

# CITY OF BRIGHTON, MI

Adopted Budget

FY 2015 - 2016



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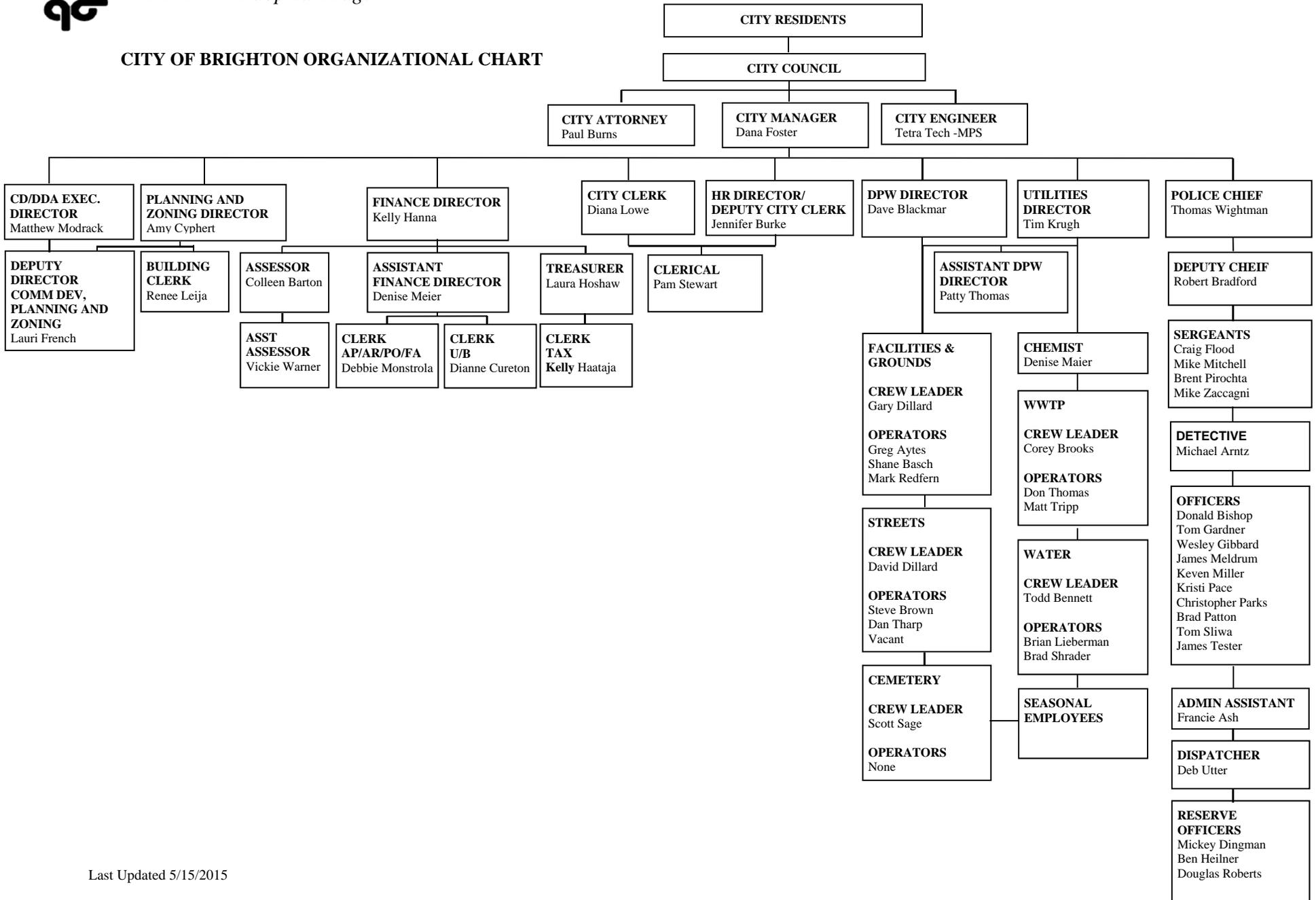
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brighton, Michigan for its annual budget for the fiscal year beginning July 1, 2014.

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



CITY OF BRIGHTON ORGANIZATIONAL CHART





To All City Council Members:

Transmitted herein is my proposed budget for Fiscal Year 15-16. The challenge in writing a budget transmittal message is determining what's most important to bring to your attention before presenting the numbers, supporting data, and more detailed explanations of the numbers in the remaining components of the proposed budget book document.

It seems to me that a City Manager must assume that the primary audience for a budget transmittal is the City Council along with all citizens and stakeholders of our city. In a Council-Manager form of government such as we have in Brighton, Michigan, the City Council is the legislative branch and our city's policy-making branch of city government.

Legislation and policy-making is hard work. Therefore, whoever is in an elected legislative role at any level of government in our nation has a difficult job. Service as a legislator / policy-maker is hard work.

Deliberation on a proposed budget is one of the most important parts of the legislative and policy-making process of any unit of government in my opinion. Hence deliberation on a proposed budget is another example of: "legislation and policy-making is hard work". I will return to that theme later in this transmittal message.

**Variables affecting the preparation of the Proposed FY 15-16 Budget:**

- The upcoming May 5<sup>th</sup> statewide election on the Road-Funding related Ballot Proposal 1. I am concerned about what happens next if that ballot proposal does not pass. More specifically, I am concerned that the Governor and State Legislature will reconsider the proposal of last December's Lamé Duck Session of the State Legislature which would have shifted significant funding away from Statutory Revenue Sharing to Statewide Road Funding Needs. Statutory Revenue Sharing is one of our key General Fund revenue sources.
- The demographics of our city government organization's workforce are such that we have incurred significant unbudgeted costs related to retirements during this current fiscal year. And we could incur significant costs related to retirements during the next 1 to 6 years. The good news here is that our organization's demographics reflect the fact that we have had many dedicated employees who have served our city and community for over two decades. And for that I say: Thank you to those employees for their service and what a great run we have all experienced together!
- Michigan Tax Tribunal (MTT) related property assessment appeals. We have already incurred several large payouts on large assessment appeal related settlements that reached the Tax Tribunal level during last fiscal year and the current fiscal year for our three property tax-related Funds: the General Fund, the DDA Fund, & LDFA Fund. We expect additional MTT related settlement payouts and related MTT appeal costs (legal fees, appraisal fees, etc.) in FY 15-16 for the same three Funds. The unknown with respect to large-scale pending MTT appeal cases is: What the possible settlement payments may be. The proposed FY 15-16 budget includes a contingency budget (estimate) for those pending MTT cases. But it is a



significant challenge when preparing a proposed budget due to the unknown outcomes of those MTT appeals.

The MTT appeals have been a collective symptom of the 2008 Economic Crash and related impacts on property values. Although we are seeing incremental improvements in our overall property values and related property tax revenues, the MTT Appeals illustrate how we, as with all Michigan local governments, are still working our way through the very real effects of the crash.

- A large-scale new private sector redevelopment proposal for North 2<sup>nd</sup> Street. This pending redevelopment proposal has resulted in our need to accelerate significant North 2<sup>nd</sup> Street infrastructure improvements. That in turn has prompted us to develop a proposed 3-way financing partnership involving our General Fund, DDA Fund, and Utilities Fund.

### **Highlights of the Proposed FY 15-16 Budget & related updated 6-year Forecasts:**

- In recent years, I have tried to focus more attention to the fact that our “City Budget” is actually a collection of budgets for several different Funds. Each Fund must have its own balance sheet and a balanced budget per State of Michigan laws governing municipal government finance. With that in mind, I would encourage you to take a look at the “Financial Organizational Chart” on page 63 of this proposed budget book to see all of the various Funds of our City Budget.
- There are some very important proposed Interfund Financing Partnerships that are part of this overall Proposed FY 15-16 City Budget involving the General Fund, DDA Fund, Utilities Fund, and LDFFA Fund. These proposed partnerships are for the purpose of moving high profile infrastructure improvement projects forward into implementation such as the North 2<sup>nd</sup> Street infrastructure improvements, the CSX-West Parking Lot in our downtown, the Brighton Interiors Drive improvements to facilitate a new industrial redevelopment project, the first phase of a Street lighting change out to more efficient and cost-saving LED Lighting, and several street pavement improvements.
- Several Water & Sewer Utilities related infrastructure and maintenance improvements while limiting our overall water/sewer consumption rate increase to 2.8 %.
- A continued improving trend for our General Fund fund balance for the next 6 years which consists of two components: The unreserved / unrestricted fund balance and the committed fund balance which was started in FY11/12. Starting in FY14/15, the committed fund balance for the General Fund is funded by annual transfers equal to the annual amount of reduction in debt service payments compared to FY13/14 debt service level. Transfers to the committed fund balance have the same effect as expenditures have on the unreserved fund balance. Future uses of the committed fund balance can only occur via an Act of Congress... er I mean via City Council resolution.
- **I am also proposing one possible alternative General Fund Budget plan for FY 15-16 and the remaining out-years of the updated 6-year forecast for the General Fund to include a new and additional transfer to committed fund balance of \$ 100,000 per year for future Succession Planning and Retirement Cost contingency purposes. Some transitions in some City departments due to upcoming retirements may require temporary over-**



**staffing (staffing above planned budgeted staffing levels) in order to implement orderly transitions in our operations.**

- **I am also proposing one possible alternative General Fund Budget plan for FY 15-16 and the remaining out-years of the updated 6-year forecast for the General Fund to include the completion of the Residential Curb & Gutter related infrastructure improvements plan.**
- Although my proposed FY 15-16 Budget includes funding for several Year 1 projects of our recently submitted updated 6-year Capital Improvements Program (CIP), there are several more Year 1 CIP projects that should be implemented in FY 15-16. And those projects are highlighted in a list on page 170 in this proposed budget book. **I am recommending that those given unfunded Year 1 CIP projects be deferred for further City Council consideration after the May 5<sup>th</sup> Road-Funding Proposal 1 election --- after we know what might be the outcomes of that election including any related actions taken by the State Legislature and Governor if that Proposal is Not approved by the voters.**
- For the same above-stated logic related to the unknown outcomes of the May 5<sup>th</sup> Proposal 1 election; I am recommending deferral of action / consideration of some additional operating budget funding requests from various Department Directors. Copies of those requests are included in this Proposed Budget Book document.

**Important Budget-related Policy Decisions for the City Council that are part of this Proposed Budget:**

As I stated earlier in this transmittal; deliberations on a proposed budget are the hardest part of the overall legislative / policy-making process in my view. With that in mind, here are some key and important policy decision-points that are contained in this overall proposed budget book / document:

- **K-9 Officer Program.** Should it go forward or not? It is not a General Fund Budget decision per se because we have the funding for the startup costs from the Drug Forfeiture Fund.
- **Downtown Parking Enforcement Program.** This Proposed Budget includes the related proposed DDA Fund transfer to the General Fund for police department enforcement costs.
- **Proposed CIP Bond Issue for N. 2nd Street, Brighton Interiors' Drive, and possibly the larger-scale Pavement Improvement projects in the recently-submitted updated 6-year CIP Book & the related proposed 3-way partnership of the Utilities Fund, DDA Fund, & LDFA Fund.** The updated 6-year Forecasts assume such a CIP Bond Issue.
- **Does the City Council want to deliberate any further on the possibility of a Street Improvements-related Millage Election Proposal and relative to the Cash vs. Bonding CIP Funding Options' Analysis that Finance Director Kelly Hanna presented in the recent CIP Funding-related Early Blue Sky Worksession of February 19, 2015 ?**



- **Would City Council consider approval of the City Manager's recommended alternative General Fund Budget Plan to implement CIP Bond financing for the completion of the Residential Curb & Gutter infrastructure improvements plan in addition to the recommended proposed Interfund CIP Bond Issue Partnership for N. 2<sup>nd</sup> Street, Brighton Interiors Drive, and several Street Pavement improvement projects?** CIP Bond financing as an option for the as-yet-to-be-funded Residential Curb & Gutter infrastructure improvements was also part of our Finance Director's analysis presented in the recent CIP Funding-related Early Blue Sky Worksession of February 19, 2015.

- **Proposed Utilities Reserve Fund to DDA Fund and DDA Fund to Utilities Reserve Fund interfund transfer for the CSX-West Parking Lot project**

- **A possible new ongoing annual committed fund balance transfer ( General Fund ) for Succession Planning/Retirement Payouts' reserves purposes and related alternative General Fund Budget Plan.**

- **Deferral of several proposed Year 1 CIP projects until after the outcomes of the upcoming Proposal 1 election**

- **Should the City Council opt-in or opt out of the State Hard-cap Limits for City Health Insurance Cost participation levels. As I understand it, the City Council has the option to "opt-out" for a 1-year period each year. If City Council does not vote to do such an opt-out, then we/City staff assume that we are staying within the Hard-cap limits as established by the State each year.** Enclosed in this Proposed Budget Book document are copies of recent communications related to this Health Insurance cost situation and the State Law related requirements.

- **The Utilities Rate Increase decision** which is always a policy decision-point of each annual proposed City Budget review and deliberation process.

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I have the following Thank-You (s) to state for the record:

1. To Finance Director Kelly Hanna and Asst. Finance Director Denise Meier. Their budget analysis work is outstanding. You will see their analyses in the several summary analyses and narrative explanations for each of our Funds and the various activity budgets.
2. To the DDA Executive Director / Community Development Director Matt Modrack and Deputy Community Development/Planning Director Lauri French for their work with Kelly Hanna for the DDA Fund forecast updating process along with related review time with the DDA Board's Budget Subcommittee.
3. To Planning/Zoning Director Amy Cyphert for her role as our City's CIP Coordinator and the related CIP process improvement of the past two years.



4. To the combination of Deputy City Clerk/Human Resources Director Jennifer Burke, Finance Director Kelly Hanna, and City Labor Attorney Dennis Gabrian for their ongoing collaborative work with Health Insurance Cost analysis and related labor contracts' compliance analysis for budget preparation purposes.
5. To the combination of our City Attorneys Paul Burns & Brad Maynes, our City Assessor Colleen Barton, and our Finance Director Kelly Hanna for their teamwork on MTT-tax tribunal cases. This has been a very challenging process of recent years. Their combined teamwork in this process has a direct impact on the revenue side of the ledger for our property tax-related Funds.
6. All of our Department Directors for their work on tasks & analysis in the budget prep process.
7. To All of our City of Brighton city government organization's employees, members of our several City of Brighton City Government's advisory boards and commissions, and our elected City Council Members. I have stated publicly several times during recent years that I believe that all of our successes/achievements are the result of lots of moving parts and processes that all need to keep moving forward together at the same time. We have an incredible level of dedication to service and progress for Brighton citizens and stakeholders that I observe every day by all of the above-referenced individuals.
8. And to the two-member City Council Budget & Finance Subcommittee of Council Member Bohn and Council Member Tobbe. The Subcommittee provides valuable City Council-level feedback on proposals that my staff members and I are contemplating. They have to expend significant time with reading and in meetings during the month of February and early March with the City Manager and Finance Director during the final stages of the budget prep and analysis process.

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Thank you for your time with this transmittal and thank you for your time in reviewing the attached materials. Fellow City of Brighton City Staff Members and I look forward to the upcoming Budget Review work sessions with City Council on March 24, 25, 26.

Respectfully Submitted,

Dana W. Foster, City Manager



FY 2015-16 Adopted Budget

CITY OF BRIGHTON  
GENERAL FUND SUMMARY

Without Committed Fund Balance Transfer

SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

	13-14 Year End <u>Actual</u>	14-15 Adopted <u>Budget</u>	FY 2014-15 Year-end <u>Projection</u>	15-16 <u>Forecast</u>	16-17 <u>Forecast</u>	17-18 <u>Forecast</u>	18-19 <u>Forecast</u>	19-20 <u>Forecast</u>	20-21 <u>Forecast</u>
Revenue	7,536,060	7,626,141	7,833,878	8,039,966	7,989,222	8,165,255	8,351,725	8,569,936	8,759,099
Less: Expenditures	7,822,437	7,655,211	7,988,149	7,885,329	7,734,967	7,857,874	8,114,442	8,256,985	8,441,484
<b>Funds Available</b>	<b>(286,378)</b>	<b>(29,070)</b>	<b>(154,272)</b>	<b>154,637</b>	<b>254,255</b>	<b>307,381</b>	<b>237,283</b>	<b>312,952</b>	<b>317,615</b>
Less: Committed Fund Balance-Capital	-	40,338							
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(69,408)</b>	<b>(154,272)</b>	<b>154,637</b>	<b>254,255</b>	<b>307,381</b>	<b>237,283</b>	<b>312,952</b>	<b>317,615</b>
Add: Beginning Unreserved Fund Balance*	1,488,963	1,293,269	1,204,723	1,050,451	1,205,088	1,459,343	1,766,724	2,004,007	2,316,959
<b>Ending Unreserved Fund Balance</b>	<b>1,171,908</b>	<b>1,223,860</b>	<b>1,050,451</b>	<b>1,205,088</b>	<b>1,459,343</b>	<b>1,766,724</b>	<b>2,004,007</b>	<b>2,316,959</b>	<b>2,634,573</b>
Minimum Target Unreserved Fund Balance (15%):	994,941	965,951	1,012,575	1,005,151	1,016,218	1,033,913	1,063,666	1,095,071	1,126,609
<b>Unreserved Fund Balance Over/(Under)</b>									
<b>Minimum Target Fund Balance</b>	<b>176,967</b>	<b>257,910</b>	<b>37,876</b>	<b>199,937</b>	<b>443,125</b>	<b>732,811</b>	<b>940,341</b>	<b>1,221,888</b>	<b>1,507,964</b>
<b>Unreserved Fund Balance as a % of Oper. Expend</b>	<b>18%</b>	<b>19%</b>	<b>16%</b>	<b>18%</b>	<b>22%</b>	<b>26%</b>	<b>28%</b>	<b>32%</b>	<b>35%</b>
<b>Ending Committed Fund Balance-Capital</b>	<b>77,139</b>	<b>117,477</b>	<b>77,139</b>	<b>77,139</b>	<b>77,139</b>	<b>77,139</b>	<b>77,139</b>	<b>77,139</b>	<b>77,139</b>
<b>*Fund Balance for FY14/15 includes \$30,677 of Assigned Fund Balance for Prepaid Expense and Carryover PO's from FY13/14 and \$2,137.81 EDC Restricted FB</b>									



FY 2015-16 Adopted Budget

CITY OF BRIGHTON  
GENERAL FUND SUMMARY

With Committed Fund Balance Transfer

SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

	13-14	14-15	FY 2014-15	15-16	16-17	17-18	18-19	19-20	20-21
	Year End	Adopted	Year-end	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Actual	Budget	Projection	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenue	7,536,060	7,626,141	7,833,878	8,039,966	7,989,222	8,165,255	8,351,725	8,569,936	8,759,099
Less: Expenditures	7,822,437	7,655,211	7,988,149	7,885,329	7,734,967	7,857,874	8,114,442	8,256,985	8,441,484
<b>Funds Available</b>	<b>(286,378)</b>	<b>(29,070)</b>	<b>(154,272)</b>	<b>154,637</b>	<b>254,255</b>	<b>307,381</b>	<b>237,283</b>	<b>312,952</b>	<b>317,615</b>
Less: Committed Fund Balance-Capital	-	40,338	30,950	19,179	149,797	157,844	109,596	174,876	216,510
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(69,408)</b>	<b>(185,222)</b>	<b>135,458</b>	<b>104,458</b>	<b>149,537</b>	<b>127,687</b>	<b>138,076</b>	<b>101,105</b>
Add: Beginning Unreserved Fund Balance*	1,488,963	1,293,269	1,204,723	1,019,501	1,154,959	1,259,417	1,408,954	1,536,641	1,674,717
<b>Ending Unreserved Fund Balance</b>	<b>1,171,908</b>	<b>1,223,860</b>	<b>1,019,501</b>	<b>1,154,959</b>	<b>1,259,417</b>	<b>1,408,954</b>	<b>1,536,641</b>	<b>1,674,717</b>	<b>1,775,821</b>
Minimum Target Unreserved Fund Balance (15%):	994,941	965,951	1,012,575	1,005,151	1,016,218	1,033,913	1,063,666	1,095,071	1,126,609
<b>Unreserved Fund Balance Over/(Under)</b>									
<b>Minimum Target Fund Balance</b>	<b>176,967</b>	<b>257,910</b>	<b>6,926</b>	<b>149,808</b>	<b>243,199</b>	<b>375,041</b>	<b>472,975</b>	<b>579,646</b>	<b>649,212</b>
<b>Unreserved Fund Balance as a % of Oper. Expenc</b>	<b>18%</b>	<b>19%</b>	<b>15%</b>	<b>17%</b>	<b>19%</b>	<b>20%</b>	<b>22%</b>	<b>23%</b>	<b>24%</b>
<b>Ending Committed Fund Balance-Capital</b>	<b>77,139</b>	<b>117,477</b>	<b>108,089</b>	<b>127,268</b>	<b>277,065</b>	<b>434,909</b>	<b>544,505</b>	<b>719,381</b>	<b>935,891</b>
<b>*Fund Balance for FY14/15 includes \$30,677 of Assigned Fund Balance for Prepaid Expense and Carryover PO's from FY13/14 and \$2,137.81 EDC Restricted FB</b>									



**Six Year Financial Forecast Assumptions (As of March 19, 2015)**

	15-16	16-17	17-18	18-19	19-20	20-21
	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Union Wages (per contract thru 15/16)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Non-Union Administrative Salaries	3.0%	1.5%	1.5%	1.5%	1.5%	1.5%
Health Insurance	5%	5%	5%	5%	5%	5%
Dental Insurance	6%	6%	6%	6%	6%	6%
Optical Insurance	6%	6%	6%	6%	6%	6%
Life Insurance	3%	3%	3%	3%	3%	3%
Audit/Accounting/Banking Services	2%	2%	2%	2%	2%	2%
Workers Comp	3%	3%	3%	3%	3%	3%
General Liability premiums	0%	1.5%	1.5%	1.5%	1.5%	1.5%
Legal fees	2%	2%	2%	2%	2%	2%
Fuel & Lubricants	3%	3%	3%	3%	3%	3%
Utilities	3%	3%	3%	3%	3%	3%
Contingency	\$ -	\$ 15,313	\$ 31,183	\$ 47,625	\$ 64,654	\$ 82,287
OPEB Contributions	\$ 66,000	\$ 72,600	\$ 79,860	\$ 87,846	\$ 96,631	\$ 106,294
MTT Refunds	\$ 125,000	\$ 36,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 25,000
SELCRA Contribution	\$ 51,908	\$ 52,946	\$ 54,005	\$ 55,085	\$ 56,187	\$ 57,311
Brighton Senior Contribution	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EDC Contribution	\$ 8,500	\$ 8,670	\$ 8,843	\$ 9,020	\$ 9,201	\$ 9,385



CITY OF BRIGHTON  
 DDA FUND SUMMARY  
 SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

Includes Debt Service for 2nd Street Project

	13-14	14-15	14-15	15-16	16-17	17-18	18-19	19-20	20-21
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Year-End Projection</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue (except Grants)	884,396	766,667	1,135,783	788,998	840,440	848,165	863,071	873,316	889,902
Grant Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	884,396	766,667	1,135,783	788,998	840,440	848,165	863,071	873,316	889,902
Less: Expenditures	904,647	781,160	1,246,085	727,388	315,263	316,997	320,414	327,459	626,959
<b>Funds Available</b>	<b>(20,251)</b>	<b>(14,493)</b>	<b>(110,302)</b>	<b>61,610</b>	<b>525,176</b>	<b>531,168</b>	<b>542,656</b>	<b>545,857</b>	<b>262,944</b>
Add: Beginning Unreserved Fund Balance	161,279	141,028	141,028	30,726	92,336	617,512	1,148,680	1,691,337	2,237,194
<b>Ending Unreserved Fund Balance</b>	<b>141,028</b>	<b>126,535</b>	<b>30,726</b>	<b>92,336</b>	<b>617,512</b>	<b>1,148,680</b>	<b>1,691,337</b>	<b>2,237,194</b>	<b>2,500,137</b>
<b>Debt Service Coverage 120%</b>	<b>680,860</b>	<b>753,758</b>	<b>760,133</b>	<b>58,684</b>	<b>100,199</b>	<b>108,496</b>	<b>113,653</b>	<b>121,354</b>	<b>480,058</b>
Debt Service	567,384	628,132	633,444	48,903	83,499	90,413	94,711	101,128	400,049
Minimum Fund Balance (20% of Debt Service)	113,477	125,626	9,781	9,781	16,700	18,083	18,942	20,226	80,010
<b>Fund Balance over/under target ratio for Debt</b>	<b>27,551</b>	<b>909</b>	<b>20,946</b>	<b>82,555</b>	<b>600,813</b>	<b>1,130,598</b>	<b>1,672,394</b>	<b>2,216,968</b>	<b>2,420,128</b>
2nd Street Debt Service					34,596	41,510	45,808	52,225	51,810



FY 2015-16 Adopted Budget

CITY OF BRIGHTON  
 LDFA FUND SUMMARY  
 SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

	13-14	14-15 Adopted	14-15 Year End	15-16 Forecast	16-17 Forecast	17-18 Forecast	18-19 Forecast	19-20 Forecast	20-21 Forecast
	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue (except Grants)	49,995	74,005	74,195	143,091	102,975	93,856	93,815	95,075	96,295
Grant Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	49,995	74,005	74,195	143,091	102,975	93,856	93,815	95,075	96,295
Less: Expenditures	74,975	75,405	69,786	77,173	90,588	92,016	92,849	94,270	98,917
<b>Funds Available</b>	<b>(24,980)</b>	<b>(1,400)</b>	<b>4,409</b>	<b>65,919</b>	<b>12,387</b>	<b>1,840</b>	<b>966</b>	<b>805</b>	<b>(2,622)</b>
Add: Beginning Unreserved Fund Balance	30,000	5,020	5,020	9,429	75,348	87,735	89,575	90,541	91,345
<b>Ending Unreserved Fund Balance</b>	<b>5,020</b>	<b>3,620</b>	<b>9,429</b>	<b>75,348</b>	<b>87,735</b>	<b>89,575</b>	<b>90,541</b>	<b>91,345</b>	<b>88,724</b>
Debt Service Coverage 120%	60,168	58,386	58,386	56,577	70,965	70,884	69,999	69,727	73,228
<b>Debt Service</b>	<b>50,140</b>	<b>48,655</b>	<b>48,655</b>	<b>47,148</b>	<b>59,138</b>	<b>59,070</b>	<b>58,333</b>	<b>58,106</b>	<b>61,023</b>
Minimum Fund Balance (20% of Debt Service)	10,028	9,731	9,430	11,828	11,814	11,667	11,621	12,205	12,205
<b>Fund Balance over/under target ratio for Debt</b>	<b>(5,008)</b>	<b>(6,111)</b>	<b>(0)</b>	<b>63,520</b>	<b>75,921</b>	<b>77,908</b>	<b>78,919</b>	<b>79,141</b>	<b>76,519</b>
<b>**FY2023-24 is the final year of debt service</b>									
<b>Includes Debt Service for Brighton Interior Drive</b>					8,640	10,366	11,440	13,042	12,938



To All City Council Members:

This message and its attachment should be considered to be a Supplement to my official Proposed FY 15-16 Budget Transmittal message. **This Supplement focuses on the need to continue to move forward with Succession Planning for our city government organization due to several possible retirements which could occur within the next 6 years and to establish a contingency budget for future retirements and related succession costs. The retirement and succession contingency budget planning consists of a recommended new and additional transfer to the General Fund's fund balance of \$ 100,000 per year going forward .**

A factor driving my decision to submit the above-referenced new annual committed fund balance transfer recommendation as part of a possible alternative General Fund Budget Plan for FY 15-16 and the remaining out-years of the updated 6-year forecast for the General Fund was the fact that we've experienced three retirements during the current fiscal year alone that we did not know were going to occur a year ago when preparing the budget for the current fiscal year. Those three retirements resulted in an unbudgeted retirement related accumulated leave payout impact on the General Fund of about \$ 150,000 for the current fiscal year.

A recent analysis of the demographics of our city government's organization and related retirement eligibility has shown us that we could experience retirement related payouts in a range of \$ 500,000 to \$ 600,000 during the next 6 years (total estimated accumulated leave payout cost. We have approximately 17 employees or about 33 % of our existing city organization's workforce that will be eligible for retirement sometime during the timeline of our updated 6-year financial forecast.

**Attached to this Transmittal Supplement: is an alternative version of the updated 6-year General Fund forecast that will show you how a new / additional annual \$ 100,000 transfer to committed fund balance for retirement and succession contingency budget planning would affect the future annual year-ending Unreserved General Fund fund balances going forward.**

It's also important for City Council to know that pursuant to a formal City Council Goal regarding succession planning established in the 2014 City Council Goal-setting Retreat, I have initiated a formal succession planning process for all City Departments with all of the Department Directors. That process is still underway and not yet finalized or completed.

However, City Council also needs to that there could be the following future results and considerations to keep in mind:

1. That indeed there will probably need to be some temporary overstaffing and temporary internal promotion costs for upcoming anticipated retirements such as we experienced during the past year and previously reported to City Council and,
2. That we could also see and experience some significant future Net Budget Savings/Net annual Cost Reductions for the General Fund due to some possible restructuring and redefinition of some City Departments and Activities/Services/Functions that are part of our overall city government entity following anticipated retirements during the next 1 to 6 years.



3. Although the net financial impact of Items 1 & 2 above of this Transmittal Supplement could mean that our total eventual cost impact could be significantly less than the cumulative \$600,000 of committed fund balance transfers for retirement and succession planning contingency planning, and although there could be new Net Annual Cost Savings produced by possible restructuring and redefinition of some of City government's functions/services that could easily exceed the above-referenced estimated \$ 500,000 + of retirement related accumulated leave payouts ( in the next 6 years ), I am taking a conservative approach by submitting this alternative General Fund Budget Plan for a new \$ 100,000 per year committed fund balance retirement and succession contingency planning transfer for the next 6 years, because at this point in time I cannot project a precise point in our year-by-year long-term forecast timeline at which those possible new annual Net Cost Savings will exceed the projected retirement-related accumulated leave payouts and related succession / transition costs such as temporary overstaffing, etc.

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And for the record, I want to emphasize that this Transmittal Supplement should not be viewed as a message that is negative about or towards the past and future cost of accumulated leave payouts for retiring City of Brighton Employees. Retiring Employees have earned those payouts via their decades of service for our city and community. This Transmittal Supplement's purpose is to communicate that this proposed budget book document includes a new and updated approach for the budgeting of retirement and succession planning for our city government's organization.

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I anticipate providing City Council some more precise Succession Planning data & related information during the latter half of calendar year 2015.

\*\*\*

Respectfully Submitted,

Dana W. Foster, City Manager



FY 2015-16 Adopted Budget

CITY OF BRIGHTON  
GENERAL FUND SUMMARY

With Committed Fund Balance Transfer & Succession Planning

SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

	13-14	14-15	FY 2014-15	15-16	16-17	17-18	18-19	19-20	20-21
	Year End	Adopted	Year-end	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Actual	Budget	Projection	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenue	7,536,060	7,626,141	7,833,878	8,039,966	7,989,222	8,165,255	8,351,725	8,569,936	8,759,099
Less: Expenditures	7,822,437	7,655,211	7,988,149	7,885,329	7,734,967	7,857,874	8,114,442	8,256,985	8,441,484
<b>Funds Available</b>	<b>(286,378)</b>	<b>(29,070)</b>	<b>(154,272)</b>	<b>154,637</b>	<b>254,255</b>	<b>307,381</b>	<b>237,283</b>	<b>312,952</b>	<b>317,615</b>
Less: Committed Fund Balance-Succession	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
Less: Committed Fund Balance-Capital	-	40,338	30,950	19,179	149,797	157,844	109,596	174,876	216,510
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(69,408)</b>	<b>(185,222)</b>	<b>35,458</b>	<b>4,458</b>	<b>49,537</b>	<b>27,687</b>	<b>38,076</b>	<b>1,105</b>
Add: Beginning Unreserved Fund Balance*	1,488,963	1,293,269	1,204,723	1,019,501	1,054,959	1,059,417	1,108,954	1,136,641	1,174,717
<b>Ending Unreserved Fund Balance</b>	<b>1,171,908</b>	<b>1,223,860</b>	<b>1,019,501</b>	<b>1,054,959</b>	<b>1,059,417</b>	<b>1,108,954</b>	<b>1,136,641</b>	<b>1,174,717</b>	<b>1,175,821</b>
Minimum Target Unreserved Fund Balance (15%):	994,941	965,951	1,012,575	1,005,151	1,016,218	1,033,913	1,063,666	1,095,071	1,126,609
<b>Unreserved Fund Balance Over/(Under)</b>									
<b>Minimum Target Fund Balance</b>	<b>176,967</b>	<b>257,910</b>	<b>6,926</b>	<b>49,808</b>	<b>43,199</b>	<b>75,041</b>	<b>72,975</b>	<b>79,646</b>	<b>49,212</b>
<b>Unreserved Fund Balance as a % of Oper. Expenc</b>	<b>18%</b>	<b>19%</b>	<b>15%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
<b>Ending Committed Fund Balance-Capital</b>	<b>77,139</b>	<b>117,477</b>	<b>108,089</b>	<b>127,268</b>	<b>277,065</b>	<b>434,909</b>	<b>544,505</b>	<b>719,381</b>	<b>935,891</b>
<b>Ending Committed Fund Balance-Succession</b>				<b>100,000</b>	<b>200,000</b>	<b>300,000</b>	<b>400,000</b>	<b>500,000</b>	<b>600,000</b>
<b>*Fund Balance for FY14/15 includes \$30,677 of Assigned Fund Balance for Prepaid Expense and Carryover PO's from FY13/14 and \$2,137.81 EDC Restricted FB</b>									



To All City Council Members:

This message and its attachments should be considered to be a Supplement to my official Proposed 15-16 Budget Transmittal message. **This Supplement focuses on the need to move forward with financing and construction of the remaining Residential Curb & Gutter improvement projects needed in our city.**

A key recent factor driving my decision to submit this recommendation and Supplement to my Proposed FY 15-16 Budget Transmittal was the recent pavement “buckling” situation on North 4<sup>th</sup> Street that is located in what we have referred to in the past as our “Northwest Neighborhoods” area. It is my view that the subject situation occurred because of unstable soil conditions underneath the pavement in that location which in turn has been caused by poor drainage conditions. Those conditions will not improve until we install proper curb and gutter infrastructure in the Northwest Neighborhoods and also in a few other residential locations in our city.

This Transmittal Supplement also relates directly to the Capital Improvements Funding options and analysis that our Finance Director Kelly Hanna and I presented to City Council at the recent February 19th Early Blue Sky Worksession with a focus on Bonding vs. Cash Pay as We Go options. Attached to this email is an additional copy of my related February 14th email report & its attachments that I submitted to City Council for that Feb. 19th Early Blue Sky Worksession.

The purpose of this Supplement is to provide this additional recommendation : Although I am recommending that we move forward with an interfund partnership involving the CIP Bond Issue for the N. 2nd Street infrastructure improvements, Brighton Interiors Drive improvements, and larger-scale pavement improvement projects , **I also recommend that the City Council approve a plan to issue CIP Bonds for the completion of the Residential Curb & Gutter improvement projects ( most of which would be located in what we have referred to as the Northwest Neighborhoods of our city ) that were listed in the 2016 & 2017 years of the Year-By-Year listing of Recommended Street Improvements prepared by DPW Director Dave Blackmar. That Year-by-Year Listing of recommended street improvements was part of the above-referenced February 14th email report to City Council and that is also attached to this Transmittal Supplement.**

**This recommendation would assume the General Fund would pay the annual debt service on the CIP Bonding for these residential curb & gutter improvement projects.**

**This recommendation would also be dependent upon the City Council voting to approve an exception from our City’s self-imposed Debt Policy limits since our Finance Director’s analysis shows that issuance of additional General Fund-backed CIP Bonds would result in annual debt service costs and total outstanding debt amounts exceeding some of the limits of the Debt Management Policy.**

**Also attached to this Transmittal Supplement : is an alternative version of the updated 6-year General Fund Forecast that will show you how the estimated new / additional annual debt service payments for these residential curb & gutter projects would affect the future annual year-ending Unreserved General Fund fund balances going forward. Keep in mind that this alternative version of the updated 6-year forecast would Not include a new annual**



**transfer to committed fund balance of \$ 100,000 per year for future Succession Planning and Retirement Cost contingency purposes.**

**In other words, the projected numbers appear to be telling me that we could do 1 of those 2 alternative scenarios , but not both at the same time ( additional CIP Bonding to complete the Residential Curb & Gutter improvement projects And a new annual Succession Planning Transfer to Committed Fund Balance of \$ 100 k per year going forward ) . We cannot do both of these alternative plans at the same time and also maintain our General Fund fund balance at the fund balance target level of 15 % of operating expenditures in all 6 years of the forecast timeline.**

I am submitting this Budget Transmittal Supplement because of the following reasons:

1. While I think it is important to implement my recommended interfund CIP Bond financing partnership plan in order to facilitate two important new economic redevelopment projects in our city on North 2nd Street and at the former Brighton Interiors' manufacturing facility, I also believe that we should concurrently move forward via the CIP Bond financing tool to finally complete the Residential Curb & Gutter improvement program that we started in the early 2000's but unfortunately had to suspend when the 2008 economic crash occurred. In other words, I would simply feel morally better as your City Manager ---if we were to move forward with **both** of those sets of street / infrastructure improvements at the same time.
2. I do not think we can organize an effective public information process for a possible proposed millage election for November of this year such that it could produce new revenue at a sufficient level to start construction of the needed residential curb & gutter improvement projects in the 2016 construction season. I do not think we have enough time to assemble an informational process to produce a successful November millage election outcome. I want to see our city government get the Northwest Neighborhoods residential curb & gutter improvements construction started by no later than the 2016 construction season.

An additional purpose of this Transmittal Supplement is to hopefully encourage City Council to continue the CIP Financing Options discussion that was started in the February 19th Early Blue Sky Worksession but not quite completed in my opinion.

Finally, it's important to keep in mind that CIP Bonds are Limited Obligation Bond Issues which are subject to the Right of Referendum. That means that there are related required Public notices of the City Council's intent to issue such bonds and describing the projects/purposes for which the proposed bonds would be used, and advertising the deadlines for a State Law-prescribed % of registered voters to submit a petition to require a city-wide referendum election on the given proposed CIP Bond Issue. The City Council cannot issue CIP Bonds until after the public notice's advertised referendum petition submittal deadline date.

Respectfully submitted,

Dana W. Foster, City Manager



FY 2015-16 Adopted Budget

CITY OF BRIGHTON  
GENERAL FUND SUMMARY

With Committed Fund Balance Transfer & Debt Service for Curb & Gutter

SIX YEAR FINANCIAL FORECAST (as of March 19, 2015)

	13-14 Year End <u>Actual</u>	14-15 Adopted <u>Budget</u>	FY 2014-15 Year-end <u>Projection</u>	15-16 <u>Forecast</u>	16-17 <u>Forecast</u>	17-18 <u>Forecast</u>	18-19 <u>Forecast</u>	19-20 <u>Forecast</u>	20-21 <u>Forecast</u>
Revenue	7,536,060	7,626,141	7,833,878	8,039,966	7,989,222	8,165,255	8,351,725	8,569,936	8,759,099
Less: Expenditures	<u>7,822,437</u>	<u>7,655,211</u>	<u>7,988,149</u>	<u>7,885,329</u>	<u>7,835,612</u>	<u>8,043,003</u>	<u>8,298,281</u>	<u>8,439,278</u>	<u>8,654,331</u>
<b>Funds Available</b>	<b>(286,378)</b>	<b>(29,070)</b>	<b>(154,272)</b>	<b>154,637</b>	<b>153,610</b>	<b>122,252</b>	<b>53,444</b>	<b>130,659</b>	<b>104,768</b>
Less: Committed Fund Balance-Succession	-	-	-	-	-	-	-	-	-
Less: Committed Fund Balance-Capital	-	40,338	30,950	19,179	149,797	157,844	109,596	174,876	216,510
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(69,408)</b>	<b>(185,222)</b>	<b>135,458</b>	<b>3,813</b>	<b>(35,592)</b>	<b>(56,152)</b>	<b>(44,217)</b>	<b>(111,742)</b>
Add: Beginning Unreserved Fund Balance*	<u>1,488,963</u>	<u>1,293,269</u>	<u>1,204,723</u>	<u>1,019,501</u>	<u>1,154,959</u>	<u>1,158,772</u>	<u>1,123,180</u>	<u>1,067,028</u>	<u>1,022,811</u>
<b>Ending Unreserved Fund Balance</b>	<b><u>1,171,908</u></b>	<b><u>1,223,860</u></b>	<b><u>1,019,501</u></b>	<b><u>1,154,959</u></b>	<b><u>1,158,772</u></b>	<b><u>1,123,180</u></b>	<b><u>1,067,028</u></b>	<b><u>1,022,811</u></b>	<b><u>911,068</u></b>
Minimum Target Unreserved Fund Balance (15%):	<u>994,941</u>	<u>965,951</u>	<u>1,012,575</u>	<u>1,005,151</u>	<u>1,016,218</u>	<u>1,033,913</u>	<u>1,063,666</u>	<u>1,095,071</u>	<u>1,126,609</u>
<b>Unreserved Fund Balance Over/(Under)</b>									
<b>Minimum Target Fund Balance</b>	<b>176,967</b>	<b>257,910</b>	<b>6,926</b>	<b>149,808</b>	<b>142,554</b>	<b>89,267</b>	<b>3,362</b>	<b>(72,260)</b>	<b>(215,541)</b>
<b>Unreserved Fund Balance as a % of Oper. Expenc</b>	<b>18%</b>	<b>19%</b>	<b>15%</b>	<b>17%</b>	<b>17%</b>	<b>16%</b>	<b>15%</b>	<b>14%</b>	<b>12%</b>
<b>Ending Committed Fund Balance-Capital</b>	<b>77,139</b>	<b>117,477</b>	<b>108,089</b>	<b>127,268</b>	<b>277,065</b>	<b>434,909</b>	<b>544,505</b>	<b>719,381</b>	<b>935,891</b>
<b>Ending Committed Fund Balance-Succession</b>				-	-	-	-	-	-
<b>*Fund Balance for FY14/15 includes \$30,677 of Assigned Fund Balance for Prepaid Expense and Carryover PO's from FY13/14 and \$2,137.81 EDC Restricted FB</b>									
Debt Service for Residential Curb & Gutter					<b>100,645</b>	<b>185,129</b>	<b>183,839</b>	<b>182,293</b>	<b>212,847</b>
Unreserved Fund Balance without Debt Service for Residential Curb & Gutter				<b>1,154,959</b>	<b>1,259,417</b>	<b>1,408,954</b>	<b>1,536,641</b>	<b>1,674,717</b>	<b>1,775,821</b>
				<b>17%</b>	<b>19%</b>	<b>20%</b>	<b>22%</b>	<b>23%</b>	<b>24%</b>



**From:** Dana Foster  
**To:** City Council Distribution List  
**CC:** Brighton Staff; Dave Blackmar; Lauri French; Patty Thomas; Tim Krugh  
**Date:** 2/14/2015 11:58 AM  
**Subject:** For The Early Blue Sky Worksession ( 02/19/15 ) : Capital Improvements Funding Options ( Bonding vs. Cash analysis )  
**Attachments:** CIP 2015-21 Street Project Ranking.pdf; Financing Improvements 101.pdf; Capital Improvement Funding Option Presentation.pdf

To All City Council Members :

This email report & related attachments to this email are for the 6:00 PM Early Blue Sky Worksession of Next Thursday night, 02/19/15 . My apologies for interrupting a weekend with an email report such as this but we were working on some final details of our related attached documents yesterday afternoon and then I did not have time to get this transmittal written & sent to you until today.

Before reading the rest of this email report & the 3 attachments to this email : I would encourage All Council Members to re-read the "**Capital Improvements Funding**" related goal from last Fall's Goal-Setting Retreat combined retreat minutes & adopted goals. You can find that given goal statement on the 4th page of the Retreat minutes' related pdf file at the following link on our website :  
<http://www.brightoncity.org/Government/PDF/2014-2015Goals.aspx>

The "Capital Improvements Funding" goal statement has guided our staff work that is reflected in the 3 attachments to this email which are as follows :

1. a 6-year recommended Street Improvements' project list developed by Dave Blackmar with inputs from Tim Krugh & Amy Cyphert. All of the Projects & related projected costs on this 6-year plan are also contained in the Proposed 6-year CIP that City Council received in recent days and that was recently adopted by the Planning Commission.
2. Kelly Hanna's planned Powerpoint Slide Presentation that she will present & speak to at the beginning of next Thursday's Early Blue Sky Worksession . Kelly's slide presentation includes the numbers & recommended timing/phasing of the major street projects ( curb & gutter projects, reconstruction projects ) that are in the above-referenced 6-year Street Projects list.
3. And a pdf scanned copy of what Kelly and I think is an excellent sort of "primer" article that is in the most recent issue of the MML's monthly "Municipal Review" magazine. The article gives a good overview/summary of capital improvements' financing options available per State of Michigan laws.

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I will defer most of my commentary / thoughts / opinions on this until after Kelly completes her presentation to City Council at the beginning of the Early Blue Sky Session. But in the meantime , here are a few thoughts to consider before and after you read the 3 attachments to this email :

1. I think you will see that the attached slide presentation ( which is essentially Kelly's Bonding vs. Cash-pay-as-we Go analysis that the subject goal statement called for ) shows that we "can't get there" in terms of being able to finance and complete all of the recommended street improvements & maintenance work strictly via a Cash basis even if voters were to approve a 2 or 3 mill dedicated street improvement millage for say the next 6 years ( the same life / timeline as the Proposed CIP ) , and or if we were to plan to strictly rely upon the future use of the future accumulated Committed Fund Balance ( with No new debt being issued ).
2. Kelly's slide presentation/analysis shows that we could theoretically get all of the major Curb & Gutter projects + Reconstruction projects done in the next 6 years strictly with General Fund-backed CIP



Bonds ( that do Not require voter approval; last time we did such a General Fund-CIP Bond was in 2008'ish that included the major Oak Ridge Drive street improvement ) and still manage to keep our General Fund's unreserved/unrestricted fund balance at or above the 15 % of operating expenses' target per our official Fund Balance Policy.

**2a.** However, such a scenario of doing the above-referenced major street projects strictly via General Fund-backed CIP Bonds would leave very little additional General Fund budget/cash resources for other CIP project needs ( namely; equipment replacements etc. ).

**2b.** And such a General Fund-backed CIP Bonds scenario-alone approach would require a City Council policy decision to approve allowance of exceeding our own self-imposed Debt Management Policy parameters/lids during the first 8 years of the total 25 year timeline of CIP Bonds Issuance & combined annual debt service payments on the bonds.

**3.** And it's important to note that Kelly's slide presentation/analysis & above-referenced theoretical General Fund-CIP Bonds-alone possible plan contains a very important assumption : which is that there would Not be Any Of the Following Funding Sources made available for any of the subject major street projects : Voter-Approved Millage, S.A.D.s ( Special Assessment Districts ) , DDA Fund ( DDA-TIFA Bonds or DDA Fund cash appropriations ) .

**3a.** For 1 of the major street projects ; which is a \$ 1m + North 2nd street Reconstruction project that you will see in the attached 6-year plan, the combination of Kelly Hanna, Matt Modrack, Amy Cyphert, Dave Blackmar, & Tim Krugh have recently been collaborating on a possible plan that could involve an S.A.D. partnership involving the DDA Fund + an S.A.D. of what will be the directly-benefiting business & residential properties along N. 2nd Street. This project is also being pushed up in the priority list because of a recently-received site plan application for what I understand to be the major Senior Citizen Care Complex that was previously one of the potential purchasers of the former Lindbom school property. The subject site plan for the proposed complex is for property owned by Mike Corrigan on the East side of N. 2nd Street. N. 2nd Street is located in DDA District 2 .

**3b.** But it is very important to note : that Matt Modrack and I still need to present the above-possible scenario to and with the DDA Board which will probably be at the March DDA Board meeting. It is also my intent for Matt Modrack , Kelly Hanna , Lauri French, & I to meet with the DDA Budget Subcommittee regarding this possible DDA Fund + S.A.D. N. 2nd Street Reconstruction project scenario + other possible DDA Fund Budget amendments that Matt has been working on including a possible DDA Fund reimbursement of the General Fund for the recent ENA-related Orndorf Drive Grant Match ( which was our engineering expense/cost ) . My point here is : that Matt Modrack & I need to go through some other steps with the DDA Budget Subcommittee & the full DDA Board before any of this possible 2nd Street partnership project possibility can be considered a full plan i.e. I do not want to 'get out in front of' the DDA Board on an idea/proposal that the DDA Board has not yet seen or discussed.

**4.** I think the attached slide presentation / analysis of Kelly Hanna's shows us that what we are probably needing to aim for here ( if we want to make a serious effort at getting the several major street related CIP projects finally implemented ) is some given combination of financing / blended financing approach including General Fund-backed CIP Bonds, possible DDA participation on a project such as N. 2nd Street and other Street Maintenance projects on connector streets located in the DDA District as Matt Modrack has previously proposed, S.A.D.'s for locations or projects where we clearly have majority property owner support/residents' support for same, and or a Voter-approved Millage for a given period of years. Kelly will speak further during her presentation at next Thursday's Worksession regarding possible combinations of the above-referenced options.

\*\*

City Council will not be making decisions or voting on motions during the Early Blue Sky Worksession on this topic. However, I would encourage Council Members to start thinking about any additional



possible related tasks, or questions that you would like the combination of Staff to work on and for us to then review further with the City Council Budget & Finance Subcommittee in meetings that Kelly and I will be conducting with the Subcommittee between next week's Council Meeting and our completion / submission of the Proposed FY 15-16 City Budget to the City Council at the March 19th City Council Meeting.

\*\*\*

The combination of Kelly Hanna, Amy Cyphert, Dave Blackmar, Tim Krugh, Matt Modrack should all be commended for their various roles, tasks, & collaboration in this effort that is reflected in the attachments to this email and to prepare for the upcoming Early Blue Sky Worksession on this topic.

Dana



**CITY OF BRIGHTON  
DEPARTMENT OF PUBLIC WORKS  
PROJECT ESTIMATE**

PROJECT: **"CIP 2015-21 - STREET PROJECT RANKING"** DATE: 12/3/2014

LOCATION: VARIOUS LOCATIONS - SEE BELOW PROJECT #: STPROJRANK1402

BASIS FOR ESTIMATE:  CONCEPT  PRE.  FINAL ESTIMATOR: DCB

SCOPE OF WORK: CHECKED BY: \_\_\_\_\_

Various work as stated below.

[Revised: 2.13.15]

NO	LOCATION	STREET TYPE	FROM	TO	LENGTH	WIDTH	QUANT	UNIT	\$/UNIT	TOTAL AMOUNT
1	<b>2015:</b>									
	<b>MILL &amp; OVERLAY:</b>									
	Challis (PH I)	Major	Greimel	C/L	300	36	10,800	SF	\$ 2.50	\$ 27,000
	Spencer	Major	E. Main	D/E	1000	36	36,000	SF	\$ 2.50	\$ 90,000
	S. 7th	Major	W. Main	Livingston	1288	38	48,944	SF	\$ 2.50	\$ 122,360
	E. St. Paul *(incl. remov of choker curbs)	Local	East	D/E	1265	24	30,360	SF	\$ 2.50	\$ 75,900
	<b>TOTAL:</b>									\$ 315,260
	<b>CAPE SEAL:</b>									
	S. Third	M/L	W. Main	Fairway Tr	3,600	30	108,000	SF	\$ 0.60	\$ 64,800
	Fairway Tr	Local	BLR	Peppergrove	3,525	30	105,750	SF	\$ 0.60	\$ 63,450
	Fairway Tr Ct	Local	Fairway Tr	D/E	225	30	6,750	SF	\$ 0.60	\$ 4,050
	Robertson	Local	Devonshire	Glenwyth	1,044	32	33,408	SF	\$ 0.60	\$ 20,045
	<b>TOTAL:</b>									\$ 152,345
	<b>PATCHING &amp; CRACK SEAL:</b>									
	W. Main	Major	C/L	GRA	2930	5	14,650	LF	\$ 0.60	\$ 8,790
	W. Main/3rd Street Roundabout	Major	GRA	Spencer	200	24	4,800	SF	\$ 2.00	\$ 9,600
	Washington	Major	S. 7th	Hyne	2320	8	18,560	LF	\$ 0.60	\$ 11,136
	<b>TOTAL:</b>									\$ 29,526
	<b>GRAND TOTAL:</b>									\$ 497,131
2	<b>2016:</b>									
	<b>CURB &amp; GUTTER:</b>									
	State	Local	N. 3rd	C/L	1,230	n/a	n/a	LF	\$ 280.00	\$ 344,400
	Chestnut	Local	N. 5th	N. 4th	760	n/a	n/a	LF	\$ 280.00	\$ 212,800
	N. 3rd	Local	W. Main	D/E	480	n/a	n/a	LF	\$ 280.00	\$ 134,400
	N. 4th	Local	W. Main	Walnut	1,180	n/a	n/a	LF	\$ 280.00	\$ 330,400
	N. 5th	Local	W. Main	D/E	1,300	n/a	n/a	LF	\$ 280.00	\$ 364,000
	N. 6th	Local	W. Main	D/E	480	n/a	n/a	LF	\$ 280.00	\$ 134,400
	N. 7th	Local	W. Main	D/E	480	n/a	n/a	LF	\$ 280.00	\$ 134,400
	<b>TOTAL:</b>									\$ 1,654,800
	<b>RECONSTRUCTION:</b>									
	N. 2nd	Local	Cross	Cedar	n/a	n/a	n/a	LF	n/a	\$ 1,018,098
	<b>TOTAL:</b>									\$ 1,018,098
	<b>PAVEMENT MAINTENANCE:</b>									
	Treatments & Locations TBD	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
	<b>TOTAL:</b>									\$ 50,000
	<b>GRAND TOTAL:</b>									\$ 2,722,898



FY 2015-16 Adopted Budget

NO	LOCATION	STREET TYPE	FROM	TO	LENGTH	WIDTH	QUANT	UNIT	\$/UNIT	TOTAL AMOUNT
3	2017:									
	<b>CURB &amp; GUTTER:</b>									
	Walnut	Local	N. Fourth	D/E	1,200	n/a	n/a	LF	\$ 280.00	\$ 336,000
	N. Third	Local	Walnut	Center	300	n/a	n/a	LF	\$ 280.00	\$ 84,000
	Center	Local	N. Third	N. Second	500	n/a	n/a	LF	\$ 280.00	\$ 140,000
	N. First	Local	Walnut	D/E	800	n/a	n/a	LF	\$ 280.00	\$ 224,000
	Chestnut	Local	N. Second	N. First	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	School	Local	E. Main	Nelson	1,000	n/a	n/a	LF	\$ 280.00	\$ 280,000
	Hillcrest	Local	E. Main	Nelson	1,000	n/a	n/a	LF	\$ 280.00	\$ 280,000
	<b>TOTAL:</b>									\$ 1,456,000
	<b>PAVEMENT MAINTENANCE:</b>									
	Treatments & Locations TBD	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
	<b>TOTAL:</b>									\$ 50,000
	<b>GRAND TOTAL:</b>									\$ 1,506,000
4	2018:									
	<b>RECONSTRUCTION:</b>									
	Woodlake Dr.	Local	Oakridge	Peppergrove	4,000	n/a	n/a	LF	\$ 200	\$ 800,000
	Whispering Oaks	Local	Woodlake Dr.	Woodlake Dr.	1,280	n/a	n/a	LF	\$ 200	\$ 256,000
	Woodlake Cr.	Local	Woodlake Dr.	D/E	767	n/a	n/a	LF	\$ 200	\$ 153,400
	Tanglewood	Local	Woodlake Dr.	D/E	546	n/a	n/a	LF	\$ 200	\$ 109,200
	<b>TOTAL:</b>									\$ 1,318,600
	<b>OVERLAYS:</b>									
	Maurice	Local	O'Doherty	Kissane	700	33	23,100	SF	\$ 2.50	\$ 57,750
	O'Doherty	Local	Maurice	E. GRA	1,975	33	65,175	SF	\$ 2.50	\$ 162,938
	Oakridge Cr.	Local	Oakridge	D/E	773	24	18,552	SF	\$ 2.50	\$ 46,380
	Liberty	Major	W. GRA	East	350	30	10,500	SF	\$ 2.50	\$ 26,250
	<b>TOTAL:</b>									\$ 293,318
	<b>GRAND TOTAL:</b>									\$ 1,611,918
5	2019:									
	<b>RECONSTRUCTION:</b>									
	Glenwyth Dr.	Local	Oakridge	Robertson	2,000	n/a	n/a	LF	\$ 200	\$ 400,000
	Glenwyth Cr.	Local	Glenwyth	D/E	593	n/a	n/a	LF	\$ 200	\$ 118,600
	Sisu Knoll Dr.	Local	Rickett	Rita Ann	500	n/a	n/a	LF	\$ 200	\$ 100,000
	Peppergrove	Local	Woodlake Dr.	Peachwood Ct	200	n/a	n/a	LF	\$ 200	\$ 40,000
	<b>TOTAL:</b>									\$ 658,600
	<b>OVERLAYS:</b>									
	Rickett (allow needed for island removal)	Major	E. GRA	C/L	4350	32	139,200	SF	\$ 2.50	\$ 348,000
	Cross	Major	N. 2nd	200 ft East	200	36	7,200	SF	\$ 2.50	\$ 18,000
	Brookside Ln	Local	W. GRA	D/E	439	24	10,536	SF	\$ 2.50	\$ 26,340
	<b>TOTAL:</b>									\$ 392,340
	<b>GRAND TOTAL:</b>									\$ 1,050,940

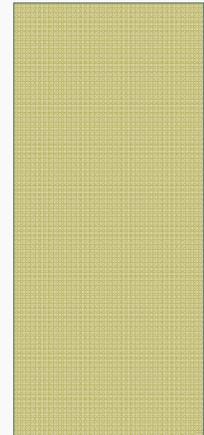


NO	LOCATION	STREET TYPE	FROM	TO	LENGTH	WIDTH	QUANT	UNIT	\$/UNIT	TOTAL AMOUNT
6	2020:									
	<b>CURB &amp; GUTTER:</b>									
	Brighton	Local	Livingston	Lakeside	800	n/a	n/a	LF	\$ 280.00	\$ 224,000
	Lakeside	Local	Brighton	D/E	600	n/a	n/a	LF	\$ 280.00	\$ 168,000
	Livingston	Local	Brighton	D/E	667	n/a	n/a	LF	\$ 280.00	\$ 186,760
	Michigan	Local	Brighton	D/E	760	n/a	n/a	LF	\$ 280.00	\$ 212,800
	Becker	Local	Rickett	Carney	500	n/a	n/a	LF	\$ 280.00	\$ 140,000
	Carney	Local	Becker	Rickett	500	n/a	n/a	LF	\$ 280.00	\$ 140,000
	Clark	Local	Church	Hope	300	n/a	n/a	LF	\$ 280.00	\$ 84,000
	Hope	Local	Clark	E. GRA	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	<b>TOTAL:</b>									\$ 1,267,560
	<b>PAVEMENT MAINTENANCE:</b>									
	Treatments & Locations TBD	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
	<b>TOTAL:</b>									\$ 50,000
	<b>GRAND TOTAL:</b>									\$ 1,317,560
7	2021:									
	<b>CURB &amp; GUTTER:</b>									
	Beaver (East)	Local	N. East	D/E	930	n/a	n/a	LF	\$ 280.00	\$ 260,400
	Dutcher	Local	E. GRA	S. East	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	Flint	Local	W. GRA	N. East	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	Beaver (West)	Local	W. GRA	N. East	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	S. East	Local	Spencer	E. Main	800	n/a	n/a	LF	\$ 280.00	\$ 224,000
	Oak	Local	Spencer	D/E	300	n/a	n/a	LF	\$ 280.00	\$ 84,000
	Pierce	Local	North	D/E	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
	Spencer	Local	Miller School	E. Main	800	n/a	n/a	LF	\$ 280.00	\$ 224,000
	<b>TOTAL:</b>									\$ 1,240,400
	<b>PAVEMENT MAINTENANCE:</b>									
	Treatments & Locations TBD	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
	<b>TOTAL:</b>									\$ 50,000
	<b>GRAND TOTAL:</b>									\$ 1,290,400
	<b>MISCELLANEOUS:</b>									
	All required insurance shall be provided prior to start-up									
	<b>GRAND TOTAL:</b>									\$ 9,996,846



# CAPITAL IMPROVEMENT FUNDING

FEBRUARY 19, 2015





## CAPITAL IMPROVEMENT FUNDING OPTIONS

- Cash – pay as you go funding. Limited ability to pay for large equipment items or street projects
- Capital Improvement Bonds – Can be issued to fund large street/utility projects and spread the cost over 20-30 years depending on the project.
- Installment Purchase Contracts – Used to pay for equipment over 15 years or less. Fairly easy financing and low interest rates to spread the cost over time.
- Dedicated Millage for CIP
- Special Assessment District – Residents/Business owners directly participating in a portion of the street project through annual assessments on their taxes
- State of Michigan – potential additional roadway \$\$\$



# CAPITAL IMPROVEMENT FUNDING OPTIONS

CITY OF BRIGHTON

GENERAL FUND SUMMARY

With Committed Fund Balance Transfer

SIX YEAR FINANCIAL FORECAST (as of November 6, 2014)

	13-14 Year End <u>Actual</u>	14-15 Adopted <u>Budget</u>	FY 2014-15 Year-end <u>Projection</u>	15-16 <u>Forecast</u>	16-17 <u>Forecast</u>	17-18 <u>Forecast</u>	18-19 <u>Forecast</u>	19-20 <u>Forecast</u>	20-21 <u>Forecast</u>
Revenue	7,536,060	7,626,141	7,678,796	7,880,033	8,009,066	8,197,445	8,368,773	8,570,772	8,762,168
Less: Expenditures	7,822,437	7,655,211	7,832,579	7,846,347	7,698,255	7,909,116	8,178,410	8,367,905	8,571,514
<b>Funds Available</b>	<b>(286,378)</b>	<b>(29,070)</b>	<b>(153,783)</b>	<b>33,686</b>	<b>310,811</b>	<b>288,329</b>	<b>190,363</b>	<b>202,867</b>	<b>190,654</b>
Less: Committed Fund Balance & Nonspendable	-	40,338	30,950	19,179	149,797	157,844	109,596	174,876	216,510
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(69,408)</b>	<b>(184,733)</b>	<b>14,507</b>	<b>161,014</b>	<b>130,485</b>	<b>80,767</b>	<b>27,991</b>	<b>(25,856)</b>
Add: Beginning Unreserved Fund Balance*	1,488,963	1,293,269	1,202,585	1,017,852	1,032,359	1,193,373	1,323,859	1,404,625	1,432,616
<b>Ending Unreserved Fund Balance</b>	<b>1,171,908</b>	<b>1,223,860</b>	<b>1,017,852</b>	<b>1,032,359</b>	<b>1,193,373</b>	<b>1,323,859</b>	<b>1,404,625</b>	<b>1,432,616</b>	<b>1,406,760</b>
Minimum Target Unreserved Fund Balance (15%):	994,941	965,951	988,334	995,349	1,019,714	1,047,731	1,078,528	1,111,043	1,143,758
<b>Unreserved Fund Balance Over/(Under)</b>									
<b>Minimum Target Fund Balance</b>	<b>176,967</b>	<b>257,910</b>	<b>29,518</b>	<b>37,010</b>	<b>173,659</b>	<b>276,128</b>	<b>326,097</b>	<b>321,574</b>	<b>263,002</b>
<b>Unreserved Fund Balance as a % of Oper. Expend</b>	<b>18%</b>	<b>19%</b>	<b>15%</b>	<b>16%</b>	<b>18%</b>	<b>19%</b>	<b>20%</b>	<b>19%</b>	<b>18%</b>
<b>Ending Committed Fund Balance</b>	<b>77,139</b>	<b>117,477</b>	<b>108,089</b>	<b>127,268</b>	<b>277,065</b>	<b>434,909</b>	<b>544,505</b>	<b>719,381</b>	<b>935,891</b>

\*Beginning Fund Balance for FY14/15 includes \$30,677 of Assigned Fund Balance for Prepaid Expense and Carryover PO's from FY13/14



# CAPITAL IMPROVEMENT FUNDING OPTIONS

	2016-17	2017-18	2018-19	2019-20	2020-21	21-22	6 year Cumulative
1 Mill	\$398,844	\$407,255	\$416,151	\$425,484	\$435,219	\$443,924	\$ 2,526,875
1.5 Mill	\$598,265	\$610,882	\$624,226	\$638,225	\$652,829	\$665,886	\$ 3,790,313
2 Mill	\$797,687	\$814,509	\$832,301	\$850,967	\$870,439	\$887,847	\$ 5,053,751

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	21-22	6 year Cumulative
Residential Curb and Gutter		\$1,654,800	\$ 1,456,000			\$ 1,267,560	\$ 1,240,400	\$ 5,618,760
Residential Street Reconstruction	\$ 1,018,098			\$ 1,318,600	\$ 658,600			\$ 2,995,298
Crack Sealing, Sealcoating, Patching, & Overlays	\$497,131	\$50,000	\$50,000	\$293,318	\$392,340	\$50,000	\$50,000	\$ 1,382,789
Total	\$1,515,229	\$1,704,800	\$1,506,000	\$1,611,918	\$1,050,940	\$1,317,560	\$1,290,400	\$9,996,847

	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>
Total Governmental Activities without Special Assessments	759,722	728,771	740,543	609,925	601,878	650,126	584,846	543,212	551,636
Committed Fund Balance Transfer		30,950	19,179	149,797	157,844	109,596	174,876	216,510	208,086
Committed Fund Balance		77,139	127,268	277,065	434,909	544,505	719,381	935,891	1,143,977



# DEBT POLICY LIMITS

CITY OF BRIGHTON

Ratio of Annual Debt Service Expenditures to Total Revenue/Expenditures

**Governmental Activities**

Through Debt Issued or to be Issued in FY 2014-15

Based on November, 2014 Financial Forecast

Fiscal Year Ended June 30	Total Annual Debt Service Expenditures	Total Annual Revenue	Total Annual Expenditures	Percent of Debt Service to General Governmental Revenue	Percent of Debt Service to General Governmental Expenditures	Target Maximum Ratio	Total Revenue Over/(Under) Target	Total Expenditures Over/(Under) Target	Debt Service Over Revenue Target	Debt Service Over/(Under) Expenditure Target
2015	1,017,270	9,853,879	10,160,598	10.32%	10.01%	10%	0.32%	0.01%	31,882	1,210
2016	1,019,442	9,882,635	10,013,303	10.32%	10.18%	10%	0.32%	0.18%	31,179	18,112
2017	879,024	9,939,397	10,163,503	8.84%	8.65%	10%	-1.16%	-1.35%	(114,916)	(137,326)
2018	865,902	10,123,279	10,315,955	8.55%	8.39%	10%	-1.45%	-1.61%	(146,426)	(165,694)
2019	903,850	10,321,858	10,470,694	8.76%	8.63%	10%	-1.24%	-1.37%	(128,336)	(143,219)
2020	828,145	10,463,177	10,627,755	7.91%	7.79%	10%	-2.09%	-2.21%	(218,173)	(234,630)
2021	775,974	10,651,514	10,787,171	7.29%	7.19%	10%	-2.71%	-2.81%	(289,177)	(302,743)
2022	773,698	10,843,241	10,948,979	7.14%	7.07%	10%	-2.86%	-2.93%	(310,626)	(321,200)
2023	519,477	11,038,420	11,113,213	4.71%	4.67%	10%	-5.29%	-5.33%	(584,365)	(591,844)
2024	522,494	11,237,111	11,279,912	4.65%	4.63%	10%	-5.35%	-5.37%	(601,217)	(605,497)
2025	529,294	11,439,379	11,449,110	4.63%	4.62%	10%	-5.37%	-5.38%	(614,644)	(615,617)
2026	552,825	11,645,288	11,620,847	4.75%	4.76%	10%	-5.25%	-5.24%	(611,704)	(609,260)
2027	256,939	11,854,903	11,795,160	2.17%	2.18%	10%	-7.83%	-7.82%	(928,551)	(922,577)
2028	102,694	12,068,292	11,972,087	0.85%	0.86%	10%	-9.15%	-9.14%	(1,104,135)	(1,094,515)
2029	115,550	12,285,521	12,151,668	0.94%	0.95%	10%	-9.06%	-9.05%	(1,113,002)	(1,099,617)
2030	111,279	12,506,660	12,333,943	0.89%	0.90%	10%	-9.11%	-9.10%	(1,139,387)	(1,122,115)
2031	106,982	12,731,780	12,518,953	0.84%	0.85%	10%	-9.16%	-9.15%	(1,166,196)	(1,144,913)
2032	102,661	12,960,952	12,706,737	0.79%	0.81%	10%	-9.21%	-9.19%	(1,193,434)	(1,168,013)



## CIP BONDING SCENARIO - ASSUMES NO DDA FUND OR SAD PARTICIPATION

- 2<sup>nd</sup> Street Reconstruction - 2016
- Brighton Interior Drive Reconstruction (partially funded by MDOT Grant) - 2016
- Curb & Gutter – Northwest Neighborhood – 2016
- Curb & Gutter – Walnut, N Third, Center, N First, Chestnut, School, Hillcrest – 2017
- Reconstruction – Woodlake Dr & Cr. Whispering Oaks, Tanglewood – 2018
- Reconsruction – Glenwyth, Sisu Knoll, Peppergrove - 2019



# FORECAST ASSUMING ISSUING BONDS 2016 THROUGH 2019 FOR CURB & GUTTER/RECONSTRUCTION

CITY OF BRIGHTON

GENERAL FUND SUMMARY

SIX YEAR FINANCIAL FORECAST (as of November 6, 2014)

	13-14 Year End <u>Actual</u>	FY 2014-15 Year-end <u>Projection</u>	15-16 <u>Forecast</u>	16-17 <u>Forecast</u>	17-18 <u>Forecast</u>	18-19 <u>Forecast</u>	19-20 <u>Forecast</u>	20-21 <u>Forecast</u>
Revenue	7,536,060	7,678,796	7,880,033	8,009,066	8,197,445	8,368,773	8,570,772	8,762,168
Less: Expenditures	7,822,437	7,832,579	7,846,347	7,698,255	7,909,116	8,178,410	8,367,905	8,571,514
Less: Additional Debt Service	-	-	-	136,483	211,173	287,882	360,384	376,627
<b>Funds Available</b>	<b>(286,378)</b>	<b>(153,783)</b>	<b>33,686</b>	<b>174,328</b>	<b>77,156</b>	<b>(97,519)</b>	<b>(157,517)</b>	<b>(185,973)</b>
Less: Committed Fund Balance & Nonspendable	-	30,950	19,179	13,314	-	-	-	-
<b>Funds Available after Committed Fund Balance</b>	<b>(286,378)</b>	<b>(184,733)</b>	<b>14,507</b>	<b>161,014</b>	<b>77,156</b>	<b>(97,519)</b>	<b>(157,517)</b>	<b>(185,973)</b>
Add: Beginning Unreserved Fund Balance*	1,488,963	1,202,585	1,017,852	1,032,359	1,193,373	1,323,859	1,404,625	1,432,616
<b>Ending Unreserved Fund Balance</b>	<b>1,171,908</b>	<b>1,017,852</b>	<b>1,032,359</b>	<b>1,193,373</b>	<b>1,270,530</b>	<b>1,226,339</b>	<b>1,247,108</b>	<b>1,246,643</b>
<b>Minimum Target Fund Balance</b>	<b>994,941</b>	<b>988,334</b>	<b>995,349</b>	<b>1,019,714</b>	<b>1,047,731</b>	<b>1,078,528</b>	<b>1,111,043</b>	<b>1,143,758</b>
<b>Fund Balance above (below) target minimum</b>	<b>176,967</b>	<b>29,518</b>	<b>37,010</b>	<b>173,659</b>	<b>222,799</b>	<b>147,811</b>	<b>136,066</b>	<b>102,885</b>
<b>Unreserved Fund Balance as a % of Oper. Expend.</b>	<b>18%</b>	<b>15%</b>	<b>16%</b>	<b>18%</b>	<b>18%</b>	<b>17%</b>	<b>17%</b>	<b>16%</b>
<b>Ending Committed Fund Balance</b>	<b>77,139</b>	<b>108,089</b>	<b>127,268</b>	<b>140,582</b>	<b>140,582</b>	<b>140,582</b>	<b>140,582</b>	<b>140,582</b>



CITY OF BRIGHTON

Ratio of Annual Debt Service Expenditures to Total Revenue/Expenditures

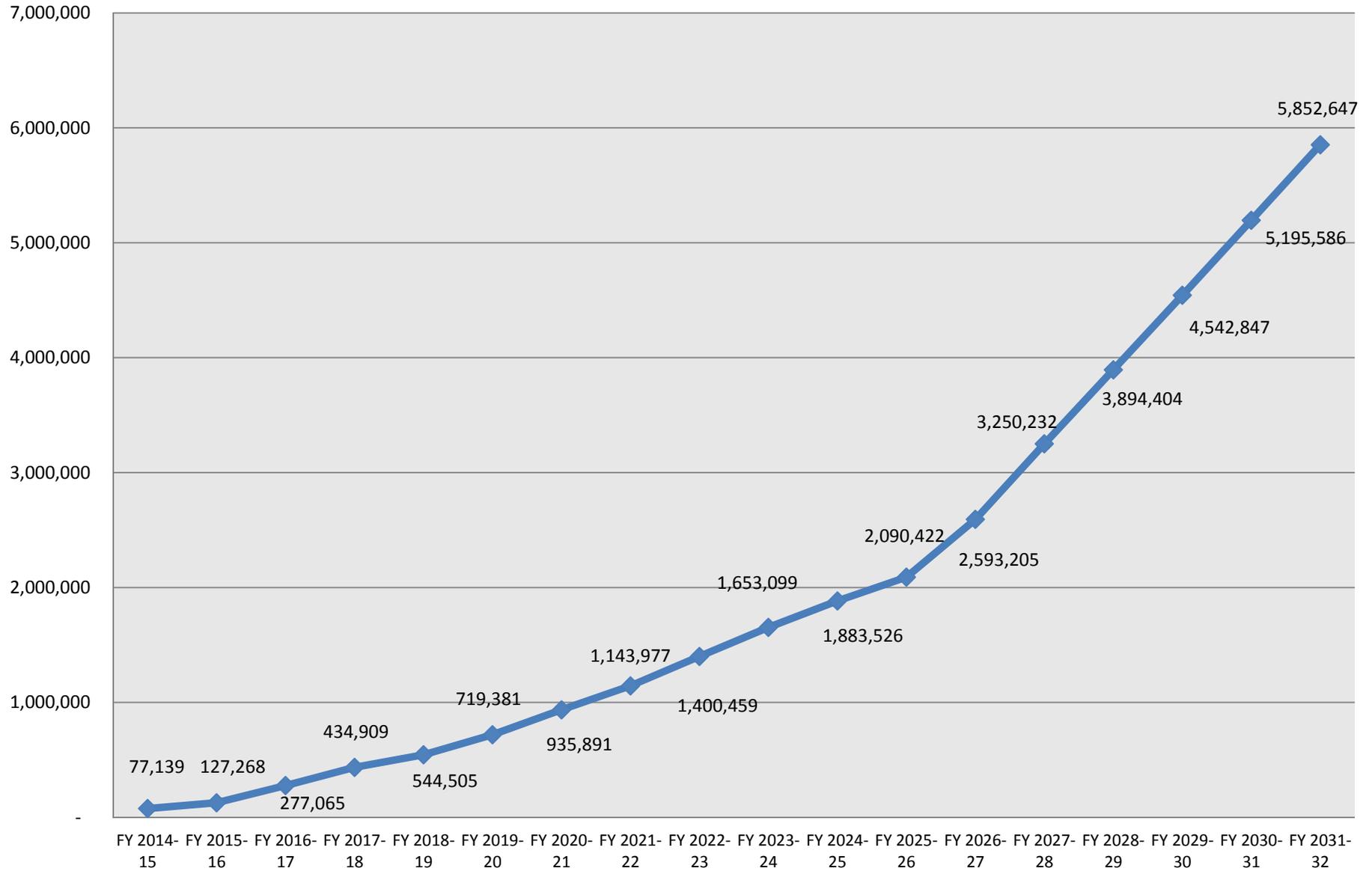
Governmental Activities

Through Debt Issued or to be Issued in FY 2019-20

Fiscal Year Ended June 30	Total Annual Debt Service Expenditures	Total Annual Revenue	Total Annual Expenditures	Percent of Debt Service to General Governmental Revenue	Percent of Debt Service to General Governmental Expenditures	Target Maximum Ratio	Total Revenue Over/(Under) Target	Total Expenditures Over/(Under) Target	Debt Service Over Revenue Target	Debt Service Over/(Under) Expenditure Target
2015	1,017,270	9,853,879	10,160,598	10.32%	10.01%	10%	0.32%	0.01%	31,882	1,210
2016	1,019,442	9,882,635	10,013,303	10.32%	10.18%	10%	0.32%	0.18%	31,179	18,112
2017	1,015,507	9,939,397	10,163,503	10.22%	9.99%	10%	0.22%	-0.01%	21,567	(843)
2018	1,077,075	10,123,279	10,315,955	10.64%	10.44%	10%	0.64%	0.44%	64,747	45,479
2019	1,191,732	10,321,858	10,470,694	11.55%	11.38%	10%	1.55%	1.38%	159,546	144,663
2020	1,188,529	10,463,177	10,627,755	11.36%	11.18%	10%	1.36%	1.18%	142,211	125,754
2021	1,152,601	10,651,514	10,787,171	10.82%	10.68%	10%	0.82%	0.68%	87,450	73,884
2022	1,175,492	10,843,241	10,948,979	10.84%	10.74%	10%	0.84%	0.74%	91,168	80,594
2023	932,596	11,038,420	11,113,213	8.45%	8.39%	10%	-1.55%	-1.61%	(171,246)	(178,725)
2024	980,925	11,237,111	11,279,912	8.73%	8.70%	10%	-1.27%	-1.30%	(142,786)	(147,066)
2025	1,002,607	11,439,379	11,449,110	8.76%	8.76%	10%	-1.24%	-1.24%	(141,331)	(142,304)
2026	1,031,320	11,645,288	11,620,847	8.86%	8.87%	10%	-1.14%	-1.13%	(133,209)	(130,765)
2027	780,279	11,854,903	11,795,160	6.58%	6.62%	10%	-3.42%	-3.38%	(405,211)	(399,237)
2028	631,591	12,068,292	11,972,087	5.23%	5.28%	10%	-4.77%	-4.72%	(575,238)	(565,618)
2029	649,023	12,285,521	12,151,668	5.28%	5.34%	10%	-4.72%	-4.66%	(579,529)	(566,144)
2030	646,076	12,506,660	12,333,943	5.17%	5.24%	10%	-4.83%	-4.76%	(604,590)	(587,318)
2031	672,725	12,731,780	12,518,953	5.28%	5.37%	10%	-4.72%	-4.63%	(600,453)	(579,170)
2032	665,909	12,960,952	12,706,737	5.14%	5.24%	10%	-4.86%	-4.76%	(630,186)	(604,765)
2033	550,590	13,194,249	12,897,338	4.17%	4.27%	10%	-5.83%	-5.73%	(768,835)	(739,144)
2034	548,346	13,431,746	13,090,798	4.08%	4.19%	10%	-5.92%	-5.81%	(794,829)	(760,734)
2035	544,179	13,673,517	13,287,160	3.98%	4.10%	10%	-6.02%	-5.90%	(823,173)	(784,537)
2036	529,814	13,919,641	13,486,467	3.81%	3.93%	10%	-6.19%	-6.07%	(862,150)	(818,833)
2037	277,096	14,170,194	13,688,764	1.96%	2.02%	10%	-8.04%	-7.98%	(1,139,923)	(1,091,780)
2038	152,027	14,425,258	13,894,096	1.05%	1.09%	10%	-8.95%	-8.91%	(1,290,499)	(1,237,383)
2039	46,670	14,684,912	14,102,507	0.32%	0.33%	10%	-9.68%	-9.67%	(1,421,821)	(1,363,581)



### Committed Fund Balance with No New Debt





**Kelly Hanna - Healthcare Costs and Hardcap Limits**

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**From:** Kelly Hanna  
**To:** Dana Foster  
**Date:** 2/26/2015 12:05 PM  
**Subject:** Healthcare Costs and Hardcap Limits  
**Cc:** Burke, Jennifer; Meier, Denise  
**Attachments:** 2015\_Public\_Employer\_Contributions\_to\_Medical\_Plan\_Limitations\_469424\_7.pdf

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Dana,

The total amount the City was able to spend on healthcare for FY14/15 is \$696,682.76. I do not project the City exceeding this total above the hardcap limit. The total amount the City is allowed to spend on employee healthcare for FY15/16 is \$731,647.81. I am budgeting \$731,647.34 in expenditures for next fiscal year. The increase of 5% is a combination of a 2.3% increase in the hardcap limits and a change in the dynamic of our employee group (coverage changes and employee opt-outs).

