



FY 2021-2025
**PRELIMINARY
FISCAL PLAN**

ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN FISCAL YEARS
2021 - 2025

MAYOR

ROSALYNN BLISS

CITY COMMISSIONERS

FIRST WARD

JON O'CONNOR

KURT REPPART

SECOND WARD

JOSEPH JONES

MILINDA YSASI

THIRD WARD

SENITA LENEAR NATHANIEL MOODY

CITY MANAGER ACTING CHIEF FINANCIAL OFFICER

MARK WASHINGTON

MOLLY CLARIN

CONTRIBUTING PERSONNEL

JENESSA CARTER

KEITH HEYBOER

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SCOTT SAINDON

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JANA WALLACE

DISTINGUISHED BUDGET PRESENTATION AWARD
GOVERNMENT FINANCE OFFICERS ASSOCIATION

THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA PRESENTED A DISTINGUISHED BUDGET PRESENTATION AWARD TO THE CITY OF GRAND RAPIDS, MICHIGAN, FOR ITS ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2019.

IN ORDER TO RECEIVE THIS AWARD, A GOVERNMENTAL UNIT MUST PUBLISH A BUDGET DOCUMENT THAT MEETS PROGRAM CRITERIA AS A POLICY DOCUMENT, AS A FINANCIAL PLAN, AS AN OPERATIONS GUIDE, AND AS A COMMUNICATIONS DEVICE.

THIS AWARD IS VALID FOR A PERIOD OF ONE YEAR ONLY. WE BELIEVE OUR CURRENT BUDGET CONTINUES TO CONFORM TO PROGRAM REQUIREMENTS, AND WE ARE SUBMITTING IT TO GFOA TO DETERMINE ITS ELIGIBILITY FOR ANOTHER AWARD.

THE RECEIPT OF THIS AWARD MARKS THE THIRTY-SECOND CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION FOR DISTINGUISHED BUDGET PRESENTATION.



G O V E R N M E N T F I N A N C E O F F I C E R S A S S O C I A T I O N

*Distinguished Budget
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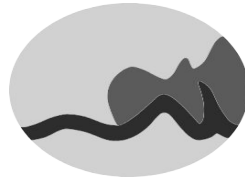
City of Grand Rapids
Michigan

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



CITY OF
GRAND
RAPIDS
MICHIGAN
WWW.GRCITY.US



TABLE OF CONTENTS

	<u>Page</u>		<u>Page</u>
I MANAGER'S TRANSMITTAL LETTER	8	VIII ENTERPRISE FUNDS	168
II STRATEGIC PLAN	44	Belknap Ice Arena	170
III BUDGET BASICS		Cemetery Operating	171
Organizational Chart	80	Golf Course	172
About the City	81	Parking System-Operating	173
Budget Calendar	86	Parking System-Capital	174
Budget Process	88	Sewage Disposal System-Operating	176
Budget Guidelines	91	Sewage Disposal System-Cash Projects	177
Rate Sheet	98	Sewage Disposal System-Bond Projects	178
Revenue Overview	101	Water Supply System-Operating	181
Statement of Acquisition	109	Water Supply System-Cash Projects	182
		Water Supply System-Bond Projects	183
IV THE FUNDS		IX GRANTS	186
Introduction to Fund Summaries	110	61st District Court Grants	188
Fund Structure	112	CDBG Grants	189
Approved Appropriations by Fund Classification	113	Fire Grants	190
Combined Budgeted Funds	114	HOME Grants	191
Sources and Uses	115	Lead Hazard Grants	192
		Other Grants	193
V GENERAL OPERATING FUNDS	122	Police Grants	194
Budget Stabilization Fund	123	X INTERNAL SERVICE FUNDS	196
General Operating Fund Statement of Operations	124	Customer Service	200
General Administration - Department 261	132	Engineering Services	201
		Facilities Management-Operating	202
VI CAPITAL PROJECTS FUNDS	136	Facilities Management-Capital	203
Capital Improvement	138	FMS Financial Management System	205
Capital Reserve	141	Health Insurance	206
Capital Improvement Bonds-Series 2017 Cemeteries	142	Information Technology-Operating	207
Capital Improvement Bonds-Series 2018 Street Lighting	143	Information Technology-Capital	208
Capital Improvement Bonds-Series 2021 Street Lighting	144	Motor Equipment System-Operating	209
Streets Capital	146	Motor Equipment System-Capital	210
Vital Streets Capital	147	Risk Management/Other Reserves	211
VII COMPONENT UNIT FUNDS	166	XI FIDUCIARY FUNDS	212
61st District Court	167	Firefighter Retiree Health Care	213
		General Retiree Health Care	214
		Library Retiree Health Care	215
		Police Retiree Health Care	216
		XII PERMANENT FUNDS	218
		Cemetery Perpetual Care	219

TABLE OF CONTENTS

	<u>Page</u>		<u>Page</u>
XIII SPECIAL REVENUE FUNDS	220	XIV DEPARTMENTS	
Building Inspection	227	Diversity and Inclusion	254
Community Dispatch	228	3-1-1	257
Community Relations Commission	229	Attorneys	259
Drug Law Enforcement	230	Clerks	261
Economic Development	231	Community Development	263
Federal Forfeiture Department of Justice	232	Our Community's Children	265
Federal Forfeiture Treasury Department	233	Parks and Recreation	266
Historical Commission	234	Comptrollers	269
Local Streets	235	Building Inspections	270
Major Streets	236	Planning	271
Metropolitan Enforcement Team	237	Code Compliance	272
MET-Department of Justice	238	District Court	273
Michigan Indigent Defense Commission	239	Economic Development	274
Michigan Justice Training	240	Engineering	276
Parks and Recreation Operating	241	Vital Streets	276
Parks Maintenance of Effort (MOE) Calculations	242	Water	278
Parks Millage	243	Environmental Services	280
Property Management	244	Stormwater	282
Public Library Grants/Capital	245	Energy, Lighting & Communications	283
Public Library Operating	246	Parking	285
Public Library Trust	247	Traffic Safety	286
Receivership	248	Executive	287
Refuse Collection and Disposal	249	Facilities Management	289
Sidewalk Repair	250	Fleet Management	291
Transformation Fund	251	Fire	294
Vehicle Storage Facility	252	Assessor	295
Vital Streets Operating	253	Fiscal Administration and Budget Office	297
		General Administration	298
		Income Tax	300
		Purchasing	301
		Human Resources	302
		Library	304
		Police and Dispatch	305
		Public Works	308
		Information Technology	311
		Treasurer	313
		XVII APPENDIX H - GLOSSARY	358
		XV. APPENDICES A & B - REVENUE	316
		XVI. APPENDIX C - PERSONNEL	320

April 28, 2020

Mayor and City Commissioners,

Much has changed since our first discussion about the potential FY2021 Fiscal Plan in November of 2019. No one could have anticipated that our list of horizon topics would change so dramatically just weeks after our mid-year performance management update in late February 2020 and a hopeful State of the City address in the first week in March. A local, state and national economy that was powering forward at a good speed braked to a slow roll in less than 30 days. What were solid growth projections now point to equally solid revenue reductions. It is clear to us that the economy will not recover until the pandemic is more controlled. We are still navigating through the health and safety response and relief efforts. Our immediate focus is to save lives and keep people safe by preventing the spread of COVID-19. Many City employees have worked fervently and bravely as part of the response efforts and I am grateful for and proud of their public service. We are doing everything we can locally to support relief and recovery, including supporting residents and businesses in the application of state and federal stimulus programs and creating locally funded programs. We are also trying to minimize the impact of certain fees and fines on businesses and residents and creating payment plans, but that comes with a loss to revenue.

The impact on businesses and residents can be seen and felt. Streets are empty and once vibrant business districts are barren. The hope for many businesses is that the economic halt is short-lived and a short-term sacrifice that has a bigger return in the future.

This sudden change has driven a significant pivot in our recommended FY2021 Preliminary Fiscal Plan. The proposed budget anticipates revenue shortfalls but minimizes the reduction to essential services in a fiscally responsible and sustainable way. We remain hopeful that we will receive more stimulus funding from state and federal governments that will assist in response and recovery. We will continue to monitor economic performance after budget adoption and if the economic realities are different than our initial projections, we will be able to quickly adjust and propose budget amendments.

Strategic Foundation

We were able to pivot rapidly because of the foundation of the Strategic Plan. What remains unchanged in the midst of the pandemic are the priorities, outcomes and objectives in our Strategic Plan and the values of accountability, collaboration, customer service, equity, innovation and sustainability. These continue to shape our work as we deal with this economic crisis and will inform how we recover. The Strategic Plan has served us well in good times and is even more valuable now.

Reliance on the Strategic Plan enabled development of a Preliminary Fiscal Plan that is fiscally sustainable, remains focused on our values, continues progress toward outcomes, and emphasizes investments in community and economic recovery.

Unlike past fiscal years, the FY2021-2025 Fiscal Plan is built on projections of a reduction in revenues that required a rapid pivot in planned expenditures. This change in scope is significant. Total expenditures for FY2020 were \$553 million. This Preliminary Fiscal Plan recommends total expenditures of \$540 million for FY2021, a decline of \$13 million.

In the General Operating Fund (GOF), revenues are now projected to decline over 3% when compared to the adopted FY2020 Fiscal Plan as opposed to a projected increase of over 4% prior to the pandemic. This sudden net reduction in projected revenues of almost 7% drove a reduction in expenditures from the FY2020 adopted budget. This required a net year over year GOF expenditure decrease of \$1.75 million, a decrease of 1.2%, below the FY2020 adopted budget.

Longer term, GOF revenues are now projected to under-perform FY2020 projections through FY2025. We have begun to address this trend in the FY2021 Preliminary Fiscal Plan and will continue that work during in the next fiscal year.

These dynamic changes required immediate, difficult and targeted solutions focused on maintaining continuity of services at FY2020 levels. Staffing levels are maintained at FY2020 levels as amended and no new positions are included in the FY2021 Preliminary Fiscal Plan recommendation. Any new initiatives are supported by earned efficiencies. And, I have implemented a modified hiring freeze and restricted travel to limit current and future expenditures in operating departments until we reach a point of stabilization.

We have balanced FY2021, but significant work remains ahead of us to maintain reserves at policy levels in future fiscal years.

Recovery of a Resilient City

We are a resilient community and we will recover. And because we have been good stewards and have built fiscal resiliency into our financial planning, we will invest to help make that recovery happen in a way that helps community members and businesses move forward.

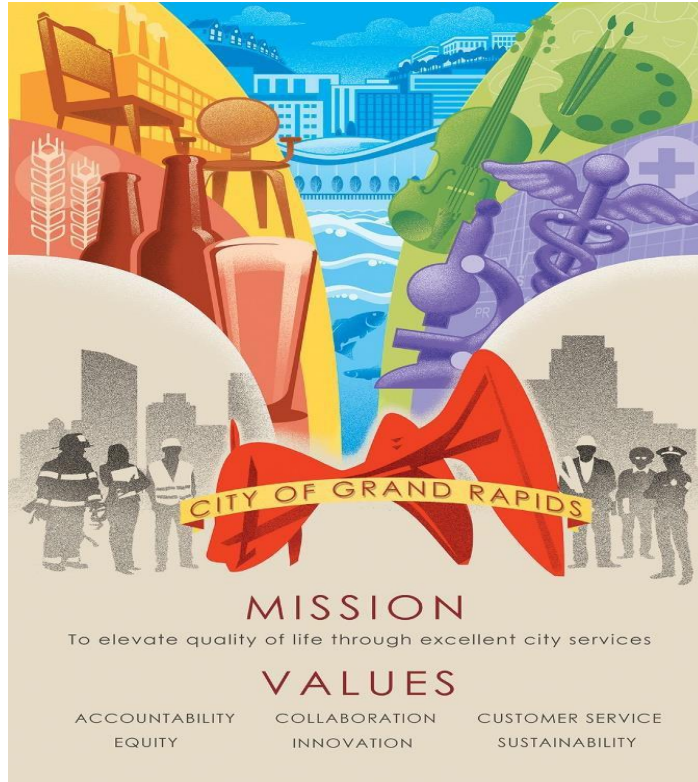
The General Operating Fund recommendation includes \$500,000 in investments (\$250,000 in new investments and \$232,500 in reappropriated funds) to support resiliency of community members and local business during the pandemic and to "build back better" once the pandemic subsides. This will be combined with \$2.2 million in supplemental Community Development Block Grant (CDBG-CV) and \$1.1 million in Emergency Solutions Grant (ESG-CV) funding for a total of \$3.75 million in economic stimulus identified to date for the Grand Rapids community from City sources.

We will marshal every available resource and focus them on investments that re-energize community life and stimulate business recovery. This will be led by a resource leadership team that will repurpose existing tools, guide investments through our Corridor Improvement Authorities and Downtown Development Authority, innovate with our Brownfield Redevelopment Authority and Economic Development Corporation, develop new business supports, collaborate with partners, and secure every possible dollar of State and Federal support to focus on recovery and ensure resiliency. We will identify gaps in support for residents who, due to structural inequities, are most vulnerable to economic insecurity and COVID-19 exposure, and direct investments to support their resiliency during the pandemic. Depending on federal regulations, we intend to use CDGB-CV and ESG-CV dollars for these efforts and will repurpose the Neighborhood Match Fund to expand focus to include basic needs and support for all residents, regardless of their status.

We intend to make sure our recovery efforts are inclusive by analyzing the impacts of any reductions made to ensure there are no disproportionate or unintended outcomes.

Recovery is a mission of emergency operations and will be managed through that structure. Recommendations for specific investments are under development and will be brought forward as soon as they are developed.

Strategic Investments to Elevate Quality of Life



2020 has been a year of solid progress toward the commitments and promise of the Strategic Plan. It has been our guide as we work to be, nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community and opportunity for a high-quality life for all.”

Our staff works daily on our mission, “To elevate quality of life through excellent City services.”

We promised to measure our progress and we have. We presented performance management reports to you in October and November of 2019 and in February 2020. We continue work to streamline the data collection and reporting of our Strategic Plan metrics and have posted a Key Metric dashboard that reports progress on 23 key measures of success.

2020 changed our trajectory. We recognized that progress requires commitment to our values, strategic focus on outcomes, dedication, targeted investment and transparent performance measurement that is data driven. When we invested to make it happen. Strategic planning harnesses the energy of an organization and directs it toward work that will achieve the best priority outcomes. Reporting on results enables us to evaluate progress, understand impact on outcomes and to pivot as necessary.

Beginning with the FY2020 Fiscal Plan, we made direct investments in the six strategic priorities identified by the Strategic Plan with the intent to elevate quality of life through excellent City services. The FY2021 Preliminary Fiscal Plan is organized in the same fashion and exemplifies our efforts to align the Fiscal Plan to our Strategic Plan.

Priorities



Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.



Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.



Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.



Safe Community

All people feel safe and are safe at all times throughout our community.

Maintaining our investments at FY2020 levels will allow us to continue our progress, and we plan to find ways to build on that progress through efficiencies and innovation. That is the basis for our direction in FY2021, and the investments described in the sections that follow. Several notable accomplishments have already been achieved in the first three quarters of FY2020 and they are highlighted below under each Strategic Priority section.

Earned Savings and Improved Service Through Efficiencies

The pivot required to present a balanced FY2021 Preliminary Fiscal Plan that maintains services and continues to invest in the Strategic Plan was made possible in part through a series of operating efficiencies and savings earned during FY2020 and projected in FY2021, including:

- Earning \$5.2 million in savings through restructuring and rebidding the City's health care plan
- Creating a mobile permitting pilot to experiment with on-site issuance of building and trade permits in neighborhoods and business districts
- Implementing a new "mobile assessor" tool to speed the property value assessment process in the field
- Enacting several measures expected to save approximately \$500,000 including a modified hiring freeze for non-essential services, travel limitations and other cost reductions during the remainder of FY2020 to slow spending now and may continue into FY2021
- Investing in software solutions and processes to promote more open data accessibility and customer self-service and payment options
- Saving \$500,000 in electricity costs after one full year of negotiated rate changes were implemented
- Continuing pilot interventions for system change such as the Inebriate Center, retail specialist and housing practice leader
- Implementing For The Record (FTR) court video recording technology in two additional courtrooms in the 61st District Court to improve efficiency in services
- Continuing to invest in the state land bank partnership to increase the supply of affordable housing
- Realizing \$500,000 in savings by continuing the in-house trench repair program

We will continue to search for ways to both reduce costs and improve services as we move through FY2021.

Embedding Equity and Aligning Our Investments to Our Strategic Priorities and Desired Outcomes

Our Strategic Plan has never been more important. Our mission has never been more relevant. Our values are instrumental.

This strategic foundation enabled a rapid pivot in the face of sudden change, something most organizations cannot accomplish. And our commitment to equity is more important than ever. We remain committed to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities.

We are able to pivot because of the quality of our staff, our preparation, earned savings in health insurance, our drive for efficiencies and the solid financial discipline of the City Commission and staff. We have exercised fiscal sustainability and built reserves for a time like this.

The balance of this budget message highlights how policy and investment recommendations will help elevate quality of life through excellent City services, advance equity and further the desired outcomes for each strategic priority.

FY2021 investments that will contribute to more equitable outcomes are presented first followed by sections on each strategic priority that include key dashboard metrics and FY2020 accomplishments to provide a status check.

ENSURING EQUITABLE SERVICES ACROSS THE COMMUNITY

The City is dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. We define equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Racial equity is achieved when one's race or ethnicity does not determine, in a statistical sense, how one experiences opportunity, power and life outcomes.

This targeted approach to achieving racial equity will advance our universal goal of elevating quality of life in Grand Rapids for all. Equity is one of the City's six values and must be embedded into all of our decisions, policies, and practices. In an effort to dismantle the systemic and institutional injustice that has been prevalent throughout our history, we have made the conscious choice to invest in equity in each of our six strategic priorities.

Additionally, to the extent possible, all plan metrics will be disaggregated by race and ethnicity, and when needed as a proxy, by geography. Data informed decisions are important. To reach our goals, we need to use what we learn to transform government and achieve positive and sustainable community level impact.

Equity Budget Tool

We designed and piloted an equity budget tool for the first time in FY2019 to familiarize departments with using key components of the Racial Equity Toolkit created by the Government Alliance on Race and Equity (GARE) and to practice using an equity lens when developing budget requests. Each department submitted one project and progress was tracked over the fiscal year. Outcome highlights from FY2019 and FY2020 budget equity submissions include creation of the eviction prevention program, increasing participation in elections, the piloting of a code enforcement diversion program, increasing GR PAYT signups in four zip codes and offering a monthly payment option, increased rates of auto-pay options and fewer walk-ins, launch enhanced equitable data-driven hiring practices, several initiatives to increase supplier diversity, the successful launch of the Neighborhood Leadership Academy, efforts to increase attendance at civil service exam tests and expanded hours and location of income tax services.

In preparation for the FY2021 Fiscal Plan, departments were asked to assess their entire FY2021 capital, operating and supplemental requests to identify investments, that fully or in part, explicitly and directly advance the City's equity goals. The process was much more robust and integrated than in the previous years and will continue to be iterated to capture and quantify equity investments in a more streamlined and systematic manner. Departments identified location of investments to determine geographic impact by Census tract, Ward and/or citywide impact. Per the City's Strategic Plan, geography is used as a proxy when race and ethnicity data is not available. The Assistant to the City Manager and assigned Executive Lead for equity and engagement reviewed over 100 budget equity highlight submissions, sought clarity when needed and presented analysis during the departments' budget review meeting.

During this iteration of the equity budget process, we learned that equity advancement through capital projects is best captured through annual reports of actual dollars invested with Micro Local Business Enterprises (MLBEs) and the MLBE sub-category, Minority Business Enterprises (MBEs). In addition to investments, equity can be found in strategies departments implemented, such as breaking down large contracts into smaller contracts and intentional outreach in advance for MLBEs to submit project bids. Departments expressed a desire to increase MLBE utilization and equity strategies with many of the FY2021 capital project requests.

Operating Investments that Advance Equitable Outcomes

The FY2021 Preliminary Fiscal Plan recommends more than \$15,144,851 in operating investments that will contribute to more equitable policies, practices and/or outcomes. Some examples of those investments include, but are not limited to:

Governmental Excellence

- Creation of administrative policy to support the formation of and participation in an Employee Resource Group (ERG) that align to the City's equity and inclusion efforts to attract and retain diverse staff, while also supporting an inclusive workplace culture. Support for current ERG programming, professional development and outreach - Prism GR, West Michigan Chapter of the National Forum for Black Public Administrators (NFBPA), West Michigan Local Government Latino Network (WMLGLN) - \$25,000
- Indigent defense representation to provide legal representation to the 90% of defendants at initial criminal offense court appearances, who are disproportionately persons of color and without representation for a variety of structural inequities within the criminal justice system - \$177,125
- Embedding equity in all City practices, policies and sphere of influence regarding the Grand River Restoration Project - \$200,000
- Expand staff equity, diversity and inclusion training, strategy implementation and data collection methods - \$69,000
- Launch Master Plan scoping phase that includes leading with and embedding equity throughout - \$100,000

Economic Prosperity and Affordability

- Capacity building and systems navigation support for MLBEs - \$21,300
- LEAD Program's workforce development and job placement efforts - \$50,000
- Youth employment (Steepletown Neighborhood Services and Hispanic Center of Western MI) and economic support for refugees (Treetop Collective) - \$130,000
- Temporary water utility bill assistance - \$132,173
- Refuse service for households with low-income - \$150,000
- Continuing work to increase affordable housing, including State Land Bank partnership - \$270,000
- Affordable housing grants from Community Development - \$933,000
- Mobile Permit Center pilot - \$29,217

Engaged and Connected Community

- Neighborhood Match Fund - \$100,000
- Adoption and implementation of revised language access administrative policy, including language contractual service services - \$23,000
- Our City Academy - \$10,000
- City community engagement framework development and implementation - \$50,000
- Neighborhood and resident capacity building (Summit and Neighborhood Leadership Academy) - \$110,000

Health and Environment

- Michigan Association grant support - \$297,927
- Lead remediation - \$1,975,000
- Environmental justice and climate change initiatives - \$12,500
- Connecting Children to Nature - \$152,682

Mobility

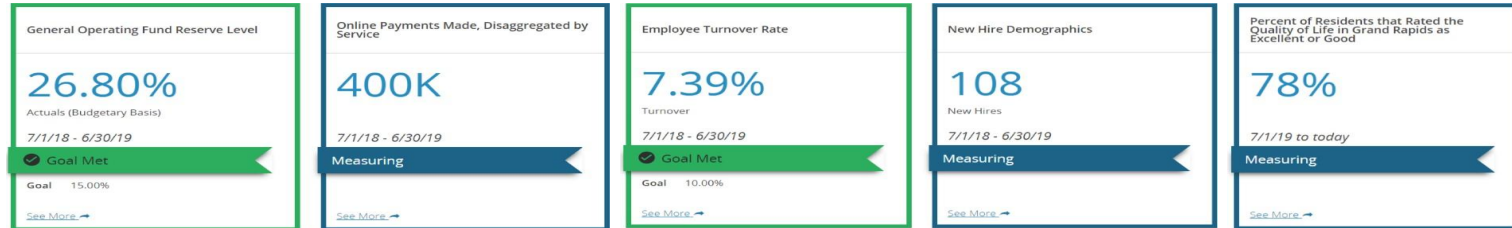
- Sidewalk Snow Support Pilot Program - \$100,000
- DASH (free fare) and low-cost commuter lots - \$2,981,776

Safe Community

- Expungement program - \$15,000
- Homelessness prevention and rapid rehousing - \$324,000
- Police candidate recruit program - \$546,041
- Mel Trotter public inebriate program - \$50,000
- Michigan Prisoner Re-entry/Support program - \$227,000
- Human trafficking prevention - \$3,000
- Women's Police Summit - \$2,000



Measuring Governmental Excellence Progress



We have tracked the progress we are making so far in FY2020 and the key metrics for Governmental Excellence show solid performance in this sector. In addition to these five metrics, the City is also working to track and report on the amount of capital investment made by Ward and Neighborhoods of Focus for inclusion in the Key Metric Dashboard. This information is included in this FY2021 Preliminary Fiscal Plan in the Capital Investment section.

The 2020 National Research Center survey of Grand Rapids residents found that:

- 78% rate the overall quality of life in Grand Rapids as excellent or good – a rating similar to the national benchmark comparison
- 87% rate Grand Rapids as a place to live as excellent or good – similar to benchmark cities. The city performed above national benchmarks as a place to visit (84% excellent/good) and as a place to work (78% excellent/good).
- Residents of color report lower levels of satisfaction across most aspects of the survey, with the exception of mobility. These residents also are more likely to rank creating pathways to financial growth as a priority for the City (90%).
- 95% rate the quality of City services excellent to fair
- 92% rate the direction the City is going excellent to fair
- 94% positive rating of overall customer service by City employees

This progress has been driven by steady investment and several key accomplishments, including:

- Earning \$5.2 million in FY2021 in health care savings
- Adoption of the Human Rights Ordinance
- All employee contracts completed with improved benefits and improvements to the medical plan
- Improved organizational and wellness support
- Hire Reach pilot program initiated
- Developed scoping outline of the process for completing the next Master Plan
- Completed security reviews for City owned facilities
- Launched performance management and began revising the Performance Budgeting System to align to the Strategic Plan
- Implemented the Third Ward Equity Fund
- Restored the Calder Stable
- Continued work on data transparency and accessibility

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Select operating investments for FY2021 include \$3.76 million in multiple funds. They include: \$30,000 to continue the Hire Reach pilot for employee entrance exams that uses a new system of testing to help hire for ability; \$69,000 to continue equity training for City staff; \$200,000 for equitable Grand River restoration; \$312,355 in neighborhood connections work; \$25,000 to support Employee Resource Groups; \$177,125 to continue investment in the Michigan Indigent Defense Commission transition; \$100,000 for the first full year of our wellness program; \$60,000 for organizational development and staff training; \$843,750 for ongoing analysis of building space use as well as facility asset management; \$200,000 for the Coldbrook Pump Station and Monroe Reservoir decommissioning; \$113,000 investment in community facing software enhancements; \$100,000 investment in the first phases of the Master Plan process; \$36,500 for performance management; \$108,000 in legislative affairs support; and \$1.58 million in essential software upgrades that will support many departments.

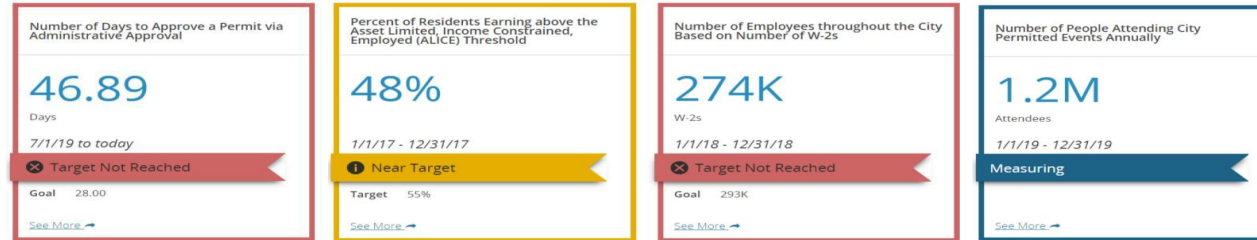
This fiscal plan continues to support reorganizing to accelerate the work of embedding equity in all levels of our organization and our community.

enhancements to teleconferencing technology; \$150,000 in communications and IT upgrades for parking facilities; \$500,000 for improvements at the Grand Rapids Public Museum; \$500,000 in deposits for private development projects and vacating right-of-way; and continued due diligence on the feasibility of the acquisition and use of the Kent County Road Commission site.



Economic Prosperity and Affordability

Measuring Economic Prosperity and Affordability Progress



The key metrics for Economic Prosperity and Affordability show progress toward targets to be achieved by the end of FY2023, and also show that work remains to achieve the desired outcomes. In addition to these four metrics, the City is committed to tracking and reporting on dollars and percentages of total City contract expenses and goods and services paid to micro-local business enterprises, minority business enterprises, women business enterprises and companies providing apprenticeship opportunities. Tracking the number of net new housing units by type and price point will also be included in future versions of the Key Metric Dashboard.

The 2020 National Research Center survey of Grand Rapids residents found that:

- The City of Grand Rapids ranked above both national and population-based benchmark cities when it came to the local economy (e.g. shopping, new development, arts/culture).
- Creating pathways to financial growth for residents, employees and businesses was important to 83% of those who responded.
- 64% believe the economic development is excellent or good
- Respondents ranked the City as excellent/good and higher than national and population benchmarks in these key areas:
 - Employment opportunities – 71%
 - Place to visit – 84%
 - Place to work – 78%
 - Vibrancy of the downtown area, new development, and shopping opportunities – 3 in 4 respondents

Progress during FY2020 has been driven by steady investment and several key accomplishments, including:

- Completion of the Equitable Economic Development & Mobility Strategic Plan
- Launched Retail Retention and Recruitment Program Partnership
- Approved State Land Bank Agreement
- A 57% increase in registered MLBE firms
- Launched community Housing Needs Assessment with community partners
- Received a \$300,000 Equitable Grand River Restoration Initiative (EGRRI) grant
- Partnered with and supported the inaugural Project [1] by ArtPrize
- Opened Studio Park
- Began implementation of medical marijuana
- T2CStudio served 1,734 students helping them get to and through college
- Continued permitting process for River Restoration, adopted an MOU with Grand River White Water and a MOA with GRWW, GLFC and U.S. Fish and Wildlife Service

Economic activity during 2019 remained strong. Total building permit value was \$561 million for 2019 as compared to \$431 million for calendar 2018. Investment backed by City incentives included:

- \$158.5 million in new private investment
- 358 new jobs with an overall average wage of \$19.81 per hour
- 91 new housing units including 31 affordable apartment units (80% AMI or below)
- \$536,671 of new City tax revenue annually
- Innovative investment of \$303,000 in Local Brownfield Revolving Fund to facilitate critical Low Income Housing Tax Credit projects creating 26 units and another five affordable units

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Select operating investments for FY2021 include \$8.3 million in multiple funds. Principal among these investments is the support for Economic Resiliency and Recovery, which includes a General Operating Fund investment of up to \$500,000 in new and reappropriated investments. This investment preserves and rolls over the remaining \$232,500 from the FY2020 Third Ward Equity Fund to energize a fresh start for businesses and the community once the pandemic passes. This will be combined with \$2.2 million in supplemental Community Development Block Grant and \$1.1 million in Emergency Shelter Grant funding to leverage other federal, state and local investment for a total investment of \$3.75 million. We will marshal every available resource and focus them on investments to energize community life and business recovery in a way that accelerates recovery and ensures resiliency by identifying and filling gaps in funding.

Additional Economic Prosperity and Affordability investments include: \$75,000 continued investment in the innovative Housing Practice Leader contract with Housing Next; \$270,000 to continue working to increase affordable housing, including State Land Bank partnership; \$1.15 million in support for real estate and small business development on contaminated or functionally obsolete properties; \$187,000 in façade improvement support within Corridor Improvement Authorities;

\$275,000 invested in implementing components of the Equitable Economic Development and Mobility Plan, including \$100,000 for the second year investment in the Retail Specialist program; \$1.56 million in community development funds to support increased affordable housing and improve access to and stability of affordable housing; \$540,000 in workforce

Collaboration will also continue on the Spectrum Center for Transformation and Innovation development in Monroe North. This project will require the vacation of portions of Bond Avenue and Fairbanks Street along with related public and private utility relocations that will be completed in 2020. The Downtown District Authority and Brownfield Redevelopment Authority are major investors of the relocation project through their development support programs.

