



**2018
ADOPTED
BUDGET**



City of Kalamazoo
Michigan

Fiscal Year 2018

Adopted Budget

City of Kalamazoo

52nd City Commission



From Left to Right: Commissioner Jack Urban, Commissioner Eric Cunningham, Commissioner Shanon Sykes, Commissioner David Anderson, Commissioner Don Cooney, Mayor Bobby Hopewell, Vice Mayor Erin Knott

Appointees

- City Manager**
James K. Ritsema
- City Attorney**
Clyde Robinson
- City Clerk**
Scott Borling
- City Assessor**
Aaron Powers
- Internal Auditor**
Ann Videtich

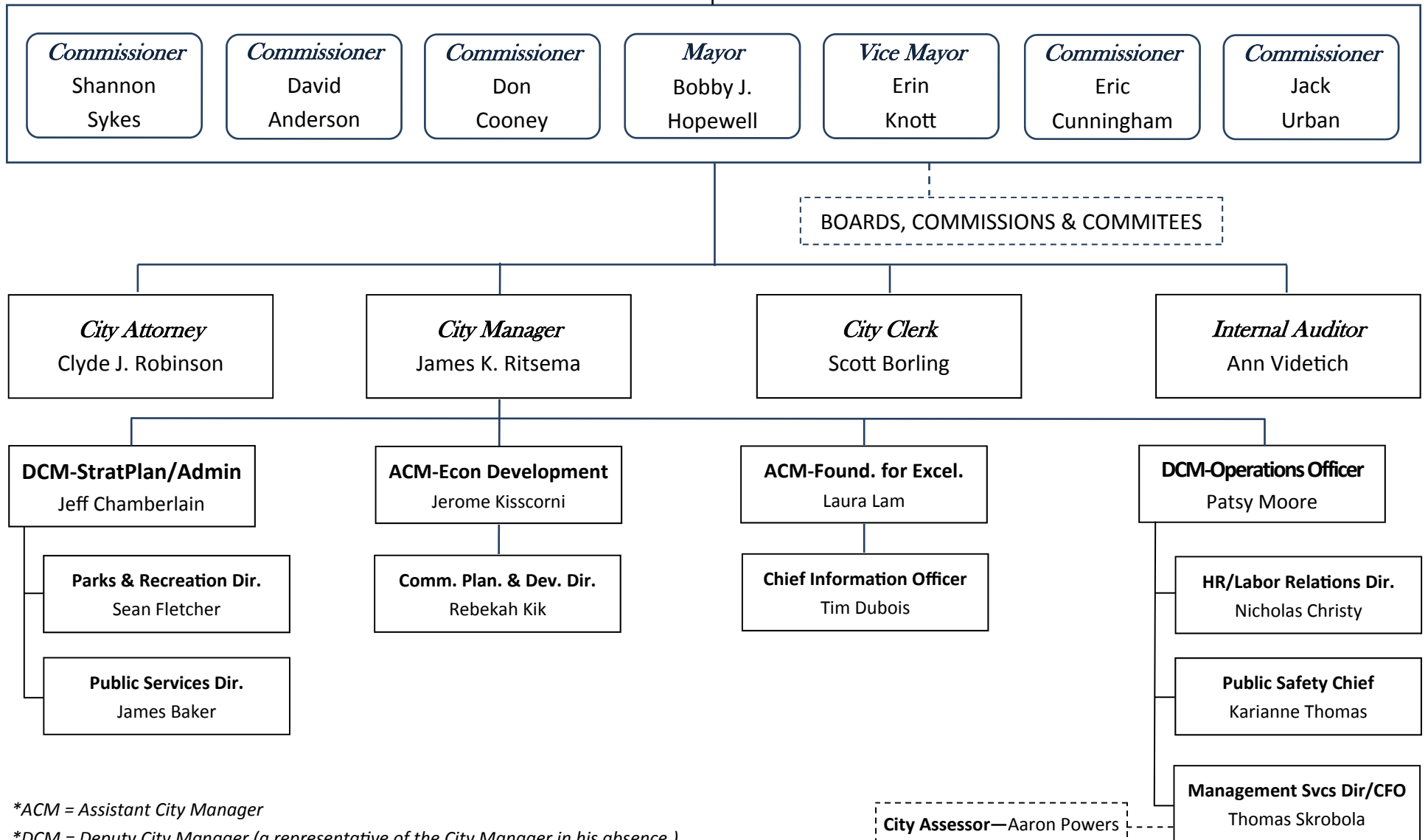
Administration

- Deputy City Manager-Operations**
Patsy Moore
- Assistant City Manager/
Economic Development Director**
Jerome Kisscorni
- Human Resources/Labor Relations Director**
Nicholas Christy
- Management Services Director**
Thomas C. Skrobola
- Public Safety Chief**
Karianne Thomas
- Deputy City Manager-Strategic Planning**
Jeff Chamberlain
- Assistant City Manager/
Chief Innovation Officer**
Laura Lam
- Community Planning & Development Director**
Rebekah Kik
- Information Technology Director**
Tim Dubois
- Parks & Recreation Director**
Sean Fletcher
- Public Services Director**
James Baker

City of Kalamazoo

2018 Organizational Chart

Citizens of Kalamazoo



*ACM = Assistant City Manager

*DCM = Deputy City Manager (a representative of the City Manager in his absence.)

TABLE OF CONTENTS

2018 ADOPTED BUDGET

City Elected Officials & Administration	
City Organizational Chart	
Table of Contents	
City Manager’s Transmittal	5
Budget Policies.....	17
Budget Calendar	30
 Budget Summary	
Community Profile	31
Summary of Expenditures – All Funds	55
Summary of Revenues and Expenditures by Category – All Funds	56
Projected Fund Balance	58
Position Comparison	61
Budget Overview	72
Taxable Values and Levy Projections	79
Debt Statements	80
General Fund Five Year Budget Projections	81
Capital Improvement Fund Five Year Budget Projections	82
Major Streets Fund Five Year Budget Projections	83
Local Streets Fund Five Year Budget Projections	84
 Budget By Fund	
General Fund	85
Special Revenue Funds	90
Enterprise Funds	96
Pension Administration	98
OPEB Trust Fund	99
Internal Service Funds	100
 Budget By Department	
Commission Appointees	
City Manager	101
City Attorney	103
City Clerk	105
Internal Auditor	107
 City Administration	
Human Resources	109
Information Technology	111
Management Services Department	115
 Public Safety Department	119
 Public Services Department	
Public Works	121
City Wide Maintenance	122
Fleet	123
Cemeteries	124
Major & Local Streets	125
Solid Waste	127
Wastewater Division	128
Water Division	136
 Community Planning and Development	137
 Economic Development	147
 Parks and Recreation Department	151

TABLE OF CONTENTS

2018 ADOPTED BUDGET

Five Year Capital Summaries

CIP Budget Summary	159
Street Capital Budget Summary	162
Wastewater Capital Budget Summary	164
Water Capital Budget Summary	167

Component Budgets

Brownfield Redevelopment Authority	171
Downtown Development Authority	172
Economic Development Corporation	174

Appendix

Five-Year Fiscal Plan	175
Glossary	187



OFFICE OF THE CITY MANAGER

241 W. South Street
Kalamazoo, MI 49007-4796
Phone: (269) 337-8047
Fax: (269) 337-8182
www.kalamazoo.org

FISCAL YEAR 2018-19 ADOPTED BUDGET TRANSMITTAL LETTER

To: Mayor Hopewell, Vice Mayor Knott, and City Commissioners

From: James K. Ritsema, ICMA-CM, City Manager

Subject: Adopted Fiscal Year 2018 - 19 Budget

Date: December 1, 2017

I am pleased to present to you the Adopted Fiscal Year 2018 - 19 Budget. This budget reflects our commitment to become a High Performance Organization and encompasses the community's values and goals included in the Imagine Kalamazoo 2025 (IK2025) Strategic Vision.

The results of our efforts are already paying dividends; for the first time in memory, two consecutive Budgets and Five-Year Fiscal Plans reflect the development of staffing capacity, equipment and capital investment to realize high-impact services and projects without draining critical reserves or budget cutting. Moreover, this budget reflects support from the Foundation for Excellence (FFE) to stabilize our budget, reduce property taxes, and implement aspirational projects and programming.

The City is moving swiftly through a period of intense and intentional transition, from surviving to thriving!

The Vision



In the Adopted FY 2017 Budget Transmittal Letter, I promised that we would adopt a “vision-driven trajectory”:

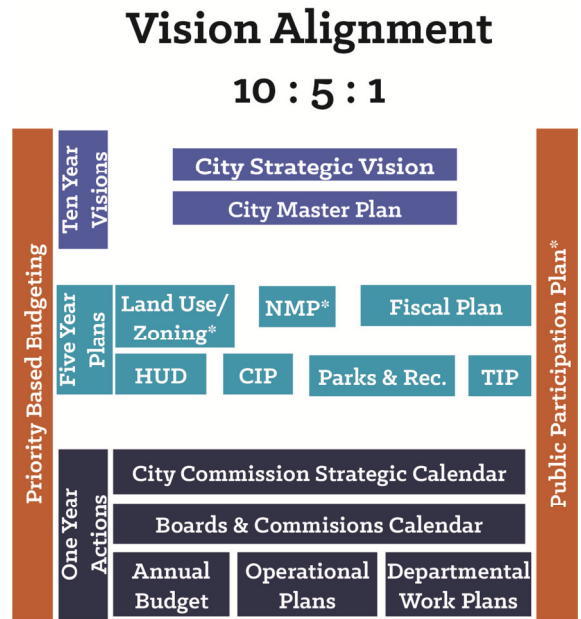
“Our budget is the natural result of continued negotiation between the expected role that the City plays in promoting and preserving the quality of life that our citizens desire and deserve, in the context of the realities presented by our economic and cultural environment. In order that our activities remain fresh and relevant, and our budgeting process propels continuous improvement in our outcomes, we need to constantly reground ourselves in the vision and values of our organizational leadership and the community at large.”

In 2017, the City completed the Imagine Kalamazoo 2025 Strategic Vision (IK2025), the City’s guide to shape future planning and organizational direction. This Vision is the culmination of 18 months of studying, listening, and careful planning. From this process, a new Master Plan has been adopted and will actualize the IK2025 Vision through its extensive and intensive action plan.

The Master Plan

The new Master Plan will serve as a guide for land use regulation, development actions and decisions as well as public infrastructure to support land use activities. A Master Plan is mandated for any community that has adopted a zoning ordinance, subdivision regulations and capital improvement programs; it is used by the Planning Commission as required under Michigan Law. It provides a series of goals, objectives and recommendations that will guide the City of Kalamazoo’s decisions for years to come.

Multi-year plans will flow from the Strategic Vision and Master Plan documents to guide our City’s capital planning, resource and programmatic prioritization, operational focus, and tactical decision-making through the 10:5:1 Vision Alignment Strategy:

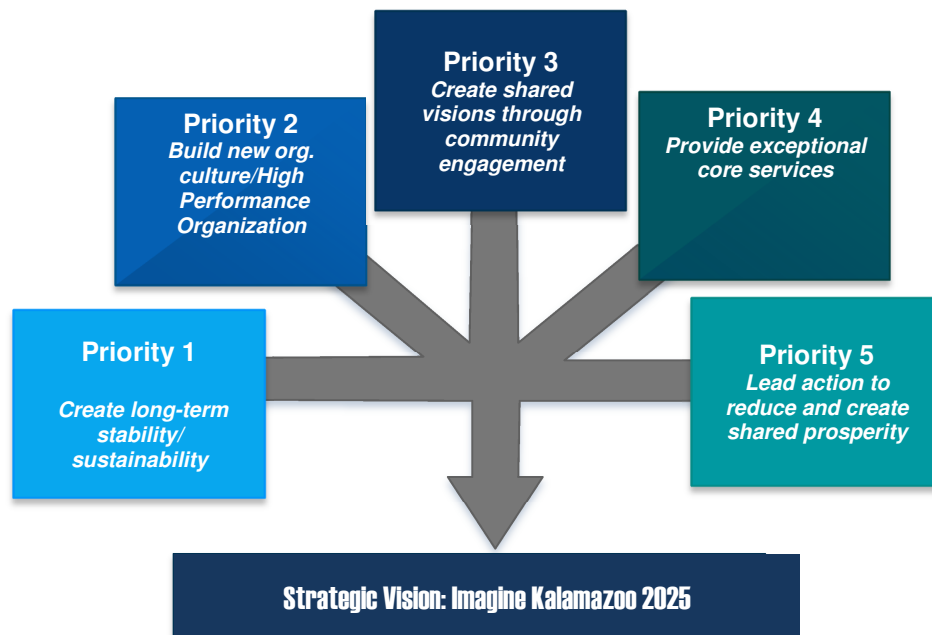


*Plans are reviewed every five years for accomplishment & relevance. If deemed necessary, an update process would be used to adjust the plans.

From City Commission Priorities to Strategic Goals

The City Commission priorities, established in 2014, were foundational to the development of the IK2025 Strategic Vision process and will continue to define our future direction. Here is a review of how we have performed in service of these Commission objectives as we transition from these priorities into IK2025 goals.

City Commission Priorities



Creating Long-Term Sustainability

Long-term sustainability is the keystone to achieving the IK2025 Strategic Vision, and I am happy to report the following progress:

- **Legacy Costs:** the Legacy Cost Task Force studied the problems of legacy costs related to retiree health care and identified workable solutions to manage the issues that were accepted by the City Commission in September 2014.

The Plan

- The Issuance of so-called OPEB Bonds in January 2015 to finance roughly 75% of the existing liabilities, to produce estimated operational savings in excess of \$100 million over 30 years. The new fixed debt service is combined with fixed annual contributions to the OPEB Trust Fund to fully fund the City's retiree health care liabilities and future benefits. This plan will also effectively cap the City's operating funds and taxpayers from retiree health care expense inflation;
- Collaborate with retirees and current employees to identify cost containment strategies; over 80 retirees have been incentivized to join Medicare Part B, at an estimated savings of over \$100 thousand per year, although 130 eligible retirees opted not to participate in this incentive. An advisory board has been formed to review retiree health care data and provide advice about cost containment, wellness initiatives to save money and to build a healthy culture.

The Results (so far):

- In 2015 and 2016, the City's unfunded liability increased by roughly \$30 million, although asset growth projected through the end of 2017 tracks with expectations. Retiree health care costs were also higher than projected, driven primarily by the aforementioned 130 Medicare-eligible retirees who were projected as part of the City's OPEB Financing plan to sign up for the Medicare Part B incentive, but who decided against it.

Next Steps:

- The City is currently bargaining additional health care cost containment into place that will affect active and non-"legacy" retirees with retiree health care plans that are tie-barred to those of their active counterparts. Chief among these City-proposed reforms is the institution of Medicare Advantage Part D programs (MAPD), a win-win proposition for the City and retirees, combining primary Medicare benefits with the City's current wrap-around retiree medical plan, eliminating wasteful coordination expenses, while maintaining the current benefit level for retirees. The savings of MAPD are projected to exceed \$1 million per year city-wide and help control the retiree health care liability, again without sacrificing benefits to retirees. This reduction in and of itself should significantly reduce the unfunded liability.
- **Priority-Based Budgeting (PBB):** with the FY 2018 – 19 Budget, the Administration has completed the third year of PBB, which provides a tool that refocuses decision-making around well-defined programs, maximizing scarce resources towards achieving the community's desired and required Goals. PBB also involves continuous

measurement and the use of data to drive improvement in efficiencies by way of new technologies, better organization, and leveraging partnerships or handing off functions to other overlapping entities, in order to lower costs and improve outcomes.

Priority Based Budgeting accomplishments in 2017 include:

- The creation of 10 new Goal Maps based on the new IK2025 Strategic Vision as adopted by the City Commission:
 - Youth Development
 - Safe Community
 - Shared Prosperity
 - Complete Neighborhoods
 - Strength Through Diversity
 - Connected City
 - Environmental Responsibility
 - Inviting Public Places
 - Economic Vitality
 - Good Governance

- All 500+ City PBB programs have been scored, reviewed and costed using the new Goal Maps.

- Departments have already established nearly 50 Key Performance Indicators, otherwise known as “SMART” measurements:
 - Specific
 - Measurable
 - Attainable
 - Realistic
 - Time bound

By this time next year, the City will have produced a High Performance Organizational Scorecard that will include an estimated 200 SMART Key Performance Indicators that link to the Strategic Vision, PBB Goals and sub-Goals, and which enable organizational accountability to the City Commission, the Foundation for Excellence, our partners and stakeholders, and the community at large.

- **Advocacy:** the Michigan Municipal League (MML) has embarked on the “Save MI City” campaign, which aims to educate local officials and State elected officials as to the challenges posed to local governments by virtue of the “broken municipal finance model”. The major issues are familiar: property tax revenues that are capped at a rate that is too low for sustainability, and State shared revenues that were lowered dramatically in 2002 below historical “full funding” levels. In the case of the City of Kalamazoo, the loss of revenue sharing amounts to more than \$4 million annually. The Administration will keep the Commission informed of opportunities for advancing this most important agenda.

- **Intergovernmental cooperation:** the City has made dramatic and historic progress in the area of Countywide Emergency Dispatching by way of an interlocal agreement including the County, City of Kalamazoo, City of Portage, Kalamazoo Township and Western

Michigan University. The objective is to bring about the long-desired goal of consolidated dispatching.

After the Countywide vote to fund Consolidated Dispatch was not accepted by the voters in May 2017, the City and its partners negotiated and implemented a transitional 5-year financing model for Consolidated Dispatch. The original \$2 million of projected annual savings from the surcharge were reflected in the balanced Adopted FY 2017 Budget and Fiscal Plan; however due to the failed vote in May 2017, most of these savings were not realized. Nevertheless, the transitional model was a victory of cooperation and sets the table for a new permanent financing model to be achieved.

Metro Transit operations were successfully transitioned to a regionalized system in 2016. A Support Services Agreement is in place through the 3rd Quarter of 2019 for the City to continue to provide back-office support services including finance, human resources and information technology to the Central County Transportation Authority (CCTA), ensuring continuity for transportation operations, transportation employee pay and benefits, and the fiscal condition of the City and the transportation system, as well as new enhanced service delivery to the public.

- **Sustainable revenue:** the Blue Ribbon Revenue Panel (BRRP) of community and business leaders was convened by the Administration and completed their study of the City's General Fund revenues in 2015. The Administration continues to make substantial progress on the recommendations:
 - Countywide Emergency Dispatch: As indicated previously in this letter, Countywide Emergency Dispatch is anticipated to be a reality by Q3 of 2018.
 - Development infill: The Urban Growth Initiative (UGI) is a partnership forged between the City of Kalamazoo, local anchor organizations, and additional partners to develop a new vision, actions, and implementation strategy to advance development and quality of place in the urban core. The UGI addressed a number of questions, including the prospect for infill development in Downtown and near neighborhoods to bring new sources of revenue to the community. The vision for Downtown, as well as goals and action items resulting from the UGI work, can be found in the Downtown Life section of the 2025 Master Plan. Desired development infill, articulated through the IK2025 process, will require substantial amendments to the 2005 Zoning Ordinance. Staff has taken the critical first steps to understand barriers to create affordable housing, start businesses, and renew underutilized land. Through Redevelopment Ready Community Certification, the City is following best practices and processes to establish a solid foundation on which to build the community. The City is currently receiving technical assistance through the Michigan Department of Economic Development to revise our Zoning Ordinance to be in accordance with our 2025 Master Plan through a series of amendments.
 - Sale of City-owned assets: the City generated over \$1 million of revenue for the City's General Fund in FY 2017 from the sale of Parking Ramp 4. Other opportunities for strategic divestment of assets and/or the redevelopment of City real property remain on the table for future discussion and evaluation with potentially interested private and public sector partners and counterparties.

Building a New Organizational Culture

We have worked throughout my Administration to align the organization with the goals of the City Commission and now of the IK2025 Strategic Goals. The Management Team, inclusive of 65 highly engaged leaders from a broad cross-section of the organization meets semi-annually to share ideas, identify opportunities for better technology, teamwork, innovation and efficiencies. We survey and train employees at all levels of the organization to increase capacity and effectiveness, broaden communication and collaboration as hallmarks of engagement, and to widen the circle of ownership and engagement within the organization and community.

This High Performance Organization model is a guide to our new organizational culture:



The transparency, deliberation and inclusiveness of the Legacy Cost Task Force, Priority-Based Budgeting and Blue Ribbon Revenue Panel processes have showcased this strategy. The above HPO model impacts and informs the PBB Good Governance goals and related organizational efforts and initiatives. The Management Team continues to produce numerous tangible improvements, including:

- “One IT”: the departmental fragmentation of Information Technology staff, resources and decision-making has in the past limited the opportunity for concerted and focused technology problem identification and resolution. Our Chief Information Officer (CIO) will drive citywide information technology improvements including hardware, software, network architecture, security, continuity and long-range planning and integration.
- Fleet: the planning, selection, financing, and maintenance of fleet resources have also been highly department-centric in the past. After several decades of organization-wide budget cut backs, fleet replacement has been continually sacrificed, leaving a number of small pools of older, obsolete and costly fleet without any resources to replace them, but with increasing amounts of resources dedicated to keeping them on the road. Based on the recommendations of staff’s Fleet Policy Committee, the City has already acquired over 50 new vehicles by way of equipment leasing, a cost-neutral way to replace and maintain job-critical resources in an environmentally-friendly way. The full implementation of the leasing plan will ultimately result in the replacement of the City’s

entire light-duty fleet every five years. Technology upgrades in telematics (Global Positioning Systems) and improved internal fleet sharing technology, combined with the updated policies and procedures, will improve real-time management information regarding vehicle deployment and efficiency, as well as staff/equipment/operational optimization.

Funding to launch a high-impact initiative known as the 311 Call Center is included in the FY 2018 Budget, and would consolidate all non-emergency call-taking, walk-up traffic, and receipt processing within the City to one functional group, streamlining and improving phone-based customer service while helping to re-focus remaining City departmental technical staff towards core competencies. The City of Grand Rapids has implemented 311 with marked improvement in customer service and staff efficiency and effectiveness; if the FY 2018 Budget is adopted, the City of Kalamazoo will implement this innovation in 2019.

Continuing to provide exceptional services – “Core”

Increased financial capacity to deliver exceptional core services: In the Budgetary and Fiscal Plan section of the FY 2018 Budget document, you will note the following:

- 2017: the City has experienced a material improvement in the City’s FY 2017 budgetary performance (largely based on the improved Assessment Roll certified by the City Commission in May 2017, due primarily to a lower-than-expected level of Personal Property Tax (PPT) exemption filings under PA 86 of 2014, as well as improved State Shared Revenue receipts (\$250k);
- 2018, 2019 and beyond: A stabilized budgetary picture for FY 2018 and FY 2019 and subsequently a stable Fiscal Planning picture for FY 2020 – 2024 is in place for a second consecutive year. The Consolidated Dispatch surcharge vote in May 2017 did not succeed; the replacement deal agreed to by the City and our Kalamazoo County Consolidated Dispatch Association (KCCDA) partners placed roughly \$1.5 million of annual net expenditures back into the City’s FY 2018 Budget and Fiscal Plan; however, the City was able to maintain a balanced budget and fiscal picture, due primarily to the following revenue improvements:
 - o Improved Property Tax revenue (\$330k): based partially on residential property value and industrial property value growth in 2017 and 2018 that exceeded projections in the Adopted FY 2017 Budget and partially based on the aforementioned lower-than-expected level of PPT exemption filings;
 - o Improved State Shared Revenue (\$250k): based on increased statewide sale tax receipts realized and projected by the State Department of Treasury;
 - o Adjustments to FFE tax backfill (\$725k): and budget balancing revenue (\$200k), due to inflating Property Tax backfill dollars in FY 2018 and FY 2019 and budget balancing dollars in FY 2019, based on the new FFE Bylaws;
 - o The continuing stability of the City’s internal Insurance Fund allowed for the addition of \$900k of rebates into the City’s operational funds, including an \$550k into the City’s General Fund. This is in addition to the rebates already planned in FY 2018. Insurance Fund reserves will be maintained at a sound level.

New organizational capacity (additional staffing): in order to support the IK2025 Strategic Goals and deliver exceptional core services the proper capacity (personnel) needed to be added starting in 2017. Accordingly, the City Commission authorized new full-time positions in the Adopted FY 2017 Budget, the majority of which are in Public Safety and Public Services. In 2017, my Transmittal Letter promised that new Public Safety Officer positions would be funded by a combination of savings from the Consolidated Countywide Dispatch project as well as new outside grants.

I am happy to report that our Public Safety leadership has been successful in garnering all of the grant-in-aid support projected in the Adopted FY 2017 Budget, including \$1.547 million in “SAFER” grants and \$1.375 million in “COPS” grants over three years, in order to fund the majority of costs associated with 26 new Public Safety officer positions, including 12 new Public Safety Officer positions included in the FY 2018 Budget. The resolution of Consolidated Dispatch cost-sharing as reported earlier in this Letter, combined with other positive Budgetary/Fiscal developments also as indicated here, allow us to include the planned new Public Safety positions, as well as other new positions in the FY 2018 Budget.

Potential challenges: as indicated in previous Transmittal Letters, recent State legislative “fixes” for statewide and local road funding will cause future “hangover” decisions for the State Legislature, and we must remain vigilant. Millions of dollars of annual State Revenue Sharing will be in the balance as the Legislature wrestles with fully funding the aforementioned reforms, as well as Public Act 86 of 2014.

Public Act 86 of 2014 eliminated the Industrial Personal Property tax (IPPT); through 2013, IPPT represented over \$2 million of annual General Fund revenues. PA 86 includes the complete reimbursement of these revenues to municipalities going forward, primarily from a new statewide replacement tax, though only 2/3rds of these replacement revenues are guaranteed to local governments. If the anticipated replacement revenues fall short of expectations, special State budget appropriations would be required in the future to fill the gap, potentially exposing over \$1 million of annual City General Fund revenue to State budget cuts.

Foundation For Excellence (FFE)

The Foundation for Excellence (FFE) relegates high property taxes, budget cuts and fiscal stress to the history books. The FFE is a unique creation which was formalized in 2017 by the City Commission’s adoption of FFE Articles of Incorporation and Bylaws, which activate the historic 2016 Memorandum of Understanding (MOU) between the City and two lead donors who have a history of philanthropy in the Kalamazoo community.

The FFE has resulted in the permanent reduction of the City’s property tax millage beginning in 2017, from 19.2705 mills to 12.0000 mills (a mill is 1/1000th of Taxable Value, which in turn is roughly 50% of property market value); this tax reduction delivered almost \$11 million of relief to Kalamazoo taxpayers in 2017. The “backfill” of this tax reduction from the FFE to the City’s General Fund will grow as the City grows, providing an important “fix” to one of the broken components of the Michigan municipal finance model.

Our commitment to Priority Based Budgeting will maximize partnerships and improve customer service. We will fuel this transformation with objective data, meaningful and purpose-driven measurement, program evaluation, continuous improvement and positive adaptation.

In 2018, the FFE will provide \$3.8 million for General Fund budget balancing. As with the aforementioned property tax reduction, this amount will grow based on the Municipal Cost Index, which tracks with the inflation of local government expenses.

Finally, the FFE is providing \$10 million for aspirational projects in 2017, 2018 and 2019. “Aspirational Projects” are based on the results of the Imagine Kalamazoo 2025 process, the recommendations of the City Manager and approval by the City Commission to accomplish the following:

- Develop and commit resources to address generational poverty, promote youth development and remove barriers to employment opportunities for youth, under employed and unemployed individuals, and persons seeking re-entry to the Kalamazoo community;
- Address capital and human infrastructure and improvement and/or maintenance needs as identified by ongoing studies and by the City of Kalamazoo’s designated Capital Improvement Program; and
- Develop and implement neighborhood improvement efforts and projects which reimagine and reinvest public spaces to attract and connect people.

The City has already embarked on the following exciting and impactful list of projects and programs in 2017, as approved by the City Commission. The 2018 Budget for the FFE will be presented separately to the City Commission.

FOUNDATION FOR EXCELLENCE	2017 YEE
Property Tax and Budget Balancing	
Property Tax – Supplement	10,900,000
Budget Balancing	
FFE, Shared Prosperity, Youth Development	
FFE Staffing*	193,367
FFE Coordinator	
Shared Prosperity Coordinator	
Youth Development Coordinator	
Neighborhood Activator	
* - FFE staffing not fully implemented in 2017	
Shared Prosperity - Consulting Contract	106,200
Supervised Playground	83,000
All Things Possible	50,000
Summer Youth Employment	750,000
Park Improvements	
Rockwell Park Improvements	370,000
Frays Park Improvements	200,000
Davis Street Park - Skate Park	150,000
Public Services	
Lead Service Replacements	500,000
Neighborhoods	
Complete Neighborhoods - Forestry	336,300
Complete Neighborhoods	413,700
Total Foundation for Excellence	14,052,567

In order to maximize individual and collective “ownership” of the FFE within the organization and the community, the City will commit to:

- actively promoting the full endowment of the FFE by June 30, 2019;
- explore further budgetary savings that may be realized by shared service delivery with regional municipal, post-secondary school educational institutions, and private partners;
- develop best practices and measures intended to show the impact of the donations on the efforts and initiatives of the City to achieve the Commission’s Priorities and Strategic Vision for the future direction of the community.

Conclusion

During my Administration, we have moved beyond transitional management tactics and have fully engaged the organization and the community with a new vision, new priorities, new resources, and refreshed optimism. This vision will be infused with expertise, hard work, and enthusiasm, and are reflected in our new Master Plan, enabling the vision to be realized by action.

The FFE Board will be empaneled in 2018 with the immediate task of vetting projects for FFE aspirational funding. The organization will initiate a new regime of measurement and benchmarking, which are essential for a high performing organization. Data-driven decisions will be filtered through the Priority Based Budgeting process, bringing strategic alignment into everyday activities.

I would like to thank the Budget team of Patsy Moore, Jeff Chamberlain, Jerome Kisscorni, Laura Lam, Gina Viviano, Stephanie McGowan, Steve Brown, Thomas C. Skrobola, the entire Cabinet, and key budget personnel across the City for their dedication to this process.

In addition, I would like to thank the 52nd City Commission for your vision, leadership, direction and support. Pursuant to Section 43(f) of the City of Kalamazoo Charter, the following summary and Fiscal Year 2018 - 19 Budget is presented for your consideration.

James K. Ritsema, ICMA-CM, City Manager

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

STATE LAW AND CITY CHARTER REQUIREMENTS

The City of Kalamazoo budget policies are governed by the City Charter, the Uniform Budgeting and Accounting Act for Local Units of Government in Michigan, and generally accepted accounting principles. These laws provide for budget control, establish tax levy and assessment valuation limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting and budgeting principles.

The City of Kalamazoo Charter (Section 67) states that by December 1 of each year, the City Manager shall submit to the City Commission an estimate of the expenditures and revenues for the upcoming fiscal year. Section 68 of the Charter requires that on or before February 1 of each year, the City Commission pass an annual appropriation resolution to cover expenditures. At the same time, the City Commission establishes certain policies covering the administration of the budget. A public hearing must be held prior to final adoption. Public notice must be posted at least six days prior to the hearing.

If the upcoming budget appropriation resolution is not ready for adoption prior to December 31, the Chief Finance Officer is authorized and directed to continue processing and issuing checks for normal payroll and expense operations of the City in accordance with prevailing practices. The Chief Finance Officer is authorized to revise any payroll, fringe benefits and other expenses paid by the City to conform to the terms of any labor contracts or commitments which have been approved by this City Commission, as needed for the above purpose.

By May 31st of each year the Board of Review will have completed its review and correction of the assessment roll. The assessment roll is presented to the City Commission along with the proposed amended annual appropriation resolution. They may revise the appropriation provided that the property tax revenue required shall not increase more than 5% over the amount in said resolution.

Act 5 of the Public Acts of 1982, as amended, requires a public hearing be held prior to the levying of an additional millage rate (The Truth-In-Taxation Act). The Charter, under Section 85, requires the City Commission will fully and finally confirm the annual assessment roll upon completion of the review, and correction of the roll by the Board of Review. This must be at least seven days after the public hearing and is confirmed by resolution along with confirming the general appropriation resolution, as amended.

The City is also required by the State of Michigan to present a balanced budget. An appropriation resolution cannot be adopted that would cause total expenditures, including an accrued deficit, to exceed total revenues, including an available surplus, according to Section 16 of Public Act 621 of 1978.

The City shall comply with Act 279 that generally provides the debt limit for a "home rule" city is 10% of its State Equalized Value (SEV). City Charter provides that the fiscal year of the City shall begin January 1.

The City Charter prescribes that the City Manager will submit to the City Commission a brief executive summary of the City's financial activity on a monthly basis.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

DEBT

Subject to the applicable provisions of statutory and constitutional debt provisions and the City Charter, the City Commission, by proper ordinance or resolution, may authorize the borrowing of money for any purpose within the scope of the powers vested in the City. The City Commission may pledge the full faith credit and resources of the City for the payment of debt obligations. Section 21 of Article VII of the Michigan Constitution establishes the authority, subject to statutory and constitutional limitations, for municipalities to incur debt for public purposes. State law limits the rate of ad valorem property taxation for municipal purposes, and restricts the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for public purposes, subject to limitations and prohibitions provided by this constitution or by law.

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a city may have outstanding at any time. The Act provides that the net indebtedness incurred for all public purpose shall not exceed ten percent of the assessed value of all real and personal property in the city plus the combined constitutional and statutory state revenue sharing amount divided by the City’s millage rate.

Exceptions to the debt limitation have been permitted by the Home rule Cities Act for certain types of indebtedness. All special assessment bonds, Michigan Transportation Fund bonds, revenue bonds payable from revenues only, whether secured by a mortgage or not, and bonds issued or contract obligations assessments incurred to comply with an order of the Water Resources Commission of the State of Michigan or a court of competent jurisdiction. Any obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution, and bonds issued or assessments or contract obligations incurred for the construction, improvement or replacement of a combined sewer overflow abatement facility.

Although the City has sufficient legal debt margin, all decisions to enter in debt obligations are contingent upon the City’s ability to make debt service payments and maintain adequate reserves.

Pursuant to the statutory and constitutional debt provisions set for the herein, the following table reflects the amount of additional debt the City may legally incur as of October 2, 2017.

City’s 2017 Ad Valorem SEV	\$1,658,572,226	
Plus Half of Act 198 Property	\$17,058,500	
Plus for Revenue Sharing (1)	<u>\$643,031,739</u>	
Total 2017 SEV Value	\$2,318,662,465	
Debt Limit (2)		\$231,866,246
Debt Outstanding	\$ 171,985,000	
Less: Exempt Debt (3)	<u>\$31,435,000</u>	<u>\$140,550,000</u>
Legal Debt Margin		<u>\$ 91,316,246</u>

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES

(1) Budgeted 2017 constitutional and statutory revenue sharing of \$8,87,838 divided by the City's 2017 millage rate of 13.8000 mills.

(2) 10% of \$2,318,662,465 which is the City's 2017 estimated Ad Valorem SEV for the fiscal year ending December 31, 2017 of \$1,658,572,226, plus half of the SEV abated under Act 198 of \$17,058,500 and plus revenue sharing of \$643,031,739 which is the actual 2017 constitutional and statutory revenue sharing of \$8,873,383 divided by the City's 2017 millage rate of 13.8000 mills.

(3) See "Statutory and Constitutional Debt Provisions" herein.

Debt will be used to finance long term capital and operating assets within the constraints of maintaining or improving bond ratings and debt service capacity. Debt management will provide for the protection of bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument provisions and appropriate disclosures to investors, underwriters, and rating agencies.

INVESTMENTS

Investment management will strive to maximize investment return on the City's funds through pooling of funds where permitted, frequent market analysis, cash forecasting procedures, and competitive bidding. Interest income is applied on a percentage basis to each fund based on the fund's balance compared to total fund balances.

DISCRETIONARY FUNDS

The Kalamazoo City Commission may set aside discretionary funds for community programs and projects geared toward improving the quality of life for our residents. During the budget cycle, applications are accepted from organizations that sponsor programs and projects that perpetuate a positive influence on the lives of residents of all ages.

Funding awards range from \$3,000 to \$16,000. Organizations must meet the following criteria:

- The physical location of the organization must be within the Kalamazoo city limits;
- the organization must be a 501(c)(3) organization under the Internal Revenue Code;
- the organization must support programs and projects geared toward improving the quality of life of City residents throughout the year

Organizations are required to submit completed grant applications with all supporting documentation. All organizations which have received previous funding are required to submit a final report outlining the scope of services provided as well as a financial report itemizing City fund usage with this application. Failure to submit the final report will disqualify an organization from future funding considerations.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

The Community Development Act Advisory Committee (CDAAC)

CDAAC is an advisory committee appointed by and to serve in an advisory capacity to the City Commission. The membership shall be comprised of thirteen (13) members who shall be City residents. There shall be one representative from each of the CDBG eligible neighborhoods, as determined by HUD, which have an active association with a 501C(3) status. The remaining members shall be at-large seats.

CDAAC manages the annual competitive process established by the City to allocate federal Community Development Block Grant and HOME Investment Partnership funds. CDAAC reviews and scores applications, and recommends grant funding levels to the City Commission. After City Commission approval, organizations are notified of funding decisions.

USE OF PUBLIC FUNDS

Acceptable uses of City funds for food, awards, and appropriations to outside organizations are as follows:

- The City may host events in appreciation of the City's workforce and provide tokens of appreciation to employees to recognize new hires, years of service and retirements.
- The City may provide beverages to employees, volunteer workers, elected officials and business guests during regular working hours and events that require public participation.
- The City may provide meals to employees, volunteer workers and elected officials for work conducted during normal meal times.
- Awards or prizes may be given to employees or outside parties in association with fundraising efforts or events to raise awareness.
- The City may host Wellness Luncheons to provide education to employees in an effort to reduce the City's health care costs.
- The City may make financial payments to outside organizations where a written agreement between the City and such organization has been executed.

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES

ACCOUNTING

Basis of Accounting

All governmental and agency funds utilize the modified accrual basis of accounting. Under this method, revenues are recognized when received, or accrued as a receivable when they become measurable and available to finance current operations. Significant revenues accrued by the City include property taxes, expenditure reimbursement type grants, certain inter-governmental revenues and special assessments.

Expenditures are recognized under the modified accrual basis of accounting when the related fund liability is incurred, except for interest on long-term debt and compensated absences, which are recorded when paid. The financial statements of proprietary, pension trust, OPEB trust, and non-expendable trust funds are reflected on the accrual basis of accounting, the revenues are recorded when earned and expenses are recorded as incurred.

Budgetary Basis vs. “Generally Accepted Accounting Policies” (GAAP)

The budget is adopted on a basis consistent with generally accepted accounting principles (GAAP) except for certain items that are adjusted on the City's accounting system at fiscal year-end. During the year, the City's accounting system is maintained on the same basis as the adopted budget. This enables budget units to monitor their budgets on a monthly basis through reports generated by the accounting system.

The differences between the budgetary basis and GAAP include the following:

- Compensated absences in the Enterprise funds are not expensed for budgetary purposes. GAAP requires compensated absences to be accrued when earned by the employees.
- Principal payments on outstanding debt in the Enterprise funds are expensed for budgetary purposes instead of being recorded as an adjustment to the balance sheet long-term liability.
- Capital outlay in Enterprise Funds is expensed for budgetary purposes instead of being recorded as an adjustment to the balance sheet capital asset.
- Pension and Other Post-Employment Benefits (OPEB) in Enterprise Funds are expensed for budgetary purposes when paid. GAAP requires pension and OPEB to be accrued when earned by the employees.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

BUDGET PROCESS

Budget preparation begins with a priority setting session with the City Commission. Budget instructions are distributed to department directors and accounting support staff that outline budgeting parameters for the operating and capital budgets.

The department directors review and submit their budget requests using the parameters outlined by Management Services and City Manager. A technical review is completed by Management Services. The City Manager prepares and submits to the City Commission the recommended budget by December 1, for the next fiscal year beginning January 1.

The City Commission reviews the City Manager's proposed budget. All review sessions are open to the general public. A copy of the proposed budget, as presented by the City Manager to the City Commission is available for viewing at the office of the City Clerk, and on the City web-site. Outlines for each budget review session are available at the time of the session.

A Public Hearing is held prior to the budget adoption to allow for citizen input. The notice of public hearing must be posted six days prior to the hearing. After the public hearing is closed, the budget is formally adopted by February 1. If an annual appropriation resolution is not ready for adoption prior to the beginning of the new fiscal year, an interim resolution shall be adopted to authorize expenditures until February 1, or adoption of the annual appropriation resolution.

Confirmation of the Tax Roll

The Board of Review completes its review of the assessment roll. A public hearing is held prior to the confirmation of the assessment roll to allow for citizen input. Once the required public hearing has been held, the City Commission confirms the roll and approves the tax levy resolution. If an amended appropriation resolution is necessary it will also be approved at this time.

APPROPRIATIONS

Interim Appropriation

Interim funding is appropriated if the next fiscal year's budget is not ready for adoption prior to December 31, of the current fiscal year. The Chief Financial Officer is authorized and directed to continue processing and issuing checks for normal payroll and expense operations of the City in accordance with the practices prevailing at the end of the current fiscal year.

Budget Amendments

Only the City Commission shall make new or additional appropriations. Budgets may be amended after adoption with approval of the City Commission if changes result in an increase in appropriation. Budget amendment requests must be made in writing and approval is required from the appropriate department director, the Management Services Director/CFO, and the City Manager. The City Manager ultimately requests approval from the City Commission.

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES

Salaries, Wages, and New Positions

Any increase in salaries or wages, or the creating of positions, shall be made only by resolution or motion of the City Commission. The Chief Financial Officer is authorized to revise any payroll, fringe benefits, and other expenses paid by the City to conform to the terms of any labor contracts or other commitments, which have been approved by the City Commission.

Grants and Donations

The City Manager is authorized to accept grants and donations under \$25,000. The acceptance of grants shall be considered as authority to expend funds for those purposes. A summary of grants and donations accepted by the City Manager will be presented to the City Commission twice a year as an informational item.

Limitations of Expenditures

It shall be the duty of the City Manager to oversee that each department director, excluding the City Attorney, City Clerk, and Internal Auditor, does not exceed the amount appropriated for their department except by prior authority of the City Commission. Only the City Commission shall make new or additional appropriations. It shall be the duty of the City Attorney, City Clerk, and Internal Auditor to see that they do not exceed the amount appropriated for their department except by prior specific authority of the City Commission.

Legislative action by the City Commission to issue bonds, accept grants and donations, and authorize special assessment projects shall be considered as authority to expend funds for those purposes, and no further appropriation authority will be necessary.

TRANSFERS

City Commission Approval

Transfers shall require City Commission approval if the transfer will result in an increase or decrease in one or more items in the annual appropriation resolution.

City Manager Approval

The City Manager may approve the transfer of operating funds to capital projects for changes up to the greater of \$10,000 or to 10% of the project cost per project. The City Manager or designee may also approve the reallocation of funds within the capital accounts on the same basis, or in any amount as long as the funds are still used for the purpose for which they were originally appropriated. All other transfers affecting capital projects shall require City Commission approval.

After receiving a request for transfer from the City Manager and hearing any objections to the request, transfers may be approved or disapproved by the City Commission. When approved by the City Commission or City Manager the transfer shall be considered an amendment to the budget and shall become effective immediately.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

CARRY FORWARDS

Unexpended balances, both encumbered and unencumbered, of previously authorized construction or capital improvements not completed as of December 31 are hereby re-appropriated. Any such carry forwards shall be presented to the City Commission as an informational item at a regular City Commission meeting. Carry forward requests for non-capital items, shall be submitted to the City Commission for approval.

ALLOCATION OF ADMINISTRATIVE COSTS

A cost allocation plan will be developed each year to determine an appropriate amount to be allocated for central service costs to the various operations of the City. The allocation plan will be prepared in accordance with federal laws and guidelines for allocation of costs to federal grants. Allocation of costs to operations and cost centers other than federal grants may include allocation of costs that are disallowed for federal grants. A qualified, independent firm will prepare the allocation plan.

Utility operations will be allocated the full costs as provided in the plan. No allocation will be charged to general fund operations since this would only inflate general fund revenues and expenses equally without impacting the financial position of the fund.

All other funds will be charged an amount not to exceed the allocation determined by the plan. In order to make the allocations determined by the plan, some funds may be provided with a General Fund subsidy if for some reason the fund cannot be reasonably expected to pay the full allocation.

REVENUES

Tax Levy

The amount annually to be raised shall not exceed 2% (\$20 per \$1,000) of the assessed valuation as equalized of all real and personal property in the City, per Section 77 of the Charter.

Special Assessments

Section 108 of the Charter states the City Commission shall have power to determine, with or without a petition, that all or part of the expense of any public improvement or repair may be defrayed by special assessments upon the parcels or property especially benefited, and declare by resolution.

User Fees

The City Commission has jurisdiction over establishing schedules of charges, including recreational activities, cemetery fees, and neighborhood and community development fees and charges.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

Enterprise Functions

The enterprise funds include the City Market, Water Division, Wastewater Division, and the Kalamazoo Municipal Golf Association which are fully self-supporting from user fees and charges, or subsidies from other intergovernmental sources.

Payment In-Lieu of Taxes (PILOT)

A payment-in-lieu of taxes is an agreement to pay an amount or specific tax in lieu of ad valorem tax on the property. The amount is defined by an agreement approved by the appropriate jurisdictions and the General Property Tax Act in the Michigan Compiled Laws. The City also charges a PILOT to the Water and Wastewater Divisions.

Interest Earnings

Interest earnings from the investment of temporarily idle funds are credited to the fund generating the earnings.

RESERVES

General Fund Undesignated Reserve

A balance equal to a minimum of 15% of current projected revenues shall be budgeted and maintained.

Capital Contingency Reserve

Funds will be designated in a capital reserve account within the General Fund equal to 0.5% - 1.0% of the General Fund operating budget. The funds will be used for emergency capital needs and may be transferred with City Manager approval. The Capital Contingency Reserve stipulates that purchases must meet capitalization criteria, and any expense that causes the balance to fall below the recommended level will be replaced within a three year period, in equal installments.

Reserve for Self Insurance

A reserve will be established to provide funding of a risk management program whereby the City is self-insured for workers' compensation, auto comprehensive and collision coverage, and is a member of the Michigan Municipal Risk Management Authority and Michigan Transit Pool with various deductibles and coverage limitations. This reserve is to be held in the Insurance Fund.

BUDGET FORMAT

Budgeted Funds

The annual appropriation resolution shall apply to all funds except internal service funds, debt service funds, permanent funds and trust and agency funds. The City Commission is also required to approve the administrative budget for the pension trust fund.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

Operating Budget

The operating budget will be based on the principle of financing current expenditures with current revenues or accumulated reserves. Expenditures shall include adequate funding of the retirement system and adequate maintenance and replacement of capital and operating assets.

Budgeted expenditures will reflect the City's perceived needs and desires of the community based on the results of Priority Based Budgeting and the priorities established by the City Commission. The budget will be based on generally accepted accounting principles.

Five-year projections are included for the General Fund, the Major and Local Street Funds, and the Capital Projects Fund. The five-year projections for the Capital Improvement Program for the Water and Wastewater funds are also included.

The Operating Budget provides for general services including personnel costs, supplies, services, and capital equipment and improvements. These capital purchases are on-going and include vehicles such as cars and trucks, miscellaneous machinery and equipment, and building improvements under \$20,000. Revenues for the Operating Budget include property taxes, user fees and intergovernmental sources and local contributions.

FUND DESCRIPTIONS

The budget is adopted on a basis generally consistent with City Charter, State of Michigan rules and guidelines, and generally accepted accounting principles (GAAP). The budget is prepared by line item listing dollar amounts budgeted for each expenditure category separately. The expenditure categories are Personnel, Operating, Services, Debt Service, and Transfers.

Revenues are presented within the resource sections by fund type (General Fund, Special Revenue, Capital Project, and Enterprise) by revenue category. Summary schedules of estimated revenues are presented in the Budget Summary section of the Annual Budget.

The financial activities of the City are recorded in separate funds and account groups, categorized and described as follows:

Governmental Funds

General Fund

This fund is used to account for all general operating revenues and expenditures of the City not accounted for in another fund. Revenues are derived primarily from property taxes, state distributions, charges for inter-departmental services and transfers from other funds. These revenues are used to finance basic City services such as Public Safety, Parks & Recreation, General Government activities, and Public Services.

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES

Special Revenue Funds

These funds are used to account for specific governmental revenues (other than specific revenues for major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Special revenue funds include the Major Street Fund, Local Street Fund, Cemeteries Fund, Solid Waste Collection Fund, grant and donations funds, and various other funds supporting economic development, community planning and development, and public safety.

Capital Projects Fund

This fund is used to account for acquisitions and construction of major capital facilities other than those financed by proprietary fund operations and special assessments.

Proprietary Funds

Enterprise Funds

These funds are used to account for operations that provide services financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes. Enterprise funds include the City Market Fund, Wastewater Fund, Water Fund, and the Kalamazoo Municipal Golf Association.

Internal Service Funds

These funds are used to account for the financing of goods or services provided by the City to other departments and funds on a cost reimbursement basis. The Insurance Fund is the only fund in this category and is included in the budget for informational purposes only.

Fiduciary Funds

These funds are used to account for assets held in trust or as an agent for others. Fiduciary funds include the Pension Trust Fund, OPEB Trust Fund, Cemeteries Perpetual Care Fund, General Trust and Agency Fund, and Tax Collector's Fund. The Pension Trust Fund is included in the budget for informational purposes only.

OPERATING STRUCTURE

The City of Kalamazoo is organized on a departmental basis. The City's operations are accounted for under various cost centers known as activities or organizations within the departments. These activities or organizational units are consistent with the State of Michigan Chart of Accounts. The departmental unit is responsible for compliance with the approved budget. Each budgeting unit is within a particular fund of the City. Each revenue and expense item is assigned to a line item account number, and expenditures are presented at a line item detail within the following categories:

Personnel

Includes all salary and fringe benefit related costs, including base pay, overtime pay, vacation pay, holiday pay, sick leave pay, and special pays such as food allowance, tool reimbursement, pension contribution, health insurance, dental insurance, life insurance, workers' compensation, and employer social security expense.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES**

Operating

The operating expense of the City which includes but is not limited to the purchase of supplies and services, travel and training, professional services, fees paid to outside sources for contractual services, utilities, liability insurance, lease payments, advertising, memberships and dues, and vehicle maintenance.

Capital Outlay

This includes expenditures for items added to the City's general fixed assets. These expenditures include the purchase of land, land improvements, building additions and improvements, machinery and equipment, office equipment and furniture, and vehicular equipment.

Debt Service

This includes the cost for interest and principal payments on the City's long-term and short-term debt.

Transfers

Includes expenditures in the form of transfers to other funds, required grant match, and payment to another fund for the purpose of having an expense or cost recorded in the legally correct fund.

CAPITAL IMPROVEMENTS PROGRAM

In addition to budgets for City Operations, the City of Kalamazoo Budget includes the Capital Improvement Program. The Capital Improvements Program (CIP) is a six-year forecast of capital expenses together with available funding resources. The first year of the forecast is adopted as the current year CIP budget.

The Capital Improvements Program (CIP) will reflect a consensus of the perceived needs and desires of the community based on current surveys and long range planning. Projects included in the Capital Improvements Program shall be consistent with the City of Kalamazoo Strategic Vision. The CIP provides funding for those operations exclusive of enterprise funds. Eligible uses include capital projects, major equipment, debt service, and non-utility environmental expenses. The City will develop and maintain a CIP to plan and fund capital projects over a minimum five year period coordinated with the Operating Budget. The Capital Improvements Program will, to the extent possible, be designed to protect the City's investments in capital and operating assets through timely and adequate maintenance and replacement of those assets.

Capital outlay for the purpose of the Capital Improvements Program is defined as expenditures that result in the acquisition or addition to fixed assets that have an estimated life of at least five years and monetary value of at least \$20,000. Examples include construction of buildings or other structures, roads, sewers, parks, and the purchase of heavy equipment, fire trucks and buses. Funding for CIP include bond proceeds, donations, grants, and intergovernmental sources.

The debt service for bonds associated with the CIP for the Enterprise funds are recorded directly in the Enterprise Funds. In Governmental funds, the debt service is paid from a separate Debt Service fund, not

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
BUDGET POLICIES

included in the City Budget. In this case, the transfer to the debt service fund is made from the CIP fund.

The capital program receives contributions in aid to fund infrastructure in the Enterprise funds. Contributions in excess of the anticipated budget shall increase the appropriation by an amount equal to the contribution. Such increases will be brought forward to the City Commission twice a year as an informational item.

