

CITY OF BRIGHTON  
CITY COUNCIL MEETING  
CITY HALL  
April 2, 2015

Regular Blue Sky: 7:00 p.m.: Review of Agenda Items for this evening's meeting

**REGULAR SESSION - 7:30 P.M.**

1. Call to order
2. Pledge of Allegiance
3. Roll Call
4. Consider approval of the Agenda
5. Approval of [minutes: Regular Meeting of March 19, 2015](#) and [Special City Council Meeting of March 16, 2015](#)
6. Call to the Public

**Consent Agenda**

7. Consider approval of [Civic Event applications](#) as approved by the Civic Event Review Staff Committee
8. Consider action regarding the rescheduling or cancellation of the July 2, 2015 City Council Meeting

**Policy Development & Customer Communications' action item**

9. Consider approval of a [supplemental current fiscal year funding request from SELCRA](#)
10. Receive and discuss a report from the City Manager regarding a possible Capital Improvement Bond Issue financing process plan/timeline and related possible engineering design+construction plan/timeline for North 2<sup>nd</sup> Street water, sewer, and street improvements. Consider a motion with direction to the City Manager regarding any modifications the City Council may want the City Manager to make regarding any of the related process plans and timelines
11. Consider approval of a preliminary design proposal from the City Engineer as requested by the City Manager for North 2<sup>nd</sup> Street water, sewer, and street improvements
12. Consider a motion of direction to the City Manager and Finance Director on what changes the City Council wants to make to the Proposed Fiscal Year 15-16 City Budget to include in the public notice for the April 16 City Charter-required public hearing on the City Council's Proposed Fiscal Year 15-16 City Budget

**Other Business**

13. Information for City Customers
  - a. Report from the City Manager on responses to Citizens Inquiries to City Council received since the last Council Meeting
  - b. Progress updates from the City Manager on City Council-adopted goals
14. Receive updates from Council Member Liaisons to other Boards and Commissions
15. Call to the Public
16. Closed session regarding pending litigation
17. Adjournment

**MINUTES OF THE MEETING OF THE CITY COUNCIL OF BRIGHTON**  
**HELD ON MARCH 19, 2015 AT THE BRIGHTON CITY HALL**  
**200 N. 1ST STREET, BRIGHTON, MICHIGAN**

**BLUE SKY SESSION**

The Council conducted a Blue Sky Session at 7:00 p.m. Present were Mayor Muzzin, Councilmembers Bohn, Gardner, Bandkau, Pipoly, Tobbe and Willis. The Council reviewed the agenda items.

**REGULAR SESSION**

Mayor Muzzin called the regular meeting to order at 7:32 p.m. Following the Pledge of Allegiance, the roll was called. Present were Mayor Muzzin, Councilmembers Willis, Pipoly, Tobbe, Bandkau Bohn and Gardner. Also in attendance were Attorney Brad Maynes, Staff members Dana Foster, Jennifer Burke, Amy Cyphert, Dave Blackmar, Tim Krugh, Kelly Hanna, Tom Wightman and an audience of 47. Press and media included Tom Tolen from WHMI.

**AGENDA APPROVAL**

It was moved by Mayor Pro-Tem Pipoly, seconded by Willis to approve the agenda with the following changes: Change item #5, to March 5, 2015 Minutes. Add #13a, MDOT Resolution. Move from Consent Agenda to Action Agenda item #11, Granger Site Plan. Delete item #15, Road Funding Ballot Proposal Resolution. Motion passed 7-0.

**MINUTE APPROVAL**

It was moved by Councilmember Bohn, seconded by Willis to approve the Regular Meeting minutes of March 5, 2015. Motion passed 7-0.

**BRIGHTON HIGH SCHOOL WRESTLING TEAM RECOGNITION**

Mayor Muzzin read and presented a Proclamation to the Brighton High School Wrestling Team for their Division 1 State Championship win.

**EAGLE SCOUT PROCLAMATION**

Mayor Muzzin read and presented an Eagle Scout Proclamation to James Helwing.

James Helwing stated his Eagle Scout project was to build a 16-foot cross at 2/42 Church with concrete benches.

**CALL TO THE PUBLIC**

Mayor Muzzin opened the Call to the Public at 7:43 p.m. The following comment was heard:

Jim Vichich stated the Old Village Cemetery spring clean-up will be May 2<sup>nd</sup>. He thanked the DPW, Mayor Muzzin, City Council and Manager Foster for their support of the headstone for soldier John Sylvan Prosser, Civil War Hero.

