

City of Brighton, MI

Adopted Budget

FY 2016 - 2017

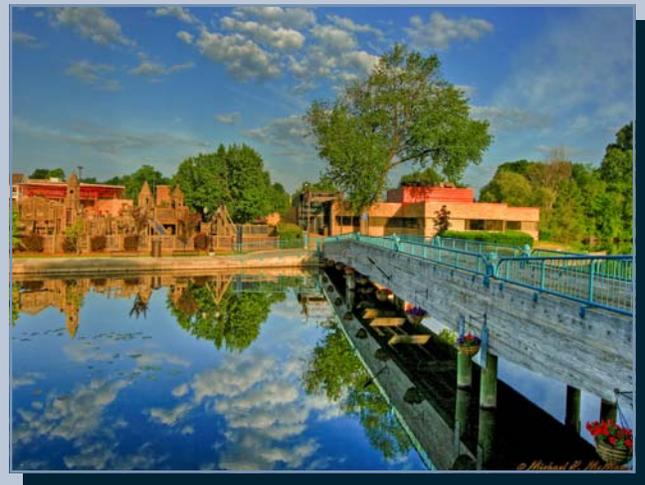
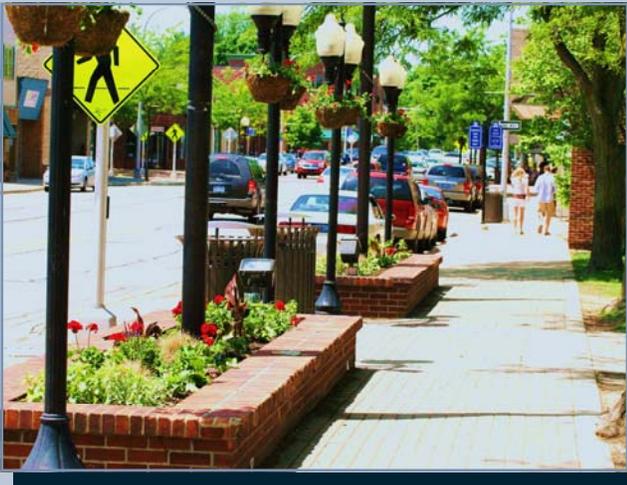




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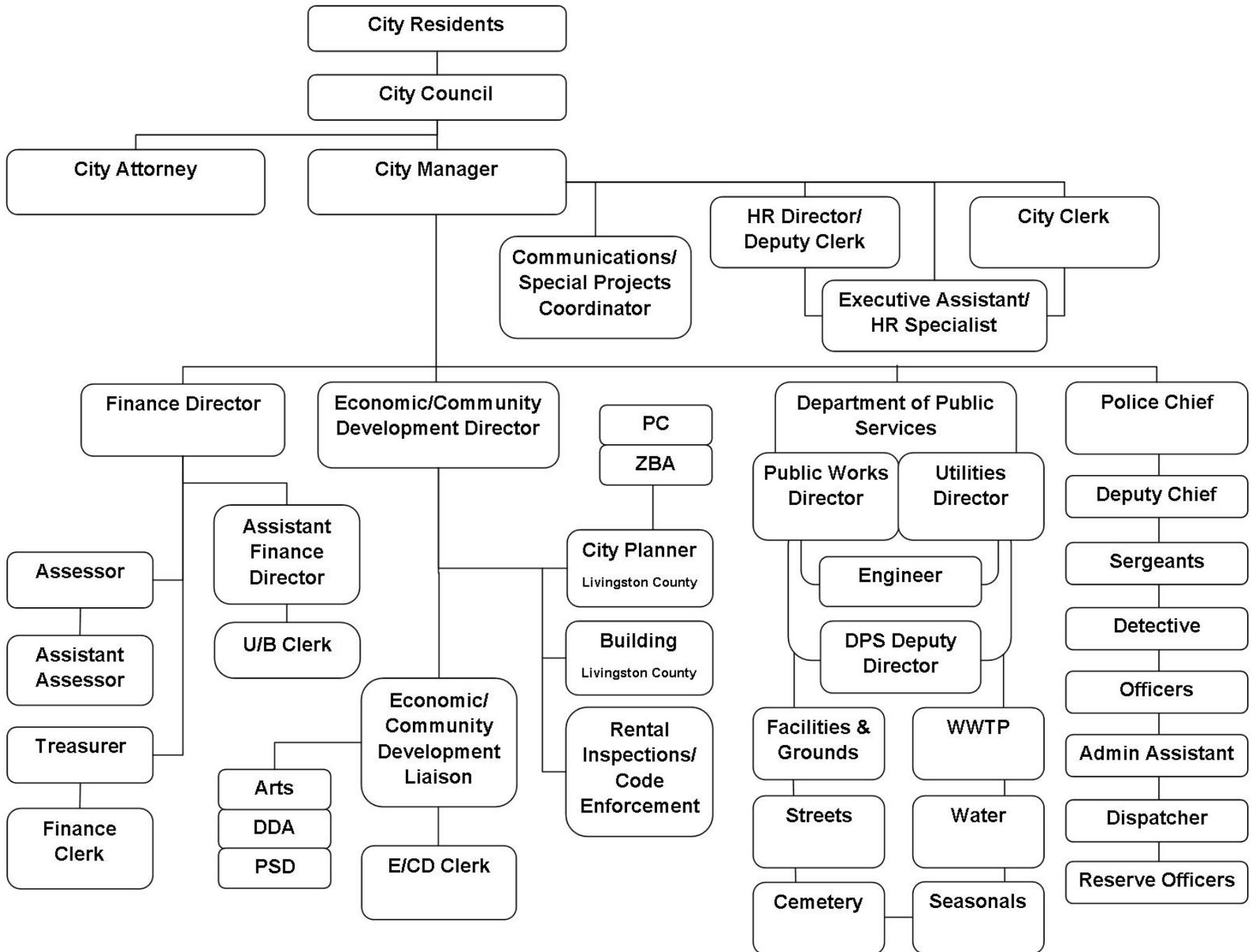
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brighton, Michigan for its annual budget for the fiscal year beginning July 1, 2015.

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

BUDGET TRANSMITTAL

Date: April 27, 2016

To The Honorable Mayor Muzzin, City Council, and City Constituents,

“Turn, Turn, Turn”

To everything – turn, turn, turn

There is a season – turn, turn, turn

And a time to every purpose under heaven

As a City Manager writing his first budget transmittal letter to City Council, I cannot help but reflect on the classic rock song referenced above. The refrain captures the essence of what it feels like to come into an organization on the heels of a long-time manager. Just as seasons change gradually from one to another, this budget process has been a gradual shift and is built upon past efforts, making the most of change, and working to further position the City of Brighton for success, resilience, and vigor. As I began my position it was relayed to me that “there are more needs than money.” One only needs to review the Six Year Capital Improvement Plan and the City’s annual audit to see that the needs and obligations are substantial.

With fresh eyes and a collaborative spirit, the recommended budget presented within merely represents a starting line in an effort to manage the limited resources of the City in a way that allows us to invest in the City’s extensive list of capital needs and continue to find ways to reduce the unfunded pension and OPEB liabilities. Revenues and certain expenditures will ebb and flow, but these needs and obligations are not going away.

Of the six weeks that the new Finance Director, Gretchen Gomolka and I have worked together, two to three of them have involved intense focus on this budget recommendation. What is presented herein represents a robust and collaborative process with staff throughout the City. Being new to the organization, not only were their initiatives appreciated, but I am left to imagine what this team of people can do as we prepare for the 2017/18 budget.

Fiscal Year 2015/2016

Although we are projecting the 2015/16 fiscal year to end in the red, the projected Unreserved Fund Balance continues to meet the minimum target fund balance of 15%. There have been significant unforeseen impacts causing expenditures to exceed the budgeted amounts during the year. We were able to keep the total use of fund balance down by controlling other costs within the City.

Unforeseen Impacts

Due in part to the causes outlined below, the General Fund is expected to end 2015/16 at **(\$39,009)**.

- Retirements and Resignations
Payouts for retirements and resignations have exceeded \$179,000 to date.



- Non-Budgeted Expenditures
Unforeseen expenditures, excluding staff payouts, have exceeded \$81,000 to date. Expenditures included costs for the city manager search, facility repairs, and equipment repairs.
- Federal Road Money
In March 2016, the Huron Valley Federal Aid Committee selected two City of Brighton projects for federal road funding totaling \$2.6 million. In the 2018/19 fiscal year the City will see \$800,000 for an estimated \$1.1 million project along Grand River from the I96 overpass to the bridge at Ore Creek. Additionally, \$1.8 million has been committed to support the reconstruction of Challis Road from Karl Greimal to the Water Plant/Rail Crossing in 2020/21. Although project costs for Challis are uncertain, a \$3 million to \$5 million+ project budget is realistic. The City must begin engineering efforts, estimated at \$25,000 for FY 2015/16, immediately to ensure both projects are “shovel ready,” or risk losing funding.

By not backfilling positions right away and re-evaluating actual staffing needs, particularly at City Hall, much of the potential loss was mitigated.

Setting the Stage for 2016/2017

The City performs on a stage set by others. In many respects there are limitations on the “set list” as well. In other words, the City is constrained by statutory and charter language that is not always conducive to the dynamics of the present. Examples include revenue sharing increases not matching actual growth in State sales tax, the Headlee Amendment, and Proposal A.

Municipal Finance – “You Get What You Don’t Pay For”

Municipal finance has been a topic of conversation for years and recent events have turned the spotlight back on. In a March 22, 2016 Detroit Free Press column, Columnist Nancy Kaffer summarized the issues pretty succinctly:

New data compiled by the Michigan Municipal League show that between 2002 and 2012, the State of Michigan decreased the amount of money it sends to local governments by more than 56%, even while state revenue climbed by 29%. That's on top of the financial blow dealt to cities during the financial crisis, when the taxable value of property dropped, in some communities, by half. Because Michigan caps taxable value at the rate of inflation, cities can't quickly catch up, even when the economy has improved... Here's the bottom line: All this stuff we rely on costs money. We're not spending enough. What will it take to make a difference?

The municipal finance conversation reaches far beyond Michigan, and in many respects, it is outside of the City’s control – the formula is broken and our hands are tied. It is this context that we build the 2016/2017 budget recommendation. “There are more needs than money” is the situation we find ourselves in. Costs are increasing, revenue is still relatively stagnant, or barely keeping pace with costs, our equipment and facility needs continue to be deferred and are growing, and unfunded liabilities are not going away.



Controlling Costs (Avoiding Temptations)

It is tempting to drive through the City and see new economic growth as new revenues for the City’s general fund. Looks, however, can be deceiving. Although the City saw \$20 million total in new development, certain areas of the City lost over \$10 million in value, for various reasons. Additionally, the General Fund saw a loss of approximately \$50,000 due to personal property tax (PPT) revenue phase outs as well as the transfer of personnel costs from the Utilities Fund to the General Fund of approximately \$80,000. After accounting for operating expenditures, there is little revenue left over to address the City’s significant capital needs and liabilities.

A summary a few key realities of note is provided below.

	2015/16	2016/17	2017/18	2018/19	2019/20
CIP Requests	\$4,859,549	\$9,566,020	\$3,402,600	\$2,508,134	\$2,498,570
Existing Debt Service	\$1,019,442	\$879,024	\$865,902	\$903,850	\$828,145
Total Debt	\$6,643,404	\$5,991,761	\$5,328,650	\$4,601,650	\$3,924,650
Total Staffing	\$6,480,499	\$6,345,548			

Unfunded Pension Liability (\$) as of 6/30/2015	\$6,424,218
Pension Funded Status (%) as of 6/30/2015	65.79%
Unfunded OPEB Liability (\$) as of 6/30/2014	\$6,310,292
OPEB Funded Status (%) as of 6/30/2014	13.7%

Fiscal Year 2016/2017

Highlights

There have been a number of adjustments made to the budget. Below are those worthy of noting

Revenues

Staff is recommending the implementation of a PA 359 millage. PA 359 of 1925 allows a City to levy a millage that raises up to \$50,000 “for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village.” There are numerous communities in southeast Michigan that levy this millage to support Economic and Community Development initiatives. This millage is pre-Headlee and can be implemented at the same time City Council sets the annual millage rate. The 2016/17 levy is estimated to be 0.1169 mills, subject to finalization of taxable values.



Operating Expenditures

Operating expenditures continue to rise. Some of the cost increases expected over the next six years are based on the assumptions below:

	15-16	16-17	17-18	18-19	19-20	20-21	21-22
	<u>Budget</u>	<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%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Non-Union Administrative Salaries	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Health Insurance	5%	5%	5%	5%	5%	5%	5%
Dental Insurance	6%	6%	6%	6%	6%	6%	6%
Optical Insurance	6%	6%	6%	6%	6%	6%	6%
Life Insurance	3%	3%	3%	3%	3%	3%	3%
Audit/Accounting/Banking Services	2%	2%	2%	2%	2%	2%	2%
Workers Comp	3%	3%	3%	3%	3%	3%	3%
General liability premiums	0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Legal fees	2%	2%	2%	2%	2%	2%	2%
Fuel & Lubricants	3%	3%	3%	3%	3%	3%	3%
Utilities	3%	3%	3%	3%	3%	3%	3%
OPEB Contributions	\$ 66,000	\$ 72,600	\$ 79,860	\$ 87,846	\$ 96,631	\$ 106,294	\$ 116,923
MTT Refunds	\$ 85,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
SELCRA Contribution	\$ 51,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Brighton Senior Contribution	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Historical Society Contribution	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EDC Contribution	\$ 8,500	\$ 8,800	\$ 8,976	\$ 9,156	\$ 9,339	\$ 9,525	\$ 9,716
Engineering (Upcoming Projects)	\$ 20,000	\$ 78,000	\$ 177,000	\$ 130,000	\$ 170,000	\$ 100,000	\$ 50,000
Road Projects-Approp. to Major St.	\$ 117,316	\$ 115,105	\$ 300,000	\$ -	\$ -	\$ 3,200,000	\$ -

Staffing

Vacant positions and retirements—in some regards a challenge when losing institutional knowledge, on the flipside, an opportunity for a new City Manager to reflect on priorities of past, present, and future—an intimidating, yet enviable position for any new manager to find themselves. With much thought, the 2016/17 recommended budget begins the reorganization of staffing priorities to fill existing gaps and to support initiatives that promote Community success, resilience, and vigor.

One position is being added and one part-time position is converting to full time, both to primarily support the City Manager, HR, and City Clerk functions. These positions are reflected in the budget as a Communications/Special Projects Coordinator beginning July 1, 2016 and an Executive Assistant/HR Specialist beginning January 1, 2017. As a result of reorganization, these changes result in no increase in staffing costs.



Currently, I do not see a need for additional staff beyond what is outlined in the budget, however, additional evaluation will be focused on needs in the area of Economic and Community Development, particularly code enforcement.

Strategic Investments

This budget recommendation does make a number of strategic investments. Many of these investments will help reduce future stresses on the General Fund.

- Swap-Loader (Snow Plow Replacement) - \$150,000
The fleet is tired, especially our big trucks. Staff will pursue the replacement of one plow truck with a swap-loader. A swap-loader expands the trucks capabilities making it a year-round piece of equipment. Continuing with swap-loader replacement trucks will help eliminate the need to replace other single-use trucks as they are retired from the fleet.
- PASER (Pavement Surface Evaluation and Rating) - \$25,000
Currently, the City's strategy to address long-term road infrastructure needs is limited. A PASER study is the first step to get a solid handle on road conditions and the data needed to assemble a comprehensive plan of attack.
- Sidewalks - \$20,000
There are many sidewalk repairs to be made and gaps to be filled. This year's contribution serves as a down payment. Following the completion of the 16/17 sidewalk program, staff will evaluate and identify an appropriate level of annual investment to address sidewalk needs.
- Communications – \$15,000
A community communications strategy will be developed and launched. Strategies to be evaluated include a community newsletter (print and/or electronic), social media, video, website, and other communication/community engagement tactics.
- Streetlighting - \$15,000
The City will move forward with Phase II of the LED streetlight conversion. The total project is \$60,000 and we are borrowing \$45,000 from the Utility Reserve Fund to be paid back over 4 years.

Unknowns

When budgeting, we do what we can to anticipate and project future revenues and costs. Although this recommendation works to buffer unexpected costs, there are a number of unknowns that could impact 2016/17 actuals.

- Retirements
No retirements are currently expected, but there are multiple department directors and other staff eligible.
- Northwest Neighborhoods
The six-year forecast does not include investing in curb, gutter, and utility improvements within the northwest neighborhoods in conjunction with the proposed Arcadia Village project. Should Arcadia Village move forward, additional resources may be required to ensure this long deferred investment proceeds.



- Federal Aid Projects: Grand River and Challis Road
Over \$2.6 million in Federal Aid for road investments has been secured. Currently, staff has been working to identify the necessary project matches from the Downtown Development Authority. A commitment from the DDA has been finalized and is reflected in the six-year forecast.
- Facilities and Other Capital
The City's facilities are in need of significant investment and other capital equipment needs are growing. Although this budget works to set the stage for addressing capital demands, a long-term strategy needs to be identified— particularly with City Hall.

If Savings/New Revenue...

Should staff or City Council identify additional expenditure savings opportunities, either prior to finalizing the budget, or throughout the upcoming fiscal year, we would recommend savings be directed towards funding **projects/equipment identified in the CIP** and a **workplace wellness initiative**.

Closing Thoughts

Although there are “more needs than money,” the City has the ability to position itself to address this disparity. Brighton has a great team of people that have already stepped up to offer creative ideas. This is an encouraging sign so early in the tenure of a new City Manager and Finance Director. We are confident that the recommended 2016/17 budget gets the City oriented towards a healthier fiscal path, but there is more work to be done in order to begin this journey.

We look forward to continuing our work with City Council, City Staff, and the Community. This is a journey we cannot embark on alone.

Respectfully Submitted,

Nate Geinzer, City Manager



FY 2016-17 Adopted Budget

CITY OF BRIGHTON
 GENERAL FUND SUMMARY
 SIX YEAR FINANCIAL FORECAST (as of April 27, 2016)

	FY 2014-15	FY 2015-16 Adopted	FY 2015-16 Year-end	16-17	17-18	18-19	19-20	20-21	21-22
	<u>Actual</u>	<u>Budget</u>	<u>Projection</u>	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue	7,873,057	8,034,966	8,183,148	8,145,334	8,221,860	8,423,454	8,594,821	8,613,338	8,787,356
Less: Expenditures	7,980,839	7,976,303	8,222,157	8,144,962	8,092,756	8,300,453	8,492,661	8,602,789	8,829,623
Funds Available	(107,783)	58,663	(39,009)	372	129,103	123,001	102,160	10,549	(42,267)
Less: Future Capital Projects	30,950	19,179							
Funds Available after Committed Fund Balance	(138,733)	39,484	(39,009)	372	129,103	123,001	102,160	10,549	(42,267)
Add: Beginning Unreserved Fund Balance*	1,204,722	1,021,366	1,065,989	1,026,980	1,027,352	1,156,455	1,279,456	1,381,616	1,392,164
Ending Unreserved Fund Balance	1,065,989	1,060,850	1,026,980	1,027,352	1,156,455	1,279,456	1,381,616	1,392,164	1,349,898
Minimum Target Unreserved Fund Balance (15%):	997,344	1,020,751	1,042,953	1,049,544	1,078,335	1,100,983	1,140,070	1,162,939	1,193,390
Unreserved Fund Balance Over/(Under)									
Minimum Target Fund Balance	68,645	40,099	(15,973)	(22,192)	78,120	178,473	241,546	229,225	156,507
Unreserved FB as a % of Oper. Expend.	16%	16%	15%	15%	16%	17%	18%	18%	17%
Ending Committed Fund Balance-Capital	108,089	127,268	108,089	108,089	108,089	108,089	108,089	108,089	108,089
* Fund Balance for FY14/15 includes \$4,505 of Non-spendable Fund Balance for Prepaid Expense and \$359 Carryover POs from FY14/15									



FY 2016-17 Adopted Budget

CITY OF BRIGHTON
DDA FUND SUMMARY
SIX YEAR FINANCIAL FORECAST (as of April 27, 2016)

	14-15	15-16	15-16	16-17	17-18	18-19	19-20	20-21	21-22
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Year-End Projection</u>	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue (except Grants)	1,136,109	788,998	807,902	828,416	833,145	834,875	834,671	842,991	853,182
Grant Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	1,136,109	788,998	807,902	828,416	833,145	834,875	834,671	842,991	853,182
Less: Expenditures	1,490,134	722,388	603,464	401,636	634,442	432,810	433,873	759,295	431,013
Funds Available	(354,025)	66,610	204,438	426,780	198,703	402,065	400,798	83,697	422,170
Add: Beginning Unreserved Fund Balance	141,028	30,726	(212,997)	(8,559)	418,221	616,924	1,018,989	1,419,787	1,503,483
Ending Unreserved Fund Balance	(212,997)	97,336	(8,559)	418,221	616,924	1,018,989	1,419,787	1,503,483	1,925,653
Debt Service Coverage 120%	58,684	58,684	59,354	58,684	58,684	58,684	58,684	417,886	22,615
Debt Service	48,903	48,903	49,462	48,903	48,903	48,903	48,903	348,239	18,846
Minimum Fund Balance (20% of Debt Service)	9,781	9,781	9,892	9,781	9,781	9,781	9,781	69,648	3,769
Fund Balance over/under target ratio for Debt	(222,778)	87,555	(18,451)	408,440	607,144	1,009,208	1,410,006	1,433,835	1,921,884
Johnson Property payoff \$324,355									



CITY OF BRIGHTON
 LDFA FUND SUMMARY
 SIX YEAR FINANCIAL FORECAST (as of March 3, 2016)

	14-15	15-16	15-16	16-17	17-18	18-19	19-20	20-21	21-22
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Year-End Projection</u>	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue (except Grants)	65,232	143,091	149,816	135,490	106,980	100,191	98,809	102,271	105,517
Grant Revenue		-		-	-	-	-	-	-
Total Revenue	65,232	143,091	149,816	135,490	106,980	100,191	98,809	102,271	105,517
Less: Expenditures	70,252	77,173	127,248	83,845	82,234	80,608	78,966	82,175	80,235
Funds Available	(5,020)	65,919	22,568	51,645	24,746	19,583	19,843	20,096	25,282
Add: Beginning Unreserved Fund Balance	5,020	9,429	0	22,568	74,213	98,958	118,541	138,385	158,481
Ending Unreserved Fund Balance	0.00	75,348	22,568	74,213	98,958	118,541	138,385	158,481	183,763
Debt Service Coverage 120%	22,386	56,577	56,578	60,598	58,445	56,271	54,077	57,702	55,146
Debt Service	18,655	47,148	47,148	50,498	48,704	46,893	45,064	48,085	45,955
Minimum Fund Balance (20% of Debt Service)	9,430	10,100	9,741	9,741	9,379	9,013	9,617	9,617	9,191
Fund Balance over/under target ratio for Debt	(9,429)	65,248	12,827	64,472	89,580	109,528	128,768	148,864	174,572

**FY2023-24 is the final year of debt service



ADOPTING THE FY 2016-17 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 2016-17 was submitted to the City Council of Brighton and a copy thereof placed on file with the City Clerk for public review on April 7, 2016; and

WHEREAS, on May 5, 2016 the City Council of Brighton held a public hearing on the proposed budget for Fiscal Year 2016-17; and

WHEREAS, estimated revenues and fund balances are sufficient to provide for proposed expenditures and year end reserves required for the 2016-17 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 2016-17 budget by activity, as presented by the Manager, reviewed and amended 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, 2016;

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 with council amendments.

II. APPROPRIATIONS/TRANSFERS

Appropriations made during Fiscal Year 2016-17 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: Bohn, Muzzin, Pettengill, Tobbe, Pipoly

NAYS: _____

ABSTAIN: _____

ABSENT: Gardner

This Resolution was adopted this 5 day of May 2016.



Pamela Stewart, Acting City Clerk

I, Pamela Stewart, Acting City Clerk for the City of Brighton, do hereby certify that the foregoing is a true and complete copy of the Resolution adopted by the city Council at the Regular meeting held on May 5, 2016.

Pamela Stewart, Acting City Clerk



EXHIBIT - A

<u>REVENUE/SOURCES - ALL FUNDS</u>	<u>Budget</u>
Property Taxes, Penalties, Interest & Fees	\$ 7,033,206
Licenses & Permits	373,800
Federal Grants	101,000
State Grants	18,000
State Shared Revenue	1,197,719
Local Unit Contribution	92,000
Service Charges	3,972,336
Fines & Forfeits	100,825
Investment Earnings	48,098
Rents & Royalties	71,750
Other Revenue	296,961
Other Financing Sources (including fund balance and working capita	1,802,700
TOTAL REVENUE	\$ 15,108,395

<u>EXPENDITURES</u>	<u>Department</u>	<u>Appropriation</u>
<u>Fund</u>		
	City Council	24,040
	City Manager	182,916
	Legal Services	211,246
	City Clerk	129,493
	Human Resources	144,776
	Finance	594,785
	Information Systems	96,634
	Police	2,599,868
	Public Services	2,192,735
	Community Development	462,296
	Post Employment Benefits	336,173
	Contingencies/(Cuts)	-
	Transfers Out	1,154,500
General		8,129,462
Major Street		883,512
Local Street		208,082
Principal Shopping District		114,500
Arts & Cultural Commission		7,110
Imagination Station Maintenance		10,000
Forfeiture Funds		2,720
Street Non-voted Debt		669,648
Capital Improvement		380,446
Law Enforcement/Public Safety		212,250
Building Authority		-
Downtown Development Authority		751,636
Local Development Finance Authority		83,845
Utilities		5,508,948
TOTAL EXPENDITURES		16,962,159
Less: Depreciation		(1,853,764)
TOTAL EXPENDITURES: Less Depreciation		15,108,395



CITY PRIORITIES & GOALS

Responsible government is the recognized duty of all elected officials and City employees. The following City-wide Strategic Priorities and City Goals by Perspective 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 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.



BUDGET CALENDAR FOR FY16/17 ADOPTED BUDGET

Operating Budget

January 4, 2016	Budget instructions delivered to Department Directors
January 29, 2016	Budget Requests submitted to Finance Director
February 2- March 11, 2016	Review, analysis, and calculations of submittals by Finance Director
March 11, 2016	Budget Requests and analyses submitted to City Manager by Finance Director
March 11, 2016- March 30, 2016	City Manager's review and analysis, including meetings on budget requests with Department Directors
March 30, 2016	City Manager finalizes budget recommendations
March 30- April 6, 2016	Staff produces Budget for submission to City Council
April 7, 2016	City Manager's recommended budget presented to City Council
April 12 & 13, 2016	City Council Budget Work Sessions
April 21, 2016	Council directs staff to publish the Budget Hearing notice
May 5, 2016	Public Hearing on Budget & Council Adopts Annual Budget, Millage and 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 polices 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 Polices:

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
2016	\$15,554,947	\$517,401,800	3%	\$9,280,654	\$414,630,410	2%	7,684	\$1,208

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
2016	\$10,626,730	\$10,535,378	\$879,024	8.3%	8.3%

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	2016	\$58,139	\$48,903	\$58,684	\$9,781	\$48,246
LDFA	2016	\$22,568	\$47,148	\$56,578	\$10,100	\$12,468



Debt Policy (continued)

The City’s legal debt limit is 10% of the State Equalized Value. The table below is the calculation for 2016. 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 18% of the legal debt limit. The Adopted Budget does not include any bond financing.

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
\$517,401,800	\$51,740,180	\$15,554,948	\$6,274,294	\$9,280,653	\$36,185,232	18%

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 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 2016/17		
	PRINCIPAL	INTEREST	TOTAL
Governmental Activities:			
01-02 Challis & Cross SAD	200,000	53,300	253,300
09-10 Orndorf SAD Bonds	10,000	5,800	15,800
07-08 Capital Improv. Bond (67%)	67,000	51,339	118,339
2013 Refunding - \$5,070,000	371,300	116,386	487,686
2013 Loan	3,343	556	3,899
Total Governmental Activities	651,643	227,381	879,024
Business-type Activities:			
Genoa Lake Edgewood	17,200	1,032	18,232
03-04 DWRf MMBA	75,000	13,532	88,532
07-08 Capital Improv. Bond (33%)	33,000	25,286	58,286
2012 Refunding - WWTP - MMBA	600,000	92,700	692,700
2010 Sewer Bonds	20,000	29,485	49,485
2013 Refunding - \$830,000	80,000	5,063	85,063
2013 Refunding - \$5,070,000	23,700	7,589	31,289
2014 - \$247,587 Loan	35,369	5,305	40,674
Total Business-type Activities	884,269	179,992	1,064,261
TOTAL PRIMARY GOVERNMENT	1,535,912	407,373	1,943,285
COMPONENT UNITS			
2012 Loan	611	29,446	30,057
2015 Loan	-	18,846	18,846
01-02 (LDFA)	35,000	15,498	50,498
TOTAL COMPONENT UNITS	35,611	63,789	99,400
TOTAL CITY	1,571,523	471,162	2,042,685



CITY OF BRIGHTON

EXISTING FUTURE DEBT SERVICE REQUIREMENTS

TOTAL PRINCIPAL AND INTEREST	Issuance Date	Issuance Amount	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21/ FY 2024-25	FY 2025-26/ FY 2029-30	FY 2028-29/ FY 2031-32	Grand Total
PRIMARY GOVERNMENT											
Governmental Activities:	Revenue: All Governmental Activities Debt is paid with General Property Tax Revenue except for the two SAD Bonds										
01-02 Challis & Cross SAD Bond*	05/01/02	3,570,000	262,599	253,299	243,849	234,299	224,624	419,875	-	-	1,638,545
04-05 Capital Improv. Bond #2	06/01/05	3,000,000	153,000	-	-	-	-	-	-	-	153,000
07-08 Capital Improv. Bond (67%)	09/01/07	2,285,000	93,683	118,339	115,324	112,309	109,629	507,458	545,422	866,344	1,811,806
2009 Orndorf SAD Bond*	06/01/09	185,000	16,300	15,800	20,175	19,425	18,675	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	2,127,005	593,866	13,166	5,177,696
Total Governmental Activities			1,019,442	879,024	865,902	903,850	828,145	3,120,938	1,139,287	879,509	8,966,230
Business-type Activities:											
	Revenue: Utility User Fees										
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	369,488	-	-	823,757
07-08 Capital Improv. Bond (33%)*	09/01/07	2,285,000	46,142	58,286	56,801	55,316	53,996	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	-	-	4,373,650
3rd Street Pump Bond	06/22/10	630,000	50,435	49,485	48,535	57,310	55,810	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	-	-	646,031
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	32,000	31,289	29,396	31,183	30,433	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	73,392	-	-	272,346
Total Business-type Activities			1,187,063	1,064,264	1,103,948	1,103,991	1,100,962	1,954,025	593,043	856,859	8,261,992
TOTAL PRIMARY GOVERNMENT			2,206,505	1,943,288	1,969,850	2,007,841	1,929,107	5,074,963	1,732,330	1,736,368	17,228,221
COMPONENT UNITS											
	Revenue: Tax Increment Revenue										
DDA Land Contract	09/29/11	412,500	30,057	30,057	30,057	30,057	30,057	336,806	-	-	487,090
DDA Land Contract	04/20/15	314,100	18,846	18,846	18,846	18,846	18,846	405,189	-	-	499,419
01-02 (LDFA) Bond	05/01/02	570,000	47,148	50,498	48,704	46,893	45,064	189,208	-	-	427,515
TOTAL COMPONENT UNITS			96,051	99,401	97,607	95,796	93,967	931,203	-	-	1,414,024
TOTAL CITY			2,302,556	2,042,689	2,067,457	2,103,637	2,023,074	6,006,166	1,732,330	1,736,368	18,642,245



CITY OF BRIGHTON										
Ratio of Annual Debt Service Expenditures to Total Revenue/Expenditures										
Governmental Activities										
Through Debt Issued or to be Issued in FY 2016-17										
				Percent of	Percent of		Total	Total	Debt	Debt
				Debt Service	Debt Service		Revenue	Expenditures	Service	Service
Fiscal	Total Annual			to General	to General	Target	Over/	Over/	Over	Over/(Under)
Year Ended	Debt Service	Total Annual	Total Annual	Governmental	Governmental	Maximum	(Under)	(Under)	Revenue	Expenditure
June 30	Expenditures	Revenue	Expenditures	Revenue	Expenditures	Ratio	Target	Target	Target	Target
2015	1,017,270	10,410,564	10,717,965	9.77%	9.49%	10%	-0.23%	-0.51%	(23,786)	(54,527)
2016	1,019,442	11,284,833	11,213,630	9.03%	9.09%	10%	-0.97%	-0.91%	(109,041)	(101,921)
2017	879,024	10,176,876	10,129,681	8.64%	8.68%	10%	-1.36%	-1.32%	(138,664)	(133,944)
2018	865,902	10,202,049	10,044,796	8.5%	8.6%	10%	-1.5%	-1.4%	(154,303)	(138,578)
2019	903,850	10,587,241	10,333,257	8.5%	8.7%	10%	-1.5%	-1.3%	(154,874)	(129,476)
2020	828,145	10,926,901	10,407,660	7.6%	8.0%	10%	-2.4%	-2.0%	(264,545)	(212,621)
2021	775,974	11,346,429	10,547,733	6.8%	7.4%	10%	-3.2%	-2.6%	(358,669)	(278,799)
2022	773,698	11,550,665	10,815,723	6.7%	7.2%	10%	-3.3%	-2.8%	(381,368)	(307,874)
2023	519,477	11,758,577	11,032,037	4.42%	4.71%	10%	-5.58%	-5.29%	(656,381)	(583,727)
2024	522,494	11,970,231	11,252,678	4.36%	4.64%	10%	-5.64%	-5.36%	(674,529)	(602,774)
2025	529,294	12,185,695	11,477,732	4.34%	4.61%	10%	-5.66%	-5.39%	(689,276)	(618,479)
2026	552,825	12,405,038	11,707,286	4.46%	4.72%	10%	-5.54%	-5.28%	(687,679)	(617,904)
2027	256,939	12,628,328	11,941,432	2.03%	2.15%	10%	-7.97%	-7.85%	(1,005,894)	(937,204)
2028	102,694	12,855,638	12,180,261	0.80%	0.84%	10%	-9.20%	-9.16%	(1,182,870)	(1,115,332)
2029	115,550	13,087,040	12,423,866	0.88%	0.93%	10%	-9.12%	-9.07%	(1,193,154)	(1,126,837)
2030	111,279	13,322,607	12,672,343	0.84%	0.88%	10%	-9.16%	-9.12%	(1,220,982)	(1,155,955)
2031	106,982	13,562,413	12,925,790	0.79%	0.83%	10%	-9.21%	-9.17%	(1,249,259)	(1,185,597)
2032	102,661	13,806,537	13,184,306	0.74%	0.78%	10%	-9.26%	-9.22%	(1,277,993)	(1,215,770)



**LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND AND ACTIVITY
FY 2016-17**

<u>FUND</u>	<u>ACTIVITY</u>	<u>POSITION TITLE</u>	<u>2016-17 BUDGET F.T.E.</u>	<u>2016-17 ACTIVITY TOTAL</u>	<u>2016-17 FUND TOTAL</u>	<u>2016-17 CITY TOTAL</u>
General	City Manager	City Manager	0.70			
		Communications Assistant (Jan. 2017)	0.50			
		Executive Assistant	<u>0.34</u>	1.54		
	City Clerk	City Clerk	0.70			
		Executive Assistant	<u>0.33</u>	1.03		
	Human Resources	Human Resources Director/Deputy City Clerk	0.84			
		Executive Assistant	<u>0.33</u>	1.17		
	Finance/Treasury/Assessing	Finance Director	0.7000			
		City Treasurer	1.0000			
		Assistant Finance Director/Municipal Accountant	0.7800			
		City Assessor	1.0000			
		Assistant Assessor	1.0000			
		Property Tax Clerk	<u>1.0000</u>	5.48		
	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			
		Economic and Community Development Liaison	0.50			
		Community Development Clerk III	<u>0.50</u>	1.00		
	Public Works	Department of Public Works Director	0.6700			
		Assistant Public Works Director	0.3334			
		Group Leader	2.0000			
		Operator	<u>6.0000</u>	9.00		
	Comm. Dev./Planning	Comm. Dev. Director/DDA Executive Director	1.00			
		Economic and Community Development Liaison	0.50			
		Community Development Clerk III	<u>0.50</u>	2.00		
Total General Fund						<u><u>42.15</u></u>



**LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND AND ACTIVITY
FY 2016-17**

<u>FUND</u>	<u>ACTIVITY</u>	<u>F.T.E.</u>	<u>2016-17 BUDGET TOTAL</u>	<u>2016-17 ACTIVITY TOTAL</u>	<u>2016-17 FUND TOTAL</u>	<u>2016-17 CITY TOTAL</u>	
Utilities	Sewer	Utilities Director	0.5000				
		Assistant Public Works Director	0.3333				
		Utility Billing Clerk	0.5000				
		Group Leader	1.0000				
		Operator	2.0000				
		Chemist	1.0000				
		City Manager	0.1500				
		City Clerk	0.1500				
		Human Resources Director/Deputy City Clerk	0.0800				
		Finance Director	0.1500				
	Assistant Finance Director/Municipal Accountant	0.1100		<u>5.9733</u>			
	Water	Utilities Director	0.5000				
		Assistant Public Works Director	0.3333				
		Utility Billing Clerk	0.5000				
		Group Leader	1.0000				
		Operator	2.0000				
		City Manager	0.1500				
		City Clerk	0.1500				
		Human Resources Director/Deputy City Clerk	0.0800				
		Finance Director	0.1500				
Assistant Finance Director/Municipal Accountant		0.1100		<u>4.9733</u>			
Total Utilities Fund					<u>10.9466</u>		
Total City						<u>53.0966</u>	



The Chart below reflects the prior five years and the current fiscal years permanent staff positions maintained by the City of Brighton. The 2016-17 Adopted budget includes elimination of the full time Community Development Director and the Accounts Payable/Receivable Clerk. It also includes the addition of a full time Communications Assistant (to be hired in January, 2017) and the conversion of the part time Assistant Clerk/Human Resources Assistant to a full time Executive Assistant serving the City Manager, City Clerk, and Human Resources Director.

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.

During FY2015-16, the part time police dispatch position became full time.

Budgeted Permanent Positions

Function/ program	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
General government:						
City Manager Office	1.00	1.00	1.00	1.00	1.00	1.84
City Clerk/Human Resources	2.50	2.50	2.50	2.50	2.50	2.66
Finance	7.63	7.63	7.63	7.63	7.63	7.00
Sub-total general government	11.13	11.13	11.13	11.13	11.13	11.5
Community development:	4.00	4.00	4.00	4.00	4.00	3.0
Public safety (police):	19.6	19.0	19.0	19.0	19.6	19.6
Public works:						
Cemetery	2.00	2.00	1.00	1.00	1.00	1.00
Facilities & Grounds	3.00	3.00	3.00	4.00	4.00	4.00
Streets	7.00	7.00	6.00	5.00	6.00	6.00
Sub-total public works	12.00	12.00	10.00	10.00	11.00	11.00
Utilities:	8.00	8.00	7.00	8.00	8.00	8.00
Total	54.73	53.13	51.13	52.13	53.73	53.10



Teamsters DPW Contract Wages FY 2015-16 *

	Base Wage	Estimated Overtime	Total
Group Leader (5)	\$ 53,227	\$ 13,030	\$ 66,257
Plant Operator II (6)	\$ 50,544	\$ 12,373	\$ 62,917
Chemist (1)	\$ 50,544	\$ 12,373	\$ 62,917
Plant Operator I	\$ 45,822	\$ 11,217	\$ 57,040
Lab Technician II (1)	\$ 48,526	\$ 11,879	\$ 60,406
Utility I (12 months)	\$ 45,822	\$ 11,217	\$ 57,040
Utility I (6 months)	\$ 37,482	\$ 9,175	\$ 46,657
Starting Rate	\$ 26,114	\$ 6,393	\$ 32,507

*Contract expires 06/30/2016 – New contract negotiations not complete as of publication date.

Teamsters Clerical Contract Wages FY 2015-16 *

	Start	Off Prob.	1 Year	2 Year	3 Year	4 Year
Clerical – PT (2)	\$ 30,722	\$ 31,491	\$ 32,282	\$ 33,176	\$ 33,842	\$ 34,549
Estimated Overtime	\$ 74	\$ 76	\$ 78	\$ 80	\$ 81	\$ 83
Total	\$ 30,795	\$ 31,567	\$ 32,359	\$ 33,256	\$ 33,923	\$ 34,632
Clerical – FT (5)	\$ 36,067	\$ 37,003	\$ 37,877	\$ 38,854	\$ 39,603	\$ 40,290
Estimated Overtime	\$ 87	\$ 89	\$ 91	\$ 93	\$ 95	\$ 102
Total	\$ 36,154	\$ 37,092	\$ 37,968	\$ 38,948	\$ 39,698	\$ 40,392

*Contract expires 06/30/2016 – New contract negotiations not complete as of publication date.



Patrol Officer Contract Wages FY 2016-17

	Start	6 mos.	12 mos.	24 mos.	36 mos.	60 mos.	120 mos.
Officers (11)	\$ 49,832	\$ 52,904	\$ 55,978	\$ 60,583	\$ 66,472	\$ 67,193	\$ 67,916
Estimated Overtime	\$ 10,312	\$ 10,948	\$ 11,584	\$ 12,537	\$ 13,756	\$ 13,905	\$ 14,055
Total	\$ 60,144	\$ 63,852	\$ 67,562	\$ 73,120	\$ 80,228	\$ 81,098	\$ 81,971
Detective	\$ 52,324	\$ 55,549	\$ 58,776	\$ 63,612	\$ 69,796	\$ 70,552	\$ 71,312
Estimated Overtime	\$ 10,828	\$ 11,496	\$ 12,163	\$ 13,164	\$ 14,444	\$ 14,600	\$ 14,758
Total	\$ 63,152	\$ 67,045	\$ 70,940	\$ 76,776	\$ 84,240	\$ 85,153	\$ 86,070

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 *

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

*Contract expires 06/30/2016 – New contract negotiations not complete as of publication date.



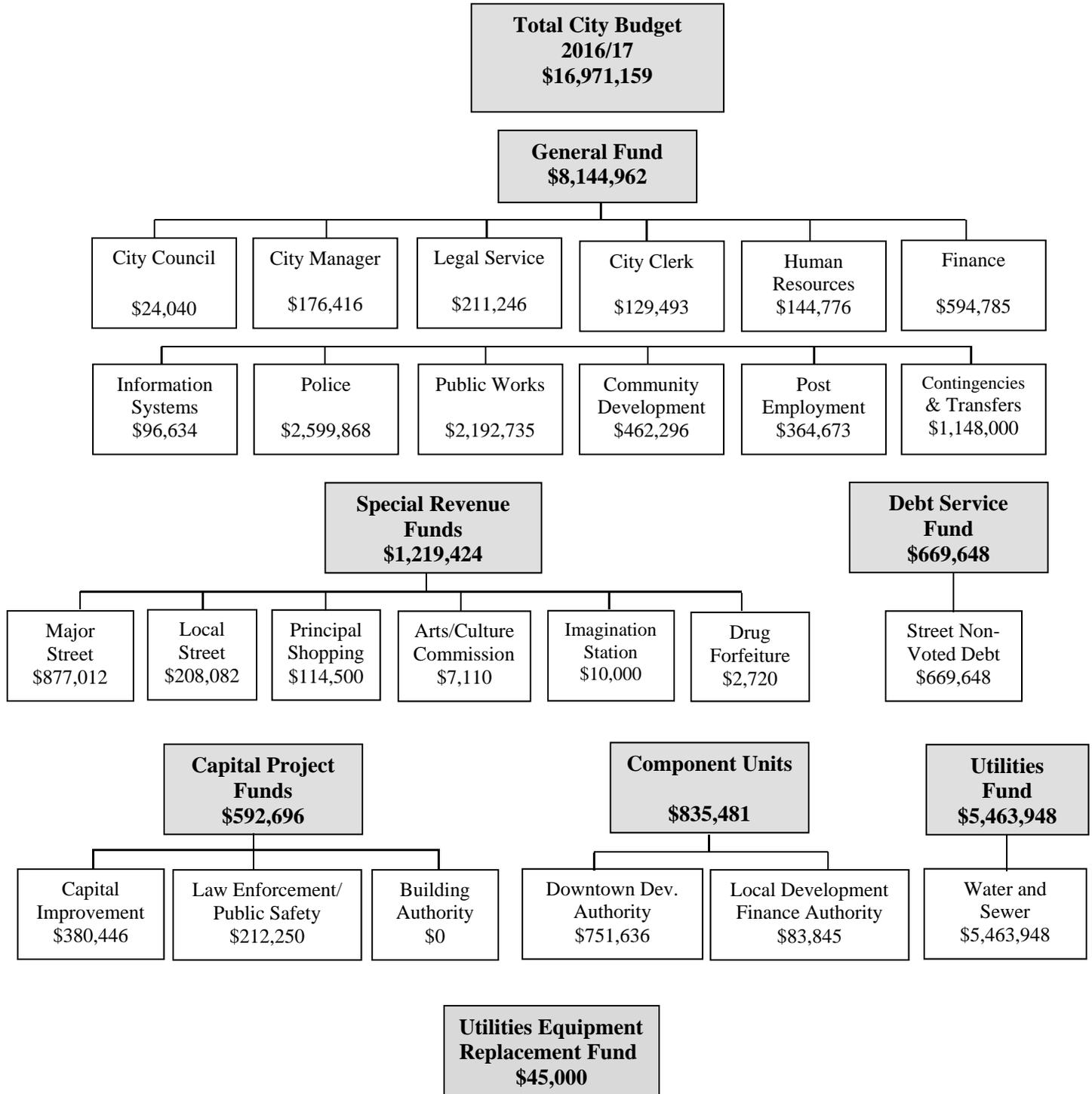
Non-Union Administrative Staff Pay Grades

GRADE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
8 (1)	\$73,367	\$76,118	\$78,870	\$81,621	\$84,372	\$87,123	\$89,875	\$92,626	\$95,377
7 (4)	\$69,698	\$72,312	\$74,926	\$77,539	\$80,153	\$82,767	\$85,381	\$87,994	\$90,608
6 (3)	\$62,820	\$65,176	\$67,532	\$69,888	\$72,244	\$74,599	\$76,955	\$79,311	\$81,667
5 (2)	\$56,401	\$58,516	\$60,631	\$62,746	\$64,861	\$66,976	\$69,091	\$71,206	\$73,321
4 (2)	\$50,898	\$52,806	\$54,714	\$56,622	\$58,530	\$60,437	\$62,345	\$64,253	\$66,161
3 (1)	\$45,855	\$47,574	\$49,294	\$51,013	\$52,733	\$54,452	\$56,171	\$57,891	\$59,610
2	\$41,269	\$42,817	\$44,364	\$45,912	\$47,460	\$49,007	\$50,555	\$52,102	\$53,650
1	\$37,142	\$38,535	\$39,928	\$41,320	\$42,713	\$44,106	\$45,499	\$46,891	\$48,284



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. These bonds matured and were paid in full during FY2015-16.



