

City of Kalamazoo



125th Anniversary (1884 - 2009)



2009 Adopted Budget
Kalamazoo, Michigan

The seal of the Corporation of Kalamazoo, Michigan, is a circular emblem. It features a central figure, possibly a Native American or a personification of the city, surrounded by a wreath. The text "SEAL OF THE CORPORATION OF KALAMAZOO, MICH." is inscribed around the perimeter of the seal.

City of Kalamazoo Michigan

Fiscal Year 2009
Adopted Budget

CITY OF KALAMAZOO

47TH City Commission



Bobby J. Hopewell
Mayor



Hannah J. McKinney
Vice Mayor



Sean McCann
Commissioner



Don Cooney
Commissioner



David Anderson
Commissioner



Barbara Hamilton Miller
Commissioner



Stephanie Moore
Commissioner



APPOINTEES

Kenneth P. Collard
City Manager

Clyde Robinson
City Attorney

Scott Borling
City Clerk

Connie Darling
City Assessor

Ann Videtich
Internal Auditor

ADMINISTRATION

Jerri Barnett-Moore
Deputy City Manager

(Vacant)
Assistant City Manager

Jeff Hadley
Public Safety Chief

Jerome Kisscorni
Economic Development Director

Jeff Chamberlain
Community Planning & Development Director

Thomas C. Skrobola
Management Services Director

Bruce E. Merchant
Public Services Director

Jerome Post
Human Resources/Labor Relations Director

Frances Jewell
Parks & Recreation Director

Ed Freed
Information Technology Director

CITY OF KALAMAZOO

Organizational Chart

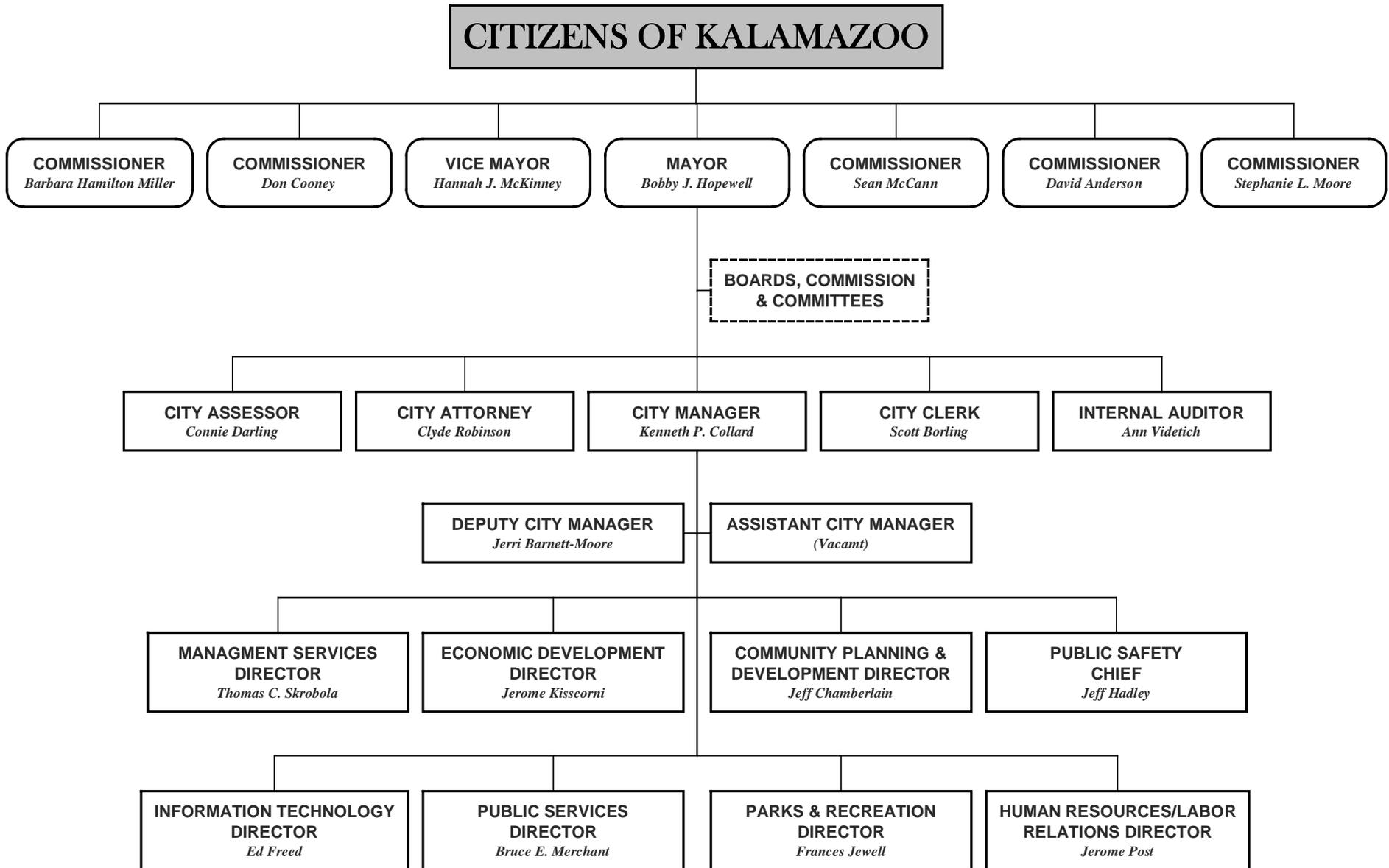


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THE CITY OF



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FY 2009 ADOPTED BUDGET TRANSMITTAL LETTER

To: Mayor Bobby J. Hopewell, Vice Mayor McKinney and City Commissioners
From: Kenneth P. Collard, City Manager, ICMA-CM, P.E.
Subject: Adopted 2009 Budget
Date: January 26, 2009

“When written in Chinese, the word ‘crisis’ is composed of two characters. One represents danger and the other represents opportunity.”

John F. Kennedy

I am happy to present the Fiscal Year 2009 Budget for your consideration. This budget provides a framework for maintaining priority services during a period of growing need and high economic uncertainty, while maintaining effective stewardship of our financial and human resources.

Consistent with City budgets for 2006, 2007, and 2008, this budget contains the proper allocation of resources necessary to address the strategic initiatives identified by our citizens in the City’s “Blueprint for Action: A Sustainable Community – Defining Kalamazoo’s Future”.

The City’s strategic focus areas include:

- Economic Vitality
- Neighborhood Development
- Environment Stewardship
- Community Building
- Responsive and Responsible Government
- Fiscal Stewardship

City programs and department work plans are being continuously updated and improved to advance the agenda created by the Blueprint for Action.

The response of our citizens to the efforts of the City has been gratifying. The strategic focus has resulted in a strong degree of satisfaction with our targeted, high-quality City services. Our Citizen Perception Survey, conducted in 2008, showed that citizens gave City staff a 79% positive response for “prompt service” and Public Safety received high marks for “ability to protect our families” and “responsiveness”. Overall, 75% of survey participants indicated that the City was a good steward of their tax dollars.

The systematic and strategic system has been aligned with the budgeting process by use of a Five-Year Fiscal Plan. This was first employed in the 2007 Annual Budget. The Five-Year Fiscal Plan has been generated each year by projecting forward the Adopted budget for the upcoming year an additional five years, utilizing rational assumptions about trends in broad revenue and expenditure categories.

Under normal circumstances, the Five-Year Fiscal Plan imposes an effective fiscal discipline on our budgeting process. At present, however, our best assumptions may be insufficient to reflect the financial outcome of the current unprecedented economic crisis.

The world faces unparalleled challenges in the global economy. Those who have been entrusted with the stewardship of the modern economic model have been surprised by the scope and potential severity of the crisis, which is still in its formative stage. Leaders such as former Federal Reserve Bank Chairman Alan Greenspan to his successor, Ben Bernanke, have been confounded by the contours of the crisis, and of the reaction of the global financial system.

Every citizen and corporate entity has been confronted on a near daily basis with unprecedented volatility in the valuation of nearly every type of asset. The steep decline of equities has formed a powerful one-two punch along with shocks to residential real estate. This has caused our citizens to re-think assumptions about retirement and has upset a traditional and stable source of economic mobility, the appreciation of residential property values.

People appear to have competing temptations to observe a crisis and to simultaneously avoid acknowledging that it may impact them personally. This dichotomy has been upended, as the magnitude of the crisis in the stock market was exhibited instantaneously and in an intimate way through end-of-quarter statements for millions of individual pension plans in early October.

Needless to say, institutional pension systems have been similarly affected. For example, the market value of the assets of the City of Kalamazoo employee pension system has declined approximately 40% over the last 18 months, and most of this decline was experienced within the last 90 days.

The City cannot afford to avert its gaze from bad news, or in effect leave the 401(k) statement unopened on the kitchen counter. However, being observant and responsible does not necessarily entail being reactive and precipitous. We must be mature and maintain a 360 degree perspective, grounded in reality and inspired by the desire of our elected and appointed leadership to fulfill the common good.

As the above quote from the late President Kennedy indicates, this crisis will present opportunities. In the private sector, savvy investors will at some point establish their sense of value that will reestablish a normative sense of the nation's financial capacity. For the City of Kalamazoo, our opportunity is not found in self-enrichment but, as always, in service to the community. More than ever, we have the opportunity to align our best efforts to fulfill the needs of the public for quality services, which are enhanced in times of crisis and uncertainty.

History is a useful guide in many ways. Winston Churchill, when confronted with the Blitzkrieg over London, did not choose to reserve and protect anything from the fight, but vowed to engage every plane and every person in the effort to defend Britain. We must emulate this example by holding nothing back from our citizens.

We will continue to do what we do best: deliver quality public services, exemplified by community-oriented Public Safety, opportunities for youth recreation and development through our Recreational programming, and neighborhood improvement through our A+ Neighborhoods.

The alternative to our recommended approach is to attempt to “smooth” the potential impacts of the economic downturn by making cuts in planned expenditures as soon as possible, based on our best available estimates. However, the impact of the economic situation has not yet clearly manifested itself with regards to the City of Kalamazoo’s fiscal capacity.

The potential contraction of the automotive industry is somewhat disassociated from Kalamazoo’s economy. Nevertheless, the fiscal impacts to the City would be very significant based on the severe loss of revenue that the State would experience. At this juncture, it is very difficult to make reasonably accurate estimates to support the decision to enact major budget cuts, with their attending negative impact on employees, morale and service delivery.

A 360 degree perspective requires a complete and concurrent understanding of problems and the ability to identify the appropriate response. Two immediate problems are directly in our path: the potential significant loss of State Shared Revenue due to the recession, and the sudden and sharp decline in residential property values.

The institution of the Five-Year Fiscal Plan for the 2007 Budget was designed to identify emergent and structural issues in a time-frame that would allow for making smooth course corrections without having to follow the boom-and-bust cycle of the economy. The City has endured the momentary loss of State Revenue Sharing during a recession from time to time, with painful results for employees due to reductions in staff levels. The long-term perspective of the Fiscal Plan is designed to blunt the severity of the iterative nature of economic reality.

Declining residential values is more foundational than any fiscal issue that we’ve faced. For many years, residential property values have been the bedrock for municipal and school budgets, and have served as a critical recessionary backstop for these entities, as well as for household budgets. The above reality has already created pressure on municipal operating budgets throughout the United States, as the following article attests:

"This is the first time for at least two decades that all three major general tax sources - property, income and sales - have all declined at the same time," said Michael A. Pagano, a co-author of the report and dean of the College of Urban Planning and Public Affairs at the University of Illinois Chicago. "That's the real frightening thing for cities. It's not like the 2000 or 1991 recessions; those hit the coasts first and flowed to the middle. This one doesn't differentiate between high-tech and low-tech cities, manufacturing towns or new exurbs. We're watching housing prices decline. The property tax receipts on that property today won't be collected for at least 18 months. That puts us in fiscal 2010. So, for at least the next two fiscal years, we're going to be feeling the lingering effects of the real estate decline."

New York Times. October 7, 2008 “Financial Crisis Takes a Toll on Already-Squeezed Cities”

Our budget may be confronted with significant revenue challenges as early as 2010, or even sooner, should the State decide to adjust Revenue Sharing downward during 2009. The uncertain and unprecedented nature of the current situation constrains our ability to accurately project City revenue over the scope of the Five-Year Fiscal Plan.

It seems prudent that a frequent and thoroughgoing review of the budget and the economic environment that it functions within must be enacted by staff. Several initiatives have been designed to fulfill this need:

- We will institute a quarterly budget review, which will identify the landscape of decision-making by Lansing regarding State funding levels, as well as leading economic indicators that we can tie to upcoming changes in consumer, gas and property sales activity before they evince themselves in the form of significant changes to our revenue. The areas that stand to be impacted the most by negative economic activity are:
 - Property taxes, which support the General Fund and which are based on sales of properties;
 - State Shared Revenue, which supports the General Fund and which are based on state sales tax receipts;
 - Act 51 revenue, which supports the Major and Local Streets Funds and which are based on state gas tax receipts;
 - The Employee Retirement System trust fund, which is tied to the value of the global stock market. The Retirement System will not require a City contribution in 2009. Because the City “smooths” the recognition of annual gains and losses over a 5-year period, the market would have to remain at a low level for several years before the City would be required to make a contribution;
- We are presenting a two-year rolling budget for the first time, which includes projected “no-growth” amounts for the 2010 Fiscal Year, based on inflationary assumptions used in the Five-Year Fiscal Plan. Although the City Commission will continue to approve a one-year budget consistent with State law, the framework of a two-year budget presentation will allow for simultaneously lengthening the budgeting perspective and shortening the fiscal perspective, as both objectives align well with a careful and well-informed response to fiscal uncertainty;
- We will continue to seek ways to contain costs through the means that are available at an executive level;
- We will monitor broad policy developments in Lansing as well as in Washington, in addition to the revenue issues described above. The results of the most recent election, combined with the sensitivity of the elected executives to urban needs, may increase the chances for federal “intervention” in the form of direct relief to state and local government, or possibly a redesign of the system for financing health care;
- We will continue to monitor trends in the costs of energy and health care. Despite the recent downturn in gasoline prices, it is assumed for long-term purposes that the inflation of health care and energy costs will continue to outstrip revenue growth by a factor of 3 or 4, which has been historically nominal.

This close monitoring of the budget will be reflected in the City Commission’s semi-annual budget amendment process. This will enable any appropriate cost containment measures to be enacted in a timely and effective manner, so that the budget will remain balanced on an annual basis. We will implement this process without delay, so that we are able to enact changes that will create the appropriate annualized level of reductions without overreacting.

We will continue to manage public resources wisely and work collaboratively with the Commission to provide vital services and maintain a positive work environment for City employees. This commitment will be enhanced by the new way we monitor and adapt to the reality of changing market conditions.

Several important documents follow this *Letter of Transmittal* in the *FY 2009 Budget*:

- **Tactical Plan Update 2008:** this report highlights our accomplishments and the work in progress. This is presented in the order of the Strategic Focus Areas and goals as presented in the *Blueprint for Action*.
- **Organizational Scorecard 2008:** this is the aggregation of all of the individual scorecard reports which were submitted by our departments and reviewed by the Strategic Focus Area Coordinators. This is in the same ordering at the *Tactical Plan Update*.

The Adopted FY 2009 Budget represents our continuing effort to integrate the strategic vision of the *Blueprint for Action* with a reporting format that clearly links the output of the organization with the ultimate purposes for its existence. The *Organizational Scorecard 2008* represents a concise and informative document that is the direct result of the *Tactical Plan*.

The challenges that face Kalamazoo are numerous, however unique resources, such as the Kalamazoo Promise and a rich civic infrastructure have been bestowed upon Kalamazoo. We must not lose sight of their incredible importance for our future success. We will continue to collaborate with the community to mobilize efforts to mitigate distress and displacement and to focus on positive outcomes.

The Adopted FY 2009 Budget envisions roughly the same level of services and programs that were made available by the Adopted FY 2008 Budget. Departments continue efforts to leverage community resources through broad-based collaboration. This was evidenced in 2008 by various important Parks and Recreation partnership initiatives for park improvements and maintenance. Recreation programs and neighborhood worker training have continued joint efforts that promote commerce (Farmer's Market), community (Upjohn Park Improvements in conjunction with the Junior League) and stewardship (Spring Valley Bridge, Bronson Park Water Discharge reconfiguration). We look for these types of efforts to continue so that there is a sense of community ownership for these invaluable resources.

The City hired a new Public Safety Chief, Jeff Hadley, in 2008. The new Chief has taken a key leadership role in the implementation of the Public Safety Partnering Agreement, which includes Officer Training, innovative and effective engagements between youth and Public Safety through the Youth Public Safety Academy, the use of the Citizens Academy to strengthen relationships between Public Safety and adults, Town Hall meetings on Community Policing, implemented foot patrols to increase police interaction with residents, collaboration with our educators and other leaders to design and implement a parental accountability program.

The City is committed to and will continue to contribute to education in Kalamazoo. In 2008, the City Commission approved funding for the Kalamazoo Community in Schools Program and by encouraging employees to participate in volunteer activities and by providing opportunities for youth through programs like the Summer Youth Program.

In 2009, the City will continue to invest in the physical resources that make high-quality service delivery possible, including roads, water delivery systems, wastewater treatment, and other similar assets. Below is a summary listing of the capital improvement projects included in the FY 2009 budget.

- **Parks and Recreation:** Continued improvements in the park system will be capitalized this year by improvements at Kik Pool and electrical upgrades at Bronson Park.

- Water and Wastewater: the City will continue improvements at the water pumping station #8 (200 E. Kilgore Road), major investments at the Secondary Process and other plant improvements, the development of a new well head and pumping station in Oshtemo and capital maintenance of the system by various upgrades.
- Facilities: The new consolidated Public Safety Station has been completed on the Northside of Kalamazoo. The station combined three existing stations and will provide more prompt service delivery to the Northside and Central Business District. Three fire trucks will be replaced, allowing the phasing out of much older vehicles that are currently in reserve.
- Open spaces and greenways: Mayor's Riverfront Park is expected to receive nearly \$130K in private funding for improvements. Additionally, money will be spent on continuing the remediation at the Auto Ion site. Money is also allocated for improvements in the cemetery.
- Multi-modal transportation: The city continues work on the development of trailways and non motorized resources through creative partnerships and capitalization of resources bringing interconnectivity throughout the community and region, specifically in the form of the *Kalamazoo River Valley Trailway* and the *Kal-Haven Trail*.
- Roads: In addition to \$1 million of local street projects, there are several important major street projects that represent more than \$2 million in infrastructure investments:
 - Cork Street (Burdick to Lovers Lane)
 - Lovell Street (Rose to West Michigan)
 - Bronson Blvd (Alta Vista to Kilgore)
 - Lovers Lane (Cork to Royce)
 - Water Street (Pitcher to Kalamazoo)
 - S. Burdick (Cork to Crescent Drive)
 - Edwards Street Conversion (from one to two way)

Our leadership responsibilities as stewards of the community's future in concert with other public, private, not-for-profit and faith-based institutions require flexibility, wisdom and alacrity. The quality of life for the people of our community depends on our collective effort.

I would like to thank the Budget team of Jerri Barnett-Moore, Thomas C. Skrobola, Patsy Moore, Jennifer Clark, Melissa Fuller, Phil Miller, Michelle Wilson, Tom McGaw and Karen Jenkins, and I am especially grateful for the tireless efforts of the Cabinet and their budget staff whose work reflects their commitment to serve the public and preserve the City's invaluable resources.

In addition, I would like to thank the 47th Commission for providing the leadership, direction and support which steer the development of the budget, and for its support of philosophies and strategies that are central to how the City government functions, which are vital to the future of our City.

Pursuant to Section 43(f) of the City of Kalamazoo Charter, the following summary and Adopted Fiscal Year 2009 Budget is presented.

Kenneth P. Collard, ICMA-CM, P.E.
City Manager

BLUEPRINT FOR ACTION
SUSTAINABLE COMMUNITY: DEFINING KALAMAZOO'S FUTURE
TACTICAL PLAN UPDATE 2008

ECONOMIC VITALITY

The strategic focus of this section includes not only the broader goals necessary for Kalamazoo to achieve and maintain a healthy economy, but also addresses the premise that individuals should be able to be self-sufficient, be able to provide for their families, and should have access to opportunities for advancement. In addition, the relationship between a healthy educational system and the economic strength of a community is reflected in the goals and strategic objectives found here. The overwhelmingly positive response to *The Kalamazoo Promise* on a local, state, and national scale illustrates the impact a sound public school system can have on a community's ability to attract residents, develop business, and, in general, thrive.

- **Create a Sustainable, Growing Economy**

- **Continued Development of Davis Creek Business Park (DCBP)**

- Developed standards for the project and the transfer of *DCBP* property from the *Brownfield Redevelopment Authority (BRA)* to the City of Kalamazoo. Construction of a 2,000 linear foot pedestrian trailway began

- **Continued Development of Economic Development Corporation (EDC)/Brownfield Redevelopment Authority (BRA) & Downtown Development Authority (DDA) Partnership**

- *U.S. Department of Commerce - Economic Development Administration (EDA)* asked BRA staff to make a presentation to peers at the **2008 National Brownfield Regional Conference** regarding Kalamazoo's success as a significant Brownfield Redevelopment entity in the State. Staff provided an overview of the project's history, concept, partnerships and long-term economic goals. Due to the merit of the project, its prompt delivery and under-budget status, it was viewed by *EDA* as a model project and was the only one from the state of Michigan to be selected for the conference
 - The City Commission and *EDC* approved a Project Plan necessary for *Southwest Michigan Innovation Center* to receive a \$250,000 loan from *EDC*
 - *EDC* staff received *BRA* approval to acquire the former *Panelyte* property from the *Michigan Fast Track Land Bank Authority (LBFTA)*. Conducting due diligence for state and federal liability protection through the City's EPA site assessment grant was necessary prior to property transfer
 - Due to the incredible success of the brownfield redevelopment project at *Textile Systems Incorporated (TSI)*, *TSI* and the City received one of two national *Phoenix Awards for Community Impact* from the Environmental Protection Agency

○ **Initiated Business Retention Strategy**

- In an effort to make sure businesses in Kalamazoo receive optimal incentive to remain in the City, *EDC* makes regular site visits to companies throughout Kalamazoo. As a result of the effort, 100 businesses have been contacted this year and because of the efforts, several businesses on the verge of leaving Kalamazoo will remain because of incentives provided for growth
 - Companies visited through this business initiative include *AT&T Corporation, Express Tax, Mangia Mangia, The Wellness Store, Mackenzies' Bakery, Winship Custom Architectural Millwork, Graphic Packaging International, Sweet Manufacturing, Pro Co Sound, Kalamazoo Nature Center, Magee Printing, BFI, Steel Supply & Engineering, Wright Coating, Unifab Corporation, SME, HECO, Metabolic Solutions, Checker Motors Corporation, Tekna Solutions, Beckan Industries, Consort Corporation, Impact Label Corporation, Vision Packaging & Graphics, CSM Group, American Greetings, Continental Linen Service, Goodwill Industries*
 - Since July 2008, more than 4,197 jobs have been created or maintained from companies such as *Kaiser Aluminum, MPI Research, Fabri-Kal Corporation, W. Soule & Company, Tourney Consulting Group* and *Polymer Solutions*
- Businesses receiving tax abatement and IFT funds are as follows:
 - The City granted tax abatements to several different companies (*Becken Industries, Sweet Manufacturing, Kalexsyn, Wright Coating, International Paper, Graphic Packaging, Miller Canfield, Impact Label and HECO*), with a total capital investment of \$43.6 million, retention of 359 jobs and creation of 172 new jobs

○ **Continued Brownfield Redevelopment Efforts**

- BRA projects are as follows
 - *Michigan Department of Environmental Quality (MDEQ)* secured funds to demolish the former **Performance Paper** powerhouse to its foundation. Administrative activities for the project began mid-March and demolition activities took place approximately 90 days after project began. *MDEQ* also issued a permit for the relocation of Portage Creek in the area of Performance Paper to a more natural state, including an appropriate floodplain
 - **MacKenzies' Bakery** expansion marked the first "second generation" Brownfield redevelopment project within the city's program. Now substantially completed, the \$300,000 investment into new construction has nearly doubled the size of the original operation and expanded baking capacity while increasing the size of retail/restaurant space and created 15 additional jobs at the site
 - **Fabri-Kal Corporation** acquired and will begin rehabilitation and expansion efforts on the former Mead facility site to serve as a manufacturing facility. As a result, the estimated \$38 million project will retain 42 jobs and create another 40 jobs conservatively within the city over the next eight years

- **Created of Pharmaceutical Recovery Renaissance Zone**
 - *EDC* staff submitted an application to the *MEDC* for a Pharmaceutical Recovery Renaissance Zone. The *Michigan Strategic Fund Board* considered the application for approval of the Renaissance Zone

- **Received MEDC Incentives**
 - The **Graphic Packaging** project was approved for *MEDC* incentives. The application to the county for the \$125,000 grant from their economic development fund for the Pitcher Street improvements related to the project. Staff also worked closely with *Michigan Department of Transportation (MDOT)* to complete a Transportation Economic Development Fund grant application for \$225,000 for the same project

- **Provide Quality Educational Opportunities**
 - **Continued to support *Kalamazoo Promise* initiatives**
 - According to the *Wall Street Journal* article “*Class Act – Kalamazoo’s Lesson: Educate and They Will Come,*” because of the *Kalamazoo Promise*, “Kalamazoo has shown some signs of rebirth. 400 families from 88 Michigan communities, 32 states and 9 foreign countries have moved into the Kalamazoo school district, boosting school enrollment 12% to 11,350 this year (2008) from 10,337 in 2005. Graduation rates have risen, too, jumping 21% to 567 students in 2007 from 467 students in 2005.”
 - COK continues to collaboratively fund *Kalamazoo Communities in Schools (KCIS)*
 - COK continues to support *Promise Partner* endeavors through volunteer activities sponsored through *KCIS* for *Kalamazoo Public Schools* students
 - *Promise Partners* is a collaboration between *KPS* and *KCIS* that plans events to help children succeed in school
 - Program allows City staff time to volunteer for activities for students throughout *KPS*
 - Participants can choose to either work with students on a consistent basis as a tutor or mentor or can opt to volunteer for special events
 - Since the inception of the program in July 2007, more than 22 City staff have performed 291 hours of service

 - **Supported Western Michigan University Student Events**
 - Staff participated in *Bronco Bash* activities and distributed information to students regarding City programs and services during new student orientation week
 - City Commissioners and officials participated in *WMU*’s annual *Welcome Back* event. City officials walked through students neighborhoods alongside *WMU* president, Dr. John Dunn and other *WMU* officials to welcome students back to the school and the City

- **Create a Vital and Vibrant Downtown**

- **Continued efforts made on the Kalamazoo Riverfront**

- *EDC* staff continues to work with *Taktix* on River West developer recruitment and continues to have conversations with an interested developer

- **Developed Construction Projects and Business**

- *Bronson Hospital Group (BHG)* made \$6.6 million in renovations to the former *Pfizer* building, *Bronson Upjohn Building*. Additionally, BHG made \$6.8 million in renovations to *Bronson Advanced Radiology Services*

NEIGHBORHOOD DEVELOPMENT

This strategic focus area acknowledges that neighborhoods are the backbone of “community”, and their health and viability are critical for a healthy city. Kalamazoo is fortunate to have many distinct neighborhoods. While neighborhoods can be thought of as “places” with their own unique characteristics, they are composed of people, families, homes, businesses, public spaces, organizations and institutions, all of which contribute both to the viability of the neighborhood and to that of the city as a whole. Some of our neighborhoods have more challenges and require more resources than do others to develop to their full potential and to be places in which people want to live and work.

- **Encourage Diverse, Clean, Safe Quality Neighborhoods**

- **Continued A+ Neighborhoods Initiative**

- In 2007, the **Anti-Blight Team** referred 36 blighted property cases for City Attorney approval to prosecute in court. At year end, 25 cases have been approved for prosecution via complaint and warrant or the issuance of appearance ticket. In addition, 13 cases have been arraigned in District Court with 12 convictions and one dismissed at pretrial with staff agreeing to take an alternative course of action. An additional 78 Anti-Blight cases were resolved without prosecution through 58 rehabilitations with 26 by the existing owner, 30 by a new owner and 2 through city rehabilitation. The remaining 20 resolutions were accomplished through demolitions with 14 performed by the City
- The initial step for creating a **Neighborhood Enterprise Zone** (for the Vine Neighborhood), a letter to taxing jurisdictions, went out the first week of May. CP&D staff completed various internal steps before scheduling a public hearing before the City Commission
- A **neighborhood code enforcement** sweep was organized in coordination with the Northside Association for Community Development (NACD). A team of City inspectors and NACD staff walked streets throughout the Northside neighborhood to include Cobb, Florence, Lawrence, Simpson, Ada, N. Westnedge, Burrell and Woodbury
 - By the end of 2007, Public Services issued 376 curb lawn trash referral/violations, 90 were abated and 286 properties were cleaned up

- **Encourage and Provide Affordable Housing Opportunities**

- **Supported Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG) and HOME Investment Fund Program distributions**

- *Kalamazoo Valley Habitat for Humanity* proposed to produce seven new single-family houses during 2008- 2009 with assistance of City of Kalamazoo HOME funds in the amount of \$280,000. Five of the seven involved vacant lots were acquired from the City as part of the A+ Neighborhood Initiative
- During the funding period, the City received a total of \$2,652,435 in HUD funds, of which CDBG funds totaled \$1,888,768; HOME funds totaled \$682,933 and ESG funds totaled \$80,734

- As a result, 41 community activities were funded; 31 CDBG assisted projects, 5 HOME assisted projects and 5 ESG assisted projects. \$1,986,385.67 was used to support affordable housing in Kalamazoo
 - There were 617 housing units assisted, of which 165 were rehabilitated housing units. Additionally, \$333,986 of CDBG and ESG funds were used to assist 34,090 people directly through public services projects (of which 9,283 were youth) and 24,807 people indirectly
 - \$338,821 was used to address issues of homelessness. 2,543 homeless individuals/households were assisted, 33,729 nights of shelter were provided and 66 households received emergency utility shutoff prevention assistance to prevent homelessness
 - These federal dollars helped leverage other federal, state, and local funds totaling \$7,482,346, for a ratio of \$1 federal: \$2.82 local leverage
- **Supported Funding Foreclosure Prevention Workshops**
 - The City Commission approved funding for *Legal Aid of Western Michigan* in support of foreclosure prevention and housing-related legal assistance for low-to-moderate income residents of Kalamazoo
 - Funds supported the local office and staff and allowed attorneys to provide free legal advice and assistance to Kalamazoo residents with housing-related issues including foreclosure prevention
- **Embrace Ethical and Integrity-Based Performance Practices**
 - **Reemphasized Community Policing Initiative**
 - A police code, “10-81” was initiated in January and affords officers the opportunity to get out of their vehicles and meet residents in the areas they patrol. To date, more than 3,786 officer-community contacts have taken place since the inception of the program
 - This program recognizes exceptional dedication of specific officers and their positive efforts to provide exemplary service that have occurred and exhibits the department-wide commitment to positive policing of the community
 - **Partnered with other departments, community organizations and area law enforcement to combat crime and reinforce neighborhood crime initiatives**
 - Public Safety continues to monitor crime trends in neighborhoods and regularly collaborates with Community Planning & Development (CP&D) to address noted concerns. This resulted in multiple referrals in the Edison neighborhood wherein hazardous and unsafe housing conditions continue to be identified and mitigated
 - Information on neighborhood concerns continue to be gathered at neighborhood and crime watch meetings that are attended by zone officers as well as the Community Policing Officers (CPO)

ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship relates to the need to protect the environmental resources upon which we depend, as well as the need to be responsible regarding the impact we have upon the environment. Water is a critical resource, and ensuring that it is safe is vital to the health of our residents and the larger community. It is equally important that we continue to develop, manage and preserve open and green spaces throughout our community, which add to our community's natural, aesthetic beauty.

- **Protect and Preserve Water Quality**

- **Completed Storm Water Management Program**

- The *National Pollutant Discharge Elimination System (NPDES)* program was established by the federal government to control point-source discharges of water pollution. Public Services staff continue to discuss concerns and issues raised in the *Storm Water Pollution Prevention Initiative (SWPPI)*
- Continue the development and implementation of the Drinking Water Regulatory Program, which includes replacement wells constructed on Balch and Park Streets

- **Operated and Maintained Water and Wastewater Facilities**

- Pumped, treated and delivered approximately 20 million gallons per day (MGD) of water to over 30,000 accounts through 800 miles of water main on a continuous basis without any violations. Treated over 22 MGD of wastewater without any discharge violations conveyed to the treatment plant through 650 miles of sewer pipe
- Treated over 750 MGD of water for 4 days during the September flood

- **Continued to Develop the City's Wellhead Protection Project**

- Staff attended a Town Hall Meeting to present water use legislation pending in the Lansing Senate that will enable the Great Lakes States and Canada to manage the withdrawal of water from ground and surface waters. The legislation amended existing environmental regulations and will address reporting and registering, environmental protection standards and permitting requirements for large quantity withdrawals from ground water and surface water
- The proposed amendments do not appear to place any additional permitting requirements for municipal ground water supplies; however the assessment of adverse resource impact (stream flows, fish species, etc) will now have greater scrutiny
- Staff continues to advertise the Wellhead program and arranged for 20 Metro Transit buses to have a rear placard displays of a groundwater/drinking water protection message June 30, 2009 as well as a water conservation ad that began airing at the Kalamazoo 10 Theaters. Staff continues to perform hydrogeologic research and working with realtors to locate available properties for the purpose of determining suitable future wellfields

- **Meet or Exceed All Standards for Effluent Discharge**
 - **Continued the Development of the Biosolids Beneficial Use Program**
 - Land application was suspended during 2007 and all of 2008, due to costs. The decision was made based on the demands on the Wastewater budget along with increasing *MDEQ* Land Application Fees. However, staff continues to work on revisions to the Residuals Management Plan to be submitted for *MDEQ* that will allow for short term Class A biosolids staging in grower's fields and permit growers, having the equipment, to apply biosolids to their fields. If approved by *MDEQ*, this would bring our total biosolids cost down significantly
 - **Completed Beech Tank Construction**
 - The construction of a 2.5 million gallon elevated water storage tank on Beech Street replaced an aging tank. This increased water pressure significantly on the northwest side of Kalamazoo. This also helped in establishing a new Northwest High Pressure district to help better serve portions of the City, Kalamazoo and Cooper Townships
 - **Continued to Support the Kalamazoo River Clean Up (Allied Disposal Site)**
 - Public Services staff worked with residents and various neighborhoods to influence *EPA/MDEQ* not to dispose of additional PCB-contaminated sediments within the City
 - Staff provided oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites
- **Create and Maintain a System of Open Space and Greenways**
 - **Supported Park Improvements and Other Upgrades**
 - Drinking fountains at *Crane and Bronson Parks* as well as the *Farmers' Market* provide barrier-free accessibility to drinking water in facilities that didn't have them previously
 - The successful construction of a unique playground at *Upjohn Park* for children of all abilities is complete. This project was generated by a cooperative effort with the *Junior League of Kalamazoo*, which raised the majority of the funds for the project. The successful fund raising and construction of the \$740,000 park renovation includes a new skateboard park, tennis court, basketball court, picnic shelter, new parking lots and walkways
 - The *Spring Valley Park* bridge and road was removed due to safety concerns. A new pedestrian bridge was installed to span the lake and now allows watercraft to pass underneath. The old road was also in need of repair and was milled down with new pavement installed
 - *Spring Valley Park* Natural Features Project created inventory of natural features and descriptive natural features signage on trail
 - Old playground equipment at *Frays Park* was removed due to safety concerns and replaced with new equipment and walkway that provides barrier-free accessibility to the new equipment. The project was a \$125,000 capital improvement project
 - The drainage system of the fountains/pools in *Bronson Park* was previously connected to the City storm sewer and is now connected to the sanitary sewer to safely dispose of treated water

- *Milham Park Municipal Golf Course* received the honor of being one of the best conditioned municipal courses anywhere and has been hailed as one of the “best places to play” by Golf Digest Magazine and best City/County Park course by AAA. This challenging 18-hole, par 72 layout is located on 130 acres adjacent to beautiful *Milham Park* on the southern edge of Kalamazoo

- **Planned Portage Creek and Kalamazoo River Valley Trailway Extensions**
 - The *Kalamazoo River Valley Trailway* connector from Downtown Kalamazoo (Westnedge and Kalamazoo) to the Kal-Haven Trailway Head on 10th Street west of US-131 is complete. This was an eight year project that included concept, planning, design, property acquisition and construction
 - Kalamazoo County officials approved a 25-year agreement with the City to operate and maintain the *Kalamazoo River Valley Trailway*

COMMUNITY BUILDING

This focus area relates to the responsibility, shared by residents, businesses, governments, organizations and community members, to work together with the ultimate goal of realizing our community vision. In this respect, local government and community partners share an important role in creating a culture of acceptance and tolerance, respectful of individual differences and conducive to open discussion of community issues. All people in the community should be able to participate in planning and decision-making and the values and goals of the community should be reflected in the priorities and policies of local government. To help make this happen, each individual in the community has a responsibility to work to address issues of poverty, discrimination and social exclusion. At the same time, it is important to draw upon and celebrate Kalamazoo's diversity in order to build a better community.

- **Create and Maintain a Diverse Community**

- **Conducted Community Diversity Event**

- Partnered with Kalamazoo College, Kalamazoo Community Mental Health, Kalamazoo Human Resources Management Association, WMU, Kalamazoo County and the City of Portage to sponsor the **10th Annual Respecting Diversity Event**, an annual community-wide diversity event
 - This year featured Dr. Michael Fowlin, aka "Mykee," who presented a moving and thought provoking one-man show, combining theater and clinical psychology. *Beyond the Nine to Five* brought life to stories of employees in many settings. His seamless transformation of male and female characters addressed issues of gender equity, homophobia, race relations, supervisor/supervisee relationships and the treatment of those living with disabilities.
 - He challenged the audience's view of the lives of co-workers as three dimensional beings, "*Beyond the Nine to Five*"

- **Maintained Diversity Standards Throughout the Organization**

- Recruitment and promotion processes within the entire City were evaluated, in order to maximize effective and professional personnel practices, promote diversity and enhance accountability
- Human Resources staff reviewed Public Safety testing, training and hiring procedures
 - *Kalamazoo Public Safety Officers Association (KPSOA) and Kalamazoo Public Safety Association (KPSA) job analyses study* was evaluated by consultants hired to assess each position type, update job descriptions and follow up recommendations. The evaluation is a pre-cursor to the validation of all tests and assessment instruments for KPSOA and KPSA positions

- **Cultivated Sister City and Foreign Governmental Partnerships**

- 21 residents of Numazu, Japan visited Kalamazoo as a part of the Kalamazoo – Numazu Sister City International Exchange Program. 2008 marked the 45th Anniversary of the partnership between Kalamazoo and Numazu

- As a gift to the residents of Numazu, the Kalamazoo delegation presented the group with a handcrafted peace pole that included messages of peace in Japanese, English and two local Native American languages. Members participated in several activities during the weeklong visit to Kalamazoo including a tour of the *Stryker Corporation*, a Kalamazoo Kings baseball game, blueberry picking, glass-making opportunity and trips to the Sand Dunes near Saugatuck and Mackinaw Island
 - The City Commission designated funds to continue the support of the Numazu and Pushkin Governmental Partnerships
- **Continue Quality of Life Improvements**
 - **Coordinated City Commission Initiative Fund Process**
 - 14 area agencies applied for City Commission Initiative Funds totaling \$139,076. Funding requests were evaluated by the Community Development Advisory Act Committee (CDAAC) using a quantitative scoring process.
 - Recommendations for funding were based on the organization's prior success in the community and compliance with funding guidelines, which included the submission of supplemental information regarding programming, use of funds and strategy to gain financial sustainability without the need for future City resources
 - Funding of various local agencies which provided supplemental summer youth programming (\$62,310) and other community programming (\$17,690) totaled \$80,000
 - **Initiated 3rd Annual Street Academy**
 - Community wide leadership program sponsored by City Manager Collard empowered teens to impact the community. Seven youth participated in the academy along with 6 adult advisors. Youth made final presentations of their experience in the program to the City Commission, Public Safety officials and other youth serving agencies
 - **Initiated Youth Public Safety Academies**
 - Public Safety hosted three, 1-week academies for teenagers, 13-18 years old geared toward providing activities that helped build relationships between teens and Public Safety officers and reduce youth violence. Approximately 40 Public Safety officers, support staff and volunteers contributed over 150 collective hours of planning and operations to make the academies a success serving more than 60 young people who learned about Kalamazoo Department of Public Safety, laws, teamwork, respect and community service
 - **Initiated Michigan Youth Leadership Academy (MYLA)**
 - Along with the Michigan State Police, Public Safety continues to maintain and establish bonds with local youth through a mentoring program. This 2, week-long residential training programs reinforce concepts such as conflict resolution, anger management, community leadership responsibility, team building, military courtesy, health awareness and physical fitness. Kalamazoo hosted its first girls MYLA session

- **Enhanced Youth Activities**
 - **Extended mini-camps** wrapped up summer 2008 with a total of approximately 190 youth enrolled at 3 different sites, Mayors' Riverfront Park, Milham Park and Douglass Community Association
 - City Commission approved a change to the policy with regards to children and youth participating in summer activities who reside outside the City limits. At present, children who reside within the City limits are allowed to register for summer programs before those who reside outside City limits
 - Parks and Recreation also provided **6 multi-themed Mini-Camps** (i.e., sports, performing arts, creative writing, nature/outdoor, water wonderland and martial arts) at various locations throughout the City
 - **Future Chefs** participants trained with Rob Hammond, owner and executive chef of *Sprout* restaurant and his chefs. Student Chefs also went to *Food Dance Café* where they chose to shadow a Chef or have food service training. The group toured and gathered information about working in the *Water Street Coffee Joint* kitchen and also the *Beanery*. They cooked for staff at *Pretty Lake Camp* in the camp kitchen. The group also went to the *Kalamazoo Farmers Market* for a Scavenger Hunt that was designed to bring awareness of where our food comes from and the local produce that can be found in SW Michigan
 - Student Chefs also held a bake sale at the *Douglass Community Association* for the Great American Bake Sale, sponsored by Share Our Strength. The group raised \$95 for a charity that feeds hungry children in the United States
 - The **Safer Kids in the Water** program, funded through a grant from the Kalamazoo Community Foundation, provides swimming lessons for Kalamazoo area children through a consortium of service providers which includes the City, Kalamazoo Public Schools, Kalamazoo County Safe Kids Coalition and WMU. The program served 64, 3rd graders from the summer school program at Milwood Elementary and 40 youth from the Douglass Mini-Camp site
- **Completed Summer Youth Employment Program**
 - The 2008 Summer Youth Employment program ended with a total of 212 youth successfully completing the program. 20 businesses/organizations provided a variety of jobs to the older youth in the program, which allowed the program to hire more youth and less crew leaders
- **Continue to Work Toward the Reduction of Poverty throughout Kalamazoo**
 - **Awarded Emergency Shelter Grant (ESG) Funds**
 - CDAAC made funding recommendations for the 2008 planning year that included \$81,381 in ESG funds. Several organizations throughout the City received funds to help with homeless and poverty initiatives. Funds were also given to help individuals cope with high energy bills
 - **Worked Collaboratively to Prevent Homelessness**

- Meetings were held to provide residents with information regarding foreclosure policy and practice. Sessions outlined tips on how to keep maintain homes when payments become difficulty or if currently in foreclosure. Sessions were jointly sponsored by the Kalamazoo County Treasurer's Office and Legal Aid of WMU and supported by the City
 - Kalamazoo programs work in tandem with the State of Michigan's foreclosure initiative, *Save the Dream*, an initiative to help homeowners in jeopardy of losing their homes

RESPONSIBLE AND RESPONSIVE GOVERNMENT

Kalamazoo is a “full-service city.” It provides an array of “core” services related to protecting the health, safety, and welfare of its constituents, including public safety, public infrastructure, public utilities, planning and zoning administration, parks, inspection services, maintenance of public rights-of-way, as well as the legal and administrative functions to support those services. The City also provides many other services to citizens and the community as a whole, including economic development, transit service, administration of the CBDG program, and youth development programming. While neither list is exhaustive, they illustrate the broad range of services the City provides. This strategic focus area ensures that Kalamazoo will continue to provide services critical to maintaining a sustainable community.

- **Maintain and Open and Accessible Government**

- **Created Opportunities for Residents to Interact with City Commissioners**

- Residents have opportunities to express concerns and opinions about current City issues during City Commission meetings as well as various City Advisory Board and Commission meetings

- **Implemented Community Forums, Focus Groups and Community Survey**

- The Community Relations Board (CRB) continued to hold “think tanks” throughout the community to help identify the working definition of community policing and update the *Blueprint for Action* for the 2009 budget
 - CRB helped City Administration answer questions regarding the concepts of community policing in Kalamazoo. Information from the discussions were used to formulate the Public Safety Chief Profile as well as questions for the Chief’s public interview
 - CRB was instrumental in helping City Administration reach the community through dialogues with residents. Members of CRB held five community forums in July and gathered input from residents regarding the six strategic focus areas of the *Blueprint for Action* document
- Metro Transit staff held meetings at the *Kalamazoo Public Library* to inform residents about the proposed amendment to the existing ordinance regarding rules of use at the *Kalamazoo Transportation Center (KTC)*. The meeting also addressed the additional safety procedures at KTC
- A community survey was completed that utilized random calls to register resident perception and satisfaction with municipal service delivery performance
- Parks and Recreation organized several public meetings to plan future redevelopment and improvements of *Crane* and *Farrell Parks* as well as the Five Year Master Park Plan. Meetings gave residents an opportunity to express their opinions regarding the future development of parks in the community
- Public Safety hosted several Town Hall meeting throughout the year where residents could give their feedback on a cadre of issues regarding safety in neighborhoods

- CPOs regularly attended neighborhood meetings to address neighborhood concerns and issues
- **Published for Newsletters for Internal Staff and Residents**
 - COK continue to issue City publications (i.e., *CITYLink*, *THE CONNECTING with Kalamazoo Newsletter*, CP&D Neighborhood Updates, *A View from the Curb*, Parks and Recreation's Seasonal Fun Guides, etc.) highlighting activities, accomplishment and newsworthy events within City government
- **Implemented Internal Training Programs**
 - Human Resources Staff finalized two internal training programs focused on educating staff. Discrimination and Harassment Prevention Policy training included a review of the City's updated EEO Policy as well as the City's Discrimination and Harassment Prevention Policy. *Fraud and Abuse Prevention* training was taught by the Internal Auditor, Ann Videtich with assistance by Human Resources staff. This course included a review of the City's ethics, fraud and abuse policies
- **Provide Quality City Services and Programs**
 - **Upgraded Information Technology Response and Website**
 - Fulltime helpdesk position created to improve IT response time to internal issues
 - Department received several awards for the upgraded website including the *Best Government Website Award in 2007* (Michigan Government Management Information Sciences) and *Outstanding Achievement in Website Development* (Web Marketing Association Web Award)
 - **Continued Wellness Activities to Boost Employee Health and Morale**
 - Staff participated in State facilitated FIT MI. This program was a self-directed fitness program designed to increase the level of physical activity in our community. Participants were encouraged to log their minutes on the FIT MI website. A culminating Labor Day event was held to celebrate the success of a healthier Michigan
 - 117 employees were honored for their service to the City and received service awards at the Employee Celebration. Staff who work 2nd and 3rd shift received something special during their shifts to honor their commitment to our organization as well
 - The *Pilot Wellness Program* was initiated and participated continue to receive health consultations, screenings and wellness coachings from Bronson Pro-Health
 - **Updated Emergency Preparedness**
 - City staff updated departmental emergency plans as well as emergency procedures due to natural disasters
 - Plans were updated for severe weather including an arrangement with the *Gospel Mission* to house patrons in the event of a tornado or severe flood

- **Continued to Evaluate Public Safety Efficiencies**
 - CPSRAB
 - Members of the board were trained in excessive force protocol to be more effective adjudicators when cases come before the board
 - KVET
 - 76 cases were adopted into the federal system by the KVET Project Safe Neighborhood (PSN) officer. Quarterly PSN Task Force Meeting are scheduled throughout the year
 - Office of Professional Standards
 - An overview of division efficiency and responsiveness continues to be a priority for Public Safety Administration

- **Continued to Cultivate Collaborations**
 - The City is leading a coalition of area governmental agencies, corporations, educational and medical institutions in the development of a *Kalamazoo Regional Police and Fire Training Campus (KRTC)*. This campus, situated on 22 acres of land, will house a superior, state-of-the-art emergency training facility for our area's police, fire and EMT professionals. Residents and officials celebrated the completion of Phase I, which includes the completion of the fire tower

- **Explored New Energy Efficient Technology for City**
 - Public Services staff continues to investigate opportunities to save energy at all City facilities including new energy efficient technology and fixtures including new energy saving boilers. Staff also identified minimum acceptable temperature conditions within various buildings at the Harrison Facility and modified the existing HVAC in the Pilot Plant to reduce the makeup air and the heating load in the building

- **Provide Prompt, Professional Safety and Emergency Services**
 - **Continued to Implement Strategic Neighborhood Initiatives to Combat Crime**
 - A new Silent Observer site was launched in January and allows residents to report crimes and provide tips on-line. The online Silent Observer site lists many features, such as Unsolved Crimes, Missing Persons, Crime of the Week, sponsors and most current "Most Wanted" are posted
 - Directed patrols continue as power shift officers have been assigned to conduct foot patrol throughout the area during the afternoons
 - Public Safety newly instituted a plan that would divide the City into 4 quadrants to effectively address issues specific to the neighborhoods

 - **Realized Success with Methamphetamine (Meth) Seizures**
 - The number of meth lab investigations in 2008 totaled 81

 - **Sponsored Gun Buy Back/Amnesty Programs**
 - Public Safety held a gun amnesty program and recovered approximately 70 weapons

- **Completed New Consolidated Public Safety Station**
 - Station completed and officers hosted a community open house in May
 - Staff continues to meet with BRA, City Manager and Environmental Services to discuss plans for the demolition of Station 4 as well as the transferring of ownership of Station #5 and old Training Division

- **Continued Community Policing Training**
 - All uniform officers received organized training in community policing. Officers continue to reach out in all neighborhoods. The new disposition code for community contacts are reported hourly and compiled to document efforts

- **Continued partnership with KRESA with Education for Employment Program**
 - KRESA sponsored Education for Employment law enforcement program, which started in September. There are 3 classes offered at 13 different high schools. Students at the beginning of the program are studying professionalism and studied the Management of Aggressive Behavior. Students familiar with the program began the year studying the 7 habits from *Highly Effective Teens*

- **Continued to fine-tune Mutual Aid Agreement between City, Township and County to provide prompt service to residents of Kalamazoo County**
 - Leverage funds by developing consolidated services in intergovernmental cost sharing of crime lab, KVET, courts and dispatch

- **Design and Implement a Multi-Modal Transportation Strategy**
 - **Created a county-wide transit authority as the first step toward the formation of a more substantial regional transportation system for Kalamazoo County**
 - Continue to support the creation of the Kalamazoo County Transit Authority (KCTA), which takes over ownership of the Metropolitan Transportation Authority (MTA) from the City on January 1, 2009

 - **Received Performance Ranking from State**
 - Metro Transit ranked 4th in the State for performance for a transit systems in 2007. *Capital Area Transportation Authority (CATA)*, *Detroit Department of Transportation (D-DOT)* and *Ann Arbor Transportation Authority (AATA)* ranked ahead of Kalamazoo for performance

FISCAL STEWARDSHIP

Fiscal Stewardship represents the City's commitment to maintaining a stable economic environment. Its purpose is to effectively balance City revenues and expenditures, creating the foundation for a sustainable community. Some of the goals within this focus area specifically deal with what the City government can do to responsibly address its fiscal challenges, while other goals focus on the value of a regional approach in tackling the significant economic hurdles facing the Kalamazoo community and many other communities in the State of Michigan. The City acknowledges that achieving regional solutions through intergovernmental collaboration can sometimes be time-consuming, but remains convinced that a regional view is essential in light of current and future fiscal challenges.

- **Balance City Revenues and Expenditures**

- **Realized Balanced City Budget**

- Balanced budget with no layoffs
- Reduced solid waste millage from 1.75 to 1.55
- No significant program changes
- Fund Balance
 - *Budgeted at 14% in 2007 actual 14.9% and budgeted at 14.2% in 2008*

- **Disposal of Surplus Equipment**

- The City participates in an annual intergovernmental auction. The cooperative effort brings together local municipalities and law enforcement agencies for the purpose of disposing of surplus equipment and seized property
 - City officials reported that KVET sales totaled \$11,000 and other departmental sales totaled \$46,585 during the auction of City surplus in 2008

- **Modified Summer Tax Billing Process**

- Assessor staff made modifications to the process by which the City bills personal property taxes for commercial and industrial properties due to a change in the State's business tax
 - In 2008, the Michigan Legislature passed a law that replaced the expiring Single Business Tax with the Michigan Business Tax. This new program did not affect the City's analysis of residential properties or any real property. The change affected only certain personal property in 2008
 - On industrial personal property, both the State Education Tax (6 mills) and the local school operating tax (normally 18 mills) will not be levied
 - On commercial personal property, the State Education Tax (6 mills) will not be levied, and 2/3 of the local school operating tax (normally 12 of the 18 mills) will not be levied

- **Continued to Implement 5 Year Fiscal Plan**

- Use departmental scorecards to document accomplishments and balance service delivery with achievement based outcome methods
 - **Realized successful budget accomplishments and development of fiscal plan yielded City bonding reaffirmation**
 - “AA” Bond Rating and Upgraded Rating outlook from “Negative” to “Stable” awarded by Standard and Poor’s and Fitch Ratings in 2007 and was maintained in 2008
 - Rates the credit worthiness of an organization and resulted in lower borrowing costs
 - **Realized Budget Accomplishments**
 - Presented by the *Government Finance Officers Association (GFOA)*, the City received the *Certificate of Achievement for Excellence in Financial Reporting Award* and the *Excellence in Budgeting Awards*. The City has been a recipient of awards from this distinguished organization for the 15th consecutive year
 - These awards represent significant achievements and reflect the City’s commitment to meet the highest principles of financial reporting and budgeting. To nab the prestigious honor, Management Services satisfied nationally recognized guidelines for effective finance and budgeting protocols designed to assess the proficiency of the City’s budget as a policy document, financial plan, operating guide and communications device
- **Maintain Strong Network of Public Services/Infrastructure**
 - **Completed more than \$13 million of roadway infrastructure improvements since 2006**
 - The Governor’s Traffic Safety Advisory Committee (GTSAC) honored the City’s Traffic Engineering Division with the *Outstanding Traffic Safety Achievement Award for Pedestrian Safety*. They managed the installation and promotion of the pedestrian countdown signals downtown, Crosstown Parkway, Burdick and Portage Streets
 - These signals resulted in a significant reduction in pedestrian/vehicle crashes and injuries. The Engineering Division holds this honor with other individuals and groups throughout the State including the City of Portage for their Occupant Protection/Helmets/Impaired Driving spearheaded by the Portage Police Department
 - Several local and major street construction projects have been completed
 - Replaced the brick South Mall Street with colored concrete to eliminate road deterioration and snow melt operational difficulties
 - Received over \$1.2 million in federal grants to upgrade traffic signals on Oakland Drive, Burdick Street, and Crosstown Parkway. These upgrades reduced the cost of signal operation and maintenance and improved traffic flow. This allowed the community to save millions of dollars in fuel consumption over time while also reducing air emissions
 - Paved 8 miles of Major Streets and 5.5 miles of Local Streets
 - 25.5 miles of water main have been added to the City’s water system. *(This included the addition of 551 water services as well)*

- **Support *Kalamazoo Promise***
 - **Collaborated to Support Road Construction for Arcadia School**
 - The project collaboration included Kalamazoo Public Schools, WMU Foundation and the City. The City contributed \$2 million road construction investment for Arcadia School, which was completed in 2008. The school serves 334 students grades PreK-6

- **Encourage Open Communication Between the Community & the City**
 - **Continued Departmental Scorecard Initiative**
 - Utilize monthly scorecards to measure performance of departmental programs. Information placed on city website for transparency of revenue and expenditures
 - Continue to issue City publications (i.e., *CITYLink*, *THE CONNECTING with Kalamazoo Newsletter*, CP&D Neighborhood Updates, *A View from the Curb*, Parks and Recreation's Seasonal Fun Guides, etc.) highlighting activities, accomplishment and newsworthy events within City government

Organizational Scorecard 2008

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O116 Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T1 Work with State to certify the Davis Creek Business Park, complete \$1.8 million in infrastructure improvements and begin major marketing project	Cook	2008 Tactical Plan	07/14/08	The Davis Creek Business Park infrastructure has been completed. The state has certified the park.		The Davis Creek Business Park state certification has been completed. The park is now listed on the state's certified parks web site.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O116 Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T247 Work on acquisition of targeted properties, railroad property and property with IRS liens	Aills	2008 Tactical Plan		Staff continues to work with the IRS on releasing their liens on the JA Richards property, to allow the BRA to purchase the property through the tax reversion process.		Have negotiated an agreement to purchase a portion of the railroad right-of-way along Walbridge.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O116 Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T4 Coordinate with MDEQ in the relocation of utilities, construction of a new ingress/egress at the Performance Paper site and complete demolition of the powerhouse	Hatton	2008 Tactical Plan		Worked with the MDEQ on the demolition of the powerhouse at Performance Paper. The MDEQ failed in its attempt for a new state bond program that would allow for funding of brownfield sites. Without further state assistance, it will be very difficult to redevelop the property in the short term.		
Parks and Recreation	Recreation	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O124 Concentrate on economic development activities that increase local tourism dollars	T194 Continue to host the Great Lakes Summer Solstice Swim Meet at Kik Pool; this three day event brings many out of town swimmers and spectators from area Midwest states	Siegel	2008 Tactical Plan		Great Lakes Meet held w/500 participants attending.		
Parks and Recreation	Recreation	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O124 Concentrate on economic development activities that increase local tourism dollars	T195 Host additional athletic events at City sports venues to increase tourism dollars.	Gleeson; Polega; Siegel	2008 Tactical Plan		To date, there have been 35 public rentals, 50 private rentals, and 27 tournaments held.		The Diversity event scheduled for 7/12/08 was cancelled and moved to the Arcadia Festival site for 8/16/08.
Parks and Recreation	Recreation	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O124 Concentrate on economic development activities that increase local tourism dollars	T196 Work with Convention and Visitors' Bureau in attracting new tournaments and sports events to VerSuis/Dickinson and Mayors' Riverfront Parks.	Gleeson	2008 Tactical Plan		City staff met with Convention and Visitors Bureau (CVB) staff to review potential park sites for special events. Staff sent current tournament and special event information to CVB for updating on their website.	Several Tournaments were held at VerSuis/Dickinson Park with an approximate economic impact of \$110,000 to the community.	Economic impact is based on the formula of incremental spending from the Convention and Visitors Bureau.
Parks and Recreation	Recreation	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O124 Concentrate on economic development activities that increase local tourism dollars	T237 Host athletic events at City sports venues to increase revenue and tourism dollars.	Polega; Siegel	New				
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T1 Work with State to certify the Davis Creek Business Park, complete \$1.8 million in infrastructure improvements and begin major marketing project	Hatton	2008 Tactical Plan	07/14/08	Completed over \$1 million in infrastructure improvements to the Davis Creek Business Park (DCBP). Have submitted to the Michigan Economic Development Corporation (MEDC) for state certification of DCBP; developing marketing materials and setting up broker and developer meetings.		Marketing includes materials for the DCBP, the Brownfield program, and our Economic Development programs. DCBP certification is on schedule. Expected completion by July/August 2008.

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T2 Plan for the redevelopment of the former Court/Public Safety site at Lovell and Rose	Kisscorni	2008 Tactical Plan		Purchased the AT&T parking lot on Rose Street, which gives the city a 2-acre parcel for redevelopment. BRA conducting Phase environmental due diligence on the Lovell and Cedar Street Public Safety sites for eventual transfer to the BRA.		
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T245 Continue to offer gap financing loans to assist business expansion and development.	Cook	2008 Tactical Plan		Met with 8 businesses and provided information on our loan programs. Completed a \$225,000 EIF loan to Southwest Michigan Innovation Center. EDC has approved a \$140,000 EIF loan to BDSLM Enterprises. Participated in Minority Business Association annual meeting to promote city loan programs.		Completed a \$250,000 loan to SMIC for expansion of the Innovation Center. These are ongoing activities that will continue throughout the year.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T246 Continue to offer gap financing loans to assist business expansion and development.	Kisscorni/Cook	2008 Tactical Plan				
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T3 Prepare and plan for the reuse and development of the riverfront	Aills	2008 Tactical Plan		BRA approved the purchase of railroad property in the riverfront area. Held a dedication of the sculptures along Jack Coombs Trailway. Completing a traffic study in the River West area. MacKenzie's Bakery completed their second redevelopment project in the riverfront area.		Economy has dried up developer interest in the River West property.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T4 Coordinate with MDEQ in the relocation of utilities, construction of a new ingress/egress at the Performance Paper site and complete demolition of the powerhouse	Hatton	2008 Tactical Plan		Coordination with MDEQ on the relocation of utilities and new ingress/egress has been completed. A full permit application for the relocation of Portage Creek to a more natural state, including an appropriate floodplain, has been submitted to the state. The powerhouse demolition has been put on hold by the MDEQ because of funding issues.		The demolition of the powerhouse is substantially complete.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T4 Marketing efforts	Hatton Kemmer Aills	2008 Tactical Plan		Marketing materials have been developed.		Marketing includes materials for the DCBP, the Brownfield program, and our Economic Development programs.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T5 Explore and attract new, diverse industry to the area, and is committed to helping existing businesses expand their operations.		2008 Tactical Plan		Supported AT&T's call center, creating 225 jobs. Assisted Graphic Packaging with their \$30.5 million expansion and creation of 160 new jobs. Worked with DesignWare to keep their operations in Kalamazoo and retain 270 jobs. Assisted Accretive Health in consolidating some of their Midwest operations into Kalamazoo, creating 500 jobs. Granted 10 tax abatements with a total capital investment of \$43.6 million, retention of 359 jobs and creation of 172 new jobs. Staff made over 100 visits to businesses in the community.		Accretive Health and MPI have committed to locating portions of their operations in Kalamazoo. Processed 14 Industrial Facilities Exemptions with a combined investment of \$43,665,000.
Economic Development	Economic Development	SF1 Economic Vitality	G1 Create a sustainable, growing economy	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T6 Continue to work with developers to grow the tax base by redeveloping Brownfield owned sites	Hatton Kemmer	2008 Tactical Plan		Met with a development group on brownfield incentives for property on Stadium Drive. Developed marketing materials for brownfield and economic development programs. Held a developers' forum on city brownfield programs. Assisted Fabrikal in relocating to a new facility using brownfield incentives -- creating 150 jobs.		

Organizational Scorecard 2008

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Parks & Recreation	Recreation	SF1 Economic Vitality	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T10 Enhance youth programming to leverage The Promise such as Summer Youth Programs; Boys and Girls Club sponsored events as well as Youth Development Center programs		2008 Tactical Plan		Summer Youth Employment program ended with a total of 212 youth successfully completing the program. 20 businesses/ organizations provided a variety of jobs to older youth in the program, which allowed the program to hire more youth and less crew leaders for this summer		
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue the City's leadership role in economic development within the City while working collaboratively with regional economic partners	O112 A central facility for community access to ground transportation services, including inter-city buses, rail, and intra-city public transit services	T7 Continue efforts toward development of a countywide transportation system that creates additional opportunities for growth within the region. Patrons will be able to utilize the transportation system for work, shopping and education	Transit Director	2008 Tactical Plan		During 2008 staff has worked with Kalamazoo County Transportation Authority (KCTA) to move the Metro Transit System closer to the goal of one countywide system, one countywide millage and one governing board. This effort will culminate with the transition of the System to the KCTA governance as of January 1, 2009.		
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue the City's leadership role in economic development within the City while working collaboratively with regional economic partners	O113 Economic accessibility to public transit services for all residents including the elderly and disabled	T7 Continue efforts toward development of a countywide transportation system that creates additional opportunities for growth within the region. Patrons will be able to utilize the transportation system for work, shopping and education	Transit Director	2008 Tactical Plan		On August 1, 2008, the countywide Care-A-Van service was expanded in terms of its services hours and service days. Service now operates from 6 am until 10 pm, Monday through Saturday, mirroring the hours and days of the fixed route system. This was accomplished through a partnership between the City of Kalamazoo, the KCTA, and Pride Care Ambulance, the service provider.		
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue the City's leadership role in economic development within the City while working collaboratively with regional economic partners	O114 Provide the community with a safe environment in which to use public transportation alternatives to travel to, from and around Kalamazoo	T7 Continue efforts toward development of a countywide transportation system that creates additional opportunities for growth within the region. Patrons will be able to utilize the transportation system for work, shopping and education	Transit Director	2008 Tactical Plan		With the opening of the Kalamazoo Transportation Center (KTC) in August 2006, issues arose regarding panhandling, loitering, and juvenile violence at the KTC. In an effort to address these issues, Metro Transit enhanced its camera surveillance at the KTC. With the help of the City Attorney's office, a new loitering ordinance was developed and approved and put into place on August 1, 2008. Additionally, the Department contracted with Kalamazoo Public Safety for an officer to be stationed at the facility 40 hours per week. Collectively these efforts have resulted in a drastic decrease in incidents at the KTC which has resulted in improved safety for anyone using the KTC.		
City Administration	City Administration	SF1 Economic Vitality	G3 Create a vital and vibrant downtown	O1 To make downtown Kalamazoo attractive to potential businesses, residents and consumers	T158 Improve partnerships to ensure greater understanding and linkages between the business community, citizen interests, educational systems, and the City to improve coordination and consistency in direction to support the Kalamazoo Promise		2008 Tactical Plan		Since July 1, 2007, staff have participated in several activities related to the Promise Partnership and contributed 291 hours of service to youth and children		
Human Resources	Human Resources	SF1 Economic Vitality	G3 Provide quality educational opportunities	O17 Develop a knowledgeable and competent staff	T9 Identify, evaluate and coordinate participation in City-endorsed volunteering opportunities for City employees (e.g., tutoring)	J. Post; E. Hicks (Jan., Feb)	2008 Tactical Plan		HR promoted and recruited city employees to participate in the Promise Partners program to help Kalamazoo Community in Schools.		
City Administration	City Administration	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O1 To make downtown Kalamazoo attractive to potential businesses, residents and consumers	T12 With the EDC and DDA, continue to work with DKI to make downtown Kalamazoo attractive to potential business and consumers		2008 Tactical Plan		City funded Tax Increment Fund (TIF) and Environmental Improvement Fund (EIF) loans that have yielded more than \$11 million worth of investments for downtown Kalamazoo, which also produced the retention or maintenance of 627 jobs		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
City Commission	City Commission	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O1 To make downtown Kalamazoo attractive to potential businesses, residents and consumers	T12 With the EDC and DDA, continue to work with DKI to make downtown Kalamazoo attractive to potential business and consumers		2008 Tactical Plan		City funded Tax Increment Fund (TIF) and Environmental Improvement Fund (EIF) loans that have yielded more than \$11 million worth of investments for downtown Kalamazoo, which also produced the retention or maintenance of 627 jobs		
City Commission	City Commission	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O1 To make downtown Kalamazoo attractive to potential businesses, residents and consumers	T217 Improve partnerships to ensure greater understanding and linkages between the business community, citizen interests, educational systems, and the City to improve coordination and consistency in direction		2008 Tactical Plan		City Commission adopted a resolution to support Southwest Michigan Alliance, a countywide partnership that would have significant influence on legislative policy at the Federal level for greater Kalamazoo		
City Commission	City Commission	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O1 To make downtown Kalamazoo attractive to potential businesses, residents and consumers	T218 Identify new major events local businesses, colleges and organizations to attract visitors and further establish Kalamazoo as a targeted destination for academic conferences, arts/cultural events, sporting events and special interest events		2008 Tactical Plan		Approved the allocation of funds (\$8K) to Nurmazu Sister City and Pushkin Partnership to support activities related to delegation visits		
Public Services	Engineering	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O102 Reconstruct Paterson Street from Westnedge to Riverview	T212 Maintain traffic through construction areas during construction of various roadway projects	Skalski	2008 Tactical Plan	Project Completed in 2007			
Public Services	Engineering	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O122 Complete 2008 street improvement program.	T215 Improve South Street, Vine Street, Crosstown Parkway, Pitcher, Burdick and Mount Olivet.	Nagler	2008 Tactical Plan				Complete by year end.
Economic Development	Economic Development	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O49 Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T13 Continue to work with the implementation of the Downtown Plan (1996) which details goals that have evolved based on the progress of downtown businesses	Kisscorni	2008 Tactical Plan		Designated former Pfizer property a Pharmaceutical Recovery Renaissance Zone for the MPI project -- will create 400 new jobs and \$30 million investment. Negotiated a \$1.2 million clawback from Pfizer on commitments not met in past IFTs. Staff participated in the new Downtown Comprehensive Plan as members of the project team.		Meeting with DKI and developer on the redevelopment of the East Michigan Avenue properties.
City Attorney	City Attorney	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O6 Closure on all downtown cinema-related matters, including traffic and parking issues	T14 Assigned attorneys will meet regularly with City staff and stakeholders to identify key issues before they become potential impediment to completion of downtown projects.		2008 Tactical Plan	Nov-Dec 2008			Final legal documents amending easement and exchanging property will be placed before the City Commission for action by year's end.
City Attorney	City Attorney	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O7 Funding, property acquisition and all necessary contract approvals for the new north side Public Safety station	T14 Assigned attorneys will meet regularly with City staff and stakeholders to identify key issues before they become potential impediment to completion of downtown projects.		2008 Tactical Plan	05/01/08			Project completed

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City Attorney	City Attorney	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O8 Redevelopment of the former KDPS property at Rose and Lovell	T15 City Attorney and Deputy City Attorney will meet regularly with department heads, in part to make sure that our office is providing optimal support to all projects affecting downtown		2008 Tactical Plan				Due to economic climate, little progress on or interest in this parcel.
Public Services	Engineering	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O91 Reconstruct South and Lovell Streets from Rose Street to the east City Limits	T212 Maintain traffic through construction areas during construction of various roadway projects	Szopo/Nagler	2008 Tactical Plan	Project Completed in 2007			
Public Services	Engineering	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O93 Reconstruct Crosstown Parkway from Westnedge to King Highway	T212 Maintain traffic through construction areas during construction of various roadway projects	Nagler	2008 Tactical Plan		Complete in 2008.		
Public Services	Engineering	SF1 Economic Vitality	G4 Create a vital and vibrant downtown	O94 Construct Arboretum roadway	T213 Respond to concerns and complaints from citizens in a timely manner	Szopo/Nagler	2008 Tactical Plan		Worked with WMU Foundation, Arcadia Neighborhood Association, and Kalamazoo Public Schools to plan, design, and construct the necessary infrastructure (roads, sanitary sewer, and water) on WMU Foundation property between Drake and Howard. This included a contribution of \$2 million from the City towards infrastructure needs. Competition of traffic signal at Drake Rd. and obtaining easement from Consumers Energy out of control of City Engineering. That being said, roadway should be ready for acceptance by City shortly before or shortly after the first of the year.		
Community Development	Neighborhood Development	SF2 Neighborhood Development	G5 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O118 A home for you in Kalamazoo	T302 Aggressively market Neighborhood Enterprise Zone (NEZ) certificates in Vine	A. Augustine	A+ Neighborhood Tactical Plan		Went through the state adoption process and created two Neighborhood Enterprise Zones in the Edison and Vine Neighborhoods. Training with neighborhood staff and other stakeholders has occurred and will continue in 2009. An aggressive marketing campaign will begin with the hiring of a Vine Ventures Marketing Assistant at the end of 2008.		
Community Development	Neighborhood Development	SF2 Neighborhood Development	G5 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O118 A home for you in Kalamazoo	T306 City begins land assembly for construction of new housing	J. Chamberlain	A+ Neighborhood Tactical Plan		Targeted land assembly via state's tax foreclosure sale in July 2008.		Targeted land assembly through tax sales in 2006, 2008 and 2008.
Community Development	Neighborhood Development	SF2 Neighborhood Development	G5 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O118 A home for you in Kalamazoo	T309 Fast-track permitting for new homes	J. Chamberlain	A+ Neighborhood Tactical Plan		Ongoing project in 2008.		
Community Development	Neighborhood Development	SF2 Neighborhood Development	G5 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O118 A home for you in Kalamazoo	T313 New home repair fund created for low-moderate income home owners	D. Thomas	A+ Neighborhood Tactical Plan		This program is currently on hold. By November 1, 2008, there were 77 applicants to the Kalamazoo Housing Assistance Repair Program (K-HARP). 19 completed applications, qualified, and were assisted. Following the September 15, 2008 flooding, the remaining K-HARP funds will be re-allocated to assist flood victims with furnaces and other repairs.		

