



City of Bronson
2017-2018 Budget
Resolution #17-6-6



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The City Council

Alicia Cole
Mayor

Larry McConn
Vice-Mayor

Janet Cox
Council Member

Jim Kenny
Council Member

Bill Earl
Council Member

City Officials

Charles Lillis
City Attorney

Brandon M. Mersman
City Manager

Karen A. Smith
Clerk/Treasurer

About the City of Bronson

The City of Bronson was first settled in October 1866 and was chartered as a City in July of 1934 under the Home Rule City Act. Bronson operates under a charter approved by voters in 1985. In 2016, the City celebrated its Sesquicentennial (150th) anniversary during the weekend of September 10th and 11th.

The City operates under the Council-Manager form of government. A five-member City Council is elected at-large in even numbered years to staggered terms of either two or four years. Following each election, Council members choose from among themselves a Mayor and a Vice-Mayor.

The Council employs a City Manager to direct day-to-day affairs and provide the Council with recommended policy. The Manager supervises staff and implements Council's broad policy decisions.

The Council also hires a Clerk/Treasurer as the custodian of City records, to collect taxes, and to maintain the City's financial accounts. The Council retains a City Attorney for legal advice and the prosecution of ordinance violations.



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Fiscal Year 2018 Budget

Resolution #17-6-6

A resolution of the City of Bronson approving the budget of revenue and expenditures and setting the millage rates to raise such revenue for Fiscal Year 2018 which begins July 1, 2017 and ends June 30, 2018

Whereas, pursuant to the Bronson City Charter the City Manager has provided a recommended budget of revenues and expenditures to the City Council and the Council has reviewed said recommendations, and...

Whereas, the proposed budget and millage rates are prepared and made available to the public in accord with the City Charter and various statutes (including MCL 141.421 et seq, MCL 211, and MCL 41.801 et seq) and the City Clerk has, in accord with the Michigan Open Meetings Act, published notices of the time and place for a public hearing regarding this budget which was held on June 12, 2017 .

Now therefore be it hereby resolved by the City Council of the City of Bronson that the following taxes shall be levied in accord with statute:

General Operating Levy	16.8482 mills
Fire Protection Equipment Special Assessment	1.000 mills
1993 General Obligation Bond Levy	1.1269 mills

And be it further resolved, that the following revenues and expenditures shall be budgeted for the period July 1, 2016 until June 30, 2017 and that tax and other revenue shall be distributed among City funds as follows:

<u>Fund</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Expenditure</u>
General Fund	\$1,061,322		\$1,069,755
Administration			\$342,646
Police			\$471,925
Fire			\$36,726
Department of Public Works			\$162,407
Parks & Recreation			\$56,051
Transfer to Other Funds			\$ 7,000
Major Street Fund	\$192,190		\$188,313
Local Street Fund	\$112,733		\$122,462
Fire Sinking Fund	\$26,248		\$35,000
Cemetery Operations Fund	\$18,500		\$18,160
Cemetery- Perpetual Care Fund	\$1,025		
Cemetery- Redevelopment Fund	\$1,710	\$3,290	\$5,000
1993 General Obligation Debt Service Fund	\$33,800		\$33,800
Wastewater Fund	\$484,354		\$484,354
Water Fund	\$278,830		\$278,830
Motor Pool Fund	\$144,793		\$144,793
Community Development Fund	\$5,080		\$5,000

And finally be it resolved, that no transfer of funds is permitted between appropriation centers except for those transfers specifically permitted and that the City Manager is authorized to release bidding documents, specifications, and/or requests for proposals in accord with projects and purchases included in this budget.

YEAS: Councilperson(s) _____

NAYS: Councilperson(s) _____

ABSENT: Councilperson(s) _____

The Resolution was adopted on this 12th day of June, 2017.

Karen A. Smith
City Clerk



TO: The Honorable Mayor Cole and Members of the City Council
FROM: Brandon M. Mersman, City Manager
RE: Fiscal Year 2018 Budget
Date: May 5, 2017

Section 7.2 of the Bronson City Charter obligates me to present to you a recommended budget for the ensuing fiscal year. Enclosed please find my recommendation for the fiscal year beginning July 1, 2017. This year the City's tax millage was rolled back due to the Headlee Amendment for the first time in more than 30 years. The net effect for the FY2018 budget is about \$3,000 less than we expected originally. It is rather unfortunate as the rollback sets the maximum millage rate for the City until a vote of the people is passed to override that rollback. With our limited ability to generate new revenue, in the future we will likely need to consider other millage revenue options.

Over the past year we have made significant progress in adjusting for the major loss of tax revenue we experienced following the closure of Bronson Precision Products (BPP). The 2017 Fiscal Year Budget was approved with a general fund deficit of over \$41,000. For the 2016 Fiscal Year the City finished the year with a surplus of more than \$80,000 and we expect to end the 2017 Fiscal Year with a \$143,125 surplus. As presented, this budget has a General Fund deficit of just over \$8,000. Over the course of this fiscal year the City will continue to find new ways to reduce costs while still providing a high level of service to the community in an effort to eliminate any need to utilize general fund balance by year end.

Notable highlights and changes to this year's budget:

Trash & Recycling

The City is now in its second year of a three year contract with Republic Services for curbside trash and recycling services. The revenue generated from participants in this program continues to fall well short of billable expenses from Republic. This is due to the contract's requirement that the City guarantee 665 residential customers. We expect a shortfall of as much as \$30,000 for the '17-'18 fiscal year. The City continues to encourage residents to participate in this program but we have generally had around 505 customers enrolled at any given time. The City will need to begin considering different options in the future such as not renewing the contract or requiring residents with trash service to utilize the City's program or this budget shortfall will continue.

Major and Local Street Funds:

Sidewalk Improvements- Sidewalk re-inspections and repairs will continue following last summer's evaluation of our sidewalks. I have budgeted \$15,000 for City sidewalk improvements and repairs needed following this evaluation under the Major Streets Fund Non-Motorized Improvements line item. These funds will be used for sidewalk improvements located on City property (parks, buildings, ect.) and the sidewalk ramps at intersections. Staff will also be re-inspecting resident owned sidewalks to ensure repairs were made over the summer and fall. If repairs are not made the City will perform the work and assess the homeowner for these repairs.

Storm Sewer Cleanings & Repairs- This budget includes \$10,000 for storm sewer cleaning and repairs and is distributed between local and major streets. This has not been something the City has budgeted for in the past but something we need to begin doing to prolong the life of our storm sewers.

Memorial Park- During the winter of 2017 the City launched a crowdfunding campaign for the remaining improvements to Memorial Park. The City was able to raise over \$21,000 from online and offline donations through the Patronicity crowdfunding program. The City also received a matching grant of \$12,500 from the MEDC/MSHDA and a \$5,000 grant from Michigan Gas Utilities. In total the

City was able to raise nearly \$38,000 towards this \$45,000 project. This leaves \$8,000 the City will need to budget for this project in the '17-'18 budget. The remaining improvements includes the addition of a water feature, landscaping improvements, irrigation, and additional brick pathway. City staff has been working with Backyard Kreations to have this project completed prior to the 2017 Polish Festival Days.

Water Fund- By January of 2018, the City will need to develop an Asset Management Plan for the City's water system. City staff has been working with the Michigan Rural Water Association (MRWA) to prepare this document. Working with MRWA will save the water fund as much as much as \$20,000.