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 2016-2017 ALL FUNDS SUMMARY (Four Year)

			ADOPTED	PROJECTED	ADOPTED
	ACTUAL	ACTUAL	BUDGET	YEAR-END	BUDGET
	13-14	14-15	15-16	15-16	16-17
<u>REVENUE/CAPITAL CONTRIBUTION:</u>					
Property Taxes	6,329,661	6,458,177	6,873,593	6,876,610	7,033,206
Licenses & Permits	333,131	611,614	368,700	392,850	373,800
Federal Grants	10,240	11,258	10,000	81,170	101,000
State Grants	42,170	21,227	657,026	828,019	18,000
State Shared Revenue	1,073,848	1,093,896	1,104,215	1,241,781	1,197,719
Local Unit Contribution	84,087	91,751	93,500	91,236	92,000
Service Charges	3,883,514	3,889,046	3,996,243	3,880,746	3,972,336
Fines & Forfeits	129,399	104,912	102,175	105,798	100,825
Investment Earnings	29,047	38,048	37,180	45,764	48,098
Rents & Royalties	65,534	57,349	71,650	71,750	71,750
Other Revenue	430,169	358,426	290,172	300,089	296,961
Other Financing Sources*	2,319,731	3,628,960	5,229,254	2,759,840	2,112,942
TOTAL REVENUES	14,730,532	16,364,664	18,833,707	16,675,652	15,418,637
<u>EXPENDITURES:</u>					
General	7,822,437	7,980,839	7,976,303	8,222,157	8,144,962
Major Street	896,287	1,124,272	2,746,586	1,562,694	877,012
Local Street	208,957	242,651	202,873	231,422	208,082
PSD	79,052	120,785	102,950	122,000	114,500
Arts & Culture Commission	16,448	3,890	9,900	14,100	7,110
Imagination Station Maint.	5,139	3,155	7,500	11,115	10,000
Forfeiture Funds	-	29,316	2,720	2,817	2,720
Debt Funds	701,001	661,255	661,857	661,857	669,648
Capital Improvement	396,602	285,494	248,019	250,019	380,446
Law Enforcement/Public Safety	-	125,625	152,050	121,190	212,250
Building Authority	114,075	130,683	126,911	126,911	-
DDA**	1,235,479	1,841,935	1,042,388	919,964	751,636
LDFA	74,975	70,252	77,173	127,248	83,845
Utilities**	5,493,022	5,744,525	6,817,376	6,255,551	5,463,948
Utilities Reserve Fund	-	47,199	-	267,671	45,000
TOTAL EXPENDITURES	17,043,474	18,411,876	20,174,606	18,896,719	16,971,159

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

** Includes Depreciation.

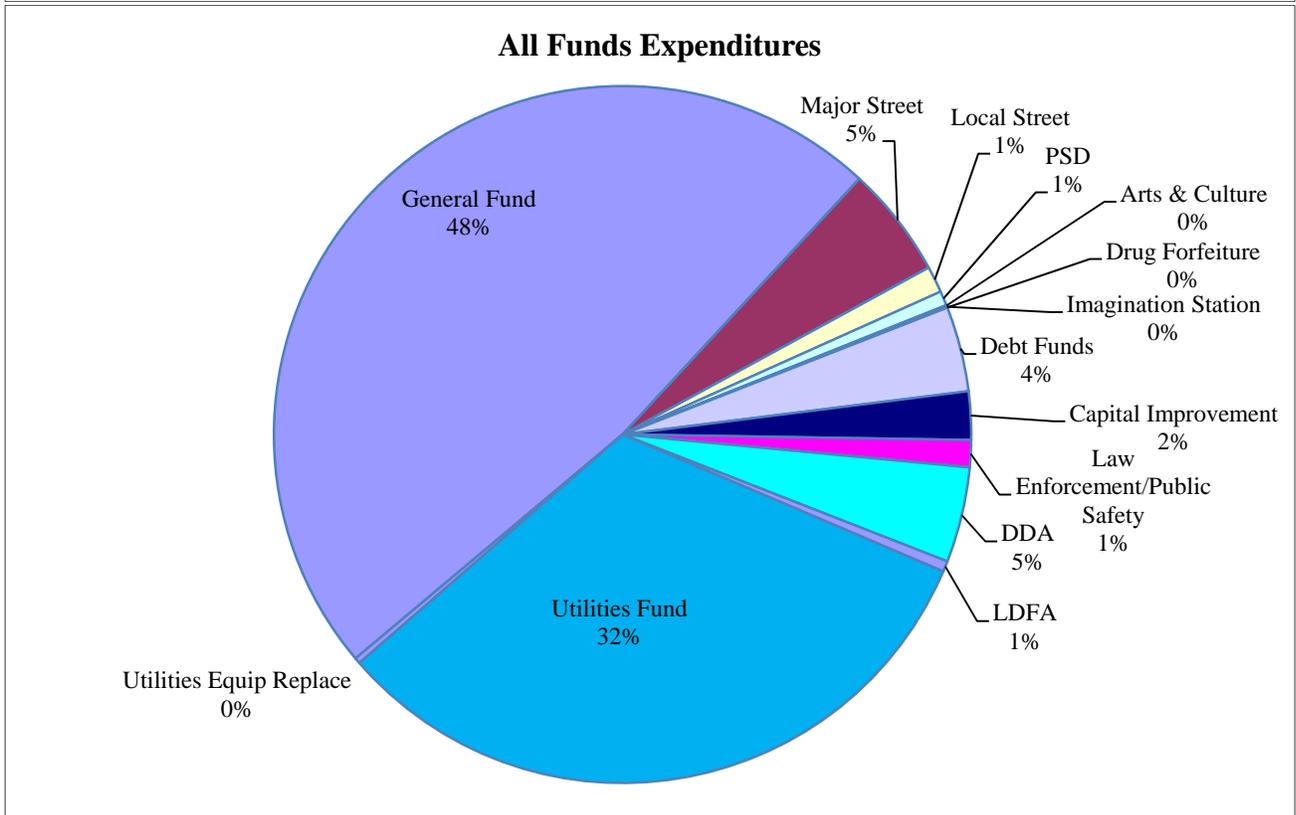
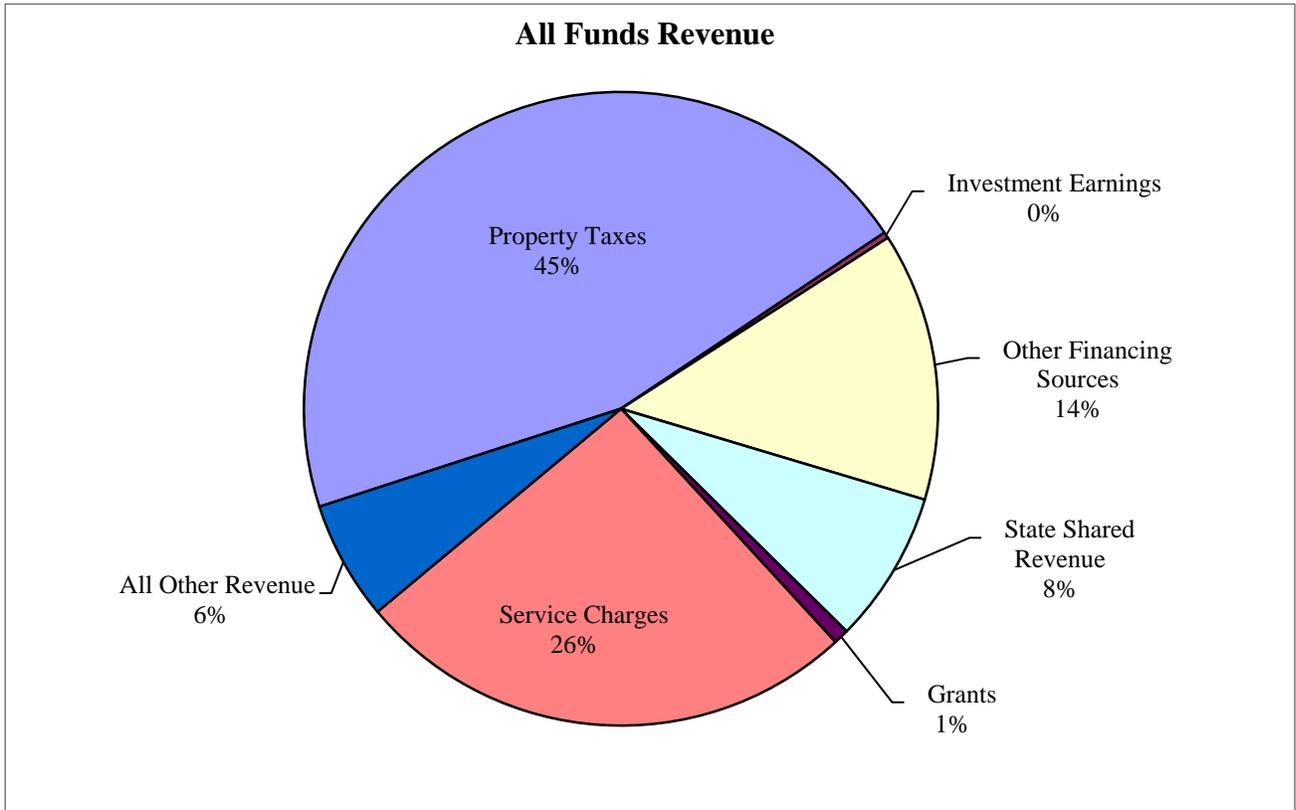


FY 2016-17 Summary for all Appropriated Funds

REVENUE							
Description	General	Special Revenue	Debt Service	Capital Projects	Component Units	Enterprise**	Total
Property Taxes	5,952,342	-	-	160,907	919,957	-	7,033,206
Licenses & Permits	347,000	25,300	-	1,500	-	-	373,800
Grants	19,000	-	-	-	-	100,000	119,000
State Revenue Sharing	623,000	574,719	-	-	-	-	1,197,719
Local Unit Contribution	92,000	-	-	-	-	-	92,000
Service Charges	608,377	-	-	-	-	3,363,959	3,972,336
Fines & Forfeits	57,625	-	-	-	-	43,200	100,825
Investment earnings	32,300	973	-	725	3,100	11,000	48,098
Rents & Royalties	71,750	-	-	-	-	-	71,750
Other Revenue	98,000	93,592	-	-	32,942	72,427	296,961
Other financing sources	243,940	483,734	669,648	378,946	7,907	328,767	2,112,942
Total	8,145,334	1,178,318	669,648	542,078	963,906	3,919,353	15,418,637
APPROPRIATIONS							
General Government	6,996,962	121,610	-	6,750	-	-	7,125,322
Capital	-	294,483	-	375,000	35,359	377,700	1,082,542
Maintenance	-	480,511	-	-	192,374	2,299,613	2,972,498
Debt Service	-	-	669,648	210,946	101,528	1,064,691	2,046,813
Transfers	1,148,000	322,820	-	-	156,220	263,180	1,890,220
*Total	8,144,962	1,219,424	669,648	592,696	485,481	4,005,184	15,117,395
FUND BALANCE/WORKING CAPITAL							
Fund Balance 7/1/2015	1,065,990	201,135	-	28,454	-212,995	1,521,232	2,603,815
Estimated 2015-2016							0
Revenue	8,183,148	1,958,350	661,857	533,779	957,717	4,380,797	16,675,649
*Expenditures	8,222,157	1,944,148	661,857	498,120	730,712	5,019,458	17,076,452
Less Committed Fund Balance	0	-	-	-	-	-	0
Projected Fund Balance 6/30/2016	1,026,981	215,337	-	64,113	14,010	882,571	2,203,012
*Appropriate to 2016-2017	372	-41,107	-	-50,618	478,425	-85,831	301,741
Less Committed Fund Balance	0	-	-	-	-	-	0
Fund Balance 6/30/2017	1,027,353	174,230	-	13,495	492,435	796,740	2,504,753

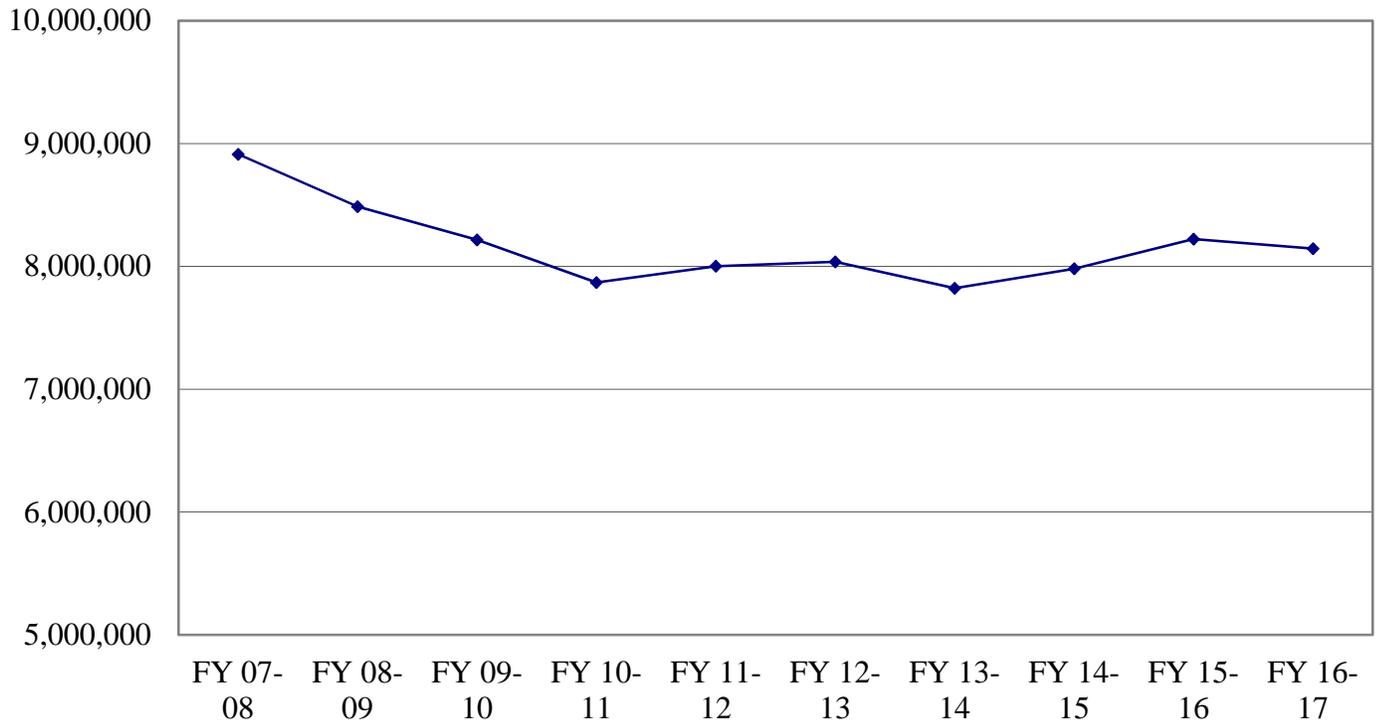
*To properly calculate fund balance for the DDA Fund and working capital for the Enterprise Fund, expenditures/expenses are exclusive of depreciation.

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

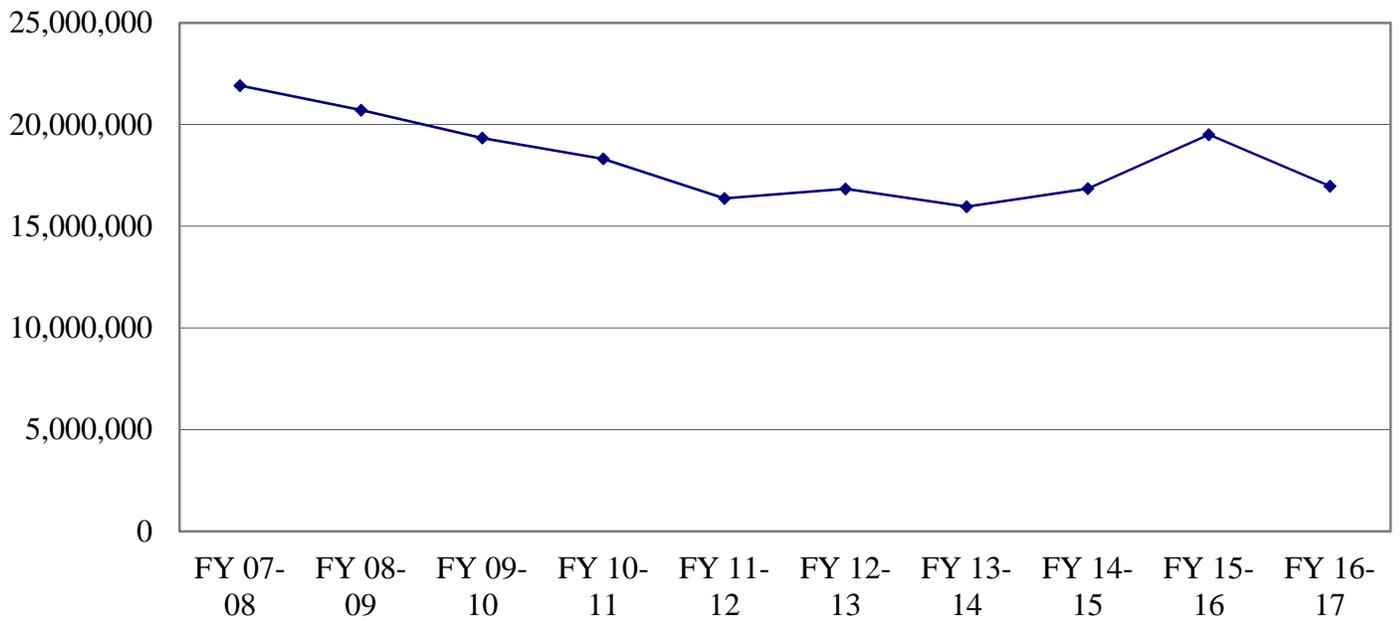




Total General Fund Expenditures 10 Year History



Total Adopted City Budget Funds 10 Year History





Introduction

This summary has been prepared as a general overview to the 2016/17 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 is scheduled to hold two budget work sessions to review the budget.

Total City Funds

The 2016/17 Budget for all City Funds total **\$17.0 million**. **The City establishes a budget for 14 separate funds. The largest fund is the General Fund, which provides \$8,144,962 or 48% in funding towards the majority of services available to the City residents. The second largest fund is the Utilities Fund, which provides \$5,463,948 or 32% 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 \$1,219,424 or 5% 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 majority (97.5%) of the revenue sources for FY16/17 are Gas and Weight Tax Revenue of \$574,719 and \$448,388 from other financing sources (transfers in from other funds and special assessments). 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 2016-17 is expected to increase 18% due to changes in road funding that was made by the State of Michigan legislation during 2015. The Major and Local Street Fund received a one-time road funding contribution from the State of Michigan in FY2015-16 that will not continue. The adopted budget includes \$80,105 of allocated funds from the General Fund for parking lot improvements. Listed below are the projects planned for FY16/17. There is no additional pavement maintenance or construction other than the list below.

- Liberty Street Overlay \$26,250
- Sidewalk Repairs \$13,500
- Parking lot maintenance of \$80,105 for North St, Millpond, Squire, Pierce, N Second St and the Cemetery parking lots. The maintenance for these parking lots is being funded by an appropriation from the General Fund.
- Phase II of the LED light implementation \$60,000 (\$45,000 borrowed from the Utility Reserve Fund to be paid back over 3 years)
- Roadway Tree Improvement \$15,000
- Increased snow removal supplies

The Principal Shopping District will receive approximately \$70,000 from Assessment Proceeds, \$35,000 from reimbursements from merchants that participate in marketing programs sponsored by the PSD and a \$5,000 appropriation from the General Fund for holiday lights. The PSD is planning to expend \$114,500 for several events for FY16/17 which include the Taste of Brighton, Ladies Night Out, Holiday lighting and miscellaneous advertising.

The City's Arts & Cultural Commission Fund will receive \$10,000 from the DDA Fund. The Arts & Culture Commission Fund is expected to expend approximately \$7,000 to promote Arts and Culture in the City of Brighton.



Total City Funds (continued)

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. The funds expended will be to maintain the Imagination Station per the Due Care plan. This will include new Fibar Chips and replacement of worn equipment.

The **Capital Project Funds** total \$592,696 or 3% of the Total City Budget. More than 35% of the expenditures in the Capital Project Funds for FY 2016/17 are Debt Service (\$210,946 or 35.6%). 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 \$380,446 and the Law Enforcement/Public Safety Fund is \$212,250. 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:

- \$5,000 for demolition of City owned residential property
- \$150,000 for new Swap Loader with snow plow attachment
- \$66,750 for Public Safety Equipment (AED's, Police Radars, Weapons)
- \$84,000 for two patrol car replacements
- \$60,000 for downtown camera system upgrade
- \$14,500 for computer replacements and a server replacement

The **Component Unit Funds** total \$835,481 (including depreciation of \$350,000) or 5%, which consists of the Downtown Development Authority (DDA) and the Local Development Finance Authority (LDFA). Both of these funds receive the majority (92%) 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 the Arts and Cultural Fund
- Continuation of the Flower Maintenance program
- Engineering for the upcoming Grand River and Challis Road projects and a possible parking ramp
- Allocation to the General Fund for half of the zoning ordinance update and reimbursement for the Grant Match for the Orndorf Drive Reconstruction project
- Additional allocation to the General Fund to offset its support of the DDA district

Finally the **Debt Service Fund** totals \$669,648 or 4% 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.

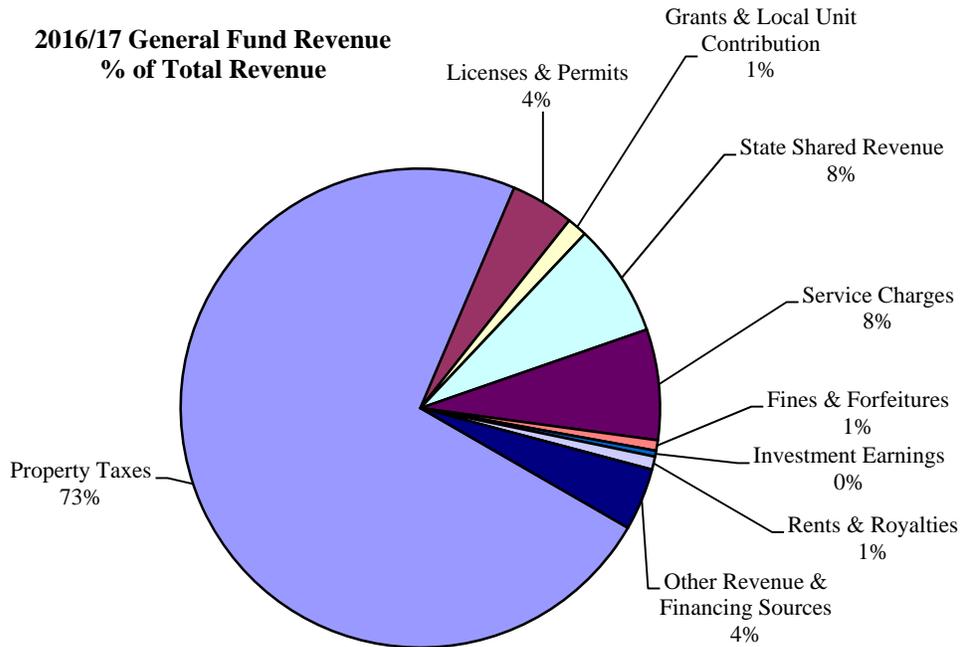


Total City Funds (continued)

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 is projected to increase 0.1169 (reflective of Public Act 359 Millage) to 15.7703 and will provide nearly \$5,952,000 or 73% 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 2% or \$151,000 from the prior year. The increase is from exercising Public Act 359 to raise the millage rate 0.1169 as well as an increase in real property taxable values of 2.46% and a decrease of 15% in Personal Property taxable values; offset by an increase of 124% in IFT taxable value (due to the Eberspacher Project). The Real Property taxable values for FY 2016-17 are reflecting the following changes: residential 4.3% increase, commercial -.68% decrease and industrial 6.4% increase compared to FY 2015-16.

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 3% and Investment Earnings <1%.





General Fund (continued)

The budget is balanced with plans for increasing unreserved fund balance by \$372. This will result in the General Fund fund balance to be \$1,027,352 or 15% of operating expenditures.

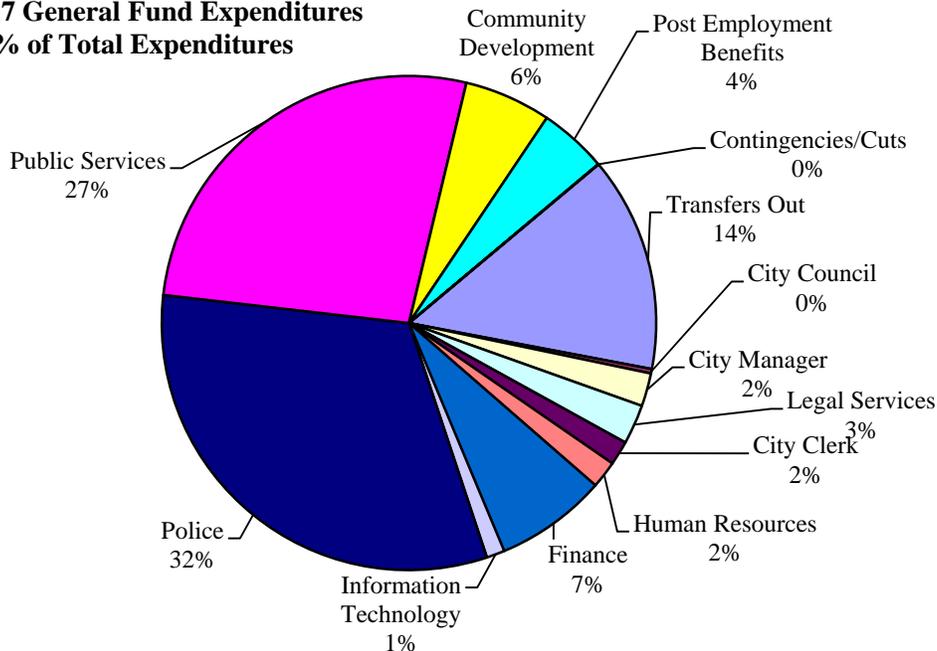
The budget does not include adding committed fund balance for future capital projects.

The \$8,144,962 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 16/17 adopted budget is decreasing 0.9% from the FY15/16 Year end projection.

The Adopted General Fund budget includes the following notable items:

- Increased millage of \$50,000 for Public Act 359
- Appropriation of \$115,000 from the DDA
- Wage increases for all employees
- Change in staffing model to save approximately \$100,000
- PASER study \$25,000
- City Hall improvements \$30,000
- Seawall and Waterfowl maintenance \$40,000
- A continued salary contribution towards MERS Pension for non-union employees and all Union employees
- Rental Inspection Program
- Appropriations to:
 - Capital projects for Swap Loader (\$150,000), Phase II LED lights (\$15,000), Demolition of City owned property (\$5,000)
 - DDA for parking lot maintenance (\$80,105)
 - Major Streets for sidewalk repair (\$20,000)
- OPEB contribution at \$72,600 (10% increase)
- A zoning ordinance update
- Reduced transfers for Debt Service

**2016/17 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 2016/17 Utilities Fund budget is at \$5,463,948 or 32% of the total City Budget. Planned revenue/contributions will decrease approximately 10% from Fiscal Year 15/16 projections. This decrease is due to grant revenue reduction of \$324,000 and reduced connection fees due to an expected decrease in the numbers of REUs; partially offset by an increase in the utility rates of 3.0%. 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 29 Residential Equivalent Units of water and sewer connections. 3% of the total revenue is derived from interest income and other sources.

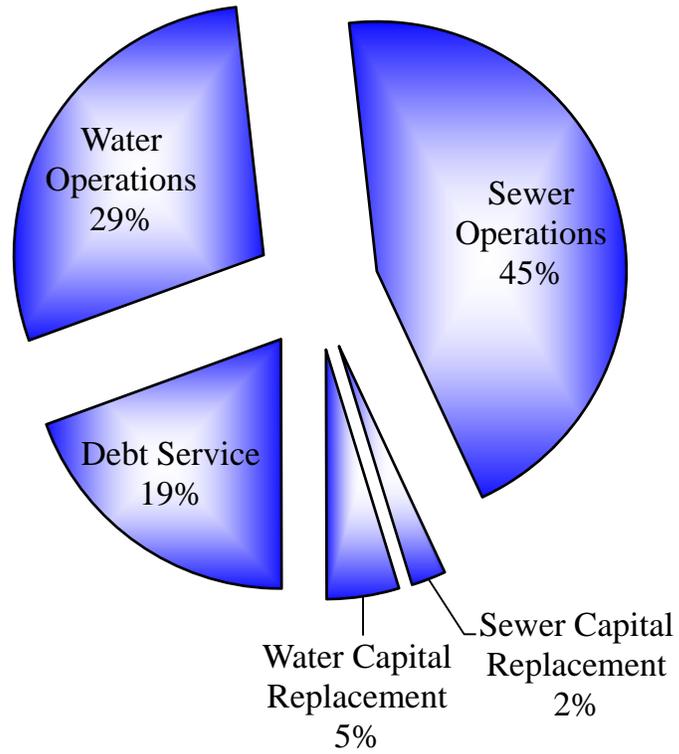
Expenses are decreasing by approximately \$790,000 or 13% from Fiscal Year 15/16 projections. The decrease results primarily from an approximate decrease in Operations & Maintenance of \$634,000 or 10% (reduced expenditures from the Stormwater Asset Management Study and cost allocation study), approximately \$120,000 or 10% decrease in debt service, a decrease of \$37,500 in the transfer to the General Fund (cost allocation study); partially offset by a \$7,108 increase in appropriation for OPEB, a decrease of \$11,357 in capital assets, a \$6,400 increase in post-employment benefits and an increase of \$7,487 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
- Increase the OPEB contribution 10% from \$71,072 to \$78,180
- \$25,000 Appropriation to the Equipment Replacement Fund
- Pine Creek Storage Tank Reconfiguration
- WWTP Exterior light replacement to LED
- Step-down Transformer for portable generator
- Replace Wastewater Utility vehicle
- Hydrant painting
- Summit and Northstar storage tank cleaning and inspections
- Painting of the Northstar Water Tank
- Refurbish centrifuge #1
- Sludge mixer replacement
- Sewer slip lining
- Replace site gate operator



Utility Fund Expenditures





General Fund

Summary Analysis

FY 15-16 YEAR-END PROJECTION vs. FY 14-15 ACTUAL -

- a. Revenue is projected to increase by \$310,093 or 4% from the previous year, and increase by \$148,182 or 2% from the adopted budget. The projected increase results primarily from increases in property taxes and related fees, federal (MSHDA grant as well as DEA Police Officer Grant) and state grants (Liquor License fees), State Shared revenue, investment earnings, rents & royalties, and other financing sources (LDFA Fund, Drug Forfeiture Fund and Utilities Fund appropriations); partially offset by decreased licenses & permits (building permits), local unit contributions (increased BAS for High School Officer offset by decreased Traffic Safety grant), service charges, fines & forfeits, and other revenue.
- b. Expenditures are projected to increase by \$241,318 or 3% from the previous year, and increase by \$245,854 or 3% from the adopted budget. The projected increase compared to the prior year results primarily from increases in City Council, City Clerk, Human Resources, Finance, Information Technology, Police, Public Works, and Post Employment Benefits; partially offset by decreases in City Manager, Legal Services, Community Development, and Transfers Out.
- c. The original adopted budget anticipated the unreserved ending fund balance would be \$1,060,850 at June 30, 2016. **Based on (a) & (b) from above, the current year-end projection reflects a \$33,870 decrease in unreserved fund balance to \$1,026,980 by June 30, 2016, which is \$15,973 lower 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 FY15/16 Adopted budget is the \$46,488 higher than anticipated ending unreserved Fund Balance in FY14/15. The FY15/16 Adopted Budget planned to increase unreserved fund balance by \$39,484, however, the FY15/16 projection is anticipating reduce unreserved fund balance by \$39,009. The primary reason for the decline is the retirement of six employees which caused an increase in retiree payouts, offset by reductions in personnel vacancies and increased revenue.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

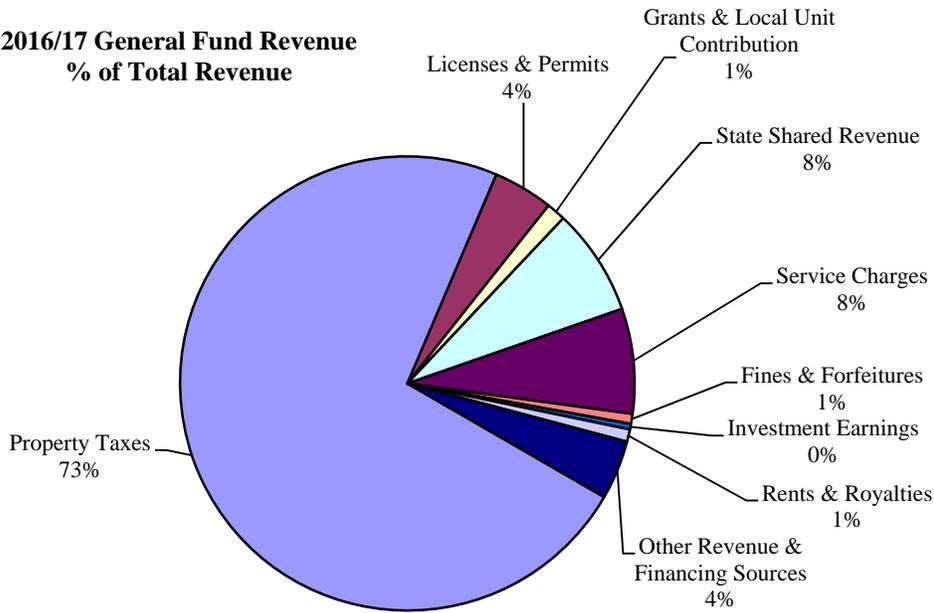
- a. Total Revenue will decrease by \$37,814 or 0.5% from the FY 15-16 year-end projections. The decrease results primarily from an \$80,170 decrease in Federal grants, \$55,331 or 8% decrease in State Shared revenue, a \$19,000 decrease in licenses and permits (less Building Department Revenue), \$26,180 less in other financing sources (less appropriations from the Utilities Fund and DDA Fund, offset by increases in DDA and LDFA appropriations), and \$8,019 less in Other Revenue (Bond/Insurance recoveries); partially offset by a \$150,631 or 2.7% increase in property taxes and related fees, and a slight increases in investment earnings and Local Unit Contributions (BAS for High School Officer).
- b. Total Expenditures will decrease by \$77,195 or 0.9% from the FY 15-16 year-end projections. The decrease results primarily from less personnel/benefit costs from the retirement of the City Clerk and a Police Sergeant, less human resources services due to the expense of a nationwide City Manager search in FY15-16, and reduced transfers for debt service and maintenance for the Major Street; partially offset by increased personnel costs from the cost allocation study, increased per diems for election workers (Presidential Election), an increase in post-employment benefits as a result of recent retirements, a complete zoning ordinance update, and increased data processing services, as well as changes in the staffing structure and increases in salaries and wages for all employees, benefit insurance increases, and base budget increases. The expenditures include a \$72,600 appropriation to the OPEB Trust (10% increase from FY15-16). Specific Department changes are highlighted in each Department section.
- c. **The adopted budget reflects a projected unreserved fund balance of \$1,027,352 by June 30, 2017, which is 15% of operating expenditures and \$22,192 below the minimum fund balance guideline. The Adopted budget does not include a transfer to Committed Fund balance.**



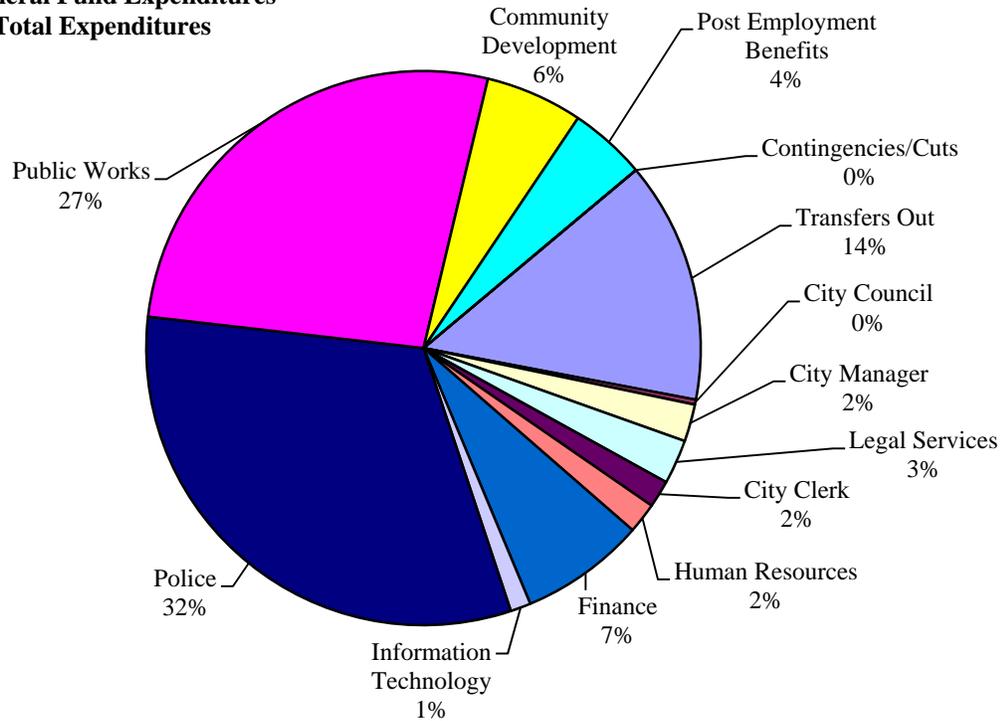
CITY OF BRIGHTON GENERAL FUND	ADOPTED ACTUAL	CURRENT BUDGET	PROJECTED BUDGET	ADOPTED YEAR-END	ADOPTED BUDGET	16-17 OVER/ (UNDER) 15-16	
	14-15	15-16	15-16	15-16	16-17	\$	%
REVENUES:							
Property Taxes	5,281,112	5,588,941	5,588,941	5,585,971	5,736,602	150,631	2.70%
Tax Penalties, interest & fees	214,373	219,387	219,387	215,200	215,740	540	0.25%
Licenses & Permits	583,842	339,100	339,100	366,000	347,000	(19,000)	-5.19%
Federal Grants	11,258	10,000	10,000	81,170	1,000	(80,170)	-98.77%
State Grants	17,852	17,500	17,500	18,143	18,000	(143)	-0.79%
State Shared Revenue	620,692	635,805	635,805	678,331	623,000	(55,331)	-8.16%
Local Unit Contribution	91,751	93,500	93,500	91,236	92,000	764	0.84%
Service Charges	668,770	607,003	607,003	609,298	608,377	(921)	-0.15%
Fines & Forfeits	58,679	54,625	54,625	58,611	57,625	(986)	-1.68%
Investment Earnings	26,407	28,610	28,610	31,300	32,300	1,000	3.19%
Rents & Royalties	57,349	71,650	71,650	71,750	71,750	-	0.00%
Other Revenue	107,259	110,625	110,625	106,019	98,000	(8,019)	-7.56%
Other Financing Sources	133,711	258,220	258,220	270,120	243,940	(26,180)	-9.69%
TOTAL REVENUES	7,873,055	8,034,966	8,034,966	8,183,148	8,145,334	(37,814)	-0.48%
EXPENDITURES:							
Transfers Out	1,331,883	1,171,298	1,186,324	1,269,137	1,148,000	(121,137)	-9.54%
City Council	21,566	27,504	28,680	23,187	24,040	854	3.68%
City Manager	102,091	104,719	103,543	82,530	176,416	93,886	113.76%
Legal Services	258,809	271,318	271,318	212,778	211,246	(1,532)	-0.72%
City Clerk	157,312	153,520	153,520	175,784	129,493	(46,291)	-26.33%
Human Resources	135,724	136,284	157,784	165,689	144,776	(20,913)	-12.62%
Finance	613,926	622,324	622,324	672,370	594,785	(77,585)	-10.54%
Information Systems	94,912	95,469	95,469	95,483	96,634	1,151	1.21%
Police	2,613,547	2,556,657	2,557,016	2,845,382	2,599,868	(245,514)	-8.63%
Public Works	1,788,597	1,805,390	1,805,390	1,847,600	2,192,735	345,135	18.68%
Community Development	624,282	632,484	632,484	560,877	462,295	(98,581)	-17.58%
Post Employment Benefits	238,190	274,335	274,335	271,341	364,673	93,332	34.40%
Contingencies/(Cuts)	-	125,000	125,000	-	-	-	-
TOTAL EXPENDITURES	7,980,839	7,976,303	8,013,187	8,222,157	8,144,962	(77,195)	-0.94%
FUND BALANCE - BEGIN.	1,204,723	1,021,366	1,065,990	1,065,990	1,026,981	(39,009)	-3.66%
Committed Fund Balance	30,950	19,179	19,179	-	-	-	-
FUND BALANCE - ENDING	1,065,989	1,060,850	1,068,588	1,026,981	1,027,353	15,872	1.55%
USE OF FUND BALANCE	138,734	(39,484)	(2,600)	39,009	(372)	(54,881)	
Ending Fund Balance = 15% of Operating Expenditures*	997,343	1,020,751	1,024,030	1,042,953	1,049,544		
Ending Fund Balance Over/(Under) the 15% Criteria	68,645	40,099	44,560	(15,972)	(22,192)		



**2016/17 General Fund Revenue
% of Total Revenue**



**2016/17 General Fund Expenditures
% of Total Expenditures**





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 2016-17 the General Fund is budgeted to receive and collect \$5,952,000 or 73% of its total revenue from property taxes, penalties and interest on taxes paid late and a 1% administration fee. This is an increase of 2% or \$151,000 from the prior year, which is a reflection of an increase in real property taxable values of 2.6%, an increase of 231% in IFT Real Property taxable values, and an 86.6% increase in IFT Personal Property taxable values; offset by a reduction of 15.4% in personal property taxable value. The Real Property taxable values for FY 2016-17 are reflecting the following changes: residential 4.5% increase, commercial <1% decrease and industrial 6.7% increase compared to FY 2015-16.

**CITY OF BRIGHTON
PROPERTY TAX SUMMARY**

	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Actual FY 2015-16	Projected FY 2016-17
Ad-Valorem Real Property Valuation	355,403,827	347,710,186	357,578,323	369,100,888	378,628,010
Ad-Valorem Personal Property Valuation	36,264,060	35,530,296	32,744,850	42,558,068	36,002,400
IFT Real Property	2,258,690	2,290,820	1,635,860	1,623,770	5,375,400
IFT Personal Property	7,304,310	8,955,650	9,175,950	4,595,730	8,576,500
Taxable Value	401,230,887	394,486,952	401,134,983	417,878,456	428,582,310
Operating Millage	15.2734	15.2734	15.2734	15.2734	15.2734
Street Debt Millage	0.7753	0.0000	0.0000	0.0000	0.0000
Law Enforcement Millage	0.0000	0.0000	0.3800	0.3800	0.3800
* Public Act 359 Millage	0.0000	0.0000	0.0000	0.0000	0.1169
Total Millage	16.0487	15.2734	15.6534	15.6534	15.7703
Operating Tax Revenue	6,055,130	5,939,271	6,044,128	6,334,928	6,439,363
Street Debt Tax Revenue	307,367	-	-	-	-
Law Enforcement Revenue	-	-	150,377	157,612	160,210
* Public Act 359 Revenue	-	-	-	-	50,000
Total Tax Revenue	6,362,497	5,939,271	6,194,506	6,492,540	6,649,573

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

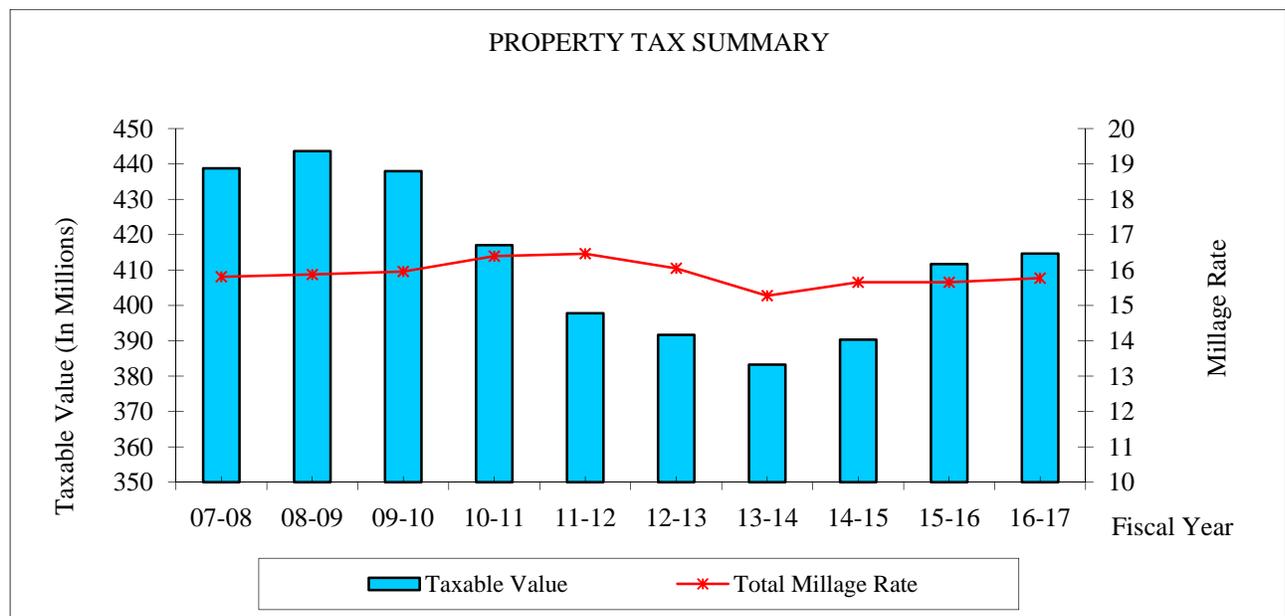
	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Actual FY 2015-16	Projected FY 2016-17
City - Operating	15.2734	15.2734	15.2734	15.2734	15.2734
- Street Debt	0.7753	0.0000	0.0000	0.0000	0.0000
- Law Enforcement	0.0000	0.0000	0.3800	0.3800	0.3800
- * Public Act 359	0.0000	0.0000	0.0000	0.0000	0.1169
Livingston County	3.9543	3.9543	3.9543	3.9535	3.9535
Brighton Area Schools - Debt	7.1900	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	2.3334	2.3334
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	37.6683	36.8930	37.2730	37.2695	37.3864
Brighton Area Schools - Local	18.0000	18.0000	18.0000	18.0000	18.0000
Total Non-Homestead Millage	55.6683	54.8930	55.2730	55.2695	55.3864



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 again in FY 2010-11 by 4.7%, FY 2011-12 decreased by 4.5%, FY 2012-13 decreased by 1.62%, and FY 2013-14 decreased 2.2%. FY2014-15 showed the first signs of recovery by an increase of 1.69%, FY2015-16 increased 4.17% and FY2016-17 is projected to increase 2.56%. The exempt Personal Property slowed the increase for FY2016-17, as well as a decline in commercial real property.

The City’s operating millage rate will increase to 15.7703 mills (reflective of Public Act 359 Millage increase of .1169 mills) and the Law Enforcement Millage rate will remain at 0.38 mills. 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

9 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>2016</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	208,358,690	217,713,358	4.5%
Commercial	151,805,205	159,290,640	158,228,240	153,268,980	148,401,458	139,343,070	140,907,773	143,167,910	142,168,799	-0.7%
Industrial	28,128,150	27,382,940	23,634,280	19,161,060	16,501,465	16,752,160	17,577,710	17,574,288	18,745,853	6.7%
Personal Property Tax	34,683,080	34,391,760	37,715,850	31,502,940	36,264,060	35,530,296	32,744,850	42,558,068	36,002,400	-15.4%
	443,629,475	437,964,160	422,781,710	398,198,428	391,764,297	383,240,482	390,323,173	411,658,956	414,630,410	

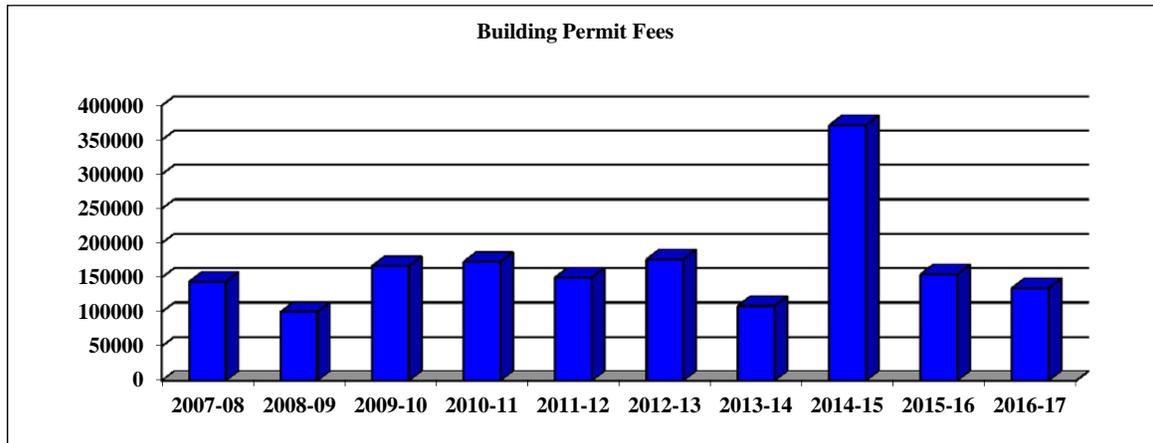
% Change from Prior Year		-1.3%	-3.5%	-5.8%	-1.6%	-2.2%	1.8%	5.5%	0.7%	
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9 Year History										Change from
<u>Average Taxable Value</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2008</u>
Residential	81,239	76,942	72,283	69,229	67,468	67,589	69,662	72,447	75,099	(6,140)
% Change from Prior Year		-5%	-6%	-4.23%	-2.54%	0.18%	3.07%	4.00%	3.66%	-8%
Average Tax Bill Reduction from 2008										\$ (228)
Commercial	507,710	532,745	535,626	528,851	503,056	473,956	480,914	485,315	481,928	(25,782)
% Change from Prior Year		5%	1%	-1%	-5%	-6%	1.47%	0.92%	-0.70%	-5%
Average Tax Bill Reduction from 2008										\$ (1,421)
Industrial	484,968	472,120	435,890	354,834	305,583	310,225	325,513	337,967	360,497	(124,471)
% Change from Prior Year		-3%	-8%	-19%	-14%	2%	4.93%	3.83%	6.67%	-26%
Average Tax Bill Reduction from 2008										\$ (6,862)

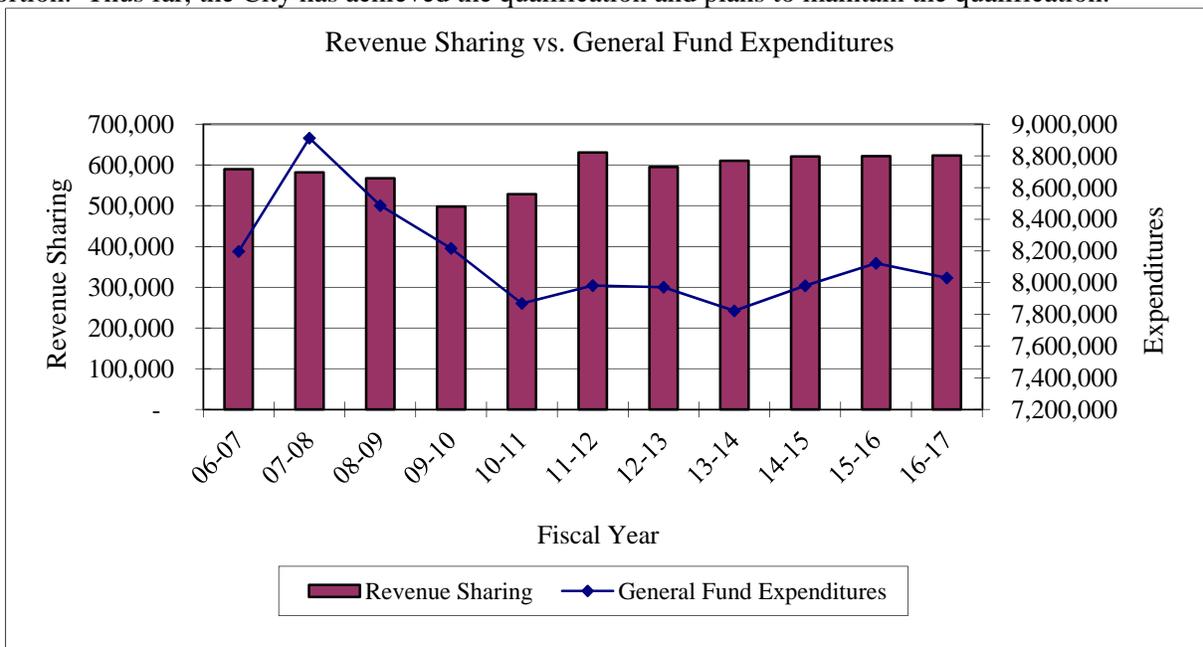


General Fund Revenue - Continued

Licenses and Permits are another revenue source received from Cable Franchise Fees, Building Permits fees and Rental Inspection Fees. The FY 16-17 budget includes \$347,000 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.



