

2011

CITY OF KALAMAZOO

ADOPTED BUDGET

Kalamazoo, Michigan



BUILDING A SUSTAINABLE COMMUNITY

CITY OF KALAMAZOO MICHIGAN

**Fiscal Year 2011
Adopted Budget**

Cover Design: Maria McClenney

CITY OF KALAMAZOO

48TH CITY COMMISSION

MAYOR



Bobby J. Hopewell

VICE MAYOR



Hannah J. McKinney

COMMISSIONERS



*Don
Cooney*

*David
Anderson*

*Barbara
Hamilton
Miller*

*Stephanie
Bell*

*Bob
Cinabro*

Appointees

CITY MANAGER
Kenneth P. Collard

CITY ATTORNEY
Clyde Robinson

CITY CLERK
Scott Borling

CITY ASSESSOR
Constance Darling

INTERNAL AUDITOR
Ann Videtich

Administration

**DEPUTY CITY
MANAGER**
Jerri Barnett-Moore

**COMMUNITY PLANNING &
DEVELOPMENT DIRECTOR**
Jeff Chamberlain

**INFORMATION TECHNOLOGY
DIRECTOR**
Ed Freed

**PUBLIC SAFETY
CHIEF**
Jeff Hadley

**PARKS & RECREATION
DIRECTOR**
Frances Jewell

**ECONOMIC DEVELOPMENT
DIRECTOR**
Jerome Kisscorni

**PUBLIC SERVICES
DIRECTOR**
Bruce E. Merchant

**HUMAN RESOURCES/LABOR
RELATIONS DIRECTOR**
Jerome Post

**TRANSPORTATION
DIRECTOR**
William Schomisch

**MANAGEMENT SERVICES
DIRECTOR**
Thomas C. Skrobola

CITY OF KALAMAZOO

2011 Organizational Chart



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THE CITY OF



Kalamazoo



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FY 2011-12 PROPOSED BUDGET TRANSMITTAL LETTER

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

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

Subject: Proposed Fiscal Year 2011-12 Budget

Date: December 1, 2010

“The problems of victory are more agreeable than those of defeat, but they are no less difficult.”

Sir Winston Churchill

I am pleased to present the Proposed Fiscal Year 2011-12 Budget for your consideration. This budget represents the continuing strategy of maintaining vital city services, while planning to achieve structural balance between necessary services and sustainable resources within the Five-Year Fiscal Plan.

Consistent with City budgets since 2006, this budget contains a reasonable and responsible allocation of resources necessary to address the initiatives identified by our citizens in the City’s “Blueprint for Action: A Sustainable Community – Defining Kalamazoo’s Future”, the City Commission has utilized as its strategic agenda.

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 continuously updated and improved to advance the goals and objectives described in the Blueprint for Action.

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.

An examination of the Five-Year Fiscal Plan contained in this Proposed FY 2011 – 12 Budget demonstrates a projected need for permanent reductions. While this represents an improvement over the last iteration of the Five-Year Fiscal Plan, which projected that these reductions would have to be implemented by FY 2012, nevertheless there is plenty of hard work to prepare the City to overcome the current and projected fiscal challenges and toward sustainability.

Prepare for the Best: With a future 10% reduction envisioned, the quote above from Sir Winston Churchill may seem out-of-place. Why even contemplate the problems of victory when the imperative of enduring additional fiscal hardships still looms ahead? The answer involves turning the time worn dictum “prepare for the worst, hope for the best” on its head and functionally – “prepare for the best.”

Many troubles beyond our control have buffeted our community and battered our resources. However, the leadership of the City has never succumbed to the notion that we are doomed to a certain response to difficulties. The destiny of this community is not the property of chance. The only thing we are fated to is the present journey through the storm, and to manage as best we can by making timely and deliberate decisions without overreacting.

When the “stormy present” eventually passes into history, the community’s needs and aspirations will probably be very similar to those of the last economic expansion. This will include clean and safe neighborhoods, economic growth, sound infrastructure and utilities, and a sense of community through recreational and cultural enrichment opportunities.

To emerge from the current recession prepared to meet future demands of our community will take more than producing balanced budgets through reductions in staff and/or programs. It goes without saying that an organization cannot reduce its way to success. To meet the challenge we must plan and implement our fiscal rebalancing in a way that is strategically aligned with a vision for how the City will deliver high-quality services in the context of the next economic and fiscal expansion.

Governmental Fiscal “Lag” vs. Economy: Mindful of the problems of the moment, even the most appropriate and representative strategic perspective has major limitations for government budgeting during a recession, particularly one as severe as this. The delayed recessionary effect on government tax revenues cause a psychological disconnect for citizens and some employees as they attempt to reconcile budgetary outcomes with their observations of real-time economic circumstances.

At the onset of the recession, fiscal distress for the City lagged job losses and cutbacks in the private sector by 12-18 months. Any veteran of municipal management will attest that this is a fairly typical experience for local government during a recession.

But what of the eventual economic recovery? The leading edge of economic recovery is already causing increased consumer confidence, modest job growth and renewed prospects in the private sector, albeit not at the pace expected of sustained economic expansions. Even if a full-fledged recovery is already underway, historical experience would suggest that tax revenue will not begin to rebound until at least 12-18 months after the effects of economic recovery have taken hold in the private sector.

Community Survey 2010: in the Adopted FY 2010 – 11 Budget Transmittal Letter, we promised to preserve critical public services at a time of elevated need, in order to maintain a “clean and safe” community. Despite the potential for a disconnect between the public’s economic experiences and the City’s budgetary reality, our citizens have continued to demonstrate their support and appreciation for the efforts of City staff. This is demonstrated most dramatically in the 2010 Community Survey, conducted in the Fall, the results of which overwhelmingly support the claim that we have kept our promise.

Citizens gave City staff a 80% positive response for “prompt service” (up from the 2008 survey) and almost 75% of respondents felt that Public Safety would “protect our families” and over 65% gave Public Safety high marks for “responsiveness”. Most remarkably, while between 1/4th and 1/3rd of residents across all of the neighborhoods felt that crime and safety issues were among the top issues in 2008, these rates were cut in half in most cases in 2010. This represents a great deal of satisfaction on the part of respondents with the role of Public Safety, particularly as it regards the Community Policing program.

Each of us should pause and celebrate our successes during these difficult times. At the same time, we should “plan for the best”, which involves at minimum taking advantage of every opportunity to realize new efficiencies in service delivery and support, even if overall resources are being depleted. The cyclical demand for creative destruction in the private sector is based on the need for competitive survival; in municipal government it springs from our essence as community servants.

For example, the public is demanding a higher level of technology to facilitate customer services, especially for automated bill payment and permit processing. City staff is already undertaking intense efforts to improve customer-friendly technology for licenses and permits, bill presentment, and payment.

Fiscal Monitoring and Planning: in a severe recessionary environment such as this, our best assumptions may not be able to accurately predict the financial outcome of the economic crisis. The Quarterly Budget Review addresses this problem by identifying the environment for and the pattern of decision-making by Lansing regarding State funding levels, as well as leading economic indicators that we can tie to upcoming changes in consumer, energy and property sales activity before they evince themselves in the form of significant changes to our revenue:

The Proposed FY 2011 – 12 Budget represents the third two-year rolling budget that the City has prepared. This includes the 2011 Proposed Budget and projected amounts for the 2012 Fiscal Year, based on targeted assumptions used in the Five-Year Fiscal Plan.

Although the City Commission continues to approve a one-year budget consistent with State law, the framework of a two-year budget presentation allows for a somewhat longer budgeting perspective and a shorter and thus more immediately relevant fiscal perspective, as both objectives align well with a careful and well-informed response to fiscal uncertainty. We have been able through this process to effectively manage each current fiscal period (in the case of the FY 2011 – 12 Proposed Budget, FY 2011), render the second fiscal period manageable (in this case, FY 2012), and to develop the parameters for effective decision-making for the third fiscal period (in this case, FY 2013).

- 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.

This is the third year that we have explicitly pledged to “hold nothing back” from our citizens. Since the latter part of FY 2008 and inclusive of the current FY 2011 – 12 Budget process, the administration has been able to identify almost \$10 million of reserve funds available for deficit reduction, including almost \$2 million of Budget Stabilization and Capital Contingency dollars that were intentionally reserved in previous budgets and nearly \$2 million of capital reserves that are currently being used to finance capital project needs, relieving the General Fund of the need to completely fund the CIP by issuing debt.

The majority of the aforementioned projected reserves have been realized from significant progress in cost-containment achieved since 2005 in health care and workers compensation benefits, in the form of collective bargaining efforts with our employee unions. Of this, \$4 million of rebates from the City’s own Insurance Fund has been programmed beginning in FY 2008 through FY 2011. An additional \$2.5 million of savings from FY 2009, 2010 and 2011 is being budgeted for rebate in FY 2011, as well as a structural improvement of \$1 million compared to the FY 2010 – 11 Five-Year Fiscal Plan. This amounts to a 2 – 3 % savings against a projection of a 7 – 9% annual growth in the cost of health care services.

The City has experienced a decline in Property Tax revenue of over \$3 million between 2009 and 2011, primarily due to a nearly 15% decline in commercial and residential property values. We have also experienced a cumulative loss of \$2.5 million in State Revenue Sharing from 2009 and 2011.

The decision-making process undertaken by the City Commission during FY 2009 reduced recurring expenditures in the General Fund by over \$2.7 million, and created an FY 2010 Budget balanced with the prudent and deliberate use of reserves.

The same 360 degree perspective that led to timely Budget reductions in FY 2009 also led to the decision in the FY 2010 – 11 Budget to make FY 2011 a “Status Quo” Budget, free of layoffs or programmatic eliminations. This plan remains intact with the FY 2011 – 12 Proposed Budget.

Furthermore, as mentioned above, the Third Quarter 2010 Report indicates that major budget reductions to rebalance expenditures and revenues in the General Fund are not projected until FY 2013, a year later than projected in the FY 2010 – 11 Adopted Budget’s Five-Year Fiscal Plan, where 5% reductions were projected for FY 2012.

The ability to forestall permanent Budget reductions until FY 2013, if realized, would provide the opportunity to reduce the need for employee layoffs to achieve structural balance.

The City’s Employee Pension Trust Fund experienced a nearly 50 percent drop in its asset valuation from approximately \$550 million in October of 2007 to approximately \$275 million in March of 2009, and the nearly 75 percent rebound to the current level of \$487 million as of

September 30th, 2010. The Third Quarter Report for 2010 included a projection that required City contributions no earlier than 2019. Because projected contributions are several years beyond the current 5-Year Fiscal Plan horizon, the Proposed FY 2011 -12 Budget does not contain any City contribution to the Pension Trust Fund.

Strategic Plan Documents: 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 has been and will be enhanced by the processes we utilize to monitor and adapt to the reality of changing market conditions.

Several important documents follow this *Letter of Transmittal* in the *FY 2011-12 Proposed Budget*:

- **Organizational Scorecard 2010:** this is the aggregation of all of the individual scorecard reports which were submitted by our departments and reviewed by the Strategic Focus Area Coordinators. This is in the same ordering at the *Tactical Plan Update*.
- **“Blueprint for Action: A Sustainable Community – Defining Kalamazoo’s Future“ 2010:** this is the Strategic Plan approved by the City Commission, and created through the collaboration of staff and citizen advisory groups, as well as citizens and other stakeholders.

The FY 2011 - 12 Proposed 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 2010* represents a concise and informative document that is the direct result of the *Tactical Plan*.

Infrastructure Investment: In 2011 the City will continue to invest in the physical resource that make high-quality 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:** Spring Valley Park will receive a new storm water system as well as further improvements to the Spring Valley Park Dam. Kik Pool will also see it’s locker rooms refurbished.
- **General Facilities:** City Hall improvements will focus on new energy-efficient HVAC, and facility capital maintenance will preserve existing assets.
- **Public Safety Equipment:** Computer-Aided Dispatch (CAD) upgrades will be combined with a replacement of physical dispatch consoles, through a partnership with the Kalamazoo County and Kalamazoo Township, which have co-located dispatch operations.
- **Gateways:** the I-94 Gateway project is scheduled to proceed with a 3:1 ratio of leveraged funding.

- Roads: In addition to various smaller, but significant motor vehicle infrastructure improvements, a number of major street locations will benefit from proposed improvements in 2011. The total infrastructure investment will total nearly \$3 Million in Bond financed construction with an additional \$1.1 million in financing from other sources.
 - “Scattered Site Mill and Resurface - Various Major Streets”
 - Douglas (Kalamazoo to Ravine)
 - Balch Street (Park to Burdick)
 - "Traffic Signal Upgrade - Various"
 - Glendale Boulevard (Mount Olivet Road to Courtlandt)
 - Angling (South City Limits to 500' West of Oakland)
 - Gibson (Pitcher Street to King Highway)
 - Palmer (Portage Street to James Street)
 - Lake Street (Portage Street to Walter Street)
 - Oakland/Parkview Intersection Improvements
 - MDOT – Park Street Bridge @ Axtell Creek
- Wastewater Facilities and Equipment: Improvements to lift stations, Secondary Process improvement design and implementation, new and replacement sewer construction at Arcadia, coarse screen replacement, facility improvements and continued hardware and software replacements and upgrades throughout the system.
- Water Facilities and Equipment: Water Mains, Service Connections, Improvements to Pumping Station #8 and other annual capital improvements and repairs.
- Multimodal Transportation: Parkview Avenue sidewalk completion will continue the city’s efforts to improve the community infrastructure to support and improve non motorized pathways. Additionally, the Transportation Department will be completing a 2,500 square foot facility expansion. A series of service and routing improvements – the result of a 2010 Comprehensive Operational Analysis (COA) – will be put in place in early 2011. Also, five new hybrid electric replacement buses will be delivered in the fall of 2011. Finally, while Metro Transit saw a decline in usage in 2010 due to both the struggling economy and a 2010 fare increase, monthly ridership figures have started to level off, and operating revenues continue to increase.

Community Investment: in 2011 the City will also continue historic collaboration with federal, state and county government partners to bring timely relief to those segments of our community that are most vulnerable to the impacts of the recession:

- Homeless Prevention Rapid Re-Housing (HPRP): one year into the program, Housing Resources, Inc. has assisted 169 households as part of the Homeless Prevention Rapid Re-Housing Program (HPRP). Of the total households served, 42 homeless individuals / families have received housing assistance and 127 households have avoided eviction. \$285,532 of the \$758,089, or 38%, has been spent to date.
- Community Block Grant Recovery (CDBG-R): the City executed an agreement with the Northside Association for Community Development to allocate \$250,000 (\$100,000 zero-interest repayable loan and \$150,000 grant) towards the opening and on-going

support of the Park Street Market. The funding will result in: five employment opportunities to low- to moderate-income persons, quality maintenance of the property, marketing and promotional campaign efforts, and a program to provide retail food business job training for employees and potential employees.

The City is utilizing CDBG-R funds to support Kalamazoo Neighborhood Housing Services' Foreclosure Prevention Counseling. To date, four households have avoided foreclosure through counseling and financial assistance. CDBG-R funds will be used to improve sidewalk and curb on Hays Park between James and Fulford. The project award will be considered by the City Commission in early November and is expected to be completed in Spring 2011.

- Neighborhood Stabilization Program: Kalamazoo's \$1.7 million Neighborhood Stabilization Program 1 includes purchasing, rehabilitating, and providing homeownership assistance to seven income-eligible households. In addition, the City has demolished close to 50 blighted structures, helped to fund the acquisition of Marketplace, and acquired tax-foreclosed properties to transfer to the Land Bank for future development or residential side lots.

The City of Kalamazoo, in partnership with the Kalamazoo County Land Bank Authority, is also a grant recipient of \$15 million in Neighborhood Stabilization Program 2 (NSP2) funds. Kalamazoo's NSP2 program goals include: rehabilitating approximately 95 housing units, building 25 new homes, providing homeownership assistance to 85 income eligible households, and demolishing 65 blighted structures including the Blakeslee Hospital.

I would like to thank the Budget team of Jerri Barnett-Moore, Thomas C. Skrobola, Patsy Moore, Jennifer Clark, Melissa Fuller, Phil Miller, Michelle Wilson, Tom McGaw, Karen Jenkins and Lora Ross for their dedication to this process.

In addition, I would like to thank the 48th Commission for providing the leadership, direction and support which steer the adoption of the budget and for its support of the revised planning philosophies and strategies which 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 2011-12 Budget is presented for your consideration.

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

THE CITY OF



Kalamazoo

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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		2010 Tactical Plan		Rebranding of the riverfront completed. Now called River's Edge. People's Food Co-op locating in River's Edge. Infrastructure design ongoing.	
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	Aillis	2010 Tactical Plan		Rebranding of the riverfront completed. Now called River's Edge. People's Food Co-op locating in River's Edge. Infrastructure design ongoing.	
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 Kisscorni	2010 Tactical Plan	09/30/10	Staff has made over 50 retention calls. Offered assistance and guidance to firms expanding or maintaining to remain competitive. Staff continues to make retention calls, with a focus on manufacturing and commercial.	
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 administering the BRI program	Hatton Kemmer	2010 Tactical Plan	08/31/10	Packaged Brownfield incentives for the InterAct project at 610 South Burdick and People's Food Co-op at 507 Harrison. Staff is working with local developers to educate them on Brownfield incentives.	
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 326 tax abatement requests. Track volume of certificates approved, private investment generated, jobs created and retained.	Cook Kisscorni	2010 Tactical Plan	09/30/10	Processed tax abatements for Fabri-Kal, Parker Hannifin, Mossberg Diagnostics and renewal for Kalexsyn. Staff has met with all companies that have tax abatements.	
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.	Kisscorni Cook	2010 Tactical Plan		Moved to 2011.	New target date - 12/31/11
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 both current CDBG loan use guidance for city Small Business Revolving Loan Fund program and historical NDC recommendations for potential expansion of program guidelines	Cook	2010 Tactical Plan	08/30/10	Review completed with recommendation to increase SBRFL from 40,000 to 70,000, pending EDC review and City Commission approval.	
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	06/30/10	Completed review and determined that OPIF conflicts with Brownfield incentives.	
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	T438 Support business investments and activities in creative industries	Aillis Hatton Cook	2011 Departmental Goal			
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	T439 Support business investments involving brownfield projects by promoting sustainability, environmental stewardship, regional cooperation and cultural creative industries	Hatton Kemmer	2010 Departmental Goal		BRA has incentivized projects that receive LEED certification, by increasing TIF reimbursements to the developers. BRA staff is administering the Federal Energy Efficiency Grant for City Hall (\$726,200).	
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 leverage our Economic Initiatives Fund and Small Business Revolving Loan programs with private investments to create jobs and increase city tax base. Continuously investigate other funding programs (and funding sources) to enhance business sustainability (tax base) and possible job growth.	Cook	2010 Tactical Plan	08/31/10	Completed a Small Business Revolving Loan for Mossberg Diagnostics and an EIF loan to People's Food Co-op. Staff continues to market our loan programs and leverage with other funds.	Tough year for business.
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 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	2010 Tactical Plan		Staff has testified before State House and State Senate committees. Legislation has been written to allow BRAs to utilize their site revolving funds to purchase property. Passage of the bill is anticipated in the Lame Duck session 12/10.	
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 DEQ on the completion of the Performance Paper site remediation activities	Hatton Kemmer	2010 Tactical Plan		Staff completed work with the DNRE on two new grant funding applications to the EPA. Both applications were approved, totaling \$3.3 million, for the completion of the Performance Paper site. The BRA has committed \$530,000 to the project.	When completed, the BRA will have 7.5 acres of developable property.
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		BRA has contracted with Callander Commercial to Market Davis Creek Business Park. Worked with Callander on marketing materials for DCCBP. Met with our broker on a monthly basis.	Very few prospects for the park in the current economy. There is an abundance of cheap buildings and property on the market.

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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	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		Staff has been working with the Michigan Land Bank to acquire the Panelyte property. Due Care activities have been completed. Seeking assistance in making sure All Appropriate Inquiry is completed and to request a letter of comfort from the EPA for acquisition.	Time-consuming process working with the EPA, DNRE and attorneys.
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			Deferred to 2011.
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	06/30/10	Researched EDA grant funding and possible EDC bonding. EDA funding for a spec building isn't allowable. EDC funding needs a cash flow scenario to work. BRA purchased 419 Harrison from the Land Bank for redevelopment.	
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 Develop and implement the Gull/Harrison Street corridor improvement plan	Aills	2010 Tactical Plan		Williams & Works is under contract to design the Gull and Harrison improvements and streetscape.	
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	Aills	2010 Tactical Plan		The Site Prioritization document was used to control the old JA Richards property through the 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	T433 Work with the County Land Bank on acquisition of foreclosed properties that have potential redevelopment uses	Kisscorni	2010 Tactical Plan		CP&D staff are working closely with the Land Bank on acquisition of residential and commercial properties that have reuse opportunities. One industrial, two commercial and numerous residential properties have been acquired.	ED Director has been reappointed to Land Bank Board for a three-year term.
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 Conduct Site Prioritization #3 to determine next investments in brownfield sites	Aills	2010 Departmental Goal	09/16/10	The Brownfield Initiative Site Prioritization looked at possible sites, activities and investments for future Brownfield activity.	
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	T435 Develop and implement River's Edge brand	Aills	2010 Departmental Goal	06/30/10	Working with LKF Marketing. The riverfront has been branded "River's Edge."	
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	T436 Look for additional funding opportunities for all Economic Development projects	Aills Cock Hatton Kemmer	2010 Departmental Goal	10/31/10	An application was made for an EPA Assessment Grant for 2010. It was denied, along with the County's grant request. Staff has refined the application and applied for a \$200,000 EPA Assessment Grant for 2011.	
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	T437 Propose the creation of a state-wide Association of Brownfield Redevelopment Authorities	Hatton	2010 Departmental Goal		Staff has led an effort to organize an Association of Brownfield Redevelopment Authorities. A proposed structure, mission and process has been drafted. The primary function of the new organization will be advocacy-based, involved in legislation and education.	
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	T440 Support partnerships and activities that market River's Edge	Aills	2010 Departmental Goal		The BRA has contracted with Callander Commercial to market the redevelopment of River's Edge. These efforts led to the People's Food Co-op relocating on BRA-owned land in River's Edge. Staff continues to work with Callander Commercial on the development of River's Edge.	
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 Determine impact of new FEMA floodplain designation for the East Bank property. Depending on the impact, develop East Bank reuse strategy.	Kemmer	2010 Tactical Plan		Put FEMA on notice that the city was not in agreement on the expansion of the floodplain from the east side of the Kalamazoo River to beyond Riverview Drive. The BRA has contracted with Williams & Works to verify contours for use in proposing changes to FEMA.	

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 Accomplishments Comments (Detail or Variance)
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue to support existing business, regional economic partners and other economic simulators such as Southwest Michigan First 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	T300 Develop plans, specifications and competitively bid projects. Complete capital projects awarded under ARRA grant.	Transit Director	2010 Departmental Goal		The Intelligent Transportation System (ITS) project is an ongoing project, funded by ARRA, that will be spread out over 3 to 4 years. A consultant is under contract to prepare software and hardware specifications for a number of passenger information systems that will improve customer service. A number of other capital projects have already been completed and the final project, the replacement of up to 70 bus shelters is now underway. The new shelters are expected to be up by mid-November.	
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue to support existing business, regional economic partners and other economic simulators such as Southwest Michigan First 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 Goal		While operating revenues are up, through August fixed route ridership is down 248,211 trips, or -13.4%. It is generally felt that this decrease is due to the January fare increase, the State of Michigan's economy, and the falling price of gasoline at the pump. Metro County Connect demand/response trips, however, have actually increased slightly to 83,885 year to date, or 2.4%.	
Parks and Recreation	Recreation	SF1 Economic Vitality	G2 Continue to support existing business, regional economic partners and other economic simulators such as Southwest Michigan First 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 Cool Cities 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	12/31/10	<ul style="list-style-type: none"> Hosted over 12 sporting events between Kik Pool and VerStuis/Dickinson Park, which brought in people from Canada, all over Michigan, and Indiana Due to field modifications, VerStuis/Dickinson has become more versatile to hosting tournaments beyond slow pitch softball (Ultimate Frisbee tournament, fast pitch girls softball, and youth baseball) Hosted eight special events: Valentine Dance, Egg Hunt, Maranda's Park Party, Parent/Child Golf Day, National Night Out Harvest Fest (formerly Halloween River Trail Walk), Candy Cane Hunt and Santa's Workshop. We partnered with Channel 8 Wood TV for Maranda's Park Party, the Deacon's Conference for a Basketball Tournament, the Douglass Community Association for the Celebrity Baseball Game and with the Kalamazoo Arts Council for the Concerts in the Park Series. Park facilities provided a space for over 120 private and public events throughout the year. 165 teams participated in the City's Adult Summer Softball League 36 teams participated in the City's Adult Volleyball League • VerStuis/Dickinson Softball complex fields were rented to operate a fall softball league that was coordinated by Kalamazoo Amateur Athletic Federation 	
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue to support existing business, regional economic partners and other economic simulators such as Southwest Michigan First 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	2010 Tactical Plan		Language changes to Public Act 196 have been registered with both the Michigan House and Senate. The changes would allow one overriding transit authority to have two transit millages to support public transit service inside and outside the City of Kalamazoo. It is anticipated that the Legislature will take up the language changes in lame duck session yet this year.	
Transportation	Public Transportation Services	SF1 Economic Vitality	G2 Continue to support existing business, regional economic partners and other economic simulators such as Southwest Michigan First 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	2010 Tactical Plan		A "roadmap", agreed to by the City of Kalamazoo, Kalamazoo County and the Kalamazoo County Transportation Authority is currently being followed in an effort to complete the transition of the Metro Transit System to the KCTA at the end of a 3-year period. Currently the KCTA is engaged in board development as well as beginning a national effort to find a CEO/General Manager. The "roadmap" calls for the CEO to be onboard by April 1, 2011.	
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 Kalamazoo Promise		2010 Tactical Plan		Supported PromiseNet Conference, which provides a network for communities who understand the economic benefits education offers. Co-Sponsored the Mobile Learning Adventure, a project designed to promote year-round learning. Supported Kalamazoo Communities in Schools through funding and volunteering for the Bagels and Books program as well as a basic needs drive.	
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	T500 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)	J. Buchtrup J. Doonan R. Markan J. Milow J. Post P. Vargas	2010 Tactical Plan		Total Training Hours Completed and Projected through 2010: 1033 hrs AA/ EEO for supervisors; Coaching; (Labor) Contract Administration; Delivering Feedback; Discrimination and Harassment; Gaining Commitment; Interview and Hiring Process; New Employee Orientation; Temporary Orientation; Retirement Topics; Violence in the Workplace Prevention; Wellness Health and Benefits Fair.	
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 Kalamazoo Promise	T10 Continue collaborations with community partners to maximize the impact of the Kalamazoo Promise		2010 Tactical Plan		Supported City Commission during PromiseNet Conference and Mobile Learning Adventure project; Supported Kalamazoo Communities in Schools by volunteering for the Bagels and Books program and basic needs drive; Supported WMU and Kalamazoo Public Schools during visit from President Obama, which included aiding by providing added security and maintaining public infrastructure	
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 Downtown Kalamazoo, Inc. (DKI), Economic Development Corporation (EDC) and Downtown Development Authority (DDA) to make downtown Kalamazoo attractive to potential business consumers		2010 Tactical Plan		Worked with EDC to provide information and guidance to businesses seeking tax abatement incentives and small business loans. Encouraged staff to increase business retention efforts in an effort to create and/or maintain local jobs	
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		2010 Tactical Plan		Supported Kalamazoo County Conventions Bureau and other organizations instrumental in encouraging groups to hold meetings in Kalamazoo. Grossed more than \$200 million annually from conferences/conventions in Kalamazoo County, which support 4,500 jobs and nearly \$90 million in wages/salaries for area residents. Conferences/Conventions in Kalamazoo during 2010 include Sword Forum International, Environmental History Network for the Middle Ages, Midwest Society for Photography Education (affiliated with WMU), KVCC Diversity Conference	

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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 Downtown Kalamazoo, Inc. (DKI), Economic Development Corporation (EDC) and Downtown Development Authority (DDA) to make downtown Kalamazoo attractive to potential business consumers		2010 Tactical Plan		Supported City staff as they utilized tax statement incentives, small business loans and increased business retention efforts to create and/or maintain jobs in Kalamazoo area. Supported EDC in their efforts to assist the People's Food Co-op with an application for Michigan Business Tax credit and BRA loan; Began marketing campaign for River's Edge project, which included a media blitz of new branding effort.	
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 KOPS 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		2010 Tactical Plan		City Attorney and Assistant 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	
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	2010 Tactical Plan	09/20/10	The additional portion of the Vine Neighborhood Homestead NEZ was recently approved and will serve, with the previously approved NEZ in Vine, as an incentive to attract homeowners.	
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	T401 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	2010 Tactical Plan	03/01/09	The Plan has been completed for nearly two years. The owners of Allied Paper site as well as the EPA have been provided with the results. The EPA has used the plan to inform its findings on determining what the owners should be made to do to remediate.	
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	2010 Tactical Plan	08/20/10	Marketplace plot is now owned by the Kalamazoo County Land Bank Authority via funding secured by the City and other partners. Land Bank Authority negotiating with developers to construct homes for 2011.	
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	2010 Tactical Plan	06/21/10	Master plan completed and adopted by City Commission.	
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	2010 Tactical Plan		Zoning Code text amendments to further the aims of Plan Kalamazoo, which are to Preserve, Enhance, and Transform. There are new and re-worked ordinance changes that target home occupations, wind energy, bicycle parking accommodation, landscaping provisions, and better delineating the differences between bars and restaurants.	
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	2010 Tactical Plan		Project to hire consultant cancelled due to budget constraints; standards will be reviewed by staff late-2010 and 2011	
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	2010 Tactical Plan		Project to hire consultant cancelled 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	2010 Tactical Plan		Staff have made a complete circuit through the City replacing known hazardous walk. In addition, staff are working with CP&D on some capital replacement of walk on some of their projects.	
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 fall grass and weed ordinance	T917 Coordinate with A+ Neighborhoods initiative to maintain clean neighborhoods, free of debris on curblawns and private property	Bye	2010 Tactical Plan		Worked in conjunction with YOU, Building Blocks, Broken Windows, etc., to remove accumulated debris and brush from affected neighborhoods.	
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	2010 Tactical Plan		Paved all or portions of 30 streets under our scattered sites program, worked with public safety on the "broken windows" program. Completed a crack sealing project. In addition to addressing over 40 service requests for pot hole patching, staff initiated localized pothole "blizzes" to address known problem areas.	
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	2010 Tactical Plan		Continued to monitor all collection schedules and contracts, to alleviate debris/bush throughout the City.	

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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 Utilize nonprofit partners like Kalamazoo Neighborhood Housing Services and Habitat for Humanity and their community networks to maximize and leverage local HUD dollars.	Laura Lam	2010 Tactical Plan		Through the CDBG and HOME programs, 1,201 households received some type of affordable housing assistance during the 2009-2010 program year. Example include single-family homeowner rehabilitation, rental subsidies, fair housing assistance, and foreclosure prevention.	
Community 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	T413 Execute 7 Neighborhood Association General Fund agreements and monitor progress and expenditures throughout 2011.	Laura Lam	2011 Tactical Plan			
Community 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	T424 Work in partnership with CDAAC to develop PY2011 Community Development Block Grant (CDBG), HOME, and Emergency Shelter Grant (ESG) funding recommendations for City Commission consideration.	Laura Lam	2011 Tactical Plan			
Community 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	T411 Draft and submit the 2011 Annual Action Plan to HUD	Laura Lam	2011 Tactical Plan			
Community 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	T410 Draft and submit the 2010 Consolidated Annual Performance and Evaluation Report to HUD	Laura Lam	2011 Tactical Plan			
Community 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	T400 Develop and execute 2011 funding agreements for CDBG, HOME, and ESG sub-recipients and monitor expenditures and progress towards grant outcomes.	Laura Lam	2011 Tactical Plan			
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	2010 Tactical Plan		KDPS, Public Services, Community Planning & Development and KP&P worked together once again to deal with "Quality of Life" issues within specific neighborhoods. The operation addressed the issues of bight homes, junk automobiles, trash in the streets, and the trimming of overgrown trees along the roadways and sidewalks to enhance lighting. This Crime Prevention by Environmental Design Project enhanced the look and feel of our City, bringing pride of ownership to our homeowners. This type of intergovernmental cooperation is part of the community policing philosophy Kalamazoo Public Safety is undertaking to help combat crime using various strategies.	
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		On Going	
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		9 members of senior staff attended the Erase Training at the beginning of the year.	
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		On Going	

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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	T509 Initiate/Enhance Juvenile Outreach Hold Public Safety Forums	Chief	Public Safety Enhancement Work Plan		KDPS conducted a Youth Town Hall meeting in May with approximately 150 youth. The meeting was designed to find a way to deter youth violence and youth crime.	
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	T512 Meet with community stakeholders on issues.	Harris	Public Safety Enhancement Work Plan		On Going	
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	2010 Tactical Plan		KDPS Explorer Post #265 drove to Alpena's CRTC over the weekend of April 25, 2010. The two teams of five participated in competition against 35 other Explorer post teams from various departments throughout the United States. Competition was very intense again this year, with top scores in all events being either a 99 or 100. EFE is back for the school year. There are 22 Class One students, 17 Class Two students, 13 Year Two students for a total of 52 kids participating in the program this year.	
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		KDPS held a male and female Youth Leadership Academy at Fort Custer. 25 females participated in the female academy, 33 young men participated in the male academy. Both were a great success.	
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	2010 Tactical Plan		Patrol conducted numerous directed patrols in the Edison area due to neighborhood complaints. Several arrests, citations, and citizen contacts were made daily as a result of the directed patrols. KOSD Mounted patrol also patrolled the neighborhood on their horses.	
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	2010 Tactical Plan		CID evaluated burglary cases to determine if any crime trends can be identified. An increase of Rape cases were also identified. These cases were reviewed and it was determined that all but three were committed by known suspects. In order to address the continued increase in burglaries, CID case assignments were redesigned to implement a Burglary Unit. The two detectives assigned to this unit will review and evaluate all B&Es in order to identify trends.	
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	09/01/10	The City has acquired parcels since approximately 2006 in targeted neighborhoods via tax foreclosure; the recently formed County Land Bank Authority will now be responsible for these acquisitions, and city-owned parcels will be transferred to the Land Bank Authority for disposition.	
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		New residential development are given expedited priority in the plan review process.	
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	T310 New home repair fund created for low-moderate income home owners	D. Thomas	A+ Neighborhood Tactical Plan		On Going	
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	09/01/10	The City has acquired parcels since approximately 2006 in targeted neighborhoods via tax foreclosure; the recently formed County Land Bank Authority will now be responsible for these acquisitions, and city-owned parcels will be transferred to the Land Bank Authority for disposition.	
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 was discontinued in FY2010 due to budget constraints.	

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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 Refer citizens to our nonprofit partners to access their services and continue to support Gryphon 2-1-1 which provides a comprehensive referral system of needed community services.	J. Johnston	A+ Neighborhood Tactical Plan		Continue to fund nonprofit partners who provide direct services to low income families in the City.	
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	J. Johnston	A+ Neighborhood Tactical Plan		Provided funding to Local Initiatives Support Corporation who provides technical assistance to capacity building to nonprofit partners in Kalamazoo. Also, staff provided two training sessions to neighborhood associations involved in the CDBG 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	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		Over \$15 million in federal funds secured in 2010 to improve housing and vacant lots in six targeted neighborhoods.	
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	12/31/10	The Anti-Blight Team facilitated resolutions on 67 properties registered on Abandoned Residential Structures List. 46 resolutions were accomplished through demolition and 21 resolutions were accomplished through rehabilitation.	Some variance can be attributed to delays in termination of utilities by Consumers Energy and NSP1 and NSP2 restrictions placed on demolition candidates.
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		Drafted revised Neighborhood Agreements that will include a higher level of accountability for the Association and yearly monitoring by the City.	
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	T306 Develop and implement targeted neighborhood redevelopment plans and strategies	K. Hernandez	A+ Neighborhood Tactical Plan		Individual neighborhood plans were incorporated into Plan Kalamazoo, the city's Master Plan, to create a comprehensive vision for Kalamazoo's growth for the next 10 to 20 years. Plan Kalamazoo was adopted by the City Commission in June 2010.	
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	O2 Build capacity to improve quality of life within neighborhoods	T404 Continue to implement CDBG-R stimulus program, including on-going support of Park Street Market operations and related NACD job training program and Kalamazoo Neighborhood Housing Services' Foreclosure Prevention Counseling.	Laura Lam	2011 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	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 Goal		Replacement of up to 70 new bus passenger shelters will improve the aesthetics of neighborhoods and commercial areas. The old shelters have been in place for as many as 30 years and have reached the end of their useful life. A new design will complement the downtown area, as well.	
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	O3 Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T418 Pursue Gateway improvement plans for E. Main and Portage Street	K. Hernandez	2011 Tactical Plan			
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	O3 Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T406 Continue to implement Neighborhood Stabilization Program 1, including the completion of seven housing rehabilitation projects and an effort to identify eligible homebuyers.	Laura Lam	2011 Tactical Plan			
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	O3 Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way	T407 Continue to implement the Neighborhood Stabilization Program 2, including the demolition of the Blakelee Hospital, the demolition of approximately 25 blighted homes; the rehabilitation of 40 homes; and the construction of 12 new homes.	Laura Lam	2011 Tactical Plan			

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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		<ul style="list-style-type: none"> Installed improvements to Fairmount Park, including an off-leash area for dogs Installed a new playground at Sherwood Park Made pavement improvements to Mayors' Riverfront Park Installed new electric stations at Bronson Park Completed the Milham Park and Blanche Hull Park Master Plans The redevelopment of LaCrone Park began in the fall of 2010 	
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	O4 Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian-friendly urban form	T406 Create infill commercial and housing design standards	K. Hernandez	2011 Tactical Plan			
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	O4 Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian-friendly urban form	T414 Include bicycle routes in road improvement projects	K. Hernandez	2011 Tactical Plan			
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	O4 Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian-friendly urban form	T415 Incorporate neighborhood plans into city's planning projects	K. Hernandez	2011 Tactical Plan			
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	O4 Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian-friendly urban form	T419 Review, and revise as necessary, Historic District Standards	K. Hernandez	2011 Tactical Plan			
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	O4 Build upon the City's many assets, including its historic character, cultural amenities, parks and its traditional, pedestrian-friendly urban form	T417 Prepare preservation plan for Iannelli Fountain	K. Hernandez	2011 Tactical Plan			
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	O5 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 weeds and grass	T416 Monitor properties in foreclosure to keep secure and address cases of nuisance and blight. Intake as Abandoned Residential Structures (ARS) cases where appropriate.	T. Meulenber	2011 Tactical Plan			
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	O5 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 weeds and grass	T420 Revise ARS Ordinance to allow for graduation from blighted/abandoned to vacant/registered	T. Meulenber	2011 Tactical Plan			
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	O5 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 weeds and grass	T412 Evaluate the creation of a foreclosure registration ordinance	T. Meulenber	2011 Tactical Plan			
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	O5 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 weeds and grass	T421 Revise Housing Ordinance to incorporate International Property Maintenance Code (IPMC) and other minor changes	T. Meulenber	2011 Tactical Plan			

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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	O5 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 weeds and grass	T422 Update cost recovery fees	T. Meulenber	2011 Tactical Plan			
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	O5 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 weeds and grass	T423 Update in dot.net version of Permit System Database	T. Meulenber	2011 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 Goal		In addition to 12 separate meetings held earlier in the year by the KCTA regarding its "annual report", the KCTA has sponsored as many as 10 community input sessions regarding the service and routing recommendations of the Comprehensive Operational Analysis (COA). The KCTA will be asked to formally approve the COA recommendations at their November 8th meeting; the TAB and Kalamazoo City Commission will take up the issue as part of Metro Transit's proposed 2011 Operating and Capital budget.	
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	12/31/10	Summer mini-camps and extended mini camps were held in the Northside, Edison, and Eastside neighborhoods, Upjohn park, Douglas Community Association, and Milham park. Partnered and assisted Public Safety on Youth Town Hall meeting, Bike Ride, Baseball Clinic and Leadership Camps. After school and youth program activities are offered in the core neighborhoods, Edison, Eastside, Vine, and Northside. The 4th annual Street Academy was held with ten young people chosen from the 2009 Summer Leadership Training Program provided by Public Safety. Partnered with Milwood Elementary and Woods Lake Elementary to provide Lunch+Learn program. Structured programs were provided by City staff during the lunch hour at Milwood and Woods Lake Elementary. Continued our relationship with Kalamazoo in Bloom, Adopt-A-Park program, Friends of Woods Lake (FOWL), and Friends of Crane park, Blanch Hull, and Milham park. Partnered with the Sunshine Rotary to make lighting improvements to Rosa Veterans Memorial Park. The 2010 Summer Youth Employment Program was run with City provided funds and grant funds. The program hired over 127 youth ages 14 – 17 and was in partnership with KRES	
Parks and Recreation	Parks	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 the Core Neighborhoods	T273 Provide a variety of programs in all of the core neighborhoods throughout the year.	Polega, Siegel; Jewell, Bailey	2011 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	2010 Tactical Plan		Reprioritization of stations scheduled for iron removal equipment was completed along with a new 10 year CIP planning document with the assistance of the City Engineer and consultant Falbeck, Thompson Car & Huber.	
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 Perform hydrogeologic exploratory investigation to determine suitability of property for future wellfields.	Paquin	2010 Tactical Plan			
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	2010 Tactical Plan		Staff participated in meetings regarding W.M.U.'s receipt of a state grant to improve storm water conditions in the area of Stadium Drive and Howard Street. Attendees included representatives from the City of Kalamazoo, W.M.U., MDOT, MDNRE, and Kesser & Associates (consultant for W.M.U.). Maintained communication with and attended meetings with the KRWC, KRCC, and the Kalamazoo Area Storm water Work Group, REC, WMU, and the ECC on environmental issues.	
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	2010 Tactical Plan		A public meeting was held by EPA on May 6 at the Radisson Plaza to discuss the status of the Kalamazoo River Superfund site and specifically, the Allied Paper OU-1 Site. City staff provided EPA with two new Remedy Alternatives prepared by the City's consultant NTH and City staff to formally be considered as part of the Feasibility Study (FS). The alternative includes hydraulic containment of the contaminants and appropriate caps. A meeting was held in June between the City of Kalamazoo, EPA, and all stakeholders to primarily discuss the first new Alternative presented by the City and the current process to select a long-term remedy. Staff prepared various communication to the EPA regarding the Allied Paper Site. Reviewed quarterly operation, maintenance and monitoring reports for Cork St. LF, we are awaiting EPA's reply for the Five Year review that was conducted in 2009 and a response to City's response to reduce groundwater monitoring requirements since all parameters are below action levels.	
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	T916 Determine number and location of high hazard cross connection locations	Wetzel	2010 Tactical Plan		Staff has made a valiant effort to complete the scheduled 2010 cross connection surveys and the software has been updated to reflect changes in hazard classification where applicable. All device and inspections have been entered into the software through September. A summary of various activities were provided to the MDNRE in September during their audit of our cross connection program. We received an outstanding verbal review for our continued improvements to the program and our reports are being shared as templates by MDNRE.	

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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	2010 Tactical Plan		Staff provided budgetary and managerial oversight to the Schippers Lane project and maintained currency on the IRAP components. Staff also continued budgetary and managerial oversight to the Auto Ion Site, East Cork Street Landfill, and the KL Landfill. Staff provided project and budgetary oversight for the 318 Stockbridge Due Care Obligations, including the underground contamination investigation, the Hazardous Material Inventory, demolition specifications, demo oversight, and preparation of the Due Care Report.	
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	2010 Tactical Plan		Staff continued to work on identifying emergency scenarios, preparing emergency response procedures, reviewing and implementing regulatory requirements; staff completed development of chlorine container management procedures that include a process for how personnel are to respond to a chlorine leak. Staff also responded to EPA request for additional information concerning a 2008 EPA Risk Management Program audit of Central Pumping Station	
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	2010 Tactical Plan		On Going	
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	2010 Tactical Plan		Staff has made a valiant effort to complete the scheduled 2010 cross connection surveys and the software has been updated to reflect changes in hazard classification where applicable. All device and inspections have been entered into the software through September. A summary of various activities were provided to the MDNRE in September during their audit of our cross connection program, we received an outstanding verbal review for our continuous improvements to the program and our reports are being shared as templates by MDNRE.	
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	2010 Tactical Plan		Staff continued participating in the Site Plan Review Process and successfully provided recommendations for groundwater and storm water quality best management practices, where appropriate. Staff also provided internal input to the new Arboretum roadway project, and prepared written correspondence to MDNRE seeking and obtaining necessary approvals.	
Public Services	Water	SF3 Environmental Stewardship	G1 Protect and preserve our water quality and quantity	O14 Reduce the system iron residual of 453 ugi to meet a standard of 300ug/l.	T933 Prioritize high residual Pump Stations and complete activities to decrease iron residual	Loope	2010 Tactical Plan		On Going	
Public Services	Environmental Services	SF3 Environmental Stewardship	G1 Protect and preserve our water quality and quantity	O2 Work with residents to address concerns and issues associated with the Allied Disposal Site and other water issues	Continue development and implementation of Kalamazoo Sustainability Committee by working with other City Departments to identify projects, programs and policies that promote sustainability	Wetzel	2011 Tactical Plan			
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 Continue implementation of all 7 required elements.	Paquin	2010 Tactical Plan		Continued scrutiny of the EPA's, MDNRE's and associated consultants proposed plans for the Allied Paper Site (OU-1), and provided formal input to the EPA. Implemented Wellhead Protection measures in response to the Enbridge Oil release by direct and indirect involvement in the Incident Command process, including communication regarding the potential vulnerability of WPS 39. WPS 39 was shutdown as a cautionary measure and subsequently, a reactivation plan was prepared and implemented. The MDNRE 2009/10 WHP Grant Program projects were completed and a proposal for the 2010/11 cycle was submitted. Received the 2010 Groundwater Guardian Community recognition by the Groundwater Foundation.	
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	2010 Tactical Plan		Replaced 43 inoperable water valves in target neighborhoods. We have seen a reduction in water quality complaints in the parker/duke neighborhood.	
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	2010 Tactical Plan		Completed a flushing program for the entire system in the spring. Combining some daytime flushing with nighttime to cut back on some overtime and coverage issues. Completing some fall spot flushing.	

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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 Continue implementation of Illicit Discharge Elimination program Plan (IDEP) by conducting inspections of storm sewer outfalls and facilities.	Paquin	2010 Tactical Plan		Several illicit connections were eliminated from the City's storm water collection system. Successfully implemented the annual program to review storm water outfall, and perform facility inspections to investigate the sources of dry weather flows. Responded to several reports of illicit discharges. Implemented the wet weather sampling portion to address the TMDL requirement. Prepared and submitted the general City SWPPP, including a revised IDEP Plan, a revised Public Education Plan, municipal practices, and two SWPPs (415 Stockbridge and Mayors Riverfront Park). Participated in the State's MS4 Implementation Committee to assist with preparing Permit guidelines and discuss and resolve storm water permit 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	O10 Develop and utilize more cross-trained employees.	T919 Develop a Wastewater cross-training program to improve efficiency and effectiveness	Beardslee	2010 Tactical Plan		At wastewater the last of the current employees that signed up for the O&M program will finish his initial cross-training on October 8th. We expect to have our first O&M III by the end of October. Water operations O&M training continued throughout the year with the first three employees from Operations and Maintenance completing O&M cross training.	
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	2010 Tactical Plan		Meetings with staff have been conducted with Jones and Henry. Dall Hollpeter has developed a laundry list of improvements and equipment needs and a meeting is scheduled for later this month to set priorities.	
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	2010 Tactical Plan		Submitted NPDES application to MDNRE by April 4th due date. MDNRE notified staff that submittal was complete as submitted but that we should not expect the draft permit until the first part of 2011. EPA has committed verbally to approving the TMDL agreement for the next permit cycle. We met all our TMDL discharge goals and nonpoint/point source requirements for 2010. Staff received approval to use new polymer in solids handling area in 2010. KWRP completed the MDNRE requested six months of Whole effluent toxicity testing required from April through September 2010 which were required due to the numerous 2009 WET exceedances in 2009. Currently KWRP is conducting the last NPDES WET this week for the fourth quarter of 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	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	2010 Tactical Plan		The annual Industrial Pretreatment Program Report, Mercury Minimization Program Report, SARA Title Report, TMDL Report, DMR-QA, Water Certification Blind Study and IPP audit response were completed and submitted to the MDNRE and EPA where applicable by their perspective due dates. Stockbridge and Harrison Hazardous Waste generator identification numbers were applied for and received in August of 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	T931 Participate in the Core EMS Team to follow NBP guidance in the completion of the 17 EMS Elements	Wetzel	2010 Tactical Plan		Wastewater Operations staff continued to update the SOP's for not only the solids handling systems but the water treatment train as well. EMS principles will be followed to continue implementation but due to budgetary concerns formal certification through NBP using a third party audit will not be pursued at this time.	
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	2010 Tactical Plan		Staff completed quarterly QQ and Master meter sampling through September. Monthly billing reports summaries were provided to accounting by the bimonthly due dates. Quarterly billing values were provided to those industries that are on quarterly billing concentration changes. Compliance monitoring will be completed by November 2010. Sampling and inspection schedules will be developed and presented to staff by December 2010. Various ES staff are being trained and retained to conduct CM, QQ and Bact sampling. Industries are being asked to install flow meters for flow pace sampling or will be asked to provide documentation stating that their Monitoring locations current time based sampling is equal to or better than flow paced sampling. A meeting will be held in November to discuss the Federal flow pace requirement.	
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	2010 Tactical Plan		Received BMR/90 and SMR compliance reports for Kaiser Aluminum. Staff are scheduled to complete the 2010 SIU inspections by the end of November. Self-monitoring report review, entry and compliance notifications has been completed as they have been submitted by staff and the industrial users. We added one non-discharging categorical, one discharging categorical and a SIU closed in 2010. The SIU was revised to include Mercury language and we are waiting for MDNRE approval to Public Notice all the IPP program changes including the Federal streamlining language in the SIU.	
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	2010 Tactical Plan		Received Strategic Plan Update Report from Jones and Henry. Under going final review and should have the final report in the next month or so.	
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	2010 Tactical Plan		Allied Mechanical was the successful low bidder and was awarded the contract in June as the general contractor for the Secondary Improvements Project. The Odor control system, several components of the electrical portions of the project and the hatches are scheduled to be installed by the end of December 2010. Ninety-five percent of the shop drawings have been reviewed/commented on and/or modified by our outstanding project group. Aeration tanks were measured for the baffles and physical barriers to prevent delays in the installation of equipment. Approved equipment has been ordered where applicable and the work inside the tanks will begin in January 2011. The project is projected to be completed by the first part of 2012.	
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	2010 Tactical Plan		On Going	

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 Accomplishments Comments (Detail or Variance)
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	2010 Tactical Plan		After reviewing the initial Engineers estimate of cost for the reconstruction of PS 8, staff began searching for ways to reduce the cost of the project. A iron removal filter based on a pyrolute media was discovered to significantly reduce the size of the pressure vessels. Also raising the backwash storage vessel from an underground tank to a smaller vessel mounted in the station would reduce construction and dewatering costs. These cost savings methods along with the procurement of the vessels directly by the city has enabled us to resume the project and begin construction in 2011.	
Parks and Recreation	Recreation	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	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	12/31/10	<ul style="list-style-type: none"> Installed a native grass and wildflower rain garden at Fairmount Park to control storm-water runoff and improve water quality Installed over 40 native trees in various City Parks Installed six benches and tables made with recycled products Applied for grant funds from the Michigan Department of Natural Resources and Environment (MDNRE), specifying the use of green technology at Woods Lake and LaCrosse Parks Staff is working with Waste Management to explore options for the placement of solar trash containers in Bronson Park Utilized the internet for promotion through websites, e-mails and newsletters, which cut down on printing, mailings, and staff time 	
Parks and Recreation	Recreation	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O2 Devise an effective communication strategy to educate staff and residents about "green" programs and initiatives that benefit the community	T271 Incorporate sustainable design into park improvement projects.	Polega, Siegel, Jewell, Bailey	2011 Tactical Plan			
Parks and Recreation	Parks	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O2 Devise an effective communication strategy to educate staff and residents about "green" programs and initiatives that benefit the community	T272 Install solar waste stations in Bronson Park	Polega, Siegel, Jewell, Bailey	2011 Tactical Plan			
Parks and Recreation	Parks	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O2 Devise an effective communication strategy to educate staff and residents about "green" programs and initiatives that benefit the community	T274 Replace each native tree removed from the park with two new ones	Polega, Siegel, Jewell, Bailey	2011 Tactical Plan			
Public Services	Environmental Services	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O2 Devise an effective communication strategy to educate staff and residents about "green" programs and initiatives that benefit the community	Continue participation in the SW Michigan Regional Sustainability Covenant	Wetzel	2011 Tactical Plan			
Parks and Recreation	Parks	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	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	12/31/10	<ul style="list-style-type: none"> Partnered with Amen Corp that coordinated a volunteer trailway/river cleanup at Mayors' Riverfront Park, the Red Arrow Golf Course, Rose Veterans Memorial Park, Jack Coombs Trail, and Verberg Park. This event included removal of invasive species and general clean up. Over 3,000 hours of volunteer time was accounted for on this project Continued to work with Friends of Woods Lake (FOWL) on removal of invasive species and restoring native species to Woods Lake Park 	
Transportation	Public Transportation Services	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O4 Reduce diesel engine emissions	T308 Continued use of bio-diesel and ultra-low sulfur diesel fuel	Transit Director	2010 Departmental Goal		Metro Transit staff are re-evaluating the cost benefit of using bio-diesel fuels in its fleet of fixed route vehicles. While vehicle emissions have been reduced, vehicle breakdowns and increased replacement of engine parts may have been caused by the use of B5 bio-diesel fuel. Analysis is ongoing.	
Transportation	Public Transportation Services	SF3 Environmental Stewardship	G4 Establish strategies for the implementation of sustainable practices citywide	O5 Reducing automobile emissions and vehicle miles traveled (VMT)	T307 Continued system promotion improve service reliability and on-time performance	Transit Director	2010 Departmental Goal		The COA short-term recommendations were designed to improve the efficiency and effectiveness of service delivery bi-directional routing (eliminating route deviations) is designed to improve schedule on-time performance on all routes.	
Public Services	Environmental Services	SF3 Environmental Stewardship	G8 Protect and preserve water quality	O120 Provide Technical Support for Wellfield Management	T943 As support to the Water Management Group, provide technical input on such issues as evaluation of wellfield land use, well performance evaluation and related hydrogeological information.	Paquin	2010 Departmental Goal		Staff provided input on several acute issues - such as the Enbridge Oil Release/WPS 39 situation, management of the AI Sabo Preserve, Arboretum Road project, and well replacement, maintenance, and testing priorities. Staff also provided management of the purchase of 1.5 acres contiguous to the future Ross Township Wellfield property, and the Amendments to the Deed Restrictions for private property contiguous to WPS 25 (Campbell Lake).	

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Public Services	Environmental Services	SF3 Environmental Stewardship	G9 Ensure a consistent, high quality effluent from the City's Water Reclamation Plant that meets or exceeds all local, state and federal discharge requirements	O75 Continue with Improvements to KWRP Residuals Management Program	T945 Continue to complete EMS SOPs and other elements to conduct Third Party Audit in 2010; Complete and submit proposed revisions to RMP to DNRE	Cochran/Wetzel	2010 Tactical Plan		Staff continues to update the SOP's and revised the seventeen EMS elements where applicable.	KWRP will not pursue the 3rd party audit of the NBP EMS program at this time but will adopt the Best Management Practices concepts.
Public Services	Wastewater	SF3 Responsive and Responsible Government	G9 Reduce current injury and lost time rates and provide a safe working environment for all Public Services Personnel by Improving the organizations safety culture	O76 Continue development the effectiveness and efficiency of the Department's Safety Program	T946 Identify safety training needs for Department personnel and conduct training sessions in accordance with MIOSHA requirements.		2010 Departmental Goal		Development of Safety Program grew substantially during 2010. A greater awareness and support has been developed at the department director and division manager level; safety specialist attends manager's staff 2 monthly to communicate safety issues. A number of safety procedures/policies written including, chlorine cylinder management, Return-to-Work Policy & Plan, Accident Reporting & Investigation, and Manhole safety. Safety training completed includes: Respiratory Protection, Confined Space, Lock Out Tag Out, Fork Lift trucks, Aerial Platform, and Competent Person for Trenching Operations. Numerous field inspections were conducted during the year. Of significance were inspections of water tower cleaning, entry into Blakelee Water Storage tank, noise level determination for Metro Transit Maintenance garage, KWRP operations and Field Services Operations, numerous trenching sites, and water pumping stations.	
City Commission	City Commission	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	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		2010 Tactical Plan		Participated in the Summit on Racism sponsored by the Greater Kalamazoo YWCA; Co-Sponsored Respecting Differences Awareness Event and hosted Rwandan holocaust survivor, Immaculee Ilibagiza; Continued to cultivate Numazu, Japan Sister City and Pushkin Foreign Governmental Partnership	
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	T501 Co-sponsor annual diversity event with local municipalities and higher ed institutions	E. Hicks	2010 Tactical Plan	06/30/10	Project was completed by the end of the second quarter, 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	T502 Identify, evaluate and coordinate participation in City-endorsed volunteering opportunities for City employees (e.g., tutoring)	E. Hicks J. Post P. Vargas J. Doonan J. Milow	2010 Tactical Plan		HR staff participated on KHRMA Workforce Development Committee. City partnered Committee to work with KCIS and implemented four career workforce readiness. (Resume writing, interviewing skills, time management and financial management) training sessions in November 2010 at Kalamazoo Central. Continue to boost organization employee morale through programs such as the annual Employee Appreciation event and the All Star program.	
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	T503 Participate in the Diversity Committee of the Kalamazoo Human Resources Management Association (KHRMA)	J. Post	2010 Tactical Plan		The Director of HR/LR served as Chair of the KHRMA Diversity Committee, arranging a diversity speaker for the monthly meetings and reporting on and promoting diversity events and initiatives throughout the year. As Chair, the Director also served on the YWCA's Summit on Racism Employment Initiative. The Initiative developed a 37-question survey for employers to use to assess racism in five categories, including HR, Culture, Policy, Communication-Reporting, and Accountability. The survey was tested through a pilot project involving four local employers. The results were reviewed at the annual Summit on Racism on Oct. 7, 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	T504 Provide ongoing improvement of HR processes through expanded use of ERP and refinement of existing procedures	HR Staff	2010 Tactical Plan			HR staff studied the possibility of expanding the use of the ERP to streamline the recruitment process, but technical issues kept the project from coming to fruition.
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	T505 Facilitate testing validation project, including precursor projects pertaining to City's employee recruitment and promotional processes. (Phase II)	J. Doonan	2010 Tactical Plan		HR staff enhanced standardization of employment testing administration procedures by creating and implementing a Test Development Checklist, Test Proctoring Guidelines and a Testing Material Reference List for all testing procedures. HR staff commenced with standardizing format of all tests non-Public Safety positions and will continue in 2011.	
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	T506 Review hiring and promotion processes for disparate treatment and adverse impact in relation to EEO/AA plan	HR Advisors	2010 Tactical Plan		Number of positions hired: 14; promoted: 22 in 2010 (as of 10/14/10)	
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	T507 Assist Public Safety Department with review of recruitment and promotion strategies to ensure ongoing development of best practices.	R. Markan J. Milow	2010 Departmental Goal		Assisted Public Safety Department with recruitment and selection process to hire several new public safety officers. Assisted Public Safety Department in a Request for Proposal to improve the effectiveness of written promotional exams for command officer selection.	