Sewer Fund- The City anticipates that a Sewer Asset Management Plan will also be required by the MDEQ in the coming years ahead. In anticipation of this upcoming expenditure, these expenses have been budgeted for in the Wastewater Fund Capital Improvement Fund over a three-year period beginning in FY-18. The Wastewater CIP calls for an increase for annual collection system repairs from \$25,000 to \$30,000. We will be looking at performing a smoke test to find leaks in the collection system so we know where we need to make repairs. Groundwater has been infiltrating our sanitary system and has caused a large increase in the amount of gallons our treatment plant is treating. This budget also calls for the purchase of a sanitary sewer camera which will be used to locate and determine the cause of collection system failures. This equipment will reduce service calls to private contractors for televising lines. This equipment will also assist in routine maintenance of sanitary and storm sewers. I plan to apply for MTA Par Plan grant funding to assist with this purchase.

Fire Department- As the Bronson Fire Association prepares to budget for new Self Contained Breathing Apparatuses (SCBA's), a necessary piece of equipment for firefighters, the City's portion paid to the Fire Association will be considerably higher. Beginning in Fiscal Year 2018, the City has budgeted for this expense over three years, rather than two years (as proposed in the FY-17 Budget), as these funds will not be necessary until 2019. The amount the City will pay towards the Association's dues will be \$29,226 and \$7,500 for SCBA's (capital replacement) for FY-18.

Continued challenges to consider in the future:

Major and Local Streets will see a small increase in revenue as a result of new legislation enacted in late 2015 by the State of Michigan. However, even with this funding increase these funds will not generate enough revenue to provide preventative maintenance or the necessary improvements our roads need.

Between 2002 and 2012, Michigan was one of only four states that reduced investments in local governments. During this same period of time, Michigan was the only state in the country where local revenues declined. While property values and other revenues have declined significantly, local governments still have very few tools to regain lost revenue without cutting essential services. The State of Michigan continues to believe that they can balance their budget on the backs of local governments. This continues to be of grave concern to the City.

In closing, I wish to thank all of the Department Heads and staff that helped to put this budget together as it is truly a team effort.

Respectfully submitted,

Brandon M. Mersman, MPA
City Manager

City Council Goals & Objectives

2017-2018

Goal: Business Retention and Attraction

- Continue strategy of focusing on current employers and businesses and working with them to see expansion
- Implement benchmarks of the Redevelopment Ready Communities approach and engage related MEDC resources

Goal: Enhance and Undertake Bronson “place-making” Activities

- Look for ways to implement the Walkability Study performed by MDOT in September 2013
- Develop the recently purchased former Northeastern Rail Line for non-motorized trail usage.
- Work towards the implementation of the goals set forth in the 2016-2020 Parks and Recreation Master Plan
- Continue working with and supporting the Downtown Development Authority
- Work with community partners (DDA, Chamber of Commerce, Polish Festival, etc.) and businesses to expand and better market downtown activities:

August Memorial Park Concert Series

City Wide Garage Sales/US 12 Sales

Polish Festival

Farmer’s Market

Bronson Theater

Other new events

Goal: Infrastructure Improvements

- Work with DEQ programs surrounding the SAW Grant
- Continue collaboration with Kalamazoo Area Transportation Study and Branch County Road Commission for street improvement targets and work
- Continue coordinated approach for infrastructure improvements

Goal: Optimize Organizational Efficiency

- Consider energy-efficiency projects in coordination with Michigan Gas Utilities and Consumers Energy to improve facility efficiency
- Work with Consumers Energy on potential street-lighting improvements as programs become available
- Better plan for equipment purchases and uses across departments
- Enhance information and outreach efforts using the City’s website and Facebook presence

All Funds by Revenue vs. Expenditures

Fund	Gross Revenue	Operating Expenditures	Capital Depreciation	Gain (Loss)
General Fund	1,061,322	1,069,752	0	(8,430)
Fire Sinking Fund	26,248	35,000	0	(8,752)
Major Street Fund	192,190	188,314	0	3,876
Local Street Fund	112,733	122,461	0	(9,728)
Cemetery Fund- Operations	18,500	18,159	0	341
Cemetery Fund- Perpetual Care	1,025	5,000	0	0
Cemetery Fund- Redevelopment	1,710	0	0	1,710
1993 General Obligation Debt Service Fund	33,800	33,800	0	0
Water Fund	279,830	219,621	60,209	0
Wastewater Fund	484,354	359,095	125,259	0
Motor Pool Fund	144,793	110,473	30,000	4,320
Community Development Fund	5,080	5,000	80	80

As a City, the City of Bronson is obligated to collect taxes for all entities which levy a property tax. Even though all taxes are paid at City Hall, only a portion of that money ends up supporting City services. Some City services do not receive any tax revenue (like water and wastewater services). Other services (like streets and cemeteries) only rely on a small amount of tax revenue.

Figure A

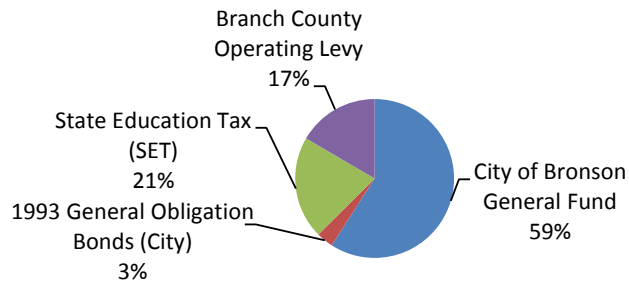
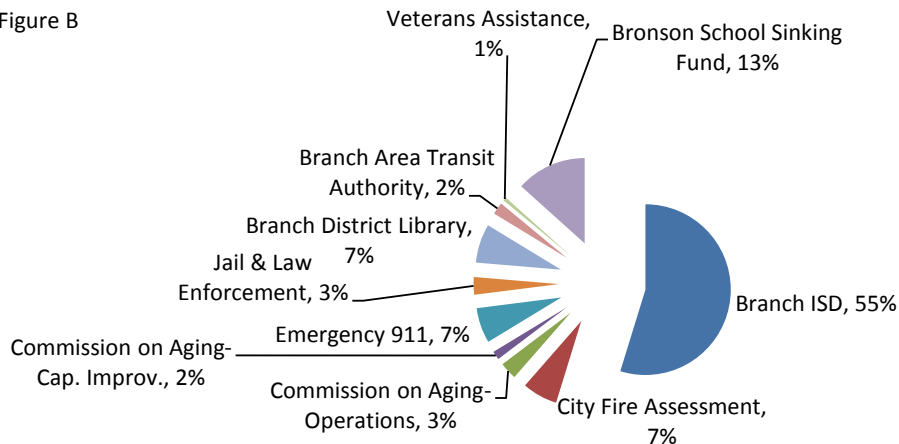
**Summer Taxes
2016**

Figure B

**Winter Taxes
2016**

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
General Fund Summary	Actual	Actual	Budget	Projected	Proposed
Revenue					
Total Operating Revenue	965,633	977,605	1,021,324	1,152,158	1,061,322
Expenses					
Administration	204,802	214,985	318,892	312,972	335,645
Police Department	454,674	469,310	458,465	442,261	471,925
Fire Department	40,496	25,000	44,000	43,897	36,726
Department of Public Works	193,036	185,002	179,408	137,855	162,407
Parks & Recreation	54,487	59,497	60,109	57,048	56,050
Transfers to other Funds	37,750	25,300	6,750	15,000	7,000
Total Operating Expenses	985,244	979,094	1,067,624	1,009,033	1,069,752
Net of Revenue and Expenses	(19,611)	(1,489)	(46,300)	143,125	(8,433)
Net Fund Balance (Cash on Hand)	329,504	369,607	423,814	628,207	619,774
Fund Balance as Percent of Expenditures	33%	34%	40%	62%	58%

