THE CITY OF

Kalamazoo

2019

City of Kalamazoo Proposed Budget

City of Kalamazoo

Michigan

Fiscal Year 2019

Proposed Budget

City of Kalamazoo

52nd City Commission

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

Appointees

City Manager
James K. Ritsema

City Attorney
Clyde Robinson

City Clerk
Scott Borling

City Assessor
Aaron Powers

Internal Auditor
Ann Videtich

Administration

Deputy City Manager-Operations
Patsy Moore

Assistant City Manager
Jerome Kisscorni

Human Resources/Labor Relations Director
Nicholas Christy

Management Services Director
Vacant

Public Safety Chief
Karianne Thomas

Deputy City Manager-Strategic Planning
Jeff Chamberlain

Assistant City Manager
Laura Lam

Community Planning/ Economic Development Director
Rebekah Kik

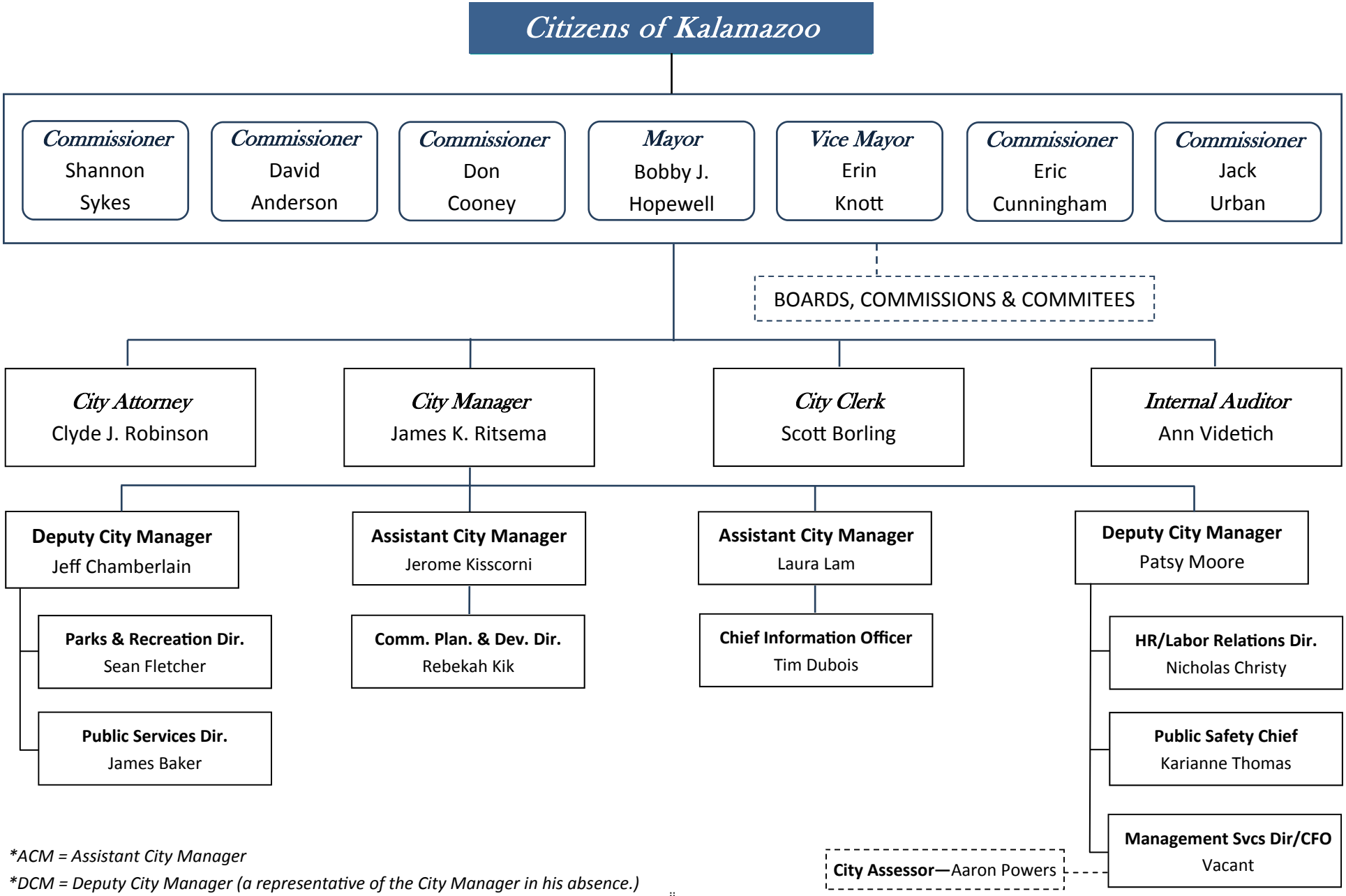
Information Technology Director
Tim Dubois

Parks & Recreation Director
Sean Fletcher

Public Services Director
James Baker

City of Kalamazoo

2019 Organizational Chart



**ACM = Assistant City Manager*

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

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FISCAL YEAR 2019 BUDGET TRANSMITTAL LETTER

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

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

Subject: Fiscal Year 2019 Budget

Date: December 1, 2018

I am pleased to present to you the Fiscal Year 2019 Budget. This budget reflects our continued commitment to becoming a High Performance Organization and encompasses the community's values and goals included in the Imagine Kalamazoo 2025 (IK2025) Strategic Vision.

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

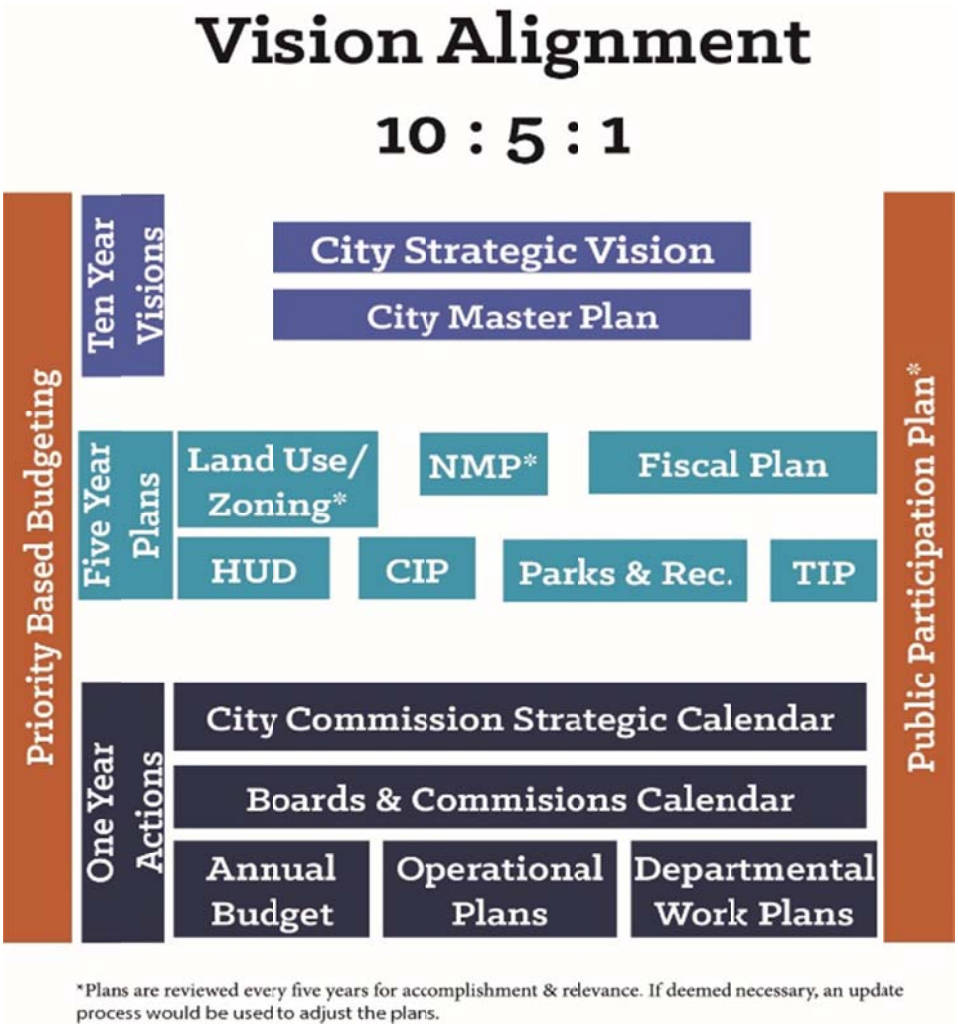
Strategic Goals

On July 17, 2017 the City Commission adopted a new Strategic Vision which set forth ten strategic goals. The Administration and the Commission use these goals to guide our work, strategies and plans as we implement the community's vision. The ten strategic goals are:

Shared Prosperity – Abundant opportunities for all people to prosper.
Connected City – A city that is networked for walking, biking, riding, and driving.
Inviting Public Places – Parks, arts, culture, and vibrant streets.
Environmental Responsibility – A green and healthy city.
Safe Community – Creating a safe environment for living, working, and playing.
Youth Development – A city with places and supports that help young people thrive.
Complete Neighborhoods – Residential areas that support the full range of people's daily needs.
Strength Through Diversity – An inclusive city where everyone feels at home.
Economic Vitality – Growing businesses and stabilizing the local economy to the benefit of all.
Good Governance – Ensuring the City organization has the capacity and resources to effectively implement the community's Strategic Vision in a sustainable way.

From Vision to Action

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



The proposed 2019 budget solidifies IK2025 in our departmental work plans and drives action to achieve the vision. We have created strategic goal maps for each of the nine community goals and one for our organization called "Good Governance." Each goal map includes action items for each of the sub goals. These action items translate goals to strategies and tactics that span the entire organization.

In addition, our continued commitment to Priority Based Budgeting is helping us direct funds into those programs which are most impactful for the community and which improve customer service. We will continue to fuel this transformation with objective data, meaningful and purpose-driven measurement, program evaluation, continuous improvement and positive adaptation.

Foundation For Excellence (FFE)

The Kalamazoo Foundation for Excellence (FFE) was created in 2017 by the City Commission's adoption of FFE Articles of Incorporation in order to address systemic challenges to the prosperity of the city and help make Kalamazoo the most dynamic, fulfilling and equitable place it can be for all neighbors to live, work, and enjoy life. The FFE operates in an exclusive financial relationship with the City in a nationally unique model. FFE funds directly support City departments in their work, often conducted in partnerships with external service providers whose missions align with the Imagine Kalamazoo 2025 Strategic Vision and other adopted City plans.

FFE Board

The Foundation for Excellence Board of Directors is comprised of fifteen individuals, including small business owners, community organizers, artists, faith leaders, and a wide array of engaged professionals that represent important sectors such as healthcare, education, and business. Significant ongoing effort is undertaken to cultivate a Board that is largely representative of the community and that will add unique insights into every facet of Kalamazoo. The Board selection process included convening members of stakeholder groups to prioritize candidates and ultimately resulted in a recommended slate that achieved diverse abilities to conduct the duties of the board, diversity across sectors of the economy and culture, and diversity of perspectives. Every meeting welcomes the general public and features an opportunity for comment. Five board members are City Directors, comprised of the current Mayor, City Manager, and two City Commissioners and an At Large Director chosen by the City Commission.

FFE Vision Statement

The Mission of the Kalamazoo Foundation for Excellence is to support the goals of the City of Kalamazoo, fund aspirational investments in the city, and empower Kalamazoo residents to achieve the lives they want for themselves and their families.

FFE Results

The FFE has reduced the City's property tax millage, beginning in 2017, from 19.2705 mills to 12.0000 mills (a mill is 1/1000th of a property's Taxable Value, which is approximately 50-percent of a property's market value); this tax reduction delivered almost $11 million of relief to Kalamazoo property tax payers in 2017.

In 2019, the FFE will provide $4 million for General Fund budget balancing. This amount will track the inflation of local government expenses based on the Municipal Cost Index.

Finally, the FFE is providing $10 million for aspirational projects each year on average in 2017, 2018, and 2019. "Aspirational Projects" align with the Imagine Kalamazoo 2025 Strategic Vision and Master Plan, and are approved following the recommendation of the City Manager and approval by the City Commission to accomplish the following:

- address generational poverty, promote youth development, and remove barriers to employment opportunities for youth, under-employed and unemployed individuals, and persons seeking re-entry to the Kalamazoo community;

- address infrastructure needs identified by ongoing studies and the Capital Improvement Program; and

- reinvest in public spaces to attract and connect people.

The City has already embarked on exciting and impactful projects and programs in 2017 and 2018, as approved by the City Commission. The following table below indicates the proposed 2019 Budget for the FFE.

FOUNDATION FOR EXCELLENCE PROGRAMS	2019
Shared Prosperity / Economic Vitality / Youth Development	
Shared Prosperity Kalamazoo High Impact Fund	$2,000,000
SuperRec	83,000
All Things Possible	75,000
YOU / MyCity Youth Jobs	825,000
Economic Opportunity Fund	500,000
Economic Development Partnership: LISC	1,250,000
Affordable Housing Partnership: LISC	1,500,000
Youth Mobility Fund	250,000
Complete Neighborhoods / Inviting Public Spaces / Connected City	
Great Neighborhoods: Park Enhancements	625,000
Great Neighborhoods: Infrastructure Enhancements	1,900,000
Neighborhood Engagement & Activation	150,000
Safe Community	
Lead Service Replacements	500,000
FFE Operations	
FFE Personnel	330,000
Communication & Evaluation	100,000
Total Foundation for Excellence	**10,088,000**

Conclusion

I would like to thank the Budget team of Patsy Moore, Jeff Chamberlain, Jerome Kisscorni, Laura Lam, Melissa Fuller, Jennifer Clark, Steve Brown, the entire Cabinet, and key budget personnel across the City for their dedication to this process.

In addition, I would like to thank the 52nd City Commission for your vision, leadership, direction and support. Pursuant to Section 43(f) of the City of Kalamazoo Charter, the following summary and Fiscal Year 2019 Budget is presented for your consideration.

James K. Ritsema, ICMA-CM, City Manager

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
BUDGET POLICIES

STATE LAW AND CITY CHARTER REQUIREMENTS

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

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

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

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

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

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

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

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

DEBT

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

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

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

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

Pursuant to the statutory and constitutional debt provisions, the following table reflects the amount of additional debt the City may legally incur as of May 2, 2018.

City's 2017 Ad Valorem SEV	$1,704,914,996	
Plus Half of Act 198 Property	15,665,600	
Plus for Revenue Sharing (1)	643,031,739	
Total 2017 SEV Value	$2,363,612,335	
Debt Limit (2)		$ 236,361,233
Debt Outstanding (3)	191,145,000	
Less: Exempt Debt (4)	46,340,000	144,805,000
Legal Debt Margin		$ 91,556,233

(1) Actual 2017 constitutional and statutory revenue sharing of $8,873,838 divided by the City's 2017 millage rate of 13.8000 mills.

(2) 10% of $2,363,612,335 which is the City's 2017 Ad Valorem SEV for the fiscal year ending December 31, 2017 of $1,704,914,996, plus half of the SEV abated under Act 198 of $15,665,600 and plus revenue sharing of $643,031,739 which is the actual 2017 constitutional and statutory revenue sharing of $8,873,838 divided by the City's 2017 millage rate of 13.8000 mills.

(3) Includes the Bonds planned for issuance in 2018.

(4) See "Statutory and Constitutional Debt Provisions" in the 2018 General Obligation Bond Official Statement.

Source: Municipal Advisory Council of Michigan and the City of Kalamazoo.

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

INVESTMENTS

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

ADVISORY COMMITTEES

The Community Development Act Advisory Committee (CDAAC)

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

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

USE OF PUBLIC FUNDS

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

- The City may host events in appreciation of the City's workforce and provide tokens of appreciation to employees to recognize new hires, years of service and retirements.

- The City may provide beverages to employees, volunteer workers, elected officials and business guests during regular working hours and events that require public participation.

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

- Awards or prizes may be given to employees or outside parties in association with fundraising efforts or events to raise awareness.

- The City may host Wellness Luncheons to provide education to employees in an effort to reduce the City's health care costs.

- The City may make financial payments to outside organizations where a written agreement between the City and such organization has been executed.

ACCOUNTING

Basis of Accounting

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

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

Budgetary Basis vs. "Generally Accepted Accounting Policies" (GAAP)

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

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

- Compensated absences in the Enterprise funds are not expensed for budgetary purposes. GAAP requires compensated absences to be accrued when earned by the employees.

- Principal payments on outstanding debt in the Enterprise funds are expensed for budgetary purposes instead of being recorded as an adjustment to the balance sheet long-term liability.

- Capital outlay in Enterprise Funds is expensed for budgetary purposes instead of being recorded as an adjustment to the balance sheet capital asset.

Pension and Other Post-Employment Benefits (OPEB) in Enterprise Funds are expensed for budgetary purposes when paid. GAAP requires pension and OPEB to be accrued when earned by the employees.

BUDGET PROCESS

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

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

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

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

Confirmation of the Tax Roll

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

APPROPRIATIONS

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

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

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

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

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

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

TRANSFERS

City Commission Approval
Transfers shall require City Commission approval if the transfer will result in an increase or decrease in

one or more items in the annual appropriation resolution.

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

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

CARRY FORWARDS

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

ALLOCATION OF ADMINISTRATIVE COSTS

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

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

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

REVENUES

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

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

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

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

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

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

RESERVES

General Fund Undesignated Reserve
A balance equal to a minimum of 15% of current projected operating revenues shall be budgeted and maintained.

Contingency Reserve
Funds will be designated in a contingency reserve account within the General Fund with a target balance of $500,000. The funds will be available for priority initiatives. The use of reserve funds will be approved based on the established levels in the city purchasing policy. The City Manager is able to appropriate funds from this reserve for emergencies. Any use of reserves that causes the balance to fall below the recommended level will be replenished within one year.

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

BUDGET FORMAT

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

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

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

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

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

FUND DESCRIPTIONS

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

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

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

Governmental Funds
General Fund
This fund is used to account for all general operating revenues and expenditures of the City not

accounted for in another fund. Revenues are derived primarily from property taxes, state distributions, charges for inter-departmental services and transfers from other funds. These revenues are used to finance basic City services such as Public Safety, Parks & Recreation, General Government activities, and Public Services.

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

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

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

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

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

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

Personnel
Includes all salary and fringe benefit related costs, including base pay, overtime pay, vacation pay,

holiday pay, sick leave pay, and special pays such as food allowance, tool reimbursement, pension contribution, health insurance, dental insurance, life insurance, workers' compensation, and employer social security expense.

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

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

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

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

CAPITAL IMPROVEMENTS PROGRAM

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

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

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

include bond proceeds, donations, grants, and intergovernmental sources.

The debt service for bonds associated with the CIP for the Enterprise funds are recorded directly in the Enterprise Funds. In Governmental funds, the debt service is paid from a separate Debt Service fund, not included in the City Budget. In this case, the transfer to the debt service fund is made from the CIP fund.

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

City of Kalamazoo Budget Calendar			
Date	**Charter Deadline**	**Item**	**Description**
9/4		Budget Kickoff Meeting	Budget kickoff with departments
9/10		City Commission Work Session	Discuss 2019 Budget
10/12		Department Budgets Due	Budget requests due to budget office
10/19		Budget & Accounting Review Complete	Review Submissions of the department budgets
11/2		CMO Review Complete	Review of recommended budget with leadership
11/28	12/1	Proposed Budget Submitted	Proposed budget posted to the City website
12/10		City Commission Work Session	Discuss 2019 Budget
12/17		Resolution to Hold Public Hearing	Adopt the Resolution to Hold Public Hearing
1/7		Public Budget Hearing	Hearing for public input on recommended budget
1/22	2/1	Budget Adopted	Budget Adopted by City Commission

THE CITY OF

Kalamazoo

History

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

In 1884, Kalamazoo was the largest village in the United States. The 16,500 citizens voted in April of that year to become the City of Kalamazoo. Banker and entrepreneur Allen Potter was elected the City's first Mayor. During the industrial age Kalamazoo was known world-wide for producing wind engines, carriages, pharmaceuticals, corsets, musical instruments, fishing reels, stoves, mint oils, cigars, playing cards, regalia, paper products, celery, beer and coffins.

The City of Kalamazoo was incorporated as a commission-manager form of government in 1918, which establishes the City Commission as the legislative and governing body of the City. In 1959 the City closed sections of Burdick Street to create the nation's first open-air pedestrian shopping mall, earning Kalamazoo the nickname "Mall City". To operate more efficiently, the City of Kalamazoo's Fire and Police departments were consolidated into the Department of Public Safety in 1982 and officers were cross-trained for better and quicker response.

Today, Kalamazoo hosts the Kalamazoo Promise, three higher learning institutions, two nationally recognized healthcare systems, diverse housing, award winning water and water reclamation systems, and many parks, lakes, and golf courses. A wide variety of industries and businesses call Kalamazoo home, including major players in the pharmaceutical, medical science, and craft beer industries. The City also offers an assortment of cultural attractions that you might only expect to find in larger metropolitan areas including music, visual art, dance, and theatre.

For more information about all aspects of Kalamazoo's history, the Kalamazoo Public Library has an award winning collection of local history resources available online at http://www.kpl.gov/local-history/all-about-kalamazoo.

Location

Kalamazoo encompasses approximately 26 square miles in southwestern Michigan, approximately 136 miles west of Detroit, 73 miles southwest of Lansing, and 145 miles east of Chicago. The City, also the county seat of Kalamazoo County, is easily accessible from both I-94 and U.S. 131, which cross the State from east to west and north to south, respectively.

Population

Kalamazoo's population is approximately 76 thousand residents, which is an increase of 2.1% since 2010. The population is evenly split by gender, and the median age of City residents is 26.8 years. Over 90.8% of Kalamazoo residents have a high school diploma and 37.2% have a bachelor's degree or higher.

Income

The City of Kalamazoo had an estimated median household income in of $42,271 in 2017 with 25.2% of the population living below the poverty line. Efforts to share prosperity more broadly and alleviate poverty are goals that were established by the community through the Imagine Kalamazoo 2025 planning process. These goals are also supported by the Foundation for Excellence, which was established in 2017.

Housing

The State Equalized Value (SEV) in the City is recovering from a 9% decline from of $1.9 billion in 2005 to the current amount of $1.72 billion in 2018. The split of the taxable value has remained consistent with 53.48% residential, 34.31% commercial and 12.21% industrial. The City has 40% of its land area owned by institutions that are not taxable including three colleges and two hospitals. As a result, the City does not recover all costs on services delivered under the current revenue structure.

92% of the 31,945 housing units in the City of Kalamazoo are occupied. The median monthly housing cost for residents is $805. There are more than 20 neighborhoods in Kalamazoo, many of which have active associations.

Employment

Industries in Kalamazoo include pharmaceuticals, healthcare, education, banking, brewing, and insurance. Among the area's largest employers are Bronson Methodist Hospital, Borgess Medical Center, Western Michigan University, Stryker, and Pfizer. The chart below demonstrates the unemployment rate for the City which has historically followed the State unemployment rate. In August 2018 the unemployment rates for the State of Michigan and Kalamazoo County were 4.1% and 3.2% respectively. The unemployment rate for the City of Kalamazoo was 3.3% (BLS)

Education

The Kalamazoo Public School System offers classes at 26 facilities with a total enrollment of approximately 13,000 students. The four-year graduation rate for KPS is 72.9% with a 8.94%

dropout rate, compared to the State wide graduation percentage of 80.2%, and a 8.65% dropout rate (2017, 4-year cohort, KPS). Graduation rates at KPS have increased every year between 2013 and 2017.

There are several colleges, universities, and trade schools within the City limits including Western Michigan University, Kalamazoo College, and Kalamazoo Valley Community College. During the school year the City's population includes between 20,000 and 30,000 college students.

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

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

Healthcare

Residents of Kalamazoo are served by Bronson Methodist Hospital and Borgess Medical Center. Bronson Hospital has been a Level I Trauma Center since 1989 and was the first accredited Chest Pain Emergency Center in Southwest Michigan. The hospital was awarded the Magnet Recognition for Nursing excellence considered the gold standard in nursing care, a distinction held by only 7% of the nation's hospitals. The community is also served by the Family Health Center, which provides care to historically underserved patients in Kalamazoo County. The Family Health Center open in 1971 and celebrated the opening of an additional location in 2017.

Public Safety

The City of Kalamazoo provides police, fire and emergency medical services (EMS) through the Kalamazoo Department of Public Safety (KDPS). KDPS is the largest fully integrated police, fire and EMS department in the United States. KDPS provides a range of services to ensure that the residents and visitors of Kalamazoo are able to maintain a high quality of life. The organization is divided into six divisions which are:

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

KDPS emphasizes community service and relationship building. Public Safety Officers are expected to conduct foot patrols in the zones they patrol and make a concerted effort to build relationships, making an effort to contact every resident in their patrol area. To address criminal activity in a more strategic manner, KDPS are implementing crime data analysis to determine how to better investigate and predict criminal activity.

Calls for service in the City of Kalamazoo include proactive and reactive responses to police, fire and EMS incidents. Over the past four years, the calls for service have remained relatively steady with over 100,000 calls each year.

With guidance from the National Network for Safe Communities, the Kalamazoo Department of Public Safety began implementing the Group Violence Intervention program in 2016. The program assembles a partnership between community members and law enforcement agencies (such as the Kalamazoo County Sheriff's Office and the Kalamazoo County Prosecutor's Office) to focus an antiviolence message on groups with a history of violent behavior. The strategy is to reduce the peer dynamics that promote violence by creating accountability, fostering internal social pressure that deters violence, and to offer an "honorable exit" from this lifestyle. Like in many communities across the nation, the program has shown promising results in Kalamazoo, with shootings involving members of groups decreasing from 18 to 3 from 2014-2017.

Transportation

Metro buses and Metro Connect service operates seven days a week throughout the Kalamazoo urbanized area. In September 2016, Sunday and late evening service was added to Metro's existing schedule as a result of the Central County Transportation Authority millage that was approved by voters in August 2015. In January 2018, the system extended Sunday service on 10 of the 19 bus routes to 6:15 p.m. based on the well-received addition to the system. Both bus and Metro Connect services are now offered on Sundays from 8:15 a.m. – 6:15 p.m. and on many routes as late as 12:15 a.m. during the week.

There are currently 40 buses that provide service fixed route service for Metro with 11 of them being hybrid electric. The Metro Connect program operates with 48 paratransit vehicles. In FY 2018, Metro provided 2.6 million rides to the entirety of Kalamazoo County.

The Kalamazoo/Battle Creek International Airport located within the City limits, is a non-hub, commercial services airport that serves area. A major east-west Amtrak rail line also passes through the City providing daily rail passenger service.

Public Services

The City of Kalamazoo provides a wide variety of services to residents within multiple jurisdictions, including water, wastewater, street and sidewalk maintenance, traffic operations, and snow removal. The department also administers environmental protection programs, maintains two cemeteries, and offers bulk trash, brush, leaf, and recycling collection throughout the year.

Water

- **823 miles of water main**
- **19 million gallons per day average demand**
- **Approximately 5,970 hydrants**
- **8 storage facilities**
- **16 water supply stations**
- **17 wellfields**
- **16 booster/bleeder stations**
- **98 wells**
- **franchise agreements with 10 municipalities**

The City of Kalamazoo Public Water Supply System is the second largest groundwater-based drinking water system in Michigan and is ranked one of the lowest for water rates out of the twelve largest systems within the state. The City has a Michigan Department of Environmental Quality (MDEQ) approved Wellhead Protection Program, and in 2014 was awarded the Exemplary Source Water Protection Award by the American Water Works Association. Kalamazoo has also been designated a Groundwater Guardian Community by the Groundwater Foundation every year since 1998. Kalamazoo's water system provides 20 million gallons of water on an average day to 123,000 customers within 10 jurisdictions. The system includes approximately 823 miles of watermain and 5,970 hydrants.

Wastewater

- **53.5 million gal/day treatment plant capacity**
- **average flow of 27 million gallons/day**
- **300 miles of sanitary sewer**
- **More than 800 miles in service area**
- **62 lift stations (city and townships)**
- **Franchise agreements with 20 municipalities**

The City of Kalamazoo Water Reclamation Plant (KWRP) provides treatment services to more than 150,000 residents in 18 Kalamazoo-area municipal jurisdictions. The KWRP uses an innovative treatment system to treat a variety of pollutants in concentrations that most other plants cannot. The plant incorporates powdered activated carbon (PAC) treatment into its secondary process, which enables treatment of wastewater from a variety of industries without the need for pretreatment. Manufacturers that produce pharmaceuticals, organic chemicals, spices and food additives, as well as projects associated from groundwater clean-up and remediation of contaminated groundwater directly benefit from the PAC process. By providing these businesses with state-of-the-art, unique wastewater treatment, the KWRP helps the community attract and retain employers who offer opportunities to residents. In 2010 the treatment plant added the Biological Nutrient Removal process, which uses Anaerobic Zones, Anoxic Zones, and Aerobic Zones to increase the removal of phosphorus and nitrogen by specialized bacteria. The KWRP has

received numerous Silver, Gold, and Platinum Awards for the National Association of Clean Water Agencies.

The City of Kalamazoo operates and maintains approximately 84 miles of major streets, 166 miles of local streets, and maintains 35 miles of state trunkline. The City also operates and maintains 97 traffic signal devices in the city and another 88 for adjacent jurisdictions. Public Services staff perform a wide range of services including roadway and traffic engineering, roadway paving, patching, tree trimming and removal, concrete repair, signal maintenance, right-of-way permitting and management, and snow removal.

Streets

- **84 miles of major streets**
- **166 miles of local streets**
- **35 miles of state trunklines**
- **15 miles of paved bike lanes**
- **10 miles of bike routes**
- **4.6 miles of multi-use trails**

The City of Kalamazoo has a separate stormwater management system, which discharges its stormwater using thousands of catch basins and inlets, and more than 400 outfalls that primarily discharge into surface water features. Kalamazoo has had an active MDEQ National Pollutant Discharge Elimination System Stormwater Permit since 2003 and continues to be an active partner in watershed improvement projects for the Portage Creek and Arcadia Creek Watersheds (including Axtell Creek and the West Fork of Portage Creek), and the Kalamazoo River Mainstem 3 Corridor (including Davis Creek).

Stormwater

- **228 miles of stormwater drain**
- **470 total outfalls**
- **11,616 catch basins/inlets**
- **4,670 manholes**

Parks & Recreation

Kzoo Parks maintains 33 parks including eight major parks; La Crone, Milham, Spring Valley, Rose Park Veterans Memorial, Crane Park, Martin Luther King Memorial, Bronson Park, and Mayor's Riverfront Park, which is home to the Kalamazoo Growlers baseball team. In 2018, improvement projects were completed at Rockwell, Davis Street, and Crane Parks, as well as the Henderson Tot Lot. These projects were planned based on community input and made possible in part due to the support of the Foundation for Excellence.

Kzoo Parks holds several events each year that are free and open to all community members, such as the annual Tree Lighting Ceremony in Bronson Park, the Egg and Candy Cane Hunts, the Movies in the Park series, and Safe Halloween. Several recreation options are also offered including after school programs, summer camps, and athletics to promote health, fitness, and academic achievement. The award-winning Lunchtime Live! series continues to grow, encouraging community members to enjoy lunch, live music, and games outside in Bronson Park every Friday during the summer. Super Rec, the free supervised recreation program for youth, expanded to four sites in 2018 and saw a significant increase in attendance. The All Things Possible program continued to offer middle school youth with a variety of

Parks

- **667 acres of parkland**
- **36 separate facilities**
- **275 acres of lakes**
- **3 municipal golf courses**
- **1 swimming pool**
- **2 public cemeteries**
- **1 festival site**

experiences over the summer to keep them engaged and focused between school years.

Economic Development

2018 saw several high-profile development projects in Kalamazoo either breaking ground or making substantial progress. The Exchange building, located on the corner of West Michigan Avenue and Rose Street continued to grow in 2018 and now towers over most other buildings downtown as a striking sign of downtown's growth. Once complete, the building will have transformed a surface parking lot into a 15-story commercial and residential structure with included parking. Construction is also now underway at the corner of Lovell and Rose Streets on a $24.2 million mixed-used development that includes office space, 135 residential units, and retail space. At Edwards and Water Street, construction is underway on a $70 million mixed-use project that will be the future home of the Kalamazoo Promise Institute, Southwest Michigan First, and Communities in Schools. The project will replace underutilized space that had been surface parking with a seven-stories of office space and housing while still adding parking spaces overall.

2018 also saw the grand opening of Midtown Fresh, a new grocery store located at the site of a former Harding's on South Westnedge. The redevelopment of the property transformed it into a grocery store and several smaller retail shops ranging from 1,600 to 8,000 square feet, including an Ace Hardware location which opened earlier in 2018. The project removing a long-time vacant complex at a highly-visible intersection while providing fresh affordable food and retail to the Vine, Southside, and Westnedge Hill neighborhoods.

The City of Kalamazoo's Economic Development staff and Brownfield Redevelopment Authority continue to work with development partners to bring realize high quality projects that are consistent with the City's values and the Imagine Kalamazoo 2025 Vision and Master Plan.