Local units of government in Michigan share in the State Sales Tax, commonly referred to as State Revenue Sharing. The General Fund is expecting \$623,000 or 8% of the total general fund revenue to come from the State. The State Shared Revenue is expected to increase less than 1% from FY 15/16. During FY15/16 the City received monies from the Local Community Stabilization fund for exempt personal property. The City is not expecting any reimbursements for FY16/17. 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 which has been replaced by the City, Village, and Township Revenue Sharing (CVTRS). There is one qualification of the CVTRS Program the City must meet in order to receive 100% of the CVTRS portion. Thus far, the City has achieved the qualification and plans to maintain the qualification.





General Fund Revenue - Continued

Service Charges

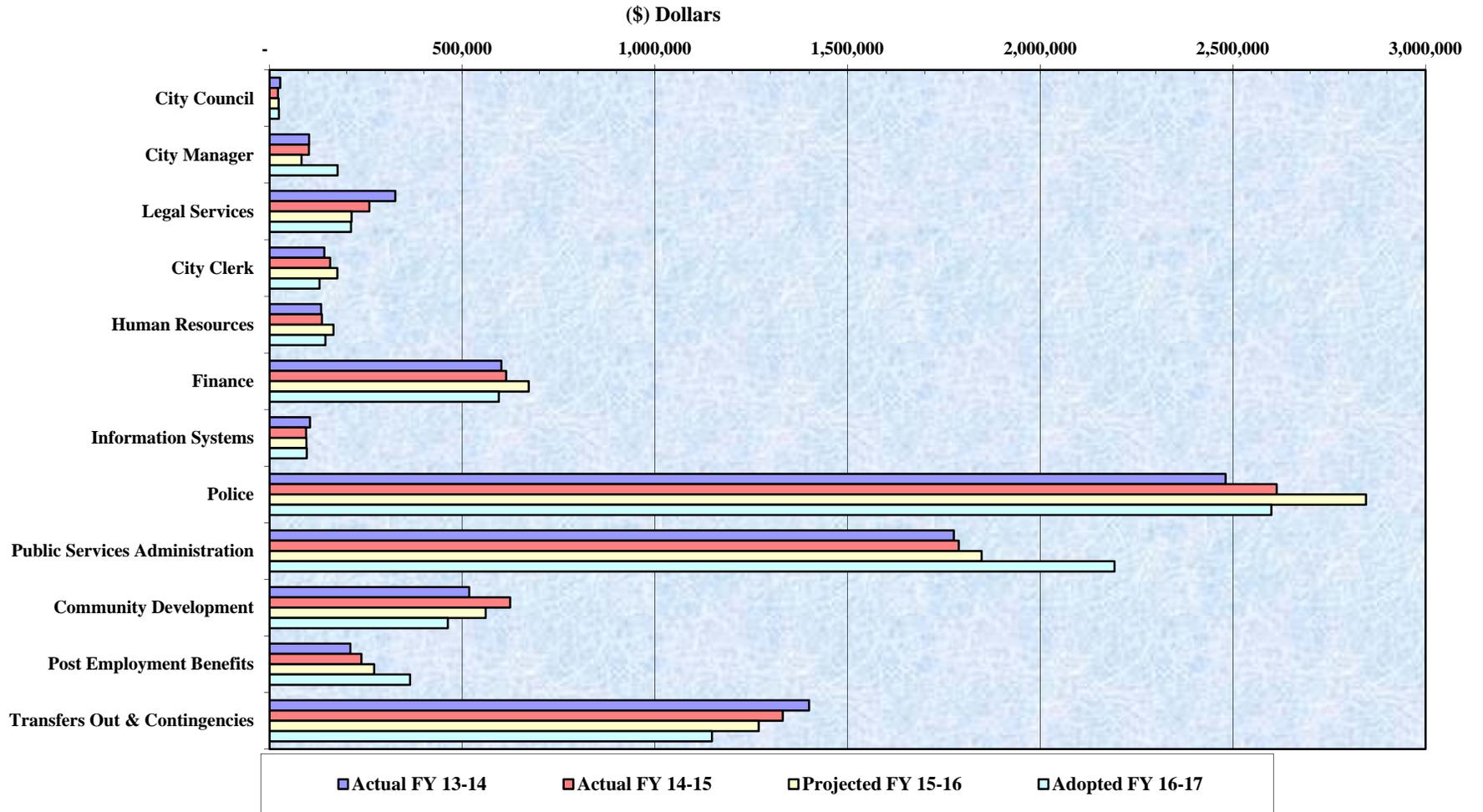
Service Charges are another revenue source received from Police Charges, Cemetery Sales and the Refuse User Fee. The Service Charges for FY 2016-17 provide the General Fund 8% or \$608,000 in Revenue. The Refuse User Fee provides the majority of the Service Charges at \$500,000. The Refuse User Fee was 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 was no change in the Refuse User Fee in FY 2015-16. FY 2016-17 will increase 2.5% to \$14.84 per the contract that was approved by City Council with Waste Management during FY2014-15.

Other Revenue

The remaining \$615,000 or 7% 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, DDA 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, 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.

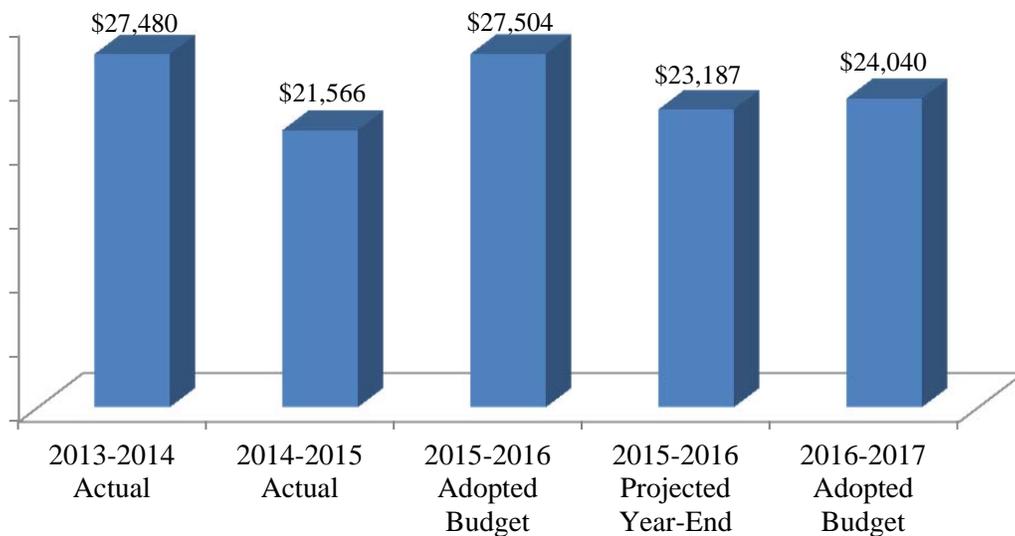
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$5,494 or 20% decrease.
- The decrease is primarily the result of less than budgeted personnel and benefit costs due to the passing of a council member during the fiscal year combined with less than budgeted printing & publishing and conferences expenses; offset slightly by additional workers comp insurance premium and miscellaneous expenses.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$854 or 4% increase.
- The increase is caused primarily due to changes in membership dues and conferences.

Mayor and City Council Expenses





Mayor and City Council

	Perspective	City Goal	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Efficiency	Run the Operations	Model a Positive City Image	Regular City Council Meetings	23	23	23	23
			Special City Council Meetings	8	9	8	8
			Public Hearing Held	5	8	5	5
		Deliver Efficient Services	Ordinances and Amendments Adopted	2	4	3	3
			Agenda Items Reviewed and Acted Upon	146	153	150	150
		Cultivate Community Involvement	City Council Member Attendance at Council Meetings	94%	88%	95%	95%
	Manage the Resources	Maximize the Resources	% Difference from Proposed to Adopted Budget(G.F)	-4.66%	4.30%	1.8%	1.5%
			Annual % Change in Operating Millage Rate	0%	0%	0%	
			Activity Expenditures as % of General Fund	.35%	.27%	.29%	.61%



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 administrative 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.

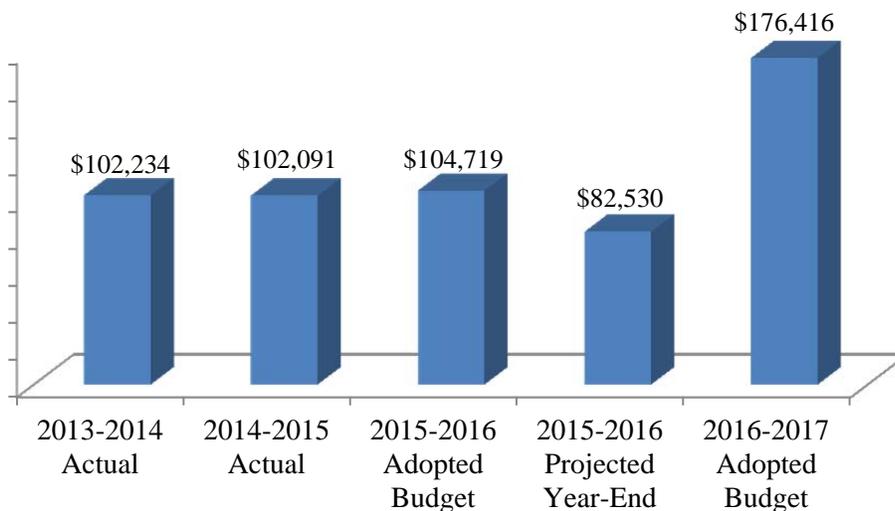
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- An overall \$21,013 or 20% decrease from the current and \$22,189 or 21% decrease from the adopted budget.
- The decrease is primarily the result of less personnel and benefit costs due to the resignation of the City Manager in December with no replacement until February, less than budgeted conferences expense, contractual services, and general liability insurance premiums; offset by a transportation allowance implemented for the new City Manager.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$93,886 or 114% increase.
- The increase is primarily the result of the resignation of the City Manager midway through FY15-16 which resulted in less than budgeted for compensation wages for FY15-16 combined with higher personnel and benefit costs for FY16-17. Also included in the FY16-17 budget is a \$8,500 increase in Community Promotions, a \$3,240 transportation allowance as well as \$4,000 for the City Manager to attend Conferences and Workshops. Further personnel cost increases are due to implementation of a Cost Allocation Study and the restructuring of personnel to be charged to the City Managers budget. These positions are a new Communications assistant, to start around January 1, 2017 and the change of the Clerk/HR assistant from part-time to full time. This full time person will also assist the City Manager.

City Manager Expenses





City Manager

FY 2016-17 Performance Objectives

1. Continue working with City staff to implement the remaining 2015 goals adopted by the City Council in the Council's Fall 2014 annual goal-setting meeting.

	Perspective	City Goals	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Output	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	146	153	150	150
			Legislative Issues Monitored	5	5	5	5
			Intergovernmental Relation Contacts	36	36	30	30
			Number of Council adopted goals managed	15	12	15	15
			News Media inquiries/requests processed	50	50	50	50
			Public presentations prepared and delivered	20	20	10	10
			Activity Expenditures as % of General Fund	1.31%	1.28%	1.00%	2.27%
Efficiency							

FY 2015-16 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.

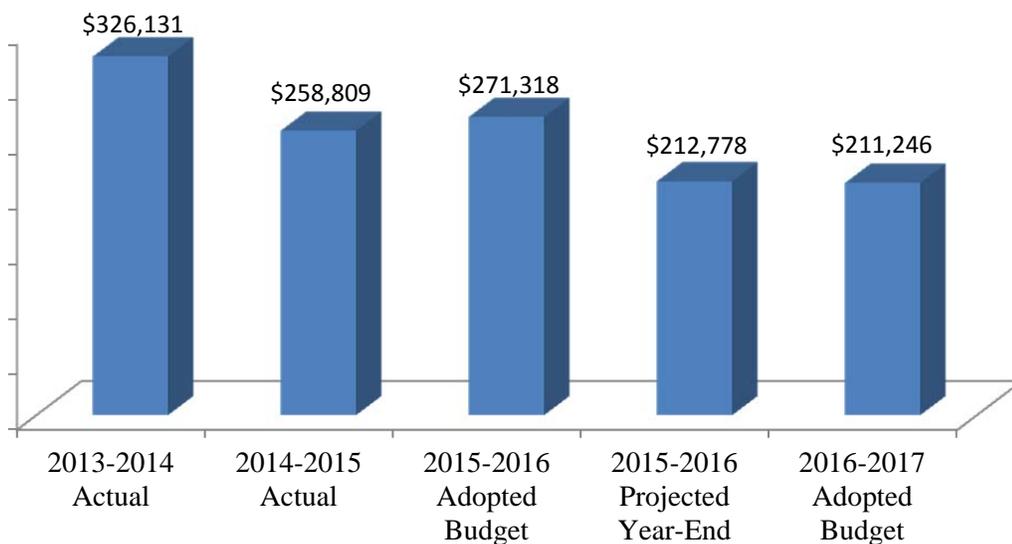
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$58,540 or <22% decrease.
- The decrease is primarily the result of less than budgeted legal fees due to fewer than anticipated Michigan Tax Tribunal cases as well as other litigation, less appraisal services (also due to fewer MTT cases), less cable franchise legal fees and less miscellaneous expenses; partially offset by increased labor attorney legal fees needed for contract negotiations.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$1,532 or <1% decrease.
- The decrease assumes less additional miscellaneous expenditures for appraisals associated with tax tribunal litigation, less legal fees for labor and cable franchise; offset by overall base budget increases.

Legal Service Expenses





Legal Service

FY 2016-17 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	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
Output		Model a Positive City Image	Council Meetings Attended	23	22	24	24
		Run the Operations	Deliver Efficient Services	Legal Opinions Rendered	8	34	25
Ordinances Prepared	5			5	3	3	
Number of Open Lawsuits (Includes MTT cases)	20			5	10	10	
Number of Closed Lawsuits	16			22	15	15	
% 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	4.17%	3.24%	2.58%
Efficiency							



Legal Service

FY 2015-16 Significant Accomplishments

- Drafted and revised ordinances, and attended Planning Commission meetings as needed, regarding the following:
 - Garage Ordinance Amendments
 - Electronic Sign Amendment
 - Parking Enforcement Ordinance
 - Sandwich Board Ordinance
 - Alternative Surfaces Parking Ordinance
- Attended annual retreat.
- Review and revision of SAW Grant proposal and review of Tetra Tech contract regarding SAW Grant.
- Performed analysis of title work regarding SELCRA skate park.
- Performed analysis of SELCRA bylaws regarding withdrawal/dissolution and drafted attorney-client privileged communication regarding same.
- Reviewed title work and drafted easement for extension of water main utility at the Brighton Nazarene Church.
- Coordinated with the Livingston County Building Department and City Staff regarding future code enforcement issues.
- Performed legal review regarding multiple Freedom of Information Act requests.
- Meetings, draft letters and legal analysis regarding revision and potential enforcement of Northridge Woods site plan.
- Legal analysis and attended meetings regarding City Council process for City Manager Selection.
- Legal analysis regarding Woodlake Condominium Association handicap accommodation issue.
- Legal analysis of Special Response Team Agreement revisions.
- Meetings and legal analysis regarding proposed use of former Lindbom School site.
- Legal research regarding procedure for liens for weed trimming and false alarms.
- Meetings regarding potential Verizon contract and revision of same.
- Legal research and drafting of an attorney-client privileged letter regarding Religious Land Use and Institutionalized Persons Act (RLUIPA).
- Prepared and delivered annual audit letter.
- Reviewed and revised closed session meeting minutes.
- Meetings and legal research regarding proposed Granger development.
- Legal research regarding various claims of City Charter violation.
- Coordinated with special counsel regarding Corrigan site plan issue.
- Review and revision of proposed ordinance regulating garage height.
- Performed analysis of SELCRA bylaws regarding sale of property and drafted attorney-client privileged communication regarding same.
- Review and revision of electronic sign ordinance.
- Legal research regarding impact of consent judgments on Big Boy sign height.
- Legal analysis of SELCRA bylaws regarding required contribution by the City of Brighton.
- Legal analysis and meetings regarding consent judgments with Superior Sanitation.
- Revision of bid specs for Brighton Police Department surveillance update project.
- Revision of easements for MDOT Orndorf Drive construction grant, and grant submittal documents for same.
- Revision of City FOIA policies with City Clerk to comply with recent state statute amendments.
- Legal research regarding soil removal standards from ZBA approval for Northridge.
- Meetings and legal research regarding Metro Act application.
- Legal research regarding legal permissibility of proxy voting.
- Legal research regarding filling of elective offices.



Legal Service

FY 2015-16 Significant Accomplishments (continued)

- Legal research regarding jeopardy assessments against Big Boy.
- Attended meetings and reviewed proposed ordinance revisions regarding role of Fire Authority in code enforcement.
- Legal research regarding constitutionality of residency requirements.
- Review of amendment to refuse collection contract with Waste Management of Michigan, Inc.
- Prepared parking enforcement ordinance.
- Review of Tetra Tech Contract Amendment,
- Review of Planning Services Agreement between County of Livingston and City of Brighton.
- Review of Green Oak Charter Township's proposed revisions of Special Response Team Mutual Aid Agreement.



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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

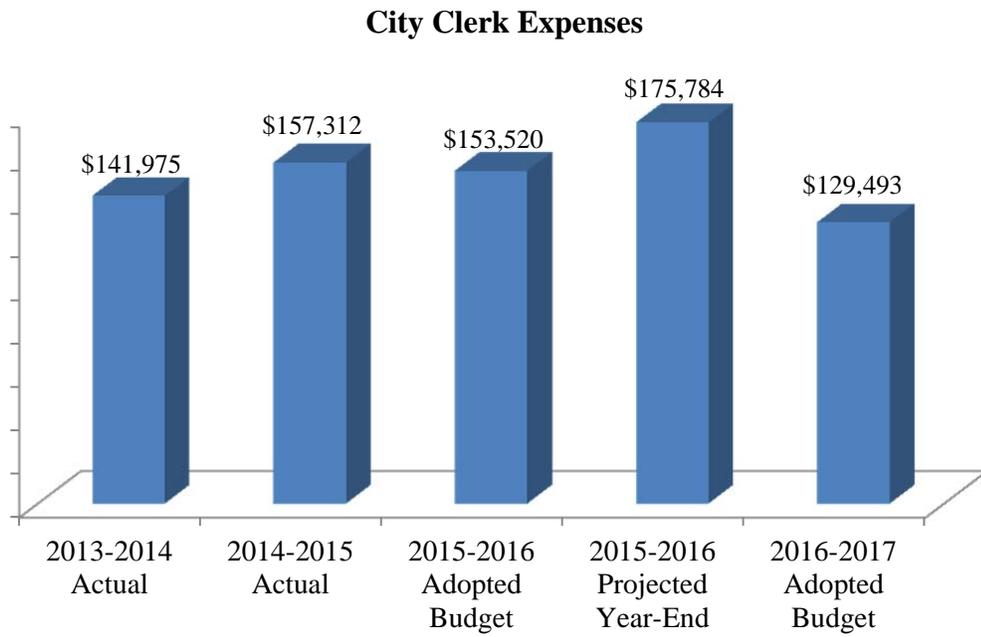
- \$22,264 or 15% increase from the current and adopted budget.
- There is a projected \$9,106 decrease in the Elections Division, primarily due to less than budgeted Election Worker Per Diems and election supplies. This is offset by a projected \$31,370 increase in the General Division; primarily due to higher personnel and benefit costs realized from the retirement of the City Clerk and the potential replacement of that position and a \$3,000 increase in Legal Notices cost; partially offset by decreased printing and publishing costs and office supplies.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$46,291 or 26% decrease. This is a \$24,027 or 16% decrease from the FY 15-16 adopted budget.
- The \$53,347 decrease in the General Division is primarily due to lower personnel and benefit costs realized from the retirement of the City Clerk in late FY 15-16 and subsequent reorganization of the department combined with implementation of a Cost Allocation Study affecting personnel costs and across the board base budget increases; partially offset by a decrease in postage due to less mailings.
- The \$7,056 increase in the Elections Division is the result of assumed additional election costs for the upcoming 2016 Presidential election.



City Clerk





City Clerk

FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Output	Run the Operations	Courteous/Responsive Customer Service	Liquor License Applications Processed	3	3	1	2
			Freedom of Information Act Requests Processed	52	72	70	70
			Permits Processed (Solicitors)	15	11	9	10
			Permits Other (Taxi, Massage, etc)	3	1	2	3
			New Voter Registrations/ Changes Processed	1400	853	520	600
			Absentee Voter Applications Mailed (November)	587	951	665	1000
		Cultivate Community Involvement	Press Releases/Legal Notices	61	70	70	70
			Absentee Voter Ballots Returned (November)	543	908	599	1000
		Deliver Efficient Services	Number of Registered Voters	5886	5871	5723	5767
			Elections held	1	3	2	2
		Model a Positive City Image	Council Agenda Packets Processed	23	23	23	23
		Manage the Resources	Maximize Resources	City Hall Task Force Meeting Hours	5	5	5
	Efficiency	Run the Operations	Cultivate Community Involvement	% Of Registered Voters Voting (November)	24%	51%	23%
Deliver Efficient Service			% Of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%
			Activity Expenditures as % of General Fund	1.81%	1.97%	2.14%	1.61%

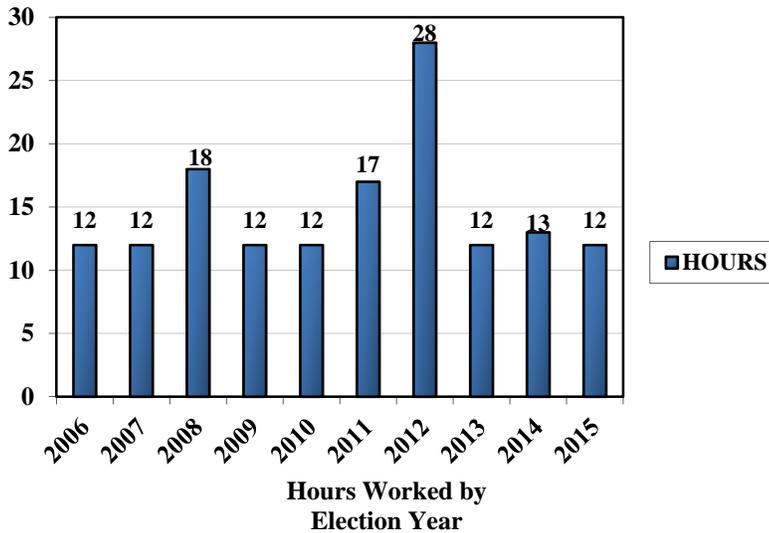


City Clerk

FY 2015-16 Significant Accomplishments

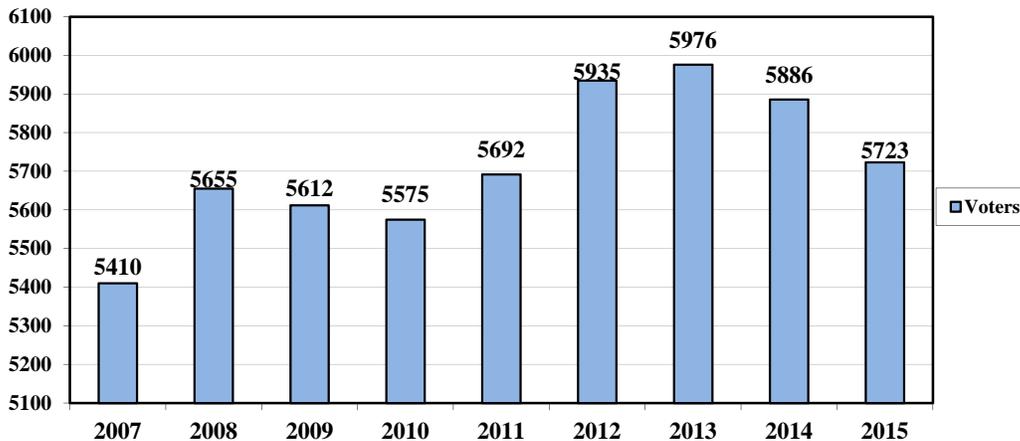
- Conducted the November General election in accordance with State and County standards. Turnout for the November General was 23%.
- Employed 20 Election Workers in four precincts for the November election. The Electronic Poll book was used for the Election.
- Processed 17 Resolutions.
- Processed 9 Solicitor and 2 Massage permits.

PREPARATION TIME OF VOTING BOOTHS



- 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

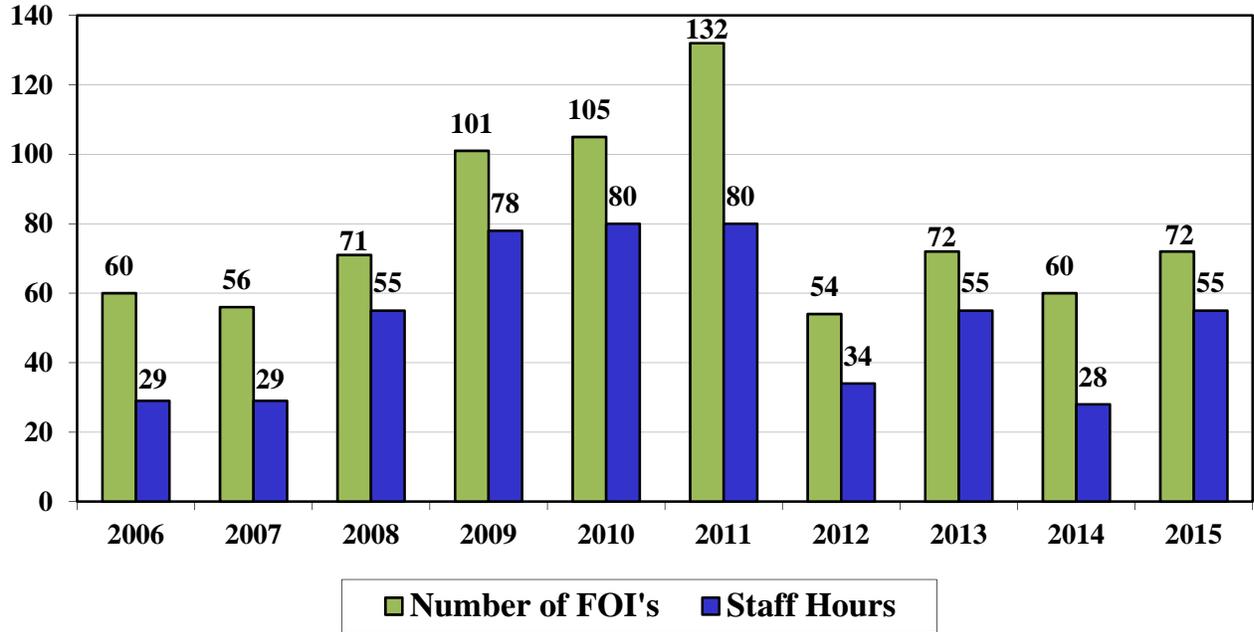
NUMBER OF REGISTERED VOTERS



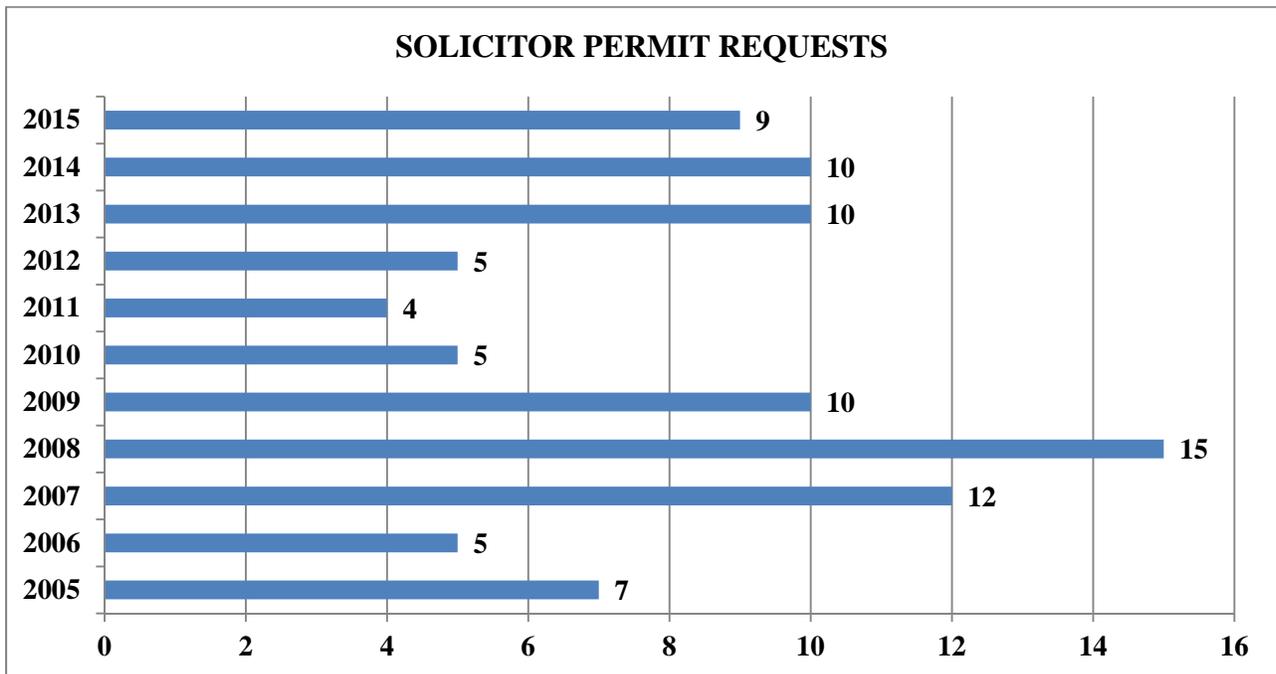


City Clerk

F.O.I.A. REQUESTS RECEIVED



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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$7,905 or 6% increase from the current budget and \$29,405 or 22% increase from the adopted budget.
- The increase is caused primarily from a \$21,500 increase for a national City Manager Search by the Michigan Municipal League, an increase in personnel and benefit costs, an increase in printing and publishing costs due to employee recruitments, and additional employee medical costs (related to CDL Certification); partially offset by less conferences and workshop.

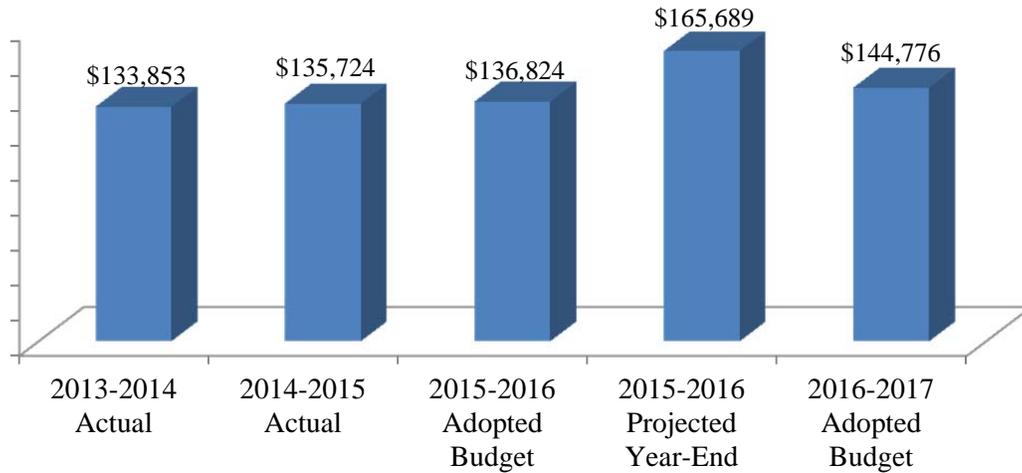
FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$20,913 or 13% decrease.
- The decrease is the primary result of \$21,500 less in Human Resources Services which was due to costs associated with a national City Manager search, lowered health insurance costs due to employee opt out, and less printing and publishing associated with recruitment of several positions; offset by increases in personnel costs as a result of the Cost Allocation Study, conferences and workshops and across the board base budget increases.



Human Resources

Human Resources Expenses



FY 2016-17 Performance Objectives

1. Continue with cost reduction efforts in order to assist in the improvement of the future financial forecast.
2. Successfully negotiate contracts for the DPW, Clerical and Police/Command Collective Bargaining Units.
3. Provide City employees with information on the rising costs of health care to help them better understand the City’s concerns.
4. Maintain the City’s “Intranet” as a critical source of information to employees regarding their employment, benefits, policies, and procedures.
5. 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.
6. Continue to manage benefit plans to maximize efficiency and maintain quality. To continue efficient implementation of the BCBS Health Savings Account.
7. Maintain updated policies, job descriptions and non-union administrative pay and benefits study.
8. Continue opt-out health insurance savings bonus for **ALL** employees and retirees who have medical coverage from another source.
9. Provide and maintain an efficient employee recordkeeping that is in compliance with applicable laws.
10. Communicate and implement the necessary changes to ensure compliance with Senate Bill 7, Opt-In Hard Cap and Patient Protection & Affordable Care Act (PPACA).
11. Continue to provide quality recruitment, job placement, as well as benefits for City Employees and retirees, and to promote public service as an attractive career opportunity.
12. Continually review and enhance human resources organization, systems, processes, procedures, and work environment.



Human Resources

	Perspective	City Goal	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Output	Run the Operations	Deliver Efficient Services	Applications reviewed & processed	69	40	150	150
			Employees hired	14	2	12	12
			Workers Comp claims filed	4	1	2	2
			Workers Comp lost work days	4	0	0	0
			Workers Comp # of restricted work days	0	0	0	0
	Develop Personnel	Create a Positive/Rewarding Workplace	Labor Contracts Settled	0	0	3	1
			Union Grievances filed	0	0	1	2
			OPEB Meetings	2	0	0	0
	Manage the Resources	Maximize Resources	Employees receiving opt-out Health Insurance Bonus	15	17	20	22
	Efficiency	Run the Operations	Deliver Efficient Services	Total FTE's per 1,000 Residents	6.71	6.67	7.00
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	\$94,703	\$101,453	\$118,630	\$134,972
			Activity Expenditures as % of General Fund	1.71%	1.70%	2.01%	1.80%



Human Resources

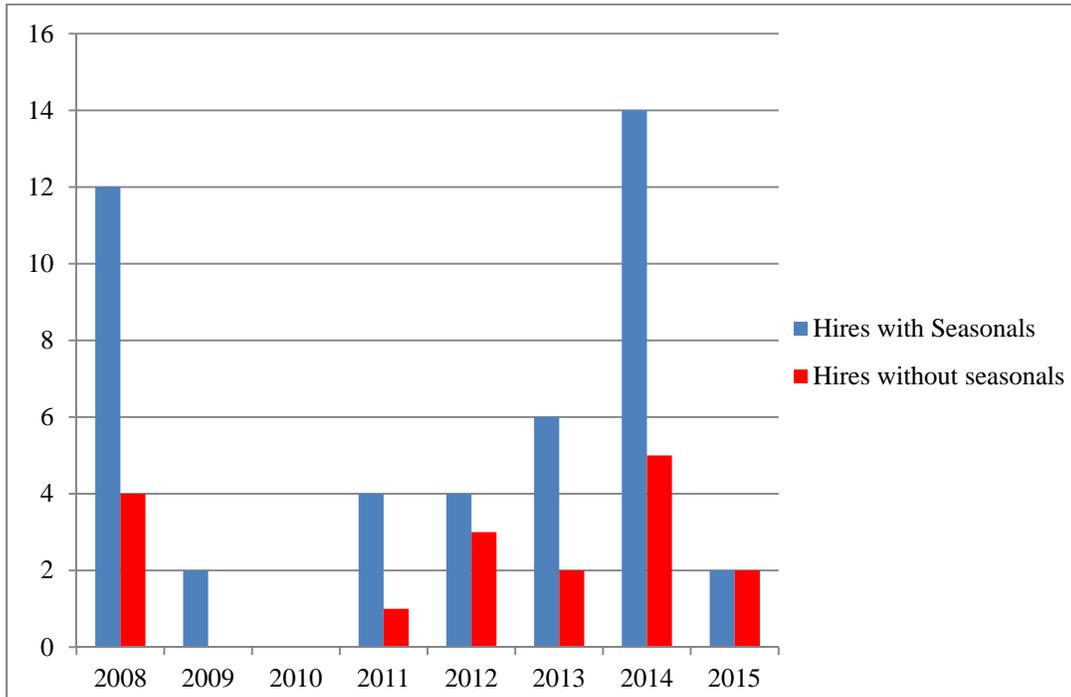
FY 2015-16 Significant Accomplishments

- 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).
- Submitted annual certification for Title VI-Non Discrimination with MDOT.
- Provided guidance and advice in various disciplinary and performance management matters; conducted personnel investigations as appropriate.
- Processed the hiring of Part-Time Finance Clerk, DPW Seasonals, DPW Operator II, Assistant Assessor, Finance Director and DDA Marketing Coordinator in an expeditious manner. Assisted/Coordinated with the City Manager recruitment process.
- Successfully implemented medical insurance plan change for eligible Medicare retirees (65+ years of age) from the current BCBS Supplemental Plan to the BCBS Medicare Advantage Prescription Drug Plan, which resulted in an approximate \$40,000 savings.
- Conducted/monitored the Bi-Annual 2015 City Services Survey.



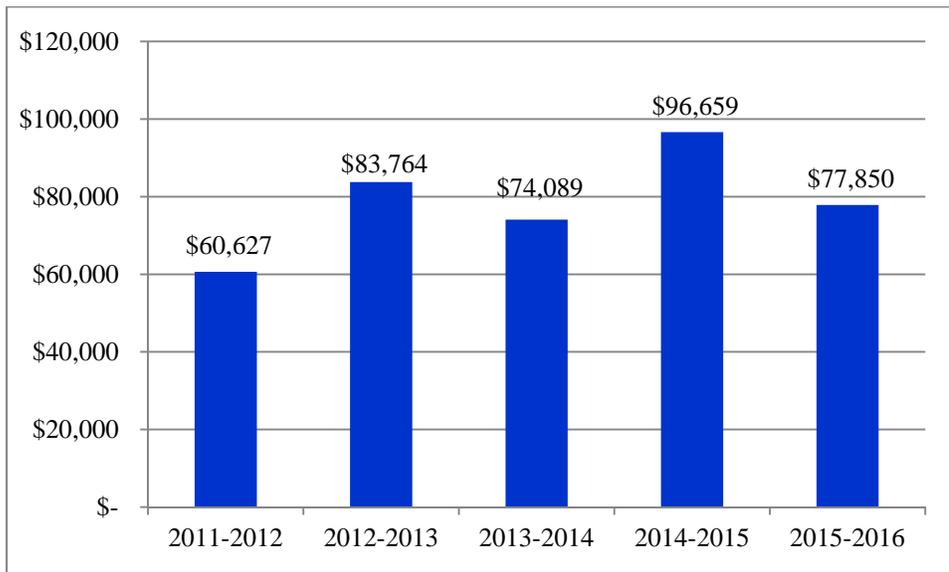
Human Resources

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.

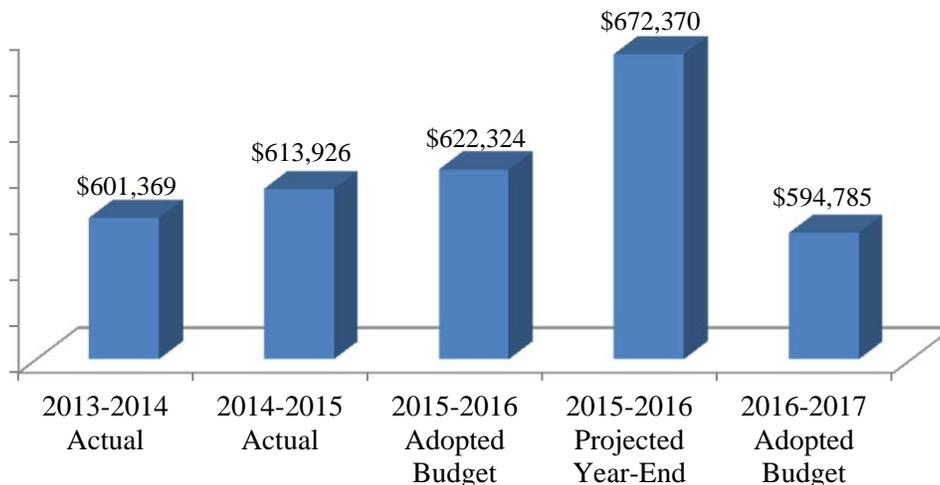
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$50,046 or 8% increase from the current and adopted budget.
- The increase results primarily from personnel and benefit costs realized from the retirement and replacement of the Finance Director and the part-time tax clerk position that was converted to a full time position; partially offset by a reduction in banking service fees.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$77,585 or 11.5% decrease.
- The decrease results primarily from lower personnel and benefit costs due to the retirement of the Finance Director included in the FY15-16 Year-End Projection; partially offset by increases due to the implementation of a Cost Allocation Study, the part-time tax clerk position converted to a full-time position, and across the board base budget increases.

Finance Expenses





Finance

FY 2016-17 Performance Objectives

1. 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 scenarios.
2. Continue to provide quarterly 6-year financial forecasts for the General Fund and DDA Fund to assist City Council with financial decision making. .
3. Continue to serve on the City's IT Committee.
4. 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	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget		
Output	Run the Operations	Deliver Efficient Services	Accounts Payable Checks Issued	1413	1221	1225	1200		
			ACH Payments Issued	942	1195	1198	1220		
			Annual Dollars Spent with Purchasing Card	\$819,575	\$906,886	\$1,006,650	\$1,050,000		
			Purchase Orders Processed	169	160	195	195		
			Water & Sewer Bills Issued	21156	21255	21442	21600		
			Water & Sewer Bills Paid ACH	3,988	4183	4262	4350		
			Tax Bills Mailed	8,004	7178	7230	7250		
			Tax Bill Payments Processed (summer/winter)	8010	7132	7100	7000		
			Special Assessment Parcels Billed (summer/winter)	911	734	522	557		
			Assessment Notices Processed	4003	4762	4060	4100		
			Residential Property Appraisals	384	290	244	300		
			Commercial/Industrial Property Appraisals	59	5	30	30		
			Board of Review Appeals	198	121	69	50		
			Property Splits/Combinations Processed	2	8	2	0		
			Manage the Resources	Maintain Fiscal Strength	Investments Bought/Sold	27	21	16	15
					Budgets Prepared	1	1	1	1
					Budget Amendments Prepared	5	4	3	3

Efficiency	Run the Operations	Deliver Efficient Services	% Of Payroll Checks processed without error	100%	100%	100%	100%
			Cost of Payroll Service per Employee **	\$124.95	\$122.39	\$173.62 **	\$175.00
	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	AA+/A1/AA-	AA+/A1/AA-	AA+/A1/AA-	AA+/A1/AA-
			Average Rate of Return on Investments	0.330%	0.570%	0.640%	0.600%
			% Of Real City Property Tax Collected	98.10%	98.57%	98.34%	98.46%
			% Of Personal Property Tax Collected	97.19%	97.92%	97.56%	97.74%
			Financial Statement Correcting Entries by Auditors	0	0	0	0
			Activity Expenditures as % of General Fund	7.69%	7.69%	7.69%	8.17%

***Cost is calculated for "Actual" columns only / **Added biometric timeclocks for approx. \$3,450 annually**



Finance

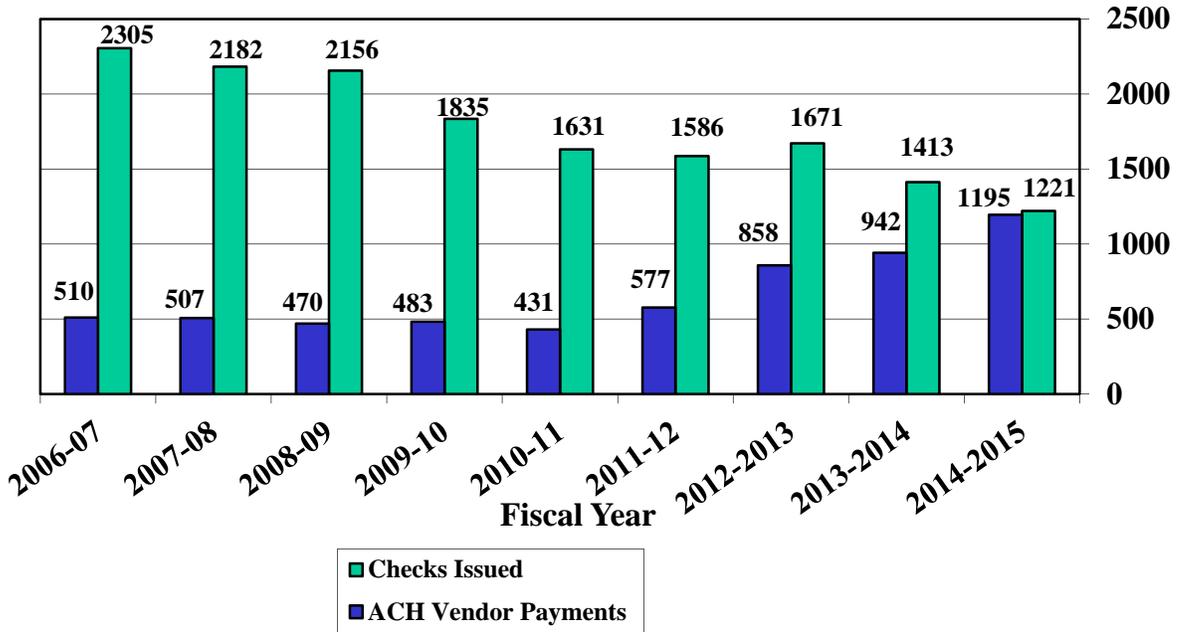
FY 2015-16 Significant Accomplishments

- 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 2014-15 Audit, which is the 28th consecutive year the City has received a "clean" financial audit opinion.
- The Department received its 7th Certificate of Achievement for Excellence in Financial Reporting for the FY 2014-15 Comprehensive Annual Financial Report from the Government Finance Officers Association.
- The Department received its tenth 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).