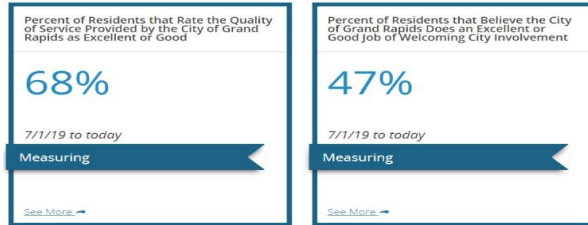
The Equitable Economic Development and Mobility Plan will guide work in FY2021 and beyond.

Recommended capital investments in the Economic Prosperity and Affordability strategic priority total \$895,000 for FY2021. This investment will support the City's commitment to river restoration in conjunction with project partners and preliminary design of the proposed Wealthy Street takeout site.



Engaged and Connected Community

Measuring Engaged and Connected Community Progress



We have tracked the progress we are making so far in FY2020 and the key metrics for Engaged and Connected Community show good progress. In addition to these two metrics, the City is also working to track and report on the percentage of external customer inquiries responded to within target response times disaggregated by department, number of people participating in events led by the City or where the City is a key partner disaggregated by department, number of total engagement activities focused on resident issues, and percentage variance between the percent of residents of a particular

race represented on City Boards/Commissions in comparison to the percentage of that race overall in the City for inclusion in the Key Metric Dashboard.

The 2020 National Research Center survey of Grand Rapids residents was the first community survey to have been conducted in almost 20 years and established important benchmarks to measure progress.

When asked to prioritize aspects of the Strategic Plan, the four areas most often considered “essential” or “very important” were:

- Ensuring that all people feel safe and are safe in our community (96%)
- Investing in healthy communities and the natural environment (86%)
- Creating opportunities for education and enrichment for residents of all ages (85%)
- Creating pathways to financial growth for residents, employees and businesses (83%)

In terms of demographic variance, there are some general observations worth noting:

- People of Color in Grand Rapids reported lower levels of satisfaction or confidence across most categories of the survey, with the exception of mobility. In terms of strategic planning priorities, they were more likely to rank creating pathways to financial growth as a priority (90%).
- Residents in the 35-54 age group, generally categorized as Generation X, were broadly less satisfied with characteristics of the Grand Rapids community and performance of local government than other age groups, with some exceptions. They were the age group most likely to pursue energy and/or water conservation efforts, use local libraries and community centers, and to report having volunteered locally.
- Younger residents (18-34) and newer residents (five years or less) were generally more positive about the characteristics of the Grand Rapids community, particularly in terms of the economy and recreation/wellness opportunities. They were also more positive in their views toward local government in general and the direction the City is taking.
- There were no broad observable categories where older residents (55+) were generally more or less satisfied, though they did report notably higher satisfaction with bus/transit services; ease of getting to the places they usually visit; health and wellness opportunities; police services and preservation of natural areas. They were also more likely to report a positive sense of community and less likely to use alternative transportation.

Renters in Grand Rapids generally reported lower levels of satisfaction than homeowners in most respects, with the exception of

Progress during FY2020 has been driven by steady investment and several key accomplishments, including:

- Expansion/growth in Neighborhood Match Fund and Neighborhood Summit
- Delivery of recommendations of the Task Force on Elected Representation
- Increased presence across all platforms
- Establishing language access policies and protocols, including Spanish livestream of Commission meetings
- Executing comprehensive Census and Lead Awareness campaigns
- Completing a community wide survey
- Consolidated, moved and established polling locations to provide improved election services
- Hosted the 6th Annual Grand Rapids Neighborhood Summit

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Select operating investments for FY2021 include \$1.27 million in multiple funds. They include: \$23,000 for expanded language services; \$20,000 in Office of Communications support, \$10,000 for Our City Academy; \$50,000 for the development and implementation of a City community engagement framework; \$297,927 to support neighborhood associations; \$203,000 in Grand Rapids Public Library investments in Cook Library (\$10,000), a Mobile Library (\$125,000) and for Storytime in the Parks (\$68,000); and \$210,000 in continued investment in resident leadership opportunities via the Neighborhood Match Fund (\$100,000), Neighborhood Leadership Academy (\$50,000) and Neighborhood Summit (\$60,000).

Recommended capital investments in the Engaged and Connected Community strategic priority total \$574,037 for FY2021. The investments include upgrades in community cable television equipment.



Health and Environment

Measuring Health and Environment Progress



The key metrics for Health and Environment show progress toward targets to be achieved by the end of FY2023. The metrics for Health and Environment also show that the establishment of benchmark data is in process. In addition to these five metrics, the City is also working to track and report on a measure that accurately reflects children with elevated blood lead levels for inclusion in the Key Metric Dashboard.

The 2020 National Research Center survey of Grand Rapids residents found that:

- 97% rate the quality of garbage collection excellent to fair
- 97% rate the quality of parks excellent to fair
- 96% rate the quality of recreation programs excellent to fair
- 92% rate the quality of yard waste collection excellent to fair
- 86% rated investing in a healthy community and natural environment as essential or very important

Progress in FY2020 has been driven by steady investment and several key accomplishments, including:

- Streetlighting infrastructure improvements are well underway with an \$8.8M Bond issued, 13 awarded projects for \$6.6 million and 6 projects in final design/bid for \$2.2 million. Phase 2 is being readied for FY2021 LED roll-out

- Compost site construction improvements to be completed in Spring of 2020 with yard waste composting operations beginning in mid-2020
- Received \$5.5 million in Lead Hazard Control Grants and launched lead awareness and education campaign
- Piloting a park ambassador program
- Moved the Biodigestion project forward
- Launched the Community Collaboration on Climate Change and received a planning grant to support the creation of a three-year plan to pilot the initiative
- Passed a parks millage and updated the Parks Master Plan to include the River for All Plan
- Analyzed solar feasibility of eight City owned properties, including Butterworth Landfill, for solar installation and updated the zoning ordinance to make it easier for residents to install solar
- Adopted the Green Infrastructure Portfolio Standard

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Select operating investments for FY2021 include \$7.21 million from multiple funds. They include: \$318,599 to continue the priority forestry program along City streets and in cemeteries; continuation of a second year pilot of the park ambassador program; \$152,682 for the second year of connecting children to nature; \$500,000 for PFAS wastewater testing; \$714,376 for biodigester operations; \$50,000 in compressed natural gas (CNG) purchases for our fleet; \$415,000 continued GOF subsidy to the Cemetery Fund; \$721,769 in parks maintenance; \$1 million for the operation of City pools; \$116,348 to purchase renewable energy credits; \$20,300 to engage in Consumers Energy solar rate cases; \$12,500 to support equitable carbon reduction for low income housing and collaborative climate change planning; \$150,000 to assess recycling contamination; \$1.98 million in continued investment in housing lead remediation; and \$1.05 million in continued lead service line replacement.

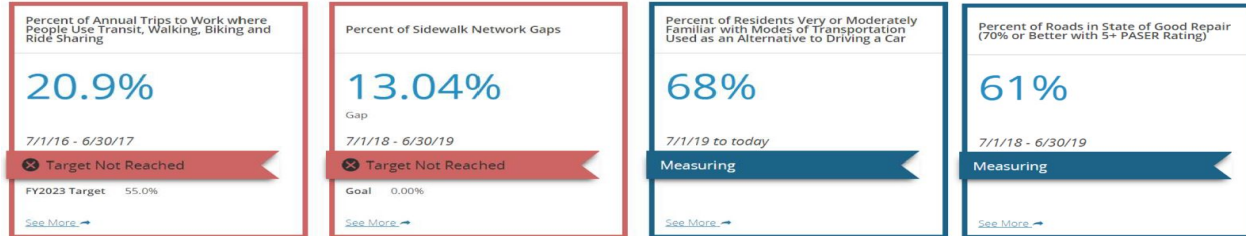
Recommended capital investments in the Health and Environment strategic priority total \$35.33 million for FY2021. The most significant investments include \$1.13 million for storm water; \$8.15 million for LED street lighting; \$1.04 million in parks millage

\$100,000 for materials management; \$1 million in lead service line replacements; and \$22.06 million in water and sewer projects, including Godfrey Avenue water/sewer utility reconstruction, asset management investments at the Lake Michigan Filtration Plant and the Water Resource Recovery Facility, the relocation of public utilities from Bond Avenue and Fairbanks Street to support development of the Spectrum Center for Transportation and Innovation, and water/sewer investments in conjunction with Vital Streets projects. Investment in Neighborhoods of Focus total \$9.64 million.



Mobility

Measuring Mobility Progress



The key metrics for Mobility show progress toward targets to be achieved by the end of FY2023, and also show that work remains to be accomplished to achieve our desired outcomes, including the need to continue to complete gaps in the sidewalk network and to work to increase commuting methods other than single occupant vehicles. In addition to these four metrics, the City is also working to track and report on the number of feasible locations needing ADA compliant ramps installed and the percentage of occupied or reserved on and off-street parking spaces in downtown and neighborhood business districts for inclusion in the Key Metric Dashboard.

The 2020 National Research Center survey of Grand Rapids residents found that:

- The City of Grand Rapids ranked below both national and population-based benchmark cities on streets and parking
- Grand Rapids residents were notably above benchmarks in monthly use of alternative transportation (public transit and biking, specifically), including those who:
 - Walked or biked – 72%
 - Carpooled instead of driving alone – 52%
 - Used public transportation instead of driving – 39%
- 68% of residents are very or moderately familiar with modes of transportation used as an alternative to driving a car

Progress during the fiscal year has been driven by steady investment and several key accomplishments, including:

- The Vital Street rating showed we have achieved a ranking of 61% good and fair for the first time since 2002
- Continued pedestrian countdown signal investment
- Completed first year of four-year conversion to durable crosswalk painting
- May Mobility pilot exceeded 50,000 rides before it was suspended
- Request for Proposal for bikeshare and e-scooter pilot closed on Feb. 7
- DASH ridership increased 39% (600,000+ rides in 2019)
- 300 Studio Park parking spaces and 75 spaces at 601 Ottawa in Monroe North were added to our inventory of owned and managed parking spaces
- Bid awarded to two vendors for more than 100 miles of sidewalk across our three wards
- Approved our first Bicycle Action Plan
- Adopted the Equitable Economic and Mobility Plan

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Mobility has always been central to our community's prosperity. We have evolved as modes of mobility and our community's response to them have driven change. We know that mobility has community design, social, economic and environmental

impacts and our response recognizes these interwoven relationships. The Equitable Economic Development and Mobility Plan reinforced those relationships and will guide work in FY2021 and beyond.

Select operating investments for FY2021 include \$3.13 million. These include \$2.98 million in continued investment in the DASH circulator and more frequent service on Route 19. Mobility includes the ability to use critical sidewalk routes and bus shelters during the winter months. We will invest in a second-year sidewalk snowplow pilot at a cost of \$100,000 to demonstrate the cost and impact of winter sidewalk maintenance services divided among each of our three wards.

Recommended capital investments in the Mobility strategic priority total \$30.34 million for FY2021. The most significant investment is the continuation of the Vital Streets program, including \$1.90 million in sidewalk projects and \$20.8 million in Vital Streets projects inclusive of \$7.5 million of work on Major Streets and \$2.5 million of investment on Local Streets involving segments of Franklin Street, Eastern Avenue, Fulton Street, Godfrey Avenue, Hall Street, Lake Eastbrook Boulevard, Treemont Boulevard, Acacia Drive, Crescent Street, Country Club Drive, Dale Street, Flat Street, Houseman Avenue, Northbend Drive, Dunham Street, Eleanor Street, Elliot Street, Paris Avenue, Prince Street and Garfield Avenue. Other mobility capital investments include: \$1.7 million for parking improvements; \$400,000 for multi-modal transportation initiatives (bikeshare, e-scooter share, carshare) and \$250,000 for bus transit stop improvements. Investment in Neighborhoods of Focus total \$11.08 million.



Measuring Safe Community Progress



The key metrics for Safe Community show progress toward targets to be achieved by the end of FY2023. The metrics for Safe Community also show that the establishment of benchmark data is in process. In addition to these three metrics, the City is also working to track and report on the percentage of designated employees trained to the appropriate National Emergency Management Certification, number of community events Police participate in as well as number of officers participating, and number of persons experiencing homelessness or at risk of homelessness that become stably housed for inclusion in the Key Metric Dashboard.

The 2020 National Research Center survey of Grand Rapids residents found that:

- 63% rate their overall feeling of safety in Grand Rapids as excellent or good
- When compared to benchmark cities, Grand Rapids resident's rankings of their perception of community safety and police/crime prevention were below both national and population-based benchmark cities
- 91% rate the quality of the fire department as excellent or good
- Ensuring all people feel safe and are safe in Grand Rapids is a top strategic priority, with 96% of respondents saying it's essential or very important

- 90% feel somewhat or very safe in their neighborhood
- 86% feel somewhat or very safe downtown – similar to benchmark comparisons

Our progress in FY2020 has been driven by steady investment and several key accomplishments, including:

- Progress implementing the recommendations of the police staffing and deployment study include:
 - Creation of a second shift of Community Police Officers this spring
 - Converting three jobs to civilian status to free up sworn officers for police work
 - Increasing crime analysis capabilities
 - Retention of a Police Advocate for Performance and Resiliency to support departmental personnel
 - Rethinking case management in the Detective Bureau
 - Initiating a new strategic plan process
- The Office of Oversight and Public Accountability, housed in the Executive Office, lifted off with a series of community and stakeholder meetings, development of an operational plan for the office, and appointment of an interim director
- Property was secured for Division Fire Station
- The Fire Equipment reserve fleet was upgraded with the purchase of five used pieces of fire equipment and a reset of the apparatus replacement plan was completed
- Hiring an Emergency Management Administrator
- The Police and Fire Departments co-developing and actively piloting a new Homeless Outreach Team (HOT) to work directly with this vulnerable population
- Passed the Crime Prevention Through Environmental Design ordinance
- Implemented a Foreign Nationals Policy
- Responded effectively to extreme weather event that resulted in loss of electricity to many residents

Measuring our progress and getting direct feedback from city residents has shaped recommended investments for FY2021.

Select operating investments for FY2021 include \$11.62 million from multiple funds. These investments include: \$546,041 for a six-month training for at least a 10-officer recruit class; \$7,500 for piloting an innovative and staff-saving accident reporting arrangement; continuing the Homeless Outreach Team pilot; \$15,000 for an expungement program; \$75,000 for the continuation of ELUCD; \$227,000 for the Michigan Prisoner Re-entry/Support Groups; \$3,000 for human trafficking prevention; \$2,000 for the Women's Police Summit; \$25,000 for continued support by the Police and Fire Departments for the Mel Trotter public inebriate program in partnership with the Downtown Development Authority and other community partners; \$130,500 in support of Police engagement in recovery work as well as community police relations; \$2.13 million in leveraged community development grants to support homelessness prevention and rapid rehousing, the 61st District Court Eviction Prevention Pilot program, public safety engagement by neighborhood associations and work to reduce blight and ensure residential safety through code compliance; \$6.2 million continued investment in support for the 61st District Court at FY2020 levels to sustain justice services; \$21,000 in a second investment in river-related safety training in the Fire Department in advance of river restoration; \$572,527 to continue transitioning to durable pavement markings; \$75,000 to modernize the traffic safety and signal systems; and \$1.63 million in fire apparatus to achieve a sustainable asset management plan. We have also applied to the Department of Justice for a COPS Grant to add five officers and if we are successful, we will have to consider a budget amendment to provide resources to support the grant match.

Recommended capital investments in the Safe Community strategic priority total \$2.12 million for FY2021.

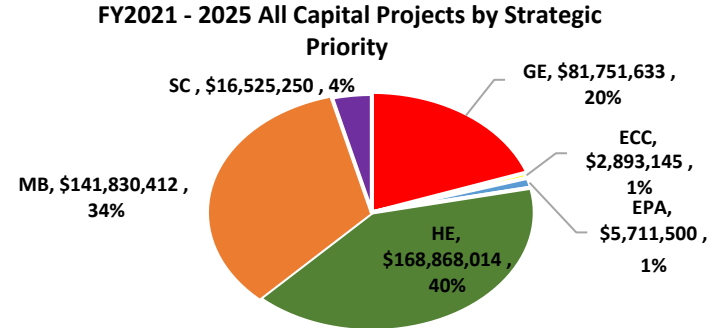
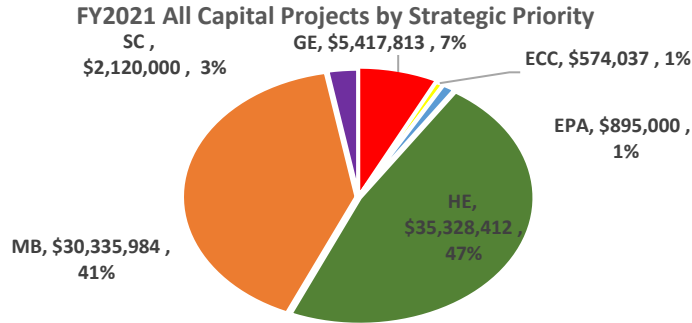
Investments include \$1.57 million in continued traffic signal modernization improvements and traffic safety projects; \$200,000 to support land acquisition and future design costs for the Division Street Fire Station; \$125,000 for the second installment in the purchase of advanced water rescue equipment; and \$130,000 for camera security improvements in parking facilities. Investment in Neighborhoods of Focus total \$166,429.

Capital Investments

This Preliminary Fiscal Plan recommends capital investments of \$74.67 million in FY2021 and \$417.58 million across all five years (FY2021–2025). These investments are made possible through a variety of funding sources including the General Operating Fund (GOF), bonds, federal and state allocations, millages and grants. The Capital Improvement Fund accounts for \$8.5 million in FY2021 (11.4%) and \$67.88 million in FY2021–2025 (16.3%). In the Strategic Plan, the City committed to evaluating all capital projects based on strategic priorities, balance and distribution across the Wards, and investment in Neighborhoods of Focus (NOFs). NOFs are 17 census tracts in the near west and south side of Grand Rapids in relation to downtown. Due to systemic and historic inequities, residents in these geographic areas experience the most disparate outcomes in income, educational attainment and opportunity, home ownership and wealth accumulation compared to other Grand Rapids census tracts and the city as a whole. The City of Grand Rapids strives to eliminate inequities, therefore is intentional to invest in these areas and in systems, practices and policies that advance justice and equitable outcomes throughout the city.

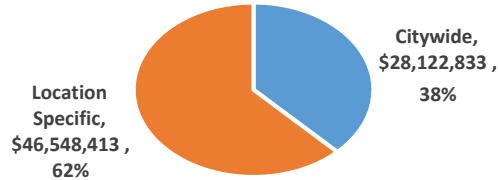
The City has intentionally chosen to make investments via an asset management strategy that requires long-term investments, often 20-year projections, and accounts for a large majority of the total capital budget. As part of the FY2021 budget planning process, City Staff were provided instructions and training on analyzing investments at the department and fund level to ensure that balance and distribution and NOF investments were being used to guide investment strategy and decision making. The process of merging long-term asset management plans with the Strategic Plan will take time and intentionality. The City is excited to present this information for the FY2021 Preliminary Fiscal Plan and to explain how we will continue to enhance our investment strategy to ensure it is aligned with our values and the desired outcomes of the Strategic Plan.

A large percentage of the City's capital investments fall within our Health and Environment, Mobility and Governmental Excellence strategic priorities because all water, wastewater, stormwater, parks, LED street lighting, Vital Streets and facilities improvement projects fall within these priorities.

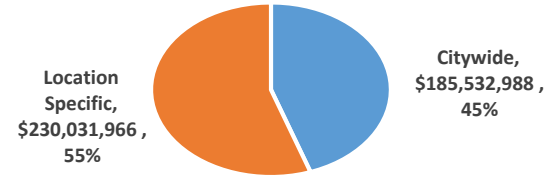


To evaluate balance and distribution and investments in NOFs, we must first assign each capital project as either citywide or location specific. Citywide investments mean the capital investment serves the entire community versus a specific neighborhood or location. Investments in our facilities, water utilities, street lighting and traffic signal systems account for the vast majority of all projects categorized as citywide investments and equal \$28.12 million in FY2021 (37.7%) and \$185.53 million in FY2021–2025 (44.4%). Citywide investments are not included in the Ward balance and distribution or NOF analysis.

FY2021 All Capital Projects



FY2021-2025 All Capital Projects

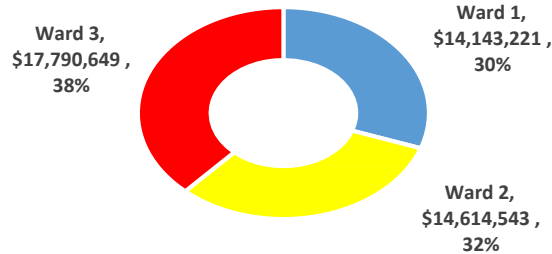


Ward Balance and Distribution

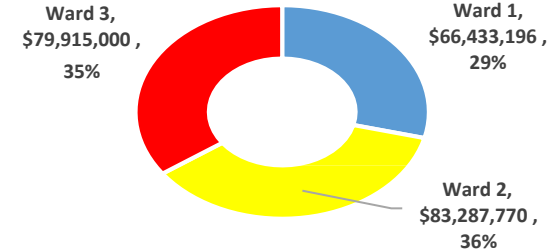
Analyzing the City's capital investment by Ward identifies whether investments are being made across the three Wards relatively equally (balance and distribution). Please note that while there may be more investment in one Ward in any given year based on asset management plans, the goal of balance and distribution is to achieve relative equality over time to the extent possible. Location specific investments equal \$46.55 million in FY2021 (62%) and \$230.03 million in FY2021–2025 (55%) and are included in the balance and distribution analysis.

In FY2021, 38% of location specific investments (\$17.79 million) are in the Third Ward, 32% (\$14.61 million) are in the Second Ward and 30% (\$14.14 million) are in the First Ward. Over the course of the five years, investments in each of the Wards includes: 36% in Ward 2, 35% in Ward 3 and 29% in Ward 1.

FY2021 All Location Specific Projects by Ward

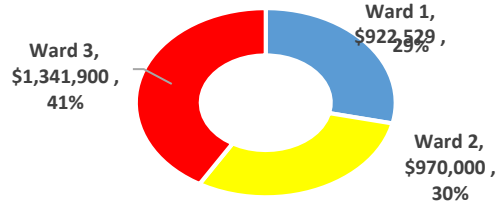


FY2021-2025 All Location Specific Projects by Ward

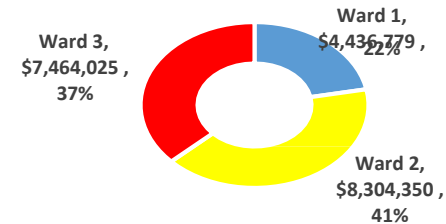


When evaluating the Capital Improvement Fund (CIF), a heavier emphasis has been placed on Third Ward investments to address disinvestment in recent history. This fund provides more flexibility as it includes projects that are not managed via long-term asset management plans. Third Ward investments account for 41% (\$1.34 million) of the CIF in FY2021 and 37% (\$7.46 million) in FY2021–2025.

FY2021 Capital Improvement Fund Investment by Ward



FY2021-2025 Capital Improvement Fund Investment by Ward

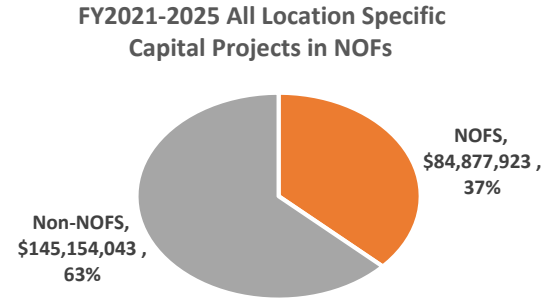
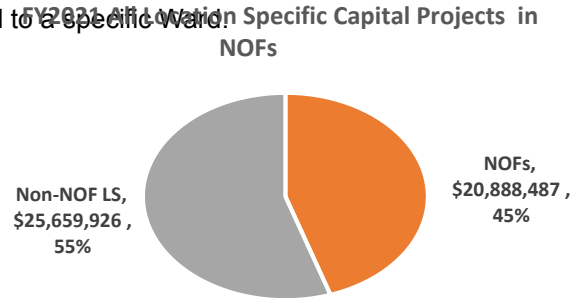


Key FY2021 Capital Improvement Fund projects include:

- Citywide
 - \$2.50 million: City facility enhancements
 - \$673,983: City/County building energy efficiency improvements
 - \$574,807: Cable grant projects
 - \$500,000: Grand Rapids Public Museum enhancements
 - \$500,000: Deposits for private development projects and vacating right-of-way
 - \$125,000: Water rescue equipment for Fire
- First Ward
 - \$447,500 (50%): Grand River Revitalization
 - \$405,029: daylighting at The Highlands stormwater project
 - \$50,000: Indian Mill Creek Dredging stormwater project
 - \$20,000: Oakleigh Avenue in Hogadone District Channelizing stormwater project
- Second Ward
 - \$447,500 (50%): Grand River Revitalization
 - \$255,000: Hastings St. non-motorized path phase II
 - \$150,000: Grand River Walkway Phase II
 - \$80,000 (40%): Division Street Fire Station land acquisition
- Third Ward
 - \$800,000: Martin Luther King Jr. Park Lodge redevelopment
 - \$177,900: Channelization of Burton-Breton branch of Plaster Creek stormwater project
 - \$144,000: Glen Echo Drain improvements stormwater project
 - \$120,000 (60%): Division Street Fire Station land acquisition
 - \$100,000: Third Ward park acquisition

Investments in Neighborhoods of Focus (NOFs)

Seventeen Census tracts in our city have been identified as Neighborhoods of Focus (NOF) based on existing inequitable community level conditions and outcomes. These tracts represent 36% of the city's total 47 census tracts. Geography is often used as a proxy for equity when demographic information is not available and therefore one measure of equity we are using is investment in NOFs. For FY2021, it is projected that \$20.89 million (45%) of the recommended \$46.55 million in location specific capital investments be physically located in a NOF, which is an increase over the 38% of location specific projects located in NOFs in FY2020. Investment in NOFs over the FY2021–2025 planning period currently totals 37% of the total location specific investments assigned to a specific ward.

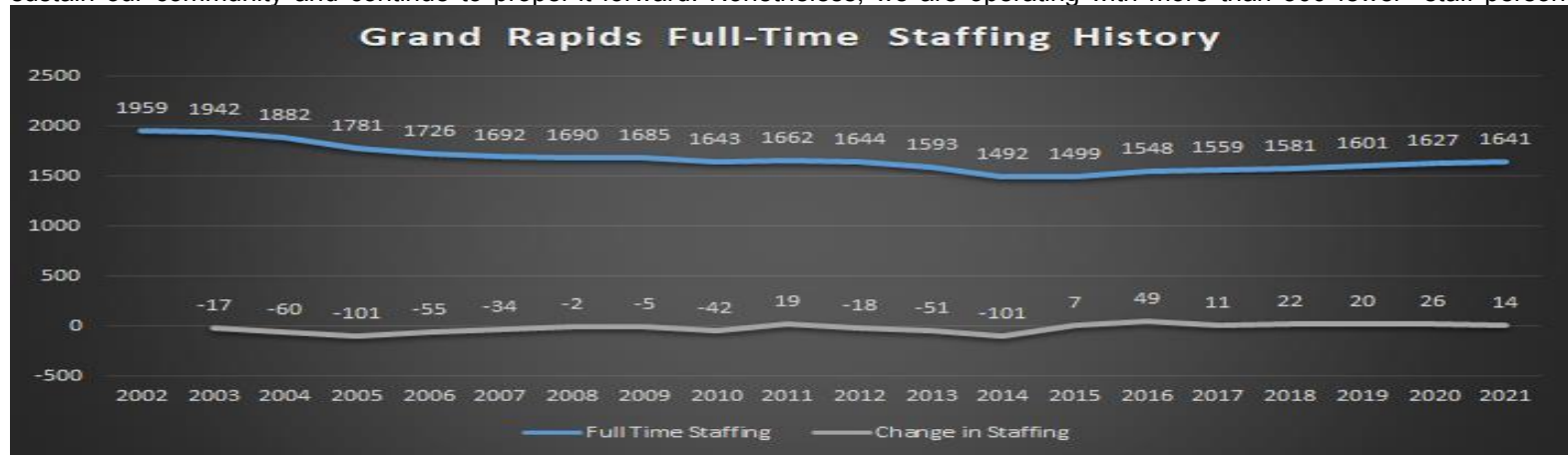


Employment

It is projected that we will begin FY2021 with 1,641 budgeted positions, up 14 positions from FY2020 adopted due to strategic mid-year adds, including five positions for the Grand Rapids Public Library.

Our high-water mark for employment was 1,958 positions 18 years ago in FY2002. Total employment dropped during the Great Recession to a low of 1,492 positions in FY2014. Staffing has been increased since that time with the most significant single year increase of 49 jobs in FY2016.

We are fortunate to be served by a dedicated staff of solid performers who are exceedingly productive and resourceful in ways that sustain our community and continue to propel it forward. Nonetheless, we are operating with more than 300 fewer staff persons



The community's strong economic recovery from the great recession has propelled increased demand for services, focused attention on increasingly complex community issues, driven aspirations for accelerated innovation and deepened interest in new forms of engagement and connectedness – all while paying full attention to delivering strong basic services and meeting regulatory requirements.

The FY2021 Preliminary Fiscal Plan recommends continued investment in maintaining the personnel required to meet these significant demands based upon desired outcomes identified in the Strategic Plan. Complete information on City staffing is included in Appendix C.

Brief FY2021 Fiscal Plan Overview

The total FY2021 appropriations request equals totals \$540 million.

The appropriation request for the General Operating Fund is \$146,078,885. The assumptions used to develop the FY2021 Preliminary Fiscal Plan include:

- 1) A real reduction of income tax revenues in FY2020 rather than the previously mid-year projected 4.5% growth
- 2) Only 0.5% income tax growth in FY2021 and 2% in FY2022 and 2.5% throughout the remaining three years of the Fiscal Plan
- 3) Ensure continuity of operations and maintenance of services at FY2020 levels
- 4) Only service enhancements that in some way support economic resiliency and recovery or public safety
- 5) Maintain staffing at FY2020 levels, as amended mid-year, and accommodate wage and fringe benefits included in contracts approved in 2019
- 6) 4.25% annual income tax capital set-aside
- 7) \$850,000 GOF Vital Streets support as outlined in the Investment Guidelines
- 8) \$6,309,705 Parks Maintenance of Effort operating support as outlined in the Investment Guidelines

- 10) Reservation of \$1.2 million for contingent GOF appropriations
- 11) Assuming annual lapse of \$4.9 million in the GOF for FY2021 and setting lapse at 3% of pre-lapse GOF expenditures for FY2022-2025
- 12) Refining a performance-based budget approach that drives investment in programs and projects that are aligned to our values and support achieving the desired outcomes identified in the Strategic Plan
- 13) Continued strong focus on asset management principles for our facilities and capital assets
- 14) Fully funding the Actuarially Computed Employer Contribution Rate (ACEC) for both City Pension Plans and the three Retiree Healthcare Trust Funds

Below is the General Operating Fund 5x5 summary:

Statement of Operations

General Operating Fund (1010)

Beginning Fund Balance

Revenue

Expenditure

Net Revenue

Ending Fund Balance

	FY2021	FY2022	FY2023	FY2024	FY2025
Beginning Fund Balance	\$ 40,249,319	\$ 40,350,997	\$ 35,304,743	\$ 28,850,772	\$ 22,484,934
Revenue	146,180,563	146,753,610	149,506,657	152,860,487	156,486,802
Expenditure	146,078,885	151,799,864	155,960,628	159,226,325	162,647,798
Net Revenue	101,678	(5,046,254)	(6,453,971)	(6,365,838)	(6,160,996)
Ending Fund Balance	\$ 40,350,997	\$ 35,304,743	\$ 28,850,772	\$ 22,484,934	\$ 16,323,938

Leaning Forward

We are leaning forward in two ways.