CITY OF KALAMAZOO 2018 ADOPTED BUDGET CALENDAR

City of Kalamazoo Annual Budget Calendar		
Date	Item	Description
Jan 1 - Sept 30	Position Budget Monitoring	Quarterly updates to all positions and comparison to Eden
June 1 - Sept 30	CIP Planning	Capital improvement planning, scoring and prioritizing
June 1 - 30	Department Meetings	Department meetings with budget manager
July 14	Position Budget Fixed Costs	Fixed Costs distributed to departments for update
July 17	Second Quarter Analysis	Review of 6 month trend and report to City Commission
July 31	Position Fixed Costs Due	Department fixed cost updates due to budget office
August 4	Budget Kickoff Meeting	Budget kickoff with departments
September 1	Department Budgets Due	Budget requests due to budget office
August 130	CIP Projects Due	List of CIP projects with required funding and expense
Sept 1 - Sept 25	Technical Review	In depth review of department budget requests
Oct 6 - Oct 20	CFO Review	Budget review with CFO to begin discussions with City Manager
October 20	Third Quarter Analysis	Review of 9 month trends analysis update YE projections
Oct 30 - Nov 10	CMO Review	Review of recommended budget with leadership
November 17	Proposed Budget Complete	Document complete for final review
December 1	Proposed Budget on Website	Proposed budget on COK website and to City Commission
December 18	Public Budget Hearing	Hearing for public input on recommended budget
January 22	Budget Adopted	Budget Adopted by City Commission

CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

History

Kalamazoo began during the late 18th and early 19th centuries when European fur traders made their way to the area to set up trading posts. The Pottawatomie inhabited the area, but by the 1820's pioneers began making permanent settlements in the vicinity. The first plat of land was recorded in March of 1831 for the village of Bronson, which included a jail and academy squares. This parcel would later become Bronson Park, the city's most prominent park. The Michigan and Huron Institute (renamed Kalamazoo College in 1855) was granted a charter in 1833, while The Michigan Statesman, a weekly newspaper, which would become the Kalamazoo Gazette, was founded in 1835. The biggest change happened in 1836 when the name was changed to Kalamazoo, a word derived from the Algonquin language, but the true meaning is still debated.

The late 1870s and early 1880s saw more improvements for Kalamazoo. The first telephone line connected the Merrill and McCourtie Mill to its downtown offices in 1878. In 1884 Kalamazoo was the largest village in the United States with 16,500 citizens and voted in April of that year became the City of Kalamazoo. Banker and entrepreneur Allen Potter was elected the City's first Mayor. During the industrial age Kalamazoo was known world-wide for the production of wind engines, carriages, pharmaceuticals, corsets, musical instruments, fishing reels, stoves, mint oils, cigars, playing cards, regalia, paper products, celery, beer and coffins.

The City of Kalamazoo was incorporated as a commission-manager form of government in 1918, which grants the Commission as the legislative and governing body of the City. The first golf course, Gateway, was developed in 1924 south of Michigan Avenue where Western Michigan University now stands, and the City Hall was constructed in 1931 using the city's pay-as-you-go plan requiring no increase in property taxes or bonded indebtedness.



In 1959 the City closed sections of Burdick Street to create the nation's first open-air pedestrian shopping mall. To operate more efficiently, the City of Kalamazoo's Fire and Police departments were consolidated into the Department of Public Safety in 1982 and officers were cross-trained for better and quicker response. Like many communities in the early 1990's Kalamazoo struggled with the effects of increased unemployment combined with decreased revenue for both businesses and governments. Globalization forced downsizing and job losses at Upjohn, the area's largest employer, which would eventually merge with Pfizer, then the world's largest pharmaceutical company. Global competition also caused great losses in the automotive industry, the foundation of Michigan's economy.

The City's Economic Development Department employed creative tools to counter this trend. Investment in downtown became a priority, led by the City's Downtown Development Authority. Projects included the redevelopment of the Arcadia Commons area featuring a new home for the Kalamazoo Valley Museum and an outdoor festival site to draw citizen's downtown. The Kalamazoo Center, a hotel and convention center,

CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

opened in the City in 1975, was later sold, and eventually was renovated extensively and became the Radisson Hotel. The City of Kalamazoo was one of the first cities in Michigan to create a Brownfield Redevelopment Authority (BRA) and implement a Brownfield Plan. The BRA remains a committed partner in the community, supporting sustainable redevelopment projects

There is an in depth history of the City of Kalamazoo on the web-site www.kalamazoocity.org additional history on the businesses; architecture and renovation of the City's historic structures can be found in the book "Kalamazoo Lost & Found" by Lynn Smith and Pamela Hall O'Connor Houghton.

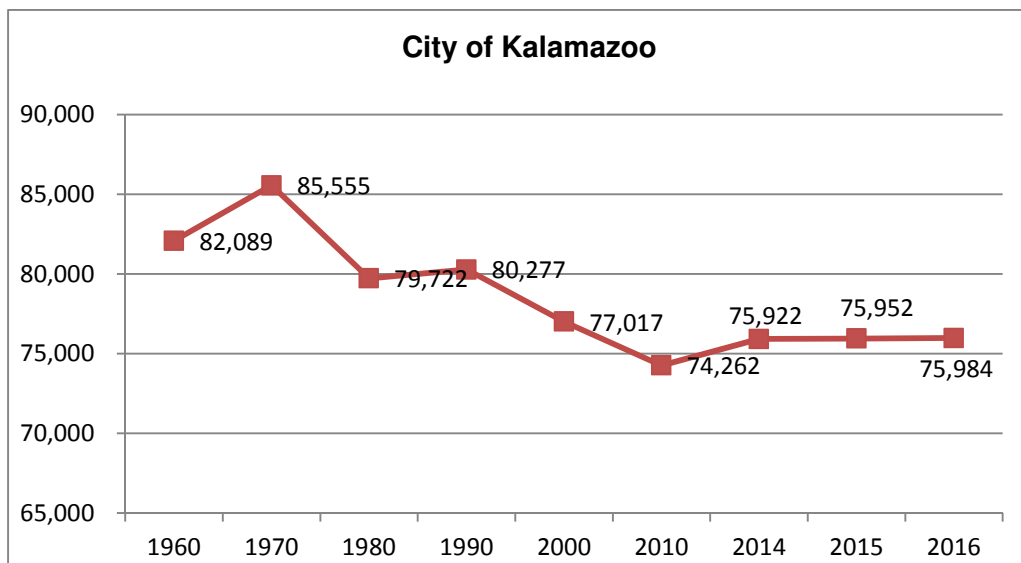
Today

Area and Location

The City of Kalamazoo resides within Kalamazoo County and encompasses an area approximately 26 square miles located in the southwest corner of Michigan's lower peninsula, approximately 136 miles west of Detroit, 73 miles southwest of Lansing (state capital of Michigan), and 145 miles east of Chicago Illinois. The City, also the county seat, is easily accessible from both I-94 and US 131, which cross the State from east to west and north to south respectively.

Population

Kalamazoo saw a decline in population in the 1980's due to the loss of manufacturing jobs particularly in the automotive industry. This was a trend for the entire State of Michigan during the 1980's and 1990's. Today the City's population is approximately 76 thousand residents, which is an increase of 2.2% since 2010. The population is 50.1% male and 49.9% female, and the median age of City residents is 25.7 years. Over 90.2% of Kalamazoo residents have a high school diploma and 32.7% have a bachelor's degree or higher.

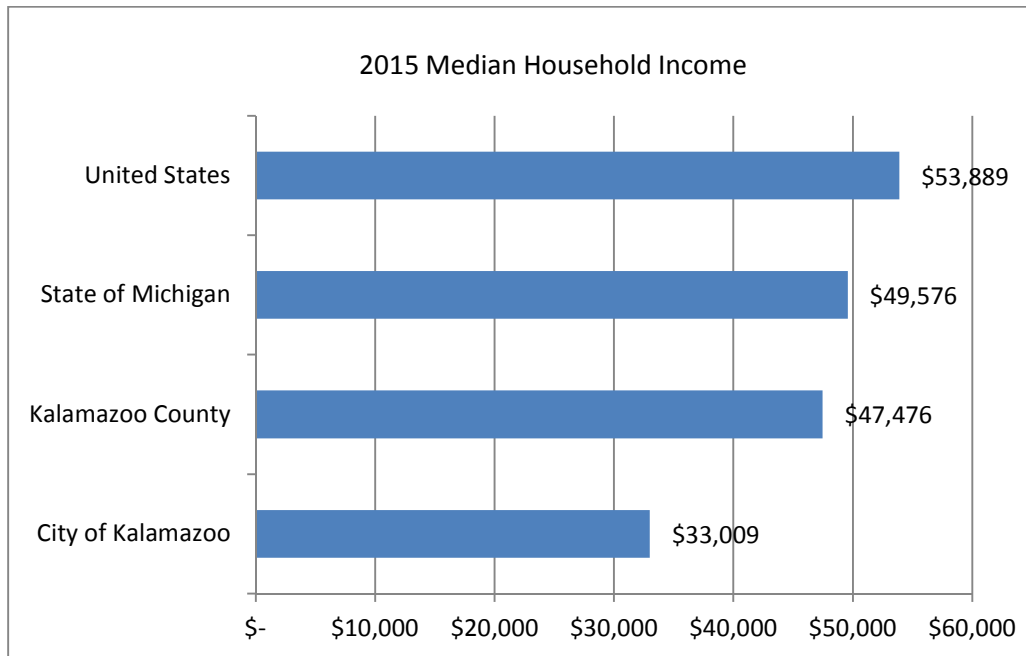


CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Income

The City of Kalamazoo had an estimated median household income in of \$33,009 in 2015 with 33.9% of the population living in poverty. According to the 2015 population estimates from the US Census Bureau, there are 23,231 residents living below the poverty level split by gender with 11,359 male and 11,872 females.

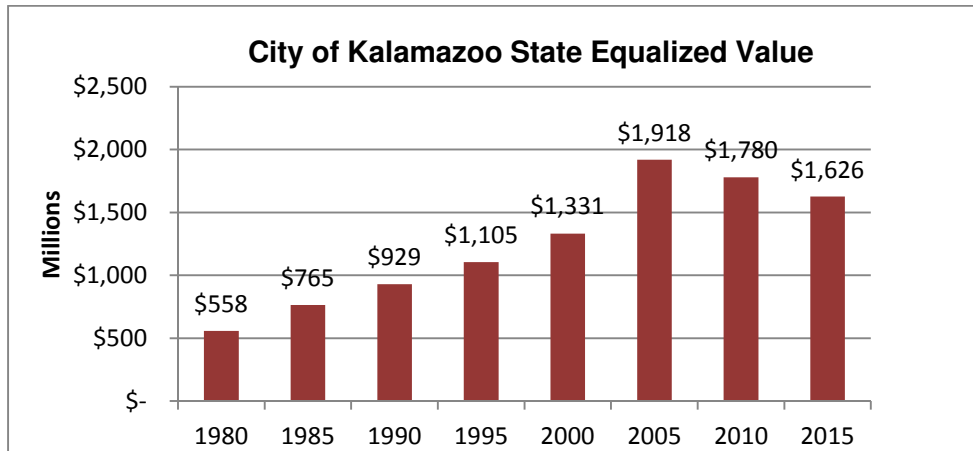
The median income for the City falls below the County, State and national averages. Working to eliminate poverty in the City is one of the priorities established by the City Commission in February of 2015.



Housing

The State Equalized Value (SEV) in the City is recovering from a 7% decline from of \$1.9 billion in 2005 to the current amount of \$1.63 billion in 2015. The split of the taxable value has remained consistent with 50.45% residential, 32.38% commercial and 17.17% industrial. The City has 40% of its tax base owned by institutions that are not taxable including three colleges and two hospitals. As a result, the City does not recover all costs on services delivered under the current revenue structure.

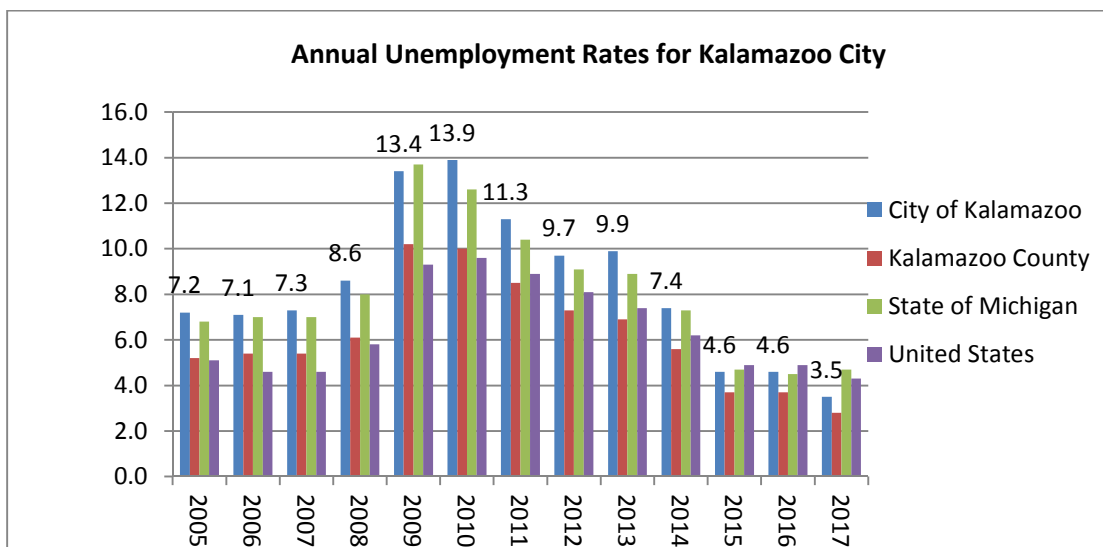
CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE



The City of Kalamazoo has over 20 active neighborhood associations. According to 2015 US Census Bureau, American Fact Finder, there are 32,289 units of housing of which 28,025 are occupied and 13.2% or 4,264 are vacant. The median monthly housing cost for residents with a mortgage is \$1,071, owners without a mortgage averaged \$471 and renters paid on average \$706 in the City.

Employment

Industries in Kalamazoo include pharmaceuticals, healthcare, education, automotive manufacturing, banking, and insurance. Bronson Methodist Hospital is the City’s largest employer with over 4,700 employees, followed by Borgess Medical Center with 4,200 employees. Western Michigan University, a leader in education, is the third largest employing over 4,000. The chart below demonstrates the unemployment rate for the City which has historically followed the State unemployment rate. In August 2017 the unemployment rates for the State of Michigan and Kalamazoo County were 4.7% and 2.8% respectively. The unemployment rate for the City of Kalamazoo was 3.5%.



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Education

The Kalamazoo Public School System (KPS) consists of 25 schools with a total enrollment of 12,910 students and 811 teachers. The four year graduation rate for KPS is 68.97% with a 14.29% dropout rate, compared to the State wide graduation percentage of 79.65%, and a 8.91% dropout rate.

During the school year the City's population increases by approximately 35,000 students. There are 8 colleges, universities, and trade schools within the City limits including Western Michigan University, Kalamazoo College, Davenport University, Kalamazoo Valley Community College, three satellite campuses including the University of Phoenix, Cornerstone University, and Spring Arbor College, and one trade school Olympia Career Training Institute.

The Kalamazoo Promise, created in 2005, brought state and national recognition to the Kalamazoo Public School System. To qualify for the scholarship a student has to live inside the district boundaries, attend KPS continuously through at least high school, and graduate from Kalamazoo Central, Loy Norrix or Phoenix high schools. The program covers up to 100 percent of tuition and mandatory fees for up to 130 credits at Michigan's public, private and community colleges. Students have up to 10 years after graduation to use the scholarship. At present, more than 4,948 students have been eligible for the Kalamazoo Promise Scholarship.

In August of 2015, the Kalamazoo Promise celebrated its 10-year anniversary at a community event in Bronson Park. The celebration took place just months after the June release of a study, "The Effects of the Kalamazoo Promise Scholarship on College Enrollment, Persistence, and Completion" published by the W.E. Upjohn Institute. The study found that students were a third more likely to graduate from college within six years of high school graduation as a result of the Kalamazoo Promise Scholarship. The study also found that recipients of the Promise enrolled in more college classes, were more likely to attend an in-state public university, and more likely to enroll in college the fall after their graduation. The increase in lifetime earnings for recipients of the scholarship compared with the costs of the program, indicate a rate of return of over 11%.



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Healthcare

Residents of Kalamazoo are served by Bronson Methodist Hospital a national leader in healthcare quality and safety. A Level I Trauma Center since 1989, Bronson Hospital was also the first accredited Chest Pain Emergency Center in Southwest Michigan. The hospital was awarded the Magnet Recognition for Nursing excellence considered the gold standard in nursing care, a distinction held by only 7% of the nation's hospitals. The community is also served by Borgess Medical Center and the Family Health Center; providing care to uninsured and low income residents of Kalamazoo County.

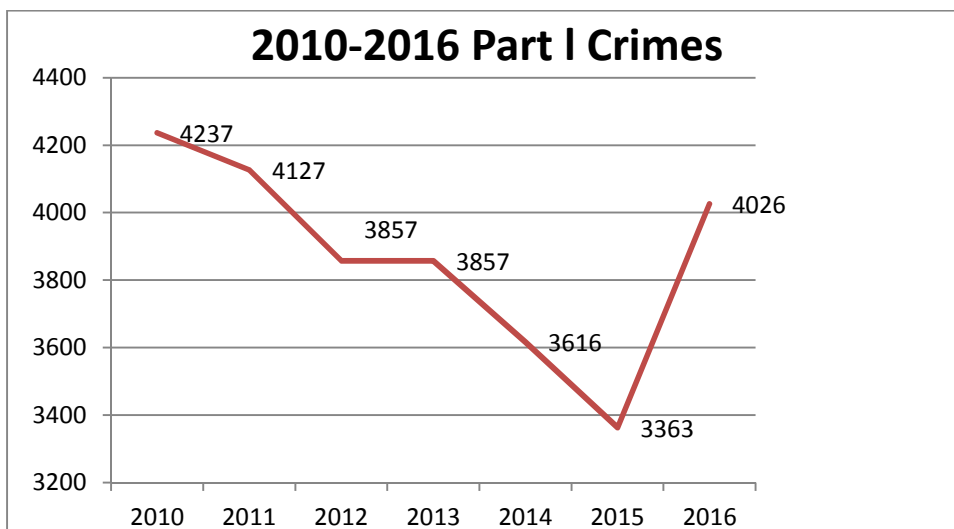
Public Safety

The City of Kalamazoo provides police, fire and emergency medical services (EMS) through the Kalamazoo Department of Public Safety (KDPS). KDPS is the largest fully integrated police, fire and EMS department in the United States with 288 employees budgeted for 2018. Operating out of seven Public Safety facilities, the 230 sworn personnel provide a range of services to ensure that the residents and visitors of Kalamazoo are able to maintain a high quality of life. The organization is divided into six (6) divisions which are:

- Administration
- Community Outreach and Problem Solving
- Operations
- Criminal Investigations
- Service
- Training

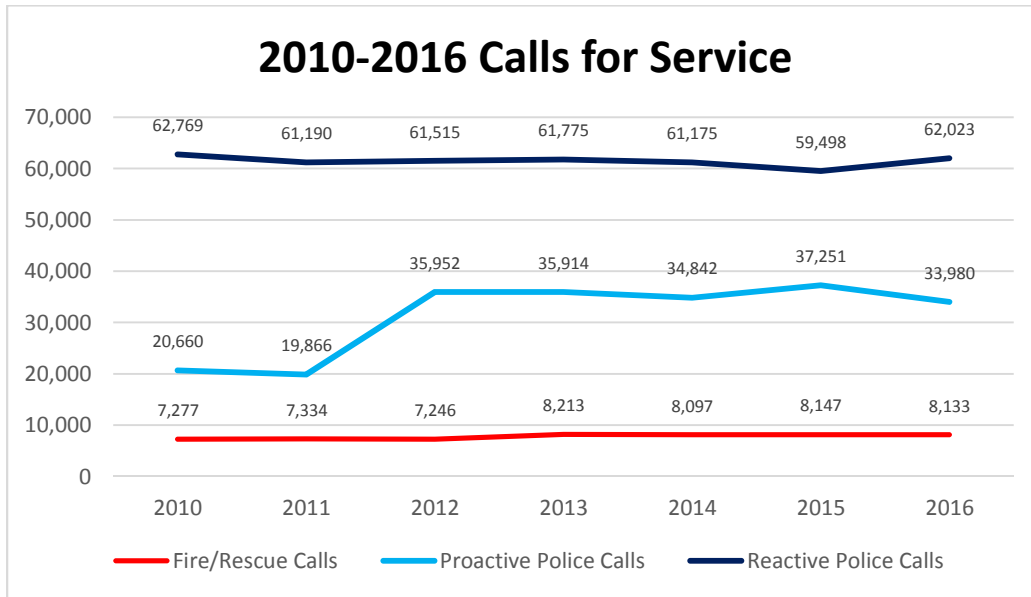
KDPS emphasizes community service and relationship building. Public Safety Officers are expected to conduct foot patrols in the zones they patrol and make a concerted effort to build relationships.

The City of Kalamazoo saw an increase in Part I crime during 2016. Part I crime rates are defined by the Federal Bureau of Investigations as murder, arson, rape, robbery, auto theft, aggravated assault, burglary and larceny. In 2018, to address the crimes in a focused manner, KDPS will use crime analysis data to determine how to better investigate and predict criminal activity.



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Calls for service in the City of Kalamazoo include proactive and reactive responses to police, fire and EMS incidents. Over the past four (4) years, the calls for service have remained relatively steady with over 104,000 calls each year.



Transportation

The City’s Metro Transit buses and the Metro County Connect service travels throughout the Kalamazoo urbanized area operating seven days a week. In September 2016, Sunday and late evening service was added to Metro Transit’s existing schedule as a result of the Central County Transportation Authority millage that was approved by voters in August 2015. Fixed route bus service is now offered hourly on Sundays from 8:15 a.m. – 5:15 p.m. and many routes are available as late as 12:15 a.m. during the week.

There are currently 36 buses in service with 11 of them being hybrid electric buses. The goal is to increase routes and service times which will have a positive impact on ridership. There were 3.2 million trips in 2014 and 2.9 million in 2015 which is a decrease of 7%. The Kalamazoo/Battle Creek International Airport located within the City limits, is a non-hub, commercial services airport and serves the Kalamazoo and Battle Creek areas, among other communities in southwest Michigan. Additionally, a major east-west Amtrak rail line passes through the City providing daily rail passenger service.



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

In October of 2015, the Kalamazoo County Transportation Authority (KCTA), City of Kalamazoo Transportation Authority Board (TAB), and the City of Kalamazoo approved a Comprehensive Transfer Agreement with the Central County Transportation Authority (CCTA). The agreement would facilitate the transfer of the City of Kalamazoo Metro Transit bus system to the CCTA. After many months of preparing for the transfer, the transition to CCTA took effect on October 1, 2016.

Public Services

The City of Kalamazoo provides residents within multiple jurisdictions with a wide variety of services such as engineering, water, wastewater, street and sidewalk maintenance, traffic operations, motor pool fleet and snow removal. The department also provides environmental protection programs, maintains two city cemeteries, and offers bulk trash, brush, leaf, and recycling collection throughout the year.

Kalamazoo's public water supply system is the second largest groundwater-based drinking water system in Michigan dating back to the 1860's and is ranked one of the lowest for water rates out of the twelve largest systems within the state. The city has a Michigan Department of Environmental Quality (MDEQ) approved Wellhead Protection Program (WHPP), and in 2014 was awarded the national Exemplary Source Water Protection Award for large water systems by the American Water Works Association. Kalamazoo has been designated a Groundwater Guardian Community by the Groundwater Foundation every year since 1998. Kalamazoo's water system provides 17 million gallons of water on an average day and 49 million gallons of water on a peak day to 123,000 customers within 10 jurisdictions. The system includes approximately 816 miles of water main and 5,834 hydrants, 98 active production wells, 16 Water Pumping Stations/17 wellfields, 16 Booster/Bleeder Stations and eight water storage facilities. Major goals for the water supply system include a robust capital improvement plan focused on infrastructure renewal and upgrading all non-copper service lines (e.g. lead and galvanized) to copper.

For additional information about the City of Kalamazoo Public Water Supply System, contact numbers, groundwater, stormwater, water conservation, and water resources in general, visit www.protectyourwater.net and/or refer to the most recent annual Water Quality Report/Consumers Confidence Report.

The City of Kalamazoo Water Reclamation Plant (KWRP) provides treatment services to more than 150,000 residents in 18 Kalamazoo-area municipal jurisdictions. The collection system is comprised of 880 miles of sanitary sewers and 62 remote lift stations. The first treatment plant was built in the mid-1950's and was a primary treatment facility. It was upgraded in the mid-1960's to include secondary treatment. The plant was expanded in the early 1980's to its current capacity of 53.5 Million Gallons per Day (MGD), tertiary treatment was also added during the expansion. The KWRP uses an advanced treatment system to treat a variety of pollutants in concentrations that most other plants cannot. The plant incorporates powdered activated carbon treatment (PACT) within its secondary process, which enables treatment of wastewater from a variety of industries without the need for pretreatment.

In 2010 the treatment plant added the Biological Nutrient Removal process (BNR); this process uses Anaerobic Zones, Anoxic Zones, and Aerobic Zones to increase the treatment plants removal of phosphorus and nitrogen by utilizing specialized bacteria. The KWRP has received numerous Silver, Gold, and Platinum Awards for the National Association of Clean Water Agencies (NACWA).

CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

The City of Kalamazoo operates and maintains approximately 84 miles of Major streets, 166 miles of local streets, and maintains 35 miles of State Trunkline. The City also operates and maintains 97 traffic signal devices and maintains another 88 signal devices for adjacent jurisdictions.

Public Services staff performs a wide range of services including roadway and traffic engineering, roadway paving, patching, tree trimming and removal, concrete repair, signal maintenance, right-of-way permitting and management, and snow removal.

While the City of Kalamazoo is not immune to crumbling roadway infrastructure, similar to other municipalities, staff is attempting different methods to maintain the quality of roads through road maintenance techniques such as crack filling, chip seal, and microsurfacing. While the duration and intensity of winter weather varies from year to year, Public Services staff utilizes approximately 5,800 tons of salt. The City snow removal staff are dedicated to providing clear roads within 24 hours after a snow event and strive to have the best plowed roads in southwest Michigan.

The City of Kalamazoo also has an active NPDES Stormwater Permit issued by the MDEQ since 2003. It discharges its stormwater using thousands of catch basins and inlets and over 400 outfalls that primarily discharge into surface water features. Kalamazoo has been an active participant/partner in several watershed improvement plans and projects for the Portage and Arcadia Creeks Watershed (including Axtell Creek and the West Fork of Portage Creek), and the Kalamazoo River Mainstem 3 Corridor (including Davis Creek).

Parks & Recreation

The Department of Parks and Recreation is a vital asset to the Kalamazoo Community. The Parks Division maintains a total of 33 parks including eight major parks; La Crone, Milham, Spring Valley, Rose Park Veterans Memorial, Crane Park, Martin Luther King Memorial, Bronson Park, and Mayor's Riverfront Park which is home to the Kalamazoo Growlers, a semi-professional baseball team. The Bronson Park 21st Century Campaign was launched to raise awareness of the parks historical fountain and gather community input on the parks redevelopment. The \$2.8 million dollar fundraising campaign will provide upgrades to the park which include various seating options, an enhanced sound system for stage performances, an ice rink and splash pad, and utilization of the park for educational purposes. The Recreation Division holds several community events each year which are free to the citizens of Kalamazoo including, the annual Christmas tree lighting, Egg and Candy Cane hunts, Movies in the Park, and Safe Halloween. The Recreation Division also offers several after school programs, summer camps, and recreation programs to promote health and fitness. Our signature event Lunchtime Live! engages local businesses and vendors to create an economic impact within the City.



In 2017 the Foundation for Excellence provided the department the ability to expand the pilot Super Rec and All Things Possible. Super Rec sites increased across the city from 1 to 4, and allowed us to reach a larger amount of children throughout the city. The All Things Possible program is administered through the Parks and Recreation Department. All Things Possible provided middle school youth experiences during the summer they normally wouldn't have the opportunity to be exposed to.

CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Economic Development and Brownfield Redevelopment

The Brownfield Redevelopment Authority continues to play an integral role in Kalamazoo's economy and development. The redevelopment of 225 Parsons, which houses Heritage Guitars and Forensic Fluid Laboratories, is a \$12 million dollar project that will transform the distressed building into a modern mixed-use facility with expanded manufacturing space, while adding a restaurant, beer garden, and museum. Additional parking will be added to support the project. Tax Increment Revenue generated by the development will reimburse the developer \$1.9 million for eligible expenses such as: demolition, lead and asbestos abatement, site preparation, infrastructure improvements, environmental assessments, and environmental response activities.

When the Harding's Market, the grocery store that served as a commercial hub and employment center shut down, it left a hole in the neighborhood and 60 people without a job. Developers, Sam Shina and Kiar Gamshe, are committed to investing approximately \$9.4 million in the purchase and redevelopment of the property and to create approximately 116 full time equivalent (FTE) jobs. This 5.07-acre project site will transform a vacated 60,000 SF building into a 28,218 SF grocery market, and add seven to eight small retail shops ranging from 1,600 to 8,000 SF. The proposed project by Park Street Market will improve the community by removing a long-time vacant complex at a highly-visible intersection while providing fresh affordable food and retail to the Vine, Southside, and Westnedge Hill neighborhoods.

The corner of Michigan Avenue and Rose Street has been a parking lot since 1971. It will soon return to a point of prominence and prosperity for the downtown. The Exchange Building will be a \$52.7 million, 15-story commercial and residential structure. The project went through several iterations from the time it was first announced in 2011. Final construction will include 340,000 square foot of retail, office and residential space and include an indoor parking ramp for 300 vehicles. Commercial leases have already been signed and occupancy is expected in early 2019. This is truly a community project with public funding coming from both the local and state level.

The historic Depot Building was built in the mid-1920s and originally served as a freight office for Grand Trunk Western Railroad. The building is a long and narrow wood and brick building that has served as the home of a used furniture store, a guitar shop and other businesses over the years. PlazaCorp's agreement with the Brownfield Redevelopment Authority included a capital investment of \$2.9 million and created between over 30 full-time equivalent jobs. In return, the BRA will provide up to \$89,230 from captured tax increment revenues over 10 years to assist with the costs of the asbestos removal, demolition work, and site preparation. Additionally, the project received a \$484,435 Michigan Community Revitalization Program performance-based grant, as authorized by the Michigan Strategic Fund. Two main commercial tenants, HopCat and Maru Sushi & Grill, occupy the majority of the 12,000 sq. ft. building and the remaining will be leased to Cherry Tree Financial for office use.

The Foundry (600 East Michigan Ave) located in a once neglected section of downtown, and formerly characterized by active and shuttered industrial and warehouse facilities and vacant land tracts, is now becoming a hub for redevelopment. The 53,000 square foot property is a former grey-iron foundry and steel fabrication facility.

CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Treystar, Inc. has transformed that site into a living office concept within a historic building with a restaurant on-site, access to walking/jogging paths, and on-site parking. In addition to receiving tax increment revenue, this project is supported by Michigan Department of Environmental Quality through a cleanup grant and low-interest loan.

City staff and community volunteers worked throughout much of 2016 and 2017 to create a new Strategic Vision and Master Plan to guide Kalamazoo’s future. During this process, staff and volunteers attended or held public meetings, events, Art Hops, solicited feedback online, and encouraged community members to host “meetings on the go” with their neighbors and social circles. Through this effort, more than 3,800 contacts were made. This feedback has resulted in a Master Plan and Strategic Vision that reflect the values of our City and our community.

With this new community-driven vision, the City Commission will prioritize the goals outlined within. The Strategic Vision identifies goals in ten areas: Youth Development, Good Governance, Safe Community, Shared Prosperity, Complete Neighborhood, Strength through Diversity, Connected City, Environmental Responsibility, Inviting Public Places, and Economic Vitality. The diagram below captures the cycles of activities that allow the City to strive for excellence in fulfillment of IK2025’s goals and directions. The activities include:

1. Community goals, programs and projects informed or defined by the IK2025 process.
2. Resource allocation via City Commission approval employs Priority Based Budgeting to maximize impact of the city resources towards the implementation of IK2025.
3. Funds allow for a balanced budget, property tax reduction, and aspirational projects via the Foundation for Excellence.
4. A community scorecard comprises quantitative and qualitative measures of progress to ensure accountability to the implementation of the community vision.
5. The cycle begins again, informed by and improved from the previous year’s activity.



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

2017 also saw the development and approval of the Foundation for Excellence, which aims to create an endowment that will in perpetuity invest in our City to realize the vision of Imagine Kalamazoo 2025, eliminate generational poverty, and eliminate structural budget challenges while reducing city property taxes. An initial donation of \$70.3 million is providing for these investments through 2019 and allowing time for a fundraising campaign to fully fund the endowment. The FFE is currently seeking to fill its Board of Directors, preparing for 2018 disbursements, and building a transparent and effective way to operationalize goals and priorities in the coming years.

Information on the Imagine Kalamazoo 2025 planning process is available at www.imaginekalamazoo.com and additional information on the Foundation for Excellence is available at www.kalamazoocity.org/ffe.

Priority Based Budgeting

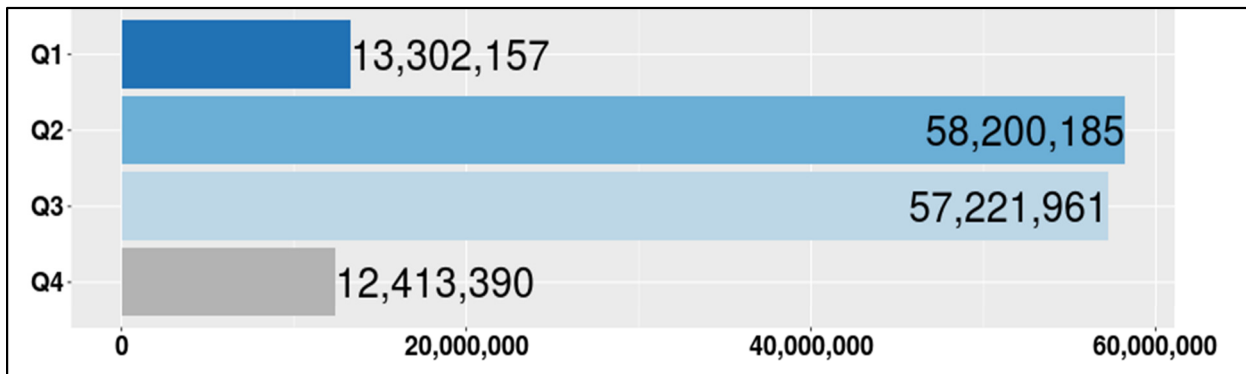
As part of the City's efforts to create long-term stability and sustainability, a new approach to budgeting was introduced in 2015. Priority Based Budgeting (PBB) is a process that evaluates current city programs by their influence in achieving the outcomes identified by the community during Imagine Kalamazoo, and uses this as the basis for allocating resources more effectively.

The City reviewed the PBB program inventory for the 2018 budget which resulted in a total of 479 programs consisting of 457 community and governance programs, and 22 administrative programs. The projected direct program cost for the FY 2018 Proposed budget is \$141.1 million with 638 positions. The programs were evaluated and scored on a scale of 1 to 4 based on the results maps included on the following pages. Based on the overall score, the programs are divided into quartiles based on community priority.



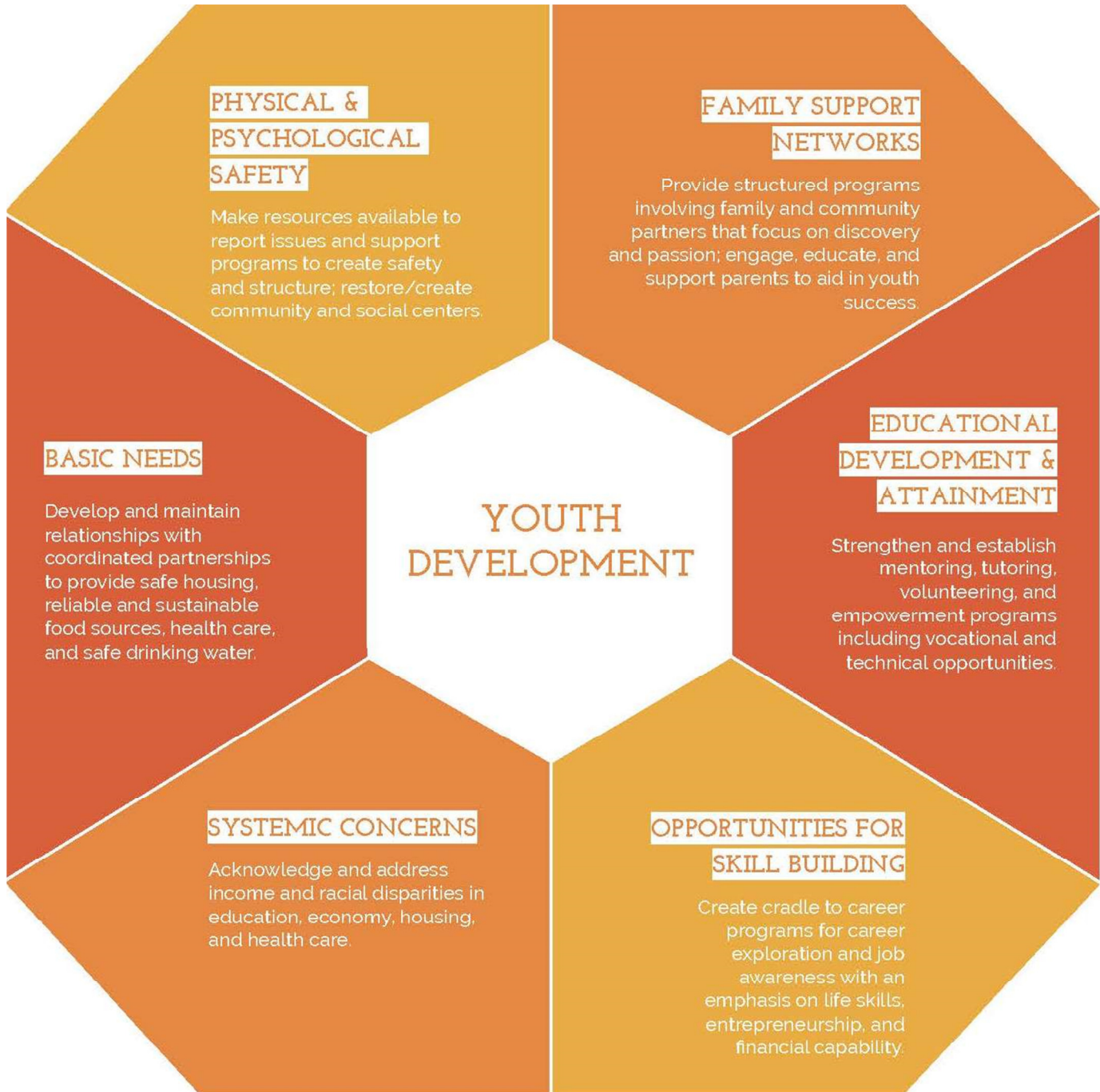
During 2018 the departments will be performing a quarterly review of programs and tracking measurements to assist in reallocating resources to align with city priorities.

City of Kalamazoo Programs



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #1 – Youth Development



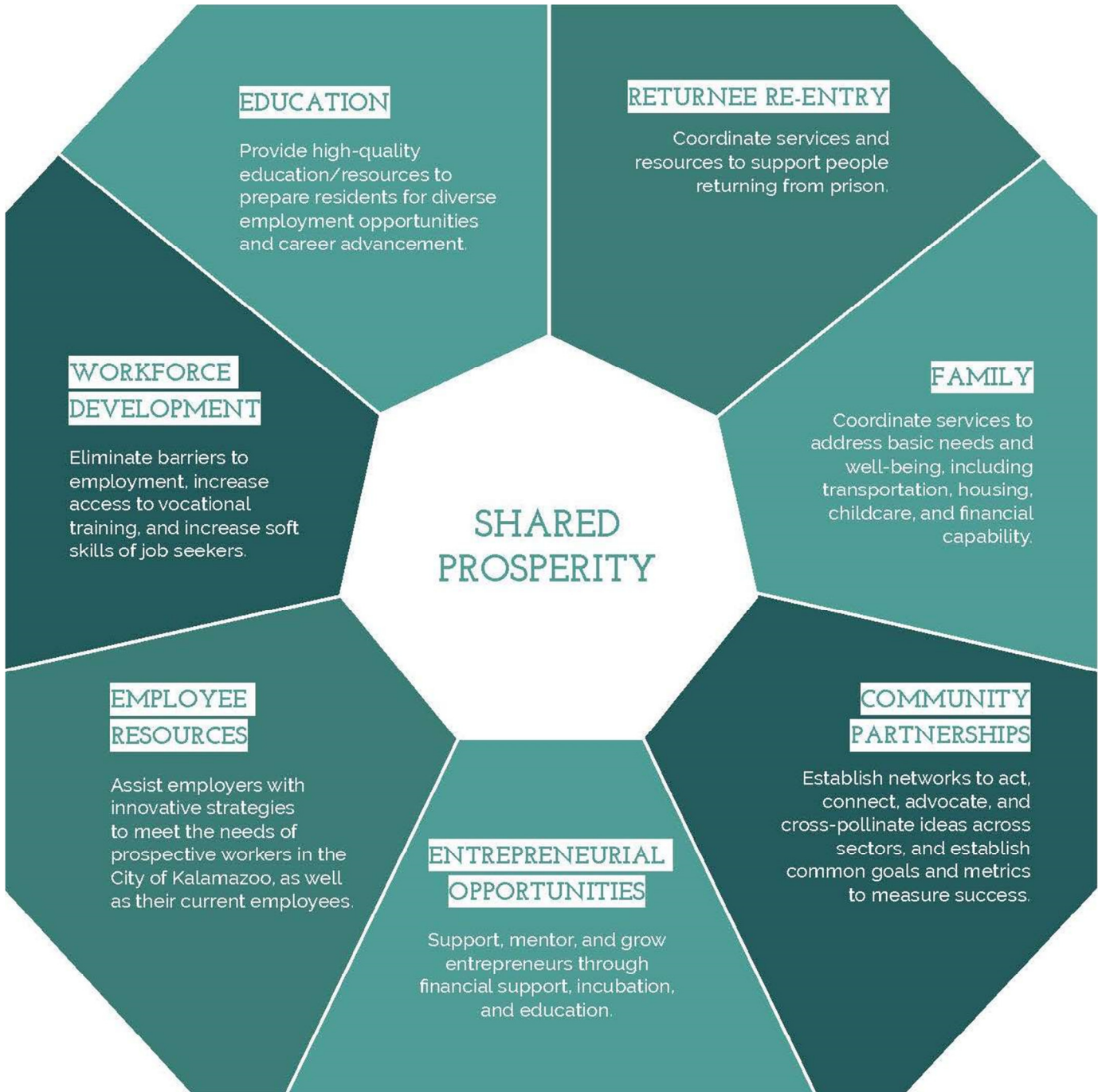
CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #2 – Safe Community



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #3 – Shared Prosperity



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #4 – Complete Neighborhood



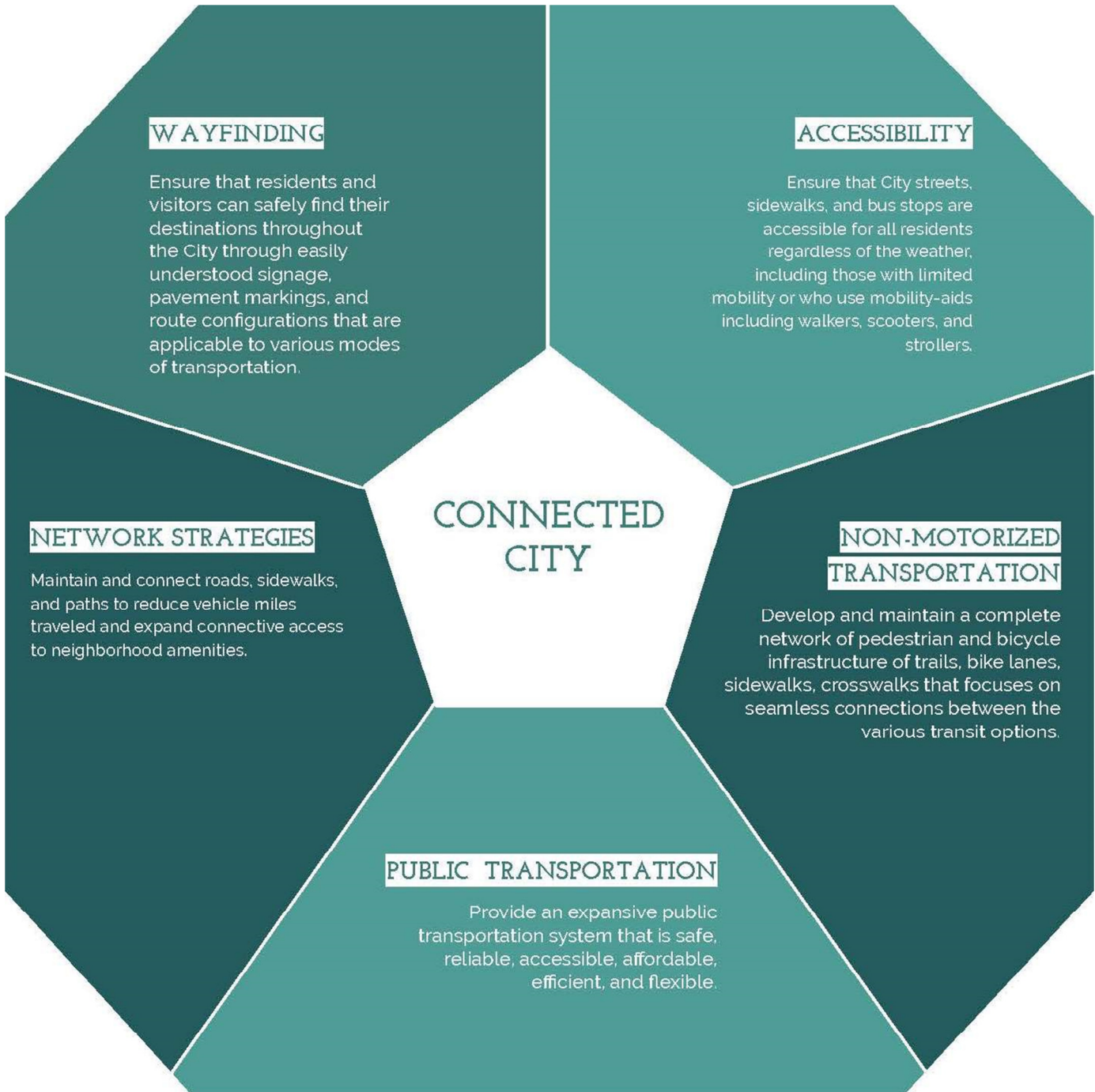
**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PROFILE**

Goal Map #5 – Strength Through Diversity



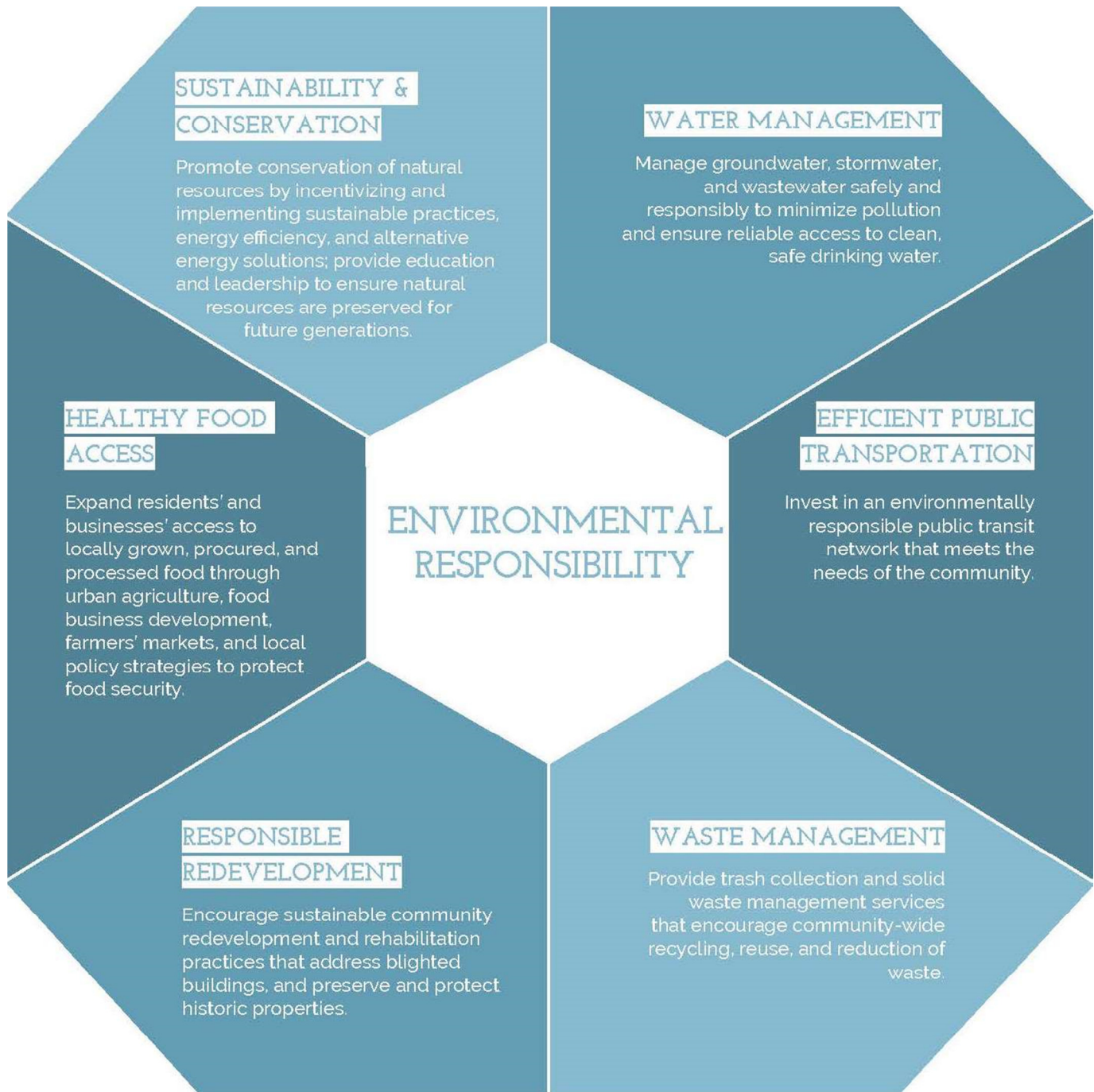
CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #6 – Connected City



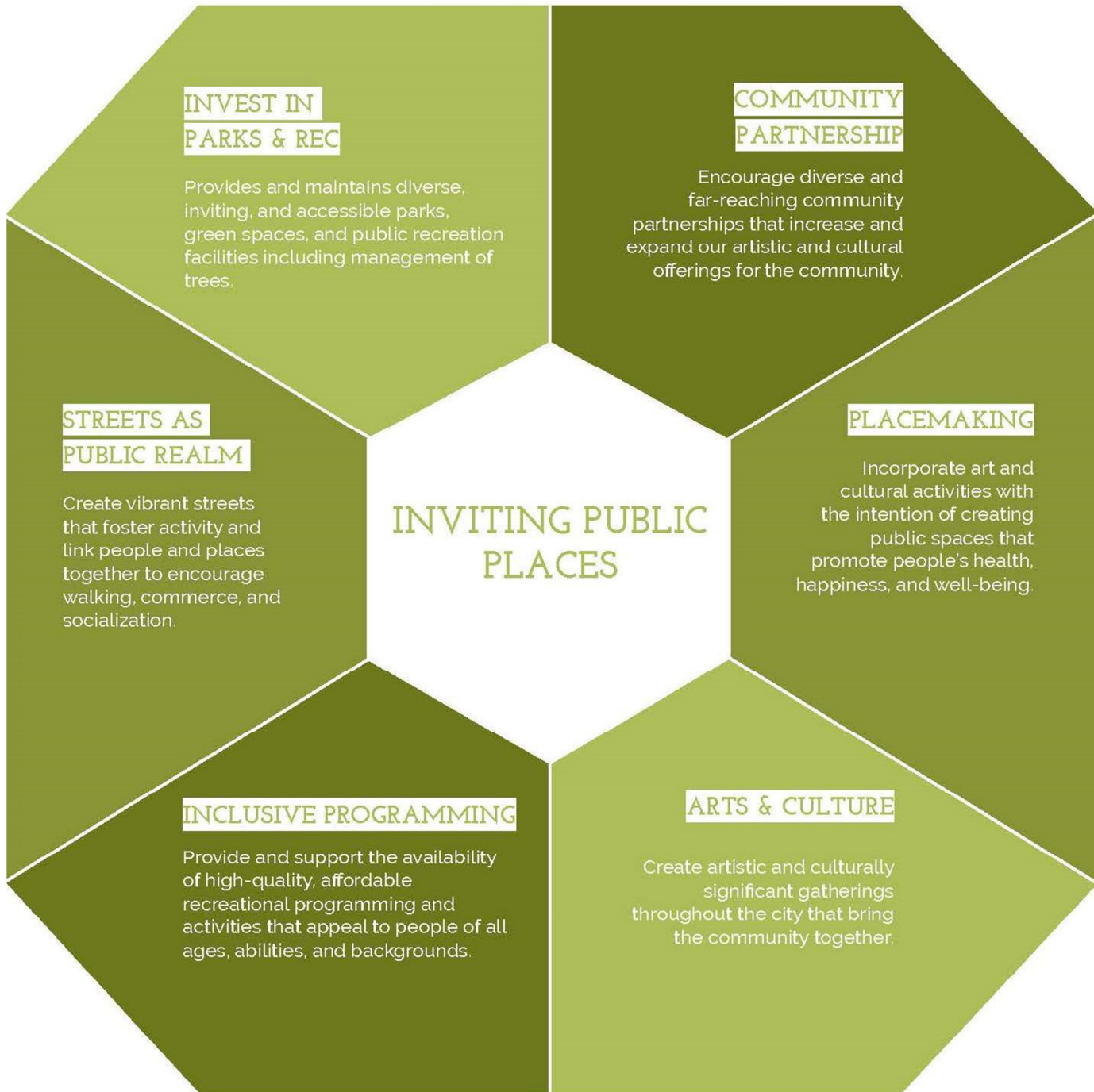
CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #7 – Environmental Responsibility