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Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O118	A home for you in Kalamazoo	T316	Sell city-owned vacant lots for development or to neighbors.	J. Chamberlain	A+ Neighborhood Tactical Plan	15 vacant properties and one home sold in 2008.		
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O118	A home for you in Kalamazoo	T317	Waive or reduce permit fees for new homes	J. Chamberlain	A+ Neighborhood Tactical Plan	19 new residential units assisted in 2008.		
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O119	A new model for sustainability	T311	Increase capacity/training of neighborhood associations and residents to implement neighborhood strategies	D. Thomas	A+ Neighborhood Tactical Plan	LISC is assisting selected neighborhood associations with developing specific neighborhood plans using outside consultants. In conjunction with this effort, LISC has been using CDBG funds to build capacity in Kalamazoo nonprofits. For PY2007, \$21,400 was used to assist Edison, NACD, Eastside and Vine. For PY2008, LISC will use \$36,554 to continue assisting those 4 plus Fairmont and Stuart.		
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O119	A new model for sustainability	T312	Large-scale fundraising effort (multi-million \$) launched based on neighborhood redevelopment strategies	J. Chamberlain	A+ Neighborhood Tactical Plan	Application for \$1.7 million dollar grant from the State of Michigan to be submitted in late 2008 for neighborhood improvement projects relating to foreclosed properties.	To be commenced in conjunction with neighborhood plans. Community fundraising efforts are underway for foreclosure prevention/assistance.	
Community Development	Code Enforcement	SF2	Neighborhood Development	G5	O129	Improving our homes and our neighborhoods	T300	More aggressive Dangerous Buildings Board (DBB) which declares the building "blight"; the City will be authorized to inspect, set value, acquire property or transfer to an Authority for rehabilitation and sale, or demolish, or refer to court for action	T. Meulenberg	A+ Neighborhood Tactical Plan	12/31/07	City staff have recommended more aggressive orders for board consideration. By and large the board has adopted staff recommendations. See prior and subsequent performance measures for additional information.	See above. DBB
Community Development	Code Enforcement	SF2	Neighborhood Development	G5	O129	Improving our homes and our neighborhoods	T301	100+ properties on the anti-blight team's Abandoned Residential Structures resolved for 2009. Recommend to fund at the of the City of Kalamazoo, all properties with DBB orders that include demolition.	T. Meulenberg	A+ Neighborhood Tactical Plan	Year to date there have been 49 new DBB cases created for board consideration. 34 DBB cases have been resolved YTD reflected in 21 demolitions and 13 rehabilitation. A review of the backlog of DBB cases through 2005 by city staff, resulted in a recommendation to budget for demolition 26 properties and prepare prosecution cases for an additional 24 cases.	See above. The DBB has specifically stated they prefer to hear no more than four cases per month. Staff have processed and average of 6 properties per hearing.	
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O129	Improving our homes and our neighborhoods	T304	Audit and monitor neighborhood associations that receive city funding to serve as the point of contact for homeowners needing home repairs/other community resources	D. Thomas	A+ Neighborhood Tactical Plan	All funded neighborhood associations report an increase in information and referral requests concerning housing needs. For PY2008, Eastside, Edison and Northside have each implemented weatherization/window replacement programs for their residents using CDBG as follows: Eastside: \$8,000; Edison: \$50,000; NACD: \$50,000.		
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O129	Improving our homes and our neighborhoods	T307	City's Building Authority possibly used as a conduit to acquire, hold, rehab, sell or demolish properties with the public purpose of eliminating blight	J. Chamberlain	A+ Neighborhood Tactical Plan	Completed in 2007	Building Authority deemed to not be appropriate holding body for properties: CPD continuing to serve this function and most likely will for future purchases.	

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Community Development	Code Enforcement	SF2	Neighborhood Development	G5	O129	T310	D. Miller	A+ Neighborhood Tactical Plan	133 Owner Occupied notices since 1/1/08. 939 Chapter 22 (trash notices) between 1/1/08 and 10/31/08; 453 of these referred for clean up to public services.			
Community Development	Code Enforcement	SF2	Neighborhood Development	G5	O129	T314	T. Meulenberg	A+ Neighborhood Tactical Plan	12/31/07	Anti-Blight Team has managed an active caseload of 200 properties with 95 new cases year to date. There have been 66 resolutions year to date.	Blighted properties are classified as Abandoned Residential Structures (ARS) until they obtain a Certificate of Occupancy. The DBB can order repairs to address blight and dangerous conditions but not require interior completion for occupancy.	
Community Development	Code Enforcement	SF2	Neighborhood Development	G5	O129	T315	D. Miller	A+ Neighborhood Tactical Plan	09/15/08	Inspector area changes implemented in September 2008. City divided into nine inspection areas, each inspector having full responsibility for all code enforcement and rental housing certification within their areas. 1,558 Certificates issued 1/1/08 through 10/31/2008.	Current rental certification rate is approximately 88%. This variance can be attributed to the natural recertification cycle, plus the number of homes that are uncertified due to foreclosure or vacancy (many for sale) status, but have not yet been removed	
Community Development	Planning	SF2	Neighborhood Development	G5	O130	T303	K. Hernandez	A+ Neighborhood Tactical Plan		The Planning Division has been participating in a department wide effort to become more engaged with neighborhood associations by convening weekly meetings with neighborhood association directors on a rotating basis. These meetings, started in May 2008, help bring issues that may go unnoticed in our day to day dealings with residents to the forefront.	Part of neighborhood redevelopment strategies.	
Community Development	Neighborhood Development	SF2	Neighborhood Development	G5	O130	T305	A. Augustine	A+ Neighborhood Tactical Plan	07/31/08	Completed in 2007	Grant from NeighborWorks America was received and the symposium was held September 17 & 18, 2007 at the Radisson with approximately 75 attendees.	
Community Development	Planning	SF2	Neighborhood Development	G5	O130	T308	K. Hernandez	A+ Neighborhood Tactical Plan		The Planning Division has been an active participant in the planning process for four neighborhood plans in 2008. These plans are being crafted by consultants, hired by the neighborhoods and LISC, with technical assistance being provided by city staff. The Eastside, Edison, Fairmont/Stuart, and the Northside neighborhoods have been the beneficiaries of this assistance.		
Community Planning and Development	Planning	SF2	Neighborhood Development	G5	O52	T16	Jeff Chamberlain	2008 Tactical Plan		Local funding has been secured for purchase; purchase agreements have been drafted; memorandum of development roles and responsibilities has been drafted and tentatively agreed to by participating agencies. Closing on land in late 2008 or early 2009.	Tentative funding commitments are secured.	
Community Planning and Development	Planning	SF2	Neighborhood Development	G5	O52	T17	Keith Hernandez	2008 Tactical Plan		Staff are working on plans for the Portage Creek Corridor and have completed plans for BL 1-94 and North Park and Westledge; staff and the Planning Commission Chair are preparing for an update to the Comprehensive Plan and Downtown Plan in 2008.		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Community Planning and Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Work with community partners to support, retain and increase home ownership	T18 Prepare plan for reuse of the Performance Paper site, utilizing a collaborative community process for the eventual reuse of the properties along Portage Creek in the Edison Neighborhood	Keith Hernandez	2008 Tactical Plan		The year 2008 found the Planning Division seeking alternative uses for the former Allied Paper Mill site, the former Performance Paper site, and other abutting areas. These properties, bounded by Upjohn Park, Burdick Street, Portage Road, and Cork Street have come to be known as the Portage Creek Corridor. The Portage Creek Corridor Plan development began in April 2008 is moving towards a December 2008 completion.		
Community Planning and Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Work with community partners to support, retain and increase home ownership	T19 Implement Neighborhood Enterprise Zones to promote home ownership and home construction	Andrea Augustine	2008 Tactical Plan		Went through the state adoption process and created two Neighborhood Enterprise Zones in the Edison and Vine Neighborhoods. Training with neighborhood staff and other stakeholders has occurred and will continue in 2009. An aggressive marketing campaign will begin with the hiring of a Vine Ventures Marketing Assistant at the end of 2008.		
Community Planning and Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Work with community partners to support, retain and increase home ownership	T241 Update and present recommendations regarding the City's Comprehensive Plan	Keith Hernandez	2008 Tactical Plan		The Master Plan process, once set to begin in the 4th quarter of this year, will start in the 1st quarter of 2009. The process was set to follow the completion of the Portage Creek Corridor Plan, the development of which took longer than anticipated. The Planning Division has, however, been able to participate in the development processes for several subarea plans for individual neighborhoods, including the Downtown Kalamazoo Comprehensive Plan.		
Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Work with community partners to support, retain and increase home ownership	T330 Assist the Vine Neighborhood in marketing their Neighborhood Enterprise Zone as they transition from a primarily student occupied area to owner occupied housing	A. Augustine	New				
Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Work with community partners to support, retain and increase home ownership	T330 Assist the Vine Neighborhood in marketing their Neighborhood Enterprise Zone as they transition from a primarily student occupied area to owner occupied housing	A. Augustine	New				
Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T333 Revise the Historic District Standards and Guidelines	S. Ferraro	New				
Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T333 Revise the Historic District Standards and Guidelines	S. Ferraro	New				
Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices.	O52 Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T334 Update the Reconnaissance Level Survey to help document and protect historic resources in the city	S. Ferraro	New				

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Community Development	Planning	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O52 Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T334 Update the Reconnaissance Level Survey to help document and protect historic resources in the city	S. Ferraro	New				
Public Services	Public Works	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O56 Maintain clean and safe neighborhoods by prompt removal of debris and effective monitoring of tall grass and weed ordinance	T20 Coordinate with A+ Neighborhoods initiative to maintain clean neighborhoods, free of debris on curblawns and private property	Bye	2008 Tactical Plan		City crews quickly responded to severe wind/rain storms in June and July 2008 to dispose of downed trees and picked up over 2,000 cubic yards of storm debris from residents. Throughout 2008, Customer Services staff worked with other Departments, various vendors, neighborhood groups, and residents to improve the appearance of properties within Kalamazoo. Ordinances were changed to allow one day pick areas, which were coordinated with brush, recycling, and bulk trash.		
Public Services	Public Works	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O56 Maintain clean and safe neighborhoods by prompt removal of debris and effective monitoring of tall grass and weed ordinance	T21 Coordinate with A+ Neighborhoods initiative to maintain neighborhoods by routinely enforcing tall grass/ weed ordinance	Bye	2008 Tactical Plan	12/31/08	All violations for tall grass and weeds were entered into the City's permit system which allows for greater access and sharing of information within departments. Sent out over 600 mowing notices in 2008. Mowing season has officially ended for 2008.		
Public Services	Public Works	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O57 Address unsafe sidewalk conditions throughout the City of Kalamazoo	T207 Respond to citizens when unsafe sidewalks are reported, scheduling them for replacement, or making temporary repairs, as needed	Seelman	2008 Tactical Plan		2008 year end projection. We anticipate by year end to have made in excess of 128 sidewalk repairs comprised of 85 city identified needs and 43 citizen complaints. In addition staff installed stamped concrete walk at four separate areas in the city.		
Public Services	Solid Waste	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O88 Maintain the cleanliness of neighborhood streets and properties to enhance A+ neighborhoods initiative	T22 Maintain cleanliness of neighborhood streets and properties to enhance A+ Neighborhoods initiative	Seelman	2008 Tactical Plan		2008 year end summary. Staff was able to complete scheduled sweepings throughout the city in 2008. Including weekly sweepings in the CBD		
Public Services	Public Works	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O88 Maintain the cleanliness of neighborhood streets and properties to enhance A+ neighborhoods initiative	T23 Coordinate with A+ Neighborhoods initiative to ensure smooth roadway services to increase rideability perception of local streets	Seelman	2008 Tactical Plan		2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
Public Services	Solid Waste	SF2 Neighborhood Development	G5 Encourage diverse, clean safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O89 Provide residents with the means to dispose of a variety of items in a timely, cost effective manner	T211 Schedule programs and collections to provide collection services at appropriate times, i.e. fall leaf collection, spring/summer brush collection, weekly recycling and bulk trash removal	Bye	2008 Tactical Plan	Target date '09	Contracts have all been revised, new maps and areas of collection were developed, a new edition of the View From the Curb was designed to include multi-lingual verbiage. The new View from the Curb will be mailed out by October 31, 2008.		
Community Planning and Development	Planning	SF2 Neighborhood Development	G6 Encourage and provide quality, affordable housing opportunities	O48 Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups	T24 Adopt an Inclusionary Zoning Ordinance providing voluntary incentives for developers to include affordable housing units in new developments	Keith Hernandez	2008 Tactical Plan	06/10/08	Ordinance was proposed by ISAAC, it was researched by City staff and found to be not feasible in Kalamazoo.		

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments			
Community Planning and Development	Neighborhood Development	SF2	Neighborhood Development	G6	Encourage and provide quality, affordable housing opportunities	O48	Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups	T25	Maximize and leverage local HUD dollars and other housing resources	David Thomas	2008 Tactical Plan		For June 1, 2007 - May 31, 2008, CDBG, HOME and ESG funds totalling \$2,652,435 leveraged \$7,482,346 of other federal, state and local funds, for a ratio of \$1(HUD) : \$2.82 (leveraged). For June 1, 2008 - May 31, 2009, it is projected that the City's investment of CDBG, HOME and ESG will result in leveraged funds totalling \$10,814,356.	
Community Planning and Development	Neighborhood Development	SF2	Neighborhood Development	G6	Encourage and provide quality, affordable housing opportunities	O48	Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups	T26	Continue to incorporate and monitor Energy Star standards in publicly funded residential housing development	David Thomas	2008 Tactical Plan		For PY2007, Energy Star standards were used in three single-family new constructions. 182 rehabbed units used elements of Energy Star in order to make the units more affordable. For PY2008, 12 agencies signed Energy Star Certifications for all work to be completed by May 31, 2009.	
Public Safety	Community Policing Unit	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O117	Engage Kalamazoo Youth in positive activities and interactions with Public Safety personnel.	T184	Initiate street corner dialogues utilizing the community policing unit and patrol officers.	Hemingway	2008 Tactical Plan		KTC Officer has been assigned and is working well. Crime stats show a reduction in part one crime at the Trans Center.	
Public Safety	Public Safety	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O126	Engage Kalamazoo Youth in positive activities and interactions with Public Safety personnel.	T503	Continue and expand innovative and effective engagements between our youth and Public Safety. Strengthen youth-public safety relations throughout the community	Chief	Public Safety Enhancement Work Plan		Youth Academies were completed as well as weekly Youth neighborhood programs. MYLA was completed as well for 33 girls. Will continue in 2009 at our own youth academy at Fort Custer.	
Public Safety	Public Safety	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O127	Engage Kalamazoo Youth in positive activities and interactions with Public Safety personnel.	T508	Initiate/Enhance Juvenile Outreach Conduct Youth Public Safety Academies	Chief	Public Safety Enhancement Work Plan		Youth Academies were completed as well as weekly Youth neighborhood programs. MYLA was completed as well for 33 girls. Will continue in 2009 at our own youth academy at Fort Custer.	
Public Safety	Public Safety	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O128	Engage Kalamazoo Youth in positive activities and interactions with Public Safety personnel.	T510	Initiate/Enhance Juvenile Outreach Initiate Street Corner Dialogues	Chief	Public Safety Enhancement Work Plan		Youth Programs on going and Part one crimes during the summer of 2008 were significantly lower than the previous summer.	
Public Safety	Community Policing Unit	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O39	Evaluate the capacity of Kalamazoo Public Safety to expand the existing community-based policing philosophy throughout the department	T27	Continue to develop and foster positive relationships through Kalamazoo's diverse community through structured neighborhood programs (e.g., evaluate the capacity of Kalamazoo Public Safety to expand community-based policing philosophy) and continue to encourage more	Hemingway	2008 Tactical Plan		Public Safety partnered with and participated in four neighborhood block parties in collaboration with Wright for Kids. Chief Weston held neighborhood forums with Neighborhood Coalition and the Northside Ministerial Alliance seeking input and support as it relates to addressing youth violence.	An additional sergeant and Executive Lieutenant were assigned to the CPO Unit. This just began in October and is working well.
Public Safety	Training Division	SF2	Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O40	Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T28	Foster positive relationships with youth throughout the community with such programs as Education for Employment and the Explorer programs	Webster	2008 Tactical Plan		Two Public Safety Youth Academies were held in July. A total of 44 youth graduated from these one-week academies. Additionally, Public Safety partnered with the Michigan State Police to facilitate a Leadership Academy in Lansing.	KDPS developed their own Youth Academies for the summer of 2009 which will be held at Fort Custer.

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Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T500 Collaborate with our educators and other leaders to design and implement a Parental Accountability Program. Secure parental involvement to modify negative youth behavior	Chief	Public Safety Enhancement Work Plan		Working with KPS to identify top twenty trouble students. Engage them and their families with non traditional police contact to explore alternative solutions to attendance and reduce involvement in crime.	Dr. Rice from KPS cancelled the GREAT program but CPO unit continues to work with KPS to address proactive policing ideas.	
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T501 Conduct Town Hall meetings or Community Policy throughout the community. Maintain dialogue with community	Chief	Public Safety Enhancement Work Plan		All divisions continue have monthly meetings with neighborhoods. Each CPO developed a standardized colored graph program which clearly identifies crime and compares to previous years.		
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T505 Continue to use the Citizens Academy to strengthen relationships between Public Safety and the adults in our community. Utilize program to familiarize residents with Public Safety practices	Chief	Public Safety Enhancement Work Plan		Citizen's Academy was conducted at the Senior center in October of 2008. All aspects of Public Safety were presented. Very positive program.		
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T506 Create a Youth-Public Safety Partnering Agreement Create partnering agreement similar to Community-Public Safety agreement	Chief	Public Safety Enhancement Work Plan		Worked with Neighborhoods to organize 3-hour blocks of time throughout the summer for neighborhood youth to interact with Public Safety Officers (eg YMCA time, basketball, mini-olympics, weight-lifting, kick-ball games).		
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T507 Focus on 1st Line Supervisor Training. Train officers to be culturally competent while creating strategies for implementation throughout the organization	Chief	Public Safety Enhancement Work Plan		All command officers were given an indepth fire supervision course. An employee based reengineering team was developed to gain input from employees and generate ideas and suggestions.		
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T509 Initiate/Enhance Juvenile Outreach Convene an Anti-Violence Summit	Chief	Public Safety Enhancement Work Plan		CPO Command now having two sergeants and an executive Lieutenant now have increased contact with neighborhood leaders. The goal is to focus on each of the neighborhoods top three priorities.		
Public Safety	Public Safety	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O40 Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T509 Initiate/Enhance Juvenile Outreach Hold Public Safety Forums	Chief	Public Safety Enhancement Work Plan		Curfew Center accounted for 91 arrests this summer. We had a significant decrease in youth violence this past summer. Other non traditional contacts such as the baseball clinic, weekly academies and MYLA work made a large impact in reducing crime.		
Public Safety	Criminal Investigations Division	SF2 Neighborhood Development	G7 Emphasize continued sensitivity to concerns throughout the community	O41 Continue to implement Cops on Dots for accurate and timely information, rapid deployment, effective tactics and relentless follow-up and assessment	T29 Identify crime trends that negatively affect the quality of life within various neighborhoods and develop and implement action plans that address those trends with emphasis on community needs and concerns	Mallery	2008 Tactical Plan		Lieutenants identify crime trends and deploy resources accordingly. In 2007 a large increase in Part 1 crimes was identified in the Edison Neighborhood. Additional officers above and beyond patrol were placed in that specific area to work in at overt capacity to reduce crime in the neighborhood. This same tactic has been used with Power Shift officers to address numerous crime issues such as burglaries.		

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Public Safety	Service Division	SF2 Neighborhood Development	G7	Emphasize continued sensitivity to concerns throughout the community	O42	Begin construction of new co-located Public Safety Station in the Northside neighborhood	T30	Acquire property and complete design and construction plans for new Public Safety Station	Parsons	2008 Tactical Plan		Construction on the new Park Street Station began in spring 2007 and will be complete in April 2008. Public Safety hopes to have all personnel and equipment moved into the new building by May 2008.	
Transportation	Public Transportation Services	SF3 Environmental Stewardship	G10	Establish a system of open spaces and greenways throughout the City to protect the environment, provide recreational opportunities, improve the community's visual quality and contribute to economic prosperity	O115	Work with Western Michigan University Bronco Bio-diesel to secure local fuel distribution to both blend bio-diesel products and deliver fuel to Metro Transit facilities to reduce Metro's dependence on foreign oil	T60	Pilot/demonstrate the benefits of bio-diesel in a test number of transit vehicles	Transit Director	2008 Tactical Plan		Unfortunately, this project was not completed during 2008 due to financial difficulties being experienced by the Bronco Bio-Diesel project. However, with the anticipated delivery of four new fleet vehicles in late January 2008, the System converted to ultra-low sulfur bio-diesel (B5) which it is now using fleet wide. We are currently reviewing vehicle maintenance data in an effort to determine whether we can increase the percentage of bio-diesel fuel being by our fleet.	
Public Services	Water	SF3 Environmental Stewardship	G10	Establish a system of open spaces and greenways throughout the City to protect the environment, provide recreational opportunities, improve the community's visual quality and contribute to economic prosperity	O97	Reconstruction of pumping station #8	T203	Proactively plan, design and construct water infrastructure improvements	Loope	2008 Tactical Plan		Water Pumping Station # 8 design to start late this year and continue into 2009.	
Public Services	Engineering	SF3 Environmental Stewardship	G10	Establish a system of open spaces and greenways throughout the City to protect the environment, provide recreational opportunities, improve the community's visual quality and contribute to economic prosperity	O98	Complete design and land acquisition for the Portage Creek Trailways, the result being the addition of new green space and the enhancement of existing green space.	T59	Complete trail way construction in order to promote the preservation of green spaces throughout the City	Nagler	2008 Tactical Plan		Completion of the Kalamazoo River Valley Trailway connector from Downtown Kalamazoo (Westnedge and Kalamazoo) to the Kal-Haven Trailway Head on 10th Street west of US-131. This was an eight year project that included concept, planning, design, property acquisition, and construction. Preliminary engineering and engineering design work will carry well into 2009 as issues with railroad right of way are addressed and resolved.	
Public Services	Engineering	SF3 Environmental Stewardship	G10	Establish a system of open spaces and greenways throughout the City to protect the environment, provide recreational opportunities, improve the community's visual quality and contribute to economic prosperity	O99	Complete construction of new colonnade enhancement project at College Park and intersection of West Michigan Avenue and Lovell Street.	T212	Maintain traffic through construction areas during construction of various roadway projects	Nagler	2008 Tactical Plan		Complete by year end.	
Public Services	Environmental Services	SF3 Environmental Stewardship	G8	Protect and preserve water quality	O120	Administer City of Kalamazoo Wellhead Protection Program to meet MDEQ requirements	T249	Continue Public Education & Outreach Plan	Paquin	2008 Tactical Plan		Kalamazoo's Wellhead Protection Program was prepared and submitted to the MDEQ in 2007.	(6-18-08) The next WHPP Grant period will be July 1, 2008 through June 30, 2009. Formal approval of the grant proposal is Pending.
Public Services	Environmental Services	SF3 Environmental Stewardship	G8	Protect and preserve water quality	O120	Administer City of Kalamazoo Wellhead Protection Program to meet MDEQ requirements	T253	(6-18-08) Continue implementation of all 7 required elements.	Paquin	2008 Tactical Plan		The current WHPP Grant period is July 1, 2008 through June 30, 2009. A new project to identify and address Non-conforming uses is ongoing. A new water conservation ad began airing at the Kalamazoo 10 Theaters. Staff is working with a Realtor to locate potential available properties for the purpose of determining a suitable future wellfield in the northern Oshlomo/southern Alamo area. An Option Purchase for the property has been presented to the owner who submitted a counter offer. An appraisal for the property is being performed. The Groundwater Guardian Program final report was submitted by the due date of 8-31-08.	

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Public Services	Water	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O123	Complete 2008 Water Fund Capital Improvements.	T252	Complete Station 11 improvements.	Loope	2008 Tactical Plan			
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T254	(6-18-08) Continue implementation of Illicit Discharge Elimination program Plan (IDEP) by conducting inspections of storm sewer outfalls and facilities.	Paquin	2008 Tactical Plan		The Tech 3s are coordinating IDEP work with Cross-Connection work. City ESD and Attorney staff are working with one property to eliminate an illicit connection on Burdick/Lake Street.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T32	Prepare and submit Storm water Pollution Prevention Initiative, Public Education, Illicit Discharge Elimination Plans	Paquin	2008 Tactical Plan		Staff participated in numerous discussions with SEMCOG and MDEQ regarding new draft permit language. Staff prepared and submitted new Stormwater NPDES Permit Application. Certificate of Coverage is Pending from MDEQ.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T33	Conduct inspections of storm sewer outfalls on a regularly scheduled basis and in response to spill incidents to find and eliminate illicit storm sewer connections	Paquin	2008 Tactical Plan		In 2007, 11 source investigations; 6 facility inspections with several more scheduled for 2007; 2 new illicit connections identified for elimination.	Numerous potential new facility inspections remaining to address dry weather flows.
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T250	Continue to review and comment technical documents and correspondence to maintain schedules.	Wetzel	2008 Tactical Plan		NTH and ESD staff prepared "Interim Technical Responses to Allied paper Operable Unit Review Comments on Remedial Investigation Report." This report was distributed to EPA, MDEQ, the Allied task Force, and the Watershed Council. On 9-22, a meeting was held between staff, NTH, and the Allied Task Force to discuss the report and the meetings scheduled for 9-23. On 9-23, meetings were held at the KRWC with the Allied Task Force, KRWC, EPA, MDEQ, City staff, and many other interested parties about the Allied Site, the Portage Creek Corridor, and the whole Superfund Site.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T34	Meet with regulatory agencies and work with consulting engineer to effectively control environmental liability costs for cleanup of city-owned and non-city owned sites	Wetzel	2008 Tactical Plan		Cork Street Landfill: New Operation, Maintenance & Monitoring (OM&M) contract in place; negotiating reduction in sampling with regulatory agencies, next OM&M event in September. Auto-Ion Participating in Technical Committee of PRP Group by reviewing all reports and letters. KL Avenue Landfill: City staff participate as needed in the PRP Group, otherwise ESD staff reviews all technical reports and documents and passes on information as needed. Arcadia Commons Environmental Projects: Evaluation of remediation status proposed. Schippers: Interim Remedial Action Plan submitted to MDEQ, working on cost estimate for implementation of scope of work. Allied Site: The Interim Technical Comments to the Remedial Investigation have been submitted to EPA; followup meetings have been held with RPs and agencies to discuss technical comments and to determine scope of additional work that City is recommending prior to development of Feasibility Study.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T39	Determine number and location of high hazard cross connection locations	Wetzel	2008 Tactical Plan		Staff continues to conduct cross connection inspections per 2008 schedule.	

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Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T40	Update database and schedule cross connection inspections	Wetzel	2008 Tactical Plan		Staff continues to update database with inspection and cross connection device information as it is received. (10/27/08)		
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T41	Review regulatory requirements, Stage I sampling results, and prepare Stage II sampling plan	Wetzel	2008 Tactical Plan		Completed Stage one sampling and Stage two sampling for 2008 per MDEQ monitoring schedule and approved Stage Two sampling plan. Had to repeat sampling for SP2 site due to qc issue with state lab, all results have been received and will be entered on EPA site by 1/1/09 deadline. (10/27/08)		
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T42	Review regulatory requirements, collect system background data, identify emergency scenarios and prepare emergency response procedures	Wetzel	2008 Tactical Plan		By end of year 2008 we've completed the planning and preparation of emergency response procedures to address a major chlorine release from the Central Pump Station. Significant progress has been made with respect to emergency procedures for water contamination incidents.		
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O76	Provide technical environmental impact review for proposed site developments within the City of Kalamazoo	T248	Conduct regular meetings and maintain communication with various organizations involved in Crosstown Ponds Area Enhancement Group	Paquin	2008 Tactical Plan		Held meeting in Spring. In process of re-organizing group members and efforts due to change in the VNA leadership and volunteer base.	Continue to maintain South Pond buffer and educational signage along Axtell Creek.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O76	Provide technical environmental impact review for proposed site developments within the City of Kalamazoo	T251	Implement new WHP Zoning Overlay and Performance Standards into Site Plan Review process and land use proposals.	Paquin	2008 Tactical Plan		Staff received comments from City Attorney's Office regarding the draft wellfield Land Use Policy/Plan. Further discussions and existing ordinance review are on-going - pending is a determination whether a separate ordinance is appropriate.		
Public Services	Environmental Services	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O76	Provide environmental, technical and project assistance for surface water quality improvement projects	T31	Conduct regular meetings and maintain communication with various organizations involved in watershed management.	Paquin	2008 Tactical Plan		A meeting is tentatively scheduled for 11-21 at KVCC Texas Campus with the SWMLC and other land preservation groups to discuss strategies to preserve land in the Texas Township area near Al Sabo & Roto Kiwan. Crosstown Ponds Enhancement Group wants to complete a Master Plan from pieces developed over past years; seeking funding. Vine Neighborhood Association is funding one person to maintain landscape at South Pond. Other volunteers are weeding and otherwise maintaining plantings.		
Public Services	Water	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O77	Reduce the system iron residual of 453 ug/l to meet a standard of 300ug/l.	T36	Prioritize high residual Pump Stations and complete activities to decrease iron residual	Loope	2008 Tactical Plan		Design of iron removal facilities for Water Pumping Station #8 will be done in 2009.		
Public Services	Water	SF3	Environmental Stewardship	G8	Protect and preserve water quality	O78	Plan iron removal at key Pumping Stations through annual CIP.	T36	Prioritize high residual Pump Stations and complete activities to decrease iron residual	Loope	2008 Tactical Plan		Iron removal is part of the Station #8 rebuild project. The study at Station #8 with Layne Northern to evaluate different iron removal media is complete and results will be given to our design contractor. The Design contractor will be selected before November 1, 2008. Completion of design and construction will happen in 2009.		

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Public Services	Water	SF3 Environmental Stewardship	G8 Protect and preserve water quality	O79 Enhance existing flushing program to include straight line flushing techniques.	T37 Install automatic flushing devices that are timed to replace routine flushing in bad areas where circumstances dictate enhanced methods of flushing	Seelman	2008 Tactical Plan		2008 year end summary. Two successful flushing campaigns were completed. AA11 with the fall flush being done in the high area. Effort was put into minimizing the damage done to private property as a result of flushing and while significant progress was made further emphasis is desired		
Public Services	Water	SF3 Environmental Stewardship	G8 Protect and preserve water quality	O80 Coordinate gate valve exercising program with water quality resolutions.	T208 Investigation of gates w/ Distribution when there are continuing localized problems	Seelman	2008 Tactical Plan		year end summary. Staff have exercised in excess of 320 gate valves.		
Public Services	Engineering	SF3 Environmental Stewardship	G8 Protect and preserve water quality	O95 Completion of the Beech Tank construction project	T214 Proactively plan, design and construct water infrastructure improvements	Forero	2008 Tactical Plan		Construction of 2.5 million gallon elevated water storage tank on Beech Street to replace an aging ground level tank. This increased water pressure significantly on the northwest side of Kalamazoo. This also helped in establishing a new Northwest High Pressure district to help better serve portions of the City of Kalamazoo, Kalamazoo Township, and Cooper Township. Project complete		Project complete.
Public Services	Engineering	SF3 Environmental Stewardship	G8 Protect and preserve water quality	O96 Completion of Booster/Bleeder Station 35	T214 Proactively plan, design and construct water infrastructure improvements	Forero	2008 Tactical Plan		Construction will carry on into 2009 with completion scheduled for end of April 2009.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O100 General upgrades to existing equipment at the Water Reclamation Plant	T203 Proactively plan, design and construct wastewater infrastructure improvements	Beardslee	2008 Tactical Plan		(10-24-08) Prepare/complete the design for the replacement of the Tertiary Screw Pumps, as well as an RFP to contract with a consultant to design a replacement for the existing coarse screen equipment in the Raw Pump Buildings ongoing. #1 Lift Pump has been abandon and removed. Bearings on #4 Screw pump will be reconditioned and then all four of the remaining pumps should be good for the next few years. The Design on #1 Screw Pump Replacement will be accomplished in 2009. Contracts for Design for both Course Screen and Tertiary Screw Pump will be bid in 2008.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O125 Design of back up power generation system for the Water reclamation Plant	T203 Proactively plan, design and construct wastewater infrastructure improvements	Beardslee	2008 Tactical Plan	Nothing else will be accomplished in 2008 on this project. The Secondary Improvement project will determine	Install transfer switches and generator receptacles to provide portable backup power to the Chlorination system in Bldg. 20 Backup power systems for the entire Plant will not be implemented until year 2009 or 2010, at the earliest.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O59 A three-year plan to improve the overall efficiency of the Secondary Treatment Process and reduce operating cost by 40%	T52 Improve Secondary Aeration energy efficiency by completing Energy Study to confirm the need for pertinent process changes, using aerations studies from the past six years, and working with local industry to even out waste discharges	Beardslee	2008 Tactical Plan		A draft RFP for the secondary/treatment plant improvements has been completed. The final revised version will be completed after the valued engineering is completed. Justifications were submitted to Bruce by September deadline. Will have a academic review of the EBPR process conducted asap. (10/27/08)		

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Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O60 Improve Secondary Aeration energy efficiency	T52 Improve Secondary Aeration energy efficiency by completing Energy Study to confirm the need for pertinent process changes, using aerations studies from the past six years, and working with local industry to even out waste discharges	Loepe	2008 Tactical Plan		Project complete, see following listing.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O61 Improve or replace Secondary Aeration blowers	T52 Improve Secondary Aeration energy efficiency by completing Energy Study to confirm the need for pertinent process changes, using aerations studies from the past six years, and working with local industry to even out waste discharges	Foune	2008 Tactical Plan		Current recommendations lean towards replacing the current blowers with more efficient blowers due to the age of the current blowers.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O62 Create anoxic zones in the Secondary Aeration Tanks for removal of phosphorus	T53 Investigate the creation of anoxic zones in the Secondary Aeration Tank for removal of phosphorus by completing Pilot Plant testing on anoxic zone efficiency to yield information for future use	Foune	2008 Tactical Plan		Both seven zone and two zone systems are being piloted in the piloted plant. Both systems have had periods where one worked better than the other during the last 6 months. (10/27/08)		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O63 Add a BOD analyzer to our Primary process	T53 Investigate the creation of anoxic zones in the Secondary Aeration Tank for removal of phosphorus by completing Pilot Plant testing on anoxic zone efficiency to yield information for future use	Beardslee	2008 Tactical Plan		(10-24-08) We are currently using an indirect measurement of BOD (Organic material) by the use of a device called a UV254 and it is working quite well. During our flooding conditions in September these meters worked very well and helped us manage a very bad situation		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O64 Further develop the EMS Program, preparing for NBP Certification.	T56 Acquire EMS Certification in 2007	Wetzel	2008 Tactical Plan		Wastewater staff have made significant progress in the completion of SOPs that will be required to conduct the Biosolid EMS. By end of year 2008, it is anticipated that the third party audit will be scheduled for early 2009.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O65 No NPDES Discharge Violations in 2008.	T58 Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2008 Tactical Plan		With the September Flood Event our treatment at the KWRP was stressed to the limit. We received about 70 MGD flow for several days, about three times the normal quantity. This exceeded our design flow for over a week. We were very close to violating our NPDES Permit but were somehow able to prevent this. There was 6.4 Million Gallons of unchlorinated water that bypassed our Tertiary and disinfection process and ran to the River. This is being reported as an Sanitary Sewer Overflow (SSO) even though the water was treated, just not disinfected. This report has been sent to the DEQ as a matter of record. Low organic loading and high phosphorus continue to be a problem for treatment. Our Budget is restricting treatment options, but we are still in compliance and will remain there.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O66 Continued achievement of NPDES Platinum Award.	T58 Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2008 Tactical Plan		Nothing else will be accomplished in 2008 on this project. The Secondary Improvement project will determine what is to be done in 2009.		

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Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O67 Further development of the biosolids Beneficial Use Program.	T58 Explore new and efficient ways to operate KWRP processes and maintain compliance	Wetzel	2008 Tactical Plan		By end of year 2008, an amendment to the KWRP Residual Management Program will be submitted to MDEQ for the approval of short term field storage of Class A Biosolids and for Farmer applied biosolids.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O68 Develop and utilize more cross-trained employees.	T54 Develop a Wastewater cross-training program to improve efficiency and effectiveness	Beardslee	2008 Tactical Plan		(10-24-08) We have total of 13 existing WW Operators and WW Maintenance employees (approximately half) that are signed up and some of which are being cross-trained. Any new employees will be entering the Wastewater Operations and Maintenance positions as Operator/Maintainers. We have two employees that have been trained and are functioning as O/M employees currently. Two more employees are entering the program for training. A Memo of Understanding has been negotiated with the AFSCME Union relative to the O/M Program and how it is designed and implemented. We are expecting this to yield a reduction in staff at some point in the future. We have enough employees initially trained to start using them in different capacities. This training project will continue in 2009.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O69 Continue implementation of the Wastewater Master Plan.	T58 Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2008 Tactical Plan		Operation and Maintenance of Wate and Wastewater Facilities: Pumped, treated and delivered approximately 20 million gallons per day (MGD) of water to over 30,000 accounts through 800 miles of water main on a continuous basis without any violations. Treated over 22 MGD of wastewater without any discharge violations conveyed to the treatment plant through 650 miles of sewer pipe.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O70 Continue development of the Department Safety Program using outside contractual services.	T55 Streamline the Safety Program by creating a Safety Specialist position to control the program and manage safety contracts	Wetzel	2008 Tactical Plan		The Safety Specialist Position will be filled by the end of the year 2008. It is anticipated that Confined Space and Lock out tag out training will be completed. The training schedule for 2009 will also be developed.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O71 Continued Enhancement Training and staff development especially related to continuing education.	T54 Develop a Wastewater cross-training program to improve efficiency and effectiveness	Wetzel	2008 Tactical Plan				
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O72 Develop Wastewater ERP.	T58 Explore new and efficient ways to operate KWRP processes and maintain compliance	Wetzel	2008 Tactical Plan		Wastewater Operations personnel have taken the lead on the development of the WW ERP.		
Public Services	Wastewater	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O73 Implementation of the Harrison St. facility perimeter Security	T57 Reduce security risk throughout the department (adhere to Vulnerability Assessment Plan)	Beardslee	2008 Tactical Plan		Perimeter security at Harrison St. is complete. All cameras have been installed within the plant. This project is complete.		

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Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T46	Receive landowner and MDEQ approval for land application of Class A biosolids on selected sites using best management practices	Wetzel	2008 Tactical Plan		Amendment to RMP will be submitted by end of year 2008.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T48	Submit all required program annual reports to MDEQ, e.g., biosolids, industrial pretreatment program, mercury minimization program and SARA Title III report	Wetzel	2008 Tactical Plan		All required reports due through 10/10/08 have been submitted. The DMR-OA blind study was sent to epa region 5 and blind study providers by the 8/29/08 due date. All results were acceptable for both water and wastewater blind studies. (10/27/08)	
Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O74	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T49	Complete and submit all applicable data and information for the NPDES permit reapplication	Wetzel	2008 Tactical Plan		Staff prepared and submitted new Stormwater NPDES Permit Application. Certificate of Coverage is Pending from MDEQ. It is anticipated that by end of year 2008, MDEQ will have finalized the General Permit and issued a draft stormwater permit.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T47	Participate in the Core EMS Team to follow NBP guidance in the completion of the 17 EMS Elements	Wetzel	2008 Tactical Plan		Significant progress has been made in the completion of the SOPs needed to conduct the third party audit. Audit to be scheduled in first quarter 2009.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O75	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T51	Sample and analyze Quality/Quantity industries for four separate six-day periods by end of year	Wetzel	2008 Tactical Plan		Staff is on schedule with regards to q/q and compliance sampling for 2008. (10/27/08)	
Public Services	Environmental Services	SF3	Environmental Stewardship	G9	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O76	Provide Technical environmental impact review for proposed site developments	T50	Review all SIU Self-monitoring Reports, Individual Control Documents	Wetzel	2008 Tactical Plan		All SMR due to date have been received and corresponding letters/notice were submitted to the industrial users. All SIU's have had their annual compliance inspection. Completed remaining compliance monitoring at a few sites by mid-October (10/27/08)	
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T171	Conduct job analyses as the next phase in the validation of tests in the recruitment and promotion processes.	J. Doonan	2008 Tactical Plan		Job descriptions for all (16) KPSOA and KPSA position groups and Evergreen's Executive Summary are expected to be completed by November 2008.	
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T171	Conduct job analyses as the next phase in the validation of tests in the recruitment and promotion processes. (Phase II)	J. Doonan	New			

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Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T172	Participate in the Diversity Committee of the Kalamazoo Human Resources Management Association (KHRMA)	J. Post	2008 Tactical Plan	Completed	Participation in the Diversity Committee included promotion of the City's MLK Day of Service, a presentation to the KHRMA membership on generational differences in the workplace, and an active role in annual Summit on Racism sponsored by the YWCA.	
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T183	Promote and provide development opportunities for employees through individual programs and formal classes (supervisor development, harassment & discrimination prevention, interviewing skills, new employee orientation, affirmative action, contract administration, financial literacy)	M. Cole	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T601	Co-sponsor annual diversity event with local municipalities and higher ed institutions	E. Hicks M. Cole	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T602	Develop processes in recruitment and other factors that improve the hiring and promotion of minorities and females in under-represented job classifications as identified in the annual EEO/AA plan	M. Cole HR Staff	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T603	Enhance on-going training by communicating with employees with related articles and information through City University email updates per schedule	M. Cole	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T604	Promote diversity-related development opportunities for employees through City University	M. Cole	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T606	Provide ongoing improvement of HR processes through expanded use of ERP and refinement of existing procedures	M. Cole	New			
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T61	Communicate with employees regularly by publishing Building a Better Workplace per schedule	M. Cole	2008 Tactical Plan		Building a Better Workplace was published twice monthly per schedule. Topics ranged from diversity to software tips and techniques, and included ethics, time management and personal financial wellness.	

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Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T62	Promote diversity-centered development opportunities for employees through City University	M. Cole	2008 Tactical Plan		Building a Better Workplace and the annual Diversity Event were used to raise diversity awareness. -The Affirmative Action/EEO training helped hiring supervisors understand their responsibility. -Employees were encouraged to attend a Poverty Simulation training at minimal cost to the department.	
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T63	Celebrate employees with the Employee Appreciation program	J. Buchtrup	2008 Tactical Plan	08/20/08	The Employee Appreciation program was expanded to include lunch and relocated to Mayor's Riverfront Park. A number of positive comments were received in HR for the changes.	
Human Resources	Human Resources	SF4	Community Building	G11	Instill and practice respect for racial, cultural, religious, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all citizens in a diverse community	O16	Serve as an example to the community through the City's employee relations and employment programs	T64	Co-sponsor annual diversity event collaborating schools and government entities	M. Cole	2008 Tactical Plan	07/31/08	HR represented the City of Kalamazoo in co-sponsoring the annual diversity event for the 10th year. All reimbursements from participating organizations were received in Finance by 7/31/08. By adding the sponsorship of KHRMA, Human Resources professionals from the area were encouraged to attend and receive certification credits.	2009 event planning begins in March 2008.
Community Development	Neighborhood Development	SF4	Community Building	G12	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O121	Begin the process of updating the City's Consolidated Plan 2010 - 2014 as mandated by HUD.	T331	Prepare the RFP and seek qualified consultants to assist in developing the 5-Year Consolidated Plan for HUD.	David Thomas	New			
Community Development	Neighborhood Development	SF4	Community Building	G12	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O121	Begin the process of updating the City's Consolidated Plan 2010 - 2014 as mandated by HUD.	T332	Prepare the RFP and seek qualified consultants to assist in developing the Plan.	David Thomas	New			
Community Planning and Development	Neighborhood Development	SF4	Community Building	G12	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O45	Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T66	Continue to implement the City's A+ Neighborhoods initiative	Jeff Chamberlain	2008 Tactical Plan		Streetscape plan developed and preliminary budget estimates developed for use and future grant application. DKI staff are seeking local matching funds before grant application is submitted	
Parks and Recreation	Recreation	SF4	Community Building	G12	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54	Build capacity to improve quality of life within neighborhoods	T191	Monitor Parks and Recreation website keeping it current through out the year.	Siegel; Gleeson; Polega	2008 Tactical Plan		Website updated regularly and new information on PRAB was added to the site.	Photos have been taken of parks to be incorporated into website.
Parks and Recreation	Recreation	SF4	Community Building	G12	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54	Build capacity to improve quality of life within neighborhoods	T192	Explore and attract new community organizations, partners and businesses to improve existing programs, services, parks, and green spaces.	Polega; Gleeson	2008 Tactical Plan		1) The Parks Manager worked with residents from the Vine Neighborhood to assist with the beautification of Dutton Street Park; 2) The Parks Manager worked with DKI to do improvements at the Rose Street Islands near the museum.	3) The Parks Manager has continued to work closely with Michigan State University Extension Master Gardener program and Kalamazoo in Bloom on several beautification projects in City Parks and grounds including Bronson Park, City Hall, The East

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Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T193 Secure funding for the third year of the Street Academy.	Siegel; Jewell	2008 Tactical Plan			
Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T240 Prepare grant applications and seek additional funding and partners for Parks and Recreation programs, services, parks, and green spaces	Siegel; Polega; Jewell	New			
Community Planning and Development	Neighborhood Development	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T66 Continue to implement the City's A+ Neighborhoods initiative	Jeff Chamberlain	2008 Tactical Plan		LISC used CDBG funds to build capacity in Kalamazoo nonprofits. For PY2007, \$21,400 was used to assist Edison, NACD, Eastside and Vine. For PY2008, LISC will use \$36,554 to continue assisting those 4 plus Fairmont and Stuart.	
Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T68 Identify and further develop linkages between Parks and Recreation Department operations and A+ Neighborhoods	Polega; Gleeson; Siegel; Jewell	2008 Tactical Plan		Funding secured and 7 youth participated in the 3rd Street Academy.	
Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T68 Identify and further develop linkages between Parks and Recreation Department operations and A+ Neighborhoods	Polega; Siegel; Jewell	New			
Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T74 Prepare grant applications and seek additional partners for the 2008 Summer Youth Employment program	Siegel	2008 Tactical Plan		Raised a total of \$220,163, not including the City funding of \$90,000, to serve a total of 227 youth.	The number of youth hired will be a direct result of funding awarded. At this time funds committed will provide work for 190 youth.
Parks and Recreation	Recreation	SF4	Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T76 Continue the commitment to youth development through active programming and mentorship at the Parks and Recreation Youth Development Center	Siegel	2008 Tactical Plan		Served 9,600 units of participation at the YDC. Offered over 20 programs for the year and provided over 2,600 hours of service.	

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Parks and Recreation	Recreation	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T77 Continue to work with the Eastside Neighborhood to create a youth center on the eastside	Jewell	2008 Tactical Plan			Parks and Recreation continues to fund the Eastside Youth Center (ESYC) held at ENA. Work continues on the creation of a permanent Youth Center. Preliminary designs have been developed for the center and the Eastside Neighborhood Association has secured the Owens' Group for a feasibility study. The Owens Group is interviewing over 80 community leaders including the Parks and Recreation Director and Recreation Manager. The results will be available this year with next steps to be discussed.	
Parks and Recreation	Recreation	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O54 Build capacity to improve quality of life within neighborhoods	T77 Continue to work with the Eastside Neighborhood to create a youth center on the eastside	Jewell	New				
Parks and Recreation	Recreation	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T81 Seek new businesses and organizations to develop partnerships with by connecting and networking throughout the community	Siegel, Gleeson	2008 Tactical Plan				
Public Services	Local Streets	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O83 Maintain a smooth roadway service to increase rideability perception of major streets	T72 Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local/major streets	Seelman	2008 Tactical Plan		2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
Public Services	Major Streets	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O83 Maintain a smooth roadway service to increase rideability perception of major streets	T72 Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local/major streets	Seelman	2008 Tactical Plan		2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
City Attorney	City Attorney	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O9 Force chronic ordinance violators out of the rental housing business. Work with Community Planning and Development staff on new initiatives to address blighted commercial and industrial buildings. Work with CP&D staff and neighborhood KDPS officers on targeted code enforcement. Examine the feasibility of using municipal civil infractions as an enforcement tool for certain types of code violations.	T78 Make better use of the tax foreclosure process and the Dangerous Buildings Board to address blight for both standard operations and in coordination with A+ Neighborhoods initiative		2008 Tactical Plan				This tactic is largely outside of the control of the City Attorney's office.

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City Attorney	City Attorney	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O9 Force chronic ordinance violators out of the rental housing business. Work with Community Planning and Development staff on new initiatives to address blighted commercial and industrial buildings. Work with CP&D staff and neighborhood KDPS officers on targeted code enforcement. Examine the feasibility of using municipal civil infractions as an enforcement tool for certain types of code violations.	T79 Use the District Court's compliance docket model as a means to compel recalcitrant property owners to bring properties up to code for both standard operations and in coordination with A+ Neighborhoods initiative		2008 Tactical Plan				Hard line prosecution position is taken when circumstances merit.
City Attorney	City Attorney	SF4 Community Building	G12 Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O9 Force chronic ordinance violators out of the rental housing business. Work with Community Planning and Development staff on new initiatives to address blighted commercial and industrial buildings. Work with CP&D staff and neighborhood KDPS officers on targeted code enforcement. Examine the feasibility of using municipal civil infractions as an enforcement tool for certain types of code violations.	T80 Aggressively pursue chronic violators in court, seeking significant penalties property owners for both standard operations and in coordination with A+ Neighborhoods initiative		2008 Tactical Plan				City acquired title to 1014 N. Pitcher which had been largely abandoned for past 10-12 years when owners sought to prevent the demolition of structures on the property. Action is consistent with the redevelopment of northside neighborhood.
City Commission	City Commission	SF4 Community Building	G13 Continue to work toward reduction of poverty throughout Kalamazoo	O2 Continue to work toward the reduction of poverty throughout Kalamazoo	T219 Encourage and coordinate employer participation in workforce development programs provided by neighborhood and community centers		2008 Tactical Plan				
City Commission	City Commission	SF4 Community Building	G13 Continue to work toward reduction of poverty throughout Kalamazoo	O2 Continue to work toward the reduction of poverty throughout Kalamazoo	T220 Facilitate expanded linkages between existing/emerging employment opportunities and potential workforce development resources (employers, Michigan Works!, InterAct, WMU, Kalamazoo College, etc.		2008 Tactical Plan			Vice Mayor appointed to National League of Cities CityFutures Panel on Equity and Opportunity, which tracks trends of national cities to strengthen government by providing new perspectives on public issues. Also followed significant economic, demographic and other changes that transform the context in which municipalities function thru real dialogues and challenging public debate between policy makers	
City Commission	City Commission	SF4 Community Building	G13 Continue to work toward reduction of poverty throughout Kalamazoo	O2 Continue to work toward the reduction of poverty throughout Kalamazoo	T221 Collaborate with existing employment services or programs to leverage and expand resources available to high need citizens, and identify additional funding sources (example: InterAct of Kalamazoo)		2008 Tactical Plan			City Commission convened leaders from nine state and local government and nonprofit organizations to form the Kalamazoo Area Foreclosure Prevention Partnership. The partners coordinated mortgage counseling and consumer education and helped homeowners negotiate new terms with lenders. City Commission approved funding for Legal Aid of Michigan to support homeowner education and assistance	
City Commission	City Commission	SF4 Community Building	G13 Continue to work toward reduction of poverty throughout Kalamazoo	O2 Continue to work toward the reduction of poverty throughout Kalamazoo	T222 Provide support to programs which provide low/no cost transportation to job training opportunities		2008 Tactical Plan			City Commission supported the 2006 and 2008 countywide Transportation millage and 2007 City 1.0 mil renewal	

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City Commission	City Commission	SF4	Community Building	G13	Continue to work toward reduction of poverty throughout Kalamazoo	O2	Continue to work toward the reduction of poverty throughout Kalamazoo	T223	Establish a business-educational system partnership to implement a mentoring program		2008 Tactical Plan		City Staff and Commissioners participated in Promise Partner initiatives, a collaboration between Kalamazoo Community in Schools and Kalamazoo Public Schools. Commissioners participate in various activities such as Bagels & Books, College Awareness Week and 11th Annual Ready to Read: Storytime in Bronson Park		
City Commission	City Commission	SF4	Community Building	G13	Continue to work toward reduction of poverty throughout Kalamazoo	O2	Continue to work toward the reduction of poverty throughout Kalamazoo	T224	Target and attract new businesses for locating into the City which provide pay supportive of living and working in the City of Kalamazoo		2008 Tactical Plan		Due to efforts of EDC, the City's brownfield program and tax incentives have yielded more than 4,000 jobs retained or created throughout Kalamazoo		
City Commission	City Commission	SF4	Community Building	G13	Continue to work toward reduction of poverty throughout Kalamazoo	O2	Continue to work toward the reduction of poverty throughout Kalamazoo	T82	Implement information gathered from Homelessness Pilot Program, to address the needs of homeless in Kalamazoo as well as the ordinances (e.g., park rules and pan-handling constraints) that affect them		2008 Tactical Plan		Approved HOME Investment Partnerships Program (HOME) (\$683K) funds and Emergency Shelter Grant Program (ESG) (\$81K) funding to organizations supporting poverty reduction initiatives		
City Clerk	Administration	SF5	Responsive and Responsible Government	G14	Maintain a City government that is open and accessible to the community and projects that image	O12	Increase accessibility of City services and information to both internal and external customers	T83	Distribute publications to keep citizens informed of City endeavors		2008 Tactical Plan		The Clerk's Office published City Commission agendas, agenda packets, and meeting notices and minutes. Also, a supplement to the Code of Ordinances was published in August.		
City Administration	City Administration	SF5	Responsive and Responsible Government	G14	Maintain a City government that is open and accessible to the community and projects that image	O12	Enhance communications between the City and community, and increase citizen involvement in the decision-making process	T84	Participate in public forums and meetings as well as community based organizations, such as Northside Ministerial Alliance and Summit on Racism Steering Committee		2008 Tactical Plan		Continued participation on the Multi-Purpose Collaborative Body Northside Ministerial Alliance, Summit on Racism, Promise Partners and MLK Community Collaboration		
City Clerk	Administration	SF5	Responsive and Responsible Government	G14	Maintain a City government that is open and accessible to the community and projects that image	O12	Enhance communications between the City and community, and increase citizen involvement in the decision-making process	T86	Collaborate with the IT department to more fully utilize the City's website and intranet as a vehicle for delivering services and information to both internal and external customers		2008 Tactical Plan		Worked with the IT Department and the City's web developer to create an electronic document library on the City's website and an online tool that will allow citizens to subscribe to notifications when meeting notices, agendas, and minutes and general announcements are posted to the City's website. Prototypes of these tools have been developed, and it is anticipated they will become functional features of the City's website in the first or second quarter of 2009.		
Management Services	Assessors	SF5	Responsive and Responsible Government	G14	Maintain a City government that is open and accessible to the community and projects that image	O28	To open the lines of communication between the public and this office	T92	Convert all building sketches to allow them to be displayed on the City's website for the convenience of the public	Connie Darling	2008 Tactical Plan		Building sketches are in the process of being converted so that they may appear on our website by the end of the year. During the flood, I field inspected the areas several times to determine the flood boundaries of parcels possibly affected by water. I established a new neighborhood containing these flood parcels to be able to measure not only the present damage, but also the perception of this area that may affect future market value.		
Management Services	Assessors	SF5	Responsive and Responsible Government	G14	Maintain a City government that is open and accessible to the community and projects that image	O28	To open the lines of communication between the public and this office	T93	Secure a scanner to allow old record cards to be scanned into our database and display on our website for the convenience of the public	Connie Darling	2008 Tactical Plan		A PC and scanner are ordered. The appraisal cards will be started after all Property Transfer affidavits and all Principle Residence affidavits are scanned into a database for office use only due to the confidentiality issue. This will allow added space that is needed. The old record cards contain differing numbers of paper records and staff will have to spend time reviewing each file to select the information that is pertinent to the appraisal.		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O29 Enhance communication between the City and Community	T88 Improve web site information to include payments and history balances.	Wade Carlson	2008 Tactical Plan				
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T174 Restructure Cashiering area for improved customer access	Wade Carlson	2008 Tactical Plan		Proposed changes were discussed with Bob Witt, Larry Fischer & Rick Watson. Further discussions were held with Schley Architects. Estimated costs were submitted for the 2009 CIP budget.		
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T228 Update the City's tax settlement data to the format required by the County of Kalamazoo	Wade Carlson	2008 Tactical Plan	03/31/08	Greg Doonan developed a program to assist in balancing and formatting the NCG tax data for transfer to the County Treasurer. This product will be used for the final time in March of 2009 (for the 2008 tax settlement) if BS&A software is implemented for the 2009 tax season.		
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T255 Determine software solutions for revenue (tax billing, accts recv, util billing, special assmts) and cash receipting systems	Wade Carlson	2008 Tactical Plan		A decision was made in 2008 to use BS&A software for all revenue and cash receipting systems. The final proposal was received from BS&A and I.T. is in the process of preparing the Commission Agenda Report to submit to the City Commission for approval to purchase the software package. Purchase is anticipated by year end so implementation can begin in early 2009.		
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T89 Implement Eden Cash Receipting module to improve payment processing. Changed to BS&A Cash Receipting.	Wade Carlson	2008 Tactical Plan				
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T90 Explore alternative payment options (direct debit, on-line payments, lock-box processing)	Wade Carlson	2008 Tactical Plan				
Management Services	Treasury	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O30 Increase accessibility of City services to citizens and customers	T91 Explore electronic deposits of checks	Wade Carlson	2008 Tactical Plan				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O33 Increase accessibility of City services to citizens and customers	T402 Ambassador Support	D. Hettinger	2008 Departmental Goals		2008 portion on schedule. One more meeting scheduled in December. Project on-going.		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O33 Increase accessibility of City services to citizens and customers	T419 Implement Boards and Commissions, Agendas, Minutes, Audio, Video on Website.	D. Hettinger	2008 Departmental Goals		Scheduled to be complete by 12/31/08.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O33 Increase accessibility of City services to citizens and customers	T425 Implement Website Test Environment	D. Hettinger	2008 Departmental Goals		Completed.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O33 Increase accessibility of City services to citizens and customers	T452 Website Maintenance and Support & Upgrade Website Database to MYSQL	D. Hettinger / J. Hodges	2008 Departmental Goals		Maintenance and Support is ongoing. Website Database to MYSQL scheduled to be completed by 12/31/08.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T412 Display Unit - Clerk's Office	R. Shaik	2008 Departmental Goals		First Phase Complete.	Upgrades are planned to allow monitor to be installed in a horizontal mode, which will improve display.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T427 Improve Citizen Communication Capabilities in the Chambers	R. Shaik	2008 Departmental Goals	05/12/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T451 Voter Redistricting Project - Phase V	S. Hoch	2008 Departmental Goals		Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T404 BS&A Systems -- Permit System, Inspector Companion	S. Hoch	2008 Departmental Goals		Will be completed in January 2009.	Field Inspections training took place in October. Conversion scheduled for 1/09.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T405 BS&A Systems Include (AR, UB and Cashiering).	S. Hoch	2008 Departmental Goals			2009 Project.	

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T417 Google Transit Feed	S. Hoch	2008 Departmental Goals		Metro Transit staff training complete.	It Staff will validate and correct route data after Metro staff has completed data entry.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T420 Implement EDEN's Employee Training Module at Public Safety	J. Hodges	2008 Departmental Goals		Scheduled to be complete by 12/31/08.	Public Safety will be running parallel systems beginning 1/1/09, which allow them several months of testing prior to converting over.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T94 Continue replacement of core operational computer systems with an Enterprise Resource Planning (ERP) software suite of applications to improve efficiency of internal city operations and reduce risk of potential software failure due to the age of current computer systems. EDEN Systems	T. Snape	2008 Tactical Plan		Complete.		
Public Services	Water	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O81 Redefine "customer service", and create a customer service team approach	T99 Develop Customer Service campaign/operational changes where responsiveness, communicating a clear message, resolving problems in a timely manner, and following up on issues are all included.	Bye	2008 Tactical Plan		Continue to develop Customer Services staff to more efficiently respond to resident concerns and issues. More staff trained and able to respond to a greater variety of issues. The increased enforcement of nuisance violations has dramatically increased calls regarding the nature/reason for violation notices received by residents. We are attempting to respond within 24 hours.	Target, December 31, 2008	
Public Services	Major Streets	SF5 Responsive and Responsible Government	G14 Maintain a City government that is open and accessible to the community and projects that image	O83 Maintain a smooth roadway service to increase rideability perception of major streets	T99 Respond to resident concerns in a timely, professional manner	Seelman	2008 Tactical Plan		2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
City Attorney	City Attorney	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O10 Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T126 Work with the Internal Auditor, Public Safety, and the District Court on cost recovery		2008 Tactical Plan				Office continues to seek the recovery of costs which must be verified and reasonable as part of sentencing /plea bargaining process
City Attorney	City Attorney	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O10 Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T127 Work with KDPS to ensure appropriate fee recovery for FOIA requests		2008 Tactical Plan				The items for which the city may be reimbursed and the manner of charging for those items are subject to statutory limits.
City Attorney	City Attorney	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O10 Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T128 Meet regularly with the department heads and HR staff to as needed to manage workers' compensation and unemployment claims more effectively		2008 Tactical Plan				At a minimum, monthly review undertaken of workers' compensation claims and cases with city adjuster and HR staff.

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City Attorney	City Attorney	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O10 Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T129 Work with the District Court to develop a more efficient court schedule		2008 Tactical Plan				This tactic is largely outside of the control of the City Attorney's office.
City Attorney	City Attorney	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O10 Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T130 Work with Finance department and county officials on expediting the tax collection process		2008 Tactical Plan				Legislation is pending, hopefully will be adopted during the 2008 lame duck session
Public Services	Engineering	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O105 Improve traffic signals on Burdick Street and Crosstown Parkway with \$843,000 in Federal CMAQ grants	T204 Proactively plan, design and construct infrastructure improvements	Abbas	2008 Tactical Plan		Complete in 2008.		
Public Services	Public Works Billable	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O106 Ensure safe, rideable roadway surfaces.	T608 Respond to reports of cuts in City roadways in a timely, cost effective manner permanently repairing same.	Seelman		address utility cuts as outlined in the service requests	2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
Public Services	Public Works and Utility Fleet	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O107 Insure that field crews and Public Safety have safe, well-maintained equipment which meets the needs of their activities	T205 Involvement in Fleet organizations to remain current on technology and new equipment developments	Norrod	2008 Tactical Plan				
Public Services	Public Works and Utility Fleet	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O108 Remain competitive with private vehicle maintenance and repair shops	T206 Continued training of mechanics	Norrod	2008 Tactical Plan				
City Clerk	Elections	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T164 Develop an Election Day Emergency Plan in cooperation with other local clerks.		2008 Tactical Plan		The City Clerk's Office shared information with local clerks in Kalamazoo County regarding plans and procedures for dealing with emergencies on election day. Precinct chairpeople in the City of Kalamazoo received training on appropriate responses to various types of emergencies, and quick reference sheets were included with the manuals and checklists sent to each precinct on Election Day.		
City Clerk	Elections	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T165 Develop a strategy for election worker recruitment for the 2008 Presidential Election.		2008 Tactical Plan		The Deputy City Clerk utilized the following strategies to recruit poll workers for the Presidential Election: sign-up sheets at the January, May, and August elections; orientation sessions to screen and gauge the interest of poll worker applicants; the recruitment of 16 and 17 year-old students in conjunction with a mock election in Kalamazoo high schools; and the recruitment of college students through the WMU website and Political Science Department.		

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
City Clerk	Elections	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T166 Manage and monitor four elections, including the 2008 Presidential Election.		2008 Tactical Plan		The City Clerk's Office successfully conducted elections in January, May, August and November.		
Management Services	Purchasing/ Risk Management	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T226 Take proposals for new P-card provider. Provide training to P-card users and reviewers. Provide day-to-day assistance	Nick Lam	Division Goals	11/15/08	Proposals were received and the procurement card provider is being changed to Fifth Third Bank. This will result in the City receiving 1% rebates for small (less than \$3000) purchases made using the procurement card. Training is being provided to all procurement card users and purchase reviewers to facilitate their use of the system and compliance with the City's purchasing policy.		
Management Services	Purchasing/ Risk Management	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T229 Use accepted public purchasing procedures, technology, and staff expertise to obtain quotes, bids, and proposals	Nick Lam	Seek competition for purchases over \$25,000 using the City's website to distribute the bid documents.	12/31/08	Bids were taken for 63 different projects. Term contracts were administered for 125 different commodities and services. Professional firms were pre-qualified to reduce the time for contracting with professional service providers. Procurement support services were provided for constructing the regional Public Safety training center. Two auctions for selling surplus personal property were administered by the City, inviting other governmental units to participate. Cooperative bidding opportunities were used for purchases and extended to other governmental units.		
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T230 Use data from actuary and auditors to put together annual report	Jeanette Meyer	Division Goals		An annual report was prepared in June of 2008. This document provided city employees and retirees with valuable information about the pension system and the pension trust fund.		
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T231 Use data from State Street and NCC to create reports	Jeanette Meyer	Division Goals				
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T232 Use EDEN and NCC to obtain data to calculate retirements	Jeanette Meyer	Division Goals				
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T233 Use State Street reports to update EDEN	Jeanette Meyer	Division Goals				
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T234 Work with actuary to receive and dept secretary for mailing	Jeanette Meyer	Division Goals		Each current full time employee received a benefit statement and letter in July. Subsequent questions were answered to the satisfaction of the employee.		

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Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T235 Work with Internal Auditor on policies and processes	Jeanette Meyer	Division Goals				
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T242 Begin the bargaining process with each of the three units	J. Doonan & J. Post	2008 Tactical Plan		The bargaining process was started with all three unions whose contracts expire in 2008. Significant progress has been made with AFSCME and KMEA. Talks with KPSOA continue.		Goal to conclude KMEA and KPSOA negotiations is 12/31/08. Goal to conclude AFSCME negotiations is 11/30/08. Talks have begun with KPSOA regarding options to a successor agreement.
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T243 Complete the validation process of the KDPS recruitment and promotion processes. Finish the work started with Right Management in 2007 that validates the processes	J. Post & M. Cole	2008 Tactical Plan	06/01/08	Right Management submitted a full report with an executive summary detailing recommendations for changes to the recruitment process in all departments. Those changes have either been implemented or are in the process of being implemented.		Project completed 6/1/2008
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T244 Complete implementation of Eden modules Applicant Tracking and training. Require all HR Staff to use the Applicant Tracking system in recruitment processes. Track all HR training in Eden.		2008 Tactical Plan	07/31/08	Applicant tracking was completed by 6/30/08. The HR Dept. training is being tracked in Eden as of 7/31/08.		EDEN Training Module was activated for HR. Public Safety will begin using in 2009 with Public Services implementation afterward. -HR began conversion of commonly used forms to on-line forms that can be completed on-line and printed for signatures and record keeping.
Public Services	Engineering	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T256 Local Street CIP paving.. Proactively plan, design and construct infrastructure improvements for Local Streets.	Nagler	2008 Tactical Plan		The following Local Streets were completed in 2008: Academy from Stadium Drive to Westside RR Tracks, Angling Road from Oakland Drive to 125th east of Sun Valley (micro overlay) Bulkeley Street from Grand Avenue to Academy St, Garden Street from Mills to Russell, Kent Street to Dead End, Konkle Street from Lakeway to Paddington, Lakeway Street from Konkle to Portage (spot milling and paving) Larid Street to Dead End, Norway Street from Westledge to Rose (spot milling and paving) South Park from Cork to Southern End		Complete in 2008.
Public Safety	Public Safety	SF5 Responsive and Responsible Government	G15 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T504 Continue Process Improvements in Public Safety Implement a Gun "Buyback" Program	Chief	Public Safety Enhancement Work Plan		Gun buy back took place in September. Over 70 weapons were taken. We will continue in 2009 with the gun buy back program.		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T600 Obtain contracts with AFSCME KMEA and KPSOA. Complete and begin for applicable bargaining units	J. Doonan, G. Fellings, J. Post & J. Milowe	New				

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Management Services	Budget and Accounting	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T700 Ensure the financial records are stated accurately. Complete the annual fiscal year audit	Patsy Moore	Division Goals	06/30/08	Completed presentation of financial statements to auditor for period ending December 31, 2007. Worked with external auditors to complete audited financial statements and related submittals.		
Management Services	Budget and Accounting	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T701 Make sure central service costs are fairly allocated across the organization. Develop cost allocation plan	Patsy Moore	Division Goals		Cost Allocation Plan has been incorporated into the 2009 Proposed Budget.		
Management Services	Budget and Accounting	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T702 Make sure the the 2008 payroll transaction are accurately reflected in the EDEN payroll system.. Make sure paychecks reflect accurate activity and leave balances as well as general ledger entries.	Melissa Fuller	Division Goals	04/02/08	Several meetings were held with labor unions and key NBUs to discuss ongoing issues with EDEN Payroll conversion. All seems to be functioning well as of November 2008.		
Management Services	Retirement Administration	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T702 Provide training for Finance Director and Deputy in Pension Analyst Duties. Impart knowledge of duties	Jeanette Meyer	Division Goals				
Management Services	Purchasing/ Risk Management	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O13 Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T703 Enter into purchases and contracts for good and services required for City operations which are competitively priced.. Devise a Vendor Outreach and Inclusion Policy which taps into the City's diverse marketplace and meets the legal requirements of Proposal 2	Nick Lam	Division Goals	09/30/08	Working collaboratively with the City Attorney a Vendor Outreach and Inclusion Policy was written replacing the out of date Minority/Women Business Enterprise Goal Policy. The policy was recommended to and approved by the City Commission 9/15/08. The updated policy was discussed with the Southwest Michigan Minority Business Association and the NAACP.		
City Clerk	Records Management, Research & Archives	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O14 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T167 Teach City University courses on Records Management		2008 Tactical Plan		No courses were taught in 2008.	After determining interest for classes in 2008 it was decided to not offer formal training sessions. Records Management training was provided to City employees on an individual consultation basis.	
City Clerk	Records Management, Research & Archives	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O14 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T168 Collaborate with the IT and Management Services Departments to evaluate the Eden system and coordinate the retention of permanent electronic records in a non-electronic format		2008 Tactical Plan		The Records and Information Manager collaborated with staff in the IT and Management Services Departments to identify key financial reports worthy of being microfilmed. A process is being developed for sending these reports directly to the microfiche vendor in electronic format.		
City Clerk	Records Management, Research & Archives	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O14 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T169 Complete retention schedule updates for the Public Services Department		2008 Tactical Plan		No updates were completed for the Public Services Department	Schedule updates were completed for some divisions in 2007, but no division schedules were updated in 2008 due to waning interest by department administrators.	

Organizational Scorecard 2008

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
City Clerk	Records Management, Research & Archives	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O14 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T170 Collaborate with the Engineering Division's to use a drum scanner to convert blueprints, maps and drawings from the Community Planning and Development Department to digital format		2008 Tactical Plan		Project not completed.	Problems with access to the City's computer network by Records Management employees made use of the scanner by these employees unfeasible. The Engineering Division has been scanning maps and drawings all year, and Records Management staff collaborated with Engineering and the IT Department to designate a shared network drive on which to store these	
Internal Auditor	Internal Auditor	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O15 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T102 Provide expertise in analyzing existing or new business processes		2008 Tactical Plan		Participated in Eden Update Meetings and Website Ambassador Meetings. Assisted in correcting errors on City website. Assisted with Central City Parking contract amendment, extension and compliance issues.		
Internal Auditor	Internal Auditor	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O15 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T103 Consult with management to ensure sufficient controls to deter and identify fraud and abuse		2008 Tactical Plan		Developed Fraud & Abuse Training Classes for Employees, Established Fraud & Abuse Tip Line, Created Fraud & Abuse web-submission form		
Internal Auditor	Internal Auditor	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O15 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T104 Prepare reports to management summarizing audit recommendations		2008 Tactical Plan		Petty Cash Audit, Kik Pool Cash Controls Review, Voting Process Review, Fraud & Abuse Investigation, Lump-sum Pension Payout Review		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O17 Develop a knowledgeable and competent staff	T119 Promote and provide development opportunities for employees (leadership development, Eden, Customer Service, Fraud and Abuse, Interviewing skills, New Employee Orientation, Affirmative Action, Contract Administration)	M. Cole	2008 Tactical Plan		Training included: -Monthly Orientation A sessions for new employees -Quarterly Orientation B sessions for new employees -Quarterly EEO training sessions (two were cancelled due to low enrollment) -Quarterly Fraud & Abuse Prevention sessions beginning 4Q08 -8 sessions of Harassment/Discrimination Training (to be continued in 2009) -1 session of Contract Administration -1 session of Interview & Hiring Process		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O18 Identify growth opportunity within identified NBU classifications	T121 Design and pilot a career ladder process which encourages employee development and better utilization of resource expertise	G. Fellings J. Buchtrup	2008 Tactical Plan	IT staff review	HR implemented IT Career Path Pilot Program. Job studies were performed for all NBU IT staff that had been hired by or before 2007 (8 employees).		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O18 Identify growth opportunity within identified NBU classifications	T121 Design and pilot a career ladder process which encourages employee development and better utilization of resource expertise (Phase II)	J. Doonan	New				

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Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O19 Design processes to ensure departments are accountable for objectives stated in the budget	T120 Implement performance management processes to support implementation of the organizational operating philosophies and approach	J. Doonan	2008 Tactical Plan	Appointees' review process for 2008 was begun on 10/15/08. Completion is expected by the end of the year.	The five City Commission Appointees will be evaluated on the accomplishments achieved in the 2008 scorecard.	A performance evaluation form will be developed for the non-bargaining unit employees for work performed in 2007 toward the objectives outlined in the budget.	The non-union employee group will begin using the Scorecard to measure performance in 2008. Performance evaluations for the previous year are conducted in the first quarter of the following year.
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O20 Complete conversion to PPO for entire organization	T122 Educate ATU on the PPO health care design by showing success with AFSCME, KMEA and NBU	J. Post	2008 Tactical Plan		Negotiations with ATU have included some education on the new PPO plan.	Bargaining sessions have been pre-empted by negotiations with the KCTA on the conversion details.	
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O21 Obtain contracts with ATU, KPSOA and KPSA	T123 Finalize 312 with KPSOA and determine impact on KPSA	J. Buchtrup	2008 Tactical Plan	KPSOA: 1/331/08 KPSA: 3/25/08 ATU: not completed	The Act 312 award with KPSOA was executed. A contract was signed with KPSA. The contract with ATU remains unresolved due to complications that arose with the transfer to the KCTA.		Bargaining with the ATU remains on hold pending a transfer agreement between the City and the KCTA.
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O22 Increase utilization of generic drugs	T124 Educate employees of PPO preventive coverage; encourage use of generic drugs; encourage use of EAP	J. Buchtrup	2008 Tactical Plan		Free health risk assessments were offered to employees at a newly developed Health and Benefits Fair. HelpNet newsletters were distributed timely and quarterly health care meetings were maintained.		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O23 Promote wellness	T125 Promote wellness initiatives by partnering with local health/athletic clubs	J. Doonan; G. Fellings; J. Po	2008 Tactical Plan		HR introduced a Wellness Newsletter that was published twice monthly. Implemented Pilot Wellness program for 8 employees from each employee group. Program will run for 12 months. A Flu shot clinic was held on-site 10-28-08 for employees and family members. The City reimbursed \$15 of the cost of the vaccination.		
Management Services	Assessors	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O27 To educate the public in the assessing and appeal process	T173 To continue to educate public on the assessing and appeal process through better education of assessing staff	Connie Darling	2008 Tactical Plan		All staff attended their required 6 hour renewal certification class. Each also attended an appraisal 3 day short course pertaining to the assessing functions. Starting in 2009, each certified appraiser will be required to attend a mandatory 6 hr class and also 6 hrs of elective class.		
Management Services	Assessors	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O27 To educate the public in the assessing and appeal process	T227 To continue to educate public on the assessing and appeal process through use of multi media	Connie Darling	Division Goals		I assisted in the writing and design of the pamphlet titled "A Guide To Property Taxes". This pamphlet is available in paper copy in the atrium or in the assessing office. It is also available on the assessing web site. A section titled "Frequently Asked Questions" is now also available on the assessing web site along with information about understanding taxable value in a declining market. I also have assessing forms or links to assessing forms on the web site, along with affiliated assessing sites. I have made available to the public via a utility rack in my office, all assessing forms. Due to the declining market and the consumer price index calculating out to a 4.4% increase for 2009, I will be sending out an informational sheet with all assessment changes notices, explaining how the assessed value can go down while the taxable value rises and under what authority this can happen.	Due to the declining market and the consumer price index calculating out to a 4.4% increase for 2009, I will be sending out an informational sheet with all assessment changes notices, explaining how the assessed value can go down while the taxable value rises and under what authority this can happen.	