Imagine Kalamazoo 2025

Throughout much of 2016 and 2017, city staff collaborated extensively with community volunteers to create a new vision and plan for Kalamazoo's future. The result of this extensive process was the Imagine Kalamazoo 2025 Strategic Vision and Master Plan. Imagine Kalamazoo identifies 10 goal areas, each with more specific sub goals. This provides direction to city staff and informs decision making related to budgeting, staffing, and project priorities.
The goal areas are Youth Development, Safe Community, Shared Prosperity, Complete Neighborhoods, Strength through Diversity, Connected City, Environmental Responsibility, Inviting Public Places, Economic Vitality, and Good Governance. More information on Imagine Kalamazoo plans, process, and projects is available at www.imaginekalamazoo.com

With the planning process competed, city staff are in the process of launching a new data initiative to track progress towards these goals. This budget document includes a number of Key Performance Indicators (KPIs) related to these goals and associated city programs. City budget documents will increasingly include performance data and an online dashboard is expected to be launched in late 2018.

Awards

- Michigan Green Communities Challenge, Bronze Award, 2018
- Daniel P Burnham Award for a Comprehensive Plan, 2018
- Bicycle Friendly Community, 2017
- MEDC Redevelopment Ready Award, 2017
- Tree City USA, 23 years
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 23 years
- GFOA Certificate of Excellence in Budgeting, 22 years
- Groundwater Guardian Community, The Groundwater Foundation, 17 years
- MDEQ Wellhead Protection Program Grant Recipient, 15 years
- National Exemplary Source Water Protection Award (Large Groundwater Systems), American Water Works Association, 2014
- Daniel L Becker Award for Local Leadership in Preservation, National Alliance of Preservation Commissions, 2014
- Exemplary Wellhead Protection Program Award (Large Groundwater Systems), American Water Works Association (Michigan Section), 2013
- Citizen Award, Michigan Historic Preservation Network, 2011
- Silver, Gold, and Platinum Awards for the Wastewater Treatment Plant through the National Association of Clean Water Agencies (NACWA)
- MDEQ Brownfield Grand and Loan Recipient

CITY OF KALAMAZOO
2019 BUDGET
SUMMARY OF EXPENDITURES - ALL FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
GOVERNMENTAL							
GENERAL	**58,067,085**	**60,372,743**	**63,169,189**	**65,005,080**	**64,812,067**	**7.35%**	**64,838,020**
CAPITAL IMPROVEMENT	**8,850,459**	**8,971,238**	**14,957,478**	**13,289,789**	**10,262,497**	**14.39%**	**11,063,775**
SPECIAL REVENUE							
Major Streets	8,797,201	13,011,081	15,344,412	15,505,766	14,161,141	8.84%	12,390,862
Local Streets	3,512,093	6,753,103	7,253,791	6,840,469	4,660,554	-30.99%	4,027,941
Cemeteries	344,711	533,065	670,363	660,839	569,391	6.81%	567,792
Solid Waste	2,764,204	2,541,464	2,541,464	2,645,600	3,081,984	21.27%	2,700,019
Blight Abatement	350	25,440	425,440	425,440	-	-100.00%	-
K-VET Drug Enforcement	450,851	354,680	354,680	172,541	275,349	-22.37%	133,648
TOTAL SPECIAL REVENUE	**15,869,410**	**23,218,833**	**26,590,150**	**26,250,655**	**22,748,419**	**-2.03%**	**19,820,262**
GRANTS AND DONATIONS							
Foundation for Excellence	1,531,142	12,428,000	14,039,433	14,039,433	10,078,442	-18.91%	-
Light Grant	-	-	1,000,000	1,000,000	-	0.00%	-
Community Development Administration	810,598	894,996	894,996	831,652	762,197	-14.84%	915,278
Community Development Entitlement	890,460	1,094,918	1,666,763	1,666,763	1,019,855	-6.86%	-
Economic Opportunity	-	1,575,000	1,575,000	1,500,000	500,000	-68.25%	-
Miscellaneous Grants	2,054,258	2,280,796	2,629,538	2,629,538	2,322,851	1.84%	794,871
Private Purpose Trust & Donations	160,526	605,724	611,574	658,245	96,450	-84.08%	96,450
Discontinued Loan Programs	52,902	202,208	202,208	167,208	-	-100.00%	-
TOTAL GRANTS AND DONATIONS	**5,499,886**	**19,081,642**	**22,619,512**	**22,492,839**	**14,779,795**	**-22.54%**	**1,806,599**
TOTAL GOVERNMENTAL	**88,286,840**	**111,644,456**	**127,336,329**	**127,038,363**	**112,602,779**	**0.86%**	**97,528,656**
ENTERPRISE							
Wastewater Division	23,609,921	28,795,247	33,001,350	33,144,665	33,554,900	16.53%	31,545,507
Water Division	19,209,945	25,606,959	29,795,900	29,635,352	33,835,768	32.14%	29,092,625
Kalamazoo Municpal Golf Association	1,714,415	1,684,705	1,684,705	1,684,705	1,719,156	2.04%	1,719,156
TOTAL ENTERPRISE	**44,534,281**	**56,086,911**	**64,481,955**	**64,464,722**	**69,109,824**	**23.22%**	**62,357,287**
GRAND TOTAL ALL FUNDS	**132,821,121**	**167,731,367**	**191,818,284**	**191,503,085**	**181,712,603**	**8.34%**	**159,885,943**
Informational Purposes Only							
PENSION SYSTEM	30,991,573	30,979,700	30,979,700	32,428,519	32,270,734	4.17%	32,592,791
OPEB SYSTEM	10,611,248	10,928,218	10,928,218	10,655,280	10,996,480	1%	11,106,075
INTERNAL SERVICE FUNDS (ISF)							
Insurance	13,708,568	15,382,706	15,382,706	15,887,814	17,447,460	13.42%	15,592,721

CITY OF KALAMAZOO
2019 BUDGET
REVENUES AND EXPENDITURES BY CATEGORY
BY ALL FUND TYPES

2017 ACTUALS

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND (1)	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Property Taxes	20,249,221	-	2,647,184	-	22,896,405
Other Taxes / PILOT Payment	1,905,937	-	-	-	1,905,937
Licenses, Permits & Fees	2,467,735	-	-	-	2,467,735
Intergovernmental Contributions	10,995,840	321,127	9,137,914	36,855	20,491,736
Foundation for Excellence	11,388,646	13,472	-	-	11,402,118
Charges for Services	9,353,312	-	158,420	33,620,415	43,132,147
Fines & Forfeitures	8,058	-	-	-	8,058
Other Revenue	2,114,975	590,949	383,081	4,031,187	7,120,192
Local Contributions	-	1,002,677	102,420	-	1,105,097
Bond Proceeds	-	4,591,925	4,098,036	5,308,730	13,998,691
Transfers In	-	2,100,000	661,424	222,281	2,983,705
Working Capital Contribution (to)/from	(416,639)	230,309	(1,319,069)	1,326,495	(178,904)
TOTAL REVENUES	**58,067,085**	**8,850,459**	**15,869,410**	**44,545,963**	**127,332,917**
EXPENDITURES					
Personnel	39,146,300	-	2,071,279	9,015,769	50,233,348
Operating	11,386,324	145,281	5,304,775	19,889,226	36,725,606
Capital	1,105,885	5,808,187	5,230,058	11,392,393	23,536,523
Debt Service	3,836,932	2,896,991	2,813,298	4,248,575	13,795,796
Transfers Out	2,591,644	-	450,000	-	3,041,644
Expenditure Reductions	-	-	-	-	-
					-
TOTAL EXPENDITURES	**58,067,085**	**8,850,459**	**15,869,410**	**44,545,963**	**127,332,917**

2018 PROJECTED

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND (1)	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Property Taxes	19,349,918	-	2,727,609	-	22,077,527
Other Taxes / PILOT Payment	2,056,148	-	-	-	2,056,148
Licenses, Permits & Fees	2,529,104	-	-	-	2,529,104
Intergovernmental Contributions	10,796,925	318,167	13,654,340	2,358,937	27,128,369
Foundation for Excellence	16,761,367	1,466,528	-	-	18,227,895
Charges for Services	8,885,922	-	146,102	37,855,910	46,887,934
Fines & Forfeitures	7,800	-	-	-	7,800
Other Revenue	1,924,214	514,384	706,350	1,683,708	4,828,656
Local Contributions	-	1,798,196	2,913,144	-	4,711,340
Bond Proceeds	-	5,006,269	3,032,000	15,225,000	23,263,269
Transfers In	1,110,000	2,526,208	1,909,168	1,197,719	6,743,095
Working Capital Contribution (to)/from	1,583,682	1,660,037	1,161,942	6,143,448	10,549,109
TOTAL REVENUES	**65,005,080**	**13,289,789**	**26,250,655**	**64,464,722**	**169,010,246**
EXPENDITURES					
Personnel	41,344,738	-	2,812,753	10,909,519	55,067,010
Operating	14,151,474	152,785	6,575,621	23,272,542	44,152,422
Capital	1,351,626	10,096,412	12,899,298	25,648,708	49,996,044
Debt Service	3,835,112	3,040,592	2,962,983	4,633,953	14,472,640
Transfers Out	4,322,130	-	1,000,000	-	5,322,130
Expenditure Reductions	-	-	-	-	-
					-
TOTAL EXPENDITURES	**65,005,080**	**13,289,789**	**26,250,655**	**64,464,722**	**169,010,246**

(1) The Special Revenue Funds excludes the grants and donations funds

CITY OF KALAMAZOO
2019 BUDGET
REVENUES AND EXPENDITURES BY CATEGORY
BY ALL FUND TYPES

2019 BUDGET

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND (1)	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Property Taxes	19,937,618	-	2,762,702	-	22,700,320
Other Taxes / PILOT Payment	2,083,789	-	-	-	2,083,789
Licenses, Permits & Fees	2,391,659	-	-	-	2,391,659
Intergovernmental Contributions	11,012,918	-	11,970,000	-	22,982,918
Foundation for Excellence	16,680,847	2,525,000	-	-	19,205,847
Charges for Services	9,561,308	-	146,102	38,629,871	48,337,281
Fines & Forfeitures	8,050	-	-	-	8,050
Other Revenue	646,850	418,983	625,100	1,421,200	3,112,133
Local Contributions	-	-	-	-	-
Bond Proceeds	-	4,167,000	5,491,995	21,813,000	31,471,995
Transfers In	1,700,000	3,151,514	1,505,000	1,153,000	7,509,514
Working Capital Contribution (to)/from	789,028	-	247,520	6,092,753	7,129,302
TOTAL REVENUES	**64,812,067**	**10,262,497**	**22,748,419**	**69,109,824**	**166,932,808**
EXPENDITURES					
Personnel	42,439,402	-	3,492,129	12,555,139	58,486,670
Operating	14,188,762	150,000	6,080,253	23,617,931	44,036,945
Capital	1,155,455	6,542,000	9,018,995	27,716,300	44,432,750
Debt Service	3,835,018	3,570,497	3,157,042	5,220,455	15,783,012
Transfers Out	3,193,431	-	1,000,000	-	4,193,431
TOTAL EXPENDITURES	**64,812,067**	**10,262,497**	**22,748,419**	**69,109,824**	**166,932,808**

2020 PROJECTED

	GENERAL FUND	CIP FUND	SPECIAL REVENUE FUND (1)	ENTERPRISE FUND	TOTAL ALL FUNDS
REVENUES					
Property Taxes	20,436,058	-	2,842,747	-	23,278,805
Other Taxes / PILOT Payment	2,135,884	-	-	-	2,135,884
Licenses, Permits & Fees	2,439,492	-	-	-	2,439,492
Intergovernmental Contributions	11,233,176	300,000	9,906,590	-	21,439,766
Charges for Services	9,933,209	-	146,102	41,625,061	51,704,372
Foundation for Excellence	17,137,868	-	-	-	17,137,868
Fines & Forfeitures	8,211	-	-	-	8,211
Other Revenue	658,082	419,320	627,830	1,335,000	3,040,232
Local Contributions	-	750,000	-	-	750,000
Bond Proceeds	-	6,158,000	5,119,300	19,109,500	30,386,800
Transfers In	1,000,000	3,436,455	1,552,000	878,000	6,866,455
Working Capital Contribution (to)/from	(143,960)	-	(374,307)	(590,274)	(1,108,541)
TOTAL REVENUES	**64,838,020**	**11,063,775**	**19,820,262**	**62,357,287**	**158,079,344**
EXPENDITURES					
Personnel	42,543,953	-	3,491,141	11,917,052	57,952,147
Operating	14,278,762	150,000	5,386,753	23,769,794	43,585,309
Capital	744,000	7,058,000	6,273,599	23,264,119	37,339,718
Debt Service	3,834,850	3,855,775	3,568,769	3,406,322	14,665,716
Transfers Out	3,436,455	-	1,100,000	-	4,536,455
TOTAL EXPENDITURES	**64,838,020**	**11,063,775**	**19,820,262**	**62,357,287**	**158,079,344**

(1) The Special Revenue Funds excludes the grants and donations funds

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

	January 1 Balance	Estimated Resources	Projected Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2018 Balance
GOVERNMENTAL						
GENERAL	**11,978,695**	**63,421,398**	**65,005,080**	**(1,583,682)**	**(151,147)**	**10,243,866**
CAPITAL IMPROVEMENT	**1,762,270**	**11,629,752**	**13,289,789**	**(1,660,037)**	**-**	**102,233**
SPECIAL REVENUE						
Major Streets	3,880,309	14,038,814	15,505,766	(1,466,952)	-	2,413,357
Local Streets	1,464,474	6,953,170	6,840,469	112,701	-	1,577,175
Cemeteries	244,830	575,670	660,839	(85,169)	-	159,661
Solid Waste	112,368	2,865,609	2,645,600	220,009	-	332,377
Blight Abatement	26,373	400,450	425,440	(24,990)	-	1,383
K-VET Drug Enforcement	121,538	255,000	172,541	82,459	-	203,997
TOTAL SPECIAL REVENUE	**5,849,892**	**25,088,713**	**26,250,655**	**(1,161,942)**	**-**	**4,687,950**
GRANTS AND DONATIONS						
Foundation for Excellence	5,596,943	12,428,000	14,039,433	(1,611,433)	-	3,985,510
Light Grant	-	1,000,000	1,000,000	-	-	-
Community Development Administration	13	831,652	831,652	-	-	13
Community Development Entitlement	136,178	1,666,763	1,666,763	-	-	136,178
Economic Opportunity	46,191	1,500,150	1,500,000	150	31,580	77,921
Miscellaneous Grants	74	2,629,538	2,629,538	-	-	74
Private Purpose Trust & Donations	1,284,046	513,173	658,245	(145,072)	-	1,138,974
Discontinued Revolving Loans	668,924	39,978	167,208	(127,230)	55,000	596,694
TOTAL GRANTS AND DONATIONS	**7,732,369**	**20,609,254**	**22,492,839**	**(1,883,585)**	**86,580**	**5,935,364**
TOTAL GOVERNMENTAL	**27,323,225**	**120,749,117**	**127,038,363**	**(6,289,246)**	**(64,567)**	**20,969,412**
ENTERPRISE						
Wastewater Division	18,161,794	28,320,836	33,144,665	(4,823,829)	-	13,337,965
Water Division	19,465,448	28,285,438	29,635,352	(1,349,914)	-	18,115,534
Kalamazoo Municipal Golf Association	292,913	1,715,000	1,684,705	30,295	-	323,208
TOTAL ENTERPRISE	**37,920,155**	**58,321,274**	**64,464,722**	**(6,143,448)**	**-**	**31,776,707**
TOTAL ALL FUNDS	**65,243,380**	**179,070,391**	**191,503,085**	**(12,432,694)**	**(64,567)**	**52,746,119**
Informational Purposes Only						
PENSION SYSTEM	670,927,960	53,232,000	32,428,519	20,803,481	-	691,731,441
OPEB SYSTEM	104,231,266	12,905,050	10,655,280	2,249,770	-	106,481,036
INTERNAL SERVICE						
Insurance	5,753,142	17,114,480	15,887,814	1,226,666	-	6,979,808

CITY OF KALAMAZOO
2019 BUDGET
2019 PROJECTED FUND BALANCE - ALL FUNDS

	January 1 Balance	Estimated Resources	Proposed Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2019 Balance
GOVERNMENTAL FUNDS						
GENERAL	**10,243,866**	**64,023,039**	**64,812,067**	**(789,028)**	**(1,170)**	**9,453,668**
CAPITAL IMPROVEMENT	**102,233**	**10,262,497**	**10,262,497**	**-**	**-**	**102,233**
SPECIAL REVENUE						
Major Streets	2,413,357	14,311,500	14,161,141	150,359	-	2,563,716
Local Streets	1,577,175	4,539,495	4,660,554	(121,059)	-	1,456,116
Cemeteries	159,661	526,802	569,391	(42,589)	-	117,072
Solid Waste	332,377	2,917,702	3,081,984	(164,282)	-	168,095
Blight Abatement	1,383	400	-	400	-	1,783
K-VET Drug Enforcement	203,997	205,000	275,349	(70,349)	-	133,648
TOTAL SPECIAL REVENUE	**4,687,950**	**22,500,899**	**22,748,419**	**(247,520)**	**-**	**4,440,430**
GRANTS AND DONATIONS					-	
Foundation for Excellence	3,985,510	10,078,442	10,078,442	-	-	3,985,510
Light Grant	-	-	-	-	-	-
Community Development Administration	13	762,197	762,197	-	-	13
Community Development Entitlement	136,178	1,019,855	1,019,855	-	-	136,178
Economic Opportunity	77,921	500,150	500,000	150	20,605	98,676
Miscellaneous Grants	74	2,322,851	2,322,851	-	-	74
Private Purpose Trust & Donations	1,138,974	17,168	96,450	(79,282)	-	1,059,692
Discontinued Revolving Loans	596,694	39,978	-	39,978	42,000	678,672
TOTAL GRANTS AND DONATIONS	**5,935,364**	**14,740,641**	**14,779,795**	**(39,154)**	**62,605**	**5,958,814**
TOTAL GOVERNMENTAL	**20,969,412**	**111,527,076**	**112,602,779**	**(1,075,703)**	**61,435**	**19,955,144**
ENTERPRISE						
Wastewater Division	13,337,965	30,016,100	33,554,900	(3,538,800)	-	9,799,165
Water Division	18,115,534	31,275,971	33,835,768	(2,559,797)	-	15,555,737
Kalamazoo Municipal Golf Association	323,208	1,725,000	1,719,156	5,844	-	329,052
TOTAL ENTERPRISE	**31,776,707**	**63,017,071**	**69,109,824**	**(6,092,753)**	**-**	**25,683,954**
TOTAL ALL FUNDS	**52,746,119**	**174,544,147**	**181,712,603**	**(7,168,456)**	**61,435**	**45,639,098**
Informational Purposes Only						
PENSION SYSTEM	691,731,441	53,241,000	32,270,734	20,970,266	-	712,701,707
OPEB SYSTEM	106,481,036	12,910,000	10,996,480	1,913,520	-	108,394,556
INTERNAL SERVICE						
Insurance	6,979,808	17,544,054	17,447,460	96,594	-	7,076,402

CITY OF KALAMAZOO
2019 BUDGET
2020 PROJECTED FUND BALANCE - ALL FUNDS

	January 1 Balance	Estimated Resources	Proposed Expenditures & Transfers	Over/ (Under) Expenses & Transfers	Use of / (Contribution to) Designations	December 31 2020 Balance
GOVERNMENTAL FUNDS						
GENERAL	**9,453,668**	**64,981,980**	**64,838,020**	**143,960**	**(1,193)**	**9,596,435**
CAPITAL IMPROVEMENT	**102,233**	**11,063,775**	**11,063,775**	**-**	**-**	**102,233**
SPECIAL REVENUE						
Major Streets	2,563,716	12,313,800	12,390,862	(77,062)	-	2,486,653
Local Streets	1,456,116	4,171,220	4,027,941	143,279	-	1,599,396
Cemeteries	117,072	526,802	567,792	(40,990)	-	76,082
Solid Waste	168,095	2,977,747	2,700,019	277,728	-	445,823
Blight Abatement	1,783	-	-	-	-	1,783
K-VET Drug Enforcement	133,648	205,000	133,648	71,352	-	205,000
TOTAL SPECIAL REVENUE	**4,440,430**	**20,194,569**	**19,820,262**	**374,307**	**-**	**4,814,737**
GRANTS AND DONATIONS						
Foundation for Excellence	3,985,510	-	-	-	-	3,985,510
Light Grant	-	-	-	-	-	-
Community Development Administration	13	915,278	915,278	-	-	13
Community Development Entitlement	136,178	-	-	-	-	136,178
Economic Opportunity	98,676	-	-	-	-	98,676
Miscellaneous Grants	74	794,871	794,871	-	-	74
Private Purpose Trust & Donations	1,059,692	17,168	96,450	(79,282)	-	980,410
Discontinued Revolving Loan	678,672	39,978	-	39,978	21,000	739,650
TOTAL GRANTS AND DONATIONS	**5,958,814**	**1,767,295**	**1,806,599**	**(39,304)**	**21,000**	**5,940,510**
TOTAL GOVERNMENTAL	**19,955,144**	**98,007,619**	**97,528,656**	**478,963**	**19,807**	**20,453,914**
ENTERPRISE						
Wastewater Division	9,799,165	31,237,212	31,545,507	(308,295)	-	9,490,870
Water Division	15,555,737	29,985,349	29,092,625	892,724	-	16,448,461
Kalamazoo Municipal Golf Association	329,052	1,725,000	1,719,156	5,844	-	334,896
TOTAL ENTERPRISE	**25,683,954**	**62,947,561**	**62,357,287**	**590,274**	**-**	**26,274,227**
TOTAL ALL FUNDS	**45,639,098**	**160,955,180**	**159,885,943**	**1,069,237**	**19,807**	**46,728,141**
Informational Purposes Only						
PENSION SYSTEM	712,701,707	53,762,255	32,592,791	21,169,464	-	733,871,171
OPEB SYSTEM	108,394,556	13,004,100	11,106,075	1,898,025	-	110,292,581
INTERNAL SERVICE						
Insurance	7,076,402	15,562,045	15,592,721	(30,676)	-	7,045,726

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

PERMANENT FULL TIME AUTHORIZED POSITIONS	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
DEPARTMENT					
CITY ADMINISTRATION					
CITY MANAGER	1.0	1.0	1.0	-	1.0
DEPUTY CITY MANAGER/STRATEGIC	1.0	1.0	1.0	-	1.0
DEPUTY CITY MANAGER/OPERATIONS	1.0	1.0	1.0	-	1.0
ACM/CHIEF INNOVATION OFFICER	-	1.0	1.0	-	1.0
ACM/ECONOMIC DEV DIRECTOR	-	-	1.0	-	1.0
ADMINISTRATIVE SUPPORT COORDINATOR	-	1.0	1.0	-	1.0
EXECUTIVE ASSISTANT TO CITY MANGER	1.0	1.0	1.0	-	1.0
EXECUTIVE ASSISTANT TO ECONOMIC DEV	1.0	1.0	-	-	-
EXECUTIVE ASSISTANT TO THE CMO	-	-	1.0	-	1.0
COMMUNICATIONS COORDINATOR	1.0	1.0	1.0	-	1.0
MARKETING & COMMUNICATION SPEC	-	-	1.0	-	1.0
FFE COORDINATOR/RESOURCE SPECIALIST	1.0	1.0	1.0	-	1.0
SECURITY ASSOCIATE	-	-	2.0	-	2.0
FFE COORDINATOR	1.0	-	-	-	-
CLERK TYPIST	1.0	-	-	-	-
TOTAL CITY ADMINISTRATION	**9.0**	**9.0**	**13.0**	**-**	**13.0**
CITY ATTORNEY					
CITY ATTORNEY	1.0	1.0	1.0	-	1.0
LEGAL SECRETARY	1.0	1.0	1.0	-	1.0
LEGAL SECRETARY	1.0	1.0	1.0	-	1.0
ASSISTANT ATTORNEY III	3.0	3.0	3.0	-	3.0
ASSISTANT ATTORNEY I	1.0	1.0	1.0	-	1.0
TOTAL CITY ATTORNEY	**7.0**	**7.0**	**7.0**	**-**	**7.0**
CITY CLERK					
CITY CLERK	1.0	1.0	1.0	-	1.0
DEPUTY CITY CLERK/OFFICE MGR	1.0	1.0	1.0	-	1.0
ELECTIONS SPECIALIST	1.0	1.0	1.0	-	1.0
CLERK TYPIST	-	1.0	1.0	(1.0)	-
ADMINISTRATIVE ASSISTANT	-	-	-	1.0	1.0
CITY RECORDS COORDINATOR	1.0	1.0	1.0	-	1.0
RECORDS MANAGER	1.0	1.0	1.0	-	1.0
TOTAL CITY CLERK	**5.0**	**6.0**	**6.0**	**-**	**6.0**
311 CUSTOMER SERVICE					
311 CALL CENTER MANAGER	-	1.0	1.0	-	1.0
311 CUSTOMER SERV SUPERVISOR	-	-	1.0	-	1.0
EXPERIENCE AMBASSADOR	-	-	7.0	-	7.0
TOTAL 311 CUSTOMER SERVICE	**-**	**1.0**	**9.0**	**-**	**9.0**

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
INTERNAL AUDITOR	**1.0**	**1.0**	**1.0**	**-**	**1.0**
HUMAN RESOURCES DEPARTMENT					
HUMAN RESOURCES LR DIRECTOR	1.0	1.0	1.0	-	1.0
DEPUTY DIRECTOR HUMAN RESOURCES	-	-	1.0	-	1.0
HUMAN RESOURCES ASSISTANT	1.0	1.0	1.0	-	1.0
HR BENEFITS SPECIALIST	1.0	1.0	1.0	-	1.0
SENIOR HUMAN RESOURCES ADVISOR	2.0	2.0	1.0	-	1.0
HUMAN RESOURCES ADVISOR	1.0	1.0	1.0	-	1.0
HR RECEPTIONIST	-	1.0	-	-	-
HUMAN RESOURCES SECRETARY	-	-	1.0	-	1.0
LABOR RELATIONS SPECIALIST	1.0	1.0	1.0	-	1.0
TOTAL HUMAN RESOURCES	**7.0**	**8.0**	**8.0**	**-**	**8.0**
INFORMATION TECHNOLOGY					
CHIEF INFORMATION OFFICER	1.0	1.0	1.0	-	1.0
DEPUTY IT DIRECTOR	1.0	1.0	1.0	-	1.0
SR SYS ANLYST - PRG MANAGER	1.0	1.0	1.0	-	1.0
SENIOR SYSTEMS ANALYST LVL 2	3.0	3.0	3.0	-	3.0
SENIOR SYSTEMS ANALYST	3.0	3.0	3.0	-	3.0
NETWORK ANALYST	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY TECH MANAGER	1.0	1.0	1.0	-	1.0
SENIOR TECHNICAL ANALYST	1.0	1.0	-	-	-
SENIOR TECHNICAL ANALYST LVL 2	-	-	1.0	-	1.0
IT STORAGE SECURITY OFFICER	1.0	1.0	-	-	-
DATA MANAGER	-	-	1.0	-	1.0
HELPDESK ANALYST	-	2.0	2.0	-	2.0
TOTAL INFORMATION TECHNOLOGY	**13.0**	**15.0**	**15.0**	**-**	**15.0**
MANAGEMENT SERVICES					
ADMINISTRATION					
MANAGEMENT SERVICES DIRECTOR/CFO	1.0	1.0	1.0	-	1.0
DEPUTY DIRECTOR MGMT SERV/PURCHASING AGENT	1.0	1.0	1.0	-	1.0
MANAGEMENT SERVICES COORDINATOR	1.0	1.0	1.0	-	1.0
CHIEF DATA OFFICER	1.0	1.0	-	-	-
FINANCIAL ANALYST/ASST TO CFO	-	-	1.0	-	1.0
	4.0	**4.0**	**4.0**	**-**	**4.0**
BUDGET & ACCOUNTING					
ACCOUNTING & BUDGET DIVISION MANAGER	1.0	1.0	1.0	-	1.0
ACCOUNTING SPECIALIST	1.0	1.0	1.0	-	1.0
BUDGET DIVISION MANAGER	1.0	1.0	-	-	-
BUDGET & ACCOUNTING SPECIALIST	-	-	1.0	-	1.0
SENIOR ACCOUNTANT	3.0	3.0	3.0	-	3.0
	6.0	**6.0**	**6.0**	**-**	**6.0**

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
FINANCIAL SERVICES					
FINANCIAL SERVICES DIVISION MANAGER	-	1.0	1.0	-	1.0
FINANCIAL SPECIALIST	1.0	1.0	1.0	-	1.0
FINANCIAL SERVICES SUPERVISOR	1.0	-	-	-	-
ACCOUNTS COORDINATOR	4.0	4.0	4.0	-	4.0
	6.0	**6.0**	**6.0**	**-**	**6.0**
TREASURY					
CITY TREASURER	1.0	1.0	1.0	-	1.0
ASST CITY ASSESSOR/TREASURER	1.0	1.0	1.0	-	1.0
TREASURY SERVICES SUPERVISOR	1.0	1.0	1.0	-	1.0
CLERK CASHIER I	-	1.0	1.0	(1.0)	-
CLERK CASHIER II	5.0	5.0	4.0	-	4.0
CLERK CASHIER III	-	-	1.0	-	1.0
ACCOUNTS RECEIVABLE COORD	1.0	1.0	1.0	-	1.0
UTILITY SERVICES COORDINATOR	3.0	3.0	3.0	-	3.0
TREASURY TAX COLL SPECIALIST	1.0	1.0	1.0	-	1.0
	13.0	**14.0**	**14.0**	**(1.0)**	**13.0**
PURCHASING					
PURCHASING DIVISION MANAGER	1.0	1.0	1.0	-	1.0
SENIOR BUYER	1.0	1.0	-	-	-
PURCHASING CLERK	1.0	1.0	-	-	-
BUYER	1.0	1.0	3.0	-	3.0
	4.0	**4.0**	**4.0**	**-**	**4.0**
TOTAL MANAGEMENT SERVICES	**33.0**	**34.0**	**34.0**	**(1.0)**	**33.0**
KALAMAZOO PUBLIC SAFETY					
PUBLIC SAFETY - ADMINISTRATION					
PUBLIC SAFETY CHIEF	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY ASSISTANT CHIEF	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY DEPUTY CHIEF	1.0	1.0	-	-	-
PUBLIC SAFETY ASSISTANT CHIEF INVESTIGATIONS	-	-	1.0	-	1.0
PUBLIC SAFETY DEPUTY CHIEF	1.0	1.0	-	-	-
PUBLIC SAFETY DEPUTY CHIEF	-	-	1.0	-	1.0
PUBLIC SAFETY ASSISTANT CHIEF STRATEGIC PLANN	-	-	1.0	-	1.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	-	-	-
PUBLIC SAFETY SERGEANT 42 HR	1.0	1.0	-	-	-
PUBLIC SAFETY LIEUTENANT 42 HR	-	-	1.0	-	1.0
ADMINISTRATIVE SUPPORT COORDINATOR	2.0	2.0	2.0	-	2.0
PUBLIC INFORMATION OFFICER	1.0	1.0	-	-	-
STRATEGIC OPER & INTELLIG MGR	-	-	1.0	-	1.0
	9.0	**9.0**	**9.0**	**-**	**9.0**

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
COPS					
KVET SECRETARY	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY OFFICER II 42 HR	15.0	16.0	20.0	-	20.0
PUBLIC SAFETY OFFICER II 56 HR	-	-	-	-	-
PUBLIC SAFETY SERGEANT 42 HR	3.0	3.0	4.0	-	4.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	-	-	-
	20.0	**21.0**	**25.0**	**-**	**25.0**
OPERATIONS					
OPERATIONS DIVISION SECRETARY	1.0	1.0	1.0	-	1.0
FIRE MARSHAL	1.0	1.0	2.0	-	2.0
DEPUTY FIRE MARSHALL	1.0	1.0	-	-	-
FIRE LIEUTENANT 56 HR	-	-	3.0	-	3.0
PUBLIC SAFETY CAPTAIN 42 HR	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY LIEUTENANT 42 HR	6.0	6.0	6.0	-	6.0
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	3.0	-	3.0
SR PUBLIC SAFETY LIEUTENANT 42	2.0	2.0	2.0	-	2.0
PUBLIC SAFETY SERGEANT 42 HR	23.0	23.0	24.0	-	24.0
PUBLIC SAFETY OFFICER II 42 HR	104.0	115.0	96.0	12.0	108.0
PUBLIC SAFETY OFFICER II 56 HR	30.0	29.0	39.0	-	39.0
	170.0	**180.0**	**177.0**	**12.0**	**189.0**
CRIMINAL INVESTIGATION					
PUBLIC SAFETY CAPTAIN 42 HOUR	1.0	2.0	1.0	-	1.0
CID DIVISION SECRETARY	2.0	2.0	2.0	-	2.0
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	1.0	-	1.0
PUBLIC SAFETY SERGEANT 42 HR	1.0	1.0	1.0	-	1.0
POLYGRAPH EXAMINER	1.0	1.0	1.0	-	1.0
CRIME LAB SPECIALIST II	2.0	2.0	2.0	-	2.0
LAB TECHNICIAN I	3.0	3.0	3.0	-	3.0
DETECTIVE	16.0	16.0	16.0	-	16.0
CSO INVESTIGATIVE AIDE	1.0	1.0	1.0	-	1.0
	28.0	**29.0**	**28.0**	**-**	**28.0**
SUPPORT SERVICES					
PUBLIC SAFETY CAPTAIN 42 HR	2.0	1.0	1.0	-	1.0
EXECUTIVE LIEUTENANT KDPS	1.0	1.0	2.0	-	2.0
PUBLIC SAFETY SERGEANT 42 HR	2.0	2.0	2.0	-	2.0
PUBLIC SAFETY OFFICER II 42 HR	4.0	4.0	5.0	-	5.0
ACCOUNTS COORDINATOR	1.0	-	-	-	-
BUSINESS SPECIALIST	-	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR/SECRETARY	2.0	2.0	2.0	-	2.0
ACCOUNTS COORDINATOR/SECRETARY	-	-	-	-	-
PUBLIC SAFETY RCDS COORDINATOR	4.0	4.0	4.0	-	4.0
PUBLIC SAFETY RECORDS CLERK	2.0	2.0	-	-	-
PUBLIC SAFETY RECORDS CLERK DATA ENTRY	-	-	2.0	-	2.0
CSO INVESTIGATIVE AIDE	1.0	1.0	1.0	-	1.0
CSO SERVICE	1.0	1.0	1.0	-	1.0
CSO GENERAL SERVICE	-	-	-	1.0	1.0