Staff invested significant effort planning for a much different FY2021 Preliminary Fiscal Plan. A series of investments were proposed and vetted that under different circumstances would have been included in this recommendation. If our fiscal projections prove to be too conservative and revenues rebound by the end of 2020, we could have an opportunity to consider revisiting certain strategic investments.

The second way we are leaning forward are immediate measures we have put in place to maintain fiscal performance in FY2020. These include City Manager Administrative Orders establishing a modified hiring freeze and implementing travel restrictions. We will continue actively managing our fiscal outlook and performance as new information becomes available.

Conclusion

We are a resilient community and we will recover. We have proven it in the past and will prove it again.

Times such as these shape us. How we respond matters deeply. Our Strategic Plan provides a guide in good times but is even more important in bad times. That is what we have relied on in the development of the FY2021 Preliminary Fiscal Plan recommendation.

There is much to do and little time to do it. We are managing a response to an unprecedented pandemic while at the same time envisioning our recovery. It is time to come together and work with one purpose.

The only thing that has changed is the trajectory of our progress, not its promise. That is up to us.

Sincerely,

Mark A. Washington City

City of Grand Rapids Strategic Plan

FY2020-FY2023

(July 1, 2019 - June 30, 2023)

April 9, 2019



City of Grand Rapids



Contents

1	MANAGER'S CURRENT AND FUTURE RECOGNITION	1
2	PLANNING AND DESIGN ELEMENTS	2-5
3	VALUES, MISSION AND PRIORITIES	6-7
4	EQUITY STATEMENT	8-9
5	STRATEGIC PRIORITIES	10
6	Governmental Excellence Economic Prosperity and Affordability Engaged and Connected Community Health and Environment Mobility Safe Community	11 11 5 1 9 2 2 2 2
7	IMPLEMENTATION	23
8	CONTRIBUTORS	33

Manager's Letter

4 9

I am honored to serve as your City Manager and I take seriously the awesome responsibility I have to the City of Grand Rapids!

hopes and dreams of our community to fruition. Grand Rapids is one of America's premiere cities due to the people that live and work here as well as the City's elected officials and staff that dedicate themselves to public service.

We have accomplished a lot and our future is bright, but we do have our challenges. Upon arriving in Grand Rapids,

it became clear to me that a strategic plan was needed to organize and focus the work of the City. In collaboration with City Commission and staff, I am excited to share with you the City of Grand Rapids' first strategic plan, which will serve as the operating plan for the City.

We started the planning process by establishing the City's core values. I lead with these values and will hold myself and my staff accountable for upholding these values. Next, we created new Vision and Mission statements. As the City Manager, I am responsible for setting the Mission - To elevate quality of life through excellent City services. Implementing this plan is how we will accomplish this. This plan is the community playbook for aligning initiatives, resources, goals, department operations, projects, and investments with a transparent and trackable timeline. It will shape our budget, guide our near term progress and help us achieve our long term vision.

Through our planning process, we worked to determine who we are, where we want to go, how we reach our goals

and, most importantly, how we measure our success over time. While it's critical that we hold one another accountable for results, it's also important that we continue our collaboration with the community and that you hold us accountable as well. With your help, we can achieve the outcomes laid out in this plan.

This is particularly important as we embrace equity in every aspect of this plan. We must ensure that all people are respected and valued and we need to work together to eliminate the disparate impacts on communities of color due to systemic and institutional injustices. Not one of these outcomes will be successful if it fails to advance a more equitable future.

Finally, I am extremely grateful for the tremendous effort provided by our City Commissioners, Strategic Plan

Project Manager, Alison Waske Sutter, and the nearly 50 staff that were instrumental in the creation of this plan (our awesome team is listed on page 33). Our City staff are truly the champions behind this plan and I am looking forward to working with each and every one of them to successfully implement this plan and positively impact our community.

Together, our collective planning and implementation efforts will advance our community journey in becoming one of the best cities in the country.

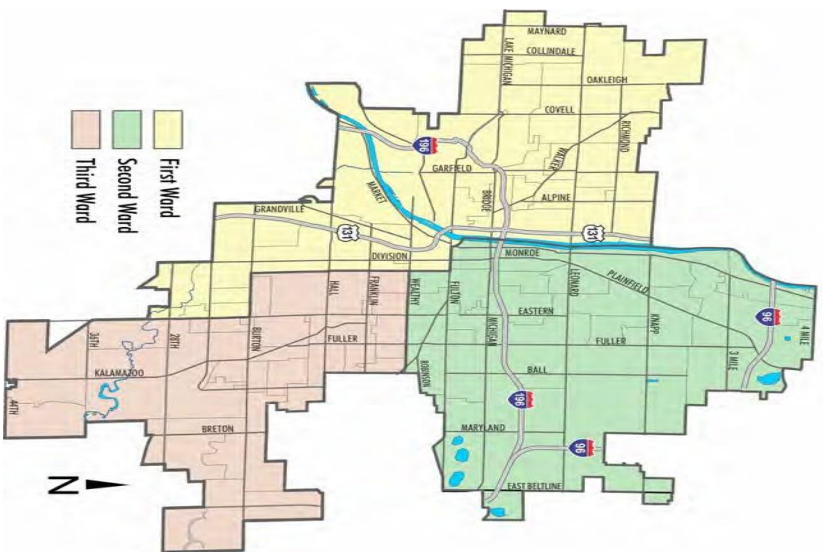


City Manager Mark A.
Washington

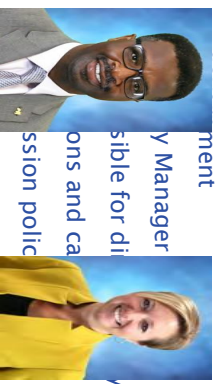


Current State

47



- Grand Rapids is the 124th largest city in the U.S. We're the 2nd largest city in Michigan
- Grand Rapids has 3 Wards
- Our Mayor serves at-large and each ward has 2 City Commissioners
- Each Commissioner has 1 vote for policy decisions
- Grand Rapids is a Commission/Manager form of



City Manager
Mark
Washington

Mayor Rosalynn
Bliss
1st Term
Term expires
12/31/19

1st Ward Commissioners



Jon O'Connor
1st Term
Term expires
12/31/19



Kurt Reppart
1st Term
Term expires
12/31/21

2nd Ward Commissioners



Joseph
Jones
1st term
Term expires
12/31/21



Ruth Kelly
2nd Term
Term expires
12/31/19

3rd Ward Commissioners



Senita
Lenear
2nd Term
Term expires
12/31/21



Nathaniel Moody
1st Term
Term expires
12/31/19

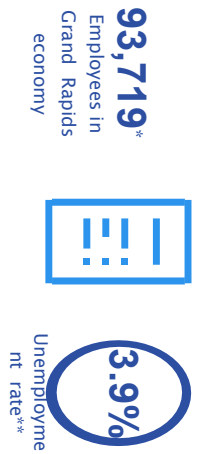
Current

Population State

198,829	
59.7% Caucasian	
19. Black or African American	
13.3% Hispanic	
4.8 Two or more races	
2.1 Asian	
0.4% American Indian and Alaska Native	
0% Native Hawaiian and Other Pacific Islander	

Source: American Community Survey, 2017

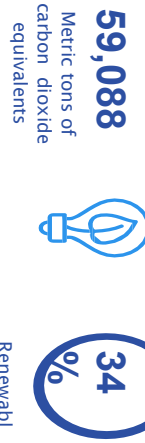
Employment



*Source: Data USA, 2016

**Source: Dec. 2018, MI Department of Technology, Management and Budget

Carbon Footprint



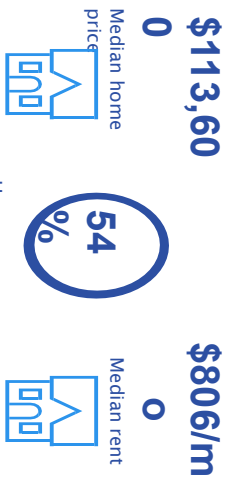
Source: City of Grand Rapids

Transportation



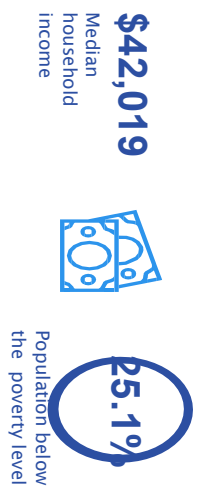
Source: American Community Survey, 2017

Housing



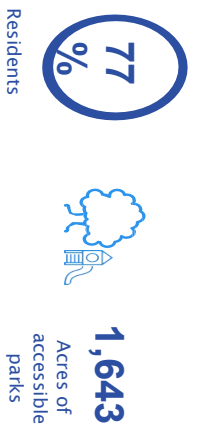
Source: American Community Survey, 2013-2017 estimates

Wage



Source: Data USA, 2016

City-owned Parks



Source: Parks and Recreation Master Plan, 2017

Safety



Source: Federal Bureau of Investigation Uniform Crime Reporting, 2017

Recognition

#1 Place for Millennials
Business Insider, 2017

Beer City USA
Examiner.com, 2013

#1 Hottest Real Estate Market to Watch
Trulia.com, 2018

Best River Town
Outdoor Magazine, 2017

#6 Smaller City Poised to Skyrocket
Realtor.com

Fastest Growing Economy in the U.S.
Forbes, 2017

#6 Best Place to Retire
U.S. News & World Report, 2018

Great Places in America - Public Spaces
American Planning Association, 2017

#9 Most Affordable City for Business Professionals to Live and Work
CNBC, 2018

High-Performing, Race-Informed City
Equipt to Innovate, 2018

#12 Best Place to Live in the U.S.
U.S. News & World Report, 2018

Top Up and Coming City in the U.S.
Thrillist, 2019

#13 Best Large U.S. City to Start a Business
Wallethub, 2018

#28 Most Hipster City in the World
MoveHub, 2018

Project and Certification Highlights

Here are a few examples of national initiatives in which we are participating.

What Works Cities

Bloomberg Philanthropies, 2018
Grand Rapids was 1 of 100 cities selected

Zero Cities Project

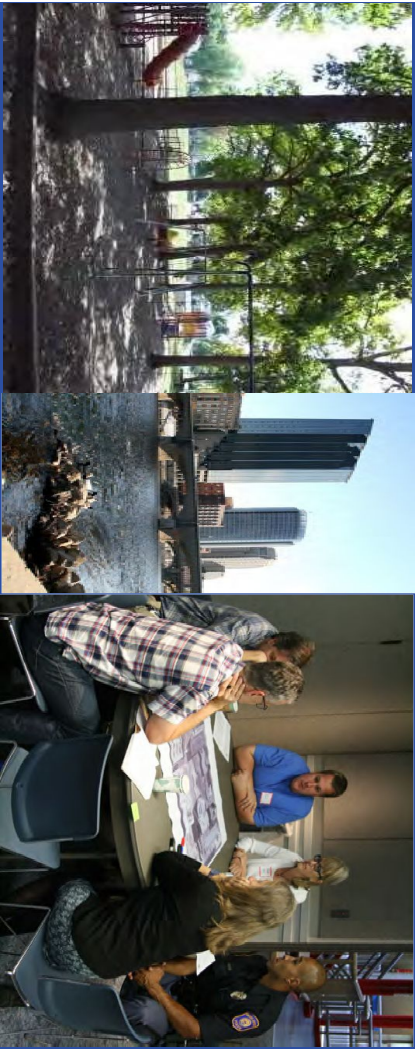
Urban Sustainability Directors Network, 2017
Grand Rapids was 1 of 11 cities selected

ISO Class 1 Certification

Insurance Services Office, 2018
Grand Rapids Fire Department earned this national certification as 1 of 330 awarded

Cities Connecting Children to Nature

National League of Cities and Nature Network, 2017 The City partnered with Grand Rapids Public Schools. Together we were 1 of 12 cities selected



Planning Process

We began our strategic planning journey in November of 2018. Within five months, City

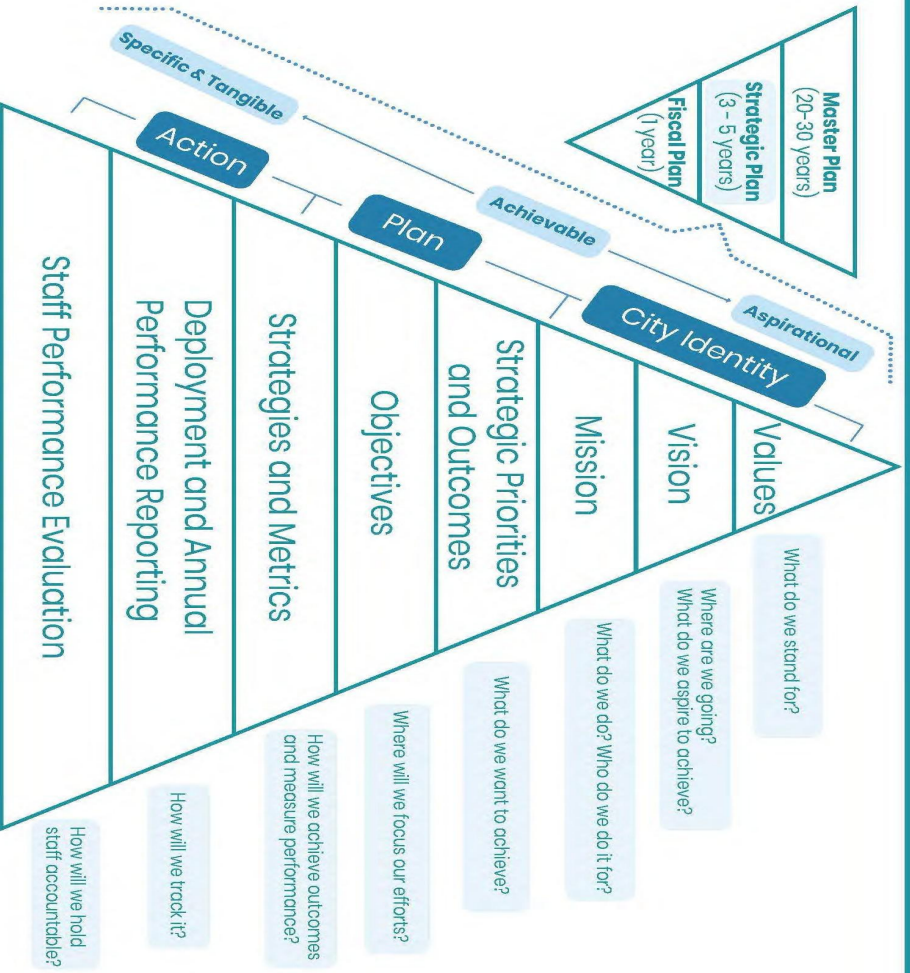
Manager Washington: Created an eight-person Executive Strategy Team

- Appointed a Strategic Plan Project Manager, who managed a ten-person Project Team and an additional 27 Outcome Team members
- Engaged over 1,000 City employees in-person in a discussion about values and his desire to use a strategic plan to focus City work
- Hosted four strategic planning workshops with City Commission, totaling 11 hours
- Partnered with Mayor Rosalynn Bliss on the City's first Digital Town Hall, which focused on our strategic planning process

In the beginning, we created a strategic plan framework to guide the creation of our plan. This framework demonstrates:

- How the strategic plan aligns with the long-term master plan and short-term fiscal plan
- How our values, Vision and Mission shape our City's identity and create the roadmap for the strategic plan
- How the plan's priorities, outcomes, objectives, strategies and metrics work together to define what we hope to achieve, how we plan to achieve it and how we will measure our progress
- How the City will hold itself accountable to the plan through annual performance reports and staff performance evaluations

Strategic Plan Framework



Plan

5
2

Elements

Strategic Priorities

Strategic priorities are the high-level "buckets" through which we organize our work.

Outcomes

Plan outcomes are what we hope to accomplish within each of the strategic priorities.

Objectives

Objectives identify where we will focus our efforts. There are multiple objectives within each strategic priority.

Strategies

Strategies identify how we will achieve our objectives and desired outcomes.

Metrics

We will measure how well we are achieving our objectives and desired outcomes through our metrics. Unless otherwise noted, the intention is to meet the goal within the plan's timeframe.

Using the plan

We will use this plan to guide our operations and financial investments. As we continue to work more collaboratively internally and externally, we will uncover more opportunities for innovation, sustainability and enhanced customer service.

This plan is intended to be a living breathing document. As this is the City's first strategic plan, we will be learning throughout the implementation phase. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

Find information about this plan and monitor our performance at:

www.grandrapidsmi.gov/strategicplan

Value

S Our values are what we stand for. They are embedded throughout the entire plan and guide all City work.

Accountability

Always acting with integrity and transparency and being responsible for what we do and say.

Collaboration

Working together in partnership with others, teamwork.

Customer Service

Professionally serving those who live in, work in or visit the city. Providing respectful, excellent, high quality service and assistance before, during and after the person's interactions with the City.

Equity

Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.

Innovation

Challenging how things have been done before. Fulfilling community needs by offering new ways to serve our customers and enhance operations. Being nimble, self-aware and open to feedback.

Sustainability

The ability to be maintained; making decisions with an understanding of how those decisions will impact the environment, people and communities, and finances, both today and in the future

Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate quality of life through excellent City services.

Prioriti



Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.



Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.



Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.



Safe Community

All people feel safe and are safe at all times throughout our community.

Equity

"...Racial inequities have been baked into government, and ... racial inequities across all indicators for success are deep and pervasive. We also know that other groups of people are still marginalized, including based on gender, sexual orientation, ability and age, to name but a few. Focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other areas of marginalization."
(2019, Government Alliance on Race and Equity)

The City of Grand Rapids is dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. The City defines equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Racial equity is achieved when one's race or ethnicity does not determine, in a statistical sense, how one experiences opportunity, power and life outcomes. This targeted approach on racial equity will advance our universal goal of elevating quality of life in Grand Rapids. Equity is one of the City's six values and must be embedded into all of our decisions, policies and practices. In an effort to dismantle the systemic and institutional injustice that has been prevalent throughout our history, the City has made the conscious choice to highlight equity in each priority area of our strategic plan. The first objective in this plan outlines the City's commitment to creating a structure within City operations to lift up racial equity throughout the organization so that each department has the knowledge, skills and support to intentionally remove and prevent barriers created by systemic and institutional injustice. Additionally, to the extent possible, all plan metrics will be disaggregated by race and ethnicity, and when needed as a proxy, by geography (Census tracts, Wards, etc). This statement is an urgent call to action to transform government to achieve positive and sustainable community level impact. The City of Grand Rapids centers racial equity so that the recognition listed on page four of this document will be the lived reality of all Grand Rapids residents, regardless of race or ethnicity. When we read those rankings and recognitions, we must always ensure Grand Rapids is the "Best Place to Retire" and "Most Affordable City for Business. Professionals to Live and Work" for everyone who calls Grand Rapids home. We must be mindful of the areas that require improvement such as being ranked 122nd in U.S. for Hispanic Entrepreneurs (2018, WallerHub), 2nd Worst for African Americans Economically (2015, Forbes) and 39th for Residential Segregation (2018, ~~Misinformation~~ ^{MapInfo}). ~~MapInfo~~ ^{Misinformation} are of the challenges and opportunities before us as we lead with equity. We also know that as a municipality, we are uniquely positioned to reduce disparities through policy, intentional practices, transparency and accountability. The City, in partnership with organizational allies and community, can help make Grand Rapids truly the "Best Place to Live in the U.S." for everyone.



Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

Objective 1:

Embed equity throughout government operations.

Strategy 1:

1. Create infrastructure to elevate and organize equity work within the City and investments in Neighborhoods of Focus
2. Disaggregate all data, to the extent possible, by race, ethnicity, gender identity and geography
3. Evaluate the racial equity impacts of major policy proposals and initiatives and of existing projects and services

4. Require all departments to apply a racial equity lens to budgetary requests
5. Identify systemic issues that cause disparate outcomes in the justice system and implement strategies to address those issues within the City's span of influence

\$ allocated to and % of Third Ward Equitable Development Fund spent

Draft Metrics

- FY2019: \$750,000, 0% created, 100% \$ of capital investment by Ward and Neighborhood
- FY2020: Not previously calculated
Goal: To be created
- % of total budget dollars that support equity specific projects and created
Goal: To be created
- % of total expenditures for projects/services evaluated using the Government Alliance on Race and Equity (GARE) Racial Equity toolkit
Goal: 100%
2018: Not previously calculated
- % of elected City officials, City employees and people serving on a City board or commission elected in equity
Goal: 100%
2018: 10%*

- *City staff
% of felony and misdemeanor charge records for like offenses from District Court
Goal: To be created

		Race		Gender	
Charges		Caucasian	People of Color	Male	Female
Felony	1,146 (30%)	2,718 (73%)	3,323 (86%)	548 (14%)	
Misdemeanor	7,293 (27%)	8,282 (74%)	2,979 (26%)		

- # of problem-solving specialty court program graduates by court type
Goal: to be created

Court type	Race		Gender	
	Caucasian	People of Color	Male	Female
Drug & Sobriety Court	75 (75%)	25 (25%)	67 (67%)	33 (33%)
Community Outreach	12 (32%)	25 (68%)	20 (54%)	17 (46%)

- % reduction in recidivism rate for problem-solving specialty court graduates by court type 2018: 15% greater reduction (Drug & Sobriety Court) compared to non-participants
Goal: To be created



Objective 2: Foster and maintain fiscal sustainability.

Strategies

1. Establish and adhere to fiscal policies
2. Continue funding annual actuarially determined employer contributions to the defined benefit retirement system, including Other Post-Employment Benefits (OPEB) and pension retirement systems
3. Improve cost effectiveness through asset management, continuous improvement and innovation

4. Strategically leverage outside funding (i.e. grants, philanthropic support, government funding)

5. Evaluate costs and efficiencies in enterprise utility services (water, sewer, waste collection and parking)

6. Create and implement equity and environmental sustainability scorecards for capital requests
2018: 22.5% Goal: 15%

Stabilization Fund Goal: 15%

Level 2018: 10.7% Goal: 10%

Bond Goal: 10%

rating Goal: 2018:

AA Goal: AA+

% of defined benefit retirement systems funded Goal: 100%

% of asset classes managed by asset management plans: Being Goal: To be

calculated \$ of external funding (grants, sponsorships, etc.) received annually by department 2018: Not previously calculated Goal: To be created

of online payments made, disaggregated by service 2018: Being Goal: To be created

calculated Goal: To be created

Objective 3: Attract, hire, train and retain high performing employees.

Strategies

1. Develop a workplace culture based on City values that improves employee communications, engagement and satisfaction

2. Evaluate and implement employee-friendly policies to meet the diverse needs of our evolving workforce

3. Offer a competitive benefits package that enhances employee recruitment and retention and incentivizes wellness

4. Use evidence-based, data-driven methodology to reduce barriers to employment and improve quality of hires, reduce turnover and increase workforce diversity to reflect the demographics of the community

5. Align skills, staffing levels and employee evaluation system with priorities, strategies and metrics

6. Develop mandatory employee training programs, including trainings on City values and programs, cultural competency and core competencies (e.g. skills assessment, budgeting)

7. Use internship and apprenticeship programs to increase the pipeline of candidates for hard-to-fill positions and to increase workforce diversity



Draft Metric

- New hire demographics

Category	Race					Gender	
	C	AA	H	A	NA	M	F
2018 Permanent Hire Qty.	100	15	8	1	0	80	48
2018 Permanent Hires %	78.1 %	11.7 %	6.3 %	0.8 %	0.0 %	62.5 %	37.5 %
City wide Labor Force*	64.9 %	17.2 %	13.9 %	2.0 %	0.1 %	50.7 %	49.3 %
Metropolitan Labor Force*	83.7 %	6.3 %	6.9 %	1.9 %	0.2 %	49.4 %	50.6 %

Source: US Census Bureau 2010 Labor Force statistics
C: Caucasian AA: African American H: Hispanic A: Asian NA: Native American M-R: Multi-racial

- Employee turnover rate 2018: 9.1%
Goal: Less than 10%
- Position vacancy rate 2018: 4.8%
Goal: Less than 5%
- Time from requisition request to offer acceptance for non-sworn employees
Goal: 60 days
- Time from requisition request to offer acceptance for sworn employees
Goal: 90 days

Objective 4:

Ensure we have the appropriate number, location and type of facilities/workspaces to meet the demands of government operations, the community and our growing/changing population.

Strategies

- Conduct a facility/workspace analysis that includes evaluation of collaboration spaces, remote work options, self-service options (digital City Hall) and alternative workspaces to increase customer service and equity
- Maximize City facility occupancy
- Ensure safe, healthy and well-maintained City facilities
- Make all facilities welcoming and accessible for all customers with an emphasis on people with disabilities, people that speak a language other than English and people that are transgender and/or non-binary
- Track who is coming to City facilities, when and for what reason

Draft Metric

- % of facilities with a Facilities Condition Index (FCI) score of 30 or below
Goal: 98%
98% of wastewater, parking and parks facilities currently not included
- Occupancy rate of all facilities being calculated
Goal: > 90%



Objective 5: Leverage technology systems to support secure data collection and storage, performance management, decision making, internal communications and data sharing with the community.

15 6

Strategie

S

1. Conduct a City-wide technology needs assessment and expand the City's technology strategy
2. Develop and implement a performance management program that ensures accountability, collaboration and innovation by embedding data analytics into operational decision making
3. Create an information technology (IT) master plan with all departments included
4. Increase the amount of open data accessible to the public
5. Develop a Smart Cities strategy that embeds equity and includes infrastructure, technology, security, data management, engagement and communication
6. Identify procurement barriers to ensure technology solutions can be implemented quickly and efficiently and increase the use of pilot-to-procurement to test solutions

Draft Metric

S

- % of cloud based solutions 2018: 60% Goal: To be created
- % of solutions compliant with security standards for payment, 2018: 0% Goal: 100%
- # of services digitized 2018: 40% Goal: 70% by June 2020
- # of open data sets published 2018: 47 Goal: 20 additional per year
- % internal satisfaction with information technology services and solutions provided 2018: Survey to be conducted Goal: To be created



Objective 6: Update the Master Plan to enable smart equitable growth.

Strategie

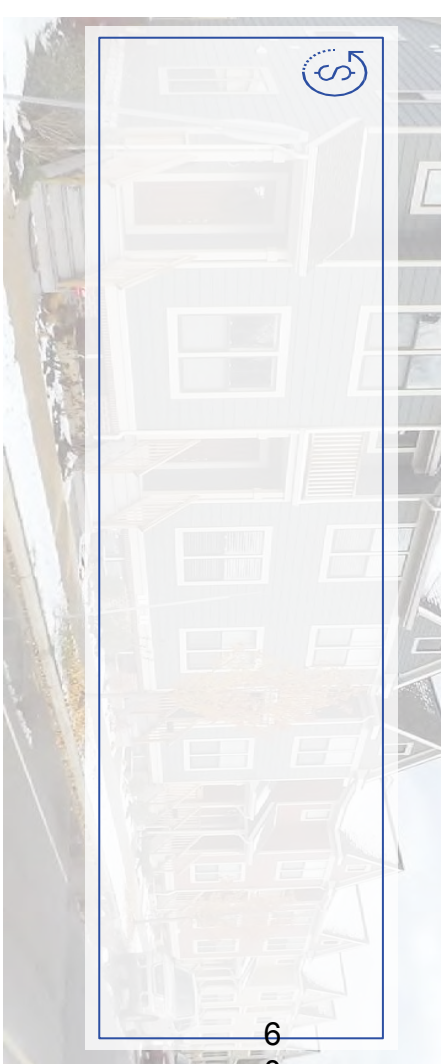
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1. Complete scoping of Master Plan update that considers available City and community capacity to participate, and leverages existing plans (GR Forward, Age Friendly Communities, etc.)
2. Begin comprehensive Master Plan public process phase taking into account the results of the 2020 Census and after scoping is complete
3. Apply appropriate land use strategies that create a sustainable mix of uses, housing types, and densities including policies to encourage affordable and mixed-income housing

Draft Metric

S

- % of residents/businesses satisfied with quality of life in their neighborhood 2018: Survey not yet conducted Goal: To be created
- % of Master Plan process participants that are residents of color 2018: Not started Goal: To be created



Objective
1: **Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations.**

Strategy
S

1. Eliminate unnecessary licensing and regulation processes and revise those that are sub-optimal or are contributing to disparate outcomes
2. Streamline access to licences, permits and approval processes for development applications
3. Increase accessibility of information on property development and business related processes that are available to the public to enhance the experience of the City's diverse customer base
4. Provide regular training and education opportunities that help users navigate the development and approval process
5. Create and staff a small business development program

Profit Metric

% of new buildings and commercial renovations approved administratively	2018: 91%	Goal: 90%
# of days to administratively approve projects from permit application to approval for projects where board/commission approval is not required	2018: 33 days	Goal: 28 days
# of days for board/commission approval from board/commission application to permit approval	2018: 70 days	Goal: 70 days
% of customers satisfied with services related to development or business regulatory review not yet conducted	2018: 138	Goal: To be created
# of businesses and/or individuals attending trainings that enhance their understanding of City rules and processes related to property development or business permitting and regulation	2018: 138	Goal: To be created

Economic Prosperity and Affordability

residents, employees and businesses have pathways to financial growth and security.



6
1

4. Increase awareness of opportunities to do business with the City
5. Target incentives and City programming to catalyze small business startup and growth

- \$ of private investment supported by City incentives, disaggregated by industry segments
Goal: \$150M
\$19.2M*
\$18.2M*
Food/Ag processing, \$6.2M
Medical/Advanced Manufacturing, \$9.2M
 - \$ spent on micro-local businesses (MLBE), minority-owned businesses (MBE), and women-owned businesses (WBE) by businesses receiving City incentives
2018: Data not previously collected
Goal: To be created
 - \$ and % of total City contract expenses paid to each: micro-local businesses (MLBE), minority-owned businesses (MBE), women-owned businesses (WBE) and companies providing apprenticeships below*
Goal: To be created
- *Data on apprenticeships being calculated

24.90%	\$13,666,429	Micro LBE
8.60%	\$4,754,450	MBE
0.08%	\$494,148	WBE

Goods and Services and Professional Services Contracts
(\$71,102,108)

0.50 %	\$335,435	Micro LBE
0.50 %	\$322,901	MBE
1.20 %	\$899,851	WBE

- # of new companies filing W-2s for withholding: 2018: being calculated
- # of new MLBE vendors registered to do business with the City (26 total): Goal: 15

Objective 3: Increase residents' educational attainment, employment and wage growth.

Strategics

1. Support post-secondary degree attainment and skilled-trades certification, particularly for people of color
2. Support attainment of livable wage employment (more than \$15/hour) through influence and first-generation students
3. Support employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus
4. Increase the number of jobs supported by City incentives that pay at least \$15/hour
5. Leverage the river restoration project for diverse economic growth opportunities

Draft Metric

- % of residents earning above the Asset Limited, Income Constrained, Employed (ALICE) threshold*
Goal: To be 48%
Created \$21,624 for a single-adult household and \$64,788 for a four-person family in Kent County
- Unemployment rate
Goal: To be 2018: 3.7% created
- % of Grand Rapids Public Schools graduates that receive a post-secondary degree within six years of graduating
Goal: 2017: 40%
1.8%
% of real earned income growth for full-time wage and salary earners
2018: 25.64
Goal: To be 2018: 25.64 calculated
- % difference between the percentage of white (non-Hispanic) population who are employed and the percentage of people of color (including Latino and Hispanic) who are employed (i.e. Employment Gap)
Goal: 11.1%
Kent County, 5 year American Community Survey (ACS) Estimate
- # and % growth in number of employees based on the 2018: 25.64
Goal: To be 2018: 25.64 calculated

Objective 4: Support housing development and services that help keep people in their homes.