Hearing no further comment, the Call to the Public was closed at 7:45 p.m.

### **CONSENT AGENDA**

It was moved by Councilmember Tobbe seconded by Willis to approve the Consent Agenda amended. A roll call vote was taken. Yes: Willis, Bohn, Pipoly, Muzzin, Bandkau, Tobbe, Gardner. No: none. Motion passed 7-0.

The following items were approved:

1. Approved a conditional site plan for Fitwall at 305 W. Main Street #15-006 as depicted on plans prepared by DMA Architects, project #2015-17, sheets CVR and A-1, last dated 3-9-2015 and survey prepared by BM Construction Consultants, job no. 200215, last dated 2-27-15 subject to the following:
  1. That all signage comply with applicable ordinances or variances obtained.
  2. That right of way permits are obtained from the Department of Public Services for work within the right of way.
  3. That any damages done to the existing sidewalk be repaired to current condition.
  4. That any damages to the existing block exposed during the removal of the wood siding be repaired prior to the painting of the block.
2. Approved a conditional site plan for True Salon at 109 E. Grand River #15-007 as depicted on plans prepared by Lindhout and Associates, project #1514, sheet A1.1, last dated 2-23-15 subject to the following:
  1. That all signage comply with applicable ordinances or variances obtained.
  2. That right of way permits are obtained from the Department of Public Services for work within the right of way.
  3. That any damages done to the existing sidewalk be repaired to current condition.
3. Approved the installation of a headstone at the Old Village Cemetery for soldier John Sylvan Prosser, who was a Brighton resident killed during the Civil War at the Battle of the Wilderness.
4. Reappointed Sheryl Kemmerling, Mark Binkley and Jon Innes to the Principal Shopping District.
5. Approved Resolution 15-04, Authorizing the Mayor and City Manager to sign Contract No. 15-5025, Control Section EDA 47522, Job Number 124985A between the Michigan Department of Transportation and the City of Brighton.

**CONDITIONAL SITE PLAN FOR THE FIRST AND MAIN OF BRIGHTON SENIOR LIVING ON N. SECOND**

Dan Callela, from Granger Group gave an overview of the proposed First and Main of Brighton Senior assisted Living on North 2<sup>nd</sup> Street.

It was moved by Councilmember Tobbe, supported by Gardner to approve the conditional site plan for the First and Main Senior Living Center on 2<sup>nd</sup> Street #15-005 as depicted on plans prepared by PEA Engineering Associates, job no. #2015-012, sheets C-1.0, C-2.0, C-3.0, C-4.0, C-5.0, C-6.0, C-7.0, C-8.0, C9.0, C-10.0, C-11.0, C-12.0, L-1.1, L-2.1, L-3.1, L-4.1, and L-4.2, last dated 3-6-15, plans prepared by Contech Construction Products, Inc, job no. #516878, last dated 3-5-15, sheet 1 of 1, plans depicting City of Brighton Engineering Standard Details sheets: Roadway, Parking & Sidewalk, Sanitary Sewer, Storm, Sewer & Street, Water Main – Sheet 1 or 2, Water Main – Sheet 2 or 2, plans prepared by Visual, drawing no. PM-1, last dated 3-11-15, sheet 1 of 1, and plans prepared by Hobbs + Black Architects, project no. #15-608, last dated 3-6-15, sheets A-1 – A-3 and the rendering subject to the following:

1. That one of the deferred parking spaces is converted to a constructed space to meet the maximum 20% requirement of the deferred parking space requirements.
2. In the event the deferred parking spaces need to be constructed due to parking demands, the parking space construction plans will be reviewed by the City prior to construction.
3. That a detail drawing of the patio fencing be included in the building permit drawings.
4. That the windows on the building be lightly tinted to meet the Ordinance Requirements.
5. That the applicant must address any outstanding Fire Code requirements with the Fire Department during the construction review.
6. That the applicant must address any outstanding City Engineer requirements during the construction review.
7. That any public utilities easement documents be reviewed/approved by the City/City Attorney and once approved filed with Livingston County.
8. That the developer complies with all applicable City of Brighton Engineering Standards.
9. That approval of the site plan is contingent upon City engineer review and approval of a construction plan and schedule of the water and sewer utility infrastructure improvements necessary to facilitate the project. These improvements may or may not be financed in whole or in part by the City of Brighton at the City of Brighton's sole and absolute discretion.
10. Further, that no building permits will be issued until after a schedule has been agreed-upon for the financing and construction of water and sewer utility infrastructure improvements necessary to facilitate the project, as approved by the City's engineer. This financing may or may not include funding in whole or in part from the City of Brighton at the City's sole and absolute discretion.