Attached is the notice from the State of Michigan on the Hardcap Limits for the upcoming year. At this time we are projecting a 10% increase in our healthcare rates. Once the actual numbers are received, the calculations will adjusted to either increase or reduce employee contributions to keep under the Hardcap Limits.

Thanks,  
Kelly



STATE OF MICHIGAN  
DEPARTMENT OF TREASURY  
LANSING

RICK SNYDER  
GOVERNOR

R. KEVIN CLINTON  
STATE TREASURER

September 18, 2014

## PUBLIC EMPLOYER CONTRIBUTIONS TO MEDICAL BENEFIT PLANS ANNUAL COST LIMITATIONS – CALENDAR YEAR 2015

For a medical benefit plan coverage year beginning on or after January 1, 2012, MCL 15.563, as amended by 2013 Public Act 270, sets a limit on the amount that a public employer may contribute to a medical benefit plan.

For medical benefit plan coverage years beginning on or after January 1, 2013, MCL 15.563 provides that the dollar amounts that are multiplied by the number of employees with each coverage type be adjusted annually. Specifically, the dollar amounts shall be adjusted, by October 1 of each year, by the change in the medical care component of the United States consumer price index for the most recent 12-month period for which data are available. For calendar year 2014, the limit on the amount that a public employer may contribute to a medical benefit plan was set to the sum of the following:

- \$5,857.58 times the number of employees and elected public officials with single-person coverage
- \$12,250.00 times the number of employees and elected public officials with individual-and-spouse coverage or individual-plus-1-nonspouse-dependent coverage
- \$15,975.23 times the number of employees and elected public officials with family coverage.

The limits for 2015 equal the 2014 limits increased by **2.3 percent**. The 2.3 percent is the percentage change in the medical care component from the period September 2012-August 2013 to the period September 2013-August 2014.

Thus, for medical benefit plan coverage years beginning on or after January 1, 2015, the limit on the amount that a public employer may contribute to a medical benefit plan equals the sum of the following:

- \$5,992.30 times the number of employees and elected public officials with single-person coverage
- \$12,531.75 times the number of employees and elected public officials with individual-and-spouse coverage or individual-plus-1-nonspouse-dependent coverage
- \$16,342.66 times the number of employees and elected public officials with family coverage.

  
R. Kevin Clinton  
State Treasurer

September 18, 2014



**RESOLUTION 15-06**

**Adopted May 7, 2015**

**ADOPTING THE FY 2015-16 BUDGET**

**WHEREAS, the City of Brighton Municipal Charter requires that an annual budget be approved by the City Council; and**

**WHEREAS, said Charter requires the appropriation of funds for the upcoming Fiscal Year; and**

**WHEREAS, the Manager's recommended budget for Fiscal Year 2015-16 was submitted to the City Council of Brighton and a copy thereof placed on file with the City Clerk for public review on March 19, 2015; and**

**WHEREAS, on April 16, 2015 the City Council of Brighton held a public hearing on the proposed budget for Fiscal Year 2015-16; and**

**WHEREAS, estimated revenues and fund balances are sufficient to provide for proposed expenditures and year end reserves required for the 2015-16 Fiscal Year; and**

**NOW, THEREFORE, pursuant to Chapter 8, Section 4 of the City of Brighton Charter, BE IT RESOLVED, that the City Council of Brighton hereby approves the Fiscal Year 2015-16 budget by activity, as presented by the Manager, reviewed by Council, and implemented through the following policies and specifications as the official budget for the City of Brighton for the Fiscal Year beginning July 1, 2015;**

**I. ADOPTION BY FUND AND ACTIVITY WITHIN EACH FUND**

**The Budget is hereby adopted and appropriated by fund, and department within each fund, as provided on Exhibit A.**

**II. APPROPRIATIONS/TRANSFERS**

**Appropriations made during Fiscal Year 2015-16 pursuant to said budget shall be considered the maximum authorization to incur expenditures and not a mandate to spend, subject to the following conditions:**

- A. Additional appropriations may be made by the City Council from the unappropriated fund balance account of the General Fund for approved reallocations, providing that such appropriations do not cause the unreserved fund balance account to be less than 15% of the total General Fund budgeted operating expenditures.**
- B. Transfers may be made by the City Manager from departmental reserves or surplus of the General Fund to any department of the General Fund in amounts not to exceed five percent of the original total budget for the department receiving the transfer, provided that such transfers shall not exceed the total amount of operating reserves or surplus available at the time of transfer, and providing that such transfers do not cause the**



unreserved fund balance account to be less than 15% of the total General Fund budgeted operating expenditures.

- C. Transfers may be made by the City Manager from departmental reserves or surplus of the General Fund to any other Fund of the City in amounts not to exceed ten percent of the original total budget for all such transfers, providing that the limitations of Section (B) are not exceeded.
- D. Appropriations in excess of the limitations of Sections (A - C) above may be authorized by the City Council but only if new revenues are available to fund such expenditures.

### III. LIMIT ON OBLIGATIONS AND PAYMENTS

No obligation shall be incurred against, and no payment shall be made from any appropriation account unless there is a sufficient unencumbered balance in the appropriation, and sufficient funds are or will be available to fund such expenditures.

### IV. CONFORMITY WITH PREVIOUS ACTIONS

The City Council rescinds any prior actions not in conformity with the above stated policies and specifications.

Ayes: Willis, Bohn, Pipoly, Muzzin, Bandkau, Tobbe, Gardner

Nays: None

Absent: None

Abstain: None

This Resolution was adopted this 7th day of May 2015.

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Diana Lowe, City Clerk



**EXHIBIT - A**

<u>REVENUE/SOURCES - ALL FUNDS</u>	<u>Budget</u>
Property Taxes, Penalties, Interest & Fees	\$6,873,593
Licenses & Permits	368,700
Federal Grants	10,000
State Grants	657,026
State Shared Revenue	1,104,215
Local Unit Contribution	93,500
Service Charges	3,996,243
Fines & Forfeits	102,175
Investment Earnings	37,180
Rents & Royalties	71,650
Other Revenue	290,172
Other Financing Sources (including fund balance and working capital)	4,721,491
<b>TOTAL REVENUE</b>	<b><u>\$18,325,944</u></b>

<u>Fund</u>	<u>Department</u>	<u>Appropriation</u>
	City Council	27,504
	City Manager	104,719
	Legal Services	271,318
	City Clerk	153,520
	Human Resources	136,284
	Finance	622,324
	Information Systems	95,469
	Police	2,556,657
	Public Services	1,805,390
	Community Development	632,484
	Post Employment Benefits	274,335
	Contingencies/(Cuts)	125,000
	Transfers Out	<u>1,171,298</u>
General		7,976,303
Major Street		2,746,586
Local Street		202,873
Principal Shopping District		102,950
Arts & Cultural Commission		9,900
Imagination Station Maintenance		7,500
Forfeiture Funds		2,720
Street Non-voted Debt		661,857
Capital Improvement		248,019
Law Enforcement/Public Safety		152,050
Building Authority		126,911
Downtown Development Authority		1,042,388
Local Development Finance Authority		77,173
Utilities		<u>6,817,376</u>
<b>TOTAL EXPENDITURES</b>		<b>20,174,606</b>
Less: Depreciation		<u>(1,848,662)</u>
<b>TOTAL EXPENDITURES: Less Depreciation</b>		<b><u>\$18,325,944</u></b>



### **CITY GOALS & OBJECTIVES**

Responsible government is the recognized duty of all elected officials and City employees. The following City-wide Strategic Priorities, City Goals by Perspective and City Council Goals have been identified to serve the residents of the City of Brighton in the most professional, efficient and courteous manner possible. Each City Department also prepares performance objectives, which are located in the departmental sections of this document, and are directly tied and referenced to at least one of the Strategic Priorities or City Council Goals below.

#### **Strategic Priorities**

1. **Quality of Life** – City Council and Staff are always searching for ways to add value to the City by preserving history; providing recreational opportunities and safe family entertainment areas, sidewalks and greenways; protecting the environment; and supporting cultural activities.
2. **Superior Services** – Services provided to the citizens of the City of Brighton are customer service focused, of good value, well managed, sustainable and dependable. Training opportunities are provided to elected and appointed officials, employees and volunteers. This allows for continued growth which ultimately results in more effective and efficient Services for the community.
3. **Community Safety** – The City of Brighton provides a safe community. Whether driving, walking, biking and/or playing, citizens should feel safe from harm. When emergencies arise, citizens shall be confident that the City will respond quickly and efficiently.
4. **Growth Management** – The City of Brighton has established policies and plans that address land use, recreation, preservation of the environment, public safety, as well as financial and other critical issues. Growth is managed and planned in a manner that improves the quality of life for the City's residents.
5. **Economic Development** – The City of Brighton encourages economic development that promotes sustainability, supports new and current businesses and stimulates economic prosperity.

#### **City Goals by Perspective**

1. **Serve the Community** – Provide an environmentally responsible, safe and livable community while delivering quality services.
2. **Run the Operations** – Cultivate community involvement and access, deliver efficient services, provide courteous and responsive customer service, maximize shared services, and enhance community preparedness while modeling a positive City Image
3. **Manage the Resources** – Invest in infrastructure, maintain fiscal strength, and maximize resources.
4. **Develop Personnel** – Develop a skilled workforce with a positive and rewarding workplace.



### City Council Goals

The following Citywide goals have been identified through the City Council Goal setting special meeting. Each year, the City Council meets in the fall to discuss the goals for the upcoming year. These goals may be financial or non-financial in nature.

Listed below are the goals and objectives of the City Council as identified in the fall of 2014. The City Manager's office provides a Goal Tracking list to City Council periodically to provide the progress of each goal. Each City office also prepares performance objectives, which are located in the departmental sections of this document, and are directly tied to the City's overall goals and objectives.

**1. Possible DDA Fund Budget Amendments' package:**

City Manager and Community Development/DDA Executive Director should move forward with proposed Fiscal Year 14-15 budget amendments to the DDA Board Budget Subcommittee, DDA Board, and then City Council with the amendments including but not limited to new DDA Fund appropriations for a new Parking Enforcement program to be implemented by the Police Department, parking lot maintenance, pavement maintenance for connector streets along the West Grand river part of DDA District 2, construction of a new CSX-West Parking Lot on CSX-owned property to be leased by the DDA.

**2. Off-Street Parking Regulations related Ordinance Amendments:**

City Staff, City Planning Commission, and City Attorneys should continue forward with the pending review/approval process for the proposed ordinance amendments to provide for transitional parking and overflow parking objectives in order to get the amendments adopted in the Spring of 2015.

**3. CSX-West Parking Lot:**

After the DDA Board determines the scope and size of the planned parking lot project and obtains competitive bids for same, the City Council will then consider approval of a Fiscal year 14-15 budget Amendment for a General Fund appropriation to the DDA Fund to enable the DDA Board to execute a construction contract to build the CSX-West parking Lot in approximately June of 2015 to be ready for use for the July Taste of Brighton Event, the August Fine Art & Acoustic Music Festival, and September's Smokin' Jazz and Barbecue Blues Festival. The City Council will consider such an appropriation based upon an understanding/assumption the DDA Board will approve an appropriation in July or August of 2015 (approximately 2 months after the General Fund appropriation to the DDA Fund to enable construction of the parking lot) to the General Fund in an amount equal to the CSX-West Parking Lot construction cost.

**4. Emergency Sirens Activation Procedure:**

The City Manager, City Police Chief, and Brighton Area Fire Authority Chief will keep City Council apprised of how the fairly new sirens' activation procedure that is operated by the Livingston County 911 Dispatch Agency is working. City Council will assume no change is needed in the procedure unless asked to act on a recommended change by the aforementioned staff members.

**5. Proposed K-9 Officer Program for the Police Department:**

City Council will evaluate a future proposed K-9 program if submitted by the City Manager and Police Chief. The Police Department staff will continue with feasibility related research and analysis that was started earlier this year. This feasibility study work will include an examination of funding sources and cost-effectiveness.



**City Council Goals (continued)**

**6. SELCRA-related long term Funding/Millage Proposal for SELCRA operations & Parks/Recreation capital improvements:**

Council Member Cooper, in his capacity as the City Council Liaison Member on the SELCRA Board, will work with the City Attorneys, the City Manager, the SELCRA Board/staff, and the School District staff to determine possible millage ballot proposal language to propose for voter consideration in a November, 2015 election.

**7. Community Outreach/Citizen Engagement:**

Implement "Citizen Feedback/Outreach Phone Line" to solicit feedback on specific questions which citizens would simply call the given phone number if they support the given proposal. Schedule and conduct combined City Council + Staff "walk-arounds" in each residential area of the city immediately prior to City Council Meetings on future selected City Council Meeting-nights. The purpose of the walk-arounds (which would be advertised in advance along with related public meeting notices) will be to overtly solicit resident feedback about Brighton city government/city services, and about city infrastructure related needs. Outreach programs/activities to overtly solicit feedback from business owners also need to be developed and implemented.

**8. City Charter administrative updates:**

City Attorneys and City Manager will review; and forward copies to the City Council, of previous Charter administrative update ballot proposals of approximately ten years ago. City Attorneys will provide an updated legal opinion letter/report to City Council to describe the City Charter updating process including the actions needed in order to place Charter update proposals on an election ballot. It is recognized that the purpose of this process is not to modify the structure of the City of Brighton city government. The general goal will be to work towards Charter update ballot proposals being placed on the November 2015 election ballot for City voters to consider.

**9. Capital Improvements Funding:**

Consider possible near-future City Council Worksession regarding funding options. Worksession discussion to include review of a Bonding/Long-term Debt Financing vs. Cash Pay as You Go financing analysis from staff. The staff analysis will also address the use of the future committed fund balance generated as a result of ongoing annual retirement of past City long-term bonded debt for street improvement needs. The purpose of the analysis will be to assist City Council with decision-making for placing a possible Street Improvements funding millage ballot proposal on the 2015 election ballot for City voters to consider. A possible future millage ballot proposal would preferably present specific lists of proposed improvements to be construed in specific years and in all four of the City's voting precincts and it may include sidewalk improvements which may be prudent to construct as part of the given street improvement projects. This capital improvements/street improvements funding proposal planning process will also need to include a City Council review of staff's updated unfunded Street-related capital improvement projects list and staff's recommended underground water, sanitary sewer, and storm-sewer utility improvements that are needed to be implemented at the same time as above-ground pavement improvements are being constructed.

**10. City Worksite Tours for All City Council Members:**

Conduct on-site tours of all City government/City service-related worksites for all City Council Members prior to the Spring, 2015 City Council Budget Worksessions. The tour process will also preferably include ridealongs with Police Patrol Officers for Council Members.



**City Council Goals (continued)**

**11. City Staff/City Government Organization Succession Planning:**

The City Manager will prepare and submit a formal staff succession planning process report to City Council with related recommendations. It is recognized that there is a high probability of a significant number of retirements of City Employees with valuable knowledge and experience occurring within the next one to five years. The successions planning process report therefore needs to recognize and identify processes for hiring/promotions and related transition briefing of successors for positions in which retirements are probable. Such a planning process may also include identification of costs such as temporary overstaffing in order to provide for transition/overlap periods of successor employees working alongside employees who have announced future retirement dates.

**12. City Facilities & City-owned Public Spaces/Public Grounds Maintenance and Cleaning:**

City Manager and DPW Director will examine increasing the frequency of street sweeping and catch-basin cover cleaning of the Grand River Avenue & Main Street intersection and other streets in the core downtown. The Mayor and Mayor Pro Tem, as the City Council's Liaison Members to the DDA Board, will propose for Fiscal Year 15-16 DDA Fund Budget planning: DDA appropriation for implementation of the decorative bollards and decorative chains along the edges of the concrete Mill Pond Walkway and paving of current lawn areas of the "lower part" of the Mill Pond Park abutting the Mill Pond Walkway that are waterfowl deterring elements of the recently-approved Mill Pond Park Master Plan update. The objective of this proposed DDA Fund appropriation will be to reduce the waterfowl waste on the Mill Pond Walkway and to improve the cleanliness/appearance of same. The City Manager and DPW Director will also examine the option of redirecting the existing Mill Pond Park area irrigation sprinkler heads towards the Mill Pond Walkway for automated daily wash-down cleaning of the walkway. The City Manager will consult with the city Attorneys and Police Chief to determine what, if any, ordinance amendments are needed in order to enable City Police to be able to enforce no-smoking signs/regulations at the Municipal Pavilion, Imagination Station, Tridge, and Gazebo/amphitheater facility locations - with the objective being to deter smoking activity and help improve the cleanliness/appearance of the subject public facilities and grounds.



**BUDGET CALENDAR FOR FY15/16 BUDGET**

**Operating Budget**

December 2, 2014	Budget instructions delivered to Department Directors
January 2, 2015	Budget Requests submitted to Finance Director
January 5 - February 13, 2015	Review, analysis, and calculations of submittals by Finance Director.
February 13, 2015	Budget Requests and analyses submitted to City Manager by Finance Director
February 14 - March 9, 2015	City Manager's review and analysis, including meetings on budget requests with Department Directors
March 10, 2015	City Manager finalizes budget recommendations
March 11-18, 2015	Staff produces Budget for submission to City Council
March 19, 2015	City Manager's recommended budget presented to City Council
March 24 & 25, 2015	City Council Budget Work Sessions
April 2, 2015	Council directs staff to publish the Budget Hearing notice
April 16, 2015	Public Hearing on Budget
May 7, 2015	Council Adopts Annual Budget
May 21, 2015	Council Adopts Millage
June 18, 2015	Council Adopts Fee Schedule



### **Budgetary Process**

The City's annual budget process for the subsequent year begins soon after the audited annual financial report for the prior year is presented to the City Council. After the audit presentation, the City Council holds an annual fall goal setting retreat, which results in the establishment of the City's goals and objectives for the following year. Soon after the Council's annual goal setting retreat, staff prepares a six-year Capital Improvement Program (CIP), which is reviewed by the Planning Commission and adopted by the City Council in February.

In January of each year, staff begins developing the operating budget for the next year. The Finance Director will submit a Proposed Budget to the City Manager in February. In March, the City Manager presents to the City Council the manager's recommended budget for the next year. In March and April, the City Council reviews the manager's recommended budget, makes changes at their discretion, holds a public hearing and ultimately adopts the City budget for the fiscal year, which begins the next July 1.

### **Budgetary Information**

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America for the General Fund and all Special Revenue Funds except for operating transfers to the component units, which were budgeted as operating transfers rather than external transactions. The City's budget is prepared in compliance with the uniform budgeting provisions of Michigan law. The basis of budgeting is as follows: all Governmental Funds, including the legally adopted General Fund and Special Revenue Funds, are budgeted for on a modified accrual basis, which is the same basis as used in the City's audited financial statements. As an example, employee wages are budgeted to account for the number of days scheduled for each fiscal year.

An Enterprise Fund is established when the intention is that costs of providing goods or services is financed or recovered primarily through user charges and fees. The City of Brighton's Enterprise Fund is its Utilities Fund, which is budgeted to account for the operations of the City's Water and Sewer systems. The economic resources measurement focus and the accrual basis of accounting are used for the Utilities Fund, where revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

Expenditures are authorized via an annual budget passed by resolution in which the Council authorizes the level of funding for City operations. The Council adopts an activity level budget, which is considered the maximum authorization to incur liabilities and not a mandate to spend. No obligation shall be incurred against, and no payment shall be made from, any appropriation account that lacks a sufficient balance available to meet the obligation.

Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as designates of fund balances and do not constitute expenditures or liabilities because the goods or services have not been received as of year-end; the commitments will be re-appropriated and honored during the subsequent year.

In view of the importance of the budget as a planning and control instrument in the City, the accounting system provides the basis for appropriate budgetary control. Unlike accounting, budgeting is not essentially a financial procedure; it is primarily a policy-planning process. Therefore, it is much less amendable to standardization; however, the importance of GAAP, audit standards, the credit markets' need for more complete disclosure of the City's underlying condition, and the heightened sophistication of the public and press about the importance of the outcomes as well as projections, have combined to professionalize and conform budgeting terms and definitions to GAAP. As a result, common terminology, measurement, and classification are used consistently throughout the City's budget, accounting records and financial reports.



**Balanced Budget**

A balanced budget is necessary for proper financial management in the City of Brighton. The City annually adopts a Balanced Budget in which estimated revenue and available unreserved fund balance are equal to or greater than estimated expenditures. After the budget is adopted, if increases in expenditures and/or decreases in revenue result in an imbalanced budget, then a budget amendment is required to bring the budget back in balance.

**FINANCIAL POLICIES**

The City's financial policies serve the administration in the preparation of the budget and management of the City's Financial Affairs. Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability.

The City of Brighton's financial policies, as compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing economic circumstances and conditions, these policies help the decision making process of the City Council and administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

**Fund Balance Policies**

The excess of a Governmental Fund's assets over liabilities is referred to as Fund Balance. The excess in the Utilities Fund is referred to as Working Capital. Below is the City of Brighton's adopted Fund Balance Policies:

1. Minimum Unreserved General Fund – Fund Balance to be no less than 15% of General Fund Operating Expenditures.
2. Maximum Unreserved General Fund – Fund Balance to be no greater than 25% of General Fund Operating Expenditures.
3. In the event that the Unreserved General Fund - Fund Balance falls below the Minimum guideline parameter the following actions will be taken in priority order;
  - a. Reduce General Fund supported pay-as-you-go CIP projects by funding them with debt financing, if permissible within the guidelines of the City's Debt Management Policy,
  - b. Defer General Fund supported pay-as-you-go CIP projects to out-years in the CIP,
  - c. Cut General Fund operating expenditures.
4. In the event that the Unreserved General Fund - Fund Balance exceeds the Maximum guideline parameter the following actions will be taken in priority order;
  - a. Reduce Debt Financed CIP projects by funding them with General Fund appropriations
  - b. Move up out-year CIP projects by funding them with General Fund appropriations.
5. The City continues to accumulate Utilities Fund working capital in the event of expenses caused by unforeseen emergencies or for shortfalls caused by revenue declines. Working Capital should remain at least 25% of the total Utilities Fund operating expenses.



### **Investment Policy**

It is the policy of the City of Brighton to invest its public funds in a manner, which will provide the highest investment return within the guidelines of maximum security and optimal liquidity while conforming to all State of Michigan statutes governing the investment of public funds.

Surplus monies of the City on deposit with financial institutions, as determined by the City, shall be invested with maturities scheduled to coincide with projected cash flow needs, taking into consideration large routine expenditures (payroll, accounts payable, bond payments) and sizable blocks of anticipated revenue (property taxes, state shared revenue).

The Finance Department recommended an Update to the Investment Policy, which was approved by City Council September 17, 2011. The updated policy allows for the ability to maximize interest with allowable instruments, which earn the maximum interest rate, with security in mind. The updated policy also removed outdated language, added a glossary and added a reporting section to City Council for the Quarterly Investment Report.

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

1. Safety/Diversification
2. Liquidity
3. Return on Investment

### **Revenue Policies**

The City will strive to maintain diversified, stable sources of revenue to protect essential service delivery from short-term fluctuations in any one source.

The City will maintain sound appraisal procedures and practices to reflect current property values.

The City will strive to minimize the impact of property tax financing for City services by seeking alternative financing such as grants, user fees, and upgrading/enhancing the property tax base.

The City will project by an objective and thorough analytical process its annual revenue based on historical data; county, state and national economies; and new statutes.

The City will finance essential City services that have a Citywide benefit from revenue sources generated from a broad base, such as property taxes.

The City will strive to finance non-utility and non-DDA capital projects on a pay-as-you-go basis from available State Shared Revenue.

The City will review user fee structures to charge the cost of service to the benefiting property owners and customers serviced, while being sensitive to their economic needs. The City will review the revenue and expenditures/expenses during the year and adjust user fees if necessary to cover the expenditures/expenses.

The City will promote special assessment financing for all commercial and industrial infrastructure Projects.

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

The City will follow an aggressive collection policy for all City revenue.



**Expenditure/Expense Policies**

The City will review actual expenditures/expenses to budget on a monthly basis and amend the budget from time-to-time to bring activity budgets in balance with actual/year-end projected expenditures/expenses.

The City will strive to reduce major cost factors through operational efficiencies and competitive bidding.

The City will maintain a budgetary control monitoring system to ensure adherence to the budget.

**Capital Improvement Program (CIP)**

The Capital Improvement Program project has a cost of at least \$5,000, a useful life of at least 3 or more years, and is generally an expense that does not reoccur annually unless it is an end-of-life cycle replacement for an existing item of like nature.

The City continues to prepare a six-year Capital Improvement Plan (CIP), which is reviewed by the City Planning Commission and Adopted by the City Council. Refer to Capital Projects Fund section for detailed information on current year projects.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

1. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) should be in a general target range of 5-10% of Total General Fund Expenditures,
2. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) shall in no event exceed the total annual budget for General Fund Revenue Sharing, and
3. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) shall not exceed 25% of the annual funding for all non-utility/non-DDA CIP projects.

**Budget Amendment Policy**

After the Budget is adopted, the primary responsibility for managing the appropriated funds falls to each respective Department Director, along with the City Manager. The Finance Department provides each Department a monthly budget to actual report of their respective activities, for their review. Management flexibility is given to each Department of exceeding a given expenditure/expense line item within a given classification, if it can be compensated for within that same expenditure/expense classification.

If a classification must be adjusted, then a Budget Transfer Request Form is completed and submitted to the Finance Department by the affected Department. The Finance Department reviews the form and if deemed appropriate, the Finance Department processes the budget transfer request.

The Finance Department analyzes all activity budgets on a quarterly basis, and if a review of year-to-date activity projects that any given activity budget will exceed the budget, then the Finance Department prepares a budget amendment for review by the City Manager and ultimate consideration by the City Council.



### **Accounting, Auditing and Financial Reporting Policies**

The accounting policies of the City of Brighton conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units. The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording and summarizing all governmental financial transactions and balances in a single accounting entity. Therefore, the City's accounting system is organized and operated on a "fund basis". Each fund is a distinct, self-balancing accounting entity.

Governmental funds, including the Enterprise Fund and the Agency Fund utilize the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The City Charter requires an annual audit of all accounts of the City by certified public accountants selected by the City Council. The goal of the independent audit is to provide reasonable assurance that the financial statements of the City of Brighton are free of material misstatements. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation.

### **Debt Policy**

When the City issues bonds, it enters into a long-term commitment that requires it to make timely principal and interest payments over the life of the bonds. Therefore, the City needs to ensure that future debt service payments to bondholders can be made on time, without jeopardizing essential City services. A comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issued by the City is affordable and cost-effective.

Governmental Activities include all Governmental Funds of the City, (i.e., the General Fund, Special Revenue Funds, Debt Funds and Capital Project Funds). The City will follow the general debt limits as guidelines that are listed on the following page when analyzing the six debt capacity measures, which shall govern staff's recommendations to Council for the issuance of all future debt obligations of the City's Governmental Activities.

The City may also desire to issue debt obligations on behalf of its Component units (DDA & LDFA) for the purpose of constructing facilities or assets which further the goals and objectives of City government. In such case, the City shall take reasonable steps to confirm the financial feasibility of the project and the financial solvency of the Authority; and, take all reasonable precautions to ensure the public purpose and financial viability of such transactions. The City will follow the two general debt limits as guidelines that are listed on the following page when analyzing debt capacity measures, which shall govern staff's recommendations to City Council for the issuance of all future debt obligations of the City's Component Units.

The City will measure the impact of debt service requirements of outstanding and proposed debt obligations for at least a twenty-year period. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary capital allocation.



**Debt Policy (continued)**

Net Debt is defined as all City Debt, net of special assessment, transportation fund and revenue bond debt.

The City will follow the general debt limitation guidelines below when analyzing the six debt capacity measures of the City’s Governmental Activities. As of April 5, 2012, the City Council modified the existing Debt Management Policy to establish a separate set of measures for the Component Units.

- Total Debt as a Percentage of State Equalized Value
- Net Debt as a Percentage of Taxable Value should not exceed 10%.
- Net Debt per Capita should not exceed on \$2,500.
- Net Debt per Capita as a Percentage of Income per Capita should not exceed 10%.
- Annual Debt Service Expenditures as a Percentage of Annual Total Expenditures for the Governmental Activities should not exceed 10%.
- Annual Debt Service Expenditures as a Percentage of Annual Total Revenue for the Governmental Activities should not exceed 10%.

**Ratios of General Bonded Debt Outstanding**

Fiscal Year	Total Debt	State Equalized Value	Debt as a % of SEV	Net Debt	Taxable value	Net Debt as a percentage of taxable value	Population per capita	Net Debt
2015	\$15,554,948	\$468,687,250	3%	\$9,280,654	\$418,897,128	2%	7,807	\$1,189

Fiscal Year	Governmental Activities Total Expenditures	Governmental Activities Total Revenue	Debt Service Expenditures	Percent of Debt Service to Total Expenditures	Percent of Debt Service to Total Revenue
2015	\$12,237,669	\$12,283,053	\$1,019,442	8%	8%

The City will follow the general debt limits as guidelines that are listed below when analyzing debt capacity measures, which shall govern staff’s recommendations to Council for the issuance of all future debt obligations of the City’s Component Units (per the amended Debt Management Policy of April 5, 2012):

- Total Debt as a Percentage of State Equalized Value should not exceed 10%. (calculation above)
- The Board of Directors governing the Component Units shall maintain a “Debt Service Coverage” that shall be at least 120% of annual debt service payments or higher each year. This also means that the minimum ending fund balance must equal at least 20% of the Annual debt service expenditures.

	Fiscal Year	Ending Unreserved Fund Balance	Debt Service	Debt Service Coverage	Minimum Fund Balance (20% of Debt Service)	Fund Balance over/(under) target ratio for Debt
DDA	2015	\$97,337	\$48,903	\$58,684	\$9,781	\$87,556
LDFA	2015	\$75,348	\$47,148	\$56,578	\$9,430	\$65,918



**Debt Policy (continued)**

The City’s legal debt limit is 10% of the State Equalized Value. The table below is the calculation for 2015. Debt not subjected to the debt limit calculation includes Special Assessment Bonds, Revenue Bonds, MTF Bonds and County issued bonds. The City is currently at approximately 20% of the legal debt limit. The Adopted Budget includes \$2,369,250 bonds to be issued for FY 2015-16 for road construction projects and related utilities. The Adopted Budget also includes a \$360,000 Installment Purchase Agreement for the Utilities Fund to pay for the Wastewater Treatment Plant HVAC System Phase 2 replacement and a replacement vehicle for the water division.

State Equalized Value	Debt Limit (10% of SEV)	Total Debt	Debt not subject to Limit	Net Debt subject to Limit	Legal Debt Margin	Net Debt Subject to Limit as % of Debt Limit
\$468,687,250	\$46,868,725	\$15,554,948	\$6,274,294	\$9,280,654	\$37,588,071	20%

Below is a brief description of projects that our current outstanding debt financed:

- The governmental activities 01-02 Challis & Cross SAD and 09-10 Orndorf SAD Bonds were used to finance various Street Improvement Projects with Special Assessment Bonds.
- The 2004-05 Capital Improvement Bonds were used to finance various projects such as the DPS Garage, Columbariums for the Fairview Cemetery, Brighton Hills & Fairview Cemetery Fence, Village Cemetery lighting, various facilities & grounds improvements and the downtown business trash receptacle.
- The 2005-06 Capital Improvement Bonds were used to finance the downtown grounds, lights & furniture upgrades and the Police Facility Expansion.
- The 2007-08 Capital Improvement Bonds were used to finance several Street Improvement Projects such as Oakridge Drive and Spencer Road.
- The 2013 Refunding Bonds refinanced bonds were used to finance the following:
  - Cemetery Improvements - Storage building, driveway, columbariums, lighting
  - Downtown Trash Receptacles
  - DPS Garage
  - Police Facility Expansion
  - Sewer and Stormwater Improvements
  - Street Improvements
- The Business Type Activities bonds were used to finance water, sewer and stormwater infrastructure improvements.
- The Component Units DDA Bonds were used to finance projects such as North and Pierce Street Parking Lot Improvements, East Block Redevelopment Project, and Mill Pond Walkway.
- The Component Units LDFA Bonds were used to finance projects such as Orndorf Drive Improvements and improvements to Challis Rd.



CITY OF BRIGHTON DEBT SERVICE REQUIREMENTS PRIMARY GOVERNMENT	FY 2015/16		
	PRINCIPAL	INTEREST	TOTAL
Governmental Activities:			
01-02 Challis & Cross SAD	200,000	62,599	262,599
09-10 Orndorf SAD Bonds	10,000	6,300	16,300
04-05 Capital Improv. Bond #2	150,000	3,000	153,000
07-08 Capital Improv. Bond (67%)	40,200	53,483	93,683
2013 Refunding - \$5,070,000	346,300	127,151	473,451
2012 Loan	16,510	-	16,510
2013 Loan	3,096	804	3,900
Total Governmental Activities	766,106	253,337	1,019,443
Business-type Activities:			
Genoa Lake Edgewood	17,200	2,064	19,264
03-04 DWRf MMBA	75,000	15,126	90,126
07-08 Capital Improv. Bond (33%)	19,800	26,342	46,142
2012 Refunding - WWTP - MMBA	610,000	110,850	720,850
2010 Sewer Bonds	20,000	30,435	50,435
2013 Refunding - \$830,000	180,000	6,688	186,688
2013 Refunding - \$5,070,000	23,700	8,300	32,000
2014 - \$247,587 Loan	35,370	6,190	41,559
Total Business-type Activities	981,070	205,994	1,187,063
<b>TOTAL PRIMARY GOVERNMENT</b>	<b>1,747,176</b>	<b>459,330</b>	<b>2,206,506</b>
COMPONENT UNITS			
2012 Loan	559	29,498	30,057
2015 Loan	-	18,846	18,846
01-02 (LDFA)	30,000	17,148	47,148
<b>TOTAL COMPONENT UNITS</b>	<b>30,559</b>	<b>65,491</b>	<b>96,050</b>
<b>TOTAL CITY</b>	<b>1,777,734</b>	<b>524,822</b>	<b>2,302,556</b>



FY 2015-16 Adopted Budget

EXISTING FUTURE DEBT SERVICE REQUIREMENTS

TOTAL PRINCIPAL AND INTEREST		Issuance	Issuance											FY 2020-21/	FY 2025-26/	FY 2028-29/	Grand
PRIMARY GOVERNMENT		Date	Amount	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2024-25	FY 2029-30	FY 2031-32	Total
<b>Governmental Activities:</b>		<b>Revenue: All Governmental Activities Debt is paid with General Property Tax Revenue except for the two SAD Bonds</b>															
01-02 Challis & Cross SAD Bond*	05/01/02	3,570,000	262,599	253,299	243,849	234,299	224,624	214,875	205,000	-	-	-	-	419,875	-	-	1,638,545
04-05 Capital Improv. Bond #1 (90%)	11/01/04	2,200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
04-05 Capital Improv. Bond #2	06/01/05	3,000,000	153,000	-	-	-	-	-	-	-	-	-	-	-	-	-	153,000
05-06 Capital Improv. Bond (76%)	03/01/06	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
07-08 Capital Improv. Bond (67%)	09/01/07	2,285,000	93,683	118,339	115,324	112,309	109,629	106,932	104,219	101,505	98,775	96,028	507,458	545,422	866,344	1,811,806	
2009 Omdorf SAD Bond*	06/01/09	185,000	16,300	15,800	20,175	19,425	18,675	17,888	17,063	16,238	15,413	-	66,600	-	-	156,975	
BS&A Software Loan	06/30/12	66,040	16,510	-	-	-	-	-	-	-	-	-	-	-	-	-	16,510
13-14 Installment Loan (Capital Lease)	09/13/13	16,815	3,899	3,899	3,899	-	-	-	-	-	-	-	-	-	-	-	11,698
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	473,451	487,687	482,655	537,817	475,217	436,280	447,417	401,735	408,307	433,267	2,127,005	593,866	13,166	5,177,696	
<b>Total Governmental Activities</b>			<b>1,019,442</b>	<b>879,024</b>	<b>865,902</b>	<b>903,850</b>	<b>828,145</b>	<b>775,974</b>	<b>773,698</b>	<b>519,477</b>	<b>522,494</b>	<b>529,294</b>	<b>3,120,938</b>	<b>1,139,287</b>	<b>879,509</b>	<b>8,966,230</b>	
<b>Business-type Activities:</b>		<b>Revenue: Utility User Fees</b>															
Genoa Lake Edgewood Bond	12/01/97	344,000	19,264	18,232	-	-	-	-	-	-	-	-	-	-	-	-	37,496
03-04 DWRP MMBA Bond	03/25/04	1,469,294	90,126	88,535	86,938	95,238	93,432	91,626	94,766	92,854	90,243	-	369,488	-	-	-	823,757
04-05 Capital Improv. Bond #1 (10%)*	04/01/05	2,200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
05-06 Capital Improv. Bond (24%)*	03/01/06	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
07-08 Capital Improv. Bond (33%)*	09/01/07	2,285,000	46,142	58,286	56,801	55,316	53,996	52,668	51,332	49,995	48,650	47,297	249,942	268,641	426,707	892,382	
MMBA Sewer Bonds	03/29/12	5,785,000	720,850	692,700	758,425	723,100	732,550	746,025	-	-	-	-	746,025	-	-	4,373,650	
3rd Street Pump Bond	06/22/10	630,000	50,435	49,485	48,535	57,310	55,810	54,310	52,810	61,060	59,020	56,920	284,120	278,943	384,693	876,075	
2013 Refunding - \$830,000** Bond	05/29/13	830,000	186,688	85,063	84,063	102,938	96,719	90,563	-	-	-	-	90,563	-	-	646,031	
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	32,000	31,289	29,396	31,183	30,433	27,221	29,008	27,766	29,493	27,009	140,496	45,460	45,460	340,255	
2014 Installment Purchase Agreement	12/04/14	247,587	41,559	40,675	39,791	38,907	38,022	37,138	36,254	-	-	-	73,392	-	-	272,346	
<b>Total Business-type Activities</b>			<b>1,187,063</b>	<b>1,064,264</b>	<b>1,103,948</b>	<b>1,103,991</b>	<b>1,100,962</b>	<b>1,099,550</b>	<b>264,170</b>	<b>231,674</b>	<b>227,406</b>	<b>131,226</b>	<b>1,954,025</b>	<b>593,043</b>	<b>856,859</b>	<b>8,261,992</b>	
<b>TOTAL PRIMARY GOVERNMENT</b>			<b>2,206,505</b>	<b>1,943,288</b>	<b>1,969,850</b>	<b>2,007,841</b>	<b>1,929,107</b>	<b>1,875,524</b>	<b>1,037,868</b>	<b>751,151</b>	<b>749,900</b>	<b>660,520</b>	<b>5,074,963</b>	<b>1,732,330</b>	<b>1,736,368</b>	<b>17,228,221</b>	
<b>COMPONENT UNITS</b>		<b>Revenue: Tax Increment Revenue</b>															
DDA Land Contract	09/29/11	412,500	30,057	30,057	30,057	30,057	30,057	336,806	-	-	-	-	336,806	-	-	-	487,090
DDA Land Contract	04/20/15	314,100	18,846	18,846	18,846	18,846	18,846	18,846	18,846	18,846	18,846	329,805	405,189	-	-	-	499,419
94-95 DDA Bond	02/01/95	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
02-03 DDA Bond	11/01/02	3,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
01-02 (LDFA) Bond	05/01/02	570,000	47,148	50,498	48,704	46,893	45,064	48,085	45,955	43,805	51,363	-	189,208	-	-	427,515	
<b>TOTAL COMPONENT UNITS</b>			<b>96,051</b>	<b>99,401</b>	<b>97,607</b>	<b>95,796</b>	<b>93,967</b>	<b>403,737</b>	<b>64,801</b>	<b>62,651</b>	<b>70,209</b>	<b>329,805</b>	<b>931,203</b>	<b>-</b>	<b>-</b>	<b>1,414,024</b>	
<b>TOTAL CITY</b>			<b>2,302,556</b>	<b>2,042,689</b>	<b>2,067,457</b>	<b>2,103,637</b>	<b>2,023,074</b>	<b>2,279,261</b>	<b>1,102,669</b>	<b>813,802</b>	<b>820,109</b>	<b>990,325</b>	<b>6,006,166</b>	<b>1,732,330</b>	<b>1,736,368</b>	<b>18,642,245</b>	



CITY OF BRIGHTON

Ratio of Annual Debt Service Expenditures to Total Revenue/Expenditures

**Governmental Activities**

Through Debt Issued or to be Issued in FY 2015-16

Fiscal Year Ended June 30	Total Annual Debt Service Expenditures	Total Annual Revenue	Total Annual Expenditures	Percent of Debt Service to General Governmental Revenue	Percent of Debt Service to General Governmental Expenditures	Target Maximum Ratio	Total Revenue Over/ (Under) Target	Total Expenditures Over/ (Under) Target	Debt Service Over Revenue Target	Debt Service Over/(Under) Expenditure Target
2015	1,017,270	10,410,564	10,631,868	9.77%	9.57%	10%	-0.23%	-0.43%	(23,786)	(45,917)
2016	1,019,442	12,283,053	12,237,668	8.30%	8.33%	10%	-1.70%	-1.67%	(208,863)	(204,325)
2017	921,837	9,933,143	9,796,787	9.28%	9.41%	10%	-0.72%	-0.59%	(71,477)	(57,841)
2018	917,272	10,094,897	9,907,316	9.09%	9.26%	10%	-0.91%	-0.74%	(92,218)	(73,460)
2019	960,538	10,318,819	10,195,575	9.31%	9.42%	10%	-0.69%	-0.58%	(71,344)	(59,019)
2020	892,775	10,468,540	10,258,152	8.53%	8.70%	10%	-1.47%	-1.30%	(154,079)	(133,040)
2021	840,090	10,656,974	10,385,341	7.88%	8.09%	10%	-2.12%	-1.91%	(225,607)	(198,444)
2022	850,984	10,848,799	10,593,048	7.84%	8.03%	10%	-2.16%	-1.97%	(233,896)	(208,321)
2023	595,806	11,044,078	10,804,909	5.39%	5.51%	10%	-4.61%	-4.49%	(508,602)	(484,685)
2024	611,550	11,242,871	11,021,007	5.44%	5.55%	10%	-4.56%	-4.45%	(512,737)	(490,551)
2025	616,942	11,445,243	11,241,427	5.39%	5.49%	10%	-4.61%	-4.51%	(527,583)	(507,201)
2026	652,760	11,651,257	11,466,256	5.60%	5.69%	10%	-4.40%	-4.31%	(512,366)	(493,866)
2027	355,044	11,860,980	11,695,581	2.99%	3.04%	10%	-7.01%	-6.96%	(831,054)	(814,514)
2028	212,589	12,074,477	11,929,492	1.76%	1.78%	10%	-8.24%	-8.22%	(994,859)	(980,360)
2029	223,044	12,291,818	12,168,082	1.81%	1.83%	10%	-8.19%	-8.17%	(1,006,137)	(993,764)
2030	227,331	12,513,071	12,411,444	1.82%	1.83%	10%	-8.18%	-8.17%	(1,023,976)	(1,013,813)
2031	222,970	12,738,306	12,659,673	1.75%	1.76%	10%	-8.25%	-8.24%	(1,050,860)	(1,042,997)
2032	215,704	12,967,595	12,912,866	1.66%	1.67%	10%	-8.34%	-8.33%	(1,081,056)	(1,075,583)
2033	110,050	13,201,012	13,171,124	0.83%	0.84%	110%	-109.17%	-109.16%	(1,210,052)	(1,207,063)
2034	120,758	13,438,630	13,434,546	0.90%	0.90%	210%	-209.10%	-209.10%	(1,223,105)	(1,222,697)
2035	117,227	13,680,526	13,703,237	0.86%	0.86%	310%	-309.14%	-309.14%	(1,250,826)	(1,253,097)
2036	113,641	13,926,775	13,977,302	0.82%	0.81%	410%	-409.18%	-409.19%	(1,279,037)	(1,284,089)



**LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND AND ACTIVITY  
FY 2015-16**

<u>FUND</u>	<u>ACTIVITY</u>	<u>POSITION TITLE</u>	<u>2015-2016 BUDGET F.T.E.</u>	<u>2015-16 ACTIVITY TOTAL</u>	<u>2015-16 FUND TOTAL</u>	<u>2015-16 CITY TOTAL</u>
General	City Manager	City Manager	0.67	0.67		
	City Clerk	City Clerk	0.67			
		Permanent Part-time Clerical	<u>0.25</u>	0.92		
	Human Resources	Human Resources Director/Deputy City Clerk	0.80			
		Permanent Part-time Clerical	<u>0.25</u>	1.05		
	Finance/Treasury/Assessing	Finance Director	0.6700			
		City Treasurer	1.0000			
		Assistant Finance Director/Municipal Accountant	0.7400			
		City Assessor	1.0000			
		Accounts Payable/Receivable Clerk	1.0000			
		Assistant Assessor	1.0000			
		Property Tax Clerk	<u>0.6250</u>	6.035		
	Cemetery	Department of Public Works Director	0.33			
		Group Leader	1.00			
		Operator	<u>0.00</u>	1.33		
	Police	Police Chief	1.00			
		Deputy Chief	1.00			
		Sergeant	4.00			
		Detective	1.00			
		Patrol Officer	10.00			
		Permanent Part-time Reserve Officers	0.60			
		Administrative Assistant	1.00			
		Clerk/Dispatcher	<u>1.00</u>	19.60		
	Code Enforcement	Building Inspector	.00			
		Planning/Zoning/Building Director	0.50			
		Comm Dev/Planning/Zoning Deputy Director	0.50			
		Community Development Clerk III	<u>0.50</u>	1.50		
	Public Works	Department of Public Works Director	0.6700			
		Assistant Public Services Director	0.3334			
		Group Leader	2.0000			
		Operator	<u>4.3400</u>	7.3434		
	Comm. Dev./Planning	Comm. Dev. Director/DDA Executive Director	1.00			
		Planning/Zoning/Building Director	0.50			
		Comm Dev/Planning/Zoning Deputy Director	0.50			
		Community Development Clerk III	<u>0.50</u>	2.50		
<b>Total General Fund</b>						<b><u>40.9484</u></b>



**LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND AND ACTIVITY  
FY 2015-16**

<u>FUND</u>	<u>ACTIVITY</u>	<u>F.T.E.</u>	<u>2015-2016 BUDGET TOTAL</u>	<u>2015-16 ACTIVITY TOTAL</u>	<u>2015-16 FUND TOTAL</u>	<u>2015-16 CITY TOTAL</u>
L DFA	L DFA	Planning/Zoning/Building Director	0.00		0.00	
<b>Total L DFA Fund</b>						<b><u>0.00</u></b>
Utilities	Sewer	Utilities Director	0.5000			
		Assistant Public Services Director	0.3333			
		Utility Billing Clerk	0.5000			
		Group Leader	1.0000			
		Operator	2.0000			
		Chemist	1.0000			
		Utilities Worker	0.8300			
		City Manager	0.1650			
		City Clerk	0.1650			
		Human Resources Director/Deputy City Clerk	0.1000			
		Finance Director	0.1650			
		Assistant Finance Director/Municipal Accountant	0.1300			
						<u>6.8883</u>
	Water	Utilities Director	0.5000			
		Assistant Public Services Director	0.3333			
		Utility Billing Clerk	0.5000			
		Group Leader	1.0000			
		Operator	2.0000			
		Utilities Worker	0.8300			
		City Manager	0.1650			
		City Clerk	0.1650			
		Human Resources Director/Deputy City Clerk	0.1000			
		Finance Director	0.1650			
		Assistant Finance Director/Municipal Accountant	0.1300			
						<u>5.8883</u>
<b>Total Utilities Fund</b>						<b><u>12.7766</u></b>
<b>Total City</b>						<b><u>53.7250</u></b>



The Chart below reflects the prior five years and the current fiscal years permanent staff positions maintained by the City of Brighton. The 2015-16 Adopted budget includes a new DPW Operator position and includes making the part-time dispatcher position in the police department full-time.

During FY 2010-11, the Finance Department eliminated 1.63 FTE due to employee resignations and the Building Department also realized 1 FTE reduction due to employee resignation.

During FY 2011-12, the police dispatch position became vacant and has been filled with a < half-time position, and an employee retired in the wastewater division which has not been backfilled.

During FY 2012-13, the Cemetery Operator and a Wastewater Division employee retired. The Cemetery Operator position was not backfilled. A Street Operator transferred to the Wastewater Division to fill the retired Operator’s position and the street operator position was not back-filled.

During FY2014-15, a Facilities and Grounds position was added to the Public Works department and a Water Operator was added to the Utilities Department. The Director of Public Services position was eliminated and not back-filled. The Assistant of Public Services became the Director of Public Works and the Administrative Assistant became the Assistant Public Works Director.

**Budgeted Permanent Positions**

Function/ program	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
General government:						
City Manager	1.00	1.00	1.00	1.00	1.00	1.00
City Clerk/Human Resources	2.50	2.50	2.50	2.50	2.50	2.50
Finance	7.63	7.63	7.63	7.63	7.63	7.63
Sub-total general government	11.13	11.13	11.13	11.13	11.13	11.13
Community development:	4.00	4.00	4.00	4.00	4.00	4.00
Public safety (police):	19.6	19.6	19.0	19.0	19.0	19.6
Public works:						
Cemetery	2.00	2.00	2.00	1.00	1.00	1.00
Facilities & Grounds	3.00	3.00	3.00	3.00	4.00	4.00
Streets	7.00	7.00	7.00	6.00	5.00	6.00
Sub-total public works	12.00	12.00	12.00	10.00	10.00	11.00
Utilities:	8.00	8.00	8.00	7.00	8.00	8.00
Total	54.73	54.73	53.13	51.13	52.13	53.73



**Teamsters DPW Contract Wages FY 2015-16**

	Base Wage	Estimated Overtime	Total
Group Leader (5)	\$ 53,227	\$ 13,972	\$ 67,199
Plant Operator II (6)	\$ 50,544	\$ 13,268	\$ 63,812
Chemist (1)	\$ 50,544	\$ 13,268	\$ 63,812
Plant Operator I	\$ 45,822	\$ 12,028	\$ 57,851
Lab Technician II (1)	\$ 48,526	\$ 12,738	\$ 61,265
Utility I (12 months)	\$ 45,822	\$ 12,028	\$ 57,851
Utility I (6 months)	\$ 37,482	\$ 9,839	\$ 47,321
Starting Rate	\$ 26,114	\$ 6,855	\$ 32,969

Contract expires 06/30/2016

**Teamsters Clerical Contract Wages FY 2015-16**

	Start	Off Prob.	1 Year	2 Year	3 Year	4 Year
<b>Clerical – PT (2)</b>	\$ 30,722	\$ 31,491	\$ 32,282	\$ 33,176	\$ 33,842	\$ 34,549
<b>Estimated Overtime</b>	\$ 74	\$ 76	\$ 78	\$ 80	\$ 81	\$ 83
<b>Total</b>	\$ 30,795	\$ 31,567	\$ 32,359	\$ 33,256	\$ 33,923	\$ 34,632
<b>Clerical – FT (5)</b>	\$ 36,067	\$ 37,003	\$ 37,877	\$ 38,854	\$ 39,603	\$ 40,290
<b>Estimated Overtime</b>	\$ 87	\$ 89	\$ 91	\$ 93	\$ 95	\$ 2,060
<b>Total</b>	\$ 36,154	\$ 37,092	\$ 37,968	\$ 38,948	\$ 39,698	\$ 42,320

Contract expires 6/30/2016



**Patrol Officer Contract Wages FY 2015-16**

	<b>Start</b>	<b>6 mos.</b>	<b>12 mos.</b>	<b>24 mos.</b>	<b>36 mos.</b>	<b>60 mos.</b>	<b>120 mos.</b>
<b>Officers (11)</b>	\$ 49,832	\$ 52,904	\$ 55,978	\$ 60,583	\$ 66,472	\$ 67,193	\$ 67,916
<b>Estimated Overtime</b>	\$ 10,535	\$ 11,185	\$ 11,835	\$ 12,808	\$ 14,054	\$ 14,206	\$ 14,359
<b>Total</b>	\$ 60,367	\$ 64,089	\$ 67,812	\$ 73,391	\$ 80,526	\$ 81,398	\$ 82,275
<b>Detective</b>							
<b>Estimated Overtime</b>	\$ 52,324	\$ 55,549	\$ 58,776	\$ 63,612	\$ 69,796	\$ 70,552	\$ 71,312
<b>Total</b>	\$ 11,062	\$ 11,744	\$ 12,427	\$ 13,449	\$ 14,756	\$ 14,916	\$ 15,077

The base salary of those individuals employed in the “detective” classification shall be five percent (5%) higher than the wages otherwise payable under the Patrol Officer schedule set forth above.

Contract expires 6/30/2017

**Command Officer Contract Wages FY 2015-16**

	<b>Start</b>	<b>6 Month</b>
<b>Sergeant (4)</b>	\$ 71,531	\$ 76,132
<b>Estimated Overtime</b>	\$ 15,123	\$ 16,096
<b>Total</b>	\$ 86,654	\$ 92,228
<b>Lieutenant</b>	\$ 79,243	\$ 80,086
<b>Estimated Overtime</b>	\$ 16,754	\$ 16,932
<b>Total</b>	\$ 95,997	\$ 97,018

Contract expires 6/30/2016



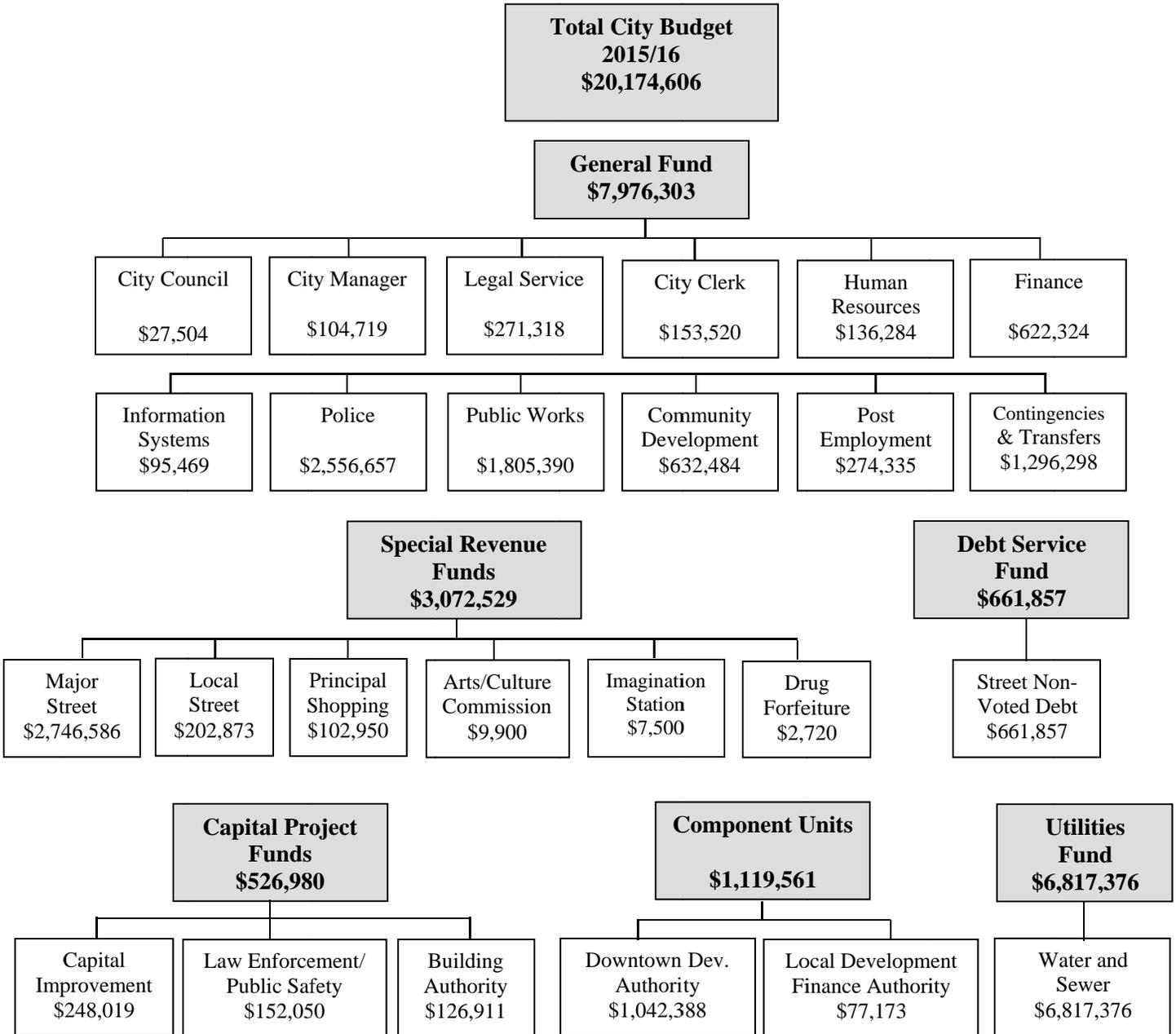
**Non-Union Administrative Staff Pay Grades**

<b>GRADE</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>	<b>Step 7</b>	<b>Step 8</b>	<b>Step 9</b>
8 (1)	\$71,230	\$73,901	\$76,572	\$79,243	\$81,914	\$84,585	\$87,256	\$89,928	\$92,599
7 (4)	\$67,668	\$70,206	\$72,743	\$75,281	\$77,819	\$80,356	\$82,894	\$85,431	\$87,969
6 (3)	\$60,990	\$63,278	\$65,565	\$67,852	\$70,139	\$72,426	\$74,713	\$77,000	\$79,288
5 (2)	\$54,758	\$56,811	\$58,865	\$60,918	\$62,972	\$65,025	\$67,078	\$69,132	\$71,185
4 (2)	\$49,416	\$51,269	\$53,122	\$54,975	\$56,828	\$58,681	\$60,534	\$62,387	\$64,240
3 (1)	\$44,519	\$46,188	\$47,858	\$49,527	\$51,196	\$52,866	\$54,535	\$56,205	\$57,874
2	\$40,067	\$41,569	\$43,072	\$44,574	\$46,077	\$47,579	\$49,082	\$50,584	\$52,087
1	\$36,060	\$37,412	\$38,765	\$40,117	\$41,469	\$42,821	\$44,174	\$45,526	\$46,878



**Financial Organization Chart**

The budget is organized by funds, and funds are organized by departments or functions. A description of each fund is included in this document. Both the purpose and the financial operations of each fund are presented in detail in the budget document. All funds included in the Audited Financial Statements are presented forthwith.





## Fund Descriptions

### General Fund

**General Fund** – This is the chief operating fund of the City of Brighton. It accounts for all financial resources of the general government, except for those required to be accounted for in another fund.

### Special Revenue Funds

**Major and Local Streets Funds** – Major and Local Street Funds are used to account for the proceeds of earmarked revenue or financing activities requiring separate accounting because of legal or regulatory provisions.

**Principal Shopping District Fund (PSD)** – This fund is a Special Revenue Fund used to account for funds generated to promote economic activity in the district.

**Arts & Culture Commission** – This fund was created in FY 2007-08 to separately account for activity that encourages, facilitates and promotes Arts and Culture in the City of Brighton.

**Imagination Station Maintenance Fund** - In November of 2011, the City Manager recommended to the Brighton City Council to formally establish an Imagination Station Playground Maintenance Reserve Fund.

**Drug Forfeiture Funds** – The City has established two Drug Forfeiture Funds during FY13/14, a State Drug Forfeiture Fund and a Federal Drug Forfeiture Fund. Drug Forfeiture Funds are used to manage the receipt and disbursement of funds obtained from the forfeiture of assets from criminal activities. Drug forfeiture funds may be used for law enforcement purposes only.

### Debt Service Funds

**Street Non-voted Debt Funds** – This fund is used to account for the annual payment of principal, interest, and paying agent fees in connection with long-term debt specifically associated with the City's Major and Local Streets.

### Capital Projects Funds

**Capital Improvement Fund** – The Capital Improvement Fund is a Capital Projects Fund used to account for the development of non-street related governmental activity capital improvements and related debt to the City.

**Law Enforcement/Public Safety Fund** – The Law Enforcement/Public Safety Fund is used to account for the revenue and expenditures of the voter approved Law Enforcement/Public Safety millage. The voters approved a levy up to 0.38 mills (\$0.38 per \$1,000 of taxable value on all real and personal property) for a period of 10 years, 2014-2023. The purpose of this millage is to pay for the purchasing and maintaining public safety equipment, which may include patrol vehicles, body armor, weapons and law enforcement-related technology.

**Building Authority Fund** – This Fund is used to account for the development of governmental activity capital facility/building improvements and related debt of the City. This fund was created in 1994 by resolution of the City Council.



**Fund Descriptions (continued)**

**Component Unit Funds**

**Downtown Development Authority (DDA)** - this fund was created to correct and prevent deterioration in the downtown district, encourage historical preservation, and promote economic growth within the downtown district. The DDA's governing body, which consists of 13 individuals, is selected by the City Council. In addition, the DDA's budget is subject to approval by the City Council.

**Local Development Financing Authority (LDFA)** – this fund was created to encourage local economic development to prevent conditions of unemployment and promote economic growth in the community. The LDFA's governing body, consisting of 10 individuals, is selected by the City Council. In addition, the LDFA's budget is subject to approval by the City Council.

**Utilities Fund**

**Utilities Fund** – The Utility Fund is an Enterprise Fund, which accounts for the results of operations that provide a service to citizens that are financed primarily by a user charge for the provision of that service. The City provides water and sewer service to its residents and several adjoining townships. All the revenue and expenses are accounted for in this fund.