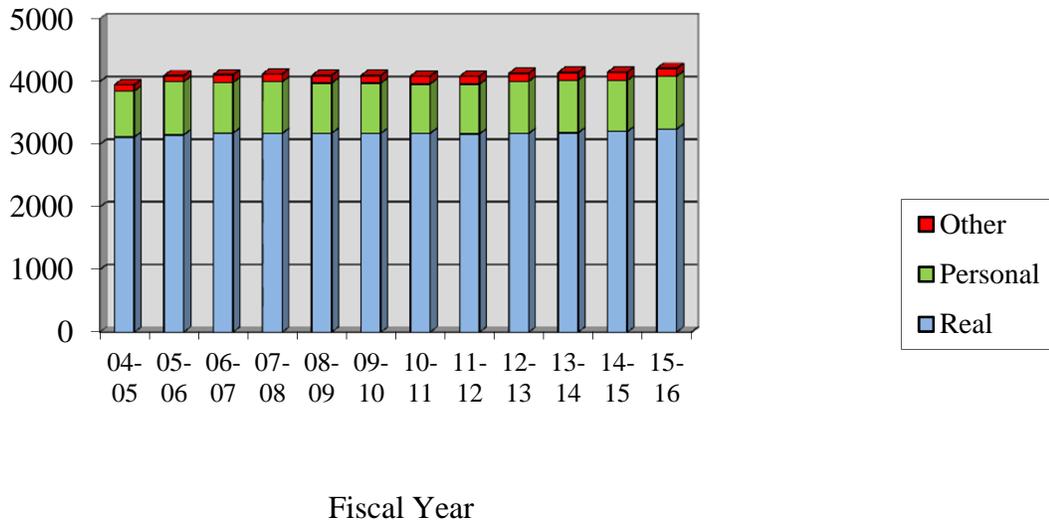


Finance

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.

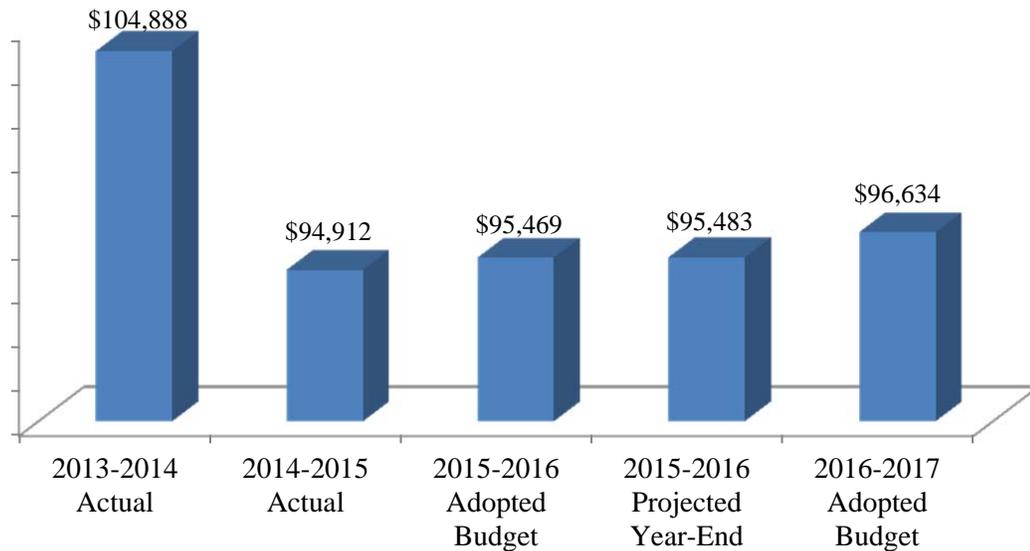
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$14 or <1% increase from the current budget and adopted budget.
- The increase is primarily the result of a slight increased data processing services and less data processing supplies than budgeted.
- The City of Howell contract for IT services is \$55,000 annually.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$1,151 or 1% increase.
- The increase results primarily from increased data processing services.
- The City of Howell contract for IT services is \$55,000 annually.

Information Systems Expenses



FY 2016-17 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 and replication system for Howell and Brighton to be hosted at the Brighton Police Department.
4. Research the use of an email archival system.
5. Research internal centralized Wireless network.



Information Systems

	Perspective	City Goal	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Output	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	52	52	52
	Efficiency	Manage the Resources	Maximize Resources	% Of Tasks resolved within 8 hours	90%	90%	90%
% Of Time Computer Network Down				<1%	<1%	<1%	<1%
			Activity Expenditures as % of General Fund	1.34%	1.19%	1.19%	1.16%

FY 2015-16 Significant Accomplishments:

1. Replaced or added 9 workstations or laptops including, Building Clerk, Utilities Clerk, Finance Director, Police Chief, Police Interview Room, Detective Laptop, Security Camera Monitor Dispatch, Police Administrative Assistant, DPW Assistant Director.
2. Installed and configured Sophos Firewall/VPN equipment at the Water and Waste Water Plants for access to email and data files.
3. Replaced the current Sophos Firewall/Internet/Email Security System.
4. Replace/Upgrade the City's BSA Server – Spring, 2016. It will be at the end of its life cycle.
5. Installed a Police Department Archive Server, for storing Case files.
6. Updated Adobe Acrobat PDF File System.
7. Contracted with Image One for printer maintenance, support and toner.



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:

Administrative	Patrol
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;">Investigative</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;">School Resource Officer</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;">Communications</p> <p>Receive & 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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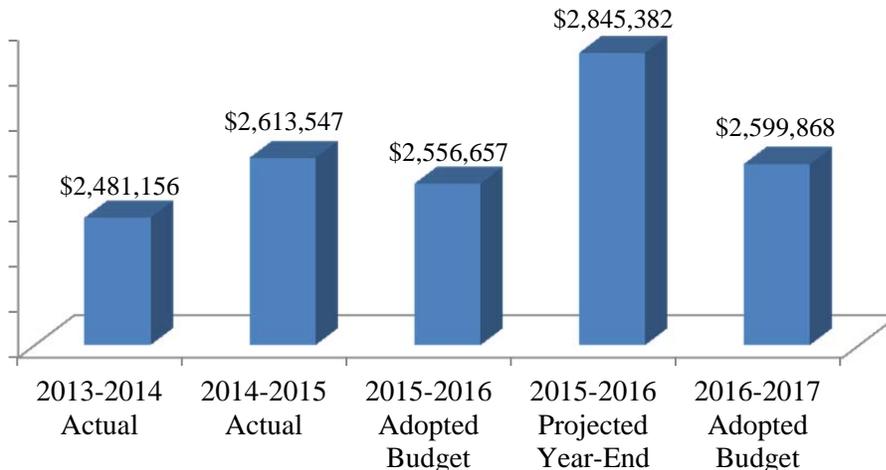
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET-

- \$288,366 or 11% increase from the current budget and \$288,725 increase from the adopted budget.
- The increase is primarily the result of additional personnel and benefit costs from the retirement and replacement staffing of a Command Sergeant and additional costs for a patrol officer to attend the Police academy. Increases are also projected in conferences & workshops, janitorial services, vehicles repairs & maintenance, and building repairs and maintenance for AC unit replacement; offset primarily by decreases to fuel and lubricants due to declining gas prices and equipment rental.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION-

- \$245,514 or 9% decrease from the FY15-16 Year End Projection and a \$43,211 or 2% increase from the FY15-16 Adopted Budget.
- The decrease in the adopted budget vs. year-end projection is primarily due to the personnel and benefit costs associated with the retirement of a Command Sergeant. The increase in the adopted vs. adopted budget is primarily due to increased personnel employee benefits and across the board base budget adjustments.

Police Expenses





Police

FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-176 Budget
Output	Run the Operations	Deliver Efficient Services	Total Police Calls for Service	17,656	24,510	24,000	24,000
	Serve the Community	Provide a Safe Community	Violent Crimes	38	42	40	40
			Non-Violent Crimes	528	591	550	550
			Accident Reports	310	332	325	325
			Felony Arrests	94	92	93	93
			Misdemeanor Arrests	405	380	390	390
			Juvenile Arrests	33	16	25	25
			Drunk Driving (OWI) Arrests	31	46	50	50
			Traffic Violations Issued	1,581	1,516	1,525	1,525
			Parking Tickets Issued	241	640	500	500
			Property Checks	3,822	7,469	7,000	7,000
			Traffic Safety Advisory Meetings	2	1	2	2
Speed Monitor Deployments	22	26	25	25			
Efficiency & Effectiveness	Run the Operations	Deliver Efficient Services	Calls for Service per resident	2.4	3.3	3.0	3.0
	Serve the Community	Provide a Safe Community	Violent Crimes per 1000 residents	5.1	5.6	5.4	5.4
			Non-Violent Crimes per 1000 residents	70.4	79.4	75	75
			Felony Arrests per 1000 residents	12.5	12.4	12.5	12.5
			Misdemeanor Arrests per 1000 residents	54.0	51.0	53.0	53.0
			Juvenile Arrests per 1000 residents	4.4	2.1	3.2	3.2
			OWI Arrests per 1000 residents	4.1	6.2	5.0	5.0
			Traffic Accidents per 1000 residents	41.3	44.6	42.5	42.5
	% Of Total Sworn Personnel in Patrol	72	76	74	74		
	Run the Operations	Deliver Efficient Services	Calls for Service per road patrol officer/sgt.	1,471	1,885	1,800	1,800
			Traffic Violations per road patrol officer/sgt.	132	117	125	125
			Total Arrests per road patrol officer/sergeant	44.3	37.5	40.0	40.0
			Conviction Rate	97.2	95.9	96.5	96.5
			Dept. Expenditures as % of General Fund	31.72%	32.75%	34.56%	32.32%



Police

Highlights:

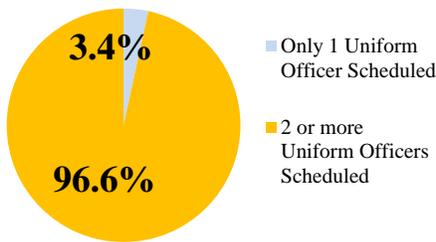
- Department staffing has remained consistent with the previous fiscal year with regards to sworn officer and command positions.
- Deputy Chief Jon Westendorf retired effective January 16, 2015.
- Sergeant Rob Bradford was promoted to Deputy Chief in January 2015.
- Officer Brent Pirochta was promoted to Sergeant to replace Rob Bradford in January 2015.
- Officer Tom Sliwa completed the Field Training Officer program and was assigned to regular patrol duties.
- Officer Ken Townsend retired effective March 1, 2015.
- Reserve Officer Kristi Pace was selected for hire as a Police Officer and was sent to the police academy. She completed the Field Training Officer program and has been assigned to regular patrol duties.
- Reserve Officer Douglas Roberts passed away unexpectedly on September 8, 2015.
- Sergeant Michael Zaccagni announced his intention to retire effective April 1, 2016.
- Reserve Officer Ben Heilner was selected for hire as a Police Officer and enrolled to attend the police academy. This position will backfill the department vacancy created by Sgt. Zaccagni's retirement.
- Total Reserve Officer strength was reduced to two officers as a result of the several promotions out of the Reserve program and the loss of Doug Roberts. The two Reserve Officer positions include the hiring of James Briggs in December, 2015.
- 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 serves in that capacity.
- The Brighton School Resource Officer continued working with a county-wide committee on school safety to develop standard school emergency plans throughout the county.
- K-9 Danko, a Dutch Shepard, was added to the department and assigned to Officer Jim Meldrum.
- The Department coordinated an active shooter joint training exercise with the Brighton Fire Department in a vacant school designed to improve coordinated response skills and capabilities.
- Two patrol vehicles were purchased to replace aging patrol cars, including one car designated for the K-9 program.
- 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 for Meritorious Service, Distinguished Service, Community Service, and Life Saving. Officer Donald Bishop was honored as the 2014 Officer of the Year.
- Total department-wide training hours for 2015 were 3,538 hours.
- Members of the Police Department participated in the annual Livingston County Shop with a Cop program providing holiday cheer to local children in need.
- Green Oak Township Police Department was added to the Brighton & Hamburg Township operation of a joint Special Response Team originally approved by both local governments in 2012.
- 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 serves as the local law enforcement representative on the Livingston County Central Dispatch Administrative Oversight Board (AOB).
- The Police Chief began serving as interim City Manager in December upon the departure of longtime City Manager Dana Foster.



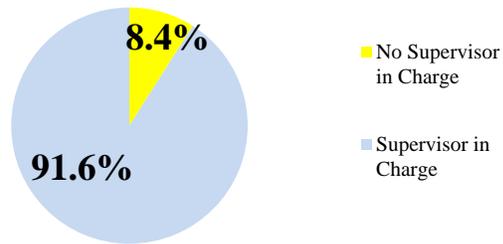
Police

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.

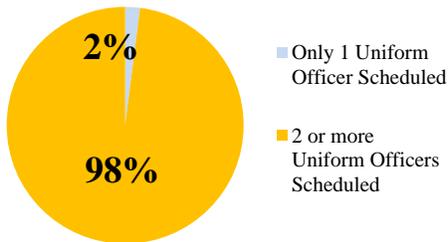
**2015 Uniform Officers Scheduled
(includes Command Officers)**



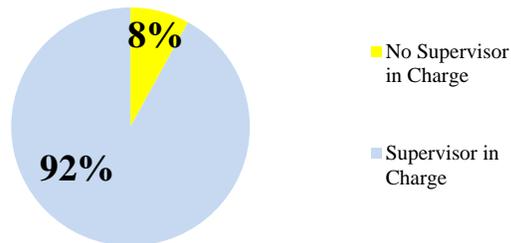
2015 Supervisor in Charge



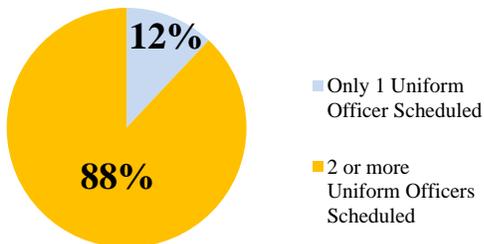
**2008 Uniform Officers Scheduled
(includes Command Officers)**



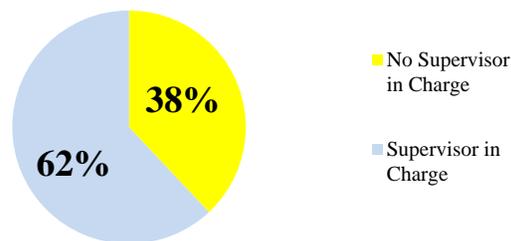
2008 Supervisor in Charge



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



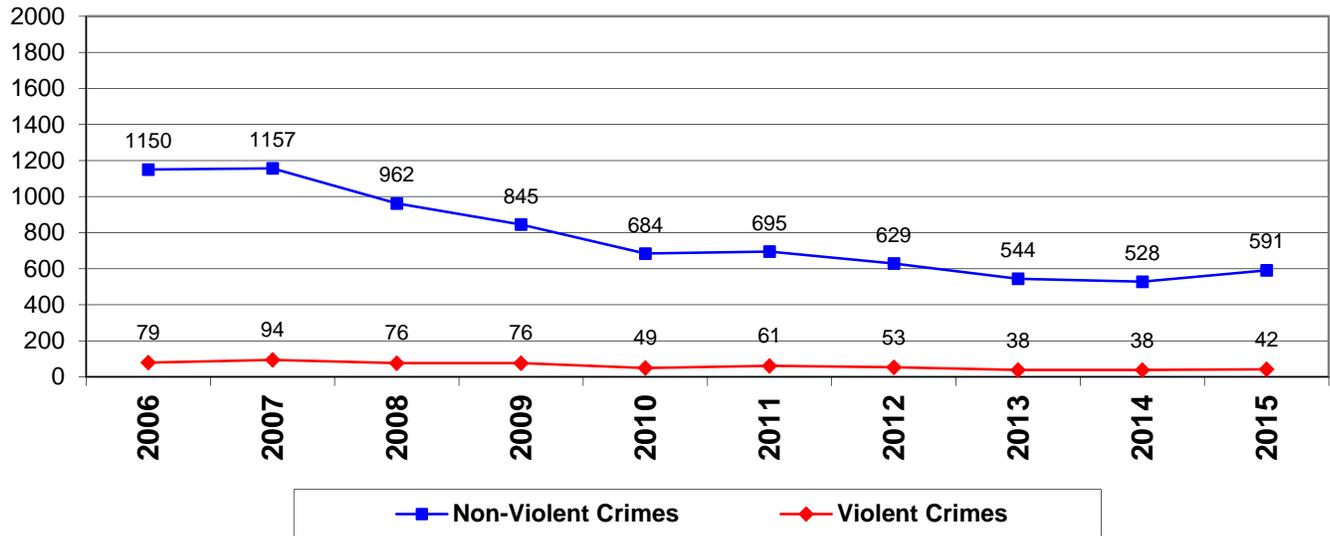
2006 Supervisor in Charge





Police

City of Brighton - Crime Trends

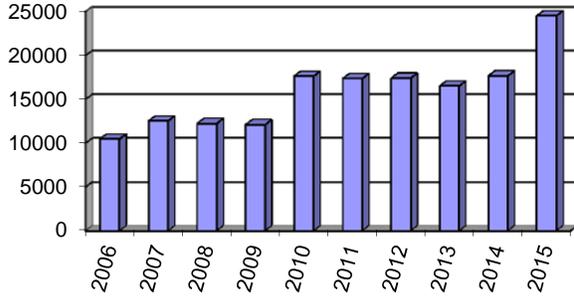


<i>BI-ANNUAL CITY SURVEY</i>		2009	2011	2013	2014
Respondents rating the quality of police as EXCELLENT		37%	35%	50%	49%
Respondents rating the quality of police as VERY GOOD <i>(new rating option in 2009 survey)</i>		40%	43%	31%	35%
Respondents rating the quality of police as GOOD		16%	11%	15%	11%
Respondents rating the quality of police as FAIR		3%	4%	2%	2%
Respondents rating the quality of police as POOR		2%	1%	2%	2%
City service considered most critical.		Police (63%)	Police (62%)	Police (63%)	Police (69%)
Uniformed Police presence and visibility should be:	Increased	22%	28%	28%	21%
	Stay the same	71%	70%	62%	75%
	Decreased	4%	5%	4%	4%
Feel safe walking and driving in the City of Brighton		94%	93%	99%	98%
Feel safe at home or business in the City of Brighton		97%	94%	99%	99%

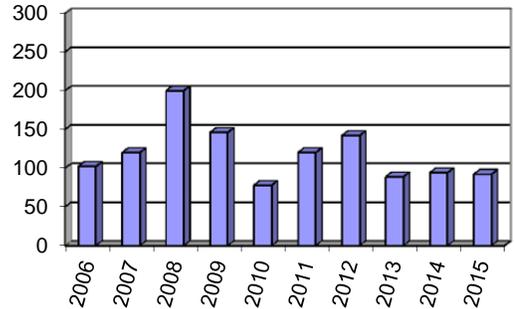


Police

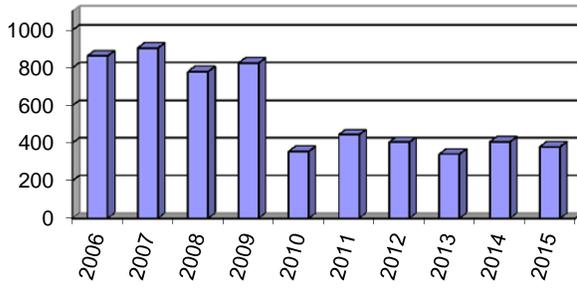
Calls for Service



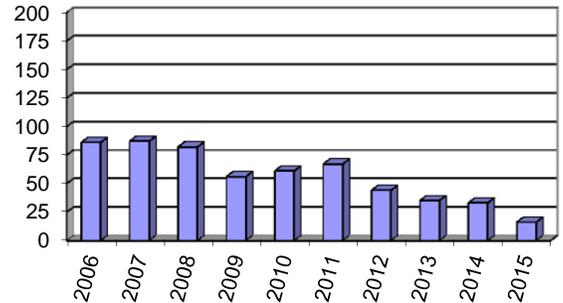
Felony Arrests



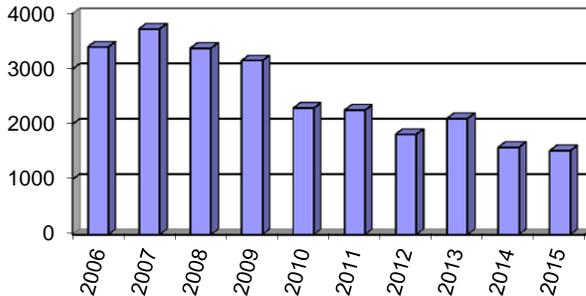
Misdemeanor Arrests



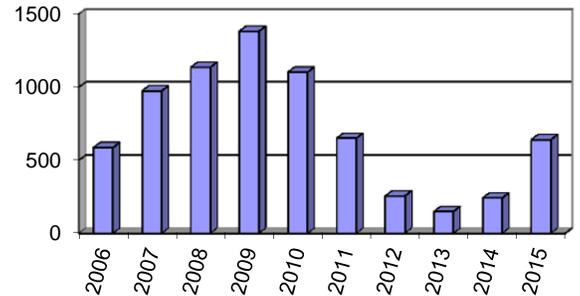
Juvenile Arrests



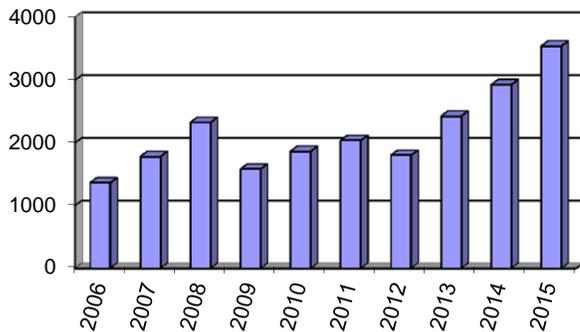
Traffic Tickets



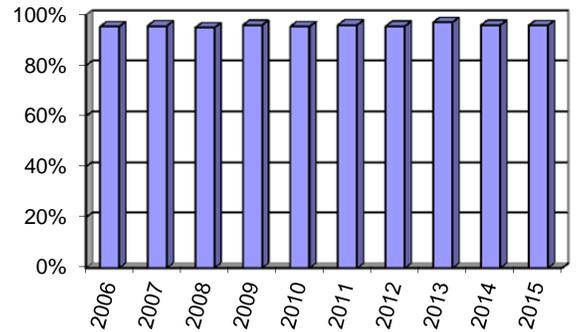
Parking Tickets



Total Training Hours



Conviction Rate





Police

BRIGHTON POLICE DEPARTMENT ARREST & USE OF FORCE							
Year	Arrests	Use of force incidents	Injuries to Offender	Arrests:Force RATIO	Force Incidents PER ARREST	Arrests:Injuries RATIO	Injuries PER ARREST
2010	447	5	0	89:1	0.011	0	0.000
2011	618	11	2	56:1	0.018	309:1	0.003
2012	545	9	0	61:1	0.017	0	0.000
2013	429	8	3	54:1	0.019	143:1	0.007
2014	493	5	0	99:1	0.010	0	0.000
2015	472	8	0	59:1	0.017	0	0.000
Average	501	8	0.833	65:1	0.015	601:1	0.002



Department of Public Works

The Department of Public Works (DPW) is comprised of General Administration, Streets, Public Buildings and Grounds Maintenance, Cemetery Maintenance, Engineering and Architect, Street Lighting, Refuse Collection and Disposal, Parking Lots and Storm Sewer System Maintenance.

FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- An overall \$42,210 or 2.9% increase from the current budget and adopted budgets. General Administration increased by \$85,225 or 31% from the current budget and \$84,725 from the adopted budget primarily due to personnel and benefit costs associated with the hiring of new operator, an increase in the number of paid comp time hours taken, a projected increase in part-time seasonal hours, contractual services (downtown electrical repairs), tuition reimbursement, operating equipment R & M, and vehicles R&M; offset by reduced equipment rental and building R & M, less utilities, and less fuel & lubricants. Facilities & Grounds decreased by \$23,221 or 5% from the current budget and decreased \$22,721 or 5% from the adopted budget. The decrease from the Current and Adopted Budget is primarily from a decrease in personnel expenditures, less utilities and waterway maintenance; offset largely by the repair of the fire escape at Old Town Hall (COBACH building) as well as increases to grounds R & M, City Hall janitorial service, and Building R &M at City Hall and the Fire Hall. Cemeteries decreased by \$11,570 or 6% from the current budget and the adopted budget primarily due to a reduction in personnel and benefit costs due the retirement of the Cemetery Crew Leader before the end of FY 15-16. Engineering & Architect increased \$17,767 or 200% due to higher Engineering services for Grand River and Challis Road improvements. Street Lighting decreased by \$21,875 or 7% 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 decreased by \$4,117 or 1% due to less than budgeted refuse collection costs.

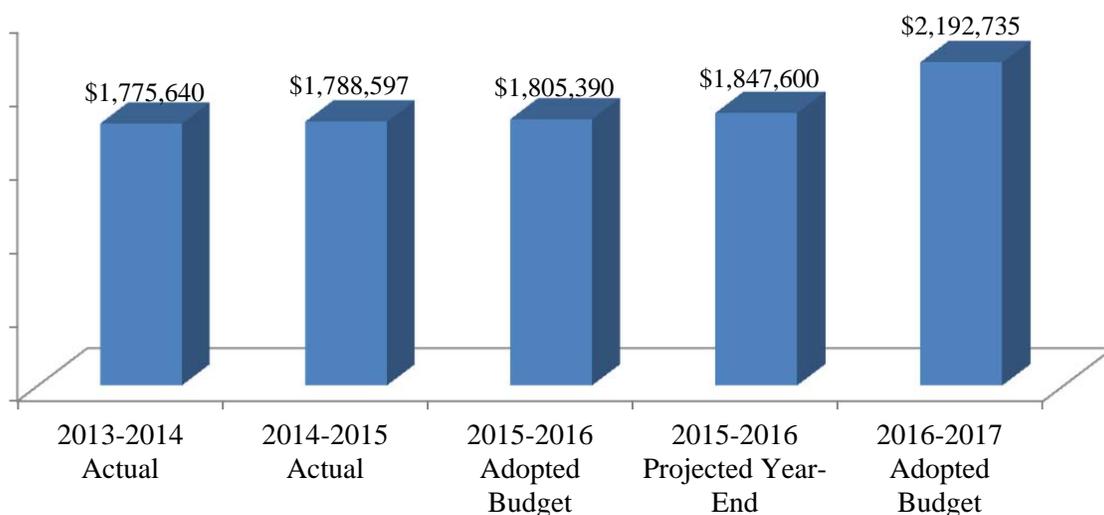


Department of Public Works

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- The \$345,135 or 13% increase results primarily from increases in personnel costs due to implementation of a Cost Allocation Study and base budget increases as outlined by division as follows. General Administration increased by \$89,847 or 25% primarily from the implementation of a Cost Allocation Study affecting personnel costs, across the board base budget increases in personnel and benefits, and increases in equipment rental, office supplies, and utilities; partially offset by less contractual services (downtown electrical work), reduced operating equipment R & M and vehicles R & M. Facilities & Grounds increased by \$79,822 or 17% primarily due to increases in personnel costs due to implementation of a Cost Allocation Study and base budget increases in personnel and benefits, and projected proposed waterway maintenance costs and vehicles R & M; partially offset by a decrease in contractual services for irrigation and civic events, less operating equipment R & M and grounds R & M; also offset by less building repairs and maintenance for City Hall, COBACH Building, Pavilion, and Fire Hall. Cemeteries increased by \$14,584 or 8%, primarily due to replacement of the retired Cemetery Crew Leader, across the board base budget increases in personnel and benefits and an increase in grounds supplies and grounds R & M; partially offset by less rental expenses for the backhoe. Engineering Services is increasing \$118,351 or 184% due to Engineering expenditures for Grand River and Challis Road improvements. A PASER road study was added for \$25,000. Street Lighting increased by \$8,119 or 3% due primarily to an anticipated increase in street lighting service and replacement of damaged street lights; offset by a reduction in street light maintenance due to the replacement of traffic signals and street lights to LED lights. Refuse collection and disposal increased \$10,252 or 2% due to a contractual increase with Waste Management of Michigan, LLC for refuse collection in FY 16-17.

Department of Public Works Expenses





Department of Public Works

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 public roadway, public buildings and grounds, cemeteries, 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 2016-17 Performance Objectives

1. Obtain Re-Accreditation from the APWA (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 four years. (City Strategic Priority 2).
2. Continue management and oversight of all City of Brighton, DDA and CIP established construction projects. (City Strategic Priority 2).
3. Continue to work with the Civic Event Committee and applicants in the successful execution of the more than 30 annual Civic Events in the downtown area, including major events such as the Taste of Brighton, Fine Arts and Acoustic Musical Festival, Smokin' Jazz and BBQ Blues Festival, the Sunday Night Gazebo Concerts, etc.
4. Continue pursuing options for controlling the number of waterfowl in the Millpond area.
5. Continue to pursue Tree City USA Certification.
6. 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).
7. 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.
8. Continue to work with Imagination Station volunteers to effectively implement the Imagination Station Due Care Plan. (City Strategic Priority 1).
9. Continue to review departmental and divisional staffing allocations in order to maximize delivery of public services with existing resources. (City Strategic Priority 2).
10. 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 and the hiring of an intern to gather the necessary data for the Program.
11. Continue to focus on increased sweeping along all major thoroughfares including Grand River & Main Street and other roads in the downtown area.



Department of Public Works

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 Cemeteries, 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 2016-17 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 2016-17 Performance Objectives

1. Continue efforts to maintain general appearance at public facilities and major public gathering areas of Mill Pond Park Area. (City Strategic Priority 1).
2. Continue to provide assistance & support service for the more than 30 Civic Events held in the City of Brighton as needed. (City Strategic Priority 1).
3. Continue 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 throughout the Downtown Business District.



Department of Public Works

FY 2015-16 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 and only* in the State of Michigan to achieve this Accreditation.
- Continued to provided assistance & support for over 30 Civic Events, including major events such as the Taste of Brighton, Fine Arts and Acoustic Musical Festival, Smokin' Jazz and Blues, the Sunday Night Gazebo Concerts, etc.
- Continued to provide a high-level of service, including superior snow removal, cemetery maintenance, grounds upkeep, street maintenance, facilities & network systems maintenance, and interdepartmental assistance,
- With the reimplemention of our seasonal employee program, continued to provide landscaping services to all DDA related planting areas throughout the downtown area.
- Successfully hired a FTE in the Street Division to fill a vacancy due to an employee transfer and bring the Street Division to four FTE's.
- Assisted volunteers with resealing of the Imagination Station playground structure per the Due Care Plan.



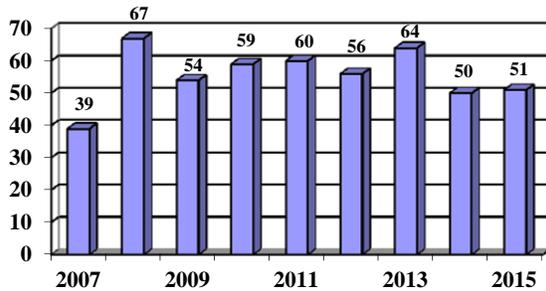
Department of Public Works

	Perspective	City Goal	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget	
Output	Manage the Resources	Invest in Infrastructure	Miles of Roads in City (Major & Local)	30	30	30	31	
			Additional Streets & Roadways (Miles)	0	0	0	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	0	0	4	6	
			ROW Tree Removals	10	8	10	10	
		Deliver Quality Services	Leaf Collection Hours	512	584	464	520	
			Signs Installed/Replaced	33	20	30	42	
			Sidewalk Repairs (Hours)	270	215	220	235	
			Snow & Ice Control (Hours)	974	1070	750	932	
			Sidewalk Snow Removal (Hours)	467	513	400	460	
		Provide a Safe Community	Salt Use (Tons)	2400	1800	1200	1800	
		Deliver Quality Services	Traffic Signals Repaired (Ea)	10	6	5	7	
			Pothole Patching – Tons of Patch used	85	76	80	90	
			Millpond Park R&M Hours	2520	2550	2550	2550	
			Downtown Cleaning Mini-vac	192	205	210	205	
			Pocket Park R&M Hours	1440	1450	1450	1450	
			City Hall/Comm Ctr Support Hours	285	283	285	285	
			Street Sweeping Hours	288	300	450	450	
			Storm Line Cleaning Hours	72	56	80	350	
		Catchbasin R&M Hours	216	256	384	512		
		Run the Operations	Deliver Efficient Services	Vehicle R&M Hours	520	515	520	520
				Headstone (Foundation) Install	55	53	55	54
	Grave Openings			50	51	55	55	
	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	\$60.80	\$62.45	\$63.82	\$64.50
				Property Damage Due to Snow Removal Operation	\$0.00	\$0.00	\$0.00	\$0.00
				Activity Expenditures as % of General Fund	22.70%	22.41%	22.57%	26.15%

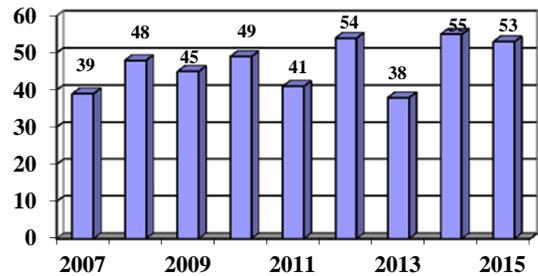


Department of Public Works

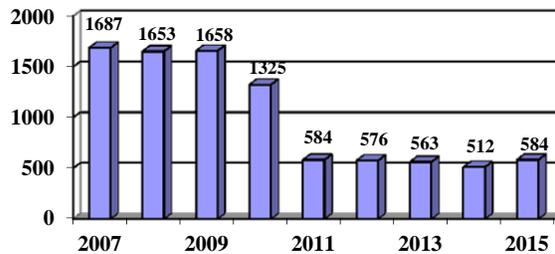
Grave Openings



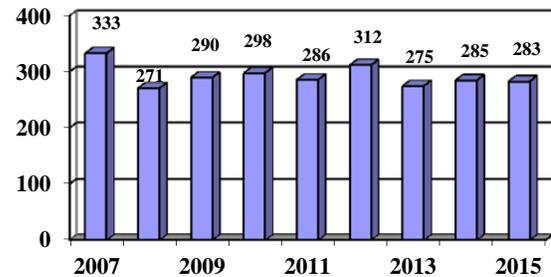
Headstone (Foundation) Install



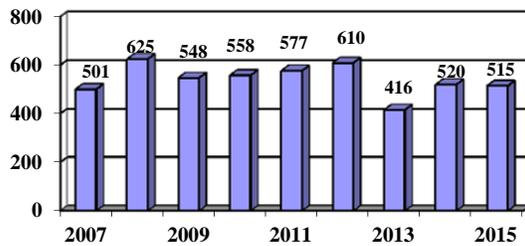
Leaf Collection Hours



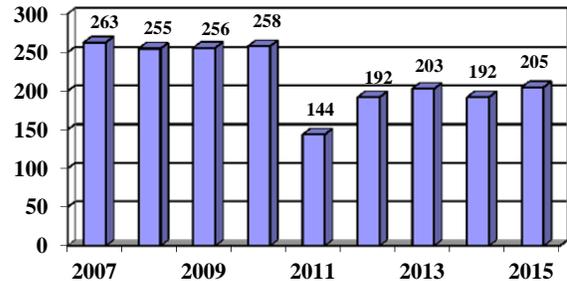
City Hall/Comm Ctr Support (Hours)



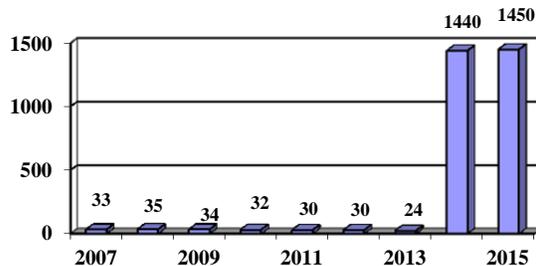
Vehicle R&M Hours



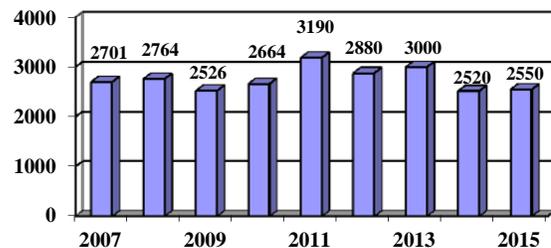
Downtown Cleaning (Mini-vac hours)



Pocket Park R&M (Hours)



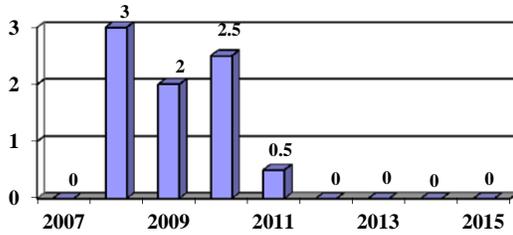
Millpond Park R&M (Hours)



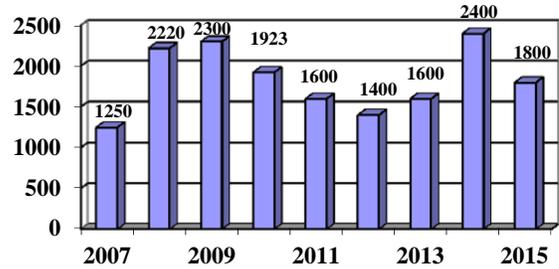


Department of Public Works

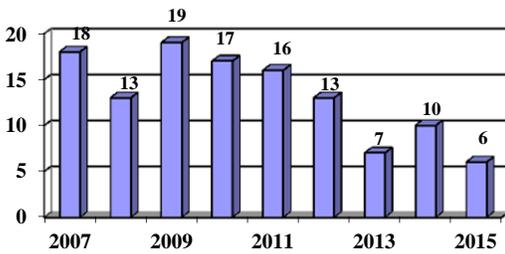
Additional Streets & Roadways (Miles)



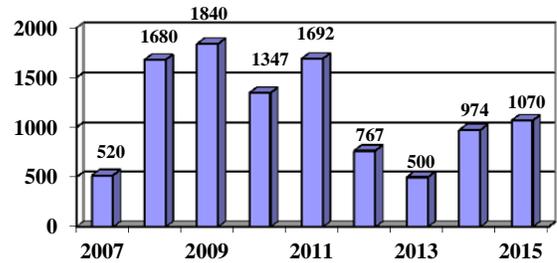
Salt Use (Tons)



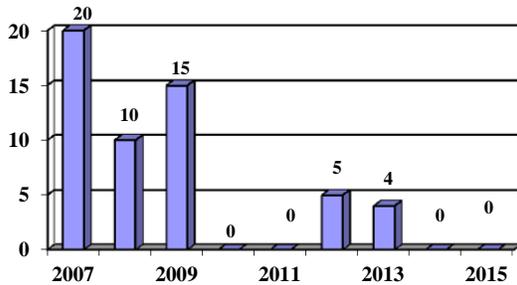
Traffic Signals Repaired



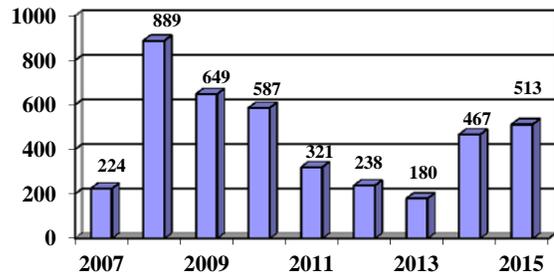
Snow & Ice Control (Hours)



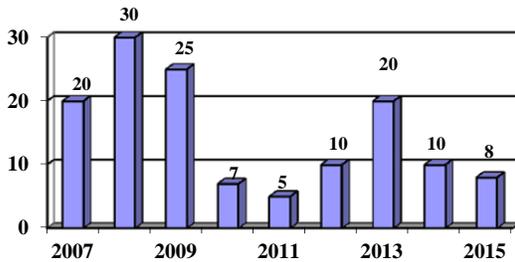
ROW Tree Plantings



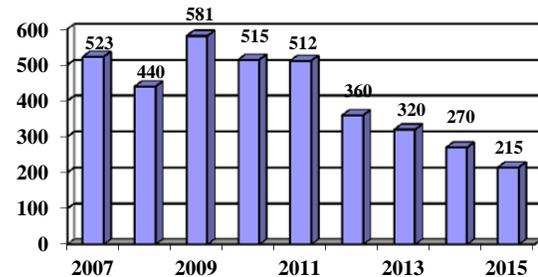
Sidewalk Snow Removal (Hours)



ROW Tree Trimming & Removals



Sidewalk Repairs (Hours)





Planning/Community Development

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

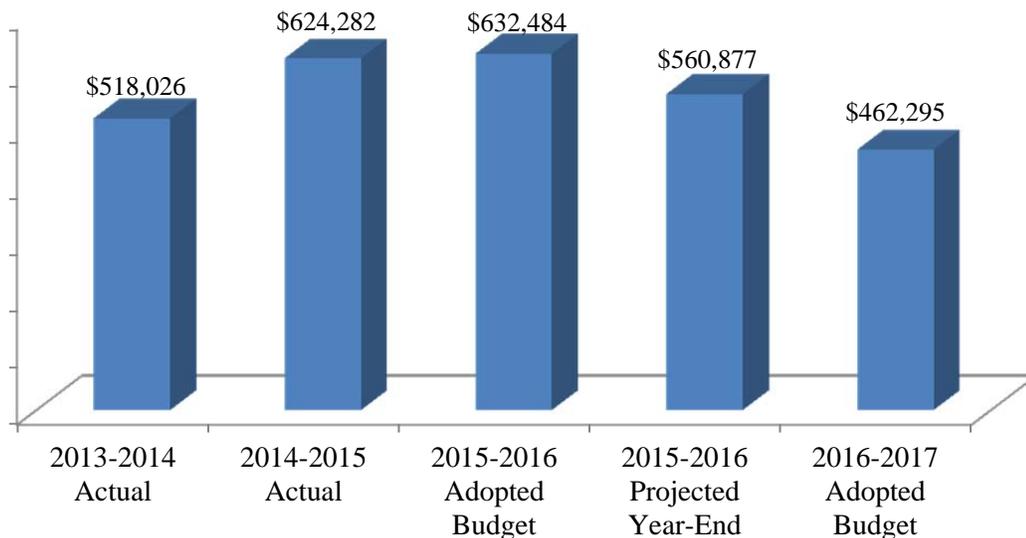
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$71,607 or 11% decrease from the current and adopted budget.
- The decrease is primarily the result of reduced personnel and benefit costs due to the resignation of the Planning/Community Development Director in August, 2015, with no replacement for the remainder of FY 15-16 and less than budgeted inspection services related to the Rental Inspection Program. There is also a decrease of \$25,000 in contractual services for a complete zoning ordinance update that was budgeted for but not completed in FY 15-16; offset by additional Engineering site plan and construction plan review costs (these are pass-through costs which are billed back to applicants).

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$98,582 or 18% decrease.
- The decrease results primarily from reduced personnel and benefit costs and the reorganization of the department upon the resignation of the Planning/Community Development Director and the retirement of the Building Clerk in FY15-16; offset by less Engineering site plan and construction plan review costs.

Planning/Community Development Expenses





Planning/Community Development

FY 2016-17 Performance Objectives:

1. Research and pursue grants for capital improvements in the City.
2. Pursue Michigan Main Street Associate Level program status.
3. Continue to explore changing the BACC to a separate non-profit and non-city government Arts & Culture organization (Diversity & Multiculturalism).
4. Continue to promote and encourage downtown-based civic events (Diversity & Multiculturalism). (City Strategic Priority 1).
5. Continue reviewing the existing sign and zoning ordinance for potential amendments.
6. Implement the Residential Rental Registration and Inspection ordinance.
7. Work with the Brighton Housing Incorporation to oversee the redevelopment of 1517 Whispering Oaks Drive and any other future housing projects.
8. 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 conference center (Prioritization of Critical Community Assets).
 - Facade Improvement Program (Physical Design & Walkability).
 - Continue with Phase 2 planning for the Millpond Master Plan – Art Center (Cultural Economic Development and feedback from 2011 World Café).
9. Implement multi-space parking stations and coordinate enforcement policy with Police Department for short-term on-street parking spaces and lots.
10. 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	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Variances Output	Run the Operations	Deliver Efficient Services	Total Permits Issued	286	331	250	250
		Provide Courteous & Responsive Customer Service	Total Building Inspections Performed *	530	709	500	500
		Deliver Efficient Services	Site Plans Reviewed	8	19	4	8
		Model a Positive City Image	Planning Commission Meetings Held	11	12	8	12
		Deliver Efficient Services	Variances Reviewed	10	10	8	8
		Model a Positive City Image	Zoning Board of Appeals Meetings Held	8	9	7	8
	Serve the Community	Provide a Safe and Livable Community	Ordinance Amendments	5	3	3	4
Efficiency	Run the Operations	Deliver Efficient Services	% Of Inspections Performed on Schedule	100%	100%	100%	100%
			% Of Commercial Plans Reviewed within 20 days	90%	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	\$13,864,145	\$26,610,740	\$29,834,591	\$5,000,000
	Run the Operations	Deliver Efficient Services	% Of Site Plans Reviewed/Approved by PC & Council w/I 45 day period	100%	100%	100%	100%
			% Of Rezoning/Ordinance Amendments Reviewed/Approved by PC & Council w/I 90 day period	60%	60%	60%	60%
				Activity Expenditures as % of General Fund	6.62%	7.82%	6.81%

*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.



