

2010

ADOPTED BUDGET



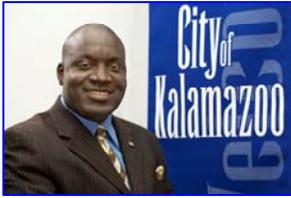
KALAMAZOO, MICHIGAN

# CITY OF KALAMAZOO MICHIGAN

Fiscal Year 2010  
Adopted Budget

# CITY OF KALAMAZOO

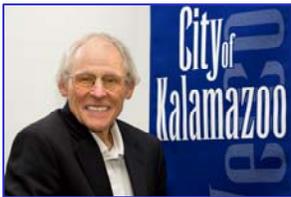
## 48<sup>TH</sup> CITY COMMISSION



**BOBBY J. HOPEWELL**  
*Mayor*



**HANNAH J. MCKINNEY**  
*Vice Mayor*



**DON COONEY**  
*Commissioner*



**DAVID ANDERSON**  
*Commissioner*



**BARBARA HAMILTON MILLER**  
*Commissioner*



**STEPHANIE MOORE**  
*Commissioner*



**TERRY KUSESKE**  
*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*

**Jeff Chamberlain**  
*Community Planning  
& Development Director*

**Ed Freed**  
*Information Technology Director*

**Jeff Hadley**  
*Public Safety Chief*

**Frances Jewell**  
*Parks & Recreation Director*

**Jerome Kisscorni**  
*Economic Development Director*

**Bruce E. Merchant**  
*Public Services Director*

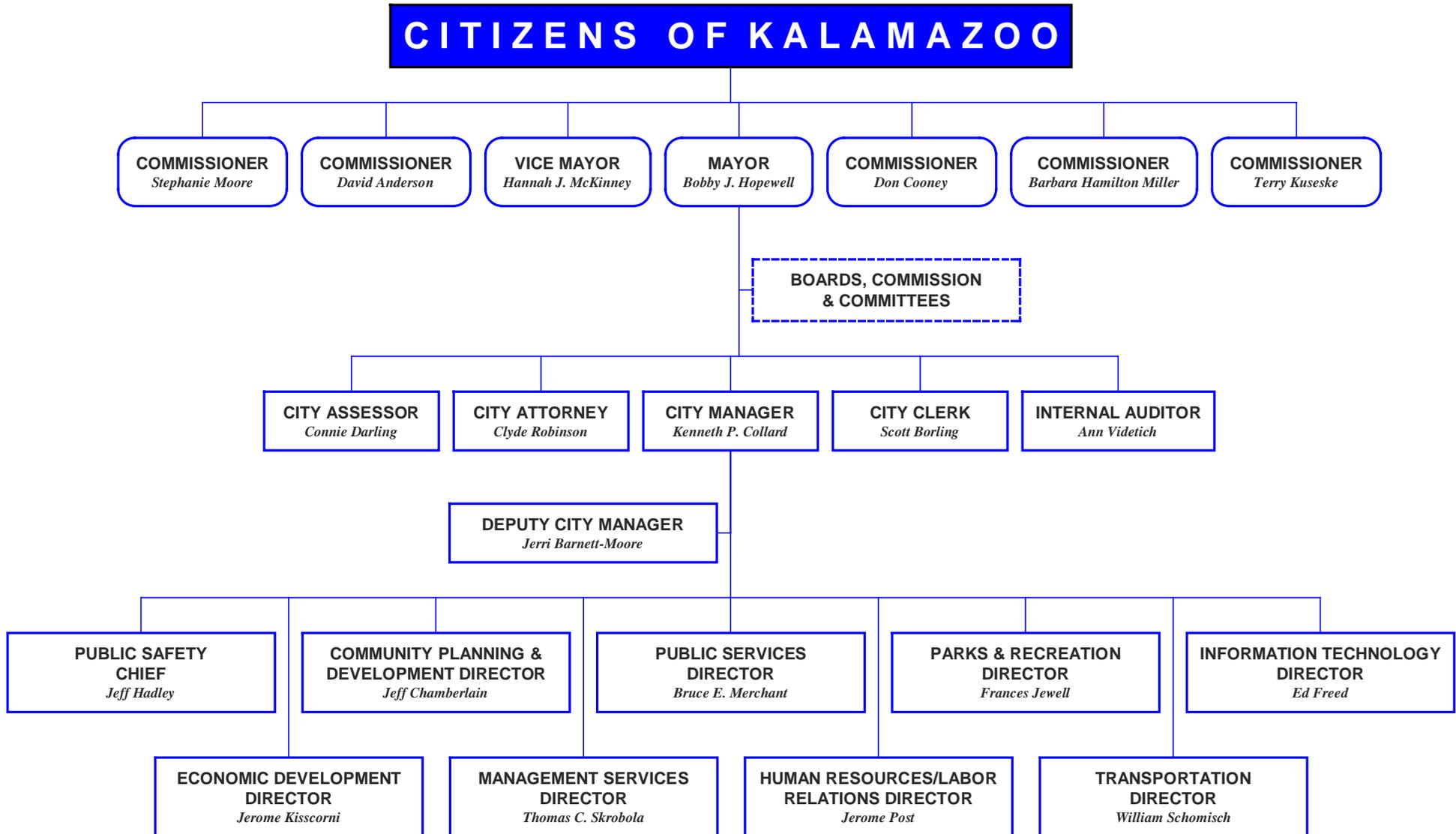
**Jerome Post**  
*Human Resources/Labor  
Relations Director*

**William Schomisch**  
*Transportation Director*

**Thomas C. Skrobola**  
*Management Services Director*

# CITY OF KALAMAZOO

## 2010 Organizational Chart



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## OFFICE OF THE CITY MANAGER

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### FY 2010-11 PROPOSED BUDGET TRANSMITTAL LETTER

To: Mayor Bobby J. Hopewell, Vice Mayor Hannah J. McKinney and City Commissioners

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

Subject: Proposed 2010-11 Budget

Date: November 16, 2009

*“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”*

Abraham Lincoln

I am pleased to present the Proposed Fiscal Year 2010-11 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 since 2006, this budget contains a responsible 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 are:

- 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 City Commission as described in the Blueprint for Action.

The response of our citizens to the efforts of the City has been gratifying. The outcomes produced utilizing the strategic focus process 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 their “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 alignment of the strategic focus areas with the budgeting process by use of a Five-Year Fiscal Plan was first employed in the 2007 Annual Budget. The Five-Year Fiscal Plan has been generated each year by projecting forward the proposed budget for the upcoming year an additional five years, utilizing rational assumptions about trends in broad revenue and expenditure categories.

One year ago, as administration was preparing the Proposed 2009 Budget, I stated the following about the prevailing economic challenges:

“The world faces unparalleled challenges in the global economy. Those who have been entrusted with the stewardship of the public trust and for the stability of the modern economic model have been surprised by the scope and potential severity of the present crisis, which is still in its formative stage. Many of the leaders of the global economy, from 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 the value of residential real estate. This has caused our citizens to re-think retirement and has upset a traditional and stable source of economic mobility, the appreciation of residential property values.”

“Needless to say, the reports of 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.”

We can examine these statements now with the benefit of a year's experience. The Federal Reserve Bank has leveraged unprecedented financial resources in order to stabilize the global financial system.

“The Federal Reserve has responded aggressively to the financial crisis since its emergence in the summer of 2007. The reduction in the target federal funds rate from 5.25% to effectively zero was an extraordinarily rapid easing in the stance of monetary policy. In addition, the Federal Reserve has implemented a number of programs designed to support the liquidity of financial institutions and foster improved conditions in financial markets:

- the provision of short-term liquidity to banks and other depository institutions and other financial institutions
- the provision of liquidity directly to borrowers and investors in key credit markets
- expanded open market operations to support the functioning of credit markets through the purchase of longer-term securities for the Federal Reserve's portfolio”

*Policy Implementation Framework: The Crisis and Policy Response, Speech by Chairman Ben S. Bernanke, Jan. 13, 2009*

The City has been focused and determined to proactively identify problems and seek solutions on a timely and measured basis, without being reactive and premature with our decision-

making. We have kept our promise to 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 opening statement from President Lincoln indicates, the deep recession and its after-effects require us to cast off so-called “tried-and-true” practices, especially those that involve exclusively retrospective assumptions about how to manage in times of crisis.

Traditional budgeting calls for retaining reserve in excess of the needs of the moment, even in times of enhanced need. This has the effect of trading public services for a fiscal “belt and suspenders” strategy. This strategy, along with the timeless practices of “reserving” funds out of the view of stakeholders are two principle dogmas of the past that the City has explicitly done away with.

Last year we promised to “hold nothing back” from our citizens. The heightened need for high quality public services in a time of economic trouble has been met to the greatest extent possible constrained only by our available resources. Achieving this vision has required first that we identify and disclose to stakeholders, the public and the City Commission all funds that are unencumbered by prior commitments and make sure that they are being put to their best and highest use for the needs of citizens today.

The Five-Year Fiscal Plan represents a valuable tool for fiscal discipline on our budgeting process. Last year we noted that our best assumptions might not be able to accurately predict the financial outcome of the economic crisis. Therefore, the administration has responded in the following proactive fashion:

- We have instituted a Quarterly Budget Review, which identifies 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:
  - Property taxes, which supports General Fund and is based on sales of properties;
  - State Shared Revenue, which supports General Fund and is based on state sales tax receipts;
  - Act 51 revenue, which supports Major and Local Streets Funds and is based on state gas tax receipts;
  - Pension trust fund, which is based on the value of the global stock market. The Pension Fund will not require a City contribution in 2010. Because the City “smoothes” 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;
- The Proposed FY 2010 – 11 Budget represents the second two-year rolling budget that the City has prepared. This includes projected amounts for the 2011 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 allows 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 have and will continue to seek ways to contain costs through the means that are available at an executive level;
- We have closely monitored developments in Lansing as well as in Washington;
- 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 three or four, which has been historically nominal.

Last year, we noted that a “360 degree perspective requires a complete and concurrent understanding of problems and the ability to identify the appropriate response.” The City has experienced a decline in Property Tax revenue of over \$2 million between 2009 and 2010, primarily due to a nearly 10% decline in commercial property values, and a lack of anticipated growth in the residential area. We have also experienced a cumulative loss of \$2.5 million in State Revenue Sharing for 2009 and 2010. This one-two punch has been the driver for the need to reduce the City’s General Fund budget.

The Pension Trust Fund experienced a nearly 50% drop in the Pension Trust Fund assets’ valuation from approximately \$550 million in October of 2007 to approximately \$275 million in March of 2009, and the nearly 60% rebound to the current level of \$440 million as of September 30, 2009. The Third Quarter Report in October included a projection that required City contributions no earlier than 2017. Because projected contributions are several years outside of the current 5-Year Fiscal Plan horizon, the Proposed FY 2010 -11 Budget does not contain any City contribution for the Pension Trust Fund.

As promised, the decision-making process that has flowed from the Quarterly Report has been swift and effective. In response to the Second Quarterly Report, the City Commission adopted amendments to the FY 2009 Budget in August 2009 that reduced recurring expenditures in the General Fund by over \$440,000.

Most significantly, in the same August meeting, the City Commission directed the City Manager to take action to design budget reductions to be presented to the City Commission in October 2009 that would:

1. reduce General Fund Operating Budgets by \$2.0 million relative to the Adopted 2009 Budget;
2. reduce General Fund non-departmental expenditures, transfers, and initiatives by \$1.5 million relative to the adopted 2009 budget; and
3. reduce reserve funds where appropriate.

Accordingly, and in response to the Third Quarterly Report, on October 26, 2009, the City Commission took action to eliminate \$2.3 million of expenditures from the 2009 Budget, which will become fully effective for the FY 2010 Budget period. This resulted in the elimination of funding for 32 General Fund positions, including 12 layoffs. City Commission will be asked to take action regarding the proposed reduction of another 15 positions outside of the General Fund, inclusive of four additional layoffs, with the consideration of the FY 2010-11 Budget.

The administration has been able to identify over \$7 million of reserve funds, including almost \$2 million of Budget Stabilization and Capital Contingency dollars that were intentionally reserved in previous budgets, \$4 million of savings that have accrued based on savings from

the redesign of health care plans in 2005 and 2006, as well as nearly \$2 million of capital reserves that may be expended to meet future capital project needs.

Last year we noted that “the long-term perspective of the Five-Year Fiscal Plan is designed to blunt the severity of the iterative nature of economic reality.” Far from being iterative, however, the current recession has impacted areas thought to be virtually recession-proof, such as residential property values, which 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. We noted expert analysis that stated, “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”)

Another dogma of past recessions is that everybody has to look out after themselves. In contrast, the Obama Administration and Congress have responded to the current crisis by enacting the American Recovery and Reinvestment Act (or “Recovery Act”) of 2009, which has provided invaluable and timely resources for the City. This has already led to over \$4.0 million of savings to the General Fund in the FY 2009 and FY 2010 Budgets; another savings of over \$1.0 million due to COPS grant-funding for Public Safety Officer positions in 2011 and 2012, and \$3.0 million for neighborhood stabilization, housing and community development administered by Community Planning and Development.

We will continue to manage all 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 2010-11 Proposed Budget*:

- **Tactical Plan Update 2009:** 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 2009:** this is the aggregation of individual scorecard reports submitted by departments and reviewed by Strategic Focus Area Coordinators. This is in the same ordering at the *Tactical Plan Update*.

The Proposed FY 2010 - 11 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 2009* 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 created an invaluable balance in Kalamazoo and 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.

In 2010, the City will continue to invest in the physical resource that make high-quality and unquestionable service delivery possible, including roads, water delivery and wastewater treatment systems, and other physical assets. Below is a summary of the capital improvements proposed in the budget presented:

- Parks and Recreation - Rose Park Lighting, Milham Park Restroom Utility Improvements, and William's Pond Dam
- Water and Wastewater – Lift Station improvements at Riverview and Burke, secondary process improvement plans and development, new and replacement sewer construction at Arcadia, facility improvements and continued hardware and software replacements and upgrades
- Facilities – City Hall improvements and facility capital maintenance is proposed for the 2010 budget cycle
- Open Spaces and Greenways – the Auto Ion site will continue to be remediated and repairs and improvements at Mayor's Riverfront Park Asphalt will continue
- Multimodal Transportation - Parkview Avenue Sidewalk Completion will continue the City's efforts to improve the community infrastructure to support and improve non-motorized pathways
- Roads - In addition to various smaller, but significant motor vehicle infrastructure improvements, a number of major street locations will benefit from proposed improvements in 2010. The total infrastructure investment will total nearly \$3.0 million in Bond financed activities with an additional \$7.2 million in financing from other sources.
  - Scattered Site Mill and Resurface - Various Major Streets
  - Portage Street (Kilgore to Lakeway)
  - North Street (Douglas to Gull Road)
  - Traffic Signal Upgrades - Various
  - Guardrail Safety Project
  - Pavement Management Update
  - E. Walnut Street (Portage to Mills)
  - Davis Street (Wheaton to Lovell)
  - M43 Pump Station
  - Design for Upcoming Years Major Street Projects
  - Oakland/Parkview Intersection (Land)

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, Phil Miller and Michelle Wilson for their dedication to this process.

In addition, I would like to thank the 47<sup>th</sup> Commission for providing the leadership, direction and support which steer the development of the budget and for their support of the revised planning philosophies and strategies that are vital to the future of our City.

Pursuant to Section 43(f) of the City of Kalamazoo Charter, the following summary and proposed Fiscal Year 2010-11 Budget is presented for your consideration.



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

**BLUEPRINT FOR ACTION**  
**SUSTAINABLE COMMUNITY: DEFINING KALAMAZOO'S FUTURE**  
**2009 COMPLETED TACTICAL PLAN UPDATE AND 2010 FUTURE GOALS**

**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.

**HELP GROW AND MAINTAIN A SUSTAINABLE ECONOMY**

- **Continued Brownfield Redevelopment Efforts**
  - Completed application for the U.S. Environmental Protection Agency (USEPA) Assessment grant for \$200,000 to develop under-utilized and challenged properties to be acquired by businesses for use
  - Initiated and led efforts to amend Public Act (PA) 381 to allow property acquisition to be considered an eligible activity for reimbursement of tax increment revenue
  - Initiated a process to identify priority sites/projects for which resources are focused for maximum impact on the community
    - Facility demolition of 627 E. North Street, former Superior Cleaners and former Lakeside Refinery. Additionally, the Lakeside Refinery will utilize \$1.7 million in Michigan Department of Environmental Quality (MDEQ) funds for a large-scale soil remediation project
  - Worked with MDEQ on the completion of the Performance Paper site remediation activities and completed grant application for creek relocation through Great Lakes Restoration Initiative
    - Facilitated the proposed donation to Brownfield Redevelopment Authority (BRA) of a small parcel of property located within the Portage Creek stream bed, owned by FM Envelope Company
  - Supported business investments involving Brownfield projects by funding eligible activities with Brownfield Tax Increment Financing (TIF) funds
    - Over \$550,000 will be paid to developers in 2009 for eligible Brownfield activities and \$120,000 to the Building Authority for Rave (ramp) bond payments
    - Initiated three new Brownfield projects including 105 East Michigan Avenue, 1919 East Kilgore Service Road and 610 South Burdick Street

- Created marketing strategy for Brownfield sites
  - Created a selection process to identify real estate broker(s) to market high-priority properties such as Davis Creek Business Park, 701 East Michigan and 646 East Michigan
    - Negotiated agreement with Callander Commercial, part of the city's newly-established real estate carousel, to aggressively market properties owned by the BRA. As a result, marketing materials for Davis Creek Business Park have been developed
- **Continued Efforts to Increase Employment Opportunities and Tax Base within the City**
  - Utilized Economic Initiative Fund (EIF) loan program to leverage private investment that creates jobs and increases the City's tax base
    - Completed loan analysis and packaging of three EIF loans including BDSLM, LLC (\$140,000), KGMA (\$225,000) and Mavcon (\$400,000)
    - Continue to update the City's 2002 Economic Development Strategy to refocus job creation efforts based on current economic environment
  - Supported business investments through tax abatements
    - Processed all eligible PA 198 and PA 328 tax abatement requests and tracked volume of certificates approved, private investment generated and jobs created and/or retained
      - Completed tax abatements for Fabri-Kal Corporation (\$5.7 million) and Pfizer, Inc. (\$73 million)
- **Continued Business Retention Program**
  - Increased retention calls in the community and made 89 visits to companies with tax abatements and loans with the City
- **Hosted Various Events that Generated Revenue for the City**
  - The City hosted the 111<sup>th</sup> Annual Michigan Municipal League Conference in September welcoming more than 500 elected officials, guests and industry vendors with an estimated economic impact to the local economy of over \$330,000
  - EDC hosted a booth at the Michigan Economic Developers Association annual meeting, which was held in Kalamazoo
  - Parks and Recreation hosted over 12 sporting events/tournaments between Kik Pool and Versluis/Dickinson Park, hosted more than 60 sporting events at Mayors' Riverfront Park and over 95 public and/or private events held in various parks
    - Economic impact to the community as a result of events, tournaments and Frontier League Baseball approximately \$200,000
    - Parks and Recreation collaborated with the Kalamazoo Amateur Athletic Federation (KAAF) to sponsor the CAN-AM Softball Tournament in May at VerSluis/Dickinson Park. Over 45 teams competed this year with an estimated economic impact for the Kalamazoo community of \$45,000

## **FUTURE GOALS**

### **Continue Brownfield Redevelopment Efforts**

*Continue to identify under-utilized and challenged properties that can be acquired, redeveloped and returned to productive business use*

- Utilize the *Site Prioritization Committee* recommendations to acquire Brownfield sites that have the best opportunity for redevelopment
- Work with the MDEQ on the completion of the Performance Paper site remediation activities
- Concentrate on marketing Davis Creek Business Park and the Riverfront site, working with our contracted commercial realtor and developers and look for opportunities for grants and loans to develop a spec building in Davis Creek Business Park

### **Continue Efforts to Increase Employment Opportunities and Tax Base within the City**

*Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities*

- Continue to use the Economic Initiative Fund loan program to leverage private investment that creates jobs and increases the city's tax base
- Continue business retention program in collaboration with economic development partners by increasing retention calls in the community by visiting all companies with tax abatements or loans through the City
- Support business investments via tax abatements. Process, in a timely manner, all eligible PA 198 and PA 328 tax abatement requests and track the volume of certificates approved, private investment generated, jobs created and retained
- Support business investments involving Brownfield projects by funding eligible activities with Brownfield TIF funds
- Update the city's 2002 Economic Development Strategy to refocus efforts to create an environment for economic opportunity and job creation
- Review the Obsolete Property Improvement Fund guidelines and make recommendations on project uses and targeted areas

### **Host Various Events that Generated Revenue for the City**

*Support efforts to sponsor and host conferences and events that stimulate the local economy*

## **INCREASE ECONOMIC OPPORTUNITIES THROUGH COLLABORATIONS**

- **Collaborated with Michigan Fast Track Land Bank Authority**
  - EDC staff worked with County Treasurer and Community Planning & Development staff to establish a County Land Bank Authority and provided assistance in evaluating issues associated with establishing the new Kalamazoo County Land Bank
    - Researched land bank legislation, procedures for intergovernmental agreements between the county land bank and municipalities and opt-in tax reversion process
  - Completed tasks associated with the pending acquisition of the former Panelyte property from Michigan Land Bank Authority for redevelopment
- **Supported Local Businesses Through Loans and Other Programs**
  - EDC approved a \$225,000 Economic Opportunity Fund loan for the Kalamazoo Municipal Golf Association for improvements to the Eastern Hills Golf Course
  - A \$40,000 Small Business Revolving Loan was given to Zoorona, LLC

## **FUTURE GOALS**

### **Collaborate with Michigan Fast Track Land Bank Authority**

*Work with the County Land Bank on acquisition of foreclosed properties that have potential redevelopment uses*

- Continue participation in the Portage Creek Corridor reuse planning process and complete the acquisition of the Panelyte property from the Michigan Land Bank Authority

### **Supported Local Businesses through Loans and Other Programs**

*Review Small Business Revolving Loan Fund and Economic Initiative Fund loan programs for effectiveness and recommend changes to the City Commission*

## **LEVERAGE THE IMPACT A HEALTHY EDUCATIONAL SYSTEM HAS ON THE ECONOMIC STRENGTH OF A COMMUNITY**

- **Supported Western Michigan University (WMU) 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

- **Continued to support *Kalamazoo Promise* initiatives**
  - Continued support of *Kalamazoo Communities in Schools (KCIS) Foundation*
    - Promoted, recruited and participated in the *Promise Partners* program which included tutoring at El Sol Elementary for bi-lingual education and Edison Environmental Academy at the Publishing Center to encourage reading and writing
    - Completed the infrastructure (roads, water and sewer) for the opening of the new KPS Linden Grove Middle School

## **FUTURE GOALS**

### **Support the Education Community in Kalamazoo**

*Utilize available resources to support activities of education community and identify ways to encourage businesses to develop employment and other career opportunities for youth in our community*

- Maintain transit connection between higher education institutions campuses and downtown

### **Continue to support *Kalamazoo Promise* initiatives**

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

- Continue to support Kalamazoo Communities in Schools (KCIS) Foundation and other partner organizations that support the *Kalamazoo Promise*

## **CREATE A VITAL AND VIBRANT DOWNTOWN**

- **Continued efforts made on the Kalamazoo Riverfront**
  - Prepared and planned for the reuse and development of the riverfront as work continues on a live/work concept for the riverfront area as well as branding strategy
- **Provided Activities to Entice Visitors to Downtown**
  - Metro Transit collaborated with Downtown Kalamazoo, Inc. (DKI) to provide the holiday trolley to residents during the holiday season
  - Co-sponsored *2009 Holiday Parade* that included more than 40 vendor sponsored floats, 10 high school and university bands and other participants
    - In honor of the 125<sup>th</sup> City Anniversary, former City Commissioners were invited to ride the Holley Jolly Trolley in the parade along with the 48<sup>th</sup> City Commission
  - Continue to maintain a clean and safe for environment for residents and visitors attending festivals, concerts, Art Hop and other downtown events

## **FUTURE GOALS**

### **Continue efforts made on the Kalamazoo Riverfront**

*Prepare and plan for the reuse and development of the riverfront as work continues on a live/work concept for the riverfront area as well as branding strategy*

### **Provide Activities to Entice Visitors to Downtown**

*Complete and review Plan Kalamazoo, formerly known as the Comprehensive Plan, to determine services and needs of resident in our community*

- Amendments to the current Downtown Design Guidelines are being drafted for adoption in 2010

## 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

- **Supported Programs that Encouraged Home Ownership**
  - Neighborhood Enterprise Zones were implemented in the Edison and Vine Neighborhoods to encourage increased home ownership and home construction

### FUTURE GOALS

#### Support Programs that Encouraged Home Ownership

*Continue to work with programs such as Local Initiative Support Corporation (LISC), Housing Resources Incorporated, Kalamazoo Neighborhood Housing Services and other service providers to promote and provide opportunities for residents to become homeowners*

### ENCOURAGE AND PROVIDE AFFORDABLE HOUSING OPPORTUNITIES

- **Supported Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG) and HOME Investment Fund Program distributions**
  - \$1,825,333 in Community Development Block Grant (CDBG), \$662,907 of HOME Investment Partnership (HOME) and \$81,381 in Emergency Shelter Grant (ESG) funding was awarded to the City
    - In addition, the City of Kalamazoo and its sub-recipient partners realized \$200,584 in CDBG-generated program income, which is also used to achieve the community’s goals and objectives
      - Using these funds, the City was able to leverage \$9,839,862 in other federal, state and local funding to address community issues
    - \$400,000 of HOME funds were allocated to the redevelopment project in the 100 block of E. Michigan Avenue and will create 4 units of affordable workforce housing as part of the mixed use redevelopment project

- **Utilized Federal Funds to Assist Low/Moderate (L/M) Income Households in Various Neighborhoods throughout Kalamazoo**
  - 185 homeowners received some level of assistance, most usually, minor rehabilitation, roof and furnace replacements
  - 50 rental units were developed or rehabilitated to benefit L/M households
    - Additionally, 1,179 L/M households received the benefit of tenant-based housing assistance and/or partial housing assistance
  - 28,856 persons received assistance through CDBG-funded public service programs
  - 147 persons received Fair Housing assistance, information, or counsel
  
- **Implemented Foreclosure Prevention Opportunities for Residents**
  - In 2009, staff implemented three new Federal programs including
    - **Neighborhood Stabilization Program 1 (NSP1):** \$1.7 million awarded being used to renovate or demolish foreclosed or abandoned homes to build new housing and provide financing assistance to those wishing to purchase a foreclosed home
    - **Community Development Block Grant – Recovery (CDBG-R):** \$495,000 being used for economic development programs, sidewalk repairs and foreclosure prevention fund
    - **Homeless Prevention & Rapid Re-housing Program (HPRP):** \$758,000 award combined with \$350,000 awarded to county-wide Affordable Housing Partnership
      - \$1.1 million will be used to help families stay in their homes or apartments through financial assistance or assist homeless find housing
  - City and County staff completed a statewide application to HUD for the **NSP2** program
    - Of the \$290 million, the City and County share approximately \$20 million to address the negative impacts of foreclosures in the area

## **FUTURE GOALS**

### **Utilize Federal Funds to Assist Low/Moderate (L/M) Income Households in Various Neighborhoods throughout Kalamazoo**

*Work with County staff to explore a combined city-county housing rehabilitation program*

- Oversee the renovation of 30+ properties which will be sold to low/moderate/middle income families

### **Implement Foreclosure Prevention Opportunities for Residents**

*Administer 6 federal Community Development program: CDBG, HOME, ESG, NSP1, NSP2, CDBG-R, HPRP*

- Administer NSP2 with the Kalamazoo County Land Bank Authority

## **BUILD UPON NEIGHBORHOOD INFRASTRUCTURE BY STRENGTHENING THE QUALITY OF RELATIONSHIPS TO IMPROVE NEIGHBORHOOD THROUGH COMMUNITY POLICING**

- **Continued to Implement Programs throughout the Community to Reinforce Neighborhood Interaction with Local Youth**
  - KDPS entered a partnership with the Northside Ministerial Alliance and Galilee Baptist Church in a pilot program that involved an officer (in civilian clothes) interacting with teenagers during a 8 week, 1 hour a week bible study session
  - Partnered with the Kalamazoo County Juvenile Intake Division concerning educationally neglected children and has subsequently mentored approximately 11 youth not attending school
  - Met with students at Kalamazoo Youth Advantage Academy (formerly Reach and Teach) during a town hall meeting on three separate occasions. Officers engaged youth in conversations about their concerns and educated them on officers' duties and responsibilities
  
- **Continued Mentoring Opportunities for Youth**
  - Since the fall of 2008, the CPO unit has mentored 98 students in 8 different schools within the Kalamazoo School District. ( Loy Norrix, Milwood Middle, Lincoln Elementary, Arcadia Elementary, Edison Elementary, Spring Valley Elementary, Maple Street Magnet, Kalamazoo Youth Advancement Academy)
  - Community Policing Officers (CPO) made many inroads with students through events such as a fishing seminar where disadvantaged students were provided with fishing equipment and instruction as well as a bike rodeo where students were taught about proper bicycle safety and were issued bike helmets
  
- **Reemphasized Community Policing Initiative**
  - Officers actively engaged the downtown business leaders in an effort to address their Public Safety concerns
    - Through proactive policing methods and community partnerships, Public Safety realized a 7.8% decrease in crime in the downtown district
  - Neighborhoods across the community have realized a drop in all Part I crimes (include homicide, rape, robbery, aggravated assault, larceny, motor vehicle theft and arson) with the exception of an increase in burglary, a national trend attributed to the economy
  - In April 2009, the KDPS staff applied for grant funding under the Office of Community Oriented Policing Services, COPS Hiring Recovery Program (CHRP) ... *to hire and/or rehire career law enforcement officers in an effort to create and preserve jobs, and increase community policing capacity and crime-prevention efforts*
    - In July 2009, the City was awarded approximately \$2 million dollars to fund 10 officer positions, the second largest award in the State

## **FUTURE GOALS**

### **Continue to Implement Programs throughout the Community to Reinforce Neighborhood Interaction with Local Youth**

*Strengthen partnerships with all neighborhood leaders and work collaboratively on issues that affect individual neighborhoods*

- Continue mandated foot patrol by shift officers and encourage non-traditional interaction within the neighborhoods

### **Continue Mentoring Opportunities for Youth**

*Encourage officers to utilize existing mentorship programs*

- Secure funding for and continue to support Youth Leadership Academies and other programs provided to youth throughout the community

### **Reemphasize Community Policing Initiative**

*Continue to work interdepartmentally to reduce crime and blight in neighborhoods*

- Continue “Broken Window” program throughout the City and pro-actively address blight issues (such as junk autos, graffiti, etc.) in neighborhoods

## **CONTINUE QUALITY OF LIFE IMPROVEMENTS FOR RESIDENTS IN AREA NEIGHBORHOODS**

- **Continued A+ Neighborhoods Initiative**
  - Residential and commercial code issues address community and neighborhood priorities
    - Staff from the Code Administration Division worked collaboratively with the Fire Marshal to perform attic inspections on apartment complexes, secure correction timelines and assure code compliance
      - Staff performed Plumbing/ Mechanical inspections in cooperation with Cooper, Comstock and Kalamazoo Townships
    - The City of Kalamazoo received a Building Code Effectiveness Grading Classification of “3” for 1 and 2 family/residential and commercial and industrial properties from the *Insurance Services Office*, an excellent rating that helps keep insurance rates low for property owners in Kalamazoo
    - New Housing Code regulations were adopted pertaining to the inspection of residential co-ops and technical changes to make the City’s housing ordinance equal to State code
    - The rental certification rate was maintained at a level of 85% or greater
  - Building activity in 2009 was down substantially compared to 2008. In 2008, the total number of construction permits was 2,626 representing construction valuation of \$121,129,923, resulting in \$632,426 in revenue
    - As of September 2009, the year-to-date number of construction permits was 1,891 representing construction valuation of \$45,251,055, resulting in \$332,476 in revenue

- Anti-blight enforcement employed to address community and neighborhood appearance concerns
  - The Dangerous Building Board conducted hearings on more than 60 blighted properties and ordered owners to bring properties into compliance. City staff facilitated the demolition of approximately 40 blighted properties
  - The number of open cases for Abandoned Residential Structures is expected to be as high as 269 cases in 2009, compared to 248 cases in 2008. While the number of cases being resolved is nearly identical to 2008, there was a substantial rise in the number of new cases (110 in 2009, 64 in 2007)
    - Most abandoned residential structures are now being demolished instead of renovated due to the oversupply of housing (in past years the number of renovations to demolitions was nearly 2:1)
  
- **Continued to Work with Residents to Address Beautification and Livability Issues**
  - A \$355,000 grant was awarded by MDOT for beautification work along the N. Park Street and N. Westnedge Avenue gateway, with work to begin in 2010
  - Planning staff provided extensive technical assistance in the proposed redevelopment project on the 100 block of E. Michigan Ave., alley vacation and historic district designation
  - A \$35,000 grant was awarded by the State Historic Preservation Office to conduct educational seminars on the repair of old windows
  - Public Services renewed relationship with Vine Neighborhood Association and subsequent accountability for native plantings and assisted in the facilitation with various community organizations and City Engineering to accomplish maintenance activities
    - Crosstown Ponds Area Enhancement Group (a part of the Vine Neighborhood Association) gained approval for a food garden at the South Crosstown Pond
  
- **Gathered Input from Residents Regarding the City's Master Plan**
  - Staff held four community input sessions to talk with residents about ways to address the economic challenges facing the City
    - The goal of the master plan update is to create a sustainable city by preserving the city's assets, enhancing the quality of life for current and future residents, attracting employers, and developing strategies to transform economically challenged areas
  - Adopted two master plans to include the Portage Creek Reuse Plan and Downtown Master Plan

- **Partnered with other departments, community organizations and area law enforcement to combat crime and reinforce neighborhood crime initiatives**
  - Staff from the Community Planning & Development Department coordinated with Public Safety and Public Services as well as youth from the Kalamazoo Probation Enhancement Program (KPEP) to address neighborhood quality of life issues by performing two comprehensive sweeps in the Northside and Edison Neighborhoods
    - This aggressive “Broken Windows” program provided departments with an alternative approach to neighborhood recuperation, which addressed blight, crime and youth engagement
    - Public Safety tagged and removed approximately 600 junk autos throughout the City
    - Other neighborhoods are scheduled to be targeted
    - Tall grass and weed violations peaked with over 376 calls received in June and July. In response, 188 notices were sent to violators and contractors mowed 186 properties. Due to positive weather conditions in August, staff eliminated 2 rounds of mowing in an effort to reduce costs based on need
    - As of October 2009 every Part I crime category realized a decrease with the exception of burglaries

## **FUTURE GOALS**

### **Continue A+ Neighborhoods Initiative**

*Continue to utilize program initiatives to address community needs*

- Continue a joint Plumbing/Mechanical inspection program with Cooper, Comstock and Kalamazoo Townships
- Conduct joint inspections with the Fire Marshal of attics in apartment complexes and secure correction timelines and assure code compliance

### **Continue to Work with Residents to Address Beautification and Livability Issues**

*Continue to utilize resources that help redevelop the aesthetic features inherent to the vibrant neighborhoods throughout Kalamazoo*

- Work with MDOT to implement a beautification project along N. Park Street and N. Westnedge Avenue

### **Gathered Input from Residents Regarding the City’s Master Plan**

*Complete and submit Plan Kalamazoo Update in 2010*

### **Partnered with other departments, community organizations and area law enforcement to combat crime and reinforce neighborhood crime initiatives**

*Continue inter-departmental collaborations to address quality of life issues throughout Kalamazoo*

- Continue work on the new “afterhours club” ordinance being drafted in cooperation with Community Planning & Development, the City Attorney and Public Safety

## **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 its protection 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**

- **Operated and Maintained Storm Water Management Program**
  - Completed mandatory certifications for operation
    - Completed United States Environmental Protection Agency (USEPA) required sampling, testing and reporting of required parameters
      - Stage II disinfection sampling plan was completed in 2008 and all required sampling for the 2009 Monthly Operating Reports (MORs) for the water system and reports were submitted as per schedule
    - Michigan Department of Environmental Quality (MDEQ) approved 2008 Annual Phase II Storm Water Management Report
      - Staff received certificate of coverage for new MS4 Storm Water permit
  - Completed mandatory and maintenance tests on facilities
    - Ensured all facilities required to test backflow devices were sent appropriate information for completion
    - Identified and eliminated several Storm Water illicit connections
  - Other management program activities include
    - Participation on the MDEQ MS4 Implementation Committee (which discussed new permit guidance)
    - Business outreach to selected business sectors regarding guidance and ordinances as well as evaluation of 2008 Storm Water educational markers
    - Collaborative efforts with other organizations for planning, implementation and grant opportunities
  
- **Operated and Maintained Water and Wastewater Facilities**
  - The water management team met bi-monthly throughout the year to discuss and prioritize improvements necessary to meet the needs of the system
    - The original Strategic Planning Document was completed by staff and consulting firm in 2003. Updates to the document will be completed by year end to show the CIP that has been completed and adjust the schedule to match the new 5-year plan developed by the management team
    - Updates to Water Pumping Station (WPS) #11 (Kendall and Howard Streets) allows water to be pumped to two different pressure districts

- Station functions as both a well field Booster station and a pressure Booster station between two pressure districts and removed the necessity of a separate booster station structure to feed the recently expanded Northwest High pressure district
  - This project was an exceptional, cooperative effort of multiple groups within Public Services, resulting in a facility that is multi-functional to meet the changing needs within the system
- Staff completed the development of safety and emergency response procedures for various water pumping stations
- The new design specifications for WPS #8 (near Kilgore Road and Portage Creek) was completed and includes a separate specification for flexible bidding of the iron removal system
  - This design specification allows for the review from multiple vendors that have completed pilot testing, yielding the most cost effective solution for the iron removal filtration system and a more expeditious process for updating existing systems
  - Plans and specifications for construction of the new facility have been submitted to the City of Portage and MDEQ for review. Pending final approval from both local and state government agencies, project slated for bid process in late 2009
- Staff continues to ensure a consistent, high quality effluent from the City of Kalamazoo Water Reclamation Plant (KWRP) that meets or exceeds all local, state and federal discharge requirements
  - A plan was developed to monitor the air needed to effectively maintain oxygen levels in the aeration tanks by eliminating the use of two blowers to consistently circulate air throughout the plant
    - The use of one blower reduced energy requirements and electrical use at KWRP by 35% in the past four years
    - The Secondary Improvements Project design and bid documents are scheduled for completion by year's end and will include the replacement of two existing Root blowers and conversion of coarse bubble aeration system to a fine bubble
  - Testing has shown that phosphorus can be removed biologically at the KWRP and it has been decided that for a small additional cost, excess nitrogen can also be removed through a Biological Nutrient Removal (BNR) process that will have the added benefit of supplying additional oxygen to the Aeration Process, thus lowering oxygen demand that must be supplied by mechanical means (blowers) for additional electrical costs
    - Design and bid documents for the conversion of the Secondary system to a BNR system to be completed by year's end

- **Continued to Develop the City's Wellhead Protection Project**
  - Completed all Wellhead Protection Grant Program project requirements (e.g., Nonconforming Use Identification, public, education & outreach) and subsequently received MDEQ approval and a financial reimbursement award of \$70,000 for the 2009/2010 Wellhead Protection Program
    - Information regarding program prepared for public education and outreach brochures, Metro Bus Placard Campaign, movie ads, school program and several public outreach events including the Kalamazoo Home Show, Bronco Bash and facility tours

## **FUTURE GOALS**

### **Operate and Maintain Storm Water Management Program**

#### *Maintain Stormwater program compliance*

- Maintain Phase II Stormwater program compliance under the new certification of coverage, including the preparation of revised/updated plans (Public Education Plan, Illicit Discharge Elimination Plan) and minimized Stormwater impacts from municipal operations

### **Operate and Maintain Water and Wastewater Facilities**

#### *Maintain Plant Efficiencies*

- Maintain MDEQ standards to ensure that in the event of a water main breaks repairs are made as per regulation as quickly as possible, while preserving customer communication
- Began application process for NPDES discharge permit due April 2010
- Continue to proactively assess sanitary sewer infrastructure and address potential problem areas to assure safe and reliable service
- Continue to monitor and sample significant industrial users of the Wastewater system to assure compliance with MDEQ Industrial Pretreatment reporting, inspection and sampling requirements
- Continue to monitor and sample points throughout the water system to assure compliance with MDEQ reporting and sampling requirements
- Improve and monitor overall satisfaction with potable water through an aggressive flushing program

### **Continue to Develop the City's Wellhead Protection Project**

#### *Maintain and enhance Wellhead Protection Program public education and information initiatives to ensure adequate protection of the City's drinking water supply*

- Fulfill current 2009/2010 grant program to maintain program initiative obligations and successfully obtain approval for 2010/2011 grant cycle funding
- Maintain the City's Groundwater Guardian status from the Groundwater Foundation
- Continue to provide safe drinking water and maintain responsible treatment and disposition of wastewater
- Continue to work with internal and external partners to assure safe and reliable potable water distribution networks
- Ensure compliance with all applicable local, state and federal regulations governing water supply

## **MEET OR EXCEED ALL STANDARDS FOR EFFLUENT DISCHARGE**

- **Continued the Development of the Biosolids Beneficial Use Program**
  - The proposed amendment to the Biosolids Residuals Management Plan has been submitted to MDEQ
    - The amendment includes a request to allow for up to three weeks of field storage of Class A biosolids and a program to oversee a “grower-applied” program for land application
    - Annual MDEQ Biosolids Report was completed and submitted to MDEQ
- **Continued to Support the Kalamazoo River Clean Up (Allied Disposal Site)**
  - City Staff completed the review of the Ground Water Study for the Allied Disposal Site that was prepared and implemented by Arcadis, the Responsible Party's (Millennium Holdings) consultant
    - Staff provided numerous comments regarding the study and continued to meet with USEPA, Arcadis, Millennium Holdings, MDEQ and other stakeholders to communicate the concerns for long term groundwater impact from the disposal site
    - Staff reviewed and provided review comments to the “Alternatives Array” that presents the general remedial options being considered for the site and will continue to review and comment on the Feasibility Study during the first quarter of 2010

## **FUTURE GOALS**

### **Continued the Development of the Biosolids Beneficial Use Program**

*Complete preparations for third party audit in reference to the Biosolids Environmental Management System (EMS) scheduled for 2010*

### **Continued to Support the Kalamazoo River Clean Up (Allied Disposal Site)**

*Continue to address community concerns and work with various departments such as CP&D and Public Services, State agencies and community organizations to resolve Kalamazoo River Superfund Site activities including the Allied Disposal Site*

## **CREATE AND MAINTAIN A SYSTEM OF OPEN SPACE AND GREENWAYS**

- **Supported Park Improvements and Other Upgrades**
  - The Frays Park Improvement project has been completed to the delight of the neighbors and residents who frequent the park. The new hard surface pathway allows barrier-free access across the park, to the new barrier-free playground and to a new barrier-free drinking fountain
  - Parks staff worked with Public Services on evaluating the dam at Deeks Pond, which is part of Spring Valley Park. The dam has deteriorated and is scheduled for repair in 2010. Staff continues to evaluate how to incorporate the pond area into the park (fishing locations, nature viewing decks and trails)

- **Planned Portage Creek and Kalamazoo River Valley Trailway Extensions**

- The bridge project over Portage Creek will be completed this year despite a required re-design of the piling system
  - Options are being evaluated for the section of the Kalamazoo Valley Regional Trail (KVRT) from Westnedge to Harrison in light of the denial by Norfolk Southern Railway for easement or sale of right-of-way along the corridor. The design consultant has identified properties that could be acquired in order to follow the preferred path for the Portage Creek Trailway between Upjohn and Mayors' Riverfront Parks
  - City staff continues to evaluate alternatives including different routing or possibility of condemnation

## **FUTURE GOALS**

### **Supported Park Improvements and Other Upgrades**

*Maintain aesthetic quality of open spaces in an effort to protect the environment and improve recreation abilities for residents*

- Construction to the Williams Ponds Dam scheduled in 2010 to improve safety and aesthetics of Park
- Increase the use of native planting and wildflower areas to reduce the amount of maintained lawn area and improve water quality
- Initiate a new bike rack ordinance being drafted for adoption in 2010

### **Planned Portage Creek and Kalamazoo River Valley Trailway Extensions**

*Continue to develop the best feasible routes for the Portage Creek Trailway and Kalamazoo River Valley Trailway*

- Complete design drawings for the two trailways link in 2010

## **CREATE AND MAINTAIN A STRATEGY FOR IMPLEMENTATION OF SUSTAINABLE PRACTICES CITYWIDE**

- **Applied for grants and other funding to support City-wide “green” initiatives**

- Received \$762,200 from the Department of Energy (DOE) that will allow the City to make energy improvements to City Hall including the installation of a “green” roof that will reduce total energy consumption at City Hall by five percent within three years (32.35 tons of CO2 equivalents) for the planned duration of funded period. Additionally, the installation of energy efficient windows as well as a new boiler are improvements slated to be accomplished with funds
- City hosted an original program in collaboration with the Michigan Historic Preservation Network (MHPN) that trained workers to rehab/replace windows in historic building in cities across the State in an effort to trigger the creation of jobs and encourage energy efficient sustainability
  - MHPN and the City of Kalamazoo chose twelve applicants: from Saginaw, Bay City, Traverse City, Lansing, Detroit, Northville, Ann Arbor, Vandalia, Holland, Zeeland, Grand Rapids and Kalamazoo that received two weeks of free window rehab job training proving a new, highly-marketable job skill that will help preserve historic building stock in Michigan cities

- **Reduced the amount of automobile emissions through use of energy efficient vehicles**
  - Maintain current public transit services that reduce the amount of automobile emissions and vehicle miles traveled (VMT) through the continued use of ultra-low sulfur B5 diesel fuel in an effort to reduce diesel fleet emissions
    - Metro Transit added seven new 35' ultra-low sulfur B5 diesel powered heavy-duty buses, which replaced seven ten-year old 30' buses and added seven demand/response cutaways that use ultra-low sulfur diesel fuel
  - Maintained bike racks on buses, carrying in excess of 36,000 bikes annually
  - EDC purchased fuel-efficient, Ford Escape Hybrid and has been uniquely detailed with BRI logo and EDC marketing information

## **FUTURE GOALS**

### **Apply for grants and other funding that support City-wide “green” initiatives**

#### *Support City-wide “green initiatives”*

- Create a new wind energy ordinance being drafted for adoption in 2010
- Continue to work with neighborhoods and local environmental organizations to promote clean and environmentally sustainable watersheds
- Continue to increase awareness of Stormwater infrastructure by working with internal and external partners
- Continue development and implementation of *Kalamazoo Sustainability Committee* by working collaboratively with other City departments to identify projects, programs and policies that promote the development of a sustainable infrastructure by the economic, social and environmental sustainability principles
- Continue participation in the Southwest Michigan Regional Sustainability Covenant by working with other governments, educational institutions and other stakeholders to fulfill the partnership commitments and promote sustainability principles in each organization and throughout the region

### **Reduced the amount of automobile emissions through use of energy efficient vehicles**

#### *Continue to evaluate best practices and options for City fleet vehicles to include but not limited to use of alternate fuels or the reduction in the number of vehicles*

- Promote growth in system-wide Metro Transit ridership, thus reducing automobile emissions and VMT
- Continue use of biodiesel and ultra-low sulfur diesel fuel in an effort to reduce emissions and dependence on foreign fuels
- Continue to promote the use of bike racks on City busses as alternatives to driving
- Purchase more fuel efficient fleet vehicles

## 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.

### ENCOURAGE A CULTURE OF ACCEPTANCE AND TOLERANCE

- **Worked with Area Organizations to Promote Diversity in the Community and throughout the Organization**
  - Human Resources Department staff played integral part in community-wide diversity events
    - Human Resources Director chaired the Diversity Committee of the Kalamazoo Human Resources Management Association (KHRMA) in 2009
    - Human Resources Director co-chaired the Employment Initiative of the YWCA *Summit on Racism* in 2009 and helped the committee develop a toolkit for employers to use to assess and address racism within their organizations
    - HR staff co-chaired the annual *Respecting Differences* diversity event and promoted KVCC half-day free diversity event and the Poverty Reduction Initiative poverty simulation to all employees
  - Human Resources staff updated the City's Affirmative Action Plan
- **Cultivated Sister City and Foreign Governmental Partnerships**
  - The City Commission continues to support the Numazu Sister City and Pushkin Governmental Partnerships
- **Cultivated Community Relationships with Area Youth**
  - **Initiated 3<sup>rd</sup> 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**
  - Sponsored a Youth Leadership Academy at Fort Custer and hosted two separate academies for males and females between the ages of 13-16. 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
- **Established Partnerships between Public Safety and Parks & Recreation to Help with Youth**
  - Partnership established between Parks & Recreation and Public Safety to provide programming for youth during a fishing program for the Spring Valley mini camp
  - Community Policing Officers hosted a bike rodeo at Mayors' Riverfront Park for 50-75 youth throughout Kalamazoo
- **Continued to Foster Enhanced Youth Activities**
  - Parks and Recreation 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
    - The six Parks and Recreation Summer Mini Camp sites participated in three "fun days" at Upjohn Park to celebrate the City of Kalamazoo's 125<sup>th</sup> anniversary. These days were filled with a variety of activities such as dodge ball, tag games, water games, relay races, cookout, trip to KIK pool and a visit from Mayor Hopewell
      - A new partnership with the Kalamazoo County Parks Department allowed the Spring Valley and Douglass mini camp sites to have a scavenger hunt on the newly renovated Kal-Haven trail. Spring Valley campers had a "wheels" day and brought in bikes, rollerblades, scooters and skateboards to travel down the trail with Kyle Lewis, Program Director for the Kalamazoo County Parks
      - The Kalamazoo Math and Science Center outreach program completed five weeks of activities at the six summer Mini Camp sites. Over the six weeks, kids completed fun science and math projects for two hours, once a week, on a variety of topics
      - Prevention Works provided a program called "TAR" to mini camp sites, where youth ages 9-12 were able to learn about the dangers of smoking
    - Youth in Future Chefs received certificates for completion of the six week program that includes training in preparing food, safety and nutrition, along with field trips to the kitchens in area restaurants. This year's instruction was by Chef Channon Mondoux of Renaissance Cuisine
      - Staff spoke about the Future Chefs program and the collaboration with Fair Food Matters at a dinner fundraiser that was held at the Kalamazoo House. DeRon Adler, three time participant in the program, attended and spoke as well. The Future Chefs assisted Chef Channon Mondoux and prepared Baklava and other snacks that were served to guests during the event

- **Completed Summer Youth Employment Program**

- In cooperation with Youth Opportunities Unlimited (YOU), the 2009 Summer Youth Employment program utilized Stimulus Funds to employ over 900 youth. Businesses/organizations provided a variety of jobs to the youth in the program, which allowed the program to hire more youth and less crew leaders
  - Several City departments employed area youth and gave them office and field experience within City departments during the summer
    - City Manager's Office, Human Resources and Management Services shared a student who gained knowledge and experience regarding the City organization
    - Assessor's Office student workers worked in the office as well as experienced field work with property appraisers

## **FUTURE GOALS**

### **Work with Area Organizations to Promote Diversity in the Community and throughout the Organization**

*Serve as an example to the community through the City's employee relations and employment programs*

- Continue working with the Summit on Racism to foster unity in the community
- Refine the survey for employers to use and complete toolkit to supplement the survey
- Promote and participate in the survey pilot held by the Employment Initiative
- Continue to boost organization morale through programs such as the annual Employee Appreciation Event and the All-Star program

### **Cultivate Community Relationships with Area Youth**

*Utilize internal and external partnerships to create linkages between Public Safety and area youth*

- Interact with community and at-risk youth to improve quality of life concerns, while engaging in consistent dialogue that fosters a greater acceptance and tolerance between residents, youth and Public Safety
- Continue to develop programs that promote partnerships between area youth and Public Safety

### **Continue to Foster Enhanced Youth Activities**

*Continue to support enhanced youth activities during the summer and throughout the year*

- Work with organizations and foundations to develop a Youth Center on the Eastside in Rockwell Park

### **Continue to Support Summer Youth Employment Program**

*Continue to support summer youth employment activities and encourage organizations and businesses to employ youth during the summer*

- Continue to develop and support organizations such as Youth Opportunities Unlimited (YOU) to utilize the skills of area youth

## **CONTINUE TO WORK TOWARD THE REDUCTION OF POVERTY THROUGHOUT KALAMAZOO**

- **Awarded Emergency Shelter Grant (ESG) Funds**
  - CDAAC made funding recommendations for the 2009 planning year that included \$81,381 in ESG funds. Funds were sent to organizations throughout the City that assist the homeless in Kalamazoo
  - Continue to support Southwest Michigan First and its efforts to bring businesses to the area who have the potential to employ un- and underemployed residents

## **FUTURE GOALS**

**Continue to apply for grants and other funding such as the Emergency Shelter Grant (ESG) Funds to assist with homeless prevention efforts**

*Encourage programs and initiatives that support low-moderate income families in addition to helping with the establishment of job opportunities for the recently unemployed and underemployed*

## **WORK WITH COMMUNITY PARTNERS TO ADDRESS HOMELESS ISSUES**

- **Worked Collaboratively to Prevent Homelessness**
  - HUD awarded the City \$758,089 in stimulus funds for Homeless Prevention and Rapid Re-Housing Funds (HPRP)
    - To consolidate efforts and maximize benefits, the City and Kalamazoo County Continuum of Care including Housing Resources, Inc. (HRI) and Local Initiatives Support Corporation (LISC) will be coordinating HPRP funding with similar program funds from MSHDA

## **FUTURE GOALS**

**Work collaboratively to prevent homelessness**

*Support the Ten Year Plan to End Homelessness campaign*

- Help fill in the gap to assist residents with affordable housing and homeless issues through the combined efforts of community organizations such as Kalamazoo's Affordable Housing Partnership (AHP) and Kalamazoo County

## **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 AN OPEN AND ACCESSIBLE GOVERNMENT**

- **Created Opportunities for Residents to Interact with City Government**
  - City Manager continues to utilize the Community Relations Board to interact with the community and request resident input regarding efforts to revitalize community policing and response to service delivery to pending budget difficulties
  - Citizens Public Safety Review and Appeals Board (CPSRAB) continues to hear appeals from residents who have complaints regarding Public Safety
    - Public Safety secured CPSRAB participation to act as an advisory council to Public Safety relative to hiring and the recruiting process in an effort to bring a workforce reflective of Kalamazoo
  - Public Safety Administration has focused on a collaborative and open relationship with local media outlets. Twice we have participated in Editorial Boards with the Kalamazoo Gazette. KDPS on a daily basis meets with and partners with multiple service providers here in Kalamazoo
  
- **Published Newsletters for Internal Staff and Residents and Updated Website**
  - Continue to issue City publications (i.e., *CITYLink*, CP&D Neighborhood Updates, *A View from the Curb*, Parks and Recreation’s Seasonal Fun Guides, Metro Transit’s HEADWAY and Business News, etc.) highlighting activities, accomplishment and newsworthy events within City government
  - Continue to utilize website to communicate with residents and provide up-to-date information regarding City services, programs and events
  
- **Utilized Online, Computer-Based Forms in lieu of Paper Forms**
  - Human Resources staff converted six internal forms to computer-based, interactive format and made new FMLA forms accessible to all employees on the Outlook system

## **FUTURE GOALS**

### **Create Opportunities for Residents to Interact with City Government**

*Continue to keep communication open between residents and City Government*

- Continue to utilize KDPS - Office of Professional Standards to provide consistent, accurate and reliable information to the organization and community as it relates to public safety issues
- Inaugurate the use of the *Citizens Public Safety Review and Appeals Board* to help KDPS address issues of racial profiling as well as interpret the data collected regarding the issue
- Continue to evaluate resident recommendations regarding City programs and services and respond to potential changes in demand/utilization of services
- Explore the use of alternative payment methods for utility and tax billing to include, but not limited to direct debit, online payments, lock box processing, etc.