Motion passed 7-0.

**LED STREET LIGHTS**

Kelly Hanna, Finance Director gave an overview of the proposed LED lights and related cost savings.

It was moved by Mayor Pro-Tem Pipoly, seconded by Gardner to Accept the Purchase Agreement from DTE Energy for the conversion of 193 street lights to LED for a construction cost of \$77,199 to be funded by appropriations from the DDA Fund of \$30,000 and the Utilities Reserve Fund of \$47,199 to the Major Street Fund. The General Fund will payback both the DDA Fund and the Utilities Reserve Fund over the next 3.81 years from the annual savings in street lighting costs. Motion passed 7-0.

**FISCAL YEAR 15-16 PROPOSED BUDGET**

City Manager, Dana Foster presented the Proposed Budget for Fiscal Year 15-16.

**CITY CUSTOMER INFORMATION**

City Manager, Dana Foster stated the reason for deleting item #15, Road Funding Ballot Proposal Resolution, is because it is better to remain neutral, although he still supports it.

Mayor Pro-Tem Pipoly gave a DDA update.

Councilmember Gardner gave a SELCRA update.

Mayor Muzzin gave a Brighton Area Fire Authority update.

**CALL TO THE PUBLIC**

Mayor Muzzin gave a Call to the Public at 9:05 p.m. The following comment was heard:

Randy Clifton, Baywood Circle, thanked Council for taking agenda item #15 off of the agenda, staying neutral is a good decision. He commented on the LED light proposal.

**ADJOURNMENT**

It was moved by Councilmember Bandkau, seconded by Willis to adjourn the meeting at 9:08 p.m. Motion passed 7-0.

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Jennifer Burke, Deputy City Clerk

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Jim Muzzin, Mayor

**MINUTES OF THE SPECIAL MEETING OF THE CITY COUNCIL OF BRIGHTON**  
**HELD ON MARCH 16, 2015 AT THE BRIGHTON CITY HALL**  
**200 N. 1ST STREET, BRIGHTON, MICHIGAN**

**SPECIAL MEETING**

Mayor Muzzin called the Special meeting to order at 8:30 p.m. Following the Pledge of Allegiance, the roll was called. Present were Mayor Muzzin, Councilmembers Willis, Pipoly, Tobbe, Bandkau Bohn and Gardner. Also in attendance were Attorney Brad Maynes, Staff members Dana Foster, Jennifer Burke, Amy Cyphert and an audience of 4. Press and media included Tom Tolen from WHMI.

**AGENDA APPROVAL**

It was moved by Councilmember Bandkau, seconded by Gardner to approve the agenda with the following change, add a second call to the public. Motion passed 7-0.

**CALL TO THE PUBLIC**

Mayor Muzzin opened the Call to the Public at 8:33 p.m. Hearing no comment, the Call to the Public was closed.

**PARKING AMENDMENTS**

Planning & Zoning Director, Amy Cyphert briefed the Council on the proposed parking amendments. She stated the zoning ordinance amendments are to allow alternate surfaces for off-street parking such as grass, gravel and stone.

It was moved by Council Member Bandkau, seconded by Willis to approve First Reading and set a public hearing for April 1, 2015 for the proposed amendments to Chapter 98, Article I. In General, Section 98-3. Definitions, Chapter 98, Article III. Off-Street Parking and Loading, Sec. 98-28. General parking requirements and Chapter 98, Article XVI. Downtown business district, Sec. 98-462, Specific Standards. A roll call vote was taken. Yes: Willis, Bohn, Pipoly, Muzzin, Bandkau, Tobbe and Gardner. No: none. Motion passed 7-0.

**CALL TO THE PUBLIC**

Mayor Muzzin opened the Call to the Public at 8:35 p.m. Hearing no comment, the Call to the Public was closed.