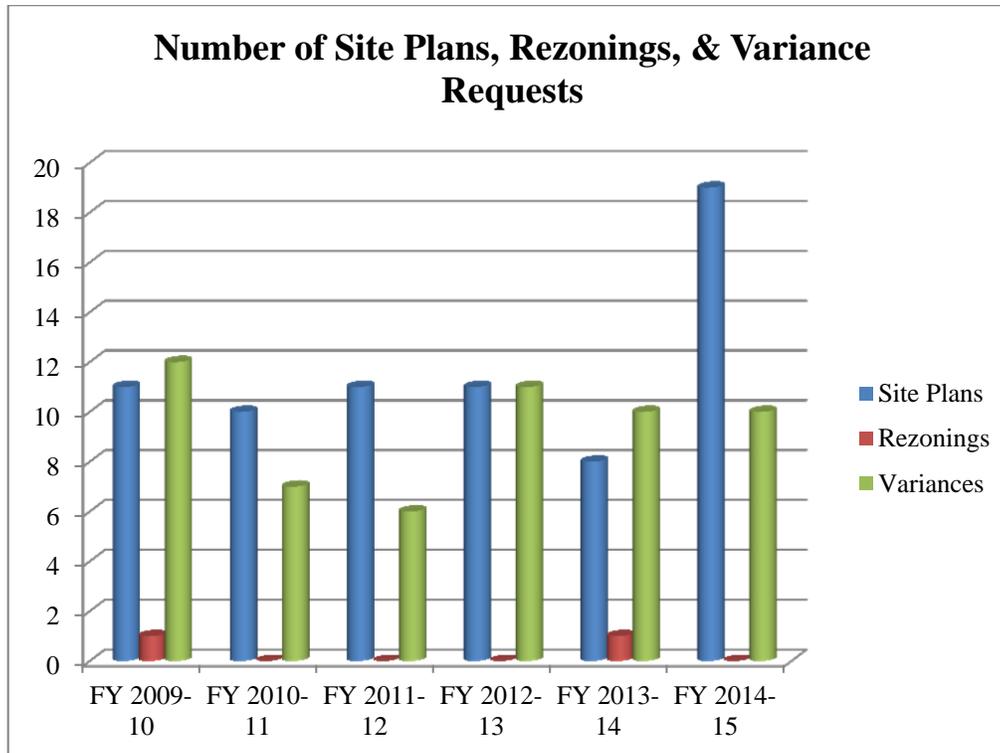
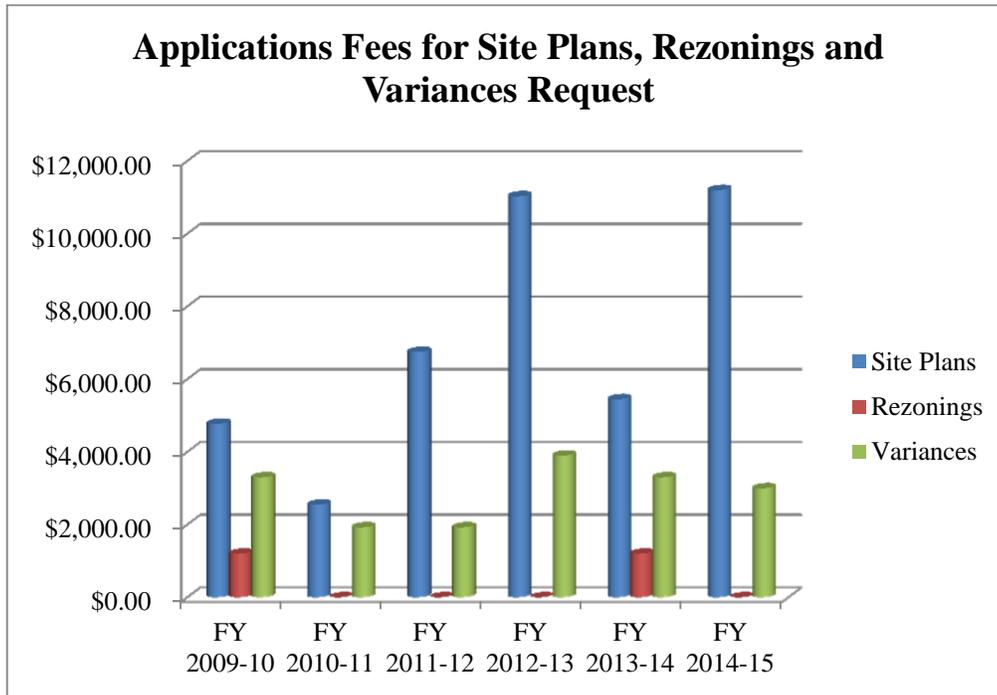
Planning/Community Development

FY 2015-16 Significant Accomplishments

- The Principal Shopping District initiated an informational campaign regarding the I-96/US-23 construction project. Several different billboards on US-23 and I-96 were used to convey the detour route in use during construction and the ease of access to downtown.
- The City Planning Commission and City Council approved several new parking zoning districts, i.e., Transitional Parking zone and Overflow Parking zone, at the behest of the DDA Director. The purpose of the Transitional Parking District is to permit the use of unimproved, or marginally improved, lots for parking downtown for a period of up to three years. This district allows the use of vacant parcels downtown for parking either owned or leased by the DDA when it is not yet determined what the ultimate use would be. The Overflow Parking district allows for the use of grass surfaces for parking provided they are not regularly used but only occasionally needed.
- The DDA entered a lease agreement with Excelda for the use of their property at the corner of North and Hyne streets. With the adoption of the new Transitional Parking district, the DDA was able to marginally improve the lot with tailings from the Hyne lot recap to create a 36-40 space lot. It should be noted that this lot improvement was done just in time for the opening of the Tribute Salon.
- As part of the DDA's effort to provide more maintenance for the inventory of 12 public parking lots, the DDA did a complete mill and fill for the Hyne lot. The cost of the project was \$36,000 with great results. The DDA is working from a maintenance schedule provided to it by Dave Blackmar, DPW Director, with the objective being to "get in front of" the maintenance needs of the downtown parking lot inventory. The Creamery lot was done the prior year with good results as evidenced by the increased use.
- The DDA secured a five year, renewable, lease from CSX for the construction of a new parking lot immediately west of the railroad tracks, fronting on Main Street. Once again the new parking ordinance came into play with the front 25 spaces built to City standards, i.e., curb, gutter, sidewalk, etc., and the rear 50 spaces done as "overflow" parking with a lockable gate separating the two. The purpose of the CSX-West lot is to provide sufficient parking for visitors at the west end of downtown, both for daily use as well as event use. The gates separating the paved spaces from the gravel spaces can be open or closed depending on the schedule of events downtown. Generally, the gates are kept open throughout the summer as the downtown is really a continuous event.
- Several new businesses opened downtown including: 1. Fitwall, 2. Trendstone Funding, 3. Real Irish, 4. True Salon, 5. Edward Jones Investments, and 6. Tribute Salon & Spa.
- The DDA began negotiations with Dr. Browne for an easement swap. The Browne property at the corner of North St. and Grand River Ave. separates the Dairy Mart site from the Johnson site such that an easement is necessary in order to construct the proposed parking platform. A contingent of DDA representatives met with Dr. Browne several times to discuss swapping out an easement the DDA has across their parking lot for an easement across the east end of their parking lot for the ramp to the second story of the parking platform.
- The Dairy Mart building was demolished and the site put in gravel in order to be utilized as a parking area. This site is available under the "Transitional Parking District" and is comprised of approximately 26 spaces. The Dairy Mart site was purchased by the DDA on January 29, 2015 for \$314,100 with land contract terms. The building demolition cost: \$29,680.
- The final design plans for the Millpond Master Plan were accepted/adopted by the DDA.
- The 5th/3rd Theater project building elevations and floor plan were completed by Lindhout Assoc.
- A market analysis for the 5th/3rd Theater project was undertaken to determine the depth of the market for live events. The results of the study were favorable.
- Selected by MSHDA to take part in the Michigan Main Street Associate Level program.

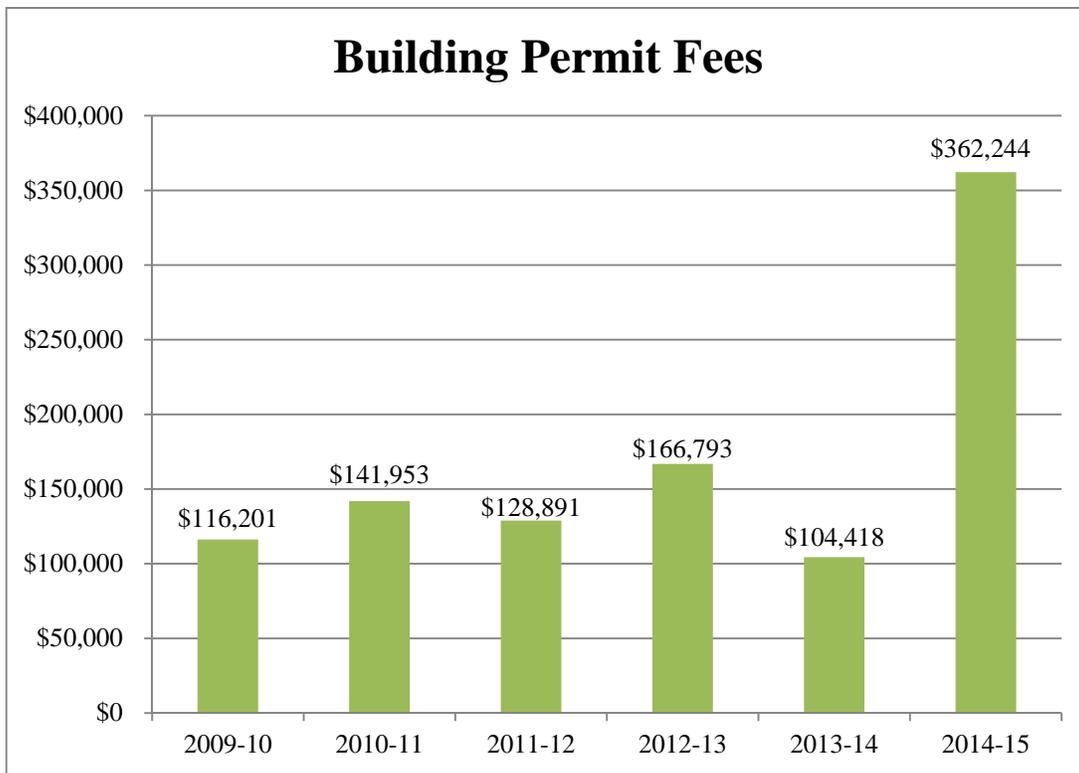
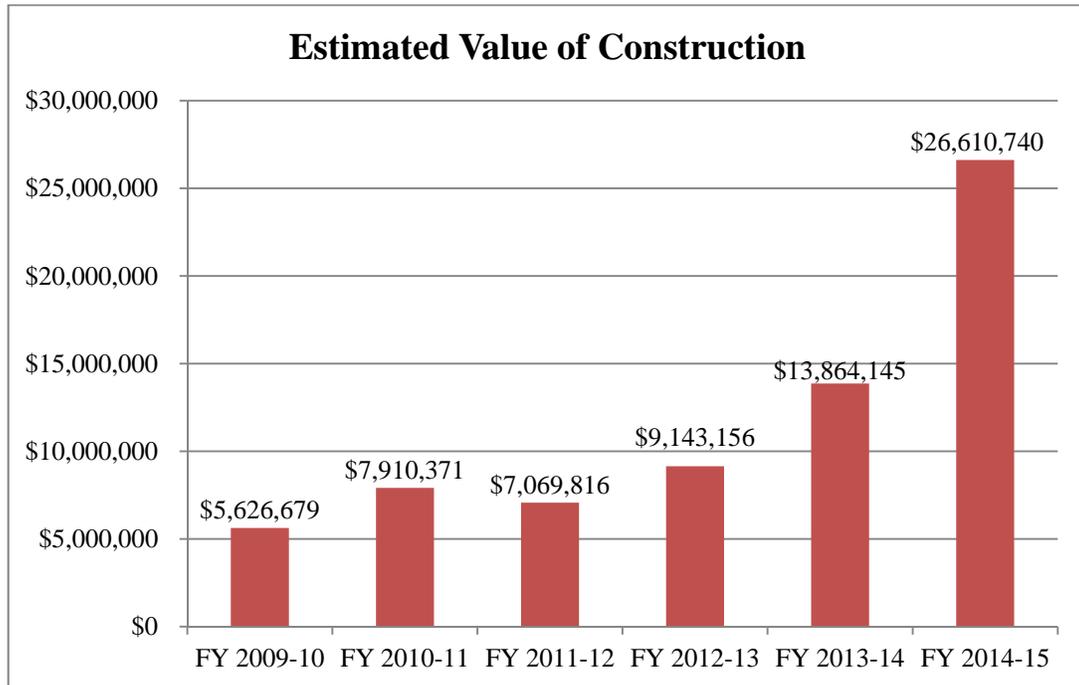


Planning/Community Development



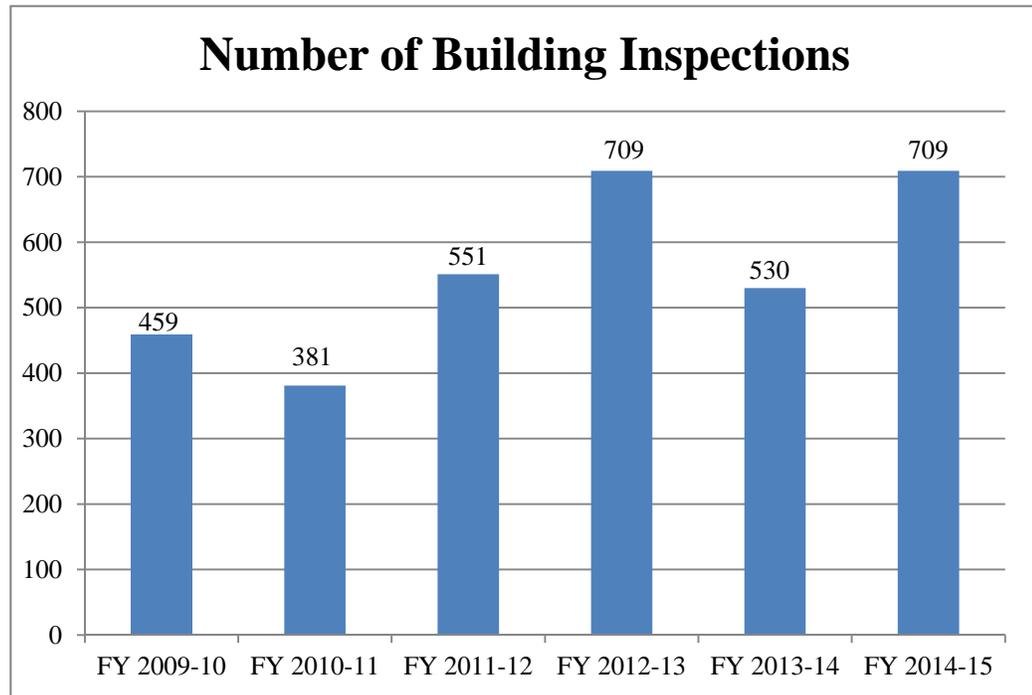
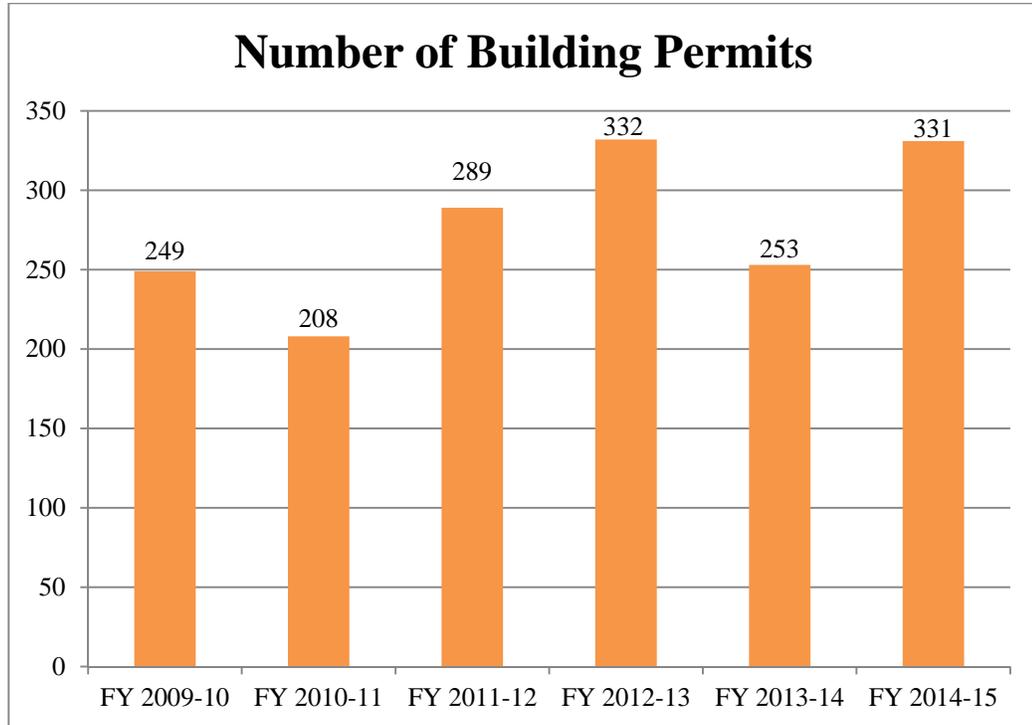


Planning/Community Development





Planning/Community Development





Planning/Community Development

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	
Totals		332	\$ 9,143,156	\$ 166,793

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	
Totals		253	\$ 13,864,145	\$ 104,418



Planning/Community Development

Building Permits Fiscal Year 2014-2015

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 111,303	26	\$ 111,303	\$ 3,340
August	\$ 448,546	26	\$ 559,849	\$ 6,801
September	\$ 2,098,357	48	\$ 2,658,206	\$ 32,878
October	\$ 332,434	25	\$ 2,990,640	\$ 4,652
November	\$ 1,141,482	24	\$ 4,132,122	\$ 18,535
December	\$ 902,631	22	\$ 5,034,753	\$ 15,550
January	\$ 36,051	6	\$ 5,070,804	\$ 1,276
February	\$ 206,898	15	\$ 5,277,702	\$ 6,594
March	\$ 8,837,230	16	\$ 14,114,932	\$ 144,383
April	\$ 225,256	27	\$ 14,340,188	\$ 4,238
May	\$ 3,710,407	49	\$ 18,050,595	\$ 58,220
June	\$ 8,560,145	47	\$ 26,610,740	\$ 65,776
Totals		331	\$ 26,610,740	\$ 362,244

Building Permits Fiscal Year 2015-2016

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 4,880,256	39	\$ 4,880,256	\$ 68,859
August	\$ 528,988	27	\$ 5,409,244	\$ 7,616
September	\$ 431,608	26	\$ 5,840,852	\$ 9,310
October	\$ 1,285,249	34	\$ 7,126,101	\$ 25,403
November	\$ 1,040,548	27	\$ 8,166,649	\$ 14,373
December	\$ 91,892	18	\$ 8,258,541	\$ 2,750
January	\$ 756,327	23	\$ 9,014,868	\$ 11,207
February	\$ -		\$ 8,258,541	\$ -
March	\$ -		\$ 8,258,541	\$ -
April	\$ -		\$ 8,258,541	\$ -
May	\$ -		\$ 8,258,541	\$ -
June	\$ -		\$ 8,258,541	\$ -
Totals		171	\$ 9,014,868	\$ 139,518



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.

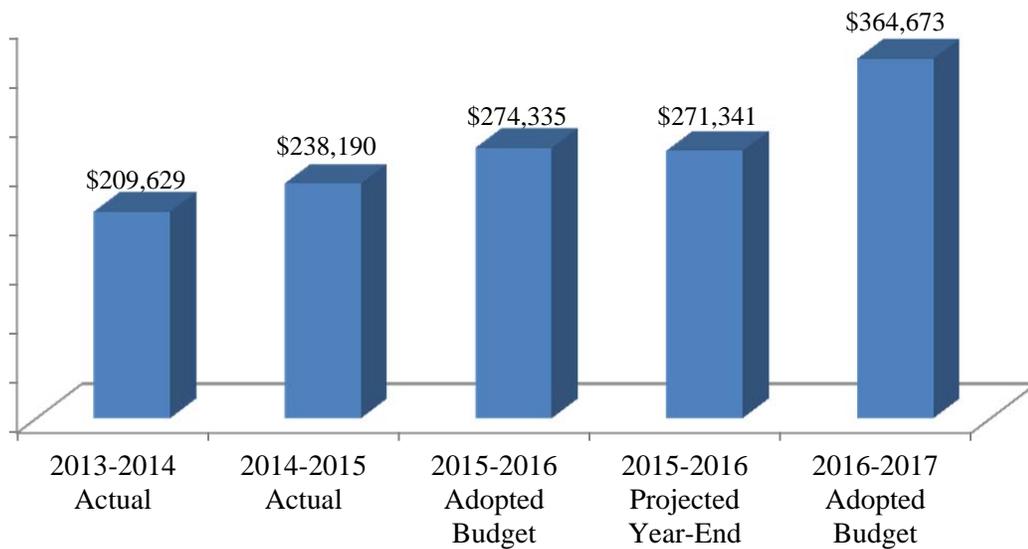
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$2,994 or 1% decrease from the current budget and adopted budget.
- The decrease is primarily the result of less than budgeted increases in health insurance premiums; offset by additional premiums for new retirees during FY15/16.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$93,332 or 34.4% increase.
- The increase is reflective of anticipated increases in health insurance premiums and related costs for the City’s retirees as well as the addition of four new retirees.

Post Employment Benefit Expenses





Contingencies/ (Cuts)

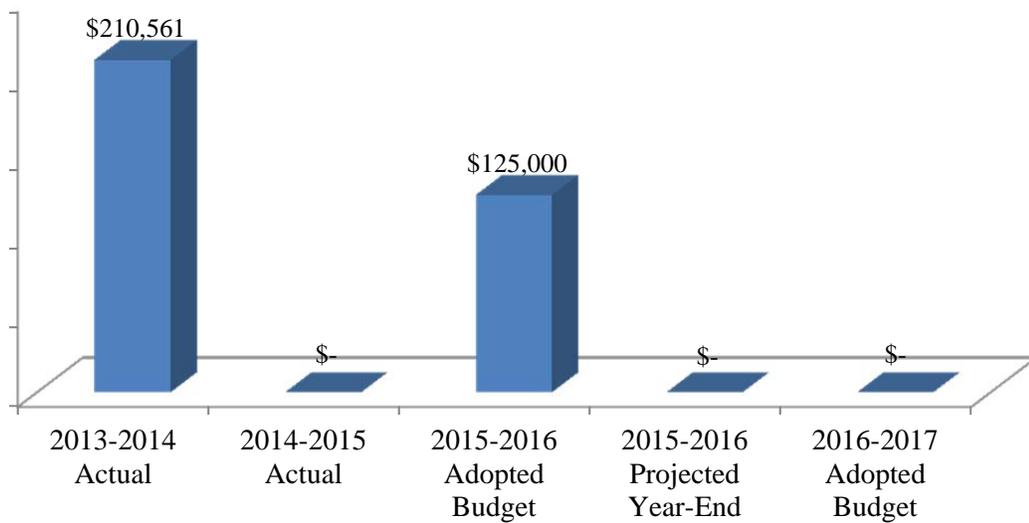
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$125,000 reduction from the current budget and adopted budget. The reduction is entirely due to MTT prior year tax chargebacks. The MTT chargebacks are now recorded as a reduction of revenue as required by Government Accounting Standards.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- There are no contingencies/(cuts) in the adopted budget nor the year end projections.

Contingencies / (Cuts)





Transfers Out

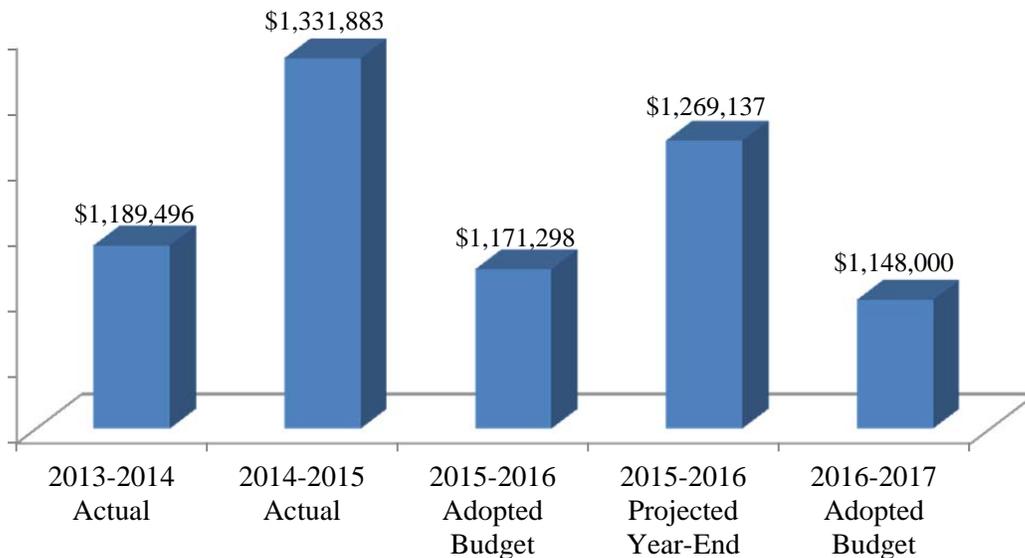
FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET –

- \$82,813 or 7% increase from the current budget and a \$97,839 increase or 8% increase from the adopted budget.
- The increase is the result of a \$76,886 appropriation to downtown building façade (100% of this transfer was received as Grant revenue) combined with increased appropriations to the Major Street Fund and Capital Improvement funds; offset by less transfers to Genoa Township Land Transfer and SELCRA.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION –

- \$121,137 or 9.5% decrease.
- The decrease is primarily the result of less appropriation to the Major Street and Local Street Funds for street maintenance, no appropriation to the Building Authority Fund for debt service payments, no appropriation to Downtown Building Façade, no appropriation to SELCRA, and reduced appropriation to the Genoa Township Land Transfer; partially offset by increased appropriations to the Capital Improvement Fund to fund the CIP program, the Street Debt Fund, the OPEB Trust Fund, and the Economic Development Council
- Of the \$1,148,000 budget, \$399,548 is for debt service on existing bonds/loans, \$135,726 is an appropriation to Genoa Township per the Land Transfer Agreement, \$72,600 is an appropriation to the OPEB Trust, \$8,800 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, \$108,605 is an appropriation to the Major Street Fund, \$9,500 is an appropriation to the Imagination Station Maintenance Fund, \$5,000 is an appropriation to the PSD Fund for Holiday lighting, \$378,946 is an appropriation to the Capital Improvement Fund for funding 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).

Transfers Out

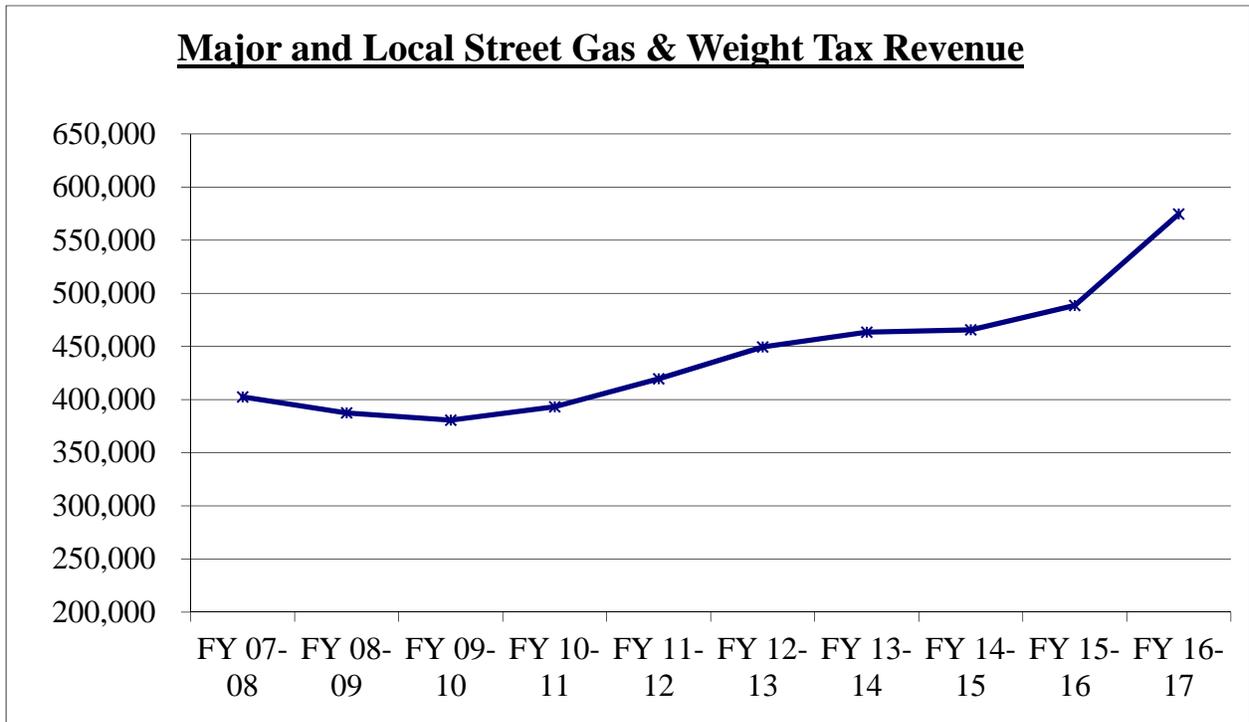




Special Revenue Funds

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 \$1,178,318. \$574,719 or 49% 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. FY16/17 Act 51 monies are increasing 18%. During 2015, nine bills were passed by the Michigan State Legislature, which will increase ACT 51 funding over the next few years. The FY16/17 is the first year to see a portion of these funds to be used for roadway improvements. The FY15/16 Budget included a one-time appropriation for roads of \$74,782 that is not continuing. 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.



An additional major source (\$483,733 or 41%) of the revenue consists of Other Financing Sources. This is a combination of appropriations from other funds totaling \$189,763 or 16%, and \$293,971 from Special Assessment Revenue. Special Assessment revenue from the Challis Rd, Orndorf Dr. and Cross St. special assessment represents \$224,784 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 Principal Shopping District (PSD) Fund and Imagination Station Fund, \$14,500
- Appropriation from the Major Street Fund to Local Street, \$50,000
- Appropriation from the DDA Fund to Major Street Fund and Arts & Culture Commission Fund, \$90,105
- Appropriation from the Utilities Fund to Major Street Fund, \$65,000

The remaining 10% 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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- Revenue is projected to decrease by \$1,154,256 or 42% primarily due to no planned bond proceeds of \$1,311,750 and reduction of \$259,650 in grant funding, offset by \$342,536 in additional appropriations from the General Fund, DDA Fund, LDFA Fund and the Utility Reserve Fund to cover the grant match for Brighton Interior Drive. There is an additional \$74,782 in additional State revenue for road maintenance.
- Expenditures are projected to decrease by \$1,183,892 or 43% primarily due to the North Second Street Reconstruction project not moving forward. Routine maintenance and the appropriation to the Local Street Fund have increased \$82,099 due to roadway maintenance that will be done with the additional State Funds. Winter maintenance has also increased \$8,100 due to an increase in the price of salt.
- The fund balance is projected to increase by \$10,082 to \$114,693 at June 30, 2016. \$101,969 is reserved for future special assessment payments. The unreserved ending fund balance is projected to be \$12,723.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue decrease of \$725,207 or 46% is primarily due to no Grants for roadway reconstruction and less appropriations from the General Fund, LDFA Fund and Utility Reserve Fund. There is an expected increase of \$63,715 from the State of Michigan for Act 51 and a decrease of \$74,782 from the one-time appropriation from the State of Michigan for road funding in FY15/16.
- The expenditure decrease of \$685,682 or 44% is primarily due to a decrease in street construction of \$603,593. There is no planned street reconstruction included in the proposed budget. The adopted budget includes funding of the following items:
 - Liberty Street Overlay \$26,250
 - Sidewalk Repairs \$13,500
 - Parking lot maintenance for North St, Millpond, Squire, Pierce, N Second St and the Cemetery parking lots. The maintenance for these parking lots is being funded by an appropriation from the DDA Fund.
 - Street Lighting Improvements \$60,000
 - Roadway Tree Improvement \$15,000
- The ending fund balance is projected to decrease by \$29,443 to \$85,250 at June 30, 2017. \$82,971 is reserved for future special assessment payments.



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

ACCOUNTS	ACTUAL 14-15	PROJECTED YEAR-END 15-16	ADOPTED BUDGET 16-17
REVENUES:			
Licenses & Permits	23,047	23,000	23,000
Federal Grants			
State Grants		379,876	
State Shared Revenue	350,540	436,748	425,681
Fines & Forfeits			
Investment Earnings	47	475	500
Other Revenue	134,788	68,833	58,342
Other Financing Sources	<u>575,008</u>	<u>663,844</u>	<u>340,047</u>
TOTAL REVENUES	1,083,430	1,572,776	847,570
EXPENDITURES:			
General Administration	13,803	8,369	8,563
Engineering Services	123,257	128,534	-
Street Construction	115,839	621,393	194,855
Routine Maintenance	167,407	200,908	139,359
Trust Fund Maintenance	-		
Traffic Services	64,749	54,435	54,457
Winter Maintenance	153,383	142,578	138,578
Stormwater	80,778	23,650	21,100
Transfers-Out Other Funds	<u>405,056</u>	<u>382,827</u>	<u>320,100</u>
TOTAL EXPENDITURES	1,124,272	1,562,694	877,012
FUND BALANCE-BEGIN.	145,453	104,611	114,693
FUND BALANCE-ENDING	104,611	114,693	85,250
Reserved for future SAD Payments		101,969	82,971
Unreserved Fund Balance		12,723	2,280



	Annual Special Assessment	Annual Amount to Reserve
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	14,991.07	
	<u>185,979.52</u>	



Local Street Fund

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 18.20 miles of Local Streets in the City comprise 62% of the City's total street system in FY 2016-17.

FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- The revenue increase of \$29,042 or 14% 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 \$28,549 or 14% is primarily due to additional maintenance expenditures for pavement repairs and additional snow removal supplies
- The projected fund balance at June 30, 2016 is \$20,220.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue decrease of \$30,642 or 13% is primarily due to reduced support from the Major Street Fund offset by a \$22,336 or 18% increase in Gas & Weight Tax revenue.
- The expenditure decrease of \$23,340 or 10% is primarily due to less roadway maintenance, offset by an increase in winter snow removal supplies.
- There are no Local Street Capital Projects planned for FY 2016-17.
- The projected fund balance at June 30, 2017 is \$13,476.



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

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Licenses & Permits	3,225	2,350	2,300
State Shared Revenue	122,664	126,702	149,038
Fines & Forfeits	-	-	-
Investment Earnings	13	-	-
Other Financing Sources	116,634	102,928	50,000
TOTAL REVENUES	242,536	231,980	201,338
EXPENDITURES:			
General Administration	4,711	4,784	4,901
Routine Maintenance	126,369	118,128	93,128
Trust Fund Maintenance	-	-	-
Traffic Services	34,526	34,381	34,424
Winter Maintenance	77,045	74,129	75,629
TOTAL EXPENDITURES	242,651	231,422	208,082
FUND BALANCE-BEGIN.	19,777	19,662	20,220
FUND BALANCE-ENDING	19,662	20,220	13,476



Major and Local Streets

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, ROW tree trimming services as needed, and various traffic signal repairs and maintenance. The division is also responsible for limited street line painting within their current capabilities.

FY 2016-17 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 2015-16 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 932 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 “yellow curb” painting in all of the DTBD.
- Completed pavement marking at all major intersections.



Major and Local Streets

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 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 2016-17 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).
- Reestablish a comprehensive storm line cleaning schedule.
- With the hiring of a fourth employee in the street division, this division will increase the quantity of catch basin repairs in-house, rather than having this work performed by a contractor.

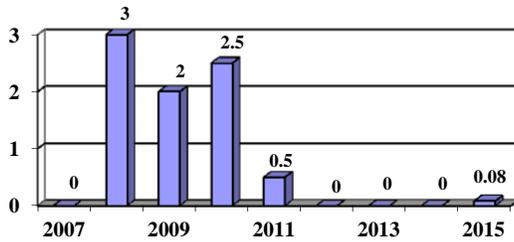
FY 2015-16 Significant Accomplishments

- Swept all public streets and roadways resulting in an expenditure of 300 person hours during the warm weather-sweeping season.
- Completed 13 catch basin repairs resulting in three times the past annual amount due to the heavy frost conditions from this past winter’s record breaking season.

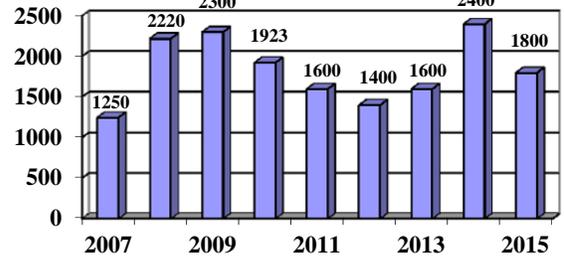


Major and Local Streets

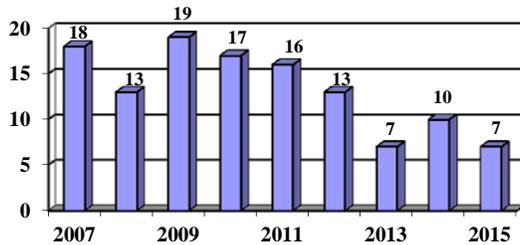
Additional Streets & Roadways (Miles)



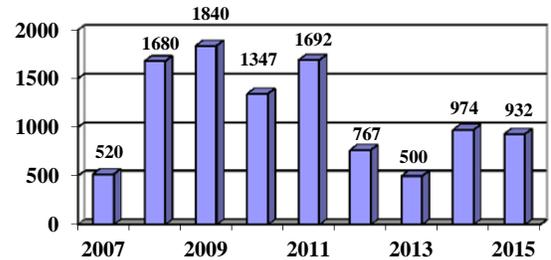
Salt Use (Tons)



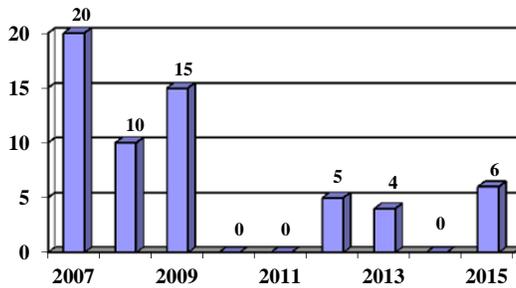
Traffic Signals Repaired



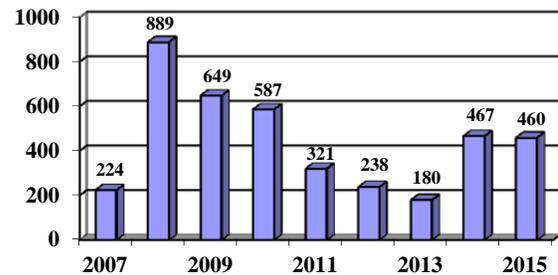
Snow & Ice Control (Hours)



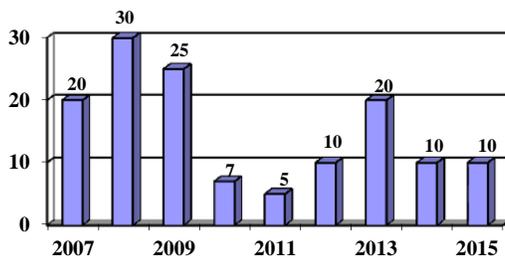
ROW Tree Plantings



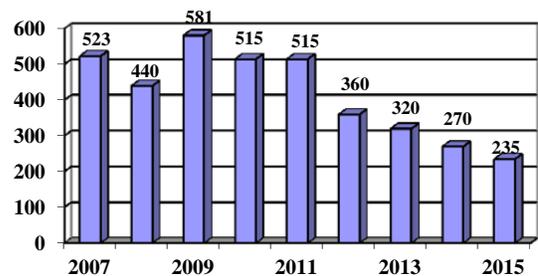
Sidewalk Snow Removal (Hours)



ROW Tree Trimming & Removals



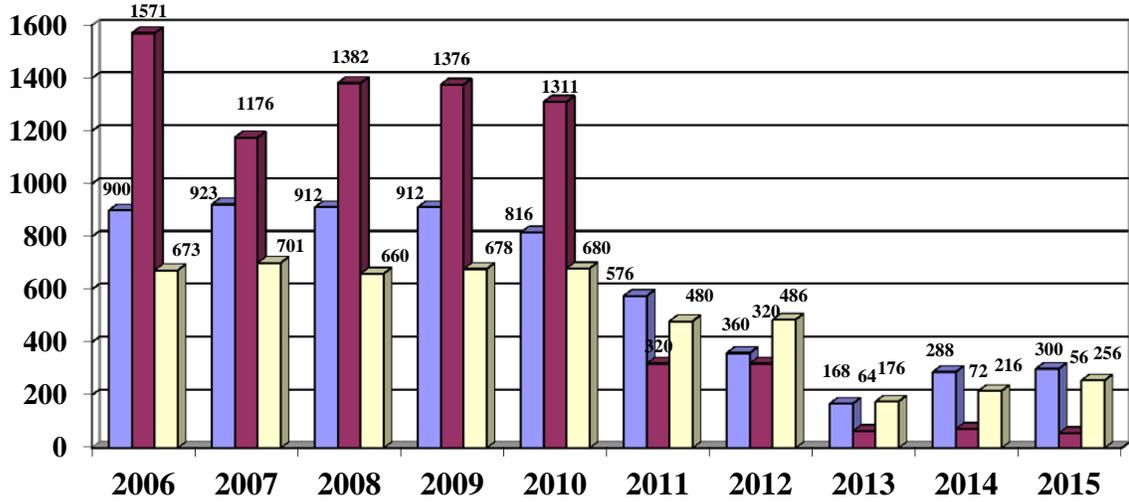
Sidewalk Repairs (Hours)





Major and Local Streets

Stormwater Maintenance



■ Street Sweeping (Hours)

■ Storm Line Cleaning (Hours)

□ Catch Basin R&M (Hours)



Principal Shopping District (PSD) Fund

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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- Total projected revenue is \$20,066 more than the current budget, which is caused by an increase of an additional \$5,000 from the Taste of Brighton event fees paid by PSD Merchants and an appropriation from the DDA Fund of \$14,700.
- Total projected expenditures are \$19,050 more than the current budget due to additional billboards and advertising.
- Fund Balance is projected to be \$36,937 at June 30, 2016.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue decrease of \$19,716 or 15% is the net result of \$5,000 additional reimbursements from PSD Merchants offset by no appropriation from the DDA Fund.
- The expenditure decrease of \$7,500 or 6% is for less planned billboards.
- Fund Balance is projected to be \$32,074 at June 30, 2017.



**CITY OF BRIGHTON, MICHIGAN
PSD FUND**

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Interest Earnings	130	220	200
Other Revenue	36,126	30,246	35,250
Other Financing Sources	91,007	98,887	74,187
TOTAL REVENUES	127,263	129,353	109,637
EXPENDITURES:			
Purchased Services	120,785	122,000	114,500
Other Financing Uses			
TOTAL EXPENDITURES	120,785	122,000	114,500
FUND BALANCE-BEGIN.	23,107	29,585	36,937
FUND BALANCE-ENDING	29,585	36,937	32,074



Arts and Culture Commission Fund

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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- Total projected revenue is \$5,515 higher due to a Livingston Sunrise Rotary Grant of \$2,000, a \$3,500 appropriation from the DDA, and additional interest earnings.
- Projected expenditures are \$4,200 more than the current budget, which is caused primarily from an increase in communications and additional artist stipends for displayed works.
- Fund Balance is projected to be \$5,553 at June 30, 2016.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue budget is \$495 or 5% less than the current year-end projection, which is due to \$1,500 more appropriation from the DDA Fund, \$45 in anticipated interest earnings; offset by no planned grant revenue.
- The expenditure budget is \$6,990 less than the current year-end projection. The adopted budget includes \$3,000 for artist stipends, \$1,200 for outdoor sculpture advertising and banners, \$2,000 for repainting sculptures, and \$500 for sculpture lights.
- Fund Balance is projected to be \$8,488 at June 30, 2017.



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

ACCOUNTS	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
State Grants	-	2,000	-
Interest Earnings	68	40	45
Other Revenue	552	-	-
Other Financing Sources	-	8,500	10,000
TOTAL REVENUES	620	10,040	10,045
EXPENDITURES:			
Purchased Services	3,890	9,700	4,610
Property	-	4,400	2,500
TOTAL EXPENDITURES	3,890	14,100	7,110
FUND BALANCE-BEGIN.	12,383	9,113	5,553
FUND BALANCE-ENDING	9,113	5,553	8,488



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)
			\$128,448	\$67,500	

Updated: 2/9/2015



Imagination Station Maintenance Reserve Fund

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 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- Total projected revenue is \$9,590. This includes an appropriation from the General Fund for \$9,500 and \$90 in interest earnings.
- Projected expenditures are \$11,115, which is for Fibar Wood Chip replacement, resealing materials for the play-structure and for supplies to maintain the grounds and play elements.
- Fund Balance is projected to be \$14,844 at June 30, 2016.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The expenditure budget is \$1,115 less than the current year-end projection. The General Fund appropriation is remaining constant from FY15/16 to FY16/17 at \$9,500.
- The expenditure budget is \$10,000, which is for Fibar Wood Chip replacement and maintenance of the play structure and grounds.
- Fund Balance is projected to be \$14,439 at June 30, 2017, which will be used for future maintenance of the Imagination Station.



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

ACCOUNTS	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Interest Earnings	71	90	95
Other Revenue	-	-	-
Other Financing Sources	9,500	9,500	9,500
TOTAL REVENUES	9,571	9,590	9,595
EXPENDITURES:			
Supplies	2,733	6,000	6,000
Other Purchased Services	-	315	-
Purchased Property Services	422	4,800	4,000
TOTAL EXPENDITURES	3,155	11,115	10,000
FUND BALANCE-BEGIN.	9,953	16,369	14,844
FUND BALANCE-ENDING	16,369	14,844	14,439



Drug Forfeiture Funds

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.

FY 15-16 YEAR-END PROJECTION vs. FY 15-16 CURRENT BUDGET -

- Total projected revenue is \$4,112, of which \$3,987 is from drug forfeitures and \$125 from investment earnings.
- Projected expenditures are \$2,817, of which includes \$97 for crime victim assistance and \$2,720 for K-9 unit supplies.
- Fund Balance is projected to be \$18,286 at June 30, 2016 for State Forfeiture Funds and \$4,805 for Federal Drug Forfeiture Funds.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 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 FY16/17.
- Fund Balance is projected to be \$15,661 at June 30, 2017 for State Forfeiture Funds and \$4,843 for Federal Drug Forfeiture Funds, which will be used for future expenditures that are eligible under the Drug Forfeiture rules.



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

<u>ACCOUNTS</u>	<u>ACTUAL</u> <u>14-15</u>	<u>PROJECTED</u> <u>YEAR-END</u> <u>15-16</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>16-17</u>
REVENUES:			
Fines & Forfeits	-	2,257	-
Investment Earnings	183	90	95
Other Financing Sources	750	-	-
TOTAL REVENUES	933	2,347	95
EXPENDITURES:			
Purchased Services	-	97	-
Property	27,749	-	-
Transfers-Out Other Funds	1,567	2,720	2,720
TOTAL EXPENDITURES	29,316	2,817	2,720
FUND BALANCE-BEGIN.	47,139	18,756	18,286
FUND BALANCE-ENDING	18,756	18,286	15,661



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

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Fines & Forfeits	3,039	1,730	-
Investment Earnings	1	35	38
Other Financing Sources	-	-	-
TOTAL REVENUES	3,040	1,765	38
EXPENDITURES:			
Purchased Services	-	-	-
Property	-	-	-
Transfers-Out Other Funds	-	-	-
TOTAL EXPENDITURES	-	-	-
FUND BALANCE-BEGIN.	-	3,040	4,805
FUND BALANCE-ENDING	3,040	4,805	4,843



Street Debt Fund

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 2016-17 is \$669,648, which is \$7,791 or 1% more than FY 2015-16.

The Street (non-voted) Debt Fund receives its revenue from two different sources. For FY16/17 \$270,100 or 40% is from Special Assessment revenue received in the Major Street Fund then appropriated to the Debt Fund. The remaining \$399,548 or 60% is received from a General Fund appropriation.



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

<u>ACCOUNTS</u>	<u>ACTUAL</u> <u>14-15</u>	<u>PROJECTED</u> <u>YEAR-END</u> <u>15-16</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>16-17</u>
REVENUES:			
State Grant & inv earnings			
Street (Non-Voted) Debt Fund	661,255	661,857	669,648
TOTAL REVENUES	661,255	661,857	669,648
EXPENDITURES:			
Street (Non-Voted) Debt Fund	661,255	661,857	669,648
TOTAL EXPENDITURES	661,255	661,857	669,648
FUND BALANCE-BEGIN.	-	-	-
FUND BALANCE-ENDING	-	-	-



**CITY OF BRIGHTON
STREET DEBT FUND
FY 2016-17**

<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	5,800	250	16,050	202	
2002 - \$3,570,000 - SAD	200,000	53,300	750	254,050	202	270,100
2007 - \$2,285,000 (67%)	67,000	51,339	335	118,674	101	
2013 -\$5,070,000 Refunded Bonds	218,350	62,393	131	280,874	101	399,548
Total	495,350	172,832	1,466	669,648		669,648



Capital Project Funds

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 two separate Capital Project Funds: Capital Improvement Fund and the Law Enforcement/Public Safety Fund.

The total revenue for the Capital Project Funds is \$542,078. 70% (\$278,946) of the revenue is from an appropriation from the General Fund. The General Fund provides nearly 100% of the support for the Capital Improvement Fund. 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 \$161,632 is from the voter-approved Law Enforcement/Public Safety millage of 0.38 mills. The millage was originally approved by the voters in November, 2013 for 10 years at 0.38 mills. The millage rate for FY16-17 will remain the same and will be the third year of receiving this tax revenue. All of this revenue will be received by the Law Enforcement/Public Safety Fund.

FY15-16 was the last year of debt service for the Building Authority Fund.



Capital Improvement Fund

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

- The revenue increase of \$2,000 or <1% due to an increase in General Fund Appropriation.
- Expenditures are increasing by \$2,000 or <1% due to an increase in IT Equipment (server replacement).
- The fund balance is projected to be \$0 at June 30, 2016.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue increase of \$130,427 or 52% is primarily due to an increase in the General Fund appropriation. There are no asset sales, no loan proceeds and no grant funds anticipated for FY16/17.
- The expenditure increase of \$130,427 or 52% is due to the net of \$150,000 increase in Vehicles & Equipment (snow plow), \$5,000 increase in Land and Major Facilities (demolition of City owned property at Whispering Oaks), \$3,000 decrease in capital projects, and \$21,573 decrease in debt service. The following capital items are included in the proposed budget;
 - \$14,500 for IT equipment/software – Computer replacements, and Server replacement.
 - \$150,000 for snow plow
 - \$5,000 demolition of City owned property at Whispering Oaks
- The fund balance is projected to be \$0 at June 30, 2017.



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

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Licenses & Permits	1,500	1,500	1,500
State Grants	-	-	-
Investment Earnings	15	-	-
Rents & Royalties	-	-	-
Other Revenue	1,735	-	-
Other Financing Sources	282,244	248,519	378,946
TOTAL REVENUES	285,494	250,019	380,446
EXPENDITURES:			
Capital Projects	58,287	17,500	169,500
Transfers Out	-	-	-
Debt Service	227,207	232,519	210,946
TOTAL EXPENDITURES	285,494	250,019	380,446
FUND BALANCE-BEGIN.	-	-	-
FUND BALANCE-ENDING	-	-	-



**CITY OF BRIGHTON
CAPITAL IMPROVEMENT FUND - DEBT SERVICE
FY 2016-17**

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013 -\$5,070,000 Refunded Bonds	152,950	53,993	206,943
2013 Loan	3,343	556	3,899
	<hr/>		
Total	156,293	54,549	210,842
	<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 FY2016-17 is remaining at 0.38.

