director	0.50	0.50	0.50	0.75	0.75	0.75
Building/Ordinance/Facilities Director	0.35	0.35	0.35	0.60	0.60	0.60
Inspection Services Manager	0.60	0.60	0.60	0.75	0.75	0.75
Inspector I - Building	2.10	3.10	3.10	3.50	3.50	2.50
Inspector I - Electrical	1.00	2.00	2.00	2.00	2.00	2.00
Inspector I - Mechanical	-	-	-	-	-	1.00
Inspector I - Plumbing	1.00	1.00	1.00	-	-	-
Inspector II - Multi Trade	-	-	-	1.00	1.00	1.00
Inspector III - RDP	1.60	1.60	1.60	2.00	2.00	2.00
Lead Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Ordinance Technician	0.20	0.20	-	-	-	-
	9.85	**11.85**	**11.85**	**13.40**	**13.40**	**13.40**
Part-Time/Temporary Positions:						
Administrative Associate II (PT) - Bldg	1	1	1	1	1	1
Department Associate P/T	1	1	1	1	1	1
P/T - Inspector I	4	3	3	3	3	3
	6	**5**	**5**	**5**	**5**	**5**

371 - Building Department

Building Department/ Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Permits							
New Residential Permits Issued	83	30	32	32	13	25	30
Alter/Add Residential Permits Issued	1,213	846	1,213	1,213	658	1,000	1,000
Alter Non-Residential	155	134	158	158	102	140	140
New Commercial / Industrial Permits Issued	10	2	6	6	3	12	12
Full Certificate of Occupancy	242	312	193	193	45	100	100
Temporary Certificate of Occupancy	151	94	54	54	15	35	35
Demolition - Residential	14	9	11	11	9	10	10
Demolition - Non-Residential	3	3	2	2	3	5	5
Sign Permits Issued	188	162	147	147	73	140	140
Trade and Fire Protection Permits Issued	3,762	3,079	2,930	2,930	1,507	2,500	2,500
Special Event Permits Issued	24	21	20	20	11	15	15
Permit Processing Accuracy	98%	98%	98%	98%	98%	95%	95%
Average Number of Days to Complete 1st Plan	15	8	10	10	11	10	10
Average Number of Days for Building Permit Process Submittal to Issuance (Commercial)	34	23	21	21	17	20	20
Inspections							
Building Trade and Fire Protection Inspections	17,548	13,864	14,662	14,662	5,888	12,000	12,000
% of Total Inspections Completed Within 24 Hours of Being Requested	97%	98%	98%	98%	99%	98%	98%
Plan Review							
Building Trade and Fire Protection Plan Reviews	2,167	1,548	1,904	1,904	906	1,450	1,450
Grade Plan Reviews	399	341	437	272	103	400	500
1st Full Plan Review Completed Within 15 Days (Commercial)	76%	95%	93%	93%	97%	99%	99%
Customer Service							
Number of FOIA's	294	254	273	273	113	325	325

372 - Ordinance Compliance


Example of an Ordinance Violation

Ordinance Compliance Division

The Ordinance Compliance Division plays a vital role in protecting the health, safety, and welfare of the community by administering a fair, consistent, and proactive ordinance enforcement program. Through neighborhood patrols, complaint investigations, and community engagement, staff identify and resolve ordinance violations while encouraging voluntary compliance whenever possible.

Ordinance Inspectors enforce a broad range of local ordinances addressing issues including property maintenance, blight, inoperable and unlicensed vehicles, noxious weeds, animal-related concerns, recreational and commercial vehicles, solid waste, zoning and land use, and other conditions that may negatively impact neighborhoods, public safety, and property values.

The Division works collaboratively with Engineering, Parks & Natural Resources, Fire Prevention, Planning, Building, and other City departments to ensure coordinated enforcement efforts and efficient service delivery. In addition to ordinance enforcement, the Division reviews sign permits, residential plot plans for zoning and grading compliance, oversees residential weed abatement and right-of-way mowing programs, and manages the City's solid waste hauling contract.

Committed to exceptional customer service and public education, the Ordinance Compliance Division balances effective enforcement with respect for individual property rights. Through professionalism, consistency, and community partnerships, the Division helps maintain Rochester Hills as a premier community to live, work, invest, and raise a family.

Goal:	
Department	Maintain and improve relationships with homeowner associations/neighborhoods to further neighborhood stability to make the community a better place to live.
City Council	Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
On-Going	Actively seek and encourage stakeholder input from residents, businesses, and the Mayor's Business Council
On-Going	Host a Homeowner Association and New Resident event in the fall of each year to educate homeowners and enlist their support in both identifying and amending property maintenance concerns within the community; and to provide them with education on community services that partner with the City
On-Going	Strengthen existing relationships with homeowner associations, business associations, and property managers by accepting invitations to association meetings, and providing current information in the "Guide to Neighborhood Living" manual

372 - Ordinance Compliance

Goal:

Department	Continue to enforce policies and ordinances for the maintenance of existing residential and commercial buildings, and ensure those ordinances are uniformly implemented.
City Council	Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Perform periodic audits of enforcement activities, procedures and policies to ensure consistent application of city ordinances and improve enforcement processes.

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

372 Ordinance Compliance Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,061,439	$ 1,068,934	$ 1,171,870	$ 1,169,910	$ 1,207,880	$ 1,242,700
Supplies	1,006	1,057	2,800	2,800	2,800	2,800
Professional Services	248,125	236,083	359,030	353,680	359,770	365,890
Other Services	134	338	300	300	300	300
TOTAL	**$ 1,310,704**	**$ 1,306,412**	**$ 1,534,000**	**$ 1,526,690**	**$ 1,570,750**	**$ 1,611,690**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor II	0.55	0.55	0.55	0.55	0.55	0.55
Building Software Specialist	0.65	0.65	0.65	0.65	0.65	0.65
Building Technician - Permits	1.10	1.10	1.10	1.80	1.80	1.80
Building/Ordinance/Facilities Deputy Director	0.50	0.50	0.50	0.25	0.25	0.25
Building/Ordinance/Facilities Director	0.45	0.45	0.45	0.25	0.25	0.25
Inspection Services Manager	0.40	0.40	0.40	0.25	0.25	0.25
Inspector I - Building	0.90	0.90	0.90	0.50	0.50	0.50
Inspector III - RDP	0.40	0.40	0.40	0.00	0.00	0.00
Ordinance Inspector	1.90	1.90	1.90	1.90	1.90	1.90
Ordinance Manager	0.90	0.90	0.90	0.90	0.90	0.90
Ordinance Technician	0.70	0.70	0.70	0.00	0.00	0.00
	8.45	**8.45**	**8.45**	**7.05**	**7.05**	**7.05**
Part-Time/Temporary Positions:						
Ordinance Inspector P/T	1	1	1	1	1	1
Parks Enforcement Officer (PT)	0	0	0	0	1	0
	1	**1**	**1**	**1**	**2**	**1**

Ordinance Compliance / Performance Indicators

	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Inspections								
Door Tags Issued	1,286	2,373	1,973	2,271	1,972	1,279	1,600	1,600
Code Compliance Requests Issued	857	897	857	1,102	1,091	838	600	600
Civil Infractions Issued	19	12	44	33	8	4	10	10
Appearance Citations Issued	23	21	20	27	24	7	20	20
Complaints	935	708	558	560	536	309	1,000	1,000
Percent of Code Compliance Requests Generated by Proactive Enforcement	64%	74%	74%	76%	75%	81%	70%	70%
Complaints Investigated within 24 Hours	84%	100%	100%	100%	100%	99%	100%	100%
Confiscated Signs	1,775	2,520	3,272	3,120	2,214	1,045	2,500	2,500
New Addressing Assigned	323	121	228	228	113	142	150	150

400 - Planning Commission

The mission of the Planning Commission (PC) is to serve as the administrative board to oversee the development and adoption of the City's Master Plan, ancillary Subarea Plans, Transportation Plan, Parks and Recreation Plan and Capital Improvement Plan, which are all designed to serve as a comprehensive framework for long term decision making; guiding sustainable development/redevelopment of the City.

The nine member Planning Commission, including one City Council representative, is intended to serve the citizens and businesses of Rochester Hills as City Council affirmed representatives. The Planning Commission is responsible for reviewing and approving site plans, plats, site condominium plans, and tree removal permits and making advisory recommendations and evaluations on specific requests such as rezonings, planned unit developments (PUDs), conditional uses, and wetland use permits to the City Council. The Planning Commission also provides recommendations to the City Council on proposed amendments to the City's Zoning Ordinance.

Goals:	
Department	Develop policies that ensure compatibility and harmony between land uses in the community
City Council	Infrastructure Management (#3) / Recreation/Parks/Natural Resources (#5) / Community/ Neighborhoods/Cultural (#6) / Economic/Tax Base (#7) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Adopt and review goals for land use policies that promote the livability, sustainability and economic vitality of the City
On-Going	Continually evaluate merits of policies, techniques, and use of best management practices to ensure the desires for community development are being met in a manner that is meaningful to market demands, is sustainable in nature and respectful to the City's overall character

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 Management (#3) / Recreation/Parks/Natural Resources (#5) / Community/ Neighborhoods/Cultural (#6) / Economic/Tax Base (#7) / Community Trust & Participation (#9)
Departmental Objectives:	
Short term	Implement the recommendations of the Master Plan
On-Going	Develop select subarea or topical plans that work to identify means to improve mobility, access, appearance, sustainability and function

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

400 Planning Commission Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 16,637	$ 12,283	$ 11,790	$ 11,790	$ 11,790	$ 11,790
Supplies	847	872	900	900	900	900
Professional Services	3,291	4,724	9,600	9,600	9,600	9,600
TOTAL	**$ 20,775**	**$ 17,879**	**$ 22,290**	**$ 22,290**	**$ 22,290**	**$ 22,290**

Planning Commission / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Meetings Held	12	12	16	18	5	12	12

401 - Planning & Economic Development Department

The mission of the Planning & Economic Development (PED) Department is to support and promote quality development. By *Preserving* what Rochester Hills already has, *Enhancing* those elements that can be improved and *Diversifying* options, Rochester Hills can continue to be among the nation's preeminent places to live, work and raise a family for many years to come.

PED staff provide relevant zoning and land development assistance to existing and prospective residents and businesses including guidance to applicants seeking approval for rezonings, variances, site plans, planned unit developments (PUDs), wetland use permits, tree removal permits, historic preservation certificates of appropriateness, and brownfield redevelopment plans.

PED staff also assist businesses by establishing and implementing a business expansion and retention program, site and facility location assistance, providing guidance when seeking state and local incentives for establishing and/or locating a business, and introductions to resources that support companies' talent and business development needs.

PED staff provide support to the Planning Commission, Zoning/Sign Board of Appeals, Historic Districts Commission and Study Committee, Mayor's Business Council, Rochester Hills Innovators and Senior Executives, Brownfield Redevelopment Authority, and Local Development Finance Authority.

The PED Department continues to provide coordination with other City departments and organizes the Development Review Committee (DRC) and sits on a number of other internal committees. Externally, the PED department engages with various agencies such as the Oakland County Department of Planning and Economic Development, Oakland University, Oakland Community College, Rochester Christian University, Michigan Economic Development Corporation, Michigan Association of Planning, Southeastern Michigan Council of Governments (SEMCOG), Rochester Regional Chamber, the Small Business Development Center, the Detroit Regional Chamber, and the French and German Chambers of Commerce.

Goals:	
Department	Provide for a diverse business base that generates high-quality employment opportunities and a strong tax revenue base
City Council	Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Monitor growth industries and foster an environment that supports a strong supply chain in these markets
On-Going	Implement the Economic Development Strategy and identify refinements to the strategy based on lessons learned from previous efforts
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 Management (#3) / Community / Neighborhood / Cultural (#6) / Economic / Tax Base (#7) / Trust & Participation (#9)
Departmental Objectives:	
On-Going	Conduct subarea and topical studies for areas identified by the City with the intent to improve an area and demonstrate how an area can be enhanced encouraging private reinvestment
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 subarea and topical studies

Goals:

Department	Continue efforts with the Mayor's Business Council as a means to strengthen Economic Development Services
City Council	Effective Governance (#4) /Economic / Tax Base (#7) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Assist in the coordination of up to six Mayor's Business Council and RHISE meetings annually – all while maintaining a sponsorship base that financially 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:

- No significant changes in FY 2027

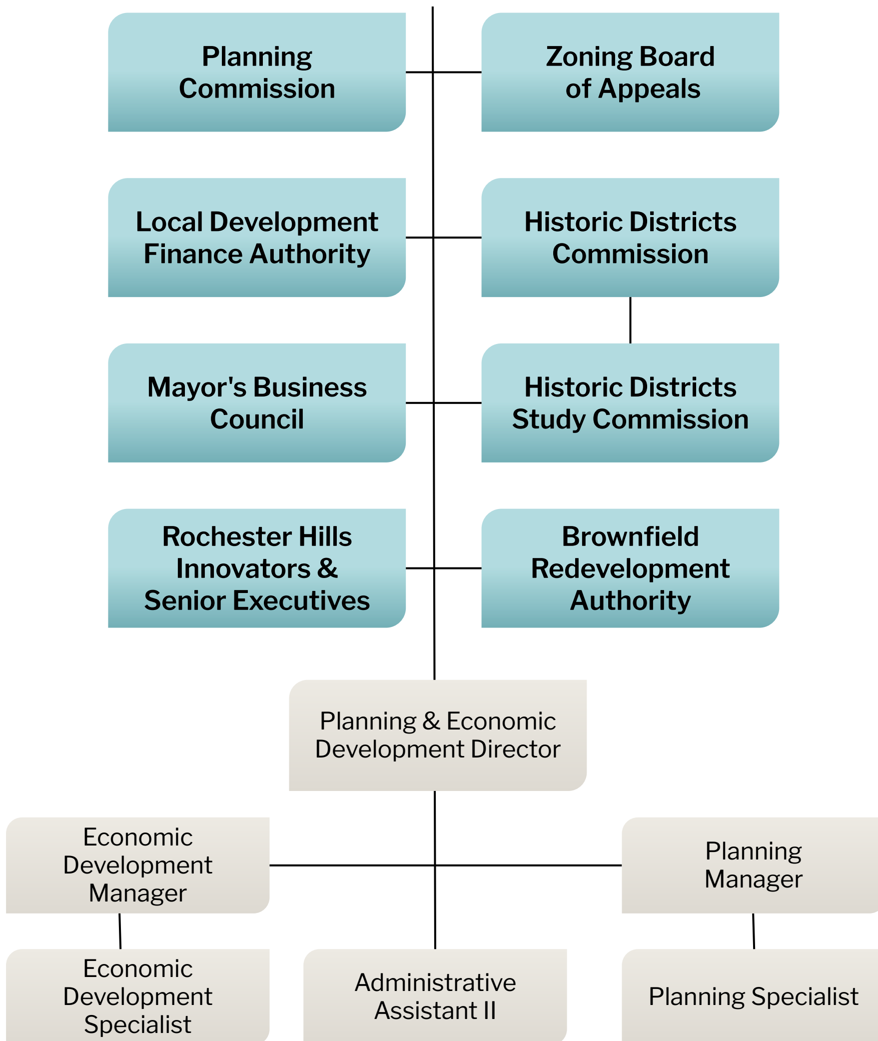
Budget Summary Report

401 Planning & Economic Development Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 745,491	$ 794,816	$ 849,730	$ 855,540	$ 883,300	$ 907,990
Supplies	2,067	2,373	11,000	11,000	11,000	11,000
Professional Services	355,390	276,191	547,610	511,960	516,970	672,070
TOTAL	**$ 1,102,948**	**$ 1,073,380**	**$ 1,408,340**	**$ 1,378,500**	**$ 1,411,270**	**$ 1,591,060**

401 - Planning & Economic Development Department

Planning Department / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
New Site Plans	33	28	37	21	12	28	28
Revised Site Plans	62	90	90	90	43	85	85
Concept Plans	19	14	16	23	5	12	12
Wetland Determinations	5	3	3	3	3	6	6
Zoning Determination Letters	29	21	21	21	7	21	21
Historic Study Committee Meetings	0	6	6	6	0	0	0
Company Connections	115	400	546	693	296	700	10
Retained Jobs	169	162	53	40	80	90	50
Companies Attracted	7	6	5	105 *	23 *	60	60
Total Jobs Created	150	143	98	10	120	135	100
New Investment (in millions)	24	19	9	2	7	10	20
Accrued Investment since ‘06 (in millions)	744	763	772	774	781	784	804
Tax Abatements Processed	0	1	0	0	0	1	1
Mayors Business Council/RHISE Mtgs	5	3	3	4	2	5	5
Industrial/High Tech Vacancy Rate	2%	2%	4%	6%	7%	7%	8%
Retail Vacancy Rate	4%	11%	4%	3%	4%	4%	4%


Planning Commission
Zoning Board of Appeals
Local Development Finance Authority
Historic Districts Commission
Mayor's Business Council
Historic Districts Study Commission
Rochester Hills Innovators & Senior Executives
Brownfield Redevelopment Authority
Planning & Economic Development Director
Economic Development Manager
Planning Manager
Economic Development Specialist
Administrative Assistant II
Planning Specialist

401 - Planning & Economic Development Department

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant II - PED	0.00	0.00	0.00	0.00	1.00	1.00
Administrative Assistant II - PNR	0.50	0.50	0.00	0.00	0.00	0.00
Economic Development Manager	0.50	0.50	0.50	0.50	0.50	0.50
Economic Development Specialist	1.00	1.00	1.00	1.00	0.50	0.50
Planning & Economic Development Director	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00
Planning Specialist	1.00	1.00	1.00	1.00	1.00	1.00
	5.00	**5.00**	**4.50**	**4.50**	**5.00**	**5.00**
Part-Time/Temporary Positions:						
Administrative Assistant II - PED	0	0	0	1	0	0
Administrative Assistant II - PED (PT)	0	0	1	0	0	0
Interns	0	0	0	1	1	1
	0	**0**	**1**	**2**	**1**	**1**

410 - Zoning Board of Appeals

The mission of the Zoning Board of Appeals (ZBA) is to approve or deny variances for structures, land, and uses through a public hearing process and 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 City's Sign Ordinance. The ZBA interprets zoning ordinances upon appeal, hears appeals of administrative decisions relative to zoning matters, 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 110 of the Public Acts of 2006, 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 & Participation (#9)
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

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

410 Zoning Board of Appeals Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 2,670	$ 3,854	$ 5,920	$ 5,920	$ 5,920	$ 5,920
Professional Services	1,818	2,012	2,800	2,800	2,850	2,850
TOTAL	**$ 4,488**	**$ 5,866**	**$ 8,720**	**$ 8,720**	**$ 8,770**	**$ 8,770**

Zoning Board of Appeals / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Meetings Held	5	5	3	7	4	7	6

448 - Special 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 in FY 2027

Budget Summary Report

448 Street Lighting Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Other Services	$ 7,586	$ 6,617	$ 6,710	$ 7,160	$ 7,520	$ 7,900
TOTAL	**$ 7,586**	**$ 6,617**	**$ 6,710**	**$ 7,160**	**$ 7,520**	**$ 7,900**

535 - Weed Control

The mission of the Weed Control Division is to effectively administer the Weed Control Ordinance. The Ordinance Compliance Division is responsible for ensuring that all Rochester Hills properties comply with the International Property Maintenance Code. This involves proactively patrolling the City and monitoring properties for compliance; investigating all weed control complaints; coordinating with the City's weed cutting contractor; violation processing, bill processing, and responding to any billing complaints from property owners.

Goal:	
Department	Continue to implement code enforcement/blight ordinance effectively to preserve existing neighborhoods.
City Council	Effective Governance (#4)
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 in FY 2027

Budget Summary Report

535 Weed Control Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 37,358	$ 35,186	$ 30,570	$ 31,790	$ 33,030	$ 33,940
Supplies	177	165	500	500	500	500
Professional Services	24,842	14,687	40,000	40,000	40,000	40,000
TOTAL	**$ 62,377**	**$ 50,038**	**$ 71,070**	**$ 72,290**	**$ 73,530**	**$ 74,440**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor II	0.05	0.05	0.05	0.00	0.00	0.00
Building Software Specialist	0.05	0.05	0.05	0.00	0.00	0.00
Building/Ordinance/Facilities Director	0.05	0.05	0.05	0.00	0.00	0.00
Ordinance Inspector	0.10	0.10	0.10	0.10	0.10	0.10
Ordinance Manager	0.10	0.10	0.10	0.10	0.10	0.10
	0.35	**0.35**	**0.35**	**0.20**	**0.20**	**0.20**

Weed Control / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Weed Cuttings	125	221	382	220	99	225	225

666 - Community Development Block Grant (CDBG)

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 / Cultural (#6)
Departmental Objectives:	
On-Going	Obtain best value for purchases by soliciting at least three quotes for each Minor Home Repair project
On-Going	Provide information to residents about additional assistance programs available through Oakland County and other entities

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

666 Community Development Block Grant Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 163,305	$ 234,340	$ 170,000	$ 170,000	$ 170,000	$ 170,000
TOTAL	**$ 163,305**	**$ 234,340**	**$ 170,000**	**$ 170,000**	**$ 170,000**	**$ 170,000**

CDBG / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Minor Home Repair Projects Completed	43	43	44	44	23	35	35
Average Minor Home Repair Cost/Project	$3,300	$3,300	$2,500	$2,500	$3,200	$3,500	$3,500
# Assisted through Yard Services Program	51	51	53	53	63	63	60

756 - Parks Department

The Mission of the Parks Division, as part of the Parks and Natural Resources Department, is:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

The Parks Division is responsible for the operation, maintenance, staffing, planning, and development of all City parks. The park system consists of neighborhood parks such as Avondale, Allen, the Brooklands Plaza and Wabash. Larger regional parks provide outdoor activities 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, sledding, fitness pad, cricket, and shelter rentals at Bloomer Park; and active sports facilities at Borden Park that include baseball, soccer, tennis, pickleball, basketball, roller hockey, and batting cages, as well as gathering, walking, biking, kayaking, fishing and significant play opportunities at Innovation Hills.

Goals:	
Department	Implement the Department Strategic Plan
City Council	Fiscal Management (#2) / Effective Governance (#4) / Recreation / Parks / Natural Resources (#5)
Departmental Objectives:	
Short-Term	Build and open the newly developed Nowicki Park
Short-Term	Develop and implement an operations and staffing plan for Nowicki Park
Long-Term	Evaluate a staffing level plan that allows pursuit of a “Best in the Midwest” park system in regards to operations, policies, and available facilities

Goals:	
Department	Develop a long-term vision for capital replacement
City Council	Infrastructure Management (#3) / Effective Governance (#4) / Recreation / Parks / Natural Resources (#5)
Departmental Objectives:	
Short-Term	Develop and implement the 5 year Master Plan
Medium-Term	Working in conjunction with the Mayor’s Office and Fiscal, to develop a Department-wide cost recovery policy to standardize user fees and improve financial stability

Significant Expenditure, Staffing & Program Notes:

- Personnel Services increased [18% or $396,510] due to the addition of:
  - (1) Full-Time / Park Ranger - Nowicki Park
  - (2) Part-Time / Seasonal Assistant Ranger - Nowicki Park
  - (6) Part-Time / Seasonal Park Attendant - Nowicki Park

756 - Parks Department

- Operating Supplies increased [8% or $10,700] due to additional operating supplies for Nowicki Park in FY 2027
- Other services decreased [(8%) or ($10,640)] due to less parks maintenance in FY 2027

Budget Summary Report

756 Parks Department Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,867,997	$ 2,114,670	$ 2,235,670	$ 2,632,180	$ 2,738,250	$ 2,828,150
Supplies	94,960	116,874	126,000	136,700	114,700	114,700
Professional Services	1,119,071	1,208,665	1,533,790	1,649,050	1,629,710	1,655,350
Other Services	50,460	52,384	135,180	124,540	120,680	120,870
TOTAL	**$ 3,132,488**	**$ 3,492,593**	**$ 4,030,640**	**$ 4,542,470**	**$ 4,603,340**	**$ 4,719,070**

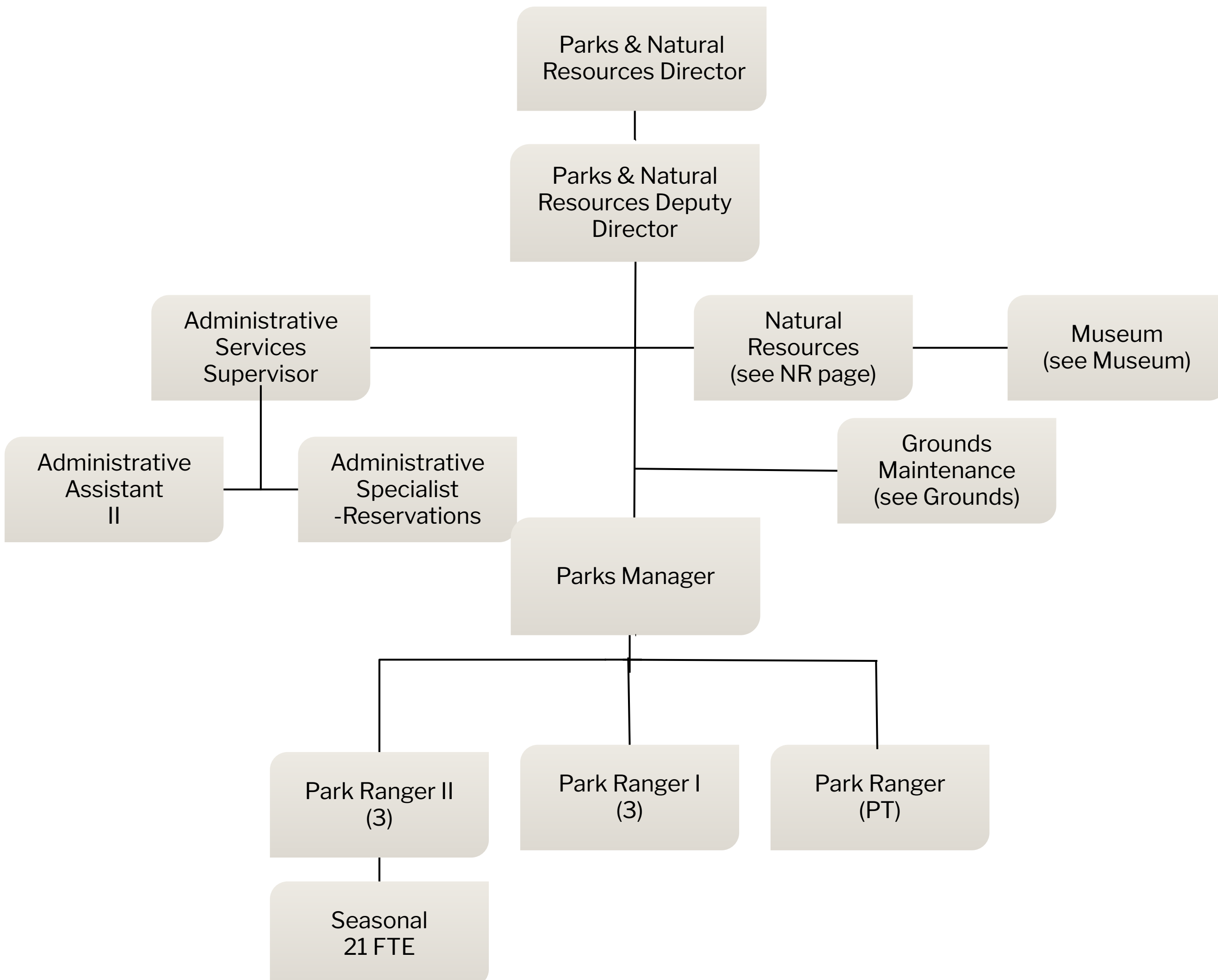
Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor	0.95	0.95	0.95	0.95	0.95	0.95
Administrative Assistant II - PNR	0.75	0.75	0.50	0.50	0.50	0.50
Administrative Specialist - Reservations	0.00	0.00	0.70	0.70	0.70	0.70
Park Ranger A	2.00	2.00	2.00	1.00	1.00	2.00
Park Ranger B - Aquatics	1.00	1.00	1.00	1.00	1.00	1.00
Park Ranger B - Playground	0.00	0.00	0.00	1.00	1.00	1.00
Park Ranger B - Sports	1.00	1.00	1.00	1.00	1.00	1.00
Park Ranger I	0.00	1.00	1.00	1.00	1.00	1.00
Parks & Natural Resources Deputy Director	0.00	0.00	0.00	0.40	0.40	0.40
Parks & Natural Resources Director	0.60	0.60	0.60	0.60	0.60	0.60
Parks Manager	1.00	1.00	1.00	1.00	1.00	1.00
	7.30	**8.30**	**8.75**	**9.15**	**9.15**	**10.15**
Part-Time/Temporary Positions:						
Assistant Park Ranger	0	0	0	1	1	1
Beach Front Supervisor	1	1	1	1	1	1
Lifeguard	10	10	10	10	10	10
Lifeguard Capt. (w Certification)	2	2	2	2	2	2
Park Attendant	33	33	33	33	33	39
Parks Enforcement Officer (PT)	0	0	0	0	0	1
Ranger Assistant	1	1	1	13	13	15
Summer Assistant	6	6	6	0	0	0
	53	**53**	**53**	**60**	**60**	**69**

Parks Department / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Total Vehicle Count	489,587	337,892	593,231	674,994	292,533	428,012	428,012
Borden Park							
Vehicle Count	169,585	203,694	217,296	213,616	100,959	210,000	210,000
Inbound Phone Calls	154	151	131	238	36	150	175
Shelter Rentals	0	0	0	0	3	2	10
Soccer	3,337	3,675	3,992	3,850	1,597	4,000	3,800
Baseball/Softball	1,806	1,728	1,678	1,714	942	2,100	1,700
Bloomer Park							
Vehicle Count	65,534	43,686	85,165	92,142	27,688	85,000	85,000
Inbound Phone Calls	73	312	248	238	152	300	300
Shelter/Tent Rentals	149	78	151	145	51	150	150
Cross Country Meets	11	-	5	5	-	8	8
5K Events	8	-	6	14	2	10	14
Cricket Fields Booked	70	-	41	41	17	41	41
Spencer Park							
Vehicle Count	55,016	53,586	30,596	59,181	30,324	65,000	65,000
Inbound Phone Calls	491	564	371	509	192	600	550
Watercraft Rentals	1,059	850	709	1,096	450	1,000	1,000
Shelter/Tent Rentals	63	78	44	86	21	80	80
Innovation Hills							
Vehicle Count	162,005	197,417	201,265	210,469	88,745	220,000	220,000
Inbound Phone Calls	-	6	19	166	89	20	20
Shelter Rentals	-	45	33	44	23	35	35
Trails							
Clinton River Trail - Person Count	-	99,830	151,656	112,245	44,272	210,000	180,000
Paint Creek Trail - Person Count	-	137,438	184,108	160,395	58,205	210,000	190,000
Yates Roadside Park							
Vehicle Count	-	-	11,896	30,068	16,628	25,000	25,000
Neighborhood Parks							
Shelter Rentals	-	-	-	14	6	10	12
Vehicle Count	39,447	36,920	47,013	65,030	34,133	50,000	60,000
City Hall Office							
Inbound Phone Calls	3,047	3,055	4,130	3,893	2,872	3,800	4,000
Front desk service requests	434	389	677	1,844	1,212	1,500	2,000

756 - Parks Department



759 - Grounds Maintenance Division


Grounds Team moving logs at Avondale Park

The Mission of the Grounds Maintenance Division, as part of the Department of Parks and Natural Resources is:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

Grounds Division is responsible for grounds maintenance and improvement on all City properties (not road right-of-way). This includes new landscape responsibilities for Eddington Blvd, Auburn Road Corridor, Hamlin Road median landscaping, road roundabouts (six), significant landscaping at Innovation Hills, and City gateway entrance landscaping.

In addition, Grounds is responsible for outdoor project repairs and installation (benches, bridges, and signage), park mowing and trimming, flower bed planting and maintenance, irrigation and pump repairs, specialized field mowing, Museum grounds assistance, trail vegetation maintenance, snow removal, supporting the Festival of the Hills event, as well as renovation and improvement of sports fields.

Goals:	
Department	Implement the Department Strategic Plan
City Council	Fiscal Management (#2) / Effective Governance (#4) / Recreation / Parks / Natural Resources (#5)
Departmental Objectives:	
Short-Term	Develop and implement a grounds maintenenance plan for the Gateways signs and Nowicki Park
Short-Term	Continue to implement grow, don't mow program, to improve environmental quality and reduce workload a small amount
Medium Term	Implement Grounds Maintenance study staffing and best practices plan
Goals:	
Department	Maintain and improve soccer fields and City landscaping
City Council	Infrastructure Management (#3) / Effective Governance (#4) / Recreation / Parks / Natural Resources (#5)
Departmental Objectives:	
Short-Term	Continue to improve field drainage and install new soccer goal mouths
Short-Term	Continue to maintain current level of city-wide landscaping as new amenities are added
Medium Term	Increse level of city-wide landscaping in high priority areas such as auburn corridor, showcase parks
Long-Term	Implement City Asset Management culture and operations in conjunction with City-wide new asset management software

759 - Grounds Maintenance Division

Significant Expenditure, Staffing & Program Notes:

- Supplies increased [52% or $20,000] due to additional operating equipment required for the opening and continued operations of Nowicki Park
- Other Services increased [26% or $25,000] due to the pump system rebuild at Innovation Hills in FY 2027

Budget Summary Report

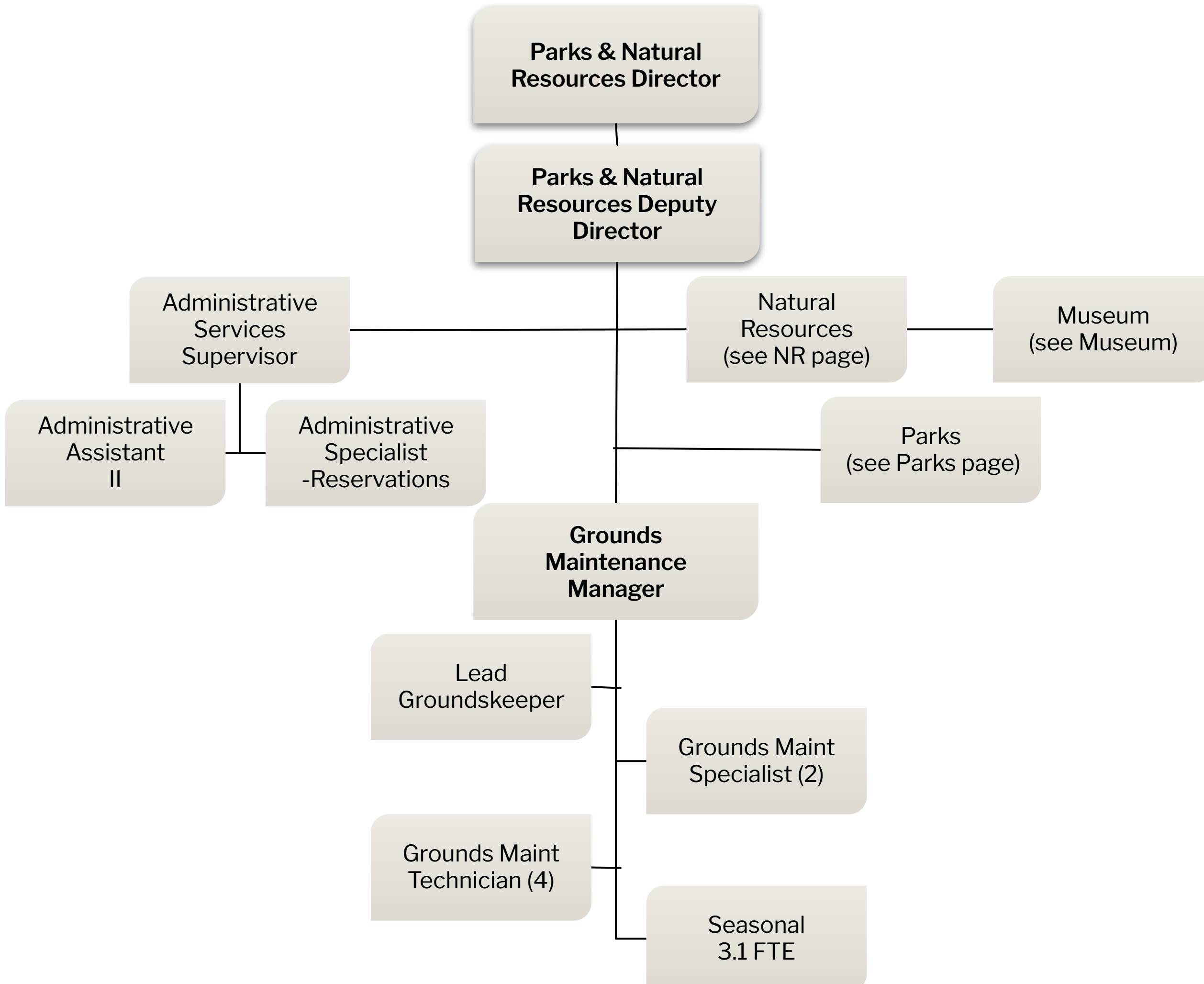
759 Grounds Maintenance Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 823,677	$ 938,002	$ 1,154,500	$ 1,168,120	$ 1,215,610	$ 1,252,460
Supplies	33,797	28,229	38,400	58,400	38,400	38,400
Professional Services	145,680	181,755	159,040	167,890	168,660	169,450
Other Services	61,516	91,340	97,750	122,750	102,750	102,750
TOTAL	**$ 1,064,670**	**$ 1,239,326**	**$ 1,449,690**	**$ 1,517,160**	**$ 1,525,420**	**$ 1,563,060**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Specialist - Reservations	0.00	0.00	0.30	0.30	0.30	0.30
Crew Leader - Grounds Maint	0.00	0.00	0.00	0.00	1.00	1.00
Grounds Maintenance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Grounds Maintenance Specialist	2.00	2.00	3.00	4.00	2.00	2.00
Grounds Maintenance Technician	2.00	2.00	3.00	2.00	4.00	4.00
Parks & Natural Resources Deputy Director	0.00	0.00	0.00	0.25	0.25	0.25
Parks & Natural Resources Director	0.10	0.10	0.10	0.10	0.10	0.10
	5.15	**5.15**	**7.45**	**7.70**	**8.70**	**8.70**
Part-Time/Temporary Positions:						
Laborer - Seasonal	0	0	0	7	7	7
Laborer I - Seasonal - Groundskeeping	9	9	7	0	0	0
Seasonal Lead Groundskeeper	0	0	0	0	0	1
	9	**9**	**7**	**7**	**7**	**8**

Grounds Maintenance Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Baseball setups	1,591	1,425	1,500	615	800	1,700	1,700
Mowing (hours)	3,400	3,135	3,300	2,561	1,700	3,500	3,500
Fields lined (in miles)	124	103	128	108	656	140	140
Grounds Projects Completed	67	45	60	72	35	80	80
Landscaping (hours)	3,380	2,883	3,000	3,678	1,650	3,500	3,500
Festival of the Hills (hours)	686	1,302	700	832	700	700	700


Parks & Natural Resources Director
Parks & Natural Resources Deputy Director
Administrative Services Supervisor
Natural Resources (see NR page)
Museum (see Museum)
Administrative Assistant II
Administrative Specialist -Reservations
Parks (see Parks page)
Grounds Maintenance Manager
Lead Groundskeeper
Grounds Maint Specialist (2)
Grounds Maint Technician (4)
Seasonal 3.1 FTE

760 - Community Events


Festival of the Hills

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

Each year the City of Rochester Hills proudly hosts a wide variety of strategic community events that bring together tens of thousands of friends and neighbors. The City's family friendly programs range from interesting and informative to fun and fabulous, and include something for everyone. These programs, several of which are funded through donations, are one of the many reasons Rochester Hills is the award-winning community that it is.