### **Continue to Publish Newsletters for Internal Staff and Residents**

*Continue to utilize City publications to inform residents and staff about events that affect the City*

### **Utilize online, computer-based forms in lieu of paper forms internally and externally**

*Better utilize the City's website and paperless alternatives that are on par with industry communication methods*

## **PROVIDE QUALITY CITY SERVICES AND PROGRAMS**

- **Upgraded Information Technology Response and Website**
  - BS&A Cash Management/ERP Phase II was implemented to replace a nearly 20-year old software, which is no longer supported
    - Summer 2009 tax bills were generated from new BS&A Software. Summer tax bill mailing included informational copies of bills to property owners where the original tax bills were requested by a bank or mortgage company
    - With the implementation of the suite of BS&A revenue modules, the internet applications were linked to the City's website that provide real-time links to tax billing and miscellaneous receivables data. Customers have unlimited access to up-to-date information from the site
    - Other BS&A products implemented included the Cash Receipting, Miscellaneous Receipts, Utility Billing, Special Assessment and Delinquent Personal Property Tax
- **Integrated Improved EDEN and BS&A functions**
  - Migrated to BS&A Field Inspections Project and Permit System Upgrades from the existing CHIP program utilized by CP&D staff
    - Other BS&A products implemented include Permit Data and Rental Registration
  - Database converted from EDEN Oracle to SQL Database to better support EDEN/ERP application resulting in overall performance improvements

- **Updated Internal Infrastructure for Maximum Efficiencies**
  - Email Archival System implemented to replace the existing system, which had reached and surpassed its expected existence. The new system is expected to save money over a 3 year period and provide a cleaner interface
    - Email Exchange Upgraded from Exchange 2000 to Exchange 2003
  - Website Server transitioned from the existing web server to a new virtual web server, which involved an integration upgrade to decrease system downtime
    - Secondary Internet Connection implemented at Public Safety Headquarters and will initially be used by Public Safety patrol cars to access law-enforcement applications and data system is expected to be fully functional by year's end
    - Firewall Active/Active Configuration setup to allow for two truly redundant paths to the internet
  - ESX/VMWare Upgrade of the City's virtualization platform, which not only minimizes the City's future server costs, but increases the available resources for multiple applications including the city's finance, tax, utility billing and payroll systems
    - Storage Area Network (SAN) Replacement modifies the existing 6 Terabyte SAN with a new mirrored 15 Terabyte Storage Area Network (SAN) that provides data storage for multiple projects moving forward such as the Exchange and ESX/VMWare upgrade
  - Payroll Process modified to allow direct deposit transfers to be processed through a new website upload, ensuring reliability of the data process and security of information
    - Scheduling/Time/Payroll ERP Installation application installed to remove a double-manual process for KDPS scheduling. This ERP application can potentially be used for payroll time/attendance for multiple departments
  - Phone Audit Monitoring of Nextel and AT&T phone accounts have resulted in more than \$50,000 savings from 2008 to 2009
    - Nextel costs decreased by \$40,000 in 2009 with an increase in features/service
    - AT&T service auditing is ongoing. Assessments have resulted in \$13,000 in credits to-date and additional savings projected
  - Network Switch Replacement involves a complete upgrade of the underlying switched TCP/IP (telephone) network for the City
  - Updated Pictometry Aerial Photography Ability (intergovernmental partnership with Kalamazoo County) allows City departments as well as various municipalities to use features of the system that can be accessed through the City's GIS Website
- **Continued Wellness Activities to Boost Employee Health and Morale**
  - Participated in wellness programs including the state-wide *FIT MI* campaign, On target Living Seminar sponsored by Bronson Health Club, *Quit the Nic* campaign and *Motivating Behavior Change* classes sponsored by Wellness Works
    - Concluded the Wellness Pilot Program
  - Held activities such as Employee Appreciation and the All Star Award Program to acknowledge the work of City employees

- **Provided Professional Development Opportunities for Staff**
  - Human Resources staff facilitated orientation sessions for new employees to help educate new hires about City services and mission as well as training and development classes for all City staff
    - Provided 264 classroom hours in training including Discrimination and Harassment, Fraud and Abuse (in collaboration with the Internal Auditor), Diversity, Financial Management, Records Management (in collaboration with the City Clerk/Record Department), FMLA Administration, Wellness and Supervisory Skills
  - Communicated with all staff through monthly publication *Building a Better Workplace (BBW)* regarding professional and personal development opportunities offered by the City
  - Worked collaboratively with Public Services to facilitate a program that would cross train staff from the Operations and Maintenance divisions at Wastewater as well as implemented a Municipal Worker program, created to encourage open promotion
  
- **Continued to Evaluate Metro Transit Efficiencies**
  - To provide better security, staff added a second Public Safety Officer for improved security and safety at the KTC and upgraded security camera systems on fixed-route fleet
    - Completed FTA required Public Transit Safety and Security Plan
  - Improved productivity and efficiency of demand/response services by combining Metro Van and Care-A-Van programs
  
- **Continued to Cultivate Collaborations**
  - Assessor's Office worked in conjunction with several companies, CP&D and EDC to estimate the value on future projects, which allows a company to calculate future expenses of property taxes in connection with various loans and abatements
    - Companies benefiting from program include Mavcon (East Michigan Project), InterAct (South Burdick Project) MPI (Pharmaceutical Renaissance Zone), Pfizer (IFT Abatement) and the new Neighborhood Enterprise Zone
    - Office continues to monitor and measure market fluctuations in all property classes to assure taxpayers the most accurate value for taxing purposes
  
- **Continued to Maintain City-owned Cemeteries**
  - Secured low bids for burial and mowing operations which resulted in \$55,000 savings for cemetery burials and \$75,000 overall savings in cemetery operations

- **Completed more than \$13 million of Roadway Infrastructure Improvements since 2006**
  - Roadway constructed and opened to traffic for the opening of the new Kalamazoo Public School's (KPS) Linden Grove Middle School
    - Traffic flow and signal issues provided for optimal effectiveness on Drake Road
    - City worked with the Western Michigan University Foundation to arrive at a plan to create a two-way connector from Howard Street to Solon/Arboretum (for future completion)
  - Local street projects include Water, Reed, Burdick and Cork streets, to be completed by year's end
  - Major street projects include the completion of Mt. Olivet, Pitcher, Burdick, South, Vine and Reed Streets
  
- **Completed Five-Year Parks & Recreation Master Plan**
  - Implemented the action program from 2009-2013 Parks & Recreation Five-Year Master Plan
  - Fairmont Dog Park construction documents were completed and the project was bid out for construction to begin in 2010
  - O'Boyle Cowell Blalock and Associates was awarded the Milham Park and Blanche Hull Park Master Planning work
  
- **Received Funds for Parks & Recreation Programs, Services, Park and Green Space Maintenance**
  - Received \$94,064 in grant funds
  - A grant from the Kalamazoo Community Foundation, Organizational Development Solutions LLC, will lead community program providers to develop programs, outcomes and evaluation tools for the youth center. Fundraising to begin late 2009
  - Friends of Recreation Golf Classic was held during the summer and made a \$9,536 net revenue to be donated to help the Youth Development Center project in 2010
  - Received \$128,614 to be used for capital improvement projects including a new HVAC system installed at the Youth Development Center, a new fence and other improvements to Kik Pool, a new pedestrian bridge and fishing dock at Spring Valley Park, a new barrier-free playground, walk and drinking fountain at Frays Park, a new storage/maintenance building at Milham Park and a new scoreboard installed at Soisson-Rapacz-Clason field

## **FUTURE GOALS**

### **Upgrade Information Technology Response and Website**

*Continue to help upgrade IT services to maximize City efficiencies*

- Upgrade 2008 server, Voice Over IP and SQL 64-bit city-wide
- Complete security and software licensing audits

### **Continue Wellness Activities to Boost Employee Health and Morale**

*Identify program and activities that will help staff remain healthy mentally and physically*

- Introduce and promote the flexible spending card for medical reimbursement
- Continue to promote the benefits of the Wellness Program accompanied by a bi-annual Wellness Fair

### **Provide Professional Development Opportunities for Staff**

*Continue to build a competent and competitive workforce through training programs focused on Contract Administration, Supervisory Skills, Coaching and Counseling/Mentoring, Harassment and Discrimination*

- Continue to use curriculum developed through *City University* and *Building a Better Workplace*

### **Continue to Evaluate Metro Transit Efficiencies**

*Continue to evaluate ways to utilize Metro Transit efficiently in the community*

- Maintain safety and security on all vehicles, throughout the Kalamazoo Transportation Center as well as Metro Transit's administration and maintenance facilities while implementing the Federal Transportation Authority's (FTA) required Public Transit Safety and Security Plan
- Employ new technology to improve customer service, passenger information services, safety and lower operating costs through the newly integrated Intelligent Transportation System (ITS)
- Continue to assist KCTA with outreach efforts in educating the public on the benefits of public transit

### **Continue to Maintain City-owned Cemeteries and Other Essential Services**

*Maintain essential services to maintain the public infrastructure*

- Survey cemetery records to reclaim unused graves for resale while extending the useful life of the structures
- Monitor contracts for mowing, trash and recycling removal, brush collection and burials to ensure compliance
- Continue to provide bulk trash, brush, recycling and hazardous waste removal to assist residents in proper disposal

### **Complete more than \$13 million of Roadway Infrastructure Improvements since 2006**

*Maintain a systematic approach to address street and sidewalk infrastructure issues*

- Leverage federal funds to maintain major and local street projects

### **Implement Five-Year Parks & Recreation Master Plan Enhancements to Improve Services**

*Provide dynamic parks, trails and recreation programs for all residents as well as promote youth development initiatives in support of healthy families*

- Increase accessibility of City park services to residents
- Continue to enhance existing facilities and improve playgrounds to meet or exceed barrier free requirements
- Develop a plan for the Kalamazoo Farmers' Market that addresses and improves circulation, facility improvements and accessibility
- Improve park infrastructure and facilities by completing the Capital Improvement Project
- Develop tools to evaluate and encourage appropriate public and private use and enjoyment of parks

## **EMBRACE ETHICAL, INTEGRITY-BASED QUALITY CUSTOMER SERVICE PERFORMANCE PRACTICES**

- **Established Measurements to Determine Market Value During Natural Disasters**
  - After the September 2008 flood, Assessor's Office established a neighborhood flood zone allowing staff to measure the influence from the flood on future market values
  
- **Implemented Effective Cost-saving Healthcare Options for Current Staff and Retirees**
  - Negotiated with ATU staff and COK retirees to transition both groups into the Community Blue PPO healthcare plan to save the organization approximately \$130,700
  - To help defer the rising costs of healthcare for staff and retirees, Community Blue Prescription Initiatives were introduced as an alternative and will utilize generic prescription drugs as a cost-saving option
    - Detailed information about the program was communicated to staff in *Life Lines* and the Quarterly Newsletters from HelpNet in addition to three sessions dedicated to explaining the details of the generic prescription drug plan
  
- **Worked Interdepartmentally to Improve and Maximize Staff Efficiency, Effectiveness and Responsiveness**
  - Staff dealt with several conflict negotiations and labor relations issues during the year including the investigation of three claims of harassment and/or discrimination as well as the successful settlement of 8 union grievances at mediation, 9 grievances in lieu of arbitration, the three-year contract negotiations with City unions AFSCME, ATU and KMEA and the one-year contract negotiation of KPSOA
  - In cooperation with Public Safety, Human Resources staff completed job descriptions for officers and also created and presented sessions on retirement options for members of KPSOA and KPSA
  - Additional accomplishments include
    - Re-establishment of the quarterly Employee Relations Luncheon
    - Institution of a new background check procedure for management level positions and
    - Participation in the recruitment of 20 new employees and promotion of three internal staff
  - Public Safety, Public Services and Community Planning & Development worked in tandem to address blight, including unsafe homes and junk automobiles; as well as, trash and the trimming of overgrown trees along the roadways and sidewalks to enhance lighting
    - This "Crime Prevention by Environmental Design" project continues to enhance the cleanliness of Kalamazoo and restore a sense of pride of ownership to neighborhoods and homeowners
  - Organized the *Floodwater Recovery Assistance Team* (comprised of Public Services, Public Safety, Community Planning & Development and Assessor staff) to strategically and promptly respond to issues that extend from flooding. Efforts currently focused on establishing parameters and guidelines for future response and means to evaluate and calculate market value based on damages

- Information Technology, Management Services and Public Services staff worked to implement new software upgrades that will enhance customer service and allow for more efficient “back shop” operations
- **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
    - The City received \$54,375 from the spring surplus property auction
- **Continued Departmental Scorecard Initiative**
  - Posted updated information onto the website monthly
  - Used departmental scorecards to document accomplishments and balance service delivery with achievement based outcome methods

## **FUTURE GOALS**

### **Work Interdepartmentally to Improve and Maximize Staff Efficiency, Effectiveness and Responsiveness**

*Evaluate and modify organizational structure and city policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness*

- Implement measure to evaluate and standardize employment tests administered for position vacancies
- Review and update all Non Bargaining Unit job titles on the EDEN system to ensure that class specifications are accurately reflected in the DBM Classification System
- Maintain an accurate Workers’ Compensation program to ensure proper procedures are followed regarding claims and services
- Negotiate and seek collective bargaining agreements with unions and prepare for arbitrations as needed
- Consolidate and centralize accounting, billing and related customer service functions
  - Relocation of Community Planning & Development and Economic Development offices to Stockbridge to provide one-stop services for developers and operational savings

### **Continue Departmental Scorecard Initiative**

*Maintain publication to track departmental accomplishments and maintain transparency between residents and City government*

## PROVIDE PROMPT, PROFESSIONAL SAFETY AND EMERGENCY SERVICES

- **Continued to Implement Strategic Neighborhood Initiatives to Combat Crime**
  - Public Safety administration refocused KVET from county-wide to City of Kalamazoo Neighborhood specific relative to the illegal sales of narcotics
  - Public Safety responded to approximately 96,000 calls for service a year. Approximately 7,500 of those are Fire/EMS calls with the focus being on professional service delivery and customer service
- **Realized Success with Methamphetamine (Meth) Seizures**
  - 80 methamphetamine labs have been investigated by KVET to date
- **Continued to Improve Officer Training**
  - Training will continue to be a focus for Public Safety staff in the areas of community relations, use of force, fire suppression and first responder medical

## FUTURE GOALS

### Continue to Implement Strategic Neighborhood Initiatives to Combat Crime

#### *Enforce methods to combat crime throughout the City*

- Continue to utilize and enhance the Comp-stat process, which employs crime data to identify crime trends and places resources accordingly
- Continue to fine-tune mutual aid agreements between City, Township and County agencies

### Continue to Improve Officer Training

#### *Continue to place a greater emphasis on training that relates to better service provided to residents*

- Reinforce training focused on several core areas including use of force, mental health, community sensitivities and community policing

## DESIGN AND IMPLEMENT A MULTI-MODAL TRANSPORTATION STRATEGY

- **Provided Multi-Modal Public Transit Services to the Community**
  - Assisted Kalamazoo County Transportation Authority (KCTA) with the development of a Public Transit/Human Services Transportation Coordination Plan and assisted KCTA with outreach efforts in an effort to educate the public regarding the benefits of public transit
  - Assist KCTA in its “visioning” effort and the *Transit Talk* outreach program in an effort to support a fare increase for city residents
  - Entered into a new three-year contract with Western Michigan University (WMU) and continued transit connection with routing between WMU campus and downtown
  - Maintained system wide ridership at 3.1 million trips

## **FUTURE GOALS**

### **Provide Multi-Modal Public Transit Services to Community**

#### *Maintain current public transit levels*

- Leverage funds received from federal government to sustain and make improvements to transit services
- Implement Metro Transit fare increases in conjunction with the acquisition and installation of new fare collection equipment

## 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

- **Anticipated 2010 General Fund Budget Saving or Program Enhancements through Use of Federal Stimulus Dollars**
  - Metro Transit received ARRA Stimulus funding in the amount of \$3.1 million
  - Community Planning and Development received the following in federal stimulus funding
    - **Neighborhood Stabilization Program 1 (NSP1):** \$1.7 million awarded being used to renovate or demolish foreclosed or abandoned homes to build new housing and provide financing assistance to those wishing to purchase a foreclosed home
    - **Community Development Block Grant – Recovery (CDBG-R):** \$495,000 being used for economic development programs, sidewalk repairs and foreclosure prevention fund
    - **Homeless Prevention & Rapid Re-housing Program (HPRP):** \$758,000 award combined with \$350,000 awarded to county-wide Affordable Housing Partnership
      - \$1.1 million will be used to help families stay in their homes or apartments through financial assistance or assist homeless find housing
    - City and County staff completed a statewide application to HUD for the **NSP2** program of which, \$290 million, the City and County share approximately \$20 million to address the negative impacts of foreclosures in the area
  - Received \$762,200 from the Department of Energy (DOE) that will allow the City to make energy improvements to City Hall including the installation of a “green” roof, window and boiler replacement
- **Continued to Implement 5-Year Fiscal Plan**
  - Developed and publish *Budget Quarterly Review* to monitor national, state and local economic trends. Reports are generated in an effort to modify budget projections based on reported trends
- **Realized Budget Accomplishments**
  - Received the *Certificate of Achievement for Excellence in Financial Reporting Award* and the *Excellence in Budgeting Awards* from the *Government Finance Officer Association*. The City has been a recipient of awards from this distinguished organization for the 16<sup>th</sup> consecutive year

## **FUTURE GOALS**

### **Anticipate 2010 General Fund Budget Saving or Program Enhancements through Use of Federal Stimulus Dollars**

*Utilize tactics to address budget constraints and minimize fluctuations of core services*

- Leverage funds received from federal government to sustain and make improvements to existing services
- Utilize existing personnel to minimize overtime
- Continue to investigate areas for future cost saving throughout the organization and utilize grant funding to help defray costs
- Ensure that all capital projects and O&M objectives are executed with an emphasis on fiscal restraint

### **Continue to Implement 5-Year Fiscal Plan**

*Utilize Budget Quarterly to keep City Commission informed about national, state and local tendencies in economics*

- Continue to generate quarterly reports in an effort to modify budget projections based on reported trends

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Parks and Recreation	Recreation	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T251	Host athletic events at City sports venues to increase revenue and tourism dollars.	Polega, Siegel	2009 Tactical Plan	12/31/2009	Hosted over 12 sporting events between Kik Pool and V/D Park	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T411	Prepare and plan for the reuse and development of the riverfront	Aills	2009 Tactical Plan		Working on a live/work concept for the riverfront area, and branding ideas.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T415	Continue to use the Economic Initiatives Fund loan program to leverage private investment that creates jobs and increases the city's tax base; investigate other potential funding sources to enhance the city's loan programs.	Cook	2009 Tactical Plan - New		Completed loan analysis and packaging of three Economic Initiatives loans: BDSLM, LLC - \$140,000; KMGa - \$225,000; and Mavcon - \$400,000.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T414	Continue our business retention program in collaboration with our economic development partners by increasing our retention calls in the community. Visit all companies that have tax abatements and/or loans with the city (51).	Cook Kisscomi	2009 Tactical Plan - New		Completed 89 business retention calls to companies with tax abatements and loans with the city.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T421	Support business investments via tax abatements. Process, in a timely manner, all eligible PA 198 and PA 328 tax abatement requests. Track volume of certificates approved, private investment generated, jobs created and retained.	Cook Kisscomi	2009 Tactical Plan - New		Completed tax abatements for: Fabri-Kal Corporation - \$5.7 million; and Pfizer, Inc. - \$73 million investment.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T420	Support business investments involving Brownfield projects by funding eligible activities with Brownfield TIF funds.	Halton Kemmer	2009 Tactical Plan - New		Over \$550,000 will be paid to the developers in 2009 for eligible Brownfield activities and \$120,000 to the Building Authority for Rave (ramp) bond payments. Initiated three new Brownfield projects: 105 East Michigan Avenue, 1919 East Kilgore Service Road, and 610 South Burdick Street.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T422	Update the city's 2002 Economic Development Strategy to refocus our efforts in creating an environment for economic opportunity and job creation.	Kisscomi Cook	2009 Tactical Plan - New			Carry forward 2010
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T430	Review Small Business Revolving Loan Fund and Economic Initiative Fund loan programs for effectiveness and recommend changes to the City Commission	Cook	2010 Tactical Plan			
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T431	Review the Obsolete Property Improvement Fund guidelines and make recommendations on project uses and targeted areas	Cook	2010 Tactical Plan			

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)			
City Commission	City Commission	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O1	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T157	Target and attract new businesses to the City which provide pay supportive of living and working in the City of Kalamazoo	Hatton Kemmer	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T412	Apply for our fourth round of EPA assessment grant funds by submitting an application for a \$200,000 assessment grant.	Hatton Kemmer	2009 Tactical Plan - New	Completed application to the U.S. Environmental Protection Agency for a \$200,000 assessment grant.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T419	Seek changes to the state legislation to enhance our Brownfield program. Work with the city's lobbyist to add property acquisition as an eligible activity under Public Act 381.	Hatton Kemmer Kisscorni	2009 Tactical Plan - New	Initiated and led efforts to amend PA 381 to allow property acquisition to be considered an eligible activity for reimbursement of tax increment revenue. We have been working with the city's lobbyist and Michigan Municipal League, and there is currently a state senate bill being considered.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T416	Convene a site prioritization committee to provide recommendations on priorities in Brownfield and business development to better target resources for maximum positive impact on the community in terms of tax base enhancement and job creation.	Ailis Hatton	2009 Tactical Plan - New	Initiated a process to identify priority sites/projects for which resources will be focused. Prioritization to be completed by 12/31. Site preparation activities: 627 East North Street – Facilitated demolition of a residential structure, Former Lakeside Refinery – Facilitated demolition of the former laboratory buildings; Leveraged \$1.7 million in MDEQ funds for a large-scale soil remediation project at the Lakeside Refinery site. Former Superior Cleaners Property – Facilitating the demolition of the building, to be completed by 11/15.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T434	Participate in Portage Creek Corridor reuse planning process. Develop legal strategy for access to Panelyte, conduct EPA-funded due diligence at Panelyte, execute Bonafide Purchaser Agreement with EPA, acquire Panelyte from the Michigan Fast Track Land Bank Authority.	Hatton	2009 Tactical Plan - New	Completed tasks associated with the pending acquisition of the former Panelyte property from the Michigan Land Bank Authority, including title record procurement, site access, facilitation of environmental assessments, and liability protection for existing contamination.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T417	Develop East Bank reuse strategy. Conduct information review; develop reuse strategy for site; identify necessary site preparation activities, potential opportunities and potential funds; develop potential timeline for activities.	Kemmer	2009 Tactical Plan - New		Put on hold due to re-prioritization.
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T423	Work with County Treasurer to establish a Land Bank Authority. Research Michigan land bank legislation and procedures for intergovernmental agreements between the county land bank and municipalities; research opt-in county tax reversion process.	Ailis Hatton	2009 Tactical Plan - New	Provided assistance to the county in evaluating issues associated with establishing the new Kalamazoo County Land Bank.	
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T418	Prepare a Gull/Harrison Street corridor development plan. Develop a conceptual design of the corridor improvements -- to include draft plan and final master street plan.	Ailis	2009 Tactical Plan - New	Completed traffic study, infrastructure evaluation, and developing conceptual design.	

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)			
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T424	Work with the DEO on the completion of the Performance Paper site remediation activities	Hatton Kemmer	2009 Tactical Plan - New		Assisted MDEQ with the completion of a grant application for creek relocation through the Great Lakes Restoration Initiative. Facilitated the proposed donation to the BRA of a small parcel of property located within the Portage Creek stream bed that is owned by FM Envelope Company. The donation will help to effectuate the creek relocation.
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T432	Utilize the Site Prioritization Committee recommendations to acquire Brownfield sites that have the best opportunity for redevelopment	Aillis	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T425	Concentrate on marketing Davis Creek Business Park and the Riverfront site, working with our contracted commercial realtor and developers	Hatton Aillis	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T427	Determine utility constraints on the Lovell & Rose property to ensure maximum use of the site and market for redevelopment	Kisscorni	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T426	Continue participation in the Portage Creek Corridor reuse planning process and complete the acquisition of the Panelyte property from the Michigan Land Bank Authority	Hatton Kemmer	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T428	Look for opportunities for grants and loans to develop a spec building in Davis Creek Business Park	Hatton	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T433	Work with the County Land Bank on acquisition of foreclosed properties that have potential redevelopment uses	Kisscorni	2010 Tactical Plan		
Economic Development	Economic Development	SF1	Economic Vitality	G1	Work with community partners to offer a diverse supply of employment opportunities for all skill levels, which yields a sustainable, growing economy	O3	Identify under-utilized and challenged properties that can be acquired, redeveloped and put back to productive business uses	T429	Market the Gull/Harrison Street corridor development plan to developers	Aillis	2010 Tactical Plan		
Transportation	Public Transportation Services	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O1	Develop and implement the City's economic development strategy in collaboration with county and regional strategies and based upon the City's capacity	T309	Develop plans, specifications and competitively bid projects. Complete capital projects awarded under ARRA grant.	Transit Director	2010 Departmental Goals		

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Public	Transportation Services	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O1	Develop and implement the City's economic development strategy in collaboration with county and regional strategies and based upon the City's capacity	T310	Ensure daily service delivery on fixed route and demand/response services. Provided a minimum 3.1 million passenger trips system wide	Transit Director 2010 Departmental Goals	
Parks and Recreation	Recreation	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O2	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 <i>Cool Cities</i> and "Buy Fresh, Buy Local - Select Michigan" campaigns	T261	Host special events at City venues to increase revenue and track tourism dollars.	Polega, Siegel, Jewell, Bailey 2010 Tactical Plan	
Transportation	Public Transportation Services	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O3	A central facility for community access to ground transportation services, including inter-city buses, rail, and intra-city public transit services	T300	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 2009 Tactical Plan	Maintained system-wide ridership at 3.1 million trips.
Transportation	Public Transportation Services	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O4	Economic accessibility to public transit services for all residents, including the elderly and disabled	T300	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 2009 Tactical Plan	Maintained current public transit service levels in spite of 2008 mileage failure. Received ARRA Stimulus funding in the amount of \$3.1 million. Secured a new three-year contract with WMU, continued transit connection with routing between WMU campus and downtown.
Transportation	Public Transportation Services	SF1	Economic Vitality	G2	Continue to support existing business, regional economic partners and other economic simulators such as <i>Southwest Michigan First</i> to develop economic opportunities within the City	O5	Provide the community with a safe environment in which to use public transportation alternatives to travel to, from and around Kalamazoo	T300	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 2009 Tactical Plan	Continued operation of the downtown multi-modal Kalamazoo Transportation Center (KTC).
City Commission	City Commission	SF1	Economic Vitality	G3	Work with education community to provide quality educational opportunities for all ages	O1	Continue to build relationships and enhance communication with local education community including KPS, WMU, Kalamazoo College, KVCC and other youth-serving organizations to identify opportunities that encourage youth development and benefit the community at large	T10	Continue collaborations with community partners to maximize the impact of the <i>Kalamazoo Promise</i>	2009 Tactical Plan - New	Supported <i>Youth Opportunities Unlimited (YOU)</i> as they administered federal funds to employ more than 900 students during the summer, which saved City funds. Continued support of <i>Kalamazoo Communities in Schools (KCIS)</i> and the City's <i>Promise Partners</i> initiative
Human Resources	Human Resources	SF1	Economic Vitality	G3	Work with education community to provide quality educational opportunities for all ages	O2	Promote career development opportunities for all City employees	T503	Enhance on-going training by communicating with employees with related articles and information through City University email updates per schedule	M. Cole 2009 Tactical Plan	Carry forward 2010
Human Resources	Human Resources	SF1	Economic Vitality	G3	Work with education community to provide quality educational opportunities for all ages	O2	Promote career development opportunities for all City employees	T511	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, fraud and abuse prevention)	M. Cole 2009 Tactical Plan - Revised	

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Human Resources	Human Resources	SF1	Economic Vitality	G3	Work with education community to provide quality educational opportunities for all ages	O2	Promote career development opportunities for all City employees	T527	Provide managers and supervisors with new skills through new supervisory skills classes provided internally	M. Cole	2010 Tactical Plan			
City Administration	City Administration	SF1	Economic Vitality	G3	Work with education community to provide quality educational opportunities for all ages	O3	Support City programs and services that benefit the <i>Kalamazoo Promise</i>	T10	Continue collaborations with community partners to maximize the impact of the <i>Kalamazoo Promise</i>		2009 Tactical Plan - New		Continued support of <i>Kalamazoo Communities in Schools (K/CIS)</i> initiatives. Continued commitment to the <i>Promise Partners</i> initiative which encourages City staff involvement in KPS initiatives	
City Commission	City Commission	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O1	Continue to work with downtown businesses, corporate citizens, community and regional partners to establish strategies that will continue the growth of downtown	T152	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		2009 Tactical Plan		Hosted municipal leaders from State Department programs including municipal leaders from Kyrzikstan, Pushkin and Uganda. Additionally, hosted the <i>111th Annual Michigan Municipal League Conference</i> in September welcoming more than 500 elected officials, guests and industry vendors with an estimate local impact of \$350K	The City hosted the 111 <sup>th</sup> Annual Michigan Municipal League Conference in September welcoming more than 500 elected officials, guests and industry vendors with an estimated economic impact to the local economy of over \$330,000
City Commission	City Commission	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O1	Continue to work with downtown businesses, corporate citizens, community and regional partners to establish strategies that will continue the growth of downtown	T8	Continue to work with <i>Downtown Kalamazoo, Inc. (DKI), Economic Development Corporation (EDC) and Downtown Development Authority (DDA)</i> to make downtown Kalamazoo attractive to potential business consumers		2009 Tactical Plan - Revised		Supported revitalization efforts of buildings downtown including the Mavcon revitalization project as well as the CSM affordable housing project. EDC and DDA allocated tax abatements and incentives for the projects. Worked with DKI to enhance downtown for holiday celebrations that focus on the 125th Anniversary of the City of Kalamazoo as well as the 50th Anniversary of the Kalamazoo Mall	
City Administration	City Administration	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O1	Continue to work with downtown businesses, corporate citizens, community and regional partners to establish strategies that will continue the growth of downtown	T8	Continue to work with <i>Downtown Kalamazoo, Inc. (DKI), Economic Development Corporation (EDC) and Downtown Development Authority (DDA)</i> to make downtown Kalamazoo attractive to potential business consumers		2009 Tactical Plan - Revised		Supported revitalization efforts of buildings downtown including the Mavcon revitalization project as well as the CSM affordable housing project. EDC and DDA approved tax abatements and incentives for the projects. Worked with DKI to enhance downtown for holiday celebrations that focus on the 125th Anniversary of the City of Kalamazoo as well as the 50th Anniversary of the Kalamazoo Mall	
Economic Development	Economic Development	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O3	Concentrate on economic development activities that increase the tax base within the City and enhance quality employment opportunities	T413	Continue Economic Development marketing efforts and web site improvements. Create a selection process to identify real estate broker(s) to market high-priority properties – DCBP, 701 E. Michigan, 646 E. Michigan.	Hatton Aills	2009 Tactical Plan - New		Negotiated an agreement with Callander Commercial, part of the city's newly-established real estate carousel, to aggressively market properties owned by the Brownfield Redevelopment Authority. Developed marketing materials for Davis Creek Business Park.	
Public Services	Engineering	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O4	Construct Arboretum roadway	T937	Respond to concerns and complaints from citizens in a timely manner	Szopo/Nagler	2009 Tactical Plan		Arboretum Roadway and the off-road non-motorized pathway were completed and opened to traffic in time for the opening of the new Kalamazoo Public Schools' middle school. The City and Western Michigan University Foundation have agreed upon a process to design and construct a two-way link at Solon and Howard to complete the project.	
City Attorney	City Attorney	SF1	Economic Vitality	G4	Create a vital, vibrant downtown, which includes residences, businesses and cultural institutions	O5	Redevelopment of the former KDPS property at Rose and Lovell	T51	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		2009 Tactical Plan		Given the present state of the local and state economy, this site has not been the subject of any interest.	

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Community Planning and Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O2	Work with community partners to support, retain and increase home ownership	T408	Secure a developer to construct market-rate homes compatible with the architecture of surrounding area for the Market Place Subdivision	Jeff Chamberlain	2009 Tactical Plan		City staff are working with State staff to secure grant funds to purchase the entire site. Decision expected by Dec. 2009	
Community Planning and Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O2	Work with community partners to support, retain and increase home ownership	T410	Utilize the City Planning Commission to update and present recommendations regarding the City's Comprehensive Plan	Keith Hernandez	2009 Tactical Plan		Completed two public outreach meetings with two in October and November 2009. Currently there is a framework in place for an update, consisting of input from the public and our working groups. The next step is refinement of those suggestions.	
Community Planning and Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O2	Work with community partners to support, retain and increase home ownership	T407	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	2009 Tactical Plan	Mar-09	Plan was adopted by the Planning Commission and the City Commission as an official update to our city's Master Plan.	
Community Planning and Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O2	Work with community partners to support, retain and increase home ownership	T409	Update and present recommendations regarding the City's Comprehensive Plan	Keith Hernandez	2009 Tactical Plan		The working groups have been convened for a second time, to assess the input we received at the public forums. Suggestions and comments made at those working groups are being folded into the product that will be presented at the next set of public forums.	
Community Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O2	Work with community partners to support, retain and increase home ownership	T400	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	2009 Tactical Plan		Vine Neighborhood Enterprise Zone has been implemented and city staff are working with Vine Neighborhood staff to market the tax benefits of the zone.	
Community Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O3	Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T402	Revise the Historic District Standards and Guidelines	S. Ferraro	2009 Tactical Plan			On hold due to budget constraints
Community Development	Planning	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O3	Remain on the forefront of advanced planning through tools such as the Master Plan, sector-level planning and updated historic and zoning codes.	T403	Update the Reconnaissance Level Survey to help document and protect historic resources in the city	S. Ferraro	2009 Tactical Plan			On hold due to budget constraints
Public Services	Public Works	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O4	Address unsafe sidewalk conditions throughout the City of Kalamazoo	T936	Respond to citizens when unsafe sidewalks are reported, scheduling them for replacement, or making temporary repairs, as needed	Seelman	2009 Tactical Plan			Carry forward 2010
Public Services	Public Works	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O5	Maintain clean and safe neighborhoods by prompt removal of debris and effective monitoring of tall grass and weed ordinance	T917	Coordinate with A+ Neighborhoods initiative to maintain clean neighborhoods, free of debris on curblawns and private property	Bye	2009 Tactical Plan		Secured low bid price for mowing which resulted in an overall savings of over \$25,000.	

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Public Services	Public Works	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O6	Maintain the cleanliness of neighborhood streets and properties to enhance A+ neighborhoods initiative	T915	Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local streets	Seelman	2009 Tactical Plan		Carry forward 2010
Public Services	Solid Waste	SF2	Neighborhood Development	G1	Encourage diverse, clean, safe, quality neighborhoods offering a variety of residential opportunities at a variety of affordable prices	O7	Provide residents with the means to dispose of a variety of items in a timely, cost effective manner	T945	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	2009 Tactical Plan		Worked to change the City ordinances related to garbage and solid waste pick ups to improve the appearance of neighborhoods within the City of Kalamazoo.
Community Planning and Development	Neighborhood Development	SF2	Neighborhood Development	G2	Encourage and provide quality, affordable housing opportunities	O1	Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups	T406	Maximize and leverage local HUD dollars and other housing resources	David Thomas	2009 Tactical Plan		For PY2008, Kalamazoo used its HUD allocations to leverage \$9,839,862 in federal, state, and local funds.
Community Planning and Development	Neighborhood Development	SF2	Neighborhood Development	G2	Encourage and provide quality, affordable housing opportunities	O1	Plan and promote the development of new housing and the redevelopment of existing housing, for a variety of income levels and age groups	T405	Continue to incorporate and monitor Energy Star standards in publicly funded residential housing development	Laura Lam	2009 Tactical Plan		For PY2008, 12 agencies signed Energy Star Certifications for housing construction / rehabilitation.
Public Safety	Community Policing Unit	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O1	Evaluate the capacity of Public Safety to expand its existing community-based policing philosophy throughout area neighborhoods	T812	Continue to develop and foster positive relationships throughout 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 citizen participation in neighborhood watch programs	Urledge	2009 Tactical Plan		Accomplished and ongoing into 2010. Weekly programs throughout the summer were completed
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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		Accomplished and ongoing into 2010
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	Maintain collaborative partnerships to ensure public safety operations are sensitive to community needs and concerns	T501	Conduct Town Hall meetings on Community Policy throughout the community. Maintain dialogue with community	Chief	Public Safety Enhancement Work Plan		Accomplished and ongoing into 2010
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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		First ever Community Leaders Academy scheduled Oct 28 and 29

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Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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	Accomplished and on going into 2010	
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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	Training planned for Feb 2010	
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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		
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O127	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	Outreach completed and on going. No formal summit	
Public Safety	Training Division	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O2	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	T802	Foster positive relationships with youth throughout the community with such programs as Education for Employment and the Explorer programs	Webster	2009 Tactical Plan	Accomplished and ongoing into 2010. All officers conducting foot patrol daily	
Public Safety	Community Policing Unit	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O3	Engage Kalamazoo Youth in positive activities and interactions with Public Safety personnel.	T806	Initiate street corner dialogues utilizing the community policing unit and patrol officers.	Urledge	2009 Tactical Plan	Accomplished and ongoing into 2010	
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O3	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	Accomplished and ongoing into 2010 Ran two Youth Academies and weekly programs	
Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O3	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	Accomplished and ongoing into 2010	

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Public Safety	Public Safety	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O3	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		Accomplished and ongoing into 2010	
Public Safety	Criminal Investigations Division	SF2	Neighborhood Development	G3	Emphasize continued sensitivity to concerns throughout the community	O4	Continue to implement Cops on Dots for accurate and timely information, rapid deployment, effective tactics and relentless follow-up and assessment	T804	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	2009 Tactical Plan		Accomplished and on going. Bi-weekly meetings held with all divisions and crime trends distributed on a regular basis	
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	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			Ongoing
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	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
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	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 was put on-hold in September 2008 to reallocate funds to assist last year's flood victims. Discussions are underway with County regarding a joint home repair program.	
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	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	T316	Sell city-owned vacant lots for development or to neighbors.	J. Chamberlain	A+ Neighborhood Tactical Plan			Sale of city-owned lots put on hold while the new County Land Bank Authority is being developed to provide a joint disposition program
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	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	T317	Waive or reduce permit fees for new homes	J. Chamberlain	A+ Neighborhood Tactical Plan			Program halted due to low response and budget constraints.
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	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		City continues to partner with LISC to build non-profit capacity using \$36,554 in CDBG funds in Edison, Northside, Eastside, Vine, Fairmont, and Stuart neighborhoods.	
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	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		\$20 million application made to the US Department of Housing and Urban Development to address the negative impacts of foreclosures and neighborhood improvement. Decision expected Nov., 2009	

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Community Development	Code Enforcement	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	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. Meulenber	A+ Neighborhood Tactical Plan		59 cases expected to be resolved in 2009, the majority through demolitions.	The drop in resolutions was due in part to a jump in the number of new cases and increase in total case load.
Community Development	Neighborhood Development	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	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		In PY2008, Eastside (\$8,000), Edison (\$50,000), and Northside (\$50,000) received CDBG funding for weatherization projects.	
Community Development	Planning	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O130	Shaping our neighborhoods' futures	T308	Develop and implement targeted neighborhood redevelopment plans and strategies	K. Hernandez	A+ Neighborhood Tactical Plan		Neighborhood plans have been received from most of the core neighborhoods. We are working to incorporate these plans, at least in part, into our citywide Master Plan.	
Transportation	Public Transportation Services	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O3	Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T316	Using ARRA funds specifications will be let and competitive bid awarded	Transit Director	2010 Departmental Goals			
Parks and Recreation	Recreation	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O4	Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian urban form	T262	Improve park infrastructure and facilities by completing the Capital Improvement Project.	Polega; Siegel; Jewell, Bailey	2010 Tactical Plan			
Transportation	Public Transportation Services	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O6	Educate public with benefits of public transit.	T312	Information sharing at neighborhood associations, township/city boards	Transit Director	2010 Departmental Goals			
Parks and Recreation	Recreation	SF2	Neighborhood Development	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O7	Identify and further develop linkages between Parks and Recreation Department operations and A+ Neighborhoods	T256	Continue existing partnerships and explore new partnerships with area non-profits and other organizations.	Polega; Siegel; Jewell, Bailey	2010 Tactical Plan			
Public Services	Water	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O10	Plan iron removal at key Pumping Stations through annual CIP.	T933	Prioritize high residual Pump Stations and complete activities to decrease iron residual	Loope	2009 Tactical Plan			Carry forward 2010
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O11	Provide environmental, technical and project assistance for surface water quality improvement projects	T910	Conduct regular meetings and maintain communication with various organizations involved in watershed management.	Paquin	2009 Tactical Plan		Staff continue to participate with meetings of the Portage & Arcadia Creek Watershed Steering Committee, Kalamazoo River Mainstream 3 Corridor Watershed Steering Committee, the Kalamazoo Stormwater Work Group, and TMDL Group.	

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Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O11	Provide environmental, technical and project assistance for surface water quality improvement projects	T900	(3-18-09) Perform hydrogeologic exploratory investigation to determine suitability of property for future wellfields.	Paquin	2009 Tactical Plan		Completed hydrogeologic and hydrologic testing, property acquisition of a 28 acre parcel in Oshetemo for a future 3 MGD wellfield.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T913	Continue to review and comment technical documents and correspondence to maintain schedules.	Wetzel	2009 Tactical Plan		During 2009 DPS staff and NTH Consultants received and reviewed the Draft Feasibility Study. Comprehensive Technical Review comments were submitted in report form to EPA and MDEQ. Follow up meetings were held with EPA to discuss comments. City's concerns with regard to potential impact to City Well Fields have not been adequately addressed by RP and their consultant. A supplemental ground water study that only included water elevations (no chemistry data) still falls short of what the City has expected for this site. PSD staff will await submittal of Draft Feasibility Study in 2010 where final remedial option will be selected.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T930	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	2009 Tactical Plan		MDEQ continues to operate groundwater extraction system for former McDonald's towing site on Crosstown during peak water pumping operations. All groundwater monitoring requirements for Auto Ion site have been completed. EPA continues to assess subsurface monitoring data. It is anticipated that the Five Year site review will be conducted during 2010. Staff attended meeting and reviewed status reports for the KL Ave Superfund site. Further groundwater monitoring data suggests that the water main extensions may continue due to potentially contaminated private wells outside of original plume delineation.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T918	Determine number and location of high hazard cross connection locations	Wetzel	2009 Tactical Plan		Complete appropriate number of cross connection inspections on new facilities, pre-existing facilities due for inspection in 2009 and determine appropriate hazard classification.	10-27-09 The tactic that has been used in 2009 has been to maximize the use of iron free water in the system. Water has been boosted out of Central Pump Station #1 into the high and East Side high on a regular basis. The new Station #35 will allow us to move lower iron water around the system more efficiently thus lowering the use of the high iron water. We have also employed the use of spot or straight line flushing techniques. This has been more efficient in removing sediment from "unlooped areas" (areas that can't be routinely circulated because of dead ends)
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T950	Update database and schedule cross connection inspections	Wetzel	2009 Tactical Plan		Ensured all facilities required to test their backflow devices were sent their forms in 2009. Entered completed backflow device forms received in 2009.	In the Station #8 replacement project we have incorporated iron removal. This will be the standard for stations with high iron content. The design will be completed in 2009 and construction will begin in 2010.
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T942	Review regulatory requirements, Stage I sampling results, and prepare Stage II sampling plan	Wetzel	2009 Tactical Plan		Completed EPA required sampling, testing and reporting of UCMR2 by required dates. Stage II disinfection sampling plan was completed in 2008. All required 2009 MOR sampling and reports submitted by required due dates. Complete required Ground Water Rule sampling plan by December 1, 2009 GWR promulgation date.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O12	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T941	Review regulatory requirements, collect system background data, identify emergency scenarios and prepare emergency response procedures	Wetzel	2009 Tactical Plan		Draft Work Practices have been developed for changing both 1-ton and 150 lb. chlorine cylinders. Will continue to refine emergency operating procedures during 2010.	

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Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O13	Provide technical environmental impact review for proposed site developments within the City of Kalamazoo	T909	Conduct regular meetings and maintain communication with various organizations involved in Crosstown Ponds Area Enhancement Group	Paquin	2009 Tactical Plan		Meetings were held with several stakeholders. After much consideration, it was decided not to perform a Master Plan for this specific area at this time but to collaborate on projects when warranted.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O13	Provide technical environmental impact review for proposed site developments within the City of Kalamazoo	T922	Implement new WHP Zoning Overlay and Performance Standards into Site Plan Review process and land use proposals.	Paquin	2009 Tactical Plan		To date, a total of 44 site plans have been reviewed, of which 5 have incorporated storm water pre-treatment. A Nonconforming Uses study was completed to determine what businesses may need to prepare Spill Response Plans and/or meet the Performance Standards.	In 2009 we have implemented a Wastewater cross-training program called Operator / Maintainer. There are currently 8 employees in the program and all but one have been initially trained and have advanced the first or second level. All new hired personnel in the WW Operations or Maintenance groups will become an Operator / Maintainer. As a result of this the Overtime in WW Operations is being reduced by ~20%.
Public Services	Water	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O14	Reduce the system iron residual of 453 ug/l to meet a standard of 300ug/l.	T933	Prioritize high residual Pump Stations and complete activities to decrease iron residual	Loope	2009 Tactical Plan			Carry forward 2010
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O3	Administer City of Kalamazoo Wellhead Protection Program to meet MDEQ requirements	T911	Continue Public Education & Outreach Plan	Paquin	2009 Tactical Plan		Continued the airing of 2 of 10 groundwater protection 30-second video educational ads at the Kalamazoo 10 Goodrich Movie Theaters and the Kalamazoo/Battle Creek International Airport Terminal Screens, continued the Metro Bus Ad campaign, performed facility tours and school visits/model demonstrations, participated in the Home Builder's Association Home Show, Battle Creek Water Festival, and Bring Your Child to School Day, met with visiting dignitaries and Colleagues International.	This project is substantially complete. It has been in services since July 2009. The only remaining portion of the project to complete is painting. This will likely not be completed until 2010.
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O3	Administer City of Kalamazoo Wellhead Protection Program to meet MDEQ requirements	T901	(6-18-08) Continue implementation of all 7 required elements.	Paquin	2009 Tactical Plan		Completion/fulfillment/approval of all Wellhead Protection Grant Program project requirements (e.g., Nonconforming Use Identification, public education & outreach) and subsequent MDEQ approval and financial reimbursement Preparation and submittal of grant proposal, and subsequent award of \$70,000 for the 2009/10 Wellhead Protection Program Grant Funding Presentations at various professional venues (Conference, Webinar, Meetings) Preparation of Public Education and Outreach Brochure Metro Bus Placard Campaign Continuation of movie ads, school program, and several public outreach events (Home Show, Bronco Bash, facility tours)	
Public Services	Water	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O4	Complete 2008 Water Fund Capital Improvements.	T906	Complete Station 11 improvements.	Loope	2009 Tactical Plan			Carry forward 2010
Public Services	Engineering	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O5	Completion of Booster/Bleeder Station 35	T934	Proactively plan, design and construct water infrastructure improvements	Forero	2009 Tactical Plan		THIS PROJECT IS COMPLETE	
Public Services	Engineering	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O6	Completion of the Beech Tank construction project	T934	Proactively plan, design and construct water infrastructure improvements	Forero	2009 Tactical Plan	6/17/2009	THIS PROJECT IS COMPLETE	
Public Services	Water	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O7	Coordinate gate valve exercising program with water quality resolutions.	T928	Investigation of gates w/ Distribution when there are continuing localized problems	Seelman	2009 Tactical Plan		2 crews are exercising and replacing inoperable valves in the city	

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Public Services	Water	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O8	Enhance existing flushing program to include straight line flushing techniques.	T924	Install automatic flushing devices that are timed to replace routine flushing in bad areas where circumstances dictate enhanced methods of flushing	Seelman	2009 Tactical Plan			Carry forward 2010
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O9	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T902	(6-18-08) Continue implementation of Illicit Discharge Elimination program Plan (IDEP) by conducting inspections of storm sewer outfalls and facilities.	Paquin	2009 Tactical Plan		Completed 169 stormwater outfall evaluations, 32 facility inspections, discovered and eliminated or in the process of eliminating six illicit connections, and responded to eight reports of illicit discharges.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O9	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T932	Prepare and submit Storm water Pollution Prevention Initiative, Public Education, Illicit Discharge Elimination Plans	Paquin	2009 Tactical Plan		MDEQ approval of 2008 Annual Phase II Stormwater Management Report Receipt of Certificate of Coverage for new MS4 Stormwater Permit Participation on the MDEQ MS4 Implementation Committee (New permit Guidance) Business outreach to selected business sectors RE: Guidance and Ordinances Evaluation of stormwater educational markers installed in 2008 Collaborative efforts with other organizations for planning, implementation, and grant opportunities	
Public Services	Environmental Services	SF3	Environmental Stewardship	G1	Protect and preserve our water quality and quantity	O9	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T908	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	2009 Tactical Plan		Identification and elimination of several stormwater illicit connections Appropriate response to reports of illicit discharges	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O10	Develop and utilize more cross-trained employees.	T919	Develop a Wastewater cross-training program to improve efficiency and effectiveness	Beardslee	2009 Tactical Plan		No biosolids land application occurred in 2009.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O11	Develop Wastewater ERP.	T921	Explore new and efficient ways to operate KWRP processes and maintain compliance	Wetzel	2009 Tactical Plan		Development of KWRP Emergency Response Plan was limited to wastewater operations personnel.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O12	Further develop the EMS Program, preparing for NBP Certification.	T903	Acquire EMS Certification in 2007	Wetzel	2009 Tactical Plan		SOPs and Work Practices have been developed to document operating controls for Critical Control Points.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O13	Further development of the biosolids Beneficial Use Program.	T921	Explore new and efficient ways to operate KWRP processes and maintain compliance	Wetzel	2009 Tactical Plan			Carry forward 2010
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O14	Improve or replace Secondary Aeration blowers	T923	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	2009 Tactical Plan		Engineering Firm should have the Secondary Improvements Project design and bid documents 99% complete by the end of 2009, documentation will include the replacement of two existing Root blowers and conversion of coarse bubble aeration system to a fine bubble.	

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Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O15	No NPDES Discharge Violations in 2008.	T921	Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2009 Tactical Plan		We have developed a proposed plan to change the staffing levels and configuration of the Wastewater Operations and Maintenance Groups.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O16	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T947	Submit all required program annual reports to MDEQ, e.g., biosolids, industrial pretreatment program, mercury minimization program and SARA Title III report	Wetzel	2009 Tactical Plan		All required reports were submitted within required timeframes. Staff was successful in having Lithium requirements removed from the NPDES permit. New draft TMDL cooperative agreement is scheduled to be completed by the end of December.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O16	Manage MDEQ MS-4 Storm water program in compliance with MDEQ General Permit and Certificate of Coverage	T905	Complete and submit all applicable data and information for the NPDES permit reapplication	Wetzel	2009 Tactical Plan		Permit reapplication due April of 2010, process of gathering appropriate data for reapplication began in fourth quarter of 2009.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O17	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T931	Participate in the Core EMS Team to follow NBP guidance in the completion of the 17 EMS Elements	Wetzel	2009 Tactical Plan			Carry forward 2010
Public Services	Environmental Services	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O17	Provide oversight and technical assistance to mitigate City's offsite environmental liability and impact from third-party owned contaminated sites	T943	Sample and analyze Quality/Quantity industries for four separate six-day periods by end of year	Wetzel	2009 Tactical Plan		Completed required QQ sampling and data for billing by required timeframes. Worked with Industries to ensure proper QQ monitoring locations.	
Public Services	Environmental Services	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O18	Provide Technical environmental impact review for proposed site developments	T940	Review all SIU Self-monitoring Reports, Individual Control Documents	Wetzel	2009 Tactical Plan		Reviewed and entered all required self-monitoring and compliance data. Conducted required annual compliance monitoring and inspections at Significant Industrial Users. Completed appropriate documentation for industrial pretreatment program, including free cyanide local limit determination. Assisted with annual pretreatment program audit and instituted recommendations made by MDEQ program auditors.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O3	A three-year plan to improve the overall efficiency of the Secondary Treatment Process and reduce operating cost by 40%	T923	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	2009 Tactical Plan		9-15-09 Our carbon use is still very high but we have been able to scale back the addition by developing a new guideline for monitoring carbon in our system. So far this new guideline is working very well. This should minimize the increased addition of Carbon over the next few months and still assure compliance. Air use in August and early September have been somewhat better than July. The Operations group is monitoring this very closely.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O4	Add a BOD analyzer to our Primary process	T926	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	2009 Tactical Plan		We have tested and proven that Phosphorus can be removed biologically at KWRP. Further we have decided that for a small additional cost we can remove excess Nitrogen through a BNR process that will have the added benefit of supplying additional oxygen to our Aeration Process, thus lowering our oxygen demand that must be supplied by mechanical means (Blowers).	

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Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O5	Continue development of the Department Safety Program using outside contractual services.	T946	Streamline the Safety Program by creating a Safety Specialist position to control the program and manage safety contracts	Wetzel	2009 Tactical Plan		The Safety Specialist position was filled during 2009. Initial accomplishments have included assessment and updating safety training records, conducting numerous inspections of Public Services operations throughout Kalamazoo County, review of MIOSHA Standards with supervisors and managers, completion of Asbestos & Lead Awareness Training, development and rollout of a pilot safety for supervisors training, drafting numerous safety related Standard Department Procedures, Assessment of Confined Space Entry, Lock out tag out written programs. The Safety Specialist participates in both Harrison and Stockbridge safety teams and routinely consults with operating groups on safety issues.		
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O6	Continue implementation of the Wastewater Master Plan.	T921	Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2009 Tactical Plan		While some of the recommendations from the 2004 Master Plan have been altered and reprioritized, everything has been accomplished or abandon that was identified.		
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O7	Continued achievement of NPDES Platinum Award.	T921	Explore new and efficient ways to operate KWRP processes and maintain compliance	Beardslee	2009 Tactical Plan			We are no longer pursuing the NACWA compliance Certification because of the cost to maintain membership.	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O8	Continued Enhancement Training and staff development especially related to continuing education.	T919	Develop a Wastewater cross-training program to improve efficiency and effectiveness	Wetzel	2009 Tactical Plan			Carry forward 2010	
Public Services	Wastewater	SF3	Environmental Stewardship	G2	Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O9	Create anoxic zones in the Secondary Aeration Tanks for removal of phosphorus	T926	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	2009 Tactical Plan			We expect the design and bid documents for the conversion of the Secondary system to a BNR system to be 99% complete by the end of December. We expect the final cost of the project to fall within 5% of the HRC study cost opinion.	
Public Services	Engineering	SF3	Environmental Stewardship	G3	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	O2	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.	T907	Complete trail way construction, in order to promote the preservation of green spaces throughout the City	Nagler	2009 Tactical Plan			The bridge project over Portage Creek will be completed this year despite a required re-design of the piling system. Options are being evaluated for the section of the KVRT from Westledge to Harrison in light of the denial by Norfolk Southern Railway for easement or sale of right-of-way along the corridor. The design consultant has identified properties that will need to be acquired in order to follow the preferred path for the Portage Creek Trailway between Upjohn and Mayors' Riverfront Parks. Quotes are being obtained for a consultant to manage property acquisition. The design consultant is working with Norfolk Southern on a crossing that is proposed for the section of Portage Creek Trailway from Kilgore to Upjohn Park.	
Public Services	Water	SF3	Environmental Stewardship	G3	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	O3	Reconstruction of pumping station #8	T934	Proactively plan, design and construct water infrastructure improvements	Loope	2009 Tactical Plan			A Design Engineering Firm has been hired and the design is nearly complete. Design for the project is being held up because of the Site Plan Review with Portage. Once this is complete then the design can be completed and a construction contractor chosen, with construction in 2010.	
Transportation	Public Transportation Services	SF3	Environmental Stewardship	G3	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	O4	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	T304	Pilot/demonstrate the benefits of bio-diesel in a test number of transit vehicles	Transit Director	2009 Tactical Plan			Maintain current public transit services that reduce the amount of automobile emissions and Vehicle Miles Traveled (VMT). Continued the use of ultra-low sulfur B5 diesel fuel in an effort to reduce diesel fleet emissions. Added 7 new 35' ultra-low sulfur B5 diesel powered heavy-duty buses (replaced 7 10-year old 30' buses). Added 7 demand/response cutaways that make use of ultra-low sulfur diesel fuel. Maintained bike racks on buses, carrying in excess of 36,000 bikes annually.	

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Parks and Recreation	Recreation	SF3	Environmental Stewardship	G4	O2	O2	Devise an effective communication strategy to educate staff and residents about "green" programs and initiatives that benefit the community	T260	Establish a system of open spaces and greenways to protect the environment, explore energy saving techniques and use of recycled products and materials.	Polega; Siegel; Jewell, Bailey	2010 Tactical Plan			
Parks and Recreation	Parks	SF3	Environmental Stewardship	G4	O3	O3	Collaborate with other agencies to expand "green" initiatives throughout the County	T264	Increase the use of native planting and wildflower areas to reduce the amount of maintained lawn area and improve water quality	Polega, Bailey	2010 Tactical Plan			
Transportation	Public Transportation Services	SF3	Environmental Stewardship	G4	O4	O4	Reduce diesel engine emissions	T308	Continued use of bio-diesel and ultra-low sulfur diesel fuel	Transit Director	2010 Departmental Goals			
Transportation	Public Transportation Services	SF3	Environmental Stewardship	G4	O5	O5	Reducing automobile emissions and vehicle miles traveled (VMT)	T307	Continued system promotion improve service reliability and on-time performance	Transit Director	2010 Departmental Goals			
City Commission	City Commission	SF4	Community Building	G1	O1	O1	Act as a proactive partner to improve cultural competency within the City organization and throughout Kalamazoo County	T150	Act as a proactive partner to improve cultural competency within the City organization and throughout Kalamazoo County		2009 Tactical Plan		Worked to redefine the Anti-Discrimination Ordinance (1856) to address the needs and concerns of residents. Unanimously supported its revision, which led to its subsequent approval by voters	
Human Resources	Human Resources	SF4	Community Building	G1	O2	O2	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	T529	Assist Public Safety Department with review of recruitment and promotion strategies to ensure ongoing development of best practices.	J. Doonan	2010 Departmental Goals			
Human Resources	Human Resources	SF4	Community Building	G1	O2	O2	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	T512	Facilitate testing validation project, including precursor projects pertaining to City's employee recruitment and promotional processes. (Phase II)	J. Doonan	2009 Tactical Plan - Revised		On hold. KDPS meeting with CMO to develop Recruitment Advisory Board. KDPS will bring HR in to assist with this project as the need arises.	
Human Resources	Human Resources	SF4	Community Building	G1	O2	O2	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	T507	Participate in the Diversity Committee of the Kalamazoo Human Resources Management Association (KHRMA)	J. Post	2009 Tactical Plan	Ongoing	A survey was created that assesses the level of racism in an organization in areas of HR, Policy, Culture, Communication/Reporting, and Accountability. A toolkit to help employers eliminate racism in those areas has been developed	
Human Resources	Human Resources	SF4	Community Building	G1	O2	O2	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	T500	Co-sponsor annual diversity event with local municipalities and higher ed institutions	E. Hicks M. Cole	2009 Tactical Plan	4/1/2009	Completed	

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Human Resources	Human Resources	SF4	Community Building	G1	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	O2	Serve as an example to the community through the City's employee relations and employment programs	T508	Promote diversity-related development opportunities for employees through City University	M. Cole	2009 Tactical Plan		2009 Accomplishments	Carry forward 2010
Human Resources	Human Resources	SF4	Community Building	G1	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	O2	Serve as an example to the community through the City's employee relations and employment programs	T510	Provide ongoing improvement of HR processes through expanded use of ERP and refinement of existing procedures	HR Staff	2009 Tactical Plan	Ongoing		Ongoing
Human Resources	Human Resources	SF4	Community Building	G1	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	O2	Serve as an example to the community through the City's employee relations and employment programs	T504	Identify, evaluate and coordinate participation in City-endorsed volunteering opportunities for City employees (e.g., tutoring)	J. Post E. Hicks	2009 Tactical Plan	Ongoing		Ongoing
Human Resources	Human Resources	SF4	Community Building	G1	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	O2	Serve as an example to the community through the City's employee relations and employment programs	T514	Review hiring and promotion processes for disparate treatment and adverse impact in relation to EEO/AA plan	M. Cole HR Staff	2009 Tactical Plan - Revised			Carry forward 2010
City Commission	City Commission	SF4	Community Building	G2	Reduce the poverty rate among Kalamazoo residents	O1	Encourage educational and economic initiatives for low income families and work to establish more job opportunities for the underemployed	T155	Encourage programs and initiatives that support low income families and work to establish more job opportunities for the underemployed		2009 Tactical Plan - New		Approved CDBG and City Commission Initiative Fund allocations to local organizations that serve the homeless population in an effort to eliminate poverty in the community	
City Commission	City Commission	SF4	Community Building	G2	Reduce the poverty rate among Kalamazoo residents	O1	Encourage educational and economic initiatives for low income families and work to establish more job opportunities for the underemployed	T151	Facilitate expanded linkages between existing/emerging employment opportunities and potential workforce development resources (employers, Michigan Works!, InterAct, WMU, Kalamazoo College, etc.		2009 Tactical Plan		Supported local organizations that help unemployed and underemployed residents find jobs	
City Commission	City Commission	SF4	Community Building	G2	Reduce the poverty rate among Kalamazoo residents	O1	Encourage educational and economic initiatives for low income families and work to establish more job opportunities for the underemployed	T153	Target and attract new businesses for locating into the City which provide pay supportive of living and working in the City of Kalamazoo		2009 Tactical Plan		Supported City Administration in efforts to maintain a healthy economy for all residents and approved tax abatements and incentives for local companies such as Fabri-Kal (\$5.7M) and Pfizer (\$73M) that created and retained jobs in the City	
Parks and Recreation	Recreation	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O2	Build capacity to improve quality of life within neighborhoods	T255	Prepare grant applications and seek additional funding and partners for Parks and Recreation programs, services, parks, and green spaces	Siegel; Polega; Jewell	2009 Tactical Plan	12/31/2009	Received \$94,064 in grant funds.	
Parks and Recreation	Recreation	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O2	Build capacity to improve quality of life within neighborhoods	T252	Identify and further develop linkages between Parks and Recreation Department operations and A+ Neighborhoods	Polega; Siegel; Jewell	2009 Tactical Plan	12/31/2009	Continue to build on partnerships and programming in the A+ neighborhoods.	At least one program running year round in two A+ neighborhoods. Summer camps encompassed all A+ neighborhoods.
Parks and Recreation	Recreation	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O2	Build capacity to improve quality of life within neighborhoods	T250	Continue to work with the Eastside Neighborhood to create a youth center on the eastside	Jewell	2009 Tactical Plan	12/31/2009		The City continues to be a partner of this multi-year project.