**FY 2015-2016 ALL FUNDS SUMMARY (Four Year)**

			ADOPTED	PROJECTED	ADOPTED
	ACTUAL	ACTUAL	BUDGET	YEAR-END	BUDGET
	12-13	13-14	14-15	14-15	15-16
<b><u>REVENUE/CAPITAL CONTRIBUTION:</u></b>					
Property Taxes	6,797,675	6,329,661	6,559,284	6,596,738	6,873,593
Licenses & Permits	405,728	333,131	326,857	486,200	368,700
Federal Grants	7,690	10,240	7,000	10,000	10,000
State Grants	499,224	42,170	16,000	20,895	657,026
State Shared Revenue	1,044,726	1,073,848	1,081,001	1,092,112	1,104,215
Local Unit Contribution	81,503	84,087	89,000	88,849	93,500
Service Charges	4,003,478	3,883,514	3,979,431	3,846,539	3,996,243
Fines & Forfeits	116,335	129,399	113,900	100,545	102,175
Investment Earnings	32,125	29,047	27,020	36,016	37,180
Rents & Royalties	72,540	65,534	71,950	71,650	71,650
Other Revenue	269,065	430,169	258,817	338,442	290,172
Other Financing Sources*	7,620,222	2,319,731	2,335,969	3,075,694	5,229,254
<b>TOTAL REVENUES</b>	<b>20,950,310</b>	<b>14,730,532</b>	<b>14,866,229</b>	<b>15,763,680</b>	<b>18,833,707</b>
<b><u>EXPENDITURES:</u></b>					
General	8,037,173	7,822,437	7,655,212	7,988,149	7,976,303
Major Street	3,338,562	896,287	793,260	1,007,485	2,746,586
Local Street	220,088	208,957	197,527	233,698	202,873
PSD	46,146	79,052	35,000	127,229	102,950
Arts & Culture Commission	13,562	16,448	2,965	3,150	9,900
Imagination Station Maint.	3,908	5,139	11,000	8,500	7,500
Forfeiture Funds	-	-	24,170	34,110	2,720
Debt Funds	984,874	701,001	661,519	661,519	661,857
Capital Improvement	2,462,608	396,602	326,942	286,935	248,019
Law Enforcement/Public Safety	-	-	144,940	150,410	152,050
Building Authority	501,309	114,075	130,683	130,683	126,911
DDA**	1,779,626	1,235,479	1,101,160	1,566,085	1,042,388
LDFA	47,483	74,975	75,405	69,786	77,173
Utilities**	5,213,299	5,493,022	5,712,822	5,745,342	6,817,376
Utilities Reserve Fund	-	-	-	371,199	-
<b>TOTAL EXPENDITURES</b>	<b>22,648,638</b>	<b>17,043,474</b>	<b>16,872,604</b>	<b>18,384,280</b>	<b>20,174,606</b>

\*Does not include the use of Fund Balance and Working Capital

\*\* Includes Depreciation.

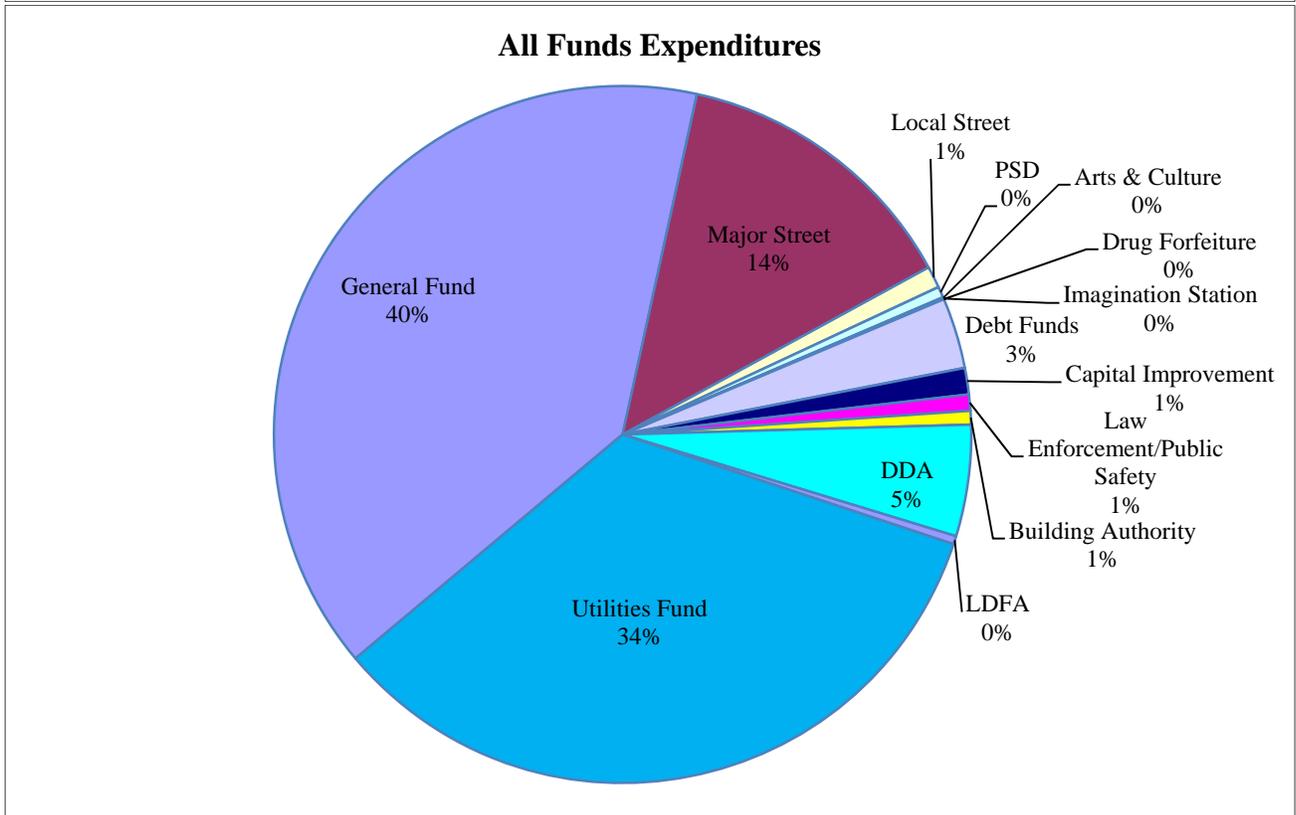
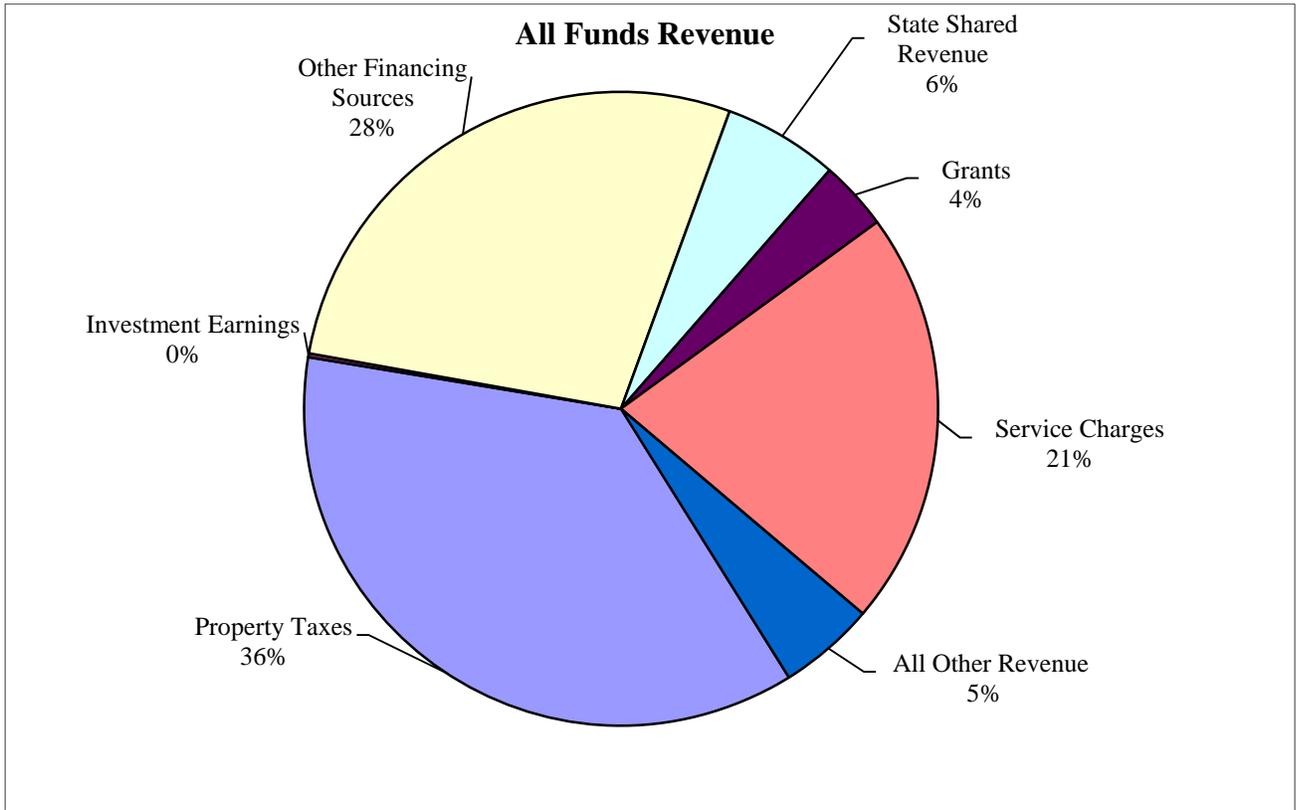


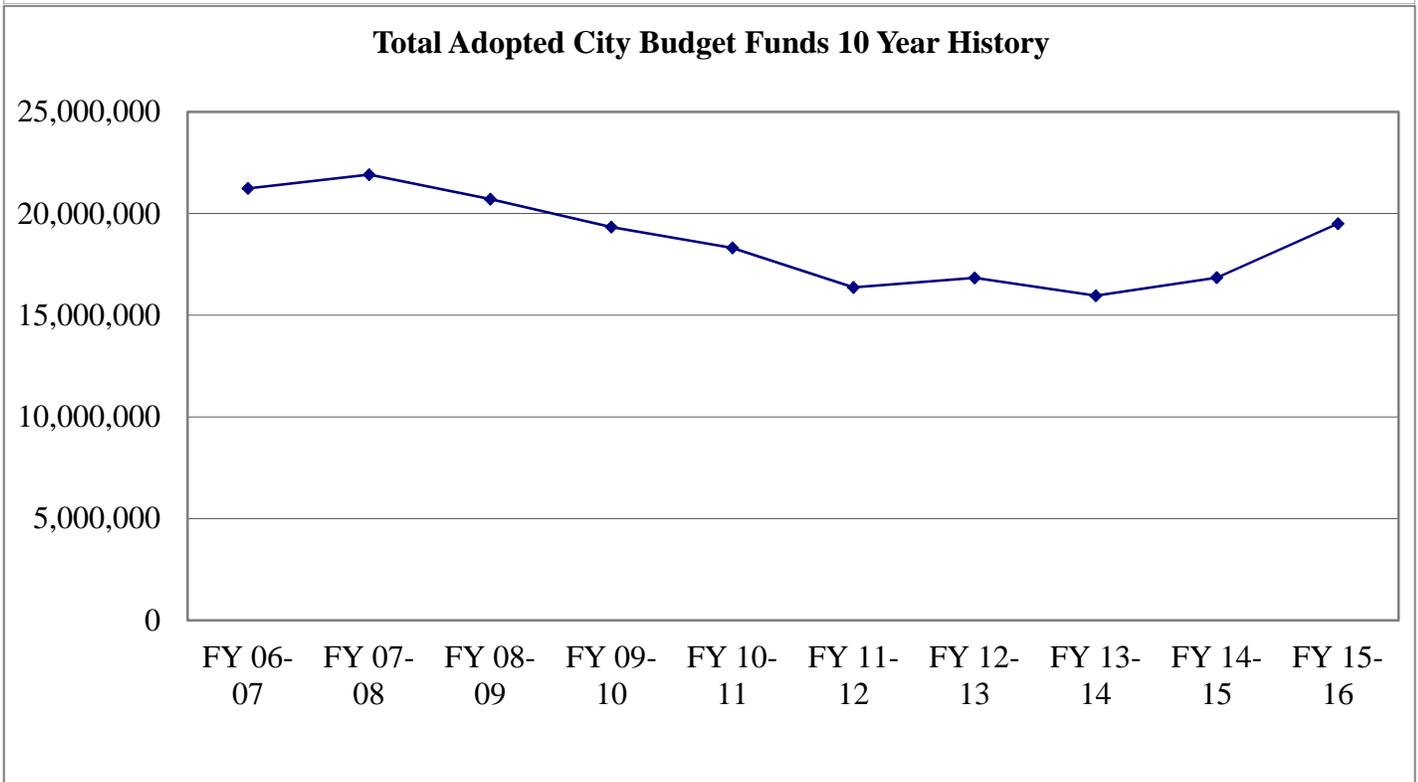
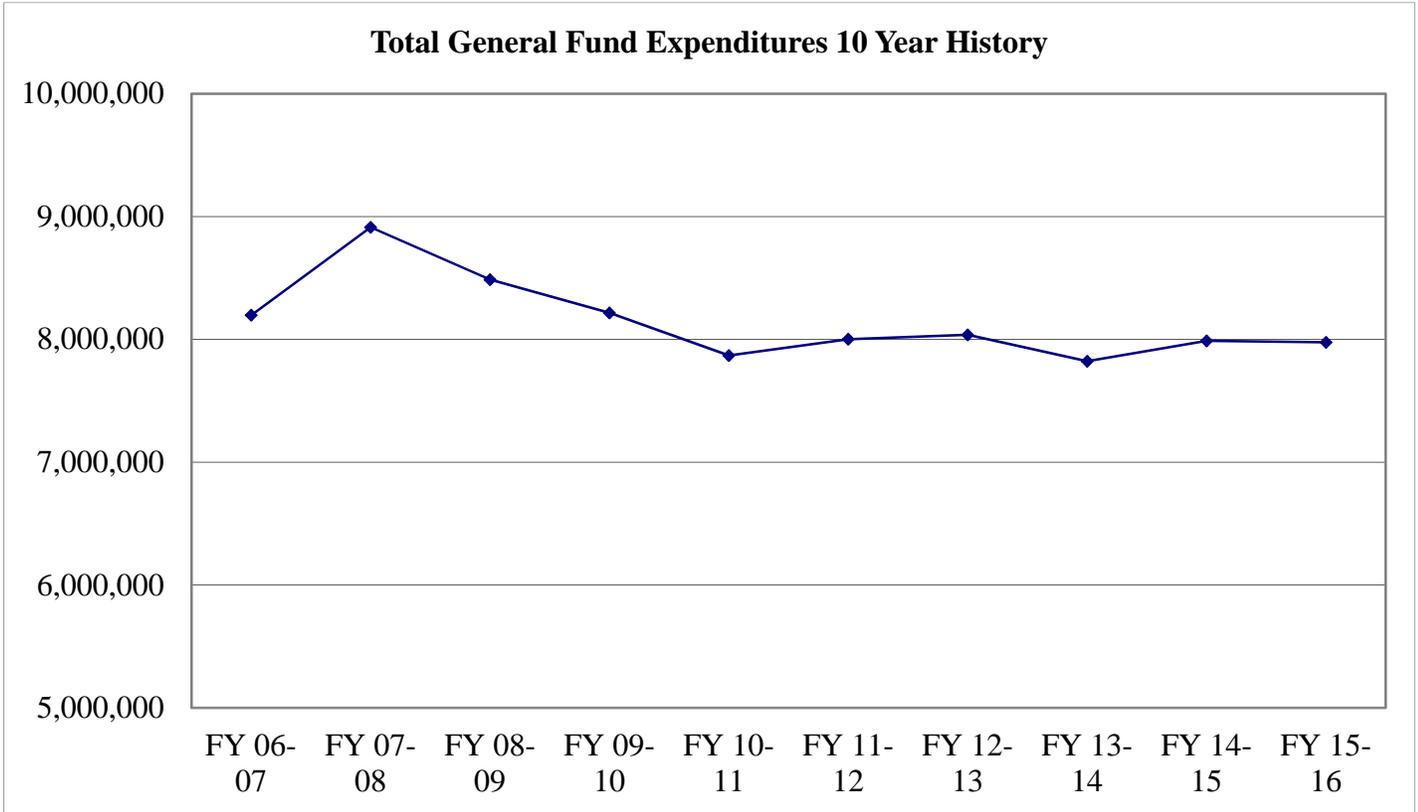
***FY 2015-16 Summary for all Appropriated Funds***

REVENUE							
		Special	Debt	Capital	Component		
Description	General	Revenue	Service	Projects	Units	Enterprise**	Total
Property Taxes	5,808,328	-	-	157,333	907,932	-	6,873,593
Licenses & Permits	339,100	28,100	-	1,500	-	-	368,700
Grants	27,500	639,526	-	-	-	-	667,026
State Revenue Sharing	635,805	468,410	-	-	-	-	1,104,215
Local Unit Contribution	93,500	-	-	-	-	-	93,500
Service Charges	607,003	-	-	-	-	3,389,240	3,996,243
Fines & Forfeits	54,625	-	-	-	-	47,550	102,175
Investment earnings	28,610	260	-	150	2,650	5,510	37,180
Rents & Royalties	71,650	-	-	-	-	-	71,650
Other Revenue	110,625	92,820	-	-	13,600	73,127	290,172
Other financing sources	258,220	1,824,701	661,857	373,430	7,907	2,103,138	5,229,254
<b>Total</b>	<b>8,034,966</b>	<b>3,053,817</b>	<b>661,857</b>	<b>532,413</b>	<b>932,089</b>	<b>5,618,565</b>	<b>18,833,707</b>
APPROPRIATIONS							
General Government	6,805,005	112,850	-	4,250	-	-	6,922,105
Capital	-	1,981,292	-	163,300	35,369	1,396,822	3,576,783
Maintenance	-	617,840	-	-	156,691	2,423,698	3,198,229
Debt Service	-	-	661,857	359,430	96,051	1,227,109	2,344,447
Transfers	1,171,298	360,547	-	-	511,450	241,086	2,284,381
<b>*Total</b>	<b>7,976,303</b>	<b>3,072,529</b>	<b>661,857</b>	<b>526,980</b>	<b>799,561</b>	<b>5,288,715</b>	<b>18,325,944</b>
FUND BALANCE/WORKING CAPITAL							
Fund Balance 7/1/2014	1,204,723	257,811	-	-	146,050	1,208,052	2,816,635
Estimated 2014-2015							
Revenue	7,833,878	1,343,484	661,519	571,684	1,209,978	4,143,137	15,763,680
*Expenditures	7,988,149	1,414,172	661,519	568,028	1,315,871	4,575,603	16,523,342
Less Committed Fund Balance	30,950	-	-	-	-	-	30,950
Projected Fund Balance 6/30/2015	1,019,501	187,123	-	3,656	40,157	775,586	2,026,023
*Appropriate to 2015-2016	58,663	(18,712)	-	5,433	132,528	329,850	507,763
Less Committed Fund Balance	19,179	-	-	-	-	-	19,179
<b>Fund Balance 6/30/2016</b>	<b>1,058,986</b>	<b>168,411</b>	<b>-</b>	<b>9,089</b>	<b>172,685</b>	<b>1,105,437</b>	<b>2,514,606</b>

\*To properly calculate fund balance for the DDA Fund and working capital for the Enterprise Fund, expenditures/expenses are exclusive of depreciation.

\*\*The Enterprise Fund includes funds for Capital/Equipment Replacement Reserve.







**Introduction**

This summary has been prepared as a general overview to the 2015/16 Budget for the City of Brighton. It is hoped that it will provide City residents with a quick summary of the plans of the City for the fiscal year. The City Council held two of the three scheduled budget work sessions to review the budget. The City Council made several changes to the original City Manager’s proposed budget listed below, which was ultimately adopted by the City Council.

**General Fund**

1. Reduce the appropriation to SELCRA from \$51,908 to \$36,882
2. Remove the part-time parking enforcement program - \$30,000 (including the revenue of \$30,000 from the DDA Fund)
3. Add an appropriation to the Historical Society of \$2,000
4. Change the part-time Police Dispatch Clerk to Full-time – increase of \$34,000
5. Add a DPW employee - \$50,000
6. Add the Zoning Ordinance Update - \$50,000 (\$25,000 to be funded by an appropriation from the DDA Fund)

**DDA Fund**

1. Reduce the appropriation to the General Fund by \$30,000 for the removal of the part-time parking enforcement program (until further decisions by the DDA Board and City Council regarding same).
2. Increase the appropriation to the General Fund by \$25,000 for half of the Zoning Ordinance Update

**Total City Funds**

The 2015/16 Budget for all City Funds total **\$20 million**. **The City establishes a budget for 14 separate funds. The largest fund is the General Fund, which provides \$7,976,303 or 40% in funding towards the majority of services available to the City residents. The second largest fund is the Utilities Fund, which provides \$6,817,376 or 34% in funding for water and sewer operations. The General Fund and Utilities Fund** will be discussed in greater detail later in this section.

The **Special Revenue Funds** provide a total of \$3,072,529 or 15% of the total City of Brighton budget. These Funds are used to account for the proceeds of earmarked revenue or financing activities requiring separate accounting because of legal or regulatory provisions. The City of Brighton has seven Special Revenue Funds - Major and Local Street Funds, a Principal Shopping District Fund, Arts & Cultural Commission Fund, Imagination Station Maintenance Fund, State Drug Forfeiture Fund and a Federal Drug Forfeiture Fund; each accounted for separately.

The Major and Local Street Funds account for road maintenance and construction, winter maintenance, sidewalks, traffic signals, street lighting improvements and stormwater maintenance and improvements. The Major and Local Street Funds receive revenue from several different sources including Grants, Gas and Weight Tax, Assessment Proceeds and Bond Financing. The major revenue sources for FY15/16 are Bond Financing of \$1,311,750, Grant Proceeds of \$639,526 and Gas and Weight Tax Revenue of \$468,410. The Bond and Grant Proceeds are for two Street Construction projects. Gas and Weight tax revenue is distributed by the State from the collection of gasoline tax and vehicle registration fees. The amount of Gas & Weight Tax revenue expected for FY 2015-16 is expected to increase slightly. Gas and Weight tax revenue had been steadily declining since FY 2003-04. The last several years there have been small increases. The adopted budget includes \$105,416 of allocated funds from the General Fund in order to maintain a minimum fund balance in the Major and Local Street Fund. Listed below are the capital projects planned for FY15/16. There is no additional pavement maintenance or construction other than the list below.

- Orndorf Drive Reconstruction (Primarily Funded by Grant Proceeds)
- Brighton Interior Drive Reconstruction (Partially funded by Grant Proceeds and Bond Financing)
- N. Second Street Reconstruction (Funded by Bond Financing)



**Total City Funds (continued)**

- Hyne St Parking Lot repavement (Funded by the DDA Fund)
- Sidewalk maintenance (Funded by Ordinance SAD)

The Principal Shopping District will receive approximately \$70,000 from Assessment Proceeds, \$25,000 from reimbursements from merchants that participate in marketing programs sponsored by the PSD and a \$15,000 appropriation from the General Fund for holiday lights. The PSD is planning to expend \$103,000 for several events for FY15/16 which include the Taste of Brighton, Ladies Night Out, Holiday lighting and miscellaneous advertising.

The City's Arts & Cultural Commission Fund will receive \$5,000 from the DDA Fund. The Arts & Culture Commission Fund is expected to expend nearly \$10,000 to promote Arts and Culture in the City of Brighton.

The Imagination Station Maintenance Fund was established in November, 2011 per the recommendation of the City Manager and approval by the City Council. This fund receives its monies from the General Fund, as well as donations. The funds expended will be to maintain the Imagination Station per the Due Care plan. This will include resealing of the play-structure in the fall of 2015 and new Fibar Chips.

The **Capital Project Funds** total \$526,980 or 3% of the Total City Budget. Over half of the expenditures in the Capital Project Funds for FY 2015/16 are Debt Service (\$359,430 or 68%). The Capital Project Funds are used to account for the expenditures of non-utility, non-street and non-component unit capital projects and their related debt service. The Capital Improvement fund budget is \$248,019 and the Law Enforcement/Public Safety Fund is \$152,050. Revenue for the Capital Improvement fund is allocated from the General Fund and revenue for the Law Enforcement/Public Safety Fund is derived from the millage that was approved by City voters. Below are notable projects for these funds:

- \$16,050 for Public Safety Equipment
- \$76,000 for two patrol car replacements
- \$60,000 for downtown camera system upgrade
- \$15,500 for computer replacements and a server replacement

The **Component Unit Funds** total \$799,561 or 4%, which consists of the Downtown Development Authority (DDA) and the Local Development Finance Authority (LDFA). Both of these funds receive the majority (97%) of their revenue from a portion of City and County tax dollars. The LDFA Fund pays for debt service and a small allocation to the General Fund for its allocated portion of expenses per the Cost Allocation Study. The DDA Fund pays for debt service, contractual services, projects and maintenance within the DDA district.

Several notable projects for the DDA are included in the 2015/16 budget:

- Contribution for the Chamber of Commerce and SELCRA Service Agreement
- Continuation of the Flower Maintenance program
- Allocation to the General Fund to half of the zoning ordinance update and reimbursement for the Grant Match for the Orndorf Drive Reconstruction project
- Appropriation to the Major Street Fund for the Hyne St Parking Lot repavement

Finally the **Debt Service Fund** totals \$661,857 or 3% and provides funding for the debt payments on Street related debt service. The Street (Non-Voted) Debt fund receives its funding from State Gas and Weight Taxes, General Fund appropriations and Special Assessments. The Debt Service Fund has no Fund Balance since the revenue is from transfers from other funds. The revenue is always budgeted to only match the current year debt service.

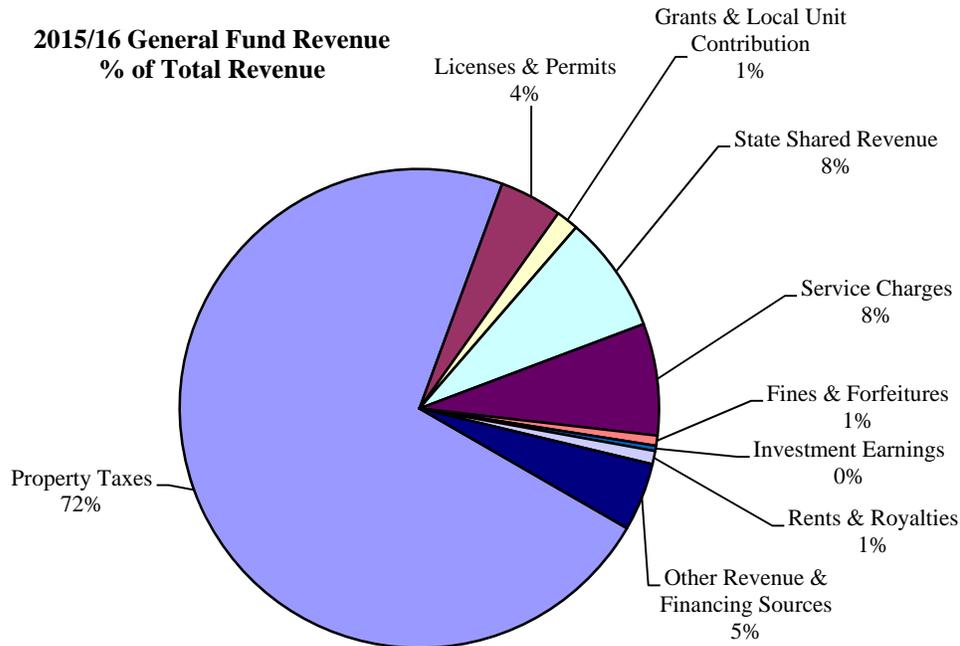


**Total City Funds (continued)**

**General Fund**

The General Fund derives its revenue from a variety of sources as the graph illustrates. The largest source is from property taxes. The City's tax rate will remain the same at 15.2734 mills and will provide nearly \$5,808,000 or 72% of the General Fund budget from property taxes, penalties and interest on taxes paid late and a 1% administration fee. This is an increase of 4% or \$212,000 from the prior year. The increase is from an increase in real property taxable values of 3.6% and an increase of 29.43% increase in Personal Property taxable values; offset by a reduction of 42% in IFT taxable value. The Real Property taxable values for FY 2015-16 are reflecting the following changes: residential 4.9% increase, commercial 1.6% increase and industrial 4.5% increase compared to FY 2014-15.

To lessen the burden and reliance on property taxes, the General Fund also realizes revenue from a variety of smaller sources: Licenses & Permits comprise 4%, State Revenue Sharing 8%, Service Charges 8%, Grants & Local Unit Contribution 1%, Fines & Forfeitures 1%, Rents & Royalties 1%, Other Revenue and Financing Sources 5% and Investment Earnings <1%.





**General Fund (continued)**

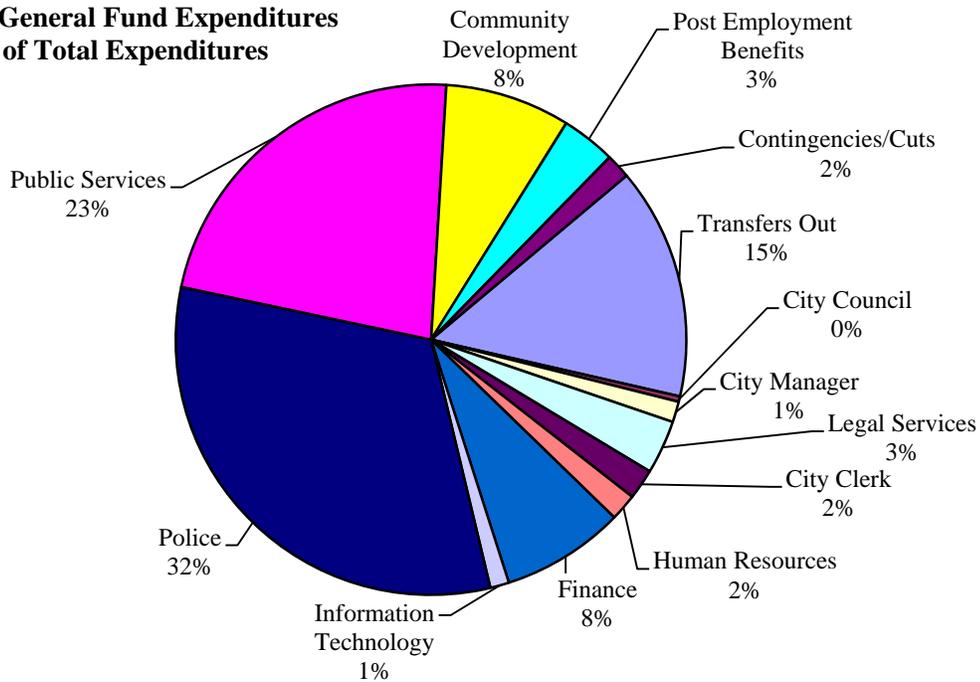
The budget is balanced with plans for adding \$39,484 to fund balance reserves. This will result in the General Fund fund balance to be \$1,058,986 or 16% of operating expenditures.

The \$7,976,303 General Fund budget is broken down into 13 separate departments. Given the impact of the current economic downturn, the City has been reducing expenditures. The FY 15/16 adopted budget is decreasing 1% from the FY14/15 Year end projection and an increase of \$154,000 or less than 2% from the FY13/14 Actual.

The Adopted General Fund budget includes the following notable items:

- Wage increases for all employees
- A continued salary contribution towards MERS Pension from non-union employees and all Union employees
- Continued reductions in healthcare from the City Council decision to adopt the hardcap limits per Senate Bill 7
- Rental Inspection Program
- OPEB contribution at \$66,000
- Addition of a DPW operator position
- Increase the Police Dispatch position from part-time to full-time
- A zoning ordinance update

**2015/16 General Fund Expenditures  
% of Total Expenditures**





### Utilities Fund

The Utilities Fund is an Enterprise Fund used to account for all of the City's Water and Sanitary Sewer operations, including the acquisition of capital assets and any related debt service. The fund is financed primarily by a user charge for the provision of that service. The City of Brighton provides water and sanitary sewer service to its residents and portions of several surrounding townships.

The 2015/16 Utilities Fund budget is at \$6,817,376 or 34% of the total City Budget. Planned revenue/contributions will increase approximately 35% from Fiscal Year 14/15 projections. This increase is due to a planned average rate increase of 2.8%, a decrease in connection fees due to an expected decrease in the numbers of REUs partially offset by an increase in the connection fee and \$1,417,500 in Bond/Loan Proceeds. The revenue from connection fees have been declining over the last several years due to the sluggish economy and the City reaching build-out. The City is expecting to sell 33 Residential Equivalent Units of water and sewer connections. 1.5% of the total revenue is derived from interest income and other sources.

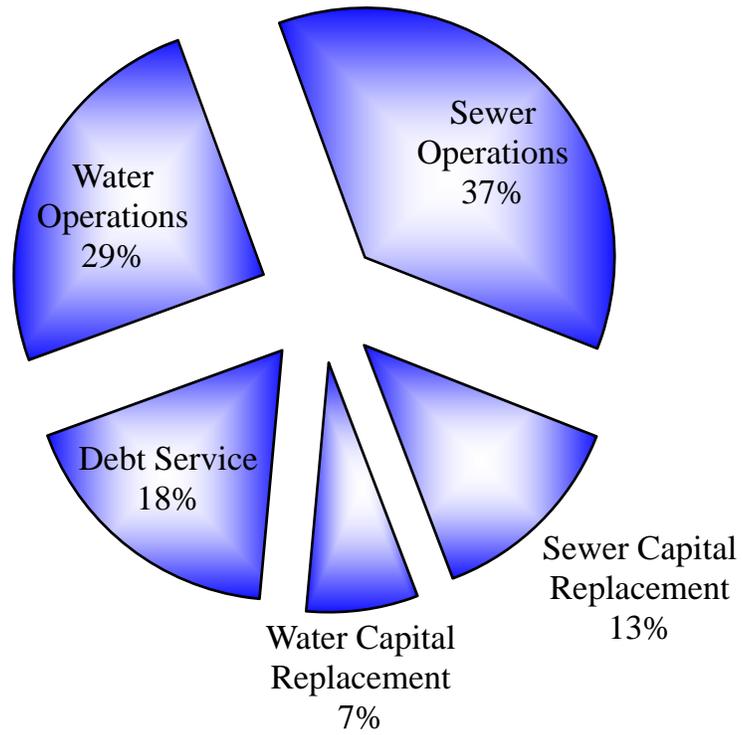
Expenses are increasing by \$1,072,033 or 19% from Fiscal Year 14/15 projections. The increase results primarily from a \$97,905 or 2.6% increase in Operations & Maintenance, an increase of \$1,079,466 in capital assets, \$46,662 or 4% increase in debt service, \$6,462 increase in appropriations for OPEB, an increase of \$9,500 in the transfer to the General Fund and a \$6,600 increase in post-employment benefits; offset by a reduction of \$122,587 in the transfer to the Utility Capital replacement fund.

Notable changes in the Utilities Fund:

- Salaries and wages are expected to increase
- Non-union employees and union employees continue to contribute a portion of their salary/wage towards the MERS Pension
- Continued reductions in healthcare from the City Council decision to adopt the hardcap limits per Senate Bill 7
- Increase the OPEB contribution 10% from \$64,612 to \$71,072
- \$17,513 Appropriation to the Equipment Replacement Fund
- Cleaning and repair of several wells
- Sewer Slip lining
- Refurbish Centrifuge #2
- Sludge Mixer Replacement
- Replace Water Utility vehicle
- Replace the Wastewater Treatment Plant HVAC System part 2, utilizing an installment loan.
- Replace and upgrade the N. Second St. Utilities, utilizing bond financing



### Utility Fund Expenditures





## General Fund

### Summary Analysis

#### **FY 14-15 YEAR-END PROJECTION vs. FY 13-14 ACTUAL -**

- a. Revenue is projected to increase by \$297,819 or 4% from the previous year, and increase by \$207,737 or 3% from the adopted budget. The projected increase results primarily from increases in property taxes and related fees, licenses & permits, State Shared revenue, local unit contributions (BAS for High School Officer), service charges, rents and royalties and investment earnings; partially offset by decreases in revenue from state (liquor license fees) grant, fines & forfeits, other revenue and other financing sources (DDA Fund & Utilities Fund appropriation).
- b. Expenditures are projected to increase by \$165,712 or 2% from the previous year, and increase by \$332,937 or 4% from the adopted budget. The projected increase compared to the prior year results primarily from an increases in Transfers Out, City Clerk, Human Resources, Finance, Police, Community Development and Post Employment Benefits; partially offset by decreases in City Council, City Manager, Legal Services, Information Technology, Public Works, and Contingency/Cuts activity budgets.
- c. The original adopted budget anticipated the unreserved ending fund balance would be \$1,223,860 at June 30, 2015. **Based on (a) & (b) from above, the current year-end projection reflects a \$204,359 decrease in unreserved fund balance to \$1,019,501 by June 30, 2015, which is \$6,927 higher than the minimum ending unreserved fund balance,** per the City's recently, revised General Fund – Fund Balance Policy. The primary reason for the projected decrease compared to the FY14/15 Adopted budget is the retirement of two police officers (overlapping personnel costs for the replacement employees and retirement pay-outs) and an increase in Department of Public Works maintenance and labor staffing. There is a \$30,950 transfer to Committed Fund Balance for FY14/15 as originally planned with the Adopted Budget.

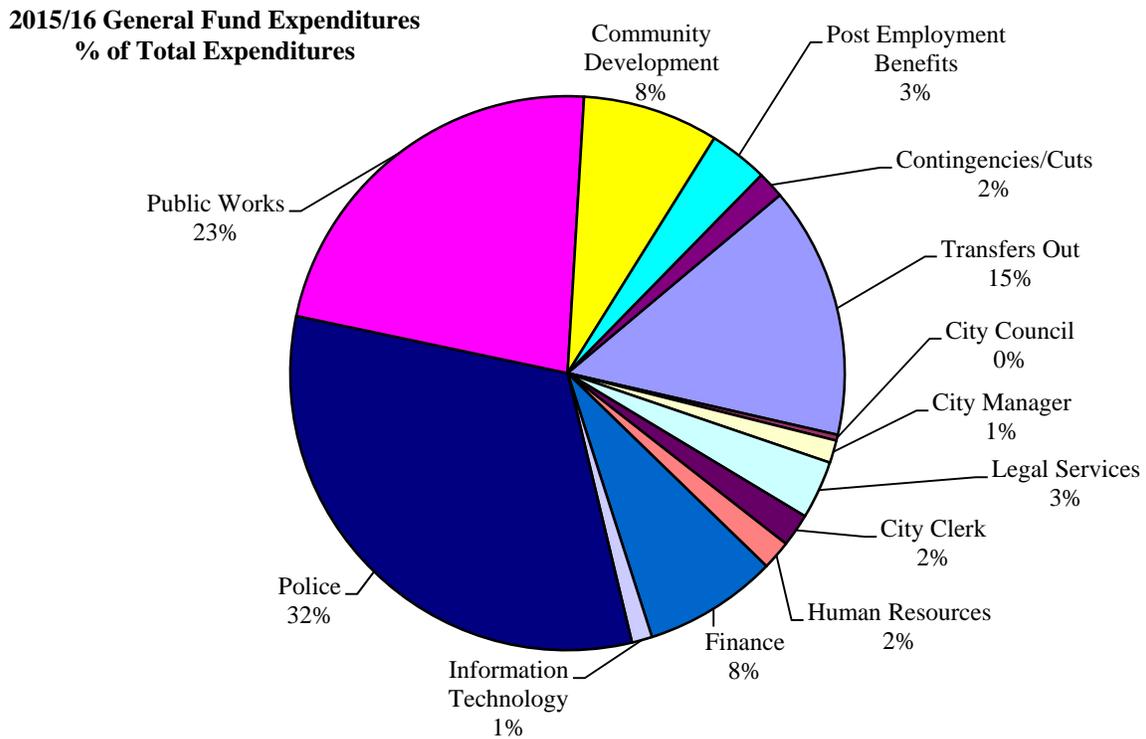
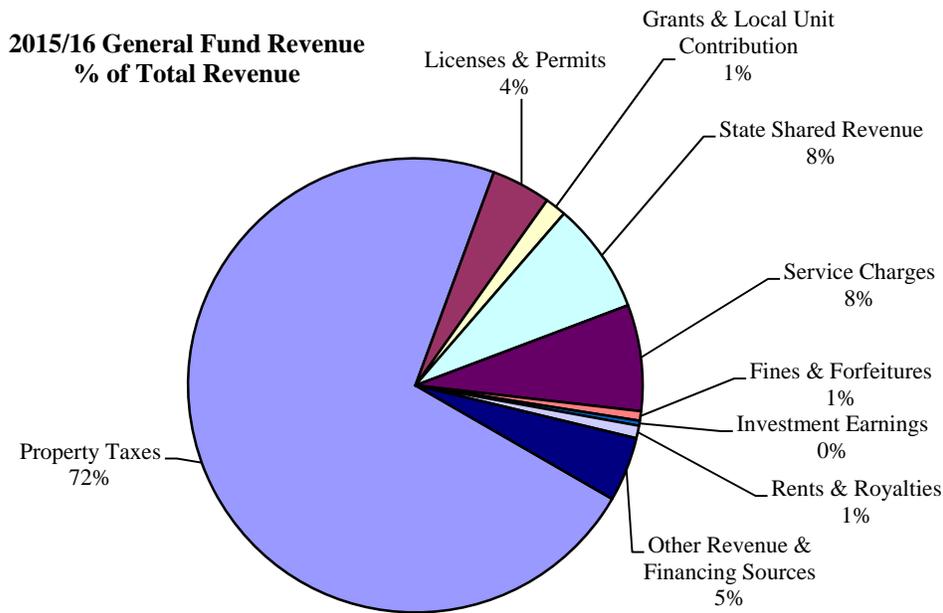
#### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- a. Total Revenue will increase by \$201,088 or 2.6% from the FY 14-15 year-end projections. The increase results primarily from a \$212,252 or 4% increase in property taxes and related fees, \$9,396 or 1.5% increase in State Revenue Sharing and a \$103,154 increase in Other Financing Sources (increase in appropriations from the Utilities Fund and DDA Fund); partially offset by a \$116,500 decrease in licenses & permits (less Building Dept. Revenue) and a \$22,210 decrease in service charges (less engineering reimbursements offset by an increase in the Refuse User Fee).
- b. Total Expenditures will decrease by \$11,846 or >1% from the FY 14-15 year-end projections. The decrease is primarily from reduced transfers for debt service and maintenance for the Major Street Fund, less personnel/benefit costs from the Police Department retirements and less engineering costs in Community Development related to building department activity; partially offset by increases in salaries and wages for all employees, benefit insurance increases, base budget increases, an increase in MTT Tax liability, the addition of a DPW operator position and the increase of the part-time dispatcher to full-time. The expenditures include a \$66,000 appropriation to the OPEB Trust (10% increase from FY14/15). Specific Department changes are highlighted in each Department section.
- c. **The adopted budget reflects a projected unreserved fund balance of \$1,058,986 by June 30, 2016, which is 16% of operating expenditures and \$38,325 above the 15% minimum fund balance guideline. The Adopted budget included a \$19,179 transfer to Committed Fund balance.**



FY 2015-16 Adopted Budget

CITY OF BRIGHTON GENERAL FUND	ADOPTED ACTUAL	CURRENT BUDGET	PROJECTED BUDGET	ADOPTED YEAR-END	ADOPTED BUDGET	15-16 OVER/ (UNDER) 14-15	
	13-14	14-15	14-15	14-15	15-16	\$	%
<b>REVENUES:</b>							
Property Taxes	5,274,410	5,357,007	5,357,007	5,375,533	5,588,941	213,408	3.97%
Tax Penalties, interest & fees	212,308	239,070	239,070	220,543	219,387	(1,156)	-0.52%
Licenses & Permits	303,860	295,430	295,430	455,600	339,100	(116,500)	-25.57%
Federal Grants	10,240	7,000	7,000	10,000	10,000	-	0.00%
State Grants	27,324	16,000	16,000	17,520	17,500	(20)	-0.11%
State Shared Revenue	610,333	624,750	624,750	626,409	635,805	9,396	1.50%
Local Unit Contribution	84,087	89,000	89,000	88,849	93,500	4,651	5.23%
Service Charges	583,689	597,234	597,234	629,213	607,003	(22,210)	-3.53%
Fines & Forfeits	56,572	67,200	67,200	54,295	54,625	330	0.61%
Investment Earnings	21,683	20,500	20,500	28,200	28,610	410	1.45%
Rents & Royalties	65,534	71,950	71,950	71,650	71,650	-	0.00%
Other Revenue	113,140	92,000	92,000	101,000	110,625	9,625	9.53%
Other Financing Sources	172,879	149,000	149,000	155,066	258,220	103,154	66.52%
<b>TOTAL REVENUES</b>	<b>7,536,059</b>	<b>7,626,141</b>	<b>7,626,141</b>	<b>7,833,878</b>	<b>8,034,966</b>	<b>201,088</b>	<b>2.57%</b>
<b>EXPENDITURES:</b>							
Transfers Out	1,189,496	1,215,539	1,213,139	1,237,650	1,171,298	(66,352)	-5.36%
City Council	27,480	26,907	26,907	26,767	27,504	737	2.75%
City Manager	102,234	95,240	95,240	99,767	104,719	4,952	4.96%
Legal Services	326,131	272,245	272,245	271,786	271,318	(468)	-0.17%
City Clerk	141,975	156,623	156,623	154,686	153,520	(1,166)	-0.75%
Human Resources	133,853	132,817	132,817	135,249	136,284	1,035	0.77%
Finance	601,369	620,286	620,286	619,268	622,324	3,056	0.49%
Information Systems	104,888	104,765	104,765	96,775	95,469	(1,306)	-1.35%
Police	2,481,156	2,483,607	2,487,334	2,652,572	2,556,657	(95,915)	-3.62%
Public Works	1,775,640	1,691,572	1,703,884	1,762,233	1,805,390	43,157	2.45%
Community Development	518,026	545,510	545,510	620,303	632,484	12,181	1.96%
Post Employment Benefits	209,629	227,101	227,101	238,094	274,335	36,241	15.22%
Contingencies/(Cuts)	210,561	83,000	83,000	73,000	125,000	52,000	71.23%
<b>TOTAL EXPENDITURES</b>	<b>7,822,437</b>	<b>7,655,212</b>	<b>7,668,851</b>	<b>7,988,149</b>	<b>7,976,303</b>	<b>(11,846)</b>	<b>-0.15%</b>
<b>FUND BALANCE - BEGIN.</b>	<b>1,488,963</b>	<b>1,104,372</b>	<b>1,204,723</b>	<b>1,204,723</b>	<b>1,019,501</b>	<b>(384,591)</b>	<b>-25.83%</b>
Committed Fund Balance		40,338	30,950	30,950	19,179		
<b>FUND BALANCE - ENDING</b>	<b>1,202,585</b>	<b>1,034,963</b>	<b>1,131,063</b>	<b>1,019,501</b>	<b>1,058,986</b>	<b>(69,409)</b>	<b>-6.28%</b>
<b>USE OF FUND BALANCE</b>	<b>286,378</b>	<b>69,409</b>	<b>73,660</b>	<b>185,221</b>	<b>(39,484)</b>	<b>(315,182)</b>	<b>-531.9%</b>
Ending Fund Balance = 15% of Operating Expenditures*	994,941	965,951	968,357	1,012,575	1,020,751		
<b>Ending Fund Balance Over/(Under) the 15% Criteria</b>	<b>207,643</b>	<b>69,012</b>	<b>162,706</b>	<b>6,927</b>	<b>38,235</b>		





**General Fund Revenue**

The majority of the Revenue received in the General Fund is from the levy and collection of Property Taxes. For Fiscal Year 2015-16 the General Fund is budgeted to receive and collect \$5,808,000 or 72% of its total revenue from property taxes, penalties and interest on taxes paid late and a 1% administration fee. This is an increase of 4% or \$212,000 from the prior year, which is a reflection of an increase in real property taxable values of 3.6% and an increase of 29% in personal property taxable values; offset by a reduction of 43% in IFT Personal Property taxable value. The Real Property taxable values for FY 2015-16 are reflecting the following changes: residential 4.9% increase, commercial 1.6% increase and industrial 4.53% increase compared to FY 2014-15.

**CITY OF BRIGHTON  
PROPERTY TAX SUMMARY**

	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Projected FY 2015-16
Ad-Valorem Real Property Valuation	366,291,798	355,403,827	347,710,186	357,578,323	370,399,400
Ad-Valorem Personal Property Valuation	31,502,940	36,264,060	35,530,296	32,744,850	42,382,170
IFT Real Property	2,209,680	2,258,690	2,290,820	1,635,860	1,623,770
IFT Personal Property	12,273,350	7,304,310	8,955,650	9,175,950	4,595,730
Taxable Value	412,277,768	401,230,887	394,486,952	401,134,983	419,001,070
Operating Millage	15.2734	15.2734	15.2734	15.2734	15.2734
Street Debt Millage	1.1889	0.7753	0.0000	0.0000	0.0000
Law Enforcement Millage	0.0000	0.0000	0.0000	0.3800	0.3800
Total Millage	<b>16.4623</b>	<b>16.0487</b>	<b>15.2734</b>	<b>15.6534</b>	15.6534
Operating Tax Revenue	6,186,281	6,055,130	5,939,271	6,044,128	6,352,074
Street Debt Tax Revenue	481,548	307,367	-	-	-
Law Enforcement Revenue	-	-	-	150,377	158,039
Total Tax Revenue	<b>6,667,828</b>	<b>6,362,497</b>	<b>5,939,271</b>	<b>6,194,506</b>	<b>6,510,113</b>

**CITY OF BRIGHTON TAX RATES  
PER \$1,000 OF ASSESSED/TAXABLE VALUATION**

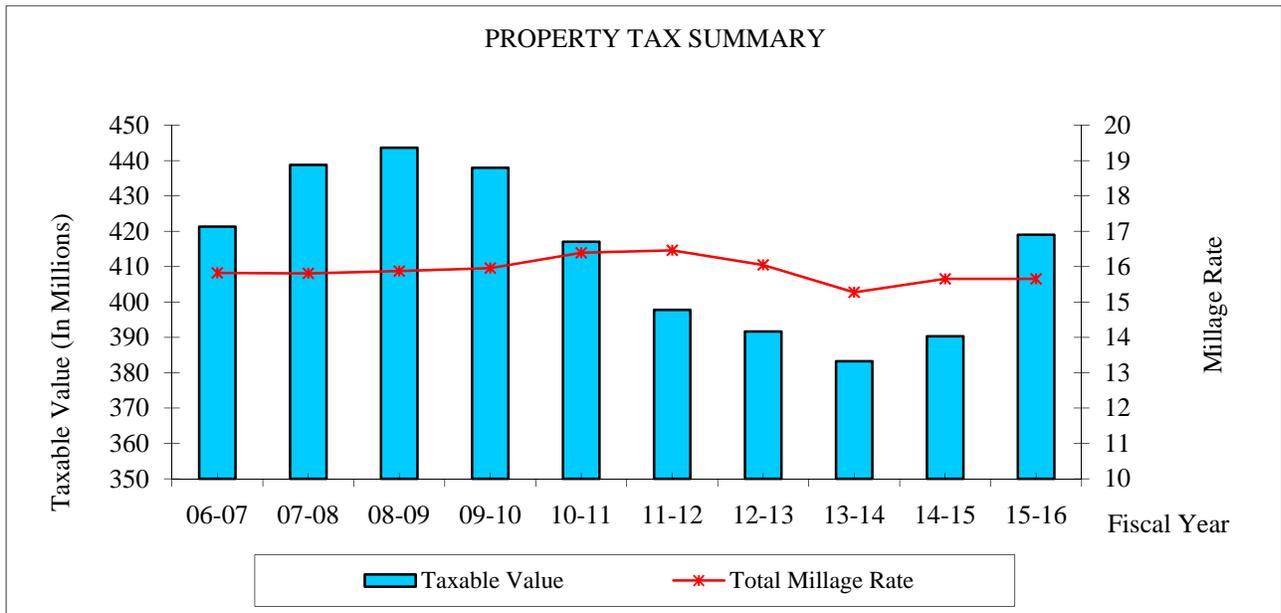
	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Projected FY 2015-16
City - Operating	15.2734	15.2734	15.2734	15.2734	15.2734
- Street Debt	1.1889	0.7753	0.0000	0.0000	0.0000
- Law Enforcement	0.0000	0.0000	0.0000	0.3800	0.3800
Livingston County	3.9543	3.9543	3.9543	3.9543	3.9543
Brighton Area Schools - Debt	5.7000	7.1900	7.1900	7.1900	7.1900
Brighton Area Schools - Site Fund	0.0000	0.0000	0.0000	0.0000	0.0000
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Livingston Educational Service Agency	2.3361	2.3361	2.3361	2.3361	2.3361
Brighton Area Fire Authority	1.2500	1.2500	1.2500	1.2500	1.2500
Brighton Area Library	0.8892	0.8892	0.8892	0.8892	0.8892
Total Homestead Millage	<b>36.5919</b>	<b>37.6683</b>	<b>36.8930</b>	<b>37.2730</b>	<b>37.2730</b>
Brighton Area Schools - Local	18.0000	18.0000	18.0000	18.0000	18.0000
Total Non-Homestead Millage	<b>54.5919</b>	<b>55.6683</b>	<b>54.8930</b>	<b>55.2730</b>	<b>55.2730</b>



**General Fund Revenue - Continued**

Property taxes are levied on each July 1 on the taxable valuation of property as of the preceding December 31. Taxes have a final collection date of February 28 of the following year, at which time any unpaid taxes are transferred to the county delinquent tax rolls. The following chart explains how the taxable value has changed each year. Historically, for the 10-year period between FY 1997-98 and FY 2006-07, taxable values in the City of Brighton increased on average by 8.2% each year. As the local economy began to weaken, the taxable value increase in FY 2007-08 slowed to 4.1%, then FY 2008-09 showed a meager taxable value increase of 1.1%. The taxable value decreased for the first time in FY 2009-10, by 1.35%. The taxable value decreased in FY 2010-11 by 4.7%, FY 2011-12 decreased by 4.5%, FY 2012-13 decreased by 1.62%, FY 2013-14 decreased 2.2%, FY2014-15 increased 1.69% and FY2015-16 is projected to increase 4.45%.

The City’s operating millage rate is remaining the same at 15.2734 mills and the Law Enforcement Millage rate will remain at 0.38 mills. FY2014-15 increased 0.38 mills due to a voter approved Law Enforcement/Public Safety millage. The revenue from the Law Enforcement/Public Safety millage is reflected in a separate Capital Projects Fund and not the General Fund.



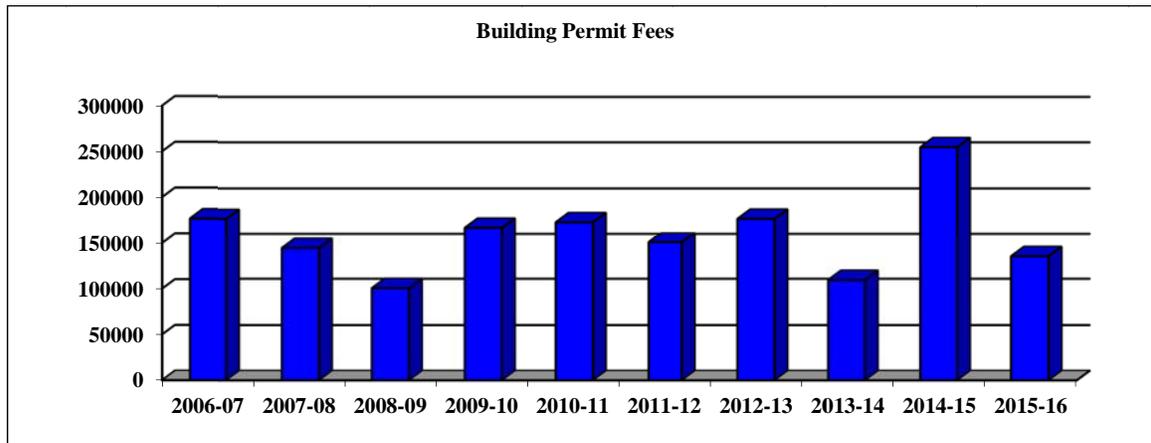


**General Fund Revenue - Continued**

8 Year History									Change from
<u>Ad-Valorem Taxable Value</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Prior Yr</u>
Residential	229,013,040	216,898,820	203,203,340	194,265,448	190,597,314	191,614,956	199,092,840	208,861,260	4.9%
Commercial	151,805,205	159,290,640	158,228,240	153,268,980	148,401,458	139,343,070	140,907,773	143,164,500	1.6%
Industrial	28,128,150	27,382,940	23,634,280	19,161,060	16,501,465	16,752,160	17,577,710	18,373,640	4.5%
Personal Property Tax	34,683,080	34,391,760	37,715,850	31,502,940	36,264,060	35,530,296	32,744,850	42,382,170	29.4%
	<u>443,629,475</u>	<u>437,964,160</u>	<u>422,781,710</u>	<u>398,198,428</u>	<u>391,764,297</u>	<u>383,240,482</u>	<u>390,323,173</u>	<u>412,781,570</u>	
<b>% Change from Prior Year</b>		<b>-1.3%</b>	<b>-3.5%</b>	<b>-5.8%</b>	<b>-1.6%</b>	<b>-2.2%</b>	<b>1.8%</b>	<b>5.8%</b>	

8 Year History									Change from
<u>Average Taxable Value</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2008</u>
<b>Residential</b>	81,239	76,942	72,283	69,229	67,468	67,589	69,662	72,622	(8,617)
<b>% Change from Prior Year</b>		<b>-5%</b>	<b>-6%</b>	<b>-4.23%</b>	<b>-2.54%</b>	<b>0.18%</b>	<b>3.07%</b>	<b>4.25%</b>	<b>-11%</b>
<b>Average Tax Bill Reduction from 2008</b>									\$ (320)
<b>Commercial</b>	507,710	532,745	535,626	528,851	503,056	473,956	480,914	485,303	(22,406)
<b>% Change from Prior Year</b>		<b>5%</b>	<b>1%</b>	<b>-1%</b>	<b>-5%</b>	<b>-6%</b>	<b>1.47%</b>	<b>0.91%</b>	<b>-4%</b>
<b>Average Tax Bill Reduction from 2008</b>									\$ (1,235)
<b>Industrial</b>	484,968	472,120	435,890	354,834	305,583	310,225	325,513	353,339	(131,629)
<b>% Change from Prior Year</b>		<b>-3%</b>	<b>-8%</b>	<b>-19%</b>	<b>-14%</b>	<b>2%</b>	<b>4.93%</b>	<b>8.55%</b>	<b>-27%</b>
<b>Average Tax Bill Reduction from 2008</b>									\$ (7,257)

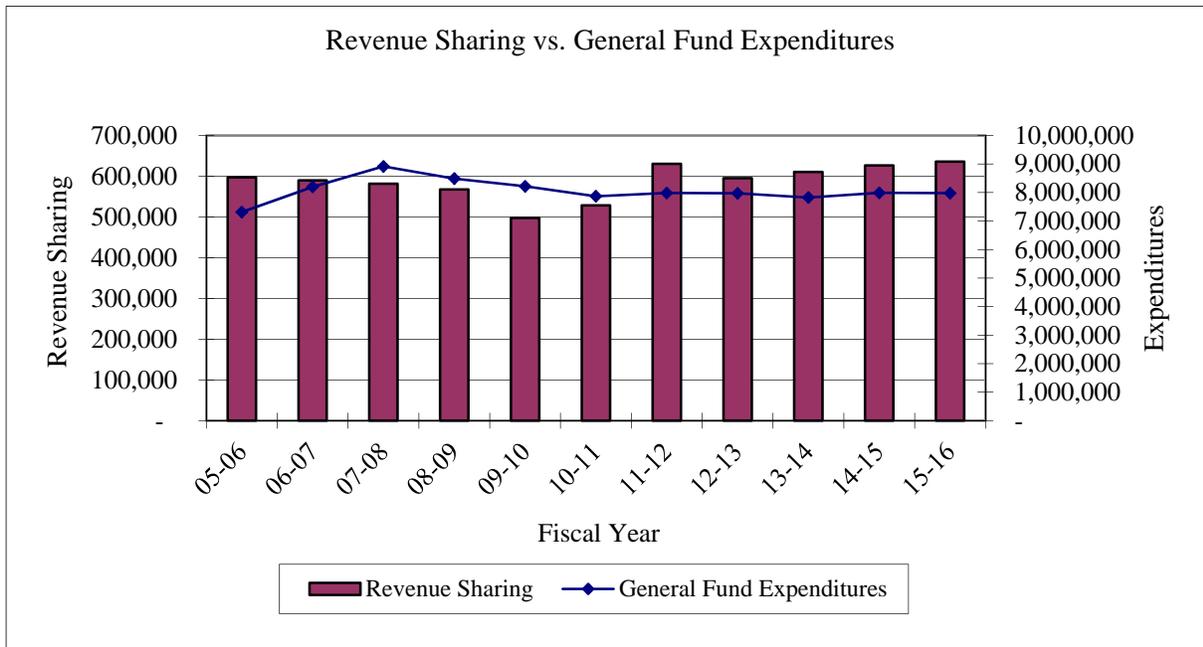
Licenses and Permits are another revenue source received from Cable Franchise Fees, Building Permits fees and Rental Inspection Fees. The FY 15-16 budget includes \$339,000 or 4% of the General Fund revenues for this activity. The past ten years have seen a decline in building activity with the City approaching build-out of its available land inventory and due to the economy.





**General Fund Revenue - Continued**

Local units of government in Michigan share in the State Sales Tax, commonly referred to as State Revenue Sharing. The General Fund is expecting \$635,805 or 8% of the total general fund revenue to come from the State. This is a 1.5% increase from FY 14/15. The State of Michigan provides estimates for future State Revenue Sharing Payments. The Michigan Constitution allocates a portion of the state sales tax to be distributed to local units on a per capita basis, using the last decennial census to determine population. During FY 2011-12, the State of Michigan Legislature nearly eliminated the Constitutional portion of Sales Tax Sharing and replaced it with the Economic Vitality Incentive Program. There is one qualification of the EVIP Program the City must meet in order to receive 100% of the EVIP portion. Thus far, the City has achieved the qualification and plans to maintain the qualification.



**Service Charges**

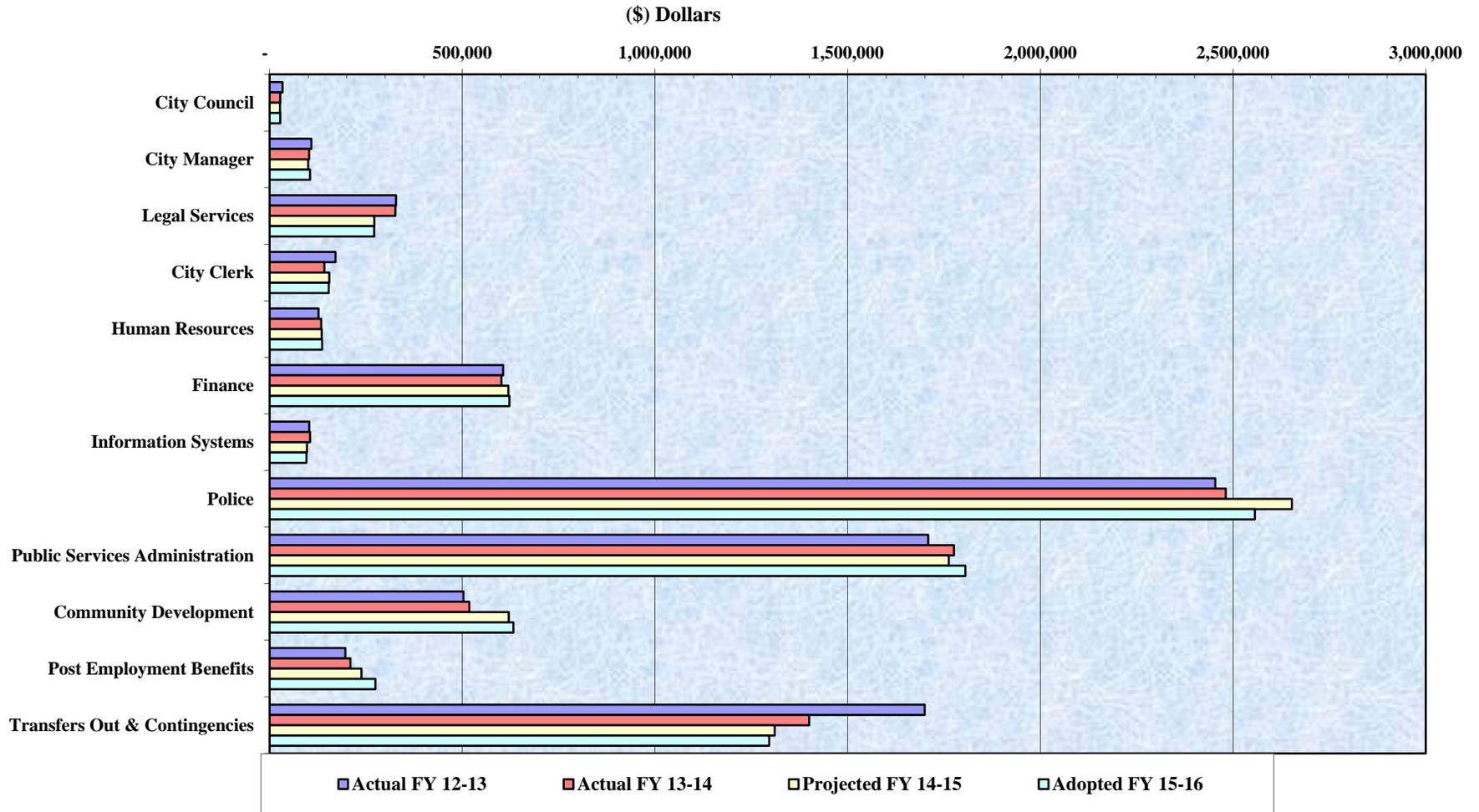
Service Charges are another revenue source received from Police Charges, Cemetery Sales and the Refuse User Fee. The Service Charges for FY 2015/16 provide the General Fund 8% or \$607,000 in Revenue. The Refuse User Fee provides the majority of the Service Charges at \$496,000. The Refuse User Fee was new for FY 2010-11 at \$1.91 per residential user per month. For FY 2011-12 the City Council approved an increase to the maximum of \$13.64 per residential user per month. FY 2012-13 increased to \$13.77 and there was no change in the Refuse User Fee in FY 2013-14. FY 2014-15 increased to \$14.48 and there is no change in the Refuse User Fee in FY 2015-16.

**Other Revenue**

The remaining \$645,000 or 8% of the revenue in the General Fund is received from the Brighton Area School for a Police Liaison Officer, investment earnings, fines and forfeits, appropriation from the Utility Fund and LDFA Fund from the Cost Allocation Study, Grant Revenue and miscellaneous revenue.



**Budget by Department Expenditures**





## Mayor and City Council

The electors of the City elect a City Council of seven members, one of whom shall serve as Mayor. The Council constitutes the legislative, policy making and governing body of the City and shall have power and authority to exercise all powers conferred upon or possessed by the City, and shall have the power and authority to adopt laws, ordinances and resolutions as it shall deem appropriate. The mayor is chosen by the seven-member elected City Council from among its members. The City Council appoints the City Manager, City Attorney, City Planner, City Engineer, City Auditor, other consultants, and members of various citizen boards and commissions which advise the City Council.

The City Council is responsible for setting the tax levy, utility rates and fees, and adopting the annual City Budget to fund operations of the City.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$140 or 1% decrease.
- The decrease is primarily the result of less than budgeted conference expense; offset by additional workers comp and general liability property insurance premiums.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$737 or 3% increase.
- The increase is caused primarily by base budget increases in insurance and the planned bi-annual survey expense. The FY 2015-16 budget includes \$1,500 for two Councilmembers to attend MML Conferences.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Council</b>	\$33,291	\$27,480	\$26,907	\$26,767	\$27,504



## Mayor and City Council

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
Efficiency	Run the Operations	Model a Positive City Image	Regular City Council Meetings	23	23	23	23
			Special City Council Meetings	8	8	8	8
			Public Hearing Held	3	5	4	4
		Deliver Efficient Services	Ordinances and Amendments Adopted	3	2	3	3
			Agenda Items Reviewed and Acted Upon	158	146	150	150
		Cultivate Community Involvement	City Council Member Attendance at Council Meetings	93%	94%	95%	95%
		Manage the Resources	Maximize the Resources	% Difference from Proposed to Adopted Budget(G.F)	1.46%	-4.66%	-2.01%
	Annual % Change in Operating Millage Rate			0%	0%	0%	0%
			Activity Expenditures as % of General Fund	.41%	.35%	.34%	.34%



## City Manager

The City Manager’s office is responsible for the general administration of the City along with program coordination and the preparation of special reports requested by the City Council. As the chief executive officer of the City, the City Manager is responsible for implementation of policies established by the City. The Manager’s duties include the development of program and policy alternatives for consideration by the Council and the implementation of those policies and programs adopted by the Council. The City Manager is also responsible to see that all laws and ordinances are enforced; to appoint the directors of City departments, and to direct and supervise the department directors; to recommend an annual budget to the Council and to administer the budget as finally adopted under policies formulated by the Council, and to keep the Council fully advised at all times as to the financial condition and needs of the City.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- An overall \$4,528 or 5% increase from the current and adopted budget.
- The increase is primarily the result of an increase in compensation for the City Manager and an increase in contractual services.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$4,952 or 5% increase.
- The increase is primarily the result of an increase in compensation and across the board base budget increases.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>City Manager</b>	\$108,369	\$102,234	\$95,240	\$99,767	\$104,719



## *City Manager*

**FY 2015-16 Performance Objectives**

1. Work with City staff to implement the 2015 goals adopted by the City Council in the Council’s Fall 2014 annual goal-setting meeting.
2. Maintain the ICMA Credentialed Manager Certification that must be renewed annually.

	Perspective	City Goals	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
<b>Output</b>	Daily Oversight and Coordination of City Services with City Department Directors, Contractors, and Other Non-City Agencies	Implementation of all City Council-Established Goals	Agenda Reports Reviewed	158	146	150	150
			Legislative Issues Monitored	5-10	5	3-6	3-6
			Intergovernmental Relation Contacts	15	36	20-25	20-25
			Number of Council adopted goals managed	6	15	12	10-15
			News Media inquiries/requests processed	150	50	50	50
			Public presentations prepared and delivered	30	20	10	10
<b>Efficiency</b>			Activity Expenditures as % of General Fund	1.35%	1.31%	1.25%	1.31%

**FY 2014-15 Significant Accomplishments**

- Continued implementation of City Council-adopted goals.



## Legal Service

The Legal Service Department is comprised of activities of the City Attorney’s office, the City’s Labor Counsel and other special legal counsels.

The City Attorney is responsible for providing the City Council and City staff with legal advice and prosecuting violations of the City’s Ordinances in the court system. As legal advisor, the City Attorney prepares documents and instruments, drafts ordinances, renders formal and informal opinions, reviews contracts and performs other services as required by law.

The City’s Labor Counsel assists management in labor relations to insure the City is acting in accordance with statutory bargaining obligations and is maintaining personnel policies that are fair and non-discriminating. Other special legal counsel includes ongoing legal services relating to cable, telecommunications, electrical and natural gas franchise negotiations and compliance matters.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$459 or <1% decrease.
- The decrease is primarily the result of less than budgeted legal fees, partially offset by increased cable franchise legal fees.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$468 or <1% decrease.
- The decrease assumes less additional miscellaneous expenditures for court reporter costs & appraisals associated with tax tribunal litigation; offset by overall base budget increases.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Legal</b>	\$327,766	\$326,131	\$272,245	\$271,786	\$271,318



## *Legal Service*

### **FY 2015-16 Performance Objectives**

1. To proceed forward with developing a zoning ordinance amendment to allow alternative/optional parking surfaces for off street parking (City Council Goal 2).
2. SELCRA-related long term Funding/Millage Proposal for SELCRA operations & Parks/Recreation capital improvements - work with the City Council Liaison Member on the SELCRA Board, the City Manager, the SELCRA Board/staff, and the School District staff to determine possible millage ballot proposal language for voter consideration in a November, 2015 election (City Council Goal 6).
3. Review with the City Manager; and forward copies to the City Council, of previous Charter administrative update ballot proposals of approximately ten years ago. Provide an updated legal opinion letter/report to City Council to describe the City Charter updating process including the actions needed in order to place Charter update proposals on an election ballot. The general goal will be to work towards Charter update ballot proposals being placed on the November, 2015 election ballot for City voters to consider (City Council Goal 8).
4. Develop a report to City Council on the outcomes of previously adopted Charter Update Amendments of the late 1990s for City Council to review and discuss.
5. To pursue proactive enforcement of Property Maintenance and Safety Codes on an equal and consistent basis with a recognition that this may also mean increased future City Council Meeting agenda activity including show-cause hearings, action items relating to litigation authorization, and related additional closed sessions.

