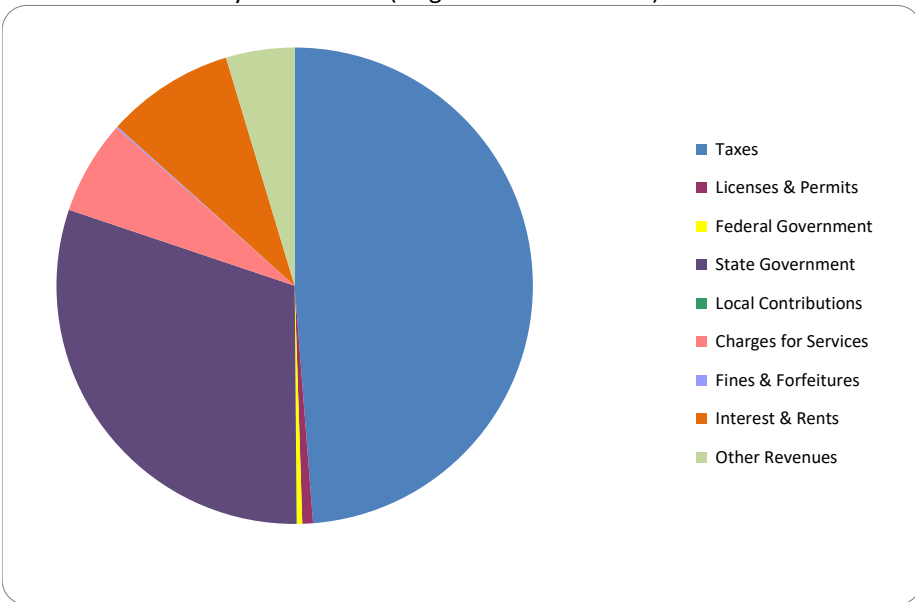


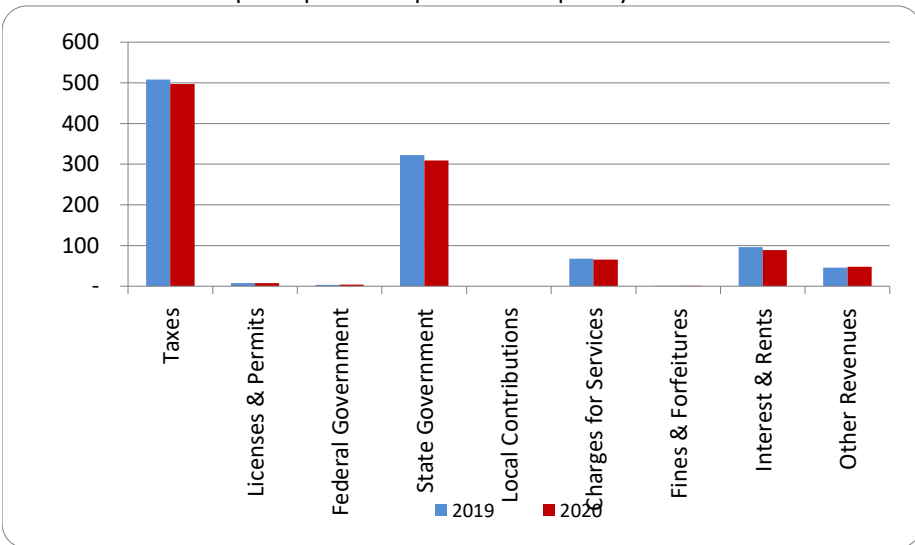
1. Where our money comes from (all governmental funds)