Figure C

Historic Trends for Revenues, Expenditures, and Fund Balance (1990-2015 & Proposed 2018)

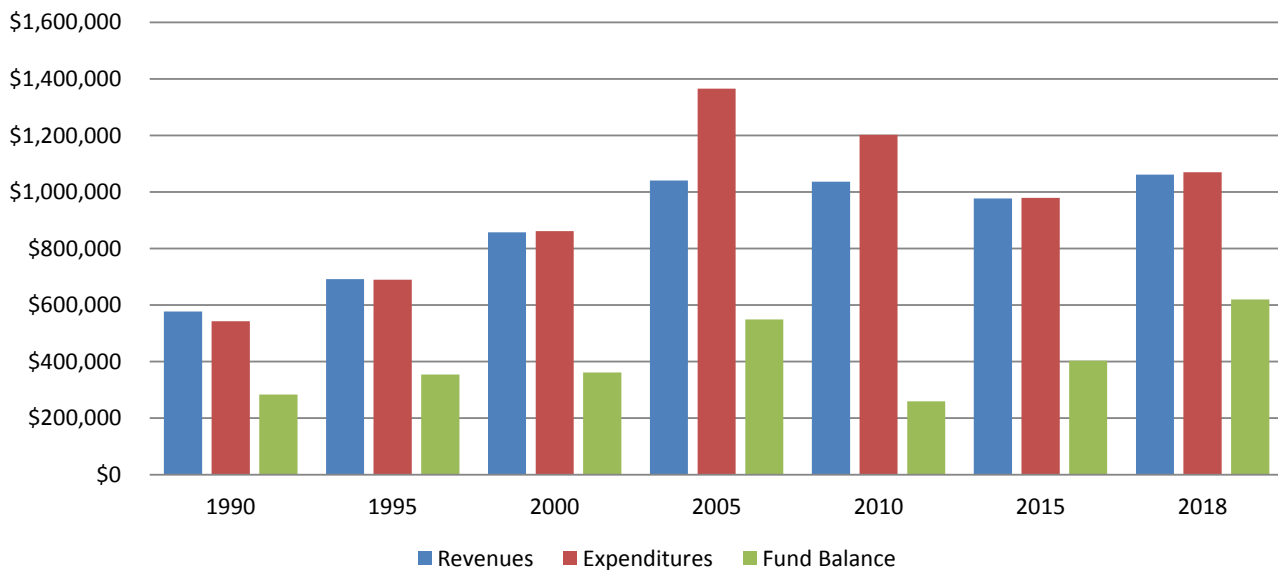


Figure D

FY 2018 General Fund Revenue by Source

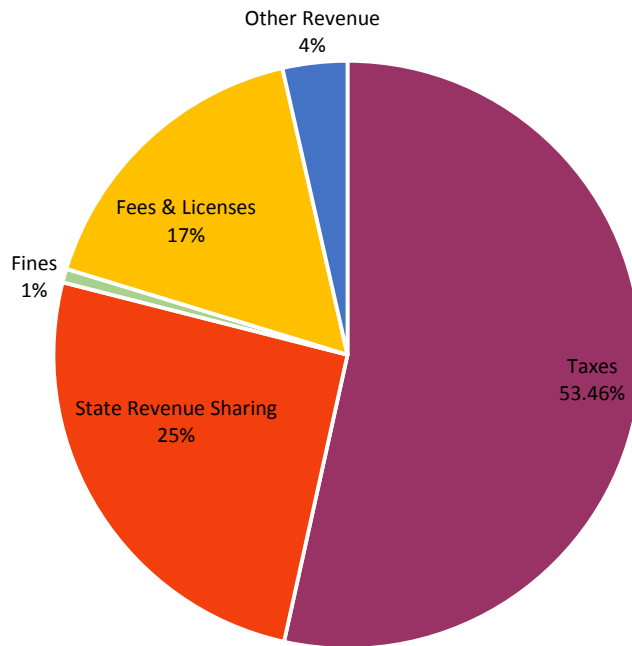
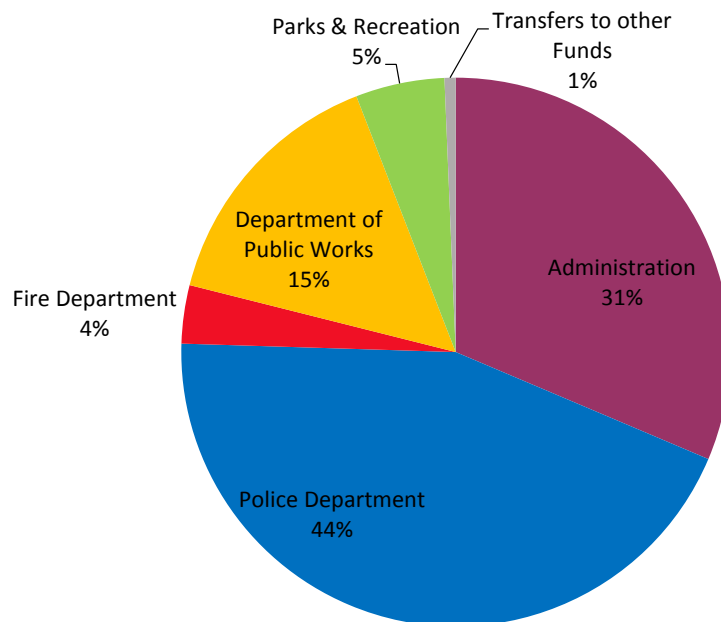


Figure E

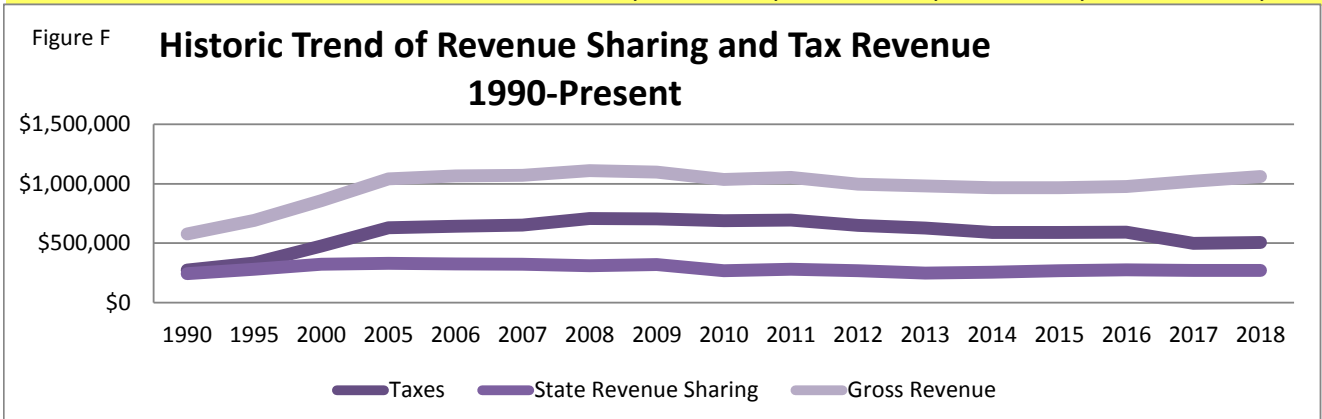
FY 2017 General Fund Expenditures by Department



Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
General Fund Revenue	Actual	Actual	Budget	Projected	Proposed
<i>Taxes</i>					
General Operating Levy	589,904	593,105	499,823	591,993	505,316
Tax Penalties	5,250	5,000	5,000	4,873	5,000
Delinquent Personal Property Tax	500	0	0	245	0
Personal Property Tax Reimbursement	0	0	16,000	44,207	44,000
City IFT Real & Personal	14,342	13,000	1,500	11,488	0
Payment in Lieu of Tax (PILOT)	3,000	2,900	2,900	3,508	2,900
Tax Administration Fee	9,000	9,000	9,000	10,000	9,000
Trailer Park Tax	150	150	150	150	150
<i>Revenue Sharing</i>					
Constitutional Revenue Sharing	182,369	190,000	184,568	172,579	183,395
Economic Vitality Incentive Program (EVIP)	86,718	87,000	86,720	78,836	86,720
<i>Fines</i>					
District Court Fines	7,500	7,500	7,500	10,551	7,500
Ordinance Fines	500	500	500	1,085	500
<i>Fees & Leases</i>					
Trash & Recycling			101,163	93,000	106,441
Franchise Fees	20,750	20,950	20,950	1,966	20,950
Licenses & Fees	2,250	2,500	3,050	3,101	2,950
Park Rental Fees	1,700	1,800	1,500	3,044	1,500
Agriculture Leases	13,000	15,000	15,000	14,700	16,850
Watertower Leases	28,000	28,500	28,500	28,866	28,500
<i>Other Revenue</i>					
Interest	700	700	500	1,981	650
Sale of Fund Assets	0	0	0	228	0
Contributions from Other Funds	0	0	35,000	21,600	35,000
Contributions - Private Source	0	0	0	24,885	0
Grant Proceeds	0	0	0	12,985	0
Miscellaneous Revenue	0	0	2,000	8,224	2,000
Total Operating Revenue	965,633	977,605	1,021,324	1,144,095	1,059,322

Restricted Revenue					
Police Training Fund (PA 302)	0	0	500	409	500
Police Forfeiture Fund	0	0	0	4,354	0
Police Salvage Fund	2,000	2,000	1,500	3,300	1,500
Total Restricted Revenue	2,000	2,000	2,000	8,063	2,000



Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Administration	Actual	Actual	Budget	Projected	Proposed
City Council Salaries	1,700	3,900	3,900	3,700	3,900
Wages & Benefits	103,052	104,535	99,472	95,286	101,829
Office Administration	13,450	21,950	14,450	12,850	14,450
Building Expense	1,450	1,000	2,000	1,032	2,750
Professional Services	36,700	35,900	11,900	10,326	16,980
Statutory Expenses	3,250	2,000	2,000	2,638	2,400
Professional Development & Travel	5,400	6,300	6,900	6,362	6,900
Utilities	4,100	3,900	3,900	3,258	3,900
Maintenance & Service Contracts	11,000	14,000	14,000	12,427	14,500
Memberships & Dues	5,700	6,000	6,000	4,407	6,000
Public Relations	4,000	4,500	4,500	11,000	6,000
Property & Liability Insurance	7,000	7,000	7,500	7,167	7,500
Trash Contract		0	131,620	131,566	137,136
Library Maintenance Subsidy	4,698	4,590	4,750	5,870	5,400
Miscellaneous Expenses	8,000	4,000	6,000	5,083	6,000
Administration Operating Expense Total	204,802	214,985	318,892	312,972	335,645

The Administration Budget covers costs for the City Council and City Hall operations as well as trash and recycling services. Staff costs are shared with other funds. Statutory expenses are expected to increase with a primary and a general election planned.



Brandon M. Mersman
City Manager



Karen A. Smith
Clerk/Treasurer/Assessor



Lori Buys
Administrative Assistant

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Police	Actual	Actual	Budget	Projected	Proposed
Wages & Benefits	391,268	397,985	371,785	352,193	379,710
Office Administration	7,750	5,175	2,700	1,396	2,875
Building Expense	3,350	3,700	5,924	4,937	5,100
Equipment & Supplies	3,800	4,800	2,800	4,106	4,600
Uniforms	3,250	3,550	3,675	3,255	3,800
Professional Development	6,400	6,650	5,924	4,148	6,550
Utilities	3,700	3,800	4,650	3,021	4,400
Maintenance & Service Contracts	1,000	1,000	600	981	3,450
Public Relations	500	250	250	0	0
Forfeiture Fund Expense	0	0	0	3,379	0
Professional Services	0	0	24,000	24,000	24,000
Property & Liability Insurance	5,500	5,500	5,841	5,989	6,000
Miscellaneous Expenses	1,000	500	500	466	500
Vehicles	27,156	36,400	30,940	30,940	30,940

Police Operating Expense	454,674	469,310	459,589	438,811	471,925
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Police Salvage Fund					
Salvage Revenue	2,000	2,000	2,000	3,300	2,000
Salvage Expenses	500	500	500	3,450	500
Net Fund Revenue	1,500	1,500	1,500	(150)	1,500

Net Salvage Fund Balance (Cash on Hand)	5,173	9,373	10,873	17,031	18,531
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The Police Salvage Fund is the largest of three restricted revenue sources tied to the Police Department. Revenue for this fund comes from salvage vehicle inspections we perform. Revenue for those inspections must be reverted back to equipment used to perform that service.

Other special funds include the Act 302 Police Training Fund from the state and the Seizure/Forfeiture Fund which we receive from money or property seized during certain drug arrests.

2016 Police Department Statistical Summary

Complaints	2537
Service Calls	1745
Assists to other Agencies	255
Accidents	51
Traffic Stops	732
Arrests	235



Chief Steve Johnson Deputy Chief Brad McConn Officer Jody Fuller Officer Scott Jaye

The Police Department also oversees our crossing guard program. Julie LaPratt helps students along Corey Street cross safely to and from Anderson School. Duane Washburn works the corner at Ruggles Street and US 12 while Betty Washburn assists the kids crossing at the intersection of Lincoln Street and US 12.

Recently, the Police Department has been able to upgrade vital safety and communications equipment using Drug Forfeiture Funds and Salvage Vehicle Inspection Funds. Use of these funds allowed the Department to reduce the need to use budgeted general fund dollars for the Department. Our incident preparedness has improved with the purchase of this needed equipment. We are continually evaluating equipment and infrastructure to make sure we are prepared as much as we can be and can operate most efficiently. The Department was also able to obtain donated office cubicles at no cost to the City during the 2016-2017 Budget.