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
SUPPORT SERVICES, continued					
CSO EVIDENCE CUSTOD/QRTRMASTER	3.0	3.0	3.0	-	3.0
CSO COMPUTER ANALYST	1.0	1.0	-	-	-
CSO DISPATCHER	15.0	15.0	-	-	-
CSO DISPATCH GROUP LEADER	1.0	1.0	-	-	-
CSO DISPATCH GROUP LEADER	1.0	1.0	-	-	-
CSO DISPATCH GROUP LEADER	1.0	1.0	-	-	-
CSO DISPATCH GROUP LEADER	1.0	1.0	-	-	-
	43.0	**42.0**	**24.0**	**1.0**	**25.0**
TOTAL PUBLIC SAFETY	**270.0**	**281.0**	**263.0**	**13.0**	**276.0**
PUBLIC SERVICES					
CITY-WIDE MAINTENANCE					
MAINTENANCE FOREPERSON	1.0	-	-	-	-
CITY BUILDING MAINTENANCE MANAGER	-	1.0	1.0	-	1.0
BUILDINGS TECHNICIAN	1.0	1.0	1.0	-	1.0
LEAD MAINTENANCE MECHANIC	3.0	4.0	3.0	-	3.0
CUSTODIAN II	2.0	1.0	1.0	-	1.0
	7.0	**7.0**	**6.0**	**-**	**6.0**
FLEET					
FLEET MANAGER	1.0	1.0	1.0	-	1.0
FLEET SUPERVISOR	1.0	1.0	1.0	-	1.0
LEAD MASTER MECHANIC	1.0	2.0	2.0	-	2.0
VEHICLE MECHANIC I	1.0	-	4.0	-	4.0
VEHICLE MECHANIC II	-	1.0	-	-	-
VEHICLE MECHANIC III	1.0	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	1.0	-	1.0
MASTER MECHANIC	1.0	1.0	-	-	-
MASTER MECHANIC	1.0	1.0	-	-	-
MASTER MECHANIC	1.0	1.0	-	-	-
	9.0	**10.0**	**10.0**	**-**	**10.0**
PUBLIC WORKS					
CITY ENGINEER	1.0	-	-	-	-
PUBLIC WORKS DIVISION MANAGER	1.0	2.0	2.0	-	2.0
FORESTRY SUPERVISOR	1.0	1.0	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	4.0	4.0	2.0	-	2.0
TRAFFIC ENGINEER	1.0	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER	2.0	2.0	2.0	-	2.0
RIGHT-OF-WAY COORDINATOR	1.0	1.0	1.0	-	1.0
UTILITY MAPPING ANALYST	-	1.0	1.0	-	1.0
TRAFFIC SIGNAL TECHNICIAN	1.0	2.0	2.0	-	2.0
TRAFFIC/ENGINEERING TECHNICIAN	1.0	1.0	1.0	-	1.0
ENG AND PUBLIC SERV SECRETARY	1.0	1.0	1.0	-	1.0
PUBLIC WORKS COORDINATOR	1.0	1.0	1.0	-	1.0

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
PUBLIC WORKS- continued					
LEAD MAINTENANCE MECHANIC	2.0	-	1.0	-	1.0
MUNICIPAL WORKER (APPR, I, II, III)	14.0	24.0	30.0	-	30.0
TREE TRIMMER	4.0	1.0	-	-	-
LEAD TREE TRIMMER	2.0	1.0	-	-	-
EQUIPMENT OPERATOR II	2.0	1.0	-	-	-
MASON	1.0	-	-	-	-
LABOR FOREPERSON I	1.0	-	-	-	-
LABORER II	1.0	1.0	-	-	-
ENGINEERING TECH I - UTILITY	-	1.0	-	-	-
ADMINISTRATIVE ANALYST	-	1.0	-	-	-
MUNICIPAL WORKER APPR	7.0	3.0	-	-	-
	49.0	**50.0**	**46.0**	**-**	**46.0**
WASTEWATER					
WASTEWATER SUPERINTENDENT	1.0	1.0	1.0	-	1.0
WASTEWATER DIVISION MANAGER	1.0	1.0	1.0	-	1.0
COLLECTIONS & PLANT MAINT MGR	1.0	1.0	1.0	-	1.0
WASTEWATER SENIOR SUPERVISOR	1.0	1.0	2.0	-	2.0
TREATMENT CONTROL SUPERVISOR	1.0	1.0	1.0	-	1.0
TREATMENT OPS SUPERVISOR	6.0	7.0	9.0	-	9.0
PUBLIC SERVICES SUPERVISOR	1.0	1.0	4.0	-	4.0
PUBLIC SERVICES DISPATCH COORD	1.0	1.0	1.0	-	1.0
ENVIROMENTAL PROGRAMS MANAGER	1.0	2.0	2.0	-	2.0
LABORATORY SUPERVISOR	1.0	1.0	1.0	-	1.0
SENIOR ENVIRON SRVCS SPRVSR	1.0	1.0	1.0	-	1.0
FACILITIES ENGINEER	1.0	1.0	1.0	-	1.0
ASSISTANT CITY ENGINEER - WASTEWATER	1.0	1.0	1.0	-	1.0
PROCESS CNTRL ENGINEERNG SPVSR	1.0	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER	1.0	1.0	1.0	-	1.0
SUPPORT SERVICES DIV. MANAGER	1.0	1.0	-	-	-
ADMINISTRATIVE SUPPORT MANAGER	1.0	1.0	-	-	-
ENVIRON SERV TECH II	4.0	4.0	4.0	2.0	6.0
ENVIRON SERV TECH I	-	1.0	1.0	-	1.0
ENVIRON SERV TECH III	2.0	2.0	3.0	-	3.0
MASTER UTILITY ELECTRICIAN	1.0	1.0	1.0	-	1.0
UTILITY ELECTRICIAN	1.0	2.0	2.0	-	2.0
ELECTRONICS TECHNICIAN	-	-	1.0	-	1.0
INSTRUMENTATION RECORDS SPLST	-	-	1.0	-	1.0
INSTRUMENT TECHNICIAN	-	-	4.0	-	4.0
STORES/PROCUREMENT CLERK	1.0	1.0	1.0	-	1.0
PUBLIC SERVICES RECORDS SECRETARY	-	-	1.0	-	1.0
ACCOUNTS COORDINATOR/SECRETARY	1.0	1.0	-	-	-
LABORER II	-	-	1.0	-	1.0
WW O/M I - OPS (APPR, MAINT, I, II)	20.0	16.0	17.0	-	17.0
WW O/M I - OPS (APPR, MAINT, I, II)	-	3.0	6.0	-	6.0

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
WASTEWATER- continued					
LEAD MAINTENANCE MECHANIC	2.0	2.0	2.0	-	2.0
MUNICIPAL WORKER (APPR, I, II, III, IV)	-	10.0	13.0	-	13.0
WASTEWATER COLLECTIONS - INSP. SUPER.	1.0	1.0	-	-	-
WASTEWATER COLLECTIONS - INSP. SUPER.	1.0	1.0	-	-	-
WASTEWATER COLLECTIONS - CREW	1.0	-	-	-	-
WASTEWATER COLLECTIONS - CREW	1.0	-	-	-	-
WASTEWATER COLLECTIONS - CREW	1.0	1.0	-	-	-
WASTEWATER COLLECTIONS - CREW	1.0	1.0	-	-	-
TREATMENT OPS SUPERVISOR	-	1.0	-	-	-
TREATMENT OPS SUPERVISOR	-	1.0	-	-	-
	60.0	**73.0**	**86.0**	**2.0**	**88.0**
WATER					
PUBLIC SERVICES DIRECTOR	1.0	1.0	1.0	-	1.0
DEPUTY DIRECTOR PUBLIC SRVCS	1.0	1.0	1.0	-	1.0
WATER SUPERINTENDENT	1.0	1.0	1.0	-	1.0
PUBLIC SERVICES FIELD MANAGER	1.0	1.0	1.0	-	1.0
WATER RESOURCES DIV MANAGER	1.0	1.0	1.0	-	1.0
WATER PROGRAMS MANAGER	1.0	1.0	1.0	-	1.0
SUPPORT SERVICES DIV. MANAGER	-	-	1.0	-	1.0
ADMINISTRATIVE SUPPORT MANAGER	-	-	1.0	-	1.0
PUBLIC SERVICES SUPERVISOR	2.0	2.0	4.0	-	4.0
PUB SERV RECORDS SUPERVISOR	1.0	1.0	1.0	-	1.0
WATER OPS/MAINT SUPERVISOR	1.0	1.0	1.0	-	1.0
ASSISTANT CITY ENGINEER-WATER	1.0	1.0	1.0	-	1.0
SENIOR CIVIL ENGINEER - WATER	1.0	1.0	1.0	-	1.0
ADMINISTRATIVE ANALYST	1.0	1.0	2.0	-	2.0
SUPPORT SERVICES COORDINATOR	1.0	1.0	1.0	-	1.0
ADMIN SUPPORT COORDINATOR-WATER	1.0	1.0	1.0	-	1.0
ASSET MANAGEMENT COORDINATOR	1.0	1.0	1.0	-	1.0
SAFETY COORDINATOR	1.0	1.0	1.0	-	1.0
TRAINING COORDINATOR	1.0	1.0	1.0	-	1.0
SR EQUIPMENT MAINTENANCE SUPV	1.0	1.0	-	-	-
PUBLIC SERVICES ADMIN SUPPORT COORD	1.0	1.0	-	-	-
LEAD DRAFTER	1.0	1.0	1.0	-	1.0
ENGINEERING TECH I -- UTILITY	3.0	3.0	4.0	-	4.0
STORES PROCUREMENT COORDINATOR	1.0	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	1.0	1.0	-	1.0
PUBLIC SVCS ENG RECORDS CLERK	1.0	1.0	1.0	-	1.0
ELECTRONICS TECHNICIAN	1.0	1.0	-	-	-
INSTRUMENT TECHNICIAN	1.0	1.0	-	-	-
INSTRUMENT TECHNICIAN	1.0	1.0	-	-	-
INSTRUMENT TECHNICIAN	1.0	1.0	-	-	-
INSTRUMENT TECHNICIAN	1.0	1.0	-	-	-
INSTRUMENTATION RECORDS SPLST	1.0	1.0	-	-	-
SEWER SURVEYOR	1.0	-	-	-	-

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
WATER- continued					
WATER OPERATOR/MAINTAINER (APPR, I, II, III)	9.0	9.0	9.0	-	9.0
WATER WELL DRILLER II	1.0	1.0	1.0	-	1.0
WELL DRILLER I	-	1.0	1.0	-	1.0
LEAD MAINTENANCE MECHANIC	1.0	1.0	1.0	-	1.0
MUNICIPAL WORKER (APPR, I, II, III, IV)	23.0	23.0	20.0	7.0	27.0
DISTRIBUTION SERVICER II	1.0	1.0	-	-	-
MASON	1.0	-	-	-	-
MASON	1.0	-	-	-	-
LEAD EQUIPMENT OPERATOR III	1.0	-	-	-	-
VACTOR JET OPERATOR	1.0	-	-	-	-
VACTOR JET OPERATOR	1.0	-	-	-	-
EQUIPMENT OPERATOR II	1.0	1.0	-	-	-
LABORER II	2.0	1.0	-	-	-
	77.0	**71.0**	**63.0**	**7.0**	**70.0**
TOTAL PUBLIC SERVICES	**202.0**	**211.0**	**211.0**	**9.0**	**220.0**
COMMUNITY PLANNING AND DEVELOPMENT					
PLANNING					
CITY PLANNER	1.0	1.0	1.0	-	1.0
SENIOR DEVELOPMENT PLANNER	1.0	1.0	1.0	-	1.0
PLANNER I	-	-	1.0	-	1.0
NEIGHBORHOOD ACTIVATOR	1.0	1.0	1.0	-	1.0
	3.0	**3.0**	**4.0**	**-**	**4.0**
CODE ENFORCEMENT					
TRANSPORTATION PLANNER	-	-	1.0	-	1.0
HOUSING INSPECTIONS SUPERVISOR	1.0	1.0	1.0	-	1.0
CODE ADMIN MANAGER/BUILDING OFFICIAL	1.0	1.0	1.0	-	1.0
ZONING ADMINISTRATOR	1.0	1.0	1.0	-	1.0
ZONING INSPECTOR	1.0	1.0	1.0	-	1.0
CODE COMPLIANCE INSPECTOR I	2.0	2.0	-	-	-
CODE COMPLIANCE INSPECTOR II	2.0	2.0	4.0	-	4.0
BLDG INSPCT/PLN RVW REHAB TECH	-	-	1.0	-	1.0
BUILDING INSP/PLAN REVIEW TECH	2.0	2.0	1.0	-	1.0
HOUSING INSPECTOR II	5.0	6.0	5.0	-	5.0
CODE PERMIT TECHNICIAN	1.0	1.0	1.0	-	1.0
MECHANICAL INSPECTOR/PLAN REV	-	-	1.0	-	1.0
MECHANICAL/PLUMBING INSPECTOR	1.0	1.0	-	-	-
ELECTRICAL INSPECTOR/PLAN REV	1.0	1.0	1.0	-	1.0
RENTAL REGISTRATION/CERT COORD	1.0	1.0	1.0	-	1.0
CODE ADMIN RECORDS CLK/CASHIER	2.0	2.0	2.0	-	2.0
LEAD BUILDING INSPECTOR	1.0	1.0	1.0	-	1.0
	22.0	**23.0**	**23.0**	**-**	**23.0**

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
COMMUNITY DEVELOPMENT					
COMMUNITY PLANNING & ECONOMIC DEVELOPMENT I	1.0	1.0	1.0	-	1.0
COMMUNITY INVESTMENT MANAGER	1.0	1.0	1.0	-	1.0
GRANTS FINANCE OFFICER	1.0	1.0	1.0	-	1.0
HISTORIC PRESERVATION COORD	1.0	1.0	1.0	-	1.0
CD COMPLIANCE SPECIALIST II	1.0	1.0	1.0	-	1.0
COMMUNITY DEV SECRETARY	1.0	1.0	1.0	-	1.0
SENIOR PROGRAMS SPECIALIST	1.0	1.0	1.0	-	1.0
SHARED PROSPERITY COORDINATOR	1.0	1.0	1.0	-	1.0
	8.0	**8.0**	**8.0**	**-**	**8.0**
TOTAL COMMUNITY PLANNING & DEVELOPMENT	**33.0**	**34.0**	**35.0**	**-**	**35.0**
ECONOMIC DEVELOPMENT					
ACM/ECONOMIC DEV DIRECTOR	1.0	1.0	-	-	-
REDEVELOPMENT COORDINATOR	1.0	-	-	-	-
ECONOMIC DEVELOPMENT COORDINATOR	-	1.0	-	-	-
DEVELOPMENT COORDINATOR	1.0	1.0	1.0	-	1.0
DEVELOPMENT MANAGER	1.0	1.0	1.0	-	1.0
NEIGHBORHOOD BUS & SPECIAL PROJECTS COORD.	1.0	1.0	1.0	-	1.0
ECONOMIC DEVELOPMENT ANALYST	-	1.0	-	-	-
ADMIN SUPPORT COORDINATOR	1.0	1.0	1.0	-	1.0
TOTAL ECONOMIC DEVELOPMENT	**6.0**	**7.0**	**4.0**	**-**	**4.0**
PARKS AND RECREATION					
PARKS					
PARKS SUPERVISOR	1.0	1.0	1.0	-	1.0
P&R BLDG AND GROUNDS TECH	1.0	1.0	1.0	-	1.0
PARKS COORDINATOR	4.0	4.0	4.0	1.0	5.0
	6.0	**6.0**	**6.0**	**1.0**	**7.0**
RECREATION					
PARKS & RECREATION DIRECTOR	1.0	1.0	1.0	-	1.0
DEPUTY DIRECTOR PARKS & RECREATION	-	1.0	1.0	-	1.0
RECREATION MANAGER	1.0	1.0	1.0	-	1.0
SPECIAL EVENTS COORDINATOR	1.0	1.0	1.0	-	1.0
ACCOUNTS COORDINATOR	1.0	-	-	-	-
BUSINESS SPECIALIST	-	1.0	1.0	-	1.0
LEAD FIELD & PARKS MAINT OPRTR	1.0	1.0	1.0	-	1.0
PROGRAM COORDINATOR I	1.0	-	-	-	-
PROGRAM COORDINATOR II	1.0	1.0	1.0	-	1.0
YOUTH DEVELOPMENT COORDINATOR	1.0	1.0	1.0	-	1.0
	8.0	**8.0**	**8.0**	**-**	**8.0**
TOTAL PARKS & RECREATION	**14.0**	**14.0**	**14.0**	**1.0**	**15.0**
TOTAL FULL TIME POSITIONS	**600.0**	**628.0**	**620.0**	**22.0**	**642.0**

CITY OF KALAMAZOO
2019 BUDGET
POSITION COMPARISON

	Adopted Budget 2017	Adopted Budget 2018	Amended Budget 2018	Proposed Changes	Budget 2019
PERMANENT PART TIME AUTHORIZED POSITIONS					
CITY CLERK					
ELECTIONS/POSTAL CLERK	-	-	-	1.0	1.0
COMMUNITY PLANNING & DEVELOPMENT - CODE ENFORCEMENT					
PLUMBING INSPECTOR	**1.0**	**1.0**	**1.0**	**-**	**1.0**
KALAMAZOO PUBLIC SAFETY					
PARKING ENFORCEMENT ATTENDANT	6.0	6.0	6.0	-	6.0
CSO DISPATCHER PT	2.0	2.0	-	-	-
TOTAL PUBLIC SAFETY PART TIME	**8.0**	**8.0**	**6.0**	**-**	**6.0**
PARKS AND RECREATION					
LANDSCAPE COORDINATOR-8MOS	1.0	1.0	1.0	-	1.0
TOTAL PART TIME POSITIONS	**10.0**	**10.0**	**8.0**	**1.0**	**9.0**
TOTAL CITY ALLOCATED POSITIONS	**610.0**	**638.0**	**628.0**	**23.0**	**651.0**

TOTAL BUDGET

The City of Kalamazoo 2019 Budget includes expenditures of $181.7 million, representing an increase of 8.34% from the 2018 Adopted Budget total expenditures. The citywide budget is made up of various funding groups (see Chart 1). The highlights of the recommended spending plan are discussed below in greater detail. The increase in expenditures is primarily due to additional capital improvements in the City's Capital Improvement Programs. See the Capital Improvement Program section of the budget for a listing of the City's 2019 planned projects.

2019 Budget Total Expenditures

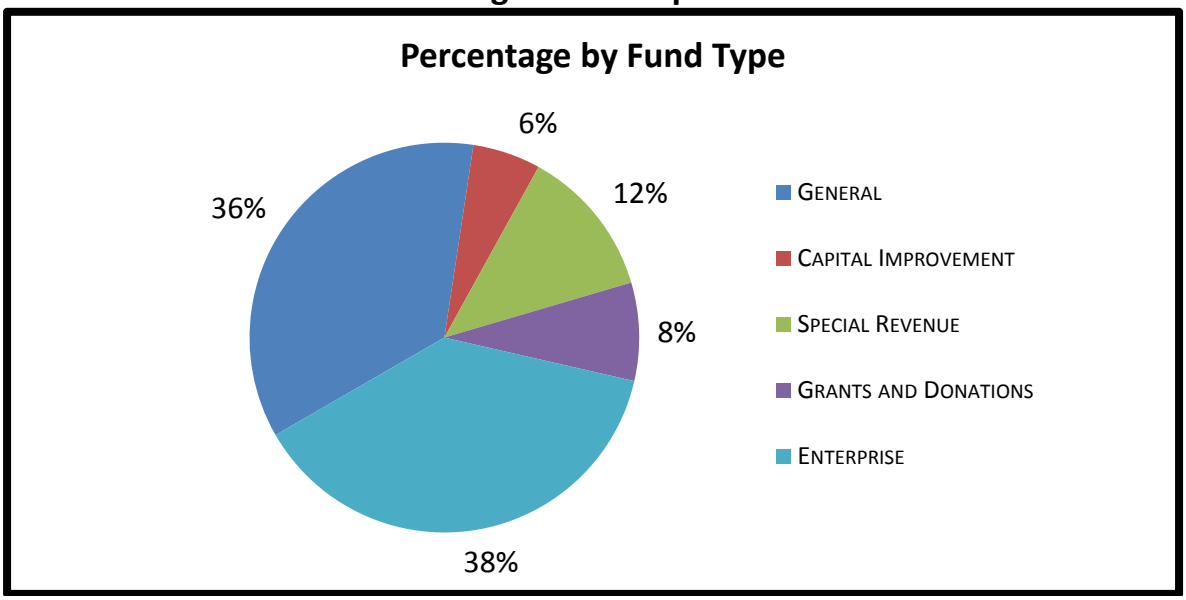


CHART 1

REVENUE

General Fund

General Fund revenue is estimated at $64,023,039 in the 2019 Budget, which represents an increase of 5.93% from the Adopted 2018 amount. The three largest revenue sources for the City come from Property taxes, Intergovernmental Contributions (primarily State revenues), and Foundation for Excellence funding. These three sources represent 74.3% of all estimated General Fund resources (see Chart 2).

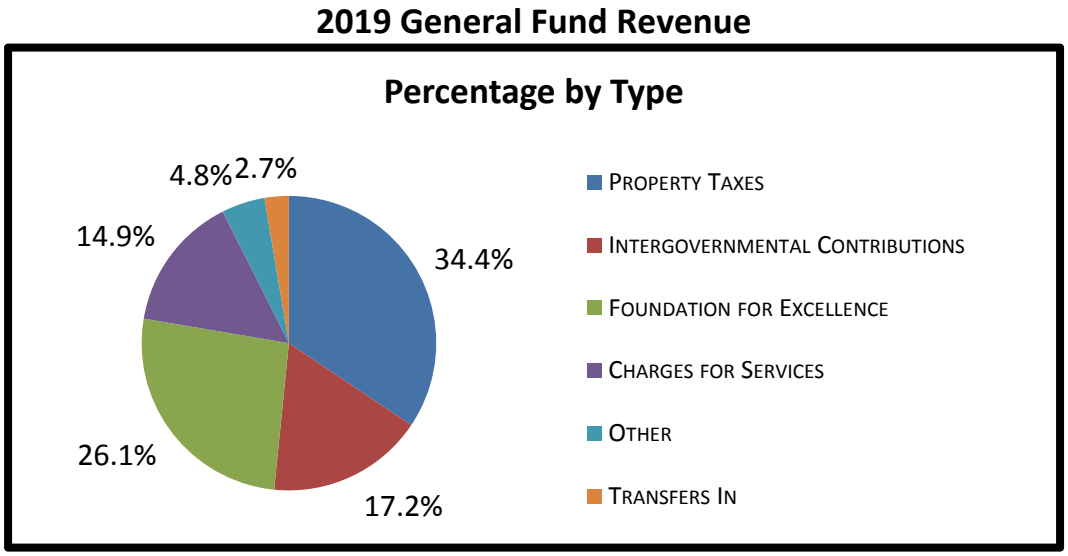


CHART 2

Property Taxes

Property Taxes are estimated to increase by 4.68% in 2019. Of this increase property tax values are anticipated to increase approximately 1.4% from 2018 estimated taxable values. The remaining tax increase is due primarily to the change of timing in the disbursements from the State of Michigan Public Act 86 of 2013 for the City's personal property taxes. The large decrease in 2017 as reflected in Chart 3 below was due to the Property Tax Rate cut from 19.2705 mills to 12.0000. This reduction was funded by the Foundation for Excellence, which is discussed further below.

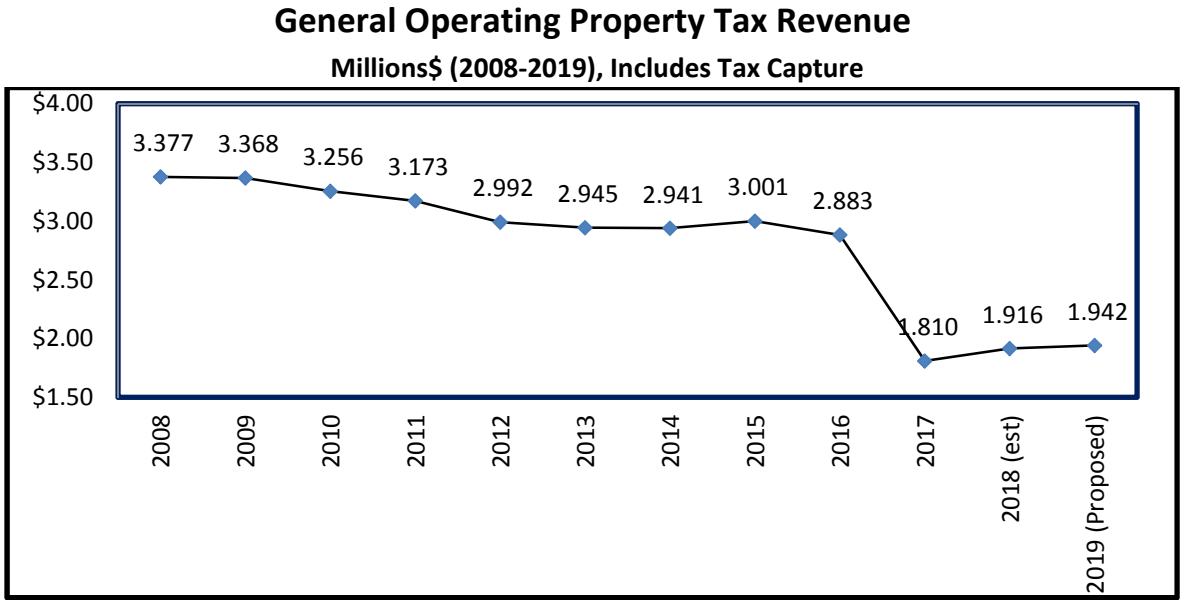


CHART 3

Intergovernmental Revenues – State Revenue Sharing

The estimated Revenue Sharing payments of $9.3 million in 2019 is an increase of 1.8% compared to 2018 projected receipts of $9.1 million. Over the past few years Revenue Sharing has had incremental growth, but remains significantly reduced from the 2001 level of $12.5M (see Chart 4).

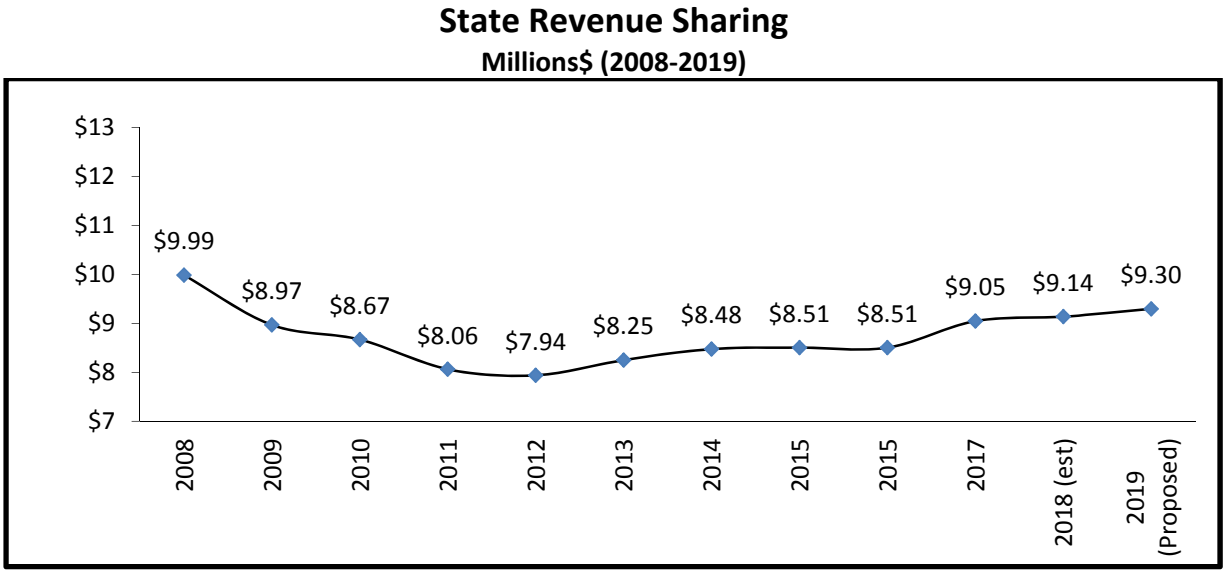


CHART 4

Foundation for Excellence

The 2019 Budget continues to include Foundation for Excellence (FFE) funding to support the property tax reduction first implemented in 2017 to reduce the City's property tax millage from 19.2705 mills to 12.0000. In 2019, FFE operational revenues also include $4 million of budget stabilization revenues. Foundation for Excellence Aspirational funds of $431 thousand includes funding for the support of positions in the General Fund that were created to fulfill the strategic goals of the Foundation for Excellence and Imagine Kalamazoo 2025 goals.

Other Revenues

Charges for Services are 14.93% of General Fund Revenues. Revenues for Charges for Services are estimated to increase by 6% in the 2019 Budget. The increase is due primarily to continued centralization of departments, including Information Technology and 311 Customer Service. As services become centralized, the use fees charged to other departments are replaced by the direct cost of staff or operating expenses previously charged to those departments.

The remaining 7.41% of estimated revenues includes permits, licenses and fees, fines and forfeitures, other revenues, and transfers from other funds. Revenue for License, Permits and Fees are anticipated to increase by 1.7%. This is based on increased building permit activity as compared to the amount in the Adopted 2018 Budget.

Non-General Fund Revenue

Major & Local Streets

The Major & Local Streets operations are primarily funded by Statewide Gas & Weight Taxes, which are apportioned to the State and Local road and transportation systems through State of Michigan Public Act 51 formulas. Act 51 revenue (as it is known) is expected to see a 14.62% increase, primarily due to additional funds provided by the State. Major Street revenues are sufficient to fund operations. The Local Street Fund will require an operating subsidy of $1 million from the Major Street Fund for 2019, and will require an operating subsidy of $1.1 million from the Major Street Fund as projected for 2020.

Streets Capital projects are funded with Capital Improvement Bonds in the amount of $8.05 million.

Cemetery

Cemetery operational revenue is projected to remain steady in 2019. Operational revenue are not designed to cover operations and capital improvements, therefore a recurring subsidy of $380 thousand from the Perpetual Care Fund supports the cemetery activity.

Solid Waste

Solid Waste operations are funded by a dedicated millage of 1.8 mills. Property Tax revenues of $2.76 million are estimated in 2019. This represents a decrease of 2.8%, due to the additional tax capture for various Tax Increment Financing Districts.

Wastewater Fund

The 2019 Budget anticipates steady Wastewater revenues as compared to 2018. Rates are dependent on negotiations with the outside City users and will be finalized in January 2019 with City Commission action. Without additional rates, the Wastewater Fund would draw approximately $3.3 million from working capital in 2019 in support of operations and capital improvements.

Water Fund

The 2019 Budget anticipates steady Water revenues as compared to 2018. Rates are dependent on negotiations with the outside City users and will be finalized in January 2019 with City Commission action. Without additional rates, the Water Fund would draw approximately $2.6 million from working capital in 2019 in support of operations and capital improvements.

EXPENDITURES

General Fund

The 2019 Budget for the General Fund is $64,812,067, representing an overall increase of 7.4% when compared to the Adopted 2018 Budget, and a 0.3% decrease compared to the 2018 Projected Expenses.

The City's programs are divided into Governance Programs and Community Programs. Governance Programs are primarily served by the City Commission Appointees, including the City Manager, City Attorney, City Clerk and Internal Auditor. The City Manager oversees the Community Programs of the City and the remaining Governance Programs. The General Fund has four departments that facilitate the majority of the community programs of the City: Public Safety, Public Services, Community, Planning and Economic Development, and Parks and Recreation. The remaining departments that primarily serve

governance programs include: Management Services, Human Resources, Information Technology, and 311 Customer Service. Certain expenses included in the General Fund are general in nature and are therefore not assigned to a specific department or governance program. (See Chart 5).