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments				
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O31	Update City's Information Technology Infrastructure	T175	Use installed Eden purchasing module to communicate and manage data necessary for making public purchases	Nick Lam	2008 Tactical Plan	12/31/08	As more Eden modules are installed and activated opportunities are increasing for pulling and managing useful information. This goal was not developed as much as hoped due to other priorities		
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O31	Update City's Information Technology Infrastructure	T176	Educate City department users how to better use the Eden ERP system	Nick Lam	2008 Tactical Plan	12/31/08	Purchasing Newsletters have been prepared and distributed to City staff periodically to communicate Eden purchasing features and refresher information. Training was provided for taking sealed bids.		
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O31	Update City's Information Technology Infrastructure	T177	Learn, assist in the installation, and utilize Eden purchasing modules to be installed in 2008	Nick Lam		11/30/08	Purchasing received training and set up the Bid and Quote Eden module. The bidders list was transferred from the legacy NCC system to Eden after reviewing and correcting the data. Purchasing received training and set up the Contract Management Eden module. This module will be used to manage term contracts tying the Inventory and Purchasing Eden modules together.		
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O32	Maintain or improve upon current service level to retirees, current employees, Retirement Investment Committee and Pension Board	T178	Use tools in place to maintain current service level	Jeanette Meyer	2008 Tactical Plan			Requests from current employees, retirees, Investment Committee members and Pension Board members are efficiently handled in a timely manner. A good working relationship is also maintained with all of these groups.	
Public Safety	Public Safety	SF5	Responsive and Responsible Government	G15	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O37	Effectively and efficiently respond to fire and emergency medical incidents	T502	Construct Consolidated Public Safety Station Relocate Station #4 (N. Rose) and #5 (Douglas) and Training Bureau (Cedar Street)	Chief	Public Safety Enhancement Work Plan				
City Administration	City Administration	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O4	Implement changes to City's operating approach to provide efficient and cost effective services that maximizes available resources	T105	City Administration and Commission work to solidify our Strategic Organizational and Fiscal Plan		2008 Tactical Plan		Staff Retreat occurred in preparation for 2009 budget. Organizational scorecard information gathered and posted on City website as scheduled		
Parks and Recreation	Parks	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53	Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T114	Continue partnership with Neighborhood Associations and other groups to develop park master plans and to seek private funding for program development and park enhancements.	Polega	2008 Tactical Plan		1) Started fundraising with a "Buy a Brick" campaign for the Fairmount Park Improvement project. 2) Worked with the Kalamazoo Rotary to do improvements at the Rotary Stage in Bronson Park using endowment funds.	3) Continued involvement with the Sunshine Rotary in the care and upkeep of Rose Veterans Memorial Park. Did a stamped concrete improvement project at the park in the spring using endowment funds. Because of vandalism to existing lights the Rotary and City are working together to design a new lighting system that will be vandal resistant.	

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Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T188 Improve park infrastructure and facilities based on the 2008 Capital Improvement Program.	Siegel; Gleeson; Polega; Jewell	2008 Tactical Plan		1) Upjohn Park Redevelopment project was completed; 2) Spring Valley Road and Dam projects completed; 3) Spring Valley Park Bridge project was put out to bid with construction in spring of 2009; 4) Fray's Park project was bid out and awarded with construction in spring of 2009; 5) Milham Park Storage Building/area project was designed and will be bid out in winter of 2009; 6) Bronson Park Sanitary Sewer Project was completed.		1. Kik Pool -- The timeframe for the project has changed with the majority of the work to be completed in late August, after the pool closes. 5. The new restrooms at MRP will be put on hold until the Spring of 2009 due to cost issues. Parks Sports Supervisor is working with Water for possible 2008
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T190 Continue partnership on the Milham and Blanche Hull Parks Master Planning project.	Jewell	2008 Tactical Plan		The Milham / Blanche Hull Park master plan project has raised \$33,000 to date. The Volunteer group will be meeting with the Friends of recreation to look at options for raising the additional funds.		
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T191 Update the 5-Year Parks and Recreation Master Plan.	Jewell; Polega	2008 Tactical Plan		The Draft Master Plans for Crane and Farrell have been supported by the public. There will be some minor modifications and these will be incorporated into the 5 year plan update. To date 4 public meetings have been held. A Draft plan will be available later in November with a 30 day public comment period. The plan will be completed and brought before the City Commission by the end of the year available in November.		
Management Services	Treasury	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T225 Pursue Legislative change to City's Installment process, therefore allowing the City to turn delinquent Real Estate taxes over to the County Treasurer by the following March 1.	Wade Carlson	2008 Tactical Plan		The City Commission authorized the City Administration to pursue legislation to modify the city's installment process and allow the city to turn its delinquent real property taxes over to the county. This would align the city's process with the rest of the State of Michigan. With the assistance of the Attorney's Office, language was drafted and submitted to Senator George's office for final review, drafting and submission as Senate Bill 1433. The Mgmt Services Director and City Treasurer testified at the hearing by the Senate Committee on Local, State and Urban Affairs. The committee unanimously recommended the bill for Senate action. Action is expected by year end.		
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T236 Continue partnership on the LaCrosse and Woods Lake Parks improvement project.	Jewell	2008 Tactical Plan		The City Commission accepted a 100,000 grant award from Kalamazoo Community Foundation for LaCrosse and Woods Lake. The Gilmore grant has been submitted for consideration. Staff will be notified late in November if the grant is successful. Other grants are being sought.		Upon recommendation from the Kalamazoo Community Foundation, it was decided to bundle LaCrosse/Woods Lake projects together. The Fairmount Dog Park project will be fundraised separately.
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T238 Implement the Action Program from the 2009-2013 Parks and Recreation 5 year Master Plan	Jewell; Polega; Siegel;	New				
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O53 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T239 Improve park infrastructure and facilities by completing 2008 Capital Improvement Project and 2009 Capital Improvement Project.	Siegel; Polega; Jewell	New				

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Parks and Recreation	Recreation	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T115 Explore current trends for new programs which can be implemented in our community, through conferences and trade journals. Consistently evaluate current programs by conducting customer surveys to evaluate how to improve service/programs.	Siegel; Gleeson; Polega	2008 Tactical Plan				
Parks and Recreation	Recreation	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T116 Apply for grant funds that will support innovative programs, such as a water ski program for people with disabilities, a math and archery program for middle school youth and parents	Siegel	2008 Tactical Plan		Obtained approximately \$327,000 in grant funds to offer innovate programs.		Math and Archery program; Co-ed Soccer program; Soccer leagues, Golf Leagues etc.
Parks and Recreation	Parks	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T189 Continue partnership on the three park improvement project (Fairmount, LaCrone, and Woods Lake)	Jewell	2008 Tactical Plan				Upon recommendation from the Kalamazoo Community Foundation, it was decided to bundle LaCrone/Woods Lake projects together. The Fairmount Dog Park project will be fundraised separately.
Parks and Recreation	Recreation	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T198 Evaluate and grow existing programs that enhance and support lifelong recreational skills	Siegel; Gleeson	2008 Tactical Plan				Evaluations are submitted 2 - 3 times per year to the clients.
Parks and Recreation	Recreation	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O55 Evaluate and modify the organizational structure and City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness	T199 Evaluate Parks and Recreation fee structures	Jewell; Polega; Siegel; Gleeson	2008 Tactical Plan				Parks and Recreation staff reviewed and made minor changes to the 2008 rental fees and charges. The most significant change was to provide City residents with a 5 day window to register for summer programs prior to non-resident registration. A review of the fees and charges is part of an annual review process by staff.
Public Services	Major Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O82 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T117 Investigate alternative de-icing materials	Seelman	2008 Tactical Plan		2008 year end summary. Continue to utilize all available weather forecasting options, as well as utilizing hand held pavement temperature monitors. We also have implemented GPS which will allow us to track the amount and concentration of material and labor used throughout the city during storm events		
Public Services	Major Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O82 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T209 Schedule appropriate staffing and equipment	Seelman	2008 Tactical Plan		City staff responded to 48 snow events during 2007 and 2008 over a four month period. Streets were properly cleared and maintained during these snow events. Over 9,500 tons of salt were used for ice control. c. A 100-year flood occurred as a result of heavy rains from September 14-17, 2008. Public Services crews, in conjunction with Public Safety staff, responded by closing parts of 29 streets, assisting critical facilities such as Bronson Hospital, Public Safety Headquarters, and the Water Reclamation Plant continue to operate during significant flooding. Public Services and Public Safety also responded by sending out 4 two-person teams immediately after the flooding to contact residents and businesses to see if immediate help was needed. 2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Public Services	Major Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O82 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T210 Analyze weather conditions and pavement temperatures	Seelman	2008 Tactical Plan		City staff responded to 48 snow events during 2007 and 2008 over a four month period. Streets were properly cleared and maintained during these snow events. Over 9,500 tons of salt were used for ice control. 2008 year end summary. Continue to utilize all available weather forecasting options, as well as utilizing hand held pavement temperature monitors. We also have implemented GPS which will allow us to track the amount and concentration of material and labor used throughout the city during storm events		
Public Services	Major Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O83 Maintain a smooth roadway service to increase rideability perception of major streets	T118 Remain current on new developments in technology regarding street maintenance and repair and implement as appropriate	Seelman	2008 Tactical Plan		2008 year end summary. Continue to utilize all available weather forecasting options, as well as utilizing hand held pavement temperature monitors. We also have implemented GPS which will allow us to track the amount and concentration of material and labor used throughout the city during storm events Major Streets include Alcott Street from Portage to Burdick, Cork at Lovers Lane intersection, Douglas Avenue from Ravine to Northern City Limits, Michigan Ave/Michigan, E. Michigan from Phelps to Foresement Ct. Portage from Lovell to Southtown, Portage from Dutton to Vine.		
Public Services	Local Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O84 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T118 Remain current on new developments in technology regarding street maintenance and repair and implement as appropriate	Seelman	2008 Tactical Plan		2008 year end summary. Continue to utilize all available weather forecasting options, as well as utilizing hand held pavement temperature monitors. We also have implemented GPS which will allow us to track the amount and concentration of material and labor used throughout the city during storm events		
Public Services	Local Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O84 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T209 Schedule appropriate staffing and equipment	Seelman	2008 Tactical Plan		2008 year end summary. Staff have accomplished scattered site work on 14 scheduled streets. In addition, staff addressed in excess of 350 citizen complaints.		
Public Services	Local Streets	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O84 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T210 Analyze weather conditions and pavement temperatures	Seelman	2008 Tactical Plan		City staff responded to 48 snow events during 2007 and 2008 over a four month period. Streets were properly cleared and maintained during these snow events. Over 9,500 tons of salt were used for ice control. 2008 year end summary. Continue to utilize all available weather forecasting options, as well as utilizing hand held pavement temperature monitors. We also have implemented GPS which will allow us to track the amount and concentration of material and labor used throughout the city during storm events		
Public Services	Cemeteries	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O86 Address financial concerns regarding long term stability of cemetery funds	T100 Continue to investigate outsourcing burial operations	Bye	2008 Tactical Plan	On going	Burial operations were outsourced to a private vendor in mid-2007. Staff continues to evaluate customer service.		
Public Services	Cemeteries	SF5 Responsive and Responsible Government	G15 Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O87 Improved appearance of Cemetery	T101 Continue to work closely with financial advisers both for capital improvement funding and long-term sustainability of the Cemetery	Bye	2008 Tactical Plan	Volunteer April/May, 08. CIP target, July 31, 2008	Enhanced Nuisance Enforcement - Due to reorganization and refocusing of efforts, enforcements activities on tall grass, weeds, and trash have been greatly increased. Consolidation of the overall management of outside contracts (such as mowing of City properties, bulk trash collection, and cemeteries activities) in one area has allowed for more focused attention and enhanced enforcement.		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments				
Public Services	City-Wide Maintenance	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O90	Provide a high level of service that our customers pay for and expect in both custodial and mechanical maintenance	T201	Investigate the opportunities for energy savings at all City of Kalamazoo facilities	Fischer	2008 Tactical Plan				
Public Services	City-Wide Maintenance	SF5	Responsive and Responsible Government	G15	Provide quality services and programs delivered to residents efficiently and cost-effectively while ensuring ethical practices are observed and legal responsibilities are fulfilled	O90	Provide a high level of service that our customers pay for and expect in both custodial and mechanical maintenance	T202	Respond to department requests in a timely, cost effective manner	Witt	2008 Tactical Plan				
Public Safety	Public Safety	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O13	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T511	Strengthen and Utilize the Citizens Public Safety Review & Appeal Board Recommendation Improvements to the Public Safety Complaint Process	Chief	Public Safety Enhancement Work Plan		General Order 16 was updated and disseminated to all employees.	Completed Remove from list	
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O36	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T131	Utilize computerized crime analysis to identify and track crime trends through ILEADS and INTRANET computer systems so that daily pin maps and up-to-date crime information can be disseminated to front line officers in an organized format	Hemingway	2008 Tactical Plan		ILEADS and Intranet are being used on a regular basis to identify crime trends. Outside the Operations Division entrance six large pin maps are affixed to the wall. They identify the following: Shots fired, auto thefts, robberies, aggravated assaults, burglaries and larceny from motor vehicles. Maps are updated every two weeks. This information is then reviewed by all officers and detectives entering the building. In addition officers through both ILEADS and INTRANET can create their own pin maps to identify crime trends and create pin maps.		
Public Safety	KVET	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O36	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T136	Continue partnership with CP&D and neighborhood leaders to target problem housing issues	Taylor	2008 Tactical Plan		Public Safety and CP&D continue to collaborate to address irresponsible landlords that have developed a track record for placing renters in housing which has not passed inspection, or allowing occupancy of condemned dwellings with substandard living conditions. Court appearance tickets have been issued for these violations.	Continue to work with CP&D in 2009 to address housing violations	
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O36	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T137	Identify and develop additional linkages between A+ Neighborhoods and Cops on Dots	Hemingway	2008 Tactical Plan		Public Safety continues to monitor crime trends in neighborhoods and assigns resources to the identified trends to alleviate crime and address quality of life issues. Public Safety continues to partner with Community Planning & Development to address neighborhood crime and drug issues as they are identified.	Crime Trend Analysis is on going. New Executive Lieutenant in Operations is coordinating this program through weekly crime fighter program. Continue through 2009.	
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O36	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T179	Implement the e-Citation program for more efficient enforcement in the field.	PSO Bombich	2008 Tactical Plan		Completed remove from list		
Public Safety	KVET	SF5	Responsive and Responsible Government	G16	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O36	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T180	Monitor crime trends by neighborhood and assign resources to alleviate crime and address quality of life issues as identified.	Taylor	2008 Tactical Plan		80 cases have been adopted into the federal system via PSN. Program will continue in 2009		

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Public Safety	Service Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O37 Effectively and efficiently respond to fire and emergency medical incidents	T134 Maintain and enhance computer-aided dispatch for deployment of closest available unit	Parsons	2008 Tactical Plan		Upgrades were made to the Computer-Aided Dispatch (CAD) hardware and software. Improvements were made to the CAD map to allow more addresses to be verified for better response time and tracking of enforcement activities.	Remove from 2009 list	
Public Safety	Service Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O37 Effectively and efficiently respond to fire and emergency medical incidents	T182 Combine Stations 4 & 5 at the new North Park Street Station increasing the use of rescue vehicles for more efficient response to emergencies.	Parsons	2008 Tactical Plan	06/01/08	Completed. Station is operational.	Remove from list	
Public Safety	Operations Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O38 Increase visibility and time available for proactive patrol	T132 Utilize directed patrols to address neighborhood concerns and decoy operations to monitor, bait, and apprehend offenders	Hemingway	2008 Tactical Plan		Directed Patrols are used on a daily basis to address quality of life type crimes such as burglaries, larcenies, panhandling. Officers routinely drive unmarked cars, bikes or on foot and work in a plain clothes capacity in an effort to arrest suspects involved in the above crimes. Officers used Laptop computers as bait and sent officers posing as decoys to identify suspects involved in random assaults and larceny from vehicles.	Continue in 2009 as needed based on crime trends.	
Public Safety	Operations Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O38 Increase visibility and time available for proactive patrol	T133 Train shift supervisors in crime trend analysis so they can regularly use the tool to deploy personnel appropriately	Hemingway	2008 Tactical Plan		Shift Lieutenants have been given staff assignments to identify and track crime trends. Robberies, larceny from motor vehicle, aggravated assaults and burglaries are all tracked. All shift lieutenants have been trained in the use of LEADS and the KDPS INTRANET to create pin maps and identify crime trends. When a Lieutenant identifies a crime trend that information is disseminated to all divisions to focus on the specific area and arrest those involved.	Crime Trend Analysis is ongoing. New Executive Lieutenant in Operations is coordinating this program through weekly crime fighter program. Continue through 2009.	
Public Safety	Service Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O38 Increase visibility and time available for proactive patrol	T135 Increase digital police report dictation capabilities to enable officers to dictate police reports in the field and transmit them electronically	Parsons	2008 Tactical Plan		All Operations Division Officers have been issued a digital recorder which allows them to dictate reports in their patrol vehicles and upload the reports from their in-car computer. Sprint cards were upgraded providing the necessary bandwidth to support field transmission of police reports.		
Public Safety	Service Division	SF5 Responsive and Responsible Government	G16 Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O38 Increase visibility and time available for proactive patrol	T181 Continue digital dictation to increase time available for proactive patrol.	Parsons	2008 Tactical Plan		Completed. Each new officer is issued a digital recorder and can now dictate in the field.		
Transportation	Public Transportation Services	SF5 Responsive and Responsible Government	G17 Design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O109 One countywide public transit authority to address the area wide need for a consolidated comprehensive solution to meet social, economic and business development transportation needs of the community	T139 Create a countywide service development and financial plan for all public transit services including working to pass a countywide transit millage	Transit Director	2008 Tactical Plan		2008 continues to be a transition year for both the Transportation Department and the KCTA. There has been an ongoing effort to develop and approve administrative policies for the Board. In addition, the Board hired the accounting firm of Plante Moran to a) validate the finances of the Metro Transit System; and b) assist in the development of a 5-year financial plan beginning in 2009. That work resulted in determining the millage rates that would be placed on the November 2008 ballot.		
Transportation	Public Transportation Services	SF5 Responsive and Responsible Government	G17 Design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O110 Stabilize existing fixed route, demand/response, and ADA-required public transit services for two-year transition period	T200 Develop long-term service strategy including two year transition of public transit system oversight from the City of Kalamazoo to the KCTA	Transit Director	2008 Tactical Plan		With the passage of the two year KCTA millage in November 2006, the finances of the countywide Care-A-Van program were stabilized. In turn, the Care-A-Van program was transferred from the City of Kalamazoo to the KCTA so that its services could be expanded. At the same time, the Department proceeded with the acquisition of seven new Care-A-Van vehicles and four new Metro Van vehicles.		

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Transportation	Public Transportation Services	SF5 Responsive and Responsible Government	G17 Design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O111 Expand fixed route services within the southern portion of the urbanized area	T138 Continue to provide public transit to aid access to employment, educational and community activities	Transit Director	2008 Tactical Plan		The three Portage routes, implemented in April 2007, have continued to see increased ridership month after month. In September 2008, Route #26 - Centre West was modified slightly together with our Route #4 - Oakland in an effort to offer improved service to the Oakwood Neighborhood.		
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O23 Promote wellness	T605 Promote wellness initiatives, the Wellness Pilot Program	Buchtrup	New				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T400 2008 PC Deployment	B Mitchell	NEW		Will continue into 2009.	PCs have been ordered and expected to arrive in mid-November. Installation will begin afterwards.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T403 Assist with implementation of AVL (Automatic Vehicle Locator) service for Transportation	M Cross			Will continue into 2009.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T406 Build out virtual server environment to reduce physical server count	B Mitchell	2008 Departmental Goals	08/25/08	Complete for 2008.		• MRC 6/4/08 - Project dependant on Backup project completion
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T407 Chamber Dias Technology Enhancement	B Mitchell	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T408 Clearwire Wireless Implementation Remote Access. Non-Disclosure Agreements for Vendors	D. Hettinger	2008 Departmental Goals	07/16/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T409 Computer Inventory	Z Heckman				2009 Project	

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T411 Develop and implement more reliable and secure public safety radio frequency traffic telecommunication path	M Cross	New				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T413 Elections IT - setup phones, ACD, and laptops/PC's for elections	C Phillips / M Cross		11/04/08	Assisted Clerk's Office with phone/ACD setup, laptops and PCs Complete.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T414 Exchange 2007 Upgrade	TBD	2008 Departmental Goals				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T414 Exchange 2007 Upgrade	C Phillips / B Mitchell	2009 Planned Capital Project				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T415 File/Print Server Consolidation	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T418 Hire Intern	M Cross	NEW	09/28/08	complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T421 Implement Intrucusion detector & prevention system	R. Manni	2008 Departmental Goals	01/30/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T422 Implement new internet connection at Public Safety	M Cross			Will continue into 2009.	On Hold	

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T423 Implement new Windows backup solution	B Mitchell	2008 Departmental Goals	08/30/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T426 Implement/re-design Helpdesk processes.	Z. Heckman	2008 Departmental Goals	06/30/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T428 Improve information technology infrastructure through implementation of redundant telecommunications link to Public Safety	D. Hettinger	2008 Tactical Plan	05/20/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T429 Intrusion Detection/Prevention	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T430 Manage Used Equipment Disposal	Z. Heckman	2008 Tactical Plan		Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T431 Network Security Phase I	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T432 Network Security Phase II	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T433 New network design or switch/router upgrades	M. Cross	2008 Departmental Goals				

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T434 New Public Safety Station - Support technology infrastructure	M. Cross	2008 Departmental Goals	05/16/08	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T435 Office Furniture Re-Design	S. Durden	New				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T436 Penthouse Move	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T437 Provide End User support and regular maintenance to the City's Business Applications (EDEN, NCC, BS&A, GIS, Database custom Applications, Data Entry, etc.)	ALL	2008 Departmental Goals				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T438 Provide End User support and regular maintenance to the City's Infrastructure (Desktop, Server, E-mail, Network, Application, Phone, Computer Operations and Microsoft Server and desktop products.	ALL	2008 Departmental Goals				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T440 Research, purchase, and implement new Web Filtering/Reporting Tool	TBD	2008 Departmental Goals		New web filtering software purchase is complete. Implementation has started and will be completed by 12/31/08.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T441 Review current anti-spyware solution and either renew or purchase and implement new solution	TBD	2008 Departmental Goals		New anti virus software purchase is complete. Implementation has started and will be completed by 12/31/08.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T442 Review current anti-virus solution and either renew or purchase and implement new solution	TBD	2008 Departmental Goals				• MRC 6/4/08 - Project dependant on Backup, VMWare project completion

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T443 Review/re-engineer network security structures/permissions	M. Cross	2008 Departmental Goals				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T444 Review/Review re-engineer remote access to network & system infrastructure	M Cross	2008 Departmental Goals	•MRC 7/16/08 - Complete	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T445 SAN Upgrade	M Cross	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T446 Server Room Consolidation	C Phillips	2009 Planned Capital Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T447 Switch Replacement and Inet redesign	M Cross			Will continue into 2009.	Looking at Managed Services solution, and we have 48 months to convert.	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T448 Test EMC/Oracle Restore	J. Hodges	2008 Departmental Goals		Will continue into 2009.	Must extend due to hardware reconfig.	• MRC 6/4/08 - Project dependant on Backup, VMWare project completion
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T449 Upgrade Active Directory to version 2003	TBD	2008 Departmental Goals		Upgrade to Active Directory 2003 will be completed by 12/31/08		• MRC 6/4/08 - Project dependant on Backup, VMWare project completion
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O34 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T450 VMWare Expansion	B Mitchell	2009 Planned Capital Project			2009 Project	

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T401 Acquire Updated Digital Orthophotography	S Hoch	2009 Project			2009 Project	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T410 Develop and Implement intrane web site	Z. Heckman	2008 Departmental Goals				
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T416 Finalize and Implement Technical Career Ladder	D. Hettinger	2008 Departmental Goals	Completed	Complete for 2008.		
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T424 Implement Time Entry module. To aid with project accounting time entered in EDEN	D. Hettinger	2008 Departmental Goals		Will continue into 2009.	On Hold	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G18 Increase Organizational capacity and effectiveness	O35 Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T439 Research and Implement Time and Attendance / Scheduling software that can interface into EDEN payroll to replace KDPS scheduling program	T Snape			Will continue into 2009.		
City Administration	City Administration	SF5 Responsive and Responsible Government	G18 Increase Organizational Capacity and Effectiveness	O4 Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T140 Develop and begin implementation of a comprehensive 5-year Organizational Plan, including succession planning		2008 Tactical Plan			City maintains "AA" bond rating granted by Standards and Poor's and Fitch Ratings	
City Administration	City Administration	SF5 Responsive and Responsible Government	G18 Increase Organizational Capacity and Effectiveness	O4 Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T140 Develop and begin implementation of a comprehensive 5-year Organizational Plan, including succession planning		2008 Tactical Plan				
City Administration	City Administration	SF5 Responsive and Responsible Government	G18 Increase Organizational Capacity and Effectiveness	O4 Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T141 Continue to implement operating approach of fiscal and organizational management by developing Strategic Focus Area Coordinator roles and expectations, outcome-based measures, linkages with programs, and interdependencies with		2008 Tactical Plan				

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
City Administration	City Administration	SF5 Responsive and Responsible Government	G18 Increase Organizational Capacity and Effectiveness	O4 Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T142 Enable management to evaluate and improve effectiveness of core services by clarifying expectations and providing methods and tools for service delivery evaluation and improvement		2008 Tactical Plan				
Management Services	Budget and Accounting	SF6 Fiscal Stewardship	G19 Develop a five-year fiscal plan to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	O24 Ensure that adequate funding is available to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	T143 Manage and monitor capital projects funding to ensure adequate emergency reserve is maintained	Patsy Moore	2008 Tactical Plan	02/01/08	The capital contingency reserve and budget stabilization reserves have been increased according to a schedule which will make them represent 1% of General Fund operational expenditures by 2013.		
Management Services	Budget and Accounting	SF6 Fiscal Stewardship	G19 Develop a five-year fiscal plan to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	O24 Ensure that adequate funding is available to provide a sustainable capital improvement program, including an appropriate street repair program, technology improvements and maintenance of city-owned assets.	T144 Develop and implement a debt policy to help maintain a balance between pay-as-you-go and debt financing	Patsy Moore	2008 Tactical Plan	06/01/08	New 5-Year Fiscal Plan maximizes financial resources for service delivery objectives and priority capital projects.		
Management Services	Budget and Accounting	SF6 Fiscal Stewardship	G19 Develop a five-year fiscal plan to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	O25 Prioritize expenditures through an outcomes-based approach in the development of the City's budget.	T145 Identify and analyze possible tools to fund the Other Post Employment Benefits (OPEB) Liability	Tom Skrobola	2008 Tactical Plan		Completed plan design and related financial, actuarial, and legal research. Submitted to consultant (Plante Moran) for validation and presentation.	The plan was based largely on the availability of excess funds from the Pension Fund. A large excess existed in the Pension Fund and a part of that excess could have been used in order to finance retiree health care liabilities. The approach would have been carefully managed so as to ensure that the Pension Fund would not require additional funds. The dramatic downturn in the Stock Market has precluded this part of the plan for the foreseeable future. A new approach will have to be designed that is more incremental in nature and relies upon other resources for the foreseeable future.	Ice Miller has provided a schedule of completion for Section 420 Qualified Future Transfer.
Management Services	Budget and Accounting	SF6 Fiscal Stewardship	G19 Develop a five-year fiscal plan to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	O25 Prioritize expenditures through an outcomes-based approach in the development of the City's budget.	T146 Continue to refine and integrate outcome-based budgeting approach with programs using technological advances	Patsy Moore	2008 Tactical Plan	02/01/08	2008 Budget was adopted with the second iteration of the 5-Year Fiscal Plan. Assumptions were adjusted rationally, and a 5 Year Plan was utilized which balanced the General Fund with a minimum fund balance of 13% for each of the 5 years.		
City Administration	City Administration	SF6 Fiscal Stewardship	G19 Develop a five-year fiscal plan to increase the capacity of the City organization by identifying available and potential resources and prioritizing expenditures	O4 Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T147 Implement the Five-Year Fiscal Plan		2008 Tactical Plan		Preliminary budget conversations occurred at a Staff retreat including City Manager Cabinet members and City Appointees. Initial findings from the community survey were also reviewed with staff		

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2008 Tactical Plan OR Other/New (Specify)	Date Completed	2008 Accomplishments	2008 Accomplishments Comments (Detail or Variance)	2008 Activity Comments
City Administration	City Administration	SF6 Fiscal Stewardship	G20 Support the opportunities inherent in The Kalamazoo Promise	O5 Foster greater communications between the City of Kalamazoo and its citizens	T150 Support construction of a new elementary school in Arcadia neighborhood, which includes \$1.5M-\$2M road construction costs		2008 Tactical Plan		Project collaboration included Kalamazoo Public School, WMU Foundation and the City. The City contributed \$2 million road construction investment for Arcadia School. The school served 334 students grades PreK-6		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T151 Build citizen confidence by demonstrating proper use of tax dollars using an outcome-based budget system		2008 Tactical Plan	04/01/08	Conducted budget presentations to show budget process and fiscal objectives		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T152 Use Community Relations Board to funnel citizens' concerns as well as the establishment of regularly scheduled neighborhood meetings and community forums		2008 Tactical Plan		Utilized Community Relations Board to facilitate a series of community forums regarding community policing and its affect on Kalamazoo with regards to the City hiring a new Public Safety Chief. CRB facilitated another series of community forums regarding the Blueprint for Action document and its validity to the community for the upcoming budget season		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T153 Schedule a series of financial presentations that will inform the community about the City's Five-Year Fiscal and Organizational Planning		2008 Tactical Plan		As a part of FY2009 budget process, the community survey and public forums regarding the Blueprint for Action document were conducted		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T154 Continue to publish Kalamazoo City newsletter, The Connecting, and distribute to citizens bi-annually		2008 Tactical Plan		City newsletter published per schedule; once per year in November		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T155 Continue to publish and distribute CITYLink a monthly internal publication		2008 Tactical Plan		Internal newsletter published per schedule, monthly and distributed to City staff and media		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T156 Continue the commitment to citizen/community outreach through active participation in community-based organizations		2008 Tactical Plan		Continued participation on the Multi-Purpose Collaborative Body Northside Ministerial Alliance, Summit on Racism and MLK Community Collaboration. MPCB is reorganizing the City's participation in the Collaborative Ongoing discussions will occur		
City Administration	City Administration	SF6 Fiscal Stewardship	G21 Strive for a clear understanding between the City of Kalamazoo and its citizens regarding citizen preferences for services and the City's capacity to provide them	O5 Foster greater communications between the City of Kalamazoo and its citizens	T157 Annual Review of Blueprint for Action to validate and link community needs to organizational capacity		2008 Tactical Plan		CRB scheduled 5 forums based on the 6 pillars of the Blueprint for Action. Forums will be held in July. Final report and Blueprint for Action recommendations were submitted from the Event Company (consultant) and CRB, respectively and added to the Blueprint update		



**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
SUMMARY OF EXPENDITURES – ALL FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/09 Variance	2010 Projected
GOVERNMENTAL FUNDS							
GENERAL	53,801,923	54,389,701	55,013,465	54,542,739	54,754,315	0.67%	54,852,049
CAPITAL IMPROVEMENT	7,058,861	8,333,349	15,869,531	15,869,531	5,500,289	-34.00%	7,498,421
SPECIAL REVENUE							
Major Streets	9,092,957	6,728,850	8,706,423	8,737,454	6,800,422	1.06%	7,047,932
Local Streets	2,969,327	3,220,125	3,240,914	3,389,561	3,187,402	-1.02%	3,308,444
Cemeteries	413,931	464,030	467,662	453,472	353,648	-23.79%	360,832
Solid Waste	2,379,601	2,641,179	2,641,179	2,718,206	2,424,833	-8.19%	2,478,664
K-VET Drug Enforcement	567,082	748,270	748,270	525,733	470,058	-37.18%	432,959
Miscellaneous Grants	1,002,780	193,477	512,818	512,818	82,054	-57.59%	540,000
Community Development*	2,218,885	2,733,381	6,743,090	6,743,090	1,577,519	-42.29%	2,530,000
Demolition Revolving Fund	131,988	150,308	174,815	174,815	93,000	-38.13%	140,000
TOTAL SPECIAL REVENUE	18,776,551	16,879,620	23,235,170	23,255,149	14,988,936	-11.20%	16,838,832
TOTAL GOVERNMENTAL	79,637,335	79,602,670	94,118,166	93,667,419	75,243,540	-5.48%	79,189,302
ENTERPRISE							
City Market	45,131	45,847	45,847	45,626	46,988	2.49%	48,009
Metro Tranist	13,227,187	29,079,510	29,079,510	14,047,899	28,939,067	-0.48%	15,453,366
Water Division	19,724,183	18,677,773	21,573,372	19,952,399	18,566,729	-0.59%	19,653,367
Wastewater Division	23,157,669	22,968,113	24,327,874	23,397,940	29,194,870	27.11%	29,566,232
TOTAL ENTERPRISE	56,154,170	70,771,243	75,026,602	57,443,864	76,747,654	8.44%	64,720,974
RETIREMENT	496,308	511,464	511,464	511,464	597,401	16.80%	603,375
GRAND TOTAL ALL FUNDS	136,287,813	150,885,377	169,656,233	151,622,747	152,588,595	1.13%	144,513,651
INTERNAL SERVICE FUNDS (Informational Only)							
Information Technology	2,431,003	3,248,301	3,729,418	3,434,630	2,887,681	-11.10%	2,746,670
City Wide Maintenance	1,258,497	1,226,058	1,226,058	1,207,416	1,220,690	-0.44%	1,247,344
Engineering	1,754,948	1,643,153	1,643,307	1,673,790	1,671,902	1.75%	1,710,713
Public Works Billable	598,213	612,721	612,721	635,642	504,172	-17.72%	579,342
Public Works Fleet	2,046,138	1,717,453	1,717,453	1,849,259	1,686,113	-1.82%	1,708,188
Public Utilities Fleet	1,751,504	1,591,927	1,807,499	1,823,387	2,143,332	34.64%	1,885,674
Insurance Fund	17,449,437	18,832,656	18,839,087	21,366,771	21,331,189	13.27%	22,132,390
TOTAL INTERNAL SERVICE	27,289,740	28,872,269	29,575,543	31,990,895	31,445,079	8.91%	32,010,320

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

BUDGET OVERVIEW

The City of Kalamazoo Adopted FY 2009 Budget has estimated expenditures of \$152,588,595, an increase of 1.13% from the amended FY 2008 Budget. The citywide budget is made up of various funding groups (see Chart 1). The highlights of this recommended spending plan are discussed below. This increase of less than two percent represents tight controls on anticipated expenditures in light of fiscal uncertainties in anticipated revenues.

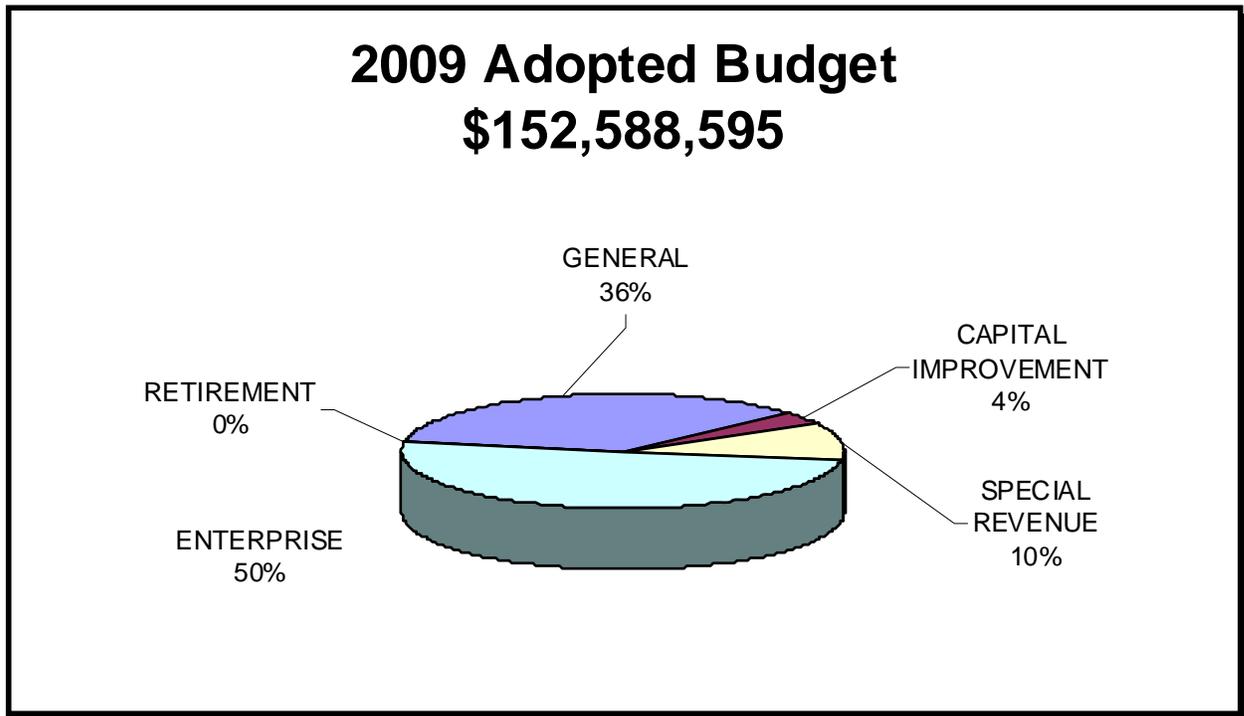


Chart 1

Revenue

General Fund

General Fund operating revenue is estimated at \$54.3 million in FY 2009, which represents an increase of 1.79% over estimated revenue in the FY 2008 Adopted Budget.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

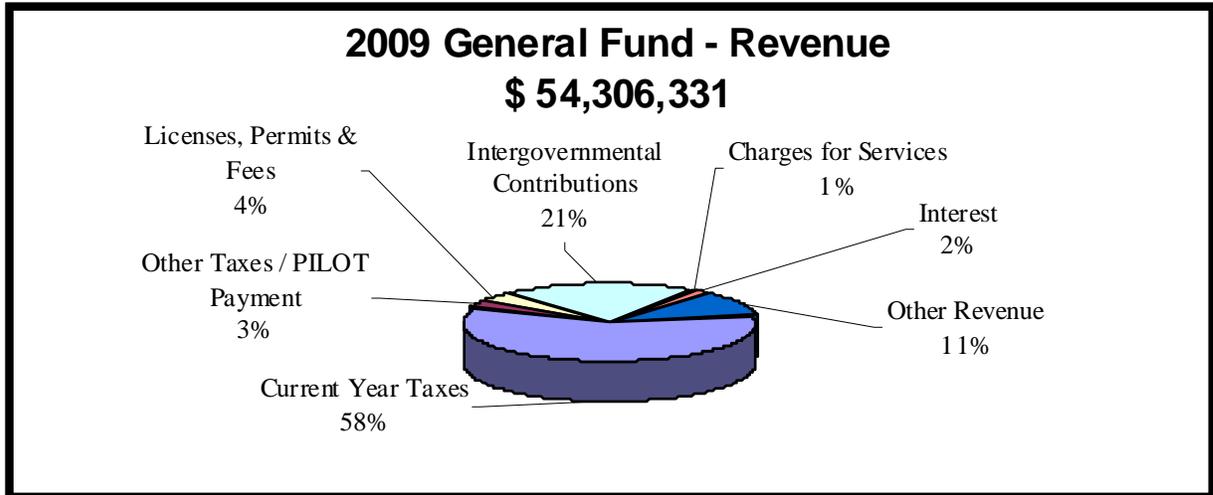


Chart 2

The two largest revenue sources, Property Taxes and Intergovernmental Revenue Sharing represent 83% of all estimated resources (see Chart 2). Property Taxes are estimated to grow by 0.67% in FY 2009. This increase is lower than the estimated growth of 2.0% in property tax revenue assumed in the Five-Year Fiscal Plan, which is attributable to the slowing of the residential housing market (see Chart 3).

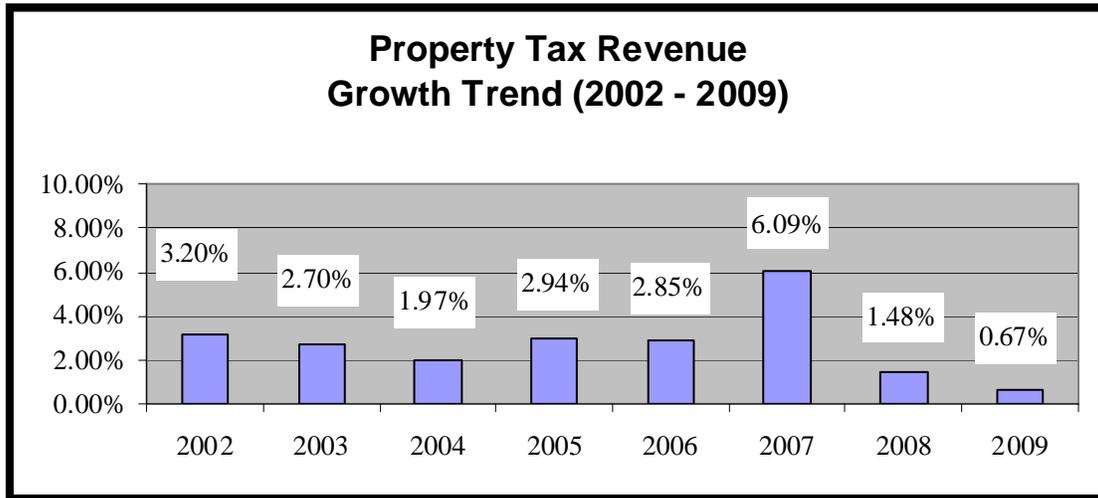


Chart 3

State Revenue Sharing is estimated to remain level in 2009. Revenue sharing payments have fallen since 2001, as the State has reduced the portion of payments not required by the Constitution. This statutory portion of State Revenue Sharing is vulnerable to the will of the State Legislature for elimination or further reduction, and in turn makes the City's General Fund vulnerable. In 2001, the City received \$7.5 million in non-mandatory State revenue sharing payments, while in 2009 it is estimated at \$5 million, a reduction of 33% from 2001 (see Chart 4). The Five-Year Fiscal Plan assumes that State Revenue Sharing will remain flat during the plan period, contingent upon the State's decision not to eliminate or further reduce the non-mandatory statutory portion.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

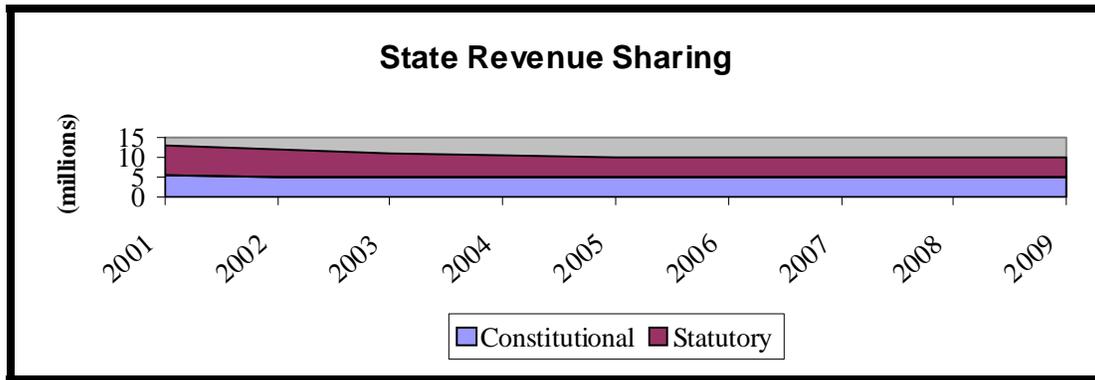


Chart 4

The remaining 17% of estimated revenues including permits, licensees, fees, and charges for services are projected at modest increases (2% or less) over the five-year plan period. User fees and charges are analyzed annually to ensure that cost recovery is maximized and competitive. Due to changes in market conditions, revenues for services are estimated to decrease by 12.85%.

Non-General Fund Revenue

Solid Waste

The Solid Waste millage rate will remain unchanged from the 2008 rate. Revenues will increase by 0.43% percent.

Cemetery

The 2009 budget reflects a decrease in capital projects. Cemetery operations will continue to be supported by an annual contribution from the Perpetual Care Fund.

Water Fund

The 2009 estimated budget revenues reflect a 4% revenue increase in water rates, one-time rebates from both Utility Fleet Fund and the General Insurance Fund as well as an increase in contributions for capital projects.

Wastewater Fund

Operational revenue in the Wastewater Fund has sustained a significant decrease in since 2007. The current revenue estimate reflects this sustained decrease in services required in the marketplace into the foreseeable future. There will be no change in sewer rates.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

Expenditures

General Fund

The Proposed FY 2009 General Fund Budget is \$54,754,315, an overall increase of 0.67 percent compared with FY 2008 Adopted 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, Internal Auditor, Human Resources 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)

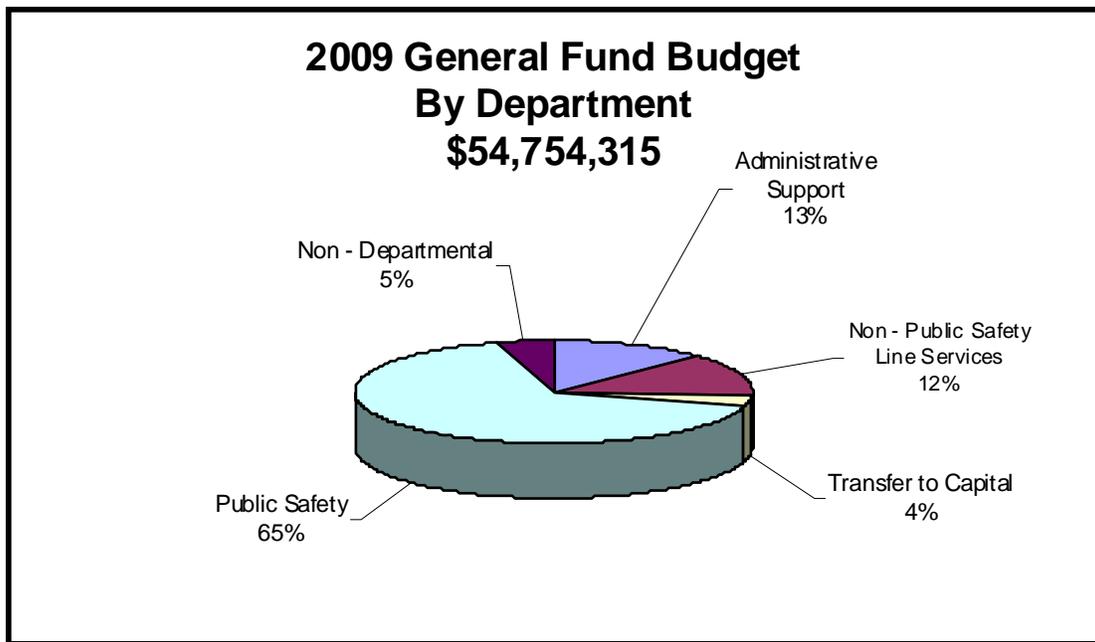


Chart 5

The General Fund Operating Budget will increase by approximately 3.3% over the Adopted 2008 Budget. As illustrated in the chart above, 13% of the General Fund Budget is allocated to administrative support, supporting not only the General Fund Budget, but also the entire \$152 million citywide budget. Public Safety services garner the largest share of General Fund resources accounting for 65% of the General Fund budget. Personnel costs account for 74% of all General Fund expenditures (see chart 6). Consistent with the Five-Year Fiscal Plan, the 2009 Proposed Budget takes advantage of an average annual position vacancy rate of 1% by offsetting Proposed General Fund Expenditures by the same amount.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

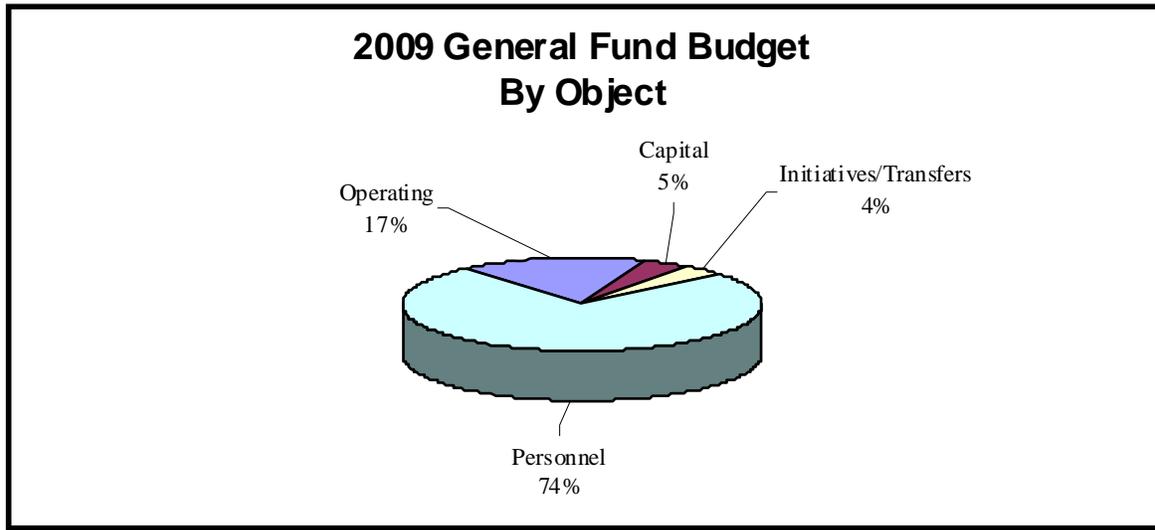


Chart 6

Also, consistent with the Five-Year Fiscal Plan and budget policies, the General Fund began funding a budget stabilization account and a capital reserve account in 2007. The target for each new account is 1-2% of operating revenues. In 2007, the Five Year Fiscal Plan assumed that in addition to the beginning transfer of \$300K to each account, an additional \$100K would be transferred in years 2008-2010 to reach a target of \$600K. The 2008 projections have been revised for a contribution of \$50K in 2008 to each account. Due to the uncertainty of property tax and state shared revenue, the plan has been revised to allow any General Fund Balance in excess of the minimum level of 13% to be reserved to the budget stabilization account. Therefore, an additional \$1.3 million will be reserved in 2009 for a balance of \$1.65 million in the budget stabilization account. The transfers to the capital reserve account have been deferred and the balance remains at \$350K. The budget stabilization account will be used to mitigate the impact of unanticipated revenue losses or expenditure increases. The capital reserve account will be used for emergency capital repairs or purchases.

The Five-Year Fiscal Plan targets a minimum capital investment of \$5 million annually. The General Fund will transfer \$1.85 million to the Capital Improvement Program Fund, adding to this total, and the Water, Wastewater and Street Funds for a combined capital improvement program in 2009 of \$18.8 million. The significant capital investment is achieved through the strategic use of debt and the leveraging of funds from outside sources.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW**

Fund Balance

General Fund expenditures are projected to exceed revenues by \$447,984 dollars in 2009. The Five-Year Fiscal Plan establishes a fund balance target range for the General Fund of 13% - 15% of revenues. The fund balance for 2009 is projected to be 13.5%. The projected fund balance does not include the budget stabilization or capital reserve accounts, which are \$2 million, combined and would bring the fund balance to 17.2%.

Position Allocations

The 2009 Proposed Budget includes 793 full-time positions, a net decrease of 10 positions. Five of the positions are being eliminated from the Public Service Department, two from the Public Safety Department and three from the Transportation Department.

Capital

Total Capital improvements planned for 2009 total \$18.8 million (see Chart 7).

Expenses

General Fund

General Fund capital projects which are funded in the Capital Improvements Program (CIP) Fund total \$3.1 million. This investment by the City will yield many improvements in the community. Capital projects in the CIP Fund include; park improvements of \$240 thousand. Facility Demolition of Public Safety #4 for \$200,000, public facility improvements of \$700K, purchase of fire apparatus for \$1.9 million and environmental and other projects for \$110,000. The CIP will continue the sidewalk placement program.

Non General Fund:

Local Streets

Improvements to various local streets will be made in the amount of \$1 million and funded with a General Fund transfer and bonding.

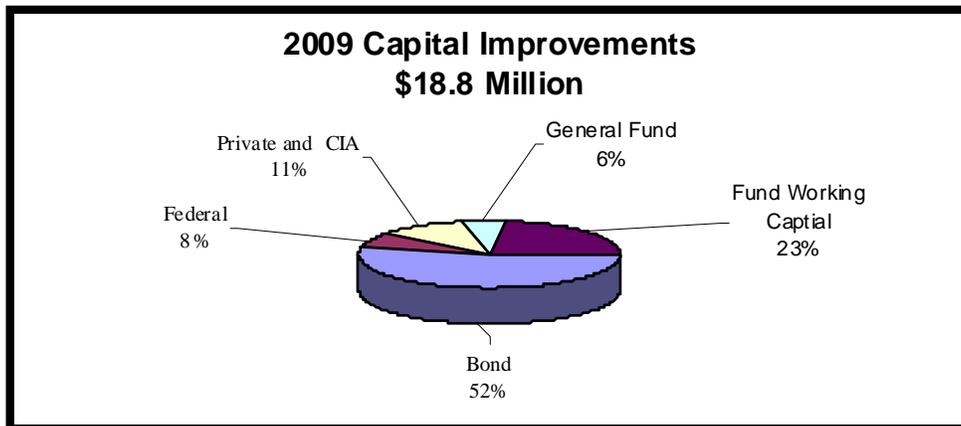


Chart 7

CITY OF KALAMAZOO
2009 ADOPTED BUDGET OVERVIEW

Major Streets

The Major Street Capital Budget is proposed at \$2.0 million. Federally funded projects will also add an additional \$1.434 million for a total Major Street Program of \$3.434 million. The City's portion will be financed with capital improvement bonds. Major streets included in the 2009 program are Cork Street, Lovell, Street, Bronson, Lovers Lane, Water Street and South Burdick. Edwards Street is also proposed to be converted to a two way street to facility better travel. Various other projects will be ongoing with the capital as well, including design and engineering for the future, and ongoing maintenance programs including milling and resurfacing locations.

Cemetery

Improvements in the Cemeteries will be made in the amount of \$10 thousand and funded by the Perpetual Care Fund. Continued road repair and replacement, along with grounds and facility maintenance will balance out this allocation.

Water & Wastewater Funds

Capital improvements of \$4.4 million and \$6.8 million will be made in the Water and Wastewater Funds respectively. Projects include new & replacement water mains, service connections, hydrants, meters pumping station upgrades and various other projects.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
PROJECTED FUND BALANCE -
ALL FUNDS**

**2008 Projected Year End Fund Balance
All Funds**

	January 1 Balance	Estimated Resources	Projected Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Fund Balance Designations	December 31 2008 Balance
GOVERNMENTAL FUNDS						
GENERAL	10,422,682	53,321,498	54,542,739	(1,221,241)	100,000	9,101,441
CAPITAL IMPROVEMENT	5,811,655	10,420,741	15,869,531	(5,448,790)	-	362,865
SPECIAL REVENUE						
Major Streets	1,877,621	7,660,471	8,737,454	(1,076,983)	-	800,638
Local Streets	165,220	3,227,572	3,389,561	(161,989)	-	3,231
Cemeteries	35,548	451,763	453,472	(1,709)	-	33,839
Solid Waste	1,568,861	2,561,965	2,718,206	(156,241)	-	1,412,620
K-VET Drug Enforcement	398,476	332,000	525,733	(193,733)	-	204,743
Community Development	3,510,218	6,696,413	6,743,090	(46,677)	-	3,463,541
Miscellaneous Grants	172,708	512,818	512,818	-	-	172,708
Demolition Revolving Fund	189,637	78,179	174,815	(96,636)	-	93,001
TOTAL SPECIAL REVENUE	7,918,289	21,521,181	23,255,149	(1,733,968)	-	6,184,321
TOTAL GOVERNMENTAL	24,152,626	85,263,420	93,667,419	(8,403,999)	100,000	15,648,627
ENTERPRISE						
Kalamazoo Farmers Market	134,799	51,239	45,626	5,613	-	140,412
Metro Transit	5,821,298	14,047,899	14,047,899	-	-	5,821,298
Water Division	75,281,954	12,881,206	19,952,399	(7,071,193)	-	68,210,761
Wastewater Division	95,551,560	19,686,300	23,397,940	(3,711,640)	-	91,839,920
TOTAL ENTERPRISE	176,789,611	46,666,644	57,443,864	(10,777,220)	-	166,012,391
RETIREMENT	-	511,464	511,464	-	-	-
TOTAL ALL FUNDS	200,942,237	132,441,528	151,622,747	(19,181,219)	100,000	181,661,018
INTERNAL SERVICE FUNDS						
Information Technology	2,351,045	2,558,231	3,434,630	(876,399)	-	1,474,646
City Wide Maintenance	6,827	1,207,416	1,207,416	-	-	6,827
Engineering	13,340	1,673,790	1,673,790	-	-	13,340
Public Works Billable	(272,254)	635,642	635,642	-	-	(272,254)
Public Works Fleet	853,638	2,001,869	1,849,259	152,610	-	1,006,248
Public Utilities Fleet	2,312,943	1,742,227	1,823,387	(81,160)	-	2,231,783
Insurance Fund	4,787,104	20,507,146	21,366,771	(859,625)	-	3,927,479
TOTAL INTERNAL SERVICE	10,052,643	30,326,321	31,990,895	(1,664,574)	-	8,388,069

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
PROJECTED FUND BALANCE -
ALL FUNDS**

**2009 Projected Year End Fund Balance
All Funds**

	January 1 Balance	Estimated Resources	Adopted Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Fund Balance Designations	December 31 2009 Balance
GOVERNMENTAL FUNDS						
GENERAL	9,101,441	54,306,331	54,754,315	(447,984)	1,300,000	7,353,457
CAPITAL IMPROVEMENT	362,865	5,450,100	5,500,289	(50,189)	-	312,676
SPECIAL REVENUE						
Major Streets	800,638	6,558,463	6,800,422	(241,959)	-	558,679
Local Streets	3,231	3,427,402	3,187,402	240,000	-	243,231
Cemeteries	33,839	353,213	353,648	(435)	-	33,404
Solid Waste	1,412,620	2,592,099	2,424,833	167,266	-	1,579,886
K-VET Drug Enforcement	204,743	470,058	470,058	-	-	204,743
Community Development	3,463,541	1,577,519	1,577,519	-	-	3,463,541
Miscellaneous Grants	172,708	82,054	82,054	-	-	172,708
Demolition Revolving Fund	93,001	-	93,000	(93,000)	-	1
TOTAL SPECIAL REVENUE	6,184,321	15,060,808	14,988,936	71,872	-	6,256,193
TOTAL GOVERNMENTAL	15,648,627	74,817,239	75,243,540	(426,301)	1,300,000	13,922,326
ENTERPRISE						
Kalamazoo Farmers Market	140,412	48,600	46,988	1,612	-	142,024
Metro Transit	5,821,298	27,431,899	28,939,067	(1,507,168)	-	4,314,130
Water Division	68,210,761	15,255,307	18,566,729	(3,311,422)	-	64,899,339
Wastewater Division	91,839,920	23,355,500	29,194,870	(5,839,370)	-	86,000,550
TOTAL ENTERPRISE	166,012,391	66,091,306	76,747,654	(10,656,348)	-	155,356,043
RETIREMENT ADMINISTRATION	-	597,401	597,401	-	-	-
TOTAL ALL FUNDS	181,661,018	141,505,946	152,588,595	(11,082,649)	1,300,000	169,278,369
INTERNAL SERVICE FUNDS						
Information Technology	1,474,646	2,466,393	2,887,681	(421,288)	-	1,053,358
City Wide Maintenance	6,827	1,220,690	1,220,690	-	-	6,827
Engineering	13,340	1,671,902	1,671,902	-	-	13,340
Public Works Billable	(272,254)	504,172	504,172	-	-	(272,254)
Public Works Fleet	1,006,248	1,766,113	1,686,113	80,000	-	1,086,248
Public Utilities Fleet	2,231,783	1,670,614	2,143,332	(472,718)	-	1,759,065
Insurance Fund	3,927,479	21,122,398	21,331,189	(208,791)	-	3,718,688
TOTAL INTERNAL SERVICE	8,388,069	30,422,282	31,445,079	(1,022,797)	-	7,365,272

CITY OF KALAMAZOO
Taxable Value & Tax Levy Projections

	2008 Adopted Budget	2008 Amended Budget	2008 YE Est.	2009 Projected Budget	2010 Projected Budget	2011 Projected Budget	2012 Projected Budget	2013 Projected Budget	2014 Projected Budget
Effective Taxable Value (a)	1,738,342,531	1,738,342,531	1,735,137,316	1,735,768,302	1,763,578,809	1,790,928,079	1,833,805,659	1,878,301,116	1,927,786,212
MILLAGE RATES:									
Operating Millage	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705
Solid Waste Millage	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500
Metro Transit Millage	1.0000	1.0000	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
TOTAL	21.8205	21.8205	21.8205	20.8205	20.8205	20.8205	20.8205	20.8205	20.8205
TAX REVENUES:									
Operating Revenues	33,498,730	33,498,730	33,436,964	33,449,123	33,985,045	34,512,080	35,338,352	36,195,802	37,149,404
Less: Total Captured TIF (b)	-1,699,861	-1,699,861	-1,699,861	-1,436,907	-1,466,330	-1,496,520	-1,536,220	-1,577,083	-1,621,822
Net Operating Revenue	31,798,869	31,798,869	31,737,103	32,012,216	32,518,715	33,015,560	33,802,132	34,618,718	35,527,582
Solid Waste Revenues	2,694,431	2,694,431	2,689,463	2,690,441	2,733,547	2,775,939	2,842,399	2,911,367	2,988,069
Less: Total Captured TIF (b)	-123,498	-123,498	-123,498	-108,342	-110,635	-112,989	-116,016	-119,131	-122,525
Net Operating Revenue	2,570,933	2,570,933	2,565,965	2,582,099	2,622,912	2,662,949	2,726,383	2,792,236	2,865,544
Metro Transit Revenues (c)	1,738,343	1,738,343	1,735,137						
Less: Total Captured TIF (b)	-66,811	-66,811	-66,811						
Net Operating Revenue	1,671,532	1,671,532	1,668,326	Millage Expired					
TOTAL	36,041,333	36,041,333	35,971,394	34,594,315	35,141,627	35,678,509	36,528,515	37,410,954	38,393,126

(a) Taxable Values are reduced for approved Renaissance Zone properties.

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

(c) Metro Transit 1 mill levy in the City of Kalamazoo is discontinued after 2008. Transit Authority is funded by County-wide millage.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
POSITION COMPARISON**

	Budget 2007	Budget 2008	Additions 2008	Eliminations 2008	Adopted Budget 2009
FULL TIME AUTHORIZED POSITIONS					
COMMISSION APPOINTEES					
City Administration	7	7	0	0	7
City Clerk	7	7	0	0	7
City Attorney	8	8	0	0	8
Internal Auditor	1	1	0	0	1
Human Resources Department	9	9	0	0	9
MANAGEMENT SERVICES					
Budget and Accounting	11.5	12	0	0	12
Assessor	7.5	7.5	0	0	7.5
Treasurer	7.5	8	0	0	8
Purchasing	5.5	5.5	0	0	5.5
TOTAL MANAGEMENT SERVICES	32	33	0	0	33
Information Technology	10	10	0	0	10
Public Safety Department	301	303	0	-2	301
Community Planning and Development Dept.	46	46	0	0	46
Parks and Recreation Department	19	19	0	0	19
Public Services Department					
Water Division	85	85	0	-6	79
Engineering Services	15	14	1	0	15
Wastewater Division	103	93	1	0	94
City Wide Maintenance	11	11	0	0	11
Fleet Services	13	12	0	0	12
Public Works	44	40	0	-1	39
TOTAL PUBLIC SERVICES	271	255	2	-7	250
Transportation Department	108	105	0	-3	102
Total Full Time Positions	819	803	2	-12	793
Part Time Positions	29	29	0	0	29
Total Full & Part Time Positions	848	834	2	-12	822

**City of Kalamazoo
Adopted Budget 2009
Budget Calendar**

FISCAL YEAR 2009

October 10, 2008	Budget Directives Finalized
October 10	Budget manual and materials available Personnel Budget Projections Distributed
October 16	Budget Prep Training / Instructions
October 31	2008 Budget Proposals Due
November 8	Technical Review Complete Component Unit Budgets Due
November 14	Administration final review complete
November 20	Budget Submitted to Printer
December 1	City Manager's proposed budget distributed to City Commission City Manager officially transmits budget to City Commission Adopt Resolution for Public Hearing
December 4	Capital Improvement Program Presented to Planning Commission
January 12, 2009	City Commission Public Budget Work Sessions
January 26	Public Budget Hearing
January 26	Budget Adoption



CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

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.

LEGAL REQUIREMENTS

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 contemplated expenditures for the ensuing year together with the estimated revenues for that 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, and must be posted at least six days prior to said hearing.

If the ensuing year's budget appropriation resolution is not ready for adoption prior to December 31, of the current fiscal year, 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 the practices prevailing at the end of the current fiscal year; and the Finance Director 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; and as may be needed for the above purpose

When the Board of Review has completed its review and correction of the assessment roll, it is presented to the City Commission for their review along with the proposed amended annual appropriation resolution. They may revise the same provided that the property tax revenue required shall not increase more than 5% over the amount in said resolution. This shall take place by June 30 of each year.

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 to fully and finally confirm the annual assessment roll upon completion of the review and correction of said 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.

City Charter provides that the fiscal year of the City shall begin January 1.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

OPERATING BUDGET POLICIES

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 current surveys and long-range planning. The budget will be based on generally accepted accounting principles.

The form of the budget will include five-year fiscal plan with projections of revenues and expenditures with adequate provisions for debt service and depreciation where applicable. The Budget presentation will include analyses of cash flow, capital position, and debt capacity.

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

Notwithstanding the above, the administrative budget for the pension trust fund shall require approval by the City Commission as part of the appropriation resolution.

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. 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.

Salaries, Wages, and New Positions

Any increase in salaries or wages above those set forth in the salary and wage schedule, or the creating of positions, shall be made only by resolution or motion of the City Commission.

Limitations of Expenditures

It shall be the duty of the City Manager to oversee that each department head, excluding the City Attorney, City Clerk, and Internal Auditor, does not exceed the amount appropriated for his/her department except by prior specific authority of the City Commission.

It shall be the duty of the City Attorney, City Clerk, and Internal Auditor to see that he/she does not exceed the amount appropriated for his/her department except by prior specific authority of the City Commission.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

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 of appropriation as set forth in the annual appropriation resolution.

All transfers from the City Commission contingency account shall require City Commission approval regardless of the amount.

Only the City Commission shall make new or additional appropriations.

City Manager Approval

The City Manager may approve the transfer of funds to capital outlay or equipment account or between capital accounts for changes up to \$10,000 per project or equipment purchase, or in amounts up to 10% of the project cost, whichever is greater. The City Manager 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 accounts shall require City Commission approval.

The City Manager may approve the transfer of funds from the General Fund Salary Reserve account to operating budget units' salary codes in accordance with contractual pay increases and approved pay increases for non-bargained for employees.

Procedures

After receiving a request for transfer from the City Manager (if required) and hearing any objections to the request, transfers may be approved or disapproved by the City Commission. Said transfers, when approved by the City Commission or City Manager shall be considered amendments to the budget and shall become effective immediately.

Monthly Report

The City Manager shall submit to the City commission a brief executive summary of the City's financial activity on a monthly basis.

Contributions from General Fund to the Capital Improvement Program Fund

General Fund transfers to the CIP Fund and the Major and Local Street funds will be budgeted, to the extent possible over and above operating and capital outlay budgets provided that the estimated ending unreserved General Fund balance will remain in a range of 13% -15% of estimated revenues.

General Fund balance, for the purpose of calculating the capital transfers to the CIP Fund and the Major and Local Street Funds and retainage mentioned in Paragraph A above, will be based on the accrual of all property taxes estimated to be collected by the annual property tax levy, regardless of whether the collections are received in the year levied or in subsequent years. This method of accrual of property taxes may be different than the method required by General Accepted Accounting Principles for preparation of the Comprehensive Annual Financial Report.

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

Capital Improvement Program Fund

The CIP Funds provides funding for those operations exclusive of enterprise funds. Eligible uses include capital projects, major equipment, debt service, and non-utility environmental expenses.

Allocation of Fringe Benefits

Each year fringe benefits will be allocated to each operating budget unit and to capital projects that include labor charges. Reasonable allocations will be made on actual or estimated costs as provided in City Administrative guidelines and the Budget Manual.

Allocation of Administrative Costs

A cost allocation plan will be developed each year to determine an appropriate methodology for allocating 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 additional reasonable costs that are disallowed for allocation to federal grants. A qualified, independent firm will prepare the allocation plan.

Utility operations will be allocated the full costs as provided in the plan. Metro Transit will be allocated actual costs as provided in the plan. No allocation will be charged to general fund operations since such charges would be made to the general fund and received back into the general fund, which 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 allocation 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.

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 unencumbered non-capital items, shall be submitted to the City Commission for approval.

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 that 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 so declare by resolution.

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

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.

Metro Transit System -The Transit Authority Board has the jurisdiction to levy the special assessment for mass transit, and the City Commission joint with the Transit Authority Board sets the fare structure.

Enterprise Functions -The enterprise functions - City Market, Metro Transit System, Water Division, and Wastewater Division are fully self-supporting from user fees and charges, and/or subsidies from other intergovernmental sources.

Payment In-Lieu of Taxes (PILOT) -
PILOT is charged 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.

Administrative Fee - The Accounting Division prepares an indirect cost allocation plan of general services, which conforms to Federal and State guidelines for grant reimbursement of administrative costs. The allocated costs are charged to the Special Revenue funds, Enterprise Funds, and the Internal Service Funds.

RESERVES

General Fund Undesignated Reserve

A balance will be maintained within a range of 13% to 15% of current projected revenues. For purposes of this calculation, all property taxes levied for the current fiscal year, except for a reserve for delinquent taxes, are accrued to the current year.

General Fund Reserve for Contingencies

Budget Stabilization Reserve - Funds will be designated in a budget stabilization account within the General Fund equal to 1%-2% of the current year budget. The initial fund will be funded over a five-year period.

The funds will be used to mitigate the impact of unanticipated expenses or revenue losses. The funds may be transferred with City Manager approval. After the initial funding period, the fund will be replenished annually to meet the target.

Capital Contingency Reserve - Funds will be designated in a capital reserve account within the General Fund equal to 1% - 2% of the current budget year. The initial fund will be funded over a five-year period. The funds will be used for emergency capital needs and may be transferred with City Manager approval. The Capital contingency Reserve use stipulations are that purchases must meet capitalization criteria; an expense that causes the balance to fall below the recommended level will be replaced within a three year period, in equal installments. The three year repayment schedule shall be applied separately for each approved capital project.

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

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

Michigan Municipal Risk Management Authority and Michigan Transit Pool with various deductibles and coverage limitations.

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 approved by the appropriate budget manager, the Budget and Accounting Director / Comptroller, the Management Service Director and the City Manager. The City Manager requests approval from the City Commission.

CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program will reflect a consensus of the perceived needs and desires of the community based on current surveys and long range planning. The City will develop and maintain a Capital Improvements Program to control capital projects over a minimum five year planning period coordinated with the Operating Budget.

The Capital Improvements Program will, to the extent possible, be designed to protect the City's investments and capital and operating assets through timely and adequate maintenance and replacement of those assets.

Projects included in the Capital Improvements Program (CIP) shall be consistent with the City of Kalamazoo Comprehensive Plan.

City Commission Discretionary Funds Policy

The Kalamazoo City Commission has a discretionary fund set aside 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 residents of all ages. Programs such as the Summit on Racism and the Kalamazoo County Poverty Reduction Initiative as well as summer youth programming (summer basketball leagues, dance classes, tennis lessons, field trips, youth employment and driver education programs) have been supported by City Commission funds.

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

Physical location of the organization must be within the Kalamazoo city limits

Organization must have 501(c)(3) status

Organization must support programs and projects geared toward improving the quality of life of City residents throughout the year

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

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

Applications are reviewed by the Community Development Act Advisory Committee (CDAAC) and City Manager staff. Reviewers measure how well applicants answer ten questions that correlate with the following eight categories of focus.

Program Objectives – Are the goals and objectives for this program/project clearly defined?

City Goals and Objectives – Are the program/project's objectives consistent with the City's goals for programming? Are the benefits from this program/project consistent with the efforts of the City?

Benefits to Residents – Will this project produce comparably significant benefits and/or results for the residents in Kalamazoo?

Need in Community – Is this program/project needed in the community? Does the program/project serve a diverse and unique population in our community including residents with special needs?

Organization and Program/Project Development

– What other programs/projects does the organization plan throughout the year? Can the organization execute this program/project based on the organization's previous programming experience? Has the organization planned a realistic and achievable project/program to benefit the residents of this community?

Organizational Resources – Does the organization have the staff and resources (e.g., ability to collaborate with local organizations) to execute the program/project? Would the program/project continue if City funding was limited or not available?

