

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

	2017	2018	2018	2018	2019	2020	2021	2022	2023	2024
	Actual	Adopted	Amended	Projected	Budget	Projected	Projected	Projected	Projected	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	-	-	-	-
Total Revenue	58,483,724	60,437,364	61,963,301	63,421,398	64,023,039	64,981,980	65,679,284	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	31,695,644	31,561,604	33,262,270	33,958,087	34,668,796
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	-	-	-	-	-
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	60,093,977	60,312,097	62,472,643	63,714,712	64,825,065
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	63,530,432	64,284,310	66,829,346	68,277,713	69,372,126
BEGINNING FUND BALANCE	11,563,455	11,978,695	11,978,695	11,978,695	10,243,866	9,453,668	10,904,022	12,297,779	12,890,661	13,827,559
Surplus / (Deficit)	416,639	64,621	(1,205,888)	(1,583,682)	(789,028)	1,451,547	1,394,974	594,124	938,164	1,685,751
Transfer (to) from Reserves	(1,399)	-	(151,147)	(151,147)	(1,170)	(1,193)	(1,217)	(1,241)	(1,266)	(1,292)

**CITY OF KALAMAZOO - 392020
GENERAL FUND BUDGET ASSUMPTIONS**

Revenue	Projected Annual Assumptions for Current Fiscal Plan (2019 - 2023)	Projected Annual Assumptions for Proposed Fiscal Plan (2020-2024)	Assumptions & Explanations
	2.5%: 2019, 3%: 2020-	2.5%: 2020, 3%: 2021-	Revenues & expenditures are forecasted based on recent actual performance, and industry standard analytical approaches.
Property taxes (based on assessor's estimate)	23	24	
Licenses, permits & fees	2%	2%	Have been increased to match property tax revenue.
Other intergovernmental revenue	2%	2%	Largely based on the growth of State Revenue Sharing.
Charges for services	2%	2%	Revenues & expenditures increase at historical rates.
Interest and rentals	2%	2%	Revenues & expenditures increase at historical rates.
Other revenue	2%	2%	Estimated to decrease
Foundation for Excellence			
Millage Reduction	2.5%; 2019, 3%: 2020 - 2023	3%: 2020 - 2023	Commitment from Foundation - Millage reduction funding assumed at same rates as taxes above.
Budget Stabilization	2.5%; 2019, 3%: 2020 - 2023	3.50%	Commitment from Foundation - The Budget Stabilization starts at \$4 million in 2019, with annual increase based on Municipal Cost Index, currently estimated at 3.5%
Expenditures			
Salaries	2%	2%	Salary growth is limited to the growth of property tax revenue.
Health Insurance	6%	0% in 2020, 3% 2021-2024	Health care costs to City departments have been decreased due to changes to health care costs to employees. A reduction will be made in 2019 and 2020 and then growth is anticipated at 3% in future years. Expected to grow by the rate of health care in the marketplace, controlled by health care plan changes.
FICA, Medicare, Deferred Compensation	2%	2%	Based on the percentage for change of salaries which is based on property tax revenue.
Fringe Benefits	2%	2%	Based on union contracts and employee tenure.
Supplies and services	2%	0% in 2020, 2% in 2021-2024	Inflation increases in 2020 will be controlled by reductions in one-time costs; Inflation assumptions then assumed starting in 2021.