



In the Pursuit of Extraordinary Governance...

COUNTY INCENTIVE PROGRAM

Kalamazoo County Government
2022

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Welcome

December 1, 2022

Residents and Guests of Kalamazoo County:

Greetings!

The following document is presented as a guide to the financial health of Kalamazoo County. We have broken this report into the following sections: County Incentive Program Certification, Kalamazoo County Dashboard, Debt Service Report, Projected Budget Report, and How This Report Was Developed. We believe this demonstrates, in a snapshot, our exceptional fiscal stewardship on behalf of the citizens of the County.

The full budget and other financial reporting can be found on our website, www.kalcounty.com, and specific questions can be directed to our Finance Department at Finance@kalcounty.com. But in summary, each year's budget is a culmination of a six-month process involving all Offices, Courts and Departments within the County. Constant monitoring continues throughout the year to ensure the County is on track with its policies and goals.

In all, the County of Kalamazoo's emphasis on transparency, responsibility, restraint, and reinforcement of long-range County goals is supported by the actual results presented here. We hope this summary gives you the resources you need to be confident that we will continue our tradition of maintaining a stable financial position.

Sincerely,



Kevin A. Catlin
County Administrator/Controller


City, Village, and Township Revenue Sharing and County Incentive Program Certification

Issued under authority of 2022 Public Act 166. Filing is mandatory to qualify for payments.

Each city/village/township/county applying for City, Village, and Township Revenue Sharing or County Incentive Program payments must:

1. Certify to the Michigan Department of Treasury (Treasury) that the local unit listed below has produced and made available to the public a Citizen's Guide, a Performance Dashboard, a Debt Service Report, and a Projected Budget Report as required by 2022 Public Act 166. The local unit must include in any mailing of general information to its citizens, the Internet website address or the physical location where all the documents are available for public viewing in the clerk's office.
2. Submit to Treasury a Citizen's Guide, a Performance Dashboard, a Debt Service Report, and a Projected Budget Report.

This certification, along with a Citizen's Guide, a Performance Dashboard, a Debt Service Report, and a Projected Budget Report, **must be received by December 1, 2022**, (or the first day of a payment month) in order to qualify for that month's payment. Postmark dates will not be considered. For questions, call 517-335-7484.

PART 1: LOCAL UNIT INFORMATION			
Local Unit Name County of Kalamazoo		Local Unit County Name Kalamazoo	
Local Unit Code 390000		Contact E-Mail Address jllero@kalcounty.com	
Contact Name Jenna LeRoy	Contact Title Deputy Finance Director	Contact Telephone Number (269) 383-8979	Extension
Website Address, if reports are available online www.kalcounty.com		Current Fiscal Year End Date 12/31/2022	
PART 2: CITIZEN'S GUIDE			
Check any of the following that apply:			
<input checked="" type="checkbox"/> The local unit has elected to use Treasury's online Citizen's Guide to comply with the legislative requirements. Therefore, a copy of the Citizen's Guide will not be submitted to Treasury.			
<input type="checkbox"/> The local unit does not have any unfunded liabilities (pensions or other postemployment benefits (OPEB)).			
PART 3: CERTIFICATION			
<i>In accordance with 2022 Public Act 166, the undersigned hereby certifies to Treasury that the above mentioned local unit 1) has produced a Citizen's Guide, a Performance Dashboard, a Debt Service Report, and a Projected Budget Report and 2) will include in any mailing of general information to our citizens, the Internet website address or the physical location where all the documents are available for public viewing in the clerk's office. The Citizen's Guide, Performance Dashboard, Debt Service Report, and Projected Budget Report are attached to this signed certification, unless otherwise noted in Part 2.</i>			
Chief Administrative Officer Signature (as defined in MCL 141.422b) 		Printed Name of Chief Administrative Officer (as defined in MCL 141.422b) Kevin A. Catlin	
Title Administrator/Controller		Date 11/17/2022	

Completed and signed form (including required attachments) should be e-mailed to: **TreasRevenueSharing@michigan.gov**.

If you are unable to submit via e-mail, fax to 517-335-3298 or mail the completed form and required attachments to:

Michigan Department of Treasury
Revenue Sharing and Grants Division
PO Box 30722
Lansing MI 48909

TREASURY USE ONLY		
CVTRS/CIP Eligible Y N	Certification Received	Citizen's Guide Received
Performance Dashboard Received	Debt Service Report Received	Projected Budget Report Received
Final Certification	CVTRS/CIP Notes	



2022 Kalamazoo County Dashboard



Performance
Improving



Performance
Declining



Performance
Remains the Same

STRATEGIC AREA	PRIOR	CUR- RENT	STATE	PRO- GRESS
ECONOMIC STRENGTH				
ES 1: Reduce Percent Unemployed (Annual Rate)	7.4%	5.2%	5.9%	
ES 2: Percent Change in Gross Domestic Product	-5.5%	N/A*	7.4%	N/A
ES 3: Increase Real Personal Income Per Capita	\$52,403	N/A*	\$53,259	N/A
ES 4: Reduce Percentage of Children Living in Poverty.	17%	14%	18%	
ES 5: Reduce the Number of Bridges in Poor Condition	3	6	N/A	
HEALTH & EDUCATION				
HE 1: Decrease Percent of Low Birth Weight Occurrences	8.0%	7.7%	8.5%	
HE 2: Reduce Obesity in the Population	31%	36.5%	36.3%	
HE 3: Increase Reading Proficiency of 3rd Graders	47.2%	42%	41.6%	
HE 4: Increase College Readiness. Increase Mean SAT Score	1027	991.7	959.6	
HE 5: Increase Population with a Bachelor's Degree or Higher	39.8	39.5	31.7	

STRATEGIC AREA	PRIOR	CUR- RENT	STATE	PRO- GRESS
VALUE OF GOVERNMENT				
VG 1: Improve Bond Rating	AA+	AA+	AA	
VG 2: Decrease Government Debt Burden Per Capita	\$107	\$384	\$126	
VG 3: Operating Cost per Resident	\$438	\$440	\$8,414	
VG 4: Increase Access to Government Website Visits (in thousands)	2,030	2,006	N/A	
QUALITY OF LIFE				
QL 1: Increase Park Popularity (Visits per Resident)	4.80	6.80	3.48	
QL 2: Increase Population Percentage of Ages 25 - 34	13.6	13.3	13.0	
QL 3: Reduce the Number of Days Beaches are Closed due to environmental conditions	0	3	N/A	
PUBLIC SAFETY				
PS 1: Reduce Violent Crime Rates per 100,000 residents	678.3	661.4	485.3	
PS 2: Reduce Property Crime Rates per 100,000 residents	3431	3324	1364	
PS 3: Reduce Individuals Fatally or Seriously Injured in Traffic Accidents (per 100,000)	456.3	570.6	514.0	