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

- The revenue decrease of \$634 or <1% is the net of a \$1,266 decrease in tax revenue, \$550 increase in interest earnings and \$82 increase in tax penalties, interest and fees.
- Expenditures are decreasing \$30,860 or 20%. \$8,500 decrease in equipment and \$22,300 is for the downtown surveillance camera system being deferred to FY16/17. The remaining \$60 decrease is less than anticipated operating equipment R&M.
- Fund Balance is projected to be \$64,113 at June 30, 2016.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- The revenue increase of \$4,783 or 3% is primarily due to \$4,690 increase in tax revenue, offset by no expected grant revenue.
- The expenditure increase of \$91,060 or 75% is due to the net of \$62,060 in additional property and purchased property services and \$29,000 in capital projects. The FY16/17 budget will fund the following items:
 - \$61,500 for Public Safety Equipment
 - \$84,000 for two patrol car replacements
 - \$60,000 for downtown camera system upgrade
- Fund Balance is projected to be \$13,495 at June 30, 2017.



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

<u>ACCOUNTS</u>	ACTUAL	PROJECTED	ADOPTED
	14-15	YEAR-END	BUDGET
		15-16	16-17
REVENUES:			
Property Taxes	149,907	155,747	160,437
Tax penalties, interest & fees	401	402	470
State Grants	3,375	-	
Investment Earnings	396	700	725
TOTAL REVENUES	154,079	156,849	161,632
EXPENDITURES:			
Professional and Technical Services	2,625	-	-
Purchased Property Services	2,000	4,190	6,750
Property	10,946	2,000	61,500
Capital Projects	110,054	115,000	144,000
TOTAL EXPENDITURES	125,625	121,190	212,250
FUND BALANCE-BEGIN.	-	28,454	64,113
FUND BALANCE-ENDING	28,454	64,113	13,495



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>14-15</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>15-16</u>	<u>16-17</u>
REVENUES:			
Other Financing Sources	130,683	126,911	-
TOTAL REVENUES	130,683	126,911	-
EXPENDITURES:			
Professional & tech. services			
Debt Service	130,683	126,911	-
TOTAL EXPENDITURES	130,683	126,911	-
FUND BALANCE-BEGIN.	-	-	-
FUND BALANCE-ENDING	-	-	-

FY 2015/16 was the last year of Debt service



Capital Improvement Program

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 FY16-17 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 FY16-17 projects that are unfunded.

**City of Brighton Capital Improvement Plan FY 2016-2022
Year 1 Projects (CIP and Maintenance)**

Project	2016-17
Automated External Defibrillators	18,200
Computer Life Cycle Replacement	6,500
Data Backup System	8,000
Downtown Camera System	40,000
Hydrant Painting	40,000
Misc. Parking Lot Maintenance	79,805
Misc. Pavement Marking (Ongoing)	20,000
Misc. Sewer Lining (Phase 1 of 2)	50,000
Patrol Vehicles	78,000
Pavement Maintenance	26,250
Pick Up Truck Replacement Program - Wastewater	35,000
Pine Creek Storage Tank Reconfiguration	250,000
Police Radar Units	14,850
Refurbish Centrifuge #1	45,000
Tree Removals and Trimming (Ongoing)	15,000
Sludge Mixer Replacement (Phase 1 of 2)	16,000
Step-down Transformer for Portable Generator	5,900
Summit & Northstar Storage Tanks Cleaning and Painting	15,000
WWTP exterior light replacement to LED	9,800
WWTP Site Gate Replacement	16,000
Zoning Ordinance Update	50,000
Total Projects Funded	839,305



Unfunded Projects	
Cemetery Roadway Maintenance	20,000
City Hall Roof Replacement	175,000
Commercial Sidewalk Repair Program (Ongoing)	15,000
Community Center Building Upgrades	5,000
Community Center Heating System Replacement	15,000
Community Center Parking Lot Maintenance	4,500
Crosswalk light replacement	11,000
Downtown Decorative Light Pole Replacement	16,000
Downtown Decorative Light replacement to LED	70,000
DPW Office Roof Replacement	12,000
DPW Parking Lot Maintenance	21,000
DPW Storage Building	124,000
Fire Hall Parking Lot Maintenance	15,000
Flint Road / Ore Creek Waterway Brush Removal	25,000
James Winchel Pavilion Steel Structure Cleaning and Painting	9,500
LED Street Light Replacement	41,300
Millpond Master Plan - Phase 1A	922,599
Pedestrian Walkway - Challis/Grand River	50,000
Person Lift	46,500
Pick Up Truck Replacement Program - DPW	35,000
Police Station Parking Lot Maintenance	10,800
Power Washer	15,000
Residential Curb and Gutter	2,080,100
Residential Curb and Gutter - Utilites	769,800
Residential Sidewalk Repair Program (Ongoing)	25,000
Snow Plowing Equipment Replacement	155,000
Traffic Light Portable Generators	7,000
Tridge Deck Replacement (Phase 1 of 4)	12,000
Total Unfunded Projects	4,708,099

Grand Total	\$ 5,547,404
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Capital Improvement Project	4,859,549
Maintenance Project	687,855



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, MI

Capital Improvement Program

2016-2022





**CITY OF BRIGHTON, MICHIGAN
2016-2022
CAPITAL IMPROVEMENT PROGRAM**

CITY COUNCIL

Jim Muzzin, Mayor
Shawn Pipoly, Mayor Pro-Tem
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

Dave Blackmar, DPW Director
Jennifer Burke, Human Resources Director/Deputy City Clerk
Kelly Hanna, Finance Director
Tim Krugh, Utilities Director
Diana Lowe, City Clerk
Michelle Miller, Deputy Community Development/Planning Director
Matthew Modrack, Community Development & DDA Director
Patty Thomas, Assistant DPW Director
Tom Wightman, Interim City Manager/Police Chief



City of Brighton, Michigan
2016-2022 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.



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.



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 were 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 January, 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 following the financial summary entitled, "2016-22 Total Revenue Sources", depicts the recommended revenue sources for the total of the six years of the CIP. Below you will find a brief description of the recommended funding sources of the six year CIP:

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 \$21.7 million of the projected SEV for 2015. Currently there are four 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.

Capital Lease/Installment Loan - This 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.**

DDA Financing (pay-as-you-go + bonds) - This CIP includes \$2,048,800 of DDA (pay-as-you-go) Tax Increment Financing, and \$5,196,633 of DDA Bonds in FY 2016-17, FY 2017-18 and FY 2019-20. The total of DDA Financing is 29.35% of the total revenue sources available over the six year plan.

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 \$2,655,800 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.**



Grants - The CIP includes a Grant to fund the Little Worden Lake Plan project if a grant becomes available. 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.**

Major Street Fund Revenue (State Gas & Weight Tax Revenue) - This CIP includes \$14,000 of Major Street Fund Revenue over the six year plan to fund improvements traffic light generators, which is less than 1% of the total revenue sources available over the six year plan.

Public Safety/Law Enforcement 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 CIP includes nearly \$1 million in equipment over the six years.

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 \$5.2 million of the projected SEV for 2015. Currently there are two Special Assessment Bonds outstanding with approximately \$1.5 million of current outstanding debt, which leaves approximately \$3.7 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, street lights, storm water and curb & gutter) currently considered CIP Bonds at this time.

Utility Bonds - This CIP includes \$3,769,822 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.**

Utility User Fees - This CIP includes \$827,700 of Utility User Fees over the six year plan to fund utility projects, which is 3.35% 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.**

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

EXPENDITURES:

The requested CIP's total expenditures from FY 2016/2017 through 2021/2022 are \$24.7 million, which is \$4 million higher than last year. The pie chart following the financial summary entitled, "2016-22 Expenditures by Section", depicts the Expenditure Sections of the total six years of the requested CIP. Year 1 of the CIP comprises 20% of the total 6-year plan, year 2 – 39%, year 3 – 14%, year 4 – 10%, year 5 – 10% and year 6 – 7%, respectively. Below you will find a brief description of the expenditure sections of the six year CIP:



IT: Includes (non-utilities) software replacement, computer and server replacement. This category includes approximately \$100,000 of expenditures or .4% of the total over the six-year plan.

Public Facilities & Parks: Includes improvements and additions to City facilities and parks. This category includes \$6,232,733 or 25.25% 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 \$600,000 of expenditures or 2.5% 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 \$11,736,368 of expenditures or 47.5% of the total over the six year plan.

Studies: Includes the studies for future planning and zoning updates. This category includes \$70,000 of expenditures or .3% of the total 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 \$2,175,350 of expenditures or 9% of the total over the 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 \$3,769,822 of expenditures or 15.25% 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.



CITY OF BRIGHTON
CIP FINANCIAL SUMMARY - as Recommended by the Finance Director

REVENUE:	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL	% of Total
CIP Bonds	2,080,100	2,630,098	1,318,600	658,600	1,403,370	1,125,300	9,216,068	37.34%
DDA Tax Increment Bonds	922,599	3,000,000	-	1,274,034	-	-	5,196,633	21.05%
DDA Tax Increment Revenue	86,000	435,300	1,504,000	11,000	8,500	4,000	2,048,800	8.30%
General Fund Appropriation	480,300	1,074,200	351,000	393,500	350,300	6,500	2,655,800	10.76%
Grants	-	20,000	-	-	-	-	20,000	0.08%
Major Street Fund	7,000	7,000	-	-	-	-	14,000	0.06%
Public Safety/Law Enforcement Millage	151,050	203,000	144,000	136,000	183,400	118,000	935,450	3.79%
Special Assessments	-	-	-	-	-	-	-	0.00%
Utility Bonds	769,800	2,161,422	-	-	518,000	320,600	3,769,822	15.27%
Utility User Fees	362,700	35,000	85,000	35,000	35,000	275,000	827,700	3.35%
TOTAL REVENUE	\$ 4,859,549	\$ 9,566,020	\$ 3,402,600	\$ 2,508,134	\$ 2,498,570	\$ 1,849,400	\$ 24,684,273	100.00%
EXPENDITURES:								
IT	14,500	51,500	6,500	14,500	6,500	6,500	100,000	0.41%
Public Facilities & Parks	1,392,399	3,186,500	142,000	1,414,034	97,800	-	6,232,733	25.25%
Projects Under Review	-	600,000	-	-	-	-	600,000	2.43%
Streets, Sidewalks & Stormwater	2,182,400	3,116,598	2,896,600	753,600	1,657,870	1,129,300	11,736,368	47.55%
Studies	50,000	20,000	-	-	-	-	70,000	0.28%
Vehicles & Equipment	450,450	430,000	357,500	326,000	218,400	393,000	2,175,350	8.81%
Water & Sewer Utilities	769,800	2,161,422	-	-	518,000	320,600	3,769,822	15.27%
TOTAL EXPENDITURES	\$ 4,859,549	\$ 9,566,020	\$ 3,402,600	\$ 2,508,134	\$ 2,498,570	\$ 1,849,400	\$ 24,684,273	100.00%



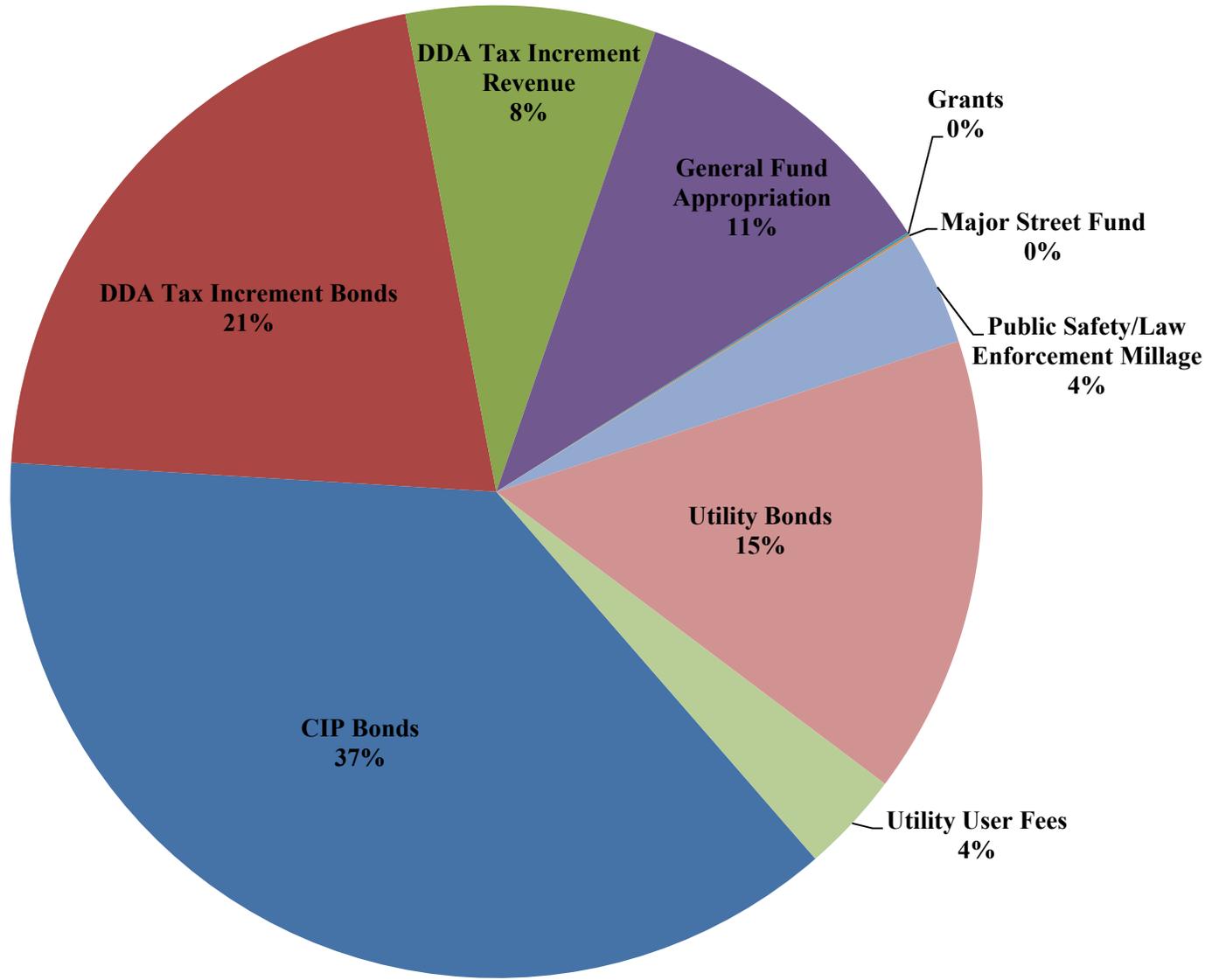
CITY OF BRIGHTON

EXISTING FUTURE DEBT SERVICE REQUIREMENTS

TOTAL PRINCIPAL AND INTEREST	Issuance Date	Issuance Amount	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21/ FY 2024-25	FY 2025-26/ FY 2029-30	FY 2028-29/ FY 2031-32	Grand Total
PRIMARY GOVERNMENT											
Governmental Activities:	Revenue:	All Governmental Activities Debt is paid with General Property Tax Revenue except for the two SAD Bonds									
01-02 Challis & Cross SAD Bond*	05/01/02	3,570,000	262,599	253,299	243,849	234,299	224,624	419,875	-	-	1,638,545
04-05 Capital Improv. Bond #2	06/01/05	3,000,000	153,000	-	-	-	-	-	-	-	153,000
07-08 Capital Improv. Bond (67%)	09/01/07	2,285,000	93,683	118,339	115,324	112,309	109,629	507,458	545,422	866,344	1,811,806
2009 Orndorf SAD Bond*	06/01/09	185,000	16,300	15,800	20,175	19,425	18,675	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	2,127,005	593,866	13,166	5,177,696
Total Governmental Activities			1,019,442	879,024	865,902	903,850	828,145	3,120,938	1,139,287	879,509	8,966,230
Business-type Activities:											
	Revenue:	Utility User Fees									
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	369,488	-	-	823,757
07-08 Capital Improv. Bond (33%)*	09/01/07	2,285,000	46,142	58,286	56,801	55,316	53,996	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	-	-	4,373,650
3rd Street Pump Bond	06/22/10	630,000	50,435	49,485	48,535	57,310	55,810	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	-	-	646,031
2013 Refunding - \$5,070,000* Bond	03/01/13	5,070,000	32,000	31,289	29,396	31,183	30,433	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	73,392	-	-	272,346
Total Business-type Activities			1,187,063	1,064,264	1,103,948	1,103,991	1,100,962	1,954,025	593,043	856,859	8,261,992
TOTAL PRIMARY GOVERNMENT			2,206,505	1,943,288	1,969,850	2,007,841	1,929,107	5,074,963	1,732,330	1,736,368	17,228,221
COMPONENT UNITS											
	Revenue:	Tax Increment Revenue									
DDA Land Contract	09/29/11	412,500	30,057	30,057	30,057	30,057	30,057	336,806	-	-	487,090
DDA Land Contract	04/20/15	314,100	18,846	18,846	18,846	18,846	18,846	405,189	-	-	499,419
01-02 (LDFA) Bond	05/01/02	570,000	47,148	50,498	48,704	46,893	45,064	189,208	-	-	427,515
TOTAL COMPONENT UNITS			96,051	99,401	97,607	95,796	93,967	931,203	-	-	1,414,024
TOTAL CITY			2,302,556	2,042,689	2,067,457	2,103,637	2,023,074	6,006,166	1,732,330	1,736,368	18,642,245

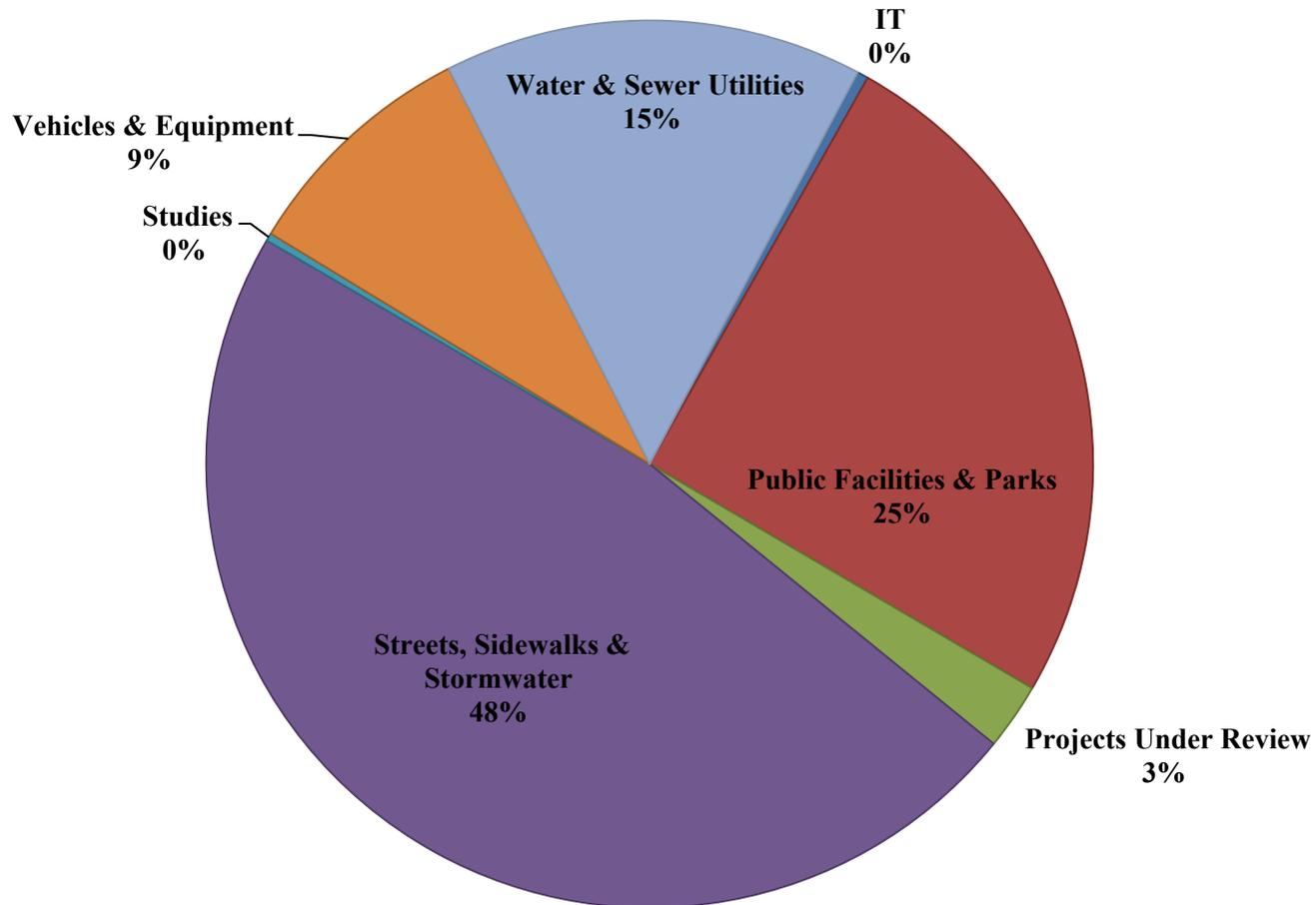


2016-22 Total Revenue Sources



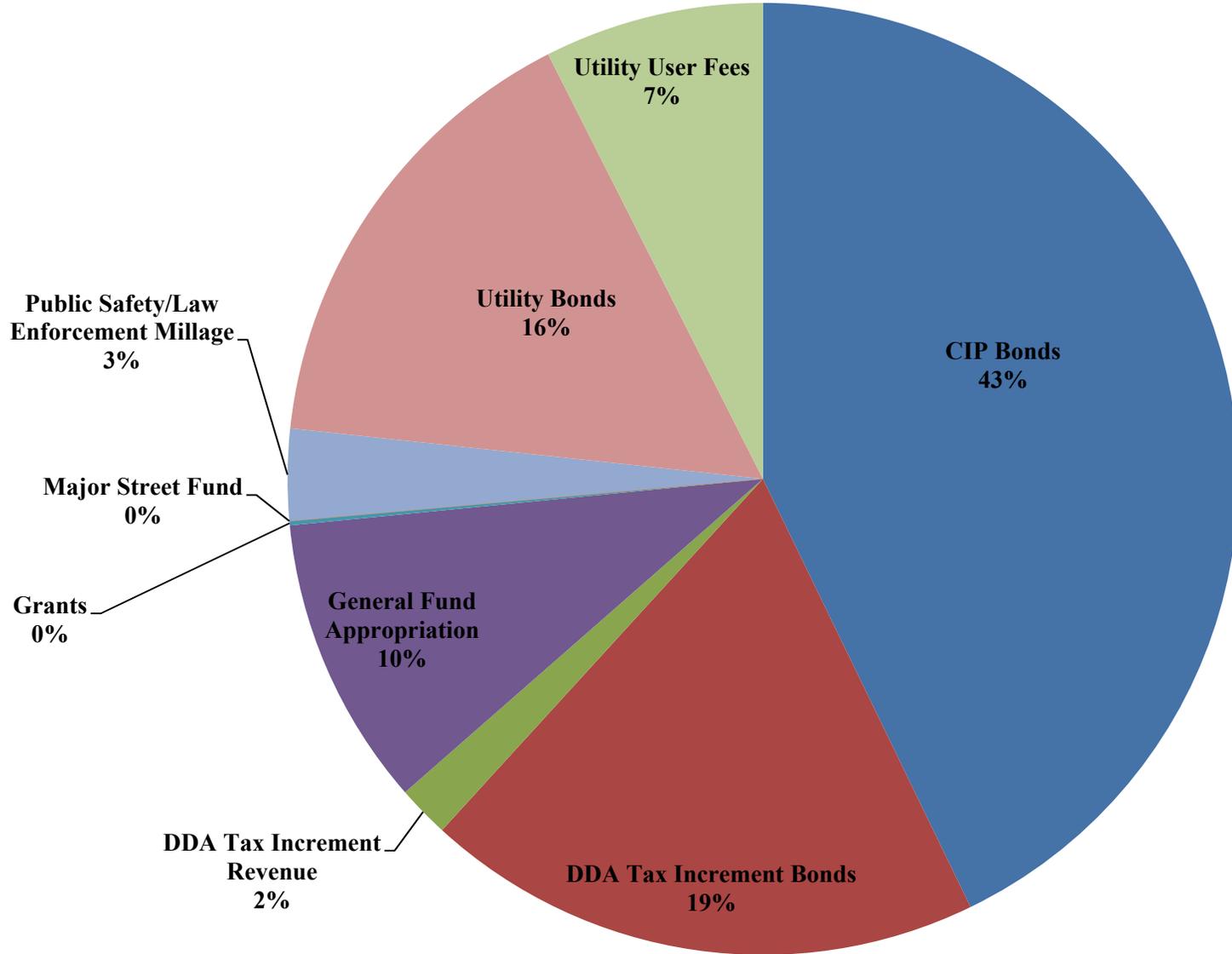


2016-22 Total Expenditures by Section



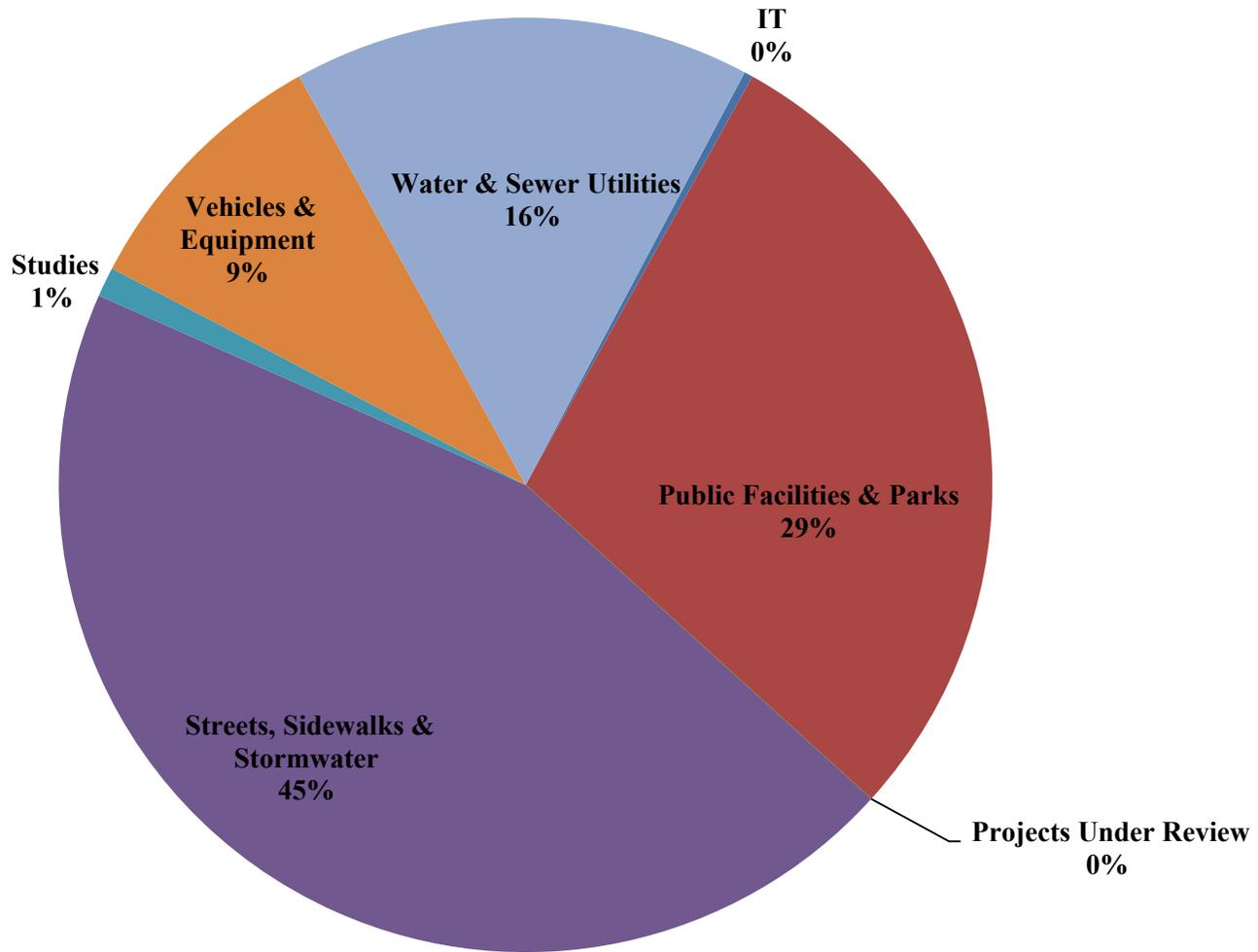


2016-17 (First Year) Revenue Sources



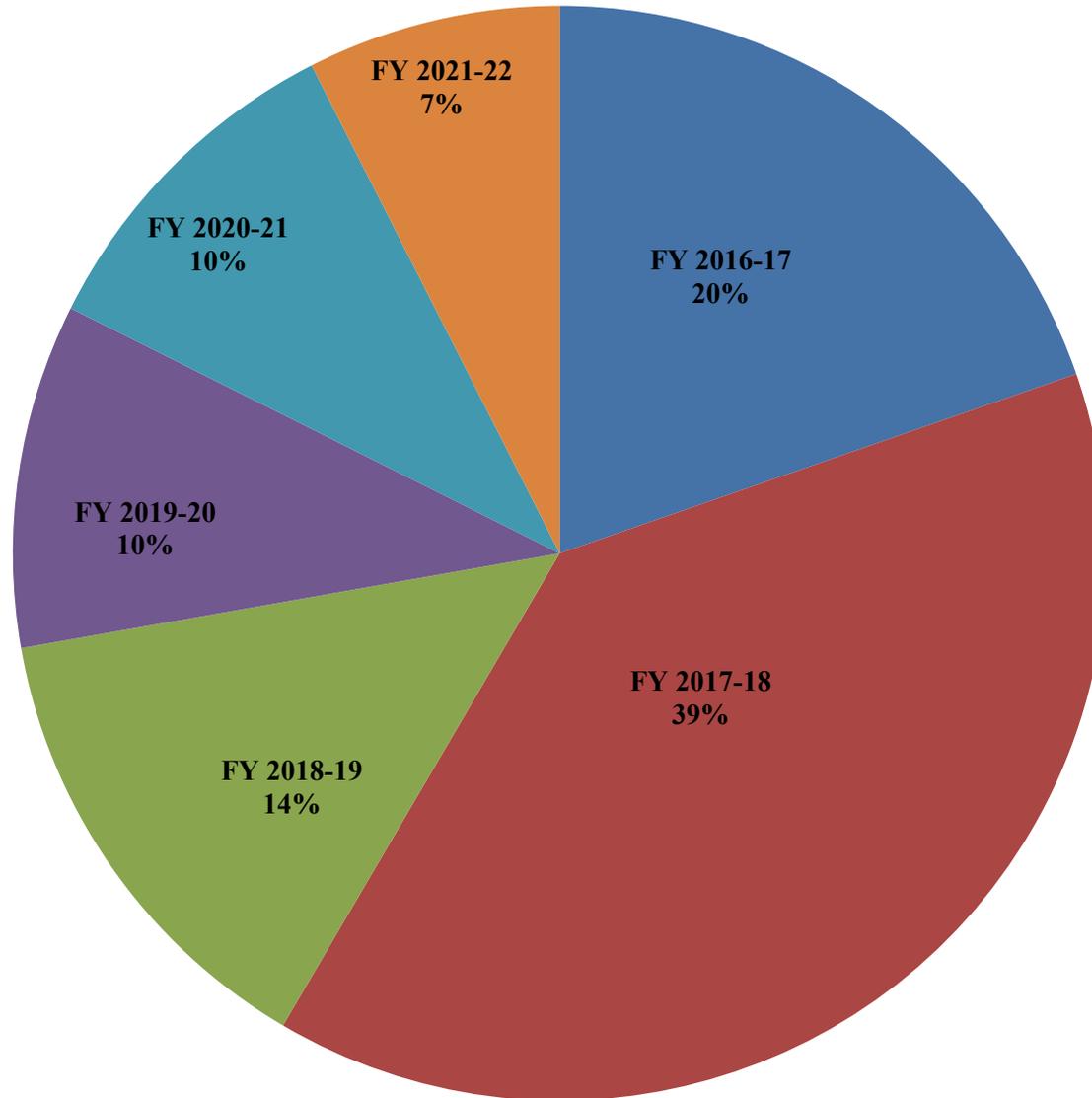


2016-17 (First Year) Expenditures by Section





CIP 2016-22 Annual Percentage of Expenditures



Projects by Funding Source

Section	Project	Funding	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Street	Residential Curb and Gutter	CIP Bond	\$ 2,080,100	\$ 1,612,000	\$ -	\$ -	\$ 1,403,370	\$ 1,125,300	\$ 6,220,770
Street	Residential Street Reconstruction	CIP Bond	\$ -	\$ 1,018,098	\$ 1,318,600	\$ 658,600	\$ -	\$ -	\$ 2,995,298
	Total CIP Bonds		\$ 2,080,100	\$ 2,630,098	\$ 1,318,600	\$ 658,600	\$ 1,403,370	\$ 1,125,300	\$ 9,216,068
Public	Millpond Master Plan - Phase 1 A & 1B	DDA Bonds	\$ 922,599	\$ -	\$ -	\$ 774,034	\$ -	\$ -	\$ 1,696,633
Public	Millpond Master Plan - Phase 2	DDA Bonds	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Public	Theater (Multi-use theater construction)	DDA Bonds	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
	Total DDA Bonds		\$ 922,599	\$ 3,000,000	\$ -	\$ 1,274,034	\$ -	\$ -	\$ 5,196,633
Public	Grand River Holiday Decorations/Lighting	DDA Tax Increment Revenue	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Street	Challis Road Streetscape	DDA Tax Increment Revenue	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ 210,000
Street	Crosswalk light replacement	DDA Tax Increment Revenue	\$ 11,000	\$ 8,500	\$ 4,000	\$ 11,000	\$ 8,500	\$ 4,000	\$ 47,000
Street	Parking Lot Reconstruction	DDA Tax Increment Revenue	\$ -	\$ 91,800	\$ -	\$ -	\$ -	\$ -	\$ 91,800
Street	Pedestrian Crossing - 2nd St/Cedar/1st St	DDA Tax Increment Revenue	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Street	Pedestrian Walkway - Challis/Grand River	DDA Tax Increment Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Street	Platform Parking Structure	DDA Tax Increment Revenue	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Public	Zoning Ordinance Update	General Fund/DDA Fund	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Total DDA Tax Increment Revenue		\$ 86,000	\$ 435,300	\$ 1,504,000	\$ 11,000	\$ 8,500	\$ 4,000	\$ 2,048,800
Public	DPW Storage Building	General Fund / Utility Fund	\$ 62,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,000
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	Server Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Public	Brighton Hills Cemetery Fence	General Fund Appropriation	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Public	City Hall Grounds Improvements	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	Downtown Decorative Light replacement to LED	General Fund Appropriation	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 72,800	\$ -	\$ 352,800
Public	DPW & Community Center Irrigation	General Fund Appropriation	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Public	PD/DPW Driveway Lighting	General Fund Appropriation	\$ -	\$ 18,500	\$ -	\$ -	\$ -	\$ -	\$ 18,500
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

Projects by Funding Source

Street	Grand River & Orndorf Mast Arm Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ 246,000	\$ -	\$ 246,000
Street	LED Street Light Replacement	General Fund Appropriation	\$ 41,300	\$ 29,200	\$ -	\$ -	\$ -	\$ -	\$ 70,500
Street	Sidewalk Gap Program	General Fund Appropriation	\$ -	\$ 72,000	\$ 74,000	\$ 84,000	\$ -	\$ -	\$ 230,000
Veh/Equ	One-ton Truck Replacement Program - DPW	General Fund Appropriation	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Veh/Equ	Person Lift	General Fund Appropriation	\$ 46,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,500
Veh/Equ	Pick Up Truck Replacement Program - DPW	General Fund Appropriation	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 70,000
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
Veh/Equ	Voting Equipment Replacement	General Fund Appropriation	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Studies	Zoning Ordinance Update	General Fund/DDA Fund	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Total General Fund Appropriation		\$ 480,300	\$ 1,074,200	\$ 351,000	\$ 393,500	\$ 350,300	\$ 6,500	\$ 2,655,800
Studies	Little Worden Lake Plan	Grant Funding	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	Total Grant Funding		\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Veh/Equ	Traffic Light Portable Generators	Major Street Fund	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
	Total Major Street Fund		\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
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	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 200,000
Veh/Equ	Patrol Vehicles	Public Safety/Law Enforcement Millage	\$ 78,000	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 498,000
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
	Total Public Safety/Law Enforcement Millage		\$ 151,050	\$ 203,000	\$ 144,000	\$ 136,000	\$ 183,400	\$ 118,000	\$ 935,450
Wat/Sew	Post Office Lift Station Upgrades	Utility Bonds	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
Wat/Sew	Residential Curb and Gutter - Utilites	Utility Bonds	\$ 769,800	\$ 918,000	\$ -	\$ -	\$ 518,000	\$ 320,600	\$ 2,526,400
Wat/Sew	Residential Street Reconstruction - Utilites	Utility Bonds	\$ -	\$ 1,018,422	\$ -	\$ -	\$ -	\$ -	\$ 1,018,422
	Total Utility Bonds		\$ 769,800	\$ 2,161,422	\$ -	\$ -	\$ 518,000	\$ 320,600	\$ 3,769,822
Public	Pine Creek Storage Tank Reconfiguration	Utility User Fees	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Public	WWTP exterior light replacement to LED	Utility User Fees	\$ 9,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,800
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	\$ -	\$ -	\$ 70,000
Veh/Equ	Step-down Transformer for Portable Generator	Utility User Fees	\$ 5,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,900
Public	DPW Storage Building	General Fund / Utility Fund	\$ 62,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,000
Veh/Equ	Trailer Mounted Generators	Utility User Fees	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Veh/Equ	Vactor Truck Replacement	Utility User Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ 275,000
	Total Utility User Fees		\$ 362,700	\$ 35,000	\$ 85,000	\$ 35,000	\$ 35,000	\$ 275,000	\$ 827,700
	Grand Total		\$ 4,859,549	\$ 9,566,020	\$ 3,402,600	\$ 2,508,134	\$ 2,498,570	\$ 1,849,400	\$ 24,684,273

Section	Project	Funding	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	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	Server Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
	Total IT		\$ 14,500	\$ 51,500	\$ 6,500	\$ 14,500	\$ 6,500	\$ 6,500	\$ 100,000
Public	Brighton Hills Cemetery Fence	General Fund Appropriation	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Public	City Hall Grounds Improvements	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	Downtown Decorative Light replacement to LED	General Fund Appropriation	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 72,800	\$ -	\$ 352,800
Public	DPW & Community Center Irrigation	General Fund Appropriation	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Public	DPW Storage Building	General Fund / Utility Fund	\$ 124,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,000
Public	Grand River Holiday Decorations/Lighting	DDA Tax Increment Revenue	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Public	Millpond Master Plan - Phase 1 A & 1B	DDA Bonds	\$ 922,599	\$ -	\$ -	\$ 774,034	\$ -	\$ -	\$ 1,696,633
Public	Millpond Master Plan - Phase 2	DDA Bonds	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Public	PD/DPW Driveway Lighting	General Fund Appropriation	\$ -	\$ 18,500	\$ -	\$ -	\$ -	\$ -	\$ 18,500
Public	Pine Creek Storage Tank Reconfiguration	Utility User Fees	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Public	Theater (Multi-use theater construction)	DDA Bonds	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Public	Veterans Ornamental Gateway	General Fund Appropriation	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Public	WWTP exterior light replacement to LED	Utility User Fees	\$ 9,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,800
	Total Public Facilities & Parks		\$ 1,392,399	\$ 3,186,500	\$ 142,000	\$ 1,414,034	\$ 97,800	\$ -	\$ 6,232,733
Review	City Hall Relocation/Tenant Build out	General Fund Appropriation	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
	Total Projects Under Review		\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Street	Challis Road Streetscape	DDA Tax Increment Revenue	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ 210,000
Street	Crosswalk light replacement	DDA Tax Increment Revenue	\$ 11,000	\$ 8,500	\$ 4,000	\$ 11,000	\$ 8,500	\$ 4,000	\$ 47,000
Street	Grand River & Orndorf Mast Arm Replacement	General Fund Appropriation	\$ -	\$ -	\$ -	\$ -	\$ 246,000	\$ -	\$ 246,000
Street	LED Street Light Replacement	General Fund Appropriation	\$ 41,300	\$ 29,200	\$ -	\$ -	\$ -	\$ -	\$ 70,500
Street	Parking Lot Reconstruction	DDA Tax Increment Revenue	\$ -	\$ 91,800	\$ -	\$ -	\$ -	\$ -	\$ 91,800
Street	Pedestrian Crossing - 2nd St/Cedar/1st St	DDA Tax Increment Revenue	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Street	Pedestrian Walkway - Challis/Grand River	DDA Tax Increment Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Street	Platform Parking Structure	DDA Tax Increment Revenue	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Street	Residential Curb and Gutter	CIP Bond	\$ 2,080,100	\$ 1,612,000	\$ -	\$ -	\$ 1,403,370	\$ 1,125,300	\$ 6,220,770
Street	Residential Street Reconstruction	CIP Bond	\$ -	\$ 1,018,098	\$ 1,318,600	\$ 658,600	\$ -	\$ -	\$ 2,995,298

Section	Project	Funding	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Street	Sidewalk Gap Program	General Fund Appropriation	\$ -	\$ 72,000	\$ 74,000	\$ 84,000	\$ -	\$ -	\$ 230,000
	Total Streets, Sidewalks & Stormwater		\$ 2,182,400	\$ 3,116,598	\$ 2,896,600	\$ 753,600	\$ 1,657,870	\$ 1,129,300	\$ 11,736,368
Studies	Little Worden Lake Plan	Grant Funding	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Studies	Zoning Ordinance Update	General Fund/DDA Fund	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	Total Studies		\$ 50,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
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	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 200,000
Veh/Equ	One-ton Truck Replacement Program - DPW	General Fund Appropriation	\$ -	\$ -	\$ 45,000	\$ -	\$ -		\$ 45,000
Veh/Equ	Patrol Vehicles	Public Safety/Law Enforcement Millage	\$ 78,000	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 498,000
Veh/Equ	Person Lift	General Fund Appropriation	\$ 46,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,500
Veh/Equ	Pick Up Truck Replacement Program - DPW	General Fund Appropriation	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 70,000
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	\$ -	\$ -	\$ 70,000
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	Step-down Transformer for Portable Generator	Utility User Fees	\$ 5,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,900
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
Veh/Equ	Trailer-mounted Leaf Vacuuming Equipment	General Fund Appropriation	\$ -	\$ -	\$ 48,500	\$ -	\$ -	\$ -	\$ 48,500
Veh/Equ	Vactor Truck Replacement	Utility User Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ 275,000
Veh/Equ	Voting Equipment Replacement	General Fund Appropriation	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
	Total Vehicles & Equipment		\$ 450,450	\$ 430,000	\$ 357,500	\$ 326,000	\$ 218,400	\$ 393,000	\$ 2,175,350
Wat/Sew	Post Office Lift Station Upgrades	Utility Bonds	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
Wat/Sew	Residential Curb and Gutter - Utilites	Utility Bonds	\$ 769,800	\$ 918,000	\$ -	\$ -	\$ 518,000	\$ 320,600	\$ 2,526,400
Wat/Sew	Residential Street Reconstruction - Utilites	Utility Bonds	\$ -	\$ 1,018,422	\$ -	\$ -	\$ -	\$ -	\$ 1,018,422
	Total Water & Sewer Utilities		\$ 769,800	\$ 2,161,422	\$ -	\$ -	\$ 518,000	\$ 320,600	\$ 3,769,822
	GRAND TOTAL		\$ 4,859,549	\$ 9,566,020	\$ 3,402,600	\$ 2,508,134	\$ 2,498,570	\$ 1,849,400	\$ 24,684,273



INFORMATION TECHNOLOGY

<p>Computer Life Cycle Replacement Submitted by: IT Committee</p> <p>Project Year: 2016-22 Estimated Cost: \$39,000 (\$6,500 yearly) Funding Source: General Fund Appropriation Priority Ranking: 4</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>Data Backup System Submitted by: IT Committee</p> <p>Project Year: 2016-17 Estimated Cost: \$8,000 Funding Source: General Fund Appropriation Priority Ranking: 4</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>Datacenter Replacement Submitted by: IT Committee</p> <p>Project Year: 2017-18 Estimated Cost: \$10,000 Funding Source: General Fund Appropriation Priority Ranking: 4</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>Equipment for Free Wi-fi Downtown Submitted by: City Council Member</p> <p>Project Year: 2017-18 Estimated Cost: \$35,000 Funding Source: General Fund Appropriation Priority Ranking: 3</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>Server Replacement Submitted by: IT Committee</p> <p>Project Year: 2019-20 Estimated Cost: \$8,000 each Funding Source: General Fund Appropriation Priority Ranking: 4</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>



PUBLIC FACILITIES AND PARKS

<p>Brighton Hills Cemetery Fence Submitted by: DPW</p> <p>Project Year: 2018-19 Estimated Cost: \$45,000 Funding Source: General Fund Appropriation Priority Ranking: 2</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>City Hall Grounds Improvement Submitted by: DPW</p> <p>Project Year: 2019-20 Estimated Cost: \$70,000 Funding Source: General Fund Appropriation Priority Ranking: 1</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"> * Installation of a sea wall * Removal and Replacement of landscape areas * Replace Lawn / Turf Areas * Installation of Irrigation System * Removal and replanting of tree(s)
<p>Columbarium for Fairview Cemetery Submitted by: DPW</p> <p>Project Year: 2020-21 Estimated Cost: \$25,000 Funding Source: General Fund Appropriation Priority Ranking: 1</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>Downtown Decorative Light Pole Replacement Submitted by: DPW</p> <p>Project Year: 2016-19 Estimated Cost: \$40,000 Funding Source: General Fund Appropriation Priority Ranking: 3</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>Downtown Decorative Light Replacement to LED Submitted by: DPW</p> <p>Project Year: 2016-21 Estimated Cost: \$286,236 Funding Source: General Fund Appropriation Priority Ranking: 2</p>	<p>Impact on Operating Budget: Cost savings due to lower energy costs</p> <p>Description: The City of Brighton has 252 decorative light bulbs in the downtown. It is proposed to replace all of the decorative bulbs with LED bulbs.</p> <p>The program is proposed to be done over a five year period with approximately 50 bulbs being replaced each year.</p>
<p>DPW & Community Center Irrigation Submitted by: DPW</p> <p>Project Year: 2017-18 Estimated Cost: \$36,000 Funding Source: General Fund Appropriation Priority Ranking: 2</p>	<p>Impact on Operating Budget: \$200.00 per year maintenance</p> <p>Description: The installation of an irrigation system at the DPW and Community site will improve the overall look of the grounds for customers who visit the site. In dry summer months, the grass turns brown and dies. This is not aesthetically pleasing, especially at the Community Center when private groups rent the facility. Additionally, the garden club has put in a flower garden in the Community Center parking lot and currently it has to be watered by hand.</p>
<p>DPW Storage Building Submitted by: DPW</p> <p>Project Year: 2016-17 Estimated Cost: \$124,000 Funding Source: General Fund/Utilities Fund Priority Ranking: 3</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 for both DPW and the Utilities Departments during the off seasons.</p>
<p>Grand River Holiday Decorations/Lighting Submitted by: DDA</p> <p>Project Year: 2017-18 Estimated Cost: \$50,000 Funding Source: DDA Tax Increment Revenue Priority Ranking: 1</p>	<p>Impact on Operating Budget: Increased contractual services for seasonal installation</p> <p>Description: The DDA, PSD, City and private donors annually incur the costs for Christmas lights and decorations downtown. The Grand River corridor needs to be considered for holiday decorations as well. The Grand River corridor is in the DDA district (#1, #2, #3) and significant tax capture comes from the development on the corridor. The project would consist of buying a set of new decorations and lights for Grand River Avenue.</p>



<p>Millpond Master Plan Phase 1A – Band Shell and Amphitheater Submitted by: DDA</p> <p>Project Year: 2016-17 Estimated Cost: \$922,599 Funding Source: DDA Bonds Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replacement of the current gazebo with an updated band shell and amphitheater, concrete paver plaza area and seating area to accommodate concert patrons.</p>
<p>Millpond Master Plan Phase 1B – Main Street Area Submitted by: DDA</p> <p>Project Year: 2019-20 Estimated Cost: \$774,034 Funding Source: DDA Bonds Priority Ranking: 3</p>	<p>Impact on Operating Budget: Increase in gas usage/bill and maintenance for fireplace</p> <p>Description: Renovation of the Millpond 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. The sidewalk in front of the Millpond will be raised to alleviate flooding. Bollards and chains, as well as planters, will be added along the Main Street frontage of the Millpond to deter geese and ducks from landing on the sidewalk or walking up from the pond. Phase 1B will also add a gas fireplace and new landscaping.</p>
<p>Millpond Master Plan Phase 2 - Community Arts Center/Splash Pad/Imagination Station Submitted by: DDA</p> <p>Project Year: 2019-20 Estimated Cost: \$500,000 Funding Source: DDA Bonds Priority Ranking: 3</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 Millpond; waterfront plaza picnic area; seasonal ice skating at the west end of the Millpond; renovation of existing City Hall building into an art center/community center.</p>
<p>PD/DPW Driveway Lighting Submitted by: DPW</p> <p>Project Year: 2017-18 Estimated Cost: \$18,500 Funding Source: General Fund Appropriation Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: Replace the existing brown bollard lights with overhead lights consistent with the lights that are currently on the Police / DPW Site.</p> <p>The current brown bollard light system is more than 15 years old and repeatedly fails requiring expensive repair costs. Replacing them out to overhead, parking lot-style LED lights will provide better visibility for visitors and employees entering the site in the dark and will be more cost effective over time in both energy and maintenance costs.</p>