	Perspective	City Goal	Performance Indicators	2013 Actual	2014 Actual	2015 Estimate	2016 Budget
<b>Output</b>		Model a Positive City Image	Council Meetings Attended	23	23	24	24
		Run the Operations	Deliver Efficient Services	Legal Opinions Rendered	11	8	25
Ordinances Prepared	5			5	3	3	
Number of Open Lawsuits (Includes MTT cases)	28			20	20	20	
Number of Closed Lawsuits	29			16	19	19	
% Opinions Replied to on Agreed Schedule	100%			100%	100%	100%	
% Resolutions Drafted on Agreed Schedule	100%			100%	100%	100%	
% Contracts Drafted on Agreed Schedule	100%			100%	100%	100%	
				Activity Expenditures as % of General Fund	4.08%	4.17%	3.4%
<b>Efficiency</b>							



## *Legal Service*

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### **FY 2014-15 Significant Accomplishments**

- Drafted and revised ordinances, and attended Planning Commission meetings as needed, regarding the following:
  - Planned Unit Developments
  - Rental Inspection Ordinance
  - Smoke Ordinance
  - Alternative Services Parking Ordinance
  - Cell Tower Ordinance
- Meetings and review Water Tower Easement Agreement/Verizon
- Foreclosure process certification for 1517 Whispering Oaks
- Preparation of Expungement letters
- Stonefire PPT
- Drafted, finalized and filed Summons & Complaint for Brighton BB – delinquent 2013 PPT
- Research and review adopted bylaw regarding Traffic Safety Advisory Board
- Legal research on Aberdeen lot combination application
- Research Aberdeen of Brighton sewer gates/sewer maintenance issue
- Coordinated with Labor Counsel regarding revisions on City Manager Contract
- Assist in code enforcement regarding Springhill Condominiums
- Assist in responding to various FOIA requests
- Review of Closed Session Meeting Minutes
- Legal research of appointment to City Council
- Legal Research regarding SAD
- Legal research of MDOT requirements
- Drafted and records conveyances for Orndorf Drive Easement Acquisition
- Drafted Cash Management Master Agreement
- Research regarding Brookside Lane
- Citation compliance with Consent Judgment
- Genjan, LLC dba The Main Crossing permit
- Research regarding purchase of Lindbom school property from School District
- Research of Charter School SAD
- Review decisions clarification and documentation regarding specific Advance Street properties
- Legal research and meetings regarding Fire Ordinance
- Prepared temporary easement for Challis Road
- Legal research regarding federal requirements for just compensation
- Review of Amendment to Cracker Barrel easement
- Review of 315 East Main Consent Judgment
- Review of updated proposal for patrol cars
- Review of Dale Cooper’s request for lot split
- Review of Condominium requirements for Northridge
- Research of law regarding bankruptcy and delinquent personal property
- Review of Retreat issues



## City Clerk

The City Clerk’s Office provides quality and courteous service to community residents and business owners by supporting the organizational values and goals of the City Council.

The City Clerk’s Office administers all required Federal, State, Local and School elections in accordance with State and Federal law. The City Clerk is accredited under the International Institute of Municipal Clerks. The City Clerk conducts chairperson training, in addition to the required Livingston County Clerk training. Each election involves a three-month cycle of preparation and follow-up. It is necessary for the Clerk’s Office to be aware of Election laws that are continually being changed.

The Department maintains and coordinates document storage and retrieval of the City’s official records including contracts, agreements, leases, bids, deeds for City owned property, easements, resolutions, ordinances, City Council meeting packets and City Council, Boards and Commission minutes.

The Department is responsible for providing executive secretarial responsibilities to the City Manager’s office. The City Clerk attends all City Council Regular, Special, Retreat and Budget meetings. The City Clerk prepares electronic Council agenda packets, posts and publishes meeting notices, publishes notice of public hearings, meeting minutes, notary services and administers the Oath of Office, retreat logistics and conference registration and coordination.

The City Clerk’s Office is also responsible for processing liquor license applications, ordinances, resolutions, permits and licenses, auctioneers, massage, peddlers, solicitors, street closure, taxi, going out of business, and trailer parking.

This Department keeps records, coordinates interments and foundation/marker placements for the City’s three municipal cemeteries.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$1,937 or 1% decrease from the current and adopted budget.
- There is a projected \$5,920 decrease in the General Division due to lower Legal Notices cost and less than budgeted Conferences & Workshops; partially offset by an increase of \$3,983 in the Elections Division, primarily due to additional Election Worker Per Diems and election supplies.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$1,166 or 0.75% decrease. This is a \$3,103 or 2% decrease from the FY 14-15 adopted budget.
- The \$1,483 decrease in the General Division is the primary result of lower Legal Notices cost, and the elimination of the auto allowance for the City Clerk; partially offset by across the board base budget increases.
- The \$317 increase in the Elections Division is the result of assumed additional election costs.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>City Clerk</b>	\$170,881	\$141,975	\$156,623	\$154,686	\$153,520



## City Clerk

### FY 2015-16 Performance Objectives

1. Develop recommendations on how to improve the Records Storage Plan.
2. Increase the use of the City’s Facebook page, Cable TV channel and website for public information purposes. (City Strategic Priority 2).

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget		
<b>Output</b>	Run the Operations	Courteous/Responsive Customer Service	Liquor License Applications Processed	8	3	5	5		
			Freedom of Information Act Requests Processed	72	52	60	60		
			Permits Processed (Solicitors)	10	15	10	10		
			Permits Other (Taxi, Massage, etc)	6	3	4	4		
			New Voter Registrations/ Changes Processed	1390	1400	1500	1500		
			Absentee Voter Applications Mailed (November)	599	587	981	600		
		Cultivate Community Involvement	Press Releases/Legal Notices	90	61	70	70		
			Absentee Voter Ballots Returned (November)	553	543	938	550		
		Deliver Efficient Services	Number of Registered Voters	5976	5886	6000	6100		
			Elections held	1	1	3	2		
		Model a Positive City Image	Council Agenda Packets Processed	23	23	22	23		
		Manage the Resources	Maximize Resources	City Hall Task Force Meeting Hours	5	5	5	5	
		<b>Efficiency</b>	Run the Operations	Cultivate Community Involvement	% Of Registered Voters Voting (November)	22%	24%	50%	23%
				Deliver Efficient Service	% Of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%
			Activity Expenditures as % of General Fund	2.13%	1.81%	1.94%	1.92%		

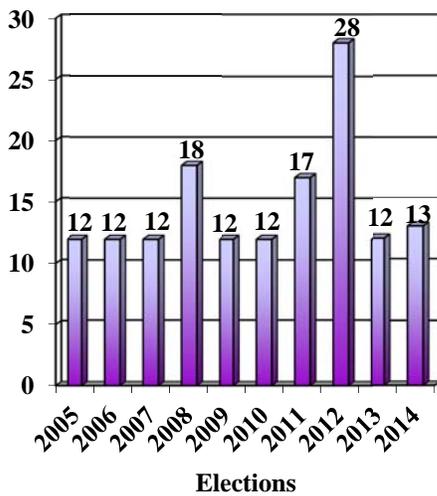


# City Clerk

## FY 2014-15 Significant Accomplishments

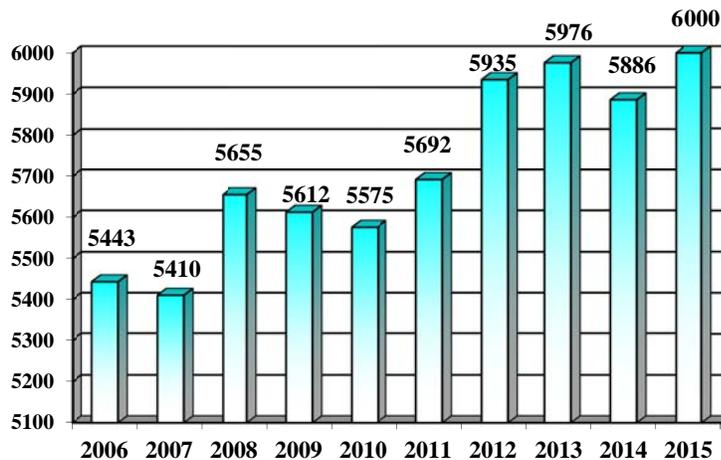
- Conducted the November General election in accordance with State and County standards. Turnout for the November General was 52%.
- Employed 24 Election Workers in four precincts for the November election. The Electronic Poll book was used for the Election
- Processed twenty-three Resolutions.
- Processed 10 Solicitor, one Massage, and one Temporary Land Use permits.

### PREPARATION TIME OF VOTING BOOTHS



- Year 2005 increase due to planning/prep of new Precincts at the BECC Building
- Year 2008 increase due to Presidential Election, more booths (doubled) set up and more Inspector Station assignments (doubled)
- 2012 increase due to four elections in the calendar year

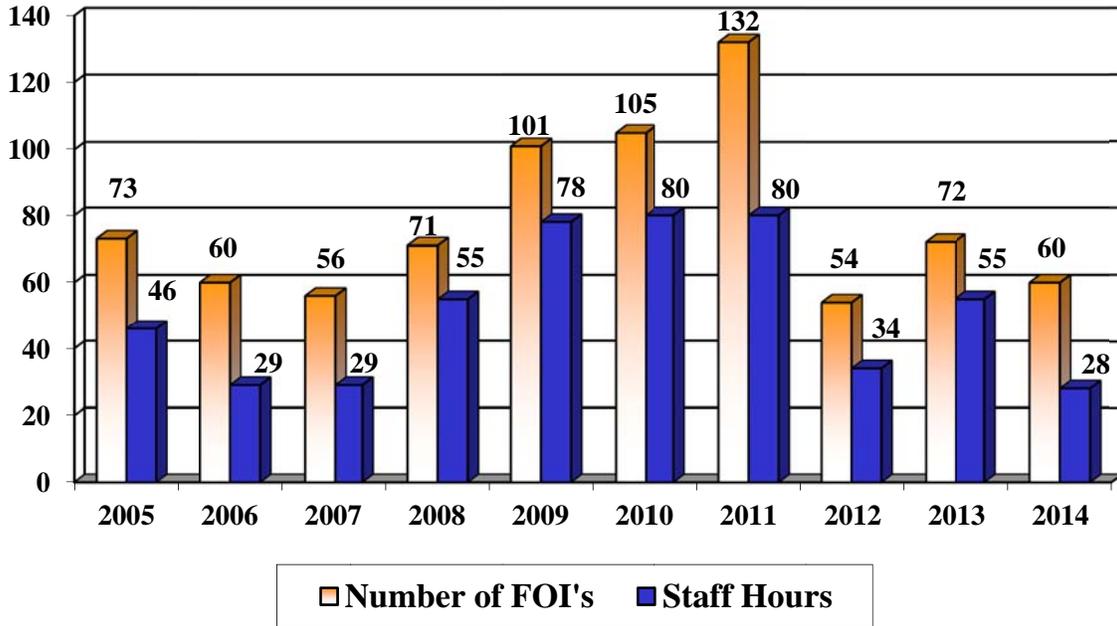
### NUMBER OF REGISTERED VOTERS





# City Clerk

## F.O.I.A. REQUESTS RECEIVED



Number of FOI's Staff Hours

## SOLICITOR PERMIT REQUESTS





## Human Resources

The Human Resources Office is responsible for administration of all employee benefits, worker’s compensation administration, employee and labor relations, employee personnel files and records, compliance of legally mandated programs and recruitment of new employees. The Department supports continuous improvement on Human Resources related activities.

The Human Resources Department provides support to all City departments by performing the centralized functions of recruitment, selection, orientation and labor-employee relations. This function includes support to the Labor Attorney in contract negotiations, administration of four bargaining units, administration of the non-union Administrative group, coordination of the City’s various health plans and maintenance and legal compliance of personnel files.

The Department processes all Workers’ Compensation claims including disputes, return to work requirements, and safety requirements. The Department is also in charge of Health Insurance, Dental Insurance, Vision Insurance, Short Term Disability, Life Insurance, Long Term Disability and COBRA Administration.

The department is responsible for ensuring compliance with all employment law requirements such as Equal Employment Opportunity, Fair Labor Standards Act, Family Medical Leave Act and Americans with Disabilities Act.

The Department coordinates all CDL’s (commercial drivers’ licenses) renewals, medicals and trainings for all Department of Public Works employees.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$2,432 or 2% increase from the current and adopted budget.
- The increase is caused primarily from additional personnel/benefit costs and additional employee medical costs (related to CDL Certification); partially offset by less conferences and workshop.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$1,035 or <1% increase.
- The increase is the primary result of across the board base budget increases, partially offset by the elimination of the auto allowance for the Human Resource Director.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Human Resources</b>	\$126,895	\$133,853	\$132,817	\$135,249	\$136,284



## *Human Resources*

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### **FY 2015-16 Performance Objectives**

1. Continue with cost reduction efforts in order to assist in the improvement of the future financial forecast.
2. Provide City employees with information on the rising costs of health care to help them better understand the City's concerns.
3. Maintain the City's "Intranet" as a critical source of information to employees regarding their employment, benefits, policies, and procedures.
4. Maintain the careful administration of the worker's compensation program. To continue maintaining the lowest experience modification factor among cities of comparable size by the Michigan Municipal League Worker's Compensation Fund.
5. Continue to manage benefit plans to maximize efficiency and maintain quality. To continue efficient implementation of the BCBS Health Savings Account.
6. Maintain updated policies, job descriptions and non-union administrative pay and benefits study.
7. Continue opt-out health insurance savings bonus for **ALL** employees and retirees who have medical coverage from another source.
8. Provide and maintain an efficient employee recordkeeping that is in compliance with applicable laws.
9. Communicate and implement the necessary changes to ensure compliance with Senate Bill 7, Opt-In Hard Cap and Patient Protection & Affordable Care Act (PPACA).
10. Conclude the Administrative Non-Union Pay & Benefits Study; develop implementation plan in accordance with City Council approvals.
11. Continue to provide quality recruitment, job placement, as well benefits for City Employees and retirees, and to promote public service as an attractive career opportunity.
12. Develop succession plan.



## Human Resources

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
<b>Output</b>	Run the Operations	Deliver Efficient Services	Applications reviewed & processed	48	69	150	175
			Employees hired	6	14	18	14
			Workers Comp claims filed	8	4	3	2
			Workers Comp lost work days	0	4	0	0
			Workers Comp # of restricted work days	0	0	0	0
	Develop Personnel	Create a Positive/Rewarding Workplace	Labor Contracts Settled	4	0	0	3
			Union Grievances filed	0	0	0	0
			OPEB Meetings	2	2	2	2
	Manage the Resources	Maximize Resources	Employees receiving opt-out Health Insurance Bonus	15	15	17	19
	<b>Efficiency</b>	Run the Operations	Deliver Efficient Services	Total FTE's per 1,000 Residents	6.97	6.71	6.68
Develop Personnel		Create a Positive/Rewarding Workplace	Discrimination Complaints Filed	0	0	0	0
			# Of Employees Not Completing Probation	0	0	0	0
Manage the Resources		Maximize Resources	Health Insurance Opt-Out Savings	\$69,030	\$94,703	\$93,465	\$108,687
			Activity Expenditures as % of General Fund	1.58%	1.71%	1.69%	1.71%



## *Human Resources*

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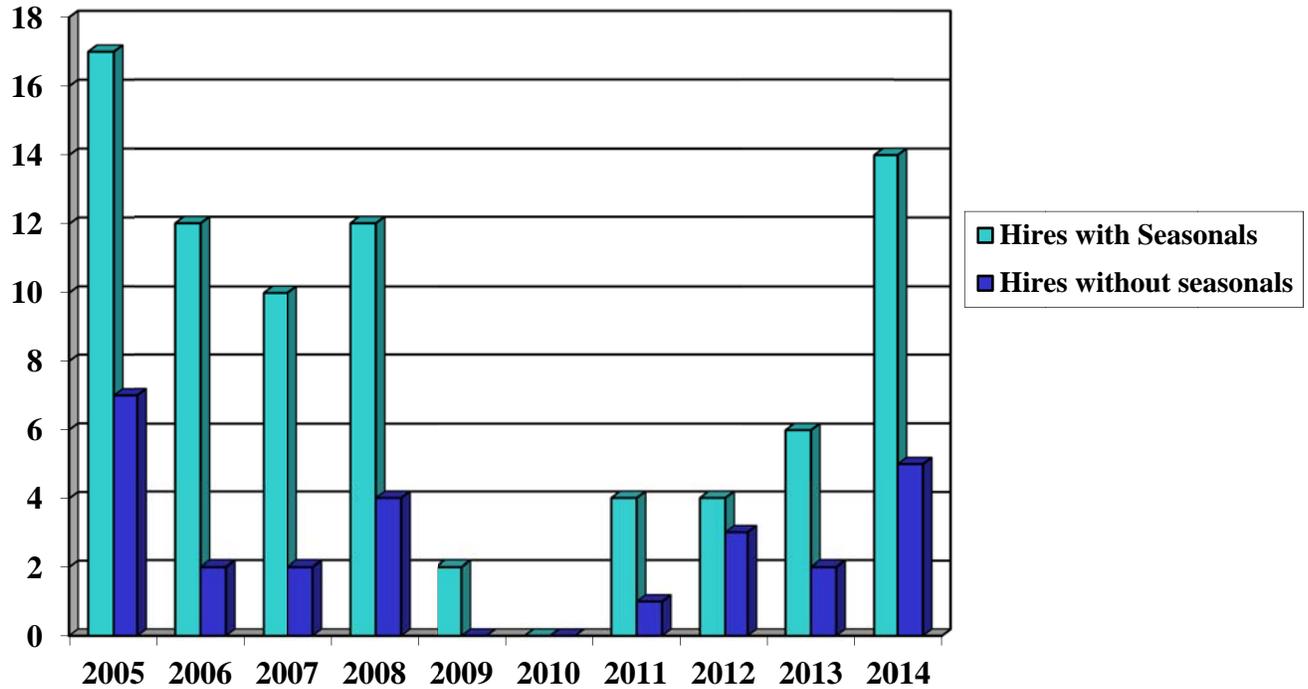
### **FY 2014-15 Significant Accomplishments**

- Comprehensive revision of the personnel & employee benefit manuals were completed and approved.
- Implemented new City Employee “Intranet” portal for employees to utilize in order to access manuals, forms, and insurance related information.
- Conducted dependent audit for all employees covering a dependent on the City’s medical, dental, and/or vision plan
- 457 Deferred Compensation Plans were amended to allow for a Roth option.
- Coordinated informational meetings with deferred compensation representatives (ICMA & Nationwide) as well as City’s Pension representatives (MERS).
- Continued to allow ALL employees and retirees to participate in the health insurance opt-out bonus to achieve a significant cost savings.
- The Department continues to successfully administer all insurance plans for employees and retirees (health, dental, optical, life, short & long-term disability).
- Maintained compliance with Senate Bill 7, Opt-In Hard Cap and Patient Protection & Affordable Care Act (PPACA).
- The workers’ compensation insurance ‘experience modification factor’ is used to calculate the final insurance premium. The City received a Loss Control Achievement Award from Michigan Municipal League Workers’ Compensation Fund, for having the lowest experience modification factor (.62), which is the 2nd lowest in the entire MML Workers’ Compensation Fund (more than 890 members).
- Submitted annual certification for Title VI-Non Discrimination with MDOT.



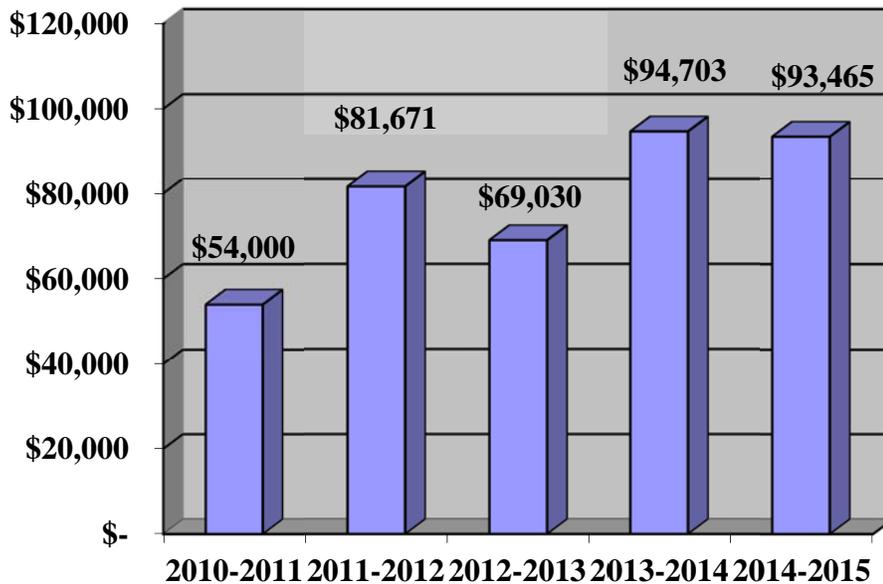
## Human Resources

NUMBER OF RECRUITMENTS  
BY CALENDAR YEAR



\*\* Due to budget constraints Seasonals were not hired in 2009 and 2010.

HEALTH INSURANCE OPT-OUT SAVINGS





# Finance

The City of Brighton Finance Department is responsible for the general direction and support of all financial operations in the City. The Finance Department works closely with the City Manager and all Departments of the City on all issues related to City finances. The Finance Department has established Customer Service as its primary mission through continued, professional growth of our staff, and through credible, proactive improvements in our procedures and technologies.

The Department provides various support services to citizens and staff including the following: financial and budgetary reporting; general ledger accounting; grant accounting; budgeting/financial forecasting; fixed asset accounting; project management accounting; debt management; payroll; accounts payable; accounts receivable billing and collection; property assessments, property tax/special assessment billing, collection, remittance and reconciliation; utility billing and collection; investment/cash management & bank relations; and general liability & property insurance administration.

The Department will maintain the City’s financial records in accordance with the City Charter, State law, and generally accepted accounting principles (GAAP) by providing the highest quality, most efficient and cost effective accounting function. An Annual Financial Report is prepared each year and support schedules for account analysis are prepared in connection with the City’s annual audit.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$1,018 or <1% decrease from the current and adopted budget.
- The decrease results primarily from a reduction in banking service fees; partially offset by additional personnel costs due to an employee retirement.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$3,056 or <1% increase.
- The increase results primarily from across the board base budget increases; offset by the elimination of the auto allowance for the Finance Director.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Finance</b>	\$605,865	\$601,369	\$620,286	\$619,268	\$622,324



## *Finance*

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### **FY 2015-16 Performance Objectives**

1. Assist DDA Board and City Manager with potential mid-year budget amendments and financial analysis. (City Council Goal 1).
2. Assist DDA Board and City Council with financial analysis and funding options for the CSX Lot (City Council Goal 3).
3. Assist Police Department with funding options for the K-9 Program and include in the FY15-16 Adopted Budget (City Council Goal 5).
4. Prepare Financial Analysis and reports to determine recommendations for stable/ongoing funding sources related to Capital Improvements Funding, including working with the City's Financial Advisors on potential bonding scenario's (City Council Goal 9)
5. Prepare a succession plan for the Finance Department, as well as work with other City Departments in assigning costs to their respective succession plans. (City Council Goal 11)
6. Work with the DDA Board, City Manager and DPW to prepare a budget amendment and incorporate additional funds in the FY 15-16 adopted budget public grounds maintenance and cleaning expenditures (City Council 12)
7. Continue to provide quarterly 6-year financial forecasts for the General Fund and DDA Fund to assist City Council with financial decision making. (City Council Goal 1, 3, 9, 11 and 12).
8. Continue to serve on the City's IT Committee.
9. Continue to work within the City's existing CIP, budget, accounting and financial reporting processes to appropriately allocate the use of City property tax revenue and utility user fees for the most cost effective improvement of municipal infrastructure and the delivery of services.



# Finance

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget		
<b>Output</b>	Run the Operations	Deliver Efficient Services	Accounts Payable Checks Issued	1671	1413	1243	1100		
			ACH Payments Issued	858	942	1198	1300		
			Annual Dollars Spent with Purchasing Card	\$581,715	\$819,575	\$875,000	\$890,000		
			Purchase Orders Processed	157	118	125	130		
			Water & Sewer Bills Issued	19,537	19,550	19,560	19,570		
			Water & Sewer Bills Paid ACH	3,769	3,907	4,181	4,476		
			Tax Bills Mailed	7,966	8,004	7,148	7,200		
			Tax Bill Payments Processed (summer/winter)	7,894	8010	7100	7150		
			Special Assessment Parcels Billed (summer/winter)	901	911	734	708		
			Assessment Notices Processed	3,999	4003	3960	3944		
			Residential Property Appraisals	637	384	553	520		
			Commercial/Industrial Property Appraisals	68	59	6	30		
			Board of Review Appeals	209	200	121	120		
			Property Splits/Combinations Processed	5	2	3	2		
			Manage the Resources	Maintain Fiscal Strength	Investments Bought/Sold	31	27	21	20
					Budgets Prepared	1	1	1	1
					Budget Amendments Prepared	5	5	3	3
<b>Efficiency</b>	Run the Operations	Deliver Efficient Services	% Of Payroll Checks processed without error	100%	100%	99%	100%		
			Cost of Payroll Service per Employee	\$121.23	\$124.95	\$109.99	\$115.00		
	Manage the Resources	Maintain Fiscal Strength	Received GFOA Distinguished Budget Award	1	1	1	1		
			Received GFOA CFAR Award	1	1	1	1		
			City Bond Rating/Credit Rating	A+/A1/AA-	AA+/A1/AA-	AA+/A1/AA-	AA+/A1/AA-		
			Average Rate of Return on Investments	0.378%	0.330%	0.400%	0.450%		
			% Of Real City Property Tax Collected	96.78%	98.10%	97.44%	97.77%		
			% Of Personal Property Tax Collected	96.97%	97.19%	97.08%	97.14%		
			Financial Statement Correcting Entries by Auditors	0	0	0	0		
			Activity Expenditures as % of General Fund	7.54%	7.69%	7.75%	7.8%		
<b>*Cost is calculated for "Actual" columns only</b>									



## *Finance*

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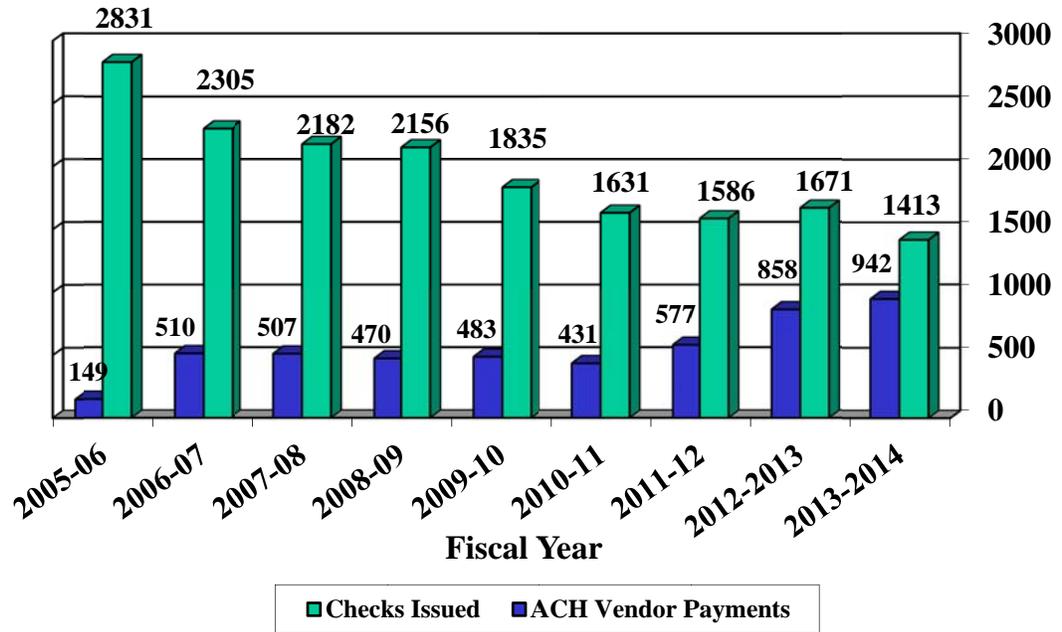
### **FY 2014-15 Significant Accomplishments**

- The City maintained its current AA+, A1 and AA- Bond Ratings.
- The Department successfully prepared and completed the City's monthly and annual financial reports on a timely and accurate basis, while complying with GAAP.
- The Department successfully provided accurate and equitable assessments for residential, commercial, industrial and personal property. Including implementation of Primary Residence Exemption requests.
- The Department continues to meet and/or exceed all State Tax Commission and Livingston County Equalization and Treasurer Department requirements.
- The Department successfully administered the property tax billings and collections in a timely and accurate manner through sound and prudent policies, including the collection of Delinquent Personal Property taxes.
- The Department successfully administered utility billings and collections in a timely and accurate manner through sound and prudent policies.
- The Department successfully invested the City's surplus funds to safeguard its assets, to provide adequate and sufficient liquidity to pay its vendors and employees on a timely basis, and to earn a market rate of return.
- The Department successfully administered accounts receivable billings and collections in a timely and accurate manner through sound and prudent policies.
- The Department successfully administered insurance claims in a timely and accurate manner through sound and prudent policies.
- The Department successfully maintained a City-wide Fixed Asset Inventory and adjusted the accounting records accordingly.
- The City received an Unmodified Audit Opinion for the FY 2013-14 Audit, which is the 27th consecutive year the City has received a "clean" financial audit opinion.
- The Department received its 5th Certificate of Achievement for Excellence in Financial Reporting for the FY 2012-13 Comprehensive Annual Financial Report from the Government Finance Officers Association.
- The Department received its ninth consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association.
- With the assistance of the City's Financial Advisor, the Department filed the required annual Continuing Bond Disclosure information to the National and State Municipal Securities Information Repositories in a timely and accurate manner.
- The Department completed and filed the annual Act 51 Street Financial Report to MDOT.
- The Department completed and filed the annual F-65 Local Unit Fiscal Report to the State Department of Treasury.
- The Department continues to comply with the City's Debt Management Policy.
- The Department continues to settle and reconcile the annual property tax records with the County Treasurer on a timely basis.
- The Department continues to pursue the ongoing collection of delinquent personal property taxes through the court system and other legal remedies.
- The Department maintained involvement in the Michigan Government Finance Officers Association, Michigan Municipal Treasurers Association and Michigan Assessors Association.
- The Department continued to comply with all the requirements of the Economic Vitality Incentive Program (EVIP).

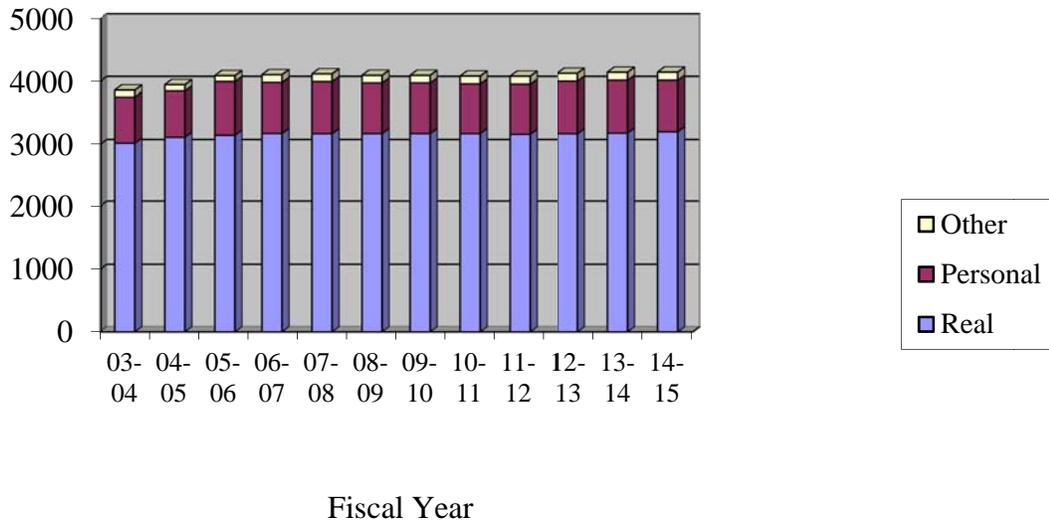


# Finance

## ANNUAL VENDOR PAYMENTS



## PROPERTY TAX PARCELS





## Information Systems

The Information Systems activity is responsible for all of the City-wide Information Technology needs including implementing, upgrading and maintaining computer hardware, software, network infrastructure, telecommunications, the City’s Website & Cable Channel, as well providing security and operating procedures.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$7,990 or 8% decrease from the current budget and adopted budget.
- The decrease is primarily the result of a less data processing services than budgeted.
- The City of Howell contract for IT services is \$55,000 annually

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$1,306 or 1% decrease.
- The decrease results primarily from reduced data processing services.
- The City of Howell contract for IT services is \$55,000 annually.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Information Systems</b>	\$102,616	\$104,888	\$104,765	\$96,775	\$95,469

### **FY 2015-16 PERFORMANCE OBJECTIVES:**

1. Continue I.T. shared services with Howell and Livingston County. (City Strategic Priority 2).
2. Consider 5-6 Workstation replacements that are at the end of their life cycle.
3. Create a data backup replication system for Howell and Brighton to be hosted at the Brighton Police Department.
4. Replace the current Sophos Firewall/Internet/Email Security System which is currently at the end of its life cycle.
5. Replace/Upgrade the City’s BSA Server – Summer 2015. It will be at the end of its life cycle.
6. Research a Sophos VPN solution for the Water and Waste Water plants.
7. Research the use of an email archival system.



## *Information Systems*

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
<b>Output</b>	Run the Operations	Deliver Efficient Services	Hardware Platforms Supported (HP and Dell Servers, HP Computers and Laptops)	4	4	4	4
			Operating Systems (Novell, Linux, VMware)	3	3	3	3
			Application Systems Supported (BS&A, ESRI, Groupwise, OSSI, Sophos, etc)	12	12	12	12
	Manage the Resources and Run the Operations	Maximize Resources and Shared Services	Servers Maintained	2.5	2.5	2.5	2.5
			Number of Workstations	50	50	50	50
<b>Efficiency</b>	Manage the Resources	Maximize Resources	% Of Tasks resolved within 8 hours	90%	90%	90%	90%
			% Of Time Computer Network Down	< 1%	<1%	<1%	<1%
			Activity Expenditures as % of General Fund	1.28%	1.34%	1.21%	1.2%

**FY 2014-15 Significant Accomplishments:**

1. Replace 11 “end of life cycle” workstations and laptops including, Water Treatment, Assessing, Cable Access Channel, City Manager, DPW Director, Human Resources, Police CAD, Police Evidence, Police Property, Waste Water Lab, City Hall Front Counter.
2. Significant upgrades to our Shared Datacenter including an upgrade to our Groupwise Email system, moved the Sophos Anti-Virus system to a virtual server, replaced the nightly data backup server to a Windows 2012 server.
3. Brighton and Howell have been sharing an internet connection for quite some time. This includes the sharing of the Sophos UTM firewall system that provides internet, network, and email security for both cities.



# Police

**Mission Statement:** *It is the mission of the Brighton Police Department to deliver service to our community with integrity, courage, and professionalism.*

*We are dedicated to ensuring a safe and secure community by providing high quality police services to all persons within our jurisdiction.*

*We are committed to the protection of life and property, the preservation of peace, and the equitable enforcement of the law.*

*We will achieve these goals by working together as a team within our department and in partnership with our community.*

The police department is the law enforcement arm of the City of Brighton and a full service police agency. The Chief of Police is responsible for the overall management of police services in the community. Reporting to the City Manager, the Chief and his staff plan, organize, and direct all Police Department operations to provide a safe and orderly environment throughout the City of Brighton. The Chief is directly supported by the Lieutenant, who assists with departmental administration and directly supervises the patrol sergeants, the detective, and the school liaison officer. The sergeants perform a combination of patrol supervision duties along with numerous administrative and training functions.

The department strives to be progressive, productive and proactive, utilizing the latest technology and law enforcement techniques. Police personnel are committed to enhancing the “quality of life” for residents, businesses and visitors to the City of Brighton. There are numerous functions and activities within the police department, which can vary on a daily basis as a result of available staffing and/or specific needs. The following are representative of a number of the major functions, but are not all inclusive in terms of all the activities within the department:

<b>Administrative</b>	<b>Patrol</b>
Personnel Budget Policy & Procedures Training Public Relations & Media Relations Crime Reporting as Required at State and Federal Levels Grant Coordination Records Management Statistics Case Dispositions MICR Submissions Payroll & Scheduling Property Room & Evidence Electronic System Management	Calls for Service Criminal Investigations Drug Investigations Preventive Patrol Building Checks Alarm Response Arrests Crime Prevention Traffic Investigations Traffic Enforcement Accident Investigation Parking Enforcement Report Writing Court Testimony Assist Other Agencies Civic Events Support



## *Police*

<p style="text-align: center;"><b>Investigative</b></p> <p>Investigations – Follow-up and Initial Process Crime Scenes Search Warrants Arrests Serve on Major Crimes Task Force Liaison and Coordination With Other Agencies</p>	<p style="text-align: center;"><b>School Resource Officer</b></p> <p>School Presentations School Safety Community Presentations After School Activities Juvenile Criminal Investigations Juvenile Welfare Investigations Arrests Assist Other Agencies</p>	<p style="text-align: center;"><b>Communications</b></p> <p>Receive &amp; Dispatch Calls for Service Operate Law Enforcement Information Network (LEIN) Operate Computer Aided Dispatch (CAD) interface Maintain Department Records Fee Collection Customer Assistance Juvenile Welfare Investigations Assist Other Agencies</p>
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**FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET-**

- \$165,239 or 7% increase from the current budget and \$168,965 increase from the adopted budget.
- The increase is primarily the result of additional personnel and benefit costs from the retirement and replacement staffing of the Deputy Chief and a Patrol Officer. The additional costs also include paying for two patrol officers to attend the Police academy.

**FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION-**

- \$95,915 or 4% decrease from the FY14-15 Year End Projection and a \$73,050 or 3% increase from the FY14-15 Adopted Budget.
- The increase results primarily from an increase in the Dispatch Clerk position from part-time to full-time, \$8,200 increase due to the K-9 program and across-the-board base budget adjustments; partially offset by the elimination of the auto allowance for the Police Chief.

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ADOPTED BUDGET	2014-2015 PROJECTED YEAR-END	2015-2016 ADOPTED BUDGET
<b>Police</b>	\$2,453,806	\$2,481,156	\$2,483,607	\$2,652,572	\$2,556,657



# Police

## FY 2015-16 PERFORMANCE OBJECTIVES

1. Manage Police Department resources as efficiently and effectively as possible toward goal of providing for the safety of the community. (City Strategic Priorities 1, 2 and 3).
2. Provide for the safety of the motoring public through traffic enforcement, accident investigation, and coordination with the Traffic Safety Advisory Board. (City Strategic Priorities 2 and 3).
3. Provide for the safety of the citizens through general patrol and investigative actions. (City Strategic Priorities 2 and 3).
4. Coordinate with City Manager and Finance Director to implement public safety millage approved by voters in November 2013.

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
Output	Run the Operations	Deliver Efficient Services	Total Police Calls for Service	16,516	17,656	19,000	19,000
	Serve the Community	Provide a Safe Community	Violent Crimes	38	38	40	40
			Non-Violent Crimes	544	528	540	540
			Accident Reports	248	310	275	275
			Felony Arrests	89	94	90	90
			Misdemeanor Arrests	341	405	375	375
			Juvenile Arrests	35	33	34	34
			Drunk Driving (OWI) Arrests	34	31	35	35
			Traffic Violations Issued	2,103	1,581	2,000	2,000
			Parking Tickets Issued	149	241	200	200
			Property Checks	2,684	3,822	4,200	4,200
			Traffic Safety Advisory Meetings	1	2	2	2
Speed Monitor Deployments	18	22	26	26			
Efficiency & Effectiveness	Run the Operations	Deliver Efficient Services	Calls for Service per resident	2.2	2.4	2.5	2.5
	Serve the Community	Provide a Safe Community	Violent Crimes per 1000 residents	5.1	5.1	5.3	5.3
			Non-Violent Crimes per 1000 residents	73.1	70.4	72	72
			Felony Arrests per 1000 residents	12.0	12.5	12	12
			Misdemeanor Arrests per 1000 residents	45.8	54.0	50	50
			Juvenile Arrests per 1000 residents	4.7	4.4	4.5	4.5
			OWI Arrests per 1000 residents	4.6	4.1	4.6	4.6
			Traffic Accidents per 1000 residents	33.5	41.3	36.6	36.6
	% Of Total Sworn Personnel in Patrol	72	72	72	72		
	Run the Operations	Deliver Efficient Services	Calls for Service per road patrol officer/sgt.	1,348	1,471	1,580	1,580
			Traffic Violations per road patrol officer/sgt.	172	132	167	167
			Total Arrests per road patrol officer/sergeant	38	44.3	41.6	41.6
			Conviction Rate	97.2	97.2	97%	97%
			Dept. Expenditures as % of General Fund	30.53%	31.72%	33.21%	32.05%



## *Police*

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### **Highlights:**

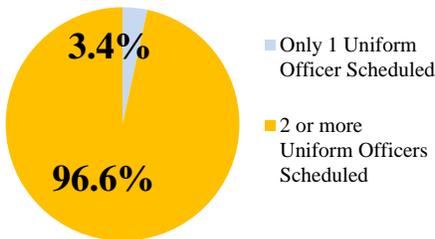
- Department staffing has remained consistent with the previous fiscal year with regards to sworn officer and command positions.
- Deputy Chief Jon Westendorf announced his retirement effective January 16, 2015.
- Sergeant Rob Bradford was selected to replace Jon Westendorf as Deputy Chief beginning in 2015.
- Officer Brent Pirochta was selected for promotion to Sergeant to replace Rob Bradford in 2015.
- Reserve Officer Tom Sliwa was selected for hire as a Police Officer. He was sent to the police academy and has begun the Field Training Officer process.
- Total Reserve Officer strength was reduced to four personnel with the promotion of Tom Sliwa to Police Officer.
- The City has continued an arrangement whereby the Brighton Area Schools pays the full cost of a School Resource Officer position assigned to the high school during the school year. Officer James Meldrum replaced Officer Brent Pirochta in that assignment beginning with the 2010 school year. The road patrol vacancy created by the SRO assignment remains unfilled due to budgetary constraints.
- The Brighton School Resource Officer continued working with a county-wide committee on school safety to develop standard school emergency plans throughout the county.
- The Department participated in county-wide active shooter response training at a vacant school that included all disciplines of public safety including Fire and EMS.
- Two patrol vehicles were purchased to replace aging patrol cars.
- The department continued participation with other public safety entities in the Livingston County with a countywide integrated records management system designed to improve productivity and improve information sharing.
- Departmental commendations were issued to officers for Meritorious Service, Distinguished Service, Community Service, and Life Saving. Officer James Meldrum was honored as the 2013 Officer of the Year.
- Members of the Police Department participated in the annual Livingston County Shop with a Cop program providing holiday cheer to local children in need.
- Brighton Police Department continued its partnership with Hamburg Township Police Department in the operation of a joint Special Response Team approved by both local governments in 2012.
- A Brighton Police Detective continued his assignment as a member of the metropolitan Detroit DEA task force.
- The Police Chief continued to serve as one of two law enforcement representatives on the Livingston Prisoner Reentry committee. Meetings for the committee are hosted at the Brighton Police Station.
- The Police Chief was selected to serve as the local law enforcement representative on the Livingston County Central Dispatch Administrative Oversight Board (AOB).



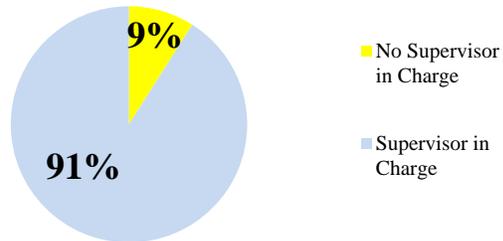
# Police

It has been an ongoing goal of the police department to improve both road patrol staffing and the level of road patrol supervision. Beginning in August 2007, the department was reorganized into four twelve-hour shifts, each consisting of one sergeant and two officers. Two other officer assignments were designated as an afternoon overlapping shift (one on duty at a given time) to increase road patrol coverage and reduce the need for overtime when shortages occur on the regular shifts. Due to various factors, including hiring & training, and the reassignment of the school liaison officer, this patrol-staffing model did not become fully implemented until 2008. Because the sergeants perform their supervisory duties in conjunction with road patrol functions, they are included as part of the road patrol analysis below (Uniformed Officers Scheduled). The below data was compiled after the scheduled dates thereby taking into account vacancies caused by leave time (vacation, personal, sick, etc.). Since the implementation of this staffing model, one patrol officer position has been vacated due to attrition and not refilled.

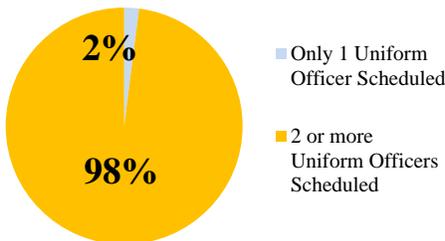
**2014 Uniform Officers Scheduled  
(includes Command Officers)**



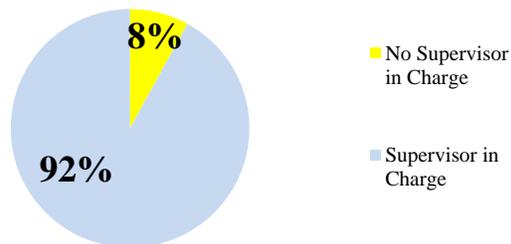
**2014 Supervisor in Charge**



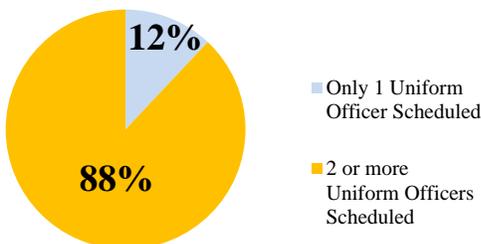
**2008 Uniform Officers Scheduled  
(includes Command Officers)**



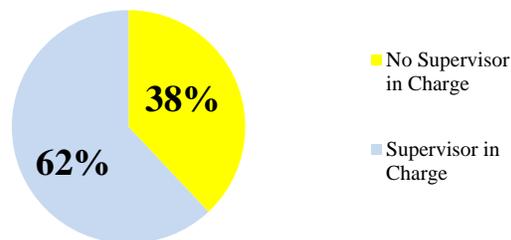
**2008 Supervisor in Charge**



**2006 Uniform Officers Scheduled  
(includes Command Officers)**

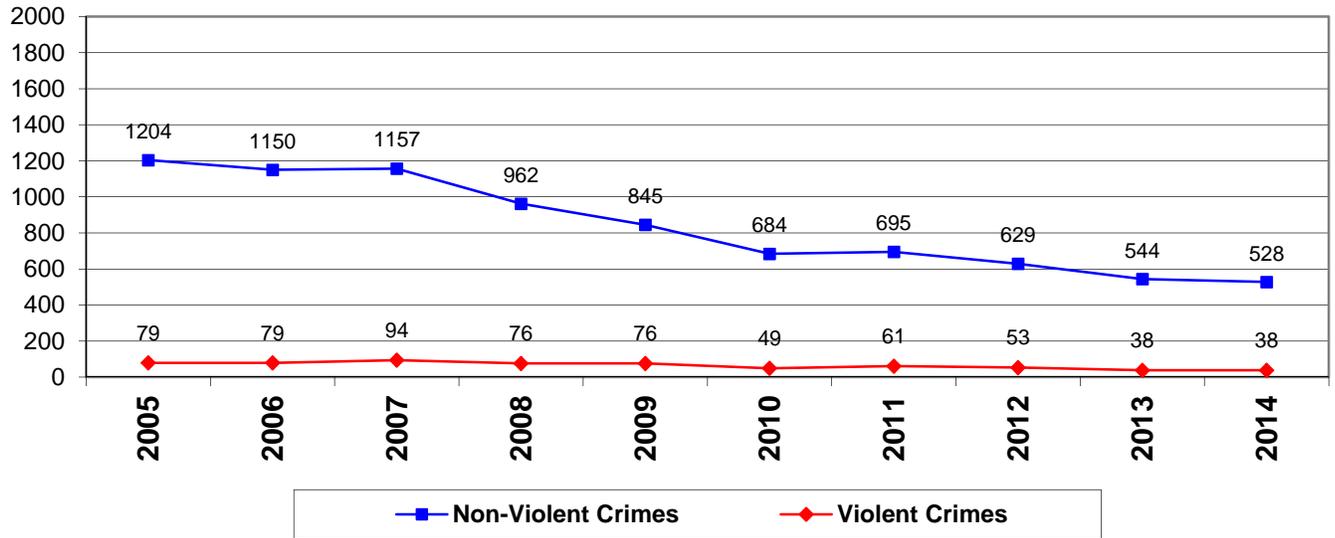


**2006 Supervisor in Charge**





### City of Brighton - Crime Trends

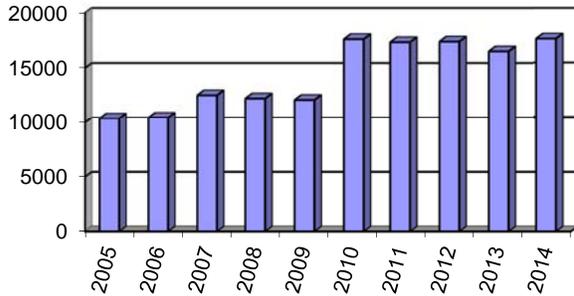


<i>BI-ANNUAL CITY SURVEY</i>		2005	2007	2009	2011	2013
Respondents rating the quality of police as <b>EXCELLENT</b>		55%	58%	37%	35%	50%
Respondents rating the quality of police as <b>VERY GOOD</b> <i>(new rating option in 2009 survey)</i>		N/A	N/A	40%	43%	31%
Respondents rating the quality of police as <b>GOOD</b>		24%	28%	16%	11%	15%
Respondents rating the quality of police as <b>FAIR</b>		13%	9%	3%	4%	2%
Respondents rating the quality of police as <b>POOR</b>		8%	4%	2%	1%	2%
City service considered most critical.		Police (59%)	Police (61%)	Police (63%)	Police (62%)	Police (63%)
Uniformed Police presence and visibility should be:	Increased	30%	27%	22%	28%	23%
	Stay same	63%	65%	71%	62%	70%
	Decreased	4%	3%	4%	4%	5%
Feel safe walking and driving in the City of Brighton		N/A	94%	94%	93%	99%
Feel safe at home or business in the City of Brighton		N/A	96%	97%	94%	99%

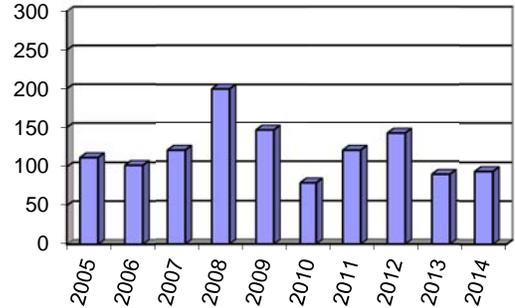


# Police

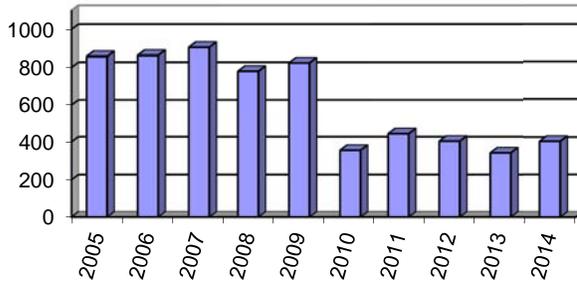
### Calls for Service



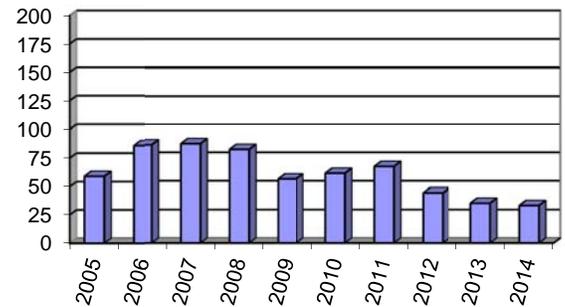
### Felony Arrests



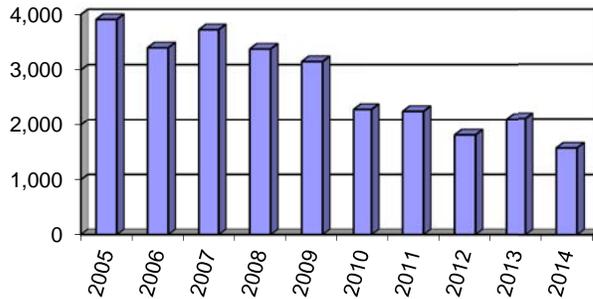
### Misdemeanor Arrests



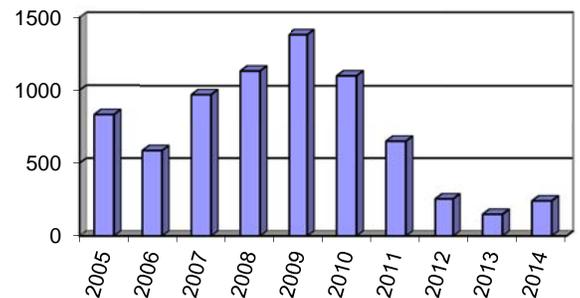
### Juvenile Arrests



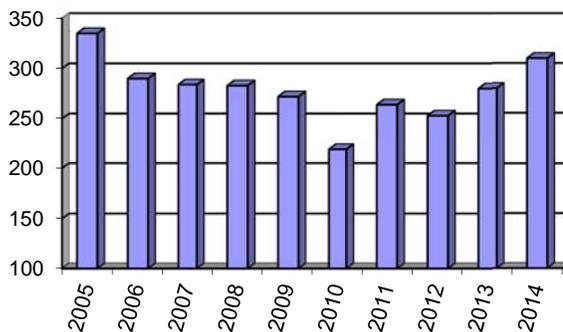
### Traffic Tickets



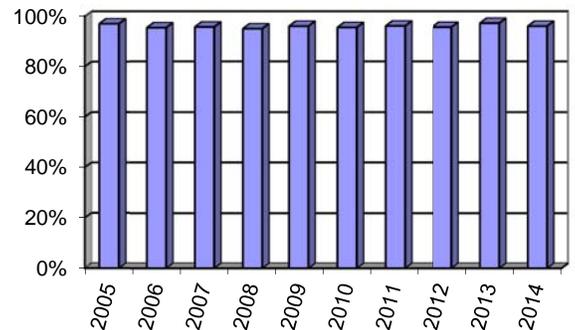
### Parking Tickets



### Accident Reports



### Conviction Rate





## Department of Public Works

The Department of Public Works (DPW) is comprised of General Administration, Building Maintenance, Cemetery Maintenance, Engineering and Architect, Street Lighting, Refuse Collection and Disposal and Facilities and Grounds Maintenance.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- An overall \$58,349 or 3% increase from the current budget and \$70,661 or 4% increase from the adopted budget. General Administration increased by \$6,247 or 2% from the current budget primarily due to an increase in vehicle R&M and contractual services (downtown electrical repairs); offset by reduced part-time costs, less utilities, less fuel & lubricants. Facilities & Grounds increased by \$67,527 or 18% from the current budget and increased \$80,927 or 23% from the adopted budget. The increase from the Adopted Budget is primarily from an increase in personnel expenditures, the repair of the Firehall parking lot and HVAC system, City Hall HVAC and restroom repairs, and additional repairs to the Community Center HVAC system. Cemeteries decreased by \$8,596 or 5% from the current budget and decreased \$7,685 from the adopted budget primarily due to a reduction in equipment rental and the elimination of a planned replacement lawnmower. Engineering & Architect decreased \$622 or 5% due to less Engineering services. Street Lighting decreased by \$8,906 or 3% from the current budget primarily due to less Street Lighting service and maintenance expenses due to the replacement of the traffic signals and street lights to LED lights. Refuse Collection and Disposal increased by \$2,700 or 1% due to increased cost in the curbside yard waste bags.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- The \$43,157 or 2.5% increase results primarily from base budget increases as outlined by division as follows. General Administration increased by \$35,698 or 12%, primarily from the addition of a DPW operator position, across the board base budget increases in personnel and benefits and additional uniform costs; partially offset by less contractual services (downtown electrical work), reduced vehicle repairs & maintenance. Facilities & Grounds increased by \$4,265 or 1% primarily due to base budget increases in personnel and benefits, an increase in contractual services for irrigation, camera repair and civic events, and increased waterway maintenance; offset by reduced building maintenance for the Firehall, Community Center and City Hall. Cemeteries increased by \$10,886 or 6%, primarily from overall base budget increases and the replacement of lawnmower equipment, offset by reduced supplies. Engineering Services is increasing \$733 due to additional Engineering expenditures. Street Lighting decreased by \$19,209 or 6% due primarily to additional reductions in street lighting service due to the recent change outs of the Traffic Signals and Street Lights to LED lights.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>DPW</b>	\$1,708,638	\$1,775,640	\$1,691,572	\$1,762,233	\$1,805,390



## *Department of Public Works*

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### **ADMINISTRATIVE DEPARTMENTAL DIVISION**

***Mission Statement- To provide delivery of all necessary Public Works for the City of Brighton in the most cost efficient, high quality and rapid manner possible.***

The Department Of Public Works is responsible for the delivery of all necessary services to maintain the roads, public facilities, grounds, cemetery, water, streets and storm sewer system in high quality condition. This includes administrative functions for all divisions, financial review and control of the General Fund budget, and division personnel direction in order to deliver these services. The Department also provides for both in house and vendor provided safety training, and personnel advancement training in the appropriate venues. The Department also performs various contractual oversights with service providers for the City of Brighton such as janitorial services, refuse and recycling and provides for City owned construction project oversight and control. The Department, through its administrative staffing, provides for establishment and review of service priorities in order to accomplish the Goals and Objectives as established by the City Council and under the direction of the City Manager.

### **FY 2015-16 Performance Objectives**

1. Continue work on APWA Accreditation (American Public Works Association) pursuant to the recently obtained Re-Certification of Accreditation received in 2013 pursuant to guidelines as established for renewals of Accreditation every three years. (City Strategic Priority 2).
2. Continue management and oversight of all City of Brighton and DDA and CIP established construction projects. (City Strategic Priority 2).
3. Continue to institute recommendations as received during the APWA Accreditation process in order to improve internal department effectiveness and fiscal responsibility. (City Strategic Priority 2).
4. Continue the online auction to allow the cost effective sale of numerous outdated and/or unneeded city-owned equipment. This program includes full public participation in the procurement process as desired.
5. Continue to work with Imagination Station volunteers to effectively implement the Imagination Station Due Care Plan. (City Strategic Priority 1).
6. Continue to review departmental and divisional staffing allocations in order to maximize delivery of public services with existing resources. (City Strategic Priority 2).
7. Provide a condition update and continue to develop the department's existing Pavement Management Program which will include looking into the use of the State of Michigan's *Roadsoft* program.
8. To analyze the possibility of increased sweeping along all major thoroughfares including Grand River & Main Street and other roads in the downtown area.



## ***Department of Public Works***

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### ***CEMETERY DIVISION***

***Mission Statement: The City of Brighton Cemetery Division's mission for operations is to provide for the maintenance and upkeep of the City of Brighton's public cemeteries in order to preserve a sense of reverence and reflection for private remembrance.***

The Cemetery Division is responsible for the upkeep, maintenance and for the performance of burials in Fairview, Brighton hills and the Veterans Memorial Cemetery's, and maintenance in the historical Village Cemetery in downtown Brighton. This includes all grounds maintenance procedures, shrub and decorative plants maintenance, and reclamation of neglected gravesites. This also includes ensuring compliance with all applicable rules and regulations established by the City of Brighton and state and federal rules as related to cemetery operations.

### **FY 2015-16 Performance Objectives**

1. Continue the reclamation of existing gravesites that have exceeded established guidelines for decoration and vegetation growth through removal of same and re-planting with seed to maintain cemetery appearance.
2. Provide for additional steps to ensure turf growth in areas of the three municipal cemeteries that have seen limited cover due to ground conditions.
3. Continue working with the Brighton Historical Society to implement comprehensive Old Village Cemetery improvements. (City Strategic Priority 1).
4. Look into the possibility of hiring an experienced surveyor (in cemetery layout) to ascertain what gravesites are available for sale in the upcoming years as we move towards build-out specifically at Fairview Cemetery.
5. Look into the possibility of constructing a concrete pad as an alternative location for holding graveside services during inclement weather.

### ***FACILITIES AND GROUNDS DIVISION***

***Mission Statement- The City of Brighton Facilities and Grounds Division's mission for operations is to provide for an aesthetically pleasing appearance for all downtown public areas and facilities, to provide for support for all Civic and Holiday Events and to provide for the physical maintenance of all city owned grounds in all manner necessary to maintain and to improve upon the existing high standards expected in the City of Brighton.***

### **FY 2015-16 Performance Objectives**

1. Continue efforts to maintain general appearance at major public gathering areas of Mill Pond Park Area. (City Strategic Priority 1).
2. Continue to provide assistance & support service for various Civic Events held in the City of Brighton as needed. (City Strategic Priority 1).
3. Develop a plan to utilize facilities and grounds staff in performing cross divisional support as needed and provide methodology to make the divisions work more apparent community wide.
4. Continue providing landscaping to all DDA planting areas thorough-out the Downtown Business District as directed by the City Manager this past summer season.



## *Department of Public Works*

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### **FY 2014-15 Significant Accomplishments**

- Continued to refine and modify existing policies and procedures related to maintaining the recent American Public Works Association Re-Accreditation for the Department of Public Works, *still* making the City of Brighton DPW the smallest public works agency in the North American continent, and the first in the State of Michigan to achieve this APWA Accreditation.
- Refined the street sweeping program in order to meet the needs of the City and compliance with best management practices for stormwater control.
- Continued the online auction approach to allow the cost effective sale of numerous outdated and/or unneeded city-owned equipment. (2) units were sold/disposed of during the above stated time frame.
- Provided assistance & support for 28 Civic Events, including major events such as Fine Arts and Acoustic Musical Festival, Smokin' Jazz and Blues, the Sunday Night Gazebo Concerts, etc.
- Continued to provide a high-level of services, including superior snow removal, cemetery maintenance, grounds upkeep, street maintenance, facilities & network systems maintenance, and interdepartmental assistance, with limited resources and the reduction of three full-time employees.
- With the reimplementation of our seasonal employee program, began providing landscaping services to all DDA related planting areas throughout the downtown area.
- Installed (3) new aerator style fountains in the millpond in an effort to improve water quality and increased aesthetics in the downtown/millpond area.



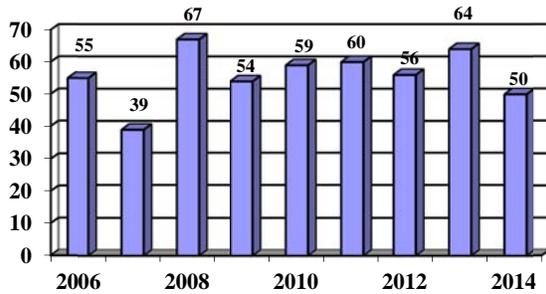
## Department of Public Works

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget	
<b>Output</b>	Manage the Resources	Invest in Infrastructure	Miles of Roads in City (Major & Local)	30	30	31	31	
			Additional Streets & Roadways (Miles)	0	0	1	1	
		Maintain Fiscal Strength	Annual ACT 51 Reports Generated	1	1	1	1	
	Serve the Community	Provide an Environmentally Responsible and Livable Community	ROW Trees Planted	4	0	5	5	
			ROW Tree Removals	20	10	18	20	
		Deliver Quality Services	Leaf Collection Hours	563	512	584	555	
			Signs Installed/Replaced	37	33	35	36	
			Sidewalk Repairs (Hours)	320	270	216	324	
			Snow & Ice Control (Hours)	500	974	667	650	
			Sidewalk Snow Removal (Hours)	180	467	295	300	
		Provide a Safe Community	Salt Use (Tons)	1600	2400	1800	1600	
		Deliver Quality Services	Traffic Signals Repaired (Ea)	7	10	8	8	
			Pothole Patching – Tons of Patch used	35	85	40	42	
			Millpond Park R&M Hours	3000	2520	2200	2520	
			Downtown Cleaning Mini-vac	203	192	200	225	
			Pocket Park R&M Hours	24	1440	1300	1440	
			City Hall/Comm Ctr Support Hours	275	285	255	250	
			Street Sweeping Hours	168	288	300	312	
			Storm Line Cleaning Hours	64	72	96	192	
		Run the Operations	Deliver Efficient Services	Vehicle R&M Hours	416	520	550	600
				Headstone (Foundation) Install	38	55	46	50
				Grave Openings	64	50	61	60
	Efficiency	Serve the Community	Provide an Environmentally Responsible and Livable Community	Injuries Claimed to be fault of Grounds or Equipment	0	0	0	0
				Refuse Collection Costs per Resident	\$60.13	\$60.80	\$62.29	63.22
				Property Damage Due to Snow Removal Operation	\$0.00	\$0.00	\$0.00	\$0.00
				Activity Expenditures as % of General Fund	21.26%	22.70%	22.06%	22.63%

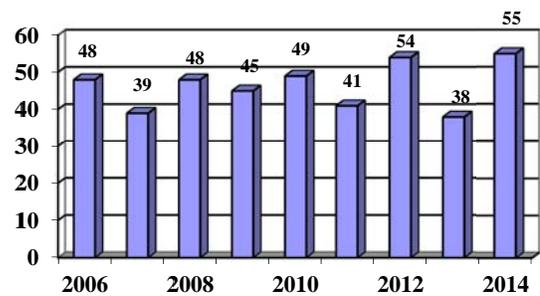


# Department of Public Works

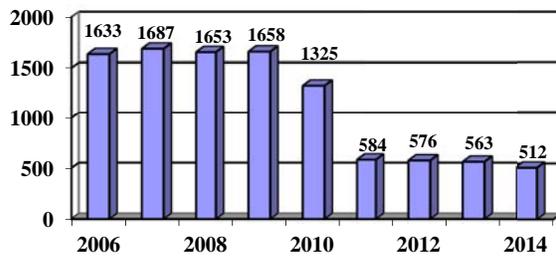
### Grave Openings



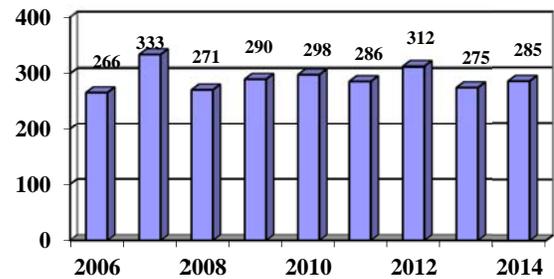
### Headstone (Foundation) Install



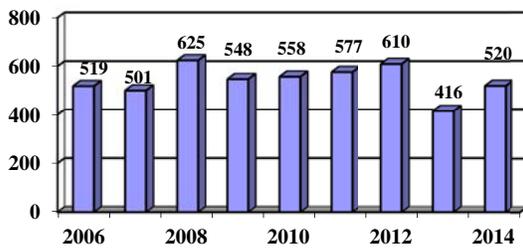
### Leaf Collection Hours



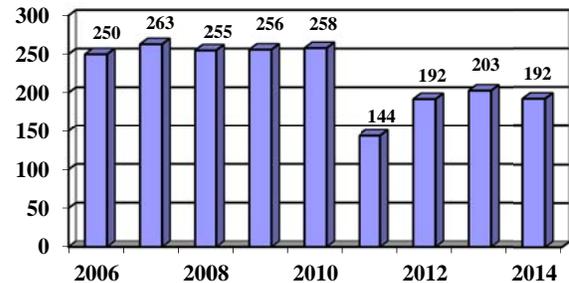
### City Hall/Comm Ctr Support (Hours)



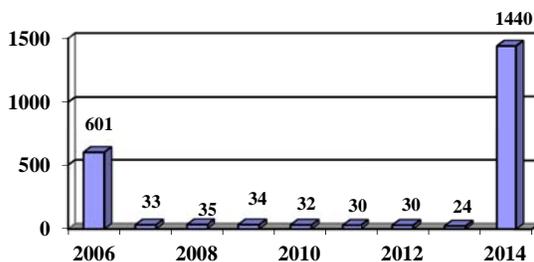
### Vehicle R&M Hours



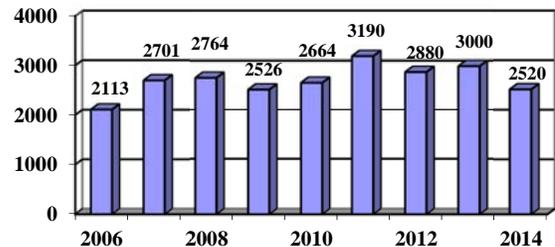
### Downtown Cleaning (Mini-vac hours)



### Pocket Park R&M (Hours)



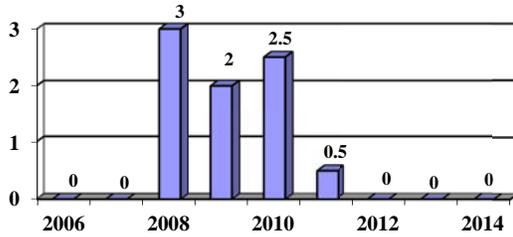
### Millpond Park R&M (Hours)



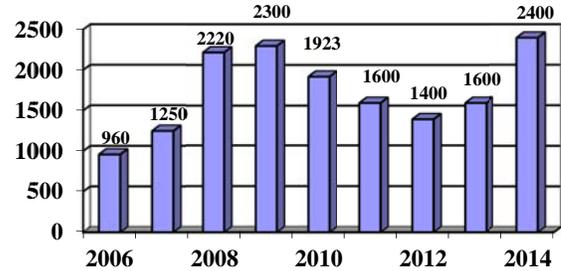


# Department of Public Works

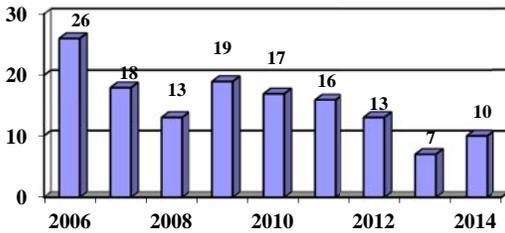
Additional Streets & Roadways (Miles)



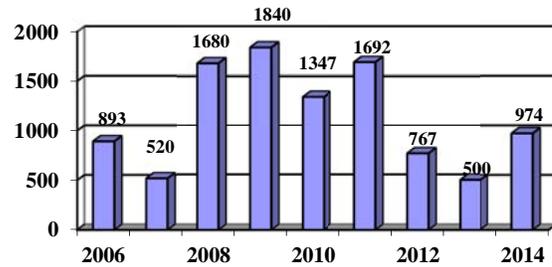
Salt Use (Tons)



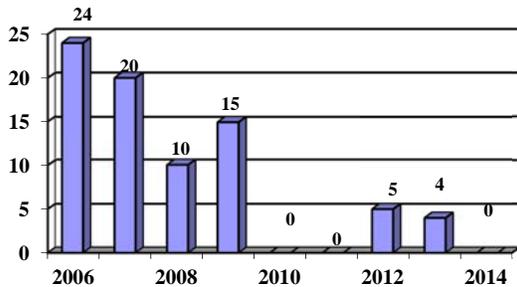
Traffic Signals Repaired



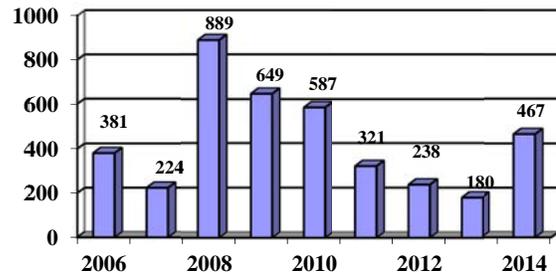
Snow & Ice Control (Hours)



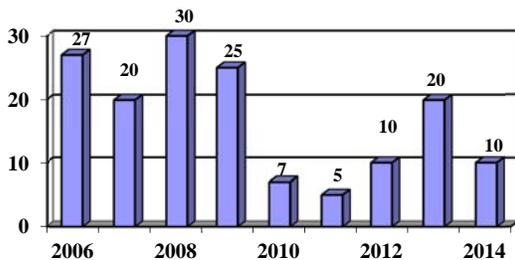
ROW Tree Plantings



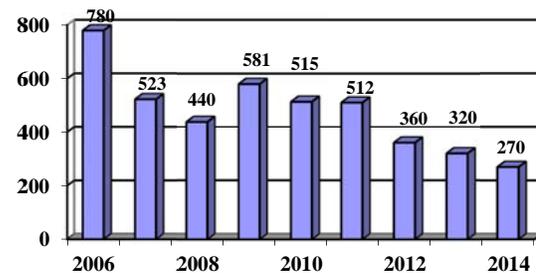
Sidewalk Snow Removal (Hours)



ROW Tree Trimming & Removals



Sidewalk Repairs (Hours)





## *Planning/Community Development*

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The entire Planning/Community Development department undertakes long-range planning for the City, which includes reviewing new development concepts for consistency with the City's adopted Master Plan and other guiding documents such as the 2003 Downtown Blueprint and the Principal Shopping District Tactical Marketing Plan. Planning/Community Development staff work directly with the development community including real estate agents, architects, engineers, builders and building owners, and the public at large, to provide land use guidance in determining how property can be used and developed. The Planning/Community Development Department provides technical and administrative support for the Planning Commission, Zoning Board of Appeals, Construction Board of Appeals, and City Council in matters related to growth and development in the City. In addition to the foregoing boards and commissions, the Planning/Community Development Department manages the City's Capital Improvement Program planning process, which includes participation by the Downtown Development Authority.