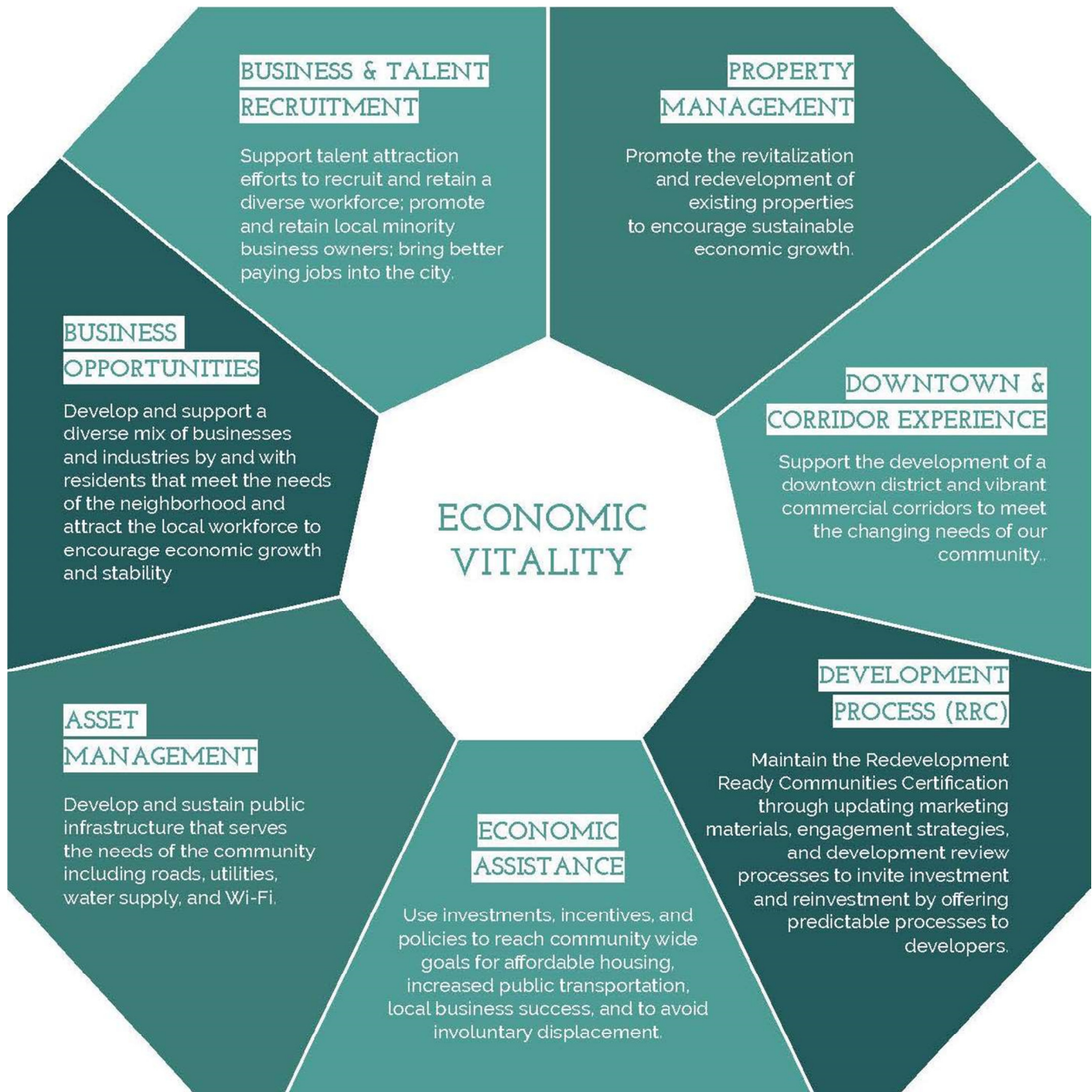
**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PROFILE**

Goal Map #8 – Inviting Public Places



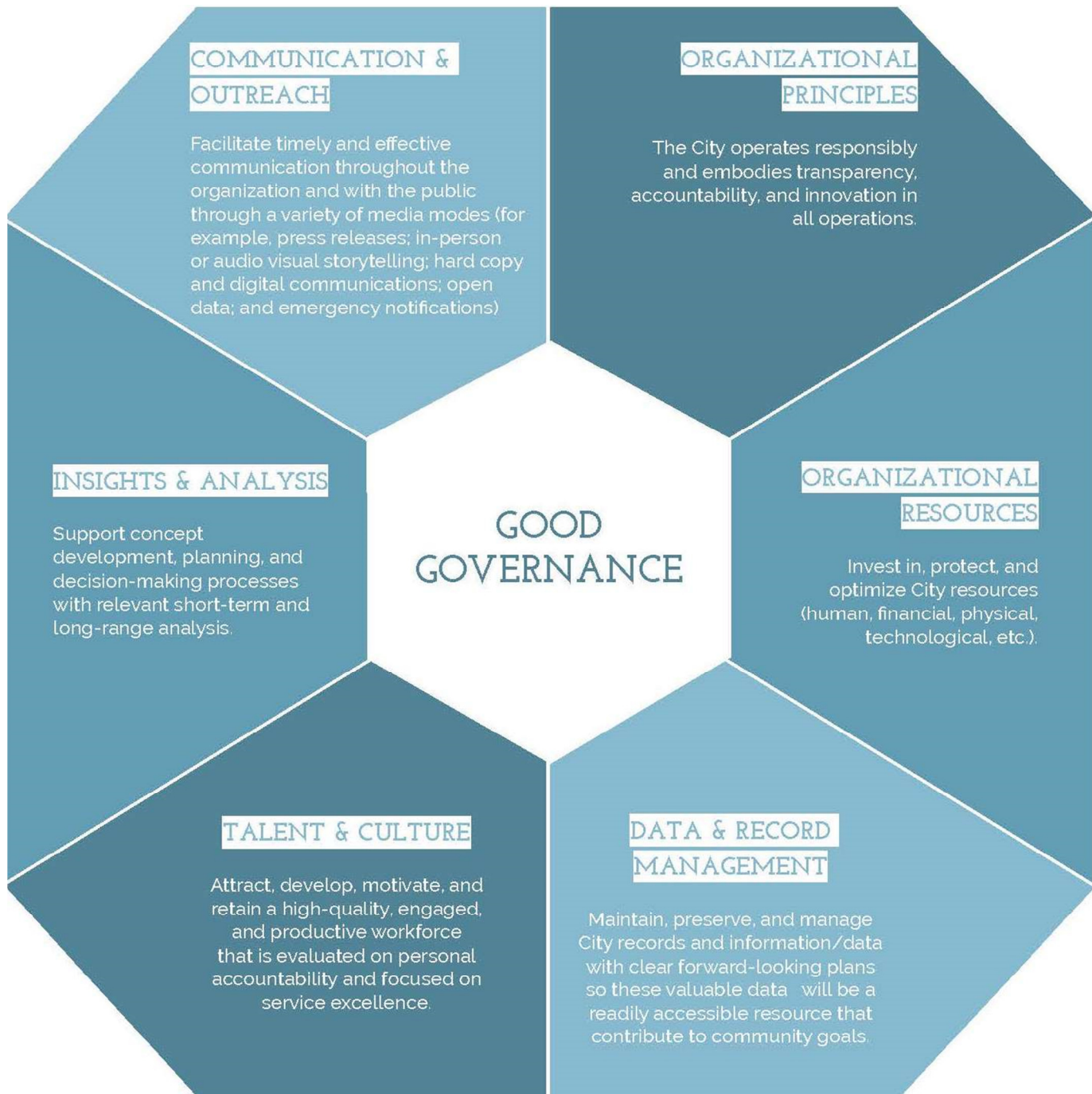
CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #9 – Economic Vitality



CITY OF KALAMAZOO 2018 ADOPTED BUDGET COMMUNITY PROFILE

Goal Map #10 – Good Governance



The **Governance Result Map** is a map of the unique support functions of City government. These functions help other programs achieve the Strategic Results maps.

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PROFILE**

What makes Kalamazoo a great place to live?

<p>The City of Kalamazoo’s Parks & Open Spaces 667 acres of parkland (36 separate facilities) 275 acres of lakes 3 municipal golf courses 1 swimming pool 2 public cemeteries 1 festival site Mayors’ Riverfront Ballpark</p>	<p>The City of Kalamazoo’s Street System 84 miles of major streets 166 miles of local streets 35 miles of State Trunklines 15 miles of paved bike lanes 10 miles of bike routes 4.6 miles of multi-use trails</p>
<p>The City of Kalamazoo’s Water System 816 miles of water main 17 million gallons per day average demand Approximately 5,834 hydrants 8 storage tanks 16 water supply stations 17 wellfields 16 booster/bleeder stations 98 wells Water franchise agreements with 10 municipalities</p>	<p>The City of Kalamazoo’s Wastewater System 53.5 million gallons per day treatment plant capacity current average flow of 27 MGD 300 miles of sanitary sewer (2014 in-city only) over 800 miles in service area 62 lift stations (city and townships) Franchise agreements with 20 municipalities</p> <p>The City of Kalamazoo’s Stormwater System 228 miles of stormwater drain 470 total outfalls 11,616 catch basins/inlets 4,670 manholes</p>
<p style="text-align: center;">The City of Kalamazoo’s Awards</p> <ul style="list-style-type: none"> ➤ Citizen Award, Michigan Historic Preservation Network, 2011 ➤ Daniel L Becker Award for Local Leadership in Preservation, National Alliance of Preservation Commissions, 2014 ➤ MEDC Redevelopment Ready Award 2017 ➤ GFOA Certificate of Excellence in Budgeting, 22 years ➤ GFOA Certificate of Achievement for Excellence in Financial Reporting, 23 years 	<p style="text-align: center;">The City of Kalamazoo Environmental Awards</p> <ul style="list-style-type: none"> ➤ National Exemplary Source Water Protection Award (Large Groundwater Systems), American Water Works Association, 2014 ➤ Exemplary Wellhead Protection Program Award (Large Groundwater Systems), American Water Works Association (Michigan Section), 2013 ➤ Groundwater Guardian Community, The Groundwater Foundation, 17 years, ➤ MDEQ Wellhead Protection Program Grant Recipient, 15 years ➤ Silver, Gold, and Platinum Awards for the Wastewater Treatment Plant through the National Association of Clean Water Agencies (NACWA) ➤ Tree City USA, 23 years ➤ Award Winning Brownfield Program ➤ MDEQ Brownfield Grand and Loan Recipient

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SUMMARY OF EXPENDITURES - ALL FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
GOVERNMENTAL							
GENERAL	55,171,854	57,960,073	58,902,018	58,975,976	60,372,743	4.16%	60,999,101
CAPITAL IMPROVEMENT	4,762,377	5,842,770	13,767,403	13,913,871	9,021,238	54.40%	10,367,524
SPECIAL REVENUE							
Major Streets	7,789,474	11,615,163	12,805,725	13,146,002	13,011,081	12.02%	10,934,656
Local Streets	3,103,148	3,683,810	4,893,019	5,075,917	6,753,103	83.32%	4,250,722
Cemeteries	369,584	651,658	650,532	398,061	533,065	-18.20%	533,525
Solid Waste	2,682,886	2,664,716	2,857,116	2,695,886	2,541,464	-4.63%	2,567,675
Blight Abatement	-	26,529	26,529	940	25,440	-4.10%	-
Brownfield LSRR	130,655	2,475,375	2,475,375	1,467,375	1,270,383	-48.68%	175,000
Economic Initiative	900,000	282,000	282,000	263,308	185,000	-34.40%	110,000
Economic Opportunity	-	-	-	-	1,575,000	0.00%	-
Façade Improvement Program	-	611	611	8,346	6,708	997.87%	5,000
Small Business Loans	77,846	1,200	1,200	10,943	10,500	775.00%	10,000
Foundation for Excellence	-	-	2,652,567	3,152,567	12,428,000	0.00%	306,893
Private Purpose Trust & Donations	201,187	131,740	168,621	613,247	605,724	359.79%	605,724
K-VET Drug Enforcement	388,568	283,142	283,142	442,391	354,680	25.27%	354,571
Micro-Enterprise Revolving Loans	79,133	-	-	-	-	0.00%	-
Community Development Administration	855,250	865,547	865,547	771,979	894,996	3.40%	895,278
Community Development Entitlement	1,326,984	150,000	1,248,996	1,120,354	1,094,918	629.95%	1,100,000
Miscellaneous Grants	2,245,234	922,000	1,840,910	1,815,875	2,280,796	147.37%	2,236,995
TOTAL SPECIAL REVENUE	20,149,949	23,753,491	31,051,890	30,983,191	43,570,858	83.43%	24,086,039
TOTAL GOVERNMENTAL	80,084,180	87,556,334	103,721,311	103,873,038	112,964,839	29.02%	95,452,664
ENTERPRISE							
Kalamazoo Farmers Market	17,490	15,634	15,634	-	-	-100.00%	-
Wastewater Division	24,182,516	32,442,837	34,484,162	32,851,587	33,139,681	2.15%	36,610,095
Water Division	19,215,911	26,292,007	27,958,973	27,786,692	29,006,997	10.33%	33,410,973
Kalamazoo Municipal Golf Association	1,894,685	1,704,259	1,704,259	1,714,415	1,684,705	-1.15%	1,684,705
TOTAL ENTERPRISE	45,310,602	60,454,737	64,163,028	62,352,694	63,831,383	5.59%	71,705,773
GRAND TOTAL ALL FUNDS	125,394,782	148,011,071	167,884,339	166,225,732	176,796,222	19.45%	167,158,437
<i>Informational Purposes Only</i>							
PENSION SYSTEM	30,849,117	30,915,599	30,954,599	31,009,712	30,979,700	0.21%	31,288,847
OPEB SYSTEM	10,656,019	9,876,125	9,876,125	10,753,300	10,928,218	11%	11,037,145
INTERNAL SERVICE FUNDS (ISF)							
Insurance	12,407,916	13,404,345	13,404,345	14,385,199	15,382,706	14.76%	14,142,721

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
REVENUES AND EXPENDITURES BY CATEGORY
BY ALL FUND CATEGORIES**

2016 ACTUALS

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Operating Taxes- Current Year	29,794,428	-	3,328,663	-	33,123,091
Other Taxes / PILOT Payment	2,002,378	-	-	-	2,002,378
Licenses, Permits & Fees	2,401,936	-	-	-	2,401,936
Intergovernmental Contributions	10,244,776	38,533	10,636,313	131,335	21,050,957
Charges for Services	10,258,149	-	145,620	36,250,225	46,653,994
Fines & Forfeitures	13,981	-	-	-	13,981
Other Revenue	570,697	512,233	1,191,362	2,906,613	5,180,905
Local Contributions	-	79,240	70,615	-	149,855
Bond Proceeds	-	2,674,381	3,000,000	-	5,674,381
Transfers In	650,000	2,100,000	1,452,862	-	4,202,862
Working Capital Contribution (to)/from	(764,491)	(642,010)	324,514	6,022,429	4,940,442
TOTAL REVENUES	55,171,854	4,762,377	20,149,949	45,310,602	125,394,782
EXPENDITURES					
Personnel	36,786,147	-	4,343,851	9,194,263	50,324,261
Operating	8,471,669	-	7,908,273	28,094,560	44,474,502
Capital	971,554	1,984,078	376,790	3,922,720	7,255,142
Services	2,419,632	-	3,066,789	-	5,486,421
Debt Service	3,833,673	2,778,299	2,594,464	4,099,059	13,305,495
Transfers Out	2,689,180	-	1,859,782	-	4,548,962
Expenditure Reductions	-	-	-	-	-
TOTAL EXPENDITURES	55,171,854	4,762,377	20,149,949	45,310,602	125,394,782

PROJECTED 2017

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Operating Taxes- Current Year	18,793,359	-	2,861,081	-	21,654,440
Other Taxes / PILOT Payment	2,006,839	-	-	-	2,006,839
Licenses, Permits & Fees	2,411,486	-	-	-	2,411,486
Intergovernmental Contributions	10,281,249	497,787	14,111,839	-	24,890,875
Charges for Services	10,285,398	-	137,755	38,323,915	48,747,068
Fines & Forfeitures	11,276	-	-	-	11,276
Other Revenue	1,987,388	555,000	1,283,860	2,906,500	6,732,748
Local Contributions	11,618,867	3,565,409	3,573,378	-	18,757,654
Bond Proceeds	-	4,591,925	4,098,036	-	8,689,961
Transfers In	-	2,820,000	1,677,760	500,000	4,997,760
Working Capital Contribution (to)/from	1,580,114	1,883,750	3,239,482	20,622,279	27,325,625
TOTAL REVENUES	58,975,976	13,913,871	30,983,191	62,352,694	166,225,732
EXPENDITURES					
Personnel	40,144,642	-	4,595,101	9,841,674	54,581,417
Operating	10,383,861	-	8,661,165	28,636,406	47,681,432
Capital	1,349,195	10,903,434	38,976	19,432,823	31,724,428
Services	1,162,346	-	9,836,631	-	10,998,977
Debt Service	3,835,932	3,010,438	2,818,970	4,441,791	14,107,131
Transfers Out	2,100,000	-	5,032,348	-	7,132,348
Expenditure Reductions	-	-	-	-	-
TOTAL EXPENDITURES	58,975,976	13,913,871	30,983,191	62,352,694	166,225,732

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
REVENUES AND EXPENDITURES BY CATEGORY
BY ALL FUND CATEGORIES**

ADOPTED 2018

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Operating Taxes- Current Year	19,046,164	-	3,018,596	-	22,064,760
Other Taxes / PILOT Payment	2,059,148	-	-	-	2,059,148
Licenses, Permits & Fees	2,350,900	-	-	-	2,350,900
Intergovernmental Contributions	10,353,890	-	15,773,640	-	26,127,530
Charges for Services	9,016,237	-	146,102	38,638,471	47,800,810
Fines & Forfeitures	36,300	-	-	-	36,300
Other Revenue	522,352	575,000	2,861,788	2,288,137	6,247,277
Local Contributions	15,952,225	1,150,907	15,029,864	-	32,132,996
Bond Proceeds	-	4,100,000	3,032,000	14,435,600	21,567,600
Transfers In	1,110,000	3,210,000	2,227,668	920,000	7,467,668
Working Capital Contribution (to)/from	(74,473)	(14,669)	1,481,200	7,549,175	8,941,233
TOTAL REVENUES	60,372,743	9,021,238	43,570,858	63,831,383	176,796,222
EXPENDITURES					
Personnel	40,589,806	-	5,709,588	12,070,226	58,369,620
Operating	11,290,675	-	11,270,366	29,236,205	51,797,246
Capital	1,031,150	6,010,907	500,670	18,052,537	25,595,264
Services	1,176,000	-	9,675,000	-	10,851,000
Debt Service	3,835,112	3,010,331	2,935,026	4,472,415	14,252,884
Transfers Out	2,450,000	-	13,480,208	-	15,930,208
TOTAL EXPENDITURES	60,372,743	9,021,238	43,570,858	63,831,383	176,796,222

PROJECTED 2019

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Operating Taxes- Current Year	19,522,318	-	3,108,495	-	22,630,813
Other Taxes / PILOT Payment	2,110,627	-	-	-	2,110,627
Licenses, Permits & Fees	2,397,918	-	-	-	2,397,918
Intergovernmental Contributions	10,560,968	900,000	15,208,401	-	26,669,369
Charges for Services	9,346,380	-	146,102	41,633,149	51,125,631
Fines & Forfeitures	37,026	-	-	-	37,026
Other Revenue	562,799	596,500	1,267,777	2,231,937	4,659,013
Local Contributions	16,551,031	585,000	306,893	-	17,442,924
Bond Proceeds	-	5,702,000	2,994,000	24,230,100	32,926,100
Transfers In	-	2,700,000	2,287,168	500,000	5,487,168
Working Capital Contribution (to)/from	(89,966)	(115,976)	(1,232,797)	3,110,587	1,671,848
TOTAL REVENUES	60,999,101	10,367,524	24,086,039	71,705,773	167,158,437
EXPENDITURES					
Personnel	40,111,602	-	5,764,873	12,300,443	58,176,917
Operating	12,172,808	-	8,442,136	29,792,159	50,407,102
Capital	1,002,760	7,187,000	500,670	26,079,800	34,770,230
Services	1,176,000	-	4,900,000	-	6,076,000
Debt Service	3,835,932	3,180,524	3,021,467	3,533,371	13,571,294
Transfers Out	2,700,000	-	1,456,893	-	4,156,893
TOTAL EXPENDITURES	60,999,101	10,367,524	24,086,039	71,705,773	167,158,437

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
2017 PROJECTED FUND BALANCE - ALL FUNDS**

	January 1 Balance	Estimated Resources	Projected Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2017 Balance
GOVERNMENTAL						
GENERAL	11,619,392	57,395,862	58,975,976	(1,580,114)	-	10,039,278
CAPITAL IMPROVEMENT	1,992,581	12,030,121	13,913,871	(1,883,750)	-	108,831
SPECIAL REVENUE						
Major Streets	2,053,787	12,707,384	13,146,002	(438,618)	-	1,615,169
Local Streets	1,738,931	3,642,292	5,075,917	(1,433,625)	-	305,306
Cemeteries	218,968	477,167	398,061	79,106	-	298,074
Solid Waste	148,933	2,715,731	2,695,886	19,845	-	168,778
Blight Abatement	26,331	53	940	(887)	-	25,444
Brownfield LSRR	2,517,477	255,350	1,467,375	(1,212,025)	-	1,305,452
Economic Initiative	470,507	29,158	263,308	(234,150)	-	236,357
Economic Opportunity	100,987	-	-	-	-	100,987
Façade Improvement Program	5,751	9,310	8,346	964	-	6,715
Small Business Loans	51,538	5,733	10,943	(5,210)	-	46,328
Foundation for Excellence	-	3,152,567	3,152,567	-	-	-
Private Purpose Trust & Donations	782,590	604,819	613,247	(8,428)	-	774,162
Micoenterprise Revolving Loans	156	-	-	-	-	156
K-VET Drug Enforcement	343,873	283,555	442,391	(158,836)	-	185,037
Community Development Entitlement	163,713	1,819,401	1,892,333	(72,932)	-	90,781
Miscellaneous Grants	74	2,041,189	1,815,875	225,314	-	225,388
TOTAL SPECIAL REVENUE	8,623,614	28,516,913	30,983,191	(2,466,278)	-	6,157,336
TOTAL GOVERNMENTAL	22,235,587	97,942,896	103,873,038	(5,930,142)	-	16,305,445
ENTERPRISE						
Kalamazoo Farmers Market	111,608	-	-	-	-	111,608
Wastewater Division	97,582,301	20,373,334	32,851,587	(12,478,253)	-	85,104,048
Water Division	92,392,030	19,612,590	27,786,692	(8,174,102)	-	84,217,928
Kalamazoo Municipal Golf Association	200,542	1,744,491	1,714,415	30,076	-	230,618
TOTAL ENTERPRISE	190,286,481	41,730,415	62,352,694	(20,622,279)	-	169,664,202
TOTAL ALL FUNDS	212,522,068	139,673,311	166,225,732	(26,552,421)	-	185,969,647
<i>Informational Purposes Only</i>						
PENSION SYSTEM	613,027,375	37,025,500	31,009,712	6,015,788	-	619,043,163
OPEB SYSTEM	95,379,078	16,097,000	10,753,300	5,343,700	-	100,722,778
INTERNAL SERVICE						
Insurance	2,025,888	15,813,817	14,385,199	1,428,618	-	3,454,506

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
2018 PROJECTED FUND BALANCE - ALL FUNDS**

	January 1 Balance	Estimated Resources	Proposed Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2018 Balance
GOVERNMENTAL FUNDS						
GENERAL	10,039,278	60,447,216	60,372,743	74,473	-	10,113,751
CAPITAL IMPROVEMENT	108,831	9,035,907	9,021,238	14,669	-	123,500
SPECIAL REVENUE						
Major Streets	1,615,169	12,804,705	13,011,081	(206,376)	-	1,408,793
Local Streets	305,306	6,625,390	6,753,103	(127,713)	-	177,593
Cemeteries	298,074	443,670	533,065	(89,395)	-	208,679
Solid Waste	168,778	2,981,141	2,541,464	439,677	-	608,455
Blight Abatement	25,444	50	25,440	(25,390)	-	-
Brownfield LSRR	1,305,452	176,955	1,270,383	(1,093,428)	-	212,024
Economic Initiative	236,357	34,653	185,000	(150,347)	-	86,010
Economic Opportunity	100,987	1,500,150	1,575,000	(74,850)	-	26,137
Façade Improvement	6,715	6,708	6,708	-	-	6,715
Small Business Loans	46,328	5,600	10,500	(4,900)	-	41,428
Foundation for Excellence	-	12,428,000	12,428,000	-	-	-
Private Purpose Trust & Donations	774,162	521,172	605,724	(84,552)	-	689,610
Microenterprise Revolving Loans	156	-	-	-	-	156
K-VET Drug Enforcement	185,037	303,555	354,680	(51,125)	-	133,912
Community Development Administration	773,204	894,996	894,996	-	-	773,204
Community Development Entitlement	90,781	1,094,918	1,094,918	-	-	90,781
Miscellaneous Grants	225,388	2,267,995	2,280,796	(12,801)	-	212,587
TOTAL SPECIAL REVENUE	6,157,336	42,089,658	43,570,858	(1,481,200)	-	4,676,082
TOTAL GOVERNMENTAL	16,305,445	111,572,781	112,964,839	(1,392,058)	-	14,913,333
ENTERPRISE						
Kalamazoo Farmers Market	111,608	-	-	-	-	111,608
Wastewater Division	85,104,048	28,112,037	33,139,681	(5,027,644)	-	80,076,404
Water Division	84,217,928	26,455,171	29,006,997	(2,551,826)	-	81,666,102
Kalamazoo Municipal Golf Association	230,618	1,715,000	1,684,705	30,295	-	260,913
TOTAL ENTERPRISE	169,664,202	56,282,208	63,831,383	(7,549,175)	-	162,115,027
TOTAL ALL FUNDS	185,969,647	167,854,989	176,796,222	(8,941,233)	-	177,028,360
<i>Informational Purposes Only</i>						
PENSION SYSTEM	619,043,163	37,026,000	30,979,700	6,046,300	-	625,089,463
OPEB SYSTEM	100,722,778	10,011,218	10,928,218	(917,000)	-	99,805,778
INTERNAL SERVICE						
Insurance	3,454,506	15,813,564	15,382,706	430,858	-	3,885,364

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
2019 PROJECTED FUND BALANCE - ALL FUNDS**

	January 1 Balance	Estimated Resources	Proposed Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2019 Balance
GOVERNMENTAL FUNDS						
GENERAL	10,113,751	61,089,067	60,999,101	89,966	-	10,203,717
CAPITAL IMPROVEMENT	123,500	10,483,500	10,367,524	115,976	-	239,477
SPECIAL REVENUE						
Major Streets	1,408,793	11,761,182	10,934,656	826,526	-	2,235,319
Local Streets	177,593	4,316,946	4,250,722	66,224	-	243,817
Cemeteries	208,679	443,670	533,525	(89,855)	-	118,824
Solid Waste	608,455	3,041,495	2,567,675	473,820	-	1,082,275
Brownfield LSRR	212,024	176,500	175,000	1,500	-	213,524
Economic Initiative	86,010	50,000	110,000	(60,000)	-	26,010
Economic Opportunity	26,137	150	-	150	-	26,287
Façade Improvement	6,715	5,000	5,000	-	-	6,715
Small Business Loans	41,428	10,000	10,000	-	-	41,428
Foundation for Excellence	-	306,893	306,893	-	-	-
Private Purpose Trust & Donations	689,610	521,172	605,724	(84,552)	-	605,058
Microenterprise Revolving Loans	156	-	-	-	-	156
K-VET Drug Enforcement	133,912	303,555	354,571	(51,016)	-	82,896
Community Development Administration	773,204	895,278	895,278	-	-	773,204
Community Development Entitlement	90,781	1,250,000	1,100,000	150,000	-	240,781
Miscellaneous Grants	212,587	2,236,995	2,236,995	-	-	212,587
TOTAL SPECIAL REVENUE	4,676,082	25,318,836	24,086,039	1,232,797	-	5,908,879
TOTAL GOVERNMENTAL	14,913,333	96,891,403	95,452,664	1,438,739	-	16,352,072
ENTERPRISE						
Kalamazoo Farmers Market	111,608	-	-	-	-	111,608
Wastewater Division	80,076,404	35,070,149	36,610,095	(1,539,946)	-	78,536,458
Water Division	81,666,102	31,810,037	33,410,973	(1,600,936)	-	80,065,166
Kalamazoo Municipal Golf Association	260,913	1,715,000	1,684,705	30,295	-	291,208
TOTAL ENTERPRISE	162,115,027	68,595,186	71,705,773	(3,110,587)	-	159,004,440
TOTAL ALL FUNDS	177,028,360	165,486,589	167,158,437	(1,671,848)	-	175,356,512
<i>Informational Purposes Only</i>						
PENSION SYSTEM	625,089,463	37,385,600	31,288,847	6,096,753	-	631,186,216
OPEB SYSTEM	99,805,778	16,222,970	11,037,145	5,185,825	-	104,991,603
INTERNAL SERVICE						
Insurance	3,885,364	15,564,271	14,142,721	1,421,550	-	5,306,914

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
---------------------------	---------------------------	--------------------	---------------------------

PERMANENT FULL TIME AUTHORIZED POSITIONS

<u>DEPARTMENT</u>				
CITY ADMINISTRATION				
CITY MANAGER	1.0	1.0	-	1.0
DEPUTY CITY MANAGER/STRATEGIC	1.0	1.0	-	1.0
DEPUTY CITY MANAGER/OPERATIONS	1.0	1.0	-	1.0
ACM/CHIEF INNOVATION OFFICER	-	-	1.0	1.0
ADMINISTRATIVE SUPPORT COORDINATOR	-	-	1.0	1.0
EXECUTIVE ASSISTANT TO CITY MANGER	1.0	1.0	-	1.0
EXECUTIVE ASSISTANT TO ECONOMIC DEV	-	1.0	-	1.0
COMMUNICATIONS COORDINATOR	1.0	1.0	-	1.0
311 ADMINISTRATOR	-	-	1.0	1.0
FFE COORDINATOR/RESOURCE SPECIALIST	1.0	1.0	-	1.0
FFE COORDINATOR	-	1.0	(1.0)	-
CLERK TYPIST	1.0	1.0	(1.0)	-
TOTAL CITY ADMINISTRATION	7.0	9.0	1.0	10.0
CITY ATTORNEY				
CITY ATTORNEY	1.0	1.0	-	1.0
LEGAL SECRETARY	1.0	1.0	-	1.0
LEGAL SECRETARY	1.0	1.0	-	1.0
ASSISTANT ATTORNEY III	1.0	1.0	-	1.0
ASSISTANT ATTORNEY III	1.0	1.0	-	1.0
ASSISTANT ATTORNEY III	1.0	1.0	-	1.0
ASSISTANT ATTORNEY I	-	1.0	-	1.0
TOTAL CITY ATTORNEY	6.0	7.0	-	7.0
CITY CLERK				
CITY CLERK	1.0	1.0	-	1.0
DEPUTY CITY CLERK/OFFICE MGR	1.0	1.0	-	1.0
ELECTIONS SPECIALIST	1.0	1.0	-	1.0
CLERK TYPIST	-	-	1.0	1.0
CITY RECORDS COORDINATOR	1.0	1.0	-	1.0
RECORDS MANAGER	-	1.0	-	1.0
TOTAL CITY CLERK	4.0	5.0	1.0	6.0
INTERNAL AUDITOR				
INTERNAL AUDITOR	1.0	1.0	-	1.0
HUMAN RESOURCES DEPARTMENT				
HUMAN RESOURCES LR DIRECTOR	1.0	1.0	-	1.0
HUMAN RESOURCES ASSISTANT	1.0	1.0	-	1.0
HR BENEFITS SPECIALIST	1.0	1.0	-	1.0
SENIOR HUMAN RESOURCES ADVISOR	1.0	1.0	-	1.0
SENIOR HUMAN RESOURCES ADVISOR	1.0	1.0	-	1.0
HUMAN RESOURCES ADVISOR	1.0	1.0	-	1.0
HR RECEPTIONIST	-	-	1.0	1.0
LABOR RELATIONS SPECIALIST	1.0	1.0	-	1.0
TOTAL HUMAN RESOURCES	7.0	7.0	1.0	8.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
INFORMATION TECHNOLOGY				
IT DIRECTOR	1.0	1.0	-	1.0
SENIOR SYSTEMS ANALYST LVL 2	-	1.0	-	1.0
SENIOR SYSTEMS ANALYST LVL 2	1.0	1.0	-	1.0
SENIOR SYSTEMS ANALYST LVL 2	1.0	1.0	-	1.0
SR SYS ANLYST - PRG MANAGER	-	1.0	-	1.0
SENIOR SYSTEMS ANALYST LVL 2	-	1.0	-	1.0
SENIOR SYSTEMS ANALYST	1.0	1.0	-	1.0
SENIOR TECHNICAL ANALYST	1.0	1.0	-	1.0
SENIOR TECHNICAL ANALYST	-	1.0	-	1.0
SENIOR SYSTEMS ANALYST	-	1.0	-	1.0
SENIOR TECHNICAL ANALYST	1.0	1.0	-	1.0
DEPUTY INFORMATION TECHNOLOGY	-	1.0	-	1.0
IT STORAGE SECURITY OFFICER	-	1.0	-	1.0
HELPDESK ANALYST	-	-	1.0	1.0
HELPDESK ANALYST	-	-	1.0	1.0
TOTAL INFORMATION TECHNOLOGY	6.0	13.0	2.0	15.0
MANAGEMENT SERVICES				
<u>ADMINISTRATION</u>				
MANAGEMENT SERVICES DIRECTOR/CFO	1.0	1.0	-	1.0
ADMIN SUPPORT COORDINATOR	1.0	1.0	-	1.0
CHIEF DATA OFFICER	-	1.0	-	1.0
	2.0	3.0	-	3.0
<u>BUDGET & ACCOUNTING</u>				
ACCOUNTING DIVISION MANAGER	1.0	1.0	-	1.0
BUDGET DIVISION MANAGER	1.0	1.0	-	1.0
SENIOR ACCOUNTANT	1.0	1.0	-	1.0
SENIOR ACCOUNTANT	1.0	1.0	-	1.0
SENIOR ACCOUNTANT	1.0	1.0	-	1.0
	5.0	5.0	-	5.0
<u>FINANCIAL SERVICES</u>				
DEPUTY DIRECTOR MGMT SERV/PURCHASING MGI	-	1.0	-	1.0
FINANCIAL SERVICES DIVISION MANAGER	1.0	-	1.0	1.0
ACCOUNTING SPECIALIST	-	1.0	-	1.0
FINANCIAL SPECIALIST	1.0	1.0	-	1.0
FINANCIAL SERVICES SUPERVISOR	-	1.0	(1.0)	-
ACCOUNTS COORDINATOR	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	-	1.0
	6.0	8.0	-	8.0
<u>TREASURY</u>				
CITY TREASURER	1.0	1.0	-	1.0
ASST CITY ASSESSOR/TREASURER	1.0	1.0	-	1.0
UTILITY BILLING COORDINATOR	1.0	-	-	-
TREASURY SERVICES SUPERVISOR	1.0	1.0	-	1.0
TREASURY CLERK	-	-	1.0	1.0
CLERK CASHIER II	1.0	1.0	-	1.0
CLERK CASHIER II	1.0	1.0	-	1.0
CLERK CASHIER II	1.0	1.0	-	1.0
CLERK CASHIER II	1.0	1.0	-	1.0
CLERK CASHIER II	1.0	1.0	-	1.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
<u>TREASURY - Contd.</u>				
ACCOUNTS RECEIVABLE COORD	1.0	1.0	-	1.0
UTILITY SERVICES COORDINATOR	1.0	1.0	-	1.0
UTILITY SERVICES COORDINATOR	1.0	1.0	-	1.0
UTILITY SERVICES COORDINATOR	-	1.0	-	1.0
TREASURY TAX COLL SPECIALIST	1.0	1.0	-	1.0
	13.0	13.0	1.0	14.0
<u>PURCHASING</u>				
PURCHASING MANAGER	1.0	1.0	-	1.0
SENIOR BUYER	1.0	1.0	-	1.0
PURCHASING CLERK	1.0	1.0	-	1.0
BUYER	-	1.0	-	1.0
	3.0	4.0	-	4.0
TOTAL MANAGEMENT SERVICES	29.0	33.0	1.0	34.0
<u>KALAMAZOO PUBLIC SAFETY</u>				
<u>PUBLIC SAFETY - ADMINISTRATION</u>				
PUBLIC SAFETY CHIEF	1.0	1.0	-	1.0
PUBLIC SAFETY ASSISTANT CHIEF	1.0	1.0	-	1.0
PUBLIC SAFETY DEPUTY CHIEF	1.0	1.0	-	1.0
PUBLIC SAFETY DEPUTY CHIEF	1.0	1.0	-	1.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	-	1.0
PUBLIC SAFETY SERGEANT 42 HR	1.0	1.0	-	1.0
ADMINISTRATIVE SUPPORT COORDINATOR	1.0	1.0	-	1.0
ADMINISTRATIVE SUPPORT COORDINATOR	-	1.0	-	1.0
PUBLIC INFORMATION OFFICER	-	1.0	-	1.0
	7.0	9.0	-	9.0
<u>COPS</u>				
KVET SECRETARY	1.0	1.0	-	1.0
PUBLIC SAFETY OFFICER II 42 HR	15.0	15.0	1.0	16.0
PUBLIC SAFETY SERGEANT 42 HR	3.0	3.0	-	3.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	-	1.0
	20.0	20.0	1.0	21.0
<u>OPERATIONS</u>				
OPERATIONS DIVISION SECRETARY	1.0	1.0	-	1.0
FIRE MARSHAL	1.0	1.0	-	1.0
DEPUTY FIRE MARSHALL	-	1.0	-	1.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	-	1.0
PUBLIC SAFETY LIEUTENANT 42 HR	6.0	6.0	-	6.0
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	-	1.0
SR PUBLIC SAFETY LIEUTENANT 42	1.0	1.0	-	1.0
SR PUBLIC SAFETY LIEUTENANT 42	1.0	1.0	-	1.0
PUBLIC SAFETY SERGEANT 42 HR	23.0	23.0	-	23.0
PUBLIC SAFETY OFFICER II 42 HR	88.0	88.0	-	88.0
PUBLIC SAFETY OFFICER II 56 HR	30.0	30.0	(1.0)	29.0
PUBLIC SAFETY OFFICER II 42 HR	-	16.0	11.0	27.0
	153.0	170.0	10.0	180.0

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
POSITION COMPARISON**

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
<u>CRIMINAL INVESTIGATION</u>				
CID DIVISION SECRETARY	1.0	1.0	-	1.0
CID DIVISION SECRETARY	1.0	1.0	-	1.0
PUBLIC SAFETY CAPTAIN 42 HOUR	1.0	1.0	1.0	2.0
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	-	1.0
PUBLIC SAFETY SERGEANT 42 HR	1.0	1.0	-	1.0
POLYGRAPH EXAMINER	1.0	1.0	-	1.0
CRIME LAB SPECIALIST II	1.0	1.0	-	1.0
CRIME LAB SPECIALIST II	1.0	1.0	-	1.0
LAB TECHNICIAN I	1.0	1.0	-	1.0
LAB TECHNICIAN I	1.0	1.0	-	1.0
LAB TECHNICIAN I	1.0	1.0	-	1.0
DETECTIVE	16.0	16.0	-	16.0
CSO INVESTIGATIVE AIDE	1.0	1.0	-	1.0
	28.0	28.0	1.0	29.0
<u>SUPPORT SERVICES</u>				
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	-	1.0
PUBLIC SAFETY CAPTAIN 42 HR	2.0	2.0	(1.0)	1.0
PUBLIC SAFETY SERGEANT 42 HR	2.0	2.0	-	2.0
PUBLIC SAFETY TECH MANAGER	1.0	-	-	-
SENIOR SYSTEMS ANALYST	1.0	-	-	-
SENIOR SYSTEMS ANALYST	1.0	-	-	-
ACCOUNTS COORDINATOR	1.0	1.0	(1.0)	-
BUSINESS SPECIALIST	-	-	1.0	1.0
ACCOUNTS COORDINATOR/SECRETARY	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR/SECRETARY	1.0	1.0	-	1.0
PUBLIC SAFETY RCDS COORDINATOR	1.0	1.0	-	1.0
PUBLIC SAFETY RCDS COORDINATOR	1.0	1.0	-	1.0
PUBLIC SAFETY RCDS COORDINATOR	1.0	1.0	-	1.0
PUBLIC SAFETY RCDS COORDINATOR	1.0	1.0	-	1.0
PUBLIC SAFETY RECORDS CLERK	1.0	1.0	-	1.0
PUBLIC SAFETY RECORDS CLERK	1.0	1.0	-	1.0
PUBLIC SAFETY OFFICER II 42 HR	4.0	4.0	-	4.0
CSO INVESTIGATIVE AIDE	1.0	1.0	-	1.0
CSO SERVICE	1.0	1.0	-	1.0
CSO EVIDENCE CUSTOD/QRTRMASTER	1.0	1.0	-	1.0
CSO EVIDENCE CUSTOD/QRTRMASTER	1.0	1.0	-	1.0
CSO EVIDENCE CUSTOD/QRTRMASTER	1.0	1.0	-	1.0
CSO COMPUTER ANALYST	1.0	1.0	-	1.0
CSO DISPATCHER	15.0	15.0	-	15.0
CSO DISPATCH GROUP LEADER	1.0	1.0	-	1.0
CSO DISPATCH GROUP LEADER	1.0	1.0	-	1.0
CSO DISPATCH GROUP LEADER	1.0	1.0	-	1.0
CSO DISPATCH GROUP LEADER	1.0	1.0	-	1.0
	46.0	43.0	(1.0)	42.0
TOTAL PUBLIC SAFETY	254.0	270.0	11.0	281.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
PUBLIC SERVICES				
<u>CITY-WIDE MAINTENANCE</u>				
MAINTENANCE FOREPERSON	1.0	1.0	(1.0)	-
CITY BUILDING MAINTENANCE MANAGER	-	-	1.0	1.0
BUILDINGS TECHNICIAN	1.0	1.0	-	1.0
LEAD MAINTENANCE MECHANIC	2.0	3.0	1.0	4.0
CUSTODIAN II	1.0	1.0	(1.0)	-
CUSTODIAN II	1.0	1.0	-	1.0
	6.0	7.0	-	7.0
<u>FLEET</u>				
CITY FLEET DIRECTOR	1.0	1.0	-	1.0
LEAD MASTER MECHANIC	1.0	1.0	-	1.0
LEAD MASTER MECHANIC	-	-	1.0	1.0
VEHICLE OPERATIONS SUPERVISOR	1.0	1.0	-	1.0
VEHICLE MECHANIC I	1.0	1.0	(1.0)	-
VEHICLE MECHANIC II	-	-	1.0	1.0
VEHICLE MECHANIC III	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	-	1.0
	9.0	9.0	1.0	10.0
<u>PUBLIC WORKS</u>				
FORESTRY SUPERVISOR	1.0	1.0	-	1.0
RIGHT-OF-WAY COORDINATOR	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	-	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	-	1.0	-	1.0
PUBLIC WORKS DIVISION MANAGER	-	-	1.0	1.0
CITY ENGINEER	1.0	1.0	(1.0)	-
TRAFFIC ENGINEER	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER	1.0	1.0	-	1.0
TRAFFIC/ENGINEERING TECHNICIAN	1.0	1.0	-	1.0
TRAFFIC SIGNAL TECHNICIAN	1.0	1.0	-	1.0
ENG AND PUBLIC SERV SECRETARY	1.0	1.0	-	1.0
PUBLIC WORKS COORDINATOR	1.0	1.0	-	1.0
TREE TRIMMER	1.0	1.0	(1.0)	-
TREE TRIMMER	1.0	1.0	(1.0)	-
TREE TRIMMER	1.0	1.0	(1.0)	-
TREE TRIMMER	1.0	1.0	-	1.0
LEAD TREE TRIMMER	1.0	1.0	(1.0)	-
LEAD TREE TRIMMER	1.0	1.0	-	1.0
EQUIPMENT OPERATOR II	5.0	2.0	(1.0)	1.0
MASON	1.0	1.0	(1.0)	-
LEAD MAINTENANCE MECHANIC	1.0	2.0	(2.0)	-
LABOR FOREPERSON I	1.0	1.0	(1.0)	-
LABORER II	2.0	1.0	-	1.0
MUNICIPAL WORKER (APPR, I, II, III)	12.0	14.0	10.0	24.0
ENGINEERING TECH I - UTILITY	-	-	1.0	1.0
TRAFFIC SIGNAL TECHNICIAN	-	-	1.0	1.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
<u>PUBLIC WORKS - Contd.</u>				
ADMINISTRATIVE ANALYST	-	-	1.0	1.0
UTILITY MAPPING ANALYST	-	-	1.0	1.0
PUBLIC WORKS MANAGER	-	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	-	-	-	-
MUNICIPAL WORKER APPR	-	1.0	(1.0)	-
MUNICIPAL WORKER APPR	-	1.0	(1.0)	-
MUNICIPAL WORKER APPR	-	1.0	-	1.0
MUNICIPAL WORKER APPR	-	1.0	-	1.0
MUNICIPAL WORKER APPR	-	1.0	-	1.0
MUNICIPAL WORKER APPR	-	1.0	(1.0)	-
MUNICIPAL WORKER APPR	-	1.0	(1.0)	-
	40.0	49.0	1.0	50.0
<u>WASTEWATER</u>				
WASTEWATER SUPERINTENDENT	-	1.0	-	1.0
WASTEWATER DIVISION MANAGER	1.0	1.0	-	1.0
TREATMENT CONTROL SUPERVISOR	1.0	1.0	-	1.0
TREATMENT OPS SUPERVISOR	6.0	6.0	1.0	7.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	-	1.0
ENVIRON SRVCS SUPERINTENDENT	1.0	-	-	-
PUBLIC SERVICES DISPATCH COORD	1.0	1.0	-	1.0
ENVIROMENTAL PROGRAMS MANAGER	1.0	-	1.0	1.0
ENVIROMENTAL PROGRAMS MANAGER	1.0	1.0	-	1.0
LABORATORY SUPERVISOR	1.0	1.0	-	1.0
SENIOR ENVIRON SRVCS SPRVSR	1.0	1.0	-	1.0
FACILITIES ENGINEER	1.0	1.0	-	1.0
ASSISTANT CITY ENGINEER - WASTEWATER	1.0	-	1.0	1.0
PROCESS CNTRL ENGINEERNG SPVSR	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER	1.0	1.0	-	1.0
SR SYS ANALYST - PROGRAM MGR	1.0	-	-	-
SENIOR SYSTEMS ANALYST LVL 2	1.0	-	-	-
SUPPORT SERVICES DIV. MANAGER	-	1.0	-	1.0
PUBLIC SERVICES FINANCIAL MANAGER	1.0	-	-	-
FINANCIAL ANALYST	1.0	-	-	-
ADMINISTRATIVE SUPPORT MANAGER	1.0	1.0	-	1.0
ENVIRON SERV TECH II	1.0	1.0	-	1.0
ENVIRON SERV TECH II	1.0	1.0	-	1.0
ENVIRON SERV TECH II	-	1.0	-	1.0
ENVIRON SERV TECH II	-	1.0	-	1.0
ENVIRON SERV TECH I	1.0	-	-	-
ENVIRON SERV TECH I	1.0	-	-	-
ENVIRON SERV TECH I	-	-	1.0	1.0
ENVIRON SERV TECH III	1.0	1.0	-	1.0
ENVIRON SERV TECH III	1.0	1.0	-	1.0
MASTER UTILITY ELECTRICIAN	1.0	1.0	-	1.0
UTILITY ELECTRICIAN	1.0	1.0	-	1.0
STORES/PROCUREMENT CLERK	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR/SECRETARY	1.0	1.0	-	1.0
WW O/M I - OPS (MAINT, I, II)	21.0	20.0	(4.0)	16.0
WW O/M I - OPS (MAINT, I, II)	-	-	3.0	3.0
LEAD MAINTENANCE MECHANIC	2.0	2.0	-	2.0
MUNICIPAL WORKER (APPR, I, II, III)	-	-	10.0	10.0
WASTEWATER SENIOR SUPERVISOR	-	1.0	-	1.0
ASSISTANT CITY ENGINEER - WASTEWATER	-	1.0	(1.0)	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
POSITION COMPARISON**

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
<u>WASTEWATER - Contd.</u>				
WASTEWATER COLLECTIONS MAINT. MGR.	-	1.0	-	1.0
WASTEWATER COLLECTIONS - INSP. SUPER.	-	1.0	-	1.0
WASTEWATER COLLECTIONS - INSP. SUPER.	-	1.0	-	1.0
WASTEWATER COLLECTIONS - CREW	-	1.0	(1.0)	-
WASTEWATER COLLECTIONS - CREW	-	1.0	(1.0)	-
WASTEWATER COLLECTIONS - CREW	-	1.0	-	1.0
WASTEWATER COLLECTIONS - CREW	-	1.0	-	1.0
TREATMENT OPS SUPERVISOR	-	-	1.0	1.0
TREATMENT OPS SUPERVISOR	-	-	1.0	1.0
UTILITY ELECTRICIAN	-	-	1.0	1.0
	57.0	60.0	13.0	73.0
<u>WATER</u>				
PUBLIC SERVICES DIRECTOR	1.0	1.0	-	1.0
SAFETY COORDINATOR	-	1.0	-	1.0
SR EQUIPMENT MAINTENANCE SUPV	1.0	1.0	-	1.0
PUBLIC SERVICES FIELD MANAGER	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	-	1.0
DEPUTY DIRECTOR PUBLIC SRVCS	1.0	1.0	-	1.0
WATER RESOURCES DIV MANAGER	-	1.0	-	1.0
WATER SUPERINTENDENT	1.0	1.0	-	1.0
WATER OPS/MAINT SUPERVISOR	1.0	1.0	-	1.0
ASSISTANT CITY ENGINEER-WATER	-	1.0	-	1.0
PUB SERV RECORDS SUPERVISOR	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER - WATER	1.0	1.0	-	1.0
ADMINISTRATIVE ANALYST	1.0	1.0	-	1.0
PUBLIC SERVICES ADMIN SUPPORT COORD	-	1.0	-	1.0
LEAD DRAFTER	1.0	1.0	-	1.0
ENGINEERING TECH I -- UTILITY	1.0	1.0	-	1.0
ENGINEERING TECH I -- UTILITY	1.0	1.0	-	1.0
ENGINEERING TECH I -- UTILITY	-	1.0	-	1.0
ELECTRONICS TECHNICIAN	1.0	1.0	-	1.0
INSTRUMENT TECHNICIAN	1.0	1.0	-	1.0
INSTRUMENT TECHNICIAN	1.0	1.0	-	1.0
INSTRUMENT TECHNICIAN	1.0	1.0	-	1.0
INSTRUMENT TECHNICIAN	1.0	1.0	-	1.0
INSTRUMENTATION RECORDS SPLST	1.0	1.0	-	1.0
STORES PROCUREMENT COORDINATOR	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	-	1.0
PUBLIC SVCS ENG RECORDS CLERK	1.0	1.0	-	1.0
SEWER SURVEYOR	1.0	1.0	(1.0)	-
DISTRIBUTION SERVICER II	1.0	1.0	-	1.0
WATER OPERATOR/MAINTAINER I	9.0	9.0	-	9.0
WATER WELL DRILLER II	1.0	1.0	-	1.0
MASON	1.0	1.0	(1.0)	-
MASON	1.0	1.0	(1.0)	-
LEAD MAINTENANCE MECHANIC	1.0	1.0	-	1.0
LEAD EQUIPMENT OPERATOR III	1.0	1.0	(1.0)	-
VACTOR JET OPERATOR	1.0	1.0	(1.0)	-
VACTOR JET OPERATOR	1.0	1.0	(1.0)	-
MUNICIPAL WORKER (APPR, I, II, III)	22.0	23.0	-	23.0
EQUIPMENT OPERATOR II	1.0	1.0	-	1.0
LABORER II	2.0	2.0	(1.0)	1.0
<u>WATER - Contd.</u>				