Strategics

1. Facilitate increased housing supply through the development of a variety of housing types
2. Facilitate increased affordable housing supply
3. Reduce barriers to housing and home ownership
4. Support services to help people stay in their homes
5. Prioritize geographic areas to target economic development incentives for housing development

Draft Metric

S

- % of households that spend more than 30% (cost-burdened) and 50% (severely cost-burdened) of their income on housing
2018: Being calculated
Goal: To be created
- # of net new housing units by type and price point (i.e., single-family, multi-family, 60% AMI, 80% AMI, etc.)
2018: 80% AMI, etc.)
Goal: To be created
1,358* for households with income at or below 80% of the Area Median Income (AMI)
- Rental vacancy rate
2018: Being calculated
Goal: To be created
- Months supply of homes
for sale 2018: Average 1.5
Goal: To be created
- Homeownership rate
2018: 54%*
Goal: To be created
*American Community Survey (ACS) Estimate
- # of 61st District Court Eviction Cases
2018: 3,730; rate per 100 households: 11.1%
of vacant lots returned from Kent County Land Bank Authority that are redeveloped for affordable housing
2018: Not applicable
Goal: 10

Objective 5: Support efforts that contribute to making Grand Rapids a destination City.

Strategies

S

1. Collaborate with community partners to market Grand Rapids as a destination city
2. Promote a range of special events that highlight and celebrate the arts, cultural diversity, outdoor recreation and innovation in the community
3. Maintain and enhance quality, accessible public spaces (not green spaces)
4. Partner with Downtown Grand Rapids Inc. (DGRi), The Right Place and Experience Grand Rapids to promote Grand Rapids for business and tourist attraction opportunities
5. Support efforts of Corridor Improvement Authorities to promote neighborhood business districts

Draft Metric

S

- # of art, cultural, outdoor recreation or unique events permitted by the City annually
2018: 254
Goal: 250
- # of hotel nights
2018: Being calculated
Goal: To be created
- # of visitors
2018: Being calculated
Goal: To be created
- Occupancy rate of commercial real estate in downtown Grand Rapids and in Grand Rapids as a whole
2018: Being calculated
Goal: To be created



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

Objective 1: Enhance communication with the public.

Strategies

1. Vet major issue and incident communications with the Office of Communications and share with

2. Commissioners prior to public announcement
3. Develop customer friendly communication protocols including, but not limited to, readability, clarity, representation and style
4. Designate and train staff to create and vet public communications through a lens of equity and inclusion
5. Establish target response times to external customer inquiries
6. Leverage technologies to proactively and effectively communicate about City services
7. Intentionally and clearly communicate policies, programs and processes to the immigrant community

Draft Metrics

- # or % of staff trained on communication protocols not yet created Goal: To be created
- % of external customer inquiries responded to within target response time disaggregated by department 2018: Tracking system not created Goal: To be created
- # of Freedom of Information Act (FOIA) requests received 2018: 1,703 Goal: To be created
- # of unique website visits per year 2018: 1,273,000 Goal: To be created



Objective 2:

Develop a community engagement strategy across all City programs and initiatives.

65

Strategies

1. Map all existing and planned community engagement efforts across all departments
2. Develop equity-centered protocols, standards, training and staff skills for community engagement
3. Create a community engagement guidebook and training curriculum
4. Identify outreach and engagement gaps, such as with historically marginalized populations, and create a plan to address those gaps
5. Increase participation in Census 2020
6. Identify trusted voices in the community to collaborate with for future engagement efforts
7. Track attendance of community engagement activities to learn patterns and test targeted approaches
8. Create and test a tool that compares community feedback to approved plan/initiative (i.e. Master Plan) and implementation, when appropriate and where feasible, with notation of differences

Draft Metric

- # of engagement events led by the City or where the City is a key partner disaggregated by department 2018: Data not previously collected Goal: To be created
- # of people participating in events led by the City or where the City is a key partner disaggregated by department
 - 2018: Data not previously collected Goal: To be created
 - % of staff with outreach responsibilities trained in community engagement per the community engagement guidebook 2018: Training not yet created Goal: To be created
- % increase in Census completion among hard to count populations 2018: Census not conducted Goal: To be created

Objective 3:

Create a process to gauge and enhance community perception.

Strategies

1. Survey community for their perception of City services, events, programs and facilities
2. Assess residents' sense of belonging in the city
3. Create a process for incorporating feedback to refine and improve outcomes
4. Communicate more about successful programs and outcomes achieved by the City

Draft Metric

- % of customers who report being satisfied or very satisfied with the overall quality of services provided by the City 2018: Survey not yet conducted Goal: To be created
- % of residents who express high levels of satisfaction with the outcomes of their engagement with the City 2018: Survey not yet completed Goal: To be created
- % of stakeholders who report a sense of belonging 2018: Survey not yet completed Goal: To be created
- % of stakeholders who believe the City values authentic dialogue with survey not yet completed Goal: To be created
- # of people and organizations surveyed and % of City staff surveyed not yet completed Goal: To be created



Objective 4: Elevate resident voice in City operations.

Strategies

1. Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation

2. Increase resident awareness of opportunities to leverage their voice
3. Leverage partnerships and neighborhood leadership to gather and lift up resident voice
4. Elevate resident voice in the Master Plan

Draft Metric

- # of total engagement activities focused on resident issues disaggregated by ~~demographic~~ not previously collected Goal: To be created

- # of total residents participating in engagement activities disaggregated by ~~demographic~~ not previously collected Goal: To be created

- % variance between the percentage of residents of a particular race/ethnicity represented on City Boards and Commissions compared to the percentage of that ~~population in the overall city~~ Goal: To be created

- % voter participation 2018: 56%* (27% - 77% range by precincts) Goal: To be created
*Average across the City for 2018 General state election, based on 136,946 registered voters

- # of residents participating in City in-depth learning opportunities (i.e. Our City Academy, Neighborhood Leadership Academy and Grand Rapids Neighborhood Summit) Goal: To be created
399

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Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.

Objective

1:

Reduce carbon emissions and increase climate resiliency.

Strategies

1. Create carbon reduction goals and integrate goals into appropriate City plans, including the Comprehensive Master Plan
2. Reduce the carbon footprint of City operations (buildings, utilities and fleet)
3. Assess the feasibility and cost of offsetting 100% of City electricity with renewable sources by FY2025
4. Create and support programs and policies to reduce carbon emissions from the building and transportation sectors throughout the community
5. Create a Climate Action and Adaptation Plan in partnership with the community
6. Work with community partners and businesses to achieve a 40% tree canopy

Draft Metric

s

- Carbon footprint of city buildings, utilities and fleet (metric tons of carbon dioxide equivalents) Goal: To be 59,088*
*Fleet not included
- % of City electricity supplied by renewable sources Goal for June 30, 2025: 100%
34%
- % of tree canopy 2018: Goal: 40%
34%

Objective

2:

Ensure equitable access to and use of green spaces and increase recreational activities.

Strategies

s

1. Expand parks and active open spaces to reduce disparities in park deficient neighborhoods
2. Increase grade level of park maintenance as prescribed in Parks and Recreation Master Plan
3. Increase accessible, diverse and inclusive recreational programs and facilities to encourage utilization by all races, ages and abilities
4. Close gaps in the City's segments of the regional multi-use trail system
5. Increase the number of children connected to nature through expanded recreational and youth employment opportunities and through increased access to natural areas



Objective 4:

Minimize waste generation and promote waste diversion practices.

Strategie s

1. Evaluate advanced refuse collection system that combines trash, recycling and composting services bundled together
2. Improve the quality and amount of recycling collected throughout the City
3. Enhance compost operations for the community
4. Implement waste diversion programs within City operations

69

Draft Metric s

- Residential waste diversion rate 2018: 23%*
*Does not include yard waste
Goal: To be created
- # of City facilities that have implemented a zero waste program
Program does not currently exist
Goal: To be created
- Tons of compost processed onsite at program
Process not created yet
Goal : To be created

Objective 5:

Collaborate with and support partners working to reduce health disparities and the resulting undesired outcomes.

Strategie s

1. Collaborate with partners to increase resources available to address lead-based paint hazards
2. Collaborate with Invest Health and other partners to evaluate how additional community support can be provided to people suffering from mental health challenges and/or addiction, with a focus on evaluating residents that are both high users of emergency services and frequently incarcerated

Draft Metric s

3. Evaluate opportunities to decrease opioid abuse
4. Continue to collaborate with Invest Health to implement a process to implement "Health in All" policies
5. Evaluate policy options to support urban agriculture
6. Measure and understand air quality and the health impacts of poor air quality
 - % of children with elevated blood lead levels per year
2018: 6.1% (City), 10% (49507)
Goal: To be created
 - # of calls for Grand Rapids emergency services by people experiencing mental health challenges and/or addiction
2018: Data not previously collected
Goal: To be created
 - # of emergency room visits by people experiencing mental health challenges
2018: 80 (Data not previously collected)
Goal : To be created
 - # of people experiencing mental health challenges and/or addiction who have been in contact with mental health services
2018: 100 (Data not previously collected)
Goal : To be created
 - # of opioid overdose deaths per 100,000 people 2017: 93 (all of Kent County)
Goal : To be created
 - # of air quality data points shared publicly 2018: Program not in place
Goal : To be created



Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Objective

1:

Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel.

Strategie

s

1. Improve ridership on and explore expansion of the Fare Free transit network (i.e. DASH, Route 19) and The Rapid

2. Increase biking by improving bicycle network and ensuring facilities are maintained
3. Increase walkability by increasing sidewalk network and ensuring facilities are maintained
4. Create employment related transportation solutions within Neighborhoods of Focus
5. Reduce household transportation costs and eliminate cost barriers to accessing mobility solutions

Draft Metric

s

- % of annual trips to work where people use transit, walking, biking and ride sharing
2017: 20.9% total (Transit: 4.2%; Walking: 3.8%; Biking: 2.2%; (combined with taxi and motorcycle in Census data); Ridesharing: 10.7%)
Goal: 55% total (transit: 20%; Walking: 10%; Biking: 5%; Ridesharing: 20% by 2035)
- % of population within a ¼ mile of 15 minute or less public transit service all day 2018: 19.5% (72.8% for peak service times)
Goal: 50%
- % of sidewalk network plowed 2018: Service not previously offered
Goal: 25%
- # of sidewalk miles completed 2018: 921.93
Goal: 1,107.33
- # of feasible locations needing American with Disabilities Act (ADA) compliant ramps installed 2018: 7,153
Goal by FY2024: 5,653 (improve 1,500)
- # of jobs accessible in a 30 minute transit trip 2018: 708,924
Goal: 150,000 (cnt.org)
- % of 18+ year olds aware of travel options 2018: Survey not previously completed
Goal: To be created



Objective 2

Pursue innovative, 21st century mobility options.

Strategies

1. Pilot new mobility programs (carshare, bikeshare, e-scooter and Universal Dispatch Application) and ensure that they are available and accessible in each Ward and the Neighborhoods of Focus
2. Develop a regional mobility and transportation demand management program with public and private partners

Draft Metrics

3. Pilot autonomous and connected vehicle services
 4. Complete a shared micro-mobility plan that includes bikeshare and e-scooters
 5. Create innovative and active City fleet programs and travel options for City employees
- # of 18+ year olds using carshare, bikeshare, e-scooter and Universal Dispatch Application 2018: Programs not previously offered Goal: To be created
 - # of 18+ year olds using autonomous and connected vehicle services 2018: Programs not previously offered Goal: To be created
 - # and % usage of City-owned electric vehicle charging stations 2018: 8 public charging stations with 16 ports and 3 fleet chargers with 6 ports Goal: 20 public charging stations with 40 ports and 6 fleet chargers with 12 ports
 - % of 18+ year olds aware of new mobility travel options 2018: Survey not previously completed Goal: To be created

Objective 3

Develop an effective, customer responsive parking system.

Strategies

1. Develop future proofed parking developments (e.g. parking facilities that can convert to other uses)
2. Educate and inform the public on parking options and new technology
3. Develop a Parking Master Plan to guide future investments
4. Modernize parking equipment to allow for multiple forms of payment

Draft Metrics

- % occupied on and off-street parking in Downtown and neighborhood business districts 2018: ~95% for off-street monthly permits (baseline to be developed for on-street)
Goal: 85% occupancy for on and off-street parking
- % of 16+ year olds aware of parking options 2018: Survey not previously conducted Goal: To be created



Objective
4:
Strategies

Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network.

1. Coordinate transportation investments with regional partners
2. Develop, operate and maintain transportation infrastructure (e.g. signals, sidewalks, roads/streets and bridges)
3. Perform critical needs assessment of freight and goods infrastructure
4. Complete the Equitable Economic Development and Mobility Strategic Plan

Draft
Metric
s

- % of roads in state of good repair (70% or better with 5+ ~~PASER~~ rating)
61% Goal: 70%
- % of signals meeting state of good repair (signals less than 10 ~~years~~ old)
20% Goal: 50%
- \$ invested annually in signals, sidewalks, roads/streets and bridges
\$26.6M Goal: Average \$32.4M for FY2020-FY2024
- % of 18+ year olds aware of new mobility ~~options~~ not previously completed
Goal: To be created

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Safe Community

All people feel safe and are safe at all times throughout our community.

Objective

1:

Develop knowledge and skills across City departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized populations.

Strategies

s

1. Create plans and communication strategies for all major risks within the city
2. Ensure all City employees assigned an emergency operations center role or cross functional field work during major emergencies are trained to the appropriate level
3. Pursue data driven and evidenced-based strategies to address root causes of police and fire related emergencies (i.e. Cure Violence Assessment)
4. Cross-reference code compliance data with fire and police department information systems
5. Employ multi-disciplinary approaches, data-driven improvements, and broad policy changes to determine effective strategies for protecting vulnerable road users and for the creation of safer roadways

Draft Metric

s

- % of designated employees trained to the appropriate National Emergency Management Certification level
2018: 70% Goal: 90%
- % of community members who say they feel response to weather related emergencies is delivered effectively
2018: Survey not previously conducted Goal: 90%
- % of Grand Rapids Police Department Community Policing Specialists trained in Crime Prevention Through Environmental Design
2018: Being calculated Goal: To be created



Objective 2:

Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly.

Strategies

1. Increase critical metric compliance for fire, hazardous materials, technical rescue, water rescue and EMS response to 90%
2. Increase police critical performance metrics when responding to emergency incidents
3. Develop the ability to effectively communicate, staff, manage and respond to major weather events, including activation of the City's Emergency Operations Center (EOC)
4. Develop the ability to effectively communicate, staff, manage and respond to social and environmental risks resulting from opioids, mental health challenges, active violence, micro- mobility, autonomous vehicles and the reactivation of the Grand River
5. Identify transportation safety issues through data analysis, staff expertise and community inputs and equitably deliver appropriate and effective solutions throughout the community
6. Develop and implement a data-driven, actionable and comprehensive Vision Zero transportation safety plan with meaningful input from the community

Draft Metric

7. Ensure civil and criminal court cases are processed in an efficient and timely manner
 - % critical performance compliance for fire response including both distribution and concentration measures
2018: Distribution 86.7%, Concentration 93.14% **Goal: > 90%**
 - % of police responses to in-progress (priority 0-3) calls for service within 8 minutes
~~2018: 85%~~ **Goal: 85%**
 - # of crashes and crash rates in relation to traffic counts and vehicle calculated
~~2018: 38/mph~~ **Goal: To be created**
 - # of serious injuries and fatalities by mode
2018: 155 serious injuries (5 bicyclists, 115 cars/light trucks, 6 motorcycles, 25 pedestrians, 4 other) and 15 fatalities (0 bicyclists, 8 vehicles, 4 pedestrians, 2 motorcycle)
from 87 crashes **Goal: 0 (long-term Vision Zero goal)**
 - \$ invested in addressing transportation safety issues broken down into all the E's of safety (Evaluation, Enforcement, Engineering and Education)
2018: Being calculated **Goal: To be created**
 - % of criminal cases completed (initiation to close)
~~106 days~~ **Goal: 90%**
 - % of civil cases completed (initiation to close) within
~~86 days~~ **Goal: 95%**



Objective

Enhance partnerships within the community to recover from significant incidents that occur in the City.

75

Strategie

S

1. Create a fully functional neighborhood recovery center within a reasonable distance of the impacted area within 24 hours of an extended major emergency for geographically specific incidents
2. Standardize use of building referral forms to properly document and inform code compliance and the fire department of potential hazards
3. Properly document large scale incidents using National Incident Management Forms to preserve the lessons learned, update current operating guidelines and apply for reimbursement from State or National funds if applicable

Draft Metric

S

- % of time staff critically review the City's response to an emergency requiring primary personnel operate the Emergency Operations Center (EOC) 60 days after EOC incident occurred
- | | |
|------------------------|------|
| Goal: | 100% |
| 2018 Incident occurred | 100% |

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Objective

4:

Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor.

Strategie

S

1. Complete the police staffing and deployment study to develop an adequate and consistent staffing model throughout the entire community
2. Ensure the Commission on Accreditation for Law Enforcement Agencies (CALEA) mandated evaluations are completed and policies and procedures are adhered to in a way that fairly and equitably addresses disparities
3. Use findings from the annual review process to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and sworn police personnel. This training may include, but is not limited to, Ethics every two years, Unbiased Policing every two years, and Mental Health Awareness every 3 years
4. Equip police officers with tools and support to help during mental health crises
5. Participate in the National Police Foundation Open Data Initiative and share information and data publicly
6. Annually document and share publicly the statistical findings of Internal Affairs findings (i.e. unreasonable use of force complaints and violations of the Unbiased Policing Policy)
7. Increase Grand Rapids Police Department community engagement
8. Employ interdepartmental data sharing and problem solving with resident voices in order to gain a holistic understanding of situations taking place within our community
9. Evaluate and design innovative policing models that equitably protect and serve residents while creating a path to healthy relationships between police and community

Draft Metric

- % of beats covered 24/7/365 2018: Being calculated
- % of Part I and II index crime rates by service area 2018: 18,705 (Central 12%, East 25% North 20% South 24% and West 19%)
- Goal: To be created

- # of uniformed personnel trained in Crisis Intervention Training
- Goal: To be created
- # of community events participating in and # of officers participating in community events
- Goal: To be created
- % of Freedom of Information Act (FOIA) requests denied by the City that were returned by the court
- Goal: 0%
- % of Civilian Appeal Board findings that differ from Internal Affairs findings
- Goal: To be created
- # of complaints filed against sworn and civilian Grand Rapids Police Department employees submitted to Internal Affairs broken down by outcome
- 2018 Unreasonable use of force: 16 exonerated, 1 unfounded, 0 sustained
- 2018 Biased policing: 5 exonerated, 3 not sustained, 0 sustained
- Goal: To be created
- % of annual average Elucd scores measuring residents' level of trust, satisfaction and how safe they feel
- 2018: Survey finalized late in 2018
- Goal: To be created

Objective 5: Support efforts to ensure all residents have safe, stable and permanent housing.

Strategies

1. Actively partner in community efforts to end homelessness
2. Support programs that provide permanent housing solutions through the use of evidence-based practices
3. Support, leverage and promote home repair and home safety services to improve safety and maintenance of existing housing supply
4. Identify all touch points with residents regarding housing and cross-promote services to improve the health, safety, efficiency and affordability of homes
5. Increase the number of occupied rental dwellings certified

Draft Metric

- # of persons experiencing homelessness 8,458
- Goal: To be created
- # of persons experiencing homelessness or at risk of homelessness that became newly homeless
- Goal: To be created
- # of homes receiving subsidized home repair services annually from the City
- Goal: 455
- % of Code Compliance cases with correction orders over six months old
- Goal: < 15%
- % of occupied rental dwellings certified
- Goal: Greater than 90.9%

Implementation

77

We must successfully implement this plan to focus the City's finite resources to achieve our desired outcomes. The creation of a strategic plan is the first step in an important journey to achieving more equitable, effective and sustainable operations.

With the completion of this written plan, we now turn our focus to creating a robust implementation process that will include:

- Establishing a performance management team responsible for managing the successful implementation of the plan
- Assigning accountability to staff for measuring, tracking, accomplishing and reporting on the progress of strategies and metrics
- Creating a robust information and data tracking system that supports detailed analysis of performance
- Training staff on the plan, implementation process and performance management expectations
- Establishing a cadence of report-outs on progress, which will include internal staff reporting as well as an annual report to the Commission and public
- Publishing performance information and data publicly on the website and through other communication methods
- Updating the plan as needed
- Reorganizing the budget and budget process to align with the plan
- Integrating strategic plan performance measures into employee evaluations

Each year, the City Manager proposes the City's budget around April. As a part of the budget proposal, the City Manager will highlight the key strategies from this plan that we are investing in for the upcoming fiscal year, which runs from July 1 through June 30. This plan is a four year plan and we are working to understand how we can invest to achieve our desired outcomes within this timeframe. We will be learning as we go for these first few years, but we are excited to be on this journey and we hope that this plan helps you better understand our priorities and direction.

Find information about this plan and monitor our performance at:

www.grandrapidsmi.gov/strategicplan

Contributor

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78

Thank you to our plan contributors!

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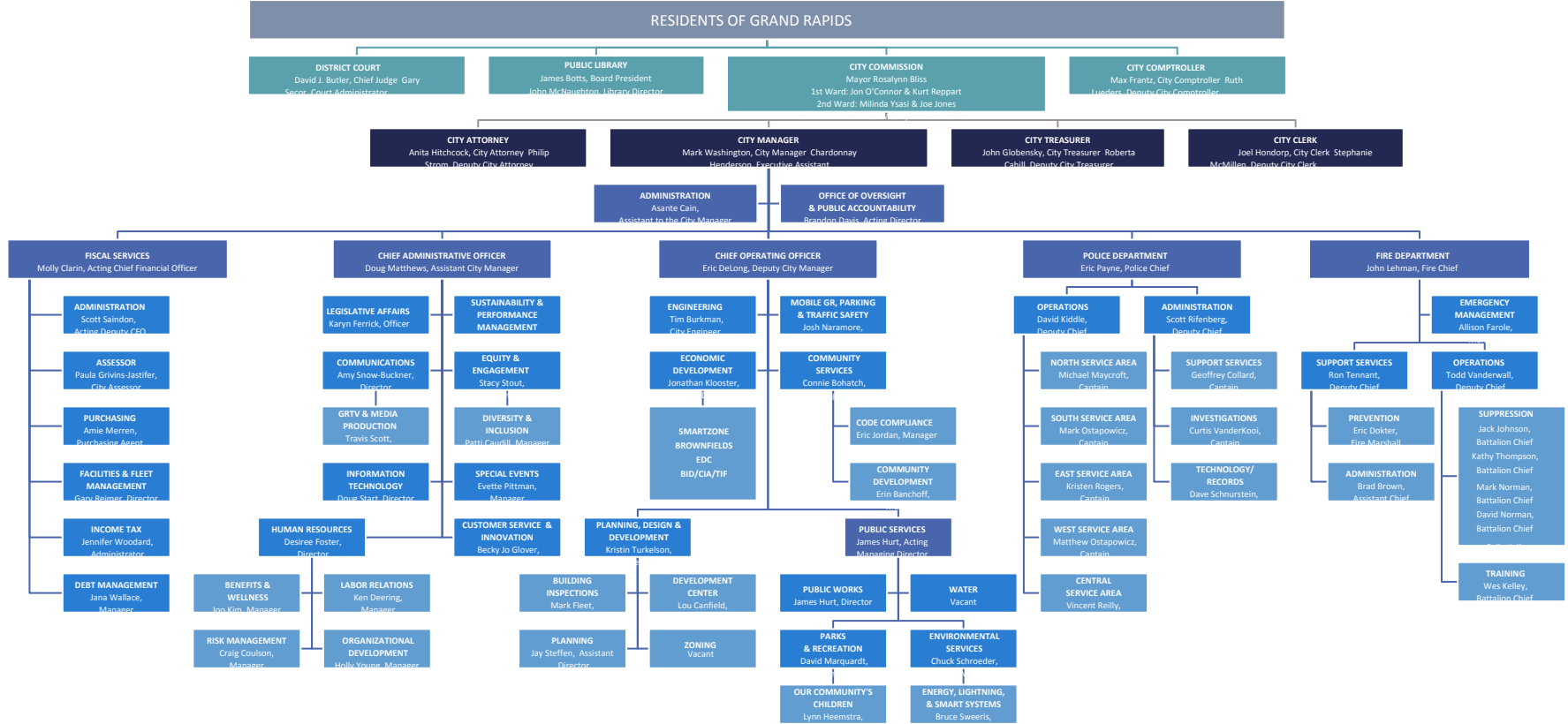
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ABOUT THE CITY

INTRODUCTION

The City of Grand Rapids, the second largest city in the State of Michigan, encompasses an area of approximately 45 square miles. The City is located in west central Michigan, roughly 30 miles east of Lake Michigan, and is the urban center of the region. The Grand River, a major state waterway, runs through downtown. The City is the county seat for Kent County.

According to the 2010 Census, the City's population is 188,040 and the Grand Rapids Combined Statistical Area (CSA) population is 1,321,557. The 2010 Grand Rapids CSA includes Allegan, Barry, Ionia, Kent, Mecosta, Montcalm, Muskegon, and Ottawa counties. The 2020 Census is currently underway and the City has received grant funding for efforts to ensure all residents participate.

Louis Campau, a French trader, established a trading post here in 1826. Although he wasn't the first non-native settler, Campau became perhaps the most important settler when, in 1831, he paid \$90 to the federal government for what is now the Grand Rapids central business district.

The City was first incorporated as a village in 1838. In 1850 it was incorporated as a city under a mayor-council form of government, and remained that way until 1916, when the commission-manager form of government was adopted under the authority of the Home Rule City Act (Michigan Public Act 279 of 1909, as amended.) The present commission is composed of seven members. Two members are elected on a non-partisan basis from each of the City's three wards, and one member is elected at-large on a non-partisan basis to serve as Mayor. The Comptroller is also elected at-large on a non-partisan basis.

In November, 2014, the City's electorate approved a measure limiting an individual to two terms as City Commissioner and two terms as Mayor. A person is eligible to serve as City Commissioner for two terms then an additional two terms as Mayor.

The City Manager, the chief administrative officer of the City, is appointed by the City Commission and serves at its pleasure. The City Commission also appoints the City Attorney, City Clerk, and City Treasurer. City Commission meets on Tuesdays in accordance with a schedule determined annually.

TAX BASE

In addition to service fees, grants, and state and federal support, the City relies on income and property taxes to support operations and capital investments.

In 1967, the City's electorate approved a two mill reduction in the City's maximum authorized general operating property tax millage to be replaced by an income tax imposed on income earned within the City regardless of the taxpayer's location. Income taxed includes business net income and employee salaries and wages. Currently the City's income tax rate is 1.5% for taxpayers located or residing in the City and 0.75% for taxpayers earning income within the City but located or residing outside the City.

Property taxes are levied on a property's Taxable Value for which annual increases are limited to the inflation rate until the property is sold, improved, or transferred to a new owner. The 2019 (FY2020) Taxable Value for industrial, commercial, utility and residential real and personal properties is \$5.2 billion; a 6.24% increase over FY2019. Industrial property accounts for 4.86% of total taxable value, commercial property accounts for

33.78% and utility-related property for 2.44%. The remaining 58.92% is residential property.

ECONOMY

Since its introduction as the Furniture City in 1876, Grand Rapids area businesses lead in quality, technical expertise, and innovation. Grand Rapids manufacturing has diversified beyond furniture and now includes advanced manufacturing, communications and information technology, medical devices, food and beverages, and aerospace and defense. Grand Rapids is also a leading center for sustainability and renewable energy and excels in commercializing a wealth of new anything from discoveries: pharmaceuticals to iPhone The City is the headquarters for applications. Steelcase Inc. –

the world's leading designer and manufacturer of office systems – as well as American Seating Company.

During the last twenty years, the City's economy has diversified beyond manufacturing – the medical services, biomedical research, agribusiness, technology, and higher education sectors continue to expand. Non-manufacturing employment in the MSA now accounts for 82% of the labor force leaving 18% of area workers employed in manufacturing. (Source: The Right Place Inc.)

The following table reflects the diversity of the major employers in the Grand Rapids MSA.

TOP TEN EMPLOYERS IN THE GRAND RAPIDS MSA				
Company	Product or Service	Number of Employees		
Spectrum Health	Hospitals, clinics, and medical services	25,000		
Meijer, Inc.	Retailer – groceries and general merchandise	11,373		
Mercy Health / St. Mary's	Hospitals, clinics, and medical services	8,500		
Gentex Corporation	Glass product manufacturing	5,800		
SpartanNash	Retailer – groceries and general merchandise	4,199		
Amway Corporation	Hotels; health, beauty, & home product manufacturing design	4,000	Herman Miller, Inc.	Office, commercial, & health industry furniture design
	and manufacturing	3,916		
Farmers Insurance Group	Insurance	3,500		
Perrigo Company	Generic & over-the-counter pharmaceuticals	3,500	Steelcase, Inc	Office, commercial, & health industry furniture design
	and manufacturing			

Source: The Right Place, Inc., West Michigan Overview, March 16, 2020

UTILITIES

City businesses and residents are supplied with natural gas through DTE Energy and electricity from Consumers Energy. The City owns and operates water supply and sewage treatment systems which service City businesses and residents and several other cities and townships in the area via more than 1,239 and 1,100 miles of lines, respectively. The City's water system relies exclusively on water drawn from Lake Michigan. The filtration plant became operational in 1962, and was expanded in 1992. The City's water quality meets or exceeds requirements set forth by the federal government and the State of Michigan.

In 1992, the City initiated the separation of combined sewer and stormwater infrastructure contributing to Grand River pollution during major rain events. The west-side sewer separation and construction of a 30-million-gallon storm water retention basin were completed in 1996 and most of the east-side sewer separation was completed in 2006. Completion of the first two phases resulted in an approximate 99.9% reduction of annual combined sewer overflow volume. The final phases required by the City's Long-Term Combined Sewer Overflow Control Program were completed in December, 2015, well in advance of the State of Michigan's December 31, 2019 deadline.

TRANSPORTATION

The City is crossed by two interstate expressways. Passenger rail service is provided by Amtrak. Class I freight railroad services are provided by CSX, Canadian National Railroad / Grand Trunk, Norfolk Southern, Canadian Pacific

/ Soo Line and other railroads. The Gerald R. Ford International Airport, located thirteen miles southeast of the central City, is served by six passenger airlines - Allegiant, American, Delta, Frontier, Southwest, and United Airlines. Greyhound, Trailways, Indian Trails, and the Interurban Transit Partnership provide bus service.

EDUCATION

In addition to public and private K-12 school systems, the Grand Rapids MSA is home to 16 four-year public and private colleges and universities including downtown satellite campuses for Michigan University, Western Michigan State University, Michigan University, University, Central Ferris State University, University, and the Grand Valley State University. Thomas M. Cooley Law School, located west of the City, opened a downtown campus in 1988 on the Grand River downtown and continues to expand. In addition to the four-year universities, the City is also home to the Grand Rapids Community College, a two-year general and technical educational institution which is operated with a countywide property tax millage.

The Van Andel Institute ("VAI"), an eight-story 400,000 square foot independent biomedical research and education facility, is located in downtown Grand Rapids next to Spectrum Health-Butterworth Hospital and Helen DeVos Children's Hospital. Established by Jay and Betty Van Andel in 1996, VAI has grown into a premiere research and educational institution that supports the work of more than

400 scientists, educators, and staff. Michigan State University's (MSU) College of Human Medicine, which relocated from East Lansing, Michigan to the City, is adjacent to VAI and the hospitals as is MSU's Research Center which opened in September 2017.