2019 General Fund Budget
By Department

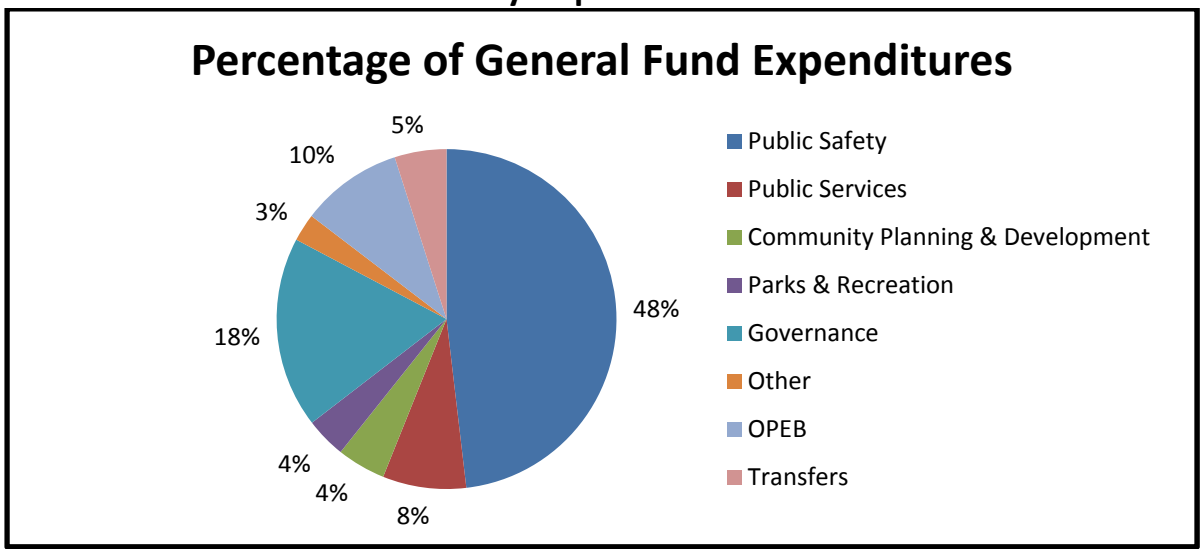


CHART 5

Public Safety represents the largest share of General Fund expenditures at 48% of total expenditures (see Chart 5). Personnel costs account for 62% of all General Fund expenditures as illustrated below (see Chart 6).

2019 General Fund Budget
By Expenditure Type

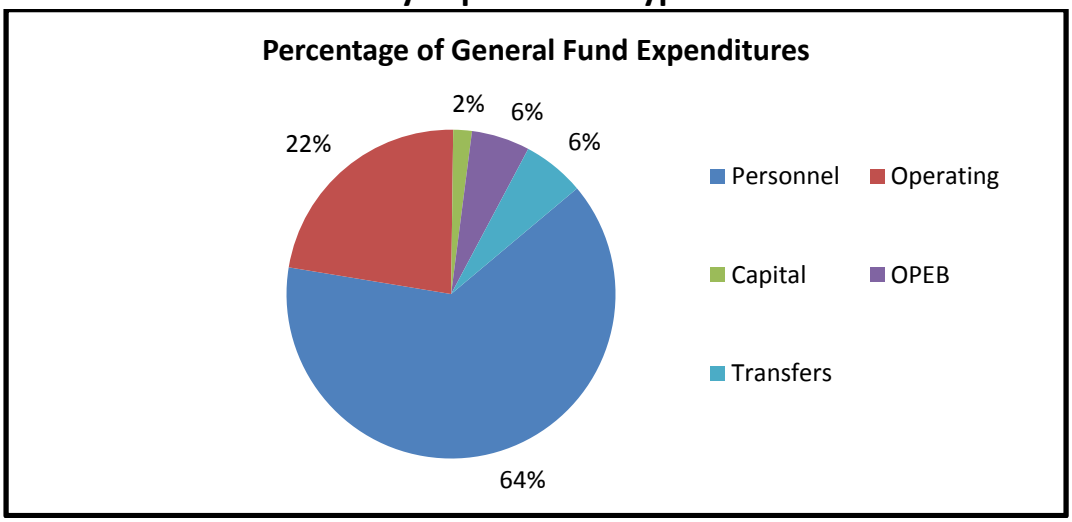


CHART 6

Projected General Fund

Long term revenues and expenses in the General Fund are projected to maintain a target fund balance of 15% of operating revenues through 2024 (see Chart 7). Projected revenues continue to anticipate support from the Foundation for Excellence (FFE) based on funding levels outlined in the by-laws. FFE operating support includes a subsidy to reduce the City's property tax millage and $4 million starting in 2019 for budget balancing. The budget balancing will be increased annually by the municipal cost index, approximately 3.5% projected for 2019. The increase in expenses over revenues in 2018 and 2019 is due to increased one-time expenses to implement new initiatives and City programs in order to implement the strategic goals outlined in Imagine Kalamazoo 2025 and initiatives to become a High Performance Organization.

The City has entered into an agreement with the Kalamazoo County Consolidated Dispatch Authority (KCCDA) to transition City Public Safety dispatching as of August 2018. After the failure of the Consolidated Dispatch phone surcharge vote in May 2017, a new 5-year funding agreement was forged, whereby the contributions of participating units are based primarily on population. A new permanent funding model will be adopted after this agreement expires. The 5-year fiscal plan for the General Fund anticipates a funding solution in 2021.

2019 General Fund Budget
Five Year Fiscal Plan

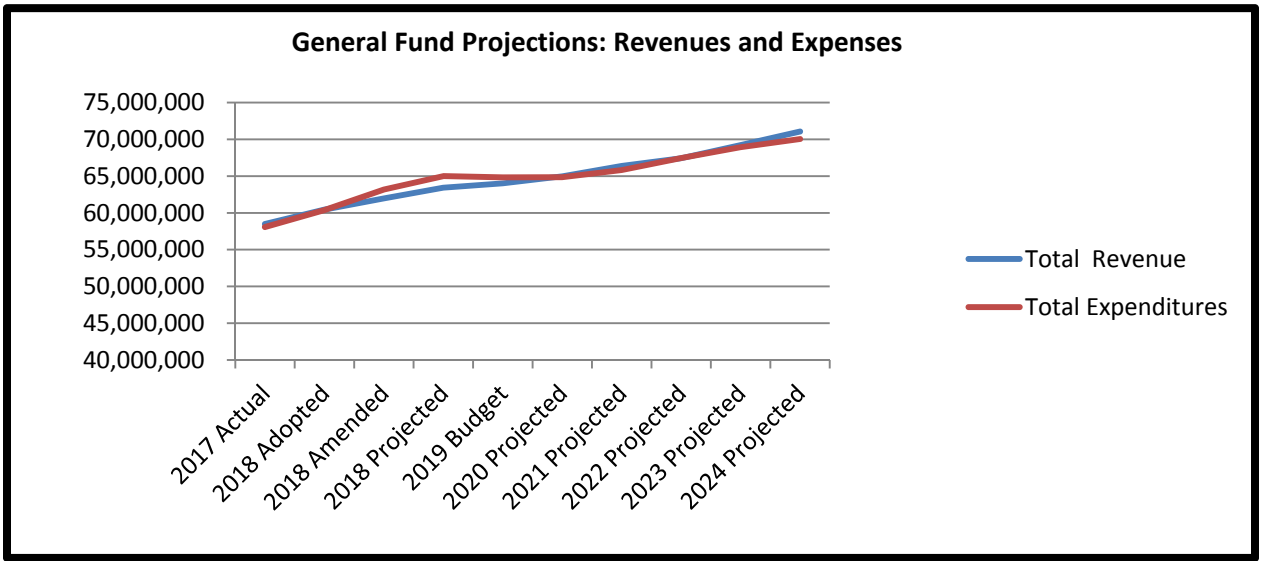


CHART 7

Fund Balance

The General Fund targets to maintain a fund balance of 15% of Operating Revenues. The fund balance projections through 2024 are shown in Chart 8.

2019 General Fund Budget
Five Year Fiscal Plan

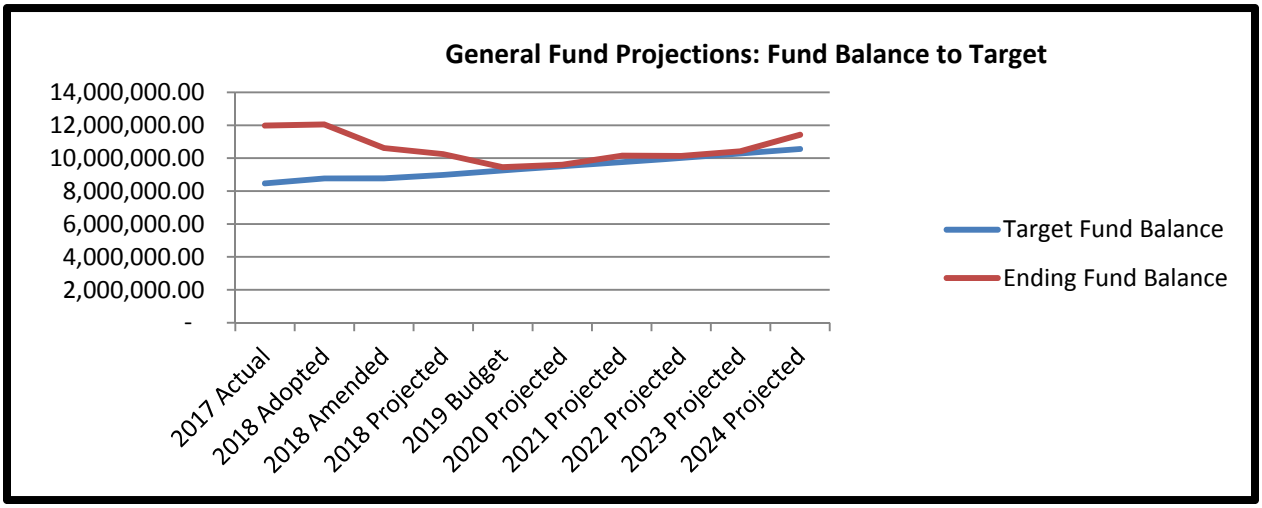


CHART 8

General Fund revenues are projected to fall short of expenditures by $789 thousand dollars in 2018. The projected fund balance in 2018 is $9,453,668 which is 15.3% of estimated revenues which exceeds the target of 15% of General Fund projected revenues in the Five-Year Fiscal Plan. The projected fund balance does not include the Contingency Reserves, which has a balance of $559.7 thousand.

POSITION ALLOCATIONS

The 2019 Budget includes 642 full-time positions, an increase of 628 from the Adopted 2018 Budget. The city-wide increase in staffing is to better meet the needs of the community. The Position Comparison schedule included within this budget document provides further detail of the positions and changes by department.

2019 Positions
Department Totals

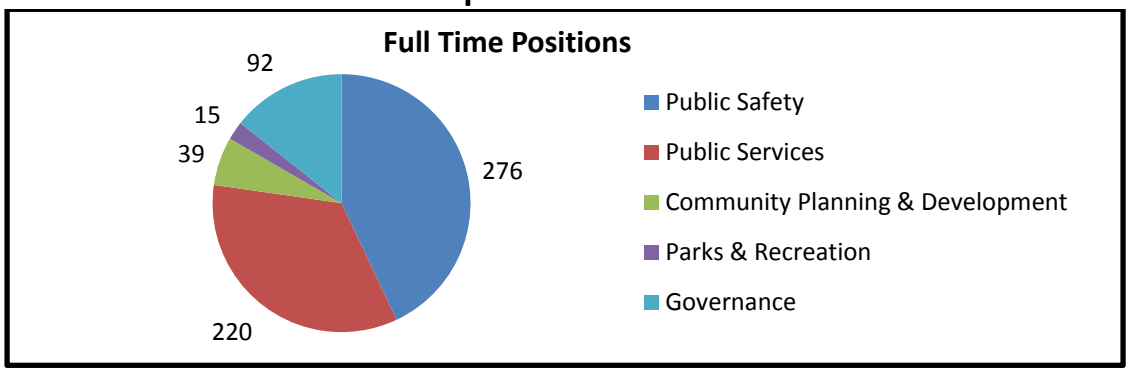


CHART 9

CAPITAL IMPROVEMENT

The detail of the City's Five-Year Capital improvement plan for the General Capital Improvement Fund, Major Streets, Local Streets, Wastewater, and Water funds are included in the budget document under the section "Capital Improvement Program."

The City's total capital improvement for 2018 is $42.6 million (see Chart 10). The improvement plan anticipates $31.3 million of bond proceeds, of which $9.7 million is General Obligation to be funded by the General Fund, Major Streets, and Local Streets and $21.7 of Revenue bonds to be funded by Wastewater and Water (see Chart 11).

2019 Capital Improvement Program

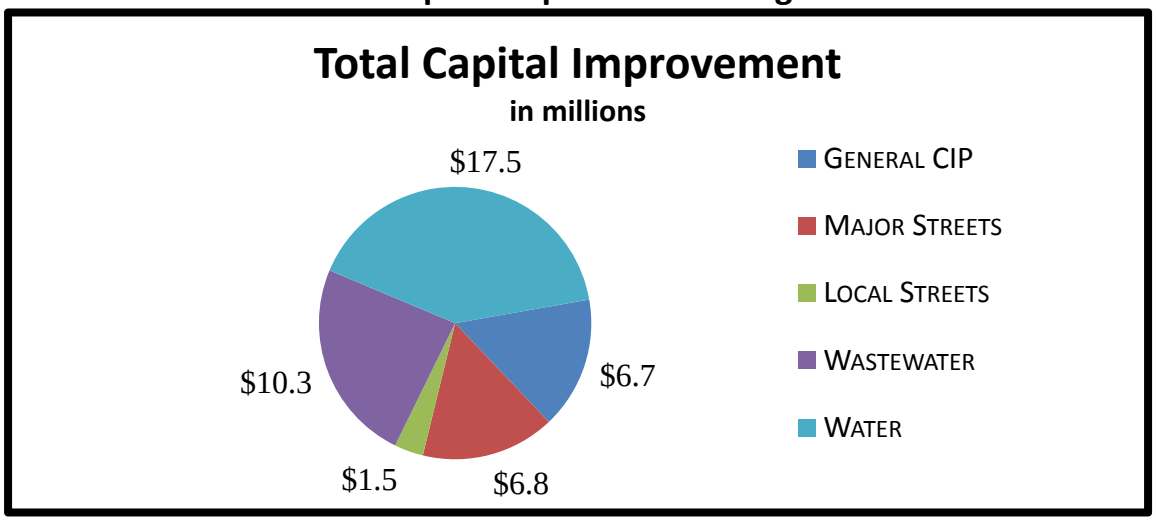


CHART 10

2019 Capital Financing by Source

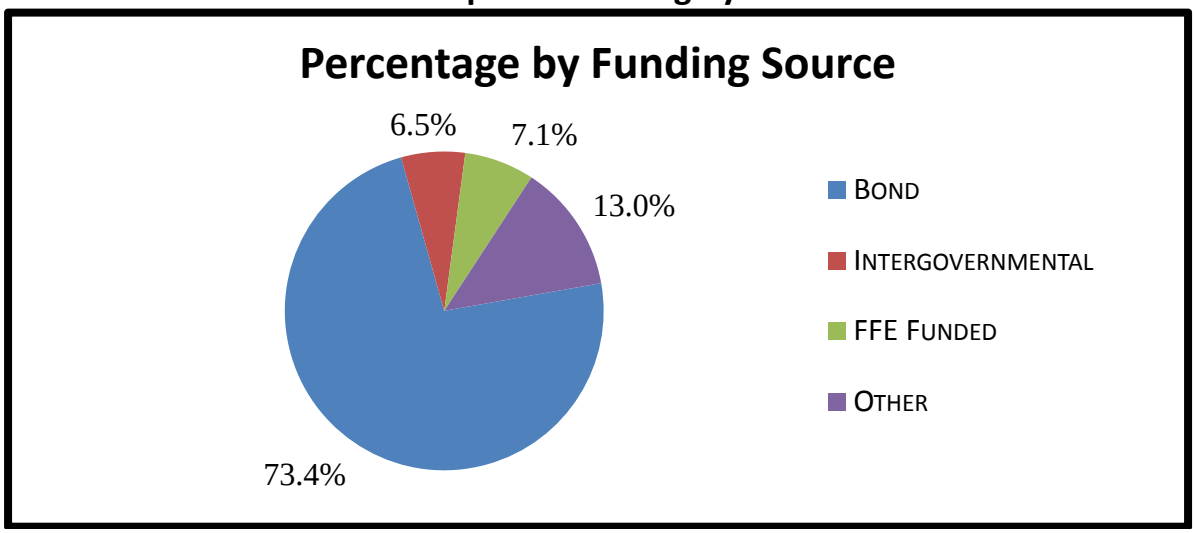


CHART 11

General Fund Capital

General capital projects, which are funded in the Capital Improvements Program (CIP) Fund, total $6.54 million. Capital projects in the CIP Fund include $0.65 million in heavy equipment, $1.9 for Public Safety facilities and equipment, $2.21 in Public Services equipment and trailway improvements, $0.99 million in Park improvements, and $0.8 million in other projects.

The General Fund transfers funds annually to cover the debt service payments required by the City's General Capital Improvement program that is not otherwise funded by other sources. In 2019, the total transfer is $3.1 million as compared to $2.5 million projected 2018 transfers.

The Five Year Fiscal Plan for the Capital Improvement Fund is included in the Budget Summary section of this budget document.

Non-General Fund Capital

Local Streets

Improvements to various local streets total $1.5 million which is 100% bond funded in 2019.

Major Streets

Improvements to various major streets total $6.54 million in 2019. The capital improvements are to be funded with $1.92 million in federal funds, and $4.02 million in new capital improvement bonds, and $850 thousand in Other State Revenue.

Water & Wastewater

Capital improvements of $10.3 million and $17.1 million are planned in the Wastewater and Water Funds, respectively. Capital investment in the Wastewater and Water systems is necessary to ensure the supply and quality of drinking water and the flow and treatment of sanitary sewer. This includes new & replacement mains, service connections, hydrants, meters, pumping station upgrades, capital maintenance, and improvement of existing infrastructure.

CITY OF KALAMAZOO
2019 BUDGET
TAXABLE VALUE AND TAX LEVY PROJECTIONS

	2018 Adopted Budget	2018 Roll Confirmation	2018 Projected Ending	2019 Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Effective Taxable Value (a)	1,575,580,034	1,541,454,356	1,542,746,765	1,575,762,738	1,615,156,806	1,663,611,511	1,713,519,856	1,764,925,452	1,817,873,215
MILLAGE RATES:									
Operating Millage (c)	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000	12.0000
Solid Waste Millage	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000	1.8000
Metro Transit Millage	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
TOTAL	**13.8000**	**13.8000**	**13.8000**	**13.8000**	**13.8000**	**13.8000**	**13.8000**	**13.8000**	**13.8000**
TAX REVENUES:									
Operating Revenues	18,906,960	18,497,452	18,512,961	18,909,153	19,381,882	19,963,338	20,562,238	21,179,105	21,814,479
Less Brownfield Capture	(373,479)	(352,244)	(352,244)	(381,640)	(391,181)	(402,916)	(415,004)	(427,454)	(440,278)
Less LDFA Capture	-	-	-	(32,964)	(33,788)	(34,802)	(35,846)	(36,921)	(38,029)
Less TIF Capture	-	-	-	(5,133)	(5,261)	(5,419)	(5,582)	(5,749)	(5,922)
Less: Total Captured TIF (b)	(373,479)	(352,244)	(352,244)	(419,737)	(430,230)	(443,137)	(456,431)	(470,124)	(484,228)
Net Operating Revenue	18,533,481	18,145,208	18,160,717	18,489,416	18,951,651	19,520,201	20,105,807	20,708,981	21,330,250
Solid Waste Revenues	2,836,044	2,836,044	2,836,044	2,836,373	2,907,282	2,994,501	3,084,336	3,176,866	3,272,172
Less Brownfield Capture	(51,000)	(52,836)	(52,836)	(57,246)	(58,677)	(60,437)	(62,251)	(64,118)	(66,042)
Less DEGA Capture	-	-	-	(4,945)	(5,069)	(5,221)	(5,377)	(5,539)	(5,705)
Less NCBD Capture	-	-	-	(770)	(789)	(813)	(837)	(862)	(888)
Less: Total Captured TIF (b)	(51,000)	(52,836)	(52,836)	(62,961)	(64,535)	(66,471)	(68,465)	(70,519)	(72,635)
Net Operating Revenue	2,785,044	2,783,208	2,783,208	2,773,412	2,842,747	2,928,030	3,015,871	3,106,347	3,199,537
Total Tax Revenues less capture	21,318,525	20,928,416	20,943,925	21,262,828	21,794,398	22,448,230	23,121,677	23,815,328	24,529,787
Estimated reimbursement of Personal Property exemptions under Public Act 86 of 2013.			1,147,202	1,448,202	1,484,407	1,528,939	1,574,807	1,622,052	1,670,713
TOTAL	**21,318,525**	**20,928,416**	**22,091,127**	**22,711,030**	**23,278,806**	**23,977,170**	**24,696,485**	**25,437,379**	**26,200,501**

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

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

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

CITY OF KALAMAZOO
2019 BUDGET

DEBT SERVICE SCHEDULE

As of: January 1, 2019

City Debt Issues		Remaining Debt: Original Issue Amount	Remaining Debt: Gross Principal Outstanding	Remaining Debt: Self-Supporting	Remaining Debt: Net	2019: Principal	2019: Interest	2019: Total	2020: Principal	2020: Interest	2020: Total
Building Authority Bonds:											
Dated: 8/4/15	2015B Building Authority Refunding	$ 8,620,000	$ 6,865,000	$ 6,865,000	$ -	$ 535,000	$ 247,505	$ 782,505	$ 540,000	$ 235,789	$ 775,789
Dated: 8/14/15	2015A Building Authority Refunding	$ 7,465,000	$ 5,860,000	$ -	$ 5,860,000	$ 266,250	$ 640,000	$ 906,250	$ 240,650	$ 650,000	$ 890,650
Dated: 3/1/11	2011 Building Authority Refunding	$ 4,105,000	$ 1,600,000	$ -	$ 1,600,000	$ 170,000	$ 70,213	$ 240,213	$ 180,000	$ 63,413	$ 243,413
	Subtotal	**$ 20,190,000**	**$ 14,325,000**	**$ 6,865,000**	**$ 7,460,000**	**$ 971,250**	**$ 957,718**	**$ 1,928,968**	**$ 960,650**	**$ 949,201**	**$ 1,909,851**
Michigan Transportation Fund Bonds:											
Dated: 7/14/16	2016 Michigan Transportaion Fund Refunding	$ 1,645,000	$ 1,295,000	$ 1,295,000	$ -	$ 320,000	$ 16,231	$ 336,231	$ 320,000	$ 11,655	$ 331,655
	Subtotal	**$ 1,645,000**	**$ 1,295,000**	**$ 1,295,000**	**$ -**	**$ 320,000**	**$ 16,231**	**$ 336,231**	**$ 320,000**	**$ 11,655**	**$ 331,655**
Wastewater Bonds:											
Dated: 5/23/18	2018 Wastewater Supply System	$ 5,830,000	$ 5,830,000	$ 5,830,000	$ -	$ 135,000	$ 222,929	$ 357,929	$ 216,179	$ 140,000	$ 356,179
Dated: 5/1/13	2014 Wastewater Supply Systems Refunding	$ 2,285,000	$ 1,920,000	$ 1,920,000	$ -	$ 90,000	$ 66,240	$ 156,240	$ 95,000	$ 63,135	$ 158,135
Dated: 3/29/12	2012 Wastewater Supply Systems	$ 6,100,000	$ 4,610,000	$ 4,610,000	$ -	$ 275,000	$ 162,108	$ 437,108	$ 280,000	$ 155,508	$ 435,508
Dated: 7/26/11	2011 Wastewater Supply Systems Refunding	$ 2,815,000	$ 710,000	$ 710,000	$ -	$ 350,000	$ 22,200	$ 372,200	$ 360,000	$ 11,700	$ 371,700
	Subtotal	**$ 17,030,000**	**$ 13,070,000**	**$ 13,070,000**	**$ -**	**$ 850,000**	**$ 473,476**	**$ 1,323,476**	**$ 951,179**	**$ 370,343**	**$ 1,321,521**
Water Bonds:											
Dated: 5/23/18	2018 Water Supply System Revenue	$ 9,395,000	$ 9,395,000	$ 9,395,000		$ 235,000	$ 337,000	$ 572,000	$ 240,000	$ 327,600	$ 567,600
Dated: 5/2/17	2017 Water Supply Systems Revenue	$ 7,860,000	$ 7,265,000	$ 7,265,000	$ -	$ 335,000	$ 263,369	$ 598,369	$ 345,000	$ 253,319	$ 598,319
Dated: 12/10/15	2015 Water Supply Systems Revenue	$ 3,035,000	$ 2,745,000	$ 2,745,000	$ -	$ 90,000	$ 83,575	$ 173,575	$ 90,000	$ 81,775	$ 171,775
Dated: 5/1/14	2014 Water Supply Systems Refunding	$ 11,170,000	$ 10,015,000	$ 10,015,000	$ -	$ 310,000	$ 395,593	$ 705,593	$ 430,000	$ 383,348	$ 813,348
Dated: 6/5/12	2012 Water Supply Systems Refunding	$ 5,370,000	$ 555,000	$ 555,000	$ -	$ 555,000	$ 8,325	$ 563,325	$ -	$ -	$ -
	Subtotal	**$ 36,830,000**	**$ 29,975,000**	**$ 29,975,000**	**$ -**	**$ 1,525,000**	**$ 1,087,861**	**$ 2,612,861**	**$ 1,105,000**	**$ 1,046,041**	**$ 2,151,041**
Other Post Employment Benefit Bonds:											
Dated: 1/22/15	2015 Limited Tax GO - OPEB Bonds	$ 90,955,000	$ 83,255,000	$ 83,255,000	$ -	$ 1,950,000	$ 3,526,743	$ 5,476,743	$ 1,995,000	$ 3,481,503	$ 5,476,503
	Subtotal	**$ 90,955,000**	**$ 83,255,000**	**$ 83,255,000**	**$ -**	**$ 1,950,000**	**$ 3,526,743**	**$ 5,476,743**	**$ 1,995,000**	**$ 3,481,503**	**$ 5,476,503**
Capital Improvement Bonds:											
Date: 5/23/18	2018 Capital Improvement	$ 7,750,000	$ 7,750,000	$ -	$ 7,750,000	$ 385,000	$ 283,550	$ 668,550	$ 400,000	$ 269,925	$ 669,925
Dated : 8/29/17	2017 Capital Improvement	$ 3,780,000	$ 3,730,000	$ -	$ 3,730,000	$ 360,000	$ 70,497	$ 430,497	$ 710,000	$ 63,693	$ 773,693
Dated : 5/2/17	2017 Capital Improvement	$ 7,985,000	$ 7,240,000	$ -	$ 7,240,000	$ 420,000	$ 304,450	$ 724,450	$ 440,000	$ 283,450	$ 723,450
Dated : 7/19/16	2016 Capital Improvement	$ 5,580,000	$ 5,020,000	$ -	$ 5,020,000	$ 320,000	$ 194,400	$ 514,400	$ 330,000	$ 181,400	$ 511,400
Dated 6/2/15	2015 Capital Improvement	$ 5,150,000	$ 4,250,000	$ -	$ 4,250,000	$ 310,000	$ 121,138	$ 431,138	$ 320,000	$ 114,838	$ 434,838
Dated: 5/1/14	2014 Capital Improvement	$ 5,660,000	$ 3,700,000	$ -	$ 3,700,000	$ 525,000	$ 99,000	$ 624,000	$ 290,000	$ 87,264	$ 377,264
Dated: 4/11/13	2013 Capital Improvement	$ 4,200,000	$ 2,900,000	$ -	$ 2,900,000	$ 270,000	$ 62,650	$ 332,650	$ 270,000	$ 57,250	$ 327,250
Dated: 3/29/12	2012 Capital Improvement	$ 4,400,000	$ 2,815,000	$ -	$ 2,815,000	$ 285,000	$ 88,673	$ 373,673	$ 290,000	$ 81,833	$ 371,833
Dated: 7/14/11	2011 Capital Improvement	$ 4,685,000	$ 2,810,000	$ -	$ 2,810,000	$ 305,000	$ 109,213	$ 414,213	$ 315,000	$ 99,300	$ 414,300
Dated: 7/8/10	2010 Capital Improvement	$ 2,855,000	$ 1,515,000	$ -	$ 1,515,000	$ 190,000	$ 60,600	$ 250,600	$ 200,000	$ 53,000	$ 253,000
Dated: 6/24/09	2009 Capital Improvement	$ 4,585,000	$ 325,000	$ -	$ 325,000	$ 325,000	$ 13,000	$ 338,000	$ -	$ -	$ -
	Subtotal	**$ 56,630,000**	**$ 42,055,000**	**$ -**	**$ 42,055,000**	**$ 3,695,000**	**$ 1,407,170**	**$ 5,102,170**	**$ 3,565,000**	**$ 1,291,952**	**$ 4,856,952**
	Grand Total:	**$ 223,280,000**	**$ 183,975,000**	**$ 134,460,000**	**$ 49,515,000**	**$ 9,311,250**	**$ 7,469,198**	**$ 16,780,448**	**$ 8,896,829**	**$ 7,150,694**	**$ 16,047,523**

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND OPERATING BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
REVENUE										
Operational Revenues										
Tax Levy Revenue	20,249,221	19,046,164	19,046,164	19,349,918	19,937,618	20,436,058	21,049,140	21,680,614	22,331,033	23,000,964
Other Taxes / PILOT Payment	1,905,937	2,059,148	2,059,148	2,056,148	2,083,789	2,135,884	2,199,961	2,265,960	2,333,939	2,403,957
Licenses, Permits & Fees	2,467,735	2,350,900	2,350,900	2,529,104	2,391,659	2,439,492	2,488,282	2,538,048	2,588,809	2,640,585
State Shared Revenue	9,046,844	8,892,190	8,892,190	9,137,950	9,297,918	9,483,876	9,673,554	9,867,025	10,064,366	10,265,653
State Fire Reimbursement Revenue	1,644,344	1,125,000	1,125,000	1,427,675	1,600,000	1,632,000	1,664,640	1,697,933	1,731,892	1,766,530
Other Intergovernmental Revenues	304,652	336,700	336,700	231,300	115,000	117,300	119,646	122,039	124,480	126,970
Foundation for Excellence Operational	10,900,000	15,084,225	15,084,225	15,763,352	16,250,149	16,696,403	17,217,995	17,755,959	18,310,812	18,883,087
Charges for Services	9,353,312	9,016,237	9,016,237	8,885,922	9,561,308	9,933,209	10,131,873	10,334,510	10,541,200	10,752,024
Interest & Rentals	195,607	162,800	162,800	187,800	187,800	191,556	195,387	199,295	203,281	207,347
Fines and Forfeitures	8,058	36,300	36,300	7,800	8,050	8,211	8,375	8,543	8,714	8,888
Other Revenue	395,364	339,700	339,700	310,948	299,050	306,526	315,722	325,194	334,950	344,999
	56,471,074	**58,449,364**	**58,449,364**	**59,887,917**	**61,732,341**	**63,380,515**	**65,064,575**	**66,795,120**	**68,573,476**	**70,401,004**
Other										
Foundation for Excellence Aspirational	488,646	868,000	998,015	998,015	430,698	441,465	454,709	468,350	482,401	496,873
Sale of Fixed Assets	1,524,004	10,000	1,405,922	1,425,466	160,000	160,000	160,000	160,000	160,000	160,000
Transfer from Other Funds	-	1,110,000	1,110,000	1,110,000	1,700,000	1,000,000	700,000	-	-	-
Total Revenue	**58,483,724**	**60,437,364**	**61,963,301**	**63,421,398**	**64,023,039**	**64,981,980**	**66,379,284**	**67,423,470**	**69,215,877**	**71,057,877**
EXPENDITURES										
City Commission	70,941	85,607	85,607	77,909	84,892	86,115	87,838	89,595	91,387	93,215
City Administration	1,558,189	1,827,015	1,880,905	1,767,311	1,786,336	1,784,617	1,821,273	1,858,693	1,896,892	1,935,888
City Attorney	689,239	766,240	819,472	728,559	838,197	833,940	851,395	869,224	887,433	906,032
City Clerk	534,581	801,015	820,717	767,943	817,871	784,161	800,580	817,351	834,482	851,981
311 Customer Service	-	-	81,735	273,891	602,248	590,010	602,833	615,943	629,347	643,053
Internal Auditor	90,482	87,961	94,975	94,403	93,834	93,046	95,020	97,037	99,099	101,206
Human Resources	893,014	788,879	831,764	886,761	953,341	946,180	966,087	986,423	1,007,197	1,028,419
Information Technology	1,706,815	1,924,094	2,271,791	2,451,593	2,795,154	2,609,362	2,660,755	2,713,227	2,766,800	2,821,500
Management Services	3,241,850	3,564,549	3,666,848	3,630,224	3,820,251	3,781,625	3,861,137	3,942,359	4,025,328	4,110,083
Public Safety	29,876,727	30,372,632	30,531,162	31,815,885	31,200,971	31,494,499	31,557,581	32,308,167	33,003,902	33,714,528
Public Services	5,319,151	4,779,613	5,281,873	5,486,282	5,149,075	5,146,746	5,146,186	5,247,690	5,431,301	5,457,064
Community Planning & Development	2,015,156	2,267,283	2,390,572	2,429,754	2,677,836	2,651,275	2,706,885	2,763,687	2,821,708	2,880,975
Economic Development	209,175	307,656	315,360	235,455	315,739	313,476	320,040	326,744	333,591	340,584
Parks & Recreation	2,263,922	2,378,130	2,348,074	2,310,044	2,495,284	2,497,130	2,547,790	2,599,514	2,652,326	2,706,249
Other	1,169,611	1,645,657	1,176,000	1,400,524	1,706,789	1,508,733	1,538,908	1,569,686	1,601,080	1,633,102
OPEB Expense	6,328,232	6,326,412	6,326,412	6,326,412	6,280,818	6,280,650	6,282,674	6,282,886	6,279,734	6,280,020
Total Operating Expenditure	**55,967,085**	**57,922,743**	**58,923,267**	**60,682,950**	**61,618,636**	**61,401,565**	**61,846,982**	**63,088,226**	**64,361,607**	**65,503,899**
Transfer to CIP Fund	2,100,000	2,450,000	2,450,000	2,526,208	3,193,431	3,436,455	3,972,213	4,356,703	4,563,001	4,547,061
Transfer to(from) Other Funds	-	-	1,795,922	1,795,922	-	-	-	-	-	-
Total Transfers	**2,100,000**	**2,450,000**	**4,245,922**	**4,322,130**	**3,193,431**	**3,436,455**	**3,972,213**	**4,356,703**	**4,563,001**	**4,547,061**
Total Expenditures	**58,067,085**	**60,372,743**	**63,169,189**	**65,005,080**	**64,812,067**	**64,838,020**	**65,819,195**	**67,444,929**	**68,924,608**	**70,050,960**
BEGINNING FUND BALANCE	**11,563,455**	**11,978,695**	**11,978,695**	**11,978,695**	**10,243,866**	**9,453,668**	**9,596,434**	**10,155,306**	**10,132,605**	**10,422,608**
Surplus / (Deficit)	416,639	64,621	(1,205,888)	(1,583,682)	(789,028)	143,960	560,089	(21,459)	291,269	1,006,917
Transfer (to) from Reserves	(1,399)	-	(151,147)	(151,147)	(1,170)	(1,193)	(1,217)	(1,241)	(1,266)	(1,292)
ENDING FUND BALANCE	**11,978,695**	**12,043,316**	**10,621,660**	**10,243,866**	**9,453,668**	**9,596,434**	**10,155,306**	**10,132,605**	**10,422,608**	**11,428,234**
Target Fund Balance	8,470,661.10	8,767,404.60	8,767,404.60	8,983,187.55	9,259,851.16	9,507,077.18	9,759,686.19	10,019,267.99	10,286,021.41	10,560,150.58
Amount Over (Under) Target	3,508,034	3,275,911	1,854,256	1,260,678	193,816	89,357	395,620	113,337	136,587	868,083
Actual Percentage of Operating Revenues	21.2%	20.6%	18.2%	17.1%	15.3%	15.1%	15.6%	15.2%	15.2%	16.2%
Target Percentage of Operating Revenues	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**