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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		2010 Tactical Plan		Supported architect, program impact and fundraising efforts for the Eastside community center, Kalamazoo Center for Youth and Community. Pursued funding for Summer Youth Employment program due to cuts in federal funding	
Community Development	Neighborhood Development	SF4 Community Building	G3 Work collaboratively with grass roots organizations to implement programs and initiatives that address the needs of the homeless	O1 Continue to encourage discussions and forums regarding homeless issues and concerns	T405 Continue to implement Homeless Prevention Rapid Re-Housing Program in partnership with Housing Resources, Inc.	Laura Lam	2011 Tactical Plan			
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	2010 Tactical Plan		A comprehensive approach to neighborhood improvements continues through cooperation with other city departments, obtaining state and federal funds for improvements, neighborhood planning, and targeted investments.	
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.	J. Johnston	2010 Tactical Plan	03/15/10	2010 - 2014 Consolidated plan completed and adopted.	
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	2010 Tactical Plan		Paved all or portions of 12 streets under our scattered sites program, worked with public safety on the "broken windows" program. Completed a crack sealing project. In addition to addressing over 65 service requests regarding potholes, staff initiated pothole blitzes in known problem areas.	
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	2010 Tactical Plan		Paved all or portions of 12 streets under our scattered sites program, worked with public safety on the "broken windows" program.	
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 major streets	Szopo	2011 Tactical Plan			
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		2010 Tactical Plan		Met periodically with Neighborhood representatives	
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		2010 Tactical Plan		Office has worked closely with Building Inspections Officers to obtain court orders to demolish or rehabilitation of dangerous buildings by their owners in lieu of demolition	
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		2010 Tactical Plan		Office has worked closely with Building Inspections Officers to obtain court orders to demolish or rehabilitation of dangerous buildings by their owners in lieu of demolition	
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	O8 Maintain a smooth roadway service to increase rideability perception of local streets	T915 Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local streets	Szopo	2011 Tactical Plan			

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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	O8 Maintain a smooth roadway service to increase rideability perception of local streets	Coordinate with A+ Neighborhoods initiative to ensure smooth roadway service to increase rideability perception of local streets	Szopo	2011 Tactical Plan			
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		2010 Tactical Plan		Continued to support local organizations' efforts in the community to provide a diverse environment for City residents including the Northside Ministerial Alliance and the Summit on Racism sponsored by YWCA, Collaborated with Kalamazoo County, City of Portage, Kalamazoo Community Mental Health KHRma, Kalamazoo College and WMU to sponsor annual <i>Respecting Differences Awareness Event</i>	
City Administration	City Administration	SF5 Responsive & 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	T7 Utilize community survey, annual review of Blueprint for Action and public meetings, forums and study groups as a means to assess City related issues and link community needs to organizational capacity		2010 Tactical Plan		Conducted bi-annual community survey to assess the 2011 and 2012 budget focus of City services; Received feedback from residents during the Plan Kalamazoo (former Comprehensive Plan) update; Spearheaded Census effort in Kalamazoo and utilized non-traditional means (e.g., radio, billboards, etc.) to communicate to residents the economic advantages associated with Census 2010.	
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		2010 Tactical Plan		The City Clerk utilized the Media Library to upload all 2010 ordinances and resolutions adopted by the City Commission in 2010 to the City's website, making them widely accessible to citizens and City staff. The Archives Specialist began uploading photographs from the City Archives to the website using the Media Library tool.	
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	2010 Tactical Plan		With the implementation of ESSA Internet Services, all tax billing, miscellaneous receivables, utility billing and special assessment charges and payment history are available on the website. We are continuing to explore options for making payments via the web.	
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	12/31/10	*Redeveloped the Halloween River Trail Walk into a Harvest Festival that will be held at the Farmers' Market and include participation from the Market vendors * Hosted over ten youth programs throughout the year, utilizing nine different parks: Spring Valley, Mitham Park, Bronson Park, Uppjohn Park, Southside Park, Mayors' Riverfront Park, Rockwell Park, Blanche Hull Park, and Verlusie/Dickinson Park	
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	03/01/10	* Completed work with a committee that evaluated and developed recommendations that match appropriate events to park sites. All of the parks were evaluated based on parking, restrooms, size, access to utilities, park location relative to the surrounding neighborhood, and past reservations. * The parks/public space ordinance was revised to strengthen enforcement and clarify the ordinance	
Parks and Recreation	Parks	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	T275 Utilize different and unique ways to advertise and promote parks and recreation	Jewell; Polega;	2011 Tactical Plan			
City Attorney	City Attorney	SF5 Responsive & Responsible Govt	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 Goal		Awaiting additional direction from City Commission as to scope of the project	
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		2010 Tactical Plan		Through the first three quarters of 2010 the City Clerk published/posted the following: 14 public notices in the Kalamazoo Gazette for ordinances and bonds as required by law; the City Commission regular meeting schedule and three amendments in City Hall and on the City's website; agendas, agenda packets and minutes for 36 City Commission meetings; and a special webpage to update candidates and the public during the search process for a person to fill the City Commission vacancy.	
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	2010 Tactical Plan		Lockbox operations were changed from PNC Bank to Fifth Third Bank as a result of complaints regarding the out of State address for mailing payments. The Fifth Third lockbox was implemented in time for the 2010 summer tax billing in July in a wholesale environment. City staff is continuing to work with Fifth Third Bank to move the lockbox to a retail environment. Once this is done, utility bills will be modified to utilize the lockbox for mail payments.	Wholesale lockbox requires manual input of data from customer remittances by bank staff. Retail lockbox will utilize technology to read the data in the scan line and produce a file for the City to import in to cash receiving.
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	2010 Tactical Plan			On hold pending full implementation of the lockbox for payments. Will consider electronic deposit of checks if volume of checks received in the office warrants it.

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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	2010 Tactical Plan		The entire Treasury Office was renovated during the summer of 2010. Renovations to the cashiering area included new counters, security glass & transaction trays, etc. With the merger of Treasury and the Commercial Office, customer visits to this area have increased substantially. We will continue to review improvements to customer flow. The current area is set up mainly for cashiering functions. Consideration is being given to defining customer service & cashiering activities to better serve customers.	With the move of the Commercial Office staff from Stockbridge to City Hall, we are finding that the receptionist position (that remains at Stockbridge) provided customers with needed direction in completing applications for water service as well as other advice. Without this position at City Hall, customers find themselves waiting in the cashiering line only to find that they need to complete an application before approaching the counter. We will continue to review this to improve customer service.
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 BSA Delinquent Tax & Special Assessment modules.	Wade Carlson	2010 Tactical Plan	9/5/10	All BSA billing modules are implemented and in use. Customers can access their account information via the City's website.	
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	12/31/10	* Removed existing playground at Sherwood Park that wasn't barrier-free and installed a new barrier-free playground * installed over 20 barrier-free picnic tables and benches in City parks	
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	12/31/10	* Williams and Works developed a site survey that will enable the planning to begin. * Applied for grant funds using City of Kalamazoo Farmers' Market enterprise funds as a match to complete a plan of the Market that would address circulation, facility improvements and accessibility	
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	T733 Cross-train all employees of the combined Treasury/Commercial Office in all aspects of the office (TB, UB, MR, SA, etc.) so all employees can assist customers in all functions of the office.	Wade Carlson	2011 Tactical Plan			
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	T734 Implement PNC Payer Express solution (or similar solution of another financial institution) to provide customers with expanded payment options including ACH, Credit/Debit cards, on-line payment, etc.).	Wade Carlson	2011 Tactical Plan			
Parks and Recreation	Parks	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	T276 Utilize e-mails for promoting programs, registrations, and updates	Siegel; Polega; Jewell, Bailey	2011 Tactical Plan			
City Commission	City Commission	SF5 Responsive and Responsible 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		Supported City Administration during their efforts to conduct the bi-annual community survey to assess resident perceptions regarding the 2011 and 2012 budget. Focus on City services; Worked with City staff to maintain 15 active advisory boards and commissions	
City Administration	City Administration	SF5 Responsive and Responsible 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	T16 Continue to encourage the distribution of publications to keep residents informed of City endeavors		2010 Tactical Plan		Continued to distribute publications to inform residents and City staff about challenges and accomplishments in the organization; Utilized new email based methods to communicate information to residents and staff	
City Clerk	Administration	SF5 Responsive and Responsible 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		Core services in the Clerk's Office were maintained despite the reduction of 2 FTEs. The City Clerk's Office staff designed a new work area in City Hall to accommodate the relocation of the Records Management Division employees and identified equipment and records that will be moved to City Hall. Staff identified projects for 2011 that will facilitate research and enable staff to respond to records requests from City Hall.	
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	2010 Tactical Plan		Tracked all calls, complaints, clean ups, and resulting invoices to insure that violations were processed efficiently and effectively.	

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Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 Accomplishments Comments (Detail or Variance)
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	T930 Respond to resident concerns in a timely, professional manner	Seelman	2010 Tactical Plan		Staff responded to reports of potholes and localized poor pavement conditions within 24 hours unless addressing a storm event.	
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	2010 Tactical Plan		Prepared two purchasing newsletters which included EDEN topics. Participated regularly on the EDEN taskforce. Trained City staff having new EDEN responsibilities. Provided assistance as requested regarding the EDEN purchasing applications.	
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	T720 Use the procurement card system to make more term contract payments.	Nick Lam	2010 Tactical Plan		The procurement card was expanded to online purchasing of miscellaneous maintenance, repair and operating supplies through a State of Michigan extended purchasing contract.	Purchasing also initiated using the procurement card for online purchasing of vehicle parts through the bid term contract. After study, it was determined there was not a savings in staff time for this contract.
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	T508 Implement performance management processes to support implementation of the organizational operating philosophies and approach	J. Doonan G. Fellings J. Milowe	2010 Tactical Plan		Performance reviews for the City Commission Appointees were based on the goals and objectives identified in the 2009 Scorecard.	
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	T509 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	2010 Tactical Plan	06/30/10	Project was completed by the end of the second quarter, 2010.	
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	T510 Assess internal equity of NBU compensation as one method of addressing the NBU wage compression issue	J. Doonan	2010 Tactical Plan		HR staff completed NBU Internal Equity Analysis study in 2010. HR staff worked with Public Services Department to re-initiate program for departmental succession planning as it pertains to a dual career path for NBU positions (TCAs).	
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	T511 Educate employees of PPO preventive coverage; encourage use of generic drugs; encourage use of EAP	J. Buchtrup R. Markan	2010 Tactical Plan		Will implement employee meetings in later 2010 or early 2011 to educate employees about the use of BCBS website to promote Wellness.	
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	T512 Move ATU employees to the 80%/20% plan design in next contract	J. Buchtrup	2010 Departmental Goal		ATU accepted a one year "as is" labor agreement (without the 80/20 coverage and wage increase) owing to the later settlement of the 2006-2009 labor agreement.	
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O17 Obtain contracts with KPSOA & KPSA	T513 Begin negotiations for KPSOA & KPSA for 2010+	R. Markan J. Milowe J. Post	2010 Tactical Plan		Concessionary nature of the labor agreements proposed will result in the bargaining units opting for a PA 312 Arbitration Hearing instead of accepting a settlement.	
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	T514 Obtain a new labor agreement with ATU	G. Fellings R. Markan	2010 Tactical Plan		A one year "as is" labor agreement was ratified by the ATU and approved by the City Commission. Compensation levels remained the same as the labor agreement ended in 2009.	
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		<ul style="list-style-type: none"> Work with the partners for the development of a Youth Center on the Eastside in Rockwell Park Hosted study time once a week for two hours at the Youth Development Center Assisted the schools with helping to re-enter suspended youth, by working with them at the Youth Development Center on study habits, respecting themselves and others and proper behavior Continued to host Girls Night and Boys Nights, along with teen nights at the YDC Worked with Communities in Schools to provide programming at three of their 21st Century Sites: Woods Lake, Washington and Milwood. Middle school programs provided were Math/Archery and Act Out (Theatre) 	

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 Accomplishments Comments (Detail or Variance)
Parks and Recreation	Recreation	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	T268 Continue to provide a variety of quality programs for families, youth and adults that build healthy bodies, relationships and enhance life skills	Jewell	2011 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	T515 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		An oral presentation for Social Security titled: A foundation for planning your future was held on August 11, 2010. The presentation focused on the ins and outs of social security, from Who Are Our Beneficiaries to the Personal Earnings Benefit Statement. It was well attended by city employees.	
Human Resources	Human Resources	SF5 Responsive and Responsible Government	G2 Provide quality services and programs delivered efficiently and cost-effectively	O21 Wellness Program	T516 Implement formal/informal wellness program for all City employees	J. Buchtrup R. Markan	2010 Departmental Goal		A Wellness Program was researched and proposed by the HR Staff but it turned down by the City Manager's Office as too expensive given the City's current fiscal situation. The City will instead educate employees about the tools existing on the BCBS website to improve their health. A Health and Benefits Fair was held on June 16, 2010 to educate employees on the value and scope of their benefits.	
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		2010 Tactical Plan	12/31/10	Provided training on the prevention of fraud and abuse. Management revised their Ethics Policy and dissolved their Fraud and Abuse Policy in 2010. Provided Human Resources with revised and new material for Ethics training.	Have not determined a new training class and schedule for Ethics Training.
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		2010 Tactical Plan	12/31/10	Prepared audit reports with recommendations to management for Cashiering, HOMEHODAG Loans, and City Procurement Cards.	
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		2010 Tactical Plan	12/31/10	Attended regular Eden and BSSA meetings with Information Technology staff and other departmental staff in order to provide ongoing expertise and recommendations.	
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	2010 Tactical Plan		Staff continue to monitor weather conditions through various services and tools used.	
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	2010 Tactical Plan		Staff attended an annual seminar put on by MDOT relating the latest in ice control methods.	
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	2010 Tactical Plan		Staff have attended seminars through MDOT as well as vendor initiated seminars on roadway maintenance.	
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	2010 Tactical Plan		Appropriate staffing and equipment are continually monitored and adjusted as needed. The early winter months storm events were at a frequency that allowed a significant reduction in overtime to address poor street conditions.	
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	2010 Tactical Plan		Continual Goal: All staff received their 6 hour renewal certification by bring in a teacher from BSA (Equalizer) to teach a class on queries, filters and report writing within our database. This will assist staff in retrieving data needed in the assessment process. Also, I will be attending a Statistics in Assessing Class in Traverse City the later part of October. This class will assist me in better understanding the economy and it's roll in how my assessments are established.	

Organizational Scorecard 2010

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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	2010 Departmental Goal			Due to staff shortage and budget reductions, this goal is being held over to 2011 for completion.
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	2010 Departmental Goal		Continual Goal: Updated assessing Web-site to provide the latest parcel information and forms taxpayers need in the assessing function and appeal process.	
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	2010 Tactical Plan	On Going	On Going	
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 rideability perception of major streets	T935 Remain current on new developments in technology regarding street maintenance and repair and implement as appropriate	Seelman	2010 Tactical Plan		Staff have attended seminars through MDOT as well as vendor initiated seminars on roadway maintenance.	
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	2010 Tactical Plan		Receipt of EECBG funding provided the City to look at and enhance the energy savings at City Hall. Specifically, an old HVAC chiller was replaced this year. The new chiller uses less electricity to provide the same amount of cooling as the old chiller. The roof on the 3rd floor will be replaced this year. Because the old roof leaked and the underlying insulation became saturated the new roof will reduce the heat loss in the winter and the green roof is expected to decrease the cooling load in the summer. A design to replace the storm windows at City Hall is 90% complete. Bids to replace these windows will be taken later this year.	
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	2010 Tactical Plan		Responded to most requests to service or repair various items within a reasonable amount of time (less than 1 week).	
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	2010 Tactical Plan	On Going	On Going	
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		2010 Tactical Plan		Consolidated and co-located Treasury and Public Service Utility Billing departments to provide better tax and utility customer service functions for residents	
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		2010 Tactical Plan		Meet regularly with HR staff and third party W.C. administrator as needed to manage workers' compensation and unemployment claims more effectively	
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		Electronic Poll Books were piloted in four City precincts during the May election and fully implemented in all City precincts during the August and November elections.	
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		The May and August elections were managed successfully. Plans and preparations for the November election are on schedule.	

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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	T110 Manage and monitor three elections, including the 2011 Municipal Election.		2011 Tactical Plan			
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.		2010 Tactical Plan		Through the first three quarters of 2010 the Division of Records Management, Research, and Archives responded to x requests for records and information and delivered these within the time and quality parameters specified by the requestors.	
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	T517 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	E. Hicks P. Vargas	2010 Tactical Plan		On Going	
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 J. Fellings J. Miowe	2010 Tactical Plan		KMEA grievances 2010: 5 grievances - 3 resolved pre-mediation, 2 resolved at mediation. Total grievances processed at Step 2 or above are projected to be slightly less in 2010 (36 est.) than in 2009 (38 actual). In 2010, five grievances were settled in Mediation with the City's position prevailing in four grievances. In 2010, seven grievances have been settled year to date at or by Arbitration with the City's position prevailing or favored in 4 decisions. One grievance is currently pending the Arbitrator's decision. Additional grievances are pending an Arbitration date.	
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	T519 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		HR staff enhanced standardization of employment testing administration procedures by creating and implementing a Test Development Checklist, Test Pricoring Guidelines and a Testing Material Reference List for all testing procedures. HR staff commenced with standardizing format of all tests non-Public Safety positions and will continue in 2011.	
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	T520 Maintain an accurate Workers' Compensation program to ensure that proper procedures are followed regarding claims and services.	G. Fellings	2010 Tactical Plan		Work was begun late in 2010 to review the City's case management in worker's compensation cases. A review of the contract with the TPA was conducted, and a return-to-work policy was drafted by the Public Services staff. A new accident report form was also drafted in an effort to make the reporting process more efficient, and to identify hazards in the workplace. This form was also drafted by Public Services staff and is under review by the HR staff for city-wide use.	
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	T521 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	03/15/10	Project completed 1st Quarter 2010	
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 recruitment and selection procedures for vacant KDPS positions in professional, fair and valid manner. Seek increased diversity in candidate pool.	J. Miowe	2010 Departmental Goal	03/31/10	Project completed 1st Quarter 2010	Work was also performed in 2010 to change the testing procedures in Public Safety promotion processes. Implementation is anticipated by the end of 2011.
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		Eighty-five projects will be placed out for bid, have the submissions evaluated, and a purchasing recommendation made before the end of 2010. One hundred twenty-seven term contracts are administered for goods and services. As a result of bidding and negotiated renewals the average contract cost decreased by 1% in 2010. The Division earned the Achievement of Excellence in Purchasing Award for the 4th consecutive year.	
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	2010 Departmental Goal		Central service costs were held constant for the 2010 budget year due to the need for budgetary reductions.	
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 Use data from actuary and auditors to put together annual report.		2010 Departmental Goal	06/30/10	Annual report was completed.	

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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	T723 Complete reassignment of retirement administration tasks among staff after elimination of Pension Analyst position.		2010 Departmental Goal		All duties formerly completed by the Pension Analyst has been reassigned to other staff.	
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 Payroll Coordinators will handle benefit estimates, benefit calculations, and payroll-related reports for actuaries, as well as transmitting the monthly file and changes to State Street for benefit payments.		2010 Departmental Goal	12/31/10	Completed	
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 Deputy CFO will handle EDROs.		2010 Departmental Goal	12/31/10	Completed	
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 HR Benefits Specialist will handle consultation with members and beneficiaries.		2010 Departmental Goal	12/31/10	Completed	
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 Accountants will handle booking of activity in EDREN and financial data for actuaries.		2010 Departmental Goal	12/31/10	Completed	
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 purchases" spend and increase usage of term contracts for operational supplies and services	Nick Lam	2010 Tactical Plan		The process began to identify repeated small purchases that are good candidates for term contracts. A discussion was held at the cabinet level regarding small purchases. A few department staff were contacted regarding small purchases.	As a result of staff shortages this goal was not advanced as far as anticipated.
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 Management Services Administrative Assistant will take and transcribe minutes at RIC/PCIC and Pension Board meetings, and assist in preparing packets.		2010 Departmental Goal	12/31/10	Completed	
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	T729 CFO will prepare meeting packets, verify benefit calculations and EDROs, verify changes to the State Street file, verify submittals to the actuaries, prepare the annual report and communications to members and beneficiaries, and general coordination and administration of the pension system.		2010 Departmental Goal	12/31/10	Completed	
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	T111 Microfilm and image City documents to reduce the volume of permanent records stored at the Records Center and increase accessibility to these records for City staff.		2011 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	T731 Administer City Ordinance and Federal prevailing wage requirements. Prepare bid documents which conform to Federal grant requirements.	Nick Lam	2011 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	T732 Educate City department users regarding purchasing policies, procedures, and systems. Topics include seeking competition, effective contracting, and using the ERP and P-Card systems	Nick Lam	2011 Tactical Plan			

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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	2010 Tactical Plan		On Going	
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	2010 Tactical Plan		KDPS, Public Services, Community Planning & Development and KPEP worked together once again to deal with "Quality of Life" issues within specific neighborhoods. The operation addressed the issues of blight homes, junk automobiles, trash in the streets, and the trimming of overgrown trees along the roadways and sidewalks to enhance lighting. This Crime Prevention by Environmental Design Project enhanced the look and feel of our City, bringing pride of ownership to our homeowners. This type of intergovernmental cooperation is part of the community policing philosophy Kalamazoo Public Safety is undertaking to help combat crime using various strategies.	
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	2010 Tactical Plan		KDPS conducted it's 2nd Annual Citizen's Leadership Academy on June 2nd & 3rd. 18 community leaders participated and learned about the various aspects of Public Safety. It was very successful.	
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	2010 Tactical Plan		From January through August, KVET received 588 tips pertaining to drug activity within the City of Kalamazoo; conducting 388 investigations.	
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 LEADS 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	2010 Tactical Plan		Operations personnel continue to be assigned based on contemporaneous crime trend analysis. Operations, along with all divisions of public safety, participates in the new weekly "crime fighters" initiative. A 24 hour incident summary was placed on the LT's computer and they will be responsible for reviewing the past 24 hours of crime prior to their shift and to share any pertinent information with the officers on their shift.	
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	T800 Train shift supervisors in crime trend analysis so they can regularly use the tool to deploy personnel appropriately	Urledge	2010 Tactical Plan		Shift commanders continue to analyze crime trends and deploy officers to address trends as they are identified.	
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	Urledge	2010 Tactical Plan		KDPS conducted proactive patrols downtown for the various festivals (Greek Fest, etc.). KDPS also conducted directed patrols for curfew violations as well as party patrol for WMU.	
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 Continue digital police report dictation capabilities to enable officers to dictate police reports in the field and transmit them electronically to increase time available for proactive patrol.	Urbe	2010 Tactical Plan		The digital dictation program was implemented several years ago and continues to be in operation now.	
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		No gun buy back program was conducted in 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	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		Rebranded GO-16	
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		2010 Tactical Plan		Supported Metro Transit staff during the review of the Comprehensive Operational Analysis (COA) routing and service recommendations; Organized a series of jurisdictional meetings to communicate information to public	

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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	O10 Transfer Metro Transit assets to KCTA	T306 Assist KCTA in legislative changes to Public Act 196	Transit Director	2010 Departmental Goal		Language changes to Public Act 196 have been registered with both the Michigan House and Senate. The changes would allow one overriding transit authority to have two transit millages to support public transit service inside and outside the City of Kalamazoo.	
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	2010 Tactical Plan		Minor routing changes completed in 2009. I.e., service to new MRC facility, together with the short-range COA recommendations, should improve service delivery to existing employment centers, education facilities, and community activities.	
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 Goal		Ridership and financial reporting (operating revenues and expenses) continue on a monthly basis with regular reports submitted to both the TAB, KCTA and City Administration.	
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 Business News	Transit Director	2010 Departmental Goal		At the present time, the KCTA "visioning" effort entails implemented the "roadmap" in an effort to eventually transition the Metro Transit System to the countywide authority. The circulation of the quarterly Business News has been accomplished with a current circulation in excess of 2500 copies.	
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 Goal		At present, two uniformed Public Safety officers work at the KTC. The facility's 42 camera surveillance system continues to be maintained and on-board camera surveillance equipment is located on each of Metro Transit's 37 fixed route vehicles. The next delivery of replacement demand/response vehicles will also include onboard cameras.	
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		2010 Tactical Plan		Continued to implement 5 Year Fiscal Plan by utilizing departmental scorecards and Budget Quarterly to document accomplishments and balance service delivery with achievement based on outcome methods	
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		2010 Tactical Plan		Continued to examine administrative protocols to maximize organization efficiencies	
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 KDPSS scheduling program	T. Snape	2010 Tactical Plan		Intellitime is being implemented. KDPSS going live in November. IT going live with Intellitime in Oct/Nov.	
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	T642 Implement a new KDPSS website (www.kalamazoopublicsafety.org).	E. Freed	2010 Departmental Goal - New		New KDPSS website is almost live.	
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	T639 Implement the EDEN 5 client throughout the entire City.	T. Snape	2010 Departmental Goal - New	12/31/10	EDEN 5 implemented.	
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	T641 Migrate all NCC data to a new SQL platform that allows users to access old NCC data and reports. Decommission the NCC system.	Applications	2010 Departmental Goal - New		Ongoing. All data is out of NCC and onto the new SQL platform.	

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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	T640 Upgrade to the .NET version of BSA for permit system, TAX, assessing, special assessment, and delinquent personnel property.	S. Hoch	2010 Departmental Goal - New		All BS&A upgrades completed aside from Permit System which will be done in Feb 2011.	
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	E. Freed	2010 Tactical Plan		ITS project ongoing.	
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, BSA, GIS, Database custom Applications, Data Entry, etc.)	ALL	2010 Departmental Goal		On Going	
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	2010 Departmental Goal		On Going	
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 structure/permissions (AD rationalization and cleanup, k-drive cleanup)	M. Cross	2010 Departmental Goal			AD cleanup is ongoing. Next step is to review KDPS structures.
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	2010 Departmental Goal		On Going	
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	2010 Departmental Goal		Exchange upgrade almost 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	T620 File/Print Server Consolidation	C Phillips	2010 Departmental Goal		Ongoing	
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	2011 Departmental Goal			Identified as 2010 departmental goal. Moved forward as 2011 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	T622 Network Security Phase I	C Phillips	2010 Departmental Goal			Not started yet.
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	2010 Departmental Goal			NCC is not decommissioned yet.

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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	T626 Server Room Consolidation	C Phillips	2010 Departmental Goal			NCC is not decommissioned yet.
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	2010 Departmental Goal		Migrated all non KOPS/Public Services cell phones to Verizon! Project almost done.	
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	2010 Departmental Goal		Ongoing. Reduced the overall bill by a couple hundred phone lines and other services. Still fighting with AT&T on billing. Created separate BTN's for all EDEN cost centers.	
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	2010 Departmental Goal		All Public Services Inventory input and accounted for, managing flow ongoing for records, all Auction items pulled from inventory this month and disposal items to goodwill recorded from inventory as well complete.	
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	2010 Departmental Goal		PC's/Laptops bought as per bid. Installation starts in October.	
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	2010 Departmental Goal			Not started yet.
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	2010 Departmental Goal			Not started yet.
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	2010 Departmental Goal			Not started yet.
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	2010 Departmental Goal		More than 5 servers upgraded to 2008.	
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 Upgrades.	TBD	2010 Departmental Goal	12/31/10	Done	Upgraded BS&A to 64-bit. Need to test and possibly look at upgrading other SQL platforms.
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	2010 Departmental Goal		RFP done. Bid will be awarded in October.	

Organizational Scorecard 2010

Department	Division	Strategic Focus Area	Goal	Objective	Tactic	Owner	Created By: 2010 Tactical Plan OR Other/New (Specify)	Date Completed	2010 Accomplishments	2010 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	T611 Upgrade the City GIS website to provide	S. Hoch	2010 Departmental Goal	12/31/10	The Online GIS cartographic upgrade is complete.	
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	T643 Upgrade the physical security at City Hall including new badge readers and cameras in select locations.	E. Freed	2010 Departmental Goal - New		Cameras upgraded both in the Treasury and in the garage. Basement door is forthcoming as is upgraded badging within City Hall.	
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 Goal		With the adoption of Metro Transit's 2010 Operating and Capital budget, Metro Transit has made use of \$1.9 million in FTA 5307 operating assistance, as well as an additional \$60,000 in FTA 5311 rural operating assistance. Available capital discretionary funds (5309) are being used for scheduled vehicle replacement for both fixed route and demand/response vehicles.	
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	2010 Tactical Plan		A plan is included in the 5yr fiscal plan to begin funding the OPEB Obligations.	
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	12/31/10	<ul style="list-style-type: none"> Received over \$168,000 in grants to help run programs that our department would normally not be able to offer (includes, but not limited to, 21st Century funding, K&K Pool donation, Community Mental Health, Kalamazoo Community Foundation and Youth United Way) Obtained a private donation of \$5,520 for K&K Pool to remain open an extra week in 2010 Worked with the Kalamazoo Sunshine Rotary to raise \$20,000 in matching funds to augment \$20,000 in City Funds to install a new lighting system at Rose Veterans Memorial Park Applied for grant funds from the MDNRE for LaCrona and Woods Lake Park 	
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	12/31/10	<ul style="list-style-type: none"> The Friends of Recreation participated and raised \$1,880 in the Kalamazoo Community Foundation's Match Day event to raise money for the Kalamazoo Municipal Recreation Endowment Fund The 14th Annual Friends of Recreation Golf Classic was held July 16, at Eastern Hills Golf Course. Over 65 golfers and 80 businesses participated in this year's event. Approximately \$6,500 was raised to support the operation of the Youth Development Center 	
Parks and Recreation	Recreation	SF6 Fiscal Stewardship	G1 Balance City Revenue and expenditures	O6 Position the department for sustainability	T269 Evaluate department fee structure and increase fees where appropriate	Jewell, Brown	2011 Tactical Plan			
Parks and Recreation	Recreation	SF6 Fiscal Stewardship	G1 Balance City Revenue and expenditures	O6 Position the department for sustainability	T270 Implement a system to evaluate financial aid eligibility	Jewell, Brown	2011 Tactical Plan			
Parks and Recreation	Parks	SF6 Fiscal Stewardship	G1 Balance City Revenue and expenditures	O6 Position the department for sustainability	T277 Work with staff schedules to reduce overtime within the department	Jewell, Brown	2011 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 Goal		In an effort to generate an additional \$270,000 in operating revenue, an 11% general fare increase, \$1.35 to \$1.50, was implemented in January 2010. Through September, that fare increase has resulted in a 9.6% revenue increase and the target of \$270,000 is expected to be achieved by the end of the year.	

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

SUMMARY OF EXPENDITURES - ALL FUNDS

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Variance	2012 Projected
GOVERNMENTAL							
GENERAL	53,256,894	52,683,308	52,930,608	52,308,726	52,271,128	-0.78%	53,315,759
GENERAL - FORMER ISF					7,597,914		7,862,900
GENERAL - ISF ADJUSTMENT					(1,808,635)		(1,862,894)
GENERAL - APPROPRIATION (REQ.)	53,256,894	52,683,308	52,930,608	52,308,726	58,060,407	10.21%	59,315,765
CAPITAL IMPROVEMENT	4,101,708	4,594,146	10,625,974	9,437,687	5,287,041	15.08%	4,689,515
SPECIAL REVENUE							
Major Streets	6,136,403	9,197,270	11,410,556	10,980,340	7,976,125	-13.28%	7,570,620
Local Streets	3,113,950	3,796,466	3,874,779	3,689,322	3,597,548	-5.24%	3,629,579
Cemeteries	307,332	491,448	491,448	454,251	523,979	6.62%	524,504
Solid Waste	2,369,033	2,449,223	2,702,955	2,663,491	2,494,236	1.84%	2,504,876
Blight Abatement	78,467	67,725	88,446	69,244	15,000	-77.85%	15,000
Brownfield LSRR	400	100,000	100,000	330,399	605,000	505%	312,000
Economic Initiative	4,229	-	-	500,000	200,000		236,000
Small Business Loans	80,000	-	-	80,000	120,000		94,000
Economic Opportunity	-	563,550	563,550	204,000	-	-100%	68,000
Community Development	2,048,365	1,050,904	3,345,374	3,345,374	3,527,607	235.67%	3,450,000
K-VET Drug Enforcement	418,978	471,889	471,889	314,417	408,854	-13.36%	409,610
Public Safety Contracts	-	322,231	322,231	322,514	333,729	-	-
Miscellaneous Grants	444,553	89,235	999,023	999,023	78,117	-12.46%	540,000
Recovery Act Grants/Programs	441,480	623,615	12,586,132	3,224,803	10,021,799	-	-
TOTAL SPECIAL REVENUE	15,443,190	19,223,556	36,956,383	27,177,178	29,901,994	55.55%	19,354,188
TOTAL GOVERNMENTAL	72,801,792	76,501,010	100,512,965	88,923,591	93,249,442	21.89%	83,359,467
ENTERPRISE							
Kalamazoo Farmers Market	50,378	46,022	46,022	46,290	61,961	34.63%	62,629
Water Division	18,742,635	17,079,033	19,365,619	19,675,910	19,990,326	17.05%	19,893,209
Wastewater Division	24,371,623	28,150,771	29,516,465	30,421,705	26,707,097	-5.13%	29,999,653
Transportation	18,938,173	30,128,028	31,062,403	15,475,066	30,605,887	1.59%	15,719,962
TOTAL ENTERPRISE	62,102,809	75,403,854	79,990,509	65,618,971	77,365,271	2.60%	65,675,453
RETIREMENT ADMIN	511,464	563,124	563,124	514,697	514,697	-8.60%	519,844
GRAND TOTAL ALL FUNDS	135,416,065	152,467,988	181,066,598	155,057,259	171,129,410	12.24%	149,554,764
INTERNAL SERVICE FUNDS (ISF)							
Information Technology	2,785,684	2,003,274	2,407,114	2,524,755	MOVED TO GENERAL FUND ("FORMER ISF")		
City Wide Maintenance	1,570,585	1,153,839	1,154,455	1,317,392	MOVED TO GENERAL FUND ("FORMER ISF")		
Engineering	1,834,141	1,562,452	1,564,591	1,529,258	MOVED TO GENERAL FUND ("FORMER ISF")		
Public Works Billable	418,256	413,907	413,907	440,446	MOVED TO GENERAL FUND ("FORMER ISF")		
Fleet Services	3,704,176	3,079,002	3,079,002	3,214,783	MOVED TO GENERAL FUND ("FORMER ISF")		
Insurance	20,612,442	23,024,001	23,024,001	21,344,023	25,397,893	10.31%	21,879,006
TOTAL INTERNAL SERVICE	30,925,284	31,236,475	31,643,070	30,370,657	25,397,893	-18.69%	21,879,006

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
2010 PROJECTED FUND BALANCE - ALL FUNDS

	January 1 Balance	Estimated Resources	Projected Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Fund Balance Designations	December 31 2010 Balance
GOVERNMENTAL						
GENERAL	7,770,980	51,664,902	52,308,726	(643,824)	-	7,127,156
CAPITAL IMPROVEMENT	5,063,047	4,624,878	9,437,687	(4,812,809)	-	250,238
SPECIAL REVENUE						
Major Streets	2,196,892	9,969,989	10,980,340	(1,010,351)	-	1,186,541
Local Streets	325,273	3,889,331	3,689,322	200,009	-	525,282
Cemeteries	55,090	504,373	454,251	50,122	-	105,212
Solid Waste	1,788,972	2,512,830	2,663,491	(150,661)	-	1,638,311
Blight Abatement	69,244	-	69,244	(69,244)	-	-
Brownfield LSRR	326,380	475,244	330,399	144,845	-	471,225
Economic Initiative	323,049	88,863	500,000	(411,137)	(131,902)	43,814
Small Business Loans	352,877	117,526	80,000	37,526	-	390,403
Economic Opportunity	213,426	-	204,000	(204,000)	-	9,426
Community Development	121,488	3,345,374	3,345,374	-	-	121,488
K-VET Drug Enforcement	519,825	287,955	314,417	(26,462)	-	493,363
Public Safety Contracts	-	322,514	322,514	-	-	-
Miscellaneous Grants	12,699	999,023	999,023	-	-	12,699
Recovery Act Grants/Programs	-	3,224,803	3,224,803	-	-	-
TOTAL SPECIAL REVENUE	6,305,215	25,737,825	27,177,178	(1,439,353)	(131,902)	4,997,764
TOTAL GOVERNMENTAL	19,139,242	82,027,605	88,923,591	(6,895,986)	(131,902)	12,375,158
ENTERPRISE						
Kalamazoo Farmers Market	142,518	51,683	46,290	5,393	-	147,911
Water Division	73,867,256	13,604,440	19,675,910	(6,071,470)	-	67,795,786
Wastewater Division	93,669,026	23,210,529	30,421,705	(7,211,176)	-	86,457,850
Transportation	24,763,291	14,360,185	15,475,066	(1,114,881)	-	23,648,410
TOTAL ENTERPRISE	192,442,091	51,226,837	65,618,971	(14,392,134)	-	178,049,957
RETIREMENT ADMIN		514,697	514,697	-	-	-
TOTAL ALL FUNDS	211,581,333	133,769,139	155,057,259	(21,288,120)	(131,902)	190,425,115
INTERNAL SERVICE*						
Information Technology	1,290,434	1,616,799	2,524,755	(907,956)	-	382,478
City Wide Maintenance	6,606	1,317,392	1,317,392	-	-	6,606
Engineering	13,189	1,529,258	1,529,258	-	-	13,189
Public Works Billable	(332,672)	440,446	440,446	-	-	(332,672)
Fleet Services	2,601,264	3,288,582	3,214,783	73,799	-	2,675,063
Insurance	4,350,264	21,543,369	21,344,023	199,346	-	4,549,610
TOTAL INTERNAL SERVICE	7,929,085	29,735,846	30,370,657	(634,811)	-	7,294,274

* - Note: Budgetary Fund Balance is shown net of the long-term OPEB Liability in the Internal Service Funds

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
2011 PROJECTED FUND BALANCE - ALL FUNDS

	January 1 Balance	Estimated Resources	Adopted Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Fund Balance Designations	December 31 2011 Balance
GOVERNMENTAL FUNDS						
GENERAL	7,127,156	53,380,886	52,271,128	1,109,758	-	8,236,914
CAPITAL IMPROVEMENT	250,238	5,073,000	5,287,041	(214,041)	-	36,197
SPECIAL REVENUE						
Major Streets	1,186,541	7,466,267	7,976,125	(509,858)	-	676,683
Local Streets	525,282	3,419,578	3,597,548	(177,970)	-	347,312
Cemeteries	105,212	539,843	523,979	15,864	-	121,076
Solid Waste	1,638,311	2,479,199	2,494,236	(15,037)	-	1,623,274
Blight Abatement	-	15,000	15,000	-	-	-
Brownfield LSRR	471,225	280,000	605,000	(325,000)	-	146,225
Economic Initiative	43,814	64,900	200,000	(135,100)	(146,797)	55,511
Small Business Loans	390,403	21,429	120,000	(98,571)	-	291,832
Economic Opportunity	9,426	-	-	-	-	9,426
Community Development	121,488	3,527,607	3,527,607	-	-	121,488
K-VET Drug Enforcement	493,363	287,955	408,854	(120,899)	-	372,464
Public Safety Contracts	-	333,729	333,729	-	-	-
Miscellaneous Grants	12,699	78,117	78,117	-	-	12,699
Recovery Act Grants/Programs	-	10,021,799	10,021,799	-	-	-
TOTAL SPECIAL REVENUE	4,997,764	28,535,423	29,901,994	(1,366,571)	(146,797)	3,777,990
TOTAL GOVERNMENTAL	12,375,158	86,989,309	87,460,163	(470,854)	(146,797)	12,051,101
ENTERPRISE						
Kalamazoo Farmers Market	147,911	64,135	61,961	2,174	-	150,085
Water Division	67,795,786	14,691,173	19,990,326	(5,299,153)	-	62,496,633
Wastewater Division	86,457,850	21,237,907	26,707,097	(5,469,190)	-	80,988,660
Transportation	23,648,410	28,866,313	30,605,887	(1,739,574)	-	21,908,836
TOTAL ENTERPRISE	178,049,957	64,859,528	77,365,271	(12,505,743)	-	165,544,214
RETIREMENT ADMIN	-	514,697	514,697	-	-	-
TOTAL ALL FUNDS	190,425,115	152,363,534	165,340,131	(12,976,597)	(146,797)	177,595,315
INTERNAL SERVICE*						
Information Technology	382,478	1,574,497	1,777,753	(203,256)	-	179,222
City Wide Maintenance	6,606	1,256,604	1,256,604	-	-	6,606
Engineering	13,189	1,570,432	1,570,432	-	-	13,189
Public Works Billable	(332,672)	412,685	412,685	-	-	(332,672)
Fleet Services	2,675,063	2,588,989	2,580,440	8,549	-	2,683,612
Insurance	4,549,610	22,318,764	25,397,893	(3,079,129)	-	1,470,481
TOTAL INTERNAL SERVICE	7,294,274	29,721,971	32,995,807	(3,273,836)	-	4,020,438

* - Note: Budgetary Fund Balance is shown net of the long-term OPEB Liability in the Internal Service Funds

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

BUDGET OVERVIEW

The City of Kalamazoo Adopted FY 2011 Budget has estimated expenditures of \$171,129,410 an increase of 12.24% from the Adoped FY 2010 Budget. The citywide budget is made up of various funding groups (see Chart 1). The highlights of this recommended spending plan are discussed below in greater detail. This increase of more than 10% is almost entirely represented by an increase in Community Development Block Grant Funds and American Reinvestment and Recovery Act Funds with an additional impact of 3.3% of the total increase due to the transfer of the internal service funds to the General Fund.

2011 Adopted Budget \$ 171,129,410

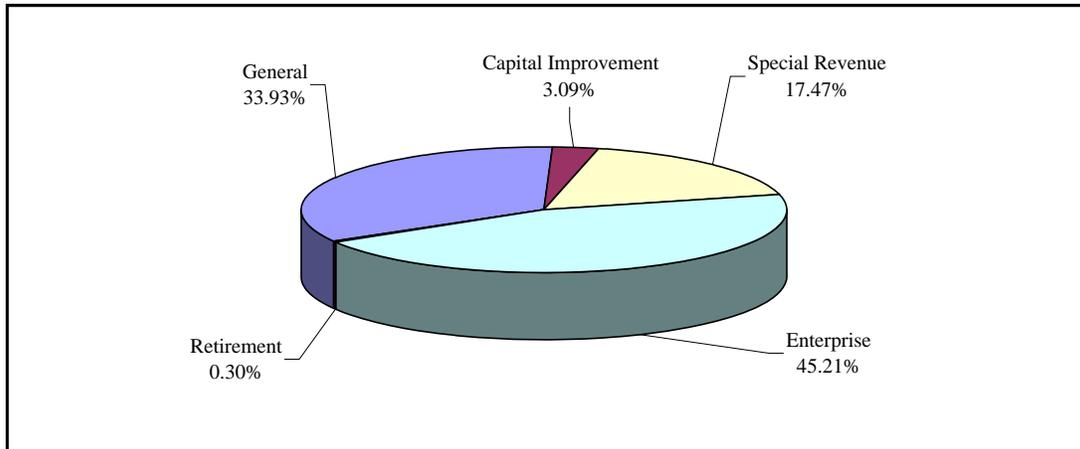


Chart 1

REVENUE

General Fund

General Fund operating revenue is estimated at \$53,380,866 in FY 2011 Adopted Budget, which represents an increase of 3.1% over the estimated revenue in the FY 2010 Adopted Budget.

2011 General Fund Revenue \$ 53,380,866

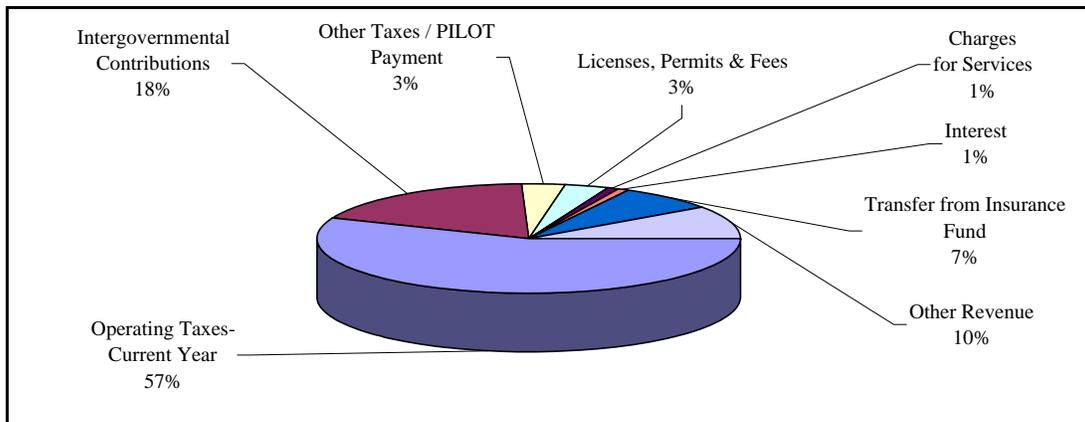


Chart 2

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

The two largest revenue sources, Property Taxes and Intergovernmental Contributions represent 75% of all estimated resources (see Chart 2). Property Taxes are estimated to decline by 2.90% in FY 2011. This decrease is lower than the estimated 0% growth rate in property tax revenue than had been assumed in the Five-Year Fiscal Plan. This negative experience is attributable to Michigan Tax Tribunal appeals and recorded sales with continued declines in the residential and commercial real estate markets (see Chart 3).

Property Tax Revenue

Growth Trend (2002-2011)

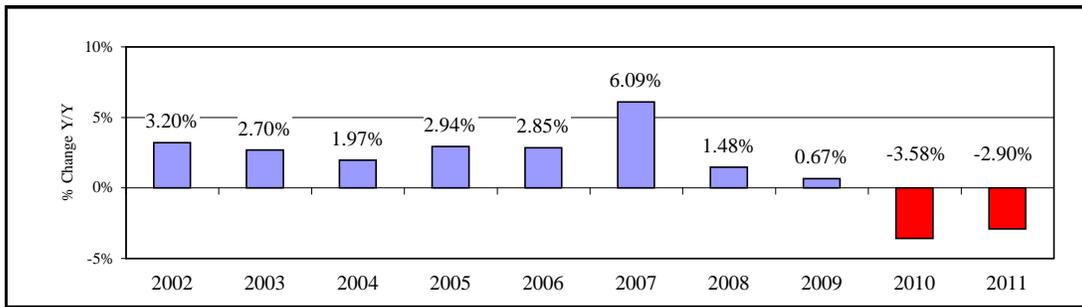


Chart 3

State Revenue Sharing continue to be vulnerable to the State's budget woes. State Shared Revenues have steadily declined over the last 10 years from a high of \$12.5 million in FY 2001 to \$8.4 million estimated for FY 2011, which is equal to a 33% reduction.

The estimated payment of \$8.4 million in FY 2011 is a decrease of 2.75% compared to FY 2010 projected receipts of \$8.6 million. (see Chart 4).

The Five-Year Fiscal Plan assumes that State Revenue Sharing will decline in FY 2012 and stabilize at 0% growth for the remaining five-year fiscal planning period.

State Revenue Sharing

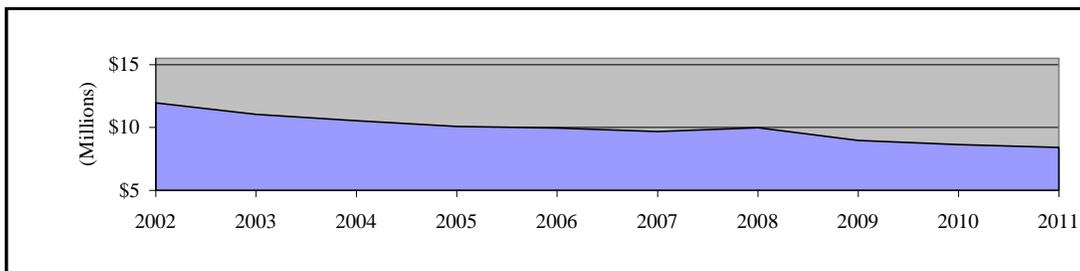


Chart 4

The remaining 25% 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 increase by 7.3% from the FY 2010 Adopted budget for Charges for Services while Licensee, Permits and Fees are anticipated to decrease by 4.02%. Anticipated revenues from Other Taxes/Pilot Payments are expected to decrease by 31.7%, which is attributable to a larger than average percent of tax appeals. The General Fund will receive a \$4 million rebate from the General Insurance Fund due to favorable health care experience. This one-time resource offsets losses in other areas and is responsible for the overall increase in General fund revenues.

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

Non-General Fund Revenue

Major & Local Streets

The Major & Local Streets operations are primarily funded by Gas & Weight Taxes, which are expected to see a 2.3% decrease in FY 2011. While Major Street revenues are sufficient to fund operations, the Local Street Fund revenues are insufficient and require an operating subsidy from the Major Street Fund and the General Fund. Capital projects are funded with CIP Bonds.

Cemetery

Cemetery operational revenue remain stagnant with a 0.87% increase in FY 2011. The operational revenue is not sufficient to fund operations and an annual subsidy from the Perpetual Care Fund supports the operation. In addition capital improvements require a subsidy from the Perpetual Care Fund.

Solid Waste

Solid Waste operations are funded by a special millage. The current rate is 1.550 mills and will yield \$2.5 million in FY 2011, which is a decrease of 0.87%. The millage rate remains unchanged in FY 2011, however the revenue is expected to decline in line with the loss of property values. The fund will use \$15,037 of fund balance in FY 2011.

Water Fund

The 2011 estimated budget revenues reflect a 5% increase in water rates.

Wastewater Fund

The 2011 estimated budget revenues reflect a 3.5% increase in wastewater rates.

Expenditures

General Fund

The Adopted 2011 General Fund Budget is \$52,271,128, an overall decrease of 0.78 % when compared to the adopted budget and a 1.25% decrease compared with FY 2010 Amended Budget. This does not include net Internal Service Fund expenditures of \$5,789,279 which are transferred to the General Fund beginning in FY 2011.

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)

2011 General Fund Budget Expenditure by Category \$ 52,271,128

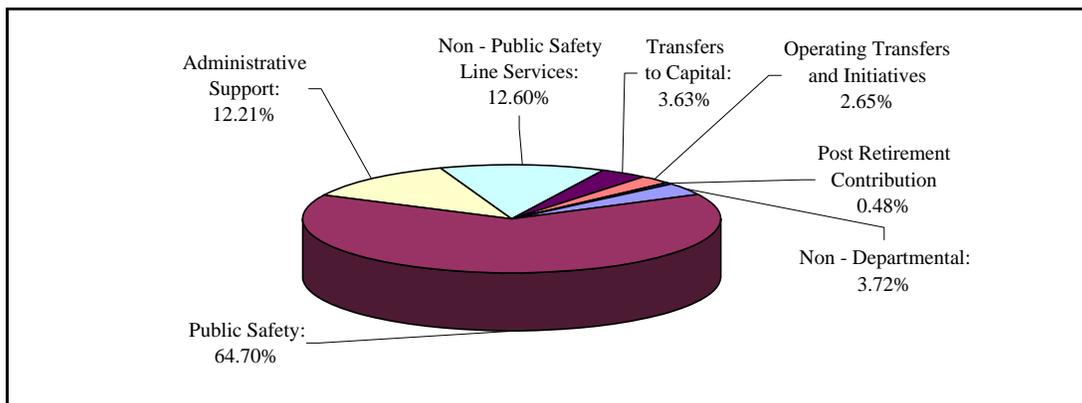


Chart 5

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

The General Fund Operating Budget will increase by approximately 0.11% from the Adopted 2010 Budget. As illustrated in the chart 5, 12.2% of the General Fund Budget is allocated to administrative support, for the entire \$171.1 million citywide budget.

Public Safety services garner the largest share of General Fund resources accounting for 64.7% of the General Fund budget (Chart 5). Personnel costs account for 76% of all General Fund expenditures (Chart 6). Consistent with the Five-Year Fiscal Plan, the 2011 Adopted Budget takes advantage of an average annual position vacancy rate of 2.3% by offsetting General Fund Expenditures by the same amount.

2011 General Fund Budget by Object

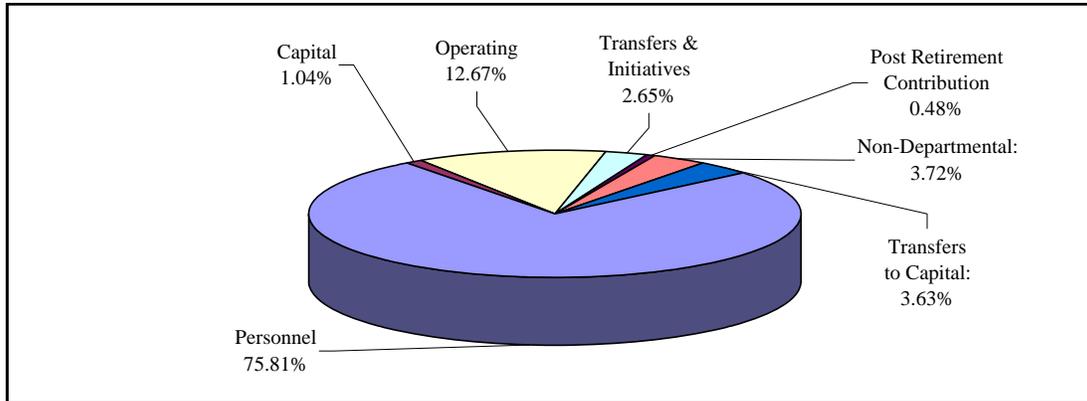


Chart 6

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.

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 ending balance of \$1.65 million in the Budget Stabilization Account.

The Adopted FY 2011 Budget calls for no contribution or use of to the Budget Stabilization Account. The balance remains at \$1.65 million remains and is projected to be used to mitigate the impact of unanticipated revenue losses and some expenditure increases over the years 2012 and 2013.

The capital reserve account will be used for emergency capital repairs of purchases. There are no contributions or withdrawals proposed in FY 2011. The capital reserve account balance will remain at \$350 thousand.

The Five-Year Fiscal Plan targets a minimum capital investment of \$5 million annually. The General Fund will transfer \$1.9 million to the Capital Improvement Program Fund. The General Fund capital program, including street funds is \$6.8 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 revenues are projected to exceed expenditures by \$1,109,758 dollars in FY 2011. The projected fund balance in FY 2011 is \$8,236,914, which is 15.4% of estimate revenues against a Five-Year Fiscal Plan target range for the General Fund of 13% - 15% of revenues. The projected fund balance does not include the budget stabilization or capital reserve accounts, which are \$2 million.

Position Allocations

The FY 2011 Adopted Budget includes 753 full-time positions, no net change from FY 2010.

The merger of the Public Services Commercial Office with the Treasury Office was completed in FY 2010. As a result 10 positions were transferred from the Public Services Department to the Management Services Department.

CITY OF KALAMAZOO 2011 ADOPTED BUDGET

The Community Planning and Development Department added 3 new positions during FY 2010 to assist in programming of additional grant funds received through the Neighborhood Stabilization Programs. The positions are allocated only through the grant period and is expected to expire in FY 2012. The positions include Compliance Specialist I, Senior Rehab Specialist and CP&D Secretary.

The Community Planning and Development Department has eliminated 2 positions due to retirements, including 1 Housing Inspector and 1 Records Clerk. The workload has been absorbed by remaining staff. These reductions will net an increase of 1 position for the department.

The Public Services Department proposes for elimination the vacant position of Environmental Services Technician II.

Capital

Total Capital improvements planned for 2011 total \$12,989,900 (see Chart 7).

Expenses

General Fund

General Fund capital projects which are funded in the Capital Improvements Program (CIP) Fund total \$2.5 million. Capital projects in the CIP Fund include \$10,000 in Environmental improvements, \$150,000 for fire apparatus, \$1,419,000 for Public Safety Dispatch Improvements, \$447,000 in various facility improvements, \$45,000 in park improvements, \$407 thousand in various other capital improvements.

Non-General Fund:

Local Streets

Improvements to various local streets will be made in the amount of \$1.0 million and funded with capital improvement bond.

Major Streets

The Major Street Capital Budget is proposed at \$3.093 million funded with \$1.093 million in federal funds and \$2.0 million in capital improvement bonds.

Cemetery

Improvements in the Cemeteries will be made in the amount of \$180 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 \$2.7 million and \$2.3 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.

2011 Capital Financing by Source

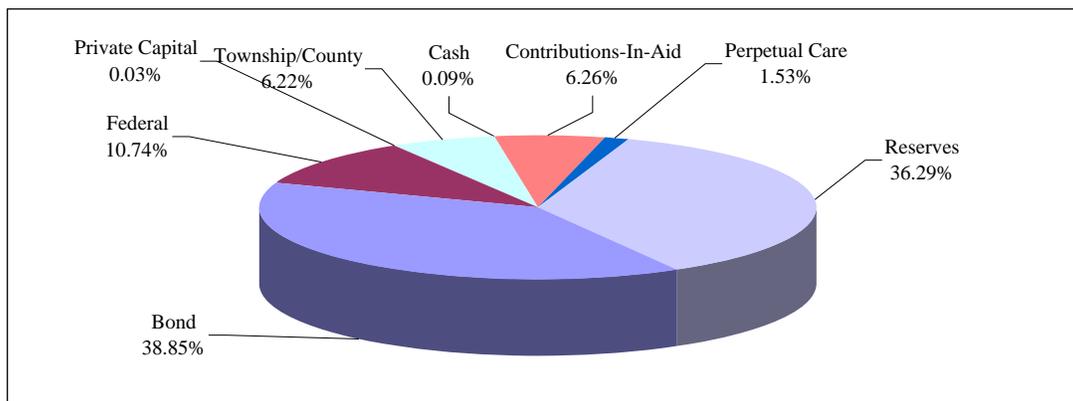


Chart 7

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

TAXABLE VALUE AND TAX LEVY PROJECTIONS

	2010 Adopted Budget	2010 Roll Confirmation	2010 YE Est.	2011 Adopted Budget	2012 Projected Budget	2013 Projected Budget	2014 Projected Budget	2015 Projected Budget	2016 Projected Budget
Effective Taxable Value (a)	1,682,654,185	1,667,512,876	1,662,053,759	1,629,694,347	1,629,694,347	1,629,694,347	1,654,139,762	1,678,951,859	1,704,136,137

MILLAGE RATES:									
Operating Millage	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705	19.2705
Solid Waste Millage	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500	1.5500
Metro Transit Millage	0.6000	0.6000	0.6000	0.6000	0.6000	0.6000	0.6000	0.6000	0.6000
TOTAL	21.4205								

TAX REVENUES:

Operating Revenues	32,425,587	32,133,807	32,028,607	31,405,025	31,405,025	31,405,025	31,876,100	32,354,242	32,839,555
Less: Total Captured TIF (b)	-1,559,019	-1,569,840	-1,463,012	-1,433,943	-1,433,943	-1,433,943	-1,455,452	-1,477,284	-1,499,443
Net Operating Revenue	30,866,568	30,563,967	30,565,595	29,971,082	29,971,082	29,971,082	30,420,648	30,876,958	31,340,112
Adjusted Tax Revenue	30,866,568	30,563,967	30,565,595	29,971,082	29,971,082	29,971,082	30,420,648	30,876,958	31,340,112
Solid Waste Revenues	2,608,114	2,584,645	2,576,183	2,526,026	2,526,026	2,526,026	2,563,917	2,602,375	2,641,411
Less: Total Captured TIF (b)	-117,181	-117,973	-111,715	-109,449	-109,449	-109,449	-111,091	-112,757	-114,448
Net Operating Revenue	2,490,933	2,466,672	2,464,468	2,416,577	2,416,577	2,416,577	2,452,826	2,489,618	2,526,963
Adjusted Tax Revenue	2,490,933	2,466,672	2,464,468	2,416,577	2,416,577	2,416,577	2,452,826	2,489,618	2,526,963
Metro Transit Revenues (c)	1,009,593	1,000,508	997,232	977,817	977,817	977,817	992,484	1,007,371	1,022,482
Less: Total Captured TIF (b)	-45,819	-52,911	-30,467	-29,749	-30,311	-30,883	-31,466	-32,061	-32,667
Net Operating Revenue	963,774	947,597	966,765	948,068	947,506	946,934	961,018	975,310	989,815
Adjusted Tax Revenue									
TOTAL	34,321,275	33,978,236	33,996,829	33,335,727	33,335,165	33,334,593	33,834,492	34,341,886	34,856,890

(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 Levy of .6 mills approved for 2010 through 2012 in City of Kalamazoo. Continued approval of .6 mill levy assumed through 2016.