Since 2006 the Community Development Department has provided administrative and technical support for the City's Principal Shopping District Board of Directors. The Community Development Department staff has also served as the City liaison and administrative support for the Brighton Arts & Culture Advisory Commission. Since late 2009, the Community Development Department has handled the administration of the Downtown Development Authority (DDA). These responsibilities have grown considerably since the appointment of the CD Director as DDA Executive Director, largely due to City initiated economic development activities within the DDA. The 2009 reorganization of the department enabled the DDA & Community Development Director to provide staff support for the DDA.

The Planning & Zoning Department administers planning and development regulations, through the application of the local ordinances and building code, from initial review to field inspections, in order to ensure that community growth occurs in an orderly, managed fashion with an emphasis on quality and sustainability. The Planning & Zoning Department provides technical and administrative support for the Planning Commission, Zoning Board of Appeals, Construction Board of Appeals, and City Council in matters related to growth and development in the City. The Planning & Zoning Department also provides the following services:

- Administration of the city's building & building safety programs as well as code enforcement
- Site plan review procedures and administration
- Zoning, sign and other ordinance enforcement
- Assistance to customers with variance requests
- Management of the Rental Inspection Program

The Building Division enforces rules and regulations regarding the inspection and approval of all construction and alterations within the City. The City entered into a service agreement with Livingston County for the use of Building services from the County. A contractual rental inspector/code enforcement officer handles the management and inspections of rental units and local ordinance complaints.



## Planning/Community Development

### FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –

- \$74,793 or 14% increase from the current and adopted budget.
- The increase is primarily the result of additional Engineering site plan and construction plan review costs (these are pass-through costs which are billed back to applicants). There is also an increase in contractual services for a Code Enforcement review and conferences and workshops, offset by reduced Inspection services related to the Rental Inspection Program.

### FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –

- \$12,181 or 2% increase.
- The increase results primarily from across the board base budget increases, increased costs for Conferences & Workshops, and an increase of \$45,000 in contractual services for a complete zoning ordinance update; offset by less Engineering site plan and construction plan review costs and the elimination of the auto allowance for the Planning & Zoning Director and the DDA/Community Development Director.

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ADOPTED BUDGET	2014-2015 PROJECTED YEAR-END	2015-2016 ADOPTED BUDGET
<b>Community Development</b>	\$502,726	\$518,026	\$545,510	\$620,303	\$632,484

### FY 2015-16 Performance Objectives:

1. Research and pursue grants for capital improvements in the City.
2. Continue process to convert the BACC to a separate non-profit and non-city government Arts & Culture organization (Diversity & Multiculturalism).
3. Continue to promote and encourage downtown-based civic events (Diversity & Multiculturalism). (City Strategic Priority 1).
4. Continue reviewing the existing sign and zoning ordinance for potential amendments.
5. Implement the Residential Rental Registration and Inspection ordinance.
6. Creation of the Brighton Housing Incorporated to oversee the redevelopment of 1517 Whispering Oaks Drive and any other future housing projects.
7. Continue work on Downtown Development Authority longer-term projects including:
  - Implementation and funding for Millpond Master Plan (Physical Design & Walkability, Cultural Economic Development, Prioritization of Critical Community Assets).
  - Downtown parking structure (Physical Design & Walkability).
  - Downtown theater (Cultural Economic Development and feedback from 2011 World Café).
  - Downtown conference center (Prioritization of Critical Community Assets).
  - Facade Improvement Program (Physical Design & Walkability).
8. Implement multi-space parking stations and coordinate enforcement policy with Police Department for short-term on-street parking spaces and lots.



## *Planning/Community Development*

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### **FY 2015-16 Performance Objectives (continued):**

9. Other 8 Asset-related DDA objectives include:

- Continue investigation for the DDA of potential land assembly opportunities (Physical Design & Walkability).
- Expand banner program to Grand River (Cultural Economic Development, Messaging & Technology).
- Continue public relations campaign for public awareness of DDA-related activities (Messaging & Technology).
- Explore additional partnership opportunities with service and other downtown organizations (Physical Design & Walkability, Messaging & Technology).
- Explore feasibility of establishing non-profits for various downtown activities.
- Continue with Phase I planning and develop cost estimates for the Millpond Master Plan update which includes the plaza and gazebo areas (Physical Design & Walkability).
- Continue investigation for theater design plans for the Fifth Third site on Main Street, including development and award of a bid for the design work (Cultural Economic Development).
- Complete construction of the CSX West parking lot (west of the tracks) for overflow event parking (Physical Design & Walkability, Cultural Economic Development). (City Council Goal 1 and 3).



## *Planning/Community Development*

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
<b>Variations Output</b>	Run the Operations	Deliver Efficient Services	Total Permits Issued	332	286	250	240
		Provide Courteous & Responsive Customer Service	Total Building Inspections Performed *	1323	530	500	450
		Deliver Efficient Services	Site Plans Reviewed	9	8	8	8
		Model a Positive City Image	Planning Commission Meetings Held	10	11	12	12
		Deliver Efficient Services	Variations Reviewed	9	10	8	8
		Model a Positive City Image	Zoning Board of Appeals Meetings Held	7	8	8	8
	Serve the Community	Provide a Safe and Livable Community	Ordinance Amendments	5	5	5	4
<b>Efficiency</b>	Run the Operations	Deliver Efficient Services	% Of Inspections Performed on Schedule	100%	100%	100%	100%
			% Of Commercial Plans Reviewed within 20 days	85%	90%	90%	90%
			% Of Residential Plans Reviewed within 10 days	90%	90%	90%	90%
	Manage the Resources	Maintain Fiscal Strength	Market Value of Building Permits	\$9,302,580	\$13,864,145	\$6,000,000	\$5,000,000
	Run the Operations	Deliver Efficient Services	% Of Site Plans Reviewed/Approved by PC & Council w/I 45 day period	95%	100%	95%	95%
			% Of Rezoning/Ordinance Amendments Reviewed/Approved by PC & Council w/I 90 day period	75%	60%	75%	80%
				Activity Expenditures as % of General Fund	6.26%	6.62%	7.77%

\*Includes ordinance inspections (i.e. tall grass, junk cars, etc.)

\*\*As of February 1, 2013, plumbing, mechanical and electrical inspections and permitting are handled by Livingston County.



## *Planning/Community Development*

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### **FY 2014-15 Significant Accomplishments**

- The Principal Shopping District (PSD) 4-year Special Assessment was approved by City Council for inclusion on the 2014 summer tax bills which allows continued funding of PSD marketing and promotion projects for merchant events.
- DDA Parking Enforcement Subcommittee developed short and long term parking recommendations with two public meetings held for public input. Next step is an education component for downtown businesses to send their employees to out lots to free up closer spaces for customers prior to parking enforcement slated to begin in April 2015.
- DDA/CD Director successfully negotiated parking lot leases with the Chamber (at no cost) and Excelda (at nominal cost) for additional retail and restaurant employee parking for the east end of downtown.
- DDA/CD Director negotiated a 10-year land contract for the DDA purchase of downtown property for additional parking.
- DDA/CD Director and Deputy Director gave a Redevelopment Liquor License presentation at the Small Town & Rural Development Conference in April. The DDA/CD Director was a panelist at the ICSC Conference in July and gave a presentation at the Work Skills Annual Meeting in November about the projects completed and in process in Brighton.
- DDA/CD Director presented the possibility of changes to the appearance of Hyne Alley to the MEDC rep with a grant funding request. It did not qualify for grant funds, but MEDC feedback was that it was a worthwhile project and did suggest alternative funding sources (i.e., “crowd-funding”).
- The public relations campaign for public awareness of DDA-related activities was accomplished through radio interviews, newspaper articles/press releases and social media.
- The DDA-funded construction of the BACC Sculpture Garden was completed. The Deputy CD/P/Z Director worked with the Brighton Garden Club and Landscape Design Associates to plant or transplant annual and perennial flowers in the sculpture garden.
- DDA/CD Director completed negotiations for lease of additional property from the CSX Railroad (west of the tracks) for overflow event parking effective April 30, 2015.
- DDA/CD Director and Deputy Director coordinated efforts with the Michigan Downtown Association to stop passage of HB 5856, a bill which would have had a negative impact on state-wide DDA TIF funding and Staff workload, which included composing letters from the City Manager and the DDA board to our state legislators.
- DDA/CD Director and Deputy Director continued to provide staff support for the DDA Board.
- P/Z Director applied for two MDOT Category A Transportation Grants. The first grant was awarded for the reconfiguration of the Orndorf Drive cul de sac based on the private investment, jobs created and match from the private company and the City. The second grant applied for was the reconstruction and rehabilitation of Brighton Interior Drive based on the private investment, jobs created and match from the City.
- P/Z Director, City Staff and consultants reviewed the following site plans: Corrigan Headquarters, Back Lot Parking Lot, Hampton Inn, Northridge Woods, Eberspaecher Expansion, façade improvements at 135 W. North Street, Caretel Inns Accessory Building, etc.
- The Rental Inspector implemented Year 1 of the three year rental inspection program. Each year one-third (1/3) of the rental units in the City are inspected for compliance with the International Property Maintenance Code.
- P/Z Director researched and worked with the Planning Commission to develop ordinance amendments for a Planned Unit Development ordinance, accessory structures, fences and smoke lounge amendments which are in the process for review/adoption.



## *Planning/Community Development*

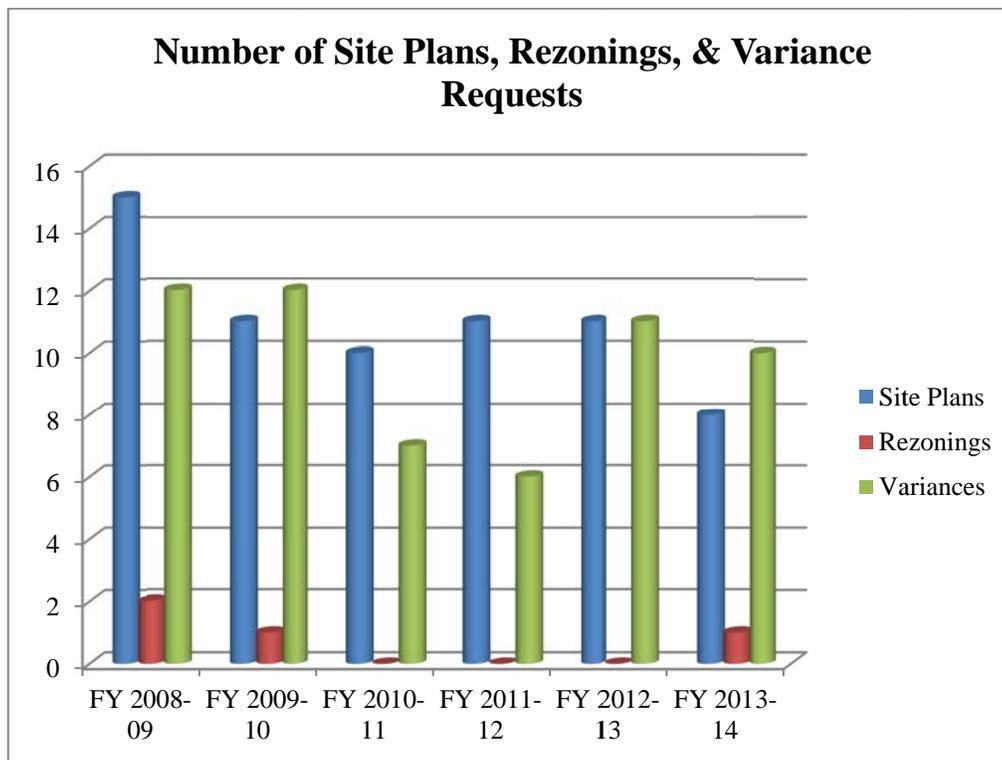
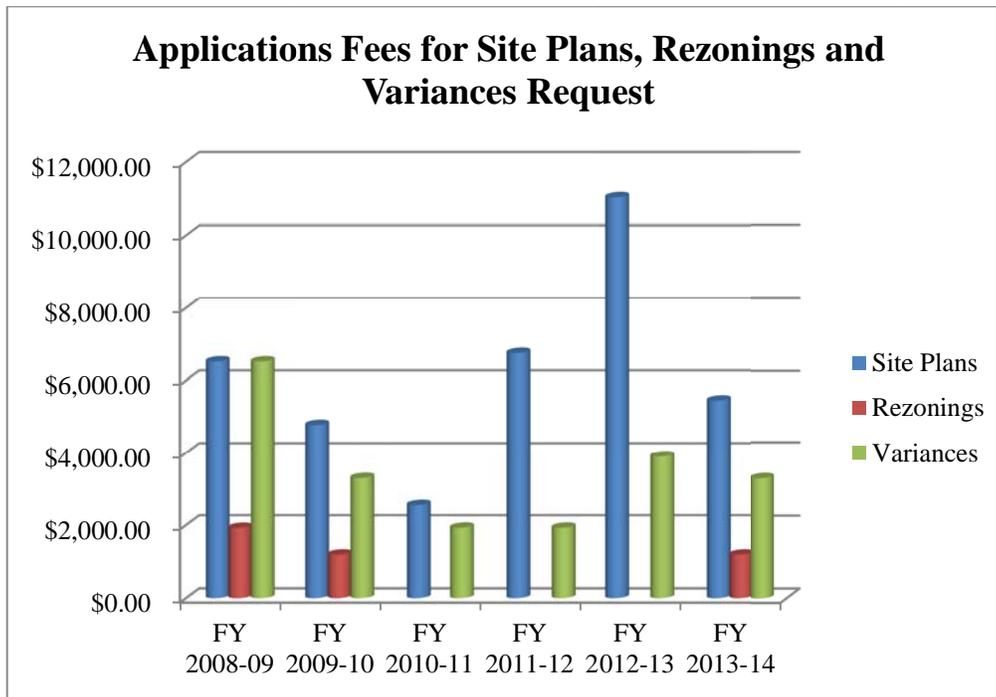
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### **FY 2014-15 Significant Accomplishments (continued)**

- P/Z Director and the DDA/CD Director completed and submitted the tax exemption form for Brighton Housing Incorporated.
- P/Z Director worked with the Brighton Area High School AutoCAD class to design plans for the new home to be constructed at 1517 Whispering Oaks Drive.
- P/Z Director worked with the Utilities Director and the City Engineer on an update to the Engineering Standards Manual.
- P/Z Director worked with the Utilities Director, City Attorneys and City Manager on a potential cell company co-location on the City owned water tower on Conference Center Drive.
- Continued the implementation of the Principal Shopping District (PSD) Tactical Marketing Plan including significant promotional activities for Outdoor Café Promotion, Taste of Brighton event, Shop & Dine Brighton, Holiday Glow, and Ladies Night Out in May and December. The PSD utilized a multi-media advertising campaign including WJR radio, WHMI radio, the PSD website, Ann Arbor Transit Authority bus ads (for the Taste of Brighton) and billboards. Giving the PSD merchants an opportunity to advertise for a reduced rate through “co-op” ads with the PSD was continued this year.
- Continued department emphasis on field checking projects under construction for site plan compliance.
- CD staff continued to assist with inquiries from businesses and other communities regarding the acquisition of new redevelopment liquor licenses. CD staff also assisted with several inquiries about the availability of the DDA escrowed license (which the DDA Board chose not to sell at this time).
- CD Staff facilitated reimbursement of the short-term DDA loan for demolition of the former Virginia’s site on Grand River (now the new Liberty Title building site).
- CD Director continued discussion with the Livingston County Administrator regarding the status of the 53<sup>rd</sup> District Court building.
- CD Director, Deputy Director and P/Z Director worked with the MEDC to obtain a façade grant for the new Yogurtopia store at 322 W. Main St. opening in Spring 2015.
- CD Deputy Director coordinated with contracted graphic designer to launch the new PSD website in spring 2014 including the new Google calendar feature used to post events, merchant sales, etc.
- CD Staff and the PSD board initiated cross-promotional opportunities with Mt. Brighton, who was an International Women’s Show sponsor, and the Legacy Center in Green Oak Township, who has posted Downtown Brighton signage at their Lee Road exit directing people to Brighton as well as in their indoor soccer dome.

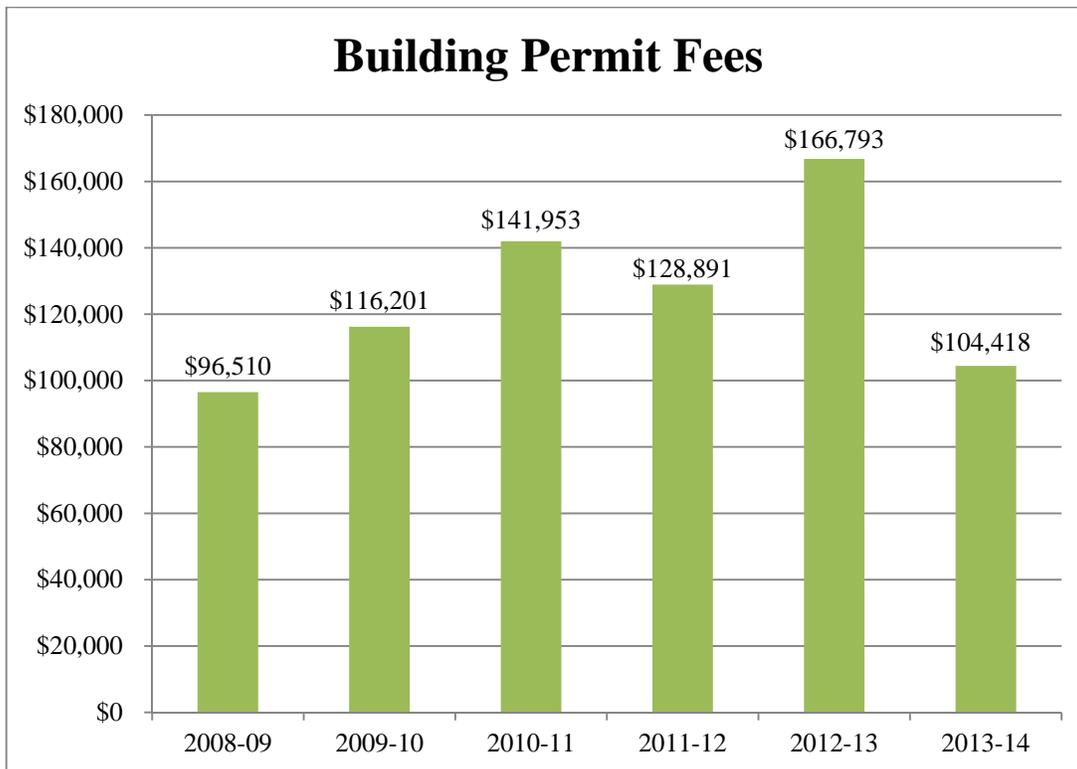
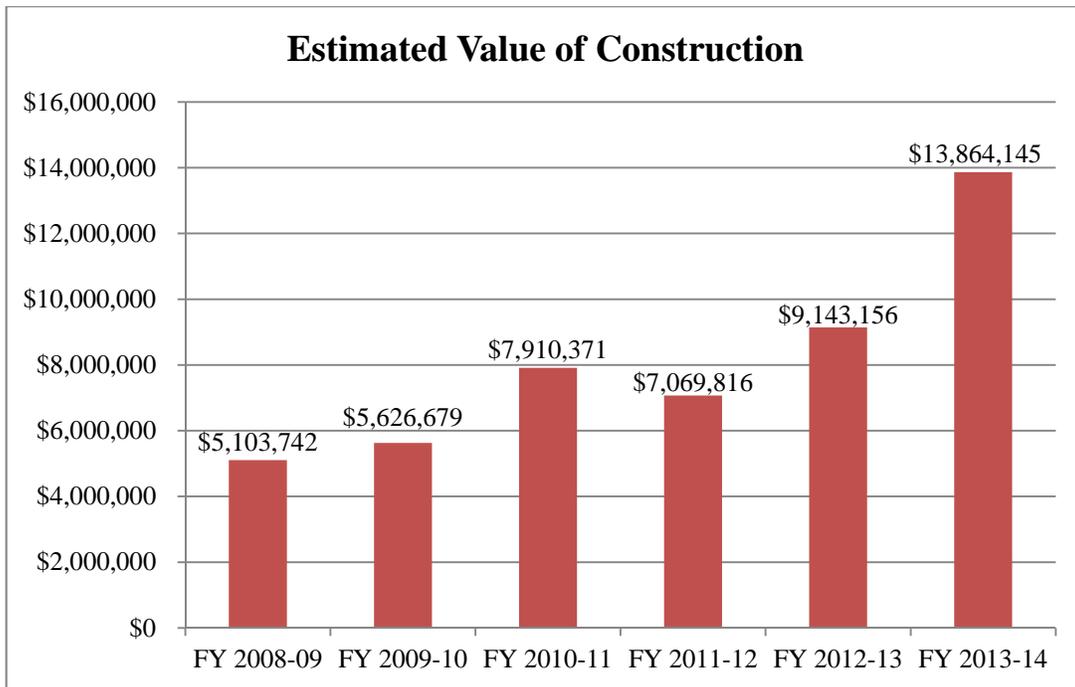


## Planning/ Community Development





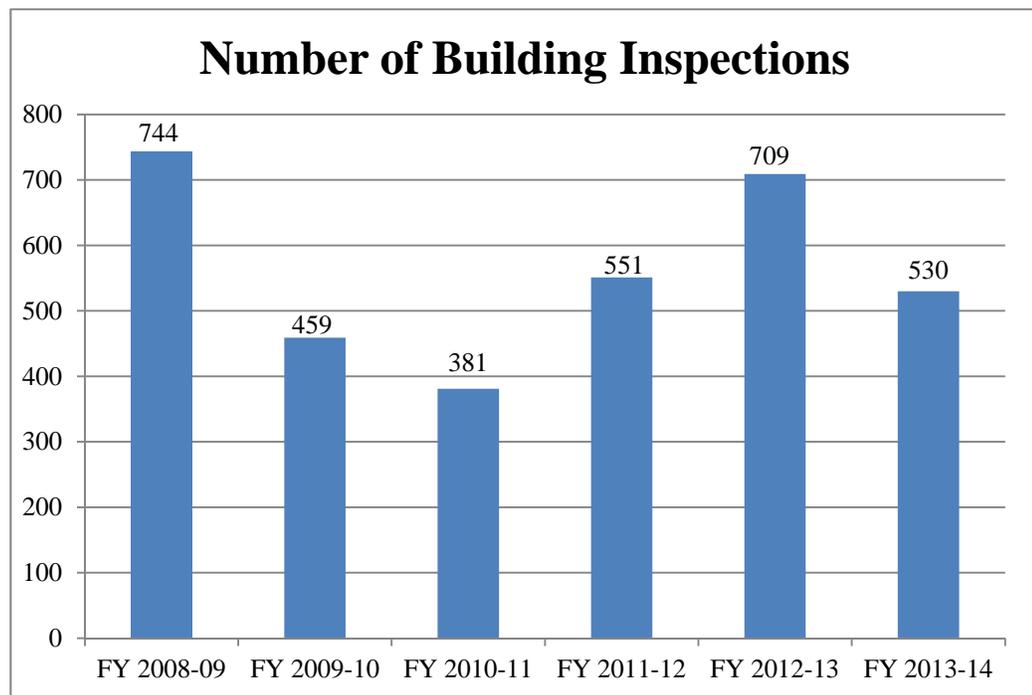
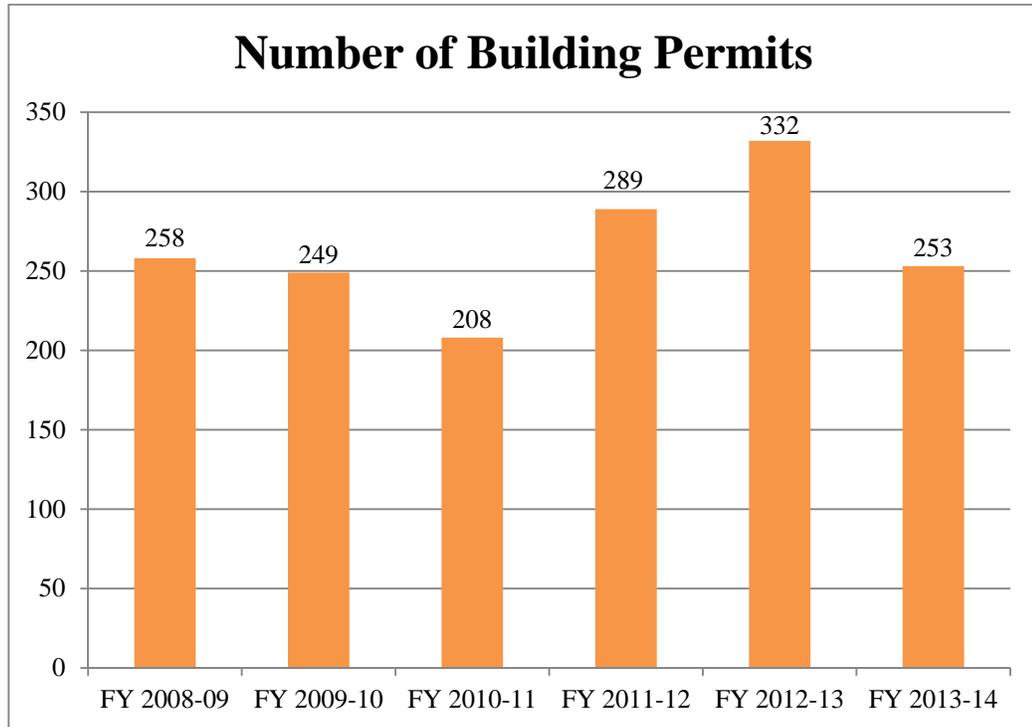
## Planning/Community Development





## Planning/Community Development

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## *Planning/Community Development*

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### Building Permits Fiscal Year 2011-2012

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 69,346	20	\$ 69,346	
August	\$ 459,699	34	\$ 529,045	
September	\$ 652,188	26	\$ 1,181,233	
October	\$ 561,535	22	\$ 1,742,768	
November	\$ 541,457	34	\$ 2,284,225	
December	\$ 663,183	14	\$ 2,947,408	
January	\$ 183,848	20	\$ 3,131,256	
February	\$ 709,138	14	\$ 3,840,394	
March	\$ 396,400	16	\$ 4,236,794	
April	\$ 456,840	24	\$ 4,693,634	
May	\$ 1,496,029	36	\$ 6,189,663	
June	\$ 880,153	29	\$ 7,069,816	
<b>Totals</b>		<b>289</b>	<b>\$ 7,069,816</b>	<b>\$ 128,891</b>

### Building Permits Fiscal Year 2012-2013

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 480,197	32	\$ 480,197	
August	\$ 1,594,557	28	\$ 2,074,754	
September	\$ 1,256,528	37	\$ 3,331,282	
October	\$ 647,791	38	\$ 3,979,073	
November	\$ 293,895	26	\$ 4,272,968	
December	\$ 42,926	9	\$ 4,315,894	
January	\$ 824,580	25	\$ 5,140,474	
February	\$ 437,457	13	\$ 5,577,931	
March	\$ 260,654	15	\$ 5,838,585	
April	\$ 1,714,268	29	\$ 7,552,853	
May	\$ 648,329	47	\$ 8,201,182	
June	\$ 941,974	33	\$ 9,143,156	
<b>Totals</b>		<b>332</b>	<b>\$ 9,143,156</b>	<b>\$ 166,793</b>



## *Planning/Community Development*

### Building Permits Fiscal Year 2013-2014

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 767,990	16	\$ 767,990	
August	\$ 1,133,557	22	\$ 1,901,547	
September	\$ 859,083	24	\$ 2,760,630	
October	\$ 1,200,695	32	\$ 3,961,325	
November	\$ 141,998	15	\$ 4,103,323	
December	\$ 371,995	16	\$ 4,475,318	
January	\$ 52,704	8	\$ 4,528,022	
February	\$ 853,731	14	\$ 5,381,753	
March	\$ 317,551	24	\$ 5,699,304	
April	\$ 378,114	22	\$ 6,077,418	
May	\$ 292,497	24	\$ 6,369,915	
June	\$ 7,494,230	36	\$ 13,864,145	
<b>Totals</b>		<b>253</b>	<b>\$ 13,864,145</b>	<b>\$ 104,418</b>

### Building Permits Fiscal Year 2014-2015 (Through 12/31/2014)

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 111,303	26	\$ 111,303	
August	\$ 448,546	26	\$ 559,849	
September	\$ 2,098,357	48	\$ 2,658,206	
October	\$ 332,434	25	\$ 2,990,640	
November	\$ 1,141,482	24	\$ 4,132,122	
December	\$ 902,631	22	\$ 4,147,672	
January	\$ 111,303	26	\$ 111,303	
February				
March				
April				
May				
June				
<b>Totals</b>		<b>149</b>	<b>\$ 4,132,122</b>	<b>\$ 81,757</b>



## Post Employment Benefits

Post Employment Benefits are payments and services provided for the City’s retirees, other than pensions. These benefits mainly consist of retiree health care, but also to a lesser extent include retiree dental and optical care and retiree life insurance. Post Employment Benefits also include fees associated with the Medicare Part D Attestation process and may include payments to the MERS Pension System for actuarial studies for Pension Benefit Upgrades/Enhancements. The direct costs of providing these benefits, for non-Utility Fund retirees, are expended in this activity budget.

This activity budget does not include the annual transfer to the MERS Trust Fund for OPEB. The annual transfer for the funding of the City of Brighton’s OPEB obligation is reflected in the General Fund Transfers Out activity budget.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$10,993 or 5% increase from the current budget and adopted budget.
- The increase is primarily the result of projected increases in health insurance premiums for three additional retirements during the year.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$36,241 or 15% increase.
- The increase is reflective of anticipated increases in health insurance premiums and related costs for the City’s retirees.

	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Post-Employment Benefits</b>	\$196,644	\$209,629	\$227,101	\$238,094	\$274,335



## *Contingencies/ (Cuts)*

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**FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$10,000 reduction from the current budget and adopted budget. The Year-end Projection of \$73,000 is entirely for the MTT prior year tax chargebacks.

**FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- The \$52,000 or 71% increase is based on a list of new MTT cases over the next year, which has an average estimated liability of \$125,000.

\	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ADOPTED BUDGET	2014-2015 PROJECTED YEAR-END	2015-2016 ADOPTED BUDGET
<b>Contingencies/(Cuts)</b>	\$200,218	\$210,561	\$83,000	\$73,000	\$125,000



## *Transfers Out*

**FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET –**

- \$24,511 or 2% increase from the current budget and a \$22,111 increase from the adopted budget.
- The increase is primarily the result of additional transfers to SELCRA, Livingston County EDC, additional appropriation to the Major Street Fund (Grant Match for Orndorf Dr), offset by less transfers to Genoa Township Land Transfer, and less appropriation to the Capital Improvement Fund (capital items placed on hold).

**FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION –**

- \$66,352 or 5% decrease.
- The decrease is primarily the result of reduced appropriation to the Capital Improvement Fund to fund the CIP program, less appropriation to the Major Street Fund for street maintenance, reduced appropriation to the DDA Fund, reduced appropriation to the Building Authority Fund for a decrease in the debt service payments, and reduced appropriation to SELCRA; partially offset by increased appropriations to the Economic Development Council, the Historical Society, the OPEB Trust Fund, Genoa Township Land Transfer, Street Debt Fund and Utilities Reserve Fund.
- Of the \$1,171,298 budget, \$508,869 is for debt service on existing bonds/loans, \$145,337 is an appropriation to Genoa Township per the Land Transfer Agreement, \$66,000 is an appropriation to the OPEB Trust, \$8,500 is an appropriation to the Economic Development Council, \$7,000 is an appropriation to the Brighton Senior Citizen Center, \$2,000 is an appropriation to the Historical Society, \$105,416 is an appropriation to the Major Street Fund for operational expenditures and street maintenance, \$9,500 is an appropriation to the Imagination Station Maintenance Fund, \$15,000 is an appropriation to the PSD Fund for Holiday lighting, \$36,882 is an appropriation to SELCRA, \$15,500 is an appropriation to the Capital Improvement Fund for funding computer equipment, \$7,907 is an appropriation to the DDA Fund (LED Street light reimbursement), and \$12,368 is an appropriation to the Utilities Reserve Fund (LED Street light reimbursement).

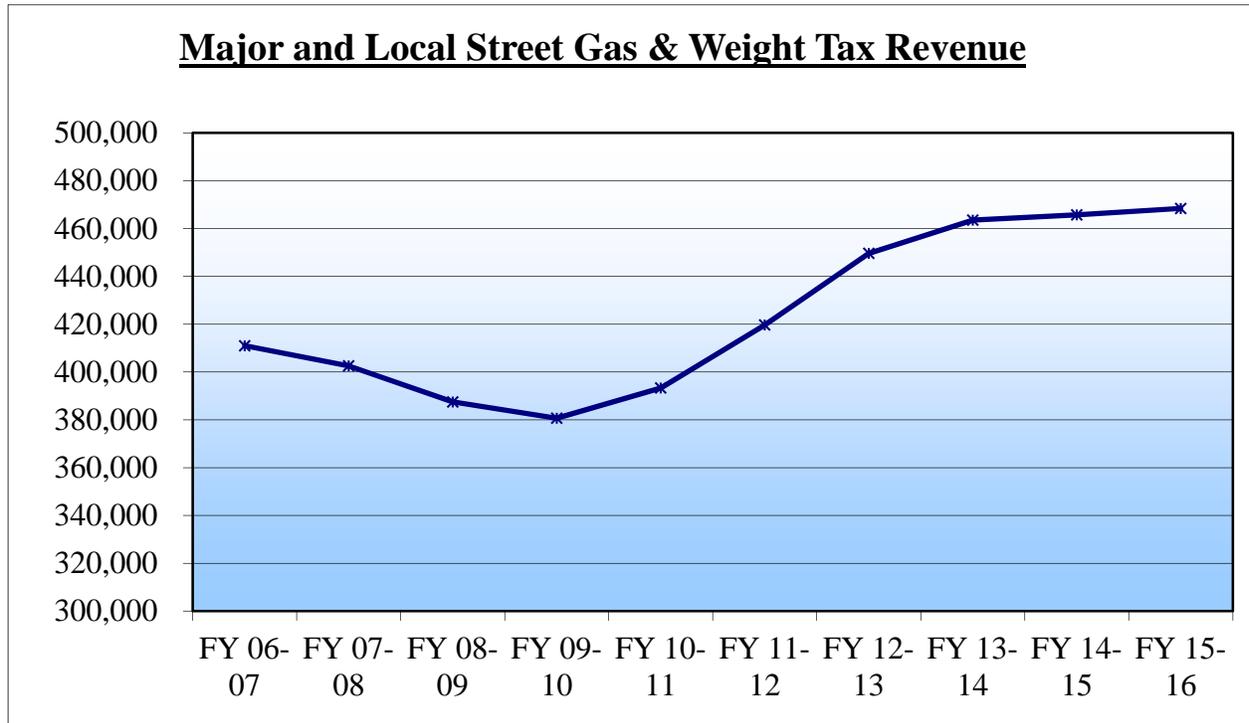
\	<b>2012-2013 ACTUAL</b>	<b>2013-2014 ACTUAL</b>	<b>2014-2015 ADOPTED BUDGET</b>	<b>2014-2015 PROJECTED YEAR-END</b>	<b>2015-2016 ADOPTED BUDGET</b>
<b>Transfers Out</b>	\$1,433,736	\$1,189,496	\$1,215,539	\$1,237,650	\$1,171,298



## Special Revenue Funds

The Special Revenue Funds are used to account for the proceeds of earmarked revenue or financing activities requiring separate accounting because of legal or regulatory provisions. The City of Brighton has seven separate Special Revenue Funds: Major and Local Street Fund, PSD Fund, Arts & Culture Commission Fund, Imagination Station Maintenance Fund, Federal Drug Forfeiture Fund and a State Drug Forfeiture Fund.

The total revenue for the Special Revenue Funds is \$3,053,818. \$468,410 or 15% is from Act 51 monies received from the State of Michigan and receipted into the Major and Local Street Funds. The revenue received from ACT 51 are fuel and vehicle taxes that are distributed to local governments by the State of Michigan based on a distribution formula of the most recent population and the amount of miles. FY15/16 Act 51 monies are increasing <1%. These two funds have been established to make it possible to show that all legal provisions are in compliance with Act 51 of the Public Acts of 1951, as amended.



More than half (\$1,824,702) of the revenue consists of Other Financing Sources. This is a combination of \$1,311,750 or 72% from bond proceeds, appropriations from other funds totaling \$262,294 or 9%, and Special Assessment Revenue. Special Assessment revenue from the Challis Rd, Orndorf Dr. and Cross St. special assessment represents \$181,471 and \$69,187 represents assessment proceeds for the PSD. Listed below are the appropriations included in the Other Financing Sources revenue:

- Appropriation from the General Fund to Major Street Fund, Principal Shopping District (PSD) Fund and Imagination Station Fund, \$129,916
- Appropriation from the Major Street Fund to Local Street, \$77,928
- Appropriation from the DDA Fund to Major Street Fund and Arts & Culture Commission Fund, \$34,450
- Appropriation from the Utilities Fund to Major Street Fund, \$20,000

Another major source of revenue, \$639,526 or 21% is MDOT Grants for roadway reconstruction of Brighton Interior Drive and Orndorf Drive.

The remaining 3% of revenue is from investment earnings, reimbursements and miscellaneous revenue.



## Major Street Fund

### Summary Analysis

The Major Street Fund is used to account for all expenditures for the construction, maintenance, improvements and administration of the Major Street system of the City. The City's Major Streets were selected by the City and certified by the State of Michigan as those streets of the greatest general importance to the City. The 11.32 miles of Major Streets in the City comprise 38% of the City's total street system.

#### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- Revenue is projected to increase by \$223,256 or 29% primarily due to \$178,875 in additional appropriations from the General Fund, Utility Fund, DDA Fund and Utility Reserve Fund. \$6,710 in additional Gas & Weight tax compared to budget and \$41,487 in additional State revenue for road maintenance; partially offset by less investment earnings and Metro Act Fees.
- Expenditures are projected to increase by \$214,225 or 27% due to \$49,637 in additional stormwater costs due to catch basin repairs, \$30,783 in Engineering services related to reconstruction of Orndorf Drive, \$96,404 increase in Street Construction related to the street light conversion to LED, additional roadway tree maintenance, additional traffic service costs primarily due to traffic light system repairs, additional winter maintenance due to the increase in salt costs, increased insurance premiums and additional appropriation to the Local Street Fund; partially offset by less than budgeted routine maintenance.
- The fund balance is projected to decrease by \$23,683 to \$121,770 at June 30, 2015. \$121,770 is reserved for future special assessment payments. The unreserved ending fund balance is projected to be \$0.

#### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The revenue increase of \$1,743,231 or 177% is primarily due to a \$639,526 MDOT Grant for roadway reconstruction of Orndorf Drive and Brighton Interior Drive, \$1,311,750 for bond proceeds to pay the roadway reconstruction, an appropriation from the DDA Fund (to fund the Hyne St Parking Lot repavement), increased special assessment revenue for sidewalk assessments and an increase in ACT 51 revenue from the State of Michigan; offset by \$112,558 in less appropriations from the General and Utility Funds and a projected decrease in Metro Act Fees from the State of Michigan.
- The expenditure increase of \$1,739,101 or 173% is primarily due to a \$1,819,260 increase in street construction which includes roadway reconstruction of Orndorf Drive, Brighton Interior Drive, and Second Street, a \$10,000 increase in Sidewalk Maintenance (see above increase in Special Assessment Revenue). There is a projected increase of \$39,402 in financial advisor fees (related to bond proceeds) and \$8,635 in engineering services related to roadway reconstruction; offset by a decrease of \$31,350 in routine maintenance (primarily from \$33,350 in contractual services), \$46,787 less in stormwater expenditures (primarily from less catch basin repairs), less appropriations to the Local Street Fund and Major Street Debt, and small decreases in traffic control supplies and snow removal supplies.
- Capital Projects for the Major Street Fund include the roadway reconstruction of Orndorf Drive, Brighton Interior Drive (both partially funded by MDOT Grants) and Second Street reconstruction (funded by bond proceeds).
- The ending fund balance is projected to decrease by \$19,554 to \$102,216 at June 30, 2016. \$101,969 is reserved for future special assessment payments.



**CITY OF BRIGHTON, MICHIGAN  
MAJOR STREET FUND**

<b>ACCOUNTS</b>	<b>ACTUAL 13-14</b>	<b>PROJECTED YEAR-END 14-15</b>	<b>ADOPTED BUDGET 15-16</b>
<b>REVENUES:</b>			
Licenses & Permits	26,727	26,000	25,000
Federal Grants	-		
State Grants	-		639,526
State Shared Revenue	343,391	345,000	346,500
Fines & Forfeits	-		
Investment Earnings	148	100	100
Other Revenue	119,166	131,026	67,820
Other Financing Sources	328,966	481,676	1,648,087
<b>TOTAL REVENUES</b>	<b>816,342</b>	<b>983,802</b>	<b>2,727,033</b>
<b>EXPENDITURES:</b>			
General Administration	8,200	13,803	53,373
Engineering Services		30,783	39,418
Street Construction	71,515	122,614	1,941,874
Routine Maintenance	115,535	175,159	143,809
Trust Fund Maintenance	9,850	-	-
Traffic Services	59,766	59,812	54,257
Winter Maintenance	189,638	137,478	134,478
Stormwater	59,780	68,337	21,550
Transfers-Out Other Funds	382,002	399,499	357,827
<b>TOTAL EXPENDITURES</b>	<b>896,287</b>	<b>1,007,485</b>	<b>2,746,586</b>
<b>FUND BALANCE-BEGIN.</b>	<b>225,397</b>	<b>145,453</b>	<b>121,770</b>
<b>FUND BALANCE-ENDING</b>	<b>145,453</b>	<b>121,770</b>	<b>102,216</b>
<b>Reserved for future SAD Payments</b>	<b>142,371</b>	<b>121,770</b>	<b>101,970</b>
<b>Unreserved Fund Balance</b>	<b>3,081</b>	<b>-</b>	<b>247</b>



	<b>Annual Special Assessment</b>	<b>Annual Amount to Reserve</b>
2012/13	22,204.87	163,774.65
2013/14	21,403.33	142,371.32
2014/15	20,601.79	121,769.53
2015/16	19,800.25	101,969.28
2016/17	18,998.72	82,970.56
2017/18	18,197.18	64,773.38
2018/19	17,395.64	47,377.74
2019/20	16,594.10	30,783.64
2020/21	15,792.57	14,991.07
2021/22	<u>14,991.07</u>	
	<u>185,979.52</u>	



## *Local Street Fund*

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### *Summary Analysis*

The Local Street Fund is used to account for all expenditures for the construction, maintenance, improvements and administration of the Local Street system of the City. The City's Local Streets were selected by the City and certified by the State of Michigan as those streets not considered to be Major Streets of the City. The 18.12 miles of Local Streets in the City comprise 62% of the City's total street system in FY 2015-16.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- The revenue increase of \$36,291 or 18% is primarily due to an increase in appropriations from the Major Street Fund and an increase in Gas & Weight Tax revenue.
- The expenditure increase of \$36,171 or 18% is primarily due to additional maintenance expenditures for pavement repairs.
- The projected fund balance at June 30, 2015 is \$19,897.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The revenue decrease of \$30,880 or 13% is primarily due to reduced support from the Major Street Fund offset by a slight increase in Gas & Weight Tax revenue.
- The expenditure decrease of \$30,825 or 13% is primarily due to less maintenance and less winter snow removal supplies.
- There are no Local Street Capital Projects planned for FY 2015-16.
- The projected fund balance at June 30, 2016 is \$19,962.



**CITY OF BRIGHTON, MICHIGAN  
LOCAL STREET FUND**

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	13-14	YEAR-END 14-15	BUDGET 15-16
<b>REVENUES:</b>			
Licenses & Permits	3,100	3,100	3,100
State Shared Revenue	120,124	120,703	121,910
Fines & Forfeits	-	-	-
Investment Earnings	-	15	-
Other Financing Sources	84,059	110,000	77,928
<b>TOTAL REVENUES</b>	<b>207,283</b>	<b>233,818</b>	<b>202,938</b>
<b>EXPENDITURES:</b>			
General Administration	4,629	4,711	4,788
Routine Maintenance	91,912	120,228	93,128
Trust Fund Maintenance	2,410	-	-
Traffic Services	35,613	34,130	34,328
Winter Maintenance	74,392	74,629	70,629
<b>TOTAL EXPENDITURES</b>	<b>208,957</b>	<b>233,698</b>	<b>202,873</b>
<b>FUND BALANCE-BEGIN.</b>	<b>21,450</b>	<b>19,777</b>	<b>19,897</b>
<b>FUND BALANCE-ENDING</b>	<b>19,777</b>	<b>19,897</b>	<b>19,962</b>



## *Major and Local Streets*

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### **Mission Statement – Street Division**

The City of Brighton Street Division's mission for operations is to provide all services necessary to maintain a safe city vehicular and pedestrian transit network in an efficient and rapid manner under all weather conditions.

### **Divisional Review of Responsibilities**

The Streets Division is responsible for maintaining the City of Brighton's streets and rights of ways in a manner consistent with providing for a safe and efficient vehicle and pedestrian environment. This includes snow and ice control, patching of streets as necessary, street sign maintenance and installation, and ROW tree trimming services as needed. The division is also responsible for limited street line painting within their current capabilities.

### **FY 2015-16 Performance Objectives**

- Continue to repair and replace various damaged and aged traffic signs with our in-house sign making system.
- Continue to improve on various concrete sidewalk repairs by utilizing various new patching products.
- Continue to enhance winter weather and summer storm emergency response for public roadways within the City of Brighton.

### **FY 2014-15 Significant Achievements**

- Continued utilizing a concrete mastic product in making spot sidewalk repairs due to aged condition, resulting in an expenditure of 216 person hours.
- Expended 1,441 person hours related to snow removal and clean-up of all city-owned streets and sidewalks in the downtown business district including all of Grand River.
- Completed a significant amount of pavement repairs including extensive mill and overlay type patching and crack sealing on various streets.
- Completed the center line painting throughout the City in an effort to provide proper traffic control and vehicular safety.
- Completed a number of residential sidewalk leveling projects resulting in significant cost savings by not having to remove and replace the concrete walkways. These projects were done in an effort to reduce pedestrian trip hazards potentially resulting in insurance claims.



## ***Major and Local Streets***

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### **Mission Statement – Stormwater Division**

The City of Brighton Stormwater Division's mission for operations is to prevent the introduction of non-point source pollutants into the waterways of the State of Michigan to the highest degree possible.

### **Divisional Review of Responsibilities**

The Stormwater Division is responsible for the upkeep, maintenance, cleaning and repair of all of the storm sewers and catch basins located in the City of Brighton. They are also responsible for ensuring compliance with the newly established storm water related regulations pursuant to our Phase II NPDES (National Pollutants Discharge Eliminations Permit) storm water permit issued as a part of our membership in the Huron Chain of Lakes Watershed Certificate of Coverage.

### **FY 2015-16 Performance Objectives**

- Continuation of the street sweeping program to cover all public streets pursuant to Phase II Stormwater objectives for prevention of pollutants entering the waterways.
- Continue to look into ways to complete the field location via GPS of all storm sewer outlets pursuant to Phase II Stormwater Permit Illicit Discharge Eliminations Program (IDEP).

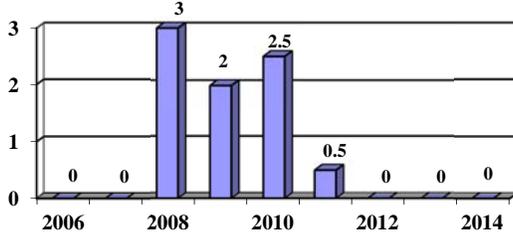
### **FY 2014-15 Significant Accomplishments**

- Swept all public streets and roadways resulting in an expenditure of 288 person hours during the warm weather-sweeping season.
- Continued using a contractor to apply a high-tech polymer sealing material on various catchbasins in an effort to repair the structures without having to dig them up resulting in a significant reduction in man hours and materials.
- Completed 33 catchbasin repairs resulting in three times the past annual amount due to the heavy frost conditions from this past winter's record breaking season.
- Completed a significant storm water improvement project in the north street parking lot providing increased roof water run-off capabilities for the adjacent store owners.
- Completed a storm water containment project to improve the water run-off control in the Leith alley area between Leith and Church Streets.

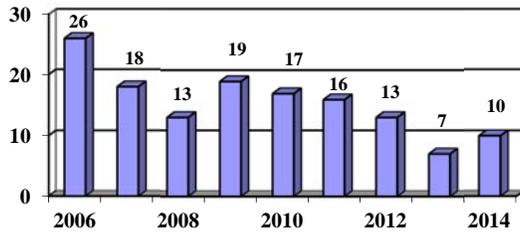


## Major and Local Streets

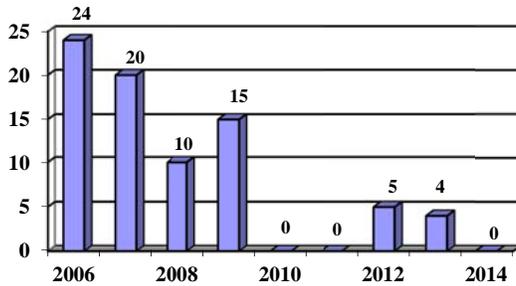
Additional Streets & Roadways (Miles)



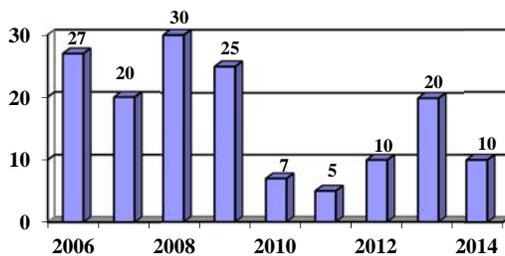
Traffic Signals Repaired



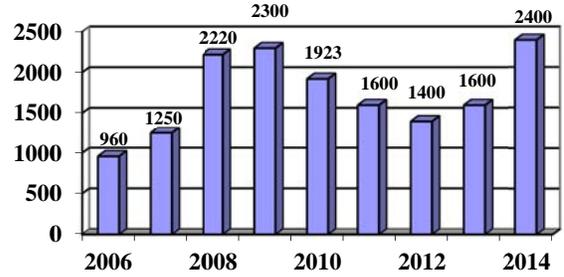
ROW Tree Plantings



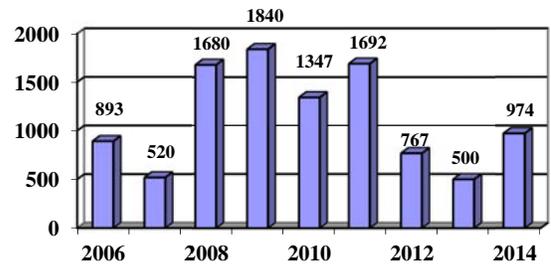
ROW Tree Trimming & Removals



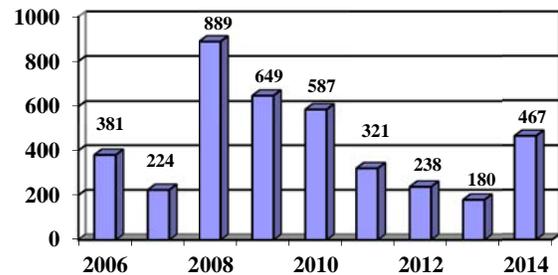
Salt Use (Tons)



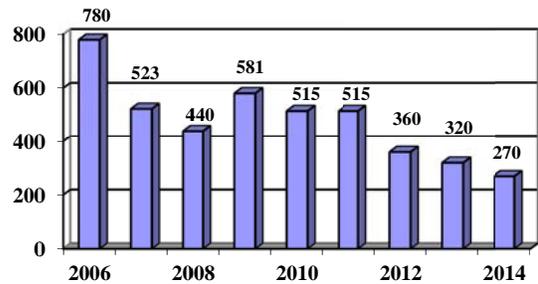
Snow & Ice Control (Hours)



Sidewalk Snow Removal (Hours)



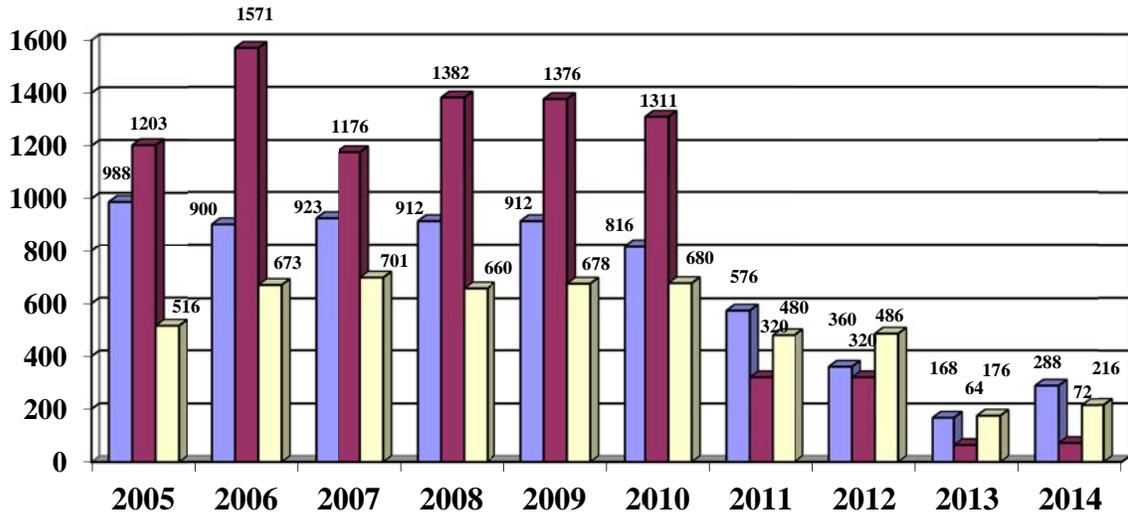
Sidewalk Repairs (Hours)





## Major and Local Streets

### Stormwater Maintenance



■ Street Sweeping (Hours)

■ Storm Line Cleaning (Hours)

□ Catch Basin R&M (Hours)



## ***Principal Shopping District (PSD) Fund***

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### ***Summary Analysis***

This Fund was established to fund the promotion of economic activity by conducting market research and public relation campaigns; developing, coordinating and conducting retail and institutional promotions; and sponsoring special events and related activities. The City's General Fund appropriated \$100,000 to the PSD Fund in FY 2005-06. Property owners in the District were specially assessed for a three-year period from FY 2006-07 through FY 2008-09 and again for a four-year period from FY 2014-2015 through FY 2017-2018. The City's PSD was renewed by the City Council through November, 2020.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- Total projected revenue is \$90,459 more than the current budget, which is caused by an increase of \$74,369 in PSD special assessment proceeds, a \$15,000 appropriation from the General Fund (holiday lighting) and an additional \$1,000 from the Taste of Brighton event fees paid by PSD Merchants.
- Total projected expenditures are \$92,229 more than the current budget due to Holiday lighting and promotion, the Taste of Brighton event, billboards and advertising.
- Fund Balance is projected to be \$11,347 at June 30, 2015.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The revenue decrease of \$6,182 or 5% is the result of a decrease of \$5,182 in PSD special assessment proceeds and a \$1,000 decrease in reimbursements from PSD Merchants. The DDA is expected to not make any appropriations to the PSD Fund in FY 15-16.
- The expenditure decrease of \$24,279 or 19% is for less planned community promotion and contractual services.
- Fund Balance is projected to be \$17,683 at June 30, 2016.



**CITY OF BRIGHTON, MICHIGAN  
PSD FUND**

<b>ACCOUNTS</b>	<b>ACTUAL 13-14</b>	<b>PROJECTED YEAR-END 14-15</b>	<b>ADOPTED BUDGET 15-16</b>
<b>REVENUES:</b>			
Interest Earnings	1	100	100
Reimbursements	47,783	26,000	25,000
Other Financing Sources	40,000	89,369	84,187
<b>TOTAL REVENUES</b>	<b>87,784</b>	<b>115,469</b>	<b>109,287</b>
<b>EXPENDITURES:</b>			
Purchased Services	79,052	127,229	102,950
Other Financing Uses	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>79,052</b>	<b>127,229</b>	<b>102,950</b>
<b>FUND BALANCE-BEGIN.</b>	<b>14,375</b>	<b>23,107</b>	<b>11,347</b>
<b>FUND BALANCE-ENDING</b>	<b>23,107</b>	<b>11,347</b>	<b>17,683</b>



## *Arts and Culture Commission Fund*

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### *Summary Analysis*

The Arts and Culture Commission was created by Ordinance 533 in FY 2007-08 to serve in an advisory capacity to the City Council. Section 2-266 of the Ordinance states that the Commission shall annually recommend to the City Council an estimate of the costs and expenses necessary for the City Council to further the objectives and purposes of the Commission which shall be to advise and recommend to the City Council and City Administration appropriate means to encourage, facilitate and promote Arts and Culture in the City of Brighton. The Brighton Biennial Public Art Exhibit in our downtown (which the City Manager has also referred to in the past as our “public art museum without walls”) now has 30 total works of art on display; 21 of which are permanent and which will therefore remain in our community for permanent display purposes. The other 9 works of art are on loan from the subject artists to the City for the ongoing exhibit.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- Total projected revenue is \$36 which is interest earnings.
- Projected expenditures are \$185 or 6% more than the current budget, which is caused primarily from additional artist stipends for displayed works.
- Fund Balance is projected to be \$9,269 at June 30, 2015.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The adopted revenue budget is \$5,025 or \$4,989 more than the current year-end projection, which is due to a \$5,000 appropriation from the DDA Fund and \$25 in anticipated interest earnings.
- The adopted expenditure budget is \$9,900 or \$6,750 more than the current year-end projection, which primarily includes \$5,000 for sculpture garden lights, \$3,000 for artist stipends, \$500 for outdoor sculpture advertising, \$1,000 for repainting 2 sculptures, and \$300 for flower bed plaques.
- Fund Balance is projected to be \$4,394 at June 30, 2016.



**CITY OF BRIGHTON, MICHIGAN  
ARTS/CULTURE COMMISSION FUND**

<b>ACCOUNTS</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>13-14</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>14-15</b>	<b>15-16</b>
<b>REVENUES:</b>			
State Grants	-	-	-
Interest Earnings	5	36	25
Other Revenue	13,213	-	-
Other Financing Sources	5,000	-	5,000
<b>TOTAL REVENUES</b>	<b>18,218</b>	<b>36</b>	<b>5,025</b>
<b>EXPENDITURES:</b>			
Purchased Services	2,885	3,150	9,900
Property	13,563	-	-
<b>TOTAL EXPENDITURES</b>	<b>16,448</b>	<b>3,150</b>	<b>9,900</b>
<b>FUND BALANCE-BEGIN.</b>	<b>10,612</b>	<b>12,383</b>	<b>9,269</b>
<b>FUND BALANCE-ENDING</b>	<b>12,383</b>	<b>9,269</b>	<b>4,394</b>



**Sculptures Purchased to remain in our City**

	<u>Artist</u>	<u>Sculpture</u>	<u>Total Cost</u>	<u>Tax/TIFA Dollars Spent</u>	
1	Lindhout, Piet	The Bird	\$4,000	\$0	Purchased through donations (2011)
2	De Giusti, Sergio	Emergence	\$5,000	\$0	Donated by artist - in lobby at City Hall (11/5/08)
3	Davis, Marie	The Children	\$10,000	\$10,000	Purchased by DDA; owned by City
4	Monroe, Mike	It's A Keeper		\$0	Purchased by Rotary; donated to City
5	Lindhout, Piet	Hot Landing		\$0	Purchased by Rotary; donated to City
6	Holland, Jay	Decision Pending	\$12,000	\$12,000	Purchased by DDA donation; owned by City
7	Rudd, Tom	Three Fish	\$500	\$500	Purchased by BACC (2012)
8	Piet, John	City With a Halo	\$19,200	\$19,200	Purchased by DDA; owned by City
9	Buer, Stephanie Detroit Design	Untitled Hand	\$1,500	\$0	Purchased by Dana Foster; donated to City
10	Center Detroit Design	Currents	\$22,000	\$15,000	Purchased through \$15,000 DDA match for \$10,000
11	Center Detroit Design	Recycle			MEDC Rural Arts Grant (\$22,000 for 3 sculptures;
12	Center	Flex			\$3,000 for 3 artist stipends)
13	Cannaert, Steve	Don Quixote	\$2,200	\$0	Donated by artist? \$1,000 PSD; \$200 BACC; balance from private
14	Johnson, Chido	Bob	\$4,800	\$1,200	donations
15	Genei, Adam	Steel	\$6,000	\$0	Purchased through donations to Gleaners
16	Gruizenga, Doug	Winter '05	\$9,600	\$9,600	Purchased by DDA; owned by City
17	Charara, Adnan Voorheis,	Bring Your Chalk and Draw On Me	\$10,000	\$0	Purchased replacement with proceeds from insurance claim
18	Maureen	Spiral	\$1,585	\$0	Purchased with private donations Donated by the Fisher family in memory of their
19	Fisher-Cole, Sara	Joy	\$13,563	\$0	daughter
20	Tazian, Kegham	Elegant Lady	\$6,500	\$0	Donated by the artist to the City (Feb. 2015)
21	Monroe, Mike	Blue Heron		\$0	To be donated by the Barton family (Summer 2015)
			<hr/>		
			\$128,448	\$67,500	

Updated: 2/9/2015



## ***Imagination Station Maintenance Reserve Fund***

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### ***Summary Analysis***

In November of 2011, the City Manager has recommended to the Brighton City Council to formally establish an Imagination Station Playground Maintenance Reserve Fund. The City Manager's recommendation is that the Reserve Fund will be established with a \$5,000 allocation from the City's fund balance as a formal Budget Amendment for the City's FY 11-12 budget.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- Total projected revenue is \$9,534. This includes an appropriation from the General Fund for \$9,500 and \$34 in interest earnings.
- Projected expenditures are \$8,500, which is for Fibar Wood Chip replacement and \$2,500 for supplies to maintain the grounds and play elements.
- Fund Balance is projected to be \$10,987 at June 30, 2015.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The expenditure budget is \$1,000 less than the current year-end projection. The General Fund appropriation is remaining constant from FY14/15 to FY15/16 at \$9,500.
- The expenditure budget is \$7,500, which is for Fibar Wood Chip replacement, resealing materials for the play-structure and maintenance of the play structure and grounds.
- Fund Balance is projected to be \$13,022 at June 30, 2016, which will be used for future maintenance of the Imagination Station.



**CITY OF BRIGHTON, MICHIGAN  
IMAGINATION STATION MAINTENANCE FUND**

<b>ACCOUNTS</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>13-14</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>14-15</b>	<b>15-16</b>
<b>REVENUES:</b>			
Interest Earnings	-	34	35
Other Revenue	-	-	-
Other Financing Sources	9,500	9,500	9,500
<b>TOTAL REVENUES</b>	<b>9,500</b>	<b>9,534</b>	<b>9,535</b>
<b>EXPENDITURES:</b>			
Supplies	2,406	6,000	3,500
Other Purchased Services	89	-	-
Purchased Property Services	2,644	2,500	4,000
<b>TOTAL EXPENDITURES</b>	<b>5,139</b>	<b>8,500</b>	<b>7,500</b>
<b>FUND BALANCE-BEGIN.</b>	<b>5,592</b>	<b>9,953</b>	<b>10,987</b>
<b>FUND BALANCE-ENDING</b>	<b>9,953</b>	<b>10,987</b>	<b>13,022</b>



## *Drug Forfeiture Fund*

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### *Summary Analysis*

The City has established two Drug Forfeiture Funds during FY13/14, a State Drug Forfeiture Fund and a Federal Drug Forfeiture Fund. Drug Forfeiture Funds are used to manage the receipt and disbursement of funds obtained from the forfeiture of assets from criminal activities. Drug forfeiture funds may be used for law enforcement purposes only. It is the intent of the drug forfeiture laws that such funds be used to *supplement* rather than *supplant* existing funding.

For auditing and fund management purposes, it is important that funds received from different categorical sources be maintained separately, thus the separate funds for state drug forfeitures and federal drug forfeitures. Currently, the City has received funds from State Forfeiture Drug activity.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- Total projected revenue is \$825, of which \$750 is from drug forfeitures and \$75 from investment earnings.
- Projected expenditures are \$34,110 which includes \$19,110 for the purchase of tasers and \$15,000 for a new K-9 unit.
- Fund Balance is projected to be \$13,854 at June 30, 2015.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The expenditure budget is \$2,720 for an appropriation to the General Fund for K-9 supplies and there are no expected drug forfeitures for FY15/16.
- Fund Balance is projected to be \$11,134 at June 30, 2016, which will be used for future expenditures that are eligible under the Drug Forfeiture rules.



**CITY OF BRIGHTON, MICHIGAN  
DRUG FORFEITURE FUND**

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES:</b>			
Fines & Forfeits	28,320	-	-
Investment Earnings	-	75	-
Other Financing Sources*	18,819	750	-
<b>TOTAL REVENUES</b>	<b>47,139</b>	<b>825</b>	<b>-</b>
<b>EXPENDITURES:</b>			
Purchased Services	-	-	-
Property	-	34,110	-
Transfers-Out Other Funds			2,720
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>34,110</b>	<b>2,720</b>
<b>FUND BALANCE-BEGIN.</b>	<b>-</b>	<b>47,139</b>	<b>13,854</b>
<b>FUND BALANCE-ENDING</b>	<b>47,139</b>	<b>13,854</b>	<b>11,134</b>

\*Moved from the General fund FY13/14



## *Street Debt Funds*

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### *Summary Analysis*

The City currently maintains one Debt Service Fund.

The Street (non-voted) Debt Fund was established in 1990 for debt service on road improvements. This Fund uses General Fund appropriations and Special Assessments for debt service requirements on a Limited Tax General Obligation Bond issue for the City's-at-Large share of the Special Assessment Bonds (maturing in FY 2021-22), two Special Assessment Bond issues (both maturing in FY 2023-24) and five Capital Improvement Bond Issues (maturing in FY 2018-19 through FY 2031-32). Total Debt Service for this Fund in FY 2015-16 is \$661,857, which is \$338 or <1% more than FY 2014-15.

The Street (non-voted) Debt Fund receives its revenue from two different sources. For FY15/16, \$279,899 or 42% is from Special Assessment revenue received in the Major Street Fund then appropriated to the Debt Fund. The remaining \$381,958 or 58% is received from a General Fund appropriation.



**CITY OF BRIGHTON, MICHIGAN  
DEBT SERVICE FUNDS**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>13-14</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>14-15</b>	<b>15-16</b>
<b>REVENUES:</b>			
State Grant & inv earnings	-	-	-
Street (Non-Voted) Debt Fund	<u>701,001</u>	<u>661,519</u>	<u>661,857</u>
<b>TOTAL REVENUES</b>	<b>701,001</b>	<b>661,519</b>	<b>661,857</b>
<b>EXPENDITURES:</b>			
Street (Non-Voted) Debt Fund	<u>701,001</u>	<u>661,519</u>	<u>661,857</u>
<b>TOTAL EXPENDITURES</b>	<b>701,001</b>	<b>661,519</b>	<b>661,857</b>
<b>FUND BALANCE-BEGIN.</b>	-	-	-
<b>FUND BALANCE-ENDING</b>	-	-	-



**CITY OF BRIGHTON  
STREET DEBT FUND  
FY 2015-16**

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total</u>	<u>Funding Source</u>	<u>Total by Funding Source</u>
2009 - \$185,000 - SAD	10,000	6,300	250	16,550	202	
2002 - \$3,570,000 - SAD	200,000	62,599	750	263,349	202	279,899
2005- \$3,000,000 (52%)	78,000	1,560	143	79,703	101	
2007 - \$2,285,000 (67%)	40,200	53,483	335	94,018	101	
2013 - \$5,070,000 Refunded Bonds	140,350	67,774	113	208,237	101	381,957
<b>Total</b>	<b>468,550</b>	<b>191,716</b>	<b>1,591</b>	<b>661,857</b>		<b>661,857</b>



## *Capital Project Funds*

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### *Summary Analysis*

The Capital Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The City of Brighton has three separate Capital Project Funds: Capital Improvement Fund, Law Enforcement/Public Safety Fund and the Building Authority Fund.

The total revenue for the Capital Project Funds is \$532,413. 70% (\$373,430) of the revenue is from an appropriation from the General Fund. The General Fund provides nearly 100% of the support for both the Capital Improvement Fund and the Building Authority Fund. The Building Authority Fund only has debt service from prior projects. The Capital Improvement Fund also receives \$1,500 in revenue from an annual easement that was granted by the City previously.

The remaining revenue of \$157,333 is from the voter-approved Law Enforcement/Public Safety millage of 0.38 mills. This millage was originally approved by the voters in November, 2013 for 10 years at 0.38 mills. The millage rate for FY2015/16 will remain the same. FY 2015/16 will be the second year of receiving this tax revenue. All of this revenue will be received by the Law Enforcement/Public Safety Fund.



