

CITY OF KALAMAZOO

2020 PROJECTED GENERAL FUND SUMMARY

	2020 Amended Budget	2020 Projection
Revenues		
Taxes	21,309,082	21,309,082
Donations and Contributions	17,032,868	16,979,284
Intergovernmental	14,109,666	16,609,290
Charges for Services	10,969,972	9,853,975
Licenses, Permits & Fees	2,694,380	2,483,733
Transfer In	1,000,000	1,000,000
Other	269,300	500,000
Interest & Rents	287,750	200,000
Fines & Forfeits	8,000	10,000
Total Revenues	67,681,018	68,945,364
Expenditures		
Personnel	40,767,658	39,748,573
Operating	15,903,442	16,325,768
Other	9,645,350	9,645,350
Capital	1,620,260	1,620,260
Total Expenditures	67,936,710	67,339,951
Surplus (Deficit)	(255,692)	1,605,413

CITY OF KALAMAZOO
2021 BUDGET
GENERAL FUND FIVE YEAR PLAN

	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected
REVENUES					
Operational Revenues					
Taxes	22,009,189	22,326,430	23,035,963	23,740,283	24,464,980
Foundation for Excellence	17,259,624	17,499,173	17,907,712	18,326,328	18,753,331
Other Donations and Contributions	45,590	45,590	45,500	45,500	45,500
State	13,894,105	14,381,970	14,758,337	15,118,677	15,494,528
Internal Services	7,762,610	8,119,773	8,493,864	8,885,703	9,296,149
Charges for Services	2,066,250	2,307,477	2,366,459	2,487,071	2,562,264
Recreation and Park Fees	332,707	406,511	414,641	422,934	431,393
Fees	1,314,100	1,340,382	1,367,190	1,394,535	1,422,426
Permits	1,392,625	1,420,478	1,448,887	1,477,865	1,507,423
Licenses	127,000	129,540	132,131	134,773	137,469
Other Revenue	189,300	192,700	196,474	200,323	204,250
Fines & Forfeits	8,000	8,000	7,000	7,000	7,000
Interest	195,000	196,950	200,182	203,472	206,820
Rents	12,750	12,750	22,000	22,000	22,440
Total Operational Revenues	66,608,850	68,387,723	70,396,341	72,466,464	74,555,972
Other Revenues					
Transfer From Internal Service	1,000,000	1,162,000	800,000	700,000	600,000
Transfer From Governmental Funds	162,000	162,000	-	-	-
Sale of Assets	80,000	40,000	40,000	40,000	40,000
Total Other Revenues	1,242,000	1,364,000	840,000	740,000	640,000
TOTAL REVENUES	67,850,850	69,751,723	71,236,341	73,206,464	75,195,972
EXPENDITURES					
Operating Expenditures					
Personnel	42,894,903	43,659,841	45,007,957	46,421,073	47,879,375
Services	10,948,252	11,220,061	11,483,449	11,753,582	11,900,668
Supplies	2,571,782	2,586,792	2,602,821	2,619,852	2,637,870
Internal Services and Fees	945,418	952,894	960,520	968,299	976,233
Contribution to Trusts	2,488,400	2,488,400	2,488,400	2,488,400	2,488,400
Capital	986,450	1,000,000	1,000,000	1,000,000	1,000,000
	60,835,205	61,907,989	63,543,146	65,251,205	66,882,545
Transfers					
Debt Service Transfers	3,836,874	3,837,086	3,833,934	3,834,220	3,834,082
Operating Transfers	3,629,300	3,880,200	4,113,200	4,251,700	4,722,000
Total Transfers	7,466,174	7,717,286	7,947,134	8,085,920	8,556,082
TOTAL EXPENDITURES	68,301,379	69,625,275	71,490,280	73,337,125	75,438,627
SURPLUS (DEFICIT)	(450,529)	126,449	(253,939)	(130,661)	(242,655)
UNRESERVED FUND BALANCE					
Projected Beginning Fund Balance	13,117,637	12,665,908	12,791,137	12,535,953	12,404,023
Contribution to Parks Land Reserve	(1,200)	(1,220)	(1,244)	(1,269)	(1,294)
ENDING FUND BALANCE	12,665,908	12,791,137	12,535,953	12,404,023	12,160,074
TARGET UNRESERVED FUND BALANCE	9,991,328	10,258,158	10,559,451	10,869,970	11,183,396
OVER (UNDER) FUND BALANCE TARGETS	2,674,580	2,532,979	1,976,502	1,534,053	976,678
TOTAL FUND BALANCE					
Unreserved Fund Balance	12,665,908	12,791,137	12,535,953	12,404,023	12,160,074
Contingency Fund Balance	500,000	500,000	500,000	500,000	500,000
Parks Land Reserve Fund Balance	60,976	62,196	63,440	64,709	66,003
TOTAL ENDING FUND BALANCE	13,226,884	13,353,333	13,099,393	12,968,732	12,726,077