* 2021 Data not available



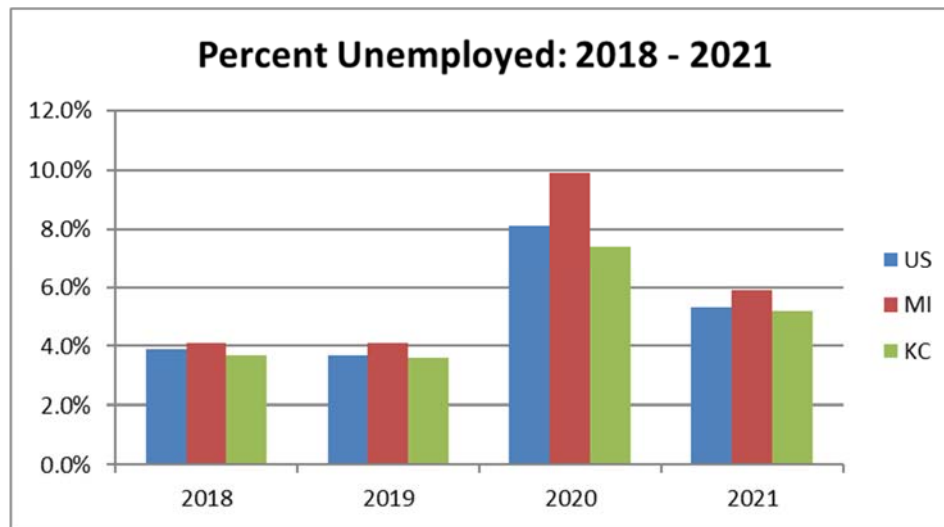
2022 Kalamazoo County Dashboard

Economic Strength

Strategic Priority: Economic Strength, Measurement of the Overall Strength of the Economy

Strategic Goal: Reduce Percent Unemployed

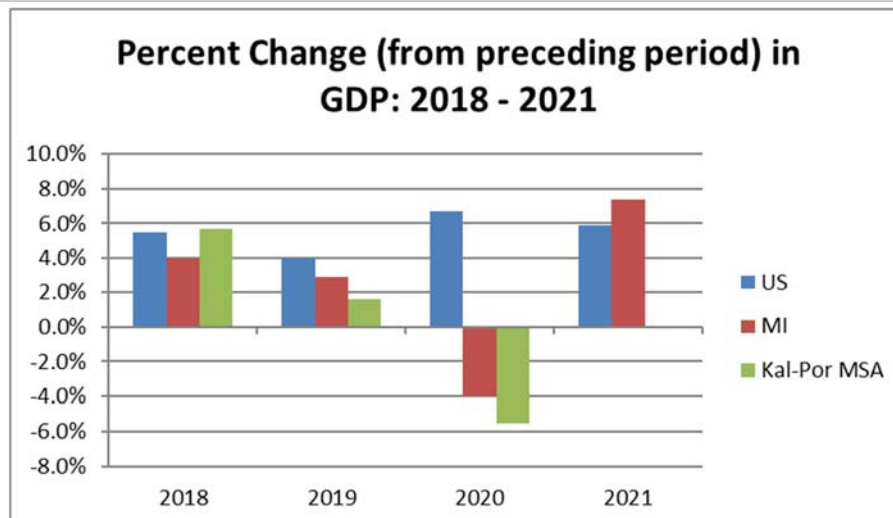
Why is this important? Unemployment figures measure the number of people without jobs who are actively seeking work. These numbers also reflect the success of the economy in providing opportunities for Kalamazoo County residents to support themselves and their families.



Source: U.S. Dept. of Labor, Bureau of Labor Statistics—Annual Statistics; Kalamazoo-Portage MSA data used for Kalamazoo County

Strategic Goal: Increase Growth in Gross Domestic Product (GDP)

Why is this important? Economic growth is often measured as the rate of change in per capita gross domestic product (GDP). The GDP refers only to the quantity of goods and services produced. A positive percent change in GDP means the economy is expanding, while negative numbers mean the economy is shrinking.



Source: U.S. Dept. of Commerce, Bureau of Economic Analysis; Kalamazoo-Portage MSA data not yet available for 2021.



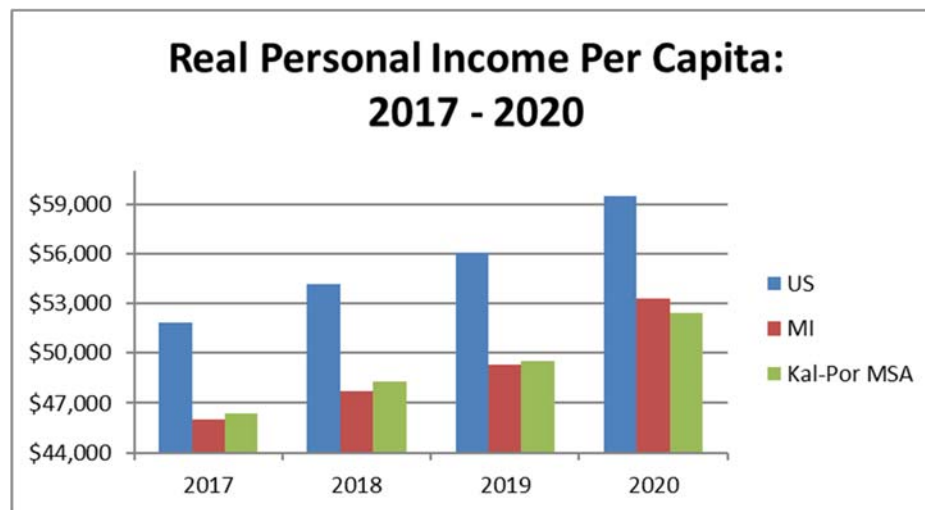
2022 Kalamazoo County Dashboard

Economic Strength

Strategic Priority: Economic Strength, Measurement of the Overall Strength of the Economy

Strategic Goal: Increase Real Personal Income Per Resident

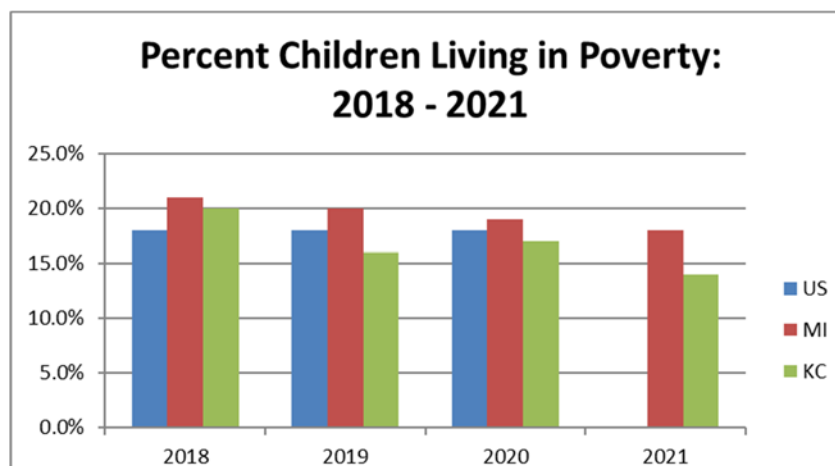
Why is this important? In general, per capita income in Michigan has not kept up with inflation over the past few years. Per resident personal income includes wages and salaries, transfer payments, dividends, interest and rental income. As income rises, individuals are better able to provide for their families, buy homes and improve their quality of life.



Source: U.S. Dept. of Commerce, Bureau of Economic Analysis; Kalamazoo-Portage MSA data used for Kalamazoo County—2021 data not yet available.

Strategic Goal: Reduce Percent of Children Living in Poverty

Why is this important? Children who live in poverty are more likely to have low academic achievement and health, and behavioral and emotional problems. This measure shows the share of children under age 18 who live in families with incomes below the federal poverty level.