CULTURE

The City has several performing arts theaters; professional opera, symphony, and ballet companies; three art museums; and a zoo. Just outside the City, the Frederik Meijer Gardens and Sculpture Park was ranked by *The Art Newspaper* as one of the top 100 most-visited art museums worldwide in 2012.

On the Grand River downtown is the Grand Rapids Public Museum. Owned by the City but operated by a non-profit

organization, the Museum showcases Grand Rapids' natural and cultural history, a 50-foot diameter planetarium, and a working antique carousel. In August 2015, a Grand Rapids Public Schools elementary magnet school began operating within the Museum. In August 2018, the Museum High School opened at the original Public Museum building at 54 Jefferson Avenue, S.E.

A highlight of downtown Grand Rapids is the Gerald R. Ford Presidential Museum which documents the presidency of President Ford, who grew up and represented the region in Congress for many years. President Ford died in 2006. After memorial services in California and Washington D.C., he was interred in Grand Rapids on the museum grounds. His influential wife, Elizabeth (Betty) Bloomer Ford, was interred next to her husband after she passed away in 2011.

The Festival of the Arts is held downtown annually. "Festival," features three days of performing arts on six stages, plus film presentations, fine art exhibitions, food sales, and interactive activities for children and adults. Other free events, like "Blues on the Mall," "World of Winter," and "Silent Disco," draw residents and tourists to the City throughout the year.

Beginning in 2009, the people of Grand Rapids proved they are open to new ideas when the first ArtPrize® competition brought two hundred thousand people to downtown Grand Rapids. These popular annual events are part arts festival and part evolving social experiment.

ENTERTAINMENT

The 12,000 seat, multi-purpose Van Andel Arena in downtown Grand Rapids opened in 1996. The Arena annually draws thousands of local and regional visitors to its concert, sporting, and community events. The Arena is home to a minor league hockey team, the Griffins.

Construction of the \$211 million DeVos Place downtown convention center was completed in 2005. The facility has a 40,000 square foot ballroom, 26 meeting rooms, a 685 space underground parking facility, and a 162,000 square foot exhibition hall. DeVos Place also includes a 2,400 seat performing arts theater which is home to the Grand Rapids Symphony, the Grand Rapids Ballet, Opera Grand Rapids and Broadway Grand Rapids.

RECREATION AND SPORTS

Grand Rapids has more than 1,800 acres of parkland at 74 locations throughout the City. Bicycling facilities are typically installed or upgraded during street reconstruction and resurfacing projects following the guidelines and recommendations of the City's Vital Streets Plan, Vital Streets Design Guidelines, and the Bicycle Action Plan. As of December 2019, there are 103 miles of bicycle facilities within the City including several types of bicycle lanes buffered), (standard, advisory and signed bike routes, off-street multi-use separated bikeways, and trails. The Grand Valley Metro Council tracks the region's transportation networks and currently shows there are 370 miles of bicycling facilities within the City and surrounding communities.

The Grand Rapids region has year-round sports and recreation activities including downhill and cross-country skiing, ice skating, hunting/fishing, hiking, camping, boating, and golfing. Within City limits, salmon and other game fish can be caught in the Grand River. The public can watch migrating fish use the downtown fish ladder to work their way around the Sixth Street dam.

The West Michigan Whitecaps, a minor league baseball team created in 1994, plays at Fifth Third Ballpark which is ten minutes north of downtown Grand Rapids. The ballpark also hosts a number of outdoor events including community garage sales, the Winter Brew Festival, and concerts.

Since 2010, the signature event of the West Michigan Sports Commission (WMSC) has been the Meijer State Games of Michigan, which is a multi-sport, Olympic-style event. The annual Summer Games events began in 2010 and in 2014 the WMSC inaugurated the Winter Games. The philosophy of the games is everyone participates regardless of age or ability; everyone is welcome; and everyone plays. The Meijer State Games of Michigan is a grassroots organization which relies on thousands of local volunteers and the support of corporate partners.

An event called the Winter Games are held over three weekends in February annually. Athletes compete in fifteen sports. Opening ceremonies for the Summer Games are held annually in June. In 2019, more than 8,500 athletes competed in 32 sports.

BUDGET TIMELINE FY2021 – 2025 BUDGET PROCESS

INTERNAL SERVICE FUNDS BUDGETS

Monday, Sep 30	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to ISF Departments.
Monday, Oct 14	Internal Service Department Personnel changes due in SharePoint
Thursday, Oct 17	Training in the PB Budget System takes place for ISF Departments, incorporating the personnel data provided through SharePoint.
Thursday, Oct 31	PB is opened for ISF Department personnel who have completed training.
Friday, Nov 22	ISF Budgets Due.

OPERATING DEPARTMENT BUDGETS

Monday, Nov 18	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to Operating Departments.
Monday, Dec 2	Operating Department Personnel changes due in SharePoint.
Wednesday, Dec 18	Training in the PB Budget System takes place for Operating Departments, incorporating the personnel data provided through SharePoint.
Monday, Dec 23	PB is opened for Operating Department personnel who have completed training.
Friday, Jan 24	Operating Budgets Due.

CAPITAL BUDGET REQUESTS

Monday, Dec 23	Capital project instructions distributed.
Monday, Jan 13	Capital project requests due.
Wednesday, Jan 29	City Manager begins review of Capital project requests

FY2021 FEE OMNIBUS

Monday, Dec 23	Fee instructions distributed.
Friday, Jan 24	Fee information due.
Tuesday, April 28	Set Public Hearing for consideration of FY2021 Fee Omnibus.
~~Tuesday, May 12~~ Tuesday, May 19	Hold Public Hearing for proposed FY2021 Fee Omnibus. Resolution to Adopt FY2021 Fee Omnibus.

BUDGET OFFICE & CITY MANAGER REVIEW PROCESS

Monday, Nov 25 to Tuesday, Dec 10	Budget Office Reviews ISF Submittals.
Wednesday, Dec 11	City Manager Reviews ISF Submittals.
Monday, Jan 27 to Friday, Feb 14	Budget Office Reviews Operating Department Submittals.
Monday, Feb 17 to Friday, Mar 13	City Manager Reviews Operating Department Submittals.
Monday, Mar 16 to Friday April 3	Budget Office prepares Prelim Fiscal Plan for printing and proofing
Tuesday, Apr 28	City Manager presents FY2021 Prelim Fiscal Plan to City Commission

CITY COMMISSION REVIEW & ADOPTION PROCESS

Thursday, April 30	Budget Town Hall (Special Meeting)
Tuesday, May 5	City Commission Begins Budget Submittal Review
Tuesday, May 12	Set Public Hearing for proposed FY2021 Millage and Budget.
Tuesday, May 19	Hold Public Hearing for proposed FY2021 Millage and Budget.
Thursday, May 21	Resolution to Adopt FY2021 Millage and Budget
Wednesday, July 1	2021 Fiscal Year begins.

BUDGET PROCESS

INTRODUCTION

State of Michigan Public Act 2 of 1968, as amended, known as the "Uniform Budgeting and Accounting Act", requires that governmental units adopt an annual budget. The City of Grand Rapids Fiscal Plan is designed to meet or exceed the requirements established in that Act. The following is a brief introduction describing the planning, amending, and structure of the City's budget document.

FUND STRUCTURE FOR BUDGETED FUNDS

WHAT ARE "BUDGETARY BASIS" AND "ACCOUNTING BASIS"?

Budgetary basis is the method used to determine when revenues and expenditures are recognized for budgeting purposes. Accounting basis is used to determine when revenues and expenditures are recognized for financial reporting purposes. These determinations depend on the measurement focus of the individual fund – that is, the types of transactions and events that are reported in a fund's operating statement. The City's funds use either the modified accrual or the accrual measurement focus.

MODIFIED ACCRUAL BASIS

Funds that focus on current financial resources use the modified accrual basis, which recognizes increases and decreases in financial resources only to the extent that they reflect short-term inflows or outflows of cash. Amounts are recognized as revenue when earned as long as they are collectible within the period or soon enough thereafter to be used to pay liabilities of the current period. These individual funds are known collectively as "governmental fund types".

ACCRUAL BASIS

Funds that focus on total economic resources employ the accrual basis, which recognizes increases and decreases in economic resources as soon as the underlying event or transaction occurs. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. In the private sector, the accrual basis is often used by for-profit business enterprises and not-for-profit organizations.

For funds that use the modified accrual basis, the portion of year-end fund balance reserved for outstanding compensated absence liabilities (for example, unused vacation) is not considered part of budgetary reserves. Other than this one difference, the City endeavors to have the budgetary basis parallel the accounting basis.

RESOURCE ALLOCATION

The annual budget is developed within the context of a five- year plan.

The budget process begins with the City Manager and his Executive Team reviewing and gaining consensus relative to forecasted income tax, property tax, property tax administration fees, State-shared revenues, (i.e. sales tax) and other revenue forecasts prepared by fiscal staff for the upcoming five fiscal years.

The Budget Office then prepares comprehensive personnel cost forecasts for all regular full-time employees.

Departments are then given instruction packages, including schedules of charges, along with various electronic submission forms.

All departments are required to prepare five-year funding plans. These five-year budget requests are entered into the City's budget system at the department level.

All departmental appropriation requests are first reviewed by the Budget Office for mathematical accuracy and compliance with policy and instructions. Next, the City Manager and his Executive Team hold a series of meetings to review the requests, adjusting them as the Manager determines is necessary.

Requests for major capital project funding follow a separate but concurrent process. Requests are submitted to the Budget Office for review and summation. The City Manager and his Executive Team review the proposed projects. Capital planning for the Capital Reserve Fund and the Street Funds are completed after the operating appropriation requests are submitted.

Based on the financial data summarized in the budgeting system, the City Manager's Preliminary Fiscal Plan is assembled and submitted for review to the City Commission. In the weeks that follow, the City Commission will hold discussions and gather information regarding the various departmental requests. After a public hearing at which the public is invited to comment on the proposed budget, the final version of the operating and capital budgets are submitted to the City Commission for consideration and adoption. Both the operating and capital budgets are appropriated for the upcoming fiscal year only, within the context of their respective five-year plans.

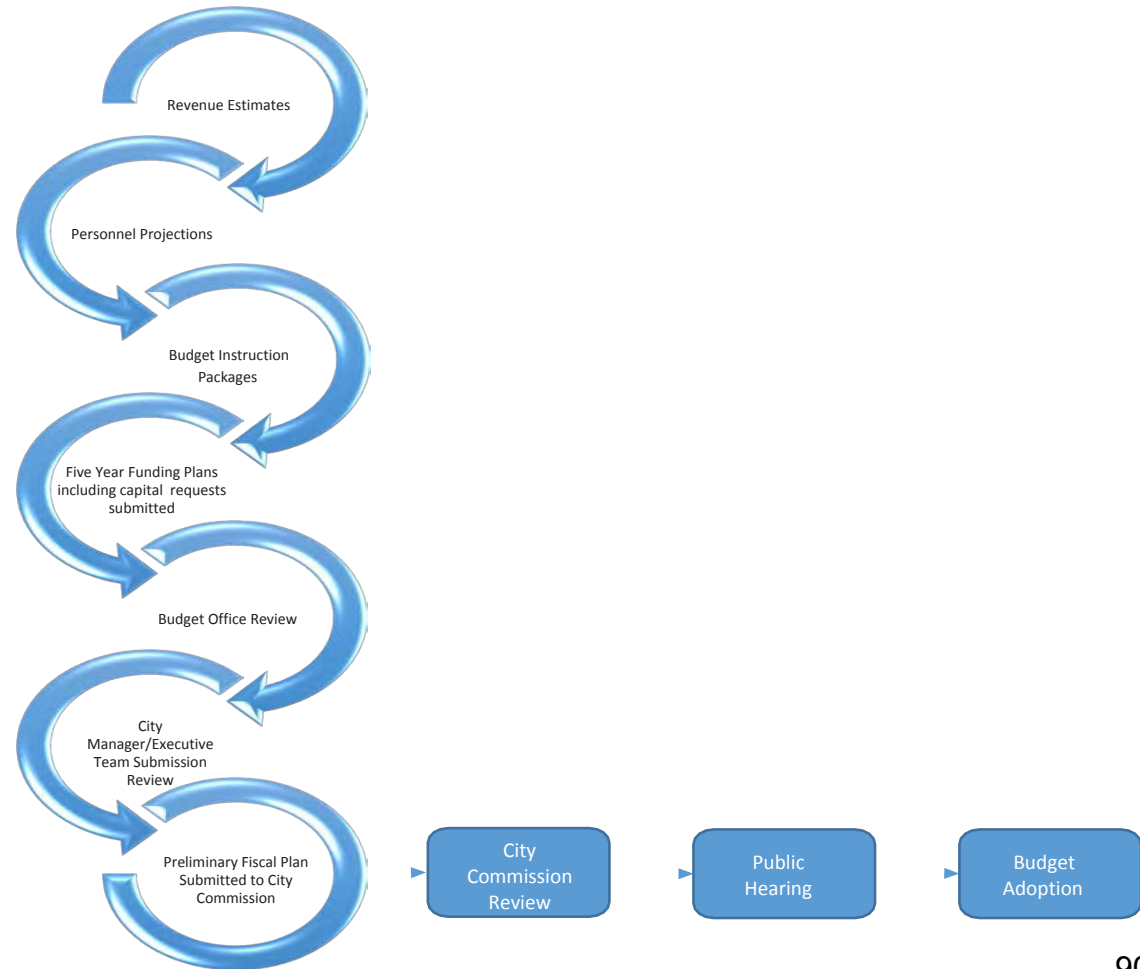
Data entered into the budgeting system by the departments and adjusted by the Budget Office, as approved by City Commission, will be interfaced with the City's accounting system (after the budget is adopted), and become the current budget on July 1st.

Although appropriation authority for most encumbrances is lapsed at the end of the fiscal year, amounts for non-operating items over \$25,000 are allowed to carry forward. Requests for re-appropriation of certain other items are considered under special circumstances, but are not generally allowed for operating-type appropriations such as supplies, postage, travel, etc.

Appropriations for grants and capital projects remain in effect until the grant funded activities and capital projects are completed or abandoned.

BUDGET AMENDMENTS

The budget ordinance, once approved, may be amended with City Commission approval. Such requests are first submitted to the Budget Office. If the request meets criteria, the Budget Office submits an ordinance amendment to the Chief Financial Officer for review. With the Chief Financial Officer's and the City Manager's approval, the request is submitted to City Commission for consideration and approval. Minor budget changes that don't affect the budget ordinance such as transfers within a fund/department, or de-obligations of previous appropriations are handled less formally within pre-established guidelines. The Budget Office posts all changes, once approved, to the accounting system.



BUDGET GUIDELINES

INTRODUCTION

The City of Grand Rapids is accountable to its citizens for the use of public dollars. Resources must be used wisely to ensure adequate funding for the services, public facilities and infrastructure necessary to meet the community's present and future needs.

Financial policies create a framework for a strategic, long-term approach to financial management. Financial management policies serve as the blueprint for the stewardship over financial resources and practices. The clear expression of policies governing the City's budget process can be a difficult task. Some of these principles may appear to be little more than common sense, barely worthy of the effort

necessary to set them forth. On the other hand, they are principles that influence the decision as to whether or not specific requests, no matter how meritorious, ever achieve the City Manager's recommended budget, and further, whether the City Commission approves the request. When a department seeks the financial support of the City Manager and the City Commissioners, it is best for all concerned that the framework for making decisions be clearly understood.

The City has many funding priorities. The City is restricted by a large body of laws, program mandates, rules, grantor restrictions and fund matching requirements, and staff is always attentive to those limitations on the operations. It is the City's historical practice to effectively and efficiently manage its operations in conformity with community wants and needs, but it must also remain attentive to legal directives and restrictions.

The City has employed a series of General Financial Guidelines for many years. The City Commission last updated the guidelines in February of 2014. This section provides background information and rationale for each set of the guidelines.

The FY2021 budget process is well underway. We continue to provide the budget forecasts within the context of our five-year plan. The projections are not intended to be a prediction of future budgetary results; rather, they serve as a financial "base case" or "benchmark" that the City Commission and others can use to assess the potential effects of policy decisions.

GUIDELINE 1 - BALANCING THE BUDGET

BACKGROUND

The City must live within its means. The City is supported by various financial resources and must function within the limits of these resources each fiscal year. A balance must be maintained so that revenues exceed expenditures. Only then can the public realize the benefits of a strong and stable government platform. It is important to understand that this economic reality applies to the City over periods of time which extend beyond the year-to-year appropriations.

By law, authorized spending cannot exceed available resources, defined as revenues generated in the current period added to reserves carried forward from prior years. We call those carry forward balances Unassigned Fund Balance in the General Operating Fund and other governmental funds that use modified accrual accounting. The Comprehensive Annual Financial Report, Internal Service Funds and Enterprise Funds that use full accrual accounting refer to the carry forward balances as Retained Earnings. Retained Earnings often include amounts that are not available for discretionary spending, namely the net book value of fixed assets that will be recognized as depreciation expense over the estimated useful life of the asset. Therefore, the budget process uses the term Unrestricted Cash as the measure of reserves that are available to be appropriated and spent in future years.

Temporary shortages, or operating deficits, can and do occur, but they should not be tolerated as extended trends. The City must continually strive to avoid operating deficits and use of one-time resources (such as fund balance or sales of assets) to fund on-going expenditures and expect the continued delivery of services to City residents and businesses.

RATIONALE

Use of one-time money in the face of a long term deficit plugs the gap without actually solving the deeper structural problem. It is an inherent bet that the problems are cyclical, not structural in nature. This method of balancing the budget may enable the City to temporarily avoid painful measures such as raising taxes or cutting services, but such avoidance can become addictive while the real problem grows in severity until ultimately requiring ever more painful solutions.

FIVE-YEAR CONTEXT

Why five years? Five years encompasses a sufficient time frame that will demonstrate the consequences of trying to fund ongoing expenditures with one-time revenues. It will show the worst surprises before they are upon the City. Of course we cannot make perfect projections of the availability of resources and expenditure requirements. Estimates are just that – estimates. They are economic models that enable us to do a reality check of our budget assumptions. The actual numbers will likely be different. However, the relationship between revenues and expenditures will most likely be in line. The long range modeling will alert us to future problems that may be created by decisions made today.

The key assumptions that significantly influence the financial forecast are shown later in this section. If we believe that alternative economic variables regarding future year revenue growth or labor costs should be used, staff can assess the impact of such alternative assumptions and illustrate the likely impacts. It is extremely important to remain focused on the

economic factors that have the highest probability of occurring. Hope cannot replace reason.

SPENDING AUTHORIZATION VS. APPROPRIATIONS

The City projects the resources required for all authorized positions, whether filled or unfilled at the time of budget adoption. Even if all positions are filled at the beginning of the year, it is inevitable that vacancies will occur throughout the year. The dollar amount required for other elements of the budget (road salt for example) is often subject to the vagaries of the weather or other factors. The Appropriation Lapse assumption has been developed in recognition that the entire amount of the approved expenditures is generally not fully spent.

Appropriation lapse is influenced by the length of time it takes for vacant positions to be filled. Further, calculated savings from mid-year changes (e.g. reductions in force) need to account for the likely delays from the time that changes are announced until the time that the change is put into effect. During the long road back from the 2009 recession, the City held positions open for long periods of time while executing the Transformation Investment Plan. Since the City in recent years has added more jobs than were being eliminated, it is likely that the lapse will be greater than prior years. The FY2021 Fiscal Plan contains an assumed lapse of \$4.9 million in the General Operating Fund. This amount is consistent with actual realized lapse over the last several fiscal years plus an approximately \$317,000 increase to account for a temporary suspension of non-essential hiring aimed at mitigating the financial impact of the COVID-19 pandemic. The appropriation lapse guidelines in other funds is as follows, however, actual budgeted lapse may vary depending on specific circumstances in each Fund:

FUND/DEPARTMENT

District Court

All Other Funds

LAPSE %

3.00%

Discretionary %

BALANCED BUDGET

Best practices in resource allocation results in ongoing expenditures being matched to ongoing revenues and one-time revenues are matched to one-time expenditures. We isolate most of these effects through the use of capital project funds and grant funds. Any potential uses of Fund Balance will be considered a one-time source of funding and as such should be matched to one-time expenditures.

GUIDELINE 2 - CONTINGENCIES

BACKGROUND

The City must plan for and allocate funding for contingencies. Unanticipated and unforeseen events can and do occur. They occur with varying degrees of significance and with varying degrees of duration. The City recognizes the importance of emergency reserves that can provide a financial cushion in years of poor revenue receipts or in the event of a major emergency.

RATIONALE

Contingency appropriations and sufficient fund balance reserves must be maintained for unanticipated expenditures or revenue shortfalls, and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The objective is for the City to be in a strong fiscal position that will be able to weather negative economic trends. This is important since the City is restricted by the requirements of various laws that limit the City from raising taxes without voter approval, thus increasing the resources available requires long lead times.

Additional factors that influence the need for and the level of fund balance reserves include the following:
To provide cash balances to facilitate the conducting of financial transactions.

Investment of reserves to provide additional program funding resources in the form of investment income.

To advance the funding for reimbursement type of grants.

To provide the ability to mitigate State budget actions that may reduce City revenue.

To front-fund or completely fund, if necessary, disaster costs or costs associated with being predominantly self-insured. (Self-insurance is only possible if reserves are set aside. In the absence of funded financial reserves the City would have no insurance.)

To provide the ability to absorb large liability settlements without the need for issuing judgment obligation bonds or to divert funding away from valued programs and critical services.

CONTINGENT ACCOUNT

BACKGROUND

Policy 700-6 states that the General Operating Fund Contingent Appropriation (allowance for unforeseen obligations) will be established each year at \$1,500,000.

FY2021 PLANNING ISSUES

The FY2021 Fiscal Plan includes \$1,200,000 for the Contingent Account appropriation in the GOF for FY2021 and \$1,500,000 each year thereafter.

FUND BALANCE & UNRESTRICTED CASH

BACKGROUND

Policy 700-6 also indicates that the unappropriated /unreserved /unassigned fund balance of the General Fund will be maintained at not less than 15% of current GOF spending and the Budget Stabilization Fund shall be no less than 10%. Current spending includes expenditures plus transfers out.

The fund balance amounts shown on the fund statements are excluding the amounts that are reflected in the Comprehensive Annual Financial Report (CAFR) as reserved or otherwise previously committed to some use or purpose. The fund statements for the fiscal plan differentiate fund balance between assigned to meet fund balance policy guidelines and unassigned. The unassigned amounts can be positive or negative. This differs from the CAFR presentation where assigned fund balances cannot exceed the actual amount of fund balance available. In the Fiscal Plan, negative unassigned cash balance is the extent that fund is below fund balance target levels.

Enterprise and Internal Service funds characterize the fund equity as "unrestricted cash". In most cases, the unrestricted cash is approximately equal to the working capital. We focus on unrestricted cash because that is the best measure of discretionary resources in funds using full accrual accounting. We have designed our Enterprise and Internal Service funds to generate cash from user charges (fees) in amounts sufficient to pay operating, maintenance, debt service, and a limited amount of "cash and carry" capital. Cash generated from bonds are only available to fund capital.

FY2021 PLANNING ISSUES

FY2021 Income tax revenues are budgeted to increase 0.5% over FY2020's estimate. FY2022 is projected to increase 2.0% and FY2023 through FY2025 is forecast to grow 2.5% year-over-year. The income tax growth projections are conservative anticipating an economic slowdown in the upcoming years. A slowdown was already being anticipated prior to the COVID-19 pandemic due to the normal cyclical nature of the economy. The country as a whole, was believed to be nearing the end of the longest economic expansion in its history at 126 months (previous record was 120 months). COVID-19 is widely expected to accelerate and deepen the slowdown. Income tax trends are monitored weekly throughout the fiscal year.

At the onset of the last recession, the City's initial response was to do what could be done to hunker down and let the storm blow over while hoping for a better day. When it became clear that we were not going to grow our way out and that no one was going to bail us out and that better days were not going to arrive, the City had no choice but to begin implementing significant staff reductions as well as other hefty cost cutting measures. This type of response will not be possible during the next recession. The primary reason for this is that the City has already reduced headcount by approximately 20% since Fiscal Year 2002. This is why it is imperative that the City continues to maintain an unassigned General Operating Fund and Budget Stabilization Fund balance to policy guidelines. Fiscal Year 2013 saw the first deposit into the Budget Stabilization Fund of \$3,683,466 or 3.1% of General Operating

Fund expenditures. In FY2016, the GOF and Budget Stabilization Funds were fully funded to the 15% and 10% guideline level respectively and ended FY2019 at 26.8% and 10.0% respectively.

GUIDELINE 3 - CAPITAL IMPROVEMENT

EXPENDITURE PROGRAM

BACKGROUND

The City's Capital Improvement expenditure program includes the purchase, renovation or upgrade of new and existing municipal equipment, facilities or physical plant infrastructure. The program is funded by multiple sources of funding, depending on the type of project and the use of the facility. As such the City develops a five-year capital improvement program budget encompassing all City municipal and physical plant facilities. Physical plant infrastructure such as the Water and Wastewater facilities also include a Master Plan covering projected renovations and expansion requirements for the next 20 years.

RATIONALE

The City must recognize the impact of new capital projects on the annual operating budget of the City. Future maintenance costs need to be identified and incorporated into the annual operating budget when new projects are completed. These costs include such things as departmental staffing, building maintenance, custodial services, landscaping, furniture and fixtures, etc. It is important to understand that capital assets need to be regularly maintained to achieve the estimated useful life of the capital asset.

The hierarchy of Sustainable Asset Management and the hallmark of Capital Planning is that existing assets must be in a state of good repair before considering and approving enhancement or expansion of the capital asset base.

A five-year capital improvement program is prepared and updated each year. The operating impact of each project should be identified and incorporated into the annual operating budget. The City will endeavor to maintain capital assets on a

regular basis. Within legal limits and the constraints of operating budgets, debt may be issued for the purchase or renovation of capital assets.

New projects will be specifically approved and added to the Capital Improvement Program. Before inclusion in the five-year capital program, information is obtained on the complete scope of work, a description of the different project phases, cost estimates for the total project (which should include adjustments for inflation based on the construction or development schedule) and recommended funding sources for the total project. Once approved, material changes to the scope of work concerning existing projects (i.e. Budget Substitutions) must be approved by the Fiscal Committee of the City Commission.

Each year the City prepares a Capital Financing Plan in conjunction with the Capital Budget. The plan details the sources of financing for all capital projects included in the Capital Budget.

The plan considers all potential sources of funding including grants and developer contributions, dedicated sources of funding such as water and sewer charges for services, or other Special Revenue or Internal Service Fund fees, general tax revenues, and debt financing.

GUIDELINE 4 - CAPITAL RESERVE FUND

BACKGROUND

The City maintains a Capital Reserve Fund for the purposes of establishing a financing mechanism to support the General Capital Improvements Program of the City.

The FY2015 budget established the framework for the Public Assets pillar aimed at long-term sustainability of public capital assets. Half of the City, Village, and Township Revenue Sharing Program (CVTRS) revenues are now pledged toward capital asset management, and the City Commission also authorized increasing the income tax set-aside by 1% (to 5%) in FY2015. The FY2018 budget reduced the income tax set-aside to 4.5%. This dropped to 4.25% for the FY2020 and

FY2021 Fiscal Plans. The capital set-aside percentages apply only to the 1.3% base income tax revenues. These funding mechanisms are currently sufficient to provide support and ensure Pillar II sustainable asset management strategies will be appropriately funded.

FY2021 PLANNING ISSUES

The funding sources noted above, along with the development of a long-term Capital Management Plan, has matched ongoing revenues to the ongoing replacement or rehabilitation expenditures in the Capital Improvement Fund. Careful monitoring will ensure Pillar II Sustainable Asset Management is achieved long into the future.

GUIDELINE 5 - STREETS CAPITAL FUND

BACKGROUND

The City's 21st Century Task Force concluded that Gas and Weight Tax receipts would be insufficient to maintain the Major and Local Streets. The Task Force recommended that the General Operating Fund provide supplemental funding to the Streets Capital Fund. The General Operating Fund provided supplemental funding for many years but the General Operating Fund support ended due to financial pressures in the General Operating Fund.

FY2021 PLANNING ISSUES

The Sustainable Streets Task Force had been meeting since early 2012. They concluded that the condition of major and local streets was deteriorating and additional ongoing revenues were necessary to reverse the trend. This prompted the decision to ask voters for a 15 year extension to the temporary income tax rate approved by voters in 2010 which would be dedicated to Vital Streets. Following voter approval of a ballot measure to extend the 0.2% increase in the income tax rate for 15 years, the Vital Streets Oversight Commission was formed and began meeting monthly.

The Vital Streets Capital Plan requires investment of \$22 million annually for 15 years, to bring streets into 70% good and fair condition by the end of the 15 year extension of the income tax rate increase. Included in the \$22+ million, the City committed to provide a "maintenance of approximately \$3.5 million from gas and weight tax revenues and \$13 million of GOF support. FY2021 estimates \$13.8 million in revenue from the income tax extension which began in FY2016 as well as the required increased State funding of at least \$6 million per year, with grants making up the remainder. State funding was secured when voters approved Proposal 1 on May 5, 2015.

OTHER BUDGET POLICIES

There are other policy issues that the City is required to consider in developing the budget. These items arose in conjunction with ballot measures where the taxpayers considered dedicated sources of funding for the Public Library and increased funding for Parks through a dedicated 7 year millage, and more recently, a dedicated permanent millage.

PUBLIC LIBRARY

The Public Library Fund is designated as the depository of revenues from the Library Millage, (currently 2.3722 mills) of the General Operating levy. Such funds are restricted, by City Charter, to the operating/maintenance expenses and capital improvement needs of the Grand Rapids Public Library System.

POLICE

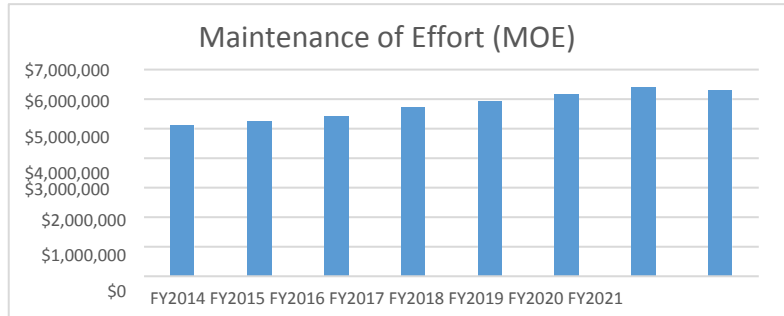
Annual General Operating Fund appropriations in support of Police services shall be established in an amount equal to not less than 32% of the total annual GOF appropriation. The FY2021 Preliminary Fiscal Plan GOF appropriation in support of Police services is 38.47%.

PARK AND RECREATIONAL PROJECTS AND PROGRAMMING

The Grand Rapids Parks and Recreation Department is at a pivotal moment in establishing a new direction for the city's parks and recreation system and has been energizing the community and partner organizations through meaningful and active engagement. Today, the Grand Rapids Parks and Recreation Department is within a stage of rebuilding. This includes grounding an established and strong internal culture, strategically building a sustainable organizational structure, and continuing to build a strong external identity within the community that is committed to a sustainable and inclusive urban park and recreation system. Citizens of Grand Rapids

continue to emphasize the importance of recreational opportunities as an essential public service. This importance was consistently heard across all demographics of Grand Rapids' increasingly diverse community through over a year of distinct and meaningful engagement as part of the unanimously adopted Strategic Parks and Recreation Master Plan. The importance of parks and recreational opportunities was also heard through a recent ballot initiative where residents of Grand Rapids overwhelmingly approved a proposal that will provide dedicated funding for parks, pools, operations and recreation through a permanent millage of 1.25 mills starting in July 1, 2021 (FY2022).