CITY OF KALAMAZOO

2011 ADOPTED BUDGET

POSITION COMPARISON

	Adopted Budget 2009	Adopted Budget 2010	Transfers	Additions	Eliminations	Adopted Budget 2011
PERMANENT FULL TIME AUTHORIZED POSITIONS						
CITY ADMINISTRATION	7.0	6.0	-	-	-	6.0
CITY ATTORNEY	8.0	8.0	-	-	-	8.0
CITY CLERK						
Administration	3.0	2.0	-	-	-	2.0
Elections	1.0	1.0	-	-	-	1.0
Records Management, Research and Archives	3.0	2.0	-	-	-	2.0
Total City Clerk	7.0	5.0	-	-	-	5.0
INTERNAL AUDITOR	1.0	1.0	-	-	-	1.0
HUMAN RESOURCES DEPARTMENT	9.0	8.0	-	-	-	8.0
INFORMATION TECHNOLOGY	10.0	7.0	-	-	-	7.0
MANAGEMENT SERVICES						
Budget and Accounting	12.0	12.0	3.0	-	-	15.0
Assessor	7.0	6.0	-	-	-	6.0
Treasury	8.0	6.0	7.0	-	-	13.0
Purchasing	6.0	6.0	-	-	-	6.0
Total Management Services	33.0	30.0	10.0	-	-	40.0
KALAMAZOO PUBLIC SAFETY						
Administration	7.0	7.0	-	-	-	7.0
Financial Services	13.0	7.0	-	-	-	7.0
Training	7.0	6.0	-	-	-	6.0
Kalamazoo Valley Enforcement Team (KVET)	15.0	14.0	-	-	-	14.0
Operations	193.5	189.0	-	-	-	189.0
Criminal Investigation	36.0	35.0	-	-	-	35.0
Service	29.5	29.0	-	-	-	29.0
Total Public Safety	301.0	287.0	-	-	-	287.0
COMMUNITY PLANNING AND DEVELOPMENT						
Code Administration	23.0	23.0	-	-	(2.0)	21.0
Planning	5.0	5.0	-	-	-	5.0
Community Development (HUD)	12.0	11.0	-	3.0	-	14.0
Total Community Planning and Development	40.0	39.0	-	3.0	(2.0)	40.0
ECONOMIC DEVELOPMENT	6.0	6.0	-	-	-	6.0
PARKS AND RECREATION						
Parks	10.0	9.0	-	-	-	9.0
Recreation	9.0	9.0	-	-	-	9.0
Total Parks and Recreation	19.0	18.0	-	-	-	18.0

CITY OF KALAMAZOO

2011 ADOPTED BUDGET

POSITION COMPARISON

	Adopted Budget 2009	Adopted Budget 2010	Transfers	Additions	Eliminations	Adopted Budget 2011
PERMANENT FULL TIME AUTHORIZED POSITIONS, continued						
PUBLIC SERVICES						
City Wide Maintenance	11.0	10.0	-	-	-	10.0
Engineering Services	14.0	14.0	-	-	-	14.0
Fleet Services	12.0	12.0	-	-	-	12.0
Public Works	40.0	37.0	4.0	-	-	41.0
Wastewater Division	94.0	87.0	1.0	-	(1.0)	87.0
Water Division	79.0	76.0	(15.0)	-	-	61.0
Total Public Services	250.0	236.0	(10.0)	-	(1.0)	225.0
TRANSPORTATION	102.0	102.0	-	-	-	102.0
TOTAL FULL TIME POSITIONS	793.0	753.0	-	3.0	(3.0)	753.0
PERMANENT PART TIME AUTHORIZED POSITIONS						
INFORMATION TECHNOLOGY	1.0	1.0	-	-	-	1.0
MANAGEMENT SERVICES						
Budget and Accounting	-	-	-	-	-	-
KALAMAZOO PUBLIC SAFETY						
Service	4.0	4.0	-	-	-	4.0
PARKS AND RECREATION						
Parks	2.0	2.0	-	-	-	2.0
Recreation	2.0	2.0	-	-	-	2.0
Kalamazoo Farmers Market	1.0	1.0	-	-	-	1.0
Total Parks and Recreation	5.0	5.0	-	-	-	5.0
PUBLIC SERVICES						
Water Division	1.0	-	-	-	-	-
TRANSPORTATION	19.0	19.0	-	-	-	19.0
TOTAL PART TIME POSITIONS	30.0	29.0	-	-	-	29.0
TOTAL CITY ALLOCATED POSITIONS	823.0	782.0	-	3.0	(3.0)	782.0

CITY OF KALAMAZOO

2011 ADOPTED BUDGET

Calendar

July 30	Budget/Accounting Distributes FY 2010 Revenue and Expenditure Projection and FY2011 Revenue Estimating Worksheets to the Departments.
August 9	Budget/Accounting Distributes FY 2010 Budget Directives to Departments including FY2011 Interfund amounts (Administrative Fees, Cost Allocations, etc.) and FY Debt Service Schedule.
August 9	Budget/Accounting distributes FY2011 Position Budgets with Fringes to Departments
August 16	FY 2010 Projections due to Budget/Accounting from Departments
August 23	Budget/Accounting distributes FY2011 Budget Manual
August 23-27	Budget Accounting distributes FY2011 conducts Budget Prep Training
August 31	FY 2010 Revenue Estimates Due to Budget Accounting From Departments Preliminary FY 2010 Year End Capital Improvement Program (CIP) submitted by Departments to Budget/Accounting FY 2011-16 CIP Due to Budget/Accounting and City Manager from Engineering
September 7	FY 2011-16 CIP Finalized
September 13	FY 2011 Budget Proposals and Narratives Due including Capital Budget FY 2011 Revenue Estimates Due
September 30	FY2010 Accomplishments and FY2011 Planned Accomplishments Due from Departments to Budget and Accounting
October 8	Budget and Accounting Technical Review Complete
October 22	3rd Quarter Budget Review Provided to City Commission
October 29	Administrative Review with Departments Complete
November 1	FY2011 Proposed Budget Finalized
November 9-18	Presentations to City Commission Small Groups
November 22	Proposed Document Compiled, Proofed and Sent to Printer
December 1	City Manager officially transmits budget to City Commission
December 2	CIP Presented to Planning Commission
December 1-18	City Manager Community Budget Briefings and City Commission Public Work
December 6	Adopt Resolution for Public Hearing and Year-End Budget Amendments
December 20	Budget Public Hearing
January 3	Budget Adoption

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
BUDGET POLICIES

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

LEGAL REQUIREMENTS

The City of Kalamazoo Charter (Section 67) states that by December 1 of each year, the City Manager shall submit to the City Commission, an estimate of the contemplated expenditures for the ensuing year together with the estimated revenues for that year.

Section 68 of the Charter requires that on or before February 1 of each year, the City Commission pass an annual appropriation resolution to cover expenditures. At the same time, the City Commission establishes certain policies covering the administration of the budget. A public hearing must be held prior to final adoption, and must be posted at least six days prior to said hearing.

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

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

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

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

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

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
BUDGET POLICIES**

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 a 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
2011 ADOPTED BUDGET
BUDGET POLICIES**

TRANSFERS

City Commission Approval

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

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

Only the City Commission shall make new or additional appropriations.

City Manager Approval

The City Manager may approve the transfer of funds to capital outlay or equipment account or between capital accounts for changes up to \$10,000 per project or equipment purchase, or in amounts up to 10% of the project cost, whichever is greater. The City Manager may also approve the reallocation of funds within the capital accounts on the same basis or in any amount as long as the funds are still used for the purpose for which they were originally appropriated.

All other transfers affecting capital accounts shall require City Commission approval.

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

Procedures

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

MONTHLY REPORT

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

CONTRIBUTIONS FROM GENERAL FUND TO THE CAPITAL IMPROVEMENT 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 the paragraph 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
2011 ADOPTED BUDGET
BUDGET POLICIES**

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.

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
BUDGET POLICIES

User Fees

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

Metro Transit System

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

Enterprise Functions

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

Payment In-Lieu of Taxes (PILOT)

PILOT is charged to the Water and Wastewater Divisions.

Interest Earnings

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

Administrative Fee

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

RESERVES

General Fund Undesignated Reserve

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

General Fund Reserve for Contingencies

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

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

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BUDGET POLICIES**

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.

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 Services Director / CFO 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

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
BUDGET POLICIES**

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 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?

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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 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

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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. 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.

CITY OF KALAMAZOO
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BUDGET POLICIES

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 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).

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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:

- 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

**CITY OF KALAMAZOO
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BUDGET POLICIES**

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.

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.

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BUDGET POLICIES**

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

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

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

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

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

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

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

Subject to the applicable provisions of statutory and constitutional debt provisions and the City Charter, the City Commission, by proper ordinance or resolution, may authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds or other evidences of indebtedness, therefore, and may pledge the full faith credit and resources of the City for the payment of the obligation created therefore.

STATUTORY AND CONSTITUTIONAL DEBT PROVISIONS

Section 21 of Article VII of the Michigan Constitution establishes the authority, subject to statutory and constitutional limitations, for municipalities to incur debt for public purposes. The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for public purposes, subject to limitations and prohibitions provided by this constitution or by law.

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act

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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 June 2, 2010.

2010 State Equalized Valuation		1,831,245,195
Debt Limit - 10 % of State Equalized Valuations		183,124,519
Debt Outstanding	94,195,000	
Less: Exempt Debt	40,155,000	54,040,000
		54,040,000
Legal Debt Margin		129,084,519

SHORT-TERM BORROWING

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

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DEBT SERVICE SCHEDULE

As of: January 1, 2011

City Debt Issues	Remaining Debt				2011			2012		
	Original Issue Amount	Gross Principal Outstanding	Self-Supporting	Net	Principal	Interest	Total	Principal	Interest	Total
Building Authority Bonds:										
Dated: 10/26/06 2006B Building Authority	\$ 4,270,000	\$ 3,650,000	\$ 3,650,000	\$ -	:	:		:	:	
Dated: 1/23/06 2006A Building Authority	\$ 2,840,000	\$ 2,515,000	\$ 2,515,000	\$ -	\$ 70,000	\$ 135,010	\$ 205,010	\$ 75,000	\$ 131,510	\$ 206,510
Dated: 10/12/05 2005B Parking Ramp	\$ 2,835,000	\$ 2,250,000	\$ 2,250,000	\$ -	\$ 115,000	\$ 113,875	\$ 228,875	\$ 110,000	\$ 108,125	\$ 218,125
Dated: 7/26/05 2005 Refunding	\$ 7,725,000	\$ 7,245,000	\$ 7,245,000	\$ -	\$ 330,000	\$ 317,088	\$ 647,088	\$ 340,000	\$ 303,888	\$ 643,888
Dated: 4/11/05 2005 Parking Ramp	\$ 7,325,000	\$ 5,600,000	\$ 5,600,000	\$ -	\$ 275,000	\$ 285,641	\$ 560,641	\$ 265,000	\$ 271,891	\$ 536,891
Dated: 1/27/03 2003 Building Authority	\$ 1,940,000	\$ 650,000	\$ -	\$ 650,000	\$ 210,000	\$ 19,800	\$ 229,800	\$ 215,000	\$ 12,308	\$ 227,308
Dated: 1/1/02 2002 Building Authority	\$ 1,090,000	\$ 510,000	\$ -	\$ 510,000	\$ 75,000	\$ 23,755	\$ 98,755	\$ 80,000	\$ 20,418	\$ 100,418
Dated: 4/1/01 2001 Building Authority	\$ 3,500,000	\$ 2,655,000	\$ -	\$ 2,655,000	\$ 115,000	\$ 131,454	\$ 246,454	\$ 120,000	\$ 126,394	\$ 246,394
Dated: 12/1/98 1998 Building Authority - KMG	\$ 1,570,000	\$ 895,000	\$ 866,497	\$ 28,503	\$ 95,000	\$ 43,355	\$ 138,355	\$ 100,000	\$ 39,080	\$ 139,080
Dated: 11/17/98 1998 BA Refunding	\$ 5,770,000	\$ 2,985,000	\$ 2,880,988	\$ 104,013	\$ 590,000	\$ 146,878	\$ 736,878	\$ 600,000	\$ 121,818	\$ 721,818
Subtotal	\$ 38,865,000	\$ 28,955,000	\$ 25,007,484	\$ 3,947,516	\$ 1,875,000	\$ 1,216,855	\$ 3,091,855	\$ 1,905,000	\$ 1,135,430	\$ 3,040,430
Michigan Transportation Fund Bonds:										
Dated: 7/12/07 2007 Michigan Transportation Fund	\$ 3,860,000	\$ 3,285,000	\$ 3,285,000	\$ -	\$ 220,000	\$ 133,243	\$ 353,243	\$ 225,000	\$ 124,343	\$ 349,343
Dated: 4/27/04 2004 Michigan Transportation Fund	\$ 4,320,000	\$ 1,860,000	\$ 1,860,000	\$ -	\$ 445,000	\$ 57,868	\$ 502,868	\$ 455,000	\$ 42,899	\$ 497,899
Dated: 4/1/02 2002 Michigan Transportation Fund	\$ 4,765,000	\$ 1,100,000	\$ 1,100,000	\$ -	\$ 165,000	\$ 51,419	\$ 216,419	\$ 170,000	\$ 44,159	\$ 214,159
Dated: 4/24/00 2000 Michigan Transportation Fund	\$ 2,860,000	\$ 1,225,000	\$ 1,225,000	\$ -	\$ 215,000	\$ 56,219	\$ 271,219	\$ 230,000	\$ 45,094	\$ 275,094
Dated: 4/1/98 1998 Michigan Transportation Fund	\$ 2,265,000	\$ 610,000	\$ 610,000	\$ -	\$ 190,000	\$ 24,068	\$ 214,068	\$ 205,000	\$ 14,979	\$ 219,979
Dated: 3/1/96 1996 Michigan Transportation Fund	\$ 2,500,000	\$ 245,000	\$ 245,000	\$ -	\$ 245,000	\$ 6,248	\$ 251,248	\$ -	\$ -	\$ -
Subtotal	\$ 20,570,000	\$ 8,325,000	\$ 8,325,000	\$ -	\$ 1,480,000	\$ 329,063	\$ 1,809,063	\$ 1,285,000	\$ 271,473	\$ 1,556,473
Wastewater Bonds:										
Dated: 12/22/09 2009 Wastewater Supply Systems	\$ 2,585,000	\$ 2,485,000	\$ 2,485,000	\$ -	\$ 70,000	\$ 145,164	\$ 215,164	\$ 70,000	\$ 143,624	\$ 213,624
Dated: 4/1/01 2001 Wastewater Systems Refunding	\$ 5,000,000	\$ 2,965,000	\$ 2,965,000	\$ -	\$ 240,000	\$ 142,705	\$ 382,705	\$ 250,000	\$ 132,265	\$ 382,265
Subtotal	\$ 7,585,000	\$ 5,450,000	\$ 5,450,000	\$ -	\$ 310,000	\$ 287,869	\$ 597,869	\$ 320,000	\$ 275,889	\$ 595,889
Water Bonds:										
Dated: 12/22/09 2009 Water Supply Systems	\$ 7,685,000	\$ 7,685,000	\$ 7,685,000	\$ -	\$ -	\$ 496,206	\$ 496,206	\$ -	\$ 496,206	\$ 496,206
Dated: 7/12/07 2007 Water Supply Systems	\$ 1,900,000	\$ 1,765,000	\$ 1,765,000	\$ -	\$ 50,000	\$ 79,913	\$ 129,913	\$ 55,000	\$ 77,913	\$ 132,913
Dated: 11/29/06 2006 Water Supply System and Refunding	\$ 4,690,000	\$ 3,605,000	\$ 3,605,000	\$ -	\$ 350,000	\$ 156,241	\$ 506,241	\$ 360,000	\$ 142,241	\$ 502,241
Dated: 4/27/04 2004 Water System Refunding	\$ 5,010,000	\$ 4,165,000	\$ 4,165,000	\$ -	\$ 155,000	\$ 178,898	\$ 333,898	\$ 155,000	\$ 173,938	\$ 328,938
Dated: 10/23/02 2002B Water System Refunding	\$ 3,145,000	\$ 1,570,000	\$ 1,570,000	\$ -	\$ 325,000	\$ 56,363	\$ 381,363	\$ 320,000	\$ 45,475	\$ 365,475
Dated: 6/6/02 2002 Water System Refunding	\$ 9,145,000	\$ 5,560,000	\$ 5,560,000	\$ -	\$ 545,000	\$ 279,613	\$ 824,613	\$ 590,000	\$ 252,363	\$ 842,363
Subtotal	\$ 31,575,000	\$ 24,350,000	\$ 24,350,000	\$ -	\$ 1,425,000	\$ 1,247,232	\$ 2,672,232	\$ 1,480,000	\$ 1,188,135	\$ 2,668,135
Downtown Development Bonds:										
Dated: 10/1/97 1997 Downtown Development Refunding	\$ 2,130,000	\$ 2,085,000	\$ 2,085,000	\$ -	\$ 15,000	\$ 109,730	\$ 124,730	\$ 15,000	\$ 108,961	\$ 123,961
Dated: 6/15/93 1993 Downtown Development Refunding	\$ 3,680,000	\$ 895,000	\$ 895,000	\$ -	\$ 280,000	\$ 41,525	\$ 321,525	\$ 300,000	\$ 25,575	\$ 325,575
Dated: 3/2/92 1992 Downtown Development	\$ 2,945,000	\$ 675,000	\$ 675,000	\$ -	\$ 225,000	\$ 33,750	\$ 258,750	\$ 225,000	\$ 20,250	\$ 245,250
Subtotal	\$ 8,755,000	\$ 3,655,000	\$ 3,655,000	\$ -	\$ 520,000	\$ 185,005	\$ 705,005	\$ 540,000	\$ 154,786	\$ 694,786
Special Assessment Bonds:										
Dated: 9/1/99 1999 Special Assessment - Burdick Street	\$ 680,000	\$ 140,000	\$ 140,000	\$ -	\$ 45,000	\$ 7,280	\$ 52,280	\$ 50,000	\$ 4,985	\$ 54,985
Subtotal	\$ 680,000	\$ 140,000	\$ 140,000	\$ -	\$ 45,000	\$ 7,280	\$ 52,280	\$ 50,000	\$ 4,985	\$ 54,985
Capital Improvement Bonds:										
Dated: 7/8/10 2010 Capital Improvement	\$ 2,855,000	\$ 2,855,000	\$ -	\$ 2,855,000	\$ 140,000	\$ 120,241	\$ 260,241	\$ 160,000	\$ 94,913	\$ 254,913
Dated: 6/24/09 2009 Capital Improvement	\$ 4,585,000	\$ 4,395,000	\$ -	\$ 4,395,000	\$ 245,000	\$ 163,910	\$ 408,910	\$ 250,000	\$ 157,785	\$ 407,785
Dated: 7/1/08 2008 Capital Improvement	\$ 4,165,000	\$ 3,760,000	\$ -	\$ 3,760,000	\$ 230,000	\$ 147,781	\$ 377,781	\$ 240,000	\$ 140,306	\$ 380,306
Dated: 7/12/07 2007 Capital Improvement	\$ 855,000	\$ 775,000	\$ -	\$ 775,000	\$ 35,000	\$ 34,738	\$ 69,738	\$ 35,000	\$ 33,320	\$ 68,320
Dated: 4/27/04 2004 Capital Improvement	\$ 8,415,000	\$ 4,380,000	\$ -	\$ 4,380,000	\$ 735,000	\$ 150,563	\$ 885,563	\$ 755,000	\$ 125,779	\$ 880,779
Subtotal	\$ 20,875,000	\$ 16,165,000	\$ -	\$ 16,165,000	\$ 1,385,000	\$ 617,232	\$ 2,002,232	\$ 1,440,000	\$ 552,103	\$ 1,992,103
Grand Total:	\$ 128,905,000	\$ 87,040,000	\$ 66,927,484	\$ 20,112,516	\$ 7,040,000	\$ 3,890,536	\$ 10,930,536	\$ 7,020,000	\$ 3,582,800	\$ 10,602,800

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
REVENUES:							
Operating Taxes- Current Year	31,671,421	30,866,569	30,866,569	30,563,967	29,971,082	-2.90%	29,971,082
Other Taxes / PILOT Payment	1,899,381	2,438,365	2,438,365	2,233,500	1,665,883	-31.68%	1,665,883
Licenses, Permits & Fees	1,770,826	1,889,070	1,889,070	1,799,689	1,813,175	-4.02%	1,813,175
Intergovernmental Contributions	10,348,825	9,612,056	9,612,056	9,896,466	9,814,674	2.11%	9,485,882
Charges for Services	363,970	382,200	412,200	479,241	409,959	7.26%	418,158
Interest	410,572	518,100	518,100	472,061	501,100	-3.28%	506,111
Transfer of Insurance Fund Coverage	500,000	500,000	500,000	500,000	4,000,000	700.00%	1,300,000
Other Revenue	5,540,766	5,585,486	5,581,706	5,719,978	5,205,013	-6.81%	5,361,163
TOTAL OPERATING REVENUE	52,505,761	51,791,846	51,818,066	51,664,902	53,380,886	3.07%	50,521,454
EXPENDITURES:							
CITY COMMISSION							
Personnel	56,519	56,515	56,515	56,516	56,515	0.00%	57,340
Operating	91,490	29,825	29,825	25,389	29,419	-1.36%	29,598
TOTAL CITY COMMISSION	148,009	86,340	86,340	81,905	85,934	-0.47%	86,938
CITY ADMINISTRATION							
Personnel	609,788	599,194	599,194	617,046	614,573	2.57%	623,546
Operating	149,463	147,730	147,730	104,140	140,864	-4.65%	140,715
TOTAL CITY ADMINISTRATION	759,251	746,924	746,924	721,186	755,437	1.14%	764,261
CITY ATTORNEY							
Personnel	781,021	769,672	769,672	773,620	779,841	1.32%	791,227
Operating	98,901	100,328	100,328	92,894	102,061	1.73%	100,976
TOTAL CITY ATTORNEY	879,922	870,000	870,000	866,514	881,902	1.37%	892,203
CITY CLERK:							
ADMINISTRATION							
Personnel	185,405	215,992	215,992	216,339	219,400	1.58%	222,603
Operating	27,855	37,950	37,950	27,076	30,905	-18.56%	30,625
Capital	-	500	500	10,000	-	-100.00%	-
TOTAL ADMINISTRATION	213,260	254,442	254,442	253,415	250,305	-1.63%	253,229
ELECTIONS							
Personnel	95,257	174,428	174,428	179,130	107,505	-38.37%	109,075
Operating	39,964	67,717	67,717	67,687	55,362	-18.25%	55,695
TOTAL ELECTIONS	135,221	242,145	242,145	246,817	162,867	-32.74%	164,769
RECORDS MANAGEMENT							
Personnel	191,098	93,487	93,487	92,817	105,396	12.74%	106,935
Operating	59,861	67,329	67,329	61,480	133,423	98.17%	148,837
Capital	-	-	-	-	14,000		
TOTAL RECORDS MANAGEMENT	250,959	160,816	160,816	154,297	252,819	57.21%	255,772
TOTAL CITY CLERK	599,440	657,403	657,403	654,529	665,991	1.31%	673,770
INTERNAL AUDITOR							
Personnel	86,136	86,890	86,890	87,223	87,456	0.65%	88,733
Operating	2,125	7,110	7,110	5,973	7,830	10.13%	7,666
TOTAL INTERNAL AUDITOR	88,261	94,000	94,000	93,196	95,286	1.37%	96,399
HUMAN RESOURCES							
Personnel	698,120	695,155	695,155	695,146	692,664	-0.36%	702,777
Operating	92,907	99,352	99,352	77,413	99,474	0.12%	98,613
TOTAL HUMAN RESOURCES	791,027	794,507	794,507	772,559	792,138	-0.30%	801,390

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
MANAGEMENT SERVICES							
BUDGET AND ACCOUNTING							
Personnel	917,362	992,369	992,369	996,083	1,007,181	1.49%	1,021,886
Operating	166,364	140,138	140,138	130,979	137,108	-2.16%	135,768
TOTAL BUDGET AND ACCOUNTING	1,083,726	1,132,507	1,132,507	1,127,062	1,144,289	1.04%	1,157,654
ASSESSOR							
Personnel	577,555	549,180	549,180	546,902	556,020	1.25%	564,138
Operating	67,054	93,493	93,493	56,213	95,445	2.09%	94,936
TOTAL ASSESSOR	644,609	642,673	642,673	603,115	651,465	1.37%	659,074
TREASURY							
Personnel	522,475	435,646	435,646	437,703	417,705	-4.12%	423,803
Operating	428,072	403,757	403,757	389,346	405,416	0.41%	408,932
TOTAL TREASURER	950,547	839,403	839,403	827,049	823,121	-1.94%	832,735
PURCHASING							
Personnel	387,689	393,777	393,777	400,250	415,846	5.60%	421,917
Operating	73,217	72,160	72,160	70,087	71,479	-0.94%	71,100
TOTAL PURCHASING	460,906	465,937	465,937	470,337	487,325	4.59%	493,017
TOTAL MANAGEMENT SERVICES	3,139,788	3,080,520	3,080,520	3,027,563	3,106,200	0.83%	3,142,480
PUBLIC SAFETY							
ADMINISTRATION							
Personnel	914,606	929,807	929,807	953,120	930,601	0.09%	944,188
Operating	123,190	128,418	128,418	167,473	153,418	19.47%	152,493
TOTAL ADMINISTRATION	1,037,796	1,058,225	1,058,225	1,120,593	1,084,019	2.44%	1,096,680
FINANCIAL SERVICES							
Personnel	613,539	362,629	362,629	415,189	363,830	0.33%	369,142
Operating	2,805	2,200	2,200	2,180	2,200	0.00%	1,163
TOTAL FINANCIAL SERVICES	616,344	364,829	364,829	417,369	366,030	0.33%	370,305
TRAINING							
Personnel	664,407	678,590	678,590	688,942	682,414	0.56%	692,377
Operating	168,824	210,718	210,718	134,609	182,015	-13.62%	182,148
TOTAL TRAINING	833,231	889,308	889,308	823,551	864,429	-2.80%	874,526
KVET							
Personnel	1,456,444	1,449,060	1,449,060	1,294,449	1,352,272	-6.68%	1,368,067
TOTAL KVET	1,456,444	1,449,060	1,449,060	1,294,449	1,352,272	-6.68%	1,368,067
OPERATIONS DIVISION							
Personnel	19,860,797	19,463,454	19,463,454	19,039,574	19,635,129	0.88%	19,864,552
Operating	52,793	50,727	50,727	39,583	50,418	-0.61%	50,922
TOTAL OPERATIONS	19,913,590	19,514,181	19,514,181	19,079,157	19,685,547	0.88%	19,915,474
CRIMINAL INVESTIGATIONS							
Personnel	3,748,397	3,814,229	3,814,229	3,725,683	3,819,493	0.14%	3,875,258
Operating	18,824	24,080	24,080	22,346	24,080	0.00%	13,208
TOTAL CRIMINAL INVESTIGATIONS	3,767,221	3,838,309	3,838,309	3,748,029	3,843,573	0.14%	3,888,466
SERVICE DIVISION							
Personnel	2,698,793	2,891,077	2,891,077	2,766,073	2,931,927	1.41%	2,974,733
Operating	2,869,326	2,947,286	2,933,422	2,991,548	3,166,875	7.45%	3,201,440
Capital	471,916	557,526	554,526	529,245	525,418	-5.76%	525,418
TOTAL SERVICE	6,040,035	6,395,889	6,379,025	6,286,866	6,624,220	3.57%	6,701,591
TOTAL PUBLIC SAFETY	33,664,661	33,509,801	33,492,937	32,770,014	33,820,090	0.93%	34,215,109

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
COMMUNITY PLANNING AND DEVELOPMENT							
CODE ADMINISTRATION - HOUSING							
Personnel	1,143,679	1,140,374	1,140,374	1,093,757	1,032,651	-9.45%	1,047,728
Operating	121,181	138,751	138,751	114,543	151,996	9.55%	150,791
Capital	175	-	-	-	3,000		3,000
TOTAL HOUSING	1,265,035	1,279,125	1,279,125	1,208,300	1,187,647	-7.15%	1,201,519
CODE ADMINISTRATION - TRADES							
Personnel	523,811	512,542	512,542	538,269	516,718	0.81%	524,262
Operating	53,662	60,152	60,152	43,948	65,792	9.38%	65,052
TOTAL TRADES	577,473	572,694	572,694	582,217	582,510	1.71%	589,314
TOTAL CODE ADMINISTRATION	1,842,508	1,851,819	1,851,819	1,790,517	1,770,157	-4.41%	1,790,832
PLANNING							
Personnel	421,914	422,754	422,754	395,548	425,345	0.61%	431,555
Operating	37,685	53,703	53,703	43,908	55,986	4.25%	55,398
TOTAL PLANNING	459,599	476,457	476,457	439,456	481,331	1.02%	486,953
TOTAL COMMUNITY PLANNING AND DEVELOPMENT	2,302,107	2,328,276	2,328,276	2,229,973	2,251,488	-3.30%	2,277,785
ECONOMIC DEVELOPMENT							
Personnel	519,162	430,263	430,263	431,838	379,395	-11.82%	384,934
Operating	58,310	77,530	77,530	46,009	54,641	-29.52%	54,171
TOTAL ECONOMIC DEVELOPMENT	577,472	507,793	507,793	477,847	434,036	-14.53%	439,106
PARKS AND RECREATION							
GENERAL PARKS							
Personnel	848,508	874,750	874,750	846,030	870,774	-0.45%	883,487
Operating	260,829	234,560	234,560	256,926	262,472	11.90%	262,995
TOTAL GENERAL PARKS	1,109,337	1,109,310	1,109,310	1,102,956	1,133,246	2.16%	1,146,482
BRONSON PARK MAINTENANCE							
Personnel	54,691	49,096	49,096	42,672	51,608	5.12%	52,361
Operating	23,769	33,813	33,813	31,683	34,584	2.28%	34,838
TOTAL BRONSON PARK	78,460	82,909	82,909	74,355	86,192	3.96%	87,199
TOTAL PARKS	1,187,797	1,192,219	1,192,219	1,177,311	1,219,438	2.28%	1,233,681
GENERAL RECREATION							
Personnel	647,241	655,798	655,798	634,035	654,869	-0.14%	664,430
Operating	225,092	287,895	287,895	277,572	288,927	0.36%	290,390
TOTAL GENERAL RECREATION	872,333	943,693	943,693	911,607	943,796	0.01%	954,820
RECREATION ADULT SPORTS							
Personnel	24,915	33,658	33,658	33,922	38,967	15.77%	39,536
Operating	75,199	70,508	70,508	56,465	56,512	-19.85%	57,058
TOTAL ADULT SPORTS	100,114	104,166	104,166	90,387	95,479	-8.34%	96,594
INTERGENERATIONAL AND INCLUSIVE SERVICE							
Personnel	50,911	61,045	61,045	50,127	62,450	2.30%	63,362
Operating	12,762	15,528	15,528	15,272	15,528	0.00%	15,527
TOTAL INTERGENERATIONAL AND INCLUSIVE SERVICE	63,673	76,573	76,573	65,399	77,978	1.83%	78,889
RECREATION / SPORTS COMPLEX							
Personnel	116,549	127,627	127,627	130,408	128,384	0.59%	130,258
Operating	134,930	96,722	96,722	118,280	110,686	14.44%	111,604
TOTAL SPORTS COMPLEX	251,479	224,349	224,349	248,688	239,070	6.56%	241,862
TOTAL RECREATION	1,287,599	1,348,781	1,348,781	1,316,081	1,356,323	0.56%	1,372,165
TOTAL PARKS & RECREATION	2,475,396	2,541,000	2,541,000	2,493,392	2,575,761	1.37%	2,605,846

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
PUBLIC WORKS							
FORESTRY							
Personnel	465,368	421,779	421,779	426,284	450,138	6.72%	456,710
Operating	208,302	168,028	168,028	153,326	168,561	0.32%	169,215
TOTAL FORESTRY	673,670	589,807	589,807	579,610	618,699	4.90%	625,925
DOWNTOWN MAINTENANCE							
Personnel	73,464	73,122	73,122	68,784	81,343	11.24%	82,531
Operating	384,211	374,264	374,264	265,287	322,220	-13.91%	325,746
TOTAL DOWNTOWN MAINTENANCE	457,675	447,386	447,386	334,071	403,563	-9.80%	408,277
ENVIRONMENTAL INSPECTIONS							
Personnel	54,798	53,262	53,262	53,913	55,787	4.74%	56,601
Operating	44,428	51,163	51,163	46,188	51,124	-0.08%	51,559
TOTAL ENVIRONMENTAL INSPECTIONS	99,226	104,425	104,425	100,101	106,911	2.38%	108,160
SIDEWALKS							
Personnel	95,296	101,229	101,229	158,397	103,823	2.56%	105,339
Operating	161,836	90,607	90,607	81,528	92,525	2.12%	93,302
TOTAL SIDEWALKS	257,132	191,836	191,836	239,925	196,348	2.35%	198,641
CREEKS							
Personnel	-	-	-	281	-	-	-
Operating	212	828	828	121	828	0.00%	838
TOTAL CREEKS	212	828	828	402	828	0.00%	838
NEIGHBORHOOD CLEANUP INITIATIVE							
Personnel	90,110	-	-	10,983	-	-	-
Operating	38,479	-	-	-	-	-	-
TOTAL NEIGHBORHOOD CLEANUP	128,589	-	-	10,983	-	-	-
TOTAL PUBLIC WORKS	1,616,504	1,334,282	1,334,282	1,265,092	1,326,349	-0.59%	1,341,841
GENERAL :							
NON-DEPARTMENTAL EXPENDITURES							
TOTAL STREET LIGHTING	1,186,935	1,123,989	1,123,989	1,259,312	1,229,069	9.35%	1,245,774
MEMBERSHIP DUES							
County Chamber of Commerce	-	378	378	-	-	-100.00%	-
Michigan Municipal League	16,216	16,216	16,216	-	16,216	0.00%	16,702
National League of Cities	5,952	5,952	5,952	5,952	5,952	0.00%	6,131
TOTAL MEMBERSHIP DUES	22,168	22,546	22,546	5,952	22,168	-1.68%	22,833
CONTRACTUAL							
Cable Franchise Fee - CAC	205,953	260,000	260,000	316,040	260,000	0.00%	267,800
Auto Park - Parking Enforcement	307,031	305,021	305,021	311,599	314,172	3.00%	323,597
District Court Subsidy	118,815	144,152	144,152	110,602	148,174	2.79%	152,619
General Insurance	30,954	30,954	30,954	30,954	30,954	0.00%	31,883
TOTAL CONTRACTUAL	662,753	740,127	740,127	769,195	753,300	1.78%	775,899
OUTSIDE CONTRACTUAL							
External Auditor	51,950	55,000	55,000	53,298	55,000	0.00%	56,650
Financial Advisors	8,205	25,000	25,000	25,000	25,000	0.00%	25,750
Home Ownership Program	(498)	-	-	(498)	-	-	-
Other	48,783	25,000	25,000	45,000	25,000	0.00%	25,750
TOTAL OUTSIDE CONTRACTUAL	108,440	105,000	105,000	122,800	105,000	0.00%	108,150

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
NON-DEPARTMENTAL EXPENDITURES, continued							
GENERAL SERVICE							
Vacancy Variance	-	(500,000)	(500,000)	-	(800,000)	60.00%	(800,000)
Emergency Recovery	61,008	-	-	10	-		-
TANS Debt Service Fund	108,335	75,000	143,967	65,419	75,000	0.00%	75,000
City Hall Maintenance	444,204	446,836	446,836	463,902	442,575	-0.95%	445,603
Development Center Maintenance	121,674	118,164	118,164	121,674	116,867	-1.10%	120,373
Other	2,320	-	-	1,082	1,537		-
TOTAL GENERAL SERVICE	737,541	140,000	208,967	652,087	(164,021)	-217.16%	(159,024)
TOTAL NON-DEPARTMENTAL	2,717,837	2,131,662	2,200,629	2,809,346	1,945,516	-8.73%	1,993,633
TOTAL OPERATING BUDGET	49,759,675	48,682,508	48,734,611	48,263,116	48,736,128	0.11%	49,330,759
OPERATING TRANSFERS							
Local Streets	1,000,000	1,300,000	1,300,000	1,300,000	1,000,000	-23.08%	1,150,000
Contribution to DDA	169,269	265,800	265,800	265,800	-	-100.00%	-
Contribution to Grant Fund	-	-	16,864	-	-		-
TOTAL TRANSFERS	1,169,269	1,565,800	1,582,664	1,565,800	1,000,000	-36.13%	1,150,000
INITIATIVES							
Summer Youth Employment	-	-	150,000	150,000	100,000		100,000
Neighborhood Association Funding	227,950	235,000	263,333	229,809	235,000	0.00%	235,000
Economic Initiatives	100,000	-	-	-	-		-
Brownfield Initiative	50,000	-	-	1	-		-
Contribution to Communities in Schools	100,000	50,000	50,000	50,000	50,000	0.00%	50,000
TOTAL INITIATIVES	477,950	285,000	463,333	429,810	385,000	35.09%	385,000
TOTAL GENERAL FUND OPERATING / TRANSFERS / INITIATIVES	51,406,894	50,533,308	50,780,608	50,258,726	50,121,128	-0.82%	50,865,759
CIP CONTRIBUTION							
Contribution to CIP Fund	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	8.57%	2,200,000
TOTAL CIP CONTRIBUTION	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	8.57%	2,200,000
PENSION AND RETIREE CONTRIBUTIONS							
Contribution to Retiree Health Care Trust Fund	-	400,000	400,000	400,000	250,000	-37.50%	250,000
TOTAL POST RETIREMENT CONTRIBUTION	-	400,000	400,000	400,000	250,000	-37.50%	250,000
TOTAL GENERAL FUND EXPENDITURES	53,256,894	52,683,308	52,930,608	52,308,726	52,271,128	-0.78%	53,315,759
NET REVENUES - EXPENDITURES	(751,133)	(891,462)	(1,112,542)	(643,824)	1,109,758	-224%	(2,794,305)
BEGINNING UNRESERVED FUND BALANCE	9,822,113	7,770,980	7,770,980	7,770,980	7,127,156	-8.28%	8,236,914
Use of (Contribution to) Budget Stabilization	(1,300,000)	800,000	800,000	-	-	-100.00%	1,150,000
Contribution to Capital Contingency	-	-	-	-	-		-
Total Contribution from/(to) Reserves	(1,300,000)	800,000	800,000	-	-		1,150,000
(USE OF WORKING CAPITAL) OR TRANSFER TO SURPLUS	(2,051,133)	(91,462)	(312,542)	(643,824)	1,109,758	-1313.35%	(1,644,305)
ENDING UNRESERVED FUND BALANCE	7,770,980	7,679,518	7,458,438	7,127,156	8,236,914	7.26%	6,592,609
Target Fund Balance	6,825,749	6,732,940	6,736,349	6,716,437	6,939,515	3.07%	6,567,789
Over / (Under) Target Fund Balance	945,231	946,578	722,089	410,719	1,297,399	37.06%	24,820
Fund Balance Percentage of Revenue	14.8%	14.8%	14.4%	13.8%	15.4%	4.07%	13.0%

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND - FORMER INTERNAL SERVICE FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
	Internal Service Fund				General Fund		General Fund
INFORMATION TECHNOLOGY							
RESOURCES							
Computer Service Fee	1,574,816	1,275,277	1,275,277	1,275,277	1,275,277	0.00%	1,313,535
Charges for Services	159,886	244,620	244,620	244,620	244,620	0.00%	244,620
Commission Revenue	-	500	500	500	500	0.00%	500
Interest on Investments	20,827	50,000	50,000	50,000	50,000	0.00%	52,000
Sale of Assets	624	2,000	2,000	2,000	2,000	0.00%	2,000
Other	2,568	2,100	2,100	2,100	2,100	0.00%	2,100
Transfer from Insurance Fund	107,533	42,302	42,302	42,302	-	-100.00%	-
Use of (Contribution to) Working Capital	919,430	386,475	790,315	907,956	203,256	-47.41%	174,190
TOTAL RESOURCES	2,785,684	2,003,274	2,407,114	2,524,755	1,777,753	-11.26%	1,788,945
OPERATIONS							
Personnel	759,833	661,790	661,790	653,024	698,072	5.48%	708,264
Operating	1,175,515	1,101,484	1,147,278	1,326,740	930,681	-15.51%	930,681
Capital	850,336	240,000	598,046	544,991	149,000	-37.92%	150,000
TOTAL INFORMATION TECHNOLOGY	2,785,684	2,003,274	2,407,114	2,524,755	1,777,753	-11.26%	1,788,945
CITY WIDE MAINTENANCE							
RESOURCES							
Charges for Service	1,393,170	1,097,096	1,097,712	1,317,392	1,256,604	14.54%	1,268,392
Transfer from Insurance Fund	178,303	56,743	56,743	-	-	-100.00%	-
Use of (Contribution to) Working Capital	(888)	-	-	-	-	-	-
TOTAL RESOURCES	1,570,585	1,153,839	1,154,455	1,317,392	1,256,604	8.91%	1,268,392
OPERATIONS							
Personnel	819,670	787,651	787,651	804,484	807,375	2.50%	819,163
Operating	750,915	366,188	366,804	512,908	449,229	22.68%	449,229
TOTAL CITY WIDE MAINTENANCE	1,570,585	1,153,839	1,154,455	1,317,392	1,256,604	8.91%	1,268,392
ENGINEERING							
RESOURCES							
Charges for Services	1,664,381	1,497,502	1,499,641	1,529,258	1,570,432	4.87%	1,587,419
Transfer from Insurance Fund	170,861	64,950	64,950	-	-	-100.00%	-
Use of (Contribution to) Working Capital	(1,101)	-	-	-	-	-	-
TOTAL RESOURCES	1,834,141	1,562,452	1,564,591	1,529,258	1,570,432	0.51%	1,587,419
OPERATIONS							
Personnel	1,228,788	1,159,808	1,159,808	1,094,132	1,163,525	0.32%	1,180,512
Operating	605,353	402,644	404,783	435,126	406,907	1.06%	406,907
TOTAL ENGINEERING	1,834,141	1,562,452	1,564,591	1,529,258	1,570,432	0.51%	1,587,419

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
GENERAL FUND - FORMER INTERNAL SERVICE FUND**

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
FLEET SERVICES							
RESOURCES							
Charges for Services	3,490,757	3,103,898	3,103,898	3,237,582	3,103,989	0.00%	3,309,348
Interest	3,303	1,000	1,000	1,000	1,000	0.00%	1,000
Auction Sales	63,628	50,000	50,000	50,000	50,000	0.00%	50,000
Use of (Contribution to) Asset Replacement	-	(136,133)	(136,133)	-	(566,000)	315.77%	(566,000)
Transfer from Insurance Fund	200,786	61,563	61,563	-	-	-100.00%	-
Use of (Contribution to) Working Capital	(54,298)	(1,326)	(1,326)	(73,799)	(8,549)	544.72%	-
TOTAL RESOURCES	3,704,176	3,079,002	3,079,002	3,214,783	2,580,440	-16.19%	2,794,348
OPERATIONS							
Personnel	905,559	930,191	930,191	920,695	952,634	2.41%	966,542
Operating	2,309,117	1,948,811	1,948,811	2,094,088	1,427,806	-26.73%	1,427,806
Capital	8,500	200,000	200,000	200,000	200,000	0.00%	200,000
Transfer to Water	481,000	-	-	-	-	-	200,000
TOTAL UTILITIES EQUIPMENT FLEET	3,704,176	3,079,002	3,079,002	3,214,783	2,580,440	-16.19%	2,794,348
PUBLIC WORKS BILLABLE							
RESOURCES							
Charges for Services	437,979	430,740	430,740	440,446	412,685	-4.19%	430,370
Transfer from Insurance Fund	1,631	13,300	13,300	-	-	-100.00%	423,796
Use of (Contribution to) Working Capital	(21,354)	(30,133)	(30,133)	-	-	-100.00%	(430,370)
TOTAL RESOURCES	418,256	413,907	413,907	440,446	412,685	-0.30%	423,796
OPERATIONS							
Personnel	179,940	228,167	228,167	218,676	229,208	0.46%	209,275
Operating	238,316	185,740	185,740	221,770	183,477	-1.22%	214,521
TOTAL PUBLIC WORKS BILLABLE	418,256	413,907	413,907	440,446	412,685	-0.30%	423,796

NET ELIMINATION CHANGE (INTERNAL ELIMINATIONS)		2011	2012
Total General Fund Revenues before Eliminations:		61,350,093	59,206,535
Internal Eliminations		(1,808,635)	(1,862,894)
Net General Fund Revenues after Eliminations:		59,541,458	57,343,641
Total General Fund Expenditures before Eliminations		59,869,042	61,178,659
Internal Eliminations		(1,808,635)	(1,862,894)
Net General Fund Expenditures after Eliminations		58,060,407	59,315,765

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT FUND**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
RESOURCES							
Transfer From General Fund	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	8.6%	2,200,000
Transfer From Other Funds	-	225,000	225,000	225,000	-	-100.0%	-
Interest	5,898	200,000	210,645	200,000	200,000	0.0%	225,000
Special Assessment	6,243	-	-	-	-		-
Reimbursements - Various Sources	300,000	300,000	300,000	300,000	300,000	0.0%	300,000
Federal Grants	-	-	272,167	272,167	-		-
State Grants	72,531	-	393,134	393,134	169,000		-
Bond Proceeds	2,370,413	665,000	665,000	665,000	1,520,000	128.6%	1,702,000
Private / Local Contributions	316,247	20,000	1,479,197	669,577	734,000	3570.0%	-
Public Safety Revenue	245,617	250,000	250,000	250,000	250,000	0.0%	250,000
TOTAL RESOURCES	5,166,949	3,410,000	5,545,143	4,624,878	5,073,000	48.8%	4,677,000
EXPENDITURES							
Debt Service	2,437,519	2,619,146	2,632,958	2,602,427	2,809,041	7.3%	2,932,515
Environmental	8,233	35,000	96,669	55,818	10,000	-71.4%	10,000
Park Improvements	740,811	80,000	1,260,023	1,259,708	45,000	-43.8%	772,000
Facilities	217,410	315,000	1,573,098	728,067	447,000	41.9%	455,000
Public Safety Equipment	288,346	-	1,972,462	1,843,340	1,569,000		500,000
Other Projects	409,389	345,000	1,890,764	1,748,327	407,000	18.0%	20,000
TOTAL CAPITAL IMPROVEMENT	4,101,708	3,394,146	9,425,974	8,237,687	5,287,041	55.8%	4,689,515
Transfer of Bond Reserves to Local Streets Fund	-	1,200,000	1,200,000	1,200,000	-	-100.0%	-
(Use of) Addition to Working Capital	1,065,241	(1,184,146)	(5,080,831)	(4,812,809)	(214,041)	-81.9%	(12,515)
BEGINNING FUND BALANCE	3,997,806	5,063,047	5,063,047	5,063,047	250,238	-95.06%	36,197
ENDING FUND BALANCE	5,063,047	3,878,901	(17,784)	250,238	36,197	-99.07%	23,682

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
MAJOR STREETS							
Operating							
RESOURCES							
Highway Maintenance	198,977	250,000	250,000	215,000	250,000	0.00%	250,000
Gas and Weight Tax	3,792,932	3,845,131	3,845,131	3,775,000	3,753,353	-2.39%	3,828,420
Other State Revenue (Metro Act)	243,153	265,000	265,000	248,985	265,000	0.00%	265,000
Interest	11,463	30,000	30,000	15,000	15,000	-50.00%	15,000
Bond Financing	28,929	-	117,506	117,506	25,000		25,000
Other	4,578	5,000	5,000	5,000	5,000	0.00%	5,000
Transfer from Insurance Fund	-	62,248	62,248	62,248	59,914	-3.75%	23,343
Use of (Contribution to) Working Capital	416,153	173,891	100,123	145,190	509,858	193.21%	275,857
TOTAL RESOURCES	4,696,185	4,631,270	4,675,008	4,583,929	4,883,125	5.44%	4,687,620
EXPENDITURES							
Personnel	884,217	809,025	809,025	813,591	861,545	6.49%	887,391
Operating	1,686,517	1,784,669	1,828,407	1,732,762	1,813,383	1.61%	1,841,036
Debt Service	1,727,024	1,837,576	1,837,576	1,837,576	1,908,197	3.84%	1,959,193
Transfer to Local Streets	398,427	200,000	200,000	200,000	300,000	50.00%	-
TOTAL MAJOR STREETS Operating	4,696,185	4,631,270	4,675,008	4,583,929	4,883,125	5.44%	4,687,620
CAPITAL							
RESOURCES							
State Grants and Other State Revenue	24,755	200,000	340,087	340,087	-	-100.00%	-
Local and Other Contributions	462,572	-	763,891	763,891	-	-	-
Federal Aid	-	2,259,000	2,259,000	2,259,000	1,093,000	-51.62%	873,000
Contribution from Bond Proceeds	1,246,000	2,107,000	2,107,000	2,107,000	2,000,000	-5.08%	2,010,000
Transfer from Other Funds	-	-	61,272	61,272	-	-	-
Use of (Contribution to) Working Capital	(293,109)	-	1,204,298	865,161	-	-	-
TOTAL RESOURCES	1,440,218	4,566,000	6,735,548	6,396,411	3,093,000	-32.26%	2,883,000
STREET CONSTRUCTION							
Personnel	16,126	80,549	80,549	-	77,381	-3.93%	79,702
Supplies and Services	1,424,092	4,425,451	6,594,999	6,396,411	3,015,619	-31.86%	2,803,298
Capital	-	60,000	60,000	-	-	-100.00%	-
TOTAL STREET CONSTRUCTION	1,440,218	4,566,000	6,735,548	6,396,411	3,093,000	-32.26%	2,883,000
TOTAL MAJOR STREETS	6,136,403	9,197,270	11,410,556	10,980,340	7,976,125	-13.28%	7,570,620
LOCAL STREETS							
Operating							
RESOURCES							
Gas and Weight Taxes	1,075,337	1,077,171	1,077,171	1,070,500	1,052,245	-2.31%	1,100,000
Interest	2,103	15,000	15,000	2,000	2,000	-86.67%	25,000
Bond Financing	20,895	-	-	-	10,000		10,000
Other	(3,533)	3,000	3,000	3,000	3,000	0.00%	5,000
Transfer from Major Streets	398,427	200,000	200,000	200,000	300,000	50.00%	-
Transfer from General Fund	900,000	1,300,000	1,300,000	1,300,000	1,000,000	-23.08%	1,150,000
Transfer from Insurance Fund	-	54,372	54,372	54,372	52,333	-3.75%	20,390
Use of (Contribution to) Working Capital	(252,148)	(53,077)	(53,077)	(218,863)	177,970	-435.31%	319,189
TOTAL RESOURCES	2,141,081	2,596,466	2,596,466	2,411,009	2,597,548	0.04%	2,629,579
EXPENDITURES							
Personnel	643,409	843,187	843,187	743,494	801,185	-4.98%	825,221
Operating	897,385	1,072,077	1,072,077	986,245	1,111,248	3.65%	1,125,461
Debt Service	600,287	681,202	681,202	681,270	685,115	0.57%	678,897
TOTAL LOCAL STREETS Operating	2,141,081	2,596,466	2,596,466	2,411,009	2,597,548	0.04%	2,629,579
CAPITAL							
RESOURCES							
Local and Other Contributions	10,575	-	-	-	-	-	-
Bond Proceeds	900,000	-	-	-	1,000,000		1,000,000
Bond Reserves/Other	-	-	59,459	59,459	-	-	-
Transfer from Other Funds	100,000	1,200,000	1,200,000	1,200,000	-	-100.00%	-
Use of (Contribution to) Working Capital	(37,706)	-	18,854	18,854	-	-	-
TOTAL RESOURCES	972,869	1,200,000	1,278,313	1,278,313	1,000,000	-16.67%	1,000,000
STREET CONSTRUCTION							
Personnel	27,247	39,544	39,544	-	39,239	-0.77%	40,416
Supplies and Services	945,622	1,160,456	1,238,769	1,278,313	960,761	-17.21%	959,584
TOTAL STREET CONSTRUCTION	972,869	1,200,000	1,278,313	1,278,313	1,000,000	-16.67%	1,000,000
TOTAL LOCAL STREETS	3,113,950	3,796,466	3,874,779	3,689,322	3,597,548	-5.24%	3,629,579