Community Partnerships – Does this organization work collaboratively with other organizations to provide services to residents?

Organization's Budget – Does the organization have additional funding to support programming?

Does the organization have the means to implement the program/project without City funding?

Other – Opportunity for reviewers to accentuate other aspects of the proposal.

The Community Development Act Advisory Committee (CDAAC), a thirteen-member citizen's advisory panel made up of seven members-at-large, and six representatives from Kalamazoo's core neighborhoods, will review all applications and will submit funding recommendations to City Manager staff. CDAAC will base its recommendations on the quality, need and impact each program/project has on our community's goals structure as it relates to the Blueprint for Action: A Sustainable Community-Defining Kalamazoo's Future.

Scoring in each category is based on 1 (lowest) to 5 (highest). All reviewers' scores are tallied and divided by the number of reviewers to obtain a committee average "score" for each project. City Manager staff prepares funding recommendations based on the feedback of CDAAC for City Commission approval. After City Commission approval, organizations are notified of funding decisions.

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

Use of Public Funds Policy

The City shall define the acceptable use of City funds for food, awards, and appropriations to outside organizations.

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.

The City may provide meals to employees, volunteer workers and elected officials for work conducted during normal meal times.

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.

DEBT AND INVESTMENT POLICIES

Debt will be used to finance long-lived 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.

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 each fund's balance compared to all total fund balances.

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

BUDGET PROCESS

Budget preparation begins with a priority setting session with the City Commission. Budget instructions are distributed to budget managers that outline City Commission goals and objectives, budgeting parameters for the operating and capital budgets, an overview of fiscal constraints, and resources available.

The budget unit managers along with the respective departments prepare and submit their budget request as instructed. A technical review is completed and the departments and divisions meet with the Budget Team for a complete review of their budgets. The City Manager with the assistance of the Budget Team 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 both at the office of the City Clerk and in the Public Library. Outlines for each budget review session are available at the time of the session.

A Public Hearing is held prior to adoption for any citizen input. The notice of such public hearing must be posted six days prior to the public 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 1st, or adoption of the annual appropriation resolution.

Once the Board of Review has completed its review and the required public hearing has been held, the City Commission confirms the assessment roll along with confirming the amended appropriation resolution, if necessary. At this time the tax levy resolution is also passed

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 Salaries and Wages, Fringe Benefits, Supplies, Services, Capital Outlay, Transfers, and Debt Service.

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

CITY OF KALAMAZOO
2009 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, HUD Community Development Block Grant Fund, Economic Initiatives Fund, Demolition Revolving Fund, and Drug Law Enforcement Program Fund.

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 that are 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, Transportation Fund, City Market Fund, Wastewater Fund, and the Water Fund.

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. Internal service funds include the Public Works Administration/Billable Fund, Public Works Equipment Fund, Public Utilities Equipment Fund, Insurance Fund, Citywide Maintenance Fund, Engineering Fund & the Information Technology Fund.

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, Cemeteries Perpetual Care Fund, General Trust and Agency Fund, Tax Increment Financing Fund and Collector's Account Fund.

Account Groups

General Fixed Assets Account Group - This account group reflects the fixed assets of the City utilized in its general operations (nonproprietary fixed assets).

General Long-Term Obligation Account Group - This account group reflects general long-term obligations that are not recorded in proprietary funds.

BASIS OF ACCOUNTING

All governmental and agency funds utilize the modified accrual basis of accounting. Under this method, revenues are recognized when received in cash except for those susceptible to accrual, which are recorded as receivables and revenues when they become measurable and available to finance current operations. Significant revenues susceptible to accrual 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. In addition, self-insurance health care costs for retirees are recorded when paid. The City's policy is to record the liability for unpaid compensated absences in the General Long-Term Obligation Account

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

Group as these liabilities will not be settled from currently available resources. The financial statements of proprietary, pension trust and non-expendable trust funds are reflected on the accrual basis of accounting; revenues are recorded when earned and expenses are recorded as incurred.

RELATIONSHIP BETWEEN BUDGETARY AND GAAP BASIS

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 are as follows:

Certain expenditures, such as compensated absences, are not recognized for budgetary purposes but are accrued.

Self-Insurance contributions are recognized as expenditures for budgetary purposes only.

Capital Outlay, in Enterprise Funds, is recorded as an expenditure for budgetary purposes as opposed to an adjustment of the appropriate balance sheet account.

Depreciation is recorded as an expense and not recognized for budgetary purposes in the Metro Transit System Fund.

For the purpose of calculating the transfer from the General Fund to the Capital Projects Fund and for calculating the 13-15% retainage for General Fund undesignated reserve, property taxes are accrued for the annual property tax levy, regardless of whether the collections are received in the year levied or in subsequent years. Since property taxes are levied in midyear and the City Charter allows for twelve months of installment payments, at the election of the taxpayer, GAAP does not allow for the full accrual of taxes received in the following fiscal year.

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

ORGANIZATIONAL STRUCTURE

The City of Kalamazoo is organized on a department/divisional basis. The City's operations are accounted for under various cost centers known as activities or organizations within these department and divisions. These activities or organizational units are consistent with the State of Michigan Chart of Accounts.

The basic budgeting unit is department or division unit and compliance for operating within the approved budget is determined at that level. Each budgeting unit is within a particular fund of the City. Each revenue and expense item is assigned to a line item account number.

Expenditures are presented at line item detail within the following categories:

Salaries & Wages - includes all payroll related costs, i.e. base pay, overtime pay, vacation pay, holiday pay, sick leave pay, and special pays such as food allowance and tool reimbursement.

Fringe Benefits - includes all benefit costs, i.e. pension contribution, health insurance, dental insurance, life insurance, workers' compensation, and employer social security expense.

Supplies - includes the purchase of supplies, i.e. vehicle supplies, office supplies, operating supplies, copying supplies, and repair parts.

Services - includes the costs of service related costs, i.e. travel and training, professional services such as legal services and consulting fees, fees paid to outside sources for contractual services, radio maintenance, utilities, liability type insurance, lease payments, advertising, memberships and dues, and vehicle maintenance.

Capital Outlay - include expenditures resulting in the acquisition of or addition to the city's general fixed assets, i.e. land, land improvements, building additions and improvements, machinery and equipment, office equipment and furniture, and vehicular equipment.

Transfers - includes expenditures in the form of transfers to other funds, and payment to another fund for the purpose of having an expense or cost recorded in the legally correct fund.

Debt Service - includes the costs of interest and principal payments on City debt, both long-term and short-term.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

The City of Kalamazoo prepares a combined Capital Improvements Program Budget and Operating Budget. The two budgets are coordinated and adopted as one budget.

The Operating Budget provides for general services including personnel costs, supplies, services and capital equipment and improvements under \$10,000. Revenues for the Operating Budget are primarily from property taxes, user fees and intergovernmental sources. Ten-year projections are included for the General Fund, the two Street Funds, and the Capital Projects Fund. Five-year projections are included for all other funds.

The Capital Improvements Program (CIP) is a six-year forecast of capital requirements together with funding resources that are available. The first year of that forecast is adopted as the current year CIP budget. Capital improvements are physical public improvement projects requiring the outlay of public funds.

Capital outlay for the purpose of the Capital Improvements Program is defined as expenditures that result in the acquisition of or addition to fixed assets that have an estimated life of at least five years and monetary value of at least \$10,000. Examples include construction of buildings or other structures, roads, sewers, parks, and other improvements, and the purchase of fire trucks and buses.

Where the CIP Fund funds debt, a corresponding transfer is made from the Capital Improvements Fund to the appropriate fund in which the debt payment is recorded, and debt for Enterprise funds is recorded in those funds.

As new programs, policies and personnel are approved; the Operating Budget also impacts the Capital Improvements Budget, in that funds will have to be spread over more areas. Also federal and/or state mandates dictate what some Capital Improvements projects must be, thus affecting the Operating Budget.

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 and the issuance of bonds or other evidences of indebtedness, therefore, and may pledge the full faith credit and resources of the City for the payment of the obligation created therefore.

Statutory and Constitutional Debt Provisions

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. The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict 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.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

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. Section 4(a) of this Act provides:

A...the net indebtedness incurred for all public purpose may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of the assessed value of all real and personal property in the city,
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities.

Significant exceptions to the debt limitation have been permitted by the Home rule Cities Act for certain types of indebtedness which include: special assessment bonds and Michigan Transportation Fund bonds, even though they are a general obligation of the City; revenue bonds payable from revenues only, whether secured by a mortgage or not; 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, 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.

Legal Debt Margin

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 January 1, 2008.

2007 State Equalized Valuation		1,980,219,350
Debt Limit - 10 % of State Equalized Valuations		198,021,935
Debt Outstanding	95,294,300	
Less: Exempt Debt	38,710,000	56,584,300
		56,584,300
Legal Debt Margin		141,437,635

Short Term Borrowing

The City has historically issued short-term tax anticipation notes for cash flow purposes because the fiscal year is January 1 to December 31 and operating taxes are levied on July 1st of each year. The City plans to continue issuing short-term tax anticipation notes for the foreseeable future.

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES**

Debt Statement

The following table reflects a breakdown of the City's direct and overlapping debt as of December, 2007 including the Notes and the Bonds described herein. Direct debt that is shown as self-supporting is paid from sources other than the City's General Fund.

<u>City Direct Debt</u>	<u>Gross</u>	<u>Self-Supporting</u>	<u>Net</u>
<i>Building Authority Bonds:</i>			
26-Oct-06	4,270,000	4,270,000	0
23-Jan-06	2,740,000	2,740,000	0
12-Oct-05	2,780,000	2,780,000	0
26-Jul-05	7,685,000	3,996,200	3,688,800
11-Apr-05	7,020,000	7,020,000	0
27-Jan-03	1,230,000	0	1,230,000
01-Jan-02	785,000	0	785,000
01-Apr-01	3,065,000	0	3,065,000
01-Sep-99	755,000	392,600	362,400
01-Dec-98	1,225,000	1,185,986	39,014
17-Nov-98	5,285,000	4,612,219	672,781
01-Oct-97	675,000	675,000	0
			0
Sub-Total	37,515,000	27,672,005	9,842,995
<i>Michigan Transportation Fund Bonds</i>			
12-Jul-07	3,860,000	3,860,000	0
27-Apr-04	3,120,000	3,120,000	0
01-Apr-02	1,690,000	1,690,000	0
01-Apr-00	1,810,000	1,810,000	0
01-Apr-98	1,120,000	1,120,000	0
01-Mar-96	890,000	890,000	0
01-Jun-94	250,000	250,000	0
Sub-Total	12,740,000	12,740,000	0
<i>Wastewater Bonds:</i>			
01-Apr-01	3,825,000	3,825,000	0
Sub-Total	3,825,000	3,825,000	0

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
BUDGET POLICIES

Debt Statement (Continued)

<u>City Direct Debt</u>	<u>Gross</u>	<u>Self-Supporting</u>	<u>Net</u>
<i>Water Bond</i>			
12-July-07	1,900,000	1,900,000	
29-Nov-06	4,690,000	4,690,000	0
27-Apr-04	4,740,000	4,740,000	0
23-Oct-02	2,740,000	2,740,000	0
06-Jun-02	7,520,000	7,520,000	0
01-Jun-96	220,000	220,000	0
Sub-Total	21,810,000	21,810,000	0
 <i>Downtown Development Bonds:</i>			
01-Oct-97	2,115,000	2,115,000	0
15-Jun-93	1,655,000	1,665,000	0
01-Mar-92	1,300,000	1,300,000	0
Sub-Total	5,070,000	5,070,000	0
 <i>Special Assessment Bonds</i>			
01-Sep-99	335,000	335,000	0
Sub-Total	335,000	335,000	0
 <i>Capital Improvement Bonds:</i>			
12-July-07	855,000	0	855,000
27-Apr-04	6,460,000	0	6,460,000
01-Aug-02	315,000	210,420	104,580
Sub-Total	7,630,000	594,520	7,419,580
 <i>Installment Purchase Obligations:</i>			
25-Apr-05	135,000	0	135,000
24-Jul-00	98,000	98,000	0
16-Jun-97	136,300	0	136,300
Sub-Total	369,300	98,000	271,3000
Total	90,294,300	71,760,425	17,533,875

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
REVENUES:							
TAXES							
Operating - Current Year	31,091,425	31,798,869	31,798,869	31,737,103	32,012,216	0.67%	32,652,460
Other Taxes / PILOT Payment	1,678,327	1,646,765	1,646,765	1,799,466	1,802,765	9.47%	1,838,820
Licenses, Permits & Fees	2,077,407	1,945,069	1,945,069	1,900,950	1,959,700	0.75%	2,018,491
Intergovernmental Contributions	11,047,140	11,402,715	11,402,715	11,299,327	11,377,944	-0.22%	11,377,944
Charges for Services	450,790	508,165	508,165	443,014	442,880	-12.85%	451,738
Interest	840,604	905,500	905,500	853,100	818,100	-9.65%	850,824
Other Revenue	5,900,047	5,144,335	5,144,335	5,288,538	5,892,726	14.55%	5,848,508
TOTAL OPERATING REVENUE	53,085,740	53,351,418	53,351,418	53,321,498	54,306,331	1.79%	55,038,785
EXPENDITURES:							
CITY COMMISSION							
Personnel	60,852	56,797	56,797	56,515	56,515	-0.50%	58,089
Operating	125,935	31,910	116,910	114,515	31,850	-0.19%	32,169
TOTAL CITY COMMISSION	186,787	88,707	173,707	171,030	88,365	-0.39%	90,258
CITY MANAGER							
Personnel	671,168	687,147	701,033	684,693	697,235	1.47%	596,658
Operating	87,992	159,807	167,671	150,035	155,391	-2.76%	156,945
TOTAL CITY MANAGER	759,160	846,954	868,704	834,728	852,626	0.67%	753,603
CITY ATTORNEY							
Personnel	713,856	754,044	769,323	756,544	782,225	3.74%	804,016
Operating	132,384	109,203	167,203	143,848	110,805	1.47%	111,913
Capital	4,564	1,000	1,000	150	500	-50.00%	505
TOTAL CITY ATTORNEY	850,804	864,247	937,526	900,542	893,530	3.39%	916,434
CITY CLERK:							
ADMINISTRATION							
Personnel	260,429	261,609	264,571	264,773	237,187	-9.34%	243,794
Operating	37,811	28,443	28,443	29,625	36,721	29.10%	37,088
TOTAL ADMINISTRATION	298,240	290,052	293,014	294,398	273,908	-5.57%	280,883
ELECTIONS							
Personnel	62,156	76,519	76,519	88,576	60,198	-21.33%	61,875
Operating	74,611	166,361	199,531	187,343	81,455	-51.04%	82,270
TOTAL ELECTIONS	136,767	242,880	276,050	275,919	141,653	-41.68%	144,144

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
RECORDS MANAGEMENT							
Personnel	152,381	154,794	158,317	157,073	190,693	23.19%	132,005
Operating	63,413	59,051	67,381	67,984	65,202	10.42%	65,854
TOTAL RECORDS MANAGEMENT	215,794	213,845	225,698	225,057	255,895	19.66%	197,859
TOTAL CITY CLERK	650,801	746,777	794,762	795,374	671,456	-10.09%	622,886
INTERNAL AUDITOR							
Personnel	82,912	82,695	84,331	84,228	84,734	2.47%	87,094
Operating	1,974	7,831	7,831	3,691	7,909	1.00%	7,988
TOTAL INTERNAL AUDITOR	84,886	90,526	92,162	87,919	92,643	2.34%	95,083
HUMAN RESOURCES							
Personnel	703,661	746,746	761,369	670,420	717,002	-3.98%	665,976
Operating	111,572	146,562	174,582	150,862	153,066	4.44%	154,597
TOTAL HUMAN RESOURCES	815,233	893,308	935,951	821,282	870,068	-2.60%	820,572
MANAGEMENT SERVICES							
BUDGET AND ACCOUNTING							
Personnel	847,084	882,936	896,841	842,178	970,695	9.94%	915,736
Operating	181,089	188,150	188,150	175,650	181,515	-3.53%	183,330
Capital	8,669	5,000	5,000	2,500	1,000	-80.00%	1,010
TOTAL BUDGET AND ACCOUNTING	1,036,842	1,076,086	1,089,991	1,020,328	1,153,210	7.17%	1,100,076
ASSESSOR							
Personnel	494,985	584,947	587,972	584,947	600,966	2.74%	617,707
Operating	184,435	119,909	144,209	121,724	71,608	-40.28%	72,324
Capital	16,492	-	-	-	19,000		19,190
TOTAL ASSESSOR	695,912	704,856	732,181	706,671	691,574	-1.88%	709,221
TREASURER							
Personnel	481,606	514,200	518,478	479,108	519,391	1.01%	533,860
Operating	427,471	460,280	460,280	460,400	464,851	0.99%	469,500
TOTAL TREASURER	909,077	974,480	978,758	939,508	984,242	1.00%	1,003,359
PURCHASING							
Personnel	389,309	378,349	382,952	373,911	381,106	0.73%	391,723
Operating	78,405	86,739	86,739	81,283	84,834	-2.20%	85,682
TOTAL PURCHASING	467,714	465,088	469,691	455,194	465,940	0.18%	477,405
TOTAL MANAGEMENT SERVICES	3,109,545	3,220,510	3,270,621	3,121,701	3,294,966	2.31%	3,290,061

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
PUBLIC SAFETY							
ADMINISTRATION							
Personnel	841,279	905,705	905,705	899,927	812,872	-10.25%	835,516
Operating	90,068	103,696	103,696	167,956	127,885	23.33%	129,164
TOTAL ADMINISTRATION	931,347	1,009,401	1,009,401	1,067,883	940,757	-6.80%	964,680
FINANCIAL SERVICES							
Personnel	-	-	-	-	658,131		624,465
Operating	-	-	-	-	1,500		1,515
TOTAL FINANCIAL SERVICES	-	-	-	-	659,631		625,980
TRAINING							
Personnel	689,639	749,528	749,528	750,835	741,778	-1.03%	762,442
Operating	199,151	182,484	226,365	194,769	215,371	18.02%	217,525
TOTAL TRAINING	888,790	932,012	975,893	945,604	957,149	2.70%	979,967
KVET							
Personnel	1,273,882	1,520,671	1,520,671	1,536,137	1,641,250	7.93%	1,686,971
TOTAL KVET	1,273,882	1,520,671	1,520,671	1,536,137	1,641,250	7.93%	1,686,971
OPERATIONS DIVISION							
Personnel	19,644,219	19,559,936	19,559,936	19,368,100	20,346,539	4.02%	20,825,335
Operating	50,627	57,775	57,775	57,775	(119,199)	-306.32%	(152,391)
TOTAL OPERATIONS	19,694,846	19,617,711	19,617,711	19,425,875	20,227,340	3.11%	20,672,944
CRIMINAL INVESTIGATIONS							
Personnel	3,321,388	3,580,168	3,580,168	3,507,616	3,776,843	5.49%	3,882,055
Operating	17,197	24,080	24,080	25,620	24,546	1.94%	24,791
TOTAL CRIMINAL INVESTIGATIONS	3,338,585	3,604,248	3,604,248	3,533,236	3,801,389	5.47%	3,906,847
SERVICE DIVISION							
Personnel	2,953,988	3,250,696	3,250,696	3,035,755	2,808,671	-13.60%	2,886,913
Operating	2,800,333	3,124,440	3,128,521	3,282,277	3,041,117	-2.67%	3,071,528
Capital	486,566	497,361	661,233	564,336	509,241	2.39%	464,333
TOTAL SERVICE	6,240,887	6,872,497	7,040,450	6,882,368	6,359,029	-7.47%	6,422,774
TOTAL PUBLIC SAFETY	32,368,337	33,556,540	33,768,374	33,391,103	34,586,545	3.07%	35,260,162
PUBLIC WORKS							
FORESTRY							
Personnel	452,762	436,532	436,532	392,737	512,688	17.45%	526,970
Operating	167,259	241,047	246,097	245,142	189,694	-21.30%	191,591
TOTAL FORESTRY	620,021	677,579	682,629	637,879	702,382	3.66%	718,561
DOWNTOWN MAINTENANCE							
Personnel	79,113	93,667	93,667	88,778	91,725	-2.07%	94,280
Operating	268,233	331,915	331,915	381,961	336,363	1.34%	339,727
TOTAL DOWNTOWN MAINTENANCE	347,346	425,582	425,582	470,739	428,088	0.59%	434,007

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
ENVIRONMENTAL INSPECTIONS							
Personnel	81,161	45,150	45,150	45,150	51,363	13.76%	52,794
Operating	81,833	76,194	76,194	76,334	74,793	-1.84%	75,541
TOTAL ENVIRONMENTAL INSPECTIONS	162,994	121,344	121,344	121,484	126,156	3.97%	128,335
SIDEWALKS							
Personnel	95,345	80,508	80,508	72,758	98,188	21.96%	100,923
Operating	54,655	101,767	101,767	88,938	105,019	3.20%	106,069
TOTAL SIDEWALKS	150,000	182,275	182,275	161,696	203,207	11.48%	206,992
CREEKS							
Personnel	293	-	-	989	-		-
Operating	33	1,000	1,000	-	1,078	7.80%	1,089
TOTAL CREEKS	326	1,000	1,000	989	1,078	7.80%	1,089
TOTAL PUBLIC WORKS	1,280,687	1,407,780	1,412,830	1,392,787	1,460,911	3.77%	1,488,984
COMMUNITY PLANNING AND DEVELOPMENT							
CODE ADMINISTRATION - HOUSING							
Personnel	1,090,009	1,147,225	1,147,225	1,143,889	1,140,976	-0.54%	1,172,760
Operating	133,723	127,352	127,352	130,327	130,683	2.62%	131,990
Capital	12,104	15,000	15,000	15,000	19,500	30.00%	19,695
TOTAL HOUSING	1,235,836	1,289,577	1,289,577	1,289,216	1,291,159	0.12%	1,324,445
CODE ADMINISTRATION - TRADES							
Personnel	468,920	499,010	499,010	495,010	496,384	-0.53%	510,212
Operating	62,695	79,367	81,017	73,621	74,889	-5.64%	75,638
TOTAL TRADES	531,615	578,377	580,027	568,631	571,273	-1.23%	585,850
COMMUNITY DEVELOPMENT							
Personnel	523,350	508,935	508,935	511,935	569,561	11.91%	585,427
Operating	53,748	77,734	77,734	46,884	80,437	3.48%	81,241
TOTAL COMMUNITY DEVELOPMENT	577,098	586,669	586,669	558,819	649,998	10.79%	666,669
PLANNING							
Personnel	393,227	396,684	396,684	356,306	416,682	5.04%	428,290
Operating	45,993	52,876	52,876	34,602	52,430	-0.84%	52,954
TOTAL PLANNING	439,220	449,560	449,560	390,908	469,112	4.35%	481,244
TOTAL COMMUNITY PLANNING AND DEVELOPMENT	2,783,769	2,904,183	2,905,833	2,807,574	2,981,542	2.66%	3,058,207

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
PARKS AND RECREATION							
GENERAL PARKS							
Personnel	752,360	798,760	779,328	764,223	850,305	6.45%	873,992
Operating	247,685	245,433	241,433	241,385	242,277	-1.29%	244,700
TOTAL GENERAL PARKS	1,000,045	1,044,193	1,020,761	1,005,608	1,092,582	4.63%	1,118,692
BRONSON PARK MAINTENANCE							
Personnel	41,412	44,644	68,076	58,167	55,433	24.17%	56,977
Operating	35,377	44,280	44,280	47,505	47,444	7.15%	47,918
TOTAL BRONSON PARK	76,789	88,924	112,356	105,672	102,877	15.69%	104,896
TOTAL PARKS	1,076,834	1,133,117	1,133,117	1,111,280	1,195,459	5.50%	1,223,587
GENERAL RECREATION							
Personnel	691,701	633,545	633,545	658,536	621,850	-1.85%	639,173
Operating	266,252	292,422	292,792	277,511	306,022	4.65%	309,082
Capital	12,169	-	-	-	-		-
TOTAL GENERAL RECREATION	970,122	925,967	926,337	936,047	927,872	0.21%	948,255
RECREATION ADULT SPORTS							
Personnel	43,254	69,698	69,698	69,100	69,530	-0.24%	71,467
Operating	67,457	77,680	79,588	76,825	64,584	-16.86%	65,230
TOTAL ADULT SPORTS	110,711	147,378	149,286	145,925	134,114	-9.00%	136,697
INTERGENERATIONAL AND INCLUSIVE SERVICE							
Personnel	11,479	51,545	51,545	49,049	52,370	1.60%	53,829
Operating	14,715	16,175	16,175	15,834	15,528	-4.00%	15,683
TOTAL INTERGENERATIONAL AND INCLUSIVE SERVICE	26,194	67,720	67,720	64,883	67,898	0.26%	69,512
RECREATION / SPORTS COMPLEX							
Personnel	136,462	143,613	143,613	138,111	126,218	-12.11%	129,734
Operating	84,787	100,171	100,601	98,068	107,216	7.03%	108,288
TOTAL SPORTS COMPLEX	221,249	243,784	244,214	236,179	233,434	-4.25%	238,022
TOTAL RECREATION	1,328,276	1,384,849	1,387,557	1,383,034	1,363,318	-1.55%	1,392,486
TOTAL PARKS & RECREATION	2,405,110	2,517,966	2,520,674	2,494,314	2,558,777	1.62%	2,616,074

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
GENERAL :							
NON-DEPARTMENTAL EXPENDITURES							
STREET LIGHTING							
Operating	988,071	1,008,115	1,008,115	1,018,730	1,028,917	2.06%	1,039,206
TOTAL STREET LIGHTING	988,071	1,008,115	1,008,115	1,018,730	1,028,917	2.06%	1,039,206
MEMBERSHIP DUES							
County Chamber of Commerce	-	378	378	378	378	0.00%	382
Michigan Municipal League	15,286	15,300	15,300	15,851	15,851	3.60%	16,010
National League of Cities	5,503	5,500	5,500	5,723	5,723	4.05%	5,780
TOTAL MEMBERSHIP DUES	20,789	21,178	21,178	21,952	21,952	3.65%	22,172
CONTRACTUAL							
Cable Franchise Fee - CAC	262,664	260,000	260,000	260,000	260,000	0.00%	262,600
Auto Park - Parking Enforcement	298,402	290,000	290,000	300,000	300,000	3.45%	303,000
District Court Subsidy	(3,085)	8,174	36,851	36,851	8,174	0.00%	8,256
General Insurance	30,954	30,954	30,954	30,954	30,954	0.00%	31,264
TOTAL CONTRACTUAL	588,935	589,128	617,805	627,805	599,128	1.70%	605,119
OUTSIDE CONTRACTUAL							
External Auditor	48,567	48,600	48,600	60,225	50,000	2.88%	50,500
Financial Advisors	16,071	50,000	80,000	75,000	25,000	-50.00%	25,250
Home Ownership Program	53,389	-	10,555	10,555	-	-	-
Other	106,895	25,000	155,160	125,000	25,000	0.00%	25,250
TOTAL OUTSIDE CONTRACTUAL	224,922	123,600	294,315	270,780	100,000	-19.09%	101,000
GENERAL SERVICE							
Salary Reserve	-	(375,000)	49,280	-	599,771	-259.94%	611,766
Vacancy Variance	-	-	(500,000)	-	(500,000)	-	(1,000,000)
Parking Allowance	35,907	36,700	36,700	-	-	-100.00%	-
Fuel Reserve	-	-	315,100	315,100	-	-	-
TANS Debt Service Fund	135,733	135,000	135,000	135,000	75,000	-44.44%	65,000
City Hall Maintenance	462,589	441,193	441,193	441,332	459,954	4.25%	473,753
Development Center Maintenance	114,717	111,390	111,390	118,164	118,164	6.08%	121,709
TOTAL GENERAL SERVICE	748,946	349,283	588,663	1,009,596	752,889	115.55%	272,228
TOTAL NON-DEPARTMENTAL	2,571,663	2,091,304	2,530,076	2,948,863	2,502,886	19.68%	2,039,725
TOTAL OPERATING BUDGET	47,866,782	49,228,802	50,211,219	49,767,217	50,854,315	3.30%	51,052,049
OPERATING TRANSFERS							
Local Streets	-	860,899	860,899	860,899	900,000	4.54%	900,000
Demolition Fund	100,000	-	-	-	-	-	-
Contribution to Grant Fund	149,868	-	10,000	10,000	-	-	-
TOTAL TRANSFERS	249,868	860,899	870,899	870,899	900,000	4.54%	900,000

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
GENERAL FUND**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
INITIATIVES							
Summer Youth Employment	100,000	100,000	100,000	100,000	150,000	50.00%	100,000
Neighborhood Association Funding	206,323	235,000	246,446	246,445	235,000	0.00%	235,000
City Commission Initiatives	-	100,000	26,723	-	100,000	0.00%	100,000
Economic Initiatives	210,000	-	-	-	100,000	0.00%	-
Brownfield Initiative	500,000	500,000	500,000	500,000	100,000	0.00%	-
Contrib. to Countywide Housing Trust Fund	125,000	-	125,000	125,000	-	0.00%	-
Contribution to Communities in Schools	100,000	100,000	100,000	100,000	100,000	0.00%	100,000
Contribution to DDA	234,821	265,000	295,178	295,178	265,000	0.00%	265,000
TOTAL INITIATIVES	1,476,144	1,300,000	1,393,347	1,366,623	1,050,000	-19.23%	800,000
TOTAL GENERAL FUND OPERATING / TRANSFERS / INITIATIVES	49,592,794	51,389,701	52,475,465	52,004,739	52,804,315	2.75%	52,752,049
CIP CONTRIBUTION							
Contribution to CIP Fund	2,420,633	2,000,000	1,538,000	1,538,000	1,850,000	-7.50%	2,000,000
Contribution to Major Street Fund	788,496	-	-	-	-	-	-
Contribution to Local Street Fund	1,000,000	1,000,000	1,000,000	1,000,000	100,000	-90.00%	100,000
TOTAL CIP CONTRIBUTION	4,209,129	3,000,000	2,538,000	2,538,000	1,950,000	-35.00%	2,100,000
TOTAL GENERAL FUND EXPENDITURES	53,801,923	54,389,701	55,013,465	54,542,739	54,754,315	0.67%	54,852,049
BEGINNING FUND BALANCE (USE OF WORKING CAPITAL) OR TRANSFER TO SURPLUS	11,738,865	10,422,682	10,422,682	10,422,682	9,101,441	-12.68%	7,353,457
Contribution to Capital Reserve	(716,183)	(1,038,283)	(1,662,047)	(1,221,241)	(447,984)	-56.85%	186,736
Contribution to Budget Stabilization	300,000	100,000	100,000	50,000	-	-100.00%	-
Contribution to Budget Stabilization	300,000	100,000	100,000	50,000	1,300,000	1200.00%	-
ENDING FUND BALANCE	10,422,682	9,184,399	8,560,635	9,101,441	7,353,457	-19.94%	7,540,193
Target Fund Balance	6,901,146	6,935,684	6,935,684	6,931,795	7,059,823	1.79%	7,155,042
Over / (Under) Target Fund Balance	3,521,536	2,248,715	1,624,951	2,169,646	293,634	-86.94%	385,151
Fund Balance Percentage of Revenue	19.6%	17.2%	16.0%	17.1%	13.5%	-21.34%	13.7%

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
CAPITAL IMPROVEMENT FUND**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
RESOURCES							
Transfer From General Fund	2,420,633	2,000,000	1,538,000	1,538,000	1,850,000	-7.5%	2,000,000
Transfer From Other Funds	432,487	-	-	-	-		-
Interest	293,152	100,000	100,000	100,000	200,000	100.0%	200,000
Special Assessment	9,474	-	-	-	-		-
Reimbursements - Various Sources	304,018	300,000	300,000	300,000	300,000	0.0%	300,000
Federal Grants (Non-Motorized)	-	-	100,000	100,000	-		-
State Grants	763,160	812,000	2,481,191	2,481,191	-	-100.0%	433,500
Bond Proceeds	855,000	1,435,000	1,897,000	1,897,000	2,722,000	89.7%	2,056,000
Private / Local Contributions	718,208	3,150,000	3,754,550	3,754,550	128,100	-95.9%	2,300,000
Public Safety Revenue	235,707	250,000	250,000	250,000	250,000	0.0%	250,000
TOTAL RESOURCES	6,031,839	8,047,000	10,420,741	10,420,741	5,450,100	-32.3%	7,539,500
EXPENDITURES							
Environmental	11,119	-	117,847	117,847	10,000		35,000
Debt Service	2,407,770	2,209,349	2,209,349	2,209,349	2,400,189	8.6%	2,673,921
Park Improvements	208,884	3,638,000	4,604,283	4,604,283	240,100	-93.4%	1,980,000
Facilities	2,876,253	1,810,000	4,066,889	4,066,889	700,000	-61.3%	2,212,000
Public Safety Equipment	267,208	-	446,436	446,436	2,050,000		-
Other Projects	1,287,627	676,000	4,424,726	4,424,726	100,000	-85.2%	597,500
TOTAL CAPITAL IMPROVEMENT	7,058,861	8,333,349	15,869,531	15,869,531	5,500,289	-34.0%	7,498,421
(Use of) Addition to Working Capital	(1,027,022)	(286,349)	(5,448,790)	(5,448,790)	(50,189)	-82.5%	41,079
BEGINNING FUND BALANCE	6,838,677	5,811,655	5,811,655	5,811,655	362,865	-93.76%	312,676
ENDING FUND BALANCE	5,811,655	5,525,306	362,865	362,865	312,676	-94.34%	353,755

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
ENTERPRISE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
KALAMAZOO FARMERS MARKET							
RESOURCES							
Property Rental	45,071	46,800	46,800	50,119	47,900	2.35%	47,900
Other	1,880	700	700	1,120	700	0.00%	700
Use of Working Capital	(1,820)	(1,653)	(1,653)	(5,613)	(1,612)	-2.48%	(591)
TOTAL RESOURCES	45,131	45,847	45,847	45,626	46,988	2.49%	48,009
OPERATIONS							
Personnel	30,287	30,372	30,372	30,695	30,880	1.67%	31,740
Operations	14,844	15,475	15,475	14,931	16,108	4.09%	16,269
TOTAL CITY MARKET	45,131	45,847	45,847	45,626	46,988	2.49%	48,009
WATER							
RESOURCES							
Operational	11,661,195	11,649,400	11,649,400	11,036,600	12,016,300	3.15%	12,376,789
Interest	348,374	219,700	219,700	94,400	105,500	-51.98%	106,555
Special Assessments	-	-	-	3,150	3,200		3,232
Transfer from Insurance Fund	-	-	-	-	344,000		-
Transfer from Public Utilities Equipment	-	-	-	-	481,000		-
Other	68,060	15,000	979,617	29,000	21,600	44.00%	21,816
Capital CIA	3,996,525	1,768,800	1,768,800	1,718,056	2,283,707	29.11%	2,283,707
Contribution from Working Capital	3,650,029	5,024,873	6,955,855	7,071,193	3,311,422	-34.10%	4,861,268
TOTAL RESOURCES	19,724,183	18,677,773	21,573,372	19,952,399	18,566,729	-0.59%	19,653,367
EXPENDITURES							
Personnel	4,799,770	4,892,526	4,892,526	4,168,682	4,598,265	-6.01%	4,726,360
Operations	7,878,592	7,029,506	7,226,663	7,842,601	7,637,828	8.65%	7,714,206
Capital	4,924,418	4,534,255	7,232,696	5,732,696	4,083,000	-9.95%	5,044,000
Debt Service	2,121,403	2,221,486	2,221,486	2,208,420	2,247,636	1.18%	2,168,801
TOTAL WATER	19,724,183	18,677,773	21,573,372	19,952,399	18,566,729	-0.59%	19,653,367

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
ENTERPRISE FUNDS

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
WASTEWATER							
RESOURCES							
Operational	15,842,240	19,667,700	19,667,700	19,379,800	18,050,900	-8.22%	18,592,427
Interest	594,164	776,500	776,500	280,600	299,000	-61.49%	301,990
Special Assessments	-	-	-	7,000	-		
Other Income	92,411	9,750	9,750	5,000	5,600	-42.56%	5,656
CIA - Capital	47,826	-	-	13,900	-		-
Contribution from Working Capital	6,581,028	2,514,163	3,873,924	3,711,640	5,839,370	132.26%	10,666,159
Bond Proceeds	-	-	-	-	5,000,000		
TOTAL RESOURCES	23,157,669	22,968,113	24,327,874	23,397,940	29,194,870	27.11%	29,566,232
EXPENDITURES							
Personnel	7,239,099	6,850,050	6,850,050	6,280,286	7,404,577	8.10%	7,610,847
Operations	12,666,700	13,657,672	13,755,152	13,394,982	14,607,183	6.95%	14,753,255
Capital	2,443,523	2,080,381	3,342,662	3,342,662	6,801,500	226.94%	6,819,400
Debt Service	375,860	380,010	380,010	380,010	381,610	0.42%	382,730
Transfers	432,487	-	-	-	-		-
TOTAL WASTEWATER	23,157,669	22,968,113	24,327,874	23,397,940	29,194,870	27.11%	29,566,232
METRO TRANSIT							
RESOURCES							
Current / Prior Year Taxes	1,630,136	1,673,682	1,673,682	1,673,699	1,132,909	-32.31%	1,758,388
Federal Grants	1,219,633	14,070,233	14,070,233	2,279,140	14,156,758	0.61%	2,473,576
State Grants	5,257,232	7,182,999	7,182,999	4,147,275	6,895,206	-4.01%	4,385,138
Subsidies	2,918,581	2,566,271	2,566,271	2,598,671	2,645,672	3.09%	2,407,294
Operating	2,280,840	2,242,979	2,242,979	2,338,791	2,332,215	3.98%	2,282,215
Other Revenue	399,130	188,500	188,500	269,139	269,139	42.78%	269,139
Capital Contributions	814,848	-	-	-	-		-
Working Capital	-	1,154,845	854,845	741,184	1,507,168	30.51%	1,877,616
TOTAL RESOURCES	14,520,400	29,079,509	28,779,509	14,047,899	28,939,067	-0.48%	15,453,366
EXPENDITURES							
Personnel	6,577,865	6,822,260	6,822,260	6,456,178	6,619,451	-2.97%	6,948,376
Operations	6,649,322	7,435,601	7,435,601	7,591,721	8,292,698	11.53%	8,304,990
Capital	-	14,821,649	14,821,649	-	14,026,918	-5.36%	200,000
Debt Service	-	-	-	-	-		-
Transfers	-	-	-	-	-		-
TOTAL METRO TRANSIT	13,227,187	29,079,510	29,079,510	14,047,899	28,939,067	-0.48%	15,453,366
TOTAL ENTERPRISE FUNDS	75,878,353	89,449,016	96,599,974	77,396,263	95,314,383	6.56%	84,374,341

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
MAJOR STREETS							
OPERATIONS							
RESOURCES							
Highway Maintenance	237,957	250,000	250,000	212,000	250,000	0.00%	250,000
Gas and Weight Tax	4,099,179	4,200,000	4,200,000	4,180,000	3,923,463	-6.58%	4,001,932
Other State Revenue (Metro Act)	241,008	265,000	265,000	242,000	265,000	0.00%	265,000
Interest	116,747	85,000	85,000	115,000	115,000	35.29%	224,000
Other	3,994	5,000	5,000	2,500	5,000	0.00%	115,000
Use of (Contribution to) Working Capital	(631,614)	(247,150)	(247,150)	(162,619)	241,959	-197.90%	2,000
TOTAL RESOURCES	4,067,271	4,557,850	4,557,850	4,588,881	4,800,422	5.32%	4,857,932
EXPENDITURES							
Personnel	834,453	815,396	815,396	810,861	789,320	-3.20%	813,000
Operations	1,522,674	1,802,720	1,802,720	1,789,449	1,885,546	4.59%	1,915,364
Debt Service	1,311,548	1,658,467	1,658,467	1,658,599	1,727,129	4.14%	1,927,100
Transfer to Local Streets	398,596	281,267	281,267	329,972	398,427	41.65%	202,469
TOTAL MAJOR STREETS OPERATIONS	4,067,271	4,557,850	4,557,850	4,588,881	4,800,422	5.32%	4,857,932
CAPITAL							
RESOURCES							
State Grants and Other State Revenue	618,411	-	504,171	504,171	-		1,147,000
Local and Other Contributions	8,637	-	283,800	283,800	-		-
Contribution from Bond Proceeds	3,839,765	2,121,000	2,121,000	2,121,000	2,000,000	-5.70%	1,043,000
Transfer from General Fund	788,496	-	-	-	-		-
Use of (Contribution to) Working Capital	(229,623)	50,000	1,239,601	1,239,602	-	-100.00%	-
TOTAL RESOURCES	5,025,686	2,171,000	4,148,572	4,148,573	2,000,000	-7.88%	2,190,000
STREET CONSTRUCTION							
Personnel	64,313	35,705	-	25,350	74,737	109.32%	76,979
Supplies and Services	2,961,373	2,135,295	4,148,573	4,123,223	1,925,263	-9.84%	2,113,021
Capital	2,000,000	-	-	-	-		-
TOTAL STREET CONSTRUCTION	5,025,686	2,171,000	4,148,573	4,148,573	2,000,000	-7.88%	2,190,000
TOTAL MAJOR STREETS	9,092,957	6,728,850	8,706,423	8,737,454	6,800,422	1.06%	7,047,932

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
LOCAL STREETS - OPERATING OPERATIONS							
RESOURCES							
Gas and Weight Taxes	1,146,418	1,235,000	1,235,000	1,016,500	1,100,975	-10.85%	1,200,000
Interest	17,903	25,000	25,000	20,000	25,000	0.00%	25,000
Other	54,223	(182,041)	(182,041)	200	3,000	-101.65%	5,000
Transfer from Major Streets	398,596	281,267	281,267	329,972	398,427	41.65%	202,469
Transfer from General Fund	-	860,899	860,899	860,900	900,000	4.54%	900,000
Working Capital	311,573	-	-	140,000	(240,000)		(24,025)
TOTAL RESOURCES	1,928,713	2,220,125	2,220,125	2,367,572	2,187,402	-1.47%	2,308,444
EXPENDITURES							
Personnel	544,290	705,504	705,504	630,642	594,123	-15.79%	611,947
Operations	785,764	917,535	917,535	1,141,044	993,329	8.26%	1,007,254
Debt Service	598,659	597,086	597,086	597,086	599,950	0.48%	689,243
TOTAL LOCAL STREETS OPERATIONS	1,928,713	2,220,125	2,220,125	2,368,772	2,187,402	-1.47%	2,308,444
CAPITAL							
RESOURCES							
Working Capital	40,614	-	20,789	20,789	-		-
Contribution from General Fund/Bond Proceeds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000
TOTAL RESOURCES	1,040,614	1,000,000	1,020,789	1,020,789	1,000,000	0.00%	1,000,000
STREET CONSTRUCTION							
Personnel	43,115	33,126	-	24,620	37,610	13.54%	38,738
Supplies and Services	997,499	966,874	1,020,789	996,169	962,390	-0.46%	961,262
TOTAL STREET CONSTRUCTION	1,040,614	1,000,000	1,020,789	1,020,789	1,000,000	0.00%	1,000,000
TOTAL LOCAL STREETS	2,969,327	3,220,125	3,240,914	3,389,561	3,187,402	-1.02%	3,308,444
CEMETERIES							
RESOURCES							
Lot and Burial Sales	123,496	137,500	137,500	146,500	137,500	0.00%	137,500
Foundations	17,822	20,000	20,000	17,850	20,000	0.00%	20,000
Miscellaneous	255	-	-	2,500	2,000		2,000
Property Rentals	1,800	-	-	3,600	3,600		3,600
Interest	1,238	-	-	1,200	-		-
Use of Working Capital	89,207	26,417	30,049	1,709	435	-98.35%	435
Transfer from Cemetery Trust / Capital	180,113	280,113	280,113	280,113	190,113	-32.13%	197,297
TOTAL RESOURCES	413,931	464,030	467,662	453,472	353,648	-23.79%	360,832
OPERATIONS							
Personnel	59,745	29,450	29,450	38,093	36,328	23.35%	37,366
Operations	286,494	334,580	334,580	315,379	307,320	-8.15%	313,466
Capital	67,692	100,000	103,632	100,000	10,000	-90.00%	10,000
TOTAL CEMETERIES	413,931	464,030	467,662	453,472	353,648	-23.79%	360,832

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
SPECIAL REVENUE FUNDS

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
SOLID WASTE							
RESOURCES							
Taxes - Current and Prior Years	2,507,951	2,570,933	2,570,933	2,551,965	2,582,099	0.43%	2,633,741
Interest	45,181	10,000	10,000	10,000	10,000	0.00%	10,400
Use of (Contribution to) Working Capital	(173,531)	60,246	60,246	155,241	(167,266)	-377.64%	(165,477)
Miscellaneous	-	-	-	1,000	-		-
TOTAL RESOURCES	2,379,601	2,641,179	2,641,179	2,717,206	2,424,833	-8.19%	2,478,664
OPERATIONS							
Personnel	503,748	675,449	675,449	676,051	622,395	-7.85%	640,178
Operations	1,875,853	1,965,730	1,965,730	2,042,155	1,802,438	-8.31%	1,838,487
TOTAL SOLID WASTE	2,379,601	2,641,179	2,641,179	2,718,206	2,424,833	-8.19%	2,478,664
KVET DRUG ENFORCEMENT FORFEITURE FUND							
RESOURCES							
KVET-Federal Forfeiture Justice Fund	168,757	-	-	52,000	25,000		25,000
Drug Forfeiture Revenue	241,522	200,000	200,000	220,000	225,000	12.50%	225,000
Interest on Investments	35,443	-	-	30,000	25,000		25,000
Auction Sale and Sale of Assets	30,905	-	-	30,000	25,000		25,000
Working Capital	-	548,270	548,270	-	170,058	-68.98%	132,959
TOTAL RESOURCES	476,627	748,270	748,270	332,000	470,058	-37.18%	432,959
OPERATIONS							
Personnel	103,663	153,260	153,260	127,428	48,944	-68.06%	50,342
Operations	291,942	417,257	417,257	356,968	375,114	-10.10%	382,616
Capital	171,477	177,753	177,753	41,337	46,000	-74.12%	-
TOTAL KVET DRUG ENFORCEMENT	567,082	748,270	748,270	525,733	470,058	-37.18%	432,959
MISCELLANEOUS GRANTS							
RESOURCES							
Public Safety-							
Federal and State Grants	544,439	193,477	306,118	306,118	82,054	-57.59%	320,000
Internal Contributions	55,918	-	-	-	-		20,000
Working Capital	(29,683)	-	-	-	-		-
Parks and Recreation-							
Local Contributions	288,364	-	98,400	98,400	-		130,000
Internal Contributions	100,000	-	10,000	10,000	-		20,000
Working Capital	1,128	-	-	-	-		-
Community, Planning, and Development-							
Federal and State Grants	23,286	-	63,300	63,300	-		30,000
Local Contributions	19,148	-	35,000	35,000	-		20,000
Working Capital	180	-	-	-	-		-
TOTAL RESOURCES	1,002,780	193,477	512,818	512,818	82,054	-57.59%	540,000
EXPENDITURES:							
Personnel	213,617	110,892	229,903	229,903	82,054	-26.01%	180,000
Operations	748,200	41,810	180,619	180,619	-	-100.00%	310,000
Capital	40,963	40,775	102,296	102,296	-	-100.00%	50,000
TOTAL MISC. GRANT PROGRAMS	1,002,780	193,477	512,818	512,818	82,054	-57.59%	540,000

CITY OF KALAMAZOO
2009 ADOPTED BUDGET
SPECIAL REVENUE FUNDS

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS							
RESOURCES							
Federal Revenues	2,192,167	2,660,408	6,680,413	6,680,413	1,577,519	-40.70%	2,490,000
Other	26,700	-	-	16,000	-		20,000
Working Capital	-	72,973	62,677	46,677	-	-100.00%	20,000
TOTAL RESOURCES	2,218,867	2,733,381	6,743,090	6,743,090	1,577,519	-42.29%	2,530,000
PROGRAMS							
Personnel	792,943	693,974	737,308	771,366	747,995	7.78%	530,000
Operations	1,425,942	2,039,407	6,005,782	5,971,724	829,524	-59.33%	2,000,000
TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS	2,218,885	2,733,381	6,743,090	6,743,090	1,577,519	-42.29%	2,530,000
DEMOLITION REVOLVING FUND							
RESOURCES							
Charges for Services	-	-	-	74,179	-		130,000
Transfer from General Fund	100,000	-	-	-	-		-
Other	13,574	-	-	4,000	-		10,000
Working Capital	-	150,308	174,815	96,636	93,000	-38.13%	-
TOTAL RESOURCES	113,574	150,308	174,815	174,815	93,000	-38.13%	140,000
EXPENDITURES:							
Operations	131,988	150,308	174,815	174,815	93,000	-38.13%	140,000
TOTAL DEMOLITION REVOLVING	131,988	150,308	174,815	174,815	93,000	-38.13%	140,000

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
RETIREMENT SYSTEM ADMINISTRATION**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
RETIREMENT SYSTEM							
ADMINISTRATION							
Operations	496,308	511,464	511,464	511,464	597,401	16.80%	603,375
TOTAL RETIREMENT SYSTEM - ADMINISTRATION	496,308	511,464	511,464	511,464	597,401	16.80%	603,375

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
INTERNAL SERVICE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
INFORMATION TECHNOLOGY							
RESOURCES							
Interest on Investments	70,834	10,000	10,000	50,000	50,000	400.00%	52,000
Computer Service Fee	1,675,455	1,675,455	1,675,455	1,675,455	1,575,277	-5.98%	1,622,535
Miscellaneous	2,083	1,500	1,500	2,100	2,100	40.00%	2,100
Sale of Assets	1,942	-	-	1,942	2,000		2,000
Commission Revenue	538	-	-	500	500		500
Charges for Services	748,849	828,234	828,234	828,234	836,516	1.00%	836,516
Use of (Contribution to) Working Capital	(68,698)	733,112	1,214,229	876,399	421,288	-42.53%	231,019
TOTAL RESOURCES	2,431,003	3,248,301	3,729,418	3,434,630	2,887,681	-11.10%	2,746,670
OPERATIONS							
Personnel	653,568	837,457	837,457	680,573	796,325	-4.91%	818,508
Operations	1,453,291	1,675,844	1,747,856	1,593,951	1,760,556	5.05%	1,778,162
Capital	324,144	735,000	1,144,106	1,160,106	330,800	-54.99%	150,000
TOTAL INFORMATION TECHNOLOGY	2,431,003	3,248,301	3,729,418	3,434,630	2,887,681	-11.10%	2,746,670
CITY WIDE MAINTENANCE							
RESOURCES							
Charges for Service	1,258,497	1,226,058	1,226,058	1,207,416	1,220,690	-0.44%	1,247,344
TOTAL RESOURCES	1,258,497	1,226,058	1,226,058	1,207,416	1,220,690	-0.44%	1,247,344
OPERATIONS							
Personnel	746,753	796,107	796,107	781,696	809,020	1.62%	831,557
Operations	511,744	429,951	429,951	425,720	411,670	-4.25%	415,787
TOTAL CITY WIDE MAINTENANCE	1,258,497	1,226,058	1,226,058	1,207,416	1,220,690	-0.44%	1,247,344
ENGINEERING							
RESOURCES							
Charges for Service	1,754,574	1,643,153	1,643,307	1,673,790	1,671,902	1.75%	1,710,713
Working Capital	374	-	-	-	-		-
TOTAL RESOURCES	1,754,948	1,643,153	1,643,307	1,673,790	1,671,902	1.75%	1,710,713
OPERATIONS							
Personnel	1,254,088	1,173,040	1,173,040	1,142,783	1,237,126	5.46%	1,271,589
Operations	500,860	470,113	470,267	531,007	434,776	-7.52%	439,124
TOTAL ENGINEERING	1,754,948	1,643,153	1,643,307	1,673,790	1,671,902	1.75%	1,710,713

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
INTERNAL SERVICE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
PUBLIC WORKS ADMINISTRATION/BILLABLE							
RESOURCES							
Operating Revenue	456,684	661,630	661,630	635,642	504,172	-23.80%	579,342
Use of Working Capital	141,529	(48,909)	(48,909)	-	-	-100.00%	-
TOTAL RESOURCES	598,213	612,721	612,721	635,642	504,172	-17.72%	579,342
OPERATIONS							
Personnel	314,256	272,973	272,973	286,894	243,392	-10.84%	281,514
Operations	283,957	339,748	339,748	348,748	260,780	-23.24%	297,828
TOTAL PUBLIC WORKS BILLABLE	598,213	612,721	612,721	635,642	504,172	-17.72%	579,342
FLEET SERVICES							
PUBLIC WORKS EQUIPMENT							
RESOURCES							
Operating Revenues	1,483,050	1,967,332	1,967,332	2,001,869	1,766,113	-10.23%	1,758,188
Interest	(3)	-	-	-	-	-	-
Auction Sales	44,740	-	-	-	-	-	-
Use of (Contribution to) Working Capital	518,351	(249,879)	(249,879)	(152,610)	(80,000)	-67.98%	(50,000)
TOTAL RESOURCES	2,046,138	1,717,453	1,717,453	1,849,259	1,686,113	-1.82%	1,708,188
OPERATIONS							
Personnel	501,877	489,262	489,262	451,334	403,950	-17.44%	415,203
Operations	1,201,541	928,191	928,191	1,097,925	1,082,163	16.59%	1,092,985
Capital	342,720	300,000	300,000	300,000	200,000	-33.33%	200,000
TOTAL PUBLIC WORKS FLEET	2,046,138	1,717,453	1,717,453	1,849,259	1,686,113	-1.82%	1,708,188
UTILITIES EQUIPMENT							
RESOURCES							
Operating Revenues	1,076,042	1,357,186	1,357,186	1,359,986	1,465,614	7.99%	1,640,674
Interest	39,716	5,000	5,000	3,500	5,000	0.00%	5,000
Auction Sales	52,597	40,000	40,000	40,000	-	-100.00%	40,000
Asset Replacement Fund	417,305	189,741	338,741	338,741	200,000	5.41%	200,000
Use of (Contribution to) Working Capital	165,844	-	66,572	81,160	472,718	-	-
TOTAL RESOURCES	1,751,504	1,591,927	1,807,499	1,823,387	2,143,332	34.64%	1,885,674
OPERATIONS							
Personnel	321,018	365,077	365,077	331,040	488,252	33.74%	501,853
Operations	1,002,815	926,850	926,850	976,775	974,080	5.10%	983,821
Capital	427,671	300,000	515,572	515,572	200,000	-33.33%	200,000
Transfer to Water	-	-	-	-	481,000	-	200,000
TOTAL UTILITIES EQUIPMENT FLEET	1,751,504	1,591,927	1,807,499	1,823,387	2,143,332	34.64%	1,885,674
TOTAL FLEET SERVICE	3,797,642	3,309,380	3,524,952	3,672,646	3,829,445	15.71%	3,593,862

**CITY OF KALAMAZOO
2009 ADOPTED BUDGET
INTERNAL SERVICE FUNDS**

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
INSURANCE							
RESOURCES							
Interest	323,449	150,000	150,000	300,000	300,000	100.00%	300,000
General Insurance Revenue	1,138,147	1,137,235	1,137,235	1,144,252	1,137,235	0.00%	1,327,699
Workers Comp. Revenue	2,941,405	2,550,000	2,550,000	3,380,183	3,650,000	43.14%	3,723,000
Life/Disability Ins Revenue	673,152	488,000	488,000	550,243	565,000	15.78%	576,300
Health Insurance Revenue	12,776,591	13,518,637	13,518,637	14,198,379	14,417,550	6.65%	15,426,779
Dental Insurance Revenue	435,111	575,000	575,000	471,535	595,023	3.48%	606,923
Fringe Benefit Revenue	460,150	502,205	502,205	462,554	457,590	-8.88%	471,689
Use of (Contribution to) Working Capital	(1,298,568)	(88,421)	(81,990)	859,625	208,791	-336.13%	(300,000)
TOTAL RESOURCES	17,449,437	18,832,656	18,839,087	21,366,771	21,331,189	13.27%	22,132,390
OPERATIONS							
General Insurance	1,285,504	1,244,869	1,245,800	970,895	1,301,666	4.56%	1,327,699
Workers Compensation	2,832,185	2,680,000	2,680,000	5,291,642	3,650,000	36.19%	3,723,000
Life/Disability Ins Revenue	254,358	488,000	488,000	537,002	565,000	15.78%	576,300
Health Insurance	12,247,677	13,416,837	13,422,337	13,555,448	14,417,550	7.46%	15,426,779
Dental Insurance	515,954	575,000	575,000	555,818	595,023	3.48%	606,923
Misc. Benefits	-	-	-	-	-	-	-
Transfer to Other funds (Overpayment of Premium)	-	-	-	-	344,000	-	-
Fringe Benefit	313,759	427,950	427,950	455,966	457,950	7.01%	471,689
TOTAL INSURANCE	17,449,437	18,832,656	18,839,087	21,366,771	21,331,189	13.27%	22,132,390

GENERAL FUND

DEPARTMENT: CITY COMMISSION

DESCRIPTION:

The City Commissioners are elected representatives of the citizens of Kalamazoo. As required by the City Charter, the entire City Commission is elected on an at-large non-partisan basis every two years. The two individuals receiving the highest number of votes serve as Mayor and Vice Mayor respectively. The City Commission provides leadership and policy direction for the community and all municipal government activities with a focus on the long-term financial stability of the City and identification of community priorities.

The City Commission appoints and directs the activities of the City Manager, City Attorney, City Clerk, City Assessor and Internal Auditor. The Commission also appoints boards and commissions to serve as advisors to the Commission.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
CITY COMMISSION							
Personnel	60,852	56,797	56,797	56,515	56,515	-0.50%	58,089
Operating	125,935	31,910	116,910	114,515	31,850	-0.19%	32,169
TOTAL CITY COMMISSION	186,787	88,707	173,707	171,030	88,365	-0.39%	90,258

FY 2009 BUDGET HIGHLIGHTS:

The FY 2008 amended budget and projected amounts reflect expenditures for the poverty initiative, Community in Schools, Summit on Racism, youth violence mitigation and neighborhood youth programming. The 2009 proposed budget reflects normal operating expenses.

REVENUE:

The General Fund funds the City Commission Budget.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	0	0	0
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular Staff)	7	7	7

GENERAL FUND

DEPARTMENT: CITY ADMINISTRATION

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 of organization, long-term financial stability of the City, and development and execution of long-term fiscal and organizational plans supporting community priorities and contribute to the sustainability of the community.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
CITY MANAGER							
Personnel	671,168	687,147	701,033	684,693	697,235	1.47%	596,658
Operating	87,992	159,807	167,671	150,035	155,391	-2.76%	156,945
TOTAL CITY MANAGER	759,160	846,954	868,704	834,728	852,626	0.67%	753,603

FY 2009 BUDGET HIGHLIGHTS:

The Adopted 2008 and Proposed 2009 Budgets reflect the elimination of a practice that allocated 25% of the City Manager's wages and benefits to the Economic Development Corporation.

REVENUE:

The General Fund funds this budget.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	7	7	7
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: CITY ATTORNEY

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, its services are provided to the City Commission, to the City Manager and his 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 five distinct service areas encompassing the services it provides:

- General Counsel
- Ordinance Prosecution
- Civil Litigation
- Administrative Advocacy
- Freedom of Information Act Requests

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
CITY ATTORNEY							
Personnel	713,856	754,044	769,323	756,544	782,225	3.74%	804,016
Operating	132,384	109,203	167,203	143,848	110,805	1.47%	111,913
Capital	4,564	1,000	1,000	150	500	-50.00%	505
TOTAL CITY ATTORNEY	850,804	864,247	937,526	900,542	893,530	3.39%	916,434

FY 2009 BUDGET HIGHLIGHTS:

The proposed 2009 budget for the City Attorney's Office is below the maximum allowed increase of 1% for operating expenses. Over 87% of the proposed 2009 City Attorney's Office budget goes towards personnel-related costs.

REVENUE:

The revenue to fund the City Attorney's Office is from the General Fund.

POSITION ALLOCATIONS	Actual 2006	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	8	8	8
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: CITY ATTORNEY

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Warrant Requests Received/Reviewed	1,195	1,240	1,250
EFFICIENCY	Average Hourly Rate for Legal Services*	\$65.79	\$70.92	\$72.14
EFFECTIVENESS	Freedom of Information Act Requests Received	1,461	1,415	1,415

* This includes only attorney & paralegal time. The actual hourly figure is lower.

GENERAL FUND

DEPARTMENT: CITY CLERK

DIVISION: ADMINISTRATION

DESCRIPTION:

The Administration Division of the City Clerk's Office exists to support the work of the City Commission, to provide support for the City's Advisory Boards and Commissions, to issue licenses and permits as specified by statute and ordinance, and to support the City's economic development initiatives.

ADMINISTRATION	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	260,429	261,609	264,571	264,773	237,187	-9.34%	243,794
Operating	37,811	28,443	28,443	29,625	36,721	29.10%	37,088
TOTAL ADMINISTRATION	298,240	290,052	293,014	294,398	273,908	-5.57%	280,883

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget includes increases in Supplies and Printing and Publishing. This budget also eliminates funding for Education and Training.

REVENUE:

The revenue source for the City Clerk - Administration budget is the General Fund.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	3.0	3.5	3.0
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of City Commission meetings attended	70	70	70
EFFICIENCY	Number of instances when copies of meeting minutes were not available when requested	0	0	0
EFFECTIVENESS	Requested changes to City Commission minutes by City Commissioners	0	0	0

GENERAL FUND

DEPARTMENT: CITY CLERK

DIVISION: ELECTIONS

DESCRIPTION:

The Elections Division of the City Clerk's Office exists to foster increasing trust and participation in the electoral process and our democratic institutions 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.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
ELECTIONS							
Personnel	62,156	76,519	76,519	88,576	60,198	-21.33%	61,875
Operating	74,611	166,361	199,531	187,343	81,455	-51.04%	82,270
TOTAL ELECTIONS	136,767	242,880	276,050	275,919	141,653	-41.68%	144,144

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 Election Division budget is significantly lower than the FY 2008 budget due to a reduction in the number of elections scheduled in 2009. The amount budgeted is in line with typical election expenditures for an odd-numbered year. This budget also eliminates funding for education and training.

REVENUE:

The primary revenue source for the Elections Division budget is the General Fund. It is anticipated the City will be reimbursed approximately \$19,000 for administering the May 5th election.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	1	1	1
Number of Part-Time/Temporary Equivalents	0.5	0.66	0.19

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of voter registration applications received	13,554	20,541	13,500
OUTPUT	Number of petitions received for candidates and ballot proposals	21	4	18
OUTPUT	Number of government and school elections scheduled	2 elections	4 elections	2 elections
OUTPUT	Number of registered voters	50,100	58,130	57,000
OUTPUT	Cost of Election Division per registered voter	\$2.66	\$4.93	\$2.49
EFFICIENCY	Number of election recounts requested	0	0	0

GENERAL FUND

DEPARTMENT: CITY CLERK

DIVISION: RECORDS MANAGEMENT, RESEARCH & ARCHIVES

DESCRIPTION:

The Records Management Division of the City Clerk's Office exists to coordinate the cost-effective storage of the City's inactive records, to promote the development and implementation of sound information management policies and procedures, to educate City staff regarding records management practices, to preserve the City's historical documents, and to provide research assistance to City departments and the general public.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
RECORDS MANAGEMENT							
Personnel	152,381	154,794	158,317	157,073	190,693	23.19%	132,005
Operating	63,413	59,051	67,381	67,984	65,202	10.42%	65,854
TOTAL RECORDS MANAGEMENT	215,794	213,845	225,698	225,057	255,895	19.66%	197,859

FY 2008 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects increases in personnel costs through the reallocation of 0.5 FTE (existing staff) to the Division of Records Management, Research, and Archives. This budget also reflects increased funding for Education and Training and in the Outside Contractual line item to fund the conversion of financial reports to microfiche.

REVENUE:

The revenue sources to fund the Records Management Division are the General Fund.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	3	2.5	3.0
Number of Part-Time/Temporary Equivalents	1	0.5	0.12

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Requests for information / response percentage	1168 100%	1150 100%	1150 100%
EFFICIENCY	Average request time (in minutes)	38.77	37.26	37.0
EFFECTIVENESS	Percent of storage capacity used	96%	97%	97%

GENERAL FUND

DEPARTMENT: INTERNAL AUDITOR

DIVISION: INTERNAL AUDITOR

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 on going 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.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
INTERNAL AUDITOR							
Personnel	82,912	82,695	84,331	84,228	84,734	2.47%	87,094
Operating	1,974	7,831	7,831	3,691	7,909	1.00%	7,988
TOTAL INTERNAL AUDITOR	84,886	90,526	92,162	87,919	92,643	2.34%	95,083

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 Internal Audit operating budget achieved the goal an overall increase of 1%.

REVENUE:

The revenue to fund the Internal Auditor division's budget is General Fund.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	1	1	1
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

GENERAL FUND

DEPARTMENT: INTERNAL AUDITOR

DIVISION: INTERNAL AUDITOR

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of reports issued	3	4	5
EFFICIENCY	One-time savings identified	\$50,000	\$39,000	\$60,000
EFFECTIVENESS	Annual savings identified	\$33,000	\$42,000	\$30,000
OUTPUT	Number of recommendations to management	54	57	55
EFFICIENCY	Number of affirmative responses from management	52	54	55
EFFECTIVENESS	Percent of recommendations accepted by management	96	95	100



GENERAL FUND

DEPARTMENT: HUMAN RESOURCES

DIVISION: HUMAN RESOURCES

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 comprising both employee and labor relations include training and career development, policy development, procedures management, hiring and recruiting, workers' compensation administration, labor contract administration, and compensation and benefits administration. We are dedicated to continually developing and retaining the City's diverse work force.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
HUMAN RESOURCES							
Personnel	703,661	746,746	761,369	670,420	717,002	-3.98%	665,976
Operating	111,572	146,562	174,582	150,862	153,066	4.44%	154,597
TOTAL HUMAN RESOURCES	815,233	893,308	935,951	821,282	870,068	-2.60%	820,572

FY 2009 BUDGET HIGHLIGHTS:

Funds are requested to complete the work started in 2007 and continued in 2008 that will result in the validation of tests for all recruitment processes. Validation cannot be completed until job analyses are performed and accurate job descriptions are created.

Personnel costs are adjusted downward due to changes in one of the HR Advisor positions and the Labor Relations Specialist position.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	9	9	9
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: HUMAN RESOURCES

DIVISION: HUMAN RESOURCES

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Complete bargaining with AFSCME, KMEA, KPSOA and ATU	N/A	AFSCME KMEA KPSOA	ATU KPSOA
EFFICIENCY	Number of hours spent in bargaining with each unit	N/A	AFSCME 58 KMEA 48 KPSOA 24	ATU 40 KPSOA 24
EFFECTIVENESS	Timely implementation of contract (after signing)	N/A	30 Days	30 Days
OUTPUT	Validate tests in all recruitment processes	N/A	Public Safety Dept.	All Other Departments
EFFICIENCY	Completion of job analyses for all positions	N/A	40%	60%
EFFECTIVENESS	Percentage of tests validated	N/A	40%	100%

INTERNAL SERVICE

DEPARTMENT: INFORMATION TECHNOLOGY

DIVISION: INFORMATION TECHNOLOGY

DESCRIPTION:

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

- 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.

We support 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 I/T department is responsible for the City's computer infrastructure including hardware and software, voice communication infrastructure including cellular and business sets, GIS, City Website, Cable administration, and the INET fiber rings through out the City of Kalamazoo.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	653,568	837,457	837,457	680,573	796,325	-4.91%	818,508
Operations	1,453,291	1,675,844	1,747,856	1,593,951	1,760,556	5.05%	1,778,162
Capital	324,144	735,000	1,144,106	1,160,106	330,800	-54.99%	150,000
TOTAL INFORMATION TECHNOLOGY	2,431,003	3,248,301	3,729,418	3,434,630	2,887,681	-11.10%	2,746,670

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects the upgrade of the City's infrastructure. End-of-life equipment will be replaced, and the City's messaging system will be upgraded to the latest version. Servers will continue to be virtualized, reducing the number of physical servers to maintain and support. The FY 2009 budget also supports data conversion from legacy systems to an updated fund accounting system, which will reduce dependency on contracted resources and greatly improve customer service.

REVENUE:

The revenue to fund the IT fund is funded primarily through allocated charges to users.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	10	10	10
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	.7	.7	.7

INTERNAL SERVICE

DEPARTMENT: INFORMATION TECHNOLOGY

DIVISION: INFORMATION TECHNOLOGY

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Average monthly visits to the city website	1,635,438	1,382,580	1,500,000
OUTPUT	Average monthly number of unique visitors to the website	367,818	391,850	400,000
EFFICIENCY	Percent of requests responded to within 2 hours	85%	90%	90%
EFFECTIVENESS	System Uptime percentage M-F 7am to 7pm	99%	99%	99%

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: BUDGET AND ACCOUNTING

DESCRIPTION:

The Budget and Accounting Division is responsible for the accounting, payroll, and accounts payable operations of the City. In addition, the office is responsible for oversight of budget development and monitoring. The City is required to undergo annual financial audits. Accordingly, the Budget & Accounting Division is responsible for the preparation of a Comprehensive Annual Financial Report (CAFR) in conformity with Generally Accepted Accounting Principals (GAAP), as well as the Single Audit for Federal grants.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
BUDGET AND ACCOUNTING							
Personnel	847,084	882,936	896,841	842,178	970,695	9.94%	915,736
Operating	181,089	188,150	188,150	175,650	181,515	-3.53%	183,330
Capital	8,669	5,000	5,000	2,500	1,000	-80.00%	1,010
TOTAL BUDGET AND ACCOUNTIN	1,036,842	1,076,086	1,089,991	1,020,328	1,153,210	7.17%	1,100,076

FY 2009 BUDGET HIGHLIGHTS:

The FY2009 budget reflects an increase in personnel due to the merger of Public Services Accounting supervision.

REVENUE:

The General Fund funds the Budget and Accounting Division's budget.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	11	12	12
Number of Part-Time/Temporary	0	0	0

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: BUDGET AND ACCOUNTING

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Bank Accounts Reconciled On Monthly Basis	28	28	28
EFFICIENCY	Number of Days to Reconciliation	45	30	30
EFFECTIVENESS	Average number of unreconciled accounts per month	1	0	0
OUTPUT	Production of annual financial statements receiving unqualified audit opinions	CAFR, Single Audit	CAFR, Single Audit	CAFR, Single Audit
EFFICIENCY	Timeframe to complete year-end close/audit preparation	6mos	6mos	4mos
EFFECTIVENESS	Number of auditor comments/recommendations	4	3	0
EFFECTIVENESS	Number of GFOA CAFR award reviewer comments	5	5	3

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: ASSESSORS

DESCRIPTION:

The mission of the Assessing Division is to provide an equitable distribution of the property tax burden under current law; compile special assessment rolls; administer the Board of Review; and maintain ownership records for the City of Kalamazoo for both real and personal property.

The Assessors' office provides the City Treasurer with taxable values on all properties in the City of Kalamazoo, which are used to produce annual tax bills. Some of our main objectives are:

- Establish assessed values that are fair and equitable
- Maintain an average assessment level of 50% of true cash value for all classes of property.
- Inform, educate and respond to citizen's requests and complaints.
- Administer assessment appeals (Board of Review and Michigan Tax Tribunal)

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
ASSESSOR							
Personnel	494,985	584,947	587,972	584,947	600,966	2.74%	617,707
Operating	184,435	119,909	144,209	121,724	71,608	-40.28%	72,324
Capital	16,492	-	-	-	19,000		19,190
TOTAL ASSESSOR	695,912	704,856	732,181	706,671	691,574	-1.88%	709,221

FY 2009 BUDGET HIGHLIGHTS:

This FY 2009 budget reflects a decrease in expenditures due primarily to the discontinuation of the personal property audit program. This program was in affect for 5 years with the results that the majority of our personal property accounts have been audited. This budget also contains overtime for scanning of old record cards. This project will assist the public by allowing the cards to be displayed on our assessing website making it more convenient for the public to attain this information, allowing us to store the cards at records and freeing up needed space in our office area.

REVENUE:

The revenue to fund the Assessor Division's budget is General Fund.

PERFORMANCE MEASURES	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalent (FTEs)	6.5	7.5	7.5
Number of Part-Time/Temporary Equivalent	0	0	0

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: ASSESSORS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Real property parcels	24,404	24,756	25,006
EFFICIENCY	Cost to Assess Real Property – per parcel	\$16.21	\$17.29	\$20.65
EFFECTIVENESS	Revenue gained per parcel for new development	\$11.37	\$26.04	-\$10.47
OUTPUT	Number of Personal Property Accounts	3,030	3,184	3,106
EFFICIENCY	Cost to Assess Personal Property – per parcel	\$38.38	\$38.18	\$50.74
EFFECTIVENESS	New Personal Property Accounts	270	150	-78

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: TREASURY

DESCRIPTION:

The Treasury Division is responsible for the billing and collection of real and personal property taxes, special assessments and miscellaneous accounts receivables. The division is also responsible for the investment of the City's operating investment portfolio.

The objectives of the Treasury Division are as follows:

- Provide accurate and readily accessible tax and assessment information for all properties within the City of Kalamazoo.
- Provide prompt, accurate and friendly customer service.
- Promptly collect, record and disburse all property taxes.
- Monitor, disburse and report tax dollars captured by state approved tax increment financing plans for the encouragement of economic development.
- Achieve a competitive rate of return of the City's investment portfolio.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
TREASURER							
Personnel	481,606	514,200	518,478	479,108	519,391	1.01%	533,860
Operating	427,471	460,280	460,280	460,400	464,851	0.99%	469,500
TOTAL TREASURER	909,077	974,480	978,758	939,508	984,242	1.00%	1,003,359

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget maintains staffing levels at the 2008 level. A slight increase in staff overtime is anticipated in 2009 which is attributed to software conversion expected to be completed by July of 2009. Operating costs are also maintained at the 2008 level with slight increases to supplies and banking service fees.