Goals:

Department	Enhance the quality of life for Rochester Hills residents through meaningful community events that generate economic activity and promote the City within the region while minimizing expense to City taxpayers.
City Council	Community / Neighborhoods (#6)
Departmental Objectives:	
On-Going	Continue successful fundraising efforts for the community events.
On-Going	Expand programming efforts to support constituent engagement throughout the year.

Significant Expenditure, Staffing & Program Notes:

No significant changes in FY 2027

Budget Summary Report

760 Community Events Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 149,493	$ 154,921	$ 208,110	$ 213,110	$ 218,110	$ 223,110
TOTAL	**$ 149,493**	**$ 154,921**	**$ 208,110**	**$ 213,110**	**$ 218,110**	**$ 223,110**

774 - Natural Resources Division

The mission of the Natural Resources Division, as part of the Parks and Natural Resources Department, is:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

This division consists of the following functions:

- Forestry
- Green Space Operations
- Wildlife Operations
- Outdoor Engagement Programs
- Natural Resource Planning and Implementation

The Forestry function maintains more than 20,000 trees along City right-of-ways. In addition, Forestry provides a municipal street tree planting program of 500 trees a year.

The Green Space function can be found under the description of the Green Space Fund Narrative.

Wildlife Operations consist of working weekly with residents to address wildlife concerns as well as working with the Deer Management Advisory Committee.

Outdoor Engagement Program functions consist of developing and implementing programs not only to teach about outdoors, but to develop programs that actively engage our residents and groups to allow them to experience the full benefit of all the outdoor opportunities Rochester Hills provides.

Natural resource planning involves development of management plans for all of our parks to ensure that they are maintained with a balance between natural resources and for the purpose of maintaining their long-term use for generations to come. Additionally, this function includes management of our other natural features such as our rivers and provides support and guidance to residents on their stewardship efforts (e.g., Community Phragmites Program).

Goals:	
Department	Preserve and enhance natural features within the City
City Council	Recreation / Parks / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
Short-Term	Continue stewardship plans and invasive species removal on parks and green spaces
Short-Term	Complete internally developed city-wide Tree Canopy plan
Medium-Term	Develop a standard percentage of undeveloped/passive parkland versus developed/active parkland
Medium Term	Develop a Clinton River Management Plan to provide a proactive strategy to manage the river long term
Medium Term	Implement Forestry code recommendations based on community Tree Canopy study

774 - Natural Resources Division

Medium Term	Expand support to HOAs on managing natural features in common area

Goals:

Department	Expand Outdoor Engagement offerings to meet resident demand
City Council	Recreation / Parks / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
Medium Term	Develop and implement mobile OE component to reach new audiences and spaces
Medium Term	Provide weekly OE program opportunties, including self-directed outdoor activities

Significant Expenditure, Staffing & Program Notes:

- Professional Services increased [14% or $41,470] due to the new streambank stabilization and restoration program in FY 2027

Budget Summary Report

774 Natural Resources Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 830,434	$ 941,434	$ 960,660	$ 997,650	$ 1,037,500	$ 1,067,080
Supplies	13,002	17,184	22,800	22,800	22,800	22,800
Professional Services	175,584	179,782	291,250	332,720	341,350	351,060
Other Services	4,922	3,638	6,700	6,700	6,700	6,700
TOTAL	**$ 1,023,942**	**$ 1,142,038**	**$ 1,281,410**	**$ 1,359,870**	**$ 1,408,350**	**$ 1,447,640**

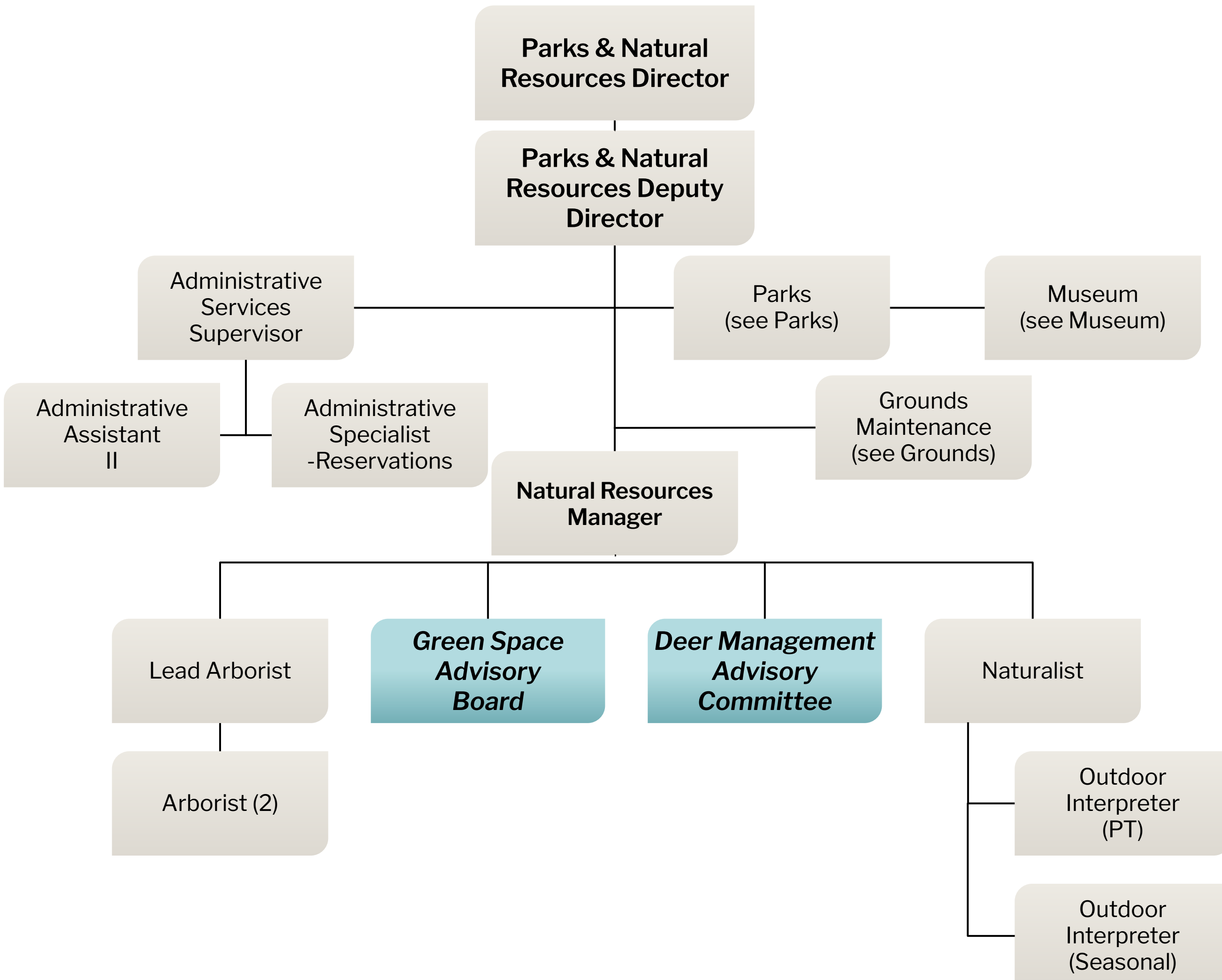
Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant II - PNR	0.75	0.60	0.50	0.50	0.50	0.50
Arborist	2.00	2.00	2.00	2.00	2.00	2.00
Lead Arborist	1.00	1.00	1.00	1.00	1.00	1.00
Natural Resources Manager	0.90	0.90	0.90	0.90	0.90	0.90
Naturalist	0.90	0.90	0.90	0.90	0.90	0.90
Parks & Natural Resources Deputy Director	0.00	0.00	0.00	0.20	0.20	0.20
Parks & Natural Resources Director	0.10	0.10	0.10	0.10	0.10	0.10
Water Resources Specialist	0.05	0.05	0.05	0.05	0.05	0.05
	5.70	**5.55**	**5.45**	**5.65**	**5.65**	**5.65**
Part-Time/Temporary Positions:						
Outdoor Interpreter - Seasonal	0	0	0	1	1	1
Outdoor Interpreter P/T	1	1	1	1	1	1
Outdoor Interpreter Seasonal	0	1	1	0	0	0
	1	**2**	**2**	**2**	**2**	**2**

Natural Resources Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Natural Resources							
Inbound Phone Calls	428	351	343	284	158	350	350
Forestry							
Tree Inventory	20,402	20,466	20,062	20,062	20,099	20,200	20,200
Trees Trimmed	2,024	2,290	2,474	2,091	1,691	2,500	2,500
Trees Removed	253	309	316	248	171	350	350
Trees Maintained	2,277	2,599	2,790	2,339	1,862	2,850	2,850
Trees Planted	633	790	772	741	408	700	700
Stumps Ground	104	126	121	101	65	100	100
Service Requests	365	424	543	467	247	500	500
Plan Reviews	113	116	125	96	498	50	50
Outdoor Engagement							
Programs Offered	53	60	60	61	24	60	60
Program Attendance	1,628	2,657	4,315	3,938	1,791	3,000	3,000
Wildlife							
Service Requests	120	154	128	134	113	200	200

774 – Natural Resources Division



802 - Museum Division

The mission of the Museum Division, as part of the Parks and Natural Resources Department, is:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

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 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	Expand Museum support
City Council	Fiscal Management (#2) / Effective Governance (#4) / Recreation / Parks / Natrual Resources (#5)
Departmental Objectives:	
Short-Term	Increase the number of Museum Members
Medium Term	Develop and implement a fundraising plan to build the Big Barn Building
Medium Term	Develop a parking lot replacement design in conjunction with possible Big Barn concepts
Long-Term	Initiate a Museum endowment campaign

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

802 Museum Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 785,733	$ 831,938	$ 1,020,510	$ 1,039,460	$ 1,069,190	$ 1,102,510
Supplies	45,865	59,873	74,200	74,200	74,200	74,200
Professional Services	443,092	503,884	601,960	543,130	552,280	561,620
Other Services	7,124	7,521	10,400	10,400	10,400	10,400
TOTAL	**$ 1,281,814**	**$ 1,403,216**	**$ 1,707,070**	**$ 1,667,190**	**$ 1,706,070**	**$ 1,748,730**

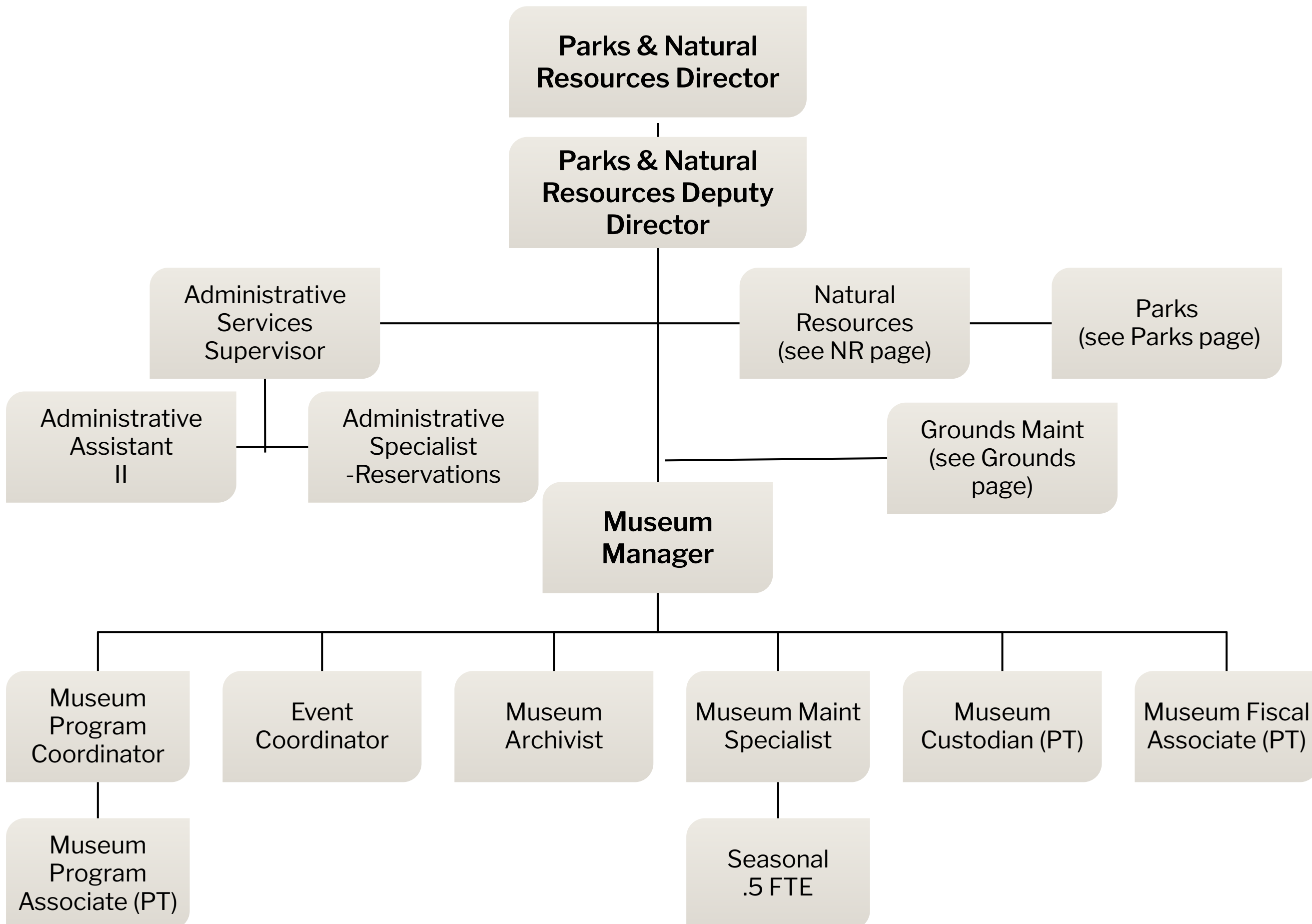
802 - Museum Division

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant II - PNR	0.00	0.15	0.15	0.00	0.00	0.00
Museum Archivist Full-Time	0.00	1.00	1.00	1.00	1.00	1.00
Museum Event Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Museum Maintenance Specialist	0.00	0.00	0.00	0.00	1.00	1.00
Museum Manager	1.00	1.00	1.00	1.00	1.00	1.00
Museum Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Natural Resources Deputy Director	0.00	0.00	0.00	0.15	0.15	0.15
Parks & Natural Resources Director	0.15	0.15	0.15	0.15	0.15	0.15
	3.15	**4.30**	**4.30**	**4.30**	**5.30**	**5.30**
Part-Time/Temporary Positions:						
Interns	0	0	0	2	2	1
Laborer - Seasonal	2	2	2	2	2	2
Museum Archivist	1	0	0	0	0	0
Museum Custodian P/T	1	1	1	1	1	1
Museum Fiscal Associate P/T	1	1	1	1	1	1
Museum Interpretive Associate P/T	1	1	1	1	1	1
Museum Maintenance Specialist P/T	1	1	1	1	0	0
Seasonal Progam Assistant	0	0	0	0	0	1
	7	**6**	**6**	**8**	**7**	**7**

Museum Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
*Vehicle Count	29,917	33,500	24,411	29,666	5,072	25,000	25,000
Volunteer Hours	3,923	3,880	3,880	3,985	967	3,880	3,880
Museum Members	433	434	442	442	439	455	455
Wedding Ceremony	13	14	12	10	2	13	13
Wedding Reception	6	10	10	9	1	12	12
Other Rentals	162	161	162	178	17	162	162
Grounds Rental Total	181	185	184	197	20	187	187
Inbound Phone Calls	1,141	1,186	975	745	339	1,100	1,100


Parks & Natural Resources Director
Parks & Natural Resources Deputy Director
Administrative Services Supervisor
Natural Resources (see NR page)
Parks (see Parks page)
Administrative Assistant II
Administrative Specialist -Reservations
Grounds Maint (see Grounds page)
Museum Manager
Museum Program Coordinator
Event Coordinator
Museum Archivist
Museum Maint Specialist
Museum Custodian (PT)
Museum Fiscal Associate (PT)
Museum Program Associate (PT)
Seasonal .5 FTE

804 - Historic Districts 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) within the City, that serve to preserve the heritage of the community.

The HDC and the Historic Districts Study Committee are established by Chapter 118, Article II of the Code of Ordinances, pursuant to State Law (PA 169 of 1970). The HDC is a nine member commission and is intended to consider applications regarding proposed modifications to 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. The Historic District Study Committee is composed of five members, at least two of which are also HDC members. The HDSC conducts inventories and research of historic resources and provides reports relative to the creation, modification or elimination of historic districts.

Goals:

Department	Promote historic districts for the education, enjoyment, and welfare of citizens
City Council	Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
On-Going	Provide support to City Council and the 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 National Historic Preservation Month Celebration that further citizen respect and pride for the community's heritage

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

804 Historic Districts Commission Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 3,241	$ 1,582	$ 7,070	$ 7,070	$ 7,070	$ 7,070
Supplies	-	-	1,000	600	600	600
Professional Services	4,797	1,909	8,400	8,150	8,150	8,150
TOTAL	**$ 8,038**	**$ 3,491**	**$ 16,470**	**$ 15,820**	**$ 15,820**	**$ 15,820**

Historic Districts Commission / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Meetings	3	3	3	3	3	6	6

852 - Community Programs

The mission guiding Community Programs funding is to improve living conditions for low-and moderate-income residents through community revitalization, home improvement, and human services.

Funding was provided by the U.S. Department of Housing and Urban Development (HUD) and allocated by the Oakland County Community & Home Improvement Division to participating communities for a one time Senior Chore Grant. In FY 2024-26, the City of Rochester Hills offered programs to assist with yard maintenance, lawn services, and snow removal for low-and-moderate income senior citizens living within the City. The Fiscal Division of the Mayor's Office administered the program for the City.

Goals:	
Department	Ensure that funds and programs continue to be distributed as equitably and efficiently as possible to qualified residents, businesses and non-profits while satisfying mandatory Federal and State allocation requirements
City Council	Fiscal Management (#2), Community / Neighborhoods (#6)
Departmental Objectives:	
On-Going	Provide information to residents, businesses and non-profits about additional assistance programs available through the City, Oakland County and other entities

Significant Expenditure, Staffing & Program Notes:

- Other Services decreased [(100%) or ($43,980)] due to final year of three (3) year OLSHA Senior Chore Grant in FY 2026

Budget Summary Report

852 Community Programs Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Other Services	$ 4,505	$ 51,520	$ 43,980	$ -	$ -	$ -
TOTAL	**$ 4,505**	**$ 51,520**	**$ 43,980**	**$ -**	**$ -**	**$ -**

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 (#2)
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 in total [(7%) or ($582,120)] primarily due to:
    - An increase to the Major Road Fund
        - 0.1000 mill annual transfer
    - An increase to the Water Resources Fund
        - To set Water Resources Fund Balance at 25% of annual Water Resources operating expenditure
    - A decrease to the Capital Improvement Fund
        - To set General Fund Balance at 35% of annual General Fund operating expenditures
    - A decrease to the Facilities Fund
        - Less needed for City Hall Common Areas

Budget Summary Report

990 General Fund Transfer Out Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	$ 17,731,330	$ 10,700,580	$ 8,768,650	$ 8,186,530	$ 3,750,150	$ 3,601,430
TOTAL	**$ 17,731,330**	**$ 10,700,580**	**$ 8,768,650**	**$ 8,186,530**	**$ 3,750,150**	**$ 3,601,430**

Grand Total: General Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total General Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 12,565,323	$ 12,780,805	$ 13,627,350	$ 14,253,880	$ 14,632,870	$ 14,986,810
Licenses & Permits	3,032,680	2,953,062	2,531,770	2,428,220	2,328,220	2,228,220
Federal Grants	141,732	298,837	213,980	170,000	170,000	170,000
State Grants	8,487,235	8,769,062	7,950,000	8,000,000	8,100,000	8,200,000
Other Intergovernmental	2,868	-	-	-	-	-
Service Charges	6,311,905	6,590,221	7,146,880	7,658,140	7,913,950	8,123,680
Investment Earnings	1,975,070	1,546,299	517,900	424,430	304,410	312,620
Other Revenue	413,106	229,080	220,490	193,500	300,500	155,500
Transfer - In	12,224	819,702	77,600	50,000	50,000	50,000
TOTAL REVENUES	**32,942,143**	**33,987,068**	**32,285,970**	**33,178,170**	**33,799,950**	**34,226,830**

General Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	10,428,319	10,016,465	12,103,620	12,451,450	12,897,240	12,962,020
Public Service	1,627,644	1,697,207	2,059,620	2,102,830	2,166,420	2,220,770
Public Safety	3,716,969	3,820,583	5,081,270	5,116,010	5,249,310	5,383,860
Economic Development	1,299,554	1,334,956	1,625,820	1,595,330	1,628,150	1,807,940
Parks & Recreation	5,478,972	6,135,135	7,187,400	7,726,820	7,834,830	8,030,860
Transfer-Out	17,731,330	10,700,580	8,768,650	8,186,530	3,750,150	3,601,430
TOTAL EXPENDITURES	**40,282,788**	**33,704,926**	**36,826,380**	**37,178,970**	**33,526,100**	**34,006,880**
Excess Revenue Over / (Under) Expenditures	$ (7,340,645)	$ 282,142	$ (4,540,410)	$ (4,000,800)	$ 273,850	$ 219,950
Fund Balance - Beginning	**25,746,571**	**18,405,926**	**16,395,806**	**13,174,366**	**9,162,716**	**9,377,126**
Fund Balance - Ending	**18,405,926**	**18,688,068**	**11,855,396**	**9,173,566**	**9,436,566**	**9,597,076**

The page Intentionally left blank

Special Revenue Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

202 - Major Road Fund: Revenue

The mission of the Major Road Fund is to maintain the major road network 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 42 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 the Road Commission for Oakland County (RCOC) and the 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 and leverage funding with RCOC, MDOT and adjacent communities
City Council	Public Safety (#1) / Fiscal Management (#2) / Infrastructure Management (#3)
Departmental Objectives:	
On-going	Develop community and public education opportunities 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:

- Interest Earnings increased [15% or $47,920] due to conservative revenue estimate

Budget Summary Report

202 Major Road Revenue	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
State Grants	7,331,068	7,312,074	7,865,000	8,715,000	8,801,000	8,887,860
Other Intergovernmental	-	-	-	-	-	666,270
Service Charges	382,099	432,418	421,090	416,000	416,000	416,000
Investment Earnings	558,742	512,289	309,790	357,710	293,920	204,160
Other Revenue	64,546	69,366	36,800	36,800	36,800	36,800
Transfer - In	878,700	528,360	1,018,580	504,000	517,590	530,280
TOTAL	**$ 9,215,155**	**$ 8,854,507**	**$ 9,651,260**	**$ 10,029,510**	**$ 10,065,310**	**$ 10,741,370**

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	Fiscal Management (#2) / Infrastructure Management (#3)
Departmental Objectives:	
Short-Term	Transfer funds in accordance with City Council and Administrative policies

Significant Expenditure, Staffing, & Program Notes:

- Transfer Out increased [38% or $591,750] due to increase in Transfer Out to Local Streets for Act 51 Revenue projected in FY 2027

Budget Summary Report

442 Major Road Transfer Out Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	$ 1,750,000	$ 1,862,500	$ 1,558,250	$ 2,150,000	$ 2,171,500	$ 2,193,220
TOTAL	**$ 1,750,000**	**$ 1,862,500**	**$ 1,558,250**	**$ 2,150,000**	**$ 2,171,500**	**$ 2,193,220**

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 49-mile major road network and for coordinating improvements with the Road Commission for Oakland County (RCOC) and the Michigan Department of Transportation (MDOT) road systems located within City limits. This is done by recognizing needs as determined by the City's comprehensive 2021 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 Safefy (#1) / Infrastructure Management (#3)
Departmental Objectives:	
Short-Term	Reduce the number of major roads rated Poor by 3% by 2027.
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: MR-12 / Major Road: Traffic Calming Program MR-27 / Major Road: Bridge Rehabilitation Program MR-36D / Hampton Circle Rehabilitation MR-41B / Rochester Road Rehabilitation [M-59 to Avon] MR-41C / Rochester Road Rehabilitation [Avon to Clinton River; Paint Creek to Tienken] PW-01 / Pathway Rehabilitation Program PW-12B / Rochester Road PW @ M-59 PE School Zone Rapid Flashing Beacons Urgent Utility Repairs

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 Management (#3)
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 increased [43% or $2,032,020] due to more capital projects scheduled for FY 2027

452 - Major Road Fund: Construction

Budget Summary Report

452 Major Road Construction Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 101,438	$ 152,217	$ 150,620	$ 155,740	$ 160,420	$ 164,830
Supplies	-	44	800	800	800	800
Professional Services	8,707	9,343	12,300	12,300	12,300	12,300
Capital Outlay	5,653,824	3,668,160	4,701,700	6,733,720	7,517,900	6,721,300
TOTAL	**$ 5,763,969**	**$ 3,829,764**	**$ 4,865,420**	**$ 6,902,560**	**$ 7,691,420**	**$ 6,899,230**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Construction Inspector II	0.05	0.05	0.05	0.05	0.05	0.05
DPS Aide II - Transportation	0.05	0.05	0.05	0.05	0.05	0.05
DPS Technician - Survey	0.05	0.05	0.05	0.05	0.05	0.05
Deputy Public Service Director / City Engineer	0.30	0.30	0.30	0.30	0.30	0.30
Project Engineer	0.20	0.20	0.20	0.20	0.20	0.20
Transportation Engineering Manager	0.10	0.10	0.10	0.10	0.10	0.10
	0.80	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**

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 49-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 drains under roads 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	Infrastructure Management (#3) / Economic / Tax Base (#7)
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	Predictively perform preventable maintenance activities to maintain ride quality and extend the service life of our road network
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:

- Professional Services decreased [(7%) or ($38,300)] due to Gravel Road Maintenance on Livernois Road (Tienken - Dutton) in FY 2026

462 - Major Road Fund: Preservation

Budget Summary Report

462 Major Road Preservation Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 244,282	$ 288,479	$ 346,070	$ 352,420	$ 364,370	$ 376,480
Supplies	4,614	11,726	51,370	51,370	51,370	51,370
Professional Services	338,580	379,001	530,710	492,410	498,120	504,990
Other Services	-	-	300	300	300	300
TOTAL	**$ 587,476**	**$ 679,206**	**$ 928,450**	**$ 896,500**	**$ 914,160**	**$ 933,140**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Specialist - Field Ops	0.05	0.05	0.05	0.05	0.05	0.05
Crew Leader - Operations	0.30	0.30	0.30	0.30	0.30	0.30
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Field Services Manager	0.05	0.05	0.05	0.05	0.05	0.05
Heavy Equipment Operator	0.30	0.30	0.30	0.30	0.30	0.30
Laborer	0.55	0.55	0.50	0.50	0.50	0.50
Light Equipment Operator	0.95	0.95	1.00	1.00	1.00	1.00
Roads & Pathways Operations Manager	0.25	0.25	0.25	0.25	0.25	0.25
	2.55	**2.55**	**2.55**	**2.55**	**2.55**	**2.60**

Major Road Fund: Preservation / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Miles of Major Roads	49.04	49.04	49.04	49.36	49.36	49.36
Major Road Preservation Expenditures per Lane Mile	$2,612	$2,644	$2,995	$3,440	$4,702	$4,541
Linear Ft. of Ditches Cleaned	350	532	0	521	300	300

472 - Major Road Fund: Traffic Service

The Major Road Traffic Service Division of the Department of Public Services (DPS) is responsible for planning and performing traffic studies including school-walking routes, traffic counts, turning movements, and traffic signal placement; street sign fabrication and installation; pavement striping and marking placement; and bridge inspections to the City's 49-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 Management (#3) / Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Maintain a Street Sign Replacement Program that utilizes life cycle analysis to determine appropriate replacement dates and coordinate with the Asset Management System
On-Going	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	Infrastructure Management (#3)
Departmental Objectives:	
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	Work with the RCOC and MDOT on signal optimization along with safety and capacity improvements
On-Going	Continue remodeling, replacing, or installing streetlights for improved visibility at intersection and crosswalk locations

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

472 - Major Road Fund: Traffic Service

Budget Summary Report

472 Major Road Traffic Service Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 350,626	$ 398,269	$ 476,600	$ 496,810	$ 513,530	$ 529,000
Supplies	37,072	17,677	42,500	42,500	42,500	42,500
Professional Services	372,321	403,009	462,270	476,760	508,070	510,120
Other Services	101,732	123,610	122,830	137,680	141,280	144,990
TOTAL	**$ 861,751**	**$ 942,565**	**$ 1,104,200**	**$ 1,153,750**	**$ 1,205,380**	**$ 1,226,610**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Crew Leader - Traffic & Sign Shop	0.30	0.30	0.30	0.30	0.30	0.30
DPS Technician - Permits	0.45	0.45	0.45	0.45	0.45	0.45
DPS Technician - Survey	0.05	0.05	0.05	0.05	0.05	0.05
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Field Services Manager	0.50	0.50	0.50	0.50	0.50	0.50
GIS Manager	0.00	0.00	0.25	0.25	0.25	0.25
GIS Specialist	0.00	0.00	0.50	0.25	0.25	0.25
GIS Technician	0.00	0.00	0.00	0.25	0.25	0.25
Light Equipment Operator - Sign Shop	0.30	0.30	0.30	0.30	0.30	0.30
Project Engineer	0.35	0.35	0.35	0.35	0.35	0.35
Transportation Engineering Manager	0.30	0.30	0.30	0.30	0.30	0.30
	2.25	**2.25**	**3.00**	**3.00**	**3.00**	**3.05**
Part-Time/Temporary Positions:						
Interns	1	1	1	1	1	1
	1	**1**	**1**	**1**	**1**	**1**

482 - Major Road Fund: Winter Maintenance

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 49 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 safe motor vehicle travel needs along the major road system under the jurisdiction of the City during winter months
City Council	Public Safety (#1) / Infrastructure Management (#3) / Economic / Tax Base (#7)
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 and provide snow removal status through a public snow tracker application

Goals:

Department	Proactively plan and program winter maintenance activities in order to maximize the available resources dedicated towards winter maintenance
City Council	Infrastructure Management (#3) / Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Utilization of technology to further advance the efficiencies and effectiveness of winter operations
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:

- Supplies increased [33% or $52,000] due to increased material costs

482 - Major Road Fund: Winter Maintenance

Budget Summary Report

482 Major Road Winter Maintenance Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 114,191	$ 139,520	$ 192,570	$ 194,980	$ 199,610	$ 204,610
Supplies	68,542	143,486	155,500	207,500	214,500	219,500
Professional Services	99,656	156,586	167,580	167,580	167,580	167,580
TOTAL	**$ 282,389**	**$ 439,592**	**$ 515,650**	**$ 570,060**	**$ 581,690**	**$ 591,690**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Specialist - Field Ops	0.05	0.05	0.05	0.05	0.05	0.05
Crew Leader - Operations	0.20	0.20	0.20	0.20	0.20	0.20
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Field Services Manager	0.05	0.05	0.05	0.05	0.05	0.05
Heavy Equipment Operator	0.20	0.20	0.20	0.20	0.20	0.20
Laborer	0.15	0.15	0.15	0.00	0.00	0.00
Light Equipment Operator	0.20	0.20	0.20	0.30	0.30	0.30
Roads & Pathways Operations Manager	0.05	0.05	0.05	0.05	0.05	0.05
	1.00	**1.00**	**1.00**	**0.95**	**0.95**	**1.00**

Major Road Fund: Winter Maintenance / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Salt (in lbs.)	3,048,740	2,476,040	2,247,678	3,472,640	2,500,000	2,500,000
Major Road Winter Maintenance Expenditures per Lane Mile	$1,402	$1,213	$1,440	$2,241	$2,629	$2,906
Snow Plowing Operations Overtime Hours Worked	626	455	170	512	500	500

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	Fiscal Management (#2) / Infrastructure Management (#3) / Economic / Tax Base (#7)
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 Community Outreach programs on regional traffic operations
On-Going	Encourage employees to attend educational programs

Significant Expenditure, Staffing & Program Notes:

- Professional Services decreased [(28%) or ($156,620)] due to the Master Thoroughfare Plan update in FY 2026