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
CEMETERIES							
RESOURCES							
Lot and Burial Sales	147,432	155,725	155,725	146,500	157,075	0.87%	157,075
Foundations	21,828	22,615	22,615	22,615	22,615	0.00%	22,615
Interest	68	-	-	-	-	-	-
Other	249	1,000	1,000	2,800	1,000	0.00%	1,000
Transfer from Cemetery Trust / Capital	188,450	330,113	330,113	330,113	359,153	8.80%	343,814
Transfer from Insurance Fund	-	2,345	2,345	2,345	-	-100.00%	-
Use of (Contribution to) Working Capital	(50,695)	(20,350)	(20,350)	(50,122)	(15,864)	-22.04%	-
TOTAL RESOURCES	307,332	491,448	491,448	454,251	523,979	6.62%	524,504
Operating							
Personnel	34,645	35,574	35,574	35,581	35,929	1.00%	36,454
Operating	264,259	305,874	305,874	268,670	308,050	0.71%	308,050
Capital	8,428	150,000	150,000	150,000	180,000	20.00%	180,000
TOTAL CEMETERIES	307,332	491,448	491,448	454,251	523,979	6.62%	524,504
SOLID WASTE							
RESOURCES							
Taxes - Current and Prior Years	2,505,523	2,490,933	2,490,933	2,466,672	2,469,199	-0.87%	2,469,199
Interest	17,739	10,000	10,000	10,000	10,000	0.00%	10,400
Other	2,398	-	-	(825)	-	-	-
Transfer from Insurance Fund	-	36,983	36,983	36,983	-	-100.00%	-
Use of (Contribution to) Working Capital	(156,627)	(88,693)	165,039	150,661	15,037	-116.95%	25,277
TOTAL RESOURCES	2,369,033	2,449,223	2,702,955	2,663,491	2,494,236	1.84%	2,504,876
Operating							
Personnel	652,935	661,089	661,089	638,008	728,736	10.23%	739,376
Operating	1,716,098	1,788,134	1,871,621	1,855,238	1,765,500	-1.27%	1,765,500
Capital	-	-	170,245	170,245	-	-	-
TOTAL SOLID WASTE	2,369,033	2,449,223	2,702,955	2,663,491	2,494,236	1.84%	2,504,876
BLIGHT ABATEMENT							
RESOURCES							
Charges for Services	12,503	-	-	-	15,000	-	15,000
Other	2,274	-	-	-	-	-	-
Use of (Contribution to) Working Capital	63,690	67,725	88,446	69,244	-	-100.00%	-
TOTAL RESOURCES	78,467	67,725	88,446	69,244	15,000	-77.85%	15,000
EXPENDITURES:							
Operating	60,603	62,725	83,446	64,244	15,000	-76.09%	15,000
Capital	17,864	5,000	5,000	5,000	-	-100.00%	-
TOTAL BLIGHT ABATEMENT	78,467	67,725	88,446	69,244	15,000	-77.85%	15,000
BROWNFIELD LOCAL SITE REM REVOLVING							
RESOURCES							
Tax Capture	201,130	295,000	295,000	475,244	280,000	-5.08%	312,000
Interest on Investments	462	8,550	8,550	-	-	-100.00%	10,000
Use of (Contribution to) Working Capital	(201,192)	(203,550)	(203,550)	(144,845)	325,000	-259.67%	(10,000)
TOTAL RESOURCES	400	100,000	100,000	330,399	605,000	505.00%	312,000
EXPENDITURES:							
Operating	400	100,000	100,000	330,399	605,000	505.00%	312,000
TOTAL LOCAL SITE REM REVOLVING	400	100,000	100,000	330,399	605,000	505.00%	312,000
ECONOMIC INITIATIVE							
RESOURCES							
Interest on Loans	52,705	51,300	51,300	57,000	60,000	16.96%	76,000
Interest on Investments	3,988	31,863	31,863	31,863	4,900	-84.62%	20,000
Transfer from General Fund	100,000	-	-	-	-	-	-
Use of (Contribution to) Working Capital	(152,464)	(83,163)	(83,163)	411,137	135,100	-262.45%	140,000
TOTAL RESOURCES	4,229	-	-	500,000	200,000	-	236,000
EXPENDITURES:							
Operating	-	-	-	-	200,000	-	67,000
Transfers to Other Funds	4,229	-	-	500,000	-	-	169,000
TOTAL ECONOMIC INITIATIVE	4,229	-	-	500,000	200,000	-	236,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
SMALL BUSINESS REVOLVING LOANS							
RESOURCES							
Principal on Loans	32,333	-	-	113,837	16,887		34,000
Interest from Loans	4,779	-	-	3,289	3,342		10,000
Other	-	-	-	400	1,200		10,000
Use of (Contribution to) Working Capital	42,888	-	-	(37,526)	98,571		40,000
TOTAL RESOURCES	80,000	-	-	80,000	120,000		94,000
EXPENDITURES:							
Operating	80,000	-	-	80,000	120,000		94,000
TOTAL SMALL BUSINESS REVOLVING LOANS	80,000	-	-	80,000	120,000		94,000
ECONOMIC OPPORTUNITY							
RESOURCES							
Interest on Investments	936	-	-	-	-		-
Use of (Contribution to) Working Capital	(936)	563,550	563,550	204,000	-	-100.00%	68,000
TOTAL RESOURCES	-	563,550	563,550	204,000	-	-100.00%	68,000
EXPENDITURES:							
Operating	-	563,550	528,020	204,000	-	-100.00%	68,000
Transfers to Other Funds	-	-	35,530	-	-		-
TOTAL ECONOMIC OPPORTUNITY	-	563,550	563,550	204,000	-	-100.00%	68,000
KVET DRUG ENFORCEMENT FORFEITURE							
RESOURCES							
KVET-Federal Forfeiture Justice Fund	3,706	25,000	25,000	25,000	25,000	0.00%	25,000
Drug Forfeiture Revenue	286,177	225,000	225,000	225,000	225,000	0.00%	225,000
Interest on Investments	6,364	25,000	25,000	7,955	7,955	-68.18%	7,955
Auction Sale and Sale of Assets	17,515	25,000	25,000	30,000	30,000	20.00%	30,000
Use of (Contribution to) Working Capital	105,216	171,889	171,889	26,462	120,899	-29.66%	121,655
TOTAL RESOURCES	418,978	471,889	471,889	314,417	408,854	-13.36%	409,610
Operating							
Personnel	63,285	51,819	51,819	40,833	51,785	-0.07%	52,541
Operating	342,080	376,570	376,570	259,971	318,569	-15.40%	318,569
Capital	13,613	43,500	43,500	13,613	38,500	-11.49%	38,500
TOTAL KVET DRUG ENFORCEMENT	418,978	471,889	471,889	314,417	408,854	-13.36%	409,610
PUBLIC SAFETY CONTRACTS							
RESOURCES							
Charges for Services	-	322,231	322,231	322,514	333,729	3.57%	-
TOTAL RESOURCES	-	322,231	322,231	322,514	333,729	3.57%	-
Operating							
Personnel	-	322,231	322,231	322,514	333,729	3.57%	-
TOTAL PUBLIC SAFETY CONTRACTS	-	322,231	322,231	322,514	333,729	3.57%	-
COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS							
RESOURCES							
Federal Revenues	2,018,558	1,023,031	3,317,501	3,317,501	3,527,607	244.82%	3,420,000
Other	19,415	-	-	-	-		10,000
Transfer from Insurance Fund	-	27,873	27,873	27,873	-	-100.00%	10,000
Working Capital	10,392	-	-	-	-		10,000
TOTAL RESOURCES	2,048,365	1,050,904	3,345,374	3,345,374	3,527,607	235.67%	3,450,000
PROGRAMS							
Personnel	784,966	961,805	961,805	961,805	999,253	3.89%	990,000
Operating	1,263,399	89,099	2,383,569	2,383,569	2,528,354	2737.69%	2,460,000
TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS	2,048,365	1,050,904	3,345,374	3,345,374	3,527,607	235.67%	3,450,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
SPECIAL REVENUE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
MISCELLANEOUS GRANTS							
RESOURCES							
Federal and State Grants	361,288	89,235	646,900	646,900	78,117	-12.46%	190,000
Local Contributions	136,358	-	151,576	151,576	-		150,000
Internal Contributions	-	-	200,547	200,547	-		200,000
Working Capital	(53,093)	-	-	-	-		-
TOTAL RESOURCES	444,553	89,235	999,023	999,023	78,117		540,000
EXPENDITURES							
PUBLIC SAFETY-							
Personnel	119,890	89,235	99,837	99,837	78,117	-12.46%	100,000
Operating	52,121	-	295,072	295,072	-		120,000
Capital	28,787	-	228,109	228,109	-		90,000
TOTAL PUBLIC SAFETY	200,798	89,235	623,018	623,018	78,117		310,000
PARKS AND RECREATION-							
Personnel	51,099	-	71,130	71,130	-		50,000
Operating	31,681	-	230,446	230,446	-		90,000
TOTAL PARKS AND RECREATION	82,780	-	301,576	301,576	-		140,000
COMMUNITY DEVELOPMENT-							
Operating	160,490	-	74,429	74,429	-		80,000
	160,490	-	74,429	74,429	-		80,000
GENERAL GOVERNMENT-							
Operating	485	-	-	-	-		10,000
TOTAL GENERAL GOVERNMENT	485	-	-	-	-		10,000
TOTAL MISC. GRANT PROGRAMS	444,553	89,235	999,023	999,023	78,117	-12.46%	540,000
RECOVERY ACT GRANTS & PROGRAMS							
RESOURCES							
Federal Revenues	441,480	623,615	12,586,132	3,224,803	10,021,799	1507.05%	-
TOTAL RESOURCES	441,480	623,615	12,586,132	3,224,803	10,021,799	1507.05%	-
EXPENDITURES							
PUBLIC SAFETY-							
Personnel	-	623,615	623,615	623,615	660,470	5.91%	-
Operating	3,000	-	98,029	98,029	-		-
Capital	117,442	-	345,438	345,438	-		-
TOTAL PUBLIC SAFETY	120,442	623,615	1,067,082	1,067,082	660,470	5.91%	-
COMMUNITY DEVELOPMENT-							
Personnel	44,576	-	653,091	453,285	199,806		-
Operating	162,615	-	10,103,759	942,236	9,161,523		-
Capital	113,851	-	-	-	-		-
TOTAL COMMUNITY DEVELOPMENT	321,042	-	10,756,850	1,395,521	9,361,329		-
ECONOMIC DEVELOPMENT-							
Operating	-	-	40,000	40,000	-		-
Capital	-	-	722,200	722,200	-		-
TOTAL ECONOMIC DEVELOPMENT	-	-	762,200	762,200	-		-
TOTAL ARRA GRANTS	441,484	623,615	12,586,132	3,224,803	10,021,799	1507.05%	-
TOTAL SPECIAL REVENUES	15,443,194	19,223,556	36,956,383	27,177,178	29,901,994	55.55%	19,354,188

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ENTERPRISE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
KALAMAZOO FARMERS MARKET							
RESOURCES							
Property Rental	53,269	47,900	47,900	50,117	63,935	33.48%	63,935
Other	211	2,066	2,066	1,566	200	-90.32%	200
Use of (Contribution to) Working Capital	(3,102)	(3,944)	(3,944)	(5,393)	(2,174)	-44.88%	(1,506)
TOTAL RESOURCES	50,378	46,022	46,022	46,290	61,961	34.63%	62,629
Operating							
Personnel	33,099	30,042	30,042	32,161	45,778	52.38%	46,446
Operating	17,279	15,980	15,980	14,129	16,183	1.27%	16,183
TOTAL FARMERS MARKET	50,378	46,022	46,022	46,290	61,961	34.63%	62,629
WASTEWATER							
RESOURCES							
Operational	18,163,662	19,206,640	19,206,640	19,104,424	19,586,100	1.98%	20,173,683
Interest	154,256	113,497	113,497	113,497	109,364	-3.64%	110,458
Special Assessments	9,196	-	-	-	-	-	-
Federal Subsidy - Interest on BAB	1,306	-	-	35,602	50,807	-	50,268
Other Income	148,367	1,200	1,200	28,710	35,636	2869.67%	35,992
CIA - Capital	1,971,819	3,441,680	3,441,680	3,441,680	1,456,000	-57.70%	-
Bond Proceeds	2,585,000	-	-	-	-	-	-
Transfer from Insurance Fund	-	461,616	461,616	461,616	-	-100.00%	-
Contribution from Asset Replacement	-	-	25,000	25,000	-	-	-
Use of (Contribution to) Working Capital	1,338,017	4,926,138	6,266,832	7,211,176	5,469,190	11.02%	9,629,251
TOTAL RESOURCES	24,371,623	28,150,771	29,516,465	30,421,705	26,707,097	-5.13%	29,999,653
EXPENDITURES							
Personnel	6,991,721	7,338,684	7,338,684	7,402,308	7,255,876	-1.13%	7,361,812
Operating	15,136,268	14,475,586	14,541,203	15,341,021	16,552,652	14.35%	16,552,652
Capital	1,860,576	5,793,400	7,093,477	7,093,477	2,300,000	-60.30%	5,488,600
Debt Service	383,058	543,101	543,101	584,899	598,569	10.21%	596,589
TOTAL WASTEWATER	24,371,623	28,150,771	29,516,465	30,421,705	26,707,097	-5.13%	29,999,653
WATER							
RESOURCES							
Operational	11,909,483	12,412,900	12,412,900	12,454,900	13,099,300	5.53%	13,492,279
Interest	2,305	5,453	5,453	5,453	5,453	0.00%	5,508
Local Contributions	-	-	240,000	-	-	-	-
State Grants and Other State Revenue	56,113	50,000	50,000	50,000	-	-100.00%	-
Federal Subsidy - Interest on BAB	4,406	-	-	120,123	173,672	-	173,672
Other	10,381	18,748	5,548,641	268,887	18,748	0.00%	-
Capital CIA	1,067,938	677,700	677,700	677,700	1,394,000	105.70%	-
Bond Proceeds	7,685,000	-	-	-	-	-	-
Transfer from Insurance Fund	344,000	27,377	27,377	27,377	-	-100.00%	-
Transfer from Public Utilities Equipment	481,000	-	-	-	-	-	-
Use of (Contribution to) Working Capital	(2,817,991)	3,886,855	403,548	6,071,470	5,299,153	36.34%	6,221,750
TOTAL RESOURCES	18,742,635	17,079,033	19,365,619	19,675,910	19,990,326	17.05%	19,893,209
EXPENDITURES							
Personnel	4,968,099	4,709,832	4,709,832	4,943,451	5,039,883	7.01%	5,113,465
Operating	8,414,451	7,531,055	7,569,315	7,556,119	9,462,159	25.64%	9,462,159
Capital	3,142,098	2,415,000	4,663,326	4,665,880	2,740,300	13.47%	2,649,000
Debt Service	2,217,987	2,423,146	2,423,146	2,510,460	2,747,984	13.41%	2,668,585
TOTAL WATER	18,742,635	17,079,033	19,365,619	19,675,910	19,990,326	17.05%	19,893,209

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ENTERPRISE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
TRANSPORTATION							
RESOURCES							
Current / Prior Year Taxes	(15,823)	998,442	998,442	996,728	996,728	-0.17%	996,728
Federal Grants	2,416,431	15,578,198	16,425,457	2,953,348	14,531,263	-6.72%	2,545,725
State Grants	4,039,971	6,323,047	6,323,047	4,114,290	7,048,097	11.47%	5,194,709
Subsidies	2,943,109	3,434,475	3,434,475	3,434,475	3,399,143	-1.03%	2,845,177
Operating	2,395,308	2,595,096	2,595,096	2,524,788	2,611,387	0.63%	3,395,049
Other Revenue	201,377	299,822	299,822	336,556	279,695	-6.71%	-
Capital Contributions	3,744,680	-	-	-	-		
Use of (Contribution to) Working Capital	3,213,120	898,948	986,064	1,114,881	1,739,574	93.51%	742,574
TOTAL RESOURCES	18,938,173	30,128,028	31,062,403	15,475,066	30,605,887	1.59%	15,719,962
EXPENDITURES							
Personnel	6,857,834	6,577,618	6,577,618	6,368,385	7,210,437	9.62%	8,626,903
Operating	8,207,809	8,090,656	8,177,772	8,305,299	9,058,004	11.96%	6,902,059
Capital	3,872,530	15,459,754	16,307,013	801,382	14,337,446	-7.26%	191,000
TOTAL METRO TRANSIT	18,938,173	30,128,028	31,062,403	15,475,066	30,605,887	1.59%	15,719,962
TOTAL ENTERPRISE FUNDS	62,102,809	75,403,854	79,990,509	65,618,971	77,365,271	2.60%	65,675,453

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
RETIREMENT SYSTEM ADMINISTRATION**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
RETIREMENT SYSTEM							
ADMINISTRATION							
Operations	511,464	563,124	563,124	514,697	514,697	-8.60%	519,844
TOTAL RETIREMENT SYSTEM - ADMINISTRATION	511,464	563,124	563,124	514,697	514,697	-8.60%	519,844

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
INTERNAL SERVICE FUNDS**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
INSURANCE							
RESOURCES							
Interest	113,753	100,000	100,000	75,000	75,000	-25.00%	75,000
General Insurance Revenue	1,145,527	1,232,212	1,232,212	1,232,212	1,232,212	0.00%	1,235,230
Workers Comp. Revenue	2,984,878	2,883,000	2,883,000	2,827,911	2,825,263	-2.00%	2,491,860
Life/Disability Ins Revenue	610,426	381,512	381,512	719,269	730,000	91.34%	744,600
Health Insurance Revenue	14,537,814	15,702,432	15,702,432	15,618,848	16,310,143	3.87%	16,748,247
Dental Insurance Revenue	556,390	602,378	602,378	608,323	646,146	7.27%	659,069
Fringe Benefit Revenue	442,440	544,419	544,419	461,806	500,000	-8.16%	-
Use of (Contribution to) Working Capital	221,214	1,578,048	1,578,048	(199,346)	3,079,129	95.12%	(75,000)
TOTAL RESOURCES	20,612,442	23,024,001	23,024,001	21,344,023	25,397,893	10.31%	21,879,006
OPERATIONS							
Administration	92,923	92,923	92,923	92,923	92,923	0.00%	-
General Insurance	834,670	1,225,870	1,225,870	1,103,882	1,211,010	-1.21%	1,235,230
Workers Compensation	2,229,308	2,883,000	2,883,000	1,935,416	2,443,000	-15.26%	2,491,860
Life/Disability Ins Revenue	366,901	381,512	381,512	716,948	730,000	91.34%	744,600
Health Insurance	14,633,524	15,468,586	15,468,586	14,646,577	15,652,567	1.19%	16,748,247
Dental Insurance	544,294	602,379	602,379	608,323	646,146	7.27%	659,069
Misc. Benefits	407,708	544,419	544,419	414,642	500,000	-8.16%	-
Transfer to Other funds (Rebate of Excess)	1,503,114	1,825,312	1,825,312	1,825,312	4,122,247	125.84%	-
Fringe Benefit	-	-	-	-	-	-	-
TOTAL INSURANCE	20,612,442	23,024,001	23,024,001	21,344,023	25,397,893	10.31%	21,879,006

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY COMMISSION**

CITY COMMISSION

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	56,519	56,515	56,515	56,516	56,515	0.00%	57,340
Operating	91,490	29,825	29,825	25,389	29,419	-1.36%	29,598
TOTAL	148,009	86,340	86,340	81,905	85,934	-0.47%	86,938

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.

2011 BUDGET HIGHLIGHTS

The 2011 City Commission budget represents a "status quo" submittal where projected expenditures closely track the 2010 adopted budget.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY ADMINISTRATION**

CITY ADMINISTRATION

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	609,788	599,194	599,194	617,046	614,573	2.57%	623,546
Operating	149,463	147,730	147,730	104,140	140,864	-4.65%	140,715
TOTAL	759,251	746,924	746,924	721,186	755,437	1.14%	764,261

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	7.0	6.0	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.

2011 BUDGET HIGHLIGHTS

The 2011 City Manager's budget totaling \$755.437 represents a "status quo" submittal where expenditures closely track the 2010 adopted budget.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY ATTORNEY**

CITY ATTORNEY

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	781,021	769,672	769,672	773,620	779,841	1.32%	791,227
Operating	98,901	100,328	100,328	92,894	102,061	1.73%	100,976
TOTAL	879,922	870,000	870,000	866,514	881,902	1.37%	892,203

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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, services are provided to the City Commission, to the City Manager and City Administration staff, to other City Commission appointees, and to other city boards and bodies.

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

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

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

2011 BUDGET HIGHLIGHTS

Based on the directives of the City Administration, the City Attorney's Office budget for 2010 is \$881,902. Over 88% of the proposed 2011 City Attorney's Office budget goes towards personnel-related costs.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY ATTORNEY**

CITY ATTORNEY

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Warrant Requests Received/Reviewed	1,206	900	1,000
OUTPUT	Ordinance offenses tried (bench trials/jury trials). Guilty verdicts in 80% of BTs & 70% of JTs	-	225 / 15	225 / 15
EFFECTIVENESS	Freedom of Information Act Requests Processed	1,487	1,873	1,680
EFFECTIVENESS	Civil lawsuits filed against City/dismissed	-	11/5	-
EFFICIENCY	Criminal cases/Guilty pleas obtained	-	3,705	3,600
EFFICIENCY	Average Hourly Rate for Legal Services*	71	72	76

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

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY CLERK**

ADMINISTRATION

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	185,405	215,992	215,992	216,339	219,400	1.58%	222,603
Operating	27,855	37,950	37,950	27,076	30,905	-18.56%	30,625
Capital	-	500	500	10,000	-	-100.00%	-
TOTAL	213,260	254,442	254,442	253,415	250,305	-1.63%	253,229

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	3.0	2.0	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.

2011 BUDGET HIGHLIGHTS

The FY2011 budget for the Administration Division is a status-quo budget with relatively minor fluctuations in the supplies and services line items, most of which are related to changes in fees.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of City Commission Meetings attended	45	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
2011 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 \$22,000 for administering the May 3rd election.

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	95,257	174,428	174,428	179,130	107,505	-38.37%	109,075
Operating	39,964	67,717	67,717	67,687	55,362	-18.25%	55,695
TOTAL	135,221	242,145	242,145	246,817	162,867	-32.74%	164,769

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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.

2011 BUDGET HIGHLIGHTS

The FY2011 Election Division budget is significantly less than the FY2010 budget due to a decrease in the number of elections scheduled in 2011 and the fact that the odd-year November elections require considerably less funding than the even-year November elections. The amount budgeted is in line with typical election expenditures for an odd-numbered year.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of voter registration applications received	11,142	15,000	12,200
OUTPUT	Number of petitions received for candidates and ballot proposals	18	1	18
OUTPUT	Number of government and school elections scheduled	2	3	2
OUTPUT	Number of registered voters	55,461	57,250	56,420
EFFICIENCY	Cost of Election Division per registered voter, per election	\$1.22	\$1.41	\$1.49
EFFECTIVENESS	Number of election recounts requested	0	0	N/A

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CITY CLERK**

**RECORDS
*General Fund***

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	191,098	93,487	93,487	92,817	105,396	12.74%	106,935
Operating	59,861	67,329	67,329	61,480	133,423	98.17%	148,837
Capital	-	-	-	-	14,000		-
TOTAL	250,959	160,816	160,816	154,297	252,819	57.21%	255,772

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	3.0	2.0	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.

2011 BUDGET HIGHLIGHTS

The FY2011 budget for the Division of Records Management, Research, and Archives includes an increase in the Temporary Pay line item to fund the processing of recently discovered archival records and a significant increase in the Outside Contractual line item to fund several microfilming projects, including property records, tax rolls, and assessment records.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of requests for information	1,156	1,200	1,200
EFFICIENCY	Average request time (in minutes)	26	20	20
EFFECTIVENESS	Percent of storage capacity used	97	99	85

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	86,136	86,890	86,890	87,223	87,456	0.65%	88,733
Operating	2,125	7,110	7,110	5,973	7,830	10.13%	7,666
TOTAL	88,261	94,000	94,000	93,196	95,286	1.37%	96,399

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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 ongoing functions of the Internal Auditor are to:

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

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

2011 BUDGET HIGHLIGHTS

The FY 2011 Internal Audit budget achieved the General Fund target goal set at an overall increase of 1.37%.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
INTERNAL AUDITOR**

INTERNAL AUDITOR

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of reports issued	1	4	4
EFFICIENCY	One-time savings identified	\$3,000	\$2,500	\$30,000
EFFECTIVENESS	Annual savings identified	\$80,000	\$62,000	\$60,000
OUTPUT	Number of recommendations to management	47	57	60
EFFICIENCY	Number of affirmative responses from management	43	50	60
EFFECTIVENESS	Percent of recommendations accepted by management	91%	88%	100%

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**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
HUMAN RESOURCES**

HUMAN RESOURCES

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	698,120	695,155	695,155	695,146	692,664	-0.36%	702,777
Operating	92,907	99,352	99,352	77,413	99,474	0.12%	98,613
TOTAL	791,027	794,507	794,507	772,559	792,138	-0.30%	801,390

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	9.0	8.0	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.

2011 BUDGET HIGHLIGHTS

With a status quo budget, the Human Resources Department remains committed to providing quality training to City employees through internal and external facilitators.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
HUMAN RESOURCES**

HUMAN RESOURCES

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011	
OUTPUT	Complete bargaining with KPSOA, KPSA and ATU	ATU	Completed a 3 year agreement expiring 2/14/10	Completed a 1 year agreement expiring 2/14/11	Complete the bargaining process for a new agreement
		KPSOA	Completed a 1 year agreement expiring 12/31/09	Not Completed	Complete the bargaining process for an agreement effective 1/1/10
		KPSA	NA	Not Completed	Complete the bargaining process for an agreement effective 1/1/10
	Complete bargaining with AFSCME and KMEA regarding Wage Reopeners for 2010 and full bargaining for 2011	AFSCME	NA	Completed the 1-year wage reopener	Complete the bargaining process for an agreement effective 10/2/11
		KMEA	NA	Completed the 1-year wage reopener	Complete the bargaining process for an agreement effective 10/2/11
	EFFICIENCY	Number of hours spent in bargaining with each unit	ATU	23	6
KPSOA			6	25	40
KPSA			3	20	40
AFSCME			NA	5	40
KMEA			NA	5	40
EFFECTIVENESS	Timely implementation of contract (after signing)	ATU	NA	5 days	5 days
		KPSOA	NA	NA	10 days
		KPSA	NA	NA	10 days
		AFSCME	NA	5 days	10 days
		KMEA	NA	5 days	10 days

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
HUMAN RESOURCES**

HUMAN RESOURCES

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Proposed 2011
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, and Violence Prevention.	Training sessions for all core subjects were held at least once	Training sessions for all core subjects were held at least once	Training sessions for all core subjects held at least once
EFFECTIVENESS	Number of staff hours spent in training by HR staff	1,952 Hours	987 Hours	1,000 Hours

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**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
INFORMATION TECHNOLOGY**

INFORMATION TECHNOLOGY

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the IT fund is funded primarily through the general fund.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
	FORMER ISF	FORMER ISF	FORMER ISF	FORMER ISF			
Personnel	759,833	661,790	661,790	653,024	698,072	5.48%	708,264
Operating	1,175,515	1,101,484	1,147,278	1,326,740	930,681	-15.51%	930,681
Capital	850,336	240,000	598,046	544,991	149,000	-37.92%	150,000
TOTAL	2,785,684	2,003,274	2,407,114	2,524,755	1,777,753	-11.26%	1,788,945

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	10.0	7.0	7.0
Number of Permanent Part Time Positions	1.0	1.0	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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects a rationalization of the City's IT infrastructure and the fulfillment of ERP cost savings on outsidecontractual services. The FY 2011 budget will also see a reduction in overall spending on cellular and landline phone services and the beginning of a move towards a more cost effective 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
2011 ADOPTED BUDGET
INFORMATION TECHNOLOGY**

INFORMATION TECHNOLOGY

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
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
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	917,362	992,369	992,369	996,083	1,007,181	1.49%	1,021,886
Operating	166,364	140,138	140,138	130,979	137,108	-2.16%	135,768
TOTAL	1,083,726	1,132,507	1,132,507	1,127,062	1,144,289	1.04%	1,157,654

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	12.0	12.0	15.0

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.

2011 BUDGET HIGHLIGHTS

The 2011 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 2009	Projected 2010	Adopted 2011
OUTPUT	Bank Accounts Reconciled On Monthly Basis	30	30	31
EFFICIENCY	Maximum Number of Days to Reconciliation	43	40	40
EFFECTIVENESS	Average number of unreconciled accounts per month	1	0	0
OUTPUT	Production of annual financial statements receiving unqualified audit opinions	CAFR, Single Audit	CAFR, Single Audit	CAFR, Single Audit
EFFICIENCY	Timeframe to complete year-end close/audit preparation	5 months	3 months	3 months
EFFECTIVENESS	Number of auditor comments/recommendations	5	0	0

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
MANAGEMENT SERVICES**

ASSESSORS

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	577,555	549,180	549,180	546,902	556,020	1.25%	564,138
Operating	67,054	93,493	93,493	56,213	95,445	2.09%	94,936
TOTAL	644,609	642,673	642,673	603,115	651,465	1.37%	659,074

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	7.0	6.0	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).

2011 BUDGET HIGHLIGHTS

This 2011 budget reflects a minimal increase in expenditures. This is due to streamlining procedures to produce the same results with less staff and as little disruption or loss of services as possible. Due to economic downturns, this budget contains overtime for Board of Review and monies to employ an outside fee appraiser to assist on tax appeals.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Real property parcels	23,430	24,145	23,401
EFFICIENCY	Cost to Assess Real Property – per parcel	\$21.90	\$19.94	\$19.38
EFFECTIVENESS	Revenue gained per parcel for new development	-\$9.70	-\$85.14	-\$70.71
OUTPUT	Number of Personal Property Accounts	3,632	3,857	3,876
EFFICIENCY	Cost to Assess Personal Property – per parcel	\$49.89	\$49.84	\$53.45
EFFECTIVENESS	New Personal Property Accounts	292	289	100

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
MANAGEMENT SERVICES**

**TREASURY
General Fund**

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	522,475	435,646	435,646	437,703	417,705	-4.12%	423,803
Operating	428,072	403,757	403,757	389,346	405,416	0.41%	408,932
TOTAL	950,547	839,403	839,403	827,049	823,121	-1.94%	832,735

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	8.0	6.0	13.0

DEPARTMENT DESCRIPTION

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

The objectives of the Treasury Division are as follows:

- Provide accurate and readily accessible tax, special assessment, utility billing and miscellaneous invoicing 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.

2011 BUDGET HIGHLIGHTS

With the merging of the Treasury Division and the Commercial Office from the Public Services Department in late 2010, the 2011 fiscal year will focus on cross-training the combined personnel in all areas of the office. The goal is that all customer service questions, requests and payments can be managed by each member of the combined Treasury staff. We will also strive to improve and expand payment options for customers.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
MANAGEMENT SERVICES**

**TREASURY
*General Fund***

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of City (summer) Tax Bills/Records Generated	27,666	27,849	27,900
EFFICIENCY	Average Cost to Generate and Issue a Tax Statement	\$0.58	\$0.69	\$0.70
EFFECTIVENESS	Percent of City Operating Tax Collected at Year End (Ultimate goal of 100% collected by the following March 1)*	92.25%	93%	95%
OUTPUT	Achieve a competitive rate of return on Investments -Average Rate of Return on Investments	2.18%	0.95%	1.00%
EFFICIENCY	Average Cost of an Investment Transaction	\$42.53	\$42.53	\$42.80
EFFECTIVENESS	Investment Portfolio's Average Rate of Return Exceeds that of the 3-month Treasury Bill	203 basis points	+50 basis points	+15 basis points
OUTPUT	Payment Automation - Property Tax Payments Processed Electronically and via Bank Lockbox (summer & winter)	20,313	31,500	35,000
EFFICIENCY	Average Cost to Process a Property Tax Payment	\$2.84	\$2.27	\$1.82
EFFECTIVENESS	Additional Staff Time/Temporary Assistance Required during Tax Collection Season	13 hours	10 hours	0 hours

** Installment taxpayers had until December 31, 2009 to pay the 2009 tax bill in full. Payments postmarked at the end of December will not be posted until early January. Real estate taxes remaining unpaid as of March 1 of the following year will be trans*

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	387,689	393,777	393,777	400,250	415,846	5.60%	421,917
Operating	73,217	72,160	72,160	70,087	71,479	-0.94%	71,100
TOTAL	460,906	465,937	465,937	470,337	487,325	4.59%	493,017

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	6.0	6.0	6.0

DEPARTMENT DESCRIPTION

The mission of the Purchasing/Risk Management Division is to procure goods, services, equipment and capital improvements in such a manner as to promote competition, provide equal access to potential vendors, and make contracting decisions transparent. The Division disposes of surplus City personal property, and manages 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.

2011 BUDGET HIGHLIGHTS

The FY 2011 budget request reflects the purchasing records clerk being assigned full time to the Purchasing Division to absorb additional job duties.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
MANAGEMENT SERVICES**

PURCHASING / RISK MANAGEMENT

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Bid Projects	82	85	85
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	25	10
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	1334	1,506	1,400
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
2011 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

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Operating	511,464	563,124	563,124	514,697	514,697	-8.60%	519,844
TOTAL	511,464	563,124	563,124	514,697	514,697	-8.60%	519,844

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.

2011 BUDGET HIGHLIGHTS

The FY 2011 Budget reflects the continued re-allocation of roughly 20 hours a week of working hours from other positions financed by the General Fund.

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**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

**KALAMAZOO PUBLIC SAFETY
TOTAL DEPARTMENT SUMMARY**

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	30,140,158	30,675,746	30,686,348	29,969,829	30,839,767	0.53%	30,240,857
Operating	3,632,963	3,739,999	4,119,236	4,010,811	3,897,575	4.21%	4,039,943
Capital	631,758	601,026	1,171,573	1,116,405	563,918	-6.17%	653,918
Debt Service							
Transfers							
TOTAL	34,404,879	35,016,771	35,977,157	35,097,045	35,301,260	0.81%	34,934,719

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	301.0	287.0	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.

2011 BUDGET HIGHLIGHTS

The FY 2011 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. In addition to the activities found in the following narratives, the expenditures and positions above represent additional services that are specifically funded by grants and contracts with local units.

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	29,956,983	29,588,846	29,588,846	28,883,030	29,715,666	0.43%	30,088,316
Operating	3,235,762	3,363,429	3,349,565	3,357,739	3,579,006	6.41%	3,601,374
Capital	471,916	557,526	554,526	529,245	525,418	-5.76%	525,418
TOTAL	33,664,661	33,509,801	33,492,937	32,770,014	33,820,090	0.93%	34,215,109

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	301.0	287.0	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.

2011 BUDGET HIGHLIGHTS

The FY 2011 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
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	914,606	929,807	929,807	953,120	930,601	0.09%	944,188
Operating	123,190	128,418	128,418	167,473	153,418	19.47%	152,493
TOTAL	1,037,796	1,058,225	1,058,225	1,120,593	1,084,019	2.44%	1,096,680

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	7.0	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 Service 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.

2011 BUDGET HIGHLIGHTS

The Administration Division will allocate its 2011 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. The Administrative Division will continually fund the Citizens Leadership Academy and Youth Leadership Academies as proactive programs to build trust between the youth and greater Kalamazoo Community.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

ADMINISTRATION

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Citizen Complaints	13	20	30
EFFICIENCY	Hours spent to investigate	880	935	1,040
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	6	1	20
EFFECTIVENESS	Number of Policies Updated/Revised/Rescinded	3	4	10

**CITY OF KALAMAZOO
2011 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

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	613,539	362,629	362,629	415,189	363,830	0.33%	369,142
Operating	2,805	2,200	2,200	2,180	2,200	0.00%	1,163
TOTAL	616,344	364,829	364,829	417,369	366,030	0.33%	370,305

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	13.0	7.0	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.

2011 BUDGET HIGHLIGHTS

The Financial Services Division will allocate its 2011 funds toward overseeing all aspects of Public Safety financial services and records management. Staff will cooperate and collaborate with both internal and external customers on procurement matters, FOIA inquiries, Records Management and customer service quality.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Response to FOIA requests	2,213	2,014	2,114
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	13,576	11,901	12,739
EFFICIENCY	Annual transcribed reports to staff ratio (# of reports:staff)	2263: 1	1984: 1	2124: 1
EFFECTIVENESS	Transcription ratio in hours (2-30 minute tapes:hour)	2: 1	2: 1	2: 1

**CITY OF KALAMAZOO
2011 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

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	664,407	678,590	678,590	688,942	682,414	0.56%	692,377
Operating	168,824	210,718	210,718	134,609	182,015	-13.62%	182,148
TOTAL	833,231	889,308	889,308	823,551	864,429	-2.80%	874,526

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	7.0	6.0	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.

2011 BUDGET HIGHLIGHTS

The 2011 budget for Training Division will provide basic training to all new recruits (at minimum 6) and mandatory in-service training for all certified public safety officers. The Training Division will be conducting advanced fire and police training for our personnel, coordinating advanced fire training for other agencies in the county and will be hosting multiple training schools and coordinating activities at the newly operational Regional Fire Training Tower and Sim City Training Building at the training center located on Nazareth Road.

	PERFORMANCE MEASURES	Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Public Safety sponsored School Fire Safety programs	125	125	125
EFFICIENCY	Cost per program	\$35	\$40	\$40
EFFECTIVENESS	Number of residential fires/Fatal residential fires (National average is 3 fatal fires, per year, per 100,000 people)	140/2	140/0	140/0
OUTPUT	Number of Fire Inspections completed	2,700	2700	2700
EFFICIENCY	Average cost per fire inspection	\$18	\$19	\$25
EFFECTIVENESS	Violations noted/violations corrected	500/500	160/160	200/200

**CITY OF KALAMAZOO
2011 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

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	1,456,444	1,449,060	1,449,060	1,294,449	1,352,272	-6.68%	1,368,067
TOTAL	1,456,444	1,449,060	1,449,060	1,294,449	1,352,272	-6.68%	1,368,067

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	15.0	14.0	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, efficient, overt and covert drug enforcement unit that conducts reactive, proactive and innovative drug investigations.

2011 BUDGET HIGHLIGHTS

The 2011 KVET Budget reflects personnel costs only. All operating supplies have been moved to the KVET forfeiture special revenue fund. 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 2009	Projected 2010	Adopted 2011
OUTPUT	# of tips received by KVET	2,719	2,400	2,640
EFFICIENCY	Average cost per investigation	\$2,135	\$2,022	\$1,945
EFFECTIVENESS	# of cases written on tips received	950	840	925
OUTPUT	# of investigations	989	950	925
EFFICIENCY	# of investigations done per day at 365 days a year.	2.7	2.6	2.5
EFFECTIVENESS	# of arrests made (includes warrants)	783	850	890

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

OPERATIONS

General and Special Revenue Funds

BUDGET OVERVIEW

REVENUE

The revenue sources for Kalamazoo Public Safety Operations Division are the General and Special Revenue Funds.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	19,860,797	19,463,454	19,463,454	19,039,574	19,635,129	0.88%	19,864,552
Operating	52,793	50,727	50,727	39,583	50,418	-0.61%	50,922
TOTAL	19,913,590	19,514,181	19,514,181	19,079,157	19,685,547	0.88%	19,915,474

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	193.5	189.0	189.0

* Includes 10 positions funded with an ARRA grant and 7 positions funded through other special revenues and contracts.

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 nearly 96,000

2011 BUDGET HIGHLIGHTS

In 2011 the Operations Division will continue to focus on reducing crime and providing the most effective, efficient and professional police, fire and EMS services available by focusing on the following four service objectives: Enforcement, Blight Reduction, Community Interaction, and Training. Assisting in these four objectives will be enhanced crime analysis, which when evaluated weekly, will allow assessment of crime and resources to address identified trends. Operations will continue initiatives such as participation in youth academies, explorer programs and maintain positive interactions through daily foot patrols, targeted at reducing youth violence in neighborhoods. The Operations Division will continue to utilize the Power Shift Officers to enhance patrols during peak times of service demand and will continue directed and saturation patrols, as necessary.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

OPERATIONS

General and Special Revenue Funds

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Calls for service received by Operations	97,100	94,100	94,100
EFFICIENCY	Annual calls per service to staff ratio	523	507	507
EFFECTIVENESS	Number of persons arrested	8,672	8,900	9,000
OUTPUT	Traffic citations issued	28,058	25,000	25,000
EFFICIENCY	Patrol hours dedicated to traffic enforcement	2,000	2,000	2,000
EFFECTIVENESS	Traffic accidents/OUIL Arrests	3,069/393	3,069/400	3,069/400

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	3,748,397	3,814,229	3,814,229	3,725,683	3,819,493	0.14%	3,875,258
Operating	18,824	24,080	24,080	22,346	24,080	0.00%	13,208
TOTAL	3,767,221	3,838,309	3,838,309	3,748,029	3,843,573	0.14%	3,888,466

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	36.0	35.0	35.0

DEPARTMENT DESCRIPTION

The mission of the Criminal Investigation Division is to investigate complaints to their fullest potential and to successfully prosecute perpetrators. The Criminal Investigation Division (CID) is responsible to impact criminal activity by conducting prompt and diligent investigations by employing the use of accurate and timely intelligence retrieved from the records management system, I/Leads, and utilizing traditional methods. This information is used to solve crimes, track down and apprehend suspects, accomplices and fugitives, locate missing persons and recover stolen property. Once completed these results of these efforts are then presented as warrant-charging requests to the Office of the Prosecuting Attorney (OPA). The CID assists the OPA throughout the court process. The CID has re-established a Burglary Team in response to the continuing issue of break-in's within the city. In collaboration with the Operations Division and KVET, this team evaluates crime analysis and trends to investigate, solve and prevent crimes.

2011 BUDGET HIGHLIGHTS

The 2011 Criminal Investigation Division budget will work to: secure convictions in all homicide investigations; continue investigations to all 5 major case teams, including the re-established Burglary Team; continue bi-weekly "Crime Fighter" and weekly Crime Reduction meetings; and utilize ILEADS case-management system to review detective assignments. The CID will utilize the new Intellitime scheduling system to evaluate overtime requirements on major case assignments.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
KALAMAZOO PUBLIC SAFETY**

CRIMINAL INVESTIGATIONS

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Liquor License Investigations	137	120	140
EFFICIENCY	Average Cost Per Investigation Resolved	\$238	\$241	\$249
EFFECTIVENESS	Number of Liquor License Violations	2	15	15
OUTPUT	Polygraph Exams Requested	187	155	160
EFFICIENCY	Total Number of Cases Cleared by Polygraph Examination	70	72	75
EFFECTIVENESS	Total Number of Confessions from Polygraph Examinations	30%	32.40%	34%

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	2,698,793	2,891,077	2,891,077	2,766,073	2,931,927	1.41%	2,974,733
Operating	2,869,326	2,947,286	2,933,422	2,991,548	3,166,875	7.45%	3,201,440
Capital	471,916	557,526	554,526	529,245	525,418	-5.76%	525,418
TOTAL	6,040,035	6,395,889	6,379,025	6,286,866	6,624,220	3.57%	6,701,591

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	29.5	29.0	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 that will enable Public Safety to provide high quality services to citizens of this community. Through collaboration with all Public Safety divisions, other city departments, other local jurisdictions, cooperative purchasing agreements and a variety of outside vendors, the Service Division maintains the most cost effective procurement practices, information management, dispatch services, property, evidence management and fleet management and maintenance.

2011 BUDGET HIGHLIGHTS

The 2011 Service Division Budget will oversee the upgrade of the county-wide Computer Aided Dispatch map using the Intergraph Mapping software and data from all townships which will further interoperability with all police and fire departments within the County of Kalamazoo. The Service Division will continue the replacement of outdated mobile data terminals and upgrade the operating and backup systems of servers and the Geoffrey & IRIS scanner security systems.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Oversight of Public Safety buildings	9	9	9
EFFICIENCY	Annual cost to maintain buildings	\$716,024	\$748,985	\$783,594
EFFECTIVENESS	Percent of buildings in need of Refurbishment	40%	40%	40%

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	63,285	51,819	51,819	40,833	51,785	-0.07%	52,541
Operating	342,080	376,570	376,570	259,971	318,569	-15.40%	318,569
Capital	13,613	43,500	43,500	13,613	38,500	-11.49%	38,500
TOTAL	418,978	471,889	471,889	314,417	408,854	-13.36%	409,610

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	0.0	0.0	0.0

Note, the personnel budget above 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, efficient, overt and covert drug enforcement unit that conducts reactive, proactive and innovative drug investigations.

2011 BUDGET HIGHLIGHTS

The KVET Drug Enforcement special revenue fund supports significant operating expenses for KVET. 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 2009	Projected 2010	Adopted 2011
OUTPUT	# of tips received by KVET	2,719	2,400	2,640
EFFICIENCY	Average cost per investigation	\$2,135	\$2,022	\$1,945
EFFECTIVENESS	# of cases written on tips received	950	840	925
OUTPUT	# of investigations	989	950	925
EFFICIENCY	# of investigations done per day at 365 days a year.	2.7	2.6	2.5
EFFECTIVENESS	# of arrests made (includes warrants)	783	850	890

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	1,667,490	1,652,916	1,652,916	1,632,026	1,549,369	-6.26%	1,571,990
Operating	174,843	198,903	198,903	158,491	217,788	9.49%	215,843
Capital	175	-	-	-	3,000		3,000
TOTAL	1,842,508	1,851,819	1,851,819	1,790,517	1,770,157	-4.41%	1,790,832

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	23.0	23.0	21.0

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 governments, the Code Administration Division (CA) coordinates multi-departmental plan review, inspection and enforcement services, 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 approximately 16,000 rental units in the city through our rental inspection and certification program.

2011 BUDGET HIGHLIGHTS

The FY 2011 budget continues to allocate resources to address the quality of life issues created by vacant and blighted structures. CA continues to focus on vacant buildings, blight and property maintenance compliance while maintaining the City's rental registration, inspections and certification program. The 2011 budget includes a reduction of two staff members: 1 housing inspector and 1 records clerk due to retirements in 2010. These positions have not been filled, with the work load successfully spread to existing staff. Budget allocation for a seasonal code enforcement position remains in the 2011 budget with the intention to maintain attention toward trash, junk auto and housing conditions.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

CODE ADMINISTRATION

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	No. Of Inspections and Enforcement Actions	13,654	13,200	13,000
EFFICIENCY	Number of Inspectors Dedicated to the Task	9.5	9.5	8.5
EFFECTIVENESS	Number of Inspection Actions per Inspector	1,437	1,390	1530
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	99.9%	96.0%	97.2%
OUTPUT	Number of Abandoned Structures Cases Resolved	62	67	100
EFFICIENCY	Number of Cases Resolved Through Demolition	28	46	60
EFFECTIVENESS	Number of Cases Resolved Through Rehabilitation	34	21	40

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

**PLANNING
General Fund**

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	421,914	422,754	422,754	395,548	425,345	0.61%	431,555
Operating	37,685	53,703	53,703	43,908	55,986	4.25%	55,398
TOTAL	459,599	476,457	476,457	439,456	481,331	1.02%	486,953

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	5.0	5.0	5.0

DEPARTMENT DESCRIPTION

The Planning Division is responsible for the implementation and enforcement of the city's zoning ordinance and administers citywide land use policy. The division has recently completed the master land use document, Plan Kalamazoo, and will work to implement the ideals put forth in the document.

The Division works with the Planning Commission, the Historic District Commission, Historic Preservation Commission, Site Plan Review Committee, the Downtown Design Review Committee and our city's neighborhood associations as technical support and as a professional planning resource. Our goal is to make a reality the collective community wisdom that went into the creation of Plan Kalamazoo and to continue to improve the quality of life for all stakeholders.

2011 BUDGET HIGHLIGHTS

There are no significant changes proposed for 2011.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Zoning enforcement actions	235	213	224
EFFICIENCY	Average staff cost per zoning violation	\$211	\$200	\$205
EFFECTIVENESS	Actions taken per inspector	157	142	149
OUTPUT	Site plans reviewed	50	55	53
EFFICIENCY	Average staff cost per site plan reviewed	\$135	\$132	\$124
EFFECTIVENESS	Percentage of site plans completed in accordance with approved plans	95%	95%	97%

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

COMMUNITY 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.

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	784,966	961,805	961,805	961,805	999,253	3.89%	990,000
Operating	1,263,399	89,099	2,383,569	2,383,569	2,528,354	2737.69%	2,460,000
TOTAL	2,048,365	1,050,904	3,345,374	3,345,374	3,527,607	235.67%	3,450,000

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	12.0	11.0	14.0

DEPARTMENT DESCRIPTION

The focus of Community Development (CD) includes the effective management of federal, state and local funds in support of programs that address Kalamazoo's housing, neighborhood, and community development needs, 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, loans, and/or contracts for services, as needed.

2011 BUDGET HIGHLIGHTS

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. Results from NSP1 and NSP2 will be spread over multiple years; traditional HUD-funded housing activities are anticipated to decline modestly as an increased amount of funds are targeted towards projects such as infrastructure, sidewalks and parks.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

COMMUNITY DEVELOPMENT (HUD)

Special Revenue Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Grants (CDBG, HOME, ESG, CDBG-R, HPRP, NSP-1, NSP-2)	42	36	34
EFFICIENCY	Total Federal Awards for Housing	\$1,725,089	\$10,342,619*	\$1,800,000
EFFECTIVENESS	Leveraged funds for Housing	\$18,561,520	\$19,842,000	\$15,000,000
EFFECTIVENESS	Number of households impacted by housing-related grant award activities	2,063	2,156	2,000

* PY2010 includes NSP-2 funds significantly increasing the award towards housing.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
COMMUNITY PLANNING & DEVELOPMENT**

BLIGHT ABATEMENT

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Blight Abatement / Demolition fund is General Fund transfers and expenditures recouped from the property owners.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Operating	60,603	62,725	83,446	64,244	15,000	-76.09%	15,000
Capital	17,864	5,000	5,000	5,000	-	-100.00%	-
TOTAL	78,467	67,725	88,446	69,244	15,000	-77.85%	15,000

DEPARTMENT DESCRIPTION

The Demolition Fund is established to facilitate securing, boarding and demolition of dangerous buildings throughout the city. The funds are used when property owners fail to comply with Dangerous Buildings Board 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. Funding from HUD (i.e., CDBG, NSP1 & NSP2) is used whenever possible, but General Fund expenses are incurred on non-HUD eligible properties and for certain preliminary costs (e.g., boarding broken windows) and holding costs if a property is transferred to the City.

2011 BUDGET HIGHLIGHTS

No General Funds have been added to this account for approximately three years, in which time the fund has relied upon shifting costs to HUD-eligible activities whenever possible, and recouping costs from property owners. The last two years has seen an appreciable increase in activities requiring use of the General Fund expense due to the increase in foreclosures and the resulting vacant properties throughout the city, and very little funds returning to the city.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ECONOMIC DEVELOPMENT**

ECONOMIC DEVELOPMENT

General Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	519,162	430,263	430,263	431,838	379,395	-11.82%	384,934
Operating	58,310	77,530	77,530	46,009	54,641	-29.52%	54,171
TOTAL	577,472	507,793	507,793	477,847	434,036	-14.53%	439,106

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	6.0	6.0	6.0

DEPARTMENT DESCRIPTION

The Economic Development Department 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.

2011 BUDGET HIGHLIGHTS

Funding recommendations from the 2011 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 2009	Projected 2010	Adopted 2011
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

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**CITY OF KALAMAZOO
2011 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 \$141,343 from the solid waste millage for leaf and trash removal.

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	903,199	923,846	923,846	888,702	922,382	-0.16%	935,848
Operating	284,598	268,373	268,373	288,609	297,056	10.69%	297,833
TOTAL	1,187,797	1,192,219	1,192,219	1,177,311	1,219,438	2.28%	1,233,681

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	10.0	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. This is done 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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects a net increase from the adopted 2010 budget, which is a result of a shift in percentage of allocation for support staff from the Parks Division to the Market Fund, as well as a shift in allocation of expenditures for supplies and outside contractual services at Versluis/Dickinson from the Recreation Division to the Parks Division. Staff has an ongoing mission to maintain high quality park facilities and grounds.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PARKS AND RECREATION**

PARKS
General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Acres of Park Mowed	400	399	398
EFFICIENCY	Time to Mow Parks (Mowing Cycle)	5 - 12 days	8 - 12 days	8 - 12 days
EFFECTIVENESS	Number of Complaints Regarding Parks Mowing (annually)	5	6	7
OUTPUT	Number of Park Reservations (includes public & private events)	194	206	205
EFFICIENCY	Turn-around Time to Book a Private Event (entire process)	1 day - 2 weeks	1 day - 2 weeks	1 day - 2 weeks
EFFECTIVENESS	Number of Complaints Regarding Reservations (annually)	4	3	3
OUTPUT	Number of Locations for Trash Removal (barrels)	325	340	350
EFFICIENCY	Frequency of Trash removal	every 3-10 days	every 3-12 days	every 3-14 days
EFFECTIVENESS	Number of Complaints (annually)	10	11	12

**CITY OF KALAMAZOO
2011 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 \$220,200, a \$6,487 contribution from the Friends of Recreation, grant funds, as and anticipated revenues from completed programs.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	839,616	878,128	878,128	848,492	884,670	0.74%	897,586
Operating	447,983	470,653	470,653	467,589	471,653	0.21%	474,579
TOTAL	1,287,599	1,348,781	1,348,781	1,316,081	1,356,323	0.56%	1,372,165

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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 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):

MRP/Administration, General Park and MRP/Kings.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects a slight increase from the adopted 2010 budget, including a shift in allocation of expenditures for supplies and outside contractual services at Versluis/Dickinson from the Recreation Division to the Parks Division. Staff has an ongoing mission to grow and enhance quality recreation programming and opportunities for youth development.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PARKS AND RECREATION**

RECREATION

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Family Programs (# programs)	12	12	11
EFFICIENCY	Family Programs (cost per person)	50¢ - \$45	50¢ - \$50	50¢ - \$50
EFFECTIVENESS	Family Programs (# of people served; outdoor events are weather dependent)	9,083	7,920	8,000
OUTPUT	Youth Development (# programs)	57	57	48
EFFICIENCY	Youth Development (# collaborations)	40	39	40
EFFECTIVENESS	Youth Development (#youth served)	10,818	10,744	10,600

**CITY OF KALAMAZOO
2011 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.

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	33,099	30,042	30,042	32,161	45,778	52.38%	46,446
Operating	17,279	15,980	15,980	14,129	16,183	1.27%	16,183
TOTAL	50,378	46,022	46,022	46,290	61,961	34.63%	62,629

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects an increase of \$15,939 from the adopted 2010 budget, including a shift in percentage of allocation for support staff from the Parks Division to the Market Fund.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Seasonal Stalls Available	97	98	98
EFFICIENCY	Number of Seasonal Stalls Rented	97	98	98
EFFECTIVENESS	Number of Complaints from vendors/public	5	9	7

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**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

CITY-WIDE MAINTENANCE

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the City-Wide Maintenance budget is the General Fund and billings for services to Water and Wastewater.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
	FORMER ISF	FORMER ISF	FORMER ISF	FORMER ISF			
Personnel	819,670	787,651	787,651	804,484	807,375	2.50%	819,163
Operating	750,915	366,188	366,804	512,908	449,229	22.68%	449,229
TOTAL	1,570,585	1,153,839	1,154,455	1,317,392	1,256,604	8.91%	1,268,392

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	11.0	10.0	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 (cleaning, general upkeep, heating & cooling needs, other repairs) are provided in an efficient and effective manner that assist the City departments served in meeting their goals in a timely fashion.

The facilities maintained are:

Harrison Facility, Stockbridge Facility, 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 Buildings.

2011 BUDGET HIGHLIGHTS

The FY 2011 Budget reflects increased costs of supplies and materials.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

CITY-WIDE MAINTENANCE

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
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.	\$2.72 / sq. ft.	\$2.59 / sq. ft.
EFFECTIVENESS	Percent of Preventive Maintenance Work Orders Completed	100%	99%	99%
EFFECTIVENESS	Number of Complaints (cleaning)	10	8	12
EFFECTIVENESS	Number of Complaints (mechanical)	5	5	7

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

ENGINEERING

General 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
	FORMER ISF	FORMER ISF	FORMER ISF	FORMER ISF			
Personnel	1,228,788	1,159,808	1,159,808	1,094,132	1,163,525	0.32%	1,180,512
Operating	605,353	402,644	404,783	435,126	406,907	1.06%	406,907
TOTAL	1,834,141	1,562,452	1,564,591	1,529,258	1,570,432	0.51%	1,587,419

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	14.0	14.0	14.0

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.

2011 BUDGET HIGHLIGHTS

The 2011 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. Engineering will continue efforts to upgrade and modernize City owned traffic signals throughout the City with the aid of Federal Congestion Mitigation Air Quality (CMAQ) grant funds. Improvements to our traffic signal system to date has resulted in reducing energy consumption and costs by 50%.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

ENGINEERING

General Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Value of new Engineering managed CIP – Major and Local Streets, Water, Wastewater, and General Fund.	\$8.8 million	\$7.6 million	\$5.9 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.	\$5.8 million*	\$6.1 million*	\$5.3 million*
EFFICIENCY	Percentage Completion of CIP Projects (\$ CIP complete/ \$ new CIP Budget)	7.00%	6.30%	5.00%
EFFECTIVENESS	Amount of CIP Completed per CIP professional	\$580,000	\$678,000	\$663,000
OUTPUT	City Right-of-Way Management - Number of Infrastructure Stakings	9,011	9,000	9,000
EFFICIENCY	Cost per Staking	\$23.66	\$19.34	\$15.95
EFFECTIVENESS	Percentage Accuracy of Stakings	99.97%	99.95%	99.98%

* Includes carry forward projects

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

FLEET SERVICES

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Fleet Services budget is generated from internal users.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
	FORMER ISF	FORMER ISF	FORMER ISF	FORMER ISF			
Personnel	905,559	930,191	930,191	920,695	952,634	2.41%	966,542
Operating	2,309,117	1,948,811	1,948,811	2,094,088	1,427,806	-26.73%	1,427,806
Capital	8,500	200,000	200,000	200,000	200,000	0.00%	200,000
Transfer to Water	481,000	-	-	-	-		200,000
TOTAL	3,704,176	3,079,002	3,079,002	3,214,783	2,580,440	-16.19%	2,794,348

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
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.

2011 BUDGET HIGHLIGHTS

The FY 2011 budget reflects a reduction due to the elimination of some administrative and depreciation costs that are no longer applicable because the fund is now a part of the General Fund.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Vehicles and Equipment Items Maintained	735	735	732
EFFICIENCY	Pieces of Equipment Maintained per Mechanic	73.5	73.5	73.2
EFFECTIVENESS	Percent of Preventive Work Orders (vs. Corrective Work Orders)	20%	20%	25%
OUTPUT	Number of Work Orders Completed	4,500	4,525	4,550
EFFICIENCY	Number of Work Orders Per Mechanic	450	453	455
EFFECTIVENESS	Percent of Corrective Work Orders (vs. Preventive Maintenance)	80%	80%	75%

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

PUBLIC WORKS BILLABLE

General Fund

BUDGET OVERVIEW

REVENUE

The revenue to fund the Public Works Administration/Billable budget comes from the General Fund.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
	FORMER ISF	FORMER ISF	FORMER ISF	FORMER ISF			
Personnel	179,940	228,167	228,167	218,676	229,208	-6.26%	186,825
Operating	238,316	185,740	185,740	221,770	183,477	-28.78%	260,371
TOTAL	418,256	413,907	413,907	440,446	412,685	-0.30%	447,196

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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.

2011 BUDGET HIGHLIGHTS

The FY 2011 budget reflects a status quo budget.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Locations Repaired	380	385	400
EFFICIENCY	Average Cost per Repairs	\$1,101	\$1,144	\$1,032
EFFECTIVENESS	Number of Return Repairs	5	3	3

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	779,036	649,392	649,392	718,642	691,091	6.42%	701,181
Operating	837,468	684,890	684,890	546,450	635,258	-7.25%	640,660
TOTAL	1,616,504	1,334,282	1,334,282	1,265,092	1,326,349	-0.59%	1,341,841

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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.

2011 BUDGET HIGHLIGHTS

The FY 2011 Budget reflects a status quo budget.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Trees Trimmed/Removed	7,530	6,950	7,550
EFFICIENCY	Value of Trimming/Removal per Staff Hour	\$15	\$18	\$15
EFFECTIVENESS	% of Total Trees Maintained Each Year	28%	25%	28%
OUTPUT	Number of Sidewalk Repairs	87	90	90
EFFICIENCY	Average cost per sidewalk repair	\$1,655	\$1,600	\$1,645
EFFECTIVENESS	Number of Complaints Received	65	73	70

**CITY OF KALAMAZOO
2011 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 Michigan Transportation Fund (MTF) and general obligation bonds.

EXPENDITURES

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	884,217	809,025	809,025	813,591	861,545	6.49%	887,391
Operating	1,686,517	1,784,669	1,828,407	1,732,762	1,813,383	1.61%	1,841,036
Debt Service	1,727,024	1,837,576	1,837,576	1,837,576	1,908,197	3.84%	1,959,193
Transfer to Local Streets	398,427	200,000	200,000	200,000	300,000	50.00%	-
Capital	1,440,218	4,566,000	6,735,548	6,396,411	3,093,000	-32.26%	2,883,000
TOTAL	6,136,403	9,197,270	11,410,556	10,980,340	7,976,125	-13.28%	7,570,620

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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, storm sewer repair and maintenance, pavement painting and marking, replacement of street signs, and maintenance of traffic signals.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects an overall decrease due to a smaller capital budget.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of snow events responded to on Major Streets	29	22	28
EFFICIENCY	% of Streets Cleared within 24 hours	100%	100%	100%
EFFECTIVENESS	Inches of Precipitation Controlled	80	65	80
OUTPUT	Number of Repairs on Major Streets	185	182	185
EFFICIENCY	Value of Repairs per Staff Hour	\$300	\$315	\$315
EFFECTIVENESS	% of Repairs Completed	100%	100%	100%

**CITY OF KALAMAZOO
2011 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, Michigan Transportation Fund (MTF) bonds, and general obligation bonds.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	643,409	843,187	843,187	743,494	801,185	-4.98%	825,221
Operating	897,385	1,072,077	1,072,077	986,245	1,111,248	3.65%	1,125,461
Debt Service	600,287	681,202	681,202	681,270	685,115	0.57%	678,897
Capital	972,869	1,200,000	1,278,313	1,278,313	1,000,000	-16.67%	1,000,000
TOTAL	3,113,950	3,796,466	3,874,779	3,689,322	3,597,548	-5.24%	3,629,579

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects an overall decrease due to a smaller capital budget.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of snow events responded to on 170 Miles of Local Streets	29	22	28
EFFICIENCY	Staff Person Hours per Snow Event	<56	<56	<56
EFFECTIVENESS	Inches of Precipitation Controlled	80"	65"	80"
OUTPUT	Number of Repairs on Local Streets	475	480	480
EFFICIENCY	Value of Repairs per Staff Hour	\$255	\$260	\$260
EFFECTIVENESS	% of Repairs Completed	95%	95%	95%

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

CEMETERIES

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

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

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	34,645	35,574	35,574	35,581	35,929	1.00%	36,454
Operating	264,259	305,874	305,874	268,670	308,050	0.71%	308,050
Capital	8,428	150,000	150,000	150,000	180,000	20.00%	180,000
TOTAL	307,332	491,448	491,448	454,251	523,979	6.62%	524,504

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects an increase in the capital budget.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Number of Acres Mowed	100	100	100
EFFICIENCY	Acres mowed Annually by contractor	100	100	100
EFFECTIVENESS	Number of Complaints Received Regarding Mowing	15	12	10
OUTPUT	Number of Burials Performed Per Year	211	200	200
EFFICIENCY	Cost per Burial Service	\$446.76	\$446.76	\$446.76
EFFECTIVENESS	Number of Complaints Received Regarding Burials	15	15	15

**CITY OF KALAMAZOO
2011 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

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2010/2011 Adopted Variance	2012 Projected
Personnel	652,935	661,089	661,089	638,008	728,736	10.23%	739,376
Operating	1,716,098	1,788,134	1,871,621	1,855,238	1,765,500	-1.27%	1,765,500
Capital	-	-	170,245	170,245	-		-
TOTAL	2,369,033	2,449,223	2,702,955	2,663,491	2,494,236	1.84%	2,504,876

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	40.0	37.0	41.0

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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects anticipated solid waste operational costs.