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Community Planning and Development	Neighborhood Development	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O3	Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T404	Continue to implement the City's A+ Neighborhoods initiative	Jeff Chamberlain	2009 Tactical Plan		\$355,000 grant award announced by MDOT for beautification project along N. Park and N. Westledge; construction in 2010.
Community Development	Neighborhood Development	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O6	Begin the process of updating the City's Consolidated Plan 2010 - 2014 as mandated by HUD.	T401	Prepare the RFP and seek qualified consultants to assist in developing the 5-Year Consolidated Plan for HUD.	David Thomas	2009 Tactical Plan	6/11/2009	A RFP was issued in April 2009, and McKenna Associates was selected as the consultant to develop the 2010-14 Consolidated Plan; the plan is underway.
Public Services	Local Streets	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O7	Maintain a smooth roadway service to increase rideability perception of major streets	T916	Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local/major streets	Seelman	2009 Tactical Plan		Scattered site paving nearing completion
Public Services	Major Streets	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O7	Maintain a smooth roadway service to increase rideability perception of major streets	T916	Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local/major streets	Seelman	2009 Tactical Plan		Neighborhood initiative complete.
City Attorney	City Attorney	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O8	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.	T52	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		2009 Tactical Plan		While care must be taken in using the prosecutorial process to "force violators out of business", this office held several meetings with CP&D staff and affected property owners to address blighting conditions.
City Attorney	City Attorney	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O8	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.	T54	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		2009 Tactical Plan		Housing code violations are a priority and this office has either met with local neighborhood representative in person or communicated by e-mail or letter
City Attorney	City Attorney	SF4	Community Building	G4	Continue to improve community quality of life by determining and addressing community and neighborhood priorities and responding to issues	O8	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.	T50	Aggressively pursue chronic violators in court, seeking significant penalties property owners for both standard operations and in coordination with A+ Neighborhoods initiative		2009 Tactical Plan		Housing code violations are a priority and this office has either met with local neighborhood representative in person or communicated by e-mail or letter
City Administration	City Administration	SF5	Responsible & Responsive Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T7	Continue to utilize public meetings, forums and study groups as a means to assess City related issues		2009 Tactical Plan - Revised		Utilized CRB to canvass community about various issues concerning residents including the use of forums, an online and phone survey that polled residents about their understanding of budget challenges facing the City
City Administration	City Administration	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T5	Participate in public forums and meetings as well as community-based organizations, such as Northside Ministerial Alliance and Summit on Racism Steering Committee		2009 Tactical Plan		Continued to support and attend forums focused on resident concerns and issues as a function of City government in an effort to balance resident expectation with the City's ability to deliver service

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City Clerk	Administration	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T101	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	2009 Tactical Plan		The electronic document library is online and the first collection will be uploaded by year-end. Also, the Clerk's Office has collaborated with the IT Department to install, program, and provide content for a video display unit in the lobby of City Hall. This display unit provides information on upcoming events and meetings.		
Management Services	Assessors	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T709	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	2009 Tactical Plan	9/25/2009	All Property Transfer and Principle Residence affidavits are now scanned.	Worked with Youth Opportunities Unlimited to arrange for a student to work in this office at scanning Property Transfer and Principle Residence affidavits. Also had the youth ride along with our field staff to educate her on the duties of a real property appraiser and personal property appraiser and give her an overall view of the assessing function.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T705	Improve web site information to include payments and history balances.	Wade Carlson	2009 Tactical Plan		Implemented BS&A Internet Services	Tax billing & Misc Invoices are now available on the website via a link to BS&A. Tax billing includes tax years 2001 through 2009. We are discussing the payment options with BS&A. A change in our credit card processor may be necessary to implement on line payments.
Parks and Recreation	Recreation	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T257	Continue to evaluate the programs offered and respond to changing use patterns and desires	Siegel	2010 Tactical Plan			
Parks and Recreation	Recreation	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O1	Enhance communication between the City and community, and increase resident involvement in the decision-making process	T258	Develop tools to evaluate and encourage appropriate public and private use and enjoyment of the parks	Jewell; Polega;	2010 Tactical Plan			
City Attorney	City Attorney	SF5	Responsive & Responsible Gov't	G1	Maintain a City government that is open and accessible to the community	O10	Improve legislative process and administrative function to gain efficiency and citizen input	T59	Review City Charter to find inconsistent or outdated provisions; work with City Commission to review rules and procedures		2010 Departmental Goals			
City Clerk	Administration	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T103	Distribute publications and meeting notices to keep citizens informed of City endeavors		2009 Tactical Plan		The Clerk's Office has distributed 21 City Commission agenda packets and published 16 legal notices in the Kalamazoo Gazette.	
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T707	Restructure Cashiering area for improved customer access	Wade Carlson	2009 Tactical Plan			Carry forward 2010
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T700	Determine software solutions for revenue (tax billing, accts recv, util billing, special asmts) and cash receipting systems	Wade Carlson	2009 Tactical Plan	01/31/09	Selected BS&A Software as the solution for all Revenue areas.	Implemented BS&A software modules for Cash Receipting, Miscellaneous Receivables (Invoicing), Tax Billing and Special Assessments. Implementation of the Utility Billing module is pending.

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T702	Explore alternative payment options (direct debit, on-line payments, lock-box processing)	Wade Carlson	2009 Tactical Plan		Some lock box processing should be in place by December.	Working with National City Bank on implementing lock box processing with the 2009 winter tax billing to be issued in December 2009. Lock Box processing will also be explored for Utility Billing following it's BS&A implementation.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T703	Explore electronic deposits of checks	Wade Carlson	2009 Tactical Plan			Carry forward 2010
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T716	Implement BS&A Cash Receipting module to improve payment processing.	Wade Carlson	2009 Tactical Plan - Revised	4/20/2009	Implemented BS&A Cashiering software.	BS&A Cashiering software was implemented on 4/20/09 at 4 City locations - Treasury, Public Services, CP&D and the Transportation Center. This will be fully implemented upon go-live of Utility Billing.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T714	Implement BS&A Misc. Receivables (MR) module.	Wade Carlson	2009 Tactical Plan - New	4/20/2009	Implemented BS&A Miscellaneous Receivables software.	BS&A Miscellaneous Receivables software was implemented on 4/20/09. All open invoices from the previous NCC system were converted as well as all customers with activity in the past 5 years.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T713	Implement BS&A Delinquent Tax & Special Assessment modules.	Wade Carlson	2009 Tactical Plan - New		Implemented BS&A Tax Billing and Special Assessment software.	BS&A Tax Billing software was implemented 6/19/09. Tax billing data for 2001 through 2008 was converted from NCC to BS&A. BS&A Special Assessment software was implemented 7/3/09. All open billings were manually entered into the new system. BS&A Delinquent Personal Property software will be implemented after 3/1/10 when all delinquent real estate taxes are transferred to the County Treasurer.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T715	Implement BS&A Tax Billing modules for billing of the 2009 summer tax.	Wade Carlson	2009 Tactical Plan - New	6/19/2009	2009 Summer Property tax bills were issued on BS&A tax billing software.	BS&A Tax Billing software implementation was completed 6/19/09. Tax bill files submitted to Lake Michigan Mailers on 6/23/09 for printing and mailing. Mailing completed 6/30/09.
Management Services	Treasury	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T717	Implement BS&A Tax Billing module to improve replace NCC Tax Billing.	Wade Carlson	2009 Tactical Plan - Revised	6/19/2009	Implemented BS&A Tax Billing software.	BS&A Tax Billing software implemented 6/19/09.
Parks and Recreation	Recreation	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T259	Enhance existing facilities and improve playgrounds to meet or exceed barrier free requirements	Siegel; Polega; Jewell, Bailey	2010 Tactical Plan			
Parks and Recreation	Recreation	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O2	Increase accessibility of City services to residents and customers	T263	Improve the Kalamazoo Farmer's market by developing a plan that will address circulation, facility improvements and accessibility.	Siegel; Polega; Jewell	2010 Tactical Plan			

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City Administration	City Administration	SF5	Responsible & Responsive Government	G1	Maintain a City government that is open and accessible to the community	O3	Strive for a clear understanding between the City and its residents regarding resident preferences for services and the City's capacity to provide them	T9	Utilize community survey, annual review of <i>Blueprint for Action</i> and other tools to validate and link community needs to organizational capacity	2009 Tactical Plan - Revised	Utilized information generated from the phone and online budget surveys to evaluate the services provided by the City			
City Commission	City Commission	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O3	Strive for a clear understanding between the city and its residents regarding resident preferences for services and the City's capacity to provide them	T156	Create opportunities for residents to interact with City Commission and continue to encourage resident participation during city Commission meetings	2010 Tactical Plan				
City Administration	City Administration	SF5	Responsible & Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T6	Continue to encourage the distribution of publications to keep residents informed of City endeavors	2009 Tactical Plan - Revised	Continued to distribute publications to inform residents and City staff about challenges and accomplishments in the organization			
Information Technology	Information Technology	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T606	BS&A Systems -- Permit System, Inspector Companion	S. Hoch	2009 Departmental Goals	8/17/2009	IT staff migrated CP&D staff from the old CHIP program to the BS&A Field Inspection platform and upgraded the BS&A Permit System platform on 8/17.	Will be completed in 2009.
Information Technology	Information Technology	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T607	BS&A Systems Include (AR, UB and Cashiering).	S. Hoch	2009 Departmental Goals		The ERP Phase II Project upgraded Cash Receipting (CR), Miscellaneous Receipts (MR), Tax Billing (TAX), Special Assessments (SPAS), Delinquents (DLQP), and Utility Billing (UB) to a new BS&A ERP platform. The BS&A platform replaced the failing NCC platform and has improved overall performance, capability, and reliability. The BS&A Cash Management Project also improves the linkage and interface between City databases and programs.	Will be completed in 2009.
Information Technology	Information Technology	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T629	Address KDPS, Public Services and HR training needs.	Ed Freed	2009 Tactical Plan - New		RFP almost completed	Should be completed in 2009
Information Technology	Information Technology	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T616	Convert EDEN backend Database from Oracle to MsSQL.	E Freed/J Hodges	2009 Departmental Goal - New			Will be completed in 2009.
Information Technology	Information Technology	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O4	Develop a communication strategy to provide information about City resources and services	T617	Renew website maintenance contract and revamp current webpage.	Ed Freed	2009 Departmental Goal - New		RFP completed.	Might be completed in 2009.
City Clerk	Administration	SF5	Responsible and Responsive Government	G1	Maintain a City government that is open and accessible to the community	O6	Review and evaluate core charter responsibilities/basic services and recommend services essential to City function based on projected fiscal responsibility.	T108	Implement organizational changes and manage the transition associated with budget and service reductions while maintaining core services.		2010 Tactical Plan			

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Information Technology	Information Technology	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O7	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T609	Display Unit - Clerk's Office	R. Shaink	2009 Departmental Goals	6/15/2009	Completed	
Public Services	Water	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O8	Redefine "customer service", and create a customer service team approach	T920	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	2009 Tactical Plan			Carry forward 2010
Public Services	Major Streets	SF5	Responsive and Responsible Government	G1	Maintain a City government that is open and accessible to the community	O9	Maintain a smooth roadway service to increase rideability perception of major streets	T939	Respond to resident concerns in a timely, professional manner	Seelman	2009 Tactical Plan			Carry forward 2010
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O1	Update the City's information technology infrastructure for better utilization by customers and residents	T711	Use installed Eden purchasing modules to communicate and manage data necessary for making public purchases	Nick Lam	2009 Tactical Plan	Aug-09	Brought Contract Management module on line for inventory contracts. Prepared the 2008 vendor spend report. Communicated Eden look-up capabilities	Implemented the Contract Management module to tie together the requisition, purchase order, inventory, and accounts payable modules. A report was prepared for 2008 amounts spent with vendors. Improved and managed the bidder information and communicated to departments how it can be accessed.
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O1	Update the City's information technology infrastructure for better utilization by customers and residents	T701	Educate City department users how to better use the Eden ERP system	Nick Lam	2009 Tactical Plan	Aug-09	Four purchasing newsletters were published. Training was provided for using the EDEN requisition system.	Purchasing newsletters were published in March, May, June and Sept to keep communications open with City staff about using the City's purchasing system. Electronic requisition training was provided in August to all who wanted a refresher course on using the EDEN computer system.
Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O1	Update the City's information technology infrastructure for better utilization by customers and residents	T729	Use the procurement card system to make more term contract payments.	Nick Lam	2010 Tactical Plan			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O10	Complete conversion to PPO for entire organization	T501	Educate ATU on the PPO health care design by showing success with AFSCME, KMEA and NBU	J. Post, J. Buchtrup, & G. Fellings	2009 Tactical Plan		ATU members will be added to the Community Blue PPO effective Jan. 1, 2010.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O11	Design processes to ensure departments are accountable for objectives stated in the budget	T505	Implement performance management processes to support implementation of the organizational operating philosophies and approach	G. Fellings, J. Milowe, & J. Doonan	2009 Tactical Plan			This tactic was put on hold pending the development of the scorecard system to a performance measurement system.
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O12	Develop a knowledgeable and competent staff	T520	Conduct Sgt/Lt/Det Exams in a thorough, fair, valid & timely manner. Review promotional tests for 2010 to ensure fair process.  Conduct promotional oral boards in a fair, valid & contractual manner.	J. Milowe	2009 Tactical Plan - Revised	4/30/09 - Sgt. 6/19/09 - Det. 9/09 - Lt. & Cpt.	All testing and promotion processes up to date for 2009.	Lt. oral process delayed in agreement with KPSPA.

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O12	Develop a knowledgeable and competent staff	T517	Recruit & Select candidates for executive positions at KDPS in professional, thorough & fair manner, include community input on final candidates	J. Post J. Milowe	2009 Tactical Plan - New	7/13/2009	All KDPS executive positions filled.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O12	Develop a knowledgeable and competent staff	T516	Conduct Sgt/LI Exams in a thorough, fair, valid & timely manner	J. Milowe	2009 Tactical Plan - New	3/20/2009	Completed	
Public Services	Cemeteries	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O13	Address financial concerns regarding long term stability of cemetery funds	T912	Continue to investigate outsourcing burial operations	Bye	2009 Tactical Plan		Secured low bid prices for Cemetery burials which resulted in an overall savings of over \$55,000.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O14	Identify equity opportunities within identified NBU classifications	T521	Assess internal equity of NBU compensation as one method of addressing the NBU wage compression issue	J. Doonan	2010 Tactical Plan			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O15	Identify growth opportunity within identified NBU classifications	T513	Develop an NBU career ladder process which encourages employee development and better utilization of resource expertise (Phase II) - (TCAS)	J. Doonan	2009 Tactical Plan - Revised		Developed 3 tier job description for TCA	On hold since implementation.
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O16	Increase utilization of generic drugs	T502	Educate employees of PPO preventive coverage; encourage use of generic drugs; encourage use of EAP	J. Buchtrup	2009 Tactical Plan	Ongoing	AFSCME, KMEA, ATU members and the non-union employees are all subject to the Blue Cross prescription initiatives, thus reducing the use of brand name drugs.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O16	Increase utilization of generic drugs	T533	Move ATU employees to the 80%/20% plan design in next contract	J. Buchtrup	2010 Departmental Goals			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O17	Obtain one year contract with KPSOA Obtain contracts with KPSOA & KPSA	T519	Begin and complete negotiations for KPSOA & KPSA for 2010+	J. Post J. Milowe	2009 Tactical Plan - Revised		Collective bargaining has begun with both KPSOA and KPSA. All research and preparation of proposals has been completed.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O18	Prepare for bargaining a new labor agreement with ATU	T526	Obtain a new labor agreement with ATU	G. Fellings R. Markan	2010 Tactical Plan			

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Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O19 Promote Flexible Spending	T524 Introduce debit cards for medical reimbursement	J. Buchtrup	2010 Tactical Plan		
Parks and Recreation	Parks	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O2 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	T267 Work with the partners for the development of a Youth Center on the Eastside in Rockwell Park	Jewell	2010 Tactical Plan		
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O20 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T523 Create new BCBS plan for retirees with drug coverage under master medical in order to qualify for the Medicare subsidy.	J. Buchtrup	2010 Tactical Plan		
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O21 Wellness Program	T532 Implement formal/informal wellness program for all City employees	J. Buchtrup	2010 Departmental Goals		
Internal Auditor	Internal Auditor	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O22 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T202 Provide expertise in analyzing existing or new business processes		2009 Tactical Plan	Provided input and assistance for conversion to BS&A software system and Eden software system conversion. Assisted with review of City phone lines.	
Internal Auditor	Internal Auditor	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O22 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T200 Consult with management to ensure sufficient controls to deter and identify fraud and abuse		2009 Tactical Plan	Held quarterly internal training classes on the Prevention of Fraud & Abuse.	
Internal Auditor	Internal Auditor	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O22 Provide quality services and programs delivered efficiently and cost-effectively, while ensuring ethical practices are observed and legal responsibilities are fulfilled	T201 Prepare reports to management summarizing audit recommendations		2009 Tactical Plan	Issued audit reports on the City HOME/HODAG Loans and City Procurement Cards.	
Public Services	Major Streets	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O23 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T925 Investigate alternative de-icing materials	Seelman	2009 Tactical Plan		Carry forward 2010
Public Services	Major Streets	SF5	Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O23 Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T944 Schedule appropriate staffing and equipment	Seelman	2009 Tactical Plan		Carry forward 2010

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Public Services	Major Streets	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O23	Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T904	Analyze weather conditions and pavement temperatures	Seelman	2009 Tactical Plan		Carry forward 2010
Public Services	Local Streets	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O23	Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T935	Remain current on new developments in technology regarding street maintenance and repair and implement as appropriate	Seelman	2009 Tactical Plan	Evaluated new products introduced by vendors. Review industry periodicals, attend appropriate seminars	
Public Services	Local Streets	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O23	Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T944	Schedule appropriate staffing and equipment	Seelman	2009 Tactical Plan		Carry forward 2010
Public Services	Local Streets	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O23	Ensure that residents and visitors to the City of Kalamazoo are able to safely travel regardless of weather conditions.	T904	Analyze weather conditions and pavement temperatures	Seelman	2009 Tactical Plan	Monitor weather using a variety of resources on a continuous basis.	
Management Services	Assessors	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O25	To educate the public in the assessing and appeal process	T710	To continue to educate public on the assessing and appeal process through better education of assessing staff	Connie Darling	2009 Tactical Plan	All staff certifications and continuing education complete for 2009.	All staff completed certification renewal classes and continuing education classes either at free seminars or on internet. This is the first year there was NO cost to the City.
Management Services	Assessors	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O25	To educate the public in the assessing and appeal process	T722	To continue to educate public on the assessing and appeal process through use of multi media	Connie Darling	Departmental Goals		Carry forward 2010
Management Services	Assessors	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O25	To educate the public in the assessing and appeal process	T718	Review and update the City's Poverty Exemption policy to meet the State's new standards.	Connie Darling	2009 Division Goals - New		Carry forward 2010
Public Services	Public Works and Utility Fleet	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O26	Insure that field crews and Public Safety have safe, well-maintained equipment which meets the needs of their activities	T929	Involvement in Fleet organizations to remain current on technology and new equipment developments	Norrod	2009 Tactical Plan		Carry forward 2010
Public Services	Major Streets	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O27	Maintain a smooth roadway service to increase ideability perception of major streets	T935	Remain current on new developments in technology regarding street maintenance and repair and implement as appropriate	Seelman	2009 Tactical Plan	Evaluated new products introduced by vendors. Review industry periodicals, attend appropriate seminars	

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Public Services	City-Wide Maintenance	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O28	Provide a high level of service that our customers pay for and expect in both custodial and mechanical maintenance	T927	Investigate the opportunities for energy savings at all City of Kalamazoo facilities	Fischer	2009 Tactical Plan		Received final report from Tower-Pinkster for the evaluation of the replacement of the City Hall roof. Although this report does not identify significant energy savings by installing a "green" roof it does identify a means to provide a sustainable roofing system. The City was recently notified by the Dept. of Energy (DOE) that the City will receive the applied for EECEBG grant. This grant will allow the City to make energy improvements to City Hall.	
Public Services	City-Wide Maintenance	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O28	Provide a high level of service that our customers pay for and expect in both custodial and mechanical maintenance	T938	Respond to department requests in a timely, cost effective manner	Witt	2009 Tactical Plan			Carry forward 2010
Public Services	Public Works and Utility Fleet	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O29	Remain competitive with private vehicle maintenance and repair shops	T914	Continued training of mechanics	Norrod	2009 Tactical Plan			Carry forward 2010
City Administration	City Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O6	Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T1	City Administration and Commission work to solidify our Strategic Organizational and Fiscal Plan		2009 Tactical Plan		Utilized department directors to determine how the current organizational and fiscal plan would be affected based on the current economic climate	
City Attorney	City Attorney	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O7	Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T58	Work with the Internal Auditor, Public Safety, and the District Court on cost recovery		2009 Tactical Plan		Attempted to help both KVET and this office with revenue by taking on forfeiture cases.	
City Attorney	City Attorney	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O7	Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T56	Work with KDPS to ensure appropriate fee recovery for FOIA requests		2009 Tactical Plan		Collection of FOIA expenses is limited by law.	
City Attorney	City Attorney	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O7	Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T53	Meet regularly with the department heads and HR staff to as needed to manage workers' compensation and unemployment claims more effectively		2009 Tactical Plan		Worked closely with HR, WC administrator and counsel to review and provide advice on pending WC claims.	
City Attorney	City Attorney	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O7	Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T57	Work with the District Court to develop a more efficient court schedule		2009 Tactical Plan		The District Court has taken to imposing a schedule upon this office in the face of suggestions and concerns raised.	
City Attorney	City Attorney	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O7	Reexamine the ways in which the City Attorney's office can impact expenses and revenue, both within our department and throughout the organization	T55	Work with Finance department and county officials on expediting the tax collection process		2009 Tactical Plan		This office participated in assisting with the change in state law to reduce the number of installment payments.	Completed

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City Clerk	Elections	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O8	Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T104	Evaluate the administration of the 2008 Presidential Election and identify strategies that were successful as well as areas for improvement.	2009 Tactical Plan		The Deputy City Clerk participated in the Future of Elections Task Force, which evaluated the 2008 Presidential Election from a national perspective and made recommendations for election reform at the federal and state levels.	The creation of a report for Kalamazoo is still in process and will be completed by year-end.	
City Clerk	Elections	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O8	Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T105	Explore the possibility of implementing electronic poll books in the City's voting precincts.	2009 Tactical Plan		The City Clerk and Deputy City Clerk served on the Election Day Subcommittee for the Secretary of State's Election Modernization Project. A significant recommendation to come out of this Subcommittee was a recommendation to implement the E-Poll Book statewide as a stand alone system (not in parallel with a paper system), with funding for the necessary equipment coming from the state. The City Clerk's Office is exploring the possibility of using the E-Poll Book in a pilot precinct on November 3 <sup>rd</sup> .		
City Clerk	Elections	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O8	Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T106	Manage and monitor two elections, including the 2009 Municipal Election.	2009 Tactical Plan		The Clerk's Office successfully managed the May 5 <sup>th</sup> school election and the November 3 <sup>rd</sup> City Commission election.		
City Clerk	Elections	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O8	Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T107	Implement electronic poll books in City voting precincts (dependent on the receipt of funding from the Michigan Department of State.)	2010 Tactical Plan				
City Clerk	Elections	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O8	Evaluate and modify the City's election policies, programs and procedures to achieve maximum efficiency, effectiveness, and responsiveness	T109	Manage and monitor three elections, including the 2010 Gubernatorial Election.	2010 Tactical Plan				
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T723	Use data from actuary and auditors to put together annual report	Jeanette Meyer	Departmental Goals	7/20/2009	Prepared Annual Report	Information was gathered from the actuarial valuation, audit, fund manager reports and internet and used to create the annual report. This report was sent to the employees and retirees who requested that it be mailed to them. The report is also placed on the City of Kalamazoo website
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T724	Use data from State Street and NCC to create reports	Jeanette Meyer	Departmental Goals		Prepared annual reports and data for actuaries and auditors.	The year end reports were created and provided to the actuary so that the valuation of the pension system could be created. This included data on the pension trust, as well as information on all employees and retirees. In addition, the year end reports were used to assist the auditors in their work auditing the pension system.
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T725	Use EDEN and NCC to obtain data to calculate retirements	Jeanette Meyer	Departmental Goals		Retirements and estimates have been accurately calculated in a timely manner.	
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T726	Use State Street reports to update EDEN	Jeanette Meyer	Departmental Goals		Each months reports were processed in a timely manner and quarterly reports were created.	

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Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T727	Work with actuary to receive and dept secretary for mailing	Jeanette Meyer	Departmental Goals	6/15/2009	All eligible employees received benefit statements.	
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T728	Work with Internal Auditor on policies and processes	Jeanette Meyer	Departmental Goals		Implemented refunds for terminated non-retired employees with balances in pension trust fund.	A project was designed and implemented to distribute pension fund balances to terminated, non-vested employees. These balances needed to be distributed to comply with IRS regulations. Other suggestions that the internal auditor made were acted upon as well including a change in the handling of the files of terminated employees.
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T506	Obtain contracts with AFSCME, KMEA and KPSOA. Complete and begin for applicable bargaining units	J. Doonan, G. Fellings, J. Post & J. Milowe	2009 Tactical Plan	AFSCME: 3/26/09 KPSOA: 4/21/09 KMEA: CBA signing 5/29/09	One-year contract obtained with KPSOA, which expires 12/31/09. Three-year agreements were reached with both AFSCME and KMEA.	
Management Services	Budget and Accounting	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T720	Make sure central service costs are fairly allocated across the organization. Develop cost allocation plan	Patsy Moore	Departmental Goals	10/01/09	Annual Cost Plan completed and reconciled to 2008 CAFR.	Cost allocation plan completed in 10/2009. However, costs allocated to the 2010 were held at 2009 levels due to budget constraints. Future cost allocations will be adjusted to reconcile the plan to actual allocations.
Management Services	Retirement Administration	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T721	Provide training for Finance Director and Deputy in Pension Analyst Duties. Impart knowledge of duties	Jeanette Meyer	Departmental Goals		As requested, knowledge of duties have been imparted to the Finance Director and Deputy.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T518	Respond to grievances in a timely manner and seek acceptable resolution; meet with union representatives in accordance with contract guidelines & offer solutions as appropriate	J. Post J. Doonan G. Fellings J. Milowe	2009 Tactical Plan - New	Ongoing	KPSA & KPSOA: all grievances current; 6 KPSOA arbitration grievances settled prior to hearing.	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T515	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	P. Vargas E. Hicks M. Cole	2009 Tactical Plan - New			Carry forward 2010
Management Services	Purchasing/ Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T719	Use accepted public purchasing procedures, technology, and staff expertise to obtain quotes, bids, and proposals. Contract with vendors to purchase goods and services required for City operations which are competitively priced.	Nick Lam	City Purchasing Policy	Ongoing	Administered 63 bid projects YTD. Administered 125 term contracts. Sold surplus personal property via local auctions and internet. Participated in vendor outreach. Earned the AEP award	Bids were taken for 64 different projects. In addition to the two auctions held annually the Division started using the internet for selling surplus city property. Staff participated in vendor outreach activities including presenting at the Minority Business Alliance of SW MI. Prepared ARRA compliant contracts. The Division earned the Achievement of Excellence in Procurement Award.
Management Services	Purchasing/ Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T708	Review and evaluate City's purchasing policy and procedures for effectiveness and efficiency. Recommend improvements as identified internally or externally.	Nick Lam	2009 Tactical Plan	Jun-09	Expanded the local preference policy to include professional services. Updated the Purchasing Manual	Broke new ground in the area of local preference by devising a method for exercising local preference when evaluating professional services proposals. The Purchasing Manual was rewritten and distributed, thereby updating the Purchasing rules as provided by City Ordinance 2-119 incorporating the changes that have been made over the past few years.

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Management Services	Purchasing/Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T712	Identify and communicate to City staff products that reduce the impact on the environment during manufacture either through recycled material content and/or manufacturing process	Nick Lam	2009 Tactical Plan - New		Educated ourselves about sustainability opportunities. Participate on the City's sustainability committee. Require Energy Star electronics.	
City Clerk	Records Management, Research & Archives	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T102	Deliver records and information to City departments within the time and quality parameters specified by the requestors.		2009 Tactical Plan		The Division of Records Management, Research and Archives has responded to 748 requests for records and 260 requests for research.	
City Clerk	Records Management, Research & Archives	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T100	Collaborate with the IT and Management Services Departments to microfiche financial reports directly from the EDEN system.		2009 Tactical Plan		Not complete	This tactic is being reevaluated to determine if microfiche is the best medium and most cost effective approach to storing financial reports.
Management Services	Treasury	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T706	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	2009 Tactical Plan	1/12/2009	State Legislation fully approved 1/12/09.	PA 512 was signed by the Governor on 1/12/09. This reduces our 12 month installment program to 6 month (ending in Dec). City taxes will be turned over to the county for the 1st time on March 1, 2010.
Parks and Recreation	Parks	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T253	Implement the Action Program from the 2009-2013 Parks and Recreation 5 year Master Plan	Jewell; Polega; Siegel;	2009 Tactical Plan	6/1/2009	Completed the 5 Year Parks and Recreation Master Plan	
Parks and Recreation	Parks	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T254	Improve park infrastructure and facilities by completing 2008 Capital Improvement Project and 2009 Capital Improvement Project.	Siegel; Polega; Jewell	2009 Tactical Plan	12/31/2009	Several capital projects have been completed over the past year including: 1) a new HVAC system was installed at the Youth Development Center; 2) Kik Pool received new fencing and various other improvements; 3) Spring Valley Park received a new pedestrian bridge and fishing dock; 4) Frays Park had a new barrier-free playground, walk and drinking fountain installed; 5) a new storage/maintenance building was installed at Milham Park; 6) the Fairmount Dog Park construction documents were completed and the project was bid out for construction in 2010; 7) a new scoreboard was installed at Soisson-Rapacz Clason field	
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T531	Conduct recruitment and selection procedures for vacant KDPS positions in professional, fair and valid manner. Seek increased diversity in candidate pool.	J. Milowe	2010 Departmental Goals			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T530	Conduct promotional written exams in a fair and valid manner.	J. Milowe	2010 Departmental Goals			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T522	Conduct promotional oral boards in a fair and valid manner.	J. Milowe	2010 Tactical Plan			

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T525	Maintain an accurate Workers' Compensation program to ensure that proper procedures are followed regarding claims and services.	G. Fellings	2010 Tactical Plan		
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T528	Review and update all NBU job titles on Eden to ensure that class specifications accurately reflect the DBM Classification System.	J. Doonan	2010 Tactical Plan		
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T523	Evaluate and begin to implement methods to standardize look of employment tests that are administered for position vacancies.	J. Doonan P. Vargas	2010 Tactical Plan		
Management Services	Purchasing/ Risk Management	SF5	Responsive and Responsible Government	G2	Provide quality services and programs delivered efficiently and cost-effectively	O9	Evaluate and modify the organizational structure and City policies, programs and procedures to achieve maximum efficiency, effectiveness and responsiveness	T730	Work with City department to decrease "small purchase" spend and increase usage of term contracts for operational supplies and services	Nick Lam	2010 Tactical Plan		
Public Safety	Service Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O3	Assess Public Safety's service delivery and capabilities	T807	Maintain and enhance computer-aided dispatch for deployment of closest available unit	Parsons	2009 Tactical Plan		Accomplished and ongoing into 2010
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O4	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T810	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	Urledge	2009 Tactical Plan		Accomplished and on going. Bi-weekly meetings held with all divisions and crime trends distributed on a regular basis
Public Safety	KVET	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O4	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T801	Continue partnership with CP&D and neighborhood leaders to target problem housing issues	Taylor	2009 Tactical Plan		Accomplished and on going. Bi-weekly meetings held with all divisions and crime trends distributed on a regular basis
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O4	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T803	Identify and develop additional linkages between A+ Neighborhoods and Cops on Dots	Urledge	2009 Tactical Plan		Accomplished and on going. CPO's work closely with CP&D
Public Safety	KVET	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O4	Identify crime trends in neighborhoods and implement Cops on Dots to disrupt and prevent criminal activity	T808	Monitor crime trends by neighborhood and assign resources to alleviate crime and address quality of life issues as identified.	Taylor	2009 Tactical Plan		Accomplished and ongoing into 2010

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O5	Increase visibility and time available for proactive patrol	T811	Utilize directed patrols to address neighborhood concerns and decoy operations to monitor, bait, and apprehend offenders	Uridge	2009 Tactical Plan		Accomplished and ongoing into 2010	
Public Safety	Operations Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O5	Increase visibility and time available for proactive patrol	T809	Train shift supervisors in crime trend analysis so they can regularly use the tool to deploy personnel appropriately	Uridge	2009 Tactical Plan		Accomplished and ongoing into 2010	
Public Safety	Service Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O5	Increase visibility and time available for proactive patrol	T805	Increase digital police report dictation capabilities to enable officers to dictate police reports in the field and transmit them electronically	Parsons	2009 Tactical Plan		Accomplished and ongoing into 2010	
Public Safety	Service Division	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O5	Increase visibility and time available for proactive patrol	T800	Continue digital dictation to increase time available for proactive patrol.	Parsons	2009 Tactical Plan		Accomplished and ongoing into 2010	
Public Safety	Public Safety	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O6	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		Accomplished	
Public Safety	Public Safety	SF5	Responsive and Responsible Government	G4	Provide prompt, professional, and courteous police, fire and emergency medical services, including concentrated attention to critical neighborhood problems	O6	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 Recommend Improvements to the Public Safety Complaint Process	Chief	Public Safety Enhancement Work Plan		Accomplished and on going into 2010	
City Commission	City Commission	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O1	Continue to support public transit to aid access to employment, educational and community activities	T154	Continue to support the Kalamazoo County Transportation Authority, a transportation initiative created to provide transit countywide		2009 Tactical Plan - New		Worked with KTCA to educate the community on the value and need for public transportation in Kalamazoo County, which led to the successful passage of a .6 millage request for City residents	
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O10	Transfer Metro Transit assets to KCTA	T306	Assist KCTA in legislative changes to Public Act 196	Transit Director	2010 Departmental Goals			
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O4	Expand fixed route services within the southern portion of the urbanized area	T301	Continue to provide public transit to aid access to employment, educational and community activities	Transit Director	2009 Tactical Plan		Partnering with KCTA, a Public Transit / Human Services Transportation Coordination Plan has now been completed and adopted by the KCTA. The Plan will be submitted to MDT/FTA and will make the System eligible for new federal funding in the future.	

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)			
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O5	Maintain a balanced 2010 budget	T315	Monitor operating costs and revenues; financial reporting on a monthly basis	Transit Director	2010 Departmental Goals		
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O6	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	T302	Create a countywide service development and financial plan for all public transit services including working to pass a countywide transit millage	Transit Director	2009 Tactical Plan	Successfully made use of FTA transit planning funds, through KATS, that allows the System to contract for a Comprehensive Operational Analysis (COA). Contract has been awarded. Work has begun and final recommendations are due at the end of January 2010.	
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O7	Promote the benefits of public transit usage	T305	Assist KCTA in its "visioning" effort; expand circulation of quarterly <i>Business News</i>	Transit Director	2010 Departmental Goals		
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O8	Reduce incidents at KTC and on board buses/vans	T313	Maintain Public Safety presence at KTC; ensure camera surveillance system at KTC and on board vehicles are in working condition	Transit Director	2010 Departmental Goals		
Transportation	Public Transportation Services	SF5	Responsive and Responsible Government	G5	Support the design and implement a comprehensive, multi-modal regional transportation system and improved non-motorized facilities	O9	Stabilize existing fixed route, demand/response, and ADA-required public transit services for two-year transition period	T303	Develop long-term service strategy including two year transition of public transit system oversight from the City of Kalamazoo to the KCTA	Transit Director	2009 Tactical Plan	With the passage of the May 5th countywide millage, the TAB and staff, have worked towards a) a second millage proposal for 0.6 mills just in the City of Kalamazoo on November 3rd; and b) a proposed fare increase that will generate \$270,000 annually. Once completed System finances should be stabilized for the next three years.	
City Administration	City Administration	SF5	Responsive and Responsible Government	G6	Increase Organizational Capacity and Effectiveness	O1	Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T2	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 department leader roles		2009 Tactical Plan	Created budget criteria for 2009 and 2010 based on existing commitments and organizational priorities to maintain core services	
City Administration	City Administration	SF5	Responsive and Responsible Government	G6	Increase Organizational Capacity and Effectiveness	O1	Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T4	Enable management to evaluate and improve effectiveness of core services by clarifying expectations and providing methods and tools for service delivery evaluation and improvement		2009 Tactical Plan	Utilized department directors to evaluate and provide guidance on the strategic focus areas, its relevance to current budget challenges and City's ability to continue to provide core services	
City Administration	City Administration	SF5	Responsive and Responsible Government	G6	Increase Organizational Capacity and Effectiveness	O1	Implement changes to City's operating approach to provided efficient and cost effective services that maximizes available resources	T3	Develop and begin implementation of a comprehensive 5-year Organizational Plan, including succession planning		2009 Tactical Plan	Utilized monthly departmental scorecards to gauge organization's progress based on current year budget goals and objectives	

Organizational Scorecard 2009

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O2	Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T614	Acquire Updated Digital Orthophotography	S Hoch	2009 Departmental Goal	June	Completed June 2009	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O2	Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T608	Develop and Implement intranet web site	Z. Heckman	2009 Departmental Goals		On-hold	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O2	Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T610	Implement Time Entry module. To aid with project accounting time entered in EDEN	D. Hettinger	2009 Departmental Goals		On-hold	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O2	Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T604	Research and Implement Time and Attendance / Scheduling software that can interface into EDEN payroll to replace KDPS scheduling program	T Snape	2009 Tactical Plan		RFP almost finished.	Could be done in 2009 or 2010 depending on lots of factors.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O2	Implement new software enhancements and re-engineer City business process to improve efficiency, effectiveness and responsiveness of city processes and services	T615	ESRI Coverage to Geodatabase Conversion	J Eichstaedt	2009 Departmental Goal - New	7/31/2009	Completed	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T600	Assist with implementation of AVL (Automatic Vehicle Locator) service for Transportation	M Cross	2009 Tactical Plan		RFP done and the vendor selected.	This will be carried forward for 3-5 years.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T618	Chamber Dias Technology Enhancement	B Mitchell	2009 Departmental Goal			Ongoing. This will not be completed in 2009
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T631	Computer Inventory	Z Heckman	2009 Departmental Goals	12/31/09		Ongoing. This is a yearly tactic so it will be carried-forward.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T601	Develop and implement more reliable and secure public safety radio frequency traffic telecommunication path	M Cross	2009 Tactical Plan		Completed.	Done

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Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T619 Exchange 2007 Upgrade	C Phillips / B Mitchell	2009 Departmental Goal		Server upgrade completed.	This should be finished in 2009.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T620 File/Print Server Consolidation	C Phillips	2009 Departmental Goal		4 departments completed.	This will be carried forward.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T602 Implement new internet connection at Public Safety	M Cross	2009 Tactical Plan	6/15/2009	Completed	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T621 Intrusion Detection/Prevention	C Phillips	2009 Departmental Goal		Unable to work on this project due to time constraints and other things being more important.	This will be carried forward.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T622 Network Security Phase I	C Phillips	2009 Departmental Goal		Unable to work on this project due to time constraints and other things being more important.	This will be carried forward.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T623 Network Security Phase II	C Phillips	2009 Departmental Goal		Unable to work on this project due to time constraints and other things being more important.	This will be carried forward.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T603 Office Furniture Re-Design	S. Durden	2009 Tactical Plan		On-hold	
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T624 Penthouse Move	C Phillips	2009 Departmental Goal		Some work completed in 2009.	This will be carried forward.
Information Technology	Information Technology	SF5 Responsive and Responsible Government	G6 Increase Organizational capacity and effectiveness	O3 Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T611 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	2009 Departmental Goals			Ongoing. This is a yearly tactic so it will be carried-forward.

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2009 Tactical Plan OR Other/New (Specify)	Date Completed	2009 Accomplishments	2009 Accomplishments Comments (Detail or Variance)				
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T612	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	2009 Departmental Goals		Ongoing. This is a yearly tactic so it will be carried-forward.	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T625	SAN Upgrade	M Cross	2009 Departmental Goal	8/10/2009	Completed	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T626	Server Room Consolidation	C Phillips	2009 Departmental Goal		Cleaned up rack 3 and parts of rack 1/2. Added a 4th rack which will end up being rack 2 out of 2.	This will be carried forward.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T605	Switch Replacement and Inet redesign	M Cross	2009 Tactical Plan		Layer 2 is completed.	Will be completed in 2009.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T627	VMWare Expansion	B Mitchell	2009 Departmental Goal		Almost completed.	Will be completed in 2009.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T628	Cell phone upgrades	Z Heckman	2009 Departmental Goal - New	3/27/2009	Completed	
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T613	Review/re-engineer network security structures/permissions (AD rationalization and cleanup, k-drive cleanup)	M. Cross	2009 Departmental Goals - Revised			This will be carried forward.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T630	Review AT&T Centrex billing, streamline bills/accounts, and remove extraneous lines to reduce overall expenditure.	Ed Freed	2009 Departmental Goal - New		Lots of progress including credits and the almost-finished phone database.	Will be carried forward.
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T636	Server 2008 Upgrade. Upgrade 5-10 servers in 2010.	TBD	Proposed 2010 Departmental Goal			

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Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T637	SQL 64-bit Upgrade.	TBD	Proposed 2010 Departmental Goal			
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T633	Complete Security Audit.	TBD	Proposed 2010 Departmental Goal			
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T634	Complete Software Licensing Audit.	TBD	Proposed 2010 Departmental Goal			
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T632	2010 PC Deployment.	TBD	Proposed 2010 Departmental Goal			
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T638	VOIP Phase I.	TBD	Proposed 2010 Departmental Goal			
Information Technology	Information Technology	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O3	Maintain and enhance the City's information technology infrastructure to ensure secure, efficient, and reliable access to the City's business applications	T635	IT Change Management policy adoption and implementation.	TBD	Proposed 2010 Departmental Goal			
Human Resources	Human Resources	SF5	Responsive and Responsible Government	G6	Increase Organizational capacity and effectiveness	O4	Promote wellness	T509	Promote wellness initiatives, the Wellness Pilot Program	Buchtrup	2009 Tactical Plan	week of 7/27/09	Completed week of 07.27.09	
Transportation	Public Transportation Services	SF6	Fiscal Stewardship	G1	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	O1	Continue to assess, monitor and modify the financial targets and strategies on which the five-year fiscal plan is based	T314	Maximize all federal and state financial resources	Transit Director	2010 Departmental Goals			
Management Services	Budget and Accounting	SF6	Fiscal Stewardship	G1	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	O3	Prioritize expenditures through an outcomes-based approach in the development of the City's budget.	T704	Identify and analyze possible tools to fund the Other Post Employment Benefits (OPEB) Liability	Tom Skrobola	2009 Tactical Plan		Developed a plan with Ice Miller to create a Section 115 OPEB Trust Account, which would provide for the receipt of funds from the City to facilitate the long-term investment and financing of a portion of future retiree health care costs.	The City Commission will need to take action to formally adopt this Trust Account, which will then be presented to the Internal Revenue Service for their review and approval. We anticipate being able to set aside funds in FY 2010 into this account.
Parks and Recreation	Parks	SF6	Fiscal Stewardship	G1	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	O6	Seek, develop, administer and maintain grants that subsidize City expenditures	T266	Promote gifting to the City through endowments and partnerships for the enhancement of Parks and Recreation	Jewell, Brown	2010 Tactical Plan			

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Parks and Recreation	Parks	SF6	Fiscal Stewardship	G1 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	O6 Seek, develop, administer and maintain grants that subsidize City expenditures	T265 Make the best use of grant opportunities to fund programs and capital improvement projects	Siegel; Polega; Jewell	2010 Tactical Plan		
Transportation	Public Transportation Services	SF6	Fiscal Stewardship	G1 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	O7 Increase operating revenue; reduce fare collection abuse	T311 Implement proposed fare increase; install new farebox collection equipment	Transit Director	2010 Departmental Goals		



**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**SUMMARY OF EXPENDITURES - ALL FUNDS**

	<b>2008 Actual</b>	<b>2009 Adopted</b>	<b>2009 Amended</b>	<b>2009 Projected</b>	<b>2010 Adopted</b>	<b>2009/2010 Variance</b>	<b>2011 Projected</b>
<b>GOVERNMENTAL</b>							
<b>GENERAL</b>	<b>54,243,608</b>	<b>54,754,315</b>	<b>54,902,482</b>	<b>52,925,537</b>	<b>52,683,308</b>	<b>-3.78%</b>	<b>53,174,853</b>
<b>CAPITAL IMPROVEMENT</b>	<b>7,295,583</b>	<b>5,500,291</b>	<b>13,655,442</b>	<b>9,565,743</b>	<b>4,594,145</b>	<b>-16.47%</b>	<b>5,857,922</b>
<b>SPECIAL REVENUE</b>							
Major Streets	7,181,921	6,800,422	7,279,581	7,065,830	9,197,270	35.25%	8,553,018
Local Streets	3,114,890	3,187,402	3,382,498	3,282,546	3,796,466	19.11%	3,637,935
Cemeteries	454,465	353,648	296,288	312,447	491,448	38.97%	494,939
Solid Waste	2,537,704	2,424,833	2,428,607	2,474,434	2,449,223	1.01%	2,475,132
Blight Abatement	135,914	93,000	116,740	74,833	67,725	-27.18%	94,000
K-VET Drug Enforcement	423,977	470,058	470,058	455,496	471,889	0.39%	432,784
Public Safety Contracts	-	-	-	-	322,231	-	-
Miscellaneous Grants	691,332	82,054	585,853	668,724	89,235	8.75%	520,000
Community Development	2,654,851	1,577,519	4,486,628	4,487,930	1,050,904	-33.38%	2,740,000
Recovery Act Grants/Programs	-	-	2,576,931	2,576,931	623,615	-	-
<b>TOTAL SPECIAL REVENUE</b>	<b>17,195,054</b>	<b>14,988,936</b>	<b>21,623,184</b>	<b>21,399,171</b>	<b>18,560,006</b>	<b>23.82%</b>	<b>18,947,808</b>
<b>TOTAL GOVERNMENTAL</b>	<b>78,734,245</b>	<b>75,243,542</b>	<b>90,181,108</b>	<b>83,890,451</b>	<b>75,837,459</b>	<b>0.79%</b>	<b>77,980,582</b>
<b>ENTERPRISE</b>							
Kalamazoo Farmers Market	46,660	46,988	47,488	47,655	46,022	-2.06%	46,547
Water Division	14,324,045	18,566,729	20,741,342	19,982,508	17,079,033	-8.01%	18,389,675
Wastewater Division	20,103,321	29,194,870	30,958,584	29,603,262	28,150,771	-3.58%	27,157,181
Transportation	14,186,667	28,939,067	31,221,976	17,611,138	30,128,028	4.11%	15,748,131
<b>TOTAL ENTERPRISE</b>	<b>48,660,693</b>	<b>76,747,654</b>	<b>82,969,390</b>	<b>67,244,563</b>	<b>75,403,854</b>	<b>-1.75%</b>	<b>61,341,533</b>
<b>RETIREMENT</b>	<b>511,464</b>	<b>597,401</b>	<b>597,401</b>	<b>597,401</b>	<b>563,124</b>	<b>-5.74%</b>	<b>568,755</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>127,906,402</b>	<b>152,588,597</b>	<b>173,747,899</b>	<b>151,732,415</b>	<b>151,804,437</b>	<b>-0.51%</b>	<b>139,890,871</b>
<b>INTERNAL SERVICE</b>							
Information Technology	2,374,526	2,887,681	4,151,158	2,629,911	2,003,274	-30.63%	1,932,325
City Wide Maintenance	1,330,309	1,220,690	1,222,622	1,348,424	1,153,839	-5.48%	1,167,065
Engineering	1,840,593	1,671,902	1,671,902	1,543,171	1,562,452	-6.55%	1,580,562
Public Works Billable	524,783	504,172	504,172	402,898	413,907	-17.90%	447,196
Public Works Fleet	1,742,985	1,686,113	1,686,113	1,638,705	1,770,525	5.01%	1,888,342
Public Utilities Fleet	1,389,543	2,143,332	2,143,332	1,673,301	1,308,477	-38.95%	1,621,443
Insurance	34,207,469	21,331,189	21,444,409	20,392,901	23,024,001	7.94%	21,746,003
<b>TOTAL INTERNAL SERVICE</b>	<b>43,410,208</b>	<b>31,445,079</b>	<b>32,823,708</b>	<b>29,629,311</b>	<b>31,236,475</b>	<b>-0.66%</b>	<b>30,382,936</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
2009 PROJECTED FUND BALANCE - ALL FUNDS**

	<b>January 1 Balance</b>	<b>Estimated Resources</b>	<b>Projected Expenditures &amp; Transfers</b>	<b>Over/ (Under) Expenses &amp; Transfers</b>	<b>Fund Balance Designations</b>	<b>December 31 2009 Balance</b>
<b>GOVERNMENTAL</b>						
<b>GENERAL</b>	<b>9,822,113</b>	<b>52,936,633</b>	<b>52,925,537</b>	<b>11,096</b>	<b>1,300,000</b>	<b>8,533,209</b>
<b>CAPITAL IMPROVEMENT</b>	<b>3,732,331</b>	<b>7,232,814</b>	<b>9,565,743</b>	<b>(2,332,929)</b>	<b>-</b>	<b>1,399,402</b>
<b>SPECIAL REVENUE</b>						
Major Streets	2,170,520	5,664,674	7,065,830	(1,401,156)	-	769,364
Local Streets	35,408	3,404,092	3,282,546	121,546	-	156,954
Cemeteries	4,397	355,283	312,447	42,836	-	47,233
Solid Waste	1,632,336	2,560,441	2,474,434	86,007	-	1,718,343
Blight Abatement	132,934	57,433	74,833	(17,400)	-	115,534
K-VET Drug Enforcement	625,037	290,515	455,496	(164,981)	-	460,056
Public Safety Contracts	-	-	-	-	-	-
Miscellaneous Grants	(40,395)	738,675	668,724	69,951	-	29,556
Community Development	99,228	4,487,930	4,487,930	-	-	99,228
Recovery Act Grants/Programs	-	2,576,931	2,576,931	-	-	-
<b>TOTAL SPECIAL REVENUE</b>	<b>4,659,465</b>	<b>20,135,974</b>	<b>21,399,171</b>	<b>(1,263,197)</b>	<b>-</b>	<b>3,396,268</b>
<b>TOTAL GOVERNMENTAL</b>	<b>18,213,909</b>	<b>80,305,421</b>	<b>83,890,451</b>	<b>(3,585,030)</b>	<b>1,300,000</b>	<b>13,328,879</b>
<b>ENTERPRISE</b>						
Kalamazoo Farmers Market	56,909	49,702	47,655	2,047	-	58,956
Water Division	3,258,862	22,519,663	19,982,508	2,537,155	-	5,796,017
Wastewater Division	16,380,145	21,975,113	29,603,262	(7,628,149)	-	8,751,996
Transportation	5,838,548	16,605,195	17,611,138	(1,005,943)	-	4,832,605
<b>TOTAL ENTERPRISE</b>	<b>25,534,464</b>	<b>61,149,673</b>	<b>67,244,563</b>	<b>(6,094,890)</b>	<b>-</b>	<b>19,439,574</b>
<b>RETIREMENT</b>		597,401	597,401	-	-	-
<b>TOTAL ALL FUNDS</b>	<b>43,748,373</b>	<b>142,052,495</b>	<b>151,732,415</b>	<b>(9,679,920)</b>	<b>1,300,000</b>	<b>32,768,453</b>
<b>INTERNAL SERVICE</b>						
Information Technology	1,920,507	1,841,246	2,629,911	(788,665)	-	1,131,842
City Wide Maintenance	5,708	1,348,424	1,348,424	-	-	5,708
Engineering	12,070	1,543,171	1,543,171	-	-	12,070
Public Works Billable	(354,030)	402,898	402,898	-	-	(354,030)
Public Works Fleet	(84,187)	2,000,125	1,638,705	361,420	-	277,233
Public Utilities Fleet	926,282	1,491,442	1,673,301	(181,859)	-	744,423
Insurance*	5,196,838	20,817,134	20,392,901	424,233	-	5,621,071
<b>TOTAL INTERNAL SERVICE</b>	<b>7,623,188</b>	<b>29,444,440</b>	<b>29,629,311</b>	<b>(184,871)</b>	<b>-</b>	<b>7,438,317</b>

\* - Note: Budgetary Fund Balance is shown net of the long-term OPEB Liability

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**2010 PROJECTED FUND BALANCE - ALL FUNDS**

	January 1 Balance	Estimated Resources	Adopted Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Fund Balance Designations	December 31 2010 Balance
<b>GOVERNMENTAL FUNDS</b>						
<b>GENERAL</b>	<b>8,533,209</b>	<b>51,791,846</b>	<b>52,683,308</b>	<b>(891,462)</b>	<b>(800,000)</b>	<b>8,441,747</b>
<b>CAPITAL IMPROVEMENT</b>	<b>1,399,402</b>	<b>3,410,000</b>	<b>4,594,145</b>	<b>(1,184,145)</b>	<b>-</b>	<b>215,257</b>
<b>SPECIAL REVENUE</b>						
Major Streets	769,364	9,023,379	9,197,270	(173,891)	-	595,473
Local Streets	156,954	3,849,543	3,796,466	53,077	-	210,031
Cemeteries	47,233	511,798	491,448	20,350	-	67,583
Solid Waste	1,718,343	2,537,916	2,449,223	88,693	-	1,807,036
K-VET Drug Enforcement	460,056	300,000	471,889	(171,889)	-	288,167
Police Contractual Revenues	-	322,231	322,231	-	-	-
Blight Abatement Fund	-	67,725	67,725	-	-	-
Miscellaneous Grants	29,556	89,235	89,235	-	-	29,556
Community Development	99,228	1,050,904	1,050,904	-	-	99,228
Recovery Act Grants/Programs	115,534	623,615	623,615	-	-	115,534
<b>TOTAL SPECIAL REVENUE</b>	<b>3,396,268</b>	<b>18,376,346</b>	<b>18,560,006</b>	<b>(183,660)</b>	<b>-</b>	<b>3,212,608</b>
<b>TOTAL GOVERNMENTAL</b>	<b>13,328,879</b>	<b>73,578,191</b>	<b>75,837,459</b>	<b>(2,259,268)</b>	<b>(800,000)</b>	<b>11,869,611</b>
<b>ENTERPRISE</b>						
Kalamazoo Farmers Market	58,956	48,600	46,022	2,578	-	61,534
Water Division	5,796,017	13,192,178	17,079,033	(3,886,855)	-	1,909,162
Wastewater Division	8,751,996	23,224,633	28,150,771	(4,926,138)	-	3,825,858
Transportation	4,832,605	29,229,080	30,128,028	(898,948)	-	3,933,657
<b>TOTAL ENTERPRISE</b>	<b>19,439,574</b>	<b>65,694,491</b>	<b>75,403,854</b>	<b>(9,709,363)</b>	<b>-</b>	<b>9,730,211</b>
<b>RETIREMENT ADMINISTRATIO</b>	<b>-</b>	<b>563,124</b>	<b>563,124</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>32,768,453</b>	<b>139,835,806</b>	<b>151,804,437</b>	<b>(11,968,631)</b>	<b>(800,000)</b>	<b>21,599,822</b>
<b>INTERNAL SERVICE</b>						
Information Technology	1,131,842	1,616,799	2,003,274	(386,475)	-	745,367
City Wide Maintenance	5,708	1,153,839	1,153,839	-	-	5,708
Engineering	12,070	1,562,452	1,562,452	-	-	12,070
Public Works Billable	(354,030)	444,040	413,907	30,133	-	(323,897)
Public Works Fleet	277,233	1,871,851	1,770,525	101,326	100,000	278,559
Public Utilities Fleet	744,423	1,344,610	1,308,477	36,133	36,133	744,423
Insurance*	5,621,071	21,445,953	23,024,001	(1,578,048)	-	4,043,023
<b>TOTAL INTERNAL SERVICE</b>	<b>7,438,317</b>	<b>29,439,544</b>	<b>31,236,475</b>	<b>(1,796,931)</b>	<b>136,133</b>	<b>5,505,253</b>

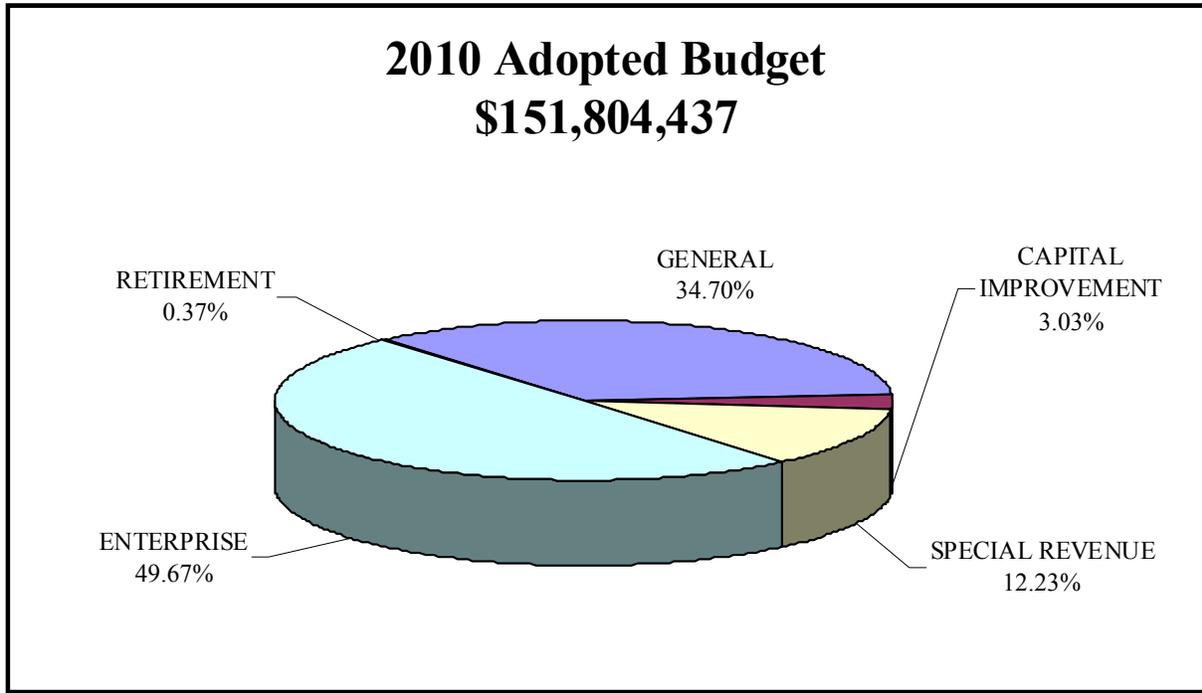
\* - Note: Budgetary Fund Balance is shown net of the long-term OPEB Liability

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**

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**BUDGET OVERVIEW**

The City of Kalamazoo Adopted FY 2010 Budget has estimated expenditures of \$151,804,437, a decrease of 13.3% from the amended FY 2009 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 decrease of nearly fourteen percent represents tight controls on anticipated expenditures in light of fiscal uncertainties in anticipated revenues.