**ADJOURNMENT**

It was moved by Councilmember Pipoly, seconded by Gardner to adjourn the meeting at 8:35 p.m. Motion passed 7-0.

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Jennifer Burke, Deputy City Clerk

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Jim Muzzin, Mayor

**POLICY REPORT  
DEPARTMENT OF PUBLIC WORKS  
Civic Event Schedule 2015**

**Prepared by:**

**Reviewed by:**

\_\_\_\_\_  
**Patty Thomas**  
**Asst. DPW Director**

\_\_\_\_\_  
**Dana W. Foster**  
**City Manager**

**ISSUE:** To consider the Civic Event Schedule for 2015.

**STAFF RECOMMENDATION:** To recommend the Civic Event Schedule for 2015 as approved by the Civic Event Staff Review Committee (the committee consists of representatives of the Fire Department, Police Department, and DPW), with contingent approval on noted events.

**BACKGROUND:** The City of Brighton Civic Event Staff Review Committee has reviewed all of the submitted event applications for the 2015 event season. The Committee is recommending approval of all 30 event applications.

All of the Civic Events for this year were submitted and reviewed by the Civic Event Staff Review Committee. Many of the events are similar in scope to those held last year and there are two new events proposed. After City Council approval, the Committee will hold pre-event meetings with the applicants to finalize details of the events as well as to ensure that they have complied with any conditions noted.

The Brighton Art Guild is proposing a new event called “Quick Draw”. It is proposing to be held on three different Thursday afternoons in June, July and August, immediately before the Art Guild’s Art in the Millpond Event. The event is similar to their event that began last year, Brighton Paint Out

SELCRA is proposing a new event called Quizzo Murder Mystery. There is some concern from the Committee about people crossing back and forth on Main Street so a meeting is going to be held with representatives from SELCRA to determine what can be done to ensure the safety of the event participants.

Below are listed the events as of the date of this Policy Report:

**Civic Event List - 2015**

<b><u>Event Title</u></b>	<b><u>Date</u></b>
Farmers Market	Saturdays – May through October - 8 am to 1 pm
Swinginfusion	Mondays – May through October - 7 pm to 10 pm
Flower Day	Saturday, May 16 <sup>th</sup> – 8 am to 2 pm
Memorial Day Parade	Monday, May 25 <sup>th</sup> - 10 am – 12 pm
St. Pat’s 5K Run	Saturday, June 6 <sup>th</sup> – 8 am to 10 am
Livingston Concert Band Concerts	Tuesdays, June 9 <sup>th</sup> through July 28 <sup>th</sup> - 7 pm – 9 pm
Music @ The Pond	Wednesdays, June 10 <sup>th</sup> , July 8 <sup>th</sup> , August 12 <sup>th</sup> , September 9 <sup>th</sup> – 6 pm to 9 pm

Optimists Club Fishing Derby	Saturday, June 13 <sup>th</sup> - 7:30 am to 12 noon
Art in the Millpond	Thursdays, June 25 <sup>th</sup> – August 27 <sup>th</sup> – 6 pm – 8 pm
Brighton Art Guild Quick Draw	Thursdays, June 25 <sup>th</sup> , July 30 <sup>th</sup> , & August 27 <sup>th</sup> – 4:30 pm – 8 pm
4 <sup>th</sup> of July Events (Duck Run, Parade, Millpond Duck Race)	Friday, July 4 <sup>th</sup> – 7 am to 12 pm
Kiwanis Gazebo Concerts	Sunday nights–July 5 <sup>th</sup> through August 23 <sup>rd</sup> – 7–9:30 pm
Terrific Tuesday Book Reading And Crafts	Tuesdays, July 9 <sup>th</sup> through August 25 <sup>th</sup> - 10 am–11:30 am
A Taste of Brighton	Friday, July 10 <sup>th</sup> & Saturday, July 11 <sup>th</sup> - 10 am–10 pm
Brighton Paint Out	Saturday, July 11 <sup>th</sup> – 8 am & Sunday 7/12 – 8 am to 3 pm
Brighton Community Reunion	Friday, July 17 <sup>th</sup> – 5 pm – 2 am
SELCRA Quizzo Murder Mystery	Friday, July 24 <sup>th</sup> – 6 pm – 10 pm
Fine Art & Acoustic Music Festival	Friday, 7/31 – 5 pm – 8 pm, Saturday, 8/1 – 10 am – 8 pm, & Sunday, 8/2 - 10 am - 4 pm
SELCRA Millpond Mania	Saturday, August 8 <sup>th</sup> - 11 am – 2 pm
Smokin’ Jazz & BBQ Blues Fest	Friday, 9/11 – 5 pm – 12 am & Saturday, 9/12 – 12 pm to 12 am
Pregnancy Helpline Walk	Saturday, September 12 <sup>th</sup> – 8 am to 11 am
Brighton Walk to End Alzheimer’s	Sunday, September 13 <sup>th</sup> - 7 am – 4 pm
Pregnancy Helpline Walk	Saturday, September 19 <sup>th</sup> – 9 am to 12 pm
Harvest Fest      Saturday,	September 26 <sup>th</sup> – 8 am to 3 pm
BHS Homecoming Parade	Friday, October 9 <sup>th</sup> – 5 pm – 7 pm
SELCRA Halloween Spooktacular	Saturday, October 31 <sup>st</sup> - 5 pm – 9 pm
Veterans Day Parade      Saturday,	November 7 <sup>th</sup> – 10:30 am – 11:30 am
Holiday Glow      Saturday,	November 21 <sup>st</sup> – 4 pm – 7 pm