CITY OF KALAMAZOO
2019 BUDGET

MAJOR STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Revenue										
Highway Maintenance	237,273	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Gas & Weight Tax	5,811,846	6,028,505	6,028,505	6,028,505	6,050,000	6,110,500	6,171,605	6,233,321	6,295,654	6,358,611
Other State Revenue (Metro Act)	276,293	275,000	356,000	1,481,000	1,175,000	940,000	940,000	940,000	940,000	940,000
Interest	10,031	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other	30,694	60,000	60,000	75,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer from Insurance Fund	-	20,000	20,000	20,000	31,000	18,000	13,000	-	-	-
Total Revenue	**6,366,137**	**6,639,505**	**6,720,505**	**7,860,505**	**7,522,000**	**7,334,500**	**7,390,605**	**7,439,321**	**7,501,654**	**7,564,611**
Expenditures										
Operations & Maintenance	2,659,050	3,780,514	3,780,514	3,924,162	4,197,088	3,739,059	3,776,450	3,814,214	3,852,357	3,890,880
Debt Service	1,852,355	1,945,547	1,945,547	1,963,253	2,059,265	2,095,340	2,098,508	2,092,012	1,761,572	1,616,948
New Debt Service	-	-	-	-	-	361,878	732,372	1,010,650	1,330,157	1,731,699
OPEB Debt Service + Contribution	116,820	119,820	119,820	119,820	115,288	115,285	115,324	115,268	115,273	115,270
Total Debt Service & Operations	**4,628,225**	**5,845,881**	**5,845,881**	**6,007,235**	**6,371,641**	**6,311,562**	**6,722,654**	**7,032,145**	**7,059,359**	**7,354,797**
Transfers										
Transfer to Local Streets	450,000	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	900,000	850,000	850,000	850,000
Total Expenditure & Transfers	**5,078,225**	**6,845,881**	**6,845,881**	**7,007,235**	**7,371,641**	**7,411,562**	**7,622,654**	**7,882,145**	**7,909,359**	**8,204,797**
Available for Construction	1,287,912	(206,376)	(125,376)	853,270	150,359	(77,062)	(232,049)	(442,824)	(407,704)	(640,186)
Other Resources for Capital										
Federal Aid	-	2,069,000	2,069,000	2,069,000	1,916,000	860,000	480,000	-	3,840,000	-
Other State Revenue	-	-	-	-	850,000	-	-	-	-	-
Local and Other Contributions	1,159,549	2,039,200	2,052,071	2,052,309	-	-	-	-	-	-
Bond Proceeds	3,098,036	2,057,000	2,057,000	2,057,000	4,023,500	4,119,300	3,094,000	3,552,400	4,464,500	2,000,000
Transfer from Other Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Resources	**4,257,585**	**6,165,200**	**6,178,071**	**6,178,309**	**6,789,500**	**4,979,300**	**3,574,000**	**3,552,400**	**8,304,500**	**2,000,000**
Capital Expenditures										
Construction	3,718,976	6,165,200	8,498,531	8,498,531	6,789,500	4,979,300	3,574,000	3,552,400	8,304,500	2,000,000
Total Resources	**10,623,722**	**12,804,705**	**12,898,576**	**14,038,814**	**14,311,500**	**12,313,800**	**10,964,605**	**10,991,721**	**15,806,154**	**9,564,611**
Total Expenditures	**8,797,201**	**13,011,081**	**15,344,412**	**15,505,766**	**14,161,141**	**12,390,862**	**11,196,654**	**11,434,545**	**16,213,859**	**10,204,797**
Surplus / (Deficit)	**1,826,521**	**(206,376)**	**(2,445,836)**	**(1,466,952)**	**150,359**	**(77,062)**	**(232,049)**	**(442,824)**	**(407,704)**	**(640,186)**
Beginning Fund Balance	**2,053,788**	**3,880,309**	**3,880,309**	**3,880,309**	**2,413,357**	**2,563,716**	**2,486,653**	**2,254,604**	**1,811,780**	**1,404,076**
Ending Fund Balance	**3,880,309**	**3,673,933**	**1,434,473**	**2,413,357**	**2,563,716**	**2,486,653**	**2,254,604**	**1,811,780**	**1,404,076**	**763,890**

CITY OF KALAMAZOO
2019 BUDGET
LOCAL STREETS BUDGET SUMMARY AND FIVE YEAR FISCAL PLAN

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Revenue & Other Resources										
Operating Revenues										
Gas & Weight Tax	1,642,573	1,703,526	1,703,526	1,703,526	1,709,000	1,726,090	1,743,351	1,760,784	1,778,392	1,796,176
Interest	5,143	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other	37,500	313,000	329,500	329,500	313,000	316,130	319,291	322,484	325,709	328,966
Total Operating Revenue	**1,685,216**	**2,018,526**	**2,035,026**	**2,035,026**	**2,024,000**	**2,044,220**	**2,064,642**	**2,085,269**	**2,106,101**	**2,127,142**
Other Resources										
Transfer From Major Streets	450,000	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	900,000	850,000	850,000	850,000
Transfer From Insurance Fund	-	30,000	30,000	30,000	47,000	27,000	19,000	-	-	-
Total Other Resources	**450,000**	**1,030,000**	**1,030,000**	**1,030,000**	**1,047,000**	**1,127,000**	**919,000**	**850,000**	**850,000**	**850,000**
Total Revenue and Other Sources	**2,135,216**	**3,048,526**	**3,065,026**	**3,065,026**	**3,071,000**	**3,171,220**	**2,983,642**	**2,935,269**	**2,956,101**	**2,977,142**
Expenditures										
Operations & Maintenance	1,238,638	2,304,504	2,304,504	1,888,966	2,210,473	2,032,578	2,052,903	2,073,432	2,094,167	2,115,108
Existing Debt Service	737,943	763,597	763,597	773,848	874,874	756,577	750,538	753,693	750,110	711,557
Proposed New Debt Service	-	-	-	-	-	132,078	222,019	311,960	401,901	491,842
OPEB Debt Service + Contribution	108,191	108,138	108,138	108,138	106,712	106,708	106,744	106,748	106,748	106,697
Total Debt Service & Expenditures	**2,084,772**	**3,176,239**	**3,176,239**	**2,770,952**	**3,192,059**	**3,027,941**	**3,132,204**	**3,245,834**	**3,352,926**	**3,425,205**
Available for Construction	50,444	(127,713)	(111,213)	294,074	(121,059)	143,279	(148,562)	(310,565)	(396,825)	(448,062)
Other Resources for Capital										
Local and Other Contributions	102,420	2,601,864	2,913,144	2,913,144	-	-	-	-	-	-
Bond Proceeds	1,000,000	975,000	975,000	975,000	1,468,495	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other/Transfer from CIP Bond Reserves	-	-	-	-	-	-	-	-	-	-
Transfer from Other Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Resources	**1,102,420**	**3,576,864**	**3,888,144**	**3,888,144**	**1,468,495**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Capital Expenditures										
Construction	**1,427,321**	**3,576,864**	**4,077,552**	**4,069,517**	**1,468,495**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Total Resources	**3,237,636**	**6,625,390**	**6,953,170**	**6,953,170**	**4,539,495**	**4,171,220**	**3,983,642**	**3,935,269**	**3,956,101**	**3,977,142**
Total Expenditures	**3,512,093**	**6,753,103**	**7,253,791**	**6,840,469**	**4,660,554**	**4,027,941**	**4,132,204**	**4,245,834**	**4,352,926**	**4,425,205**
Surplus / (Deficit)	(274,457)	(127,713)	(300,621)	112,701	(121,059)	143,279	(148,562)	(310,565)	(396,825)	(448,062)
Beginning Fund Balance	**1,738,931**	**1,464,474**	**1,464,474**	**1,464,474**	**1,577,175**	**1,456,116**	**1,599,396**	**1,450,833**	**1,140,268**	**743,444**
Ending Fund Balance	**1,464,474**	**1,336,761**	**1,163,853**	**1,577,175**	**1,456,116**	**1,599,396**	**1,450,833**	**1,140,268**	**743,444**	**295,381**

CITY OF KALAMAZOO
2019 BUDGET
CAPITAL IMPROVEMENT PROGRAM AND FIVE YEAR PLAN

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
RESOURCES										
General Funding										
Transfer From General Fund	2,100,000	2,450,000	2,450,000	2,526,208	3,151,514	3,436,455	3,972,213	4,356,703	4,563,001	4,547,061
Transfer From Other Funds	-	-	-	-	-	-	-	-	-	
Interest	8,830	5,000	5,000	5,000	6,500	6,500	6,500	6,500	6,500	6,500
Special Assessment	-	-	-	-	-	-				
Reimbursements - Various Sources	-			-	-					
County - Court Consolidation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
County - Crosstown Facility Rental	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
User Fees - KDPS Dispatch	282,119	250,000	250,000	187,500	-					
KCCDA - Bond Payment		20,000	20,000	12,914	82,483	82,820	83,827	83,011	83,339	83,515
Growlers & Endowment - Scoreboard					30,000	30,000	30,000	30,000	30,000	30,000
Other Misc Reimbursements				8,970						
Capital Projects Funding										
Federal Grants	25,907	-	40,600	40,600	-	-	-	-	-	-
State Grants	295,220	-	277,567	277,567	-	300,000	600,000	0	-	-
Foundation for Excellence	13,472		1,466,528	1,466,528	2,525,000					
Bond Proceeds	4,591,925	4,100,000	5,006,269	5,006,269	4,167,000	6,158,000	5,571,000	3,045,000	1,400,000	2,400,000
Private / Local Contributions	1,002,677	1,150,907	3,639,194	1,798,196	-	750,000	1,020,000	50,000	-	-
TOTAL RESOURCES	**8,620,150**	**8,275,907**	**13,455,158**	**11,629,752**	**10,262,497**	**11,063,775**	**11,583,540**	**7,871,214**	**6,382,840**	**7,367,076**
EXPENDITURES										
Total Bond Issuance and Other	**145,281**	**-**	**-**	**152,785**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**
Debt Service										
Total Existing Debt Service	**2,896,991**	**3,010,331**	**3,010,331**	**3,040,592**	**3,383,105**	**3,204,061**	**3,213,367**	**3,209,575**	**3,216,306**	**3,029,654**
Total Planned New Debt Service	**-**	**-**	**-**	**-**	**187,392**	**651,714**	**1,179,173**	**1,566,639**	**1,766,534**	**1,937,422**
TOTAL DEBT SERVICE	**2,896,991**	**3,010,331**	**3,010,331**	**3,040,592**	**3,570,497**	**3,855,775**	**4,392,540**	**4,776,214**	**4,982,840**	**4,967,076**
Capital Improvement Projects										
Park Improvements	240,205	2,705,907	6,853,093	5,002,358	987,000	1,523,000	3,266,000	485,000	200,000	50,000
Public Safety Facilities & Equipment	246,946	1,460,000	1,533,021	1,533,021	1,900,000	3,700,000	1,700,000	1,500,000	250,000	600,000
Public Service Facilities & Equipment	2,273,862	1,135,000	1,121,298	1,121,298	2,205,000	1,125,000	125,000	0	0	500,000
Parking Upgrades	1,235,859		1,039,887	1,039,887						
Information Technology Upgrades			710,000	710,000	800,000					
Total Capital Projects	**3,996,872**	**5,300,907**	**11,257,299**	**9,406,564**	**5,892,000**	**6,348,000**	**5,091,000**	**1,985,000**	**450,000**	**1,150,000**
Heavy Equipment										
Public Services Heavy Equipment	805,434	660,000	**689,848**	**689,848**	650,000	710,000	650,000	410,000	250,000	250,000
Public Safety Fire Apparatus	1,005,881				-	-	1,300,000	550,000	550,000	850,000
Total Heavy Equipment	**1,811,315**	**660,000**	**689,848**	**689,848**	**650,000**	**710,000**	**1,950,000**	**960,000**	**800,000**	**1,100,000**
Total Capital	**5,808,187**	**5,960,907**	**11,947,147**	**10,096,412**	**6,542,000**	**7,058,000**	**7,041,000**	**2,945,000**	**1,250,000**	**2,250,000**
TOTAL CAPITAL IMPROVEMENT	**8,850,459**	**8,971,238**	**14,957,478**	**13,289,789**	**10,262,497**	**11,063,775**	**11,583,540**	**7,871,214**	**6,382,840**	**7,367,076**
(Use of) Addition to Working Capital	**(230,309)**	**(695,331)**	**(1,502,320)**	**(1,660,037)**	**(0)**	**-**	**-**	**-**	**-**	**-**
BEGINNING FUND BALANCE	**1,992,579**	**1,762,270**	**1,762,270**	**1,762,270**	**102,234**	**102,233**	**102,233**	**102,233**	**102,233**	**102,233**
ENDING FUND BALANCE	**1,762,270**	**1,066,939**	**259,950**	**102,234**	**102,233**	**102,233**	**102,233**	**102,233**	**102,233**	**102,233**

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
REVENUES:							
OPERATING REVENUES							
Property Taxes	20,249,221	19,046,164	19,046,164	19,349,918	19,937,618	4.68%	20,436,058
Other Taxes / PILOT Payment	1,905,937	2,059,148	2,059,148	2,056,148	2,083,789	1.20%	2,135,884
Licenses, Permits & Fees	2,467,735	2,350,900	2,350,900	2,529,104	2,391,659	1.73%	2,439,492
State Shared Revenue	9,046,844	8,892,190	8,892,190	9,137,950	9,297,918	4.56%	9,483,876
State Fire Reimbursement Revenue	1,644,344	1,125,000	1,125,000	1,427,675	1,600,000	42.22%	1,632,000
Other Intergovernmental Revenues	304,652	336,700	336,700	231,300	115,000	-65.84%	117,300
Foundation for Excellence Operational	10,900,000	15,084,225	15,084,225	15,763,352	16,250,149	7.73%	16,696,403
Charges for Services	9,353,312	9,016,237	9,016,237	8,885,922	9,561,308	6.05%	9,933,209
Interest & Rents	195,607	162,800	162,800	187,800	187,800	15.36%	191,556
Fines & Forfeitures	8,058	36,300	36,300	7,800	8,050	-77.82%	8,211
Other Revenue	395,364	339,700	339,700	310,948	299,050	-11.97%	306,526
TOTAL OPERATING REVENUE	**56,471,074**	**58,449,364**	**58,449,364**	**59,887,917**	**61,732,341**	**5.62%**	**63,380,515**
OTHER							
Foundation for Excellence Aspirational	488,646	868,000	998,015	998,015	430,698	-50.38%	441,465
Sale of Fixed Assets	1,524,004	10,000	1,405,922	1,425,466	160,000	1500.00%	160,000
Transfer from Other Funds	-	1,110,000	1,110,000	1,110,000	1,700,000	53.15%	1,000,000
TOTAL OTHER	**2,012,650**	**1,988,000**	**3,513,937**	**3,533,481**	**2,290,698**	**15.23%**	**1,601,465**
TOTAL REVENUE	**58,483,724**	**60,437,364**	**61,963,301**	**63,421,398**	**64,023,039**	**5.93%**	**64,981,980**
EXPENDITURES:							
CITY COMMISSION							
Personnel	58,583	61,157	61,157	61,157	61,158	0.00%	62,381
Operating	8,627	24,450	24,450	16,752	23,734	-2.93%	23,734
TOTAL CITY COMMISSION	**70,941**	**85,607**	**85,607**	**77,909**	**84,892**	**-0.84%**	**86,115**
CITY ADMINISTRATION							
Personnel	951,257	1,086,445	1,140,335	1,066,991	1,095,661	0.85%	1,093,942
Operating	606,932	740,570	740,570	694,320	687,675	-7.14%	687,675
Capital	-	-	-	6,000	3,000	-	3,000
TOTAL CITY ADMINISTRATION	**1,558,189**	**1,827,015**	**1,880,905**	**1,767,311**	**1,786,336**	**-2.23%**	**1,784,617**
CITY ATTORNEY							
Personnel	611,422	629,483	682,715	622,552	706,091	12.17%	701,834
Operating	77,817	135,407	135,407	104,657	131,106	-3.18%	131,106
Capital	-	1,350	1,350	1,350	1,000	-25.93%	1,000
TOTAL CITY ATTORNEY	**689,239**	**766,240**	**819,472**	**728,559**	**838,197**	**9.39%**	**833,940**
CITY CLERK:							
ADMINISTRATION							
Personnel	106,314	149,349	163,272	116,701	239,720	60.51%	236,962
Operating	37,019	61,893	61,893	51,552	78,138	26.25%	78,138
Capital	-	-	-	-	30,000	-	3,000
TOTAL ADMINISTRATION	**143,333**	**211,242**	**225,165**	**168,253**	**347,858**	**64.67%**	**318,100**
ELECTIONS							
Personnel	173,785	231,825	237,604	279,045	185,848	-19.83%	183,710
Operating	37,246	59,215	59,215	60,783	42,239	-28.67%	42,239
Capital	-	-	-	200	-	-	-
TOTAL ELECTIONS	**211,031**	**291,040**	**296,819**	**340,028**	**228,087**	**-21.63%**	**225,949**
RECORDS MANAGEMENT							
Personnel	113,442	171,673	171,673	182,291	157,853	-8.05%	156,038
Operating	62,549	127,060	127,060	70,203	84,074	-33.83%	84,074
Capital	4,226	-	-	7,168	-	-	-
TOTAL RECORDS MANAGEMENT	**180,217**	**298,733**	**298,733**	**259,662**	**241,927**	**-19.02%**	**240,112**
TOTAL CITY CLERK	**534,581**	**801,015**	**820,717**	**767,943**	**817,871**	**2.10%**	**784,161**

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
311 CUSTOMER SERVICE							
Personnel	-	-	81,735	254,380	569,648	-	557,410
Operating	-	-	-	19,511	32,600	-	32,600
Capital	-	-	-	-	-	-	-
TOTAL 311 CUSTOMER SERVICE	**-**	**-**	**81,735**	**273,891**	**602,248**	**-**	**590,010**
INTERNAL AUDITOR							
Personnel	89,093	85,998	93,012	92,440	91,871	6.83%	91,083
Operating	1,389	1,963	1,963	1,963	1,963	0.00%	1,963
TOTAL INTERNAL AUDITOR	**90,482**	**87,961**	**94,975**	**94,403**	**93,834**	**6.68%**	**93,046**
HUMAN RESOURCES							
Personnel	648,079	662,994	705,879	691,941	823,513	24.21%	816,352
Operating	244,935	125,885	125,885	185,320	127,828	1.54%	127,828
Capital	-	-	-	9,500	2,000	-	2,000
TOTAL HUMAN RESOURCES	**893,014**	**788,879**	**831,764**	**886,761**	**953,341**	**20.85%**	**946,180**
INFORMATION TECHNOLOGY							
Personnel	873,222	1,070,050	1,143,197	1,150,819	1,429,680	33.61%	1,418,888
Operating	732,185	604,044	878,594	1,075,774	1,065,474	76.39%	1,065,474
Capital	101,408	250,000	250,000	225,000	300,000	20.00%	125,000
TOTAL INFORMATION TECHNOLOGY	**1,706,815**	**1,924,094**	**2,271,791**	**2,451,593**	**2,795,154**	**45.27%**	**2,609,362**
MANAGEMENT SERVICES							
ADMINISTRATION							
Personnel	190,186	236,764	249,894	211,552	308,174	30.16%	303,704
Operating	66,029	68,097	120,404	118,563	68,070	-0.04%	68,070
Capital	2,268	-	-	-	5,000	-	5,000
TOTAL ADMINISTRATION	**258,483**	**304,861**	**370,298**	**330,115**	**381,244**	**25.05%**	**376,774**
BUDGET AND ACCOUNTING							
Personnel	436,426	519,212	527,015	512,400	525,308	1.17%	517,690
Operating	95,438	94,150	103,950	106,825	127,600	35.53%	127,600
TOTAL BUDGET AND ACCOUNTING	**533,644**	**613,362**	**630,965**	**619,225**	**652,908**	**6.45%**	**645,290**
FINANCIAL SERVICES							
Personnel	464,532	471,980	476,315	492,526	495,379	4.96%	488,195
Operating	3,733	5,115	5,115	8,365	16,695	226.39%	16,695
TOTAL FINANCIAL SERVICES	**468,265**	**477,095**	**481,430**	**500,891**	**512,074**	**7.33%**	**504,890**
ASSESSOR							
Personnel	49,596	46,461	46,461	48,263	46,838	0.81%	46,159
Operating	427,663	426,874	426,874	426,460	438,839	2.80%	438,839
TOTAL ASSESSOR	**477,259**	**473,335**	**473,335**	**474,723**	**485,677**	**2.61%**	**484,998**
TREASURY							
Personnel	786,657	866,504	870,515	876,247	912,650	5.33%	899,415
Operating	464,017	469,805	469,805	452,041	479,422	2.05%	479,422
Capital	2,780	-	-	-	-	-	-
TOTAL TREASURER	**1,253,454**	**1,336,309**	**1,340,320**	**1,328,288**	**1,392,072**	**4.17%**	**1,378,837**
PURCHASING							
Personnel	230,162	343,966	354,879	358,241	375,167	9.07%	369,726
Operating	20,583	15,621	15,621	18,741	21,110	35.14%	21,110
Capital	-	-	-	-	-	-	-
TOTAL PURCHASING	**250,745**	**359,587**	**370,500**	**376,982**	**396,277**	**10.20%**	**390,836**
TOTAL MANAGEMENT SERVICES	**3,241,850**	**3,564,549**	**3,666,848**	**3,630,224**	**3,820,251**	**7.17%**	**3,781,625**

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
PUBLIC SAFETY							
ADMINISTRATION							
Personnel	936,001	1,077,799	1,093,735	1,078,608	1,099,590	2.02%	1,113,947
Operating	147,903	249,880	286,822	196,200	299,000	19.66%	299,000
Grant Match Transfers	107,389	-	-	-	-	-	-
TOTAL ADMINISTRATION	**1,191,293**	**1,327,679**	**1,380,557**	**1,274,808**	**1,398,590**	**5.34%**	**1,412,947**
COPS - FORMERLY KVET							
Personnel	1,794,825	1,877,348	1,877,348	2,192,632	2,448,893	30.44%	2,480,870
Operating	-	-	-	-	-	-	-
TOTAL COPS	**1,794,825**	**1,877,348**	**1,877,348**	**2,192,632**	**2,448,893**	**30.44%**	**2,480,870**
OPERATIONS DIVISION							
Personnel	15,656,917	16,404,937	16,404,937	16,163,252	16,835,794	2.63%	17,055,632
Operating	49,836	49,925	53,335	78,300	61,300	22.78%	61,300
Grant Match Transfers	276,247	-	-	-	-	-	-
TOTAL OPERATIONS	**15,983,000**	**16,454,862**	**16,458,272**	**16,241,552**	**16,897,094**	**2.69%**	**17,116,932**
CRIMINAL INVESTIGATIONS							
Personnel	2,986,274	3,099,246	3,099,246	3,175,601	3,052,061	-1.52%	3,091,914
Operating	60,187	47,609	94,609	94,609	104,609	119.73%	104,609
TOTAL CRIMINAL INVESTIGATIONS	**3,046,461**	**3,146,855**	**3,193,855**	**3,270,210**	**3,156,670**	**0.31%**	**3,196,523**
SERVICE DIVISION							
Personnel	3,593,522	3,087,882	3,087,882	3,695,594	2,130,298	-31.01%	2,158,115
Operating	2,838,633	3,518,111	3,546,349	3,785,277	4,127,544	17.32%	4,127,544
Grant Match Transfers	18,008	-	-	-	-	-	-
Capital	661,301	443,100	470,104	651,700	300,000	-32.30%	250,000
TOTAL SERVICE	**7,111,464**	**7,049,093**	**7,104,335**	**8,132,571**	**6,557,842**	**-6.97%**	**6,535,659**
PUBLIC SAFETY CONTRACTS							
Personnel	749,684	516,795	516,795	704,112	741,881	43.55%	751,568
Operating	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY CONTRACTS	**749,684**	**516,795**	**516,795**	**704,112**	**741,881**	**43.55%**	**751,568**
						-	
TOTAL PUBLIC SAFETY	**29,876,727**	**30,372,632**	**30,531,162**	**31,815,885**	**31,200,971**	**2.73%**	**31,494,499**
PUBLIC SERVICES							
CITY MAINTENANCE						-	
Personnel	392,363	479,006	516,779	410,145	481,743		504,056
Operating	638,689	677,679	877,679	899,309	765,690	12.99%	765,690
Capital	104,363	125,000	173,008	258,008	150,000	20.00%	120,000
TOTAL CITY WIDE MAINTENANCE	**1,135,415**	**1,281,685**	**1,567,466**	**1,567,462**	**1,397,433**	**9.03%**	**1,389,746**
FLEET SERVICES							
Personnel	572,789	712,078	720,334	493,644	728,505	2.31%	762,247
Operating	1,462,658	1,440,327	1,440,327	1,699,823	1,917,741	33.15%	1,917,741
Capital	141,482	113,000	113,000	113,000	225,000	99.12%	180,000
TOTAL CITY EQUIPMENT	**2,176,929**	**2,265,405**	**2,273,661**	**2,306,467**	**2,871,246**	**26.74%**	**2,859,988**
PUBLIC WORKS							
FORESTRY							
Personnel	230,571	290,803	291,856	440,216	247,200	-14.99%	258,649
Operating	168,026	332,660	539,830	472,967	38,280	-88.49%	38,280
TOTAL FORESTRY	**398,597**	**623,463**	**831,686**	**913,183**	**285,480**	**-54.21%**	**296,929**
DOWNTOWN MAINTENANCE							
Personnel	98,589	106,553	106,553	104,957	95,108	-10.74%	99,513
Operating	234,742	283,366	283,366	352,520	283,640	0.10%	283,640
TOTAL DOWNTOWN MAINTENANCE	**333,331**	**389,919**	**389,919**	**457,477**	**378,748**	**-2.86%**	**383,153**
OTHER							
Personnel	922,671	15,601	15,601	16,154	16,442	5.39%	17,204
Operating	352,208	203,540	203,540	225,539	199,726	-1.87%	199,726
Capital	-	-	-	-	-	-	-
TOTAL OTHER	**1,274,879**	**219,141**	**219,141**	**241,693**	**216,168**	**-1.36%**	**216,930**
TOTAL PUBLIC WORKS	**2,006,807**	**1,232,523**	**1,440,746**	**1,612,353**	**880,396**	**-28.57%**	**897,012**
TOTAL PUBLIC SERVICES	**5,319,151**	**4,779,613**	**5,281,873**	**5,486,282**	**5,149,075**	**7.73%**	**5,146,746**

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
COMMUNITY PLANNING AND DEVELOPMENT							
CODE ADMINISTRATION							
HOUSING							
Personnel	584,560	587,014	599,742	604,912	707,041	20.45%	698,366
Operating	163,470	171,554	171,554	157,549	266,842	55.54%	266,842
Capital	25	600	600	600	8,000	1233.33%	5,000
TOTAL HOUSING	**748,055**	**759,168**	**771,896**	**763,061**	**981,883**	**29.34%**	**970,208**
TRADES							
Personnel	462,306	600,153	616,251	569,607	666,951	11.13%	658,767
Operating	130,386	83,412	83,412	158,368	56,922	-31.76%	56,922
Capital	8,693	8,000	8,000	8,000	-	-100.00%	-
TOTAL TRADES	**601,385**	**691,565**	**707,663**	**735,975**	**723,873**	**4.67%**	**715,689**
TOTAL CODE ADMINISTRATION	**1,349,440**	**1,450,733**	**1,479,559**	**1,499,036**	**1,705,756**	**17.58%**	**1,685,897**
PLANNING							
Personnel	314,140	412,073	455,028	476,813	546,152	32.54%	539,451
Operating	250,976	399,377	445,040	442,960	425,927	6.65%	425,927
Capital	245	5,100	5,100	5,100	-	-100.00%	-
TOTAL PLANNING	**565,361**	**816,550**	**905,168**	**924,873**	**972,079**	**19.05%**	**965,378**
SHARED PROSPERITY							
Personnel	-	-	-	-	-	-	-
Operating	100,355	-	5,845	5,845	-	-	-
Capital	-	-	-	-	-	-	-
TOTAL SHARED PROSPERITY	**100,355**	**-**	**5,845**	**5,845**	**-**	**-**	**-**
TOTAL COMMUNITY PLANNING AND DEVELOPMI	**2,015,156**	**2,267,283**	**2,390,572**	**2,429,754**	**2,677,836**	**18%**	**2,651,275**
ECONOMIC DEVELOPMENT							
Personnel	175,789	212,649	220,353	144,648	226,820	6.66%	224,557
Operating	33,386	95,007	95,007	90,807	88,919	-6.41%	88,919
TOTAL ECONOMIC DEVELOPMENT	**209,175**	**307,656**	**315,360**	**235,455**	**315,739**	**2.63%**	**313,476**
PARKS AND RECREATION							
PARKS							
GENERAL PARKS							
Personnel	564,317	621,439	649,467	684,481	912,121	46.78%	908,411
Operating	221,583	258,287	269,287	278,259	277,492	7.44%	312,350
Capital	-	55,000	52,000	53,000	131,455	139.01%	50,000
TOTAL GENERAL PARKS	**785,900**	**934,726**	**970,754**	**1,015,740**	**1,321,067**	**41.33%**	**1,270,761**
BRONSON PARK MAINTENANCE							
Personnel	34,164	41,186	42,736	39,090	9,384	-77.22%	9,346
Operating	26,954	28,722	28,722	26,249	27,958	-2.66%	31,470
Capital	-	-	-	-	-	-	-
TOTAL BRONSON PARK	**61,118**	**69,908**	**71,458**	**65,339**	**37,342**	**-46.58%**	**40,816**
TOTAL PARKS	**847,018**	**1,004,634**	**1,042,212**	**1,081,079**	**1,358,409**	**35.21%**	**1,311,577**
RECREATION							
GENERAL RECREATION							
Personnel	708,579	750,787	688,392	705,541	626,732	-16.52%	624,183
Operating	331,395	301,860	303,525	304,808	308,763	2.29%	347,549
Grant Match Transfers	90,000	90,000	90,000	-	-	-100.00%	-
Capital	-	-	-	-	-	-	-
TOTAL GENERAL RECREATION	**1,129,974**	**1,142,647**	**1,081,917**	**1,010,349**	**935,495**	**-18.13%**	**971,732**
RECREATION ADULT SPORTS							
Personnel	23,735	24,415	24,728	24,005	23,950	-1.91%	23,852
Operating	28,772	28,970	28,970	27,589	32,401	11.84%	36,471
Capital	-	-	-	-	-	-	-
TOTAL ADULT SPORTS	**52,507**	**53,385**	**53,698**	**51,594**	**56,351**	**5.56%**	**60,323**