Delivering on the commitment to be a sustainable and inclusive urban park and recreation system, the Grand Rapids Parks and Recreation Department continues to be diligent in aligning resources with level of service. The Department continues to be strategic in managing under the established Maintenance of Effort (MOE) investment from the General Operating Fund. As illustrated in the following chart, the MOE has grown by over \$1.2 million from its inception in FY2014:



In coordination with the parks millage capital investments, the maintenance of effort has helped to enable us to improve our level of maintenance as depicted below:

% Parks Maintained				
	2011	6/30/2017	12/31/2018	FUTURE
A	0.0%	0.0%	5.1%	11.5%
B	14.1%	15.4%	24.4%	61.5%
C	64.1%	82.1%	69.2%	26.9%
D	21.8%	2.6%	1.3%	0.0%

Future operational and capital needs will also be shared over the course of the next budget year for the purpose of understanding and meeting the outcomes and expectations of the community.

2021 Budget Input Payroll Rate Sheet					
Category	2021	2022	2023	2024	2025
Clothing Allowance					
CLOTHING (Clothing Allowance)	1080.00	1080.00	1080.00	1080.00	1080.00
Education					
EDUCATION 500 (Education \$500) EDUCATION 750	500.00	500.00	500.00	500.00	500.00
(Education \$750)	750.00	750.00	750.00	750.00	750.00
Health Insurance					
HEALTH (HEALTH)	14312.00	15766.00	17567.00	19321.00	21041.00
HEALTH LIBRARY (HEALTH LIBRARY)	11300.00	12430.00	13673.00	15040.00	16544.00
Pension and Medicare Supplement					
MEDSUP FIRE (MEDSUP FIRE)	0.80%	0.80%	0.80%	0.80%	0.80%
MEDSUP GENERAL (MEDSUP GENERAL)	0.70%	0.70%	0.70%	0.70%	0.70%
MEDSUP POLC COMMAND (MEDSUP POLICE COMMAND)	0.70%	0.70%	0.70%	0.70%	0.70%
MEDSUP POLC OFCSGTS (MEDSUP POLICE OFFICERS AND SERGEANTS)	0.50%	0.50%	0.50%	0.50%	0.50%
PENSION FIRE (PENSION FIRE)	28.02%	29.99%	30.88%	31.68%	33.08%
PENSION GENERAL (PENSION GENERAL)	22.59%	22.73%	22.15%	21.83%	21.49%
PENSION POLC COMMAND (PENSION POLICE COMMAND)	28.02%	29.99%	30.88%	31.68%	33.08%
PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS)	28.02%	29.99%	30.88%	31.68%	33.08%
Retiree Health					
RET HLTH ECO (RETIREE HEALTH ECO)	4.80%	4.78%	4.76%	4.71%	4.66%
RET HLTH FIRE (RETIREE HEALTH FIRE)	8.51%	8.19%	7.95%	7.61%	7.24%
RET HLTH GENERAL (RETIREE HEALTH GENERAL)	5.96%	5.93%	5.91%	5.84%	5.78%
RET HLTH LIBRARY (RETIREE HEALTH LIBRARY)	3.31%	3.29%	3.29%	3.28%	3.29%
RET HLTH POLICE (RETIREE HEALTH POLICE)	6.33%	5.86%	5.51%	5.15%	4.83%
Employer FICA					
MEDICARE (Medicare Only)	1.45%	1.45%	1.45%	1.45%	1.45%
SOCSEC (Social Security & Medicare)	6.20%	6.20%	6.20%	6.20%	6.20%
TOTAL (Total)	7.65%	7.65%	7.65%	7.65%	7.65%
SOCSEC (OASDI Limit)	132300.00	137100.00	142800.00	149400.00	156000.00
Fiscal Wage Increase Factor					
SALARY 61ST ()	2.75%	2.50%	0.00%	0.00%	0.00%

2021 Budget Input Payroll Rate Sheet							
Category	2021	2022	2023	2024	2025		
SALARY APACITY ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY APACOURT ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY APPOINTED ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY CITY ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY CITYMNGR ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY COMMSUPV ()	2.50%	2.40%	0.00%	0.00%	0.00%		
SALARY COURT ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY ELECTED ()	2.00%	0.00%	0.00%	0.00%	0.00%		
SALARY EXECPLAN ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY IAFF ()	2.50%	2.50%	0.00%	0.00%	0.00%		
SALARY LIBRMGT ()	2.50%	2.00%	0.00%	0.00%	0.00%		
SALARY LIBRPAGE ()	2.50%	2.00%	0.00%	0.00%	0.00%		
SALARY LIBRPT ()	2.50%	2.00%	0.00%	0.00%	0.00%		
SALARY LIBRRF ()	2.50%	2.00%	0.00%	0.00%	0.00%		
SALARY LIBRSUPV ()	2.50%	2.00%	0.00%	0.00%	0.00%		
SALARY MGTNON ()	2.75%	2.50%	0.00%	0.00%	0.00%		
SALARY POLC1 ()	2.85%	2.70%	0.00%	0.00%	0.00%		
SALARY POLC2 ()	2.60%	2.50%	0.00%	0.00%	0.00%		
SALARY POLC4 ()	2.50%	2.30%	0.00%	0.00%	0.00%		
SALARY POLC5 ()	2.85%	2.75%	0.00%	0.00%	0.00%		
SALARY POLC5 CAPTAIN ()	2.60%	2.60%	0.00%	0.00%	0.00%		
Trade Skill Stipend							
TRADE SKILL STIPEND (Trade Skill Stipend)	8000.00	8000.00	8000.00	8000.00	8000.00		
Unemployment Compensation							
UNE_FT (Unemployment FT)	0.14%	0.14%	0.14%	0.14%	0.14%		
UNE_PPT (Unemployment PPT)	0.14%	0.14%	0.14%	0.14%	0.14%		
UNE_PT (Unemployment PT)	3.79%	3.79%	3.79%	3.79%	3.79%		
Monthly Parking Rates							
Government Center Ramp	152.00	155.00	158.00	161.00	164.00		
GREIU Parking Rates	59.12	63.26	67.68	72.42	77.49		
Mileage Rates	0.58	0.58	0.58	0.58	0.58		
Appropriation Lapse (9959)							

2021 Budget Input Payroll Rate Sheet							
Category	2021	2022	2023	2024	2025		
General Fund (Budget Office to apply lapse)	3.00%	3.00%	3.00%	3.00%	3.00%		3.00%
District Court (Dept to apply lapse)	3.00%	3.00%	3.00%	3.00%	3.00%		3.00%
All Other Departments (Subject to Budget Office review)	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%

REVENUE OVERVIEW

This section provides an overview of the City of Grand Rapids' Fiscal Plan revenues. The narrative and graphics present revenue information for all budgeted funds as well as separate revenue data by source and by fund.

The General Operating Fund (GOF) is where the City accounts for most tax supported activities. Several years ago City income tax and property tax revenues were 38.6% and 16.9% of total GOF revenues respectively, but for FY2021 the proportionate shares are projected to be 58.7% and 10.3%. The shift to the more economically volatile Income Tax as the primary GOF revenue source has contributed, in part, to the ongoing GOF budget constraints. Also contributing to the City's economic challenges is the reduction in statutory revenue sharing program which has never fully recovered from earlier highs.

City revenues are most easily explained by separating the sources into six major groups.

Group 1 - Charges for Services



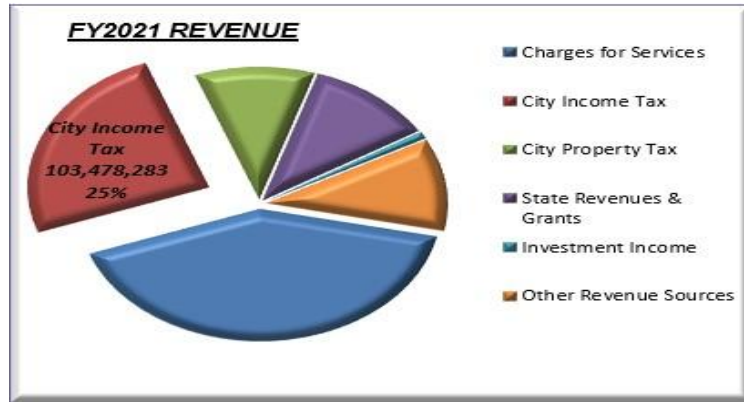
Charges for Services consist of revenues derived from charging the recipient for the product or service provided by the City. The majority of revenue from user charges is from the Enterprise Funds; Water Supply System, Sewage Disposal System, and Parking System. These systems are large operations serving City residents and businesses as well as several surrounding communities.

Other City funds with user fee revenues include the 61st District Court, Refuse Collection and Disposal, Building Inspection, Street, Vehicle Storage, and Parks Funds. Examples of charges for services include Licensing Fees, Refuse Collection and Disposal Fees, Inspection Fees and Special Event Fees.

This category is an increasingly larger revenue source as the City has focused more attention on full cost recovery from user charges. Unlike the private sector, state laws and related court cases limit City fees to the costs of the services provided, while any additional amounts would be considered to be an unauthorized tax. A comprehensive Water and Sewer Rate Study is prepared annually to ensure compliance with state laws and with bond covenants, and to assure the solvency of the Systems. All other user fees are examined and adjusted on an annual basis by the individual departments.

City Departments have been directed to focus on achieving 100% cost recovery for all services. If achievement of the 100% recovery level will negatively impact the Strategic Plan goals, departments should recommend an alternative cost recovery goal, and identify a source of subsidy for any unrecovered costs.

Group 2 - City Income Taxes



With the approval of Michigan Public Act 284 in 1964, as amended, the State authorized Michigan cities to adopt uniform city income tax ordinances if approved by the City's voters. Income tax receipts are deposited into the General Operating Fund, Capital Reserve Fund, Vital Streets Fund and the Sidewalk Repair Fund.

In 1967, the voters approved a two mill reduction in the City's property tax millage and a new tax on income earned within the City regardless of the residence of the taxpayer. Taxed income includes business net income and individuals' salaries and wages. Up to and including the calendar year ending December 31, 1995, residents paid 1% and non-residents paid 1/2 of 1%.

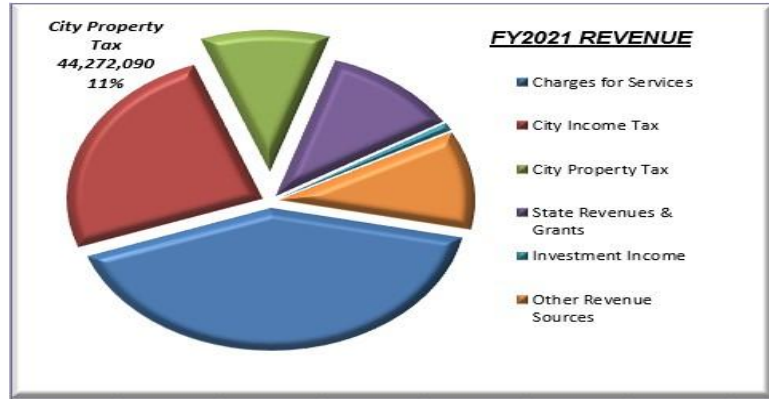
In 1995, the City's voters authorized an increase in the income tax from 1.0 % to 1.3% for residents and from 0.5% to 0.65% for non-residents effective January 1, 1996. In May, 2010 the City's electorate authorized a temporary increase in the income tax from 1.3% to 1.5% for residents and from 0.65% to 0.75% for non-residents effective July 1, 2010 through June 30, 2015. In May 2014, voters approved extending the temporary income tax increase another 15 years to pay for Vital Streets.

Beginning July 1, 2010, the dependency exemption was lowered from \$750 to \$600 per dependent.

Assumptions are made as to the rate at which taxable income is expected to grow. We then overlay the temporary increase in the income tax rate and the permanent decrease in the exemption rate. The estimated revenues shown in the fiscal plan include the additional revenue from this ballot measure and are shown on the Vital Streets and Sidewalk Repair Fund Statements. Income tax revenue (other than that generated by the May 2014 ballot measure) is divided between the Capital Reserve Fund and the General Operating Fund.

FY2019 year-end income tax revenues trended above FY2018 revenues with a growth rate of 6.62%. The growth trend is expected to have a slight uptick in FY2021, and staff is predicting that FY2020 will end the year down 2.0% over FY2019 results due to the COVID-19 outbreak. This budget anticipates a 0.5% increase in income taxes in FY2021 a 2% increase in FY2022 and then a 2.5% increase each year of the remaining forecast period of FY2023-FY2025. Staff monitor actual income tax receipts weekly and also pay close attention to key economic indicators while making income tax receipt projections for future year Fiscal Plans.

Group 3 - City Property Taxes



Real Property Tax

Property taxes, currently the City's fifth largest overall source of funds, have long been a serious citizen concern in Michigan. The General Property Tax Act, Michigan Public Act 206 of 1893, is regularly amended by State legislators but voters approved major changes in 1978 and 1994 which affect the City of Grand Rapids' property tax revenues on an ongoing basis.

In 1978, the "Headlee Amendment" and enabling legislation, Michigan Public Act 35 of 1979, placed limitations on increases of property tax millage rates by the State. The Headlee Amendment effectively reduces the maximum authorized tax rate that can be levied by a local taxing unit. Under the Headlee Amendment, if taxable property values rise faster than consumer prices, the maximum authorized millage rate is

reduced, or "rolled back" to what would have been calculated if the inflation rate were used for valuation.

Until 1994, property taxes were based on a property's assessed value or an amount equal to 50% of the property's market value. This meant that property taxes went up and down in close relation to an increase or decrease in property value. With the passage of Proposal A, however, the tax was stabilized. In fact, some of the tax burden was shifted from property to sales tax, which was increased from 4% to 6%.

Proposal A created a new basis by which property tax would be calculated: the taxable value of the property. The taxable value of a property can only increase each year by the lesser of the rate of inflation or 5%. This allowed property values to rise in the 1990s without a corresponding rise in taxes. Unfortunately, it can also allow property values to fall without a corresponding decrease in taxes. It should also be noted that new construction and transfers of ownership are exceptions to the cap.

The initial Headlee Amendment permitted rolled back millages to be adjusted upward when property tax values increased by less than the rate of inflation. However, the Legislature eliminated any millage rate recovery for this situation following the passage of Proposal A in 1994.

Pursuant to Michigan Public Act 298 of 1917, as amended, the City is authorized to levy up to 3.0000 mills for refuse collection and disposal activities without seeking voter approval.

Public Act 359 of 1925, as amended authorizes home rule cities, like Grand Rapids, to levy up to \$50,000 for promotional purposes. After collecting these property taxes, the City disburses the funds to Experience Grand Rapids.

City Property Taxes are generated by applying the approved millage rates to the taxable value of a property. One mill equals \$1.00 per \$1,000 of taxable property value. The taxable

value of property may be less than or equal to but cannot exceed the property's SEV. Property tax revenues are deposited into the General Operating, Library, Capital Reserve, Refuse Collection and Disposal, and Parks Millage funds.

Leading up to the 2007/2008 great recession, the gap between the City's SEV and TV peaked at approximately 15%. Viewing this gap in terms of the property tax base indicates that the City was not allowed to collect taxes on 15% of the value on the assessment roll. However, the large gap between SEV and TV allowed the City's property tax base to annually grow by slightly more than the CPI in the years leading up to the great recession.

Due to declines in property values that ensued between 2007 and 2013, the gap between SEV and TV eroded from 15% to less than 4%. During this same time, the City's property tax base declined as TV's of individual properties dropped below SEV's. Since 2015, the City's taxable value has turned positive as the real estate market continues to improve, however Proposal A will continue to limit growth in property tax revenue.

Personal Property

A package of bills passed in 2012, and the subsequent passage by voters of Proposal 1 of 2014, created two personal property exemptions. The first exemption, which began in 2014, is the "Eligible Personal Property" exemption. The second exemption, which began in 2016, is the "Eligible Manufacturing Personal Property" exemption.

The "Eligible Personal Property" exemption, also known as the "Small Taxpayer Exemption" exempts business personal property owned, leased, or in the possession of a business, if the total true cash value is less than \$80,000 in that local unit. Businesses must annually file an affidavit with the local assessor to be eligible for the exemption.

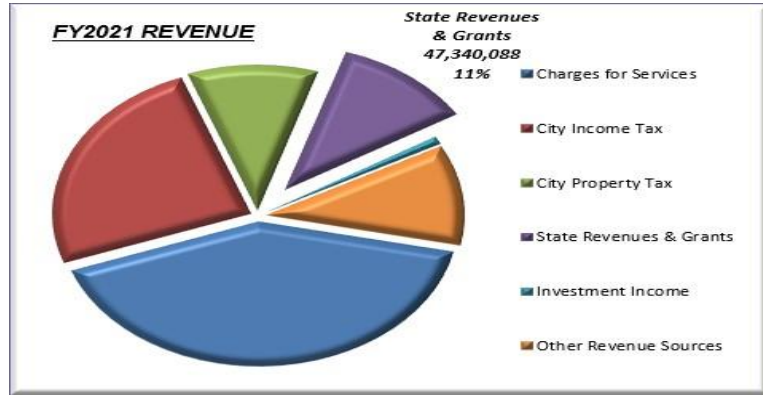
The "Eligible Manufacturing Personal Property" exemption eliminates personal property taxes on personal property which is used either for industrial processing, or direct integrated support of industrial processing. The exemption is phased in over several years beginning in 2016. By 2023, all eligible manufacturing personal property will be exempt in the State of Michigan.

Other features of the bills include a proportion of "Use Tax" revenues be redirected to local units of government to offset revenue losses caused by the exemptions; establishment of a "State Essential Services Assessment" which was levied against exempt personal property in 2016 with the revenue going to the State's general fund; and creation of the "Local Community Stabilization Authority" which will receive and disburse the local communities share of the State "Use Tax." Each municipality's percentage of general operating millage used to fund the cost of essential services (police, fire ambulance or jails) in the municipality's fiscal year ending in 2012 will be used in the calculation of each municipality's Local Community Stabilization Share Revenue Essential Services Distribution starting in 2016. The total amount projected to be received by the City's General Fund in FY2021 for Essential Services is \$408,076.

City Property Tax Conclusion

The effects of the recovering real property market, combined with the expectation of 100% reimbursement for personal property exemption losses, are expected to result in steady property tax revenue increases of slightly under 2.5%. Property taxes are also a key source of funding for most of the City's component units, including the Downtown Development Authority, the Monroe North Tax Increment Financing Authority, the Smart Zone Local Development Financing Authority, the Brownfield Redevelopment Authority, and the various corridor improvement districts.

Group 4 - State Revenues and Grants



State Revenues and Grants include three major sources of revenues. State grants, state shared revenues and gas and weight taxes, are historically the City's third largest source of funds. State revenues and grants are dependent on the State's economic health.

State Grants

State grants support operating and capital activities for City projects ranging from child enrichment programs to street improvements. The amount of State grants received annually fluctuates depending on the timing and purpose of the grant. Like other grants, State grant revenues and expenditures are recognized via budget amendments when award letters or agreements are received from the granting agency.

State Shared Revenues

Revenue Sharing is the State program that previously distributed portions of the 6% total sales tax collected by the State and distributed to the cities according to predetermined formulae. The City historically received revenue sharing payments from the State under both the State Constitution and the Michigan Revenue Sharing Act, P.A. 140 of 1971; however, in FY2012, the State eliminated Statutory Revenue Sharing altogether and replaced it with the Economic Vitality Incentive Program (EVIP) which was later renamed to the City, Village and Township Revenue Sharing Program (CVTRS).

Overall, State Revenue Sharing distributions are well below the highs received in 2002, primarily due to cuts in the statutory (now CVTRS) component of the revenue. The last several years have shown small increases in the Constitutional revenue sharing distributions while the CVTRS payments have remained constant. However, due to the anticipated economic impact associated with the recent COVID-19 outbreak, staff have projected State Revenue Sharing distributions to decline 5% from the most recent State of Michigan guidance (Executive Recommendation updated February 6, 2020). Constitutional Revenue Sharing revenues are deposited to the General Administration Account and CVTRS revenues are split evenly between the General Fund and Capital Reserve Fund.

State Gas and Weight Taxes

The Michigan Constitution provides that certain proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles be deposited into the Michigan Transportation Fund. Revenues deposited into the Fund are allocated by a formula established under Public Act 51 of 1951, and transferred to several organizations, including the City, for transportation purposes.

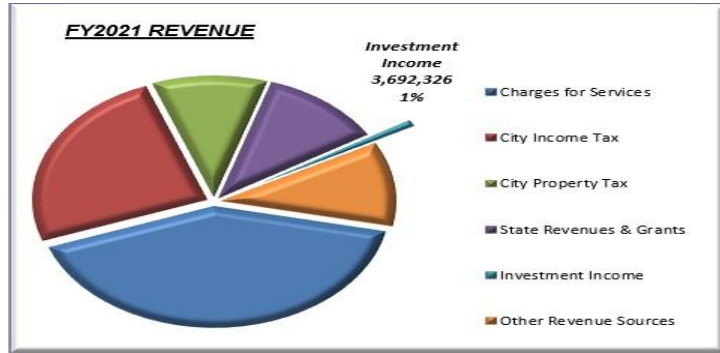
These funds (known as "Gas and Weight Taxes") are distributed to cities and villages, after certain deductions by

the State, on the basis of population and mileage for the type of street when compared to the total for the State.

Staff had anticipated base Gas and Weight taxes to increase by 1% in FY2021. However, a 5% overall reduction from the original forecast has been projected due to the economic impact of the COVID-19 outbreak and the resulting decline in motor fuel consumption. The State of Michigan took action in 2016 (City's FY2017 and beyond) and passed legislation that increased gas and weight taxes, as well as registration and other fees which will provide increased revenues to municipalities across the state. Current estimates call for a phased in approach over the next 6 years which will increase revenues by approximately \$9 million annually to the City. The first \$6 million of the increased revenue will be allocated to Vital Streets as promised in the Investment Guidelines and any amounts exceeding \$6 million will be allocated between Vital Streets Capital and Operations proportionately.

If fully realized, the anticipated new revenues will meet and exceed the projections developed when the investment amounts were established as part of the Vital Streets Income Tax Extension and will allow the City to meet its goal of 70% of streets "good or fair" by the end of the 15 year tax increase.

Group 5 - Investment Earnings



Investment Earnings are the result of investing cash at prevailing interest rates until it is needed to pay for goods and services. The City Treasurer is authorized by State statute and City ordinance to invest surplus monies belonging to and under the control of the City. Surplus funds must be invested in accordance with Michigan Public Act 66 of 1977, as amended, (MCL 129.91 et seq.); Chapter 18 of the Grand Rapids City Code and the City of Grand Rapids Investment Policy. In summary, the City Treasurer may invest in the following investment instruments:

- Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, subject to a variety of criteria.

- Commercial paper rated at the time of purchase within the two highest classifications established by not less than two of the standard ratings services and that matures not more than 270 days after date of purchase.
- United States or federal agency or instrumentality obligation repurchase agreements.
- Bankers' acceptances of United States Banks.
- Obligations of Michigan or any of its subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.
- Mutual funds registered under the federal Investment Company Act of 1940 (title I of chapter 686, 54 Stat. 789, 15 USC 80a-1 to 80a-3 and 80a-4 to 80a-64) composed of investment vehicles which are legal for direct investment by local units of government in Michigan. These investments are also subject to a variety of criteria.
- Investment pools organized under the Local Government Investment Pools Act (Michigan Public Act 121 of 1985,) as amended, and/or organized under the Surplus Funds Investment Pool Act (Michigan Public Act 367 of 1982.) subject to a variety of criteria.

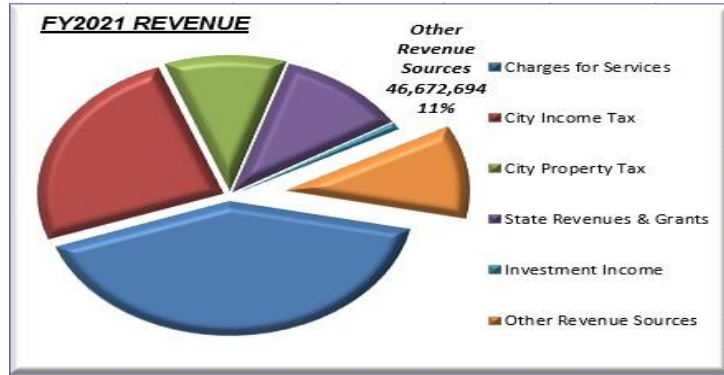
The above investment instruments and the cash balances in the City's checking accounts are subject to certain risks, as are all investment instruments. By restricting the investment options the City Treasurer has to the investment instruments listed above, State law and City code have greatly reduced the level of risk when investing the City's funds. However, the City's investments are still subject to the risks summarized below. Additional information regarding investment risk is

described in the City's audited Comprehensive Annual Financial Report available online.

-
- Credit Risk: The risk that an issuer or other counter-party to an investment will not fulfill its obligations.
 - Custodial Credit Risk: The risk that, in the event of a failure of the counter-party, the City may not be able to recover the value of investments or collateral securities that are in the possession of an outside party.
 - Interest Rate Risk: This risk is the exposure of investments to changes in market value when interest rates change.
 - Concentration of Credit Risk: The City's Investment Policy places limits on the amount that may be invested in any one issuer. The policy allows a maximum investment of 25% of available funds to be invested per financial institution at the time of the investment. In other words, the City Treasurer may not place all of the City's "eggs" in one basket.

Over the last few years, the City took a different approach to investing excess cash balances. The City contracted with three third-party money managers and has been aggressively placing excess funds for more active management by these professional managers. This approach has been paying off with increased overall yields and the budget reflects those increased returns over the next several years.

Group 6 - Other Sources



Cost Allocation

Other sources of revenue include a multitude of minor items including funds transferred from non-General Operating Funds to the General Operating Fund for centralized support services like human resources and accounting. The amounts are determined by the City's Cost Allocation Plan which is prepared in compliance with the requirements of 2 CFR Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

Cost allocation charges to the departments/funds are driven by the amount being allocated from the various central service departments. Annual fluctuations could be the result of either the central service departments incurring higher or lower expenditures or the allocation base increasing or decreasing for a recipient department/fund.

Grants

Normally grant revenues and expenditures are budgeted in their entirety via a budget amendment in the fiscal year they are received. For multiple year grants, these appropriations remain in effect until the grant is closed so there is no subsequent budget activity in future fiscal years. The current year estimate includes only the actual revenue receipts and expenditures that are anticipated to take place during the fiscal year. The following year's proposed grants budgeted in the Fiscal Plan are those new grants that are awarded and not previously budgeted. The budget authority for these new grants will also remain in effect until they are closed.

Fiduciary Funds

The total revenues of the City's budgeted funds include fiduciary funds. These funds are used to account for assets held in trust by the City for the benefit of individuals or other entities.

STATEMENT OF ACQUISITION AND USE OF SURVEILLANCE EQUIPMENT AND SURVEILLANCE SERVICES

THE CITY OF GRAND RAPIDS ADMINISTRATIVE POLICY NUMBER 15-03 DATED MARCH 24, 2015 TITLED ACQUISITION AND USE OF SURVEILLANCE EQUIPMENT AND SURVEILLANCE SERVICES REQUIRES THAT THE CITY, AS PART OF ITS ANNUAL FISCAL PLAN, SHALL SEPARATELY IDENTIFY PUBLIC FUNDS BUDGETED FOR THE ACQUISITION OF NEW SURVEILLANCE EQUIPMENT THAT IS SUBJECT TO THE POLICY.

THE FY2021 FISCAL PLAN DOES NOT INCLUDE FUNDING FOR ANY NEW PROGRAMS OR PROJECTS THAT MEET THE CRITERIA AND DEFINITION OF POLICY NUMBER 15-03.

INTRODUCTION TO FUND SUMMARIES

The City of Grand Rapids accounts for expenditures and revenues according to the generally accepted accounting practices as defined by the Governmental Accounting Standards Board (GASB). These standards require public agencies to maintain separate accountability over financial resources dedicated for specific financial purposes through fund designations. Governmental financial operations will incorporate several different types of funds. In order to have a reasonable structure, funds are classified in generic groups.

The groups budgeted by the City of Grand Rapids, and included in this Fiscal Plan, are governmental fund types and proprietary fund types. These fund types are defined as follows:

GOVERNMENTAL FUND TYPES

The funds used to fund those activities of a government that are carried out to provide services to citizens and that are financed primarily through taxes and intergovernmental revenues. Governmental Fund Types include five types of funds – general, special revenue, debt service, capital projects and permanent.

GENERAL FUND - Normally the most important fund of a municipality, it accounts for all resources not otherwise devoted to specific activities and finances many of the basic municipal functions, such as general administration, fire and police. This fund is the recipient of the bulk of the general tax dollars (e.g. income tax, property tax) paid by the community.

SPECIAL REVENUE - Accounts for receipts from revenue sources that have been earmarked for specific activities. For example, motor vehicle gas and weight taxes shared with local governments by the State for street maintenance might be accounted for in a Street Fund.

PERMANENT - Used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs.

DEBT SERVICE - Accounts for the financing of the interest and retirement of principal of general long-term debt.

CAPITAL PROJECTS - Accounts for the acquisition of capital facilities, which may be financed out of bond issues, grants-in-aid, or transfers from other funds. This type of fund is limited to accounting for the receipts and expenditures on capital projects. Any bond issues involved will be serviced and repaid by the Debt Service Funds.

PROPRIETARY FUND TYPES

These funds are used to account for a government's business-type activities supported, at least in part, by fees or charges.

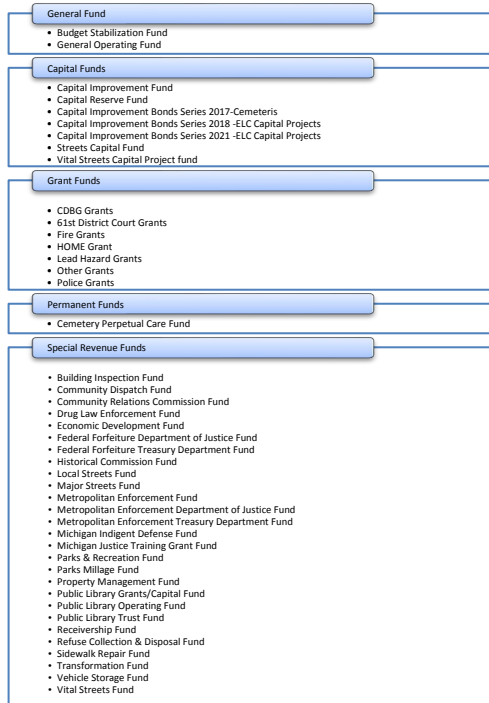
ENTERPRISE - Accounts for business type activities. Municipal utilities, convention centers, parking operations and other activities supported largely by user charges may be accounted for by this type fund.

INTERNAL SERVICE - These funds are similar to enterprise funds except that the services are not rendered to the general public but are for other governmental organization units within the same governmental jurisdiction. The operations of such activities as motor equipment services, data processing and building and grounds maintenance have been placed under this type of fund to account for the cost of such services and to encourage economy in their use.

The individual fund statements supported by supplemental information for each of the budgeted funds follow the combined fund statement. Each fund statement provides a two-year financial history of the fund, as well as an additional five years projection. Statements have been organized by fund type.

It is important to note that, although each fund is a separate entity, certain payments are often made from one fund to another. Such "contributions to other funds" could be made for any number of reasons. Perhaps the most obvious reason would be a subsidy to support the services of the recipient fund. Such a transfer most commonly occurs from the City's General Operating Fund. That fund, as the beneficiary of the general tax dollars of the community, is a resource to support other activities. Also, by design, operations of Internal Service Funds are supported by revenues from other funds. To avoid a distortion of the overall city financial picture, the combined fund statement addresses such transfers under the column titled Inter-Fund Eliminations.