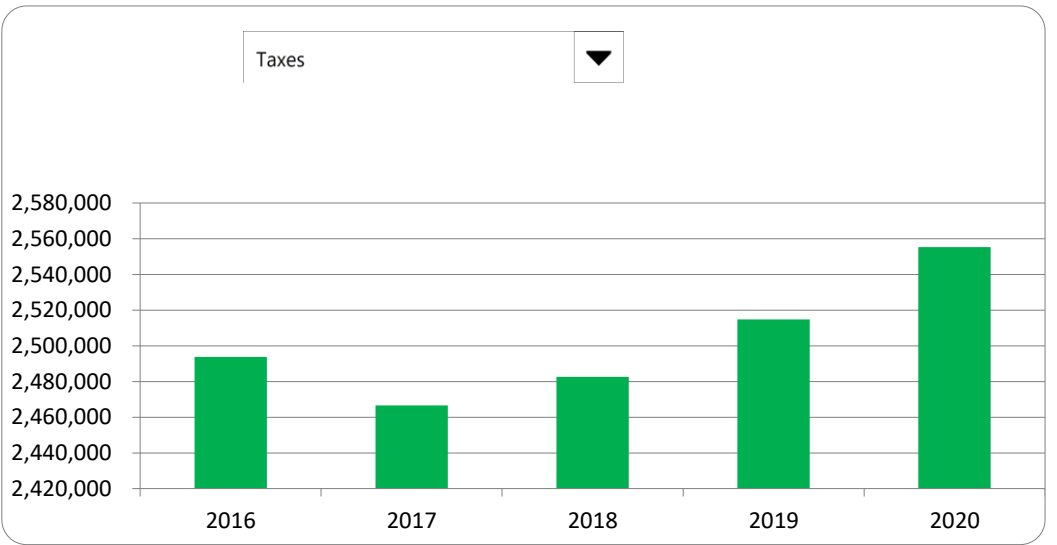
2. Compared to the prior year

|                       | <u>2019</u>         | <u>2020</u>         | <u>% change</u> |
|-----------------------|---------------------|---------------------|-----------------|
| Taxes                 | \$ 2,514,837        | \$ 2,555,205        | 1.61%           |
| Licenses & Permits    | 38,333              | 37,802              | -1.39%          |
| Federal Government    | 16,000              | 19,800              | 23.75%          |
| State Government      | 1,596,235           | 1,587,581           | -0.54%          |
| Local Contributions   | -                   | -                   | N/A             |
| Charges for Services  | 333,752             | 334,738             | 0.30%           |
| Fines & Forfeitures   | 5,883               | 4,657               | -20.84%         |
| Interest & Rents      | 475,842             | 455,789             | -4.21%          |
| Other Revenues        | 227,361             | 244,006             | 7.32%           |
| <b>Total Revenues</b> | <b>\$ 5,208,243</b> | <b>\$ 5,239,578</b> | <b>0.60%</b>    |

3. Revenue sources per capita - compared to the prior year



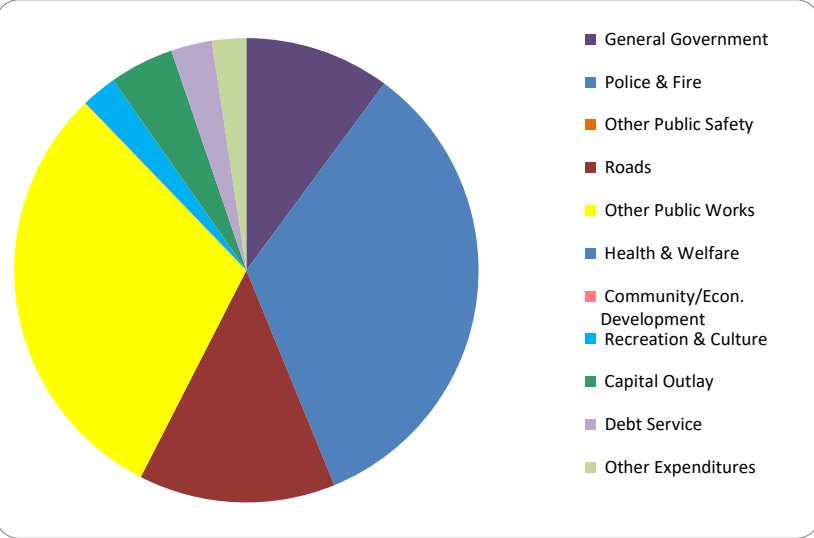
4. Historical trends of individual sources