<p>Pine Creek Storage Tank Reconfiguration Submitted by: Utilities Dept</p> <p>Project Year: 2016-17 Estimated Cost: \$250,000 Funding Source: Utility User Fee Priority Ranking: 4</p>	<p>Impact on Operating Budget: None</p> <p>Description: Reconfigure Pine Creek Storage Tank in order to improve low pressure issues experienced by residents in Pine Creek.</p>
<p>Theater Construction Submitted by: DDA</p> <p>Project Year: 2017-18 Estimated Cost: \$3,000,000 Funding Source: DDA Bonds Priority Ranking: 1</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 multi-use theater building (office space and/or residential above).</p>
<p>Veterans Ornamental Gateway Submitted by: DPW</p> <p>Project Year: 2018-19 Estimated Cost: \$15,000 Funding Source: General Fund Appropriation Priority Ranking: 1</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>
<p>WWTP Exterior Light Replacement to LED Submitted by: Utilities Dept</p> <p>Project Year: 2016-17 Estimated Cost: \$9,800 Funding Source: Utility User Fees Priority Ranking: 3</p>	<p>Impact on Operating Budget: Cost savings due to lower energy costs</p> <p>Description: Replacement of 15 Exterior Wall Fixtures and 6 Pole fixtures with LED fixtures. This will provide better security lighting at the WWTP due to a number of the current lighting fixtures have failed. Due to high replacement cost and energy usage, replacement of all fixtures to LED lighting will be more cost effective.</p>



PROJECTS UNDER REVIEW

<p>City Hall Relocation/Tenant Build Out Submitted by: CD/P & Z Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$600,000 Funding Source: General Fund Appropriation Priority Ranking: 2</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>
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STREET & STORM INFRASTRUCTURE AND IMPROVEMENTS

<p>Challis Road Streetscape Submitted by: DDA</p> <p>Project Year: 2017-18 Estimated Cost: \$210,000 Funding Source: DDA Tax Increment Revenue Priority Ranking: 2</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>Crosswalk Light Improvement Submitted by: DPW Dept</p> <p>Project Year: 2016-22 Estimated Cost: \$47,000 Funding Source: DDA Tax Increment Revenue Priority Ranking: 4</p>	<p>Impact on Operating Budget: \$21,600 cost savings over the six year CIP</p> <p>Description: A comprehensive lighted crosswalk upgrade plan will lower the costs of replacing the lights in the downtown lighted crosswalks. When upgrading an entire crosswalk (which means replacing all of the lights in a given crosswalk), each light has a cost of \$295 each, plus the cost of the epoxy. When replacing an individual light, the cost is \$495 each. Additionally, per the program offered by the manufacturer, when a crosswalk is upgraded, the lights have a three-year warranty.</p> <p>The crosswalks would be replaced on a three year cycle :</p> <p>FY 16/17 - West Street - \$5,500 (14 lights) Millpond - \$3,500 (10 lights) FY 17/18 - First Street - \$3,500 (10 lights total) Hyne Street - \$2,000 (4 lights) St. Paul Street - \$1,500 (3 lights) FY 18/19 - Brighton Bar & Grill - \$3,500 (10 lights)</p>
<p>Grand River & Orndorf Mast Arm Replacement Submitted by: DPW</p> <p>Project Year: 2020-21 Estimated Cost: \$246,000 Funding Source: General Fund Appropriation Priority Ranking: 1</p>	<p>Impact on Operating Budget: None</p> <p>Description: Update the existing traffic signal cables to the mast arm mounted style, similar to 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>LED Street Light Replacement Submitted by: DPW</p> <p>Project Year: 2016-18 Estimated Cost: \$70,500 Funding Source: General Fund Appropriation Priority Ranking: 1</p>	<p>Impact on Operating Budget: On going savings and project pay back by 2019-20.</p> <p>Description: A two-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>Parking Lot Improvements Submitted by: DDA</p> <p>Project Year: 2017-2018 Estimated Cost: \$91,800 Funding Source: DDA Tax Increment Revenue Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: The Downtown Development Authority has a lease with the Chamber of Commerce to use their front parking lot. Currently the Chamber is allowing the DDA to lease the 20 spaces at no cost. A future lease arrangement may require the DDA to reconstruct the parking lot as compensation for its use. Their parking lot has emerged as a critical lot for employees of shops located on the east side of Grand River (former Leaf, Barley & Vine site, Stout, Rottermond). The DDA also recently purchased and cleared the former Dairy Mart site.</p>
<p>Pedestrian Crossing – 2nd St/Cedar St/1st St Submitted by: DDA</p> <p>Project Year: 2017-18 Estimated Cost: \$75,000 Funding Source: DDA Tax Increment Revenue Priority Ranking: 3</p>	<p>Impact on Operating Budget: Increased maintenance costs offset by reduced energy costs for LED</p> <p>Description: Streetscape improvements including pedestrian lights, wider sidewalks and trees for route on Cedar leading to the Creamery and Second Street parking lots. The purpose of the project is to provide a lighted safe route from downtown (Main Street) to the aforementioned parking lots. This project can include improvements to Cedar/First intersection.</p>



<p>Pedestrian Walkway – Challis/Grand River Submitted by: DDA</p> <p>Project Year: 2016-17 Estimated Cost: \$50,000 Funding Source: DDA Tax Increment Revenue Priority Ranking: 2</p>	<p>Impact on Operating Budget: This will result in additional lighting cost as well as annual snow plowing and maintenance costs.</p> <p>Description: Sidewalk and pedestrian lighting on Challis Road between Grand River Avenue and Library Drive. Currently there is a Hampton Inn under construction on Challis Road on the same site as the Homewood Suites. In addition to the Hampton Inn, the City anticipates the construction of a Candlewood Suites in the spring of 2016 on Library Drive, just north of the post office. The pedestrian walkway will connect the hotel center to Grand River Avenue allowing options for dining and shopping.</p>
<p>Platform Parking Structure Submitted by: DDA</p> <p>Project Year: 2018-19 Estimated Cost: \$1,500,000 Funding Source: DDA Bonds Priority Ranking: 3</p>	<p>Impact on Operating Budget: Increased maintenance costs.</p> <p>Description: Construction of a two level parking structure on the Johnson and Dairy Mart sites providing up to 90 new spaces. The DDA has control of the two properties through leased contract agreements. The current preliminary design calls for a 40 space level accessed by North Street and a 50 space second level accessed from Grand River. The separate and limited access points eliminate the need for interior ramps and limited access points eliminates the need for interior ramps which results in more space devoted to parking.</p>
<p>Residential Curb and Gutter Submitted by: DPW</p> <p>Project Year: 2016-17, 2017-18, 2020-21 & 2021-22 Estimated Cost: \$6,220,770 Funding Source: CIP Bond Priority Ranking: 3</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 are not currently curbed and guttered. This project will be interwoven with storm sewer improvement and also with basic infrastructure (water and sewer) improvements for those utilities that are aged and in deteriorated condition. Additionally sidewalk installation would be included on streets.</p> <p>The 2016/2017 project year would include:</p> <ul style="list-style-type: none"> * State Street from Seventh to Third * North Third from Main to its northerly end * North Fourth from Main to the R/R tracks * North Fifth Street from Main to its northerly end



	<ul style="list-style-type: none"> * North Sixth Street from Main to its northerly end * North Seventh Street from Main to its northerly end * Chestnut Street from Fifth Street to Fourth Street. * Flint Road from W. Grand River to East Street * Beaver Street from W. Grand River to East Street <p>The 2017/2018 project year would include:</p> <ul style="list-style-type: none"> * Walnut * Center * North First Street, from Chestnut to Walnut * North Third from Walnut to Center * Chestnut, from N. Second to North First * School Street from East Main to Nelson * Hillcrest from East Main to Nelson <p>The 2020/2021 project year would include:</p> <ul style="list-style-type: none"> * Brighton Street from Livingston to Lakeside * Lakeside from Brighton Street to end * Livingston from Brighton Street to end * Michigan from Brighton Street to end * Becker from Ricket to Carney * Carney from Becker to Rickett * Clark from Church to Hope * Hope from Clark to E. Grand River <p>The 2021/2022 project year would include:</p> <ul style="list-style-type: none"> * Beaver (East) from N. East to end * Dutcher from E Grand River to S. East Street * S. East Street from Spencer to E. Main * Oak from Spencer to end * Pierce St from North Street to end * Spencer Street from Miller School to E. Main Street
<p>Residential Street Reconstruction Submitted by: DPW</p> <p>Project Year: 2017-18, 2018-19 & 2019-20 Estimated Cost: \$2,995,298 Funding Source: CIP Bond Priority Ranking: 3</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>2017-18</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>



<p>Sidewalk Gap Program Submitted by: DPW</p> <p>Project Year: 2017-18, 2018-19 & 2019-20 Estimated Cost: \$230,000 Funding Source: Major Street Fund Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: A comprehensive plan to install sidewalks in all areas of the city where sidewalks do not currently exist in order to link all existing sidewalks.</p> <p>This would provide a safe path for all pedestrians to all parts of the City.</p> <p>The proposed schedule is as follows: FY 2017/2018 - Williamsen Drive - \$72,000 FY 2018/2019 - Karl Greimel, Nelson, and Flint - \$74,000 FY 2019/2020 - Challis and West Grand River - \$84,000</p>
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LARGE STUDIES AND OTHERS

<p>Little Worden Lake Plan Submitted by: CD/DDA Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$20,000 Funding Source: Grant Funding Priority Ranking: 1</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>Zoning Ordinance Update Submitted by: P & Z Dept.</p> <p>Project Year: 2016-17 Estimated Cost: \$50,000 Funding Source: General Fund/DDA Fund Priority Ranking: 4</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 2016. 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>



VEHICLES AND EQUIPMENT

<p>Automated External Defibrillators Submitted by: Police Dept.</p> <p>Project Year: 2016-17 & 2020-21 Estimated Cost: \$35,200 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 4</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>Downtown Camera System Submitted by: Police Dept.</p> <p>Project Year: 2016-22 Estimated Cost: \$200,000 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 4</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>One-ton Truck Replacement Program Submitted by: DPW</p> <p>Project Year: 2018-19 Estimated Cost: \$45,000 Funding Source: General Fund Appropriation Priority Ranking: 2</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>Patrol Vehicle Submitted by: Police Dept.</p> <p>Project Year: 2016-22 Estimated Cost: \$498,000 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 4</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 & Order Magazine, July 2006).</p>



<p>Person Lift Submitted by: DPW</p> <p>Project Year: 2016-17 Estimated Cost: \$46,500 Funding Source: General Fund Appropriation Priority Ranking: 4</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>Pick Up Truck Replacement Program - DPW Submitted by: DPW</p> <p>Project Year: 2016-17 & 2018-19 Estimated Cost: \$70,000 Funding Source: General Fund Appropriation Priority Ranking: 3</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>Pick Up Truck Replacement Program – Wastewater Submitted by: Utilities Dept</p> <p>Project Year: 2016-17, 2018-19 and 2020-21 Estimated Cost: \$105,000 Funding Source: Utility User Fees Priority Ranking: 3</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>Pick Up Truck Replacement Program – Water Submitted by: Utilities Dept</p> <p>Project Year: 2017-18 and 2019-20 Estimated Cost: \$70,000 Funding Source: Utility User Fees Priority Ranking: 3</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>Police Building Generator Submitted by: Police Dept.</p> <p>Project Year: 2018-19 Estimated Cost: \$32,000 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 3</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>Police In-car Video Submitted by: Police Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$43,200 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 3</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>Police Mobile Computer Terminals Submitted by: Police Dept.</p> <p>Project Year: 2017-18 and 2020-21 Estimated Cost: \$74,800 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 3</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>Police Radar Units Submitted by: Police Dept.</p> <p>Project Year: 2016-17 and 2020-21 Estimated Cost: \$30,250 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 4</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>Police Tasers Submitted by: Police Dept.</p> <p>Project Year: 2019-20 Estimated Cost: \$22,000 Funding Source: Public Safety/Law Enforcement Millage Priority Ranking: 2</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>Power Washer Submitted by: DPW</p> <p>Project Year: 2016-17 Estimated Cost: \$15,000 Funding Source: General Fund Appropriation Priority Ranking: 4</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>Snow Plowing Equipment Replacement Submitted by: DPW</p> <p>Project Year: 2016-17, 2017-18, 2019-20 Estimated Cost: \$465,000 Funding Source: General Fund Appropriation Priority Ranking: 4</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>Step Down Transformer for Portable Generator Submitted by: Utilities Dept.</p> <p>Project Year: 2016-17 Estimated Cost: \$5,900 Funding Source: Utility User Fees Priority Ranking: 4</p>	<p>Impact on Operating Budget: None</p> <p>Description: Install a Step-down Transformer on the Portable Generator purchased in FY14-15 to enable generator to be utilized on Lift Stations with either 480V or 240V power supplies in power outage events.</p>
<p>Traffic Light Portable Generators Submitted by: DPW</p> <p>Project Year: 2016-18 Estimated Cost: \$14,000 Funding Source: Major Street Fund Priority Ranking: 4</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>Trailer-Mounted Generators Submitted by: Utilities Dept.</p> <p>Project Year: 2018-19 Estimated Cost: \$50,000 Funding Source: Utility User Fees Priority Ranking: 2</p>	<p>Impact on Operating Budget: None</p> <p>Description: This will provide additional emergency stand-by power for lift stations, pump stations and communications.</p>



<p>Trailer-Mounted Leaf Vacuuming Equipment Submitted by: DPW</p> <p>Project Year: 2018-19 Estimated Cost: \$48,500 Funding Source: General Fund Appropriation Priority Ranking: 2</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>
<p>Vactor Truck Replacement Submitted by: Utilities Dept.</p> <p>Project Year: 2021-22 Estimated Cost: \$275,000 Funding Source: Utility User Fees Priority Ranking: 1</p>	<p>Impact on Operating Budget: None</p> <p>Description: In order to comply with EPA and NPDES regulations and requirements, we must replace the 2006 Vactor Truck</p>
<p>Voting Equipment Replacement Submitted by: City Clerk Dept.</p> <p>Project Year: 2017-18 Estimated Cost: \$30,000 Funding Source: General Fund Appropriation Priority Ranking: 4</p>	<p>Impact on Operating Budget: None</p> <p>Description: The State of Michigan is requiring municipalities to participate in the replacement of the current outdated voting equipment.</p>



WATER AND SEWER INFRASTRUCTURE AND FACILITIES

<p>Post Office Lift Station Upgrades Submitted by: Utilities Dept</p> <p>Project Year: 2017-18 Estimated Cost: \$225,000 Funding Source: Utility User Fees Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: In order to provide adequate service for the upcoming University of Michigan hospital development, the Post Office Lift Station (located on the corner of Orndorf and Library Drive) must be upgraded</p>
<p>Residential Curb and Gutter - Utilities Submitted by: Utilities Dept</p> <p>Project Year: 2016-17, 2017-18, 2020-21 & 2021-22 Estimated Cost: \$2,526,400 Funding Source: Utility Bonds Priority Ranking: 3</p>	<p>Impact on Operating Budget: None</p> <p>Description: The most efficient way to upgrade and/or repair the water and sewer infrastructure in the residential area, would be to perform the work while the road is under construction for the installation of curb and gutter.</p> <p>The schedule for the water and sewer upgrades / repairs would be the same as the Residential Street Curb and Gutter CIP Project (as follows):</p> <p>The 2016/2017 project year would include:</p> <ul style="list-style-type: none"> * State Street from Seventh to Third * North Third from Main to its northerly end * North Fourth from Main to the R/R tracks * North Fifth Street from Main to its northerly end * North Sixth Street from Main to its northerly end * North Seventh Street from Main to its northerly end * Chestnut Street from Fifth Street to Fourth Street. * Flint Road from W. Grand River to East Street (sewer only) <p>The 2017/2018 project year would include:</p> <ul style="list-style-type: none"> * Walnut * Center * North First Street, from Chestnut to Walnut * School Street from East Main to Nelson * Hillcrest from East Main to Nelson <p>The 2020/2021 project year would include:</p> <ul style="list-style-type: none"> * Brighton Street from Livingston to Lakeside (water only) * Lakeside from Brighton Street to end (water only) * Michigan from Brighton Street to end * Becker from Rickett to Carney * Carney from Becker to Rickett * Clark from Church to Hope * Hope from Clark to E. Grand River <p>The 2021/2022 project year would include:</p> <ul style="list-style-type: none"> * Beaver (East) from N. East to end



	* S. East Street from Spencer to E. Main * Pierce St from North Street to end
Residential Street Reconstruction - Utilities Submitted by: Utilities Dept Project Year: 2017-18 Estimated Cost: \$1,018,422 Funding Source: Utility Bonds Priority Ranking: 3	Impact on Operating Budget: None 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.



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

Project	Description / Comments	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
City Hall								
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
TOTAL		\$ 175,000	\$ 39,500	\$ 180,000	\$ 15,000	\$ -	\$ -	\$ 409,500
Community Center								
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		\$15,000						\$15,000
TOTAL		\$24,500	\$ -	\$22,000	\$ -	\$ -	\$ -	\$46,500
DPW Office								
Roof Replacement		\$12,000						\$12,000
Interior Painting					\$12,000			\$12,000
TOTAL		\$12,000	\$ -	\$ -	\$12,000	\$ -	\$ -	\$24,000
DPW Maintenance Garage								
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$ 21,000						\$21,000
TOTAL		\$21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$21,000
DPW Storage Building								
Roof Replacement			\$15,000					\$15,000
TOTAL		\$ -	\$15,000	\$ -	\$ -	\$ -	\$ -	\$15,000
Fire Hall								
Roof Replacement				\$195,000				\$195,000
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$15,000						\$15,000
TOTAL		\$15,000	\$ -	\$195,000	\$ -	\$ -	\$ -	\$210,000
Police Station								
Interior Building Painting					\$25,000			\$25,000
Exterior Painting			\$2,000					\$2,000
Parking Lot	Crack Sealing, Sealcoat & Line Painting	\$10,800						\$10,800
TOTAL		\$10,800	\$2,000	\$ -	\$25,000	\$ -	\$ -	\$37,800
James Winchel Pavilion								
Clean & Paint Steel Structure		\$9,500						\$9,500
TOTAL		\$9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$9,500
Tridge								
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
TOTAL		\$12,000	\$11,000	\$11,000	\$5,000	\$ -	\$ -	\$39,000
Cemetery								
Roadway Maintenance	Crack sealing and patching roadway in Fairview & Brighton Hills Cemeteries	\$20,000						\$20,000
TOTAL		\$20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$20,000
GRAND TOTAL		\$299,800	\$67,500	\$408,000	\$57,000	\$ -	\$ -	\$832,300



**Capital Improvement Program
Utility Department
Maintenance Projects**

Project	Description / Comments	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Water								
Hydrant Painting		\$40,000						\$40,000
Summit & Northstar Storage Tanks Cleaning and Inspections		\$15,000						\$15,000
Painting of Northstar Water Tank			\$150,000					\$150,000
TOTAL		\$55,000	\$150,000	\$ -	\$ -	\$ -	\$ -	\$205,000
Wastewater								
Refurbish Centrifuge #2	This needs to be done every 10 years. It was last done in 2015							\$ -
Refurbish Centrifuge #1	This needs to be done every 10 years. It was last done in 1998	\$45,000						\$45,000
Sludge Mixer Replacement		\$16,000	\$16,000					\$32,000
Misc. Sewer Lining		\$50,000	\$100,000					\$150,000
Replace Site Gate Operator	Old gate damaged by lightning. Due to age of existing gate, parts are not available.	\$16,000						\$16,000
Pump Impeller & Liner Replacement at 3rd Street Lift Station	These items need to be repaired due to normal wear and tear		\$18,900					\$18,900
TOTAL		\$127,000	\$134,900	\$ -	\$ -	\$ -	\$ -	\$261,900
GRAND TOTAL		\$182,000	\$284,900	\$ -	\$ -	\$ -	\$ -	\$466,900



**Capital Improvement Program
Parking Lots
Maintenance Projects**

Project	Description / Comments	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Parking Lot								
Parking Lot Maintenance	Crack Sealing, Sealcoating, Patching, Striping, etc. (see attached detailed spreadsheet for locations and scope of work)	\$ 79,805	\$8,750	\$27,903				\$116,458
TOTAL		\$79,805	\$8,750	\$27,903	\$ -	\$ -	\$ -	\$116,458



**Capital Improvement Program
Parking Lot Maintenance
Details**

Fiscal Year 2016-2017				
Overlay				
East Street Parking Lot				\$31,475
Pavement Maintenance				
North Street Parking Lot				\$14,400
Millpond Parking Lot				\$13,230
Squire Parking Lot				\$3,150
Pierce St. Parking Lot				\$8,550
N. Second St. Parking Lot				\$4,500
OVC Parking Lot				\$4,500
			TOTAL	\$48,330
			16/17 GRAND TOTAL	\$ 79,805

Fiscal Year 2017-2018				
Overlay				
W. Main / Ciao Amici's Parking Lot				\$ 8,750
			17/18 GRAND TOTAL	\$ 8,750

Fiscal Year 2018-2019				
Pavement Maintenance				
City Hall Complex Parking Lot				\$23,250
West St. Parking Lots				\$2,100
CSX Parking Lot				\$2,553
			18/19 GRAND TOTAL	\$ 27,903

			TOTAL FOR CIP PROGRAM 2016 - 2022	\$ 116,458
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**Capital Improvement Program
Street System
Maintenance Projects**

Project	Description / Comments	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Streets								
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	Reconstruction, Crack Sealing, Sealcoating, Patching (see attached detailed spreadsheet for locations and scope of work)	\$26,250	\$1,068,098	\$1,633,860	\$1,293,285	\$50,000	\$50,000	\$4,121,493
ROW Tree Maintenance	Tree Removals & Trimming	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$96,000
TOTAL		\$62,250	\$1,104,098	\$1,669,860	\$1,329,285	\$86,000	\$86,000	\$4,337,493
Sidewalks / ROW								
Commercial Sidewalk Repair Program		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000
Residential Sidewalk Repair Program		\$25,000	\$25,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
Flint Road / Ore Creek Waterway brush removal		\$25,000	-	-	-	-	-	\$25,000
TOTAL		\$65,000	\$40,000	\$35,000	\$35,000	\$35,000	\$35,000	\$245,000
TOTAL		\$127,250	\$1,144,098	\$1,704,860	\$1,364,285	\$121,000	\$121,000	\$4,582,493



Capital Improvement Program
Pavement Maintenance Details

Fiscal Year 2016-2017									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
CURB & GUTTER:									
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
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
TOTAL:									\$ 1,878,800
SIDEWALKS*:									
State	Local	N. 3rd	C/L	1230	5	6,150	SF	\$ 6.00	\$ 36,900
Chestnut *(south of tracks)	Local	N. 5th	N. 4th	760	5	3,800	SF	\$ 6.00	\$ 22,800
N. 3rd	Local	W. Main	D/E	480	5	2,400	SF	\$ 6.00	\$ 14,400
N. 4th	Local	W. Main	Walnut	1180	5	5,900	SF	\$ 6.00	\$ 35,400
N. 5th	Local	W. Main	D/E	1300	5	6,500	SF	\$ 6.00	\$ 39,000
N. 6th	Local	W. Main	D/E	480	5	2,400	SF	\$ 6.00	\$ 14,400
N. 7th	Local	W. Main	D/E	480	5	2,400	SF	\$ 6.00	\$ 14,400
Flint	Local	W. GRA	N. East	400	5	2,000	SF	\$ 6.00	\$ 12,000
Beaver (West)	Local	W. GRA	N. East	400	5	2,000	SF	\$ 6.00	\$ 12,000
TOTAL:									\$ 201,300
OVERLAY:									
Liberty	Major	W. GRA	East	350	30	10,500	SF	\$ 2.50	\$ 26,250
TOTAL:									\$ 26,250
*Included in Curb & Gutter									
GRAND TOTAL:									\$ 2,106,350

Fiscal Year 2017-2018									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
CURB & GUTTER:									
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
TOTAL:									\$ 1,456,000
SIDEWALKS*:									
Walnut	Local	N. Fourth	D/E	1,200	5	6,000	SF	\$ 6.00	\$ 36,000
N. Third	Local	Walnut	Center	300	5	1,500	SF	\$ 6.00	\$ 9,000
Center	Local	N. Third	N. Second	500	5	2,500	SF	\$ 6.00	\$ 15,000
N. First	Local	Walnut	D/E	800	5	4,000	SF	\$ 6.00	\$ 24,000
Chestnut	Local	N. Second	N. First	400	5	2,000	SF	\$ 6.00	\$ 12,000
School	Local	E. Main	Nelson	1,000	5	5,000	SF	\$ 6.00	\$ 30,000
Hillcrest	Local	E. Main	Nelson	1,000	5	5,000	SF	\$ 6.00	\$ 30,000
TOTAL:									\$ 156,000
RECONSTRUCTION:									
N. 2nd	Local	Cross	Cedar	n/a	n/a	n/a	LF	n/a	\$ 1,018,098



TOTAL:									\$ 1,018,098
PAVEMENT MAINTENANCE:									
Treatments & Locations TE	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
TOTAL:									\$ 50,000
*Included in Curb & Gutter									
GRAND TOTAL:									\$ 2,680,098

Fiscal Year 2018-2019									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
RECONSTRUCTION:									
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
TOTAL:									\$ 1,318,600
OVERLAYS:									
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	Local	East	D/E	1265	24	30,360	SF	\$ 2.50	\$ 75,900
TOTAL:									\$ 315,260
GRAND TOTAL:									\$ 1,633,860

Fiscal Year 2019-2020									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
RECONSTRUCTION:									
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
TOTAL:									\$ 658,600
OVERLAYS:									
Challis (PH II)	Major	Library	W. GRA	600	60	36,000	SF	\$ 2.50	\$ 90,000
Rickett (allow needed for is	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
TOTAL:									\$ 482,340
CAPE SEAL:									
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
TOTAL:									\$ 152,345
GRAND TOTAL:									\$ 1,293,285

Fiscal Year 2020-2021									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
CURB & GUTTER:									
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



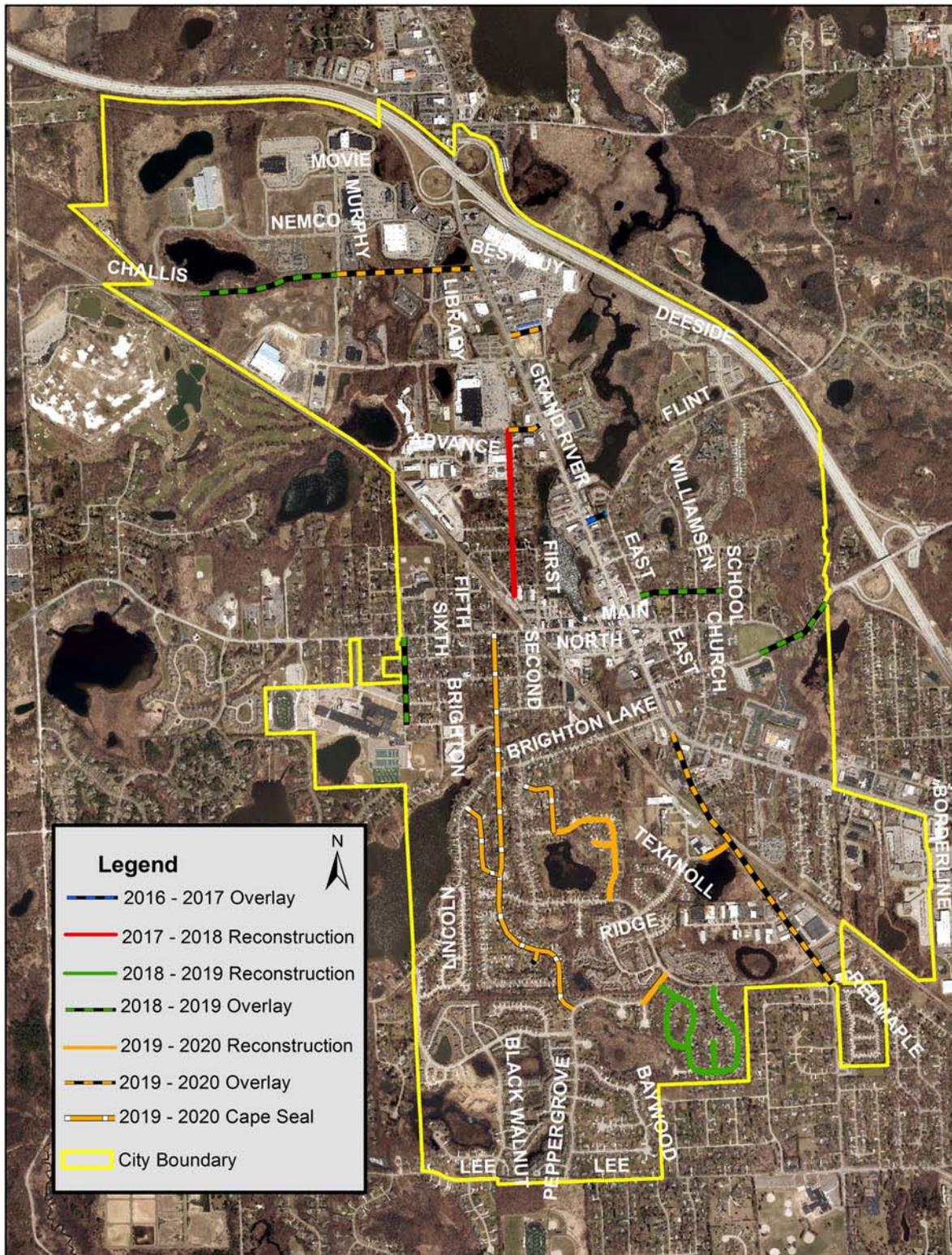
Becker	Local	Rickett	Carney	500	n/a	n/a	LF	\$ 280.00	\$ 140,000
Carney	Local	Becker	Rickett	500	n/a	n/a	LF	\$ 280.00	\$ 140,000
Clark	Local	Church	Hope	300	n/a	n/a	LF	\$ 280.00	\$ 84,000
Hope	Local	Clark	E. GRA	400	n/a	n/a	LF	\$ 280.00	\$ 112,000
TOTAL:									\$ 1,267,560
SIDEWALKS*:									
Brighton	Local	Livingston	Lakeside	800	5	4,000	SF	\$ 6.00	\$ 24,000
Lakeside	Local	Brighton	D/E	600	5	3,000	SF	\$ 6.00	\$ 18,000
Livingston	Local	Brighton	D/E	667	5	3,335	SF	\$ 6.00	\$ 20,010
Michigan	Local	Brighton	D/E	760	5	3,800	SF	\$ 6.00	\$ 22,800
Becker	Local	Rickett	Carney	500	5	2,500	SF	\$ 6.00	\$ 15,000
Carney	Local	Becker	Rickett	500	5	2,500	SF	\$ 6.00	\$ 15,000
Clark	Local	Church	Hope	300	5	1,500	SF	\$ 6.00	\$ 9,000
Hope	Local	Clark	E. GRA	400	5	2,000	SF	\$ 6.00	\$ 12,000
TOTAL:									\$ 135,810
PAVEMENT MAINTENANCE:									
Treatments & Locations TH	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
TOTAL:									\$ 50,000
*Included in Curb & Gutter									
GRAND TOTAL:									\$ 1,453,370

Fiscal Year 2021-2022									
Location	Street Type	From	To	Length	Width	Quant	Unit	\$/Unit	Total
CURB & GUTTER:									
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
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
TOTAL:									\$ 1,016,400
SIDEWALKS*:									
Beaver (East)	Local	N. East	D/E	930	5	4,650	SF	\$ 6.00	\$ 27,900
Dutcher	Local	E. GRA	S. East	400	5	2,000	SF	\$ 6.00	\$ 12,000
S. East	Local	Spencer	E. Main	800	5	4,000	SF	\$ 6.00	\$ 24,000
Oak	Local	Spencer	D/E	300	5	1,500	SF	\$ 6.00	\$ 9,000
Pierce	Local	North	D/E	400	5	2,000	SF	\$ 6.00	\$ 12,000
Spencer	Local	Miller School	E. Main	800	5	4,000	SF	\$ 6.00	\$ 24,000
TOTAL:									\$ 108,900
PAVEMENT MAINTENANCE:									
Treatments & Locations TH	n/a	n/a	n/a	n/a	n/a	n/a	LPSM	n/a	\$ 50,000
TOTAL:									\$ 50,000
*Included in Curb & Gutter									
GRAND TOTAL:									\$ 1,175,300

Curb & Gutter	\$ 6,220,770
Reconstruction	\$ 2,995,298
Overlays	\$ 823,850
Cape Seals	\$ 152,345
General Pavement Maintenance	\$ 150,000
TOTAL FOR CIP PROGRAM 2016-2022	\$ 10,342,263

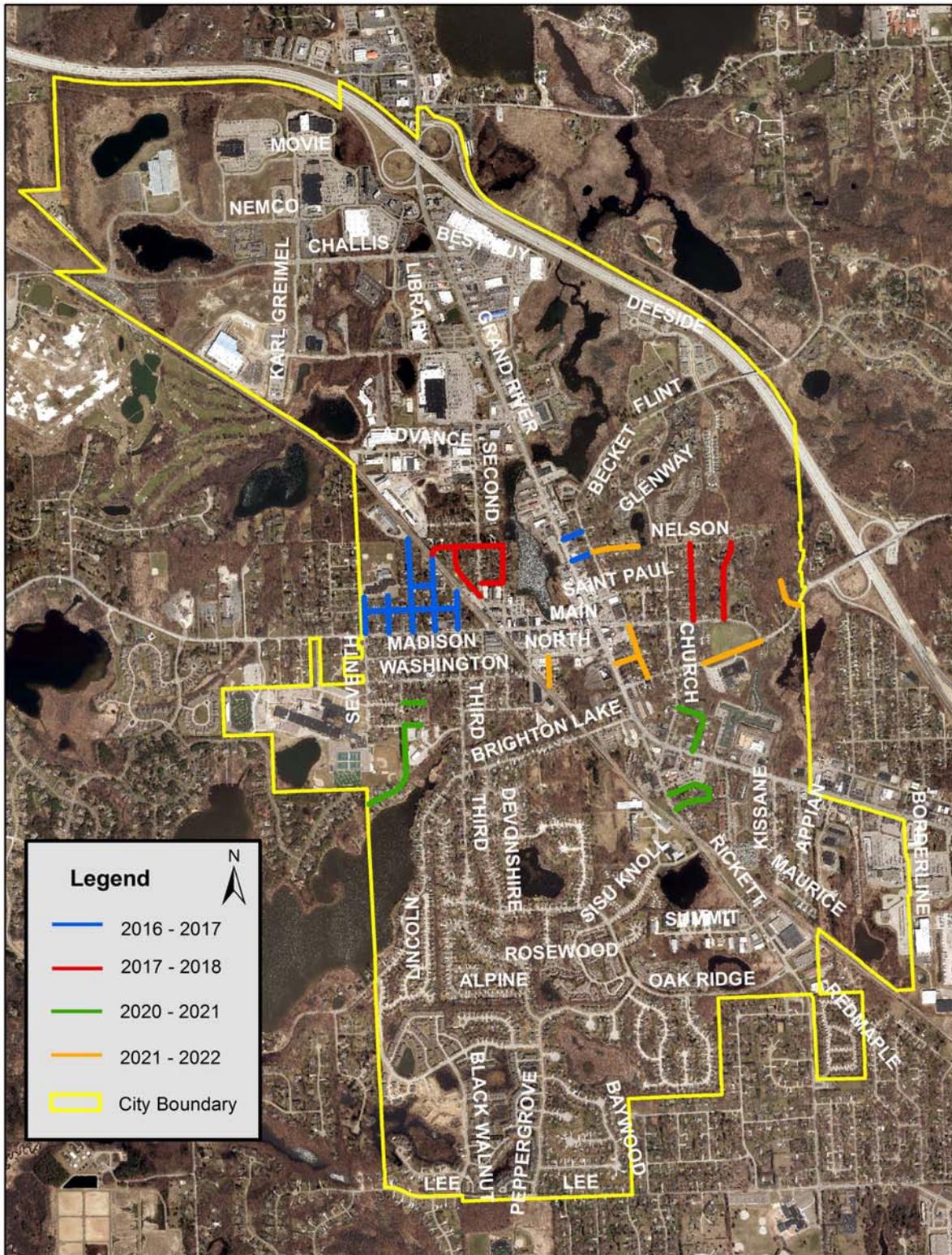


City of Brighton Capital Improvement Plan 2016 - 2022 Pavement Maintenance Map





City of Brighton Capital Improvement Plan 2016 - 2022 Curb, Gutter and Sidewalk Installation Map





FY 2016-17 Adopted Budget CITY OF BRIGHTON
DEPARTMENT OF PUBLIC WORKS
PROJECT ESTIMATE

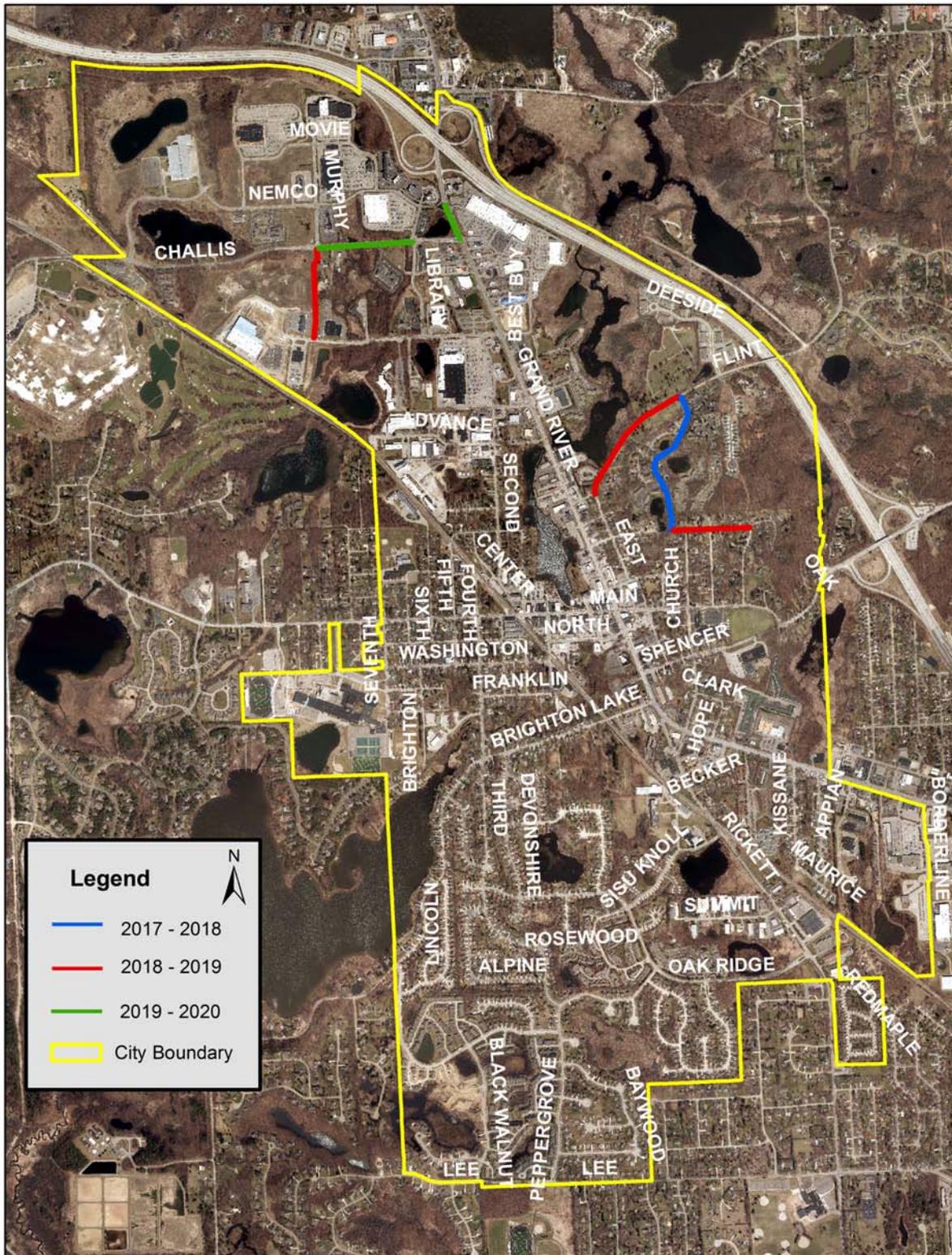
PROJECT: "SIDEWALK GAPS (CIP 2016-22)" **DATE:** 12/3/2015
LOCATION: VARIOUS LOCATIONS - SEE BELOW **PROJECT #:** SWG1502
BASIS FOR ESTIMATE: CONCEPT PRE. FINAL **ESTIMATOR:** DCB
SCOPE OF WORK: **CHECKED BY:** _____

Provide all work including: removals, replacement,
 backfill & full restoration (topsoil, seed & mulch) as required.

NO	LOCATION	STREET TYPE	FROM	TO	LENGTH	WIDTH	QUANT	UNIT	\$/UNIT	TOTAL AMOUNT
2017-2018										
RESIDENTIAL:										
	Williamsen Dr.	Local	Flint	Church	2400	5	12,000	SF	\$ 6.00	\$ 72,000
	TOTAL:									\$ 72,000
	GRAND TOTAL:									\$ 72,000
2018-2019										
COMMERCIAL:										
	Karl Greimel	Local	Challis	Orndorf	1200	5	6,000	SF	\$ 6.00	\$ 36,000
	TOTAL:									\$ 36,000
RESIDENTIAL:										
	Nelson	Local	Williamsen	Hillcrest	800	4	3,200	SF	\$ 6.00	\$ 19,200
	Flint	Major	Williamsen	D/E	800	4	3,200	SF	\$ 6.00	\$ 19,200
	TOTAL:									\$ 38,400
	GRAND TOTAL:									\$ 74,400
2019-2020										
COMMERCIAL:										
	Challis	Major	Library	Greimel	1400	5	7,000	SF	\$ 6.00	\$ 42,000
	W. GRA	Major	Challis	C/L	1400	5	7,000	SF	\$ 6.00	\$ 42,000
	TOTAL:									\$ 84,000
	GRAND TOTAL:									\$ 84,000
MISCELLANEOUS:										
All required insurance shall be provided prior to start-up										
	GRAND TOTAL:									\$ 230,400



City of Brighton Capital Improvement Plan 2016 - 2022 Sidewalk Gap Map





**City of Brighton Capital Improvement Plan FY 2016-2022
Year 1 Projects (CIP and Maintenance)**

Project	2016-17
Automated External Defibrillators	18,200
Cemetery Roadway Maintenance	20,000
City Hall Roof Replacement	175,000
Commercial Sidewalk Repair Program (Ongoing)	15,000
Community Center Building Upgrades	5,000
Community Center Heating System Replacement	15,000
Community Center Parking Lot Maintenance	4,500
Computer Life Cycle Replacement	6,500
Crosswalk light replacement	11,000
Data Backup System	8,000
Downtown Camera System	40,000
Downtown Decorative Light Pole Replacement	16,000
Downtown Decorative Light replacement to LED	70,000
DPW Office Roof Replacement	12,000
DPW Parking Lot Maintenance	21,000
DPW Storage Building	124,000
Fire Hall Parking Lot Maintenance	15,000
Flint Road / Ore Creek Waterway Brush Removal	25,000
Hydrant Painting	40,000
James Winchel Pavilion Steel Structure Cleaning and Painting	9,500
LED Street Light Replacement	41,300
Millpond Master Plan - Phase 1A	922,599
Misc. Parking Lot Maintenance	79,805
Misc. Pavement Marking (Ongoing)	20,000
Misc. Sewer Lining (Phase 1 of 2)	50,000
Patrol Vehicles	78,000
Pavement Maintenance	26,250
Pedestrian Walkway - Challis/Grand River	50,000
Person Lift	46,500
Pick Up Truck Replacement Program - DPW	35,000
Pick Up Truck Replacement Program - Wastewater	35,000
Pine Creek Storage Tank Reconfiguration	250,000
Police Radar Units	14,850
Police Station Parking Lot Maintenance	10,800
Power Washer	15,000
Refurbish Centrifuge #1	45,000
Residential Curb and Gutter	2,080,100
Residential Curb and Gutter - Utilites	769,800
Residential Sidewalk Repair Program (Ongoing)	25,000
Sludge Mixer Replacement (Phase 1 of 2)	16,000
Snow Plowing Equipment Replacement	155,000
Step-down Transformer for Portable Generator	5,900
Summit & Northstar Storage Tanks Cleaning and Painting	15,000
Traffic Light Portable Generators	7,000
Tree Removals and Trimming (Ongoing)	16,000
Tridge Deck Replacement (Phase 1 of 4)	12,000
WWTP exterior light replacement to LED	9,800
WWTP Site Gate Replacement	16,000
Zoning Ordinance Update	50,000
Grand Total	\$ 5,548,404

Capital Improvement Project	4,859,549
Maintenance Project	688,855



**Capital Improvement Plan 2016-22
City Vehicle and Equipment Inventory**

Unit	Div.	Year	Purchased	Type of Equipment	Mileage or Condition
70		2011	July/2011	Ford - Crown Victoria	86,450
71		2014	Aug/2014	Chevrolet Caprice	15,600
72		2014	Nov/2013	Chevrolet Tahoe	38,500
73		2010	July/2010	Ford - Crown Victoria	78,000
74		2014	Aug/2014	Chevrolet Caprice	14,900
75		2013	Oct/2012	Chevy - Tahoe	70,000
76		2015	Sept/2015	Ford - Explorer	800
Detective		2015	Feb/2015	Ford - Explorer	6,200
Unmarked		2004	2004	Ford - Crown Victoria	90,600
Utility		2003	2003	Ford - Explorer	102,500
Training		2003	2003	Ford - E350 Cargo Van	7,000
400	STREET	2005	2005	7-Yd.Dump Truck w/snow equip	fair
401	STREET	1998	1998	5-Yd.Dump Truck w/snow equip	poor
402	STREET	2004	2004	7-Yd.Dump Truck w/snow equip	fair
404	STREET	2002	2002	7-Yd.Dump Truck w/snow equip	fair
423	STREET	2009	2009	7-Yd Dump Truck w/snow equip	good
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)	fair
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)	fair
422	F&G	2001	2001	Sidewalk Litter Vacuum	fair
	F&G	2012	2011	ATV w/SE	good
	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 2016-22
City Vehicle and Equipment Inventory**

Unit	Div.	Year	Purchased	Type of Equipment	Mileage or Condition
	CEM	2014	2014	Riding Mower (52" Deck)	excellent
	CEM	2013	2013	Riding Mower (52" Deck)	excellent
	CEM	2012	2012	Riding Mower (52" Deck)	excellent
	F&G	2015	2015	Riding Mower (52" Deck)	excellent
	F&G	2010	2010	Riding Mower (52" Deck)	good
	F&G	2006	2006	Riding Mower (52" Deck)	good
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
54	Water	2016	2015	3/4 Ton 4wd Utility Truck w/snow blade	excellent
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



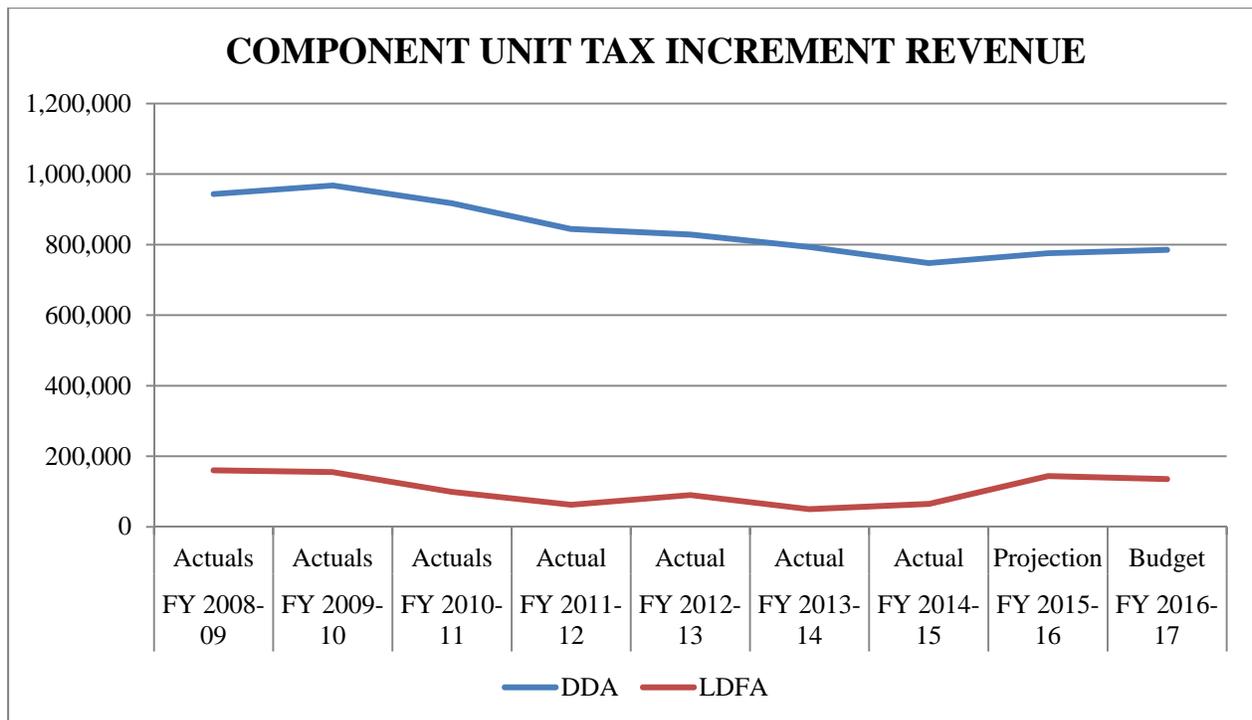
Component Unit Funds

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 \$963,906. This is an increase of \$6,188 from the prior year, primarily due to increased Local Community Stabilization (LCSA) revenue (reimbursement from the State of Michigan for the small taxpayer exemption for personal property tax) and an increase in tax revenue in the DDA Fund, offset by less tax increment revenue expected in the LDFA Fund from exempt manufacturing personal property.