**BUDGET IMPACT:** Police presence will be needed at the four parade events– namely, Memorial Day Parade, 4th of July Parade, Homecoming Parade, and Veterans Day Parade as well as events that are serving alcohol – namely, Fine Art & Acoustic Music Festival, Taste of Brighton, and Smokin Jazz & BBQ Blues Festival. They will also assist with the walks that require intersections to be blocked off for the beginning of the event and those events will use on-duty officers. Additional support staff necessary for these events will be determined based on past history, nature of the event, and specific requests of event sponsors on an as-needed basis.

**RELATIONSHIP TO 2014/2015 GOALS:** Continued allowance of various Civic Events under managed conditions to promote the Downtown City of Brighton area.

**COUNCIL ACTION:** Approval of the Civic Event Schedule for 2015 as recommended by the Civic Event Staff Review Committee.

**ATTACHMENTS:** Signed Civic Event Approval List

### 2015 Civic Event Approval List

Event Name	Event Date	Applicant	Address	PD	DPS	BAFD	Finance
Farmers Market	May – October	Chamber of Commerce	218 E. Grand River	<i>EW</i>	<i>ES</i>	<i>BT</i>	<i>KH</i>
Swinginfusion	May - October	Swinginfusion	11009 Tillson Drive, S. Lyon, MI 48178	"	"	"	"
Flower Day	May 16 <sup>th</sup>	Chamber of Commerce	218 E. Grand River	"	"	"	"
Memorial Day Parade	May 25 <sup>th</sup>	VFW Post 4357	10590 E Grand River	"	"	"	"
St. Patrick Shamrock Festival 5K Run/Walk	June 6th	St. Patrick Catholic Church	711 Rickett Road	"	"	"	"
LCCB Summer Concert Series	June through July	Livingston County Concert Band	PO Box 774, Howell, 48844	"	"	"	"
Jazz @ The Pond	6/10, 7/8, 8/12, & 9/9	2 Stones Events, Inc.	524 Victoria Square	"	"	"	"
Optimists Fishing Derby	June 13 <sup>th</sup>	Optimist Club	845 Devonshire	"	"	"	"
Art in the Millpond	6/25 – 8/27	Brighton Art Guild	PO Box 65	"	"	"	"
Brighton Art Guild Quick Draw	6/25, 7/30 & 8/27	Brighton Art Guild	PO Box 65	"	"	"	"
4 <sup>th</sup> of July Events	July 4 <sup>th</sup>	Livingston Sunshine Rotary	PO Box 1916	"	"	"	"



Tridge-or-Treat Spooktacular	October 31 <sup>st</sup>	SELCRA	125 S. Church Street	T.W.	B	BB	KH
Veterans Day Parade	November 8th	Brighton VFW Post 4357	10590 Grand River Avenue, Brighton	"	"	"	"
Brighton's Holiday Glow	November 221 <sup>st</sup>	Chamber of Commerce	218 E. Grand River	"	"	"	"



March 12, 2015

City of Brighton  
Attn: Dana Foster  
200 North First Street  
Brighton, MI 48116

Dear Dana,

Thank you for your support of the South Eastern Livingston County Recreation Authority. The City of Brighton's contributions to SELCRA programs help us achieve our mission of "Creating Community through People, Parks and Programs."