Budget Summary Report

492 Major Road Administration Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 60,399	$ 61,157	$ 76,800	$ 79,420	$ 82,650	$ 86,190
Supplies	524	647	2,000	2,000	2,000	2,000
Professional Services	248,680	280,670	556,200	399,580	406,460	413,470
Other Services	1,759	1,711	2,000	2,000	2,000	2,000
TOTAL	**$ 311,362**	**$ 344,185**	**$ 637,000**	**$ 483,000**	**$ 493,110**	**$ 503,660**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Services Supervisor	0.15	0.15	0.15	0.15	0.15	0.15
Deputy Public Service Director / City Engineer	0.05	0.05	0.05	0.05	0.05	0.05
Public Services Director	0.20	0.20	0.20	0.20	0.20	0.20
	0.40	**0.40**	**0.40**	**0.40**	**0.40**	**0.40**

482 - Major Road Fund: Winter Maintenance

202 - Major Road Fund: Special Revenue Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

202 Major Roads Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
State Grants	7,331,068	7,312,074	7,865,000	8,715,000	8,801,000	8,887,860
Other Intergovernmental	-	-	-	-	-	666,270
Service Charges	382,099	432,418	421,090	416,000	416,000	416,000
Investment Earnings	558,742	512,289	309,790	357,710	293,920	204,160
Other Revenue	64,546	69,366	36,800	36,800	36,800	36,800
Transfer - In	878,700	528,360	1,018,580	504,000	517,590	530,280
TOTAL REVENUES	**9,215,155**	**8,854,507**	**9,651,260**	**10,029,510**	**10,065,310**	**10,741,370**

202 Major Roads Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Streets	$ 1,553,605	$ 1,854,723	$ 2,541,370	$ 2,595,120	$ 2,606,790	$ 2,539,300
Salaries & Wages	599,518	712,429	849,150	864,530	891,070	917,030
Capital Outlay	5,653,824	3,668,160	4,660,200	6,546,220	7,387,900	6,698,000
Transfer-Out	1,750,000	1,862,500	1,558,250	2,150,000	2,171,500	2,193,220
TOTAL EXPENDITURES	**$ 9,556,947**	**$ 8,097,812**	**$ 9,608,970**	**$ 12,155,870**	**$ 13,057,260**	**$ 12,347,550**
Excess Revenue Over / (Under) Expenditures	-$341,792	$ 756,695	$ 42,290	-$2,126,360	$ (2,991,950)	$ (1,606,180)
Fund Balance - Beginning	**$ 11,466,370**	**$ 11,124,578**	**$ 10,970,668**	**$ 10,550,638**	**$ 8,877,538**	**$ 5,076,788**
Fund Balance - Ending	**$ 11,124,578**	**$ 11,881,273**	**$ 11,012,958**	**$ 8,424,278**	**$ 5,885,588**	**$ 3,470,608**

203 - Local Street Fund: Revenue

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

There are three (3) significant sources of revenue for the Local Street Fund: A dedicated Local Street millage totaling 1.0625 mill, Act 51 gas tax, and transfers-in from the General Fund and the Major Road Fund. The General Fund will continue an annual transfer-out to the Local Street Fund in order to fund $6 million per year in Local Street rehabilitation. 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	Fiscal Management (#2) / Infrastructure Management (#3)
Departmental Objectives:	
On-Going	Continue to provide community involvement and public information opportunities 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:

- Federal Grants decreased [(100%) or ($212,870)] due to Safe Streets for All Grant in FY 2026
- Other Revenue increased [94% or $48,300] due to reimbursement for the sidewalk program
- Transfer-In decreased [(17%) or ($428,250)] due to Childress Paving SAD in FY 2026, offset by additional Act 51 Revenue transfer from Major Road Fund

Budget Summary Report

203 Local Street Revenue	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 4,760,615	$ 5,038,872	$ 5,212,050	$ 5,350,270	$ 5,492,290	$ 5,624,890
Licenses & Permits	58,188	51,762	50,000	50,000	50,000	50,000
Federal Grants	-	7,122	212,870	-	-	-
State Grants	2,739,444	2,729,943	3,093,500	3,243,500	3,275,500	3,307,820
Service Charges	135,113	116,424	132,730	137,690	142,900	148,370
Investment Earnings	469,060	455,922	217,270	217,150	192,660	169,570
Other Revenue	199,810	189,340	51,290	99,590	99,590	99,590
Transfer - In	3,825,000	1,971,920	2,578,250	2,150,000	2,246,500	2,893,220
TOTAL	**$ 12,187,230**	**$ 10,561,305**	**$ 11,547,960**	**$ 11,248,200**	**$ 11,499,440**	**$ 12,293,460**

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 221-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 Management (#3) / Economic / Tax Base (#7)
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: • LS-01 / Local Street: Rehabilitation Program • LS-12 / Local Street: Traffic Calming Program • Urgent Utility Repairs
Short-Term	Reduce the number of local streets rated Poor by 2% by 2027
On-Going	Utilize Pavement Surface Evaluation and Rating (PASER) methodology to systematically reconstruct and rehabilitate road network

Significant Expenditure, Staffing & Program Notes:

- Capital Outlay decreased [(21%) or ($1,569,250)] due to a decrease in proposed Capital Projects in FY 2027

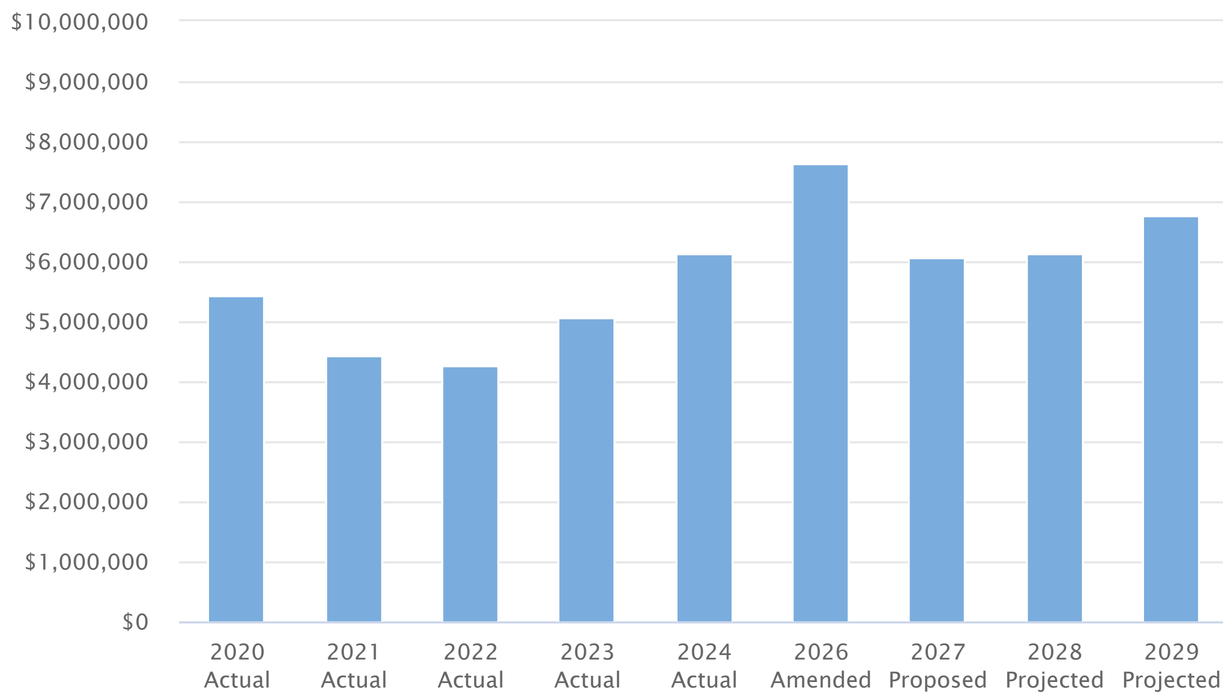
Budget Summary Report

454 Local Street Construction Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 204,797	$ 286,970	$ 301,510	$ 314,220	$ 325,990	$ 335,270
Supplies	536	160	1,000	1,000	1,000	1,000
Professional Services	11,821	8,871	46,000	46,000	46,000	46,000
Capital Outlay	6,117,929	4,697,599	7,644,250	6,075,000	6,150,000	6,775,000
TOTAL	**$ 6,335,083**	**$ 4,993,600**	**$ 7,992,760**	**$ 6,436,220**	**$ 6,522,990**	**$ 7,157,270**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Construction Inspector II	0.55	0.55	0.55	0.55	0.55	0.55
DPS Aide II - Transportation	0.80	0.80	0.80	0.80	0.80	0.80
DPS Technician - Survey	0.20	0.20	0.20	0.20	0.20	0.20
Project Engineer	0.30	0.30	0.30	0.30	0.30	0.30
Transportation Engineering Manager	0.20	0.20	0.20	0.20	0.20	0.20
Water Resources Specialist	0.10	0.10	0.10	0.10	0.10	0.10
	2.20	**2.20**	**2.20**	**2.20**	**2.20**	**2.20**

Annual Local Street Construction / Rehabilitation



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 240 mile local street network. Since all but approximately 20 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 20 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 Management (#3) / Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Create an inventory of locations for local street repairs to incorporate into the 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 dedication of the resources necessary to successfully address needs

Significant Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

464 Local Street Preservation Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 985,159	$ 1,027,570	$ 977,710	$ 1,001,450	$ 1,033,470	$ 1,066,270
Supplies	211,248	267,438	335,450	350,940	364,030	370,900
Professional Services	1,081,337	1,135,489	1,298,100	1,365,390	1,382,390	1,400,760
TOTAL	**$ 2,277,744**	**$ 2,430,497**	**$ 2,611,260**	**$ 2,717,780**	**$ 2,779,890**	**$ 2,837,930**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Specialist - Field Ops	0.05	0.05	0.05	0.05	0.05	0.05
Crew Leader - Operations	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.10
Field Services Manager	0.05	0.05	0.05	0.05	0.05	0.05
Heavy Equipment Operator	1.35	1.35	1.35	1.35	1.35	1.35
Laborer	2.75	2.75	2.75	0.85	0.85	0.85
Light Equipment Operator	2.15	2.15	2.15	3.25	3.25	3.25
Roads & Pathways Operations Manager	0.50	0.50	0.50	0.50	0.50	0.50
	7.95	**7.95**	**7.95**	**7.15**	**7.15**	**7.25**
Part-Time/Temporary Positions:						
Laborer - Seasonal	1	1	1	1	1	1
	1	**1**	**1**	**1**	**1**	**1**

Local Street Fund: Preservation / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Miles of Local Streets Maintained	241	241	241	241	241	241
Annual Local Street Preservation Expenditures per mile of Road	$4,311	$4,923	$4,726	$5,043	$5,418	$5,639
Solvex / Pothole Repairs (in lbs.)	39,600	24,560	27,778	36,200	30,000	30,000

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-walking routes, traffic counts, turning movements, street sign fabrication and installation, and pavement markings to the City's 240-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 Management (#3)
Departmental Objectives:	
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:

- Professional Services decreased [(80%) or ($268,150)] due to Safe Streets for All Grant in FY 2026

Budget Summary Report

474 Local Street Traffic Services Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 379,696	$ 416,738	$ 556,930	$ 576,250	$ 597,080	$ 616,860
Supplies	49,664	37,066	55,010	54,680	54,680	54,680
Professional Services	48,799	40,121	335,300	67,150	67,530	67,920
Other Services	123,541	101,871	160,910	168,230	171,240	174,310
TOTAL	**$ 601,700**	**$ 595,796**	**$ 1,108,150**	**$ 866,310**	**$ 890,530**	**$ 913,770**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.20	0.20	0.20	0.20	0.20	0.20
Crew Leader - Traffic & Sign Shop	0.65	0.65	0.65	0.65	0.65	0.65
DPS Aide II - Transportation	0.15	0.15	0.15	0.15	0.15	0.15
DPS Tech - Transportation/Storm Water	0.45	0.45	0.45	0.45	0.45	0.45
DPS Technician - Permits	0.45	0.45	0.45	0.45	0.45	0.45
DPS Technician - Survey	0.25	0.25	0.25	0.25	0.25	0.25
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Field Services Manager	0.15	0.15	0.15	0.15	0.15	0.15
GIS Manager	0.00	0.00	0.25	0.25	0.25	0.25
GIS Specialist	0.00	0.00	0.50	0.25	0.25	0.25
GIS Technician	0.00	0.00	0.00	0.25	0.25	0.25
Light Equipment Operator - Sign Shop	0.65	0.65	0.65	0.65	0.65	0.65
Project Engineer	0.10	0.10	0.10	0.10	0.10	0.10
Transportation Engineering Manager	0.30	0.30	0.30	0.30	0.30	0.30
	3.35	**3.35**	**4.10**	**4.10**	**4.10**	**4.15**

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, for the City's 240-mile local street network. This division covers all of the different activities, skills and equipment required to maintain the paved streets as well as nonpaved 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 Management (#3)
Departmental Objectives:	
On-Going	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 application rates of snow/ice removal activities

Significant Expenditure, Staffing & Program Notes:

- Supplies increased [60% or $90,000] due to increased material costs

Budget Summary Report

484 Local Street Winter Maintenance Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 278,062	$ 367,359	$ 394,740	$ 401,490	$ 412,220	$ 423,260
Supplies	65,825	152,262	149,000	239,000	244,000	249,000
Professional Services	224,616	455,527	406,500	476,500	476,500	476,500
TOTAL	**$ 568,503**	**$ 975,148**	**$ 950,240**	**$ 1,116,990**	**$ 1,132,720**	**$ 1,148,760**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.10	0.10	0.10	0.10	0.10	0.10
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Specialist - Field Ops	0.05	0.05	0.05	0.05	0.05	0.05
Crew Leader - Operations	0.30	0.30	0.30	0.30	0.30	0.30
Crew Leader - Traffic & Sign Shop	0.05	0.05	0.05	0.05	0.05	0.05
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Field Services Manager	0.05	0.05	0.05	0.05	0.05	0.05
Heavy Equipment Operator	0.50	0.50	0.50	0.50	0.50	0.50
Laborer	0.50	0.50	0.50	0.10	0.10	0.10
Light Equipment Operator	0.70	0.70	0.70	0.90	0.90	0.90
Light Equipment Operator - Sign Shop	0.00	0.00	0.00	0.05	0.05	0.05
Roads & Pathways Operations Manager	0.20	0.20	0.20	0.20	0.20	0.20
	2.50	**2.50**	**2.50**	**2.35**	**2.35**	**2.40**

Local Street Fund: Winter Maintenance / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Salt (in lbs.)	3,387,960	1,665,200	2,173,493	4,518,940	2,500,000	2,500,000
Annual Local Street Winter Maintenance Expenditures per Lane Mile	$1,385	$991	$1,179	$2,023	$1,947	$1,947
Local Street Snow Plowing Operations Overtime Hours Worked	627	555	707	619	600	600

494 - Local Street Fund: Administration

The Local Street Administration Division of the Department of Public Services (DPS) is responsible for the overall planning, administration, and oversight of all local street activities which affect mobility and traffic conditions of the City's 240-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	Fiscal Management (#2) / Infrastructure Management (#3)
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 in FY 2027

Budget Summary Report

494 Local Street Administration Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 8,857	$ 7,198	$ 10,370	$ 10,770	$ 11,340	$ 11,960
Supplies	528	647	2,000	2,000	2,000	2,000
Professional Services	611,890	639,430	857,580	872,190	886,890	901,890
Other Services	1,806	3,242	3,050	3,050	2,930	2,930
TOTAL	**$ 623,081**	**$ 650,517**	**$ 873,000**	**$ 888,010**	**$ 903,160**	**$ 918,780**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Public Services Director	0.05	0.05	0.05	0.05	0.05	0.05
	0.05	**0.05**	**0.05**	**0.05**	**0.05**	**0.05**

494 - Local Street Fund: Administration

Statement of Revenues / Expenditures and Changes in Fund Balance

203 Local Roads Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 4,760,615	$ 5,038,872	$ 5,212,050	$ 5,350,270	$ 5,492,290	$ 5,624,890
Licenses & Permits	58,188	51,762	50,000	50,000	50,000	50,000
Federal Grants	-	7,122	212,870	-	-	-
State Grants	2,739,444	2,729,943	3,093,500	3,243,500	3,275,500	3,307,820
Service Charges	135,113	116,424	132,730	137,690	142,900	148,370
Investment Earnings	469,060	455,922	217,270	217,150	192,660	169,570
Other Revenue	199,810	189,340	51,290	99,590	99,590	99,590
Transfer - In	3,825,000	1,971,920	2,578,250	2,150,000	2,246,500	2,893,220
TOTAL REVENUES	**12,187,230**	**10,561,305**	**11,547,960**	**11,248,200**	**11,499,440**	**12,293,460**

203 Local Roads Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Streets	4,288,182	4,947,959	5,891,160	5,950,310	6,079,290	6,201,510
Capital Outlay	6,117,929	4,697,599	7,644,250	6,075,000	6,150,000	6,775,000
TOTAL EXPENDITURES	**10,406,111**	**9,645,558**	**13,535,410**	**12,025,310**	**12,229,290**	**12,976,510**
Excess Revenue Over / (Under) Expenditures	$ 1,781,119	$ 915,747	$ (1,987,450)	$ (777,110)	$ (729,850)	$ (683,050)
Fund Balance - Beginning	**6,222,464**	**8,003,583**	**8,063,963**	**6,271,063**	**4,997,923**	**3,774,033**
Fund Balance - Ending	**8,003,583**	**8,919,330**	**6,076,513**	**5,493,953**	**4,268,073**	**3,090,983**

206 - Fire Department Fund: Revenue

The Rochester Hills Fire Department is dedicated to protecting and preserving life, property, and the environment. This mission is carried out by a highly trained and dedicated team.

The Fire Fund supports the ongoing operations of the Fire Department and its associated divisions. The primary source of this funding was established in FY 1984 when voters approved a maximum Charter millage rate of 2.5000 mills for Fire Department operations as part of the City Charter adoption. In 2014, voters approved a ballot initiative to increase the fire millage to 3.0000 mills, and in 2026, voters approved an increase to the Charter millage rate of 3.0000 mills to 3.5000 mills.

Another significant revenue source is EMS billing, with charges determined by the contracted billing company and insurance carriers.

Goals:	
Department	Actively identify and pursue new funding opportunities to diversify revenue streams for the Fire Department
City Council	Public Safety (#1) / Fiscal Management (#2)
Departmental Objectives:	
On-Going	Continue to develop and implement cost recovery programs for specialized services provided by the Fire Department
On-Going	Explore grant opportunities related to equipment, service and program enhancements

Significant Revenue, Staffing & Program Changes:

City Taxes increased [22% or $2,981,380] due to voters approval for the Fire Charter Millage increase

Budget Summary Report

206 Fire Fund Revenue	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 11,921,994	$ 12,715,937	$ 13,293,580	$ 16,274,960	$ 16,709,940	$ 17,116,090
Licenses & Permits	3,930	3,540	4,000	4,000	4,000	4,000
Federal Grants	5,591	817	-	-	-	-
State Grants	2,689	-	-	-	-	-
Service Charges	3,345,351	3,262,551	3,266,860	3,273,330	3,274,830	3,276,380
Investment Earnings	564,787	457,253	320,800	369,120	394,840	405,050
Other Revenue	23,851	18,458	6,500	6,500	6,500	6,500
TOTAL	**$ 15,868,193**	**$ 16,458,556**	**$ 16,891,740**	**$ 19,927,910**	**$ 20,390,110**	**$ 20,808,020**

206 - Fire Department Fund: Administration

The Administrative Division of the Rochester Hills Fire Department is responsible for coordinating the activities of various Fire Department divisions and personnel to ensure the delivery of highly professional services. The primary focus of this division is to promote the health, safety, and welfare of both citizens and Fire Department personnel. This Includes monitoring response times, disseminating fire safety information and announcements, and providing training to Fire Department members. This division also ensures that personnel maintain knowledge of the latest fire suppression and EMS techniques.

Additionally, the Administrative Division develops Fire Department programs, policies, and procedures. They represent the Department at public meetings and collaborate with other Fire and EMS agencies for mutual aid response, cooperative purchases, and joint training. The division is also responsible for administering the Fire Department budget and payroll.

Goals:

Department	Provide continuously improving, high-level emergency services to residents, businesses, and visitors
City Council	Public Safety (#1) / Effective Governance (#4)
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. Henry Ford Rochester Hospital)
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 (NFPA and ISO)

Goals:

Department	Foster strong community relationships and responsiveness through outstanding customer service
City Council	Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Provide exceptional customer service during emergency incidents and other events the department participates in
On-Going	Continuously monitor and evaluate the department's service level by tracking average 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

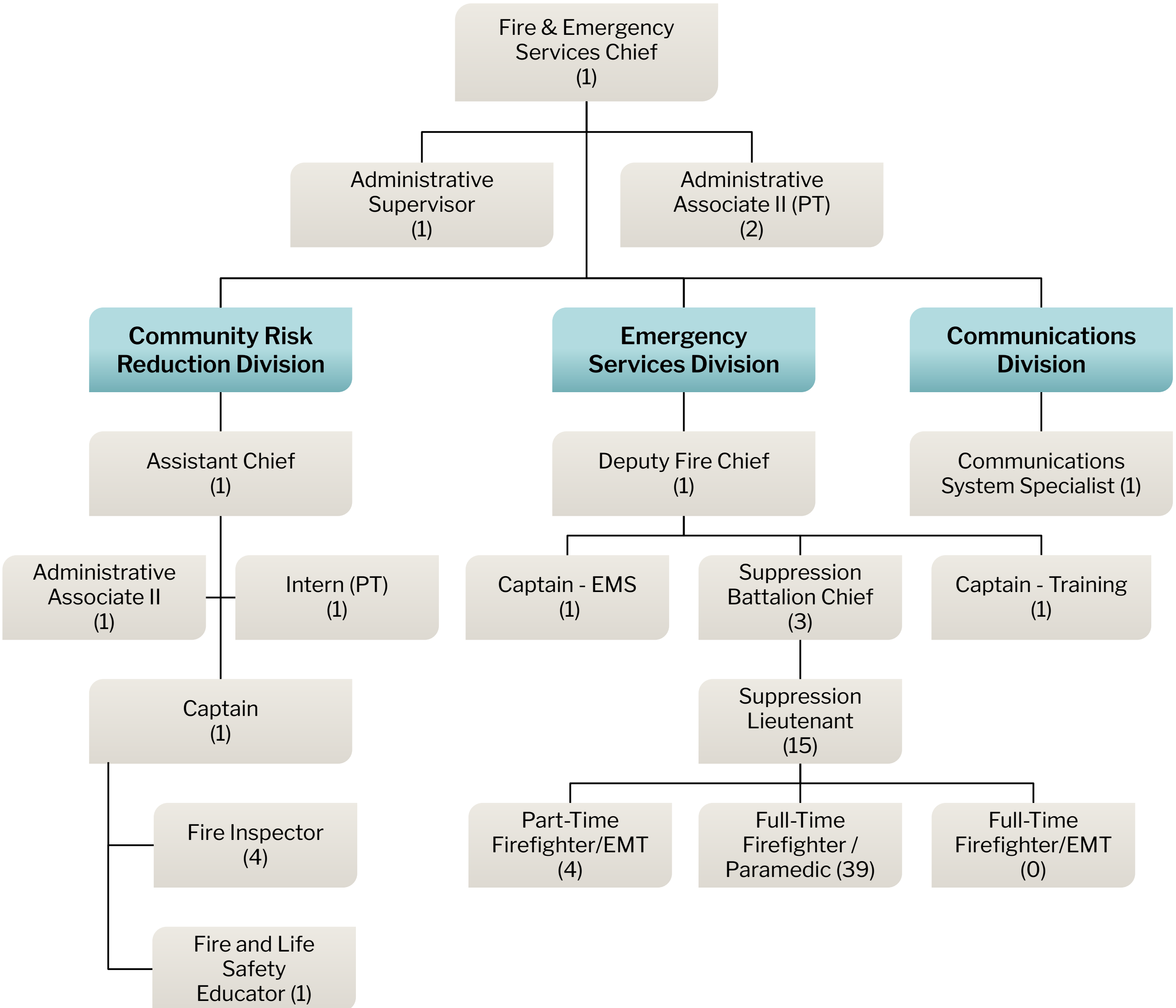
206 - Fire Department Fund: Administration

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 (#2)
Departmental Objectives:	
On-Going	Evaluate all necessary equipment replacement and work with DPS Fleet Management in an effort to maximize the lifespan of apparatus
On-Going	Partner with neighboring departments by purchasing equipment and apparatus, while using contractual services that can be shared countywide
On-Going	Provide for and continuously improve the process for the delivery of apparatus purchases, maintenance, and repair to meet the needs of the Rochester Hills Fire Department

Goals:	
Department	Ensure residents are receiving the highest level of service available from the Oakland County Sheriff's Office (OCSO) dispatch contract
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Monitor the service provided by OCSO to our responders and track and evaluate information from OCSO in regards to call answer and dispatch times
On-Going	Ensure personnel have the latest "real-time" CAD dispatch information in the field
On-Going	Develop a stable, short, and long term plan to assess, determine, and recommend the use and integration of technology within the operations of the department

Significant Revenue, Staffing & Program Changes:

- Transfer-Out decreased [(89%) or ($517,860)] due to additional funding needed in the Fire Operating Fund to hit the 25% Fund Balance level for the additional 12 firefighter/paramedics. Moving forward, the Fire Operating Fund will be able to hit and exceed the 25% Fund Balance level, which will allow more contributions to the Fire Capital Fund.



Budget Summary Report

206 Fire Operating Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 696,660	$ 738,770	$ 714,050	$ 744,540	$ 765,740	$ 786,150
Supplies	6,439	4,722	15,100	15,800	16,320	16,650
Professional Services	2,486,692	2,655,763	3,153,110	3,202,580	3,264,570	3,359,460
Other Services	3,359	9,696	12,330	12,580	12,830	13,080
Transfer Out	3,172,310	168,350	580,850	62,990	478,740	315,380
TOTAL	**$ 6,365,460**	**$ 3,577,301**	**$ 4,475,440**	**$ 4,038,490**	**$ 4,538,200**	**$ 4,490,720**

206 - Fire Department Fund: Administration

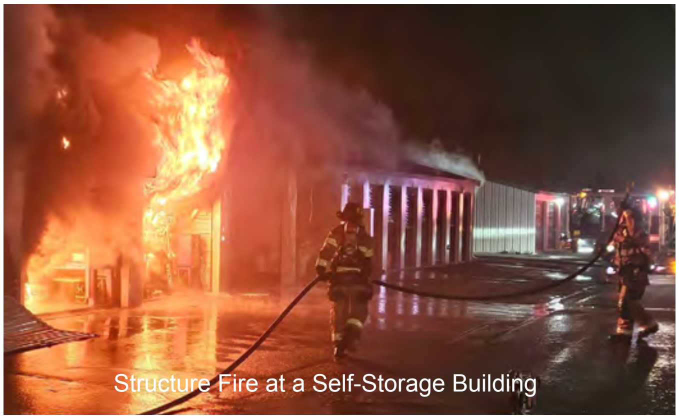
Fire Department Fund / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Fires	107	109	95	95	77	120	100
EMS Calls	6,651	7,080	7,587	7,740	3,640	7,410	7,558
False Alarms & False Calls	563	557	623	680	248	500	505
Other - Hazardous Conditions, Service/Good Intent Calls, Severe Weather	669	784	743	697	435	870	879
Grand Total All Incidents	**7,990**	**8,530**	**9,048**	**9,212**	**4,400**	**8,900**	**9,042**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Supervisor - Fire	1.00	1.00	1.00	1.00	1.00	1.00
Communications Systems Administrator	0.25	0.25	0.25	0.25	0.25	0.25
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Fire Chief / Emergency Services Director	1.00	1.00	1.00	1.00	1.00	1.00
	3.25	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**
Part-Time/Temporary Positions:						
Administrative Associate II - Fire	0	0	0	1	1	1
Administrative Associate II - Fire P/T	1	1	2	1	1	1
	1	**1**	**2**	**2**	**2**	**2**

339 - Fire Department Fund: Emergency Services Division


Structure Fire at a Self-Storage Building

The Emergency Services Division of the Rochester Hills Fire Department serves as a cornerstone of public safety, providing critical emergency services that protect lives, property, and the community's overall well-being.The department acts as a comprehensive emergency service provider, handling a wide array of emergency and non-emergency requests beyond just fires and medical emergencies. This includes, but is not limited to, vehicle fires, auto extrication, hazardous material spills, natural gas leaks, and animal rescues.

To ensure the safety of its personnel and to maintain operational readiness, the Emergency Services Division manages programs for maintaining our self contained breathing apparatus, fire hose, pumps and ladders.

In a commitment to the health and safety of both residents and department members, the Emergency Services Division has enhanced its response to reported structure fires. Through local mutual aid agreements, the department now dispatches additional apparatus and personnel from neighboring organizations for "working" structure fires. This strategic approach allows for a more robust response to significant incidents while simultaneously ensuring continued service coverage for the rest of the city.

Through these initiatives, the Rochester Hills Fire Department has solidified its position as a leading provider 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	Continuously evaluate staffing and response configurations while making necessary adjustments/ additions as needed to maintain and improve service to the community

339 - Fire Department Fund: Emergency Services Division

Goals:

Department	Maintain safe working conditions and equipment for all personnel
City Council	Public Safety (#1) / Infrastructure Management (#3)
Departmental Objectives:	
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 fireground training sessions and interagency mutual aid training
On-Going	Conduct preventive maintenance to assure working order of equipment and testing of ladders, hose, and pumps to meet NFPA and manufacturer recommendations

Goals:

Department	Maintain strong working relationships with area hospitals, neighboring EMS agencies, Nursing Homes, and Senior Living Centers
City Council	Public Safety (#1) / Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
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 enroute, 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 enhance patient care
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	Train all division personnel in progressive and modern fireground tactics
City Council	Public Safety (#1)
Departmental Objectives:	
On-Going	Enhance foundational knowledge and skills in current fire suppression techniques
On-Going	Foster a culture of continuous learning and adaptation to evolving fire services best practices
On-Going	Ensure all personnel are proficient in utilizing new technologies and equipment for fire suppression

Significant Expenditures, Staffing, & Program Changes:

Personnel increased [21% or $2,180,620] due to the addition of:

(12) Full-Time / Firefighter/Paramedics

Budget Summary Report

339 Emergency Services Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 8,044,022	$ 9,567,316	$ 10,173,800	$ 12,354,420	$ 12,748,090	$ 13,140,860
Supplies	138,693	149,445	223,440	233,890	238,750	243,420
Professional Services	516,731	510,067	603,850	598,820	606,650	614,600
Other Services	100,052	92,018	164,000	171,300	176,700	179,010
TOTAL	**$ 8,799,498**	**$ 10,318,846**	**$ 11,165,090**	**$ 13,358,430**	**$ 13,770,190**	**$ 14,177,890**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
12 hr Firefighter/EMT	5.00	2.00	2.00	0.00	0.00	0.00
24 hr Firefighter/Paramedic	24.00	27.00	37.00	34.00	39.00	51.00
24-HR Fire Fighter / EMT	0.00	0.00	0.00	5.00	0.00	0.00
Emergency Medical Services Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant / Suppression	15.00	15.00	15.00	15.00	15.00	15.00
Suppression Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
	48.00	**48.00**	**58.00**	**58.00**	**58.00**	**70.00**
Part-Time/Temporary Positions:						
Firefighter/EMT PT	2	2	2	2	2	2
	2	**2**	**2**	**2**	**2**	**2**

341 - Fire Department Fund: Community Risk Reduction Division

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.

The CRR Division performs several key functions both internally to department and city teams and externally to residents and businesses.

1. Fire and Life Safety Inspections: Prioritized by potential life safety risk and in accordance with NFPA standards, inspections are conducted on all commercial occupancies on a one, two, or three year basis. This includes new tenant inspections in conjunction with the building department.
2. Commercial Site Plan Review: CRR members perform site plan review for all new construction and new tenant occupancies to ensure appropriate access for emergency vehicles and personnel.
3. Fire and Life Safety Education: Our dedicated Fire and Life Safety Educator provides education for our schools, residents, and businesses.
4. Community Relations and Public Information: The CRR Division is the main contact point for the media and messaging from the fire department, working closely with the Mayor's Office for social media and other information dissemination.
5. Disaster and Emergency Management: Large event planning for City sponsored events, business emergency planning and evacuation, and pre-planning buildings and incidents.

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 Fire 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 & 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 & 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

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	Develop succession plan for CRR Division through training and professional development within the Division
On-Going	Conduct pre-incident surveys to provide accurate up-to-date pre-plan information
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:

- No significant changes in FY 2027

Budget Summary Report

341 Community Risk Reduction Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,058,909	$ 1,022,127	$ 1,363,980	$ 1,427,510	$ 1,471,640	$ 1,513,620
Supplies	3,186	4,829	17,500	18,020	18,500	18,830
Professional Services	75,712	48,036	102,500	103,000	103,500	104,000
Other Services	444	1,173	3,000	3,000	3,000	3,000
TOTAL	**$ 1,138,251**	**$ 1,076,165**	**$ 1,486,980**	**$ 1,551,530**	**$ 1,596,640**	**$ 1,639,450**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Associate II - Fire	0.00	0.00	0.00	1.00	1.00	1.00
Assistant Chief / Fire Marshall	1.00	1.00	1.00	1.00	1.00	1.00
Captain / Assistant Fire Marshall	1.00	1.00	1.00	1.00	1.00	1.00
Fire & Life Safety Educator	1.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	4.00	4.00	4.00	4.00	4.00	4.00
	7.00	**7.00**	**7.00**	**8.00**	**8.00**	**8.00**
Part-Time/Temporary Positions:						
Administrative Associate II - CCR P/T	2	2	1	0	0	0
Intern - Fire	1	1	1	0	0	0
	3	**3**	**2**	**0**	**0**	**0**

341 - Fire Department Fund: Community Risk Reduction Division

Fire Department Fund: Community Reduction Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Inspections							
Fire Safety Inspections	1,185	1,527	1,341	1,125	667	1,300	1,300
Follow-up Inspection	725	1,065	943	903	475	900	900
Information Requests							
FOIA	78	86	54	52	25	50	50
Burn Permits	129	138	125	116	97	120	120
Enforcement							
Appearance Citation	16	7	14	8	-	-	-
Notices	22	23	63	76	29	50	60
Plan Review							
Site Plan Reviews	189	169	221	181	84	120	100
Community Education							
Senior Programs	7	6	10	3	2	3	3
School Programs	24	15	29	31	16	30	30
Station Tours Programs	6	4	6	1	-	-	-
American Heart CPR Programs	7	15	11	3	6	6	10
Fire Extinguisher Training	1	5	3	4	-	-	4
Smoke/CO Alarm Installations & Home Inspections	387	1,101	2,050	837	-	-	500
Other Community Events (Demos, Parades)	18	35	16	32	11	20	20
Day Care Programs	8	15	14	4	2	2	6
Camps, Scouts	9	9	4	1	-	1	2
Business Fire Drills	17	2	-	3	2	2	2
Career Day	7	10	-	3	2	3	2
TOTAL PROGRAMS	**549**	**1271**	**2,172**	**922**	**41**	**67**	**579**

342 - Fire Department Fund: Training, Health, and Safety Division

New Fire Training Tower

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

Emergency Services personnel are offered both classroom and practical hands-on training programs from the Training Division. Acquired buildings are used for hands-on training to improve critical skill levels including realistic hose line advancement, search and rescue in smoke-filled environments, and effective ventilation techniques.

Training programs encompass a wide range of topics including fire suppression, emergency medical treatment, and hazardous material training. Beyond emergency response, non-emergency training includes vital topics such as customer service and leadership skills. These non-emergency trainings are crucial for enhancing community relations, developing future leaders, and improving incident command.

Emergency Services is a very physically and mentally demanding profession. Recognizing the increasing threats posed by the job such as the increased risk of developing cancer and the effects of post-traumatic stress, firefighter health and wellness will remain a top priority of the department. To address these threats, the department implements comprehensive cancer screening programs, provides access to peer support networks and mental health professionals, conducts post-incident debriefings, and promotes physical fitness programs. The department maintains an ongoing commitment to research and implements best practices in firefighter health and wellness.