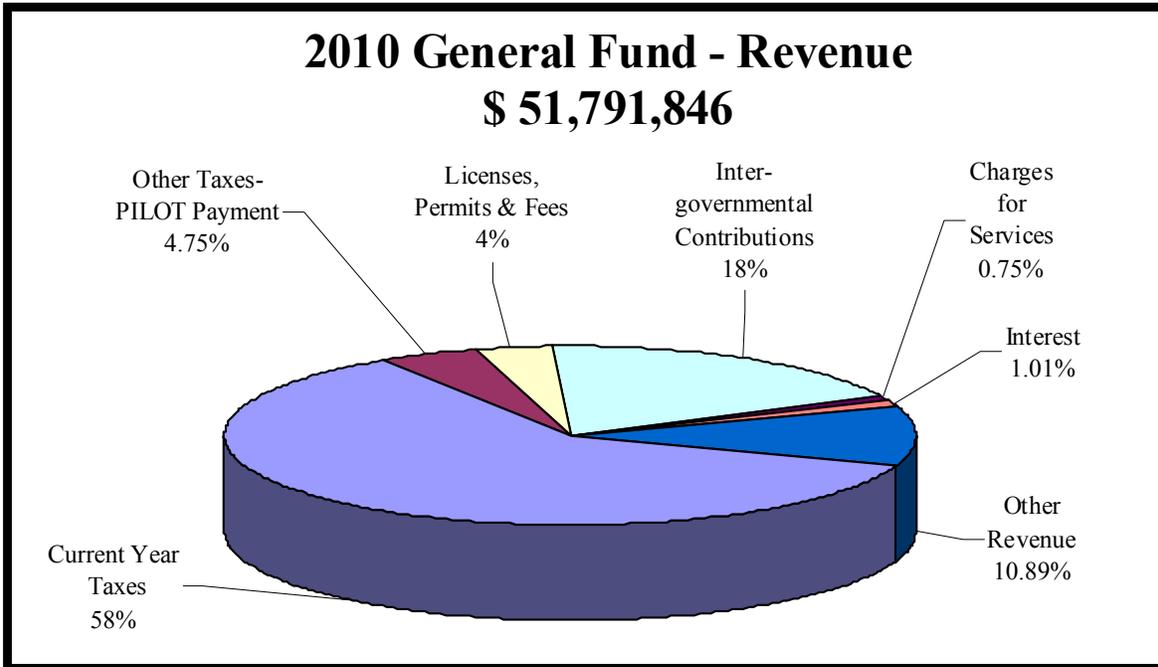
**Chart 1**

**Revenue**

*General Fund*

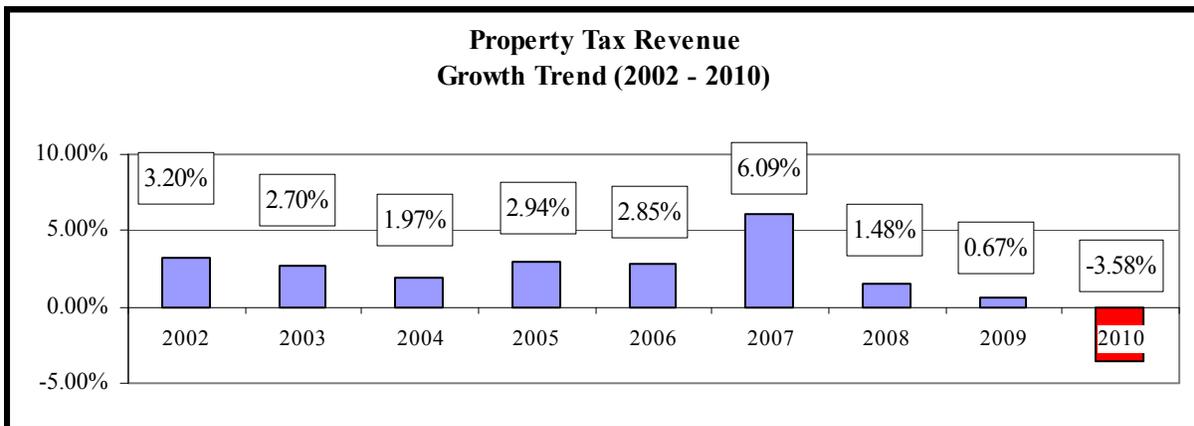
General Fund operating revenue is estimated at \$51,791,846 in FY 2010 Adopted Budget, which represents a decrease of 4.63% lower than estimated revenue in the FY 2009 Adopted Budget.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**



**Chart 2**

The two largest revenue sources, Property Taxes and Intergovernmental Contributions represent 76% of all estimated resources (see Chart 2). Property Taxes are estimated to decline by 3.58% in FY 2010. This decrease is lower than the estimated growth of 2.0% in property tax revenue than had been assumed in the Five-Year Fiscal Plan, which is attributable to the precipitous decline of the residential housing and commercial real estate markets (see Chart 3).



**Chart 3**

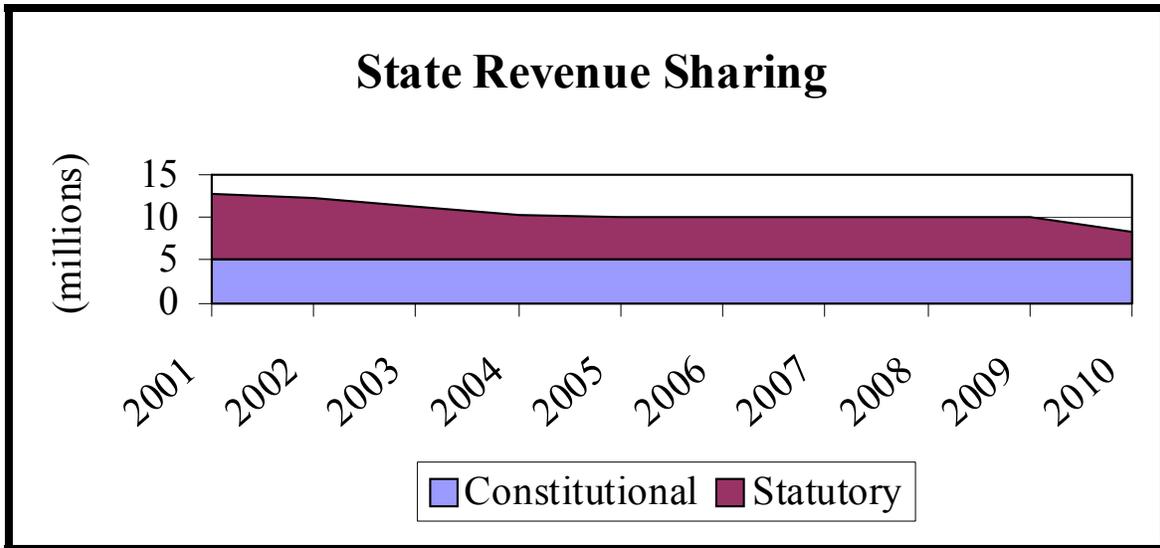
State Revenue Sharing is anticipated to continue the declines seen in 2009 into 2010 and beyond. Revenue Sharing payments have fallen since 2001, as the State has reduced the portion of payments not required by the Constitution. Statutory State Revenue Sharing is vulnerable to the will of the legislature for elimination or further reduction, and in turn makes the City's General Fund vulnerable.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**

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In 2001, the City received \$7.5 million in Statutory State Revenue Sharing payments, while in 2009-10 fiscal years it is estimated at \$3.25 million, a reduction of 33% from 2009 and a reduction of nearly 80% from 2001 (see Chart 4).

In FYs 2009-2010, it is anticipated that nearly \$1.2 million of State Revenue Sharing payments will be eliminated. The Five-Year Fiscal Plan assumes that State Revenue Sharing will continue to decline during the plan period, with rates of decline estimated at an additional 10%.



**Chart 4**

The remaining 24% of estimated revenues including permits, licensees, fees, and charges for services are projected at increase (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 13.7% from the FY 2009 Adopted budget.

*Non-General Fund Revenue*

**Solid Waste**

The Solid Waste millage rate will remain unchanged from the 2009 rate. Property Tax Revenues will decrease by 3.53% percent.

**Cemetery**

The 2010 budget reflects an increased expenditure of \$150,000 in capital projects from the 2009 budget supported by the perpetual care fund. Cemetery operations will continue to be supported by an annual operating contribution from the Perpetual Care Fund, estimated for 2010 to be \$180,113.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**

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**Water Fund**

The 2010 estimated budget revenues reflect a 5% revenue increase in water rates, a rebate from General Insurance Fund as well as a \$600 thousand of bond proceeds for capital projects.

**Wastewater Fund**

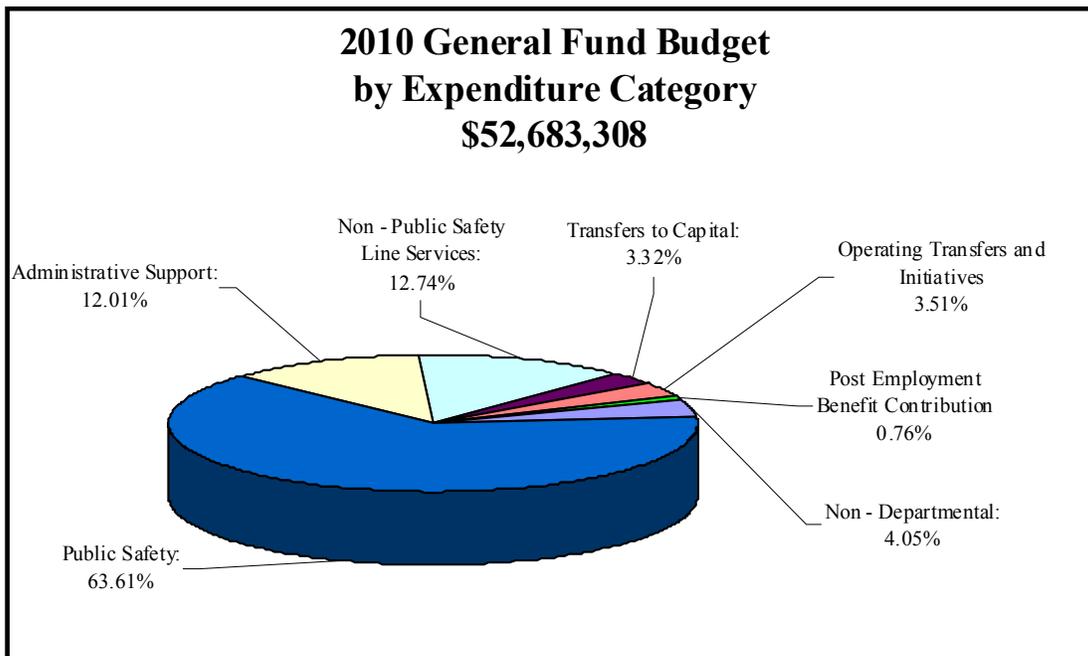
The 2010 estimated budget revenues reflect a 2% revenue increase in water rates, a rebate from General Insurance Fund as well as an \$3.4 million from bond proceeds for capital projects.

**Expenditures**

*General Fund*

The Adopted FY 2010 General Fund Budget is \$52,683,308, an overall decrease of 3.78 percent compared with FY 2009 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)



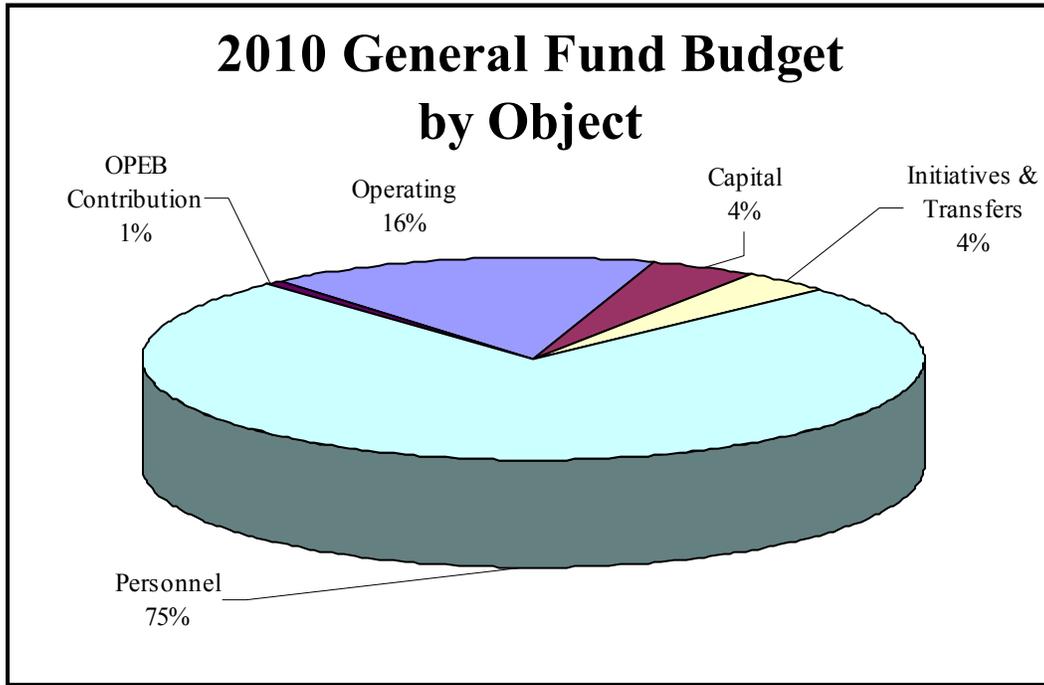
**Chart 5**

The General Fund Operating Budget will decrease by approximately 4.27% from the Adopted 2009 Budget. As illustrated in the chart above, 12% of the General Fund Budget is allocated to administrative support, supporting not only the General Fund Budget, but also the entire \$151 million citywide budget.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**

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Public Safety services garner the largest share of General Fund resources accounting for 63.61% of the General Fund budget (Chart 5). Personnel costs account for 75% of all General Fund expenditures (see Chart 6). Consistent with the Five-Year Fiscal Plan, the 2010 Adopted Budget takes advantage of an average annual position vacancy rate of 1.2% by offsetting General Fund Expenditures by the same amount.



**Chart 6**

Also, consistent with the Five-Year Fiscal Plan and budget policies, the General Fund began contributing to the Budget Stabilization Account and a Capital Contingency Account in 2007. The target for each account is 1-2% of operating revenues. In 2007, the Five Year Fiscal Plan assumed that a target of \$600 thousand would be reached for each of these reserve accounts.

Due to the uncertainty of property tax and state shared revenue, the plan was revised for FY 2009 to provide the amount of projected General Fund Balance in excess of the minimum level of 13% to be reserved to the Budget Stabilization Account, equaling a \$1.3 million contribution and a FY 2009 end balance of \$1.65 million in the Budget Stabilization Account.

The Adopted FY 2010 – 11 Budget calls for a contribution of \$100 thousand in 2010 and \$400 thousand in 2011 to the Budget Stabilization Account. The Budget Stabilization Account is being used to mitigate the impact of unanticipated revenue losses and some expenditure increases over the years 2011 and 2012. The capital reserve account will be used for emergency capital repairs or purchases.

The capital reserve account balance will remain at \$350K.

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET OVERVIEW**

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The Five-Year Fiscal Plan targets a minimum capital investment of \$5 million annually. The General Fund will transfer \$1.8 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 2010 of \$14.8 million. The significant capital investment is achieved through the strategic use of debt and the leveraging of funds from outside sources.

**Fund Balance**

General Fund expenditures are projected to exceed revenues by \$891,462 dollars in 2010. The Five-Year Fiscal Plan establishes a fund balance target range for the General Fund of 13% - 15% of revenues. The ending fund balance for 2010 is projected to be 14.8%. 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 16.1%.

**Position Allocations**

The 2010 Adopted Budget includes 753 full-time positions, a net decrease of 40 positions from the Adopted FY 2009 Budget.

The following full-time position was eliminated in FY 2009 by the administration:

Community Planning and Development: Community Planning and Development Coordinator

The following 3 full-time positions were eliminated in the FY 2009 Budget by action of the City Commission on August 3, 2009:

City Administration: Assistant City Manager  
Management Services: Budget and Accounting Assistant Manager  
Parks and Recreation: Lead Maintenance Mechanic

The following 32 full-time positions were eliminated in the FY 2009 Budget by action of the City Commission on October 26, 2009:

City Clerk: Accounts Coordinator/Secretary  
City Clerk: Office Records and Information Manager  
Human Resources: Training and Development Spec.  
Information Technology: GIS Analyst  
Information Technology: Database Administrator  
Management Services: Clerk Cashier I  
Management Services: Property Appraiser III  
Management Services: Assessment/Treasury Clerk  
Management Services: Administrative Secretary  
Management Services: Pension Analyst  
Public Safety: CID Division Records Secretary  
Public Safety: KVET Division Secretary  
Public Safety: Computer Processing Offense Records Clerk (2)  
Public Safety: PSO (6)  
Public Safety: PSO – (10) \* These positions were transferred to the COPS Grant Fund

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET OVERVIEW**

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Public Safety: Records Supervisor  
Public Safety: Procurement Coordinator

The following full-time positions identified for elimination in the FY 2010 Budget are as follows:

Public Services: Accounts Coordinator  
Public Services: Clerk Cashier III  
Public Services: Lead Equipment Op III  
Wastewater: Biologist  
Wastewater: Environmental Scientist  
Wastewater: Laborer II  
Wastewater: Lead Equipment Op III  
Wastewater: O/M I Maintenance  
Wastewater: O/M I Maintenance  
Wastewater: Lead Maintenance Mechanic  
Citywide Maintenance: Custodian II  
Public Works: Laborer II  
Public Works: Equipment Operator I  
Public Works: Equipment Operator II  
Transportation: Bus Driver

**Capital**

Total Capital improvements planned for 2010 total \$14.8 million (see Chart 7).

**Expenses**

*General Fund*

General Fund capital projects which are funded in the Capital Improvements Program (CIP) Fund total \$775 thousand. This investment by the City will yield many improvements in the community. Capital projects in the CIP Fund include \$35,000 in Environmental improvements, and lighting improvements at Rose Park, Williams Pond Dam Rehabilitation, Milham and Mayor's River Front park improvements. Additionally, sidewalks will continue to be improved throughout the city and City hall is planned for some modest upgrades to facilitate staffing and energy efficiency improvements.

*Non General Fund:*

Local Streets

Improvements to various local streets will be made in the amount of \$1.2 million and funded with bond reserves.

Major Streets

The Major Street Capital Budget is adopted at \$2.1 million of local funding. Federally funded projects will also add an additional \$2.3 million while State funding will add an additional \$200 thousand for a total Major Street Program of \$4.6 million. The City's portion will be financed

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET OVERVIEW**

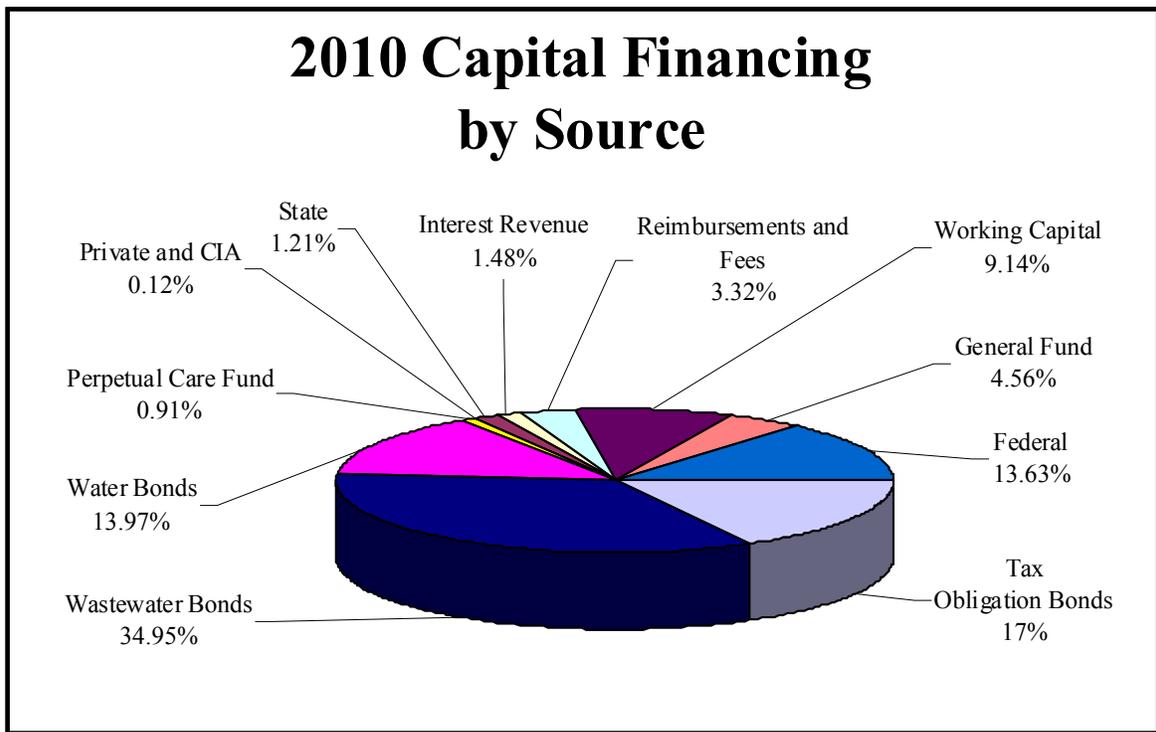
with capital improvement bonds and cash reserves. Major streets included in the 2010 program are Portage Street (Kilgore to Lakeway), North Street (Douglas to Gull Road), traffic signal upgrades at various sites, continue the Guardrail Safety Project, Pavement Management Update, E. Walnut Street (Portage to Mills), Davis Street (Wheaton to Lovell), M43 Pump Station Design for Upcoming Years Major Street Projects and land acquisition for Oakland/Parkview Intersection improvements.

**Cemetery**

Improvements in the Cemeteries will be made in the amount of \$150 thousand and funded by the Perpetual Care Fund. Continued road repair and replacement, along with grounds and facility maintenance will balance out this allocation. Additionally erosion control and stone wall conditions will be enhanced with the additional resources.

**Water & Wastewater Funds**

Capital improvements of \$2.3 million and \$5.8 million will be made in the Water and Wastewater Funds respectively. Projects include new & replacement water mains, service connections, hydrants, meters pumping station upgrades, capital maintenance and improvement of existing infrastructure and various other projects including computer and software investments and replacements along with plant controls.



**Chart 7**

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**TAXABLE VALUE AND TAX LEVY PROJECTIONS**

	2009 Adopted Budget	2009 Amended Budget	2009 YE Est.	2010 Adopted Budget	2011 Projected Budget	2012 Projected Budget	2013 Projected Budget	2014 Projected Budget	2015 Projected Budget
<b>Effective Taxable Value (a)</b>	1,735,768,302	1,735,768,302	1,733,623,627	1,682,654,185	1,682,654,185	1,707,893,997	1,733,512,407	1,759,515,093	1,785,907,820
<b>MILLAGE RATES:</b>									
<b>Operating Millage</b>	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705
<b>Solid Waste Millage</b>	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500
<b>Metro Transit Millage</b>	0.0000	0.0000	0.0000	0.6000	0.6000	0.6000	0.6000	0.6000	0.6000
<b>TOTAL</b>	<b>20.8205</b>	<b>20.8205</b>	<b>20.8205</b>	<b>21.4205</b>	<b>21.4205</b>	<b>21.4205</b>	<b>21.4205</b>	<b>21.4205</b>	<b>21.4205</b>
<b>TAX REVENUES:</b>									
<b>Operating Revenues</b>	33,449,123	33,449,123	33,407,794	32,425,587	32,425,587	32,911,971	33,405,651	33,906,736	34,415,337
<b>Less: Total Captured TIF (b)</b>	-1,436,907	-1,436,907	-1,729,797	-1,559,019	-1,559,019	-1,582,404	-1,606,140	-1,630,232	-1,654,686
<b>Net Operating Revenue</b>	32,012,216	32,012,216	31,677,997	30,866,569	30,866,569	31,329,567	31,799,511	32,276,503	32,760,651
<b>Solid Waste Revenues</b>	2,690,441	2,690,441	2,687,117	2,608,114	2,608,114	2,647,236	2,686,944	2,727,248	2,768,157
<b>Less: Total Captured TIF (b)</b>	-108,342	-108,342	-129,126	-117,181	-117,181	-118,939	-120,723	-122,534	-124,372
<b>Net Operating Revenue</b>	2,582,099	2,582,099	2,557,991	2,490,933	2,490,933	2,528,297	2,566,221	2,604,714	2,643,785
<b>Metro Transit Revenues (c)</b>				1,009,593	1,009,593	1,024,736	1,040,107	1,055,709	1,071,545
<b>Less: Total Captured TIF (b)</b>				-45,819	-46,575	-47,344	-48,127	-48,923	-49,732
<b>Net Operating Revenue</b>				963,774	963,017	977,392	991,981	1,006,786	1,021,812
<b>TOTAL</b>	<b>34,594,315</b>	<b>34,594,315</b>	<b>34,235,988</b>	<b>33,357,501</b>	<b>34,320,519</b>	<b>34,835,256</b>	<b>35,357,712</b>	<b>35,888,004</b>	<b>36,426,248</b>

(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

## 2010 ADOPTED BUDGET

### POSITION COMPARISON

	Adopted Budget 2008	Adopted Budget 2009	Transfers	Additions	Eliminations	Adopted Budget 2010
<b>PERMANENT FULL TIME AUTHORIZED POSITIONS</b>						
<b>CITY ADMINISTRATION</b>	<b>7.0</b>	<b>7.0</b>	-	-	<b>(1.0)</b>	<b>6.0</b>
<b>CITY ATTORNEY</b>	<b>8.0</b>	<b>8.0</b>	-	-	-	<b>8.0</b>
<b>CITY CLERK</b>						
Administration	3.5	3.0	-	-	(1.0)	2.0
Elections	1.0	1.0	-	-	-	1.0
Records Management, Research and Archives	2.5	3.0	-	-	(1.0)	2.0
<b>Total City Clerk</b>	<b>7.0</b>	<b>7.0</b>	-	-	<b>(2.0)</b>	<b>5.0</b>
<b>INTERNAL AUDITOR</b>	<b>1.0</b>	<b>1.0</b>	-	-	-	<b>1.0</b>
<b>HUMAN RESOURCES DEPARTMENT</b>	<b>9.0</b>	<b>9.0</b>	-	-	<b>(1.0)</b>	<b>8.0</b>
<b>INFORMATION TECHNOLOGY</b>	<b>10.0</b>	<b>10.0</b>	-	-	<b>(3.0)</b>	<b>7.0</b>
<b>MANAGEMENT SERVICES</b>						
Budget and Accounting	12.0	12.0	2.0	1.0	(3.0)	12.0
Assessor	7.5	7.0	-	-	(1.0)	6.0
Treasurer	8.0	8.0	-	-	(2.0)	6.0
Purchasing	5.5	6.0	-	-	-	6.0
<b>Total Management Services</b>	<b>33.0</b>	<b>33.0</b>	<b>2.0</b>	<b>1.0</b>	<b>(6.0)</b>	<b>30.0</b>
<b>KALAMAZOO PUBLIC SAFETY</b>						
Administration	9.0	7.0	-	-	-	7.0
Financial Services	13.0	13.0	(2.0)	-	(4.0)	7.0
Training	7.0	7.0	-	-	(1.0)	6.0
Kalamazoo Valley Enforcement Team (KVET)	15.0	15.0	-	-	(1.0)	14.0
Operations	190.5	189.5	(2.5)	-	(15.0)	172.0
Criminal Investigation	35.0	36.0	-	-	(1.0)	35.0
Service	28.5	29.5	(0.5)	-	-	29.0
Special Revenue Funded	5.0	4.0	3.0	10.0	-	17.0
<b>Total Public Safety</b>	<b>303.0</b>	<b>301.0</b>	<b>(2.0)</b>	<b>10.0</b>	<b>(22.0)</b>	<b>287.0</b>
<b>COMMUNITY PLANNING AND DEVELOPMENT</b>						
Code Administration	23.0	23.0	-	-	-	23.0
Neighborhood and Economic Development	9.0	9.0	-	-	(1.0)	8.0
Planning	5.0	5.0	-	-	-	5.0
Neighborhood and Economic Development (HUD)	9.0	9.0	-	-	-	9.0
<b>Total Community Planning and Development</b>	<b>46.0</b>	<b>46.0</b>	-	-	<b>(1.0)</b>	<b>45.0</b>
<b>PARKS AND RECREATION</b>						
Parks	10.0	10.0	-	-	(1.0)	9.0
Recreation	9.0	9.0	-	-	-	9.0
<b>Total Parks and Recreation</b>	<b>19.0</b>	<b>19.0</b>	-	-	<b>(1.0)</b>	<b>18.0</b>

# CITY OF KALAMAZOO

## 2010 ADOPTED BUDGET

### POSITION COMPARISON

	Adopted Budget 2008	Adopted Budget 2009	Transfers	Additions	Eliminations	Adopted Budget 2010
<b>PERMANENT FULL TIME AUTHORIZED POSITIONS, continued</b>						
<b>PUBLIC SERVICES</b>						
Water Division	85.0	79.0	-	-	(3.0)	76.0
Engineering Services	14.0	15.0	-	-	-	15.0
Wastewater Division	93.0	94.0	-	-	(7.0)	87.0
City Wide Maintenance	11.0	11.0	-	-	(1.0)	10.0
Fleet Services	12.0	12.0	-	-	-	12.0
Public Works	40.0	39.0	-	-	(3.0)	36.0
<b>Total Public Services</b>	<b>255.0</b>	<b>250.0</b>	<b>-</b>	<b>-</b>	<b>(14.0)</b>	<b>236.0</b>
<b>TRANSPORTATION</b>	<b>105.0</b>	<b>102.0</b>	<b>-</b>	<b>1.0</b>	<b>(1.0)</b>	<b>102.0</b>
<b>TOTAL FULL TIME POSITIONS</b>	<b>803.0</b>	<b>793.0</b>	<b>-</b>	<b>12.0</b>	<b>(52.0)</b>	<b>753.0</b>
<b>PERMANENT PART TIME AUTHORIZED POSITIONS</b>						
<b>INFORMATION TECHNOLOGY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>-</b>	<b>1.0</b>
<b>MANAGEMENT SERVICES</b>						
Budget and Accounting	1.0	1.0	-	-	(1.0)	-
<b>KALAMAZOO PUBLIC SAFETY</b>						
Service	4.0	4.0	-	-	-	4.0
<b>PARKS AND RECREATION</b>						
Parks	2.0	2.0	-	-	-	2.0
Recreation	2.0	2.0	-	-	-	2.0
Kalamazoo Farmers Market	1.0	1.0	-	-	-	1.0
<b>Total Parks and Recreation</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5.0</b>
<b>PUBLIC SERVICES</b>						
Water Division	1.0	1.0	-	-	(1.0)	-
<b>TRANSPORTATION</b>	<b>19.0</b>	<b>19.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19.0</b>
<b>TOTAL PART TIME POSITIONS</b>	<b>30.0</b>	<b>30.0</b>	<b>-</b>	<b>1.0</b>	<b>(2.0)</b>	<b>29.0</b>
<b>TOTAL CITY ALLOCATED POSITIONS</b>	<b>833.0</b>	<b>823.0</b>	<b>-</b>	<b>13.0</b>	<b>(54.0)</b>	<b>782.0</b>

**CITY OF KALAMAZOO**  
**Adopted Budget 2010**  
**Budget Calendar**

**FISCAL YEAR 2010**

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August 4	Budget Directives, Budget Manual and Personnel Budget Projections Distributed
August 11-12	Budget Prep Training
September 7	Capital Improvements Program (CIP) Finalized
September 14	FY 2009 Budget Proposals Due
September 15 - 30	Technical Review, Union/NBU Communications, Community Relations Board Public Input Process
September 30	FY2009 Accomplishments and FY2010 Planned Accomplishments
October 1 - 20	Administration Review with Department Staff and Initial Layoff Notification
October 26	3 <sup>rd</sup> Quarter Budget Review Presentation Administration Recommendations FY2009 Budget Amendment
October 27	Final Position Layoff/Termination Notification to Affected Employees
November 2	FY2010 Proposed Budget Finalized
November 9 - 18	Presentations to City Commission Small Groups
November 10	Effective Layoff Date
November 30	Proposed Document Compiled, Proofed and Sent to Printer
November 30	City Manager officially transmits budget to City Commission
December 3	CIP Presented to Planning Commission
December 1 - 18	City Manager Community Budget Briefings and City Commission Public Work Sessions
December 7	Adopt Resolution for Public Hearing Year-end Budget Amendments
December 21	Budget Public Hearing
January 4	Budget Adoption



**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**BUDGET POLICIES**

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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 OF KALAMAZOO  
2010 ADOPTED BUDGET  
BUDGET POLICIES**

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

**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  
2010 ADOPTED BUDGET  
BUDGET POLICIES**

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**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  
2010 ADOPTED BUDGET  
BUDGET POLICIES**

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**CAPITAL IMPROVEMENT PROGRAM**

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.

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

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**BUDGET POLICIES**

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

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
BUDGET POLICIES**

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

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

Organizations are required to submit 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 OF KALAMAZOO  
2010 ADOPTED BUDGET  
BUDGET POLICIES**

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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 coordinate the 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.

**USE OF PUBLIC FUNDS POLICY**

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

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**BUDGET POLICIES**

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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.

**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.

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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.

**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

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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 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:

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- 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.

**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.

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**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.

**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.

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**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.

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

1. Ten percent of the assessed value of all real and personal property in the city,
2. 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, 2010.

2009 State Equalized Valuation		1,937,243,614
Debt Limit - 10 % of State Equalized Valuations		193,724,361
Debt Outstanding	84,520,000	
Less: Exempt Debt	32,875,000	51,645,000
		142,079,361
Legal Debt Margin		142,079,361

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**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 1<sup>st</sup> of each year. The City plans to continue issuing short-term tax anticipation notes for the foreseeable future.

**DEBT STATEMENT**

The following table reflects a breakdown of the City's direct and overlapping debt as of June 2, 2009 including 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>
<b>Building Authority Bonds:</b>			
Dated October 26, 2006 (1).....	\$ 3,965,000	\$ 3,965,000	\$ 0
Dated January 23, 2006 (1).....	2,645,000	2,645,000	0
Dated October 12, 2005(1) .....	2,495,000	,495,000	0
Dated July 26, 2005 (1) .....	7,605,000	3,954,600	3,650,400
Dated April 11 2005 (1) .....	6,235,000	6,235,000	0
Dated January 27, 2003 (1) .....	850,000	0	850,000
Dated January 1, 2002 (1).....	655,000	0	655,000
Dated April 1, 2001 (1).....	2,870,000	0	2,870,000
Dated September 1, 1999 (1).....	265,000	137,800	127,200
Dated December 1, 1998 (1).....	1,070,000	1,035,923	34,077
Dated November 17, 1998 (1).....	4,155,000	3,626,027	528,973
Sub-Total .....	<u>\$ 32,810,000</u>	<u>\$ 24,094,350</u>	<u>\$ 8,715,650</u>
<b>Michigan Transportation Fund Bonds:</b>			
Dated July 12, 2007 (1).....	\$ 3,495,000	\$ 3,495,000	\$ 0
Dated April 27, 2004 (1).....	2,290,000	2,290,000	0
Dated April 1, 2002 (1).....	1,405,000	1,405,000	0
Dated April 1, 2000 (1).....	1,430,000	1,430,000	0
Dated April 1, 1998 (1).....	790,000	790,000	0
Dated March 1, 1996 (1).....	475,000	475,000	0
Sub-Total .....	<u>\$ 9,885,000</u>	<u>\$ 9,885,000</u>	<u>\$ 0</u>
<b>Wastewater Bonds:</b>			
Dated April 1, 2001 (Revenue) .....	\$ 3,415,000	\$ 3,415,000	0
Sub-Total .....	<u>\$ 3,415,000</u>	<u>\$ 3,415,000</u>	<u>\$ 0</u>
<b>Water Bonds:</b>			
Dated July 12, 2007 (Revenue) .....	\$ 1,865,000	\$ 1,865,000	\$ 0
Dated November 29, 2006 (Revenue) .....	4,255,000	4,255,000	0
Dated April 27, 2004 (Revenue) .....	4,460,000	4,460,000	0
Dated October 23, 2002 (Revenue) .....	2,180,000	2,180,000	0
Dated June 6, 2002 (Revenue) .....	6,580,000	6,580,000	0
Sub-Total .....	<u>\$ 19,340,000</u>	<u>\$ 19,340,000</u>	<u>\$ 0</u>

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**Downtown Development Bonds:**

Dated October 1, 1997 .....	\$ 2,095,000	\$ 2,095,000	\$ 0
Dated June 15, 1993 .....	1,165,000	1,165,000	0
Dated March 2, 1992 .....	<u>900,000</u>	<u>900,000</u>	<u>\$ 0</u>
Sub-Total .....	\$ 4,160,000	\$ 4,160,000	<u>\$ 0</u>

**Special Assessment Bonds:**

Dated September 1, 1999 (1).....	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 0</u>
Sub-Total .....	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 0</u>

**Capital Improvement Bonds:**

Dated June 24, 2009 (1)(2).....	\$ 4,585,000	\$ 0	\$ 4,585,000
Dated July 1, 2008 (1).....	4,165,000	0	4,165,000
Dated July 12, 2007 (1) .....	835,000	0	835,000
Dated April 27, 2004 (1).....	<u>5,090,000</u>	<u>0</u>	<u>\$ 5,090,000</u>
Sub-Total .....	<u>\$ 14,675,000</u>	<u>\$ 0</u>	<u>\$ 14,675,000</u>

<b>Grand Total</b>	<b>\$ 84,520,000</b>	<b>\$ 61,129,350</b>	<b>\$ 23,390,650</b>
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GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>REVENUES:</b>							
Operating Taxes- Current Year	31,736,079	32,012,216	32,012,216	31,677,997	30,866,569	-3.58%	30,866,569
Other Taxes / PILOT Payment	1,852,596	1,802,765	1,802,765	1,804,765	2,438,365	35.26%	1,838,365
Licenses, Permits & Fees	1,951,086	1,959,700	1,959,700	1,838,421	1,889,070	-3.60%	1,945,742
Intergovernmental Contributions	11,474,154	11,377,944	11,377,944	10,588,860	9,612,056	-15.52%	8,650,850
Charges for Services	459,163	442,880	462,880	424,048	382,200	-13.70%	389,844
Interest	663,093	818,100	818,100	468,100	518,100	-36.67%	523,281
Transfer of Insurance Fund Coverage	-	500,000	500,000	500,000	500,000	0.00%	1,500,000
Other Revenue	5,606,868	5,392,726	5,392,726	5,634,442	5,585,486	3.57%	5,753,051
<b>TOTAL OPERATING REVENUE</b>	<b>53,743,039</b>	<b>54,306,331</b>	<b>54,326,331</b>	<b>52,936,633</b>	<b>51,791,846</b>	<b>-4.63%</b>	<b>51,467,702</b>
<b>EXPENDITURES:</b>							
<b>CITY COMMISSION</b>							
Personnel	56,896	56,515	56,515	56,520	56,515	0.00%	57,340
Operating	110,489	31,850	36,850	103,761	29,825	-6.36%	30,181
<b>TOTAL CITY COMMISSION</b>	<b>167,385</b>	<b>88,365</b>	<b>93,365</b>	<b>160,281</b>	<b>86,340</b>	<b>-2.29%</b>	<b>87,521</b>
<b>CITY ADMINISTRATION</b>							
Personnel	695,726	697,235	654,604	584,718	599,194	-14.06%	607,942
Operating	148,604	155,391	174,792	149,645	147,730	-4.93%	149,200
<b>TOTAL CITY ADMINISTRATION</b>	<b>844,330</b>	<b>852,626</b>	<b>829,396</b>	<b>734,363</b>	<b>746,924</b>	<b>-12.40%</b>	<b>757,142</b>
<b>CITY ATTORNEY</b>							
Personnel	752,719	782,225	768,350	765,408	769,672	-1.60%	780,909
Operating	155,211	110,805	135,226	99,195	100,328	-9.46%	100,992
Capital	-	500	500	-	-	-100.00%	-
<b>TOTAL CITY ATTORNEY</b>	<b>907,930</b>	<b>893,530</b>	<b>904,076</b>	<b>864,603</b>	<b>870,000</b>	<b>-2.63%</b>	<b>881,902</b>
<b>CITY CLERK:</b>							
<b>ADMINISTRATION</b>							
Personnel	264,607	237,187	237,187	191,798	215,992	-8.94%	219,145
Operating	32,694	36,721	36,721	33,784	37,950	3.35%	38,272
Capital	-	-	-	-	500		505
<b>TOTAL ADMINISTRATION</b>	<b>297,301</b>	<b>273,908</b>	<b>273,908</b>	<b>225,582</b>	<b>254,442</b>	<b>-7.11%</b>	<b>257,923</b>
<b>ELECTIONS</b>							
Personnel	93,170	60,198	94,448	83,649	174,428	189.76%	176,975
Operating	196,243	81,455	47,205	44,316	67,717	-16.87%	68,483
<b>TOTAL ELECTIONS</b>	<b>289,413</b>	<b>141,653</b>	<b>141,653</b>	<b>127,965</b>	<b>242,145</b>	<b>70.94%</b>	<b>245,458</b>
<b>RECORDS MANAGEMENT</b>							
Personnel	162,109	190,693	190,693	189,314	93,487	-50.98%	94,852
Operating	62,392	65,202	65,202	62,921	67,329	3.26%	68,164
<b>TOTAL RECORDS MANAGEMENT</b>	<b>224,501</b>	<b>255,895</b>	<b>255,895</b>	<b>252,235</b>	<b>160,816</b>	<b>-37.16%</b>	<b>163,016</b>
<b>TOTAL CITY CLERK</b>	<b>811,215</b>	<b>671,456</b>	<b>671,456</b>	<b>605,782</b>	<b>657,403</b>	<b>-2.09%</b>	<b>666,396</b>
<b>INTERNAL AUDITOR</b>							
Personnel	84,643	84,734	84,734	86,098	86,890	2.54%	88,159
Operating	3,063	7,909	7,909	3,134	7,110	-10.10%	7,127
<b>TOTAL INTERNAL AUDITOR</b>	<b>87,706</b>	<b>92,643</b>	<b>92,643</b>	<b>89,232</b>	<b>94,000</b>	<b>1.46%</b>	<b>95,286</b>
<b>HUMAN RESOURCES</b>							
Personnel	662,833	717,002	717,002	674,983	695,155	-3.05%	705,304
Operating	122,623	153,066	110,066	95,986	99,352	-35.09%	100,072
<b>TOTAL HUMAN RESOURCES</b>	<b>785,456</b>	<b>870,068</b>	<b>827,068</b>	<b>770,969</b>	<b>794,507</b>	<b>-8.68%</b>	<b>805,376</b>