CITY OF KALAMAZOO
2019 BUDGET
GENERAL FUND

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
INTERGENERATIONAL AND INCLUSIVE SERVICE							
Personnel	4,043	3,934	4,247	4,325	4,063	3.28%	4,047
Operating	1,300	1,600	1,600	100	100	-93.75%	113
Capital	-	-	-	-	-	-	-
TOTAL INTERGENERATIONAL AND INCLUSIVE SERVICE	**5,343**	**5,534**	**5,847**	**4,425**	**4,163**	**-24.77%**	**4,160**
RECREATION / SPORTS COMPLEX							
Personnel	66,278	73,290	75,760	80,495	71,125	-2.95%	70,836
Operating	89,219	68,640	68,640	69,102	69,741	1.60%	78,502
Capital	73,583	30,000	20,000	13,000	-	-100.00%	-
TOTAL SPORTS COMPLEX	**229,080**	**171,930**	**164,400**	**162,597**	**140,866**	**-18.07%**	**149,338**
TOTAL RECREATION	**1,416,904**	**1,373,496**	**1,305,862**	**1,228,965**	**1,136,875**	**-17.23%**	**1,185,553**
						-	
TOTAL PARKS & RECREATION	**2,263,922**	**2,378,130**	**2,348,074**	**2,310,044**	**2,495,284**	**4.93%**	**2,497,130**
OTHER :							
STREETLIGHTING							
Operating	1,169,484	1,176,000	1,176,000	1,320,000	1,359,600	15.61%	1,359,600
TOTAL STREETLIGHTING	**1,169,484**	**1,176,000**	**1,176,000**	**1,320,000**	**1,359,600**	**15.61%**	**1,359,600**
NON-DEPARTMENTAL EXPENDITURES							
Personnel	127	469,657	-	27,060	297,189	-36.72%	99,133
Operating	-	-	-	53,464	50,000	-	50,000
Capital	-	-	-	-	-	-	-
TOTAL NON-DEPARTMENTAL	**127**	**469,657**	**-**	**80,524**	**347,189**	**-26.08%**	**149,133**
TOTAL OTHER	**1,169,611**	**1,645,657**	**1,176,000**	**1,400,524**	**1,706,789**	**3.71%**	**1,508,733**
						-	
TOTAL OPERATING BUDGET	**49,638,853**	**51,596,331**	**52,596,855**	**54,356,538**	**55,337,818**	**7.25%**	**55,120,915**
TRANSFERS OUT							
Contribution to CIP Fund	2,100,000	2,450,000	2,450,000	2,526,208	3,193,431	30.34%	3,436,455
Blight Abatement	-	-	400,000	400,000	-	-	-
Transfer of Parking Lot Sales to DDA	-	-	1,395,922	1,395,922	-	-	-
TOTAL OPERATING TRANSFERS OUT	**2,100,000**	**2,450,000**	**4,245,922**	**4,322,130**	**3,193,431**	**30.34%**	**3,436,455**
OPEB EXPENSE							
Contributions to OPEB Trust	2,491,300	2,491,300	2,491,300	2,491,300	2,445,800	-1.83%	2,445,800
Debt Service OPEB Bonding	3,836,932	3,835,112	3,835,112	3,835,112	3,835,018	0.00%	3,834,850
TOTAL OPEB EXPENSE	**6,328,232**	**6,326,412**	**6,326,412**	**6,326,412**	**6,280,818**	**-0.72%**	**6,280,650**
TOTAL GENERAL FUND EXPENDITURES	**58,067,085**	**60,372,743**	**63,169,189**	**65,005,080**	**64,812,067**	**7.35%**	**64,838,020**
NET REVENUES - EXPENDITURES	**416,639**	**64,621**	**(1,205,888)**	**(1,583,682)**	**(789,028)**	**-1321%**	**143,960**
BEGINNING UNRESERVED FUND BALANCE	**11,563,455**	**11,978,695**	**11,978,695**	**11,978,695**	**10,243,866**	**-14.48%**	**9,453,668**
Use of (Contribution to) Contingency Reserve	-	-	(150,000)	(150,000)	-	-	-
Use of (Contribution to) Park Reserve	(1,399)	-	(1,147)	(1,147)	(1,170)	-	(1,193)
Total Contribution from/(to) Reserves	**(1,399)**	**-**	**(151,147)**	**(151,147)**	**(1,170)**	**-**	**(1,193)**
						-	
CHANGE IN UNRESERVED FUND BALANCE	**415,240**	**64,621**	**(1,357,035)**	**(1,734,829)**	**(790,198)**	**-1322.82%**	**142,767**
ENDING UNRESERVED FUND BALANCE	**11,978,695**	**12,043,316**	**10,621,660**	**10,243,866**	**9,453,668**	**-21.50%**	**9,596,435**
						-	
Target Fund Balance	**8,470,661**	**8,767,405**	**8,767,405**	**8,983,188**	**9,259,851**	**5.62%**	**9,507,077**
Over / (Under) Target Fund Balance	**3,508,034**	**3,275,911**	**1,854,256**	**1,260,678**	**193,816**		**89,357**
Fund Balance Percentage of Revenue	**21.2%**	**20.6%**	**18.2%**	**17.1%**	**15.3%**		**15.1%**
Ending Budget Contingency Reserves	**350,000**	**350,000**	**500,000**	**500,000**	**500,000**		**500,000**
Ending Parks Land Reserve	**57,342**	**57,342**	**58,489**	**58,489**	**59,659**		**60,852**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
MAJOR STREETS							
RESOURCES							
OPERATING							
Highway Maintenance	237,273	250,000	250,000	250,000	250,000	0.00%	250,000
Gas and Weight Tax	5,811,846	6,028,505	6,028,505	6,028,505	6,050,000	0.36%	6,110,500
Other State Revenue (Metro Act)	276,293	275,000	356,000	1,481,000	1,175,000	327.27%	940,000
Interest	10,031	6,000	6,000	6,000	6,000	0.00%	6,000
Other	30,694	60,000	60,000	75,000	10,000	-83.33%	10,000
Transfer from Insurance Fund	-	20,000	20,000	20,000	31,000	55.00%	18,000
CAPITAL						-	
Federal Aid	-	2,069,000	2,069,000	2,069,000	1,916,000	-7.39%	860,000
Other State Revenue	-	-	-	-	850,000	-	-
Local and Other Contributions	1,159,549	2,039,200	2,052,071	2,052,309	-	-100.00%	-
Contribution from Bond Proceeds	3,098,036	2,057,000	2,057,000	2,057,000	4,023,500	95.60%	4,119,300
Use of (Contribution to) Working Capital	(1,826,521)	206,376	2,445,836	1,466,952	(150,359)	-172.86%	(172,938)
TOTAL RESOURCES	**8,797,201**	**13,011,081**	**15,344,412**	**15,505,766**	**14,161,141**	**8.84%**	**12,140,862**
EXPENDITURES							
Personnel	780,615	1,512,547	1,512,547	1,520,150	1,725,196	14.06%	1,759,700
Operating	1,844,330	2,242,967	2,242,967	2,379,012	2,471,892	10.21%	1,979,359
Capital Outlay	34,105	25,000	25,000	25,000	-	-100.00%	-
Capital Improvement Program	3,718,976	6,165,200	8,498,531	8,498,531	6,789,500	10.13%	4,729,300
Debt Service	1,852,355	1,945,547	1,945,547	1,963,253	2,059,265	5.85%	2,457,218
Debt Service - OPEB Bonding	73,420	76,420	76,420	76,420	73,388	-3.97%	73,385
Contribution OPEB Trust	43,400	43,400	43,400	43,400	41,900	-3.46%	41,900
Transfer to Local Streets	450,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,100,000
TOTAL MAJOR STREETS	**8,797,201**	**13,011,081**	**15,344,412**	**15,505,766**	**14,161,141**	**8.84%**	**12,140,862**
CHANGE IN FUND BALANCE	**1,826,521**	**(206,376)**	**(2,445,836)**	**(1,466,952)**	**150,359**		**172,938**
BEGINNING FUND BALANCE	**2,053,788**	**3,880,309**	**3,880,309**	**3,880,309**	**2,413,357**		**2,563,716**
ENDING FUND BALANCE	**3,880,309**	**3,673,933**	**1,434,473**	**2,413,357**	**2,563,716**		**2,736,653**
LOCAL STREETS							
RESOURCES							
OPERATING							
Gas and Weight Taxes	1,642,573	1,703,526	1,703,526	1,703,526	1,709,000	0.32%	1,726,090
Interest	5,143	2,000	2,000	2,000	2,000	0.00%	2,000
Other	37,500	313,000	329,500	329,500	313,000	0.00%	316,130
Transfer from Major Streets	450,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,100,000
Transfer from Insurance Fund	-	30,000	30,000	30,000	47,000	56.67%	27,000
CAPITAL						-	
Local and Other Contributions	102,420	2,601,864	2,913,144	2,913,144	-	-100.00%	-
Bond Proceeds	1,000,000	975,000	975,000	975,000	1,468,495	50.61%	1,000,000
Use of (Contribution to) Working Capital	274,457	127,713	300,621	(112,701)	121,059	-5.21%	(143,279)
TOTAL RESOURCES	**3,512,093**	**6,753,103**	**7,253,791**	**6,840,469**	**4,660,554**	**-30.99%**	**4,027,941**
EXPENDITURES							
Personnel	449,240	1,238,256	1,238,256	784,433	1,153,591	-6.84%	1,176,663
Operating	789,398	1,066,248	1,066,248	1,104,533	1,056,882	-0.88%	855,915
Capital Outlay	-	-	-	-	-	-	-
Capital Improvement Program	1,427,321	3,576,864	4,077,552	4,069,517	1,468,495	-58.94%	1,000,000
Debt Service	737,943	763,597	763,597	773,848	874,874	14.57%	888,655
Debt Service - OPEB Bonding	67,941	67,888	67,888	67,888	67,912	0.04%	67,908
Contribution OPEB Trust	40,250	40,250	40,250	40,250	38,800	-3.60%	38,800
TOTAL LOCAL STREETS	**3,512,093**	**6,753,103**	**7,253,791**	**6,840,469**	**4,660,554**	**-30.99%**	**4,027,941**
CHANGE IN FUND BALANCE	**(274,457)**	**(127,713)**	**(300,621)**	**112,701**	**(121,059)**		**143,279**
BEGINNING FUND BALANCE	**1,738,931**	**1,464,474**	**1,464,474**	**1,464,474**	**1,577,175**		**1,456,116**
ENDING FUND BALANCE	**1,464,474**	**1,336,761**	**1,163,853**	**1,577,175**	**1,456,116**		**1,599,396**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
CEMETERIES							
RESOURCES							
Lot and Burial Sales	122,553	116,102	116,102	116,102	116,102	0.00%	116,102
Foundations	35,867	30,000	30,000	30,000	30,000	0.00%	30,000
Interest	729	400	400	400	700	75.00%	700
Transfer from Cemetery Trust / Capital	211,424	297,168	429,168	429,168	380,000	27.87%	380,000
Use of (Contribution to) Working Capital	(25,862)	89,395	94,693	85,169	42,589	-52.36%	40,990
TOTAL RESOURCES	**344,711**	**533,065**	**670,363**	**660,839**	**569,391**	**6.81%**	**567,792**
EXPENDITURES							
Personnel	29,094	29,630	29,630	31,930	31,689	6.95%	30,090
Operating	284,192	341,255	463,553	451,729	337,702	-1.04%	337,702
Capital	31,425	162,180	177,180	177,180	200,000	23.32%	200,000
TOTAL CEMETERIES	**344,711**	**533,065**	**670,363**	**660,839**	**569,391**	6.81%	**567,792**
CHANGE IN FUND BALANCE	**25,862**	**(89,395)**	**(94,693)**	**(85,169)**	**(42,589)**		**(40,990)**
BEGINNING FUND BALANCE	**218,968**	**244,830**	**244,830**	**244,830**	**159,661**		**117,072**
ENDING FUND BALANCE	**244,830**	**155,435**	**150,137**	**159,661**	**117,072**		**76,082**
SOLID WASTE							
RESOURCES							
Property Taxes	2,647,184	2,843,141	2,843,141	2,727,609	2,762,702	-2.83%	2,842,747
Charges for Services	73,647	103,000	103,000	103,000	103,000	0.00%	103,000
Interest	458	5,000	5,000	5,000	5,000	0.00%	5,000
Other	6,350	-	-	-	-	-	-
Transfer Insurance Fund	-	30,000	30,000	30,000	47,000	56.67%	27,000
Use of (Contribution to) Working Capital	36,565	(439,677)	(439,677)	(220,009)	164,282	-137.36%	(277,728)
TOTAL RESOURCES	**2,764,204**	**2,541,464**	**2,541,464**	**2,645,600**	**3,081,984**	**21.27%**	**2,700,019**
EXPENDITURES							
Personnel	606,198	355,648	355,648	324,539	438,824	23.39%	381,859
Operating	2,028,067	2,055,942	2,055,942	2,191,187	2,190,057	6.52%	2,190,057
Capital	-	-	-	-	325,000	-	-
Debt Service - OPEB Bonding	81,639	81,574	81,574	81,574	81,603	0.04%	81,603
Contribution OPEB Trust	48,300	48,300	48,300	48,300	46,500	-3.73%	46,500
TOTAL SOLID WASTE	**2,764,204**	**2,541,464**	**2,541,464**	**2,645,600**	**3,081,984**	**21.27%**	**2,700,019**
CHANGE IN FUND BALANCE	**(36,565)**	**439,677**	**439,677**	**220,009**	**(164,282)**		**277,728**
BEGINNING FUND BALANCE	**148,933**	**112,368**	**112,368**	**112,368**	**332,377**		**168,095**
ENDING FUND BALANCE	**112,368**	**552,045**	**552,045**	**332,377**	**168,095**		**445,823**
BLIGHT ABATEMENT							
RESOURCES							
Charges for Services	-	-	-	-	-	-	-
Other - Interest	392	50	50	450	400	700.00%	-
Transfer from General Fund	-	-	400,000	400,000	-	-	-
Use of (Contribution to) Working Capital	(42)	25,390	25,390	24,990	(400)	-101.58%	-
TOTAL RESOURCES	**350**	**25,440**	**425,440**	**425,440**	**-**	**-100.00%**	**-**
EXPENDITURES							
Operating	350	25,440	425,440	425,440	-	-100.00%	-
Capital	-	-	-	-	-	-	-
TOTAL BLIGHT ABATEMENT	**350**	**25,440**	**425,440**	**425,440**	**-**	**-100.00%**	**-**
CHANGE IN FUND BALANCE	**42**	**(25,390)**	**(25,390)**	**(24,990)**	**400**		**-**
BEGINNING FUND BALANCE	**26,331**	**26,373**	**26,373**	**26,373**	**1,383**		**1,783**
ENDING FUND BALANCE	**26,373**	**983**	**983**	**1,383**	**1,783**		**1,783**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
KVET DRUG ENFORCEMENT FORFEITURE							
RESOURCES							
KVET-Federal Forfeiture Justice Fund	10,380	20,000	20,000	70,000	20,000	0.00%	20,000
Drug Forfeiture Revenue	136,074	210,000	210,000	130,000	130,000	-38.10%	130,000
Drug Enforcement Task Force	55,851	20,000	20,000	20,000	20,000	0.00%	20,000
Clandestine Lab Program	2,544	3,555	3,555	5,000	5,000	40.65%	5,000
Interest on Investments	788	-	-	-	-	-	-
Auction Sale and Sale of Assets	22,880	50,000	50,000	30,000	30,000	-40.00%	30,000
Use of (Contribution to) Working Capital	222,334	51,125	51,125	(82,459)	70,349	37.60%	(71,352)
TOTAL RESOURCES	**450,851**	**354,680**	**354,680**	**172,541**	**275,349**	**-22.37%**	**133,648**
EXPENDITURES							
Personnel	74,182	16,190	16,190	19,751	15,629	-3.47%	15,629
Operating	358,438	-	-	23,720	23,720	-	23,720
Capital	18,231	338,490	338,490	129,070	236,000	-30.28%	94,299
TOTAL KVET DRUG ENFORCEMENT	**450,851**	**354,680**	**354,680**	**172,541**	**275,349**	**-22.37%**	**133,648**
CHANGE IN FUND BALANCE	**(222,334)**	**(51,125)**	**(51,125)**	**82,459**	**(70,349)**		**71,352**
BEGINNING FUND BALANCE	**343,872**	**121,538**	**121,538**	**121,538**	**203,997**		**133,648**
ENDING FUND BALANCE	**121,538**	**70,413**	**70,413**	**203,997**	**133,648**		**205,000**
TOTAL SPECIAL REVENUES	**15,869,410**	**23,218,833**	**26,590,150**	**26,250,655**	**22,748,419**	**-2.03%**	**19,570,262**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE GRANTS & DONATIONS FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
FOUNDATION FOR EXCELLENCE							
RESOURCES							
Foundation for Excellence Aspirational	7,100,000	12,428,000	12,428,000	12,428,000	10,078,442	-18.91%	-
Community Donations	28,085	-	-	-	-	-	-
Working Capital	(5,596,943)	-	1,611,433	1,611,433	-	-	-
TOTAL RESOURCES	**1,531,142**	**12,428,000**	**14,039,433**	**14,039,433**	**10,078,442**	**0.00%**	**-**
EXPENDITURES							
Aspirational Projects Transfers							
Foundation for Excellence Operations	183,375	182,618	182,618	182,618	193,821	6.13%	-
Youth Development & Employment	780,109	944,337	1,047,228	1,047,228	1,298,297	37.48%	-
Shared Prosperity Kalamazoo	100,355	141,045	73,470	73,470	2,080,662	1375.18%	-
Complete Neighborhoods	245,022	5,160,000	6,458,398	6,458,398	2,755,662	-46.60%	-
Inviting Public Spaces	-	500,000	500,000	500,000	-	-100.00%	-
Economic Vitality	-	5,000,000	5,000,000	5,000,000	3,250,000	-35.00%	-
Capital Improvements	222,281	500,000	777,719	777,719	500,000	0.00%	-
TOTAL FOUNDATION FOR EXCELLENCE	**1,531,142**	**12,428,000**	**14,039,433**	**14,039,433**	**10,078,442**	**0.00%**	**-**
CHANGE IN FUND BALANCE	**5,596,943**	**-**	**(1,611,433)**	**(1,611,433)**	**-**		**3,985,510**
BEGINNING FUND BALANCE	**-**	**5,596,943**	**5,596,943**	**5,596,943**	**3,985,510**		
ENDING FUND BALANCE	**5,596,943**	**5,596,943**	**3,985,510**	**3,985,510**	**3,985,510**		**3,985,510**
LIGHT GRANT							
RESOURCES							
Private Donations and Contributions	-	-	1,000,000	1,000,000	-	-	-
TOTAL RESOURCES	**-**	**-**	**1,000,000**	**1,000,000**	**-**	**-**	**-**
EXPENDITURES						-	
Operating	-	-	1,000,000	1,000,000	-	-	-
TOTAL LIGHT GRANT	**-**	**-**	**1,000,000**	**1,000,000**	**-**	**-**	**-**
CHANGE IN FUND BALANCE	-	-	-	-	-		-
BEGINNING FUND BALANCE	-	-	-	-	-		
ENDING FUND BALANCE	-	-	-	-	-		-
COMMUNITY DEVELOPMENT GRANT ADMINISTRATION							
RESOURCES							
Federal Revenues	778,347	865,496	865,496	802,152	743,197	-14.13%	895,278
Other	17,681	19,000	19,000	19,000	19,000	0.00%	20,000
Transfer from Other Funds	14,570	10,500	10,500	10,500	-	-100.00%	-
TOTAL RESOURCES	**810,598**	**894,996**	**894,996**	**831,652**	**762,197**	**-14.84%**	**915,278**
EXPENDITURES						-	
Personnel	744,465	817,507	817,507	755,463	676,775	-17.21%	835,278
Operating	62,908	77,489	77,489	76,189	85,422	10.24%	80,000
Capital	3,225	-	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT GRANT ADMINISTRATION	**810,598**	**894,996**	**894,996**	**831,652**	**762,197**	**-14.84%**	**915,278**
CHANGE IN FUND BALANCE	**-**	**-**	**-**	**-**	**0**		**-**
BEGINNING FUND BALANCE	**13**	**13**	**13**	**13**	**13**		**13**
ENDING FUND BALANCE	**13**	**13**	**13**	**13**	**13**		**13**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE GRANTS & DONATIONS FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
COMMUNITY DEVELOPMENT ENTITELMENT GRANTS							
RESOURCES							
Federal Revenues	807,869	1,094,918	1,666,763	1,661,264	1,019,855	-6.86%	-
Other	836	-	-	5,499	-	-	-
Transfer from Other Funds	54,208	-	-	-	-	-	-
Working Capital	27,547	-	-	-	-	-	-
TOTAL RESOURCES	**890,460**	**1,094,918**	**1,666,763**	**1,666,763**	**1,019,855**	**-6.86%**	**-**
EXPENDITURES							
Personnel	172,293	150,000	150,000	150,000	150,000	0.00%	-
Operating	670,983	944,918	1,516,763	1,516,763	869,855	-7.94%	-
Transfer to Other Funds	47,184	-	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT ENTITLEMENT GRANTS	**890,460**	**1,094,918**	**1,666,763**	**1,666,763**	**1,019,855**	**-6.86%**	**-**
CHANGE IN FUND BALANCE	**(27,547)**	**-**	**-**	**-**	**-**		**-**
CHANGE IN NONSPENDABLE							
BEGINNING SPENDABLE FUND BALANCE	**163,725**	**136,178**	**136,178**	**136,178**	**136,178**		**136,178**
ENDING SPENDABLE FUND BALANCE	**136,178**	**136,178**	**136,178**	**136,178**	**136,178**		**136,178**
ECONOMIC OPPORTUNITY							
RESOURCES							
Foundation for Excellence Aspirational	-	1,500,000	1,500,000	1,500,000	500,000	-66.67%	-
Interest on Investments	297	150	150	150	150	0.00%	-
Use of (Contribution to) Working Capital	(297)	74,850	74,850	(150)	(150)	-100.20%	-
TOTAL RESOURCES	**-**	**1,575,000**	**1,575,000**	**1,500,000**	**500,000**	**0.00%**	**-**
EXPENDITURES							
Operating	-	1,575,000	1,575,000	1,500,000	500,000	-68.25%	-
TOTAL ECONOMIC OPPORTUNITY	**-**	**1,575,000**	**1,575,000**	**1,500,000**	**500,000**	**0.00%**	**-**
CHANGE IN FUND BALANCE	**297**	**(74,850)**	**(74,850)**	**150**	**150**		**-**
LOAN PRINCIPAL PAYMENTS	**33,476**	**31,580**	**31,580**	**31,580**	**20,605**		**-**
BEGINNING SPENDABLE FUND BALANCE	**12,418**	**46,191**	**46,191**	**46,191**	**77,921**		**98,676**
ENDING SPENDABLE FUND BALANCE	**46,191**	**2,921**	**2,921**	**77,921**	**98,676**		**98,676**
MISCELLANEOUS GRANTS							
RESOURCES							
Federal and State Grants	852,516	1,427,995	1,612,114	1,612,114	1,334,351	-6.56%	794,871
Foundation for Excellence Aspirational	704,323	750,000	985,891	985,891	983,000	31.07%	-
Local Contributions	5,775	-	31,533	31,533	5,500	-	-
Internal Contributions	491,644	90,000	-	-	-	-100.00%	-
Use of (Contribution to) Working Capital	-	12,801	0	(0)	-	-100.00%	-
TOTAL RESOURCES	**2,054,258**	**2,280,796**	**2,629,538**	**2,629,538**	**2,322,851**	**0.00%**	**794,871**
EXPENDITURES							
General Government	-	-	-	-	-	0.00%	-
Public Safety	1,139,194	1,345,583	1,551,334	1,551,334	1,119,333	-16.81%	794,871
Parks and Recreation	894,519	935,213	1,052,204	1,052,204	1,203,518	28.69%	
Community Planning & Development	20,545	-	26,000	26,000	-	-	-
TOTAL MISCELLANEOUS GRANTS	**2,054,258**	**2,280,796**	**2,629,538**	**2,629,538**	**2,322,851**	**0.00%**	**794,871**
CHANGE IN FUND BALANCE	**-**	**(12,801)**	**(0)**	**0**	**-**		**-**
BEGINNING FUND BALANCE	**74**	**74**	**74**	**74**	**74**		**74**
ENDING FUND BALANCE	**74**	**(12,727)**	**74**	**74**	**74**		**74**

CITY OF KALAMAZOO
2019 BUDGET
SPECIAL REVENUE GRANTS & DONATIONS FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
PRIVATE PURPOSE TRUST AND DONATIONS							
RESOURCES							
Donations & Contributions	649,737	518,880	524,730	510,934	15,380	-97.04%	15,380
Interest on Investments	12,245	2,292	2,292	2,239	1,788	-21.99%	1,788
Transfers from Other Funds	-	-	-	-	-	-	-
Use of (Contribution to) Working Capital	(501,456)	84,552	84,552	145,072	79,282	-6.23%	79,282
TOTAL RESOURCES	**160,526**	**605,724**	**611,574**	**658,245**	**96,450**	**-84.08%**	**96,450**
EXPENDITURES							
General Government	5,327	-	-	-	-	-	-
Public Safety	40,558	63,849	63,849	46,020	52,582	-17.65%	52,582
Parks and Recreation	32,191	10,056	15,906	22,628	11,000	9.39%	11,000
Community Planning & Development	82,450	531,819	531,819	589,597	32,868	-93.82%	32,868
TOTAL TRUST & DONATIONS	**160,526**	**605,724**	**611,574**	**658,245**	**96,450**	**-84.08%**	**96,450**
CHANGE IN FUND BALANCE	**501,456**	**(84,552)**	**(84,552)**	**(145,072)**	**(79,282)**		**(79,282)**
BEGINNING FUND BALANCE	**782,590**	**1,284,046**	**1,284,046**	**1,284,046**	**1,138,974**		**1,059,692**
ENDING FUND BALANCE	**1,284,046**	**1,199,494**	**1,199,494**	**1,138,974**	**1,059,692**		**980,410**
DISCONTINUED REVOLVING LOAN PROGRAMS							
RESOURCES							
Interest on Loans							
Economic Initiative	30,319	33,153	33,153	30,000	30,000	-9.51%	30,000
Small Business	597	900	900	900	900	0.00%	900
Façade Improvement	789	7,570	7,570	7,570	7,570	0.00%	7,570
Interest on Investments	1,968	1,508	1,508	1,508	1,508	0.00%	1,508
Use of (Contribution to) Working Capital	19,229	159,077	159,077	127,230	(39,978)	-125.13%	(39,978)
TOTAL RESOURCES	**52,902**	**202,208**	**202,208**	**167,208**	**-**	**-100.00%**	**-**
EXPENDITURES						-	
Economic Initiative	-	150,000	150,000	150,000	-	-100.00%	-
Transfers to Other Funds	52,902	52,208	52,208	17,208	-	-100.00%	-
TOTAL REVOLVING LOANS	**52,902**	**202,208**	**202,208**	**167,208**	**-**	**-100.00%**	**-**
CHANGE IN FUND BALANCE	**(19,229)**	**(159,077)**	**(159,077)**	**(127,230)**	**39,978**		**39,978**
LOAN PRINCIPAL PAYMENTS	**159,274**	**55,000**	**55,000**	**55,000**	**42,000**		**21,000**
BEGINNING SPENDABLE FUND BALANCE	**528,879**	**668,924**	**668,924**	**668,924**	**596,694**		**678,672**
ENDING SPENDABLE FUND BALANCE	**668,924**	**564,847**	**564,847**	**596,694**	**678,672**		**739,650**
						-	
TOTAL GRANTS AND DONATIONS	**5,499,886**	**19,081,642**	**22,619,512**	**22,492,839**	**14,779,795**	**-22.54%**	**1,806,599**

CITY OF KALAMAZOO
2019 BUDGET
ENTERPRISE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
WASTEWATER							
RESOURCES							
Operational	15,736,473	20,616,400	20,616,400	20,622,700	20,616,400	0.00%	22,265,712
Interest	105,671	180,500	180,500	180,500	180,500	0.00%	180,500
Intergovernmental Grants and Contributions	-	1,358,937	1,358,937	1,358,937	-	-100.00%	-
Other Income	34,643	56,200	58,699	58,699	86,200	53.38%	-
CIA - Capital	26,100	30,000	30,000	30,000	-	-100.00%	-
Bond Proceeds	-	5,630,000	5,630,000	5,830,000	8,760,000	55.60%	8,575,000
Transfer from Insurance Fund	-	240,000	240,000	240,000	373,000	55.42%	216,000
Use of (Contribution to) Working Capital	7,707,034	683,210	4,886,814	4,823,829	3,538,800	417.97%	308,295
TOTAL RESOURCES	**23,609,921**	**28,795,247**	**33,001,350**	**33,144,665**	**33,554,900**	**16.53%**	**31,545,507**
EXPENDITURES							
Personnel	5,101,242	6,125,664	6,125,664	5,551,312	6,554,904	7.01%	6,186,937
Operating	10,820,689	12,799,352	13,612,352	14,250,754	14,424,773	12.70%	14,424,773
Capital	5,759,889	7,933,937	11,327,040	11,327,040	10,265,000	29.38%	10,240,000
Debt Service	935,601	976,400	976,400	1,055,665	1,331,629	36.38%	91,903
Debt Service - OPEB Bonding	634,800	602,194	602,194	602,194	601,894	-0.05%	601,894
Contribution OPEB Trust	357,700	357,700	357,700	357,700	376,700	5.31%	-
TOTAL WASTEWATER	**23,609,921**	**28,795,247**	**33,001,350**	**33,144,665**	**33,554,900**	**16.53%**	**31,545,507**
CHANGE IN NET POSITION	**(7,707,034)**	**(683,210)**	**(4,886,814)**	**(4,823,829)**	**(3,538,800)**		**(308,295)**
BEGINNING WORKING CAPITAL	**25,868,828**	**18,161,794**	**18,161,794**	**18,161,794**	**13,337,965**		**9,799,165**
ENDING WORKING CAPITAL	**18,161,794**	**17,478,584**	**13,274,980**	**13,337,965**	**9,799,165**		**9,490,870**
WATER							
RESOURCES							
Operational	16,718,942	16,817,071	16,817,071	16,028,210	16,823,471	0.04%	18,169,349
Interest	77,031	54,400	54,400	54,400	54,400	0.00%	54,400
Intergovernmental Grants and Contributions	36,855	-	1,000,000	1,000,000	-	-	-
Other	44,544	65,100	65,100	65,100	65,100	0.00%	65,100
Capital CIA	3,160,367	33,000	788,182	785,009	500,000	1415.15%	500,000
Bond Proceeds	5,308,730	8,805,600	8,805,600	9,395,000	13,053,000	48.24%	10,534,500
Transfer from Insurance Fund	-	180,000	180,000	180,000	280,000	55.56%	162,000
Foundation for Excellence Aspirational	222,281	500,000	777,719	777,719	500,000	0.00%	500,000
Use of (Contribution to) Working Capital	(6,358,805)	(848,212)	1,307,828	1,349,914	2,559,797	-401.79%	(892,724)
TOTAL RESOURCES	**19,209,945**	**25,606,959**	**29,795,900**	**29,635,352**	**33,835,768**	**32.14%**	**29,092,625**
EXPENDITURES							
Personnel	3,257,495	5,288,662	5,288,662	4,702,307	5,329,035	0.76%	5,435,616
Operating	7,591,881	7,253,881	7,236,581	7,583,288	7,593,158	4.68%	7,745,021
Capital	5,632,504	10,118,600	14,324,841	14,321,668	17,451,300	72.47%	13,024,119
Debt Service	1,848,205	2,095,833	2,095,833	2,178,106	2,616,268	24.83%	2,041,861
Debt Service - OPEB Bonding	581,660	551,783	551,783	551,783	551,508	-0.05%	551,508
Contribution OPEB Trust	298,200	298,200	298,200	298,200	294,500	-1.24%	294,500
TOTAL WATER	**19,209,945**	**25,606,959**	**29,795,900**	**29,635,352**	**33,835,768**	**32.14%**	**29,092,625**
CHANGE IN NET POSITION	**6,358,805**	**848,212**	**(1,307,828)**	**(1,349,914)**	**(2,559,797)**		**892,724**
BEGINNING WORKING CAPITAL	**13,106,643**	**19,465,448**	**19,465,448**	**19,465,448**	**18,115,534**		**15,555,737**
ENDING WORKING CAPITAL	**19,465,448**	**20,313,660**	**18,157,620**	**18,115,534**	**15,555,737**		**16,448,461**