Goals:	
Department	Maintain 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)
Departmental Objectives:	
On-Going	Participate in 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

342 - Fire Department Fund: Training, Health, and Safety Division

Goals:	
Department	Provide training in an efficient and effective manner by regularly evaluating and modifying departmental training
City Council	Public Safety (#1) / Fiscal Management (#2)
Departmental Objectives:	
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 in FY 2027

Budget Summary Report

342 Fire Training Division Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 169,127	$ 179,912	$ 196,850	$ 202,040	$ 207,330	$ 213,140
Supplies	3,136	3,093	21,250	22,000	22,440	22,890
Professional Services	107,338	53,183	113,850	115,500	117,840	119,980
Other Services	158	7	250	250	250	250
TOTAL	**$ 279,759**	**$ 236,195**	**$ 332,200**	**$ 339,790**	**$ 347,860**	**$ 356,260**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Training Coordinator - Fire	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 Department Fund: Training, Health, and Safety Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Total Departmental Training Hours	7,100	7,515	11,242	16,659	6,112	12,224	13,000

342 - Fire Department Fund: Training, Health, and Safety Division

Statement of Revenues / Expenditures and Changes in Fund Balance

206 Fire Operating Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 11,921,994	$ 12,715,937	$ 13,293,580	$ 16,274,960	$ 16,709,940	$ 17,116,090
Licenses & Permits	3,930	3,540	4,000	4,000	4,000	4,000
Federal Grants	5,591	817	-	-	-	-
State Grants	2,689	-	-	-	-	-
Service Charges	3,345,351	3,262,551	3,266,860	3,273,330	3,274,830	3,276,380
Investment Earnings	564,787	457,253	320,800	369,120	394,840	405,050
Other Revenue	23,851	18,458	6,500	6,500	6,500	6,500
TOTAL REVENUES	**15,868,193**	**16,458,556**	**16,891,740**	**19,927,910**	**20,390,110**	**20,808,020**

206 Fire Operating Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Safety	13,410,658	15,040,157	16,878,860	19,225,250	19,774,150	20,348,940
Transfer-Out	3,172,310	168,350	580,850	62,990	478,740	315,380
TOTAL EXPENDITURES	**16,582,968**	**15,208,507**	**17,459,710**	**19,288,240**	**20,252,890**	**20,664,320**
Excess Revenue Over / (Under) Expenditures	$ (714,775)	$ 1,250,049	$ (567,970)	$ 639,670	$ 137,220	$ 143,700
Fund Balance - Beginning	**4,199,326**	**3,484,551**	**4,098,831**	**4,116,261**	**4,066,981**	**4,098,701**
Fund Balance - Ending	**3,484,551**	**4,734,600**	**3,530,861**	**4,755,931**	**4,204,201**	**4,242,401**

207 - 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 (1) of twelve (12) 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. - 11:00 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.

The OCSO / Rochester Hills contingent currently has 64 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 Avondale School District; and a general road patrol which handles over 40,000 calls for service each year.

Goals:	
Department	Provide high visibility, community-oriented neighborhood patrol to residents
City Council	Public Safety (#1) / Economic / Tax Base (#7) / Community / Neighborhoods / Cultural (#6)
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 (#7) / Community / Neighborhoods / Cultural (#6)
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

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 (#2)
Departmental Objectives:	
On-Going	Continue to apply for Homeland Security and Traffic Enforcement grants

Significant Revenue, Expenditure, Staffing & Program Notes:

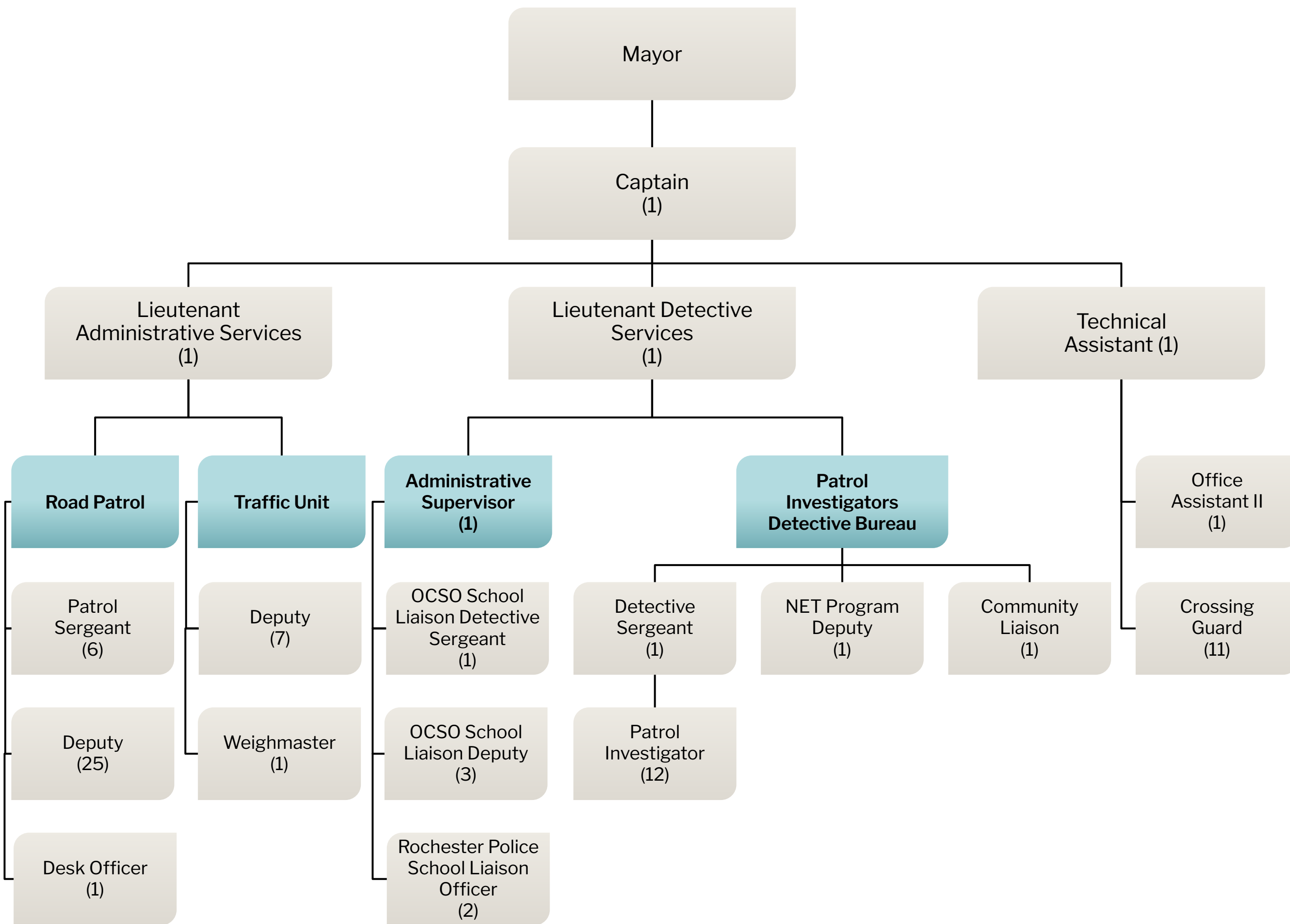
- Other Intergovernmental increased [9% or $68,660] due to increase in OCSO Contract
- Service Charges increased [8% or $68,660] due to increase in OCSO Contract
- Investment Earnings increased [32% or $96,510] due to conservative revenue estimate
- Professional Services increased [12% or $1,753,770] due to increase in OCSO Contract

Budget Summary Report

207 Police Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 10,024,371	$ 11,381,732	$ 13,997,370	$ 14,483,500	$ 14,870,360	$ 15,231,570
Federal Grants	6,000	5,650	-	-	-	-
State Grants	62,322	61,186	116,010	116,000	116,000	116,000
Other Intergovernmental	691,320	641,858	754,570	823,230	868,510	916,280
Service Charges	210,711	111,428	155,100	167,440	175,660	184,330
Investment Earnings	518,646	478,330	299,930	396,440	413,250	431,510
Other Revenue	388,427	361,209	359,630	359,340	361,590	361,630
TOTAL	**$ 11,901,797**	**$ 13,041,393**	**$ 15,682,610**	**$ 16,345,950**	**$ 16,805,370**	**$ 17,241,320**

207 Police Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Supplies	$ 12,550	$ 4,621	$ 20,500	$ 23,000	$ 23,000	$ 23,000
Professional Services	11,635,133	12,606,409	14,247,820	16,001,590	16,362,840	17,245,190
Other Services	1,604	6,111	4,240	4,240	4,240	4,240
TOTAL	**$ 11,649,287**	**$ 12,617,141**	**$ 14,272,560**	**$ 16,028,830**	**$ 16,390,080**	**$ 17,272,430**

207 - Police Fund



Personnel Staffing Trend

OCSO Officers:	2022	2023	2024	2025	2026	2027
Captain	1	1	1	1	1	1
Lieutenant	2	2	2	2	2	2
Patrol Sergeant	6	6	6	6	6	6
Detective Sergeant	1	2	2	2	2	2
Patrol Investigator	11	12	12	12	12	12
Deputy II (no-fill)	37	38	40	40	39	39
Deputy II (no-fill / no-vehicle)	2	2	2	2	2	2
	60	**63**	**65**	**65**	**64**	**64**
OCSO Administrative Staff:						
Technical Assistant	1	1	1	1	1	1
Account Clerk I	1	1	1	1	1	1
	2	**2**	**2**	**2**	**2**	**2**

Police Fund: Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Calls for Service	39,256	43,089	43,529	43,529	20,717	46,000	46,000
False Alarms	1,927	1,151	2,066	2,066	705	1,000	1,000
False Alarms as a % of Total Calls for Service	4.90%	2.70%	4.75%	4.75%	3.40%	2.50%	2.50%
Ratio of Deputies per 1,000 Residents	0.79	0.81	0.85	0.85	0.70	0.81	0.81
Patrol Investigators - Criminal Activity							
New Cases	1,077	1,090	1,143	1,143	413	1,150	1,150
Uniformed Road Patrol Criminal Activity							
New Cases	594	607	497	497	190	625	625
Crime Statistics for Rochester Hills							
Part A Crimes	1,247	1,377	1,125	1,125	482	1,300	1,300
Part B Crimes	469	564	380	380	111	450	450
Group C Crimes (Misc.)	36,427	40,687	41,796	41,796	19,444	41,000	41,000

Part A Crimes = Typically classified as more serious crimes against persons (including murder, forcible sexual offenses, robbery, assault, and larceny)

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)

Group C Crimes = Typically classified as miscellaneous crimes (including alarms, non-criminal complaints, miscellaneous traffic complaints, and animal complaints)

207 - Police Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

207 Police Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 10,024,371	$ 11,381,732	$ 13,997,370	$ 14,483,500	$ 14,870,360	$ 15,231,570
Federal Grants	6,000	5,650	-	-	-	-
State Grants	62,322	61,186	116,010	116,000	116,000	116,000
Other Intergovernmental	691,320	641,858	754,570	823,230	868,510	916,280
Service Charges	210,711	111,428	155,100	167,440	175,660	184,330
Investment Earnings	518,646	478,330	299,930	396,440	413,250	431,510
Other Revenue	388,427	361,209	359,630	359,340	361,590	361,630
TOTAL REVENUES	**11,901,797**	**13,041,393**	**15,682,610**	**16,345,950**	**16,805,370**	**17,241,320**

207 Police Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Safety	$ 11,649,287	$ 12,617,141	$ 14,272,560	$ 16,028,830	$ 16,390,080	$ 17,272,430
TOTAL EXPENDITURES	**$ 11,649,287**	**$ 12,617,141**	**$ 14,272,560**	**$ 16,028,830**	**$ 16,390,080**	**$ 17,272,430**
Excess Revenue Over / (Under) Expenditures	$ 252,510	$ 424,252	$ 1,410,050	$ 317,120	$ 415,290	-$31,110
Fund Balance - Beginning	**$ 4,129,285**	**$ 4,381,795**	**$ 4,315,325**	**$ 5,527,495**	**$ 5,527,495**	**$ 5,621,745**
Fund Balance - Ending	**$ 4,381,795**	**$ 4,806,047**	**$ 5,725,375**	**$ 5,844,615**	**$ 5,942,785**	**$ 5,590,635**

208 - Parks Infrastructure Millage Fund

The mission of the Parks Infrastructure Millage Fund is to provide funding to support the improvement of Park Facilities.

In November 2021, voters overwhelmingly voted to repurpose the Older Persons' Commission Bond Millage to a Parks Infrastructure Millage. The millage expires in FY 2031.

Rochester Hills City Parks provide over 1,700,000 visits to the great outdoors every year. The City's Park System Facilities are aging and many are in need of upgrades, repairs and replacements within the next several years. The City's Capital Improvement Plan (CIP) identifies a great variety of proposed park projects including existing facility upgrades, replacements and renovations, as well as significant rehabilitations to the parks parking lots, HVAC systems, and roofing.

Significant Revenue, Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

208 Park Faciliites Millage Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 720,273	$ 775,287	$ 794,270	$ 815,520	$ 837,370	$ 857,760
Investment Earnings	34,609	30,219	13,170	12,940	13,270	13,580
TOTAL	**$ 754,882**	**$ 805,506**	**$ 807,440**	**$ 828,460**	**$ 850,640**	**$ 871,340**

208 Park Faciliites Millage Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Other Services	$ 62	$ 273	$ -	$ -	$ -	$ -
Transfer Out	732,350	804,050	825,550	828,460	850,640	497,200
TOTAL	**$ 732,412**	**$ 804,323**	**$ 825,550**	**$ 828,460**	**$ 850,640**	**$ 497,200**

208 - Parks Infrastructure Millage Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

208 Park Facilities Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 720,273	$ 775,287	$ 794,270	$ 815,520	$ 837,370	$ 857,760
Investment Earnings	34,609	30,219	13,170	12,940	13,270	13,580
TOTAL REVENUES	**754,882**	**805,506**	**807,440**	**828,460**	**850,640**	**871,340**

208 Park Facilities Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Parks & Recreation	62	273	-	-	-	-
Transfer-Out	732,350	804,050	825,550	828,460	850,640	497,200
TOTAL EXPENDITURES	**732,412**	**804,323**	**825,550**	**828,460**	**850,640**	**497,200**
Excess Revenue Over / (Under) Expenditures	$ 22,470	$ 1,183	$ (18,110)	$ -	$ -	$ 374,140
Fund Balance - Beginning	**18,129**	**40,599**	**40,599**	**24,999**	**856,019**	**1,732,129**
Fund Balance - Ending	**40,599**	**41,782**	**22,489**	**24,999**	**856,019**	**2,106,269**

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 4, 2025, to levy up to 0.1948 mill (*limited to 0.1802 mill per Headlee Rollback*) for ten years through FY 2036 in order to support the programs of the Authority.

Significant Revenue, Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

213 RARA Millage Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 814,638	$ 862,149	$ 883,800	$ 907,160	$ 931,450	$ 954,140
TOTAL	**$ 814,638**	**$ 862,149**	**$ 883,800**	**$ 907,160**	**$ 931,450**	**$ 954,140**

213 RARA Millage Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	$ 814,638	$ 862,151	$ 883,800	$ 907,160	$ 931,450	$ 954,140
TOTAL	**$ 814,638**	**$ 862,151**	**$ 883,800**	**$ 907,160**	**$ 931,450**	**$ 954,140**

213 - RARA Millage Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

213 R.A.R.A. Millage Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 814,638	$ 862,149	$ 883,800	$ 907,160	$ 931,450	$ 954,140
TOTAL REVENUES	**814,638**	**862,149**	**883,800**	**907,160**	**931,450**	**954,140**

213 R.A.R.A. Millage Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	814,638	862,150	883,800	907,160	931,450	954,140
TOTAL EXPENDITURES	**814,638**	**862,150**	**883,800**	**907,160**	**931,450**	**954,140**
Excess Revenue Over / (Under) Expenditures	$ -	$ (1)	$ -	$ -	$ -	$ -
Fund Balance - Ending	**-**	**(1)**	**-**	**-**	**-**	**-**

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 approximately 100 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 August 4th, 2026, the voters of Rochester Hills approved a millage of 0.1715 mill (limited to 0.1715 mill per Headlee Rollback) for ten years through FY 2036 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	Public Safety (#1) / Infrastructure Management (#3)
Departmental Objectives:	
On-Going	Preserve the integrity and safety of the existing pathway system through appropriate maintenance programs including compliance with the Americans with Disabilities Act (ADA), 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
On-Going	Leverage relationships with the Friends of the Clinton River Trail for the betterment of the pathway network and quality of life

Significant Revenue, Expenditure, Staffing & Program Notes:

- Federal Grants decreased [(100%) or ($214,060)] due to Safe Streets for All Grant in FY 2026
- Professional Services decreased [(44%) or ($267,690)] due to professional services needed for Safe Streets for All Grant and Master Transportation Plan Update in FY 2026
- Transfer Out increased [90% or $188,100] due to increase in Transfer Out to balance the Pedestrian Pathway Fund

214 - Pathway Maintenance Fund

Budget Summary Report

214 Pathway Maintenance Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 775,882	$ 820,819	$ 840,820	$ 863,200	$ 886,320	$ 907,910
Federal Grants	-	5,936	214,060	-	-	-
Service Charges	8,701	9,284	9,500	9,500	9,500	9,500
Investment Earnings	23,954	25,824	18,090	18,960	17,470	17,580
TOTAL	**$ 808,537**	**$ 861,863**	**$ 1,082,470**	**$ 891,660**	**$ 913,290**	**$ 934,990**

214 Pathway Maintenance Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 210,069	$ 207,079	$ 191,650	$ 197,510	$ 204,700	$ 211,670
Supplies	8,217	7,086	16,000	16,000	16,000	16,000
Professional Services	259,396	237,332	610,630	342,940	306,760	310,810
Other Services	58	300	170	170	150	150
Transfer Out	258,710	458,010	208,330	396,430	392,930	393,600
TOTAL	**$ 736,450**	**$ 909,807**	**$ 1,026,780**	**$ 953,050**	**$ 920,540**	**$ 932,230**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Construction Inspector II	0.05	0.05	0.05	0.05	0.05	0.05
Crew Leader - Operations	0.20	0.20	0.20	0.20	0.20	0.20
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.15
Deputy Public Service Director / City Engineer	0.05	0.05	0.05	0.05	0.05	0.05
Field Services Manager	0.10	0.10	0.10	0.05	0.05	0.05
Heavy Equipment Operator	0.15	0.15	0.15	0.15	0.15	0.15
Laborer	0.10	0.10	0.10	0.05	0.05	0.05
Light Equipment Operator	0.15	0.15	0.15	0.25	0.25	0.25
Project Engineer	0.05	0.05	0.05	0.05	0.05	0.05
Transportation Engineering Manager	0.10	0.10	0.10	0.10	0.10	0.10
	1.05	**1.05**	**1.05**	**1.05**	**1.05**	**1.20**

Statement of Revenues / Expenditures and Changes in Fund Balance

214 Pathway Maintenance Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 775,882	$ 820,819	$ 840,820	$ 863,200	$ 886,320	$ 907,910
Federal Grants	-	5,936	214,060	-	-	-
Service Charges	8,701	9,284	9,500	9,500	9,500	9,500
Investment Earnings	23,954	25,824	18,090	18,960	17,470	17,580
TOTAL REVENUES	**808,537**	**861,863**	**1,082,470**	**891,660**	**913,290**	**934,990**

214 Pathway Maintenance Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	477,740	451,797	818,450	556,620	527,610	538,630
Transfer-Out	258,710	458,010	208,330	396,430	392,930	393,600
TOTAL EXPENDITURES	**736,450**	**909,807**	**1,026,780**	**953,050**	**920,540**	**932,230**
Excess Revenue Over / (Under) Expenditures	$ 72,087	$ (47,944)	$ 55,690	$ (61,390)	$ (7,250)	$ 2,760
Fund Balance - Beginning	**120,709**	**192,796**	**181,256**	**128,906**	**128,596**	**119,876**
Fund Balance - Ending	**192,796**	**144,852**	**236,946**	**67,516**	**121,346**	**122,636**

232 - Tree Fund

The mission of the Tree Fund, as part of the Parks and Natural Resources Department, 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 the City Council on March 15, 2010. In 2019, the Tree Conservation Ordinance was revised to cover all commercial, industrial and residential properties.

Goals:	
Department	Provide a source of funding to support the City's tree infrastructure
City Council	Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
On-Going	Continue implementing the Tree Fund Policy

Goals:	
Department	Preserve the Tree Fund in perpetuity
City Council	Community / Neighborhoods / Cultural (#6)
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 effects

Goals:	
Department	Provide a source of funding to support a Community Canopy Program to promote and encourage tree planting on private property throughout the City
City Council	Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
Short-Term	Continue to provide support for the tree canopy planting program
On-Going	Implement and evaluate an annual program to distribute upwards of 300 trees per year to residents for planting on private property

Significant Revenue, Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

232 Tree Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	90,360	46,238	50,000	50,000	50,000	50,000
Investment Earnings	65,721	56,215	36,810	33,860	29,630	25,270
Other Revenue	-	1,000	-	-	-	-
TOTAL	**$ 156,081**	**$ 103,453**	**$ 86,810**	**$ 83,860**	**$ 79,630**	**$ 75,270**

232 Tree Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Supplies	$ 2,069	$ 2,482	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Professional Services	155,151	180,842	200,000	220,000	220,000	220,000
TOTAL	**$ 157,220**	**$ 183,324**	**$ 205,000**	**$ 225,000**	**$ 225,000**	**$ 225,000**

Tree Fund / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Escrow Trees/Miscellaneous	419	441	439	402	200	400	400
*FREE City Tree Planting Program	216	391	333	362	183	350	350
TOTAL CITY TREES PLANTED	**635**	**832**	**772**	**764**	**383**	**750**	**750**

Statement of Revenues / Expenditures and Changes in Fund Balance

232 Tree Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	90,360	46,238	50,000	50,000	50,000	50,000
Investment Earnings	65,721	56,215	36,810	33,860	29,630	25,270
Other Revenue	-	1,000	-	-	-	-
TOTAL REVENUES	**156,081**	**103,453**	**86,810**	**83,860**	**79,630**	**75,270**

232 Tree Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	157,220	183,324	205,000	225,000	225,000	225,000
TOTAL EXPENDITURES	**157,220**	**183,324**	**205,000**	**225,000**	**225,000**	**225,000**
Excess Revenue Over / (Under) Expenditures	$ (1,139)	$ (79,871)	$ (118,190)	$ (141,140)	$ (145,370)	$ (149,730)
Fund Balance - Beginning	**1,327,974**	**1,326,835**	**1,226,835**	**1,108,645**	**986,905**	**861,515**
Fund Balance - Ending	**1,326,835**	**1,246,964**	**1,108,645**	**967,505**	**841,535**	**711,785**

244 - Water Resources Fund

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 storm water 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 and Chapter 4 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 & EGLE regulations related to storm water management, the City has had to aggressively evaluate 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 Management (#3)
Departmental Objectives:	
On-Going	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
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	Partner with the Clinton River Watershed Council

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 Management (#3)
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

Goals:

Department	Explore alternative and complementary funding sources
City Council	Infrastructure Management (#3) / Effective Governance (#4)
Departmental Objectives:	
Long-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
On-Going	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:

- Transfer-In increased [25% or $215,880] due to more required from the Capital Improvement Fund due to more projects in FY 2027, and an increase from the General Fund to set Water Resources Fund Balance at 25% of annual operating expenditures
- Professional Services increased [33% or $78,560] due to Clinton River Management Plan in FY 2027
- Capital Outlay decreased [(70%) or ($683,550)] due to fewer proposed projects in FY 2027

Budget Summary Report

244 Water Resources Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ -	$ -	$ 500	$ 500	$ 500	$ 500
State Grants	1,569	-	-	-	-	-
Service Charges	54,384	81,355	96,000	96,000	96,000	96,000
Investment Earnings	6,523	17,567	7,500	7,280	7,500	7,500
Other Revenue	79,680	10,268	11,000	11,000	11,000	11,000
Transfer - In	621,610	1,505,020	847,870	1,063,750	868,270	680,780
TOTAL	**$ 763,766**	**$ 1,614,210**	**$ 962,870**	**$ 1,178,530**	**$ 983,270**	**$ 795,780**

244 Water Resources Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 265,352	$ 275,895	$ 317,490	$ 326,910	$ 336,090	$ 346,250
Supplies	13,668	15,216	24,000	24,000	24,000	24,000
Professional Services	150,830	122,439	240,710	319,270	222,180	224,530
Other Services	174,743	247,097	201,000	201,000	201,000	201,000
Capital Outlay	219,215	233,652	983,550	300,000	200,000	-
TOTAL	**$ 823,808**	**$ 894,299**	**$ 1,766,750**	**$ 1,171,180**	**$ 983,270**	**$ 795,780**

244 - Water Resources Fund

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	0.05	0.05	0.05	0.05	0.05	0.05
Administrative Services Supervisor	0.05	0.05	0.05	0.05	0.05	0.05
Construction Inspector II	0.35	0.35	0.35	0.35	0.35	0.35
DPS Aide II - Utilities	0.05	0.05	0.05	0.05	0.05	0.05
DPS Tech - Transportation/Storm Water	0.55	0.55	0.55	0.55	0.55	0.55
DPS Technician - Survey	0.15	0.15	0.15	0.15	0.15	0.15
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.05
Deputy Public Service Director / City Engineer	0.10	0.10	0.10	0.10	0.10	0.10
Public Services Director	0.05	0.05	0.05	0.05	0.05	0.05
Public Utilities Engineering Manager	0.10	0.10	0.10	0.10	0.10	0.10
Water Resources Specialist	0.65	0.65	0.65	0.65	0.65	0.65
	2.10	**2.10**	**2.10**	**2.10**	**2.10**	**2.15**

Statement of Revenues / Expenditures and Changes in Fund Balance

244 Water Resource Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ -	$ -	$ 500	$ 500	$ 500	$ 500
State Grants	1,569	-	-	-	-	-
Service Charges	54,384	81,355	96,000	96,000	96,000	96,000
Investment Earnings	6,523	17,567	7,500	7,280	7,500	7,500
Other Revenue	79,680	10,268	11,000	11,000	11,000	11,000
Transfer - In	621,610	1,505,020	847,870	1,063,750	868,270	680,780
TOTAL REVENUES	**763,766**	**1,614,210**	**962,870**	**1,178,530**	**983,270**	**795,780**

244 Water Resource Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	823,808	894,299	1,766,750	1,171,180	983,270	795,780
TOTAL EXPENDITURES	**823,808**	**894,299**	**1,766,750**	**1,171,180**	**983,270**	**795,780**
Excess Revenue Over / (Under) Expenditures	$ (60,042)	$ 719,911	$ (803,880)	$ 7,350	$ -	$ -
Fund Balance - Beginning	**386,664**	**326,622**	**250,002**	**250,002**	**249,872**	**249,702**
Fund Balance - Ending	**326,622**	**1,046,533**	**(553,878)**	**257,352**	**249,872**	**249,702**

265 - OPC Millage Fund

The mission of the Older Person's Commission (OPC) Social & Activity Center is to address the needs of older persons (50-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 Interlocal 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, 2020, to levy up to 0.3200 mill (*limited to 0.3099 due to Headlee Rollback*) for ten years through FY 2030 in order to support the programs of the OPC.

Significant Revenue, Expenditure, Staffing & Program Notes:

- No Significant Changes in FY 2027

Budget Summary Report

265 OPC Millage Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 1,408,567	$ 1,483,063	$ 1,520,270	$ 1,560,750	$ 1,602,530	$ 1,641,550
TOTAL	**$ 1,408,567**	**$ 1,483,063**	**$ 1,520,270**	**$ 1,560,750**	**$ 1,602,530**	**$ 1,641,550**

265 OPC Millage Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	$ 1,408,567	$ 1,483,063	$ 1,520,270	$ 1,560,750	$ 1,602,530	$ 1,641,550
TOTAL	**$ 1,408,567**	**$ 1,483,063**	**$ 1,520,270**	**$ 1,560,750**	**$ 1,602,530**	**$ 1,641,550**

244 - Water Resources Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

265 OPC Millage Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 1,408,567	$ 1,483,063	$ 1,520,270	$ 1,560,750	$ 1,602,530	$ 1,641,550
TOTAL REVENUES	**1,408,567**	**1,483,063**	**1,520,270**	**1,560,750**	**1,602,530**	**1,641,550**

265 OPC Millage Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer Out	1,408,567	1,483,063	1,520,270	1,560,750	1,602,530	1,641,550
TOTAL EXPENDITURES	**1,408,567**	**1,483,063**	**1,520,270**	**1,560,750**	**1,602,530**	**1,641,550**

286 - EGLE Grant Fund

The EGLE Grant Fund was created to account for the Michigan Department of Environment, Great Lakes and Energy (EGLE) Grant awarded to the City of Rochester Hills in 2023. The purpose of the grant is to help with the assessment, monitoring and remediation of the potential environmental issues that may be associated with nearly 680 acres of land within the City.

The City, over the course of this grant, is dedicated to fostering a partnership between its citizens, landowners, potential developers, and EGLE to financially assist with the extra-ordinary costs of assessing and remediating impaired properties within the specific designated areas of the City. Those areas of the City include two landfills, one near Adams Road and Hamlin Road and the other near Dequindre Road and Avon Road.

The key objectives of the Grant are to promote projects that will:

- Provide substantive improvements in reducing historical threats to public health or environment,
- Provide a potential beneficial effect in the area that would not have occurred without the incentives,
- Incorporate a preference for source control, active remediation, or mitigation beyond what is required for due care obligations, and
- Be consistent with the City's intended uses as defined in the City's Master Land Use Plan, and zoning requirements, and as deemed appropriate to ensure a desirable and cohesive development with the surrounding area.

Significant Revenue, Expenditure, Staffing & Program Notes:

- No Significant Changes in FY 2027

Budget Summary Report

286 EGLE Grant Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
State Grants	$ 74,551	$ 2,095,536	$ 275,000	$ 275,000	$ 275,000	$ 275,000
Investment Earnings	2,002	30,913	-	-	-	-
Transfer - In	$ 802,520	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 879,073**	**$ 2,126,449**	**$ 275,000**	**$ 275,000**	**$ 275,000**	**$ 275,000**

286 EGLE Grant Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 441,349	$ 1,711,641	$ 225,000	$ 225,000	$ 225,000	$ 225,000
Transfer Out	12,224	817,391	50,000	50,000	50,000	50,000
TOTAL	**$ 453,573**	**$ 2,529,032**	**$ 275,000**	**$ 275,000**	**$ 275,000**	**$ 275,000**

286 - EGLE Grant Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

286 EGLE Grant Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
State Grants	$ 74,551	$ 2,095,536	$ 275,000	$ 275,000	$ 275,000	$ 275,000
Investment Earnings	2,002	30,913	-	-	-	-
Transfer - In	802,520	-	-	-	-	-
TOTAL REVENUES	**879,073**	**2,126,449**	**275,000**	**275,000**	**275,000**	**275,000**

286 EGLE Grant Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	441,349	1,711,641	225,000	225,000	225,000	225,000
Transfer-Out	12,224	817,391	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES	**453,573**	**2,529,032**	**275,000**	**275,000**	**275,000**	**275,000**
Excess Revenue Over / (Under) Expenditures	$ 425,500	$ (402,583)	$ -	$ -	$ -	$ -
Fund Balance - Beginning	**77,232**	**502,732**	**355,512**	**355,512**	**355,512**	**355,512**
Fund Balance - Ending	**502,732**	**100,149**	**355,512**	**355,512**	**355,512**	**355,512**

299 - Green Space Fund

The mission of the Green Space Fund, as part of the Parks and Natural Resources Department, 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	Recreation / Parks / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
Short Term	Implement river erosion control project at Innovation Hills Park/Green Space
On-Going	Continue pursuing opportunities 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	Recreation / Parks / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
Departmental Objectives:	
Short-Term	Implement GSAB Stewardship Plan.
On-Going	Establish a continual education and communication program with surrounding property owners and the community

Significant Revenue, Expenditure, Staffing & Program Notes:

- No Significant Changes in FY 2027

299 - Green Space Fund

Budget Summary Report

299 Green Space & Natural Features Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	-	112,839	100,000	100,000	-	-
Investment Earnings	3,919	1,656	320	230	330	330
Other Revenue	3,623	-	-	-	-	-
Transfer - In	100,000	200,000	226,070	251,350	329,550	330,830
TOTAL	**$ 107,542**	**$ 314,495**	**$ 326,390**	**$ 351,580**	**$ 329,880**	**$ 331,160**

299 Green Space & Natural Features Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 37,626	$ 29,857	$ 45,040	$ 46,740	$ 48,450	$ 49,820
Professional Services	185,090	262,549	281,000	281,000	281,000	281,000
TOTAL	**$ 222,716**	**$ 292,406**	**$ 326,040**	**$ 327,740**	**$ 329,450**	**$ 330,820**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Natural Resources Manager	0.10	0.10	0.10	0.10	0.10	0.10
Naturalist	0.10	0.10	0.10	0.10	0.10	0.10
Parks & Natural Resources Director	0.05	0.05	0.05	0.05	0.05	0.05
	0.25	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**

Green Space Fund / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Parcels Protected to Date	9	9	9	9	9	9	9
Acreage Protected to Date	138	142	142	142	142	142	142
Stewardship Projects Conducted	26	26	30	36	18	32	32

Statement of Revenues / Expenditures and Changes in Fund Balance

299 Green Space & Natural Features Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	-	112,839	100,000	100,000	-	-
Investment Earnings	3,919	1,656	320	230	330	330
Other Revenue	3,623	-	-	-	-	-
Transfer - In	100,000	200,000	226,070	251,350	329,550	330,830
TOTAL REVENUES	**107,542**	**314,495**	**326,390**	**351,580**	**329,880**	**331,160**

299 Green Space & Natural Features Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Parks & Recreation	222,716	292,406	326,040	327,740	329,450	330,820
TOTAL EXPENDITURES	**222,716**	**292,406**	**326,040**	**327,740**	**329,450**	**330,820**
Excess Revenue Over / (Under) Expenditures	$ (115,174)	$ 22,089	$ 350	$ 23,840	$ 430	$ 340
Fund Balance - Beginning	**150,829**	**35,655**	**81,155**	**81,505**	**81,965**	**82,395**
Fund Balance - Ending	**35,655**	**57,744**	**81,505**	**105,345**	**82,395**	**82,735**

Grand Total: Special Revenue Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Special Revenue Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 30,426,340	$ 33,077,859	$ 36,542,160	$ 40,255,360	$ 41,330,260	$ 42,333,910
Licenses & Permits	62,118	55,302	54,500	54,500	54,500	54,500
Federal Grants	11,591	132,364	526,930	100,000	-	-
State Grants	10,211,643	12,198,739	11,349,510	12,349,500	12,467,500	12,586,680
Other Intergovernmental	691,320	641,858	754,570	823,230	868,510	1,582,550
Service Charges	4,226,719	4,059,698	4,131,280	4,149,960	4,164,890	4,180,580
Investment Earnings	2,247,963	2,066,188	1,223,680	1,413,690	1,362,870	1,274,550
Other Revenue	759,937	649,641	465,220	513,230	515,480	515,520
Transfer - In	6,227,830	4,205,300	4,670,770	3,969,100	3,961,910	4,435,110
TOTAL REVENUES	**54,865,461**	**57,086,949**	**59,718,620**	**63,628,570**	**64,725,920**	**66,963,400**

Special Revenue Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Parks & Recreation	222,778	292,679	326,040	327,740	329,450	330,820
Public Safety	25,059,945	27,657,298	31,151,420	35,254,080	36,164,230	37,621,370
Public Service	1,680,902	3,007,409	2,031,650	1,877,800	1,760,880	1,784,410
Streets	6,441,305	7,515,111	9,240,180	9,222,460	9,447,150	9,634,540
Capital Outlay	11,990,968	8,599,411	13,329,500	13,108,720	13,867,900	13,496,300
Transfer-Out	8,148,799	6,455,514	5,627,050	5,955,790	6,477,790	6,045,090
TOTAL EXPENDITURES	**53,544,697**	**53,527,422**	**61,705,840**	**65,746,590**	**68,047,400**	**68,912,530**
Excess Revenue Over / (Under) Expenditures	$ 1,320,764	$ 3,556,132	$ (1,987,220)	$ (2,118,020)	$ (3,321,480)	$ (1,949,130)
Fund Balance - Beginning	**22,820,766**	**24,141,530**	**27,697,662**	**25,710,442**	**23,592,422**	**20,270,942**
Fund Balance - Ending	**24,141,530**	**27,697,662**	**25,710,442**	**23,592,422**	**20,270,942**	**18,321,812**

The page Intentionally left blank

Capital Improvement Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

402 – Fire Capital Fund

The mission of the Fire Capital Fund is to establish and maintain a dedicated financial mechanism for the Fire Department's major capital investments. Established in fiscal year 2002, this fund serves to account for and finance the acquisition and replacement of essential Fire Department assets, including critical equipment, facilities, and apparatus.