Modified Accrual Basis of Budgeting and Accounting



What are “Budgetary Basis” and “Accounting Basis?”

Budgetary basis is the method used to determine when revenues and expenditures are recognized for budgeting purposes. Accounting basis is used to determine when revenues and expenditures are recognized for financial reporting purposes. These determinations depend on the measurement focus of the individual fund – that is, the types of transactions and events that are reported in a fund’s operating statement. The City of Grand Rapids’ funds use either the modified accrual or accrual measurement focus.

Modified Accrual Basis

Funds that focus on current financial resources use the modified accrual basis which recognizes increases and decreases in financial resources only to the extent that they reflect short-term inflows or outflows of cash. Amounts are recognized as revenue when earned as long as they are collectible within the period or soon enough thereafter to be used to pay liabilities of the current period. These funds are known collectively as “governmental fund types.”

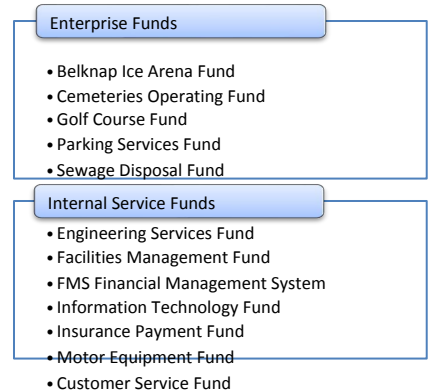
Accrual Basis

Funds that focus on total economic resources employ the accrual basis which recognizes increases and decreases in economic resources as soon as the underlying event or transaction occurs. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. In the private sector, the accrual basis is often used by for-profit business enterprises and not-for-profit organizations.

Difference between the City’s Budgetary Basis and Accounting Basis

For funds that use the modified accrual basis, the portion of year-end fund balance reserved for outstanding compensated absence liabilities (for example, unused vacation) is not considered part of budgetary reserves.

Accrual Basis of Budgeting and Accounting



CITY FUNDS BY CLASSIFICATION WITH APPROVED APPROPRIATIONS

\$539,634,637 - JULY 1, 2020

GENERAL OPERATING	
General Operating Fund	\$ 146,078,885

SPECIAL REVENUE	
Building Inspection	\$ 4,984,748
Community Dispatch	5,841,030
61st District Court	13,658,772
Drug Law Enforcement	339,461
Economic Development Corporation (EDC)	488,259
Federal Forfeitures - Department of Justice	70,000
Historical Commission	5,400
Local Streets	7,600,574
Major Streets	22,467,855
Metropolitan Enforcement Team (MET)	87,800
Michigan Indigent Defense Commission	502,130
Michigan Justice Training	55,000
Parks and Recreation	7,404,901
Parks Millage	5,172,067
Property Management	836,384
Public Library	13,465,661
Receivership Subfund	5,000
Refuse Collection	14,610,037
Sidewalk Repair	2,544,880
Transformation Fund	232,500
CRC-Rosa Activities	5,000
Vehicle Storage Facility	827,064
Vital Streets Operating	27,136,574
	\$ 128,341,094

INTERNAL SERVICE	
Engineering Services	\$ 6,066,207
Facilities Operating	5,210,844
Facilities Capital	1,763,225
FMS Fund	671,990
Information Technology Operating	6,884,832
Information Technology Capital	1,439,474
Customer Service	2,037,532
Insurance Health Subfund	25,859,989
Insurance Risk Management Subfund	4,975,813
Motor Equipment Operating	7,767,355
Motor Equipment Capital	5,838,711
	\$ 68,515,972

ENTERPRISE	
Auto Parking	\$ 21,436,819
Belknap Ice Arena	238,500
Cemetery Operating	1,685,047
Cemetery Golf Course	610,066
Sewage Disposal System	52,088,455
Water Supply System	62,498,427
	\$ 138,557,314

GRANTS	
Community Development Block Grant	\$ 5,021,924
Home Investment Partnership Program	1,393,288
Other Grants	137,692
	\$ 6,552,904

CAPITAL IMPROVEMENT	
Capital Reserve	\$ 13,120,403
Capital Improvement	16,652,037
Vital Streets Capital	10,817,871
	\$ 40,590,311

PERMANENT	
Cemetery Perpetual Care	\$ 67,992

FIDUCIARY (INFORMATIONAL)	
General Retiree Health Care	\$ 5,153,480
Police Officer Retiree Health Care	2,943,431
Firefighter Retiree Health Care	2,719,889
Library Retiree Health Care	113,365
	\$ 10,930,165

**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS FISCAL
YEAR 2021**

STATEMENT OF REVENUES AND APPROPRIATIONS July 1,

MEMORANDUM

2020

	GENERAL OPERATING	SPECIAL REVENUE	DEBT SERVICE	CAPITAL IMPROVEMENT	INTER-FUND PERMANENT	FIDUCIARY	ENTERPRISE	ELIMINATIONS	ALL FUNDS	FUNDS	ONLY INTERNAL SERVICE
REVENUES:											
401 Taxes	\$100,980,587		\$37,067,246	\$ -	\$9,702,540	\$ -	\$ -	\$ -	\$ -	\$147,750,373	\$ -
450 Licenses and Permits	2,811,168		4,498,098	-	-	-	-	-	90,500	7,399,766	168,000
500 Intergovernmental Revenues	20,206,612		32,609,193	-	4,360,925	-	-	-	-	57,176,730	-
600 Charges for Services	14,843,354		18,241,244	-	-	19,200	7,742,971	130,881,909	-	171,728,678	45,939,491
655 Fines and Forfeitures	2,253,000		271,500	-	-	-	-	1,150,000	-	3,674,500	-
664 Interest and Rents	884,263		923,928	-	287,181	58,992	3,611,170	2,482,124	-	8,247,658	13,942,374
671 Other Revenue	427,097		975,400	-	1,574,037	-	-	907,150	-	3,883,684	6,289,958
695 Other Financing Sources	3,774,482		23,244,313	-	24,338,160	109,696	-	25,816,506	(\$59,960,387)	17,322,770	-
From (To) Fund Balance	(101,678)		17,063,076	-	327,468	(119,896)	(423,976)	(22,770,875)	-	(6,025,881)	2,176,149
TOTAL REVENUES	\$146,078,885		\$134,893,998	\$0	40,590,311	\$67,992	\$10,930,165	\$138,557,314	(\$59,960,387)	\$411,158,278	\$68,515,972
APPROPRIATIONS:											
A110 Public Library	\$ -		\$13,465,661	\$ -	-	\$ -	\$ -	\$11,365	(\$1,101,187)	\$12,375,839	\$ -
A120 Clerk's Office	2,366,606		-	-	-	-	-	-	-	2,366,606	-
A130 Executive Office	3,124,423		-	-	13,120,403	-	-	-	(8,113,980)	8,113,846	-
B210 Community Services	403,637		19,129,872	-	900,000	67,992	-	2,533,613	(2,305,270)	20,729,844	-
B220 Public Services	-		66,493,973	-	11,627,871	-	-	-	(13,890,171)	64,231,673	6,066,207
B230 Parks Operations	-		-	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engag	6,109,472		5,502,063	-	-	-	-	-	(832,963)	10,778,572	-
C315 Economic Development	-		-	-	-	-	-	-	-	-	-
C320 Engineering	-		-	-	-	-	-	-	-	-	-
C330 Enterprise Services	5,907,243	1,386,071	-	9,279,429	-	-	-	113,624,598	(11,037,071)	119,160,270	-
C335 Parking and Mobility	-	5,763,744	-	1,490,000	-	-	-	21,436,819	(3,612,374)	25,078,189	-
C340 Economic Development	1,446,855	1,324,643	-	-	-	-	-	-	(113,682)	2,657,816	-
D410 Human Resources	2,985,872	-	-	-	-	-	-	-	-	2,985,872	30,835,802
D420 Administrative Services	1,665,632	5,000	-	-	-	-	-	-	-	1,670,632	2,037,532
E510 Police	56,200,473	6,393,291	-	210,000	-	-	-	-	(279,127)	62,524,637	-
E520 Fire	32,558,475	-	-	325,000	-	-	-	-	(86,338)	32,797,137	-
E530 District Court	-	14,160,902	-	-	-	-	-	-	(263,144)	13,897,758	-
E540 Attorney's Office	3,015,322	-	-	-	-	-	-	-	-	3,015,322	-
F610 Facilities & Fleet Management	-	827,064	-	3,063,571	-	-	-	-	(144,121)	3,746,514	20,580,135
F620 Fiscal Services	25,207,365	232,500	-	-	-	-	-	-	(18,163,959)	7,275,906	-
F630 Technology & Change Mgmt	-	-	-	574,037	-	-	-	-	-	574,037	8,996,296
F640 Treasury	2,354,442	203,814	-	-	-	-	-	962,284	-	3,520,540	-
F650 Comptroller's Office	2,733,068	-	-	-	-	-	-	-	-	2,733,068	-
0000 Other Activities	-	-	-	-	-	5,400	10,918,800	-	-	10,918,800	5,400
TOTAL APPROPRIATIONS	\$146,078,885	\$124,893,998	\$0	\$40,590,311	\$67,992	\$10,930,165	\$138,557,314	(\$59,960,387)	\$411,158,278	\$68,515,972	

CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2019 - 2021
JULY 1, 2020

	GENERAL FUND			SPECIAL REVENUE FUNDS			
	2019	2020		2019	2020		2021
	Actual	Estimated	Budget	Actual	Estimated	Budget	
FINANCIAL SOURCES:							
401 Taxes	\$ 101,226,685	\$ 100,070,041	\$ 100,980,587	\$ 35,842,256	\$ 36,226,107	\$ 37,067,246	
450 Licenses and Permits	2,550,097	2,596,150	2,811,168	5,050,579	4,693,465	4,498,098	
500 Intergovernmental Revenues	20,277,262	20,860,887	20,206,612	37,834,853	40,166,598	32,609,193	
600 Charges for Services	18,353,439	14,892,456	14,843,354	17,335,618	17,951,694	18,241,244	
655 Fines and Forfeitures	1,853,968	2,049,204	2,253,000	339,462	271,846	271,500	
664 Interest and Rents	2,027,865	1,052,464	884,263	2,038,408	1,365,075	923,928	
671 Other Revenue	509,221	1,601,934	427,097	2,284,470	1,591,378	975,400	
695 Other Financing Sources	2,740,906	4,395,529	3,774,482	33,486,556	27,710,891	23,244,313	
TOTAL SOURCES	\$ 149,539,443	\$ 147,518,665	\$ 146,180,563	\$ 134,212,202	\$ 129,977,054	\$ 117,830,922	
EXPENDITURES:							
A110 Public Library	\$ -	\$ -	\$ -	\$ 12,072,651	\$ 12,457,802	\$ 13,465,661	
A120 Clerk's Office	2,076,442	2,324,951	2,366,606	-	-	-	
A130 Executive Office	2,661,610	2,968,491	3,124,423	301,756	-	-	
B210 Community Services	148,758	417,050	403,637	19,980,104	27,054,842	19,129,872	
B220 Public Services	-	-	-	54,227,812	48,501,389	66,493,973	
B230 Parks Operations	-	-	-	-	-	-	
C310 Design Devt & Community Engagement	5,804,602	6,092,770	6,109,472	5,583,206	5,550,904	5,502,063	
C315 Economic Development	-	-	-	-	-	-	
C320 Engineering	-	-	-	-	-	-	
C330 Enterprise Services	5,578,643	6,345,414	5,907,243	1,417,451	1,372,629	1,386,071	
C335 Parking and Mobility	-	-	-	5,212,445	6,011,314	5,763,744	
C340 Economic Development	-	105,180	1,446,855	837,816	796,875	1,324,643	
D410 Human Resources	2,758,101	2,977,907	2,985,872	-	-	-	
D420 Administrative Services	776,582	795,592	1,665,632	198,006	5,000	5,000	
E510 Police	54,053,206	56,392,876	56,200,473	7,025,039	7,763,295	6,393,291	
E520 Fire	31,147,333	32,701,906	32,558,475	77,539	1,273,932	-	
E530 District Court	-	-	-	14,622,945	15,320,387	14,160,902	
E540 Attorney's Office	2,415,992	2,894,911	3,015,322	-	-	-	
F610 Facilities & Fleet Management	-	-	-	688,279	791,248	827,064	
F620 Fiscal Services	30,066,466	26,141,386	25,207,365	4,722,437	517,500	232,500	
F630 Technology & Change Management	174,011	247,296	-	-	-	-	
F640 Treasury	2,260,472	2,316,468	2,354,442	182,163	202,974	203,814	
F650 Comptroller's Office	2,456,541	2,639,315	2,733,068	-	-	-	
G310 Other Activities	-	-	-	5,190	2,000	5,400	
TOTAL USES	\$ 142,378,762	\$ 145,403,513	\$ 146,078,885	\$ 127,154,839	\$ 127,622,091	\$ 134,893,998	
Net Increase (Decrease) in Fund Balance	\$ 7,160,681	\$ 2,115,152	\$ 101,678	\$ 7,057,363	\$ 2,354,963	\$ (17,063,076)	
General Contingencies and Reserves							
Fund Balance - July 1	30,973,486	38,134,167	40,249,319	56,127,004	63,184,367	65,539,330	
Fund Balance - June 30	\$ 38,134,167	\$ 40,249,319	\$ 40,350,997	\$ 63,184,367	\$ 65,539,330	\$ 48,476,254	

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2019 - 2021
JULY 1, 2020**

	<u>DEBT SERVICE</u>				<u>CAPITAL IMPROVEMENT</u>			
	2019	2020	2021	Budget	2019	2020	2021	Budget
FINANCIAL SOURCES:		<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>		<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>
401 Taxes	\$ -	\$ -	\$ -	-	\$ -	\$ 9,439,697	-	\$ 9,702,540
450 Licenses and Permits	-	-	-	-	\$ 9,605,374	-	-	-
500 Intergovernmental Revenues	-	-	-	-	5,031,734	3,913,815	-	4,360,925
600 Charges for Services	-	-	-	-	-	-	-	-
655 Fines and Forfeitures	-	-	-	-	-	-	-	-
664 Interest and Rents	-	-	-	-	1,108,794	435,082	-	287,181
671 Other Revenue	-	-	-	-	1,392,137	1,601,585	-	1,574,037
695 Other Financing Sources	-	-	-	-	2,114,744	12,078,132	-	24,338,180
TOTAL SOURCES	\$ -	\$ -	\$ -	-	\$ 42,180,770	\$ 27,468,322	\$ 40,262,843	-
EXPENDITURES:								
A110 Public Library	\$ -	-	\$ -	-	\$ -	-	\$ -	-
A120 Clerk's Office	-	-	-	-	-	110,572	-	-
A130 Executive Office	-	-	-	-	11,931,965	14,540,265	-	13,120,403
B210 Community Services	-	-	-	-	3,328,999	574,177	-	900,000
B220 Public Services	-	-	-	-	12,293,403	5,650,469	-	11,627,871
B230 Parks Operations	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	-	-	-	-
C315 Economic Development	-	-	-	-	-	-	-	-
C320 Engineering	-	-	-	-	-	-	-	-
C330 Enterprise Services	-	-	-	-	2,613,291	4,195,625	-	9,279,429
C335 Parking and Mobility	-	-	-	-	768,711	1,563,622	-	1,490,000
C340 Economic Development	-	-	-	-	-	-	-	-
D410 Human Resources	-	-	-	-	-	-	-	-
D420 Administrative Services	-	-	-	-	-	-	-	-
E510 Police	-	-	-	-	268,826	145,534	-	210,000
E520 Fire	-	-	-	-	313,878	266,863	-	325,000
E530 District Court	-	-	-	-	-	-	-	-
E540 Attorney's Office	-	-	-	-	-	-	-	-
F610 Facilities & Fleet Management	-	-	-	-	4,777,222	5,224,314	-	3,063,571
F620 Fiscal Services	-	-	-	-	-	-	-	-
F630 Technology & Change Management	-	-	-	-	205,867	569,022	-	574,037
F640 Treasury	-	-	-	-	-	-	-	-
F650 Comptroller's Office	-	-	-	-	-	-	-	-
G310 Other Activities	-	-	-	-	-	-	-	-
TOTAL USES	\$ -	\$ -	\$ -	-	\$ -	\$ 36,612,734	\$ 32,730,091	\$ 40,590,311
Net Increase (Decrease) in Fund Balance	\$ -	-	\$ -	-	\$ -	-	\$ 5,568,036	\$ (327,468)
General Contingencies and Reserves	-	-	-	-	-	(5,261,769)	-	-
Fund Balance - July 1	-	-	-	-	6,833,481	12,401,517	7,139,748	-
Fund Balance - June 30	\$ -	\$ -	\$ -	-	\$ 12,401,517	\$ 7,139,748	\$ 6,812,280	-

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2019 - 2021
JULY 1, 2020**

	PERMANENT FUNDS				TOTAL GOVERNMENTAL FUNDS			
	2019	2020	2021		2019	2020	2021	
	<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>		<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>	
FINANCIAL SOURCES:								
401 Taxes	\$ -	\$ -	\$ -	-	\$ 146,674,315	\$ 145,735,845	\$ -	147,750,373
450 Licenses and Permits	-	-	-	-	7,600,676	7,289,615	-	7,309,266
500 Intergovernmental Revenues	-	-	-	-	63,143,849	64,941,300	-	57,176,730
600 Charges for Services	27,048	18,001	19,200	-	35,716,105	32,862,151	-	33,103,798
655 Fines and Forfeitures	-	-	-	-	2,193,430	2,321,050	-	2,524,500
664 Interest and Rents	105,037	82,212	58,992	-	5,280,104	2,934,833	-	2,154,364
671 Other Revenue	117	-	-	-	4,185,945	4,794,897	-	2,976,534
695 Other Financing Sources	96,812	104,775	109,696	-	61,367,005	48,289,338	-	51,466,651
TOTAL SOURCES	\$ 187,888	\$ 279,014	\$ 204,988	\$ -	\$ 326,161,429	\$ 305,169,029	\$ -	\$ 304,462,216
EXPENDITURES:								
A110 Public Library	\$ -	\$ -	\$ -	-	\$ 12,072,651	\$ 12,457,802	-	\$ 13,465,661
A120 Clerk's Office	-	-	-	-	2,187,014	2,324,951	-	2,366,606
A130 Executive Office	-	-	-	-	14,895,331	17,508,756	-	16,244,826
B210 Community Services	43,364	96,727	67,992	-	23,501,225	28,142,796	-	20,501,501
B220 Public Services	-	-	-	-	66,521,215	54,151,858	-	78,121,844
B230 Parks Operations	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	11,387,808	11,643,674	-	11,611,535
C315 Economic Development	-	-	-	-	-	-	-	-
C320 Engineering	-	-	-	-	-	-	-	-
C330 Enterprise Services	-	-	-	-	9,609,385	11,913,668	-	16,572,743
C335 Parking and Mobility	-	-	-	-	5,981,156	7,575,136	-	7,253,744
C340 Economic Development	-	-	-	-	837,816	902,055	-	2,771,498
D410 Human Resources	-	-	-	-	2,758,101	2,977,907	-	2,985,872
D420 Administrative Services	-	-	-	-	974,588	800,592	-	1,670,632
E510 Police	-	-	-	-	61,347,071	64,301,705	-	62,803,764
E520 Fire	-	-	-	-	31,538,750	34,242,701	-	32,883,475
E530 District Court	-	-	-	-	14,622,945	15,320,387	-	14,160,902
E540 Attorney's Office	-	-	-	-	2,415,992	2,894,911	-	3,015,322
F610 Facilities & Fleet Management	-	-	-	-	5,465,501	6,015,562	-	3,890,635
F620 Fiscal Services	-	-	-	-	34,768,906	26,698,886	-	25,439,865
F630 Technology & Change Management	-	-	-	-	379,878	816,318	-	574,037
F640 Treasury	-	-	-	-	2,442,695	2,321,442	-	2,558,256
F650 Comptroller's Office	-	-	-	-	2,456,541	2,639,315	-	2,733,068
G310 Other Activities	-	-	-	-	-	5,190	2,000	5,400
TOTAL USES	\$ 43,364	\$ 96,727	\$ 67,992	\$ -	\$ 306,189,699	\$ 305,852,422	\$ -	\$ 321,631,166
Net Increase (Decrease) in Fund Balance	\$ 185,650	\$ 108,261	\$ 119,896	-	\$ 19,971,730	\$ (683,393)	\$ -	\$ (17,168,970)
General Contingencies and Reserves	(26,316)	-	-	-	(26,316)	-	-	-
Fund Balance - June 30	\$ 1,329,814	\$ 1,438,075	\$ 1,557,971	\$ -	\$ 115,049,865	\$ 114,366,472	\$ -	\$ 97,197,502
Fund Balance - July 1	1,170,480	1,329,814	1,438,075	-	95,104,451	115,049,865	-	114,366,472

**CITY OF GRAND RAPIDS, MICHIGAN SUMMARY OF ESTIMATED FINANCIAL SOURCES
AND USES
2019 - 2021
JULY 1, 2020**

ENTERPRISE FUNDS

	2019 Actual	2020 Estimated	2021 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	100,013	97,150	90,500
500 Intergovernmental Revenues	1,118,472	990	-
600 Charges for Services	123,803,943	120,144,164	130,881,909
655 Fines and Forfeitures	1,022,583	1,058,840	1,150,000
664 Interest and Rents	6,458,410	3,031,574	2,482,124
671 Other Revenue	1,602,424	991,142	907,150
695 Other Financing Sources	47,073,474	104,323,443	25,816,506
TOTAL SOURCES	\$ 181,179,319	\$ 229,647,303	\$ 161,328,189
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office B210 Community Services	-	-	-
B220 Public Services B230 Parks Operations	2,480,598	2,711,441	2,533,813
C310 Design Devt & Community Engagement C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services	-	-	-
	167,534,886	200,988,778	113,624,598
C335 Parking and Mobility	26,980,499	22,031,391	21,436,819
C340 Economic Development D410 Human Resources D420 Administrative Services E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management F620 Fiscal Services	-	-	-
F630 Technology & Change Management F640 Treasury	-	-	-
F650 Comptroller's Office G310 Other Activities	-	-	-
	-	-	-962,284
	823,323	923,786	-
	-	-	-
	-	-	-
TOTAL USES	\$ 197,819,306	\$ 226,655,396	\$ 138,557,314
Net Increase (Decrease) in Fund Balance	\$ (16,639,987)	\$ 2,991,907	\$ 22,770,875
General Contingencies and Reserves	(24,740,954)	(19,441,842)	(16,849,637)
Fund Balance - July 1	194,965,799	153,584,858	137,134,923
Fund Balance - June 30	\$ 153,584,858	\$ 137,134,923	\$ 143,056,161

CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2019 - 2021

JULY 1, 2020

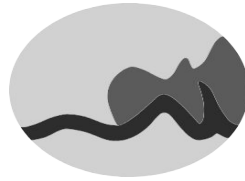
	2019 Actual	2020 Estimated	2021 Budget
INTERNAL SERVICE FUNDS			
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	333,737	176,000	168,000
500 Intergovernmental Revenues	2,673,010	754,891	-
600 Charges for Services	47,951,135	48,408,707	45,939,491
655 Fines and Forfeitures 664 Interest and Rents	15,999,725	14,411,778	13,942,374
671 Other Revenue	5,870,221	7,590,872	6,289,958
695 Other Financing Sources	-	-	-
TOTAL SOURCES	\$ 72,827,828	\$ 71,342,248	\$ 66,339,823
EXPENDITURES:			
A110 Public Library A120 Clerk's Office A130	\$ -	\$ -	\$ -
Executive Office	-	-	-
B210 Community Services B220 Public Services B230	-	-	-
Parks Operations	-	-	-
C310 Design Devt & Community Engagement C315 Economic Development	4,995,130	5,541,036	6,066,207
Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services C335 Parking and Mobility	-	-	-
C340 Economic Development D410 Human Resources	-	-	-
	-	-	-
	-	-	-
	28,584,351	34,651,858	30,835,802
D420 Administrative Services	1,780,815	1,920,151	2,037,532
E510 Police E520 Fire	-	-	-
E530 District Court E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management F620 Fiscal Services	-	-	-
F630 Technology & Change Management F640 Treasury	-	-	-
F650 Comptroller's Office G310 Other Activities	19,407,709	22,096,103	20,580,135
	-	-	-
	6,967,914	6,842,356	8,996,296
	-	-	-
	-	-	-
TOTAL USES	\$ 61,735,919	\$ 71,051,504	\$ 68,515,972
Net Increase (Decrease) in Fund Balance	\$ 11,091,909	\$ 290,744	\$ (2,176,149)
General Contingencies and Reserves	(210,256)	(152,143)	(5,263)
Fund Balance - July 1	49,387,462	60,269,115	60,407,716
Fund Balance - June 30	\$ 60,269,115	\$ 60,407,716	\$ 60,226,904

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES**

2019 - 2021

JULY 1, 2020

	FIDUCIARY FUNDS		
	2019	2020	2021
	Actual	Estimated	Budget
REVENUES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	-	-	-
500 Intergovernmental Revenues	-	-	-
600 Charges for Services	15,581,710	11,165,506	7,742,971
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	2,033,970	3,418,299	3,611,170
671 Other Revenue	-	-	-
695 Other Financing Sources	-	-	-
TOTAL SOURCES	\$ 17,615,680	\$ 14,583,805	\$ 11,354,141
EXPENSES:			
A110 Public Library	\$ 27,825	\$ 11,651	\$ 11,365
A120 Clerk's Office A130 Executive Office	-	-	-
B210 Community Services	-	-	-
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services C335 Parking and Mobility C340 Economic Development D410 Human Resources D420 Administrative Services	-	-	-
E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management F620 Fiscal Services	-	-	-
F630 Technology & Change Management F640 Treasury	-	-	-
F650 Comptroller's Office G110 Retirement Activities	-	-	-
	-	-	-
	-	-	-
	11,209,480	13,126,839	10,918,800
TOTAL USES	\$ 11,237,305	\$ 13,138,490	\$ 10,930,165
Net Increase (Decrease) in Fund Balance	\$6,378,375	\$1,445,315	\$423,976
General Contingencies and Reserves	-	-	-
Retained Earnings - July 1	63,493,346	69,871,721	71,317,036
Retained Earnings - June 30	\$ 69,871,721	\$ 71,317,036	\$ 71,741,012



CITY OF
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FUND DESCRIPTIONS

Budget Stabilization Fund: The purpose of this fund is to serve as the City's "savings" account and to assist in stabilizing revenues during periods of economic recession. The fund provides a safeguard to protect critical programs for the citizens of Grand Rapids when the City experiences an economic downturn. The fund is accounted for as a subfund of the General Fund.

According to the State of Michigan Act 30 of 1978, as amended, money in the budget stabilization fund may be appropriated by an ordinance or resolution adopted by a 2/3 vote of the City Commission. The amount of money in the fund shall not exceed either 20% of the City's most recent General Fund budget, as originally adopted, or 20% of the average of the City's five most recent General Fund budgets, as amended, whichever is less.

This fund may be used for the following purposes:

- To cover a general fund deficit, when the City's annual audit reveals such a deficit.
- To prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the City's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenses.
- To cover expenses arising because of a natural disaster, including a flood, fire, or tornado. However, if federal or state funds are received to offset the appropriations from the fund, that money shall be returned to the fund.

Major Revenue Source: Surplus revenues from the General Fund

Fund Balance Policy: Maintain a fund balance equal to 10% of total General Fund expenditures

General Fund: The General Operating Fund is used to account for all financial resources except those required to be accounted for in another fund. The Fund Balance Policy for the General Operating Fund has been established at 15% of appropriations starting with the Fiscal Year that ended on 6/30/2010. This policy was established by the City Commission in prior years during the budget preparation process. See the Revenues Overview Section behind the Budget Basics tab for more details on General Operating Fund revenues.