Source: University of Wisconsin, Robert Wood Johnson Foundation, County Health Rankings & Roadmaps. U.S. information not yet available for 2021



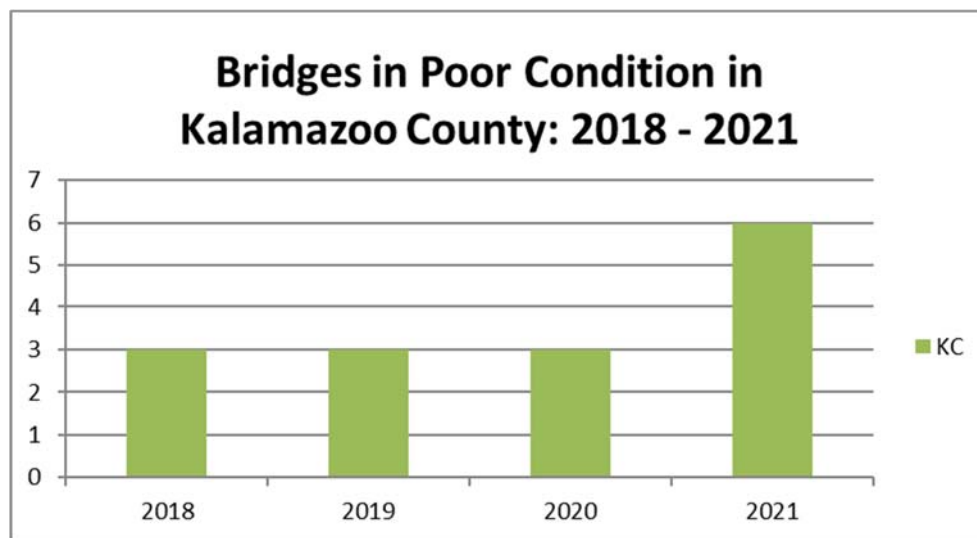
2022 Kalamazoo County Dashboard

Economic Strength

Strategic Priority: Economic Strength, Measurement of the Overall Strength of the Economy

Strategic Goal: Reduce Number of Bridges in Poor Condition

Why is this important? A strong transportation infrastructure is important to Kalamazoo County's economic health. Transportation of commercial and industrial goods and materials require sound bridges and well-maintained roads. Some bridges are structurally deficient if they are restricted to light vehicles, require immediate rehabilitation to remain open, or are closed.



Source: TAMC—MI Transportation Reporting Portal. Data for Bridges under County jurisdiction.



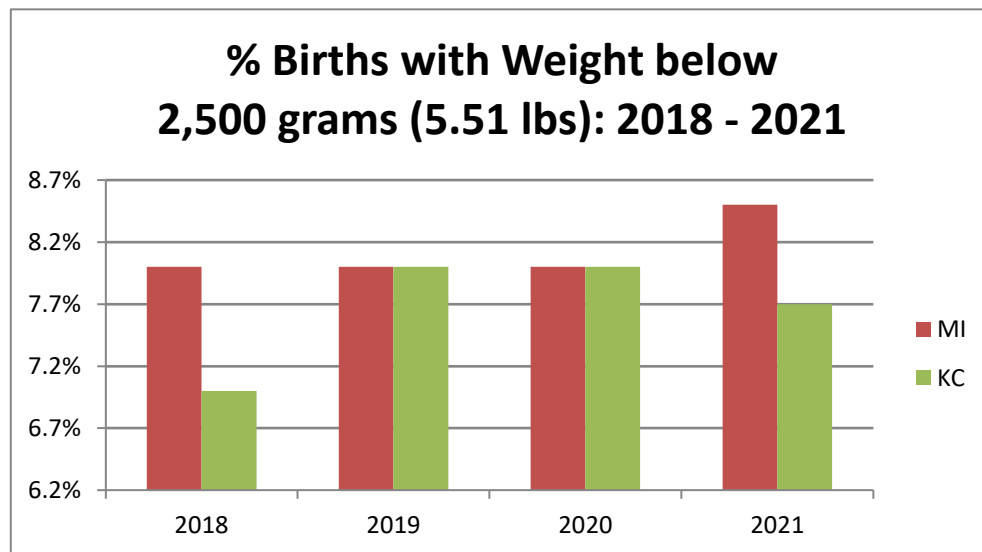
2022 Kalamazoo County Dashboard

Health & Education

Strategic Priority: Health and Education, Benchmarks for Future Academic Success & the Well Being of Residents

Strategic Goal: Reduce the percentage of low weight births

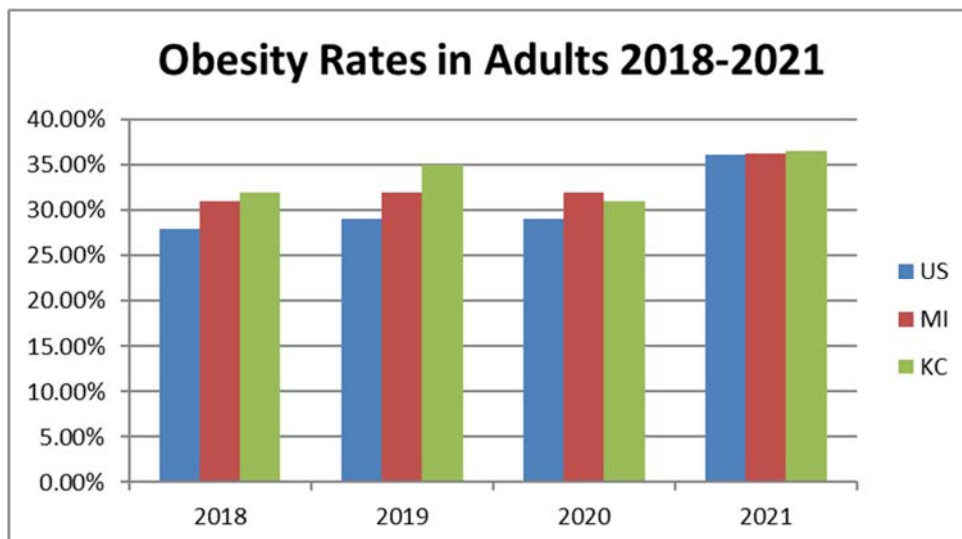
Why is this important? Low birth weight is a critical indicator of the overall health and welfare of Kalamazoo County and the quality and accessibility of prenatal care for women.



Source: Healthiest Communities Rankings from U.S. News and World Report, 2022.

Strategic Goal: Reduce Obesity Rate in the Population

Why is this important? Obesity is a major contributor to cardiovascular disease, cancer, stroke, and diabetes; some of the leading causes of preventable death. It also negatively impacts public health costs and educational outcomes.



Source: Healthiest Communities Rankings from U.S. News and World Report, 2022



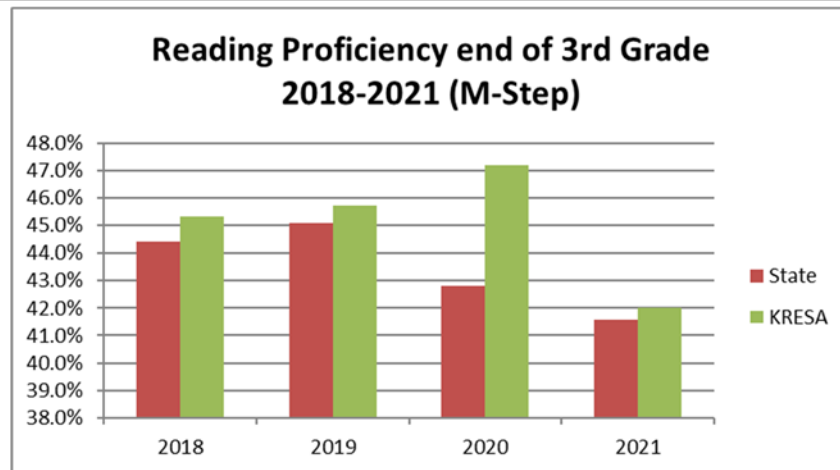
2022 Kalamazoo County Dashboard

Health & Education

Strategic Priority: Health and Education, Benchmarks for Future Academic Success & the Well Being of Residents