Goals:

Department	Optimize the lifecycle management of all Fire Department capital assets, from acquisition to disposal
City Council	Public Safety (#1) / Fiscal Management (#2) / Infrastructure Management (#3)
Departmental Objectives:	
On-Going	Replace apparatus, 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
On-Going	Provide for and continuously improve the process for the delivery of apparatus maintenance and repair to meet the needs of the Rochester Hills Fire Department

Significant Revenue, Expenditure, Staffing & Program Notes:

Transfer-In decreased [(89%) or ($517,860)] due to additional funding needed in the Fire Operating Fund to hit the 25% Fund Balance level for the additional 12 firefighter/paramedic. Moving forward, the Fire Operating Fund will be able to hit and exceed the 25% Fund Balance level, which will allow more contributions to the Fire Capital Fund.

- Investment Earnings decreased [(28%) or ($116,620)] due to conservative revenue estimate
- Other Revenue decreased [(93%) or ($228,670)] due to fixed asset replacements scheduled in FY 2027 (calculated based on anticipated Capital Equipment purchased in FY 2026)
- Supplies decreased [(53%) or ($97,040)] due to less operating equipment proposed in FY 2027
- Capital Outlay decreased [(94%) or ($5,448,430)] due to less capital equipment/vehicles proposed to be purchased or replaced in FY 2027
- Transfer-Out decreased [(73%) or ($585,000)] due to less proposed Fire-related facilities projects in FY 2027

402 – Fire Capital Fund

Budget Summary Report

402 Fire Capital Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	872,745	760,638	415,460	298,840	286,040	128,820
Other Revenue	12,000	40,513	244,870	16,200	223,750	36,810
Transfer - In	3,166,970	167,670	580,850	62,990	478,740	315,380
TOTAL	**$ 4,051,715**	**$ 968,821**	**$ 1,241,180**	**$ 378,030**	**$ 988,530**	**$ 481,010**

402 Fire Capital Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Supplies	$ 203,509	$ 100,802	$ 182,760	$ 265,720	$ 214,030	$ 70,000
Capital Outlay	447,135	1,444,279	5,772,430	324,000	4,475,040	736,270
Transfer Out	4,473,030	14,480	800,000	215,000	1,540,000	-
TOTAL	**$ 5,123,674**	**$ 1,559,561**	**$ 6,755,190**	**$ 804,720**	**$ 6,229,070**	**$ 806,270**

Statement of Revenues / Expenditures and Changes in Fund Balance

402 Fire Capital Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	872,745	760,638	415,460	298,840	286,040	128,820
Other Revenue	12,000	40,513	244,870	16,200	223,750	36,810
Transfer - In	3,166,970	167,670	580,850	62,990	478,740	315,380
TOTAL REVENUES	**4,051,715**	**968,821**	**1,241,180**	**378,030**	**988,530**	**481,010**

402 Fire Capital Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Safety	$ 650,644	$ 422,466	$ 1,080,190	$ 589,720	$ 2,139,070	$ 422,250
Capital Outlay	-	1,122,615	4,875,000	-	2,550,000	384,020
Transfer-Out	4,473,030	14,480	800,000	215,000	1,540,000	-
TOTAL EXPENDITURES	**$ 5,123,674**	**$ 1,559,561**	**$ 6,755,190**	**$ 804,720**	**$ 6,229,070**	**$ 806,270**
Excess Revenue Over / (Under) Expenditures	-$1,071,959	$ (590,740)	$ (5,514,010)	$ (426,690)	$ (5,240,540)	$ (325,260)
Fund Balance - Beginning	**$ 17,138,057**	**$ 16,066,098**	**$ 13,848,818**	**$ 8,628,958**	**$ 4,195,058**	**$ 2,270,688**
Fund Balance - Ending	**$ 16,066,098**	**$ 15,475,358**	**$ 8,334,808**	**$ 8,202,268**	**-$1,045,482**	**$ 1,945,428**

402 – Fire Capital Fund / Vehicle & Apparatus Replacement Guidelines

Replacement decisions for Fire Department vehicles and apparatus are based on a multifaceted evaluation, rather than solely on the vehicle's years in service. A combination of the following critical factors is taken into account:

- **National Fire Protection Association (NFPA) Standards:** Adherence to established NFPA safety and operational standards is a primary consideration.
- **Usage Metrics:** Evaluation includes accumulated mileage and/or operational hours.
- **Mechanical Assessment:** A thorough evaluation is performed by the Department of Public Service (DPS) Fleet Division mechanics to assess mechanical condition and performance.
- **Operational Testing:** Annual pump testing is conducted for relevant apparatus to ensure operational readiness and efficiency.
- **Maintenance History:** Comprehensive maintenance records are reviewed to understand the vehicle's history of repairs and upkeep.
- **Physical Condition:** The overall body condition of the vehicle is assessed.
- **Utilization Rate:** The frequency and intensity of the equipment's use are considered.

Vehicle Replacement Schedule

Ambulances	6 Years
Administrative Vehicles	10 Years
Fire Engines/Pumpers	15 Years
Service & Utility Vehicles	10 Years
Ladder Trucks	20 Years

Important Note on Replacement Schedule:

The "Vehicle Replacement Schedule" table provided within this document outlines average expected lifespans for various vehicle types and is intended as a guide for planning and budgeting purposes. Actual replacement decisions for any given Fire Department vehicle or apparatus will always be based on the comprehensive evaluation factors previously detailed.

402 – Fire Capital Fund

2026 Fire Department / Vehicle & Apparatus Roster

Year Acquired	ID#	Make of Current Fire Vehicles & Apparatus	Estimated Replacement Year		2026 Estimated Present Cost to Replace
1997	**97-02**	Rescue 1 / Technical Rescue (Refurb-2017)	2037	$	718,190
2003	**03-03**	Ladder 1	2026	$	875,000
2005	**05-04**	Tanker 5	2030	$	754,670
2008	**08-02**	Engine 3	n/a	$	550,000
2008	**08-03**	Ladder 2	2033	$	1,326,760
2014	**14-01**	Patriot/Pool 2	N/A	$	0
2014	**14-02**	Patriot/Pool 1	NA	$	0
2016	**17-22**	Bravo 19 / Reserve Ambulance	2026	$	800,000
2016	**17-23**	Bravo 20 / Reserve Ambulance	2026	$	800,000
2017	**17-01**	Engine 2 / Fire Engine	2033	$	1,044,920
2017	**17-02**	Captain-EMS / Pickup Truck 4wd	2029	$	65,000
2017	**17-03**	Captain-Community Risk / Pickup Truck 4wd	2033	$	65,000
2017	**17-04**	Ladder 4 / Aerial Platform	2037	$	1,716,680
2017	**17-05**	Ladder 5	2037	$	1,205,990
2017	**17-25**	Bravo 26/ Reserve Ambulance	2026	$	800,000
2018	**18-01**	Chief 3 / Sport Utility 4wd	2029	$	77,470
2018	**18-02**	Chief 1 / Sport Utility 4wd	2029	$	77,470
2018	**18-03**	Chief 2 / Sport Utility 4wd	2029	$	77,470
2018	**18-04**	Captain-Training / Pickup 4wd	2029	$	86,610
2018	**18-05**	Ladder 3	2038	$	1,515,850
2019	**19-01**	Battalion Chief / Sports Utility 4wd	2027	$	72,200
2020	**20-01**	CRR- Fire and Life Safety / Sport Utility	2030	$	41,280
2020	**20-02**	CRR- Fire and Life Safety / Sport Utility	2030	$	38,770
2020	**20-03**	CRR- Fire and Life Safety / Sport Utility	2030	$	38,770
2021	**21-01**	Engine 1	2035	$	773,360
2021	**21-02**	Engine 4	2035	$	757,980
2021	**21-03**	Inspector 4 / Sport Utility 4wd	2034	$	41,010
2021	**21-04**	Inspector 3/ Sport Utility 4wd	2034	$	41,010
2021	**21-06**	Utility 3 / Pickup Truck 4wd	2031	$	56,280
2021	**21-22**	Alpha 22 / Ambulance	2026	$	800,000
2021	**21-23**	Alpha 25 / Ambulance	2027	$	850,000
2021	**21-05**	Utility 2 / Pickup Truck 4wd	2031	$	56,280
2023	**23-01**	Utility 1 / Pickup Truck 4wd	2031	$	48,620
2024	**24-21**	Alpha 21/ Ambulance	2026	$	800,000
2024	**24-23**	Alpha 23/ Ambulance	2027	$	850,000
2024	**24-24**	Alpha 24 / Ambulance	2027	$	850,000
2025	**25-01**	CRR- Fire and Life Safety / Sport Utility	2035	$	43,730
			TOTAL 2026 ESTIMATED PRESENT COST TO REPLACE:	**$**	**18,716,370**

403 - Pathway Construction Fund

Constructing an ADA ramp on a pathway

The mission of the Pathway Construction Fund is to construct new pathway segments in accordance with the Department of Public Services (DPS) engineering standards as well as preserving the existing pathway system through appropriate rehabilitation programs.

In FY 2026, the voters of Rochester Hills approved a millage of 0.1715 mill (*limited to 0.1715 mill per Headlee Rollback*) for ten years through FY 2036 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 100 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 Management (#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: • PW-01 / Pathway Rehabilitation Program • PW-03B / Hamlin Elementary HAWK Signal • PW-03C / Hamlin at Clinton River Trail HAWK Signal • PW-08F / Tienken near Medinah: Mid-Block Crossing • PW-08G / Tienken at Falcon Dr: RRFB & Median Island • PW-31G / John R Crossing Improvements HAWK Signals
On-Going	Utilize the Asset Management system to track and administer capital maintenance strategies

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 Management (#3)
Departmental Objectives:	
Short-Term	Continue the planning, design, construction, and if necessary, right-of-way acquisition for improvements based on projects listed in the CIP

403 - Pathway Construction Fund

Significant Revenue, Expenditure, Staffing & Program Notes:

- Investment Earnings decreased [(44%) or ($29,410)] due to conservative revenue estimate anticipating lower interest rates in the future

Budget Summary Report

403 Pathway Construction Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ 1,475,560	$ -	$ -
Other Intergovernmental	-	213,750	213,750	-	-	-
Service Charges	30	125	-	-	-	-
Investment Earnings	126,169	116,866	66,500	37,090	24,010	24,520
Other Revenue	-	(15,000)	-	-	-	-
Transfer - In	744,960	458,010	315,210	396,430	642,930	443,600
TOTAL	**$ 871,159**	**$ 773,751**	**$ 595,460**	**$ 1,909,080**	**$ 666,940**	**$ 468,120**

403 Special Pathway Construction Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Capital Outlay	660,976	369,688	2,281,340	2,344,960	650,000	450,000
TOTAL	**$ 660,976**	**$ 369,688**	**$ 2,281,340**	**$ 2,344,960**	**$ 650,000**	**$ 450,000**

Statement of Revenues / Expenditures and Changes in Fund Balance

403 Pathway Construction Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ 1,475,560	$ -	$ -
Other Intergovernmental	-	213,750	213,750	-	-	-
Service Charges	30	125	-	-	-	-
Investment Earnings	126,169	116,866	66,500	37,090	24,010	24,520
Other Revenue	-	(15,000)	-	-	-	-
Transfer - In	744,960	458,010	315,210	396,430	642,930	443,600
TOTAL REVENUES	**871,159**	**773,751**	**595,460**	**1,909,080**	**666,940**	**468,120**

403 Pathway Construction Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Capital Outlay	660,976	369,688	2,281,340	2,344,960	650,000	450,000
TOTAL EXPENDITURES	**660,976**	**369,688**	**2,281,340**	**2,344,960**	**650,000**	**450,000**
Excess Revenue Over / (Under) Expenditures	$ 210,183	$ 404,063	$ (1,685,880)	$ (435,880)	$ 16,940	$ 18,120
Fund Balance - Beginning	**2,307,869**	**2,518,052**	**2,216,562**	**936,842**	**891,652**	**384,732**
Fund Balance - Ending	**2,518,052**	**2,922,115**	**530,682**	**500,962**	**908,592**	**402,852**

420 - Capital Improvement Fund

New Dog Park coming to Nowicki Park

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.

Beginning in FY 2019, the General Fund began to transfer any funding above 80% of annual General Fund operating expenditures to the Capital Improvement Fund per the City's Fund Balance Policy. Beginning in FY 2025, the General Fund began to transfer any funding above 35% of annual General Fund operating expenditures to the Capital Improvement Fund per the CIty's Governmental Fund Balance Policy.

Goals:	
Department	Implement projects identified in the Capital Improvement Plan (CIP)
City Council	Fiscal Management (#2) / Infrastructure Management (#3)
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:

- Interest Earnings decreased [(27%) or ($112,200)] due to anticipated decrease in Federal Funds Rate
- Transfer-In decreased [(10%) or ($679,920)] to set General Fund Balance at 35% of annual operating expenditures by FY 2027 per the Fund Balance Policy
- Capital Outlay increased [965% or $820,000] due to more capital equipment proposed for FY 2027
- Transfer-Out decreased [(69%) or ($12,391,030)] due to less capital projects proposed in FY 2027
    - Projects proposed for FY 2027 / Funded from the Capital Improvement Fund include:
        - SW-20 / Red Oak Lane Drainage Basin
        - WS-69 / DPS: Fuel Island Replacement
        - Cemetery: Columbarium
        - FA-01P / City Hall: Conference Room Scheduling Displays
        - FA-01R / City Hall: Architectural Improvements
        - FA-10B / Parking Lot Replacement Program / Museum (Preliminary Engineering)
        - PK-07E / Parks Vehicle Counter Replacement
        - PK-09 / Trail Access & Improvement Program
        - PK-13C / Innovation Hills Drainage Improvements
        - PK-17A / Bloomer Park Playground Upgrade
        - PK-21 / Bee Property Parking & Trailhead Concept Plan
        - PK-24B / Veteran's Memorial Pointe Restoration
        - Asset Management Phase II

420 - Capital Improvement Fund

Budget Summary Report

420 Capital Improvement Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 695,658	$ 778,460	$ 413,430	$ 301,230	$ 306,060	$ 231,100
Transfer - In	15,491,410	9,046,360	7,009,100	6,311,180	1,944,540	1,758,220
TOTAL	**$ 16,187,068**	**$ 9,824,820**	**$ 7,422,530**	**$ 6,612,410**	**$ 2,250,600**	**$ 1,989,320**

420 Capital Improvement Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Supplies	$ 4,002	$ 4,231	$ 38,000	$ -	$ -	$ -
Capital Outlay	22,923	25,416	85,000	905,000	25,000	45,000
Transfer Out	14,601,260	7,426,270	17,967,530	5,546,500	4,724,280	1,828,020
TOTAL	**$ 14,628,185**	**$ 7,455,917**	**$ 18,090,530**	**$ 6,451,500**	**$ 4,749,280**	**$ 1,873,020**

Statement of Revenues / Expenditures and Changes in Fund Balance

420 Capital Improvement Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 695,658	$ 778,460	$ 413,430	$ 301,230	$ 306,060	$ 231,100
Transfer - In	$ 15,491,410	$ 9,046,360	$ 7,009,100	$ 6,311,180	$ 1,944,540	$ 1,758,220
TOTAL REVENUES	**16,187,068**	**9,824,820**	**7,422,530**	**6,612,410**	**2,250,600**	**1,989,320**

420 Capital Improvement Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 4,002	$ 4,231	$ 38,000	$ 0	$ 0	$ 0
Capital Outlay	22,923	25,416	85,000	905,000	25,000	45,000
Transfer-Out	14,601,260	7,426,270	17,967,530	5,546,500	4,724,280	1,828,020
TOTAL EXPENDITURES	**$ 14,628,185**	**$ 7,455,917**	**$ 18,090,530**	**$ 6,451,500**	**$ 4,749,280**	**$ 1,873,020**
Excess Revenue Over / (Under) Expenditures	$ 1,558,883	$ 2,368,903	$ (10,668,000)	$ 160,910	-$2,498,680	$ 116,300
Fund Balance - Beginning	**$ 16,781,234**	**$ 18,340,117**	**$ 13,780,917**	**$ 2,374,507**	**$ 4,658,037**	**$ 3,573,487**
Fund Balance - Ending	**$ 18,340,117**	**$ 20,709,020**	**$ 3,112,917**	**$ 2,535,417**	**$ 2,159,357**	**$ 3,689,787**

Grand Total: Capital Improvement Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Capital Improvement Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ 1,475,560	$ -	$ -
Other Intergovernmental	-	213,750	213,750	-	-	-
Service Charges	30	125	-	-	-	-
Investment Earnings	1,694,572	1,655,964	895,390	637,160	616,110	384,440
Other Revenue	12,000	25,513	244,870	16,200	223,750	36,810
Transfer - In	19,403,340	9,672,040	7,905,160	6,770,600	3,066,210	2,517,200
TOTAL REVENUES	**21,109,942**	**11,567,392**	**9,259,170**	**8,899,520**	**3,906,070**	**2,938,450**

Capital Improvement Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 4,002	$ 4,231	$ 38,000	$ -	$ -	$ -
Public Safety	203,509	1,223,417	5,057,760	265,720	2,764,030	454,020
Capital Outlay	1,131,034	716,768	3,263,770	3,573,960	2,600,040	847,250
Transfer-Out	19,074,290	7,440,750	18,767,530	5,761,500	6,264,280	1,828,020
TOTAL EXPENDITURES	**$ 20,412,835**	**$ 9,385,166**	**$ 27,127,060**	**$ 9,601,180**	**$ 11,628,350**	**$ 3,129,290**
Excess Revenue Over / (Under) Expenditures	$ 697,107	$ 2,182,226	$ (17,867,890)	$ (701,660)	$ (7,722,280)	$ (190,840)
Fund Balance - Beginning	**$ 33,313,420**	**$ 34,010,527**	**$ 36,192,753**	**$ 18,324,863**	**$ 17,623,203**	**$ 9,900,923**
Fund Balance - Ending	**$ 34,010,527**	**$ 36,192,753**	**$ 18,324,863**	**$ 17,623,203**	**$ 9,900,923**	**$ 9,710,083**

Enterprise Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

510 - Sanitary Sewer Division / Operations & Maintenance

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 36,000 residential and business customers. Sanitary Sewer revenues are collected exclusively through fees and user charges. The sanitary sewer system consists of over 350 miles of sanitary sewer main, with approximately 9,000 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 Management (#3)
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 Management (#3)
Departmental Objectives:	
On-Going	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	Use the wastewater pipeline condition assessment and inspection results to identify areas of concern.
On-Going	Clean approximately 650,000 linear feet of the sanitary sewer system as part of an ongoing 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

510 - Sanitary Sewer Division / Operations & Maintenance

Goals:

Department	Provide on-going safety training
City Council	Public Safety (#1) / Infrastructure Management (#3)
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:

- Other Services increased [12% or $1,170,610] due to increase in sewer charges

Budget Summary Report

510 Sewer Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ 6,070	$ 8,033	$ 7,500	$ 7,500	$ 7,500	$ 7,500
Service Charges	15,695,692	16,542,936	17,335,690	17,677,490	18,535,210	19,435,380
Investment Earnings	282,513	280,297	155,600	197,990	203,380	184,660
Other Revenue	356,160	365,457	350,000	350,000	350,000	350,000
TOTAL	**$ 16,340,435**	**$ 17,196,723**	**$ 17,848,790**	**$ 18,232,980**	**$ 19,096,090**	**$ 19,977,540**

510 Sewer Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,676,894	$ 1,729,962	$ 2,072,380	$ 2,141,250	$ 2,211,640	$ 2,278,330
Supplies	180,561	178,163	421,910	421,580	421,580	421,580
Professional Services	1,665,007	1,731,944	1,824,850	1,987,900	2,014,610	2,041,330
Other Services	8,434,921	8,886,709	9,586,780	10,757,390	11,828,160	12,726,910
Transfer Out	3,257,749	3,400,429	2,965,430	2,745,190	3,244,130	3,180,540
TOTAL	**$ 15,215,132**	**$ 15,927,207**	**$ 16,871,350**	**$ 18,053,310**	**$ 19,720,120**	**$ 20,648,690**

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 36,000 residential and business customers. Water revenues are collected exclusively through fees and user charges. The water supply system consists of over 440 miles of water main, over 4,600 isolation valves, 4 master meter facilities, and approximately 45,000 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 Management (#3)
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 Management (#3)
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 Environment, Great Lakes and Energy (EGLE) for water sample monitoring and testing

Significant Revenue, Expense, Staffing & Program Notes:

- Supplies decreased [(8%) or ($58,010)] due to fewer parts and equipment needed in FY 2027
- Transfer Out increased [11% or $383,030] due to higher system depreciation as components of the Water system are replaced (Capital Replacement Proxy)

530 - Water Division / Operations & Maintenance

Budget Summary Report

530 Water Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ 7,005	$ 9,165	$ 7,300	$ 7,300	$ 7,300	$ 7,300
Service Charges	20,493,109	22,943,837	24,097,910	24,997,870	26,321,650	27,717,430
Investment Earnings	291,814	305,197	206,370	225,510	201,730	169,020
Other Revenue	355,861	369,824	353,000	353,000	353,000	353,000
TOTAL	**$ 21,147,789**	**$ 23,628,023**	**$ 24,664,580**	**$ 25,583,680**	**$ 26,883,680**	**$ 28,246,750**

530 Water Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 2,919,914	$ 3,026,670	$ 3,545,620	$ 3,684,280	$ 3,798,260	$ 3,911,070
Supplies	327,358	426,666	753,400	695,390	671,390	671,390
Professional Services	2,732,485	2,894,160	3,229,580	3,110,910	3,154,720	3,199,280
Other Services	12,613,648	13,659,087	14,336,110	15,042,760	15,865,460	16,733,400
Transfer Out	3,047,060	3,158,230	3,460,010	3,843,040	4,484,190	4,851,800
TOTAL	**$ 21,640,465**	**$ 23,164,813**	**$ 25,324,720**	**$ 26,376,380**	**$ 27,974,020**	**$ 29,366,940**

Water Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projected 2026	Projected 2027
Statistics						
# of Hydrants	5,145	5,156	5,205	5,207	5,350	5,350
# of Sanitary Sewer Manholes	9,000	8,216	8,220	8,226	8,240	8,240
Sanitary Sewer Mains (miles)	330	331	331	332	333	333
Water Mains (miles)	446	446	446	447	448	448
Activities						
Meter Installations	621	463	460	563	500	500
Meter Reads	217,003	218,478	219,307	219,691	225,000	225,000
Water Sales (100 cu.ft.)	3,110,892	2,902,940	2,793,681	3,169,114	3,189,126	3,189,126

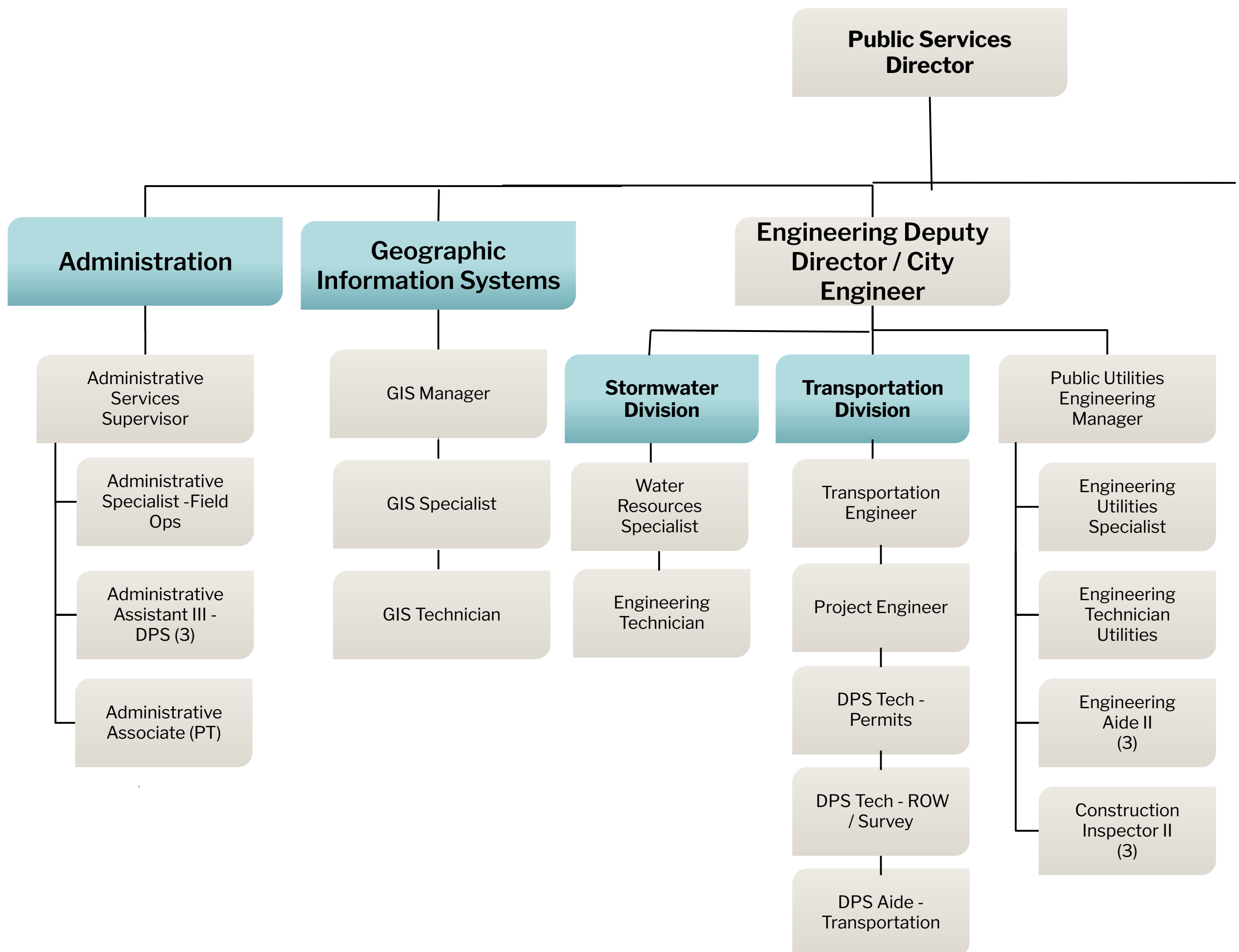
592 - Water & Sanitary Sewer Fund

Personnel Staffing Trend

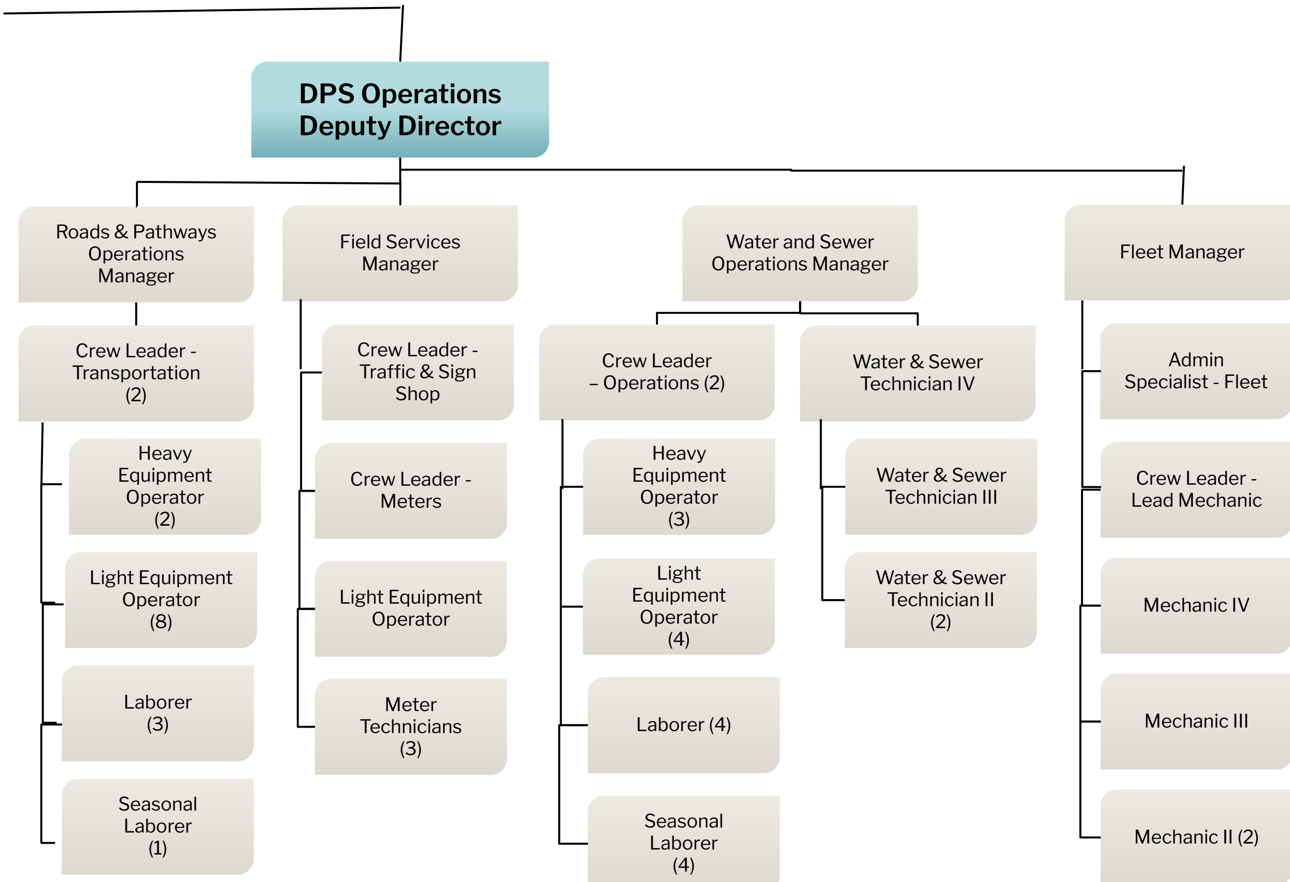
Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Assistant III - DPS	2.40	2.40	2.40	2.40	2.40	2.40
Administrative Services Supervisor	0.40	0.40	0.40	0.40	0.40	0.40
Administrative Specialist - Field Ops	0.80	0.80	0.80	0.80	0.80	0.80
Construction Inspector II	2.00	2.00	2.00	2.00	2.00	2.00
Crew Leader - Meters	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leader - Operations	2.00	2.00	2.00	2.00	2.00	2.00
DPS Aide II - Utilities	2.95	2.95	2.95	2.95	2.95	2.95
DPS Technician - Permits	0.10	0.10	0.10	0.10	0.10	0.10
DPS Technician - Survey	0.30	0.30	0.30	0.30	0.30	0.30
DPS Technician - Utilities	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.35
Deputy Public Service Director / City Engineer	0.50	0.50	0.50	0.50	0.50	0.50
Field Services Manager	0.10	0.10	0.10	0.10	0.10	0.10
GIS Manager	0.00	0.00	0.50	0.50	0.50	0.50
GIS Specialist	0.00	0.00	1.00	0.50	0.50	0.50
GIS Technician	0.00	0.00	0.00	0.50	0.50	0.50
Heavy Equipment Operator	2.50	2.50	2.50	2.50	2.50	2.50
Laborer	2.90	2.90	2.90	5.50	5.50	5.50
Light Equipment Operator	7.90	7.90	7.90	6.30	6.30	6.30
Meter Technician	3.00	3.00	3.00	3.00	3.00	3.00
Public Services Director	0.60	0.60	0.60	0.60	0.60	0.60
Public Utilities Engineering Manager	0.90	0.90	0.90	0.90	0.90	0.90
Utilities Engineer Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Water & Sewer Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Water Resources Specialist	0.20	0.20	0.20	0.20	0.20	0.20
Water/Sewer Tech II	2.00	2.00	2.00	2.00	2.00	2.00
Water/Sewer Tech III	1.00	1.00	1.00	1.00	1.00	1.00
Water/Sewer Tech IV	1.00	1.00	1.00	1.00	1.00	1.00
	37.55	**37.55**	**39.05**	**40.05**	**40.05**	**40.40**
Part-Time/Temporary Positions:						
Administrative Associate I - DPS (1/2 x 1456 hrs)	1	1	1	1	1	1
Laborer - Seasonal	0	0	0	4	4	4
Laborer I - DPS	4	4	4	0	0	0
	5	**5**	**5**	**5**	**5**	**5**

530 - Water Division / Operations & Maintenance

DPS Staff


Public Services Director
Administration
Geographic Information Systems
Engineering Deputy Director / City Engineer
Administrative Services Supervisor
Administrative Specialist -Field Ops
Administrative Assistant III - DPS (3)
Administrative Associate (PT)
GIS Manager
GIS Specialist
GIS Technician
Stormwater Division
Water Resources Specialist
Engineering Technician
Transportation Division
Transportation Engineer
Project Engineer
DPS Tech - Permits
DPS Tech - ROW / Survey
DPS Aide - Transportation
Public Utilities Engineering Manager
Engineering Utilities Specialist
Engineering Technician Utilities
Engineering Aide II (3)
Construction Inspector II (3)

530 - Water Division / Operations & Maintenance



593 - Water & Sanitary Sewer Capital Fund

The mission of the Water & Sanitary Sewer Capital Fund is to provide funding for the timely replacement of transmission mains, apparatuses, 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 of annual system depreciation as well as annual capital & lateral charges.

Goals:	
Department	Replace those portions of the water and sanitary sewer systems that are in need of rehabilitation and/or replacement
City Council	Public Safety (#1) / Infrastructure Management (#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: • SS-02B / Sanitary Sewer Rehabilitation Program • SS-19 / Spencer Park Sanitary Lead Replacement • SS-21 / Rochester Road Sanitary Sewer Rehabilitation • Urgent Water & Sanitary Sewer Repairs • WS-12E / PRV #20 Replacement [Dequindre, South of Avon] • WS-12E / PRV #6, 7 & 8 Relocation • WS-20B / E Nawakwa Water Main Replacement • WS-46A / RC-02 Improvements • WS-46B / RC-01 Improvements • WS-47B / Tienken Water Main Replacement and PRV 8 Improvements • WS-69 / Rochester Road Water Main Replacement [Hamlin - Avon] • WS-68 / DPS Fuel Island Replaement • Water & Sewer Capital Equipment Replacement (Various) • Urgent Water & Sanitary Sewer Repairs • WS-07B / Booster Station #1 Improvements

Significant Revenue, Expense, Staffing & Program Notes:

- Transfer-In decreased [(7%) or ($513,730)] due to transfers in from the Capital Improvement Fund for projects at the DPS Garage Facility and transfer in from Sewer and Water for depreciation
- Capital Outlay decreased [(12%) or ($1,696,520)] due to less capital projects proposed in FY 2027

593 - Water & Sanitary Sewer Capital Fund

Budget Summary Report

593 W/S Capital Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
State Grants	97,992	273,492	-	-	-	-
Service Charges	396,790	396,790	396,790	396,790	396,790	396,790
Investment Earnings	1,542,462	1,357,136	617,670	682,710	530,250	420,070
Other Revenue	657,227	419,635	-	-	-	-
Transfer - In	5,358,200	5,524,270	7,080,540	6,566,810	5,995,460	6,901,110
TOTAL	**$ 8,052,671**	**$ 7,971,323**	**$ 8,095,000**	**$ 7,646,310**	**$ 6,922,500**	**$ 7,717,970**

593 W/S Capital Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 107,066	$ 279,133	$ 903,370	$ -	$ -	$ -
Capital Outlay	7,470,815	8,871,481	14,424,970	12,728,450	10,595,000	9,448,940
Depreciation	4,872,414	5,112,650	5,856,030	6,281,710	6,485,790	6,666,470
TOTAL	**$ 12,450,295**	**$ 14,263,264**	**$ 21,184,370**	**$ 19,010,160**	**$ 17,080,790**	**$ 16,115,410**

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. Since FY 2023, all debt has been issued by Oakland County Water Resources Commission (OCWRC) for various segments and projects within the Oakland-Macomb Interceptor Drainage District (OMID).