**CITIZEN'S GUIDE TO LOCAL UNIT FINANCES - City of Kingsford (22-2020)**

EXPENDITURES

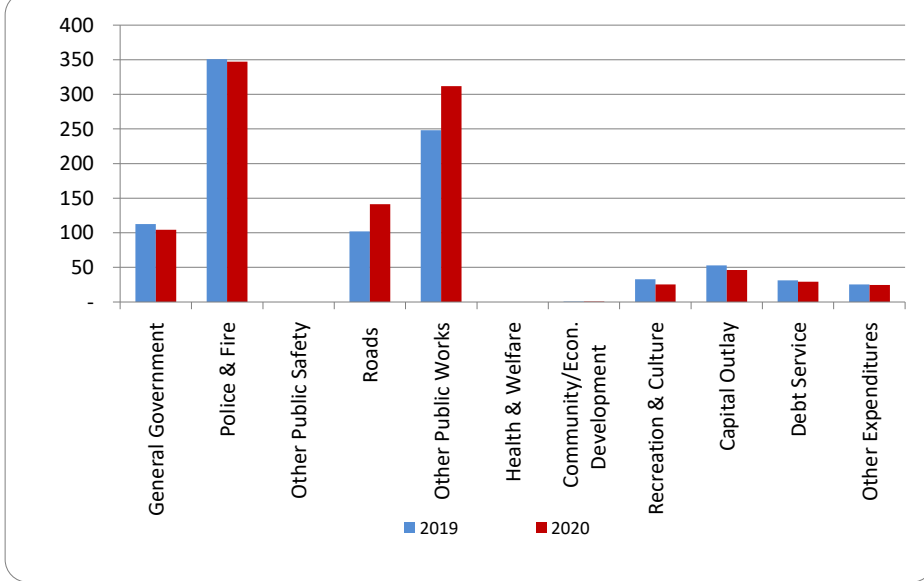
1. Where we spend our money (all governmental funds)