CITY OF KALAMAZOO
2019 BUDGET
ENTERPRISE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
KALAMAZOO MUNICIPAL GOLF ASSOCIATION							
RESOURCES							
Operational	1,165,000	1,205,000	1,205,000	1,205,000	1,190,000	-1.24%	1,190,000
Other	579,491	510,000	510,000	510,000	535,000	4.90%	535,000
Use of (Contribution to) Working Capital	(30,076)	(30,295)	(30,295)	(30,295)	(5,844)	-80.71%	(5,844)
TOTAL RESOURCES	**1,714,415**	**1,684,705**	**1,684,705**	**1,684,705**	**1,719,156**	**2.04%**	**1,719,156**
EXPENDITURES							
Personnel	-						
Operating	1,466,106	1,438,500	1,438,500	1,438,500	1,600,000	11.23%	1,600,000
Debt Service	248,309	246,205	246,205	246,205	119,156	-51.60%	119,156
TOTAL GOLF ASSOCIATION	**1,714,415**	**1,684,705**	**1,684,705**	**1,684,705**	**1,719,156**	**2.04%**	**1,719,156**
CHANGE IN FUND BALANCE	**30,076**	**30,295**	**30,295**	**30,295**	**5,844**		**5,844**
BEGINNING FUND BALANCE	**262,837**	**292,913**	**292,913**	**292,913**	**323,208**		**329,052**
ENDING FUND BALANCE	**292,913**	**323,208**	**323,208**	**323,208**	**329,052**		**334,896**
TOTAL ENTERPRISE FUNDS	**44,545,963**	**56,086,911**	**64,481,955**	**64,464,722**	**69,109,824**	**51%**	**62,357,287**

CITY OF KALAMAZOO
2019 BUDGET
PENSION SYSTEM

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
PENSION SYSTEM							
RESOURCES							
Investment Income	96,421,777	78,980,000	78,980,000	52,041,500	52,125,500	-34.00%	52,646,755
Employer & Employee Contributions	1,086,258	1,065,000	1,065,000	1,190,000	1,115,000	4.69%	1,115,000
Miscellaneous Income	61	1,000	1,000	500	500	-50.00%	500
Use of (Contribution to) Working Capital	(66,516,523)	(49,066,300)	(49,066,300)	(20,803,481)	(20,970,266)	-57.26%	(21,169,464)
TOTAL RESOURCES	**30,991,573**	**30,979,700**	**30,979,700**	**32,428,519**	**32,270,734**	**4.17%**	**32,592,791**
OPERATIONS							
Benefit Payments	28,407,023	28,500,000	28,500,000	29,750,000	29,500,000	3.51%	29,795,000
Participant Withdrawals	84,357	65,000	65,000	65,000	65,000	0.00%	65,000
Custodial & Actuarial Fees	389,555	398,000	398,000	461,819	465,000	16.83%	469,650
Pension Management Fees	1,907,685	1,850,000	1,850,000	1,990,000	2,000,000	8.11%	2,020,000
City Administrative Fees	147,099	147,100	147,100	147,100	220,934	50.19%	223,143
Due Diligence/Conferences	5,584	10,000	10,000	7,000	10,000	0.00%	10,100
Investment Advisory Feees	2,998	3,500	3,500	2,000	3,500	0.00%	3,535
Audit Fees	4,900	5,100	5,100	5,100	5,300	3.92%	5,353
Other Expenses	42,372	1,000	1,000	500	1,000	0.00%	1,010
TOTAL RETIREMENT OPERATIONS	**30,991,573**	**30,979,700**	**30,979,700**	**32,428,519**	**32,270,734**	**4.17%**	**32,592,791**

CITY OF KALAMAZOO
2019 BUDGET
OTHER POST EMPLOYMENT BENEFITS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
OPEB SYSTEM							
RESOURCES							
Investment Income	15,043,304	15,604,151	15,604,151	8,435,050	8,440,000	-45.91%	8,524,400
Employer Contributions	3,500,009	3,500,000	3,500,000	3,500,000	3,500,000	0.00%	3,500,000
Employee Contributions	920,121	917,000	917,000	970,000	970,000	5.78%	979,700
Use of (Contribution to) Working Capital	(8,852,186)	(9,092,933)	(9,092,933)	(2,249,770)	(1,913,520)	-78.96%	(1,898,025)
TOTAL RESOURCES	**10,611,248**	**10,928,218**	**10,928,218**	**10,655,280**	**10,996,480**	**0.62%**	**11,106,075**
OPERATIONS							
Retiree Healthccare	10,178,780	10,464,000	10,464,000	10,200,000	10,526,000	0.59%	10,631,260
Outside Contractual	33,925	35,530	35,530	35,000	37,000	4.14%	37,000
Audit & Service Fees	398,543	428,688	428,688	420,280	433,480	1.12%	437,815
TOTAL OPEB OPERATIONS	**10,611,248**	**10,928,218**	**10,928,218**	**10,655,280**	**10,996,480**	**0.62%**	**11,106,075**

CITY OF KALAMAZOO
2019 BUDGET
INTERNAL SERVICE FUNDS

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Variance	2020 Projected
INSURANCE							
RESOURCES							
Interest	49,537	12,638	12,638	76,000	77,520	513.39%	7,038
General Insurance Revenue	1,705,324	1,591,187	1,591,187	1,576,687	1,260,397	-20.79%	1,231,306
Workers Comp. Revenue	2,880,000	2,559,342	2,559,342	2,559,342	2,610,529	2.00%	2,816,648
Life/Disability Ins Revenue	638,828	710,000	710,000	500,000	510,000	-28.17%	769,455
Health Insurance Revenue	10,752,374	9,585,036	9,585,036	10,919,288	11,574,445	20.76%	9,382,236
Dental Insurance Revenue	743,230	683,981	683,981	780,000	795,600	16.32%	683,981
Fringe Benefit Revenue	583,366	588,217	588,217	620,000	632,400	7.51%	588,218
Transfer from Former Internal Service	-	-	-	-	-	-	-
Cell Tower Lease Buyout Revenue	83,163	83,163	83,163	83,163	83,163	0.00%	83,163
Use of (Contribution to) Working Capital	(3,727,254)	(430,858)	(430,858)	(1,226,666)	(96,594)	-77.58%	30,676
TOTAL RESOURCES	**13,708,568**	**15,382,706**	**15,382,706**	**15,887,814**	**17,447,460**	**13.42%**	**15,592,721**
OPERATIONS							
Administration	49,512	89,039	89,039	89,039	113,771	27.78%	140,268
General Insurance	1,077,364	1,271,484	1,271,484	1,278,446	1,337,130	5.16%	1,163,232
Workers Compensation	1,895,944	2,277,897	2,277,897	2,327,425	2,370,378	4.06%	2,626,564
Life/Disability Insurance	627,402	685,342	685,342	561,200	562,124	-17.98%	685,341
Health Insurance	9,049,675	8,549,060	8,549,060	9,097,954	9,643,832	12.81%	8,455,063
Dental Insurance	474,339	500,000	500,000	497,000	506,940	1.39%	616,888
Fringe Benefit	534,332	399,884	399,884	426,750	435,285	8.85%	455,365
Transfer to Other funds (Rebate of Excess)	-	1,610,000	1,610,000	1,610,000	2,478,000	53.91%	1,450,000
TOTAL INSURANCE	**13,708,568**	**15,382,706**	**15,382,706**	**15,887,814**	**17,447,460**	**13.42%**	**15,592,721**
CHANGE IN NET POSITION	**3,727,254**	**430,858**	**430,858**	**1,226,666**	**96,594**		**(30,676)**
BEGINNING NET POSITION	**2,025,888**	**5,753,142**	**5,753,142**	**5,753,142**	**6,979,808**		**7,076,402**
ENDING NET POSITION	**5,753,142**	**6,184,000**	**6,184,000**	**6,979,808**	**7,076,402**		**7,045,726**

CITY OF KALAMAZOO
2019 BUDGET
CITY ADMINISTRATION

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

In Kalamazoo's commission-manager form of government, a City Manager is appointed by the City Commission to serve as the chief administrative officer of the city. The City Manager's Office coordinates the delivery of city services within the guidelines established by the City Commission and works with all departments to enhance service effectiveness and responsiveness. The City Manager's Office also ensures organizational responsiveness to the priorities established by the City Commission through Imagine Kalamazoo 2025 Strategic Vision.

DEPARTMENT EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	951,257	1,086,445	1,140,335	1,066,991	1,095,661	0.85%	1,093,942
Operating	606,932	740,570	740,570	694,320	687,675	-7.14%	687,675
Capital	-	-	-	6,000	3,000	-	3,000
TOTAL	**1,558,189**	**1,827,015**	**1,880,905**	**1,767,311**	**1,786,336**	**-2.23%**	**1,784,617**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	9.0	9.0	13.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
CITY ATTORNEY

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

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

The City Attorney's office has established six distinct service areas encompassing the services it provides:
• General Counsel- *provide legal advice to City Commission & City Administration; contract drafting/review*
• Claims Management- *settlement/denial of personal injury and property damage claims up to $25,000*
• Ordinance Prosecution- *district court pretrials & trials; ordinance review & drafting*
• Civil Litigation- *represent City, its officers, officials and employees in both Michigan and Federal trial and appellate courts*
• Administrative Advocacy- *represent City in tax appeals, civil rights complaints, unemployment claims, etc.*
• Freedom of Information Act Requests- *designated by City Commission as FOIA Coordinator*

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	611,422	629,483	682,715	622,552	706,091	12.17%	701,834
Operating	77,817	135,407	135,407	104,657	131,106	-3.18%	131,106
Capital	-	1,350	1,350	1,350	1,000	-25.93%	1,000
TOTAL	**689,239**	**766,240**	**819,472**	**728,559**	**838,197**	**9.39%**	**833,940**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	7.0	7.0	7.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
CITY CLERK

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

The City Clerk's Office is composed of three budgetary and functional divisions: the Administration Division; the Elections Division, and the Division of Records Management, Research, and Archives.

The Administration Division accomplishes the mission of the City Clerk's Office by: documenting the activities of the City Commission, preserving the record of those activities for future generations, and making those records available for the public to enable informed citizen engagement; facilitating the appointment of citizens to various boards, commissions, and committees and maintaining the meeting minutes from these groups for preservation and public access; issuing licenses and permits as required by statute and ordinance; and connecting people with the services and information they need.

The Elections Division accomplishes the mission of the City Clerk's Office through: the maintenance of accurate voter registration records; and the efficient administration of federal, state, and local elections in accordance with applicable laws and regulations.

The Division of Records Management, Research, and Archives accomplishes the mission of the City Clerk's Office by: providing cost-effective storage and disposition of the City's inactive records; promoting the development and implementation of sound information governance policies and procedures; preserving the City's historical records; and providing research services to City staff and the general public.

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	393,541	552,847	572,549	578,037	583,421	5.53%	576,710
Operating	136,814	248,168	248,168	182,538	204,451	-17.62%	204,451
Capital	4,226	-	-	7,368	30,000	-	3,000
TOTAL	**534,581**	**801,015**	**820,717**	**767,943**	**817,871**	**2.10%**	**784,161**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	5.0	6.0	6.0
Number of Permanent Part Time Positions	0.0	0.0	1.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET

INTERNAL AUDITOR

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

The ongoing functions of the Internal Auditor are to:

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

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	89,093	85,998	93,012	92,440	91,871	6.83%	91,083
Operating	1,389	1,963	1,963	1,963	1,963	0.00%	1,963
TOTAL	**90,482**	**87,961**	**94,975**	**94,403**	**93,834**	**6.68%**	**93,046**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	1.0	1.0	1.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
311 CUSTOMER SERVICE

General Fund

BUDGET OVERVIEW

REVENUE

The revenue source for 311 Customer Service is the General Fund.

DEPARTMENT DESCRIPTION

The 311 Customer Service Division of the City Manager's Office has dual purposes. When the 311 Contact Center is fully implemented in late 2019, it will provide exceptional customer service to all. Anyone who contacts the City of Kalamazoo through the "One Call to City Hall" model of answering, not transferring, inquiries for partner departments. The contact center will continue to evolve to meet customers at their place of need: through the website, telephone, text, social media, and new technologies. This function will also allow the organization to focus more on producing high-quality core services. The division will become a data collection center for the organization as it works to become high performing. Many metrics and KPI's being developed will be able to be measured through data from the contact center, which will allow for efficiencies and higher impact programs to be developed.

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	-	-	81,735	254,380	569,648	-	557,410
Operating	-	-	-	19,511	32,600	-	32,600
TOTAL	**-**	**-**	**81,735**	**273,891**	**602,248**	**-**	**590,010**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	0.0	1.0	9.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
HUMAN RESOURCES

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	648,079	662,994	705,879	691,941	823,513	24.21%	816,352
Operating	244,935	125,885	125,885	185,320	127,828	1.54%	127,828
TOTAL	**893,014**	**788,879**	**831,764**	**886,761**	**953,341**	**20.85%**	**946,180**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	7.0	8.0	8.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
INFORMATION TECHNOLOGY

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

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

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

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	873,222	1,070,050	1,143,197	1,150,819	1,429,680	33.61%	1,418,888
Operating	732,185	604,044	878,594	1,075,774	1,065,474	76.39%	1,065,474
Capital	101,408	250,000	250,000	225,000	300,000	20.00%	125,000
TOTAL	**1,706,815**	**1,924,094**	**2,271,791**	**2,451,593**	**2,795,154**	**45.27%**	**2,609,362**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	13.0	15.0	15.0

THE CITY OF

Kalamazoo

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

The Budget and Accounting division is responsible for the maintenance and reporting of the City's General Ledger, the coordination and preparation of the annual audit and Comprehensive Annual Financial Report, cost allocation plan, and City budget. In addition, the department prepares internal financial reporting, monitors budget to actual results, prepares monthly and other adjusting journal entries, and coordinates the financial reporting of the City's Employee Retirement System and Other Post Employment Benefits trusts.

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.

The Assessing division provides 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).

The Financial Services division is responsible for the administration and control of accounts payable, payroll and pension, to ensure the proper disbursement of funds in accordance with budgetary requirements and IRS regulations.

The Purchasing division provides assistance to City divisions for the cost effective and efficient procurement of goods and services as well as the disposition of surplus property. This division is responsible for the coordination of special programs such as outreach to minority and women business enterprises, prevailing wage compliance, vendor relations, auctions of surplus property, and state cooperative purchasing.

EXPENDITURES

	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	2,157,559	2,484,887	2,525,079	2,499,229	2,663,515	1.17%	2,624,889
Operating	1,077,463	1,079,662	1,141,769	1,130,995	1,151,736	35.53%	1,151,736
Capital	6,828	-	-	-	5,000	0.00%	5,000
TOTAL	**3,241,850**	**3,564,549**	**3,666,848**	**3,630,224**	**3,820,251**	**7.17%**	**3,781,625**

POSITIONS

POSITION ALLOCATIONS				Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions				33.0	34.0	33.0

THE CITY OF

Kalamazoo

CITY OF KALAMAZOO
2019 BUDGET
KALAMAZOO PUBLIC SAFETY

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

KDPS deploys resources from eight (8) facilities and is comprised of 6 Divisions: Administration, Community Oriented Problem Solving (COPS), Operations, Criminal Investigations, Service and Training. In 2017, KDPS responded to more than 105,000 proactive and reactive calls for service. In 2019, KDPS will continue to promote crime and fire prevention programs, the investigations of crimes leading to the apprehension of perpetrators, the recovery of property and providing emergency medical services.

Public Safety will continue to explore ideas and concepts leading to improved service to our community. The promotion of goodwill, community respect and confidence in Public Safety will continue to be of the highest priority for all employees. KDPS will also strive to recruit and retain a diverse and local workforce.

EXPENDITURES

TOTAL BUDGET	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	25,791,405	26,080,197	26,096,133	27,029,550	26,324,147	0.94%	26,667,675
Operating	3,454,997	3,865,525	3,981,115	4,178,106	4,616,173	19.42%	4,616,173
Capital	679,532	781,590	808,594	780,770	536,000	-31.42%	344,299
Grant Match Transfers	401,644	-	-	-	-	-	-
Total Grants	1,179,752	1,409,432	1,615,183	1,597,354	1,171,915	-16.85%	847,453
TOTAL	**31,507,330**	**32,136,744**	**32,501,025**	**33,585,780**	**32,648,235**	**1.59%**	**32,475,600**
GENERAL FUND							
Personnel	25,717,223	26,064,007	26,079,943	27,009,799	26,308,518	0.94%	26,652,046
Operating	3,096,559	3,865,525	3,981,115	4,154,386	4,592,453	18.81%	4,592,453
Grant Match Transfers	401,644	-	-	-	-	-	-
Capital	661,301	443,100	470,104	651,700	300,000	-32.30%	250,000
TOTAL	**29,876,727**	**30,372,632**	**30,531,162**	**31,815,885**	**31,200,971**	**2.73%**	**31,494,499**
SPECIAL REVENUE							
Personnel	74,182	16,190	16,190	19,751	15,629	-3.47%	15,629
Operating	358,438	-	-	23,720	23,720	-	23,720
Capital	18,231	338,490	338,490	129,070	236,000	-30.28%	94,299
TOTAL	**450,851**	**354,680**	**354,680**	**172,541**	**275,349**	**-22.37%**	**133,648**

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	270.0	281.0	276.0
Number of Permanent Part Time Positions	8.0	8.0	6.0

THE CITY OF

Kalamazoo

PUBLIC WORKS

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	1,251,831	412,957	414,010	561,327	358,750	-13.13%	375,366
Operating	754,976	819,566	1,026,736	1,051,026	521,646	-36.35%	521,646
TOTAL	**2,006,807**	**1,232,523**	**1,440,746**	**1,612,353**	**880,396**	**-28.57%**	**897,012**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	49.0	50.0	46.0

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.

CITY-WIDE MAINTENANCE

General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	392,363	479,006	516,779	410,145	481,743	0.00%	504,056
Operating	638,689	677,679	877,679	899,309	765,690	12.99%	765,690
Capital	104,363	125,000	173,008	258,008	150,000	20.00%	120,000
TOTAL	**1,135,415**	**1,281,685**	**1,567,466**	**1,567,462**	**1,397,433**	**9.03%**	**1,389,746**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	7.0	7.0	6.0

CITY OF KALAMAZOO
2019 BUDGET
PUBLIC SERVICES

FLEET SERVICES
General Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

GENERAL FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	572,789	712,078	720,334	493,644	728,505	2.31%	762,247
Operating	1,462,658	1,440,327	1,440,327	1,699,823	1,917,741	33.15%	1,917,741
Capital	141,482	113,000	113,000	113,000	225,000	99.12%	180,000
TOTAL	**2,176,929**	**2,265,405**	**2,273,661**	**2,306,467**	**2,871,246**	**-14.99%**	**2,859,988**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	9.0	10.0	10.0

CITY OF KALAMAZOO
2019 BUDGET
PUBLIC SERVICES

STREETS
Special Revenue Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

TOTAL BUDGET	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	1,229,855	2,750,803	2,750,803	2,304,583	2,878,787	4.65%	2,936,363
Operating	2,633,728	3,309,215	3,309,215	3,483,545	3,528,774	6.63%	2,835,274
Debt Service	2,731,659	2,853,452	2,853,452	2,881,409	3,075,439	7.78%	3,464,681
Transfers	450,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,100,000
Contribution to OPEB Trust	40,250	40,250	40,250	40,250	38,800	-3.60%	888,655
Capital	5,180,402	9,767,064	12,601,083	12,593,048	8,007,995	-18.01%	5,729,300
TOTAL	**12,265,894**	**19,720,784**	**22,554,803**	**22,302,835**	**18,529,795**	**-6.04%**	**16,954,273**
MAJOR STREETS SPECIAL REVENUE							
						-	
Personnel	780,615	1,512,547	1,512,547	1,520,150	1,725,196	14.06%	1,759,700
Operating	1,844,330	2,242,967	2,242,967	2,379,012	2,471,892	10.21%	1,979,359
Debt Service	1,925,775	2,021,967	2,021,967	2,039,673	2,132,653	5.47%	2,508,118
Transfers	450,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,100,000
Contribution to OPEB Trust	43,400	43,400	43,400	43,400	41,900	-3.46%	41,900
Capital	3,753,081	6,190,200	8,523,531	8,523,531	6,539,500	5.64%	4,729,300
TOTAL	**8,797,201**	**13,011,081**	**15,344,412**	**15,505,766**	**13,911,141**	**6.92%**	**12,118,377**
LOCAL STREETS SPECIAL REVENUE							
Personnel	449,240	1,238,256	1,238,256	784,433	1,153,591	-6.84%	1,176,663
Operating	789,398	1,066,248	1,066,248	1,104,533	1,056,882	-0.88%	855,915
Debt Service	805,884	831,485	831,485	841,736	942,786	13.39%	956,563
Contribution to OPEB Trust	40,250	40,250	40,250	40,250	38,800	-3.60%	888,655
Capital	1,427,321	3,576,864	4,077,552	4,069,517	1,468,495	-58.94%	1,000,000
TOTAL	**3,512,093**	**6,753,103**	**7,253,791**	**6,840,469**	**4,660,554**	**-30.99%**	**4,877,796**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	49.0	50.0	46.0

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.

CEMETERIES

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

SPECIAL REVENUE	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	29,094	29,630	29,630	31,930	31,689	- 6.95%	30,090
Operating	284,192	341,255	463,553	451,729	337,702	-1.04%	337,702
Capital	31,425	162,180	177,180	177,180	200,000	23.32%	200,000
TOTAL	**344,711**	**533,065**	**670,363**	**660,839**	**569,391**	**- 6.81%**	**567,792**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	49.0	50.0	46.0

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.

SOLID WASTE

Special Revenue Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

SPECIAL REVENUE	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	606,198	355,648	355,648	324,539	438,824	23.39%	381,859
Operating	2,028,067	2,055,942	2,055,942	2,191,187	2,190,057	6.52%	2,190,057
Debt Service	81,639	81,574	81,574	81,574	81,603	0.04%	81,603
Capital	-	-	-	-	325,000	-	-
Contribution to OPEB Trust	48,300	48,300	48,300	48,300	46,500	-3.73%	46,500
TOTAL	**2,764,204**	**2,541,464**	**2,541,464**	**2,645,600**	**3,081,984**	**21.27%**	**2,700,019**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	49.0	50.0	46.0

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.

WASTEWATER DIVISION

Enterprise Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

ENTERPRISE FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	5,101,242	6,125,664	6,125,664	5,551,312	6,554,904	7.01%	6,186,937
Operating	10,820,689	12,799,352	13,612,352	14,250,754	14,424,773	12.70%	14,424,773
Capital	5,759,889	7,933,937	11,327,040	11,327,040	10,265,000	29.38%	10,240,000
Debt Service	1,570,401	1,578,594	1,578,594	1,657,859	1,933,523	22.48%	693,797
Transfers	357,700	357,700	357,700	357,700	376,700	5.31%	-
TOTAL	**23,609,921**	**28,795,247**	**33,001,350**	**33,144,665**	**33,554,900**	**16.53%**	**31,545,507**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	60.0	73.0	88.0

WATER DIVISION

Enterprise Fund

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

ENTERPRISE FUND	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	3,257,495	5,288,662	5,288,662	4,702,307	5,329,035	0.76%	5,435,616
Operating	7,591,881	7,253,881	7,236,581	7,583,288	7,593,158	4.68%	7,745,021
Capital	5,632,504	10,118,600	14,324,841	14,321,668	17,451,300	72.47%	13,024,119
Debt Service	2,429,865	2,647,616	2,647,616	2,729,889	3,167,776	19.65%	2,593,369
Transfers	298,200	298,200	298,200	298,200	294,500	-1.24%	294,500
TOTAL	**19,209,945**	**25,606,959**	**29,795,900**	**29,635,352**	**33,835,768**	**32.14%**	**29,092,625**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	77.0	71.0	70.0

CITY OF KALAMAZOO
2019 BUDGET
COMMUNITY PLANNING & DEVELOPMENT

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

TOTAL BUDGET	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	1,361,006	1,599,240	1,671,021	1,651,332	1,920,145	20.07%	1,896,584
Operating	645,537	679,783	1,131,291	1,190,162	749,691	10.28%	749,691
Capital	8,963	13,700	13,700	13,700	8,000	-41.61%	5,000
Total Grants	1,856,955	2,723,941	3,321,786	3,281,220	1,814,920	-33.37%	948,146
TOTAL	**3,872,461**	**5,016,664**	**6,137,798**	**6,136,414**	**4,492,755**	**-10.44%**	**3,599,421**
GENERAL FUND							
Personnel	1,361,006	1,599,240	1,671,021	1,651,332	1,920,145	20.07%	1,896,584
Operating	645,187	654,343	705,851	764,722	749,691	14.57%	749,691
Capital	8,963	13,700	13,700	13,700	8,000	-41.61%	5,000
TOTAL	**2,015,156**	**2,267,283**	**2,390,572**	**2,429,754**	**2,677,836**	**18.11%**	**2,651,275**
SPECIAL REVENUE FUNDS							
Operating	350	25,440	425,440	425,440	-	-100.00%	-
TOTAL	**350**	**25,440**	**425,440**	**425,440**	**-**	**-100.00%**	**-**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	33.0	34.0	35.0
Number of Permanent Part Time Positions	1.0	1.0	1.0

CITY OF KALAMAZOO
2019 BUDGET
ECONOMIC DEVELOPMENT

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

EXPENDITURES

TOTAL BUDGET	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	175,789	212,649	220,353	144,648	226,820	6.66%	224,557
Operating	33,386	95,007	95,007	90,807	88,919	-6.41%	88,919
Capital						-	
Total Grants	-	1,575,000	1,575,000	1,500,000	500,000	-68.25%	-
TOTAL	**209,175**	**1,882,656**	**1,890,360**	**1,735,455**	**815,739**	**-56.67%**	**313,476**
GENERAL FUND							
Personnel	175,789	212,649	220,353	144,648	226,820	6.66%	224,557
Operating	33,386	95,007	95,007	90,807	88,919	-6.41%	88,919
TOTAL	**209,175**	**307,656**	**315,360**	**235,455**	**315,739**	**2.63%**	**313,476**

POSITIONS

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	6.0	7.0	4.0

CITY OF KALAMAZOO
2019 BUDGET
PARKS AND RECREATION

General Fund, Special Revenue

BUDGET OVERVIEW

REVENUE

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

DEPARTMENT DESCRIPTION

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

The 33 parks and 5 facilities maintained represent 22,000 hours of tasks that need to be completed annually. Tasks include trash/litter/debris removal, restroom cleaning, planting flowers, preparing and weeding flower beds at gateways, irrigation repair, fence repair, tree pruning, leaf removal, snow removal, pool maintenance, playground equipment repair, athletic field turf management, and facility repairs. The division has 7.75 FTE and utilizes 15-20 seasonal staff to maintain the parks and facilities.

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

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

The Farmers' Market is also part of the Recreation division's responsibility. The market is operated by the People's Food Co-op currently and operates from May through late November. The market attracts thousands of people weekly and hosts over 100 vendors each Saturday. There is no budget for The Farmer's Market as all operations are covered by the People's Food Co-op Agreement

TOTAL BUDGET	2017 Actual	2018 Adopted	2018 Amended	2018 Projected	2019 Budget	2019/2018 Adopted Variance	2020 Projected
Personnel	2,327,826	2,460,320	2,553,440	2,612,769	2,861,893	16.32%	1,651,675
Operating	699,223	688,079	700,744	706,107	716,455	4.12%	806,455
Capital	73,583	85,000	72,000	66,000	131,455	54.65%	-
Total Grants	926,710	945,269	1,068,110	1,074,832	1,214,518	28.48%	11,000
Grant Transfers	90,000	90,000	90,000	-	-	-100.00%	-
TOTAL	**4,117,342**	**4,268,668**	**4,484,294**	**4,459,709**	**4,924,320**	**15.36%**	**2,469,130**
GENERAL FUND							
Personnel	1,401,116	1,515,051	1,485,330	1,537,937	1,647,375	8.73%	1,640,675
Operating	699,223	688,079	700,744	706,107	716,455	4.12%	806,455
Grant Transfers	90,000	90,000	90,000	-	-	-100.00%	-
Capital	73,583	85,000	72,000	66,000	131,455	54.65%	50,000
TOTAL	**2,263,922**	**2,378,130**	**2,348,074**	**2,310,044**	**2,495,284**	**4.93%**	**2,497,130**

POSITION ALLOCATIONS	Budget 2017	Budget 2018	Budget 2019
Number of Permanent Full Time Positions	14.0	14.0	15.0
Number of Permanent Part Time Positions	1.0	1.0	1.0

THE CITY OF

Kalamazoo

City of Kalamazoo, Michigan

Capital Improvement Plan

2019 thru **2023**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2019	2020	2021	2022	2023	Total
Information Technology (CIP)							
Network Refresh	GEN-18-015	350,000					350,000
Bond		*350,000*					*350,000*
Data Center Consolidation	I/T-19-001	150,000					150,000
Bond		*150,000*					*150,000*
Cyber Security	I/T-19-002	125,000					125,000
Bond		*125,000*					*125,000*
2019 Servers, Infrastructure & Equipment	I/T-19-003	175,000					175,000
Bond		*175,000*					*175,000*
Information Technology (CIP) Total		**800,000**					**800,000**
Parks & Recreation (CIP)							
Rockwell Park Improvements	P&R-17-002	375,000					375,000
Foundation for Excellence		*375,000*					*375,000*
Reed Street Park Redevelopment	P&R-18-005	400,000					400,000
Bond		*300,000*					*300,000*
Foundation for Excellence		*100,000*					*100,000*
Farrell Park Splash Pad	P&R-18-010		585,000				585,000
Bond			*335,000*				*335,000*
Local			*250,000*				*250,000*
Verburg Park	P&R-19-001	12,000	488,000				500,000
Bond		*12,000*	*488,000*				*500,000*
Milham Park Improvements	P&R-19-008		25,000	1,300,000			1,325,000
Bond			*25,000*	*500,000*			*525,000*
Local				*500,000*			*500,000*
State				*300,000*			*300,000*
Milham Park Dam Removal	P&R-19-009	50,000	400,000				450,000
Bond		*50,000*	*100,000*				*150,000*
State			*300,000*				*300,000*
Upjohn Park Resurfacing	P&R-19-010	150,000					150,000
Foundation for Excellence		*150,000*					*150,000*
Blanche Hull Park	P&R-20-001		25,000	1,950,000			1,975,000
Bond			*25,000*	*1,130,000*			*1,155,000*
Private				*520,000*			*520,000*
State				*300,000*			*300,000*
Emerald Park	P&R-21-001			8,000	250,000		258,000
Bond				*8,000*	*200,000*		*208,000*
Private					*50,000*		*50,000*
Sherwood Park	P&R-21-002			8,000	225,000		233,000
Bond				*8,000*	*225,000*		*233,000*
Knollwood Park Improvements	P&R-22-001				10,000	200,000	210,000
Bond					*10,000*	*200,000*	*210,000*
Parks & Recreation (CIP) Total		**987,000**	**1,523,000**	**3,266,000**	**485,000**	**200,000**	**6,461,000**

Department	Project #	2019	2020	2021	2022	2023	Total
Public Safety (CIP)							
New Station #2 (Bryant) Design & Construction	KDPS-16-002	1,000,000	2,800,000				*3,800,000*
Bond		***1,000,000***	***2,800,000***				***3,800,000***
KDPS Radio Replacement	KDPS-19-001	800,000	800,000	800,000			*2,400,000*
Bond		***800,000***	***800,000***	***800,000***			***2,400,000***
Public Safety Facility Upgrades	KDPS-19-005	100,000	100,000	200,000	200,000		*600,000*
Bond		***100,000***	***100,000***	***200,000***	***200,000***		***600,000***
New Station #1	KDPS-19-006			500,000	1,000,000		*1,500,000*
Bond				***500,000***	***1,000,000***		***1,500,000***
Nazareth Shooting Range & Classrooms	KDPS-20-002				300,000		*300,000*
Bond					***300,000***		***300,000***
In-Car Camera System Infrastructure Upgrade	KDPS-21-001			200,000			*200,000*
Bond				***200,000***			***200,000***
New Station #5 / #8	KDPS-21-003					250,000	*250,000*
Bond						***250,000***	***250,000***
Public Safety (CIP) Total		**1,900,000**	**3,700,000**	**1,700,000**	**1,500,000**	**250,000**	***9,050,000***
Public Safety (FIN)							
Replace Fire Apparatus - Truck 6	KDPS-20-001			1,300,000			*1,300,000*
Other Financing				***1,300,000***			***1,300,000***
Replace Engine #3	KDPS-21-002				550,000		*550,000*
Other Financing					***550,000***		***550,000***
Replace Engine #6	KDPS-22-002					550,000	*550,000*
Other Financing						***550,000***	***550,000***
Public Safety (FIN) Total				**1,300,000**	**550,000**	**550,000**	***2,400,000***
Public Svcs:General (CIP)							
Fiber Optic Network	GEN-16-001	125,000	125,000	125,000			*375,000*
Bond		***125,000***	***125,000***	***125,000***			***375,000***
KRVT - Portage Creek Trail Phase (3)	P&R-19-004	50,000	1,000,000				*1,050,000*
Bond		***50,000***	***500,000***				***550,000***
Private			***500,000***				***500,000***
4th Floor Upgrades - Fan Coil	PS-19-025	130,000					*130,000*
Bond		***130,000***					***130,000***
Great Neighborhoods Infrastructure	PS-19-026	1,900,000					*1,900,000*
Foundation for Excellence		***1,900,000***					***1,900,000***
Public Svcs:General (CIP) Total		**2,205,000**	**1,125,000**	**125,000**			***3,455,000***
Public Svcs:General (FIN)							
Backhoe (streets/asphalt)	PS-19-021	150,000					*150,000*
Other Financing		***150,000***					***150,000***
High Ranger	PS-19-022	250,000					*250,000*
Other Financing		***250,000***					***250,000***
(4) 10 yd Dump Truck (streets)	PS-19-023	250,000	250,000	500,000			*1,000,000*
Other Financing		***250,000***	***250,000***	***500,000***			***1,000,000***
High Ranger (forestry)	PS-20-003		150,000				*150,000*
Other Financing			***150,000***				***150,000***
Backhoe (streets/concrete)	PS-20-004		150,000				*150,000*
Other Financing			***150,000***				***150,000***
Loader (streets)	PS-20-005		160,000				*160,000*
Other Financing			***160,000***				***160,000***