REVENUE:

The Treasury Division is funded by General Fund revenue.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	7.5	8	8
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: TREASURY

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of City Tax Bills/Records Generated	27,220	27,324	27,400
EFFICIENCY	Average Cost to Generate and Issue a Tax Statement	\$1.55	\$1.74	\$1.85
EFFECTIVENESS	Percent of City Operating Tax Collected at Year End (Ultimate goal of 100% collected by the following June 30)*	84.69%	85.5%	86%
OUTPUT	Achieve a competitive rate of return on Investments - Average Rate of Return on Investments	4.95%	3.37%	3.00%
EFFICIENCY	Average Cost of an Investment Transaction	\$42.09	\$42.62	\$43.15
EFFECTIVENESS	Investment Portfolio's Average Rate of Return Exceeds that of the 3-month Treasury Bill	60 basis pts	+100 basis pts	+15 basis pts
OUTPUT	Payment Automation - Property Tax Payments Processed Electronically and Mail Payments Scanned	27,168	27,500	28,000
EFFICIENCY	Average Cost to Process a Property Tax Payment	\$3.44	\$3.55	\$3.61
EFFECTIVENESS	Additional Staff Time/Temporary Assistance Required During Tax Collection Season	40 hours	20 hours	20 hours

* Installment taxpayers have until June 30th of the following year to pay their tax in full.

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: PURCHASING / RISK MANAGEMENT

DESCRIPTION:

The mission of the Purchasing/Risk Management Division is to procure goods, services, equipment and capital improvements in a cost effective manner, dispose of surplus City personal property, and manage the City's risk so as to protect against financial loss and the social consequences of accidental loss. The Division also administers contractor compliance with the City's prevailing wage policy and operates the City's mailroom.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
PURCHASING							
Personnel	389,309	378,349	382,952	373,911	381,106	0.73%	391,723
Operating	78,405	86,739	86,739	81,283	84,834	-2.20%	85,682
TOTAL PURCHASING	467,714	465,088	469,691	455,194	465,940	0.18%	477,405

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget requests a 0.4% increase reflecting increased efficiency resulting in reduced operating expenses and increased productivity resulting in no changes to the staffing levels.

REVENUE:

The revenue to fund the Purchasing/Risk Management Division's budget is from the General Fund.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	6	5.5	5.5
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: PURCHASING / RISK MANAGEMENT

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Bid Projects	75	73	75
EFFICIENCY	Number of calendar days to get the project out for bids. The goal is 16 days.	10	11	10
EFFECTIVENESS	Percentage of bid projects which City Commission/Manager approved contracting with the recommended vendor	100%	100%	100%
OUTPUT	Number of Prevailing Wage Projects	9	9	8
EFFICIENCY	Number of inspections per project. The goal is 2 inspections.	2	2	2
EFFECTIVENESS	Percentage of workers paid prevailing wages	100%	100%	100%
OUTPUT	Number of Purchase Orders	940	972	1000
EFFICIENCY	Purchase order turnaround time in work days. The goal is 2 days.	2	2	2
EFFECTIVENESS	Percentage of valid purchase orders. (Valid is defined as meeting City purchasing policy and communicating the City's requirements to the vendor.)	98%	98%	100%

FIDUCIARY TRUST FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: RETIREMENT ADMINISTRATION

DESCRIPTION:

The purpose of the retirement system is to provide retirement allowances to eligible employees and certain benefits for their survivors. The System's objective is to accumulate a pool of assets sufficient to meet the obligations of the Retirement System at the lowest possible cost to the City of Kalamazoo. The Investment Committee is responsible for investing the assets in accordance with Act 314 of Michigan Public Act of 1965 and any amendments and the City of Kalamazoo's Investment Policy approved by the City Commission.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
RETIREMENT SYSTEM							
ADMINISTRATION							
Operations	496,308	511,464	511,464	511,464	597,401	16.80%	603,375
TOTAL RETIREMENT SYSTEM - ADMINISTRATION	496,308	511,464	511,464	511,464	597,401	16.80%	603,375

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects the same normal operating expenses for 2008.

REVENUE:

The revenue to fund the administration of the Retirement System comes from employee and employer contributions (if determined by actuary) and investment income from the retirement system assets.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	1*	1*	1*
Number of Part-Time/Temporary Equivalents	0	0	0

*This position is listed here for display purposes. The person is counted in the FTEs of the Management Services – Budget and Accounting Division.

FIDUCIARY TRUST FUND

DEPARTMENT: MANAGEMENT SERVICES

DIVISION: RETIREMENT ADMINISTRATION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Pension Benefit Payments	23	29	30
EFFICIENCY	Benefit payments calculated correctly	23	29	30
EFFECTIVENESS	Percent of correct calculations	100%	100%	100%
OUTPUT	Accounts balanced and agenda packets created on a quarterly basis.	4	4	4
EFFICIENCY	Accounts in balance and agenda packets mailed at least one week before meeting	4	4	4
EFFECTIVENESS	Percent of times that goals are met	100%	100%	100%

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: KALAMAZOO PUBLIC SAFETY

DESCRIPTION:

The Mission of Kalamazoo Public Safety is to provide for the welfare of all citizens and visitors to the City of Kalamazoo and to protect them from the loss of life and property from the ravages of fire or crime. The mission includes but is not limited to the maintenance of order, the promotion of crime and fire prevention programs, the investigations of crimes leading to the apprehension of perpetrators, recovery of property and the providing of 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.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
PUBLIC SAFETY							
Personnel	28,724,395	29,566,704	29,566,704	29,098,370	30,786,084	4.12%	31,503,696
Operating	3,157,376	3,492,475	3,540,437	3,728,397	3,291,220	-5.76%	3,292,132
Capital	486,566	497,361	661,233	564,336	509,241	2.39%	464,333
TOTAL PUBLIC SAFETY	32,368,337	33,556,540	33,768,374	33,391,103	34,586,545	3.07%	35,260,162

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects a change in organizational structure that includes filling the position of Deputy Chief, Assistant Chief and adding an Assistant Chief. It also includes the creation of the Financial Services Division to provide more efficient and effective services to our internal and external customers.

REVENUE:

The revenue for Kalamazoo Public Safety's budget is General Fund.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Full-Time Equivalents (FTEs)	301	303	303
Part-Time/Temporary Equivalents (27 crossing guards & 4 PT dispatch)	31	31	31

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: ADMINISTRATION

DESCRIPTION:

The Administrative Division is comprised of The Office of the Chief, the Office of Professional Standards, Administrative Support Staff and Financial Services. The role of the Chief is to lead, guide and manage all operational and support functions, tasks, and responsibilities of Public Safety.

The Office of Professional Standards is charged with ensuring the integrity of the Department is maintained and the administrative and operational policies and procedures conform to those of the City of Kalamazoo and current legal requirements.

The Administrative Support Staff maintain all the personnel records, internal affairs files, administrative files, and labor relation's files. They provide all the administrative support for the Administration Division.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
ADMINISTRATION							
Personnel	841,279	905,705	905,705	899,927	812,872	-10.25%	835,516
Operating	90,068	103,696	103,696	167,956	127,885	23.33%	129,164
TOTAL ADMINISTRATION	931,347	1,009,401	1,009,401	1,067,883	940,757	-6.80%	964,680

FY 2009 BUDGET HIGHLIGHTS:

The Administration Division will allocate its 2009 funds toward overseeing all aspects of Public Safety Services. Staff will cooperate and collaborate with both internal and external customers, actively recruit and maintain the highest professional standards. The Financial Services Supervisor position has been reclassified and moved to the Financial Services Division as well as the Accounts Coordinator position.

REVENUE:

The revenue to fund the Administration Division's budget is General Fund.

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	8	9	7
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	1	1

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: ADMINISTRATION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Citizen Complaints	80	92	110
EFFICIENCY	Hours spent to investigate	2,000	3,500	3,600
EFFECTIVENESS	Percent of appeals upheld by the Citizens Review Board	100%	100%	100%
OUTPUT	Number of Departmental and Divisional Policies	320	320	320
EFFICIENCY	Number of Policies Reviewed	10	10	12

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: FINANCIAL SERVICES

DESCRIPTION:

The Financial Services Division is a new Public Safety Division in 2009. The Division consists of Financial Services Staff and the Records Bureau. Financial Services staff assists the six Public Safety Divisions with grant and budget preparation, monitoring and reporting, procurement services, liaison with human resource, and coordinates accounts payable and accounts receivable activities. The Records Bureau assists in the FOIA process, dictates police reports, handles requests for traffic reports, and assists with criminal records checks and firearms licenses, and processes requests for police and fire information from outside agencies and the public.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
FINANCIAL SERVICES							
Personnel	-	-	-	-	658,131		624,465
Operating	-	-	-	-	1,500		1,515
TOTAL FINANCIAL SERVICES	-	-	-	-	659,631		625,980

FY 2009 BUDGET HIGHLIGHTS:

The Financial Services Division will allocate its 2009 funds toward overseeing all aspects of Public Safety financial services and records management. Staff will cooperate and collaborate with both internal and external customers to provide the most efficient and effective services possible.

REVENUE:

The revenue to fund the Financial Services Division's budget is General Fund.

POSITIONS

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	0	13	13
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: FINANCIAL SERVICES

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Response to FOIA requests	0	4761	4856
EFFICIENCY	Average length of time (days) for FOIA request response	0	5	5
EFFECTIVENESS	Percentage of FOIA that meet mandated response time	0	100%	100%
OUTPUT	Reports transcribed	0	12,578	13,002
EFFICIENCY	Annual transcribed reports to staff ratio (# of reports:staff)	0	2515:1	2600:1
EFFECTIVENESS	Transcription ratio in hours (2-30 minute tapes:hour)	0	2:1	2:1

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: TRAINING

DESCRIPTION:

The mission of the Training Division is to provide ethical training and instructions that are mandated by law, required by departmental policy, or needed by individuals to maximize their potential to provide fire, police and emergency medical services and promote safety in the Community we serve.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
TRAINING							
Personnel	689,639	749,528	749,528	750,835	741,778	-1.03%	762,442
Operating	199,151	182,484	226,365	194,769	215,371	18.02%	217,525
TOTAL TRAINING	888,790	932,012	975,893	945,604	957,149	2.70%	979,967

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget for Training Division will provide basic training to all new recruits and mandatory in-service training for all certified public safety officers. Training Division will be taking over the duties of the Recruitment process. The mission of the Recruitment Team is to encourage qualified applicants to begin and complete the testing process for Public Safety. The Training Division will be development advanced fire training curriculum for in-house training, coordinating advanced fire training for other agencies in the county and will be hosting training schools and coordinating activities at the newly operational Regional Fire Training Tower. The Training Division no longer houses the Fire Marshal position.

REVENUE:

The revenue to fund the Training Division's budget is General Fund.

POSITIONS:

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	7	7	7
Number of Part-Time/Temporary Equivalents	0	0	0

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Public Safety sponsored School Fire Safety programs	125	125	125
EFFICIENCY	Cost per program	\$35	\$35	\$35
EFFECTIVENESS	Number of residential fires/Fatal residential fires (National average is 3 fatal fires, per year, per 100,000 people)	120/1	140/1	140/1
OUTPUT	Number of Fire Inspections completed	2,700	2,700	2,700
EFFICIENCY	Average cost per fire inspection	\$18	\$18	\$18
EFFECTIVENESS	Violations noted/violations corrected	400/400	500/500	500/500

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: KALAMAZOO VALLEY ENFORCEMENT TEAM (KVET)

DESCRIPTION:

The Kalamazoo Valley Enforcement Team (KVET) is an intergovernmental cooperative drug unit. KVET is comprised of participants from the City of Kalamazoo and the County of Kalamazoo. The mission of KVET is to provide a safe environment for the community by operating an effective and efficient overt and covert drug enforcement unit that conducts reactive, proactive and innovative drug investigations.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
KVET							
Personnel	1,273,882	1,520,671	1,520,671	1,536,137	1,641,250	7.93%	1,686,971
TOTAL KVET	1,273,882	1,520,671	1,520,671	1,536,137	1,641,250	7.93%	1,686,971

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 KVET Budget reflects personnel costs only. All operating supplies have been moved to the KVET 265 forfeiture account. In 2009, KVET will continue to focus on reducing firearms related violence in Kalamazoo through proactive contacts of suspected street-level drug dealers and the use of informants to purchase and/or seize illegal firearms. KVET will continue to progressively seek out and arrest drug dealers, from street-level to mid-level suppliers. The overall purpose will be to save lives, reduce violence and improve the quality of life in Kalamazoo County. KVET administration will continue efforts to partner with other agencies in hopes of gaining additional sworn officers, and will continue to seek out grant funding opportunities.

REVENUE:

The revenue to fund the Kalamazoo Valley Enforcement Team budget is General Fund.

POSITIONS:

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs) (includes non general fund positions)	15	15	15
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: KALAMAZOO VALLEY ENFORCEMENT TEAM (KVET)

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	# of tips received by KVET	2157	2615	2900
EFFICIENCY	Average cost per investigation	\$1,302	\$1,506	\$1,563
EFFECTIVENESS	# of cases written on tips received	755	915	1015
OUTPUT	# of investigations	979	1020	1050
EFFICIENCY	# of investigations done per day at 365 days a year.	2.68	2.79	2.88
EFFECTIVENESS	# of arrests made (includes warrants)	724	735	750

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: OPERATIONS

DESCRIPTION:

The Operations Division is responsible for the initial response to all police, fire and emergency medical incidents. Through the intervention and mitigation of these incidents, the Operation Division fulfills its mission to protect citizens from the loss of life and property from the ravages of fire or crime. Responsible for liaison between neighborhoods and Public Safety, the Division's Community Public Safety Unit's (CPSU) primary focus is on crime reduction. The Division also includes the Special Weapons and Tactics (SWAT), Bomb Squad, K-9 Team, Radar Unit and Honor Guard, all specialized units designed to enhance customer service and provide prompt intervention in times of crisis. The law enforcement, fire suppression and EMS activities are directed through the Communications Center, which receives and dispatches 93,000+ calls for service annually.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS DIVISION							
Personnel	19,644,219	19,559,936	19,559,936	19,368,100	20,346,539	4.02%	20,825,335
Operating	50,627	57,775	57,775	57,775	(119,199)	-306.32%	(152,391)
TOTAL OPERATIONS	19,694,846	19,617,711	19,617,711	19,425,875	20,227,340	3.11%	20,672,944

FY 2009 BUDGET HIGHLIGHTS:

In 2009 the Operations Division will seek to enhance crime trend analysis through the allocation of a second Executive Lieutenant in Operations. Enhanced crime trend analysis will further increase our capability to rapidly assess crime trends and allocate resources to address identified trends. Operations will continue initiatives, such as participation in youth academies, maintaining a strong youth explorer program and assisting with summer youth employment, to maintain positive interactions with youths thereby reducing youth violence in our neighborhoods. The Operations division will continue to utilize power shift officers to enhance patrols during peak times of service demand and will continue directed and saturation patrols as necessary. Operations eliminated .5 FTE of one of the two Operations Division Secretary positions and will share the position with the Service Division. A Traffic Public Safety Officer was also eliminated in the 2009 Adopted Budget.

REVENUE:

The revenue to fund the Operations Division comes from the General Fund.

POSITIONS:

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalent (FTEs)	190	190.5	189.5
Number of Part-Time/Temporary Equivalent (27 crossing g)	27	27	27

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: OPERATIONS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Calls for service received by Operations	93,444	98,594	103,744
EFFICIENCY	Annual calls per service to staff ratio	379:1	396:1	417:1
EFFECTIVENESS	Number of persons arrested	9,850	9,223	9,500
OUTPUT	Traffic citations issued	35,070	28,335	29,920
EFFICIENCY	Patrol hours dedicated to traffic enforcement	4,970	3,795	3,985
EFFECTIVENESS	Traffic accidents/OUIL Arrests	3,123/312	3,217/359	3,314/370

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: CRIMINAL INVESTIGATION

DESCRIPTION:

The mission of the Criminal Investigation division is to investigate criminal complaints to their fullest potential and to successfully prosecute perpetrators of criminal acts. The Criminal Investigation Division (CID) is responsible to positively impact criminal activity by conducting prompt and diligent investigations. Detectives maximize the use of all available technological resources and traditional investigative methods to solve crimes, track down and apprehend suspects, accomplices and fugitives, as well as locate missing persons and recover stolen property. The CID is committed to the "Team-Investigative Concept" and has been very successful in resolving criminal activity within the City of Kalamazoo. The CID gather evidence, interviews involved subjects, identifies suspects, and then presents warrant-charging requests to the Office of the Prosecuting Attorney (OPA). The CID assists the OPA throughout the court process.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
CRIMINAL INVESTIGATIONS							
Personnel	3,321,388	3,580,168	3,580,168	3,507,616	3,776,843	5.49%	3,882,055
Operating	17,197	24,080	24,080	25,620	24,546	1.94%	24,791
TOTAL CRIMINAL INVESTIGATIONS	3,338,585	3,604,248	3,604,248	3,533,236	3,801,389	5.47%	3,906,847

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 Criminal Investigation Division budget will work to secure convictions in all homicide investigations, continue cold-case homicide assignments and/or investigations to all 4 major case teams, utilize the "Team Investigative Concept", continue bi-weekly "Crime Fighter" meetings, and utilize ILEADS case-management system to review detective assignments. The Fire Marshal position has been moved to CID for 2009 to coordinate all fire investigations.

REVENUE:

The revenue to fund the Criminal Investigation Division's budget is General Fund.

POSITIONS:

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	35	35	36
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: CRIMINAL INVESTIGATION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Liquor License Investigations	116	130	150
EFFICIENCY	Average Cost Per Investigation Resolved	\$260	\$264	\$268
EFFECTIVENESS	Number of Liquor License Violations	3	20	30
OUTPUT	Polygraph Exams Requested	148	200	225
EFFICIENCY	Total Number of Cases Cleared by Polygraph Examination	72	115	140
EFFECTIVENESS	Total Number of Confessions from Polygraph Examinations	25	40	60

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: SERVICE

DESCRIPTION:

The mission of the Service Division is to provide for the most effective and efficient delivery of products and services in order to provide high quality Public Safety services to citizens of this community. Through collaboration with all Public Safety divisions, other city departments, other local jurisdictions and a variety of outside vendors, the Service Division maintains the most cost effective procurement practices, information management, dispatch services, property and evidence management and fleet maintenance.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
SERVICE DIVISION							
Personnel	2,953,988	3,250,696	3,250,696	3,035,755	2,808,671	-13.60%	2,886,913
Operating	2,800,333	3,124,440	3,128,521	3,282,277	3,041,117	-2.67%	3,071,528
Capital	486,566	497,361	661,233	564,336	509,241	2.39%	464,333
TOTAL SERVICE	6,240,887	6,872,497	7,040,450	6,882,368	6,359,029	-7.47%	6,422,774

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 Service Division Budget will assist with the demolition of Public Safety Station 4, located at 1020 N. Rose Street. Service will oversee the upgrade of the Intergraph Records Management System (RMS) software which will further interoperability with the Kalamazoo Township and Kalamazoo County Sheriff Department. The Service Division will continue replacement of outdated mobile data terminals, upgrade the dispatch center logging recorder, increase redundancy via T1 line to Plainwell and upgrade the evidentiary security system. The Payroll Monitor, Procurement Specialist and Records Bureau have been moved to the Financial Services Division for 2009 but will continue to be supported by the Captain and Ex. Lt of the Service Division. Service Division also eliminated .5 FTE of the Service Division Secretary Position and will share the position with the Operations Division.

REVENUE:

The revenue to fund Service Division's budget is General Fund.

POSITIONS:

	Actual 2005	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	41	40.5	29.5
Number of Part-Time/Temporary Equivalents	4	4	4

GENERAL FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: SERVICE

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Oversight of Public Safety buildings	10	9	9
EFFICIENCY	Annual cost to maintain buildings	\$590,460	\$649,506	\$670,124
EFFECTIVENESS	Percent of buildings in need of Refurbishment	60%	50%	40%

SPECIAL REVENUE FUND

DEPARTMENT: KALAMAZOO PUBLIC SAFETY

DIVISION: KVET NON GENERAL FUND

DESCRIPTION:

The Kalamazoo Valley Enforcement Team (KVET) is an intergovernmental cooperative drug unit. KVET is comprised of participants from the City of Kalamazoo and the County of Kalamazoo. The mission of KVET is to provide a safe environment for the community by operating an effective and efficient overt and covert drug enforcement unit that conducts reactive, proactive and innovative drug investigations.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	103,663	153,260	153,260	127,428	48,944	-68.06%	50,342
Operations	291,942	417,257	417,257	356,968	375,114	-10.10%	382,616
Debt Service	171,477	177,753	177,753	41,337	46,000	-74.12%	-
TOTAL KVET DRUG ENFORCEMENT	567,082	748,270	748,270	525,733	470,058	-37.18%	432,959

FY 2009 BUDGET HIGHLIGHTS:

The KVET 265 special revenue fund support all operating expenses for KVET. In 2009, KVET will eliminate the Financial Analyst position. KVET will continue to focus on reducing firearms related violence in Kalamazoo through proactive contacts of suspected street-level drug dealers and the use of informants to purchase and/or seize illegal firearms. KVET will continue to progressively seek out and arrest drug dealers, from street-level to mid-level suppliers. The overall purpose will be to save lives, reduce violence and improve the quality of life in Kalamazoo County. KVET administration will continue efforts to partner with other agencies in hopes of gaining additional sworn officers, and will continue to seek out grant funding opportunities.

REVENUE:

Revenue sources are the proceeds of forfeited property seized in connection with KVET enforcement activities, pursuant to Public Act 135 of 1985 (MCLA 333,7521-7524).

POSITIONS:

	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs) (All Non-General Fund Positions)	5	5	4
Number of Part-Time/Temporary Equivalents	0	0	0



GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: CODE ADMINISTRATION

DESCRIPTION:

Through partnerships with the community, City Attorney, City Engineering, Economic Development, Planning, Public Services, Public Safety, the Fire Marshal, and County and State government, the Code Administration Division (CA) coordinates multi-departmental plan review, inspection and enforcement services facilitating community development, while protecting the health, safety and general welfare of the community. The Code Administration Division is responsible for ensuring compliance with applicable codes and ordinances that promote the construction of safe and sound structures and ensuring that property maintenance and rehabilitation are conducted in a manner consistent with protecting the environment and improving the overall neighborhood quality of life. CA addresses the negative effects of blighted and abandoned properties through the Anti-Blight Team and the Abandoned Residential Structures ordinance.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
CODE ADMINISTRATION							
Personnel	1,558,929	1,646,235	1,646,235	1,638,899	1,637,360	-0.54%	1,682,972
Operating	196,418	206,719	208,369	203,948	205,572	-0.55%	207,628
Capital	12,104	15,000	15,000	15,000	19,500	30.00%	19,695
TOTAL CODE ADMINISTRATION	1,767,451	1,867,954	1,869,604	1,857,847	1,862,432	-0.30%	1,910,295

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget continues to allocate resources to address the quality of life issues created by vacant residential structures. CA will increase attention on property foreclosure and property maintenance while maintaining a responsible certification rate. Nine inspectors will be assigned geographic areas with the purpose to assign resources to address the foreclosure rate and increase efforts to address property maintenance and exterior blight. A seasonal position has been requested with the intention to coordinate CA activities with Public Safety, and Solid Waste with the intention to increase attention toward trash, junk auto and distressed housing conditions.

REVENUE:

The revenue to fund the Code Administration division's budget is primarily funded by cost recovery fees, property inspection fees and permit fees charged for new construction.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	25	23	23
Number of Part-Time/Temporary Equivalents	0	0	0.5

GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: CODE ADMINISTRATION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	No. Of Housing Inspections	14,828	15,000	15,000
EFFICIENCY	Number of Inspectors Dedicated to the Task	9	9	9
EFFECTIVENESS	Number of Inspection Actions per Inspector	1,647	1,666	1,666
OUTPUT	Total Operating and Maintenance Expenditures	1,767,451	1,833,547	1,895,212
EFFICIENCY	Total amount billed for permitting, inspection, registration and enforcement activity	1,946,070	1,835,000	1,850,000
EFFECTIVENESS	Percent of budget recovered through billing for permitting, inspection, registration and enforcement activity	104%	97%	97%
OUTPUT	Number of Abandoned Structures Cases Resolved	67	55	60
EFFICIENCY	Number of Cases Resolved Through Demolition	22	34	40
EFFECTIVENESS	Number of Cases Resolved Through Rehabilitation	45	21	20

GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: NEIGHBORHOOD & ECONOMIC DEVELOPMENT

DESCRIPTION:

The Neighborhood and Economic Development Division provides enhanced service delivery in support of comprehensive community development and revitalization. The division manages federal, state and local funds supporting programs and services that benefit neighborhoods, low- and moderate-income households, commercial corridors, business and industry, and the downtown district, among other targeted areas and sites in the city. These programs address housing needs, community reinvestment (through partnerships with nonprofit neighborhood organizations), job creation and retention, brownfield redevelopment and riverfront revitalization.

Staff provides services integral to achieving the goals of the city's Economic Development Strategic Plan and the 2005 – 2009 Consolidated Plan (HUD); assists in the retention, growth and attraction of business and industry by building relationships with employers, and by anticipating/responding to their needs; utilizes incentives such as gap financing, tax exemption, land assembly, and linkages to workforce development resources to preserve /enhance tax base and create quality jobs. Staff also administers grants including the USEPA Brownfield Assessment Pilot, Riverfront Revitalization and Cool Cities Initiative. Staff coordinates the city's nationally recognized Brownfield Redevelopment Initiative, the Renaissance Zone program, the Small Business Revolving Loan Fund, Economic Initiatives (Loan) Fund, tax abatement programs and business retention program. Staff administers the Neighborhood Initiatives Fund for 8 neighborhood associations' operational support. The division provides staffing support to the Community Development Act Advisory Committee, Local Development Finance Authority, Economic Development Corporation and the Brownfield Redevelopment Authority.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
COMMUNITY DEVELOPMENT							
Personnel	523,350	508,935	508,935	511,935	569,561	11.91%	585,427
Operating	53,748	77,734	77,734	46,884	80,437	3.48%	81,241
TOTAL COMMUNITY DEVELOPMENT	577,098	586,669	586,669	558,819	649,998	10.79%	666,669

FY 2009 BUDGET HIGHLIGHTS:

Funding recommendations from the 2009 General Fund will ensure that the division continues its high level of positive impact on the community's economic vitality, quality of life, and assures sound stewardship and accountability of public funds through the use of monitoring reviews and outcome performance measurements.

REVENUE:

The revenue to fund the Neighborhood & Economic Development budget is General Fund.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	8	9	9
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: NEIGHBORHOOD & ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Grants (CDBG, HOME, Neighborhood Assoc., other)	37	41	36
EFFICIENCY	Percentage of grants monitored on site	78%	80%	80%
EFFECTIVENESS	Percentage of Grants in Compliance	86%	85%	85%
OUTPUT	Number of acres redeveloped	1.2 acres	5.3 acres	5 acres
EFFICIENCY	Private investment leveraged / jobs created	\$3,100,000 / 50 jobs	\$43,666,630 / 497 jobs	\$3,000,000 / 150 jobs
EFFECTIVENESS	New taxable value added to the City	\$812,500	\$10,916,407	\$1,500,000

GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: PLANNING

DESCRIPTION:

Planning involves the development, refinement and implementation of land use policy as established by the city's Master Plan. Both short- and long-range activities support this objective.

Review of proposed development projects through site plan coordination and downtown design review committee meetings are essential to the planning process. In addition, the work of the Planning, Historic District, and Historic Preservation Commissions are supported by Planning staff. Staff offers developers guidance through the development process as well as prompt response to resident and property owner land use inquiries. Planning also supports neighborhood-based redevelopment and community development projects, through grant assistance and technical support. Our long term activities include constant refinement of the zoning ordinance and the City's Master Plan to conform to current conditions and the latest in development trends.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
PLANNING							
Personnel	393,227	396,684	396,684	356,306	416,682	5.04%	428,290
Operating	45,993	52,876	52,876	34,602	52,430	-0.84%	52,954
TOTAL PLANNING	439,220	449,560	449,560	390,908	469,112	4.35%	481,244

FY 2009 BUDGET HIGHLIGHTS:

The 2009 Budget represents a status quo budget from FY2008.

REVENUE:

The revenue to fund the Planning division's budget is General Fund.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	5	5	5
Number of Part-Time/Temporary Equivalents	0	0	0

GENERAL FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: PLANNING

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Zoning enforcement actions	245	245	250
EFFICIENCY	Average staff cost per zoning violation	\$210	\$224	\$226
EFFECTIVENESS	Actions taken per inspector	123	122	125
OUTPUT	Site plans reviewed	59	52	60
EFFICIENCY	Average staff cost per site plan reviewed	\$135	\$138	\$141
EFFECTIVENESS	Percentage of site plans completed in accordance with approved plans	95%	95%	95%

SPECIAL REVENUE FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: NEIGHBORHOOD & ECONOMIC DEVELOPMENT (HUD)

DESCRIPTION:

The focus of Neighborhood & Economic Development includes the effective management of Federal, State and local funds in support of programs that address the identified housing, neighborhood, community and economic development needs of the population, especially those with low-and-moderate incomes. It also includes assistance to build capacity and strengthening partnerships within the community. Neighborhood and Economic Development manages all Federal entitlement and competitive grants and programs channeled through the U.S. Department of Housing and Urban Development (HUD): Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grants (ESG). Neighborhood and Economic Development also serves to ensure a continuum of housing programs and services within the community through grants to non-profit housing development and service organizations, direct service delivery, technical assistance, other grants and loans, and/or contracts for service as needed.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
PROGRAMS							
Personnel	792,943	693,974	737,308	771,366	747,995	7.78%	530,000
Operations	1,425,942	2,039,407	6,005,782	5,971,724	829,524	-59.33%	2,000,000
Capital							
TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS	2,218,885	2,733,381	6,743,090	6,743,090	1,577,519	-42.29%	2,530,000

FY 2009 BUDGET HIGHLIGHTS:

The budget anticipates generally status quo funding from HUD as PY2008.

REVENUE:

The special revenues used to fund a portion of the Neighborhood and Economic Development division's budget include HUD CDBG, HOME and ESG. Eligible CDBG and HOME Administrative and Planning funds are reflected here to cover staff time and related expenses associated with those activities.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	10	9	9
Number of Part-Time/Temporary Equivalents	0	0	0

SPECIAL REVENUE FUND

DEPARTMENT: COMMUNITY PLANNING & DEVELOPMENT

DIVISION: NEIGHBORHOOD & ECONOMIC DEVELOPMENT (HUD)

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Grants (CDBG, HOME, ESG, Neighborhood Assoc., other)	37	41	36
EFFICIENCY	Total Federal HOME/CDBG/ESG Awards for Housing	\$1,180,510	\$1,323,564	\$1,450,000
EFFECTIVENESS	Leveraged funds for Housing	\$7,482,346	\$8,378,160	\$9,178,500
EFFECTIVENESS	Number of persons impacted by housing-related grant award activities	820	836	850

SPECIAL REVENUE FUND

DEPARTMENT: DEMOLITION FUND

DESCRIPTION:

The Demolition Fund is established to facilitate demolition of dangerous buildings and rehabilitation of blighted conditions on residential properties primarily in the CDBG Neighborhoods. The funds are used when property owners fail to comply with Dangerous Buildings Board (DBB) orders and the property has become a dangerous building. Once action is taken by the City, a lien is placed on the property or other methods are used to seek compensation for expenses incurred.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
EXPENDITURES:							
Operations	131,988	150,308	174,815	174,815	93,000	-38.13%	140,000
TOTAL DEMOLITION REVOLVING	131,988	150,308	174,815	174,815	93,000	-38.13%	140,000

FY 2009 BUDGET HIGHLIGHTS:

Additional funding will be requested from the State Of Michigan's Neighborhood Stabilization Program grant to assist Michigan cities with property foreclosure. This grant will assist with funding demolition of 40+ properties for FY2009.

The Demolition Fund for FY 2008 activity has affected positive neighborhood change through demolition of 12 structures through October of 2007, with the probability of five or more additional structures demolished by year end.

REVENUE:

The revenue to fund Demolition fund is prior fiscal year General Fund transfers, prior fiscal year Community Development Block Grant allocations and expenditures recouped from the property owners.



GENERAL FUND

DEPARTMENT: PARKS AND RECREATION

DIVISION: PARKS

DESCRIPTION:

The vision of the City of Kalamazoo Parks and Recreation is to create a community of neighborhoods where people live, work and play. We do this by being good stewards of the environment, providing dynamic parks, trails, and recreation programs for all citizens, and by promoting youth development initiatives in support of healthy families.

The Parks Division includes the following budget units: General Parks and Bronson Park.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
PARKS							
Personnel	793,772	843,404	847,404	822,390	905,738	7.39%	930,969
Operating	283,062	289,713	285,713	288,890	289,721	0.00%	292,618
TOTAL PARKS	1,076,834	1,133,117	1,133,117	1,111,280	1,195,459	5.50%	1,223,587

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects the 1% increase which has been absorbed by fixed increases (contractual and utility increases). The Parks Supervisor position has been budgeted 75% in the Parks Division. Staff has an ongoing mission to maintain high quality park facilities and grounds.

REVENUE:

The revenue to fund the Parks Division's budget is general fund in conjunction with proposed Park rental fees of \$16,000 in 2009 as well as reimbursement of \$139,828 from the solid waste millage for leaf and trash removal.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	9.47	9.47	10.54
Number of Part-Time/Temporary Equivalents Includes three 8 month Regular position (2.32)	8.32	8.32	8.82

GENERAL FUND

DEPARTMENT: PARKS AND RECREATION

DIVISION: PARKS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Acres of Park Mowed	400	400	400
EFFICIENCY	Time to Mow Parks (Mowing Cycle)	8-12 days	8-12 days	8-12 days
EFFECTIVENESS	Number of Complaints Regarding Parks Mowing (annually)	5	5	4
OUTPUT	Number of Park Reservations and Public Events ¹	190	196	112
EFFICIENCY	Turn-around Time to Book a Public Event (entire process)	1 month	1 month	1 month
EFFECTIVENESS	Number of Complaints Regarding Reservation (annually)	6	4	3
OUTPUT	Number of Locations for Trash Removal (barrels)	275	300	325
EFFICIENCY	Frequency of Trash removal	every 3-10 days	every 3-10 days	every 3-10 days
EFFECTIVENESS	Number of Complaints (annually)	8	10	8

¹ A more accurate methodology accounts for the reduction in the number of park reservations and public events proposed in 2009.

GENERAL FUND

DEPARTMENT: PARKS AND RECREATION

DIVISION: RECREATION

DESCRIPTION:

The vision of the City of Kalamazoo Parks and Recreation is to create a community of neighborhoods where people live, work and play. We do this by being good stewards of the environment, providing dynamic parks, trails, and recreation programs for all citizens, and by promoting youth development initiatives in support of healthy families.

The Recreation Division includes the following budget units: General Recreation Services: Administration, Summer Youth Activities, Playgrounds, Aquatics, Concession/Kik Pool, Eastside Youth Center, Special Events, Teen, Youth Sports, After School, and Youth Development Center. Adult Sports and Recreation Services: Administration, Softball and Volleyball; Intergenerational and Inclusive Services: Senior and Inclusive (citizens with and without disabilities together); and Mayors' Riverfront Park: MRP/Administration & General Park and MRP/Kings.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
RECREATION							
Personnel	882,896	898,401	898,401	914,796	869,968	-3.16%	894,203
Operating	433,211	486,448	489,156	468,238	493,350	1.42%	498,284
Capital	12,169	-	-	-	-		-
TOTAL RECREATION	1,328,276	1,384,849	1,387,557	1,383,034	1,363,318	-1.55%	1,392,486

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects the 1% increase which has been absorbed by fixed increases (utilities and contractual.). Staff has an ongoing mission to grow and enhance quality recreation programming and opportunities for youth development.

REVENUE:

The revenue to fund the Recreation Division's budget is General Fund in conjunction with fees and charges of over \$202,900, plus grant funds in 2008 of over \$327,000.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	9.47	9.47	8.4
Number of Part-Time/Temporary Equivalents (includes two 30 hour Part-Time Regular staff)	82	82	81.5

GENERAL FUND

DEPARTMENT: PARKS AND RECREATION

DIVISION: RECREATION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Family Programs (# programs)	14	12	11
EFFICIENCY	Family Programs (cost per person)	35¢ - \$60	.50 - \$45	.50 - \$50
EFFECTIVENESS	Family Programs (# of people served; outdoor events are weather dependent)	10,425	7,311	8,000
OUTPUT	Youth Development (# programs)	43	56	55
EFFICIENCY	Youth Development (# collaborations)	25	41	44
EFFECTIVENESS	Youth Development (#youth served)	9,230	9,520	9,700

- Family Programs (explanation for lower numbers)
 - The Family Baseball Road trip was cancelled this year.
 - Lower numbers at the Valentine Dances
 - The Father/Son Baseball Road trip took one bus this year
 - Egg Hunt was cancelled due to a blizzard.

ENTERPRISE FUND

DEPARTMENT: PARKS AND RECREATION

DIVISION: KALAMAZOO FARMERS MARKET

DESCRIPTION: The Kalamazoo Farmers Market seeks to enhance the quality of life in the community by offering a wide variety of fresh food and products from area farmers, growers, and artisans.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	30,287	30,372	30,372	30,695	30,880	1.67%	31,740
Operations	14,844	15,475	15,475	14,931	16,108	4.09%	16,269
TOTAL CITY MARKET	45,131	45,847	45,847	45,626	46,988	2.49%	48,009

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects normal operating increases.

REVENUE:

The revenue to fund the Kalamazoo Farmers Market budget is generated from user rental fees and Flea Market contract.

POSITION ALLOCATIONS	Actual 2007	Projected 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	.06	.06	.06
Number of Part-Time/Temporary Equivalents (one 8 month regular position)	0	.68	.68

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Seasonal Stalls Available	91	92	92
EFFICIENCY	Number of Seasonal Stalls Rented	91	92	92
EFFECTIVENESS	Number of Complaints from vendors/public		7	5



GENERAL FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC WORKS

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.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
TOTAL PUBLIC WORKS							
Personnel	708,674	655,857	655,857	600,412	753,964	14.96%	774,967
Operating	572,013	751,923	756,973	792,375	706,947	-5.98%	714,016
TOTAL PUBLIC WORKS	1,280,687	1,407,780	1,412,830	1,392,787	1,460,911	3.77%	1,488,984

*The operating totals have been adjusted to include street lighting, which was previously budgeted in the non-departmental budget.

FY 2009 BUDGET HIGHLIGHTS:

General maintenance of the Central Business District continues to be under the control of the Downtown Development Authority. City staff will continue to address right-of-way issues, fountain maintenance, electrical, and snowmelt maintenance systems in the Central Business District. The increase is due to the inclusion of retiree health care costs and an increase in street light electricity.

REVENUE:

The revenue to fund the Sidewalk, Forestry, and Downtown Maintenance and Street Lighting budgets is General Fund.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	9.88	9.35	9.
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

GENERAL FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC WORKS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Trees Trimmed/Removed	6,500	5,400	7,500
EFFICIENCY	Value of Trimming/Removal per Staff Hour	\$23	\$27	\$20
EFFECTIVENESS	% of Trees Maintained Each Year	22%	18%	25%
OUTPUT	Number of Sidewalk Repairs	127	105	100
EFFICIENCY	Average cost per sidewalk repair	\$1,181	\$1,539	\$2,032
EFFECTIVENESS	Number of Complaints Received	57	65	60

ENTERPRISE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: WASTEWATER DIVISION

DESCRIPTION:

To provide an environmentally sound, convenient and continuous wastewater disposal service to the public by adequately transporting and treating the wastewater generated in the Kalamazoo metropolitan service area. Service shall be at a reasonable cost, consistent with allowing a fair return, making certain that the customers receive sound value and highly responsive service within established ordinances, contracts and regulation.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
EXPENDITURES							
Personnel	7,239,099	6,850,050	6,850,050	6,280,286	7,404,577	8.10%	7,610,847
Operations	12,666,700	13,657,672	13,755,152	13,394,982	14,607,183	6.95%	14,753,255
Capital	2,443,523	2,080,381	3,342,662	3,342,662	6,801,500	226.94%	6,819,400
Debt Service	375,860	380,010	380,010	380,010	381,610	0.42%	382,730
Transfers	432,487	-	-	-	-		-
TOTAL WASTEWATER	23,157,669	22,968,113	24,327,874	23,397,940	29,194,870	27.11%	29,566,232

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects a decrease in overall Wastewater expenditures by 9.04% from the adopted 2008 budget. Capital expenditures have been reduced by 24.56%.

REVENUE:

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

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	105.00	105.94	94
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

ENTERPRISE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: WASTEWATER DIVISION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Cubic Meters of Wastewater Treated (Millions)	36.0	36.33	35.1
EFFICIENCY	Average Operating Cost to Treat one Cubic Meter of Wastewater (excludes depreciation)	44.2	45.6	52.0
EFFECTIVENESS	Number of NPDES Discharge Violations	1	0	0
OUTPUT	Miles of Sanitary Sewers	293	293	293
EFFICIENCY	Miles of Sanitary Sewers Cleaned	80	68.9	80
EFFECTIVENESS	Number of Sanitary Main Line Stoppages	26	14	<20
OUTPUT	Number of Lift Stations Maintained	52	58	59
OUTPUT	Total Number of Maintenance Work Orders Completed	9,827	10,849	11,000
EFFICIENCY	Percent of Preventive Maintenance Work Orders Completed	100%	100%	100%
EFFECTIVENESS	Percent of Corrective Work Orders to Total	19.8%	20.8%	20.0%

ENTERPRISE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: WATER DIVISION

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.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
EXPENDITURES							
Personnel	4,799,770	4,892,526	4,892,526	4,168,682	4,598,265	-6.01%	4,726,360
Operations	7,878,592	7,029,506	7,226,663	7,842,601	7,637,828	8.65%	7,714,206
Capital	4,924,418	4,534,255	7,232,696	5,732,696	4,083,000	-9.95%	5,044,000
Debt Service	2,121,403	2,221,486	2,221,486	2,208,420	2,247,636	1.18%	2,168,801
TOTAL WATER	19,724,183	18,677,773	21,573,372	19,952,399	18,566,729	-0.59%	19,653,367

FY 2009 BUDGET HIGHLIGHTS:

The FY2009 budget represents a decrease in operations based on the reduction of 6 vacant positions and other operational savings.

REVENUE:

The FY2009 budget reflects a 4% increase in water rates across-the-board for city and non-city customers, as well as one time charge-backs of excess reserves from the Insurance Fund and the Public Utilities Fleet Fund.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	83.43	83.00	79
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	1	1	1

ENTERPRISE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: WATER DIVISION

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Cubic Meters of Water Billed	22.8 million	24.5 million	22.8 million
EFFICIENCY	Average Operating Cost to Produce one Cubic Meter of Water (excludes depreciation).	\$.438	\$.433	\$.476
EFFECTIVENESS	Water bans or limited water use notices	0	0	0
OUTPUT	Number of Utility Bills Mailed	225,961	229,842	231,000
EFFICIENCY	Customer Payment Options.	4	4	4
EFFECTIVENESS	Number of payment transactions processed by credit card and on-line.	11,676	13,063	14,369
OUTPUT	Number of Telephone Calls Received (Numbers reflect ACD calls only, not number taken in our personal line from customers.)	53,000	53,600	54,000
EFFICIENCY	Average Customer Wait Time to talk to a CSR	22 seconds	15 seconds	15 seconds
EFFECTIVENESS	Percentage of Utility Bills Uncontested	>99.9%	>99.9%	>99.9%
OUTPUT	Number of Water Valves Repaired	48	123*	200*
EFFICIENCY	Number of Water Quality Claims	22	23	23
EFFECTIVENESS	Average Service Area affected by Water Shut-down.	3 blocks	3 blocks	3 blocks

*Water valves repaired reflects the gate valve exercising program. Each valve is exercised and, if repairs are required, a work order is generated and the repairs are completed.

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: MAJOR STREETS

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 and 24 hour major street bare pavement response during snow and ice season events, street sweeping, storm sewer repair and maintenance, pavement painting and marking, replacement of street signs, and maintenance of traffic signals.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
MAJOR STREETS							
Personnel	834,453	815,396	815,396	810,861	789,320	-3.20%	813,000
Operations	1,522,674	1,802,720	1,802,720	1,789,449	1,885,546	4.59%	1,915,364
Capital	5,025,686	2,171,000	4,148,573	4,148,573	2,000,000	-7.88%	2,190,000
Debt Service	1,311,548	1,658,467	1,658,467	1,658,599	1,727,129	4.14%	1,927,100
Transfers Out	398,596	281,267	281,267	329,972	398,427	41.65%	202,469
TOTAL MAJOR STREETS	9,092,957	6,728,850	8,706,423	8,737,454	6,800,422	1.06%	7,047,932

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects anticipated Major Street maintenance and repair activities.

REVENUE:

The revenue to fund the Major Street operating budget primarily comes from Gas and Weight tax. The Major Street capital program is funded by MTF Bonds.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	11.08	11.66	11
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: MAJOR STREETS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Response to Snow Events on Major Streets	25	28	28
EFFICIENCY	% of Streets Cleared within 24 hours	100%	100%	100%
EFFECTIVENESS	Inches of Precipitation Controlled	80	80	80
OUTPUT	Number of Repairs on Major Streets	105	125	125
EFFICIENCY	Value of Repairs per Staff Hour	\$326	\$323	\$325
EFFECTIVENESS	% of Repairs Completed	100%	100%	100%

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: LOCAL STREETS

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 and 48-hour local street bare pavement response during snow and ice season events, street sweeping, storm sewer repair and maintenance, pavement painting and marking, and replacement of street signs.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
LOCAL STREETS							
Personnel	544,290	705,504	705,504	630,642	594,123	-15.79%	611,947
Operations	785,764	917,535	917,535	1,141,044	993,329	8.26%	1,007,254
Capital	1,040,614	1,000,000	1,020,789	1,020,789	1,000,000	0.00%	1,000,000
Debt Service	598,659	597,086	597,086	597,086	599,950	0.48%	689,243
TOTAL LOCAL STREETS	2,969,327	3,220,125	3,240,914	3,389,561	3,187,402	-1.02%	3,308,444

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects normal levels of local street repair and maintenance activities.

REVENUE:

Revenue to fund the Local Street operating budget primarily comes from Act 51 Gas and Weight Tax monies. The Local Street capital program is funded through CIP contributions and the General Fund.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	9.95	10.51	10
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: LOCAL STREETS

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Response to Snow Events on 170 Miles of Local Streets	28	28	28
EFFICIENCY	Staff Person Hours per Snow Event	< 56 hours	< 56 hours	<56 hours
EFFECTIVENESS	Inches of Precipitation Controlled	80	80	80
OUTPUT	Number of Repairs on Local Streets	307	383	385
EFFICIENCY	Value of Repairs per Staff Hour	\$226	\$286	\$285
EFFECTIVENESS	% of Repairs Completed	98%	95%	95%

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: CEMETERIES

DESCRIPTION:

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

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
OPERATIONS							
Personnel	59,745	29,450	29,450	38,093	36,328	23.35%	37,366
Operations	286,494	334,580	334,580	315,379	307,320	-8.15%	313,466
Capital	67,692	100,000	103,632	100,000	10,000	-90.00%	10,000
TOTAL CEMETERIES	413,931	464,030	467,662	453,472	353,648	-23.79%	360,832

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects a decrease in administration fees and a very small capital improvements program.

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 be used to fund a portion of Cemetery capital improvements.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	2.92	1.762	1
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: CEMETERIES

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Acres Mowed	100	100	100
EFFICIENCY	Acres mowed Annually by contractor	100	100	100
EFFECTIVENESS	Number of Complaints Received Regarding Mowing	35	35	35
OUTPUT	Number of Burials Performed Per Year	212	185	215
EFFICIENCY	Cost per Burial Service	\$544.81	\$483.86	\$519.77
EFFECTIVENESS	Number of Complaints Received Regarding Burials	12	15	10

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: SOLID WASTE

DESCRIPTION:

This budget unit provides a variety of solid waste collections including fall leaves, brush, monthly bulk trash collection, and residential recycling collection. Also provided is the opportunity for residents to dispose of freon-bearing appliances and household hazardous waste. Activities performed also improve the appearance and cleanliness of City streets through street sweeping and clean up of scattered illegal dumpsites.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	503,748	675,449	675,449	676,051	622,395	-7.85%	640,178
Operations	1,875,853	1,965,730	1,965,730	2,042,155	1,802,438	-8.31%	1,838,487
TOTAL SOLID WASTE	2,379,601	2,641,179	2,641,179	2,718,206	2,424,833	-8.19%	2,478,664

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects a considerable decrease in equipment costs.

REVENUE:

The revenue to fund the Solid Waste budget is generated from the solid waste millage.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalent (FTEs)	7.39	7.09	8
Number of Part-Time/Temporary Equivalent (includes 30 hour Part-Time Regular staff)	0	0	0

SPECIAL REVENUE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: SOLID WASTE

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Volume of Leaves Collected (cubic yards)	67,879 cubic yards	70,000 cubic yards	70,000 cubic yards
EFFICIENCY	Leaf Collection Cost	\$479,934	\$652,000	\$553,484
EFFECTIVENESS	Cost per Yard of Leaves Collected	\$7.07	\$9.31	\$7.91
OUTPUT	Volume of Material Recycled	2,223.67tons	2,375 tons	2,400 tons
EFFICIENCY	Cost per Ton of Recycled Materials	\$227.04	\$223.54	\$217.08
EFFECTIVENESS	No. of Housing Units Participating in Recycling Activities	20,000	21,000	22,000
OUTPUT	Volume of Solid Waste Collected	9,972 cu. yds.	10,000 cu. yds.	10,000 cu. yds.
EFFICIENCY	Cost of Solid Waste Collection per Cubic Yard	\$46.73	\$52.10	\$46.42
EFFECTIVENESS	No. of Housing Units Participating in Solid Waste Collection	≈50,000	≈50,000	≈50,000

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: CITY-WIDE MAINTENANCE

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 insure that all such services are provided in an efficient and effective manner that assist the City departments served meet their goals in a timely fashion. The facilities maintained are: Harrison Facility, Stockbridge Facility, Crosstown (including six outlying fire stations), Pistol Range, City Hall, Mayor's Park Team Facility, Parks Administration Building, Maintenance Facility, and Mt. Home & Riverside Cemetery Building.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	746,753	796,107	796,107	781,696	809,020	1.62%	831,557
Operations	511,744	429,951	429,951	425,720	411,670	-4.25%	415,787
TOTAL CITY WIDE MAINTENANCE	1,258,497	1,226,058	1,226,058	1,207,416	1,220,690	-0.44%	1,247,344

FY 2009 BUDGET HIGHLIGHTS:

Budget reflects decreases focused on cost containment and increased effectiveness resulting in a reduction of planned outside contractual services and operating supplies..

REVENUE:

The revenue to fund the City-Wide Maintenance budget is generated from other City departments.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	11.48	11.38	11
Number of Part-Time Equivalents	0	0	0

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: CITY-WIDE MAINTENANCE

PERFORMANCE MEASURES		Actual 2007	Projected 2007	Adopted 2009
OUTPUT	Number of Facilities Maintained	19	20	19
	Square Footage Maintained (not inc'l contracted)	471,111	385,526	425823
	Square Footage Maintained (inc'l contracted)	580,400	485,806	485058
EFFICIENCY	Cost per Square Foot for Custodial and Maintenance	\$1.97	\$2.49	\$2.06
	Square Footage per FTE	50,557	42,318	42582
EFFECTIVENESS	Percent of Preventive Maintenance Work Orders Completed	100%	100%	100%
	Number of Complaints (cleaning)	20	10	10
	Number of Complaints (mechanical)	20	10	10

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: ENGINEERING

DESCRIPTION:

The Engineering section maintains a highly trained staff to provide quality-engineering services for the construction, operations, and maintenance of City-owned infrastructure and to provide administrative rulings and recommendations for the proper management of the City's public right-of-ways.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	1,254,088	1,173,040	1,173,040	1,142,783	1,237,126	5.46%	1,271,589
Operations	500,860	470,113	470,267	531,007	434,776	-7.52%	439,124
TOTAL ENGINEERING	1,754,948	1,643,153	1,643,307	1,673,790	1,671,902	1.75%	1,710,713

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects design and construction of capital improvement projects in the Water, Wastewater, Major and Local Streets, and General Fund areas.

REVENUE:

The revenue to fund the Engineering Division comes from several sources. The enterprise funds of Wastewater O & M and CIP, Water O & M and CIP, provide funding. Public Works provides major and local street funding. General Fund CIP provides funding for capital projects managed by the Engineering Division.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	15	14	15
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0.5	1.5	0

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: ENGINEERING

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Value of new CIP Program Projects – Water, Wastewater, General Fund, Major Streets, and Local Streets.	\$14.65 million	\$10.3 million	\$15.7 million
EFFICIENCY	Timely Design - Design Time Required for CIP Projects	May Watermain – 3 weeks Sanitary & Watermain Service – 3 days	May Watermain – 3 weeks Sanitary & Watermain Service – 3 days	Streets – by March Watermain – 2 weeks Sanitary & Watermain Service – 3 days
EFFECTIVENESS	Change Orders as a Percent of Original Contracts	4.0%	4.0%	3.5%
OUTPUT	Value of CIP Completed – Water, Wastewater, General Fund, Major Streets, and Local Streets.	\$15.5 million	\$11.0 million	\$ 14.9 million
EFFICIENCY	Percentage Completion of CIP Projects (\$ CIP complete/ \$ CIP Budget)	100%*	100%*	95%
EFFECTIVENESS	Amount of CIP Completed per Staff	\$1.0M/staff	\$786K/staff	\$993K/staff
OUTPUT	City Right-of-Way Management - Number of Infrastructure Stakings Performed	12,363	11,300	11,300
EFFICIENCY	Cost per Staking	\$19.35	\$17.03	\$18.95
EFFECTIVENESS	Percentage Accuracy of Stakings	99.98%	99.98%	99.98%

* Includes carry forward projects

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES
DIVISION: PUBLIC WORKS BILLABLE
DESCRIPTION:

This budget unit is responsible for completing permanent repairs to the City's infrastructure (utility cuts).

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	314,256	272,973	272,973	286,894	243,392	-10.84%	281,514
Operations	283,957	339,748	339,748	348,748	260,780	-23.24%	297,828
TOTAL PUBLIC WORKS BILLABLE	598,213	612,721	612,721	635,642	504,172	-17.72%	579,342

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects an average of over 400 necessary permanent repairs to roadways caused by area utilities.

REVENUE:

The revenue to fund the Public Works Administration/Billable budget is generated from users, primarily area utilities.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	4.35	4.35	0*
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

* FTE allocations are included within other budgetary units.

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Locations Repaired	365	375	400
EFFICIENCY	Average Cost per Repairs	\$860	\$992	\$1,046
EFFECTIVENESS	Number of Return Repairs	5	5	5

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC UTILITY FLEET

DESCRIPTION:

This budget unit is responsible for repair and maintenance of City vehicles and heavy equipment within the Public Services Utility Funds.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	321,018	365,077	365,077	331,040	488,252	33.74%	501,853
Operations	1,002,815	926,850	926,850	976,775	974,080	5.10%	983,821
Capital	427,671	300,000	515,572	515,572	200,000	-33.33%	200,000
Transfer to Water					481,000		
TOTAL UTILITY FLEET	1,751,504	1,591,927	1,807,499	1,823,387	2,143,332	34.64%	1,885,674

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget is reflective of a decrease in capital expenditure however, operating expenses have increased due to internal public services overhead costs.

REVENUE:

The revenue to fund the Public Services Utility Fleet budget is primarily generated from the Water & Wastewater funds.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	6.5	6.5	6
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC UTILITY FLEET

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Vehicles and Equipment Items Maintained	745	745	735
EFFICIENCY	Pieces of Equipment Maintained per Mechanic	74.5	74.5	73.5
EFFECTIVENESS	Percent of Preventive Work Orders (vs. Corrective Work Orders)	20%	20%	25%
OUTPUT	Number of Work Orders Completed	4,350	4,450	4,500
EFFICIENCY	Number of Work Orders Per Mechanic	435.0	445.0	450
EFFECTIVENESS	Percent of Corrective Work Orders (vs. Preventive Maintenance)	80%	75%	70%

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC WORKS FLEET

DESCRIPTION:

This budget unit is 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.

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Adopted	2008/2009 Adopted Variance	2010 Projected
OPERATIONS							
Personnel	501,877	489,262	489,262	451,334	403,950	-17.44%	415,203
Operations	1,201,541	928,191	928,191	1,097,925	1,082,163	16.59%	1,092,985
Capital	342,720	300,000	300,000	300,000	200,000	-33.33%	200,000
TOTAL PUBLIC WORKS FLEET	2,046,138	1,717,453	1,717,453	1,849,259	1,686,113	-1.82%	1,708,188

FY 2009 BUDGET HIGHLIGHTS:

The FY 2009 budget reflects an overall decrease in capital, however operating expenditures have increased due to internal public services overhead charges.

REVENUE:

The revenue to fund the Public Works Fleet budget is primarily generated from the other non utility City Funds.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	6.5	6.5	6
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	0	0	0

INTERNAL SERVICE FUND

DEPARTMENT: PUBLIC SERVICES

DIVISION: PUBLIC WORKS FLEET

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Vehicles and Equipment Items Maintained	745	745	735
EFFICIENCY	Pieces of Equipment Maintained per Mechanic	74.5	74.5	73.5
EFFECTIVENESS	Percent of Preventive Work Orders (vs. Corrective Work Orders)	20%	20%	25%
OUTPUT	Number of Work Orders Completed	4,350	4,450	4,500
EFFICIENCY	Number of Work Orders Per Mechanic	435.0	445.0	450
EFFECTIVENESS	Percent of Corrective Work Orders (vs. Preventive Maintenance)	80%	75%	70%



ENTERPRISE FUND

DEPARTMENT: TRANSPORTATION

DIVISION: PUBLIC TRANSPORTATION SERVICES

DESCRIPTION:

The Transportation Department strives to provide the citizens of the Kalamazoo metropolitan area with public transportation services that are dependable, convenient, safe, cost effective, and accessible for everyone.

	2007	2008	2008	2008	2009	2008/2009	2010
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
EXPENDITURES							
Personnel	6,577,865	6,822,260	6,822,260	6,456,178	6,619,451	-2.97%	6,948,376
Operations	6,649,322	7,435,601	7,435,601	7,591,721	8,292,698	11.53%	8,304,990
Capital	-	14,821,649	14,821,649	-	14,026,918	-5.36%	200,000
Debt Service	-	-	-	-	-		-
Transfers	-	-	-	-	-		-
TOTAL METRO TRANSIT	13,227,187	29,079,510	29,079,510	14,047,899	28,939,067	-0.48%	15,453,366

FY 2009 BUDGET HIGHLIGHTS:

The CY2009 budget identified herein was developed after a failed countywide millage to support a countywide public transportation system. The City of Kalamazoo proposes to retain ownership of the public transportation assets, and operate the service through CY2009 using a combination of reserves, while the Kalamazoo County Transportation Authority (KCTA) continues in its effort to secure a funding source for a consolidated countywide operation. Contingent upon KCTA's ability to maintain its working agreement with the City of Kalamazoo throughout 2009, services are proposed at the current service level (effective 9-1-2008). Fares will not increase. The focus in 2009 is the successful transition of the public transportation department to the Kalamazoo County Transportation Authority. However, the City of Kalamazoo remains committed to ensuring the continuation of Metro Transit and Metro Van for the citizens of the City of Kalamazoo. To that end, the City of Kalamazoo will work with the Act 55 (City) Transit Authority Board to develop contingency plans to secure some sustainable local share for continued Metro Transit and Metro Van operation.

During 2009, the public transportation department will complete a Comprehensive Operational Analysis (COA). A second public safety officer will serve the Kalamazoo Transportation Center. Metro Van and Care-A-Van service contracts will be rebid for services beginning July 1, 2009. A working agreement with the Amalgamated Transit Union is in negotiation. Finally, the Transportation Department will continue its program of vehicle replacement for Metro Van, Care-A-Van and Metro Transit operations.

REVENUE:

Public transportation operating revenues are derived from fares, the Michigan Department of Transportation (MDOT), the Federal Transit Administration (FTA), Western Michigan University (WMU), Educational Realty Trust (ERT) and the City of Kalamazoo and County of Kalamazoo's tax levy. Capital funding is provided 80% from FTA and 20% from MDOT.

POSITION ALLOCATIONS	Actual 2007	Actual 2008	Adopted 2009
Number of Full-Time Equivalents (FTEs)	108	105	102
Number of Part-Time/Temporary Equivalents (includes 30 hour Part-Time Regular staff)	20	19	19

ENTERPRISE FUND

DEPARTMENT: TRANSPORTATION

DIVISION: PUBLIC TRANSPORTATION SERVICES

PERFORMANCE MEASURES		Actual 2007	Projected 2008	Adopted 2009
OUTPUT	Number of Schedule Service Hours (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	185,904	188,582	202,568
EFFICIENCY	Cost Per Hour	\$71.61	\$74.49	\$73.61
EFFECTIVENESS	Average Passengers Per Hour – All Services	16.20	16.34	16.28
OUTPUT	Number of Scheduled Service Miles (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	2,277,035	2,302,338	2,361,959
EFFICIENCY	Cost Per Mile	\$5.85	\$6.10	\$6.31
EFFECTIVENESS	Miles Per Hour	12.25	12.20	11.66
OUTPUT	Number of Passengers Trips (all services)	3,011,710	3,081,001	3,298,765
EFFICIENCY	Cost Per Passenger	\$4.42	\$4.56	\$4.52
EFFECTIVENESS	Passengers Boarded Per Scheduled Service Mile	1.32	1.34	1.40

CITY OF KALAMAZOO
General Fund Operating Budget Summary

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Proposed	Fiscal Plan				
REVENUE										
Tax Levy Revenue	31,091,425	31,798,869	31,798,869	31,737,103	32,012,216	32,652,460	33,305,510	33,971,620	34,651,052	35,344,073
Other Tax or PILOT Payments	1,678,327	1,646,765	1,646,765	1,799,466	1,802,765	1,838,820	1,875,597	1,913,109	1,951,371	1,990,398
Licenses, Permits & Fees	2,077,407	1,945,069	1,945,069	1,900,950	1,959,700	2,018,491	2,079,046	2,141,417	2,205,660	2,271,829
Intergovernmental Revenue	11,047,140	11,402,715	11,402,715	11,299,327	11,377,944	11,377,944	11,377,944	11,377,944	11,377,944	11,377,944
Charges for Services	450,790	508,165	508,165	443,014	442,880	451,738	460,772	469,988	479,388	488,975
Interest & Rentals	840,604	905,500	905,500	853,100	818,100	850,824	884,857	920,251	957,061	995,344
Other Revenue	5,900,047	5,144,335	5,144,335	5,288,538	5,192,726	5,348,508	5,508,963	5,674,232	5,844,459	6,019,793
* Clawback from Pfizer										
* Chargeback from Stryker					200,000					
* Chargeback from Health Ins. Fund					500,000	500,000	600,000	600,000	1,000,000	1,000,000
Total Revenue	53,085,740	53,351,418	53,351,418	53,321,498	54,306,331	55,038,785	56,092,688	57,068,560	58,466,934	59,488,356
EXPENDITURES										
City Commission	186,787	88,707	173,707	171,030	88,365	90,258	92,576	94,984	96,884	98,822
City Administration	759,160	846,954	868,704	834,728	852,626	753,603	772,955	793,068	808,929	825,107
City Attorney	850,804	864,247	937,526	900,542	893,530	916,434	939,968	964,425	983,714	1,003,388
City Clerk	650,801	746,777	794,762	795,374	671,456	622,886	638,882	655,506	668,616	681,988
Internal Auditor	84,886	90,526	92,162	87,919	92,643	95,083	97,524	100,062	102,063	104,104
Human Resources Department	815,233	893,308	935,951	821,282	870,068	820,572	841,645	863,544	880,815	898,431
Management & Budget Services Department	3,109,545	3,220,510	3,270,621	3,121,701	3,294,966	3,290,061	3,374,550	3,462,355	3,531,602	3,602,234
Public Safety Department	32,368,337	33,556,540	33,768,374	33,391,103	34,586,545	35,260,162	36,165,643	37,106,666	37,848,799	38,605,775
Public Services Department	1,280,687	1,407,780	1,412,830	1,392,787	1,460,911	1,488,984	1,527,221	1,566,959	1,598,298	1,630,264
Community Planning & Development	2,783,769	2,904,183	2,905,833	2,807,574	2,981,542	3,058,207	3,136,742	3,218,360	3,282,727	3,348,381
Parks & Recreation Department	2,405,110	2,517,966	2,520,674	2,494,314	2,558,777	2,616,074	2,683,255	2,753,072	2,808,134	2,864,296
City Hall / Development Center	577,306	552,583	552,583	559,496	578,118	595,462	610,753	626,645	639,178	651,961
Non-Departmental Expenditures	1,994,357	1,538,721	1,977,493	2,389,367	1,849,768	1,379,263	1,420,641	1,463,261	1,507,158	1,552,373
Transfers	249,868	860,899	870,899	870,899	1,440,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
Initiatives	1,476,144	1,300,000	1,393,347	1,366,623	585,000	535,000	535,000	535,000	535,000	535,000
Total Operating Expenditure	49,592,794	51,389,701	52,475,465	52,004,739	52,804,315	52,752,049	54,067,354	55,433,906	56,521,917	57,632,127
Transfer to CIP Fund	2,420,633	2,000,000	1,538,000	1,538,000	1,850,000	2,000,000	2,150,000	2,150,000	2,250,000	2,250,000
Transfer to Major Street Fund	788,496	-	-	-	-	-	-	-	-	-
Transfer to Local Street Fund	1,000,000	1,000,000	1,000,000	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transfer for Capital Improvement	4,209,129	3,000,000	2,538,000	2,538,000	1,950,000	2,100,000	2,250,000	2,250,000	2,350,000	2,350,000
TOTAL EXPENDITURES	53,801,923	54,389,701	55,013,465	54,542,739	54,754,315	54,852,049	56,317,354	57,683,906	58,871,917	59,982,127
Beginning Fund Balance	11,738,865	10,422,682	10,422,682	10,422,682	9,101,441	7,353,457	7,540,193	7,815,527	8,100,181	8,345,199
Surplus / (Deficit)	(716,183)	(1,038,283)	(1,662,047)	(1,221,241)	(447,984)	186,736	(224,666)	(615,346)	(404,983)	(493,770)
Contribution to Capital Reserve	300,000	100,000	100,000	50,000	0	0	0	0	0	0
Contribution to Budget Stabilization	300,000	100,000	100,000	50,000	1,300,000	0	-500,000	-900,000	-650,000	0
Ending Fund Balance	10,422,682	9,184,399	8,560,635	9,101,441	7,353,457	7,540,193	7,815,527	8,100,181	8,345,199	7,851,428
Target Fund Balance	6,901,146	6,935,684	6,935,684	6,931,795	7,059,823	7,155,042	7,292,049	7,418,913	7,600,701	7,733,486
Amount Over (Under) Target	3,521,536	2,248,715	1,624,951	2,169,646	293,634	385,151	523,478	681,268	744,497	117,942
Cummulative Amount Over (Under) Target										
Actual Percentage of Revenues	19.6%	17.2%	16.0%	17.1%	13.5%	13.7%	13.9%	14.2%	14.3%	13.2%
Target Percentage of Revenues	11.4%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%

CITY OF KALAMAZOO
Major Streets Fund

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Proposed	Estimated	Estimated	Estimated	Estimated	Estimated
Revenue										
Highway Maintenance	237,957	250,000	250,000	212,000	250,000	250,000	250,000	250,000	250,000	250,000
Gas & Weight Tax	4,099,179	4,200,000	4,200,000	4,180,000	3,923,463	4,001,932	4,081,971	4,163,610	4,246,883	4,331,820
Other State Revenue (Metro Act)	241,008	265,000	265,000	242,000	265,000	265,000	265,000	265,000	265,000	265,000
Reimbursement from LDFA	0	0	0	0	0	224,000	296,000	405,790	405,790	405,790
Interest	116,747	85,000	85,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Other	3,994	5,000	5,000	2,500	5,000	2,000	2,000	2,000	2,000	2,000
Total Revenue	4,698,885	4,805,000	4,805,000	4,751,500	4,558,463	4,857,932	5,009,971	5,201,400	5,284,673	5,369,610
Expenditures										
Debt Service	1,311,548	1,658,467	1,658,467	1,658,599	1,727,129	1,727,100	1,730,917	1,583,508	1,585,844	1,367,332
New Debt Service						200,000	304,300	418,000	529,900	617,900
Operations & Maintenance	2,357,127	2,618,116	2,618,116	2,600,310	2,674,866	2,728,363	2,782,931	2,838,589	2,895,361	2,953,268
Total Debt Service & Operations	3,668,675	4,276,583	4,276,583	4,258,909	4,401,995	4,655,463	4,818,148	4,840,097	5,011,105	4,938,500
Transfers										
Transfer to Local Streets	398,596	281,267	281,267	329,972	398,427	202,469	191,823	361,303	273,568	431,110
Total Expenditure & Transfers	4,067,271	4,557,850	4,557,850	4,588,881	4,800,422	4,857,932	5,009,971	5,201,400	5,284,673	5,369,610
Available for Construction	631,614	247,150	247,150	162,619	(241,959)	35,936	18,245	22,972	9,993	10,193
Other Resources for Capital										
Federal Aid	618,411	0	0	504,171	1,434,000	1,147,000	1,161,000	1,161,000	1,161,000	1,161,000
Other State Revenue	0	0	0	0	0	0	0	0	0	0
Private Funding	8,637	0	0	283,800	0	0	0	0	0	0
Bond Proceeds	3,839,765	2,121,000	2,121,000	2,121,000	2,000,000	1,043,000	1,137,000	1,119,000	880,000	805,000
Contribution from General Fund	788,496	0	0	0	0	0	0	0	0	0
Total	5,255,309	2,121,000	2,121,000	2,908,971	3,434,000	2,190,000	2,298,000	2,280,000	2,041,000	1,966,000
Capital Expenditures										
Construction	5,025,686	2,171,000	4,148,573	4,148,573	3,434,000	2,190,000	2,298,000	2,280,000	2,041,000	1,966,000
Surplus / (Deficit)	861,237	197,150	(1,780,423)	(1,076,983)	(241,959)	35,936	18,245	22,972	9,993	10,193
Beginning Fund Balance	1,016,384	1,877,621	1,877,621	1,877,621	800,638	558,679	594,615	612,860	635,831	645,824
Ending Fund Balance	1,877,621	2,074,771	97,198	800,638	558,679	594,615	612,860	635,831	645,824	656,017
Target Fund Balance	563,866	576,600	576,600	570,180	547,016	582,952	601,197	624,168	634,161	644,353

CITY OF KALAMAZOO
Local Streets Fund

	2007 Actual	2008 Adopted	2008 Amended	2008 Projected	2009 Proposed	2010 Estimated	2011 Estimated	2012 Estimated	2013 Estimated	2014 Estimated
Revenue & Other Resources										
Operating Revenues										
Gas & Weight Tax	1,146,418	1,235,000	1,235,000	1,016,500	1,100,975	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Interest	17,903	25,000	25,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000
Other	54,223	(182,041)	(182,041)	200	3,000	5,000	5,000	5,000	5,000	5,000
Total Operating Revenue	1,218,544	1,077,959	1,077,959	1,036,700	1,128,975	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
Other Resources										
Transfer From Major Streets	398,596	281,267	281,267	329,972	398,427	202,469	191,823	361,303	273,568	431,110
Transfer From General Fund	0	860,899	860,899	860,900	900,000	900,000	900,000	900,000	900,000	900,000
Total Other Resources	398,596	1,142,166	1,142,166	1,190,872	1,298,427	1,102,469	1,091,823	1,261,303	1,173,568	1,331,110
Total Revenue and Other Sources	1,617,140	2,220,125	2,220,125	2,227,572	2,427,402	2,332,469	2,321,823	2,491,303	2,403,568	2,561,110
Expenditures										
Operations & Maintenance	1,330,054	1,623,039	1,623,039	1,771,686	1,587,452	1,619,201	1,651,585	1,684,617	1,718,309	1,752,675
Debt Service	598,659	597,086	597,086	597,086	599,950	689,243	676,417	766,417	759,669	895,761
Total Debt Service & Operations	1,928,713	2,220,125	2,220,125	2,368,772	2,187,402	2,308,444	2,328,002	2,451,034	2,477,978	2,648,436
Available for Construction	(311,573)	0	0	(141,200)	240,000	24,025	(6,179)	40,269	(74,411)	(87,326)
Other Resources for Capital										
Transfer from General Fund	1,000,000	1,000,000	1,000,000	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000
Bond Proceeds	0	0	0	0	900,000	900,000	900,000	700,000	600,000	400,000
Transfer from Major Streets	0	0	0	0	0	0	0	0	0	0
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	800,000	700,000	500,000
Capital Expenditures										
Construction	1,040,614	1,000,000	1,020,789	1,020,789	1,000,000	1,000,000	1,000,000	800,000	700,000	500,000
Surplus / (Deficit)	(352,187)	0	(20,789)	(161,989)	240,000	24,025	(6,179)	40,269	(74,411)	(87,326)
Beginning Fund Balance	517,407	165,220	165,220	165,220	3,231	243,231	267,256	261,077	301,347	226,936
Ending Fund Balance	165,220	165,220	144,431	3,231	243,231	267,256	261,077	301,347	226,936	139,609
Target Fund Balance	146,225	129,355	129,355	124,404	135,477	147,600	147,600	147,600	147,600	147,600