Significant Revenue, Expense, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

595 W/S Debt Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Transfer - In	$ 1,159,729	$ 1,195,109	$ 1,256,320	$ 1,321,420	$ 1,807,860	$ 1,831,230
TOTAL	**$ 1,159,729**	**$ 1,195,109**	**$ 1,256,320**	**$ 1,321,420**	**$ 1,807,860**	**$ 1,831,230**

595 W/S Debt Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Debt Service	1,166,414	1,223,585	1,256,320	1,321,420	1,807,860	1,831,230
TOTAL	**$ 1,166,414**	**$ 1,223,585**	**$ 1,256,320**	**$ 1,321,420**	**$ 1,807,860**	**$ 1,831,230**

595 - Water & Sanitary Sewer: Debt Schedule

Budget Year	Principal Due	Interest Due	Total Due
2027	997,730	322,190	1,319,920
2028 - 2032	7,563,540	1,242,480	8,806,020
2033 - 2037	4,210,150	627,560	4,837,710
Balance December 31, 2027	**$12,771,420**	**$2,192,230**	**$14,963,650**

596 - Solid Waste Fund

The Solid Waste Fund was established to collect fees from the City's Solid Waste Hauler. Fees are then distributed to Southeastern Oakland County Resource Recovery Authority (SOCRRA), the City's designated recycling processing site, and Recyclebank, administrator of the City's Recycling Incentives Reward Program.

Goals:

Department	Provide a single trash hauler and recycling program to limit the number of large trucks on City roads
City Council	Infrastructure Management (#3)
Departmental Objectives:	
On-Going	Continue to educate residents on how to recycle
On-Going	Continue to encourage recycling with updated and relevant rewards from Recyclebank

Significant Revenue, Expenditure, Staffing & Program Notes:

- Transfer-Out decreased [(100%) or ($27,600)] due to no transfer-out in FY 2027

Budget Summary Report

596 Solid Waste Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 796,861	$ 669,290	$ 711,080	$ 688,160	$ 705,360	$ 723,080
Investment Earnings	41,634	35,503	24,790	36,810	36,810	36,810
TOTAL	**$ 838,495**	**$ 704,793**	**$ 735,870**	**$ 724,970**	**$ 742,170**	**$ 759,890**

596 Solid Waste Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 511,460	$ 469,412	$ 708,270	$ 724,970	$ 742,170	$ 759,890
Transfer Out	45,750	0	27,600	0	0	0
TOTAL	**$ 557,210**	**$ 469,412**	**$ 735,870**	**$ 724,970**	**$ 742,170**	**$ 759,890**

Statement of Revenues / Expenditures and Changes in Fund Balance

596 Solid Waste Management Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 796,861	$ 669,290	$ 711,080	$ 688,160	$ 705,360	$ 723,080
Investment Earnings	41,634	35,503	24,790	36,810	36,810	36,810
TOTAL REVENUES	**838,495**	**704,793**	**735,870**	**724,970**	**742,170**	**759,890**

596 Solid Waste Management Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	511,460	469,412	708,270	724,970	742,170	759,890
Transfer-Out	45,750	-	27,600	-	-	-
TOTAL EXPENDITURES	**557,210**	**469,412**	**735,870**	**724,970**	**742,170**	**759,890**
Excess Revenue Over / (Under) Expenditures	$ 281,285	$ 235,381	$ -	$ -	$ -	$ -
Fund Balance - Beginning	**710,364**	**991,649**	**991,649**	**991,649**	**991,649**	**991,649**
Fund Balance - Ending	**991,649**	**1,227,030**	**991,649**	**991,649**	**991,649**	**991,649**

Grand Total: Enterprise Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Enterprise Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Licenses & Permits	$ 13,075	$ 17,198	$ 14,800	$ 14,800	$ 14,800	$ 14,800
State Grants	97,992	273,492	0	-	-	-
Service Charges	37,382,452	40,552,853	42,541,470	43,760,310	45,959,010	48,272,680
Investment Earnings	2,158,423	1,978,133	1,004,430	1,143,020	972,170	810,560
Other Revenue	1,369,248	1,154,916	703,000	703,000	703,000	703,000
Transfer - In	6,517,929	6,719,379	8,336,860	7,888,230	7,803,320	8,732,340
TOTAL REVENUES	**47,539,119**	**50,695,971**	**52,600,560**	**53,509,360**	**55,452,300**	**58,533,380**

Enterprise Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Public Service	$ 511,460	$ 469,412	$ 708,270	$ 724,970	$ 742,170	$ 759,890
Personnel	4,596,808	4,756,632	5,618,000	5,825,530	6,009,900	6,189,400
Supplies	507,919	604,829	1,175,310	1,116,970	1,092,970	1,092,970
Professional Services	4,504,558	4,905,237	5,957,800	5,098,810	5,169,330	5,240,610
Other Services	21,048,569	22,545,796	23,922,890	25,800,150	27,693,620	29,460,310
Debt Service	1,166,260	1,213,785	1,254,820	1,319,920	1,806,360	1,829,730
Depreciation	4,872,414	5,112,650	5,856,030	6,281,710	6,485,790	6,666,470
Capital Outlay	7,470,815	8,871,481	14,424,970	12,728,450	10,595,000	9,448,940
Debt Service:						
Other Debt Service	154	9,800	1,500	1,500	1,500	1,500
Transfer-Out	6,350,559	6,558,659	6,453,040	6,588,230	7,728,320	8,032,340
TOTAL EXPENDITURES	**$ 51,029,516**	**$ 55,048,281**	**$ 65,372,630**	**$ 65,486,240**	**$ 67,324,960**	**$ 68,722,160**
Excess Revenue Over / (Under) Expenditures	$ 108,362	$ 1,143,977	$ (6,916,040)	$ (5,695,170)	$ (5,386,870)	$ (3,522,310)
Fund Balance - Beginning	**43,755,742**	**$ 43,864,104**	**$ 45,008,081**	**$ 38,092,041**	**$ 32,396,871**	**$ 27,010,001**
Fund Balance - Ending	**$ 43,864,104**	**$ 45,008,081**	**$ 38,092,041**	**$ 32,396,871**	**$ 27,010,001**	**$ 23,487,691**

The page Intentionally left blank

Internal Service Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

631 - Facilities Fund


Fire Station #1 HVAC Improvements

The Facilities Fund is responsible for managing significant city assets, totaling over $65 million. This includes a diverse portfolio of land, land improvements, buildings, furniture, machinery, and equipment for all of the city owned properties. This involves handling capital acquisitions, coordinating maintenance work, procuring necessary supplies and services, and securing cost-effective utility agreements. This centralized approach enables us to accurately measure and allocate the costs of services provided to various user departments within the city. The fund operates on a user-fee basis, where internal city departments pay an Interfund-Facilities service charge to cover the operational expenses.

Goals:

Department	Provide a safe environment for visitors and employees at all City-owned facilities
City Council	Public Safety (#1) / Infrastructure Management (#3)
Departmental Objectives:	
Short-Term	Plan for future maintenance projects and improvements based on the following CIP projects: • Columbarium • FA-10B / Citywide Parking Lot Replacements • FA-130 / Fire Station #5: Detention Basin Retrofit • PK-09 / Trail Access & Improvement Program • PK-13C / Innovation Hills Drainage Improvements • PK-21 / Bee Property Parking and Trailhead Concept Plan • PK-24B / Veterans Memorial Pointe Restoration • FA-010 / City Hall: Carpet Replacement • FA-01R / City Hall: Architectual Improvements • FA-01S / City Hall: Electrical Gear • FA-07C / Citywide HVAC Maintenance & Repairs Schedule • FA-07F / Citywide Door Replacement • FA-11 / ADA Compliance Implementation • PK-07E / Vehicle Counter Replacement • PK-17A / Playground Upgrades
On-Going	Insure the investment residents have made in City-owned facilities by maintaining a Facilities Condition Index (FCI) of 0.05 or better

631 - Facilities Fund

Goals:	
Department	Continue to evaluate and reduce energy usage at all City buildings
City Council	Fiscal Management (#2)
Departmental Objectives:	
On-Going	Work with our DTE Energy Manager to identify energy saving projects.
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	Investigate potential grant opportunities

Goals:	
Department	Plan and implement effective facility maintenance and repair programs through the proper utilization of the Asset Management System
City Council	Infrastructure Management (#3)
Departmental Objectives:	
On-Going	Compile and monitor operational performance measures for Facilities staff
On-Going	Encourage staff to attend maintenance training programs
On-Going	Enter data, develop reports, and monitor operations to enhance our proactive maintenance program
On-Going	Utilize Rochester Hills' Building Inspectors to support 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 (#2)
Departmental Objectives:	
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

Goals:	
Department	Improve the Facilities condition index on all park buildings from .4 to a .2
City Council	Recreation / Parks / Cultural (#5)
Departmental Objectives:	
On-Going	Conduct building assessments on every city building yearly
On-Going	Develop an enhancement, repair, and maintenance program for each building

Significant Revenue, Expense, Staffing & Program Notes:

- Other Revenue decreased [(100%) or ($4,000,000)] due to Oakland County Parks Contribution received in FY 2026
- Interest Earnings increased [35% or $113,000] due to conservative revenue estimate
- Transfer-In decreased [(70%) or ($11,816,700)] due to less funding transferred in from Parks Millage Fund, Fire Capital Fund, and Capital Improvement Fund for Facilities projects
- Supplies decreased [(50%) or ($380,000)] due to office chair replacements in FY 2026
- Professional Services increased [11% or $214,480] due to facilities assessment study in FY 2027
- Capital Outlay decreased [(70%) or ($17,823,430)] due to fewer capital projects proposed in FY 2027

Budget Summary Report

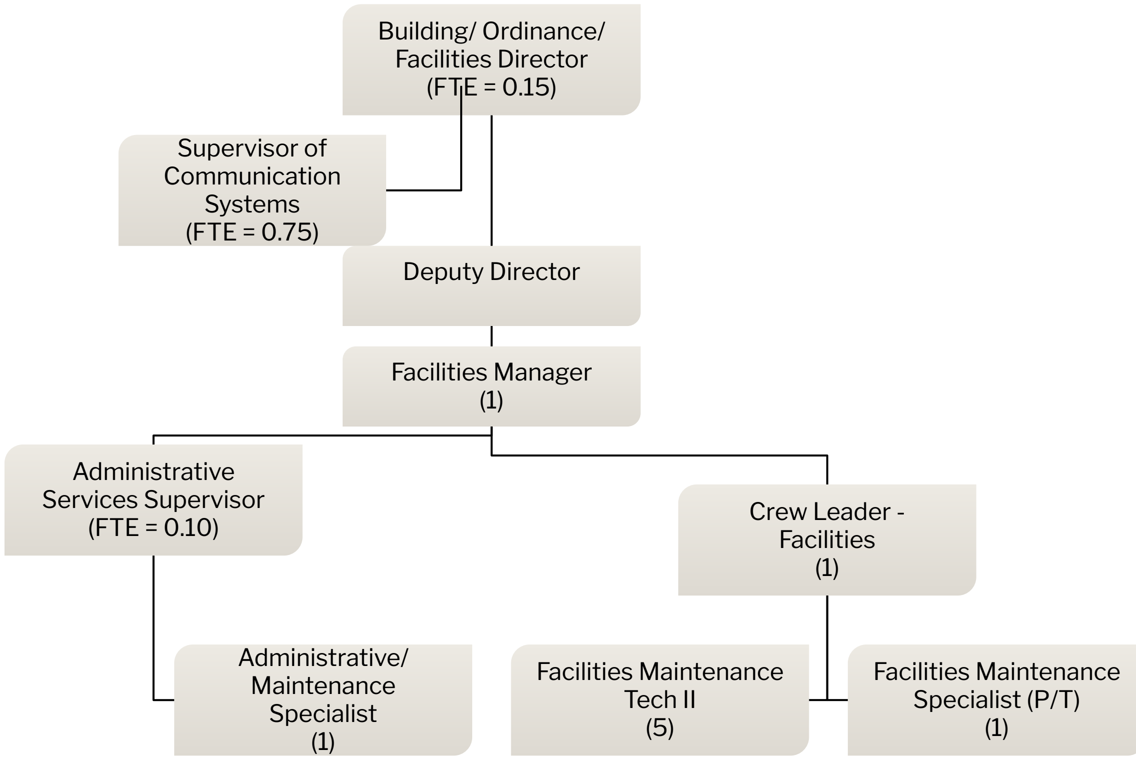
631 Facilities Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ 131,400	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	1,858,000	628,348	2,378,340	-	-	-
Service Charges	4,152,008	3,688,806	4,522,200	4,580,290	4,671,350	4,767,260
Investment Earnings	915,926	915,328	326,310	439,310	320,200	234,220
Other Revenue	12,431	2,232	4,000,000	-	-	-
Transfer - In	19,975,180	8,060,870	16,814,260	4,997,560	7,534,670	2,907,370
TOTAL	**$ 27,044,945**	**$ 13,295,584**	**$ 28,041,110**	**$ 10,017,160**	**$ 12,526,220**	**$ 7,908,850**

631 Facilities Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,160,502	$ 1,303,282	$ 1,391,420	$ 1,455,210	$ 1,507,580	$ 1,551,530
Supplies	211,400	206,598	761,700	381,700	381,700	381,700
Professional Services	1,138,973	1,380,245	1,976,670	2,191,150	1,983,720	2,006,540
Other Services	1,438,501	1,349,500	2,456,590	2,528,790	2,246,940	2,318,290
Capital Outlay	14,035,910	14,095,558	25,253,930	7,430,500	9,272,500	2,325,220
Depreciation	3,944,196	5,139,909	6,040,200	6,286,340	6,744,160	6,744,160
TOTAL	**$ 21,929,482**	**$ 23,475,092**	**$ 37,880,510**	**$ 20,273,690**	**$ 22,136,600**	**$ 15,327,440**

Facilities Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Facilities Maintenance & Operating Costs per Resident	$28.57	$28.57	$28.57	$28.57	n/a	$40.57	$40.57
# of Work Orders Completed	3,339	3,364	3,057	3,057	1,235	3,300	3,300

631 - Facilities Fund



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Admin Services Supervisor II	0.10	0.10	0.10	0.10	0.10	0.10
Administrative/Maintenance Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Building Technician - Permits	0.00	0.00	0.00	0.10	0.10	0.10
Building/Ordinance/Facilities Director	0.15	0.15	0.15	0.15	0.15	0.15
Communications Systems Administrator	0.75	0.75	0.75	0.75	0.75	0.75
Crew Leader - Facilities	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Tech II	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Manager	1.00	1.00	1.00	1.00	1.00	1.00
Ordinance Technician	0.10	0.10	0.10	0.00	0.00	0.00
	9.10	**9.10**	**9.10**	**9.10**	**9.10**	**9.10**
Part-Time/Temporary Positions:						
Facilities Maintenance Specialist - P/T	1	1	1	1	1	1
	1	**1**	**1**	**1**	**1**	**1**

Statement of Revenues / Expenditures and Changes in Fund Balance

631 Facilities Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ 131,400	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	1,858,000	628,348	2,378,340	-	-	-
Service Charges	4,152,008	3,688,806	4,522,200	4,580,290	4,671,350	4,767,260
Investment Earnings	915,926	915,328	326,310	439,310	320,200	234,220
Other Revenue	12,431	2,232	4,000,000	-	-	-
Transfer - In	19,975,180	8,060,870	16,814,260	4,997,560	7,534,670	2,907,370
TOTAL REVENUES	**$ 27,044,945**	**$13,295,584**	**$ 28,041,110**	**$10,017,160**	**$12,526,220**	**$ 7,908,850**

631 Facilities Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 1,160,502	$ 1,303,282	$ 1,391,420	$ 1,455,210	$ 1,507,580	$ 1,551,530
Supplies	211,400	206,598	761,700	381,700	381,700	381,700
Professional Services	1,138,973	1,380,245	1,976,670	2,191,150	1,983,720	2,006,540
Other Services	1,438,501	1,349,500	2,456,590	2,528,790	2,246,940	2,318,290
Capital Outlay	14,035,910	14,095,558	25,253,930	7,430,500	9,272,500	2,325,220
Transfer Out	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Depreciation	3,944,196	5,139,909	6,040,200	6,286,340	6,744,160	6,744,160
Interest	-	-	-	-	-	-
TOTAL EXPENSES	**$ 21,929,482**	**$23,475,092**	**$ 37,880,510**	**$20,273,690**	**$22,136,600**	**$15,327,440**
Excess Revenue Over / (Under) Expenditures	$ 10,037,251	$ (6,474,065)	$ (3,799,200)	$ (3,970,190)	$ (2,866,220)	$ (674,430)
Net Postion - Beginning	$ 13,783,858	$23,740,829	$ 10,877,159	$10,065,809	$ 9,361,679	$ 8,659,609
Net Postion - Ending	**$ 23,821,109**	**$17,266,764**	**$ 7,077,959**	**$ 6,095,619**	**$ 6,495,459**	**$ 7,985,179**

636 - Management Information Systems Fund

The mission of the Management Information Systems (MIS) Fund is to provide secure, efficient, and forward-thinking technology infrastructure and support, enabling city employees to deliver exceptional services and improving the quality of life for our residents.

The MIS Department manages over $5.2 million dollars in technology assets across various city locations. It delivers IT support to nearly 300 city employees and continually assesses and deploys new technologies to broaden resident services. The MIS Department is funded through an interfund-MIS service charge paid by other city departments to recover the cost of operations.

MIS staff are responsible for network security and manage all hardware assets, from desktops, laptops, and tablets to the core network infrastructure including firewalls, switches, servers, and storage area networks. The department is also responsible for the administration and support of numerous software applications, encompassing both on-premise and cloud-based systems. This includes a comprehensive suite of enterprise-level and core operational software applications, including financial, utility billing, tax, assessing, permitting, legislative tracking, document management, asset management, GIS, office productivity, scheduling, security management, email and network management systems, as well as specific departmental applications such as cemetery, DPS fleet, and recreation management.

Goals:	
Department	Serve as a strategic technology partner to the organization, delivering secure, reliable, and innovative solutions that drive efficiency, foster effective communication, and facilitate the successful accomplishment of city-wide objectives.
City Council	Public Safety (#1) / Infrastructure Management (#3) / Effective Governance (#4) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Fortify the City's cyber defenses through continuous threat intelligence, proactive vulnerability management, and the strategic deployment of advanced security technologies to safeguard city data and operational integrity.
On-Going	Collaborate with departments to optimize existing technological solutions and strategically onboard new innovations, ensuring our systems evolve with organizational needs and leverage cutting-edge capabilities.
On-Going	Elevate user proficiency by identifying critical training needs and provide targeted support for applications, fostering a digitally competent workforce that maximizes technology's potential.

Goals:

Department	Strategically identify and adopt innovative technologies that enhance operational efficiency, boost city-wide productivity, and deliver a demonstratable return on investment for the city.
City Council	Infrastructure Management (#3) / Effective Governance (#4) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Optimize software utilization across city departments by monitoring usage patterns and providing insights to ensure applications are effectively supporting operational needs and maximizing value.
On-Going	Enhance cyber resilience and network defense capabilities through the continuous integration of cutting-edge security technologies and proactive threat mitigation strategies, safeguarding City assets against evolving cyber threats.
On-Going	Foster inter-governmental collaboration with the State of Michigan, Oakland County, and other municipalities to identify and pursue opportunities for shared IT services, knowledge exchange, and cooperative initiatives that enhance collective efficiency and resource optimization.

Goals:

Department	Enhance communication and engagement for residents and internal customers by continuously optimizing existing channels and strategically adopting innovative solutions.
City Council	Community / Neighborhoods / Cultural (#6) / Effective Governance (#4) / Community Trust & Participation (#9)
Departmental Objectives:	
On-Going	Enhance communication and engagement for residents and internal customers by continuously optimizing existing channels and strategically adopting innovative solutions.
On-Going	Collaborate with departments to continuously enhance and expand user-centric web services and digital platforms, ensuring intuitive access to City information and streamlined online interactions for residents and staff.

Significant Revenue, Expense, Staffing & Program Notes:

- Interest Earnings decreased [(9%) or ($8,100)] due to conservative revenue estimate anticipating lower interest rates in the future
- Transfer-In increased [118% or $325,000] due to Transfer-In from Capital Improvement Fund for Asset Management Phase II in FY 2027
- Capital Outlay decreased [(20%) or ($290,000)] due to fewer capital purchases in FY 2027

636 - Management Information Systems Fund

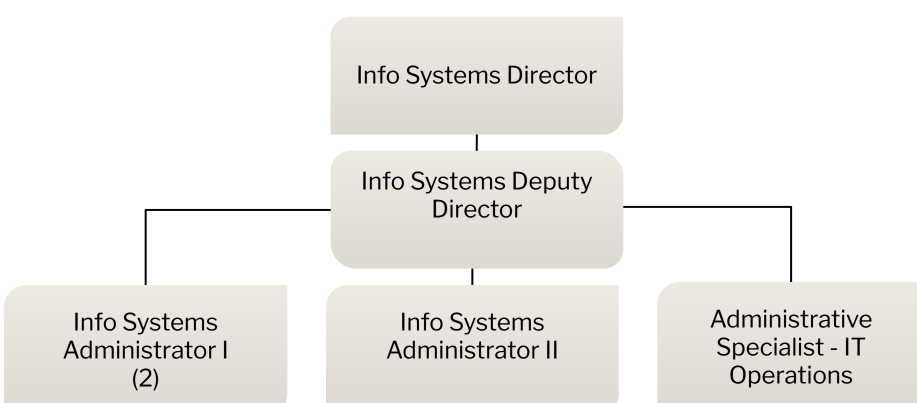
Budget Summary Report

636 MIS Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Other Intergovernmental	$ 28,873	$ 0	$ -	$ -	$ -	$ -
Service Charges	2,189,517	2,651,520	3,593,140	3,571,910	3,643,350	3,716,200
Investment Earnings	193,582	187,607	94,670	86,570	58,920	19,610
Other Revenue	-	5,814	-	-	-	-
Transfer - In	-	-	275,000	600,000	-	-
TOTAL	**$ 2,411,972**	**$ 2,844,941**	**$ 3,962,810**	**$ 4,258,480**	**$ 3,702,270**	**$ 3,735,810**

636 MIS Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 759,423	$ 828,969	$ 992,800	$ 1,033,830	$ 1,074,150	$ 1,113,950
Supplies	88,719	79,437	282,500	269,900	323,800	230,500
Professional Services	793,397	821,465	2,221,460	2,187,330	2,225,270	2,238,360
Other Services	244,009	380,259	604,500	529,200	629,200	629,200
Capital Outlay	-	549,778	1,450,000	1,160,000	760,000	280,000
Depreciation	356,468	349,973	637,240	748,230	893,840	994,900
TOTAL	**$ 2,242,016**	**$ 3,009,881**	**$ 6,188,500**	**$ 5,928,490**	**$ 5,906,260**	**$ 5,486,910**

MIS Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2027	Projected 2027
# of Visits for City webpage	485,964	427,000	578,467	526,208	356,567	620,000	620,000
# of devices connected to city network	n/a	644	671	644	865	900	900
# of network users supported	n/a	270	294	270	316	350	350
Ratio of MIS network support FTE's to devices supported	n/a	1:158	1:168	1:161	1:217	1:225	1:225
Ratio of MIS network support FTE's to users supported	n/a	1:67	1:72	1:67	1:79	1:87	1:87
# of helpdesk tickets generated	n/a	n/a	n/a	2,904	1,503	3,000	3,200
# of helpdesk tickets closed	n/a	n/a	n/a	2,908	1,512	3,000	3,200
Average age of tickets	n/a	n/a	n/a	16.2 hours	16.5 hours	12 hours	17 hours
Average first response time for tickets				2.93 hours	2.78 hours	1 hour	2.75 hours
# of emails received	n/a	n/a	n/a	2,433,686	1,271,601	2,500,000	2,750,000
# of emails sent	n/a	n/a	n/a	696,693	364,022	750,000	800,000
MIS Operating Expenditures per Resident	$25.08	$28.71	$31.61	$28.71	$41.18	$41.18	$48.33



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Specialist - IT Operations	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Info Systems Director	0.00	0.00	0.00	0.00	0.00	1.00
Deputy Information Systems Director	1.00	1.00	0.00	0.00	0.00	0.00
GIS / Database Administrator	1.00	1.00	0.00	0.00	0.00	0.00
GIS Specialist	1.00	1.00	0.00	0.00	0.00	0.00
Info Systems Administrator I	1.00	1.00	1.00	1.00	1.00	2.00
Info Systems Administrator II	2.00	2.00	2.00	2.00	2.00	1.00
Information Systems Director	1.00	1.00	1.00	1.00	1.00	1.00
Network IT Manager	0.00	0.00	1.00	1.00	1.00	0.00
	8.00	**8.00**	**6.00**	**6.00**	**6.00**	**6.00**
Part-Time/Temporary Positions:						
Interns	0	0	0	1	1	1
	0	**0**	**0**	**1**	**1**	**1**

Statement of Revenues / Expenses and Changes in Fund Balance

636 Management Information Systems Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	28,873	-	-	-	-	-
Service Charges	2,189,517	2,651,520	3,593,140	3,571,910	3,643,350	3,716,200
Investment Earnings	193,582	187,607	94,670	86,570	58,920	19,610
Other Revenue	-	5,814	-	-	-	-
Transfer - In	-	-	275,000	600,000	-	-
TOTAL REVENUES	**$ 2,411,972**	**$ 2,844,941**	**$ 3,962,810**	**$ 4,258,480**	**$ 3,702,270**	**$ 3,735,810**

636 Management Information Systems Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 759,423	$ 828,969	$ 992,800	$ 1,033,830	$ 1,074,150	$ 1,113,950
Supplies	88,719	79,437	282,500	269,900	323,800	230,500
Professional Services	793,397	821,465	2,221,460	2,187,330	2,225,270	2,238,360
Other Services	244,009	380,259	604,500	529,200	629,200	629,200
Capital Outlay	-	549,778	1,450,000	1,160,000	760,000	280,000
Depreciation	356,468	349,973	637,240	748,230	893,840	994,900
Interest	-	-	-	-	-	-
TOTAL EXPENSES	**$ 2,242,016**	**$ 3,009,881**	**$ 6,188,500**	**$ 5,928,490**	**$ 5,906,260**	**$ 5,486,910**
Excess Revenue Over / (Under) Expenditures	$ (33,897)	$ 479,648	$ (1,588,450)	$ (921,780)	$ (1,310,150)	$ (756,200)
Net Position - Beginning	$ 3,805,047	$ 4,063,318	$ 3,155,828	$ 2,094,378	$ 1,549,578	$ 679,388
Net Position - Ending	**$ 3,771,150**	**$ 4,542,966**	**$ 1,567,378**	**$ 1,172,598**	**$ 239,428**	**-$76,812**

661 - Fleet Equipment Fund

Road Grader for Gravel Roads

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 $14 million in machinery, equipment, and vehicles and is responsible for the maintenance and repair of over 150 cars, pickup trucks, vans, dump trucks, heavy construction vehicles, trailers and specialty vehicles; and approximately 200 pieces of power and field equipment. The Fleet Division is also responsible for preventative maintenance and repairs performed on 38 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, and properly 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 Orion Township, Auburn Hills, Oakland County Fire Mutual Aid Association, 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 Management (#3)
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

Goals:

Department	Provide on-going training to maintain Fleet Division staff knowledge on the latest technology
City Council	Public Safety (#1) / Infrastructure Management (#3)
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) / Fiscal Management (#2) / Infrastructure Management (#3)
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	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:

- Investment Earnings increased [13% or $24,430] due to conservative revenue estimate anticipating lower interest rates in the future
- Supplies increased [29% or $15,510] due to more operating equipment purchases in FY 2027

661 - Fleet Equipment Fund

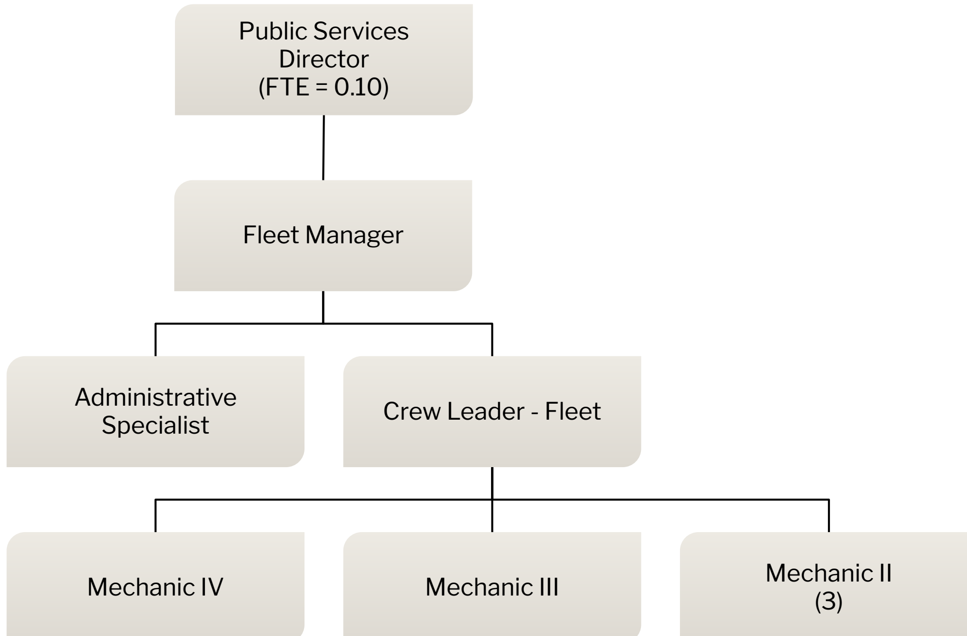
Budget Summary Report

661 Fleet Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Other Intergovernmental	$ 20,000	$ -	$ -	$ -	$ -	$ -
Service Charges	3,256,874	3,530,892	3,956,350	3,995,080	4,001,680	4,008,390
Investment Earnings	383,213	348,282	193,820	218,250	191,990	129,960
Other Revenue	104,205	223,634	239,990	243,460	375,910	130,260
TOTAL	**$ 3,764,292**	**$ 4,102,808**	**$ 4,390,160**	**$ 4,456,790**	**$ 4,569,580**	**$ 4,268,610**

661 Fleet Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 858,043	$ 872,250	$ 1,199,270	$ 1,247,740	$ 1,292,660	$ 1,333,990
Supplies	28,149	29,202	52,640	68,150	37,600	37,850
Professional Services	596,014	608,176	781,290	826,930	831,290	834,870
Other Services	552,213	596,314	915,550	870,550	895,550	920,550
Capital Outlay	909,740	2,124,016	2,269,730	2,318,720	3,580,100	1,240,560
Depreciation	1,204,409	1,244,833	1,657,030	1,578,160	1,904,070	1,831,110
TOTAL	**$ 4,148,568**	**$ 5,474,791**	**$ 6,875,510**	**$ 6,910,250**	**$ 8,541,270**	**$ 6,198,930**

Fleet Division / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Vehicles & Equipment Purchased or Replaced	12	34	18	12	0	21	20
Work Orders Completed	1,208	1,083	1,015	1,134	80	1,200	1,200
TOTAL PREVENTIVE MAINTENANCE REPAIR HOURS	**719**	**739**	**983**	**941**	**55**	**900**	**900**
TOTAL REPAIR HOURS	**2,654**	**2,420**	**2,221**	**2,118**	**143**	**3,000**	**3,000**
Preventative Maintenance (%-age of Hours Worked)	27%	31%	32%	31%	28%	30%	30%
Maintenance & Repairs (%-age of Hours Worked)	73%	69%	68%	69%	72%	70%	70%



Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Administrative Services Supervisor	0.10	0.10	0.10	0.10	0.10	0.10
Administrative Specialist - Fleet	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leader - Fleet	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director - DPS Operations	0.00	0.00	0.00	0.00	0.00	0.10
Fleet Manager	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic I	1.00	1.00	0.00	0.00	0.00	0.00
Mechanic II	2.00	2.00	3.00	3.00	3.00	3.00
Mechanic III	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic IV	1.00	1.00	1.00	1.00	1.00	1.00
Public Services Director	0.10	0.10	0.10	0.10	0.10	0.10
	8.20	**8.20**	**8.20**	**8.20**	**8.20**	**8.30**

661 - Fleet Equipment Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

661 Fleet Equipment Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ -	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	20,000	-	-	-	-	-
Service Charges	3,256,874	3,530,892	3,956,350	3,995,080	4,001,680	4,008,390
Investment Earnings	383,213	348,282	193,820	218,250	191,990	129,960
Other Revenue	104,205	223,634	239,990	243,460	375,910	130,260
Transfer - In	-	-	-	-	-	-
TOTAL REVENUES	**$ 3,764,292**	**$ 4,102,808**	**$ 4,390,160**	**$ 4,456,790**	**$ 4,569,580**	**$ 4,268,610**

661 Fleet Equipment Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 858,043	$ 872,250	$ 1,199,270	$ 1,247,740	$ 1,292,660	$ 1,333,990
Supplies	28,149	29,202	52,640	68,150	37,600	37,850
Professional Services	596,014	608,176	781,290	826,930	831,290	834,870
Other Services	552,213	596,314	915,550	870,550	895,550	920,550
Capital Outlay	909,740	2,124,016	2,269,730	2,318,720	3,580,100	1,240,560
Depreciation	1,204,409	1,244,833	1,657,030	1,578,160	1,904,070	1,831,110
TOTAL EXPENSES	**$ 4,148,568**	**$ 5,474,791**	**$ 6,875,510**	**$ 6,910,250**	**$ 8,541,270**	**$ 6,198,930**
Excess Revenue Over / (Under) Expenditures	$ (441,341)	$ 913,053	$ (828,320)	$ (875,300)	$ (2,067,620)	$ (99,210)
Net Position - Beginning	7,263,091	7,989,999	6,460,789	5,726,199	4,347,989	3,590,919
Net Position - Ending	**$ 6,821,750**	**$ 8,903,052**	**$ 5,632,469**	**$ 4,850,899**	**$ 2,280,369**	**$ 3,491,709**

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	8 years
Cars, Pickup Trucks, Vans	7 years or 60,000 miles
Utility Vehicles (UTV's)	8 years
Lawn Mowers	5 years
Dump Trucks	12 years +
Heavy Construction Equipment	10-15 years
Specialty Vehicles	12 years +

661 - Fleet Equipment Fund

2027 Fleet Equipment Purchases Breakdown

VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Equipment Trailer	CERT	39-230	10	$ 23,790
Equipment Trailer	DPS	39-218	10	$ 69,400
Pressure Washer	DPS	40-5907	5	$ 15,250
Excavator / Integrated Tool	DPS	39-169	12	$ 287,320
Portable Sign Trailer	DPS	39-338	10	$ 14,500
Portable Sign Trailer	DPS	39-339	10	$ 14,500
Equipment Trailer	Parks - Borden	39-232	10	$ 18,100
Trailer	Cemetery	39-233	10	$ 16,200
Equipment Trailer	Parks - Borden	39-234	10	$ 21,640
Utility Vehicle Bobcat	DPS	39-344	9	$ 88,910
Utility Vehicle Bobcat	DPS	39-345	9	$ 88,910
Electric Utility Vehicle	Cemetery	39-347	7	$ 16,750
Utility Vehicle	Parks- Nowicki	New	4	$ 15,000
Utility Vehicle	Parks - Nowicki	New	4	$ 20,000
Backhoe	DPS	39-572	10	$ 210,000
Floor Scrubber / Sweeper	DPS	39-608	10	$ 80,000
Grader	DPS	39-082	15	$ 450,000
Utility Vehcile	Parks - Borden	40-6606	4	$ 12,200
Field Rake	Grounds	40-6841	5	$ 20,000
Utility Vehicle	Parks - Spencer	40-7242	4	$ 17,700
Utility Vehcile	DPS	40-7227	9	$ 17,200
Utility Vehicle	Parks - IH	40-7232	4	$ 16,500
Utility Vehicle	Parks - Bloomer	40-6777	4	$ 15,500
Zero Turn Mower	Grounds	40-7665	4	$ 17,750
Zero Turn Mower	Grounds	40-7666	4	$ 17,750
Pickup 4wd w/Plow	Parks - Borden	39-605	7	$ 58,000
Sport Utility 4wd	DPS - CH	39-561	7	$ 48,000
Passenger Vehicle	Building	39-597	7	$ 44,850
Pickup 4wd	DPS - CH	39-587	7	$ 50,000
Pickup 4wd w/Plow	Cemetery	39-586	7	$ 58,000
Pickup 4wd	DPS	39-563	7	$ 50,500
Cargo Van	Facilities	39-574	7	$ 47,500
Cargo Van	DPS	39-591	7	$ 44,000
Cargo Van	Facilities	39-592	7	$ 44,000
Pickup 4wd w\ Service Body & Crane	DPS	39-569	7	$ 96,000
Pickup 2wd	Building	39-621	7	$ 45,000
Pickup 2wd	Building	39-622	7	$ 45,000
Pickup 4wd	Ordinance	39-601	7	$ 45,000
Pickup 4wd w/Plow	Parks - Nowicki	New	7	$ 58,000
	TOTAL 2027 FLEET VEHICLE / EQUIPMENT COSTS:			**$ 2,318,720**