Strategic Goal: Increase Reading Capability of 3rd Graders

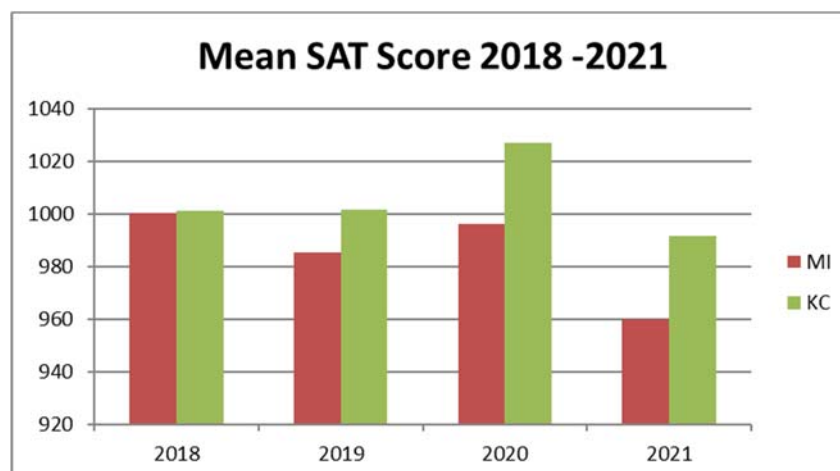
Why is this important? Michigan's Student Test of Educational Progress (M-STEP) measures student achievement in math, science, reading, social studies and writing. The test results compare student and school achievement with the standards established by the Michigan Board of Education.



Source: Michigan Department of Education, MI School Data. 2020 Data from 2020-2021 and total numbers tested are lower due to Covid-19 Pandemic

Strategic Goal: Increase College Readiness

Why is this important? The SAT is an entrance exam used by most colleges and universities to make admissions decisions. It is administered by the College Board. The purpose of the SAT is to measure a high school student's readiness for college, and provide colleges with one common data point that can be used to compare all applicants.



Source: www.mischooldata.org
KC includes KRESA



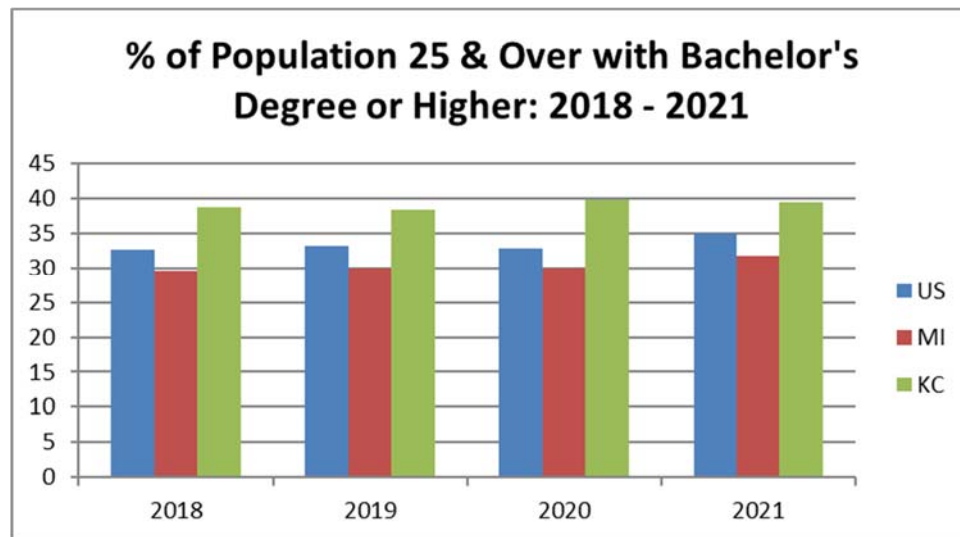
2022 Kalamazoo County Dashboard

Health & Education

Strategic Priority: Health and Education, Benchmarks for Future Academic Success & the Well Being of Residents

Strategic Goal: Increase the percentage of adults 25 years and older with a Bachelor's Degree or Higher

Why is this important? College graduation is one measure of the success of our post-secondary education system. High college enrollment and the number of students receiving degrees contribute to the quality of the County's workforce.



Source: 2021 American Community Survey 1-year estimates; 2020 uses 5-Year ACS Estimates



2022 Kalamazoo County Dashboard

Value for Money

Strategic Priority: Value for Money Government, Fiscal Metrics that Show the Spending and Borrowing of Government

Strategic Goal: Improve Bond Rating

Why is this important? Kalamazoo County's bond or credit rating is a measure of its financial reputation. A good credit rating saves taxpayers substantial amounts of money in interest payments.

Michigan

2011: AA-
2012: AA-
2013: AA-
2014: AA-
2015: AA-
2016: AA-
2017: AA-
2018: AA
2019: AA
2020: AA-
2021: AA

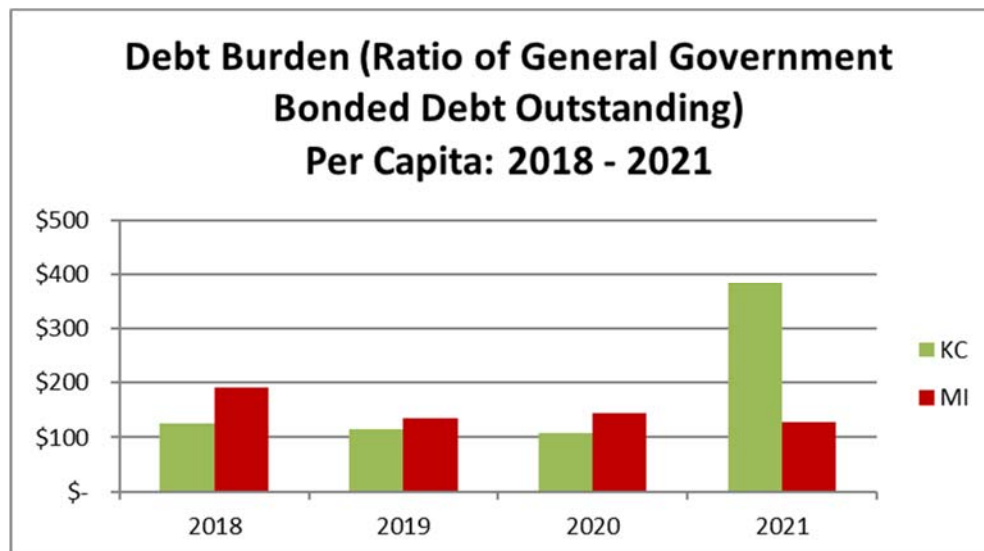
Kalamazoo County

2011: AA
2012: AA
2013: AA
2014: AA
2015: AA+
2016: AA+
2017: AA+
2018: AA+
2019: AA+
2020: AA+
2021: AA+

Source: Kalamazoo County Department of Finance, Michigan Budget Office. Ratings are Standard & Poor's

Strategic Goal: Decrease Government Debt Burden Per Capita

Why is this important? It is a goal of Kalamazoo County to reduce its debts (long term liabilities); less debt contributes to greater financial security and flexibility. The use of per capita debt allows a comparison between different size governments.



Source: Kalamazoo County Finance Department; State of Michigan CAFR. 2021 is the first year of Kalamazoo County Bond for new Courthouse Building.