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Revenue										
Transfer from General Fund	2,420,633	2,000,000	1,538,000	1,538,000	1,850,000	2,000,000	2,150,000	2,150,000	2,250,000	2,250,000
Transfers from Other Funds	432,487	0	0	0	0	0	0	0	0	0
Proceeds from Sale of City Yards	4,018	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Hatfield Facility	0	0	0	0	0	0	0	0	0	0
Interest	293,152	100,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000
Subtotal Transfers, Sales and Interest	3,150,290	2,100,000	1,638,000	1,638,000	2,050,000	2,200,000	2,350,000	2,350,000	2,450,000	2,450,000
Special Assessment	9,474	0	0	0	0	0	0	0	0	0
Reimbursements/Court Consolidation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Reimbursements/Cork Street	0	0	0	0	0	0	0	0	0	0
Reimb. from County / Crosstown	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
User Fees - Public Safety Dispatch	235,707	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Subtotal Assessments and Reimbursements	545,181	550,000								
Federal Grants (Non-Mortorized)	0	0	100,000	100,000	0	0	0	0	0	0
State Grants										
State Grant (Trailway)	0	0	240,000	240,000	0	0	0	0	0	0
State Grant (Portage Creek)	0	0	500,000	500,000	0	0	0	0	0	0
State Grant (Non-Motorized)	303,309	0	559,191	559,191	0	0	0	0	0	0
State Grant (Upjohn Park)	0	0	370,000	370,000	0	0	0	0	0	0
State Grant (Lacrone Park)	0	450,000	450,000	450,000	0	0	0	0	0	0
State Grant (Burdick Streetscape)	336,101	0	0	0	0	0	0	0	0	0
State Grant (Salt Storage Barn)	123,750	0	0	0	0	0	0	0	0	0
State Grant (I-94 Business Loop Gateway)	0	0	0	0	0	433,500	433,500	433,500	0	0
State Grant (N Park & Westnedge -	0	362,000	362,000	362,000	0	0	0	0	0	0

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Private / Grant / Other										
Upjohn Park/Kik Pool	0		7,000	7,000	0	0	0	0	2,450,000	0
Public Safety Training Complex	715,359	1,400,000	1,505,050	1,505,050	0	1,000,000	0	0	0	0
Knollwood Project	0	0	0	0	0	0	0	0	0	0
Wilrad Court Improvements	0	0	80,000	80,000	0	0	0	0	0	0
Trailways	0	0	287,500	287,500	0	0	0	0	0	0
Portage Creek	0	0	125,000	125,000	0	0	0	0	0	0
Woods Lake Improvements	0	700,000	700,000	700,000	0	0	0	0	0	0
Fairmount Park Dog Park	50	460,000	460,000	460,000	0	0	0	0	0	0
Lacrone Park	1,000	395,000	0	0	0	0	0	0	0	0
Milham Park & Stanche Hull Park	0	0	0	0	0	1,300,000	0	0	0	0
General Parks Contributions	1,799	0	590,000	590,000	0	0	0	0	0	0
Mayor's Riverfront Park	0	120,000	0	0	128,100	0	0	0	600,000	0
N. Westnedge/Park Project	0	75,000	0	0	0	0	0	0	0	0
Henderson Tot Lot	0	0	0	0	0	0	0	10,000	0	0
Subtotal Grants and Fundraising	1,481,368	3,962,000	6,335,741	6,335,741	128,100	2,733,500	433,500	443,500	3,050,000	0
Bond Proceeds	855,000	1,435,000	1,897,000	1,897,000	2,722,000	2,056,000	969,000	594,000	2,190,000	200,000
Total Resources	6,031,839.00	8,047,000	10,420,741	10,420,741	5,450,100	7,539,500	4,302,500	3,937,500	8,240,000	3,200,000

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<u>Expenditures</u>										
<u>Environmental</u>										
Arcadia Creek - Env Costs	517		66,832	66,832	0	0	0	0	0	0
Auto Ion Env.	8,120		0	0	10,000	35,000	10,000	10,000	10,000	10,000
Cork Street Environmental	0		13,143	13,143	0	0	0	0	0	0
General Environmental	2,482		37,872	37,872	0	0	0	0	0	0
Subtotal Existing Commitments	11,119	0	117,847	117,847	10,000	35,000	10,000	10,000	10,000	10,000
<u>Debt Service</u>										
<u>EXISTING</u>										
<u>General Capital Projects</u>										
General Capital Projects - 2004 GO	566,156	562,993	562,993	562,993	564,737	561,537	563,184	560,142	555,708	556,188
General Capital Projects - 2007 GO	500	66,520	66,520	66,520	67,623	66,438	70,238	68,820	67,385	65,933
General Capital Projects - 2008 GO					180,073	179,560	178,469	179,661	178,055	178,728
Subtotal General Capital Projects	566,656	629,513	629,513	629,513	812,432	807,535	811,890	808,623	801,149	800,849
<u>Parks</u>										
Mayor's Riverfront Complex - Phase II	109,170	0	0	0	0	0	0	0	0	0
KMGA and Trailways - 1998 BA	4,231	4,281	4,281	4,281	4,341	4,383	4,416	4,439	4,292	4,461
Subtotal Park Debt Service	113,401	4,281	4,281	4,281	4,341	4,383	4,416	4,439	4,292	4,461
<u>Facilities</u>										
City Hall & Stockbridge Renovation - 1998	37,439	37,917	37,917	37,917	38,673	37,386	38,029	38,557	37,003	0
Justice Facility (Crosstown) - 1999/01/06	898,450	895,522	895,522	895,522	896,637	896,562	894,032	890,772	891,772	894,453
Park Street Public Safety Station - 2006 BA	319,732	320,780	320,780	320,780	319,801	318,601	322,201	320,401	318,401	321,201
Public Safety Station Improvements - 2002	100,245	97,858	97,858	97,858	100,208	102,268	99,005	100,668	102,028	98,075
Subtotal Facilities Debt Service	1,355,866	1,352,077	1,352,077	1,352,077	1,355,318	1,354,817	1,353,267	1,350,398	1,349,204	1,313,729
<u>Public Safety Equipment</u>										
Fire Apparatus - 1997 GO	143,933	0	0	0	0	0	0	0	0	0
Public Safety Dispatch - 2003 GO	227,914	223,478	223,478	223,478	228,098	226,923	230,050	227,558	229,469	0
Subtotal Public Safety Equipment Debt	371,847	223,478	223,478	223,478	228,098	226,923	230,050	227,558	229,469	0
Subtotal Existing Debt Service	2,407,770	2,209,349	2,209,349	2,209,349	2,400,189	2,393,657	2,399,623	2,391,017	2,384,114	2,119,039
<u>PROPOSED NEW DEBT SERVICE</u>										
General Capital Projects - 2009 GO (Prop)						280,265	280,265	280,265	280,265	280,265
General Capital Projects - 2010 GO (Prop)							211,691	211,691	211,691	211,691
General Capital Projects - 2011 GO (Prop)								99,771	99,771	99,771
General Capital Projects - 2012 GO (Prop)									61,160	61,160
General Capital Projects - 2013 GO (Prop)										225,488
Subtotal Proposed New Debt Service	0	0	0	0	0	280,265	491,956	591,727	652,887	878,375
Total Debt Service	2,407,770	2,209,349	2,209,349	2,209,349	2,400,189	2,673,921	2,891,579	2,982,744	3,037,001	2,997,414

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects										
Priority Projects: Parks										
Boundless Playground										
Farrell Park			17,375	17,375						
Spring Valley Park Improvements	21,879	698,000	836,391	836,391						
KIK Pool		100,000	100,000	100,000						
Park Improvements		150,000	150,000	150,000						
Crane Park / Tennis Ct. Repairs			9,225	9,225						
Upjohn Park/Kik Pool	44,250		749,930	749,930						
Fairmount Park Redevelopment & Dog Park	4,892	760,000	763,984	763,984						
Soutside Park Improvements	77,920		471	471						
Mayor's Riverfront	51,101	120,000	120,762	120,762						
Mayor's Riverfront Restrooms	2,255		11,145	11,145						
Versluis/Dickinson Park Playground Area	5,200									
Milham Park Maintenance Building		65,000	65,000	65,000						
Milham Park Master Plan			20,000	20,000						
Lacrone Park		945,000	955,000	955,000						
Woods Lake Improvements		800,000	805,000	805,000						
Park Signage	1,388									
Bond Funding:										
Bronson Park Electrical Upgrade					35,000					
Kik Pool					77,000					
Farrell Park						480,000				
Milham Park/Stanche Hull Improvements						200,000				
Axtel Park							100,000			
Davis & Hays Park							250,000			
Henderson Tot Lot								50,000		
Frays Park									30,000	
Upjohn Park/Kik Pool									550,000	
Mayor's Riverfront									600,000	
Outside Funding:										
Mayor's Riverfront Restrooms					128,100					
Milham Park/Stanche Hull Improvements						1,300,000				
Henderson Tot Lot								0		
Upjohn Park/Kik Pool									2,450,000	
Mayor's Riverfront									600,000	
Subtotal Priority Projects: Parks	208,884	3,638,000	4,604,283	4,604,283	240,100	1,980,000	350,000	50,000	4,230,000	0

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects: Facilities										
Salt Storage Facility	5,651									
Public Safety Station - New	2,580,771		1,436,696	1,436,696						
ADA Access	3,819		46,181	46,181						
Standby Power	47,190									
City Hall HVAC Improvements	5,511		31,895	31,895						
Public Safety Training Complex	112,177	1,500,000	2,187,823	2,187,823						
Asphalt Drives @ Fire Stations 6 & 7	44,754									
Cash Funding:										
Demolition Public Safety #4					200,000					
Bond Funding:										
Public Safety Training Complex						1,000,000				
Public Safety Station Improvements		150,000	151,529	151,529	130,000					
Facilities Major Repairs	21,601	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
City Hall Improvements	54,780	130,000	182,764	182,764	340,000	182,000	110,000	110,000	110,000	110,000
City Market Improvements								250,000		
Outside Funding:										
Public Safety Training Complex						1,000,000				
Subtotal Priority Projects: Facilities	2,876,253	1,810,000	4,066,889	4,066,889	700,000	2,212,000	140,000	390,000	140,000	140,000

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects: Public Safety										
Public Safety Dispatch Upgrade			119,928	119,928						
Public Safety Computer Upgrade	151,242		68,413	68,413						
Bond Funding:										
Emergency Warning Siren					150,000					
Fire Apparatus					1,900,000				300,000	
CAD/RMS/Mobile Data Upgrades	115,965		258,096	258,096					500,000	
Subtotal Priority Projects: Public Safety	267,208	0	446,436	446,436	2,050,000	0	0	0	800,000	0
Priority Projects: Other										
Ianelli Fountain	7,110	14,000	57,591	57,591						
Crosstown Ponds MDEQ										
Arcadia Public Art			12,880	12,880						
Knollwood curb, gutter and sidewalk	133		99,867	99,867						
Portage Creek Trailway	52,384		1,422,546	1,422,546						
Riverview Beautification		50,000	50,000	50,000						
Wilrad Court Improvements			126,500	126,500						
S. Burdick Streetscape	482,562									
Edison & Vine Court Improvemnts	37,514		2,486	2,486						
Axtell Creek Dredging	61,717		152,033	152,033						
Trailway Development	33,050		444,950	444,950						
North Park & Westnedge Corridor		502,000	502,000	502,000						
Engineering for New Road w. Michigan & Arcadia Creek Floodplain -Stuart	2,311 357									
Utility Hood-Up for Scattered Site In-Fill			100,000	100,000						
2004 GO Improvement Bond Excess										
Portage Creek Corridor		50,000	150,000	150,000						
Project Downtown	21,868									
Other			105,722	105,722						
Cash Funding:										
Reconnaissance Level Historic Survey Comprehensive Plan			150,000	150,000	40,000				200,000	
Bond Funding:										
Sidewalk Placement	179,487	60,000	202,510	202,510	60,000	60,000	60,000	70,000	70,000	60,000
I-94 Business Loop Gateway						84,000	84,000	84,000		
Non-Motorized Comp Plan	409,134		845,641	845,641		20,000	200,000			
Performance Paper							135,000			
Outside Funding:										
I-94 Business Loop Gateway						433,500	433,500	433,500		
Subtotal Priority Projects: Other	1,287,627	676,000	4,424,726	4,424,726	100,000	597,500	912,500	587,500	270,000	60,000

**City of Kalamazoo
Capital Improvement Program Fund**

	2007	2008	2008	2008	2009	2010	2011	2012	2013	2014
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Subtotal Cash Funding					240,000				200,000	
Subtotal Bond Funding					2,722,000	2,056,000	969,000	594,000	2,190,000	200,000
Subtotal Outside Funding					128,100	2,733,500	433,500	433,500	3,050,000	0
Total Priority Projects	4,639,972	6,124,000	13,542,335	13,542,335	3,090,100	4,789,500	1,402,500	1,027,500	5,440,000	200,000
Total Environmental	11,119	0	117,847	117,847	10,000	35,000	10,000	10,000	10,000	10,000
Total Debt Service	2,407,770	2,209,349	2,209,349	2,209,349	2,400,189	2,673,921	2,891,579	2,982,744	3,037,001	2,997,414
Total Expenses	7,058,861	8,333,349	15,869,531	15,869,531	5,500,289	7,498,421	4,304,079	4,020,244	8,487,001	3,207,414
Surplus/ (Deficit)	-1,027,022	-286,349	-5,448,790	-5,448,790	-50,189	41,079	-1,579	-82,744	-247,001	-7,414
Beginning Fund Balance	6,838,677	5,811,655	5,811,655	5,811,655	362,865	312,676	353,755	352,176	269,432	22,431
Ending Fund Balance	5,811,655	5,525,306	362,865	362,865	312,676	353,755	352,176	269,432	22,431	15,016

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES					FUNDING SOURCE	
			2009	2010	2011	2012	2013		2014
P&R	1	Mayors Riverrfront Park - Soisson/Rapzez/Clason Field Improvements	128.1						Private
CP&D	2	Reconnaissance Level Historic Resource Survey	40.0						CIP
PUBLIC SERVICES	2a	Auto Ion	10.0	35.0	10.0	10.0	10.0	10.0	Refund/CIP
ENGINEERING	3	Sidewalk Placement Program	60.0	60.0	60.0	60.0	60.0	60.0	Bonds
PUBLIC SAFETY	4	Demolition of Public Safety #4	200.0						Bonds
PUBLIC SAFETY	5	Kalamazoo Public Safety Training Complex Driving Track (Phase 2)		1,000.0					Private
PUBLIC SAFETY	5	Kalamazoo Public Safety Training Complex Driving Track (Phase 2)		1,000.0					Bonds
PUBLIC SAFETY	6	Replace Emergency Warning System	150.0						Bonds
P7R	7	Kik Pool	77.0						Bonds
P&R	8	Bronson Park Electric Upgrade	35.0						Bonds
CITY WIDE MAINT.	9	City Hall Facility Improvements	340.0	182.0	110.0	110.0	110.0	110.0	Bonds
CITY WIDE MAINT.	10	General Fund Equipment & Facilities Major Repairs	30.0	30.0	30.0	30.0	30.0	30.0	Bonds
PUBLIC SERVICES	11	Replace Engine 5, Engine 3, & Truck 4	1,900.0						Bonds
PUBLIC SAFETY	12	Replace 3 Chillers at Crosstown Justice Center	130.0						Bonds
P&R	2010-3	Milham Park & Blanche Hull Park Improvements		650.0					State
				650.0					Private
				200.0					Bonds
CP&D	2010-4	I-94 Business Loop Gateway Improvements		265.4	265.4	265.4			State
				168.1	168.1	168.1			Twp/County
				84.0	84.0	84.0			CIP

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES						FUNDING SOURCE
			2009	2010	2011	2012	2013	2014	
P&R	2010-5	Farrell Park Improvements		480.0					Bonds
ENGINEERING	2010-6	Non-Motorized Pathway Extension Design		20.0	200.0				Bonds
ED/BA	2011-4	Performance Paper			135.0				Bonds
P&R	2011-8	Axtell Creek Park Improvements			100.0				Bonds
P&R	2011-9	Davis & Hays Park Improvements			250.0				Bonds
P&R	2012-4	Henderson Tot Lot Improvement				10.0			Private
P&R	2012-4	Henderson Tot Lot Improvement				50.0			Bonds
P&R	2012-5	Kalamazoo Farmer's Market Improvement				250.0			Market
CP&D	2013-2	Comprehensive Plan Update					250.0		CIP
P&R	2013-4	Upjohn Park / KIK Pool Renovation Phase II					1,450.0		State
P&R	2013-4	Upjohn Park / KIK Pool Renovation Phase II					1,000.0		Private
P&R	2013-4	Upjohn Park / KIK Pool Renovation Phase II					550.0		CIP
P&R	2013-5	Frays Park Master Plan					30.0		CIP
P&R	2013-6	Mayor's Riverfront Synthetic Turf					600.0		Private
P&R	2013-6	Mayor's Riverfront Synthetic Turf					600.0		Bonds
PUBLIC SAFETY	2013-9	CAD/RMS/Server Upgrades					500.0		CIP
PUBLIC SAFETY	2013-10	Replace Engine #3					300.0		CIP
		TOTAL GENERAL FUND CIP	<u>3,100.1</u>	<u>4,824.5</u>	<u>1,412.5</u>	<u>1,037.5</u>	<u>5,490.0</u>	<u>210.0</u>	
ED/BA	2010-11	CMI Riverfront Redevelopment			1,100.0				Private
ED/BA	2010-11	CMI Riverfront Redevelopment			500.0				BRA
		TOTAL ED/BA	0.0	0.0	1,600.0	0.0	0.0	0.0	

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES						FUNDING SOURCE
			2009	2010	2011	2012	2013	2014	
CEMETERY	2009-16	Cemetery Stone Wall Restoration	100.0	100.0	100.0	100.0	100.0	100.0	Perpetual Care
		TOTAL CEMETERY	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	
LOCAL STREETS	1	Various Local Streets	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	GENERAL FUND
MAJOR STREETS	1-2	Scattered Site Mill and Resurface Various Major Streets	150.0	150.0	150.0	150.0	150.0	150.0	Bonds
MAJOR STREETS	1-3	Cork St. (Burdick to W of Lovers Lane)	315.0						Bonds
MAJOR STREETS	1-4	Lovell Street (Rose to W. Michigan)	420.0 228.0						Federal Bonds
MAJOR STREETS	1-5	Bronson Blvd. (Alta Vista to Kilgore)	481.0 300.0						Federal Bonds
MAJOR STREETS	1-6	Traffic Signal Upgrade Various	533.0 150.0	150.0	150.0	150.0	150.0	150.0	Federal Bonds
MAJOR STREETS	1-7	Lovers Lane (Cork to Royce)	260.0						Bonds
MAJOR STREETS	1-8	Water (Pitcher to Kalamazoo)	51.0						Bonds
MAJOR STREETS	1-9	S. Burdick (Cork St. to Crescent Drive)	278.0						Bonds
MAJOR STREETS	1-10	Edwards Street Conversion to two way	218.0						Bonds
MAJOR STREETS	1-11	Design for upcoming years major street Projects Various Major Streets	50.0						Bonds
MAJOR STREETS	2010	Reed (Burdick to Portage Street)		265.0					Bonds
MAJOR STREETS	2010	March (Miller to Stockbridge)		0.0					Bonds
MAJOR STREETS	2010	Cork (Westnedge to Burdick)		0.0					Bonds

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES					FUNDING SOURCE	
			2009	2010	2011	2012	2013		2014
MAJOR STREETS	2010	Davis (Wheaton to Lovell)		0.0					Bonds
MAJOR STREETS	2010	Drake (West Main to Grand Prairie)		870.0					Federal
MAJOR STREETS	2010	Howard (W. Michigan to Kendall)		365.0					Bonds
MAJOR STREETS	2010	Howard (W. Michigan to Kendall)		277.0					Federal
MAJOR STREETS	2010	Oakland/Parkview Intersection		113.0					Bonds
MAJOR STREETS	2010	Oakland/Parkview Intersection		0.0					Bonds
MAJOR STREETS	2011	Angling (South City Limits to 500' West of Oakland)			245.0				Bonds
MAJOR STREETS	2011	Gibson (Pitcher Street to King Highway)			0.0				Bonds
MAJOR STREETS	2011	Michigan (Burrows Road to Fieldhouse Drive)			84.0				Bonds
MAJOR STREETS	2011	Palmer (Portage Street to James Street)			0.0				Bonds
MAJOR STREETS	2011	Portage (Kilgore to Lakeway)			601.0				Federal
MAJOR STREETS	2011	Portage (Kilgore to Lakeway)			276.0				Bonds
MAJOR STREETS	2011	Lake Street (Portage Street to Burdick Street)			0.0				Bonds
MAJOR STREETS	2011	Riverview Drive (Mount Olivet to Mosel)			560.0				Federal
MAJOR STREETS	2011	Riverview Drive (Mount Olivet to Mosel)			232.0				Bonds
MAJOR STREETS	2012	Glendale Boulevard (Mount Olivet Road to Courtlandt)				309.0			Bonds
MAJOR STREETS	2012	Stockbridge (Railroad to Portage)				0.0			Bonds
MAJOR STREETS	2012	Inkster Street (Outlook to Alta Vista)				0.0			Bonds

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES					FUNDING SOURCE	
			2009	2010	2011	2012	2013		2014
MAJOR STREETS	2012	Millcork (Cork to Miller)				240.0			Federal
						120.0			Bonds
MAJOR STREETS	2012	Burdick Street (Kilgore to Cork)				921.0			Federal
						390.0			Bonds
MAJOR STREETS	2012	Water (Rose to Pitcher)				0.0			Bonds
MAJOR STREETS	2013	Race (Palmer to Reed)					0.0		Bonds
MAJOR STREETS	2013	Race (Stockbridge to Lake)					0.0		Bonds
MAJOR STREETS	2013	N. Burdick Street (Railroad Tracks to North City Limits)					726.0		Federal
							305.0		Bonds
MAJOR STREETS	2013	Balch Street (Park to Burdick)					0.0		Bonds
MAJOR STREETS	2013	Pitcher (Lovell to Water)					0.0		Bonds
MAJOR STREETS	2013	Fulford (Cork to Stockbridge)					435.0		Federal
							275.0		Bonds
MAJOR STREETS	2014	Vine (Clarence to Hatfield)						0.0	Federal
									Bonds
MAJOR STREETS	2014	E. Michigan (E. Main to East City Limits)						630.0	Federal
								275.0	Bonds
MAJOR STREETS	2014	Douglas (Kalamazoo to Ravine)						531.0	Federal
								230.0	Bonds
MAJOR STREETS	2014	Clarence (Lake to Vine)						0.0	Bonds
MAJOR STREETS	2014	Kendall (Michigan to Memory)						0.0	Bonds
MAJOR STREETS	2014	Walnut (Portage to Mills)						0.0	Unfunded
		TOTAL STREETS	4,434.0	3,190.0	3,298.0	3,280.0	3,041.0	2,966.0	

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES						FUNDING SOURCE
			2009	2010	2011	2012	2013	2014	
WATER	1	New & Replacement Watermain	309.0 360.0	318.0 371.0	328.0 382.0	337.0 394.0	347.0 406.0	358.0 418.0	CIA RESERVES
WATER	2	Service Connections	1,400.0	1,442.0	1,486.0	1,530.0	1,576.0	1,623.0	CIA
WATER	3	New & Replacement Hydrants	65.0 65.0	66.0 67.0	69.0 69.0	71.0 71.0	73.0 73.0	76.0 75.0	CIA RESERVES
WATER	4	Lead Service Replacement	110.0	113.0	117.0	120.0	124.0	129.0	CIA
WATER	5	Meter Improvement Program	155.0	159.0	164.0	169.0	174.0	180.0	RESERVES
WATER	6	Water Pumping Station Upgrades	350.0	300.0	400.0	3,120.0 500.0	3,420.0 275.0	250.0	Bonds RESERVES
WATER	7	Improvements to Water PS #8	691.0	1,500.0	0.0	0.0	0.0	0.0	RESERVES
WATER	8	New and Replacements Wells	0.0	130.0	0.0	145.0	0.0	160.0	RESERVES
WATER	9	Stockbridge Facility Rehabilitation	130.0	135.0	75.0	150.0	100.0	105.0	RESERVES
WATER	10	Replacement Pumps & Motors	20.0	0.0	30.0	0.0	31.0	0.0	RESERVES
WATER	11	New Water Pumping Station & Well Field (Oshtemo)	0.0 300.0	310.0 0.0	2,400.0 0.0	0.0 0.0	0.0 0.0	0.0 0.0	Bonds RESERVES
WATER	12	New & Replacement Computers	25.0	26.5	26.5	27.0	27.0	35.0	RESERVES
WATER	13	Valve Improvement Program	103.0	107.0	111.0	115.0	0.0	0.0	RESERVES
		TOTAL WATER	4,083.0	5,044.5	5,657.5	6,749.0	6,626.0	3,409.0	

CITY OF KALAMAZOO
 FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT: **VARIOUS**

DIVISION: **VARIOUS**

FUND: **VARIOUS**

FIVE YEAR CIP PROGRAM

DOLLARS IN THOUSANDS (\$000)

DEPARTMENT	PRIORITY NO.	PROJECT TITLE	EXPENDITURES						FUNDING SOURCE
			2009	2010	2011	2012	2013	2014	
WASTEWATER	1	New Sewer Lead Connections	103.5	106.7	109.8	113.1	116.5	120.0	Reserves
WASTEWATER	2	Lift Station Improvements	110.0	105.0	225.0	110.0	120.0	120.0	Reserves
WASTEWATER	3	Electrical, Instrumentation & Controls Replacement	150.0	159.1	163.9	168.8	173.9	179.1	Reserves
WASTEWATER	4	Secondary Process and Other Plant Improvements	5,000.0	2,450.0	610.0	690.0	500.0	500.0	Bonds
WASTEWATER	5	New & Replacement Sewer Construction	425.0	1,000.0	437.0	450.0	463.0	477.0	Reserves
WASTEWATER	9	Facility Improvements	150.0	2,700.0	2,100.0	105.0	100.0	100.0	Reserves
WASTEWATER	10	Coarse Screen Assessment	150.0	0.0	225.0	225.0	0.0	0.0	Reserves
WASTEWATER	11	Computer - Hardware and Software; new & replacement	40.0	30.0	35.0	35.0	35.0	35.0	Reserves
WASTEWATER	12	New Process Analyzers	20.0	30.0	0.0	0.0	40.0	0.0	Reserves
WASTEWATER	13	Plant Control System Upgrade	75.0	75.0	20.0	25.0	10.0	20.0	Reserves
WASTEWATER	14	Equipment Replacement and Upgrades	30.0	110.0	50.0	55.0	50.0	100.0	Reserves
WASTEWATER	15	Schippers Crossing	223.0	53.6	56.3	29.5	31.0	0.0	Reserves
WASTEWATER	16	Tertiary Screw Pup#1 Replacement	250.0	0.0	0.0	0.0	0.0	300.0	Reserves
WASTEWATER	17	Tertiary Mud Well Sewer	75.0	0.0	0.0	0.0	0.0	0.0	Reserves
		TOTAL WASTEWATER	6,801.5	6,819.4	4,032.0	2,006.4	1,639.4	1,951.1	
GRAND TOTAL			\$18,518.6	\$19,978.4	\$16,100.0	\$13,172.9	\$16,896.4	\$8,636.1	



**Brownfield Redevelopment Authority (BRA)
2009 Budget**

	2007 Actual	2008 Adopted Budget	2008 Projected Budget	2009 Adopted Budget
RESOURCES				
General Fund Contribution	500,000	500,000	500,000	100,000
BRA Tax Increment Financing	615,053	638,900	694,600	671,300
Land Sales Proceeds	2,500	100,000	0	100,000
Interest	66,973	0	51,850	43,200
Miscellaneous (Rent/Reimbursements)	0	0	39,500	13,200
Grants				
EDA	416,844	96,400	96,400	0
EPA	16,240	66,000	102,530	81,230
MDEQ	78,772	0	0	0
TOTAL RESOURCES	1,696,382	1,401,300	1,484,880	1,008,930
EXPENDITURES				
Riverfront Redevelopment	20,192	200,000	133,845	100,000
Davis Creek Business Park	941,681	200,000	162,400	100,000
Former Public Safety Buildings	0	294,000	278,500	75,000
Tax Reverted Property Acquisitions/Land Bank	0	75,000	35,000	75,000
TIF Reimbursements to Developers	196,412	513,725	559,960	541,201
TIF Transfer to Building Authority/Mall Parking Structure	84,327	125,175	134,640	130,100
EPA Eligible Projects	16,240	66,000	102,530	81,230
Site Maintenance Fund	115,494	50,000	45,000	60,000
Special Projects Environmental **	22,489	20,000	120,670	110,000
East Bank Site	0	250,000	0	50,000
Performance Paper	13,700	100,000	18,000	20,000
Site Preparation/Infrastructure	36,628	75,000	24,900	150,000
Targeted Acquisitions	86,718	100,000	56,985	100,000
Marketing	22,889	30,000	35,000	30,000
Vehicle Replacement	0	12,500	14,795	0
Administrative/IT Fees	0	0	0	24,865
BRA Operating Expenses	0	0	7,500	7,500
Economic Development Strategy	0	0	0	75,000
TOTAL EXPENDITURES	1,556,770	2,111,400	1,729,725	1,729,896
Revenue over (under) expenditures	139,612	-710,100	-244,845	-720,966
Transfer to Local Site Remediation Revolving Fund	0	0	0	295,000
Beginning Fund Balance	1,341,733	1,175,203	1,481,345	1,236,500
Ending Fund Balance	1,481,345	465,103	1,236,500	220,534

** MPI Project 2008 = \$115,670
2009 = \$34,330

**Economic Development Corporation (EDC)
2009 Budget**

	2007 Actual	2008 Adopted Budget	2008 Projected Budget	2009 Adopted Budget
RESOURCES				
Loan Principal	212,316	181,000	188,250	151,250
Loan Interest	60,511	55,657	53,800	51,300
Property Rental	1,954	2,932	31,270	0
Interest on Investments	48,539	0	44,900	32,175
Reimbursement (Legal Services)	0	0	68,780	0
Miscellaneous	42,260	0	2,000	2,000
Transfers				
General Fund	210,000	0	0	100,000
LDFA / TIF	89,903	92,600	92,600	81,025
TOTAL RESOURCES	665,483	332,189	481,600	417,750
EXPENDITURES				
Contracting for Services 1)	90,138	101,220	101,220	106,280
Anticipated Projects 2)	0	740,000	390,000	625,000
Economic Development Strategy	0	0	0	75,000
Administrative Fee	0	35,437	35,437	30,270
Vehicle Replacement	0	12,500	14,795	0
Other Costs 3)	10,948	60,500	26,100	31,000
Legal Services MPI / Pfizer	0	0	68,780	0
TOTAL EXPENDITURES	101,086	949,657	636,332	867,550
Revenue Over Expenditures	564,397	(617,468)	(154,732)	(449,800)
Transfer to EOF	0	0	200,000	200,000
Beginning Fund Balance	884,449	875,164	1,448,846	1,094,114
Ending Fund Balance	1,448,846	257,696	1,094,114	444,314

1) The proposed 2009 budget reflects the cost of services provided to the EDC by 1 FTE
75% Executive Director
25% Administrative Secretary

2) Anticipated projects : East Michigan Properties, KMGGA

3) The proposed 2009 budget reflects the cost of supplies and services including legal.

Revised 10/31/08

**Local Development Finance Authority (LDFA)
2009 Budget**

	2007 Actual	2008 Adopted Budget	2008 Projected Budget	2009 Proposed Budget
RESOURCES				
Projected TIF Revenue*	384,661	412,158	458,641	446,956
Miscellaneous Revenue	0	0	30,601	0
TOTAL RESOURCES	384,661	412,158	489,242	446,956
EXPENDITURES				
Reimbursement for Drake Road Improvements	75,000	75,000	75,000	75,000
Reimbursement for Parkview Avenue Improvements	51,200	70,000	70,000	75,000
Reimbursement for Sanitary Sewer - Drake Road	0	0	0	25,000
Reimbursement for Water Main (Phase 2) Park Interior	0	0	0	5,070
Reimburse Water & Sanitary Sewer Connections on Each Lot	0	0	0	20,000
Infrastructure Maintenance and Sinking Fund	27,000	15,000	15,000	15,000
Reimbursement for WMU BTR Park Infrastructure	45,000	60,000	60,000	75,000
BTR Park Marketing	9,000	15,000	15,000	15,000
Operating Expenses: Southwest Michigan Innovation Center				
Marketing	5,000	5,305	5,305	5,305
Legal and Accounting	10,000	10,609	10,609	10,609
Business Support	86,700	89,301	89,301	89,301
City Administrative Support	89,903	90,600	92,600	81,025
TOTAL EXPENDITURES	398,803	430,815	432,815	491,310
Revenue over Expenditures	(14,142)	(18,657)	56,427	(44,354)
Beginning Fund Balance	26,435	22,137	12,293	68,720
Ending Fund Balance	12,293	3,480	68,720	24,366

* Beginning in 2005, TIF revenue reduced due to SMIC real and personal property tax exemption approved 12/04. The 2009 TIF revenue estimate reflects personal property tax reduction of \$200,000.

Advance Balances Yet to be Repaid to City/WMU				
	BTR Park Infrastructure		2008	12/31/2008
	Costs	1/1/2008 Balance	Repayments	Balance
Drake Road Improvements	413,265	265,025	75,000	190,025
Parkview Avenue Improvements	1,367,103	1,245,229	70,000	1,175,229
Sanitary Sewer Reimbursement	116,716	104,287	0	104,287
Water Main (BTR)	34,570	5,070	0	5,070
Water and Sewer Connections	154,226	154,226	0	154,226
Infrastructure Maintenance Sinking Fund	374,427	247,200	15,000	232,200
WMU Reimbursement (Research Way cul-de-sac -- \$190,000)	480,000	300,000	60,000	240,000
Ending Balance	2,940,307	2,321,037	220,000	2,101,037
	BTR Park Infrastructure		2009	12/31/2009
	Costs	1/1/2009 Balance	Proposed Repayments	Balance
Drake Road Improvements	413,265	190,025	75,000	115,025
Parkview Avenue Improvements	1,367,103	1,175,229	75,000	1,100,229
Sanitary Sewer Reimbursement	116,716	104,287	25,000	79,287
Water Main (BTR)	34,570	5,070	5,070	0
Water and Sewer Connections	154,226	154,226	20,000	134,226
Infrastructure Maintenance Sinking Fund	374,427	232,200	15,000	217,200
WMU Reimbursement	480,000	240,000	75,000	165,000
Ending Balance	2,940,307	2,101,037	290,070	1,810,967

**DOWNTOWN DEVELOPMENT AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2009**

	2008 Budget	2008 Projected	2009 Adopted
REVENUE			
Taxes			
Operating - Current Year (DDA Levy 1.9638 Mills)	328,880	354,880	330,115
Operating - Current Year (TIF)	3,452,270	3,344,580	3,698,697
Operating - Prior Years	490,221	490,221	581,435
State Refund	207,151	207,151	0
Pfizer Clawback	0	430,324	0
Total Taxes	4,478,522	4,827,156	4,610,247
Fees & Charges for Services			
Festival Place Maintenance Fees	10,000	11,500	10,000
City of Kalamazoo Mall Maintenance	59,210	59,210	59,210
Total Fees & Charges for Services	69,210	70,710	69,210
Other			
Interest Income	44,000	38,000	39,000
Pilots/Miscellaneous	1,500	1,505	1,500
Total Other Revenue	45,500	39,505	40,500
TOTAL REVENUE	4,593,232	4,937,371	4,719,957
EXPENSES			
Operating Expenses			
DKI Service Agreement	335,940	335,940	349,885
Administration	188,693	188,693	263,693
Insurance/Legal/Audit Services	36,250	25,930	28,300
Linear Park/Ponds/Festival Maintenance	115,000	115,000	115,000
Mall Assessment	15,000	15,000	15,000
Miscellaneous	7,300	7,300	7,305
Total Operating Expenses	698,183	687,863	779,183
Initiatives/Programs			
Business Development	333,265	333,265	333,265
Creek Maintenance	70,000	67,000	70,000
Building Revitalization Programs	237,900	237,900	175,000
Mall Maintenance	100,000	100,000	100,000
Radisson Leased Spaces	54,400	54,400	50,622
Downtown Improvements	340,975	343,975	260,000
TIF Capture-Miller Canfield	0	0	130,930
Program Allocation	24,630	24,630	16,915
Development/Comprehensive Plan	80,157	80,157	0
Total Initiatives/Programs	1,241,327	1,241,327	1,136,732

**DOWNTOWN DEVELOPMENT AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2009**

	2008 Budget	2008 Projected	2009 Adopted
DEBT SERVICE/OTHER OBLIGATIONS			
Arcadia Creek Bonds	719,580	719,590	703,615
Building Authority Bonds	550,000	550,000	550,000
DDA Bond	87,220	87,220	84,585
Reserve F/School Capture Excess of Debt	279,280	279,280	0
Total Debt Service/Other Obligations	1,636,080	1,636,090	1,338,200
Transfers			
Transfer to Parking System	790,656	790,656	772,060
Total Transfers	790,656	790,656	772,060
TOTAL EXPENSES	4,366,246	4,355,936	4,026,175
Revenue Over (Under) Expenses	226,986	581,435	693,782
Contribution to (Use of) Fund Balance	226,986	581,435	693,782

2009DDACityComb
11/03/08

**KALAMAZOO MUNICIPAL GOLF AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2009**

	2007	2008	2008	2009
	Actual	Budget	Projected	Proposed
REVENUES				
Cart Rentals	301,996	287,946	294,644	287,000
Beer & Wine	0	0	0	100,000
Driving Range	63,625	56,787	74,953	56,787
Greens Fees	693,601	738,104	646,016	750,000
Interest Income	1,681	2,500	1,292	2,500
Memberships	269,412	263,900	263,900	250,000
Miscellaneous Income	6,635	4,491	1,292	4,000
Pro-Shop Rental	9,562	9,272	10,200	10,200
Total REVENUES	1,346,512	1,363,000	1,292,297	1,460,487
EXPENSES				
Administrative				
Accounting	7,000	7,000	7,000	7,000
Advertising & Promotion	3,801	4,275	3,500	4,275
Education & Training	0	0	59	0
General Insurance	16,904	12,000	12,000	12,000
Office Expense	5,070	5,700	4,500	5,000
Security	3,755	4,250	4,250	4,250
Telephone	6,079	8,000	7,000	8,000
Total Administrative	42,609	41,225	38,309	40,525
Course Maintenance				
Chemicals & Fertilizer	144,204	120,000	120,000	110,000
Clubhouse Expense	23,062	20,900	25,000	22,000
Driving Range Expenses	7,322	11,600	10,000	10,000
EPA Compliant	1,261	0	518	500
Equipment Repairs	47,756	33,250	42,000	42,000
Fuel	52,298	40,000	44,000	45,000
Golf Course Supplies	24,467	28,500	18,000	22,000
Irrigation Repairs	12,768	9,000	11,623	9,000
Porta Jons	1,996	1,288	1,288	1,288
Seed,Sod,Soil	13,276	8,000	14,759	12,000
Tree Care	3,000	5,000	5,000	5,000
Utilities	76,097	62,000	58,000	60,000
Total Course Maintenance	407,510	339,538	350,187	338,788
Labor Cost				
Contract Services	702,251	630,000	600,000	625,000
Total Labor Cost	702,251	630,000	600,000	625,000
Other Expense				
Bank Charges	18,460	17,000	17,000	19,000
Cart Expense	0	48,875	48,875	50,000
Interest Expense	39,279	56,603	56,603	50,715
Legal & Audit	5,900	5,700	6,800	6,000
Miscellaneous Expense	846	0	597	0
Total Other Expense	64,485	128,178	129,875	125,715

	2007	2008	2008	2009
	Actual	Budget	Projected	Proposed
OTHER USES OF REVENUE				
2005Equipment IP	64,000	66,000	66,000	69,000
Capital Spending	0	5,000	0	5,000
Contribution to City	0	100,000	0	100,000
Golf Course Improvements	14,298	10,000	0	10,000
Master Plan	75,000	77,452	77,452	82,293
Total USES OF NET INCOME	153,298	258,452	143,452	266,293
TOTAL EXPENSES & USES OF NET INCOME	1,370,153	1,397,393	1,261,824	1,396,321
NET INCOME/LOSS	-23,641	-34,393	30,473	64,166





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

5-Year Fiscal Plan
2009 - 2014

Revised January 2009

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Executive Summary

For the 2007 Budget, the City developed the Five-year Fiscal Plan to outline an approach to long-term fiscal planning where standard conventions could no longer be relied upon to balance expenditures and funding sources. The Plan provided guidance for the 2007 Budget, which required no traditional budget reduction strategies. The Plan continued to be validated in providing guidance for the 2008 and 2009 budget cycles.

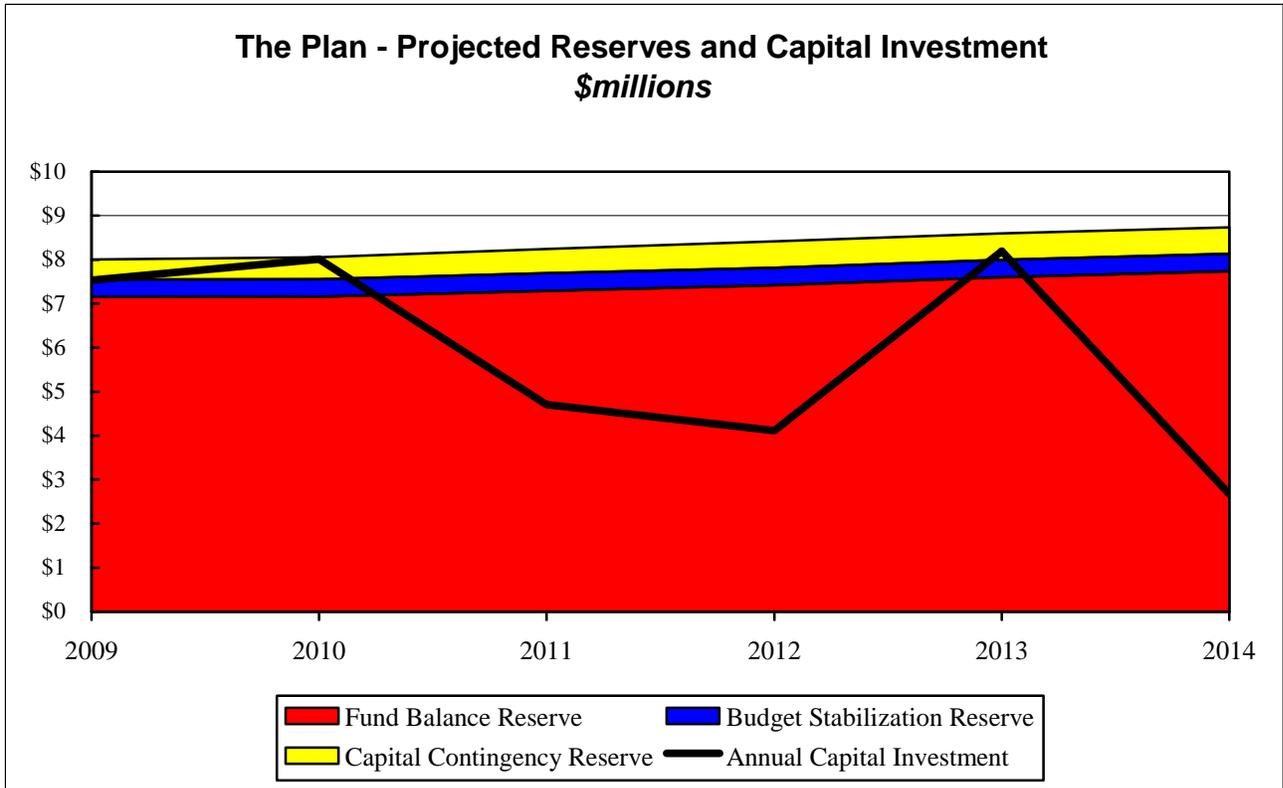
The budget is balanced without employing the traditional budget reduction strategies of one-time or deep and narrow reductions that eliminate programs and services. However, several realities occurred during Fiscal Year 2008 that dictate the reevaluation of assumptions and a revision of the plan. These revisions along with an update of where we are in meeting the targets established in the 2008 Five-year Fiscal Plan will be discussed in this document.

The method used in previous years, for budgeting and fiscal management required either annual reductions of 5-10% or one-time deep and narrow reductions eliminating programs and services. This budgeting approach has rarely been effective and is no longer sustainable if we are to maintain the level of services expected by our citizens and required for our community to prosper and flourish. In addition to being demoralizing to the organization, this approach resulted in insufficient capital investment, no reserves, a management approach of "monitor and react," and less than optimal service delivery expected by our citizens.

Continuation of such historical fiscal planning methods and approaches is likely to produce similar results. According to Einstein, "doing the same thing over and over again and expecting different results" defines insanity.

The Plan has been further refined with realities of fiscal year 2008. The Plan provides the City organization the resources and "breathing room" to thrive instead of merely surviving. More specifically, expenditures will be primarily reduced through using comprehensive analysis for cost containment, establishment of reserves and use of alternative funding sources, and non-headcount efficiency improvements. Revenue will be increased through new or alternative funding sources. This will result in increased capital investment, accumulation of sufficient reserves, prospective planning and proactive management of resources, and optimized service delivery to improve the outcomes essential for our community to be admired.

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, the old way of fiscal planning for the City of Kalamazoo has not produced acceptable results, even in the best of times. 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 architects of the Plan summarized herein believe that it establishes basic strategies and tactics for successfully meeting the challenges before us. Dedicated adherence to the concepts presented herein, and a resolute commitment to the implementation of the basic tenets embodied within the Plan, can facilitate achievement of the goals to stabilize the organization, energize the workforce, and improve the level of service to the community, all through the use of existing resources.

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.

Plan Development Process and Results

The Plan has been developed through the following process steps:

Step 1:

Identified budget realities: Continuing budget deficits of approximately \$2.0M per year were no longer sustainable. Further, our Fiscal Distress Indicators rating issued by the State of Michigan was at the "Fiscal Watch" level, likely prompting a warning letter of a relatively high score. This was due to 1) a declining/stagnant population, 2) a general fund operating deficit, and 3) a fund balance below 13% of budgeted operating revenues. Immediate and considerable action was required to prevent the City of Kalamazoo from declining further in its fiscal health.

Step 2:

Recognizing the demands placed on service delivery, we evaluated the City's roles and responsibilities within the community and re-calibrated our, and the community's the expectation of our organization "being everything to everyone."

Step 3:

Identified revenues from historical trends and projections

Step 4:

Developed more accurate year-end projections and included positive variances in the budget development process 'head-end' rather than through mid-year budget adjustments. Past performance is always a good predictor of future performance and our history has proven that it was not only helpful, but also prudent to include these projections "head-on" in our 5-year fiscal planning and annual budgeting process.

Step 5:

Validated the impact of key budget components including health care, pension, tax diversion programs and collective bargaining agreements

Step 6:

Established financial targets to guide our fiscal decision-making and management and position our organization for greater stability and flexibility.

Step 7:

Evaluated potential new vehicles for funding legacy costs - In the 2007 Fiscal Plan, Public Act 28 was identified as a potential funding vehicle for Retiree Health Care costs. The revised 2008 Plan eliminates that vehicle as a viable option at this time, after careful evaluation and analysis.

Step 8: (Added for 2008)

Evaluated and reassessed assumptions and targets against actual performance and changing realities in order to revised the Plan, where necessary.

The result of this comprehensive analysis is a significant change to the way we manage resources. This change is rooted in the following objectives:

- Allocate resources based on goals outcomes outlined in the Blueprint for Action
- Manage organizational effectiveness and performance (quality and efficiency)
- Increase tolerance for uncertainty by:
 - Recognizing the past as a good predictor of the future and incorporating prospectively positive variances into the budget
 - Increase our ability to adapt to changing conditions by utilizing real-time financial information to monitor and react more effectively and by utilizing this longer-term plan approach.

- Establish reserve funds

Most significantly, we will move from a “piecemeal” approach to an organizational philosophy characterized by:

- Maintaining a long-term perspective versus simply reacting to “keep our head above water”
- Completing our day-to-day work with an eye on understanding its impact to the long-term
- Tying the pieces together by understanding the inter-relationship between issues and operating through intra- and inter- departmental teams to more effectively meet the needs of the community.
- Examining core services as a “bundle” to improve the quality of life and neighborhoods.
- Consistently relying on comprehensive analysis for the development of long-term, high impact solutions

These tenets will transform our approach to public service delivery into one that is highly innovative and impactful to our community.

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 based on a review of recent actual performance, the budgeting process, and industry standard analytical approaches.

Revenue	Projected Annual Increase 2008 Assumptions	Projected Annual Increase 2009 Assumptions
Property taxes (based on assessor's estimate)	2.0% (Revised)	2.0%
Licenses, permits & fees	5%	3% (Revised)
Other intergovernmental revenue	0%	0%
Charges for services	2%	2%
Interest and rentals	3%	4% (Revised)
Other revenue	2%	3% (Revised)
Expenditures	Projected Annual Increase 2008 Assumptions	Projected Annual Increase 2008 Assumptions
Salaries	2.4%	2.0% (Revised)
Health Insurance	5.0%	7.5% (Revised)
FICA, Medicare, Deferred comp.	2.4% per affected employee group	2.0% per affected employee group
Fringe Benefits	3%	3%
Supplies and services	2%	1% (Revised)
Non-departmental expenditures	3%	3%

The projected annual increases for certain revenue and expenditure categories have changed in light of the recent economic shocks and resulting uncertainty. Interest rates have increased based on increases in the Federal Reserve funds rate.

Revisions have also occurred in expenditures. It is imperative that the growth of employee compensation be limited to no more than the growth of our largest single governmental revenue, property taxes. The assumption used for this plan period is a 2.0% increase. The revision and consolidation of the health care packages realized in 2006 and 2007 resulted in over \$7 million of cost reductions in health care cost experience. This caused our assumption for health care inflation to be relatively low at 5%. Health care usage appears to be returning to historical patterns, necessitating an increase of the inflationary assumption to 7%.

Supplies and services have been reduced from 2% to 1% in accordance with the directives for the 2009 Budget. This directive was designed to meet the needs of balancing the General Fund budget throughout the 5 Year Fiscal Plan period.

Assumption #2: No new taxes

Rationale: The City needs to embrace the entrepreneurial concept of living within its means, and avoid the mentality that governmental services are sacrosanct and that additional funding sources can always be established to provide them.

Assumption #3: 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 #4: Continuation of Initiatives

Rationale: We need to maintain the existing commitments to our constituents. The 2000 Blueprint for Action established valuable initiatives directed towards the sustainability of quality of life issues in Kalamazoo. These initiatives have borne fruit and deserve continued support.

Assumption #5: Strategic Issuance of Debt to Finance Capital

Rationale: The City continues to retire a portion of its outstanding indebtedness in 2008. This creates an opportunity to aggressively seek debt instruments to support the capital financing requirements.

Assumption #6: Continuation of State Shared Revenue at existing levels

Rationale: State Shared Revenue has remained constant for the last 3 years, and a relatively small portion of the state budget (approx. 1%). A larger percentage SSR funding is now constitutionally mandated, and higher political risk for State to reduce SSR due to linkage with Public Safety Services.

Assumption #7: Use of excess pension fund investment earnings

While pension funds are restricted to post employment benefits, utilizing excess earnings in a manner that would free up otherwise obligated (to current retiree health care costs) operating funds to cover legacy costs including a Retiree Health Care Fund is a viable option.

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	2008 Accomplishment	2009 Projection
Fund Balance	Range of 13-15% of budgeted operating revenues	16.9%	13.5%
Budget Stabilization Reserve	Range of 1-2% of budgeted operating revenue Target = \$600K	\$300K	\$1.65M
Capital Contingency Reserve	Range of 1-2% of budgeted operating revenue Target = \$600K	\$300K	\$350K
Annual Capital Improvement Program (CIP)	\$5M (Includes CIP, Major & Local Street Funds)	\$9.2M	\$7.5M
Debt Financing for Capital Improvements	Optimized	Debt Service \$4.46M	Debt Service \$4.72M
Bond Ratings	Maintained or Improved	Maintained	Maintained
Retiree Health Care Fund	Established	In Process	Postponed

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 within the target range of 13 – 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.
- *Budget Stabilization Reserve:* This reserve is designed to provide fiscal stability from year to year. It is intended to address *mid-term* fluctuations created by unanticipated expenses or economic downturns. The target range for this reserve is 1 – 2 percent of the budgeted operating revenues or \$500,000 - \$1,000,000. This fund balance was originally to be phased in over a 3-year period beginning in 2007. The City has placed all of its fund balance in excess of 13.5% of Revenues into the Budget Stabilization Fund, increasing it's estimated FY 2009 year-end balance to be in excess of \$1.65 million. This amount will be drawn down periodically to keep the City's undesignated

General Fund balance between 13 – 15%. Without some additional relief in the form of reduced health care costs or additional tax revenue, it is likely that the Contingency Fund will fall to zero in 2013. The federal stimulus relief package that is being promoted by the Obama Administration, if passed and signed into law, may provide infrastructure dollars and preserve General Fund dollars over the next several years that are currently planned for use in financing local street construction projects.

- *Capital Contingency Reserve:* This reserve is needed to provide emergency funds to replace unanticipated equipment failures or for unscheduled economic development initiatives. The target range for this reserve is 1 – 2 percent of the budgeted operating revenues or \$500,000 - \$1,000,000. This fund balance was originally to be phased in over a 3-year period beginning in 2007. The projection has been revised for a phase - in period of 4 years. The Capital Contingency Reserve use stipulations are that purchases must meet capitalization criteria; an expense that causes the balance to fall below the recommended level, the money will be replaced within a three year period, in equal installments. The three year repayment schedule shall be applied separately for each approved capital project.

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 overarching 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 financing 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 postponed 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 it's future retirees.

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.

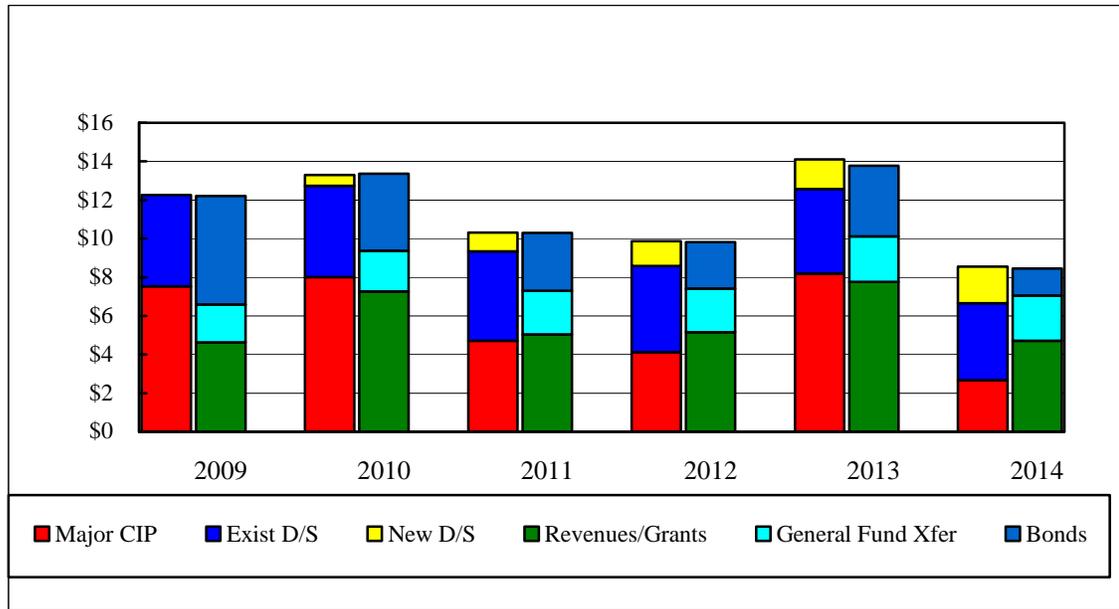
Many scenarios were evaluated before arriving at the combination of management decisions that are represented by the projections presented herein. An initial attempt to achieve all of the fiscal targets, without utilizing debt or other resources to finance projected capital improvements proved insufficient. 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 2009 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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
FINANCING REQUIREMENTS						
Major CIP	7.53	8.01	4.71	4.12	8.19	2.68
Existing Debt Service	4.73	4.72	4.63	4.47	4.39	3.98
Projected New Debt Service	0.00	0.57	0.98	1.28	1.52	1.90
TOTAL	12.94	14.04	11.06	10.64	14.89	9.35
FINANCING SOURCES						
Revenues/Grants	4.64	7.27	5.05	5.16	7.76	4.70
General Fund Transfers	1.95	2.10	2.25	2.25	2.35	2.35
Bonds	5.62	4.00	3.01	2.41	3.67	1.41
TOTAL	13.38	14.48	11.52	11.05	14.99	9.35
<i>Surplus/(Deficit)</i>	0.43	0.45	0.46	0.41	0.10	0.01

* 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:

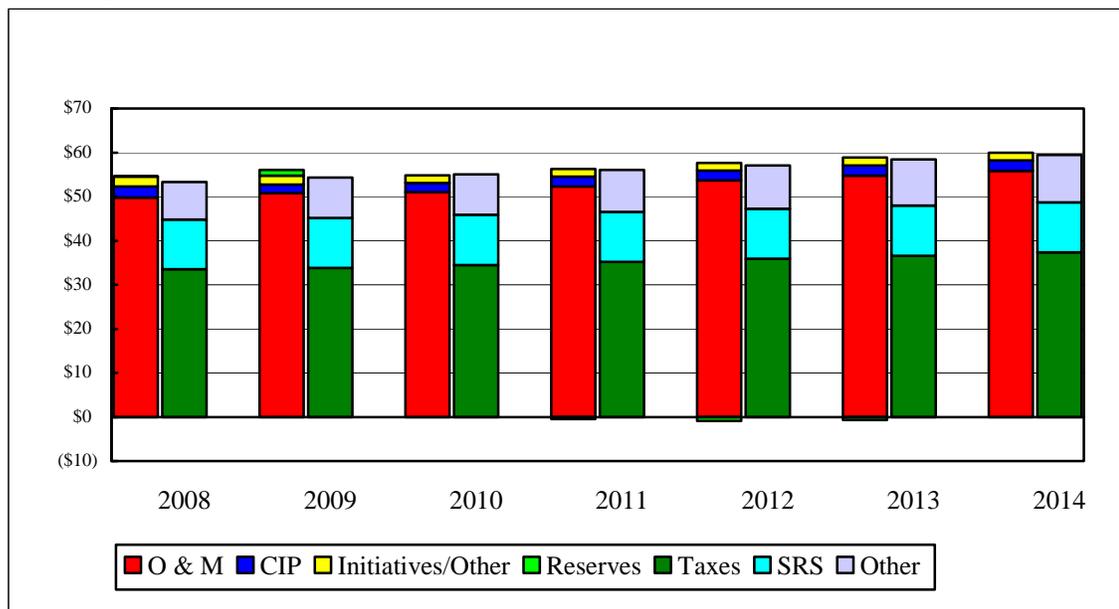
- *Operation & Maintenance* represents the annual costs of performing governmental services, such as public safety, general city management, etc.
- *Capital Improvements* reflect the General Fund Transfers to capital funds indicated in Exhibit 1.
- *Initiatives & Other* primarily consists of economic, neighborhood, and youth initiatives.
- *Reserves* include the annual figures necessary to establish the targeted reserve funds. As noted in the chart, the Plan contemplates a phased implementation of new reserve funds and the impact is not material.

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. Beginning in 2009 accumulated savings in the Insurance Fund from positive experience and plan changes will be rebated to the operational funds city wide. Further savings will have to be realized in estimated expenditures in order for the rebates in 2013 and 2014 to be available for the General Fund.

As noted by Exhibit 2, a surplus is estimated to occur in 2008. The Plan effectively represents balanced annual budgets for the remainder of the study period.

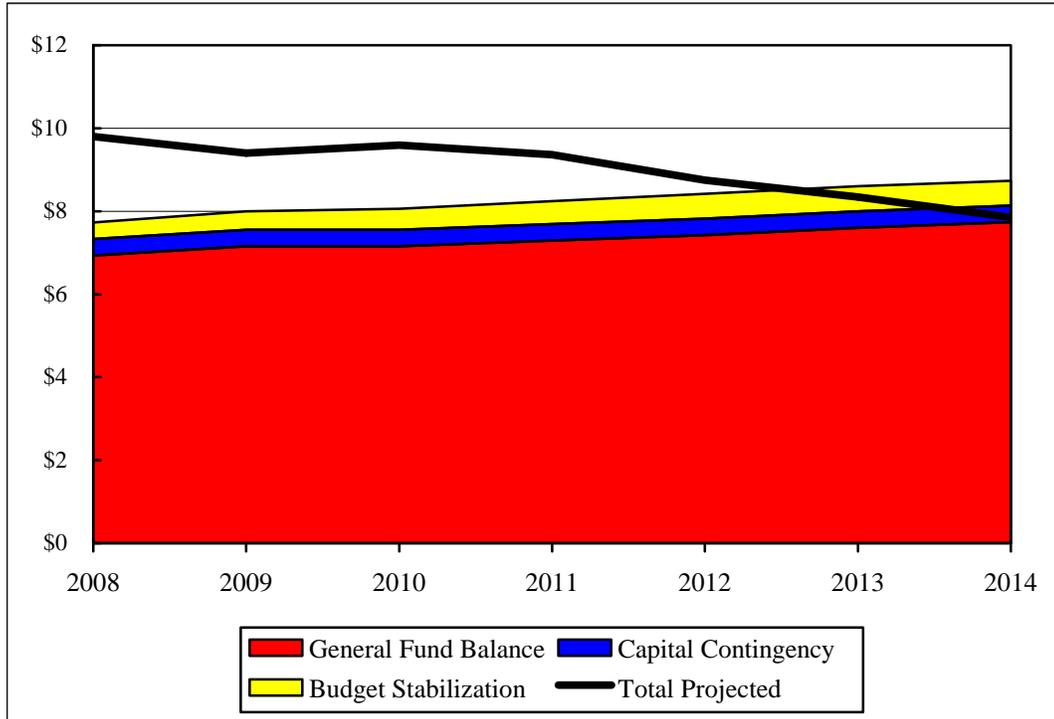
EXHIBIT 2
Fiscal Plan Projections - \$ millions



	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
EXPENSES							
Operation & Maintenance	49.77	50.78	50.99	52.30	53.67	54.76	55.87
Capital Improvements	2.54	1.95	2.10	2.25	2.25	2.35	2.35
Initiatives & Other	2.24	2.03	1.77	1.77	1.77	1.77	1.77
Reserves	0.10	1.30	0.00	(0.50)	(0.90)	(0.65)	0.00
TOTAL	54.64	56.05	54.85	55.82	56.78	58.22	59.98
REVENUE							
Taxes & Equivalents	33.54	33.81	34.49	35.18	35.88	36.60	37.33
State Revenue Sharing	11.30	11.38	11.38	11.38	11.38	11.38	11.38
Other	8.49	9.11	9.17	9.53	9.81	10.49	10.78
TOTAL	53.32	54.31	55.04	56.09	57.07	58.47	59.49
<i>Surplus/(Deficit)</i>	(1.32)	(1.75)	0.19	0.28	0.28	0.25	(0.49)

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.

Fund Balance - \$ millions



	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>Recommended Levels</u>							
General Fund Balance	6.93	7.15	7.16	7.29	7.42	7.60	7.73
Capital Contingency	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Budget Stabilization	<u>0.40</u>	<u>0.45</u>	<u>0.50</u>	<u>0.55</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
Total Recommended	7.73	8.00	8.06	8.24	8.42	8.60	8.73
<u>Projected Levels</u>							
General Fund Balance	9.10	7.35	7.54	7.82	8.10	8.35	7.85
Capital Contingency	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Budget Stabilization	<u>0.35</u>	<u>1.70</u>	<u>1.70</u>	<u>1.20</u>	<u>0.30</u>	<u>(0.35)</u>	<u>(0.35)</u>
Total Projected	9.80	9.40	9.59	9.37	8.75	8.35	7.85

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.



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

A Supplemental Update to the 2000 Blueprint for Action

Updated November 2008



A SUSTAINABLE COMMUNITY *Defining Kalamazoo's Future*

*A Supplemental Update to the
2000 Blueprint for Action:
A Strategic Plan for the City of Kalamazoo*

City Commission

Mayor Bobby J. Hopewell
Vice Mayor Hannah J. McKinney
Commissioner Sean McCann
Commissioner Don Cooney
Commissioner David Anderson
Commissioner Barbara Hamilton Miller
Commissioner Stephanie Moore

City Manager

Kenneth P. Collard

November 2008

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City Thumbnail Sketch

Defining Kalamazoo's Future

Two years ago, the City of Kalamazoo was challenged to change the way it balanced the budget in order to minimize the number of layoffs. That meant a significant change to the organization's operating philosophy and culture was necessary for its success. At that time, the City's budget team worked to develop the framework that transformed the way the City's budget is structured. The result was a Five-Year Fiscal and Organizational Plan that outlined the planning concepts that helped stabilize the City's financial situation.

Some basic ideals defined the tenets of the 5 Year Fiscal Plan. Understanding that budgetary limitations would continue indefinitely, it was determined that a multi-year, outcome based budgeting system would maximize the allocation of funds and yield healthier fiscal outcomes for the organization and Kalamazoo community. The proposed 2007 budget contained components to ensure a fiscally sustainable organization and was based on six strategic focus areas outlined in the *Blueprint for Action: A Sustainable Community - Defining Kalamazoo's Future*. These areas included **Economic Vitality, Neighborhood Development, Environmental Stewardship, Community Building, Responsive and Responsible Government** and **Fiscal Stewardship**. City departments were charged to identify tactics that aligned with the goals and strategies within the *Blueprint for Action* and design and implement innovative approaches and/or linkages to service and program delivery. This new approach to planning and managing resources continue to yield better, long-term effects on the quality of life through a comprehensive, multi-dimensional approach to leadership and management.

Consequently, the City was able to stabilize the organization by refocusing its principles to highlight performance rather than budget balancing. As a result, the 2007 financial plan helped the City maintain staffing levels in the organization. More importantly, the Kalamazoo community benefited from unchanged levels of core services balanced with Capital Improvement Funds.

The City continues to measure its progress against expectations and outcomes bi-

annually and uses such measurements as the foundation to update the plans for subsequent budget years. Rather than being viewed as an annual event, this approach maintains “freshness” to the on-going strategic planning process. This non-linear strategic path requires our organization to remain highly flexible, adaptable and agile, while more effectively meeting the needs of the community.

The work done to transform the budgeting process makes the City of Kalamazoo an anomaly in the State of Michigan; able to continue our current level of service for our residents. City staff continue to be committed to providing services such as police and fire protection; economic and community development activities; recreational and cultural activities and the construction and maintenance of streets and other infrastructure improvements.

Mission, Vision and Values

The Mission of the City Organization

Doing our best work today and every day to make Kalamazoo the best city it can be tomorrow.

The Community's Vision

By 2015, Kalamazoo will be a city where residents move easily, by motorized or non-motorized means, between vibrant neighborhoods, including an active downtown that is the focus of important community activities. It will be the regional center of cultural, educational, and economic activity and health care services. And it will have well-established, well-preserved and well-used greenways and open spaces, including neighborhood and community parks that are effectively interconnected by bikeways, pedestrian paths and roads. Diversity will be a virtue and Kalamazoo's vitality will be sustainable with balance among the needs of the environment, the economy and the social needs of its residents.

The Community's Values

The City of Kalamazoo established a value system that substantiates its foundation through community interconnectedness. These values include:

- **Belonging** – inclusive community building
- **Economic Opportunity and Stability** – creating a stable local economy
- **Equity** – equal treatment and access to community systems
- **Safety and Security** – feeling safe and secure
- **Sense of Community** – open communication between government and citizens
- **Shared Leadership** – resident, corporate citizen and government cooperation
- **Striking A Balance** – creating a livable and sustainable community

The City Organization's Vision and Values

We are a diverse organization committed to public service, with a “can do” attitude to make Kalamazoo a livable, inclusive and sustainable community for all citizens. We strive to create a work environment driven by enthusiasm, where innovation and risk-taking are encouraged and rewarded. We respect the diversity of our co-workers and

recognize change as an opportunity and value teamwork, honesty, and integrity. We celebrate and learn from our successes and failures and use those lessons to guide us in our work.

To support our Five-Year Fiscal and Organizational Plan, our leadership will provide managers more opportunity to lead for the long-term and manage for the short term (think long-term, but act now.) We will increase our reliance on both project management processes and on collaborative work groups to study and resolve complex issues. Needless to say, the City Commission will play a key part in our collaborative processes. This new approach focuses on resource utilization versus traditional budget management, drives our managers towards organizational effectiveness versus trying to make a number, increases decentralized decision making, and causes our culture to be more proactive and less reactive.

The key benefits of this change, which will ultimately impact the quality of life in the community, are as follows:

- Providing stability with the City organization
- Creating an environment for employees to succeed personally and collectively – in short, allow for the “freedom to perform”
- Increasing the level of employee trust in the City’s leadership and direction
- Enhancing confidence in the long-term outlook for the organization and the community
- Raising the level of employees’ pride in the organization and their outputs

Strategic Focus Area

ECONOMIC VITALITY

VALUE THEMES

Striking a Balance

We believe it is important to equally consider social, environmental and economic needs so that we can have a livable, sustainable community.

Our community supports economic development that is sensitive to the environment and to the needs of local employers.

Historic preservation that works in concert with business development and the needs of home ownership for low-income residents enriches our community.

Belonging

Each of us has skills and abilities that can and should be put to good community use.

We consider our institutions of higher education to be community assets and resources of valuable talent.

The strategic focus of this section includes not only the broader goals necessary for Kalamazoo to achieve and maintain a healthy economy, but also addresses the premise that individuals should be able to be self-sufficient, be able to provide for their families, and should have access to opportunities for advancement. In addition, the relationship between a healthy educational system and the economic strength of a community is reflected in the goals and strategic objectives found here. The overwhelmingly positive response to *The Kalamazoo Promise* on a local, state, and national scale illustrates the impact a sound public school system can have on a community's ability to attract residents, develop business, and, in general, thrive.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Help Grow and Maintain a Sustainable Economy

GOAL 1: Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy

STRATEGIC OBJECTIVE 1: Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities

STRATEGIC OBJECTIVE 2: Capitalize on the role information technology can play in increasing the economic competitiveness of the City

FUTURE PROSPECTUS

- Continue to explore and attract new, diverse industry to the area and commit to help existing businesses expand their operations

- Continue to work with developers to grow the tax base by redeveloping Brownfield sites including the implementation of a development strategy for the Kalamazoo River Land Redevelopment project

Increase Economic Opportunities Through Collaborations

GOAL 2: Continue to support existing business, regional economic partners and other economic stimulators such as *Southwest Michigan First* to develop economic opportunities within the City

STRATEGIC OBJECTIVE 1: Develop and implement the City's economic development strategy in collaboration with county and regional strategies and based upon the City's capacity

STRATEGIC OBJECTIVE 2: Support existing businesses and corporate citizens with tax incentives, loans and other programs that sustain the local economy through local and state programs such as *Cool Cities* and "*Buy Fresh, Buy Local - Select Michigan*" campaigns

FUTURE PROSPECTUS

- Continue work with local and state officials to continue to make infrastructure improvements and market Davis Creek Business Park
- Continue to work with economic partners such as *Southwest Michigan First*, the *Michigan Economic Development Corporation*, *Downtown Kalamazoo Incorporated* and *Kalamazoo County* to develop economic opportunities throughout the County
- Enhance current public partnerships in economic development, housing, community development, youth services, public safety and education to foster continual regional economic opportunities

- Continue to offer tax incentives including small business loans to retain existing businesses in Kalamazoo
- Continue to support *Southwest Michigan Alliance*, a county-wide partnership that would have significant influence on legislative policy at the Federal level for greater Kalamazoo

Leverage the Impact a Healthy Educational System has on the Economic Strength of a Community

GOAL 3: Work with education community to provide quality educational opportunities for all ages

STRATEGIC OBJECTIVE 1: Continue to build relationships and enhance communication with local education community including Kalamazoo Public Schools, Western Michigan University, Kalamazoo College, Kalamazoo Valley Community College and other youth-serving organizations to identify opportunities that encourage youth development and benefit the community at large

STRATEGIC OBJECTIVE 2: Promote career development opportunities for all City employees

STRATEGIC OBJECTIVE 3: Support City programs and services that benefit the *Kalamazoo Promise*

FUTURE PROSPECTUS

- Continue collaborations with community partners to maximize the impact of the *Kalamazoo Promise*
- Develop a micro-enterprise loan program for recent college graduates that promotes entrepreneurship and loyalty to the Kalamazoo area

- Improve partnerships to ensure greater understanding and linkages between the business community, resident interests, educational systems and the City to improve coordination and consistency in direction to support the *Kalamazoo Promise*

Create a Vital and Vibrant Downtown

GOAL 4: Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions

STRATEGIC OBJECTIVE 1: Continue to work with downtown businesses, corporate citizens, community and regional partners to establish strategies that will continue the growth of downtown

STRATEGIC OBJECTIVE 2: Utilize Downtown Kalamazoo Inc. (DKI) Downtown Comprehensive Plan and collaborate with community partners to strengthen connections between the Central Business District, higher education community and the core residential neighborhoods immediately surrounding downtown

FUTURE PROSPECTUS

- Continue to work with *DKI*, Economic Development Corporation (EDC) and Downtown Development Authority (DDA) to make downtown Kalamazoo attractive to potential business and consumers

Strategic Focus Area

NEIGHBORHOOD DEVELOPMENT

VALUE THEMES

Striking a Balance

We need strong neighborhoods and we also value working together as a cohesive community.

Belonging

We embrace our diversity and believe everybody counts in our community; no one should be left out because of income, geography, ethnic heritage, race, social standing or ability.

Safety and Security

We believe there is a direct relationship between strength of families and community safety.

We share responsibility for understanding the respective roles and strengthening relationships between citizens and Public Safety officials in order to maintain a safe community.