Fiscal Year 2018 Budget

Fire Funds	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Fire Operations Fund (101-335)	Actual	Actual	Budget	Projected	Proposed
Wages & Benefits	43,496	0	0	0	0
Utilities	5,200	0	0	0	0
Building Expense	4,200	0	0	0	0
Fire Association Dues & Capital Replacement	(13,000)	25,000	44,000	43,926	36,726
Property & Liability Insurance	600	0	0	0	
Fire Fund Operation Total	40,496	25,000	44,000	43,926	36,726
Fire Sinking Fund (206)					
Revenue					
Fire Protection Equipment Special Assessment	25,065	25,234	25,602	25,764	26,248
General Fund Transfer	0	0	0	0	0
Total Revenue	25,065	25,234	25,602	25,764	26,248
Expense					
Transfer to General Fund	0	0	35,000	20,000	35,000
Loan Payment	15,566	0	0	0	0
Bond Interest	0	0	0	0	0
Total Expense	15,566	0	35,000	20,000	35,000
Net Fund Revenue	9,499	25,234	(9,398)	5,764	(8,752)
Net Fire Sinking Fund Balance (Cash on Hand)	15,073	39,496	27,363	42,541	33,789

Beginning with the FY-17 budget, the City has been preparing for the purchase of new Self Contained Breathing Apparatuses' (SCBA's), a necessary piece of equipment for firefighters. The cost of this capital replacement will be divided amongst the members of the Bronson Area Fire Association. The City's portion paid to the Fire Association will be considerably higher for a three year period (FY-17 through FY-19). For Fiscal Year 2018, the estimated portion the City will pay for dues will be \$29,226 with an additional \$7,500 in capital replacement costs for SCBA's.

In 2016, Fire Chief Brent Wilber retired from the Department after 36 years of service to the Department, 18 years of those years he served as the Department's Chief. In 2016, the Bronson Area Fire Association appointed Scott Wilber to be the new Fire Chief for the Department taking over for his father. Scott has been with the Department since 1999 and has numerous certifications.

Some of goals of the Department include; updating policies and standard operating guidelines, short and long term planning, building a training facility to practice hands-on skills, working closely with the schools to teach fire safety to local children, and working with low-income and Spanish speaking residents to install working smoke detectors in their homes.



Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Department of Public Works	Actual	Actual	Budget	Projected	Proposed
Wages & Benefits	98,205	97,111	84,629	81,274	73,104
Office & Building Expense	3,400	3,000	5,950	2,304	7,230
Utilities	6,200	7,000	7,000	6,261	7,000
Professional Development	600	600	850	817	850
Uniforms & Laundry	2,250	2,350	2,600	3,326	3,100
Equipment & Supplies	2,200	2,250	4,500	2,717	4,500
Street Lighting	49,000	46,000	53,262	23,969	39,600
Maintenance & Service Contracts	7,500	8,500	8,500	900	5,000
Miscellaneous	1,000	1,000	0	4,984	8,000
Property & Liability Insurance	3,200	3,200	4,750	3,936	4,750
Sidewalk Maintenance	4,000	1,000	1,000	1,000	1,500
Vehicles & Equipment	9,982	7,491	6,367	6,367	7,773
Total Department of Public Works	193,036	185,002	179,408	137,855	162,407



Joseph Swain
Laborer



Mike Waltke
Laborer



Adam Rissman
Laborer

The Department of Public Works is responsible for day-to-day maintenance on all City infrastructure and buildings. They maintain four city parks, the cemetery, plow snow, and repair 14 miles of streets, perform routine maintenance at six City buildings and a variety of other tasks. The department also pays for specialty contractors for various tasks. Costs for the department staff and equipment are split between various City funds (see Figure G on page 19 on how the staff time is used).

Chuck Buckley manages the day-to-day operations of the Department of Public Works as the Department's Director. Chuck is also in charge of overseeing the Water & Wastewater Departments. In late 2016, Mike Waltke was also brought on board as a Laborer. Mike is also being cross-trained to perform tasks at the Wastewater Treatment Plant.

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Parks & Recreation	Actual	Actual	Budget	Projected	Proposed
Wages & Benefits	13,374	11,797	9,831	8,176	8,356
Building Maintenance	2,000	6,500	1,650	1,150	1,650
Grounds & Landscape Maintenance	8,500	10,500	21,600	15,150	18,000
Recreation Programing	11,000	11,000	8,100	11,000	8,100
Utilities	5,400	5,400	5,400	4,854	5,400
Service Contracts	7,250	8,500	8,500	11,696	8,500
Property & Liability Insurance	650	650	650	644	700
Vehicles & Equipment	6,313	5,150	4,378	4,378	5,344
Total Parks & Recreation	54,487	59,497	60,109	57,048	56,050

Memorial Park Updates:

In December of 2016 the City launched a fundraising campaign for the remaining scheduled improvements to Memorial Park. With just over \$45,000 in remaining improvements, the City set out to raise more than \$12,500 from the community. When that goal was met the City received a \$12,500 matching grant from the MEDC and MSHDA. Through the campaign the City raised over \$21,000 from the community and the matching grant fund of \$12,500. The City also received a \$5,000 grant from Michigan Gas Utilities. In the spring of 2017, all of the remaining improvements will be made which include the addition of a water feature, additional brick pathway, irrigation and landscaping improvements. For FY-18 the City has budgeted \$8,000 towards this project. A big thank you to our area businesses, organizations, and residents for their generosity in helping to make this project a reality for this budget year!



Fiscal Year 2018 Budget

Parks & Recreation	2017/2018	2018/2019	2019/2020	2020/2021	2022/2022
Capital Improvement Plan	Projected	Projected	Projected	Projected	Projected
Memorial Park Improvements	8,000				
Greenwald Park Mulch Update					3,000
Bronson's Backyard Repairs					
Kiwanis Park Playground Enhancements		2,000	2,000	2,000	
Picnic Table Purchases		1,000	1,000		
Railroad Recreation Trail		7,000	7,000	50,000	
Douglas Park Mulch Update		2,000			2,000
Kiwanis Park Bathroom Updates		5,000	2,000		
Total	8,000	17,000	12,000	52,000	5,000



Left: This August we will have our sixth annual Concerts in the Park series at **Memorial Park**. The concerts continue to be a popular event and draw area residents to downtown Bronson. The improvements to Memorial Park are scheduled to be completed prior to this year's summer concert series.

Below:

The Community Garden at **Kiwanis Park** provides free garden space to area residents. Water and space is supplied by the City. Local volunteers organize the plots and help maintain the area. Over 20 people have plots in the garden and many of them also donate some of their produce to the Bronson Area Food Pantry.



This document is made for planning purposes only and is intended to outline the projects that ought to be considered for future years. Needs and opportunities may alter the direction and timing of projects.

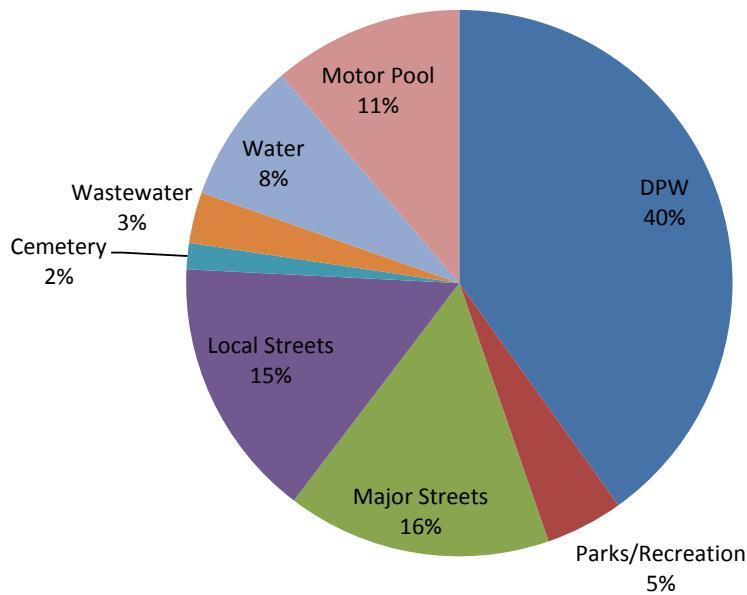
Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
General Fund Transfers	Actual	Actual	Budget	Projected	Proposed
To the Cemetery Fund	7,000	0	0	15,000	7,000
To the Fire Sinking Fund	0	0	0	0	0
To the Local Street Fund	26,000	20,550	0	0	0
To the Major Street Fund	0	0	2,000	0	0
Total Transfers	37,750	25,300	2,000	15,000	7,000

General Fund money may be transferred out to any City fund but money held by other City funds is generally restricted in how it may be transferred.