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
POSITION COMPARISON**

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
WELL DRILLER I	-	-	1.0	1.0
SUPPORT SERVICES COORDINATOR	-	1.0	-	1.0
WATER PROGRAMS MANAGER	-	1.0	-	1.0
ADMIN COORDINATOR LEAD PROGRAM	-	1.0	-	1.0
ASSET MANAGEMENT COORDINATOR	-	1.0	-	1.0
TRAINING COORDINATOR	-	1.0	-	1.0
	66.0	77.0	(6.0)	71.0
TOTAL PUBLIC SERVICES	178.0	202.0	9.0	211.0
COMMUNITY PLANNING AND DEVELOPMENT				
<u>PLANNING</u>				
CITY PLANNER	1.0	1.0	-	1.0
SENIOR DEVELOPMENT PLANNER	1.0	1.0	-	1.0
NEIGHBORHOOD ACTIVATOR	-	1.0	-	1.0
	2.0	3.0	-	3.0
<u>CODE ENFORCEMENT</u>				
HOUSING INSPECTIONS SUPERVISOR	1.0	1.0	-	1.0
CODE ADMIN MANAGER/BUILDING OFFICIAL	1.0	1.0	-	1.0
ZONING ADMINISTRATOR	1.0	1.0	-	1.0
ZONING INSPECTOR	1.0	1.0	-	1.0
CODE COMPLIANCE INSPECTOR I	1.0	1.0	-	1.0
CODE COMPLIANCE INSPECTOR I	1.0	1.0	-	1.0
CODE COMPLIANCE INSPECTOR II	1.0	1.0	-	1.0
CODE COMPLIANCE INSPECTOR II	1.0	1.0	-	1.0
BUILDING INSP/PLAN REVIEW TECH	1.0	1.0	-	1.0
BUILDING INSP/PLAN REVIEW TECH	1.0	1.0	-	1.0
HOUSING INSPECTOR II	1.0	1.0	-	1.0
<u>CODE ENFORCEMENT</u>				
HOUSING INSPECTOR II	1.0	1.0	-	1.0
HOUSING INSPECTOR II	1.0	1.0	-	1.0
HOUSING INSPECTOR II	1.0	1.0	-	1.0
HOUSING INSPECTOR II	1.0	1.0	-	1.0
HOUSING INSPECTOR II	1.0	-	1.0	1.0
CODE PERMIT TECHNICIAN	1.0	1.0	-	1.0
MECHANICAL/PLUMBING INSPECTOR	1.0	1.0	-	1.0
ELECTRICAL INSPECTOR/PLAN REV	1.0	1.0	-	1.0
RENTAL REGISTRATION/CERT COORD	1.0	1.0	-	1.0
CODE ADMIN RECORDS CLK/CASHIER	1.0	1.0	-	1.0
CODE ADMIN RECORDS CLK/CASHIER	1.0	1.0	-	1.0
LEAD BUILDING INSPECTOR	-	1.0	-	1.0
	22.0	22.0	1.0	23.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
<u>COMMUNITY DEVELOPMENT</u>				
CP&D DIRECTOR	1.0	1.0	-	1.0
COMMUNITY DEVELOPMENT MANAGER	1.0	1.0	-	1.0
GRANTS FINANCE OFFICER	1.0	1.0	-	1.0
HISTORIC PRESERVATION COORD	1.0	1.0	-	1.0
CD COMPLIANCE SPECIALIST II	1.0	1.0	-	1.0
COMMUNITY DEV SECRETARY	1.0	1.0	-	1.0
SENIOR PROGRAMS SPECIALIST	1.0	1.0	-	1.0
SHARED PROSPERITY COORDINATOR	-	1.0	-	1.0
	7.0	8.0	-	8.0
TOTAL COMMUNITY PLANNING & DEVELOPMENT	31.0	33.0	1.0	34.0
<u>ECONOMIC DEVELOPMENT</u>				
ACM/ECONOMIC DEV DIRECTOR	1.0	1.0	-	1.0
REDEVELOPMENT COORDINATOR	1.0	1.0	(1.0)	-
ECONOMIC DEVELOPMENT COORDINATOR	-	-	1.0	1.0
REDEVELOPMENT PROJECT MANAGER	1.0	1.0	-	1.0
DEVELOPMENT MANAGER	1.0	1.0	-	1.0
EXECUTIVE ASSISTANT TO ECONOMIC DEV	1.0	-	-	-
NEIGHBORHOOD BUS & SPECIAL PROJECTS COORE	1.0	1.0	-	1.0
ECONOMIC DEVELOPMENT ANALYST	-	-	1.0	1.0
ECONOMIC DEVELOPMENT ADM ASST	-	1.0	-	1.0
	6.0	6.0	1.0	7.0
TOTAL ECONOMIC DEVELOPMENT	6.0	6.0	1.0	7.0
<u>PARKS AND RECREATION</u>				
<u>PARKS</u>				
PARKS SUPERVISOR	1.0	1.0	-	1.0
PARKS MANAGER	1.0	-	-	-
P&R BLDG AND GROUNDS TECH	1.0	1.0	-	1.0
PARKS COORDINATOR	1.0	1.0	-	1.0
PARKS COORDINATOR	1.0	1.0	-	1.0
PARKS COORDINATOR	-	1.0	-	1.0
PARKS COORDINATOR	-	1.0	-	1.0
	5.0	6.0	-	6.0
<u>RECREATION</u>				
PARKS & RECREATION DIRECTOR	1.0	1.0	-	1.0
DEPUTY DIRECTOR PARKS & RECREATION	-	-	1.0	1.0
RECREATION MANAGER	-	1.0	-	1.0
FINANCIAL SERVICES MANAGER	1.0	-	-	-
SPECIAL EVENTS COORDINATOR	-	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	(1.0)	-
BUSINESS SPECIALIST	-	-	1.0	1.0
LEAD FIELD & PARKS MAINT OPRTR	1.0	1.0	-	1.0
PROGRAM COORDINATOR I	1.0	1.0	(1.0)	-
PROGRAM COORDINATOR II	1.0	1.0	-	1.0
YOUTH DEVELOPMENT COORDINATOR	-	1.0	-	1.0
	6.0	8.0	-	8.0
TOTAL PARKS & RECREATION	11.0	14.0	-	14.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
METRO TRANSIT				
TRANSPORTATION DIRECTOR	1.0	-	-	-
TRANSPORTATION DEPUTY DIRECTOR	1.0	-	-	-
DEPUTY DIRECTOR SUPPORT SERV	-	-	-	-
ADMINISTRATIVE DIVISION MANAGER	1.0	-	-	-
ADMIN SUPPORT COORDINATOR	1.0	-	-	-
PARATRANSIT SPECIALIST	1.0	-	-	-
CUSTOMER SERVICE SUPV (TRANS)	1.0	-	-	-
FINANCIAL ANALYST	1.0	-	-	-
PROGRAM & FINANCIAL SERVICES MANAGER	-	-	-	-
IT TECHNICAL ANALYST	1.0	-	-	-
MARKETING COORDINATOR	1.0	-	-	-
SPECIAL PROJECT COORD - TRANS	1.0	-	-	-
SPECIAL PROJECT COORD - TRANS	1.0	-	-	-
TRANS EQUIP MAINT SUPERVISOR	1.0	-	-	-
MAINTENANCE FOREPERSON	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
PROCUREMENT MAINT SUPERVISOR	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
SENIOR MAINTENANCE SUPERVISOR	1.0	-	-	-
PROCUREMENT/COMPLIANCE SPECIALIST	1.0	-	-	-
TRANS DISPATCH SUPERVISOR	1.0	-	-	-
CLERK CASHIER I	3.0	-	-	-
PAYROLL/ACCOUNTS PAYABLE CLERK	1.0	-	-	-
UTILITY WORKER	1.0	-	-	-
UTILITY WORKER	1.0	-	-	-
UTILITY WORKER	1.0	-	-	-
SERVICE LANE ATTENDANT	1.0	-	-	-
SERVICE LANE ATTENDANT	1.0	-	-	-
SERVICE LANE ATTENDANT	1.0	-	-	-
SERVICE LANE ATTENDANT	1.0	-	-	-
BUS DRIVER FULL TIME	62.0	-	-	-
CLASS C MECHANIC	-	-	-	-
CLASS B MECHANIC	1.0	-	-	-
CLASS B MECHANIC	1.0	-	-	-
CLASS B MECHANIC	1.0	-	-	-
CLASS B MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
CLASS A MECHANIC	1.0	-	-	-
MASTER MECHANIC/METRO	3.0	-	-	-
INVENTORY CONTROL CLERK	1.0	-	-	-
BODY REPAIR PERSON	1.0	-	-	-
LEAD MAINTENANCE MECHANIC	1.0	-	-	-
TOTAL METRO TRANSIT	110.0	-	-	-
TOTAL FULL TIME POSITIONS	650.0	600.0	28.0	628.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET POSITION COMPARISON

	Adopted Budget 2016	Adopted Budget 2017	Adopted Changes	Adopted Budget 2018
PERMANENT PART TIME AUTHORIZED POSITIONS				
INFORMATION TECHNOLOGY				
ACCOUNTS COORDINATOR/SECRETARY	1.0	-	-	-
COMMUNITY PLANNING & DEVELOPMENT - CODE ENFORCEMENT				
PLUMBING INSPECTOR	-	1.0	-	1.0
KALAMAZOO PUBLIC SAFETY				
PARKING ENFORCEMENT ATTENDANT	1.0	1.0	-	1.0
PARKING ENFORCEMENT ATTENDANT	1.0	1.0	-	1.0
PARKING ENFORCEMENT ATTENDANT	1.0	1.0	-	1.0
PARKING ENFORCEMENT ATTENDANT	-	1.0	-	1.0
PARKING ENFORCEMENT ATTENDANT	-	1.0	-	1.0
PARKING ENFORCEMENT ATTENDANT	-	1.0	-	1.0
CSO DISPATCHER PT	1.0	1.0	-	1.0
CSO DISPATCHER PT	1.0	1.0	-	1.0
TOTAL PUBLIC SAFETY PART TIME	5.0	8.0	-	8.0
PARKS AND RECREATION				
LANDSCAPE COORDINATOR-8MOS	1.0	1.0	-	1.0
CLERK CASHIER I	1.0	-	-	-
TOTAL PARKS AND RECREATION PT	2.0	1.0	-	1.0
METRO TRANSIT				
BUS DRIVERS PT	21.0	-	-	-
ACCOUNTS COORDINATOR	1.0	-	-	-
TOTAL METRO TRANSIT PT	22.0	-	-	-
TOTAL PART TIME POSITIONS	30.0	10.0	-	10.0
TOTAL CITY ALLOCATED POSITIONS	680.0	610.0	28.0	638.0

CITY OF KALAMAZOO 2018 ADOPTED BUDGET BUDGET OVERVIEW

The City of Kalamazoo Adopted FY 2018 Budget includes expenditures of \$176,796,222, representing an increase of 19.45% from the FY 2017 Adopted Budget total expenditures. The citywide budget is made up of various funding groups (see Chart 1). The highlights of the recommended spending plan are discussed below in greater detail. The increase of 19.45% is due to additional capital outlay in streets and in water to ensure adequate supply, and water quality, and an increase in the budgeted amount of the city grant funds due to the recognition of new 2018 grants.

2018 Adopted Budget

\$ 176,796,222

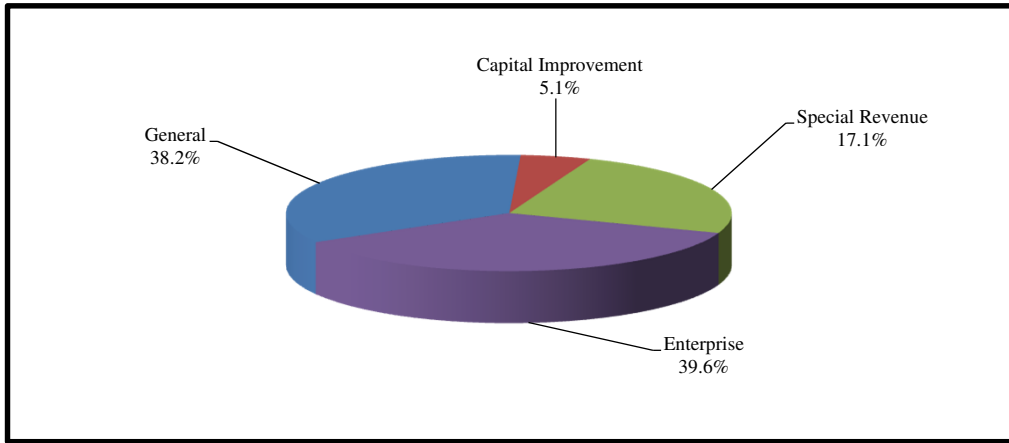


Chart 1
Revenue

General Fund

General Fund operating revenue is estimated at \$60,447,216 in the Adopted FY 2018 Budget, which represents an increase of 8.6% from the Adopted FY 2017 amount. The FY 2018 Adopted Budget includes Foundation for Excellence (FFE) funding to support the lost property tax revenue which is the result of decreasing the operating milage from 19.2705 mills to 12.0000 mills in FY 2017. There is additional revenue from the FFE of \$3.8 million to stabilize the General Fund budget.

2018 General Fund Revenue

\$ 60,447,216

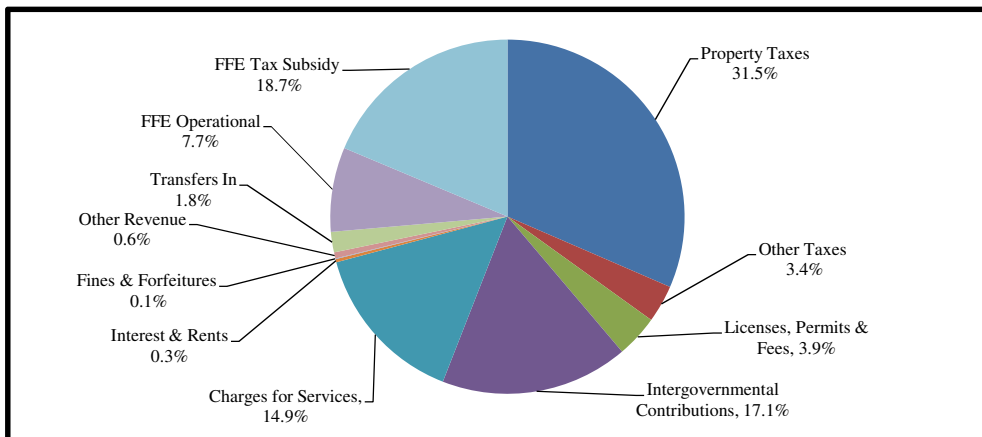
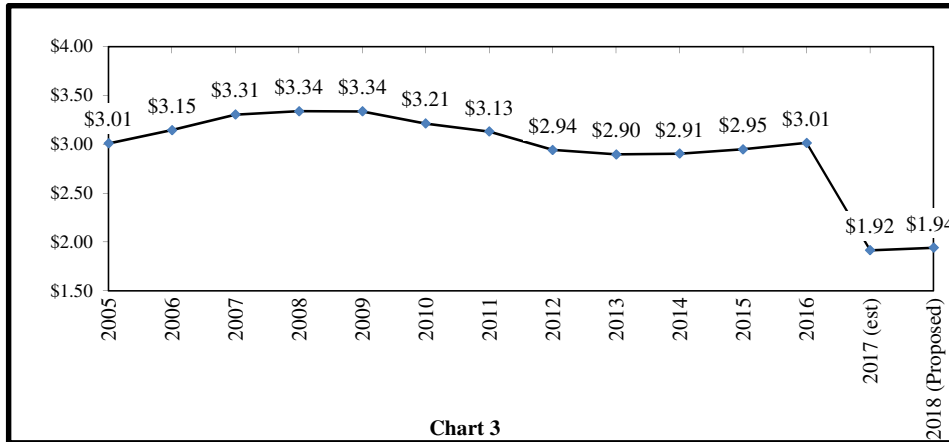


Chart 2

CITY OF KALAMAZOO 2018 ADOPTED BUDGET

The two largest revenue sources, Property Taxes and Foundation for Excellence funding, represent 57.8% of all estimated General Fund resources (see Chart 2). Property Taxes are estimated to increase by 1.4% in FY 2018. This is due to a nominal increase in property values. The large decrease in 2017 was due to the Property Tax Rate cut from 19.2705 mills to 12.0000, which has been facilitated and funded by the new Foundation for Excellence (FFE). This reduced millage rate will be sustained going forward with the FFE.

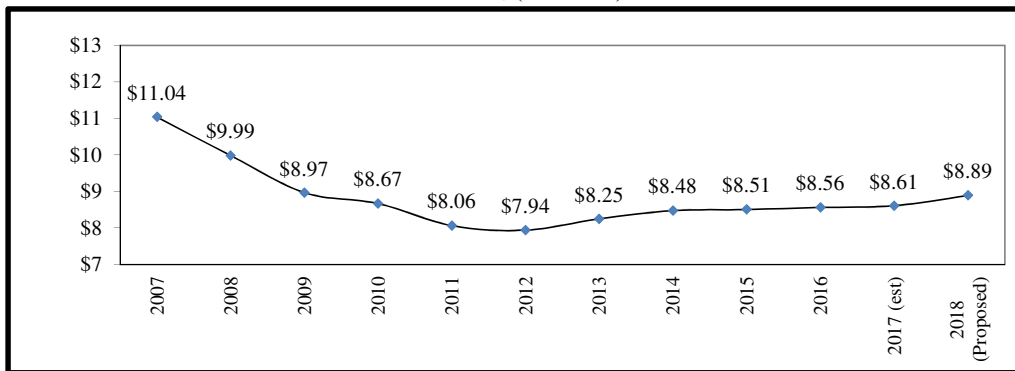
General Operating Property Tax Revenue Millions\$ (2005-2018), Includes Tax Capture



The estimated Revenue Sharing payments of \$8.6 million in FY 2018 is an increase of 0.5% compared to FY 2017 projected receipts of \$8.6 million. Over the past few years Revenue Sharing has stabilized, but will never reach the 2001 level of \$12.5M (see Chart 4).

State Revenue Sharing

Millions\$ (2007-2018)



The remaining 42.2% of estimated revenues includes permits, licenses and fees, fines and forfeitures, and charges for services. There is an increase in charges for service due to recognizing Public Safety contracts as revenue in the General Fund. In past budgets these have been in a separate fund for Public Safety contracts or presented as an offsetting expense. User fees and charges are analyzed annually to ensure that cost recovery is at optimal levels.

Revenues for Charges for Services are estimated to decrease by 13% in the Adopted FY 2018 Budget. This is due to the elimination of Engineering fee revenue, which is offset by an equal reduction in Engineering expenditures. Revenue for License, Permits and Fees are anticipated to decrease by 1.4%. This is based on increased building permit activity as compared to the amount in the Adopted FY 2017 Budget.

CITY OF KALAMAZOO

2018 ADOPTED BUDGET

Non-General Fund Revenue

Major & Local Streets

The Major & Local Streets operations are primarily funded by Statewide Gas & Weight Taxes, which are apportioned to the State and Local road and transportation systems through Public Act 51 formulas. Act 51 revenue (as it is known) is expected to see a 12.6% increase. Major Street revenues are sufficient to fund operations. The Local Street Fund will require an operating subsidy of \$1 million from the Major Street Fund for FY 2018, and will require an operating subsidy of \$450 thousand from the Major Street Fund for projected for FY 2017.

Capital projects are funded with CIP Bonds in the amount of \$4.1 million.

Cemetery

Cemetery operational revenue is projected to remain at FY 2017 levels for FY 2018. Operational revenue are not designed to cover operations and capital improvements, therefore a recurring subsidy of \$297 thousand from the Perpetual Care Fund supports the cemetery activity.

Solid Waste

Solid Waste operations are funded by a special millage. The rate was increased in FY 2016 to 1.8 mills and is estimated to yield \$2.84 million in tax revenue in the Adopted 2018 budget. This represents a increase of 9%, due to the City recognizing tax revenue when collected (which is based on Generally Accepted Accounting Principles or GAAP), rather than when billed, which was the previous method. The Solid Waste Fund is projected to add \$440 thousand of fund balance at the end of FY 2018.

Water Fund

The Adopted FY 2018 Budget reflects a planned 8% increase in water rates, which will be reviewed by the City Commission in January. The increase will provide an additional \$1.0 million in revenue to assist capital improvements and regulatory compliance.

Wastewater Fund

The Adopted FY 2018 Budget reflects a planned 7% increase in wastewater rates, which will be reviewed by the City Commission in January. The increase will provide \$1.0 million in revenue to assist capital improvements and regulatory compliance.

CITY OF KALAMAZOO 2018 ADOPTED BUDGET Expenditures

General Fund

The Adopted FY 2018 Budget for the General Fund is \$60,372,743, representing an overall increase of 4.2% when compared to the Adopted FY 2017 Budget, and a 2.5% increase compared to the Amended FY 2017 Budget.

The General Fund is made up of five major service areas: Public Safety (Police and Fire), Non-Departmental (General Service Expenditures), Administrative Support (City Manager, City Attorney, City Clerk, Human Resources, Information Technology and Management Services), Capital (machinery and equipment), Operating Transfers and Initiatives and Non-Public Safety Line Services (Public Works, Parks & Recreation and Community Planning & Development) (See Chart 5).

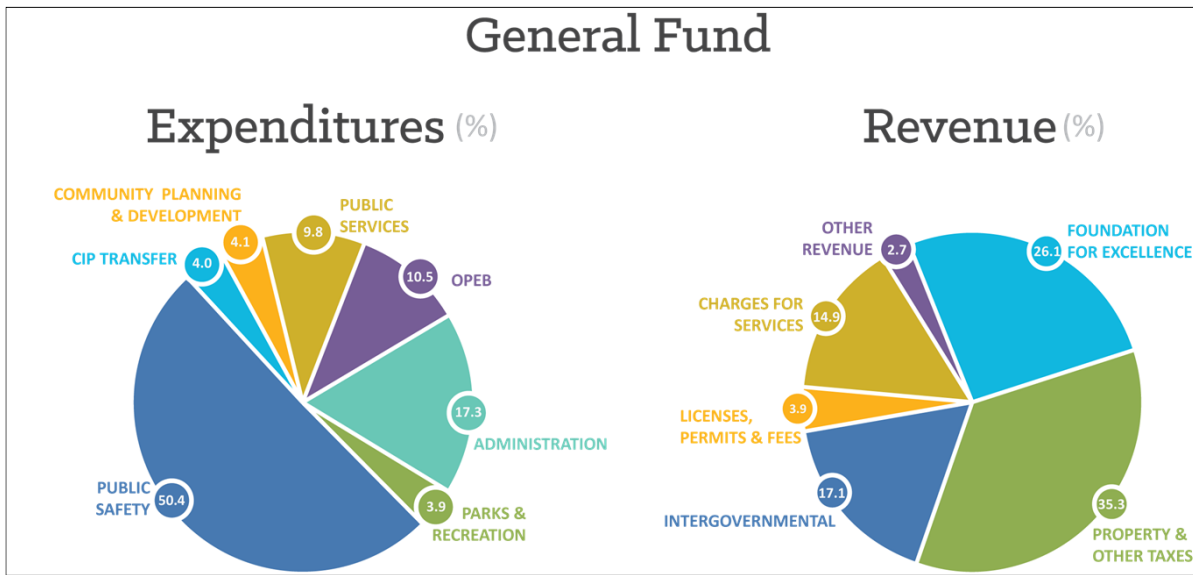


Chart 5

Public Safety represents the largest share of General Fund expenditures, 50.4% (see Chart 5). Personnel costs account for 62.3% of all General Fund expenditures as illustrated below (see Chart 6).

2018 General Fund Budget Expenditure Type

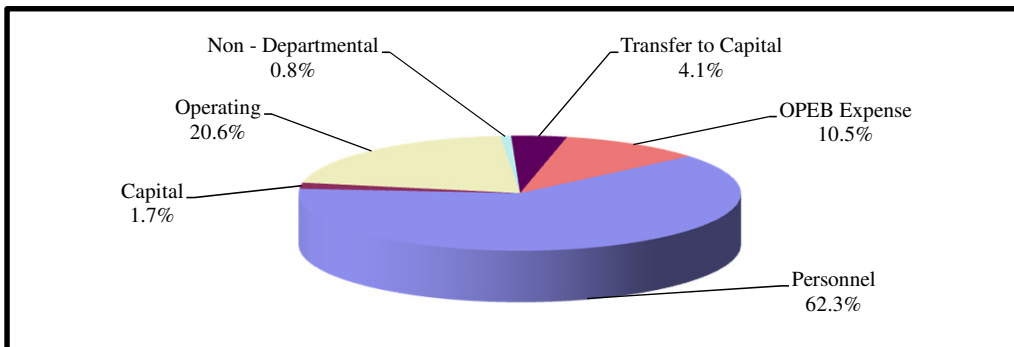


Chart 6

CITY OF KALAMAZOO 2018 ADOPTED BUDGET Projected General Fund

The City's road system will be impacted positively by the projected infusion of new revenue for Major and Local Streets, totaling \$1.2 billion per year statewide by the mid-2020, based on legislation adopted by the State of Michigan in 2015. New funding started in FY 2017 at \$1.3 million, and is anticipated to grow to over \$3.6 million in FY 2021. It should be noted that this increase in funding is predicated on the State of Michigan realizing \$600 million annually of improved funding. If the State does not realize this additional funding, expense reductions will have to occur, which may include cuts to State Shared Revenue to cities including Kalamazoo.

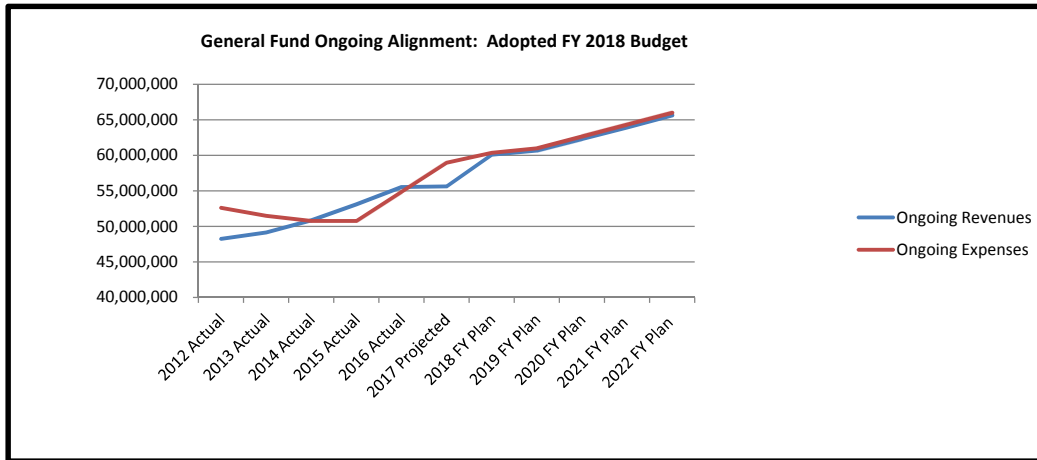


Chart 7

As Chart 8 indicates, income and fund balance are currently in balance with expenditures in the General Fund, and are projected to remain as such as long as the Foundation for Excellence is in place permanently and is functioning nominally. The Foundation for Excellence contains budget balancing resources which is designed to avoid General Fund budgetary stress in the future. Please note that the amount that the Foundation is providing directly to the General Fund for operations in 2018 and 2019 (\$10.9M for Property Tax relief and \$3.8M for budget balancing) will continue unabated permanently with a 3% inflator based on the FFE Bylaws, in order to track with the nominal inflation of the City's cost of wages, benefits, goods and services. The City will need to build up personnel and other operational capacity in order to fully execute the FFE's projects and objectives, and to realize the promise of a High Performance Organization, which is a foundational part of the City Commission's 2014 Goals. The Administration will be bringing forth to the City Commission staffing and programming proposals that will achieve these goals and objectives.

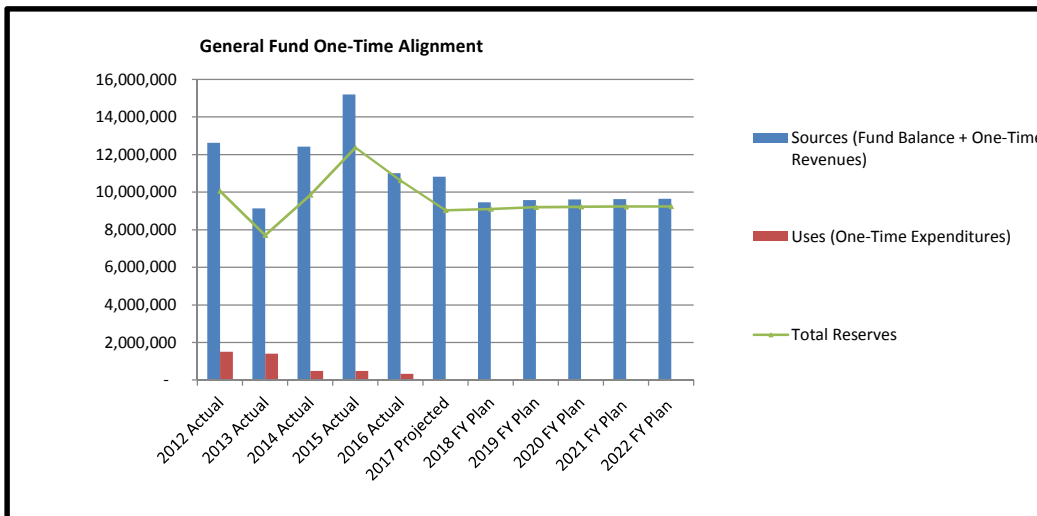


Chart 8

CITY OF KALAMAZOO 2018 ADOPTED BUDGET

Fund Balance

General Fund revenues are projected to exceed expenditures by \$0.07 million dollars in FY 2018. The projected fund balance in FY 2018 is \$10,011,751 which is 16.7% of estimated revenues which exceeds the target of 15% of General Fund projected revenues in the Five-Year Fiscal Plan. The projected fund balance does not include the Capital Contingency account, which has a balance of \$0.35 million.

Historical General Fund Budget Reductions

It is important to recall that most local governments in Michigan, especially core cities, have been wrestling with major budget balancing decisions for at least 20 years. This is attributed to the broken model of municipal finance in Michigan, where the growth of traditional revenue sources do not keep pace with the cost inflation of government services, which are heavily influenced by energy and health care inflation. The City of Kalamazoo has lost over \$43 million dollars of Revenue Sharing since 2002, when the Michigan Legislature went away from its 30+ year Revenue Sharing formula and instituted permanent and dramatic cuts. The State has enjoyed nearly 30% increases in revenue since 2002, while revenue sharing reductions for the City of Kalamazoo have exceeded 25%.

The City has worked with our employee bargaining units to negotiate major changes to employee benefits, particularly health care, where the City's annual per-employee health care cost inflation has been under 3.5% since 2005, roughly half of the national average for that period. Employees out-of-paycheck contributions are equal to 20% of the City's health care costs, up from 5% in 2005; employees pay a much more substantial portion of the costs associated with hospital visits, prescription drugs, and procedures.

The City has entered into an agreement with the Kalamazoo County Consolidated Dispatch Authority (KCCDA) to transition City Public Safety dispatching as of August 2018. After the failure of the Consolidated Dispatch phone surcharge vote in May 2017, a new 5-year funding agreement was forged, whereby the contributions of participating units are based primarily on population. A new permanent funding model will be adopted after this agreement expires.

Position Allocations

The Adopted FY 2018 Budget includes 628 full-time positions, an increase of 28 from the Adopted FY 2017 Budget. The city-wide increase in staffing is to better meet the needs of the community. For Changes by Department, see the 'Position Comparison,' for detail.

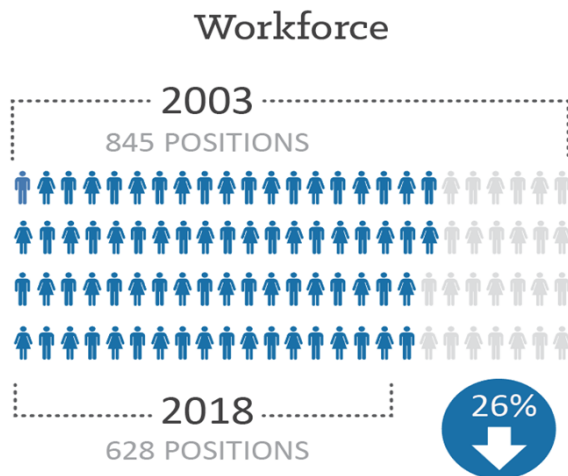


Chart 10

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET**

Capital Projects (Roads, Infrastructure, Buildings, etc.)

The Five-Year Fiscal Plan targets annual general capital investment of \$6 million. The General Fund capital program for FY 2018, including street funds is \$9.02 million. The General Fund will transfer \$2.45 million to the Capital Improvement Program in FY 2018.

The Capital Contingency Account is designed to be used for emergency capital repairs or acquisitions. There are no contributions or withdrawals adopted in FY 2018. The Account stands at \$350,000, which is the target amount.

Capital improvements planned for FY 2018 total \$33.81 million and will be funded by bonds, private donations, and state and federal funding.

General Fund Capital

General capital projects, which are funded in the Capital Improvements Program (CIP) Fund, total \$6.01 million. Capital projects in the CIP Fund include \$0.43 million in City Hall facility and equipment improvements, \$1.46 for Public Safety facilities and equipment, \$1.42 in Public Services equipment and trailway improvements, and \$2.71 million in Park improvements.

Non-General Fund Capital

Local Streets

Improvements to various local streets total \$3.57M including \$1 million of bond funded projects, \$1.96M of FFE funding for the complete neighborhoods initiative, and \$641 thousand of SAW grant funding.

Major Streets

The FY 2018 Adopted Major Street Capital Budget is \$6.17 million, to be funded with \$2.07 million in federal funds, and \$2.06 million in new capital improvement bonds, and \$2.04M of FFE funding.

Cemeteries

Cemetery improvements for FY 2018 Adopted Budget are for the amount of \$162.18 thousand and will be funded by the Perpetual Care Fund, which has financed capital improvements in the Cemetery system for over 30 years. These include continued cemetery road repair and replacement, along with grounds and facility maintenance. Additionally, erosion control and stone wall conditions will be enhanced with the additional resources.

Water & Wastewater

Capital improvements of \$7.9 million and \$10.1 million are planned in the Wastewater and Water Funds, respectively. This represents an increase of over \$10M in projects over 2016, and more than triples the historic average. This is necessary to address decades of chronic underinvestment in critical utilities capital infrastructure, in order to ensure the supply and quality of drinking water and the flow and treatment of sanitary sewer. This includes new & replacement water mains, service connections, hydrants, meters, pumping station upgrades, capital maintenance, and improvement of existing infrastructure. Other various projects include computers, software, security upgrades and replacements, along with plant controls.

2018 Capital Financing by Source

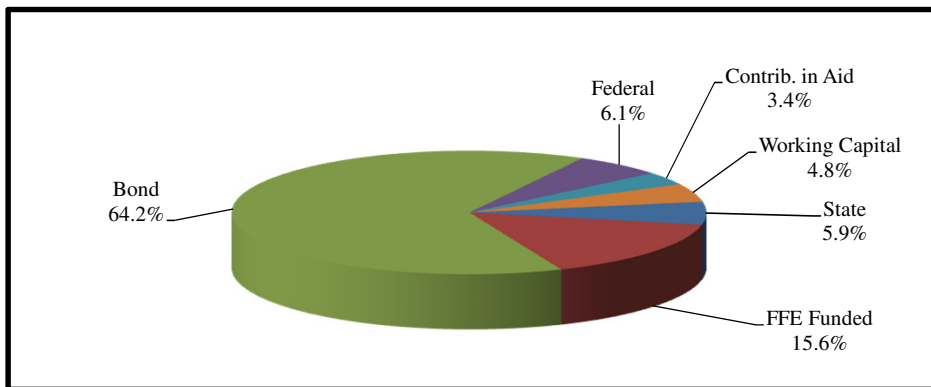


Chart 11

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
TAXABLE VALUE AND TAX LEVY PROJECTIONS**

	2017 Adopted Budget	2017 Roll Confirmation	2018 Adopted Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget
Effective Taxable Value (a)	1,575,580,034	1,596,626,228	1,618,303,614	1,658,761,204	1,708,524,040	1,759,779,762	1,812,573,154	1,866,950,349
MILLAGE RATES:								
Operating Millage (c)	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000
Solid Waste Millage	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000
TOTAL	13.8000	13.8000	13.8000	13.8000	13.8000	13.8000	13.8000	13.8000
TAX REVENUES:								
Operating Revenues	18,906,960	19,159,515	19,419,643	19,905,134	20,502,288	21,117,357	21,750,878	22,403,404
Less: Total Captured TIF (b)	-555,579	-366,156	-373,479	-382,816	-394,300	-406,129	-418,313	-430,863
Net Operating Revenue	18,351,381	18,793,359	19,046,164	19,522,318	20,107,988	20,711,228	21,332,565	21,972,541
Solid Waste Revenues	2,836,044	2,836,044	2,912,947	2,985,770	3,075,343	3,167,604	3,262,632	3,360,511
Less: Total Captured TIF (b)	-52,082	-52,082	-51,000	-52,275	-53,843	-55,459	-57,122	-58,836
Net Operating Revenue	2,783,962	2,783,962	2,861,947	2,933,495	3,021,500	3,112,145	3,205,509	3,301,675
Adjusted Tax Revenue	2,783,962	2,783,962	2,861,947	2,933,495	3,021,500	3,112,145	3,205,509	3,301,675
TOTAL	21,135,344	21,577,322	21,908,112	22,455,815	23,129,489	23,823,374	24,538,075	25,274,217

(a) Taxable Values are reduced for approved Renaissance Zone properties, and includes reimbursements of Personal Property exemptions under Public Act 86 of 2013.

(b) Represents property tax revenue captured for Brownfield Redevelopment and the Downtown Development Authorities Tax Increment Financing (TIF) plans.

(c) Reduction of General Operating Millage from 19.2705 to 12.0000 in FY 2017 based on Foundation for Excellence MOU (approved by City Commission on 10.26.16).

**CITY OF KALAMAZOO 2018
ADOPTED BUDGET
DEBT SERVICE SCHEDULE**

As of: January 1, 2018

City Debt Issues	Remaining Debt				2018			2019			
	Original Issue Amount	Gross Principal Outstanding	Self-Supporting	Net	Principal	Interest	Total	Principal	Interest	Total	
Building Authority Bonds:											
Dated: 8/4/15	2015B Building Authority Refunding	\$ 8,620,000	\$ 7,395,000	\$ 7,395,000	\$ -	\$ 530,000	\$ 256,674	\$ 786,674	\$ 535,000	\$ 247,505	\$ 782,505
Dated: 8/14/15	2015A Building Authority Refunding	\$ 7,465,000	\$ 6,475,000	\$ 6,475,000	\$ -	\$ 615,000	\$ 290,850	\$ 905,850	\$ 640,000	\$ 266,250	\$ 906,250
Dated: 3/1/11	2011 Building Authority Refunding	\$ 4,105,000	\$ 1,895,000	\$ 246,879	\$ 1,648,121	\$ 295,000	\$ 82,013	\$ 377,013	\$ 170,000	\$ 70,213	\$ 240,213
	Subtotal	\$ 20,190,000	\$ 15,765,000	\$ 14,116,879	\$ 1,648,121	\$ 1,440,000	\$ 629,537	\$ 2,069,537	\$ 1,345,000	\$ 583,968	\$ 1,928,968
Michigan Transportation Fund Bonds:											
Dated: 7/14/16	2016 Michigan Transportation Fund Refunding	\$ 1,645,000	\$ 1,615,000	\$ 1,615,000	\$ -	\$ 320,000	\$ 20,807	\$ 340,807	\$ 320,000	\$ 16,231	\$ 336,231
	Subtotal	\$ 1,645,000	\$ 1,615,000	\$ 1,615,000	\$ -	\$ 320,000	\$ 20,807	\$ 340,807	\$ 320,000	\$ 16,231	\$ 336,231
Wastewater Bonds:											
Dated: 5/1/13	2014 Wastewater Supply Systems Refunding	\$ 2,285,000	\$ 2,010,000	\$ 2,010,000	\$ -	\$ 90,000	\$ 69,345	\$ 159,345	\$ 90,000	\$ 66,240	\$ 156,240
Dated: 3/29/12	2012 Wastewater Supply Systems	\$ 6,100,000	\$ 4,880,000	\$ 4,880,000	\$ -	\$ 270,000	\$ 167,778	\$ 437,778	\$ 275,000	\$ 162,108	\$ 437,108
Dated: 7/26/11	2011 Wastewater Supply Systems Refunding	\$ 2,815,000	\$ 1,050,000	\$ 1,050,000	\$ -	\$ 340,000	\$ 31,125	\$ 371,125	\$ 350,000	\$ 22,200	\$ 372,200
	Subtotal	\$ 11,200,000	\$ 7,940,000	\$ 7,940,000	\$ -	\$ 700,000	\$ 268,248	\$ 968,248	\$ 715,000	\$ 250,548	\$ 965,548
Water Bonds:											
Dated: 5/2/17	2017 Water Supply Systems Revenue	\$ 7,860,000	\$ 7,585,000	\$ 7,585,000	\$ -	\$ 320,000	\$ 272,969	\$ 592,969	\$ 335,000	\$ 263,369	\$ 598,369
Dated: 12/10/15	2015 Water Supply Systems Revenue	\$ 3,035,000	\$ 2,835,000	\$ 2,835,000	\$ -	\$ 90,000	\$ 85,375	\$ 175,375	\$ 90,000	\$ 83,575	\$ 173,575
Dated: 5/1/14	2014 Water Supply Systems Refunding	\$ 11,170,000	\$ 10,315,000	\$ 10,315,000	\$ -	\$ 300,000	\$ 407,443	\$ 707,443	\$ 310,000	\$ 395,593	\$ 705,593
Dated: 6/5/12	2012 Water Supply Systems Refunding	\$ 5,370,000	\$ 1,145,000	\$ 1,145,000	\$ -	\$ 590,000	\$ 17,175	\$ 607,175	\$ 555,000	\$ 8,325	\$ 563,325
	Subtotal	\$ 27,435,000	\$ 21,880,000	\$ 21,880,000	\$ -	\$ 1,300,000	\$ 782,961	\$ 2,082,961	\$ 1,290,000	\$ 750,861	\$ 2,040,861
Dated: 3/1/11	2011 Downtown Development Refunding	\$ 2,115,000	\$ 900,000	\$ 900,000	\$ -	\$ 450,000	\$ 9,000	\$ 459,000	\$ -	\$ -	\$ -
	Subtotal	\$ 2,115,000	\$ 900,000	\$ 900,000	\$ -	\$ 450,000	\$ 9,000	\$ 459,000	\$ -	\$ -	\$ -
Other Post Employment Benefit Bonds:											
Dated: 1/22/15	2015 Limited Tax GO - OPEB Bonds	\$ 90,955,000	\$ 85,170,000	\$ 85,170,000	\$ -	\$ 1,915,000	\$ 3,564,469	\$ 5,479,469	\$ 1,950,000	\$ 3,526,743	\$ 5,476,743
	Subtotal	\$ 90,955,000	\$ 85,170,000	\$ 85,170,000	\$ -	\$ 1,915,000	\$ 3,564,469	\$ 5,479,469	\$ 1,950,000	\$ 3,526,743	\$ 5,476,743
Capital Improvement Bonds:											
Dated: 8/29/17	2017 Capital Improvement	\$ 3,780,000	\$ 3,780,000	\$ -	\$ 3,780,000	\$ 50,000	\$ 77,792	\$ 127,792	\$ 360,000	\$ 70,497	\$ 430,497
Dated: 5/2/17	2017 Capital Improvement	\$ 7,985,000	\$ 7,640,000	\$ -	\$ 7,640,000	\$ 400,000	\$ 324,450	\$ 724,450	\$ 420,000	\$ 304,450	\$ 724,450
Dated: 7/19/16	2016 Capital Improvement	\$ 5,580,000	\$ 5,325,000	\$ -	\$ 5,325,000	\$ 305,000	\$ 206,900	\$ 511,900	\$ 320,000	\$ 194,400	\$ 514,400
Dated: 6/2/15	2015 Capital Improvement	\$ 5,150,000	\$ 4,555,000	\$ -	\$ 4,555,000	\$ 305,000	\$ 127,288	\$ 432,288	\$ 310,000	\$ 121,138	\$ 431,138
Dated: 5/1/14	2014 Capital Improvement	\$ 5,660,000	\$ 4,210,000	\$ -	\$ 4,210,000	\$ 510,000	\$ 113,904	\$ 623,904	\$ 525,000	\$ 99,000	\$ 624,000
Dated: 4/11/13	2013 Capital Improvement	\$ 4,200,000	\$ 3,165,000	\$ -	\$ 3,165,000	\$ 265,000	\$ 68,000	\$ 333,000	\$ 270,000	\$ 62,650	\$ 332,650
Dated: 3/29/12	2012 Capital Improvement	\$ 4,400,000	\$ 3,095,000	\$ -	\$ 3,095,000	\$ 280,000	\$ 94,553	\$ 374,553	\$ 285,000	\$ 88,673	\$ 373,673
Dated: 7/14/11	2011 Capital Improvement	\$ 4,685,000	\$ 3,105,000	\$ -	\$ 3,105,000	\$ 295,000	\$ 118,063	\$ 413,063	\$ 305,000	\$ 109,213	\$ 414,213
Dated: 7/8/10	2010 Capital Improvement	\$ 2,855,000	\$ 1,700,000	\$ -	\$ 1,700,000	\$ 185,000	\$ 68,000	\$ 253,000	\$ 190,000	\$ 60,600	\$ 250,600
Dated: 6/24/09	2009 Capital Improvement	\$ 4,585,000	\$ 635,000	\$ -	\$ 635,000	\$ 310,000	\$ 25,400	\$ 335,400	\$ 325,000	\$ 13,000	\$ 338,000
Dated: 7/1/08	2008 Capital Improvement	\$ 4,165,000	\$ 295,000	\$ -	\$ 2,250,000	\$ 295,000	\$ 11,800	\$ 306,800	\$ -	\$ -	\$ -
	Subtotal	\$ 53,045,000	\$ 37,505,000	\$ -	\$ 39,460,000	\$ 3,200,000	\$ 1,236,149	\$ 4,436,149	\$ 3,310,000	\$ 1,123,620	\$ 4,433,620
	Grand Total:	\$ 206,585,000	\$ 170,775,000	\$ 131,621,879	\$ 41,108,121	\$ 9,325,000	\$ 6,511,169	\$ 15,836,169	\$ 8,930,000	\$ 6,251,969	\$ 15,181,969

CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND OPERATING BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2019 Fiscal Plan	2020 Fiscal Plan	2021 Fiscal Plan	2022 Fiscal Plan	2023 Fiscal Plan
REVENUE										
Tax Levy Revenue	29,794,428	18,351,382	18,351,382	18,793,359	19,046,164	19,522,318	20,107,988	20,711,228	21,332,565	21,972,541
Other Tax or PILOT Payments	2,002,378	1,997,442	1,997,442	2,006,839	2,059,148	2,110,627	2,173,946	2,239,164	2,306,339	2,375,529
Licenses, Permits & Fees	2,401,936	2,384,980	2,384,980	2,411,486	2,350,900	2,397,918	2,445,876	2,494,794	2,544,690	2,595,584
Intergovernmental Revenue	10,244,776	9,973,349	9,973,349	10,281,249	10,353,890	10,560,968	10,772,187	10,987,631	11,207,384	11,431,531
Charges for Services	10,258,149	10,360,180	10,375,231	10,285,398	9,016,237	9,346,380	9,533,308	9,723,974	9,918,453	10,116,822
Fines and Forfeitures	13,981	36,300	36,300	11,276	36,300	37,026	37,767	38,522	39,292	40,078
Interest & Rentals	179,255	192,052	192,052	203,421	172,652	176,105	179,627	183,220	186,884	190,622
Other Revenue	391,442	1,326,200	1,381,200	1,783,967	349,700	386,694	394,428	402,317	410,363	418,570
Transfers In from Other Funds	650,000	-	-	-	1,110,000	-	-	-	-	-
Foundation for Excellence	-	11,039,677	11,565,177	11,618,867	15,952,225	16,551,031	17,047,562	17,558,989	18,085,758	18,628,331
Total Revenue	55,936,345	55,661,562	56,257,113	57,395,862	60,447,216	61,089,067	62,692,689	64,339,839	66,031,728	67,769,609
EXPENDITURES										
City Commission	71,852	85,269	85,269	75,769	85,607	82,009	84,008	86,071	87,721	89,727
City Administration	864,025	1,202,346	1,538,105	1,584,885	1,827,015	1,838,619	1,883,425	1,929,685	1,966,675	2,011,664
City Attorney	653,679	718,919	726,187	686,292	766,240	732,994	750,857	769,299	784,046	801,981
City Clerk	616,774	513,044	536,620	506,029	801,015	687,489	812,718	721,541	824,591	752,194
Internal Auditor	86,707	86,961	90,957	90,305	87,961	87,638	89,774	91,979	93,742	95,887
Human Resources	718,614	763,848	763,848	864,799	788,879	787,389	806,577	826,388	842,229	861,495
Information Technology	1,064,118	1,767,176	1,767,176	1,522,331	1,924,094	2,076,360	2,126,959	2,179,202	2,220,974	2,271,780
Management Services	2,874,442	3,867,803	3,401,254	3,241,956	3,564,549	3,614,982	3,703,076	3,794,031	3,866,758	3,955,212
Public Safety	28,425,240	29,923,276	30,146,284	30,738,509	30,372,632	30,640,311	31,686,994	32,763,922	33,692,467	34,760,558
Public Services	5,887,328	6,241,765	6,967,403	6,714,557	5,955,613	5,975,578	6,121,198	6,271,547	6,391,765	6,537,979
Community Planning & Development	1,569,008	1,992,773	2,098,973	2,075,685	2,267,283	2,270,703	2,326,038	2,383,171	2,428,853	2,484,414
Economic Development	38,207	248,780	213,780	185,359	307,656	290,125	297,195	304,495	310,332	317,431
Parks & Recreation	1,946,085	2,020,881	2,138,930	2,262,268	2,378,130	2,408,621	2,467,317	2,527,919	2,576,376	2,635,312
Non-Departmental Expenditures	1,011,158	100,000	-	-	469,657	479,051	488,632	498,405	508,373	518,540
Initiatives	330,464	-	-	-	-	-	-	-	-	-
OPEB Expense	6,324,973	6,327,232	6,327,232	6,327,232	6,326,412	6,327,232	6,327,232	6,327,232	6,327,232	6,327,232
Total Operating Expenditure	52,482,674	55,860,073	56,802,018	56,875,976	57,922,743	58,299,101	59,972,000	61,474,887	62,922,134	64,421,407
Transfer to CIP Fund	2,689,180	2,100,000	2,100,000	2,100,000	2,450,000	2,700,000	2,700,000	2,850,000	3,100,000	3,300,000
Transfer to/(from) Other Funds	-	-	-	-	-	-	-	-	-	-
Total Transfers	2,689,180	2,100,000	2,100,000	2,100,000	2,450,000	2,700,000	2,700,000	2,850,000	3,100,000	3,300,000
TOTAL EXPENDITURES	55,171,854	57,960,073	58,902,018	58,975,976	60,372,743	60,999,101	62,672,000	64,324,887	66,022,134	67,721,407
Beginning Fund Balance	10,854,901	11,619,392	11,619,392	11,619,392	10,039,278	10,113,751	10,203,717	10,224,406	10,239,357	10,248,952
Surplus / (Deficit)	764,491	(2,298,511)	(2,644,905)	(1,580,114)	74,473	89,966	20,689	14,952	9,594	48,202
Ending Fund Balance	11,619,392	9,320,881	8,974,487	10,039,278	10,113,751	10,203,717	10,224,406	10,239,357	10,248,952	10,297,154
Target Fund Balance	7,271,725	7,236,003	7,313,425	7,461,462	9,067,082	9,163,360	9,403,903	9,650,976	9,904,759	10,165,441
Amount Over (Under) Target	4,347,667	2,084,878	1,661,062	2,577,816	1,046,669	1,040,356	820,502	588,382	344,192	131,713
Cumulative Amount Over (Under) Target										
Actual Percentage of Revenues	20.8%	16.7%	16.0%	17.5%	16.7%	16.7%	16.3%	15.9%	15.5%	15.2%
Target Percentage of Revenues	13.0%	13.0%	13.0%	13.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected
RESOURCES										
Transfer From General Fund	2,100,000	2,100,000	2,100,000	2,100,000	2,450,000	2,700,000	2,700,000	2,850,000	3,100,000	3,300,000
Transfer From Other Funds	-	-	720,000	720,000	760,000	-	-	-	-	-
Interest	3,865	5,000	5,000	5,000	5,000	6,500	15,000	15,000	15,000	15,000
Special Assessment	-	-	-	-	-	-	-	-	-	-
Reimbursements - Various Sources	508,368	550,000	550,000	550,000	570,000	590,000	590,000	590,000	590,000	590,000
Federal Grants	-	300,000	300,000	-	-	-	-	-	-	-
State Grants	38,533	-	497,787	497,787	-	900,000	300,000	300,000	50,000	-
Bond Proceeds	2,674,381	2,539,800	4,254,800	4,591,925	4,100,000	5,702,000	4,988,000	3,716,000	4,435,000	340,000
Private / Local Contributions	79,240	124,000	3,565,409	3,565,409	1,150,907	585,000	2,425,000	3,150,000	-	-
TOTAL RESOURCES	5,404,387	5,618,800	11,992,996	12,030,121	9,035,907	10,483,500	11,018,000	10,621,000	8,190,000	4,245,000
EXPENDITURES										
Bond Issuance + Other										
Bond Issuance Expenses	113,643	-	-	146,468	-	-	-	-	-	-
Other Expense	(27,234)	-	-	-	-	-	-	-	-	-
Total Bond Issuance + Other	86,409	-	-	146,468	-	-	-	-	-	-
Existing Debt Service										
Park Street Public Safety Station - 2006B BA	208,500	-	-	-	-	-	-	-	-	-
Building Authority 2011 Refunding	326,043	248,268	248,268	248,268	246,618	240,713	243,913	241,713	243,850	240,563
Building Authority 2015 Refunding	701,400	902,850	902,850	902,850	906,350	906,750	891,150	895,150	892,950	904,750
General Capital Projects - 2007 GO	67,763	42,240	42,240	42,240	-	-	-	-	-	-
General Capital Projects - 2008 GO	179,336	178,864	178,864	178,864	145,076	-	-	-	-	-
General Capital Projects - 2009 GO	213,536	215,766	215,766	215,766	173,399	174,744	-	-	-	-
General Capital Projects - 2010 GO	194,446	194,256	194,256	194,256	192,660	190,836	192,660	190,380	191,748	192,812
General Capital Projects - 2011 GO	138,780	139,842	139,842	139,842	140,611	141,002	141,032	142,384	141,576	142,052
General Capital Projects - 2012 GO	105,686	104,161	104,161	104,161	104,022	103,778	103,268	102,483	102,843	101,607
General Capital Projects - 2013 GO	80,733	79,495	79,495	79,495	79,436	79,352	78,067	77,959	77,828	77,674
General Capital Projects - 2014 GO	268,897	267,012	267,012	267,012	266,319	267,267	267,267	267,267	267,267	267,267
General Capital Projects - 2015 GO	189,674	200,899	200,899	200,899	200,635	200,328	202,330	198,840	199,337	197,361
General Capital Projects - 2016 GO	17,097	179,700	179,700	179,700	226,394	225,694	219,894	223,894	222,594	216,194
General Capital Projects - 2017 GO	-	110,617	110,617	110,617	243,393	241,643	239,643	238,843	241,343	243,343
Total Existing Debt Service	2,691,890	2,863,970	2,863,970	2,863,970	2,924,914	2,772,107	2,421,478	2,420,038	2,422,615	2,424,977
New Planned Debt Service										
General Capital Projects - 2018 GO	-	-	-	-	85,417	170,833	170,833	170,833	170,833	170,833
General Capital Projects - 2019 GO	-	-	-	-	-	237,583	475,167	475,167	475,167	475,167
General Capital Projects - 2020 GO	-	-	-	-	-	-	138,556	277,111	277,111	277,111
General Capital Projects - 2021 GO	-	-	-	-	-	-	-	154,833	309,667	309,667
General Capital Projects - 2022 GO	-	-	-	-	-	-	-	-	184,792	369,583
General Capital Projects - 2023 GO	-	-	-	-	-	-	-	-	-	14,167
Total Planned New Debt Service	-	-	-	-	85,417	408,417	784,556	1,077,944	1,417,569	1,616,528
TOTAL DEBT SERVICE	2,778,299	2,863,970	2,863,970	3,010,438	3,010,331	3,180,524	3,206,034	3,497,982	3,840,184	4,041,505
Capital Projects										
Park Improvements	155,200	75,000	3,888,261	3,888,261	2,705,907	1,522,000	2,488,000	1,966,000	485,000	240,000
Facilities & Equipment	185,471	324,800	2,929,909	2,929,909	425,000	125,000	125,000	0	0	0
Public Safety Facilities & Equipment	809,048	1,424,000	1,459,348	1,459,348	1,460,000	4,000,000	3,600,000	3,700,000	3,500,000	0
Public Service Facilities & Equipment	834,359	1,155,000	2,625,916	2,625,916	1,420,000	1,540,000	1,500,000	1,500,000	500,000	100,000
Total Capital Projects	1,984,078	2,978,800	10,903,434	10,903,434	6,010,907	7,187,000	7,713,000	7,166,000	4,485,000	340,000
TOTAL CAPITAL IMPROVEMENT	4,762,377	5,842,770	13,767,403	13,913,871	9,021,238	10,367,524	10,919,034	10,663,982	8,325,184	4,381,505
(Use of) Addition to Working Capital	642,010	(223,970)	(1,774,407)	(1,883,750)	14,669	115,976	98,966	(42,982)	(135,184)	(136,505)
BEGINNING FUND BALANCE	1,350,564	1,992,574	1,992,574	1,992,574	108,824	123,493	239,469	338,436	295,454	160,269
ENDING FUND BALANCE	1,992,574	1,768,604	218,167	108,824	123,493	239,469	338,436	295,454	160,269	23,765