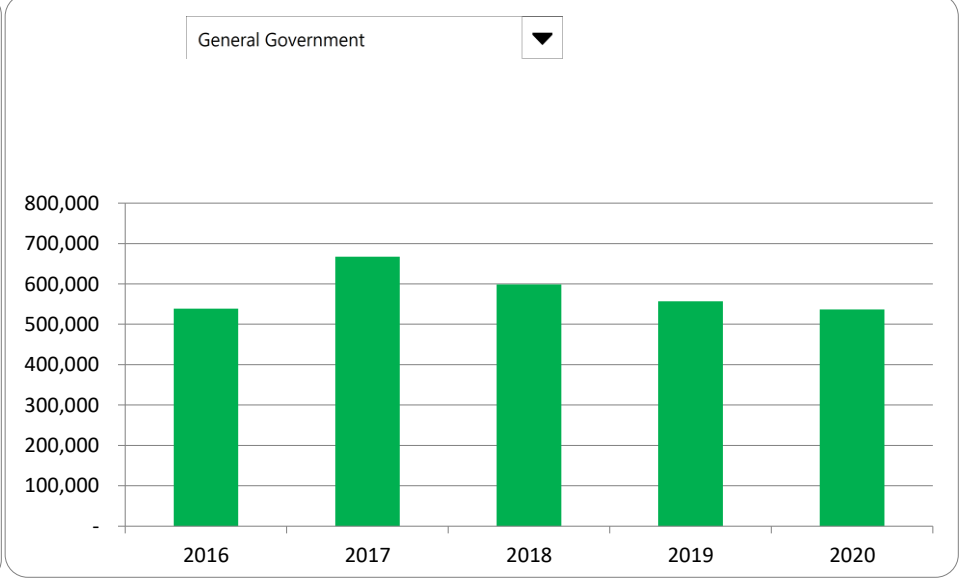
2. Compared to the prior year

|                             | 2019                | 2020                | % change      |
|-----------------------------|---------------------|---------------------|---------------|
| General Government          | \$ 557,228          | \$ 536,604          | -3.70%        |
| Police & Fire               | 1,736,646           | 1,785,082           | 2.79%         |
| Other Public Safety         | -                   | -                   | N/A           |
| Roads                       | 505,274             | 725,859             | 43.66%        |
| Other Public Works          | 1,228,294           | 1,602,729           | 30.48%        |
| Health & Welfare            | -                   | -                   | N/A           |
| Community/Econ. Development | 2,854               | 2,431               | -14.82%       |
| Recreation & Culture        | 163,116             | 130,314             | -20.11%       |
| Capital Outlay              | 262,446             | 237,627             | -9.46%        |
| Debt Service                | 154,695             | 151,455             | -2.09%        |
| Other Expenditures          | 124,848             | 126,141             | 1.04%         |
| <b>Total Expenditures</b>   | <b>\$ 4,735,401</b> | <b>\$ 5,298,242</b> | <b>11.89%</b> |

3. Spending per capita - compared to the prior year



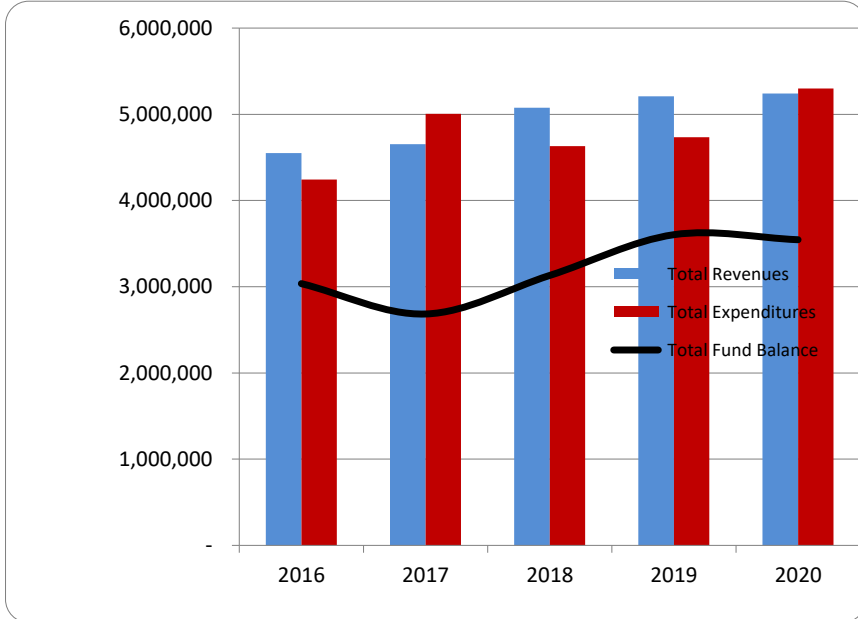
4. Historical trends of individual departments:



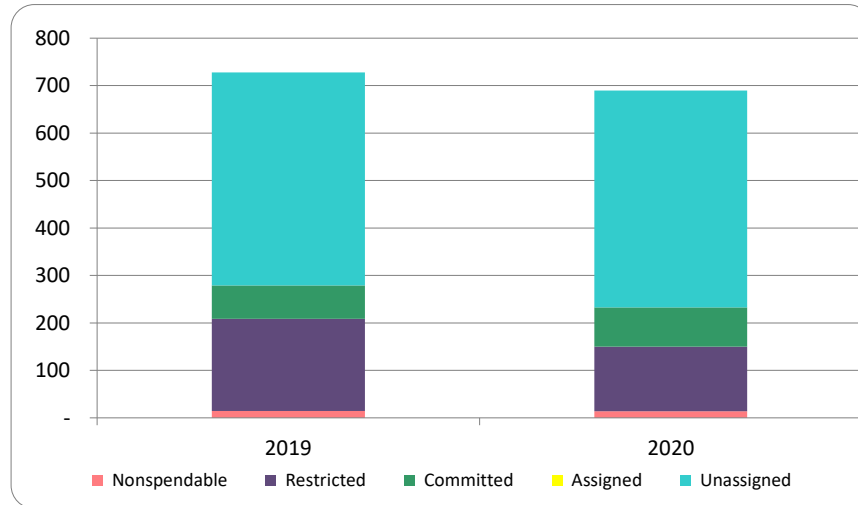
For more information on our unit's finances, contact Michael Stelmaszek at 906-774-3526.