Figure G

Department of Public Works Staff Time Use



The DPW staff works across most of the City's departments and we charge their labor costs accordingly. This chart shows the current three-year average for where they spend their time. The DPW portion covers broad tasks like leaf and brush collection, storm damage clean-up, preparing barricades for parades, and many other tasks.

Fiscal Year 2018 Budget

Major Street Fund	2014/2015 Actual	2015/2016 Actual	2016/2017 Budget	2016/2017 Projected	2017/2018 Proposed
Gross Fund Revenue					
Michigan Gas & Weight Taxes (Act 51)	127,014	130,684	159,254	151,414	192,115
Interest	0	0	50	150	75
Transfer from General Fund	0	0	2,000	0	0
Miscellaneous Income	0	100,000	0	0	0
Total Fund Revenue	127,014	230,684	161,304	151,564	192,190
Major Construction/Rehabilitation					
Street Construction	0	85,000	50,000	56,461	0
Summer Operations					
Wages & Benefits	28,413	22,223	18,154	11,077	15,844
Street Maintenance Supplies	18,500	28,000	27,850	12,972	27,650
Property & Liability Insurance	1,300	1,400	1,400	1,289	1,500
Engineering & Consulting Services	0	15,000	15,000	56,461	15,000
Curb, Gutter & Storm Sewer	0	0	0	0	24,000
Non-Motorized Improvements	0	0	0	0	15,000
Vehicles & Equipment	17,989	9,364	7,959	7,959	9,716
Total Summer Operations	66,202	75,987	70,363	89,758	108,710
Winter Operations					
Wages & Benefits	16,763	15,380	16,090	6,555	15,973
Street Maintenance Supplies	1,000	1,000	1,000	177	1,000
Road Salt	5,000	9,000	2,800	1,034	5,000
Vehicles & Equipment	16,950	12,174	10,348	10,348	12,630
Total Winter Operations	39,714	37,553	30,237	18,114	34,604
Transfer to Local Street Fund	20,000	30,500	26,000	20,000	45,000
Total of Operations, Construction & Transfer	125,915	229,041	176,601	127,872	188,314
Net Fund Revenue	1,099	1,643	(15,297)	23,692	(3,877)
Net Fund Balance (Cash on Hand)	38,696	25,975	45,477	95,502	99,379

Street funding in Michigan is derived from the Gas & Weight Tax. The City of Bronson receives an annual portion of this based on a formula established in Act 51 of 1951. This money is further divided between major and local street funds.

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Local Street Fund	Actual	Actual	Budget	Projected	Proposed
Gross Fund Revenue					
Michigan Gas & Weight Taxes (Act 51)	44,719	46,342	56,090	53,344	67,683
Interest	0	0	0	111	50
Transfer from General Fund	26,000	20,550	2,000	0	0
Transfer from Major Street Fund	20,000	30,500	26,000	20,000	45,000
Miscellaneous Income	0	0	0	0	0
Total Fund Revenue	90,719	97,392	84,090	73,455	112,733
Debt Service					
Debt Service Payments and Fees	0	0	0	0	0
Summer Operations					
Wages & Benefits	25,120	21,936	17,950	11,640	16,353
Street Maintenance Supplies	10,000	17,500	16,000	20,000	16,000
Property & Liability Insurance	1,000	900	1,000	986	1,200
Curb, Gutter & Storm Sewer	0	0	1,000	0	26,000
Maintenance & Service Contracts	10	10,000	10,800	7,473	10,800
Vehicles & Equipment	13,330	12,174	10,348	10,348	12,630
Total Summer Operations	49,451	52,510	57,098	50,447	82,983
Winter Operations					
Wages & Benefits	14,896	14,907	15,325	6,606	15,233
Street Maintenance Supplies	1,000	1,000	1,000	1,633	1,500
Road Salt	6,000	13,500	4,200	2,049	7,200
Vehicles & Equipment	17,229	14,983	12,736	12,736	15,545
Total Winter Operations	39,125	44,389	33,263	23,024	39,478
Total of Operations & Debt Service	88,575	96,899	90,360	73,471	122,461
Net Fund Revenue	2,144	493	(6,271)	(16)	(9,728)
Net Fund Balance (Cash on Hand)	16,366	(21,370)	25,267	43,537	33,808

Street Facts

Miles of Major Streets	5.61
Miles of Local Streets	8.84
Tons of salt used in 2015/16	100
Cost per ton of salt	\$50
Hours to plow entire city	7
Parking lots maintained	6

The Major Street system includes all or portions of the following streets: Albers; Mill; Industrial; Matteson; Grant; Union; Mowry; Corey; Wayne; Jackson; Fremont; Walker; Lincoln; and, Matilda. The rest of our streets are classified as local.

For the State of Michigan's 2018 fiscal year the City will receive an increase of \$11,593 for Local Streets and an increase of \$32,861 for Major Streets for a total of \$44,454 in new revenue for the City's 2018 fiscal year. The increase is due to new transportation revenue bills passed by the State in late 2015. Even with this additional revenue it is still not enough to properly fund these accounts and properly maintain City streets. For 2018 Major and Local Streets will be required to use a portion of fund balance from previous years. The Major Streets fund will also be required to transfer \$20,000 to Local Streets to cover necessary expenses.



Fiscal Year 2018 Budget

Cemetery Funds	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Cemetery Operations Fund (209)	Actual	Actual	Budget	Projected	Proposed
Gross Revenue					
Operational Revenue	6,900	6,400	6,400	8,432	6,500
Transfer from General Fund	7,000	0	0	15,000	7,000
Transfer from Other Funds	0	11,500	5,000	5,000	5,000
Interest	0	0	0	11	0
Total Fund Revenue	13,900	17,900	11,400	28,443	18,500
Operational Costs					
Wages & Benefits	5,099	4,981	3,619	3,840	3,691
Grounds	250	750	500	100	500
Service Contracts	6,000	11,000	11,000	10,000	11,500
Publishing	75	75	75	24	75
Property & Liability Insurance	253	300	300	303	350
Buildings	0	0	0	50	100
Vehicles & Equipment	2,110	1,873	1,592	1,592	1,943
Total Operational Costs	13,788	18,978	17,086	15,909	18,160
Net Fund Revenue	112	(1,078)	(5,687)	12,534	340
Net Fund Balance (Cash on Hand)	6,457	3,566	987	17,383	17,723

The Cemetery Operations Fund receives revenue primarily from the sale of graves and expenses charged for burial services. Our staff works closely with area funeral homes to ensure arrangements are handled for those who have passed.