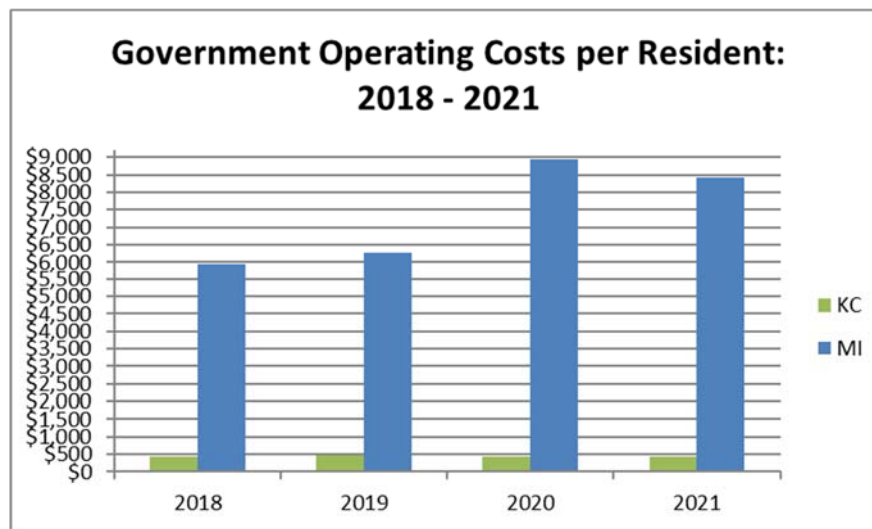
2022 Kalamazoo County Dashboard

Value for Money

Strategic Priority: Value for Money Government, Fiscal Metrics that Show the Spending and Borrowing of Government

Strategic Goal: Provide high-quality services to residents at lowest possible cost.

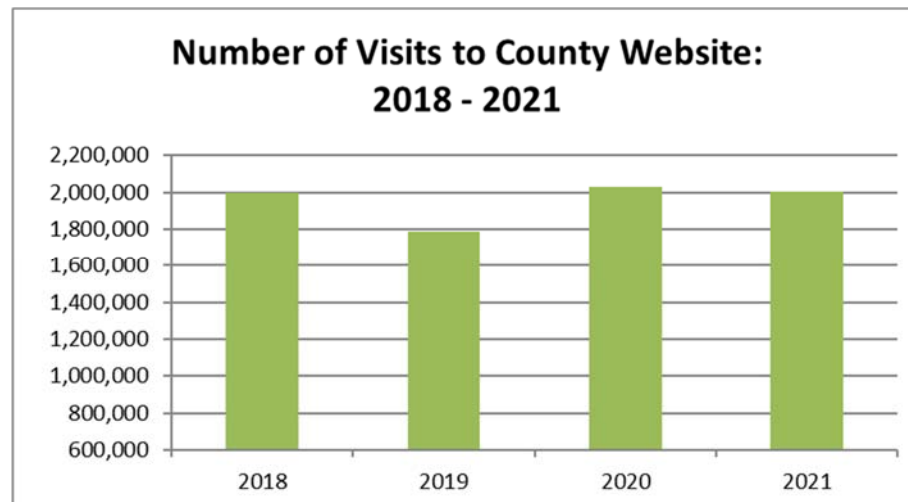
Why is this important? All public entities strive to keep costs low and make the most efficient use of taxpayer dollars. Kalamazoo County continues to explore ways to provide high-quality services to residents at the lowest possible cost.



Source: MI Department of Treasury and Kalamazoo County Finance Department

Strategic Goal: Increase Access to Government - Number of Visitors to County Website

Why is this important? In an effort to provide around-the-clock access to government, Kalamazoo County continues to add online services. Online services and information provide additional options for citizens to interact with government and allow for more efficient operations.



Source: Kalamazoo County Administration—Webmaster



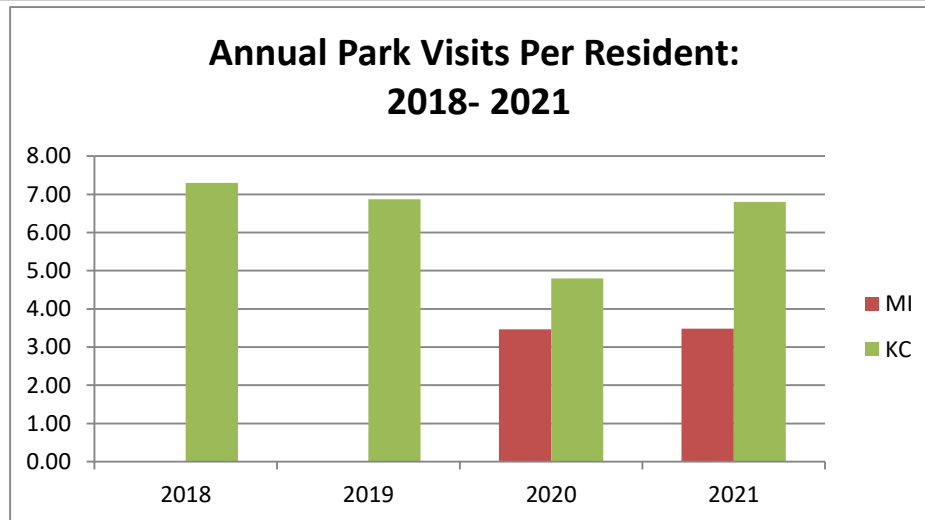
2022 Kalamazoo County Dashboard

Quality of Life

Strategic Priority: Quality of Life, Population and Popularity of Outdoor Activities

Strategic Goal: Increase Park Popularity

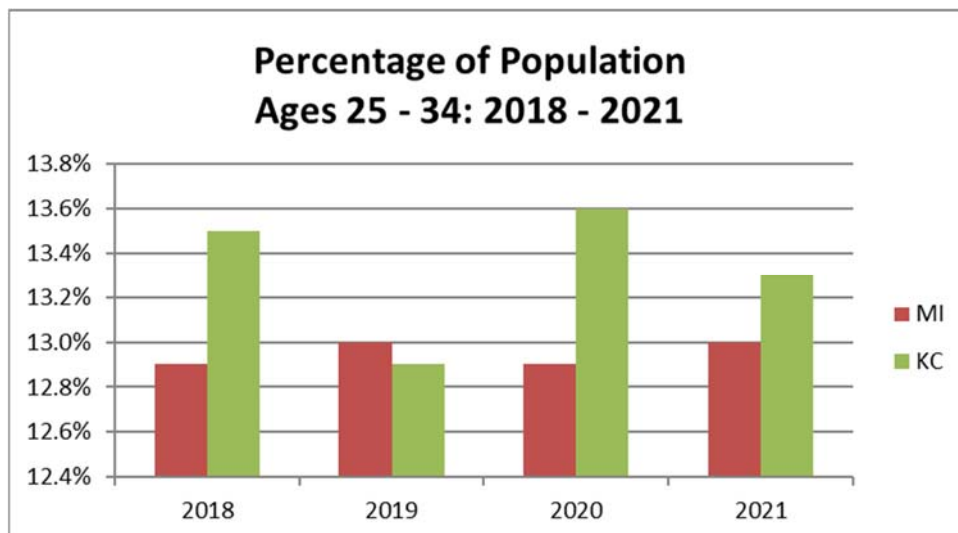
Why is this important? The Kalamazoo County Parks system offers residents and visitors the opportunity to experience scenic forests, trails, lakes and historic sites. Kalamazoo County Parks are prime destinations for camping, fishing, boating, hiking, bicycling and a host of other outdoor activities.