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET**

MAJOR STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 Estimated
Revenue										
Highway Maintenance	291,810	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Gas & Weight Tax	4,458,804	5,353,160	5,353,160	5,353,160	6,028,505	7,095,182	7,476,338	7,928,235	8,443,866	9,214,930
Other State Revenue (Metro Act)	432,077	265,000	371,226	382,519	275,000	450,000	450,000	450,000	450,000	450,000
Interest	5,384	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other	8,747	10,000	10,000	40,669	60,000	60,000	60,000	60,000	60,000	60,000
Transfer from Insurance Fund	-	-	-	-	20,000	-	-	-	-	-
Total Revenue	5,196,822	5,884,160	5,990,386	6,032,348	6,639,505	7,861,182	8,242,338	8,694,235	9,209,866	9,980,930
Expenditures										
Debt Service	1,684,759	1,688,495	1,688,495	1,856,734	1,859,839	1,717,462	1,621,475	1,617,119	1,615,834	1,278,557
New Debt Service	-	-	-	-	85,708	257,125	422,458	589,125	755,792	922,458
Operations & Maintenance	2,511,991	2,577,812	2,653,664	2,822,653	3,780,514	3,843,281	3,881,714	3,920,531	3,959,736	3,999,334
OPEB Debt Service + Contribution	116,763	116,820	116,820	116,820	119,820	116,788	116,788	116,788	116,788	116,788
Total Debt Service & Operations	4,313,513	4,383,127	4,458,979	4,796,207	5,845,881	5,934,656	6,042,436	6,243,563	6,448,151	6,317,137
Transfers										
Transfer to Local Streets	999,996	450,000	450,000	450,000	1,000,000	1,100,000	900,000	850,000	850,000	750,000
Total Expenditure & Transfers	5,313,509	4,833,127	4,908,979	5,246,207	6,845,881	7,034,656	6,942,436	7,093,563	7,298,151	7,067,137
Available for Construction	(116,687)	1,051,033	1,081,407	786,141	(206,376)	826,526	1,299,902	1,600,672	1,911,715	2,913,793
Other Resources for Capital										
Federal Aid	-	2,334,000	2,334,000	2,334,000	2,069,000	1,916,000	860,000	-	-	-
Private Funding	52,807	1,200,000	1,147,193	1,243,000	2,039,200	-	-	-	-	-
Bond Proceeds	2,000,000	3,055,600	3,098,036	3,098,036	2,057,000	1,984,000	2,000,000	2,000,000	2,000,000	2,000,000
Transfer from Other Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Resources	2,052,807	6,589,600	6,579,229	6,675,036	6,165,200	3,900,000	2,860,000	2,000,000	2,000,000	2,000,000
Capital Expenditures										
Construction	2,475,965	6,782,036	7,896,746	7,899,795	6,165,200	3,900,000	2,860,000	2,000,000	2,000,000	2,000,000
Surplus / (Deficit)	(539,845)	858,597	(236,110)	(438,618)	(206,376)	826,526	1,299,902	1,600,672	1,911,715	2,913,793
Transfer from L DFA (Reimbursement to Fund Balance)	335,912	-	-	-	-	-	-	-	-	-
Beginning Fund Balance	2,257,720	2,053,787	2,053,787	2,053,787	1,615,169	1,408,793	2,235,319	3,535,221	5,135,893	7,047,608
Ending Fund Balance	2,053,787	2,912,384	1,817,677	1,615,169	1,408,793	2,235,319	3,535,221	5,135,893	7,047,608	9,961,401

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET**

LOCAL STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 Estimated
Revenue & Other Resources										
Operating Revenues										
Gas & Weight Tax	1,260,035	1,512,667	1,512,667	1,584,092	1,703,526	2,004,946	2,112,653	2,240,349	2,386,055	2,603,941
Interest	3,276	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Bond Discount	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Other	304,739	192,500	192,500	72,500	313,000	200,000	190,000	190,000	190,000	190,000
Total Operating Revenue	1,568,050	1,707,167	1,707,167	1,658,592	2,018,526	2,216,946	2,314,653	2,442,349	2,588,055	2,805,941
Other Resources										
Transfer From Major Streets	999,996	450,000	450,000	450,000	1,000,000	1,100,000	900,000	850,000	850,000	750,000
Transfer From Insurance Fund	-	-	-	-	30,000	-	-	-	-	-
Total Other Resources	999,996	450,000	450,000	450,000	1,030,000	1,100,000	900,000	850,000	850,000	750,000
Total Revenue and Other Sources	2,568,046	2,157,167	2,157,167	2,108,592	3,048,526	3,316,946	3,214,653	3,292,349	3,438,055	3,555,941
Expenditures										
Operations & Maintenance	1,648,399	1,892,091	1,892,091	2,019,281	2,304,504	2,318,553	2,341,739	2,365,156	2,388,808	2,412,696
Existing Debt Service	686,879	683,528	683,528	739,236	722,972	749,030	590,024	583,723	589,053	582,451
Proposed New Debt Service	-	-	-	-	40,625	75,000	158,333	241,667	325,000	408,333
OPEB Debt Service + Contribution	108,138	108,191	108,191	108,191	108,138	108,138	108,138	108,138	108,138	108,138
Total Debt Service & Expenditures	2,443,416	2,683,810	2,683,810	2,866,708	3,176,239	3,250,722	3,198,234	3,298,684	3,410,998	3,511,618
Available for Construction	124,630	(526,643)	(526,643)	(758,116)	(127,713)	66,224	16,419	(6,335)	27,057	44,323
Other Resources for Capital										
Local and Other Contributions	-	-	413,700	413,700	2,601,864	-	-	-	-	-
Bond Proceeds	1,000,000	1,000,000	1,000,000	1,000,000	975,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfer from Other Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Resources	1,000,000	1,000,000	1,413,700	1,413,700	3,576,864	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Capital Expenditures										
Construction	659,732	1,000,000	2,209,209	2,209,209	3,576,864	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Surplus / (Deficit)	464,898	(526,643)	(1,322,152)	(1,553,625)	(127,713)	66,224	16,419	(6,335)	27,057	44,323
Beginning Fund Balance	1,274,033	1,738,931	1,738,931	1,738,931	185,306	57,593	123,817	140,236	133,901	160,958
Ending Fund Balance	1,738,931	1,212,288	416,779	185,306	57,593	123,817	140,236	133,901	160,958	205,281

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
REVENUES:							
Operating Taxes- Current Year	29,794,428	18,351,382	18,351,382	18,793,359	19,046,164	3.79%	19,522,318
Other Taxes / PILOT Payment	2,002,378	1,997,442	1,997,442	2,006,839	2,059,148	3.09%	2,110,627
Licenses, Permits & Fees	2,401,936	2,384,980	2,384,980	2,411,486	2,350,900	-1.43%	2,397,918
Intergovernmental Contributions	10,244,776	9,973,349	9,973,349	10,281,249	10,353,890	3.82%	10,560,968
Charges for Services	10,258,149	10,360,180	10,375,231	10,285,398	9,016,237	-12.97%	9,346,380
Interest & Rents	179,255	192,052	192,052	203,421	172,652	-10.10%	176,105
Fines & Forfeitures	13,981	36,300	36,300	11,276	36,300	0.00%	37,026
Other Revenue	391,442	1,326,200	1,381,200	1,783,967	349,700	-73.63%	386,694
Transfer from Other Funds	650,000	-	-	-	1,110,000	0.00%	-
Foundation for Excellence	-	11,039,677	11,565,177	11,618,867	15,952,225	0.00%	16,551,031
TOTAL OPERATING REVENUE	55,936,345	55,661,562	56,257,113	57,395,862	60,447,216	8.60%	61,089,067
EXPENDITURES:							
CITY COMMISSION							
Personnel	58,912	56,519	56,519	56,519	61,157	8.21%	57,070
Operating	12,940	28,750	28,750	19,250	24,450	-14.96%	24,939
TOTAL CITY COMMISSION	71,852	85,269	85,269	75,769	85,607	0.40%	82,009
CITY ADMINISTRATION							
Personnel	722,863	833,058	938,360	1,012,471	1,086,445	30.42%	1,083,237
Operating	141,162	369,288	599,745	572,414	740,570	100.54%	755,381
TOTAL CITY ADMINISTRATION	864,025	1,202,346	1,538,105	1,584,885	1,827,015	51.95%	1,838,619
CITY ATTORNEY							
Personnel	569,788	618,582	625,850	600,193	629,483	1.76%	632,994
Operating	82,960	100,337	100,337	86,099	135,407	34.95%	100,000
Capital	931	-	-	-	1,350	-	-
TOTAL CITY ATTORNEY	653,679	718,919	726,187	686,292	766,240	6.58%	732,994
CITY CLERK:							
ADMINISTRATION							
Personnel	131,339	101,578	104,250	104,844	149,349	47.03%	143,259
Operating	32,138	40,545	42,670	40,915	61,893	52.65%	63,131
Capital	499	-	-	-	-	-	-
TOTAL ADMINISTRATION	163,976	142,123	146,920	145,759	211,242	48.63%	206,390
ELECTIONS							
Personnel	237,388	138,233	155,233	139,633	231,825	67.71%	143,869
Operating	76,011	38,323	38,323	34,336	59,215	54.52%	34,336
Capital	-	-	-	-	-	-	-
TOTAL ELECTIONS	313,399	176,556	193,556	173,969	291,040	64.84%	178,205
RECORDS MANAGEMENT							
Personnel	77,415	127,021	128,800	118,197	171,673	35.15%	173,293
Operating	60,369	67,344	67,344	65,004	127,060	88.67%	129,601
Capital	1,615	-	-	3,100	-	-	-
TOTAL RECORDS MANAGEMENT	139,399	194,365	196,144	186,301	298,733	53.70%	302,895
TOTAL CITY CLERK	616,774	513,044	536,620	506,029	801,015	56.13%	687,489
INTERNAL AUDITOR							
Personnel	85,633	85,355	89,351	88,461	85,998	0.75%	85,636
Operating	1,074	1,606	1,606	1,844	1,963	22.23%	2,002
TOTAL INTERNAL AUDITOR	86,707	86,961	90,957	90,305	87,961	1.15%	87,638
HUMAN RESOURCES							
Personnel	651,554	610,824	610,824	639,910	662,994	8.54%	658,986
Operating	67,060	153,024	153,024	224,889	125,885	-17.74%	128,403
TOTAL HUMAN RESOURCES	718,614	763,848	763,848	864,799	788,879	3.28%	787,389

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
INFORMATION TECHNOLOGY							
Personnel	426,471	1,003,571	1,003,571	746,970	1,070,050	6.62%	1,214,272
Operating	546,651	553,605	553,605	587,316	604,044	9.11%	610,688
Capital	90,996	210,000	210,000	188,045	250,000	19.05%	251,400
TOTAL INFORMATION TECHNOLOGY	1,064,118	1,767,176	1,767,176	1,522,331	1,924,094	8.88%	2,076,360
MANAGEMENT SERVICES							
ADMINISTRATION							
Personnel	180,807	220,834	220,834	189,666	236,764	0.00%	259,778
Operating	33,472	129,288	67,538	64,699	68,097	0.00%	68,097
Capital	-	3,000	3,000	2,268	-	0.00%	-
TOTAL ADMINISTRATION	214,279	353,122	291,372	256,633	304,861	-	327,875
BUDGET AND ACCOUNTING							
Personnel	444,403	432,100	432,100	455,024	519,212	0.00%	520,031
Operating	8,369	501,297	93,123	102,957	94,150	0.00%	96,033
TOTAL BUDGET AND ACCOUNTING	452,772	933,397	525,223	557,981	613,362	-34.29%	616,064
FINANCIAL SERVICES							
Personnel	465,182	469,509	469,509	453,784	471,980	0.00%	470,888
Operating	11,113	5,755	5,755	5,755	5,115	0.00%	5,115
TOTAL FINANCIAL SERVICES	476,461	475,264	475,264	459,539	477,095	-	476,003
ASSESSOR							
Personnel	42,311	42,590	42,590	47,653	46,461	9.09%	45,992
Operating	398,020	422,760	445,260	428,193	426,874	0.97%	435,411
TOTAL ASSESSOR	440,414	465,350	487,850	475,846	473,335	1.72%	481,404
TREASURY							
Personnel	792,876	789,374	789,374	774,314	866,504	9.77%	873,269
Operating	294,217	487,805	498,305	467,526	469,805	-3.69%	479,201
Capital	1,358	-	-	2,780	-	-	-
TOTAL TREASURER	1,088,451	1,277,179	1,287,679	1,244,620	1,336,309	4.63%	1,352,470
PURCHASING							
Personnel	184,640	299,749	299,749	213,218	343,966	14.75%	345,232
Operating	17,425	63,742	34,117	34,119	15,621	-75.49%	15,933
Capital	-	-	-	-	-	-	-
TOTAL PURCHASING	202,065	363,491	333,866	247,337	359,587	-1.07%	361,165
TOTAL MANAGEMENT SERVICES	2,874,442	3,867,803	3,401,254	3,241,956	3,564,549	-7.84%	3,614,982
PUBLIC SAFETY							
ADMINISTRATION							
Personnel	865,996	866,516	866,516	917,716	1,077,799	24.38%	1,114,498
Operating	294,220	302,700	340,359	291,596	249,880	-17.45%	254,878
TOTAL ADMINISTRATION	1,160,216	1,169,216	1,206,875	1,209,312	1,327,679	13.55%	1,369,376
PUBLIC SAFETY CONTRACTS							
Personnel	662,612	610,707	610,707	605,632	516,795	-15.38%	512,055
Operating	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY CONTRACTS	662,612	610,707	610,707	605,632	516,795	-15.38%	512,055
COPS - FORMERLY KVET							
Personnel	1,662,346	1,779,571	1,779,571	1,929,668	1,877,348	5.49%	1,868,954
Operating	-	-	-	-	-	-	-
TOTAL COPS	1,662,346	1,779,571	1,779,571	1,929,668	1,877,348	5.49%	1,868,954
OPERATIONS DIVISION							
Personnel	14,668,558	16,505,836	16,505,836	17,062,541	16,404,937	-0.61%	16,748,047
Operating	508,641	42,210	42,210	47,055	49,925	18.28%	50,924
TOTAL OPERATIONS	15,177,199	16,548,046	16,548,046	17,109,596	16,454,862	-0.56%	16,798,971
CRIMINAL INVESTIGATIONS							
Personnel	3,098,297	2,975,309	2,975,309	3,044,638	3,099,246	4.17%	3,179,271
Operating	56,273	41,406	41,406	58,704	47,609	14.98%	48,561
TOTAL CRIMINAL INVESTIGATIONS	3,154,570	3,016,715	3,016,715	3,103,342	3,146,855	4.31%	3,227,833

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
SERVICE DIVISION							
Personnel	3,475,650	3,431,229	3,431,229	3,275,187	3,087,882	-10.01%	2,122,252
Operating	2,514,648	2,767,792	2,786,798	2,799,068	3,518,111	27.11%	4,340,871
Capital	617,999	600,000	766,343	706,704	443,100	-26.15%	400,000
TOTAL SERVICE	6,608,297	6,799,021	6,984,370	6,780,959	7,049,093	3.68%	6,863,123
TOTAL PUBLIC SAFETY	28,425,240	29,923,276	30,146,284	30,738,509	30,372,632	1.50%	30,640,311
PUBLIC SERVICES							
CITY MAINTENANCE							
Personnel	348,482	396,098	396,098	392,192	479,006	20.93%	456,651
Operating	429,762	494,198	671,915	636,546	677,679	37.13%	691,233
Capital	113,858	162,300	338,921	275,000	125,000	0.00%	120,000
TOTAL CITY WIDE MAINTENANCE	892,102	1,052,596	1,406,934	1,303,738	1,281,685	21.76%	1,267,884
ENGINEERING							
Personnel	1,034,989	931,274	931,274	847,921	-	-100.00%	-
Operating	142,921	131,609	131,609	126,608	-	-100.00%	-
TOTAL ENGINEERING	1,177,910	1,062,883	1,062,883	974,529	-	-100.00%	-
CITY EQUIPMENT							
Personnel	648,757	648,057	648,057	594,712	712,078	9.88%	723,281
Operating	1,226,863	1,510,689	1,510,689	1,410,419	1,440,327	-4.66%	1,469,134
Capital	-	64,000	64,000	143,500	113,000	76.56%	115,260
TOTAL CITY EQUIPMENT	1,875,620	2,222,746	2,222,746	2,148,631	2,265,405	1.92%	2,307,674
PUBLIC WORKS							
FORESTRY							
Personnel	239,936	305,073	305,073	277,425	290,803	-4.68%	269,839
Operating	26,817	37,484	373,784	374,417	332,660	787.47%	339,313
TOTAL FORESTRY	266,753	342,557	678,857	651,842	623,463	82.00%	609,152
DOWNTOWN MAINTENANCE							
Personnel	101,415	106,471	106,471	85,804	106,553	0.08%	102,909
Operating	245,026	231,222	231,222	228,529	283,366	22.55%	289,033
TOTAL DOWNTOWN MAINTENANCE	346,441	337,693	337,693	314,333	389,919	15.47%	391,942
STREETLIGHTING							
Operating	1,078,010	1,064,151	1,064,151	1,162,346	1,176,000	10.51%	1,176,000
TOTAL STREETLIGHTING	1,078,010	1,064,151	1,064,151	1,162,346	1,176,000	10.51%	1,176,000
ENVIRONMENTAL INSPECTIONS							
Personnel	3,956	2,933	2,933	2,932	15,601	431.91%	15,315
Operating	159,625	156,206	191,206	156,206	203,540	30.30%	207,611
Capital	-	-	-	-	-	0.00%	-
TOTAL ENVIRONMENTAL INSPECTIONS	163,581	159,139	194,139	159,138	219,141	37.70%	222,925
SIDEWALKS							
Personnel	71,253	-	-	-	-	-	-
Operating	15,659	-	-	-	-	-	-
TOTAL SIDEWALKS	86,912	-	-	-	-	-	-
TOTAL PUBLIC WORKS	1,941,697	1,903,540	2,274,840	2,287,659	2,408,523	26.53%	2,400,020
TOTAL PUBLIC SERVICES	5,887,328	6,241,765	6,967,403	6,714,557	5,955,613	-4.58%	5,975,578
COMMUNITY PLANNING AND DEVELOPMENT							
CODE ADMINISTRATION							
HOUSING							
Personnel	557,520	598,207	598,207	556,494	587,014	-1.87%	588,095
Operating	64,709	172,380	172,380	161,137	171,554	-0.48%	174,985
Capital	35,881	-	-	210	600	-	-
TOTAL HOUSING	658,110	770,587	770,587	717,841	759,168	-1.48%	763,080

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
TRADES							
Personnel	407,382	516,039	516,039	536,639	600,153	16.30%	606,253
Operating	142,718	80,585	80,585	118,774	83,412	3.51%	85,080
Capital	461	-	-	5,341	8,000		-
TOTAL TRADES	550,561	596,624	596,624	660,754	691,565	15.91%	691,333
TOTAL CODE ADMINISTRATION	1,208,671	1,367,211	1,367,211	1,378,595	1,450,733	6.11%	1,454,413
COMMUNITY DEVELOPMENT							
Personnel	263,175	327,310	327,310	293,415	412,073	25.90%	408,926
Operating	97,162	298,252	298,252	297,475	399,377	33.91%	407,365
Capital	-	-	-	-	5,100		-
TOTAL COMMUNITY DEVELOPMENT	360,337	625,562	625,562	590,890	816,550	30.53%	816,290
PLANNING							
Personnel	-	-	-	-	-		-
Operating	-	-	106,200	106,200	-		-
Capital	-	-	-	-	-		-
TOTAL PLANNING	-	-	106,200	106,200	-	-	-
TOTAL COMMUNITY PLANNING AND DEVELOPMENT	1,569,008	1,992,773	2,098,973	2,075,685	2,267,283	14%	2,270,703
ECONOMIC DEVELOPMENT							
Personnel	16,300	181,157	181,157	148,756	212,649	17.38%	193,218
Operating	21,907	67,623	32,623	36,603	95,007	40.50%	96,907
TOTAL ECONOMIC DEVELOPMENT	38,207	248,780	213,780	185,359	307,656	23.67%	290,125
PARKS AND RECREATION							
PARKS							
GENERAL PARKS							
Personnel	456,258	533,846	533,846	611,275	621,439	16.41%	616,080
Operating	258,534	234,396	234,394	234,816	258,287	10.19%	238,453
Capital	45,673	-	-	-	55,000		86,100
TOTAL GENERAL PARKS	760,465	768,242	768,240	846,091	934,726	21.67%	940,633
BRONSON PARK MAINTENANCE							
Personnel	33,602	39,278	39,278	36,608	41,186	4.86%	41,798
Operating	61,437	25,818	39,012	38,568	28,722	11.25%	29,296
Capital	-	-	-	-	-		-
TOTAL BRONSON PARK	95,039	65,096	78,290	75,176	69,908	7.39%	71,094
TOTAL PARKS	855,504	833,338	846,530	921,267	1,004,634	20.56%	1,011,727
RECREATION							
GENERAL RECREATION							
Personnel	511,299	593,547	682,416	690,276	750,787	26.49%	745,603
Operating	307,935	376,262	392,250	422,011	391,860	4.15%	399,697
Capital	2,445	-	-	-	-		-
TOTAL GENERAL RECREATION	821,679	969,809	1,074,666	1,112,287	1,142,647	17.82%	1,145,300
RECREATION ADULT SPORTS							
Personnel	26,325	23,131	23,131	26,112	24,415	5.55%	27,507
Operating	21,254	26,068	26,068	28,705	28,970	11.13%	29,549
Capital	-	-	-	-	-		-
TOTAL ADULT SPORTS	47,579	49,199	49,199	54,817	53,385	8.51%	57,056
INTERGENERATIONAL AND INCLUSIVE SERVICE							
Personnel	4,222	6,416	6,416	4,013	3,934	-38.68%	3,973
Operating	1,231	2,350	2,350	1,300	1,600	-31.91%	1,632
Capital	-	-	-	-	-		-
TOTAL INTERGENERATIONAL AND INCLUSIVE SERVICE	5,453	8,766	8,766	5,313	5,534	-36.87%	5,605

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
GENERAL FUND**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
RECREATION / SPORTS COMPLEX							
Personnel	64,935	88,260	88,260	72,529	73,290	-16.96%	88,920
Operating	91,346	71,509	71,509	73,808	68,640	-4.01%	70,013
Capital	59,589	-	-	22,247	30,000	0.00%	30,000
TOTAL SPORTS COMPLEX	215,870	159,769	159,769	168,584	171,930	7.61%	188,933
TOTAL RECREATION	1,090,581	1,187,543	1,292,400	1,341,001	1,373,496	15.66%	1,396,894
TOTAL PARKS & RECREATION	1,946,085	2,020,881	2,138,930	2,262,268	2,378,130	17.68%	2,408,621
GENERAL :							
NON-DEPARTMENTAL EXPENDITURES							
TOTAL NON-DEPARTMENTAL	1,011,158	100,000	-	-	469,657	369.66%	479,051
TOTAL OPERATING BUDGET	45,827,237	49,532,841	50,474,786	50,548,744	51,596,331	4.17%	51,971,869
INITIATIVES							
TOTAL INITIATIVES	330,464	-	-	-	-		-
TOTAL OPERATING & INITIATIVES	46,157,701	49,532,841	50,474,786	50,548,744	51,596,331	4.17%	51,971,869
TRANSFERS OUT							
Contribution to CIP Fund	2,689,180	2,100,000	2,100,000	2,100,000	2,450,000	16.67%	2,700,000
TOTAL CIP CONTRIBUTION	2,689,180	2,100,000	2,100,000	2,100,000	2,450,000	16.67%	2,700,000
OPEB EXPENSE							
Contributions to OPEB Trust	2,491,300	2,491,300	2,491,300	2,491,300	2,491,300	0.00%	2,491,300
Debt Service OPEB Bonding	3,833,673	3,835,932	3,835,932	3,835,932	3,835,112	-0.02%	3,835,932
TOTAL OPEB EXPENSE	6,324,973	6,327,232	6,327,232	6,327,232	6,326,412	-0.01%	6,327,232
TOTAL GENERAL FUND EXPENDITURES	55,171,854	57,960,073	58,902,018	58,975,976	60,372,743	4.16%	60,999,101
BEGINNING UNRESERVED FUND BALANCE	10,854,901	11,619,392	11,619,392	11,619,392	10,039,278	-13.60%	10,113,751
(USE OF WORKING CAPITAL) OR TRANSFER TO SURPLUS	764,491	(2,298,511)	(2,644,905)	(1,580,114)	74,473	-103.24%	89,966
ENDING UNRESERVED FUND BALANCE	11,619,392	9,320,881	8,974,487	10,039,278	10,113,751	8.51%	10,203,717
Target Fund Balance	7,271,725	7,236,003	7,313,425	7,461,462	7,858,138	8.60%	7,941,579
Over / (Under) Target Fund Balance	4,347,667	2,084,878	1,661,062	2,577,816	2,255,613		2,262,138
Fund Balance Percentage of Revenue	20.8%	16.7%	16.0%	17.5%	16.7%		16.7%
Ending Budget Stabilization Reserves	-	-	-	-	-		-
Ending Capital Reserve	350,000	350,000	350,000	350,000	350,000		350,000

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
MAJOR STREETS							
Operating							
RESOURCES							
Highway Maintenance	291,810	250,000	250,000	250,000	250,000	0.00%	250,000
Gas and Weight Tax	4,458,804	5,353,160	5,353,160	5,353,160	6,028,505	12.62%	7,095,182
Other State Revenue (Metro Act)	432,077	265,000	371,226	382,519	275,000	3.77%	450,000
Interest	5,384	6,000	6,000	6,000	6,000	0.00%	6,000
Bond Financing	-	-	-	-	-	0.00%	-
Other	8,747	10,000	10,000	40,669	60,000	500.00%	60,000
Transfer from Insurance Fund	-	-	-	-	20,000	0.00%	-
Use of (Contribution to) Working Capital	116,687	(1,051,033)	(1,081,407)	(786,141)	206,376	-119.64%	(826,526)
TOTAL RESOURCES	5,313,509	4,833,127	4,908,979	5,246,207	6,845,881	41.64%	7,034,656
EXPENDITURES							
Personnel	713,275	897,937	897,937	849,564	1,512,547	68.45%	1,575,314
Operating	1,798,716	1,679,875	1,755,727	1,973,089	2,267,967	35.01%	2,267,967
Debt Service	1,684,759	1,688,495	1,688,495	1,856,734	1,945,547	15.22%	1,974,587
Debt Service - OPEB Bonding	73,363	73,420	73,420	73,420	76,420	0.00%	73,388
Contribution OPEB Trust	43,400	43,400	43,400	43,400	43,400	0.00%	43,400
Transfer to Local Streets	999,996	450,000	450,000	450,000	1,000,000	122.22%	1,100,000
TOTAL MAJOR STREETS OPERATING	5,313,509	4,833,127	4,908,979	5,246,207	6,845,881	41.64%	7,034,656
CAPITAL							
RESOURCES							
Federal Aid	-	2,334,000	2,334,000	2,334,000	2,069,000	-11.35%	1,916,000
State Grants and Other State Revenue	-	-	-	-	-	-	-
Local and Other Contributions	52,807	1,200,000	1,147,193	1,243,000	2,039,200	0.00%	-
Contribution from Bond Proceeds	2,000,000	3,055,600	3,098,036	3,098,036	2,057,000	-32.68%	1,984,000
Transfer from Other Funds	-	-	-	-	-	0.00%	-
Use of (Contribution to) Working Capital	423,158	192,436	1,317,517	1,224,759	-	-100.00%	-
TOTAL RESOURCES	2,475,965	6,782,036	7,896,746	7,899,795	6,165,200	-9.10%	3,900,000
STREET CONSTRUCTION							
Personnel	20,625	42,429	26,629	29,678	42,429	0.00%	-
Materials and Services	2,431,692	6,739,607	7,870,117	7,870,117	6,122,771	-9.15%	3,900,000
Capital	23,648	-	-	-	-	0.00%	-
TOTAL STREET CONSTRUCTION	2,475,965	6,782,036	7,896,746	7,899,795	6,165,200	-9.10%	3,900,000
TOTAL MAJOR STREETS	7,789,474	11,615,163	12,805,725	13,146,002	13,011,081	12.02%	10,934,656
LOCAL STREETS							
Operating							
RESOURCES							
Gas and Weight Taxes	1,260,035	1,512,667	1,512,667	1,584,092	1,703,526	12.62%	2,004,946
Interest	3,276	2,000	2,000	2,000	2,000	0.00%	2,000
Bond Financing	-	-	-	-	-	0.00%	10,000
Other	304,739	192,500	192,500	192,500	313,000	62.60%	200,000
Transfer from Major Streets	999,996	450,000	450,000	450,000	1,000,000	122.22%	1,100,000
Transfer from Insurance Fund	-	-	-	-	30,000	0.00%	-
Use of (Contribution to) Working Capital	(124,630)	526,643	526,643	638,116	127,713	-75.75%	(66,224)
TOTAL RESOURCES	2,443,416	2,683,810	2,683,810	2,866,708	3,176,239	18.35%	3,250,722
EXPENDITURES							
Personnel	606,401	823,196	823,196	1,003,447	1,238,256	50.42%	1,297,305
Operating	1,041,998	1,068,895	1,068,895	1,015,834	1,066,248	-0.25%	1,021,248
Debt Service	686,879	683,528	683,528	739,236	763,597	11.71%	824,030
Debt Service - OPEB Bonding	67,888	67,941	67,941	67,941	67,888	0.00%	67,888
Contribution OPEB Trust	40,250	40,250	40,250	40,250	40,250	0.00%	40,250
Transfer to Pension Fund (ERI payback)	-	-	-	-	-	0.00%	-
TOTAL LOCAL STREETS OPERATING	2,443,416	2,683,810	2,683,810	2,866,708	3,176,239	18.35%	3,250,722

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
LOCAL STREETS, continued							
CAPITAL RESOURCES							
Local and Other Contributions	-	-	413,700	413,700	2,601,864	0.00%	-
Federal Aid	-	-	-	-	-	-	-
Bond Proceeds	1,000,000	1,000,000	1,000,000	1,000,000	975,000	-2.50%	1,000,000
Transfer from Other Funds	-	-	-	-	-	0.00%	-
Use of (Contribution to) Working Capital	(340,268)	-	795,509	795,509	-	0.00%	-
TOTAL RESOURCES	659,732	1,000,000	2,209,209	2,209,209	3,576,864	257.69%	1,000,000
STREET CONSTRUCTION							
Personnel	24,635	42,429	242,695	242,695	24,635	-41.94%	-
Supplies and Services	635,097	957,571	1,966,514	1,966,514	3,552,229	270.96%	1,000,000
TOTAL STREET CONSTRUCTION	659,732	1,000,000	2,209,209	2,209,209	3,576,864	257.69%	1,000,000
TOTAL LOCAL STREETS	3,103,148	3,683,810	4,893,019	5,075,917	6,753,103	83.32%	4,250,722
CEMETERIES							
RESOURCES							
Lot and Burial Sales	119,523	130,350	130,350	104,081	116,102	-10.93%	116,102
Foundations	26,097	21,000	21,000	33,674	30,000	42.86%	30,000
Interest	412	-	-	412	400	0.00%	400
Other	2,467	-	-	-	-	0.00%	-
Transfer from Cemetery Trust / Capital	194,943	310,578	339,000	339,000	297,168	-4.32%	297,168
Use of (Contribution to) Working Capital	26,142	189,730	160,182	(79,106)	89,395	-52.88%	89,855
TOTAL RESOURCES	369,584	651,658	650,532	398,061	533,065	-18.20%	533,525
EXPENDITURES							
Personnel	28,465	29,290	29,290	29,258	29,630	1.16%	30,090
Operating	326,176	463,368	463,368	354,327	341,255	-26.35%	341,255
Capital	14,943	159,000	157,874	14,476	162,180	2.00%	162,180
Transfer to Pension Fund (ERI payback)	-	-	-	-	-	0.00%	-
TOTAL CEMETERIES	369,584	651,658	650,532	398,061	533,065	-18.20%	533,525
SOLID WASTE							
RESOURCES							
Taxes - Current and Prior Years	2,553,522	2,607,731	2,607,731	2,607,731	2,843,141	9.03%	2,933,495
Interest	162	5,000	5,000	5,000	5,000	0.00%	5,000
Other	93,959	103,000	103,000	103,000	103,000	0.00%	103,000
Transfer Insurance Fund	-	-	-	-	30,000	0.00%	-
Use of (Contribution to) Working Capital	35,243	(51,015)	141,385	(19,845)	(439,677)	761.86%	(473,820)
TOTAL RESOURCES	2,682,886	2,664,716	2,857,116	2,695,886	2,541,464	-4.63%	2,567,675
EXPENDITURES							
Personnel	544,078	628,377	628,377	332,670	355,648	-43.40%	381,859
Operating	2,008,933	1,906,400	2,098,800	2,233,277	2,055,942	7.84%	2,055,942
Debt Service - OPEB Bonding	81,575	81,639	81,639	81,639	81,574	0.00%	81,574
Contribution OPEB Trust	48,300	48,300	48,300	48,300	48,300	0.00%	48,300
TOTAL SOLID WASTE	2,682,886	2,664,716	2,857,116	2,695,886	2,541,464	-4.63%	2,567,675
BLIGHT ABATEMENT							
RESOURCES							
Other - Interest	53	-	-	53	50	-	-
Use of (Contribution to) Working Capital	(53)	26,529	26,529	887	25,390	-4.29%	-
TOTAL RESOURCES	-	26,529	26,529	940	25,440	-4.10%	-
EXPENDITURES							
Operating	-	26,529	26,529	940	25,440	-4.10%	-
Capital	-	-	-	-	-	-	-
TOTAL BLIGHT ABATEMENT	-	26,529	26,529	940	25,440	-4.10%	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
BROWNFIELD LOCAL SITE REM REVOLVING							
RESOURCES							
Tax Capture	775,141	253,350	253,350	253,350	175,455	-30.75%	175,000
Interest on Investments	2,990	2,000	2,000	2,000	1,500	-25.00%	1,500
Transfer from EOF	-	-	-	-	-	0.00%	-
Use of (Contribution to) Working Capital	(647,476)	2,220,025	2,220,025	1,212,025	1,093,428	-50.75%	(1,500)
TOTAL RESOURCES	130,655	2,475,375	2,475,375	1,467,375	1,270,383	-48.68%	175,000
EXPENDITURES							
Operating	77,848	575,375	575,375	167,375	1,270,383	120.79%	175,000
Transfers to Other Funds	52,807	1,900,000	1,900,000	1,300,000	-	-100.00%	-
TOTAL LOCAL SITE REM REVOLVING	130,655	2,475,375	2,475,375	1,467,375	1,270,383	-48.68%	175,000
ECONOMIC INITIATIVE							
RESOURCES							
Interest on Loans	36,973	35,000	35,000	27,158	33,153	-5.28%	40,000
Interest on Investments	1,720	2,000	2,000	2,000	1,500	-25.00%	10,000
Use of (Contribution to) Working Capital	861,307	245,000	245,000	234,150	150,347	-38.63%	60,000
TOTAL RESOURCES	900,000	282,000	282,000	263,308	185,000	-34.40%	110,000
EXPENDITURES							
Operating	250,000	250,000	250,000	200,000	150,000	-40.00%	75,000
Transfers to Other Funds	650,000	32,000	32,000	63,308	35,000	0.00%	35,000
TOTAL ECONOMIC INITIATIVE	900,000	282,000	282,000	263,308	185,000	-34.40%	110,000
ECONOMIC OPPORTUNITY							
RESOURCES							
Interest on Investments	152	-	-	-	1,500,150	0.00%	150
Use of (Contribution to) Working Capital	(152)	-	-	-	74,850	0.00%	(150)
TOTAL RESOURCES	-	-	-	-	1,575,000	0.00%	-
EXPENDITURES							
Operating	-	-	-	-	1,575,000	0.00%	-
Transfers to Other Funds	-	-	-	-	-	0.00%	-
TOTAL ECONOMIC OPPORTUNITY	-	-	-	-	1,575,000	0.00%	-
FAÇADE IMPROVEMENT PROGRAM							
RESOURCES							
Other	927	611	611	9,310	6,708	0.00%	5,000
Use of (Contribution to) Working Capital	(927)	-	-	(964)	-	0.00%	-
TOTAL RESOURCES	-	611	611	8,346	6,708	0.00%	5,000
EXPENDITURES							
Transfer to CDBG Grants	-	611	611	8,346	6,708	0.00%	5,000
TOTAL FAÇADE IMPROVEMENT PROGRAM	-	611	611	8,346	6,708	0.00%	5,000
SMALL BUSINESS REVOLVING LOANS							
RESOURCES							
Principal on Loans	13,098	10,000	10,000	4,795	4,700	-53.00%	8,000
Interest from Loans	1,497	1,200	1,200	938	900	-25.00%	2,000
Use of (Contribution to) Working Capital	63,251	(10,000)	(10,000)	5,210	4,900	-149.00%	-
TOTAL RESOURCES	77,846	1,200	1,200	10,943	10,500	775.00%	10,000
EXPENDITURES							
Transfer to other CDBG programs	77,846	1,200	1,200	10,943	10,500	0.00%	10,000
TOTAL SMALL BUSINESS REVOLVING LOANS	77,846	1,200	1,200	10,943	10,500	775.00%	10,000

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
PRIVATE PURPOSE TRUST AND DONATIONS							
RESOURCES							
Donations & Contributions	464,130	64,333	87,214	602,281	518,880	706.55%	518,880
Interest on Investments	3,943	(450)	(450)	2,538	2,292	-609.33%	2,292
Use of (Contribution to) Working Capital	(266,886)	67,857	81,857	8,428	84,552	24.60%	84,552
TOTAL RESOURCES	201,187	131,740	168,621	613,247	605,724	359.79%	605,724
EXPENDITURES							
PUBLIC SAFETY-							
Personnel	-	-	-	-	-	-	-
Operating	69,228	62,598	62,598	63,816	63,849	2.00%	63,849
Capital	-	-	-	-	-	0.00%	-
TOTAL PUBLIC SAFETY	69,228	62,598	62,598	63,816	63,849	-	63,849
PARKS AND RECREATION-							
Personnel	12,867	-	6,986	-	-	-	-
Operating	16,396	64	12,064	12,008	10,056	0.00%	10,056
Capital	1,092	-	3,895	-	-	-	-
TOTAL PARKS AND RECREATION	30,355	64	22,945	12,008	10,056	156	10,056
COMMUNITY PLANNING & DEVELOPMENT -							
Personnel	-	-	-	-	-	0.00%	-
Operating	101,604	69,078	83,078	537,423	531,819	669.88%	531,819
TOTAL COMMUNITY PLANNING & DEVEL	101,604	69,078	83,078	537,423	531,819		531,819
TOTAL PRIVATE PURPOSE TRUST & DONA	201,187	131,740	168,621	613,247	605,724	359.79%	605,724
MICROENTERPRISE REVOLVING LOANS							
RESOURCES							
Use of (Contribution to) Working Capital	79,133	-	-	-	-	-	-
TOTAL RESOURCES	79,133	-	-	-	-	-	-
EXPENDITURES							
Operating	-	-	-	-	-	-	-
Transfer to CDBG Grants	79,133	-	-	-	-	-	-
TOTAL MICROENTERPRISE LOANS	79,133	-	-	-	-	-	-
KVET DRUG ENFORCEMENT FORFEITURE							
RESOURCES							
KVET-Federal Forfeiture Justice Fund	70,000	20,000	20,000	20,000	20,000	0.00%	20,000
Drug Forfeiture Revenue	160,297	210,000	210,000	210,000	210,000	0.00%	210,000
Drug Enforcement Task Force	30,176	20,000	20,000	20,000	20,000	0.00%	20,000
Clandestine Lab Program	6,097	1,600	1,600	3,555	3,555	0.00%	3,555
Interest on Investments	652	-	-	-	-	0.00%	-
Auction Sale and Sale of Assets	31,023	50,000	50,000	30,000	50,000	0.00%	50,000
Use of (Contribution to) Working Capital	90,323	(18,458)	(18,458)	158,836	51,125	-376.98%	51,016
TOTAL RESOURCES	388,568	283,142	283,142	442,391	354,680	25.27%	354,571
EXPENDITURES							
Personnel	43,879	16,079	16,079	40,310	16,190	0.69%	16,081
Operating	267,841	242,563	242,563	377,581	-	-100.00%	-
Capital	76,848	24,500	24,500	24,500	338,490	1281.59%	338,490
TOTAL KVET DRUG ENFORCEMENT	388,568	283,142	283,142	442,391	354,680	25.27%	354,571

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
COMMUNITY DEVELOPMENT GRANT ADMINISTRATION							
RESOURCES							
Federal Revenues	691,037	852,547	852,547	741,342	865,496	1.52%	875,278
Other	19,651	13,000	13,000	19,651	19,000	46.15%	20,000
Transfer from Other Funds	144,561	-	-	12,211	10,500	-100.00%	-
Working Capital	1	-	-	(1,225)	-	0.00%	-
TOTAL RESOURCES	855,250	865,547	865,547	771,979	894,996	3.40%	895,278
EXPENDITURES							
Personnel	777,678	789,622	789,622	759,490	817,507	3.53%	835,278
Operating	77,572	75,925	75,925	12,489	77,489	2.06%	60,000
Capital	-	-	-	-	-	0.00%	-
TOTAL COMMUNITY DEVELOPMENT GRANT ADMINISTRATION	855,250	865,547	865,547	771,979	894,996	3.40%	895,278

COMMUNITY DEVELOPMENT ENTITELMENT GRANTS							
RESOURCES							
Federal Revenues	1,306,067	150,000	1,194,785	1,009,648	1,094,918	629.95%	1,250,000
Other	(1,163)	-	-	-	-	-	-
Transfer from Other Funds	12,418	-	54,211	36,549	-	-100.00%	-
Working Capital	9,662	-	-	74,157	-	0.00%	(150,000)
TOTAL RESOURCES	1,326,984	150,000	1,248,996	1,120,354	1,094,918	629.95%	1,100,000
EXPENDITURES							
Personnel	115,609	150,000	184,391	300,709	150,000	0.00%	150,000
Operating	1,211,375	-	1,064,605	772,461	944,918	-100.00%	950,000
Transfer to Other Funds	-	-	-	47,184	-	0.00%	-
TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS	1,326,984	150,000	1,248,996	1,120,354	1,094,918	629.95%	1,100,000

FOUNDATION FOR EXCELLENCE							
RESOURCES							
Local Contributions	-	-	2,652,567	3,152,567	12,428,000	0.00%	306,893
Internal Contributions	-	-	-	-	-	0.00%	-
Working Capital	-	-	-	-	-	0.00%	-
TOTAL RESOURCES	-	-	2,652,567	3,152,567	12,428,000	0.00%	306,893
EXPENDITURES							
Transfer to Other Funds	-	-	2,652,567	3,152,567	12,428,000	0.00%	306,893
TOTAL FOUNDATION FOR EXCELLENCE	-	-	2,652,567	3,152,567	12,428,000	0.00%	306,893

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
MISCELLANEOUS GRANTS							
RESOURCES							
Federal and State Grants	2,073,676	832,000	1,046,601	1,194,078	1,427,995	71.63%	1,346,995
Local Contributions	70,615	-	4,308	7,111	-	0.00%	-
Internal Contributions	100,944	90,000	890,000	840,000	840,000	0.00%	890,000
Working Capital	(1)	-	(99,999)	(225,314)	12,801	0.00%	-
TOTAL RESOURCES	2,245,234	922,000	1,840,910	1,815,875	2,280,796	0.00%	2,236,995
EXPENDITURES							
PUBLIC SAFETY-							
Personnel	1,289,414	832,000	832,000	831,699	1,345,583	0.00%	1,346,995
Operating	89,808	-	-	-	-	0.00%	-
Capital	260,259	-	-	-	-	0.00%	-
TOTAL PUBLIC SAFETY	1,639,481	832,000	832,000	831,699	1,345,583	0.00%	1,346,995
PARKS AND RECREATION-							
Personnel	31,600	-	50,254	43,631	45,213	0.00%	-
Operating	227,733	90,000	938,110	920,000	890,000	0.00%	890,000
Capital	-	-	-	-	-	0.00%	-
TOTAL PARKS AND RECREATION	259,333	90,000	988,364	963,631	935,213	0.00%	890,000
COMMUNITY DEVELOPMENT-							
Personnel	3,375	-	-	-	-	0.00%	-
Operating	343,045	-	20,546	20,545	-	0.00%	-
Capital	-	-	-	-	-	0.00%	-
TOTAL COMMUNITY DEVELOPMENT	346,420	-	20,546	20,545	-	0.00%	-
TOTAL GENERAL GOVERNMENT	-	-	-	-	-	-	-
TOTAL MISCELLANEOUS GRANTS	2,245,234	922,000	1,840,910	1,815,875	2,280,796	0.00%	2,236,995
TOTAL SPECIAL REVENUES	20,149,949	23,753,491	31,051,890	30,983,191	43,570,858	83.43%	24,086,039

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
ENTERPRISE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
WASTEWATER							
RESOURCES							
Operational	19,599,234	22,480,313	22,480,313	20,304,262	20,616,400	-8.29%	22,265,712
Interest	84,217	33,200	33,200	33,200	180,500	443.67%	180,500
Other Income	51,187	3,000	3,000	5,872	56,200	1773.33%	-
CIA - Capital	17,958	-	30,000	30,000	1,388,937	0.00%	1,388,937
Bond Proceeds	-	6,540,000	-	-	5,630,000	0.00%	11,235,000
Transfer from Insurance Fund	-	-	-	-	240,000	0.00%	-
Use of (Contribution to) Working Capital	4,429,920	3,386,324	11,937,649	12,478,253	5,027,644	48.47%	1,539,946
TOTAL RESOURCES	24,182,516	32,442,837	34,484,162	32,851,587	33,139,681	2.15%	36,610,095
EXPENDITURES							
Personnel	4,969,248	5,467,704	5,467,704	5,008,158	6,125,664	12.03%	6,186,937
Operating	15,188,165	17,219,370	17,193,370	16,041,746	17,143,786	-0.44%	17,486,661
Capital	1,737,186	7,824,200	9,891,525	9,870,120	7,933,937	1.40%	11,885,000
Debt Service	978,497	971,707	971,707	971,707	976,400	0.48%	91,903
Debt Service - OPEB Bonding	601,683	602,156	602,156	602,156	602,194	0.00%	601,894
Contribution OPEB Trust	707,737	357,700	357,700	357,700	357,700	0.00%	357,700
TOTAL WASTEWATER	24,182,516	32,442,837	34,484,162	32,851,587	33,139,681	2.15%	36,610,095
WATER							
RESOURCES							
Operational	15,444,032	15,936,057	15,936,057	16,854,653	16,817,071	5.53%	18,162,437
Interest	39,851	5,000	5,000	5,000	54,400	988.00%	54,400
Other	74,705	10,248	10,248	10,248	65,100	535.25%	65,100
Capital CIA	2,112,642	-	2,242,689	2,242,689	33,000	0.00%	33,000
Bond Proceeds	-	-	-	-	8,805,600	0.00%	12,995,100
Transfer from Insurance Fund	-	-	-	-	180,000	0.00%	-
Transfer from Other Funds	-	-	500,000	500,000	500,000	0.00%	500,000
Use of (Contribution to) Working Capital	1,413,346	10,340,702	9,264,979	8,174,102	2,551,826	-75.32%	1,600,936
TOTAL RESOURCES	19,215,911	26,292,007	27,958,973	27,786,692	29,006,997	10.33%	33,410,973
EXPENDITURES							
Personnel	2,902,067	4,007,921	4,007,921	4,177,616	5,288,662	31.96%	5,457,606
Operating	11,235,551	11,173,919	11,173,919	11,128,554	10,653,919	-4.65%	10,866,997
Capital	2,185,534	8,033,800	9,700,766	9,562,703	10,118,600	25.95%	14,194,800
Debt Service	1,727,434	2,226,419	2,226,419	2,067,871	2,095,833	-5.87%	2,041,861
Debt Service - OPEB Bonding	551,315	551,748	551,748	551,748	551,783	0.00%	551,508
Contribution OPEB Trust	614,010	298,200	298,200	298,200	298,200	0.00%	298,200
TOTAL WATER	19,215,911	26,292,007	27,958,973	27,786,692	29,006,997	10.33%	33,410,973

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
ENTERPRISE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
KALAMAZOO FARMERS MARKET							
RESOURCES							
Property Rental	15,000	15,000	15,000	-	-	-100.00%	-
Other	2,468	2,500	2,500	-	-	-100.00%	-
Use of (Contribution to) Working Capital	22	(1,866)	(1,866)	-	-	-100.00%	-
TOTAL RESOURCES	17,490	15,634	15,634	-	-	-100.00%	-
EXPENDITURES							
Personnel	1,201	1,191	1,191	-	-	-100.00%	-
Operating	16,289	14,443	14,443	-	-	-100.00%	-
TOTAL FARMERS MARKET	17,490	15,634	15,634	-	-	-100.00%	-
KALAMAZOO MUNICIPAL GOLF ASSOCIATION							
RESOURCES							
Operational	1,206,959	1,120,906	1,120,906	1,165,000	1,205,000	7.50%	1,205,000
Other	508,585	480,000	480,000	579,491	510,000	6.25%	510,000
Use of (Contribution to) Working Capital	179,141	103,353	103,353	(30,076)	(30,295)	-129.31%	(30,295)
TOTAL RESOURCES	1,894,685	1,704,259	1,704,259	1,714,415	1,684,705	-1.15%	1,684,705
EXPENDITURES							
Operating	1,654,555	1,408,820	1,408,820	1,466,106	1,438,500	2.11%	1,438,500
Debt Service	240,130	295,439	295,439	248,309	246,205	-16.66%	246,205
TOTAL GOLF ASSOCIATION	1,894,685	1,704,259	1,704,259	1,714,415	1,684,705	-1.15%	1,684,705
TOTAL ENTERPRISE FUNDS	45,310,602	60,454,737	64,163,028	62,352,694	63,831,383	-89%	71,705,773

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PENSION SYSTEM**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
PENSION SYSTEM							
RESOURCES							
Investment Income	74,962,061	44,607,044	44,607,044	35,960,000	35,960,000	-19.38%	36,319,600
Employer & Employee Contributions	1,085,939	1,037,000	1,037,000	1,065,000	1,065,000	2.70%	1,065,000
Miscellaneous Income	1,427	200	200	500	1,000	400.00%	1,000
Use of (Contribution to) Working Capital	(45,200,310)	(14,728,645)	(14,689,645)	(6,015,788)	(6,046,300)	-58.95%	(6,096,753)
TOTAL RESOURCES	30,849,117	30,915,599	30,954,599	31,009,712	30,979,700	0.21%	31,288,847
OPERATIONS							
Benefit Payments	28,474,218	28,500,000	28,500,000	28,500,000	28,500,000	0.00%	28,785,000
Participant Withdrawals	22,653	20,000	20,000	60,000	65,000	0.00%	65,000
Custodial & Actuarial Fees	357,100	319,500	358,500	387,434	398,000	24.57%	401,980
Pension Management Fees	1,810,110	1,850,000	1,850,000	1,850,000	1,850,000	0.00%	1,868,500
City Administrative Fees	153,024	147,099	147,099	147,099	147,100	0.00%	148,571
Due Diligence/Conferences	6,755	5,000	5,000	7,000	10,000	100.00%	10,100
Investment Advisory Fees	1,375	68,000	68,000	2,000	3,500	-94.85%	3,535
Audit Fees	4,800	5,000	5,000	4,900	5,100	2.00%	5,151
Other Expenses	19,082	1,000	1,000	51,279	1,000	0.00%	1,010
TOTAL RETIREMENT OPERATIONS	30,849,117	30,915,599	30,954,599	31,009,712	30,979,700	0.21%	31,288,847

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
OTHER POST EMPLOYMENT BENEFITS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
OPEB SYSTEM							
RESOURCES							
Investment Income	10,880,702	17,187,748	17,187,748	11,680,000	11,680,000	0.00%	11,796,800
Employer Contributions	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	0.00%	3,500,000
Employee Contributions	885,073	875,945	875,945	917,000	917,000	0.00%	926,170
Use of (Contribution to) Working Capital	(4,609,756)	(11,687,568)	(11,687,568)	(5,343,700)	(5,168,782)	0.00%	(5,185,825)
TOTAL RESOURCES	10,656,019	9,876,125	9,876,125	10,753,300	10,928,218	10.65%	11,037,145
OPERATIONS							
Retiree Healthcare	10,284,890	9,448,000	9,448,000	10,350,000	10,464,000	0.00%	10,568,640
Outside Contractual	31,070	26,000	26,000	33,000	35,530	0.00%	35,530
Audit & Service Fees	340,059	402,125	402,125	370,300	428,688	0.00%	432,975
TOTAL OPEB OPERATIONS	10,656,019	9,876,125	9,876,125	10,753,300	10,928,218	10.65%	11,037,145

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
INTERNAL SERVICE FUNDS**

	2016 Actual	2017 Adopted	2017 Amended	2017 Projected	2018 Adopted	2018/2017 Variance	2019 Projected
INSURANCE							
RESOURCES							
Interest	17,274	12,638	12,638	17,274	12,638	0.00%	7,038
General Insurance Revenue	1,830,312	1,591,187	1,591,187	1,612,501	1,591,187	0.00%	1,231,306
Workers Comp. Revenue	2,594,784	2,559,342	2,559,342	2,810,677	2,559,342	0.00%	2,816,648
Life/Disability Ins Revenue	665,993	670,000	670,000	670,000	710,000	5.97%	769,455
Health Insurance Revenue	9,078,754	9,027,248	9,027,248	9,348,004	9,585,036	6.18%	9,382,236
Dental Insurance Revenue	695,972	683,981	683,981	683,981	683,981	0.00%	683,981
Fringe Benefit Revenue	576,593	588,217	588,217	588,217	588,217	0.00%	588,218
Transfer from Former Internal Service	-	-	-	-	-		-
Cell Tower Lease Buyout Revenue	83,163	83,163	83,163	83,163	83,163	0.00%	85,389
Use of (Contribution to) Working Capital	(3,134,929)	(1,811,431)	(1,811,431)	(1,428,618)	(430,858)	-76.21%	(1,336,161)
TOTAL RESOURCES	12,407,916	13,404,345	13,404,345	14,385,199	15,382,706	14.76%	14,228,110
OPERATIONS							
Administration	137,520	49,508	49,508	49,508	89,039	79.85%	140,268
General Insurance	1,457,438	1,266,863	1,266,863	1,233,077	1,271,484	0.36%	1,163,232
Workers Compensation	1,645,833	2,272,897	2,272,897	2,345,697	2,277,897	0.22%	2,626,564
Life/Disability Insurance	654,774	685,342	685,342	644,000	685,342	0.00%	685,341
Health Insurance	7,489,242	8,120,464	8,120,464	9,239,773	8,549,060	5.28%	8,455,063
Dental Insurance	456,218	609,387	609,387	475,000	500,000	-17.95%	616,888
Fringe Benefit	566,891	399,884	399,884	398,144	399,884	0.00%	455,365
Transfer to Other funds (Rebate of Excess)	-	-	-	-	1,610,000		-
TOTAL INSURANCE	12,407,916	13,404,345	13,404,345	14,385,199	15,382,706	14.76%	14,142,721

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY ADMINISTRATION**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the City Administration is the General Fund.