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
OUTPUT	Volume of Leaves Collected (cubic yards)	90,000	90,000	90,000
EFFICIENCY	Leaf Collection Cost	\$449,678	\$556,153	\$511,150
EFFECTIVENESS	Cost per Yard of Leaves Collected	\$5.00	\$6.18	\$5.68
OUTPUT	Volume (in tons) of Material Recycled	2,400	2,400	2,450
EFFICIENCY	Cost per Ton of Recycled Materials	\$194.95	\$196.15	\$192.25
EFFECTIVENESS	No. of Housing Units Participating in Recycling Activities	21,500	21,576	22,000
OUTPUT	Volume of Solid Waste Collected	9,845	10,000	10,000
EFFICIENCY	Cost of Solid Waste Collection per Cubic Yard	\$32.35	\$31.75	\$32.25
EFFECTIVENESS	No. of Housing Units Participating in Solid Waste Collection	50,000	50,000	50,000

**CITY OF KALAMAZOO
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	6,991,721	7,338,684	7,338,684	7,402,308	7,255,876	-1.13%	7,361,812
Operating	15,136,268	14,475,586	14,541,203	15,341,021	16,552,652	14.35%	16,552,652
Capital	1,860,576	5,793,400	7,093,477	7,093,477	2,300,000	-60.30%	5,488,600
Debt Service	383,058	543,101	543,101	584,899	598,569	10.21%	596,589
TOTAL	24,371,623	28,150,771	29,516,465	30,421,705	26,707,097	-5.13%	29,999,653

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	94.0	87.0	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, service agreements and regulation.

2011 BUDGET HIGHLIGHTS

The 2011 budget request reflects a 5.13% decrease from Wastewater expenditures estimated for the 2010 budget. Based on a detailed review of the proposed 2011 budget and the related revenue requirements, a 2.75% revenue increase for the system has been determined to be necessary.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

WASTEWATER DIVISION

Enterprise Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011
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
2011 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

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	4,968,099	4,709,832	4,709,832	4,943,451	5,039,883	7.01%	5,113,465
Operating	8,414,451	7,531,055	7,569,315	7,556,119	9,462,159	25.64%	9,462,159
Capital	3,142,098	2,415,000	4,663,326	4,665,880	2,740,300	13.47%	2,649,000
Debt Service	2,217,987	2,423,146	2,423,146	2,510,460	2,747,984	13.41%	2,668,585
TOTAL	18,742,635	17,079,033	19,365,619	19,675,910	19,990,326	17.05%	19,893,209

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	79.0	76.0	61.0
Number of Permanent Part Time Positions	1.0	0.0	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.

2011 BUDGET HIGHLIGHTS

The 2011 budget reflects a budget increase over 2010. The increase in 2011 is necessary due to significant increases in electricity to operate over 100 pumps throughout the water system. Costs for labor, both City staff and contracted work, are not expected to rise in 2011. A decrease of 15 staff positions reflect the transfer of the Accounting and Commercial Offices move to Management Services. An overall 5% revenue rate increase for the system is recommended for 2011.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
PUBLIC SERVICES**

WATER DIVISION

Enterprise Fund

PERFORMANCE MEASURES		Actual 2009	Projected 2010	Adopted 2011	
OUTPUT	Cubic Meters of Water BILLED (million m3 per year)	22.6	22.9	22.9	
OUTPUT	Cubic Meters of Water PUMPED (million m3 per year)	25.47	25.49	25.62	
EFFICIENCY	Average Operating Cost to Produce one Cubic Meter of BILLED Water (excludes depreciation).	\$0.46	\$0.42	\$0.48	
EFFECTIVENESS	Water bans or limited water use notices	3	2	1	
OUTPUT	Number of Utility Bills Mailed	252,780	253,165	254,002	
EFFICIENCY	Customer Payment Options.	4	4	4	
EFFECTIVENESS	Number of payment transactions processed by:	Credit Card	16,400	17,300	18,400
		On-Line	1,680	1,800	1,850
OUTPUT	Number of Telephone Calls Received (Numbers reflect ACD calls only, not number taken in our personal line from	53,800	53,950	54,350	
EFFICIENCY	Average Customer Wait Time to talk to a CSR	18sec	18sec	18sec	
EFFECTIVENESS	Percentage of Utility Bills Uncontested	>99.9%	>99.9%	>99.9%	
OUTPUT	Number of Water Valves Repaired	n/a	43	45	
EFFICIENCY	Number of Water Quality Claims*	23	38+	30	
EFFICIENCY	Number of Water Quality Claims (paid to customer)	4	2	3	
EFFECTIVENESS	Average Service Area affected by Water Shut-down.	3 blocks	2 blocks	2 blocks	

**Gate replacement construction has caused additional quality complaints in 2010*

THE CITY OF



Kalamazoo

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
TRANSPORTATION**

PUBLIC TRANSPORTATION SERVICES

Enterprise Fund

BUDGET OVERVIEW

REVENUE

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 countywide 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 was an increase to \$1.50 implemented in January 2010. This overall plan sustains current services 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.

EXPENDITURES

	2009	2010	2010	2010	2011	2010/2011	2012
	Actual	Adopted	Amended	Projected	Adopted	Adopted Variance	Projected
Personnel	6,857,834	6,577,618	6,577,618	6,368,385	7,210,437	9.62%	8,626,903
Operating	8,207,809	8,090,656	8,177,772	8,305,299	9,058,004	11.96%	6,902,059
Capital	3,872,530	15,459,754	16,307,013	801,382	14,337,446	-7.26%	191,000
TOTAL	18,938,173	30,128,028	31,062,403	15,475,066	30,605,887	1.59%	15,719,962

POSITIONS

POSITION ALLOCATIONS	Budget 2009	Budget 2010	Adopted 2011
Number of Permanent Full Time Positions	102.0	102.0	102.0
Number of Permanent Part Time Positions	19.0	19.0	19.0

DEPARTMENT DESCRIPTION

The Transportation Department provides the citizens of Kalamazoo County with public transportation services that are dependable, convenient, safe, cost effective, and accessible for everyone.

2011 BUDGET HIGHLIGHTS

KCTA efforts during 2011 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 2011, 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.

During 2011, the Transportation Department will implement operational recommendations through a Comprehensive Operational Analysis (COA) completed in 2010. 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 2011. A new collective bargaining agreement with the Amalgamated Transit Union (ATU) will be negotiated in 2011. Finally, the Transportation Department will continue its program of vehicle replacement for both its demand/response services and Metro Transit fixed route operations.

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
TRANSPORTATION**

PUBLIC TRANSPORTATION SERVICES

Enterprise Fund

PERFORMANCE MEASURES		Actual 2009	Actual 2010	Adopted 2011
OUTPUT	Number of Schedule Service Hours (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	201,392	204,325	219,542
EFFICIENCY	Cost Per Hour	\$75.44	\$71.82	\$74.10
EFFECTIVENESS	Average Passengers Per Hour – All Services	14.78	13.83	16.14
OUTPUT	Number of Service Miles (including Metro Transit, Metro Van, Care-A-Van and Community Service Vans)	2,417,864	2,375,471	2,954,610
EFFICIENCY	Cost Per Mile	\$6.28	\$6.18	\$5.51
EFFECTIVENESS	Miles Per Hour	12.01	11.62	13.45
OUTPUT	Number of Passengers Trips (all services)	2,976,504	2,826,810	3,545,532
EFFICIENCY	Cost Per Passenger	\$5.10	\$5.19	\$4.59
EFFECTIVENESS	Passengers Boarded Per Service Mile	1.23	1.19	1.2

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

GENERAL FUND OPERATING BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Fiscal Plan	Fiscal Plan	Fiscal Plan	Fiscal Plan	Fiscal Plan
REVENUE										
Tax Levy Revenue	31,671,421	30,866,569	30,866,569	30,563,967	29,971,082	29,971,082	29,971,082	30,420,648	30,876,958	31,340,112
Other Tax or PILOT Payments	1,899,381	2,438,365	2,438,365	2,233,500	1,665,883	1,665,883	1,865,883	1,893,871	1,922,279	1,951,114
Licenses, Permits & Fees	1,770,826	1,889,070	1,889,070	1,799,689	1,813,175	1,813,175	1,813,175	1,840,373	1,867,978	1,895,998
Intergovernmental Revenue	10,348,825	9,612,056	9,612,056	9,896,466	9,814,674	9,485,882	9,485,882	9,485,882	9,485,882	9,485,882
Charges for Services	363,970	382,200	412,200	479,241	409,959	418,158	426,521	435,052	443,753	452,628
Interest & Rentals	410,572	518,100	518,100	472,061	501,100	506,111	511,172	516,284	521,447	526,661
Other Revenue	5,540,766	5,585,486	5,581,706	5,719,978	5,205,013	5,361,163	5,521,998	5,687,658	5,346,399	5,346,399
* Transfer of Insurance Fund Overage	500,000	500,000	500,000	500,000	4,000,000	1,300,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Revenue	52,505,761	51,791,846	51,818,066	51,664,902	53,380,886	50,521,455	50,595,714	51,279,768	51,464,696	51,998,794
EXPENDITURES										
City Commission	148,009	86,340	86,340	81,905	85,934	86,938	88,006	89,326	90,666	92,026
City Administration	759,251	746,924	746,924	721,186	755,437	764,261	773,649	785,254	797,033	808,988
City Attorney	879,922	870,000	870,000	866,514	881,902	892,203	903,163	916,710	930,461	944,418
City Clerk	599,440	657,403	657,403	654,529	665,991	673,770	682,047	692,277	702,662	713,201
Internal Auditor	88,261	94,000	94,000	93,196	95,286	96,399	97,583	99,047	100,533	102,041
Human Resources	791,027	794,507	794,507	772,559	792,138	801,390	811,235	823,403	835,754	848,291
Management Services	3,139,788	3,080,520	3,080,520	3,027,563	3,106,200	3,142,480	3,181,084	3,228,801	3,277,233	3,326,391
Public Safety	33,664,661	33,509,801	33,492,937	32,770,014	33,820,090	34,215,109	35,275,425	35,794,956	36,322,280	36,857,515
Public Services	1,616,504	1,334,282	1,334,282	1,265,092	1,326,349	1,341,841	1,358,325	1,378,699	1,399,380	1,420,371
Community Planning & Development	2,302,107	2,328,276	2,328,276	2,229,973	2,251,488	2,277,785	2,305,767	2,340,353	2,375,459	2,411,091
Economic Development	577,472	507,793	507,793	477,847	434,036	439,106	444,500	451,167	457,935	464,804
Parks & Recreation	2,475,396	2,541,000	2,541,000	2,493,392	2,575,761	2,605,846	2,637,857	2,677,425	2,717,587	2,758,350
City Hall / Development Center	565,878	565,000	565,000	585,576	559,442	565,976	572,929	581,523	590,246	599,099
Non-Departmental Expenditures	2,151,959	1,566,662	1,635,629	2,223,770	1,386,074	1,427,656	1,470,486	1,514,600	1,560,038	1,606,840
Transfers	1,169,269	1,565,800	1,582,664	1,565,800	1,000,000	1,150,000	1,600,000	1,650,000	1,550,000	1,550,000
Initiatives	477,950	285,000	463,333	429,810	385,000	385,000	385,000	385,000	385,000	385,000
Expenditure Reductions: 2012						0	0	0	0	0
Expenditure Reductions: 2013							-4,100,000	-4,100,000	-4,100,000	-4,100,000
Expenditure Reductions: 2014								-550,000	-550,000	-550,000
Expenditure Reductions: 2015									-350,000	-350,000
Expenditure Reductions: 2016										-280,000
Total Operating Expenditure	51,406,894	50,533,308	50,780,608	50,258,726	50,121,128	50,865,759	48,487,055	48,758,543	49,092,265	49,608,425
Transfer to CIP Fund	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	2,200,000	2,375,000	2,325,000	2,225,000	2,325,000
Transfer to Local Street Fund	0	0	0	0	0	0	0	0	0	0
Total Transfer for Capital Improvement	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	2,200,000	2,375,000	2,325,000	2,225,000	2,325,000
Transfer to Pension (7.5% int., 75% of Total)	0	0	0	0	0	0	0	0	0	0
Transfer to OPEB Fund	0	400,000	400,000	400,000	250,000	250,000	200,000	125,000	150,000	0
Total Transfer to Benefit Trust Fund	0	400,000	400,000	400,000	250,000	250,000	200,000	125,000	150,000	0
TOTAL EXPENDITURES	53,256,894	52,683,308	52,930,608	52,308,726	52,271,128	53,315,759	51,062,055	51,208,543	51,467,265	51,933,425
Beginning Fund Balance	9,822,113	7,770,980	7,770,980	7,770,980	7,127,156	8,236,914	6,592,610	6,626,269	6,697,494	6,694,925
Surplus / (Deficit)	(751,133)	(891,462)	(1,112,542)	(643,824)	1,109,758	(2,794,304)	(466,341)	71,225	(2,569)	65,369
Contribution to/(from) Budget Stabilization	(1,300,000)	800,000	800,000	0	0	1,150,000	500,000	0	0	0
Contribution to/(from) Capital Reserve	0	0	0	0	0	0	0	0	0	0
Ending Fund Balance	7,770,980	7,679,518	7,458,438	7,127,156	8,236,914	6,592,610	6,626,269	6,697,494	6,694,925	6,760,294
Target Fund Balance	6,825,749	6,732,940	6,736,349	6,716,437	6,939,515	6,567,789	6,577,443	6,666,370	6,690,410	6,759,843
Amount Over (Under) Target	945,231	946,578	722,089	410,719	1,297,399	24,821	48,826	31,124	4,514	451
Cumulative Amount Over (Under) Target										
Actual Percentage of Revenues	14.8%	14.8%	14.4%	13.8%	15.4%	13.0%	13.1%	13.1%	13.0%	13.0%
Target Percentage of Revenues	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Revenue										
Transfer from General Fund	1,850,000	1,750,000	1,750,000	1,650,000	1,900,000	2,200,000	2,375,000	2,325,000	2,225,000	2,325,000
Transfers from Other Funds	-	225,000	225,000	225,000	-	-	-	-	-	-
Interest	5,898	200,000	210,645	200,000	200,000	225,000	200,000	200,000	200,000	200,000
Subtotal Transfers, Sales and Interest	1,855,898	2,175,000	2,185,645	2,075,000	2,100,000	2,425,000	2,575,000	2,525,000	2,425,000	2,525,000
Special Assessment	6,243	-	-	-	-	-	-	-	-	-
Reimbursements/Court Consolidation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
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	245,617	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Subtotal Assessments and Reimbursements	551,860	550,000								
Federal Grants										
City Hall Capital Improvements (ARRA)	-	-	272,167	272,167	-	-	-	-	-	-
Ianelli Fountain / Pool Repair	-	-	-	-	-	-	-	100,000	-	-
Subtotal Federal Grants	-	-	272,167	272,167	-	-	-	100,000	-	-
State Grants										
Trailways	-	-	31,134	31,134	-	-	-	-	-	-
Non-Motorized - Kal River Valley Trail	72,531	-	-	-	-	-	-	-	-	-
N Park & Westnedge - MDOT	-	-	362,000	362,000	-	-	-	-	-	-
I-94 Business Loop Gateway	-	-	-	-	169,000	-	-	-	-	-
Milham Park Improvements	-	-	-	-	-	-	600,000	-	-	-
Blanche Hull Park Improvements	-	-	-	-	-	-	580,000	-	-	-
Ianelli Fountain / Pool Repair	-	-	-	-	-	-	-	100,000	-	-
Crane Park Redevelopment	-	-	-	-	-	-	-	150,000	-	-
Subtotal State Grants	72,531	-	393,134	393,134	169,000	-	1,180,000	250,000	-	-

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Private / Grant / Other										
Public Safety Training Complex	164,513	-	1,047,015	237,394	-	-	-	-	-	-
Boundless Playground	8,614	-	-	-	-	-	-	-	-	-
Blanche Hull	7,520	-	-	-	-	-	-	-	-	-
Woods Lake Improvements	67,500	-	-	-	-	-	-	-	-	-
Fairmount Park Dog Park	600	-	650	650	-	-	-	-	-	-
Lacrone Park	67,500	-	321,000	321,000	-	-	-	-	-	-
Mayor's Riverfront Park	-	-	8,033	8,033	-	-	-	-	-	-
N. Westnedge/Park Project	-	-	75,000	75,000	-	-	-	-	-	-
Hays park Improvements	-	-	7,500	7,500	-	-	-	-	-	-
Rose Park Lighting	-	20,000	20,000	20,000	-	-	-	-	-	-
I-94 Business Loop Gateway Improvements	-	-	-	-	103,000	-	-	-	-	-
Milham Park Improvements	-	-	-	-	-	-	580,000	-	-	-
Blanche Hull Park Improvements	-	-	-	-	-	-	600,000	-	-	-
Henderson Tot Lot	-	-	-	-	-	-	10,000	-	-	-
Ianelli Fountain / Pool Repair	-	-	-	-	-	-	-	50,000	-	-
Crane Park Redevelopment	-	-	-	-	-	-	-	50,000	-	-
Portage Streetscape	-	-	-	-	-	-	-	-	-	3,000,000
Dispatch Equipment Replacement	-	-	-	-	631,000	-	-	-	-	-
Mayor's Riverfront Synthetic Turf	-	-	-	-	-	-	-	-	600,000	-
Subtotal Private Grants and Other	316,247	20,000	1,479,197	669,577	734,000	-	1,190,000	100,000	600,000	3,000,000
Subtotal Grants and Fundraising	388,778	20,000	2,144,499	1,334,878	903,000	-	2,370,000	450,000	600,000	3,000,000
Bond Proceeds	2,370,413	665,000	665,000	665,000	1,520,000	1,702,000	2,300,000	1,075,000	2,960,000	260,000
Total Resources	5,166,949	3,410,000	5,545,144	4,624,878	5,073,000	4,677,000	7,795,000	4,600,000	6,535,000	6,335,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
<u>Expenditures</u>										
<u>Debt Service</u>										
<u>EXISTING</u>										
General Capital Projects										
General Capital Projects - 2004 GO	564,737	561,537	561,537	561,537	563,184	560,142	555,708	556,188	174,910	175,490
General Capital Projects - 2007 GO	67,623	66,438	66,438	65,938	69,738	68,320	66,885	65,433	68,963	67,263
General Capital Projects - 2008 GO	180,205	179,560	179,560	179,560	178,469	179,661	178,055	178,728	179,236	179,265
General Capital Projects - 2009 GO	36,753	225,488	225,488	208,971	211,455	210,874	210,227	211,772	212,832	213,381
General Capital Projects - 2010 GO	-	-	13,812	-	198,163	194,114	195,482	192,974	193,952	194,522
Subtotal General Capital Projects	849,318	1,033,023	1,046,835	1,016,006	1,221,008	1,213,110	1,206,358	1,205,095	829,892	829,921
Parks										
KMGA and Trailways - 1998 BA	4,341	4,383	4,383	4,383	4,416	4,439	4,292	4,461	4,452	4,428
Subtotal Park Debt Service	4,341	4,383	4,383	4,383	4,416	4,439	4,292	4,461	4,452	4,428
Facilities										
City Hall & Stockbridge Renovation - 1998 Ref	38,616	37,386	37,386	37,686	38,329	38,857	37,303	300	300	300
Justice Facility (Crosstown) - 1999/05B BA Ref	651,241	650,128	650,128	650,128	647,328	644,128	645,528	648,991	641,503	646,503
Justice Facility (Crosstown) - 2001 GO	245,896	246,434	246,434	246,434	246,704	246,644	246,244	245,463	244,288	247,706
Park Street Public Safety Station - 2006B BA	319,801	318,601	318,601	318,601	322,201	320,401	318,401	321,201	318,601	315,801
Public Safety Station Improvements - 2002 GO	100,208	102,268	102,268	102,268	99,005	100,668	102,028	98,075	99,038	99,763
Subtotal Facilities Debt Service	1,355,762	1,354,817	1,354,817	1,355,116	1,353,567	1,350,698	1,349,503	1,314,029	1,303,729	1,310,073
Public Safety Equipment										
Public Safety Dispatch - 2003 GO	228,098	226,923	226,923	226,923	230,050	227,558	229,469	-	-	-
Subtotal Public Safety Equipment Debt Svc	228,098	226,923	226,923	226,923	230,050	227,558	229,469	-	-	-
Subtotal Existing Debt Service	2,437,519	2,619,146	2,632,958	2,602,427	2,809,041	2,795,804	2,789,622	2,523,585	2,138,074	2,144,423
<u>PROPOSED NEW DEBT SERVICE</u>										
General Capital Projects - 2011 GO (Prop)						136,710	136,710	136,710	136,710	136,710
General Capital Projects - 2012 GO (Prop)							153,080	153,080	153,080	153,080
General Capital Projects - 2013 GO (Prop)								206,865	206,865	206,865
General Capital Projects - 2014 GO (Prop)									96,687	96,687
General Capital Projects - 2015 GO (Prop)										266,226
Subtotal Proposed New Debt Service	-	-	-	-	-	136,710	289,790	496,655	593,341	859,567
Total Debt Service	2,437,519	2,619,146	2,632,958	2,602,427	2,809,041	2,932,515	3,079,412	3,020,240	2,731,415	3,003,990
<u>Environmental</u>										
Carryforwards (Reserve Funding):										
Arcadia Creek - Env Costs	2,258	-	55,650	20,177						
Auto Ion Env.	5,975	-	6,020	641						
Cash/Reserve Funding:										
Auto Ion Env.	-	35,000	35,000	35,000	10,000	10,000	10,000	40,000	10,000	10,000
Subtotal Environmental Projects	8,233	35,000	96,669	55,818	10,000	10,000	10,000	40,000	10,000	10,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects										
Priority Projects: Parks										
2009 Completed										
Spring Valley Park Bridge	292,985									
KIK Pool- Entrance Improvements	22,688									
Frays Park Playground	102,135									
5 Year Parks and Recreation Plan	3,563									
KIK Pool Remarciting	64,000									
HVAC Upgrades at YDC	22,400									
Milham Park Roadway Improvements	16,671									
Carryforwards (Reserve Funding):										
Boundless Playground	8,524	-	90	90						
Blanche Hull / Milham Park Master Plan	15,441	-	14,128	14,128						
Woods Lake Park Redevelopment	-	-	222,821	222,821						
Fairmount Park Redevelopment & Dog Park	21,088	-	250,260	250,260						
Lacrone Park	-	-	227,821	227,821						
Milham Park Maintenance Building	78,814	-	551	551						
Sherwood Park - Playground Resurfacing	-	-	47,076	47,076						
Mayor's Riverfront Park Field Improvements	92,502	-	30,811	30,811						
Bronson Park Electrical Upgrade	-	-	38,314	37,999						
Carryforwards (Outside Funding)										
Fairmount Park Dog Park		-	650	650						
Lacrone Park		-	1,000	1,000						
Cash/Reserve Funding:										
Rose Park Lighting	-	20,000	20,000	20,000						
Milham Park Restroom Utility Improvements	-	10,000	14,000	14,000						
Mayor's Riverfront Asphalt	-	30,000	45,000	45,000						

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects: Parks , continued										
Bond Funding:										
Spring Valley Stormwater					45,000					
Axtel Park						55,000				
Youth Development Center Facility Improvements						50,000				
Farrell Park Improvements						417,000				
Davis & Hays Park						250,000				
Milham Park							600,000			
Blanche Hill Park Improvements							580,000			
Henderson Tot Lot							50,000			
Crane Park Redevelopment								420,000		
Playground/Barrier-Free Improvements								150,000		
Mayor's Riverfront Synthetic Turf									600,000	150,000
Outside Funding:										
Lacrone Park			320,000	320,000						
Hays Park Improvements	-	-	7,500	7,500						
Rose Park Lighting	-	20,000	20,000	20,000						
Milham Park							1,200,000			
Blanche Hull							1,160,000			
Henderson Tot Lot							10,000			
Crane Park Redevelopment								200,000		
Mayor's Riverfront Synthetic Turf									600,000	
Subtotal Priority Projects: Parks	740,811	80,000	1,260,023	1,259,708	45,000	772,000	3,600,000	770,000	1,200,000	150,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects: Facilities										
2009 Projects Complete:										
Public Safety Station- Park Street	79,072	-	-	-						
City Hall HVAC Improvements	825	-	-	-						
Carryforwards (Reserve Funding):										
Public Safety Station- Replace Chillers @ HQ	93,512	-	39,350	3,940						
City Hall Improvements	12,167	-	90,725	90,725						
Carryforwards (Outside Funding)										
Public Safety Training Complex	15,271	-	855,857	46,236						
Cash / Reserve Funding:										
General Fund Equipment & Major Repairs	16,563	30,000	30,000	30,000	30,000	30,000	30,000	-	30,000	30,000
Park Facility Repairs					15,000	15,000	15,000	15,000	15,000	15,000
Bond Funding:										
General Fund Equipment & Major Repairs					-			30,000		
City Hall Improvements	-	285,000	285,000	285,000	275,000	400,000	275,000	100,000	150,000	100,000
KIK Pool Locker Room Improvements					45,000					
Firearms Range Improvements					12,000					
Public Safety Station Improvements					60,000		35,000			
Park Facility Repairs					10,000	10,000	10,000	10,000	10,000	10,000
Outside Funding:										
City Hall Improvements			272,167	272,167						
Subtotal Priority Projects: Facilities	217,410	315,000	1,573,098	728,067	447,000	455,000	365,000	155,000	205,000	155,000
Priority Projects: Public Safety Equipment										
Carryforwards (Reserve Funding):										
Public Safety Dispatch Upgrade	89,069	-	22,424	-						
Public Safety Computer Upgrade	-	-	31,741	-						
CAD/RMS/Mobile Data Upgrades	198,050	-	19,524	-						
Engines #3, #5/Truck #4 Replacement	1,227	-	1,898,773	1,843,340						
Bond Funding:										
Repair/Refurbish Fire Apparatus					150,000					
CAD/RSM/Server Upgrades						500,000				
Repair/Refurbish Fire Apparatus							400,000	75,000	1,000,000	
SCBA Replacement									1,200,000	
Dispatch Equipment Replacement					788,000					
Outside Funding:										
Dispatch Equipment Replacement					631,000					
Subtotal Priority Projects: Public Safety Equip	288,346	-	1,972,462	1,843,340	1,569,000	500,000	400,000	75,000	2,200,000	-

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Priority Projects: Other										
2009 Projects Complete:										
Project Downtown	5,281	-	-	-						
Utility Hook-up for Scattered In-Fill	9,000	-	-	-						
Carryforwards (Reserve Funding):										
Arcadia Public Art	-	-	12,880	12,880						
Ianelli Fountain	1,555	-	40,566	40,566						
2004 GO Improvement Bond Excess Comprehensive Plan	-	-	105,722	-						
2008 GO Improvement Bond Excess Trailway Development	59,467	-	63,714	-						
Sidewalk Placement	3,990	-	128,866	128,866						
Non-Motorized Comp Plan- Kal River Valley Trail	87,232	-	144,424	144,424						
Portage Creek Trailway	104,660	-	30,000	30,000						
North Park & Westnedge Corridor	-	-	453,000	453,000						
Edison & Vine Court Improvements	-	-	65,000	65,000						
Spring Valley Park Dam	10,669	-	2,486	-						
Carryforwards (Outside Funding):										
Trailway Development	-	-	10,993	10,993						
North Park & Westnedge Corridor	-	-	31,134	31,134						
Cash / Reserve Funding:										
Master Plan Update	-	-	(2,486)	-					200,000	
Bond Funding:										
Sidewalk Placement	-	250,000	250,000	250,000	85,000					
Spring Valley Park Dam	-	95,000	95,000	95,000	50,000					
I-94 Business Loop Gateway Improvements						20,000	350,000			
Non-Motorized Pathway Extension								290,000		
Ianelli Fountain / Pool Repair										
Outside Funding:										
I-94 Business Loop Gateway Improvements					272,000					
Ianelli Fountain / Pool Repair								250,000		
Portage Streetscape										3,000,000
Subtotal Priority Projects: Other	409,389	345,000	1,890,764	1,748,327	407,000	20,000	350,000	540,000	200,000	3,000,000

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN**

	2009	2010	2010	2010	2011	2012	2013	2014	2015	2016
	Actual	Adopted	Amended	Projected	Adopted	Estimated	Estimated	Estimated	Estimated	Estimated
Subtotal Completed Projects	618,620	-	-	-	-	-	-	-	-	-
Subtotal Carryforward Cash/Reserve Funded Projects	1,005,502	-	4,014,525	3,704,755	-	-	-	-	-	-
Subtotal Carryforward Outside Funded Projects	15,271	-	1,325,641	516,020	-	-	-	-	-	-
Subtotal Current Reserve/Cash Funded Projects	24,796	125,000	203,183	164,818	55,000	55,000	55,000	55,000	255,000	55,000
Subtotal Current Bond Funded Projects	-	630,000	630,000	630,000	1,520,000	1,702,000	2,300,000	1,075,000	2,960,000	260,000
Subtotal Current Outside Funded Projects	-	20,000	619,667	619,667	903,000	-	2,370,000	450,000	600,000	3,000,000
Total Priority Projects	1,664,189	775,000	6,793,016	5,635,261	2,478,000	1,757,000	4,725,000	1,580,000	3,815,000	3,315,000
Total Debt Service (Current Payment)	2,437,519	2,619,146	2,632,958	2,602,427	2,809,041	2,932,515	3,079,412	3,020,240	2,731,415	3,003,990
Total Capital Improvement Program Expenses	4,101,708	3,394,146	9,425,974	8,237,688	5,287,041	4,689,515	7,804,412	4,600,240	6,546,415	6,318,990
Transfer of Bond Reserves to Local Streets Fund	-	1,200,000	1,200,000	1,200,000	-	-	-	-	-	-
Net Change in Fund Balance	1,065,241	(1,184,146)	(5,080,830)	(4,812,809)	(214,041)	(12,515)	(9,412)	(240)	(11,415)	16,010
Beginning Fund Balance	3,997,806	5,063,047	5,063,047	5,063,047	250,237	36,196	23,682	14,269	14,030	2,615
Ending Fund Balance	5,063,047	3,878,901	(17,783)	250,237	36,196	23,682	14,269	14,030	2,615	18,625

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
MAJOR STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN**

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2012 Estimated	2013 Estimated	2014 Estimated	2015 Estimated	2016 Estimated
Revenue										
Highway Maintenance	198,977	250,000	250,000	215,000	250,000	250,000	250,000	250,000	250,000	250,000
Gas & Weight Tax	3,792,932	3,845,131	3,845,131	3,775,000	3,753,353	3,828,420	3,962,415	4,101,099	4,244,638	4,393,200
Other State Revenue (Metro Act)	243,153	265,000	265,000	248,985	265,000	265,000	265,000	265,000	265,000	265,000
Interest	11,463	30,000	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Bond Discount	28,929	0	117,506	117,506	25,000	25,000	25,000	25,000	25,000	25,000
Other	4,578	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transfer from Insurance Fund	0	62,248	62,248	62,248	59,914	23,343	23,343	23,343	23,343	23,343
Total Revenue	4,280,032	4,457,379	4,574,885	4,438,739	4,373,267	4,411,763	4,545,758	4,684,442	4,827,981	4,976,543
Expenditures										
Debt Service	1,727,024	1,837,576	1,837,576	1,837,576	1,908,197	1,759,193	1,760,612	1,543,146	1,047,079	867,879
New Debt Service	0	0	0	0	0	200,000	401,000	615,500	838,000	1,038,000
Operations & Maintenance	2,570,734	2,593,694	2,637,432	2,546,353	2,674,928	2,728,427	2,782,995	2,838,655	2,895,428	2,953,337
Total Debt Service & Operations	4,297,758	4,431,270	4,475,008	4,383,929	4,583,125	4,687,619	4,944,607	4,997,301	4,780,507	4,859,216
Transfers										
Transfer to Local Streets	398,427	200,000	200,000	200,000	300,000	0	0	0	0	0
Total Expenditure & Transfers	4,696,185	4,631,270	4,675,008	4,583,929	4,883,125	4,687,619	4,944,607	4,997,301	4,780,507	4,859,216
Available for Construction	(416,153)	(173,891)	(100,123)	(145,190)	(509,858)	(275,856)	(398,849)	(312,859)	47,474	117,328
Other Resources for Capital										
Federal Aid	-	2,259,000	2,259,000	2,259,000	1,093,000	873,000	1,903,000	1,117,000	1,161,000	1,161,000
Other State Revenue	24,755	200,000	340,087	340,087	0	0	0	0	0	0
Private Funding	462,572	0	763,891	763,891	0	0	0	0	0	0
Bond Reserves	0	0	0	0	0	0	0	0	0	0
Bond Proceeds	1,246,000	2,107,000	2,107,000	2,107,000	2,000,000	2,010,000	2,145,000	2,225,000	2,000,000	2,000,000
Contribution from General Fund	0	0	61,272	61,272	0	0	0	0	0	0
Total	1,733,327	4,566,000	5,531,250	5,531,250	3,093,000	2,883,000	4,048,000	3,342,000	3,161,000	3,161,000
Capital Expenditures										
Construction	1,440,218	4,566,000	6,735,548	6,396,411	3,093,000	2,883,000	4,048,000	3,342,000	3,161,000	3,161,000
Surplus / (Deficit)	(123,044)	(173,891)	(1,304,421)	(1,010,351)	(509,858)	(275,856)	(398,849)	(312,859)	47,474	117,328
Transfer from LDFA (Reimbursement to Fund Balance)	296,000	0	0	405,790	187,440	187,440	187,440	0	0	0
Beginning Fund Balance	1,383,001	1,555,957	1,555,957	1,555,957	951,396	628,978	540,561	329,152	16,293	63,767
Ending Fund Balance	1,555,957	1,382,066	251,536	951,396	628,978	540,561	329,152	16,293	63,767	181,095
Target Fund Balance	513,604	534,885	548,986	532,649	524,792	529,412	545,491	562,133	579,358	597,185

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

LOCAL STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2009 Actual	2010 Adopted	2010 Amended	2010 Projected	2011 Adopted	2012 Estimated	2013 Estimated	2014 Estimated	2015 Estimated	2016 Estimated
Revenue & Other Resources										
Operating Revenues										
Gas & Weight Tax	1,075,337	1,077,171	1,077,171	1,070,500	1,052,245	1,100,000	1,138,500	1,178,348	1,219,590	1,262,275
Interest	2,103	15,000	15,000	2,000	2,000	25,000	25,000	25,000	25,000	25,000
Bond Discount	20,895	0	0	0	10,000	10,000	10,000	10,000	10,000	10,000
Other	(3,533)	3,000	3,000	3,000	3,000	5,000	5,000	5,000	5,000	5,000
Total Operating Revenue	1,094,802	1,095,171	1,095,171	1,075,500	1,067,245	1,140,000	1,178,500	1,218,348	1,259,590	1,302,275
Other Resources										
Transfer From Major Streets	398,427	200,000	200,000	200,000	300,000	0	0	0	0	0
Transfer From General Fund	900,000	1,300,000	1,300,000	1,300,000	1,000,000	1,150,000	1,600,000	1,650,000	1,550,000	1,550,000
Transfer From Insurance Fund	0	54,372	54,372	54,372	52,333	20,390	20,390	20,390	20,390	20,390
Total Other Resources	1,298,427	1,554,372	1,554,372	1,554,372	1,352,333	1,170,390	1,620,390	1,670,390	1,570,390	1,570,390
Total Revenue and Other Sources	2,393,229	2,649,543	2,649,543	2,629,872	2,419,578	2,310,390	2,798,890	2,888,738	2,829,980	2,872,665
Expenditures										
Operations & Maintenance	1,540,794	1,915,264	1,915,264	1,729,739	1,912,433	1,950,682	1,989,696	2,029,490	2,070,079	2,111,481
Existing Debt Service	600,287	681,202	681,202	681,270	685,115	578,897	578,066	578,593	361,591	259,767
Proposed New Debt Service	-	-	-	-	-	100,000	200,000	300,000	400,000	500,000
Total Debt Service & Operations	2,141,081	2,596,466	2,596,466	2,411,009	2,597,548	2,629,579	2,767,761	2,908,083	2,831,670	2,871,248
Available for Construction	252,148	53,077	53,077	218,863	(177,970)	(319,189)	31,129	(19,345)	(1,690)	1,417
Other Resources for Capital										
Local and Other Contributions	10,575	0	0	0	0	0	0	0	0	0
Bond Proceeds	900,000	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other/Transfer from CIP Bond Reserves	0	0	59,459	59,459	0	0	0	0	0	0
Transfer from General Fund	100,000	1,200,000	1,200,000	1,200,000	0	0	0	0	0	0
Transfer from Major Streets	0	0	0	0	0	0	0	0	0	0
Total	1,010,575	1,200,000	1,259,459	1,259,459	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Capital Expenditures										
Construction	972,869	1,200,000	1,278,313	1,278,313	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Surplus / (Deficit)	289,854	53,077	34,223	200,009	(177,970)	(319,189)	31,129	(19,345)	(1,690)	1,417
Beginning Fund Balance	11,665	301,519	301,519	301,519	501,528	323,558	4,369	35,498	16,152	14,462
Ending Fund Balance	301,519	354,596	335,742	501,528	323,558	4,369	35,498	16,152	14,462	15,879
Target Fund Balance	131,376	131,421	131,421	129,060	128,069	136,800	141,420	146,202	151,151	156,273

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DOLLARS IN THOUSANDS (\$000)														
DEPARTMENT	PRIORITY NO.	PROJECT TITLE											FUNDING SOURCE	
			2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
PUBLIC SERVICES	1	Auto Ion	10.0	10.0	10.0	40.0	10.0	10.0	10.0	10.0	40.0	10.0	Cash	
PUBLIC SAFETY	2	Dispatch Equipment Replacement	631.0										Twp/Cnty	
			788.0										Bond	
PUBLIC SAFETY	3	Repair/Refurbish Fire Apparatus	150.0										Bond	
P&R	4	Kik Pool	45.0										Bond	
CITY WIDE MAINT.	5	City Hall Facility Improvements	275.0	400.0	275.0	100.0	150.0	100.0					Bond	
P&R	6	Spring Valley Stormwater Improvements	45.0										Bond	
ENG	7	William's Pond Dam	85.0										Bond	
PUBLIC SAFETY	8	Firearms Range Improvements	12.0										Bond	
CP&D	9	I-94 Business Loop Gateway Improvements	169.0										Federal	
			3.0										Private (DKI)	
			100.0										Twp/Cnty	
			50.0										Bond	
PUBLIC SAFETY	10	Public Safety Facility Upgrades	60.0		35.0				50.0				Bond	
CITY WIDE MAINT.	11	General Fund Equipment & Facilities Major Repairs				30.0							Bond	
			30.0	30.0	30.0	0.0	30.0	30.0	30.0	30.0	30.0	30.0	Cash	
P&R	12	Park Facility Repairs	10.0	10.0	10.0	10.0	10.0	10.0					Bond	
			15.0	15.0	15.0	15.0	15.0	15.0					Cash	
CEMETERY	13	Cemetery - Erosion Control Program and Stone Wall Additions	180.0	150.0	150.0	150.0	150.0	150.0	150.0	0.0	0.0	0.0	0.0	Perpetual
2011 CIP Subtotal			\$1,575.0											
2011 Total Project Cost			\$2,658.0											

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DOLLARS IN THOUSANDS (\$000)													
DEPARTMENT	PRIORITY NO.	PROJECT TITLE											FUNDING SOURCE
			2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
P&R	2012-3	Youth Development Center Facility Improvements		50.0									Bond
P&R	2012-4	Farrell Park Improvements		417.0									Bond
PUBLIC SAFETY	2012-5	CAD/RMS/Server Upgrads		500.0									Bond
P&R	2012-6	Davis & Hays Park Improvements		250.0									Bond
ENG.	2012-9	Non-Motorized Pathway Extension Design and Construction		20.0	350.0								Bond
P&R	2012-10	Axtell Creek Park Improvements		55.0									Bond
2012 CIP Subtotal			\$1,747.0										
2012 Total Project Cost			\$1,907.0										
PUBLIC SAFETY	2013-2	Repair/Refurbish Fire Apparatus - Truck 2 & Truck 6			400.0								Bond
P&R	2013-4	Milham Park Improvements			600.0								State
					600.0								Private
					600.0								Bond
P&R	2013-5	Blanche Hull Park Improvements			580.0								State
					580.0								Private
					580.0								Bond
P&R	2013-6	Henderson Tot Lot Improvement			10.0								Private
					50.0								Bond
2013 CIP Subtotal			\$2,355.0										
2013 Total Project Cost			\$4,875.0										
P&R	2014-2	Ianelli Fountain/Pool Repari				100.0							Federal
						100.0							State
						50.0							Private
						290.0							Bond
PUBLIC SAFETY	2014-3	Repair/Refurbish Fire Apparatus - Engine 2 & Engine 6					75.0						Bond
P&R	2014-4	Crane Park Redevelopment				150.0							State
						50.0							Private
						420.0							Bond
P&R	2014-5	Playground/Site Barrier-Free Improvements				150.0							Bond
2014 CIP Subtotal			\$1,130.0										
2014 Total Project Cost			\$1,730.0										

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY**

DOLLARS IN THOUSANDS (\$000)														
DEPARTMENT	PRIORITY NO.	PROJECT TITLE											FUNDING SOURCE	
			2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
CP&D	2015-2	Master Plan Update					200.0							Bond
PUBLIC SAFETY	2015-3	SCBA Replacement					1,200.0							Bond
PUBLIC SAFETY	2015-4	Replace Engine 4 and Engine 7					1,000.0							Bond
P&R	2015-7	Mayor's Riverfront Synthetic Turf					600.0							Private
							600.0							Bond
2015 CIP Subtotal							\$3,215.0							
2015 Total Project Cost							\$3,965.0							
P&R	2016-3	Mayor's Riverfront Synthetic Turf						150.0						Bond
CP & D	2016-8	Portage Streetscape Project						3,000.0						Grants
2016 CIP Subtotal							365.0							
2016 Total Project Cost							3,515.0							
GRAND TOTAL			2,658.0	\$1,907.0	\$4,875.0	\$1,730.0	\$3,965.0	\$3,515.0	\$40.0	\$40.0	\$70.0	\$40.0		

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
1-1	L	Local Street Program (Tier #1) Various	Nagler	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	Bond
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	Douglas (Kalamazoo to Ravine)	Nagler	458.0						Federal
				200.0						Bond
1-4	M	Balch Street (Park to Burdick)	Nagler	315.0						Federal
				226.0						Bond
1-5	M	Traffic Signal Upgrade Various	Nagler	320.0						Federal
				150.0	150.0	150.0	150.0	150.0	150.0	Bond
1-6	M	Glendale Boulevard (Mount Olivet Road to Courtlandt)	Nagler	300.0						Bond
1-7	M	Angling (South City Limits to 500' West of Oakland)	Nagler	245.0						Bond
1-8	M	Gibson (Pitcher Street to King Highway)	Nagler	377.0						Bond
1-9	M	Palmer (Portage Street to James Street)	Nagler	145.0						Bond
1-10	M	Lake Street (Portage Street to Walter Street)	Nagler	73.0						Bond
1-11	M	Oakland/Parkview Intersection Improvements	Nagler	49.0						Bond
1-12	M	Design for Upcoming Various Major Street Projects	Nagler	50.0	50.0	50.0	50.0	50.0	50.0	Bond
1-13	M	MDOT - Park Street Bridge @ Axtell Creek		35.0						Bond
2011 Sub-Total =				4,093.0						

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
2012	M	March (Miller to Stockbridge)	Nagler		309.0					CIP
2012	M	Stockbridge (Railroad to Portage)	Nagler		297.0					CIP
2012	M	Inkster Street (Outlook to Westnedge)	Nagler		190.0					CIP
2012	M	Millcork (Cork to Miller)	Nagler		330.0					Federal
					145.0					CIP
2012	M	Burdick Street (Kilgore to Cork)	Nagler		543.0					Federal
					235.0					CIP
2012	M	Race (Palmer to Reed)	Nagler		270.0					CIP
2012	M	Water (Rose to Pitcher)	Nagler		204.0					CIP
2012	M	MDOT - Stadium/Drake Intersection Improvements			10.0		225.0			CIP
2012 Sub-Total =					3,883.0					

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
2013	M	Pavement Management Update	Nagler			45.0			50.0	Reserves Bond
2013	M	Race (Stockbridge to Lake)	Nagler			123.0				CIP
2013	M	Clarence (Lake to Vine)	Nagler			315.0				CIP
2013	M	Wheaton (Short to Westnedge)	Nagler			410.0				CIP
2013	M	N. Burdick Street (Railroad Tracks to North City Limits)	Nagler			677.0				Federal CIP
2013	M	Pitcher (Lovell to Water)	Nagler			222.0				CIP
2013	M	Fulford (Cork to Stockbridge)	Nagler			406.0				Federal CIP
2013	M	Oakland/Parkview Intersection Improvements				820.0				Federal CIP
						2013 Sub-Total =	5,048.0			

CITY OF KALAMAZOO
2011 ADOPTED BUDGET

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
2014	M	Vine (Clarence to Hatfield)	Nagler				125.0			CIP
2014	M	Drake (West Main to Grand Prairie)	Nagler				837.0			Federal
							380.0			CIP
2014	M	Howard (W. Michigan to Kendall)	Nagler				280.0			Federal
							127.0			CIP
2014	M	Rose (Frank to Paterson)	Nagler				160.0			CIP
2014	M	Factory (Miller to Palmer)	Nagler				140.0			CIP
2014	M	Kendall (Michigan to Memory)	Nagler				200.0			CIP
2014	M	Wallace (Michigan to Main)	Nagler				518.0			CIP
2014	M	MDOT - Stadium/Drake Intersection - Construction					225.0			CIP
							2014 Sub-Total =	4,567.0		

CITY OF KALAMAZOO
2011 ADOPTED BUDGET

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
2015	M	Alamo (Douglas to City Limits)	Nagler					230.0		CIP
2015	M	Edwards (Harrison to Ransom)	Nagler					120.0		CIP
2015	M	Gull Road (Riverview to North)	Nagler					220.0		CIP
2015	M	Howard (Oakland to Merrill)	Nagler					305.0		CIP
2015	M	Riverview Drive (Mount Olivet to Mosel)	Nagler					500.0		Federal
								300.0		CIP
2015	M	Mills (Stockbridge to King)	Nagler					661.0		Federal
								475.0		CIP
2015 Sub-Total =								4,161.0		

CITY OF KALAMAZOO
2011 ADOPTED BUDGET

STREET CAPITAL IMPROVEMENT PROGRAM SUMMARY

PRIORITY NO.	FUND KEY	PROJECT TITLE	PROJECT MANAGER	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
2016	M	Kilgore (Service Drive to Sprinkle)	Nagler						561.0	Federal
									350.0	CIP
2016	M	E. Michigan (E. Main to East City Limits)	Nagler						600.0	Federal
									275.0	CIP
2016	M	Stockbridge (Portage to Fulford)	Nagler						375.0	CIP
2016	M	Alvan (Sprinkle to Saidla)	Nagler						115.0	CIP
2016	M	Westfall/Kendall (Michigan to Weaver)	Nagler						235.0	CIP
2016	M	Porter Street (Frank to Paterson)	Nagler						155.0	
2016	M	Parchmount (Mt. Olivet to Mead)	Nagler						145.0	CIP
2016 Sub-Total =									4,161.0	
GRAND TOTAL				\$4,093.0	\$3,883.0	\$5,048.0	\$4,567.0	\$4,161.0	\$4,161.0	\$25,913.0

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET**

WASTEWATER CAPITAL IMPROVEMENT PROGRAM SUMMARY

DOLLARS IN THOUSANDS (\$000)										
PRIORITY NO.	FUND KEY	PROJECT TITLE	2010 Carry Forward	2011	2012	2013	2014	2015	2016	FUNDING SOURCE
1	SC	New Sewer Lead Connections	0.0	117.0	113.1	116.5	120.0	123.6	127.3	Reserves
1	IE	Electrical, Instrumentation & Controls Replacement	35.0	90.0	120.0	140.0	130.0	180.0	130.0	Bond Reserves
1	PL	Secondary Process Improvements	3399.0	457.0	1,456.0	0.0				Private Reserves
1	PL	Equipment Replacement and Upgrades	0.0	30.0	75.0	30.0	30.0	50.0	50.0	Bond Reserves
2	SC	Lift Station Improvements w/Riverview & Burke	175.0	214.0	355.0	120.0	120.0	200.0	120.0	Reserves
2	GP	Records Management	0.0	80.0						Reserves
2	SC	New & Replacement Sewer Construction w/Arcadia	0.0	459.0	1,025.0	463.0	477.0	491.0	507.0	Reserves
2	GP	Facility Improvements	0.0	100.0	60.0	100.0	100.0	75.0	75.0	Reserves
2	PL	Coarse Screen Replacement	225.0	524.0	400.0					Reserves
2	GP	Computer Hardware & Software - New & Replacement	5.0	25.0	30.0	45.0	35.0	35.0	35.0	Reserves
3	PL/ES	New Process Analyzers	0.0	25.0	25.0	25.0	25.0	25.0	25.0	Reserves
2	GP	Security Access	0.0	15.0						Reserves
3	IE	Plant Control System Upgrades	20.0	45.0	25.0	10.0	20.0	10.0	100.0	Reserves
3	ES	Schippers Crossing	0.0	99.0	29.5	31.0	31.0			Reserves
3	PL	Tertiary Mud Well Sewer	65.0	0.0						Reserves
3	GP	Mobile Workorder Solution	0.0	15.0						Reserves
3	PL	Tertiary Screw Pump Replacement #2, #5					320.0			Reserves
future		Plant Water System Upgrades (SP)			200.0					Reserves
future		Plant Building Demolision (SP)				1,500.0				Reserves
future		Stand-by Power Facility Improvements (above)				2,500.0		2,500.0		Reserves
future		Process Equipment Replacement (Life Cycle)			1,500.0			1,000.0		Reserves
future		Alternate Forced Main (In Plant)						1,500.0		Reserves
future		Arcadia Relief Sewer (SP)								Reserves
future		Harrison Facility Road Replacement			75.0	75.0				Reserves
Grand Total =			3,924.0	2,295.0	5,488.6	5,155.5	1,408.0	6,189.6	1,169.3	

CITY OF KALAMAZOO
2011 ADOPTED BUDGET

WATER CAPITAL IMPROVEMENT PROGRAM SUMMARY

DOLLARS IN THOUSANDS (\$000)

PRIORITY NO.	FUND KEY	PROJECT TITLE	2011 Carry Forward	2011	2012	2013	2014	2015	2016	2017	2018	2019	FUNDING SOURCE	New+CF	
1-1	DI	New & Replacement Water Main	0.0	150.0	187.0	297.0	308.0	319.0	330.0	342.0	352.0	359.0	CIA	150.0	
			0.0	307.0	344.0	356.0	368.0	380.0	393.0	406.0	409.0	421.0	Reserves	307.0	
1-2	DI	Service Connections	0.0	400.0	716.0	746.0	776.0	806.0	830.0	850.0	900.0	950.0	CIA	400.0	
1-3	DI	New & Replacement Hydrants	0.0	69.0	71.0	73.0	76.0	77.0	80.0	82.0	85.0	86.0	CIA	69.0	
			0.0	69.0	71.0	73.0	75.0	78.0	80.0	82.0	84.0	85.0	Reserves	69.0	
1-4	GP	Water Pumping Station Upgrades		275.0	500.0	275.0	250.0	350.0	250.0	200.0	300.0	0.0	Reserves	0.0	
1-5	PP	Improvements to Water PS #8	1000.0	700.0									Reserves	1,700.0	
2-6	DI	Lead Service Replacement		117.0	120.0	124.0	129.0	132.0	136.0	140.0	145.0	151.0	CIA	117.0	
														Reserves	0.0
2-7	MD	Meter Improvement Program	0.0	164.0	169.0	174.0	180.0	185.0	190.0	196.0	202.0	0.0	Reserves	164.0	
2-8	SS	New & Replacement Wells	0.0	129.3	160.0	0.0	0.0	180.0	0.0	180.0	0.0	180.0	0.0	Bond	
														Reserves	129.3
3-9	PP	Replacement Pumps & Motors	0.0	30.0	0.0	31.0	0.0	32.0	0.0	0.0	0.0	0.0	0.0	Reserves	30.0
3-10	GP	Water Supply SCADA Sys. Replace.	0.0	0.0	300.0	0.0								Bond	
			0.0	10.0			10.0	10.0	15.0	20.0	20.0	100.0	Reserves	10.0	
3-11	GP	New & Replacement Computers	0.0	30.0	27.0	27.0	35.0	28.0	28.0	28.0	28.0	0.0	Reserves	30.0	
3-12	GP	Stockbridge Security	0.0	10.0									Reserves	10.0	
3-13	DI	Valve Improvement Program	0.0	100.0	115.0	120.0	125.0	131.0	137.0	0.0	0.0	0.0	Reserves	100.0	
3-14	DI	Automated Meter Reading	25.0	50.0	50.0	50.0	75.0	75.0	10.0	10.0	10.0	0.0	Reserves	75.0	
3-15	GP	Stockbridge Facility Improvements	0.0	75.0	150.0	100.0	105.0	115.0	85.0	165.0	125.0	0.0	Reserves	75.0	
3-16	GP	Mobile Workorder Solution	0.0	20.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Reserves	20.0	
Future	SS	New Water Pumping Station & Well Field (Oshtemo)									300.0	2,400.0	Reserves		
Future		Ross Township Wellfield Devel.					300.0	2,000.0	2,000.0				Bond		
Future		Iron Removal West (High, Super High, or Ultra High)				500.0	500.0						Bond		
Future		Elevated Storage High Syt. Comstock Business Park									1,000.0		Bond		
Grand Total =			1,025.0	2,705.3	2,990.0	2,946.0	3,312.0	4,898.0	4,564.0	2,701.0	3,960.0	4,732.0		3,455.3	
Grand Total - CIA =				1,969.3	1,896.0	1,706.0	2,023.0	3,564.0	3,188.0	1,287.0	2,478.0	3,186.0		2,896.3	
Grand Total - CIA- BONDED PROJECTS =				1,969.3	1,396.0	1,206.0	1,223.0	1,522.0	1,173.0	1,107.0	1,178.0	606.0		1,136.3	

BROWNFIELD REDEVELOPMENT AUTHORITY (BRA) 2011 BUDGET

	2009 Actual	2010 Adopted Budget	2010 Projected Budget	2011 Adopted Budget
RESOURCES				
General Fund Contribution	50,000	0	0	0
TIF Capture - Developer	0	373,160	466,043	466,100
TIF Capture - Building Authority (Ramp)	0	120,440	239,700	240,000
TIF Capture - BRA	1,162,617	197,000	132,018	79,000
TIF Capture - LSRRF	0	0	292,438	280,000
Land Sales Proceeds	13,900	50,000	0	25,000
Interest	16,168	40,000	17,000	17,000
Miscellaneous (Rent/Reimbursements)	25,330	16,800	18,000	19,200
Grants				
EDA	0	0	77,248	0
EPA	51,084	51,360	30,139	0
TOTAL RESOURCES	1,319,099	848,760	1,272,586	1,126,300
EXPENDITURES				
Personnel	1,987	69,620	69,620	69,620
Riverfront Redevelopment	12,656	50,000	30,000	75,000
Davis Creek Business Park	73,171	50,000	50,000	75,000
Former Public Safety Buildings	1,376	7,500	4,000	7,500
Tax Reverted Property Acquisitions/Land Bank	3,487	100,000	10,000	25,000
TIF Reimbursements to Developers	551,280	373,160	466,043	466,100
TIF Transfer to Building Authority/Mall Parking Structure	203,196	120,440	239,700	240,000
EPA Eligible Projects	81,444	51,360	30,139	0
Site Maintenance Fund	5,372	40,000	10,000	15,000
Special Projects Environmental **	26,537	50,000	20,000	60,000
East Bank Site	0	10,000	0	5,000
Performance Paper	5,470	20,000	20,000	20,000
Site Preparation/Infrastructure	18,885	100,000	15,000	125,000
Targeted Acquisitions	78,195	50,000	0	25,000
Marketing	12,177	15,000	15,000	20,000
Vehicle Replacement	14,795	0	0	0
Administrative/IT Fees	0	45,435	45,435	45,435
BRA Operating Expenses	7,573	5,000	5,000	5,000
Economic Development Strategy	0	75,000	0	75,000
EDA Grant	3,196	0	0	0
Bank Fees	399	0	0	500
TOTAL EXPENDITURES	1,101,196	1,232,515	1,029,937	1,354,155
Revenue over (under) expenditures	217,903	-383,755	242,649	-227,855
Transfer to Local Site Remediation Revolving Fund	0	0	475,244	280,000
Beginning Fund Balance	1,462,146	1,236,500	1,680,049	1,447,454
Ending Fund Balance	1,680,049	852,745	1,447,454	939,599

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

BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)
2011 BUDGET
LOCAL SITE REMEDIATION REVOLVING FUND

	2011 Adopted Budget
RESOURCES	
Transfer TIF Capture - Local	280,000
Transfer TIF Capture - State*	-
Interest on Investments	-
Miscellaneous Revenue	-
Working Capital	325,000
	<hr/>
TOTAL RESOURCES	605,000
	<hr/> <hr/>
EXPENDITURES	
Performance Paper	405,000
Public Act 381 Eligible Activities	200,000
	<hr/>
TOTAL EXPENDITURES	605,000
	<hr/> <hr/>
Revenue Over Expenditures	-

* 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) 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) 2011 BUDGET

	2009 Actual	2010 Adopted Budget	2010 Projected Budget	2011 Adopted Budget
RESOURCES				
Loan Interest	52,705	51,300	57,000	60,000
Interest on Investments	4,695	32,175	32,175	5,000
Reimbursement (Legal Services)	68,781	0	0	0
Miscellaneous	2,000	2,000	0	0
Transfers				
General Fund	100,000	0	0	0
LDFA / TIF	81,025	81,025	81,025	81,025
EDC	0	0	0	0
EIF	4,229	0	0	0
TOTAL RESOURCES	313,435	166,500	170,200	146,025
EXPENDITURES				
Contracting for Services 1)	121,411	95,079	113,896	118,000
Economic Development Strategy	0	75,000	0	75,000
Administrative Fee	35,437	2,659	2,659	2,700
Vehicle Replacement	14,795	0	0	0
Other Costs 2)	5,865	25,000	43,330	40,000
Audit Fees	1,575	0	1,800	1,800
Transfer Out - Fund 702	4,229	0	0	0
TOTAL EXPENDITURES	183,312	197,738	161,685	237,500
Revenue Over Expenditures	130,123	(31,238)	8,515	(91,475)
Beginning Fund Balance	997,852	806,626	873,234	513,651
Transfer to EOF	0	0	0	0
Transfer to EDC	0	0	0	0
Loan Principal	185,259	145,200	131,902	146,797
Anticipated Projects 3)	440,000	600,000	500,000	200,000
Ending Fund Balance	873,234	320,588	513,651	368,973

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

**LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA)
2011 BUDGET**

	2009 Actual	2010 Adopted Budget	2010 Projected Budget	2011 Adopted Budget
RESOURCES				
Projected TIF Revenue*	445,791	479,013	470,192	464,293
Miscellaneous Revenue	0	0	0	0
TOTAL RESOURCES	445,791	479,013	470,192	464,293
EXPENDITURES				
Reimbursement for Drake Road Improvements	75,000	75,000	75,000	40,025
Reimbursement for Parkview Avenue Improvements	75,000	75,000	75,000	91,339
Reimbursement for Sanitary Sewer - Drake Road	25,000	10,000	10,000	30,000
Reimbursement for Water Main (Phase 2) Park Interior	0	0	5,070	0
Infrastructure Maintenance and Sinking Fund	0	29,500	71,500	30,400
Reimburse Water & Sanitary Sewer Connections on Each Lot	0	20,000	20,000	20,000
Reimbursement for WMU BTR Park Infrastructure	75,000	60,000	60,000	35,000
BTR Park Marketing	9,986	15,000	15,000	15,000
Operating Expenses: Southwest Michigan Innovation Center				
Marketing	5,305	5,464	5,464	5,464
Legal and Accounting	10,609	10,927	10,927	10,927
Business Support	89,301	91,980	91,980	91,980
Administrative Fees	2,699	0	2,699	2,699
City Administrative Support	81,025	81,025	81,025	81,025
TOTAL EXPENDITURES	448,925	473,896	523,665	453,859
Revenue over Expenditures	(3,134)	5,117	(53,473)	10,434
Beginning Fund Balance	129,810	3,952	126,676	73,203
Ending Fund Balance	126,676	9,069	73,203	83,637

* 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		2010	2011
	Infrastructure	1/1/2010	2010	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	5,070	5,070	0
Infrastructure Maintenance Sinking Fund	374,427	322,827	71,500	251,327
Water and Sewer Connections	154,226	154,226	20,000	134,226
WMU Reimbursement (Research Way cul-de-sac -- \$190,000)	480,000	165,000	60,000	105,000
Ending Balance	2,940,307	1,941,664	316,570	1,625,094
	BTR Park		2011	2011
	Infrastructure	1/1/2011	Proposed	12/31/2011
	Costs	Balance	Repayments	Balance
Drake Road Improvements	413,265	40,025	40,025	0
Parkview Avenue Improvements	1,367,103	1,025,229	91,339	933,890
Sanitary Sewer Reimbursement	116,716	69,287	30,000	39,287
Water Main (BTR)	34,570	0	0	0
Infrastructure Maintenance Sinking Fund	374,427	251,327	30,400	220,927
Water and Sewer Connections	154,226	134,226	20,000	114,226
WMU Reimbursement	480,000	105,000	35,000	70,000
Ending Balance	2,940,307	1,625,094	246,764	1,378,330

DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
2011 ADOPTED BUDGET
OPERATING BUDGET

	2010 Projected	2011 Adopted
REVENUE		
Taxes		
Operating - Current Year (DDA Levy 1.9638 Mills)	356,195	321,165
Operating - Current Year (TIF)	2,744,922	2,544,705
School Capture	(293,128)	-
Total Taxes	2,807,989	2,865,870
Fees & Charges for Services		
Festival Place Maintenance Fees	10,000	19,000
City of Kalamazoo Mall Maintenance	59,210	20,000
Total Fees & Charges for Services	69,210	39,000
Other		
Interest Income	17,000	9,500
Pilots/Miscellaneous	1,500	1,500
Total Other Revenue	18,500	11,000
TOTAL REVENUE	2,895,699	2,915,870
EXPENSES		
Operating Expenses		
DKI Service Agreement	350,681	350,681
Administration	467,318	263,693
Insurance/Legal/Audit Services	30,000	25,450
Mall Assessment	8,000	10,000
Miscellaneous	7,300	7,300
Total Operating Expenses	863,299	657,124

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
2011 ADOPTED BUDGET
OPERATING BUDGET**

	2010 Projected	2011 Adopted
Initiatives/Programs		
Marketing	250,000	250,000
Business Recruitment and Retention	36,870	40,000
Safety	107,827	94,000
CIP:		
Special Projects	10,463	-
Maintenance	193,710	199,710
Building Revitalization Programs	50,000	5,000
Radisson Leased Spaces	39,138	27,192
TIF Capture-Miller Canfield	143,420	113,433
Total Initiatives/Programs	831,428	729,335
DEBT SERVICE/OTHER OBLIGATIONS		
Arcadia Creek Bonds	721,065	665,821
Building Authority Bonds	200,926	466,522
DDA Bond	86,725	83,645
Kalamazoo Community Foundation	75,000	75,000
Metropolitan Center	298,900	48,900
Total Debt Service/Other Obligations	1,382,616	1,339,888
Transfers		
Transfer to Parking System	387,158	-
Total Transfers	387,158	-
12% Reserve	-	22,933
TOTAL EXPENSES	3,464,501	2,749,280
Revenue Over (Under) Expenses	(568,802)	166,590

KALAMAZOO MUNICIPAL GOLF ASSOCIATION (KMGA)
2011 BUDGET
OPERATING BUDGET

	2009 ACTUAL	2010 BUDGET	2010 PROJECTED	2011 ADOPTED
REVENUES				
Green fees	\$ 660,117	\$ 660,117	580,966	580,000
Cart rental	252,172	252,172	240,986	232,172
Memberships	259,958	259,958	252,204	240,000
Driving range	59,192	59,192	55,591	60,000
Concession income, net	15,986	39,986	27,467	48,000
Pro shop rental and other	12,632	26,632	47,896	31,382
	1,260,058	1,298,057	1,205,110	1,191,554
EXPENSES				
Operating Expenses				
Professional contract	638,511	471,710	471,710	505,000
Course maintenance	300,394	243,500	242,726	265,000
Cart expense	68,783	69,360	60,500	61,000
Administrative expenses:	38,146	40,795	53,201	49,198
Other:	34,545	\$ 29,900	31,720	29,900
Total operating expenses	1,080,379	855,265	859,857	910,098
NONOPERATING REVENUES (EXPENSES)				
Interest expense	(56,052)	(52,558)	(52,558)	(41,424)
TRANSFERS				
Capital asset acquisitions		-	(84,076)	(25,000)
Arrearage from 2009		(59,745)		(59,745)
Current Debt Principal		(89,134)	(89,134)	(91,975)
CHANGES IN NET ASSETS		241,355	119,485	63,312
NET ASSETS - BEGINNING		(254,691)	(254,691)	(135,206)
NET ASSETS - ENDING		\$ (13,336)	\$ (135,206)	\$ (71,894)

KALAMAZOO HISTORIC PRESERVATION COMMISSION 2011 BUDGET

	2009 Actual	2010 Adopted Budget	2010 Projected Budget	2011 Adopted Budget
RESOURCES				
Lost & Found Book Sales	11,000	6,800	6,800	7,950
Other	0	0	0	0
TOTAL RESOURCES	11,000	6,800	6,800	7,950
EXPENDITURES				
Commissioner Education	885	700	700	500
O'Connor Fund	0	0	200	200
Memberships	166	175	175	500
Public Education	4,751	4,000	4,000	4,375
Promotion/Publication	1,621	1,575	1,575	1,575
Contingency/new projects	0	0	0	700
Misc	254	350	350	100
TOTAL EXPENDITURES	7,677	6,800	7,000	7,950
Revenue Over Expenditures	3,323	0	(200)	0
Beginning Fund Balance	12,368	12,368	12,368	15,691
Ending Fund Balance	15,691	12,368	12,368	15,691



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

5-Year Fiscal Plan
2011 - 2016

Revised November 2010

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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, 2009 and 2010 budget cycles.