Source: Kalamazoo County Parks and Recreation Department.; Michigan Dept. of Natural Resources and Environment
2018-2019 comparable data not available for Michigan; County data includes visits to Expo Center

Strategic Goal: Increase Percentage Change in Population
Ages 25 - 34

Why is this important? The number of people between the ages of 25 and 34 provide a significant contribution to a healthy economy. A growing population in this age group may mean that more people are choosing to live and work in Kalamazoo County.



Source: U.S. Census Bureau, ACS 1-Year Estimates,



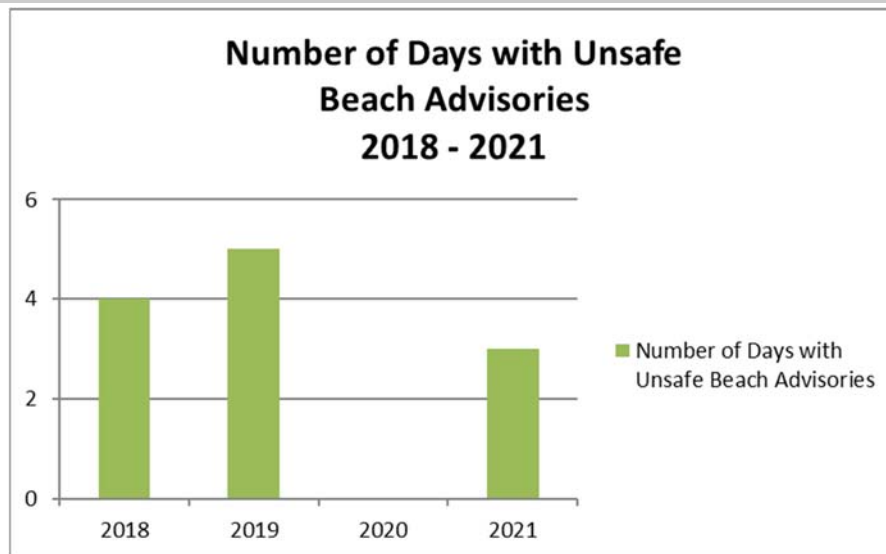
2022 Kalamazoo County Dashboard

Quality of Life

Strategic Priority: Quality of Life, Population and Popularity of Outdoor Activities

Strategic Goal: Reduce the Number of Days water quality at beaches exceeds Michigan Water quality standards

Why is this important? Water quality at Kalamazoo County Beaches are monitored to ensure water is free from contamination so that users can fully enjoy beaches without risk of waterborne illnesses. Improved water quality may contribute to improved health and recreational opportunities.



Source: Kalamazoo County Department of Health & Community Services, Environmental Health

*Nine (9) beaches were monitored in Kalamazoo County from 2018-2021.

There were zero (0) beach advisories in 2020 for Kalamazoo County.



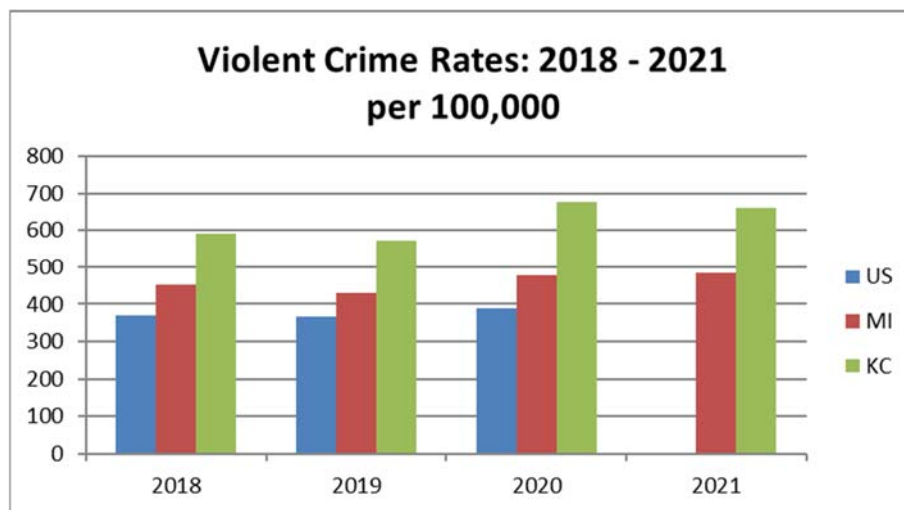
2022 Kalamazoo County Dashboard

Public Safety

Strategic Priority: Public Safety, Crime and Traffic Injury Rates

Strategic Goal: Reduce Violent Crime Rates

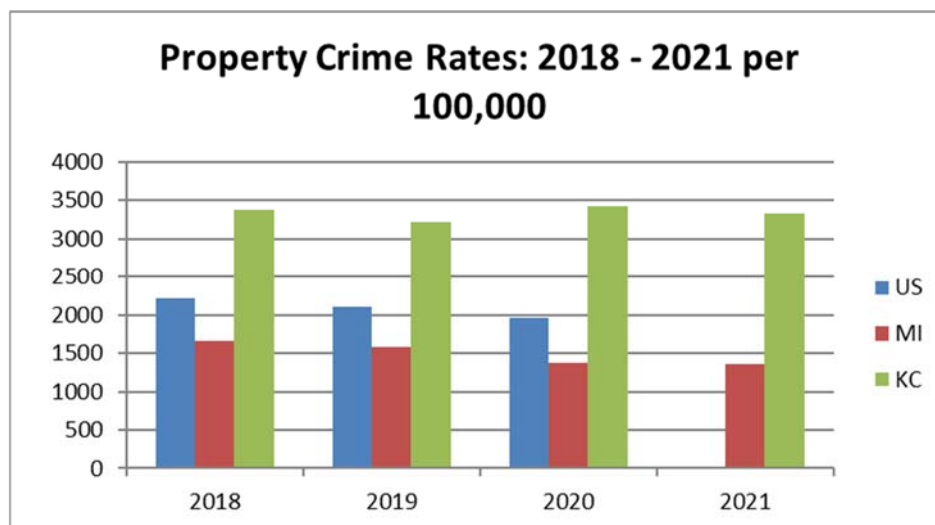
Why is this important? Crime rates affect the sense of security citizens have about their community. These rates also can influence business investment and residential development. Violent crimes are those offenses that involve force or threat of force and include aggravated assault, robbery, rape, and murder.



Source: FBI Uniform Crime Reports; Kalamazoo-Portage MSA Data used. U.S. data not available for 2021.

Strategic Goal: Reduce Property Crime Rates

Why is this important? The effects of property crimes can contribute to deteriorating neighborhoods and declining property values. Property crimes include the offenses of burglary, larceny-theft, motor vehicle theft and arson.



Source: FBI Uniform Crime Reports; Kalamazoo-Portage MSA Data used. U.S. data not available for 2021.