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GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>MANAGEMENT SERVICES</b>							
<b>BUDGET AND ACCOUNTING</b>							
Personnel	841,034	970,695	888,486	909,999	992,369	2.23%	1,006,858
Operating	194,664	181,515	175,215	168,438	140,138	-22.80%	141,142
Capital	547	1,000	1,000	-	-	-100.00%	-
<b>TOTAL BUDGET AND ACCOUNTING</b>	<b>1,036,245</b>	<b>1,153,210</b>	<b>1,064,701</b>	<b>1,078,437</b>	<b>1,132,507</b>	<b>-1.80%</b>	<b>1,148,000</b>
<b>ASSESSOR</b>							
Personnel	590,691	600,966	600,966	585,571	549,180	-8.62%	557,198
Operating	110,380	71,608	94,508	79,292	93,493	30.56%	94,267
Capital	-	19,000	19,000	-	-	-100.00%	-
<b>TOTAL ASSESSOR</b>	<b>701,071</b>	<b>691,574</b>	<b>714,474</b>	<b>664,863</b>	<b>642,673</b>	<b>-7.07%</b>	<b>651,465</b>
<b>TREASURER</b>							
Personnel	516,567	519,391	519,391	525,127	435,646	-16.12%	442,006
Operating	448,648	464,851	431,351	435,161	403,757	-13.14%	408,880
<b>TOTAL TREASURER</b>	<b>965,215</b>	<b>984,242</b>	<b>950,742</b>	<b>960,288</b>	<b>839,403</b>	<b>-14.72%</b>	<b>850,886</b>
<b>PURCHASING</b>							
Personnel	380,696	381,106	381,106	380,872	393,777	3.32%	399,526
Operating	82,239	84,834	84,834	77,870	72,160	-14.94%	72,785
<b>TOTAL PURCHASING</b>	<b>462,935</b>	<b>465,940</b>	<b>465,940</b>	<b>458,742</b>	<b>465,937</b>	<b>0.00%</b>	<b>472,311</b>
<b>TOTAL MANAGEMENT SERVICES</b>	<b>3,165,466</b>	<b>3,294,966</b>	<b>3,195,857</b>	<b>3,162,330</b>	<b>3,080,520</b>	<b>-6.51%</b>	<b>3,122,662</b>
<b>PUBLIC SAFETY</b>							
<b>ADMINISTRATION</b>							
Personnel	907,094	812,872	812,872	832,966	929,807	14.39%	943,382
Operating	166,799	127,885	127,885	115,387	128,418	0.42%	129,319
<b>TOTAL ADMINISTRATION</b>	<b>1,073,893</b>	<b>940,757</b>	<b>940,757</b>	<b>948,353</b>	<b>1,058,225</b>	<b>12.49%</b>	<b>1,072,702</b>
<b>FINANCIAL SERVICES</b>							
Personnel	-	658,131	658,131	593,391	362,629	-44.90%	367,923
Operating	-	1,500	1,500	1,803	2,200	46.67%	1,896
<b>TOTAL FINANCIAL SERVICES</b>	<b>-</b>	<b>659,631</b>	<b>659,631</b>	<b>595,194</b>	<b>364,829</b>	<b>-44.69%</b>	<b>369,820</b>
<b>TRAINING</b>							
Personnel	754,633	741,778	741,778	690,101	678,590	-8.52%	688,497
Operating	91,861	215,371	280,144	217,907	210,718	-2.16%	212,976
<b>TOTAL TRAINING</b>	<b>846,494</b>	<b>957,149</b>	<b>1,021,922</b>	<b>908,008</b>	<b>889,308</b>	<b>-7.09%</b>	<b>901,474</b>
<b>KVET</b>							
Personnel	1,571,086	1,641,250	1,641,250	1,457,461	1,449,060	-11.71%	1,468,883
<b>TOTAL KVET</b>	<b>1,571,086</b>	<b>1,641,250</b>	<b>1,641,250</b>	<b>1,457,461</b>	<b>1,449,060</b>	<b>-11.71%</b>	<b>1,468,883</b>
<b>OPERATIONS DIVISION</b>							
Personnel	19,460,208	20,225,738	20,225,738	19,379,013	19,463,454	-3.77%	19,747,620
Operating	58,036	50,727	50,727	44,809	50,727	0.00%	33,515
<b>TOTAL OPERATIONS</b>	<b>19,518,244</b>	<b>20,276,465</b>	<b>20,276,465</b>	<b>19,423,822</b>	<b>19,514,181</b>	<b>-3.76%</b>	<b>19,781,135</b>
<b>CRIMINAL INVESTIGATIONS</b>							
Personnel	3,524,082	3,776,843	3,776,843	3,620,348	3,814,229	0.99%	3,869,917
Operating	22,619	24,546	24,546	21,851	24,080	-1.90%	20,900
<b>TOTAL CRIMINAL INVESTIGATIONS</b>	<b>3,546,701</b>	<b>3,801,389</b>	<b>3,801,389</b>	<b>3,642,199</b>	<b>3,838,309</b>	<b>0.97%</b>	<b>3,890,817</b>
<b>SERVICE DIVISION</b>							
Personnel	3,006,378	2,808,671	2,808,671	2,633,336	2,891,077	2.93%	2,933,287
Operating	2,990,737	3,041,117	3,045,269	3,096,084	2,947,286	-3.09%	2,986,997
Capital	515,742	460,116	566,007	585,598	557,526	21.17%	563,101
<b>TOTAL SERVICE</b>	<b>6,512,857</b>	<b>6,309,904</b>	<b>6,419,947</b>	<b>6,315,018</b>	<b>6,395,889</b>	<b>1.36%</b>	<b>6,483,385</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>33,069,275</b>	<b>34,586,545</b>	<b>34,761,361</b>	<b>33,290,055</b>	<b>33,509,801</b>	<b>-3.11%</b>	<b>33,968,215</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>PUBLIC WORKS</b>							
<b>FORESTRY</b>							
Personnel	435,833	512,688	512,688	449,690	421,779	-17.73%	427,937
Operating	243,347	189,694	189,694	188,158	168,028	-11.42%	169,939
<b>TOTAL FORESTRY</b>	<b>679,180</b>	<b>702,382</b>	<b>702,382</b>	<b>637,848</b>	<b>589,807</b>	<b>-16.03%</b>	<b>597,876</b>
<b>DOWNTOWN MAINTENANCE</b>							
Personnel	90,951	91,725	91,725	69,774	73,122	-20.28%	74,190
Operating	354,008	336,363	336,363	421,427	374,264	11.27%	379,317
<b>TOTAL DOWNTOWN MAINTENANCE</b>	<b>444,959</b>	<b>428,088</b>	<b>428,088</b>	<b>491,201</b>	<b>447,386</b>	<b>4.51%</b>	<b>453,506</b>
<b>ENVIRONMENTAL INSPECTIONS</b>							
Personnel	48,407	51,363	51,363	49,405	53,262	3.70%	54,040
Operating	91,749	74,793	51,640	52,278	51,163	-31.59%	51,814
<b>TOTAL ENVIRONMENTAL INSPECTIONS</b>	<b>140,156</b>	<b>126,156</b>	<b>103,003</b>	<b>101,683</b>	<b>104,425</b>	<b>-17.23%</b>	<b>105,854</b>
<b>SIDEWALKS</b>							
Personnel	85,308	98,188	98,188	91,826	101,229	3.10%	102,707
Operating	109,248	105,019	105,019	180,570	90,607	-13.72%	91,753
<b>TOTAL SIDEWALKS</b>	<b>194,556</b>	<b>203,207</b>	<b>203,207</b>	<b>272,396</b>	<b>191,836</b>	<b>-5.60%</b>	<b>194,460</b>
<b>CREEKS</b>							
Personnel	891	-	-	-	-	-	-
Operating	-	1,078	1,078	1,078	828	-23.19%	839
<b>TOTAL CREEKS</b>	<b>891</b>	<b>1,078</b>	<b>1,078</b>	<b>1,078</b>	<b>828</b>	<b>-23.19%</b>	<b>839</b>
<b>NEIGHBORHOOD CLEANUP INITIATIVE</b>							
Personnel	-	-	95,300	89,205	-	-	-
Operating	-	-	84,700	35,968	-	-	-
<b>TOTAL NEIGHBORHOOD CLEANUP</b>	<b>-</b>	<b>-</b>	<b>180,000</b>	<b>125,173</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PUBLIC WORKS</b>	<b>1,459,742</b>	<b>1,460,911</b>	<b>1,617,758</b>	<b>1,629,379</b>	<b>1,334,282</b>	<b>-8.67%</b>	<b>1,352,535</b>
<b>COMMUNITY PLANNING AND DEVELOPMENT</b>							
<b>CODE ADMINISTRATION - HOUSING</b>							
Personnel	1,139,066	1,140,976	1,140,976	1,135,613	1,140,374	-0.05%	1,157,023
Operating	128,484	130,683	130,683	137,048	138,751	6.17%	139,600
Capital	14,343	19,500	19,500	300	-	-100.00%	-
<b>TOTAL HOUSING</b>	<b>1,281,893</b>	<b>1,291,159</b>	<b>1,291,159</b>	<b>1,272,961</b>	<b>1,279,125</b>	<b>-0.93%</b>	<b>1,296,623</b>
<b>CODE ADMINISTRATION - TRADES</b>							
Personnel	495,254	496,384	496,384	492,444	512,542	3.26%	520,025
Operating	69,360	74,889	82,614	64,589	60,152	-19.68%	60,503
<b>TOTAL TRADES</b>	<b>564,614</b>	<b>571,273</b>	<b>578,998</b>	<b>557,033</b>	<b>572,694</b>	<b>0.25%</b>	<b>580,528</b>
<b>TOTAL CODE ADMINISTRATION</b>	<b>1,846,507</b>	<b>1,862,432</b>	<b>1,870,157</b>	<b>1,829,994</b>	<b>1,851,819</b>	<b>-0.57%</b>	<b>1,877,152</b>
<b>NEIGHBORHOOD AND ECONOMIC DEVELOPMENT</b>							
Personnel	500,639	569,561	454,289	537,165	430,263	-24.46%	436,545
Operating	45,823	80,437	80,437	46,411	77,530	-3.61%	78,195
<b>TOTAL NEIGHBORHOOD AND ECONOMIC DEVELOPMENT</b>	<b>546,462</b>	<b>649,998</b>	<b>534,726</b>	<b>583,576</b>	<b>507,793</b>	<b>-21.88%</b>	<b>514,740</b>
<b>PLANNING</b>							
Personnel	414,291	416,682	416,682	415,850	422,754	1.46%	428,926
Operating	36,694	52,430	52,430	41,328	53,703	2.43%	54,049
<b>TOTAL PLANNING</b>	<b>450,985</b>	<b>469,112</b>	<b>469,112</b>	<b>457,178</b>	<b>476,457</b>	<b>1.57%</b>	<b>482,975</b>
<b>TOTAL COMMUNITY PLANNING AND DEVELOPMENT</b>	<b>2,843,954</b>	<b>2,981,542</b>	<b>2,873,995</b>	<b>2,870,748</b>	<b>2,836,069</b>	<b>-4.88%</b>	<b>2,874,866</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>PARKS AND RECREATION</b>							
<b>GENERAL PARKS</b>							
Personnel	745,528	850,305	829,814	825,842	874,750	2.87%	887,521
Operating	225,708	242,277	248,927	213,344	234,560	-3.19%	236,964
<b>TOTAL GENERAL PARKS</b>	<b>971,236</b>	<b>1,092,582</b>	<b>1,078,741</b>	<b>1,039,186</b>	<b>1,109,310</b>	<b>1.53%</b>	<b>1,124,485</b>
<b>BRONSON PARK MAINTENANCE</b>							
Personnel	50,066	55,433	55,433	47,815	49,096	-11.43%	49,813
Operating	39,290	47,444	47,444	34,245	33,813	-28.73%	34,230
<b>TOTAL BRONSON PARK</b>	<b>89,356</b>	<b>102,877</b>	<b>102,877</b>	<b>82,060</b>	<b>82,909</b>	<b>-19.41%</b>	<b>84,043</b>
<b>TOTAL PARKS</b>	<b>1,060,592</b>	<b>1,195,459</b>	<b>1,181,618</b>	<b>1,121,246</b>	<b>1,192,219</b>	<b>-0.27%</b>	<b>1,208,529</b>
<b>GENERAL RECREATION</b>							
Personnel	655,212	621,850	634,420	647,582	655,798	5.46%	665,373
Operating	265,641	306,022	309,616	262,216	287,895	-5.92%	291,230
<b>TOTAL GENERAL RECREATION</b>	<b>920,853</b>	<b>927,872</b>	<b>944,036</b>	<b>909,798</b>	<b>943,693</b>	<b>1.71%</b>	<b>956,603</b>
<b>RECREATION ADULT SPORTS</b>							
Personnel	67,164	69,530	40,419	36,306	33,658	-51.59%	34,149
Operating	75,071	64,584	67,719	79,474	70,508	9.17%	71,442
<b>TOTAL ADULT SPORTS</b>	<b>142,235</b>	<b>134,114</b>	<b>108,138</b>	<b>115,780</b>	<b>104,166</b>	<b>-22.33%</b>	<b>105,591</b>
<b>INTERGENERATIONAL AND INCLUSIVE SERVICE</b>							
Personnel	48,509	52,370	52,370	48,132	61,045	16.56%	61,936
Operating	12,620	15,528	15,528	15,494	15,528	0.00%	15,684
<b>TOTAL INTERGENERATIONAL AND INCLUSIVE SERVICE</b>	<b>61,129</b>	<b>67,898</b>	<b>67,898</b>	<b>63,626</b>	<b>76,573</b>	<b>12.78%</b>	<b>77,621</b>
<b>RECREATION / SPORTS COMPLEX</b>							
Personnel	136,272	126,218	126,218	119,325	127,627	1.12%	129,490
Operating	85,408	107,216	107,216	128,607	96,722	-9.79%	97,928
<b>TOTAL SPORTS COMPLEX</b>	<b>221,680</b>	<b>233,434</b>	<b>233,434</b>	<b>247,932</b>	<b>224,349</b>	<b>-3.89%</b>	<b>227,418</b>
<b>TOTAL RECREATION</b>	<b>1,345,897</b>	<b>1,363,318</b>	<b>1,353,506</b>	<b>1,337,136</b>	<b>1,348,781</b>	<b>-1.07%</b>	<b>1,367,232</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>2,406,489</b>	<b>2,558,777</b>	<b>2,535,124</b>	<b>2,458,382</b>	<b>2,541,000</b>	<b>-0.69%</b>	<b>2,575,761</b>
<b>GENERAL :</b>							
<b>NON-DEPARTMENTAL EXPENDITURES</b>							
<b>TOTAL STREET LIGHTING</b>	<b>1,041,792</b>	<b>1,028,917</b>	<b>1,028,917</b>	<b>1,028,917</b>	<b>1,123,989</b>	<b>9.24%</b>	<b>1,144,959</b>
<b>MEMBERSHIP DUES</b>							
County Chamber of Commerce	-	378	378	378	378	0.00%	389
Michigan Municipal League	15,851	15,851	15,851	16,216	16,216	2.30%	16,702
National League of Cities	5,723	5,723	5,723	5,952	5,952	4.00%	6,131
<b>TOTAL MEMBERSHIP DUES</b>	<b>21,574</b>	<b>21,952</b>	<b>21,952</b>	<b>22,546</b>	<b>22,546</b>	<b>2.71%</b>	<b>23,222</b>
<b>CONTRACTUAL</b>							
Cable Franchise Fee - CAC	269,771	260,000	260,000	260,000	260,000	0.00%	267,800
Auto Park - Parking Enforcement	303,962	300,000	300,000	305,021	305,021	1.67%	314,172
District Court Subsidy	144,152	8,174	8,174	144,152	144,152	1663.54%	148,477
General Insurance	30,954	30,954	30,954	30,954	30,954	0.00%	31,883
<b>TOTAL CONTRACTUAL</b>	<b>748,839</b>	<b>599,128</b>	<b>599,128</b>	<b>740,127</b>	<b>740,127</b>	<b>23.53%</b>	<b>762,331</b>
<b>OUTSIDE CONTRACTUAL</b>							
External Auditor	60,225	50,000	50,000	51,950	55,000	10.00%	56,650
Financial Advisors	35,025	25,000	35,487	25,000	25,000	0.00%	25,750
Home Ownership Program	(366)	-	-	-	-	-	-
Other	211,452	25,000	25,000	25,000	25,000	0.00%	25,750
<b>TOTAL OUTSIDE CONTRACTUAL</b>	<b>306,336</b>	<b>100,000</b>	<b>110,487</b>	<b>101,950</b>	<b>105,000</b>	<b>5.00%</b>	<b>108,150</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>NON-DEPARTMENTAL EXPENDITURES, continued</b>							
<b>GENERAL SERVICE</b>							
Salary Reserve	-	599,771	599,771	-	-	-100.00%	-
Vacancy Variance	-	(500,000)	(500,000)	-	(500,000)	0.00%	(500,000)
Parking Allowance	79	-	-	-	-		-
Emergency Recovery	47,513	-	-	56,652	-		-
TANS Debt Service Fund	146,000	75,000	75,000	75,000	75,000	0.00%	75,000
City Hall Maintenance	482,577	459,954	459,954	449,047	446,836	-2.85%	451,020
Development Center Maintenance	118,144	118,164	118,164	118,164	118,164	0.00%	121,709
Other	69,130	-	-	-	-		-
<b>TOTAL GENERAL SERVICE</b>	<b>863,443</b>	<b>752,889</b>	<b>752,889</b>	<b>698,863</b>	<b>140,000</b>	<b>-81.40%</b>	<b>147,729</b>
<b>TOTAL NON-DEPARTMENTAL</b>	<b>2,981,984</b>	<b>2,502,886</b>	<b>2,513,373</b>	<b>2,592,403</b>	<b>2,131,662</b>	<b>-14.83%</b>	<b>2,186,391</b>
<b>TOTAL OPERATING BUDGET</b>	<b>49,530,932</b>	<b>50,854,315</b>	<b>50,915,472</b>	<b>49,228,527</b>	<b>48,682,508</b>	<b>-4.27%</b>	<b>49,374,053</b>
<b>OPERATING TRANSFERS</b>							
Local Streets	860,900	900,000	900,000	900,000	1,300,000	44.44%	1,000,000
Obsolete Property Fund	31,725	-	-	-	-		-
Contribution to DDA	206,618	265,000	353,560	353,560	265,800	0.30%	265,800
Contribution to Grant Fund	100,000	-	-	-	-		-
<b>TOTAL TRANSFERS</b>	<b>1,199,243</b>	<b>1,165,000</b>	<b>1,253,560</b>	<b>1,253,560</b>	<b>1,565,800</b>	<b>34.40%</b>	<b>1,265,800</b>
<b>INITIATIVES</b>							
Summer Youth Employment	-	150,000	150,000	-	-	-100.00%	100,000
Neighborhood Association Funding	250,433	235,000	243,450	243,450	235,000	0.00%	235,000
City Commission Initiatives	-	100,000	90,000	-	-	0.00%	-
Economic Initiatives	-	100,000	100,000	100,000	-	0.00%	-
Brownfield Initiative	500,000	100,000	100,000	50,000	-	0.00%	-
Contribution to Housing Trust Fund	125,000	-	-	-	-	-50.00%	-
Contribution to Communities in Schools	100,000	100,000	100,000	100,000	50,000		50,000
<b>TOTAL INITIATIVES</b>	<b>975,433</b>	<b>785,000</b>	<b>783,450</b>	<b>493,450</b>	<b>285,000</b>	<b>-63.69%</b>	<b>385,000</b>
<b>TOTAL GENERAL FUND OPERATING / TRANSFERS / INITIATIVES</b>	<b>51,705,608</b>	<b>52,804,315</b>	<b>52,952,482</b>	<b>50,975,537</b>	<b>50,533,308</b>	<b>-4.30%</b>	<b>51,024,853</b>
<b>CIP CONTRIBUTION</b>							
Contribution to CIP Fund	1,538,000	1,850,000	1,850,000	1,850,000	1,750,000	-5.41%	1,900,000
Contribution to Major Street Fund	-	-	-	-	-		-
Contribution to Local Street Fund	1,000,000	100,000	100,000	100,000	-	-100.00%	-
<b>TOTAL CIP CONTRIBUTION</b>	<b>2,538,000</b>	<b>1,950,000</b>	<b>1,950,000</b>	<b>1,950,000</b>	<b>1,750,000</b>	<b>-10.26%</b>	<b>1,900,000</b>
<b>PENSION AND RETIREE CONTRIBUTIONS</b>							
Contribution to Pension Trust Fund	-	-	-	-	-		-
Contribution to Retiree Health Care Trust Fund	-	-	-	-	400,000		250,000
<b>TOTAL POST RETIREMENT CONTRIBUTION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>250,000</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>54,243,608</b>	<b>54,754,315</b>	<b>54,902,482</b>	<b>52,925,537</b>	<b>52,683,308</b>	<b>-3.78%</b>	<b>53,174,853</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
GENERAL FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>BEGINNING UNRESERVED FUND BALANCE</b>	<b>10,422,682</b>	<b>9,822,113</b>	<b>9,822,113</b>	<b>9,822,113</b>	<b>8,533,209</b>	<b>-13.12%</b>	<b>8,441,747</b>
Contribution to Budget Stabilization	(50,000)	(1,300,000)	(1,300,000)	(1,300,000)	(100,000)	-92.31%	(400,000)
* Use of Rainy Day Funds	-	-	-	-	900,000		1,200,000
Contribution to Capital Contingency	(50,000)	-	-	-	-		-
<b>Total Contribution from/(to) Reserves</b>	<b>(100,000)</b>	<b>(1,300,000)</b>	<b>(1,300,000)</b>	<b>(1,300,000)</b>	<b>800,000</b>		<b>800,000</b>
<b>(USE OF WORKING CAPITAL) OR TRANSFER TO SURPLUS</b>	<b>(600,569)</b>	<b>(1,747,984)</b>	<b>(1,876,151)</b>	<b>(1,288,904)</b>	<b>(91,462)</b>	<b>-94.77%</b>	<b>(907,151)</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>9,822,113</b>	<b>8,074,129</b>	<b>7,945,962</b>	<b>8,533,209</b>	<b>8,441,747</b>	<b>4.55%</b>	<b>7,534,596</b>
<b>Target Fund Balance</b>	<b>6,986,595</b>	<b>7,059,823</b>	<b>7,062,423</b>	<b>6,881,762</b>	<b>6,732,940</b>	<b>-4.63%</b>	<b>6,690,801</b>
<b>Over / (Under) Target Fund Balance</b>	<b>2,835,518</b>	<b>1,014,306</b>	<b>883,539</b>	<b>1,651,447</b>	<b>1,708,807</b>	<b>68.47%</b>	<b>843,795</b>
<b>Fund Balance Percentage of Revenue</b>	<b>18.3%</b>	<b>14.9%</b>	<b>14.6%</b>	<b>16.1%</b>	<b>16.3%</b>	<b>9.63%</b>	<b>14.6%</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CAPITAL IMPROVEMENT FUND**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>RESOURCES</b>							
Transfer From General Fund	1,538,000	1,850,000	1,850,000	1,850,000	1,750,000	-5.4%	1,900,000
Transfer From Other Funds	7,000	-	7,520	7,520	225,000		-
Interest	115,002	200,000	200,000	253,331	200,000	0.0%	225,000
Special Assessment	4,710	-	-	-	-		-
Reimbursements - Various Sources	300,000	300,000	300,000	300,000	300,000	0.0%	300,000
Federal Grants	-	-	662,500	300,000	-		-
State Grants	370,000	-	2,111,191	532,683	-		235,000
Bond Proceeds	2,000,614	2,722,000	2,297,000	2,297,000	665,000	-75.6%	1,335,000
Private / Local Contributions	855,216	128,100	2,896,549	1,442,280	20,000	-84.4%	1,603,000
Public Safety Revenue	245,371	250,000	250,000	250,000	250,000	0.0%	250,000
<b>TOTAL RESOURCES</b>	<b>5,435,913</b>	<b>5,450,100</b>	<b>10,574,760</b>	<b>7,232,814</b>	<b>3,410,000</b>	<b>-37.4%</b>	<b>5,848,000</b>
<b>EXPENDITURES</b>							
Debt Service	2,210,607	2,400,191	2,400,191	2,400,243	2,619,145	9.1%	2,684,922
Environmental	76,128	10,000	70,577	69,903	35,000	250.0%	10,000
Park Improvements	1,275,474	240,100	3,366,019	1,586,750	80,000	-66.7%	440,000
Facilities	2,986,840	700,000	1,727,769	1,465,617	315,000	-55.0%	530,000
Public Safety Equipment	66,901	2,050,000	2,419,244	2,270,935	-	-100.0%	150,000
Other Projects	679,633	100,000	3,671,642	1,772,295	345,000	245.0%	2,043,000
<b>TOTAL CAPITAL IMPROVEMENT</b>	<b>7,295,583</b>	<b>5,500,291</b>	<b>13,655,442</b>	<b>9,565,743</b>	<b>3,394,145</b>	<b>-38.3%</b>	<b>5,857,922</b>
<b>Transfer of Bond Reserves to Local Streets Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>		<b>-</b>
<b>(Use of) Addition to Working Capital</b>	<b>(1,859,670)</b>	<b>(50,191)</b>	<b>(3,080,682)</b>	<b>(2,332,929)</b>	<b>(1,184,145)</b>	<b>2259.3%</b>	<b>(9,922)</b>
<b>BEGINNING FUND BALANCE</b>	<b>5,592,001</b>	<b>3,732,331</b>	<b>3,732,331</b>	<b>3,732,331</b>	<b>1,399,402</b>	<b>-62.51%</b>	<b>215,257</b>
<b>ENDING FUND BALANCE</b>	<b>3,732,331</b>	<b>3,682,140</b>	<b>651,649</b>	<b>1,399,402</b>	<b>215,257</b>	<b>-94.15%</b>	<b>205,335</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
SPECIAL REVENUE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>MAJOR STREETS</b>							
<b>OPERATIONS</b>							
<b>RESOURCES</b>							
Highway Maintenance	256,622	250,000	250,000	250,000	250,000	0.00%	250,000
Gas and Weight Tax	3,912,153	3,923,463	3,923,463	3,763,582	3,845,131	-2.00%	3,922,034
Other State Revenue (Metro Act)	241,715	265,000	265,000	245,000	265,000	0.00%	265,000
Interest	38,440	115,000	115,000	30,000	30,000	-73.91%	30,000
Bond Financing	-	-	-	28,929	-	-	-
Other	1,752	5,000	5,000	5,000	5,000	0.00%	5,000
Transfer from Insurance Fund	-	-	-	-	62,248	-	-
Use of (Contribution to) Working Capital	(237,845)	241,959	241,959	591,453	173,891	-28.13%	380,984
<b>TOTAL RESOURCES</b>	<b>4,212,837</b>	<b>4,800,422</b>	<b>4,800,422</b>	<b>4,913,964</b>	<b>4,631,270</b>	<b>-3.52%</b>	<b>4,853,018</b>
<b>EXPENDITURES</b>							
Personnel	884,992	789,320	789,320	906,479	809,025	2.50%	833,296
Operations	1,669,110	1,885,546	1,885,546	1,881,790	1,784,669	-5.35%	1,812,272
Debt Service	1,658,735	1,727,129	1,727,129	1,727,268	1,837,576	6.39%	1,832,450
Transfer to Local Streets	-	398,427	398,427	398,427	200,000	-49.80%	375,000
<b>TOTAL MAJOR STREETS OPERATIONS</b>	<b>4,212,837</b>	<b>4,800,422</b>	<b>4,800,422</b>	<b>4,913,964</b>	<b>4,631,270</b>	<b>-3.52%</b>	<b>4,853,018</b>
<b>CAPITAL</b>							
<b>RESOURCES</b>							
State Grants and Other State Revenue	415,466	-	33,664	58,419	200,000	-	-
Local and Other Contributions	290,000	-	-	12,002	-	-	-
Federal Aid	-	-	-	-	2,259,000	-	773,000
Contribution from Bond Proceeds	2,169,368	2,000,000	1,246,000	1,246,000	2,107,000	5.35%	2,751,100
Transfer from Other Funds	4,274	-	25,742	25,742	-	-	-
Use of (Contribution to) Working Capital	89,976	-	1,173,753	809,703	-	-	175,900
<b>TOTAL RESOURCES</b>	<b>2,969,084</b>	<b>2,000,000</b>	<b>2,479,159</b>	<b>2,151,866</b>	<b>4,566,000</b>	<b>128.30%</b>	<b>3,700,000</b>
<b>STREET CONSTRUCTION</b>							
Personnel	24,815	74,737	74,737	74,737	80,549	7.78%	82,965
Supplies and Services	2,789,834	1,925,263	2,404,422	2,077,129	4,425,451	129.86%	3,617,035
Capital	154,435	-	-	-	60,000	-	-
<b>TOTAL STREET CONSTRUCTION</b>	<b>2,969,084</b>	<b>2,000,000</b>	<b>2,479,159</b>	<b>2,151,866</b>	<b>4,566,000</b>	<b>128.30%</b>	<b>3,700,000</b>
<b>TOTAL MAJOR STREETS</b>	<b>7,181,921</b>	<b>6,800,422</b>	<b>7,279,581</b>	<b>7,065,830</b>	<b>9,197,270</b>	<b>35.25%</b>	<b>8,553,018</b>
<b>LOCAL STREETS</b>							
<b>OPERATIONS</b>							
<b>RESOURCES</b>							
Gas and Weight Taxes	1,105,811	1,100,975	1,100,975	1,066,770	1,077,171	-2.16%	1,100,000
Interest	15,542	25,000	25,000	15,000	15,000	-40.00%	25,000
Bond Financing	-	-	-	20,895	-	-	25,000
Other	2,093	3,000	3,000	3,000	3,000	0.00%	5,000
Transfer from Major Streets	-	398,357	398,427	398,427	200,000	-49.79%	375,000
Transfer from General Fund	860,900	900,000	900,000	900,000	1,300,000	44.44%	1,000,000
Transfer from Insurance Fund	-	-	-	-	54,372	-	-
Use of (Contribution to) Working Capital	304,850	-	(240,000)	(172,375)	(53,077)	-	107,935
<b>TOTAL RESOURCES</b>	<b>2,289,196</b>	<b>2,427,332</b>	<b>2,187,402</b>	<b>2,231,717</b>	<b>2,596,466</b>	<b>6.97%</b>	<b>2,637,935</b>
<b>EXPENDITURES</b>							
Personnel	619,087	594,123	594,123	683,424	843,187	41.92%	868,483
Operations	1,073,003	993,329	993,329	948,336	1,072,077	7.93%	1,085,087
Debt Service	597,106	599,950	599,950	599,957	681,202	13.54%	684,366
<b>TOTAL LOCAL STREETS OPERATIONS</b>	<b>2,289,196</b>	<b>2,187,402</b>	<b>2,187,402</b>	<b>2,231,717</b>	<b>2,596,466</b>	<b>18.70%</b>	<b>2,637,935</b>
<b>CAPITAL</b>							
<b>RESOURCES</b>							
Bond Proceeds	-	900,000	900,000	900,000	-	-100.00%	1,000,000
Bond Reserves/Other	1,062	-	-	-	1,200,000	-	-
Transfer from General Fund	1,000,000	100,000	100,000	100,000	-	-100.00%	-
Use of (Contribution to) Working Capital	(175,368)	-	195,096	50,829	-	-	-
<b>TOTAL RESOURCES</b>	<b>825,694</b>	<b>1,000,000</b>	<b>1,195,096</b>	<b>1,050,829</b>	<b>1,200,000</b>	<b>20.00%</b>	<b>1,000,000</b>
<b>STREET CONSTRUCTION</b>							
Personnel	24,669	37,610	37,610	37,610	39,544	5.14%	40,730
Supplies and Services	801,025	962,390	1,157,486	1,013,219	1,160,456	20.58%	959,270
<b>TOTAL STREET CONSTRUCTION</b>	<b>825,694</b>	<b>1,000,000</b>	<b>1,195,096</b>	<b>1,050,829</b>	<b>1,200,000</b>	<b>20.00%</b>	<b>1,000,000</b>
<b>TOTAL LOCAL STREETS</b>	<b>3,114,890</b>	<b>3,187,402</b>	<b>3,382,498</b>	<b>3,282,546</b>	<b>3,796,466</b>	<b>19.11%</b>	<b>3,637,935</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
SPECIAL REVENUE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>CEMETERIES</b>							
<b>RESOURCES</b>							
Lot and Burial Sales	139,276	137,500	137,500	141,555	155,725	13.25%	155,725
Foundations	17,375	20,000	20,000	22,615	22,615	13.08%	22,615
Property Rentals	3,600	3,600	3,600	-	-	-100.00%	-
Interest	625	-	-	-	-	-	-
Interfund Revenues	1,800	-	-	-	-	-	-
Other	1,793	2,000	2,000	1,000	1,000	-50.00%	1,000
Transfer from Cemetery Trust / Capital	255,209	190,113	190,113	190,113	330,113	73.64%	(28,340)
Transfer from Insurance Fund	-	-	-	-	2,345	-	-
Use of (Contribution to) Working Capital	34,787	435	(56,925)	(42,836)	(20,350)	-4778.16%	343,939
<b>TOTAL RESOURCES</b>	<b>454,465</b>	<b>353,648</b>	<b>296,288</b>	<b>312,447</b>	<b>491,448</b>	<b>38.97%</b>	<b>494,939</b>
<b>OPERATIONS</b>							
Personnel	37,820	36,328	36,328	32,113	35,574	-2.08%	36,006
Operations	341,546	307,320	249,960	270,334	305,874	-0.47%	308,933
Capital	75,099	10,000	10,000	10,000	150,000	1400.00%	150,000
<b>TOTAL CEMETERIES</b>	<b>454,465</b>	<b>353,648</b>	<b>296,288</b>	<b>312,447</b>	<b>491,448</b>	<b>38.97%</b>	<b>494,939</b>
<b>SOLID WASTE</b>							
<b>RESOURCES</b>							
Taxes - Current and Prior Years	2,565,419	2,582,099	2,582,099	2,557,991	2,490,933	-3.53%	2,490,933
Interest	34,964	10,000	10,000	2,450	10,000	0.00%	10,400
Other	791	-	-	-	-	-	-
Transfer from Insurance Fund	-	-	-	-	36,983	-	-
Use of (Contribution to) Working Capital	(63,470)	(167,266)	(163,492)	(86,007)	(88,693)	-46.98%	(26,201)
<b>TOTAL RESOURCES</b>	<b>2,537,704</b>	<b>2,424,833</b>	<b>2,428,607</b>	<b>2,474,434</b>	<b>2,449,223</b>	<b>1.01%</b>	<b>2,475,132</b>
<b>OPERATIONS</b>							
Personnel	600,793	622,395	622,395	599,993	661,089	6.22%	669,117
Operations	1,907,981	1,802,438	1,806,212	1,874,441	1,788,134	-0.79%	1,806,015
Capital	28,930	-	-	-	-	-	-
<b>TOTAL SOLID WASTE</b>	<b>2,537,704</b>	<b>2,424,833</b>	<b>2,428,607</b>	<b>2,474,434</b>	<b>2,449,223</b>	<b>1.01%</b>	<b>2,475,132</b>
<b>BLIGHT ABATEMENT</b>							
<b>RESOURCES</b>							
Charges for Services	74,179	-	-	17,400	-	-	14,000
Other	5,032	-	-	-	-	-	10,000
Use of (Contribution to) Working Capital	56,703	93,000	116,740	57,433	67,725	-27.18%	70,000
<b>TOTAL RESOURCES</b>	<b>135,914</b>	<b>93,000</b>	<b>116,740</b>	<b>74,833</b>	<b>67,725</b>	<b>-27.18%</b>	<b>94,000</b>
<b>EXPENDITURES:</b>							
Operations	135,914	93,000	116,740	68,855	62,725	-32.55%	90,000
Capital	-	-	-	5,978	5,000	-	4,000
<b>TOTAL BLIGHT ABATEMENT</b>	<b>135,914</b>	<b>93,000</b>	<b>116,740</b>	<b>74,833</b>	<b>67,725</b>	<b>-27.18%</b>	<b>94,000</b>
<b>KVET DRUG ENFORCEMENT FORFEITURE</b>							
<b>RESOURCES</b>							
KVET-Federal Forfeiture Justice Fund	55,860	25,000	25,000	15,000	25,000	0.00%	25,000
Drug Forfeiture Revenue	234,925	225,000	225,000	228,149	225,000	0.00%	225,000
Interest on Investments	21,113	25,000	25,000	23,000	25,000	0.00%	25,000
Auction Sale and Sale of Assets	35,202	25,000	25,000	24,366	25,000	0.00%	25,000
Use of (Contribution to) Working Capital	76,877	170,058	170,058	164,981	171,889	1.08%	132,784
<b>TOTAL RESOURCES</b>	<b>423,977</b>	<b>470,058</b>	<b>470,058</b>	<b>455,496</b>	<b>471,889</b>	<b>0.39%</b>	<b>432,784</b>
<b>OPERATIONS</b>							
Personnel	98,568	48,944	48,944	67,366	51,819	5.87%	52,448
Operations	288,433	375,114	375,114	367,709	376,570	0.39%	380,336
Capital	36,976	46,000	46,000	20,421	43,500	-5.43%	-
<b>TOTAL KVET DRUG ENFORCEMENT</b>	<b>423,977</b>	<b>470,058</b>	<b>470,058</b>	<b>455,496</b>	<b>471,889</b>	<b>0.39%</b>	<b>432,784</b>
<b>PUBLIC SAFETY CONTRACTS</b>							
<b>RESOURCES</b>							
Charges for Services	-	-	-	-	322,231	-	-
<b>TOTAL RESOURCES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>322,231</b>	<b>-</b>	<b>-</b>
<b>OPERATIONS</b>							
Personnel	-	-	-	-	322,231	-	-
<b>TOTAL PUBLIC SAFETY CONTRACTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>322,231</b>	<b>-</b>	<b>-</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
SPECIAL REVENUE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>MISCELLANEOUS GRANTS</b>							
<b>Public Safety-</b>							
<b>Resources</b>							
Federal and State Grants	220,046	82,054	374,790	374,789	89,235	8.75%	240,000
Local Contributions	(2,910)	-	-	-	-		-
Working Capital	(40)	-	-	-	-		-
	<b>217,096</b>	<b>82,054</b>	<b>374,790</b>	<b>374,789</b>	<b>89,235</b>		<b>240,000</b>
<b>Expenditures</b>							
Personnel	141,550	82,054	169,595	169,595	89,235	8.75%	140,000
Operations	68,688	-	130,989	136,224	-		70,000
Capital	6,858	-	74,206	68,970	-		30,000
	<b>217,096</b>	<b>82,054</b>	<b>374,790</b>	<b>374,789</b>	<b>89,235</b>		<b>240,000</b>
<b>Parks and Recreation-</b>							
<b>Resources</b>							
Local Contributions	214,811	-	90,000	165,823	-		140,000
Internal Contributions	100,000	-	-	-	-		30,000
Working Capital	69,951	-	-	(69,951)	-		-
	<b>384,762</b>	<b>-</b>	<b>90,000</b>	<b>95,872</b>	<b>-</b>		<b>170,000</b>
<b>Expenditures</b>							
Personnel	56,682	-	51,733	57,000	-		40,000
Operations	328,080	-	38,267	38,872	-		130,000
	<b>384,762</b>	<b>-</b>	<b>90,000</b>	<b>95,872</b>	<b>-</b>		<b>170,000</b>
<b>Community Development-</b>							
<b>Resources</b>							
Federal and State Grants	89,474	-	121,063	197,563	-		100,000
	<b>89,474</b>	<b>-</b>	<b>121,063</b>	<b>197,563</b>	<b>-</b>		<b>100,000</b>
<b>Expenditures</b>							
Operations	89,474	-	121,063	197,563	-		100,000
	<b>89,474</b>	<b>-</b>	<b>121,063</b>	<b>197,563</b>	<b>-</b>		<b>100,000</b>
<b>General Government-</b>							
<b>Resources</b>							
Local Contributions	-	-	-	500	-		10,000
	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>		<b>10,000</b>
<b>Expenditures</b>							
Operations	-	-	-	500	-		10,000
	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>		<b>10,000</b>
<b>TOTAL MISC. GRANT PROGRAMS</b>	<b>691,332</b>	<b>82,054</b>	<b>585,853</b>	<b>668,724</b>	<b>89,235</b>	<b>8.75%</b>	<b>520,000</b>
<b>COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS</b>							
<b>RESOURCES</b>							
Federal Revenues	2,623,079	1,577,519	4,486,628	4,444,430	1,023,031	-35.15%	2,690,000
Community Grants and Contributions	-	-	-	-	-		-
Other	31,766	-	-	43,500	-		30,000
Transfer from Insurance Fund	-	-	-	-	27,873		10,000
Working Capital	6	-	-	-	-		10,000
<b>TOTAL RESOURCES</b>	<b>2,654,851</b>	<b>1,577,519</b>	<b>4,486,628</b>	<b>4,487,930</b>	<b>1,050,904</b>	<b>-33.38%</b>	<b>2,740,000</b>
<b>PROGRAMS</b>							
Personnel	718,141	747,995	897,995	916,225	961,805	28.58%	870,000
Operations	1,936,710	829,524	3,588,633	3,571,705	89,099	-89.26%	1,870,000
Capital	-	-	-	-	-		-
<b>TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS</b>	<b>2,654,851</b>	<b>1,577,519</b>	<b>4,486,628</b>	<b>4,487,930</b>	<b>1,050,904</b>	<b>-33.38%</b>	<b>2,740,000</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
SPECIAL REVENUE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>RECOVERY ACT GRANTS &amp; PROGRAMS</b>							
<b>RESOURCES</b>							
Federal Revenues	-	-	2,576,931	2,576,931	623,615		-
<b>TOTAL RESOURCES</b>	-	-	<b>2,576,931</b>	<b>2,576,931</b>	<b>623,615</b>		-
<b>EXPENDITURES:</b>							
Personnel	-	-	141,550	141,550	623,615		-
Operations	-	-	1,983,101	1,983,101	-		-
Capital	-	-	452,280	452,280	-		-
<b>TOTAL ARRA GRANTS</b>	-	-	<b>2,576,931</b>	<b>2,576,931</b>	<b>623,615</b>		-
<b>TOTAL SPECIAL REVENUES</b>	<b>17,195,054</b>	<b>14,988,936</b>	<b>21,623,184</b>	<b>21,399,171</b>	<b>18,560,006</b>	<b>23.82%</b>	<b>18,947,808</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ENTERPRISE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>KALAMAZOO FARMERS MARKET</b>							
<b>RESOURCES</b>							
Property Rental	50,244	47,900	48,400	49,002	47,900	0.00%	47,900
Other	1,035	700	700	700	700	0.00%	700
Use of (Contribution to) Working Capital	(4,619)	(1,612)	(1,612)	(2,047)	(2,578)	59.93%	(2,053)
<b>TOTAL RESOURCES</b>	<b>46,660</b>	<b>46,988</b>	<b>47,488</b>	<b>47,655</b>	<b>46,022</b>	<b>-2.06%</b>	<b>46,547</b>
<b>OPERATIONS</b>							
Personnel	32,522	30,880	30,880	30,880	30,042	-2.71%	30,407
Operations	14,138	16,108	16,608	16,775	15,980	-0.79%	16,140
<b>TOTAL FARMERS MARKET</b>	<b>46,660</b>	<b>46,988</b>	<b>47,488</b>	<b>47,655</b>	<b>46,022</b>	<b>-2.06%</b>	<b>46,547</b>
<b>WATER</b>							
<b>RESOURCES</b>							
Operational	11,509,932	12,016,300	12,016,300	12,007,261	12,412,900	3.30%	12,785,287
Interest	91,418	105,500	105,500	5,119	5,453	-94.83%	5,508
Special Assessments	2,363	3,200	3,200	-	-	-100.00%	-
Other	98,046	21,600	271,600	68,524	68,748	218.28%	-
Capital CIA	2,975,110	2,283,707	2,283,707	1,344,759	677,700	-70.32%	796,600
Bond Proceeds	-	-	-	8,750,000	-	-	-
Transfer from Insurance Fund	-	344,000	344,000	344,000	27,377	-92.04%	27,651
Transfer from Public Utilities Equipment	-	481,000	481,000	-	-	-100.00%	-
Transfer from Economic Opportunities	48,261	-	-	-	-	-	-
Use of (Contribution to) Working Capital	(401,085)	3,311,422	5,236,035	(2,537,155)	3,886,855	17.38%	4,774,630
<b>TOTAL RESOURCES</b>	<b>14,324,045</b>	<b>18,566,729</b>	<b>20,741,342</b>	<b>19,982,508</b>	<b>17,079,033</b>	<b>-8.01%</b>	<b>18,389,675</b>
<b>EXPENDITURES</b>							
Personnel	4,885,819	4,598,265	4,598,265	4,678,763	4,709,832	2.43%	4,767,023
Operations	8,336,608	7,637,828	7,640,741	7,058,861	7,531,055	-1.40%	7,606,366
Capital	136,695	4,083,000	6,254,700	6,045,199	2,415,000	-40.85%	3,512,500
Debt Service	964,923	2,247,636	2,247,636	2,199,685	2,423,146	7.81%	2,503,787
Transfers	-	-	-	-	-	-	-
<b>TOTAL WATER</b>	<b>14,324,045</b>	<b>18,566,729</b>	<b>20,741,342</b>	<b>19,982,508</b>	<b>17,079,033</b>	<b>-8.01%</b>	<b>18,389,675</b>
<b>WASTEWATER</b>							
<b>RESOURCES</b>							
Operational	21,104,147	18,050,900	18,050,900	17,890,301	19,206,640	6.40%	19,782,839
Interest	288,958	299,000	299,000	36,936	113,497	-62.04%	114,632
Special Assessments	6,500	-	-	3,376	-	-	-
Other Income	71,371	5,600	5,600	900	1,200	-78.57%	1,212
CIA - Capital	70,535	-	-	43,600	3,441,680	-	1,456,000
Bond Proceeds	-	5,000,000	5,000,000	4,000,000	-	-100.00%	-
Transfer from Insurance Fund	-	-	-	-	461,616	-	-
Transfer from Economic Opportunities	49,678	-	-	-	-	-	-
Contribution from Asset Replacement	-	-	249,999	-	-	-	-
Use of (Contribution to) Working Capital	(1,487,868)	5,839,370	7,353,085	7,628,149	4,926,138	-15.64%	5,802,497
<b>TOTAL RESOURCES</b>	<b>20,103,321</b>	<b>29,194,870</b>	<b>30,958,584</b>	<b>29,603,262</b>	<b>28,150,771</b>	<b>-3.58%</b>	<b>27,157,181</b>
<b>EXPENDITURES</b>							
Personnel	7,146,721	7,360,536	7,360,536	6,780,667	7,338,684	-0.30%	7,427,797
Operations	12,652,248	14,651,224	14,684,962	14,211,287	14,475,586	-1.20%	14,620,342
Capital	136,442	6,801,500	8,531,476	8,229,698	5,793,400	-14.82%	4,568,100
Debt Service	167,910	381,610	381,610	381,610	543,101	42.32%	540,942
Transfers	-	-	-	-	-	-	-
<b>TOTAL WASTEWATER</b>	<b>20,103,321</b>	<b>29,194,870</b>	<b>30,958,584</b>	<b>29,603,262</b>	<b>28,150,771</b>	<b>-3.58%</b>	<b>27,157,181</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ENTERPRISE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>TRANSPORTATION</b>							
<b>RESOURCES</b>							
Current / Prior Year Taxes	1,665,641	1,132,909	1,132,909	1,132,909	998,442	-11.87%	1,028,395
Federal Grants	2,332,338	13,862,743	16,134,452	5,070,887	15,578,198	12.37%	2,527,012
State Grants	4,921,249	6,821,702	6,821,702	4,955,912	6,323,047	-7.31%	4,499,456
Subsidies	2,519,360	2,645,672	2,645,672	2,785,163	3,434,475	29.81%	3,570,792
Operating	2,417,871	2,337,114	2,337,114	2,372,198	2,595,096	11.04%	2,850,478
Other Revenue	341,045	264,240	264,240	288,126	299,822	13.47%	-
Capital Contributions	1,487,990	-	-	-	-		1,449,915
Use of (Contribution to) Working Capital	(1,498,827)	1,874,687	1,885,887	1,005,943	898,948	-52.05%	(177,917)
<b>TOTAL RESOURCES</b>	<b>14,186,667</b>	<b>28,939,067</b>	<b>31,221,976</b>	<b>17,611,138</b>	<b>30,128,028</b>	<b>4.11%</b>	<b>15,748,131</b>
<b>EXPENDITURES</b>							
Personnel	6,554,497	6,619,421	6,619,421	6,380,380	6,577,618	-0.63%	7,196,900
Operations	7,555,921	8,292,728	8,303,928	7,356,733	8,090,656	-2.44%	8,333,375
Capital	76,249	14,026,918	16,298,627	3,874,025	15,459,754	10.21%	217,856
Debt Service	-	-	-	-	-		-
Transfers	-	-	-	-	-		-
<b>TOTAL METRO TRANSIT</b>	<b>14,186,667</b>	<b>28,939,067</b>	<b>31,221,976</b>	<b>17,611,138</b>	<b>30,128,028</b>	<b>4.11%</b>	<b>15,748,131</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>48,660,693</b>	<b>76,747,654</b>	<b>82,969,390</b>	<b>67,244,563</b>	<b>75,403,854</b>	<b>-1.75%</b>	<b>61,341,533</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
RETIREMENT SYSTEM ADMINISTRATION**

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	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>RETIREMENT SYSTEM</b>							
<b>ADMINISTRATION</b>							
Operations	511,464	597,401	597,401	597,401	563,124	-5.74%	568,755
<b>TOTAL RETIREMENT SYSTEM - ADMINISTRATION</b>	<b>511,464</b>	<b>597,401</b>	<b>597,401</b>	<b>597,401</b>	<b>563,124</b>	<b>-5.74%</b>	<b>568,755</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**INTERNAL SERVICE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>INFORMATION TECHNOLOGY</b>							
<b>RESOURCES</b>							
Computer Service Fee	1,675,455	1,575,277	1,575,277	1,575,277	1,275,277	-19.04%	1,313,535
Charges for Services	779,090	836,516	836,516	210,869	244,620	-70.76%	244,620
Commission Revenue	207	500	500	500	500	0.00%	500
Interest on Investments	56,325	50,000	50,000	50,000	50,000	0.00%	52,000
Sale of Assets	324	2,000	2,000	2,000	2,000	0.00%	2,000
Other	646	2,100	2,100	2,600	2,100	0.00%	2,100
Transfer from Insurance Fund	-	-	-	-	42,302		-
Use of (Contribution to) Working Capital	(137,521)	421,288	1,684,765	788,665	386,475	-8.26%	317,570
<b>TOTAL RESOURCES</b>	<b>2,374,526</b>	<b>2,887,681</b>	<b>4,151,158</b>	<b>2,629,911</b>	<b>2,003,274</b>	<b>-30.63%</b>	<b>1,932,325</b>
<b>OPERATIONS</b>							
Personnel	710,009	796,325	774,953	747,454	661,790	-16.89%	669,826
Operations	1,556,658	1,760,556	2,225,906	1,106,170	1,101,484	-37.44%	1,112,499
Capital	107,859	330,800	1,150,299	776,287	240,000	-27.45%	150,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>2,374,526</b>	<b>2,887,681</b>	<b>4,151,158</b>	<b>2,629,911</b>	<b>2,003,274</b>	<b>-30.63%</b>	<b>1,932,325</b>
<b>CITY WIDE MAINTENANCE</b>							
<b>RESOURCES</b>							
Charges for Service	1,329,176	1,220,690	1,222,622	1,348,424	1,097,096	-10.12%	1,167,065
Transfer from Insurance Fund	-	-	-	-	56,743		-
Use of (Contribution to) Working Capital	1,133	-	-	-	-		-
<b>TOTAL RESOURCES</b>	<b>1,330,309</b>	<b>1,220,690</b>	<b>1,222,622</b>	<b>1,348,424</b>	<b>1,153,839</b>	<b>-5.48%</b>	<b>1,167,065</b>
<b>OPERATIONS</b>							
Personnel	884,076	809,020	809,020	829,572	787,651	-2.64%	797,215
Operations	446,233	411,670	413,602	518,852	366,188	-11.05%	369,850
<b>TOTAL CITY WIDE MAINTENANCE</b>	<b>1,330,309</b>	<b>1,220,690</b>	<b>1,222,622</b>	<b>1,348,424</b>	<b>1,153,839</b>	<b>-5.48%</b>	<b>1,167,065</b>
<b>ENGINEERING</b>							
<b>RESOURCES</b>							
Charges for Services	1,839,315	1,671,902	1,671,902	1,543,171	1,497,502	-10.43%	1,580,562
Transfer from Insurance Fund	-	-	-	-	64,950		-
Use of (Contribution to) Working Capital	1,278	-	-	-	-		-
<b>TOTAL RESOURCES</b>	<b>1,840,593</b>	<b>1,671,902</b>	<b>1,671,902</b>	<b>1,543,171</b>	<b>1,562,452</b>	<b>-6.55%</b>	<b>1,580,562</b>
<b>OPERATIONS</b>							
Personnel	1,359,951	1,237,126	1,237,126	1,122,435	1,159,808	-6.25%	1,173,891
Operations	480,642	434,776	434,776	420,736	402,644	-7.39%	406,670
<b>TOTAL ENGINEERING</b>	<b>1,840,593</b>	<b>1,671,902</b>	<b>1,671,902</b>	<b>1,543,171</b>	<b>1,562,452</b>	<b>-6.55%</b>	<b>1,580,562</b>
<b>PUBLIC WORKS ADMINISTRATION/BILLABLE</b>							
<b>RESOURCES</b>							
Charges for Services	443,005	504,172	504,172	402,898	430,740	-14.56%	425,548
Transfer from Insurance Fund	-	-	-	-	13,300		447,196
Use of (Contribution to) Working Capital	81,778	-	-	-	(30,133)		(425,548)
<b>TOTAL RESOURCES</b>	<b>524,783</b>	<b>504,172</b>	<b>504,172</b>	<b>402,898</b>	<b>413,907</b>	<b>-17.90%</b>	<b>447,196</b>
<b>OPERATIONS</b>							
Personnel	185,253	243,392	243,392	147,055	228,167	-6.26%	186,825
Operations	339,530	260,780	260,780	255,843	185,740	-28.78%	260,371
<b>TOTAL PUBLIC WORKS BILLABLE</b>	<b>524,783</b>	<b>504,172</b>	<b>504,172</b>	<b>402,898</b>	<b>413,907</b>	<b>-17.90%</b>	<b>447,196</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**INTERNAL SERVICE FUNDS**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
<b>FLEET SERVICES</b>							
<b>PUBLIC WORKS EQUIPMENT</b>							
<b>RESOURCES</b>							
Charges for Services	2,096,260	1,766,113	1,766,113	1,980,125	1,825,110	3.34%	1,938,342
Interest	-	-	-	-	-	-	-
Auction Sales	20,179	-	-	20,000	20,000	-	-
Transfer from Insurance Fund	-	-	-	-	26,741	-	-
Use of (Contribution to) Asset Replacement	-	-	-	-	(100,000)	-	-
Use of (Contribution to) Working Capital	(373,454)	(80,000)	(80,000)	(361,420)	(1,326)	-98.34%	(50,000)
<b>TOTAL RESOURCES</b>	<b>1,742,985</b>	<b>1,686,113</b>	<b>1,686,113</b>	<b>1,638,705</b>	<b>1,770,525</b>	<b>5.01%</b>	<b>1,888,342</b>
<b>OPERATIONS</b>							
Personnel	498,988	403,950	403,950	493,112	518,806	28.43%	525,106
Operations	966,137	1,082,163	1,082,163	1,145,593	1,151,719	6.43%	1,163,236
Capital	277,860	200,000	200,000	-	100,000	-50.00%	200,000
<b>TOTAL PUBLIC WORKS FLEET</b>	<b>1,742,985</b>	<b>1,686,113</b>	<b>1,686,113</b>	<b>1,638,705</b>	<b>1,770,525</b>	<b>5.01%</b>	<b>1,888,342</b>
<b>UTILITIES EQUIPMENT</b>							
<b>RESOURCES</b>							
Charges for Services	1,448,072	1,465,614	1,465,614	1,430,442	1,278,788	-12.75%	1,656,576
Interest	2,559	5,000	5,000	1,000	1,000	-80.00%	1,000
Auction Sales	38,505	-	-	47,000	30,000	-	-
Use of (Contribution to) Asset Replacement	-	200,000	200,000	13,000	(36,133)	-118.07%	(36,133)
Transfer from Insurance Fund	-	-	-	-	34,822	-	-
Use of (Contribution to) Working Capital	(99,593)	472,718	472,718	181,859	-	-100.00%	-
<b>TOTAL RESOURCES</b>	<b>1,389,543</b>	<b>2,143,332</b>	<b>2,143,332</b>	<b>1,673,301</b>	<b>1,308,477</b>	<b>-38.95%</b>	<b>1,621,443</b>
<b>OPERATIONS</b>							
Personnel	351,406	488,252	488,252	356,183	411,385	-15.74%	416,380
Operations	572,534	974,080	974,080	811,118	797,092	-18.17%	805,063
Capital	465,603	200,000	200,000	25,000	100,000	-50.00%	200,000
Transfer to Water	-	481,000	481,000	481,000	-	-100.00%	200,000
<b>TOTAL UTILITIES EQUIPMENT FLEET</b>	<b>1,389,543</b>	<b>2,143,332</b>	<b>2,143,332</b>	<b>1,673,301</b>	<b>1,308,477</b>	<b>-38.95%</b>	<b>1,621,443</b>
<b>TOTAL FLEET SERVICE</b>	<b>3,132,528</b>	<b>3,829,445</b>	<b>3,829,445</b>	<b>3,312,006</b>	<b>3,079,002</b>	<b>-19.60%</b>	<b>3,509,785</b>
<b>INSURANCE</b>							
<b>RESOURCES</b>							
Interest	268,415	300,000	300,000	100,000	100,000	-66.67%	100,000
General Insurance Revenue	1,214,869	1,137,235	1,137,235	1,232,212	1,232,212	8.35%	1,250,387
Workers Comp. Revenue	2,090,796	3,650,000	3,650,000	3,157,193	2,883,000	-21.01%	2,940,660
Life/Disability Ins Revenue	534,662	565,000	565,000	699,956	381,512	-32.48%	389,142
Health Insurance Revenue	17,397,723	14,417,550	14,417,550	14,561,188	15,702,432	8.91%	16,551,387
Dental Insurance Revenue	461,594	595,023	595,023	577,466	602,378	1.24%	614,427
Fringe Benefit Revenue	464,217	457,590	457,590	489,119	544,419	18.98%	-
Use of (Contribution to) Working Capital	11,775,193	208,791	322,011	(424,233)	1,578,048	655.80%	(100,000)
<b>TOTAL RESOURCES</b>	<b>34,207,469</b>	<b>21,331,189</b>	<b>21,444,409</b>	<b>20,392,901</b>	<b>23,024,001</b>	<b>7.94%</b>	<b>21,746,003</b>
<b>OPERATIONS</b>							
Administration	-	-	88,595	88,595	92,923	-	-
General Insurance	1,465,179	1,301,666	1,326,291	1,191,123	1,225,870	-5.82%	1,250,387
Workers Compensation	6,030,728	3,650,000	3,650,000	2,827,951	2,883,000	-21.01%	2,940,660
Life/Disability Ins Revenue	277,942	565,000	565,000	379,340	381,512	-32.48%	389,142
Health Insurance	25,580,559	14,417,550	14,417,550	14,445,268	15,468,586	7.29%	16,551,387
Dental Insurance	555,475	595,023	595,023	584,834	602,379	1.24%	614,427
Misc. Benefits	297,586	457,950	457,950	531,790	544,419	18.88%	-
Transfer to Other funds (Rebate of Excess)	-	344,000	344,000	344,000	1,825,312	430.61%	-
Fringe Benefit	-	-	-	-	-	-	-
<b>TOTAL INSURANCE</b>	<b>34,207,469</b>	<b>21,331,189</b>	<b>21,444,409</b>	<b>20,392,901</b>	<b>23,024,001</b>	<b>7.94%</b>	<b>21,746,003</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>43,410,208</b>	<b>31,445,079</b>	<b>32,823,708</b>	<b>29,629,311</b>	<b>31,236,475</b>	<b>-0.66%</b>	<b>30,382,936</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY COMMISSION**

**CITY COMMISSION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	<b>2008</b>	<b>2009</b>	<b>2009</b>	<b>2009</b>	<b>2010</b>	<b>2009/2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Projected</b>	<b>Adopted</b>	<b>Adopted Variance</b>	<b>Projected</b>
Personnel	56,896	56,515	56,515	56,520	56,515	0.00%	57,340
Operations	110,489	31,850	36,850	103,761	29,825	-6.36%	30,181
<b>TOTAL</b>	<b>167,385</b>	<b>88,365</b>	<b>93,365</b>	<b>160,281</b>	<b>86,340</b>	<b>-2.29%</b>	<b>87,521</b>

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2009 amended budget and projected amounts reflect normal operational expenditures and initiative funding for Summit on Racism, youth violence mitigation and neighborhood youth programming. The 2010 proposed budget reflects a 20% reduction in education and training and the elimination of initiative funding.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY ADMINISTRATION**

**CITY ADMINISTRATION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	695,726	697,235	654,604	584,718	599,194	-14.06%	607,942
Operations	148,604	155,391	174,792	149,645	147,730	-4.93%	149,200
<b>TOTAL</b>	<b>844,330</b>	<b>852,626</b>	<b>829,396</b>	<b>734,363</b>	<b>746,924</b>	<b>-12.40%</b>	<b>757,142</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	7.0	7.0	6.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

The Amended 2009 and Proposed 2010 Budgets reflect the elimination of the Assistant City Manager position.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY ATTORNEY**

**CITY ATTORNEY**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	752,719	782,225	768,350	765,408	769,672	-1.60%	780,909
Operations	155,211	110,805	135,226	99,195	100,328	-9.46%	100,992
Capital	-	500	500	-	-	-100.00%	-
<b>TOTAL</b>	<b>907,930</b>	<b>893,530</b>	<b>904,076</b>	<b>864,603</b>	<b>870,000</b>	<b>-2.63%</b>	<b>881,902</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	8.0	8.0	8.0

**DEPARTMENT DESCRIPTION**

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

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

**2010 BUDGET HIGHLIGHTS**

Based on the directives of the City Administration, the City Attorney's Office budget for 2010 is \$870,000. This 2.63% reduction was accomplished by reducing our paralegal's hours from 40 to 32 hours per week. Over 88% of the proposed 2010 City Attorney's Office budget goes towards personnel-related costs.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Warrant Requests Received/Reviewed	1,206	1,118	1,162
EFFICIENCY	Average Hourly Rate for Legal Services*	\$70.92	\$72.14	\$73.58
EFFECTIVENESS	Freedom of Information Act Requests Received	1,487	1,500	1,494

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

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY CLERK**

**ADMINISTRATION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	264,607	237,187	237,187	191,798	215,992	-8.94%	219,145
Operations	32,694	36,721	36,721	33,784	37,950	3.35%	38,272
Capital	-	-	-	-	500		505
<b>TOTAL</b>	<b>297,301</b>	<b>273,908</b>	<b>273,908</b>	<b>225,582</b>	<b>254,442</b>	<b>-7.11%</b>	<b>257,923</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	3.5	3.0	2.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget for the Administration Division includes a slight increase in Supplies and Services due to increases in the Telephone, Computer Services, and Printing and Publishing expenditures. This budget also includes a significant reduction in personnel costs through the elimination of one position.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of City Commission meetings attended	70	44	44
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

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY CLERK**

**ELECTIONS**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The primary revenue source for the Elections Division is the General Fund. It is anticipated the City will be reimbursed approximately \$24,000 for administering the May 4th election.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	93,170	60,198	94,448	83,649	174,428	189.76%	176,975
Operations	196,243	81,455	47,205	44,316	67,717	-16.87%	68,483
<b>TOTAL</b>	<b>289,413</b>	<b>141,653</b>	<b>141,653</b>	<b>127,965</b>	<b>242,145</b>	<b>70.94%</b>	<b>245,458</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	1.0	1.0	1.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 Election Division budget is significantly higher than the 2009 budget due to an increase in the number of elections scheduled in 2010. The amount budgeted is in line with typical election expenditures for an even-numbered year. This budget includes funding for sample ballots to be sent to voters prior to the November General Election.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of voter registration applications received	25,227	11,090	20,000
OUTPUT	Number of petitions received for candidates and ballot proposals	6	25	7
OUTPUT	Number of government and school elections scheduled	4	2	3
OUTPUT	Number of registered voters	57,831	55,755	57,250
EFFICIENCY	Cost of Election Division per registered voter, per election	\$1.25	\$1.15	\$1.41
EFFECTIVENESS	Number of election recounts requested	0	0	N/A

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CITY CLERK**

**RECORDS**  
*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Records Management Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	162,109	190,693	190,693	189,314	93,487	-50.98%	94,852
Operations	62,392	65,202	65,202	62,921	67,329	3.26%	68,164
<b>TOTAL</b>	<b>224,501</b>	<b>255,895</b>	<b>255,895</b>	<b>252,235</b>	<b>160,816</b>	<b>-37.16%</b>	<b>163,016</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	2.5	3.0	2.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget for the Records Management Division reflects a significant decrease in personnel costs through the elimination of one position.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of requests for information	1,150	1,344	1,200
EFFICIENCY	Average request time (in minutes)	37.26	38	38
EFFECTIVENESS	Percent of storage capacity used	97	97	90

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
INTERNAL AUDITOR**

**INTERNAL AUDITOR**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	84,643	84,734	84,734	86,098	86,890	2.54%	88,159
Operations	3,063	7,909	7,909	3,134	7,110	-10.10%	7,127
<b>TOTAL</b>	<b>87,706</b>	<b>92,643</b>	<b>92,643</b>	<b>89,232</b>	<b>94,000</b>	<b>1.46%</b>	<b>95,286</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	1.0	1.0	1.0

**DEPARTMENT DESCRIPTION**

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

The 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 Internal Audit budget achieved the General Fund target goal set at an overall increase of 1.5%. To achieve the target goal, the Internal Audit operating expenses were decreased by 10.1%.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
INTERNAL AUDITOR**

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**INTERNAL AUDITOR**

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*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of reports issued	4	2	4
EFFICIENCY	One-time savings identified	\$39,000	\$3,000	\$60,000
EFFECTIVENESS	Annual savings identified	\$42,000	\$80,000	\$60,000
OUTPUT	Number of recommendations to management	57	62	60
EFFICIENCY	Number of affirmative responses from management	54	58	60
EFFECTIVENESS	Percent of recommendations accepted by management	95%	94%	100%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
HUMAN RESOURCES**

**HUMAN RESOURCES**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	662,833	717,002	717,002	674,983	695,155	-3.05%	705,304
Operations	122,623	153,066	110,066	95,986	99,352	-35.09%	100,072
<b>TOTAL</b>	<b>785,456</b>	<b>870,068</b>	<b>827,068</b>	<b>770,969</b>	<b>794,507</b>	<b>-8.68%</b>	<b>805,376</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	9.0	9.0	8.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

Personnel costs are adjusted to reflect the elimination of the Training and Development Specialist position. The majority of training will be conducted by remaining staff members.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
HUMAN RESOURCES**

**HUMAN RESOURCES**

*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010	
OUTPUT	Complete bargaining with KPSOA, KPSA and ATU	ATU	Not completed	Completed	Complete the bargaining process
		KPSOA	NA	Completed	Complete the bargaining process
		KPSA	NA	NA	Complete the bargaining process
EFFICIENCY	Number of hours spent in bargaining with each unit	ATU	23	25	24
		KPSOA	NA	2	40
		KPSA	NA	NA	40
EFFECTIVENESS	Timely implementation of contract (after signing)	ATU	NA	5 days	5 days
		KPSOA	NA	10 days	10 days
		KPSA	NA	NA	10 days
OUTPUT	Maintain an educated and competent workforce	NA	NA	NA	
EFFICIENCY	Train city staff in areas of New Hire Orientation, Supervisory Skills, Coaching and Counseling, Harassment and Discrimination, Labor Contract Administration, etc.	NA	NA	NA	
EFFECTIVENESS	Number of staff hours spent in training by HR staff	NA	2,376 Hours	2,000	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
INFORMATION TECHNOLOGY**

**INFORMATION TECHNOLOGY**

*Internal Service Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	710,009	796,325	774,953	747,454	661,790	-16.89%	669,826
Operations	1,556,658	1,760,556	2,225,906	1,106,170	1,101,484	-37.44%	1,112,499
Capital	107,859	330,800	1,150,299	776,287	240,000	-27.45%	150,000
<b>TOTAL</b>	<b>2,374,526</b>	<b>2,887,681</b>	<b>4,151,158</b>	<b>2,629,911</b>	<b>2,003,274</b>	<b>-30.63%</b>	<b>1,932,325</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	10.0	10.0	7.0
Number of Permanent Part Time Positions	0.0	0.0	1.0

**DEPARTMENT DESCRIPTION**

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

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

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

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects a rationalization of the City's IT infrastructure and the fulfillment of ERP cost savings on outside contractual services. The FY 2010 budget will also see a reduction in overall spending on cellular and landline phone services and the beginning of a move towards a cheaper digital phone infrastructure. Servers will continue to be virtualized, reducing the number of physical servers to maintain and support. Out of date equipment will also be rationally upgraded where needed.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
INFORMATION TECHNOLOGY**

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**INFORMATION TECHNOLOGY**

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*Internal Service Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Average number of monthly visits to the city website	55,440	56,442	57,500
OUTPUT	Average number of monthly unique visitors to the website	23,295	24,741	25,500
EFFICIENCY	Percent of requests responded to within 2 hours	42%	100%	100%
EFFECTIVENESS	Percentage of System Uptime percentage M-F 7am to 7pm	99%	99%	99%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**BUDGET AND ACCOUNTING**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Budget and Accounting Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	841,034	970,695	888,486	909,999	992,369	2.23%	1,006,858
Operations	194,664	181,515	175,215	168,438	140,138	-22.80%	141,142
Capital	547	1,000	1,000	-	-	-100.00%	-
<b>TOTAL</b>	<b>1,036,245</b>	<b>1,153,210</b>	<b>1,064,701</b>	<b>1,078,437</b>	<b>1,132,507</b>	<b>-1.80%</b>	<b>1,148,000</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	12.0	12.0	12.0
Number of Permanent Part Time Positions	1.0	1.0	0.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects changes in positions resulting from continued centralization of accounting functions. In addition, operating costs will be minimized through improved efficiencies and controlled operational expenditures.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Bank Accounts Reconciled On Monthly Basis	30	30	30
EFFICIENCY	Maximum Number of Days to Reconciliation	46	44	45
EFFECTIVENESS	Average number of unreconciled accounts per month	1	1	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	5 months	4 months	4 months
EFFECTIVENESS	Number of auditor comments/recommendations	6	4	0

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**ASSESSORS**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Assessor Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	590,691	600,966	600,966	585,571	549,180	-8.62%	557,198
Operations	110,380	71,608	94,508	79,292	93,493	30.56%	94,267
Capital	-	19,000	19,000	-	-	-100.00%	-
<b>TOTAL</b>	<b>701,071</b>	<b>691,574</b>	<b>714,474</b>	<b>664,863</b>	<b>642,673</b>	<b>-7.07%</b>	<b>651,465</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	7.5	7.0	6.0

**DEPARTMENT 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 citizens' requests and complaints.; Administer assessment appeals (Board of Review and Michigan Tax Tribunal)

**2010 BUDGET HIGHLIGHTS**

This 2010 budget reflects a decrease in expenditures due primarily to the reduction of staff. This reduction in staffing will result in streamlining procedures to produce the same results without loss of services. This budget also contains overtime for Board of Review and monies to employ an outside fee appraiser to assist on tax appeals.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Real property parcels	22,848	23,455	23,464
EFFICIENCY	Cost to Assess Real Property – per parcel	\$17.29	\$19.94	\$19.83
EFFECTIVENESS	Revenue gained per parcel for new development	\$11.00	-\$36.28	-\$86.59
OUTPUT	Number of Personal Property Accounts	3,180	3,607	3,155
EFFICIENCY	Cost to Assess Personal Property – per parcel	\$37.18	\$49.84	\$47.25
EFFECTIVENESS	New Personal Property Accounts	150	-78	-15

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**TREASURY  
General Fund**

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Treasury Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	516,567	519,391	519,391	525,127	435,646	-16.12%	442,006
Operations	448,648	464,851	431,351	435,161	403,757	-13.14%	408,880
<b>TOTAL</b>	<b>965,215</b>	<b>984,242</b>	<b>950,742</b>	<b>960,288</b>	<b>839,403</b>	<b>-14.72%</b>	<b>850,886</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	8.0	8.0	6.0

**DEPARTMENT DESCRIPTION**

The Treasury Division is responsible for the billing and collection of real and personal property taxes, special assessments and miscellaneous accounts receivables. Beginning in 2010, utility billing will also become a responsibility of the Treasury Division. 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, special assessment, miscellaneous invoicing and utility billing 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget year will see the merging of the Treasury Division and the Commercial Office from the Public Services Department. All revenue billings including property taxes, special assessments, miscellaneous invoicing and utility billing will originate from Treasury. All customer service questions, requests and payments will be directed to Treasury personnel.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**TREASURY  
General Fund**

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of City Tax Bills/Records Generated	27,324	27,666	27,900
EFFICIENCY	Average Cost to Generate and Issue a Tax Statement	\$1.74	\$1.85	\$1.96
EFFECTIVENESS	Percent of City Operating Tax Collected at Year End (Ultimate goal of 100% collected by the following June 30)*	84.03%	94.4%	95%
OUTPUT	Achieve a competitive rate of return on Investments -Average Rate of Return on Investments	1.59%	2.45%	1.00%
EFFICIENCY	Average Cost of an Investment Transaction	\$42.62	\$43.15	\$43.69
EFFECTIVENESS	Investment Portfolio's Average Rate of Return Exceeds that of the 3-month Treasury Bill	22 basis points	+200 basis points	+15 basis points
OUTPUT	Payment Automation - Property Tax Payments Processed Electronically and Mail Payments Scanned	26,529	28,000	28,000
EFFICIENCY	Average Cost to Process a Property Tax Payment	\$3.55	\$2.66	\$1.78
EFFECTIVENESS	Additional Staff Time/Temporary Assistance Required during Tax Collection Season	20 hours	10 hours	0 hours

*\* Installment taxpayers had until June 30, 2009 to pay the 2008 tax bill in full. As a result of PA 512 of 2008, the final installment payment due date for 2009 forward is December 31 of the current year. This accounts for the increased percentage collected for 2009.*

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**PURCHASING / RISK MANAGEMENT**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Purchasing/Risk Management Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	380,696	381,106	381,106	380,872	393,777	3.32%	399,526
Operations	82,239	84,834	84,834	77,870	72,160	-14.94%	72,785
<b>TOTAL</b>	<b>462,935</b>	<b>465,940</b>	<b>465,940</b>	<b>458,742</b>	<b>465,937</b>	<b>0.00%</b>	<b>472,311</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	5.5	6.0	6.0

**DEPARTMENT 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 inter-office mail delivery system.

**2010 BUDGET HIGHLIGHTS**

The FY 2010 budget request reflects increased efficiency and effectiveness resulting in no change to the total budget amount as compared to FY 2009.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Bid Projects	69	75	75
EFFICIENCY	Number of calendar days to get the project out for bids. The goal is 16 days.	15	14	14
EFFECTIVENESS	Percentage of bid projects which City Commission/Manager approved contracting with the recommended vendor	100%	100%	100%
OUTPUT	Number of Prevailing Wage Projects	10	6	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	952	1,252	1,260
EFFICIENCY	Purchase order turnaround time in work days. The goal is 2 days.	2	2	2
EFFECTIVENESS	Percentage of valid purchase orders.	98%	98%	100%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
MANAGEMENT SERVICES**

**RETIREMENT ADMINISTRATION**

*Fiduciary Trust Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel Operations	511,464	597,401	597,401	597,401	563,124	-5.74%	568,755
<b>TOTAL</b>	<b>511,464</b>	<b>597,401</b>	<b>597,401</b>	<b>597,401</b>	<b>563,124</b>	<b>-5.74%</b>	<b>568,755</b>

**DEPARTMENT 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 the Michigan Public Acts of 1065 and any amendments and the City of Kalamazoo's Investment Policy approved by the City Commission.

