## CITY OF KALAMAZOO - 392020
### GENERAL FUND BUDGET SUMMARY AND FISCAL PLAN

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Revenue</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Actual</td>
<td>$29,794,428</td>
<td>$71,850</td>
</tr>
<tr>
<td>2017 Adopted</td>
<td>$18,351,382</td>
<td>$85,269</td>
</tr>
<tr>
<td>2018 Proposed</td>
<td>$18,793,359</td>
<td>$75,769</td>
</tr>
<tr>
<td>2019 Fiscal Plan</td>
<td>$19,522,318</td>
<td>$2,583,456</td>
</tr>
<tr>
<td>2020 Fiscal Plan</td>
<td>$20,107,988</td>
<td>$3,401,254</td>
</tr>
<tr>
<td>2021 Fiscal Plan</td>
<td>$20,711,228</td>
<td>$3,241,956</td>
</tr>
<tr>
<td>2022 Fiscal Plan</td>
<td>$21,332,565</td>
<td>$1,783,967</td>
</tr>
<tr>
<td>2023 Fiscal Plan</td>
<td>$21,972,541</td>
<td>$2,411,486</td>
</tr>
</tbody>
</table>

### REVENUE
- Tax Levy Revenue
- Other Tax or PILOT Payments
- Licenses, Permits & Fees
- Intergovernmental Revenue
- Charges for Services
- Fines and Forfeitures
- Interest & Rentals
- Other Revenue
- Foundation for Excellence

Total Revenue: $55,454,265

### EXPENDITURES
- City Commission
- City Administration
- City Clerk
- Internal Auditor
- Human Resources
- Information Technology
- Management Services
- Public Safety
- Public Services
- Community Planning & Development
- Economic Development
- Parks & Recreation
- Non-Departmental Expenditures
- Initiatives
- OPEB Expense

Total Operating Expenditure: $52,482,665

### TOTAL EXPENSES
Total Costs: $55,454,265

### TOTAL REVENUES
Total Revenues: $55,454,265

### BALANCE SUMMARY
- Beginning Fund Balance: $10,854,901
- Surplus / (Deficit): $764,110
- Ending Fund Balance: $11,619,398

### TARGET FUND BALANCE
- Target Fund Balance: $2,721,725
- Amount Over / (Under) Target: $4,347,673

### ACTUAL PERCENTAGE OF REVENUES
- 2016: 21%
- 2017: 17%
- 2018: 16%
- 2019: 18%
- 2020: 17%
- 2021: 17%
- 2022: 16%
- 2023: 15%

### TARGET PERCENTAGE OF REVENUES
- 2016: 13%
- 2017: 13%
- 2018: 13%
- 2019: 15%
- 2020: 15%
- 2021: 15%
- 2022: 15%
- 2023: 15%
### CITY OF KALAMAZOO - 392020
### GENERAL FUND BUDGET ASSUMPTIONS

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Property taxes (based on assessor's estimate)</td>
<td>2%: 2018, 2.5%: 2019, 3%: 2020-22</td>
<td>2.5%: 2019, 3%: 2020-23</td>
<td>Revenues &amp; expenditures are forecasted based on recent actual performance, and industry standard analytical approaches.</td>
</tr>
<tr>
<td>Licenses, permits &amp; fees</td>
<td>2%</td>
<td>2%</td>
<td>Have been increased to match property tax revenue.</td>
</tr>
<tr>
<td>Other intergovernmental revenue</td>
<td>2%</td>
<td>2%</td>
<td>Largely based on the growth of State Revenue Sharing.</td>
</tr>
<tr>
<td>Charges for services</td>
<td>2%</td>
<td>2%</td>
<td>Revenues &amp; expenditures increase at historical rates.</td>
</tr>
<tr>
<td>Interest and rentals</td>
<td>1%</td>
<td>2%</td>
<td>Revenues &amp; expenditures increase at historical rates.</td>
</tr>
<tr>
<td>Other revenue</td>
<td>1%</td>
<td>2%</td>
<td>Estimated to decrease</td>
</tr>
<tr>
<td>Foundation for Excellence</td>
<td>2.5%; 2019, 3%: 2020 - 2022</td>
<td>2.5%; 2019, 3%: 2020-23</td>
<td>Commitment from Foundation</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1.5%: 2018, 2%: 2019-2022</td>
<td>2%</td>
<td>Salary growth is limited to the growth of property tax revenue.</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>5.3%</td>
<td>6%</td>
<td>Expected to grow by the rate of health care in the marketplace.</td>
</tr>
<tr>
<td>FICA, Medicare, Deferred Compensation</td>
<td>1.5%: 2018, 2%: 2019-2022</td>
<td>2%</td>
<td>Based on the percentage for change of salaries which is based on property tax revenue.</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>2%</td>
<td>2%</td>
<td>Based on union contracts and employee tenure.</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>2%</td>
<td>2%</td>
<td>Increased by inflation.</td>
</tr>
</tbody>
</table>