**CITIZEN'S GUIDE TO LOCAL UNIT FINANCES - City of Kingsford (22-2020)**

1. How have we managed our governmental fund resources (fund balance)?



3. Fund balance per capita - compared to the prior year



**FINANCIAL POSITION**

2. Compared to the prior year

|                             | 2019      | 2020      | % change |
|-----------------------------|-----------|-----------|----------|
| Revenue                     | 5,208,243 | 5,239,578 | 0.60%    |
| Expenditures                | 4,735,401 | 5,298,242 | 11.89%   |
| Surplus (shortfall)         | 472,842   | (58,664)  | -112.41% |
| Fund balance, by component: |           |           |          |
| Nonspendable                | 73,020    | 70,120    | -3.97%   |
| Restricted                  | 960,179   | 701,182   | -26.97%  |
| Committed                   | 348,122   | 426,066   | 22.39%   |
| Assigned                    | -         | -         | N/A      |
| Unassigned                  | 2,222,308 | 2,347,597 | 5.64%    |
| total fund balance          | 3,603,629 | 3,544,965 | -1.63%   |

4. Historical trends of individual components



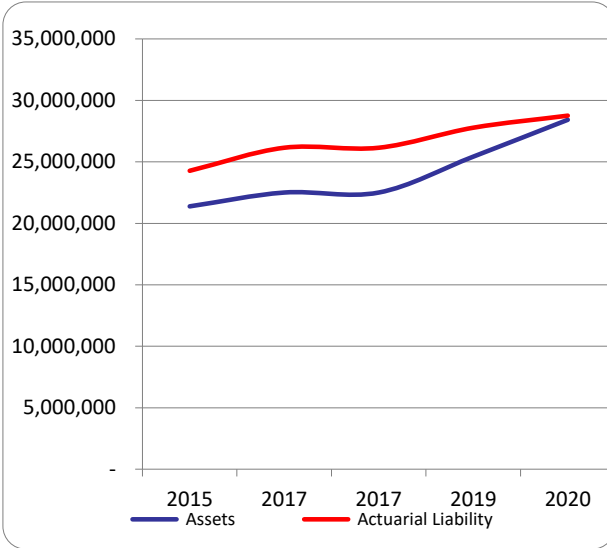
Commentary:

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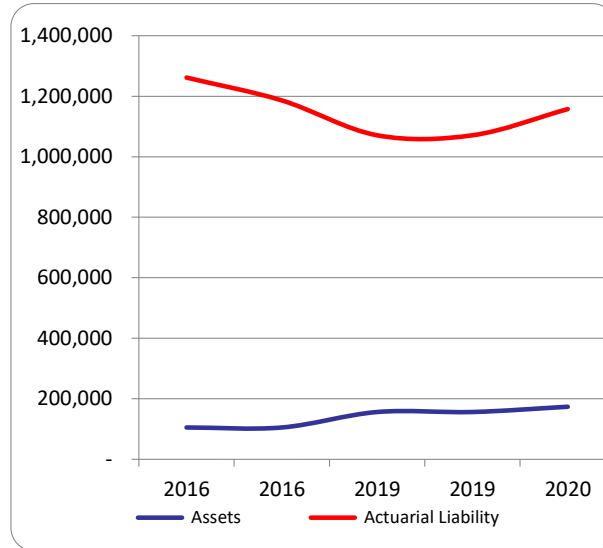
**CITIZEN'S GUIDE TO LOCAL UNIT FINANCES - City of Kingsford (22-2020)**