This strategic focus area acknowledges that neighborhoods are the backbone of “community”, and their health and viability are critical for a healthy city. Kalamazoo is fortunate to have many distinct neighborhoods. While neighborhoods can be thought of as “places” with their own unique characteristics, they are composed of people, families, homes, businesses, public spaces, organizations and institutions, all of which contribute both to the viability of the neighborhood and to that of the city as a whole. Some of our neighborhoods have more challenges and require more resources than do others to develop to their full potential and to be places in which people want to live and work.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Encourage Diverse, Clean, Safe, Quality Neighborhoods

GOAL 1: Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices

STRATEGIC OBJECTIVE 1: Address the impact of existing and new student housing on neighborhoods, especially in established, single-family neighborhoods

STRATEGIC OBJECTIVE 2: Work with community partners to support, retain and increase home ownership

FUTURE PROSPECTUS

- Work with State housing division Michigan State Housing Development Authority to acquire Neighborhood Stabilization Program funds to help with the after affects of foreclosure in the Kalamazoo

- Plan and implement an aggressive graffiti removal program throughout the City
- Continue to assess the impact of existing and new student housing on neighborhoods
- Continue to provide resources and education for residents preparing for first-time homeownership and those experiencing foreclosure
- Utilize the City Planning Commission to update and present recommendations regarding the City Comprehensive Plan

Encourage and Provide Affordable Housing Opportunities

GOAL 2: Encourage and provide quality, affordable housing opportunities

STRATEGIC OBJECTIVE 1: Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups

STRATEGIC OBJECTIVE 2: Work with other governmental agencies and social service organizations to identify strategies to reduce the high foreclosure rate

FUTURE PROSPECTUS

- Continue to support efforts of the Neighborhood Enterprise Zones to promote tax breaks incentives and affordable housing for residents
- Adopt an Inclusionary Zoning Ordinance providing voluntary incentives for developers to include affordable housing units in new developments
- Continue to maximize and leverage local Housing and Urban Development dollars and other housing resources

- Continue to incorporate Energy Star standards into publicly funded residential housing development
- Continue to acquire properties such as tax-reverted homes and lots to be rehabilitated by the City and used for neighborhood development and affordable housing

Build Upon Neighborhood Infrastructure by Strengthening the Quality of Relationships to Improve Neighborhoods Through Community Policing

GOAL 3: Emphasize continued sensitivity to concerns throughout the community

STRATEGIC OBJECTIVE 1: Evaluate the capacity of Public Safety to expand its existing community-based policing philosophy throughout area neighborhoods

STRATEGIC OBJECTIVE 2: Create a coactive Public Safety operation to include City departments/resources, neighborhood associations and other organizations to address sensitive community needs and concerns as it relates to strengthening our neighborhoods

FUTURE PROSPECTUS

- Continue partnerships with neighborhoods, other City departments, businesses and Western Michigan University to coordinate and support youth programming through Town Hall meetings, *National Night Out* events as well as safe summer programming
- Continue to develop and foster positive relationships throughout Kalamazoo's diverse community through structured neighborhood programs and continue to encourage more citizen participation in neighborhood watch programs

- Identify crime trends that negatively affect the quality of life within various neighborhoods and develop and implement action plans that address those trends with emphasis on community needs and concerns
- Continue to work with neighborhood leaders to improve resident relations and proactively affect crime throughout the City

Continue Quality of Life Improvements for Residents in Area Neighborhoods

GOAL 4: Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues

STRATEGIC OBJECTIVE 1: Continue to implement A+ Neighborhoods initiatives to affect the quality of life for residents through neighborhood improvement

STRATEGIC OBJECTIVE 2: Build capacity to improve quality of life within neighborhoods

STRATEGIC OBJECTIVE 3: Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way

STRATEGIC OBJECTIVE 4: Build upon the City's many assets, including its historic character, cultural amenities, parks, and its traditional, pedestrian-friendly urban form

STRATEGIC OBJECTIVE 5: Ensure that Code Enforcement, Public Services and Public Safety respond to neighborhood issues, including property maintenance, housing code violations, other violations, public nuisances and quality of life issues such as noise violations (loud stereos, parties, etc.), speeding violations, unsightly junk autos, blighted housing, high weed and grass

FUTURE PROSPECTUS

- Continue to implement the City's comprehensive community development plan, A+ Neighborhoods as well as Public Safety's initiatives which divides the City into four quadrants to better define issues and target crime specific to the neighborhood

- Continue enhanced nuisance enforcement activities to address neighborhood blight and nuisance concerns. Trash removal, coordinated efforts with Community Planning & Development, and tall grass/weed enforcement will continue to receive priority treatment

Strategic Focus Area

ENVIRONMENTAL STEWARDSHIP

VALUE THEMES

Sense of Community

A regional approach to problem-solving reinforces our common interests.

We celebrate the unique features of our community.

Equity

We value the efficiency and equity that comes through inter-governmental cooperation.

We are a community that expects the systems serving us to provide equal treatment and access to all our citizens.

Striking a Balance

We believe it is important to equally consider social, environmental and economic needs so that we can have a livable, sustainable community.

Environmental Stewardship relates to the need to protect the environmental resources upon which we depend, as well as the need to be responsible regarding the impact we have upon the environment. Water is a critical resource, and ensuring that it is safe is vital to the health of our residents and the larger community. It is equally important that we continue to develop, manage and preserve open and green spaces throughout our community, which adds to our community's natural, aesthetic beauty as well its economic marketability.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Protect and Preserve Water Quality

GOAL 1: Protect and preserve our water quality and quantity

STRATEGIC OBJECTIVE 1: Improve resident satisfaction with potable water

STRATEGIC OBJECTIVE 2: Work with residents to address concerns and issues associated with the Allied Disposal Site and other water issues

FUTURE PROSPECTUS

- Work with Environmental Protection Agency and the responsible party/owner of the site to achieve proper cleanup and closure of the Allied Disposal Site and oversee redevelopment/reuse of this site. This will include proper oversight to ensure that the City's major drinking water supply area is properly protected from potential contamination from this site

- Obtain standardized water service agreements with all surrounding jurisdictions. Many of the current agreements have already expired. This will enhance the City's ability to bond for additional funds for the water system and create stability within the water system for all users both inside and outside the City.

Meet or Exceed All Standards for Effluent Discharge

GOAL 2: Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements

STRATEGIC OBJECTIVE 1: Continually monitor and adjust policies and operational procedures to meet or exceed local, state and federal discharge requirements

STRATEGIC OBJECTIVE 2: Evaluate opportunities to provide environmentally safe products from wastewater treatment process

FUTURE PROSPECTUS

- Design, plan, and construct over \$8 million of improvements at the Water Reclamation Plant to effectively and efficiently operate this facility at reduced loadings for the next 25 years. This upgrade is due to significant loss of loadings from major industries in the last several years
- Continue to explore the creation of a biosolids program that produces class A or class B biosolids suitable for land application

Create and Maintain a System of Open Space and Greenways

GOAL 3: Establish a system of open spaces and greenways throughout the City to protect the environment, provide recreational opportunities, improve the community's visual quality and contribute to economic prosperity

STRATEGIC OBJECTIVE 1: Work with environmental organizations to develop short- and long-term strategies to protect and enhance our community habitat

FUTURE PROSPECTUS

- Continue to build the Citywide trail system through multi-jurisdictional cooperation
- Determine advantages to the community on the possibility of swapping buildable parkland for other green space

Create and Maintain a Strategy for the Implementation of Sustainable Practices Citywide

GOAL 4: Establish strategies for the implementation of sustainable practices citywide

STRATEGIC OBJECTIVE 1: Work with the Environmental Concerns Advisory Committee to establish green standards

STRATEGIC OBJECTIVE 2: Devise an effective communication strategy to educate staff and residents about “green” programs and initiatives that benefit the community

STRATEGIC OBJECTIVE 3: Collaborate with other agencies to expand “green” initiatives throughout the County

FUTURE PROSPECTUS

- Coordinate, collaborate, organize and establish a Sustainability Summit to include key educational, governmental, non-profit, and business sector entities. The goal of this Summit will be to devise key sustainability goals that all the organizations involved can agree to and adopt which includes a public “Signing Ceremony” for all Sustainability Summit partners

- As a result of the Sustainability Summit, schedule and coordinate quarterly meetings where Sustainability Summit partners can share sustainability ideas, practices, and sustainability goals for the Kalamazoo area
- Create and implement a 5-year plan incorporating environmental concerns and energy improvements and enhancements in all City capital projects as well as implementing day-to-day educational activities to move the City and its citizens toward more sustainable practices
- Develop and implement a Sustainable Purchasing Policy in 2009
- Develop and implement a LEED Certified Building policy for all future City-funded building projects in 2009
- Incorporate sustainability practices into the City's Comprehensive Plan Update in 2009
- Develop a plan for the installation of bicycle racks in the Central Business District and targeted areas throughout the City
- Install bicycle racks at all City facilities and parks
- Develop and establish key City goals in the following areas:
 - Purchase of 10% of City's energy needs from renewable energy sources by 2013
 - 5% of the City's fleet of vehicles will be alternative fuel vehicles by 2013
 - Conduct an Energy Audit in 2009 and implement modifications to ensure a 15% reduction in energy usage at all City facilities by 2013

- Implement Succession Planning efforts to ensure a smooth transition of education, training, and implementation of day-to-day activities to staff as employees retire

Strategic Focus Area

COMMUNITY BUILDING

VALUE THEMES

Belonging

We embrace our diversity and believe everybody counts in our community; no one should be left out because of income, geography, ethnic heritage, race, social standing or ability.

We believe an inclusive community is built through personal responsibility.

Equity

It is important to us to have equality across the community when it comes to safety, housing, transportation, jobs, government services and education.

Striking a Balance

We believe it is important to consider social, environmental and economic needs equally so that we can have a livable, sustainable community.

We need strong neighborhoods and also value working together as a cohesive community.

Open communication between us increases our feeling of connectedness.

This focus area relates to the responsibility, shared by residents, businesses, governments, organizations and community members, to work together with the ultimate goal of realizing our community vision. In this respect, local government and community partners share an important role in creating a culture of acceptance and tolerance, respectful of individual differences and conducive to open discussion of community issues. All people in the community should be able to participate in planning and decision-making and the values and goals of the community should be reflected in the priorities and policies of local government. To help make this happen, each individual in the community has a responsibility to work to address issues of poverty, discrimination and social exclusion. At the same time, it is important to draw upon and celebrate Kalamazoo's diversity in order to build a better community.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Encourage a Culture of Acceptance and Tolerance

GOAL 1: Encourage and practice respect for race, cultural, religion, age and individual differences, including disabilities and sexual orientation, providing equal opportunity and access for all residents to City services and programs

STRATEGIC OBJECTIVE 1: Act as a proactive partner to improve cultural competency within the City organization and throughout Kalamazoo County

STRATEGIC OBJECTIVE 2: Serve as an example to the community through the City's employee relations and employment programs

FUTURE PROSPECTUS

- Continue to collaborate with other organizations to provide diversity opportunities for City staff
- Continue to work on diversity initiative within the City and the City at-large
- Continue to support community organizations through City Commission Initiative funding opportunities

Continue to Work Toward the Reduction of Poverty Throughout Kalamazoo

GOAL 2: Reduce the poverty rate among Kalamazoo residents

STRATEGIC OBJECTIVE 1: Encourage educational and economic initiatives for low income families and work to establish more job opportunities for the underemployed

FUTURE PROSPECTUS

- Create and develop effective youth centers throughout Kalamazoo by collaborating with community organizations to work toward the reduction of poverty throughout Kalamazoo
- Encourage programs and initiatives that support low income families and work to establish more jobs opportunities for the underemployed

Work with Community Partners to Address Homeless Issues

GOAL 3: Work collaboratively with grass roots organizations to implement programs and initiatives that address the needs of the homeless

STRATEGIC OBJECTIVE 1: Continue to encourage discussions and forums regarding homeless issues and concerns

FUTURE PROSPECTUS

- Continue to implement information gathered from Homelessness Pilot Program to address the needs of homeless in Kalamazoo as well as the ordinances (e.g., park rules and panhandling constraints) that affect them
- Continue to participate with the Local Initiatives Support Corporation community committee that compiled and addressed a plan to eliminate homelessness in 10 years in Kalamazoo County

Strategic Focus Area

RESPONSIBLE AND RESPONSIVE GOVERNMENT

VALUE THEMES

Economic Opportunity and Stability

Our economy should provide jobs, adequate income and the tools to increase our quality of life.

Equity

We are a community that expects the systems serving us to provide equal treatment and access to all our citizens.

It is important to us to have equality across the community when it comes to safety, housing, transportation, jobs, government services and education.

Striking a Balance

We believe it is important to equally consider social, environmental and economic needs so that we can have a livable, sustainable community.

Our residents support community planning and expect action and implementation to follow.

Kalamazoo is a “full-service city”. It provides an array of “core” services related to protecting the health, safety, and welfare of its constituents, including public safety, public infrastructure, public utilities, planning and zoning administration, parks, inspection services, maintenance of public rights-of-way, as well as the legal and administrative functions to support those services. The City also provides many other services to citizens and the community as a whole, including economic development, transit service, administration of the Community Development Block Grant Program (CDBG), and youth development programming. While neither list is exhaustive, they illustrate the broad range of services the City provides. This strategic focus area ensures that Kalamazoo will continue to provide services critical to maintaining a sustainable community.

Traditionally, local government, especially in times of expansion, has functioned like a “vending machine” for its citizens. In this model, each service is delivered individually and solely by the government, frequently ignoring opportunities to combine services, to partner with community organizations, and to engage citizens in the process.

This is especially so in an urban core community such as Kalamazoo, which has a combination of challenges to face, including high taxes, high service demand, a high poverty rate, old infrastructure, aging housing stock, and a stagnant revenue base. A more synergistic, community-based system of governance is better suited to bring resources, perspectives, and interest to bear on an issue. Government has an important role in facilitating civic engagement and creating an organizational and community culture that embraces citizen involvement and community-based decision making, so that the values and goals of the community are reflected in the strategic decisions, priorities, values and policies of the City.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Maintain an Open and Accessible Government

GOAL 1: Maintain a City government that is open and accessible to the community

STRATEGIC OBJECTIVE 1: Enhance communication between the City and community, and increase resident involvement in the decision-making process

STRATEGIC OBJECTIVE 2: Increase accessibility of City services to residents and customers

STRATEGIC OBJECTIVE 3: Strive for a clear understanding between the City and its residents regarding resident preferences for services and the City's capacity to provide them

STRATEGIC OBJECTIVE 4: Develop a community strategy to provide information about City resources and services

STRATEGIC OBJECTIVE 5: Continue to monitor and ensure the alignment of resident expectations for service and the City organization's capacity

STRATEGIC OBJECTIVE 6: Review and evaluate core charter responsibilities / basic services and recommend services essential to City function based on projected fiscal responsibility

FUTURE PROSPECTUS

- Continue to assess the City Charter; propose and determine improvements that will advance the quality of life for all residents
- Continue to encourage resident participation during City Commission meetings as well as the distribution of publications to keep residents informed of City endeavors

- Continue to utilize public meetings, forums and study groups as a means to assess City related issues
- Continue to participate on boards and committees to help influence issues in the community

Provide Quality City Services and Programs

GOAL 2: Provide quality services and programs delivered efficiently and cost-effectively

STRATEGIC OBJECTIVE 1: Update the City's information technology infrastructure for better utilization by customers and residents

STRATEGIC OBJECTIVE 2: Continue to provide dynamic parks, trails and recreation programs for all City residents as well as promote youth development initiatives in support of healthy families

STRATEGIC OBJECTIVE 3: Maintain the safety and welfare of residents and visitors by providing timely, expert police, fire and emergency medical services, while promoting the principles of community policing

STRATEGIC OBJECTIVE 4: Establish and maintain a strong network of public infrastructure (including streets, sidewalk replacement, maintenance of City urban forest, wastewater disposal and treatment, water supply and treatment, recycling services, road maintenance, street lighting, etc.) essential to maintaining a strong community

STRATEGIC OBJECTIVE 5: Continue to develop the community by improving the overall quality of life of residents through the use of local, state and federal grant programs that support neighborhoods, code administration, community revitalization and reinvestment, housing programs and services

FUTURE PROSPECTUS

- Continue and enhance Major and Local Street paving and improvement projects. Priorities will be placed on those streets identified in the Pavement Management Program as in most critical need
- Maintain and enhance leaf collection and snow removal activities to incorporate environmentally-sound alternatives that also ensure safety concerns are adequately addressed
- Complete EDEN implementation of inventory control, fixed assets and web extensions for web interface as well as the BS&A implementation of utility billing, tax billing and accounts receivable
- Continue Website enhancements to include the introduction of a City intranet system
- Complete the redevelopment of Fairmount, LaCrone and Woods Lake Beach Parks as well as the 5 Year Parks and Recreation Master Plan

Embrace Ethical, Integrity-Based, Quality Customer Service Performance Practice

GOAL 3: Implement the City's integrity based, quality customer service based practices to address resident and community concerns

STRATEGIC OBJECTIVE 1: Continue to implement changes to the City's "operating approach" and culture based on a comprehensive inter-departmental and inter-divisional analysis and development of outcome-based solutions to key community priorities

STRATEGIC OBJECTIVE 2: Continue to work collaboratively, interdepartmentally, with residents and community partners to address sensitive community needs and concerns

STRATEGIC OBJECTIVE 3: Continue to evaluate the organizational structure, City policies, programs, and procedures to achieve maximum efficiency, effectiveness and responsiveness

STRATEGIC OBJECTIVE 4: Improve employee relations and develop a more diverse, and effective workforce by continuing to implement Kalamazoo's plan that includes building a diverse, inclusive and responsive organization

FUTURE PROSPECTUS

- Continue to work to implement the tenets of the Strategic Fiscal and Organizational Plan
- Enable management to evaluate and improve the effectiveness of core services
- Finalize the analysis of the City's Growth Plan and determine optimal utility governance alternative

Provide Prompt, Professional Safety and Emergency Services

GOAL 4: Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems

STRATEGIC OBJECTIVE 1: Improve public relations, education and outreach to the community regarding public safety, including citizens' responsibility in interacting with the Public Safety Department

STRATEGIC OBJECTIVE 2: Review and, where appropriate, revise Public Safety’s internal policies, procedures, and training programs to improve professionalism, ethics, accountability, user-friendliness, and respectful treatment of citizens, and to track responsiveness

FUTURE PROSPECTUS

- Encourage continued diversity and sensitivity training for officers to inspire the highest level of integrity and ethics throughout the department
- Expand collaboration with area fire agencies to reduce response time and evaluate emergency medical response protocols and improve efficiencies when appropriate

STRATEGIC OBJECTIVE 3: Assess Public Safety’s service delivery and capabilities

Design and Implement a Multi-Modal Transportation Strategy

GOAL 5: Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities

STRATEGIC OBJECTIVE 1: Continue to support public transit to aid access to employment, educational and community activities

STRATEGIC OBJECTIVE 2: Implement the City’s non-motorized transportation plan

STRATEGIC OBJECTIVE 3: Lobby for and encourage the development of the US-131 interchange and connector

FUTURE PROSPECTUS

- Continue to support the Kalamazoo County Transportation Authority, a countywide transportation initiative created provide transit countywide
- Complete the trailway system throughout Kalamazoo
- Continue to support the highway reconstruction of US-131 and I-94. Improvements include the highway widening project of I-94/US-131 and I-94/Oakland Drive interchanges, as well as widening 2.6 miles of I-94 to add one through lane in each direction

Strategic Focus Area

FISCAL STEWARDSHIP

This new strategic focus area, Fiscal Stewardship, represents the City's commitment to prudently manage the City's resources and maintain a stable economic environment. Some of the goals within this focus area specifically deal with what the City government can do to responsibly address our short and long-term fiscal challenges, while other goals focus on the value of a regional approach in tackling the significant economic hurdles facing the Kalamazoo community and many other communities in the State of Michigan.

A recurring issue regarding the City's financial structure has been an equitable distribution of the tax burden. A large number of properties within the City are exempt from paying City property tax. In addition, the City has used the issuance of tax abatements to businesses and corporations as an economic development incentive tool.

One solution proposed in the *2000 Blueprint for Action* community process was to take a regional approach to the delivery of services necessary for a thriving, sustainable community. As a result, the City is carefully examining duplications of services and the importance of achieving economy of scale through consolidations and working partnerships with the private sector and regional governmental jurisdictions.

The City acknowledges that achieving regional solutions through intergovernmental collaboration can sometimes be time consuming, but remains convinced that a regional view is essential in light of current and future fiscal challenges. In making its 2007 decisions regarding a short and long-term fiscal strategy, the City was guided by information gleaned from the 2006 updated Community Sketch and by common issues, themes, historical trends, observations and suggestions received from citizens as reflected in the original *2000 Blueprint for Action* document.

It is essential that the City provide core services for citizens within the budgetary parameters of the City's present condition. Although citizens have enjoyed services such as housing assistance, business retention/

assistance, community development, street cleaning/snow removal, weekly recycling, recreation opportunities, etc., it is imperative that the City continue to explore non-traditional means to provide essential services and look beyond jurisdictional boundaries to balance costs and revenues.

Communication between the City and its citizens is paramount as the City prepares to provide the framework for a five-year fiscal strategy. While some citizens are aware of the serious constraints on the City's ability to maintain its traditional level of programs and services, it is likely that most will expect to see their tax investment continue to purchase the services to which they have become accustomed. Therefore, it is important that the City continue to keep the citizens informed as decisions regarding the financial future of the City are determined.

GOALS, OBJECTIVES AND FUTURE PROSPECTUS

Balance City Revenues and Expenditures

GOAL 1: Continue to implement the Five-Year Fiscal Plan to increase the capacity of the City's organization by identifying available and potential resources and prioritizing expenditures

STRATEGIC OBJECTIVE 1: Continue to assess, monitor and modify the financial targets and strategies on which the five-year fiscal plan is based

STRATEGIC OBJECTIVE 2: Ensure that adequate funding is available to provide a sustainable capital improvement program, including an appropriate local street repair program, other infrastructure needs, technology and maintenance of City-owned assets

STRATEGIC OBJECTIVE 3: Prioritize expenditures through an outcomes-based approach in development of the City budget

STRATEGIC OBJECTIVE 4: Further the integration of sound community and economic development strategies for tax base stabilization and/or growth

STRATEGIC OBJECTIVE 5: Support the adoption of best local governmental management practices and effectiveness measures (quality and efficiency) to increase financial stability

STRATEGIC OBJECTIVE 6: Seek, develop, administer and maintain grants that subsidize City expenditures

FUTURE PROSPECTUS

- Continue to implement the Five-Year Fiscal Plan and Organizational Management Approach
- Continue to diversify the City's revenue structure by considering
 - Tax base sharing agreements
 - PILOT for non-profit organizations
 - Separate tax for transit/KVET
- Develop and evaluate options for ensuring a sustainable general fund and DDA budget, including researching new funding and revenue strategies and sources, cost reduction opportunities and/or funding partnerships from the private sector or regional governmental agencies
- Continue to seek grants to fund recreational programs, services, and youth development opportunities as well as specific funding for the Summer Youth Employment Program and the Street Academy to leverage general fund dollars



UPDATED CITY THUMBNAIL SKETCH

The City of Kalamazoo initiated two source documents in 2001. The *Blueprint for Action* was created to provide a strategy for the City to implement programs and services to improve the quality of life for its residents and the *City Thumbnail Sketch* documented City accomplishments, services, statistics and trends. A new, updated document, *Blueprint for Action: A Sustainable Community, Defining Kalamazoo's Future* was created for the 2006 budget, which was also accompanied by an update to the 2001 *City Thumbnail Sketch*.

This 2008 *City Thumbnail Sketch* intends to show how Kalamazoo ranks in comparison to other cities in the State of Michigan and offers information regarding local, regional, state and national trends. Although this is not a comprehensive report, the information provides a glimpse into the current conditions of the Kalamazoo area.



City Thumbnail Sketch

UPDATED

November 2008

GENERAL FACTS ABOUT KALAMAZOO



POPULATION	
County population:	245,333 <i>(as of September 2007)</i>
City population:	72,637 <i>(as of September 2007)</i>
Area college student population:	34,000+ <i>(Western Michigan University, Kalamazoo College, Kalamazoo Valley Com- munity College, Davenport University)</i>
Total trade area population:	393,300
Total trade area median household income:	\$42,300
EMPLOYMENT	
County labor force:	132,159 <i>(as of September 2008)</i>
County unemployment rate:	7.0% <i>(as of September 2008)</i>
City unemployment rate:	9.6% <i>(as of September 2008)</i>
Total downtown workers:	15,000
Largest employers:	Bronson Healthcare Group, Pfizer, Kalamazoo Public Schools, Western Michigan University, Kalamazoo Gazette, City of Kalamazoo, Stryker Corporation, Radisson Hotel & Suites
Cost of living index:	95.2 of 100

GOVERNANCE

Governance

- 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 City Commission consists of seven members who are elected at-large on a non-partisan basis to serve a two-year term in office. The Commissioner receiving the most votes becomes mayor with executive power over the Commission. Subsequently, the Commissioner receiving the second number of votes becomes the vice mayor and performs mayoral duties in the absence of the mayor
- The City Manager is appointed by the City Commission and functions as the Chief Administrative Officer for the City. He/She is responsible for all administrative appointments with the exception of the City Assessor, Attorney, Clerk and Internal Auditor

Locality

- The City, which is a part of Kalamazoo County, encompasses an area approximately 26 square miles and is 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), 50 miles south of Grand Rapids, 23 miles west of Battle Creek and 145 miles east of Chicago, Illinois. The City, also the county seat, is easily accessible from both I-94 and U.S. 131, which crosses the State from east to west and north to south, respectively



Elections

- Participation rates for City elections have varied since 2006. However, historical markers indicate that residents are more likely to participate in the election process based on the type of election (e.g., presidential, gubernatorial, general, county-wide, etc.)
- Since 2000, election participation in the City of Kalamazoo ranged from 14.6% (January 2008) to 51.6% (November 2000). The gubernatorial race (November 2006) yielded 41.2% voter turnout while the presidential election (November 2008) yielded 60.9% participation from voters
- Changes to polling locations were created in February 2008, which affected half of the registered voters throughout the City

VOTING STATISTICS FOR KALAMAZOO COUNTY SINCE 2006					
Date of Election / Type of Election	Total Registered Voters	Total Precinct Voters	Total Absentee Voters	Precinct Turnout	Total Turnout
August 2006 General Election	49,005	5,156	1,906	10.52%	14.4%
November 2006 Gubernatorial Election	51,787	17,652	3,688	34.1%	41.2%
May 2007 General Election	50,496	2,490	1,460	4.93%	7.8%
November 2007 Commission Election	50,503	6,487	2,210	12.84%	17.2%
January 2008 Presidential Primary	50,608	5,746 2,819 <i>Republican /</i> 2,926 <i>Democrat</i>	1,653 663 <i>Republican /</i> 828 <i>Democrat</i>	11.35%	14.6%
May 2008 General Election	49,793	4,572	1,519	9.18%	12.2%
November 2008 Presidential Election	57,584	28,200	6,838	49%	60.9%
SOURCE: City of Kalamazoo website: City Clerk: Elections: www.kalamazoo.org/portal/government.php?page_id=432					

VOTING DEMOGRAPHICS FOR SELECT MICHIGAN CITIES NOVEMBER 2007			
	Registered Democrats	Registered Republicans	Independents
Ann Arbor	63.46%	35.47%	1.07%
Battle Creek	47.70%	51.21%	1.09%
Detroit	69.39%	29.81%	0.80%
Flint	60.03%	39.23%	0.73%
Grand Rapids	40.19%	58.85%	0.96%
Holland	27.64%	71.55%	0.81%
Kalamazoo	51.31%	47.71%	0.98%
Lansing	57.78%	41.14%	1.08%
Muskegon	55.14%	43.96%	0.91%
Portage	51.31%	47.71%	0.98%
Saginaw	53.37%	45.86%	0.78%
Warren	48.75%	50.24%	1.01%
Wyoming	40.19%	58.85%	0.96%

SOURCE: Sperling's Best Places website: www.bestplaces.net
NOTE: Statistics as of 2007; Cities listed alphabetically

City Boards & Commissions

- Besides voting, Kalamazoo residents are involved in civic life through strong neighborhood organizations, monthly neighborhood organization meetings with the City Commission and through public involvement processes on such City projects as the selection of a new City Attorney and Public Safety Chief as well as Community Policing and Superfund Site Dumping forums
- Residents and business owners are able to participate on various Boards and Commissions that aid the City Commission with issues related to the quality of life of residents in Kalamazoo. There are 28 boards and commissions which include:

- Board of Review for Assessments** - This board has the power to raise or lower the assessed value of properties in light of the evidence presented and in accordance with state law

- Brownfield Redevelopment Authority (BRA)** - BRA was established to promote the revitalization of environmentally distressed, contaminated or blighted areas of the City of Kalamazoo. The BRA develops and implements a plan for the



utilization of tax increment funds to ameliorate environmental contamination on development sites. The membership of the BRA Board is the same as the Economic Development Corporation Board

- Civil Service Board (CSB)** - Board reviews and investigates complaints from the city employees who allege discrimination on the basis of race, color, religion, national origin, ancestry, sex or age. The Board reports the findings of its investigations to the City Manager or City Commission. The CSB also serves as a board of appeal for city employees concerning findings and decisions of the City Manager

- Community Development Act Advisory Board (CDAAC)** - This Board's primary responsibility is to review applications from community organizations for Community Development Block Grant (CDBG) funds and make recommendations to the City Commission for the allocation of these funds



- **Community Relations Board (CRB)** – CRB exists to increase constructive communication among the citizens of Kalamazoo across racial, ethnic, and socioeconomic lines and between citizens and public officials. This board advises the City Manager and City Commission on matters involving human rights and human relationships
- **Construction Board of Appeals (CBA)** - This Board considers appeals regarding the requirements, determinations, and decisions made by the city’s building, plumbing, mechanical and electrical inspectors. Also, the board grants variances to elements of the building and fire codes in instances where literal application of the code would result in exceptional practical difficulty. In granting variances, the board may approve alternate materials and methods of installation
- **Dangerous Buildings Board (DBB)** - DBB conducts hearings concerning structures the city has determined to be “blighted or dangerous buildings.” These hearings give property owners the chance to challenge the building officials’ determination and to seek relief from some or all of the requirements of the determination. The final decisions of the DBB can be appealed to Circuit Court
- **Downtown Development Authority (DDA)** - This Board is the governing body of a special purpose



local authority established under state enabling law to halt deterioration and to foster development of the downtown business area. The DDA contracts with Downtown Kalamazoo

Incorporated (DKI) to administer the city’s parking system and to manage the economic development programs funded by Tax Increment Financing (TIF) dollars

- **Economic Development Corporation (EDC)** - Governing board of a special purpose corporation established under state enabling legislation to set up project areas and to provide financing and other assistance for commercial and industrial development projects. Members of EDC are also members of the BRA Board
- **Employee Retirement System Board of Trustees** – This Board oversees all matters relating to the administration of the city’s pension system. These mat-

ters include approving the disbursement of funds, pensions, and rendering decisions in duty disability and buy-back cases

- **Environmental Concerns Committee (ECC)** - ECC monitors significant environmental trends affecting the City of Kalamazoo and advises the City Manager and City Commission regarding environmental matters. The Committee also serves as a citizens’ forum for environmental issues



- **Friends of Recreation Board** - The *Friends of Recreation Board* seeks funds through donations, gifts, fund-raising events, and bequests for projects identified in the Parks and Recreation Master Plan. These funds are deposited into the Kalamazoo Municipal Recreation Endowment Fund at the Kalamazoo Community Foundation with the intent to someday fully fund the Parks and Recreation budget

- **Housing Board of Appeals (HBA)** - This Board considers appeals regarding the requirements, determinations, and decisions made by the city’s inspectors in their enforcement of Chapter 17 of the Code of Ordinances (*Housing Code*). The Board also grants variances to elements of the Housing Code in instances where literal application of the code would result in exceptional practical difficulty

- **Investment Committee** - The *Investment Committee* manages the assets of the Employees’ Retirement System and has full authority to invest and reinvest those assets according to the policies, strategies, and guidelines approved by the City Commission

- **Kalamazoo Historic District Commission** - This Commission conducts design review hearings in a quasi-judicial capacity to decide issues relating to the enforcement of the Historic District ordinance and to



permit, within standards established by the ordinance, exceptions to strict compliance with the terms of the ordinance in recognized historic districts and as applied to

designated landmarks

- **Kalamazoo Historic Preservation Commission (HPC)** - This body advises the City Commission on historic preservation issues including the establishment of historic districts and landmarks and the nomination of

such districts and landmarks to the National Register of Historic Places and the state register. HPC encourages and promotes historic preservation through publications, education, the collection of historical materials, and the identification of historical resources which warrant preservation

- **Kalamazoo Hospital Finance Authority (HFA)** - HFA was incorporated under state enabling legislation for the purpose of constructing, acquiring, reconstructing, remodeling, improving, adding to, enlarging, repairing, owning, and leasing hospital facilities for the use of any non-profit hospital within or outside the boundaries of the City of Kalamazoo



- **Kalamazoo Municipal Golf Association (KMGA)** - KMGA Board of Governors oversees the operations of the city's three public golf courses (Red Arrow, Milham Park, and Eastern Hills). The Board adopts an annual budget, sets the greens and membership fees, and establishes rules and regulations for the grounds and the behavior of members

- **Local Development Finance Authority (LDFA)** - Established under state enabling legislation, LDFA exists to foster economic growth through the development of land and facilities within the Business, Technology and Research (BTR) Park located at the intersection of Drake Road and Parkview Avenue. Revenue from the TIF District located at the BTR Park is used to fund the Authority's projects
- **Local Officers Compensation Commission (LOCC)** - A special purpose body established pursuant to state law, LOCC meets every two years to set the compensation for elected City officials. The City Commission, by a 2/3 vote, may reject the compensation levels recommended by the LOCC



- **Parks and Recreation Advisory Board (PRAB)** - Strictly an advisory board, PRAB makes recommendations to the City Manager and City Commission regarding parks and recreation planning and programming

- **Perpetual Care Investment Committee** - The *Perpetual Care Investment Committee* manages the assets of the Perpetual Care Fund and has full authority to invest and reinvest those assets according to the policies, strategies, and guidelines approved by the City Commission

- **Pesticide/Herbicide Policy Advisory Committee (PHAC)** - This Committee recommends policies and guidelines for the use of pesticides and herbicides in the City of Kalamazoo



- **Planning Commission** - This body is required and regulated by state law. One of its major duties is the development of the city's Comprehensive Plan, a master plan for current and future land use. In accordance with this plan and the current Zoning Ordinance, the Planning Commission provides recommendations to the City Commission on re-zoning requests and changes to the Zoning Ordinance text. The Planning Commission also has responsibility for reviewing and approving Special Use Permits, and site plans for buildings within WMU's BTR Park

- **Rehabilitation Appeal Board** - The Rehab Appeal Board meets on an on-call basis. As the name implies, the Board hears appeals from homeowners and contractors regarding problems with projects funded by the city's home rehabilitation program
- **Traffic Board** - This administrative board hears citizen appeals/requests and considers recommendations from the Traffic Engineer regarding traffic control orders and parking regulations
- **Tree Committee** - The purpose of the Tree Committee is to develop guidelines, subject to City Commission approval, related to the implementation and enforcement of the tree ordinance (Chapter 42 of the Code of Ordinances) and to recommend modifications or changes to the guidelines as necessary
- **Zoning Board of Appeals (ZBA)** - The ZBA primary role is to hear requests for granting variances from the Zoning Ordinance. The ZBA also provides interpretations of the Zoning Ordinance and appeals of administrative zoning decisions

PEOPLE IN THE COMMUNITY

Population Demographics

- According to 2006 US Census Bureau statistics, there were 299,398,484 residents of the United States, of which 10,095,643 resided in the State of Michigan. In 2007 population estimates for Kalamazoo County was 245,333 and 72,637 in the City
- Several counties in Michigan experienced significant population growth since 2000 including Livingston (+16.7%), Grand Traverse (+10.1%), Benzie (+9.5%), Ottawa (+8.8%) Washtenaw (+8.4%) and Clinton (+7.7%) counties
- Other counties in Michigan experienced a significant decline in population growth since 2000, which include Ontonagon (-10.8%), Mackinaw (-8.9%), Huron (-7.7%), Iron (-7.5%) and Keweenaw (-6.5%) counties

ESTIMATED POPULATION OF SELECT MICHIGAN COUNTIES 2000 – 2007		
	2007 Estimated Population	Population Change April 2000 – July 2007
St. Joseph	62,449	+0.0%
Van Buren	77,931	+2.2%
Eaton	107,390	+3.6%
Calhoun	136,615	-1.0%
Berrien	159,589	-1.8%
Muskegon	174,386	+2.5%
Saginaw	202,268	-3.7%
Kalamazoo	245,333	+2.8%
Ottawa	259,206	+8.8%
Ingham	279,295	-0.0%
Washtenaw	350,003	+8.4%
Genesee	434,715	-0.3%
Kent	604,330	+5.2%
Oakland	1,206,089	+1.0%
Wayne	1,985,101	-3.7%

SOURCE: State of Michigan website: www.michigan.gov/documents/hall/m_census_cvtr0007_241742_7.xls

NOTE: U.S. Census Bureau, Estimates of Sub-county Population for 2000-2007, released July 10, 2008. Estimates prepared through the Federal-State Cooperative for Population Estimates. Table prepared by the Library of Michigan; Cities listed from lowest to highest by estimated population

POPULATION STATISTICS OF SELECT CITIES IN MICHIGAN SINCE 2007			
	2007 Estimated Population	Population Change April 2000 – July 2007	Population Per Square Mile
Holland	26,727	-4.0%	2,062 people
Muskegon	39,402	-1.8%	2,760 people
Portage	46,066	+2.6%	1,406 people
Battle Creek	52,233	-2.1%	1,232 people
Saginaw	56,263	-8.9%	3,298 people
Wyoming	70,440	+1.5%	2,875 people
Kalamazoo	72,637	-5.8%	2,926 people
Lansing	110,154	-3.8%	3,253 people
Ann Arbor	115,092	+0.6%	4,187 people
Flint	114,662	-8.2%	3,476 people
Warren	134,223	-2.9%	3,926 people
Grand Rapids	193,627	-2.1%	4,323 people
Detroit	916,952	-3.6%	6,282 people

SOURCE: Sperling's Best Places website: www.bestplaces.net

NOTE: Population per square mile statistics as of 2007; Cities listed lowest to highest estimated populations

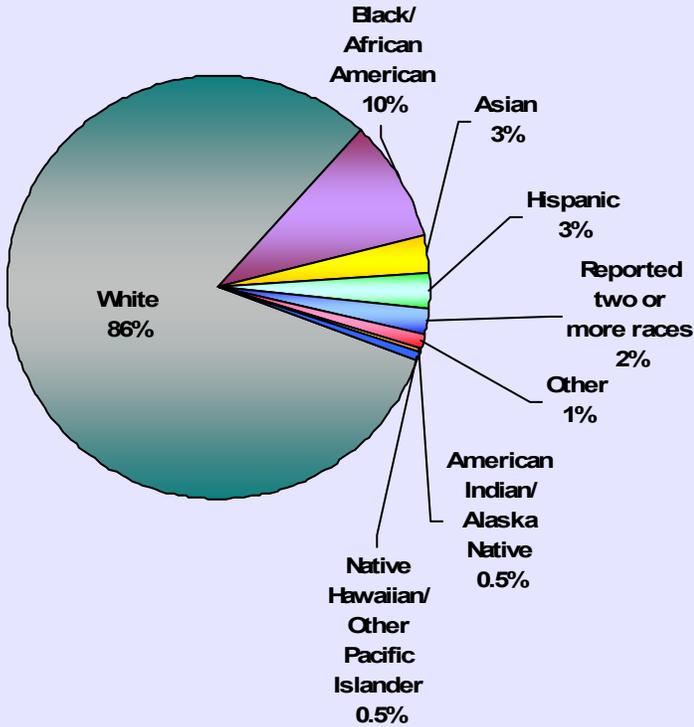
SOURCE: State of Michigan website: www.michigan.gov/documents/hall/m_census_cvtr0007_241742_7.xls

NOTE: Population Change since 2000 and Population Estimates: U.S. Census Bureau, Estimates of Sub-county Population for 2000-2007, released July 10, 2008. Estimates prepared through the Federal-State Cooperative for Population Estimates. Table prepared by the Library of Michigan



Ethnic Composition

- According to the 2006 American Community Survey created by the US Census Bureau, people reporting one race in Kalamazoo County



- American Community Survey statistics also noted that of the Kalamazoo County population, 51% was female and 49% were male
- The median age was 34.6 years old. 23% of the population was under 18 years and 12% was 65 years and older

RACIAL COMPOSITION OF SELECT CITIES IN MICHIGAN 2007						
Name of City	White	Black	Asian	Native American	Hispanic	Other
Ann Arbor	72%	8%	15%	.26%	3%	4%
Battle Creek	73%	17%	2%	.76%	5%	5%
Detroit	10%	83%	1%	.32%	6%	5%
Flint	38%	54%	.49%	.64%	3%	4%
Grand Rapids	63%	21%	1%	.71%	16%	12%
Holland	75%	2%	3%	.71%	23%	16%
Portage	89%	4%	3%	2.97%	.26%	2%
Kalamazoo	69%	21%	3%	.57%	6%	4%
Lansing	62%	23%	3%	.75%	10%	10%
Muskegon	59%	3%	.57%	1.02%	7%	7%
Saginaw	44%	45%	.39%	.49%	12%	9%
Warren	87%	4%	4%	.32%	1%	3%
Wyoming	79%	5%	3%	.59%	12%	9%

SOURCE: Sperling's Best Places website: <http://www.bestplaces.net>
NOTE: Statistics as of 2007; Cities listed in alphabetical order



Poverty in Kalamazoo County

- According to the *US Census Bureau, 2006 American Community Survey, Poverty Status in the Past Twelve Months*, an estimated 39,365 Kalamazoo County residents (16.9%) lived below the poverty line. This number is up from 1999 when 12% of the population (27,483 people) lived below the poverty line
- In 2006, the city of Kalamazoo poverty rate was 33.4% (20,697 City residents) and in 1999, 24.3% (16,641 City residents) lived below poverty

POPULATION LIVING BELOW THE POVERTY LINE KALAMAZOO COUNTY AND CITY OF KALAMAZOO 1999 & 2006 COMPARISON

	# of people living below poverty line, 1999	% below poverty, 1999	# of people living below poverty line, 2006	% below poverty, 2006
Kalamazoo County	27,483	12%	39,365	16.9%
Kalamazoo City Residents	16,641	24.3%	20,697	33.4%

SOURCE: Published Stats by Poverty in Kalamazoo County: 2008 Update - US Census 2000, Summary File #3; US Census Bureau. 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

- The percent of people living below the poverty level rose for each age group from 1999 to 2006 in Kalamazoo County, the City of Kalamazoo and the State of Michigan. The following table provides a comparison of the percentage of people by age group living below poverty in 1999 and 2006 in each geographic location



INCOME BELOW POVERTY LEVEL BY AGE RANGE KALAMAZOO COUNTY, CITY OF KALAMAZOO AND STATE OF MICHIGAN 1999 AND 2006 COMPARISON

	State of Michigan		Kalamazoo County		City of Kalamazoo	
	% of age group below poverty, 1999	% of age group below poverty, 2006	% of age group below poverty, 1999	% of age group below poverty, 2006	% of age group below poverty, 1999	% of age group below poverty, 2006
Under 18	13.3	18.3	12.2	18.9	26.7	40.9
18-64	9.6	12.6	12.7	17.1	25.6	32.9
65+	5.6	8.7	6.3	11.7	11.2	22.1

SOURCE: Published Stats by Poverty in Kalamazoo County: 2008 Update - US Census Bureau. 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

- The child poverty rate in the City in 2006 was 40.9%, representing approximately 5,366 children under 18 years old. The largest growth in poverty since 1999 has occurred in the City among children under 18 years of age, with an increase of 14.2% followed by the poverty rate for people 65 years and older, with an increase of 10.9%
- In 2006, 17.1% of people were in poverty. 18.9% of related children under 18 years of age were below the poverty level, compared with 11.7% of people 65 years old and over. 9% of all families and 31% of families with a female head of household had incomes below the poverty level

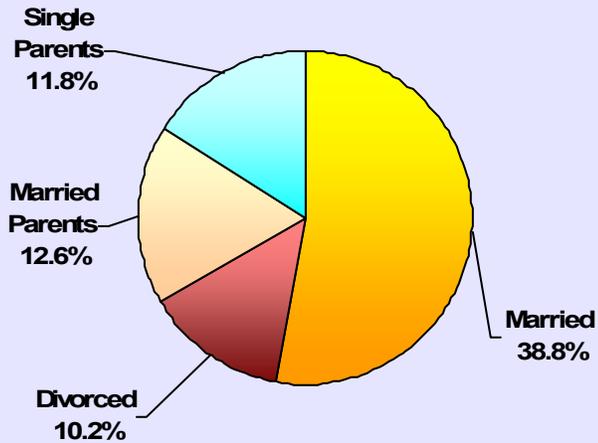
POVERTY RATES IN KALAMAZOO COUNTY 2006

	Percentage
65 years old or older	12%
Related children under 18 years of age	19%
All families	9%
Female heads of household	31%

SOURCE: 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

Family Composition in Kalamazoo County

- According to *Sperling's Best Places*, the average household size in the city of Kalamazoo is 2.34 people and the median age is 27.6. The family composition of the average household in the city of Kalamazoo is as follows: Married - 38.84%; Divorced - 10.21%; Married Parents - 12.61%; Single Parents - 11.83%



Family Composition of Select Cities in Michigan 2006

	Married	Divorced	Married Parents	Single Parents	Average Household Size	Median Age
Ann Arbor	39%	6%	17%	5%	2.2	29.6
Battle Creek	49%	14%	18%	13%	2.39	34.9
Detroit	35%	12%	12%	20%	2.76	32.1
Flint	38%	14%	12%	20%	2.5	31.7
Grand Rapids	46%	10%	19%	12%	2.63	31.5
Holland	53%	7%	24%	9%	2.72	31.4
Kalamazoo	38%	10%	12%	11%	2.34	27.6
Lansing	44%	14%	15%	13%	2.34	32.3
Muskegon	44%	14%	14%	16%	2.42	33.6
Portage	59%	9%	25%	8%	2.4	36.7
Saginaw	41%	12%	14%	21%	2.57	31.9
Warren	53%	10%	20%	7%	2.37	40.5
Wyoming	55%	11%	25%	9%	2.56	33.6

SOURCE: *Sperling's Best Places* website : <http://www.bestplaces.net>

NOTE: Statistics as of 2007; Cities listed in alphabetical order



Community Health

- Infant mortality rates are universal quality indicators and are closely linked to access to prenatal care and poverty. This rate measures the number of infant deaths under the age of one per 1,000 live births
- According on the *Michigan Department of Community Health*, “for every 1,000 Michigan live births, approximately seven infants die before reaching their first birthday. In 2006, 940 infants under the age of one year died, resulting in an infant mortality rate of 7.4 per 1,000 live births. Michigan experienced a significant decline in infant mortality in the early 1990s; in recent years the infant mortality rates have tended to level off.” This rate is down from 2004 and 2003, (984 infant deaths) and (1,112 infant deaths), respectively

- The Michigan infant mortality rate continues to be higher than the national rate, 7.4 in 2006. The 2006 provisional infant death rate for the United States is 6.6.
- Michigan’s infant mortality rate is at its lowest since 1989 at 8.5 (1,645 infant deaths)
- According to the *Michigan Department of Community Health*, “the disparity between the black infant mortality rate and the rate for white infants continues. In 2006 the white infant mortality rate was 5.4 per 1,000 live births while the black rate was 14.8 per 1,000 live births. The infant mortality rate for infants of other races was 10.1 per 1,000 live births.”

	Infant Deaths	Average Infant Death Rate
Portage	2	*
Ann Arbor	8	6.1
Battle Creek	12	10.4
Wyoming	15	11.6
Saginaw	11	10.2
Warren	11	6.4
Muskegon	4	*
Kalamazoo	6	4.3
Lansing	16	7.3
Grand Rapids	45	12.1
Flint	28	12.2
Detroit	175	13.4

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab4.asp - 2002 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTES: * - A rate is not calculated when there are fewer than 6 events, because the width of the confidence interval would negate any usefulness for comparative purposes; Cities with greater than 40,000 population based upon the 1990 Census. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95 % statistical confidence; Cities listed lowest to highest 2004 infant death rate



NUMBER OF INFANT DEATHS, LIVE BIRTHS AND INFANT DEATH RATES BY RACE MICHIGAN RESIDENTS, 2004 - 2006

Year	White			Black			Other		
	ID	LB	IDR	ID	LB	IDR	ID	LB	IDR
2004	527	100,795	5.2	388	22,484	17.3	61	5,719	10.7
2005	549	99,117	5.5	400	22,365	17.9	62	5,461	11.4
2006	534	98,551	5.4	339	22,873	14.8	60	5,636	10.6

KEY: ID– Infant Deaths; LB–Live Birth; IDR–Infant Death Rate

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab2.asp - 1970 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTE: Infant deaths by race of infant; live births used in calculating infant death rates are by race of mother. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95% statistical confidence. Infant deaths of unknown race are not included in this table



**NUMBER OF INFANT DEATHS, LIVE BIRTHS AND INFANT DEATH RATES STATE OF MICHIGAN AND KALAMAZOO
2002 - 2006**

	2002 - 2006			2006		
	Average Infant Death	Average Live Birth	Average Infant Death Rate	Infant Death	Live Birth	Infant Death Rate
Michigan	1,020.6	129,026.6	7.9	940	127,537	7.4
Kalamazoo	24.4	3,111.8	7.8	17	3,109	5.5

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab3.asp - 2002 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTE: *A rate is not calculated when there are fewer than 6 events, because the width of the confidence interval would negate any usefulness for comparative purposes. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95% statistical confidence.

- According to the preliminary data from the *Center for Disease Control National Center for Health Statistics (CDC-NCHS)*, "the number of deaths in the United States in 2006 was 2,425,900, a 22,117 decrease from the 2005 total. With a rapidly growing older population, declines in the number of deaths (as opposed to death rates) are unusual and the 2006 decline is likely the result of more mild influenza mortality in 2006 compared with 2005
- Additionally, CDC-NCHS reports that between 2005 and 2006, the largest decline in age-adjusted death rates occurred for influenza and pneumonia, with a 12.8 percent decline. Other declines were observed for chronic lower respiratory diseases (6.5 percent), stroke (6.4 percent), heart disease (5.5 percent), diabetes (5.3 percent), hypertension (5 percent), chronic liver disease and cirrhosis (3.3 percent), suicide (2.8 percent), septicemia or blood poisoning (2.7 percent), cancer (1.6 percent) and accidents (1.5 percent)
- According to the *National Center of Health Statistics* in 2005, Michigan ranked 24th lowest in the country for the number of deaths, all causes)

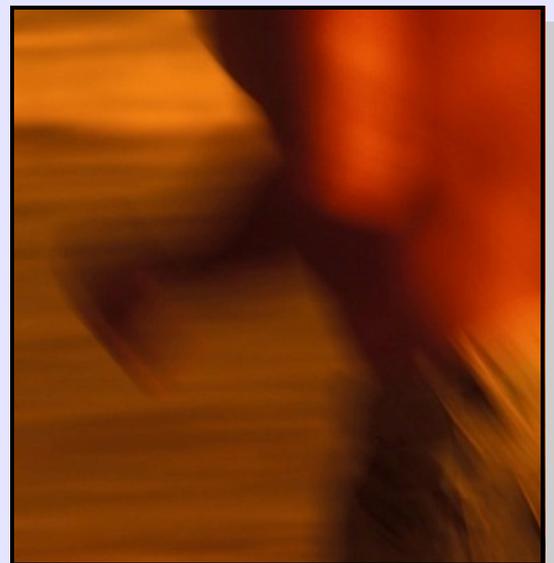
**MORTALITY TOTALS ALL CAUSES IN UNITED STATES
HIGHEST 5 STATES AND LOWEST 5 STATES
2005**

	Death Rate	Total Deaths
United States	825.9	2,448,017
West Virginia	1,143.7	20,780
Pennsylvania	1,042.1	129,532
Alabama	1,033.2	47,090
Oklahoma	1,019.8	36,180
Arkansas	1,009.5	28,055
Michigan	858.3	86,867
Texas	684.4	156,457
California	656.0	237,037
Colorado	635.1	29,627
Utah	543.9	13,432
Alaska	477.4	3,168

SOURCE: Centers for Disease Control and Prevention website - *National Vital Statistics Report – 2005*; http://www.cdc.gov/nchs/data/nvsr/nvsr56/nvsr56_10.pdf

NOTES: States listed from highest to lowest total death rate

- The leading causes of death in Michigan are deaths related to heart disease, cancer, stroke, chronic lower respiratory and unintentional injuries caused by accidents



**MORTALITY TOTALS FOR THE 5 LEADING CAUSES OF DEATH FOR
SELECT COUNTIES IN MICHIGAN
2006**

	Total Deaths	Deaths Related to Heart Disease	Deaths Related to Cancer	Deaths Related to Stroke	Deaths Related to Chronic Lower Respiratory Disease	Deaths Related to Accidents/ Unintentional Injuries
United States	2,448,017	652,091	559,312	143,579	130,933	117,809
State of Michigan	85,945	24,223	20,166	4,746	4,471	3,557
Van Buren County	666	171	162	44	40	39
Calhoun County	1,414	341	317	74	90	69
Ottawa County	1,548	396	339	99	82	67
Kalamazoo County	1,845	409	428	95	104	103
Washtenaw County	1,858	468	439	106	77	60
Ingham County	1,895	509	449	111	80	72
Saginaw County	2,132	597	471	102	160	79
Genesee County	3,977	1,054	945	266	220	125
Macomb County	7,358	2,256	1,750	420	375	281
Wayne County	18,576	5,734	4,170	879	719	762

SOURCE: Michigan Department of Community Health website -

JOBS AND ECONOMIC GROWTH

Employment in Kalamazoo County

- US Department of Labor, unemployment has increased in the Kalamazoo-Portage Metro Statistical Area from 3.2% (5,550 people unemployed) in 2000 to 5.6% (9,868 people unemployed) in 2007. Unemployment peaked at 6% in 2004, declined for two years and reached a high of 9.6% in September 2008

CITY OF KALAMAZOO ANNUAL & SEPTEMBER 2008 UNEMPLOYMENT RATES 2000-2007 & SEPTEMBER 2008		
	UNEMPLOYMENT	UNEMPLOYMENT RATE
2000	1,648	4.2%
2001	2,257	5.7%
2002	2,553	6.6%
2003	2,967	7.6%
2004	3,130	7.9%
2005	2,884	7.2%
2006	2,904	7.2%
2007	2,953	7.3%
September 2008	3,841	9.6%
<small>SOURCE: State of Michigan, Department of Labor and Economics, Labor Market Information website, www.miimi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE</small>		

- According to the US Department of Labor – Regional and State Employment and Unemployment Statistics, between April and May 2008, employment increased in 29 states and the District of Columbia, decreased in 17 states, and was unchanged in 4 states
- Ohio reported the largest over-the-month increase in employment (+9,200), followed by Texas (+8,800), Michigan (+6,100), Iowa (+4,100), Illinois (+4,000), and Hawaii and Oklahoma (+3,900 each)
- Hawaii recorded the largest over-the-month percentage increase in employment (+0.6 percent), followed by Vermont (+0.4 percent), the District of Columbia and Iowa (+0.3 percent each), and Connecticut, Maine, New Hampshire, Nevada, Ohio, Oklahoma, and South Dakota (+0.2 percent each)
- Regionally in May, the Midwest and West regions registered the highest jobless rates, 5.9 and 5.8 percent, respectively

- The Midwest posted the largest over-the-month rate increase (+0.8 percentage point). The Northeast, South, and West recorded smaller rate increases (+0.5 percentage point each). All these rate increases were statistically significant. Likewise, all regions had significant rate increases from a year earlier: the West (+1.2 percentage point), South (+0.9 point), and Midwest and Northeast (+0.8 point each).
- Statewide in May, Michigan continued to report the highest jobless rate, 8.5 percent, followed by Rhode Island, 7.2 percent, and Alaska, 7.0 percent
- South Dakota and Wyoming again posted the lowest unemployment rates, 2.9 percent each
- Overall, 10 states and the District of Columbia recorded significantly higher rates than the U.S., 22 states registered measurably lower rates, and 18 states had rates little different from that of the nation
- Thirty-six states and the District of Columbia reported statistically significant jobless rate increases from April to May. Michigan posted the largest of these increases (+1.6 percentage points), followed by Rhode Island (+1.1 points) and Illinois, Mississippi, and Tennessee (+1.0 point each)
- The remaining 14 states recorded May unemployment rates that were not appreciably different from those of a month earlier, even though some had changes that were at least as large numerically as the significant changes



- In September, the City reported the employment of 36,097 people of the available 39,938 in the workforce
- According to the *Michigan Labor Market* information, in September 2008 the jobless rate for the State of Michigan and Kalamazoo County were 8.3% and 7%, respectively. Kalamazoo's unemployment rate in September was 9.6% and tied for sixth lowest of selected cities in Michigan with the city of Warren

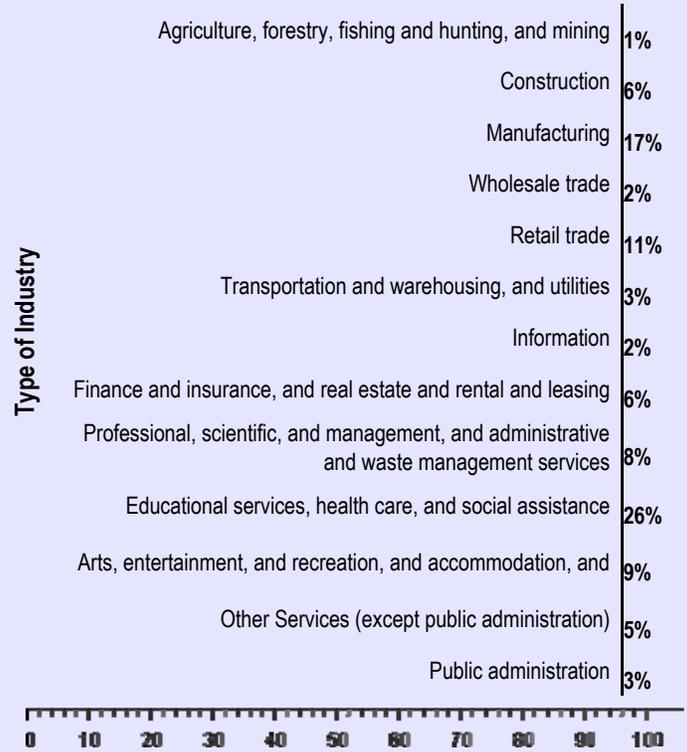
SELECTED CITIES UNEMPLOYMENT STATISTICS SEPTEMBER 2008				
	Total Workforce	Number of People Employed	Number of People Unemployed	Unemployment Rate
UNITED STATES	154,509,000	145,310,000	9,199,000	6.0
STATE OF MICHIGAN	4,918,000	4,512,000	406,000	8.3
Portage	25,867	24,481	1,386	5.4
Ann Arbor	62,709	58,383	4,326	6.9
Wyoming	40,884	37,771	3,113	7.6
Holland	18,000	16,309	1,691	9.4
Battle Creek	25,220	22,817	2,403	9.5
Kalamazoo	39,938	36,097	3,841	9.6
Warren	69,407	62,756	6,651	9.6
Grand Rapids	103,400	92,973	10,427	10.1
Lansing	64,128	57,577	6,551	10.2
Muskegon	18,052	15,892	2,160	12.0
Saginaw	24,574	20,861	3,713	15.1
Detroit	359,734	303,779	55,955	15.6
Flint	50,751	41,242	9,509	18.7

SOURCE: State of Michigan, Department of Labor and Economics, Labor Market Information website, www.mlmi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE

NOTES: Information includes September 2008 labor force statistics. Cities ranked from lowest to highest unemployment rate

Employers in Kalamazoo County

- Employers in Kalamazoo reflect our community's strength. Industries in Kalamazoo include pharmaceuticals, healthcare, education, automotive manufacturing, banking, government services, insurance, telecommunications, media, injection molding and plastics
- According to the *American Community Survey*, in 2006, the leading industries in Kalamazoo County were educational services, manufacturing, healthcare and social services



- Some organizations that employ more than 1,000 people are Western Michigan University (4,861), Pfizer (4,500), Borgess Medical Center (4,452), Bronson Methodist Hospital (3,962) and Kalamazoo Public Schools (2,500)



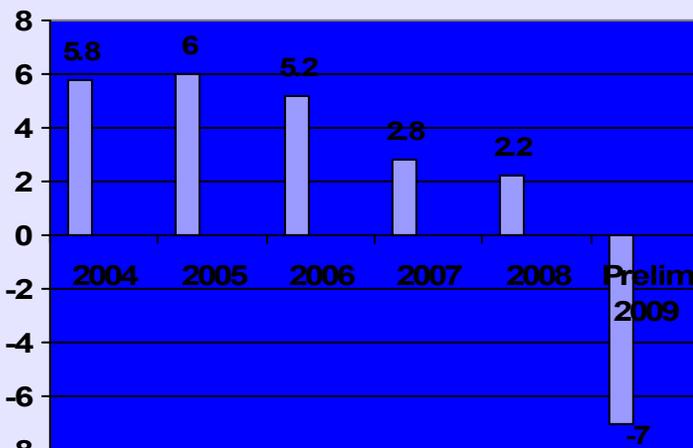
- The State of Michigan has initiated the **No Worker Left Behind** and **Green Jobs Initiatives** programs



Residential, Commercial and Industrial Tax Valuations

- The City's tax base is diverse with residential, commercial and industrial valuations accounting for approximately 51.66%, 32.72% and 15.62%, respectively, of its total taxable value based on the fiscal year ending December 31, 2007
- 40% of Kalamazoo's tax base is owned by institutions that are not taxable. As a result, the City does not recover all costs on services delivered under the current revenue structure
- According to *Reuters*, Kalamazoo's tax base has grown steadily since 1999 by an average 3.3% annually. Residential property account for 49% of the tax base, with commercial property at 35%
- Concentration of the base is moderate, as *Pfizer Inc.* represents 7.2% of assessed valuation in 2007 and the top 10 taxpayers together make up 15.9% of assessed valuation
- The commercial property industry continues to show an increase in the city, 1% - 2% depending on the location
- Growth in the commercial/industrial State Equalized Value (SEV) compared to residential property indicated whether a city is attracting new businesses or existing businesses are expanding. Although statistics don't support overwhelming growth in the commercial industry, *the City of Kalamazoo has experienced economic growth despite the State's economic decline*

CHANGE IN ANNUAL RESIDENTIAL ASSESSED VALUES Percentage Change



SOURCE: City of Kalamazoo, Community Planning and Development Foreclosure Prevention Presentation

- Although Residential Assessed values are expected to decline, overall TAXABLE values are still expected to rise in 2009 because some properties have a taxable value which is less than the assessed value
- The taxable value must continue to rise at the current rate of inflation until it catches up with the assessed value

STATE EQUALIZED VALUATIONS BY COUNTY AND CLASSIFICATION FOR SELECT COUNTIES 2007				
	COMMERCIAL	INDUSTRIAL	RESIDENTIAL	TOTAL REAL AND PERSONAL PROPERTY
<i>Battle Creek</i> Calhoun County	\$360,497,780	\$556,065,198	\$2,785,334,379	\$4,428,748,693
<i>Flint</i> Genesee County	\$2,441,415,634	\$507,740,852	\$10,154,661,030	\$14,156,934,349
<i>Kalamazoo</i> Kalamazoo County	\$1,719,347,867	\$505,724,481	\$6,159,696,308	\$9,411,054,325
<i>Grand Rapids, Wyoming</i> Kent County	\$4,421,321,198	\$1,964,202,450	\$15,791,563,476	\$24,338,570,446
<i>Warren</i> Macomb County	\$5,053,234,643	\$2,681,261,126	\$27,627,368,273	\$38,357,400,548
<i>Muskegon</i> Muskegon County	\$845,349,137	\$250,108,480	\$3,941,533,537	\$5,543,825,045
<i>Holland</i> Ottawa County	\$1,328,378,003	\$828,518,629	\$8,322,378,855	\$11,719,793,894
<i>Saginaw</i> Saginaw County	\$1,020,122,237	\$153,977,661	\$3,941,749,626	\$5,981,826,799
<i>Ann Arbor</i> Washtenaw County	\$3,454,743,680	\$955,904,700	\$13,180,821,892	\$19,330,951,897
<i>Detroit</i> Wayne County	\$10,207,580,746	\$4,866,833,743	\$45,073,474,033	\$66,127,289,684

SOURCE: State of Michigan website, State Tax Commission 2007 Annual Report, www.michigan.gov/documents/treasury/07AnnualReport_223787_7.pdf

Downtown Development

- Ten years ago, population trends marked the nation moving away from urban centers to rural/ suburban areas. At present, revitalization efforts target the urban core and are attracting people back to the inner city. Kalamazoo is following that trend and has focused on developing downtown Kalamazoo
- Downtown construction includes the development of offices, lofts/condos, restaurants and retail shops. Some projects include:
 - **Construction on the West Gateway** - The gateway is located on Oakland Drive at Stadium Drive and includes an area of landscaping and decorative lighting in addition to a colonnade design. The intent is to welcome visitors traveling from the west to downtown
 - **Miller Canfield** - The newly constructed Miller-Canfield Building contains office space and 140 underground parking spaces. This beautiful six-story building houses the Detroit based law firm Miller-Canfield, Paddock and Stone who occupy about 29,000 square feet of the 80,000 square feet building. Across from Bronson Park, the \$31.5 million building is the first new office structure to be built downtown since the 1980's. The interior lobbies and common areas reflect an appealing upscale atmosphere, appealing to retail and businesses
 - **Greenleaf Trust** - Renovations began with the floor renovation of the old Kalamazoo YWCA. The renovation re-used many existing walls with complete mechanical, electrical, plumbing and fire protection system upgrades. Interior construction was also challenging. Protecting the rosewood finishes from not only potential construction damage, but also maintaining a consistent building temperature and humidity level as a further means of protecting the rosewood finishes, while construction of the building mechanical system was being completed



- **Kalamazoo YWCA** – Renovations (approximately 9,000 square feet) include improvements to the physical plant, new HVAC equipment, roofing and facility-wide generator to provide power in case of an outage. The \$6.8 million renovation (*previously used fitness center*) will allow for an increase of 46 beds and will allow the YWCA to provide more than 16,500 nights of shelter annually for women and their families in their time of need
- **Bronson Advanced Radiology Services** opened its new \$6.8 million facility in June. The 26,795 square foot facility was constructed according to LEED-certification standards to create a more efficient, eco-friendly building
- The newly renovated **Bronson Upjohn Building** downtown Kalamazoo is home to the administrative offices of Bronson Healthcare Group, Bronson Health Foundation and Bronson Research. Bronson invested \$6.6 million in restoring the 48,000 square foot community landmark to reflect the organization’s longstanding commitment to downtown Kalamazoo
- **Salomon Smith Barney** – The 5,800 square feet office build-out in the historic Globe Building downtown Kalamazoo was constructed for the financial services company. Details included nine-foot tall cherry doors and matching cherry wood-work throughout, exposed brick exterior walls and full height glass interior partitions to maximize natural light and a feeling of openness
- **Frayed** – This retail store is located where Kalamazoo College and Western Michigan University merge and targets West Michigan’s fashion savvy youth



YWCA of Greater Kalamazoo



Bronson Advanced Radiology Services



Bronson Upjohn Build-



Salomon Smith Barney



Frayed Retail Store

Economic Incentives

- The City has initiated many business incentives to attract and maintain businesses in the City as well. Some programs include:
 - **Renaissance Zones** - Renaissance Zones are virtually tax free geographical areas for any business or resident presently in, or moving into, the zone. Renaissance Zones are designed to provide selected communities with the most powerful market-based incentive – no taxes – to create new jobs and investment



- **Brownfield Redevelopment** - Brownfield is a term describing the obstacle to industrial or commercial property redevelopment caused by the threat of liability for existing contamination. In Michigan, that obstacle has been removed. Buyers and lenders are now reliably protected from liability under Michigan law. On a case by case basis, sites in this category may be eligible for incentives. Some Brownfield projects include MPI, Fabri-Kal Corporation and MacKenzie Bakery
- **MEGA Tax Credit** - The Michigan Economic Growth Authority (MEGA), the state's response to interstate competition for company expansions and relocations, may provide a refundable tax credit against the Michigan Business Tax (MBT) to companies expanding or relocating their operations in Michigan
- **Industrial Property Tax Abatement (P.A. 198)** - Industrial property tax abatements provide incentives for Michigan manufacturers to build new plants, expand existing plants, renovate aging plants or add



new machinery and equipment. High-technology operations are also eligible for the abatement. "High-technology activity" is defined in the MEGA act as: advanced computing, advanced materials, biotechnology, electronic device technology, engineering or laboratory testing, medical device technology, product research and development and advanced vehicles technology

- **Private Activity Bond Program** - Private activity bonds are an attractive source of financial assistance to economic development projects in Michigan. They provide profitable firms with capital cost savings stemming from the difference between taxable and tax-exempt interest rates
- **Economic Development Job Training Program** - The Economic Development Job Training (EDJT) Program seeks to ensure that Michigan has the training resources to retain and attract business and people to move into the 21st Century with a highly skilled workforce. EDJT awards are discretionary and require that businesses and training providers work closely with an Michigan Economic Development Corporation (MEDC) account manager and workforce development specialist to develop an effective training plan
- **Worker Recruitment Services** - MEDC provides customized recruitment services to employers throughout Michigan, based on individual requirements. Priority is given to companies with major expansions and large numbers of job openings
 - **Procurement Technical Assistance Centers** - The Procurement Technical Assistance Centers (PTACs) of Michigan are the first steps in getting government contracts. PTACs assist companies throughout the entire process including registering to become a government contract and identifying bid opportunities

NEIGHBORHOOD COMPOSITION

Kalamazoo Neighborhoods

- There are more than 20 active neighborhood associations in the City of Kalamazoo. Of these associations, seven neighborhoods are contiguous to downtown Kalamazoo
- The **A+ Neighborhoods** Initiative creates a redevelopment strategy for all neighborhoods in Kalamazoo by eliminating blight, constructing more affordable housing and securing funds for housing projects. Three programs emerged from the initiative
 - *Property Sale Program – Buildable lots for sale for \$99 plus cost of closing. Rehab homes for sale starting @ \$49,014*
 - *Building Permit & Water/Sewer Hook Fee Waiver Program – Available for developers who build residential homes in the City can apply for waivers that subsidize building costs*
 - *Home Assistance Repair Program – Income eligible homeowners who have received violations may qualify for interest free, deferred loan to make exterior repairs to homes*
- Over \$3,000,000 of private investment into the most economic challenged areas of the city in support of quality housing since 2003
- Staff works with developers and real estate investors to change ownership in Anti-Blight homes, and maintains a list of abandoned houses on the city's website
- Certification rate has gone from 89%-90% to about 93%
- The City of Kalamazoo receives annual funding from HUD under three separate programs: Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME) and Emergency Shelter Grant (ESG). The City Commission awards more than \$2 million annually to support area housing initiatives

Housing

- According to the *2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile*, Michigan residents occupied 3.9 million housing units of which 2.9 million (75%) were owner occupied and 961,000 (25%) were occupied by renters

- In 2006, Kalamazoo residents occupied 97,000 housing units - 65,000 (67%) were owner occupied and 32,000 (33%) were occupied by renters

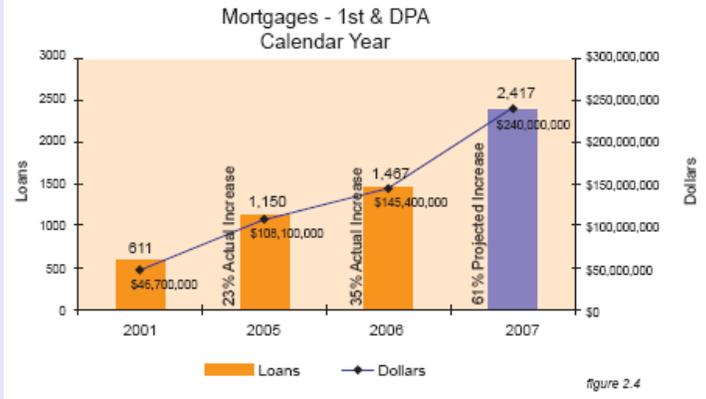
OCCUPIED HOUSING UNITS IN MICHIGAN AND SELECT COUNTIES 2006					
	Total Occupied Housing Units	Owner Occupied	Renter Occupied	% of Owner Occupied Units	% of Renter Occupied Units
State of Michigan	3.9 million	2.9 million	961,000	75%	25%
Calhoun County	54,000	41,000	13,000	76%	24%
Genesee County	177,000	128,000	49,000	72%	28%
Ingham County	121,000	68,000	41,000	63%	37%
Kalamazoo County	97,000	65,000	32,000	67%	33%
Kent County	225,000	162,000	63,000	72%	28%
Macomb County	327,000	263,000	64,000	81%	19%
Muskegon County	66,000	52,000	14,000	79%	21%
Ottawa County	88,000	75,000	13,000	85%	15%
Saginaw County	77,000	59,000	19,000	76%	24%
Washtenaw County	134,000	84,000	50,000	63%	37%
Wayne County	718,000	492,000	226,000	69%	31%

SOURCE: 2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile

- In Michigan, the median monthly housing cost for homeowners with a mortgage was \$1,302, \$422 for homeowners without mortgages and \$675 for renters. Michigan residents make up 35% of owners with mortgages, 18% of owners without mortgages and 52% of renters. Subsequently, Michigan residents also spent 30% or more of their household income on housing
- In Kalamazoo County, residents occupied a total of 107,000 housing units, 9% of which were vacant. Of the total housing units, 68% were single-unit structures, 28% were multi-unit structures and 4% were mobile homes in 2006. 22% of these housing units were built since 1990

- The median monthly housing costs for residents with mortgages was \$1,252, non-mortgaged owners \$384 and renters \$621. Kalamazoo County residents make up 29% of owners with mortgages and 15% of owners without mortgages. 54% of renters in Kalamazoo County spent 30% or more of their household income on housing

MSHDA Homeownership Loans 2004-2007



MEDIAN MONTHLY HOUSING COSTS IN MICHIGAN AND SELECT COUNTIES 2006						
	Home-owners with Mortgages	Home-owners without Mortgages	Renters	% of Home-owners with Mortgages	% of Home-owners without Mortgages	% of Renters who spend more than 30% of household income
State of Michigan	\$1,302	\$422	\$675	35%	18%	52%
Calhoun County	\$1,101	\$390	\$630	31%	17%	54%
Genesee County	\$1,187	\$410	\$608	35%	17%	55%
Ingham County	\$1,251	\$465	\$659	34%	14%	53%
Kalamazoo County	\$1,252	\$384	\$621	29%	15%	54%
Kent County	\$1,257	\$438	\$649	33%	18%	48%
Macomb County	\$1,401	\$460	\$703	35%	22%	45%
Muskegon County	\$1,061	\$356	\$564	32%	17%	61%
Ottawa County	\$1,266	\$417	\$659	30%	14%	44%
Saginaw County	\$1,060	\$395	\$584	34%	18%	58%
Washtenaw County	\$1,782	\$566	\$834	36%	15%	58%
Wayne County	\$1,359	\$465	\$719	42%	23%	57%

SOURCE: 2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile website: www.fastfacts.census.gov

2006-2007 AUTHORITY PRODUCTION		
PROGRAM	# OF UNITS/GRANTS	DOLLAR AMOUNT
RENTAL		
Section 8 Housing Voucher Program	23,689	\$114,469,471.00
Low Income Housing Tax Credit (LIHTC)	2,224	\$17,759,545.00
Tax Exempt Bonds (Direct Lending)	2,561	\$127,868,084.00
Modified Pass-Through Program	947	\$54,330,000.00
HOME PURCHASE		
Homeownership (Single Family)	1,618	\$161,966,717.00
GRANT AWARDS		
Homeless Grants	321	\$37,980,104.00
Housing Resource Fund	24	\$3,052,495.00
Federal HOME Investment Partnership	22	\$7,962,690.00
Community Development Block Grants	43	\$9,351,594.00
CATeam Downtown Grants	37	\$5,296,242.00
Cities of Promise Grants	10	\$2,561,100.00
HOME IMPROVEMENT		
Property Improvement Program (owner occupied)	136	\$2,068,092.00

SOURCE: 2007 Annual Report of the State of Michigan Housing Development Authority (MSHDA); www.michigan.gov/documents/mshda/AnnualReport_FinalMay08_233522_7.pdf

Affects of the Foreclosures on State of Michigan and Kalamazoo

- According to the article "Pulling Apart: A Stats by State Analysis of Income Trends" co-authored by Jared Bernstein (<http://www.cbpp.org/4-9-08sfp.pdf>) states:

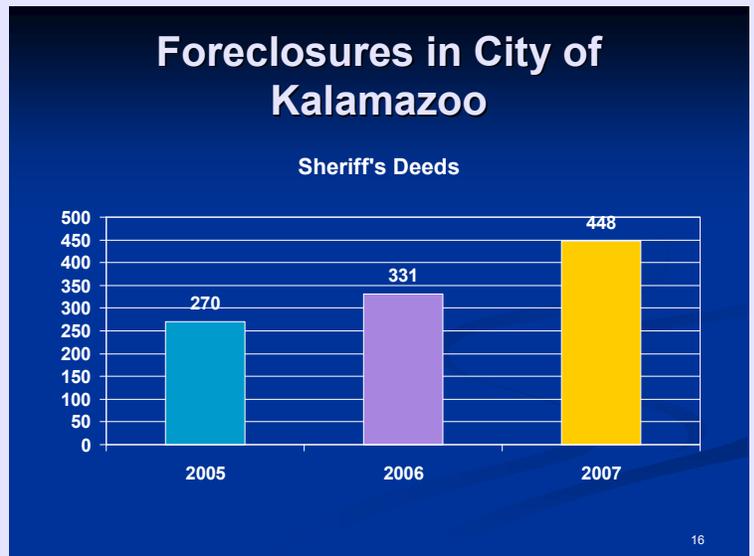
Income inequality also can have a direct effect on availability and adequacy of housing, as noted above. The unbalanced distribution of economic growth can lead to much greater demand for housing among those at the top end of the income scale which can in turn lead to higher housing prices for all. Most recently, while the incomes of the poorest families grew too slowly to buy into the inflated housing market through traditional means, many ended up in the sub-prime market, where they took on both risky loans and unsustainable levels of debt. When the housing bubble burst and home prices stopped rising, millions of these families defaulted on their mortgages and many are facing foreclosure.