**2010 BUDGET HIGHLIGHTS**

The FY 2010 Budget reflects the reduction of 1 FTE, and the re-allocation of roughly 20 hours a week of working hours from other positions financed by the General Fund in the FY 2009 Adopted Budget.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**KALAMAZOO PUBLIC SAFETY**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Department is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	29,223,481	30,665,283	30,665,283	29,206,616	29,588,846	-3.51%	30,019,510
Operations	3,330,052	3,461,146	3,530,071	3,497,841	3,363,429	-2.82%	3,385,604
Capital	515,742	460,116	566,007	585,598	557,526	21.17%	563,101
<b>TOTAL</b>	<b>33,069,275</b>	<b>34,586,545</b>	<b>34,761,361</b>	<b>33,290,055</b>	<b>33,509,801</b>	<b>-3.11%</b>	<b>33,968,215</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	303.0	301.0	287.0
Number of Permanent Part Time Positions	4.0	4.0	4.0

**DEPARTMENT 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, the 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.

**2010 BUDGET HIGHLIGHTS**

The FY 2010 budget reflects an organizational structure that includes Chief, Deputy Chief, Assistant Chief of Operations and Assistant Chief of Professional Standards. It also includes six divisions that include KVET, Operations, CID, Service, Financial Services, and Training to provide more efficient and effective services to our internal and external customers.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**ADMINISTRATION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Administration Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	907,094	812,872	812,872	832,966	929,807	14.39%	943,382
Operations	166,799	127,885	127,885	115,387	128,418	0.42%	129,319
<b>TOTAL</b>	<b>1,073,893</b>	<b>940,757</b>	<b>940,757</b>	<b>948,353</b>	<b>1,058,225</b>	<b>12.49%</b>	<b>1,072,702</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	9.0	7.0	7.0

**DEPARTMENT DESCRIPTION**

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

The Chief of Public Safety, the Deputy Chief of Public Safety, the Assistant Chief of Operations, the Assistant Chief of Professional Standards and the Inspector of Professional Standards make up the Chief's Executive Staff.

The Captains that oversee the Criminal Investigation Division, Operations, and KVET fall under the command of the Assistant Chief of Operations. The Captain of Training and Services as well as the Inspector report to the Assistant Chief of Professional Standards.

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.

**2010 BUDGET HIGHLIGHTS**

The Administration Division will allocate its 2010 funds toward overseeing all aspects of Public Safety Services. Staff will cooperate and collaborate with both internal and external customers, actively recruiting and maintaining the highest professional standards.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

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**ADMINISTRATION**

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*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Citizen Complaints	62	20	40
EFFICIENCY	Hours spent to investigate	2,500	950	1,200
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	5	6	10
EFFECTIVENESS	Number of Policies Updated/Revised/Rescinded	3	3	6

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**FINANCIAL SERVICES**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Financial Services Division is the General Fund.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	-	658,131	658,131	593,391	362,629	-44.90%	367,923
Operations	-	1,500	1,500	1,803	2,200	46.67%	1,896
<b>TOTAL</b>	<b>-</b>	<b>659,631</b>	<b>659,631</b>	<b>595,194</b>	<b>364,829</b>	<b>-44.69%</b>	<b>369,820</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	13.0	13.0	7.0

**DEPARTMENT DESCRIPTION**

The Financial Services 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 resources, 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.

**2010 BUDGET HIGHLIGHTS**

The Financial Services Division will allocate its 2010 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.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Response to FOIA requests	2,271	2,294	2,316
EFFICIENCY	Average length of time (days) for FOIA request response	5	5	5
EFFECTIVENESS	Percentage of FOIA that meet mandated response time	100%	100%	100%
OUTPUT	Reports transcribed	12,615	14,083	15,073
EFFICIENCY	Annual transcribed reports to staff ratio (# of reports:staff)	2523: 1	2816: 1	3014: 1
EFFECTIVENESS	Transcription ratio in hours (2-30 minute tapes:hour)	2: 1	2: 1	2: 1

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**TRAINING**  
*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Training Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	754,633	741,778	741,778	690,101	678,590	-8.52%	688,497
Operations	91,861	215,371	280,144	217,907	210,718	-2.16%	212,976
<b>TOTAL</b>	<b>846,494</b>	<b>957,149</b>	<b>1,021,922</b>	<b>908,008</b>	<b>889,308</b>	<b>-7.09%</b>	<b>901,474</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	7.0	7.0	6.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 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 responsible for the KDPS 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 conducting advanced fire training 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.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Public Safety sponsored School Fire Safety programs	125	125	125
EFFICIENCY	Cost per program	\$35	\$35	\$40
EFFECTIVENESS	Number of residential fires/Fatal residential fires (National average is 3 fatal fires, per year, per 100,000 people)	140/1	140/2	140/1
OUTPUT	Number of Fire Inspections completed	2,700	2700	2700
EFFICIENCY	Average cost per fire inspection	\$18	\$18	\$19
EFFECTIVENESS	Violations noted/violations corrected	500/500	500/500	500/500

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**KALAMAZOO VALLEY ENFORCEMENT TEAM**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Kalamazoo Valley Enforcement Team Division is the General Fund.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	1,571,086	1,641,250	1,641,250	1,457,461	1,449,060	-11.71%	1,468,883
<b>TOTAL</b>	<b>1,571,086</b>	<b>1,641,250</b>	<b>1,641,250</b>	<b>1,457,461</b>	<b>1,449,060</b>	<b>-11.71%</b>	<b>1,468,883</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	15.0	15.0	14.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 KVET Budget reflects personnel costs only. All operating supplies have been moved to the KVET forfeiture special revenue fund. In 2010, KVET will reduce its sworn personnel by one investigator 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. KVET will continue to aggressively seek federal prosecution of mid-level drug dealers and armed criminals.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	# of tips received by KVET	2518	2980	3070
EFFICIENCY	Average cost per investigation	\$1,728	\$1,728	\$1,666
EFFECTIVENESS	# of cases written on tips received	880	890	870
OUTPUT	# of investigations	989	950	925
EFFICIENCY	# of investigations done per day at 365 days a year.	2.71	2.6	2.53
EFFECTIVENESS	# of arrests made (includes warrants)	704	833	775

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**OPERATIONS**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Operations Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	19,460,208	20,225,738	20,225,738	19,379,013	19,463,454	-3.77%	19,747,620
Operations	58,036	50,727	50,727	44,809	50,727	0.00%	33,515
<b>TOTAL</b>	<b>19,518,244</b>	<b>20,276,465</b>	<b>20,276,465</b>	<b>19,423,822</b>	<b>19,514,181</b>	<b>-3.76%</b>	<b>19,781,135</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	190.5	189.5	172.0

**DEPARTMENT 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, which are 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 96,000+ calls for service annually.

**2010 BUDGET HIGHLIGHTS**

In 2010 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.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**OPERATIONS**

*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Calls for service received by Operations	96,603	97,010	97,400
EFFICIENCY	Annual calls per service to staff ratio	511	513	513
EFFECTIVENESS	Number of persons arrested	8,975	7,852	7,800
OUTPUT	Traffic citations issued	30,567	20,000	20,000
EFFICIENCY	Patrol hours dedicated to traffic enforcement	7,642	5,000	5,000
EFFECTIVENESS	Traffic accidents/OUIL Arrests	3,001/373	3,069/414	3,050/400

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**CRIMINAL INVESTIGATIONS**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Criminal Investigations Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	3,524,082	3,776,843	3,776,843	3,620,348	3,814,229	0.99%	3,869,917
Operations	22,619	24,546	24,546	21,851	24,080	-1.90%	20,900
<b>TOTAL</b>	<b>3,546,701</b>	<b>3,801,389</b>	<b>3,801,389</b>	<b>3,642,199</b>	<b>3,838,309</b>	<b>0.97%</b>	<b>3,890,817</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	35.0	36.0	35.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 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.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Liquor License Investigations	109	137	150
EFFICIENCY	Average Cost Per Investigation Resolved	\$264	\$268	\$270
EFFECTIVENESS	Number of Liquor License Violations	21	5	15
OUTPUT	Polygraph Exams Requested	202	200	250
EFFICIENCY	Total Number of Cases Cleared by Polygraph Examination	115	120	150
EFFECTIVENESS	Total Number of Confessions from Polygraph Examinations	40	60	100

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**SERVICE**  
*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for Kalamazoo Public Safety Service Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	3,006,378	2,808,671	2,808,671	2,633,336	2,891,077	2.93%	2,933,287
Operations	2,990,737	3,041,117	3,045,269	3,096,084	2,947,286	-3.09%	2,986,997
Capital	515,742	460,116	566,007	585,598	557,526	21.17%	563,101
<b>TOTAL</b>	<b>6,512,857</b>	<b>6,309,904</b>	<b>6,419,947</b>	<b>6,315,018</b>	<b>6,395,889</b>	<b>1.36%</b>	<b>6,483,385</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	28.5	29.5	29.0
Number of Permanent Part Time Positions	4.0	4.0	4.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 Service Division Budget will oversee the acquisition of a training database then test and upgrade the Computer Aided Dispatch map using the Intergraph Mapping software which will further interoperability with the Kalamazoo Township and Kalamazoo County Sheriff Department. The Service Division will continue the replacement of outdated mobile data terminals and enhance the Geoffrey & IRIS scanner security systems.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Oversight of Public Safety buildings	9	9	9
EFFICIENCY	Annual cost to maintain buildings	\$619,506	\$585,815	\$603,129
EFFECTIVENESS	Percent of buildings in need of Refurbishment	50%	40%	40%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
KALAMAZOO PUBLIC SAFETY**

**KVET DRUG ENFORCEMENT FORFEITURE**

*Special Revenue Fund*

**BUDGET OVERVIEW**

**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).

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	98,568	48,944	48,944	67,366	51,819	5.87%	52,448
Operations	288,433	375,114	375,114	367,709	376,570	0.39%	380,336
Capital	36,976	46,000	46,000	20,421	43,500	-5.43%	-
<b>TOTAL</b>	<b>423,977</b>	<b>470,058</b>	<b>470,058</b>	<b>455,496</b>	<b>471,889</b>	<b>0.39%</b>	<b>432,784</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	15.0	15.0	14.0

*Note, the position allocations above represent shared KVET positions supporting the General Fund and Forfeitures funds. The 2010 personnel budget represents overtime activities only.*

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The KVET Drug Enforcement special revenue fund supports significant operating expenses for KVET. In 2010, KVET will reduce its sworn personnel by one investigator 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. KVET will continue to aggressively seek federal prosecution of mid-level drug dealers and armed criminals.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	# of tips received by KVET	2,518	2,980	3,070
EFFICIENCY	Average cost per investigation	\$168	\$153	\$154
EFFECTIVENESS	# of cases written on tips received	880	890	920
OUTPUT	# of investigations	989	950	925
EFFICIENCY	# of investigations done per day at 365 days a year.	2.71	2.6	2.53
EFFECTIVENESS	# of arrests made (includes warrants)	704	833	775



**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**CODE ADMINISTRATION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source for the Code Administration Division is primarily funded through the General Fund via cost recovery fees, property inspection fees and permit fees charged for new construction.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,634,320	1,637,360	1,637,360	1,628,057	1,652,916	0.95%	1,677,049
Operations	197,844	205,572	213,297	201,637	198,903	-3.24%	200,103
Capital	14,343	19,500	19,500	300	-	-100.00%	-
<b>TOTAL</b>	<b>1,846,507</b>	<b>1,862,432</b>	<b>1,870,157</b>	<b>1,829,994</b>	<b>1,851,819</b>	<b>-0.57%</b>	<b>1,877,152</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	23.0	23.0	23.0

**DEPARTMENT 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. CA also administers the city's rental inspection and certification program.

**2010 BUDGET HIGHLIGHTS**

The FY 2010 budget continues to allocate resources to address the quality of life issues created by vacant residential structures. CA will continue to focus on vacancies related to the increase in property foreclosure and address issues related 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 impacts and increase efforts to address property maintenance and exterior blight. Budget allocation for a seasonal code enforcement position remains in the 2010 budget with the intention to coordinate CA activities with Public Safety and Solid Waste to increase attention toward trash, junk auto and distressed housing conditions.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**CODE ADMINISTRATION**

*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	No. Of Inspections and Enforcement Actions	14,357	15,000	15,250
EFFICIENCY	Number of Inspectors Dedicated to the Task	9	9.5	9.5
EFFECTIVENESS	Number of Inspection Actions per Inspector	1,595	1,580	1605
OUTPUT	Total Operating and Maintenance Expenditures	\$1,846,507	\$1,826,894	\$1,851,507
EFFICIENCY	Total amount billed for permitting, inspection, registration and enforcement activity	\$1,845,000	\$1,750,000	\$1,800,000
EFFECTIVENESS	Percent of budget recovered through billing for permitting, inspection, registration and enforcement activity	99.90%	94.00%	94%
OUTPUT	Percent of budget recovered through billing for permitting, inspection, registration and enforcement activity	61%	48%	60%
EFFICIENCY	Number of Abandoned Structures Cases Resolved	27	41	40
EFFECTIVENESS	Number of Cases Resolved Through Demolition	34	7	20

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**NEIGHBORHOOD & ECONOMIC DEVELOPMENT**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue source of the Neighborhood and Economic Development Division is the General Fund.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	500,639	569,561	454,289	537,165	430,263	-24.46%	436,545
Operations	45,823	80,437	80,437	46,411	77,530	-3.61%	78,195
<b>TOTAL</b>	<b>546,462</b>	<b>649,998</b>	<b>534,726</b>	<b>583,576</b>	<b>507,793</b>	<b>-21.88%</b>	<b>514,740</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	9.0	9.0	8.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

Funding recommendations from the 2010 General Fund will ensure that the division continues its high level of positive impact on the community's economic vitality and quality of life, and assures sound stewardship and accountability of public funds through the use of monitoring reviews.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of acres redeveloped	34.4 acres	6.1 acres	5 acres
EFFICIENCY	Private investment leveraged / jobs created	\$17 M / 82 jobs	\$2.7 M / 41 jobs	\$3 M / 50 jobs
EFFECTIVENESS	New taxable value added to the city	\$4.2M	\$500,000	\$1.5 M

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**PLANNING  
General Fund**

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	414,291	416,682	416,682	415,850	422,754	1.46%	428,926
Operations	36,694	52,430	52,430	41,328	53,703	2.43%	54,049
<b>TOTAL</b>	<b>450,985</b>	<b>469,112</b>	<b>469,112</b>	<b>457,178</b>	<b>476,457</b>	<b>1.57%</b>	<b>482,975</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	5.0	5.0	5.0

**DEPARTMENT DESCRIPTION**

The Planning Division is responsible for maintaining the land use standards established by the Zoning Ordinance and historic district guidelines. These standards are created using the citywide Master Land Use Plan as a policy guide. The plan is currently being updated and is expected to be completed in 2010.

Site Plan Review, Downtown Design Review and regular meetings with neighborhood associations and other stakeholders are essential to our implementation of the Master Plan recommendations. Staff is also responsible for providing technical support to the Planning Commission, the Historic District Commission and the Historic Preservation Commission. We strive to communicate the goals and objectives established through the planning process to developers, residents, property owners, colleagues and cooperating governing bodies in order to assist in the physical and economic enhancement of Kalamazoo.

**2010 BUDGET HIGHLIGHTS**

The 2010 Budget represents a status quo budget from FY2009.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Zoning enforcement actions	216	231	250
EFFICIENCY	Average staff cost per zoning violation	\$218	\$223	\$226
EFFECTIVENESS	Actions taken per inspector	123	130	125
OUTPUT	Site plans reviewed	60	55	62
EFFICIENCY	Average staff cost per site plan reviewed	\$135	\$132	\$132
EFFECTIVENESS	Percentage of site plans completed in accordance with approved plans	95%	95%	95%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**NEIGHBORHOOD & ECONOMIC DEVELOPMENT (HUD)**

*Special Revenue Fund*

**BUDGET OVERVIEW**

**REVENUE**

The special revenues used to fund a portion of the Neighborhood Development division's budget include HUD CDBG, CDBG-R, HOME, HPRP, NSP1, NSP2 and ESG. Eligible Administrative and Planning funds are reflected here to cover staff time and related expenses associated with those activities.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	718,141	747,995	897,995	916,225	961,805	28.58%	870,000
Operations	1,936,710	829,524	3,588,633	3,571,705	89,099	-89.26%	1,870,000
<b>TOTAL</b>	<b>2,654,851</b>	<b>1,577,519</b>	<b>4,486,628</b>	<b>4,487,930</b>	<b>1,050,904</b>	<b>-33.38%</b>	<b>2,740,000</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	9.0	9.0	9.0

**DEPARTMENT DESCRIPTION**

The focus of Community Development (CD) includes the effective management of Federal, State and local funds in support of programs that address the identified housing, neighborhood, and community development needs of the population, especially those with low-and-moderate incomes. CD 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), Community Development Block Grant - Recovery (CDBG-R), HOME Investment Partnerships Program (HOME), Homeless Prevention and Rapid Re-Housing (HPRP), Neighborhood Stabilization Programs 1 and 2 (NSP1, NSP2), and Emergency Shelter Grants (ESG). CD 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.

**2010 BUDGET HIGHLIGHTS**

The budget anticipates HUD's standard programs to be consistent with 2009 funding, but anticipates additional ARRA funded programs, such as Community Development Block Grant - Recovery, Homeless Prevention and Rapid Re-Housing Program and Neighborhood Stabilization Programs. The final amount for the Neighborhood Stabilization Program funding is unknown at this time and will be a joint project with the Kalamazoo County Land Bank Authority.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Grants (CDBG, HOME, ESG, Neighborhood Assoc., other)	45	53	57
EFFICIENCY	Total Federal Awards for Housing	\$1,572,668	\$2,689,733	\$19,554,733
EFFECTIVENESS	Leveraged funds for Housing	\$8,907,302	\$15,068,102	\$34,119,800
EFFECTIVENESS	Number of households impacted by housing-related grant award activities	2,452	2,560	2,715

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
COMMUNITY PLANNING & DEVELOPMENT**

**BLIGHT ABATEMENT**

*Special Revenue Fund*

**BUDGET OVERVIEW**

**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.

No new funding from the General Fund is requested in FY2010.

**EXPENDITURES**

	<b>2008</b>	<b>2009</b>	<b>2009</b>	<b>2009</b>	<b>2010</b>	<b>2009/2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Projected</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Projected</b>
						<b>Variance</b>	
Operations	135,914	93,000	116,740	68,855	62,725	-32.55%	90,000
Capital	-	-	-	5,978	5,000		4,000
<b>TOTAL</b>	<b>135,914</b>	<b>93,000</b>	<b>116,740</b>	<b>74,833</b>	<b>67,725</b>	<b>-27.18%</b>	<b>94,000</b>

**DEPARTMENT 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.

**2010 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 and FY2010.

The Demolition Fund with NSP1 funding for FY 2009 will affect positive neighborhood change through demolition of 43 structures through December 31, 2009, with the probability of twenty-five or more additional structures demolished by year end 2010.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PARKS AND RECREATION**

**PARKS**  
*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue to fund the Parks Division's budget comes from a combination of General Fund dollars, proposed park rental fees of \$16,000, as well as reimbursement of \$138,063 from the solid waste millage for leaf and trash removal.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	795,594	905,738	885,247	873,657	923,846	2.00%	937,334
Operations	264,998	289,721	296,371	247,589	268,373	-7.37%	271,194
<b>TOTAL</b>	<b>1,060,592</b>	<b>1,195,459</b>	<b>1,181,618</b>	<b>1,121,246</b>	<b>1,192,219</b>	<b>-0.27%</b>	<b>1,208,529</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	10.0	10.0	9.0
Number of Permanent Part Time Positions	2.0	2.0	2.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects a decrease of \$3,240 from the adopted 2009 budget, including a shift in percentage of allocation for support staff from the Recreation Division to the Parks Division. Staff has an ongoing mission to maintain high quality park facilities and grounds.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PARKS AND RECREATION**

**PARKS**

*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
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	4	4
OUTPUT	Number of Park Reservations and Public Events	196	112	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)	4	3	3
OUTPUT	Number of Locations for Trash Removal (barrels)	300	325	325
EFFICIENCY	Frequency of Trash removal	every 3-10 days	every 3-10 days	every 3-10 days
EFFECTIVENESS	Number of Complaints (annually)	10	8	8

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PARKS AND RECREATION**

**RECREATION**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue to fund the Recreation Division's budget comes from a combination of General Fund dollars, the department's fees and charges of \$205,200, a \$30,000 contribution from the Friends of Recreation/Kalamazoo Municipal Recreation Endowment Fund, as well as grant funds in 2009 of \$4,064. The decrease in grant funds from the prior year was due to the influx of Federal stimulus dollars to KRESA to fund the Summer Youth Employment Program.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	907,157	869,968	853,427	851,345	878,128	0.94%	890,949
Operations	438,740	493,350	500,079	485,791	470,653	-4.60%	476,284
<b>TOTAL</b>	<b>1,345,897</b>	<b>1,363,318</b>	<b>1,353,506</b>	<b>1,337,136</b>	<b>1,348,781</b>	<b>-1.07%</b>	<b>1,367,232</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	9.0	9.0	9.0
Number of Permanent Part Time Positions	2.0	2.0	2.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects a decrease of \$14,537 from the adopted 2009 budget. The department has secured some external funding, as well as eliminating and/or reducing some programs and services to meet the budget directive. Staff has an ongoing mission to grow and enhance quality recreation programming and opportunities for youth development.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PARKS AND RECREATION**

**RECREATION**

*General Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Family Programs (# programs)	12	11	11
EFFICIENCY	Family Programs (cost per person)	50¢ - \$45	50¢ - \$50	50¢ - \$50
EFFECTIVENESS	Family Programs (# of people served; outdoor events are weather dependent)	7,311	8,000	8,000
OUTPUT	Youth Development (# programs)	56	55	43
EFFICIENCY	Youth Development (# collaborations)	41	41	40
EFFECTIVENESS	Youth Development (#youth served)	9,520	9,700	9,500

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PARKS AND RECREATION**

**KALAMAZOO FARMERS MARKET**

*Enterprise Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	32,522	30,880	30,880	30,880	30,042	-2.71%	30,407
Operations	14,138	16,108	16,608	16,775	15,980	-0.79%	16,140
<b>TOTAL</b>	<b>46,660</b>	<b>46,988</b>	<b>47,488</b>	<b>47,655</b>	<b>46,022</b>	<b>-2.06%</b>	<b>46,547</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Part Time Positions	1.0	1.0	1.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects normal operating expenses.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Seasonal Stalls Available	92	97	97
EFFICIENCY	Number of Seasonal Stalls Rented	92	97	97
EFFECTIVENESS	Number of Complaints from vendors/public	7	5	5



**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**PUBLIC WORKS - SUMMARY**

*General Fund, Special Revenue Funds, and Internal Service Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue supporting the City's Public Works divisions is from the General Fund, Gas and Weight Taxes, property taxes, user fees and internal service charges. Capital is primarily supported by the General Fund, MTF bonds, and General Obligation bonds.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	2,989,335	3,039,522	3,134,822	3,118,964	3,226,434	6.15%	3,252,599
Operations	6,129,522	5,956,360	5,964,321	6,110,223	5,821,384	-2.27%	5,966,340
Capital	3,898,807	3,010,000	3,684,255	3,212,695	5,916,000	96.54%	4,850,000
Debt Service	2,255,841	2,327,079	2,327,079	2,327,225	2,518,778	8.24%	2,516,816
Transfers	-	398,427	398,427	398,427	200,000	-49.80%	375,000
<b>TOTAL</b>	<b>15,273,505</b>	<b>14,731,388</b>	<b>15,508,904</b>	<b>15,167,534</b>	<b>17,682,596</b>	<b>20.03%</b>	<b>16,960,755</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

*Positions in Public Works support the General Fund Public Works, Major Streets, Local Streets, Cemeteries, Solid Waste and Public Works Billable divisions.*

**DEPARTMENT DESCRIPTION**

The City's Public Works division is comprised of Field Services and Customer Services that perform activities within the General Fund, Major and Local Streets, Cemeteries, Solid Waste, and Public Works Billable Funds.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**PUBLIC WORKS**

*General Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	661,390	753,964	849,264	749,900	649,392	-13.87%	658,873
Operations	798,352	706,947	768,494	879,479	684,890	-3.12%	693,662
<b>TOTAL</b>	<b>1,459,742</b>	<b>1,460,911</b>	<b>1,617,758</b>	<b>1,629,379</b>	<b>1,334,282</b>	<b>-8.67%</b>	<b>1,352,535</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

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

**2010 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 systems maintenance in the Central Business District. This budget reflects reductions over the 2009 budget through a reduction in positions, controlled overtime in 2010 and a reduction in operating supplies expenses.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Trees Trimmed/Removed	7,450	7,650	7,500
EFFICIENCY	Value of Trimming/Removal per Staff Hour	\$15	\$14	\$15
EFFECTIVENESS	% of Trees Maintained Each Year	27%	28%	27%
OUTPUT	Number of Sidewalk Repairs	85	89	85
EFFICIENCY	Average cost per sidewalk repair	\$1,650	\$1,629	\$1,650
EFFECTIVENESS	Number of Complaints Received	58	65	65

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**MAJOR STREETS  
*Special Revenue Fund***

**BUDGET OVERVIEW**

**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 and General Obligation Bonds.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	884,992	789,320	789,320	906,479	809,025	2.50%	833,296
Operations	1,669,110	1,885,546	1,885,546	1,881,790	1,784,669	-5.35%	1,812,272
Capital	2,969,084	2,000,000	2,479,159	2,151,866	4,566,000	128.30%	3,700,000
Debt Service	1,658,735	1,727,129	1,727,129	1,727,268	1,837,576	6.39%	1,832,450
Transfers	-	398,427	398,427	398,427	200,000	-49.80%	375,000
<b>TOTAL</b>	<b>7,181,921</b>	<b>6,800,422</b>	<b>7,279,581</b>	<b>7,065,830</b>	<b>9,197,270</b>	<b>35.25%</b>	<b>8,553,018</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

To provide a variety of street repair and maintenance activities including pothole patching, street resurfacing and construction, repair of hazardous or deteriorated drainage structures, shoulder grading, replacement of curb and gutter 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects a 7.7% decrease in operating expenses; however, plans are in place in 2010 to accomplish Major Street maintenance and repair activities as they have been in previous years.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Response to Snow Events on Major Streets	28	28	28
EFFICIENCY	% of Streets Cleared within 24 hours	100%	100%	100%
EFFECTIVENESS	Inches of Precipitation Controlled	80	100	80
OUTPUT	Number of Repairs on Major Streets	181	185	176
EFFICIENCY	Value of Repairs per Staff Hour	\$295	\$290	\$310
EFFECTIVENESS	% of Repairs Completed	100%	100%	100%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**LOCAL STREETS**  
*Special Revenue Fund*

**BUDGET OVERVIEW**

**REVENUE**

Revenue to fund the Local Street operating budget primarily comes from Act 51 Gas and Weight Tax monies and the General Fund. The Local Street capital program is funded through the General Fund, MTF bonds, and general obligation bonds.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	619,087	594,123	594,123	683,424	843,187	41.92%	868,483
Operations	1,073,003	993,329	993,329	948,336	1,072,077	7.93%	1,085,087
Capital	825,694	1,000,000	1,195,096	1,050,829	1,200,000	20.00%	1,000,000
Debt Service	597,106	599,950	599,950	599,957	681,202	13.54%	684,366
<b>TOTAL</b>	<b>3,114,890</b>	<b>3,187,402</b>	<b>3,382,498</b>	<b>3,282,546</b>	<b>3,796,466</b>	<b>19.11%</b>	<b>3,637,935</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

To provide a variety of street repair and maintenance activities including pothole patching, street resurfacing and construction, repair of hazardous or deteriorated drainage structures, shoulder grading, replacement of curb and gutter 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects additional City initiatives to improve the quality of local streets.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Response to Snow Events on 170 Miles of Local Streets	28	28	28
EFFICIENCY	Staff Person Hours per Snow Event	<56	<56	<56
EFFECTIVENESS	Inches of Precipitation Controlled	80"	100"	80"
OUTPUT	Number of Repairs on Local Streets	484	475	475
EFFICIENCY	Value of Repairs per Staff Hour	\$245	\$251	\$258
EFFECTIVENESS	% of Repairs Completed	95%	95%	95%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**CEMETERIES**

*Special Revenue Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	37,820	36,328	36,328	32,113	35,574	-2.08%	36,006
Operations	341,546	307,320	249,960	270,334	305,874	-0.47%	308,933
Capital	75,099	10,000	10,000	10,000	150,000	1400.00%	150,000
<b>TOTAL</b>	<b>454,465</b>	<b>353,648</b>	<b>296,288</b>	<b>312,447</b>	<b>491,448</b>	<b>38.97%</b>	<b>494,939</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects an increase in cemetery rates and a \$150,000 capital improvements program.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
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	15	10
OUTPUT	Number of Burials Performed Per Year	186	200	200
EFFICIENCY	Cost per Burial Service	\$448.05	\$446.76	446.76
EFFECTIVENESS	Number of Complaints Received Regarding Burials	25	15	10

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**SOLID WASTE  
*Special Revenue Fund***

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	600,793	622,395	622,395	599,993	661,089	6.22%	669,117
Operations	1,907,981	1,802,438	1,806,212	1,874,441	1,788,134	-0.79%	1,806,015
Capital	28,930	-	-	-	-		-
<b>TOTAL</b>	<b>2,537,704</b>	<b>2,424,833</b>	<b>2,428,607</b>	<b>2,474,434</b>	<b>2,449,223</b>	<b>1.01%</b>	<b>2,475,132</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

This 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects anticipated solid waste operational costs.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Proposed 2010
OUTPUT	Volume of Leaves Collected (cubic yards)	70,000	70,000	70,000
EFFICIENCY	Leaf Collection Cost	\$518,589	\$520,000	\$522,500
EFFECTIVENESS	Cost per Yard of Leaves Collected	\$7.41	\$7.43	\$7.46
OUTPUT	Volume of Material Recycled	2,350 T	2,400 T	2,450 T
EFFICIENCY	Cost per Ton of Recycled Materials	\$189.19	\$188.96	\$188.80
EFFECTIVENESS	No. of Housing Units Participating in Recycling Activities	21,000	21,500	22,000
OUTPUT	Volume of Solid Waste Collected	9,975	10,000	10,000
EFFICIENCY	Cost of Solid Waste Collection per Cubic Yard	\$31.77	\$32.33	\$32.97
EFFECTIVENESS	No. of Housing Units Participating in Solid Waste Collection	50,000	50,000	50,000

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**PUBLIC WORKS BILLABLE**

*Internal Service Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	185,253	243,392	243,392	147,055	228,167	-6.26%	186,825
Operations	339,530	260,780	260,780	255,843	185,740	-28.78%	260,371
<b>TOTAL</b>	<b>524,783</b>	<b>504,172</b>	<b>504,172</b>	<b>402,898</b>	<b>413,907</b>	<b>-17.90%</b>	<b>447,196</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	40.0	39.0	36.0

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

**DEPARTMENT DESCRIPTION**

This budget unit is responsible for completing permanent repairs to the City's infrastructure (pavement repairs for utility cuts). This budget unit also provides various public works services to the City and the community including special projects and special events.

**2010 BUDGET HIGHLIGHTS**

The FY 2010 budget reflects an average of over 400 necessary permanent repairs to roadways caused by area utilities.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Locations Repaired	375	380	400
EFFICIENCY	Average Cost per Repairs	\$1,399	\$1,060	\$1,035
EFFECTIVENESS	Number of Return Repairs	3	5	3

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**WASTEWATER DIVISION**

*Enterprise Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	7,146,721	7,360,536	7,360,536	6,780,667	7,338,684	-0.30%	7,427,797
Operations	12,652,248	14,651,224	14,684,962	14,211,287	14,475,586	-1.20%	14,620,342
Capital	136,442	6,801,500	8,531,476	8,229,698	5,793,400	-14.82%	4,568,100
Debt Service	167,910	381,610	381,610	381,610	543,101	42.32%	540,942
<b>TOTAL</b>	<b>20,103,321</b>	<b>29,194,870</b>	<b>30,958,584</b>	<b>29,603,262</b>	<b>28,150,771</b>	<b>-3.58%</b>	<b>27,157,181</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	93.0	94.0	87.0

**DEPARTMENT DESCRIPTION**

To provide an environmentally sound, convenient and continuous wastewater disposal service to the public by adequately transporting and treating the wastewater generated in 17 municipalities throughout the Kalamazoo area. Service shall be at a reasonable cost, consistent with allowing a sufficient cost coverage, making certain that the customers receive sound value and highly responsive service within established ordinances, contracts and regulation.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects a decrease in overall Wastewater expenditures from the 2009 budget. However, in order to meet Capital Reserve requirements, a 3% revenue rate increase for the system is necessary.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

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**WASTEWATER DIVISION**

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*Enterprise Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Cubic Meters of Wastewater Treated (Millions)	36.206	35.369	35.5
EFFICIENCY	Average Operating Cost to Treat one Cubic Meter of Wastewater (excludes depreciation)	\$0.44	\$0.48	\$0.50
EFFECTIVENESS	Number of NPDES Discharge Violations	0	2	0
OUTPUT	Miles of Sanitary Sewers	293	293	293
EFFICIENCY	Miles of Sanitary Sewers Cleaned	68.9	67	68
EFFECTIVENESS	Number of Sanitary Main Line Stoppages	14	22	15
OUTPUT	Number of Lift Stations Maintained	57	58	58
OUTPUT	Total Number of Maintenance Work Orders Completed	1,582	1,178	1,378
EFFICIENCY	Number of Preventive Maintenance Work Orders Completed	6,450	5,401	5,925
EFFECTIVENESS	Percent of Corrective Work Orders to Total	20%	22%	23%

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**WATER DIVISION**

*Enterprise Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	4,885,819	4,598,265	4,598,265	4,678,763	4,709,832	2.43%	4,767,023
Operations	8,336,608	7,637,828	7,640,741	7,058,861	7,531,055	-1.40%	7,606,366
Capital	136,695	4,083,000	6,254,700	6,045,199	2,415,000	-40.85%	3,512,500
Debt Service	964,923	2,247,636	2,247,636	2,199,685	2,423,146	7.81%	2,503,787
<b>TOTAL</b>	<b>14,324,045</b>	<b>18,566,729</b>	<b>20,741,342</b>	<b>19,982,508</b>	<b>17,079,033</b>	<b>-8.01%</b>	<b>18,389,675</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	85.0	79.0	76.0
Number of Permanent Part Time Positions	1.0	1.0	0.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects an overall reduction from the 2009 budget. However, in order to meet reserve requirements, a 5% revenue rate increase for the system is necessary in 2010.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**WATER DIVISION**

*Enterprise Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010	
OUTPUT	Cubic Meters of Water Billed	22.4	22.9	22.5	
EFFICIENCY	Average Operating Cost to Produce one Cubic Meter of Water (excludes depreciation).	\$0.44	\$0.43	\$0.44	
EFFECTIVENESS	Water bans or limited water use notices	0	3	0	
OUTPUT	Number of Utility Bills Mailed	251,449	256,464	258,500	
EFFICIENCY	Customer Payment Options.	4	4	4	
EFFECTIVENESS	Number of payment transactions processed by:	Credit Card	5,045	16,700	18,500
		On-Line	1,653	1,900	2,000
OUTPUT	Number of Telephone Calls Received (Numbers reflect ACD calls only, not number taken in our personal line from customers.)	53,719	53,703	54,200	
EFFICIENCY	Average Customer Wait Time to talk to a CSR	20sec	17sec	15sec	
EFFECTIVENESS	Percentage of Utility Bills Uncontested	>99.9%	>99.9%	>99.9%	
OUTPUT	Number of Water Valves Repaired	123	159	160	
EFFICIENCY	Number of Water Quality Claims*	23	38+	30	
EFFECTIVENESS	Average Service Area affected by Water Shut-down.	3 blocks	3 blocks	2 blocks	

*\*Gate replacement construction has caused additional quality complaints*

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**CITY-WIDE MAINTENANCE**

*Internal Service Fund*

**BUDGET OVERVIEW**

**REVENUE**

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

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	884,076	809,020	809,020	829,572	787,651	-2.64%	797,215
Operations	446,233	411,670	413,602	518,852	366,188	-11.05%	369,850
<b>TOTAL</b>	<b>1,330,309</b>	<b>1,220,690</b>	<b>1,222,622</b>	<b>1,348,424</b>	<b>1,153,839</b>	<b>-5.48%</b>	<b>1,167,065</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	11.0	11.0	10.0

**DEPARTMENT DESCRIPTION**

The mission of the City-Wide Maintenance Division is to provide custodial and mechanical maintenance services for all City facilities. Those services are provided through a combination of City staff and a variety of contractual services. The goal is to ensure that all such services are provided in an efficient and effective manner that assist the City departments served in meeting their goals in a timely fashion. The facilities maintained are: Harrison Facility, Stockbridge Facility, Public Safety Facilities (including six outlying fire stations and the Pistol Range), City Hall, Mayors' Riverfront Park Team Facility, Parks Administration Building, Parks Maintenance Facility, and Mt. Home & Riverside Cemetery Building.

**2010 BUDGET HIGHLIGHTS**

Budget reflects a 5.48% decrease in the overall operating budget that reflects decreased revenue availability throughout the City.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Facilities Maintained	19	19	19
OUTPUT	Square Footage Maintained (not inc'l contracted)	425,823 sq. ft.	425,823 sq. ft.	425,823 sq. ft.
OUTPUT	Square Footage Maintained (inc'l contracted)	485,058 sq. ft.	485,058 sq. ft.	485,058 sq. ft.
EFFICIENCY	Cost per Square Foot for Custodial and Maintenance Square Footage per FTE	\$2.74 sq. ft.	\$2.73 sq. ft.	\$2.37 sq. ft.
EFFECTIVENESS	Percent of Preventive Maintenance Work Orders Completed	100%	99%	99%
EFFECTIVENESS	Number of Complaints (cleaning)	10	8	10
EFFECTIVENESS	Number of Complaints (mechanical)	5	5	6

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**ENGINEERING**

*Internal Service Fund*

**BUDGET OVERVIEW**

**REVENUE**

The revenue to fund the Engineering Division comes from several sources. Public Works provides funding for major and local street CIP projects and public right-of-way administration. General Fund CIP provides funding for capital projects managed by the Engineering Division. The enterprise funds of Wastewater O & M and CIP and Water O & M and CIP provide funding for specific capital projects managed by the Engineering Division and for Miss Dig and Records operations performed by Engineering.

**EXPENDITURES**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2009/2010 Adopted Variance	2011 Projected
Personnel	1,359,951	1,237,126	1,237,126	1,122,435	1,159,808	-6.25%	1,173,891
Operations	480,642	434,776	434,776	420,736	402,644	-7.39%	406,670
<b>TOTAL</b>	<b>1,840,593</b>	<b>1,671,902</b>	<b>1,671,902</b>	<b>1,543,171</b>	<b>1,562,452</b>	<b>-6.55%</b>	<b>1,580,562</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	14.0	15.0	15.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

The 2010 budget reflects design and construction of Major and Local Street CIP Projects and engineering services for specific CIP projects in the Water, Wastewater, and General Fund areas. A 10% reduction in funding for all Internal Services Departments (which includes Engineering) was implemented throughout the City in 2010 and by Engineering. The 10% reduction was offset by a rebate from the Insurance fund for a net reduction of 6.5%. This reduction was achieved by implementing furlough days for all Engineering employees in 2010.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**ENGINEERING**

*Internal Service Fund*

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Value of new Engineering managed CIP – Major and Local Streets, Water, Wastewater, and General Fund.	\$7.8 million	\$8.8 million	\$8.3 million
EFFICIENCY	Timely Design - Design Time Required for CIP Projects	Mains	3 weeks	3 weeks
		Services	3 days	3 days
		Streets	March	May
EFFECTIVENESS	Change Orders as a Percent of Original Contracts	8.60%	3.80%	4.00%
OUTPUT	Value of Engineering Managed CIP Completed – Major Local Streets, Water, Wastewater, and General Fund.	\$9.8 million*	\$7.1 million*	\$8.0 million*
EFFICIENCY	Percentage Completion of CIP Projects (\$ CIP complete/ \$ new CIP Budget)	8.60%	3.80%	4.00%
EFFECTIVENESS	Amount of CIP Completed per CIP professional	\$1,225,000	\$888,000	\$1,000,000
OUTPUT	City Right-of-Way Management - Number of Infrastructure Stakings	10,335	9,600	9,600
EFFICIENCY	Cost per Staking	\$23.90	\$22.47	\$16.06
EFFECTIVENESS	Percentage Accuracy of Stakings	99.95%	99.98%	99.98%

\* Includes carry forward projects

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
PUBLIC SERVICES**

**PUBLIC WORKS AND PUBLIC UTILITIES FLEET**

*Internal Service Funds*

**BUDGET OVERVIEW**

**REVENUE**

The revenue to fund the Public Works Fleet and Public Services Utility Equipment budget are generated from vehicle and equipment maintenance and rental services provided to other City funds.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	850,394	892,202	892,202	849,295	930,191	4.26%	941,486
Operations	1,538,671	2,056,243	2,056,243	1,956,711	1,948,811	-5.22%	1,968,299
Capital	743,463	400,000	400,000	25,000	200,000	-50.00%	400,000
Transfers	-	481,000	481,000	481,000	-	-100.00%	200,000
<b>TOTAL</b>	<b>3,132,528</b>	<b>3,829,445</b>	<b>3,829,445</b>	<b>3,312,006</b>	<b>3,079,002</b>	<b>-19.60%</b>	<b>3,509,785</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	12.0	12.0	12.0

**DEPARTMENT DESCRIPTION**

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

**2010 BUDGET HIGHLIGHTS**

The FY 2010 budget reflects an overall 2.4% decrease in operating expenditures and a 50% decrease in capital and the elimination of a one-time transfer back to operating departments.

PERFORMANCE MEASURES		Actual 2008	Projected 2009	Adopted 2010
OUTPUT	Number of Vehicles and Equipment Items Maintained	745	735	732
EFFICIENCY	Pieces of Equipment Maintained per Mechanic	74.5	73.5	73.2
EFFECTIVENESS	Percent of Preventive Work Orders (vs. Corrective Work Orders)	20%	20%	25%
OUTPUT	Number of Work Orders Completed	4,450	4,500	4,550
EFFICIENCY	Number of Work Orders Per Mechanic	445	450	455
EFFECTIVENESS	Percent of Corrective Work Orders (vs. Preventive Maintenance)	80%	80%	75%



**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
TRANSPORTATION**

**PUBLIC TRANSPORTATION SERVICES**

*Enterprise Fund*

**BUDGET OVERVIEW**

**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 tax levies. Capital funding is provided 80% from FTA and 20% from MDOT.

**EXPENDITURES**

	2008	2009	2009	2009	2010	2009/2010	2011
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	6,554,497	6,619,421	6,619,421	6,380,380	6,577,618	-0.63%	7,196,900
Operations	7,555,921	8,292,728	8,303,928	7,356,733	8,090,656	-2.44%	8,333,375
Capital	76,249	14,026,918	16,298,627	3,874,025	15,459,754	10.21%	217,856
<b>TOTAL</b>	<b>14,186,667</b>	<b>28,939,067</b>	<b>31,221,976</b>	<b>17,611,138</b>	<b>30,128,028</b>	<b>4.11%</b>	<b>15,748,131</b>

**POSITIONS**

POSITION ALLOCATIONS	Budget 2008	Budget 2009	Adopted 2010
Number of Permanent Full Time Positions	105.0	102.0	102.0
Number of Permanent Part Time Positions	19.0	19.0	19.0

**DEPARTMENT 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.

**2010 BUDGET HIGHLIGHTS**

The 2010 budget was developed in conjunction with the public transit funding proposal put forth by Kalamazoo County and the City of Kalamazoo in January 2009. That plan called for a countywide millage that would support all demand/response services, as well as line-haul service outside the City of Kalamazoo. That ballot question approved on May 5, 2009, was later followed up with a voter-approved City of Kalamazoo levy on November 3, 2009, that will support line-haul service in the City of Kalamazoo. The third segment of the plan is a proposed fare increase to \$1.50 that, if approved, would be implemented on January 4, 2010. This overall plan would sustain current services for the next three year period from 2010 through 2012. Work will continue between the City of Kalamazoo, the Kalamazoo Transit Authority Board (TAB), and the Kalamazoo County Transportation Authority (KCTA) to eventually transition the Metro Transit System to the KCTA.

Efforts during 2010 will focus on securing legislative changes to Public Act 196 to allow for two millages under one Authority in an effort to create a true countywide public transportation system.

During 2010, the City of Kalamazoo remains committed to ensuring the continuation of all fixed route and demand/response services (Metro County Connect) as well as the Community Service Van and Rideshare programs.

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
TRANSPORTATION**

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**PUBLIC TRANSPORTATION SERVICES**

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*Enterprise Fund*

**2010 BUDGET HIGHLIGHTS, continued**

During 2010, the Transportation Department will receive operational recommendations through a completed Comprehensive Operational Analysis (COA) initiated in 2009. Safety and security will be ensured at the Kalamazoo Transportation Center (KTC) with the continuation of two Public Safety Officers funded through this budget. Development of an Intelligent Transportation System (ITS) using new technology to improve customer service and passenger information will continue throughout 2010. A new collective bargaining agreement with the Amalgamated Transit Union (ATU) will be negotiated in 2010. Finally, the Transportation Department will continue its program of vehicle replacement for its demand/response services, now under the name of Metro County Connect, as well as Metro Transit fixed route operations.

PERFORMANCE MEASURES		Actual 2008	Actual 2009	Adopted 2010
OUTPUT	Number of Schedule Service Hours (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	196,618	202,568	204,325
EFFICIENCY	Cost Per Hour	\$72.15	\$73.61	\$69.43
EFFECTIVENESS	Average Passengers Per Hour – All Services	15.74	16.28	15.12
OUTPUT	Number of Scheduled Service Miles (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	2,309,510	2,361,959	2,375,471
EFFICIENCY	Cost Per Mile	\$6.14	\$6.31	\$5.97
EFFECTIVENESS	Miles Per Hour	11.75	11.66	11.62
OUTPUT	Number of Passengers Trips (all services)	3,094,981	3,298,765	3,019,083
EFFICIENCY	Cost Per Passenger	\$4.58	\$4.52	\$4.59
EFFECTIVENESS	Passengers Boarded Per Scheduled Service Mile	1.34	1.4	1.3

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**GENERAL FUND OPERATING BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2011 Fiscal Plan	2012 Fiscal Plan	2013 Fiscal Plan	2014 Fiscal Plan	2015 Fiscal Plan
<b>REVENUE</b>										
Tax Levy Revenue	31,736,079	32,012,216	32,012,216	31,677,997	30,866,569	30,866,569	31,329,567	31,799,511	32,276,503	32,760,651
Other Tax or PILOT Payments	1,852,596	1,802,765	1,802,765	1,804,765	2,438,365	1,838,365	1,865,940	1,893,930	1,922,339	1,951,174
Licenses, Permits & Fees	1,951,086	1,959,700	1,959,700	1,838,421	1,889,070	1,945,742	2,004,114	2,064,238	2,126,165	2,189,950
Intergovernmental Revenue	11,474,154	11,377,944	11,377,944	10,588,860	9,612,056	8,650,850	8,650,850	8,650,850	8,650,850	8,650,850
Charges for Services	459,163	442,880	462,880	424,048	382,200	389,844	397,641	405,594	413,706	421,980
Interest & Rentals	663,093	818,100	818,100	468,100	518,100	523,281	528,514	533,799	539,137	544,528
Other Revenue	5,406,868	5,392,726	5,392,726	5,634,442	5,585,486	5,753,051	5,925,642	6,103,411	6,286,514	6,475,109
* Chargeback from Stryker	200,000									
* Transfer of Insurance Fund Overage		500,000	500,000	500,000	500,000	1,500,000	300,000			
<b>Total Revenue</b>	<b>53,743,039</b>	<b>54,306,331</b>	<b>54,326,331</b>	<b>52,936,633</b>	<b>51,791,846</b>	<b>51,467,702</b>	<b>51,002,269</b>	<b>51,451,332</b>	<b>52,215,213</b>	<b>52,994,242</b>
<b>EXPENDITURES</b>										
City Commission	167,385	88,365	93,365	160,281	86,340	87,521	89,546	90,889	92,252	93,636
City Administration	844,330	852,626	829,396	734,363	746,924	757,142	774,656	786,276	798,070	810,041
City Attorney	907,930	893,530	904,076	864,603	870,000	881,902	902,301	915,836	929,573	943,517
City Clerk	811,215	671,456	671,456	605,782	657,403	666,396	681,811	692,038	702,419	712,955
Internal Auditor	87,706	92,643	92,643	89,232	94,000	95,286	97,490	98,952	100,437	101,943
Human Resources	785,456	870,068	827,068	770,969	794,507	805,376	824,005	836,366	848,911	861,645
Management Services	3,165,466	3,294,966	3,195,857	3,162,330	3,080,520	3,122,662	3,194,894	3,242,817	3,291,459	3,340,831
Public Safety	33,069,275	34,586,545	34,761,361	33,290,055	33,509,801	33,968,215	34,753,953	35,915,262	36,444,391	36,981,457
Public Services	1,459,742	1,460,911	1,617,758	1,629,379	1,334,282	1,352,535	1,383,821	1,404,579	1,425,647	1,447,032
Community Planning & Development	2,843,954	2,981,542	2,873,995	2,870,748	2,836,069	2,874,866	2,941,367	2,985,487	3,030,269	3,075,723
Parks & Recreation	2,406,489	2,558,777	2,535,124	2,458,382	2,541,000	2,575,761	2,635,342	2,674,872	2,714,995	2,755,720
City Hall / Development Center	600,721	578,118	578,118	567,211	565,000	572,729	585,977	594,767	603,688	612,744
Non-Departmental Expenditures	2,381,263	1,924,768	1,935,255	2,025,192	1,566,662	1,613,662	1,662,072	1,711,934	1,763,292	1,816,191
Transfers 1,199,243		1,165,000	1,253,560	1,253,560	1,565,800	1,265,800	1,300,000	1,300,000	1,725,000	1,550,000
Initiatives	975,433	785,000	783,450	493,450	285,000	385,000	385,000	385,000	385,000	385,000
Expenditure Reductions: 2011 (0%)						0	0	0	0	0
Expenditure Reductions: 2012 (4.6%)							-2,450,000	-2,450,000	-2,450,000	-2,450,000
Expenditure Reductions: 2013 (4.6%)								-2,350,000	-2,350,000	-2,350,000
<b>Total Operating Expenditure</b>	<b>51,705,608</b>	<b>52,804,315</b>	<b>52,952,482</b>	<b>50,975,537</b>	<b>50,533,308</b>	<b>51,024,853</b>	<b>49,762,235</b>	<b>48,835,074</b>	<b>50,055,405</b>	<b>50,688,435</b>
Transfer to CIP Fund	1,538,000	1,850,000	1,850,000	1,850,000	1,750,000	1,900,000	1,900,000	2,175,000	2,100,000	1,900,000
Transfer to Local Street Fund	1,000,000	100,000	100,000	100,000	0	0	0	0	0	0
<b>Total Transfer for Capital Improvement</b>	<b>2,538,000</b>	<b>1,950,000</b>	<b>1,950,000</b>	<b>1,950,000</b>	<b>1,750,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>2,175,000</b>	<b>2,100,000</b>	<b>1,900,000</b>
Transfer to Pension (7.5% int., 75% of Total)	0	0	0	0	0	0	0	0	0	0
Transfer to OPEB Fund	0	0	0	0	400,000	250,000	250,000	200,000	125,000	150,000
<b>Total Transfer to Benefit Trust Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>250,000</b>	<b>250,000</b>	<b>200,000</b>	<b>125,000</b>	<b>150,000</b>
<b>TOTAL EXPENDITURES</b>	<b>54,243,608</b>	<b>54,754,315</b>	<b>54,902,482</b>	<b>52,925,537</b>	<b>52,683,308</b>	<b>53,174,853</b>	<b>51,912,235</b>	<b>51,210,074</b>	<b>52,280,405</b>	<b>52,738,435</b>
<b>Beginning Fund Balance</b>	<b>10,422,682</b>	<b>9,822,113</b>	<b>9,822,113</b>	<b>9,822,113</b>	<b>8,533,209</b>	<b>8,441,747</b>	<b>7,534,596</b>	<b>6,624,630</b>	<b>6,865,888</b>	<b>6,800,697</b>
<b>Surplus / (Deficit)</b>	<b>(500,569)</b>	<b>(447,984)</b>	<b>(576,151)</b>	<b>11,096</b>	<b>(891,462)</b>	<b>(1,707,151)</b>	<b>(909,966)</b>	<b>241,258</b>	<b>(65,191)</b>	<b>255,807</b>
Contribution to Budget Stabilization	-50,000	-1,300,000	-1,300,000	-1,300,000	-100,000	-400,000	-300,000	0	0	0
Contribution to Capital Reserve	-50,000	0	0	0	0	0	0	0	0	0
Use of Rainy Day Funds	0	0	0	0	900,000	1,200,000	300,000	0	0	0
<b>Ending Fund Balance</b>	<b>9,822,113</b>	<b>8,074,129</b>	<b>7,945,962</b>	<b>8,533,209</b>	<b>8,441,747</b>	<b>7,534,596</b>	<b>6,624,630</b>	<b>6,865,888</b>	<b>6,800,697</b>	<b>7,056,504</b>
<b>Target Fund Balance</b>	<b>6,986,595</b>	<b>7,059,823</b>	<b>7,062,423</b>	<b>6,881,762</b>	<b>6,732,940</b>	<b>6,690,801</b>	<b>6,630,295</b>	<b>6,688,673</b>	<b>6,787,978</b>	<b>6,889,251</b>
Amount Over (Under) Target	2,835,518	1,014,306	883,539	1,651,447	1,708,807	843,795	-5,665	177,215	12,719	167,253
Cumulative Amount Over (Under) Target										
Actual Percentage of Revenues	18.3%	14.9%	14.6%	16.1%	16.3%	14.6%	13.0%	13.3%	13.0%	13.3%
<b>Target Percentage of Revenues</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>	<b>13.0%</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Revenue</b>										
Transfer from General Fund	1,538,000	1,850,000	1,850,000	1,850,000	1,750,000	1,900,000	1,900,000	2,175,000	2,100,000	1,900,000
Transfers from Other Funds	7,000	0	7,520	7,520	225,000	0	0	0	0	0
Proceeds from Sale of City Yards	0	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	115,002	200,000	200,000	253,331	200,000	225,000	200,000	200,000	200,000	200,000
<b>Subtotal Transfers, Sales and Interest</b>	<b>1,660,002</b>	<b>2,050,000</b>	<b>2,057,520</b>	<b>2,110,851</b>	<b>2,175,000</b>	<b>2,125,000</b>	<b>2,100,000</b>	<b>2,375,000</b>	<b>2,300,000</b>	<b>2,100,000</b>
Special Assessment	4,710	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	245,371	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Subtotal Assessments and Reimbursements</b>	<b>550,081</b>	<b>550,000</b>								
Federal Grants										
Non-Motorized - Kal River Valley Trail	0	0	237,500	0	0	0	0	0	0	0
Emergency Warning System (ARRA)	0	0	125,000	0	0	0	0	0	0	0
City Hall Capital Improvements (ARRA)	0	0	300,000	300,000	0	0	0	0	0	0
<b>Subtotal Federal Grants</b>	<b>0</b>	<b>0</b>	<b>662,500</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
State Grants										
Blanche Hull/ Milham Park Master Plan	0	0	0	0	0	0	0	500,000	0	0
Lacrone Park	0	0	450,000	0	0	0	0	0	0	0
Trailways	0	0	240,000	0	0	0	0	0	0	0
S. Burdick Streetscape	0	0	0	0	0	0	0	0	0	0
Non-Motorized - Kal River Valley Trail	0	0	559,191	170,683	0	0	0	0	0	0
Portage Creek Trailway	0	0	500,000	0	0	0	0	0	0	0
N Park & Westnedge - MDOT	0	0	362,000	362,000	0	0	0	0	0	0
I-94 Business Loop Gateway	0	0	0	0	0	235,000	0	0	0	0
<b>Subtotal State Grants</b>	<b>370,000</b>	<b>0</b>	<b>2,111,191</b>	<b>532,683</b>	<b>0</b>	<b>235,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Private / Grant / Other										
Public Safety Training Complex	293,523	0	1,211,528	1,211,528	0	0	0	0	0	1,000,000
Boundless Playground	0	0	8,614	8,614	0	0	0	0	0	0
Crane Park Redevelopment	0	0	0	0	0	0	0	0	100,000	0
Blanche Hull/ Milham Park Master Plan	325	0	0	0	0	0	0	250,000	0	0
Woods Lake Improvements	50,000	0	650,000	58,939	0	0	0	0	0	0
Fairmount Park Dog Park	450	0	459,550	5,342	0	0	0	0	0	0
Lacrone Park	50,000	0	345,000	61,000	0	0	0	0	0	0
Mayor's Riverfront Park	0	128,100	21,857	21,857	0	0	0	0	0	0
Portage Creek Trailway	0	0	125,000	0	0	0	0	0	0	0
N. Westnedge/Park Project	0	0	75,000	75,000	0	0	0	0	0	0
Rose Park Lighting	0	0	0	0	20,000	0	0	0	0	0
CMI Riverfront Redevelopment	0	0	0	0	0	1,600,000	0	0	0	0
I-94 Business Loop Gateway Improvements	0	0	0	0	0	3,000	0	0	0	0
Henderson Tot Lot	0	0	0	0	0	0	0	10,000	0	0
Mayor's Riverfront Synthetic Turf	0	0	0	0	0	0	0	0	0	600,000
Portage Streetscape	0	0	0	0	0	0	0	0	0	3,000,000
<b>Subtotal Private Grants and Other</b>	<b>855,216</b>	<b>128,100</b>	<b>2,896,549</b>	<b>1,442,280</b>	<b>20,000</b>	<b>1,603,000</b>	<b>0</b>	<b>260,000</b>	<b>100,000</b>	<b>4,600,000</b>
<b>Subtotal Grants and Fundraising</b>	<b>1,225,216</b>	<b>128,100</b>	<b>5,670,240</b>	<b>2,274,963</b>	<b>20,000</b>	<b>1,838,000</b>	<b>0</b>	<b>760,000</b>	<b>100,000</b>	<b>4,600,000</b>
<b>Bond Proceeds</b>	<b>2,000,614</b>	<b>2,722,000</b>	<b>2,297,000</b>	<b>2,297,000</b>	<b>665,000</b>	<b>1,335,000</b>	<b>1,475,000</b>	<b>1,085,000</b>	<b>855,000</b>	<b>1,810,000</b>
<b>Total Resources</b>	<b>5,435,913</b>	<b>5,450,100</b>	<b>10,574,760</b>	<b>7,232,814</b>	<b>3,410,000</b>	<b>5,848,000</b>	<b>4,125,000</b>	<b>4,770,000</b>	<b>3,805,000</b>	<b>9,060,000</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Expenditures</b>										
<b>Debt Service</b>										
<b>EXISTING</b>										
<b>General Capital Projects</b>										
General Capital Projects - 2004 GO	563,136	564,737	564,737	564,737	561,537	563,184	560,142	555,708	556,188	174,910
General Capital Projects - 2007 GO	66,720	67,623	67,623	67,623	66,438	70,238	68,820	67,385	65,933	69,463
General Capital Projects - 2008 GO	118	180,073	180,073	180,073	179,560	178,469	179,661	178,055	178,728	179,236
General Capital Projects - 2009 GO	0	0	0	52	225,488	225,488	225,488	225,488	225,488	225,488
<b>Subtotal General Capital Projects</b>	<b>629,974</b>	<b>812,433</b>	<b>812,433</b>	<b>812,485</b>	<b>1,033,023</b>	<b>1,037,378</b>	<b>1,034,111</b>	<b>1,026,637</b>	<b>1,026,337</b>	<b>649,097</b>
<b>Parks</b>										
Mayor's Riverfront Complex - Phase II	0	0	0	0	0	0	0	0	0	0
KMGA and Trailways - 1998 BA	4,581	4,341	4,341	4,341	4,383	4,416	4,439	4,292	4,461	4,452
<b>Subtotal Park Debt Service</b>	<b>4,581</b>	<b>4,341</b>	<b>4,341</b>	<b>4,341</b>	<b>4,383</b>	<b>4,416</b>	<b>4,439</b>	<b>4,292</b>	<b>4,461</b>	<b>4,452</b>
<b>Facilities</b>										
City Hall & Stockbridge Renovation - 1998 Ref	38,603	38,673	38,673	38,673	37,386	38,029	38,557	37,003	0	0
Justice Facility (Crosstown) - 1999/06 GO/Ref	650,266	650,991	650,991	650,991	896,562	894,032	890,772	891,772	894,453	885,791
Justice Facility (Crosstown) - 2001 GO	245,146	245,646	245,646	245,646						
Park Street Public Safety Station - 2006 BA	320,801	319,801	319,801	319,801	318,601	322,201	320,401	318,401	321,201	318,601
Public Safety Station Improvements - 2002 GO	97,808	100,208	100,208	100,208	102,268	99,005	100,668	102,028	98,075	99,038
<b>Subtotal Facilities Debt Service</b>	<b>1,352,624</b>	<b>1,355,319</b>	<b>1,355,319</b>	<b>1,355,319</b>	<b>1,354,817</b>	<b>1,353,267</b>	<b>1,350,398</b>	<b>1,349,204</b>	<b>1,313,729</b>	<b>1,303,430</b>
<b>Public Safety Equipment</b>										
Fire Apparatus - 1997 GO	0	0	0	0	0	0	0	0	0	0
Public Safety Dispatch - 2003 GO	223,428	228,098	228,098	228,098	226,923	230,050	227,558	229,469	0	0
<b>Subtotal Public Safety Equipment Debt Svc</b>	<b>223,428</b>	<b>228,098</b>	<b>228,098</b>	<b>228,098</b>	<b>226,923</b>	<b>230,050</b>	<b>227,558</b>	<b>229,469</b>	<b>0</b>	<b>0</b>
<b>Subtotal Existing Debt Service</b>	<b>2,210,607</b>	<b>2,400,191</b>	<b>2,400,191</b>	<b>2,400,243</b>	<b>2,619,145</b>	<b>2,625,111</b>	<b>2,616,505</b>	<b>2,609,603</b>	<b>2,344,527</b>	<b>1,956,979</b>
<b>PROPOSED NEW DEBT SERVICE</b>										
General Capital Projects - 2010 GO (Prop)						59,811	59,811	59,811	59,811	59,811
General Capital Projects - 2011 GO (Prop)							120,071	120,071	120,071	120,071
General Capital Projects - 2012 GO (Prop)								132,663	132,663	132,663
General Capital Projects - 2013 GO (Prop)									97,586	97,586
General Capital Projects - 2014 GO (Prop)										76,900
<b>Subtotal Proposed New Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,811</b>	<b>179,882</b>	<b>312,545</b>	<b>410,131</b>	<b>487,031</b>
<b>Total Debt Service</b>	<b>2,210,607</b>	<b>2,400,191</b>	<b>2,400,191</b>	<b>2,400,243</b>	<b>2,619,145</b>	<b>2,684,922</b>	<b>2,796,388</b>	<b>2,922,148</b>	<b>2,754,659</b>	<b>2,444,010</b>
<b>Environmental</b>										
<b>Bond Funding</b>										
Auto Ion Env.	30,005	10,000	11,995	11,995	35,000	10,000	10,000	10,000	40,000	10,000
<b>Carryforwards (Reserve Funding):</b>										
Arcadia Creek - Env Costs	8,925	0	57,908	57,908						
General Env Cleanup	37,198	0	674	0						
<b>Subtotal Existing Commitments</b>	<b>76,128</b>	<b>10,000</b>	<b>70,577</b>	<b>69,903</b>	<b>35,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,000</b>	<b>10,000</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Priority Projects</b>										
<b>Priority Projects: Parks</b>										
2008 Completed										
Upjohn Park Improvements/DNR	776,667	0	0	0						
Southside Park Improvements	434	0	0	0						
Mayor's Riverfront Playground Area	762	0	0	0						
Spring Valley Park Road	271,204	0	0	0						
Bronson Park Fountain - Sanitary Sewer	17,194	0	0	0						
Bronson Park - Electrical Timers	2,110	0	0	0						
Carryforwards (Reserve Funding):										
Blanche Hull / Milham Park Master Plan	0	0	29,568	29,568						
Woods Lake Park Redevelopment	1,959	0	155,321	155,321						
Fairmount Park Redevelopment & Dog Park	5,928	0	305,348	305,348						
Lacrone Park	1,959	0	160,321	160,321						
Spring Valley Park Bridge	29,963	0	311,536	311,536						
Milham Park Maintenance Building	1,273	0	72,085	72,085						
KIK Pool- Entrance Improvements	114,382	0	22,702	22,702						
Frays Park Playground	5,092	0	102,445	102,445						
Sherwood Park - Playground Resurfacing	588	0	32,076	32,076						
5 Year Parks and Recreation Plan	34,457	0	3,563	3,563						
Carryforwards (Outside Funding)										
Woods Lake Improvements		0	650,000	58,939						
Fairmount Park Dog Park		0	459,550	5,342						
Lacrone Park		0	795,000	61,000						
Cash/Reserve Funding:										
Mayor's Riverfront Park Field Improvements	0	0	128,100	128,100						
HVAC Upgrades at YDC	0	0	22,400	22,400						
Milham Park Roadway Improvements	0	0	7,000	7,000						
Rose Park Lighting	0	0	0	0	20,000					
Milham Park Restroom Utility Improvements	0	0	0	0	10,000					
Mayor's Riverfront Asphalt	0	0	0	0	30,000					