DEPARTMENT DESCRIPTION

The mission of the City Manager’s Office is to effectively and efficiently manage the delivery of City services within the guidelines and policies established by the City Commission; to provide leadership to the organization to ensure overall effectiveness, long-term financial stability, and development and execution of long-term fiscal and organizational plans supporting community priorities that contribute to the sustainability of the community.

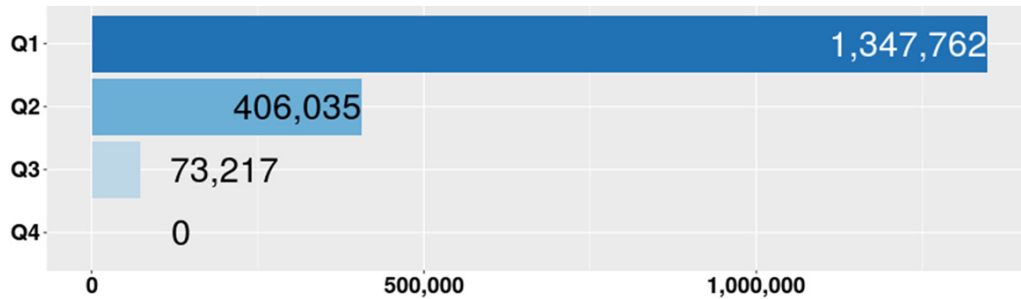
DEPARTMENT EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	722,863	833,058	938,360	1,012,471	1,086,445	30.42%	1,083,237
Operating	424,961	369,288	599,745	572,414	740,570	100.54%	755,381
TOTAL	1,147,824	1,202,346	1,538,105	1,584,885	1,827,015	51.95%	1,838,619

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	7.0	9.0	10.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	1,827,015	Department Programs	17
Personnel Cost	1,086,445	Governance	11
Non Personnel Cost	740,570	Community	5
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY ADMINISTRATION**

General Fund

Key Performance Indicators and their Program Costs

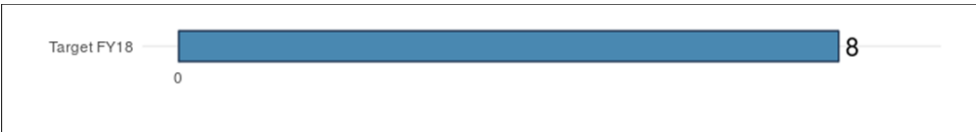
Data & Record Management

Program 9036 – Policies & Procedures Development & Administration

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 45,947

Metric Parameters	Description
Why is this measure Important?	Good Governance, to optimize & protect city resources.
Where does the data come from?	Quarterly report on measurement progress.
How is the measure calculated?	Number of policies reviewed.
What is the objective?	Review 8 administrative policies during 2018.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY ATTORNEY**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the City Attorney is the General Fund.

DEPARTMENT DESCRIPTION

The mission of the City Attorney’s Office is to support the City Commission’s goals and objectives by providing quality legal counsel and representation. As mandated by the City Charter, services are provided to the City Commission, to the City Manager and City Administration staff, to other City Commission appointees, and to other city boards and bodies.

The City Attorney’s Office prosecutes ordinance violations, including those that impact the quality of life in our neighborhoods; reviews and prepares contracts and agreements, including those related to economic development and re-use of brownfields; drafts ordinances and resolutions; represents the City in both state and federal courts and in administrative tribunals; and gives legal opinions and counsel on a wide variety of issues.

The City Attorney’s office has established six distinct service areas encompassing the services it provides:

- General Counsel- *provide legal advice to City Commission & City Administration; contract drafting/review*
- Claims Management- *settlement/denial of personal injury and property damage claims up to \$25,000*
- Ordinance Prosecution- *district court pretrials & trials; ordinance review & drafting*
- Civil Litigation- *represent City, its officers, officials and employees in both Michigan and Federal trial and appellate courts*
- Administrative Advocacy- *represent City in tax appeals, civil rights complaints, unemployment claims, etc.*
- Freedom of Information Act Requests- *designated by City Commission as FOIA Coordinator*

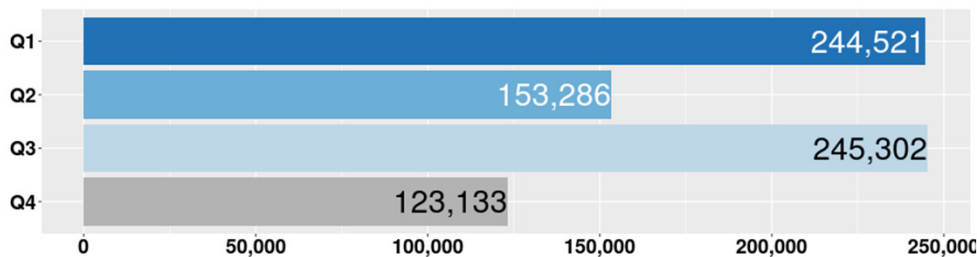
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	569,788	618,582	625,850	600,193	629,483	1.76%	632,994
Operating	82,960	100,337	100,337	86,099	135,407	34.95%	100,000
Capital	931	-	-	-	1,350	0.00%	-
TOTAL	653,679	718,919	726,187	686,292	766,240	6.58%	732,994

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	6.0	7.0	7.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	766,240	Department Programs	13
Personnel Cost	629,483	Governance	8
Non Personnel Cost	136,757	Community	4
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY ATTORNEY**

General Fund

Key Performance Indicators and their Program Costs

Organizational Resources

Program 9002 – City Ordinance, Judicial and Legislative Review

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 25,512

Metric Parameters	Description
Why is this measure Important?	Good Governance, organizational resources
Where does the data come from?	Quarterly report on ordinance review.
How is the measure calculated?	Number of ordinances reviewed, updated and decriminalized.
What is the objective?	Review 15 of 70 chapters during 2018.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY CLERK**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the City Clerk's Office is the General Fund.

DEPARTMENT DESCRIPTION

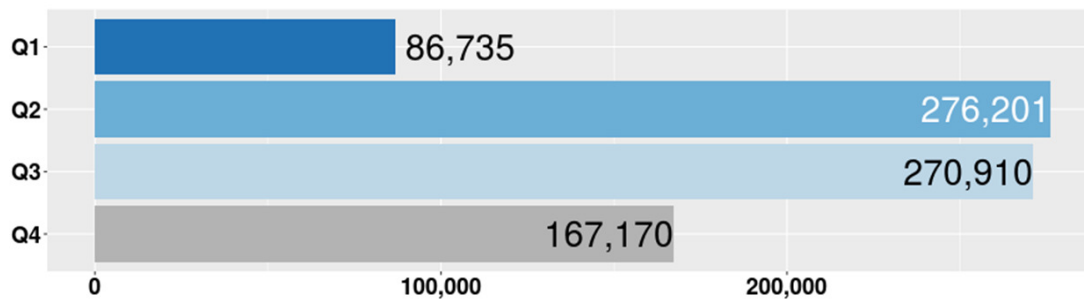
The City Clerk's Office is composed of three budgetary and functional divisions: the Administration Division; the Elections Division, and the Division of Records Management, Research, and Archives. The Administration Division accomplishes the mission of the City Clerk's Office by: documenting the activities of the City Commission, preserving the record of those activities for future generations, and making those records available for the public to enable informed citizen engagement; facilitating the appointment of citizens to various boards, commissions, and committees and maintaining the meeting minutes from these groups for preservation and public access; issuing licenses and permits as required by statute and ordinance; and connecting people with the services and information they need. The Elections Division accomplishes the mission of the City Clerk's Office through: the maintenance of accurate voter registration records; and the efficient administration of federal, state, and local elections in accordance with applicable laws and regulations. The Division of Records Management, Research, and Archives accomplishes the mission of the City Clerk's Office by: providing cost-effective storage and disposition of the City's inactive records; promoting the development and implementation of sound information governance policies and procedures; preserving the City's historical records; and providing research services to City staff and the general public.

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	446,142	366,832	388,283	362,674	552,847	50.71%	460,421
Operating	168,518	146,212	148,337	140,255	248,168	69.73%	227,068
Capital	2,114	-	-	3,100	-		-
TOTAL	616,774	513,044	536,620	506,029	801,015	56.13%	687,489

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	4.0	5.0	6.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	801,015	Department Programs	13
Personnel Cost	552,847	Governance	7
Non Personnel Cost	248,168	Community	5
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
CITY CLERK**

General Fund

Key Performance Indicators and their Program Costs

Data & Records Management

Program 9022 - Inactive Records Storage

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 114,414

Metric Parameters	Description
Why is this measure Important?	Good Governance, data & records management.
Where does the data come from?	Quarterly report on measurements.
How is the measure calculated?	Number of employees trained.
What is the objective?	Revise and publish records policy and train 100% of employees involved with record retention.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
INTERNAL AUDITOR**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the Internal Auditor's Department is the General Fund.

DEPARTMENT DESCRIPTION

The mission of the Internal Auditor is to provide independent audit oversight, promote accountability, and improve the efficiency and effectiveness of City Government.

The ongoing functions of the Internal Auditor are to:

- Perform comprehensive audits with recommendations to enable management to run more productive and efficient operations, which include internal controls.
- Ensure the reliability and integrity of financial and operating information and the means used to identify measure, classify, and report such information.
- Ensure the adequacy, effectiveness, and efficiency of the City's systems of control and the quality of its ongoing operations.
- Provide quality control and accountability, and aim to deter and prevent fraud and abuse.

The Internal Auditor performs audits and reviews as directed by the City Commission, or as discussed with the Internal Audit Committee, a sub committee of the City Commission.

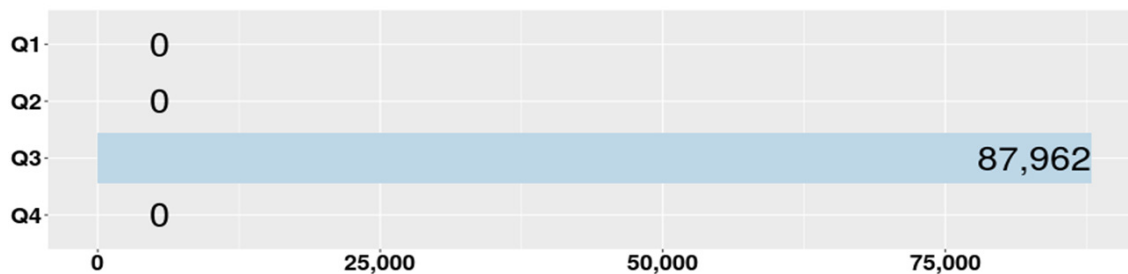
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	85,633	85,355	89,351	88,461	85,998	0.75%	85,636
Operating	1,074	1,606	1,606	1,844	1,963	22.23%	2,002
TOTAL	86,707	86,961	90,957	90,305	87,961	1.15%	87,638

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	1.0	1.0	1.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	87,961	Department Programs	4
Personnel Cost	85,998	Governance	3
Non Personnel Cost	1,963	Community	-
		Admin	1

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
HUMAN RESOURCES**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the Human Resources Department is the General Fund.

DEPARTMENT DESCRIPTION

The Human Resources Department provides comprehensive employee and labor relations services to all City of Kalamazoo employees. Human Resources (HR) believes all employees should be treated with dignity and respect, regardless of position or personal status. HR strives to ensure that daily services and programs meet the needs of our diverse work force. Programs administered by the Human Resources Department include hiring and recruiting, compensation and benefits administration, training and career development, labor contract administration, policy development, and workers' compensation administration. We are dedicated to continually developing and retaining the City's diverse work force.

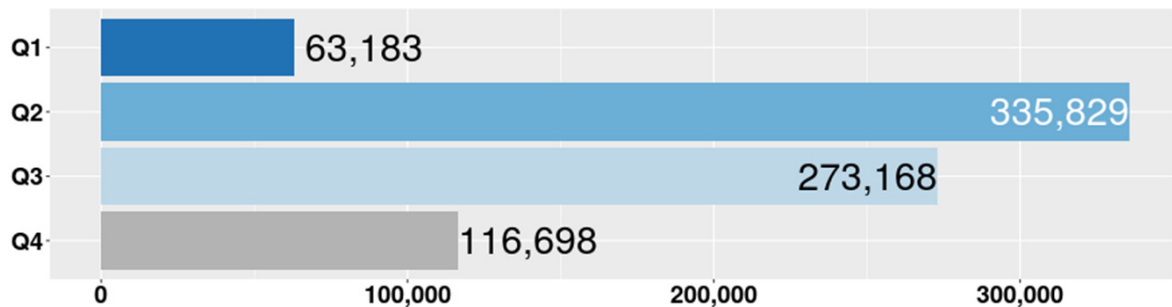
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	651,554	610,824	610,824	639,910	662,994	8.54%	658,986
Operating	67,060	153,024	153,024	224,889	125,885	-17.74%	128,403
TOTAL	718,614	763,848	763,848	864,799	788,879	3.28%	787,389

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	7.0	7.0	8.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	788,879	Department Programs	17
Personnel Cost	662,994	Governance	16
Non Personnel Cost	125,885	Community	-
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
HUMAN RESOURCES**

General Fund

Key Performance Indicators and their Program Costs

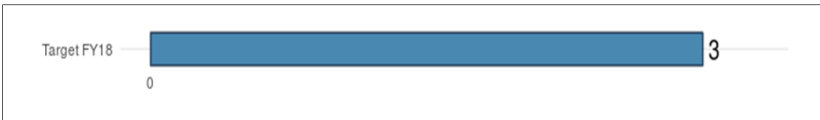
Talent and Culture

Program 9050 - Labor Relations

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 133,592

Metric Parameters	Description
Why is this measure Important?	Good Governance, talent & culture
Where does the data come from?	Annually reported.
How is the measure calculated?	Number of labor contracts negotiated.
What is the objective?	Successfully negotiate 3 contracts during the year



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
INFORMATION TECHNOLOGY**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for Information Technology fund is the General Fund.

DEPARTMENT DESCRIPTION

It is our mission to provide information technologies that enable the employees of the City of Kalamazoo to deliver efficient, effective and accessible services to the citizens of Kalamazoo by providing superior internal customer service in:

- Support and maintenance of existing information technology systems;
- Security of data and technology infrastructure;
- Understanding business and operational needs and translating these needs into improved use of existing systems and implementation of advanced information technologies.

Information Technology supports this mission by collaborating with our internal customers to identify, implement and maintain information technologies, which improve staff and management knowledge, decision-making and service delivery.

The IT department is responsible for the City's computer infrastructure including hardware and software, voice communications, GIS, City websites, helpdesk, and central services such as email, analog devices, and the INET fiber rings throughout the City of Kalamazoo.

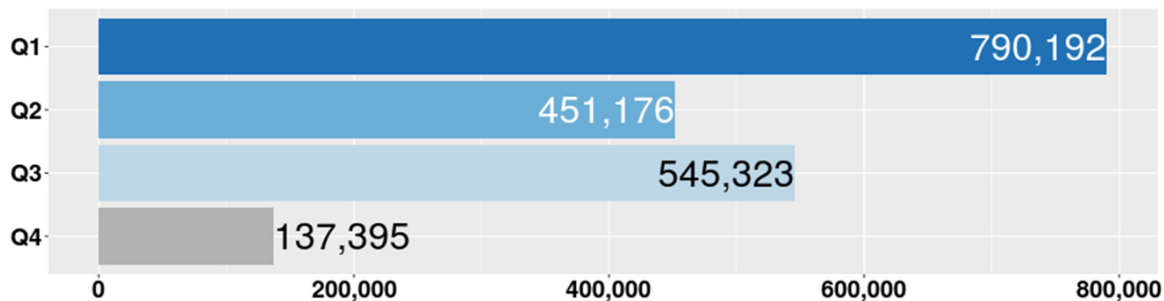
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	426,471	1,003,571	1,003,571	746,970	1,070,050	6.62%	1,214,272
Operating	546,651	553,605	553,605	587,316	604,044	9.11%	610,688
Capital	90,996	210,000	210,000	188,045	250,000	19.05%	251,400
TOTAL	1,064,118	1,767,176	1,767,176	1,522,331	1,924,094	8.88%	2,076,360

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	6.0	13.0	15.0
Number of Permanent Part Time Positions	1.0	0.0	0.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	1,924,094	Department Programs	25
Personnel Cost	1,070,050	Governance	24
Non Personnel Cost	854,044	Community	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
INFORMATION TECHNOLOGY**

General Fund

Key Performance Indicators and their Program Costs

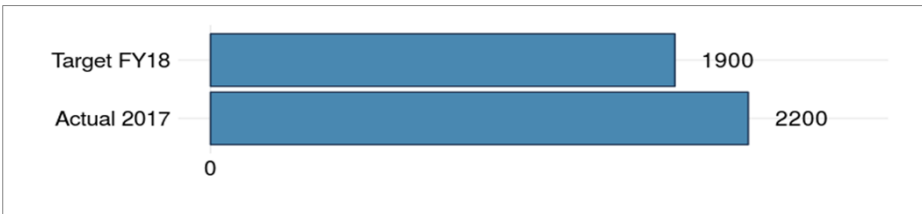
Optimize Resources

Program 9066 - Communications System Management

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 75,851

Metric Parameters	Description
Why is this measure Important?	Good Governance, organizational resources
Where does the data come from?	Financial data for communication costs.
How is the measure calculated?	Percentage of reduction in costs or total dollar reduction.
What is the objective?	Reduce monthly costs from \$2,200 to \$1,900.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
INFORMATION TECHNOLOGY**

General Fund

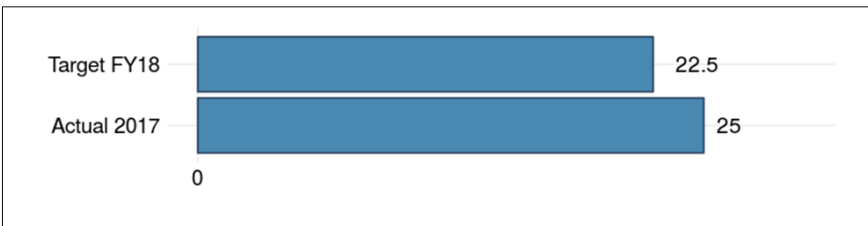
Technology Resources

Program 9099 - Internal Support - Help Desk

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 291,503

Metric Parameters	Description
Why is this measure Important?	Good Governance, organizational resources
Where does the data come from?	Monthly report of help desk tickets cleared.
How is the measure calculated?	Response time to close tickets.
What is the objective?	Reduce average time to close help desk tickets from 25 minutes to 22.5 minutes.



THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
MANAGEMENT SERVICES**

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the Management Services Department is the General Fund.

DEPARTMENT DESCRIPTION

The Management Services Department is made up of several divisions including Administration (which includes the Chief Financial Officer as Director of the Department), Financial Services (which provides payroll, accounts payable and retirement services), Purchasing, Budgeting, Accounting, Assessing and Treasury. The department provides many direct services to internal City departments and supports many programs that benefit the organization as a whole.

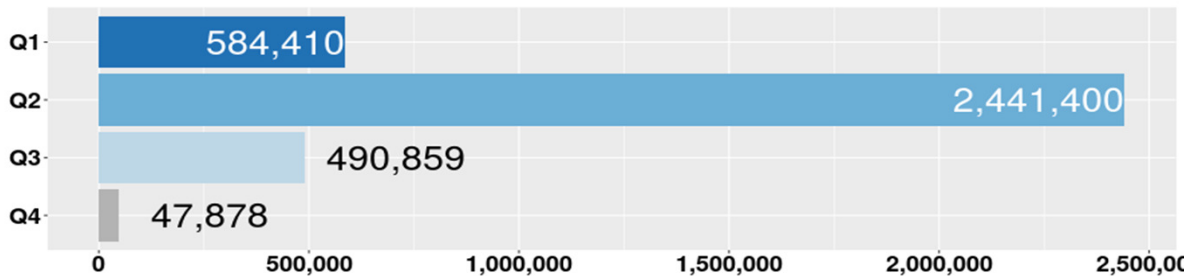
EXPENDITURES

	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	2,110,219	2,254,156	2,254,156	2,133,659	2,484,887	0.00%	2,515,191
Operating	1,318,513	1,610,647	1,144,098	1,103,249	1,079,662	0.00%	1,099,791
Capital	1,607	3,000	3,000	5,048	-	0.00%	-
TOTAL	3,430,339	3,867,803	3,401,254	3,241,956	3,564,549	-7.84%	3,614,982

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	29.0	33.0	34.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	3,564,549	Department Programs	55
Personnel Cost	2,484,887	Governance	54
Non Personnel Cost	1,079,662	Community	-
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
MANAGEMENT SERVICES**

General Fund

Key Performance Indicators and their Program Costs

Organizational Resources

Program 9139 - Accounts Payable Processing

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 294,639

Metric Parameters	Description
Why is this measure Important?	Good Governance, Organizational Resources
Where does the data come from?	Monthly number of EFT vendor payments
How is the measure calculated?	Percentage of vendor payments made using EFT
What is the objective?	Have 10% of accounts payable payments paid using EFT



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
MANAGEMENT SERVICES**

General Fund

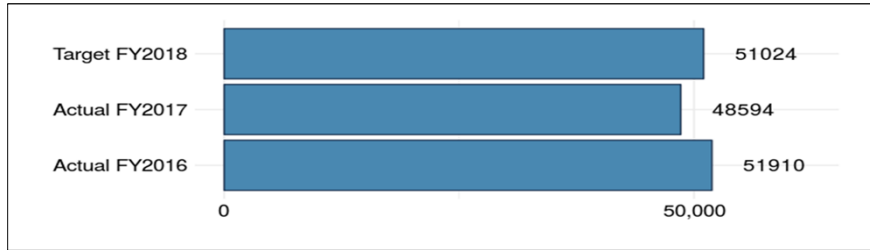
Organizational Principles

Program 9173 - Cashiering and Payment Processing

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 382,940

Metric Parameters	Description
Why is this measure Important?	Good Governance, Organizational Principles
Where does the data come from?	Monthly report of payments
How is the measure calculated?	Percentage of utility payments made electronically
What is the objective?	Increase electronic payments by 5%



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
MANAGEMENT SERVICES**

General Fund

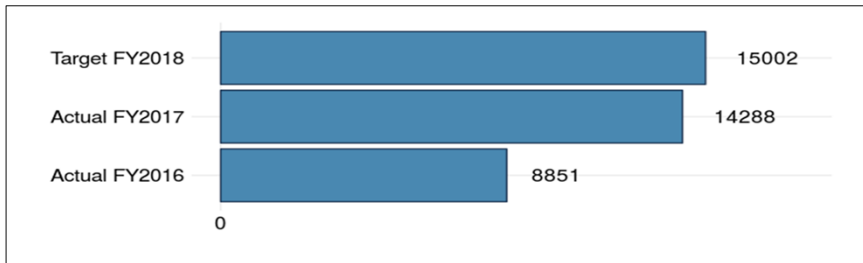
Organizational Principles

Program 9169 - Utility Billing Administration

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 669,562

Metric Parameters	Description
Why is this measure Important?	Good Governance, Organizational Principles
Where does the data come from?	Monthly issuing of utility bills
How is the measure calculated?	Percentage of utility bills emailed to customers
What is the objective?	Increase emailed utility bills by 5%



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

The revenue sources for Kalamazoo Public Safety Department are the General Fund, Federal and State Grants, and Local Unit Contracts.

DEPARTMENT DESCRIPTION

The mission of the Kalamazoo Department of Public Safety (KDPS) is to provide comprehensive, all-hazards public safety services. KDPS strives to build and maintain meaningful relationships with the community to better serve the residents and visitors of Kalamazoo through transparency, trust and community engagement.

KDPS deploys resources from eight (8) facilities and is comprised of 6 Divisions: Administration, Community Oriented Problem Solving (COPS), Operations, Criminal Investigations, Service and Training. In 2016, KDPS responded to more than 104,000 proactive and reactive calls for service. In 2018, KDPS will continue to promote crime and fire prevention programs, the investigations of crimes leading to the apprehension of perpetrators, the recovery of property and providing emergency medical services.

Public Safety will continue to explore ideas and concepts leading to improved service to our community. The promotion of goodwill, community respect and confidence in Public Safety will continue to be of the highest priority for all employees.

EXPENDITURES

TOTAL BUDGET	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Variance	Projected
Personnel	25,766,752	27,017,247	27,017,247	27,707,391	27,425,780	1.51%	26,908,154
Operating	3,854,593	3,459,269	3,515,934	3,637,820	3,929,374	13.59%	4,759,083
Capital	694,847	624,500	790,843	731,204	781,590	25.15%	738,490
TOTAL	30,316,192	31,101,016	31,324,024	32,076,415	32,136,744	3.33%	32,405,726

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Variance	Projected
Personnel	24,433,459	26,169,168	26,169,168	26,835,382	26,064,007	0.00%	25,545,078
Operating	3,427,716	3,154,108	3,210,773	3,196,423	3,865,525	0.00%	4,695,234
Capital	617,999	600,000	766,343	706,704	443,100	0.00%	400,000
TOTAL	28,479,174	29,923,276	30,146,284	30,738,509	30,372,632	1.50%	30,640,311

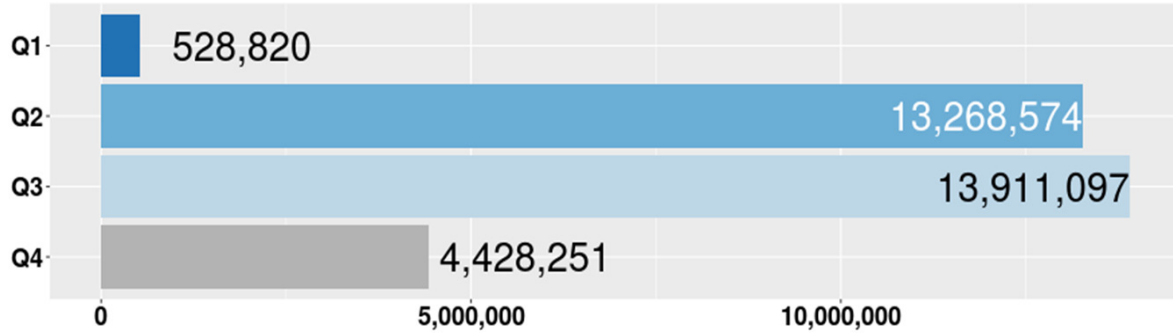
SPECIAL REVENUE	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Variance	Projected
Personnel	1,333,293	848,079	848,079	872,009	1,361,773	0.00%	1,363,076
Operating	426,877	305,161	305,161	441,397	63,849	0.00%	63,849
Capital	76,848	24,500	24,500	24,500	338,490	19.83%	338,490
TOTAL	1,837,018	1,177,740	1,177,740	1,337,906	1,764,112	49.79%	1,765,415

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

General Fund, Special Revenue

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	254.0	270.0	281.0
Number of Permanent Part Time Positions	5.0	5.0	8.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	32,136,744	Department Programs	106
Personnel Cost	27,425,780	Governance	30
Non Personnel Cost	4,710,964	Community	70
		Admin	6

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

PUBLIC WORKS

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for the Public Works Division, including Sidewalk, Forestry, and Downtown Maintenance activities is the General Fund.

DEPARTMENT DESCRIPTION

The Field Services Division provides a variety of General Fund services, which include sidewalk replacement, maintenance of the City's urban forest, and maintenance of the City's Central Business District.

EXPENDITURES

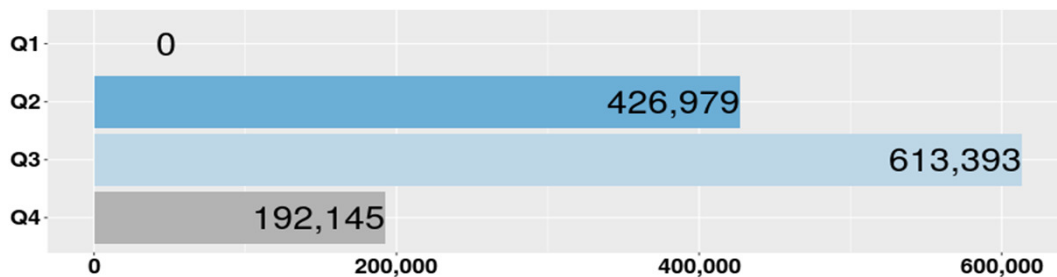
GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	416,560	414,477	414,477	366,161	412,957	-0.37%	388,062
Operating	447,127	424,912	796,212	759,152	819,566	34.01%	835,957
Streetlighting	1,078,010	1,064,151	1,064,151	1,162,346	1,176,000	10.51%	1,176,000
TOTAL	1,941,697	1,903,540	2,274,840	2,287,659	2,408,523	26.53%	2,400,020

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	40.0	49.0	50.0

Position allocations shown above represent shared Public Works positions supporting the General Fund Public Works, Major Streets, Local Streets, Cemeteries, Solid Waste and Public Works Billable divisions.

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	1,232,523	Department Programs	27
Personnel Cost	412,957	Governance	-
Non Personnel Cost	819,566	Community	27
		Admin	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

CITY-WIDE MAINTENANCE

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the City-Wide Maintenance budget is the General Fund.

DEPARTMENT DESCRIPTION

The mission of the City-Wide Maintenance Division is to provide custodial and mechanical maintenance services for all City facilities. Those services are provided through a combination of City staff and a variety of contractual services. The goal is to ensure that all such services (cleaning, general upkeep, heating & cooling needs, other repairs) are provided in an efficient and effective manner that assist the City departments served in meeting their goals in a timely fashion.

The facilities maintained are:

Harrison Facility, Stockbridge Facility, Water Department Buildings' HVAC, Public Safety Facilities (including six outlying fire stations and the Pistol Range), City Hall, and to a limited extent; Mayors' Riverfront Park Team Facility, Parks Administration Building, and Mt. Home & Riverside Cemetery Buildings.

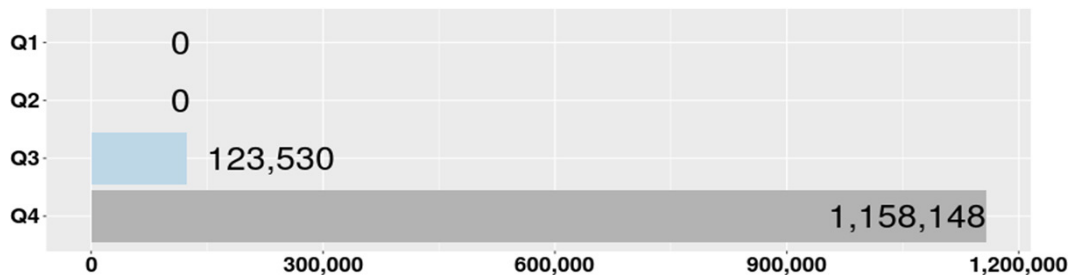
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	348,482	396,098	396,098	392,192	479,006	21%	456,651
Operating	429,762	494,198	671,915	636,546	677,679	37%	691,233
Capital	113,858	162,300	338,921	275,000	125,000	0%	120,000
TOTAL	892,102	1,052,596	1,406,934	1,303,738	1,281,685	21.76%	1,267,884

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	6.0	7.0	7.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	1,156,685	Department Programs	8
Personnel Cost	479,006	Governance	7
Non Personnel Cost	677,679	Community	1
		Admin	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

FLEET SERVICES

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Fleet Services budget is derived from use charges.

DEPARTMENT DESCRIPTION

These budget units are responsible for repair and maintenance of City vehicles and heavy equipment within the Public Services Department, as well as, a portion of Parks and Recreation, Public Safety and City Hall vehicles and equipment.

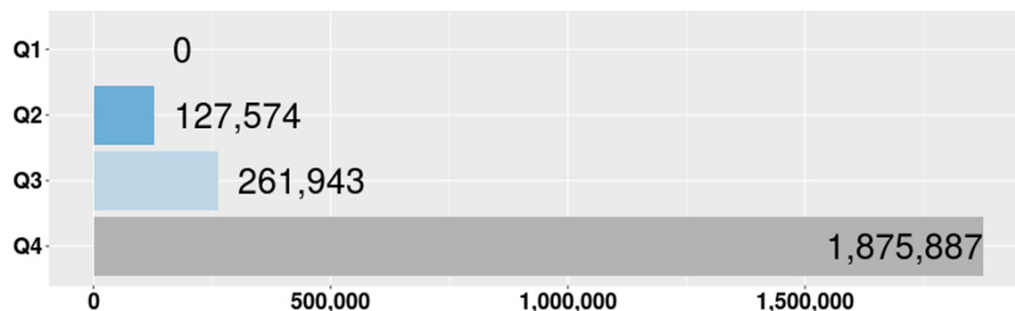
EXPENDITURES

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Variance	Projected
Personnel	648,757	648,057	648,057	594,712	712,078	9.88%	723,281
Operating	1,226,863	1,510,689	1,510,689	1,410,419	1,440,327	-4.66%	1,469,134
Capital	-	64,000	64,000	143,500	113,000	76.56%	115,260
TOTAL	1,875,620	2,222,746	2,222,746	2,148,631	2,265,405	1.92%	2,307,674

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	9.0	9.0	10.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	2,265,405	Department Programs	12
Personnel Cost	712,078	Governance	12
Non Personnel Cost	1,553,327	Community	-
		Admin	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

CEMETERIES

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Cemetery operation is generated from user fees and an annual contribution from the Perpetual Care fund. The Perpetual Care fund continues to fund the Cemetery capital improvements.

DEPARTMENT DESCRIPTION

To provide a variety of cemetery services including burials, grave maintenance and restorations, and landscape maintenance within Riverside and Mountain Home Cemetery.

EXPENDITURES

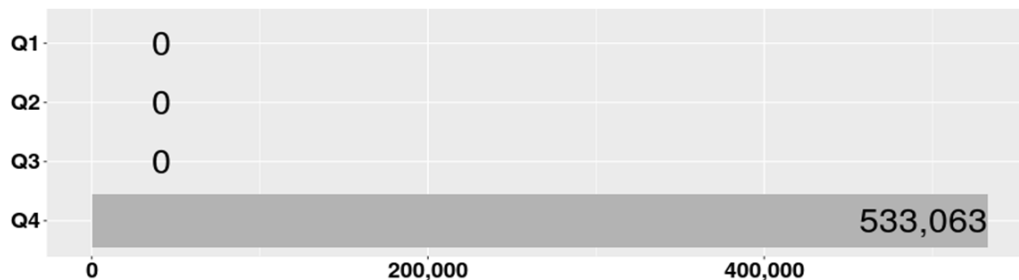
SPECIAL REVENUE	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Variance	Projected
Personnel	28,465	29,290	29,290	29,258	29,630	1.16%	30,090
Operating	326,176	463,368	463,368	354,327	341,255	-26.35%	341,255
Capital	14,943	159,000	157,874	14,476	162,180	2.00%	162,180
TOTAL	369,584	651,658	650,532	398,061	533,065	-18.20%	533,525

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	40.0	49.0	50.0

Position allocations shown above represent shared Public Works positions supporting the General Fund Public Works, Major Streets, Local Streets, Cemeteries, Solid Waste and Public Works Billable divisions.

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	533,065	Department Programs	5
Personnel Cost	29,630	Governance	1
Non Personnel Cost	503,435	Community	4
		Admin	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

MAJOR STREETS

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Major Street and Local Street operating budget primarily comes from Act 51 Gas and Weight tax. The Major Street capital program is funded by Michigan Transportation Fund (MTF) and general obligation bonds.

DEPARTMENT DESCRIPTION

To provide a variety of street repair and maintenance activities including pothole patching, street resurfacing and construction, repair of hazardous or deteriorated drainage structures, shoulder grading, replacement of curb and gutter, storm sewer repair and maintenance, pavement painting and marking, replacement of street signs, and maintenance of traffic signals. Maintains streets during snow and ice season events with 24 hour Major Street, and 48 hour Local Street bare pavement response.

EXPENDITURES

TOTAL BUDGET	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,319,676	1,721,133	1,721,133	1,853,011	2,750,803	37.43%	2,872,619
Operating	2,840,714	2,748,770	2,824,622	2,988,923	3,334,215	17.56%	3,289,215
Debt Service	2,512,889	2,513,384	2,513,384	2,737,331	2,853,452	11.92%	2,939,893
Transfers	999,996	450,000	450,000	450,000	1,000,000	55.00%	1,100,000
Contribution to OPEB Trust	83,650	83,650	83,650	83,650	83,650	0.00%	83,650
Capital	3,135,697	7,782,036	10,105,955	10,109,004	9,742,064	20.12%	4,900,000
TOTAL	10,892,622	15,298,973	17,698,744	18,221,919	19,764,184	29.19%	15,185,378

MAJOR STREETS SPECIAL REVENUE	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	713,275	897,937	897,937	849,564	1,512,547	68.45%	1,575,314
Operating	1,798,716	1,679,875	1,755,727	1,973,089	2,267,967	35.01%	2,267,967
Debt Service	1,758,122	1,761,915	1,761,915	1,930,154	2,021,967	15.22%	2,047,975
Transfers	999,996	450,000	450,000	450,000	1,000,000	122.22%	1,100,000
Contribution to OPEB Trust	43,400	43,400	43,400	43,400	43,400	0.00%	43,400
Capital	2,475,965	6,782,036	7,896,746	7,899,795	6,165,200	-9.10%	3,900,000
TOTAL	7,789,474	11,615,163	12,805,725	13,146,002	13,011,081	12.02%	10,934,656

LOCAL STREETS SPECIAL REVENUE	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	606,401	823,196	823,196	1,003,447	1,238,256	50.42%	1,297,305
Operating	1,041,998	1,068,895	1,068,895	1,015,834	1,066,248	-0.25%	1,021,248
Debt Service	754,767	751,469	751,469	807,177	831,485	11.71%	891,918
Contribution to OPEB Trust	40,250	40,250	40,250	40,250	40,250	0.00%	40,250
Capital	659,732	1,000,000	2,209,209	2,209,209	3,576,864	257.69%	1,000,000
TOTAL	3,103,148	3,683,810	4,893,019	5,075,917	6,753,103	83.32%	4,250,722

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

MAJOR STREETS

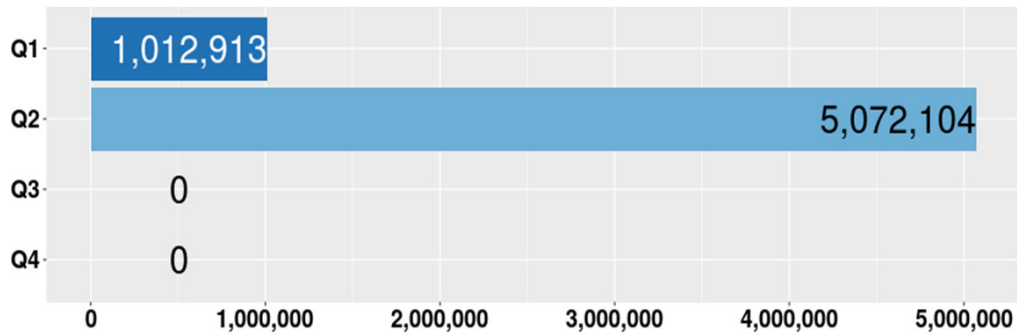
Special Revenue Fund

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	40.0	49.0	50.0

Position allocations shown above represent shared Public Works positions supporting the General Fund Public Works, Major Streets, Local Streets, Cemeteries, Solid Waste and Public Works Billable divisions.

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	6,085,018	Department Programs	26
Personnel Cost	2,750,803	Governance	1
Non Personnel Cost	3,334,215	Community	23
		Admin	2

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

SOLID WASTE
Special Revenue Fund

BUDGET OVERVIEW

REVENUE

The primary revenue source for the Solid Waste Division is generated from property tax collections on the solid waste millage.

DEPARTMENT DESCRIPTION

This unit provides a variety of solid waste collections including leaf removal, brush, monthly bulk trash collection, hazardous tree removal, code compliance and recycling collection. Also provided is the opportunity for residents to dispose of hazardous waste materials. Activities performed improve the appearance and cleanliness of City streets through collaborative cleaning efforts with Building Blocks, street sweeping and clean-up of scattered illegal dumpsites.

EXPENDITURES

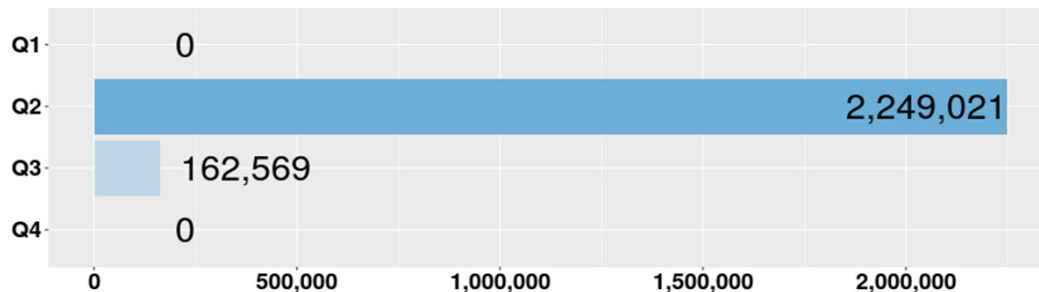
SPECIAL REVENUE	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	544,078	628,377	628,377	332,670	355,648	-43.40%	381,859
Operating	2,008,933	1,906,400	2,098,800	2,233,277	2,055,942	7.84%	2,055,942
Debt Service	81,575	81,639	81,639	81,639	81,574	0.00%	81,574
Transfers	48,300	48,300	48,300	48,300	48,300	0.00%	48,300
TOTAL	2,682,886	2,664,716	2,857,116	2,695,886	2,541,464	-4.63%	2,567,675

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	40.0	49.0	50.0

Position allocations shown above represent shared Public Works positions supporting the General Fund Public Works, Major Streets, Local Streets, Cemeteries, Solid Waste and Public Works Billable divisions.

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	2,411,590	Department Programs	3
Personnel Cost	355,648	Governance	-
Non Personnel Cost	2,055,942	Community	3
		Admin	-

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Wastewater Division is generated by customer utility rates.

DEPARTMENT DESCRIPTION

To provide an environmentally sound, convenient and continuous wastewater disposal service to the public by adequately transporting and treating the wastewater generated in seventeen municipalities throughout the Kalamazoo area. Service shall be at a reasonable cost, consistent with allowing a sufficient cost coverage, making certain that the customers receive sound value and highly responsive service within established ordinances, service agreements and regulations.

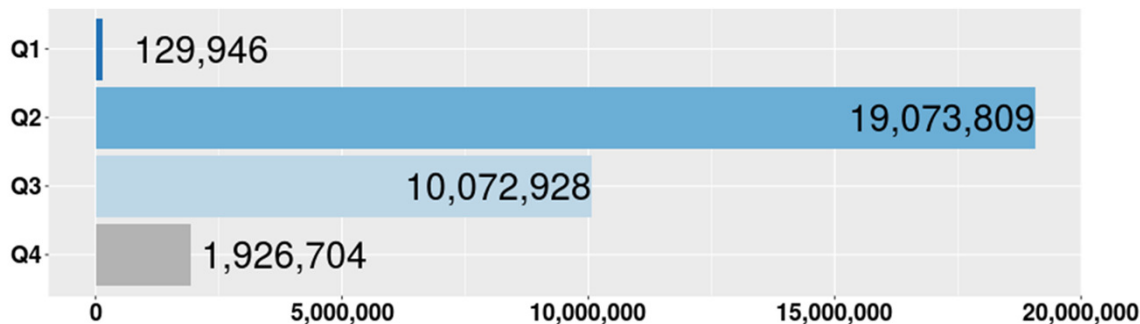
EXPENDITURES

ENTERPRISE FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	4,969,248	5,467,704	5,467,704	5,008,158	6,125,664	12.03%	6,186,937
Operating	15,188,165	17,219,370	17,193,370	16,041,746	17,143,786	-0.44%	17,486,661
Capital	1,737,186	7,824,200	9,891,525	9,870,120	7,933,937	1.40%	11,885,000
Debt Service	1,580,180	1,573,863	1,573,863	1,573,863	1,578,594	0.48%	693,797
Transfers	707,737	357,700	357,700	357,700	357,700	0.00%	357,700
TOTAL	24,182,516	32,442,837	34,484,162	32,851,587	33,139,681	2.15%	36,610,095

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	66.0	77.0	71.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	31,203,387	Department Programs	30
Personnel Cost	6,125,664	Governance	1
Non Personnel Cost	25,077,723	Community	28
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

Key Performance Indicators and their Program Costs

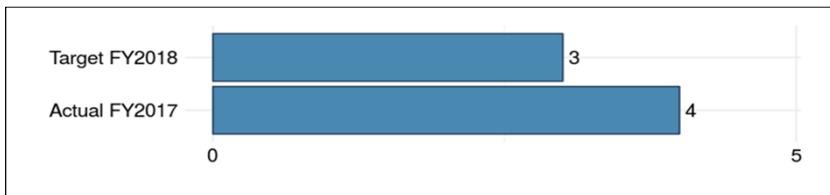
Water Management

Program 925 - National Pollution Discharge Elimination System

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,074,937

Metric Parameters	Description
Why is this measure Important?	Environmental Responsibility, Water Management
Where does the data come from?	Monthly report of violations
How is the measure calculated?	Decrease number of NPDES violations & exceedances
What is the objective?	Reduce to 3 violations or exceedances



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

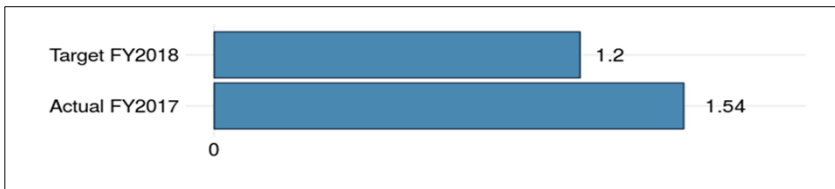
Water Management

Program 873 - Sewer Preventative Maintenance

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,074,936

Metric Parameters	Description
Why is this measure Important?	Environmental Responsibility, Water Management
Where does the data come from?	Annual report from Lucity software system
How is the measure calculated?	Number of sanitary sewer overflows per 100 miles
What is the objective?	Decrease to less than 1.2 overflows per 100 miles



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

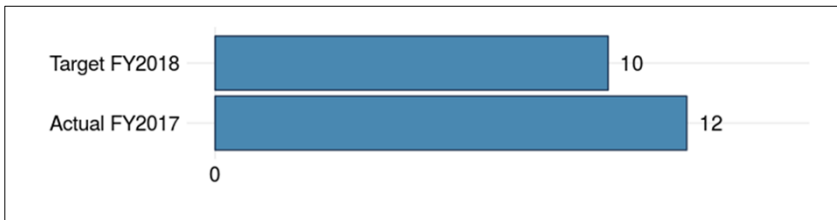
Water Management & Delivery

Program 873 - Sewer Preventative Cleaning & Maintenance

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,074,936

Metric Parameters	Description
Why is this measure Important?	Safe Community, Water Management Delivery
Where does the data come from?	Annual report of damage claims paid for home sewer backups
How is the measure calculated?	Number of claims paid to homeowners
What is the objective?	Reduce to 10 or fewer claims



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

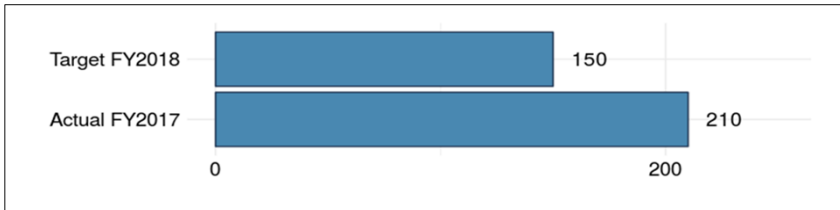
Water Management & Delivery

Program 9309 - Wastewater Plant Building & Equipment Maintenance

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,785,669

Metric Parameters	Description
Why is this measure Important?	Safe Community, Water Management Delivery
Where does the data come from?	Database of work orders
How is the measure calculated?	Percentage decrease in demand maintenance work orders over 90 days
What is the objective?	Have less than 150 demand maintenance work orders over 90 days in the database



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

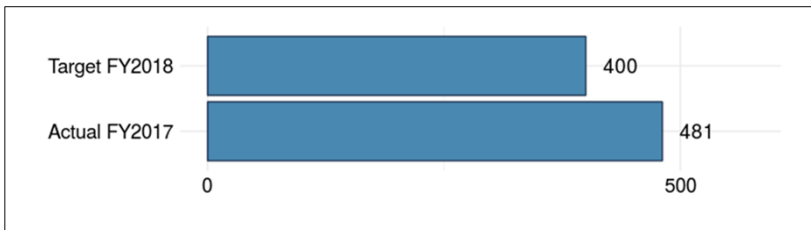
Water Management & Delivery

Program 9309 - Wastewater Plant Building & Equipment Maintenance

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,785,669

Metric Parameters	Description
Why is this measure Important?	Safe Community, Water Management Delivery
Where does the data come from?	Database of work orders
How is the measure calculated?	Percentage decrease in preventative maintenance work orders over 90 days
What is the objective?	Have less than 400 preventative maintenance work orders over 90 days in the database



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

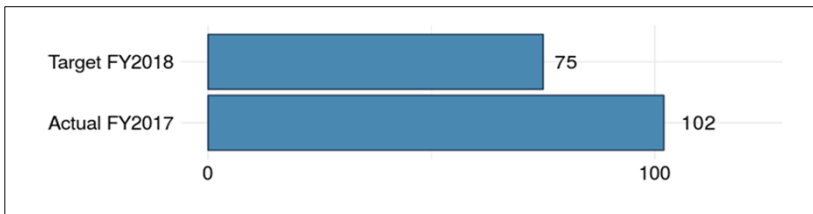
Water Management & Delivery

Program 755 - Troubleshooting & Repairs

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 326,633

Metric Parameters	Description
Why is this measure Important?	Safe Community, Water Management Delivery
Where does the data come from?	Database of work orders
How is the measure calculated?	Number of process control demand maintenance work orders
What is the objective?	Have less than 75 process control demand maintenance work orders over 90 days in the database



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

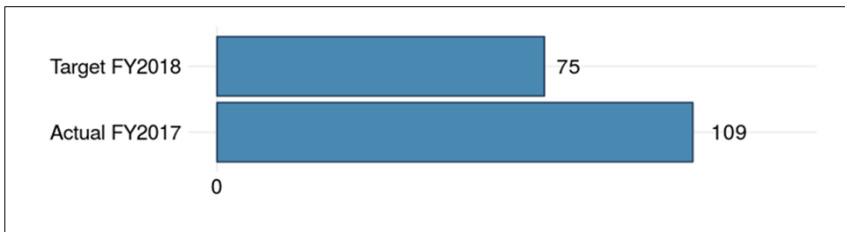
Water Management & Delivery

Program 755 - Troubleshooting & Repairs

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 326,633

Metric Parameters	Description
Why is this measure Important?	Safe Community, Water Management Delivery
Where does the data come from?	Database of work orders
How is the measure calculated?	Number of process control preventative maintenance work orders
What is the objective?	Have less than 75 process control preventative maintenance work orders over 90 days in the database



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PUBLIC SERVICES**

**WATER DIVISION
*Enterprise Fund***

BUDGET OVERVIEW

REVENUE

The revenue to fund the Water Division is generated by customer utility rates.