- According to MSHDA *Save the Dream* Fact Sheet, the number of home sales due to foreclosure climbed from 1,108 in 2005 to 14,961 during eleven months of 2007 and a significant portion of the increase in foreclosure filings will likely come from the approximately 212,000 subprime mortgages in Michigan



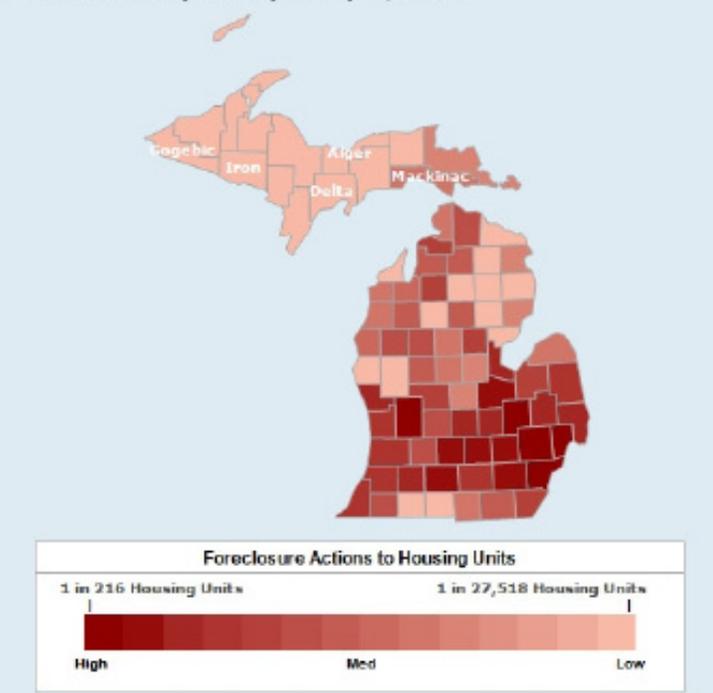
- Foreclosure filings in Michigan rose during 2006 from 35,635 in 2005 to 80,919 in 2006. These numbers continued to rise to 124,561 through November 30, 2007
- There are multiple stages of the foreclosure process, the filing number may double-count households that are going through foreclosure. However, these aggregate filings have gone from **1 in 119 households** (2005) to **1 in 36 households** (2007)

- The City of Kalamazoo continues to seek partners to deal with the foreclosure issue in the Kalamazoo area. As a result, prevention partnerships have been formulated to aid affected residents. These prevention partners work together to coordinate services, increase funding, negotiate with mortgage counselors and lenders, provide education to public and agencies, identify issues and opportunities



SOURCE: City of Kalamazoo; Foreclosure Presentation; Community Planning & Development http://www.kalamazoo.org/docs/cpd_foreclosurepresentation.pdf

Foreclosures By County for April, 2008



SOURCE: 2007 Annual Report of the State of Michigan Housing Development Authority (MSHDA); www.michigan.gov/documents/gov/MICHIGAN_FORECLOSURE_FACT_SHEET_230524_7.doc

- The average cost to society of a mortgage foreclosure is \$22,330 and the average cost to investors is \$50,000-\$60,000. However, the average cost of a counseling program such as Lighthouse Community Development Corporation (Pontiac, MI) is \$910



Homelessness in Kalamazoo

- According to *Kalamazoo County Health and Community Services (KCHCS)*, the number of homeless people and homeless households in Kalamazoo County dropped slightly over 2007, but a rise was seen in the number of children who are homeless
- In January 2008, KCHCS asked area shelters, drop-in centers and other agencies to record the number of people who utilized services on one day. As a result, 681 homeless people were recorded in the county, including 262 children, according to data from the one-day count
 - In 2007 the one day count found 692 homeless people, including 235 children
 - According to recorded information, loss of employment, lack of affordable housing, addiction and eviction were the primary reasons given by those who were homeless
 - Of the 2008 total, 44.6 percent of the individuals had been without a home for at least six months, 41.8 percent had been homeless more than once and 26.6 percent had their last permanent address outside of the county
 - The 2008 count showed a drop in the number of homeless people not staying in shelters, but instead living with family or friends
 - Data also showed that 8.1% of households included a U.S. military veteran, 31.9% included a person who was employed and 72.4% had members with at least a high school diploma or GED
- The number of homeless households, meaning a household composed solely of homeless individuals, dropped from 437 in 2007 to 393 in 2008

- **Local Initiatives Support Corporation (LISC)** Housing Partnership and Continuum of Care Committee created a plan along with area agencies that will guide the community's efforts to end homelessness in Kalamazoo



County, Michigan within 10 years

- The full 10-Year Plan includes a planning framework document and individual Annual Action Plan that were developed, considered, and approved by the Continuum of Care and other community stakeholders, service providers and

those impacted by homelessness

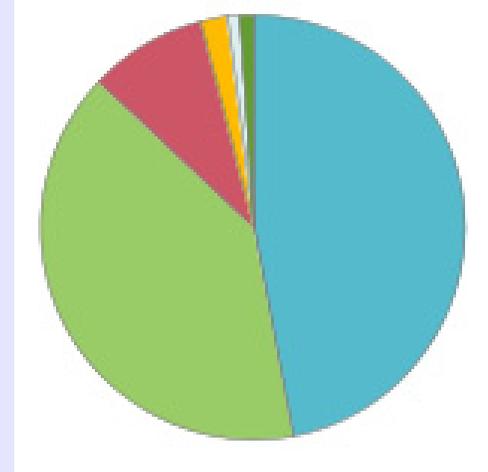
- A formal assessment will be documented to identify effective strategies that should be continued, to determine gaps in services, and ascertain emerging needs that require additional focused resources



EDUCATION

Kalamazoo Public Schools

- Kalamazoo Public Schools (KPS) boasts one of the lowest pupil-teacher (16:1) ratios among urban school districts. The state average teacher to student ratio is 21:1. Currently tax payers in the city of Kalamazoo pay about \$7,356 per student



Ethnicity	Kalamazoo Public Schools	State Average
African American	47%	20%
White	40%	71%
Hispanic	9%	5%
Asian	2%	2%
American Indian	1%	<1%
Unspecified	1%	

SOURCE: Michigan Department of Education website 2007-2008; www.greatschools.net/cgi-bin/mi/district_profile/468

COST PER STUDENT FACTS AND STUDENT/TEACHER RATIOS FOR SELECT MICHIGAN CITIES 2007		
Name of City	Cost per student	Ratio of Students to Teachers
Portage	\$5,635 per student	18 pupils per teacher
Kalamazoo	\$7,356 per student	16 students per teacher
Holland	\$6,670 per student	16 pupils per teacher
Muskegon	\$6,811 per student	17 pupils per teacher
Battle Creek	\$6,710 per student	17 pupils per teacher
Saginaw	\$6,962 per student	17 pupils per teacher
Wyoming	\$6,445 per student	17 pupils per teacher
Ann Arbor	\$7,786 per student	16 pupils per teacher
Lansing	\$7,562 per student	17 pupils per teacher
Flint	\$7,522 per student	17 pupils per teacher
Warren	\$7,731 per student	19 pupils per teacher
Grand Rapids	\$7,058 per student	18 pupils per teacher
Detroit	\$7,301 per student	21 pupils per teacher

NOTE: Statistics as of 2007
SOURCE: Sperling's Best Places - <http://www.bestplaces.net/>

- According to the *National Center for Education Statistics*, in 2005-2006, there were 10,662 students and 678 fulltime classroom teachers. There are currently 16 elementary schools, three middle schools, two high schools and two alternative/adult education schools within KPS
- According to the *Michigan Department of Education*, for the 2006-2007 school year, KPS students attended school at a rate of 93%, slightly under the State average, 95%
- According to *Great Schools* and the *Michigan Department of Education*, for the 2007-2008 school year, Black students made up 47% of the overall KPS population, well above average for the State (20%). Conversely, White students made-up 40% of the KPS student population well below the State average (71%)
- According to the *US Department of Education, National Center for Education Statistics*, the *status dropout rate* is defined as the percentage of students 16 to 24 years old who were not enrolled in school and had not earned a high school diploma or equivalent credential, such as a General Educational Development (GED) certificate
 - The status dropout rate for this age group declined from 15% in 1972 to 9% in 2006. A decline was also seen between 2000 and 2006, the more recent years of this time span (11% to 9%)
- The status dropout rates for Whites, Blacks, and Hispanics each declined between 2000 and 2006. However, for each year between 2000 and 2006, the status dropout rate was lowest for Whites and highest for Hispanics

**PERCENTAGE OF HIGH SCHOOL DROPOUT
AMONG PERSONS 16 TO 24 YEARS OLD BY RACE/ETHNICITY
SELECTED YEARS, 2000-2006**

Year	Total ¹	Race/Ethnicity ²		
		White	Black	Hispanic
2000	10.9	6.9	13.1	27.8
2001	10.7	7.3	10.9	27.0
2002	10.5	6.5	11.3	25.7
2003	9.9	6.3	10.9	23.5
2004	10.3	6.8	11.8	23.8
2005	9.4	6.0	10.4	22.4
2006	9.3	5.8	10.7	22.1

¹Includes other race/ethnicity categories not separately shown.

²Race categories exclude persons of Hispanic ethnicity. Beginning in 2003, respondents were able to identify as being more than one race. From 2003 onwards, the Black and White categories include individuals who considered themselves to be of only one race.

SOURCE: U.S. Department of Education, National Center for Education Statistics. (2008). *The Condition of Education 2008* (NCES 2008-031), nces.ed.gov/fastfacts/display.asp?id=16

- Although gaps between the rates of Blacks and Whites and between rates of Hispanics and Whites have decreased, the patterns have not been consistent. The Black-White gap narrowed during the 1980s, with no measurable change during the 1970s or between 1990 and 2006. In contrast, the Hispanic-White gap narrowed between 1990 and 2006, with no measurable change in the gap during the 1970s and 1980s
- According to the **Michigan Department of Education**, April 2008 State Test Scores update *“for the third straight year, math scores have risen on the Michigan Educational Assessment Program (MEAP) tests for the state’s elementary and middle school students. Mathematics scores improved at every grade tested (3rd through 8th) except fifth grade, which saw only a slight decline. Writing scores improved at the third, fifth, seventh, and eighth grade levels. Eighth grade science and reading scores also improved”*
- The 2007 **Michigan Educational Assessment Program (MEAP)** high school achievement test results reveal that students at Kalamazoo Central High School and Loy Norrix High School continue to increase the percentage of students who meet and exceed the state standards

**KALAMAZOO CENTRAL & LOY NORRIX HIGH SCHOOL
12TH GRADE MEAP SCORES
2007**

	MATH		READING		SCIENCE		SOCIAL STUDIES		WRITING	
	LN	KC	LN	KC	LN	KC	LN	KC	LN	KC
Level 1: Advanced	34	33	9	2	20	15	95	97	5	10
Level 2: Proficient	98	96	165	161	122	127	71	94	122	113
Level 3: Partially Proficient	29	29	37	51	30	30	35	39	97	102
Level 4: Not Proficient	74	89	32	33	46	78	35	15	14	18
Met or Exceeded	132	129	174	163	142	142	166	191	127	123
Not Met	103	118	69	84	76	108	70	54	111	120
Number Included	235	247	243	247	218	250	236	245	238	243
Number Tested	235	247	243	247	218	250	236	245	238	243

KEY: LN-Loy Norrix High School; KC-Kalamazoo Central High School

NOTE: High school scores are number of students, not percentages.

SOURCE: Michigan Department of Education

<https://oeaa.state.mi.us/oeaa/directory/meap.asp?dCode=%2D99&bCode=06117&qCode=107&aCode=MEAP>

- Test scores in reading and math for KPS students showed a slight decline as student progressed from the 3rd to the 7th grade, but showed a slight increase in writing scores 3rd to from 6th grade

**READING, WRITING AND MATH SCORES FOR
KALAMAZOO PUBLIC SCHOOLS STUDENTS
3RD TO 8TH GRADE
SPRING 2008**

	3 rd	4 th	5 th	6 th	7 th	8 th
Reading	76%	71%	69%	65%	53%	59%
Writing	41%	24%	43%	56%	52%	43%
Math	76%	66%	59%	55%	51%	51%

SOURCE: Great Schools - www.greatschools.com; Michigan Department of Education 2007-2008

Kalamazoo Promise

- The *Kalamazoo Promise* is a scholarship offered to every Kalamazoo Public School student that awards free tuition to students who graduate and attend Michigan public schools of higher education
- The *City of Kalamazoo* along with the *Kalamazoo Public Schools* and *Kalamazoo Communities in Schools* work together to sponsor Promise Partners, an employee based mentoring program benefitting students in Kalamazoo Public Schools
- More than 22 City of Kalamazoo staff spent 291 hours mentoring or tutoring students around KPS. At present, more than 800 students have taken advantage of the *Kalamazoo Promise* since its inception
- Because of the *Kalamazoo Promise*, Governor Granholm initiated the *Michigan Promise*, Public Act 479 of 2006, which provides up to \$4,000 to high school grades for successfully completing 2 years of post secondary education

Higher Education

- There are 8 colleges/universities within the City limits; three traditional 4- year institutions (Western Michigan University, Kalamazoo College and Davenport University), one traditional community college (Kalamazoo Valley Community College), three satellite campuses (University of Phoenix, Cornerstone University and Spring Arbor College) and one trade school (Olympia Career Training Institute)
- Of the three traditional, 4-year institutions, two confer graduate degrees (Western Michigan University and Davenport University) and one institution is private (Kalamazoo College)
- According to *President's Council of State Universities of Michigan*, in 2005, 288,390 students attended public institutions for higher education in the state of Michigan; 223,145 undergraduates and 65,244 graduates
- Subsequently, there are approximately 1,966,742 living alumni of Michigan's 15 public universities
- As of Fall 2008, there were 7 public universities in Michigan that boast enrollment with more than 15,000 students. According to *College Board*, Western Michigan University has the 5th highest total student enrollment (24,433) among like institutions

- Michigan State University has the largest total and undergraduate enrollment, 44,337 and 36,072, respectively. However, University of Michigan – Ann Arbor has the largest graduate student population, 12,343

PUBLIC UNIVERSITIES IN MICHIGAN ENROLLMENT 15,000 STUDENT AND OVER FALL 2008			
	Total Enrollment	Undergraduate Students	Graduate Students
Eastern Michigan University	22,638	17,808	4,830
Central Michigan University	26,611	20,078	6,533
Grand Valley State University	23,464	19,806	3,658
Michigan State University	44,337	36,072	8,265
University of Michigan – Ann Arbor	38,426	26,083	12,343
Wayne State University	30,260	21,145	9,115
Western Michigan University	24,433	19,718	4,715

SOURCE: College Board website - www.collegeboard.com
NOTE: Universities arrange in alphabetical order

- **Western Michigan University (WMU)** is a public, four year institution with a current enrollment of 19,718 (*as of Fall 2008*)



- WMU has instituted a instrumental pilot program, *Foster Youth and Higher Education Initiative*. This program is designed to

recruit and offer a support structure and financial aid to young people who have aged out of the foster care system and qualify for admission or transfer to WMU. This effort is being launched in coordination with the Michigan Campus Compact and the Michigan Department of Human Services

- *US News & World Report* ranks WMU programs in occupational therapy, physician assistant and speech pathology among the top 50 in the nation
- WMU began offering extension classes in 1905, just two years after its founding. Today, the University is home to eight branch campuses across Michigan, all of which provide primarily graduate and professional education
- WMU ranks first in Michigan and second in the nation in the use of wireless computing technology on a university campus, according to a 2005 study conducted by Intel

- **Kalamazoo College** is a private, nationally ranked, four year liberal arts college with a current enrollment of 1,340 (as of Fall 2008). Kalamazoo College has maintained their ranking as one of the best liberal arts colleges in the nation based on *US News and World Report's 100 Best Liberal Arts Colleges*. Kalamazoo College is best known for its international education focus and the "K-Plan," which allows students to customize a number of outstanding educational options to produce a unique collegiate experience
- **Kalamazoo Valley Community College (KVCC)**, a two-year public institution, has a total enrollment of more than 13,000 students and boasts small class sizes. KVCC offers certificate programs in more than 20 areas of study and associate degrees in 25 others. These "go-to-work" programs include careers in business, health care, human and public service, technical occupations, and industry
 - KVCC was established in 1966 by the overwhelming approval of voters in nine K-12 school districts. KVCC has two campuses: the Texas Township Campus and the Arcadia Commons Campus
 - The **Arcadia Commons Campus (ACC)** is located in the heart of exciting downtown Kalamazoo. The Campus, which enrolls nearly 3,000 students each semester, includes Anna Whitten Hall (classroom and student services building), the Center for New Media and Kalamazoo Valley Museum. Numerous shops, a wide range of eateries, art galleries, parks and amenities such as the Kalamazoo Institute of Art, Epic Center and Kalamazoo Valley Museum add to the downtown experience
 - Expanded several times over the last 35 years, the **Texas Township Campus** boasts a 430,000-square-foot complex featuring modern classrooms, comprehensive library and computer capabilities, two gymnasiums, a swimming pool, ball fields, tennis courts, a running track, two auditoriums, food services, free parking in expansive lots, and fully equipped labs for teaching science, industrial and manufacturing technologies



CITY SERVICES

Community Planning and Development

- The mission of the Community Planning & Development (CP&D) is to assist with the creation of a healthy, safe and sustainable community of choice, through leadership, education, partnerships and stewardship of resources and assets. CP&D includes three primary areas of focus:
 - **Planning** - works with current land use planning, future land use planning and historic preservation. Utilizing the City's Comprehensive Plan and Code of Ordinances efforts are made to direct future growth, redevelopment and historic preservation to help create a more sustainable community
 - **Code Administration** - includes *Housing* (protects the public health, safety and the general welfare of the people of the City as it relates to housing conditions), *Zoning* (serves as a valuable land use tool for facilitating the orderly growth and development of our community), *Building & Trades* (protects public health, safety and the general welfare of the people of the City as it relates to building, electrical, plumbing, mechanical, fire and related aspects of the Code)
 - **Neighborhood Development** - invests federal, state and local funds in programs and services that benefit targeted neighborhoods, low- and moderate-income households, commercial corridors, and the downtown district. These investments address housing needs, youth programs, job creation and retention, and community reinvestment through partnerships with local neighborhood associations and other nonprofit organizations
- *A+ Neighborhoods* is a program developed to address current realities of our community such as poverty and unemployment rates, aging housing stock and blight from vacant, abandoned and neglected housing
 - Based on four initiatives (Improving Our Homes & Our Neighborhoods, A Home for You in Kalamazoo, Shaping Our Neighborhoods' Futures and A New Model for Sustainability) the project has been successful in increasing the awareness about housing opportunities in our area
- As a result of the initiatives, three programs have been established to promote new and renovated homes in the city of Kalamazoo
 - **Property Sale Program** - Buildable lots will be offered to residents for \$99, plus the cost of closing.

Rehabilitated homes are also available for sale starting at \$49,914

- **Building Permit & Water/Sewer Hook-up Fee Waiver Program** - Developers who build new residential homes in the City are able to apply for the waivers that subsidize building costs. Between 50% and 100% of the fees will be paid by the City, based on the location of the construction. In addition, all new housing permits will be fast-tracked through the approval process
- **Home Assistance Repair Program** - Income-eligible homeowners within the City who have received written housing code violations may qualify for an interest-free, deferred loan to make exterior repairs to their homes. Eligible homeowners may apply for loans up to \$7,500 with no repayment of the principal until the owner transfers, sells or turns the property into a rental unit. Applicants must have received a written housing code

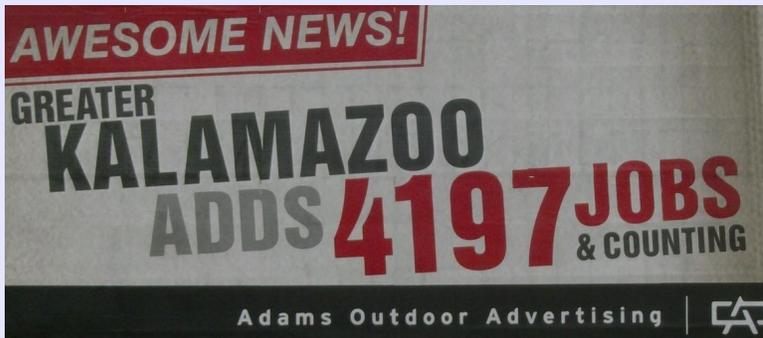


violation, own their home and be current on all taxes and fees



Economic Development

- The Economic Development department has been instrumental in brokering retention and development plans of several local companies resulting in the creation or maintenance of several thousand jobs here in Kalamazoo including *MPI Research, Pfizer Corporation downtown campus, Fabrikal Corporation* and *Kalexyn*



- The City of Kalamazoo is excited about the prospect of riverfront development, and is tackling related complex issues through many means, including our \$2.83 million Clean Michigan Initiative Waterfront Redevelopment funds from United States EPA Brownfield Assessment pilot, and the city's Brownfield Redevelopment Plan
- The Riverfront Redevelopment Plan calls for a shift from the heavy industry of the past, which has left few resources littered with abandoned and often contaminated properties, to mixed use development in a new urbanist, or traditional neighborhood design. The "Work-Live-Play" theme will provide for a mix of uses including public space along the river
- City staff makes over 100 visits to businesses in the community to offer assistance in working with federal agencies, state government and city departments. Staff continues to promote the loan programs and incentives for business expansion

Transportation & Metro Transit

- Interstate 94, the State's major east-west artery, bisects the City, providing direct access to Battle Creek, Jackson and Detroit to the east and St. Joseph, Benton Harbor and Chicago to the west
- US 131 is the City's principle north-south highway, providing direct access to Grand Rapids. Other major highways providing access across the City and County include Michigan Highways 89, 43 and 96
- Five airlines provide daily air service from Kalamazoo-Battle Creek International Airport to several hubs throughout the country including Chicago, Detroit, Minneapolis, Atlanta, Cincinnati, Orlando and Ft. Meyers, Florida. Plans to expand the capacity of the airport are underway
- Amtrak provides passenger rail service, while Norfolk Southern and CN North America provide freight service to the area. Greyhound and Indian Trails bus lines provide inter-city bus transportation for the area
- Metro Transit ridership trends have fluctuated since 2003. According to the 2003 *Kalamazoo Area Transportation Study*, 38.35% of Metro Transit passengers are considered "captive" riders versus "choice" riders. Captive riders are those passengers who have no driver's license, no automobile available in their household or no other alternative means of personal transportation

KALAMAZOO METRO TRANSIT RIDERSHIP 2005 - 2008			
2005	2006	2007	2008
3,058,652	2,815,841	2,986,358	2,837,598
NOTE: Resident ridership based on number of actual ridership for 2005, 2006, 2007. Resident ridership is project for 2008 based on trends			
SOURCE: City of Kalamazoo Budget Reports, Transportation, 2005-2008			



- According to *Sterling's Best Places*, in 2007, 75% of commuters used a car to get around Kalamazoo. On average, drivers took 20 minutes to commute one way to their respective destinations. Only 11% of people carpool and 3% of commuters use the mass transit system

TRANSPORTATION STATISTICS FOR SELECT MICHIGAN CITIES 2007					
	Average time for one way commute	% of commuters w/ car	% of people who car-pool	% of commuters who take mass transit	% of people who work from home
Ann Arbor	22 minutes	62%	8%	7%	4%
Battle Creek	20 minutes	82%	11%	2%	2%
Portage	22 minutes	88%	7%	0%	3%
Detroit	31 minutes	69%	17%	9%	2%
Flint	26 minutes	75%	16%	4%	2%
Grand Rapids	22 minutes	76%	13%	2%	3%
Holland	17 minutes	77%	11%	1%	2%
Kalamazoo	20 minutes	75%	11%	3%	3%
Lansing	21 minutes	79%	13%	3%	3%
Muskegon	22 minutes	75%	15%	1%	3%
Saginaw	20 minutes	81%	12%	1%	3%
Warren	26 minutes	86%	9%	1%	1%
Wyoming	22 minutes	85%	9%	1%	2%

SOURCE: Sperling's Best Places - <http://www.bestplaces.net/>

NOTE: Statistics as of 2007

- Metro Transit utilizes biodiesel fuels in buses that service residents throughout the City
- The City continues to support the establishment of the Kalamazoo County Transit Authority (KCTA), which takes ownership of the Metropolitan Transportation Authority (MTA) from the City on January 1, 2009
 - City residents approved the renewal for 2008
 - A county wide millage was approved for .045 mills in 2006
 - The November 2008 Countywide graduated millage failed
- Metro Transit ranked 4th in the State for performance for a transit system in 2007

Parks and Recreation

- The Parks & Recreation Department oversees thirty-six parks and tot-lot playgrounds, including Bronson Park and the Kalamazoo Farmer's Market on Bank Street; manages the protection of physical and natural assets in the City; and provides recreation and leisure programs for youth, adults, senior citizens, and citizens with disabilities
- The successful fund raising and construction of Boundless Playground for children of all abilities was possible due to the \$740,000 park renovation project. This project was generated by a cooperative effort with the *Junior League of Kalamazoo* who raised the majority of the funds for the project. Upgrades to Upjohn Park included a new skateboard park, tennis court, basketball court, picnic shelter, new parking lots and walkways
- Received over \$2,100,000 in donations and grants for programs, services and park development projects



Public Safety

- In the City of Kalamazoo, crime decreased 4.59% in 2007
- Public Safety received 93,444 calls for service for police, fire and emergency medical services
 - Of the calls for service in 2007, fire service calls totaled 1,963 compared to 1,698 in 2006. Of the fire calls received, 131 were actual fires (zero fatalities), 1,530 were false alarms, 80 were residential fires, 46 were vehicle fires, and 176 were miscellaneous fire calls. Emergency medical calls in 2007 totaled 5,772 compared to 5,842 in 2006, a decrease of 70 calls
 - Police calls in 2007 totaled 85,709. There were 9,844 persons arrested on 13,114 charges. Adult arrests totaled 9,293 persons on 2,438 felony charges and 9,931 misdemeanor charges. Juvenile arrests totaled 551 persons on 265 felony and 480 misdemeanor charges
- According to national crime terminology, **index crimes** are defined as violent/physical crimes such as homicide, negligent manslaughter, rape/attempted rape, robbery, aggravated assault, arson, burglary, larceny and auto theft
- **Non-index crimes** are defined as non-violent crimes such as negligent manslaughter, non-aggressive assault, forgery/counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution, sex offenses, narcotic laws, gambling, family/children offenses, DUI alcohol/narcotics, liquor law violations and disorderly conduct.
- According to the Michigan Uniform Crime Report, a total of 54,183 (11,234-Juveniles, 42,949-Adults) index crime related arrests were reported in 2006. However, law enforcement officials were involved in approximately 379,992 index crime offenses throughout the State in 2007
 - Consequently, officials reported a total of 655,871



non-index crime incidents to State officials. Of which, 278,338 (19,118-Juveniles, 259,220-Adults) resulted in arrests

- Among 10 select cities in Michigan, Kalamazoo ranked 7th for their ability to clear/close cases related to index or non-index offenses. Wyoming ranked 1st with a total offense clearing rate of 37% and Flint ranked 10th with 13% clearing percentage

INDEX AND NON-INDEX CRIME TOTALS FOR SELECT MICHIGAN CITIES 2006					
	Total Offenses	Index Crimes	Non-Index Crimes	Total Cleared / Cleared Rate	Ranking
Holland	6,240	1,361	4,879	2,280 / 37%	3
Wyoming	7,024	2,550	4,474	3,251 / 46%	1
Ann Arbor	8,084	3,289	4,795	3,064 / 38%	2
Battle Creek	8,978	4,283	4,695	2,141 / 24%	6
Saginaw	9,569	4,657	4,912	1,853 / 19%	8
Muskegon	11,646	3,149	8,497	2,205 / 19%	8
Warren	13,061	5,774	7,287	4,341 / 33%	4
Lansing	14,099	5,865	8,234	3,779 / 27%	5
Kalamazoo	17,766	5,734	12,032	4,077 / 23%	7
Flint	21,628	11,378	10,250	2,746 / 13%	10
Grand Rapids	27,994	12,156	15,838	6,280 / 24%	6
Detroit	141,789	84,587	57,202	23,630 / 17%	9

SOURCE: Michigan State Police Criminal Justice Information Center - www.michigan.gov/msp/0,1607,7-123-1593_24055-35982--,00.html - 2006 Uniform Crime Report; 48th Annual Edition Compiled by Michigan State Police Criminal Justice Information Center

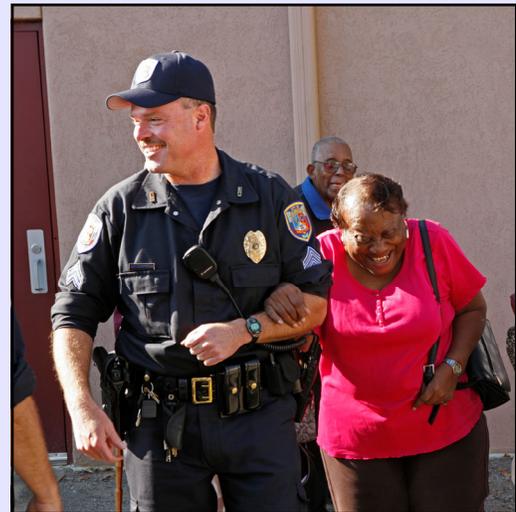
NOTES: Cities listed by lowest total offenses and ranked by highest percentage of total cleared crimes

NUMBER OF LAW ENFORCEMENT PERSONNEL AMONG SELECT MICHIGAN CITIES 2006				
	Full Time Officers	Number of Male Officers	Number of Female Officer / Percentage of Female Law Enforcement Officers	
Holland	61	53	8	13%
Muskegon	79	70	9	11%
Wyoming	88	78	10	11%
Battle Creek	113	99	14	12%
Ann Arbor	155	119	36	23%
Warren	235	226	9	3%
Kalamazoo	236	208	28	11%
Lansing	243	185	58	23%
Flint	258	237	21	8%
Grand Rapids	332	285	47	14%
Detroit	3,164	2,310	854	26%

SOURCE: Michigan State Police Criminal Justice Information Center - www.michigan.gov/msp/0,1607,7-123-1593_24055-35982--,00.html - 2006 Uniform Crime Report; 48th Annual Edition Compiled by Michigan State Police Criminal Justice Information Center

NOTES: Cities listed by lowest number of total full time officers

- According to the Michigan State Police Criminal Justice Information Center, Kalamazoo had the 5th largest law enforcement department among select Michigan cities staffing 236 Public Safety officers in 2006. Of which, 28 officers were female officers, the 5th highest number of female officers among select Michigan cities
- Detroit had the largest number of women law enforcement officers (854) and largest percentage of female officers in their department (26%). Although Holland had the fewest number of female officers (8) those officers made up 13% of their department. Female officers made up 11% of Kalamazoo, Wyoming and Muskegon departments



**NUMBER OF LAW ENFORCEMENT PERSONNEL IN KALAMAZOO AREA &
INDEX/NON-INDEX CRIMES WITH RATE OF CLEARED OFFENCES
2006**

	Full Time Officers	# of Female Officer	# of Male Officers	Index Crimes	Non-Index Crimes	Total Offenses	Total Cleared Offenses	Total Cleared Offenses Rate
Kalamazoo Department of Public Safety	236	28	208	5,736	12,032	17,766	4,077	23%
Kalamazoo County Sheriff's Department	160	25	135	2,756	5,011	7,767	2,096	27%
Western Michigan University Police Department	100	5	95	3,167	3,031	8,859	4,014	45%
Portage Police Department	57	6	51	2,204	1,232	5,478	1,807	33%
Kalamazoo Township Police Department	30	3	27	889	1,156	2,045	765	37%

SOURCE: Referenced Police Departments with the exception of Kalamazoo Department of Public Safety - http://www.michigan.gov/documents/msp/2006AnnualReport_220679_7.pdf. 2006 Uniform Crime Report; 48th Annual Edition
Compiled by Michigan State Police Criminal Justice Information Center

NOTES: Cities listed by highest number of total full time officers

Public Services

- The City of Kalamazoo provides services and programs on an ongoing basis through the Public Services Department including
 - Water/Wastewater Services
 - Spring brush and fall leaf pick-up
 - Weekly recycling
 - Street cleaning and snow removal
 - Road maintenance and construction
 - Sidewalk repair and construction
 - Forestry
- The City of Kalamazoo operates a water and wastewater system that services a large portion of the county outside of the City of Kalamazoo's corporate limits, and both systems are financially self supporting
- Currently, there are 45,153 water and 30,333 wastewater services within the respective systems. All of the meters and hydrants within the water system are serviced and maintained by the Public Services Department. On an annual basis, the Public Services Department adds more than 430 water connections to the system
- The average quarterly bill for a resident in the City of Kalamazoo for water and wastewater based on a 5/8 inch meter and 70 cubic meters of usage is \$60.30 or .67 cents per day
- According to a **2003 Michigan Water/Wastewater Rate Survey**, Kalamazoo residents pay the sixth lowest monthly bill in the State



**WATER/WASTEWATER RATE COMPARISON
2003**

	2003	2003 State Ranking
Muskegon	\$25.07	2
Warren	\$26.78	4
Kalamazoo	\$28.44	6
Wyoming	\$28.82	8
Detroit	\$29.69	12
Holland	\$29.75	14
Saginaw	\$32.98	19
Ann Arbor	\$37.98	34
Battle Creek	\$38.65	35
Grand Rapids	\$48.26	47
Lansing	\$58.56	52
Flint	\$64.91	53

SOURCE: April 2003 Michigan Water/Wastewater Rate Survey conducted by Black & Veatch Corporation, Management Consulting Division

NOTES: State Rankings based on Cities & Townships lowest monthly water & wastewater bills & assumes 7,000 gallons (1,000 cubic feet) monthly usage and 5/8" (or nearest equivalent) meter size; Ranked from lowest (1) to highest (53) combined 2003 water & wastewater bills.

- There are over 780 miles of watermains throughout the 110 square mile service area that is strategically looped to ensure system reliability. The water system utilizes 102 production wells and 18 pumping stations to produce an average of 19 million gallons per day
- Public Services staff
 - Collected over 2,000 tons of bulk trash through the monthly bulk trash collection program in 2007
 - Collected over 2,500 tons of recycling in 2007
 - Collected 1,109 cubic yards of brush in 2007
 - Responded to over 5,000 calls for curb lawn trash, tall grass and weeds
- The Environmental Services Division within the Public Services Department is responsible for environmental and safety program development and management, inspections, sampling, analysis and training in support of all Public Services operational groups. Some examples of types of services Environmental Services personnel provide each year to the Public Services Department:
 - Conduct over 300 inspections of drinking water backflow prevention devices in high/low risk locations
 - Collect over 20,000 water & wastewater samples
 - Perform over 58,000 chemical analyses for state and federal regulatory compliance monitoring and operational control with <1% error



**ENVIRONMENTAL ISSUES FOR SELECT MICHIGAN CITIES
2007**

	Air Qualities (based on ozone alert days and # of pollutants in air)	Water Quality (based on EPA 15 indicators)	Superfund Index (based and impact of EPA Superfund pollution sites in county; including cleanup efforts)
Battle Creek	48	72	10
Saginaw	38	26	90
Portage	37	60	20
Kalamazoo	37	60	20
Muskegon	37	30	10
Ann Arbor	35	44	40
Holland	26	36	99
Lansing	32	60	100
Flint	25	20	20
Grand Rapids	23	39	20
Wyoming	23	39	20
Warren	19	47	60
Detroit	1	36	10

SOURCE: Sperling's Best Places website - www.bestplaces.net/

NOTE: Statistics as of 2007

- Air quality is on a scale to 100 (higher is better). This is based on ozone alert days and number of pollutants in the air, as reported by the EPA.
- Water quality is on a scale to 100 (higher is better). The EPA has a complex method of measuring watershed quality using 15 indicators.
- Superfund index is on a scale to 100 (higher is better). This is upon the number and impact of EPA Superfund pollution sites in the county, including spending on the cleanup efforts

**2009 Adopted Budget
Allocated Position Listings (full-time)**

		Adopted Allocation:	Department Total
City Manager's Office			
F102	City Manager	1	
E92	Deputy City Manager	1	
E91	Assistant City Manager	1	
C41	Assistant to City Manager	1	
C41	Administrative Support Manager	1	
B21	Executive Secretary	1	
A11	Clerk Typist / Receptionist	1	
			7
City Attorney (Law) Department			
E83-E92	City Attorney	1	
E81	Deputy City Attorney	1	
D72	Assistant Attorney III	3	
B31	Paralegal	1	
B21	Administrative Legal Secretary	1	
B21	Legal Secretary	1	
			8
City Clerk's Office			
D61	City Clerk	1	
C41	Deputy City Clerk/Office Manager	1	
C43	Records Management Supervisor	1	
S34	Archives Specialist	1	
S30	Elections Specialist	1	
S28	Accounts Coordinator/Secretary	1	
S24	Archives Records Clerk	1	
			7
Internal Auditor's Office			
C41	Internal Auditor	1	
			1
Human Resources Department			
E83-E92	H. R./Labor Relations Director	1	
D61	Labor Relations Specialist	1	
various	Human Resources Advisor	3	
C42	Human Resources Development Specialist	1	
C42	Human Resources Benefits Specialist	1	
B21	Human Resources Assistant	1	
B21	Human Resources Secretary	1	
			9
Information Technology Division			
E83	IT Director	1	
various	Systems Analysts (various levels)	6	
C41	GIS Coordinator	1	
C41	Help Desk Analyst	1	
S28	Accounts Coordinator/Secretary	1	
			10
Management and Budget Services Department			
Administration:			
E83	Management Services Director/Chief Financial Officer	1	
Subtotal:		1	

**2009 Adopted Budget
Allocated Position Listings (full-time)**

Adopted Allocation:	Department Total
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Budget and Accounting Division

E81	Budget & Accounting Director/Comptroller	1
D72	Budget & Accounting Division Asst Manager	1
C43	Financial Services Supervisor	2
C41	Financial Analyst	2
B21	Payroll Control Clerk	1
A13	Administrative Office Specialist	1
S28	Accounts Payable Coordinator	1
S20	Accounts Payable Clerk II	1

Subtotal: 10

Assessor's Office (Property Tax Division)

E81	City Assessor	1
S40	GIS Property Map Specialist	1
S38	Commercial Property Appraiser III	4
S36	Personal Property Appraiser II	1

Subtotal: 7

Treasury Division

D72	City Treasurer	1
D61	Assistant City Treasurer/Assessor	1
C41	Tax Collection Coordinator	1
S28	Accounts Receivable Coordinator	1
S26	Assessment Clerk	1
S24	Treasury Records Clerk	1
S20	Clerk Cashier II	1
S18	Clerk Cashier I	1

Subtotal: 8

Purchasing and Risk Management Division

E81	Purchasing/Risk Management Director	1
B22	Procurement Support Coordinator	1
A13	Purchasing Secretary	1
S40	Senior Buyer	1
S18	Clerk Cashier I/Purchasing Clerk I	1
S14	Mail/Records Clerk	1

Subtotal: 6

Retirement Administration Division

C41	Pension Analyst (funded through Pension System)	1
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Subtotal: 1 33

Public Safety Department

E91	Public Safety Chief	1
E81	Public Safety Deputy Chief	1
D72	Assistant Chief / Operations	1
D72	Assistant Chief / Professional Standards	1
D71	Financial Services Division Manager	1
B22	Records Bureau Office Supervisor	1
varies	Systems Analyst II	2
S149	Public Safety Captain	5
S138	Executive Public Safety Lieutenant	4
S137	Senior Public Safety Lieutenant	1
S139	Public Safety Lieutenant	7
P50	Fire Marshal	1
P75	CSO Dispatch Group Leader	3
P72	CSO Dispatcher	16
P75	CSO Computer Analyst	1
P71	CSO Evidence Quartermaster	3
P75	CSO Service	1
P71	CSO CID Investigative Aide	2
P71	CSO Operations Investigative Aide	1

**2009 Adopted Budget
Allocated Position Listings (full-time)**

Adopted Allocation:	Department Total
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Public Safety Department (cont.)

S134	Public Safety Sergeant	35
P33	Crime Lab Specialist II	1
P32	Crime Lab Specialist I	1
P26	Lab Technician I	4
P117, P16, P217	Public Safety Officer	164
P26	Detective	21
P31	Polygraph Examiner	1
B21	Procurement Coordinator	1
B21	Administrative Support Coordinator	1
A13	Administrative Office Specialist	1
A13	KVET Admin Office Specialist	1
S28	Accounts Coordinator	1
S28	Payroll Monitor	1
S28	Training Division Accounts Coord/Secretary	1
S24	CID Division Secretary	2
S24	Service / Operations Division Secretary	1
S24	Operations Division Secretary	1
S20	CID Division Records Secretary	1
S20	KVET Division Secretary	1
S18	Computer Information Processor/Offense Records Clerk	6
S14	Records Clerk	2
		301

Community Planning and Development Department

Administration

E83	Community Planning & Development Director	1
E81	Deputy Director/City Planner	1
C41	Grants Finance Officer	1
S24	Community Planning & Development Secretary	2

Subtotal: 5

Inspection Services - Code Administration

D62	Code Administration Manager	1
C43	Building Official	1
C42	Housing Inspections Supervisor	1
C42	Historic Preservation Coordinator	1
C41	CD Project Coordinator	1
S40	Buildings Inspection, Plan Review and Rehab Specialist	1
S40	Dangerous Bldgs Board/Blight Abatement Coordinator	1
S38	Buildings Inspector Plan Review Technician	1
S38	Mechanical/Plumbing Inspector	2
S36 and S30	Housing Inspectors	8
S36	Code Compliance Inspector	1
S36	Electrical Inspector	1
S36	Anti-Blight Inspector	1
S30	Code Permit Technician	1
S26	Anti-Blight/Dangerous Bldgs Board Clerk	1
S26	Rental Registration Certification Clerk	1
S24	Community Development Records Coordinator	1
S20	Code Administration Clerk/Cashier	3

Subtotal: 28

2009 Adopted Budget Allocated Position Listings (full-time)

		Adopted Allocation:	Department Total
Neighborhood Development			
D61	Community Development Manager	1	
C51	Neighborhood Development Supervisor	1	
S38	Senior Program Specialist	1	
S28	Community Development Coordinator	1	
	Subtotal:	4	
City Planning			
C42	Assistant City Planner	1	
C41	Neighborhood Planner	1	
S36	Zoning /Electrical Inspector	1	
	Subtotal:	3	
Economic Development Office			
E83	Director Economic Development Corporation	1	
C51	Redevelopment Project Manager	1	
C41	Redevelopment Coordinator	1	
C41	Business Growth Specialist	1	
C41	Special Projects Coordinator	1	
A13	Administrative Office Specialist	1	
	Subtotal:	6	46
Parks and Recreation Department			
E83	Parks & Recreation Managing Director	1	
D61	Recreation Division Manager	1	
C43	Parks Manager	1	
B31	Parks Supervisor	1	
B31	Parks & Recreation Office (and Accounts) Supervisor	1	
S28	Youth Programs Coordinator	1	
S28	Aquatics/Special Population Coordinator	1	
S20	Youth Program Assistant	1	
S20	Youth Development Liaison	1	
S18	Secretary Typist/Clerk Cashier I	1	
H38	Lead Maintenance Mechanic	1	
H30	Lead Maintenance Operator	1	
H30	Ornamental Gardener	1	
H30	Equipment Operator II	1	
H26	Equipment Operator I	1	
H26	Labor Foreperson I	3	
H24	Laborer II	1	
			19
Public Services Department			
Public Works Division			
Administration			
E83	Public Services Managing Director	1	
E81	Deputy Public Services Director	1	
D72	Public Services Field Manager	1	
B21	Administrative Support Coordinator	1	
	Subtotal:	4	
Streets and Grounds			
D71	Customer Service/Contracts Manager	1	
C41	Administrative Support Manager	1	
B32	Forestry Supervisor	1	
B32	Right of Way Coordinator	1	
B31	Public Services Supervisor - Utilities Zone	2	
S32	Environmental Inspector	1	
S24	Public Works Coordinator	1	
H38	Lead Tree Trimmer	2	
H38	Lead Maintenance Mechanic - Mall and Gateway	1	
H38	Lead Maintenance Mechanic - Streets	1	
H32	Tree Trimmer	4	

**2009 Adopted Budget
Allocated Position Listings (full-time)**

Adopted Allocation:	Department Total
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Streets and Grounds (cont.)

H30	Equipment Operator II	9
H26	Equipment Operator I	2
H28	Mason	4
H26	Labor Foreperson I	3
H24	Laborer II	8

Subtotal: 42

Water Reclamation Division (65)

D72	General Superintendent	1
D72	Environmental Services Superintendent	1
D71	Plant Engineer	1
D61	City Building Maintenance Manager	1
C51	Environmental Services Manager	1
C51	Senior Operations Supervisor - Wastewater	1
C51	Water Resources Program Manager	1
C43	Engineering Supervisor - Process Control	1
C43	Environmental Scientist	1
varies	Systems Analyst	2
C41	Operations Supervisor - Biosolids EMS	1
C41	Operations Supervisor - Wastewater	5
C41	Public Services Supervisor - WW Maintenance	1
C41	Biologist	2
C41	Chemist - Data Systems	1
B32	Operations Supervisor - Industrial Inspections	1
B32	Environmental Services Specialist	1
B31	Public Services Supervisor - Utilities Zone	1
B31	Treatment Control Analyst	5
B22	Safety Specialist	1
S46	Master Utility Electrician	1
S44	Instrument Technician	5
S44	Utility Electrician	2
S36	Electronics Technician	1
S36	Environmental Services Technician III	2
S34	Preventive Maintenance Technician	1
S32	Instrumentation Records Specialist	1
S32	Environmental Services Technician II	3
S30	Environmental Services Technician I	3
S28	Accounts Coordinator/Secretary	1
S26	Stores/Procurement Clerk	1
S24	Wastewater Technical Secretary	1
H38	Lead Equipment Operator III	1
H36	Sewer Surveyor	1
H34	Vactor Jet Operator	3

Subtotal: 57

H28 through H38 Wastewater Maintenance Mechanics

varies	WW Operator/Maintainer MT	8
H38	Lead Maintenance Mechanic	9

Subtotal: 17

**2009 Adopted Budget
Allocated Position Listings (full-time)**

Adopted Allocation:	Department Total
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H24 through H38	Wastewater Operators	
varies	WW Operator/Maintainer OP	6
H38	Wastewater Operator III	5
H34	Wastewater Operator II	1
H28	Wastewater Operator I	2
H28	Mason	2
H26	Equipment Operator I	2
H24	Municipal Worker Apprentice	2
H24	Laborer II	2

Subtotal: 22

Water Division (61)

D71	Public Services Asst Field Manager	1
D61	Financial Services Manager	1
C51	Water Services Program Manager	1
C52	Water Supply Manager	1
C41	Water Supply Operations Supervisor	1
B32	Public Services Supervisor - Capital Improvements	1
B31	Engineer Support Specialist - Analysis	1
B31	Public Services Supervisor - Commercial Office	1
B31	Public Services Supervisor - Dispatch	1
B31	Public Services Supervisor - Meter Shop	1
B31	Public Services Supervisor - Utilities Zone	1
B21	Procurement Coordinator	1
S40	Senior Accountant	1
S38	Accountant	1
S28	Accounts Coordinator	3
S28	Accounts Connection Coordinator	1
S26	Stores/Procurement Clerk	1
S24	Public Services Coordinator	3
S22	Clerk Cashier III	1
S20	Clerk Cashier II	2
S16	Secretary Typist	1
S14	Clerk Typist	1
H38	Lead Equipment Operator III	2
H38	Lead Maintenance Mechanic - Water	4
H38	Water Well Driller II	2
H34	Maintenance Mechanic - Water	1

Subtotal: 36

Water Operations

H24 through H32	Distribution Servicers	
H42	Water Operator/Maintainer III	1
H38	Water Operator III	4
H34	Water Operator II	2
H28	Water Operator I	1

Subtotal: 8

Distribution Service

H32	Lead Distribution Servicer	5
H30	Distribution Servicer II	8
H28	Distribution Servicer I	2
	Distribution Servicer Apprentice	0
H30	Equipment Operator II	6
H30	Field Maintenance Servicer	3
H28	Meter Servicer II	2

Subtotal: 26

**2009 Adopted Budget
Allocated Position Listings (full-time)**

Adopted Allocation:	Department Total
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City-Wide Maintenance

B31	Public Services Supervisor - Bldgs & Grounds	1
S36	Buildings Technician	1
H38	Lead Maintenance Mechanic	2
H24	Custodian II	7

Subtotal: 11

Engineering Division

E81	City Engineer	1
D71	Assistant City Engineer	1
C43	Engineer	4
C43	Traffic Engineer	1
B31	Engineer Support Specialist - Surveying	1
B31	Engineering Support Specialist - Records Sprvsr	1
B31	Engineering Support Specialist - Cross Connections	1
S36	Lead Drafter	1
S32	Engineer Technician I	2
S32	Traffic Engineer Technician I	1
S24	Engineering Technical Secretary	1

Subtotal: 15

Equipment Services (43)

D61	City Fleet Director	1
C41	Senior Supervisor - Equipment Maintenance	1
S26	Stores/Procurement Clerk	1
H26 through H40	Vehicle Mechanics	9

Subtotal: 12

Total Public Services Allocations

250

Transportation Department

E81	Transportation Director	1
D71	Assistant Manager	1
C41	Senior Supervisor - Metro	1
C41	Senior Equipment Maintenance Supervisor	1
B31	Equipment Maintenance Supervisor	2
B31	Metro Operations Supervisor	5
B22	Customer Service Supervisor	1
B22	Special Project Coordinator	2
B22	Marketing Assistant	1
A13	Procurement Specialist	1
A13	Administrative Office Specialist	1
A13	Customer Service Office Specialist	1
A13	Paratransit Specialist	1
S28	Accounts Coordinator	1
S18	Payroll/Accts Payable-Clerk Cashier I	1
S18	Clerk Cashier I	2
S14	Clerk Typist	1
T7	Inventory Control Clerk	1
H38	Lead Maintenance Mechanic	1
T6	Mechanics and Body Repair	
T6	C Mechanic	3
T4	B Mechanic	3
T5	A Mechanic	4
T8	Master Mechanic	3
T4	Body Repair	1
T3	Bus Driver	57
T2	Utility Worker	2
T1	Service Lane Attendant	3

102

Total 793

GLOSSARY

ACRONYMS

ADA	Americans with Disabilities Act
AFSCME	American Federation of State County & Municipal Employees
ATU	American Transit Union
BRI	Brownfield Redevelopment Initiative
BTR	Business Technology and Research Park
CAFR	Comprehensive Annual Financial Report
CAC	Community Access Center
CC	City Commission
CCR	Consumers Confidence Report
CDBG	Community Development Block Grant
CHAS	Comprehensive Housing Affordability Strategy
CID	Criminal Investigations Division
CIP	Capital Improvement Program
CIS	Communities In School
CMI	Clean Michigan Initiative
C-PSRAB	Citizen-Public Safety Review and Advisory Board
CPSU	Community Public Safety Unit
DDA	Downtown Development Authority
DKI	Downtown Kalamazoo Incorporated
DTI	Downtown Tomorrow, Incorporated
EIF	Economic Initiatives Fund
ESG	Emergency Shelter Grant
FIA	Family Independence Agency
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
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
IAFF	International Association of Fire Fighters
INET	Institutional Network
IT	Information Technology
ITC	Intermodal Transportation Center
KDPS	Kalamazoo Department of Public Safety
KMEA	Kalamazoo Municipal Employees Association
KPOA	Kalamazoo Police Officers Association
KPS	Kalamazoo Public Schools
KPSA	Kalamazoo Police Supervisors Association
KVCC	Kalamazoo Valley Community College
KVET	Kalamazoo Valley Enforcement Team
KWRP	Kalamazoo Water Reclamation Plant
LDFA	Local Development Financing Authority
NCC	Network Computing Corporation
NLO	Neighborhood Liaison Officer
OPA	Office of Prosecuting Attorney
PBC	Partners Building Community
PSO	Public Safety Officer
RCGS	Reducing the Costs of Government Services
TANs	Tax Anticipation Notes
TIF	Tax Increment Financing
TRU	Tactical Response Unit
WMU	Western Michigan University

GLOSSARY

ACCRUAL BASIS – An accounting basis that recognizes transactions when they occur.

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)

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.

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.

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 Government Entity

GLOSSARY

FISCAL YEAR - The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Kalamazoo fiscal year is January 1 through 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

General Fund: The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in some other fund.

Special Revenue Fund: Special Revenue Funds are used to account for revenues that must be used for a specific purpose and are used only when required by law.

Capital Improvement Fund: The Capital Improvement Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.

Proprietary Funds

Enterprise Fund: Enterprise Funds are used to account for operations in which the costs of providing services are financed or recovered primarily through user charges.

Internal Service Funds: Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to others within the government on a cost-reimbursement basis.

Fiduciary Funds

Trust and Agency: Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

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

GENERAL OBLIGATION BONDS - Bonds issued by the government for public projects such as streets, buildings, and improvements and are backed by the government's full "full faith and credit".

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 basis 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/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.

RISK MANAGEMENT - An organized attempt to protect assets against accidental loss in the most economical method.

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 use from or contributed to the unreserved and undesignated fund balance.



Commission Agenda Report

City of Kalamazoo

Date: **01/26/09**

Item **G1a**

TO: Mayor Hopewell, Vice Mayor McKinney, and City Commissioners

FROM: Kenneth P. Collard, City Manager, ICMA-CM, P.E.
Prepared By: Patsy A. Moore, Deputy Management Services
Director/Comptroller

SUBJECT: Adoption of Budget Resolution for the 2009 Budget

DATE: January 19, 2009

RECOMMENDATION

It is recommended that the City Commission adopt the Annual Appropriation for the year 2009, set forth the number of mills to be levied, approve an interim appropriation for the year 2009 and establish policies for the administration of the budget.

BACKGROUND

The City's Charter requires that the City Commission annually adopt an Appropriation Resolution on or before February 1, of each year. The City Commission has met with the Administration to review the proposed budget for 2009, has made its final recommendations, and scheduled the necessary public hearing for the adoption of the budget on January 26, 2009.

The final budget as proposed for adoption is \$152,588,595, an increase of 1.13% from the Adopted 2008 Budget. The initially proposed budget of \$124,602,004 has been increased by \$27,986,591. The changes from the originally proposed budget include \$28,939,067 for the Metro Transit System's budget that was not included due to the anticipated transfer from The City of Kalamazoo to the Kalamazoo County Transit Authority. Additional changes include increases in the General Fund of \$148,209, a reduction in the Water Fund of \$1,245,027 and an increase in the Wastewater Fund of \$144,342. Detail explanations of the changes are included in an attachment to this memo. A revised schedule for each fund is also attached.

The total full time positions proposed for allocation are 793, an increase of 100 positions. The increase in allocated positions from the originally proposed budget includes 102 positions for Metro Transit as well as the elimination of a PSO in Public Safety and 1 position in Public Services that was included in error.

The proposed millage rate is unchanged from the adopted 2008 rate of 20.8205 mills and is comprised of the following components:

General Operating	19.2705
Solid Waste	1.5500

Revenue changes in the form of rate or fee increases will be submitted for approval in separate resolutions.

COMMUNITY RESOURCES CONSULTED

The budget review session with the City Commission was open to the public and provided opportunity for public comment. The scheduled public hearing is also an opportunity for public input.

FISCAL IMPACT

The amount of the proposed appropriation for each fund is detailed in attachment.

ALTERNATIVES

There are no alternatives.

ATTACHMENTS

Budget Summary by Fund
Budget Detail by Fund
Explanation of Revisions
Authorized Positions Schedule
Resolution

CITY OF KALAMAZOO, MICHIGAN

RESOLUTION NO. 09-04

A RESOLUTION TO MAKE THE ANNUAL APPROPRIATION FOR THE YEAR 2009, TO ADOPT THE BUDGET, TO SET FORTH THE NUMBER OF MILLS TO BE LEVIED UNDER THE GENERAL PROPERTY TAX ACT, TO APPROVE AN INTERIM APPROPRIATION FOR THE YEAR 2009, AND TO ESTABLISH POLICIES FOR THE ADMINISTRATION OF THE BUDGET FOR THE YEAR 2009

Minutes of a regular meeting of the Kalamazoo City Commission held on January 26, 2009, at or after 8:00 o'clock p.m., local time, at the City Hall.

PRESENT, Commissioners: Anderson, Cooney, McCann, Miller, Moore, Vice Mayor McKinney, Mayor Hopewell

ABSENT, Commissioners: None

WHEREAS, it is provided in Section 67 and 68 of the City Charter that the City Manager shall submit to the City Commission an estimate of the contemplated expenditures for the ensuing year, together with estimated revenues for that year, and that on or before February 1, 2009, the City Commission shall take up, consider, and pass an annual appropriation resolution to cover the expenditures as determined by the City Commission, and it is further provided in Section 85 that the City Commission may review the annual appropriation resolution following receipt of the assessment roll.

WHEREAS, Public Act #41 of 1995, provides that the general appropriations act of the City must set forth the total number of mills to be levied under the General Property Tax Act and the purpose for which that millage is levied if a truth in taxation hearing is not held;

WHEREAS, the next fiscal year's budget is not ready for adoption prior to December 31, of the current fiscal year, and the administration of the City of Kalamazoo should be authorized to continue normal operations, including payroll and expense disbursements;

WHEREAS, the City Commission of the City of Kalamazoo desires to establish certain policies covering City Administration of the budget for 2009;

NOW, THEREFORE, BE IT HEREBY RESOLVED, that subject to the rights of the City Commission provided in Section 85 of the City Charter, the budget attached hereto and made a part hereof by reference is hereby taken up, considered, passed, and adopted as the annual appropriation of the City of Kalamazoo to cover the expenditures and operations thereof for the year 2009; and

BE IT FURTHER RESOLVED, that upon the confirmation of the assessment rolls and subject to such revision as the City Commission may have made on this budget upon said review, and subject to the procedures of Act #5 of the Public Acts of 1982 being fulfilled, if required, the City Clerk is thereupon authorized and directed to deliver a copy of this annual appropriation resolution, together with such revisions as may have been made therein, and a warrant from the City Commission to the City Treasurer authorizing and directing the City Treasurer to collect from persons named in said assessment roll the taxes applicable thereto as provided in the City Charter and statutes in such cases made and provided.

BE IT FURTHER RESOLVED, that the total number of mills to be levied under the General Property Tax Act and the purpose for which that millage is levied for purposes of said budget and annual appropriation, are as follows:

City Operating:	19.2705
Solid Waste:	1.5500

BE IT FURTHER RESOLVED, that the Chief Financial Officer is hereby 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; and 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 this City Commission; and that such sums as may be needed for the above purpose are hereby appropriated.

BE IT FURTHER RESOLVED, that the following policies are hereby established to govern the City Administration of the budget for 2009:

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

Notwithstanding the above, the City Administrative budget for the pension trust fund shall require approval by the City Commission as part of the appropriation resolution.

- II. Salaries, Wages, and New Positions - Any increase in salaries or wages above those set forth in the salary and wage schedule, or the creating of positions, shall be made only by resolution or motion of the City Commission.

It shall be the duty of the City Attorney, City Clerk, and Internal Auditor to see that he/she does not exceed the amount appropriated for his/her department except by prior specific authority of the City Commission.

- III. Limitations of Expenditures - It shall be the duty of the City Manager to oversee that each department head, excluding the City Attorney, City Clerk, and Internal Auditor, does not exceed the amount appropriated for his/her department except by prior specific authority of the City Commission.

- IV. Transfers

- A. Policies

1. City Commission Approval

- a) Transfers shall require City Commission approval if the transfer will result in an increase or decrease in one or more items of appropriation as set forth in the annual appropriation resolution.
- b) All transfers from the City Commission contingency account shall require City Commission approval regardless of the amount.

- c) Only the City Commission shall make new or additional appropriations.

2. City Manager Approval

- a) The City Manager may approve the transfer of funds to a capital outlay or equipment account or between capital accounts for changes up to \$10,000 per project or equipment purchase, or in amounts up to 10% of the project cost, whichever is greater. The City Manager 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 accounts shall require City Commission approval.
- b) The City Manager may approve the transfer of funds from the General Fund Salary Reserve account to operating budget units' salary codes in accordance with contractual pay increases and approved pay increases for non-bargained for employees.

B. Procedures

After receiving a report from the City Manager and hearing any objections to any transfers requiring City Commission approval, the transfers may be approved or disapproved by the City Commission. Said transfers, when approved by the City Commission, shall be considered amendments to the budget and shall become effective immediately.

- V. Monthly Report - The City Manager shall submit to the City Commission a brief executive summary of the City's financial activity on a monthly basis.

VI. Contributions From General Funds to the Capital Improvement Program Fund

- A. General fund capital transfers to the CIP Fund and the Major and Local Street funds will be budgeted, to the extent possible, over and above operating and capital outlay budgets provided that the estimated ending unreserved General Fund balance will remain in a range of 13%- 15% of estimated revenues for fiscal year 2009.
- B. General fund balance, for the purpose of calculating the capital transfers to the CIP Fund, the Major and Local Street Funds and retainage mentioned in Paragraph A above, will be based on the accrual of all property taxes estimated to be collected by the annual property tax levy, regardless of whether the collections are received in the year levied or in subsequent years. This method of accrual of property taxes may be different than the method required by General Accepted Accounting Principles for preparation of the Comprehensive Annual Financial Report.

- VII. Capital Improvement Program Fund - The CIP Funds provides funding for those operations exclusive of utility funds and the Metro Transit Funds. Eligible uses include capital projects, major equipment, debt service, and non-utility environmental expenses.
- VIII. Allocation of Fringe Benefits - Each year fringe benefits will be allocated to each operating budget unit and to capital projects that include labor charges. Reasonable allocations will be made on actual or estimated costs as provided in City Administrative guidelines and the Budget Manual.
- IX. Allocation of Administrative Costs
- A. A cost allocation plan will be developed each year to determine an appropriate methodology for allocating central service costs to the various operations of the City.
 - B. The allocation plan will be prepared in accordance with federal laws and guidelines for allocation of costs to federal grants.
 - C. Allocation of costs to operations and cost centers other than federal grants may include allocation of additional reasonable costs that are disallowed for allocation to federal grants.
 - D. The allocation plan will be prepared by a qualified, independent firm.
 - E. Utility operations will be allocated the full costs as provided in the plan. Metro Transit will be allocated actual costs as provided in the plan.
 - F. No allocation will be charged to general fund operations since such charges would be made to the general fund and received back into the general fund, which would only inflate general fund revenues and expenses equally without impacting the financial position of the fund.
 - G. All other funds will be charged an amount not to exceed the allocation determined by the plan. In order to make the allocation 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.
- X. Carry Forwards
- A. 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.
 - B. Carry forward requests for unencumbered non-capital items, shall be submitted to the City Commission for approval.
- XI. Revenues
- A. 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.

- B. Special Assessments -Section 108 of the Charter states that 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 so declare by resolution.
- C. 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.
- D. Metro Transit System -The Transit Authority Board has the jurisdiction to levy the special assessment for mass transit, and the City Commission joint with the Transit Authority Board sets the fare structure.
- E. Enterprise Functions -The enterprise functions - City Market, Metro Transit System, Water Division, and Wastewater Division are fully self-supporting from user fees and charges, and/or subsidies from other intergovernmental sources.
- F. Payment In-Lieu of Taxes (PILOT) -PILOT is charged to the Water and Wastewater Divisions.
- G. Interest Earnings -Interest earnings from the investment of temporarily idle funds are credited to the fund generating the earnings.
- H. Administrative Fee - The Accounting Division prepares an indirect cost allocation plan of general services, which conforms to Federal and State guidelines for grant reimbursement of administrative costs. The allocated costs are charged to the Special Revenue funds, Enterprise Funds, and the Internal Service Funds.

XII. RESERVES

- A. General Fund Undesignated Reserve - A balance will be maintained within a range of 13% to 15% of current projected revenues. For purposes of this calculation, all property taxes levied for the current fiscal year, except for a reserve for delinquent taxes, are accrued to the current year.
- B. General Fund Reserve for Contingencies - Budget Stabilization Reserve - Funds will be designated in a budget stabilization account within the General Fund equal to at least 1%-2% of the current year budget. The initial fund will be funded within a five-year period. The funds will be used to mitigate the impact of unanticipated expenses or revenue losses. The funds may be transferred with City Manager approval. After the initial funding period, the fund will be replenished annually to meet the target.
- C. Capital Contingency Reserve - Funds will be designated in a capital reserve account within the General Fund equal at least to 1% - 2% of the current budget year. The initial fund will be funded within a five-year period. The funds will be used for emergency capital needs and may be transferred with City Manager approval. The Capital contingency Reserve use stipulations are that purchases must meet capitalization criteria; an expense that causes the balance to fall below the recommended level will be replaced within a three year period, in equal installments. The three year repayment schedule shall be applied separately for each approved capital project.

- D. 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.

XIII. BUDGET AMENDMENTS

- A. Only the City Commission shall make new or additional appropriations.
- B. 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 approved by the appropriate budget manager, the Budget and Accounting Director / Comptroller, the Management Service Director and the City Manager. The City Manager requests approval from the City Commission.

XIV. CAPITAL IMPROVEMENTS PROGRAM

- A. The Capital Improvements Program will reflect a consensus of the perceived needs and desires of the community based on current surveys and long range planning. The City will develop and maintain a Capital Improvements Program to control capital projects over a minimum five year planning period coordinated with the Operating Budget.
- B. The Capital Improvements Program will, to the extent possible, be designed to protect the City's investments and capital and operating assets through timely and adequate maintenance and replacement of those assets.
- C. Projects included in the Capital Improvements Program (CIP) shall be consistent with the City of Kalamazoo Comprehensive Plan.

XV. DEBT AND INVESTMENT POLICIES

- A. Debt will be used to finance long-lived capital and operating assets within the constraints of maintaining or improving bond ratings and debt service capacity.
- B. 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.
- C. 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 each fund's balance compared to all total fund balances.

XVI. City Commission Discretionary Funds Policy

- A. The Kalamazoo City Commission has a discretionary fund set aside 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 residents of all ages. Programs such as the Summit on Racism and the Kalamazoo County Poverty Reduction Initiative as well as summer youth programming (summer basketball leagues, dance classes, tennis lessons, field trips, youth employment and driver education programs) have been supported by City Commission funds.

- B. Funding amounts vary. Funding awards range from \$3,000 to \$16,000. Organizations must meet the following criteria:
- i. Physical location of the organization must be within the Kalamazoo city limits
 - ii. Organization must have 501(c)(3) status
 - iii. Organization must support programs and projects geared toward improving the quality of life of City residents throughout the year
- C. Organizations are required to submit a completed grant application with all supporting documentation. All organizations which have received previous funding are **required** to submit a **final report** scope of services provided as well as a financial report itemizing City fund usage with this application. **Please note that failure to submit the final report will disqualify that organization from future funding considerations.**
- D. Applications are reviewed by the Community Development Act Advisory Committee (CDAAC) and City Manager staff. Reviewers measure how well applicants answer ten questions that correlate with the following eight categories of focus.
- i. Program Objectives – Are the goals and objectives for this program/project clearly defined?
 - ii. City Goals and Objectives – Are the program/project’s objectives consistent with the City’s goals for programming? Are the benefits from this program/project consistent with the efforts of the City?
 - iii. Benefits to Residents – Will this project produce comparably significant benefits and/or results for the residents in Kalamazoo?
 - iv. Need in Community – Is this program/project needed in the community? Does the program/project serve a diverse and unique population in our community including residents with special needs?
 - v. Organization and Program/Project Development – What other programs/projects does the organization plan throughout the year? Can the organization execute this program/project based on the organization’s previous programming experience? Has the organization planned a realistic and achievable project/program to benefit the residents of this community?
 - vi. Organizational Resources – Does the organization have the staff and resources (e.g., ability to collaborate with local organizations) to execute the program/project? Would the program/project continue if City funding was limited or not available?
 - vii. Community Partnerships – Does this organization work collaboratively with other organizations to provide services to residents?
 - viii. Organization’s Budget – Does the organization have additional funding to support programming? Does the organization have the means to implement the program/project without City funding?
 - ix. Other – Opportunity for reviewers to accentuate other aspects of the proposal.
- E. The Community Development Act Advisory Committee (CDAAC), a thirteen-member citizen’s advisory panel made up of seven members-at-large, and six

representatives from Kalamazoo's core neighborhoods, will review all applications and will submit funding recommendations to City Manager staff. CDAAC will base its recommendations on the quality, need and impact each program/project has on our community's goals structure as it relates to the *Blueprint for Action: A Sustainable Community-Defining Kalamazoo's Future*.

- F. Scoring in each category is based on 1 (lowest) to 5 (highest). All reviewers' scores are tallied and divided by the number of reviewers to obtain a committee average "score" for each project.
- G. City Manager staff prepares funding recommendations based on the feedback of CDAAC for City Commission approval. After City Commission approval, organizations are notified of funding decisions.

XVII. Use of Public Funds Policy

The City shall define the acceptable use of City funds for food, awards, and appropriations to outside organizations.

- A. 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.
- B. The City may provide beverages to employees, volunteer workers, elected officials and business guests during regular working hours.
- C. The City may provide meals to employees, volunteer workers and elected officials for work conducted during normal meal times.
- D. The City may host Wellness Luncheons to provide education to employees in an effort to reduce the City's health care costs.
- E. The City may make financial payments to outside organizations where a written agreement between the City and such organization has been executed.

BE IT FURTHER RESOLVED, that all books, warrants, orders, and vouchers or other official references to any appropriations shall indicate the appropriated fund involved or be drawn upon the appropriate schedules as set forth in the budget.

BE IT FURTHER RESOLVED, that the City Manager is hereby directed to have prepared and printed for distribution to interested citizens a detailed summary of the 2009 Budget; and

BE IT FURTHER RESOLVED, that unexpended balances, both encumbered and unencumbered, of previously authorized construction or capital improvement work 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.

The above resolution was offered by Commissioner Moore and supported by Vice Mayor McKinney.

AYES, Commissioners: Anderson, Cooney McCann, Miller, Moore, Vice Mayor McKinney, Mayor Hopewell

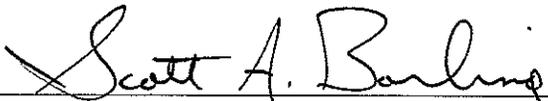
NAYS, Commissioners: None

ABSTAIN, Commissioners: None

RESOLUTION DECLARED ADOPTED.

CERTIFICATE

The forgoing is a true and complete copy of a resolution adopted by the City Commission of the City of Kalamazoo at a regular meeting held on January 26, 2009. Public notice was given and the meeting was conducted in full compliance with the Michigan Open Meetings Act (PA 267,1976). Minutes of the meeting will be available as required by the Act.



Scott A. Borling, City Clerk