2028 Fleet Equipment Purchases Breakdown

VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Utility Vehicle	Grounds Maint	40-7302	4	$ 12,800
Utility Vehicle	Grounds Maint	40-7303	4	$ 12,800
Utility Vehicle	Museum	40-7324	4	$ 25,000
Crash Attenuator	DPS	39-327	10	$ 40,000
Zero-Turn Mower	Ground Maint	40-7663	4	$ 18,000
Zero-Turn Mower	Ground Maint	40-7664	4	$ 18,000
Tow Behind Air Compressor	Facilities	FA-20	10	$ 25,000
Front End Loader	DPS	39-580	10	$ 267,500
Wheeled Excavator	DPS	39-581	10	$ 398,000
Rotary Broom	Parks - Spencer	40-7073	4	$ 10,000
Hydroseeder	DPS	39-341	10	$ 45,000
Equipment Trailer	DPS	39-236	10	$ 20,500
Equipment Trailer	DPS	39-237	10	$ 20,500
Sign Plotter Cutter	DPS	40-7036	5	$ 10,000
Trailer Mounted Hot Patcher	DPS	39-235	8	$ 27,000
Cargo Van	DPS	39-570	7	$ 45,000
Passenger Vehicle	DPS	39-596	7	$ 51,000
Sport Utility 4wd	DPS - W&S	39-626	7	$ 42,000
Passenger Car	Assessing	39-653	7	$ 40,000
Cargo Van	Facilities	39-602	7	$ 45,000
Cargo Van	Building	39-604	7	$ 45,000
1 ton Dump Truck	DPS	39-603	10	$ 120,000
Pickup 4wd w\ Plow	DPS	39-575	7	$ 70,000
Sewer Truck	DPS	39-546	10	$ 690,000
Passenger Car	DPS - Pool	39-655	7	$ 40,000
Passenger Car	DPS	39-654	7	$ 40,000
Pickup 4wd w\ Plow	DPS	39-606	7	$ 60,000
Pickup 4wd	DPS	39-610	7	$ 60,000
Pickup 4wd	DPS	39-611	7	$ 60,000
Pickup 4wd w\ Plow	DPS	39-612	7	$ 60,000
Pickup 4wd w\ Plow	Facilities	39-613	7	$ 60,000
Pickup 4wd w\ Plow	DPS	39-614	7	$ 60,000
Pickup 4wd w\ Plow	DPS	39-615	7	$ 60,000
Pickup (Stake 8')	DPS - W&S	39-616	7	$ 60,000
Pickup 4wd w\ Plow	DPS	39-617	7	$ 60,000
Pickup 4wd w\ Plow & Platform	DPS	39-618	7	$ 60,000
Pickup 4wd	DPS	39-619	7	$ 60,000
Pickup 4wd	Natural Resouces	39-623	7	$ 46,000
Pickup 4wd	Building	39-599	7	$ 46,000
Tandem-Axle Dump Truck	DPS	39-583	10	$ 325,000
Tandem-Axle Dump Truck	DPS	39-584	10	$ 325,000
	TOTAL 2028 FLEET VEHICLE / EQUIPMENT COSTS:			**$ 3,580,100**

661 - Fleet Equipment Fund

2029 Fleet Equipment Purchases Breakdown

VEHICLE TYPE	DEPARTMENT	VEHICLE #	REPLACEMENT CYCLE	ESTIMATED COST
Utility Vehicle	Parks - Borden	40-7126	4	$ 14,060
Dump Body Insert	Parks - Borden	40-6185	10	$ 20,000
Dump Body Insert	Parks - Bloomer	40-6134	10	$ 20,000
Skid Steer	DPS	39-074	10	$ 120,000
Steam Generating Unit + Trailer	DPS	39-225	10	$ 51,500
Asphalt Roller	DPS	39-340	8	$ 24,000
Wireless Mobile Column Lift	DPS	40-6607	10	$ 78,500
Concrete Power Screed	DPS	40-7210	10	$ 10,000
Concrete Power Screed	DPS	40-7211	10	$ 10,000
Zero Turn Mower	Grounds Maint	40-7877	4	$ 18,250
Zero Turn Mower	Grounds Maint	40-7878	4	$ 18,250
Pickup 4wd w\ Plow & Platform	DPS	39-620	7	$ 65,000
Pickup 4wd w\ Plow	DPS	39-627	7	$ 60,000
Pickup 4wd Utility w\ Crane Body	DPS	39-593	6	$ 100,000
Pickup 4wd w\Plow	Natural Resources	39-640	7	$ 60,000
Pickup 4wd w\ Plow	Grounds Maint	39-641	7	$ 60,000
Pickup 4wd w\ Plow	Parks - IH	39-643	7	$ 60,000
Sign / Guardrail Truck	DPS - W&S	39-594	10	$ 211,000
Pickup 4wd w\Plow	Grounds Maint	39-647	7	$ 60,000
Pickup 4wd w\Plow	Parks - City Hall	39-645	7	$ 60,000
Pickup 4wd w\Plow	Parks - Bloomer	39-646	7	$ 60,000
Pickup 4wd w\Plow	Grounds Maint	39-644	7	$ 60,000
	TOTAL 2029 FLEET VEHICLE / EQUIPMENT COSTS:			**$ 1,240,560**

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.

The City of Rochester Hills self-insured retentions are as follows:

Coverage	Self-Insured Retention (SIR) (excess of deductible)
Liability	$150,000
Property and Crime	10% of the remaining up to $100,000 of loss
Sewage System Overflow	$150,000 per occurrence

Goals:

Department	Minimize liability claims against the City and protect the City's financial integrity
City Council	Fiscal Management (#2)
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:

- No significant changes for FY 2027

Budget Summary Report

677 Insurance Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 237,290	$ 209,010	$ 509,940	$ 513,130	$ 523,410	$ 533,920
Investment Earnings	26,112	23,037	24,070	26,870	26,850	26,350
Other Revenue	264,644	210,548	228,640	-	-	-
TOTAL	**$ 528,046**	**$ 442,595**	**$ 762,650**	**$ 540,000**	**$ 550,260**	**$ 560,270**

677 Insurance Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 484,917	$ 407,199	$ 530,000	$ 540,000	$ 567,000	$ 595,000
TOTAL	**$ 484,917**	**$ 407,199**	**$ 530,000**	**$ 540,000**	**$ 567,000**	**$ 595,000**

677 - Insurance Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

677 Insurance Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 237,290	$ 209,010	$ 509,940	$ 513,130	$ 523,410	$ 533,920
Investment Earnings	26,112	23,037	24,070	26,870	26,850	26,350
Other Revenue	264,644	210,548	228,640	-	-	-
TOTAL REVENUES	**$ 528,046**	**$ 442,595**	**$ 762,650**	**$ 540,000**	**$ 550,260**	**$ 560,270**

677 Insurance Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 484,917	$ 407,199	$ 530,000	$ 540,000	$ 567,000	$ 595,000
TOTAL EXPENSES	**$ 484,917**	**$ 407,199**	**$ 530,000**	**$ 540,000**	**$ 567,000**	**$ 595,000**
Excess Revenue Over / (Under) Expenditures	$ 43,129	$ 35,396	$ 232,650	$ 0	-$16,740	-$34,730
Net Position - Beginning	$ 583,936	$ 627,065	$ 802,465	$ 806,475	$ 783,605	$ 732,055
Net Position - Ending	**$ 627,065**	**$ 662,461**	**$ 1,035,115**	**$ 806,475**	**$ 766,865**	**$ 697,325**

Grand Total: Internal Service Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Internal Service Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Federal Grants	$ 131,400	$ -	$ -	$ -	$ -	$ -
Other Intergovernmental	1,906,873	628,348	2,378,340	-	-	-
Service Charges	9,835,689	10,080,228	12,581,630	12,660,410	12,839,790	13,025,770
Investment Earnings	1,518,833	1,474,254	638,870	771,000	597,960	410,140
Other Revenue	381,280	442,228	4,468,630	243,460	375,910	130,260
Transfer - In	19,975,180	8,060,870	17,089,260	5,597,560	7,534,670	2,907,370
TOTAL REVENUES	**$ 33,749,255**	**$ 20,685,928**	**$ 37,156,730**	**$ 19,272,430**	**$ 21,348,330**	**$ 16,473,540**

Internal Service Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 2,777,968	$ 3,004,501	$ 3,583,490	$ 3,736,780	$ 3,874,390	$ 3,999,470
Supplies	328,268	315,237	1,096,840	719,750	743,100	650,050
Professional Services	3,013,301	3,217,085	5,509,420	5,745,410	5,607,280	5,674,770
Other Services	2,234,723	2,326,073	3,976,640	3,928,540	3,771,690	3,868,040
Depreciation	5,505,073	6,734,715	8,334,470	8,612,730	9,542,070	9,570,170
Capital Outlay	14,945,650	16,769,352	28,973,660	10,909,220	13,612,600	3,845,780
TOTAL EXPENDITURES	**28,804,983**	**32,366,963**	**51,474,520**	**33,652,430**	**37,151,130**	**27,608,280**
Excess Revenue Over / (Under) Expenditures	$ 10,985,279	$ (4,738,595)	$ (5,983,320)	$ (5,767,270)	$ (6,260,730)	$ (1,564,570)
Net Position - Beginning	**$ 25,435,932**	**36,421,211**	**31,682,617**	**25,699,297**	**19,932,027**	**13,671,297**
Net Position - Ending	**36,421,211**	**31,682,617**	**25,699,297**	**19,932,027**	**13,671,297**	**12,106,727**

Trust & Agency Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

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 (#2) / Effective Governance (#4)
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:

- Professional Services increased [59% or $5,000] due to the required Full-Valuation Actuarial Report every other year

Budget Summary Report

736 Retiree Health Trust Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 194,088	$ 287,968	$ 100,660	$ 105,120	$ 98,650	$ 92,200
Transfer - In	47,520	7,800	-	-	-	-
TOTAL	**$ 241,608**	**$ 295,768**	**$ 100,660**	**$ 105,120**	**$ 98,650**	**$ 92,200**

736 Retiree Health Trust Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 201,572	$ 197,240	$ 228,670	$ 220,860	$ 218,680	$ 213,230
Professional Services	6,358	11,194	8,500	13,500	9,000	14,000
TOTAL	**$ 207,930**	**$ 208,434**	**$ 237,170**	**$ 234,360**	**$ 227,680**	**$ 227,230**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Accounting Manager	0.00	0.00	0.05	0.05	0.05	0.05
Human Resources Coordinator	0.00	0.00	0.00	0.05	0.05	0.05
Payroll Admin Specialist	0.10	0.10	0.00	0.00	0.00	0.00
	0.10	**0.10**	**0.05**	**0.10**	**0.10**	**0.10**

736 - Retiree Healthcare Trust Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

736 Retiree Health Trust Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 194,088	$ 287,968	$ 100,660	$ 105,120	$ 98,650	$ 92,200
Transfer - In	47,520	7,800	-	-	-	-
TOTAL REVENUES	**241,608**	**295,768**	**100,660**	**105,120**	**98,650**	**92,200**

736 Retiree Health Trust Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	207,930	208,434	237,170	234,360	227,680	227,230
TOTAL EXPENDITURES	**207,930**	**208,434**	**237,170**	**234,360**	**227,680**	**227,230**
Excess Revenue Over / (Under) Expenditures	$ 33,678	$ 87,334	$ (136,510)	$ (129,240)	$ (129,030)	$ (135,030)
Fund Balance - Beginning	**2,117,807**	**2,151,485**	**2,013,255**	**1,876,745**	**1,736,165**	**1,595,245**
Fund Balance - Ending	**2,151,485**	**2,238,819**	**1,876,745**	**1,747,505**	**1,607,135**	**1,460,215**

752 - Van Hoosen/Jones Stoney Creek Perpetual Care Trust Fund


Chapel at Van Hoosen/Jones Stoney Creek Cemetery

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 (#2)
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 in FY 2027

Budget Summary Report

752 Cemetery Trust Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 234,085	$ 210,754	$ 167,720	$ 182,720	$ 182,720	$ 182,720
Investment Earnings	276,480	507,798	162,670	198,000	216,640	236,180
TOTAL	**$ 510,565**	**$ 718,552**	**$ 330,390**	**$ 380,720**	**$ 399,360**	**$ 418,900**

752 Cemetery Trust Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 4,972	$ 5,651	$ 6,000	$ 7,920	$ 8,670	$ 9,450
Transfer Out	-	431,490	-	-	-	-
TOTAL	**$ 4,972**	**$ 437,141**	**$ 6,000**	**$ 7,920**	**$ 8,670**	**$ 9,450**

752 - Van Hoosen/Jones Stoney Creek Perpetual Care Trust Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

752 Cemetery Trust Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 234,085	$ 210,754	$ 167,720	$ 182,720	$ 182,720	$ 182,720
Investment Earnings	276,480	507,798	162,670	198,000	216,640	236,180
TOTAL REVENUES	**510,565**	**718,552**	**330,390**	**380,720**	**399,360**	**418,900**

752 Cemetery Trust Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	4,972	5,651	6,000	7,920	8,670	9,450
Transfer-Out	-	431,490	-	-	-	-
TOTAL EXPENDITURES	**4,972**	**437,141**	**6,000**	**7,920**	**8,670**	**9,450**
Excess Revenue Over / (Under) Expenditures	$ 505,593	$ 281,411	$ 324,390	$ 372,800	$ 390,690	$ 409,450
Fund Balance - Beginning	**2,848,677**	**3,354,270**	**3,253,360**	**3,588,750**	**3,940,910**	**4,310,680**
Fund Balance - Ending	**3,354,270**	**3,635,681**	**3,577,750**	**3,961,550**	**4,331,600**	**4,720,130**

761 - Green Space Perpetual Care Trust Fund


Innovation Hills Green Space Property 48.38 acres

The Green Space Perpetual Care Trust Fund, as part of the Parks and Natural Resources Department, 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 / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
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:

- No significant changes in FY 2027

Budget Summary Report

761 Green Space Trust Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 583,460	$ 983,691	$ 326,880	$ 369,510	$ 374,670	$ 376,180
TOTAL	**$ 583,460**	**$ 983,691**	**$ 326,880**	**$ 369,510**	**$ 374,670**	**$ 376,180**

761 Green Space Trust Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 10,319	$ 11,063	$ 16,000	$ 14,780	$ 14,990	$ 15,050
Transfer Out	100,000	200,000	226,070	251,350	329,550	330,830
TOTAL	**$ 110,319**	**$ 211,063**	**$ 242,070**	**$ 266,130**	**$ 344,540**	**$ 345,880**

761 - Green Space Perpetual Care Trust Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

761 Green Space PC Trust Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 583,460	$ 983,691	$ 326,880	$ 369,510	$ 374,670	$ 376,180
TOTAL REVENUES	**583,460**	**983,691**	**326,880**	**369,510**	**374,670**	**376,180**

761 Green Space PC Trust Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Parks & Recreation	10,319	11,063	16,000	14,780	14,990	15,050
Transfer-Out	100,000	200,000	226,070	251,350	329,550	330,830
TOTAL EXPENDITURES	**110,319**	**211,063**	**242,070**	**266,130**	**344,540**	**345,880**
Excess Revenue Over / (Under) Expenditures	$ 473,141	$ 772,628	$ 84,810	$ 103,380	$ 30,130	$ 30,300
Fund Balance - Beginning	**6,059,522**	**6,532,663**	**6,537,613**	**6,622,423**	**6,709,553**	**6,699,353**
Fund Balance - Ending	**6,532,663**	**7,305,291**	**6,622,423**	**6,725,803**	**6,739,683**	**6,729,653**

Grand Total: Trust & Agency Funds

Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Trust and Agency Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Service Charges	$ 234,085	$ 210,754	$ 167,720	$ 182,720	$ 182,720	$ 182,720
Investment Earnings	1,054,028	1,779,457	590,210	672,630	689,960	704,560
Transfer - In	47,520	7,800	-	-	-	-
TOTAL REVENUES	**$ 1,335,633**	**$ 1,998,011**	**$ 757,930**	**$ 855,350**	**$ 872,680**	**$ 887,280**

Trust and Agency Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
General Government	$ 212,902	$ 214,085	$ 243,170	$ 242,280	$ 236,350	$ 236,680
Parks & Recreation	10,319	11,063	16,000	14,780	14,990	15,050
Transfer-Out	100,000	631,490	226,070	251,350	329,550	330,830
TOTAL EXPENDITURES	**$ 323,221**	**$ 856,638**	**$ 485,240**	**$ 508,410**	**$ 580,890**	**$ 582,560**
Excess Revenue Over / (Under) Expenditures	$ 1,012,412	$ 1,141,373	$ 272,690	$ 346,940	$ 291,790	$ 304,720
Fund Balance - Beginning	**$ 10,284,491**	**$ 11,296,903**	**$ 12,438,276**	**$ 12,710,966**	**$ 13,057,906**	**$ 13,349,696**
Fund Balance - Ending	**$ 11,296,903**	**$ 12,438,276**	**$ 12,710,966**	**$ 13,057,906**	**$ 13,349,696**	**$ 13,654,416**

Component Unit Funds

PROPOSED BUDGET FY 2027-2029

CITY OF ROCHESTER HILLS, MICHIGAN

243 - Brownfield Revolving Fund

The mission of the Local Brownfield Revolving Fund (LBRF), established under Act 381, Section 8 (MCL 125.2658) by the Rochester Hills Brownfield Redevelopment Authority (RHBRA), is to inventory, assess, clean up and reuse brownfield sites in Rochester Hills.

Monies are deposited into the LBRF and then may be used to fund eligible expenses on any eligible brownfield property located in the City as either a loan or a grant to a developer or property owner. The advantage of this tool is that it provides additional sources of funding to incentivize redevelopment or address brownfield issues throughout the City at the discretion of the RHBRA. For example, funding from a successful brownfield redevelopment project may be used to prepare or remediate more challenging properties where redevelopment has stalled.

As a non-core community, LBRF funding in Rochester Hills is limited to the following eligible expenses:

- Preparation of Brownfield Plans and Work Plans
- Implementation of Brownfield Plans and Work Plans
- Environmental Investigations and Associated Documents
- Demolition
- Removal and Closure of Underground Storage Tanks
- Disposal of Solid Waste and Sediments
- Dust Control
- Asbestos, Lead, and Mold Abatement
- Industrial Cleaning
- Environmental Remediation
- Due Care Activities
- Response Activities
- Engineered, Administrative and Institutional Controls
- Relocation of Public Buildings or Operations for Economic Development Purposes
- Interest
- Environmental Insurance

Significant Revenue, Expenditure, Staffing & Program Notes:

- Transfer-In increased [17% or $4,950] due to anticipated Taxable Value TIF growth as the Brownfield – Legacy property is being developed

243 - Brownfield Revolving Fund

Budget Summary Report

243 Brownfield Revolving Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 2,255	$ 2,875	$ 300	$ 430	$ 590	$ 740
Transfer - In	18,670	25,672	29,200	34,150	35,110	35,990
TOTAL	**$ 20,925**	**$ 28,547**	**$ 29,500**	**$ 34,580**	**$ 35,700**	**$ 36,730**

Statement of Revenues / Expenditures and Changes in Fund Balance

243 Brownfield Revolving Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 2,255	$ 2,875	$ 300	$ 430	$ 590	$ 740
Transfer - In	18,670	25,672	29,200	34,150	35,110	35,990
TOTAL REVENUES	**$ 20,925**	**$ 28,547**	**$ 29,500**	**$ 34,580**	**$ 35,700**	**$ 36,730**

243 Brownfield Revolving Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Excess Revenue Over / (Under) Expenditures	$ 20,925	$ 28,547	$ 29,500	$ 34,580	$ 35,700	$ 36,730
Fund Balance - Beginning	**$ 34,783**	**$ 55,708**	**$ 77,738**	**$ 107,238**	**$ 137,578**	**$ 168,788**
Fund Balance - Ending	**$ 55,708**	**$ 84,255**	**$ 107,238**	**$ 141,818**	**$ 173,278**	**$ 205,518**

844 - Brownfield Redevelopment Fund / Legacy

The mission of the Rochester Hills Brownfield Redevelopment Authority (BRA) 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 BRA utilizes the provisions of Act 381 of the Public Acts of 1996 and its amendments to encourage and support the redevelopment of underutilized and/or environmentally contaminated properties.

The BRA is a seven-member Board, established by City Council in 2002, 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 BRA reviews plans related to the capture of Tax Increment Financing (TIF) and determines if a proposed project is eligible and if so, if the proposed activities related to the remediation of a site are in conformance with the requirements of Act 381.

All staff support costs associated with the Brownfield Redevelopment Authority Fund are provided for through the Planning and Economic Development (PED) Department in the General Fund.

This fund is specifically for the Legacy Apartments Brownfield.

Goals:

Department	Encourage compatible redevelopment and revitalization of underutilized and environmentally contaminated properties where public services are already in place
City Council	Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Educate property owners and potential 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 (#7)
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

243 - Brownfield Revolving Fund

Significant Revenue, Expenditure, Staffing & Program Notes:

- Taxes increased [17% or $41,610] due to anticipated Taxable Value TIF growth as the Brownfield – Legacy property is being developed
- Other Intergovernmental increased [17% or $116,350] due to anticipated Taxable Value TIF growth as the Brownfield – Legacy property is being developed
- Other Services increased [17% or $153,230] due to anticipated Taxable Value TIF growth as the Brownfield – Legacy property is being developed
- Transfer Out increased [17% or $4,730] due to anticipated Taxable Value TIF growth as the Brownfield – Legacy property is being developed

Budget Summary Report

844 Brownfield Redevelopment Authority - Legacy Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 128,989	$ 184,573	$ 250,850	$ 292,460	$ 300,510	$ 308,020
Other Intergovernmental	481,169	640,794	696,320	812,670	835,050	855,920
Investment Earnings	11,602	13,432	-	-	-	-
TOTAL	**$ 621,760**	**$ 838,799**	**$ 947,170**	**$ 1,105,130**	**$ 1,135,560**	**$ 1,163,940**

844 Brownfield Redevelopment Authority - Legacy Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 3,340	$ 1,406	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Other Services	591,856	800,606	909,050	1,062,280	1,091,790	1,119,320
Transfer Out	18,305	24,761	28,120	32,850	33,770	34,620
TOTAL	**$ 613,501**	**$ 826,773**	**$ 947,170**	**$ 1,105,130**	**$ 1,135,560**	**$ 1,163,940**

Statement of Revenues / Expenditures and Changes in Fund Balance

844 Brownfield Redev. Auth.-Legacy Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 128,989	$ 184,573	$ 250,850	$ 292,460	$ 300,510	$ 308,020
Other Intergovernmental	481,169	640,794	696,320	812,670	835,050	855,920
Investment Earnings	11,602	13,432	-	-	-	-
TOTAL REVENUES	**$ 621,760**	**$ 838,799**	**$ 947,170**	**$ 1,105,130**	**$ 1,135,560**	**$ 1,163,940**

844 Brownfield Redev. Auth.-Legacy Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Economic Development	$ 595,196	$ 802,012	$ 919,050	$ 1,072,280	$ 1,101,790	$ 1,129,320
Transfer-Out	18,305	24,761	28,120	32,850	33,770	34,620
TOTAL EXPENDITURES	**$ 613,501**	**$ 826,773**	**$ 947,170**	**$ 1,105,130**	**$ 1,135,560**	**$ 1,163,940**
Excess Revenue Over / (Under) Expenditures	$ 8,259	$ 12,026	$ -	$ -	$ -	$ -
Fund Balance - Beginning	**$ 80,960**	**$ 89,219**	**$ 89,219**	**$ 89,219**	**$ 89,219**	**$ 89,219**
Fund Balance - Ending	**$ 89,219**	**$ 101,245**	**$ 89,219**	**$ 89,219**	**$ 89,219**	**$ 89,219**

845 - Brownfield Redevelopment Fund / Rochester & Avon

The mission of the Rochester Hills Brownfield Redevelopment Authority (BRA) 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 BRA utilizes the provisions of Act 381 of the Public Acts of 1996 and its amendments to encourage and support the redevelopment of underutilized and/or environmentally contaminated properties.

The BRA is a seven-member Board, established by City Council in 2002, 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 BRA reviews plans related to the capture of Tax Increment Financing (TIF) and determines if a proposed project is eligible and if so, if the proposed activities related to the remediation of a site are in conformance with the requirements of Act 381.

All staff support costs associated with the Brownfield Redevelopment Authority Fund are provided for through the Planning and Economic Development (PED) Department in the General Fund.

This fund is specifically for the NE corner of Rochester and Avon Brownfield.

Goals:

Department	Encourage compatible redevelopment and revitalization of underutilized and environmentally contaminated properties where public services are already in place
City Council	Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Educate property owners and potential 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 (#7)
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

845 - Brownfield Redevelopment Fund / Rochester & Avon

Significant Revenue, Expenditure, Staffing & Program Notes:

- No significant changes in FY 2027

Budget Summary Report

845 Brownfield Redevelopment Authority - Avon @ Rochester Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ -	$ 13,629	$ 17,570	$ 19,150	$ 19,680	$ 20,170
Other Intergovernmental	12,179	19,243	18,360	24,220	24,900	25,520
Investment Earnings	59	17	-	-	-	-
TOTAL	**$ 12,238**	**$ 32,889**	**$ 35,930**	**$ 43,370**	**$ 44,580**	**$ 45,690**

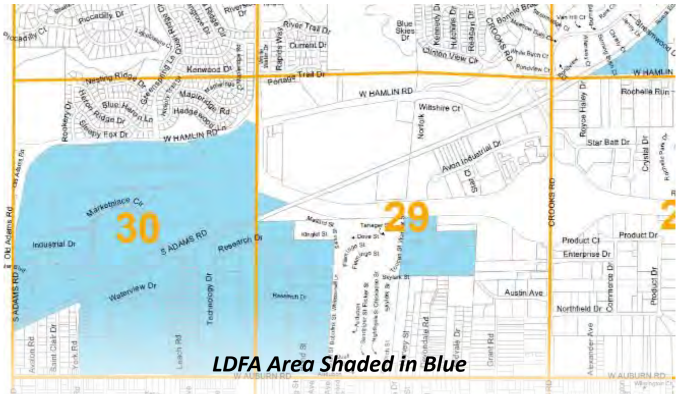
845 Brownfield Redevelopment Authority - Avon @ Rochester Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 11,813	$ -	$ -	$ -	$ -	$ -
Other Services	-	29,445	34,850	42,070	43,240	44,320
Transfer Out	365	911	1,080	1,300	1,340	1,370
TOTAL	**$ 12,178**	**$ 30,356**	**$ 35,930**	**$ 43,370**	**$ 44,580**	**$ 45,690**

Statement of Revenues / Expenditures and Changes in Fund Balance

845 Brownfield Redevelopment Authority - Avon @ Rochester Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ -	$ 13,629	$ 17,570	$ 19,150	$ 19,680	$ 20,170
Other Intergovernmental	12,179	19,243	18,360	24,220	24,900	25,520
Investment Earnings	59	17	-	-	-	-
TOTAL REVENUES	**$ 12,238**	**$ 32,889**	**$ 35,930**	**$ 43,370**	**$ 44,580**	**$ 45,690**

845 Brownfield Redevelopment Authority - Avon @ Rochester Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Economic Development	$ 11,813	$ 29,445	$ 34,850	$ 42,070	$ 43,240	$ 44,320
Transfer-Out	365	911	1,080	1,300	1,340	1,370
TOTAL EXPENDITURES	**$ 12,178**	**$ 30,356**	**$ 35,930**	**$ 43,370**	**$ 44,580**	**$ 45,690**
Excess Revenue Over / (Under) Expenditures	$ 60	$ 2,533	$ -	$ -	$ -	$ -
Fund Balance - Beginning	**$ -**	**$ 60**	**$ 60**	**$ 60**	**$ 60**	**$ 60**
Fund Balance - Ending	**$ 60**	**$ 2,593**	**$ 60**	**$ 60**	**$ 60**	**$ 60**

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 from manufacturing and high technology companies within the LDFA District, in accordance with Michigan Public Act 57 of 2018, 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 is generally bound 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, with an expansion in 2005 to add properties on Hamlin Road and at the northern terminus of Devondale Road.

In accordance with Michigan Public Act 281, a 13 member LDFA was established, consisting of representatives from all local school jurisdictions, land owners in the LDFA area, and experts in the fields of real estate and property appraisal. The LDFA is a benefit to the City as 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 reviews the status of various projects, reviews and approves proposed amendments to the LDFA Plan, reviews and approves the annual budget, conducts studies, evaluates needs and opportunities for the development and/or improvement of public infrastructure to support industrial and technology parks and facilities, and provides guidance to City officials in the areas of business attraction and retention.

The LDFA has adopted a number of studies and plans to help assist the City in keeping and attracting businesses and jobs in the LDFA area including the LDFA Development Plan and Financing Plan (1995, amended in 2009 and again in 2025), the SmartZone Development Plan and Financing Plan (2005), and the M-59 Corridor Study (2012). The recent amendment extends the LDFA through December 31, 2045

Goals:

Department	Promote a diversified tax base and high-quality employment opportunities
City Council	Infrastructure Management (#3) / Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Study the LDFA district's potential, market driven, business development opportunities per the LDFA's financing guidelines aligned with manufacturing and high tech companies and align with City's Economic Development Strategy
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

848 - Local Development Finance Authority Fund

Goals:	
Department	Utilize incentive programs 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 Management (#3) / Economic / Tax Base (#7)
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 Tax Increment Financing rules and other State or County programs to determine potential impacts

Goals:	
Department	Fund or provide access to resources that support the marketability of technology parks and the development of facilities for manufacturing and technology businesses
City Council	Infrastructure Management (#3) / Economic / Tax Base (#7)
Departmental Objectives:	
On-Going	Maintain existing infrastructure in the LDFA area, including the public road system, so that it remains viable and effective at transporting traffic safely and enhances the aesthetic appeal of the area
On-Going	Support non-motorized infrastructure systems that prove attractive to companies and local workforce

Goals:	
Department	Market and promote the LDFA District, its land, and facilities to prospective companies and talent
City Council	Economic / Tax Base (#7)
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 to market the Rochester Hills community and specifically LDFA real estate opportunities
On-Going	Provide an entranceway matching grant program as a means to encourage industrial and office subdivisions within the LDFA to enhance or improve signage or landscaping

Significant Revenue, Expenditure, Staffing & Program Notes:

- Other Intergovernmental decreased [(28%) or ($86,470)] due to decrease in contribution from Oakland County
- Interest Earnings increased [33% or $27,260] due to anticipated decrease in Federal Funds Rate
- Transfer Out decreased [(100%) or ($641,380)] due to LDFA's contributions in FY 2026 to the Major Road Fund for the Traffic Signal Upgrade [Technology Drive @ Auburn Road] and the transfer of funds to the Pathway Construction Fund for the Adams Road Corridor pathway enhancements through the Oakland County Access to Transit Grant

Budget Summary Report

848 LDFA Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 801,431	$ 904,550	$ 920,030	$ 942,400	$ 953,400	$ 963,660
Other Intergovernmental	236,306	271,305	309,450	222,980	229,140	234,870
Investment Earnings	212,383	152,187	81,770	109,030	131,750	148,780
TOTAL	**$ 1,250,120**	**$ 1,328,042**	**$ 1,311,250**	**$ 1,274,410**	**$ 1,314,290**	**$ 1,347,310**

848 LDFA Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Personnel	$ 88,012	$ 96,001	$ 157,420	$ 160,300	$ 164,400	$ 168,980
Supplies	754	3,067	5,000	5,000	5,000	5,000
Professional Services	34,442	68,912	350,000	350,000	175,000	175,000
Other Services	-	-	2,000	2,000	2,000	2,000
Transfer Out	3,002,250	41,000	641,380	0	400,000	1,400,000
TOTAL	**$ 3,125,458**	**$ 208,980**	**$ 1,155,800**	**$ 517,300**	**$ 746,400**	**$ 1,750,980**

Personnel Staffing Trend

Full-Time Equivalent (FTE):	2022	2023	2024	2025	2026	2027
Economic Development Manager	0.50	0.50	0.50	0.50	0.50	0.50
Economic Development Specialist	0.00	0.00	0.00	0.00	0.50	0.50
	0.50	**0.50**	**0.50**	**0.50**	**1.00**	**1.00**

Local Development Finance Authority Fund / Performance Indicators

	Actual 2022	Actual 2023	Actual 2024	Actual 2025	June 2026	Projected 2026	Projected 2027
Number of Meetings Held	3	3	3	5	2	5	5

848 - Local Development Finance Authority Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

848 Local Development Finance Auth Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 801,431	$ 904,550	$ 920,030	$ 942,400	$ 953,400	$ 963,660
Other Intergovernmental	236,306	271,305	309,450	222,980	229,140	234,870
Investment Earnings	212,383	152,187	81,770	109,030	131,750	148,780
TOTAL REVENUES	**$ 1,250,120**	**$ 1,328,042**	**$ 1,311,250**	**$ 1,274,410**	**$ 1,314,290**	**$ 1,347,310**

848 Local Development Finance Auth Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Economic Development	$ 123,208	$ 167,980	$ 514,420	$ 517,300	$ 346,400	$ 350,980
Transfer-Out	3,002,250	41,000	641,380	0	400,000	1,400,000
TOTAL EXPENDITURES	**$ 3,125,458**	**$ 208,980**	**$ 1,155,800**	**$ 517,300**	**$ 746,400**	**$ 1,750,980**
Excess Revenue Over / (Under) Expenditures	-$1,875,338	$ 1,119,062	$ 155,450	$ 757,110	$ 567,890	-$403,670
Fund Balance - Beginning	**$ 4,235,274**	**$ 2,359,936**	**$ 2,725,596**	**$ 3,359,716**	**$ 4,129,586**	**$ 5,032,026**
Fund Balance - Ending	**$ 2,359,936**	**$ 3,478,998**	**$ 2,881,046**	**$ 4,116,826**	**$ 4,697,476**	**$ 4,628,356**

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 / Natural Resources (#5) / Community / Neighborhoods / Cultural (#6)
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 proposed for FY 2027

Budget Summary Report

870 RH Museum Foundation Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 621	$ 595	$ 100	$ 100	$ 100	$ 100
Other Revenue	2,150	300	-	-	-	-
TOTAL	**$ 2,771**	**$ 895**	**$ 100**	**$ 100**	**$ 100**	**$ 100**

870 RH Museum Foundation Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Professional Services	$ 20	$ 20	$ 100	$ 100	$ 100	$ 100
TOTAL	**$ 20**	**$ 20**	**$ 100**	**$ 100**	**$ 100**	**$ 100**

870 - Museum Foundation Trust Fund

Statement of Revenues / Expenditures and Changes in Fund Balance

870 RH Museum Foundation Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Investment Earnings	$ 621	$ 595	$ 100	$ 100	$ 100	$ 100
Other Revenue	2,150	300	-	-	-	-
TOTAL REVENUES	**$ 2,771**	**$ 895**	**$ 100**	**$ 100**	**$ 100**	**$ 100**