Department	Project #	2019	2020	2021	2022	2023	Total
Backhoe (streets/concrete)	PS-21-001			150,000			*150,000*
Other Financing				***150,000***			***150,000***
Loader (forestry)	PS-22-001				160,000		*160,000*
Other Financing					***160,000***		***160,000***
Dump Truck (streets)	PS-22-022				250,000		*250,000*
Other Financing					***250,000***		***250,000***
Dump Truck (streets)	PS-23-002					250,000	*250,000*
Other Financing						***250,000***	***250,000***
Public Svcs:General (FIN) Total		**650,000**	**710,000**	**650,000**	**410,000**	**250,000**	***2,670,000***
GRAND TOTAL		**6,542,000**	**7,058,000**	**7,041,000**	**2,945,000**	**1,250,000**	***24,836,000***

THE CITY OF

Kalamazoo

City of Kalamazoo, Michigan

Capital Improvement Plan

2019 thru **2023**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2019	2020	2021	2022	2023	Total
Public Svcs:Major Street (MST)							
Major Street Program	MST-00-003		1,550,000	1,850,000	1,850,000	1,850,000	7,100,000
Bond			***1,550,000***	***1,850,000***	***1,850,000***	***1,850,000***	***7,100,000***
Cork (Portage to Sprinkle)	MST-17-001	1,700,000					1,700,000
Bond		***884,000***					***884,000***
Federal		***816,000***					***816,000***
Oakland (Parkview to Howard)	MST-19-006	87,000	1,160,000				1,247,000
Bond		***87,000***	***300,000***				***387,000***
Federal			***860,000***				***860,000***
Cork St Road Corridor (4 to 3 lane conversion)	MST-19-007	150,000					150,000
Bond		***150,000***					***150,000***
Parkview Ave (Oakland to Greenleaf)	MST-19-008	400,000					400,000
Bond		***400,000***					***400,000***
Stadium Dr (Drake to Lovell)	MST-19-009	1,000,000					1,000,000
Bond		***1,000,000***					***1,000,000***
Burdick & North (Traffic Signal Upgrade)	MST-19-010	22,500	300,000				322,500
Bond		***22,500***	***300,000***				***322,500***
Lake Street (Mills to City Limits)	MST-19-011	300,000					300,000
Bond		***300,000***					***300,000***
Gembrit Circle	MST-19-012	300,000					300,000
Bond		***300,000***					***300,000***
Streetlights-Stadium (Howard to Lovell)	MST-19-013	400,000					400,000
Bond		***400,000***					***400,000***
Bank St Re-alignment	MST-19-014	80,000	500,000				580,000
Bond		***80,000***	***500,000***				***580,000***
Portage (Stockbridge to Portage/Pitcher Connector)	MST-20-005	1,950,000					1,950,000
Federal		***1,100,000***					***1,100,000***
State		***850,000***					***850,000***
Portage Rd Corridor (4 to 3 Lane Conversion)	MST-20-006		250,000				250,000
Bond			***250,000***				***250,000***
Emerald Street (Cork to Miller)	MST-20-007		250,000				250,000
Bond			***250,000***				***250,000***
Miller Rd (Emerald to Sprinkle)	MST-20-008		500,000				500,000
Bond			***500,000***				***500,000***
Ransom Street (Walbridge to Burdick)	MST-20-009		46,800	624,000			670,800
Bond			***46,800***	***144,000***			***190,800***
Federal				***480,000***			***480,000***
Parkview & Greenleaf (Traffic Signal Upgrade)	MST-20-010		22,500	300,000			322,500
Bond			***22,500***	***300,000***			***322,500***
Miller (Portage to Emerald)	MST-22-002			400,000			400,000
Bond				***400,000***			***400,000***
Douglas & North (Traffic Signal Upgrade)	MST-22-005				22,500	300,000	322,500
Bond					***22,500***	***300,000***	***322,500***
Angling Road Culvert	MST-22-006				850,000		850,000
Bond					***850,000***		***850,000***

Department	Project #	2019	2020	2021	2022	2023	Total
Crosstown Bridge	MST-22-007				127,500	1,700,000	*1,827,500*
Bond					***127,500***	***1,700,000***	***1,827,500***
Paterson Bridge	MST-22-008				212,625	2,835,000	*3,047,625*
Bond					***212,625***	***135,000***	***347,625***
Federal						***2,700,000***	***2,700,000***
Inkster Bridge	MST-22-009				89,775	1,197,000	*1,286,775*
Bond					***89,775***	***57,000***	***146,775***
Federal						***1,140,000***	***1,140,000***
Whites & Bronson (Traffic Signal Upgrade)	MST-23-001					22,500	*22,500*
Bond						***22,500***	***22,500***
Scattered Sites	MST-YR-001	150,000	150,000	150,000	150,000	150,000	*750,000*
Bond		***150,000***	***150,000***	***150,000***	***150,000***	***150,000***	***750,000***
Major Streets Contingency	MST-YR-002	250,000	250,000	250,000	250,000	250,000	*1,250,000*
Bond		***250,000***	***250,000***	***250,000***	***250,000***	***250,000***	***1,250,000***
Public Svcs:Major Street (MST) Total		**6,789,500**	**4,979,300**	**3,574,000**	**3,552,400**	**8,304,500**	***27,199,700***
GRAND TOTAL		**6,789,500**	**4,979,300**	**3,574,000**	**3,552,400**	**8,304,500**	***27,199,700***

City of Kalamazoo, Michigan

Capital Improvement Plan

2019 thru **2023**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2019	2020	2021	2022	2023	Total
Public Svcs:Local Street (LST)							
Sun Valley	LST-18-008	400,000					*400,000*
Bond		***400,000***					***400,000***
Amhurst (Oakland to Barnard)	LST-19-001	49,300					*49,300*
Bond		***49,300***					***49,300***
Bank Street (Lake to Reed)	LST-19-002	81,600					*81,600*
Bond		***81,600***					***81,600***
Barnard (Parkview to Amhurst)	LST-19-003	14,630					*14,630*
Bond		***14,630***					***14,630***
Broadway (Larraine to Winchell/part 2)	LST-19-004	52,800					*52,800*
Bond		***52,800***					***52,800***
Canterbury (Stafford to Northampton)	LST-19-005	10,720					*10,720*
Bond		***10,720***					***10,720***
Cedar Street (Davis to Oak)	LST-19-006	28,050					*28,050*
Bond		***28,050***					***28,050***
Cricket Lane (Parkview Hills)	LST-19-007	10,000					*10,000*
Bond		***10,000***					***10,000***
Denner Street (Alamo to North)	LST-19-008	45,090					*45,090*
Bond		***45,090***					***45,090***
Glendale Street (curb & gutter)	LST-19-009	13,500					*13,500*
Bond		***13,500***					***13,500***
Hillshire Dr (Oakland to east end U turn)	LST-19-010	28,545					*28,545*
Bond		***28,545***					***28,545***
Indiana Street (Cherry to Howard)	LST-19-011	31,900					*31,900*
Bond		***31,900***					***31,900***
John Street (Walnut to Lovell/CBD)	LST-19-012	40,500					*40,500*
Bond		***40,500***					***40,500***
Konkle Street (Cork north to school/part 1)	LST-19-013	23,100					*23,100*
Bond		***23,100***					***23,100***
Konkle Street (Cork to Bloomfield/part 2)	LST-19-014	99,600					*99,600*
Bond		***99,600***					***99,600***
Lake Street (Burdick to Walter)	LST-19-015	64,500					*64,500*
Bond		***64,500***					***64,500***
Monroe Street (West Main to Grant)	LST-19-016	9,900					*9,900*
Bond		***9,900***					***9,900***
Montrose (Bronson to Westnedge)	LST-19-017	37,800					*37,800*
Bond		***37,800***					***37,800***
Park Ave (City Limits to Onondaga)	LST-19-018	25,300					*25,300*
Bond		***25,300***					***25,300***
Pasedena (Cork to Miller)	LST-19-019	81,000					*81,000*
Bond		***81,000***					***81,000***
Prouty Street (Edwards to Pitcher)	LST-19-020	18,810					*18,810*
Bond		***18,810***					***18,810***
Ridgeview (Appleland to north end)	LST-19-021	28,210					*28,210*

Department	Project #	2019	2020	2021	2022	2023	Total
Bond		***28,210***					***28,210***
Skyler (Oakland to Kilgore)	LST-19-022	49,600					*49,600*
Bond		***49,600***					***49,600***
South Rose (Grandview to Whitcomb)	LST-19-023	84,000					*84,000*
Bond		***84,000***					***84,000***
Stafford Street (Londonderry to Croyden)	LST-19-024	54,400					*54,400*
Bond		***54,400***					***54,400***
Virginia Street (Park to Spanish/phase 2)	LST-19-025	30,800					*30,800*
Bond		***30,800***					***30,800***
Walnut Street (John to Burdick/CBD)	LST-19-026	15,840					*15,840*
Bond		***15,840***					***15,840***
Whittler (Cork to Cambridge)	LST-19-027	39,000					*39,000*
Bond		***39,000***					***39,000***
Local Street Program	LST-YR-001	0	1,000,000	1,000,000	1,000,000	1,000,000	*4,000,000*
Bond		***0***	***1,000,000***	***1,000,000***	***1,000,000***	***1,000,000***	***4,000,000***
Public Svcs:Local Street (LST) Total		**1,468,495**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	***5,468,495***
GRAND TOTAL		**1,468,495**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	***5,468,495***

City of Kalamazoo, Michigan

Capital Improvement Plan

2019 thru **2023**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2019	2020	2021	2022	2023	Total
Public Svcs:Wastewaster (590)							
Lift Station Conduit Improvements	WWR-17-009	50,000	50,000	50,000			*150,000*
Working Capital		***50,000***	***50,000***	***50,000***			***150,000***
Woods Lake Generator	WWR-19-004	80,000					*80,000*
Working Capital		***80,000***					***80,000***
Whites Lake Generator	WWR-19-005	80,000					*80,000*
Working Capital		***80,000***					***80,000***
Emergency Portable Trash Pumps	WWR-19-015	75,000					*75,000*
Working Capital		***75,000***					***75,000***
Sewer Van Replacement	WWR-19-018	80,000					*80,000*
Working Capital		***80,000***					***80,000***
1 Ton High Roof Extended Van	WWR-19-022	35,000					*35,000*
Working Capital		***35,000***					***35,000***
1/2 Ton Pickup	WWR-19-023	35,000					*35,000*
Working Capital		***35,000***					***35,000***
3/4 Ton Pickup	WWR-19-024	35,000					*35,000*
Working Capital		***35,000***					***35,000***
1 Ton Pickup	WWR-19-025	70,000					*70,000*
Working Capital		***70,000***					***70,000***
(4) 1 Ton Cargo Van	WWR-19-026	125,000					*125,000*
Working Capital		***125,000***					***125,000***
Freightliner 114SD Sewer Truck	WWR-20-003		500,000				*500,000*
Working Capital			***500,000***				***500,000***
Access Control & Security Upgrades	WWR-20-012		15,000				*15,000*
Working Capital			***15,000***				***15,000***
Dump Truck	WWR-20-016				200,000		*200,000*
Working Capital					***200,000***		***200,000***
Secondary Waste ML Pumps (Qty 2)	WWR-21-002			150,000			*150,000*
Working Capital				***150,000***			***150,000***
Backhoe	WWR-22-007				200,000		*200,000*
Working Capital					***200,000***		***200,000***
Bobcat	WWR-22-008				150,000		*150,000*
Working Capital					***150,000***		***150,000***
MiniJet Sewer Cleaning Equipment	WWR-23-013					300,000	*300,000*
Working Capital						***300,000***	***300,000***
Plant Lighting	WWR-23-014					100,000	*100,000*
Working Capital						***100,000***	***100,000***
WRP Electrical, Instrumentation & Controls	WWR-YR-001	150,000	150,000	150,000	150,000	160,000	*760,000*
Working Capital		***150,000***	***150,000***	***150,000***	***150,000***	***160,000***	***760,000***
WRP Equipment Replacements	WWR-YR-002	250,000	250,000	250,000	250,000	260,000	*1,260,000*
Working Capital		***250,000***	***250,000***	***250,000***	***250,000***	***260,000***	***1,260,000***
Computer Replacement	WWR-YR-005	25,000	25,000	25,000	25,000	30,000	*130,000*
Working Capital		***25,000***	***25,000***	***25,000***	***25,000***	***30,000***	***130,000***
Lift Station Mechanical Improvements	WWR-YR-006	25,000	25,000	25,000	25,000	30,000	*130,000*

Department	Project #	2019	2020	2021	2022	2023	Total
Working Capital		*25,000*	*25,000*	*25,000*	*25,000*	*30,000*	*130,000*
Public Svcs:Wastewaster (590) Total		**1,115,000**	**1,015,000**	**650,000**	**1,000,000**	**880,000**	***4,660,000***
Public Svcs:Wastewater (FIN)							
Truck Scale - Wastewater	WWR-19-016	500,000					*500,000*
Other Financing		*500,000*					*500,000*
Public Svcs:Wastewater (FIN) Total		**500,000**					***500,000***
Public Svcs:Wastewater (WWR)							
Solids Handling Process Upgrade	WWR-17-005	4,100,000	4,500,000	1,500,000			*10,100,000*
Bond		*4,100,000*	*4,500,000*	*1,500,000*			*10,100,000*
Fine Screens Process Upgrade	WWR-17-006	1,000,000	1,000,000				*2,000,000*
Bond		*1,000,000*	*1,000,000*				*2,000,000*
Laboratory Renovations	WWR-17-014	400,000					*400,000*
Bond		*400,000*					*400,000*
Tertiary Process Upgrade	WWR-18-003	0	500,000	1,000,000	3,500,000	4,000,000	*9,000,000*
Bond		*0*	*500,000*	*1,000,000*	*3,500,000*	*4,000,000*	*9,000,000*
Bar Screen 1	WWR-18-017	1,150,000	500,000				*1,650,000*
Bond		*1,150,000*	*500,000*				*1,650,000*
Secondary Effluent Analyzer Shed	WWR-18-024	100,000					*100,000*
Bond		*100,000*					*100,000*
Motor Control Center (MCC) Upgrades	WWR-19-001		120,000	135,000			*255,000*
Working Capital			*120,000*	*135,000*			*255,000*
SW Interceptor Drop Manhole Replacement	WWR-19-002	300,000					*300,000*
Bond		*300,000*					*300,000*
Blower 1 Controls Upgrade	WWR-19-003	100,000					*100,000*
Bond		*100,000*					*100,000*
Load Center 1 - Emergency Generator	WWR-19-006	75,000	400,000				*475,000*
Bond		*75,000*	*400,000*				*475,000*
Schippers Dam & Culvert Replacement	WWR-19-007	350,000					*350,000*
Working Capital		*350,000*					*350,000*
Clarifier Drives & Sweeps 5-8	WWR-19-009		500,000	1,250,000	1,500,000	1,250,000	*4,500,000*
Bond			*500,000*	*1,250,000*	*1,500,000*	*1,250,000*	*4,500,000*
Alternate Force Main & Grit System	WWR-19-010	325,000		500,000	1,500,000		*2,325,000*
Bond		*325,000*		*500,000*	*1,500,000*		*2,325,000*
Academy Culvert Replacement	WWR-19-011					200,000	*200,000*
Bond						*200,000*	*200,000*
Blower 4 Controls Upgrade	WWR-19-012	100,000					*100,000*
Bond		*100,000*					*100,000*
Power Station Switchgear	WWR-19-017		100,000	500,000			*600,000*
Bond			*100,000*	*500,000*			*600,000*
Newton Ct Sanitary Sewer Replacement	WWR-19-019	5,000	150,000				*155,000*
Working Capital		*5,000*	*150,000*				*155,000*
Fellows Ct Sanitary Sewer Replacement	WWR-19-020	5,000	250,000				*255,000*
Working Capital		*5,000*	*250,000*				*255,000*
Bank Street Realignment	WWR-19-021	10,000	400,000				*410,000*
Bond		*10,000*	*400,000*				*410,000*
Ransom St. Inceptor Upgrade	WWR-20-013			150,000	1,500,000	1,500,000	*3,150,000*
Bond				*150,000*	*1,500,000*	*1,500,000*	*3,150,000*
SW & Portage Interceptor Access Rd	WWR-20-014		0	0			*0*
Bond			*0*	*0*			*0*
Bar Screen 4	WWR-20-018		75,000	750,000			*825,000*
Bond			*75,000*	*750,000*			*825,000*

Department	Project #	2019	2020	2021	2022	2023	Total
Raw Pump Replacement	WWR-20-019	0	400,000	1,000,000	1,000,000		2,400,000
Bond		***0***	***400,000***	***1,000,000***	***1,000,000***		***2,400,000***
WWR SCADA Technology Upgrades	WWR-21-001			200,000	500,000	500,000	1,200,000
Bond				***200,000***	***500,000***	***500,000***	***1,200,000***
Interceptor Road Access - Arcadia Creek	WWR-21-005			150,000		750,000	900,000
Bond				***150,000***		***750,000***	***900,000***
CCTV Truck Replacement	WWR-21-006			400,000			400,000
Bond				***400,000***			***400,000***
KWRP Admin HVAC Upgrade	WWR-21-008			750,000			750,000
Bond				***750,000***			***750,000***
Sludge Cake Storage Silos	WWR-21-009			100,000		250,000	350,000
Working Capital				***100,000***		***250,000***	***350,000***
WAR Roof Replacement & Equip Removal	WWR-21-010		100,000	600,000			700,000
Working Capital			***100,000***	***600,000***			***700,000***
Sludge Storage & Thickening	WWR-21-011			200,000		500,000	700,000
Working Capital				***200,000***		***500,000***	***700,000***
Interceptor Access Road - Davis Creek	WWR-22-004				150,000	0	150,000
Bond					***150,000***	***0***	***150,000***
Scum Handling	WWR-22-005				100,000		100,000
Working Capital					***100,000***		***100,000***
Vactor/Hauled Waste Receiving Facility & Treatm	WWR-22-006					200,000	200,000
Working Capital						***200,000***	***200,000***
Laird Ave Sanitary Sewer Extension	WWR-22-009				200,000		200,000
Working Capital					***200,000***		***200,000***
Kent Ave Sanitary Sewer Extension	WWR-22-010				200,000		200,000
Working Capital					***200,000***		***200,000***
Sewer Main Program	WWR-YR-003	600,000	200,000	600,000	600,000	1,000,000	3,000,000
Bond		***600,000***	***200,000***	***600,000***	***600,000***	***1,000,000***	***3,000,000***
Sewer Connections	WWR-YR-004	30,000	30,000	30,000	30,000	30,000	150,000
Contrib In Aid		***30,000***	***30,000***	***30,000***	***30,000***	***30,000***	***150,000***
Public Svcs:Wastewater (WWR) Total		**8,650,000**	**9,225,000**	**9,815,000**	**10,780,000**	**10,180,000**	***48,650,000***
GRAND TOTAL		**10,265,000**	**10,240,000**	**10,465,000**	**11,780,000**	**11,060,000**	***53,810,000***

THE CITY OF

Kalamazoo

City of Kalamazoo, Michigan

Capital Improvement Plan

2019 thru **2023**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	2019	2020	2021	2022	2023	Total
Public Svcs:Water (591)							
Heavy Equipment Trailers (lead services)	WAT-19-017	8,000					*8,000*
Working Capital		***8,000***					***8,000***
(2) Tow Behind Compressors (lead services)	WAT-19-019	24,000					*24,000*
Working Capital		***24,000***					***24,000***
(2) Walk Behind Saws (lead services)	WAT-19-020	12,000					*12,000*
Working Capital		***12,000***					***12,000***
(2) Asphalt Tampers (lead services)	WAT-19-021	12,000					*12,000*
Working Capital		***12,000***					***12,000***
(2) EZ Drills (lead services)	WAT-19-022	17,000					*17,000*
Working Capital		***17,000***					***17,000***
Dump Truck (lead services)	WAT-19-027	175,000					*175,000*
Working Capital		***175,000***					***175,000***
(2) 1 Ton Cab Chassis Gate Valve Truck	WAT-19-028	100,000					*100,000*
Working Capital		***100,000***					***100,000***
(2) 1/2 Ton Pickup	WAT-19-029	60,000					*60,000*
Working Capital		***60,000***					***60,000***
(2) 3/4 Ton Pickup	WAT-19-030	75,000					*75,000*
Working Capital		***75,000***					***75,000***
(2) 1 Ton Pickup Service Van	WAT-19-031	115,000					*115,000*
Working Capital		***115,000***					***115,000***
Computer Replacement	WAT-YR-008	25,800	26,574	27,371	28,192	29,038	*136,975*
Working Capital		***25,800***	***26,574***	***27,371***	***28,192***	***29,038***	***136,975***
Heavy Equipment Fleet Program	WAT-YR-009		389,500	537,820	586,091	750,000	*2,263,411*
Other Financing			***389,500***	***537,820***	***586,091***	***750,000***	***2,263,411***
Security Upgrades	WAT-YR-011	51,500	53,045	54,636	56,275	57,964	*273,420*
Working Capital		***51,500***	***53,045***	***54,636***	***56,275***	***57,964***	***273,420***
Public Svcs:Water (591) Total		**675,300**	**469,119**	**619,827**	**670,558**	**837,002**	***3,271,806***
Public Svcs:Water (FIN)							
10YD Dump Truck	WAT-19-004	200,000	206,000	212,180			*618,180*
Other Financing		***200,000***	***206,000***	***212,180***			***618,180***
Backhoe - 2 Replacement (lead services)	WAT-19-006	152,000	154,500		163,909		*470,409*
Other Financing		***152,000***	***154,500***		***163,909***		***470,409***
Directional Drill (lead services)	WAT-19-011	150,000					*150,000*
Other Financing		***150,000***					***150,000***
Hydro Stop Machine	WAT-19-014	150,000					*150,000*
Other Financing		***150,000***					***150,000***
Well Driller Flatbed with Crane	WAT-19-015	150,000					*150,000*
Other Financing		***150,000***					***150,000***
(2) Backhoes	WAT-19-016	304,000					*304,000*
Other Financing		***304,000***					***304,000***
Station Generator Installations	WAT-YR-012	300,000	309,000	318,270	327,818	337,653	*1,592,741*

Department	Project #	2019	2020	2021	2022	2023	Total
Other Financing		*300,000*	*309,000*	*318,270*	*327,818*	*337,653*	*1,592,741*
Public Svcs:Water (FIN) Total		**1,406,000**	**669,500**	**530,450**	**491,727**	**337,653**	***3,435,330***
Public Svcs:Water (WAT)							
Water System SCADA Replacement/Backbone	WAT-14-001	150,000					*150,000*
Bond		*150,000*					*150,000*
STA#22 Elevated Storage/Booster	WAT-16-009	3,000,000					*3,000,000*
Bond		*3,000,000*					*3,000,000*
Smart Meter Pilot Program	WAT-17-008	500,000	1,000,000	1,000,000	1,000,000	1,000,000	*4,500,000*
Bond		*500,000*	*1,000,000*	*1,000,000*	*1,000,000*	*1,000,000*	*4,500,000*
Central PS Sand Filter Valve Replacement	WAT-18-005		25,000	25,000	25,000	25,000	*100,000*
Working Capital			*25,000*	*25,000*	*25,000*	*25,000*	*100,000*
STA#4 Well House Replacement	WAT-18-007			30,000	30,900	31,827	*92,727*
Working Capital				*30,000*	*30,900*	*31,827*	*92,727*
Station #11 Upgrades	WAT-18-012	310,000					*310,000*
Bond		*310,000*					*310,000*
Station #8 Booster Pump Replacement	WAT-18-013		103,000				*103,000*
Bond			*103,000*				*103,000*
Station #25 Upgrades	WAT-18-015	150,000					*150,000*
Bond		*150,000*					*150,000*
Phosphate Upgrade	WAT-18-020		103,000	106,090	109,273	112,551	*430,914*
Bond			*103,000*	*106,090*	*109,273*	*112,551*	*430,914*
Station Roadway Improvements	WAT-18-021		70,000	80,000	90,000	100,000	*340,000*
Working Capital			*70,000*	*80,000*	*90,000*	*100,000*	*340,000*
Cork Street - Portage to Sprinkle	WAT-18-023	2,000,000					*2,000,000*
Bond		*2,000,000*					*2,000,000*
Super High Pressure District Tank	WAT-18-028	100,000	2,500,000	2,500,000			*5,100,000*
Bond		*100,000*	*2,500,000*	*2,500,000*			*5,100,000*
30th Street Water Main	WAT-18-043	1,650,000					*1,650,000*
Bond		*1,650,000*					*1,650,000*
Station #24 Upgrades	WAT-19-001	300,000					*300,000*
Bond		*300,000*					*300,000*
Station #14 Upgrades	WAT-19-002	165,000					*165,000*
Bond		*165,000*					*165,000*
Blakeslee Water Main Replacement	WAT-19-003			53,045			*53,045*
Bond				*53,045*			*53,045*
Portage Road - Stocbridge to Walnut	WAT-19-008	0	600,000				*600,000*
Bond		*0*	*600,000*				*600,000*
Oakland - Howard to Parkview	WAT-19-009	120,000	1,500,000				*1,620,000*
Bond		*120,000*	*1,500,000*				*1,620,000*
Foresman Water Main	WAT-19-012	350,000					*350,000*
Working Capital		*350,000*					*350,000*
Station #5 Booster Pump House Replacement	WAT-19-013		1,000,000				*1,000,000*
Bond			*1,000,000*				*1,000,000*
Central Roof & MAU Replacement	WAT-19-023	250,000					*250,000*
Working Capital		*250,000*					*250,000*
Bank Street Re-Alignment	WAT-19-024	25,000	250,000				*275,000*
Working Capital		*25,000*	*250,000*				*275,000*
Richland Water Main Extension	WAT-19-025	2,000,000					*2,000,000*
Working Capital		*2,000,000*					*2,000,000*
Stockbridge Facility Upgrades	WAT-19-026	500,000					*500,000*
Bond		*500,000*					*500,000*
Central Station Pumping Upgrades	WAT-20-002		50,000	150,000			*200,000*
Bond			*50,000*	*150,000*			*200,000*

Department	Project #	2019	2020	2021	2022	2023	Total
Blakeslee Tank Large Valve Replacement	WAT-20-004		50,000	200,000			*250,000*
Bond			***50,000***	***200,000***			***250,000***
STA#6 Upgrades	WAT-20-005					80,000	*80,000*
Bond						***80,000***	***80,000***
STA#9 Flow Control Upgrade	WAT-20-006			106,100	109,283	112,561	*327,944*
Bond				***106,100***	***109,283***	***112,561***	***327,944***
Station #10 Upgrades	WAT-20-007		180,000				*180,000*
Bond			***180,000***				***180,000***
Station #26 Replacement	WAT-20-008			80,000	1,000,000		*1,080,000*
Bond				***80,000***	***1,000,000***		***1,080,000***
33rd ST Water Main	WAT-20-010		339,500	4,243,600			*4,583,100*
Bond			***339,500***	***4,243,600***			***4,583,100***
Academy Street Culvert Main	WAT-20-011					103,000	*103,000*
Bond						***103,000***	***103,000***
Newton Court Water Main Replacement	WAT-20-012		150,000				*150,000*
Working Capital			***150,000***				***150,000***
Fellows Court Water Main Replacement	WAT-20-013		150,000				*150,000*
Working Capital			***150,000***				***150,000***
Station #12 Upgrades	WAT-21-003			40,000			*40,000*
Bond				***40,000***			***40,000***
Ransom Street Reconstruction	WAT-21-004			150,000	500,000	500,000	*1,150,000*
Working Capital				***150,000***	***500,000***	***500,000***	***1,150,000***
Prairie - Blakeslee to Alamo	WAT-22-002				300,000		*300,000*
Working Capital					***300,000***		***300,000***
Well Replacement Program	WAT-YR-001	300,000	300,000	300,000	300,000	300,000	*1,500,000*
Bond		***300,000***	***300,000***	***300,000***	***300,000***	***300,000***	***1,500,000***
Hydrant Replacement Program	WAT-YR-002	125,000	125,000	125,000	125,000	125,000	*625,000*
Working Capital		***125,000***	***125,000***	***125,000***	***125,000***	***125,000***	***625,000***
Water Main Program	WAT-YR-003				1,200,000	1,500,000	*2,700,000*
Bond					***1,200,000***	***1,500,000***	***2,700,000***
Valve Replacement Program	WAT-YR-004	100,000	100,000	100,000	100,000	100,000	*500,000*
Working Capital		***100,000***	***100,000***	***100,000***	***100,000***	***100,000***	***500,000***
New Service Connection Program	WAT-YR-005	500,000	515,000	530,450	546,364	562,754	*2,654,568*
Contrib In Aid		***500,000***	***515,000***	***530,450***	***546,364***	***562,754***	***2,654,568***
Lead Service Replacement	WAT-YR-006	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	*10,500,000*
Bond		***2,000,000***	***1,500,000***	***1,500,000***	***1,500,000***	***1,500,000***	***8,000,000***
Foundation for Excellence		***500,000***	***500,000***	***500,000***	***500,000***	***500,000***	***2,500,000***
Meter Improvement Program	WAT-YR-007	250,000	250,000	250,000	250,000	250,000	*1,250,000*
Bond		***250,000***	***250,000***	***250,000***	***250,000***	***250,000***	***1,250,000***
Water Project Contingency	WAT-YR-010	0	500,000	500,000	500,000	500,000	*2,000,000*
Working Capital		***0***	***500,000***	***500,000***	***500,000***	***500,000***	***2,000,000***
Roof Replacement Program	WAT-YR-013	25,000	25,000	25,000	25,000	25,000	*125,000*
Working Capital		***25,000***	***25,000***	***25,000***	***25,000***	***25,000***	***125,000***
Public Svcs:Water (WAT) Total		**15,370,000**	**11,885,500**	**12,594,285**	**8,210,820**	**7,427,693**	***55,488,298***
GRAND TOTAL		**17,451,300**	**13,024,119**	**13,744,562**	**9,373,105**	**8,602,348**	***62,195,434***

THE CITY OF

Kalamazoo

GLOSSARY

ACRONYMS

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

GLOSSARY

ACRONYMS, (continued)

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

GLOSSARY

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

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

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

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

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

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

a) Operating Budget - the portion of the budget that relates to daily operations that provide governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies and services.

b) Capital Improvements Program Budget - a Capital Improvements Program (CIP) Budget includes projects which are usually construction or renovation projects designed to improve the value of the government assets. Examples are street construction, water and sewer facilities, recreational projects, park improvements and building renovations.

c) Budget Amendment - A procedure to revise a budget appropriation either by City Commission approval or by City Manger authorization to adjust appropriations.

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

FUND TYPES:

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

> **General Fund:** The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.
>
> **Special Revenue Fund:** Governmental fund type used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes.
>
> **Debt Service Funds:** Governmental fund type used to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.
>
> **Capital Improvement Project Funds:** Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).
>
> **Permanent Funds:** Government fund type used to report resources that are leagally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (i.e. for the benefit of the government or its citizenry).

GLOSSARY

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

> **Enterprise Fund:** Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.
>
> **Internal Service Funds:** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

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

> **Pension (and Other Employee Benefit) trust funds:** Fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, or the postemployment benefit plans, or other employee benefit plans.
>
> **Investment trust funds:** Fiduciary Fund type used to report governmental external investment pools in separately issued reports and the external portion of these same pools when reported by the sponsoring government.
>
> **Private-purpose trust funds:** Fiduciary Fund type used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments.
>
> **Agency funds:** Fiduciary fund type used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, remittance of fiduciary resources to individuals, private organizations or other governments.

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

STATE – Refers to the State of Michigan

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

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

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

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