**CITY OF KALAMAZOO
2021 GENERAL FUND BUDGET
FIVE YEAR REVENUE ASSUMPTIONS**

Revenue	Projected Annual Assumptions for Proposed Fiscal Plan (2021-2025)					Assumptions & Explanations
	2021	2022	2023	2024	2025	
Property taxes (based on assessor's estimate)	3%	3%	3%	3%	3%	Revenues & expenditures are forecasted based on recent actual performance, and industry standard analytical approaches.
Licenses, permits & fees	2%	2%	2%	2%	2%	Estimated to continue normal inflation related growth.
Fines and Forfeits	2%	2%	2%	2%	2%	Estimated to continue normal inflation related growth.
Other intergovernmental revenue	2%	2%	2%	2%	2%	Largely based on the growth of State Revenue Sharing. Additional increase in 2021 for State Fire Protection Reimbursement for expected construction completion of new State owned buildings.
Charges for services	2%	2%	2%	2%	2%	Reduced amounts in 2021 due to COVID-19 restrictions. Return to normal expected amounts in 2022.
Interest and rentals	1%	2%	2%	2%	2%	Reduced amounts in 2021 due to current market conditions. Return to normal growth expected in 2022.
Other revenue	2%	2%	2%	2%	2%	Estimated to continue normal inflation related growth.
Foundation for Excellence:						
Millage Reduction	3%	3%	3%	3%	3%	Commitment from Foundation - Millage reduction funding assumed at same rates as taxes above.
Budget Stabilization	3%	3%	3%	3%	3%	Commitment from Foundation - The Budget Stabilization is based on original grant request projection, including 3% annual growth.

**CITY OF KALAMAZOO
2021 GENERAL FUND BUDGET
FIVE YEAR EXPENDITURE ASSUMPTIONS**

Expenditures	2021	2022	2023	2024	2025	
Salaries	4%	4%	4%	4%	4%	Salary growth anticipated to be controlled in future contracts and hiring.
Health Insurance	0%	0%	0%	0%	0%	Health care costs to City departments has been held at a steady rate. This will remain at a 0% increase as the annual transfer (rebate) from the insurance fund is phased out.
FICA, Medicare, Deferred Compensation	4%	4%	4%	4%	4%	Based on the percentage for change of salaries.
Supplies and services	1%	1%	1%	1%	1%	Costs will be controlled by reductions in one-time costs and increases controlled by Priority Reductions.
Capital Outlay	0%	0%	0%	0%	0%	Assumes a steady level of capital expenditures.
Transfers to Capital Improvement	Debt Service Projections	Debt Service Projections	Debt Service Projections	Debt Service Projections	Debt Service Projections	Estimated based on capital bonding amortization and projected new debt requirements. Total transfer is net of anticipated revenues in the Capital Improvement Funds.
OPEB Contribution	0%	0%	0%	0%	0%	Contributions to the OPEB Trust are limited to \$3.5 million system wide. Assume steady share in future years.
OPEB Debt Service	Actual	Actual	Actual	Actual	Actual	Actual share as scheduled by the amortization schedule