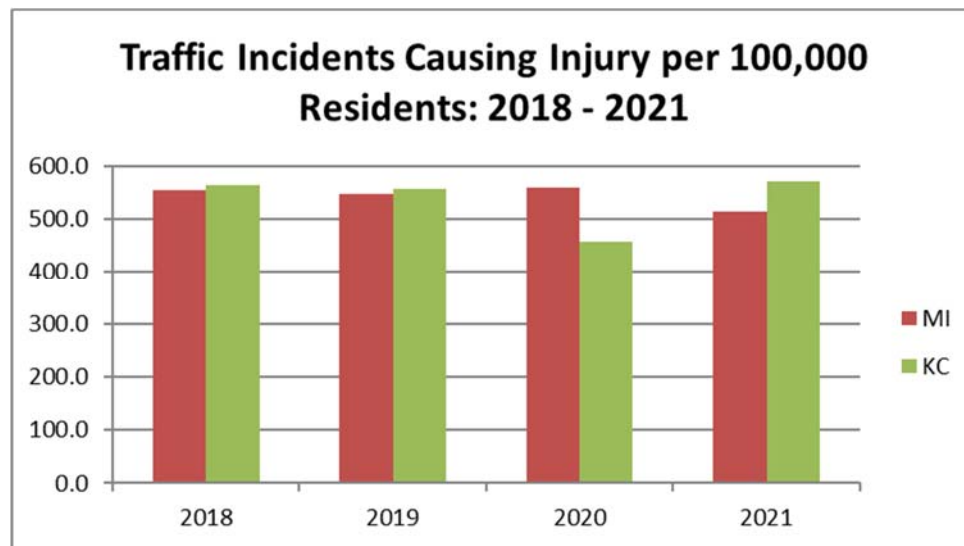
2022 Kalamazoo County Dashboard

Public Safety

Strategic Priority: Public Safety, Crime and Traffic Injury Rates

Strategic Goal: Reduce Traffic Accidents: Serious and Fatal

Why is this important? Traffic accidents that cause serious injuries or fatalities can change lives in an instant. Families across the state struggle with the long-term medical and work-loss costs that result from these accidents.



Source: Michigan State Police, Traffic Crash Reporting Section

County of Kalamazoo
Debt Service Report Summary

Description	Issue Date	Funding Source	Type	Interest Rate	Expiration	December 31, 2021			2022 Requirements		
						Principal Balance	Interest Balance	Total	Principal	Interest	Total
County Direct Debt											
Justice Facility Limited Tax Obligation Bond 2021	June 2021	Building Authority	Bond	3.000%	5/1/2051	71,750,000	29,601,344	101,351,344	0.00	1,811,063	1,811,063
Juvenile Home Facilities Refunding Bond 2017	May 2017	Building Authority	Refunding Bond	4.000%	4/1/2032	15,635,000	4,568,000	20,203,000	1,065,000	736,375	1,801,375
Expo Center Improvements 2011	June 2011	Building Authority	Bond	3.200%	4/1/2026	1,070,000	88,765	1,158,765	225,000	32,926	257,926
Airport 2012	July 2012	Building Authority	Refunding Bond	4.000%	5/1/2028	2,115,000	35,063	2,150,063	2,115,000	35,063	2,150,063
Sub-total County Direct Debt						90,570,000	34,293,171	124,863,171	3,405,000	2,615,426	6,020,426
Other County Debt											
Village of Augusta 2005	June 2005	Village of Augusta	Bond	2.125%	4/1/2025	180,000	7,670	187,670	45,000	3,347	48,347
Road Commission 2022	July 2022	Road Commission	Bond	5.000%	5/1/2052	55,235,000	98,933,674	154,168,674	0	714,171	714,171
CMH Capital Improvements Bond 2015	March 2015	CMH	Bond	3.000%	5/1/2034	4,275,000	111,389	4,386,389	4,275,000	111,389	4,386,389
Sub-total Other County Debt						59,690,000	99,052,734	158,742,734	4,320,000	828,907	5,148,907
Total County Debt						150,260,000	133,345,905	283,605,905	7,725,000	3,444,333	11,169,333

County Direct Debt - Debt where the County is solely responsible for the payment obligation

Other County Debt - Debt where the County has pledged full faith and credit but others are responsible for the payment obligation

County of Kalamazoo

General Long-Term Debt

Annual Principal and Interest Requirements at December 31, 2021

	Expo Center Improvements Lim Tax Gen Obligation Bond 2011			Juvenile Home Facilities Refunding Bond 2017			Justice Facility Limited Tax General Obligation Bond 2021			Total Requirements	
Principal Due:	Oct 1	Apr 1		Apr 1			Nov 1	May 1			
Interest Due:	Oct 1	Apr 1		Apr 1	Oct 1		Nov 1	May 1			
Year	Principal	Rate	Interest	Principal	Rate	Interest	Principal	Rate	Interest	Principal	Interest
2021	215,000	3.200	39,955	975,000	4.000	782,500	0	3.000	719,394	1,190,000	1,541,849
2022	225,000	3.200	32,926	1,065,000	5.000	736,375	0	3.000	1,811,063	1,290,000	2,580,364
2023	230,000	3.200	25,545	1,110,000	5.000	682,000	1,645,000.00	3.000	1,786,388	2,985,000	2,493,932
2024	240,000	3.200	18,056	1,155,000	5.000	625,375	1,695,000.00	3.000	1,736,288	3,090,000	2,379,719
2025	250,000	3.200	10,133	1,200,000	5.000	566,500	1,750,000.00	3.000	1,684,613	3,200,000	2,261,246
2026	125,000	3.200	2,104	1,295,000	5.000	504,125	1,800,000.00	3.000	1,631,363	3,220,000	2,137,592
2027				1,390,000	5.000	437,000	1,855,000.00	3.000	1,576,538	3,245,000	2,013,538
2028				1,490,000	5.000	365,000	1,910,000.00	3.000	1,520,063	3,400,000	1,885,063
2029				1,585,000	5.000	288,125	1,970,000.00	3.000	1,461,863	3,555,000	1,749,988
2030				1,685,000	5.000	206,375	2,030,000.00	3.000	1,401,863	3,715,000	1,608,238
2031				1,785,000	5.000	119,625	2,095,000.00	3.000	1,339,988	3,880,000	1,459,613
2032				1,875,000	4.000	37,500	2,155,000.00	3.000	1,276,238	4,030,000	1,313,738
2033							2,220,000.00	3.000	1,210,613	2,220,000	1,210,613
2034							2,290,000.00	3.000	1,142,962.5	2,290,000	1,142,963
2035							2,360,000.00	3.000	1,073,213	2,360,000	1,073,213
2036							2,430,000.00	3.000	1,001,363	2,430,000	1,001,363
2037							2,495,000.00	2.000	939,963	2,495,000	939,963
2038							2,545,000.00	2.000	889,563	2,545,000	889,563
2039							2,595,000.00	2.000	838,163	2,595,000	838,163
2040							2,645,000.00	2.000	785,763	2,645,000	785,763
2041							2,700,000.00	2.125	730,625	2,700,000	730,625
2042							2,760,000.00	2.125	672,613	2,760,000	672,613
2043							2,820,000.00	2.125	613,325	2,820,000	613,325
2044							2,880,000.00	2.125	552,763	2,880,000	552,763
2045							2,945,000.00	2.250	489,031	2,945,000	489,031
2046							3,010,000.00	2.250	422,038	3,010,000	422,038
2047							3,080,000.00	2.250	353,525	3,080,000	353,525
2048							3,150,000.00	2.250	283,438	3,150,000	283,438
2049							3,225,000.00	2.500	207,688	3,225,000	207,688
2050							3,305,000.00	2.500	126,063	3,305,000	126,063
2051							3,390,000.00	2.500	42,375	3,390,000	42,375
	1,070,000		88,765	15,635,000		4,568,000	71,750,000		29,601,344	88,455,000	34,258,109

County of Kalamazoo
Enterprise Fund Long-Term Debt
Annual Principal and Interest Requirements at December 31, 2021