The budget has been balanced through FY 2008 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 necessitated reductions of \$2.7 million in General Fund operations which dictated 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 2010 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 2010 in mind. With the significant loss of operational revenues, expenditures are being reduced through the elimination of vacant positions, as well as traditional management tools involving cost containment, and use of alternative funding sources, and non-headcount efficiency improvements. Revenue has been significantly increased through the American Recovery and Reinvestment Act, resulting in increased capital investment and enhanced neighborhood stabilization and community development programming.

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 eliminated that vehicle as a viable option, 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 – 2016 based on a review of recent actual performance, the budgeting process, and industry standard analytical approaches.

Revenue	Projected Annual Increase 2010 Assumptions	Projected Annual Increase 2011 Assumptions
Property taxes (based on assessor's estimate)	1.5%	(1.5% Revised – 0% for 2012 and 2013)
Licenses, permits & fees	3%	1.5% (Revised – 0% for 2012 and 2013)
Other intergovernmental revenue	0%	0% (Revised -10% for 2012)
Charges for services	2%	2%
Interest and rentals	1%	1%
Other revenue	3%	3% (-6% in 2015)
Expenditures	Projected Annual Increase 2010 Assumptions	Projected Annual Increase 2011 Assumptions
Salaries	1.5%	1.5% (Revised – 0% for 2012 and 2013)
Health Insurance	7.0%	7.0%
FICA, Medicare, Deferred comp.	1.5% per affected employee group	1.5% per affected employee group (Revised – 0% for 2012 and 2013)
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.

It is imperative that the growth of salaries 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 in 2014 - 2016, however no increase is assumed for 2012 and 2013. The upper range for property tax growth was 2 percent for 2013 and 2014 and 2.5 for 2015 and 2016. The "worst case" for property tax was another 5% drop in 2012 followed by no further growth.

Licenses, Permits and Fee revenue have also been reduced to match property tax revenue, based on the assumption that general property demand will mirror major property improvement expenditures. The range of outcomes matches that of Property Taxes, accordingly.

Intergovernmental revenue, which is largely based on State Revenue Sharing, is assumed to be reduced by 10% for 2012, after a relatively stable FY 2011 where losses have been budgeted at 2%, based on a status quo Shared Revenue budget for the State's FY 2010 – 11, combined with an assumed reduction in

the State's FY 2011 – 12 Budget of 6%. This reduction would impact the last two payments of the City's FY 2011. In each scenario examined, beginning with 2012, Revenue Sharing is projected to stabilize, as State Sales Tax receipts, the sole source of Revenue Sharing, has seen the single largest improvements of any revenue source in the State's General Fund since State revenues bottomed out in 2009. In a best-case scenario the reduction in FY 2012 is only 2 percent.

Other revenue is estimated to take a drop of 6% in 2015, based on the assumption that cuts of roughly 5 – 10 percent would need to be made in the General Fund in 2013. Such reductions in General Fund expenditures would result in reductions in the amount of Administrative Charges billed by the General Fund to cover expenditures made for central services on behalf of non-General Fund activities.

The assumption used for salary (and thus FICA/Medicare/Social Security) was based on the percentage for property tax changes. The range for salary growth was between 0 and 2 percent.

Health insurance expenditures are assumed to grow by the rate of health care inflation in the marketplace (7 percent). The ranges of outcomes envisioned are between 4 and 8 percent.

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 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 2011. This allows the City to continue to use debt instruments to support capital financing requirements.

Assumption #6: Reduction of State Shared Revenue based on the combined analysis of the State's General Fund and School Aid Fund (modified)

Rationale: State Shared Revenue remained constant from 2003 – 2008, and remains a relatively small portion of the state budget (approx. 6%). However, since the beginning of the State's FY 2008 – 09 Budget, overall State revenues have dropped by over 25%. Sales tax revenue, which is the State's sole funding source for SSR, dropped by only 10%, and has been the biggest gainer of all State revenue sources over the last 18 months. Sales tax dollars are shared between the State's General Fund and

School Aid Fund. The Community College system is financed partially by the State through its General Fund. The General Fund's projected deficit for FY 2011 – 12 is roughly equivalent to the School Aid Fund's surplus. The State already utilized grants from the School Aid Fund to assist the Community College budget for FY 2009 – 10. It would seem logical to look at the State's General Fund and School Aid Fund in tandem, as we did above.

Assumption #7: Use of excess pension fund investment earnings (modified)

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	2010 Accomplishment	2011 Proposed
Fund Balance	Range of 13-15% of budgeted operating revenues	13.8%	15.4%
Budget Stabilization Reserve	Range of 1-2% of budgeted operating revenue Target = \$500K-\$1M	\$1.65M	\$1.65M
Capital Contingency Reserve	Range of 1-2% of budgeted operating revenue Target = \$500K -\$1M	\$350K	\$350K
Annual Capital Improvement Program (CIP)	\$5M (Includes CIP, Major & Local Street Funds)	\$13.3M (incl. ARRA funding)	\$6.6M
Debt Financing for Capital Improvements	Optimized	Debt Service \$5.12M	Debt Service \$5.07M
Bond Ratings	Maintained or Improved	Maintained	Maintained
Retiree Health Care Fund	Established	\$400K	\$250K

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 \$1.15 million of the Budget Stabilization Fund in 2012 and the other \$500 thousand in 2013 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 eliminated plans to utilize Pension Trust Fund assets to provide short-term cash flow for the payment of retiree health care benefits, while a fund could be built up. The requirements of GASB 45 to book a current liability on the City's financial statements increases the necessity of finding a way to set aside assets in order to utilize long-term investment returns to help fulfill the City's promise of retiree health care benefits to it's future retirees.

Fiscal Plan Projections

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

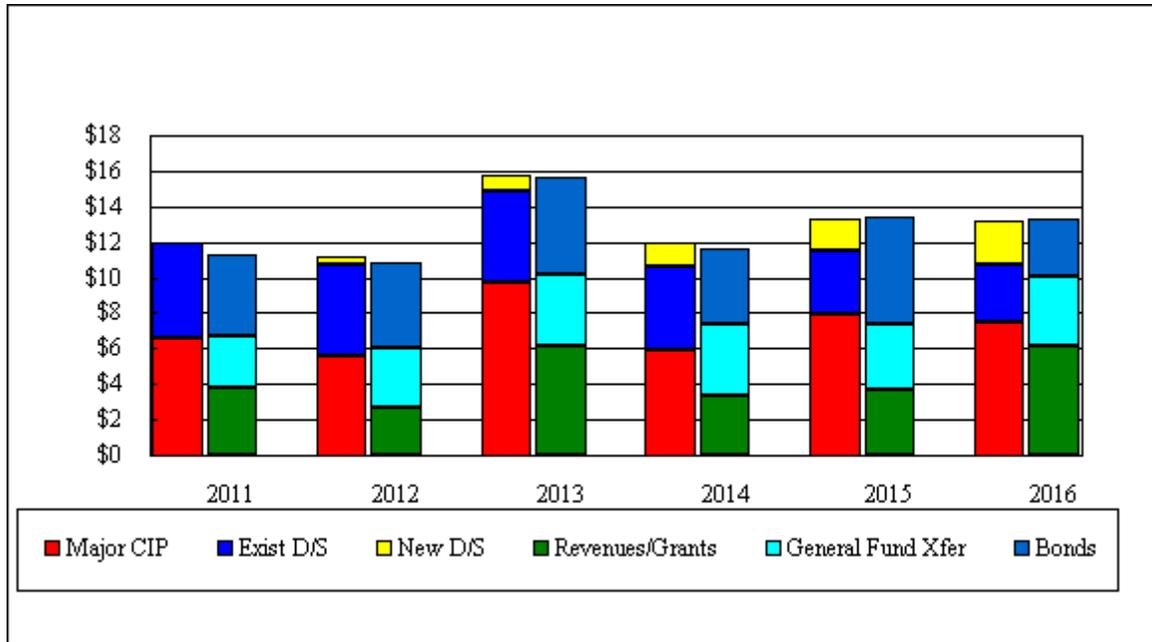
Many scenarios were evaluated before arriving at the combination of management decisions that are represented by the projections presented herein. An initial attempt to achieve all of the fiscal targets, without utilizing debt or other resources to finance projected capital improvements proved insufficient.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

The Plan as presented for the period beginning in 2011 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
FINANCING REQUIREMENTS						
Major CIP	6.57	5.64	9.77	5.92	7.98	7.48
Existing Debt Service	5.40	5.13	5.13	4.65	3.55	3.27
Projected New Debt Service	0.00	0.44	0.89	1.41	1.83	2.40
	-----	-----	-----	-----	-----	-----
TOTAL	11.97	11.21	15.79	11.98	13.35	13.15
FINANCING SOURCES						
Revenues/Grants	3.84	2.73	6.18	3.37	3.65	6.15
General Fund Transfers	2.90	3.35	3.98	3.98	3.78	3.88
Bonds	4.52	4.71	5.45	4.30	5.96	3.26
	-----	-----	-----	-----	-----	-----
TOTAL	12.96	11.78	16.17	12.03	13.43	13.36
<i>Surplus/(Deficit)</i>	0.99	0.57	0.38	0.05	0.08	0.22

* 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:

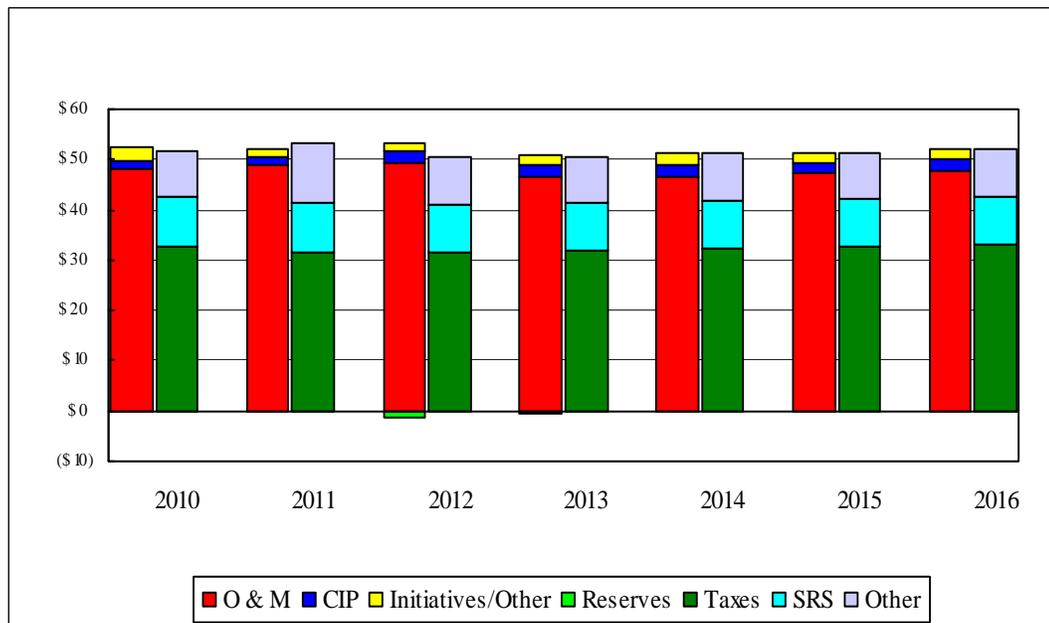
- *Operation & Maintenance* represents the annual costs of performing governmental services, such as public safety, general city management, etc.
- *Capital Improvements* reflect the General Fund Transfers to capital funds indicated in Exhibit 1.
- *Initiatives & Other* primarily consists of economic, 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*s 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 health care and workers compensation experience and plan changes will be rebated to the operational funds city wide. Structural savings of \$2.5 million for FY 2009 – 11 and \$1 million annually beginning in FY 2012 are projected for the General Fund.

As noted by Exhibit 2, a surplus is estimated to occur in 2011. The Plan relies on planned permanent reductions of 10% in expenditure levels in 2013 – 2015 to achieve balanced annual budgets going forward.

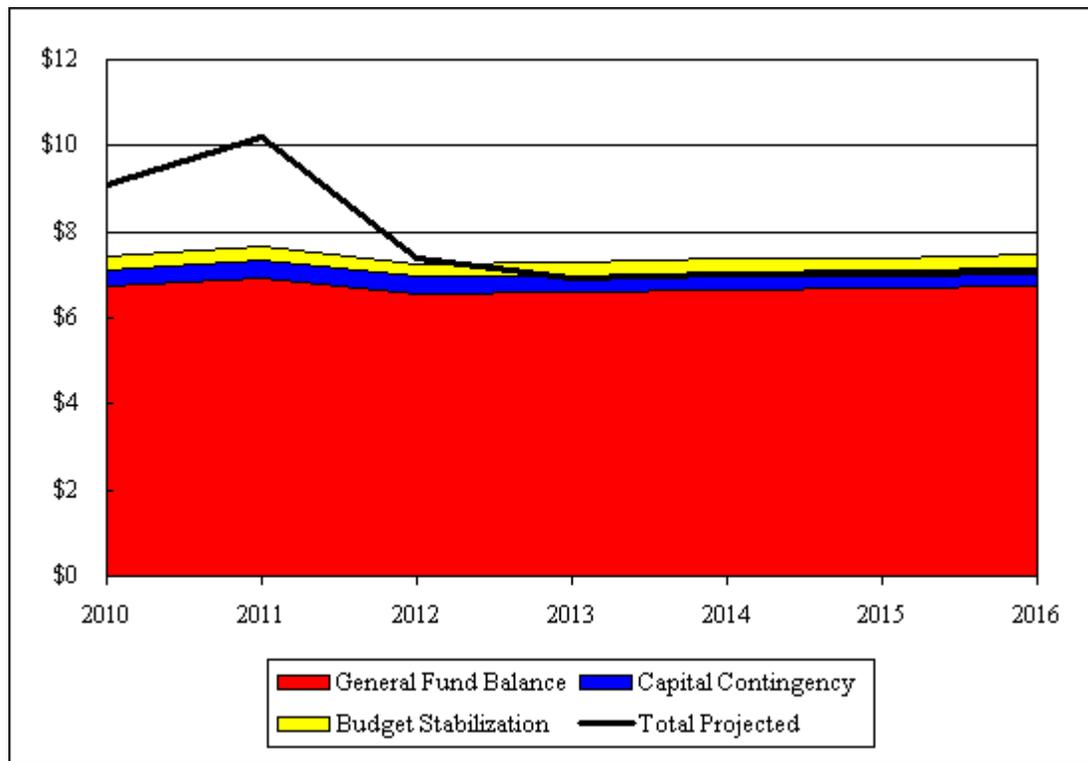
EXHIBIT 2
Fiscal Plan
Projections –
\$ millions



	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
EXPENSES							
Operation & Maintenance	48.26	48.74	49.33	46.50	46.72	47.16	47.67
Capital Improvements	1.65	1.90	2.20	2.38	2.33	2.23	2.33
Initiatives & Other	2.40	1.64	1.79	2.19	2.16	2.09	1.94
Reserves	0.00	0.00	(1.15)	(0.50)	0.00	0.00	0.00
	-----	-----	-----	-----	-----	-----	-----
TOTAL	52.31	52.27	52.17	50.56	51.21	51.47	51.93
REVENUE							
Taxes & Equivalents	32.80	31.64	31.64	31.84	32.31	32.80	33.29
State Revenue Sharing	9.90	9.81	9.49	9.49	9.49	9.49	9.49
Other	8.97	11.93	9.40	9.27	9.48	9.18	9.22
	-----	-----	-----	-----	-----	-----	-----
TOTAL	51.66	53.38	50.52	50.60	51.28	51.46	52.00
<i>Surplus/(Deficit)</i>	<i>(0.64)</i>	<i>1.11</i>	<i>(1.64)</i>	<i>0.03</i>	<i>0.07</i>	<i>(0.00)</i>	<i>0.07</i>
Fund Balance - \$ millions							

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

**Exhibit 3
Fund Balance –
\$ millions**



	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Recommended Levels</u>							
General Fund Balance	6.72	6.94	6.57	6.58	6.67	6.69	6.76
Capital Contingency	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Budget Stabilization	<u>0.30</u>						
Total Recommended	7.42	7.64	7.27	7.28	7.37	7.39	7.46
<u>Projected Levels</u>							
General Fund Balance	7.13	8.24	6.59	6.63	6.70	6.69	6.76
Capital Contingency	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Budget Stabilization	<u>1.65</u>	<u>1.65</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Projected	9.08	10.19	7.39	6.93	7.00	6.99	7.06

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.

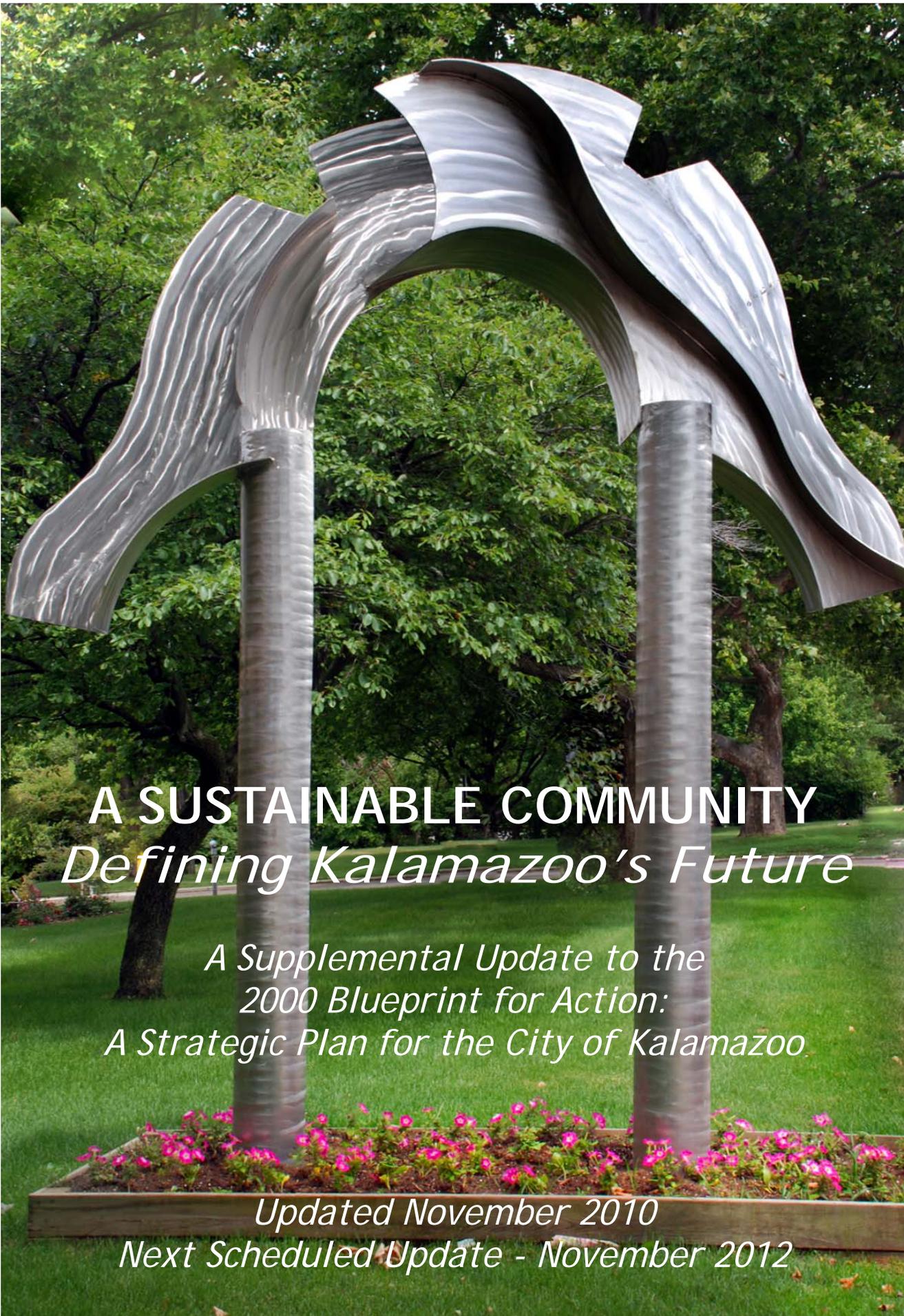
It is important that the Plan contemplate such events and contain the flexibility to address contingencies. To the extent that economic pressures dictate that not all targets can be achieved, it is envisioned that priority to specific "metric" targets would follow this structure:

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.

THE CITY OF





A SUSTAINABLE COMMUNITY
Defining Kalamazoo's Future

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

*Updated November 2010
Next Scheduled Update - November 2012*

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 Don Cooney
Commissioner David Anderson
Commissioner Barbara Hamilton Miller
Commissioner Stephanie Moore
** Commissioner Terry Kuseske
Commissioner Robert H. Cinabro

City Manager

Kenneth P. Collard

November 2010

*** Deceased*

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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

Neighborhood Development

Encourage Diverse, Clean, Safe, Quality Neighborhoods

Encourage and Provide Affordable Housing Opportunities

Build Upon Neighborhood Infrastructure by Strengthening the Quality of Relationships to

Improve Neighborhoods through Community Policing

Continue Quality Life Improvements for Residents in Area Neighborhoods

Environmental Stewardship

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Meet or Exceed All Standards for Effluent Discharge

Create and Maintain a System of Open Space and Greenways

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

Community Building

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

Responsible and Responsive Government

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

Commissioner Terry Kuseske



Commissioner Terry Kuseske lost his battle with pancreatic cancer on Thursday, September 2, 2010. His vigilance for equality was only mirrored by his passion to build a peaceful and tolerant community.

Commissioner Kuseske, a beloved public servant, sorely missed by all.

Defining Kalamazoo's Future

Back to Basics

Kalamazoo, as an organization, is facing challenging economic moments ahead, but we have set high standards of excellence over the last 125 years and the lessons we learn and the actions we take continue to define who we are and what this community will be in the future.

2009 proved to be one of the most economically challenging years since the Great Depression not only for our Nation but our State and City. As a result, the City Commission directed the City Manager to minimize the impact of the actual and anticipated revenue shortfall for the upcoming fiscal cycles. The recommendation was made to balance and closeout the 2009 General Fund (GF) budget, balance the 2010 budget and manage projections for the 2011 and 2012 GF budgets. City Administration made recommendations to reduce the 2009 budget by a combination of use of reserves and staff reductions.

In the 2009 budget, \$1,026,087 of reserves and 32 positions; 10 vacant and 12 occupied were eliminated by December 31, 2009 in order to balance the budget. Additionally, 10 Public Safety Officer (PSO) positions were refunded by the Community Oriented Policing Services (COPS) grant, a federally funded 3 year program (2010-2013).

To better understand the severity of our fiscal circumstance, Vice Mayor Hannah J. McKinney, an economist from Kalamazoo College, convened economic scholars from around the country that graciously donated their time and expertise to help area government leaders from Kalamazoo, Portage and Kalamazoo County determine the best course of action for our community in order to navigate the maze of economic uncertainty. These "brown bag discussions" helped area leaders articulate concerns, assess current realities and formulate strategies to manage efforts. In response, City Administration implemented the *Quarterly Report*, an assessment of the organization's fiscal condition as it relates to the broader economic condition of the Country. These quarterly assessments help City Administration and City Commission determine how national and statewide economic trends will impact our community.

Although our fiscal condition continues to be a challenge, our mission remains clear; **we must continue to provide cost-effective, essential services for our residents** during tough economic times, while redefining and refocusing budgetary strategies as define by the tenets of the Five-Year Fiscal Plan.

Essential services include police and fire protection, construction and maintenance of streets and other infrastructure improvements, economic and community development, recreation and park maintenance and water and wastewater services. As we continue to assess our ability to provide these services, our City Administration and Commission are committed to remain highly flexible, adaptable and agile to continue to meet the needs of the community.



Mission, Vision and Values

[The Community's Vision](#)

Kalamazoo is the “*Promise City: Home of the Kalamazoo Promise*” where residents can live, work and learn in a diverse, tolerant and forward thinking community. Kalamazoo is a community that moves residents through a vibrant city by motorized and non-motorized means on well-maintained roads and sidewalks, between thriving neighborhoods surrounded by green ways and open spaces, community parks, flourishing businesses and an energetic downtown. This regional hub of dynamic cultural, educational, healthcare and economic vitality blends its ability to maintain quality of life alongside its Charter mandate to provide basic, essential services for its residents.

[The Community's Values](#)

With input from the public during the *Plan Kalamazoo* (Master Plan) process, three themes provide the foundation for our community expectations to *preserve*, *enhance* and *transform* our community for future generations.

Preserve – support the continued investment in public infrastructure, parks, environment, water and wastewater, police and fire services, which undergird the quality of life of our community

Enhance – support a commitment to shape neighborhoods and improve resident mobility to create an interconnected, diverse community

Transform – support the development of strategies conceived by residents, corporate and government entities that distinguish economic prospects and fiscal conscientiousness and utilize collaborative resources to keep Kalamazoo at the forefront of industry innovation

[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 residents. 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.

[The City Organization's Mission](#)

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



Corporation Hall -- 1884

City Hall - 2010



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.

This strategic focus outlines goals and objectives that will help our community maintain a healthy economy by utilizing tax incentives to create/maintain diversified employment opportunities, capitalizing on collaborative opportunities, leveraging the economic advantages of a healthy educational system and maintaining a vibrant downtown that continues to stimulate the city's economy.

GOALS, OBJECTIVES, UPDATE AND ACCOMPLISHMENTS, 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

UPDATE AND ACCOMPLISHMENTS

Received \$3.3million from the Environmental Protection Agency to fund remaining demolition and Portage Creek relocation activities of the former Performance Paper site

- Completed removal activities valued at approximately \$1.7 million for contaminated soil and former refinery foundation to cleanup BRA-owned property near site remediation
- Approved expenditures up to \$530,000 for the relocation of public and private utilities and the construction of new ingress/egress for the F.M. Envelope Company as part of the Performance Paper project

Continued to initiate Brownfield redevelopment activities

- Approved Brownfield Redevelopment Authority (BRA) purchase and redevelopment agreement for the People's Food Co-Operative of Kalamazoo located at 507 Harrison Street and assisted with application process related to a potential Michigan Business Tax credit through the Michigan Economic Development Corporation for 12.5% of eligible activities; as well



as, a BRA loan application for \$100,000 for project-related costs

- Acquired properties for future redevelopment such as Future's Heating (419 Harrison Street) and railroad property (505 E. North Street) and began construction on BRA project at 610 S. Burdick Street, InterAct of Michigan

Renewed marketing contract for Davis Creek Business Park and River's Edge and continue to promote benefits for occupation

- Marketing campaign for River's Edge project included the completion of branding effort (e.g., logo, banners, media blitz, 1,500-piece marketing mailing)

Worked to increase the number of businesses in the Kalamazoo area

- Staff responded to various information requests from more than 42 companies looking to start or expand their businesses in Kalamazoo

Submitted an application for experimental, ultra high speed network for Kalamazoo, Google Fiber, which if awarded, would provide one gigabit connectivity to the internet for consumers who subscribe to the service (100-200 times faster than current broadband internet offerings)

- Worked in partnership with Kalamazoo and Oshtemo Townships to submit application to Google in the wake of their announced plans to build an experimental fiber network in a city in which they would select by the end of 2010



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 projects like the Kalamazoo River Land Redevelopment project and the former Performance Paper site
- Continue work with local and state officials to continue to make infrastructure improvements and market Davis Creek Business Park and River's Edge
- Explore new technologies that create time-saving benefits for residents and increase cost-saving benefit to City operations

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

UPDATE AND ACCOMPLISHMENTS

Continued to utilize tax abatement incentives, small business loans and increased business retention efforts to create and maintain jobs in the Kalamazoo area

- Kalexsyn met its investment and job creation commitments under the current parameters of the tax abatement policy and becomes the first tax abatement extension to be processed under the new policy
- \$861,018 invested by Mossberg Project created 19 new full time positions; \$6.4 million invested by Parker-Hannifin made it possible to retain 140 jobs; \$10.75 million invested by Fabri-Kal created 20 new full time positions and retained 45 jobs
- Staff conducted business retention visits with more than 46 companies to date and provided approximately \$24,999 in grants to local businesses through the Business Incentive Program

Supported House Bill (HB) 5566

- Staff testified before the House Committee for Commerce in February and supported HB 5566 sponsored by Committee Chairman, the late Representative Robert Jones, which expands the list of eligible activities in Public Act 381 to include acquisition-related expenses for which local tax increment revenues could be used to reimburse municipalities and Brownfield Redevelopment Authorities for related expenditures



FUTURE PROSPECTUS

- 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 oppor-

tunities throughout the County

- Continue to offer tax incentives including small business loans to retain existing businesses in 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*

UPDATE AND ACCOMPLISHMENTS

Supported update of City University and other restructured personnel programming to allow for better use of staff resources

- Staff completed review of City University training programs to include Discrimination & Harassment (separate sessions for employees and supervisors), Contract Administration, Coaching and Interview/ Hiring Training as well as the New Employee Orientation to include a one-time, four-hour session, which encourages staff efficiency



Supported Promise Net Conference

- In collaboration with PNC Bank and the Children's Television Network, sponsored the *Mobile Learning Adventure*, a project designed to promote year round learning. Organizations and vendors were available to provide hands-on learning opportunities for students of all ages

Supported Kalamazoo Communities in Schools through the funding of programs

- Continued annual funding of (\$50,000) programmatic initiatives of KCIS
- Staff participated in *Bagels and Books* program as a part of the Kalamazoo Promise Partners initiative and sponsored a basic needs drive for essential items needed to help students successfully learn, stay in school

and prepare for life. Items were collected for elementary and secondary students, which included sweatpants, underwear, socks, boots, athletic shoes, winter coats, weather resistant gloves and back packs



Supported WMU, Kalamazoo Public Schools during visit of President Obama to Kalamazoo

- Provided added security and public infrastructure for President Obama's visit to Kalamazoo Central High School as a part of the Race to the Top Commencement Challenge

FUTURE PROSPECTUS

- Provide opportunities for staff to improve and expand skills to increase productivity and capacity for organization
- Continue collaborations with community partners to maximize the impact of the *Kalamazoo Promise*
- 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 support of 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 the *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

UPDATE AND ACCOMPLISHMENTS

Supported summer festivals, events and parades that attracted consumers to downtown area

- Supported events like *Mixer on the Mall* as well as the Summer Downtown Festivals [e.g., *Blues Festival, Irish Festival, Black Arts Festival, Taste of Kalamazoo, Rib Fest, Rock for Kids*, etc.], which attracted more than 180,000 people to downtown Kalamazoo and generated more than \$1 million in revenue

- Provided limited support for new *Water Festival* spearheaded by Kalamazoo River Watershed Coalition held at Arcadia Festival Site, which attracted about 500 people to the downtown area

Supported the \$10 million redevelopment of Metropolitan Center

- Worked with Mavcon Construction to help redevelop a conglomeration of approximately 30,000 square feet of mixed use property located on E. Michigan Avenue that will yield ground level retail and 2nd and 3rd floor residential units



FUTURE PROSPECTUS

- Continue to work with *DKI, DTI*, 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.

Distinct aesthetic character, a strong education community and access to a thriving economic center and resources are fundamental elements that create healthy, vibrant neighborhoods. 29 neighborhoods make up a very unique place 75,000 people call home; each filled with people, families, homes, businesses, public spaces, organizations and institutions that contribute to the viability of Kalamazoo. Although our work with external organizations to help make affordable housing accessible to residents is important to make our neighborhoods more vibrant, this strategic area focuses on practical tactics used to ensure quality of life issues are addressed as it relates to the City's ability to provide core services to strengthen the infrastructure of all neighborhoods.

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

UPDATE AND ACCOMPLISHMENTS

Completed 2010 Annual Action Plan, which identified ways the City will utilize federal grant funds received from the U.S. Department of Housing and Urban Development (HUD) during the program year (July 1, 2010 – June 30, 2011) and address priority needs identified in the City's 2010-2014 Consolidated Plan

- Submitted 2010 Program Year Annual Action Plan to the U.S. Department of Housing and Urban Development (HUD) required by HUD and addressed programs under the Community Development Block Grant (CDBG), the Home Investment Partnerships (HOME) and Emergency Shelter Grant (ESG) programs. During PY2010, the City received \$2,824,919 from HUD for these programs

Allocated \$1.7 million for the acquisition of more than 50 foreclosed properties, 20 vacant parcels within the Marketplace Plat in the Edison neighborhood, the construction of a public parking lot, the rehabilitation of 7 homes, the demolition of more than 50 blighted structures including an abandoned gas station



- 7 rehabbed homes feature entirely new roofs, siding, insulation, electrical, plumbing, heating, interior wall, ceiling and floor surfaces with a focus on modern floor plans and amenities, low-maintenance and energy efficiency and are available for purchase with easy terms for low and moderate income households beginning late 2010
- Projects concentrated on the Eastside, Edison and Northside Neighborhoods are expected to be completed by fall 2012
- An anticipated \$600,000 in payments to small, local building contractors and their subcontractors will further stimulate the City's economy
- Anti-Blight Team activities have been supported by Phase I funds, which include the demolition of 26 blighted and dangerous homes and 28 others currently contracted
- 54 buildings were demolished and will end a long cycle of disinvestment, deterioration and increased blight. The negative effect of vacant and blighted homes on surrounding property values and the drain on City resources will be replaced by opportunities for expanded yards, open space, construction of garages and new homes
 - The depressed economy has allowed demolitions to be completed for approximately one-half the cost experienced two years ago. Over the course of the demolition initiative, nearly \$250,000 will have been paid to small, local demolition contractors, helping to stimulate local economy

Discussed proposed allocation of NSP fund (Phase II)

- Hosted Community Partner meeting along with Kalamazoo County Land Bank Authority staff to discuss the \$15 million grant received for further neighborhood development where more than 30 neighborhood, non-profit and faith-based organizations leaders listened to the program overview, actively engaged in a question and answer session and brainstormed about potential NSP Phase II implementation strategies

FUTURE PROSPECTUS

- Continue to monitor NSP Phase I and Phase II funding allocations for targeted neighborhoods
- Continue to implement recommendations from the *Annual Action Plan* and *Plan Kalamazoo*
- Continue to provide access to resources and education for residents preparing for first-time homeownership and those experiencing foreclosure
- Continue to incorporate Energy Star standards into publicly funded residential housing development

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

UPDATE AND ACCOMPLISHMENTS

Acquired properties such as tax-reverted homes and lots to be rehabilitated and used for neighborhood development and affordable housing

Established Kalamazoo County Land Bank Fast Track Authority and focused on the acquisition of properties in Kalamazoo County as well as educational outreach efforts

- Received approximately \$15 million in federal neighborhood stabilization stimulus funding to reinvigorate six downtown core neighborhoods [Vine, Edison, Northside, Eastside, Fairmont, Stuart] struggling with foreclosures. Funds slated to transform foreclosed and blighted properties into quality housing stock for Kalamazoo County
 - Hosted a series of meetings in the Eastside, Edison, Fairmont, Northside, Stuart and Vine neighborhoods to provide an overview of the intended use of the \$15 million federally-funded grant with neighborhood leaders and strategies for investment



Received feedback from Plan Kalamazoo and residents believe Kalamazoo's mixed-use neighborhood centers should be strengthened to promote a broad mix of housing types to accommodate people with varied incomes and different stages of life

- An overabundance of retail space can't be supported by current and projected

population and yields the exploration of more flexible and market responsive approaches to commercial development, such as live-work and retail incubators, especially where buildings sit either vacant or underutilized

Convened Community Development Block Grant training for non-profit organizations who received funding in Program Year 2010

- Representatives from 20 organizations attended the training to understand the program rules and regulations required by the U.S. Department of Housing and Urban Development for the upcoming PY2011

Co-Sponsored Michigan State Housing Development Authority (MSHDA) Contractor Training where approximately 50 contractors from the southwest Michigan region attended training designed to inform contractors about the bid process for construction projects funded through NSP



Increased access to homeownership incentives and programs for residents and worked with MSHDA to finalize a funding agreement and initiate Kalamazoo's NSP that directed funding into Kalamazoo's local economy by investing in sustainable housing rehabilitation, blight removal, new construction with a focus on energy efficiency and green building techniques and financial assistance to homebuyers

FUTURE PROSPECTUS

- Continue to work collaboratively with the Kalamazoo County Land Bank to acquire properties to be used to boost economic revenue
- Continue to utilize Neighborhood Stabilization Program funds to help with the after affects of foreclosure in the Kalamazoo
- Continue to maximize and leverage local Housing and Urban Development dollars and other housing resources

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 Pubic 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

UPDATE AND ACCOMPLISHMENTS

Worked with organizations to promote community policing programs such as National Night Out, Education for Employment, Youth Town Hall Meetings, Summer Youth Academies and Citizen Academies

- Utilized foot patrols (minimum of 20 minutes per shift) to make non-traditional police/resident contacts throughout the various neighborhoods
- Hosted the 2nd Annual Citizens Leadership Academy where 18 community leaders from various organizations participated in a highly interactive experience with Public Safety



- Initiated the Summer Curfew Enforcement Program, designed to discourage curfew violations and reduce criminal activity occurring during night hours. Worked alongside the Kalamazoo County Prosecutor's Office and Kalamazoo County Juvenile Office to help enforce the curfew ordinance that prohibits youth to be out on the streets after 10:00pm for youth 12 and under and after midnight for youth 13-16 years old
- Conducted 27th Annual National Night Out event that continues to building relationships between law enforcement and the community as well as educating youth and adults about the crime trends across in Kalamazoo
- Prepared KDPS Explorer Post #265 to compete against 35 other Explorer post teams from throughout the United States
- Hosted 150 youth during a Youth Town Hall Meeting at Western Michigan University where youth were able to ask direct questions to a panel comprised of youth from the Street Academy, Hispanic American Council, Phoenix School and adults from Kalamazoo Public Schools, a local judge, a Legislator, a City Attorney, a Kalamazoo Public Safety Detective and Chief of Public Safety
- Hosted 2 summer youth academies for males and females throughout the summer in an effort to bridge the gap between law enforcement and youth in this area



Collaborated with local law enforcement to curtail criminal activity in Edison Neighborhood

- Conducted numerous directed patrols in the Edison area due to neighborhood complaints
- Several arrests, citations, and resident contacts were made as a result of directed patrols. Kalamazoo County Sheriff Department utilized mounted patrols to traverse the neighborhood as well



FUTURE PROSPECTUS

- Continue to work with neighborhood leaders to improve resident relations and proactively affect crime throughout the City
- 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
- 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 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: Build capacity to improve quality of life within neighborhoods

STRATEGIC OBJECTIVE 2: Work with community partners to enhance the appearance of the City's neighborhoods, businesses, public spaces and rights-of-way

STRATEGIC OBJECTIVE 3: Build upon the City's many assets, including its historic character, cultural amenities, parks, and its traditional, pedestrian-friendly urban form

STRATEGIC OBJECTIVE 4: 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

UPDATE AND ACCOMPLISHMENTS

Approved building and construction projects

- Issued 1,577 permits representing year-to-date construction valuation of \$15,529,683

Supported Trailway/River Volunteer Cleanup project

- Removed invasive species such as garlic mustard, honeysuckle and box elder during a trailway/river volunteer cleanup at Mayors' Riverfront Park, the Red Arrow Golf Course, Rose Veteran's Memorial Park, the Jack Coombs Trail and Verberg Park



Supported Northside/River's Edge Cleanup project

- Partnered with Northside Business Association, Sunrise Rotary, AmeriCorps and Habitat for Humanity for the Northside/River's Edge clean-up project

Finalized plans for Fairmont Dog Park

- Worked with a group of volunteers to assist in the development/construction of an off-leash dog park in Kalamazoo located in Fairmount Park and will feature dog waste stations, people/pet drinking fountains, a small dog area, benches, fire hydrants and an improved parking area

Maintained walkways and other addressed nuisance concerns

- Addressed tree heaves and trip hazards throughout the City
- Continued nuisance violations oversight along with special clean up projects including Building Blocks, Broken Windows, YOU, etc
- Began Broken Windows project, which included the continued collaboration between Community Policing Unit, Public Services and Community Planning and Development and addressed quality of life issues such as unsafe homes, junk automobiles, trash and trimming of overgrown trees along the roadways and sidewalks to enhance lighting in various neighborhoods including Northside, Eastside and Edison during the summer months
- Targeted 3 additional neighborhoods, 34 streets, 54 junk autos tagged, 52 code enforcement violations and cited 30 housing code violations



FUTURE PROSPECTUS

- Continue to build upon the City's many assets to enhance the appearance of the City's neighborhoods, businesses and public spaces
- Continue enhanced nuisance enforcement activities to address neighborhood blight and nuisance concerns

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.

The means by which we protect and preserve our natural resources is vital to Kalamazoo residents as well as the footprint we leave for future generations. The award winning performance of the wastewater treatment plant is critical to ensuring that the water supply is safe in Kalamazoo County. 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

UPDATE AND ACCOMPLISHMENTS

Submitted proposal for implementation of stormwater control improvements for Milham Golf Course

Received information regarding Allied Paper Liability Settlement

- Attended meetings related to the Kalamazoo River/Allied Landfill Superfund site to discuss the proposed bankruptcy settlement between Lyondell Industries and EPA, which was subsequently approved despite much public outcry
- EPA incorporated two options submitted by the City into their draft Feasibility Study released for public comment in October 2010

Utilized Emergency Protocol in Response to Kalamazoo River Oil Spill

- Invoked Emergency Response Protocol after being informed by the Kalamazoo County Sheriff that a major crude oil spill had occurred near Marshall in Calhoun County
- Approximately 1,000,000 gallons of crude oil spilled into the Kalamazoo



River. Public Services staff took immediate steps to alleviate impact on City of Kalamazoo infrastructure by shutting down Well Pump Station #39 on the south side of Morrow Lake

- To date, no appreciable amounts of oil have reached beyond Morrow Dam and staff continue to monitor the situation closely to ensure clean up activities alleviate any potential impact to City infrastructure

Collaborated with Kalamazoo County Environmental Health staff

- City is finalizing a cooperative agreement with Kalamazoo County Environmental Health staff to work jointly on major water main breaks by sharing resources, working on pre-developed media releases and developing roles and responsibilities. This information, when finalized will appear on both the City's and County's websites

Received Groundwater Guardian Community Award

- Received the Groundwater Guardian Community Award for the adoption of Wellhead Protection Zoning Overlay and Performance Standards as well as active participation in intergovernmental cooperation and proactive approach to public education for 12 consecutive years (1998-2010)



FUTURE PROSPECTUS

- Obtain standardized water service agreements with all surrounding jurisdictions (many of which have expired), which enables the City the opportunity 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
- Work with Environmental Protection Agency and responsible party/owner to achieve proper cleanup and closure of the Allied Disposal Site to ensure that the City's major drinking water supply area is properly protected from potential contamination from this site

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

UPDATE AND ACCOMPLISHMENTS

Modified Aeration System at Water Reclamation Plant

- Installed new fine bubble diffusers along with other modifications to the aeration system estimated to save the City 6M-7M kilowatt hours (kwh) of electricity per year. At current dollar and electrical rates, the cost saving is estimated to be approximately \$400,000-\$500,000 annually

Implemented changes to Operator/Maintainer program

- Applied the Operator/Maintainer program to Wastewater and Water staff with near identical implementation and monitored applicable improvements in staff utilization to reduce overtime due to program implementation

Maintained and repaired damaged pump stations

- Addressed well maintenance needs/issues for Central Wellfield and Water Pumping Station #12 located on Stadium Drive near Rambling Road
 - Kept Water Pumping Station #39 (Morrow Lake) off-line due to the Enbridge oil release and continue to evaluate the appropriate use of station, based on risk

Updated 2004 Water/Wastewater Master Plan and Submitted Kalamazoo Watershed Plan

- Contracted firms to update both the Water and Wastewater Master Plans in 2010 and discussed the progress of the watershed management program with the County Drain Commissioner

Submitted National Pollutant Discharge Elimination System (NPDES) application for review to Michigan DNRE for renewal

- Michigan DNRE submitted local Total Maximum Daily Load (TMDL) cooperative agreement to implementation committee for the 2010 Water Conservationist Award from the Michigan United Conservation Club. The committee was selected for their many efforts to improve the Kalamazoo River and its tributaries

FUTURE PROSPECTUS

- Design, plan and construct over \$8 million of improvements at the Water Reclamation Plant to effectively and efficiently operate facility at reduced loadings (due to significant loss of loadings from major industries in the last several years) for the next 25 years
- Continue to explore the creation of a bio-solids program that produces class A or class B bio-solids 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

UPDATE AND ACCOMPLISHMENTS

Created Rain Gardens at the Water Reclamation Plant

- Constructed rain gardens from natural plantings at the Water Reclamation Plant, which earned the Plant the designation as a "Monarch Butterfly Way Station"
 - Efforts continue to enhance the City's storm water treatment program and landscaping/housekeeping efforts in addition to integrating strategies to improve the quality of the environment by providing a piece of natural habitat in an urban environment



Made modifications to Rose Veterans Memorial Park Bridge and other open space and greenways in Kalamazoo

- Completed Rose Veterans Memorial Park Bridge and continued work with County Parks staff as well as area trailway advocates to finalize the location for the remainder of the Portage Creek Trailway
 - Michigan DNRE slated to grade and place gravel base for a portion of the Portage Creek Trailway through the Performance Paper property between Reed and Alcott Streets in 2011



Recognized Arbor and Earth Days as a part of the nationwide observances

- Planted Burr Oak in Bronson Park in observance of Arbor Day with City Commissioners, staff and residents
- Celebrated 40th Anniversary of Earth Day by recognizing all important aspects of public transportation that creates an earth-friendly way to travel around Kalamazoo

Completed the redevelopment of Fairmount, LaCrone and Woods Lake Beach Parks as well as the 5 Year Parks and Recreation Master Plan

- Provided public input opportunities for residents regarding the Blanche Hull and Milham Park master plans, slated to be incorporated into the Parks & Recreation Five Year Master Plan. Staff continue to work with Friends of Recreation to develop a fund raising plan and with the Environmental Concerns Committee to satisfy environmental requirements for implementation

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
- Continue to develop master plans for Parks and Recreation projects

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

GOAL 4: Establish strategies for the implementation of sustainable practices city-wide

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

UPDATE AND ACCOMPLISHMENTS



Created draft Wind Energy Regulation for review by Environmental Concerns Committee

- Draft reviewed by the Environmental Concerns Committee and Downtown Design Review Committee as well as the Planning Commission, who voted to recommend approval of text amendment to the zoning ordinance for the Wind Energy regulations

Developed and implemented a LEED Certified Building policy for all future City-funded building projects

- Worked on City Hall Energy Optimization and Demonstration Project funded by Energy Efficiency and Community Block Grant (funds totaled \$762,000) and finalized plans for the replacement of the City Hall roof with vegetation with design approved by the State Historic Preservation Office. Additionally, a new chiller was installed atop City Hall
- Had preliminary discussions with *Envirologic* suppliers and engineers related to the use of micro-turbines for electrical generation at the site. Long-term availability of methane at the site attributes to a unique application for this “green” industrial park. A final report was generated to summarize findings for review and is scheduled for completion in late 2010



Created and implemented 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

- Received Energy Integrator identifying opportunities for improving the efficiency and operational performance of the mechanical and electrical equipment (HVAC and lights) at the Stockbridge facility. Report will be used as a guide for affecting facility improvements for the next 1-3 years

Attended Green Historic Preservation Symposium, which addressed issues and problems related to the marriage of green technologies with redevelopment/preservation of historic buildings and the federal and state entities that govern the related standards and incentives

Scheduled and coordinated quarterly meetings for Sustainability Summit partners to share sustainability ideas, practices, and sustainability goals for the Kalamazoo area

- Coordinated and organized Sustainability Summit that included key educational, governmental, non-profit and business sector entities, devised to set key sustainability goals that all the organizations involved could agree to and adopt, which included a public “Signing Ceremony” for all Sustainability Summit partners

FUTURE PROSPECTUS

- Incorporate sustainability practices into the City’s Comprehensive Plan Update and implement Succession Planning efforts to ensure a smooth transition of education, training and implementation of day-to-day activities
- 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 and implement modifications to ensure a 15% reduction in energy usage at all City facilities by 2013
- Develop a plan for the installation of bicycle racks in the Central Business District and targeted areas throughout the City

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

UPDATE AND ACCOMPLISHMENTS

Co-Sponsored Respecting Differences Awareness Event

- Collaborated with Kalamazoo County, City of Portage, Kalamazoo Community Mental Health, KHRma, Kalamazoo College and Western Michigan University to sponsor 12th Annual Respecting Differences diversity awareness event, *The Power of Forgiveness*

Cultivated Sister City and Foreign Governmental Partnerships

- Kalamazoo delegation traveled to Numazu, Japan as part of the interna-

tional exchange program. 2010 marks the City's 47 years of participation

- Provided City of Kalamazoo paraphernalia to Kalamazoo committee members travelling to Pushkin for officials during their visit



Participated and supported 4th Annual Street Academy

- 12 participants presented speeches covering issues from high school drop-out rates to anti-blight issues to Mayor Hopewell, Commissioner David Anderson and family members of the youth involved in the program

Supported Health and Benefits Fair for City staff

- Vendors presented a variety of demonstrations and services for staff during fair and were on hand to explain their services and answer questions regarding both traditional and non-traditional medical options, health club memberships, senior care, eye-care, etc.

FUTURE PROSPECTUS

- Continue to work on diversity initiative within the City and the City at-large
- Continue to collaborate with other organizations to provide diversity opportunities for City staff

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

UPDATE AND ACCOMPLISHMENTS

Supported architect design, program impact and fundraising efforts for Kalamazoo Center for Youth and Community

- Completed Board of Directors and Articles of Incorporation and Bylaws and planned fundraising efforts following the finalization of the building and programming design as well as the development of a community survey to determine the target market, outcomes and facility needs



Supported Summer Youth Employment program

- Pursued funding for youth employment due to the elimination of federal funding in 2009, which limited the number of young people able to be employed. Approximately 100-120 youth between the ages of 14-17 were employed over the summer down from almost 1,000 who were employed in 2009
- Counselors in Training (CIT) program provided volunteer opportunities for 13 students who worked at six mini camps and the

Youth Development Center (YDC) alongside adult staff to assist with activities, games and chaperoning field trips

FUTURE PROSPECTUS

- Create and develop effective youth centers throughout Kalamazoo by collaborating with community organizations
- Encourage programs and initiatives that support low income families and work to establish more job opportunities for youth

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

UPDATE AND ACCOMPLISHMENTS

Approved CDBG funds for Emergency Shelter Grants and submitted the 2010 Program Year Annual Action Plan to the U.S. Department of Housing and Urban Development (HUD) for approval

- Annual Action Plan is required by HUD to address programs under the Community Development Block Grant (CDBG), the Home Investment Partnerships (HOME) and the Emergency Shelter Grant (ESG) programs. For PY2010, the City received \$2,824,919

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 residents 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, it illustrates the broad range of services the City provides.

In these recent economically challenged times, the City has found it necessary to do an assessment of its deliverables as we face a growing imbalance between residents’ high service demand, dwindling City personnel and stagnant revenue base. As a result, the City continuously evaluates its role in the community as the “new normal” takes shape. Redefining the City’s organizational and community culture in this new economic environment will establish the foundation by which this organization serves its residents in the future.