I would like to request being added to your Thursday, April 2, 2015, Brighton City Council meeting to request funding in support of SELCRA's 2014/15 budget shortfall.

As projected last January (2014), SELCRA is facing a budget deficit in 2015. Approval of a negative budget; decline in sports revenues; unemployment expenses and additional field maintenance costs are all attributing factors. Additionally, the structure of SELCRA's funding is a core issue as identified in the attached NRPA, Parks and Recreation Community Standards Report, pg 4. 'Revenues as a % of Operating Expenditures' graph. As compared nationally to benchmarked communities, SELCRA is at 75% cost recovery. The national average is 30%.

At the March 11, 2015, SELCRA Board meeting, the board approved a motion to request supplemental funding from the partnered municipalities to assist SELCRA through the fiscal year end. Per our funding model (based on the percentage of participation from Genoa residents) we are requesting \$8,700 from the City of Brighton. Attached you find our projected Budget Forecast (revenues) through June 2015 for your reference.

SELCRA and the Board of Directors continue to work on solutions for the Authority's future financial viability.

Thank you again for your support of the Southeastern Livingston County Recreation Authority.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Smith", is written over a white background.

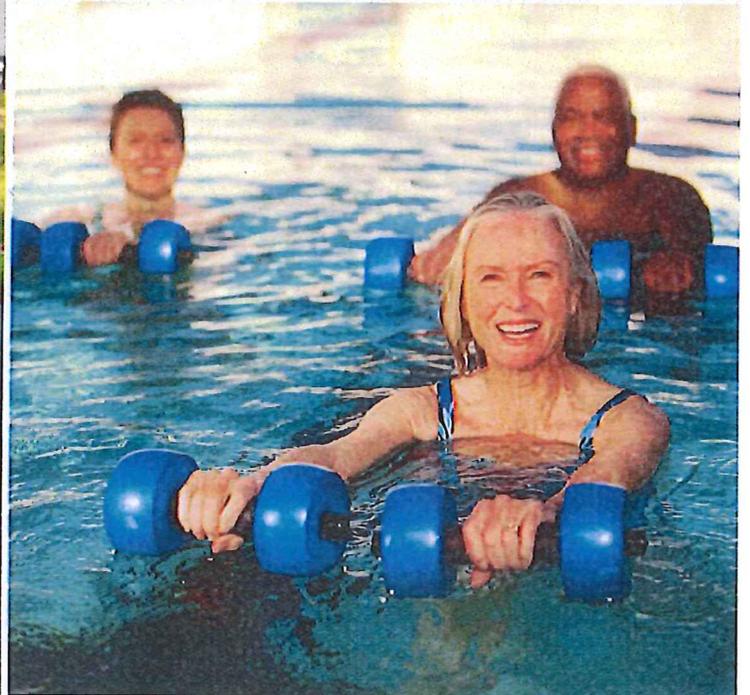
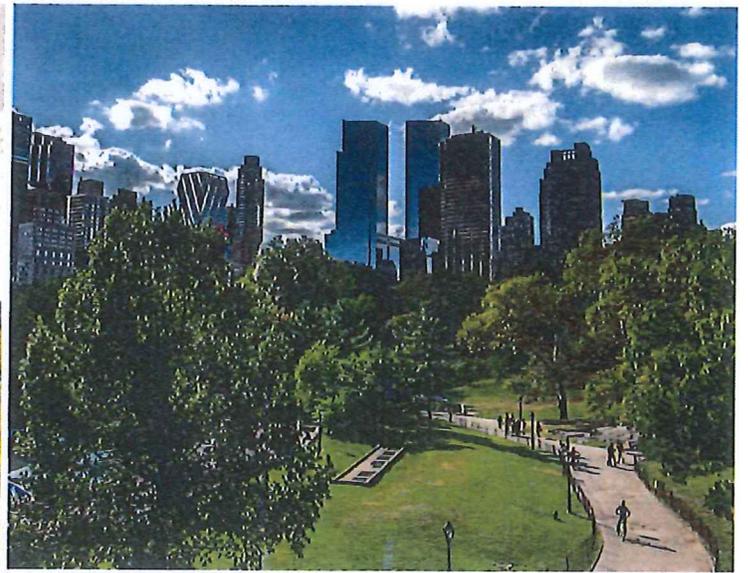
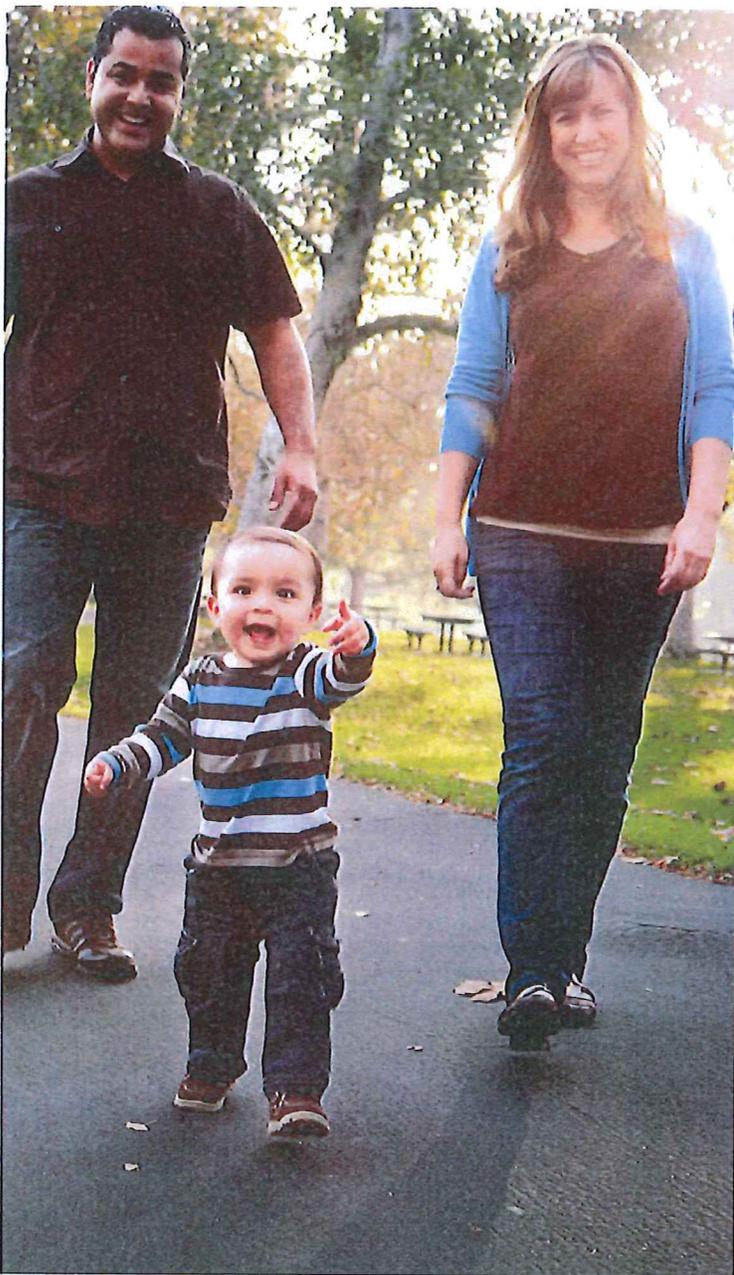
Derek Smith  
SELCRA Director

*Southeastern Livingston County Recreation Authority*  
125 South Church Street / Brighton / MI / 48116  
810-299-4140 / [www.selcra.com](http://www.selcra.com)