## *Capital Improvement Fund*

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### *Summary Analysis*

The Capital Improvement Fund is used to account for the expenditure of non-utility, non-street and non-component unit (DDA & LDFA) capital projects and their related debt service.

#### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 ADOPTED BUDGET -**

- The revenue decrease of \$40,557 or 12% is due to less than anticipated General Fund Appropriation, offset slightly by the sale of a vehicle.
- Expenditures are decreasing by \$40,007 or 12% due to the net of \$34,507 decrease in vehicles and equipment (pickup truck and power washer placed on hold) and a \$5,500 decrease in IT Equipment.
- The fund balance is projected to be \$0 at June 30, 2015.

#### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The revenue decrease of \$38,916 or 14% is primarily due to a decrease in the General Fund appropriation. There are no asset sales, no loan proceeds and no grant funds anticipated for FY15/16.
- The expenditure decrease of \$38,916 or 14% is due to the net of \$43,993 decrease in capital projects, and \$5,076 increase in debt service. The following capital items are included in the adopted budget;
  - \$15,500 for IT equipment/software – Computer replacements, Data backup system and Firewall replacement.
- The fund balance is projected to be \$0 at June 30, 2016.



**CITY OF BRIGHTON, MICHIGAN  
CAPITAL IMPROVEMENT FUND**

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES:</b>			
Licenses & Permits	1,500	1,500	1,500
State Grants	14,846	-	-
Investment Earnings	-	15	-
Rents & Royalties	-	-	-
Other Revenue	61,000	535	-
Other Financing Sources	319,254	284,885	246,519
<b>TOTAL REVENUES</b>	<b>396,600</b>	<b>286,935</b>	<b>248,019</b>
<b>EXPENDITURES:</b>			
Capital Projects	91,184	59,493	15,500
Transfers Out	61,000	-	-
Debt Service	244,419	227,442	232,519
<b>TOTAL EXPENDITURES</b>	<b>396,602</b>	<b>286,935</b>	<b>248,019</b>
<b>FUND BALANCE-BEGIN.</b>	<b>3</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE-ENDING</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CITY OF BRIGHTON  
CAPITAL IMPROVEMENT FUND - DEBT SERVICE  
FY 2015-16**

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005- \$3,000,000 (48%)	72,000	1,440	73,440
2013 -\$5,070,000 Refunded Bonds	80,950	57,502	138,452
2012 Loan	16,510	-	16,510
2013 Loan	3,096	804	3,899
	<hr/>		
<b>Total</b>	<b>172,556</b>	<b>59,746</b>	<b>232,301</b>
	<hr/>		



## ***Law Enforcement/Public Safety Equipment Fund***

### ***Summary Analysis***

The Law Enforcement/Public Safety Equipment Fund is used to account for the revenue and expenditures of the voter approved Law Enforcement/Public Safety Equipment millage. The voters approved a levy up to 0.38 mills (\$0.38 per \$1,000 of taxable value on all real and personal property) for a period of 10 years, 2014-2023. The purpose of this millage is to pay for the purchasing and maintaining public safety equipment, which may include patrol vehicles, body armor, weapons and law enforcement-related technology. The millage rate for FY2015-16 is remaining at 0.38.

### **FY 14-15 YEAR-END PROJECTION vs. FY 14-15 CURRENT BUDGET -**

- The revenue increase of \$3,289 or 2% is the net of a \$301 decrease in tax revenue, \$3,375 increase in grant revenue for the purchase of Mobile Forensic Software and \$215 increase in interest earnings.
- Expenditures are increasing \$5,470 or 4%. \$3,470 is Property (software and handgun magazines) and \$2,000 is for Professional and Technical Services (downtown surveillance camera study).
- Fund Balance is projected to be \$3,656 at June 30, 2015.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- The revenue increase of \$3,417 or 2% is primarily due to \$6,857 increase in tax revenue, offset by no expected grant revenue.
- The expenditure increase of \$1,640 or 1% is due to the net of \$3,840 in additional property and purchased property services; partially offset by a \$2,000 decrease in Professional and Technical Services and a \$200 decrease in capital projects. The FY15/16 budget will fund the following items:
  - \$16,050 for Public Safety Equipment
  - \$76,000 for two patrol car replacements
  - \$60,000 for downtown camera system upgrade
- Fund Balance is projected to be \$9,089 at June 30, 2016.



**CITY OF BRIGHTON, MICHIGAN  
LAW ENFORCEMENT/PUBLIC SAFETY EQUIPMENT FUND**

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES:</b>			
Property Taxes	-	150,206	157,013
Tax penalties, interest & fees	-	270	320
State Grants	-	3,375	-
Investment Earnings	-	215	150
<b>TOTAL REVENUES</b>	-	<b>154,066</b>	<b>157,483</b>
<b>EXPENDITURES:</b>			
Professional and Technical Services	-	2,000	-
Purchased Property Services	-	3,440	4,250
Property	-	7,470	10,500
Capital Projects	-	137,500	137,300
<b>TOTAL EXPENDITURES</b>	-	<b>150,410</b>	<b>152,050</b>
<b>FUND BALANCE-BEGIN.</b>	-	-	3,656
<b>FUND BALANCE-ENDING</b>	-	3,656	9,089



## Building Authority Fund

### Summary Analysis

The Building Authority Fund was established in 1996 as an alternative source of funding and accounting for City facility additions and improvements. The only current and projected activity is to service the debt on outstanding General Obligation Limited Tax Building Authority Bonds, which mature in FY 2015-16.

#### CITY OF BRIGHTON, MICHIGAN BUILDING AUTHORITY FUND

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES:</b>			
Other Financing Sources	114,075	130,683	126,911
<b>TOTAL REVENUES</b>	<b>114,075</b>	<b>130,683</b>	<b>126,911</b>
<b>EXPENDITURES:</b>			
Professional & tech. services			
Debt Service	114,075	130,683	126,911
<b>TOTAL EXPENDITURES</b>	<b>114,075</b>	<b>130,683</b>	<b>126,911</b>
<b>FUND BALANCE-BEGIN.</b>	-	-	-
<b>FUND BALANCE-ENDING</b>	-	-	-

**FY 2015/16 is the last year of Debt service**



## *Capital Improvement Program*

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The City prepares a six-year Capital Improvement Plan (CIP), which is reviewed by the City Planning Commission and presented to the City Council.

Capital improvement decisions represent significant policy decisions for local government. The CIP is the process of budgeting for large-scale public expenditures, which are expected to have a relatively long life. The following are important reasons for completing a CIP:

1. Better Planning – A CIP enables a community to plan for future needs now. It allows the City Council, with advice from the Planning Commission, to examine alternatives available in relation to constraints, fiscal and otherwise that exist. It allows for orderly development and the most efficient use of capital expenditures consistent with expected revenues.
2. Priority Determination – The program is an attempt to rank projects in order of importance using the welfare of the entire community as the criteria.
3. Coordination of Capital and Operating Budgets – The systematic comparison of the capital budget with the operating budget affords the opportunity to coordinate the factors of timing and available funds. Also analyzing all projects at once often reveals interrelationships of projects, which may be overlooked by isolated department directors.
4. Economy – No municipality has enough money to fund all things it would like to do. The single most important reason for a CIP is to ensure that the available funds are spent wisely.
5. Participation – The process involves a broad group of participants including City Council, Planning Commission and City Staff.

The CIP continues to provide a baseline of funding for maintaining current levels of service. Expenditures such as regular vehicle replacement, projects mandated by state and federal statutes and projects intended to alleviate serious liability concerns are included under this funding need. Stable funding sources are identified for those items that are necessary to maintain the current level of service. These funding sources are made up of bond borrowings, grants, developer contributions, as well as appropriations of fund balance and reserves from the General, DDA and Utilities Funds.

A successful CIP review process is critical to ensure proper funding to meet Brighton's equipment and infrastructure needs. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

In early December, Department Directors, the City Manager and Consultants review existing CIP projects and submit new adopted projects. The CIP coordinator then creates a draft list of projects. The list of projects is then forwarded to the CIP Review Committee and ranked by each member.

Once the CIP Coordinator has reviewed the Committee members' rankings (usually around January 1) a second list of projects is generated. This list is then forwarded to the City Manager and Finance Director for review to develop recommended funding sources. Following the development of the funding sources, the proposed CIP Book is compiled (usually in early January).

The CIP Coordinator compiles the proposed CIP book and submits it to the Planning Commission in January. Once the CIP has been modified and approved by the Planning Commission, it is then presented to City Council. City Council is not required to take any action on the CIP program.



**Capital Improvement Program (Continued)**

The Adopted FY15/16 Budget includes the following CIP projects. Included in the operating budget are any impacts on the operating budget. On the following page is a list of all the FY15-16 projects that are unfunded.

Fund	Project	Cost	Funding Source	Impact on Operating Budget
General Fund	Zoning Ordinance Update	\$50,000	General Fund & DDA Fund	None
Major Street	Brighton Interior Drive Reconstruction/Rehabilitation	\$ 633,126	MDOT Grant/Bond Proceeds	Reduced roadway maintenance
Major Street	Second Street Reconstruction	\$1,018,098	Bond Proceeds	Reduced roadway maintenance
Major Street	Orndorf Drive Reconstruction/Rehabilitation	\$260,650	MDOT Grant/General Fund	Reduced roadway maintenance
Major Street	Residential Sidewalk Repair Program	\$15,000	SAD	\$3,000 estimated staff impact savings and \$1,000 estimated maintenance savings per year
Major Street	ROW Tree Maintenance	\$15,000	General Fund	None
Capital Improvement	Firewall Replacement	\$1,000	General Fund	None
Capital Improvement	Computer Life Cycle Replacement	\$6,500	General Fund	Reduced estimated repairs \$300
Capital Improvement	Server Replacement	\$8,000	General Fund	None
Public Safety/Law Enforcement	Downtown Camera System	\$60,000	Public Safety/Law Enforcement Millage	\$1,000 operational per year and \$3,000 maintenance increase per year
Public Safety/Law Enforcement	Patrol Vehicles	\$76,000	Public Safety/Law Enforcement Millage	\$1,000 annual savings in vehicle maintenance
Public Safety/Law Enforcement	Police Digital Archive Server	\$1,300	Public Safety/Law Enforcement Millage	None
Utilities	Refurbish Centrifuge #2	\$25,000	Utility User Fees	None
Utilities	HVAC Improvements / Upgrades (phase 2)	\$300,000	Installment Purchase Agreement	\$2,000 annual savings in less repairs
Utilities	Misc. Sewer Lining	\$50,000	Utility User Fees	Less emergency repairs
Utilities	Sludge Mixer Replacement	\$16,000	Utility User	None



			Fees	
Utilities	Pick Up Truck Replacement Program – Water	\$35,000	Installment Purchase Agreement	\$500 annual savings in vehicle maintenance
Utilities	Cleaning of Challis Road Well #6	\$ 18,000	Utility User Fees	Prolong life of well
Utilities	Repair Challis Road Well #5 Pump	\$24,000	Utility User Fees	Improved pumping efficiency and \$1,800 saving electrical costs
Utilities	Repair Challis Road Well #6 Pump	\$24,000	Utility User Fees	Improved pumping efficiency and \$1,800 saving electrical costs
Utilities	Repair Pierce St High Service Pump #1	\$5,000	Utility User Fees	Improved pumping efficiency and \$1,800 saving electrical costs
Utilities	Second Street Reconstruction – Utilities	\$1,018,422	Bond Proceeds	Increased user capacity
Utilities	VPN for Water and Wastewater Plants	\$2,400	Utility User Fees	None
	<b>Grand Total</b>	<b>\$3,622,496</b>		

**City of Brighton Capital Improvement Plan FY 2015-21**  
**Unfunded** Year 1 Projects (CIP and Maintenance)  
 CIP Committee Ranking

<b>Unfunded Projects</b>	<b>2015-16</b>	<b>Priority Ranking</b>	<b>CIP Committee Ranking</b>
Pavement Marking	\$ 20,000	4	1
Tridge Decking Replacement	\$ 12,000	4	2
Traffic Light Portable Generators	\$ 7,000	4	3
Power Washer	\$ 15,000	4	4
Commercial Sidewalk Repair Program	\$ 13,000	4	5
Flint Road Sidewalk Gap	\$ 15,000	4	6
Snow Plowing Equipment Replacement	\$ 155,000	3	7
Pick Up Truck Replacement Program - DPW	\$ 30,000	3	8
Person Lift	\$ 46,500	3	9
Fire Hall Parking Lot	\$ 15,000	3	10
DPW Office Roof Replacement	\$ 12,000	2	11
City Hall Roof Replacement	\$ 175,000	2	12
Police Station Parking Lot	\$ 10,800	2	13
Community Center Parking Lot	\$ 4,500	2	14
Downtown Decorative Light Pole Replacement	\$ 16,000	2	15
James Winchel Pavilion - Clean and Paint Steel Structure	\$ 9,500	2	16
Trailer Mounted Generators	\$ 50,000	1	17
Chamber/Johnson Lot Hill Landscaping	\$ 14,000	1	18
Little Worden Lake Plan	\$ 20,000	1	19
<b>TOTAL</b>	<b>\$ 640,300</b>		
Capital Improvement Project	\$ 368,500		
Maintenance Project	\$ 271,800		
	\$ 640,300		



## **CAPITAL IMPROVEMENTS PROGRAM RANKING SYSTEM**

### **PRIORITY 4: ESSENTIAL**

Urgent, high-priority projects that should be done if at all possible. These include projects that are required to complete a major public improvement; projects that would address an emergency, or remedy a condition dangerous to public health, welfare and safety; projects that would provide facilities for a critically needed community program; projects needed to correct an inequitable distribution of public improvements in the past; and projects vital to the economic stability of the City. A special effort is made to find sufficient funding for all of the projects in this group.

Although they may be critical projects, out-year projects generally receive lower rankings than first year projects. As they “move” closer to first year funding, the priority ranking increases.

### **PRIORITY 3: DESIREABLE**

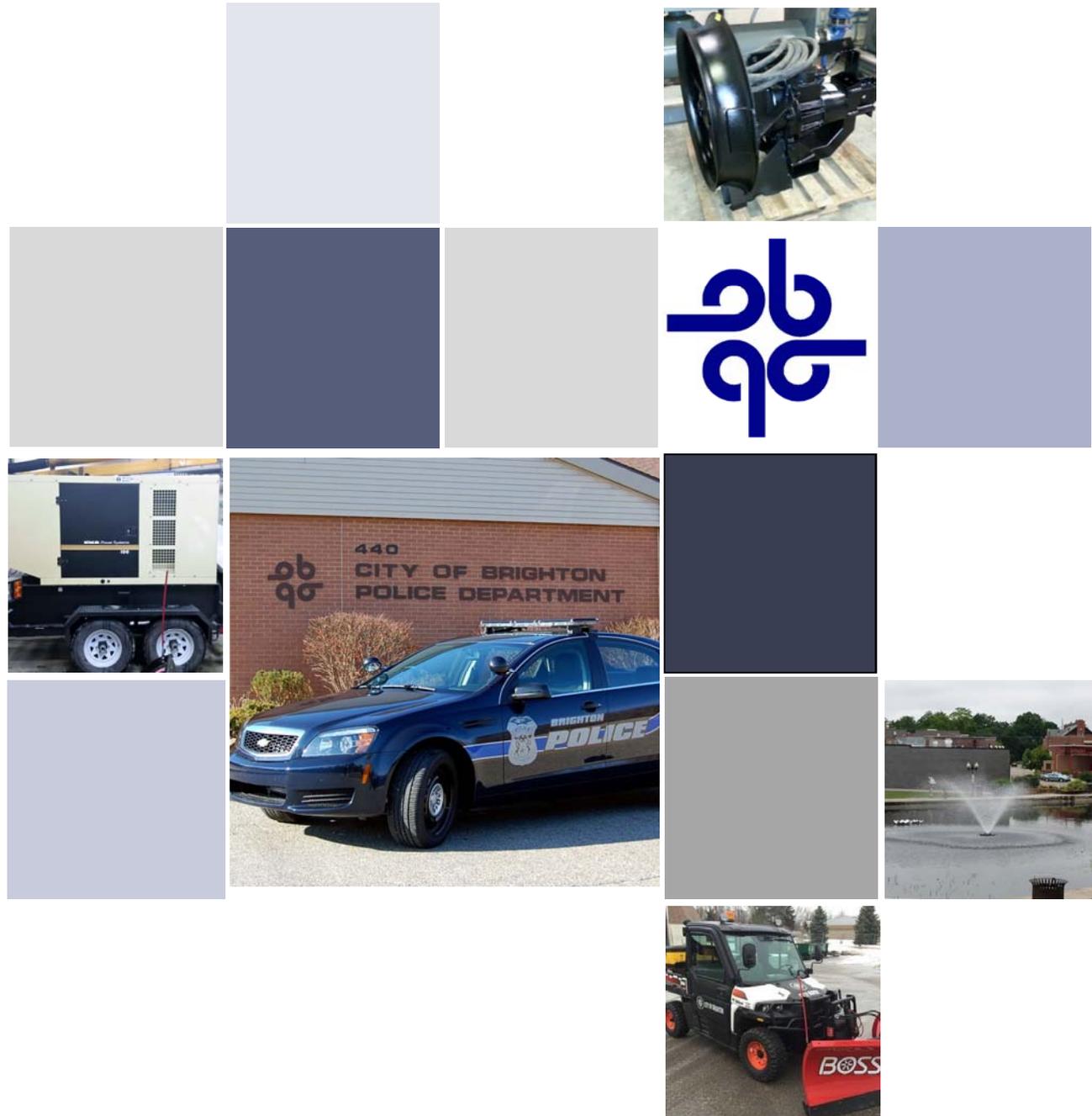
High-priority projects that should be done as funding becomes available. These include projects that would benefit the community, and projects whose validity of planning and validity of timing have been established and are appropriate for a progressive community to pursue.

### **PRIORITY 2: ACCEPTABLE**

Worthwhile projects to be considered if funding is available. These are projects that are adequately planned, but not absolutely required, and should be deferred to a subsequent year if budget reductions are necessary.

### **PRIORITY 1: DEFERRABLE**

Low-priority projects which are desirable but not essential and can be postponed without detriment to preset services.



# CITY OF BRIGHTON

## Capital Improvement

## Program

2015 - 2021

**CITY OF BRIGHTON, MICHIGAN  
2015-2021  
CAPITAL IMPROVEMENT PROGRAM**

**CITY COUNCIL**

Jim Muzzin, Mayor  
Shawn Pipoly, Mayor Pro-Tem  
Ricci Bandkau  
James Bohn  
Susan Gardner  
Kristoffer Tobbe  
Shanda Willis

**PLANNING COMMISSION**

Steve Monet, Chairperson  
Matthew Smith, Vice Chairperson  
Bill Bryan, Secretary  
James Bohn  
Susan Gardner  
David McLane  
Robert Pawlowski  
David Petrak  
Michael Schutz

**CAPITAL IMPROVEMENT COMMITTEE**

Dana Foster, City Manager  
Dave Blackmar, DPW Director  
Jennifer Burke, Human Resources Director/Deputy City Clerk  
Amy Cyphert, Planning & Zoning Director  
Lauri French, Deputy Community Development/Planning Director  
Kelly Hanna, Finance Director  
Tim Krugh, Utilities Director  
Diana Lowe, City Clerk  
Matthew Modrack, Community Development & DDA Director  
Patty Thomas, Assistant DPW Director  
Tom Wightman, Police Chief

**CAPITAL IMPROVEMENT SUPPORT STAFF**

Amy Cyphert, Planning & Zoning Director  
Kelly Hanna, Finance Director

**City of Brighton, Michigan**  
**2015-2021 CAPITAL IMPROVEMENT PROGRAM**

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The Capital Improvement Plan (CIP) serves as the city's multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. Preparation of the CIP is performed under the authority of the Michigan Planning Enabling Act (Act 33 of 2008) which repealed and replaced the Municipal Planning Commission Act (PA 285 of 1931). The purpose of a CIP is to facilitate the orderly planning of infrastructure improvements; to maintain, preserve, and protect the city's existing infrastructure system; and to provide for the acquisition or scheduled replacement of equipment to ensure the efficient delivery of services that the community desires. The goal is to use the CIP as a tool to implement the city's various master plans, goals, objectives, policies and to assist in the city's financial planning.

The CIP plays an important role by providing the link between planning and budgeting for capital and non-routine expenditures. The CIP process occurs prior to the budget process as the CIP is used to develop the capital portion of the budget. Approval of the CIP by the Planning Commission does not signify final approval or funding of any project contained within the plan. Rather, by approving a CIP, the Planning Commission acknowledges that they agree that the projects present a reasonable interpretation of the upcoming needs / wants for the City. The projects contained in the first year of the plan may be requested in the next year's department requested budget and potentially advances to the manager's recommended and/or City Council approved budget.

A Capital Improvement is a project or cost which generally meets the following criteria:

1. Has a useful life of at least three (3) years.
2. Costs \$5,000 or more (IT projects are additive).
3. The cost does not recur annually unless it is an end-of-life cycle replacement for an existing item of like nature (for example, patrol car replacing patrol car).
4. Any and all expenses outlays being financed or to be financed by long-term debt with long-term being defined as a loan or bond agreement with a payment term exceeding five (5) years.
5. It is not an operating expense related to the maintenance of capital equipment or capital improvements.

### **THE CIP DEVELOPMENT PROCESS**

In the fall, Department Directors and the City Manager review existing CIP projects and submit new proposed projects. A draft list of projects is then created by the CIP coordinator. The list of projects is then forwarded to the CIP Review Committee and ranked by project year.

CIP Review Committee reviews each of the projects for need, CIP criteria, available funding, construction schedule, etc. The CIP Review Committee then ranks the projects by year. Year 1 & 2 projects are higher priorities than the out years. Year 1 projects are the highest priority of the Committee. Out year projects have a lower priority.

Once the Committee members have ranked the projects by year, this list is then forwarded to the City Manager for review. Following the review, the proposed CIP Book is compiled and forwarded on to Planning Commission and City Council.

**CAPITAL IMPROVEMENTS PROGRAM  
MAINTENANCE PROJECTS**

The City of Brighton has many existing assets such as buildings, roads and infrastructure (water and sewer). These assets are owned by the City and must be maintained to extend the life of the assets.

The Maintenance Project chart has been included in the CIP to detail projects that repair and maintain existing assets and would alleviate the need for more costly repairs at a later date due to lack of maintenance. The purpose of creating and including the Maintenance Projects Chart within the CIP was to detail ongoing maintenance needs for the assets owned by the City. The Maintenance Projects Chart, like the CIP, should be used during the city's financial planning process as a tool to implement capital asset maintenance.

City of Brighton Capital Improvement Plan FY 2015-2021  
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**REVENUES:**

The capital budget is only as good as the plan for financing the proposed projects. Financing of capital improvements can be accomplished in a variety of ways. The City's analysis of potential available revenue sources is not necessarily related to how project proposals are ranked and to what projects can be implemented in a prudent manner. The City of Brighton examines the potential financing options available at the very outset of the CIP planning process. This examination is focused initially on what can be financed utilizing existing City resources. However, the financial demands of most major improvements will preclude the possibility of using current operating revenue for large outlays. Directly or indirectly, we must be prepared to obtain financing from lenders who are willing to be repaid in the future. Both fiscal necessity and fairness among generations of users and taxpayers require this. Therefore, one focus on the financing of traditional public capital improvements is through the tax-exempt securities market, but due to the City's own debt limitations, other funding sources such as special assessments, grants and dedicated capital/debt millages must be considered as well.

Each year during the budget process that starts in December, the first year of the CIP will be evaluated with the available revenue to determine the feasibility of funding. The Recommended Funding Sources may change during the budget process and year 1 projects may have their funding source changed to **Unfunded**. The Unfunded projects for year 1 will be identified in the Budget document. The pie chart on page 10, "2015-21 Total Revenue Sources", depicts the recommended revenue sources for the total of the six years of the proposed CIP. Below you will find a brief description of the recommended funding sources of the proposed six year CIP:

**General Fund Appropriation** - This represents a direct contribution from the City's General Fund. This appropriation is made up of City operating revenue from property taxes, state shared revenue, building related permits and fees, etc; as well as appropriations of prior years' fund balance. The City's adopted General Fund CIP Funding Policy sets thresholds and limits on this funding source. The City projects that General Fund appropriations will need to be \$2,280,900 for capital projects over the next six (6) years. **This funding is only available if the current revenue and available fund balance is sufficient to cover the increased related capital expenditures. First year projects may become unfunded during the budget process if funding is not sufficient.**

**Capital Improvement Bonds** - This form of Limited Tax General Obligation (LTGO) financing can be used for any capital improvement, is subject to a referendum and shall not legally exceed 5% of SEV of the property assessed in the City, i.e., which equates to approximately \$20 million of the projected SEV for 2014. Currently there are five Capital Improvement Bonds outstanding with approximately \$7.3 million of current outstanding debt. The last CIP Bond issued was in 2010 for \$630,000 for the Third Street Pump Station for the Utilities Department.

**Special Assessment Bonds/Financing** - As the City approaches build-out of its currently available developable land, the City must look to alternative sources of borrowing, which don't overburden the City's taxpayers-at-large. The City's Charter and Ordinance provide the authority for Special Assessment financing to construct certain public improvements. Special Assessment Bonds outstanding shall not legally exceed 12% of SEV of the property in the City, which equates to approximately \$50.9 million of the projected SEV for 2014. Currently there are two Special Assessment Bonds outstanding with approximately \$1.7 million of current outstanding debt, which leaves approximately \$49.1 million of available SAD financing. Therefore, it is highly recommended that the City seriously consider proactively promoting SAD Bond financing for all Commercial, Industrial and Residential Infrastructure Projects (roads, sidewalks, streetscape,

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street lights, water, sanitary sewer, storm water and curb & gutter) currently considered CIP Bonds at this time. It is further recommended that the City establish a formal policy on the limits of City-at-Large participation in SAD's to include only the "design engineering" and "financing" costs of the project, along with any City parcels that become part of a SAD district. It is also recommended that for certain smaller utility projects, the City consider fronting the project funding (if available), i.e., do not issue bonds and get repaid directly by the property assessments.

**DDA Financing (pay-as-you-go + bonds)** - This proposed CIP includes \$669,586 of DDA (pay-as-you-go) Tax Increment Financing, and \$3,543,578 of DDA Bonds in FY 2017-18 and FY 2019-20. The total of DDA Financing is 19% of the total revenue sources available over the six year plan.

**Utility User Fees** - This proposed CIP includes \$2,180,400 of Utility User Fees over the six year plan to fund utility projects, which is 8% of the total revenue sources available over the six-year plan. **These line replacements are dependent on the Curb and Gutter replacement and the Street Reconstruction.**

**Utility Bonds** - This proposed CIP includes \$2,705,122 of Utility Bonds over the six year plan to replace water and sewer lines. Working Capital will be evaluated prior to issuing bonds to determine if any of the replacements can be paid with cash. **These line replacements are dependent on the Curb and Gutter replacement and the Street Reconstruction.**

**Capital Lease/Installment Loan** - This proposed CIP includes no Capital Leases/Installment Loans over the six year plan. **Historically Capital Leases/Installment Loans have been used to fund replacement vehicles and spread the cost over several years.**

**Major Street Fund Revenue (State Gas & Weight Tax Revenue)** - This proposed CIP includes \$162,000 of Major Street Fund Revenue over the six year plan to fund improvements to several sidewalks and traffic light generators, which is 1% of the total revenue sources available over the six year plan.

**Law Enforcement/Public Safety Millage** - The voters approved a levy up to 0.38 mills (\$0.38 per \$1,000 of taxable value on all real and personal property) for a period of 10 years, 2014-2023. The purpose of this millage is to pay for the purchasing and maintaining public safety equipment, which may include patrol vehicles, body armor, weapons and law enforcement-related technology.

**Grants** - The Proposed CIP includes two Grants to fund the Brighton Interior Drive Reconstruction/Rehabilitation. There is a 20% Grant Match of \$127,000, which has a General Fund Appropriation identified as the funding source at this time. The Little Worden Lake Plan project is also being pursued with a grant. If grant funding is not received for this project, then the project would become unfunded. **It is recommended that if grants become available for unfunded Projects, then those Projects be moved up to Year 1 in the CIP.**

**Unfunded** – None of the projects have a funding status of unfunded. This will be determined during the budget process to determine available funds.

City of Brighton Capital Improvement Plan FY 2015-2021  
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**EXPENDITURES:**

The requested CIP's total expenditures from FY 2015/2016 through 2020/2021 are approximately \$20 million, which is nearly the same from last year. The pie chart on page 6, "2015-21 Expenditures by Section", depicts the Expenditure Sections of the total six years of the requested CIP. Year 1 of the CIP comprises 17% of the total 6-year plan, year 2 – 20%, year 3 – 27%, year 4 – 8%, year 5 – 16% and year 6 – 12%, respectively. Below you will find a brief description of the expenditure sections of the proposed six year CIP:

IT: Includes (non-utilities) software replacement, computer and server replacement. This category includes approximately \$112,700 of expenditures or .6% of the total over the six-year plan.

Public Facilities & Parks: Includes improvements and additions to City facilities and parks. This category includes approximately \$3,993,000 or 20% of the total over the six year plan.

Vehicles and Equipment: Includes rolling stock; on road plus off-road vehicles, public safety equipment and vehicles, specialized field maintenance/services equipment. This category includes approximately \$1,967,000 of expenditures or 10% of the total over the six year plan.

Projects Under Review: Includes projects that are in the early planning stages and are likely to change. This category includes approximately \$628,000 of expenditures or 3% of the total over the six year plan.

Streets, Sidewalks & Stormwater (including DDA): Includes pavement management, sidewalks, streetlights, stormwater, curb & gutter and traffic control of the City. This category includes approximately \$8,687,000 of expenditures or 43% of the total over the six year plan.

Studies: Includes the studies for future planning and zoning updates. This category includes \$90,000 of expenditures or .4% of the total six-year plan.

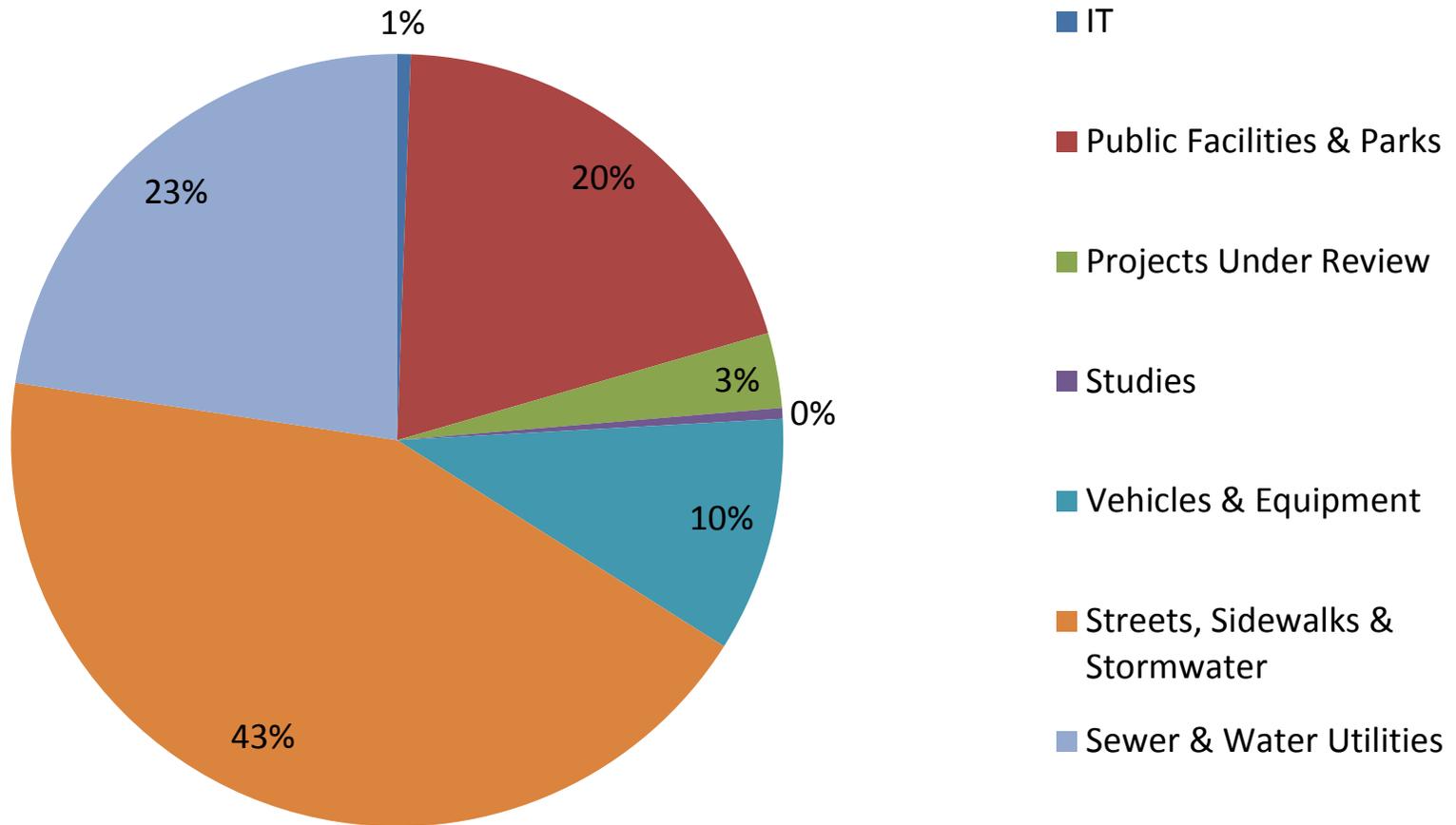
Water and Sanitary Sewer Utilities: Includes all treatment plant and system maintenance improvements needed for the water and sanitary sewer utility systems. This category includes \$4,523,000 of expenditures or 23% of the total over the six year plan.

**SUMMARY:**

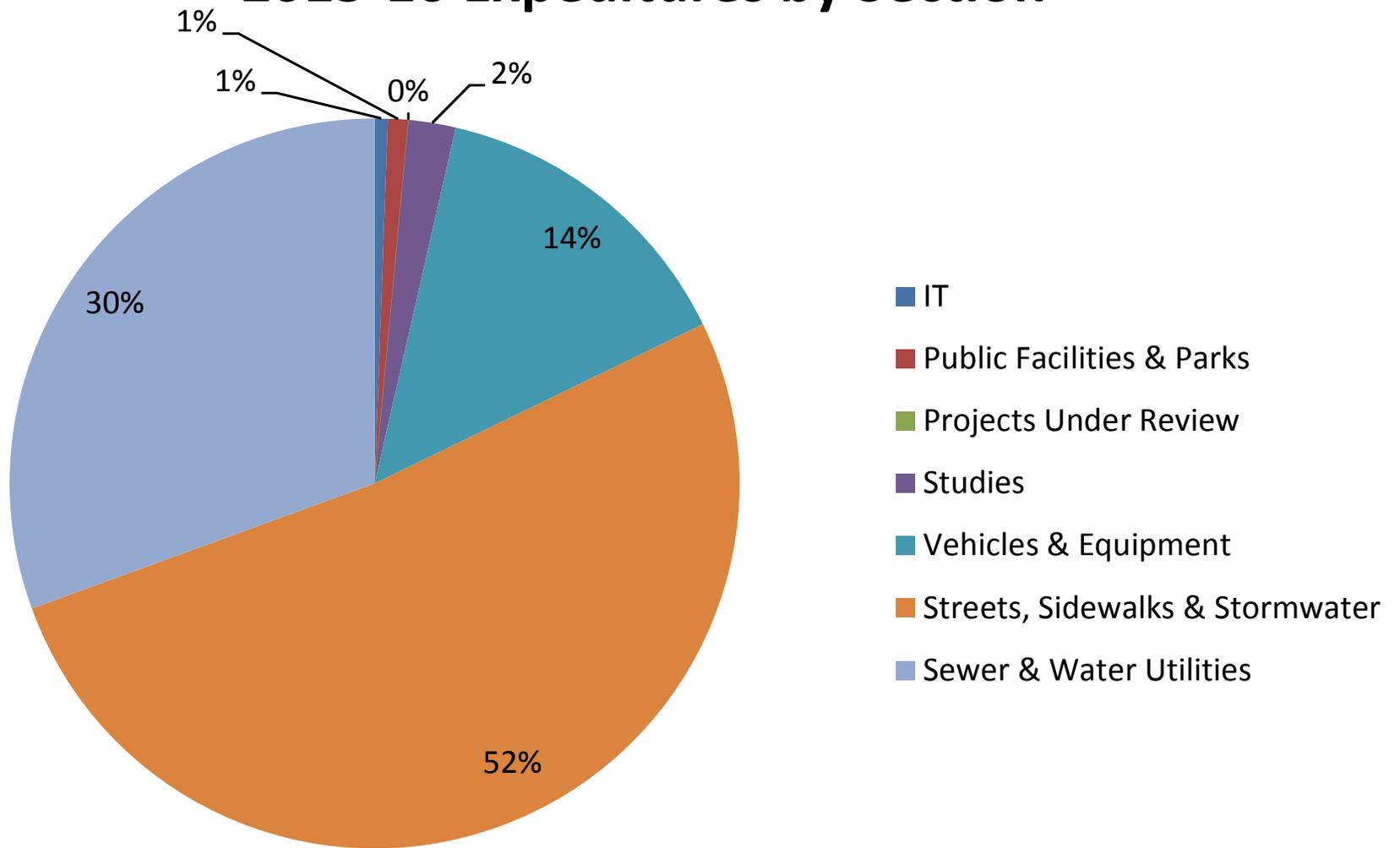
Once the CIP is adopted, City staff is then directed to include the first year projects into the subsequent year proposed budget, *if funding is available*. The City's adopted General Fund – fund balance policy establishes a target of unreserved fund balance to be equal to 15% of operating expenditures. In the event the unreserved fund balance falls below this range, then the City must first reduce General Fund supported capital projects to bring the level back up to at least 15%.

The decision to acquire or construct new capital should include the affordability of incremental operating costs associated with new capital. Therefore, future operating costs need to be integrated into the operating budget.

## 2015-2021 Expenditures by Section



## 2015-16 Expenditures by Section



CITY OF BRIGHTON

CIP FINANCIAL SUMMARY - as Recommended by the Finance Director

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>TOTAL</u>	<u>% of Total</u>
<b>REVENUE:</b>								
Utility User Fees	87,400	85,000	831,000	35,000	465,000	677,000	2,180,400	10.90%
Utility Bonds	1,018,422	1,686,700	-	-	-	-	2,705,122	13.53%
Capital Lease/Installment Loan	-	-	-	-	-	-	-	0.00%
Capital Improvement Bonds	1,018,098	1,654,800	1,456,000	1,318,600	658,600	1,267,560	7,373,658	36.87%
General Fund Appropriation	508,400	236,800	883,700	135,000	239,500	277,500	2,280,900	11.40%
Police Forfeiture Fund	-	-	-	-	-	-	-	0.00%
Law Enforcement/Public Safety Millage	137,300	232,850	173,200	122,000	141,000	118,400	924,750	4.62%
Major Street Fund	22,000	35,000	20,000	-	-	85,000	162,000	0.81%
DDA Tax Increment Revenue	14,000	80,000	-	-	210,000	-	304,000	1.52%
DDA Tax Increment Bonds	-	-	2,029,000	-	1,514,578	-	3,543,578	17.72%
Special Assessments	-	-	-	-	-	-	-	0.00%
Grants*	526,126	-	-	-	-	-	526,126	2.63%
<b>TOTAL REVENUE</b>	<b>3,331,746</b>	<b>4,011,150</b>	<b>5,392,900</b>	<b>1,610,600</b>	<b>3,228,678</b>	<b>2,425,460</b>	<b>20,000,534</b>	<b>100.00%</b>
<b>EXPENDITURES:</b>								
IT	19,200	14,500	51,500	6,500	14,500	6,500	112,700	0.56%
Public Facilities & Parks	30,000	261,000	2,077,000	15,000	1,584,578	25,000	3,992,578	19.96%
Projects Under Review	-	28,000	600,000	-	-	-	628,000	3.14%
Studies	70,000	-	20,000	-	-	-	90,000	0.45%
Vehicles & Equipment	474,500	324,850	413,200	270,500	331,000	153,400	1,967,450	9.84%
Streets, Sidewalks & Stormwater	1,719,624	1,696,100	1,485,200	1,318,600	868,600	1,598,560	8,686,684	43.43%
Sewer & Water Utilities	1,018,422	1,686,700	746,000	-	430,000	642,000	4,523,122	22.62%
<b>TOTAL EXPENDITURES</b>	<b>3,331,746</b>	<b>4,011,150</b>	<b>5,392,900</b>	<b>1,610,600</b>	<b>3,228,678</b>	<b>2,425,460</b>	<b>20,000,534</b>	<b>100.00%</b>

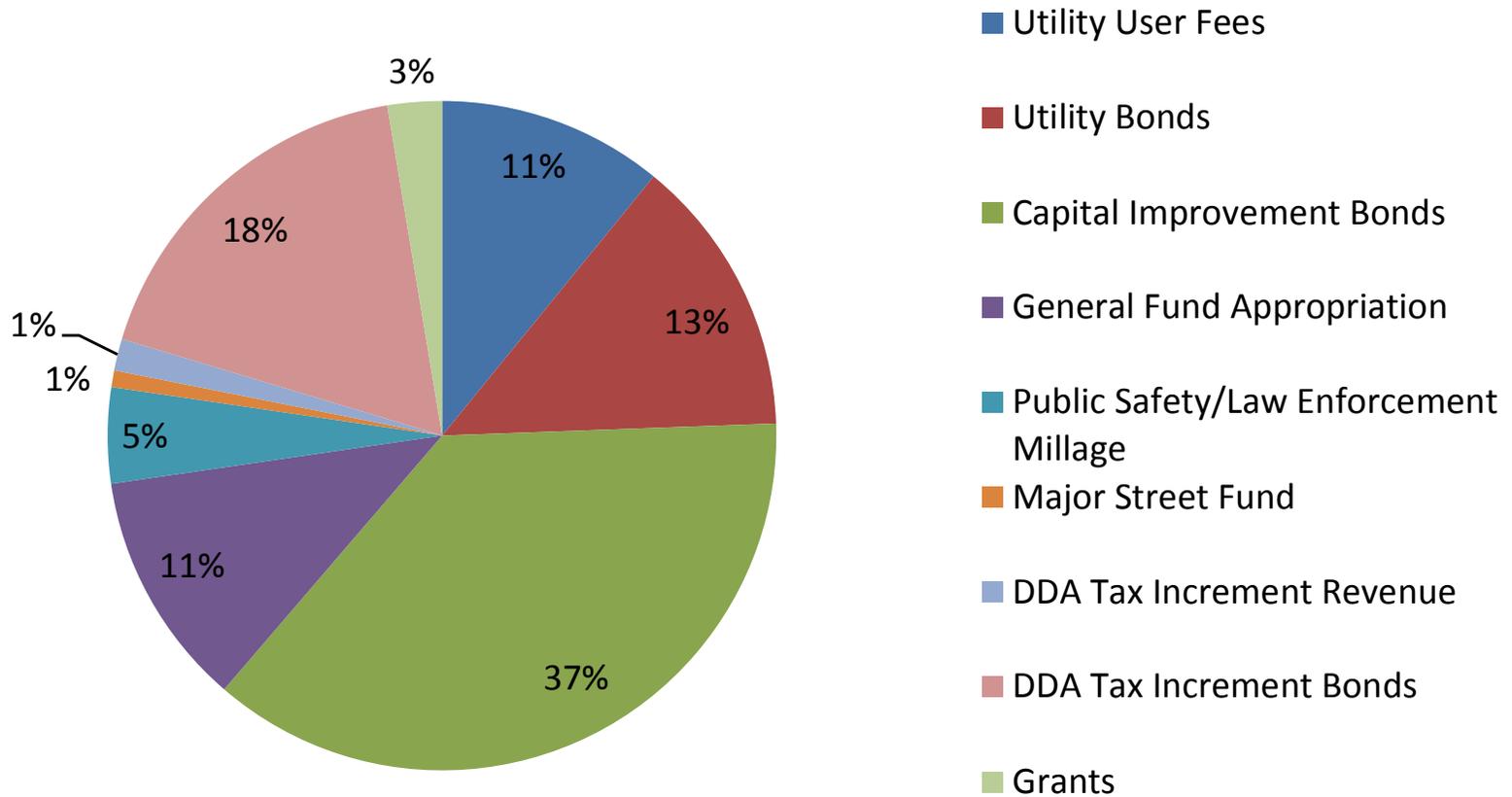
\*The MDOT Grant of \$506,500 requires a 20% match of \$127,000 (included in the General Fund Appropriation)

CITY OF BRIGHTON

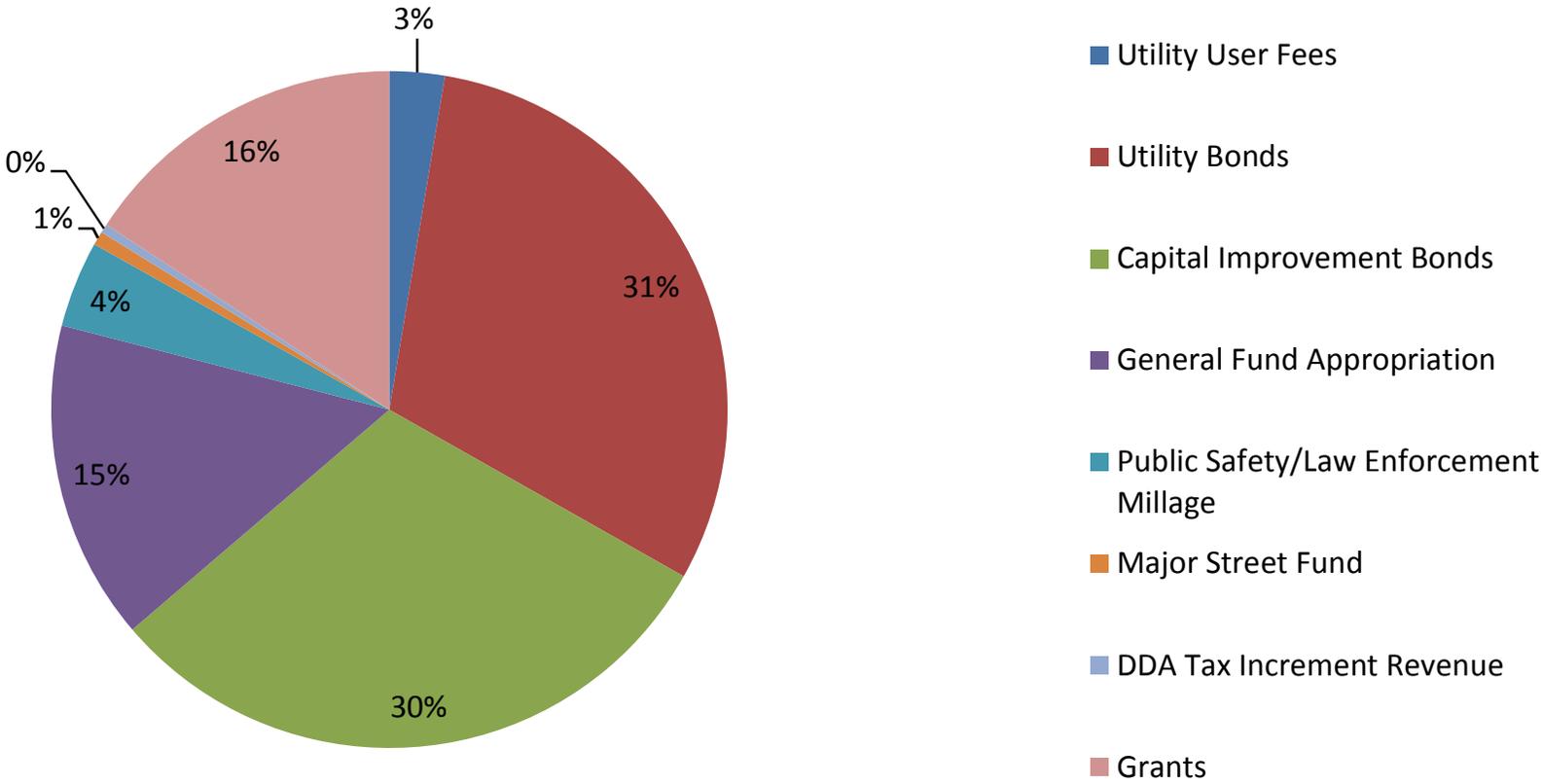
EXISTING FUTURE DEBT SERVICE REQUIREMENTS

<b>TOTAL PRINCIPAL AND INTEREST</b>	<b>Issuance</b>	<b>Issuance</b>							FY 2019-20/	FY 2024-25/	FY 2028-29/	Grand
<b>PRIMARY GOVERNMENT</b>	<b>Date</b>	<b>Amount</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2018-19</b>	<b>FY 2023-24</b>	<b>FY 2028-29</b>	<b>FY 2031-32</b>	<b>Total</b>
<b>Governmental Activities:</b>												
<b>Revenue: All Governmental Activities Debt is paid with General Property Tax Revenue except for the two SAD Bonds</b>												
99-00 Various Streets MDOT Bond	09/01/99	320,000	-	-	-	-	-	-	-	-	-	-
01-02 Challis & Cross SAD Bond*	05/01/02	3,570,000	271,699	262,599	253,299	243,849	234,299	234,299	644,499	-	-	1,910,244
03-04 Capital Improvement Bond	07/01/03	530,000	-	-	-	-	-	-	-	-	-	-
04-05 Capital Improv. Bond #1 (90%)	11/01/04	2,200,000	68,723	-	-	-	-	-	-	-	-	68,723
04-05 Capital Improv. Bond #2	06/01/05	3,000,000	159,000	153,000	-	-	-	-	-	-	-	312,000
05-06 Capital Improv. Bond (76%)	03/01/06	800,000	38,770	-	-	-	-	-	-	-	-	38,770
07-08 Capital Improv. Bond (67%)	09/01/07	2,285,000	88,457	93,683	118,339	115,324	112,309	112,309	521,059	530,171	320,922	1,900,262
2009 Orndorf SAD Bond*	06/01/09	185,000	16,800	16,300	15,800	20,175	19,425	19,425	85,275	-	-	173,775
11-12 Installment Loan (Capital Lease)	07/01/11	61,275	-	-	-	-	-	-	-	-	-	-
BS&A Software Loan	06/30/12	66,040	16,510	16,510	-	-	-	-	-	-	-	33,020
13-14 Installment Loan (Capital Lease)	09/13/13	16,815	3,899	3,899	3,899	3,899	-	-	-	-	-	15,598
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	353,412	473,451	487,687	482,655	537,817	537,817	2,168,955	1,027,132	-	5,531,108
<b>Total Governmental Activities</b>			<b>1,017,270</b>	<b>1,019,442</b>	<b>879,024</b>	<b>865,902</b>	<b>903,850</b>	<b>903,850</b>	<b>3,419,788</b>	<b>1,557,303</b>	<b>320,922</b>	<b>9,983,500</b>
<b>Business-type Activities:</b>												
<b>Revenue: Utility User Fees</b>												
Genoa Lake Edgewood Bond	12/01/97	344,000	20,296	19,264	18,232	-	-	-	-	-	-	57,792
99-00 County DPW** Bond	12/01/99	1,200,000	-	-	-	-	-	-	-	-	-	-
03-04 DWRP MMBA Bond	03/25/04	1,469,294	86,666	90,126	88,535	86,938	95,238	95,238	462,920	-	-	910,423
Water Well & System** Bond	11/01/95	2,900,000	-	-	-	-	-	-	-	-	-	-
04-05 Capital Improv. Bond #1 (10%)*	04/01/05	2,200,000	7,636	-	-	-	-	-	-	-	-	7,636
05-06 Capital Improv. Bond (24%)*	03/01/06	800,000	12,243	-	-	-	-	-	-	-	-	12,243
07-08 Capital Improv. Bond (33%)*	09/01/07	2,285,000	43,568	46,142	58,286	56,801	55,316	55,316	256,641	261,129	158,066	935,950
MMBA Sewer Bonds	03/29/12	5,785,000	749,300	720,850	692,700	758,425	723,100	723,100	1,478,575	-	-	5,122,950
3rd Street Pump Bond	06/22/10	630,000	51,385	50,435	49,485	48,535	57,310	57,310	283,010	281,550	105,750	927,460
2013 Refunding - \$830,000** Bond	05/29/13	830,000	193,969	186,688	85,063	84,063	102,938	102,938	187,281	-	-	840,000
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	10,888	32,000	31,289	29,396	31,183	31,183	143,920	72,468	-	351,143
<b>Total Business-type Activities</b>			<b>1,175,951</b>	<b>1,145,504</b>	<b>1,023,589</b>	<b>1,064,157</b>	<b>1,065,085</b>	<b>1,065,085</b>	<b>2,812,347</b>	<b>615,147</b>	<b>263,816</b>	<b>9,165,597</b>
<b>TOTAL PRIMARY GOVERNMENT</b>			<b>2,193,221</b>	<b>2,164,946</b>	<b>1,902,613</b>	<b>1,930,059</b>	<b>1,968,935</b>	<b>1,968,935</b>	<b>6,232,136</b>	<b>2,172,450</b>	<b>584,738</b>	<b>19,149,096</b>
<b>COMPONENT UNITS</b>												
<b>Revenue: Tax Increment Revenue</b>												
DDA Land Contract	09/29/11	412,500	30,057	30,057	30,057	30,057	30,057	30,057	366,863	-	-	517,147
94-95 DDA Bond	02/01/95	750,000	77,400	-	-	-	-	-	-	-	-	77,400
02-03 DDA Bond	11/01/02	3,000,000	520,000	-	-	-	-	-	-	-	-	520,000
01-02 (LDFA) Bond	05/01/02	570,000	48,655	47,148	50,498	48,704	46,893	46,893	234,272	-	-	476,170
<b>TOTAL COMPONENT UNITS</b>			<b>676,112</b>	<b>77,205</b>	<b>80,555</b>	<b>78,761</b>	<b>76,950</b>	<b>76,950</b>	<b>601,135</b>	<b>-</b>	<b>-</b>	<b>1,590,717</b>
<b>TOTAL CITY</b>			<b>2,869,333</b>	<b>2,242,150</b>	<b>1,983,168</b>	<b>2,008,820</b>	<b>2,045,884</b>	<b>2,045,884</b>	<b>6,833,271</b>	<b>2,172,450</b>	<b>584,738</b>	<b>20,739,813</b>

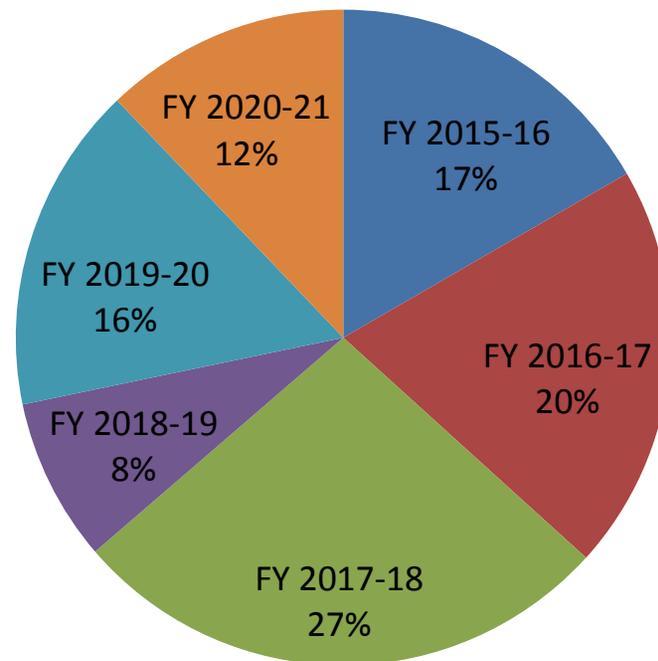
## 2015-21 Total Revenue Sources



# 2015-16 Revenue Sources



## Percentage per Year of Total 2015-21 CIP Dollar Amount



City of Brighton Capital Improvement Plan FY 2015-2021

Projects By Funding Source

Section	Project	Funding	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTAL
Street	Brighton Interior Drive Reconstruction/Rehabilitation	Grant Funding(80%/20%)	\$ 633,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 633,126
Studies	Little Worden Lake Plan	Grant Funding	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	<b>Total Grants</b>		<b>\$ 653,126</b>	<b>\$ -</b>	<b>\$ 653,126</b>				
Street	Residential Curb and Gutter	CIP Bond	\$ -	\$ 1,654,800	\$ 1,456,000	\$ -	\$ -	\$ 1,267,560	\$ 4,378,360
Street	Residential Street Reconstruction	CIP Bond	\$ 1,018,098	\$ -	\$ -	\$ 1,318,600	\$ 658,600	\$ -	\$ 2,995,298
	<b>Total CIP Bonds</b>		<b>\$ 1,018,098</b>	<b>\$ 1,654,800</b>	<b>\$ 1,456,000</b>	<b>\$ 1,318,600</b>	<b>\$ 658,600</b>	<b>\$ 1,267,560</b>	<b>\$ 7,373,658</b>
Public	Millpond Master Plan - Phase 1	DDA Bonds	\$ -	\$ -	\$ -	\$ -	\$ 1,014,578	\$ -	\$ 1,014,578
Public	Millpond Master Plan - Phase 2	DDA Bonds	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
Public	Theater Property Construction	DDA Bonds	\$ -	\$ -	\$ 2,029,000	\$ -	\$ -	\$ -	\$ 2,029,000
	<b>Total DDA Bonds</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,029,000</b>	<b>\$ -</b>	<b>\$ 1,514,578</b>	<b>\$ -</b>	<b>\$ 3,543,578</b>
Public	Chamber/Johnson Lot Hill Landscaping	DDA Tax Increment Revenue	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
Public	Theater Property Acquisition	DDA Tax Increment Revenue	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Street	Challis Road Streetscape	DDA Tax Increment Revenue	\$ -	\$ -	\$ -	\$ -	\$ 210,000	\$ -	\$ 210,000
	<b>Total DDA Tax Increment Revenue</b>		<b>\$ 14,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ 304,000</b>
IT	Computer Life Cycle Replacement	General Fund Appropriation	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 39,000
IT	Data Backup System	General Fund Appropriation	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
IT	Datacenter Replacement	General Fund Appropriation	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
IT	Equipment for Free Wi-fi Downtown	General Fund Appropriation	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
IT	Firewall Replacement	General Fund Appropriation	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
IT	Server Replacement	General Fund Appropriation	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 16,000
Public	Brighton Hills Cemetery Fence	General Fund Appropriation	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Public	City Hall Ground Beautification	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
Public	Columbarium for Fairview Cemetery	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Public	Downtown Decorative Light Pole Replacement	General Fund Appropriation	\$ 16,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 40,000
Public	DPS & Community Center Irrigation	General Fund Appropriation	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ 36,000
Public	DPS Storage Building	General Fund Appropriation	\$ -	\$ 124,000	\$ -	\$ -	\$ -	\$ -	\$ 124,000
Public	Veterans Ornamental Gateway	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
Review	City Hall Relocation/Tenant Build out	General Fund Appropriation	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000
Street	Grand River & Orndorf Mast Arm Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 246,000	\$ 246,000
Street	LED Street Light Replacement	General Fund Appropriation	\$ 53,400	\$ 41,300	\$ 29,200	\$ -	\$ -	\$ -	\$ 123,900
Studies	Zoning Ordinance Update	General Fund Appropriation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Veh/Equ	One-ton Truck Replacement Program - DPW	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
Veh/Equ	Person Lift	General Fund Appropriation	\$ 46,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,500
Veh/Equ	Pick Up Truck Replacement Program - DPW	General Fund Appropriation	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 60,000
Veh/Equ	Power Washer	General Fund Appropriation	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Veh/Equ	Snow Plowing Equipment Replacement	General Fund Appropriation	\$ 155,000	\$ -	\$ 155,000	\$ -	\$ 155,000	\$ -	\$ 465,000
Veh/Equ	Trailer-mounted Leaf Vacuuming Equipment	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 48,500	\$ -	\$ -	\$ 48,500
	<b>Total General Fund Appropriation</b>		<b>\$ 381,400</b>	<b>\$ 236,800</b>	<b>\$ 883,700</b>	<b>\$ 135,000</b>	<b>\$ 239,500</b>	<b>\$ 277,500</b>	<b>\$ 2,153,900</b>
Studies	Challis Road Area Sidewalk Plan	Major Street Fund	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Review	Williamsen Sidewalk Gap	Major Street Fund	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000

City of Brighton Capital Improvement Plan FY 2015-2021

Projects By Funding Source

Street	Flint Road Sidewalk Gap	Major Street Fund	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Street	Leith Alley Storm Drain System Improvement	Major Street Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000
Veh/Equ	Traffic Light Portable Generators	Major Street Fund	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
	<b>Total Major Street Fund</b>		<b>\$ 22,000</b>	<b>\$ 35,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 162,000</b>
IT	Police Digital Archive Server	Public Safety/Law Enforcement Millage	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300
Veh/Equ	Automated External Defibrillators	Public Safety/Law Enforcement Millage	\$ -	\$ 18,200	\$ -	\$ -	\$ -	\$ 17,000	\$ 35,200
Veh/Equ	Downtown Camera System	Public Safety/Law Enforcement Millage	\$ 60,000	\$ 50,000	\$ 50,000	\$ 40,000	\$ -	\$ -	\$ 200,000
Veh/Equ	Patrol Vehicles	Public Safety/Law Enforcement Millage	\$ 76,000	\$ 78,000	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 486,000
Veh/Equ	Police Building Generator	Public Safety/Law Enforcement Millage	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000
Veh/Equ	Police In-car Video	Public Safety/Law Enforcement Millage	\$ -	\$ -	\$ 43,200	\$ -	\$ -	\$ -	\$ 43,200
Veh/Equ	Police Mobile Computer Terminals	Public Safety/Law Enforcement Millage	\$ -	\$ 39,800	\$ -	\$ -	\$ 35,000	\$ -	\$ 74,800
Veh/Equ	Police Radar Units	Public Safety/Law Enforcement Millage	\$ -	\$ 14,850	\$ -	\$ -	\$ -	\$ 15,400	\$ 30,250
Veh/Equ	Police Tasers	Public Safety/Law Enforcement Millage	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000
	<b>Total Public Safety/Law Enforcement Millage</b>		<b>\$ 137,300</b>	<b>\$ 232,850</b>	<b>\$ 173,200</b>	<b>\$ 122,000</b>	<b>\$ 141,000</b>	<b>\$ 118,400</b>	<b>\$ 924,750</b>
IT	VPN for Water and Wastewater Plants	Utility User Fees	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400
Veh/Equ	Pick Up Truck Replacement Program - Wastewater	Utility User Fees	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ 105,000
Veh/Equ	Pick Up Truck Replacement Program - Water	Utility User Fees	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 105,000
Veh/Equ	Trailer Mounted Generators	Utility User Fees	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000
Wat/Sew	Advance Street Water Main Replacement	Utility User Fees	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ 430,000
Wat/Sew	Residential Curb and Gutter - Utilites	Utility User Fees	\$ -	\$ -	\$ 746,000	\$ -	\$ -	\$ 642,000	\$ 1,388,000
	<b>Total Utility User Fees</b>		<b>\$ 87,400</b>	<b>\$ 85,000</b>	<b>\$ 831,000</b>	<b>\$ 35,000</b>	<b>\$ 465,000</b>	<b>\$ 677,000</b>	<b>\$ 2,180,400</b>
Wat/Sew	Residential Street Reconstruction - Utilites	Utility Bonds	\$ 1,018,422	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,018,422
Wat/Sew	Residential Curb and Gutter - Utilites	Utility Bonds	\$ -	\$ 1,686,700	\$ -	\$ -	\$ -	\$ -	\$ 1,686,700
	<b>Total Utility Bonds</b>		<b>\$ 1,018,422</b>	<b>\$ 1,686,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,705,122</b>
	<b>Grand Total</b>		<b>\$ 3,331,746</b>	<b>\$ 4,011,150</b>	<b>\$ 5,392,900</b>	<b>\$ 1,610,600</b>	<b>\$ 3,228,678</b>	<b>\$ 2,425,460</b>	<b>\$ 20,000,534</b>

City of Brighton Capital Improvement Plan FY 2015-2021

Projects by Section

Section	Project	Funding	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTAL
IT	Computer Life Cycle Replacement	General Fund Appropriation	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 39,000
IT	Data Backup System	General Fund Appropriation	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
IT	Datacenter Replacement	General Fund Appropriation	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
IT	Equipment for Free Wi-fi Downtown	General Fund Appropriation	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
IT	Firewall Replacement	General Fund Appropriation	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
IT	Police Digital Archive Server	Public Safety/Law Enforcement Millage	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300
IT	Server Replacement	General Fund Appropriation	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 16,000
IT	VPN for Water and Wastewater Plants	Utility User Fees	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400
	<b>Total IT</b>		\$ 19,200	\$ 14,500	\$ 51,500	\$ 6,500	\$ 14,500	\$ 6,500	\$ 112,700
Public	Brighton Hills Cemetery Fence	General Fund Appropriation	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Public	Chamber/Johnson Lot Hill Landscaping	DDA Tax Increment Revenue	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
Public	City Hall Ground Beautification	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
Public	Columbarium for Fairview Cemetery	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Public	Downtown Decorative Light Pole Replacement	General Fund Appropriation	\$ 16,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 40,000
Public	DPS & Community Center Irrigation	General Fund Appropriation	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ 36,000
Public	DPS Storage Building	General Fund Appropriation	\$ -	\$ 124,000	\$ -	\$ -	\$ -	\$ -	\$ 124,000
Public	Millpond Master Plan - Phase 1	DDA Bonds	\$ -	\$ -	\$ -	\$ -	\$ 1,014,578	\$ -	\$ 1,014,578
Public	Millpond Master Plan - Phase 2	DDA Bonds	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
Public	Theater Property Acquisition	DDA Tax Increment Revenue	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Public	Theater Property Construction	DDA Bonds	\$ -	\$ -	\$ 2,029,000	\$ -	\$ -	\$ -	\$ 2,029,000
Public	Veterans Ornamental Gateway	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	<b>Total Public Facilities &amp; Parks</b>		\$ 30,000	\$ 261,000	\$ 2,077,000	\$ 15,000	\$ 1,584,578	\$ 25,000	\$ 3,992,578
Review	City Hall Relocation/Tenant Build out	General Fund Appropriation	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000
Review	Williamsen Sidewalk Gap	Major Street Fund	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000
	<b>Total Projects Under Review</b>			\$ 28,000	\$ 600,000				\$ 628,000
Street	Brighton Interior Drive Reconstruction/Rehabilitation	Grant Funding(80%/20%)	\$ 633,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 633,126
Street	Challis Road Streetscape	DDA Tax Increment Revenue	\$ -	\$ -	\$ -	\$ -	\$ 210,000	\$ -	\$ 210,000
Street	Flint Road Sidewalk Gap	Major Street Fund	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Street	Grand River & Orndorf Mast Arm Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 246,000	\$ 246,000
Street	LED Street Light Replacement	General Fund Appropriation	\$ 53,400	\$ 41,300	\$ 29,200	\$ -	\$ -	\$ -	\$ 123,900
Street	Leith Alley Storm Drain System Improvement	Major Street Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000
Street	Residential Curb and Gutter	CIP Bond	\$ -	\$ 1,654,800	\$ 1,456,000	\$ -	\$ -	\$ 1,267,560	\$ 4,378,360
Street	Residential Street Reconstruction	CIP Bond	\$ 1,018,098	\$ -	\$ -	\$ 1,318,600	\$ 658,600	\$ -	\$ 2,995,298
	<b>Total Streets, Sidewalks &amp; Stormwater</b>		\$ 1,719,624	\$ 1,696,100	\$ 1,485,200	\$ 1,318,600	\$ 868,600	\$ 1,598,560	\$ 8,686,684
Studies	Challis Road Area Sidewalk Plan	Major Street Fund	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Studies	Little Worden Lake Plan	Grant Funding	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Studies	Zoning Ordinance Update	General Fund Appropriation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	<b>Total Studies</b>		\$ 70,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 90,000
Veh/Equ	Automated External Defibrillators	Public Safety/Law Enforcement Millage	\$ -	\$ 18,200	\$ -	\$ -	\$ -	\$ 17,000	\$ 35,200
Veh/Equ	Downtown Camera System	Public Safety/Law Enforcement Millage	\$ 60,000	\$ 50,000	\$ 50,000	\$ 40,000	\$ -	\$ -	\$ 200,000

City of Brighton Capital Improvement Plan FY 2015-2021

Projects by Section

Veh/Equ	One-ton Truck Replacement Program - DPW	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
Veh/Equ	Patrol Vehicles	Public Safety/Law Enforcement Millage	\$ 76,000	\$ 78,000	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 486,000
Veh/Equ	Person Lift	General Fund Appropriation	\$ 46,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,500
Veh/Equ	Pick Up Truck Replacement Program - DPW	General Fund Appropriation	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 60,000
Veh/Equ	Pick Up Truck Replacement Program - Wastewater	Utility User Fees	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ 105,000
Veh/Equ	Pick Up Truck Replacement Program - Water	Utility User Fees	\$ 35,000		\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 105,000
Veh/Equ	Police Building Generator	Public Safety/Law Enforcement Millage	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000
Veh/Equ	Police In-car Video	Public Safety/Law Enforcement Millage	\$ -		\$ 43,200	\$ -	\$ -	\$ -	\$ 43,200
Veh/Equ	Police Mobile Computer Terminals	Public Safety/Law Enforcement Millage	\$ -	\$ 39,800	\$ -	\$ -	\$ 35,000	\$ -	\$ 74,800
Veh/Equ	Police Radar Units	Public Safety/Law Enforcement Millage	\$ -	\$ 14,850	\$ -	\$ -	\$ -	\$ 15,400	\$ 30,250
Veh/Equ	Police Tasers	Public Safety/Law Enforcement Millage	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000
Veh/Equ	Power Washer	General Fund Appropriation	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Veh/Equ	Snow Plowing Equipment Replacement	General Fund Appropriation	\$ 155,000	\$ -	\$ 155,000	\$ -	\$ 155,000	\$ -	\$ 465,000
Veh/Equ	Traffic Light Portable Generators	Major Street Fund	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
Veh/Equ	Trailer Mounted Generators	Utility User Fees	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000
Veh/Equ	Trailer-mounted Leaf Vacuuming Equipment	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 48,500	\$ -	\$ -	\$ 48,500
	<b>Total Vehicles &amp; Equipment</b>		\$ 474,500	\$ 324,850	\$ 413,200	\$ 270,500	\$ 331,000	\$ 153,400	\$ 1,967,450
Wat/Sew	Residential Curb and Gutter - Utilites	Utility Bonds	\$ -	\$ 1,686,700	\$ -	\$ -	\$ -	\$ -	\$ 1,686,700
Wat/Sew	Residential Curb and Gutter - Utilites	Utility User Fees	\$ -	\$ -	\$ 746,000	\$ -	\$ -	\$ 642,000	\$ 1,388,000
Wat/Sew	Residential Street Reconstruction - Utilites	Utility Bonds	\$ 1,018,422	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,018,422
Wat/Sew	Advance Street Water Main Replacement	Utility User Fees	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ 430,000
	<b>Total Water &amp; Sewer Utilities</b>		\$ 1,018,422	\$ 1,686,700	\$ 746,000	\$ -	\$ 430,000	\$ 642,000	\$ 4,523,122
	<b>TOTAL</b>		\$ 3,331,746	\$ 4,011,150	\$ 5,392,900	\$ 1,610,600	\$ 3,228,678	\$ 2,425,460	\$ 20,000,534