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

UPDATE AND ACCOMPLISHMENTS

Conducted bi-annual community survey and held focus groups with residents to assess the budget process and City focus for services

- Faced with a potential budgetary shortfall in 2012, the survey and focus group concentrated on the prioritization of City services with regards to anticipated revenue reductions and evaluation of ways the City can improve its customer service deliverability through the use of technology
 - Telephone based community survey asked for volunteers to participate in a focus group to help Administration grapple with impending budget uncertainties with regard to state shared revenue and property taxes

Maintained more than 15 active City Commission advisory boards and commissions

- Community Relations Board was re-constituted as an ad-hoc committee to address special community issues deemed appropriate by the City Commission



Spearheaded Census efforts in Kalamazoo to capitalize on the economic advantages associated with the 2010 Census

- Kalamazoo Counts, the City's effort to mobilize individuals, organizations, churches, small and large businesses to be counted. Ran successful billboard campaign with cooperation from Adams Outdoor, Higher Education and Public School Community, Hispanic American Council, Kalamazoo Community Foundation and local celebrities Greg Jennings, Lori Moore and Matt Giraud.
- Worked alongside the City of Portage, Kalamazoo County-Community Action Agency, Michigan Citizens Action, League of Women Voters, Disability Resources Center, Kalamazoo Public Library and local Census officials to educate residents of Kalamazoo County on the importance of completing and returning Census 2010

Convened community members to update Kalamazoo Master Plan

- Held public input meetings for Plan Kalamazoo throughout the planning process and made several presentations with regard to the Plan prior to its formal adoption by the City Commission

Held public meetings to discuss the Woods Lake Beach and LaCrone Park improvement projects

- Received \$363,200 for Woods Lake Park improvements to include the demolition of old facilities and installation of new restrooms/shelter building, trailways, boardwalks, fishing stations, observation deck and new play area

FUTURE PROSPECTUS

- Utilize community survey to gauge residents' perceptions regarding City service delivery, priorities and issues
- Continue to support boards and committees as they work through important community issues
- Continue to encourage resident participation at City Commission meetings and 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

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: 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 4: 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

UPDATE AND ACCOMPLISHMENTS

Utilized technology to update computer systems and operations for residents and staff

- Upgraded current ticketing software adding new functionality and improving efficiencies for helpdesk staff to troubleshoot end user issues and improve overall customer service for IT. End users can view status of trouble tickets online through a newly configured web portal
- Upgraded City's tape backup solution that included actual backup software and new physical tape backup system creating a more versatile, faster file and system restorations allowing for greater amounts of data to be captured on a nightly basis

Completed 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

- Upgraded software that serves the City's Core Financials, Human Resources and Payroll processes which provides for improved performance for the end-user and offers many new features and enhancements
- Upgraded BS&A Software assessing system to ensure continued compatibility with all BS&A modules and other databases used by the City
- Reviewed AT&T Centrex billing in an effort to streamline bills/accounts and remove extraneous lines to reduce overall expenditures resulting in the elimination of approximately 200 phone lines and other services

Upgraded network firewall system

- Upgraded network firewall to support a new version of VPN software, which is used to access the internal City of Kalamazoo network from remote locations providing enhanced security

Continued Summer Mini-Camp program for local youth

- Registered 55 campers for each extended mini camp sites at Upjohn Park, Milham Park and Douglass Community Association. Activities included field trips, art hop projects, and daily activities on-site
 - Created a community garden overseen by the Nature Center at the Douglass Community Association mini camp, which pro-

vided instruction and information to the youth about plants and taking care of a garden. Collaborators included the Nature Center, Douglass Community Association and Boys and Girls Club

Continued collaborations with local organizations to supplement youth activities during the summer

- Future Chef participants received certificates for completing a six-week program, which included training in preparing food, food and cooking safety, nutrition, as well as field trips to kitchens in area restaurants
 - Chef Channon Mondoux from *Renaissance Cuisine* and *Fair Food Matters* provided instruction and culminated with the group creating a Tex Mex meal with homemade tortillas, enchiladas and preserved salsa. Collaborators included Fair Food Matters, Oakwood Community Center and Parks & Recreation
 - Collaborated with Wood TV 8 to host *Maranda's Park Party*, held at Upjohn Park with over 4,100 participants in attendance. Activities included free prizes, rides, free snacks and beverages, interactive games, music and entertainment
 - Collaborated with Derek Jeter and the Turn 2 Foundation for the 7th Annual Baseball Clinic, which hosted 120 youth and provided 20 tickets to the White Sox's vs. New York Yankee's game in Chicago. Youth who participated in the camp for three or more years were selected for the trip



Constructed and opened two new roundabouts in Arcadia neighborhood

- Collaborated with WMU Foundation, Kalamazoo Public Schools, Kalamazoo County Road Commission, Kalamazoo Charter Township, Arcadia Neighborhood Association to celebrate the grand opening of two new roundabouts at the intersections of the Arboretum Parkway/Solon Avenue and Howard/Solon & Kendall Avenues
 - Roundabouts are slated to decrease serious crashes including those that involve pedestrians, decrease traffic delays, reduce air pollution, increase vehicle capacity and enhance intersection aesthetics



Continued to enhance Major and Local Street paving and improvement projects with priorities placed on most critical streets identified in the Pavement Management Program

- Completed two-way conversion of Edwards Street
- Completed construction of Arboretum Roadway
- Completed crack sealing program
- Patched potholes throughout the City with an increased emphasis on storm drainage on City streets
- Replaced water gate valves ahead of street construction projects

Maintained and enhanced leaf collection, snow removal and hydrant flushing activities to incorporate environmentally-sound alternatives

- Conducted annual Spring and Fall hydrant flushing to remove accumulated sediments in the hydrant
- Continued monthly brush collection program in coordination with bulk trash collection and weekly recycling

Utilized ARRA Funding for City improvement projects

- Received \$762,200 to replace chiller, roof and windows in City Hall to aid in energy conservation
- Received \$15,868,559 in NSP Phase II funds to acquire local properties for rehabilitation and demolition and improve the quality of life throughout local neighborhoods and Community Development Block Grants, which totaled \$495,533
- Received \$364,174 in Public Safety grants to be utilized for strengthening the community and COPS grant, which totaled \$1,911,340
- Received \$758,089 to aid with homeless prevention in the community
- Received \$59,590 for Department of Transportation Non Urban Transit Capital funds

FUTURE PROSPECTUS

- Continue with EDEN implementations as well as online billing and payment options for customers, intranet development and website enhancements
- Continue with physical security upgrades at City Hall including new badge readers and cameras in select locations
- Implement 5 Year Parks & Recreation Master Plan recommendations and begin fundraising efforts for Master Park Plans

- Continue to collaborate with local organizations in order to expand youth and adult recreation opportunities
- Continue to enhance major and local street paving and improvement projects with priority placed on streets identified as most critical as indicated in the Pavement Management Program

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

GOAL 3: Implement the City’s integrity and 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

UPDATE AND ACCOMPLISHMENTS

Co-located and consolidated Treasury and Utility Billing operations to provide centralized and more cost efficient service for residents

- Combined Commercial Office and Treasury functions to include all tax and utility customer service and billing operations

Continued to track collections for efficiencies

- Continued to track collections on private properties reported by Code Enforcement, Building, Public Services staff or residents to identify lapses in referral dates, collection dates and processed invoices

Conducted labor negotiations with various unions to ensure an effective workforce

- Continued discussions with representatives of KPSA and KPSOA concerning new labor agreements

- Finalized terms with ATU representatives who requested a meeting to discuss a new labor agreement, which expired in February, 2010 and was extended through February 2011

FUTURE PROSPECTUS

- Continue to work to implement the tenets of the Strategic Fiscal and Organizational Plan
- Enable management to evaluate and improve effectiveness of core services

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, while promoting the principles of community policing

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

STRATEGIC OBJECTIVE 3: Assess Public Safety's service delivery and capabilities

UPDATE AND ACCOMPLISHMENTS

Redefined the Citizens' Public Safety Review and Appeals Board (CPSRAB) work plan to include greater emphasis on making recommendations on general Public Safety protocols

- Reviewed and revised GO 16 (Public Safety Review Process)
- Participated on the panel for the hiring of new officers and reviewed recruitment criteria for fairness

Revised Public Safety webpage for better usage by end-user

- Launched new, innovative website designed to maximize communication so that Public Safety personnel can respond promptly in an effort to meet the needs of the residents

Examined crime trends in order to assess Public Safety's service deliverability

- Investigated more than 37 methamphetamine labs to date
- Investigated several crime patterns in order to decrease occurrence
 - Initiated interdepartmental collaboration (e.g., Criminal Investigation Department, Operations Division, Information Management) to investigate the increase of aggravated assaults, which concluded that nearly all the assaults were committed by a known suspect
 - Worked to solve rash of homicides occurring in Edison neighborhood, which included the implementation of targeted patrol in the area to canvass and build relationships with neighbors in an effort to deter the crime in area
 - Identified an increase of rape incidents and after review was determined that all but three were committed by known suspects
 - Implemented Burglary Unit, which consisted of two detectives dedicated to investigating the increase in burglaries to identify potential trends. Compiled list of top burglary and drug related robbery suspects, which was disseminated throughout the department to provide a targeted approach to assist with crime reduction. As a result, two groups of suspects were identified for the numerous occurrences. Organized burglary prevention seminars to educate residents about crime trends and prevention tactics
- Implemented and directed saturation patrols to address noted crime trends, as well as neighborhood concerns and quality of life issues
- Initiated interdepartmental collaborations (e.g., CPO, KVET) during the summer in an attempt to conduct proactive, direct patrols downtown to deter crime at the various festivals (e.g., Greek Fest, Taste of Kalamazoo, etc.)



Presented PowerPoint to City Commission regarding Life EMS services in the area

- Addressed EMS accomplishments and challenges in Kalamazoo and efforts made on residents' behalf

FUTURE PROSPECTUS

- Conduct racial profiling study utilizing “stop” data analysis and surveys to facilitate discussions about results and processes by which community stakeholders and law enforcement personnel can utilize the information to reduce occurrences
- 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

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

UPDATE AND ACCOMPLISHMENTS

Reviewed Comprehensive Operational Analysis (COA) recommendations



- KCTA scheduled additional meetings with the cities of Parchment, Portage and Kalamazoo, Oshtemo, Kalamazoo and Comstock townships and the Portage Chamber of Commerce in order to gather input regarding fixed route service changes recommended for those jurisdictions. Formal recommendations will be included in the 2011 Operating and Capital Budget proposal

Provided additional fixed routes for WMU students, faculty and staff

- Reinstated Route #22 (Solon/Kendall) and Route #23 (Lafayette) that provide fixed route service to student residential complexes on the west side of campus
 - Routes are funded by revenue received from WMU under a contractual arrangement that offers free transportation to Western students, faculty and staff

Provided updated system ridership details for comparison and assessment of services

- The year-to-date system ridership loss totals 231,509 trips, a drop of -13.72% under 2009 figures, which can be attributed to a fare increase, overall state of the economy and lower gas prices
 - Fixed route ridership for July totaled 169,397, a loss of 30,492 trips (-15.25%) from the same period last year and year-to-date fixed route trips total 1,427,426, a loss of 227,037 passenger trips (-13.72%)
 - Demand/response trips with Metro County Connect (MCC) totaled 9,466, a loss of 757 trips (-7.4%) for the month, however, year-to-date MCC trips totaled 73,761, an increase of 2,235 (3.12%)

Installed 70 replacement shelters for rider use

Began Metro Transit office expansion/addition

- Completed architectural drawings for 2,500 square foot addition slated for completion spring 2011. Project is being funded 80% federal and 20% state. Care is being taken to relocate the existing trees on the building's north side

Participated in Click Downtown

- Participated with Downtown Kalamazoo Inc. and WMU sponsored promotion, offering transportation to WMU freshmen from campus to downtown and back in an attempt to familiarize new students with downtown. Approximately 2,264 passenger trips were made using special clicker buses on Route #16 (Lovell)

Worked to promote benefits of reauthorization of the Federal Transportation Program

- Worked on the reauthorization of federal highway and transit programs. Previous reauthorization bill expired September 2009 with operations functioning under current extensions of that program. State match funds for the project has been stalled due to decreased federal funds

FUTURE PROSPECTUS

- Continue to support the Kalamazoo County Transportation Authority, a countywide transportation initiative created provide transit countywide
- Complete the trail-way 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
- Support transportation enhancement improvements

Strategic Focus Area

FISCAL STEWARDSHIP

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 de-

velopment, 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

UPDATE AND ACCOMPLISHMENTS

Received procurement award

- Received the Achievement in Excellence in Procurement Award from the National Purchasing Institute for the fourth consecutive year, which is given to municipalities that demonstrate excellence in procurement based on professionalism, innovation, e-procurement, productivity and leadership attributes of the procurement function

Continued departmental consolidations in an attempt to provide improved quality of service for residents

Processed summer tax payments

- Approximately 97% of the bills issued received a payment (whether in full or a partial/installment payment)

Continued to implement 5 Year Fiscal Plan

- Utilized departmental scorecards to document accomplishments and balance service delivery with achievement based on outcome methods

Applied for grants to help supplement funding for City programs

- Parks & Recreation collaborated to supplement projects
 - Received \$100,000 for LaCrone Park to include improvements to restrooms/shelter, ADA accessible parking and walkways
 - Awarded \$88,000 from Kalamazoo Community Mental Health (KCMH) for the Summer Youth Adventure program this summer for 14th year
 - Received \$25,000 from Michigan Economic Development Corporation for planning at the Farmers' Market
 - Helped Rotary raise \$20,000 to upgrade lighting system at Rose Park Veteran's Memorial
 - Other funding includes \$2,593 for three 21st Century Learning grants that provide after school programming at several of the 21st Century sites including Math/Archery, Act Out and Chess Club activities, funds for Sears Memorial and VanderRoest Fund

- Awarded funding to help supplement city-driven, Dr. Martin Luther King, Jr. Communitywide Day of Service activities in which *AT&T Communications*, *Fifth Third Bank* and the *Kalamazoo Community Foundation* provided sponsorship

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 agreement
 - PILOT for non-profit organizations
 - Separate revenue source for transit/KVET
- Develop and evaluate options for ensuring a sustainable general fund and DDA budget, including researching new funding and revenue strategies and sources, cost reduction opportunities and/or funding partnerships from the private sector or regional governmental agencies
- Continue to seek grants to fund recreational programs, services, and youth development opportunities as well as specific funding for the Summer Youth Employment Program and the Street Academy to leverage general fund dollars



UPDATED CITY THUMBNAIL SKETCH

The City of Kalamazoo initiated two source documents in 2001. The *Blueprint for Action* was created to provide a strategy for the City to implement programs and services to improve the quality of life for its residents and the *City Thumbnail Sketch* documented City accomplishments, services, statistics and trends. A new, updated document, *Blueprint for Action: A Sustainable Community, Defining Kalamazoo's Future* was created for the 2006 budget, which was also accompanied by an update to the 2001 *City Thumbnail Sketch*.

This 2008 *City Thumbnail Sketch* intends to show how Kalamazoo ranks in comparison to other cities in the State of Michigan and offers information regarding local, regional, state and national trends. Although this is not a comprehensive report, the information provides a glimpse into the current conditions of the Kalamazoo area.



City Thumbnail Sketch

UPDATED

November 2008

GENERAL FACTS ABOUT KALAMAZOO



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

GOVERNANCE

Governance

- The City of Kalamazoo was incorporated as a commission-manager form of government in 1918, which grants the Commission as the legislative and governing body of the City
- The City Commission consists of seven members who are elected at-large on a non-partisan basis to serve a two-year term in office. The Commissioner receiving the most votes becomes mayor with executive power over the Commission. Subsequently, the Commissioner receiving the second number of votes becomes the vice mayor and performs mayoral duties in the absence of the mayor
- The City Manager is appointed by the City Commission and functions as the Chief Administrative Officer for the City. He/She is responsible for all administrative appointments with the exception of the City Assessor, Attorney, Clerk and Internal Auditor

Locality

- The City, which is a part of Kalamazoo County, encompasses an area approximately 26 square miles and is located in the southwest corner of Michigan's lower peninsula approximately 136 miles west of Detroit, 73 miles southwest of Lansing (state capital of Michigan), 50 miles south of Grand Rapids, 23 miles west of Battle Creek and 145 miles east of Chicago, Illinois. The City, also the county seat, is easily accessible from both I-94 and U.S. 131, which crosses the State from east to west and north to south, respectively



Elections

- Participation rates for City elections have varied since 2006. However, historical markers indicate that residents are more likely to participate in the election process based on the type of election (e.g., presidential, gubernatorial, general, county-wide, etc.)
- Since 2000, election participation in the City of Kalamazoo ranged from 14.6% (January 2008) to 51.6% (November 2000). The gubernatorial race (November 2006) yielded 41.2% voter turnout while the presidential election (November 2008) yielded 60.9% participation from voters
- Changes to polling locations were created in February 2008, which affected half of the registered voters throughout the City

VOTING STATISTICS FOR KALAMAZOO COUNTY SINCE 2006					
Date of Election / Type of Election	Total Registered Voters	Total Precinct Voters	Total Absentee Voters	Precinct Turnout	Total Turnout
August 2006 General Election	49,005	5,156	1,906	10.52%	14.4%
November 2006 Gubernatorial Election	51,787	17,652	3,688	34.1%	41.2%
May 2007 General Election	50,496	2,490	1,460	4.93%	7.8%
November 2007 Commission Election	50,503	6,487	2,210	12.84%	17.2%
January 2008 Presidential Primary	50,608	5,746 2,819 <i>Republican /</i> 2,926 <i>Democrat</i>	1,653 663 <i>Republican /</i> 828 <i>Democrat</i>	11.35%	14.6%
May 2008 General Election	49,793	4,572	1,519	9.18%	12.2%
November 2008 Presidential Election	57,584	28,200	6,838	49%	60.9%
SOURCE: City of Kalamazoo website: City Clerk: Elections: www.kalamazoo.org/portal/government.php?page_id=432					

VOTING DEMOGRAPHICS FOR SELECT MICHIGAN CITIES NOVEMBER 2007			
	Registered Democrats	Registered Republicans	Independents
Ann Arbor	63.46%	35.47%	1.07%
Battle Creek	47.70%	51.21%	1.09%
Detroit	69.39%	29.81%	0.80%
Flint	60.03%	39.23%	0.73%
Grand Rapids	40.19%	58.85%	0.96%
Holland	27.64%	71.55%	0.81%
Kalamazoo	51.31%	47.71%	0.98%
Lansing	57.78%	41.14%	1.08%
Muskegon	55.14%	43.96%	0.91%
Portage	51.31%	47.71%	0.98%
Saginaw	53.37%	45.86%	0.78%
Warren	48.75%	50.24%	1.01%
Wyoming	40.19%	58.85%	0.96%

SOURCE: Spelling's Best Places website: www.bestplaces.net
NOTE: Statistics as of 2007; Cities listed alphabetically

City Boards & Commissions

- Besides voting, Kalamazoo residents are involved in civic life through strong neighborhood organizations, monthly neighborhood organization meetings with the City Commission and through public involvement processes on such City projects as the selection of a new City Attorney and Public Safety Chief as well as Community Policing and Superfund Site Dumping forums
- Residents and business owners are able to participate on various Boards and Commissions that aid the City Commission with issues related to the quality of life of residents in Kalamazoo. There are 28 boards and commissions which include:

- Board of Review for Assessments** - This board has the power to raise or lower the assessed value of properties in light of the evidence presented and in accordance with state law

- Brownfield Redevelopment Authority (BRA)** - BRA was established to promote the revitalization of environmentally distressed, contaminated or blighted areas of the City of Kalamazoo. The BRA develops and implements a plan for the



utilization of tax increment funds to ameliorate environmental contamination on development sites. The membership of the BRA Board is the same as the Economic Development Corporation Board

- Civil Service Board (CSB)** - Board reviews and investigates complaints from the city employees who allege discrimination on the basis of race, color, religion, national origin, ancestry, sex or age. The Board reports the findings of its investigations to the City Manager or City Commission. The CSB also serves as a board of appeal for city employees concerning findings and decisions of the City Manager

- Community Development Act Advisory Board (CDAAC)** - This Board's primary responsibility is to review applications from community organizations for Community Development Block Grant (CDBG) funds and make recommendations to the City Commission for the allocation of these funds



- **Community Relations Board (CRB)** – CRB exists to increase constructive communication among the citizens of Kalamazoo across racial, ethnic, and socioeconomic lines and between citizens and public officials. This board advises the City Manager and City Commission on matters involving human rights and human relationships
- **Construction Board of Appeals (CBA)** - This Board considers appeals regarding the requirements, determinations, and decisions made by the city’s building, plumbing, mechanical and electrical inspectors. Also, the board grants variances to elements of the building and fire codes in instances where literal application of the code would result in exceptional practical difficulty. In granting variances, the board may approve alternate materials and methods of installation
- **Dangerous Buildings Board (DBB)** - DBB conducts hearings concerning structures the city has determined to be “blighted or dangerous buildings.” These hearings give property owners the chance to challenge the building officials’ determination and to seek relief from some or all of the requirements of the determination. The final decisions of the DBB can be appealed to Circuit Court
- **Downtown Development Authority (DDA)** - This Board is the governing body of a special purpose



local authority established under state enabling law to halt deterioration and to foster development of the downtown business area. The DDA contracts with Downtown Kalamazoo

Incorporated (DKI) to administer the city’s parking system and to manage the economic development programs funded by Tax Increment Financing (TIF) dollars

- **Economic Development Corporation (EDC)** - Governing board of a special purpose corporation established under state enabling legislation to set up project areas and to provide financing and other assistance for commercial and industrial development projects. Members of EDC are also members of the BRA Board
- **Employee Retirement System Board of Trustees** – This Board oversees all matters relating to the administration of the city’s pension system. These mat-

ters include approving the disbursement of funds, pensions, and rendering decisions in duty disability and buy-back cases

- **Environmental Concerns Committee (ECC)** - ECC monitors significant environmental trends affecting the City of Kalamazoo and advises the City Manager and City Commission regarding environmental matters. The Committee also serves as a citizens’ forum for environmental issues



- **Friends of Recreation Board** - The *Friends of Recreation Board* seeks funds through donations, gifts, fund-raising events, and bequests for projects identified in the Parks and Recreation Master Plan. These funds are deposited into the Kalamazoo Municipal Recreation Endowment Fund at the Kalamazoo Community Foundation with the intent to someday fully fund the Parks and Recreation budget

- **Housing Board of Appeals (HBA)** - This Board considers appeals regarding the requirements, determinations, and decisions made by the city’s inspectors in their enforcement of Chapter 17 of the Code of Ordinances (*Housing Code*). The Board also grants variances to elements of the Housing Code in instances where literal application of the code would result in exceptional practical difficulty

- **Investment Committee** - The *Investment Committee* manages the assets of the Employees’ Retirement System and has full authority to invest and reinvest those assets according to the policies, strategies, and guidelines approved by the City Commission

- **Kalamazoo Historic District Commission** - This Commission conducts design review hearings in a quasi-judicial capacity to decide issues relating to the enforcement of the Historic District ordinance and to



permit, within standards established by the ordinance, exceptions to strict compliance with the terms of the ordinance in recognized historic districts and as applied to

designated landmarks

- **Kalamazoo Historic Preservation Commission (HPC)** - This body advises the City Commission on historic preservation issues including the establishment of historic districts and landmarks and the nomination of

such districts and landmarks to the National Register of Historic Places and the state register. HPC encourages and promotes historic preservation through publications, education, the collection of historical materials, and the identification of historical resources which warrant preservation

- **Kalamazoo Hospital Finance Authority (HFA)** - HFA was incorporated under state enabling legislation for the purpose of constructing, acquiring, reconstructing, remodeling, improving, adding to, enlarging, repairing, owning, and leasing hospital facilities for the use of any non-profit hospital within or outside the boundaries of the City of Kalamazoo



- **Kalamazoo Municipal Golf Association (KMGA)** - KMGA Board of Governors oversees the operations of the city's three public golf courses (Red Arrow, Milham Park, and Eastern Hills). The Board adopts an annual budget, sets the greens and membership fees, and establishes rules and regulations for the grounds and the behavior of members

- **Local Development Finance Authority (LDFA)** - Established under state enabling legislation, LDFA exists to foster economic growth through the development of land and facilities within the Business, Technology and Research (BTR) Park located at the intersection of Drake Road and Parkview Avenue. Revenue from the TIF District located at the BTR Park is used to fund the Authority's projects
- **Local Officers Compensation Commission (LOCC)** - A special purpose body established pursuant to state law, LOCC meets every two years to set the compensation for elected City officials. The City Commission, by a 2/3 vote, may reject the compensation levels recommended by the LOCC



- **Parks and Recreation Advisory Board (PRAB)** - Strictly an advisory board, PRAB makes recommendations to the City Manager and City Commission regarding parks and recreation planning and programming

- **Perpetual Care Investment Committee** - The *Perpetual Care Investment Committee* manages the assets of the Perpetual Care Fund and has full authority to invest and reinvest those assets according to the policies, strategies, and guidelines approved by the City Commission

- **Pesticide/Herbicide Policy Advisory Committee (PHAC)** - This Committee recommends policies and guidelines for the use of pesticides and herbicides in the City of Kalamazoo



- **Planning Commission** - This body is required and regulated by state law. One of its major duties is the development of the city's Comprehensive Plan, a master plan for current and future land use. In accordance with this plan and the current Zoning Ordinance, the Planning Commission provides recommendations to the City Commission on re-zoning requests and changes to the Zoning Ordinance text. The Planning Commission also has responsibility for reviewing and approving Special Use Permits, and site plans for buildings within WMU's BTR Park

- **Rehabilitation Appeal Board** - The Rehab Appeal Board meets on an on-call basis. As the name implies, the Board hears appeals from homeowners and contractors regarding problems with projects funded by the city's home rehabilitation program
- **Traffic Board** - This administrative board hears citizen appeals/requests and considers recommendations from the Traffic Engineer regarding traffic control orders and parking regulations
- **Tree Committee** - The purpose of the Tree Committee is to develop guidelines, subject to City Commission approval, related to the implementation and enforcement of the tree ordinance (Chapter 42 of the Code of Ordinances) and to recommend modifications or changes to the guidelines as necessary
- **Zoning Board of Appeals (ZBA)** - The ZBA primary role is to hear requests for granting variances from the Zoning Ordinance. The ZBA also provides interpretations of the Zoning Ordinance and appeals of administrative zoning decisions

PEOPLE IN THE COMMUNITY

Population Demographics

- According to 2006 US Census Bureau statistics, there were 299,398,484 residents of the United States, of which 10,095,643 resided in the State of Michigan. In 2007 population estimates for Kalamazoo County was 245,333 and 72,637 in the City
- Several counties in Michigan experienced significant population growth since 2000 including Livingston (+16.7%), Grand Traverse (+10.1%), Benzie (+9.5%), Ottawa (+8.8%) Washtenaw (+8.4%) and Clinton (+7.7%) counties
- Other counties in Michigan experienced a significant decline in population growth since 2000, which include Ontonagon (-10.8%), Mackinaw (-8.9%), Huron (-7.7%), Iron (-7.5%) and Keweenaw (-6.5%) counties

ESTIMATED POPULATION OF SELECT MICHIGAN COUNTIES 2000 – 2007		
	2007 Estimated Population	Population Change April 2000 – July 2007
St. Joseph	62,449	+0.0%
Van Buren	77,931	+2.2%
Eaton	107,390	+3.6%
Calhoun	136,615	-1.0%
Berrien	159,589	-1.8%
Muskegon	174,386	+2.5%
Saginaw	202,268	-3.7%
Kalamazoo	245,333	+2.8%
Ottawa	259,206	+8.8%
Ingham	279,295	-0.0%
Washtenaw	350,003	+8.4%
Genesee	434,715	-0.3%
Kent	604,330	+5.2%
Oakland	1,206,089	+1.0%
Wayne	1,985,101	-3.7%

SOURCE: State of Michigan website: www.michigan.gov/documents/hall/m_census_cvtr0007_241742_7.xls

NOTE: U.S. Census Bureau, Estimates of Sub-county Population for 2000-2007, released July 10, 2008. Estimates prepared through the Federal-State Cooperative for Population Estimates. Table prepared by the Library of Michigan; Cities listed from lowest to highest by estimated population

POPULATION STATISTICS OF SELECT CITIES IN MICHIGAN SINCE 2007			
	2007 Estimated Population	Population Change April 2000 – July 2007	Population Per Square Mile
Holland	26,727	-4.0%	2,062 people
Muskegon	39,402	-1.8%	2,760 people
Portage	46,066	+2.6%	1,406 people
Battle Creek	52,233	-2.1%	1,232 people
Saginaw	56,263	-8.9%	3,298 people
Wyoming	70,440	+1.5%	2,875 people
Kalamazoo	72,637	-5.8%	2,926 people
Lansing	110,154	-3.8%	3,253 people
Ann Arbor	115,092	+0.6%	4,187 people
Flint	114,662	-8.2%	3,476 people
Warren	134,223	-2.9%	3,926 people
Grand Rapids	193,627	-2.1%	4,323 people
Detroit	916,952	-3.6%	6,282 people

SOURCE: Sperling's Best Places website: www.bestplaces.net

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

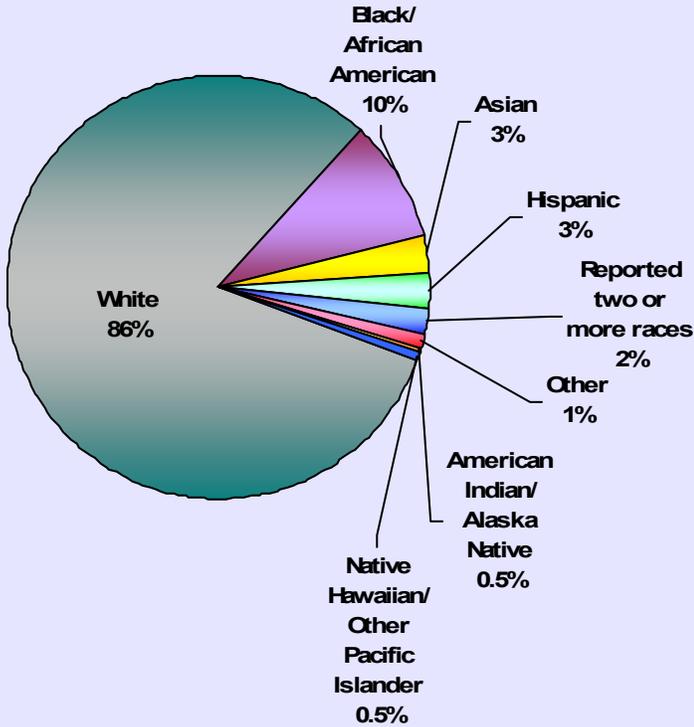
SOURCE: State of Michigan website: www.michigan.gov/documents/hall/m_census_cvtr0007_241742_7.xls

NOTE: Population Change since 2000 and Population Estimates: U.S. Census Bureau, Estimates of Sub-county Population for 2000-2007, released July 10, 2008. Estimates prepared through the Federal-State Cooperative for Population Estimates. Table prepared by the Library of Michigan



Ethnic Composition

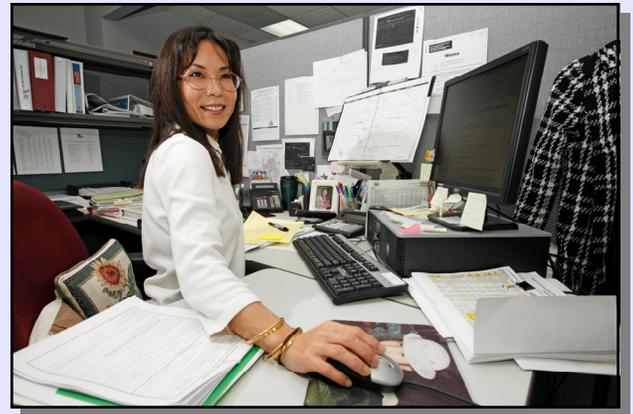
- According to the 2006 American Community Survey created by the US Census Bureau, people reporting one race in Kalamazoo County



- American Community Survey statistics also noted that of the Kalamazoo County population, 51% was female and 49% were male
- The median age was 34.6 years old. 23% of the population was under 18 years and 12% was 65 years and older

RACIAL COMPOSITION OF SELECT CITIES IN MICHIGAN 2007						
Name of City	White	Black	Asian	Native American	Hispanic	Other
Ann Arbor	72%	8%	15%	.26%	3%	4%
Battle Creek	73%	17%	2%	.76%	5%	5%
Detroit	10%	83%	1%	.32%	6%	5%
Flint	38%	54%	.49%	.64%	3%	4%
Grand Rapids	63%	21%	1%	.71%	16%	12%
Holland	75%	2%	3%	.71%	23%	16%
Portage	89%	4%	3%	2.97%	.26%	2%
Kalamazoo	69%	21%	3%	.57%	6%	4%
Lansing	62%	23%	3%	.75%	10%	10%
Muskegon	59%	3%	.57%	1.02%	7%	7%
Saginaw	44%	45%	.39%	.49%	12%	9%
Warren	87%	4%	4%	.32%	1%	3%
Wyoming	79%	5%	3%	.59%	12%	9%

SOURCE: Sperling's Best Places website: <http://www.bestplaces.net>
NOTE: Statistics as of 2007; Cities listed in alphabetical order



Poverty in Kalamazoo County

- According to the *US Census Bureau, 2006 American Community Survey, Poverty Status in the Past Twelve Months*, an estimated 39,365 Kalamazoo County residents (16.9%) lived below the poverty line. This number is up from 1999 when 12% of the population (27,483 people) lived below the poverty line
- In 2006, the city of Kalamazoo poverty rate was 33.4% (20,697 City residents) and in 1999, 24.3% (16,641 City residents) lived below poverty

POPULATION LIVING BELOW THE POVERTY LINE KALAMAZOO COUNTY AND CITY OF KALAMAZOO 1999 & 2006 COMPARISON

	# of people living below poverty line, 1999	% below poverty, 1999	# of people living below poverty line, 2006	% below poverty, 2006
Kalamazoo County	27,483	12%	39,365	16.9%
Kalamazoo City Residents	16,641	24.3%	20,697	33.4%

SOURCE: Published Stats by Poverty in Kalamazoo County: 2008 Update - US Census 2000, Summary File #3; US Census Bureau. 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

- The percent of people living below the poverty level rose for each age group from 1999 to 2006 in Kalamazoo County, the City of Kalamazoo and the State of Michigan. The following table provides a comparison of the percentage of people by age group living below poverty in 1999 and 2006 in each geographic location



INCOME BELOW POVERTY LEVEL BY AGE RANGE KALAMAZOO COUNTY, CITY OF KALAMAZOO AND STATE OF MICHIGAN 1999 AND 2006 COMPARISON

	State of Michigan		Kalamazoo County		City of Kalamazoo	
	% of age group below poverty, 1999	% of age group below poverty, 2006	% of age group below poverty, 1999	% of age group below poverty, 2006	% of age group below poverty, 1999	% of age group below poverty, 2006
Under 18	13.3	18.3	12.2	18.9	26.7	40.9
18-64	9.6	12.6	12.7	17.1	25.6	32.9
65+	5.6	8.7	6.3	11.7	11.2	22.1

SOURCE: Published Stats by Poverty in Kalamazoo County: 2008 Update - US Census Bureau. 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

- The child poverty rate in the City in 2006 was 40.9%, representing approximately 5,366 children under 18 years old. The largest growth in poverty since 1999 has occurred in the City among children under 18 years of age, with an increase of 14.2% followed by the poverty rate for people 65 years and older, with an increase of 10.9%
- In 2006, 17.1% of people were in poverty. 18.9% of related children under 18 years of age were below the poverty level, compared with 11.7% of people 65 years old and over. 9% of all families and 31% of families with a female head of household had incomes below the poverty level

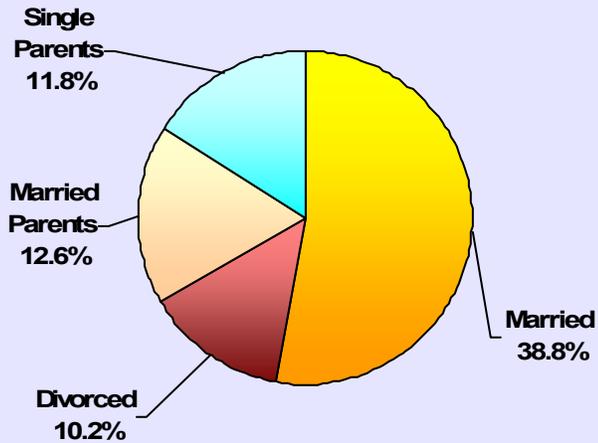
POVERTY RATES IN KALAMAZOO COUNTY 2006

	Percentage
65 years old or older	12%
Related children under 18 years of age	19%
All families	9%
Female heads of household	31%

SOURCE: 2006 American Community Survey, Selected Economic Characteristics: 2006 Kalamazoo County and Kalamazoo City, Michigan

Family Composition in Kalamazoo County

- According to *Sperling's Best Places*, the average household size in the city of Kalamazoo is 2.34 people and the median age is 27.6. The family composition of the average household in the city of Kalamazoo is as follows: Married - 38.84%; Divorced - 10.21%; Married Parents - 12.61%; Single Parents - 11.83%



Family Composition of Select Cities in Michigan 2006

	Married	Divorced	Married Parents	Single Parents	Average Household Size	Median Age
Ann Arbor	39%	6%	17%	5%	2.2	29.6
Battle Creek	49%	14%	18%	13%	2.39	34.9
Detroit	35%	12%	12%	20%	2.76	32.1
Flint	38%	14%	12%	20%	2.5	31.7
Grand Rapids	46%	10%	19%	12%	2.63	31.5
Holland	53%	7%	24%	9%	2.72	31.4
Kalamazoo	38%	10%	12%	11%	2.34	27.6
Lansing	44%	14%	15%	13%	2.34	32.3
Muskegon	44%	14%	14%	16%	2.42	33.6
Portage	59%	9%	25%	8%	2.4	36.7
Saginaw	41%	12%	14%	21%	2.57	31.9
Warren	53%	10%	20%	7%	2.37	40.5
Wyoming	55%	11%	25%	9%	2.56	33.6

SOURCE: *Sperling's Best Places* website : <http://www.bestplaces.net>

NOTE: Statistics as of 2007; Cities listed in alphabetical order



Community Health

- Infant mortality rates are universal quality indicators and are closely linked to access to prenatal care and poverty. This rate measures the number of infant deaths under the age of one per 1,000 live births
- According on the *Michigan Department of Community Health*, “for every 1,000 Michigan live births, approximately seven infants die before reaching their first birthday. In 2006, 940 infants under the age of one year died, resulting in an infant mortality rate of 7.4 per 1,000 live births. Michigan experienced a significant decline in infant mortality in the early 1990s; in recent years the infant mortality rates have tended to level off.” This rate is down from 2004 and 2003, (984 infant deaths) and (1,112 infant deaths), respectively

NUMBERS OF INFANT DEATHS AND DEATH RATES FOR SELECT MICHIGAN CITIES 2006		
	Infant Deaths	Average Infant Death Rate
Portage	2	*
Ann Arbor	8	6.1
Battle Creek	12	10.4
Wyoming	15	11.6
Saginaw	11	10.2
Warren	11	6.4
Muskegon	4	*
Kalamazoo	6	4.3
Lansing	16	7.3
Grand Rapids	45	12.1
Flint	28	12.2
Detroit	175	13.4

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab4.asp - 2002 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTES: * - A rate is not calculated when there are fewer than 6 events, because the width of the confidence interval would negate any usefulness for comparative purposes; Cities with greater than 40,000 population based upon the 1990 Census. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95 % statistical confidence; Cities listed lowest to highest 2004 infant death rate



- 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.”

NUMBER OF INFANT DEATHS, LIVE BIRTHS AND INFANT DEATH RATES BY RACE MICHIGAN RESIDENTS, 2004 - 2006									
Year	White			Black			Other		
	ID	LB	IDR	ID	LB	IDR	ID	LB	IDR
2004	527	100,795	5.2	388	22,484	17.3	61	5,719	10.7
2005	549	99,117	5.5	400	22,365	17.9	62	5,461	11.4
2006	534	98,551	5.4	339	22,873	14.8	60	5,636	10.6

KEY: ID– Infant Deaths; LB–Live Birth; IDR–Infant Death Rate

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab2.asp - 1970 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTE: Infant deaths by race of infant; live births used in calculating infant death rates are by race of mother. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95% statistical confidence. Infant deaths of unknown race are not included in this table



**NUMBER OF INFANT DEATHS, LIVE BIRTHS AND INFANT DEATH RATES STATE OF MICHIGAN AND KALAMAZOO
2002 - 2006**

	2002 - 2006			2006		
	Average Infant Death	Average Live Birth	Average Infant Death Rate	Infant Death	Live Birth	Infant Death Rate
Michigan	1,020.6	129,026.6	7.9	940	127,537	7.4
Kalamazoo	24.4	3,111.8	7.8	17	3,109	5.5

SOURCE: Michigan Department of Community Health website: www.mdch.state.mi.us/pha/osr/InDxMain/Tab3.asp - 2002 - 2006 Michigan Resident Birth and Death Files, Vital Records & Health Data Development Section, Michigan Department of Community Health

NOTE: *A rate is not calculated when there are fewer than 6 events, because the width of the confidence interval would negate any usefulness for comparative purposes. Rates are per 1,000 live births. Adding and subtracting the number shown after the ± symbol from the rate creates a confidence interval indicating that the true rate lies between the lower and upper bounds of this interval with 95% statistical confidence.

- According to the preliminary data from the *Center for Disease Control National Center for Health Statistics (CDC-NCHS)*, "the number of deaths in the United States in 2006 was 2,425,900, a 22,117 decrease from the 2005 total. With a rapidly growing older population, declines in the number of deaths (as opposed to death rates) are unusual and the 2006 decline is likely the result of more mild influenza mortality in 2006 compared with 2005
- Additionally, CDC-NCHS reports that between 2005 and 2006, the largest decline in age-adjusted death rates occurred for influenza and pneumonia, with a 12.8 percent decline. Other declines were observed for chronic lower respiratory diseases (6.5 percent), stroke (6.4 percent), heart disease (5.5 percent), diabetes (5.3 percent), hypertension (5 percent), chronic liver disease and cirrhosis (3.3 percent), suicide (2.8 percent), septicemia or blood poisoning (2.7 percent), cancer (1.6 percent) and accidents (1.5 percent)
- According to the *National Center of Health Statistics* in 2005, Michigan ranked 24th lowest in the country for the number of deaths, all causes)

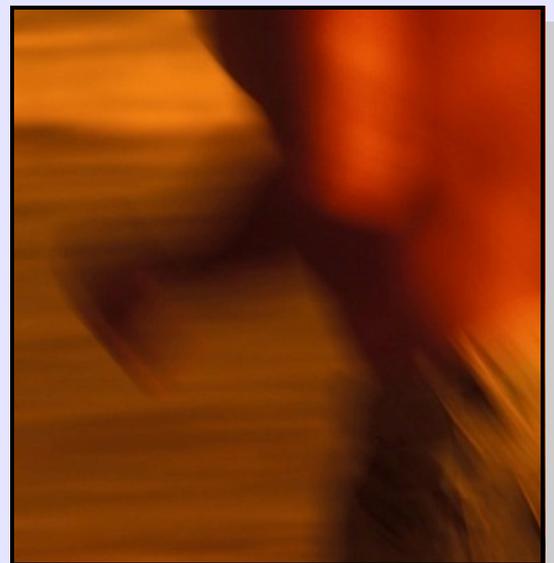
**MORTALITY TOTALS ALL CAUSES IN UNITED STATES
HIGHEST 5 STATES AND LOWEST 5 STATES
2005**

	Death Rate	Total Deaths
United States	825.9	2,448,017
West Virginia	1,143.7	20,780
Pennsylvania	1,042.1	129,532
Alabama	1,033.2	47,090
Oklahoma	1,019.8	36,180
Arkansas	1,009.5	28,055
Michigan	858.3	86,867
Texas	684.4	156,457
California	656.0	237,037
Colorado	635.1	29,627
Utah	543.9	13,432
Alaska	477.4	3,168

SOURCE: Centers for Disease Control and Prevention website - *National Vital Statistics Report – 2005*; http://www.cdc.gov/nchs/data/nvsr/nvsr56/nvsr56_10.pdf

NOTES: States listed from highest to lowest total death rate

- The leading causes of death in Michigan are deaths related to heart disease, cancer, stroke, chronic lower respiratory and unintentional injuries caused by accidents



**MORTALITY TOTALS FOR THE 5 LEADING CAUSES OF DEATH FOR
SELECT COUNTIES IN MICHIGAN
2006**

	Total Deaths	Deaths Related to Heart Disease	Deaths Related to Cancer	Deaths Related to Stroke	Deaths Related to Chronic Lower Respiratory Disease	Deaths Related to Accidents/ Unintentional Injuries
United States	2,448,017	652,091	559,312	143,579	130,933	117,809
State of Michigan	85,945	24,223	20,166	4,746	4,471	3,557
Van Buren County	666	171	162	44	40	39
Calhoun County	1,414	341	317	74	90	69
Ottawa County	1,548	396	339	99	82	67
Kalamazoo County	1,845	409	428	95	104	103
Washtenaw County	1,858	468	439	106	77	60
Ingham County	1,895	509	449	111	80	72
Saginaw County	2,132	597	471	102	160	79
Genesee County	3,977	1,054	945	266	220	125
Macomb County	7,358	2,256	1,750	420	375	281
Wayne County	18,576	5,734	4,170	879	719	762

SOURCE: Michigan Department of Community Health website - <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)

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, www.miimi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE</small>		

- According to the US Department of Labor – Regional and State Employment and Unemployment Statistics, between April and May 2008, employment increased in 29 states and the District of Columbia, decreased in 17 states, and was unchanged in 4 states
- Ohio reported the largest over-the-month increase in employment (+9,200), followed by Texas (+8,800), Michigan (+6,100), Iowa (+4,100), Illinois (+4,000), and Hawaii and Oklahoma (+3,900 each)
- Hawaii recorded the largest over-the-month percentage increase in employment (+0.6 percent), followed by Vermont (+0.4 percent), the District of Columbia and Iowa (+0.3 percent each), and Connecticut, Maine, New Hampshire, Nevada, Ohio, Oklahoma, and South Dakota (+0.2 percent each)
- Regionally in May, the Midwest and West regions registered the highest jobless rates, 5.9 and 5.8 percent, respectively

- The Midwest posted the largest over-the-month rate increase (+0.8 percentage point). The Northeast, South, and West recorded smaller rate increases (+0.5 percentage point each). All these rate increases were statistically significant. Likewise, all regions had significant rate increases from a year earlier: the West (+1.2 percentage point), South (+0.9 point), and Midwest and Northeast (+0.8 point each).
- Statewide in May, Michigan continued to report the highest jobless rate, 8.5 percent, followed by Rhode Island, 7.2 percent, and Alaska, 7.0 percent
- South Dakota and Wyoming again posted the lowest unemployment rates, 2.9 percent each
- Overall, 10 states and the District of Columbia recorded significantly higher rates than the U.S., 22 states registered measurably lower rates, and 18 states had rates little different from that of the nation
- Thirty-six states and the District of Columbia reported statistically significant jobless rate increases from April to May. Michigan posted the largest of these increases (+1.6 percentage points), followed by Rhode Island (+1.1 points) and Illinois, Mississippi, and Tennessee (+1.0 point each)
- The remaining 14 states recorded May unemployment rates that were not appreciably different from those of a month earlier, even though some had changes that were at least as large numerically as the significant changes



- In September, the City reported the employment of 36,097 people of the available 39,938 in the workforce
- According to the *Michigan Labor Market* information, in September 2008 the jobless rate for the State of Michigan and Kalamazoo County were 8.3% and 7%, respectively. Kalamazoo's unemployment rate in September was 9.6% and tied for sixth lowest of selected cities in Michigan with the city of Warren

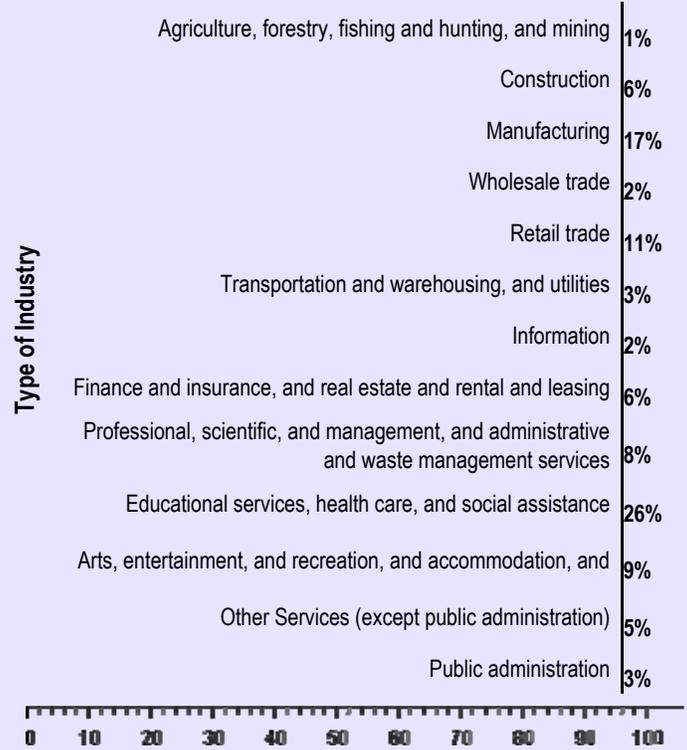
SELECTED CITIES UNEMPLOYMENT STATISTICS SEPTEMBER 2008				
	Total Workforce	Number of People Employed	Number of People Unemployed	Unemployment Rate
UNITED STATES	154,509,000	145,310,000	9,199,000	6.0
STATE OF MICHIGAN	4,918,000	4,512,000	406,000	8.3
Portage	25,867	24,481	1,386	5.4
Ann Arbor	62,709	58,383	4,326	6.9
Wyoming	40,884	37,771	3,113	7.6
Holland	18,000	16,309	1,691	9.4
Battle Creek	25,220	22,817	2,403	9.5
Kalamazoo	39,938	36,097	3,841	9.6
Warren	69,407	62,756	6,651	9.6
Grand Rapids	103,400	92,973	10,427	10.1
Lansing	64,128	57,577	6,551	10.2
Muskegon	18,052	15,892	2,160	12.0
Saginaw	24,574	20,861	3,713	15.1
Detroit	359,734	303,779	55,955	15.6
Flint	50,751	41,242	9,509	18.7

SOURCE: State of Michigan, Department of Labor and Economics, Labor Market Information website, www.mlmi.org/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE

NOTES: Information includes September 2008 labor force statistics. Cities ranked from lowest to highest unemployment rate

Employers in Kalamazoo County

- Employers in Kalamazoo reflect our community's strength. Industries in Kalamazoo include pharmaceuticals, healthcare, education, automotive manufacturing, banking, government services, insurance, telecommunications, media, injection molding and plastics
- According to the *American Community Survey*, in 2006, the leading industries in Kalamazoo County were educational services, manufacturing, healthcare and social services



- Some organizations that employ more than 1,000 people are Western Michigan University (4,861), Pfizer (4,500), Borgess Medical Center (4,452), Bronson Methodist Hospital (3,962) and Kalamazoo Public Schools (2,500)



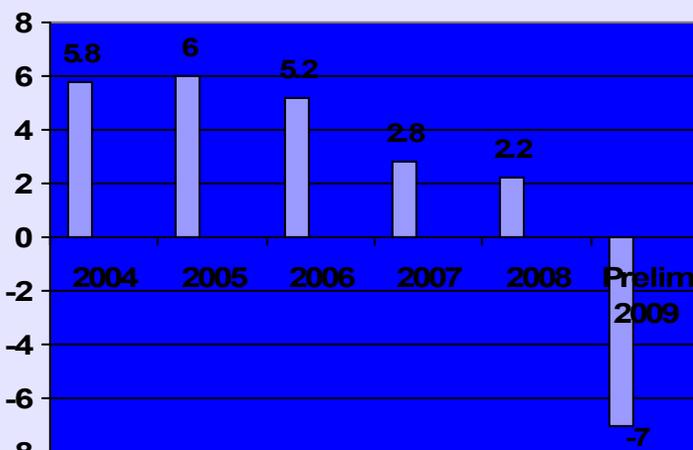
- The State of Michigan has initiated the **No Worker Left Behind** and **Green Jobs Initiatives** programs



Residential, Commercial and Industrial Tax Valuations

- The City's tax base is diverse with residential, commercial and industrial valuations accounting for approximately 51.66%, 32.72% and 15.62%, respectively, of its total taxable value based on the fiscal year ending December 31, 2007
- 40% of Kalamazoo's tax base is owned by institutions that are not taxable. As a result, the City does not recover all costs on services delivered under the current revenue structure
- According to *Reuters*, Kalamazoo's tax base has grown steadily since 1999 by an average 3.3% annually. Residential property account for 49% of the tax base, with commercial property at 35%
- Concentration of the base is moderate, as *Pfizer Inc.* represents 7.2% of assessed valuation in 2007 and the top 10 taxpayers together make up 15.9% of assessed valuation
- The commercial property industry continues to show an increase in the city, 1% - 2% depending on the location
- Growth in the commercial/industrial State Equalized Value (SEV) compared to residential property indicated whether a city is attracting new businesses or existing businesses are expanding. Although statistics don't support overwhelming growth in the commercial industry, *the City of Kalamazoo has experienced economic growth despite the State's economic decline*

CHANGE IN ANNUAL RESIDENTIAL ASSESSED VALUES Percentage Change



SOURCE: City of Kalamazoo, Community Planning and Development Foreclosure Prevention Presentation

- Although Residential Assessed values are expected to decline, overall TAXABLE values are still expected to rise in 2009 because some properties have a taxable value which is less than the assessed value
- The taxable value must continue to rise at the current rate of inflation until it catches up with the assessed value

STATE EQUALIZED VALUATIONS BY COUNTY AND CLASSIFICATION FOR SELECT COUNTIES 2007				
	COMMERCIAL	INDUSTRIAL	RESIDENTIAL	TOTAL REAL AND PERSONAL PROPERTY
<i>Battle Creek</i> Calhoun County	\$360,497,780	\$556,065,198	\$2,785,334,379	\$4,428,748,693
<i>Flint</i> Genesee County	\$2,441,415,634	\$507,740,852	\$10,154,661,030	\$14,156,934,349
<i>Kalamazoo</i> Kalamazoo County	\$1,719,347,867	\$505,724,481	\$6,159,696,308	\$9,411,054,325
<i>Grand Rapids, Wyoming</i> Kent County	\$4,421,321,198	\$1,964,202,450	\$15,791,563,476	\$24,338,570,446
<i>Warren</i> Macomb County	\$5,053,234,643	\$2,681,261,126	\$27,627,368,273	\$38,357,400,548
<i>Muskegon</i> Muskegon County	\$845,349,137	\$250,108,480	\$3,941,533,537	\$5,543,825,045
<i>Holland</i> Ottawa County	\$1,328,378,003	\$828,518,629	\$8,322,378,855	\$11,719,793,894
<i>Saginaw</i> Saginaw County	\$1,020,122,237	\$153,977,661	\$3,941,749,626	\$5,981,826,799
<i>Ann Arbor</i> Washtenaw County	\$3,454,743,680	\$955,904,700	\$13,180,821,892	\$19,330,951,897
<i>Detroit</i> Wayne County	\$10,207,580,746	\$4,866,833,743	\$45,073,474,033	\$66,127,289,684

SOURCE: State of Michigan website, State Tax Commission 2007 Annual Report, www.michigan.gov/documents/treasury/07AnnualReport_223787_7.pdf

Downtown Development

- Ten years ago, population trends marked the nation moving away from urban centers to rural/ suburban areas. At present, revitalization efforts target the urban core and are attracting people back to the inner city. Kalamazoo is following that trend and has focused on developing downtown Kalamazoo
- Downtown construction includes the development of offices, lofts/condos, restaurants and retail shops. Some projects include:
 - **Construction on the West Gateway** - The gateway is located on Oakland Drive at Stadium Drive and includes an area of landscaping and decorative lighting in addition to a colonnade design. The intent is to welcome visitors traveling from the west to downtown
 - **Miller Canfield** - The newly constructed Miller-Canfield Building contains office space and 140 underground parking spaces. This beautiful six-story building houses the Detroit based law firm Miller-Canfield, Paddock and Stone who occupy about 29,000 square feet of the 80,000 square feet building. Across from Bronson Park, the \$31.5 million building is the first new office structure to be built downtown since the 1980's. The interior lobbies and common areas reflect an appealing upscale atmosphere, appealing to retail and businesses
 - **Greenleaf Trust** - Renovations began with the floor renovation of the old Kalamazoo YWCA. The renovation re-used many existing walls with complete mechanical, electrical, plumbing and fire protection system upgrades. Interior construction was also challenging. Protecting the rosewood finishes from not only potential construction damage, but also maintaining a consistent building temperature and humidity level as a further means of protecting the rosewood finishes, while construction of the building mechanical system was being completed



- **Kalamazoo YWCA** – Renovations (approximately 9,000 square feet) include improvements to the physical plant, new HVAC equipment, roofing and facility-wide generator to provide power in case of an outage. The \$6.8 million renovation (*previously used fitness center*) will allow for an increase of 46 beds and will allow the YWCA to provide more than 16,500 nights of shelter annually for women and their families in their time of need
- **Bronson Advanced Radiology Services** opened its new \$6.8 million facility in June. The 26,795 square foot facility was constructed according to LEED-certification standards to create a more efficient, eco-friendly building
- The newly renovated **Bronson Upjohn Building** downtown Kalamazoo is home to the administrative offices of Bronson Healthcare Group, Bronson Health Foundation and Bronson Research. Bronson invested \$6.6 million in restoring the 48,000 square foot community landmark to reflect the organization’s longstanding commitment to downtown Kalamazoo
- **Salomon Smith Barney** – The 5,800 square feet office build-out in the historic Globe Building downtown Kalamazoo was constructed for the financial services company. Details included nine-foot tall cherry doors and matching cherry wood-work throughout, exposed brick exterior walls and full height glass interior partitions to maximize natural light and a feeling of openness
- **Frayed** – This retail store is located where Kalamazoo College and Western Michigan University merge and targets West Michigan’s fashion savvy youth



YWCA of Greater Kalamazoo



Bronson Advanced Radiology Services



Bronson Upjohn Build-



Salomon Smith Barney



Frayed Retail Store

Economic Incentives

- The City has initiated many business incentives to attract and maintain businesses in the City as well. Some programs include:
 - **Renaissance Zones** - Renaissance Zones are virtually tax free geographical areas for any business or resident presently in, or moving into, the zone. Renaissance Zones are designed to provide selected communities with the most powerful market-based incentive – no taxes – to create new jobs and investment



- **Brownfield Redevelopment** - Brownfield is a term describing the obstacle to industrial or commercial property redevelopment caused by the threat of liability for existing contamination. In Michigan, that obstacle has been removed. Buyers and lenders are now reliably protected from liability under Michigan law. On a case by case basis, sites in this category may be eligible for incentives. Some Brownfield projects include MPI, Fabri-Kal Corporation and MacKenzie Bakery
- **MEGA Tax Credit** - The Michigan Economic Growth Authority (MEGA), the state's response to interstate competition for company expansions and relocations, may provide a refundable tax credit against the Michigan Business Tax (MBT) to companies expanding or relocating their operations in Michigan
- **Industrial Property Tax Abatement (P.A. 198)** - Industrial property tax abatements provide incentives for Michigan manufacturers to build new plants, expand existing plants, renovate aging plants or add



new machinery and equipment. High-technology operations are also eligible for the abatement. "High-technology activity" is defined in the MEGA act as: advanced computing, advanced materials, biotechnology, electronic device technology, engineering or laboratory testing, medical device technology, product research and development and advanced vehicles technology

- **Private Activity Bond Program** - Private activity bonds are an attractive source of financial assistance to economic development projects in Michigan. They provide profitable firms with capital cost savings stemming from the difference between taxable and tax-exempt interest rates
- **Economic Development Job Training Program** - The Economic Development Job Training (EDJT) Program seeks to ensure that Michigan has the training resources to retain and attract business and people to move into the 21st Century with a highly skilled workforce. EDJT awards are discretionary and require that businesses and training providers work closely with an Michigan Economic Development Corporation (MEDC) account manager and workforce development specialist to develop an effective training plan
- **Worker Recruitment Services** - MEDC provides customized recruitment services to employers throughout Michigan, based on individual requirements. Priority is given to companies with major expansions and large numbers of job openings
 - **Procurement Technical Assistance Centers** - The Procurement Technical Assistance Centers (PTACs) of Michigan are the first steps in getting government contracts. PTACs assist companies throughout the entire process including registering to become a government contract and identifying bid opportunities