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Priority Projects: Parks , continued</b>										
Bond Funding:										
KIK Pool	0	77,000	64,000	64,000						
Bronson Park Electrical Upgrade	0	35,000	36,390	36,390						
Youth Development Center Facility Improvements	0	0	0	0		40,000				
Farrell Park	0	0	0	0		400,000				
Axtel Park	0	0	0	0			100,000			
Davis & Hays Park	0	0	0	0			250,000			
Milham Park/Blanche Hull Improvements	0	0	0	0				250,000		
Henderson Tot Lot	0	0	0	0				50,000		
Kalamazoo Farmer's Market	0	0	0	0				250,000		
Crane Park Redevelopment	0	0	0	0					400,000	
Playground/Barrier-Free Improvements	0	0	0	0					150,000	
Mayor's Riverfront Synthetic Turf	0	0	0	0						600,000
Outside Funding:										
Boundless Playground	0	0	8,614	8,614						
Mayor's Riverfront Restrooms	11,502	128,100	0	0						
Rose Park Lighting	0	0	0	0	20,000					
Milham Park/Blanche Hull Improvements	0	0	0	0				750,000		
Henderson Tot Lot	0	0	0	0				10,000		
Crane Park Redevelopment	0	0	0	0					100,000	
Mayor's Riverfront Synthetic Turf	0	0	0	0						600,000
<b>Subtotal Priority Projects: Parks</b>	<b>1,275,474</b>	<b>240,100</b>	<b>3,366,019</b>	<b>1,586,750</b>	<b>80,000</b>	<b>440,000</b>	<b>350,000</b>	<b>1,310,000</b>	<b>650,000</b>	<b>1,200,000</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Priority Projects: Facilities</b>										
2008 Projects Complete:										
City Hall Handicap Access	45,052	0	0	0						
Carryforwards (Reserve Funding):										
Public Safety Station- Replace Chillers @ HQ	152,088	0	2,862	2,862						
Public Safety Station- Park Street	1,369,816	0	64,426	64,426						
City Hall Improvements	70,073	0	62,892	0						
City Hall HVAC Improvements	29,381	0	0	740						
General Fund Equipment & Major Repairs	18,869	0	11,816	11,816						
Carryforwards (Outside Funding)										
Public Safety Training Complex	1,301,561	0	885,773	885,773						
Cash / Reserve Funding:										
Demolition Public Safety #4	0	200,000	200,000	0						
City Hall Improvements	0	0	0	0						
General Fund Equipment & Major Repairs	0	0	0	0	30,000					
Bond Funding:										
Public Safety Station- Replace Chillers @ HQ	0	130,000	130,000	130,000						
City Hall Improvements	0	340,000	40,000	340,000	285,000	400,000	175,000	100,000	100,000	10,000
General Fund Equipment & Major Repairs	0	30,000	30,000	30,000		30,000	30,000	30,000	30,000	30,000
Public Safety Station Improvements	0	0	0	0		100,000		35,000		100,000
Public Safety Training Complex- Driving Track	0	0	0	0						1,000,000
Outside Funding:										
City Hall Improvements	0	0	300,000	0						
Public Safety Training Complex- Driving Track	0	0	0	0						1,000,000
<b>Subtotal Priority Projects: Facilities</b>	<b>2,986,840</b>	<b>700,000</b>	<b>1,727,769</b>	<b>1,465,617</b>	<b>315,000</b>	<b>530,000</b>	<b>205,000</b>	<b>165,000</b>	<b>130,000</b>	<b>2,140,000</b>
<b>Priority Projects: Public Safety Equipment</b>										
Carryforwards (Reserve Funding):										
Public Safety Dispatch Upgrade	0	0	119,928	111,360						
Public Safety Computer Upgrade	26,380	0	31,741	17,000						
CAD/RMS/Mobile Data Upgrades	40,521	0	217,575	217,575						
Bond Funding:										
Emergency Warning Siren	0	150,000	25,000	25,000						
Engines #3, #5/Truck #4 Replacement	0	1,900,000	1,900,000	1,900,000						
Repair/Refurbish Fire Apparatus	0	0	0	0		150,000				
CAD/RSM/Server Upgrades	0	0	0	0			500,000			
Refurbish One Engine	0	0	0	0				300,000		
Repair/Refurbish Fire Apparatus	0	0	0	0					75,000	
Outside Funding:										
Emergency Warning System	0	0	125,000	0						
<b>Subtotal Priority Projects: Public Safety Equip</b>	<b>66,901</b>	<b>2,050,000</b>	<b>2,419,244</b>	<b>2,270,935</b>	<b>0</b>	<b>150,000</b>	<b>500,000</b>	<b>300,000</b>	<b>75,000</b>	<b>0</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<b>Priority Projects: Other</b>										
2008 Completed:										
Project Downtown	36,720	0	0	0						
Utility Hook-up for Scattered In-Fill	13,199	0	0	0						
Carryforwards (Reserve Funding):										
Arcadia Public Art	0	0	12,880	12,880						
Janelli Fountain	1,470	0	42,121	8,000						
2004 GO Improvement Bond Excess	0	0	105,722	0						
Comprehensive Plan	0	0	150,000	200,000						
2008 GO Improvement Bond Excess	1,244	0	63,714	0						
Trailway Development	16,617	0	188,333	185,000						
Sidewalk Placement	81,347	0	88,414	88,414						
Non-Motorized Comp Plan- Kal River Valley Trail	60,451	0	0	0						
Portage Creek Trailway	13,153	0	668,576	570,000						
North Park & Westnedge Corridor	0	0	65,000	65,000						
Edison & Vine Court Improvements	0	0	2,486	0						
Axtell Creek Dredging	50,112	0	101,921	0						
Spring Valley Park Dam	71,508	0	21,662	21,001						
Portage Creek Corridor	12,195	0	7,805	0						
Carryforwards (Outside Funding):										
Trailway Development	0	0	240,000	0						
Sidewalk Placement	34,117	0	0	0						
Non-Motorized Comp Plan- Kal River Valley Trail	287,500	0	751,008	125,000						
Portage Creek Trailway	0	0	625,000	0						
North Park & Westnedge Corridor	0	0	437,000	437,000						
Cash Funding:										
Historic Resource Survey	0	40,000	40,000	0						
Comprehensive Plan	0	0	0	0						200,000
Sidewalk Placement	0	0	0	0						
Bond Funding:										
Sidewalk Placement	0	60,000	60,000	60,000			60,000	60,000	60,000	60,000
William's Pond Dam	0	0	0	0	95,000					
Parkview Avenue Sidewalk Completion	0	0	0	0	250,000					
Performance Paper	0	0	0	0		135,000				
I-94 Business Loop Gateway Improvements	0	0	0	0		50,000				
Non-Motorized Comp Plan	0	0	0	0		20,000	350,000			
Outside Funding:										
CMI Riverfront Redevelopment	0	0	0	0		1,600,000				
I-94 Business Loop Gateway Improvements	0	0	0	0		238,000				
Portage Streetscape	0	0	0	0						3,000,000
<b>Subtotal Priority Projects: Other</b>	<b>679,633</b>	<b>100,000</b>	<b>3,671,642</b>	<b>1,772,295</b>	<b>345,000</b>	<b>2,043,000</b>	<b>410,000</b>	<b>60,000</b>	<b>60,000</b>	<b>3,260,000</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2008	2009	2009	2009	2010	2011	2012	2013	2014	2015
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Subtotal Completed Projects	1,163,342	0	0	0	0	0	0	0	0	0
Subtotal Carryforward Cash/Reserve Funded Projects	2,210,826	0	3,224,839	2,771,039	0	0	0	0	0	0
Subtotal Carryforward Outside Funded Projects	1,623,178	0	4,843,331	1,573,054	0	0	0	0	0	0
Subtotal Current Reserve/Cash Funded Projects	46,123	240,000	456,082	215,408	90,000	0	0	0	0	200,000
Subtotal Current Bond Funded Projects	30,005	2,732,000	2,297,385	2,597,385	665,000	1,335,000	1,475,000	1,085,000	855,000	1,810,000
Subtotal Current Outside Funded Projects	11,502	128,100	433,614	8,614	20,000	1,838,000	0	760,000	100,000	4,600,000
<b>Total Priority Projects</b>	<b>5,084,976</b>	<b>3,100,100</b>	<b>11,255,251</b>	<b>7,165,500</b>	<b>775,000</b>	<b>3,173,000</b>	<b>1,475,000</b>	<b>1,845,000</b>	<b>955,000</b>	<b>6,610,000</b>
<b>Total Debt Service (Current Payment)</b>	<b>2,210,607</b>	<b>2,400,191</b>	<b>2,400,191</b>	<b>2,400,243</b>	<b>2,619,145</b>	<b>2,684,922</b>	<b>2,796,388</b>	<b>2,922,148</b>	<b>2,754,659</b>	<b>2,444,010</b>
<b>Total Capital Improvement Program Expense:</b>	<b>7,295,583</b>	<b>5,500,291</b>	<b>13,655,442</b>	<b>9,565,743</b>	<b>3,394,145</b>	<b>5,857,922</b>	<b>4,271,388</b>	<b>4,767,148</b>	<b>3,709,659</b>	<b>9,054,010</b>
Transfer of Bond Reserves to Local Streets Fund	0	0	0	0	1,200,000	0	0	0	0	0
<b>Net Change in Fund Balance</b>	<b>-1,859,670</b>	<b>-50,191</b>	<b>-3,080,682</b>	<b>-2,332,929</b>	<b>-1,184,145</b>	<b>-9,922</b>	<b>-146,388</b>	<b>2,852</b>	<b>95,341</b>	<b>5,990</b>
<b>Beginning Fund Balance</b>	<b>5,592,001</b>	<b>3,732,331</b>	<b>3,732,331</b>	<b>3,732,331</b>	<b>1,399,402</b>	<b>215,257</b>	<b>205,335</b>	<b>58,947</b>	<b>61,799</b>	<b>157,140</b>
<b>Ending Fund Balance</b>	<b>3,732,331</b>	<b>3,682,140</b>	<b>651,649</b>	<b>1,399,402</b>	<b>215,257</b>	<b>205,335</b>	<b>58,947</b>	<b>61,799</b>	<b>157,140</b>	<b>163,130</b>

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**LOCAL STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2011 Estimated	2012 Estimated	2013 Estimated	2014 Estimated	2015 Estimated
<b>Revenue &amp; Other Resources</b>										
<b>Operating Revenues</b>										
Gas & Weight Tax	1,105,811	1,100,975	1,100,975	1,066,770	1,077,171	1,100,000	1,138,500	1,178,348	1,219,590	1,262,275
Interest	15,542	25,000	25,000	15,000	15,000	25,000	25,000	25,000	25,000	25,000
Bond Discount	0	0	0	20,895	0	25,000	25,000	25,000	25,000	25,000
Other	2,093	3,000	3,000	3,000	3,000	5,000	5,000	5,000	5,000	5,000
<b>Total Operating Revenue</b>	<b>1,123,446</b>	<b>1,128,975</b>	<b>1,128,975</b>	<b>1,105,665</b>	<b>1,095,171</b>	<b>1,155,000</b>	<b>1,193,500</b>	<b>1,233,348</b>	<b>1,274,590</b>	<b>1,317,275</b>
<b>Other Resources</b>										
Transfer From Major Streets	0	398,357	398,427	398,427	200,000	375,000	225,000	225,000	0	0
Transfer From General Fund	860,900	900,000	900,000	900,000	1,300,000	1,000,000	1,300,000	1,300,000	1,725,000	1,550,000
Transfer From Insurance Fund	0	0	0	0	54,372	0	0	0	0	0
<b>Total Other Resources</b>	<b>860,900</b>	<b>1,298,357</b>	<b>1,298,427</b>	<b>1,298,427</b>	<b>1,554,372</b>	<b>1,375,000</b>	<b>1,525,000</b>	<b>1,525,000</b>	<b>1,725,000</b>	<b>1,550,000</b>
<b>Total Revenue and Other Sources</b>	<b>1,984,346</b>	<b>2,427,332</b>	<b>2,427,402</b>	<b>2,404,092</b>	<b>2,649,543</b>	<b>2,530,000</b>	<b>2,718,500</b>	<b>2,758,348</b>	<b>2,999,590</b>	<b>2,867,275</b>
<b>Expenditures</b>										
Operations & Maintenance	1,692,090	1,587,452	1,587,452	1,631,760	1,915,264	1,953,569	1,992,641	2,032,493	2,073,143	2,114,606
Existing Debt Service	597,106	599,950	599,950	599,957	681,202	684,366	578,376	577,798	577,720	360,302
Proposed New Debt Service	-	-	-	-	-	0	100,000	200,000	300,000	400,000
<b>Total Debt Service &amp; Operations</b>	<b>2,289,196</b>	<b>2,187,402</b>	<b>2,187,402</b>	<b>2,231,717</b>	<b>2,596,466</b>	<b>2,637,935</b>	<b>2,671,017</b>	<b>2,810,291</b>	<b>2,950,863</b>	<b>2,874,908</b>
<b>Available for Construction</b>	(304,850)	239,930	240,000	172,375	53,077	(107,935)	47,483	(51,944)	48,726	(7,633)
<b>Other Resources for Capital</b>										
Transfer from General Fund	1,000,000	100,000	100,000	100,000	0	0	0	0	0	0
Other/Transfer from CIP Bond Reserves	1,062	0	0	0	1,200,000	0	0	0	0	0
Bond Proceeds	0	900,000	900,000	900,000	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfer from Major Streets	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,001,062</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Capital Expenditures</b>										
Construction	<b>825,694</b>	<b>1,000,000</b>	<b>1,195,096</b>	<b>1,050,829</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Surplus / (Deficit)</b>	(129,482)	239,930	44,904	121,546	53,077	(107,935)	47,483	(51,944)	48,726	(7,633)
<b>Beginning Fund Balance</b>	164,881	35,399	35,399	35,399	156,945	210,022	102,087	149,570	97,626	146,352
<b>Ending Fund Balance</b>	<b>35,399</b>	<b>275,329</b>	<b>80,303</b>	<b>156,945</b>	<b>210,022</b>	<b>102,087</b>	<b>149,570</b>	<b>97,626</b>	<b>146,352</b>	<b>138,719</b>
<b>Target Fund Balance</b>	134,814	135,477	135,477	132,680	131,421	138,600	143,220	148,002	152,951	158,073

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**MAJOR STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN**

	2008 Actual	2009 Adopted	2009 Amended	2009 Projected	2010 Adopted	2011 Estimated	2012 Estimated	2013 Estimated	2014 Estimated	2015 Estimated
<b>Revenue</b>										
Highway Maintenance	256,622	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Gas & Weight Tax	3,912,153	3,923,463	3,923,463	3,763,582	3,845,131	3,922,034	4,059,305	4,201,380	4,348,429	4,500,624
Other State Revenue (Metro Act)	241,715	265,000	265,000	245,000	265,000	265,000	265,000	265,000	265,000	265,000
Interest	38,440	115,000	115,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Bond Discount	0	0	0	28,929	0	0	0	0	0	0
Other	1,752	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transfer from Insurance Fund	0	0	0	0	62,248	0	0	0	0	0
<b>Total Revenue</b>	<b>4,450,682</b>	<b>4,558,463</b>	<b>4,558,463</b>	<b>4,322,511</b>	<b>4,457,379</b>	<b>4,472,034</b>	<b>4,609,305</b>	<b>4,751,380</b>	<b>4,898,429</b>	<b>5,050,624</b>
<b>Expenditures</b>										
Debt Service	1,658,735	1,727,129	1,727,129	1,727,268	1,837,576	1,727,100	1,730,917	1,583,508	1,585,844	1,367,332
New Debt Service	0	0	0	0	0	105,350	380,460	555,570	730,685	853,995
Operations & Maintenance	2,554,102	2,674,866	2,674,866	2,788,269	2,593,694	2,645,568	2,698,479	2,752,449	2,807,498	2,863,648
<b>Total Debt Service &amp; Operations</b>	<b>4,212,837</b>	<b>4,401,995</b>	<b>4,401,995</b>	<b>4,515,537</b>	<b>4,431,270</b>	<b>4,478,018</b>	<b>4,809,856</b>	<b>4,891,527</b>	<b>5,124,026</b>	<b>5,084,974</b>
<b>Transfers</b>										
Transfer to Local Streets	0	398,427	398,427	398,427	200,000	375,000	225,000	225,000	0	0
<b>Total Expenditure &amp; Transfers</b>	<b>4,212,837</b>	<b>4,800,422</b>	<b>4,800,422</b>	<b>4,913,964</b>	<b>4,631,270</b>	<b>4,853,018</b>	<b>5,034,856</b>	<b>5,116,527</b>	<b>5,124,026</b>	<b>5,084,974</b>
<b>Available for Construction</b>	237,845	(241,959)	(241,959)	(591,453)	(173,891)	(380,984)	(425,551)	(365,146)	(225,598)	(34,351)
<b>Other Resources for Capital</b>										
Federal Aid	-	-	-	-	2,259,000	773,000	873,000	1,083,000	1,117,000	1,161,000
Other State Revenue	415,466	0	33,664	58,419	200,000	0	0	0	0	0
Private Funding	290,000	0	0	12,002	0	0	0	0	0	0
Bond Reserves	0	0	0	0	0	0	0	0	0	0
Bond Proceeds	2,169,368	2,000,000	1,246,000	1,246,000	2,107,000	2,751,100	1,751,100	1,751,145	1,233,100	1,751,100
Contribution from General Fund	4,274	0	25,742	25,742	0	0	0	0	0	0
<b>Total</b>	<b>2,879,108</b>	<b>2,000,000</b>	<b>1,305,406</b>	<b>1,342,163</b>	<b>4,566,000</b>	<b>3,524,100</b>	<b>2,624,100</b>	<b>2,834,145</b>	<b>2,350,100</b>	<b>2,912,100</b>
<b>Capital Expenditures</b>										
Construction	2,969,084	2,000,000	2,479,159	2,151,866	4,566,000	3,700,000	2,624,100	2,834,145	2,350,100	2,912,100
<b>Surplus / (Deficit)</b>	147,869	(241,959)	(1,415,712)	(1,401,156)	(173,891)	(556,884)	(425,551)	(365,146)	(225,598)	(34,351)
<b>Transfer from LDFA (Reimbursement to Fund Balance)</b>	296,000	0	0	405,790	187,440	187,440	187,440	198,573	198,573	0
<b>Beginning Fund Balance</b>	1,689,320	1,837,189	1,837,189	1,837,189	841,823	855,372	485,927	247,815	81,241	54,216
<b>Ending Fund Balance</b>	<b>1,837,189</b>	<b>1,595,230</b>	<b>421,477</b>	<b>841,823</b>	<b>855,372</b>	<b>485,927</b>	<b>247,815</b>	<b>81,241</b>	<b>54,216</b>	<b>19,866</b>
<b>Target Fund Balance</b>	534,082	547,016	547,016	518,701	534,885	536,644	553,117	570,166	587,811	606,075

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DEPARTMENT	PRIORITY NO.	PROJECT TITLE							FUNDING SOURCE
			2010	2011	2012	2013	2014	2015	
PUBLIC SERVICES	1	Auto Ion	35.0	10.0	10.0	10.0	40.0	10.0	CIP
P & R	2	Rose Park Lighting Improvements	20.0						Private
			20.0						CIP
ENG	3	Williams's Pond Dam - Rehabilitation	95.0						CIP
P&R	4	Millham Park Restroom - Facility Improvements	10.0						CIP
P&R	5	Mayor's Riverfront Park - Asphalt Repairs & parking lot striping	30.0						CIP
PUBLIC SERVICES	6	Parkview Avenue Sidewalk	250.0						CIP/Bond
CITY WIDE MAINT.	7	General Fund Equipment & Facilities Major Repairs	30.0	30.0	30.0	30.0	30.0	30.0	CIP
CITY WIDE MAINT.	8	City Hall Facility Improvements	285.0	400.0	175.0	100.0	100.0	10.0	CIP
CEMETERY	9	Erosion Control Program and Stone Wall Additions	150.0	10.0	10.0	10.0	10.0	10.0	Perpetual
<b>2010 CIP Subtotal</b>			<b>\$775.0</b>						
<b>2010 Total Project Cost</b>			<b>\$925.0</b>						

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DEPARTMENT	PRIORITY NO.	PROJECT TITLE							FUNDING SOURCE
			2010	2011	2012	2013	2014	2015	
ENGINEERING	2011-2	Sidewalk Placement Program		0.0	60.0	60.0	60.0	60.0	CIP
ED/BA	2011-3	Performance Paper		135.0					CIP
CP & D	2011-4	I-94 Business Loop Gateway Improvements		135.0					State
				100.0					K-Twp&County
				3.0					Private
				50.0					CIP
P&R	2011-5	Youth Development Center - Facility Improvements		40.0					CIP
ENG	2011-6	Non-Motorized Pathway Extension Design and Construction		20.0	350.0				CIP
P&R	2011-7	Farrell Park Improvements		400.0					CIP
PUBLIC SAFETY	2011-10	Repair/Refurbish Fire Apparatus		150.0					CIP
PUBLIC SAFETY	2011-11	Public Safety Station Upgrades		100.0		35.0		100.0	CIP
ED/BA	2011-14	CMI Riverfront Redevelopment		1,100.0					Private
				500.0					BRA2009
<b>2011 CIP Subtotal</b>				<b>\$3,173.0</b>					
<b>2011 Total Project Cost</b>				<b>\$3,183.0</b>					
PUBLIC SAFETY	2012-6	CAD/RSM/Server Upgrades			500.0				CIP
P&R	2012-7	Axtell Creek Park Improvements			100.0				CIP
P&R	2012-8	Davis & Hays Park Improvements			250.0				CIP
<b>2012 CIP Subtotal</b>				<b>\$1,475.0</b>					
<b>2012 Total Project Cost</b>				<b>\$1,485.0</b>					

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DEPARTMENT	PRIORITY NO.	PROJECT TITLE						FUNDING SOURCE	
			2010	2011	2012	2013	2014		2015
P&R	2013-3	Milham Park & Blanche Hull Park Improvements				500.0			State
						250.0			Private
						250.0			CIP
P&R	2013-4	Henderson Tot Lot Improvement				10.0			Private
						50.0			CIP
P&R	2013-5	Kalamazoo Farmer's Market Improvement				250.0			CIP
PUBLIC SAFETY	2013-9	Refurbish One Engine				300.0			CIP
<b>2013 CIP Subtotal</b>								<b>\$1,845.0</b>	
<b>2010 Total Project Cost</b>								<b>\$1,855.0</b>	
P&R	2014-3	Crane Park Redevelopment					100.0		Private
							400.0		CIP
P&R	2014-4	Playground/Site Barrier-Free Improvements					150.0		CIP
PUBLIC SAFETY	2014-7	Repair/Refurbish Fire Apparatus					75.0		Private
									CIP
<b>2014 CIP Subtotal</b>								<b>\$955.0</b>	
<b>2010 Total Project Cost</b>								<b>\$965.0</b>	
CP&D	2015-2	Comprehensive Plan Update						200.0	2008 CIP
PUBLIC SAFETY	2015-4	Kalamazoo Public Safety Training Complex Driving Track (Phase2)						1,000.0	Private
								1,000.0	CIP/Bond
P&R	2015-6	Mayor's Riverfront Synthetic Turf						600.0	Private
								600.0	CIP
CP & D	2015-11	Portage Streetscape Project						3,000.0	Private
<b>2015 CIP Subtotal</b>								<b>\$6,610.0</b>	
<b>2010 Total Project Cost</b>								<b>6,620.0</b>	
<b>GRAND TOTAL - CAPITAL IMPROVEMENT PROGRAM FUND</b>			<b>775.0</b>	<b>3,173.0</b>	<b>1,475.0</b>	<b>1,845.0</b>	<b>955.0</b>	<b>6,610.0</b>	
<b>GRAND TOTAL- ALL GENERAL PROJECTS</b>			<b>925.0</b>	<b>3,183.0</b>	<b>1,485.0</b>	<b>1,855.0</b>	<b>965.0</b>	<b>6,620.0</b>	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY**

<p align="right"><b>KEY:</b> L = Local Streets CIP = Capital Improvement Project</p> <p align="center">M = Major Streets O=Other V=Various</p>										
<p>DOLLARS IN THOUSANDS (\$000)</p>										
<b>PRIORITY NO.</b>	<b>FUND KEY</b>	<b>PROJECT TITLE</b>	<b>PROJECT MANAGER</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>FUNDING SOURCE</b>
1-1	L	Local Street Program (Tier #1) Various	Nagler	900.0	900.0	900.0	900.0	900.0	900.0	Bond
				300.0	100.0	100.0	100.0	100.0	100.0	CIP
1-2	M	Scattered Site Mill and Resurface Various Major Streets	Seelman	150.0	150.0	150.0	150.0	150.0	150.0	Bond
1-3	M	Portage Street (Kilgore to Lakeway)	Nagler	438.0						Federal
				224.0						Bond
1-4	M	North Street (Douglas to Gull Road)	Nagler	601.0						Federal
				348.0						Bond
1-5	M	Traffic Signal Upgrade Various	Abbas	820.0						Federal
				200.0						State
				150.0	150.0	150.0	150.0	150.0	150.0	City
1-6	M	Guardrail Safety Project	Nagler Abbas	400.0						Federal
				175.0						Bond
1-7	M	Pavement Management Update	Nagler Abbas	40.0						Reserve
							45.0			Bond
1-8	M	E. Walnut Street (Portage to Mills)	Nagler	510.0						Federal Bond
1-9	M	Davis Street (Wheaton to Lovell)	Nagler	360.0						Bond
1-10	M	M43 Pump Station	Nagler	22.0						Federal Bond
1-11	M	Design for Upcoming Years Major Street Projects Various Major Streets	Nagler	50.0	50.0	50.0	50.0	50.0	50.0	Bond
1-12	M	Oakland/Parkview Intersection (Land)	Nagler	78.0						Bond
<b>2010 Sub-Total Tier #1 =</b>				<b>5,766.0</b>						

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY**

DOLLARS IN THOUSANDS (\$000)										
KEY: L = Local Streets CIP = Capital Improvement Project										
M = Major Streets O=Other V=Various										
PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2010	2011	2012	2013	2014	2015	FUNDING SOURCE
2011	M	Douglas (Kalamazoo to Ravine)			458.0					Federal
					200.0					CIP
2011	M	Balch Street (Park to Burdick)			315.0					Federal
					226.0					CIP
2011	M	Glendale Boulevard (Mount Olivet Road to Courtlandt)			300.0					CIP
2011	M	Angling (South City Limits to 500' West of Oakland)			245.0					CIP
2011	M	Gibson (Pitcher Street to King Highway)			377.0					CIP
2011	M	Michigan (Burrows Road to Fieldhouse Drive)			84.0					CIP
2011	M	Palmer (Portage Street to James Street)			145.0					CIP
2011	M	Oakland/Parkview Intersection			1,000.0					CIP
2011	M	Lake Street (Portage Street to Walter Street)			73.0					CIP
<b>2011 Sub-Total =</b>					<b>4,773.0</b>					

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY**

DOLLARS IN THOUSANDS (\$000)										
				KEY: L = Local Streets CIP = Capital Improvement Project						
				M = Major Streets O=Other V=Various						
PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2010	2011	2012	2013	2014	2015	FUNDING SOURCE
2012	M	March (Miller to Stockbridge)				309.0				CIP
2012	M	Stockbridge (Railroad to Portage)				297.0				CIP
2012	M	Inkster Street (Outlook to Westnedge)				190.0				CIP
2012	M	Millcork (Cork to Miller)				330.0				Federal
2012	M	Burdick Street (Kilgore to Cork)				145.0				CIP
2012	M	Burdick Street (Kilgore to Cork)				543.0				Federal
2012	M	Burdick Street (Kilgore to Cork)				235.0				CIP
2012	M	Race (Palmer to Reed)				270.0				CIP
2012	M	Water (Rose to Pitcher)				204.0				CIP
						<b>2012 Sub-Total =</b>	<b>3,873.0</b>			
2013	M	Race (Stockbridge to Lake)					123.0			CIP
2013	M	Clarence (Lake to Vine)					315.0			CIP
2013	M	Wheaton (Short to Westnedge)					410.0			CIP
2013	M	N. Burdick Street (Railroad Tracks to North City Limits)					677.0			Federal
2013	M	N. Burdick Street (Railroad Tracks to North City Limits)					305.0			CIP
2013	M	Pitcher (Lovell to Water)					222.0			CIP
2013	M	Fulford (Cork to Stockbridge)					406.0			Federal
2013	M	Fulford (Cork to Stockbridge)					275.0			CIP
						<b>2013 Sub-Total =</b>	<b>4,128.0</b>			

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY**

<p align="right">KEY: L = Local Streets CIP = Capital Improvement Project</p> <p align="center">M = Major Streets O=Other V=Various</p>										
DOLLARS IN THOUSANDS (\$000)										
PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2010	2011	2012	2013	2014	2015	FUNDING SOURCE
2014	M	Vine (Clarence to Hatfield)						125.0		CIP
2014	M	Drake (West Main to Grand Prairie)						837.0		Federal
								380.0		CIP
2014	M	Howard (W. Michigan to Kendall)						280.0		Federal
								127.0		CIP
2014	M	Rose (Frank to Paterson)						160.0		CIP
2014	M	Factory (Miller to Palmer)						140.0		CIP
2014	M	Kendall (Michigan to Memory)						200.0		CIP
2014	M	Wallace (Michigan to Main)						518.0		CIP
<b>2014 Sub-Total =</b>								<b>4,117.0</b>		
2015	M	Alamo (Douglas to City Limits)							230.0	CIP
2015	M	Edwards (Harrison to Ransom)							120.0	CIP
2015	M	Gull Road (Riverview to North)							220.0	CIP
2015	M	Howard (Oakland to Merrill)							305.0	CIP
2015	M	Riverview Drive (Mount Olivet to Mosel)							500.0	Federal
									300.0	CIP
2015	M	Mills (Stockbridge to King)							661.0	Federal
									475.0	CIP
<b>2015 Sub-Total =</b>								<b>4,161.0</b>		
<b>GRAND TOTAL</b>				<b>\$5,766.0</b>	<b>\$4,773.0</b>	<b>\$3,873.0</b>	<b>\$4,128.0</b>	<b>\$4,117.0</b>	<b>\$4,161.0</b>	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**WATER CAPITAL IMPROVEMENT PROGRAM SUMMARY**

<b>DOLLARS IN THOUSANDS (\$000)</b>										
<b>PRIORITY NO.</b>	<b>FUND KEY</b>	<b>PROJECT TITLE</b>	<b>2009 Carry Forward</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>FUNDING SOURCE</b>
1-1	DI	New & Replacement Water Main		135.6	303.0	287.0	297.0	308.0	319.0	CIA
			303.4	364.4	307.0	344.0	356.0	368.0	380.0	Reserves
1-2	DI	Service Connections		600	686	716	746	776	806	CIA
			0							
1-3	DI	New & Replacement Hydrants		61.0	69.0	71.0	73.0	76.0	77.0	CIA
			0	62.0	69.0	71.0	73.0	75.0	78.0	Reserves
1-4	GP	Water Pumping Station Upgrades								
			150	100.0	400.0	500.0	275.0	250.0	350.0	Reserves
1-5	PP	Improvements to Water PS #8								
			1821	100.0	700.0					Bond
2-6	DI	Lead Service Replacement								CIA
			0	113.0	117.0	120.0	124.0	129.0	132.0	Reserves
2-7	MD	Meter Improvement Program								
			0	109.0	164.0	169.0	174.0	180.0	185.0	Reserves
2-8	GP	Stockbridge Facility Improvements								
			0	500.0	75.0	150.0	100.0	105.0	115.0	Bond
3-9	SS	New & Replacement Wells								
			0	100.0	145.0	160.0	0.0	0.0	0.0	Reserves
3-10	PP	Replacement Pumps & Motors								
			20	0.0	30.0	0.0	31.0	0.0	32.0	Reserves
3-11	GP	New & Replacement Computers								
			0	20.0	26.5	27.0	27.0	35.0	28.0	Reserves
3-12	GP	Stockbridge Security								
			0	15.0	0.0	0.0	0.0	0.0	0.0	Reserves
3-13	DI	Valve Improvement Program								CIA
			0	100.0	111.0	115.0	120.0	125.0	131.0	Reserves
3-14		Automated Meter Reading								
			0	35.0	50.0	50.0	50.0	50.0	0.0	Reserves
3-15	SS	New Water Pumping Station & Well Field (Oshtemo)								
			0	0.0	0.0	0.0	0.0	0.0	0.0	Reserves
		Ross Township Wellfield Devel. (SP)								
			0					300.0	2,000.0	Bond
		Water Supply SCADA Sys. Replace.								
			10		10.0	350.0				
		Iron Removal West (SP) (High, Super High, or Ultra High)								
			0					500.0	500.0	
		Elevated Storage High Syt. Comstock Business Park (SP)								
			0							
		Pump Station Upgrades PS #3, PS #5 (SP)								
			0		250.0	200.0				
<b>Grand Total =</b>			<b>2,304.4</b>	<b>2,415.0</b>	<b>3,512.5</b>	<b>3,330.0</b>	<b>2,446.0</b>	<b>3,277.0</b>	<b>5,133.0</b>	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET**

**WASTEWATER CAPITAL IMPROVEMENT PROGRAM SUMMARY**

DOLLARS IN THOUSANDS (\$000)											
PRIORITY NO.	FUND KEY	PROJECT TITLE	2010		2010	2011	2012	2013	2014	2015	FUNDING SOURCE
			2009 Carry Forward	New							
1	SC	New Sewer Lead Connections	0	106.7	106.7	109.8	113.1	116.5	120.0	123.6	Reserves
2	SC	Lift Station Improvements w/Riverview & Burke	193	107.0	300.0	120.0	20.0	120.0	120.0	200.0	Bonds Reserves
1	IE	Electrical, Instrumentation & Controls Replacement	0	150.0	150.0	130.0	120.0	140.0	130.0	180.0	Reserves
1	PL	Secondary Process Improvements	384	4,616.0	3,399.0 1,601.0	1,456.0 1,144.0					Private Bonds
2	SC	New & Replacement Sewer Construction w/Arcadia	0	459.0	459.0	437.0	450.0	463.0	477.0	491.0	Bonds Reserves
2	GP	Facility Improvements	0	60.0	60.0	60.0	60.0	100.0	100.0	75.0	Reserves
2	PL	Coarse Screen Replacement	306	0.0	0.0 306.0	725.0	400.0				Bonds Reserves
2	GP	Computer Hardware & Software - New & Replacement	25	20.0	45.0	30.0	30.0	45.0	35.0	35.0	Reserves
2	PL/ES	New Process Analyzers	0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	Reserves
3	IE	Plant Control System Upgrades	0	81.0	81.0	20.0	25.0	10.0	20.0	10.0	Reserves
3	PL	Equipment Replacement and Upgrades	0	30.0	30.0	30.0	75.0	30.0	30.0	50.0	Reserves
3	ES	Schippers Crossing	0	98.7	98.7	56.3	29.5	31.0	31.0		Reserves
3	PL	Tertiary Screw Pump #1 Replacement	0	0.0	0.0	0.0	0.0	0.0	320.0		Reserves
3	PL	Tertiary Mud Well Sewer	65	0.0	65.0						Reserves
2	GP	Security Access	0	15.0	15.0						Reserves
2	PL	EMS Program Audit	0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	Reserves
future		Plant Water System Upgrades (SP)					200.0				
future		Plant Building Demolition (SP)						1,500.0			
future		Stand-by Power Facility Improvements (above)						2,500.0		2,500.0	
future		Process Equipment Replacement (Life Cycle)					1,500.0		1,000.0	1,000.0	
future		Alternate Forced Main (In Plant)						1,500.0			
future		Arcadia Relief Sewer (SP)									
future		Harrison Facility Road Replacement				75.0	75.0				
<b>Grand Total =</b>			<b>973.0</b>	<b>5,793.4</b>	<b>6,766.4</b>	<b>4,568.1</b>	<b>4,057.6</b>	<b>5,105.5</b>	<b>3,933.0</b>	<b>4,714.6</b>	

# BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)

## 2010 BUDGET

	2008 Actual	2009 Adopted Budget	2009 Projected Budget	2010 Adopted Budget
<b>RESOURCES</b>				
General Fund Contribution	500,000	100,000	50,000	0
TIF Capture - Developer			571,600	373,160
TIF Capture - Building Authority (Ramp)			120,440	120,440
TIF Capture - BRA	655,018	671,300	95,600	197,000
TIF Capture - LSRRF			17,220	0
Land Sales Proceeds	2,500	100,000	0	50,000
Interest	56,593	43,200	43,200	40,000
Miscellaneous (Rent/Reimbursements)	66,503	13,200	25,700	16,800
Grants				
EDA	74,053	0	0	0
EPA	52,137	81,230	96,500	51,360
<b>TOTAL RESOURCES</b>	<b>1,406,804</b>	<b>1,008,930</b>	<b>1,020,260</b>	<b>848,760</b>
<b>EXPENDITURES</b>				
Personnel	0	0	0	69,620
Riverfront Redevelopment	50,248	100,000	50,000	50,000
Davis Creek Business Park	183,446	100,000	55,000	50,000
Former Public Safety Buildings	252,710	75,000	2,500	7,500
Tax Reverted Property Acquisitions/Land Bank	35,233	75,000	1,743	100,000
TIF Reimbursements to Developers	643,026	541,201	571,600	373,160
TIF Transfer to Building Authority/Mall Parking Structure	125,199	130,100	120,440	120,440
EPA Eligible Projects	52,487	81,230	96,500	51,360
Site Maintenance Fund	5,087	60,000	10,000	40,000
Special Projects Environmental **	228,986	110,000	25,000	50,000
East Bank Site	798	50,000	0	10,000
Performance Paper	16,324	20,000	0	20,000
Site Preparation/Infrastructure	16,048	150,000	60,000	100,000
Targeted Acquisitions	20,670	100,000	95,000	50,000
Marketing	17,721	30,000	15,000	15,000
Vehicle Replacement	0	0	14,795	0
Administrative/IT Fees	0	24,865	24,865	45,435
BRA Operating Expenses	301	7,500	2,700	5,000
Economic Development Strategy	0	75,000	0	75,000
<b>TOTAL EXPENDITURES</b>	<b>1,648,284</b>	<b>1,729,896</b>	<b>1,145,143</b>	<b>1,232,515</b>
Revenue over (under) expenditures	-241,480	-720,966	-124,883	-383,755
Transfer to Local Site Remediation Revolving Fund	0	295,000	295,000	0
Beginning Fund Balance	1,734,444	1,236,500	1,492,964	1,073,081
<b>Ending Fund Balance</b>	<b>1,492,964</b>	<b>220,534</b>	<b>1,073,081</b>	<b>689,326</b>

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

**BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)**  
**2010 BUDGET**  
**LOCAL SITE REMEDIATION REVOLVING FUND**

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	<b>2010 Adopted Budget</b>
<b>RESOURCES</b>	
Transfer TIF Capture - Local	285,000
Transfer TIF Capture - State*	10,000
Interest on Investments	8,550
Miscellaneous Revenue	-
	<hr/>
<b>TOTAL RESOURCES</b>	<b>303,550</b>
	<hr/> <hr/>
<b>EXPENDITURES</b>	
Project Eligible Activities - DCBP	100,000
	<hr/>
<b>TOTAL EXPENDITURES</b>	<b>100,000</b>
	<hr/> <hr/>
<b>Revenue Over Expenditures</b>	<b>203,550</b>

\* Note: Use of State TIF Capture must be approved by MEDC.

Section 8 of Michigan's Brownfield Redevelopment Financing Act, Public Act 381 of 1996, as amended (Act 381), enabled the City of Kalamazoo Brownfield Redevelopment Authority to create a Local Site Remediation Revolving Fund (LSRRF). The LSRRF is funded by the capture of up to five years worth of tax increment revenues, after all eligible activity reimbursements are made, from eligible properties that are included within the Brownfield Plan.

Section 8(2) of Act 381 specifies that the LSRRF "may be used only to pay the cost of eligible activities on eligible property that is located within the municipality." Eligible activities generally include environmental assessment and response activities, infrastructure improvements, demolition, lead and asbestos abatement and site preparation.

**ECONOMIC DEVELOPMENT CORPORATION (EDC)  
2010 BUDGET**

	2008 Actual	2009 Adopted Budget	2009 Projected Budget	2010 Adopted Budget
<b>RESOURCES</b>				
Loan Interest	65,475	51,300	51,600	51,300
Property Rental	31,271	0	0	0
Interest on Investments	35,490	32,175	30,150	32,175
Reimbursement (Legal Services)	0	0	68,781	0
Miscellaneous	2,000	2,000	2,000	2,000
Transfers				
General Fund	0	100,000	100,000	0
LDFA / TIF	90,600	81,025	81,025	81,025
EDC	608,621	0	0	0
<b>TOTAL RESOURCES</b>	<b>833,457</b>	<b>266,500</b>	<b>333,556</b>	<b>166,500</b>
<b>EXPENDITURES</b>				
Contracting for Services 1)	110,064	106,280	106,300	95,079
Economic Development Strategy	0	75,000	0	75,000
Administrative Fee	35,437	30,270	35,437	2,659
Vehicle Replacement	0	0	14,795	0
Other Costs 2)	18,850	31,000	19,500	25,000
Legal Services MPI / Pfizer	74,271	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>238,622</b>	<b>242,550</b>	<b>176,032</b>	<b>197,738</b>
<b>Revenue Over Expenditures</b>	<b>594,835</b>	<b>23,950</b>	<b>157,524</b>	<b>(31,238)</b>
<b>Beginning Fund Balance</b>	<b>1,239,562</b>	<b>1,094,114</b>	<b>997,852</b>	<b>806,626</b>
Transfer to EOF	200,000	200,000	425,000	0
Transfer to EDC	608,621	0		
Loan Principal	222,135	151,250	151,250	145,200
Anticipated Projects 3)	250,059	625,000	75,000	600,000
<b>Ending Fund Balance</b>	<b>997,852</b>	<b>444,314</b>	<b>806,626</b>	<b>320,588</b>

1) The proposed 2010 budget reflects the cost of services provided to the EDC by 1 FTE  
60% Executive Director  
33% Administrative Secretary

2) Costs of supplies, services and legal fees

3) Anticipated Projects: East Michigan Properties, \$400,000; Additional loans, \$200,000

# ECONOMIC OPPORTUNITY FUND (EOF) 2010 BUDGET

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	<b>2010 Adopted Budget</b>
<b>RESOURCES</b>	
Transfer from EDC (2008)	200,000
Transfer from EDC (2009)	200,000
Transfer from EIF (2009)	225,000
	<b>625,000</b>
<b>TOTAL RESOURCES</b>	<b>625,000</b>
 <b>EXPENDITURES</b>	
Graphic Packaging	102,550
TEDF Matching Funds (Graphic Packaging)	85,000
TEDF Matching Funds (DesignWare)	-
MPI	50,000
East Michigan Project	101,000
EDC Loan	225,000
	<b>563,550</b>
<b>TOTAL EXPENDITURES</b>	<b>563,550</b>
 <b>Revenue Over Expenditures</b>	 <b>61,450</b>
 <b>Beginning Fund Balance</b>	 <b>112,343</b>
 <b>Ending Fund Balance</b>	 <b>173,793</b>
	<b>173,793</b>

**LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA)  
2010 BUDGET**

	2008 Actual	2009 Adopted Budget	2009 Projected Budget	2010 Adopted Budget
<b>RESOURCES</b>				
Projected TIF Revenue*	468,417	446,956	435,466	479,013
Miscellaneous Revenue	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>468,417</b>	<b>446,956</b>	<b>435,466</b>	<b>479,013</b>
<b>EXPENDITURES</b>				
Reimbursement for Drake Road Improvements	75,000	75,000	75,000	75,000
Reimbursement for Parkview Avenue Improvements	70,000	75,000	75,000	75,000
Reimbursement for Sanitary Sewer - Drake Road	0	25,000	25,000	10,000
Reimbursement for Water Main (Phase 2) Park Interior	0	5,070	5,070	0
Reimburse Water & Sanitary Sewer Connections on Each Lot	0	20,000	20,000	20,000
Infrastructure Maintenance and Sinking Fund	15,000	15,000	10,000	29,500
Reimbursement for WMU BTR Park Infrastructure	60,000	75,000	75,000	60,000
BTR Park Marketing	15,000	15,000	15,000	15,000
Operating Expenses: Southwest Michigan Innovation Center				
Marketing	5,305	5,305	5,305	5,464
Legal and Accounting	10,609	10,609	10,609	10,927
Business Support	89,301	89,301	89,301	91,980
City Administrative Support	90,600	81,025	81,025	81,025
<b>TOTAL EXPENDITURES</b>	<b>430,815</b>	<b>491,310</b>	<b>486,310</b>	<b>473,896</b>
<b>Revenue over Expenditures</b>	<b>37,602</b>	<b>(44,354)</b>	<b>(50,844)</b>	<b>5,117</b>
<b>Beginning Fund Balance</b>	<b>17,194</b>	<b>68,720</b>	<b>54,796</b>	<b>3,952</b>
<b>Ending Fund Balance</b>	<b>54,796</b>	<b>24,366</b>	<b>3,952</b>	<b>9,069</b>

\* Beginning in 2005, TIF revenue reduced due to SMIC real and personal property tax exemption approved 12/04. The 2010 TIF revenue estimate reflects personal property tax reduction of \$200,000.

<i>Advance Balances Yet to be Repaid to City/WMU</i>				
	BTR Park			
	Infrastructure	1/1/2009	2009	12/31/2009
	Costs	Balance	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	10,000	222,200
WMU Reimbursement (Research Way cul-de-sac -- \$190,000)	480,000	240,000	75,000	165,000
<b>Ending Balance</b>	<b>2,940,307</b>	<b>2,101,037</b>	<b>285,070</b>	<b>1,815,967</b>
	BTR Park			
	Infrastructure	1/1/2010	2010 Proposed	12/31/2010
	Costs	Balance	Repayments	Balance
Drake Road Improvements	413,265	115,025	75,000	40,025
Parkview Avenue Improvements	1,367,103	1,100,229	75,000	1,025,229
Sanitary Sewer Reimbursement	116,716	79,287	10,000	69,287
Water Main (BTR)	34,570	0	0	0
Water and Sewer Connections	154,226	134,226	20,000	114,226
Infrastructure Maintenance Sinking Fund	374,427	222,200	29,500	192,700
WMU Reimbursement	480,000	165,000	60,000	105,000
<b>Ending Balance</b>	<b>2,940,307</b>	<b>1,815,967</b>	<b>269,500</b>	<b>1,546,467</b>

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)  
2010 ADOPTED BUDGET**

**OPERATING BUDGET**

	2008 Actual	2009 Adopted Budget	2009 Projected	2010 Adopted
<b>REVENUE</b>				
<b>TAXES</b>				
Operating - Current Year (DDA Levy 1.9638 Mills)	\$283,114	\$330,115	\$330,115	\$356,195
Operating - Current Year (TIF)	\$3,354,056	\$3,698,697	\$3,861,802	\$2,780,066
Operating - Tax Collections prior years	\$57,642	\$50,000	\$0	\$0
<b>TOTAL TAXES</b>	<b>\$3,694,812</b>	<b>\$4,078,812</b>	<b>\$4,191,917</b>	<b>\$3,136,261</b>
<b>FEES AND CHARGES FOR SERVICE</b>				
Festival Place Maintenance Fees	\$11,729	\$10,000	\$12,800	\$10,000
City of Kalamazoo Mall Maintenance	\$59,210	\$59,210	\$59,210	\$59,210
<b>TOTAL FEES AND CHARGES FOR SERVICE</b>	<b>\$70,939</b>	<b>\$69,210</b>	<b>\$72,010</b>	<b>\$69,210</b>
<b>OTHER</b>				
Interest Income	\$25,871	\$39,000	\$16,500	\$17,000
Pilots/Miscellaneous	\$640,037	\$1,500	\$1,500	\$1,500
School Capture Excess of Debt	\$0	\$0	-\$279,280	-\$500,000
MCW Settlement for Ramp 3 Debt	\$0	\$0	\$0	\$0
Estimated BRA TIF Contribution for Ramp 3 Debt	\$0	\$0	\$0	\$0
<b>TOTAL OTHER</b>	<b>\$665,908</b>	<b>\$40,500</b>	<b>-\$261,280</b>	<b>-\$481,500</b>
<b>TOTAL REVENUE</b>	<b>\$4,431,659</b>	<b>\$4,188,522</b>	<b>\$4,002,647</b>	<b>\$2,723,971</b>
<b>EXPENSES</b>				
<b>OPERATIONS</b>				
DKI Service Agreement	\$335,940	\$349,885	\$349,885	\$349,885
Administration	\$188,693	\$263,693	\$263,693	\$263,693
Insurance	\$3,433	\$3,500	\$3,500	\$3,500
Legal	\$3,138	\$13,000	\$10,635	\$13,000
Audit	\$11,000	\$11,800	\$11,800	\$11,800
Linear Park/Ponds/Festival Maintenance	\$106,216	\$115,000	\$123,784	\$115,000
Mall Assessment	\$0	\$15,000	\$2,800	\$15,000
Miscellaneous	\$84,479	\$7,305	\$10,190	\$7,305
<b>TOTAL OPERATIONS</b>	<b>\$732,899</b>	<b>\$779,183</b>	<b>\$776,287</b>	<b>\$779,183</b>
<b>INITIATIVES/PROGRAMS</b>				
Business Development	\$333,265	\$333,265	\$383,265	\$333,265
Creek Maintenance	\$65,082	\$70,000	\$0	\$70,000
Building Revitalization Programs	\$96,578	\$175,000	\$316,322	\$175,000
Mall Maintenance	\$77,342	\$100,000	\$122,658	\$100,000
Downtown Improvements	\$230,863	\$260,000	\$347,621	\$260,000
TIF Capture-Miller Canfield	\$0	\$130,930	\$166,730	\$143,420
Program Allocation	\$13,078	\$16,915	\$28,467	\$16,915
Parking - Ramp 1/Radisson Leased Spaces	\$54,400	\$50,622	\$50,622	\$39,138
<b>TOTAL INITIATIVES/PROGRAMS</b>	<b>\$870,608</b>	<b>\$1,136,732</b>	<b>\$1,415,685</b>	<b>\$1,137,738</b>

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)  
2010 ADOPTED BUDGET**

**OPERATING BUDGET**

	<b>2008 Actual</b>	<b>2009 Adopted Budget</b>	<b>2009 Projected</b>	<b>2010 Adopted</b>
<b>DEBT SERVICE/OBLIGATIONS</b>				
<b>Contracts of Lease with the Building Authority</b>				
Parking - Building Authority Refunding Bonds - 1997	\$0	\$0	\$0	\$0
Parking - Building Authority Refunding Bonds - 1998	\$0	\$0	\$0	\$200,926
Parking - Ramp 3 Debt - 2005A	\$0	\$0	\$0	\$0
Parking - Ramp 3 Debt - 2005B	\$0	\$0	\$0	\$0
Parking - Theatre Project Debt - 2006A	\$0	\$0	\$0	\$0
<b>DEBT SERVICE</b>				
DDA - Arcadia Creek Debt - 1992	\$0	\$0	\$0	\$0
DDA - Arcadia Creek Debt - 1993	\$0	\$0	\$0	\$0
DDA - Arcadia Creek Debt - 1997	\$717,780	\$703,615	\$703,615	\$721,065
DDA - Bank Loan (2004 Revenue Bonds)	\$87,435	\$84,585	\$84,585	\$86,725
DDA - Kalamazoo Community Foundation Debt	\$0	\$0	\$0	\$0
DDA - Metropolitan Center Debt	\$0	\$0	\$0	\$298,900
<b>TOTAL DEBT SERVICE/OBLIGATIONS</b>	<b>\$805,215</b>	<b>\$788,200</b>	<b>\$788,200</b>	<b>\$1,307,616</b>
<b>NET TRANSFERS</b>				
Parking - Contribution from DDA for Debt Service (TIF)	\$548,493	\$550,000	\$733,187	\$387,158
Parking - Operating Subsidy from DDA	790656	\$772,060	\$772,060	\$0
Parking - Operating Contribution to DDA	0	\$0	\$0	\$0
<b>TOTAL NET TRANSFERS</b>	<b>\$1,339,149</b>	<b>\$1,322,060</b>	<b>\$1,505,247</b>	<b>\$387,158</b>
<b>PROPOSED REDUCTIONS/RESTORATIONS</b>				
<b>TOTAL EXPENSES</b>	<b>\$3,747,871</b>	<b>\$4,026,175</b>	<b>\$4,485,419</b>	<b>\$3,611,695</b>

**KALAMAZOO MUNICIPAL GOLF AUTHORITY (KMGA)**  
**2010 BUDGET**  
**OPERATING BUDGET**

	<b>2008</b>	<b>2009</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
<b>REVENUES</b>				
Cart Rentals	265,228	287,000	244,935	251,059
Cell Tower Land Lease	0	0	0	12,000
Concession Sales - Net	0	100,000	20,000	50,000
Driving Range	66,578	56,787	58,934	60,407
Greens Fees	688,861	750,000	674,572	691,436
Interest & Miscellaneous	746	6,500	2,500	2,563
Memberships	239,545	250,000	245,000	251,125
Pro-Shop Rental	9,272	10,200	10,200	10,200
<b>Total REVENUES</b>	<b>1,270,230</b>	<b>1,460,487</b>	<b>1,256,141</b>	<b>1,328,789</b>
<b>EXPENDITURES</b>				
<b>Operating Expenses</b>				
Administrative	37,859	40,525	39,800	40,795
Course Maintenance	314,544	338,788	262,738	269,306
Electric Cart Lease	59,595	50,000	75,250	75,250
Labor Cost	633,470	625,000	525,000	525,000
Other 29,120		75,715	25,778	26,422
<b>Subtotal Operating Expenses</b>	<b>1,074,588</b>	<b>1,130,028</b>	<b>928,566</b>	<b>936,774</b>
<b>Debt Service</b>				
1998 Contract (Master Plan)	130,132	82,293	131,681	132,942
2005 Contract (Mowing Equipment)	69,923	69,000	70,327	0
2009 Contract (Eastern Hills Clubhouse)	0	0	2,813	6,750
2010 Contract (Proposed)	0	0	0	37,500
<b>Subtotal Debt Service</b>	<b>200,055</b>	<b>151,293</b>	<b>204,821</b>	<b>177,192</b>
<b>OTHER USES OF REVENUE</b>				
Capital Improvements	41,201	15,000	95,326	10,000
City Contribution	0	100,000	0	0
<b>Subtotal Other Uses of Revenue</b>	<b>41,201</b>	<b>115,000</b>	<b>95,326</b>	<b>10,000</b>
<b>TOTAL EXPENSES &amp; USES OF NET INCOME</b>	<b>1,315,844</b>	<b>1,396,321</b>	<b>1,228,713</b>	<b>1,123,966</b>
<b>NET INCOME/LOSS</b>	<b>-45,614</b>	<b>64,166</b>	<b>27,428</b>	<b>204,823</b>

# KALAMAZOO HISTORIC PRESERVATION COMMISSION

## 2010 BUDGET

	2008 Actual	2009 Adopted Budget	2009 Projected Budget	2010 Adopted Budget
<b>RESOURCES</b>				
Lost & Found Book Sales	6,039	11,000	11,000	6,800
Other	2	0	0	0
<b>TOTAL RESOURCES</b>	<b>6,041</b>	<b>11,000</b>	<b>11,000</b>	<b>6,800</b>
<b>EXPENDITURES</b>				
Commissioner Education	0	1,150	1,150	700
Memberships	326	500	500	175
Public Education	5,553	5,350	5,350	4,000
Promotion	0	3,700	3,700	1,575
Misc	3,692	300	300	350
<b>TOTAL EXPENDITURES</b>	<b>9,571</b>	<b>11,000</b>	<b>11,000</b>	<b>6,800</b>
<b>Revenue Over Expenditures</b>	<b>(3,530)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>15,898</b>	<b>12,368</b>	<b>12,368</b>	<b>12,368</b>
<b>Ending Fund Balance</b>	<b>12,368</b>	<b>12,368</b>	<b>12,368</b>	<b>12,368</b>





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

*5-Year Fiscal Plan*  
*2010 - 2015*

Revised November 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.