**Capital Improvement Program  
Facilities & Grounds  
Maintenance Projects**

Project	Description / Comments	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTAL
<b>City Hall</b>								
Roof Replacement		\$175,000						\$175,000
Interior Painting				\$17,500				\$17,500
Exterior Painting				\$7,000				\$7,000
Exterior Window Replacement					\$180,000			\$180,000
Carpet Replacement				\$15,000				\$15,000
HVAC System Improvements						\$15,000		\$15,000
<b>TOTAL</b>		<b>\$175,000</b>	<b>\$0</b>	<b>\$39,500</b>	<b>\$180,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$409,500</b>
<b>Community Center</b>								
Misc Building Upgrades	Tile Repair, Blind Replacement, Interior Painting		\$5,000					\$5,000
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$4,500						\$4,500
Interior & Exterior Painting					\$22,000			\$22,000
Heating System Replacement						\$20,000		\$20,000
<b>TOTAL</b>		<b>\$4,500</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$22,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$51,500</b>
<b>DPW Office</b>								
Roof Replacement		\$12,000						\$12,000
Interior Painting						\$12,000		\$12,000
<b>TOTAL</b>		<b>\$12,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$24,000</b>
<b>DPW Maintenance Garage</b>								
Parking Lot	Crack Sealing, Sealcoat & Line Painting		\$21,000					\$21,000
<b>TOTAL</b>		<b>\$0</b>	<b>\$21,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,000</b>
<b>DPW Storage Building</b>								
Roof Replacement				\$15,000				\$15,000
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>
<b>Fire Hall</b>								
Roof Replacement				\$195,000				\$195,000
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$15,000						\$15,000
<b>TOTAL</b>		<b>\$15,000</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$210,000</b>
<b>Police Station</b>								
Interior Building Painting						\$25,000		\$25,000
Exterior Painting				\$2,000				\$2,000
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$10,800						\$10,800
<b>TOTAL</b>		<b>\$10,800</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$37,800</b>
<b>James Winchel Pavilion</b>								
Clean & Paint Steel Structure		\$9,500						\$9,500
<b>TOTAL</b>		<b>\$9,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,500</b>
<b>Tridge</b>								
Decking Replacement	Each leg of the Tridge, including the spillway bridge will be done in a separate year	\$12,000	\$11,000	\$11,000	\$5,000			\$39,000
<b>TOTAL</b>		<b>\$12,000</b>	<b>\$11,000</b>	<b>\$11,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$39,000</b>
<b>Cemetery</b>								
Roadway Maintenance	Crack sealing and patching roadway in Fairview & Brighton Hills Cemeteries			\$20,000				\$20,000
<b>TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>
<b>TOTAL</b>		<b>\$229,300</b>	<b>\$37,000</b>	<b>\$282,500</b>	<b>\$207,000</b>	<b>\$72,000</b>	<b>\$0</b>	<b>\$827,800</b>

**Capital Improvement Program  
Utility Department  
Maintenance Projects**

<b>Project</b>	<b>Description / Comments</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>TOTAL</b>
<b>Water</b>								
Repair Challis Road Well #5 Pump		\$24,000						\$24,000
Repair Pierce St High Service Pump #1		\$5,000						\$5,000
Cleaning of Challis Road Well #6		\$18,000						\$18,000
Repair Challis Road Well #6 Pump		\$24,000						\$24,000
Hydrant Painting			\$40,000					\$40,000
Summit Storage Tank Cleaning & Inspection			\$9,000					\$9,000
Northstar Storage Tank Cleaning & Inspection				\$9,000				\$9,000
<b>TOTAL</b>		<b>\$71,000</b>	<b>\$49,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,000</b>
<b>Wastewater</b>								
Refurbish Centrifuge #2	This needs to be done every 10 years. It was last done in 1998	\$25,000						\$25,000
Refurbish Centrifuge #1	This needs to be done every 10 years. It was last done in 1998		\$25,000					\$25,000
HVAC Improvements / Upgrades (phase 2)		\$300,000						\$300,000
Sludge Mixer Replacement		\$16,000	\$16,000	\$16,000				\$48,000
Misc. Sewer Lining		\$50,000	\$50,000	\$100,000				\$200,000
<b>TOTAL</b>		<b>\$391,000</b>	<b>\$91,000</b>	<b>\$116,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$598,000</b>
<b>TOTAL</b>		<b>\$462,000</b>	<b>\$140,000</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$727,000</b>

**Capital Improvement Program  
Street System  
Maintenance Projects**

<b>Project</b>	<b>Description / Comments</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>TOTAL</b>
<b>Streets</b>								
Pavement Marking	W & E Main Street pavement marking, School crossings & Railroad crossings	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Pavement Maintenance	Crack Sealing, Sealcoating, Patching (see attached chart on pavement maintenance)	\$497,131	\$50,000	\$50,000	\$293,318	\$392,340	\$50,000	\$1,332,789
ROW Tree Maintenance	Tree Removals & Trimming	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$96,000
<b>TOTAL</b>		<b>\$533,131</b>	<b>\$86,000</b>	<b>\$86,000</b>	<b>\$329,318</b>	<b>\$428,340</b>	<b>\$86,000</b>	<b>\$1,548,789</b>
<b>Sidewalks / ROW</b>								
Commercial Sidewalk Repair Program		\$13,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$88,000
Residential Sidewalk Repair Program		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000
Flint Road / Ore Creek Waterway brush removal			\$25,000					\$25,000
<b>TOTAL</b>		<b>\$28,000</b>	<b>\$55,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$203,000</b>
<b>TOTAL</b>		<b>\$561,131</b>	<b>\$141,000</b>	<b>\$116,000</b>	<b>\$359,318</b>	<b>\$458,340</b>	<b>\$116,000</b>	<b>\$1,751,789</b>

**Capital Improvement Program  
Pavement Maintenance  
Details**

Fiscal Year 2015-2016									
<b>MILL &amp; OVERLAY:</b>									
Challis (PH I)	Major	Greimel	C/L	300	36	10,800	SF	\$ 2.50	\$ 27,000
Spencer	Major	E. Main	D/E	1000	36	36,000	SF	\$ 2.50	\$ 90,000
S. 7th	Major	W. Main	Livingston	1288	38	48,944	SF	\$ 2.50	\$ 122,360
E. St. Paul *(incl. remov of choker curbs)	Local	East	D/E	1265	24	30,360	SF	\$ 2.50	\$ 75,900
<b>TOTAL:</b>									\$ 315,260
<b>CAPE SEAL:</b>									
S. Third	M/L	W. Main	Fairway Tr	3,600	30	108,000	SF	\$ 0.60	\$ 64,800
Fairway Tr	Local	BLR	Peppergrove	3,525	30	105,750	SF	\$ 0.60	\$ 63,450
Fairway Tr Ct	Local	Fairway Tr	D/E	225	30	6,750	SF	\$ 0.60	\$ 4,050
Robertson	Local	Devonshire	Glenwyth	1,044	32	33,408	SF	\$ 0.60	\$ 20,045
<b>TOTAL:</b>									\$ 152,345
<b>PATCHING &amp; CRACK SEAL:</b>									
W. Main	Major	C/L	GRA	2930	5	14,650	LF	\$ 0.60	\$ 8,790
W. Main/3rd Street Roundabout	Major	GRA	Spencer	200	24	4,800	SF	\$ 2.00	\$ 9,600
Washington	Major	S. 7th	Hyne	2320	8	18,560	LF	\$ 0.60	\$ 11,136
<b>TOTAL:</b>									\$ 29,526
<b>GRAND TOTAL:</b>									\$ 497,131

Fiscal Year 2016-2017		
Treatment & Locations TBD	<b>Total</b>	\$ 50,000

Fiscal Year 2017-2018		
Treatment & Locations TBD	<b>Total</b>	\$ 50,000

Fiscal Year 2018-2019									
<b>OVERLAYS:</b>									
Maurice	Local	O'Doherty	Kissane	700	33	23,100	SF	\$ 2.50	\$ 57,750
O'Doherty	Local	Maurice	E. GRA	1,975	33	65,175	SF	\$ 2.50	\$ 162,938
Oakridge Cr.	Local	Oakridge	D/E	773	24	18,552	SF	\$ 2.50	\$ 46,380
Liberty	Major	W. GRA	East	350	30	10,500	SF	\$ 2.50	\$ 26,250
<b>TOTAL:</b>									\$ 293,318

Fiscal Year 2019-2020									
<b>OVERLAYS:</b>									
Rickett (allow needed for island removal)	Major	E. GRA	C/L	4350	32	139,200	SF	\$ 2.50	\$ 348,000
Cross	Major	N. 2nd	200 ft East	200	36	7,200	SF	\$ 2.50	\$ 18,000
Brookside Ln	Local	W. GRA	D/E	439	24	10,536	SF	\$ 2.50	\$ 26,340
<b>TOTAL:</b>									\$ 392,340

Fiscal Year 2020-2021		
Treatment & Locations TBD	<b>Total</b>	\$50,000

City of Brighton Capital Improvement Plan FY 2015-21  
Year 1 Projects (CIP and Maintenance)

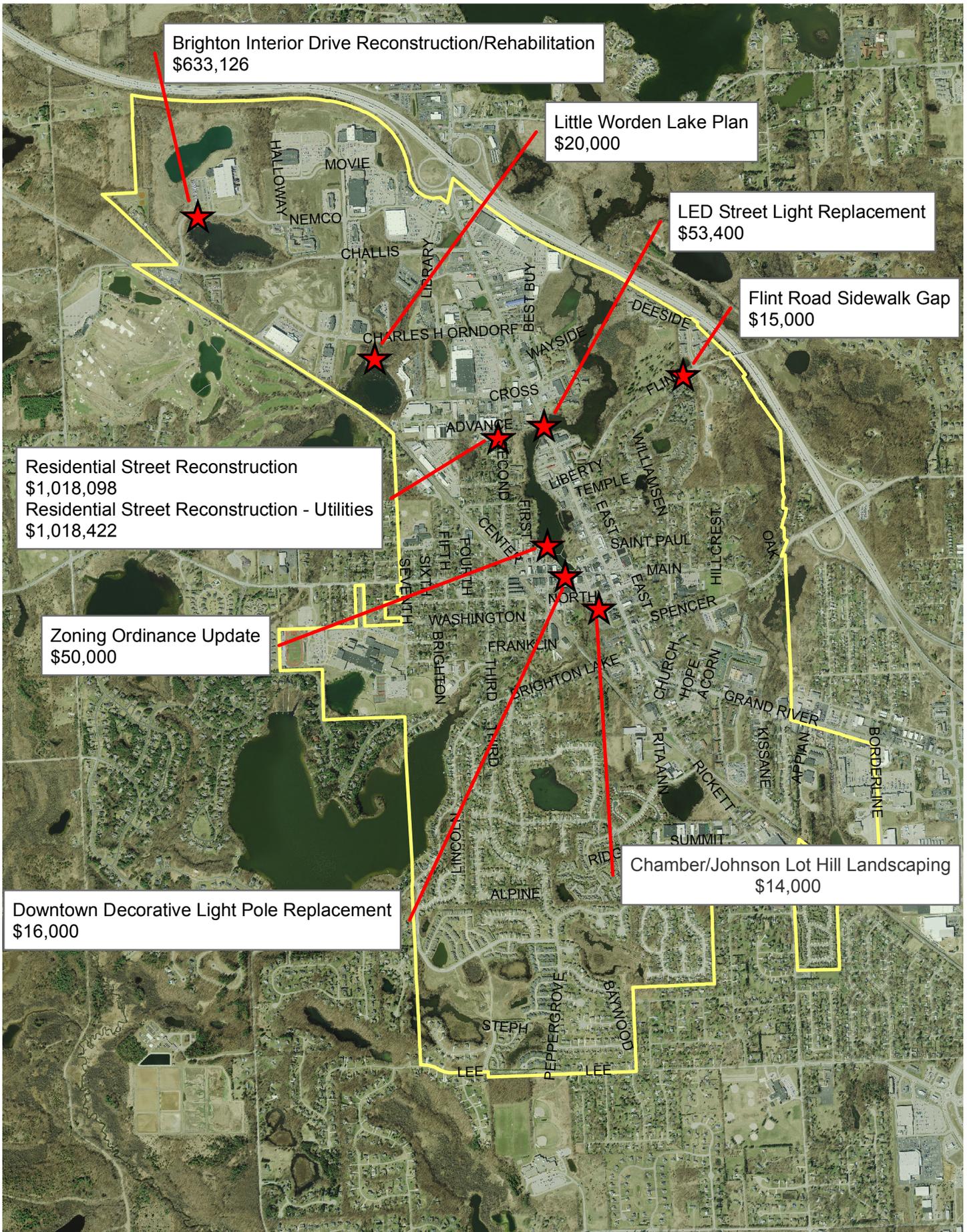
<b>Project</b>	<b>2015-16</b>
Brighton Interior Drive Reconstruction/Rehabilitation	\$ 633,126
Chamber/Johnson Lot Hill Landscaping	\$ 14,000
City Hall Roof Replacement	\$ 175,000
Cleaning of Challis Road Well #6	\$ 18,000
Commercial Sidewalk Repair Program	\$ 13,000
Community Center Parking Lot	\$ 4,500
Computer Life Cycle Replacement	\$ 6,500
Downtown Camera System	\$ 60,000
Downtown Decorative Light Pole Replacement	\$ 16,000
DPW Office Roof Replacement	\$ 12,000
Fire Hall Parking Lot	\$ 15,000
Firewall Replacement	\$ 1,000
Flint Road Sidewalk Gap	\$ 15,000
HVAC Improvements / Upgrades (phase 2)	\$ 300,000
James Winchel Pavilion - Clean & Paint Steel Structure	\$ 9,500
LED Street Light Replacement	\$ 53,400
Little Worden Lake Plan	\$ 20,000
Misc. Sewer Lining	\$ 50,000
Patrol Vehicles	\$ 76,000
Pavement Maintenance	\$ 497,131
Pavement Marking	\$ 20,000
Person Lift	\$ 46,500
Pick Up Truck Replacement Program - DPW	\$ 30,000
Pick Up Truck Replacement Program - Water	\$ 35,000
Police Digital Archive Server	\$ 1,300
Police Station Parking Lot	\$ 10,800
Power Washer	\$ 15,000
Refrubish Centrifuge #2	\$ 25,000
Repair Challis Road Well #5 Pump	\$ 24,000
Repair Challis Road Well #6 Pump	\$ 24,000
Repair Pierce St High Service Pump #1	\$ 5,000
Residential Sidewalk Repair Program	\$ 15,000
Residential Street Reconstruction	\$ 1,018,098
Residential Street Reconstruction - Utilites	\$ 1,018,422
ROW Tree Maintenance	\$ 16,000
Server Replacement	\$ 8,000
Sludge Mixer Replacement	\$ 16,000
Snow Plowing Equipment Replacement	\$ 155,000
Traffic Light Portable Generators	\$ 7,000
Trailer Mounted Generators	\$ 50,000
Tridge Decking Replacement	\$ 12,000
VPN for Water and Wastewater Plants	\$ 2,400
Zoning Ordinance Update	\$ 50,000

<b>TOTAL</b>	<b>\$ 4,593,677</b>
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Capital Improvement Project	\$ 3,331,746
Maintenance Project	\$ 1,261,931

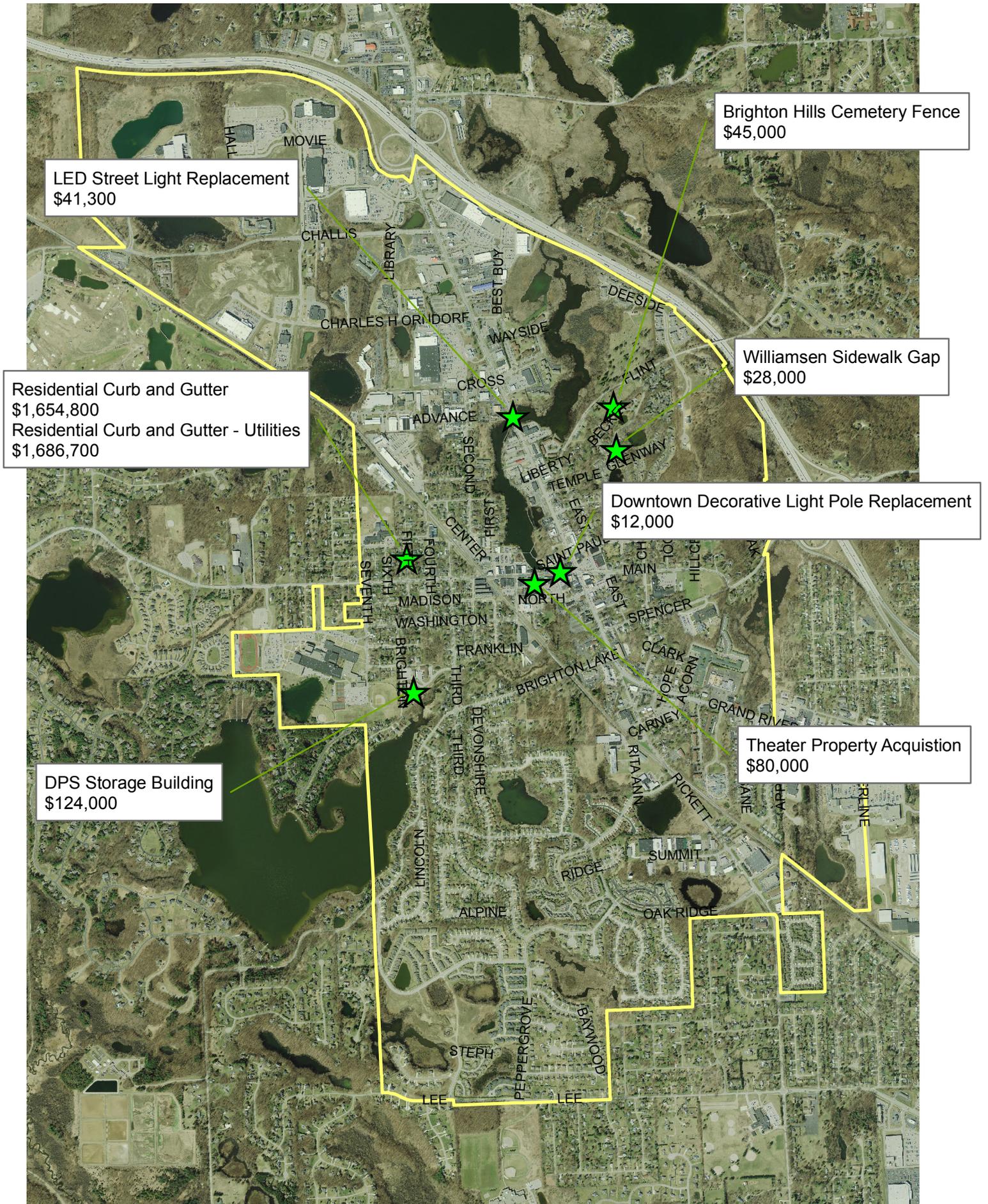
# City of Brighton Capital Improvement Plan 2015-21

## 2015-16 CIP Projects\*



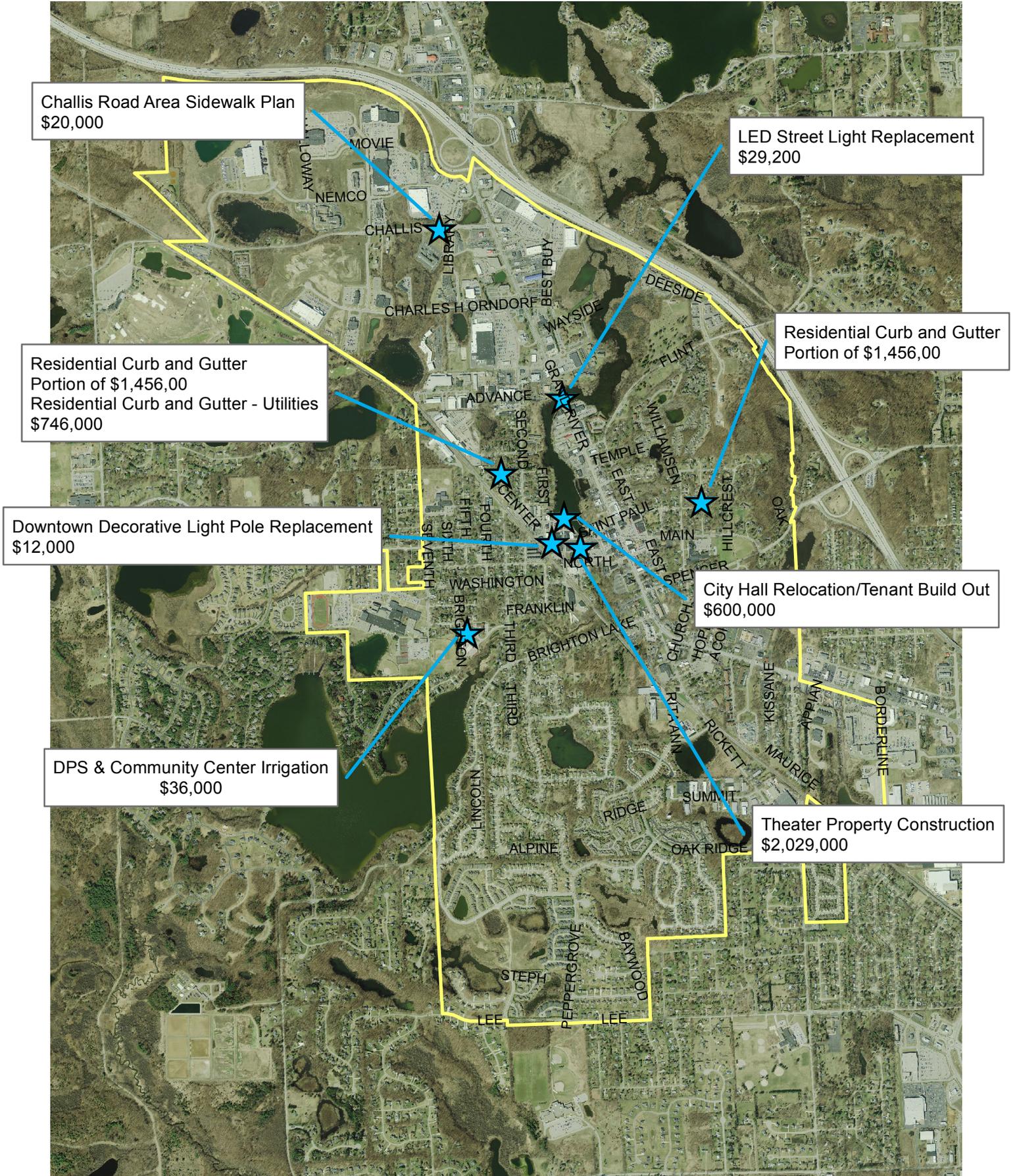
# City of Brighton Capital Improvement Plan 2015-21

## 2016-17 CIP Projects\*



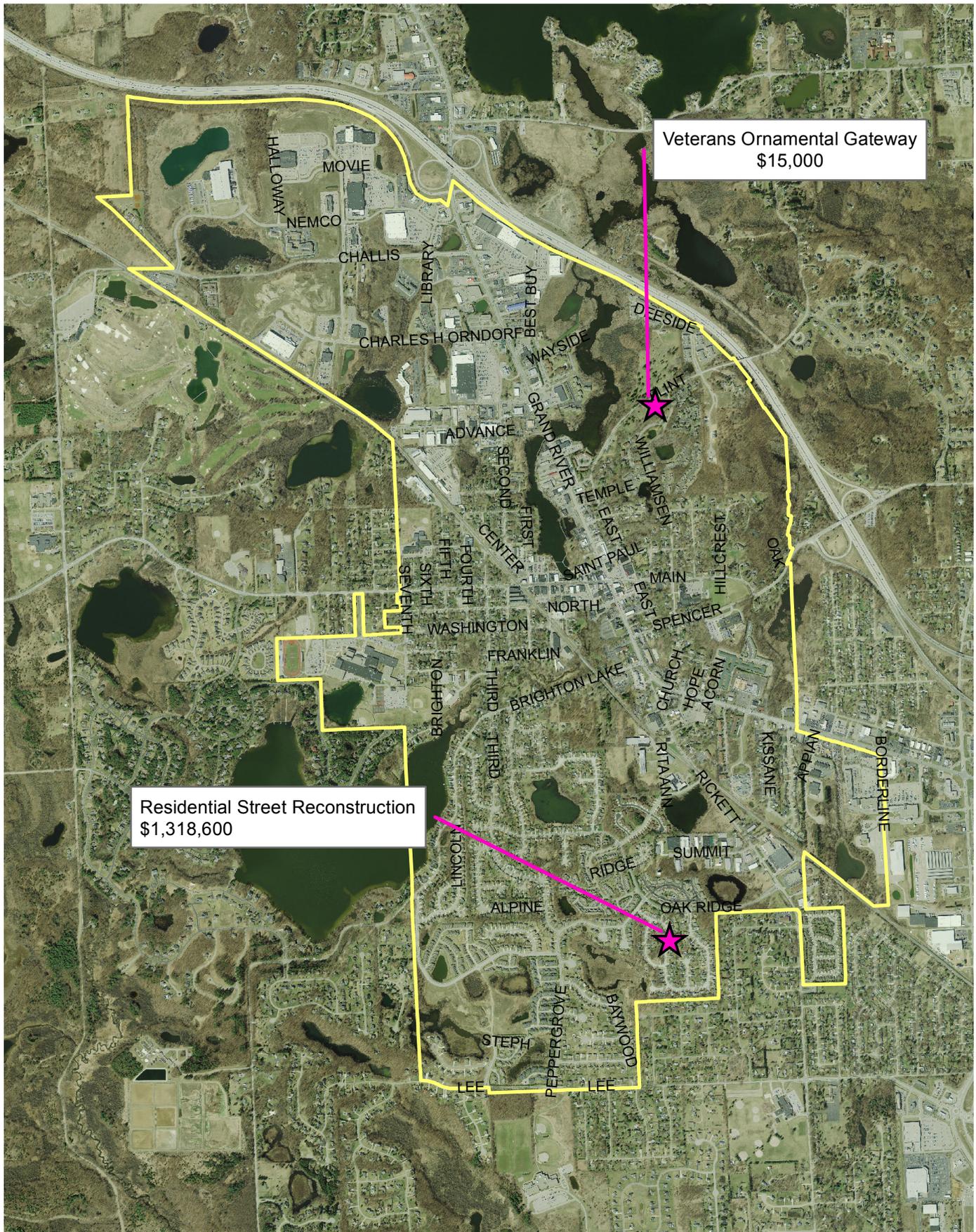
# City of Brighton Capital Improvement Plan 2015-21

## 2017-18 CIP Projects\*



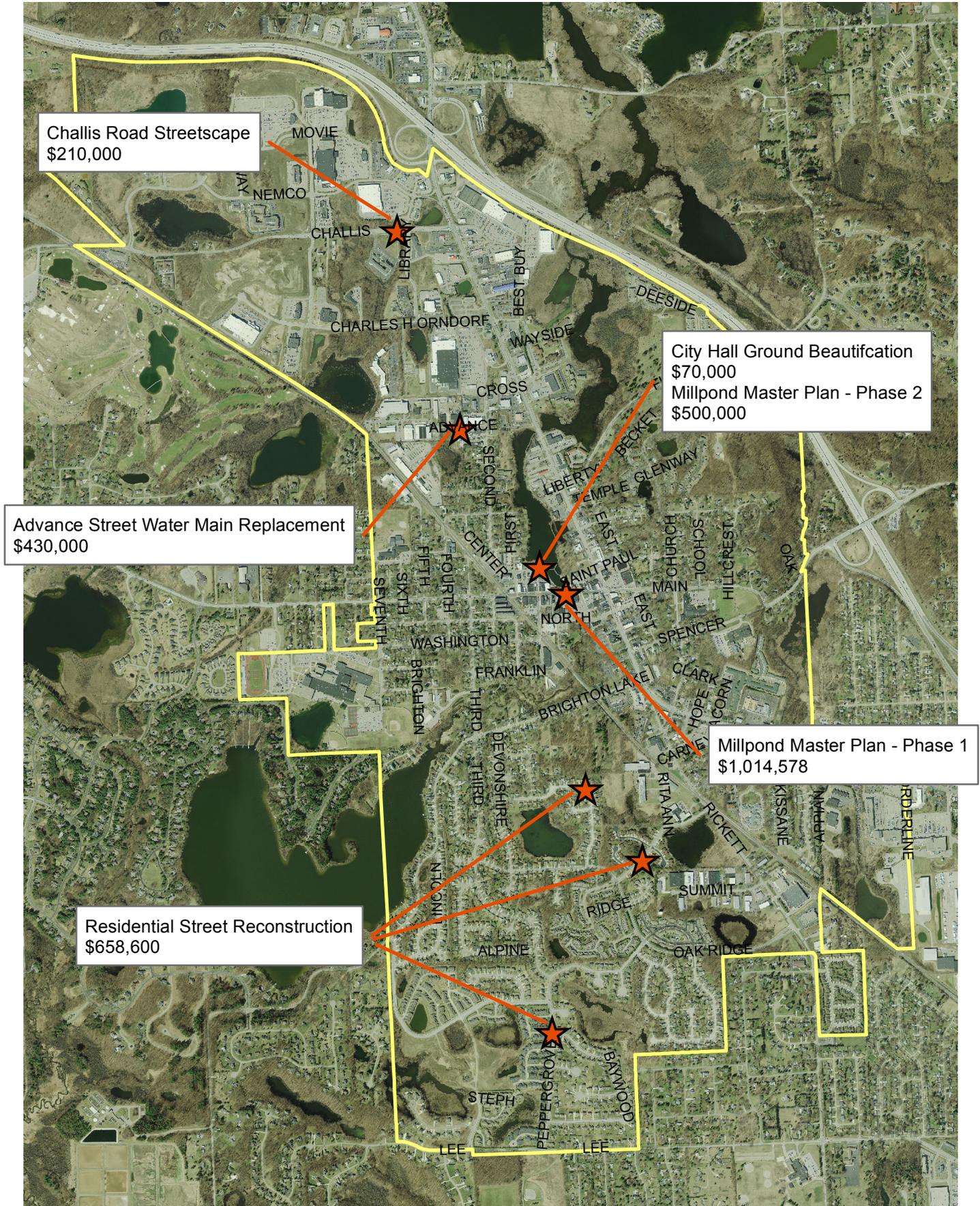
\*Map does not include IT and Vehicles/Equipment CIP Projects

# City of Brighton Capital Improvement Plan 2015-21 2018-19 CIP Projects\*



\*Map does not include IT and Vehicles/Equipment CIP Projects  
195

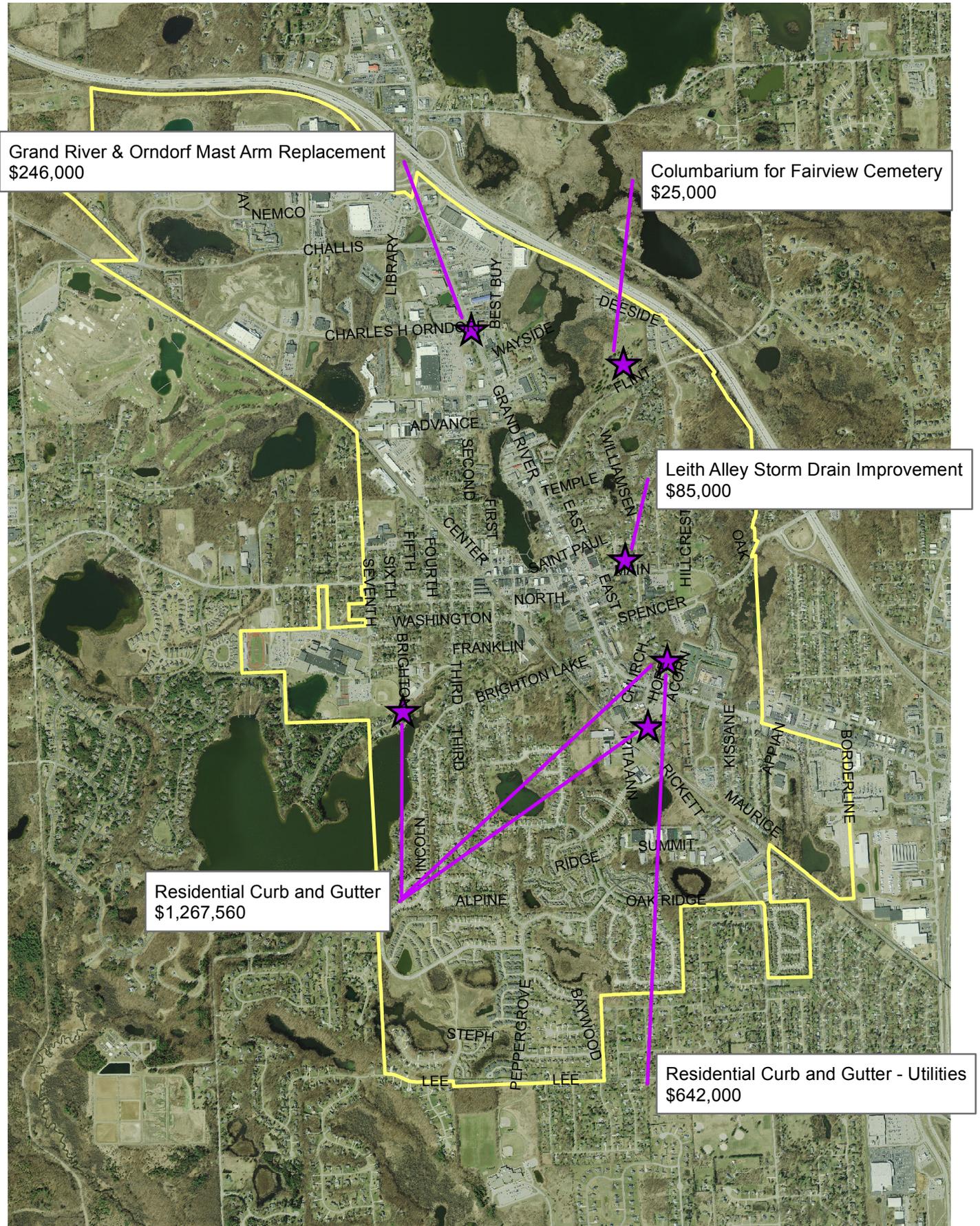
# City of Brighton Capital Improvement Plan 2015-21 2019-20 CIP Projects\*



\*Map does not include IT and Vehicles/Equipment CIP Projects

# City of Brighton Capital Improvement Plan 2015-21

## 2020-21 CIP Projects\*



\*Map does not include IT and Vehicles/Equipment CIP Projects

## STREET & STORM INFRASTRUCTURE AND IMPROVEMENTS

<p><b>Brighton Interior Drive Reconstruction/Rehab.</b> Submitted by: P/Z</p> <p>Project Year: 2015-16 Estimated Cost: \$633,126 (80% grant @ \$506,126 and 20% match @ \$127,000 Funding Source: Grant Funding (80%/20%)</p>	<p>Impact on Operating Budget: None</p> <p>Description: Combination of reconstruction and rehabilitation of the existing Brighton Interior Drive that is in disrepair. The number of new jobs and investment by TG Fluids into the 100 Brighton Interior Drive site has allowed the City to qualify for an MDOT Cat A grant for the road improvements.</p>
<p><b>Challis Road Streetscape</b> Submitted by: DDA</p> <p>Project Year: 2019-20 Estimated Cost: \$210,000 Funding Source: DDA Tax Increment Revenue</p>	<p>Impact on Operating Budget: Possible irrigation costs</p> <p>Description: Creation of a gateway from I-96/Grand River coming into the City with an entrance sign, landscaping and sidewalks from Grand River down Challis Road to Karl Greimel.</p>
<p><b>Flint Road Sidewalk Gap</b> Submitted by: P &amp; Z Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$15,000 Funding Source: Major Street Fund</p>	<p>Impact on Operating Budget: None</p> <p>Description: This proposed project would fill the sidewalk gap between Williamsen and the Springhill sidewalk. This would provide a safe pedestrian route to Grand River and complete the existing Flint Road sidewalk. The sidewalk would help connect 162 newer residential units to Grand River.</p>
<p><b>Grand River &amp; Orndorf Mast Arm Replacement</b> Submitted by: DPW Dept.</p> <p>Project Year: 2020-21 Estimated Cost: \$246,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Update the existing traffic signal cables to the mast arm mounted style, similar Main Street and Grand River. This project will also involve reviewing the existing traffic signal timing since there has been an increase in traffic on Orndorf with the opening of St. Patrick School and Charyl Stockwell Academy. Completing this project would tie all of the City's major intersections together and will help improve walkability.</p>

<p><b>LED Street Light Replacement</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-18 Estimated Cost: \$123,900 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: On going savings and project pay back by 2019-20.</p> <p>Description: A three-year program to change all 690 of the DTE-owned street light fixtures throughout the City of Brighton from Mercury Vapor and High Pressure Sodium to LED. Changing to LED lights will provide for crisper, clearer street lighting in the downtown, commercial and residential areas. It will also allow for a cost savings in the City's annual street lighting costs. The program will allow for approximately 225 lights per year to be changed out.</p>
<p><b>Leith Alley Storm Drain System Improvement</b> Submitted by: DPW Dept.</p> <p>Project Year: 2020-21 Estimated Cost: \$85,000 Funding Source: Major Street Fund</p>	<p>Impact on Operating Budget: None</p> <p>Description: Install via bore an 8-inch pipe with catch basin structures to connect the alley way with the existing storm sewer system on East Main Street. This project will correct a water run-off from the existing parking area that overflows onto a neighbor's property causing potential erosion.</p>
<p><b>Residential Curb and Gutter</b> Submitted by: DPW Dept.</p> <p>Project Year: 2016-17, 2017-18 &amp; 2020-21 Estimated Cost: \$4,378,360 Funding Source: CIP Bond</p>	<p>Impact on Operating Budget: None</p> <p>Description: This project is a multi-year program intended to make improvements to city streets that do not have curb and gutter. This project will be interwoven with storm sewer improvement/extension projects and basic infrastructure (water and sewer) improvements for utilities that are aged or in deteriorated condition.</p> <p>The <u>2016-17</u> project year would include:</p> <ul style="list-style-type: none"> <li>* State Street from Seventh to Third</li> <li>* North Third from Main to its northerly end</li> <li>* North Fourth from Main to the R/R tracks</li> <li>* North Fifth Street from Main to its northerly end</li> <li>* North Sixth Street from Main to its northerly end</li> <li>* North Seventh Street from Main to its northerly end</li> <li>* Chestnut Street from Fifth Street to Fourth Street.</li> </ul> <p>The <u>2017-18</u> project year would include:</p> <ul style="list-style-type: none"> <li>* Walnut</li> <li>* Center</li> <li>* North First Street from Chestnut to Walnut</li> <li>* North Third from Walnut to Center</li> <li>* Chestnut from North Second to North First</li> </ul>

	<ul style="list-style-type: none"> <li>* School Street</li> <li>* Hillcrest Street</li> </ul> <p>The <u>2020-21</u> project year would include:</p> <ul style="list-style-type: none"> <li>* Carney</li> <li>* Becker</li> <li>* Hope</li> <li>* Clark</li> <li>* Brighton</li> <li>* Lakeside Drive</li> <li>* Livingston</li> <li>* Michigan</li> </ul> <p>** The costs DO NOT include the installation of new sidewalk **</p>
<p><b>Residential Street Reconstruction</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16, 2018-20 &amp; 2019-20 Estimated Cost: \$2,995,298 Funding Source: CIP Bond</p>	<p>Impact on Operating Budget: None</p> <p>Description: A proactive and scheduled street reconstruction program will improve customer satisfaction with street conditions and avoid more costly reconstruction of the streets at a later date. A planned program will allow streets to be reconstructed in coordination with needed water and sewer repairs and upgrades.</p> <p><u>2015-16</u> – N. Second in conjunction with the utilities work</p> <p><u>2018-19</u> - Woodlake Drive, Whispering Oaks, Tanglewood, and Woodlake Circle.</p> <p><u>2019-20</u> - Glenwyth, Glenwyth Circle, Peppergrove, and Sisu Knoll.</p>



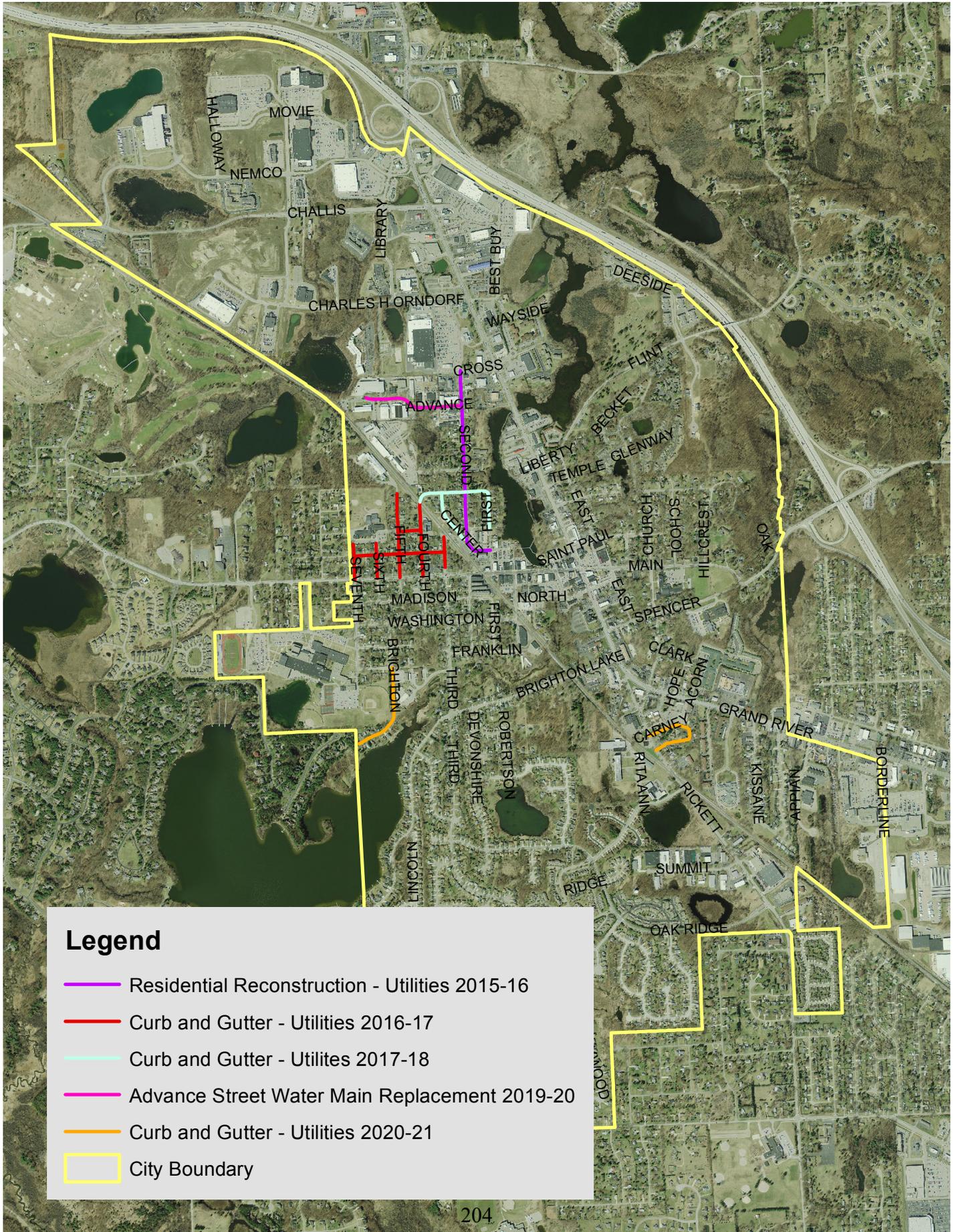
**WATER AND SEWER INFRASTRUCTURE AND FACILITIES**

<p><b>Residential Curb and Gutter - Utilities</b> Submitted by: Utilities Division</p> <p>Project Year: 2016-17 Estimated Cost: \$1,686,700 Funding Source: Utility Bonds</p>	<p>Impact on Operating Budget: None</p> <p>Description: This project would involve the replacement of the existing water and sewer lines. It may also include increasing the pipe sizes to meet usage demands.</p> <p>The <u>2016-17</u> project year would include:</p> <ul style="list-style-type: none"> <li>* Chestnut Street</li> <li>* North Third</li> <li>* North Fourth</li> <li>* North Fifth</li> <li>* North Seventh</li> <li>* State Street</li> </ul>
<p><b>Residential Curb and Gutter - Utilities</b> Submitted by: Utilities Division</p> <p>Project Year: 2017-18 &amp; 2020-21 Estimated Cost: \$1,388,000 Funding Source: Utility User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: This project would involve the replacement of the existing water and sewer lines. It may also include increasing the pipe sizes to meet usage demands.</p> <p>* The <u>2017-18</u> project year would include:</p> <ul style="list-style-type: none"> <li>* Walnut</li> <li>* Center</li> <li>* North First Street</li> </ul> <p>The <u>2020-21</u> project year would include:</p> <ul style="list-style-type: none"> <li>* Carney</li> <li>* Becker</li> <li>* Brighton</li> <li>* Lakeside Drive</li> </ul>
<p><b>Residential Street Reconstruction - Utilities</b> Submitted by: Utilities Division</p> <p>Project Year: 2015-16 Estimated Cost: \$1,018,422 Funding Source: Utility Bonds</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replace 2500 feet of existing 6-inch water main (1939) on N. Second Street from Advance Street to existing on First Street with new 8-inch water main. Replace 2600 feet of existing 8-inch sanitary sewer main (1939) with new 12-inch sanitary sewer main. The current water and sewer lines are at capacity and will not accommodate development growth in this area. This project would be done in coordination with the N. Second Street Reconstruction/Rehabilitation project.</p>

<p><b>Advance Street Water Main Replacement</b> Submitted by: Utilities Division</p> <p>Project Year: 2019-20 Estimated Cost: \$430,000 Funding Source: Utility User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replace 1,150 feet of existing 6-inch water main on Advance Street between Second Street and the 12-inch water main with new 8-inch water main.</p>
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# City of Brighton Capital Improvement Plan 2015-21

## Water & Sewer Project Map



**PUBLIC FACILITIES AND PARKS**

<p><b>Brighton Hills Cemetery Fence</b> Submitted by: DPW Dept.</p> <p>Project Year: 2016-17 Estimated Cost: \$45,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: \$200.00 per year for maintenance</p> <p>Description: Installation of a fence around the Brighton Hills Cemetery. This will meet general State laws requiring all cemeteries to be secured by perimeter fencing. It will also reduce vandalism, improve aesthetics, and tie this cemetery in with the City's Fairview Cemetery on the opposite side of Flint Road.</p>
<p><b>Chamber/Johnson Lot Hill Landscaping</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$14,000 Funding Source: DDA Funds</p>	<p>Impact on Operating Budget: None</p> <p>Description: Currently, this severely sloped area between the new Chamber site and the DDA owned gravel parking area is basically unmaintainable. Since taking over the maintenance of the DDA landscaping areas this past summer, DPW crews were only able to provide minimal plant overgrowth control at the very upper portion near the Chamber Parking Lot due to the slope.</p> <p>This proposed project would provide complete removal of all existing plant materials (except trees), installation of terracing, and all new plant species conducive to a more aesthetic appearance, while also designed for minimal level maintenance.</p>
<p><b>City Hall Grounds Beautification</b> Submitted by: DPW Dept.</p> <p>Project Year: 2019-20 Estimated Cost: \$70,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: \$200 annual cost for irrigation start up and shut down</p> <p>Description: Various improvements to the lawn and shore areas on the north and east sides of City Hall, including:</p> <ul style="list-style-type: none"> <li>* Installation of a sea wall</li> <li>* Removal and Replacement of landscape areas</li> <li>* Replace Lawn / Turf Areas</li> <li>* Installation of Irrigation System</li> <li>* Removal and replanting of tree(s)</li> </ul>
<p><b>Columbarium for Fairview Cemetery</b> Submitted by: DPW Dept.</p> <p>Project Year: 2020-21 Estimated Cost: \$25,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: The original project included the installation of three columbariums. The City has already installed two of the three. The current columbariums are 30-40% full.</p>

<p><b>Downtown Decorative Light Pole Replacement</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-18 Estimated Cost: \$40,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replacement of the oldest-style black decorative lights on Main Street. Currently there are three different styles of black decorative poles downtown. There are 10 of this style. This style of lamp is no longer available for purchase and we are unable to purchase parts to repair them, so when they break we must replace the entire fixture.</p> <p>This project would bring more uniformity to the street light system downtown.</p>
<p><b>DPW &amp; Community Center Irrigation</b> Submitted by: DPW Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$36,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: \$200.00 per year maintenance</p> <p>Description: Installation of an irrigation system at the DPW / Community Center Site.</p>
<p><b>DPW Storage Building</b> Submitted by: DPW Dept.</p> <p>Project Year: 2016-17 Estimated Cost: \$124,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Demolition of the old DPW office/storage building and construction of a new one to house various seasonal displays and equipment during the off seasons.</p>
<p><b>Millpond Master Plan Phase 1</b> Submitted by: DDA</p> <p>Project Year: 2019-20 Estimated Cost: \$1,014,578 (\$14,600 already expended) Funding Source: DDA Bonds</p>	<p>Impact on Operating Budget: Increase in gas usage/bill and maintenance for the fireplace</p> <p>Description: Renovation of the Mill Pond Plaza area to expand the usable area of the plaza by adding raised planting beds to be used as seating in front of Main Street, along with tables and chairs. Also includes the replacement of the current gazebo with an updated band shell and stage, concrete paver plaza area and seating area to accommodate concert patrons. Phase I will also add a gas fireplace and new landscaping. The sidewalk in front of the Mill Pond will be raised to alleviate flooding. Bollards and chains, as well as planters, will be added along the Main Street frontage of the Mill Pond to deter geese</p>

	and ducks from landing on the sidewalk or walking up from the pond.
<p><b>Millpond Master Plan Phase 2</b> Submitted by: DDA</p> <p>Project Year: 2019-20 Estimated Cost: \$500,000 Funding Source: DDA Bonds</p>	<p>Impact on Operating Budget: Potential insurance increases for use of the millpond for activities</p> <p>Description: Project includes the addition of decks and docks for paddle boat and canoe rental at the Mill Pond; waterfront plaza picnic area; seasonal ice skating area at west end of Mill Pond; renovation of existing City Hall building to art center/community center.</p>
<p><b>Theater Property Acquisition and Construction</b> Submitted by: DDA</p> <p>Project Year: 20-17 Estimated Cost: \$80,000 Funding Source: DDA Tax Increment Revenue</p>	<p>Impact on Operating Budget:</p> <p>Description: Purchase property on Main Street for construction of a 2 to 3-story multi-use theater building (office space and/or residential above). The DDA currently has a lease with an option to buy from Fifth Third Bank.</p>
<p><b>Theater Construction</b> Submitted by: DDA</p> <p>Project Year: 2017-18 Estimated Cost: \$2,029,000 Funding Source: DDA Bonds</p>	<p>Impact on Operating Budget: Utilities for the building, insurance, etc. However, there will be revenue generated from ticket sales, theater rentals, upper floor tenant rentals, etc.</p> <p>Description: Construction of a 2 to 3-story multi-use theater building (office space and/or residential above).</p>
<p><b>Veterans Ornamental Gateway</b> Submitted by: DPW Dept</p> <p>Project Year: 2018-19 Estimated Cost: \$15,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: \$50.00 per year maintenance impact</p> <p>Description: Installation of an ornamental gateway for the Veterans Only Section of the Brighton Hills Cemetery. This will delineate this section of the cemetery as well as improve its aesthetics.</p>

## VEHICLES AND EQUIPMENT

<p><b>Automated External Defibrillators</b> Submitted by: Police Dept.</p> <p>Project Year: 2016-17 &amp; 2020-21 Estimated Cost: \$35,200 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$100.00 operational each year</p> <p>Description: This would provide an Automated External Defibrillator (AED) for each patrol car to aid heart attack victims. The victims of a heart attack have a much greater chance of survival if they are administered medical assistance by the first arriving first-responder. In many cases, police officers are the first of the first-responders to arrive at a medical emergency. The AED trainer would provide in-house training to officers and civilian staff on the use of the AED units.</p>
<p><b>Downtown Camera System</b> Submitted by: Police Dept.</p> <p>Project Year: 2015-19 Estimated Cost: \$200,000 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$1,000.00 operational per year and \$3,000.00 maintenance per year</p> <p>Description: Replacement of the downtown camera surveillance system, including associated network system. The existing system needs additional camera locations added to adequately cover the areas targeted for surveillance coverage and existing cameras need to be upgraded to modern quality units.</p>
<p><b>One-ton Truck Replacement Program</b> Submitted by: DPW Dept.</p> <p>Project Year: 2018-19 Estimated Cost: \$35,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: This will establish a comprehensive program to continually upgrade the one-ton pick trucks in the DPW.</p>
<p><b>Patrol Vehicle</b> Submitted by: Police Dept.</p> <p>Project Year: 2015-21 Estimated Cost: \$486,000 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: None</p> <p>Description: Purchase of two patrol vehicles on an annual rotation for safety purposes. Vehicle rotation is based on the wear, mileage and condition of the vehicle. This rotation reduces the mileage on the vehicles and helps reduce maintenance costs. This rotation results in patrol vehicles being replaced approximately every three years with a typical mileage of 70,000 miles. It should be noted that a patrol vehicle's odometer does not give a true indication of the vehicle's usage. Because of the many hours of engine idle time on a patrol vehicle, some experts suggest that a more accurate estimate of vehicle wear and tear would be the equivalent of doubling the actual odometer reading (Law &amp; Order Magazine, July 2006).</p>

<p><b>Person Lift</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$46,500 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: This equipment is needed to service traffic lights, change out downtown banners, perform tree trimming, etc. The upgrade to a truck-mounted lift will improve the safety of employees as well as the ability to reach greater heights than currently possible. This will allow the City to do more tasks in-house instead of hiring a contractor.</p>
<p><b>Pick Up Truck Replacement Program - DPW</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16 &amp; 2018-19 Estimated Cost: \$60,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: This will establish a comprehensive program to continuously upgrade the pick up trucks in the DPW.</p>
<p><b>Pick Up Truck Replacement Program – Wastewater</b> Submitted by: Utilities Division</p> <p>Project Year: 2016-17, 2018-19 and 2020-21 Estimated Cost: \$105,000 Funding Source: Utility User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: This will establish a comprehensive program to continuously upgrade vehicles in the Wastewater Division.</p>
<p><b>Pick Up Truck Replacement Program – Water</b> Submitted by: Utilities Division</p> <p>Project Year: 2015-16, 2017-18 and 2019-20 Estimated Cost: \$105,000 Funding Source: Utility User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: This will establish a comprehensive program to continuously upgrade vehicles in the Water Division.</p>
<p><b>Police Building Generator</b> Submitted by: Police Dept.</p> <p>Project Year: 2016-17 Estimated Cost: \$32,000 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$800.00 maintenance each year</p> <p>Description: The current building generator is nearly 15 years old and is in poor working condition. It was installed prior to the building upgrade and is not capable of covering the entire police building.</p>

<p><b>Police In-car Video</b> Submitted by: Police Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$43,200 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$350.00 maintenance each year</p> <p>Description: In-car video records traffic stops, emergency vehicle operations, vehicle pursuits, and other significant information. The use of quality in-car video has the potential to save the City many times the cost of the units in the prevention and mitigation of lawsuits against the police department.</p>
<p><b>Police Mobile Computer Terminals</b> Submitted by: Police Dept.</p> <p>Project Year: 2016-17 and 2019-20 Estimated Cost: \$74,800 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$250.00 operational each year</p> <p>Description: MCT's are an integral part of the county-wide law enforcement communications system to communicate with the Central Dispatch Center and between patrol units.</p>
<p><b>Police Radar Units</b> Submitted by: Police Dept.</p> <p>Project Year: 2016-17 and 2020-21 Estimated Cost: \$30,250 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: None</p> <p>Description: The project includes purchasing 9 new units. Existing radar units are 5 or more years old, and all of them are beyond the ability to support with manufacturer warranty or maintenance plans.</p>
<p><b>Police Tasers</b> Submitted by: Police Dept.</p> <p>Project Year: 2019-20 Estimated Cost: \$22,000 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: \$750.00 operational per year</p> <p>Description: The project includes purchasing 15 new tasers. Tasers are a tool utilized by law enforcement to control unwilling subjects by providing another use-of-force option. The current units are beyond their extended warranty period.</p>
<p><b>Power Washer</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$15,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: The existing unit is over 12 years old and has been rebuilt a number of times. It is getting more and more difficult to obtain replacement parts. The power washer is used to clean the duck and goose droppings from the Millpond Park and downtown sidewalks, as well as clean the Millpond Lane Dumpster enclosure and pavilion seating areas.</p>

<p><b>Snow Plowing Equipment Replacement</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-16, 2017-18, 2019-20 Estimated Cost: \$465,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Establishing a comprehensive snow plowing equipment replacement program will allow us to continually replace all dump trucks utilized for snow plowing.</p>
<p><b>Traffic Light Portable Generators</b> Submitted by: DPW Dept.</p> <p>Project Year: 2015-17 Estimated Cost: \$14,000 Funding Source: Major Street Fund</p>	<p>Impact on Operating Budget: None</p> <p>Description: Purchasing 2 units each year. Additional Emergency Response Equipment is needed in order for major traffic signals to continually operate in times of power outages.</p>
<p><b>Trailer-Mounted Generators</b> Submitted by: Utilities Division</p> <p>Project Year: 2015-18 Estimated Cost: \$150,000 Funding Source: Utility User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: Purchasing 1 per year and increasing the inventory of trailer-mounted generators used by the utilities division to provide additional emergency stand-by power for lift stations, pump stations and communications.</p>
<p><b>Trailer-Mounted Leaf Vacuuming Equipment</b> Submitted by: DPW Dept.</p> <p>Project Year: 2018-19 Estimated Cost: \$48,500 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: The purchase of an additional trailer-mounted leaf vacuuming machine will provide additional support as well as critical back-up in the event the current machine (which is our only piece of this equipment) fails.</p>

## INFORMATION TECHNOLOGY

<p><b>Computer Life Cycle Replacement</b> Submitted by: IT Committee</p> <p>Project Year: 2015-21 Estimated Cost: \$39,000 (\$6,500 yearly) Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replacement of 5 production workstations each year. The request includes replacing on a 5 year life cycle according to IT Director's Matrix.</p>
<p><b>Data Backup System</b> Submitted by: IT Committee</p> <p>Project Year: 2016-17 Estimated Cost: \$8,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Review and replacement of the data backup systems. The request includes replacing on a 5 to 6 year life cycle.</p>
<p><b>Datacenter Replacement</b> Submitted by: IT Committee</p> <p>Project Year: 2017-18 Estimated Cost: \$10,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replacement of the Datacenter Components. The request includes replacing production servers on a 3 to 4 year life cycle according to IT Director's Matrix.</p>
<p><b>Equipment for Free Wi-fi Downtown</b> Submitted by: City Council Member</p> <p>Project Year: 2017-18 Estimated Cost: \$35,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Purchase and installation of equipment within the downtown to provide free wireless internet.</p>
<p><b>Firewall Replacement</b> Submitted by: IT Committee</p> <p>Project Year: 2015-16 Estimated Cost: \$1,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: The Sophos UTM Firewall system is at the end of its life cycle and needs to be replaced with a more robust model.</p>
<p><b>Police Digital Archive Server</b> Submitted by: Police Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$1,300 Funding Source: Public Safety/Law Enforcement Millage</p>	<p>Impact on Operating Budget: None</p> <p>Description: Police digital files are filling up the City server. The Police Archive Server will allow PD photos and videos to be stored on a separate server.</p>

<p><b>Server Replacement</b> Submitted by: IT Committee</p> <p>Project Year: 2015-16 and 2019-20 Estimated Cost: \$16,000 (\$8,000 each) Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replacement of BSA Production Server. The request includes replacing production servers on a 3 to 4 year life cycle according to IT Director's Matrix.</p>
<p><b>VPN for Water and Wastewater Treatment Plants</b> Submitted by: IT Committee</p> <p>Project Year: 2015-16 Estimated Cost: \$2,400 Funding Source: Utilities User Fees</p>	<p>Impact on Operating Budget: None</p> <p>Description: The Sophos RED Firewall System would allow the Waste Water Treatment Plant and the Water Treatment Plant VPN access to the City of Brighton Data and Email Servers.</p>

## LARGE STUDIES AND OTHERS

<p><b>Challis Road Area Sidewalk Plan</b> Submitted by: CD/DDA Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$20,000 Funding Source: Major Street Fund</p>	<p>Impact on Operating Budget: Future sidewalk improvements</p> <p>Description: The study would involve contracting with an engineering firm or walkability firm to complete an assessment of the Challis Road Area and proper sidewalk/crossing locations. The Challis Road Area has several challenges (topography, private ownership, etc.) that should be reviewed to determine the best/usable locations for future sidewalk and crossing improvements.</p>
<p><b>Little Worden Lake Plan</b> Submitted by: CD/DDA Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$20,000 Funding Source: Grant Funding</p>	<p>Impact on Operating Budget: None</p> <p>Description: The study would involve contracting with an environmental consultant to complete an assessment of the Little Worden Lake Properties the City owns. This assessment would account existing plant and animal species, mapping of areas for preservation, or areas that improvements could occur within, etc. This plan would also include a work plan for invasive species removal, restoration areas, etc. This plan would provide needed information for the preservation of the property that could then be used to determine possible uses for the property.</p>
<p><b>Zoning Ordinance Update</b> Submitted by: P &amp; Z Dept.</p> <p>Project Year: 2015-16 Estimated Cost: \$50,000 Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: The majority of the existing zoning ordinance is from 1981. This becomes an issue when trying to apply uses and standards from 1981 in 2013. Many communities are updating their conventional zoning code into an easy-to-read, better organized, up to date, digital document that will save staff time at the counter and make it easier for officials and the public to use. With staff time being limited and this being such a time consuming task, typically communities contract with outside planning firms to conduct this type of work. This project would involve creating an RFP and finding a planning firm to handle the update with the City's Planning Commission or a subcommittee made up of Planning Commission members.</p>

## PROJECTS UNDER REVIEW

<p><b>City Hall Relocation/Tenant Build Out</b>                  Submitted by: CD/P &amp; Z Dept.</p> <p>Project Year: 2017-18                  Estimated Cost: \$600,000                  Funding Source: General Fund Appropriation</p>	<p>Impact on Operating Budget: None</p> <p>Description: In order to facilitate Phase 2 of the Millpond Master Plan, the City Hall employees and operations will have to be moved to a different location. City Staff continue to look for locations that would fit the needs for City Hall operations.</p>
<p><b>Williamsen Sidewalk Gap</b>                  Submitted by: P &amp; Z Dept.</p> <p>Project Year: 2016-17                  Estimated Cost: \$28,000                  Funding Source: Major Street Fund</p>	<p>Impact on Operating Budget: None</p> <p>Description: This project includes the installation of a sidewalk along Williamsen Road. This sidewalk would link the existing sidewalk on Flint Road to the existing N. Church Street sidewalk. This would provide a safe pedestrian path from Flint Road to Main Street.</p>

**Capital Improvement Plan 2015-21  
City Vehicle and Equipment Inventory**

Unit	Div.	Year	Purchased	Type of Equipment	Mileage or Condition
70		2011	July/2011	Ford - Crown Victoria	64,800
71		2014	Aug/2014	Chevrolet Caprice	300
72		2014	Nov/2013	Chevrolet Tahoe	15,900
73		2010	July/2010	Ford - Crown Victoria	71,100
74		2014	Aug/2014	Chevrolet Caprice	300
75		2013	Oct/2012	Chevy - Tahoe	46,700
76		2007	Oct/2006	Ford - Crown Victoria	89,000
Detective		2003	2003		99,000
Unmarked		2004	2004	Ford - Crown Victoria	88,300
Utility		1999	1999	Jeep - Cherokee	86,500
Training		2003	2003	Ford - E350 Cargo Van	6,200
400	STREET	2005	2005	7-Yd.Dump Truck w/snow equip	good
401	STREET	1998	1998	5-Yd.Dump Truck w/snow equip	poor
402	STREET	2004	2004	7-Yd.Dump Truck w/snow equip	good
404	STREET	2002	2002	7-Yd.Dump Truck w/snow equip	fair
423	STREET	2009	2009	7-Yd Dump Truck w/snow equip	excellent
405	STREET	2004	2004	1-Ton 4wd DT w/snow blade	good
407	F&G	2000	2000	1-Ton 4wd DT w/snow blade	fair
408	CEM	2003	2003	1-Ton 4wd DT w/snow blade	good
409	STREET	1997	2012	3/4 Ton 4wd Pick-up	poor
410	F&G	2003	2003	4wd Crew Cab Pick-up w/snow blade	fair
411	STREET	2004	2004	Articulated Front-End Loader	good
412	CEM	2007	2012	Front Loader w/Backhoe	excellent
413	STREET	2004	2010	Front Loader w/Backhoe	excellent
414	STREET	1997	1997	Skid Loader (753)	fair
415	STREET	2003	2003	Skid Loader (S220)	good
416	STREET	2007	2007	Street Sweeper (Large)	good
418	STREET	1995	1995	Vactor/Rodder	fair
	F&G	1996	1996	Power Washer (For Skid Loader)	poor
	STREET	1998	1998	Air Compressor	fair
419	STREET	1999	1999	Person-Lift [32 FT]	fair
	STREET	2001	2001	2 Ton Asphalt "Patching" Trailer	good
	STREET	2006	2006	Brush Chipper	excellent
421	STREET	2000	2001	Leaf Vacuum (Large)	good
422	F&G	2001	2001	Sidewalk Litter Vacuum	good
	F&G	2012	2011	ATV w/SE	excellent
	F&G	2014	2014	Utility Vehicle	excellent
	F&G	2012	2012	16 ft Landscape Trailer	excellent
	STREET	1999	1999	Construction Trailer	fair

**Capital Improvement Plan 2015-21  
City Vehicle and Equipment Inventory**

<b>Unit</b>	<b>Div.</b>	<b>Year</b>	<b>Purchased</b>	<b>Type of Equipment</b>	<b>Mileage or Condition</b>
	CEM	2014	2014	Riding Mower (52" Deck)	excellent
	CEM	2013	2013	Riding Mower (52" Deck)	excellent
	F&G	2012	2012	Riding Mower (52" Deck)	excellent
	F&G	2010	2010	Riding Mower (52" Deck)	excellent
	F&G	2006	2006	Riding Mower (52" Deck)	good
	F&G	2002	2002	Riding Mower (60" Deck)	fair
51	Water	2000	2000	3/4 Ton 4wd Pick-up w/ snow blade	fair
52	Water	2000	2000	3/4-Ton Utility Van	fair
53	Water	2002	2002	3/4 Ton 4wd Utility Truck w/snow blade	good-fair
61	Sewer	2002	2002	3/4 Ton 4wd Pick-up w/ snow blade	good-fair
62	Sewer	1999	1999	4wd Crew Cab Pick-up w/snow blade	fair
63	Sewer	2008	2008	4wd Crew Cab Pick-up w/snow blade	good
		1999	2000	Jeep - Cherokee	



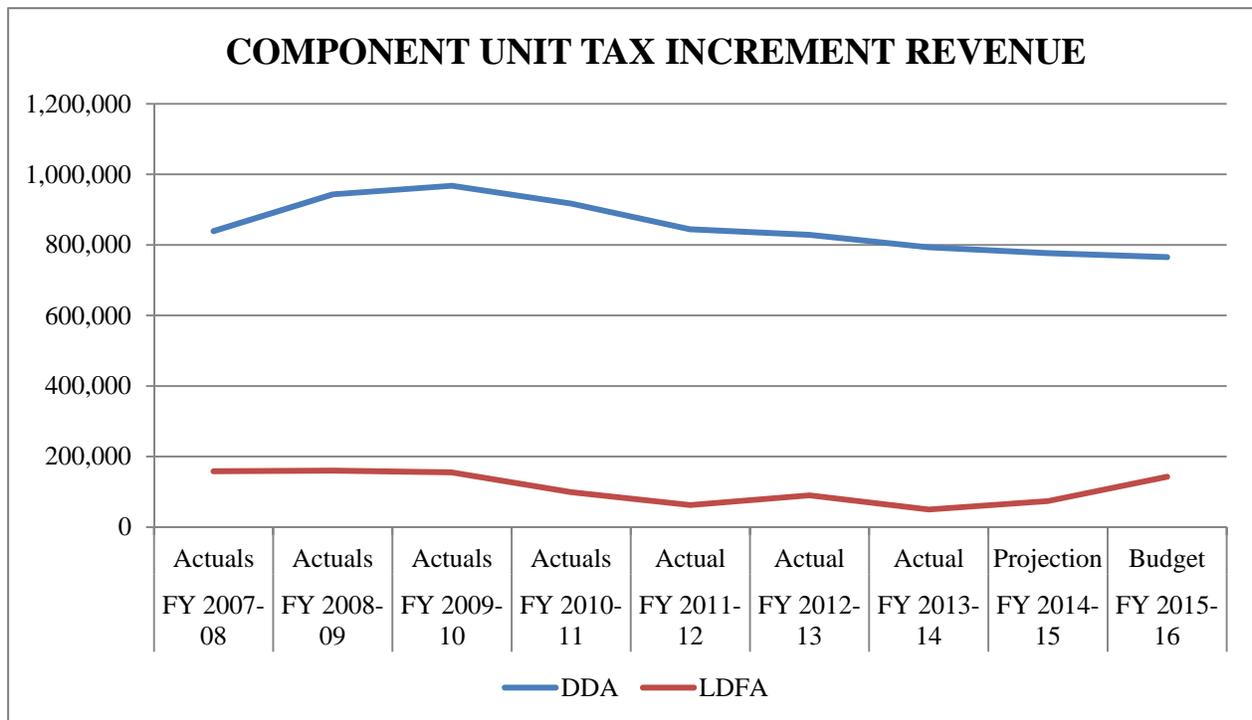
## Component Unit Funds

### Summary Analysis

The City of Brighton has two Component Unit Funds – a Downtown Development Authority Fund (DDA) and a Local Development Finance Authority Fund (LDFA Fund). Both of these capture a portion of tax revenue from both the City and the County to be used in those specific districts.

The total revenue for the Component Unit Funds is \$932,089. This is a decrease of \$277,889 from the prior year, due to a one-time appropriation in FY14/15 from the Utility Reserve Fund for the CSX parking lot.

The Component Unit funds receive 97% of its revenue from tax increment revenue. The tax revenue is increasing 7% or \$57,746 from FY14/15 (primarily in the LDFA Fund). All of the captured tax properties in the LDFA Fund are Industrial. The Industrial property in the City realized the largest reduction since 2008. The DDA Fund tax increment revenue has been reduced nearly 25% since the economic decline. The DDA Fund is declining again in FY15/16 due to the small taxpayer exemption. The DDA captured tax properties are mainly commercial, with a small portion of Industrial and Residential.



- The remaining revenue of \$24,157 is a result of \$2,650 from interest income and reimbursements of \$13,600 from the State of Michigan due to the loss of personal property tax (DDA Fund) that was a result of recent legislation exempting Personal Property with a true cash value of \$80,000 or less. The DDA Fund will also receive \$7,900 from the General Fund for the payback of a \$30,000 appropriation in FY14/15 for the streetlight conversion to LED lights.



## DDA Fund

### **Summary Analysis**

The City of Brighton's Downtown Development Authority (DDA) was created by the City of Brighton to halt property value deterioration and increase property valuation, where possible, in the Business District of the City, and to eliminate the causes of that deterioration and promote economic growth. The City's DDA has established a Development Plan and Tax Increment Financing Plan to provide for the acquisition, construction and financing of the necessary infrastructure and related public benefit facilities to meet the objectives of the City's DDA. In addition, the purpose of the City's DDA's Plan is to provide for long-term business and economic retention as well as to provide a public-private sector partnership to facilitate continued regional commercial viability of the major business corridors in the City of Brighton. The DDA Fund accounts for the activities of the DDA within the scope of their adopted Development and Tax Increment Financing Plans. The City's DDA Plan expires on June 30, 2045.