DEPARTMENT DESCRIPTION

To provide a safe and continuous water supply service to the public within the Kalamazoo metropolitan service area. Service shall be at a reasonable cost, consistent with allowing for a fair return, making certain that the customers receive sound value and highly responsive service within established ordinances, contracts and regulations. Service efforts focus on uninterrupted, high-quality water being supplied throughout a service area that covers ten separate municipalities.

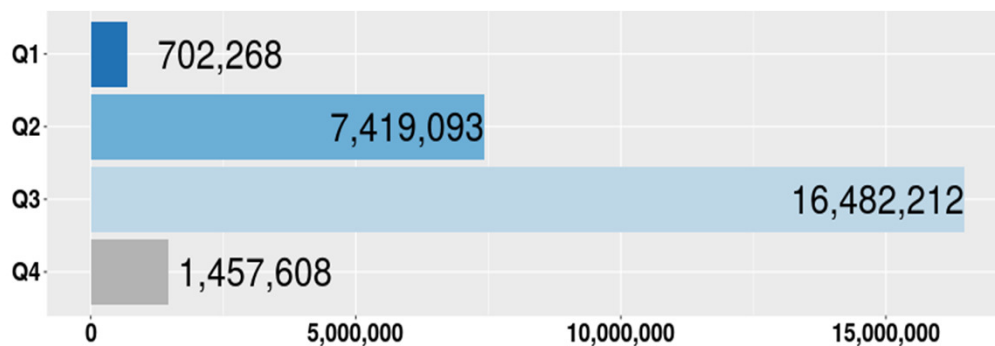
EXPENDITURES

ENTERPRISE FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	2,902,067	4,007,921	4,007,921	4,177,616	5,288,662	31.96%	5,457,606
Operating	11,235,551	11,173,919	11,173,919	11,128,554	10,653,919	-4.65%	10,866,997
Capital	2,185,534	8,033,800	9,700,766	9,562,703	10,118,600	25.95%	14,194,800
Debt Service	2,278,749	2,778,167	2,778,167	2,619,619	2,647,616	-5.87%	2,593,369
Transfers	614,010	298,200	298,200	298,200	298,200		298,200
TOTAL	19,215,911	26,292,007	27,958,973	27,786,692	29,006,997	10.33%	33,410,973

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	66.0	77.0	71.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	15,942,581	Department Programs	34
Personnel Cost	5,288,662	Governance	3
Non Personnel Cost	10,653,919	Community	30
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

The revenue source for the department is primarily funded through the General Fund, supplemented by cost recovery fees, property inspection fees and permit fees charged for new construction. The Community Development Division's budget includes grant funding from the U.S. Department of Housing and Urban Development.

DEPARTMENT DESCRIPTION

The department is comprised of Code Administration, Planning, and Community Development Divisions. Code Administration coordinates multi-departmental plan review, inspection and enforcement services while protecting the health, safety and general welfare of the community. Code Administration is responsible for ensuring compliance with applicable building codes and regulations, addresses the negative effects of blighted and abandoned properties, and administers code compliance on approximately 16,000 rental units in the city. Planning is responsible for short / long term land use planning and the implementation and enforcement of the city's zoning ordinance. Community Development includes the effective management of federal, state, and local funds in support of programs that address Kalamazoo's housing, neighborhood and community development needs.

EXPENDITURES

TOTAL BUDGET	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	2,124,739	2,381,178	2,415,569	2,446,747	2,566,747	7.79%	2,438,551
Operating	2,360,981	722,749	1,821,900	1,921,244	2,234,009	209.10%	1,259,249
Capital	36,342	-	-	5,551	13,700		-
Transfers	156,979	1,811	1,811	19,289	17,208	850.19%	15,000
TOTAL	4,679,041	3,105,738	4,239,280	4,392,831	4,831,664	55.57%	3,712,800

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,228,077	1,441,556	1,441,556	1,386,548	1,599,240	10.94%	1,603,273
Operating	627,385	551,217	551,217	577,386	654,343	18.71%	667,430
Capital	36,342	-	-	5,551	13,700		-
TOTAL	1,891,804	1,992,773	1,992,773	1,969,485	2,267,283	13.78%	2,270,703

SPECIAL REVENUE FUNDS	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	896,662	939,622	974,013	1,060,199	967,507	2.97%	985,278
Operating	1,733,596	171,532	1,270,683	1,343,858	1,579,666	820.92%	1,541,819
Transfers	156,979	1,811	1,811	19,289	17,208	850.19%	15,000
TOTAL	2,787,237	1,112,965	2,246,507	2,423,346	2,564,381	130.41%	2,542,097

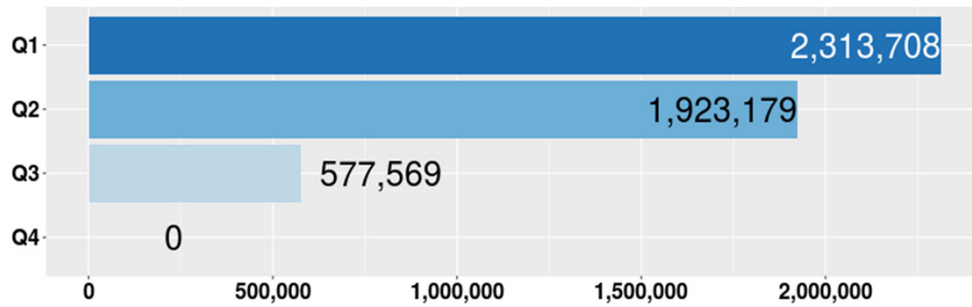
**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	31.0	33.0	34.0
Number of Permanent Part Time Positions	0.0	1.0	1.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	4,814,456	Department Programs	47
Personnel Cost	2,566,747	Governance	-
Non Personnel Cost	2,247,709	Community	46
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

Key Performance Indicators and their Program Costs

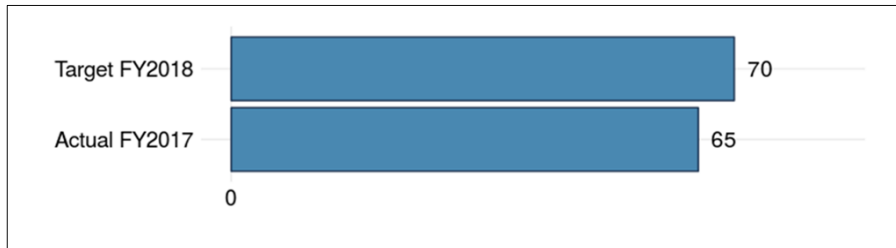
Basic Needs

Program 106 - Rental Registration & Certification Program

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 503,622

Metric Parameters	Description
Why is this measure Important?	Youth Development, Basic Needs
Where does the data come from?	Monthly tracking of property inspections
How is the measure calculated?	The percentage of change in properties passing in 2 or less inspections
What is the objective?	Have 70% of properties pass in 1 or 2 inspections



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

Development Process

Program 94 - Short and mid-range planning project management

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 73,201

Metric Parameters	Description
Why is this measure Important?	Economic Vitality, Development Process (RRC)
Where does the data come from?	Semi-annual review of surveys returned
How is the measure calculated?	Percent of surveys returned with a satisfactory or above rating
What is the objective?	Receive a 75% satisfactory rating on surveys received



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

Engagement

Program 93 - Public Outreach & Communication - Planning and Zoning

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 158,258

Metric Parameters	Description
Why is this measure Important?	Strength in Diversity, Engagement
Where does the data come from?	Annual report of implementation
How is the measure calculated?	Use of public participation plan for outreach and engagement
What is the objective?	Use public participation plan for three neighborhood plans



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

Neighborhood Planning

Program 80 - Neighborhood Association Support

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 250,873

Metric Parameters	Description
Why is this measure Important?	Complete Neighborhoods, Neighborhood Planning
Where does the data come from?	Annual report of neighborhood plans
How is the measure calculated?	Number of official neighborhood plans adopted
What is the objective?	Adopt 3 plans with possible funding



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

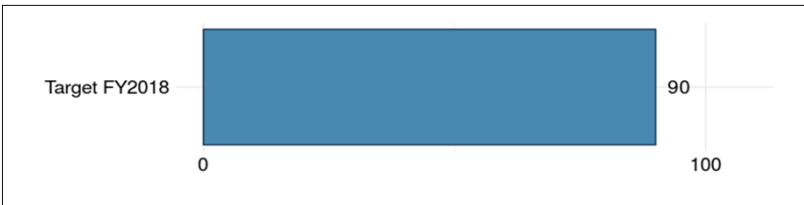
Responsible Redevelopment

Program 124 - Site Plan Review

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 79,957

Metric Parameters	Description
Why is this measure Important?	Environmental Responsibility, Responsible Redevelopment
Where does the data come from?	Quarterly report of site plan review
How is the measure calculated?	Percent of plans reviewed using the new policy
What is the objective?	Have 90% of site plans reviewed using new policy and checklist



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

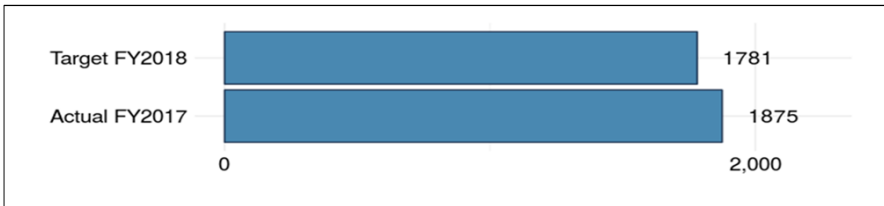
Safe Buildings & Housing

Program 53 - Private Property Nuisance Ordinance Enforcement

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 67,266

Metric Parameters	Description
Why is this measure Important?	Safe Community, Safe Buildings & Housing
Where does the data come from?	Monthly tracking of violations
How is the measure calculated?	Decrease in the number of violations
What is the objective?	Decrease violations by 5%



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

General Fund, Special Revenue

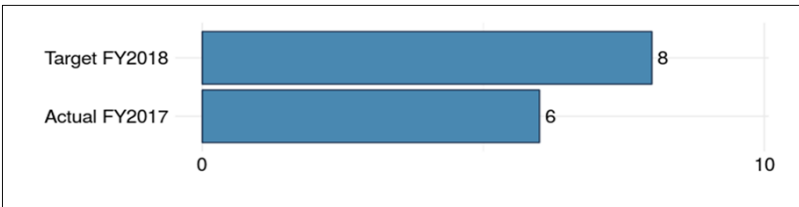
Streets as a Public Realm

Program 77 - Neighborhood Enhancement

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 20,936

Metric Parameters	Description
Why is this measure Important?	Inviting Public Places, Streets as a Public Realm
Where does the data come from?	Annual number of bus stops upgraded
How is the measure calculated?	Increase in number of accessible bus stops for public transit
What is the objective?	Upgrade 8 bus stops to be more accessible



THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
ECONOMIC DEVELOPMENT**

General Fund, Special Revenue, Component Units

BUDGET OVERVIEW

REVENUE

The revenue source of the Economic Development Division is local tax capture, and General Fund.

DEPARTMENT DESCRIPTION

The Economic Development Department implements programs and provides services integral to achieving the goals of the community's economic development plan. Staff assists in the retention, growth and attraction of business and industry by building relationships with employers, and by anticipating/responding to their needs. Staff expertise in the use of incentives such as gap financing, land assembly and linkages to workforce development resources is utilized to preserve/enhance tax base and create jobs in the city. The Department works with federal, state and local development organizations/agencies to address community reinvestment, job creation, entrepreneurship, job retention, brownfield redevelopment and riverfront redevelopment. The division provides staffing support to the Brownfield Redevelopment Authority, Economic Development Corporation and Local Development Finance Authority.

EXPENDITURES

TOTAL BUDGET	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	360,971	510,603	510,603	539,386	603,340	18.16%	193,218
Operating	1,022,952	1,886,284	1,851,284	1,081,602	3,673,232	94.73%	96,907
Debt Service	138,364	150,500	150,500	100,000	100,000	-33.55%	-
Transfers	914,114	2,145,000	2,145,000	1,534,150	35,000	-98.37%	-
TOTAL	2,436,401	4,692,387	4,657,387	3,255,138	4,411,572	-5.98%	290,125

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	16,300	181,157	181,157	148,756	212,649	17.38%	193,218
Operating	55,103	67,623	32,623	36,603	95,007	40.50%	96,907
TOTAL	71,403	248,780	213,780	185,359	307,656	23.67%	290,125

SPECIAL REVENUE FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	-	-	-	-	-	0.00%	-
Operating	327,848	825,375	825,375	367,375	2,995,383	262.91%	250,000
Transfers	914,114	2,145,000	2,145,000	1,534,150	35,000	-98.37%	60,000
TOTAL	1,241,962	2,970,375	2,970,375	1,901,525	3,030,383	2.02%	310,000

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
ECONOMIC DEVELOPMENT**

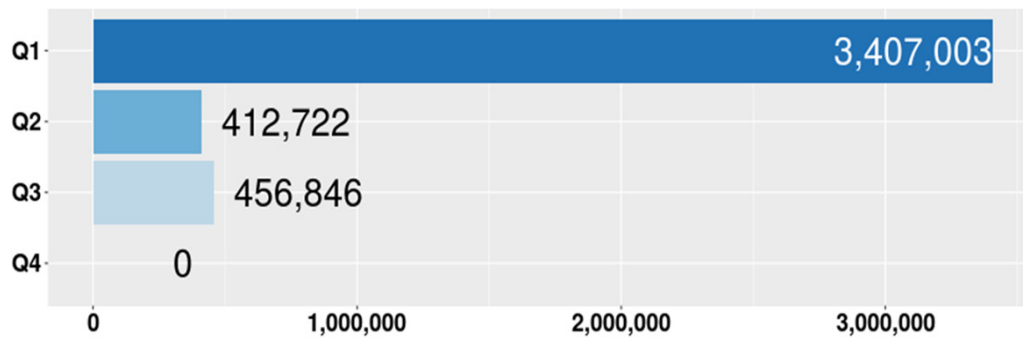
General Fund, Special Revenue, Component Units

COMPONENT UNIT	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	344,671	329,446	329,446	390,630	390,691	18.59%	-
Operating	640,001	993,286	993,286	677,624	582,842	-41.32%	-
Debt Service	138,364	150,500	150,500	100,000	100,000	-33.55%	-
TOTAL	1,123,036	1,473,232	1,473,232	1,168,254	1,073,533	-27.13%	-

POSITIONS

POSITION ALLOCATIONS	Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions	6.0	6.0	7.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	4,276,572	Department Programs	14
Personnel Cost	603,340	Governance	1
Non Personnel Cost	3,673,232	Community	12
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
ECONOMIC DEVELOPMENT**

General Fund, Special Revenue, Component Units

Key Performance Indicators and their Program Costs

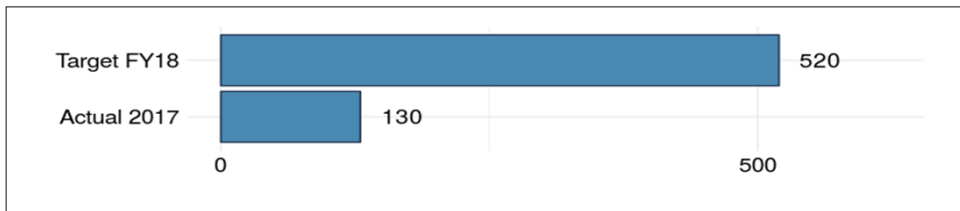
Business & Talent Recruitment

Program 138 - Business Recruitment, Retention, and Expansion

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 68,430

Metric Parameters	Description
Why is this measure Important?	Economic Vitality, business & talent recruitment
Where does the data come from?	Monthly evaluation of site visits
How is the measure calculated?	Number of site visits per week.
What is the objective?	Increase business site visits from 130 to 520.



THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

BUDGET OVERVIEW

REVENUE

The revenue to Parks and Recreation comes from the General Fund which includes park and recreation user fees, special revenue grants for programs and contract fees for the Farmer's Market.

DEPARTMENT DESCRIPTION

Park and Facility Services

Park Division staff provides expertise for the care, maintenance, and safety of the department's parks and facilities. The division also oversees the care and maintenance of the system's fleet and equipment. Additional areas of responsibility include contract management, park improvement project management, special event logistical support, and park security.

The 36 parks and 5 facilities maintained represent 22,000 hours of tasks that need to be completed annually. Tasks include trash/litter/debris removal, restroom cleaning, planting flowers, preparing and weeding flower beds at gateways, irrigation repair, fence repair, tree pruning, leaf removal, snow removal, pool maintenance, playground equipment repair, athletic field turf management, and facility repairs. The division has 5.75 FTE and utilizes 15-20 seasonal staff to maintain the parks and facilities.

Recreation Services

Recreation Services provide expertise to create, develop and administer affordable recreational, cultural, educational, and leisure opportunities to benefit and enhance the lives of City residents. The division oversees recreation operations, including the youth development center, aquatic facilities, recreation programs, educational, and interpretive programming; use and event permitting.

Youth development is a priority for the Recreation division, with staff focused on providing opportunities for youth to enhance their interests, skills and abilities through after school programs, summer camp, and programs like All Things Possible and Summer Youth Employment.

The Farmers' Market is also part of the Recreation Division's responsibility. The market is operated by the People's Food Co-op currently and operates from May through late November. The market attracts thousands of people weekly and hosts over 100 vendors each Saturday.

TOTAL BUDGET	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,142,309	1,285,669	1,431,778	1,484,444	1,570,320	15.62%	1,523,880
Operating	1,002,155	840,910	1,730,200	1,731,216	1,578,079	10.30%	1,668,697
Capital	108,799	-	3,895	22,247	85,000	0.00%	-
Transfers	-	-	-	-	90,000		-
TOTAL	2,253,263	2,126,579	3,165,873	3,237,907	3,323,399	56.28%	3,192,577

GENERAL FUND	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,096,641	1,284,478	1,373,347	1,440,813	1,515,051	17.95%	1,523,880
Operating	741,737	736,403	765,583	799,208	688,079	-6.56%	768,641
Capital	107,707	-	-	22,247	85,000	0.00%	-
Transfers	-	-	-	-	90,000		-
TOTAL	1,946,085	2,020,881	2,138,930	2,262,268	2,378,130	17.68%	2,292,521

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

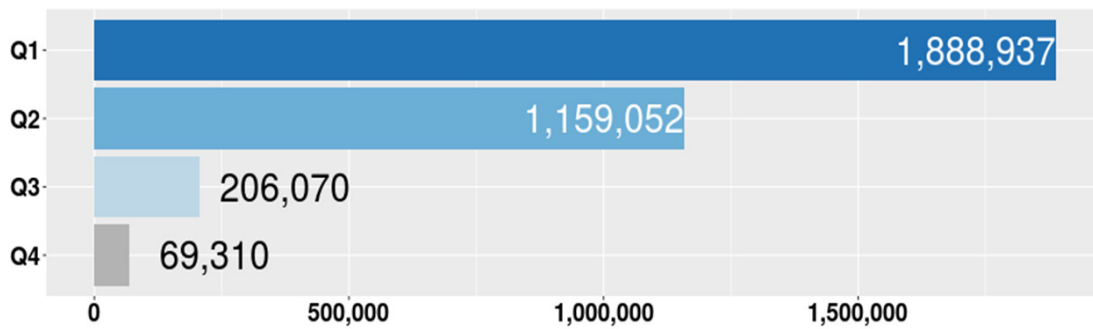
General Fund, Special Revenue, Enterprise Fund

SPECIAL REVENUE FUNDS	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	44,467	-	57,240	43,631	55,269	0.00%	-
Operating	244,129	90,064	950,174	932,008	890,000	0.00%	900,056
TOTAL	289,688	90,064	1,011,309	975,639	945,269	0.00%	900,056

ENTERPRISE FUNDS	2016	2017	2017	2017	2018	2018/2017	2019
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,201	1,191	1,191	-	-	0.00%	-
Operating	16,289	14,443	14,443	-	-	0.00%	-
Capital	-	-	-	-	-	0.00%	-
TOTAL	17,490	15,634	15,634	-	-	0.00%	-

POSITION ALLOCATIONS				Budget 2016	Budget 2017	Adopted 2018
Number of Permanent Full Time Positions				11.0	14.0	14.0
Number of Permanent Part Time Positions				2.0	1.0	1.0

PRIORITY BASED BUDGETING PROGRAMS BY QUARTILE



Total Cost (Programs/Budget)	3,323,399	Department Programs	22
Personnel Cost	1,570,320	Governance	-
Non Personnel Cost	1,753,079	Community	21
		Admin	1

**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

Key Performance Indicators and their Program Costs

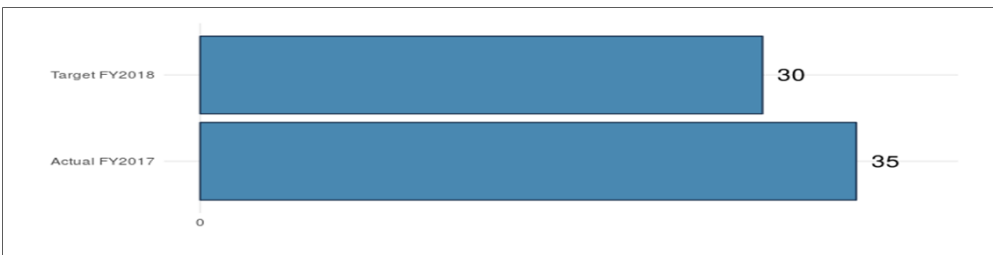
Asset Management

Program 204 - Pesticide & Herbicide Application Management

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 617,551

Metric Parameters	Description
Why is this measure Important?	Economic Vitality, asset management.
Where does the data come from?	Quarterly report of complaints.
How is the measure calculated?	Number of complaints.
What is the objective?	Reduce complaints from 35 to 30 by creating more inviting spaces.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

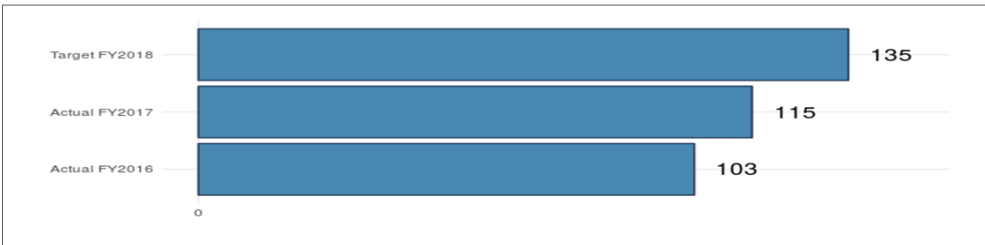
Community Engagement

Program 272 - Swim for Success

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 7,782

Metric Parameters	Description
Why is this measure Important?	Safe Community, community engagement.
Where does the data come from?	Annual report of participation.
How is the measure calculated?	Increase in unique participants.
What is the objective?	Increase program participation by 15% to 135 unique youth.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

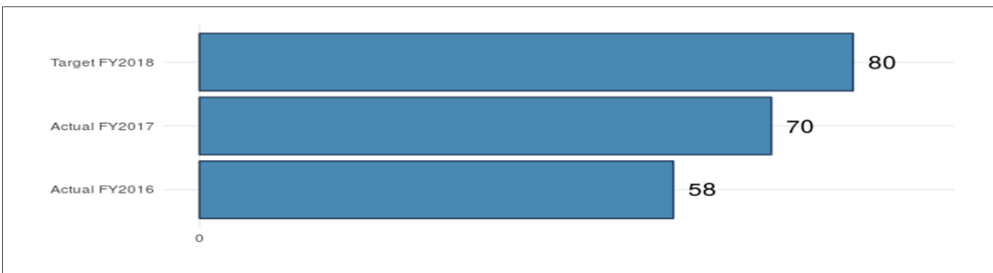
Family

Program 283 - After School Programs

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 1,140,202

Metric Parameters	Description
Why is this measure Important?	Shared Prosperity, family support.
Where does the data come from?	Bianual participation report.
How is the measure calculated?	Number of participants.
What is the objective?	Increase participation by 12.5% to 80 youth.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

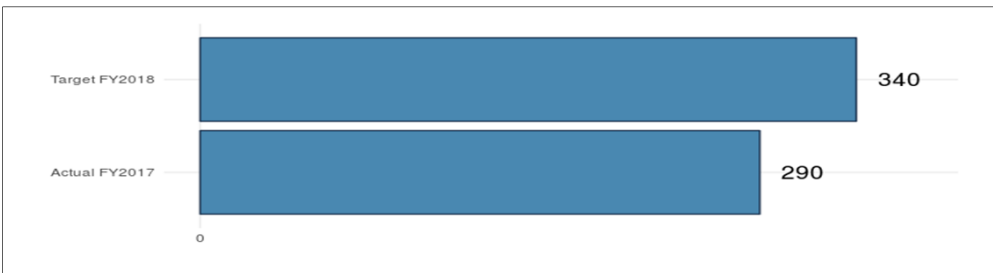
Family Support Networks

Program 271 - Supervised Playground

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 90,217

Metric Parameters	Description
Why is this measure Important?	Youth Development, family support networks.
Where does the data come from?	Annual report.
How is the measure calculated?	Unique program participants.
What is the objective?	Increase unique participations by 50 youth across the 4 sites.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

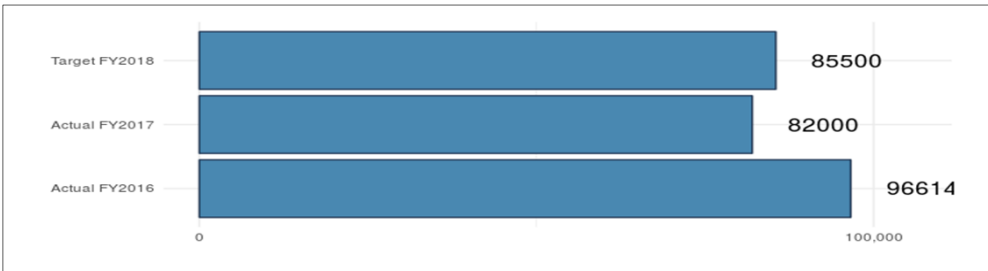
Inclusive Opportunities

Program 237 - Adult Softball and Volleyball Leagues

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 62,082

Metric Parameters	Description
Why is this measure Important?	Strength Through Diversity, inclusive opportunities.
Where does the data come from?	Annual report of revenue.
How is the measure calculated?	Percentage of revenue increased.
What is the objective?	Increase program revenue by 4% from \$82,000 to \$85,500.



**CITY OF KALAMAZOO
2018 ADOPTED BUDGET
PARKS AND RECREATION**

General Fund, Special Revenue, Enterprise Fund

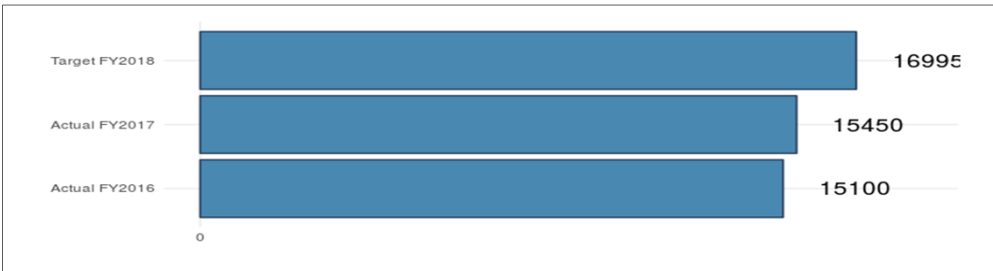
Place Making

Program 957 - Community Special Events

Program Costs associated with this metric:

Program	Total Cost
Total Department Program Cost of Supporting this metric:	\$ 243,794

Metric Parameters	Description
Why is this measure Important?	Inviting Public Spaces, place making.
Where does the data come from?	Annual report on visitors.
How is the measure calculated?	Increase number of visitors to community events.
What is the objective?	To increase the number of visitors by 10% to 16,955.



City of Kalamazoo, Michigan
Capital Improvement Plan
 2018 thru 2022

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2018	2019	2020	2021	2022	Total
Information Technology							
311 System Implementation	GEN-18-005	300,000					300,000
<i>Bond</i>		<i>300,000</i>					<i>300,000</i>
Information Technology Total		300,000					300,000
Parks & Recreation							
Henderson Tot Lot Improvements	P&R-16-002	325,907					325,907
<i>Foundation for Excellence</i>		<i>250,000</i>					<i>250,000</i>
<i>Private</i>		<i>75,907</i>					<i>75,907</i>
Phase I: Redevelopment of Farmers Market	P&R-16-003	250,000	900,000				1,150,000
<i>Bond</i>		<i>250,000</i>					<i>250,000</i>
<i>Private</i>			<i>900,000</i>				<i>900,000</i>
Bronson Park Improvements	P&R-16-004	1,220,000					1,220,000
<i>Bond</i>		<i>220,000</i>					<i>220,000</i>
<i>Private</i>		<i>1,000,000</i>					<i>1,000,000</i>
Crane Park Redevelopment	P&R-18-006	585,000					585,000
<i>Foundation for Excellence</i>		<i>510,000</i>					<i>510,000</i>
<i>Private</i>		<i>75,000</i>					<i>75,000</i>
Video Scoreboard MRP	P&R-18-007	300,000					300,000
<i>Bond</i>		<i>300,000</i>					<i>300,000</i>
Maintenance Storage Barn	P&R-18-008	25,000					25,000
<i>Bond</i>		<i>25,000</i>					<i>25,000</i>
Verburg Park	P&R-19-001		12,000	488,000			500,000
<i>Bond</i>			<i>12,000</i>	<i>488,000</i>			<i>500,000</i>
Milham Park Improvements	P&R-19-008		25,000	1,975,000			2,000,000
<i>Bond</i>			<i>25,000</i>	<i>1,000,000</i>			<i>1,025,000</i>
<i>Private</i>				<i>675,000</i>			<i>675,000</i>
<i>State</i>				<i>300,000</i>			<i>300,000</i>
Lacrone Park Splash Pad	P&R-19-011		585,000				585,000
<i>Foundation for Excellence</i>			<i>510,000</i>				<i>510,000</i>
<i>Local</i>			<i>75,000</i>				<i>75,000</i>
Blanche Hull Park	P&R-20-001			25,000	1,950,000		1,975,000
<i>Bond</i>				<i>25,000</i>	<i>250,000</i>		<i>275,000</i>
<i>Private</i>					<i>1,400,000</i>		<i>1,400,000</i>
<i>State</i>					<i>300,000</i>		<i>300,000</i>
Emerald Park	P&R-21-001				8,000	250,000	258,000
<i>Bond</i>					<i>8,000</i>	<i>200,000</i>	<i>208,000</i>
<i>Private</i>						<i>50,000</i>	<i>50,000</i>
Sherwood Park	P&R-21-002				8,000	225,000	233,000
<i>Bond</i>					<i>8,000</i>	<i>225,000</i>	<i>233,000</i>
Knollwood Park Improvements	P&R-22-001					10,000	10,000
<i>Bond</i>						<i>10,000</i>	<i>10,000</i>
Parks & Recreation Total		2,705,907	1,522,000	2,488,000	1,966,000	485,000	9,166,907

Department	Project #	2018	2019	2020	2021	2022	Total
Public Safety							
New Station #2 (Bryant) Design & Construction	KDPS-16-002	500,000	3,000,000				3,500,000
<i>Bond</i>		<i>500,000</i>	<i>3,000,000</i>				<i>3,500,000</i>
KCCDA - Dispatch Facility	KDPS-18-001	960,000					960,000
<i>Bond</i>		<i>960,000</i>					<i>960,000</i>
Public Safety Facility Upgrades	KDPS-19-005		1,000,000				1,000,000
<i>Bond</i>			<i>1,000,000</i>				<i>1,000,000</i>
Replace Fire Apparatus - Truck 6	KDPS-20-001			1,100,000			1,100,000
<i>Bond</i>				<i>1,100,000</i>			<i>1,100,000</i>
Shooting Range	KDPS-20-002			2,500,000	2,500,000		5,000,000
<i>Bond</i>				<i>750,000</i>	<i>750,000</i>		<i>1,500,000</i>
<i>Private</i>				<i>1,750,000</i>	<i>1,750,000</i>		<i>3,500,000</i>
In-Car Camera System Infrastructure Upgrade	KDPS-21-001				200,000		200,000
<i>Bond</i>					<i>200,000</i>		<i>200,000</i>
Replace Engines #3 & #6	KDPS-21-002				1,000,000		1,000,000
<i>Bond</i>					<i>1,000,000</i>		<i>1,000,000</i>
New Station #8	KDPS-22-001					3,500,000	3,500,000
<i>Bond</i>						<i>3,500,000</i>	<i>3,500,000</i>
Public Safety Total		1,460,000	4,000,000	3,600,000	3,700,000	3,500,000	16,260,000

Public Services: General							
Fiber Optic Network	GEN-16-001	125,000	125,000	125,000			375,000
<i>Bond</i>		<i>125,000</i>	<i>125,000</i>	<i>125,000</i>			<i>375,000</i>
Snowmelt Equipment & Repairs	PS-00-001	180,000	100,000	100,000	100,000	100,000	580,000
<i>Bond</i>		<i>180,000</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>580,000</i>
In-ground Hoist	PS-17-019	50,000					50,000
<i>Bond</i>		<i>50,000</i>					<i>50,000</i>
City Manger Office Remodel	PS-17-021	180,000					180,000
<i>Bond</i>		<i>180,000</i>					<i>180,000</i>
16 Ton Roller	PS-18-001	110,000					110,000
<i>Bond</i>		<i>110,000</i>					<i>110,000</i>
10 yd Dump truck-Streets	PS-18-002		200,000				200,000
<i>Bond</i>			<i>200,000</i>				<i>200,000</i>
Backhoe	PS-18-003	150,000	150,000				300,000
<i>Bond</i>		<i>150,000</i>	<i>150,000</i>				<i>300,000</i>
10 yd Dump Truck- Forestry	PS-18-004	200,000	200,000				400,000
<i>Bond</i>		<i>200,000</i>	<i>200,000</i>				<i>400,000</i>
Station #5 Facility Renovation	PS-18-005	150,000					150,000
<i>Bond</i>		<i>150,000</i>					<i>150,000</i>
Aerial Truck	PS-18-006	150,000	150,000				300,000
<i>Bond</i>		<i>150,000</i>	<i>150,000</i>				<i>300,000</i>
City Facilities Study	PS-18-007	200,000					200,000
<i>Bond</i>		<i>200,000</i>					<i>200,000</i>
10 yd Dump Truck - Streets	PS-19-002		200,000	200,000	200,000	200,000	800,000
<i>Bond</i>			<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>800,000</i>
10 yd Dump Truck - Streets	PS-19-003		200,000	200,000	200,000	200,000	800,000
<i>Bond</i>			<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>800,000</i>
Loader	PS-19-004		170,000				170,000
<i>Bond</i>			<i>170,000</i>				<i>170,000</i>
Skid Steer	PS-19-005		60,000				60,000
<i>Bond</i>			<i>60,000</i>				<i>60,000</i>
5- Ton Roller	PS-19-006		60,000				60,000
<i>Bond</i>			<i>60,000</i>				<i>60,000</i>

Department	Project #	2018	2019	2020	2021	2022	Total
KRVT - Portage Creek Trail Phase (3)	PS-19-015	50,000	50,000	1,000,000	1,000,000		2,100,000
<i>Bond</i>		<i>50,000</i>	<i>50,000</i>	<i>1,000,000</i>	<i>1,000,000</i>		<i>2,100,000</i>
Public Services: General Total		1,545,000	1,665,000	1,625,000	1,500,000	500,000	6,835,000
GRAND TOTAL		6,010,907	7,187,000	7,713,000	7,166,000	4,485,000	32,561,907

City of Kalamazoo, Michigan

Capital Improvement Plan

2018 thru 2022

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2018	2019	2020	2021	2022	Total
Public Services: Streets							
Local Street Program	LST-00-001		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<i>Bond</i>			<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>4,000,000</i>
Academy Street Culvert Replacement	LST-16-028	42,000					42,000
<i>Bond</i>		<i>42,000</i>					<i>42,000</i>
Pratt Road Culvert (Westnedge to Kilgore)	LST-17-003	200,000					200,000
<i>Bond</i>		<i>200,000</i>					<i>200,000</i>
Betsy Ann Place	LST-18-001	463,000					463,000
<i>Bond</i>		<i>463,000</i>					<i>463,000</i>
Amherst - Barnard to Wood Street	LST-18-002	75,000					75,000
<i>Bond</i>		<i>75,000</i>					<i>75,000</i>
Broadway Avenue	LST-18-003	75,000					75,000
<i>Bond</i>		<i>75,000</i>					<i>75,000</i>
Springmont Avenue	LST-18-004	80,000					80,000
<i>Bond</i>		<i>80,000</i>					<i>80,000</i>
Frank Street - RR Crossing	LST-18-005	20,000					20,000
<i>Bond</i>		<i>20,000</i>					<i>20,000</i>
Parsons Street - RR Crossing	LST-18-006	20,000					20,000
<i>Bond</i>		<i>20,000</i>					<i>20,000</i>
Storm Water Collection Study	LST-18-007	641,064					641,064
<i>State</i>		<i>641,064</i>					<i>641,064</i>
Sun Valley	LST-18-008	150,000					150,000
<i>Foundation for Excellence</i>		<i>150,000</i>					<i>150,000</i>
Lake Street - Non-Motorized Path	LST-18-009	75,000					75,000
<i>Foundation for Excellence</i>		<i>75,000</i>					<i>75,000</i>
Ada Street - Westnedge to Simpson	LST-18-010	100,000					100,000
<i>Foundation for Excellence</i>		<i>100,000</i>					<i>100,000</i>
Church - Paterson to Dunkley	LST-18-011	325,000					325,000
<i>Foundation for Excellence</i>		<i>325,000</i>					<i>325,000</i>
Lorraine - Broadway to Chevy Chase	LST-18-012	190,000					190,000
<i>Foundation for Excellence</i>		<i>190,000</i>					<i>190,000</i>
North Rose - Paterson to Prouty	LST-18-013	150,000					150,000
<i>Foundation for Excellence</i>		<i>150,000</i>					<i>150,000</i>
Norway Ave. - Westnedge to Rose	LST-18-014	150,000					150,000
<i>Foundation for Excellence</i>		<i>150,000</i>					<i>150,000</i>
Locust - Vine to Lovell	LST-18-015	375,000					375,000
<i>Foundation for Excellence</i>		<i>375,000</i>					<i>375,000</i>
Local Street - Manhole Rehabilitation	LST-18-016	265,800					265,800
<i>Foundation for Excellence</i>		<i>265,800</i>					<i>265,800</i>
Local Street - Storm Sewer Rehab	LST-18-017	180,000					180,000
<i>Foundation for Excellence</i>		<i>180,000</i>					<i>180,000</i>
Major Street Program	MST-00-003			1,550,000	1,850,000	1,850,000	5,250,000
<i>Bond</i>				<i>1,550,000</i>	<i>1,850,000</i>	<i>1,850,000</i>	<i>5,250,000</i>
Scattered Sites	MST-00-011	150,000	150,000	150,000	150,000	150,000	750,000

Department	Project #	2018	2019	2020	2021	2022	Total
<i>Bond</i>		150,000	150,000	150,000	150,000	150,000	750,000
Vine (Davis to Westnedge)	MST-16-031	482,000					482,000
<i>Bond</i>		299,000					299,000
<i>Federal</i>		183,000					183,000
Rose (Academy to Water)	MST-16-032	171,000					171,000
<i>Bond</i>		171,000					171,000
Cork (Portage to Sprinkle)	MST-17-001	125,000	1,700,000				1,825,000
<i>Bond</i>		125,000	884,000				1,009,000
<i>Federal</i>			816,000				816,000
Howard Street Pedestrian Improvements	MST-17-004	476,000					476,000
<i>Bond</i>		223,000					223,000
<i>Federal</i>		253,000					253,000
W. Michigan/Howard Traffic Signal Upgrades	MST-17-013	1,302,000					1,302,000
<i>Bond</i>		374,000					374,000
<i>Federal</i>		928,000					928,000
Howard Street Repaving (Stadium to Oakland)	MST-18-001	564,000					564,000
<i>Bond</i>		235,000					235,000
<i>Federal</i>		329,000					329,000
Pitcher (Kalamazoo to Michigan)	MST-18-002	776,000					776,000
<i>Bond</i>		400,000					400,000
<i>Federal</i>		376,000					376,000
Oakland - Lovell to Howard	MST-18-003	580,000					580,000
<i>Foundation for Excellence</i>		580,000					580,000
Nazareth - Bike Lane	MST-18-004	175,000					175,000
<i>Foundation for Excellence</i>		175,000					175,000
Major Street - Mahole Rehabilitation	MST-18-005	254,200					254,200
<i>Foundation for Excellence</i>		254,200					254,200
Major Street - Storm Sewer Rehab	MST-18-006	180,000					180,000
<i>Foundation for Excellence</i>		180,000					180,000
Dredging - Crosstown Ponds	MST-18-007	850,000					850,000
<i>Foundation for Excellence</i>		850,000					850,000
Oakland (Parkview to Howard)	MST-19-006		100,000	1,160,000			1,260,000
<i>Bond</i>			100,000	300,000			400,000
<i>Federal</i>				860,000			860,000
Portage (Stockbridge to Portage/Pitcher Connector)	MST-20-005	80,000	1,950,000				2,030,000
<i>Bond</i>		80,000	850,000				930,000
<i>Federal</i>			1,100,000				1,100,000
Public Services: Streets Total		9,742,064	4,900,000	3,860,000	3,000,000	3,000,000	24,502,064
GRAND TOTAL		9,742,064	4,900,000	3,860,000	3,000,000	3,000,000	24,502,064

City of Kalamazoo, Michigan

Capital Improvement Plan

2018 thru 2022

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2018	2019	2020	2021	2022	Total
Public Services: Wastewater							
Wastewater: Capital Management	WWR-00-001	270,000	270,000	270,000	270,000	270,000	1,350,000
<i>Working Capital</i>		<i>270,000</i>	<i>270,000</i>	<i>270,000</i>	<i>270,000</i>	<i>270,000</i>	<i>1,350,000</i>
WRP Equipment Replacements	WWR-00-002	150,000	150,000	150,000	150,000	150,000	750,000
<i>Working Capital</i>		<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>750,000</i>
WRP Electrical, Instrumentation & Controls	WWR-00-003	125,000	125,000	125,000	125,000	125,000	625,000
<i>Working Capital</i>		<i>125,000</i>	<i>125,000</i>	<i>125,000</i>	<i>125,000</i>	<i>125,000</i>	<i>625,000</i>
Sewer Main Program	WWR-00-004	600,000	600,000	600,000	600,000	600,000	3,000,000
<i>Bond</i>		<i>600,000</i>	<i>600,000</i>	<i>600,000</i>	<i>600,000</i>	<i>600,000</i>	<i>3,000,000</i>
Sewer Connections	WWR-00-005	30,000	30,000	30,000	30,000	30,000	150,000
<i>Contrib In Aid</i>		<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>150,000</i>
Computer Replacement	WWR-00-007	25,000	25,000	25,000	25,000	25,000	125,000
<i>Working Capital</i>		<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>125,000</i>
Lift Station Mechanical Improvements	WWR-00-017	25,000	25,000	25,000	25,000	25,000	125,000
<i>Working Capital</i>		<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>125,000</i>
Analyzer Replacement Program	WWR-00-018	25,000	25,000	25,000	25,000	25,000	125,000
<i>Working Capital</i>		<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>125,000</i>
Lucity - Hardware & Software	WWR-11-002	25,000					25,000
<i>Working Capital</i>		<i>25,000</i>					<i>25,000</i>
Lift Station Radios	WWR-16-008	20,000					20,000
<i>Working Capital</i>		<i>20,000</i>					<i>20,000</i>
WRP Road Resurfacing	WWR-16-010	250,000					250,000
<i>Working Capital</i>		<i>250,000</i>					<i>250,000</i>
KWRP Sewer Collections Facility Building	WWR-16-012	150,000					150,000
<i>Bond</i>		<i>150,000</i>					<i>150,000</i>
SW & Portage Interceptor Access Rd	WWR-16-014	25,000	2,000,000	2,000,000	2,000,000		6,025,000
<i>Bond</i>		<i>25,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>		<i>6,025,000</i>
Rose Street Sanitary Sewer Design	WWR-17-002	900,000					900,000
<i>Bond</i>		<i>900,000</i>					<i>900,000</i>
SW Interceptor Trenchless Pipe Rehab	WWR-17-003	75,000					75,000
<i>Bond</i>		<i>75,000</i>					<i>75,000</i>
Interceptor Access Road - Davis Creek	WWR-17-004					150,000	150,000
<i>Bond</i>						<i>150,000</i>	<i>150,000</i>
Solids Handling Process Upgrade	WWR-17-005	1,000,000	2,700,000	2,500,000			6,200,000
<i>Bond</i>		<i>1,000,000</i>	<i>2,700,000</i>	<i>2,500,000</i>			<i>6,200,000</i>
Fine Screens Process Upgrade	WWR-17-006	550,000					550,000
<i>Bond</i>		<i>550,000</i>					<i>550,000</i>
Lift Station Conduit Improvements	WWR-17-009	50,000	50,000	50,000	50,000		200,000
<i>Bond</i>		<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>		<i>200,000</i>
Carry Deck Crane Replacement	WWR-17-011	80,000					80,000
<i>Bond</i>		<i>80,000</i>					<i>80,000</i>
Laboratory Renovations	WWR-17-014	300,000	400,000				700,000
<i>Bond</i>		<i>300,000</i>	<i>400,000</i>				<i>700,000</i>
Tertiary Process Upgrade	WWR-18-003	250,000	2,500,000	2,500,000			5,250,000

Department	Project #	2018	2019	2020	2021	2022	Total
<i>Bond</i>		250,000	2,500,000	2,500,000			5,250,000
Scum Station Roof	WWR-18-004	25,000					25,000
<i>Bond</i>		25,000					25,000
Locust Place Sanitary Sewer	WWR-18-012	200,000					200,000
<i>Bond</i>		200,000					200,000
Dutton Place Sanitary Sewer Replacement	WWR-18-013	175,000					175,000
<i>Bond</i>		175,000					175,000
Load Center 5 Generator	WWR-18-015	400,000					400,000
<i>Bond</i>		400,000					400,000
Dump Truck	WWR-18-016	200,000		200,000			400,000
<i>Bond</i>		200,000		200,000			400,000
Bar Screen 1	WWR-18-017	250,000	500,000				750,000
<i>Bond</i>		250,000	500,000				750,000
Bar Screen 4	WWR-18-018		750,000				750,000
<i>Bond</i>			750,000				750,000
Raw Pump Replacement	WWR-18-019	120,000		1,200,000	1,200,000		2,520,000
<i>Bond</i>		120,000		1,200,000	1,200,000		2,520,000
Tertiary Mudwell Pump Replacement	WWR-18-020	60,000					60,000
<i>Bond</i>		60,000					60,000
Wastewater Collection - Asset Mgmt.	WWR-18-021	1,358,937					1,358,937
<i>State</i>		1,358,937					1,358,937
SW Interceptor Drop Manhole Replacement	WWR-19-002		150,000				150,000
<i>Bond</i>			150,000				150,000
Blower 1 Controls Upgrade	WWR-19-003		100,000				100,000
<i>Bond</i>			100,000				100,000
Woods Lake Generator	WWR-19-004	35,000	80,000				115,000
<i>Bond</i>		35,000	80,000				115,000
Whites Lake Generator	WWR-19-005	35,000	80,000				115,000
<i>Bond</i>		35,000	80,000				115,000
KWRP Admin HVAC Upgrade	WWR-19-008			750,000			750,000
<i>Bond</i>				750,000			750,000
Clarifier Drives & Sweeps 4-8	WWR-19-009		250,000		1,125,000	1,125,000	2,500,000
<i>Bond</i>			250,000		1,125,000	1,125,000	2,500,000
Alternate Force Main & Grit System	WWR-19-010	150,000	325,000			2,016,000	2,491,000
<i>Bond</i>		150,000	325,000			2,016,000	2,491,000
Academy Culvert Replacement	WWR-19-011		200,000				200,000
<i>Bond</i>			200,000				200,000
Load Center 1 Generator	WWR-19-012		400,000				400,000
<i>Bond</i>			400,000				400,000
Ransom St. Inceptor Upgrade	WWR-19-013		150,000	3,000,000			3,150,000
<i>Bond</i>			150,000	3,000,000			3,150,000
Blower 4 Controls Upgrade	WWR-20-001			100,000			100,000
<i>Bond</i>				100,000			100,000
Interceptor Road Access - Spring Valley	WWR-20-002			150,000			150,000
<i>Bond</i>				150,000			150,000
Freightliner 114SD Sewer Truck	WWR-20-003			500,000			500,000
<i>Bond</i>				500,000			500,000
Access Control & Security Upgrades	WWR-20-012			15,000			15,000
<i>Working Capital</i>				15,000			15,000
Secondary Waste ML Pumps (Qty 2)	WWR-21-002				150,000		150,000
<i>Bond</i>					150,000		150,000
Interceptor Road Access - Arcadia Creek	WWR-21-005				150,000		150,000
<i>Bond</i>					150,000		150,000
CCTV Truck Replacement	WWR-21-006				400,000		400,000