Principal Due: Interest Due:	Village of Augusta (#857) Water Supply System 2005				Road Commission New Facility 2022			CMH Capital Improvements Bond 2015			Total Local Gov Public Works Financing Requirements		Building Authority (Airport portion) 2012			Total Requirements	
	Apr 1 Apr 1 Oct 1			May 1 May 1 Nov 1			May 1 May 1 Nov 1					May 1 May 1 Nov 1					
	<u>Year</u>	<u>Principal</u>	<u>Rate</u>	<u>Interest</u>	<u>Principal</u>	<u>Rate</u>	<u>Interest</u>	<u>Principal</u>	<u>Rate</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Rate</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
	2021	45,000	2.125	4,283	0			200,000	3.000	132,250	380,000	137,856	605,000	4.000	82,225	985,000	220,081
	2022	45,000	2.125	3,347	0		714,171	4,275,000	4.000	111,389	4,320,000	828,907	2,115,000	4.000	35,063	6,435,000	863,970
	2023	45,000	2.125	2,390	0		2,402,819				45,000	2,405,209				45,000	2,405,209
	2024	45,000	2.125	1,434	945,000	5.000	3,324,194				990,000	3,325,628				990,000	3,325,628
	2025	45,000	2.125	499	990,000	5.000	3,320,819				1,035,000	3,321,318				1,035,000	3,321,318
	2026				1,040,000	5.000	3,320,069				1,040,000	3,320,069				1,040,000	3,320,069
	2027				1,090,000	5.000	3,316,819				1,090,000	3,316,819				1,090,000	3,316,819
	2028				1,145,000	5.000	3,315,944				1,145,000	3,315,944				1,145,000	3,315,944
	2029				1,205,000	5.000	3,317,194				1,205,000	3,317,194				1,205,000	3,317,194
	2030				1,265,000	5.000	3,315,444				1,265,000	3,315,444				1,265,000	3,315,444
	2031				1,325,000	5.000	3,310,694				1,325,000	3,310,694				1,325,000	3,310,694
	2032				1,395,000	5.000	3,312,694				1,395,000	3,312,694				1,395,000	3,312,694
	2033				1,460,000	5.000	3,306,319				1,460,000	3,306,319				1,460,000	3,306,319
	2034				1,535,000	5.000	3,306,444				1,535,000	3,306,444				1,535,000	3,306,444
	2035				1,610,000	5.000	3,302,819				1,610,000	3,302,819				1,610,000	3,302,819
	2036				1,695,000	4.000	3,313,669				1,695,000	3,313,669				1,695,000	3,313,669
	2037				1,760,000	4.000	3,309,569				1,760,000	3,309,569				1,760,000	3,309,569
	2038				1,830,000	4.000	3,307,769				1,830,000	3,307,769				1,830,000	3,307,769
	2039				1,905,000	4.000	3,308,069				1,905,000	3,308,069				1,905,000	3,308,069
	2040				1,980,000	4.000	3,305,369				1,980,000	3,305,369				1,980,000	3,305,369
	2041				2,060,000	4.000	3,304,569				2,060,000	3,304,569				2,060,000	3,304,569
	2042				2,140,000	4.000	3,300,569				2,140,000	3,300,569				2,140,000	3,300,569
	2043				2,230,000	4.000	3,303,169				2,230,000	3,303,169				2,230,000	3,303,169
	2044				2,315,000	4.000	3,297,269				2,315,000	3,297,269				2,315,000	3,297,269
	2045				2,410,000	4.000	3,297,769				2,410,000	3,297,769				2,410,000	3,297,769
	2046				2,505,000	4.125	3,292,903				2,505,000	3,292,903				2,505,000	3,292,903
	2047				2,610,000	4.125	3,292,406				2,610,000	3,292,406				2,610,000	3,292,406
	2048				2,715,000	4.250	3,285,881				2,715,000	3,285,881				2,715,000	3,285,881
	2049				2,830,000	4.250	3,283,050				2,830,000	3,283,050				2,830,000	3,283,050
	2050				2,955,000	4.250	3,285,119				2,955,000	3,285,119				2,955,000	3,285,119
	2051				3,080,000	4.250	3,281,875				3,080,000	3,281,875				3,080,000	3,281,875
	2052				3,210,000	4.250	3,278,213				3,210,000	3,278,213				3,210,000	3,278,213
	180,000		7,670		55,235,000		98,933,674	4,275,000		111,389	59,690,000	99,052,734	2,115,000		35,063	61,805,000	99,087,796

Operating Funds Five Year Budget Assumptions

	2022 Adjusted	2023 Recommended	2024	2025	2026	2027
Revenues:						
Charges for Services	8,731,300	8,570,400	8,570,400	8,570,400	8,570,400	8,570,400
Contributions & Donations	143,300	130,500	130,500	130,500	130,500	130,500
Federal Grants	2,721,600	2,714,800	2,714,800	2,714,800	2,714,800	2,714,800
Fines & Forfeitures	801,000	791,000	791,000	791,000	791,000	791,000
Interest & Rents	1,062,200	1,082,700	1,082,700	1,082,700	1,082,700	1,082,700
Licenses & Permits	1,664,800	1,578,300	1,578,300	1,578,300	1,578,300	1,578,300
Local Unit Contributions	1,872,500	2,131,500	2,131,500	2,131,500	2,131,500	2,131,500
Other Revenues	8,391,500	8,547,700	8,547,700	8,547,700	8,547,700	8,547,700
State Grants	18,479,100	20,412,700	20,412,700	20,412,700	20,412,700	20,412,700
Taxes & Assessments	58,088,500	61,592,000	63,008,600	64,457,800	65,747,000	66,404,500
Total Estimated Revenues:	101,955,800	107,551,600	108,968,200	110,417,400	111,706,600	112,364,100
Expenditures:						
Capital Outlay	—	—	—	—	—	—
Community & Economic Development	1,258,100	1,435,200	1,429,067	1,466,400	1,501,762	1,527,439
General Government	12,642,400	15,000,000	14,980,293	15,356,915	15,714,227	15,976,297
Health & Welfare	23,385,400	23,639,700	23,649,972	24,185,109	24,695,181	25,080,106
Judicial	22,591,200	24,360,800	24,134,657	24,837,990	25,501,320	25,969,877
Other Expenditures	24,872,200	24,055,400	24,480,469	24,543,718	24,604,315	24,651,448
Public Safety	27,827,200	29,196,200	30,529,397	31,444,730	32,307,132	32,912,304
Public Works	524,000	616,600	612,479	628,586	643,838	654,895
Recreation & Culture	1,940,500	1,964,400	2,038,243	2,091,729	2,142,334	2,178,819
Total Estimated Expenditures:	115,041,000	120,268,300	121,854,576	124,555,177	127,110,110	128,951,185
Other Financing Sources (Uses):						
Transfers In	13,085,200	12,716,700	12,716,700	12,716,700	12,716,700	12,716,700
Total Other Financing Sources (Uses):	13,085,200	12,716,700	12,716,700	12,716,700	12,716,700	12,716,700
Net Change in Fund Balance:						
	—	—	(169,676)	(1,421,077)	(2,686,810)	(3,870,385)

Assumptions	2023	2024	2025	2026	2027
Revenues:					
Property Taxes	3.5%	2.3%	2.3%	2.0%	1.0%
Other Revenues	Reduced	Flat	Flat	Flat	Flat
Expenditures:					
Salaries	2.0% with steps	2.0% with steps	2.0% with steps	2.0% with steps	2.0% with steps
Fringes	Blended Rate	Blended Rate	Blended Rate	Blended Rate	Blended Rate
Operating Expenses	1.0%	1.0%	1.0%	1.0%	1.0%

How This Report Was Developed

The goal of this report was to provide the public with as much information as possible on the revenues, expenditures, and other financial activities of Kalamazoo County government.

DATA SOURCES AND NOTES

December 31, 2021 Comprehensive Annual Financial Report

December 31, 2020 Comprehensive Annual Financial Report

2022 General Operating Budget

2023 General Operating Budget

More detail information can be found at www.kalcounty.com