### **FY 14-15 YEAR-END PROJECTION vs. FY 13-14 ACTUAL -**

- Revenue is projected to increase by \$251,387 or 28% from the previous year. The increase results primarily from a \$324,000 appropriation from the Utility Reserves Fund; offset by a 2% decrease in Property tax revenue.
- TIFA Revenue from Property Taxes is expected to decrease \$17,065 or 2.2% from FY13/14.
- Expenditures (exclusive of depreciation) are projected to increase by \$341,438 or 38% from the previous year. The increase is a combination of approximately \$30,579 less other purchased services (reduced contractual services and community promotion), \$62,698 less Appropriations (reduced General Fund, PSD, Arts & Culture and Michigan Tax Tribunal paybacks); offset by an additional \$371,093 in Property which includes \$324,000 for a new parking lot at the CSX lot with the remainder coming from a down payment for the purchases of 212 E. Grand River), \$30,000 appropriation to the Major Street Fund for the LED streetlight conversion (to be paid back over the next 4 years from the General Fund), \$33,885 in Professional and Technical Services (CSX Lot engineering), \$5,929 in Purchased Property Services (flower maintenance program and property taxes), and an increase of \$66,060 in Debt Service.
- The projected fund balance at June 30, 2015 is \$30,727. The target fund balance is \$9,781. This is \$20,946 above the target unreserved/undesignated fund balance.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- Budgeted revenue will decrease by \$346,785 or 31% from the current year. The decrease results from no anticipated appropriation from the Utility Reserves Fund and an 1.5% decrease in property tax revenue; offset by an appropriation of \$7,907 from the General Fund (Street Light reimbursement), a \$13,600 in reimbursements from the State of Michigan due to the loss of personal property tax that was the result of recent legislation exempting Personal Property with a true cash value of \$80,000 or less.
- Budgeted expenditures (exclusive of depreciation) will decrease by \$523,697 or 42% from the current year. The expenditure budget reflects a reduction of \$21,681 in Professional and Technical Services (a combination of increases in legal fees, auditing services and \$15,000 in architectural services offset by decreases of \$30,000 in project engineering, engineering studies and deeds/titles/easements), decrease of \$360,317 in Property (no projects planned) and a \$584,541 decrease in debt service (primarily \$575,000 reduction for bonds that were paid in full in FY 14/15). In addition, the adopted budget includes an increase of \$7,292 in Purchased Property Services (flower maintenance program and property taxes), \$4,600 in Other Purchased Services (Community promotion and insurance premiums), \$30,000 for Michigan Tax Tribunal paybacks, and \$488,450 in appropriations to other funds (\$95,000 to the General Fund (parking enforcement officer and Orndorf Grant Match), \$29,450 to the Major Street Fund for the Hyne St. Repaving, \$324,000 to the Utilities Reserve Fund (appropriation for the CSX Lot in FY14/15) and \$5,000 to the BACC). There are no capital projects planned for FY15/16.
- The projected DDA Fund – fund balance will be \$97,337 at June 30, 2016, which is \$87,556 above the target unreserved/undesignated fund balance.



**CITY OF BRIGHTON, MICHIGAN  
DDA FUND**

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES</b>			
Property Taxes	790,156	773,091	761,841
State Grants	-		
Tax penalties, interest & fees	2,965	3,150	3,150
Investment Earnings	2,151	2,500	2,500
Other Revenue	859	7,360	13,600
Other Financing Sources	88,266	349,682	7,907
<b>TOTAL REVENUES</b>	<b>884,396</b>	<b>1,135,783</b>	<b>788,998</b>
<b>EXPENDITURES</b>			
Supplies	-	-	-
Professional & Tech Services	40,865	74,750	53,069
Purchased Property Services	63,076	69,005	76,297
Other Purchased Services	51,279	20,700	25,300
Depreciation	-		
Utilities	-		
Property	66,845	395,686	35,369
Debt Service	567,384	633,444	48,903
Other Financing Uses	115,198	52,500	483,450
<b>TOTAL EXPENDITURES*</b>	<b>904,647</b>	<b>1,246,085</b>	<b>722,388</b>
* Exclusive of Depreciation			
<b>FUND BALANCE-BEGINNING</b>	<b>161,279</b>	<b>141,029</b>	<b>30,727</b>
<b>FUND BALANCE-ENDING</b>	<b>141,029</b>	<b>30,727</b>	<b>97,337</b>
<b>Min. Target F.B. = 20% of Debt Service</b>	<b>113,477</b>	<b>9,781</b>	<b>9,781</b>
<b>Ending F.B. Over/(Under) Target</b>	<b>27,552</b>	<b>20,946</b>	<b>87,556</b>



**CITY OF BRIGHTON  
DDA DEBT SCHEDULE  
FY 2015-16**

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Paying Agent Fees</b>	<b>Grand Total</b>
2012 Loan	559	29,498	30,057	-	30,057
2015 Loan	-	18,846	18,846		18,846
<b>TOTAL</b>	<b>559</b>	<b>48,344</b>	<b>48,903</b>	<b>-</b>	<b>48,903</b>

**CITY OF BRIGHTON  
2015 DDA Tax Increment Revenue**

<b>By Unit</b>	<b>REAL</b>	<b>PERSONAL</b>	<b>TOTAL</b>
City	515,862	109,434	625,296
County	131,872	27,975	159,847
<b>Total</b>	<b>647,734</b>	<b>137,410</b>	<b>785,143</b>
<b>Collectable*</b>	<b>628,302</b>	<b>130,539</b>	<b>758,841</b>



## ***L DFA Fund***

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### ***Summary Analysis***

The City of Brighton's Local Development Financing Authority (LDFA) was created by the City of Brighton to help eliminate the causes of unemployment, underemployment and joblessness and to promote economic growth in the City. The City's LDFA has established a Development Plan and Tax Increment Financing Plan to provide for the acquisition, construction and financing of the necessary infrastructure and related public benefit facilities to meet the objectives of the City's LDFA. In addition, the purpose of the City's LDFA's Plan is to provide for long-term business and economic retention as well as to provide a public-private sector partnership to facilitate continued regional industrial viability of the major business corridors in the City of Brighton. The LDFA Fund accounts for the activities of the LDFA within the scope of their adopted Development and Tax Increment Financing Plans. The City's LDFA expires on June 30, 2024.

### **FY 14-15 YEAR-END PROJECTION vs. FY 13-14 ACTUAL -**

- Revenue is projected to increase by \$24,199 or 48% from the previous year. The increase results from additional projected tax increment revenue received in FY14-15 compared to the FY13-14 actual.
- Expenditures are projected to decrease by \$5,189 or 7% from the previous year. The decrease results primarily from an increase of \$1,250 for auditing services and \$500 in paying agent fees, offset by a \$1,485 reduction in debt service and a reduction in appropriation to the General Fund.
- The projected fund balance at June 30, 2015 is \$9,430. The target fund balance is \$9,430. This is \$0 above the target unreserved/undesignated fund balance.

### **FY 15-16 ADOPTED BUDGET vs. FY 14-15 YEAR-END PROJECTION -**

- Budgeted revenue will increase by \$68,896 or 93% from the current year. The entire increase is reflective of increased property tax revenue in the LDFA District.
- Budgeted expenditures will increase by \$7,387 or 11% from the current year, which reflects an appropriation to the general fund (\$28,000) and a decrease in debt service (\$1,507).
- The projected fund balance at June 30, 2016 is \$75,348, which is \$65,918 above the minimum fund balance target.



**CITY OF BRIGHTON, MICHIGAN  
LDFA FUND**

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>13-14</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>14-15</u>	<u>15-16</u>
<b>REVENUES</b>			
Property Taxes	49,822	73,945	142,941
Investment Earnings	174	250	150
Other Financing Sources	-	-	-
<b>TOTAL REVENUES</b>	<b>49,996</b>	<b>74,195</b>	<b>143,091</b>
<b>EXPENDITURES</b>			
Personnel - Salaries	-	-	-
Personnel - Benefits	-	-	-
Professional & Tech. Services	250	2,000	2,025
Debt Service	50,140	48,655	47,148
Other Financing Uses	24,585	19,131	28,000
<b>TOTAL EXPENDITURES</b>	<b>74,975</b>	<b>69,786</b>	<b>77,173</b>
<b>FUND BALANCE-BEGINNING</b>	<b>30,000</b>	<b>5,021</b>	<b>9,430</b>
<b>FUND BALANCE-ENDING</b>	<b>5,021</b>	<b>9,430</b>	<b>75,348</b>
<b>Minimum Fund Balance = Next FY</b>			
Debt Service	10,028	9,430	9,430
<b>Ending F.B. Over/(Under) Target</b>	<b>(5,007)</b>	<b>(0)</b>	<b>65,918</b>



**CITY OF BRIGHTON  
LDFA DEBT SERVICE  
FY 2015-16**

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2002 - \$570,000	30,000	17,148	47,148
<b>Total</b>	<b>30,000</b>	<b>17,148</b>	<b>47,148</b>

**City of Brighton  
2015 LDFA**

	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
<b>2015 Adjusted Taxable Value</b>	<b>4,720,667</b>	<b>10,804,923</b>	<b>15,525,589</b>
<b>Less: Base Year (1995) TV</b>	<b>618,600</b>	<b>-</b>	<b>618,600</b>
<b>Captured TV</b>	<b>4,102,067</b>	<b>10,804,923</b>	<b>14,906,989</b>
<b>x Operating Millage Rate</b>	<b>9.5889</b>	<b>9.5889</b>	<b>9.5889</b>
<b>Total LDFA Tax Increment Revenue</b>	<b>39,334</b>	<b>103,607</b>	<b>142,942</b>

**LDFA Tax Increment Revenue**

<b>By Unit</b>	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
<b>City</b>	<b>31,326</b>	<b>82,514</b>	<b>113,840</b>
<b>County</b>	<b>8,008</b>	<b>21,093</b>	<b>29,101</b>
<b>Total</b>	<b>39,334</b>	<b>103,607</b>	<b>142,942</b>



## Utilities Fund

### Summary Analysis

The Utilities Fund is an Enterprise Fund used to account for all of the City's Water and Sanitary Sewer and operations, including the acquisition of capital assets and any related debt service.

The City bills approximately 3,000 regular water meters and 715 secondary water meters on a bi-monthly basis. The City bills approximately 3,000 wastewater customers on a bi-monthly basis. The City has two Water Treatment Plants with a combined capacity of 4.0 MGD and currently treats 1.9 MGD with 3 storage tanks with combined capacity of 1.5 MGD. In addition, the City has 50 miles of underground water lines. The City has one Wastewater Treatment Plant with a total treatment capacity of 2.25 MGD, currently treating 1.4 MGD. The City maintains 45 miles of sewer lines and 11 lift stations.

The City has traditionally targeted to have a Utilities Fund Working Capital balance of 25% of operating expenditures. As the City has fine-tuned this financial indicator, we have further defined operating expenditures to be exclusive of depreciation, a non-cash item. In this context, a target working capital balance equal to approximately one quarter of the fiscal year, provides a reasonable reserve to pay for ongoing expenses in the event of revenue shortfalls, or emergencies requiring unexpected outlays of cash.

### **FY 14-15 YEAR-END PROJECTION vs. FY 13-14 ACTUAL -**

- Revenue/Contributions are projected to increase by \$354,288 or 10% primarily due to loan proceeds of \$247,587, an increase of \$189,016 in water and sewer connections and \$1,742 in fines and forfeits; partially offset by \$82,499 in less service charges from reduced consumption, \$2,487 less in other revenue from reimbursements and \$469 less in interest income. The user fees increased for FY14-15 on average 2%, however, consumption is trending lower in FY14-15 primarily due to a cooler/damp summer weather in 2014 and overall less user consumption. Water and sewer connection fee sales as defined by Residential Equivalent Units (REU's), is projected to increase by 20 units or 84% in FY14-15 compared to FY13-14. This increase is mostly due to the Eberspaecher Exhaust Technology of The Americas expansion REU's.
- Expenses/Capital Assets are projected to increase by \$252,320 or 5% from the previous year. There was a \$17,538 decrease in operations and maintenance due to across the board base budget increases, offset by a reduction in personnel costs due to the elimination of the DPS Director position; an increase of \$247,316 or 353% increase in Capital (CIP includes WWTP HVAC System, sludge mixer replacement, high service irrigation pump, portable generator, lobeline pump and residential line camera), \$70,529 or 6% increase in debt service, and \$4,374 or 6.6% increase in Post Employment Benefits from an increase in retiree health insurance; offset by \$52,361 or 12% decrease in appropriations to other funds (The Equipment Reserve decreased \$73,350 and the General Fund decreased \$2,000; offset by \$12,220 increase to Major Street Fund and \$10,769 increase to OPEB Reserve).
- The impact from the above results in a projected \$202,342 decrease in Working Capital to \$604,314 at June 30, 2015, which is 21% of total projected expenses (less depreciation) for FY14-15. This is below the 25% working capital target, however, combined with the Utilities Equipment Replacement Fund, the working capital in total exceeds 25%.



## Utilities Fund

### Summary Analysis, continued

#### **FY 15-16 FINANCIAL PLAN vs. FY 14-15 YEAR-END PROJECTION -**

- Planned revenue/contributions will increase by \$1,261,612 or 32% due to a decrease in connection fees (lower REU's expected, offset by an increase in the Connection fee of \$500); offset by an average 2.8% increase in the user fees and a projected \$1,169,913 increase in bond/loan proceeds. The consumption is predicted to be slightly higher from FY14/15 to FY15/16.
- Planned expenses/capital assets will increase by \$1,072,033 or 19% from the FY14/15 Projection. The increase results from a \$97,905 or 2.6% increase in O&M (across the board base budget increases for employee salaries and benefits, additional treatment chemicals, increased utility costs and increased maintenance for the repair and cleaning of 3 well pumps; offset by less engineering services (water reliability study) and less water meter expense costs). \$1,079,466 or 340% increase in capital (included in the first year of the CIP – refurbish centrifuge #2, sludge mixer replacement, Second Street reconstruction, WWTP HVAC Replacement Phase II, VPN for WWTP, and water pickup truck replacement), increase of \$46,662 or 4% in Debt Service; partially offset by \$158,626 or 40% decrease in appropriations (\$6,462 increase in OPEB appropriation, \$9,500 increase in appropriation to the General Fund, \$52,000 decrease in appropriation to the Major Street Fund and \$122,587 decrease in transfer to Equipment Replacement Fund) and a \$6,461 increase in Post-Employment Benefits due to healthcare premium increases.
- The Adopted Budget includes \$17,513 toward funding a portion of Depreciation for future capital replacements per the recommendation of the Capital Improvement Citizens Advisory Task Force. FY11/12 included a transfer to an Equipment Replacement Fund of \$43,125, FY12/13 included \$143,750 (10% of depreciation), FY13/14 includes \$213,450 (15% of depreciation), FY14/15 includes \$140,050 (10% of depreciation) and FY 15/16 includes \$17,513 (1.25% of depreciation). **The Utility rates would need to be increased higher than the 2.8% adopted in order to fund depreciation at a greater level. The FY15/16 Adopted Budget includes one-time maintenance for the cleaning and repairs of three wells that are not anticipated to be ongoing costs. Staff believes future contributions to the Utilities Equipment Replacement Fund will be continued.**
- For FY15-16, non-union administrative staff is budgeted to receive a 3% wage increase and union employees are budgeted to receive a 1.5% increase per their current Bargaining Unit Agreement. OPEB contribution is being increased 10% to \$71,073.
- The impact from above, results in a projected \$25,041 decrease in Working Capital to \$579,273 (20% of operating expenditures) at June 30, 2016. As referenced above, **the user rates will be increased an average of 2.8%. The average bi-monthly bill will increase \$4.14 from FY14/15 to FY15/16.**

#### **FY 15-16 USER FEES & CHARGES -**

- The adopted budget reflects an average 2.8% increase (water and sewer combined) in the user fee rates (including an increase in the administrative fee and a decrease in the debt service charge).
- The adopted budget reflects utility (water and sewer combined) connection fees increasing to \$10,000 per REU, which is \$500 less than what was estimated in the water and sewer rate study completed in 2007.

Based on current conditions, the number of new connections to the City's utility systems is finite. More importantly, the number of total potential users of the City's utility system is finite and limited based on existing conditions. Therefore, the City needs to establish policies which assure that the Utilities Fund will remain self-supporting for the long-term with its user fees and connection fees, while proactively marketing its utility services to attract more interlocal users to grow the base of customers.



**CITY OF BRIGHTON  
FINANCIAL SUMMARY  
UTILITIES FUND**

	ACTUAL	YEAR-END PROJECTED	FINANCIAL PLAN
	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>
<b>REVENUES</b>			
Service Charges	3,299,825	3,217,326	3,389,240
Other Revenue	75,008	72,521	73,127
Fines & Forfeits	44,508	46,250	47,550
<b>Total Operat. Revenue</b>	<b>3,419,341</b>	<b>3,336,097</b>	<b>3,509,917</b>
Investment earnings	3,970	3,501	4,500
<b>TOTAL REVENUES</b>	<b>3,423,311</b>	<b>3,339,598</b>	<b>3,514,417</b>
<b>EXPENSES</b>			
Sewer	2,267,885	2,191,668	2,250,048
Water	1,484,764	1,549,310	1,595,740
StormWater	108,342	106,572	106,572
<b>Total Oper. Expenses</b>	<b>3,860,991</b>	<b>3,847,550</b>	<b>3,952,359</b>
Bond Issuance Cost	790	4,496	40,046
Interest Expense	215,829	225,551	205,994
<b>TOTAL EXPENSES</b>	<b>4,077,610</b>	<b>4,077,597</b>	<b>4,198,399</b>
<b>INCOME/(LOSS) Before Operating Transfers</b>	<b>(654,298)</b>	<b>(737,999)</b>	<b>(683,982)</b>
<b>Lines Donated by Developers</b>			
Net Operating Transfers	(452,073)	(399,712)	(241,086)
<b>NET INCOME/(LOSS)</b>	<b>(1,106,371)</b>	<b>(1,137,711)</b>	<b>(925,068)</b>
<b>DEPRECIATION ON CAPITAL ASSETS ACQUIRED BY FEDERAL GRANTS</b>	<b>374,461</b>	<b>374,461</b>	<b>374,461</b>
<b>INCREASE/(DECREASE) IN RETAINED EARNINGS/(ACCUMULATED DEFICIT)</b>	<b>(731,910)</b>	<b>(763,250)</b>	<b>(550,607)</b>
<b>CAPITAL ASSETS (less restricted portion)</b>	<b>(70,040)</b>	<b>(317,356)</b>	<b>(1,396,822)</b>
<b>OTHER COSTS</b>	<b>22,108</b>		
<b>DEPRECIATION/AMORTIZATION</b>	<b>1,228,691</b>	<b>1,166,200</b>	<b>1,154,200</b>
<b>CONTRIBUTED CAPITAL</b>	<b>224,462</b>	<b>414,877</b>	<b>331,757</b>
<b>GRANT PROCEEDS</b>			
<b>PROCEEDS OF LONG-TERM DEBT</b>		<b>247,587</b>	<b>1,417,500</b>
<b>PAYMENT OF LONG-TERM DEBT</b>	<b>(893,300)</b>	<b>(950,400)</b>	<b>(981,069)</b>
<b>CHANGE IN WORKING CAPITAL</b>	<b>(219,988)</b>	<b>(202,342)</b>	<b>(25,041)</b>
<b>WORKING CAPITAL-BEGINNING</b>	<b>1,026,644</b>	<b>806,656</b>	<b>604,314</b>
<b>WORKING CAPITAL-ENDING</b>	<b>806,656</b>	<b>604,314</b>	<b>579,273</b>
<b>WC as a % of Expenses less Depreciation</b>	<b>28%</b>	<b>21%</b>	<b>20%</b>
<b>WC as a % of Expenses with Depreciation</b>	<b>18%</b>	<b>13%</b>	<b>13%</b>



**CITY OF BRIGHTON  
UTILITY RATE  
COMPARISON  
ACTUAL FY 2014-15 VS  
ADOPTED FY 2015-16**

	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>				
<b>Connection Fee Per REU:</b>								
Sewer	\$6,838.00	\$7,198.00	\$360.00	5%				
Water	\$2,662.00	\$2,802.00	\$140.00	5%				
<b>Total</b>	<b>\$9,500.00</b>	<b>\$10,000.00</b>	<b>\$500.00</b>	<b>5%</b>				
	<b>FY 2014-15 UNIT CHRG.</b>	<b>FY 2015-16 UNIT CHRG.</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>	<b>FY 2014-15 Bi-monthly Charge*</b>	<b>FY 2015-16 Bi-monthly Charge*</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>
<b>User Fees:</b>								
<b>Sewer -</b>								
Commodity/1,000 gal.	\$4.13	\$3.90	(\$0.23)	-6%	\$66.08	\$62.40	(\$3.68)	-6%
Administration/Meter/Mo.	\$6.42	\$6.81	\$0.39	6%	\$12.84	\$13.62	\$0.78	6%
Debt/3/4" Meter/Mo.	\$13.31	\$12.43	(\$0.88)	-7%	\$26.62	\$24.86	(\$1.76)	-7%
<b>Total</b>	<b>\$23.86</b>	<b>\$23.14</b>	<b>(\$0.72)</b>	<b>-3%</b>	<b>\$105.54</b>	<b>\$100.88</b>	<b>(\$4.66)</b>	<b>-4%</b>
<b>Water -</b>								
Commodity/1,000 gal.	\$2.72	\$3.27	\$0.55	20%	\$43.52	\$52.32	\$8.80	20%
Debt/1,000 gal.	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$2.72</b>	<b>\$3.27</b>	<b>\$0.55</b>	<b>20%</b>	<b>\$43.52</b>	<b>\$52.32</b>	<b>\$8.80</b>	<b>20%</b>
<b>TOTAL SEWER AND WATER</b>					<b>\$149.06</b>	<b>\$153.20</b>	<b>\$4.14</b>	<b>2.8%</b>

\*Sewer and Water Commodity assumes 16,000 gallons of usage for Bi-monthly Charge



**CITY OF BRIGHTON  
USER FEE  
HISTORY AND PROJECTION**

	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
<b>Average Quarterly User Fee*</b>						
Sewer	\$160.11	\$158.88	\$154.14	\$154.14	\$158.31	\$151.32
Water	\$51.60	\$65.04	\$65.04	\$65.04	\$65.28	\$78.48
<b>Total</b>	<b>\$211.71</b>	<b>\$223.92</b>	<b>\$219.18</b>	<b>\$219.18</b>	<b>\$223.59</b>	<b>\$229.80</b>
<b>\$ Change</b>	\$12.96	\$12.21	<b>(\$4.74)</b>	\$0.00	\$4.41	\$6.21
<b>% Change</b>	6.52%	5.77%	-2.12%	0.00%	2.01%	2.78%

\*Sewer and Water Commodity assumes 24,000 gallons of usage for Quarterly Charge

**CITY OF BRIGHTON  
CONNECTION FEE  
HISTORY AND PROJECTION**

	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
<b>Connection Fee Per REU</b>						
Sewer	\$6,118	\$6,478	\$6,478	\$6,838	\$6,838	\$7,198
Water	\$2,382	\$2,522	\$2,522	\$2,662	\$2,662	\$2,802
<b>Total</b>	<b>\$8,500</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$9,500</b>	<b>\$9,500</b>	<b>\$10,000</b>
<b>\$ Change</b>	\$500	\$500	\$0	\$500	\$0	\$500
<b>% Change</b>	6%	6%	0%	5.60%	0%	5%



The below schedule represents the 6 year Capital Improvement Plan and Maintenance. The first year (FY2015-16) is included in the Adopted Budget.

Project	Funding	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Residential Curb and Gutter - Utilites	Utility Bonds	\$ -	\$ 1,686,700	\$ -	\$ -	\$ -	\$ -
Residential Curb and Gutter - Utilites	Utility User Fees	\$ -	\$ -	\$ 746,000	\$ -	\$ -	\$ 642,000
Residential Street Reconstruction - Utilites	Utility Bonds	\$ 1,018,422	\$ -	\$ -	\$ -	\$ -	\$ -
Advance Street Water Main Replacement	Utility User Fees	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ -
Trailer Mounted Generators	Utility User Fees	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -
Refurbish Centrifuge	Utility User Fees	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Sludge Mixer Replacement	Utility User Fees	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	\$ -	\$ -
Sewer Slip Lining	Utility User Fees	\$ 50,000	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -
Repair & clean 3 wells	Utility User Fees	\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pick Up Truck Replacement Program - Water	Installment Purchase Agreement	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -
Wastewater Treatment Plant HVAC Replacement – Phase II	Installment Purchase Agreement	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pick Up Truck Replacement Program - Wastewater	Utility User Fees	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000
VPN for Water and Wastewater Plants	Utility User Fees	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -
Hydrant Painting	Utility User Fees	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Well Storage Tank Cleaning	Utility User Fees	\$ -	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -
<b>Total Water &amp; Sewer Utilities</b>		\$ 1,517,822	\$ 1,911,700	\$ 956,000	\$ 85,000	\$ 465,000	\$ 677,000



**UTILITIES FUND  
DEBT SERVICE  
FY 2015-16**

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Sewer	2010 - \$630,000	20,000	30,435	50,435
	2012 Refunding - WWTP - MMBA	610,000	110,850	720,850
	2007 - \$2,285,000 (16.5%)	9,900	13,171	23,071
	2013 -\$5,070,000 Refunded Bonds	13,200	3,762	16,962
	2014 - \$247,587 Loan	32,363	5,664	38,027
	<b>Total</b>	<b>685,463</b>	<b>163,882</b>	<b>849,345</b>

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Water	1997 - Lake Edgewood	17,200	2,064	19,264
	2007 - \$2,285,000 (16.5%)	9,900	13,171	23,071
	2013 - \$830,000 Refunded Bonds	134,100	3,397	137,497
	2004 - DWRF-MMBA (\$1,520,000)	75,000	15,126	90,126
	2014 - \$247,587 Loan	3,006	526	3,533
	<b>Total</b>	<b>239,206</b>	<b>34,284</b>	<b>273,490</b>

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Storm	2013 - \$830,000 Refunded Bonds	45,900	3,291	49,191
	2013 -\$5,070,000 Refunded Bonds	10,500	4,538	15,038
	<b>Total</b>	<b>56,400</b>	<b>7,828</b>	<b>64,228</b>

<b>TOTAL FUND</b>		<b>981,070</b>	<b>205,994</b>	<b>1,187,063</b>
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## *Utilities Equipment Replacement Fund*

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Pursuant to City Council direction of 2010, a Capital Improvements Funding Citizens’ Advisory Task Force was created and appointed to work with city staff to identify recommendations for the dependable funding of capital improvements for the community, and to make recommendations on the most important priorities to receive funding from existing or future available funding sources.

One of the recommendations from the task force was for City Council to review current Council-established policy and practice to not fully fund depreciation of utilities. A gradual move to build a reserve in the City’s Utilities’ Fund to address future major replacement or upgrades to water and sewer facilities is needed. This step or action could include but not be limited to; approval of a small incremental addition to the City’s water & sewer rates that would be dedicated for establishing a capital reserve for future water and sewer system replacements and upgrades. For illustration purposes only; such a small incremental addition may mean that up to 1 % of future annual rate increases could be dedicated to and for partial funding of depreciation for a water and sewer system capital reserve.

The FY2011/12 Budget included funding 3% of depreciation for the first time. The FY2012/13 Budget includes funding 10% of depreciation. The FY2013/14 Budget includes funding 15% of depreciation. The FY14/15 includes funding 10% of depreciation. FY15/16 includes funding \$17,513 or 1.25% of depreciation.’

FY2014-15 includes an appropriation of \$324,000 to the DDA Fund for the construction of the CSX Lot before the summer civic events start in June and \$47,199 to the Major Street Fund to convert 193 street lights to LED. The DDA Fund will appropriate the funds back to the Utilities Equipment Replacement Fund before the end of August, 2015. The General Fund will repay the Utilities Equipment Replacement Fund over the next four years with the annual savings it will realize in street lighting from the conversion to LED.

### CITY OF BRIGHTON, MICHIGAN UTILITIES EQUIPMENT REPLACEMENT FUND

<u>ACCOUNTS</u>	<u>13-14</u>	<u>PROJECTED YEAR-END 14-15</u>	<u>ADOPTED BUDGET 15-16</u>
<b>REVENUES:</b>			
Investment Earnings	914	975	1,010
Other Financing Sources	213,450	140,100	353,881
<b>TOTAL REVENUES</b>	<b>214,364</b>	<b>141,075</b>	<b>354,891</b>
<b>EXPENDITURES:</b>			
Other Financing Uses	-	371,199	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>371,199</b>	<b>-</b>
<b>FUND BALANCE-BEGIN.</b>	<b>187,032</b>	<b>401,396</b>	<b>171,272</b>
<b>FUND BALANCE-ENDING</b>	<b>401,396</b>	<b>171,272</b>	<b>526,163</b>



## *Wastewater Division*

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### **Mission Statement – Wastewater Division**

The City of Brighton Wastewater Division's mission for operations is to provide for the collection, treatment and proper discharge of domestic, commercial and industrial wastewater in accordance with the State of Michigan National Pollutants Discharge Elimination System (NPDES) Discharge Permit and United States Environmental Protection Agency regulations. The provision of proper environmental stewardship in the field of wastewater treatment for all customers is paramount in the daily operation of the treatment system.

### **FY 2015-16 Performance Objectives**

1. Encourage employees to continue education and safety training seminars/courses related to the environmental field and treatment operations. (City Strategic Priority 2).
2. Staff will continue developing an Asset Management Program to meet new NPDES requirements by the Michigan Department of Environmental Quality (MDEQ), which involves management of facility assets based on sound principals of financial management with maintenance management based on best practices, including updating GIS mapping & inventory system. (City Strategic Priority 2).
3. Continue efforts with comprehensive maintenance program to ensure equipment efficiency and prevent any premature failure of equipment and process treatment. (City Strategic Priority 2).
4. Continue to successfully meet all MDEQ & EPA regulatory requirements. (City Strategic Priority 2).
5. Continue to provide support to Water Division & all divisions of the DPW as needed. (City Strategic Priority 2).

### **FY 2014-15 Significant Achievements**

1. Successfully met all sampling, monitoring and regulatory requirements for the NPDES Permit, Industrial Pre-treatment Program, Biosolids Land Application Program, Lab Performance Evaluation (DMRQA Study) & Mercury Minimization Program during 2014 calendar year.
2. Staff attended 37 hours of technical training seminars/courses during the calendar year.
3. The Wastewater Division continued to meet the daily operational needs of both Wastewater Treatment Facility & Collection System, while providing service to our customers during the past year with, 57 Customer Assistance Request.
4. Staff provided information, recommendations, and a thorough review for the update of the City's Engineering Design Standards (Municipal Sanitary Sewer System Section).
5. Received a new four (4) year NPDES permit from the State of Michigan that went in effect August 1, 2014, based on a completed application submitted March 13, 2013.
6. Submitted a three (3) year plan to the MDEQ for the development and implementation of a comprehensive Asset Management Plan to meet the requirements of the WWTP's new NPDES permit.
7. Continued to improve on the Wastewater Division's maintenance program & record keeping ensuring equipment efficiency and preventing any premature failure of equipment and process treatment.
8. Provided support to Water Division & all divisions of the DPW as requested during the calendar year.



## *Water Division*

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### **Mission Statement – Water Division**

The City of Brighton Water Division's mission for operations is to provide an uninterrupted supply of clean, safe and clear water to its customers in sufficient amount to meet their needs and demands throughout the entire year.

### **Divisional Review of Responsibilities**

The Water Division is charged with providing adequate, safe drinking water for personal use and for other needs that the residents of the City of Brighton require. This includes providing sufficient water and pressures for fire suppression needs in addition to the needs for irrigation and other public uses. Repairs of the water system including water plant equipment, water mains and appurtenant structures are all part of this division's responsibilities. Additionally, the department must operate within State and Federal Clean Water Act (CWA) guidelines and regulations. The water division is also currently working towards a total conversion of our water meters and meter reading systems to a system that is computer/radio read generated and prepared.

### **FY 2015-16 Performance Objectives**

1. Encourage employees to continue education and safety training seminars/courses related to the Water Distribution and Treatment operations. (City Strategic Priority 2).
2. Continue developing an asset inventory and management program for treatment facilities and distribution system infrastructure, with goals in 2015, to record GPS coordinates for all valve locations in the distribution system, along with a condition assessment of gate valves with the use of a hand held inspection cameras. (City Strategic Priority 2).
3. Continue the development and implementation of a hydrant identification and history log for all hydrants in the City's distribution system. (City Strategic Priority 2).
4. Continue efforts with comprehensive maintenance program to ensure equipment efficiency and prevent any premature failure of equipment and process treatment. (City Strategic Priority 2).
5. Continue to meet all MDEQ and EPA regulatory requirements. (City Strategic Priority 2).
6. Continue to provide support to Wastewater Division & all divisions of the DPW as needed. (City Strategic Priority 2).



## *Water Division*

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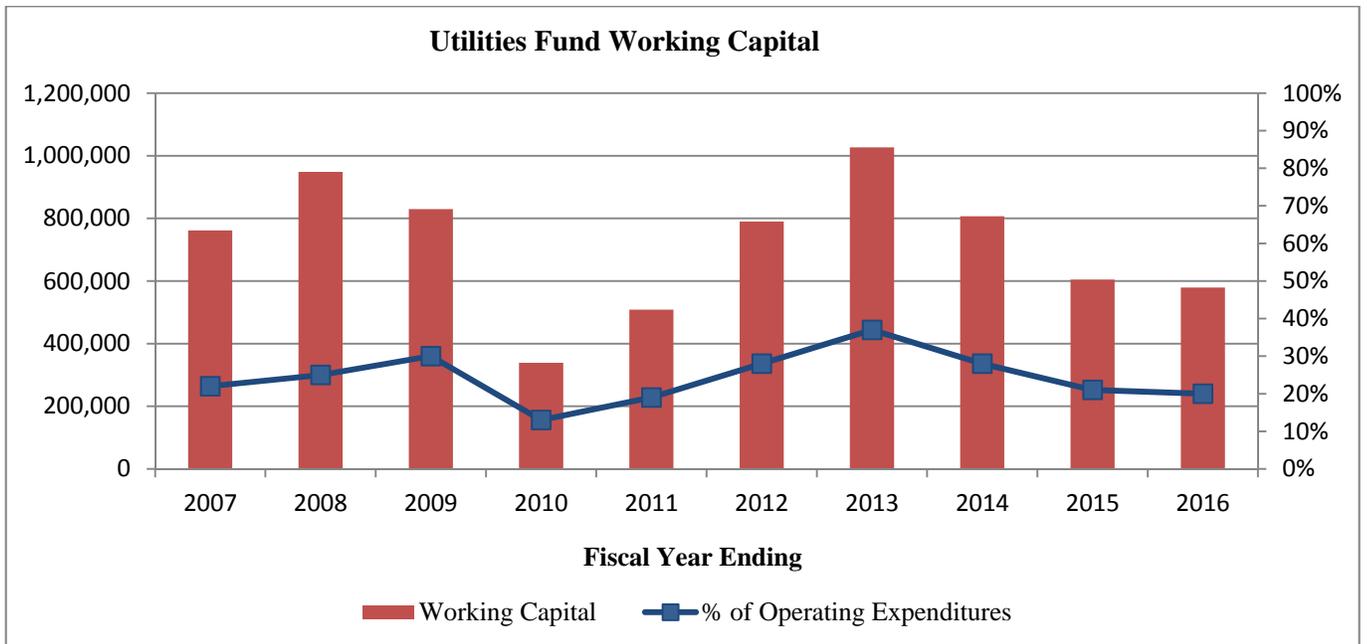
### **FY 2014-15 Significant Achievements**

1. Successfully met all sampling, monitoring, reporting and State & Federal regulatory requirements for the 2014 calendar year.
2. The Water Division continued to meet the daily operational needs of both Water Treatment Facilities & distribution system, while providing service to our customers during the past year with 659 Customer Service Order requests, 60 Customer Assistance Requests, and 1312 MISSDIG staking requests.
3. Staff attended 77 hours of technical training seminars/courses during the calendar year, with 2 staff members completing requirements for Water System Operators Certifications renewals in July 2015.
4. Completed a program update for the City's Wellhead Protection Program (WHPP) to meet MDEQ program requirements, receiving MDEQ approval for the program update in May 2014.
5. Staff initiated and provided data and assistance needed to complete an updated Water Reliability Study to meet the requirements of the Safe Water Drinking Act. The study was completed by Tetra Tech, and the purpose of the report is to document the model, provide an assessment of the reliability and performance of the City's water system under existing and future conditions, and to provide recommendations to maintain and improve performance of the City's water system infrastructure.
6. Staff provided information, recommendations, and a thorough review for the update of the City's Engineering Design Standards (Municipal Water System Section).
7. Completed a program update for the Emergency Response Plan (ERP) to meet the requirements of the Safe Water Drinking Act.
8. Completed 18 hydrant repairs.
9. Continued to improve on the Water Division's maintenance program & record keeping ensuring equipment efficiency and preventing any premature failure of equipment and process treatment.
10. Provided support to Wastewater Division & all divisions of the DPW as requested during the calendar year.



## Utilities Fund

	Perspective	City Goal	Performance Indicators	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2015-16 Budget
Output	Serve the Community	Provide an Environmentally Livable Community	MG Wastewater Treated	429	428	435	435
			Wastewater Received from Hamburg Twp (MG)	19.8	20.4	20	20
			Sewer Main Blockages	11		10	10
			MG Water Pumped	484	451	500	500
			Daily Pumpage Average	1.3	1.27	1.3	1.3
			Water Main Breaks	2	7	2	2
			Cross Connection Inspections	111	113	110	110
			Backflow Devices Requiring Testing	291	291	291	291
Efficiency	Run the Operations	Deliver Efficient Services	% of Sanitary Sewer Main Cleaning Completed	20%	20%	75%	75%
			% of Troubled Sanitary Sewer Main Cleaned Monthly	100%	100%	100%	100%
			% of Water Samples Meeting Federal/State Standards	100%	100%	100%	100%

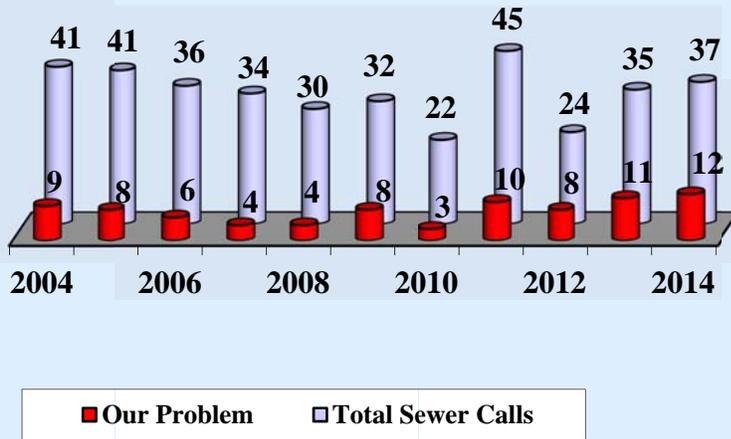




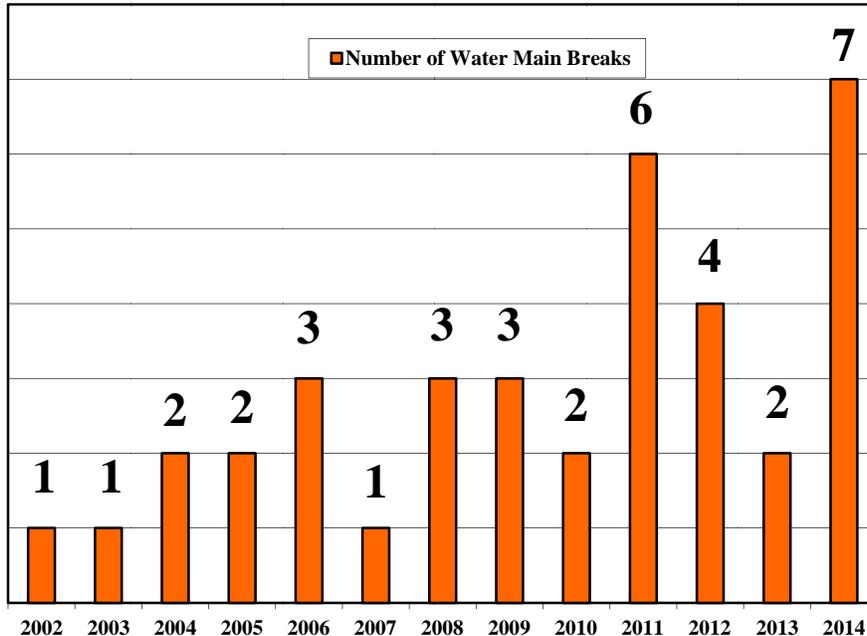
### Sewer Related Calls 2004-2014

During the 2014 calendar year the City of Brighton responded to 37 sewer related calls, only 12 were our responsibility with 1 resulting a property damage claim

In 2014, staff from the Department of Public Service completed cleaning of 20% of Sanitary Sewer Main as part of our yearly preventive maintenance program.



### Water Main Breaks 2001 - 2014



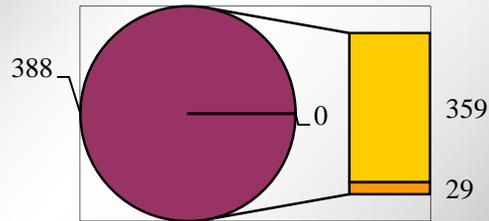
During the 2014 calendar year, 4 of the 7 water main breaks were directly related to the extreme cold temperatures which drove frost levels to record depths, setting a record number of water main breaks for a 5 week period, and above the annual average of 2.6 water main breaks per year.



## Cross Connection Program

In 2002, staff identified the need to develop a more thorough and comprehensive Cross Connection Program. City staff along with the contractual services provide by Hydro Designs have identified over 388 accounts to inspect for compliance status, and obtain the information needed for the program's development and the future management.

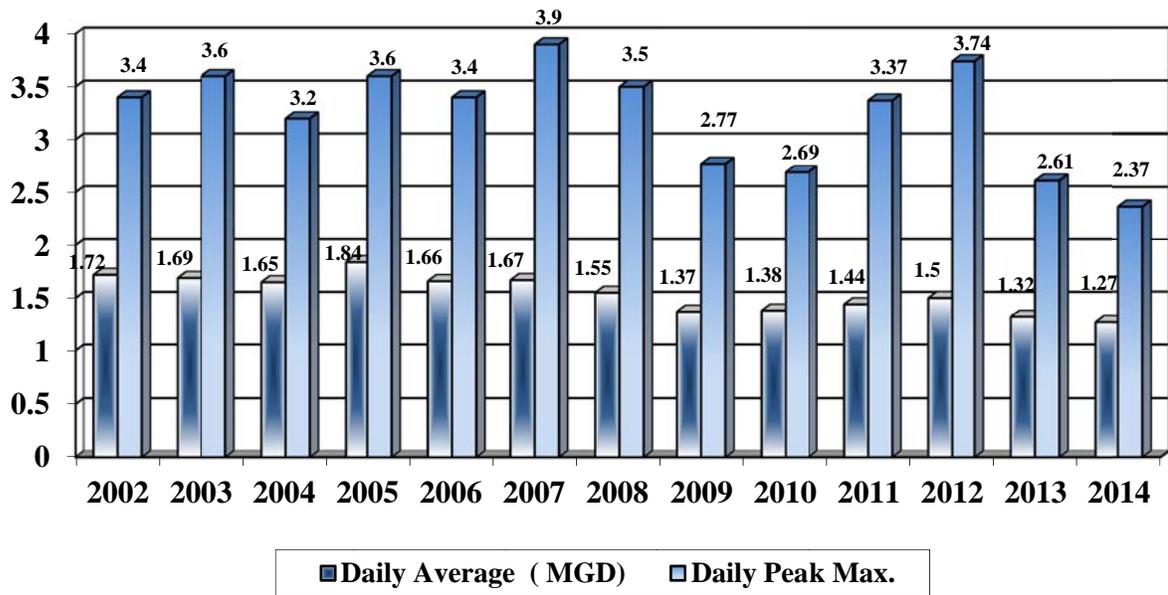
Since the beginning of the program 388 sites have been inspected, today 359 of those sites are in-compliance



- # of sites inspection not completed as of date, but scheduled for inspection in 2014
- Sites that are in compliance
- going though the notification process or have been identified as vacant



### Water Pumped to Distribution System



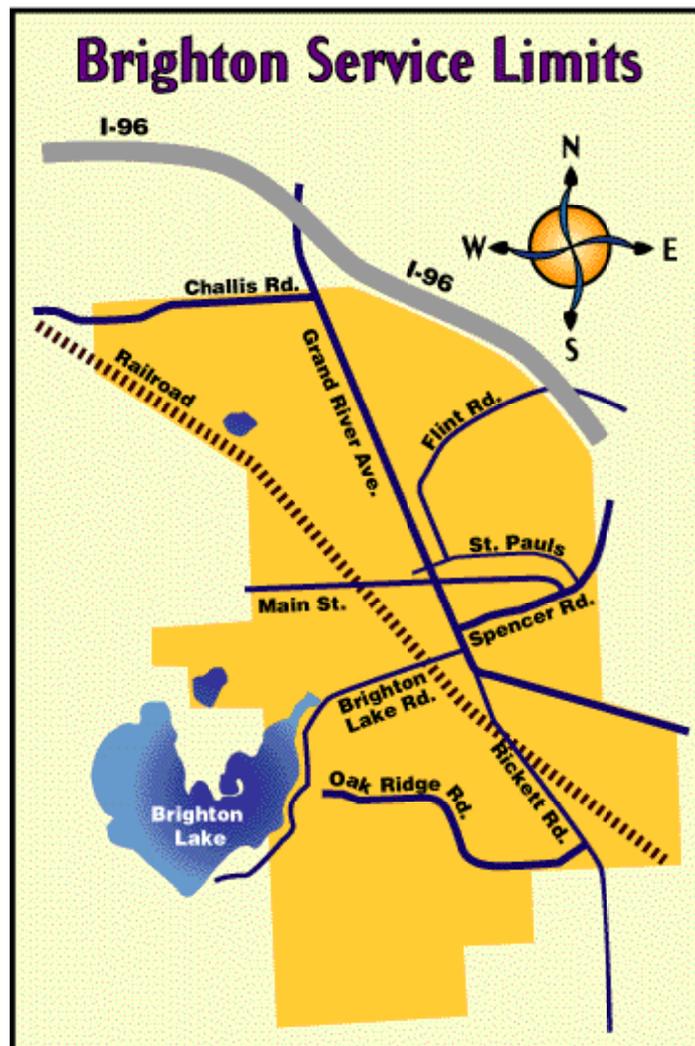
### The City of Brighton WWTP treated 428 million gallons of wastewater in 2014





## Statistical Information

The City of Brighton is situated upon the four corners of Brighton, Genoa, Hamburg and Green Oak Townships in the southeast quadrant of Livingston County which is located in the southeast quadrant of lower Michigan. Brighton was incorporated as a village in 1867 and later became a city in 1928. Early growth of the village centered around its Mill Pond and its location along Grand River Trail. Today, the City of Brighton is the second most populated city in Livingston County. Brighton's growth is influenced by the nearby juncture of two interstate expressways, US-23 and I-96. The Brighton City Logo of the "4 b's" was designed many years ago as a representation of Brighton's proximity to the interchange of two major highways, i.e, I-96 and U.S. 23.





**CITY GOVERNMENT**

Form of Government	Council/Manager	
Mayor	James Muzzin	
City Council Members	Ricci Bandkau Susan Gardner Kris Tobbe	Jim Bohn Shawn Pipoly Shanda Willis
City Manager	Dana Foster	

**CITY SERVICES**

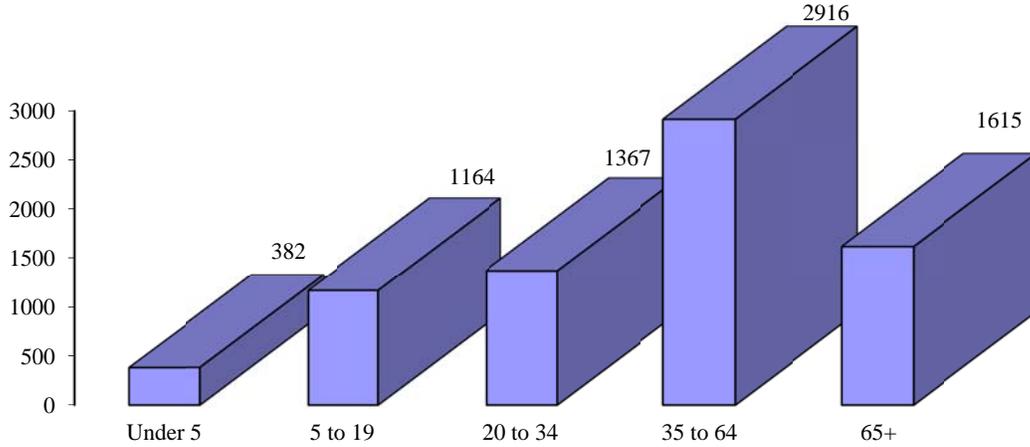
Number of Full-time Police Officers	17
Water Plant Capacity	4,000,000 Gallons/Day
Sewage Treatment Capacity	2,250,000 Gallons/Day
Comprehensive Master Plan	Yes
Municipal Zoning	Yes
Engineering Design Standards	Yes
Downtown Development Authority	Yes
Local Development Finance Authority	Yes
Municipal Parks	Yes
Building Authority	Yes

**COMMUNITY PROFILE**

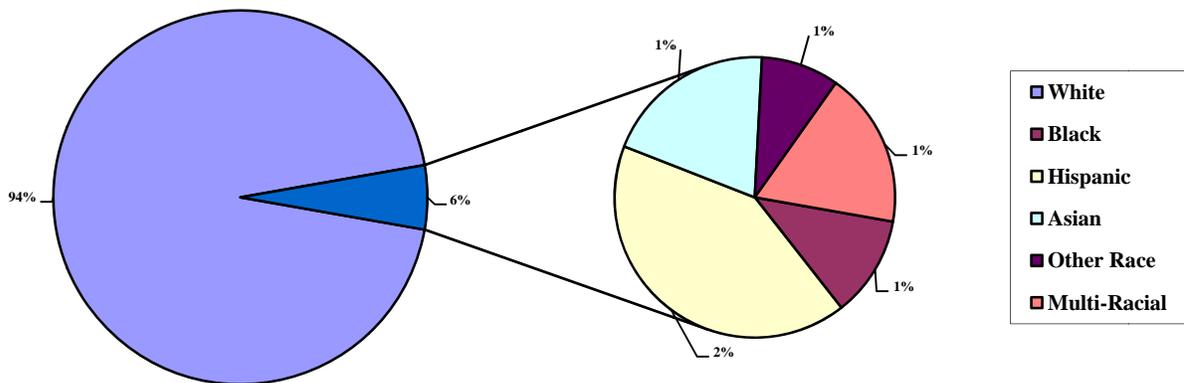
Area (square miles)	3.65
1990 Population	5,686
1995 Population	5,983
2000 Population	6,701
2010 Population	7,444
2014 Population	7,807
2014 Number of Households	3,957
Persons per Household	1.97
Owner occupied	96%
Taxable Value (2014)	\$390,323,173
Taxable Value Breakdown	Residential 51% Industrial 5% Commercial 36% Personal 8%



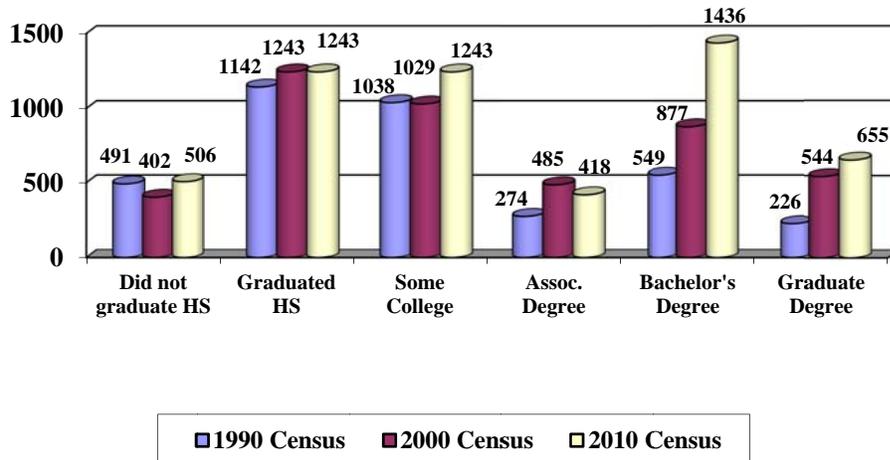
**2010 POPULATION BY AGE**

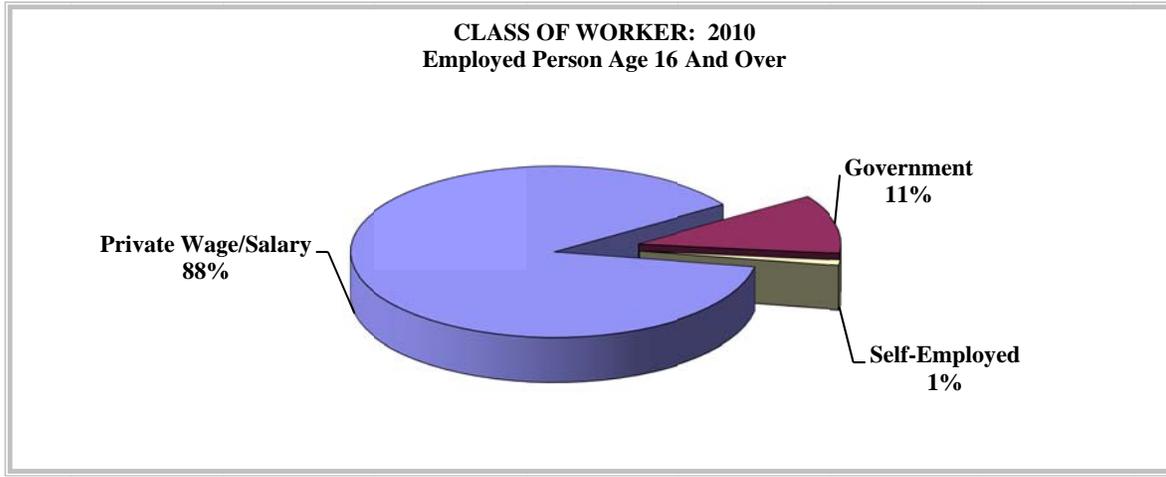


**2010 POPULATION BY RACE AND HISPANIC ORIGIN**



**POPULATION AGE 25 OR OLDER BY EDUCATION**





2010 INCOME		2010 OCCUPATIONS	
Median Household Income	\$46,731	Employed Civilian Population 16 Years & Older	3,372
Median Family Income	\$75,089	Largest Occupational Categories:	
Households with Social Security Income	1,221	▪ Management, Professional, & Related Occs.	1,507
Mean Annual Social Security Income	\$15,783	▪ Sales & Office Occupations	949
Households with Public Assistance Income	106	▪ Service	466
Mean Public Assistance Income	\$3,389	Largest Industrial Categories:	
Households with Retirement Income	832	▪ Educational, Health & Social Services	837
Mean Annual Retirement Income	\$17,183	▪ Manufacturing	512
Poverty 9.8%		▪ Retail Trade	401



**LAND USE / LAND COVER**

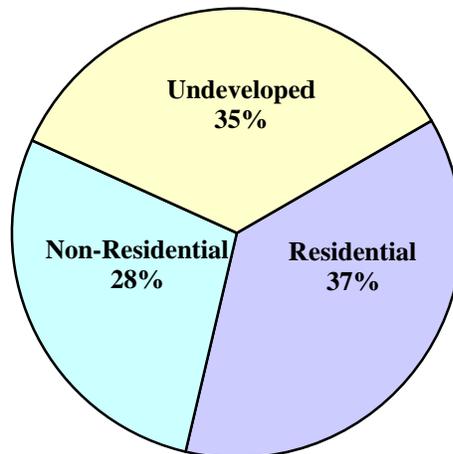
See next page for 2008 data

<b>LAND USE TYPE</b>	<b>1990 ACRES</b>	<b>2000 ACRES</b>
Single-Family <sup>1</sup>	548 (23%)	623 (27%)
Multiple-Family	146 (6%)	242 (10%)
Commercial and Office	248 (11%)	295 (13%)
Institutional	88 (4%)	88 (4%)
Industrial	109 (5%)	176 (8%)
Transportation, Communication, and Utility	62 (3%)	62 (3%)
Cultural, Outdoor Recreation, and Cemetery	38 (2%)	38 (2%)
Active Agriculture	41 (2%)	5 (0%)
Grassland and Shrub	656 (28%)	388 (17%)
Woodland and Wetland	214 (9%)	183 (8%)
Extractive and Barren	54 (2%)	62 (3%)
Water	116 (5%)	110 (5%)
Under Development <sup>2</sup>	21 (1%)	69 (3%)
Total Acres <sup>3</sup>	2,341	2,341

1- Single-Family land use: areas of single-family houses, and also includes manufactured housing, farmsteads, and portions of developing single-family residential.

2- Under Development: includes two types of areas, 1. The acreage not built on in areas where new residential construction is partially completed, and 2. Areas where ground breaking has occurred and no land use type could be determined.

3- 1990 and 2000 total acres and related percentages may not be the same due to rounding errors and precision differences between 1990 and 2000 GIS layers.



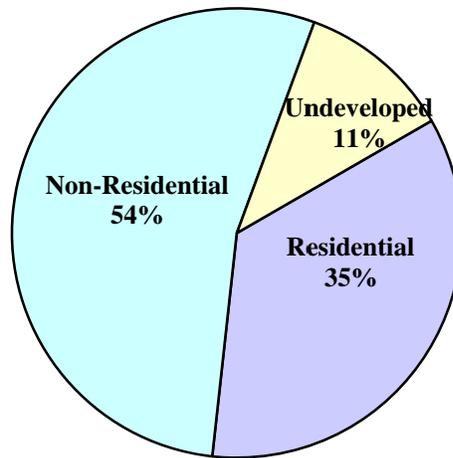


**LAND USE**

Land Cover no longer included in data

<b>LAND USE TYPE</b>	<b>2008 ACRES</b>
Single-Family	649 (29.2%)
Multiple-Family	131 (5.9%)
Commercial	391 (17.6%)
Governmental/Institutional	262 (11.8%)
Industrial	250 (11.2%)
Transportation, Communication, and Utility	295 (13.3%)
Park, Recreation, and Open Space	141 (6.3%)
Agricultural	0 (0%)
Water	105 (4.7%)
Total Acres	2,223

Data represents land use only. Due to this difference, change analysis using this data and previous land use/land cover data (as seen on previous page) is not possible.





**RESIDENTIAL DENSITY (UNITS PER ACRE) \***

DENSITY TYPE	1990	2000	1990-2000 INCREMENT(1)
Single-Family Land Use	2.56	2.33	0.66
Gross Residential Density	3.61	3.70	4.06

1 - 1990-2000 Increment: The density of housing units built 1990-2000, that is, the number of housing units built divided by the area of residential land added 1990-2000. Increment values are not shown for categories in which acreage and/or units decreased, or in which acreage changed by less than 10 acres.

\* 2010 data not available as of publication date.

**SUMMARY OF DEVELOPMENT CHANGES (IN ACRES) \***

DEVELOPMENT STATUS	1990	2000	2008	1990-2000 CHANGE	2000-2008 CHANGE
Undeveloped	1,102	817	245	-285 (-25.9%)	-572 (-70%)
Developed	1,238	1,524	1,978	286 (23.1%)	454 (29.8%)
Residential	694	866	780	172 (24.8%)	-86 (-9.9%)
Nonresidential	544	658	1,198	114 (21.0%)	540 (82.1%)
Percent Developed	52.9	65.0	89.0	12.1 (22.9%)	24 (36.9%)

\* 2010 data not available as of publication date.

**SURROUNDING COMMUNITIES**

2010	POPULATION	AREA (ACRES)	TOTAL EMPLOYMENT	MEDIAN HOUSEHOLD INCOME
Brighton City	7,444	2,341	10,812	\$46,731
Brighton Township	17,791	22,137	9,597	\$93,327
Genoa Township	19,821	23,299	11,430	\$67,548
Green Oak Twp	17,476	23,655	8,343	\$72,769
Hamburg Twp	21,165	23,054	2,656	\$84,648
Howell City	9,489	2,753	11,330	\$43,094



**MAJOR TAXPAYERS**

The 2014\* State Equalized Valuation and the 2014\* Taxable Value of each of the City’s major taxpayers (including abatements) is as follows:

<b>NAME OF TAXPAYER</b>	<b>STATE EQUALIZED VALUATION</b>	<b>TAXABLE VALUE</b>
Brighton Holdings LLC	\$15,525,780	\$12,936,140
Brighton Mall Associates	10,332,760	10,332,760
Eberspaecher North America	13,800,560	13,741,370
BMH Realty, LLC	8,115,010	7,683,880
TG Fluid Systems USA Corp	8,298,490	8,238,700
Brookdale Senior Living	5,719,950	5,201,920
MJR Group LLC	4,983,220	4,983,220
Good Will Co, Inc	6,321,830	3,799,840
Brightland Properties LLC	3,342,540	3,342,540
Aberdeen of Brighton	3,851,820	3,211,080

\*2015 data not available as of publication date.

**MAJOR EMPLOYERS**

<b>NAME OF TAXPAYER</b>	<b>PRODUCT/SERVICE</b>	<b>NO. EMPLOYEES</b>
Brighton Area Schools	Education	755*
Meijer Inc.	Retail Merchandise	298
TG Fluid Systems	Manufacturer	342
Home Depot	Home Improvement	179
EberSpaecher NA, Inc.	Manufacturer	160
Corrigan Oil & Construction	Fuel Distribution, Construction, & Retail	160

\*630 employees working directly at Brighton Area Schools and 125 Shared Services employees



### **GLOSSARY OF BUDGET AND FINANCE TERMS**

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, this budget glossary has been included in the document.

**Activity Budget(s):** Cost centers or specific and commonly recognized service functions within a fund or department to which specific expenses are to be allocated.

**ACT 51:** The common reference to the State Gas & Weight Tax Act. “Act 51 Revenues” then generally means those revenues distributed to Cities and other local governments from the State’s Gas & Weight related taxes/fees.

**Ad Valorem:** Imposed at a rate percent of the value as stated.

**Appropriation:** An expenditure authorization made by the City Council, which permits charges against specified funding sources. Appropriations are usually made for fixed amounts and are typically approved for the entire fiscal year unless otherwise amended by the City Council.

**Approved/ Adopted Budget:** The City’s budget & expenditure authority as adopted by the City Council in a vote conducted after a City Charter-required public hearing to collect public input on the Proposed Budget. Generally the City Council adopts the budget at the 2<sup>nd</sup> regular Council meeting in May each year for a fiscal year starting July 1 of the same year.

**Assessed Valuation:** The estimated value placed upon real and personal property by the City Assessor. Assessed value is required to be at 50% of true cash value.

**Assets:** Property owned by the City, which has monetary value.

**Audit:** A systematic examination of resource utilization concluding in a written report. It is a test of management’s internal controls and is intended to:

- Ascertain whether financial statements fairly present financial positions and results of operations;
- Test whether transactions have been legally performed;
- Identify areas for possible improvements in accounting practices and procedures;
- Ascertain whether transactions have been recorded accurately and consistently;
- Ascertain the stewardship of officials responsible for governmental resources.

**Balanced Budget:** The budgeted revenues (including available unreserved Fund Balance) are equal or more than the budgeted expenditures.

**Base Budget:** The budget predicated on maintaining the existing level of service.

**Bond (Debt Instrument):** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital improvements.



**GLOSSARY OF BUDGET AND FINANCE TERMS (continued)**

**Budget Amendment:** Adjustments made to the budget or approved expenditure authority during the fiscal year by the City Council to properly account for unanticipated changes, which occur either in revenues or expenditures or for programs or policy objectives initially approved for the fiscal year. The State Budgeting Law requires amendments within each activity level budget, where needed to maintain expenditures.

**Budget (Operating):** A plan of financial operations embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceiling under which the City and its departments operate.

**Budget Calendar:** The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

**Budgetary Control:** The level at which expenditures cannot legally exceed the appropriated amounts.

**Budgeted Funds:** Funds that are planned for certain uses. The budget document that is submitted for Council approval is composed of budgeted funds.

**Budget Message (City Manager's):** Initially, a general discussion of the proposed budget document presented in writing as a supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**Capital Expenditures:** The expenditures for the acquisition of capital assets; whether major assets with long-term useful life spans or shorter-term operational capital needs such as office equipment, small tools & machinery. The expenditures are financed by either capital debt or cash-pay-as-you-go.

**Cash Management:** The management of cash necessary to pay for government services while investing temporarily idle cash in order to earn interest. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds safely in order to achieve the highest interest on temporary cash balances.

**CIP:** Abbreviation for Capital Improvement Program.

**Contingency:** An estimated amount of funds needed for deficiency or emergency purposes. An annual appropriation to cover short falls in revenue and/or underestimation of expenditures. Under Michigan law, to be used contingencies must be moved to a more distinctive appropriation by a budget amendment.

**Contractual Services:** Items of expenditure from services that the City receives from an outside company. HVAC, maintenance, custodial services, Building, Mechanical, and Plumbing Inspectors are examples of contractual services.

**CPI:** Abbreviation for Consumer Price Index.

**Current Taxes:** Taxes that are levied and due within one year.



**GLOSSARY OF BUDGET AND FINANCE TERMS (continued)**

**DDA:** The **Downtown Development Authority** whose revenues are derived from or produced by the “capture” of tax revenue which is calculated by applying ½ of the City and County operating millage to the incremental increase in taxable value from the base year. The DDA can then use these revenues for any and all projects from the City Council approved development plan

**Debt Service:** the City’s obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Department:** A major activity of the City, which indicates overall management responsibility for an operation of a group of related operations within a functional area.

**Depreciation:** That portion of the cost of a capital asset, used during the year to provide service.

**DPW:** Department of Public Works.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenses. Enterprise funds are established for services such as water and sewer utilities.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities or attaining certain objectives.

**Expenditure:** The cost of Governmental Fund goods delivered and services rendered, whether paid or unpaid.

**Fund Balance:** Fund balance is the difference between assets and liabilities in a governmental fund. Fund balance is required to be reported in two components—reserved and unreserved. When fund balance is *reserved*, it either means that the resources are in a form that cannot be appropriated and spent or that the resources are legally limited to being used for a particular purpose. For instance, grant monies from the federal government that may be used only for a road project would be reported as reserved fund balance in a street fund. Likewise, the City’s cemetery trust funds in the General Fund are nonexpendable resources that can be invested but not spent—as reserved fund balance. The portion of fund balance that is not reserved is fittingly called *unreserved* fund balance. It represents resources that can be used for any purpose of the fund they are reported in. Unreserved fund balance in a debt service fund can be used to repay any outstanding debt. Unreserved fund balance in the General Fund can be used for any public purpose at all. The City may report *designations* of their unreserved fund balance. Although unreserved fund balance is not legally limited to any specific purpose, the City may designate some unreserved fund balance to express its *intention* to use available resources in a particular manner, i.e., as in the carry forward of prior year encumbrances. A designation is not legally binding but does convey the City’s plans for using its available resources. Reporting designations is optional.

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**GASB:** The Governmental Accounting Standards Board, which provides direction in accounting and reporting requirements for units of government.



**GLOSSARY OF BUDGET AND FINANCE TERMS (continued)**

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government that may be used for any lawful purpose. General Fund revenues include property taxes, licenses and permits, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as police protection, finance, public services and general administration.

**General Obligation Bonds:** When the City pledges its full faith and credit to the repayment of the bonds it issues, those bonds are General Obligation (G.O) bonds.

**GFOA:** Abbreviation for Government Finance Officers Association.

**Headlee Amendment:** The Headlee Amendment places an upper limit on the total amount of operating property taxes a city can collect in the fiscal year. This constitutional amendment limits the growth in taxable value attributed to market adjustment (excluding new construction) to the growth in the consumer price index (CPI). If this situation occurs, the operating millages, which are applied to the taxable value, must be reduced to compensate for any increase in excess of the CPI.

**IDC:** The independent rating agency used to determine financial institution eligibility for investments of City funds beyond the FDIC insurance limits.

**Immediate Funds:** Liquid Funds available during the timeframe in which fund balance or working capital is needed to pay demands or claims before the major or significant revenue sources will be received for each respective Fund, as determined by management.

**Industrial Facilities Tax (IFT):** Special tax roll provided for under Act 198. This Act allows the City to levy one half the total Millage on the value of new or expanded facilities up to 12 years.

**Investment:** Securities purchased and held for the production of income in the form of interest.

**L DFA:** Abbreviation for Local Development Finance Authority.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

**Liquid Funds:** Funds that can be converted to cash within 30 days.

**Long Term Debt:** Debt with a maturity of more than one year.

**Maturities:** The date on which the principal or stated values of investments or debt obligation mature and may be reclaimed.

**MERS:** The Michigan Municipal Employees Retirement System is a multiple-employer statewide public employee retirement plan created to provide retirement and survivor and disability benefits to local government employees.

**Michigan Transportation Fund (MTF) Bonds:** Bonds that allow cities in Michigan to borrow for street Projects pledging not in excess of 45% of their average annual revenue from Gas & Weight Taxes for debt service



**GLOSSARY OF BUDGET AND FINANCE TERMS (continued)**

**Mill:** A mathematical taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation property.

**Millage:** A rate (as of taxation) expressed in mills per dollar.

**Net Debt:** All City Debt net of special assessment, transportation fund and revenue bond debt.

**Per Capita basis:** Per unit of population.

**Revenue:** An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in an enterprise.

**Surplus Funds** – Liquid or Non-Liquid Funds not immediately needed to pay demands against vendors and other claimants as determined by management.

**Special Assessment Fund:** Special Assessment Funds are used to account for the construction and financing of public improvements benefiting a limited number of properties. Assessments are repaid over a number of years with interest.

**State Equalized Value (SEV):** The assessed valuation of property in the City as determined by the City Assessor and then reviewed and adjusted, if necessary by the City's Board of Review and the State Tax Commission to assure that it equals 50% of the market value as required by State Law.

**Structurally Balanced Budget:** A budget that is sustainable for multiple years into the future.

**Tax Base:** The total value of taxable property in the City.

**Taxable Value:** This is a value used as a base for levying property taxes. It was established by a state constitutional amendment. Taxable value limits increases in value attributed to market adjustment. The increase is limited to the lesser of the actual increase, the rate of inflation as established by the consumer price index, or 5%. When property changes ownership, the value returns to 50% of true cash value.

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

**Trust and Agency Fund:** Trust and Agency funds are used to account for assets held by the city in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds.

**Utilities Fund:** This enterprise fund is used to account for the provision of water and sewer services to the customer financed primarily by user charges.

**Working Capital:** Working Capital is generally defined as current assets less current liabilities; however, this is to some extent, an abstract concept. If all of the current assets were converted to cash at their *book value* and all the current liabilities paid, then working capital would be the amount of cash remaining. For the City's Utilities Fund, current assets are comprised of cash and cash equivalents, receivables and inventory; and current liabilities are comprised of accounts payables, accrued liabilities and the current portion of next fiscal year's long-term debt.