NEIGHBORHOOD COMPOSITION

Kalamazoo Neighborhoods

- There are more than 20 active neighborhood associations in the City of Kalamazoo. Of these associations, seven neighborhoods are contiguous to downtown Kalamazoo
- The **A+ Neighborhoods** Initiative creates a redevelopment strategy for all neighborhoods in Kalamazoo by eliminating blight, constructing more affordable housing and securing funds for housing projects. Three programs emerged from the initiative
 - *Property Sale Program – Buildable lots for sale for \$99 plus cost of closing. Rehab homes for sale starting @ \$49,014*
 - *Building Permit & Water/Sewer Hook Fee Waiver Program – Available for developers who build residential homes in the City can apply for waivers that subsidize building costs*
 - *Home Assistance Repair Program – Income eligible homeowners who have received violations may qualify for interest free, deferred loan to make exterior repairs to homes*
- Over \$3,000,000 of private investment into the most economic challenged areas of the city in support of quality housing since 2003
- Staff works with developers and real estate investors to change ownership in Anti-Blight homes, and maintains a list of abandoned houses on the city's website
- Certification rate has gone from 89%-90% to about 93%
- The City of Kalamazoo receives annual funding from HUD under three separate programs: Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME) and Emergency Shelter Grant (ESG). The City Commission awards more than \$2 million annually to support area housing initiatives

Housing

- According to the *2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile*, Michigan residents occupied 3.9 million housing units of which 2.9 million (75%) were owner occupied and 961,000 (25%) were occupied by renters

- In 2006, Kalamazoo residents occupied 97,000 housing units - 65,000 (67%) were owner occupied and 32,000 (33%) were occupied by renters

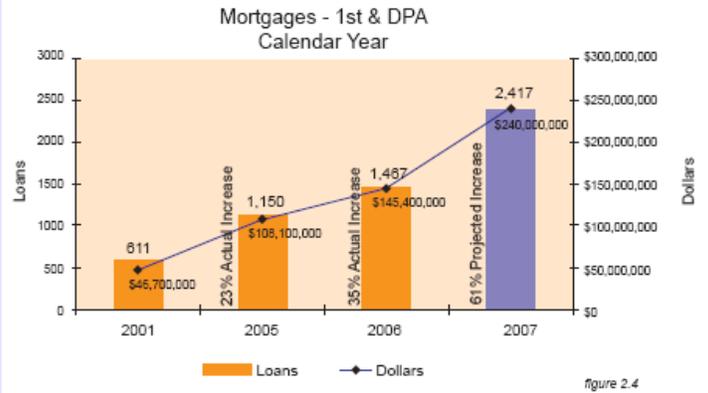
OCCUPIED HOUSING UNITS IN MICHIGAN AND SELECT COUNTIES 2006					
	Total Occupied Housing Units	Owner Occupied	Renter Occupied	% of Owner Occupied Units	% of Renter Occupied Units
State of Michigan	3.9 million	2.9 million	961,000	75%	25%
Calhoun County	54,000	41,000	13,000	76%	24%
Genesee County	177,000	128,000	49,000	72%	28%
Ingham County	121,000	68,000	41,000	63%	37%
Kalamazoo County	97,000	65,000	32,000	67%	33%
Kent County	225,000	162,000	63,000	72%	28%
Macomb County	327,000	263,000	64,000	81%	19%
Muskegon County	66,000	52,000	14,000	79%	21%
Ottawa County	88,000	75,000	13,000	85%	15%
Saginaw County	77,000	59,000	19,000	76%	24%
Washtenaw County	134,000	84,000	50,000	63%	37%
Wayne County	718,000	492,000	226,000	69%	31%

SOURCE: 2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile

- In Michigan, the median monthly housing cost for homeowners with a mortgage was \$1,302, \$422 for homeowners without mortgages and \$675 for renters. Michigan residents make up 35% of owners with mortgages, 18% of owners without mortgages and 52% of renters. Subsequently, Michigan residents also spent 30% or more of their household income on housing
- In Kalamazoo County, residents occupied a total of 107,000 housing units, 9% of which were vacant. Of the total housing units, 68% were single-unit structures, 28% were multi-unit structures and 4% were mobile homes in 2006. 22% of these housing units were built since 1990

- The median monthly housing costs for residents with mortgages was \$1,252, non-mortgaged owners \$384 and renters \$621. Kalamazoo County residents make up 29% of owners with mortgages and 15% of owners without mortgages. 54% of renters in Kalamazoo County spent 30% or more of their household income on housing

MSHDA Homeownership Loans 2004-2007



MEDIAN MONTHLY HOUSING COSTS IN MICHIGAN AND SELECT COUNTIES 2006						
	Home-owners with Mortgages	Home-owners without Mortgages	Renters	% of Home-owners with Mortgages	% of Home-owners without Mortgages	% of Renters who spend more than 30% of household income
State of Michigan	\$1,302	\$422	\$675	35%	18%	52%
Calhoun County	\$1,101	\$390	\$630	31%	17%	54%
Genesee County	\$1,187	\$410	\$608	35%	17%	55%
Ingham County	\$1,251	\$465	\$659	34%	14%	53%
Kalamazoo County	\$1,252	\$384	\$621	29%	15%	54%
Kent County	\$1,257	\$438	\$649	33%	18%	48%
Macomb County	\$1,401	\$460	\$703	35%	22%	45%
Muskegon County	\$1,061	\$356	\$564	32%	17%	61%
Ottawa County	\$1,266	\$417	\$659	30%	14%	44%
Saginaw County	\$1,060	\$395	\$584	34%	18%	58%
Washtenaw County	\$1,782	\$566	\$834	36%	15%	58%
Wayne County	\$1,359	\$465	\$719	42%	23%	57%

SOURCE: 2006 US Census Bureau, American Fact Finder, American Community Survey: Population and Housing Narrative Profile website: www.fastfacts.census.gov

2006-2007 AUTHORITY PRODUCTION		
PROGRAM	# OF UNITS/GRANTS	DOLLAR AMOUNT
RENTAL		
Section 8 Housing Voucher Program	23,689	\$114,469,471.00
Low Income Housing Tax Credit (LIHTC)	2,224	\$17,759,545.00
Tax Exempt Bonds (Direct Lending)	2,561	\$127,868,084.00
Modified Pass-Through Program	947	\$54,330,000.00
HOME PURCHASE		
Homeownership (Single Family)	1,618	\$161,966,717.00
GRANT AWARDS		
Homeless Grants	321	\$37,980,104.00
Housing Resource Fund	24	\$3,052,495.00
Federal HOME Investment Partnership	22	\$7,962,690.00
Community Development Block Grants	43	\$9,351,594.00
CATeam Downtown Grants	37	\$5,296,242.00
Cities of Promise Grants	10	\$2,561,100.00
HOME IMPROVEMENT		
Property Improvement Program (owner occupied)	136	\$2,068,092.00

SOURCE: 2007 Annual Report of the State of Michigan Housing Development Authority (MSHDA); www.michigan.gov/documents/mshda/AnnualReport_FinalMay08_233522_7.pdf

Affects of the Foreclosures on State of Michigan and Kalamazoo

- According to the article "Pulling Apart: A Stats by State Analysis of Income Trends" co-authored by Jared Bernstein (<http://www.cbpp.org/4-9-08sfp.pdf>) states:

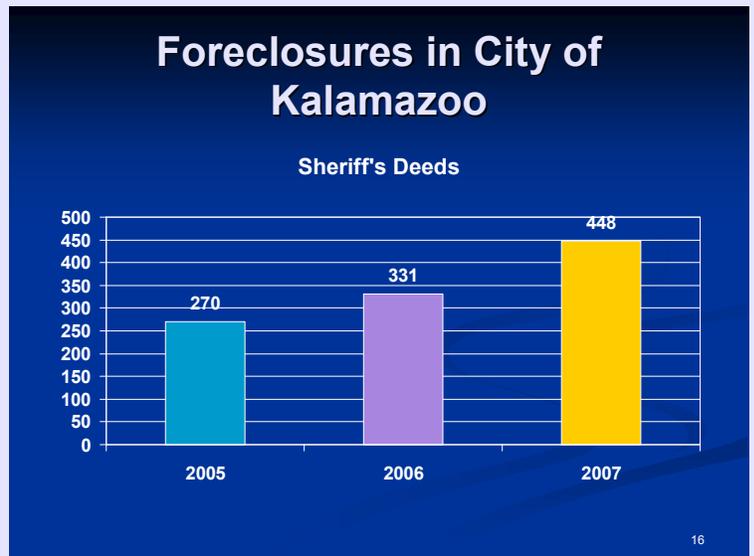
Income inequality also can have a direct effect on availability and adequacy of housing, as noted above. The unbalanced distribution of economic growth can lead to much greater demand for housing among those at the top end of the income scale which can in turn lead to higher housing prices for all. Most recently, while the incomes of the poorest families grew too slowly to buy into the inflated housing market through traditional means, many ended up in the sub-prime market, where they took on both risky loans and unsustainable levels of debt. When the housing bubble burst and home prices stopped rising, millions of these families defaulted on their mortgages and many are facing foreclosure.

- According to MSHDA *Save the Dream* Fact Sheet, the number of home sales due to foreclosure climbed from 1,108 in 2005 to 14,961 during eleven months of 2007 and a significant portion of the increase in foreclosure filings will likely come from the approximately 212,000 subprime mortgages in Michigan



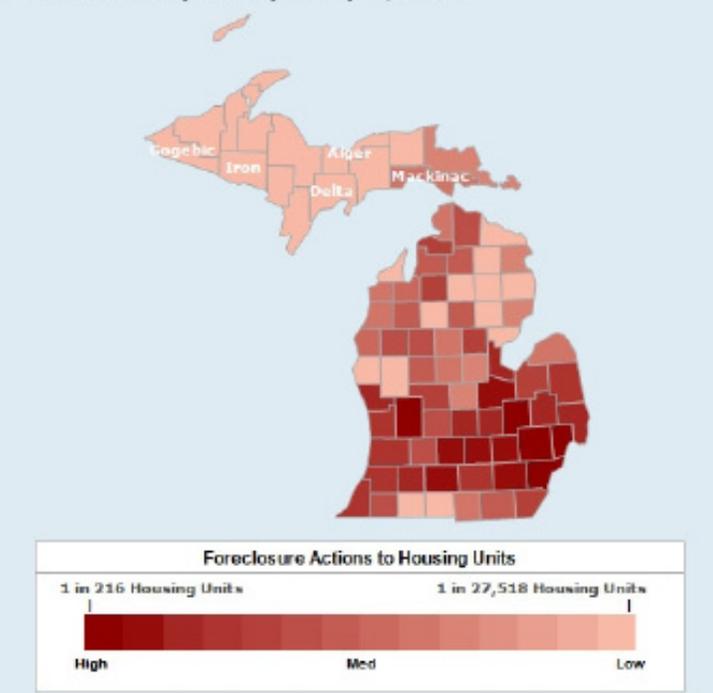
- Foreclosure filings in Michigan rose during 2006 from 35,635 in 2005 to 80,919 in 2006. These numbers continued to rise to 124,561 through November 30, 2007
- There are multiple stages of the foreclosure process, the filing number may double-count households that are going through foreclosure. However, these aggregate filings have gone from **1 in 119 households** (2005) to **1 in 36 households** (2007)

- The City of Kalamazoo continues to seek partners to deal with the foreclosure issue in the Kalamazoo area. As a result, prevention partnerships have been formulated to aid affected residents. These prevention partners work together to coordinate services, increase funding, negotiate with mortgage counselors and lenders, provide education to public and agencies, identify issues and opportunities



SOURCE: City of Kalamazoo; Foreclosure Presentation; Community Planning & Development http://www.kalamazoo.org/docs/cpd_foreclosurepresentation.pdf

Foreclosures By County for April, 2008



SOURCE: 2007 Annual Report of the State of Michigan Housing Development Authority (MSHDA); www.michigan.gov/documents/gov/MICHIGAN_FORECLOSURE_FACT_SHEET_230524_7.doc

- The average cost to society of a mortgage foreclosure is \$22,330 and the average cost to investors is \$50,000-\$60,000. However, the average cost of a counseling program such as Lighthouse Community Development Corporation (Pontiac, MI) is \$910



Homelessness in Kalamazoo

- According to *Kalamazoo County Health and Community Services (KCHCS)*, the number of homeless people and homeless households in Kalamazoo County dropped slightly over 2007, but a rise was seen in the number of children who are homeless
- In January 2008, KCHCS asked area shelters, drop-in centers and other agencies to record the number of people who utilized services on one day. As a result, 681 homeless people were recorded in the county, including 262 children, according to data from the one-day count
 - In 2007 the one day count found 692 homeless people, including 235 children
 - According to recorded information, loss of employment, lack of affordable housing, addiction and eviction were the primary reasons given by those who were homeless
 - Of the 2008 total, 44.6 percent of the individuals had been without a home for at least six months, 41.8 percent had been homeless more than once and 26.6 percent had their last permanent address outside of the county
 - The 2008 count showed a drop in the number of homeless people not staying in shelters, but instead living with family or friends
 - Data also showed that 8.1% of households included a U.S. military veteran, 31.9% included a person who was employed and 72.4% had members with at least a high school diploma or GED
- The number of homeless households, meaning a household composed solely of homeless individuals, dropped from 437 in 2007 to 393 in 2008

- **Local Initiatives Support Corporation (LISC)** Housing Partnership and Continuum of Care Committee created a plan along with area agencies that will guide the community's efforts to end homelessness in Kalamazoo



County, Michigan within 10 years

- The full 10-Year Plan includes a planning framework document and individual Annual Action Plan that were developed, considered, and approved by the Continuum of Care and other community stakeholders, service providers and

those impacted by homelessness

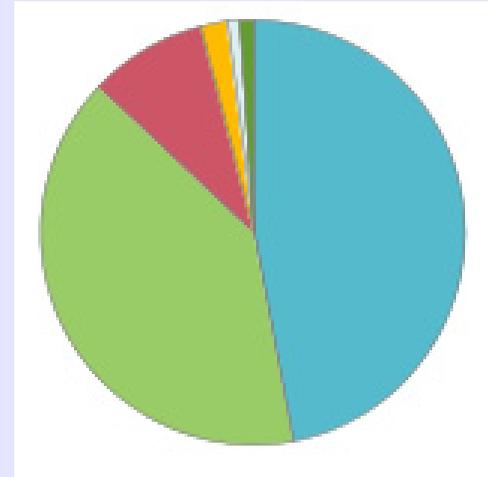
- A formal assessment will be documented to identify effective strategies that should be continued, to determine gaps in services, and ascertain emerging needs that require additional focused resources



EDUCATION

Kalamazoo Public Schools

- Kalamazoo Public Schools (KPS) boasts one of the lowest pupil-teacher (16:1) ratios among urban school districts. The state average teacher to student ratio is 21:1. Currently tax payers in the city of Kalamazoo pay about \$7,356 per student



Ethnicity	Kalamazoo Public Schools	State Average
African American	47%	20%
White	40%	71%
Hispanic	9%	5%
Asian	2%	2%
American Indian	1%	<1%
Unspecified	1%	

SOURCE: Michigan Department of Education website 2007-2008; www.greatschools.net/cgi-bin/mi/district_profile/468

COST PER STUDENT FACTS AND STUDENT/TEACHER RATIOS FOR SELECT MICHIGAN CITIES 2007		
Name of City	Cost per student	Ratio of Students to Teachers
Portage	\$5,635 per student	18 pupils per teacher
Kalamazoo	\$7,356 per student	16 students per teacher
Holland	\$6,670 per student	16 pupils per teacher
Muskegon	\$6,811 per student	17 pupils per teacher
Battle Creek	\$6,710 per student	17 pupils per teacher
Saginaw	\$6,962 per student	17 pupils per teacher
Wyoming	\$6,445 per student	17 pupils per teacher
Ann Arbor	\$7,786 per student	16 pupils per teacher
Lansing	\$7,562 per student	17 pupils per teacher
Flint	\$7,522 per student	17 pupils per teacher
Warren	\$7,731 per student	19 pupils per teacher
Grand Rapids	\$7,058 per student	18 pupils per teacher
Detroit	\$7,301 per student	21 pupils per teacher

NOTE: Statistics as of 2007
SOURCE: Sperling's Best Places - <http://www.bestplaces.net/>

- According to the **National Center for Education Statistics**, in 2005-2006, there were 10,662 students and 678 fulltime classroom teachers. There are currently 16 elementary schools, three middle schools, two high schools and two alternative/adult education schools within KPS
- According to the **Michigan Department of Education**, for the 2006-2007 school year, KPS students attended school at a rate of 93%, slightly under the State average, 95%
- According to **Great Schools** and the **Michigan Department of Education**, for the 2007-2008 school year, Black students made up 47% of the overall KPS population, well above average for the State (20%). Conversely, White students made-up 40% of the KPS student population well below the State average (71%)
- According to the **US Department of Education, National Center for Education Statistics**, the *status dropout rate* is defined as the percentage of students 16 to 24 years old who were not enrolled in school and had not earned a high school diploma or equivalent credential, such as a General Educational Development (GED) certificate
 - The status dropout rate for this age group declined from 15% in 1972 to 9% in 2006. A decline was also seen between 2000 and 2006, the more recent years of this time span (11% to 9%)
- The status dropout rates for Whites, Blacks, and Hispanics each declined between 2000 and 2006. However, for each year between 2000 and 2006, the status dropout rate was lowest for Whites and highest for Hispanics

**PERCENTAGE OF HIGH SCHOOL DROPOUT
AMONG PERSONS 16 TO 24 YEARS OLD BY RACE/ETHNICITY
SELECTED YEARS, 2000-2006**

Year	Total ¹	Race/Ethnicity ²		
		White	Black	Hispanic
2000	10.9	6.9	13.1	27.8
2001	10.7	7.3	10.9	27.0
2002	10.5	6.5	11.3	25.7
2003	9.9	6.3	10.9	23.5
2004	10.3	6.8	11.8	23.8
2005	9.4	6.0	10.4	22.4
2006	9.3	5.8	10.7	22.1

¹Includes other race/ethnicity categories not separately shown.

²Race categories exclude persons of Hispanic ethnicity. Beginning in 2003, respondents were able to identify as being more than one race. From 2003 onwards, the Black and White categories include individuals who considered themselves to be of only one race.

SOURCE: U.S. Department of Education, National Center for Education Statistics. (2008). *The Condition of Education 2008* (NCES 2008-031), nces.ed.gov/fastfacts/display.asp?id=16

- Although gaps between the rates of Blacks and Whites and between rates of Hispanics and Whites have decreased, the patterns have not been consistent. The Black-White gap narrowed during the 1980s, with no measurable change during the 1970s or between 1990 and 2006. In contrast, the Hispanic-White gap narrowed between 1990 and 2006, with no measurable change in the gap during the 1970s and 1980s
- According to the **Michigan Department of Education**, April 2008 State Test Scores update *“for the third straight year, math scores have risen on the Michigan Educational Assessment Program (MEAP) tests for the state’s elementary and middle school students. Mathematics scores improved at every grade tested (3rd through 8th) except fifth grade, which saw only a slight decline. Writing scores improved at the third, fifth, seventh, and eighth grade levels. Eighth grade science and reading scores also improved”*
- The 2007 **Michigan Educational Assessment Program (MEAP)** high school achievement test results reveal that students at Kalamazoo Central High School and Loy Norrix High School continue to increase the percentage of students who meet and exceed the state standards

**KALAMAZOO CENTRAL & LOY NORRIX HIGH SCHOOL
12TH GRADE MEAP SCORES
2007**

	MATH		READING		SCIENCE		SOCIAL STUDIES		WRITING	
	LN	KC	LN	KC	LN	KC	LN	KC	LN	KC
Level 1: Advanced	34	33	9	2	20	15	95	97	5	10
Level 2: Proficient	98	96	165	161	122	127	71	94	122	113
Level 3: Partially Proficient	29	29	37	51	30	30	35	39	97	102
Level 4: Not Proficient	74	89	32	33	46	78	35	15	14	18
Met or Exceeded	132	129	174	163	142	142	166	191	127	123
Not Met	103	118	69	84	76	108	70	54	111	120
Number Included	235	247	243	247	218	250	236	245	238	243
Number Tested	235	247	243	247	218	250	236	245	238	243

KEY: LN-Loy Norrix High School; KC-Kalamazoo Central High School

NOTE: High school scores are number of students, not percentages.

SOURCE: Michigan Department of Education

<https://oeaa.state.mi.us/oeaa/directory/meap.asp?dCode=%2D99&bCode=06117&qCode=107&aCode=MEAP>

- Test scores in reading and math for KPS students showed a slight decline as student progressed from the 3rd to the 7th grade, but showed a slight increase in writing scores 3rd to from 6th grade

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

	3 rd	4 th	5 th	6 th	7 th	8 th
Reading	76%	71%	69%	65%	53%	59%
Writing	41%	24%	43%	56%	52%	43%
Math	76%	66%	59%	55%	51%	51%

SOURCE: Great Schools - www.greatschools.com; Michigan Department of Education 2007-2008

Kalamazoo Promise

- The *Kalamazoo Promise* is a scholarship offered to every Kalamazoo Public School student that awards free tuition to students who graduate and attend Michigan public schools of higher education
- The *City of Kalamazoo* along with the *Kalamazoo Public Schools* and *Kalamazoo Communities in Schools* work together to sponsor Promise Partners, an employee based mentoring program benefitting students in Kalamazoo Public Schools
- More than 22 City of Kalamazoo staff spent 291 hours mentoring or tutoring students around KPS. At present, more than 800 students have taken advantage of the *Kalamazoo Promise* since its inception
- Because of the *Kalamazoo Promise*, Governor Granholm initiated the *Michigan Promise*, Public Act 479 of 2006, which provides up to \$4,000 to high school grades for successfully completing 2 years of post secondary education

Higher Education

- There are 8 colleges/universities within the City limits; three traditional 4- year institutions (Western Michigan University, Kalamazoo College and Davenport University), one traditional community college (Kalamazoo Valley Community College), three satellite campuses (University of Phoenix, Cornerstone University and Spring Arbor College) and one trade school (Olympia Career Training Institute)
- Of the three traditional, 4-year institutions, two confer graduate degrees (Western Michigan University and Davenport University) and one institution is private (Kalamazoo College)
- According to *President's Council of State Universities of Michigan*, in 2005, 288,390 students attended public institutions for higher education in the state of Michigan; 223,145 undergraduates and 65,244 graduates
- Subsequently, there are approximately 1,966,742 living alumni of Michigan's 15 public universities
- As of Fall 2008, there were 7 public universities in Michigan that boast enrollment with more than 15,000 students. According to *College Board*, Western Michigan University has the 5th highest total student enrollment (24,433) among like institutions

- Michigan State University has the largest total and undergraduate enrollment, 44,337 and 36,072, respectively. However, University of Michigan – Ann Arbor has the largest graduate student population, 12,343

PUBLIC UNIVERSITIES IN MICHIGAN ENROLLMENT 15,000 STUDENT AND OVER FALL 2008			
	Total Enrollment	Undergraduate Students	Graduate Students
Eastern Michigan University	22,638	17,808	4,830
Central Michigan University	26,611	20,078	6,533
Grand Valley State University	23,464	19,806	3,658
Michigan State University	44,337	36,072	8,265
University of Michigan – Ann Arbor	38,426	26,083	12,343
Wayne State University	30,260	21,145	9,115
Western Michigan University	24,433	19,718	4,715

SOURCE: College Board website - www.collegeboard.com
NOTE: Universities arrange in alphabetical order

- **Western Michigan University (WMU)** is a public, four year institution with a current enrollment of 19,718 (*as of Fall 2008*)



- WMU has instituted a instrumental pilot program, *Foster Youth and Higher Education Initiative*. This program is designed to

recruit and offer a support structure and financial aid to young people who have aged out of the foster care system and qualify for admission or transfer to WMU. This effort is being launched in coordination with the Michigan Campus Compact and the Michigan Department of Human Services

- *US News & World Report* ranks WMU programs in occupational therapy, physician assistant and speech pathology among the top 50 in the nation
- WMU began offering extension classes in 1905, just two years after its founding. Today, the University is home to eight branch campuses across Michigan, all of which provide primarily graduate and professional education
- WMU ranks first in Michigan and second in the nation in the use of wireless computing technology on a university campus, according to a 2005 study conducted by Intel

- **Kalamazoo College** is a private, nationally ranked, four year liberal arts college with a current enrollment of 1,340 (as of Fall 2008). Kalamazoo College has maintained their ranking as one of the best liberal arts colleges in the nation based on *US News and World Report's 100 Best Liberal Arts Colleges*. Kalamazoo College is best known for its international education focus and the "K-Plan," which allows students to customize a number of outstanding educational options to produce a unique collegiate experience
- **Kalamazoo Valley Community College (KVCC)**, a two-year public institution, has a total enrollment of more than 13,000 students and boasts small class sizes. KVCC offers certificate programs in more than 20 areas of study and associate degrees in 25 others. These "go-to-work" programs include careers in business, health care, human and public service, technical occupations, and industry
 - KVCC was established in 1966 by the overwhelming approval of voters in nine K-12 school districts. KVCC has two campuses: the Texas Township Campus and the Arcadia Commons Campus
 - The **Arcadia Commons Campus (ACC)** is located in the heart of exciting downtown Kalamazoo. The Campus, which enrolls nearly 3,000 students each semester, includes Anna Whitten Hall (classroom and student services building), the Center for New Media and Kalamazoo Valley Museum. Numerous shops, a wide range of eateries, art galleries, parks and amenities such as the Kalamazoo Institute of Art, Epic Center and Kalamazoo Valley Museum add to the downtown experience
 - Expanded several times over the last 35 years, the **Texas Township Campus** boasts a 430,000-square-foot complex featuring modern classrooms, comprehensive library and computer capabilities, two gymnasiums, a swimming pool, ball fields, tennis courts, a running track, two auditoriums, food services, free parking in expansive lots, and fully equipped labs for teaching science, industrial and manufacturing technologies



CITY SERVICES

Community Planning and Development

- The mission of the Community Planning & Development (CP&D) is to assist with the creation of a healthy, safe and sustainable community of choice, through leadership, education, partnerships and stewardship of resources and assets. CP&D includes three primary areas of focus:
 - **Planning** - works with current land use planning, future land use planning and historic preservation. Utilizing the City's Comprehensive Plan and Code of Ordinances efforts are made to direct future growth, redevelopment and historic preservation to help create a more sustainable community
 - **Code Administration** - includes *Housing* (protects the public health, safety and the general welfare of the people of the City as it relates to housing conditions), *Zoning* (serves as a valuable land use tool for facilitating the orderly growth and development of our community), *Building & Trades* (protects public health, safety and the general welfare of the people of the City as it relates to building, electrical, plumbing, mechanical, fire and related aspects of the Code)
 - **Neighborhood Development** - invests federal, state and local funds in programs and services that benefit targeted neighborhoods, low- and moderate-income households, commercial corridors, and the downtown district. These investments address housing needs, youth programs, job creation and retention, and community reinvestment through partnerships with local neighborhood associations and other nonprofit organizations
- *A+ Neighborhoods* is a program developed to address current realities of our community such as poverty and unemployment rates, aging housing stock and blight from vacant, abandoned and neglected housing
 - Based on four initiatives (Improving Our Homes & Our Neighborhoods, A Home for You in Kalamazoo, Shaping Our Neighborhoods' Futures and A New Model for Sustainability) the project has been successful in increasing the awareness about housing opportunities in our area
- As a result of the initiatives, three programs have been established to promote new and renovated homes in the city of Kalamazoo
 - **Property Sale Program** - Buildable lots will be offered to residents for \$99, plus the cost of closing.

Rehabilitated homes are also available for sale starting at \$49,914

- **Building Permit & Water/Sewer Hook-up Fee Waiver Program** - Developers who build new residential homes in the City are able to apply for the waivers that subsidize building costs. Between 50% and 100% of the fees will be paid by the City, based on the location of the construction. In addition, all new housing permits will be fast-tracked through the approval process
- **Home Assistance Repair Program** - Income-eligible homeowners within the City who have received written housing code violations may qualify for an interest-free, deferred loan to make exterior repairs to their homes. Eligible homeowners may apply for loans up to \$7,500 with no repayment of the principal until the owner transfers, sells or turns the property into a rental unit. Applicants must have received a written housing code

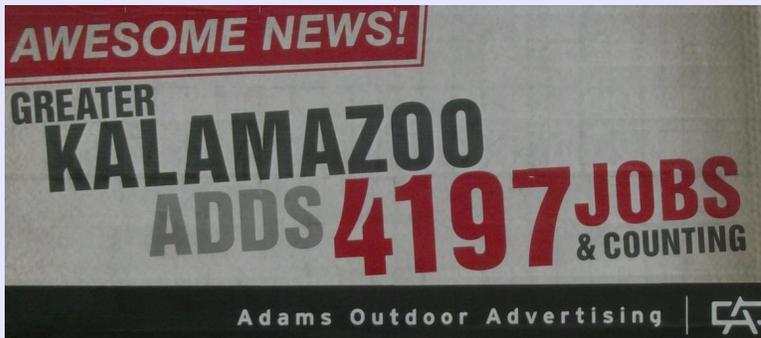


violation, own their home and be current on all taxes and fees



Economic Development

- The Economic Development department has been instrumental in brokering retention and development plans of several local companies resulting in the creation or maintenance of several thousand jobs here in Kalamazoo including *MPI Research, Pfizer Corporation downtown campus, Fabrikal Corporation* and *Kalexyn*



- The City of Kalamazoo is excited about the prospect of riverfront development, and is tackling related complex issues through many means, including our \$2.83 million Clean Michigan Initiative Waterfront Redevelopment funds from United States EPA Brownfield Assessment pilot, and the city's Brownfield Redevelopment Plan
- The Riverfront Redevelopment Plan calls for a shift from the heavy industry of the past, which has left few resources littered with abandoned and often contaminated properties, to mixed use development in a new urbanist, or traditional neighborhood design. The "Work-Live-Play" theme will provide for a mix of uses including public space along the river
- City staff makes over 100 visits to businesses in the community to offer assistance in working with federal agencies, state government and city departments. Staff continues to promote the loan programs and incentives for business expansion

Transportation & Metro Transit

- Interstate 94, the State's major east-west artery, bisects the City, providing direct access to Battle Creek, Jackson and Detroit to the east and St. Joseph, Benton Harbor and Chicago to the west
- US 131 is the City's principle north-south highway, providing direct access to Grand Rapids. Other major highways providing access across the City and County include Michigan Highways 89, 43 and 96
- Five airlines provide daily air service from Kalamazoo-Battle Creek International Airport to several hubs throughout the country including Chicago, Detroit, Minneapolis, Atlanta, Cincinnati, Orlando and Ft. Meyers, Florida. Plans to expand the capacity of the airport are underway
- Amtrak provides passenger rail service, while Norfolk Southern and CN North America provide freight service to the area. Greyhound and Indian Trails bus lines provide inter-city bus transportation for the area
- Metro Transit ridership trends have fluctuated since 2003. According to the 2003 *Kalamazoo Area Transportation Study*, 38.35% of Metro Transit passengers are considered "captive" riders versus "choice" riders. Captive riders are those passengers who have no driver's license, no automobile available in their household or no other alternative means of personal transportation

KALAMAZOO METRO TRANSIT RIDERSHIP 2005 - 2008			
2005	2006	2007	2008
3,058,652	2,815,841	2,986,358	2,837,598
NOTE: Resident ridership based on number of actual ridership for 2005, 2006, 2007. Resident ridership is project for 2008 based on trends			
SOURCE: City of Kalamazoo Budget Reports, Transportation, 2005-2008			



- According to *Sterling's Best Places*, in 2007, 75% of commuters used a car to get around Kalamazoo. On average, drivers took 20 minutes to commute one way to their respective destinations. Only 11% of people carpool and 3% of commuters use the mass transit system

TRANSPORTATION STATISTICS FOR SELECT MICHIGAN CITIES 2007					
	Average time for one way commute	% of commuters w/ car	% of people who car-pool	% of commuters who take mass transit	% of people who work from home
Ann Arbor	22 minutes	62%	8%	7%	4%
Battle Creek	20 minutes	82%	11%	2%	2%
Portage	22 minutes	88%	7%	0%	3%
Detroit	31 minutes	69%	17%	9%	2%
Flint	26 minutes	75%	16%	4%	2%
Grand Rapids	22 minutes	76%	13%	2%	3%
Holland	17 minutes	77%	11%	1%	2%
Kalamazoo	20 minutes	75%	11%	3%	3%
Lansing	21 minutes	79%	13%	3%	3%
Muskegon	22 minutes	75%	15%	1%	3%
Saginaw	20 minutes	81%	12%	1%	3%
Warren	26 minutes	86%	9%	1%	1%
Wyoming	22 minutes	85%	9%	1%	2%

SOURCE: Sperling's Best Places - <http://www.bestplaces.net/>

NOTE: Statistics as of 2007

- Metro Transit utilizes biodiesel fuels in buses that service residents throughout the City
- The City continues to support the establishment of the Kalamazoo County Transit Authority (KCTA), which takes ownership of the Metropolitan Transportation Authority (MTA) from the City on January 1, 2009
 - City residents approved the renewal for 2008
 - A county wide millage was approved for .045 mills in 2006
 - The November 2008 Countywide graduated millage failed
- Metro Transit ranked 4th in the State for performance for a transit system in 2007

Parks and Recreation

- The Parks & Recreation Department oversees thirty-six parks and tot-lot playgrounds, including Bronson Park and the Kalamazoo Farmer's Market on Bank Street; manages the protection of physical and natural assets in the City; and provides recreation and leisure programs for youth, adults, senior citizens, and citizens with disabilities
- The successful fund raising and construction of Boundless Playground for children of all abilities was possible due to the \$740,000 park renovation project. This project was generated by a cooperative effort with the *Junior League of Kalamazoo* who raised the majority of the funds for the project. Upgrades to Upjohn Park included a new skateboard park, tennis court, basketball court, picnic shelter, new parking lots and walkways
- Received over \$2,100,000 in donations and grants for programs, services and park development projects



Public Safety

- In the City of Kalamazoo, crime decreased 4.59% in 2007
- Public Safety received 93,444 calls for service for police, fire and emergency medical services
 - Of the calls for service in 2007, fire service calls totaled 1,963 compared to 1,698 in 2006. Of the fire calls received, 131 were actual fires (zero fatalities), 1,530 were false alarms, 80 were residential fires, 46 were vehicle fires, and 176 were miscellaneous fire calls. Emergency medical calls in 2007 totaled 5,772 compared to 5,842 in 2006, a decrease of 70 calls
 - Police calls in 2007 totaled 85,709. There were 9,844 persons arrested on 13,114 charges. Adult arrests totaled 9,293 persons on 2,438 felony charges and 9,931 misdemeanor charges. Juvenile arrests totaled 551 persons on 265 felony and 480 misdemeanor charges
- According to national crime terminology, **index crimes** are defined as violent/physical crimes such as homicide, negligent manslaughter, rape/attempted rape, robbery, aggravated assault, arson, burglary, larceny and auto theft
- **Non-index crimes** are defined as non-violent crimes such as negligent manslaughter, non-aggressive assault, forgery/counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution, sex offenses, narcotic laws, gambling, family/children offenses, DUI alcohol/narcotics, liquor law violations and disorderly conduct.
- According to the Michigan Uniform Crime Report, a total of 54,183 (11,234-Juveniles, 42,949-Adults) index crime related arrests were reported in 2006. However, law enforcement officials were involved in approximately 379,992 index crime offenses throughout the State in 2007
 - Consequently, officials reported a total of 655,871



- non-index crime incidents to State officials. Of which, 278,338 (19,118-Juveniles, 259,220-Adults) resulted in arrests
- Among 10 select cities in Michigan, Kalamazoo ranked 7th for their ability to clear/close cases related to index or non-index offenses. Wyoming ranked 1st with a total offense clearing rate of 37% and Flint ranked 10th with 13% clearing percentage

INDEX AND NON-INDEX CRIME TOTALS FOR SELECT MICHIGAN CITIES 2006					
	Total Offenses	Index Crimes	Non-Index Crimes	Total Cleared / Cleared Rate	Ranking
Holland	6,240	1,361	4,879	2,280 / 37%	3
Wyoming	7,024	2,550	4,474	3,251 / 46%	1
Ann Arbor	8,084	3,289	4,795	3,064 / 38%	2
Battle Creek	8,978	4,283	4,695	2,141 / 24%	6
Saginaw	9,569	4,657	4,912	1,853 / 19%	8
Muskegon	11,646	3,149	8,497	2,205 / 19%	8
Warren	13,061	5,774	7,287	4,341 / 33%	4
Lansing	14,099	5,865	8,234	3,779 / 27%	5
Kalamazoo	17,766	5,734	12,032	4,077 / 23%	7
Flint	21,628	11,378	10,250	2,746 / 13%	10
Grand Rapids	27,994	12,156	15,838	6,280 / 24%	6
Detroit	141,789	84,587	57,202	23,630 / 17%	9

SOURCE: Michigan State Police Criminal Justice Information Center - www.michigan.gov/msp/0,1607,7-123-1593_24055-35982--,00.html - 2006 Uniform Crime Report; 48th Annual Edition Compiled by Michigan State Police Criminal Justice Information Center

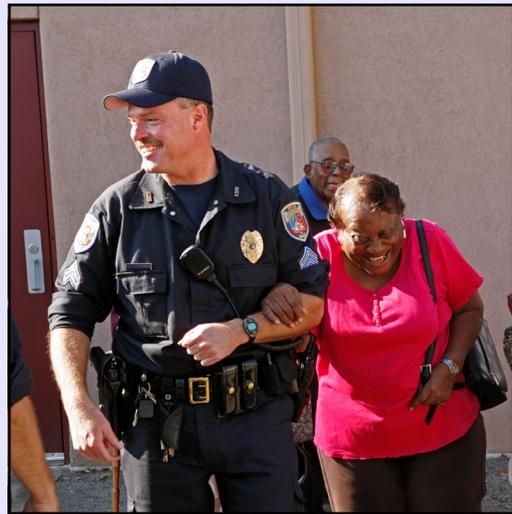
NOTES: Cities listed by lowest total offenses and ranked by highest percentage of total cleared crimes

NUMBER OF LAW ENFORCEMENT PERSONNEL AMONG SELECT MICHIGAN CITIES 2006				
	Full Time Officers	Number of Male Officers	Number of Female Officer / Percentage of Female Law Enforcement Officers	
Holland	61	53	8	13%
Muskegon	79	70	9	11%
Wyoming	88	78	10	11%
Battle Creek	113	99	14	12%
Ann Arbor	155	119	36	23%
Warren	235	226	9	3%
Kalamazoo	236	208	28	11%
Lansing	243	185	58	23%
Flint	258	237	21	8%
Grand Rapids	332	285	47	14%
Detroit	3,164	2,310	854	26%

SOURCE: Michigan State Police Criminal Justice Information Center - www.michigan.gov/msp/0,1607,7-123-1593_24055-35982--,00.html - 2006 Uniform Crime Report; 48th Annual Edition Compiled by Michigan State Police Criminal Justice Information Center

NOTES: Cities listed by lowest number of total full time officers

- According to the Michigan State Police Criminal Justice Information Center, Kalamazoo had the 5th largest law enforcement department among select Michigan cities staffing 236 Public Safety officers in 2006. Of which, 28 officers were female officers, the 5th highest number of female officers among select Michigan cities
- Detroit had the largest number of women law enforcement officers (854) and largest percentage of female officers in their department (26%). Although Holland had the fewest number of female officers (8) those officers made up 13% of their department. Female officers made up 11% of Kalamazoo, Wyoming and Muskegon departments



**NUMBER OF LAW ENFORCEMENT PERSONNEL IN KALAMAZOO AREA &
INDEX/NON-INDEX CRIMES WITH RATE OF CLEARED OFFENCES
2006**

	Full Time Officers	# of Female Officer	# of Male Officers	Index Crimes	Non-Index Crimes	Total Offenses	Total Cleared Offenses	Total Cleared Offenses Rate
Kalamazoo Department of Public Safety	236	28	208	5,736	12,032	17,766	4,077	23%
Kalamazoo County Sheriff's Department	160	25	135	2,756	5,011	7,767	2,096	27%
Western Michigan University Police Department	100	5	95	3,167	3,031	8,859	4,014	45%
Portage Police Department	57	6	51	2,204	1,232	5,478	1,807	33%
Kalamazoo Township Police Department	30	3	27	889	1,156	2,045	765	37%

SOURCE: Referenced Police Departments with the exception of Kalamazoo Department of Public Safety - http://www.michigan.gov/documents/msp/2006AnnualReport_220679_7.pdf. 2006 Uniform Crime Report; 48th Annual Edition
Compiled by Michigan State Police Criminal Justice Information Center

NOTES: Cities listed by highest number of total full time officers

Public Services

- The City of Kalamazoo provides services and programs on an ongoing basis through the Public Services Department including
 - Water/Wastewater Services
 - Spring brush and fall leaf pick-up
 - Weekly recycling
 - Street cleaning and snow removal
 - Road maintenance and construction
 - Sidewalk repair and construction
 - Forestry
- The City of Kalamazoo operates a water and wastewater system that services a large portion of the county outside of the City of Kalamazoo's corporate limits, and both systems are financially self supporting
- Currently, there are 45,153 water and 30,333 wastewater services within the respective systems. All of the meters and hydrants within the water system are serviced and maintained by the Public Services Department. On an annual basis, the Public Services Department adds more than 430 water connections to the system
- The average quarterly bill for a resident in the City of Kalamazoo for water and wastewater based on a 5/8 inch meter and 70 cubic meters of usage is \$60.30 or .67 cents per day
- According to a **2003 Michigan Water/Wastewater Rate Survey**, Kalamazoo residents pay the sixth lowest monthly bill in the State



**WATER/WASTEWATER RATE COMPARISON
2003**

	2003	2003 State Ranking
Muskegon	\$25.07	2
Warren	\$26.78	4
Kalamazoo	\$28.44	6
Wyoming	\$28.82	8
Detroit	\$29.69	12
Holland	\$29.75	14
Saginaw	\$32.98	19
Ann Arbor	\$37.98	34
Battle Creek	\$38.65	35
Grand Rapids	\$48.26	47
Lansing	\$58.56	52
Flint	\$64.91	53

SOURCE: April 2003 Michigan Water/Wastewater Rate Survey conducted by Black & Veatch Corporation, Management Consulting Division

NOTES: State Rankings based on Cities & Townships lowest monthly water & wastewater bills & assumes 7,000 gallons (1,000 cubic feet) monthly usage and 5/8" (or nearest equivalent) meter size; Ranked from lowest (1) to highest (53) combined 2003 water & wastewater bills.

- There are over 780 miles of watermains throughout the 110 square mile service area that is strategically looped to ensure system reliability. The water system utilizes 102 production wells and 18 pumping stations to produce an average of 19 million gallons per day
- Public Services staff
 - Collected over 2,000 tons of bulk trash through the monthly bulk trash collection program in 2007
 - Collected over 2,500 tons of recycling in 2007
 - Collected 1,109 cubic yards of brush in 2007
 - Responded to over 5,000 calls for curb lawn trash, tall grass and weeds
- The Environmental Services Division within the Public Services Department is responsible for environmental and safety program development and management, inspections, sampling, analysis and training in support of all Public Services operational groups. Some examples of types of services Environmental Services personnel provide each year to the Public Services Department:
 - Conduct over 300 inspections of drinking water backflow prevention devices in high/low risk locations
 - Collect over 20,000 water & wastewater samples
 - Perform over 58,000 chemical analyses for state and federal regulatory compliance monitoring and operational control with <1% error



**ENVIRONMENTAL ISSUES FOR SELECT MICHIGAN CITIES
2007**

	Air Qualities (based on ozone alert days and # of pollutants in air)	Water Quality (based on EPA 15 indicators)	Superfund Index (based and impact of EPA Superfund pollution sites in county; including cleanup efforts)
Battle Creek	48	72	10
Saginaw	38	26	90
Portage	37	60	20
Kalamazoo	37	60	20
Muskegon	37	30	10
Ann Arbor	35	44	40
Holland	26	36	99
Lansing	32	60	100
Flint	25	20	20
Grand Rapids	23	39	20
Wyoming	23	39	20
Warren	19	47	60
Detroit	1	36	10

SOURCE: Sperling's Best Places website - www.bestplaces.net/

NOTE: Statistics as of 2007

- Air quality is on a scale to 100 (higher is better). This is based on ozone alert days and number of pollutants in the air, as reported by the EPA.
- Water quality is on a scale to 100 (higher is better). The EPA has a complex method of measuring watershed quality using 15 indicators.
- Superfund index is on a scale to 100 (higher is better). This is upon the number and impact of EPA Superfund pollution sites in the county, including spending on the cleanup efforts

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
CITY ADMINISTRATION			
F102	City Manager	1	
E92	Deputy City Manager	1	
C41	Assistant to City Manager	1	
C41	Administrative Support Manager	1	
B22	Executive Assistant	1	
A11	Clerk Typist	1	
		<hr/>	6
CITY ATTORNEY			
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/>	8
CITY CLERK			
Administration			
D61	City Clerk	1	
C41	Deputy City Clerk/Office Manager	1	
		<hr/>	
Subtotal:		2	
Elections			
S30	Elections Specialist	1	
		<hr/>	
Subtotal:		1	
Records Management, Research and Archives			
S34	Archives Specialist	1	
S24	Archives Records Clerk	1	
		<hr/>	
Subtotal:		2	5
INTERNAL AUDITOR			
C41	Internal Auditor	1	
		<hr/>	1

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)**

		Allocation	Department Total
HUMAN RESOURCES			
E83	Human Resources/Labor Relations Director	1	
D61	Labor Relations Specialist	1	
C51	Senior Human Resources Advisor	2	
C41	Human Resources Advisor	1	
C42	Human Resources Benefits Specialist	1	
B21	Human Resources Assistant	1	
B21	Human Resources Secretary	1	
		<hr/>	8
INFORMATION TECHNOLOGY			
E83	IT Director	1	
C53	IT Operations Manager	1	
C43	Senior Systems Analysts Level II	2	
C42	Senior Technical Analyst	1	
C42	Technical Analyst	1	
C41	Help Desk Analyst	1	
S28	Accounts Coordinator/Secretary-Part Time	1	
		<hr/>	8
MANAGEMENT SERVICES			
Budget and Accounting			
E83	Management Services Director/Chief Financial Officer	1	
E81	Management Services Deputy Director/Comptroller	1	
D61	Financial Services Manager	2	
C41	Financial Analyst	2	
B21	Payroll Control Clerk	1	
S40	Senior Accountant	2	
S38	Accountant	1	
S28	Accounts Coordinator	4	
S28	Payroll Monitor	1	
		<hr/>	
		Subtotal:	15
Assessor			
E81	City Assessor	1	
S40	GIS Property Map Specialist	1	
S38	Property Appraiser III	3	
S36	Personal Property Appraiser II	1	
		<hr/>	
		Subtotal:	6

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
MANAGEMENT SERVICES continued			
Treasury			
D72	City Treasurer	1	
D61	Assistant City Treasurer/Assessor	1	
C41	Tax Collection Coordinator	1	
B31	Utilities Coordinator	1	
S28	Accounts Receivable Coordinator	1	
S28	Accounts Connection Coordinator	1	
S24	Treasury Records Clerk	1	
S24	Public Services Coordinator	3	
S20	Clerk Cashier II	3	
		Subtotal:	13
Purchasing			
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	
		Subtotal:	6
			40
PUBLIC SAFETY			
Administration			
E91	Public Safety Chief	1	
E81	Deputy Public Safety Chief	1	
D72	Assistant Chief / Operations	1	
D72	Assistant Chief / Professional Standards	1	
B21	Administrative Support Coordinator	1	
A13	Administrative Secretary	1	
S134	Public Safety Sergeant	1	
		Subtotal:	7
Financial Services			
D71	Financial Services Division Manager	1	
S18	Computer Information Processor/Offense Records Clerk	4	
S14	Public Safety Records Clerk	2	
		Subtotal:	7

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
PUBLIC SAFETY continued			
Training			
S28	Training Division Accounts Coordinator/Secretary	1	
S149	Public Safety Captain	1	
S134	Public Safety Sergeant	1	
P117 & P217	Public Safety Officer	3	
		Subtotal:	6
Kalamazoo Valley Enforcement Team (KVET)			
A13	KVET Secretary	1	
S149	Public Safety Captain	1	
S134	Public Safety Sergeant	3	
P117 & P217	Public Safety Officer	9	
		Subtotal:	14
Operations			
S24	Operations/Service Division Secretary	1	
S24	Operations Division Secretary	1	
S149	Public Safety Captain	1	
S139	Public Safety Lieutenant	7	
S138	Executive Public Safety Lieutenant	2	
S137	Senior Public Safety Lieutenant	1	
S134	Public Safety Sergeant	28	
P117 & P217	Public Safety Officer	146	
		Subtotal:	187
Criminal Investigation			
S24	CID Division Secretary	2	
S149	Public Safety Captain	1	
S138	Executive Public Safety Lieutenant	1	
S134	Public Safety Sergeant	1	
P50	Fire Marshal	1	
P34	Polygraph Examiner	2	
P33	Crime Lab Specialist II	1	
P32	Crime Lab Specialist I	1	
P30	Lab Technician I	4	
P26	Detective	20	
P71	CSO Investigative Aide	1	
		Subtotal:	35

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)**

		Allocation	Department Total
PUBLIC SAFETY continued			
Service			
C43	Senior Systems Analyst Level II	2	
S149	Public Safety Captain	1	
S138	Executive Public Safety Lieutenant	1	
S134	Public Safety Sergeant	1	
P79	CSO Service	1	
P78	CSO Evidence Quartermaster	3	
P73	CSO Computer Analyst	1	
P73	CSO Dispatch Group Leader	3	
P72	CSO Dispatcher	16	
P71	CSO Investigative Aide	2	
P70	CSO Dispatcher - Part Time	4	
Subtotal:		35	291

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	7	
S36	Code Compliance Inspector	1	
S36	Electrical Inspector	1	
S30	Code Permit Technician	1	
S26	Rental Registration Certification Coordinator	1	
S24	Community Development Records Coordinator	1	
S20	Code Administration Clerk/Cashier	2	
Subtotal:		21	

**CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)**

		Allocation	Department Total
COMMUNITY PLANNING AND DEVELOPMENT, continued			
Community Development (HUD)			
E83	Community Planning & Development Director	1	
D61	Community Development Manager	1	
C42	CD Compliance Specialist II	1	
C41	CD Compliance Specialist I	1	
C41	Community Development Project Coordinator	1	
C41	Grants Finance Officer	1	
S40	Buildings Inspection, Plan Review and Rehab Tech	1	
S40	Senior Rehabilitation Specialist	1	
S40	Dangerous Bldgs Board/Blight Abatement Coordinator	1	
S38	Senior Program Specialist	1	
S36	Anti-Blight Housing Inspector	1	
S26	Anti-Blight/Dangerous Bldgs Board Clerk	1	
S24	Community Planning & Development Secretary	2	
	Subtotal:	14	
Planning			
E81	Deputy Director CP&D/City Planner	1	
C42	Assistant City Planner	1	
C41	Neighborhood Planner	1	
C42	Historic Preservation Coordinator	1	
S24	Community Planning & Development Secretary	1	
	Subtotal:	5	40
ECONOMIC DEVELOPMENT			
E83	Director Economic Development Corporation	1	
C51	Redevelopment Project Manager	1	
C41	Redevelopment Coordinator	1	
C41	Business Assistance Specialist	1	
C41	Special Projects Coordinator	1	
A13	Administrative Secretary	1	
		1	

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
PARKS AND RECREATION			
Parks			
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	
Subtotal:		<u>11</u>	
PARKS AND RECREATION, continued			
Recreation			
E83	Parks & Recreation Managing Director	1	
D61	Recreation Division Manager	1	
C43	Financial Services Supervisor	1	
S34	Aquatics/Special Population Coordinator	1	
S32	Youth Programs Coordinator	1	
S28	Accounts Coordinator - Part Time	1	
S26	Youth Program Assistant	1	
S26	Youth Program Assistant - Part Time	1	
S20	Secretary Typist/Clerk Cashier I	1	
S20	Youth Development Liaison	1	
H30	Lead Field & Maintenance Operator	1	
Subtotal:		<u>11</u>	
Kalamazoo Farmers Market			
H26	Market Servicer - 8 month	1	
Subtotal:		<u>1</u>	23
PUBLIC SERVICES			
City-Wide Maintenance Division			
B31	Maintenance Foreperson	1	
S36	Buildings Technician	1	
H38	Lead Maintenance Mechanic	2	
H24	Custodian II	6	
Subtotal:		<u>10</u>	

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
Engineering Division			
E81	City Engineer	1	
D71	Assistant City Engineer	1	
C43	Senior Civil Engineer	4	
C43	Traffic Engineer	1	
B31	Engineer Associate Surveyor	1	
B31	Engineering Records Supervisor	1	
S36	Lead Drafter	1	
S32	Engineer Technician I - Utility	2	
S32	Traffic Engineer Technician I	1	
S24	Engineering Technical Secretary	1	
		Subtotal:	14
Fleet Services			
D61	City Fleet Director	1	
C41	Vehicle Operations Supervisor	1	
S26	Stores/Procurement Clerk	1	
H40	Lead Master Mechanic	1	
H38	Master Mechanic	6	
H34	Vehicle Mechanic III	1	
H30	Vehicle Mechanic II	1	
		Subtotal:	12
Public Works			
D71	Customer Service/Contracts Manager	1	
C41	Administrative Support Manager	1	
B32	Forestry Supervisor	1	
B32	Right of Way Coordinator	1	
B31	Utility Zone Foreperson	2	
B31	Engineering Support Specialist	1	
S32	Environmental Inspector	1	
S24	Public Works Coordinator	1	
H38	Lead Tree Trimmer	2	
H38	Lead Maintenance Mechanic	2	
H32	Tree Trimmer	4	
H30	Equipment Operator II	9	
H26	Equipment Operator I	2	
H28	Mason	3	
H26	Labor Foreperson I	3	
H24	Laborer II	7	
		Subtotal:	41

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
PUBLIC SERVICES, continued			
Wastewater			
D72	General Superintendent	1	
D72	Environmental Services Superintendent	1	
D71	Facilities Engineer	1	
D62	Environmental Programs Manager	2	
D61	City Building Maintenance Manager	1	
C51	Senior Operations Supervisor - Wastewater	1	
C43	Process Control Engineering Supervisor	1	
C45	Senior Systems Analyst Program Manager	1	
C43	Senior Systems Analyst Level II	1	
C41	Biosolids EMS Supervisor	1	
C41	Wastewater Operations Supervisor	5	
C41	Senior Equipment Maintenance Supervisor	1	
C41	Biologist	1	
C41	Data Systems Chemist	1	
B32	Industrial Pretreatment Program Supervisor	1	
B32	Environmental Services Specialist	1	
B31	Utility Zone Foreperson	1	
B31	Treatment Control Analyst	5	
B22	Safety Specialist	1	
S46	Master Utility Electrician	1	
S44	Instrument Technician	5	
S44	Utility Electrician	2	
S36	Electronics Technician	1	
S36	Environmental Services Technician III	2	
S34	Preventive Maintenance Technician	1	
S32	Instrumentation Records Specialist	1	
S32	Environmental Services Technician II	2	
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	
H38	WW O/M II - Maint	4	
H38	WW O/M I - Maint	4	
H38	WW O/M Appr - Maint	3	
H42	WW O/M III - Ops	1	

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
PUBLIC SERVICES, Wastewater, continued			
H36	WW O/M II - Ops	1	
varies	WW O/M I - Ops	7	
H38	WW O/M Appr - Ops	2	
H38	Wastewater Operator III	4	
H34	Wastewater Operator II	1	
H28	Mason	2	
H26	Equipment Operator I	1	
H24	Municipal Worker Apprentice	2	
H24	Laborer II	2	
Subtotal:		87	
PUBLIC SERVICES, Water			
E83	Public Services Director	1	
E81	Deputy Public Services Director	1	
D72	Public Services Field Manager	1	
D71	Public Services Asst Field Manager	1	
D61	Financial Services Manager	1	
B21	Administrative Support Coordinator	1	
C52	Water Supply Manager	1	
C41	Water Supply Operations Supervisor	1	
B32	Capital Improvements Supervisor	1	
B31	Water Maintenance Supervisor	1	
B31	Administrative Analyst	1	
B31	Public Services Dispatch Coordinator	1	
B31	Meter Shop Supervisor	1	
B31	Utility Zone Foreperson	1	
B21	Inventory Procurement Supervisor	1	
S28	Accounts Coordinator	1	
S26	Stores/Procurement Clerk	1	
S16	Secretary Typist	1	
S14	Clerk Typist	1	
H38	Lead Equipment Operator III	1	
H38	Lead Maintenance Mechanic	7	
H38	Water Well Driller II	2	
H34	Maintenance Mechanic - Water	1	
H42	Water Operator/Maintainer III	1	
H38	Water Operator III	2	
H34	Water Operator II	2	

CITY OF KALAMAZOO
2011 ADOPTED BUDGET
ALLOCATED POSITIONS
(PERMANENT FULL-TIME AND PART-TIME)

		Allocation	Department Total
PUBLIC SERVICES, Water, continued			
H28	Water Operator I	1	
H32	Lead Distribution Servicer	5	
H30	Distribution Servicer II	9	
H28	Distribution Servicer I	1	
H30	Equipment Operator II	5	
H30	Field Maintenance Servicer	3	
H28	Meter Servicer II	2	
Subtotal:		61	225
TRANSPORTATION			
E83	Transportation Director	1	
D71	Assistant Transportation Director	1	
C41	Transportation Operations Supervisor	1	
C41	Vehicle Operations Supervisor	1	
B31	Equipment Maintenance Supervisor	2	
B31	Transportation Dispatch Supervisor	5	
B22	Customer Service Supervisor	1	
B22	Special Project Coordinator	2	
B22	Marketing Specialist/Publisher	1	
A13	Inventory Control Specialist	1	
A13	Senior Secretary	1	
A13	Customer Service 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	
T8	Master Mechanic	3	
T7	Inventory Control Clerk	1	
T6	Class C Mechanic	3	
T5	Class A Mechanic	4	
T4	Class B Mechanic	3	
T4	Body Repair Person	1	
T3	Bus Driver	56	
T3	Bus Driver -Part Time	19	
T2	Utility Worker	2	
T1	Service Lane Attendant	3	
Total		782	121

GLOSSARY

ACRONYMS

ADA	Americans with Disabilities Act
AFSCME	American Federation of State County & Municipal Employees
ATU	American Transit Union
ARRA	American Reinvestment and Recovery Act
BRA	Brownfield Redevelopment Authority
BRI	Brownfield Redevelopment Initiative
BTR	Business Technology and Research Park
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
HUD	Housing and Urban Development
IAFF	International Association of Fire Fighters
INET	Institutional Network

GLOSSARY

ACRONYMS, (continued)

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

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.

GLOSSARY

FEDERAL - Refers to the United States of America Government Entity

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

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

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

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

FUND TYPES:

Governmental Funds

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.

GLOSSARY

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.

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.