**OTHER LONG TERM OBLIGATIONS**

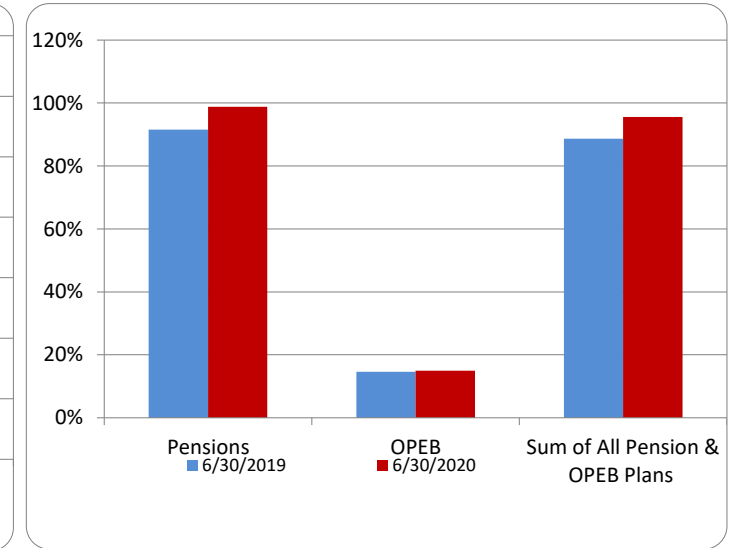
1. Pension funding status



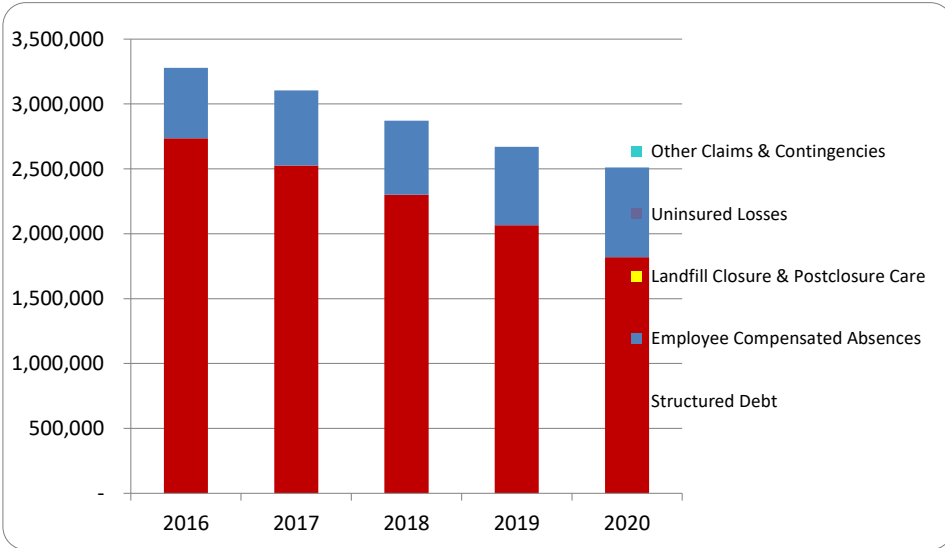
2. Retiree Health care funding status



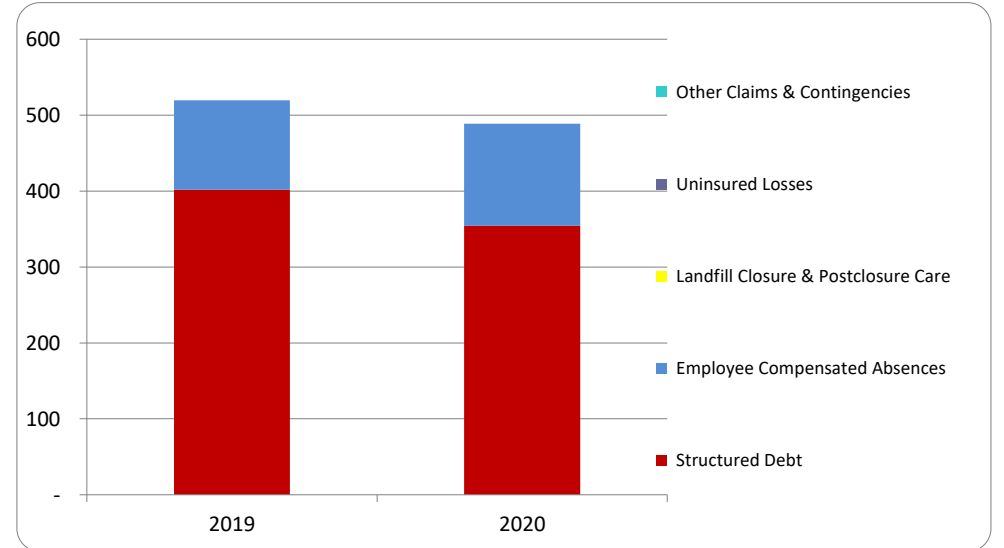
3. Percent funded - compared to the prior year



4. Long Term Debt obligations:



5. Debt & other long term obligations per capita - compared to the prior year



Commentary:

## Performance Dashboard

|   |
|---|
| <b>Local Unit Name: City of Kingsford</b> |
| <b>Local Unit Code: 22-2020</b>           |

|   | 2019  | 2020  | Trend   | Performance |
|---|-------|-------|---------|-------------|
| <b>Fiscal Stability</b>   |       |       |         |             |
| Annual General Fund expenditures per capita   | \$730 | \$707 | ↓-3.2%  | Positive    |
| Fund Balance as % of annual General Fund expenditures   | 99.7% | 97.6% | ↓-2.1%  | Negative    |
| Unfunded pension & OPEB liability, as a % of annual General Fund revenue                                    | 80%   | 33%   | ↓59.2%  | Positive    |
| Debt burden per capita  | \$417 | \$354 | ↓15.1%  | Positive    |
| Percentage of road funding provided by the General Fund   | 0.0%  | 0.0%  | #DIV/0! | #DIV/0!     |
| Ratio of pensioners to employees  | 1.18  | 1.13  | ↓-4.4%  | Positive    |