The Component Unit funds receive 95% of its revenue from tax increment revenue. The tax revenue is increasing <1% or \$667 from FY15/16 (the DDA fund is projected to increase \$9,661 while the LDFA is projected to decrease \$8,994). All of the captured tax properties in the LDFA Fund are Industrial. The Industrial property in the City realized the largest increase since 2008. The DDA Fund tax increment revenue has been reduced nearly 25% since the economic decline. The DDA Fund is projected to increase in FY16/17. The DDA captured tax properties are mainly commercial, with a small portion of Industrial and Residential.



- The remaining revenue of \$43,949 is a result of \$3,100 from interest income and reimbursements of \$32,942 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 \$7,907 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 15-16 YEAR-END PROJECTION vs. FY 14-15 ACTUAL -

- Revenue is projected to decrease by \$328,206 or 29% from the previous year. The decrease results primarily from no appropriation from the Utility Reserves Fund; offset by a 4% increase in Property tax revenue.
- TIFA Revenue from Property Taxes is expected to increase \$26,221 or 4% from FY14/15.
- Expenditures (exclusive of depreciation) are projected to decrease by \$886,667 or 60% from the previous year. The decrease is a combination of approximately \$484,102 less in Property (no planned purchases) and \$610,709 less in Debt Service due the maturity of DDA Bonds during FY14/15; partially offset by \$142,516 more in appropriations (increased General Fund, Major Street Fund, PSD Fund and Arts and Culture Commission Fund appropriations), \$34,078 in Professional and Technical Services (CSX Lot engineering), \$21,775 in purchased property services (increased grounds R&M), and \$15,775 in other purchased property services (contractual services and community promotion).
- The projected fund balance at June 30, 2016 is (\$8,557). The target fund balance is \$9,892. This is \$18,450 below the target unreserved/undesignated fund balance.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- Budgeted revenue will increase by \$20,514 or 3% from the current year. The increase results from a 2% increase in property tax revenue and \$32,942 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; offset by decreased state grants and tax penalties, interest and fees.
- Budgeted expenditures (exclusive of depreciation) will decrease by \$201,828 or 33% from the current year. The expenditure budget reflects a reduction of \$148,845 in Property (no projects planned), \$8,100 more in appropriations to the General Fund, \$42,415 less in appropriations to the Major Street Fund, \$1,500 more in appropriations to the Arts and Culture Fund, and \$14,700 less in appropriations to the PSD Fund, \$8,857 less in Purchased Property Services (212 E. Grand River is exempt from property taxes in 2016), \$14,744 less in Other Purchased Services (Downtown Theater Project); partially offset by increase of \$18,692 in Professional and Technical Services (a combination of project engineering related to the Millpond Master Plan, architectural services, and auditing services).
- The projected DDA Fund – fund balance will be \$418,223 at June 30, 2017, which is \$408,442 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>14-15</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>15-16</u>	<u>16-17</u>
REVENUES			
Property Taxes	744,485	770,706	782,417
State Grants	-	4,000	-
Tax penalties, interest & fees	2,998	4,700	2,650
Investment Earnings	3,338	1,700	2,500
Other Revenue	7,360	18,889	32,942
Other Financing Sources	377,927	7,907	7,907
TOTAL REVENUES	1,136,108	807,902	828,416
EXPENDITURES			
Supplies			
Professional & Tech Services	50,443	84,521	103,213
Purchased Property Services	54,708	76,482	67,625
Other Purchased Services	20,505	36,280	21,536
Depreciation	-		-
Utilities	-	-	-
Property	668,306	184,204	35,359
Debt Service	666,171	49,462	48,903
Other Financing Uses	30,000	172,515	125,000
TOTAL EXPENDITURES*	1,490,133	603,464	401,636
* Exclusive of Depreciation			
FUND BALANCE-BEGINNING	141,029	(212,995)	(8,557)
FUND BALANCE-ENDING	(212,996)	(8,557)	418,223
Min. Target F.B. = 20% of Debt Service		9,892	9,781
Ending F.B. Over/(Under) Target		(18,450)	408,442



**CITY OF BRIGHTON
DDA DEBT SCHEDULE
FY 2016-17**

	Principal	Interest	Total	Paying Agent Fees	Grand Total
2012 Loan	611	29,446	30,057	-	30,057
2015 Loan	-	18,846	18,846		18,846
TOTAL	611	48,292	48,903	-	48,903

**CITY OF BRIGHTON
2016 DDA Tax Increment Revenue**

By Unit	REAL	PERSONAL	TOTAL
City	562,421	66,413	628,834
County	143,774	16,977	160,751
Total	706,196	83,390	789,586
Collectable*	706,196	79,221	785,416



L DFA Fund

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 15-16 YEAR-END PROJECTION vs. FY 14-15 ACTUAL -

- Revenue is projected to increase by \$84,585 or 130% from the previous year. The increase results from additional projected personal tax increment revenue received in FY15-16 compared to the FY14-15 actual.
- Expenditures are projected to increase by \$56,996 or 81% from the previous year. The increase results primarily a \$50,000 appropriation to the Major Street Fund (grant match for Brighton Interior Drive) and an increased appropriation to the General Fund (cost allocation study); offset by a \$1,507 reduction in debt service.
- The projected fund balance at June 30, 2016 is \$22,568. The target fund balance is \$10,100. This is \$12,468 above the target unreserved/undesignated fund balance.

FY 16-17 ADOPTED BUDGET vs. FY 15-16 YEAR-END PROJECTION -

- Budgeted revenue will decrease by \$14,326 or 10% from the current year. The decrease is reflective of decreased personal property tax revenue in the LDFA District related to the personal property exemption. The LDFA Fund is not expecting any reimbursements from the Local Community Stabilization (LCSA) for the exempt personal property. In order to receive reimbursement, personal property revenue would need to fall below the 2013 personal property tax revenue.
- Budgeted expenditures will decrease by \$43,403 or 34% from the current year, which primarily reflects no appropriation to the Major Street Fund; offset by an increase in appropriation to the General Fund.
- The projected fund balance at June 30, 2017 is \$74,213, which is \$64,113 above the minimum fund balance target.



**CITY OF BRIGHTON, MICHIGAN
LDFA FUND**

ACCOUNTS	ACTUAL 14-15	PROJECTED YEAR-END 15-16	ADOPTED BUDGET 16-17
REVENUES			
Property Taxes	64,901	143,884	134,890
Investment Earnings	330	600	600
Other Financing Sources		5,332	-
TOTAL REVENUES	65,231	149,816	135,490
EXPENDITURES			
Professional & Tech. Services	2,000	2,100	2,127
Debt Service	48,655	47,148	50,498
Other Financing Uses	19,597	78,000	31,220
TOTAL EXPENDITURES	70,252	127,248	83,845
FUND BALANCE-BEGINNING	5,021	(0)	22,568
FUND BALANCE-ENDING	(0)	22,568	74,213
Minimum Fund Balance = Next FY Debt Service		10,100	10,100
Ending F.B. Over/(Under) Target		12,468	64,113



**CITY OF BRIGHTON
LDFA DEBT SERVICE
FY 2016-17**

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2002 - \$570,000	35,000	15,498	50,498
Total	35,000	15,498	50,498

**City of Brighton
2016 LDFA**

	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
2016 Adjusted Taxable Value	7,283,619	7,402,275	14,685,894
Less: Base Year (1995) TV	618,600	-	618,600
Captured TV	6,665,019	7,402,275	14,067,294
x Operating Millage Rate	9.5889	9.5889	9.5889
Total LDFA Tax Increment Revenue	63,910	70,980	134,890

LDFA Tax Increment Revenue

By Unit	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
City	50,899	56,529	107,428
County	13,011	14,451	27,462
Total	63,910	70,980	134,890



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 20% 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 15-16 YEAR-END PROJECTION vs. FY 14-15 ACTUAL -

- Revenue/Contributions are projected to decrease by \$100,516 or 2% primarily due to no loan proceeds in FY15/16, \$332,967 in less water and sewer connection fees; partially offset by a \$424,000 Stormwater, Asset Management, and Wastewater (SAW) program grant, an increase of \$51,172 in service charges. The user fees increased for FY15-16 on average 2.8%, however, consumption is trending lower in FY15-16 due to an overall less user consumption. Water and sewer connection fee sales as defined by Residential Equivalent Units (REU's), is projected to decrease by 38 units or 42% in FY15-16 compared to FY14-15. This increase in 14-15 was mostly due to the Eberspaecher Exhaust Technology of The Americas expansion REU's.
- Expenses/Capital Assets are projected to increase by \$511,025 or 9% from the previous year. This is a combination of \$716,031 increase in operations and maintenance; offset by a \$102,339 reduction in capital assets and a \$156,950 reduction in transfers out to the Utility Reserve Fund. The increase in Operations and Maintenance include \$500,000 of expenditures for the Stormwater, Asset Management, and Wastewater (SAW) program grant, an increase in well repairs and across the board base budget increases.
- The impact from the above results in a projected \$403,322 decrease in Working Capital to \$621,230 at June 30, 2016, which is 18% of total projected expenses (less depreciation) for FY15-16.

FY 16-17 FINANCIAL PLAN vs. FY 15-16 YEAR-END PROJECTION -

- Planned revenue/contributions will decrease by \$469,431 or 11% due to a decrease in grant revenue of \$400,000, a \$239,587 decrease in connection fees (lower REU's expected); offset by an average 2.5% increase in the user fees. The consumption is predicted to be slightly higher from FY15/16 to FY16/17.



Utilities Fund

Summary Analysis, continued

- Planned expenses/capital assets will decrease by \$791,603 or 13% from the FY15/16 Projection. The decrease results primarily from a \$619,447 or 10% decrease in O&M (reduced grant expenditures and personnel costs related to the cost allocation study), less debt service of \$123,178, \$37,500 less transfers out to the General Fund (cost allocation study) and a \$3,572 reduction in Post-Employment Benefits; partially offset by an increase of \$7,108 in OPEB appropriation, and \$7,487 increase in transfer to Equipment Replacement Fund.
- The Adopted Budget includes \$25,000 toward funding a portion of Depreciation for future capital replacements per the recommendation of the Capital Improvement Citizens Advisory Task Force. **The Utility rates would need to be increased higher than the 3.0% proposed in order to fund depreciation at a greater level. The FY16/17 Adopted Budget includes maintenance and capital assets of \$544,700 without the need for debt issuance.**
- For FY16-17, the personnel costs are projected to increase by 2.0% and are subject to bargaining unit negotiations for contracts that expire on June 30, 2016. OPEB contribution is being increased 10% to \$78,180.
- The impact from above, results in a projected \$86,245 decrease in Working Capital to \$535,034 (20% of operating expenditures) at June 30, 2017. As referenced above, **the user rates will be increased an average of 3.0%. The average bi-monthly bill will increase \$4.60 from FY15/16 to FY16/17.**

FY 16-17 USER FEES & CHARGES -

- The adopted budget reflects an average 3.0% 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 remaining the same at \$10,000 per REU.

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.



**FINANCIAL SUMMARY
UTILITIES FUND**

	ACTUAL	YEAR-END PROJECTED	FINANCIAL PLAN
	<u>FY 2014-15</u>	<u>FY 2015-16</u>	<u>FY 2016-17</u>
REVENUES			
Service Charges	3,220,276	3,271,448	3,363,959
Other Revenue	70,606	70,771	72,427
Fines & Forfeits	43,194	43,200	43,200
Total Operat. Revenue	3,334,076	3,385,419	3,479,586
Investment earnings	4,715	8,011	8,000
TOTAL REVENUES	3,338,791	3,393,430	3,487,586
EXPENSES			
Sewer	2,080,994	2,755,115	2,211,187
Water	1,510,165	1,576,660	1,486,426
StormWater	105,764	105,764	105,764
Total Oper. Expenses	3,696,923	4,437,539	3,808,377
Bond Issuance Cost	3,175	806	431
Interest Expense	204,596	205,994	179,991
TOTAL EXPENSES	3,904,694	4,644,339	3,983,799
INCOME/(LOSS) Before Operating Transfers	(565,903)	(1,250,909)	(496,213)
Lines Donated by Developers			
Net Operating Transfers	(398,036)	(241,086)	(218,180)
NET INCOME/(LOSS)	(963,939)	(1,491,995)	(714,393)
DEPRECIATION ON CAPITAL ASSETS ACQUIRED BY FEDERAL GRANTS	374,461	374,461	374,461
INCREASE/(DECREASE) IN RETAINED EARNINGS/(ACCUMULATED DEFICIT)	(589,478)	(1,117,534)	(339,932)
CAPITAL ASSETS (less restricted portion)	(491,396)	(389,057)	(377,700)
OTHER COSTS			
DEPRECIATION/AMORTIZATION	1,139,078	1,129,303	1,129,303
CONTRIBUTED CAPITAL	862,554	530,986	291,399
GRANT PROCEEDS	-	424,000	100,000
PROCEEDS OF LONG-TERM DEBT	247,587	-	-
PAYMENT OF LONG-TERM DEBT	(950,400)	(981,069)	(884,269)
CHANGE IN WORKING CAPITAL	217,945	(403,371)	(81,199)
WORKING CAPITAL-BEGINNING	806,656	1,024,601	621,230
WORKING CAPITAL-ENDING	1,024,601	621,230	540,031
WC as a % of Expenses less Depreciation	37%	18%	20%
WC as a % of Expenses with Depreciation	24%	13%	13%



**CITY OF BRIGHTON
UTILITY RATE
COMPARISON
ACTUAL FY 2015-16 VS
ADOPTED FY 2016-17**

	FY 2015-16	FY 2016-17	\$ VARIANCE	% VARIANCE			\$	%
Connection Fee Per REU:								
Sewer	\$7,198.00	\$7,198.00	\$0.00	0%				
Water	\$2,802.00	\$2,802.00	\$0.00	0%				
Total	\$10,000.00	\$10,000.00	\$0.00	0%				
	FY 2015-16 UNIT CHRG.	FY 2016-17 UNIT CHRG.	\$ VARIANCE	% VARIANCE	FY 2015-16 Bi-monthly Charge*	FY 2016-17 Bi-monthly Charge*	\$ VARIANCE	% VARIANCE
User Fees:								
Sewer -								
Commodity/1,000 gal.	\$3.90	\$4.11	\$0.21	5%	\$62.40	\$65.76	\$3.36	5%
Administration/Meter/Mo.	\$6.81	\$6.30	(\$0.51)	-7%	\$13.62	\$12.60	(\$1.02)	-7%
Debt/3/4" Meter/Mo.	\$12.43	\$11.40	(\$1.03)	-8%	\$24.86	\$22.80	(\$2.06)	-8%
Total	\$23.14	\$21.81	(\$1.33)	-6%	\$100.88	\$101.16	\$0.28	0%
Water -								
Commodity/1,000 gal.	\$3.27	\$3.54	\$0.27	8%	\$52.32	\$56.64	\$4.32	8%
Debt/1,000 gal.	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$3.27	\$3.54	\$0.27	8%	\$52.32	\$56.64	\$4.32	8%
 TOTAL SEWER AND WATER					\$153.20	\$157.80	\$4.60	3.0%

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



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

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Average Quarterly User Fee*						
Sewer	\$158.88	\$154.14	\$154.14	\$158.31	\$151.32	\$151.74
Water	\$65.04	\$65.04	\$65.04	\$65.28	\$78.48	\$84.96
Total	\$223.92	\$219.18	\$219.18	\$223.59	\$229.80	\$236.70
\$ Change	\$12.21	(\$4.74)	\$0.00	\$4.41	\$6.21	\$6.90
% Change	5.77%	-2.12%	0.00%	2.01%	2.78%	3.0%

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

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

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Connection Fee Per REU						
Sewer	\$6,478	\$6,478	\$6,838	\$6,838	\$7,198	\$7,198
Water	\$2,522	\$2,522	\$2,662	\$2,662	\$2,802	\$2,802
Total	\$9,000	\$9,000	\$9,500	\$9,500	\$10,000	\$10,000
\$ Change	\$500	\$0	\$500	\$0	\$500	\$0
% Change	6%	0%	5.60%	0%	5%	0%



The below two schedules represents the 6 year Capital Improvement Plan and Maintenance. The first year (FY2016-17) is included in the Adopted Budget except for **the Residential Curb & Gutter** and the DPW Storage Building. The Residential Curb & Gutter project is contingent on the Street Project moving forward and the DPW Storage Building is dependent on funding from the General Fund.

Utility Department									
Capital Improvement Projects									
Section	Project	Funding	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Wat/Sew	Post Office Lift Station Upgrades	Utility Bonds	-	225,000	-	-	-	-	225,000
Wat/Sew	Residential Curb and Gutter - Utilites	Utility Bonds	769,800	918,000	-	-	518,000	320,600	2,526,400
Wat/Sew	Residential Street Reconstruction - Utilites	Utility Bonds	-	1,018,422	-	-	-	-	1,018,422
Public	DPW Storage Building*	General Fund / Utility	62,000	-	-	-	-	-	62,000
	First year projects not funded		\$ 831,800	\$2,161,422	\$ -	\$ -	\$ 518,000	\$ 320,600	\$ 3,831,822
*Project is dependent on General Fund Funding (not currently included in the budget)									
Public	Pine Creek Storage Tank Reconfiguration	Utility User Fees	250,000	-	-	-	-	-	250,000
Public	WWTP exterior light replacement to LED	Utility User Fees	9,800	-	-	-	-	-	9,800
Veh/Equ	Pick Up Truck Replacement Program - Waste	Utility User Fees	35,000	-	35,000	-	35,000	-	105,000
Veh/Equ	Pick Up Truck Replacement Program - Waste	Utility User Fees	-	35,000	-	35,000	-	-	70,000
Veh/Equ	Step-down Transformer for Portable Generat	Utility User Fees	5,900	-	-	-	-	-	5,900
Veh/Equ	Trailer Mounted Generators	Utility User Fees	-	-	50,000	-	-	-	50,000
Veh/Equ	Vactor Truck Replacement	Utility User Fees	-	-	-	-	-	275,000	275,000
	Total First Year Capital Improvement Projects Funded		\$ 362,700	\$ 35,000	\$ 85,000	\$ 35,000	\$ 35,000	\$ 275,000	\$ 827,700
Maintenance Projects									
Project	Description / Comments		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Water									
	Hydrant Painting	Utility User Fees	\$40,000						\$40,000
	Summit & Northstar Storage Tanks Cleaning and Inspections	Utility User Fees	\$15,000						\$15,000
	Painting of Northstar Water Tank	Utility User Fees		\$150,000					\$150,000
	Total Water		\$55,000	\$150,000	\$ -	\$ -	\$ -	\$ -	\$205,000
Waste water									
	Refurbish Centrifuge #2	Utility User Fees							\$ -
	Refurbish Centrifuge #1	Utility User Fees	\$45,000						\$45,000
	Sludge Mixer Replacement	Utility User Fees	\$16,000	\$16,000					\$32,000
	Misc. Sewer Lining	Utility User Fees	\$50,000	\$100,000					\$150,000
	Replace Site Gate Operator	Utility User Fees	\$16,000						\$16,000
	Pump Impeller & Liner Replacement at 3rd Street Lift	Utility User Fees		\$18,900					\$18,900
	Total Wastewater		\$127,000	\$134,900	\$ -	\$ -	\$ -	\$ -	\$261,900
	Total First Year Maintenance Projects Funded		\$182,000	\$284,900	\$ -	\$ -	\$ -	\$ -	\$466,900
	GRAND TOTAL FIRST YEAR PROJECTS FUNDED		\$ 544,700						



**UTILITIES FUND
DEBT SERVICE
FY 2016-17**

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Sewer	2010 - \$630,000	20,000	29,485	49,485
	2012 Refunding - WWTP - MMBA	600,000	92,700	692,700
	2007 - \$2,285,000 (16.5%)	16,500	12,643	29,143
	2013 -\$5,070,000 Refunded Bonds	13,200	3,366	16,566
	2014 - \$247,587 Loan	32,363	4,854	37,217
	Total	682,063	143,048	825,111

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Water	1997 - Lake Edgewood	17,200	1,032	18,232
	2007 - \$2,285,000 (16.5%)	16,500	12,643	29,143
	2013 - \$830,000 Refunded Bonds	36,800	2,329	39,129
	2004 - DWRF-MMBA (\$1,520,000)	75,000	13,532	88,532
	2014 - \$247,587 Loan	3,006	451	3,457
	Total	148,506	29,987	178,493

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Storm	2013 - \$830,000 Refunded Bonds	43,200	2,734	45,934
	2013 -\$5,070,000 Refunded Bonds	10,500	4,223	14,723
	Total	53,700	6,956	60,656

TOTAL FUND		884,270	179,991	1,064,261
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Utilities Equipment Replacement Fund

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.

FY2014-15 included 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 appropriated 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.

FY2015-16 included an appropriation to the Major Street Fund for the grant match for Brighton Interior Drive. These funds will be repaid by the DDA Fund or the General Fund in FY2017-18. FY2016-17 includes a \$45,000 appropriation to the Major Street fund for Phase II of street lighting conversion to LED.

CITY OF BRIGHTON, MICHIGAN UTILITIES EQUIPMENT REPLACEMENT FUND

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>14-15</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>15-16</u>	<u>16-17</u>
REVENUES:			
Investment Earnings	2,334	2,500	3,000
Other Financing Sources	140,100	29,881	37,368
TOTAL REVENUES	142,434	32,381	40,368
EXPENDITURES:			
Other Financing Uses	47,199	267,671	45,000
TOTAL EXPENDITURES	47,199	267,671	45,000
FUND BALANCE-BEGIN.	401,396	496,631	261,341
FUND BALANCE-ENDING	496,631	261,341	256,709



Wastewater Division

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 2016-17 Performance Objectives

1. Continue to encourage employees to continue education and safety training seminars/courses related to the environmental field and treatment operations. (City Strategic Priority 2).
2. Continue the development and enhancements for the 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 and maintenance management based on best practices, including:
 - a. Asset Inventory and Condition Assessments
 - b. Level of Service
 - c. Criticality of Assets
 - d. Operation and Maintenance (O&M) Strategies/Revenue Structure
 - e. Long-term Funding/Capital Improvement Planning (City Strategic Priority 2)
3. Continue to oversee, the SAW Grant activities, and project coordination with the contracted project engineer (Tetra Tech) to ensure all obligations and conditions of the agreements are satisfied.
4. Continue to provide planning review & assistance for all future and existing projects/developments in the City.
5. Continue to successfully meet all MDEQ & EPA regulatory requirements. (City Strategic Priority 2).
6. Continue to provide support to Water Division & all divisions of the DPW as needed. (City Strategic Priority 2).

FY 2015-16 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.
2. Staff attended 32 hours of technical training seminars/courses.
3. The Wastewater Division continued to meet the daily operational needs of both Wastewater Treatment Facility & Collection System, while providing service to our customers with, 66 Customer Assistance Request.
4. Received a \$524,880 SAW Grant Award from the Michigan Department of Environmental Quality (MDEQ) for development of Wastewater & Stormwater Asset Management Plans.
5. Received Michigan Department of Environmental Quality (MDEQ) approval for a three year plan (submitted in January 2015) for the development and implementation of a comprehensive Asset Management Plan to meet the requirements of the WWTP's NPDES permit.
6. Completed Phase 1 of the HVAC replacement at the Wastewater Treatment Facility.
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.



Water Division

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 2016-17 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, along with a condition assessment of gate valves with the use of a hand held inspection camera. (City Strategic Priority 2).
3. Paint all hydrants 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

FY 2015-16 Significant Achievements

1. Successfully met all sampling, monitoring, reporting, and State & Federal regulatory drinking water requirements for the 2015 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 675 Customer Service Order requests, 52 Customer Assistance Requests, and 1768 MISSDIG staking requests.
3. Staff attended 37 hours of technical training seminars/courses during the calendar year,
4. Completed a Well & Pump maintenance project in 2015 which improved pumping efficiency and well production reducing lower pump run time, resulting in lower operation cost (electricity).

Challis Road WTP

- Well #4 - Rebuild pump, refurbished 30 HP motor, and sonic cleaned well
- Well #5 - Rebuild pump, refurbished 30 HP motor, and sonic cleaned well
- High Service Pump #4 – Installed new 3 stage pump and refurbished 100 HP motor
- High Service Pump #5 - Rebuilt Pump & Service 100 HP motor

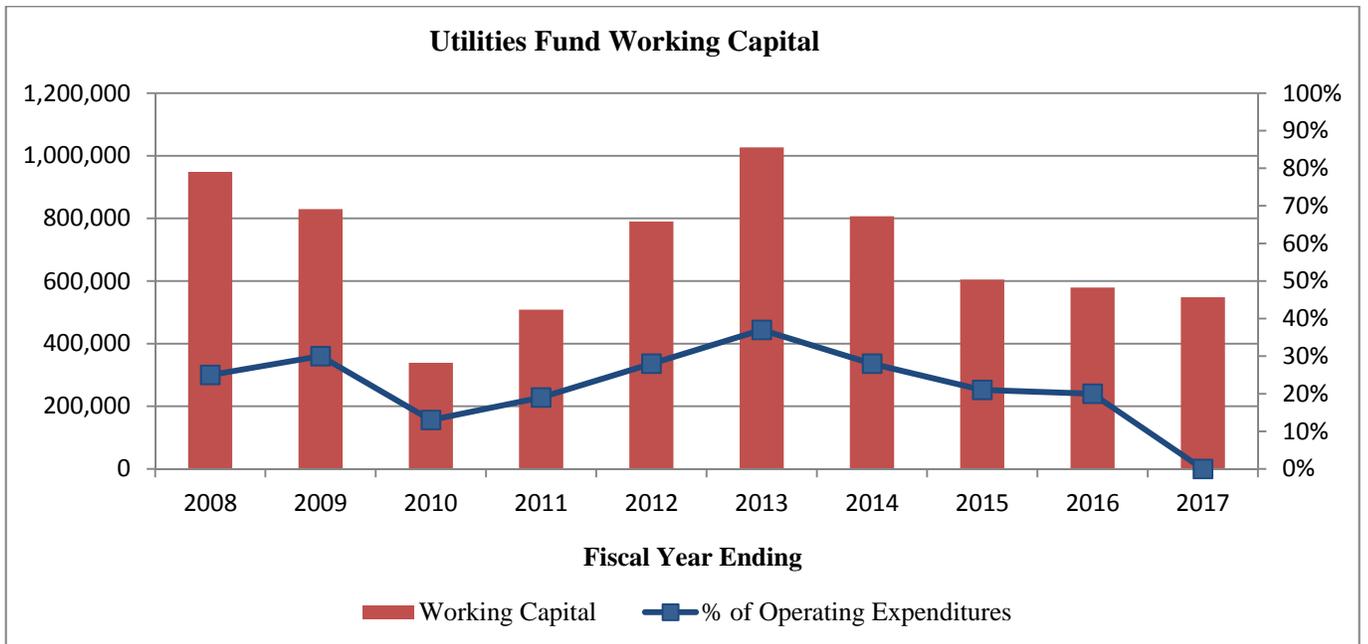
Pierce Street WTP

- Well #1 – Rebuilt pump, refurbished 20 HP motor
 - High Service Pump #1 - Rebuilt pump, refurbished 25 HP motor
5. Completed 10 hydrant repairs with 3 requiring full replacements.
 6. 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.
 7. Provided support to Wastewater Division & all divisions of the DPW as requested during the calendar year.



Utilities Fund

	Perspective	City Goal	Performance Indicators	2013-14 Actual	2014-15 Actual	2015-16 Estimate	2016-17 Budget
Output	Serve the Community	Provide an Environmentally Livable Community	MG Wastewater Treated	428	435	375	375
			Wastewater Received from Hamburg Twp (MG)	20.4	20.0	19.0	19.0
			Sewer Main Blockages	11	12	9	9
			MG Water Pumped	451	450	452	452
			Daily Pumpage Average	1.27	1.23	1.24	1.24
			Water Main Breaks	7	6	5	5
			Cross Connection Inspections	113	113	120	120
			Backflow Devices Requiring Testing	291	291	291	291
Efficiency	Run the Operations	Deliver Efficient Services	% of Sanitary Sewer Main Cleaning Completed	20%	20%	100%	100%
			% of Troubled Sanitary Sewer Main Cleaned Monthly	100%	100%	100%	100%
			% of Water Samples Meeting Federal/State Standards	100%	100%	100%	100%

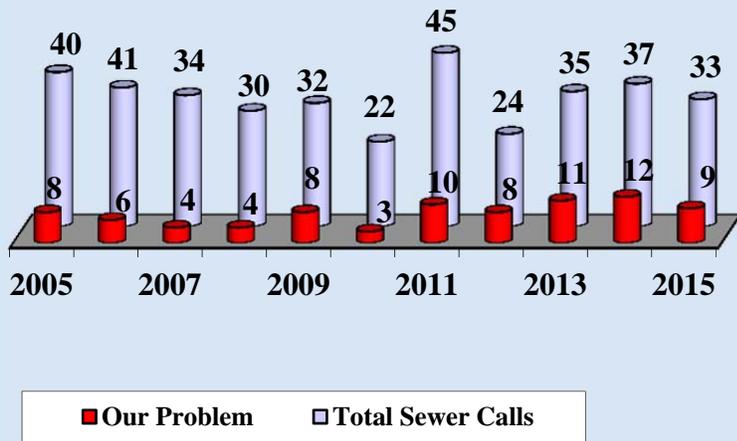




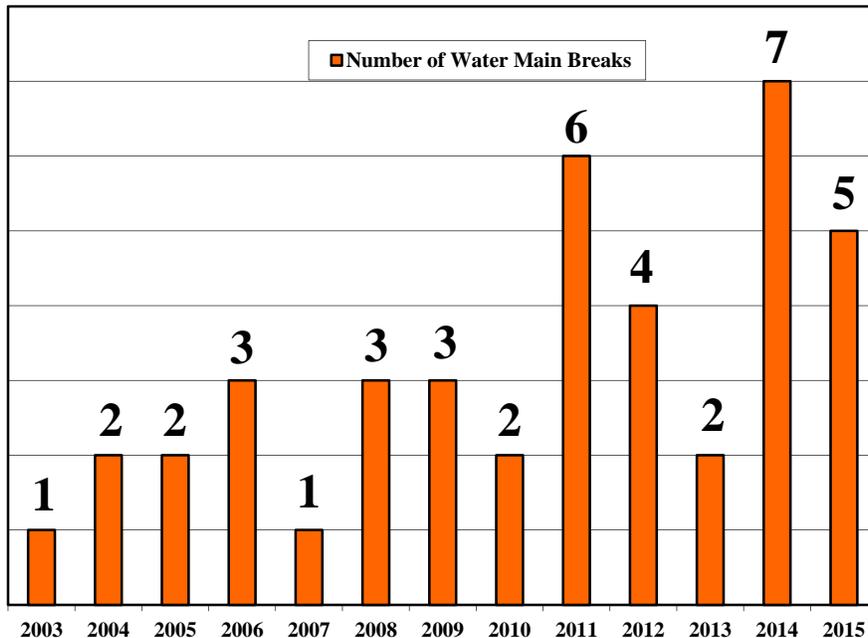
Sewer Related Calls 2004-2014

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



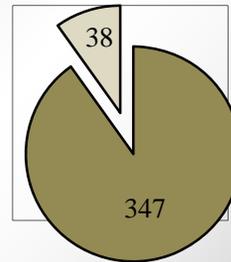
During the 2014 calendar year, 4 of the 7 water main breaks were directly related to the extreme cold temperatures which drove frost levels to record depths, setting a record number of water main breaks for a 5 week period, and above the annual average of 2.6 water main breaks per year.



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 385 accounts to inspect for compliance status, and obtain the information needed for the program's development and the future management.

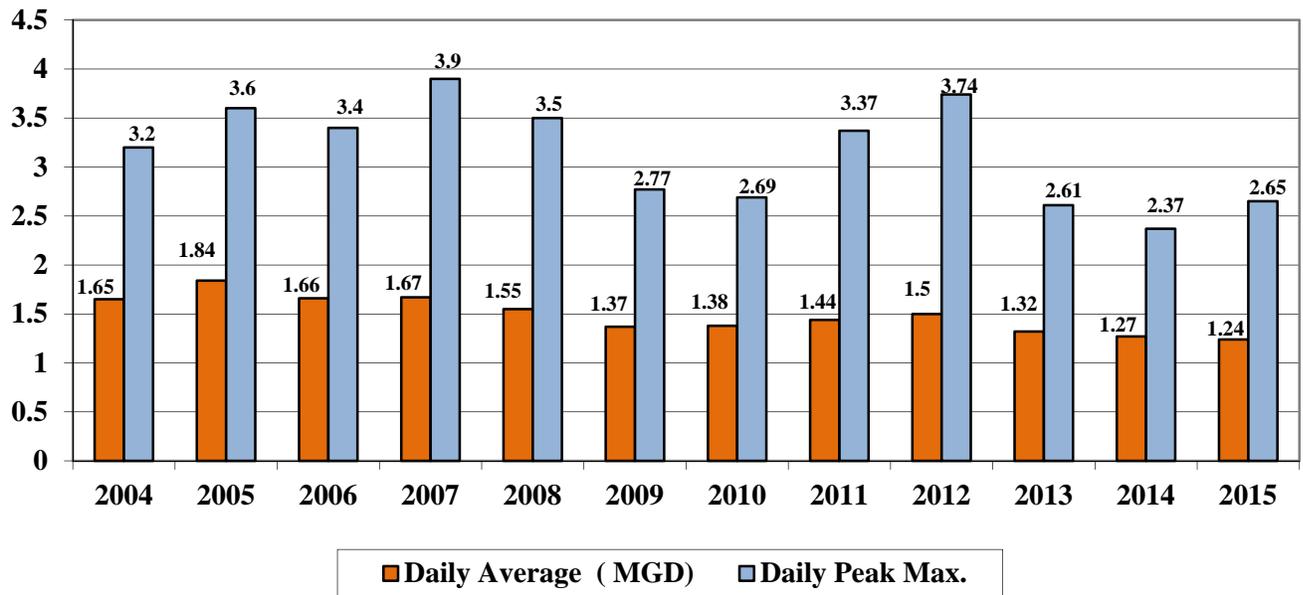
Since the beginning of the program 385 sites have been inspected, today 347 of those sites are in-compliance



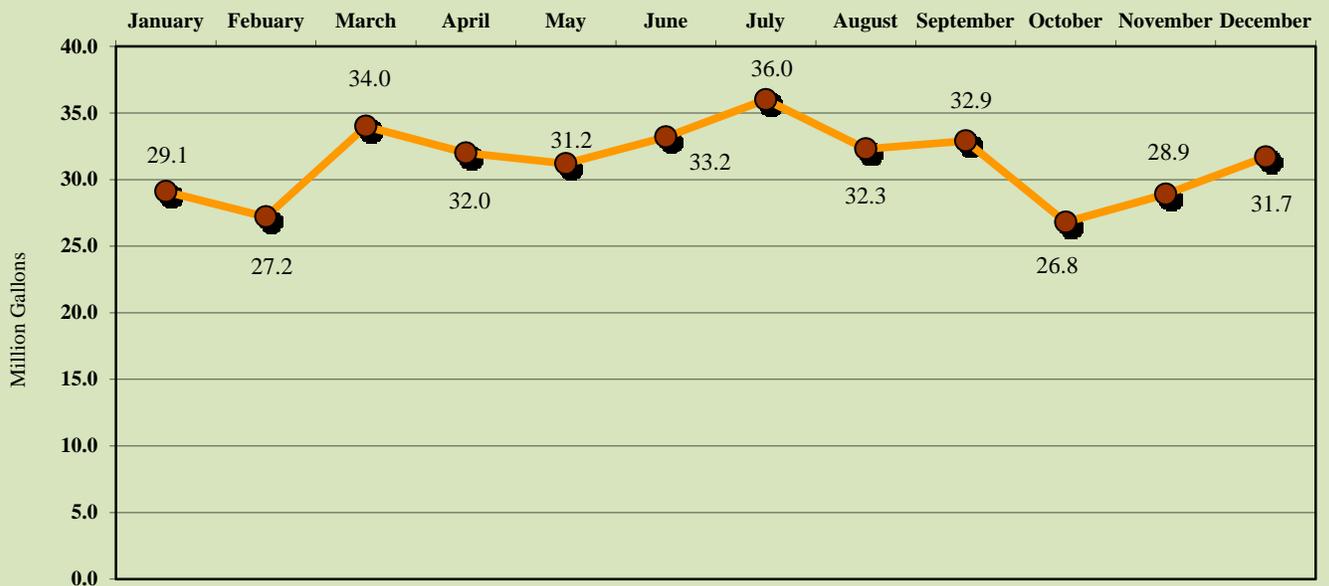
- Sites that are in compliance
- going through the notification process or have been identified as vacant



Water Pumped to Distribution System

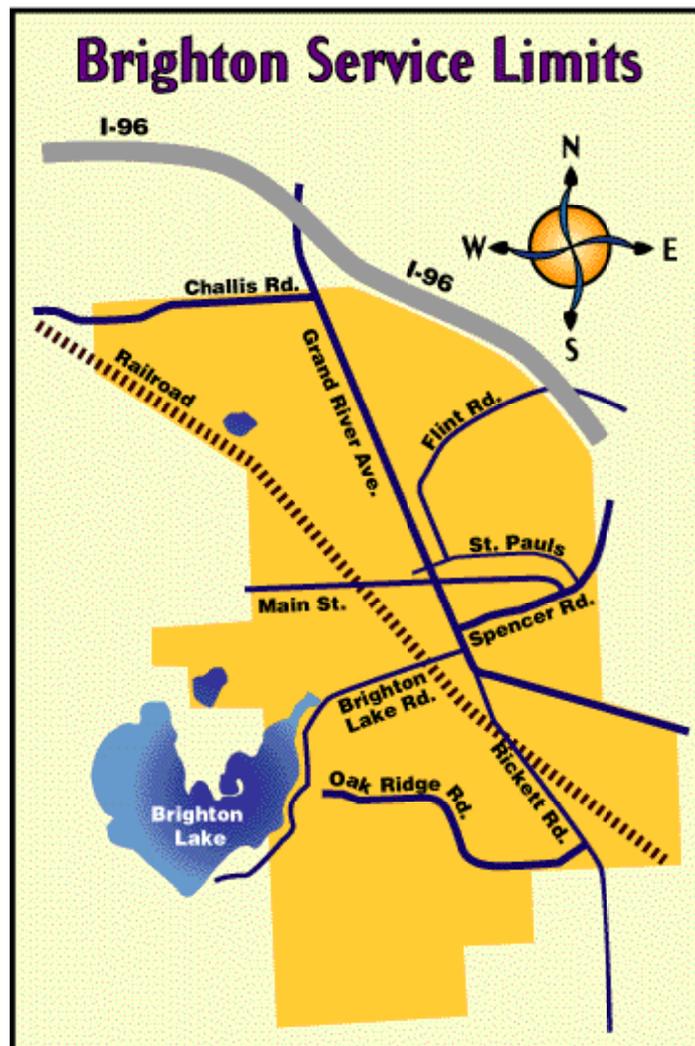


The City of Brighton WWTP treated 428 million gallons of wastewater in 2014



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	Jim Bohn Renee Pettengill Kris Tobbe	Susan Gardner Shawn Pipoly Shanda Willis
City Manager	Nate Geinzer	

CITY SERVICES

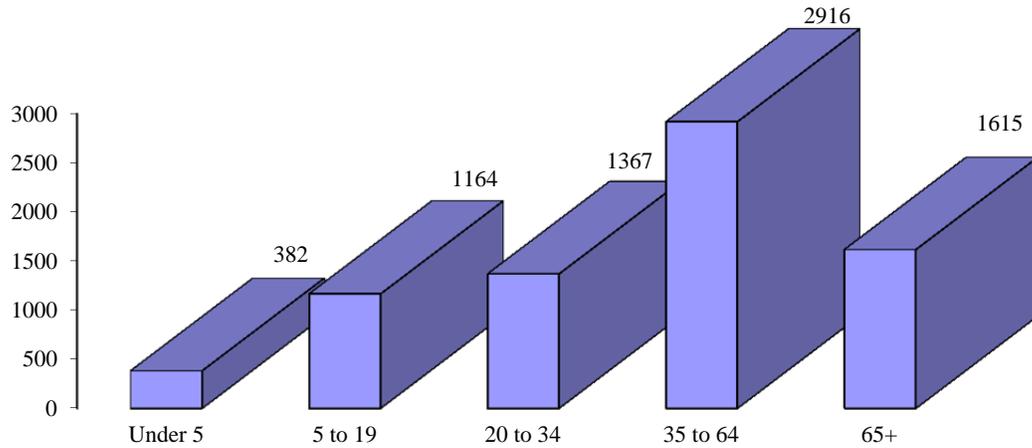
Number of Full-time Police Officers	17
Water Plant Capacity	4,000,000 Gallons/Day
Sewage Treatment Capacity	2,250,000 Gallons/Day
Comprehensive Master Plan	Yes
Municipal Zoning	Yes
Engineering Design Standards	Yes
Downtown Development Authority	Yes
Local Development Finance Authority	Yes
Municipal Parks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

COMMUNITY PROFILE

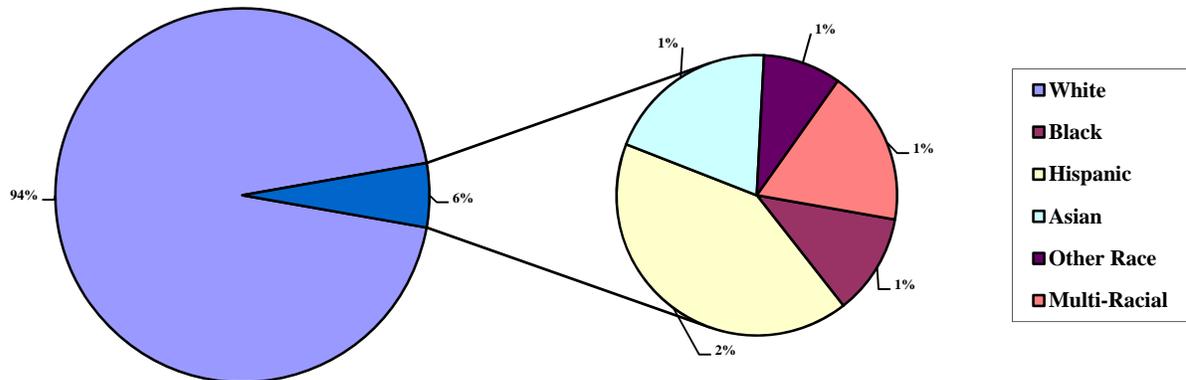
Area (square miles)	3.65
1990 Population	5,686
1995 Population	5,983
2000 Population	6,701
2010 Population	7,444
2015 Population	7,638
2015 Number of Households	3,996
Persons per Household	1.96
Owner occupied	96%
Taxable Value (2015)	\$412,677,628
Taxable Value Breakdown	Residential 51% Industrial 4% Commercial 35% Personal 10%



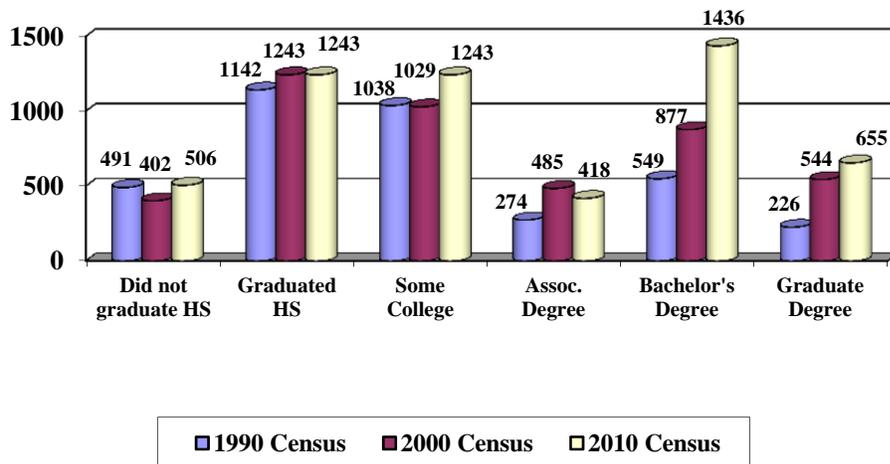
2010 POPULATION BY AGE



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

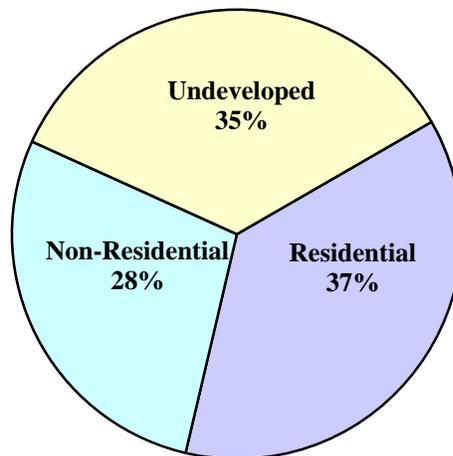
See next page for 2008 data

LAND USE TYPE	1990 ACRES	2000 ACRES
Single-Family ¹	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 ²	21 (1%)	69 (3%)
Total Acres ³	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.



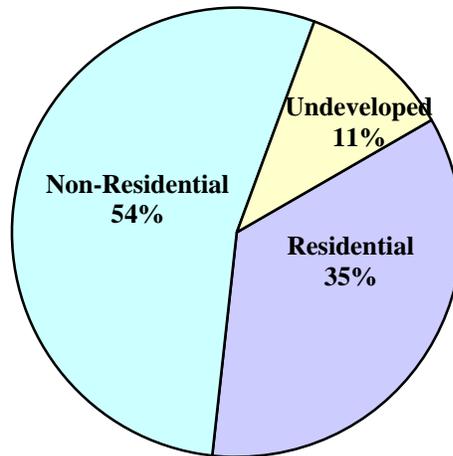


LAND USE

Land Cover no longer included in data

LAND USE TYPE	2008 ACRES
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 2015* State Equalized Valuation and the 2015* Taxable Value of each of the City’s major taxpayers (including abatements) is as follows:

NAME OF TAXPAYER	STATE EQUALIZED VALUATION	TAXABLE VALUE
Brighton Holdings LLC	\$16,970,190	\$13,137,890
Eberspaecher North America	12,820,600	12,820,600
TG Fluid Systems USA Corp	11,823,890	11,814,780
Brighton Mall Associates	10,405,040	10,405,040
BMH Realty, LLC	8,340,910	7,892,200
Good Will Co, Inc	6,322,130	3,860,630
Brookdale Senior Living	5,719,950	5,719,950
MJR Group LLC	5,012,920	5,012,920
Aberdeen of Brighton	4,393,380	3,259,190
Brightland Properties LLC	3,342,540	3,342,540

*2016 data not available as of publication date.

MAJOR EMPLOYERS

NAME OF TAXPAYER	PRODUCT/SERVICE	NO. EMPLOYEES
Brighton Area Schools	Education	883*
TG Fluid Systems	Manufacturer	405
Meijer Inc.	Retail Merchandise	299
Home Depot	Home Improvement	135
EberSpaecher NA, Inc.	Manufacturer	171
Corrigan Oil & Construction	Fuel Distribution, Construction, & Retail	160

*655 employees working directly at Brighton Area Schools and 228 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 2nd 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.

LDFA: 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.