Department	Project #	2018	2019	2020	2021	2022	Total
<i>Bond</i>					<i>400,000</i>		<i>400,000</i>
Interceptor Rehabilitation	WWR-21-007				2,000,000	2,000,000	4,000,000
<i>Bond</i>					<i>2,000,000</i>	<i>2,000,000</i>	<i>4,000,000</i>
Interceptor Access Road - Davis Creek	WWR-22-001					150,000	150,000
<i>Bond</i>						<i>150,000</i>	<i>150,000</i>
WWR SCADA Technology Upgrades	WWR-25-001			100,000	400,000	400,000	900,000
<i>Bond</i>				<i>100,000</i>	<i>400,000</i>	<i>400,000</i>	<i>900,000</i>
Public Services: Wastewater Total		7,933,937	11,885,000	14,315,000	8,725,000	7,091,000	49,949,937
GRAND TOTAL		7,933,937	11,885,000	14,315,000	8,725,000	7,091,000	49,949,937

City of Kalamazoo, Michigan

Capital Improvement Plan

2018 thru 2022

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2018	2019	2020	2021	2022	Total
Public Services: Water							
Water: Capital Management	WAT-00-001	200,000	200,000	200,000	200,000	200,000	1,000,000
<i>Working Capital</i>		<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>1,000,000</i>
Well Replacement Program	WAT-00-002	300,000	309,000	318,300	327,800	337,700	1,592,800
<i>Bond</i>		<i>300,000</i>	<i>309,000</i>	<i>318,300</i>	<i>327,800</i>	<i>337,700</i>	<i>1,592,800</i>
Hydrant Replacement Program	WAT-00-004	150,000	154,500	159,100	163,900	168,800	796,300
<i>Working Capital</i>		<i>150,000</i>	<i>154,500</i>	<i>159,100</i>	<i>163,900</i>	<i>168,800</i>	<i>796,300</i>
Water Main Program	WAT-00-005					2,000,000	2,000,000
<i>Bond</i>						<i>2,000,000</i>	<i>2,000,000</i>
Valve Replacement Program	WAT-00-006	100,000	103,000	106,100	109,300	112,600	531,000
<i>Working Capital</i>		<i>100,000</i>	<i>103,000</i>	<i>106,100</i>	<i>109,300</i>	<i>112,600</i>	<i>531,000</i>
New Service Connection Program	WAT-00-007	33,000	34,000	35,000	36,100	37,100	175,200
<i>Contrib In Aid</i>		<i>33,000</i>	<i>34,000</i>	<i>35,000</i>	<i>36,100</i>	<i>37,100</i>	<i>175,200</i>
Lead Service Replacement	WAT-00-008	2,000,000	2,045,000	2,091,400	2,139,100	2,188,300	10,463,800
<i>Bond</i>		<i>1,500,000</i>	<i>1,545,000</i>	<i>1,591,400</i>	<i>1,639,100</i>	<i>1,688,300</i>	<i>7,963,800</i>
<i>Foundation for Excellence</i>		<i>500,000</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>	<i>2,500,000</i>
Meter Improvement Program	WAT-00-009	250,000	250,000	250,000	250,000	250,000	1,250,000
<i>Bond</i>		<i>250,000</i>	<i>250,000</i>	<i>250,000</i>	<i>250,000</i>	<i>250,000</i>	<i>1,250,000</i>
Computer Replacement	WAT-00-010	25,000	25,800	26,500	27,300	28,100	132,700
<i>Working Capital</i>		<i>25,000</i>	<i>25,800</i>	<i>26,500</i>	<i>27,300</i>	<i>28,100</i>	<i>132,700</i>
Heavy Equipment Fleet Program	WAT-00-011		560,000	750,000	750,000	750,000	2,810,000
<i>Bond</i>			<i>560,000</i>	<i>750,000</i>	<i>750,000</i>	<i>750,000</i>	<i>2,810,000</i>
Water System SCADA Replacement/Backbone	WAT-14-001	178,200					178,200
<i>Bond</i>		<i>178,200</i>					<i>178,200</i>
STA#22 Elevated Storage/Booster	WAT-16-009	3,000,000	3,000,000				6,000,000
<i>Bond</i>		<i>3,000,000</i>	<i>3,000,000</i>				<i>6,000,000</i>
Locust Court/Vine Street Improvements	WAT-17-007	180,000					180,000
<i>Bond</i>		<i>180,000</i>					<i>180,000</i>
Smart Meter Pilot Program	WAT-17-008	130,000	500,000	500,000	500,000	500,000	2,130,000
<i>Bond</i>		<i>130,000</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>	<i>2,130,000</i>
Rose Street Water Main	WAT-18-001	300,000					300,000
<i>Bond</i>		<i>300,000</i>					<i>300,000</i>
Central PS Sand Filter Valve Replacement	WAT-18-005	25,000	25,000	25,000	25,000	25,000	125,000
<i>Working Capital</i>		<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>125,000</i>
STA#4 Well House Replacement	WAT-18-007	30,000	30,900	31,800	32,800	33,800	159,300
<i>Working Capital</i>		<i>30,000</i>	<i>30,900</i>	<i>31,800</i>	<i>32,800</i>	<i>33,800</i>	<i>159,300</i>
Station 18 Power Upgrades	WAT-18-008	50,000					50,000
<i>Working Capital</i>		<i>50,000</i>					<i>50,000</i>
Station #11 Upgrades	WAT-18-012	50,000	310,000				360,000
<i>Bond</i>		<i>50,000</i>	<i>310,000</i>				<i>360,000</i>
Station #8 Booster Pump Replacement	WAT-18-013	100,000					100,000
<i>Bond</i>		<i>100,000</i>					<i>100,000</i>
Station #25 Upgrades	WAT-18-015	170,000	150,000				320,000
<i>Bond</i>		<i>170,000</i>	<i>150,000</i>				<i>320,000</i>

Department	Project #	2018	2019	2020	2021	2022	Total
Station #31 Booster Replacement <i>Bond</i>	WAT-18-017	50,000 <i>50,000</i>					50,000 <i>50,000</i>
Phosphate Upgrade <i>Bond</i>	WAT-18-020	100,000 <i>100,000</i>	103,000 <i>103,000</i>	106,100 <i>106,100</i>	109,300 <i>109,300</i>	112,600 <i>112,600</i>	531,000 <i>531,000</i>
Station Roadway Improvements <i>Working Capital</i>	WAT-18-021	50,000 <i>50,000</i>	60,000 <i>60,000</i>	70,000 <i>70,000</i>	80,000 <i>80,000</i>	90,000 <i>90,000</i>	350,000 <i>350,000</i>
Station #4 Automatic Transfer Switch <i>Working Capital</i>	WAT-18-022	50,000 <i>50,000</i>					50,000 <i>50,000</i>
Cork Street - Portage to Sprinkle <i>Bond</i>	WAT-18-023	160,000 <i>160,000</i>	2,000,000 <i>2,000,000</i>				2,160,000 <i>2,160,000</i>
Howard Street - Stadium to Oakland <i>Working Capital</i>	WAT-18-024	25,000 <i>25,000</i>					25,000 <i>25,000</i>
Pitcher - Kalamazoo to Michigan <i>Working Capital</i>	WAT-18-025	25,000 <i>25,000</i>					25,000 <i>25,000</i>
Super High Pressure Tank District <i>Bond</i>	WAT-18-028	282,400 <i>282,400</i>	1,639,100 <i>1,639,100</i>	1,688,300 <i>1,688,300</i>			3,609,800 <i>3,609,800</i>
Stockbridge Gate Actuators <i>Bond</i>	WAT-18-029	30,000 <i>30,000</i>					30,000 <i>30,000</i>
Station #39 Generator <i>Bond</i>	WAT-18-030	100,000 <i>100,000</i>					100,000 <i>100,000</i>
Dutton Place Water Main <i>Bond</i>	WAT-18-031	135,000 <i>135,000</i>					135,000 <i>135,000</i>
Security Upgrades <i>Working Capital</i>	WAT-18-032	50,000 <i>50,000</i>	51,500 <i>51,500</i>	53,000 <i>53,000</i>	54,600 <i>54,600</i>	56,300 <i>56,300</i>	265,400 <i>265,400</i>
Vactor Sewer Truck <i>Bond</i>	WAT-18-035	450,000 <i>450,000</i>					450,000 <i>450,000</i>
Tracked Skid Steer <i>Bond</i>	WAT-18-036	60,000 <i>60,000</i>					60,000 <i>60,000</i>
10 YD Dump Truck <i>Bond</i>	WAT-18-037	200,000 <i>200,000</i>					200,000 <i>200,000</i>
Backhoe <i>Bond</i>	WAT-18-038	150,000 <i>150,000</i>					150,000 <i>150,000</i>
10YD Dump Truck <i>Bond</i>	WAT-18-039	200,000 <i>200,000</i>					200,000 <i>200,000</i>
Backhoe <i>Bond</i>	WAT-18-040	150,000 <i>150,000</i>					150,000 <i>150,000</i>
Asphalt Reclaimer <i>Bond</i>	WAT-18-041	140,000 <i>140,000</i>					140,000 <i>140,000</i>
Asphalt Zipper <i>Bond</i>	WAT-18-042	95,000 <i>95,000</i>					95,000 <i>95,000</i>
Station #24 Upgrades <i>Bond</i>	WAT-19-001	150,000 <i>150,000</i>	250,000 <i>250,000</i>				400,000 <i>400,000</i>
Station #14 Upgrades <i>Bond</i>	WAT-19-002		165,000 <i>165,000</i>				165,000 <i>165,000</i>
Blakeslee Water Main Replacement <i>Bond</i>	WAT-19-003	50,000 <i>50,000</i>					50,000 <i>50,000</i>
10YD Dump Truck <i>Bond</i>	WAT-19-004		200,000 <i>200,000</i>				200,000 <i>200,000</i>
Texas Township Booster/Bleeder Station <i>Bond</i>	WAT-19-005		154,500 <i>154,500</i>				154,500 <i>154,500</i>
33rd ST Water Main <i>Bond</i>	WAT-19-006		339,500 <i>339,500</i>	4,243,600 <i>4,243,600</i>			4,583,100 <i>4,583,100</i>
Station Generator Installations <i>Bond</i>	WAT-19-007		300,000 <i>300,000</i>	309,000 <i>309,000</i>	318,300 <i>318,300</i>	327,800 <i>327,800</i>	1,255,100 <i>1,255,100</i>

Department	Project #	2018	2019	2020	2021	2022	Total
Portage Road - Stocbridge to Walnut <i>Bond</i>	WAT-19-008		50,000	600,000			650,000
			<i>50,000</i>	<i>600,000</i>			<i>650,000</i>
Oakland - Howard to Parkview <i>Bond</i>	WAT-19-009		120,000	1,500,000			1,620,000
			<i>120,000</i>	<i>1,500,000</i>			<i>1,620,000</i>
Roof Replacement Program <i>Working Capital</i>	WAT-19-010		15,000	15,500	15,900	16,400	62,800
			<i>15,000</i>	<i>15,500</i>	<i>15,900</i>	<i>16,400</i>	<i>62,800</i>
Academy Street Culvert Main <i>Bond</i>	WAT-19-011		100,000				100,000
			<i>100,000</i>				<i>100,000</i>
Station #5 Booster Pump House Replacement <i>Bond</i>	WAT-20-001	65,000	800,000				865,000
		<i>65,000</i>	<i>800,000</i>				<i>865,000</i>
Central Station Pumping Upgrades <i>Bond</i>	WAT-20-002	50,000	150,000				200,000
		<i>50,000</i>	<i>150,000</i>				<i>200,000</i>
Station #25 Roof Replacement <i>Bond</i>	WAT-20-003	30,000					30,000
		<i>30,000</i>					<i>30,000</i>
Blakeslee Tank Large Valve Replacement <i>Bond</i>	WAT-20-004			50,000	200,000		250,000
				<i>50,000</i>	<i>200,000</i>		<i>250,000</i>
STA#6 Upgrades <i>Bond</i>	WAT-20-005			65,600	819,500		885,100
				<i>65,600</i>	<i>819,500</i>		<i>884,500</i>
STA#9 Flow Control Upgrade <i>Bond</i>	WAT-20-006			106,100	109,300	112,600	328,000
				<i>106,100</i>	<i>109,300</i>	<i>112,600</i>	<i>328,000</i>
Station #10 Upgrades <i>Bond</i>	WAT-20-007			180,000			180,000
				<i>180,000</i>			<i>180,000</i>
Station #26 Replacement <i>Bond</i>	WAT-20-008			69,900	874,200		944,100
				<i>69,900</i>	<i>874,200</i>		<i>944,100</i>
Central Pumping Facility Upgrades <i>Bond</i>	WAT-20-009			131,100	1,639,100		1,770,200
				<i>113,100</i>	<i>1,639,100</i>		<i>1,752,200</i>
11th ST Water Main <i>Bond</i>	WAT-21-001				1,000,000		1,000,000
					<i>1,000,000</i>		<i>1,000,000</i>
High Pressure District (East) Tank <i>Bond</i>	WAT-21-002				273,200	1,688,300	1,961,500
					<i>273,200</i>	<i>1,688,300</i>	<i>1,961,500</i>
Station #12 Upgrades <i>Bond</i>	WAT-21-003				40,000		40,000
					<i>40,000</i>		<i>40,000</i>
STA#38-Oshtemo Wellfield <i>Bond</i>	WAT-24-002					400,000	400,000
						<i>400,000</i>	<i>400,000</i>
Public Services: Water Total		10,118,600	14,194,800	13,681,400	10,094,700	9,435,400	57,524,900
GRAND TOTAL		10,118,600	14,194,800	13,681,400	10,094,700	9,435,400	57,524,900

THE CITY OF



Kalamazoo

BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)

2018 ADOPTED BUDGET

	2016 Actual	2017 Budget	2017 Projected	2018 Adopted
Revenues				
TIF Capture - Developer	-	160,000	280,000	280,000
TIF Capture - Building Authority (Ramp)	-	150,500	100,000	100,000
TIF Capture - BRA	344,272	69,500	200,000	150,000
Land Sales Proceeds	274,713	400,000	150,000	503,800
Loan Interest Revenue	3,460	-	-	-
Investment Interest	2,744	1,700	1,700	1,700
General Fund Contribution	-	-	-	-
Miscellaneous Revenues (Rent / Reimbursements)	56,340	12,000	26,695	7,500
MEDQ Grant (KVCC)	386,518	380,773	93,042	-
Transfer In (EIF)	-	-	-	-
Private Donations & Contributions	-	59,000	45,000	-
Total Resources	1,068,047	1,233,473	896,437	1,043,000
Expenditures				
Personnel	221,781	229,676	284,730	237,712
Projects:				
Riverfront / River West Redevelopment / River's Edge	-699	20,000	20,065	20,000
Davis Creek Business Park (Lakeside Refinery)	24,714	45,000	20,000	20,000
Former Public Safety Site	2,915	20,000	10,190	5,000
JA Richards	0	0	0	0
Tax Reverted Property Acquisitions/Land Bank	0	20,000	5,000	20,000
TIF Reimbursements to Developers	252,696	160,000	280,000	280,000
TIF Transfer to Building Authority/Mall Parking Structure	138,364	150,500	100,000	100,000
Site/Building Maintenance	9,333	20,000	10,000	25,000
Special Projects Environmental	0	15,000	5,000	15,000
East Bank Site Infrastructure	0	0	0	0
Performance Paper	6,092	20,000	20,000	20,000
Site Preparation/Infrastructure	5,000	25,000	5,000	25,000
Targeted Acquisitions	0	25,000	1,000	25,000
Marketing	2,343	20,000	50,000	30,000
Administrative/IT Fees	13,704	18,996	18,996	27,752
BRA Operating Expenses/Relocation	22,681	30,000	2,655	10,000
MEDQ Grant (KVCC)	293,476	469,773	156,753	0
600 E. Michigan - Grant/loan admin support	0	0	0	0
ED Incentive/Strategy Review	0	30,000	50,000	7,500
Contract Retainage	0	0	0	0
Bank Fees	0	300	300	300
Outside Contractual	0	0	15,000	20,000
Total Expenditures	992,400	1,319,245	1,054,689	888,264
Revenue over (under) expenditures	75,647	-85,772	-158,252	154,736
Beginning Fund Balance	566,385	642,032	642,032	483,780
Ending Fund Balance	642,032	556,260	483,780	638,516

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
ADOPTED FY 2018 BUDGET**

	2017 Approved	2018 Adopted
REVENUE		
Taxes		
Operating - Current Year (DDA Levy 1.9638 Mills)	270,237	270,237
Operating - Current Year (TIF-2018 Reserves)	1,653,353	200,000
Personal Property Tax (PA86)	-	245,479
Bond Refinance Savings	63,861	-
Total Taxes	1,987,451	715,716
Fees & Charges for Services		
Festival Place Maintenance Fees	26,000	-
City of Kalamazoo Mall Maintenance	55,343	59,210
Total Fees & Charges for Services	81,343	59,210
Other		
Interest Income	550	1,050
PILOTS/Miscellaneous	1,500	1,530
Administrative Loan City of Kalamazoo	-	551,127
Total Other Revenue	2,050	553,707
TOTAL REVENUE	2,070,844	1,328,633
EXPENSES		
Operating Expenses		
DKI Service Agreement	307,050	232,050
Insurance/Legal/Audit Services	46,500	38,000
Mall Assessment	15,000	-
Miscellaneous	500	-
Total Operating Expenses	369,050	270,050

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
ADOPTED FY 2018 BUDGET**

Initiatives/Programs		
Brand & Engagement	50,000	100,000
Business Recruitment and Retention	80,000	100,000
CIP:		
Maintenance	250,000	59,210
Building Revitalization Programs	15,000	-
Special Projects	10,000	130,000
TIF Capture-Depot Project	2,800	-
TIF Capture-Miller Canfield	20,793	-
Total Initiatives/Programs	428,593	389,210
DEBT SERVICE/OTHER OBLIGATIONS		
Arcadia Creek Bonds	477,600	459,600
Building Authority Bonds	253,200	-
TIF Capture Ramp3	19,271	-
Festival Place	128,473	128,473
Metropolitan Center	48,900	-
Rebated Taxes	120,000	35,000
Zoetis Tax Appeal	47,611	46,300
City of Kalamazoo Loan (Deferred until 2024)	76,460	-
Total Debt Service/Other Obligations	1,171,515	669,373
12% Reserve	35,544	-
TOTAL EXPENSES	2,004,702	1,328,633
Revenue Over (Under) Expenses	66,142	-
BEGINNING FUND BALANCE	93,470	159,612
REVENUE OVER (UNDER) EXPENSES	66,142	-
ENDING FUND BALANCE	159,612	159,612

ECONOMIC DEVELOPMENT AUTHORITY (EDC) 2018 ADOPTED BUDGET

	2016 Actual	2017 Adopted Budget	2017 Projected Budget	2018 Adopted Budget
Revenues				
Interest on Investments	30	400	400	400
Miscellaneous	-	-	-	-
Transfers				
EIF Transfer In	-	32,000	63,308	35,000
Transfer from LDFA / TIF	276,732	-	-	-
Total Resources	276,762	32,400	63,708	35,400
Expenditures				
Contracting for Services 1)	122,890	99,770	105,900	152,979
Administrative Fee	3,396	7,417	3,565	11,412
Other Costs 2)	2,250	9,700	7,000	8,678
Contractual Services	-	-	-	10,000
ED Incentive/Strategy Review	-	20,000	5,000	-
ED Relocation	-	15,000	5,000	-
Audit Fees	2,100	2,100	2,100	2,200
Bad Debt Expense	-	-	31,308	-
Total Expenditures	130,636	153,987	159,873	185,269
Revenue over (under) expenditures	146,126	(121,587)	(96,165)	(149,869)
Beginning Fund Balance	495,820	641,946	641,946	545,781
Ending Fund Balance	641,946	520,359	545,781	395,912

1) The proposed 2017 budget
45% Executive Director

Temporary Pay 24hrs/per

2) Cost of supplies, services and



Blueprint for Action:
A SUSTAINABLE COMMUNITY
Defining Kalamazoo's Future

5-Year Fiscal Plan
2018 - 2023

Revised November 2017

TABLE OF CONTENTS

Executive Summary.....	A-3
Introduction.....	A-3
Plan Development Process and Results.....	A-3
Baseline Data	A-3
Financial Targets and Criteria	A-5
Fiscal Plan Projections	A-7
Implementation Considerations	A-11

Executive Summary

Over the last 10 years, the City has utilized the Five-Year Fiscal Plan to facilitate strategic decision-making towards achieving structural balance. The Plan embodies achievement of balanced annual budgets, establishment and maintenance of strategic, prudent reserve funds, responsible reinvestment in capital infrastructure, and efficient use of resources. The fiscal performance projected by the Plan is illustrated in the following exhibit.

Introduction

As discussed above, today's stewards face the challenge of producing a plan that results in increased capital investment in the City's infrastructure, optimized service delivery, and establishment of appropriate reserve funds, all in a manner that provides for a flexible, manageable decision making framework.

The institution of the Foundation for Excellence (FFE) in 2017 has already created significant improvements in the City's situation, including the reduction of the City's General Operating Millage from 19.2705 to 12.0000 mills, saving an average of over \$300 per year per resident. Further, the FFE will provide \$3.8 million per year for General Fund fiscal balancing, as well as \$10 million of aspirational project dollars. These investments will help move the City from surviving to thriving, by creating a stable budget, improved economic development, property values, the realization of the City's new Imagine Kalamazoo 2025 vision and associated new Master Plan, which is being developed for adoption in 2018.

This document is intended to serve as a summary of the detailed planning efforts that have been undertaken as part of this strategic planning process. An effort has been made to provide readers with key process descriptions, assumptions, guiding principles, and forecasts – without inundating the document with ancillary analysis.

Baseline Data

Key financial assumptions and targets have been superimposed on baseline financial data.

Assumption #1: Revenues and expenditures increase at historical rates:

Rationale: Revenues and expenditures have been forecasted for the period of 2018 – 2022 based on a review of recent actual performance, the budgeting process, and industry standard analytical approaches.

Revenue	Projected Annual Assumptions for Current Fiscal Plan (2018 – 2022)	Projected Annual Assumptions for Current Fiscal Plan (2019 – 2023)
Property taxes	2%: 2018, 2.5%: 2019, 3%: 2020–22	2.5%: 2019, 3%: 2020–23
Licenses, permits & fees	2%	2%
Other intergovernmental revenue	2%	2%
Charges for services	2%	2%
Interest and rentals	1%	2%
Other revenue	1%	2%
Foundation for Excellence	2.5%: 2019, 3%: 2020–22	2.5%: 2019, 3%: 2020–23

Expenditures		
Salaries	1.5%: 2018, 2%: 2019-22	2%
Health Insurance	5.3%	6%
FICA, Medicare, Deferred comp.	1.5%: 2018, 2%: 2019--22	2%
Fringe Benefits	2%	2%
Supplies and services	2%	2%

Property Tax revenue is projected to grow faster than it has in recent years for the following reasons:

- The State's projected inflationary cap on Taxable Value, which has been hovering around 1% for several years due to a large drop in gasoline prices in 2014, is now at 2% for the 2018 Tax Year, and is projected to remain at that level or higher.
- Underlying property Assessment values have grown between 7 – 10% for the last several years, as compared to a very large drop experienced in 2008 – 2012, and low growth in 2013 and 2014.
- The new Foundation for Excellence (FFE) is comprehensive initiative to fund general government services and aspirational capital projects, as well as a large General Operating property tax millage reduction from 19.2705 to 12.0000 mills. This reduction in property taxes has already helped to spur demand for property and related property values in the City.
- The implementation of the FFE's projects, which involve capital construction, programs aimed at the development of youth and the reduction of poverty, and other aspirational efforts is also expected to spur demand for property in the City.

Licenses, Permits and Fee revenue (building permits), Intergovernmental revenue (State Revenue Sharing, based on solid state-wide sales tax receipts and legislative shared revenue appropriations), Charges for Services (internal administrative fees charged to non-general funds to cover central administrative services), Other Revenue (miscellaneous reimbursements, endowment contributions, and sales of fixed assets at the annual auction) are all slated to grow at a modest 2%.

The growth of salaries should not grow any faster than property taxes and FFE funds. The assumption used for this plan period remains steady at 2%.

From 2010 – 2016, health insurance expenditures have been assumed to grow by the rate of health care inflation in the marketplace (6.7 percent). Over the last 12 years, the City has collaborated with our collective bargaining entities to achieve dramatic cost containment for the City, resulting in actual health care inflation of less than 4% on a per headcount basis. The Fiscal Plan includes an increased assumed growth factor for health care costs of 6%, reflecting recent and projected trends.

Other expenditures (Fringe Benefits and Supplies and Services) are assumed to grow at 2%, which tracks with recent trends and general inflation rates.

The City's Insurance Fund has reached an acceptable fund balance threshold as projected, allowing the City to slow down contributions from operational funds by \$1 million per year in 2019, and to rebate \$2 million of fund balance in 2018.

Assumption #2: Increased contribution to capital

Rationale: For too long, the City (not unlike many other Cities) has fallen short of the sound practice of responsibly reinvesting in its infrastructure. One of the overarching goals is to invest in infrastructure at a rate that is at least equivalent to the depreciation expense reflected on our books.

Assumption #3: Strategic Issuance of Debt to Finance Capital

Rationale: The City continues to retire a portion of its outstanding indebtedness in 2016. This allows the City to continue to use debt instruments to support capital financing requirements. A recent study suggested that attempting to “lever off” the debt-financing approach to new capital that has been used for a number of years would require at least 10 years of capital outlay retrenchment, reducing capital improvement outlays by at least one half for that period of time. For the foreseeable future the City will continue to use new debt as the main tool for financing major new capital projects. In 2017, the City moved several hundreds of thousands of dollars of major fleet expenditures back into the City’s operating budget, in order to reduce debt-related interest expenses going forward. The City will look for ways to further rationalize and properly balance the use of debt and operating revenues.

Financial Targets and Criteria

Several key indicators establish the overarching fiscal goals that serve as a foundation for the Plan. The targets identified below are consistent with those commonly practiced by municipal enterprise funds, and reflect the entrepreneurial nature of the Plan. Each is designed to address specific objectives to ensure the fiscal health of the organization. The table has been updated to reflect progress toward each indicator.

Indicator	Target	2017 Projected	2018 Proposed
Fund Balance	Range of 15% of budgeted operating revenues	17.4%	17.1%
Capital Contingency Reserve	Range of 1-2% of budgeted operating revenue Target = \$500K - \$1M	\$350K	\$350K
Annual Capital Improvement (CIP)	\$5M (Includes CIP, Major & Local Street Funds)	\$10.8M	\$9.98M
Debt Financing for Capital Improvements	Optimized	Debt Service \$5.2M	Debt Service \$5.2M
Bond Ratings	Maintained or Improved	Maintained	Maintained
Retiree Health Care Fund	Established	Implementing plan to achieve eventual full funding (12/31/16: 60%)	Implementing plan to achieve eventual full funding

In order for the City to operate effectively and sustain a sound financial structure, it is both prudent and appropriate to maintain reserve fund balances. The Plan provides for the establishment of a formal City of Kalamazoo General Fund Reserve Policy that guides the creation, maintenance and use of reserves. These funds provide flexibility to the City in the management of unanticipated or cyclical economic conditions, emergencies, unexpected large one-time expenses, unscheduled economic development

initiatives, cash flow requirements and some level of protection against statutory changes to City revenues. The targeted reserve levels are consistent with those commonly practiced by municipal enterprise funds, and reflect the entrepreneurial nature of the Plan.

- *Fund Balance:* The fund balance of the General Operating Fund will be budgeted at a level of at least 15 percent of budgeted annual operating revenues. This fund balance is designed to address **short-term** operating fluctuations and provide liquidity when receipts are lagging targets or when unanticipated expenses occur. The targeted metric is equivalent to approximately 1½ months of operating expense, consistent with sound financial planning for many entities.
- *Capital Contingency Reserve:* This reserve is needed to provide emergency funds to replace unanticipated equipment failures or for unscheduled economic development initiatives.

In addition to the reserve fund structure, the financial targets include:

- *CIP Funding:* A minimum of \$5 million is established as the goal for annual investment in capital. This figure represents the minimum annual amount necessary to ensure that the City is adequately addressing the replacement of its infrastructure and the long-term needs of its constituents. The goal for CIP funding will result in a level of annual investment (as measured by actual revenue financed capital and principal paid on debt) that is at least equal to the depreciation expense of our infrastructure. In this manner we are ensuring that the City's equity in its assets is not depleted.
- *Optimized Capital Financing:* This target refers to creating mechanisms to address the capital needs of the City in the most responsible and efficient manner possible. It includes establishing the optimal balance of debt and revenue to balance the current and long-term financing responsibility. This approach is designed to assure that the City's equity position in its infrastructure is sound, to provide a stable source of funds for routine replacement capital expenses.
- *Bond Ratings:* One of the overarching principles embedded within all of the targets is to achieve and maintain excellent bond ratings. The reserve fund and capital financing strategies identified above are intended to directly impact this metric. In addition to the direct impact of lower borrowing costs on future debt issuances, improved bond ratings have the indirect impact of enhancing community pride and the marketability to new commerce,
- *Retiree Health Care Fund:* The Plan must honor our commitment to pledge resources towards establishing and maintaining a robust retiree health care fund. The recent severe downturn in the Stock Market has eliminated plans to utilize Pension Trust Fund assets to provide short-term cash flow for the payment of retiree health care benefits, while a fund could be built up. The requirements of GASB 45 to book a current liability on the City's financial statements increases the necessity of finding a way to set aside assets in order to utilize long-term investment returns to help fulfill the City's promise of retiree health care benefits to its future retirees. In 2015, the City Commission fully adopted a Comprehensive OPEB Financial Plan, which resulted in the issuance of \$90 million of OPEB Bonds, which financed 75% of the retiree health care liability by placing bond proceeds into the City's OPEB Trust Fund. The other 25% of the liability will be contributed over 30 years at a rate of \$3.5 million per year. The linchpin of this plan is the Memoranda of Understanding (MOU) that were signed with each of the City's employee collective bargaining units. These MOU stipulated that in exchange for the City's \$3.5 million annual contribution, the City's bargaining units will bargain with the City in good faith to negotiate cost containment measures necessary to sustain the viability of the OPEB Trust Fund. The plan saved the City over

\$4 million of OPEB expenses in FY 2015 and another \$1 million in FY 2016 and FY 2017. Eventual total savings are estimated at well over \$100 million.

Fiscal Plan Projections

This section illustrates the application of the fiscal planning targets and criteria to the forecasted revenues and expenditures for the study period, to produce the baseline forecasted Plan. The key challenges in establishing the projections for the Plan include addressing the legacy issues (insufficient funding of capital investment, and management of health care and other benefit costs) and utilizing the resources at our disposal, in the most responsible manner.

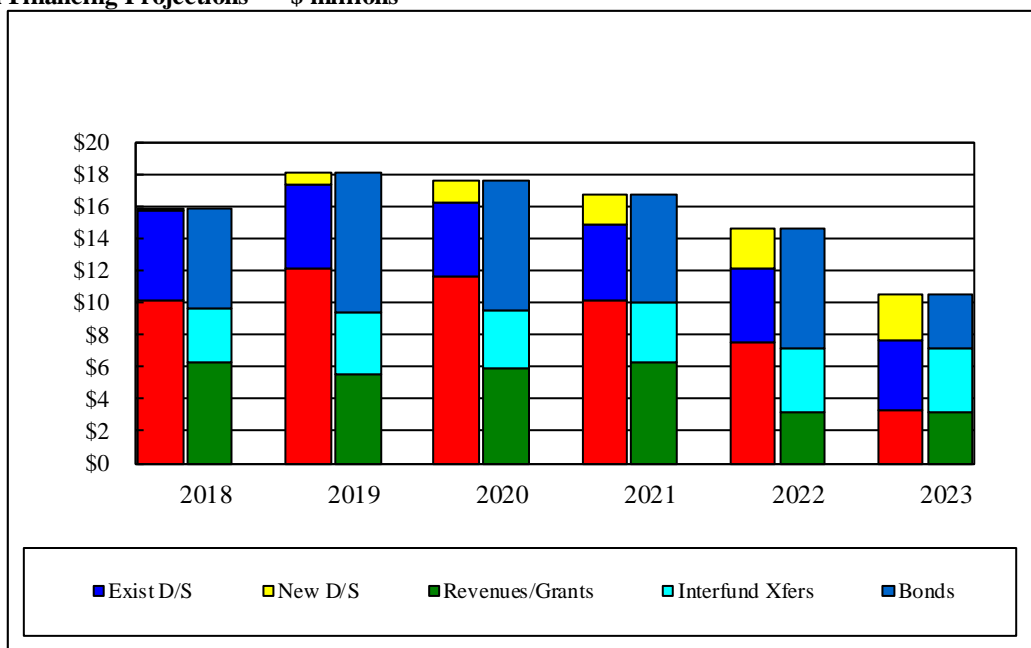
Many scenarios were evaluated before arriving at the combination of management decisions that are represented by the projections presented herein. An initial attempt to achieve all of the fiscal targets, without utilizing debt or other resources to finance projected capital improvements proved insufficient. Not only are existing funds not sufficient to address the capital needs of the City while maintaining desired reserves, the City would actually run out of money during the study period.

The Plan as presented for the period beginning in 2019 represents moderate growth in expenditures, incorporating the strategic use of debt financing to fund capital improvement.

The following charts illustrate the projections for the Plan, encompassing achievement of the financial targets. The first chart (**Exhibit 1**) presents the Capital Financing element of the Plan. This chart represents a holistic capital financing plan for the CIP Fund, the Major Streets Fund, and the Local Streets Fund, since all of these activities rely (in part) on General Fund resources to finance capital improvements. The projected capital financing requirements are reflected in the first bar for each year and include projected capital improvements (in red) and principal and interest on debt issued to finance capital improvements. For purposes of this illustration, debt service is separated into that related to existing outstanding debt (blue) and that associated with projected additional debt (yellow).

EXHIBIT 1

Capital Financing Projections * - \$ millions



	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
FINANCING REQUIREMENTS						
Major CIP	10.15	12.09	11.57	10.17	7.49	3.34
Existing Debt Service	5.51	5.24	4.63	4.62	4.63	4.29
Projected New Debt Service	0.19	0.70	1.33	1.87	2.46	2.91
TOTAL	15.85	18.03	17.53	16.66	14.57	10.53
FINANCING SOURCES						
Revenues/Grants	6.23	5.54	5.94	6.24	3.19	3.14
Interfund Transfers	3.45	3.80	3.60	3.70	3.95	4.05
Bonds	6.17	8.69	7.99	6.72	7.44	3.34
TOTAL	15.85	18.03	17.53	16.66	14.57	10.53
<i>Surplus/(Deficit)</i>	0.00	0.00	0.00	0.00	0.00	0.00

* Includes CIP Budget, Major Streets Fund, and Local Streets Fund

The Plan's capital financing sources are represented by in the second bar for each year. For purposes of this illustration, financing sources are separated into the following categories:

- *Revenues/Grants* consists of user fees, gas & weight taxes, other taxes, federal and state grants, private contributions, and other related items. These sources are not budgeted in the General Fund – rather they are elements contained in the specific capital funds (CIP, Major Streets, Local Streets)
- *General Fund Transfers* reflects the projected utilization of general fund monies to finance capital improvements. In effect, any capital requirements not met from other sources must be met from such transfers.
- *Bonds* represent proceeds from debt issued to finance capital improvements. For illustrative purposes only, The Plan indicates annual Bond sales.

As noted by the chart, annual requirements and sources are in balance. (Beginning and ending annual capital fund balances are effectively equal and have been ignored for purposes of this presentation).

This capital financing plan has a direct impact on the financing plan for the operating requirements of the General Fund, which are illustrated in **Exhibit 2**. This chart follows the same basic presentation concepts as Exhibit 1. Financing requirements are represented by the first bar for each year and include:

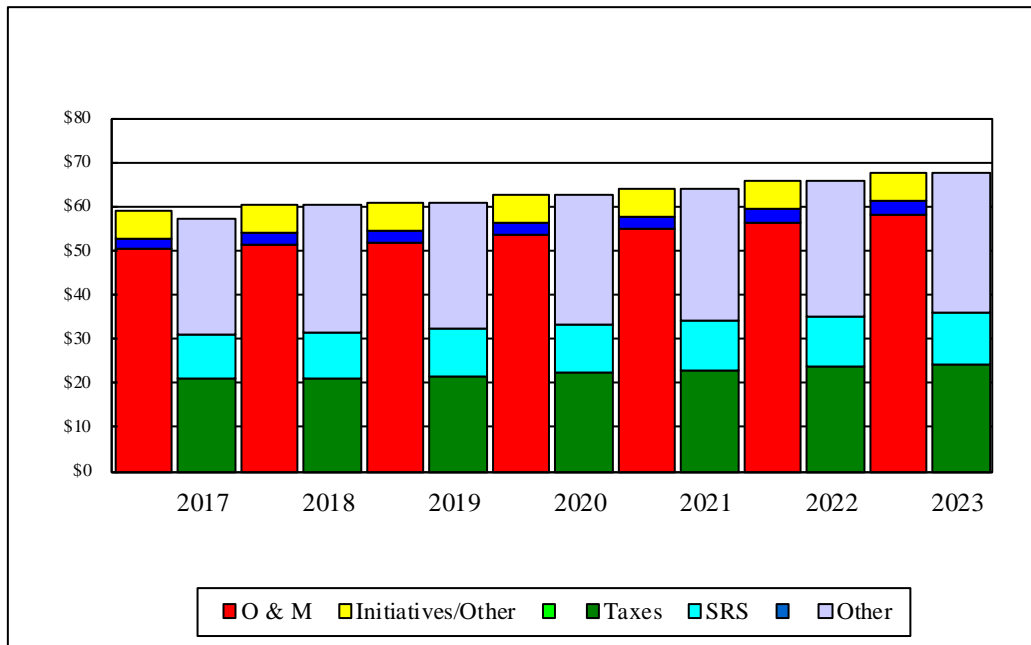
- *Operation & Maintenance* represents the annual costs of performing governmental services, such as public safety, general city management, etc.
- *Capital Improvements* reflect the General Fund Transfers to capital funds indicated in Exhibit 1.
- *Initiatives & Other* primarily consists of economic, neighborhood, and youth initiatives.
- *Reserves* normally this would include the annual figures necessary to establish the targeted reserve funds. As noted in the chart, however, we are planning to draw down reserves over the next several years to “smooth” the transition to the new fiscal normal.

General Fund revenues and other financing sources are represented by the second bar for each year. For purposes of this illustration, financing sources are separated into the following categories:

- *Taxes & Equivalents* includes receipts of property taxes, payments in lieu of taxes, and related items.
- *State Revenue Sharing* is self explanatory and represents the City's allocation of State sales tax receipts.
- *Administration Fee* represents the recovery of administrative costs from City Departments.
- *Other* includes licensing and permit fees, interest income, and other miscellaneous sources.

EXHIBIT 2

Fiscal Plan Projections - \$ millions

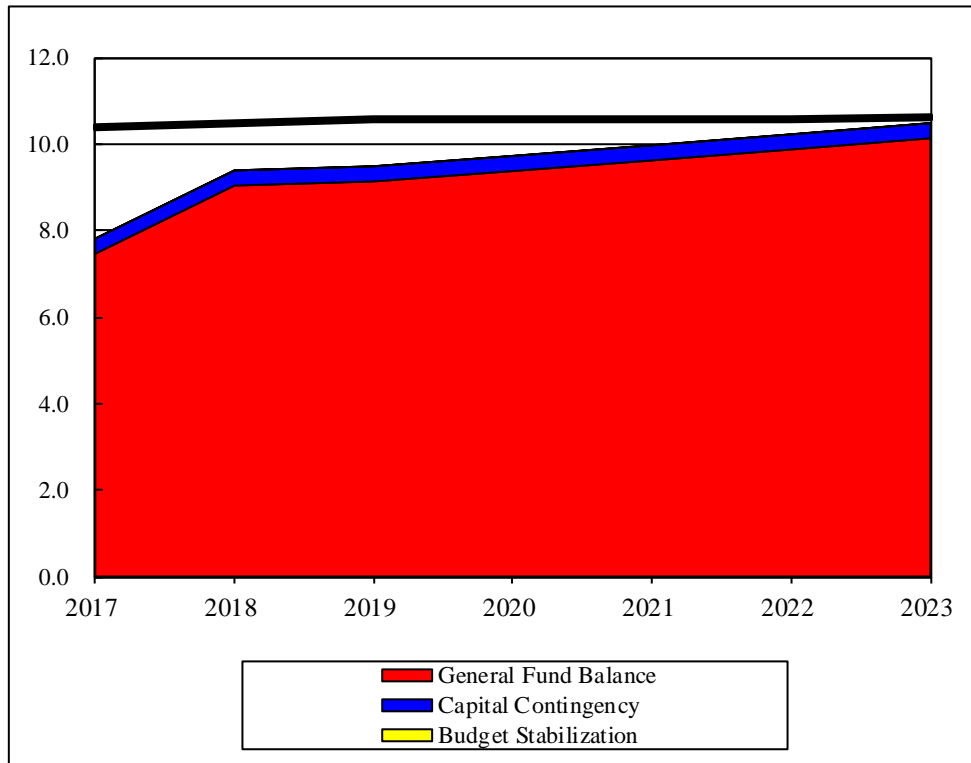


	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
EXPENSES							
Operation & Maintenance	50.55	51.39	51.77	53.44	54.94	56.38	57.87
Capital Improvements	2.10	2.45	2.70	2.70	2.85	3.10	3.30
Initiatives & Other	6.33	6.33	6.33	6.33	6.33	6.33	6.33
TOTAL	58.98	60.17	60.80	62.46	64.11	65.81	67.50
REVENUE							
Taxes & Equivalents	20.80	21.11	21.63	22.28	22.95	23.64	24.35
State Revenue Sharing	10.28	10.35	10.56	10.77	10.99	11.21	11.43
Other	26.31	28.79	28.69	29.43	30.18	30.96	31.76
TOTAL	57.40	60.25	60.88	62.48	64.12	65.81	67.54
<i>Surplus/(Deficit)</i>	<i>(1.58)</i>	<i>0.08</i>	<i>0.09</i>	<i>0.02</i>	<i>0.01</i>	<i>0.00</i>	<i>0.04</i>

The annual performance of the operating plan directly impacts the City's fund balance and projected adherence to reserve fund targets. The projected end-of-year reserve fund balances are illustrated in **Exhibit 3**. The **recommended** levels established by the fiscal targets are represented by the red, blue, and green areas for the Fund Balance, Budget Stabilization Reserve, and Capital Contingency Reserve, respectively. The total **projected** levels (for all three of these funds) under the Plan are represented by the solid black line.

EXHIBIT 3

Fund Balance - \$ millions



	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<u>Recommended Levels</u>							
General Fund Balance	7.46	9.04	9.13	9.37	9.62	9.87	10.13
Capital Contingency	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Budget Stabilization	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Recommended	7.81	9.39	9.48	9.72	9.97	10.22	10.48
<u>Projected Levels</u>							
General Fund Balance	10.04	10.12	10.20	10.22	10.23	10.23	10.27
Capital Contingency	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Budget Stabilization	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Projected	10.39	10.47	10.55	10.57	10.58	10.58	10.62

Implementation Considerations

The projections presented above are intended as “forward-looking statements.” They represent the analyses and application of best available information to certain assumptions with respect to conditions, events, and circumstances that may occur in the future. While we believe that such assumptions are reasonable and that the projection approach is sound, actual results may differ materially from those projected, as influenced by conditions, events, and circumstances that may actually occur.

It is important that the Plan contemplate such events and contain the flexibility to address contingencies. To the extent that economic pressures dictate that not all targets can be achieved, it is envisioned that priority to specific “metric” targets would follow this structure:

1. Reduce contribution to/balance in *Budget Stabilization Reserve*
2. Identify and implement savings in current operating expense budget
3. Reduce contribution to/balance in *Capital Contingency Reserve*
4. Reduce optimization of capital financing plan, by:
 - a. Reducing annual CIP; or
 - b. Issuing more debt
5. Reduce contribution to/balance in *Fund Balance*
6. Explore all other economic and fiscal alternatives

This approach is designed to meet the fundamental tenets of the Plan and maintain the fiscal health of the organization in a strategic manner when confronted with economic challenges. To the extent that economic pressures exceed what can be addressed by this approach, additional, more traditional activities may be necessary.

GLOSSARY

ACRONYMS

ADA	Americans with Disabilities Act
AFSCME	American Federation of State County & Municipal Employees
ATU	American Transit Union
ARRA	American Reinvestment and Recovery Act
BRA	Brownfield Redevelopment Authority
BRI	Brownfield Redevelopment Initiative
BTR	Business Technology and Research Park
C-PSRAB	Citizen-Public Safety Review and Advisory Board
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CC	City Commission
CCR	Consumers Confidence Report
CDAAC	Community Development Advisory Act Committee
CDBG	Community Development Block Grant
CDBG-R	Community Development Block Grant-Recovery
CHAS	Comprehensive Housing Affordability Strategy
CID	Criminal Investigations Division
CIP	Capital Improvement Program
CIS	Communities In School
CMAQ	Congestion Mitigation Air Quality
CMI	Clean Michigan Initiative
COA	Comprehensive Operational Analysis
CPSU	Community Public Safety Unit
CRB	Community Relations Board
DCBP	Davis Creek Business Park
DDA	Downtown Development Authority
DKI	Downtown Kalamazoo Incorporated
DTI	Downtown Tomorrow, Incorporated
EDA	Economic Development Authority
EDC	Economic Development Corporation
EIF	Economic Initiatives Fund
EPA	Environmental Protection Agency
ERI	Early Retirement Incentive
ERP	Enterprise Resource Planning
ESG	Emergency Shelter Grant
FOIA	Freedom of Information Act
FFE	Foundation for Excellence
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board

GLOSSARY

ACRONYMS, (continued)

GIS	Geographic Information System
HOME	Home Investment Partnerships Grant
HOPE	Home Ownership for Public Employees
HR/LR	Human Resources / Labor Relations
HUD	Housing and Urban Development
INET	Institutional Network
ISF	Internal Service Fund
IT	Information Technology
KDPS	Kalamazoo Department of Public Safety
KMEA	Kalamazoo Municipal Employees Association
KMGA	Kalamazoo Municipal Golf Association
KPSOA	Kalamazoo Public Safety Officers Association
KPS	Kalamazoo Public Schools
KPSA	Kalamazoo Police Supervisors Association
KTC	Kalamazoo Transportation Center
KRESA	Kalamazoo Regional Educational Service Agency
KVCC	Kalamazoo Valley Community College
KVET	Kalamazoo Valley Enforcement Team
KWRP	Kalamazoo Water Reclamation Plant
LDFA	Local Development Financing Authority
LSRRF	Local Site Remediation Revolving Fund
MEDC	Michigan Economic Development Corporation
MGD	Million Gallons per Day
MRP	Mayor's Riverfront Park
MTF	Michigan Transportation Fund
NSP	Neighborhood Stabilization Program
OPA	Office of Prosecuting Attorney
OPEB	Other Post Employment Benefit
PBB	Priority Based Budgeting
PBC	Partners Building Community
PILOT	Payment In-Lieu of Taxes
PMN	Public Media Network
PSO	Public Safety Officer
SAP	Strategic Alignment Plan
SEV	State Equalized Value
SMIC	Southwest Michigan Innovation Center
TANs	Tax Anticipation Notes
TIF	Tax Increment Financing
TRU	Tactical Response Unit

GLOSSARY

ACCRUAL BASIS of ACCOUNTING – Method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of the related cash flows.

APPROPRIATION - An authorization made by the City Commission that permits the City to incur obligations and to make expenditures for specific purposes.

ASSESSED VALUATION - The total value of real estate and personal property as determined by the Assessor that is the basis used for levying taxes. (S.E.V. = State Equalized Value)

BALANCED BUDGET – A spending plan where revenues and/or other financing sources match expenditures.

BOND - A written promise to pay a specific sum of money plus interest at a specified rate within a specific period of time, primarily to finance street construction, facility improvements, or public safety equipment.

BUDGET - A financial plan for a specified fiscal year that contains estimated expenditures and revenues.

- a) Operating Budget - the portion of the budget that relates to daily operations that provide governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies and services.
- b) Capital Improvements Program Budget - a Capital Improvements Program (CIP) Budget includes projects which are usually construction or renovation projects designed to improve the value of the government assets. Examples are street construction, water and sewer facilities, recreational projects, park improvements and building renovations.
- c) Budget Amendment - A procedure to revise a budget appropriation either by City Commission approval or by City Manger authorization to adjust appropriations.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A long range plan which outlines proposed capital improvement projects and estimates the costs and funding sources associated with those projects. A ten-year plan is submitted for City Commission, but the first year of this plan is the adopted Capital Improvements Program Budget.

CAPITAL OUTLAY - Expenditures budgeted to acquire or add to fixed assets costing \$500 or more and with an expected useful life of a least one year.

CIP FUNDED – Projects supported by resources in the Capital Improvement Program (CIP).

DEBT SERVICE - The amount of interest and principal that the City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

DEPARTMENT - A major administrative section of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

GLOSSARY

DIVISION - A group of costs centers within a service group, i.e., the Water Division is a cost center within the Public Service Group (which is considered a department).

ENCUMBRANCE - A legal financial commitment of appropriated funds to purchase an item or service. To encumber funds, means to set aside or commit funds for a future expenditure.

EXPENDITURE/EXPENSE - Cost of goods and services obtained, including debt service and capital outlay.

FEDERAL - Refers to the United States of America national government entity

FISCAL YEAR – The twelve month time period designated by the City that signifies the beginning and ending periods for recording financial transactions. The City of Kalamazoo fiscal year is January 1 to December 31.

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FULL-TIME EQUIVALENT (FTE) - Combines all full time and part time personnel into a standard equivalent for time management.

FUND - A set of accounts to record revenues and expenditures associated with a specific purpose.

FUND TYPES:

Governmental Funds: Funds generally used to account for tax supported activities. There are five different types of governmental funds: general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

General Fund: The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Fund: Governmental fund type used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes.

Debt Service Funds: Governmental fund type used to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

Capital Improvement Project Funds: Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Permanent Funds: Government fund type used to report resources that are leagally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (i.e. for the benefit of the government or its citizenry).

GLOSSARY

Proprietary Funds: Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Enterprise Fund: Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

Internal Service Funds: Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Fiduciary Funds: Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds and agency funds.

Pension (and Other Employee Benefit) trust funds: Fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, or the postemployment benefit plans, or other employee benefit plans.

Investment trust funds: Fiduciary Fund type used to report governmental external investment pools in separately issued reports and the external portion of these same pools when reported by the sponsoring government.

Private-purpose trust funds: Fiduciary Fund type used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments.

Agency funds: Fiduciary fund type used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, remittance of fiduciary resources to individuals, private organizations or other governments.

FUND BALANCE - Fund Balance is the difference between assets and liabilities in a governmental fund.

GENERAL OBLIGATION BONDS - A municipal bond backed by the credit and "taxing power" of the issuing jurisdiction rather than the revenue from a given project.

GENERAL APPROPRIATION RESOLUTION - The budget as adopted by the City Commission.

GOALS - A statement of broad direction, purpose or intent based on the needs of the community; a goal is general, timeless, and is not concerned with a specific accomplishment, but with the nature of desired effects of activities and operations.

GRANT - A contribution by the state or federal government or other organization to support a specific function. Grants may be classified as either categorical or block.

GLOSSARY

IN-LIEU PROPERTY TAXES - An amount charged enterprise operations equivalent to the City property taxes that would be due on plant and equipment if the enterprise operations were for-profit companies.

INTERFUND TRANSFERS - The exchange of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

LONG TERM DEBT – Borrowings with a maturity of more than one year after issuance date.

MODIFIED ACCRUAL BASIS – An accounting method that recognizes revenues when they are both “measurable and “available,” to finance expenditures of the current period. Expenditures are recognized when the related liability is incurred.

OBJECTIVES - Are time-related, goal directed, quantified statements of results expected within the fiscal year. They are measurable, realistic and obtainable, and are consistent with overall department and City goals.

PERFORMANCE MEASURERS - Specific quantitative and qualitative indicators of work performed as an objective of a service group/division. Indicators in some instances may not have measurable results, nor be measured on a recurring basis, but success may be measured by the accomplishment of the goal and objective.

RESERVE - An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for general appropriation.

REVENUE or RESOURCES - Funds received as income, including taxes, charges and fees for specific services, subsidies from other governments, fines, forfeitures, grants, shared revenues and interest income.

REVENUE BOND: A municipal bond supported by the revenue from a specific project or operation, such as a toll bridge, highway, utility or local stadium.

RISK MANAGEMENT - An effort organized to protect assets against loss most economically.

STATE – Refers to the State of Michigan

STATE EQUALIZED VALUE (SEV) - The final assessed value after equalized by the State Tax Commission. If the County board of commissioners considers the assessments to be relatively unequal, they will equalize the assessments by adding to or deducting from the valuation of the taxable property, resulting in final SEV.

TAX LEVY - Taxes imposed for the support of governmental activities.

TRANSFERS - Transfers are the authorized exchanges of cash or other resources between funds.

WORKING CAPITAL – Funds used from or contributed to unreserved and undesignated balances.