Rates

Below is a summary of the most common charges at our cemetery. Rates should likely be reviewed in the coming year since updates have not been made since 2006.

Cemetery Lots: \$300 each with \$150 going into perpetual care and the remainder going to lot sales

Interment: \$375 weekday, non-frost and \$500 after hours, non-frost

Cremation Placement: \$150 weekday, non-frost and \$275 after hours, non-frost

When there is frost, we add an additional \$50 to each charge to account for the extra equipment needed to open the ground.

Cemetery Software

We recently purchased cemetery management software and we are working on entering cemetery records into the system that date back to the early 1800's. Once everything is entered into the program it will make it easier to manage the records of those who are buried and track the ownership of lots. In the future, we hope to put cemetery data on our website. This will aid those doing genealogical research and those planning arrangements.

Cemetery Funds (continued)	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Cemetery Perpetual Care Fund (211)	Actual	Actual	Budget	Projected	Proposed
Gross Revenue					
Lot sales	1,650	600	900	1,350	1,000
Interest	0	0	0	40	25
Total Fund Revenue	1,650	600	900	1,390	1,025
Perpetual Care Costs					
Transfer to Cemetery Operations	0	6,500	0	0	0
Net Fund Revenue	1,650	(5,900)	900	1,390	1,025
Net Fund Balance (Cash on Hand)	20,734	14,724	11,747	12,237	13,262

The Cemetery Perpetual Care Fund holds funds intended for long-term maintenance at the Cemetery. Historically this fund is used for special capital improvements or repairs at the Cemetery while day-to-day expenses are charged to the Cemetery Operations Fund.

This fund receives revenue from Lot Sales fees and interest income. Transfers are made to the Cemetery Operations fund when needed.

Cemetery Lots Remaining:
 Full blocks of 5 lots remaining
 95
 Single graves remaining
 87
 Baby graves remaining
 51

Cemetery Burials Per Year:

2012	7
2013	10
2014	9
2015	13
2016	10
2017 (YTD)	5

Cemetery Redevelopment Fund (213)					
Gross Revenue					
Agriculture Leases	1,520	1,520	1,520	1,520	1,710
Interest	0	0	0	25	0
Total Fund Revenue	1,520	1,520	1,520	1,545	1,710
Transfer to Cemetery Operations Fund	0	5,000	5,000	5,000	5,000
Net Fund Revenue	1,520	(3,480)	(3,480)	(3,455)	(3,290)
Net Fund Balance (Cash on Hand)	9,440	7,507	6,934	5,444	2,154

The Cemetery Redevelopment Fund was established to cover expenses for the expansion of the Cemetery. In the late 1970s, the City purchased land near Ryan School as a future cemetery. Since that time, the land has been leased for farming and the annual lease payments are held in this account. In 2014, Bronson voters authorized the City Council to use this property for other uses as they deemed appropriate- including the potential sale of the land for development.

Fiscal Year 2018 Budget

Water Fund	2014/2015 Actual	2015/2016 Actual	2016/2017 Budget	2016/2017 Projected	2017/2018 Proposed
Gross Revenue					
Service Charges	233,370	260,000	252,061	209,515	270,330
Disconnection Fees	2,000	2,000	2,000	3,531	2,200
Penalties	5,000	5,000	5,000	5,557	5,000
New Service Fees	100	0	0	590	0
Interest	1,000	2,300	2,300	2,711	2,300
Total Fund Revenue	241,470	269,300	261,360	221,904	279,830
Operational Expenses					
Wages & Benefits	98,339	122,510	122,631	111,144	125,324
Office & Printing	1,500	3,600	1,700	1,205	3,060
Professional Development	1,500	1,750	1,750	1,807	3,000
Tools, Chemicals, Supplies & Equipment	22,550	22,550	22,550	15,221	23,550
Buildings	500	500	2,500	120	2,500
Engineering/Consulting	2,500	1,000	1,000	8,000	1,000
Maintenance & Service Contracts	4,000	8,000	8,000	9,039	11,816
State Licenses	2,000	2,000	2,000	1,349	2,000
Miscellaneous	100	100	100	0	100
Property & Liability Insurance	2,500	2,500	2,500	2,426	3,000
Electricity	8,500	8,500	8,500	9,373	8,500
Water System Repair & Maintenance	15,000	15,000	10,000	2,880	10,000
Vehicles & Equipment	27,481	21,082	17,920	23,551	25,771
Total Operational Expenses	186,470	209,092	201,151	186,115	219,621
Funded Depreciation					
Capital Depreciation	55,000	60,208	60,209	60,000	60,209
Total Expenses & Depreciation	241,470	269,300	261,360	246,115	279,830
Net Fund Revenue	0	0	0	(24,211)	0
Net Fund Balance (Cash on Hand)	811,880	822,626	442,079	668,897	583,897

The City's Water System (like the Wastewater System) is classified as an enterprise fund and functions similar to a business. Fund revenue is generated from fees charged to water customers. Capital depreciation is set aside annually in the fund's Capital Replacement Fund. This money is used to replace capital assets used to operate the system- wells, water towers, pipes and valves.

The fund also pays for routine maintenance to the water system which includes hydrant flushing, customer connections/disconnections, and required quality testing.

Water Fund	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Capital Improvement Plan	Projected	Projected	Projected	Projected	Projected
Install generator hook-up at Well #4					
Install new meters at wells					
Inspect & possibly repaint Water Tower interior	45,000				
Asphalt well house driveways			22,000		
Inspect & possibly rehab pumps for both wells		45,000			
Water System Asset Management Plan	10,000				
Install new well				200,000	
Distribution system improvements as needed	30,000	30,000	30,000	30,000	30,000
Total	85,000	75,000	52,000	230,000	30,000



Layne Clark
Utilities Laborer

What's covered by a "water" bill?

A "water bill" actually covers costs for water and sewer service.

Ready-to-Serve Charge

There is a readiness to serve fee of \$14.00 per month for water service and \$27.85 per month for sewer service. These fees are charged regardless of whether any water is used and covers the fixed costs of having a home or building connected to our system.

Commodity Charge

Water use is metered and we charge \$1.30 per 1,000 gallons of water used. Sewer use is charged \$1.43 per 1,000 gallons of water used. These charges cover costs for the chemicals used to treat water and the expense of treating sewage.

Rates are reviewed annually to ensure adequate revenue is raised to support the systems.

City water comes from two groundwater wells east of town. Each well is over 60 feet deep. System water pressure is maintained by a 200,000 gallon water tower on Union Street.

The Michigan Department of Environmental Quality and the United States Environmental Protection Agency require us to test our drinking water for a variety of potential contaminants and substances. In 2015, we did not have any violations for drinking water safety and we continue to maintain a very safe system.

Nearly 14 miles of pipes are used to distribute water throughout the City. In 2012, the City developed a plan to improve the water system. During the summer of 2016, the City will be reconstructing portions of water main along Rudd, Park, and W. Corey. Improvements will be made while Matteson Street is resurfaced.

This document is made for planning purposes only and is intended to outline the projects that ought to be considered for future years. Needs and opportunities may alter the direction and timing of projects.