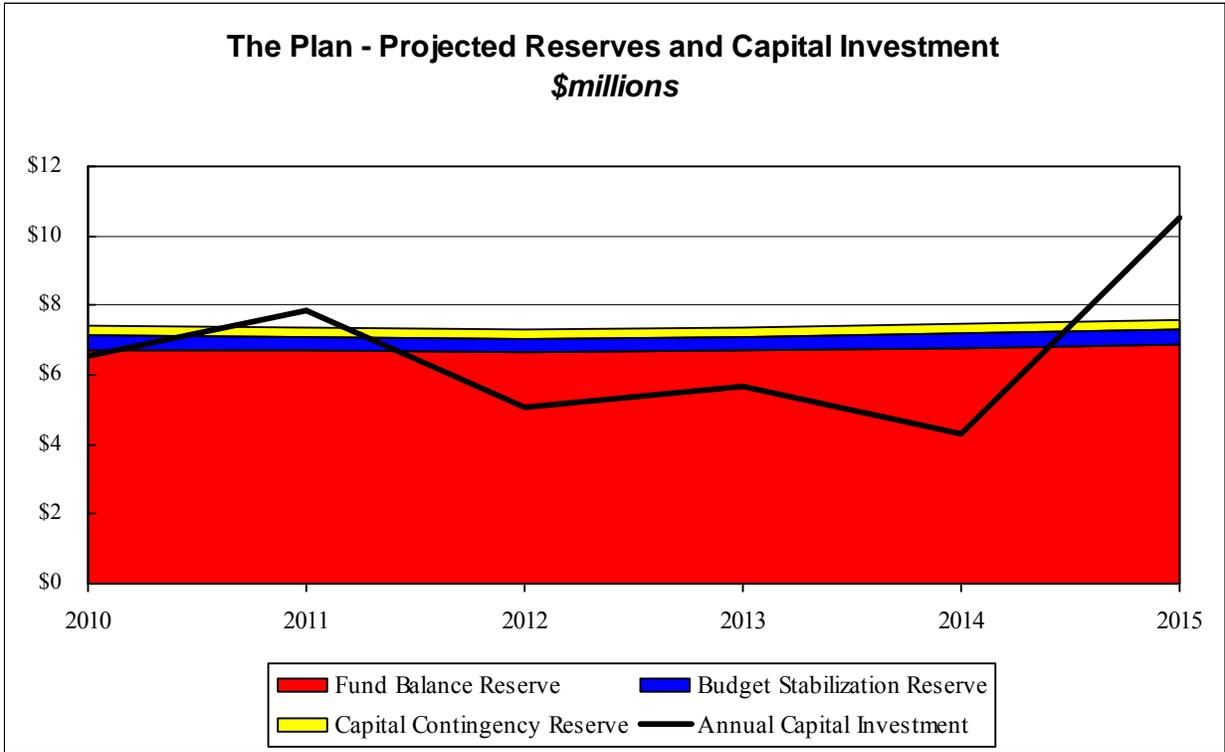
The budget is balanced without employing the traditional budget reduction strategies of one-time or deep and narrow reductions that eliminate programs and services. However, several realities occurred during Fiscal Year 2009 that dictate the reevaluation of assumptions and a revision of the plan. These revisions along with an update of where we are in meeting the targets established in the 2009 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 the realities of fiscal year 2009. With the significant loss of operational revenues, expenditures are being reduced through a combination of layoffs, the elimination of vacant positions, as well as traditional management tools involving cost containment, establishment of reserves and use of alternative funding sources, and non-headcount efficiency improvements. Revenue has been significantly increased through the American Recovery and Reinvestment Act of 2009, resulting in increased capital investment and enhanced neighborhood stabilization and community development programming, preservation of reserves, maintenance of service delivery and other 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 sustainable 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 was developed in 2006 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 expectations 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 options 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 and outcomes outlined in the Blueprint for Action
- Manage organizational effectiveness and performance (output efficiency and effectiveness)
- 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 of 2011 – 2015 based on a review of recent actual performance, the budgeting process, and industry standard analytical approaches.

Revenue	Projected Annual Increase 2009 Assumptions	Projected Annual Increase 2010 Assumptions
Property taxes (based on assessor's estimate)	2.0%	1.5% (Revised – 0% for 2011)
Licenses, permits & fees	3%	3%
Other intergovernmental revenue	0%	0% (-10% for 2011)
Charges for services	2%	2%
Interest and rentals	4%	1% (Revised)
Other revenue	3%	3%
Expenditures	Projected Annual Increase 2009 Assumptions	Projected Annual Increase 2010 Assumptions
Salaries	2.0%	1.5% (Revised – 0% for 2011)
Health Insurance	7.0%	7.0%
FICA, Medicare, Deferred comp.	2.0% per affected employee group	1.5% per affected employee group (Revised – 0% for 2011)
Fringe Benefits	3%	3%
Supplies and services	1%	1%
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 1.5% increase, and no increase for 2011.

Other intergovernmental revenue, which is largely based on State Revenue Sharing, is assumed to be reduced by 10% for 2011, which is on top of the 15% reduction projected for 2010. The State is currently projecting a 10% reduction in their 2010-11 Budget based on the expiration of their Recovery Act budget stabilization dollars. This is translated here into another 10% assumed reduction in Revenue Sharing for the City's 2011.

Interest and Rentals have been reduced to 1% to reflect the very low-rate environment established by the Federal Reserve in response to the global financial crisis, which began in 2008.

### **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 2010. This allows the City to continue to use debt instruments to support capital financing requirements.

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

Rationale: State Shared Revenue remained constant from 2003 – 2008, and remains a relatively small portion of the state budget (approx. 1%). However, over the last year, overall State revenues have dropped by over 20%. Although sales tax revenue, which is the State's funding source for SSR, dropped by only 10%, the State adopted its FY 2009-10 Budget with effective 15% reductions in SSR for the City of Kalamazoo. We expect this recent approach to continue for the State's FY 2010-11 as indicated in Assumption #1 above.

### **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 was seen as a viable option – that is until the nearly unprecedented global financial crisis caused a nearly 50% drop in the value of Pension Trust Fund assets. Despite the nearly unprecedented rebound of over 60%, which brings the Pension Trust Fund most of the

way back to its former level, the extreme volatility that was experienced has rendered this option non-viable.

## 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	2009 Accomplishment	2010 Projection
Fund Balance	Range of 13-15% of budgeted operating revenues	18.3%	16.1%
Budget Stabilization Reserve	Range of 1-2% of budgeted operating revenue Target = \$600K	\$1.65M	\$1.65M
Capital Contingency Reserve	Range of 1-2% of budgeted operating revenue Target = \$600K	\$350K	\$350K
Annual Capital Improvement Program (CIP)	\$5M (Includes CIP, Major & Local Street Funds)	\$7.5M	\$6.5M
Debt Financing for Capital Improvements	Optimized	Debt Service \$4.72M	Debt Service \$5.14M
Bond Ratings	Maintained or Improved	Maintained	Maintained
Retiree Health Care Fund	Established	In Process	In Process

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%. The current plan is to apply ½ of the Budget Stabilization Fund in 2011 and the other ½ in 2012 to minimize the impacts of revenue losses on critical public services.

- *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 its future retirees.

## Fiscal Plan Projections

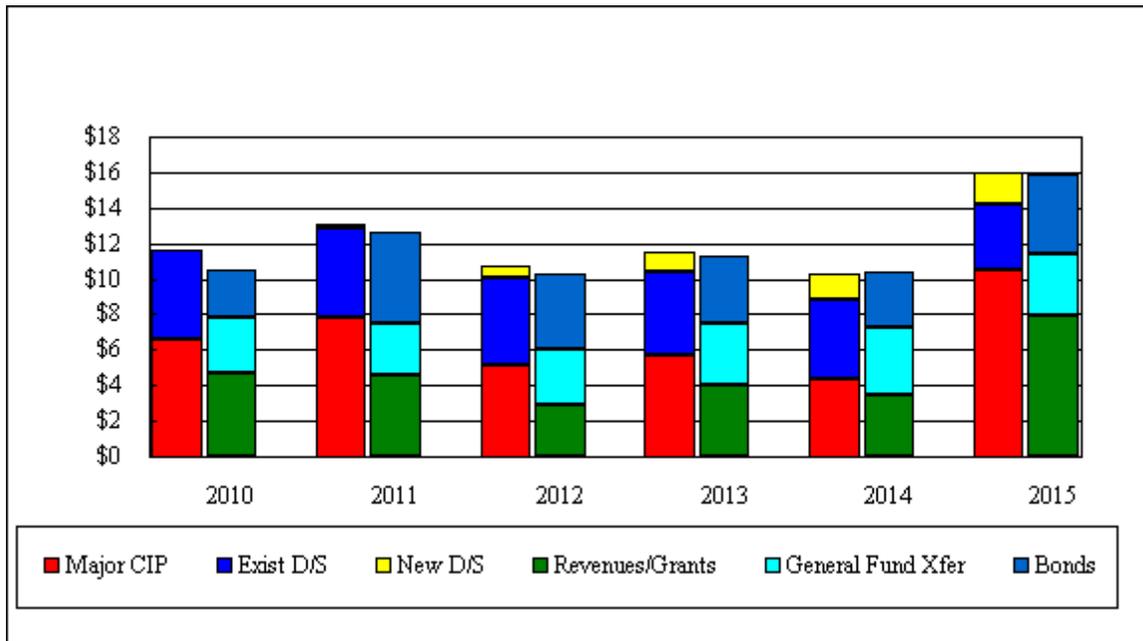
This section illustrates the application of the fiscal planning targets and criteria to the forecasted revenues and expenditures for the study period, to produce the baseline forecasted Plan. The key challenges in establishing the projections for the Plan include addressing the legacy issues (insufficient 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>FINANCING REQUIREMENTS</b>						
Major CIP	6.54	7.87	5.10	5.68	4.31	10.52
Existing Debt Service	5.14	5.04	4.93	4.77	4.51	3.68
Projected New Debt Service	0.00	0.17	0.66	1.07	1.44	1.74
	-----	-----	-----	-----	-----	-----
<b>TOTAL</b>	<b>11.68</b>	<b>13.07</b>	<b>10.69</b>	<b>11.52</b>	<b>10.25</b>	<b>15.95</b>
<b>FINANCING SOURCES</b>						
Revenues/Grants	4.74	4.60	2.92	3.99	3.46	7.90
General Fund Transfers	3.05	2.90	3.13	3.48	3.83	3.45
Bonds	2.77	5.09	4.23	3.84	3.09	4.56
	-----	-----	-----	-----	-----	-----
<b>TOTAL</b>	<b>12.96</b>	<b>13.87</b>	<b>11.07</b>	<b>11.68</b>	<b>10.54</b>	<b>16.19</b>
<i>Surplus/(Deficit)</i>	<b>1.28</b>	<b>0.79</b>	<b>0.38</b>	<b>0.17</b>	<b>0.28</b>	<b>0.25</b>

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

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

- *Revenues/Grants* consists of user fees, gas & weight taxes, other taxes, federal and state grants, private contributions, and other related items. These sources are not budgeted in the General Fund – rather they are elements contained in the specific capital funds (CIP, Major Streets, Local Streets)

- *General Fund Transfers* reflects the projected utilization of general fund monies to finance capital improvements. In effect, any capital requirements not met from other sources must be met from such transfers.
- *Bonds* represent proceeds from debt issued to finance capital improvements. For illustrative purposes only, The Plan indicates annual Bond sales.

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

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

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

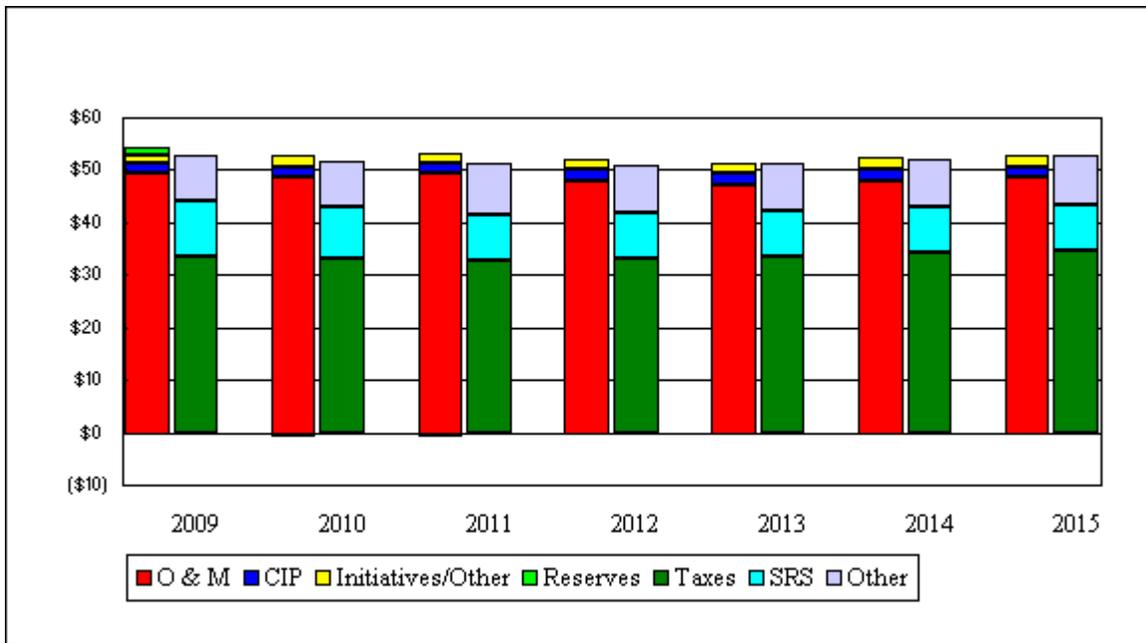
General Fund revenues and other financing sources are represented by the second bar for each year. For purposes of this illustration, financing sources are separated into the following categories:

- *Taxes & Equivalent* 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

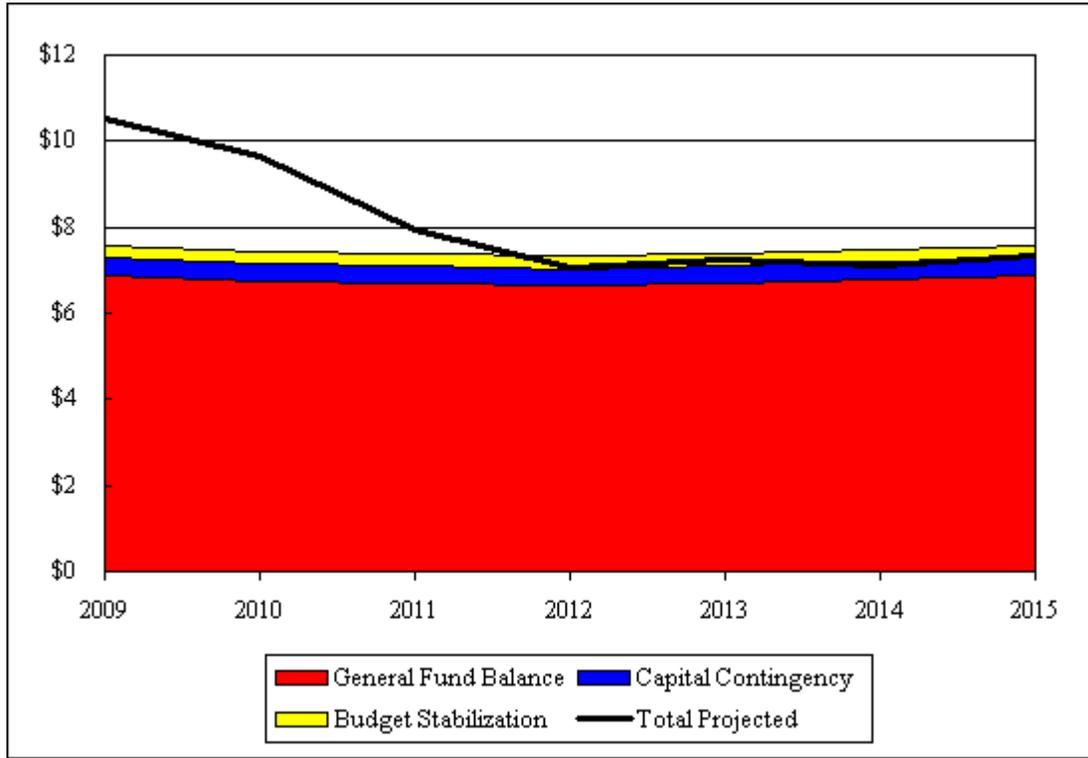
### Fiscal Plan Projections - \$ millions



	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>EXPENSES</b>							
Operation & Maintenance	49.23	48.68	49.37	48.08	47.15	47.95	48.75
Capital Improvements	1.95	1.75	1.90	1.90	2.18	2.10	1.90
Initiatives & Other	1.75	2.25	1.90	1.94	1.89	2.24	2.09
Reserves	1.30	(0.80)	(0.80)	0.00	0.00	0.00	0.00
	-----	-----	-----	-----	-----	-----	-----
<b>TOTAL</b>	<b>54.23</b>	<b>51.88</b>	<b>52.37</b>	<b>51.91</b>	<b>51.21</b>	<b>52.28</b>	<b>52.74</b>
<b>REVENUE</b>							
Taxes & Equivalents	33.48	33.30	32.70	33.20	33.69	34.20	34.71
State Revenue Sharing	10.59	9.61	8.65	8.65	8.65	8.65	8.65
Other	8.87	8.87	10.11	9.16	9.11	9.37	9.63
	-----	-----	-----	-----	-----	-----	-----
<b>TOTAL</b>	<b>52.94</b>	<b>51.79</b>	<b>51.47</b>	<b>51.00</b>	<b>51.45</b>	<b>52.22</b>	<b>52.99</b>
<i>Surplus/(Deficit)</i>	<b>(1.29)</b>	<b>(0.09)</b>	<b>(0.91)</b>	<b>(0.91)</b>	<b>0.24</b>	<b>(0.07)</b>	<b>0.26</b>

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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Recommended Levels</u></b>							
General Fund Balance	6.88	6.73	6.69	6.63	6.69	6.79	6.89
Capital Contingency	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Budget Stabilization	<u>0.30</u>						
Total Recommended	7.58	7.43	7.39	7.33	7.39	7.49	7.59
<b><u>Projected Levels</u></b>							
General Fund Balance	8.53	7.64	6.78	6.70	6.89	6.78	6.98
Capital Contingency	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Budget Stabilization	<u>1.65</u>	<u>1.65</u>	<u>0.80</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Projected	10.53	9.64	7.93	7.05	7.24	7.13	7.33

**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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Increase Economic Opportunities Through Collaborations

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

Create a Vital and Vibrant Downtown

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Encourage Diverse, Clean, Safe, Quality Neighborhoods

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Encourage a Culture of Acceptance and Tolerance

Continue to Work Toward the Reduction of Poverty Throughout Kalamazoo

Work with Community Partners to Address Homeless Issues

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Maintain an Open and Accessible Government

Provide Quality City Services and Programs

Embrace Ethical, Integrity-Based, Quality Customer Service Performance Practices

Provide Prompt, Professional Safety and Emergency Services

Design and Implement a Multi-Modal Transportation Strategy

### **Fiscal Stewardship**

Balance City Revenue and Expenditures

## **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



# City Thumbnail Sketch

UPDATED

## 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.

November 2008

## GENERAL FACTS ABOUT KALAMAZOO



<b>POPULATION</b>	
<b>County population:</b>	<b>245,333</b> <i>(as of September 2007)</i>
<b>City population:</b>	<b>72,637</b> <i>(as of September 2007)</i>
<b>Area college student population:</b>	<b>34,000+</b> <i>(Western Michigan University, Kalamazoo College, Kalamazoo Valley Com- munity College, Davenport University)</i>
<b>Total trade area population:</b>	<b>393,300</b>
<b>Total trade area median household income:</b>	<b>\$42,300</b>
<b>EMPLOYMENT</b>	
<b>County labor force:</b>	<b>132,159</b> <i>(as of September 2008)</i>
<b>County unemployment rate:</b>	<b>7.0%</b> <i>(as of September 2008)</i>
<b>City unemployment rate:</b>	<b>9.6%</b> <i>(as of September 2008)</i>
<b>Total downtown workers:</b>	<b>15,000</b>
<b>Largest employers:</b>	Bronson Healthcare Group, Pfizer, Kalamazoo Public Schools, Western Michigan University, Kalamazoo Gazette, City of Kalamazoo, Stryker Corporation, Radisson Hotel & Suites
<b>Cost of living index:</b>	<b>95.2 of 100</b>

# 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 Republican / 2,926 Democrat	1,653 663 Republican / 828 Democrat	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: <a href="http://www.kalamazoo.org/portal/government.php?page_id=432">www.kalamazoo.org/portal/government.php?page_id=432</a>					

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%
<b>Kalamazoo</b>	<b>51.31%</b>	<b>47.71%</b>	<b>0.98%</b>
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](http://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

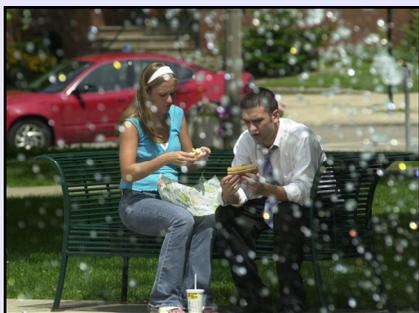
- **Kalamazoo Hospital Finance Authority (HFA)** - HFA was incorporated under state enabling legislation for the purpose of constructing, acquiring, reconstructing, remodeling, improving, adding to, enlarging, repairing, owning, and leasing hospital facilities for the use of any non-profit hospital within 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%
<b>Kalamazoo</b>	<b>245,333</b>	<b>+2.8%</b>
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](http://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
<b>Kalamazoo</b>	<b>72,637</b>	<b>-5.8%</b>	<b>2,926 people</b>
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](http://www.bestplaces.net)

**NOTE:** Population per square mile statistics as of 2007; Cities listed lowest to highest estimated populations

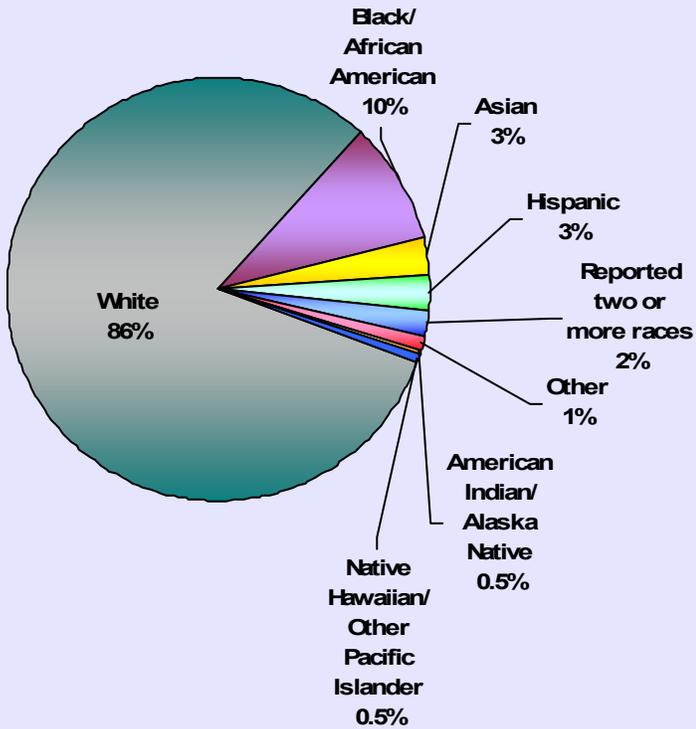
**SOURCE:** State of Michigan website: [www.michigan.gov/documents/hall/m\\_census\\_cvtr0007\\_241742\\_7.xls](http://www.michigan.gov/documents/hall/m_census_cvtr0007_241742_7.xls)

**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%
<b>Kalamazoo</b>	<b>69%</b>	<b>21%</b>	<b>3%</b>	<b>.57%</b>	<b>6%</b>	<b>4%</b>
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
<b>Kalamazoo County</b>	27,483	12%	39,365	16.9%
<b>Kalamazoo City Residents</b>	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
<b>Under 18</b>	13.3	18.3	12.2	18.9	26.7	40.9
<b>18-64</b>	9.6	12.6	12.7	17.1	25.6	32.9
<b>65+</b>	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

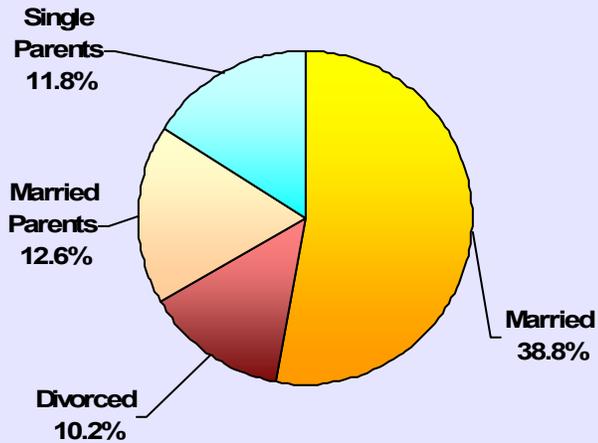
### POVERTY RATES IN KALAMAZOO COUNTY 2006

	Percentage
<b>65 years old or older</b>	12%
<b>Related children under 18 years of age</b>	19%
<b>All families</b>	9%
<b>Female heads of household</b>	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
<b>Kalamazoo</b>	<b>38%</b>	<b>10%</b>	<b>12%</b>	<b>11%</b>	<b>2.34</b>	<b>27.6</b>
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	*
<b>Kalamazoo</b>	<b>6</b>	<b>4.3</b>
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](http://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



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](http://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
<b>Michigan</b>	1,020.6	129,026.6	7.9	940	127,537	7.4
<b>Kalamazoo</b>	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](http://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 24<sup>th</sup> lowest in the country for the number of deaths, all causes)

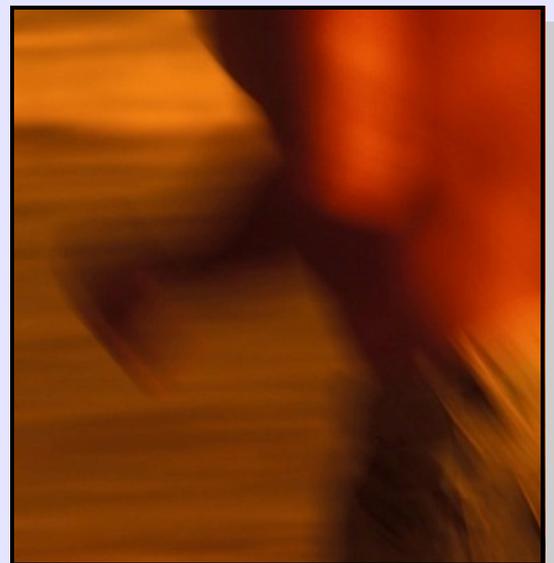
**MORTALITY TOTALS ALL CAUSES IN UNITED STATES  
HIGHEST 5 STATES AND LOWEST 5 STATES  
2005**

	Death Rate	Total Deaths
<b>United States</b>	825.9	2,448,017
<b>West Virginia</b>	1,143.7	20,780
<b>Pennsylvania</b>	1,042.1	129,532
<b>Alabama</b>	1,033.2	47,090
<b>Oklahoma</b>	1,019.8	36,180
<b>Arkansas</b>	1,009.5	28,055
<b>Michigan</b>	<b>858.3</b>	<b>86,867</b>
<b>Texas</b>	684.4	156,457
<b>California</b>	656.0	237,037
<b>Colorado</b>	635.1	29,627
<b>Utah</b>	543.9	13,432
<b>Alaska</b>	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](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
<b>Kalamazoo County</b>	<b>1,845</b>	<b>409</b>	<b>428</b>	<b>95</b>	<b>104</b>	<b>103</b>
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 - <http://www.mdch.state.mi.us/pha/osr/chi/profiles/frame.asp>; <http://www.mdch.state.mi.us/pha/osr/deaths/causaqeall.asp>; <http://198.246.96.2/nchs/about/major/dvs/popbridge/popbridge.htm> - 2006 Michigan Resident Death File, Vital Records & Health Data Development Section, Michigan Department of Community Health; Population Estimate (latest update 9/2007), National Center for Health Statistics, **U.S. Census Populations With Bridged Race Categories**; Statistics for the United States based on National Vital Statistics Report Volume 56, Number 10 "Deaths Final Data for 2005" published April 24, 2008 ([http://www.cdc.gov/nchs/data/nvsr/nvsr56/nvsr56\\_10.pdf](http://www.cdc.gov/nchs/data/nvsr/nvsr56/nvsr56_10.pdf))

NOTE: Rates are per 100,000. Leading causes of death are computed by the direct method, using as the standard population the age distribution of the total population of the United States for the year 2000. Children and discharge data are per 100,000, 2006 population in specified group; Counties ranked from lowest to highest total deaths

- In 2006, Michigan realized a slight decrease in the number of deaths related to heart disease (24,223) compared to 2004 numbers (24,804). However, there was a slight increase in the number cancer related deaths from 2004 (19,564) to 2006 (20,166)
- Over the last 5 years, Michigan has realized a decline in overall causes of deaths



## 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, <a href="http://www.miimi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE">www.miimi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE</a></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

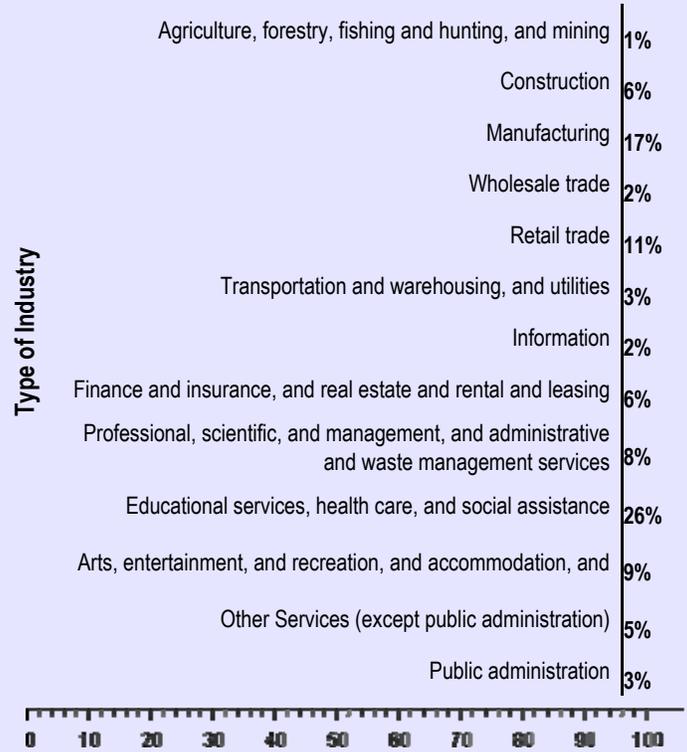
SELECTED CITIES UNEMPLOYMENT STATISTICS SEPTEMBER 2008				
	Total Workforce	Number of People Employed	Number of People Unemployed	Unemployment Rate
UNITED STATES	154,509,000	145,310,000	9,199,000	6.0
STATE OF MICHIGAN	4,918,000	4,512,000	406,000	8.3
Portage	25,867	24,481	1,386	5.4
Ann Arbor	62,709	58,383	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
<b>Kalamazoo</b>	<b>39,938</b>	<b>36,097</b>	<b>3,841</b>	<b>9.6</b>
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](http://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)



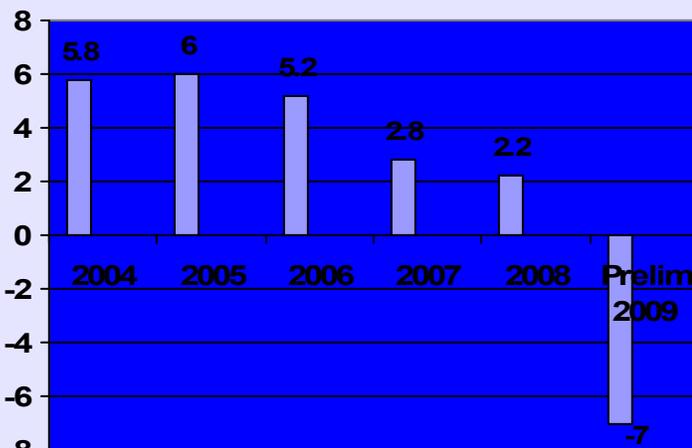
- The State of Michigan has initiated the **No Worker Left Behind** and **Green Jobs Initiatives** programs



## 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> <b>Calhoun County</b>	\$360,497,780	\$556,065,198	\$2,785,334,379	\$4,428,748,693
<i>Flint</i> <b>Genesee County</b>	\$2,441,415,634	\$507,740,852	\$10,154,661,030	\$14,156,934,349
<i>Kalamazoo</i> <b>Kalamazoo County</b>	\$1,719,347,867	\$505,724,481	\$6,159,696,308	\$9,411,054,325
<i>Grand Rapids, Wyoming</i> <b>Kent County</b>	\$4,421,321,198	\$1,964,202,450	\$15,791,563,476	\$24,338,570,446
<i>Warren</i> <b>Macomb County</b>	\$5,053,234,643	\$2,681,261,126	\$27,627,368,273	\$38,357,400,548
<i>Muskegon</i> <b>Muskegon County</b>	\$845,349,137	\$250,108,480	\$3,941,533,537	\$5,543,825,045
<i>Holland</i> <b>Ottawa County</b>	\$1,328,378,003	\$828,518,629	\$8,322,378,855	\$11,719,793,894
<i>Saginaw</i> <b>Saginaw County</b>	\$1,020,122,237	\$153,977,661	\$3,941,749,626	\$5,981,826,799
<i>Ann Arbor</i> <b>Washtenaw County</b>	\$3,454,743,680	\$955,904,700	\$13,180,821,892	\$19,330,951,897
<i>Detroit</i> <b>Wayne County</b>	\$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](http://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 21<sup>st</sup> 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

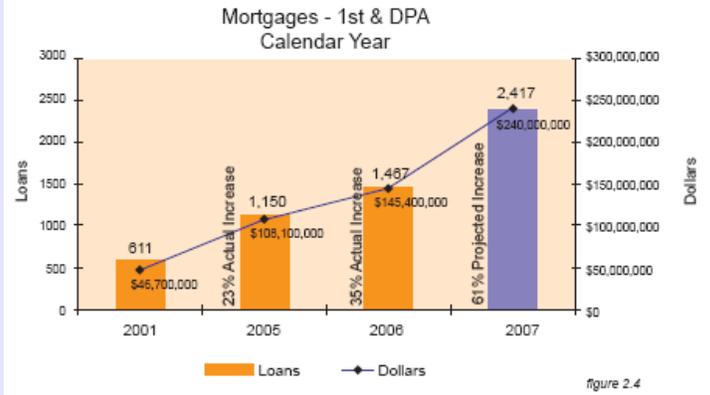
OCCUPIED HOUSING UNITS IN MICHIGAN AND SELECT COUNTIES 2006					
	Total Occupied Housing Units	Owner Occupied	Renter Occupied	% of Owner Occupied Units	% of Renter Occupied Units
State of Michigan	3.9 million	2.9 million	961,000	75%	25%
Calhoun County	54,000	41,000	13,000	76%	24%
Genesee County	177,000	128,000	49,000	72%	28%
Ingham County	121,000	68,000	41,000	63%	37%
<b>Kalamazoo County</b>	<b>97,000</b>	<b>65,000</b>	<b>32,000</b>	<b>67%</b>	<b>33%</b>
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%
<b>Kalamazoo County</b>	<b>\$1,252</b>	<b>\$384</b>	<b>\$621</b>	<b>29%</b>	<b>15%</b>	<b>54%</b>
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](http://www.fastfacts.census.gov)

2006-2007 AUTHORITY PRODUCTION		
PROGRAM	# OF UNITS/GRANTS	DOLLAR AMOUNT
<b>RENTAL</b>		
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
<b>HOME PURCHASE</b>		
Homeownership (Single Family)	1,618	\$161,966,717.00
<b>GRANT AWARDS</b>		
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
<b>HOME IMPROVEMENT</b>		
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](http://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:

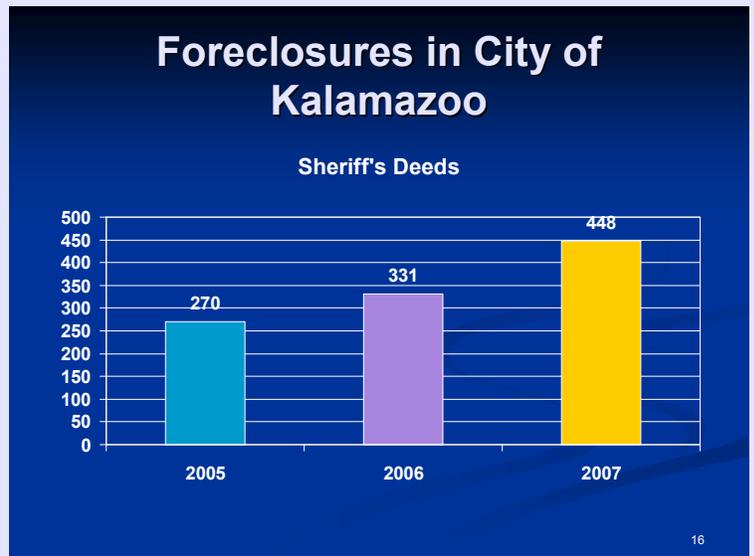
*Income inequality also can have a direct effect on availability and adequacy of housing, as noted above. The unbalanced distribution of economic growth can lead to much greater demand for housing among those at the top end of the income scale which can in turn lead to higher housing prices for all. 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



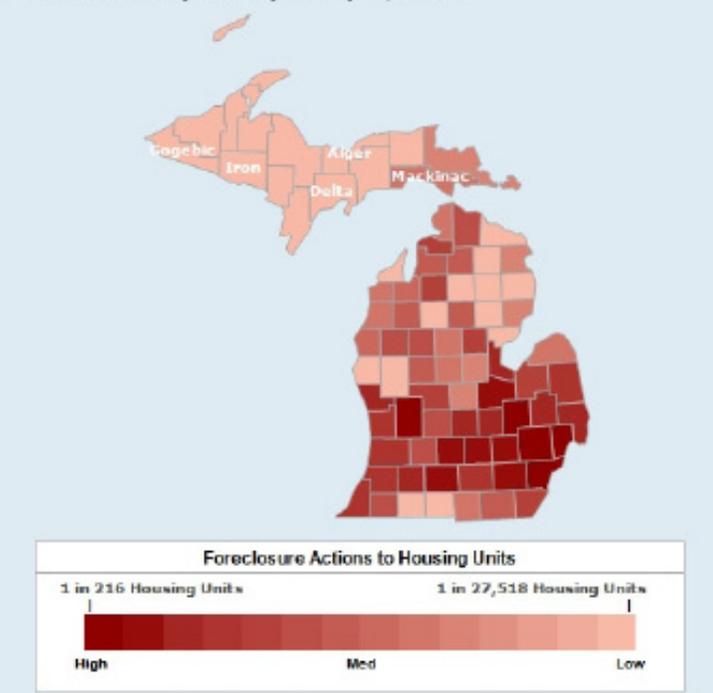
- Foreclosure filings in Michigan rose during 2006 from 35,635 in 2005 to 80,919 in 2006. These numbers continued to rise to 124,561 through November 30, 2007
- There are multiple stages of the foreclosure process, the filing number may double-count households that are going through foreclosure. However, 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](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](http://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

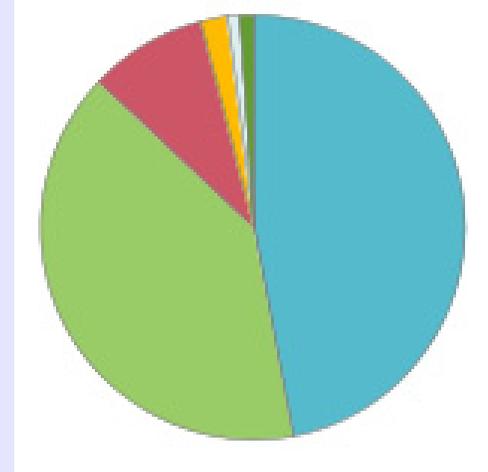
- A formal assessment will be documented to identify effective strategies that should be continued, to determine gaps in services, and ascertain emerging needs that require additional focused resources



## 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](http://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
<b>Kalamazoo</b>	<b>\$7,356 per student</b>	<b>16 students per teacher</b>
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 <sup>1</sup>	Race/Ethnicity <sup>2</sup>		
		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

<sup>1</sup>Includes other race/ethnicity categories not separately shown.

<sup>2</sup>Race 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](https://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  
12<sup>TH</sup> 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 3<sup>rd</sup> to the 7<sup>th</sup> grade, but showed a slight increase in writing scores 3<sup>rd</sup> to from 6<sup>th</sup> grade

**READING, WRITING AND MATH SCORES FOR  
KALAMAZOO PUBLIC SCHOOLS STUDENTS  
3<sup>RD</sup> TO 8<sup>TH</sup> GRADE  
SPRING 2008**

	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>
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](http://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 5<sup>th</sup> 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
<b>Western Michigan University</b>	<b>24,433</b>	<b>19,718</b>	<b>4,715</b>

SOURCE: College Board website - [www.collegeboard.com](http://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

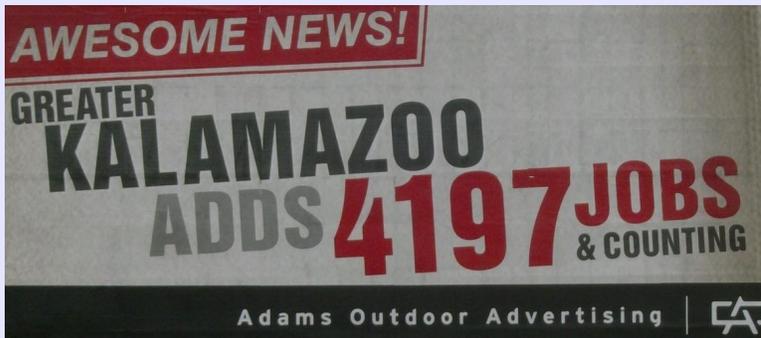


violation, own their home and be current on all taxes and fees



## 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%
<b>Kalamazoo</b>	<b>20 minutes</b>	<b>75%</b>	<b>11%</b>	<b>3%</b>	<b>3%</b>
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 4<sup>th</sup> 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 7<sup>th</sup> for their ability to clear/close cases related to index or non-index offenses. Wyoming ranked 1<sup>st</sup> with a total offense clearing rate of 37% and Flint ranked 10<sup>th</sup> 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](http://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

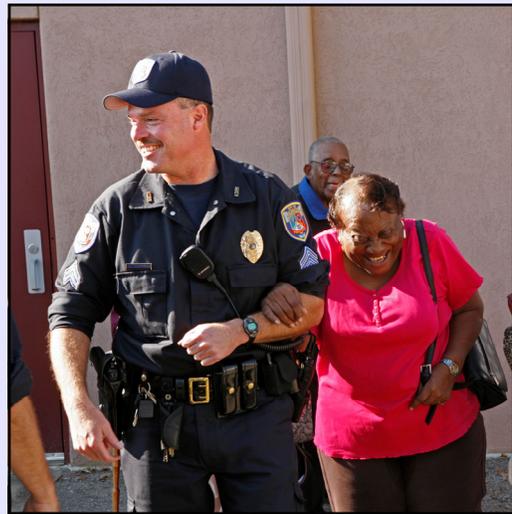
NOTES: Cities listed by lowest total offenses and ranked by highest percentage of total cleared crimes

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](http://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 5<sup>th</sup> largest law enforcement department among select Michigan cities staffing 236 Public Safety officers in 2006. Of which, 28 officers were female officers, the 5<sup>th</sup> 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](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
<b>Kalamazoo</b>	<b>\$28.44</b>	<b>6</b>
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
<b>Kalamazoo</b>	<b>37</b>	<b>60</b>	<b>20</b>
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/](http://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

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>COMMISSION APPOINTEES</b>			
<b>CITY ADMINISTRATION</b>			
F102	City Manager	1	
E92	Deputy City Manager	1	
C41	Assistant to City Manager	1	
C41	Administrative Support Manager	1	
B21	Executive Secretary	1	
A11	Clerk Typist / Receptionist	1	
		<hr/>	<b>6</b>
<b>CITY ATTORNEY</b>			
E83	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	
		<hr/>	<b>8</b>
<b>CITY CLERK</b>			
D61	City Clerk	1	
C41	Deputy City Clerk/Office Manager	1	
S34	Archives Specialist	1	
S30	Elections Specialist	1	
S24	Archives Records Clerk	1	
		<hr/>	<b>5</b>
<b>INTERNAL AUDITOR</b>			
C41	Internal Auditor	1	
		<hr/>	<b>1</b>
<b>HUMAN RESOURCES</b>			
E83	H. R./Labor Relations Director	1	
D61	Labor Relations Specialist	1	
C41-C51	Human Resources Advisor	3	
C42	Human Resources Benefits Specialist	1	
B21	Human Resources Assistant	1	
B21	Human Resources Secretary	1	
		<hr/>	<b>8</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>INFORMATION TECHNOLOGY</b>			
E83	IT Director	1	
various	Systems Analysts (various levels)	5	
C41	Help Desk Analyst	1	
S28	Accounts Coordinator/Secretary-Part Time	1	
		1	
			<b>8</b>
<b>MANAGEMENT SERVICES</b>			
<b>Budget and Accounting</b>			
E83	Management Services Director/Chief Financial Officer	1	
E81	Budget & Accounting Director/Comptroller	1	
D61	Financial Services Supervisor	2	
C41	Financial Analyst	2	
B21	Payroll Control Clerk	1	
S40	Senior Accountant	1	
S28	Accounts Coordinator	3	
S28	Payroll Monitor	1	
		12	
		<b>Subtotal:</b>	<b>12</b>
<b>Assessor</b>			
E81	City Assessor	1	
S40	GIS Property Map Specialist	1	
S38	Commercial Property Appraiser III	4	
		6	
		<b>Subtotal:</b>	<b>6</b>
<b>Treasury</b>			
D72	City Treasurer	1	
D61	Assistant City Treasurer/Assessor	1	
C41	Tax Collection Coordinator	1	
S28	Accounts Receivable Coordinator	1	
S24	Treasury Records Clerk	1	
S20	Clerk Cashier II	1	
		6	
		<b>Subtotal:</b>	<b>6</b>

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**ALLOCATED POSITIONS**  
**(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>MANAGEMENT SERVICES, continued</b>			
<b>Purchasing</b>			
E81	Purchasing/Risk Management Director	1	
B21	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	
<b>Subtotal:</b>		<b>6</b>	<b>30</b>
<b>PUBLIC SAFETY</b>			
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	
C43	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	
P72	CSO Dispatcher - Part Time	4	
P75	CSO Computer Analyst	1	
P71	CSO Evidence Quartermaster	3	
P77	CSO Service	1	
P71	CSO Investigative Aide	3	
S134	Public Safety Sergeant	35	
P33	Crime Lab Specialist II	1	
P32	Crime Lab Specialist I	1	
P26	Lab Technician I	4	
P117 & P217	Public Safety Officer	158	
P26	Detective	20	
P31	Polygraph Examiner	2	
B21	Administrative Support Coordinator	1	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>Public Safety Department (cont.)</b>			
A13	Administrative Office Specialist	1	
A13	KVET Admin Office Specialist	1	
S28	Training Division Accounts Coord/Secretary	1	
S24	CID Division Secretary	2	
S24	Service / Operations Division Secretary	1	
S24	Operations Division Secretary	1	
S18	Computer Information Processor/Offense Records Clerk	4	
S14	Records Clerk	2	
		<hr/>	<b>291</b>

**COMMUNITY PLANNING AND DEVELOPMENT**

**Code Administration**

D62	Code Administration Manager	1	
C43	Building Official	1	
C42	Housing Inspections Supervisor	1	
S36	Zoning /Electrical Inspector	1	
S38	Buildings Inspector Plan Review Technician	1	
S38	Mechanical/Plumbing Inspector	2	
S36	Housing Inspectors	8	
S36	Code Compliance Inspector	1	
S36	Electrical Inspector	1	
S30	Code Permit Technician	1	
S26	Rental Registration Certification Clerk	1	
S24	Community Development Records Coordinator	1	
S20	Code Administration Clerk/Cashier	3	
		<hr/>	<b>Subtotal: 23</b>

**Neighborhood & Economic Development**

D61	Community Development Manager	1	
C42	CD Compliance Specialist	1	
S40	Buildings Inspection, Plan Review and Rehab Specialist	1	
S40	Dangerous Bldgs Board/Blight Abatement Coordinator	1	
S38	Senior Program Specialist	1	
S36	Anti-Blight Inspector	1	
S26	Anti-Blight/Dangerous Bldgs Board Clerk	1	
S24	Community Planning & Development Secretary	1	
		<hr/>	<b>Subtotal: 8</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>COMMUNITY PLANNING AND DEVELOPMENT, continued</b>			
<b>Planning</b>			
E81	Deputy Director/City Planner	1	
C42	Assistant City Planner	1	
C41	Neighborhood Planner	1	
C42	Historic Preservation Coordinator	1	
S24	Community Planning & Development Secretary	1	
		<b>Subtotal:</b>	<b>5</b>
<b>Neighborhood &amp; Economic Development (HUD)</b>			
E83	Community Planning & Development Director	1	
E83	Director Economic Development Corporation	1	
C51	Redevelopment Project Manager	1	
C41	CD Project Coordinator	1	
C41	Grants Finance Officer	1	
C41	Redevelopment Coordinator	1	
C41	Business Growth Specialist	1	
C41	Special Projects Coordinator	1	
A13	Administrative Office Specialist	1	
		<b>Subtotal:</b>	<b>9            45</b>
<b>PARKS AND RECREATION</b>			
<b>Parks</b>			
C43	Parks Manager	1	
B31	Parks Supervisor	1	
H30	Ornamental Gardener	1	
H30	Equipment Operator II	1	
H26	Equipment Operator I	1	
H26	Labor Foreperson I	3	
H24	Laborer II	1	
H24	Laborer II - 8 Month	2	
		<b>Subtotal:</b>	<b>11</b>

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>PARKS AND RECREATION, continued</b>			
<b>Recreation</b>			
E83	Parks & Recreation Managing Director	1	
C43	Financial Services Supervisor	1	
S28	Accounts Coordinator - Part Time	1	
S18	Secretary Typist/Clerk Cashier I	1	
D61	Recreation Division Manager	1	
S28	Youth Programs Coordinator	1	
S28	Aquatics/Special Population Coordinator	1	
S20	Youth Program Assistant	1	
S20	Youth Program Assistant - Part Time	1	
S20	Youth Development Liaison	1	
H30	Lead Maintenance Operator	1	
	<b>Subtotal:</b>	<b>11</b>	
<b>Kalamazoo Farmers Market</b>			
H26	Market Servicer - 8 month	1	
	<b>Subtotal:</b>	<b>1</b>	<b>23</b>
<b>PUBLIC SERVICES</b>			
<b>Water</b>			
E83	Public Services Managing Director	1	
E81	Deputy Public Services Director	1	
D72	Public Services Field Manager	1	
B21	Administrative Support Coordinator	1	
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	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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Allocation	Department Total
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**PUBLIC SERVICES, continued**

**Water, continued**

S40	Senior Accountant	1
S38	Accountant	1
S28	Accounts Coordinator	2
S28	Accounts Connection Coordinator	1
S26	Stores/Procurement Clerk	1
S24	Public Services Coordinator	3
S20	Clerk Cashier II	2
S16	Secretary Typist	1
S14	Clerk Typist	1
H38	Lead Equipment Operator III	1
H38	Lead Maintenance Mechanic - Water	6
H38	Water Well Driller II	2
H34	Maintenance Mechanic - Water	1

**Water Operations**

Water Operator III

H42 Water Operator Maintainer III

Water Operator II

Water Operator I

I24 through H3 Distribution Servicers

H42	Water Operator/Maintainer III	1
H38	Water Operator III	4
H34	Water Operator II	2
H28	Water Operator I	1

**Distribution Service**

H32	Lead Distribution Servicer	5
H30	Distribution Servicer II	8
H28	Distribution Servicer I	2
H30	Equipment Operator II	9
H30	Field Maintenance Servicer	3
H28	Meter Servicer II	2

**Subtotal: 76**

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>Engineering Division</b>			
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	
		<b>Subtotal:</b>	<b>15</b>
<b>Wastewater</b>			
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	
varies	Senior Systems Analyst	2	
C41	Operations Supervisor - Biosolids EMS	1	
C41	Operations Supervisor - Wastewater	5	
C41	Public Services Supervisor - WW Maintenance	1	
C41	Biologist	1	
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	

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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Allocation	Department Total
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**PUBLIC SERVICES, continued**

**Wastewater, continued**

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
H36	Sewer Surveyor	1
H34	Vactor Jet Operator	3

**I28 through H3 Wastewater Maintenance Mechanics**

varies	WW Operator/Maintainer MT	6
H38	Lead Maintenance Mechanic	6

**I24 through H3 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	1

**Subtotal:** 87

**City-Wide Maintenance Division**

B31	Public Services Supervisor - Bldgs & Grounds	1
S36	Buildings Technician	1
H38	Lead Maintenance Mechanic	2
H24	Custodian II	6

**Subtotal:** 10

**CITY OF KALAMAZOO  
2010 ADOPTED BUDGET  
ALLOCATED POSITIONS  
(PERMANENT FULL-TIME AND PART-TIME)**

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	Allocation	Department Total
<b>PUBLIC SERVICES, continued</b>		
<b>Fleet Services</b>		
D61 City Fleet Director	1	
C41 Senior Supervisor - Equipment Maintenance	1	
S26 Stores/Procurement Clerk	1	
I26 through H4 Vehicle Mechanics	9	
	<b>Subtotal:</b>	<b>12</b>
<b>Public Works</b>		
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	
H30 Equipment Operator II	5	
H26 Equipment Operator I	1	
H28 Mason	4	
H26 Labor Foreperson I	3	
H24 Laborer II	7	
	<b>Subtotal:</b>	<b>36</b>
		<b>236</b>

**CITY OF KALAMAZOO**  
**2010 ADOPTED BUDGET**  
**ALLOCATED POSITIONS**  
**(PERMANENT FULL-TIME AND PART-TIME)**

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		Allocation	Department Total
<b>TRANSPORTATION</b>			
E81	Transportation Director	1	
D71	Assistant Transportation Director	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	3	
S14	Clerk Typist	1	
H38	Lead Maintenance Mechanic	1	
T7	Inventory Control Clerk	1	
T6	C Mechanic	3	
T4	B Mechanic	3	
T5	A Mechanic	4	
T8	Master Mechanic	3	
T4	Body Repair	1	
T3	Bus Driver	56	
T3	Bus Driver -Part Time	19	
T2	Utility Worker	2	
T1	Service Lane Attendant	3	
<b>Total</b>		<b>782</b>	<b>121</b>



# GLOSSARY

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## ACRONYMS

ADA	Americans with Disabilities Act
AFSCME	American Federation of State County & Municipal Employees
ATU	American Transit Union
ARRA	American Reinvestment and Recovery Act
BRA	Brownfield Redevelopment Authority
BRI	Brownfield Redevelopment Initiative
BTR	Business Technology and Research Park
CAFR	Comprehensive Annual Financial Report
CAC	Community Access Center
CC	City Commission
CCR	Consumers Confidence Report
CDAAC	Community Development Advisory Act Committee
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
CRB	Community Relations Board
DCBP	Davis Creek Business Park
DDA	Downtown Development Authority
DKI	Downtown Kalamazoo Incorporated
DTI	Downtown Tomorrow, Incorporated
EDC	Economic Development Corporation
EIF	Economic Initiatives Fund
ESG	Emergency Shelter Grant
FIA	Family Independence Agency
FTE	Full Time Equivalent
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

## GLOSSARY

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### ACRONYMS, (continued)

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
KMGA	Kalamazoo Municipal Golf Association
KPSOA	Kalamazoo Public Safety Officers Association
KPS	Kalamazoo Public Schools
KPSA	Kalamazoo Police Supervisors Association
KTC	Kalamazoo Transportation Center
KRESA	Kalamazoo Regional Educational Service Agency
KVCC	Kalamazoo Valley Community College
KVET	Kalamazoo Valley Enforcement Team
KWRP	Kalamazoo Water Reclamation Plant
LDFA	Local Development Financing Authority
MEDC	Michigan Economic Development Corporation
MGD	Million Gallons per Day
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
SEV	State Equalized Value
SMIC	Southwest Michigan Innovation Center
TANs	Tax Anticipation Notes
TIF	Tax Increment Financing
TRU	Tactical Response Unit
WMU	Western Michigan University

# GLOSSARY

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**ACCRUAL BASIS** – An accounting method 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

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

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

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

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

## **FUND TYPES:**

### **Governmental Funds**

**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.

**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.

# GLOSSARY

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

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

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

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

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

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

**REVENUE/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 effort organized to protect assets against loss most economically.

**STATE** – Refers to the State of Michigan

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

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

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

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