**Budget Forecast for fiscal period July 2014 through June 2015.**

		Approved	Thru	Estimated	\$ Change
	REVENUE	2014/15	12/31/2014	6/30/2015	
4400	Youth Leagues Revenue	221000	67470.53	186000	-35,000
4410	Youth Programs Revenue	37000	24344.14	37000	0
4420	Adult Leagues Revenue	37000	9180	32000	-5,000
4430	Adult Programs Revenue	2000	1598.57	2000	0
4440	Special Events Revenue	33000	7876.37	40000	7,000
4443	Community Events Revenue	6000	4955	6000	0
4444	Amusement Ticket Revenue	3600	930	2500	-1,100
4450	Maltby Dog Pound Revenue	20000	8473	15000	-5,000
4470	Umpire Training	400	370	400	0
4490	Refund Revenue (Admin)	500	20	500	0
5500	Skatepark Revenue Daily	1000	0	0	-1,000
5520	BCC Revenue	20000	10665	20000	0
5530	Contracted Services Revenue	65000	18462.14	40000	-25,000
6610	City of Brighton	30728	36072	36072	5,344
6620	Brighton Township	55384	55384	65016	9,632
6630	Green Oak Township	34730	40770	40770	6,040
6640	Genoa Twp	26473	31077	31077	4,604
6675	Grant Revenue	0			
6676	Advertising Revenue	4000	500	4000	0
6677	Sponsorship Revenue	20000	6460	15000	-5,000
6678	Concession Revenue	500	127	500	0
6680	Screen Rental Revenue	0			
6691	Interest Revenue	100	47.05	100	0
6710	Foundation Reimbursement	1000	783.55	1000	0
6720	Insurance Reimbursement	0	2749	2749	2749
		<b>\$619,415.00</b>	<b>\$328,314.35</b>	<b>\$577,684.00</b>	<b>-\$41,731.00</b>



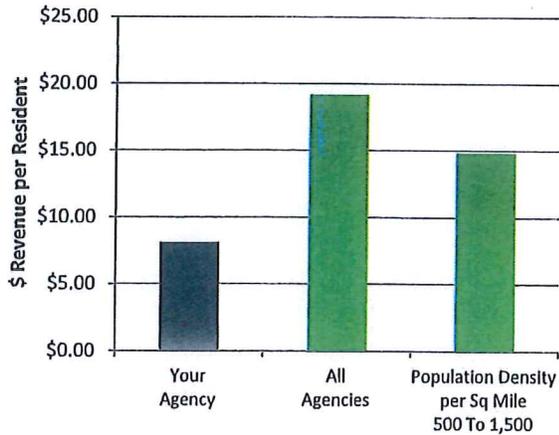
# Parks and Recreation Community Standards Report

Southeastern Livingston County Recreation Authority



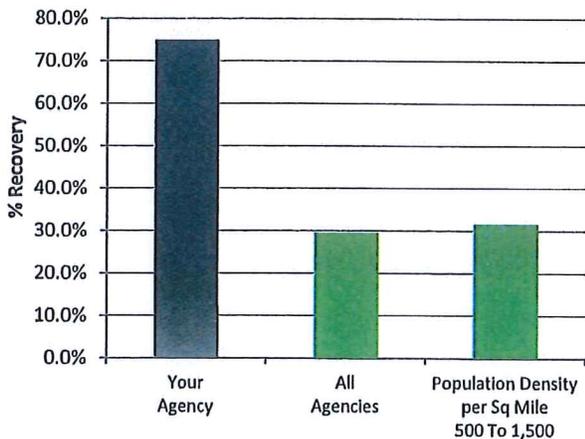
National Recreation  
and Park Association

## Revenue per Capita



	Your Agency	All Agencies	Population Density per Sq Mile 500 To 1,500
Lower Quartile		\$6.05	\$5.20
Median	\$8.13	\$19.22	\$14.85
Upper Quartile		\$44.23	\$34.63

## Revenue as a % of Operating Expenditures (Cost Recovery)



	Your Agency	All Agencies	Population Density per Sq Mile 500 To 1,500
Lower Quartile		15.5%	14.0%
Median	75.0%	29.6%	31.7%
Upper Quartile		48.9%	49.2%

Revenues (also known as “annual direct revenues”) include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources.

Two metrics that can be used to track revenues, and/or compare revenue generation to other agencies, are “revenue per capita” and “revenue as a percentage of total operating expenditures.” The first metric, revenue per capita, is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served by the agency. The second metric, revenue as a percentage of total operating expenditures (also known as “cost recovery”), is calculated by dividing the total revenues generated by the agency by the total operating expenditures of the agency.

In addition to using these metrics for revenue tracking and benchmarking, they can also be used to establish cost recovery policies and goals. There are no industry standards for cost recovery; for example, some communities have established different cost recovery policies for senior, adult, and youth programs, while others have established overall cost recovery goals as a percentage of operating expenses. PRORAGIS can help agencies to determine reasonable and realistic cost recovery goals based on data from other agencies.

**How much are you making?**