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
Wastewater Fund	Actual	Actual	Budget	Projected	Proposed
Gross Revenue					
Services Charges	416,208	459,500	461,892	345,346	473,354
Penalties	7,000	7,000	7,000	8,539	7,000
Industrial Pretreatment Program Fees	500	500	500	132	500
Interest	1,525	750	0	3,006	1,500
Miscellaneous	2,000	2,000	2,000	1,898	2,000
Total Fund Revenue	427,233	469,750	471,392	358,921	484,354
Operational Expenses					
Wages & Benefits	200,801	195,084	202,412	230,766	209,818
Office & Printing Costs	3,000	5,600	3,100	3,286	4,660
Tools, Chemicals, Supplies & Equipment	23,200	23,200	24,200	19,008	24,200
Professional Development	1,100	850	850	720	1,100
Building Maintenance	2,000	2,000	2,000	1,410	2,000
Utilities	39,000	38,000	38,000	37,319	38,000
Uniforms	500	600	600	554	700
Engineering/Consulting	3,500	1,000	1,000	0	1,000
Land Application of Waste	15,000	14,000	14,000	13,140	14,000
Maintenance & Service Contracts	4,500	8,500	8,500	9,614	12,416
Industrial Pretreatment Program Expenses	1,000	1,000	1,000	396	1,000
State License Fees	3,500	3,500	3,500	2,045	3,500
Miscellaneous	750	750	750	1,428	1,500
Property & Liability Insurance	7,500	7,500	7,500	8,112	8,500
Sanitary Sewer System Maintenance	15,000	15,000	15,000	7,623	15,000
Vehicles & Equipment	16,882	27,907	23,721	23,721	21,701
Total Operational Expenses	337,233	344,491	346,133	359,142	359,095
Funded Depreciation					
Capital Depreciation	90,000	125,259	125,259	140,600	125,259
Total Expenses & Depreciation	427,233	469,750	471,392	499,742	484,354
Net Fund Revenue	0	0	0	0	0
Net Fund Balance (Cash on Hand)	719,866	697,668	661,979	861,256	768,256

The Wastewater Treatment Plant has a maximum capacity of 1.8 million gallons per day. During rainy spring weather, the plant routinely sees flows of around 1 million gallons per day while average operation is around 250,000 gallons per day.

Effluent from the plant is monitored for a variety of substances and testing is conducted pursuant to regulations set by the Michigan Department of Environmental Quality (MDEQ).

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
1993 General Obligation Debt Service Fund	Actual	Actual	Budget	Projected	Proposed
Gross Revenue					
Tax Revenue	35,300	35,600	34,650	39,819	33,800
Interest	100	100	0	139	0
Total Fund Revenue	35,400	35,700	34,650	39,958	33,800
Debt Service	35,300	35,500	34,650	34,650	33,800
Net Fund Revenue	100	200	0	5,308	0

Net Fund Balance (Cash on Hand)	25,009	34,328	25,424	30,692	30,692
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Wastewater Fund	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Capital Improvement Plan	Projected	Projected	Projected	Projected	Projected
Collection System Repairs	30,000	30,000	30,000	30,000	30,000
Sanitary Sewer Camera Purchase	15,000				
Trailer Mounted Wastewater Pump	8,500				
Asset Management Plan	17,000	16,500	16,500		
Fecal Coliform Incubator Replacement		2,000			
Ammonia Meter	2,500				
Treatment Plant Upgrades (as needed)	20,000	20,000	20,000	25,000	25,000
Spectrometer (Phosphorus Analysis)			2,800		
Clarifier Drive				35,000	35,000
Total	93,000	68,500	69,300	90,000	90,000

In 1993, voters approved a bond proposal to upgrade and expand the wastewater treatment plant and related infrastructure. Annually, a millage rate is calculated to raise revenue equal to the bond payment. The bonds will be fully paid in 2033.

Current capital needs for the wastewater system and plant are funded through the Wastewater Fund's Capital Replacement Fund. Depreciation is annually set aside to pay for future replacement costs.

In addition to the wastewater treatment plant, the City has two lift stations and roughly 14 miles of sewer mains to serve the City's needs.

Industrial Pretreatment Program (IPP) also occurs at one industrial customer based on their chemical use and processes.



Chuck Buckley
Utilities Director/DPW Director

Chuck Buckley supervises the Water & Wastewater Departments and has more than 35 years of experience with the City. He holds MDEQ licenses in water distribution, water treatment, and wastewater treatment.

This document is made for planning purposes only and is intended to outline the projects that ought to be considered for future years. Needs and opportunities may alter the direction and timing of projects.

Fiscal Year 2018 Budget

Motor Pool	2014/2015 Actual	2015/2016 Actual	2016/2017 Budget	2016/2017 Projected	2017/2018 Proposed
Gross Revenue					
From other Funds	148,770	148,598	126,308	138,308	143,993
Interest	300	400	800	1,150	800
Sale of Fund Assets				17,987	0
Total Fund Revenue	149,070	148,998	127,108	157,445	144,793
Operational Expenses					
Wages & Benefits	27,914	38,095	27,985	24,962	32,973
Fuel	41,500	40,000	25,000	19,302	25,000
Machine & Equipment Supplies	3,000	5,500	8,500	30	8,500
Maintenance & Service Contracts	1,040	900	900	989	1,500
Fleet Insurance	9,200	10,000	10,000	10,083	13,500
Motor Vehicle Repairs	15,000	17,000	17,000	17,804	17,000
Equipment Repairs	10,000	10,000	12,000	7,734	12,000
Total Operational Expenses	96,899	121,495	101,385	80,904	110,473
Funded Depreciation					
Capital Depreciation	53,000	30,000	30,000	28,800	30,000
Total of Expenses & Depreciation	149,899	151,495	131,385	109,704	140,473
Net Fund Revenue	20,749	(2,497)	(4,277)	47,741	4,320
Net Fund Balance (Cash on Hand)	303,479	128,273	496,352	553,757	594,277

The Motor Pool Fund is an internal service fund that collects vehicle and equipment expenses from other funds and aggregates costs for operating, maintaining, and insuring our vehicle fleet. Depreciation is set aside annually and is reserved in a Capital Replacement Fund (held as part of the fund balance). As vehicles are needed according to our replacement plan, purchases are made using the Capital Replacement Fund.

Motor Pool	2017/2018 Projected	2018/2019 Projected	2019/2020 Projected	2020/2021 Projected	2021/2022 Projected
Capital Improvement Plan					
2002 Chevrolet Pickup (WW)- replace	30,000				
2015 Chevrolet Tahoe (Police)- replace				50,000	
2016 Chevrolet Tahoe (Police)-replace					50,000
2008 Chevrolet Tahoe (DPW)- replace			30,000		
Air Compressor (Motor Pool)	4,000				
Replace Backhoe (DPW)			40,000		
Brush Hog (DPW)	2,200				
Total	36,200	0	70,000	50,000	50,000

Vehicles will be replaced as needed but this roughly projects when those replacements will need to occur.

Fiscal Year 2018 Budget

	2014/2015	2015/2016	2016/2017	2016/2017	2017/2018
<u>Community Development Fund</u>	Actual	Actual	Budget	Projected	Proposed
<i>Gross Revenue</i>					
MSCP Project Loan Payments	5,400	5,400	2,850	7,452	5,000
Interest	25	25	80	140	80
<i>Total Revenue</i>	5,425	5,425	2,930	7,592	5,080
<i>Total Expenses</i>					
<i>Rehabilitation Projects</i>	1,000	1,000	5,000	5,749	5,000
Net Fund Revenue	4,425	4,425	(2,070)	1,843	80
Net Fund Balance (Cash on Hand)	23,667	27,200	36,063	41,517	41,597