870 RH Museum Foundation Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Parks & Recreation	$ 20	$ 20	$ 100	$ 100	$ 100	$ 100
TOTAL EXPENDITURES	**$ 20**	**$ 20**	**$ 100**	**$ 100**	**$ 100**	**$ 100**
Excess Revenue Over / (Under) Expenditures	$ 2,751	$ 875	$ -	$ -	$ -	$ -
Fund Balance - Beginning	**$ 10,699**	**$ 13,450**	**$ 13,450**	**$ 13,450**	**$ 13,450**	**$ 13,450**
Fund Balance - Ending	**$ 13,450**	**$ 14,325**	**$ 13,450**	**$ 13,450**	**$ 13,450**	**$ 13,450**

Grand Total Component Unit Funds

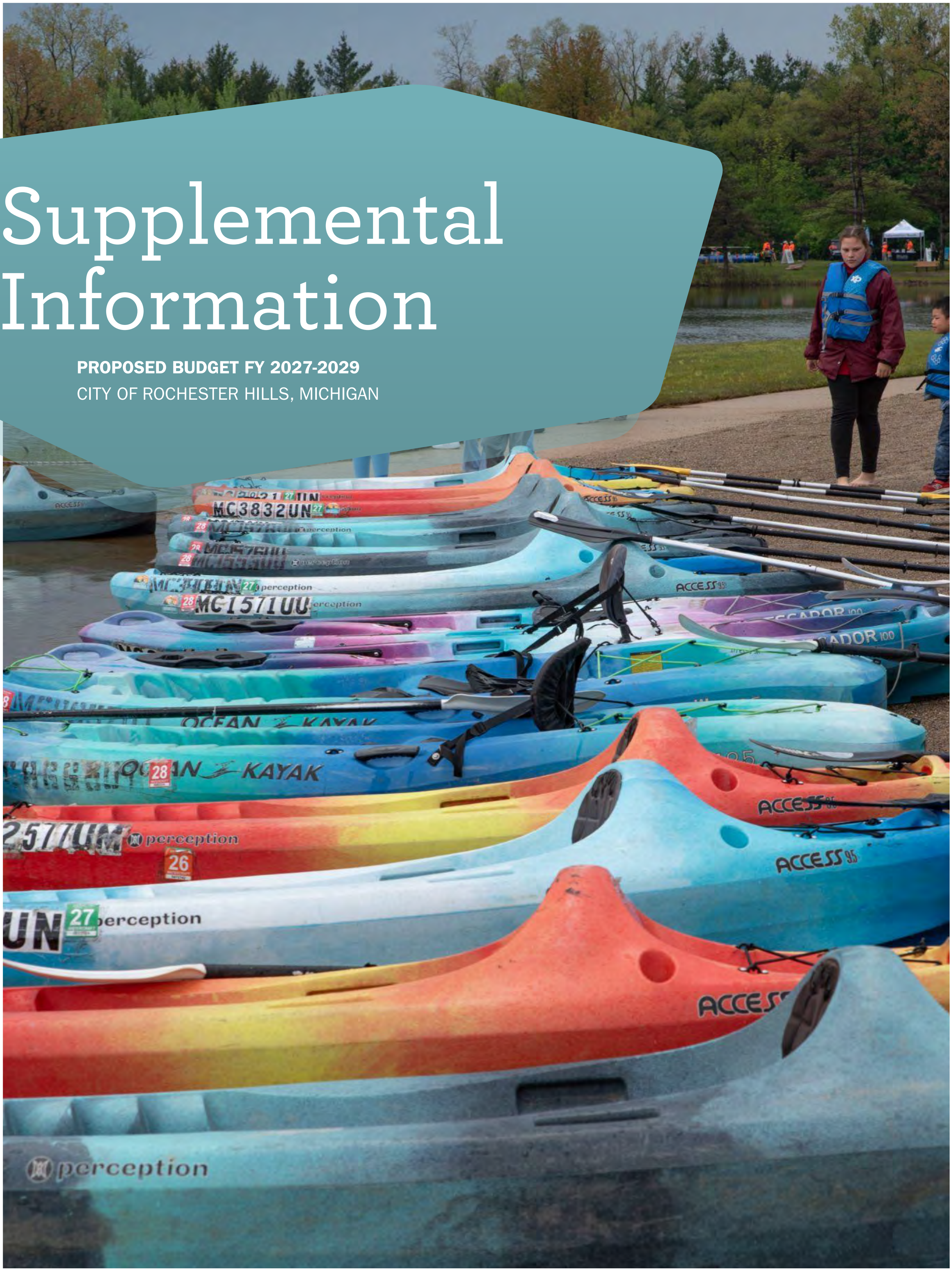
Statement of Revenues / Expenditures and Changes in Fund Balance

Grand Total Component Unit Fund Revenues	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
City Taxes	$ 930,420	$ 1,102,752	$ 1,188,450	$ 1,254,010	$ 1,273,590	$ 1,291,850
Other Intergovernmental	729,654	931,342	1,024,130	1,059,870	1,089,090	1,116,310
Investment Earnings	226,920	169,106	82,170	109,560	132,440	149,620
Other Revenue	2,150	300	-	-	-	-
Transfer - In	18,670	25,672	29,200	34,150	35,110	35,990
TOTAL REVENUES	**$ 1,907,814**	**$ 2,229,172**	**$ 2,323,950**	**$ 2,457,590**	**$ 2,530,230**	**$ 2,593,770**

Component Unit Fund Expenditures	2024 Audited Actual	2025 Audited Actual	2026 Amended Budget	2027 Proposed Budget	2028 Projected Budget	2029 Projected Budget
Economic Development	$ 730,217	$ 999,437	$ 1,468,320	$ 1,631,650	$ 1,491,430	$ 1,524,620
Parks & Recreation	20	20	100	100	100	100
Transfer-Out	3,020,920	66,672	670,580	34,150	435,110	1,435,990
TOTAL EXPENDITURES	**$ 3,751,157**	**$ 1,066,129**	**$ 2,139,000**	**$ 1,665,900**	**$ 1,926,640**	**$ 2,960,710**
Excess Revenue Over / (Under) Expenditures	-$1,843,343	$ 1,163,043	$ 184,950	$ 791,690	$ 603,590	-$366,940
Fund Balance - Beginning	**$ 3,417,696**	**$ 1,574,353**	**$ 2,737,396**	**$ 2,922,346**	**$ 3,714,036**	**$ 4,317,626**
Fund Balance - Ending	**$ 1,574,353**	**$ 2,737,396**	**$ 2,922,346**	**$ 3,714,036**	**$ 4,317,626**	**$ 3,950,686**

Supplemental Information

PROPOSED BUDGET FY 2027-2029
CITY OF ROCHESTER HILLS, MICHIGAN



Budgeted Position History

	2022 Base Budget		2023 Base Budget		2024 Base Budget		2025 Base Budget		2026 Base Budget		2027 Base Budget	
	P/T	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T	F/T
General Fund												
Mayor's Department	1.00	12.00	-	13.00	-	12.75	2.00	12.75	2.00	12.75	2.00	12.75
Elections Division	246.00	1.00	246.00	1.00	251.00	1.00	256.00	1.00	310.00	1.00	307.00	1.00
Accounting Division	-	8.15	-	8.15	-	8.20	-	8.20	-	8.20	-	8.20
Assessing Department	1.00	7.00	1.00	7.00	1.00	7.00	1.00	7.00	1.00	7.00	1.00	7.00
Clerks Department	-	6.70	-	6.70	-	6.70	-	6.75	-	6.75	-	6.75
Human Resources	1.00	4.95	1.00	4.95	1.00	4.95	3.00	4.95	3.00	4.95	4.00	4.95
Treasury Division	2.00	3.25	2.00	3.25	1.00	3.25	1.00	3.25	1.00	3.25	1.00	3.25
Media Division	1.00	1.50	1.00	1.50	1.00	1.75	1.00	1.75	1.00	1.75	1.00	1.75
Cemetery Division	1.00	2.30	1.00	2.30	1.00	2.30	2.00	2.25	2.00	2.25	2.00	2.25
Crossing Guards	10.00	-	11.00	-	11.00	-	11.00	-	11.00	-	11.00	-
Building Department	6.00	9.85	5.00	11.85	5.00	11.85	5.00	13.40	5.00	13.40	5.00	13.40
Ordinance Compliance	1.00	8.45	1.00	8.45	1.00	8.45	1.00	7.05	2.00	7.05	1.00	7.05
Planning & Economic Development	-	5.00	-	5.00	1.00	4.50	2.00	4.50	1.00	5.00	1.00	5.00
Weed Control	-	0.35	-	0.35	-	0.35	-	0.20	-	0.20	-	0.20
Parks Department	53.00	7.30	53.00	8.30	53.00	8.75	60.00	9.15	60.00	9.15	69.00	10.15
Grounds Maintenance Division	9.00	5.15	9.00	5.15	7.00	7.45	7.00	7.70	7.00	8.70	8.00	8.70
Natural Resources Division	1.00	5.70	2.00	5.55	2.00	5.45	2.00	5.65	2.00	5.65	2.00	5.65
Museum Division	7.00	3.15	6.00	4.30	6.00	4.30	8.00	4.30	7.00	5.30	7.00	5.30
TOTAL GENERAL FUND	**340.00**	**91.80**	**339.00**	**96.80**	**342.00**	**99.00**	**362.00**	**99.85**	**415.00**	**102.35**	**422.00**	**103.35**
Major Roads Fund												
Major Road Construction	-	0.80	-	0.80	-	0.80	-	0.80	-	0.80	-	0.80
Major Road Preservation	-	2.55	-	2.55	-	2.55	-	2.55	-	2.60	-	2.60
Major Road Traffic Service	1.00	2.25	1.00	2.25	1.00	3.00	1.00	3.00	1.00	3.05	1.00	3.05
Major Road Winter Maintenance	-	1.00	-	1.00	-	1.00	-	0.95	-	1.00	-	1.00
Major Road Administration	-	0.40	-	0.40	-	0.40	-	0.40	-	0.40	-	0.40
TOTAL MAJOR ROADS FUND	**1.00**	**7.00**	**1.00**	**7.00**	**1.00**	**7.75**	**1.00**	**7.70**	**1.00**	**7.85**	**1.00**	**7.85**
Local Roads Fund												
Local Street Construction	-	2.20	-	2.20	-	2.20	-	2.20	-	2.20	-	2.20
Local Street Preservation	1.00	7.95	1.00	7.95	1.00	7.95	1.00	7.15	1.00	7.25	1.00	7.25
Local Street Traffic Services	-	3.35	-	3.35	-	4.10	-	4.10	-	4.15	-	4.15
Local Street Winter Maintenance	-	2.50	-	2.50	-	2.50	-	2.35	-	2.40	-	2.40
Local Street Administration	-	0.05	-	0.05	-	0.05	-	0.05	-	0.05	-	0.05
TOTAL LOCAL ROADS FUND	**1.00**	**16.05**	**1.00**	**16.05**	**1.00**	**16.80**	**1.00**	**15.85**	**1.00**	**16.05**	**1.00**	**16.05**
Fire Operating Fund												
Fire Operating Fund	1.00	3.25	1.00	3.25	2.00	3.25	2.00	3.25	2.00	3.25	2.00	3.25
Emergency Services Division	2.00	48.00	2.00	48.00	2.00	58.00	2.00	58.00	2.00	58.00	2.00	70.00
Community Risk Reduction Division	3.00	7.00	3.00	7.00	2.00	7.00	-	8.00	-	8.00	-	8.00
Fire Training Division	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
TOTAL FIRE OPERATING FUND	**6.00**	**59.25**	**6.00**	**59.25**	**6.00**	**69.25**	**4.00**	**70.25**	**4.00**	**70.25**	**4.00**	**82.25**
Pathway Maintenance Fund	-	1.05	-	1.05	-	1.05	-	1.05	-	1.20	-	1.20
Water Resource Fund	-	2.10	-	2.10	-	2.10	-	2.10	-	2.15	-	2.15
Green Space & Natural Features	-	0.25	-	0.25	-	0.25	-	0.25	-	0.25	-	0.25
Water & Sewer Operating Fund	5.00	37.55	5.00	37.55	5.00	39.05	5.00	40.05	5.00	40.40	5.00	40.40
Facilities Fund	1.00	9.10	1.00	9.10	1.00	9.10	1.00	9.10	1.00	9.10	1.00	9.10
Management Information Systems	-	8.00	-	8.00	-	6.00	1.00	6.00	1.00	6.00	1.00	6.00
Fleet Equipment Fund	-	8.20	-	8.20	-	8.20	-	8.20	-	8.30	-	8.30
Retiree Health Trust Fund	-	0.10	-	0.10	-	0.05	-	0.10	-	0.10	-	0.10
Local Development Finance Auth	-	0.50	-	0.50	-	0.50	-	0.50	-	1.00	-	1.00
GRAND TOTAL CITYWIDE	**354.00**	**240.95**	**353.00**	**245.95**	**356.00**	**259.10**	**375.00**	**261.00**	**428.00**	**265.00**	**435.00**	**278.00**
Contractual OSCO Deputies	62.00	2.00	63.00	2.00	65.00	2.00	65.00	2.00	64.00	2.00	64.00	2.00

FY 2026 Employee Compensation Schedule

				Annual	
2025	2026	2027	Classification	Minimum 80%	Maximum 100%
0.00	0.00	0.00	12 hr Firefighter/EMT	$72,799	$83,315
34.00	39.00	51.00	24 hr Firefighter/Paramedic	$84,037	$96,664
5.00	0.00	0.00	24-HR Fire Fighter / EMT	$72,800	$83,315
1.00	1.00	1.00	Accountant	$92,235	$106,922
1.00	1.00	1.00	Accounting Manager	$116,155	$134,654
1.00	1.00	1.00	Accounting Technician - A/P	$66,441	$77,023
1.00	1.00	1.00	Accounting Technician - Billing	$66,441	$77,023
1.00	1.00	1.00	Admin Assistant III - Records	$66,441	$77,023
1.00	1.00	1.00	Admin Assistant III - Vital Stats	$66,441	$77,023
1.00	1.00	1.00	Admin Services Supervisor	$86,033	$99,739
1.00	1.00	1.00	Admin Services Supervisor II	$92,235	$106,922
1.00	1.00	1.00	Administrative Assistant II - Assessing	$61,521	$71,323
0.00	1.00	1.00	Administrative Assistant II - PED	$61,521	$71,323
1.00	1.00	1.00	Administrative Assistant II - PNR	$61,521	$71,323
3.00	3.00	3.00	Administrative Assistant III - DPS	$66,441	$77,023
1.00	1.00	1.00	Administrative Associate II - Clerk	$61,521	$71,323
1.00	1.00	1.00	Administrative Associate II - Fire	$61,521	$71,323
1.00	1.00	1.00	Administrative Associate II -Youth Council	$61,521	$71,323
1.00	1.00	1.00	Administrative Coordinator - CC	$78,213	$90,675
1.00	1.00	1.00	Administrative Services Supervisor	$86,033	$99,739
1.00	1.00	1.00	Administrative Specialist - Field Ops	$71,756	$83,184
1.00	1.00	1.00	Administrative Specialist - Fleet	$71,756	$83,184
1.00	1.00	1.00	Administrative Specialist - HR	$71,756	$83,184
1.00	1.00	1.00	Administrative Specialist - IT Operations	$71,756	$83,184
1.00	1.00	1.00	Administrative Specialist - Reservations	$71,756	$83,184
1.00	1.00	1.00	Administrative Supervisor - Fire	$86,033	$99,739
1.00	1.00	1.00	Administrative/Maintenance Specialist	$78,213	$90,675
1.00	1.00	1.00	Appraiser	$78,213	$90,675
2.00	2.00	2.00	Arborist	$78,213	$90,675
1.00	1.00	1.00	Assessing Director	$134,231	$155,607
1.00	1.00	1.00	Assessing Technician II	$71,756	$83,184
1.00	1.00	1.00	Assistant Chief / Fire Marshall	$108,555	$125,847
1.00	1.00	1.00	Building Software Specialist	$78,213	$90,675
3.00	3.00	3.00	Building Technician - Permits	$71,756	$83,184
1.00	1.00	1.00	Building/Ordinance/Facilities Deputy Director	$116,155	$134,654
1.00	1.00	1.00	Building/Ordinance/Facilities Director	$134,231	$155,607
1.00	1.00	1.00	Captain / Assistant Fire Marshall	$113,481	$113,481
1.00	1.00	1.00	Cemetery Administrator	$92,235	$106,922
1.00	1.00	1.00	Cemetery Maintenance Specialist	$66,441	$77,023
1.00	1.00	1.00	Chief Financial Officer	$140,940	$163,391
0.00	1.00	1.00	Chief of Communications	$108,555	$125,847
1.00	1.00	1.00	Chief of Staff	$108,555	$125,847
1.00	1.00	1.00	City Clerk	$134,231	$155,607
1.00	1.00	1.00	Communications Systems Administrator	$92,235	$106,922
1.00	1.00	1.00	Constituent Services Associate	$61,521	$71,323
3.00	3.00	3.00	Construction Inspector II	$78,213	$90,675
1.00	1.00	1.00	Crew Leader - Facilities	$78,213	$90,675
1.00	1.00	1.00	Crew Leader - Fleet	$92,235	$106,922
0.00	1.00	1.00	Crew Leader - Grounds Maint	$86,033	$99,739

FY 2026 Employee Compensation Schedule

				Annual	
2025	2026	2027	Classification	Minimum 80%	Maximum 100%
1.00	1.00	1.00	Crew Leader - Meters	$78,213	$90,675
4.00	4.00	4.00	Crew Leader - Operations	$78,213	$90,675
1.00	1.00	1.00	Crew Leader - Traffic & Sign Shop	$78,213	$90,675
1.00	1.00	1.00	Deputy Assessing Director	$116,155	$134,654
1.00	1.00	1.00	Deputy City Clerk	$116,155	$134,654
0.00	1.00	1.00	Deputy Director - DPS Operations	$125,447	$145,428
1.00	1.00	1.00	Deputy Fire Chief	$125,447	$145,428
0.00	0.00	1.00	Deputy Info Systems Director	$116,155	$134,654
0.00	0.00	0.00	Deputy Information Systems Director	$1	$1
1.00	1.00	1.00	Deputy Public Service Director / City Engineer	$125,447	$145,428
1.00	1.00	1.00	Deputy Treasurer	$116,155	$134,654
1.00	1.00	1.00	DPS Aide II - Transportation	$66,441	$77,023
3.00	3.00	3.00	DPS Aide II - Utilities	$66,441	$77,023
1.00	1.00	1.00	DPS Tech - Transportation/Storm Water	$71,756	$83,184
1.00	1.00	1.00	DPS Technician - Permits	$71,756	$83,184
1.00	1.00	1.00	DPS Technician - Survey	$71,756	$83,184
1.00	1.00	1.00	DPS Technician - Utilities	$71,756	$83,184
1.00	1.00	1.00	Economic Development Manager	$116,155	$134,654
1.00	1.00	1.00	Economic Development Specialist	$71,756	$83,184
1.00	1.00	1.00	Election Specialist	$78,213	$90,675
1.00	1.00	1.00	Emergency Medical Services Coordinator	$110,141	$110,141
1.00	1.00	1.00	Executive Office Manager & Communications Specialist	$86,033	$99,739
5.00	5.00	5.00	Facilities Maintenance Tech II	$71,756	$83,184
1.00	1.00	1.00	Facilities Manager	$108,555	$125,847
1.00	1.00	1.00	Field Services Manager	$108,555	$125,847
1.00	1.00	1.00	Financial Analyst	$78,213	$90,675
1.00	1.00	1.00	Fire & Life Safety Educator	$78,213	$90,675
1.00	1.00	1.00	Fire Chief / Emergency Services Director	$140,940	$163,391
4.00	4.00	4.00	Fire Inspector	$100,936	$109,173
2.00	2.00	2.00	Fiscal Assistant II	$59,876	$69,415
1.00	1.00	1.00	Fleet Manager	$105,650	$122,480
1.00	1.00	1.00	GIS Manager	$98,685	$114,406
1.00	1.00	1.00	GIS Specialist	$78,213	$90,675
1.00	1.00	1.00	GIS Technician	$71,756	$83,184
1.00	1.00	1.00	Grounds Maintenance Manager	$108,555	$125,847
4.00	2.00	2.00	Grounds Maintenance Specialist	$61,521	$71,323
2.00	4.00	4.00	Grounds Maintenance Technician	$56,443	$65,428
5.00	5.00	5.00	Heavy Equipment Operator	$71,756	$83,184
0.00	0.00	0.00	Human Resources Analyst - Staffing	$1	$1
2.00	2.00	2.00	Human Resources Coordinator	$86,033	$99,739
1.00	1.00	1.00	Human Resources Director	$134,231	$155,607
1.00	1.00	1.00	Human Resources Manager	$98,685	$114,406
1.00	1.00	2.00	Info Systems Administrator I	$86,033	$99,739
2.00	2.00	1.00	Info Systems Administrator II	$92,235	$106,922
1.00	1.00	1.00	Information Systems Director	$134,231	$155,607
1.00	1.00	1.00	Inspection Services Manager	$108,555	$125,847
4.00	4.00	3.00	Inspector I - Building	$86,033	$99,739
2.00	2.00	2.00	Inspector I - Electrical	$86,033	$99,739
0.00	0.00	1.00	Inspector I - Mechanical	$86,033	$99,739

FY 2026 Employee Compensation Schedule

				Annual	
2025	2026	2027	Classification	Minimum 80%	Maximum 100%
1.00	1.00	1.00	Inspector II - Multi Trade	$92,235	$106,922
2.00	2.00	2.00	Inspector III - RDP	$98,685	$114,406
7.00	7.00	7.00	Laborer	$56,443	$65,428
1.00	1.00	1.00	Lead Arborist	$92,235	$106,922
1.00	1.00	1.00	Lead Building Inspector	$92,235	$106,922
15.00	15.00	15.00	Lieutenant / Suppression	$108,102	$108,102
12.00	12.00	12.00	Light Equipment Operator	$61,521	$71,323
1.00	1.00	1.00	Light Equipment Operator - Sign Shop	$61,521	$71,323
1.00	1.00	1.00	Mayor	$162,079	$187,896
3.00	3.00	3.00	Mechanic II	$71,756	$83,184
1.00	1.00	1.00	Mechanic III	$78,213	$90,675
1.00	1.00	1.00	Mechanic IV	$86,033	$99,739
1.00	1.00	1.00	Media Production Lead	$92,235	$106,922
3.00	3.00	3.00	Meter Technician	$61,521	$71,323
1.00	1.00	1.00	Multimedia Production Specialist	$78,213	$90,675
1.00	1.00	1.00	Museum Archivist Full-Time	$71,756	$83,184
1.00	1.00	1.00	Museum Event Coordinator	$71,756	$83,184
0.00	1.00	1.00	Museum Maintenance Specialist	$61,521	$71,323
1.00	1.00	1.00	Museum Manager	$108,555	$125,847
1.00	1.00	1.00	Museum Program Coordinator	$78,213	$90,675
1.00	1.00	1.00	Natural Resources Manager	$108,555	$125,847
1.00	1.00	1.00	Naturalist	$86,033	$99,739
1.00	1.00	0.00	Network IT Manager	$98,685	$114,406
2.00	2.00	2.00	Ordinance Inspector	$78,213	$90,675
1.00	1.00	1.00	Ordinance Manager	$108,555	$125,847
1.00	1.00	2.00	Park Ranger A	$86,033	$99,739
1.00	1.00	1.00	Park Ranger B - Aquatics	$92,235	$106,922
1.00	1.00	1.00	Park Ranger B - Playground	$92,235	$106,922
1.00	1.00	1.00	Park Ranger B - Sports	$86,033	$99,739
1.00	1.00	1.00	Park Ranger I	$71,756	$83,184
1.00	1.00	1.00	Parks & Natural Resources Deputy Director	$116,155	$134,654
1.00	1.00	1.00	Parks & Natural Resources Director	$134,231	$155,607
1.00	1.00	1.00	Parks Manager	$108,555	$125,847
1.00	1.00	1.00	Payroll Admin Specialist	$71,756	$83,184
1.00	1.00	1.00	Payroll Administrative Assistant	$66,441	$77,023
1.00	1.00	1.00	Planning & Economic Development Director	$134,231	$155,607
1.00	1.00	1.00	Planning Manager	$116,155	$134,654
1.00	1.00	1.00	Planning Specialist	$71,756	$83,184
1.00	1.00	1.00	Procurement Analyst	$78,213	$90,675
1.00	1.00	1.00	Procurement Assistant I	$71,756	$83,184
1.00	1.00	1.00	Procurement Manager	$116,155	$134,654
1.00	1.00	1.00	Project Engineer	$86,033	$99,739
1.00	1.00	1.00	Public Services Director	$140,940	$163,391
1.00	1.00	1.00	Public Utilities Engineering Manager	$116,155	$134,654
1.00	1.00	1.00	Roads & Pathways Operations Manager	$108,555	$125,847
1.00	0.00	0.00	Senior Advisor, Strategy & Communications	$108,555	$125,847
2.00	2.00	2.00	Senior Appraiser	$92,235	$106,922
1.00	1.00	1.00	Senior Financial Analyst	$96,044	$111,344
2.00	2.00	2.00	Senior Procurement Analyst	$92,235	$106,922

FY 2026 Employee Compensation Schedule

				Annual	
2025	2026	2027	Classification	Minimum 80%	Maximum 100%
3.00	3.00	3.00	Suppression Battalion Chief	$116,594	$116,594
1.00	1.00	1.00	Training Coordinator - Fire	$110,140	$110,140
1.00	1.00	1.00	Transportation Engineering Manager	$116,155	$134,654
1.00	1.00	1.00	Treasury Assistant	$61,521	$71,323
1.00	1.00	1.00	Treasury Technician	$71,756	$83,184
1.00	1.00	1.00	Utilities Engineer Specialist	$92,235	$106,922
1.00	1.00	1.00	Water & Sewer Operations Manager	$116,155	$134,654
1.00	1.00	1.00	Water Resources Specialist	$86,033	$99,739
2.00	2.00	2.00	Water/Sewer Tech II	$71,756	$83,184
1.00	1.00	1.00	Water/Sewer Tech III	$86,033	$99,739
1.00	1.00	1.00	Water/Sewer Tech IV	$92,235	$106,922
261.00	**265.00**	**278.00**			

Historical Outline

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.

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 proposed 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.

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.

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.

2010 August 3 / City Primary:

Local Street millage request (0.3545 mills, 10 years) approved.

OPC operating millage (0.2403 mills, 10 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.

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.

2015 November 3 / General Election:

OPC Transportation millage renewal plus additional millage (0.1000 mill, 11 years) approved.

2019 November 5 / General Election:

Local Street millage request renewal of the expiring three local street millages into one combined local street millage (1.0965 mills, 10 years) approved.

2020 August 4 / Primary Election:

OPC Operating millage renewal plus additional millage (0.3200 mills, 10 years) approved.

2021 November 2 / General Election:

Park System Facilities millage request (0.1660 mills, 10 years) approved.

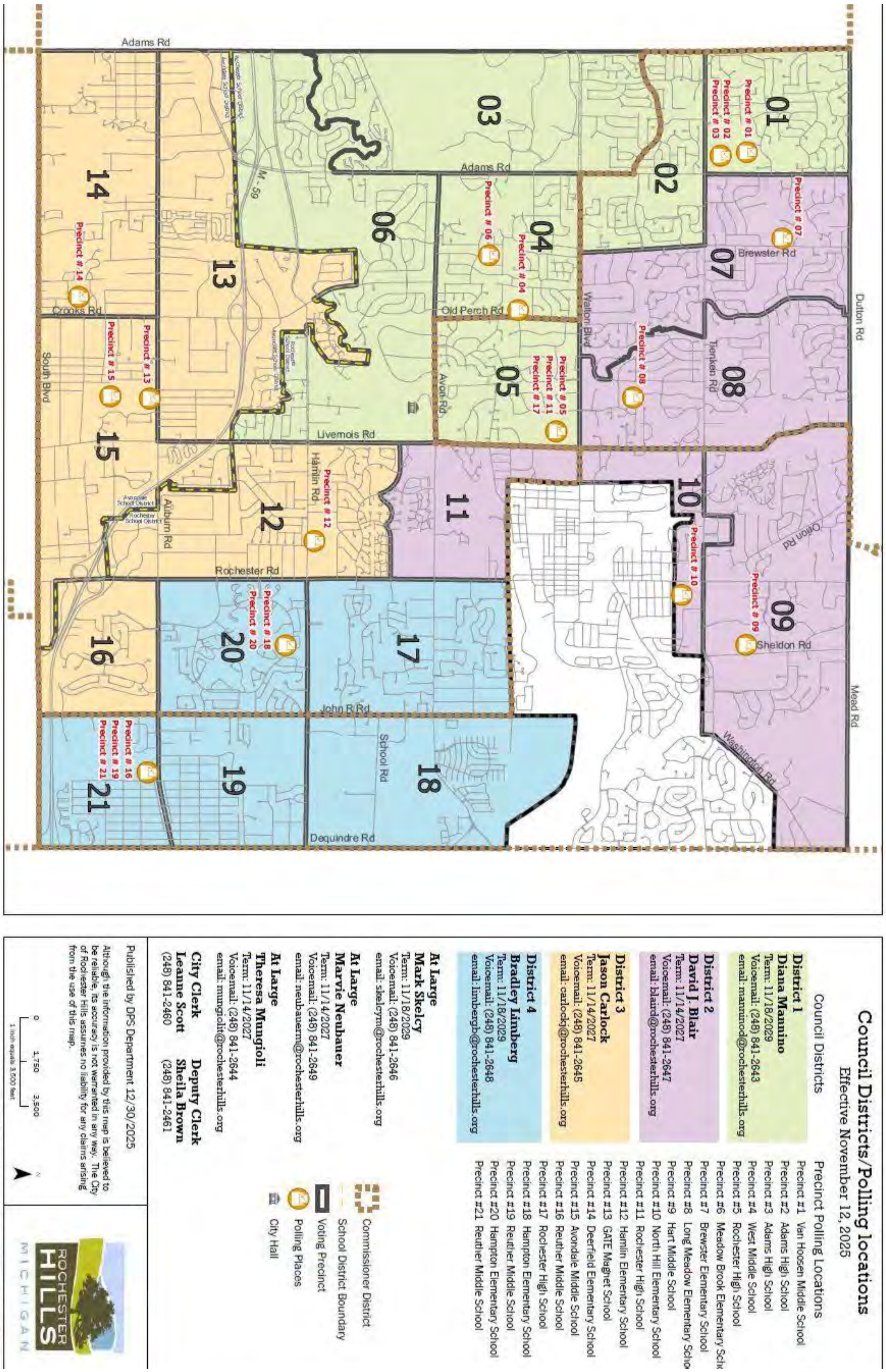
2023 November 7 / General Election:

Police millage request renewal of the expiring two Police millages into one combined Police millage (3.4864 mills, 10 years) approved.

2024 August 6 / Primary Election:

Library II Operating millage request (0.39 mills, 10 years) approved.

City Council Districts & Polling Locations Map



Glossary

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.

Annual Comprehensive Financial Report (ACFR) – A set of financial statements comprising the audited financial report of the City.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

ARPA – The American Rescue Plan Act of 2021.

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.

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 Expenditures - Major construction, acquisition, or renovation activities with a cost of $10,000 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 or capital outlay.

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 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 anon-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

FASB - Financial Accounting Standards Board. The board responsible for issuing accounting and financial reporting standards in the U.S.

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).

Fiduciary Fund - A fund used to report assets held in a trustee or agency capacity for others and cannot be used to support the City's own programs.

Fiscal Year (FY) - 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

GAAFR – Governmental Accounting, Auditing and Financial Reporting.

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.

GFOA – Government Finance Officers Association

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

Major Funds - Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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.

Non-Major Funds - Any fund that is less than 10 percent of corresponding totals for all governmental or enterprise funds, and less than 5 percent of the aggregate amount for all governmental and enterprise funds. It should also meet the criteria of not being particularly important to the financial statement users.

O

Obligations - Amounts that a government may be legally liable to meet. They include not only actual liabilities, but also encumbrances not yet paid.

Older Persons Commission (OPC) – A component unit of the City.

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.

Rochester Avon Recreation Authority (RARA) – A component unit of the City.

S

SEMCOG - Southeast Michigan Council of Governments.

SMART - Suburban Mobility Authority for Regional Transportation.

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.

Glossary

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, 2026 through June 30, 2026.

Index

A

B

C

D

E

F

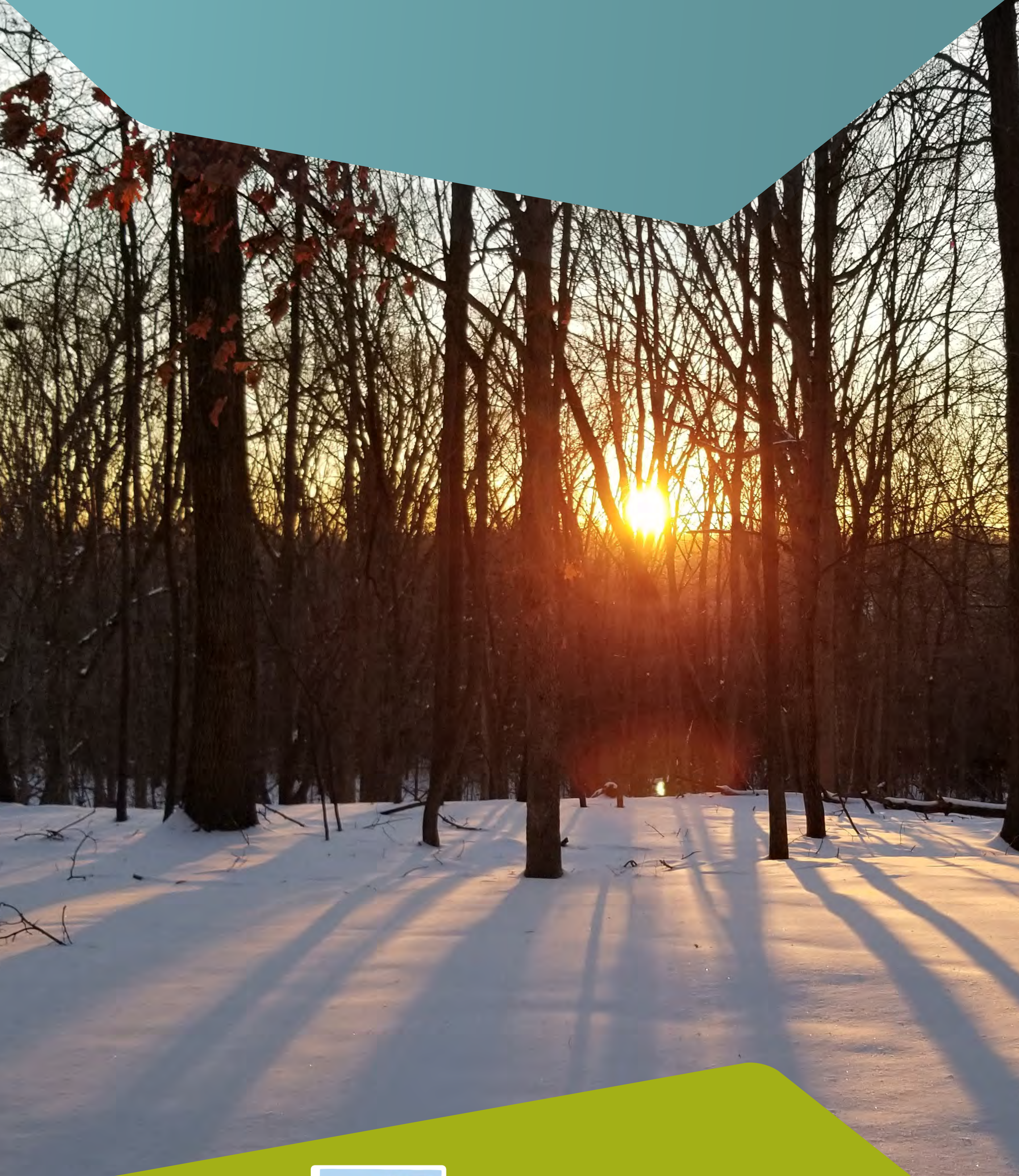
G

Glossary

V

W

Z



ROCHESTER HILLS MICHIGAN

1000 Rochester Hills Dr.
Rochester Hills, MI
www.rochesterhills.org