| Number of services delivered via cooperative venture  | 9     | 9     | → 0.0%  | Neutral     |
| <b>Economic Strength</b>  |       |       |         |             |
| % of community with access to high speed broadband  | 100%  | 100%  | → 0.0%  | Neutral     |
| % of community age 25+ with Bachelor's degree or higher   | 24%   | 23%   | ↓-3.8%  | Negative    |
| Average age of critical infrastructure (years)  | -     | -     | #DIV/0! | #DIV/0!     |
| <b>Public Safety</b>  |       |       |         |             |
| Violent crimes per thousand   | 9     | 7     | ↓16.8%  | Positive    |
| Property crimes per thousand  | 11    | 8     | ↓22.2%  | Positive    |
| Traffic injuries or fatalities  | 2     | 8     | ↑300.0% | Negative    |
| <b>Quality of Life</b>  |       |       |         |             |
| Miles of sidewalks and non-motorized paths/trails as a factor of total miles of local/major roads & streets | 0.80  | 0.80  | → 0.0%  | Neutral     |
| Percent of General Fund expenditures committed to arts, culture and recreation                              | 4.5%  | 1.7%  | ↓61.7%  | Neutral     |
| Acres of parks per thousand residents   | 23.0  | 22.2  | ↓-3.7%  | Negative    |
| Percent of community with access to curbside recycling  | 0%    | 0%    | #DIV/0! | #DIV/0!     |