**Grand Rapids MI - FMS BUDGET STABILIZATION
(1020) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025		
Revenues											
664-Investment Income & Rentals			0	0	0		0	0	0	0	0
695-Other Financing Sources			0	0	0		0	0	0	0	0
Budget Stabilization Total Revenues			0	0	0		0	0	0	0	0
Budget Stabilization NET INCOME (LOSS)			0	0	0		0	0	0	0	0
Beginning Fund Balance		14,298,835		14,298,835	14,298,835	14,298,835		14,298,835	14,298,835	14,298,835	14,298,835
Ending Fund Balance		14,298,835		14,298,835	14,298,835	14,298,835		14,298,835	14,298,835	14,298,835	14,298,835

General Operating Fund Total Expenditures	142,378,762	Total GOF Expenditures		145,403,513	146,078,885	151,799,864	155,960,628	159,226,325	162,647,798
Transfer to BSF	0			0	0	0	0	0	0
	142,378,762			145,403,513	146,078,885	151,799,864	155,960,628	159,226,325	162,647,798
10% of GOF Expenditures	14,237,876			14,540,351	14,607,889	15,179,986	15,596,063	15,922,633	16,264,780
Reserve Targets:									
Operating Transfer from General Operating Fund	0			0	0	0	0	0	0
Cumulative Budget Stabilization Fund Reserves	14,298,835			14,298,835	14,298,835	14,298,835	14,298,835	14,298,835	14,298,835
Percent of Total General Operating Fund Expenditures	10.0%			9.8%	9.8%	9.4%	9.2%	9.0%	8.6%

Grand Rapids MI - FMS
GENERAL OPERATING FUND (1010) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
REVENUE									
401-Taxes									
Income Property	86,933,201	88,870,704	88,870,704	85,443,202	85,870,419	87,587,827	89,777,522	92,021,961	94,322,510
450-Licenses & Permits 539-State Grants	14,293,484	14,599,981	14,599,981	14,626,839	15,110,168	15,451,366	15,828,939	16,164,274	16,507,557
600-Charges for Services 655-Fines & Forfeitures	2,550,097	2,803,328	2,803,328	2,596,150	2,811,168	2,886,424	2,895,813	2,830,709	2,775,177
664-Investment Income & Rentals 671-Other Revenues	20,277,262	20,026,173	20,026,173	20,860,887	20,206,612	20,477,876	20,749,374	21,028,396	21,320,258
695-Other Financing Sources	18,353,439	16,661,265	16,661,265	14,892,456	14,843,354	14,938,079	15,255,467	15,588,109	15,940,590
695 Principal Payment Rec'd on Gov't Center Ramp	1,853,968	2,152,000	2,152,000	2,049,204	2,253,000	2,304,000	2,354,000	2,454,000	2,554,000
GENERAL FUND OPERATING Total Revenue	2,027,865	1,132,128	1,132,128	1,052,464	884,263	604,464	618,464	742,112	892,736
	509,221	416,597	1,790,877	1,601,934	427,097	285,390	287,229	289,114	430,199
	2,740,906	2,539,056	3,056,556	2,800,529	2,744,482	2,218,184	1,739,849	1,741,812	1,743,775
	0	1,595,000	1,595,000	1,595,000	1,030,000	0	0	0	0
EXPENDITURES									
GENERAL FUND OPERATING (GFGENI)									
701-Personal Services 751-Supplies									
800-Other Services and Charges 970-Capital Outlays	149,539,443	150,796,232	152,688,012	147,518,665	146,180,563	146,753,610	149,506,657	152,860,487	156,486,802
990-Debt Service 995-Other Financing									
995 Appropriation Lapse									
995 Contingent Appropriation									
995 Parks Subsidy (Maintenance of Effort) 995 Vital Streets	92,362,374	95,563,869	95,224,862	93,658,741	95,973,099	101,036,746	103,787,607	106,052,156	107,921,156
995 61st District Court Fund Subsidy	1,513,956	2,182,810	2,194,002	2,150,670	2,002,394	2,046,255	2,109,454	2,162,799	2,215,657
GENERAL FUND OPERATING Total Expenditures	25,830,097	28,483,368	29,635,482	29,514,140	29,503,425	30,655,308	31,373,887	31,842,089	32,583,234
	937,235	1,563,017	2,434,452	2,502,390	1,490,377	1,450,869	1,405,396	1,342,746	1,357,348
	58,396	60,258	60,258	58,267	0	0	0	0	0
GF OPERATING REV OVER/(UNDER) EXPENDITURES	8,598,648	9,028,036	9,508,599	6,668,886	7,467,019	5,775,797	5,978,500	6,236,619	6,689,956
Beginning Fund Balance Ending Fund	0	-4,000,000	-4,000,000	-3,000,000	-4,917,134	-4,700,000	-4,800,000	-4,900,000	-5,000,000
Balance	0	1,500,000	1,500,000	400,000	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000
	6,163,056	6,385,419	6,385,419	6,385,419	6,309,705	6,234,889	6,405,784	6,539,916	6,680,447
	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
	6,065,000	6,215,000	6,215,000	6,215,000	6,200,000	6,950,000	7,350,000	7,600,000	7,850,000
	142,378,762	147,831,777	150,008,073	145,403,513	146,078,885	151,799,864	155,960,628	159,226,325	162,647,798
Assigned to Operations - 15% of Total Spending Unassigned Fund Balance									
Total	7,160,681	2,964,455	2,679,939	2,115,152	101,678	(5,046,254)	(6,453,971)	(6,365,838)	(6,160,996)
Unassigned Fund Balance as a % of Total Expenditures	30,973,486	38,134,167	38,134,167	38,134,167	40,249,319	40,350,997	35,304,743	28,850,772	22,484,934
	38,134,167	41,098,622	40,814,106	40,249,319	40,350,997	35,304,743	28,850,772	22,484,934	16,323,938
	26.8%	27.8%	27.2%	27.7%	27.6%	23.3%	18.5%	14.1%	10.0%
	21,356,814	22,174,767	22,501,211	21,810,527	21,911,833	22,769,980	23,394,094	23,883,949	24,397,170
	16,777,353	18,923,855	18,312,895	18,438,792	18,439,164	12,534,763	5,456,678	(1,399,015)	(8,073,232)
	38,134,167	41,098,622	40,814,106	40,249,319	40,350,997	35,304,743	28,850,772	22,484,934	16,323,938
	11.8%	12.8%	12.2%	12.7%	12.6%	8.3%	3.5%	-0.9%	-5.0%

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY BUDGET OBJECT - REVENUE
GENERAL FUND (1010)

Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
401	Taxes	\$ 100,980,587	\$ 103,039,193	\$ 105,606,461	\$ 108,186,235	\$ 110,830,067
450	Licenses & Permits	\$ 2,811,168	\$ 2,886,424	\$ 2,895,813	\$ 2,830,709	\$ 2,775,177
539	State Grants	\$ 20,206,612	\$ 20,477,876	\$ 20,749,374	\$ 21,028,396	\$ 21,320,258
600	Charges for Services	\$ 14,843,354	\$ 14,938,079	\$ 15,255,467	\$ 15,588,109	\$ 15,940,590
655	Fines & Forfeitures	\$ 2,253,000	\$ 2,304,000	\$ 2,354,000	\$ 2,454,000	\$ 2,554,000
664	Investment Income & Rentals	\$ 884,263	\$ 604,464	\$ 618,464	\$ 742,112	\$ 892,736
671	Other Revenues	\$ 427,097	\$ 285,390	\$ 287,229	\$ 289,114	\$ 430,199
695	Other Financing Sources	\$ 3,774,482	\$ 2,218,184	\$ 1,739,849	\$ 1,741,812	\$ 1,743,775
Grand Total		\$ 146,180,563	\$ 146,753,610	\$ 149,506,657	\$ 152,860,487	\$ 156,486,802

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY DEPT & BUDGET OBJECT - REVENUE
GENERAL FUND (1010)

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
101	City Commission	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	City Commission Total			\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
172	Executive Office	600	Charges for Services	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725
	Executive Office Total			\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725
191	Comptroller	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		671	Other Revenues	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Comptroller Total			\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850
212	Fiscal Services	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
	Fiscal Services Total			\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
215	Clerk	450	Licenses & Permits	\$ 375,000	\$ 546,500	\$ 620,000	\$ 620,000	\$ 620,000
		600	Charges for Services	\$ 97,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500
		671	Other Revenues	\$ 140,000	\$	\$	\$	\$ 140,000
	Clerk Total			\$ 612,500	\$ 649,000	\$ 722,500	\$ 722,500	\$ 862,500
253	Treasurer	401	Taxes	\$ 15,092,168	\$ 15,433,366	\$ 15,810,939	\$ 16,146,274	\$ 16,489,557
		539	State Grants	\$ 408,076	\$ 408,076	\$ 405,469	\$ 405,469	\$ 405,469
		600	Charges for Services	\$ 413,882	\$ 419,775	\$ 425,756	\$ 431,828	\$ 437,991
		655	Fines & Forfeitures	\$ 1,900,000	\$ 1,950,000	\$ 2,000,000	\$ 2,100,000	\$ 2,200,000
		664	Investment Income & Rentals	\$ 755,196	\$ 488,107	\$ 488,107	\$ 624,591	\$ 761,075
		671	Other Revenues	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500
	Treasurer Total			\$ 18,671,822	\$ 18,801,824	\$ 19,232,771	\$ 19,810,662	\$ 20,396,592
255	Income Tax	401	Taxes	\$ 85,870,419	\$ 87,587,827	\$ 89,777,522	\$ 92,021,961	\$ 94,322,510
	Income Tax Total			\$ 85,870,419	\$ 87,587,827	\$ 89,777,522	\$ 92,021,961	\$ 94,322,510
257	Assessor	600	Charges for Services	\$ 30,750	\$ 30,750	\$ 30,750	\$ 30,750	\$ 30,750
		671	Other Revenues	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
	Assessor Total			\$ 31,350	\$ 31,350	\$ 31,350	\$ 31,350	\$ 31,350
261	General Administration	401	Taxes	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		450	Licenses & Permits	\$ 1,789,403	\$ 1,703,173	\$ 1,621,097	\$ 1,542,977	\$ 1,468,622
		539	State Grants	\$ 19,031,536	\$ 19,309,005	\$ 19,591,192	\$ 19,878,175	\$ 20,170,037
		600	Charges for Services	\$ 6,741,281	\$ 6,775,516	\$ 6,909,849	\$ 7,046,865	\$ 7,186,622
		671	Other Revenues	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350
		695	Other Financing Sources	\$ 1,807,825	\$ 480,238	\$	\$	\$
	General Administration Total			\$ 29,397,395	\$ 28,295,282	\$ 28,149,488	\$ 28,495,367	\$ 28,852,631
266	Attorney	600	Charges for Services	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
	Attorney Total			\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
271	Admin Services Support	450	Licenses & Permits	\$ 66,431	\$ 64,095	\$ 67,095	\$ 64,736	\$ 67,766
		600	Charges for Services	\$ 83,144	\$ 82,241	\$ 83,225	\$ 82,225	\$ 83,307
		664	Investment Income & Rentals	\$ 129,067	\$ 116,357	\$ 130,357	\$ 117,521	\$ 131,661
		671	Other Revenues	\$ 53,500	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		695	Other Financing Sources	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
	Admin Services Support Total			\$ 472,142	\$ 452,693	\$ 470,677	\$ 454,482	\$ 472,734

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY DEPT & BUDGET OBJECT - REVENUE
GENERAL FUND (1010)

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
301	Police	450	Licenses & Permits	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		539	State Grants	\$ 222,000	\$ 222,000	\$ 222,000	\$ 222,000	\$ 222,000
		600	Charges for Services	\$ 982,000	\$ 999,205	\$ 1,016,754	\$ 1,034,654	\$ 1,051,634
		655	Fines & Forfeitures	\$ 353,000	\$ 354,000	\$ 354,000	\$ 354,000	\$ 354,000
		671	Other Revenues	\$ 84,000	\$ 84,800	\$ 85,616	\$ 86,448	\$ 86,448
		695	Other Financing Sources	\$ 220,469	\$ 224,258	\$ 226,161	\$ 228,124	\$ 230,087
	Police Total			\$ 1,870,469	\$ 1,896,263	\$ 1,916,531	\$ 1,937,226	\$ 1,956,169
336	Fire	539	State Grants	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752	\$ 522,752
		600	Charges for Services	\$ 352,883	\$ 366,066	\$ 379,760	\$ 393,986	\$ 407,945
	Fire Total			\$ 899,883	\$ 904,861	\$ 910,473	\$ 916,738	\$ 930,697
448	Street Lighting	600	Charges for Services	\$ 2,865,700	\$ 2,951,671	\$ 3,040,221	\$ 3,131,427	\$ 3,225,371
		671	Other Revenues	\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060	\$ 37,142
	Street Lighting Total			\$ 2,898,700	\$ 2,985,661	\$ 3,075,231	\$ 3,167,487	\$ 3,262,513
533	Stormwater	450	Licenses & Permits	\$ 342,570	\$ 328,903	\$ 338,770	\$ 348,933	\$ 359,401
		600	Charges for Services	\$ 80,272	\$ 60,736	\$ 62,558	\$ 64,435	\$ 66,368
	Stormwater Total			\$ 422,842	\$ 389,639	\$ 401,328	\$ 413,368	\$ 425,769
694	Community Development Services	600	Charges for Services	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803
	Community Development Services			\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803
701	Planning	450	Licenses & Permits	\$ 226,764	\$ 231,753	\$ 236,851	\$ 242,063	\$ 247,388
		600	Charges for Services	\$ 677,865	\$ 582,914	\$ 587,788	\$ 602,541	\$ 629,600
		695	Other Financing Sources	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Planning Total			\$ 909,629	\$ 819,667	\$ 829,639	\$ 849,604	\$ 881,988
728	Economic Development	695	Other Financing Sources	\$ 232,500	\$	\$	\$	\$
	Economic Development Total			\$ 232,500	\$	\$	\$	\$
733	Code Compliance	600	Charges for Services	\$ 2,431,399	\$ 2,480,027	\$ 2,529,628	\$ 2,580,220	\$ 2,631,824
		671	Other Revenues	\$ 147	\$ 150	\$ 153	\$ 156	\$ 159
		695	Other Financing Sources	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688
	Code Compliance Total			\$ 3,800,234	\$ 3,848,865	\$ 3,898,469	\$ 3,949,064	\$ 4,000,671
Grand Total				\$ 146,180,563	\$ 146,753,610	\$ 149,506,657	\$ 152,860,487	\$ 156,486,802

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY BUDGET OBJECT - EXPENSE
GENERAL FUND (1010)

Budget Object Rollup Code	Budget Object Rollup Name	~~PROPOSED~~	~~FORECAST~~	FORECAST	FORECAST	FORECAST
		2021	2022	2023	2024	2025
701	Personnel Services	\$ 95,973,099	\$ 101,036,746	\$ 103,787,607	\$ 106,052,156	\$ 107,921,156
751	Supplies	\$ 2,002,394	\$ 2,046,255	\$ 2,109,454	\$ 2,162,799	\$ 2,215,657
800	Other Services and Charges	\$ 29,503,425	\$ 30,655,308	\$ 31,373,887	\$ 31,842,089	\$ 32,583,234
970	Capital Outlays	\$ 1,490,377	\$ 1,450,869	\$ 1,405,396	\$ 1,342,746	\$ 1,357,348
995	Other Financing	\$ 17,109,590	\$ 16,610,686	\$ 17,284,284	\$ 17,826,535	\$ 18,570,403
Grand Total		\$ 146,078,885	\$ 151,799,864	\$ 155,960,628	\$ 159,226,325	\$ 162,647,798

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE
GENERAL FUND (1010)

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
101	City Commission	701	Personnel Services	\$ 499,516	\$ 520,168	\$ 539,024	\$ 558,302	\$ 572,868
		751	Supplies	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
		800	Other Services and Charges	\$ 40,141	\$ 40,432	\$ 40,730	\$ 41,036	\$ 41,453
		970	Capital Outlays	\$ 7,500	\$ 5,000	\$ 2,500	\$ 2,500	\$ 5,000
	City Commission Total			\$ 553,157	\$ 571,600	\$ 588,254	\$ 607,838	\$ 625,321
172	Executive Office	701	Personnel Services	\$ 1,675,627	\$ 1,755,117	\$ 1,792,551	\$ 1,818,495	\$ 1,832,608
		751	Supplies	\$ 12,454	\$ 17,202	\$ 16,455	\$ 15,712	\$ 15,976
		800	Other Services and Charges	\$ 863,545	\$ 928,246	\$ 938,955	\$ 951,621	\$ 964,398
		970	Capital Outlays	\$ 19,640	\$ 24,280	\$ 11,680	\$ 17,430	\$ 16,780
	Executive Office Total			\$ 2,571,266	\$ 2,724,845	\$ 2,759,641	\$ 2,803,258	\$ 2,829,762
191	Comptroller	701	Personnel Services	\$ 1,789,573	\$ 1,885,318	\$ 1,937,197	\$ 1,985,579	\$ 2,016,076
		751	Supplies	\$ 33,150	\$ 33,150	\$ 33,150	\$ 33,150	\$ 33,150
		800	Other Services and Charges	\$ 910,345	\$ 938,809	\$ 964,251	\$ 994,105	\$ 1,028,185
		970	Capital Outlays	\$	\$ 8,000	\$ 15,000	\$ 15,000	\$ 15,000
	Comptroller Total			\$ 2,733,068	\$ 2,865,277	\$ 2,949,598	\$ 3,027,834	\$ 3,092,411
212	Fiscal Services	701	Personnel Services	\$ 1,010,216	\$ 1,014,600	\$ 1,037,940	\$ 1,063,092	\$ 1,071,816
		751	Supplies	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300
		800	Other Services and Charges	\$ 649,643	\$ 667,273	\$ 681,390	\$ 698,443	\$ 718,080
		970	Capital Outlays	\$	\$	\$	\$ 20,000	\$
	Fiscal Services Total			\$ 1,667,159	\$ 1,689,173	\$ 1,726,630	\$ 1,788,835	\$ 1,797,196
215	Clerk	701	Personnel Services	\$ 1,445,333	\$ 1,478,149	\$ 1,533,389	\$ 1,631,418	\$ 1,578,275
		751	Supplies	\$ 95,200	\$ 76,700	\$ 91,700	\$ 94,700	\$ 95,200
		800	Other Services and Charges	\$ 820,073	\$ 744,883	\$ 772,123	\$ 822,615	\$ 852,761
		970	Capital Outlays	\$ 6,000	\$ 10,000	\$ 10,000	\$ 6,000	\$ 36,000
	Clerk Total			\$ 2,366,606	\$ 2,309,732	\$ 2,407,212	\$ 2,554,733	\$ 2,562,236
233	Purchasing	701	Personnel Services	\$ 456,456	\$ 473,148	\$ 478,476	\$ 484,356	\$ 488,508
		751	Supplies	\$ 13,500	\$ 11,500	\$ 9,500	\$ 8,000	\$ 7,500
		800	Other Services and Charges	\$ 164,899	\$ 168,930	\$ 172,246	\$ 174,753	\$ 179,412
		970	Capital Outlays	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Purchasing Total			\$ 636,855	\$ 655,578	\$ 662,222	\$ 669,109	\$ 677,420
253	Treasurer	701	Personnel Services	\$ 1,730,989	\$ 1,830,490	\$ 1,887,392	\$ 1,941,272	\$ 1,979,536
		751	Supplies	\$ 18,000	\$ 19,300	\$ 19,850	\$ 20,400	\$ 20,950
		800	Other Services and Charges	\$ 592,953	\$ 611,523	\$ 630,544	\$ 652,588	\$ 672,598
		970	Capital Outlays	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
	Treasurer Total			\$ 2,354,442	\$ 2,473,813	\$ 2,550,286	\$ 2,626,760	\$ 2,685,584
255	Income Tax	701	Personnel Services	\$ 1,826,219	\$ 1,933,301	\$ 1,988,355	\$ 2,036,709	\$ 2,073,113
		751	Supplies	\$ 40,150	\$ 42,150	\$ 44,150	\$ 46,150	\$ 48,150
		800	Other Services and Charges	\$ 822,026	\$ 728,509	\$ 722,251	\$ 706,800	\$ 716,133
		970	Capital Outlays	\$ 112,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Income Tax Total			\$ 2,800,395	\$ 2,718,960	\$ 2,769,756	\$ 2,804,659	\$ 2,852,396

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE
GENERAL FUND (1010)

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
257	Assessor	701	Personnel Services	\$ 1,765,635	\$ 1,856,449	\$ 1,895,493	\$ 1,932,274	\$ 1,957,096
		751	Supplies	\$ 21,220	\$ 21,745	\$ 22,270	\$ 22,795	\$ 23,320
		800	Other Services and Charges	\$ 537,684	\$ 552,337	\$ 545,006	\$ 565,455	\$ 559,798
		970	Capital Outlays	\$ 12,350	\$ 11,400	\$ 11,400	\$ 12,350	\$ 11,400
	Assessor Total			\$ 2,336,889	\$ 2,441,931	\$ 2,474,169	\$ 2,532,874	\$ 2,551,614
261	General Administration	701	Personnel Services	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
		751	Supplies	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		800	Other Services and Charges	\$ 2,201,078	\$ 2,236,834	\$ 2,252,799	\$ 2,144,049	\$ 2,160,512
		995	Other Financing	\$ 20,469,923	\$ 20,985,498	\$ 21,758,193	\$ 22,399,522	\$ 23,242,449
	General Administration Total			\$ 22,683,201	\$ 23,234,532	\$ 24,023,192	\$ 24,555,771	\$ 25,415,161
266	Attorney	701	Personnel Services	\$ 2,581,388	\$ 2,755,532	\$ 2,852,731	\$ 2,928,037	\$ 2,979,199
		751	Supplies	\$ 48,250	\$ 48,250	\$ 48,250	\$ 48,250	\$ 48,250
		800	Other Services and Charges	\$ 366,184	\$ 374,565	\$ 382,167	\$ 390,648	\$ 398,475
		970	Capital Outlays	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500
	Attorney Total			\$ 3,015,322	\$ 3,197,847	\$ 3,302,648	\$ 3,386,435	\$ 3,445,424
270	Human Resources	701	Personnel Services	\$ 1,686,510	\$ 1,796,320	\$ 1,847,992	\$ 1,900,611	\$ 1,936,557
		751	Supplies	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		800	Other Services and Charges	\$ 1,264,362	\$ 1,268,942	\$ 1,318,658	\$ 1,300,969	\$ 1,353,375
		970	Capital Outlays	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Human Resources Total			\$ 2,985,872	\$ 3,100,262	\$ 3,201,650	\$ 3,236,580	\$ 3,324,932
271	Admin Services Support	701	Personnel Services	\$ 818,045	\$ 857,715	\$ 876,754	\$ 890,058	\$ 900,004
		751	Supplies	\$ 9,925	\$ 9,987	\$ 10,050	\$ 10,113	\$ 10,176
		800	Other Services and Charges	\$ 789,202	\$ 808,663	\$ 766,960	\$ 775,736	\$ 782,336
		970	Capital Outlays	\$ 9,400	\$ 12,000	\$ 12,000	\$ 22,000	\$ 12,000
	Admin Services Support Total			\$ 1,626,572	\$ 1,688,365	\$ 1,665,764	\$ 1,697,907	\$ 1,704,516
273	311 Customer Service	800	Other Services and Charges	\$ 39,060	\$ 39,060	\$ 124,060	\$ 124,060	\$ 124,060
	311 Customer Service Total			\$ 39,060	\$ 39,060	\$ 124,060	\$ 124,060	\$ 124,060
301	Police	701	Personnel Services	\$ 44,937,478	\$ 47,294,608	\$ 48,555,629	\$ 49,562,550	\$ 50,569,751
		751	Supplies	\$ 816,704	\$ 843,142	\$ 868,309	\$ 894,229	\$ 920,924
		800	Other Services and Charges	\$ 10,056,715	\$ 10,375,815	\$ 10,687,731	\$ 10,886,783	\$ 11,161,203
		970	Capital Outlays	\$ 389,576	\$ 408,501	\$ 458,608	\$ 423,940	\$ 432,009
	Police Total			\$ 56,200,473	\$ 58,922,066	\$ 60,570,277	\$ 61,767,502	\$ 63,083,887
336	Fire	701	Personnel Services	\$ 27,182,278	\$ 28,578,415	\$ 29,375,310	\$ 29,957,764	\$ 30,485,438
		751	Supplies	\$ 247,360	\$ 259,478	\$ 264,596	\$ 270,078	\$ 274,248
		800	Other Services and Charges	\$ 4,195,645	\$ 4,450,142	\$ 4,614,293	\$ 4,789,053	\$ 4,971,892
		970	Capital Outlays	\$ 846,854	\$ 870,948	\$ 794,412	\$ 733,157	\$ 738,200
		995	Other Financing	\$ 86,338	\$ 86,465	\$ 86,594	\$ 86,726	\$ 86,861
	Fire Total			\$ 32,558,475	\$ 34,245,448	\$ 35,135,205	\$ 35,836,778	\$ 36,556,639

CITY OF GRAND RAPIDS
PRELIMINARY FISCAL PLAN
FUND SUMMARY BY DEPT & BUDGET OBJECT - EXPENSE
GENERAL FUND (1010)

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
448	Street Lighting	701	Personnel Services	\$ 1,357,872	\$ 1,433,830	\$ 1,475,369	\$ 1,516,204	\$ 1,539,991
		751	Supplies	\$ 507,088	\$ 524,101	\$ 541,624	\$ 559,672	\$ 578,263
		800	Other Services and Charges	\$ 3,222,305	\$ 3,351,210	\$ 3,404,749	\$ 3,460,496	\$ 3,518,074
		970	Capital Outlays	\$ 22,000	\$ 32,360	\$ 22,731	\$ 23,113	\$ 23,506
		995	Other Financing	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)
	Street Lighting Total			\$ 4,809,265	\$ 5,041,501	\$ 5,144,473	\$ 5,259,485	\$ 5,359,834
533	Stormwater	701	Personnel Services	\$ 621,404	\$ 649,464	\$ 662,616	\$ 676,524	\$ 684,432
		751	Supplies	\$ 7,500	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500
		800	Other Services and Charges	\$ 427,044	\$ 509,096	\$ 490,304	\$ 470,570	\$ 461,713
		970	Capital Outlays	\$ 8,250	\$ 9,680	\$ 9,865	\$ 10,056	\$ 10,253
		995	Other Financing	\$ 33,780	\$ 34,456	\$ 35,145	\$ 35,848	\$ 36,565
	Stormwater Total			\$ 1,097,978	\$ 1,212,196	\$ 1,207,430	\$ 1,202,498	\$ 1,202,463
694	Community Development Services	701	Personnel Services	\$ 130,308	\$ 134,868	\$ 136,332	\$ 137,928	\$ 139,464
		751	Supplies	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
		800	Other Services and Charges	\$ 67,358	\$ 67,481	\$ 67,530	\$ 67,579	\$ 67,525
	Community Development Services			\$ 201,666	\$ 206,349	\$ 207,862	\$ 209,507	\$ 210,989
698	Our Community's Children	701	Personnel Services	\$ 109,562	\$ 111,980	\$ 112,640	\$ 113,360	\$ 114,068
		800	Other Services and Charges	\$ 90,909	\$ 92,199	\$ 73,400	\$ 74,687	\$ 75,849
		970	Capital Outlays	\$ 1,500	\$ 1,500	\$	\$	\$
	Our Community's Children Total			\$ 201,971	\$ 205,679	\$ 186,040	\$ 188,047	\$ 189,917
701	Planning	701	Personnel Services	\$ 1,551,656	\$ 1,731,482	\$ 1,778,190	\$ 1,822,206	\$ 1,847,557
		751	Supplies	\$ 33,843	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
		800	Other Services and Charges	\$ 498,175	\$ 519,008	\$ 526,325	\$ 534,728	\$ 543,141
		970	Capital Outlays	\$ 9,307	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		995	Other Financing	\$ 4,183	\$ 4,267	\$ 4,352	\$ 4,439	\$ 4,528
	Planning Total			\$ 2,097,164	\$ 2,287,957	\$ 2,342,067	\$ 2,394,573	\$ 2,428,426
728	Economic Development	701	Personnel Services	\$ 115,748	\$ 124,995	\$ 131,376	\$ 137,796	\$ 144,552
		751	Supplies	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
		800	Other Services and Charges	\$ 97,857	\$ 372,896	\$ 372,936	\$ 372,975	\$ 373,015
		995	Other Financing	\$ 1,232,500	\$	\$	\$	\$
	Economic Development Total			\$ 1,446,855	\$ 498,641	\$ 505,062	\$ 511,521	\$ 518,317
733	Code Compliance	701	Personnel Services	\$ 2,679,086	\$ 2,818,597	\$ 2,890,651	\$ 2,955,421	\$ 3,008,047
		751	Supplies	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
		800	Other Services and Charges	\$ 786,222	\$ 808,455	\$ 824,479	\$ 842,340	\$ 859,246
		970	Capital Outlays	\$ 7,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
		995	Other Financing	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
	Code Compliance Total			\$ 4,012,308	\$ 4,169,052	\$ 4,257,130	\$ 4,339,761	\$ 4,409,293
907	Appropriation Lapse	995	Other Financing	(\$ 4,917,134)	(\$ 4,700,000)	(\$ 4,800,000)	(\$ 4,900,000)	(\$ 5,000,000)
	Long Term Debt Total			(\$ 4,917,134)	(\$ 4,700,000)	(\$ 4,800,000)	(\$ 4,900,000)	(\$ 5,000,000)
Grand Total				\$ 146,078,885	\$ 151,799,864	\$ 155,960,628	\$ 159,226,325	\$ 162,647,798

DEPARTMENT 261 - GENERAL ADMINISTRATION - REVENUES

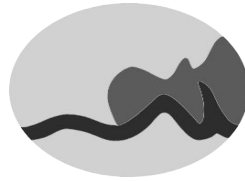
	INTERGOVERNMENTAL REVENUES	FY20 ADOPTED	FY20 AMENDED	FY20 ESTIMATE	FY21 REQUEST	FORECAST FY22	FY23	FY24		FY25
261/2000/1010/5741	State Shared Revenues	16,058,869	16,058,869	16,867,287	16,321,722	16,599,191	16,881,378	17,168,361		17,460,223
261/2000/1010/5741	CVTS Revenues & Internet Sales Tax		<u>2,720,297</u>	<u>2,720,297</u>	<u>2,720,297</u>	<u>2,709,814</u>	<u>2,709,814</u>	<u>2,709,814</u>	<u>2,709,814</u>	<u>2,709,814</u>
	INTERGOVERNMENTAL REVENUES SUBTOTAL:	\$ 18,779,166	\$ 18,779,166	\$ 19,650,151	\$ 19,031,536	\$ 19,309,005	\$ 19,591,192	\$ 19,878,175		\$ 20,170,037
	CHARGES FOR SERVICES	FY20 FORECAST	FY20 ADOPTED	FY20 AMENDED	ESTIMATE	FY20 REQUEST	FY22	FY21 FY23	FY24	FY25
261/1020/1010/4770	Cable Consent Fees	2,000,000	2,000,000	1,880,000	1,789,403	1,703,173	1,621,097	1,542,977		1,468,622
261/2000/1010/6260	Steam Franchise				55,000	58,559	59,000	59,000	59,000	59,000
261/8000/1010/6260	One North Division		<u>3,718,049</u>	<u>3,718,049</u>	<u>644,519</u>	<u>318,000</u>	<u>324,360</u>	<u>330,847</u>	<u>337,464</u>	<u>344,213</u>
	CHARGES FOR SERVICES SUBTOTAL:	\$ 1,939,441	\$ 5,773,049	\$ 5,773,049	\$ 5,773,049	\$	\$ 2,583,078	\$ 2,166,403	\$ 2,086,533	\$ 1,871,835
	OTHER REVENUE	FY20	FY20	FY20	FY21	FORECAST REQUEST	FY22	FY23	FY24	FY25
261/1020/1010/6743	Tax donations - Veteran flags					7,000	7,000	7,000	7,000	7,000
261/1020/1010/6871	Kent County - Veteran flags					2,350	2,350	2,350	2,350	2,350
261/1020/1010/4260	Payment in Lieu of Taxes from GVSU for Belknap Properties (NOBL)		<u>18,000</u>	<u>18,000</u>	<u>16,194</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
	OTHER REVENUE SUBTOTAL:	\$	\$ 27,350	\$ 27,350	\$ 27,350	\$	\$ 25,644	\$ 27,350	\$ 27,350	\$ 27,350
	OTHER FINANCING SOURCES	FY20 FORECAST	FY20 ADOPTED	FY20 AMENDED	ESTIMATE	FY20 REQUEST	FY22	FY21 FY23	FY24	FY25
261/2000/1010/6340	Contributions from Other Funds A87	6,694,270	6,694,270	6,694,270	6,885,638	6,923,941	7,062,421	7,203,668		7,347,742
261/2000/1010/6340	CD Grants A87				(230,300)	(230,300)	(230,300)	(269,454)	(274,842)	(291,664)
261/2000/1010/6340	MI Justice Training Grant A87				(5,261)	(5,261)	(5,261)	(4,128)	(4,211)	(4,469)
261/2000/1010/6340	Property Mgt-Receiveership A87				(562)	(562)	(562)	(286)	(292)	(310)
261/2000/1010/6340	Drug Law Enforcement Grant A87				(36,499)	(36,499)	(36,499)	(16,835)	(17,172)	(18,222)
261/2000/1010/6340	Transformation Fund A87				(865)	(865)	(865)	(684)	(698)	(741)
261/2000/1010/6340	Belknap Ice Arena A87				(13,950)	(13,950)	(13,950)	(14,644)	(14,937)	(15,541)
261/2000/1010/6340	GR Building Authority A87				(6,222)	(6,222)	(6,222)	(2,609)	(2,714)	(2,823)
261/2000/1010/6340	Uptown Business Improvement District A-87				(7,357)	(7,357)	(7,357)	(5,542)	(5,653)	(5,999)
261/2000/1010/6340	Corridor Improvement Districts				(8,989)	(8,989)	(8,989)	(12,995)	(13,255)	(14,066)
261/2000/1010/6340	Historical Commission A87				(4,836)	(4,836)	(4,836)	(3,977)	(4,057)	(4,305)
261/2000/1010/6340	Michigan Indigent Defense Commission				-	-	-	(10,502)	(10,712)	(11,145)
261/2000/1010/6340	Other Grants A87				(41,179)	(41,179)	(41,179)	(46,629)	(47,562)	(50,473)
261/2000/1010/6340	Police Grant A87				(75,804)	(75,804)	(75,804)	(46,323)	(47,249)	(50,141)
261/2000/1010/6340	Fire Grant A87				(5,224)	(5,224)	(5,224)	(2,330)	(2,377)	(2,523)
261/2000/1010/6340	Vital Streets - Bonds - A-87				(445)	(445)	(445)	(47,495)	(48,445)	(51,410)
261/2000/1010/6340	Vital Streets - Non-Bond - A-87				(51,597)	(51,597)	(51,597)	(47,495)	(48,445)	(50,402)
261/2000/1010/6340	Vital Streets - Operating - A-87				(5,278)	(5,278)	(5,278)	(5,258)	(5,363)	(5,579)
261/2000/1010/6340	Major Streets - A-87				(8,650)	(8,650)	(8,650)	(9,162)	(9,345)	(9,917)
261/2000/1010/6340	Major Streets-Vital Streets				-	-	-	(13,598)	(13,870)	(14,179)
261/2000/1010/6340	Local Streets-Vital Streets				-	-	-	(9,193)	(9,377)	(9,951)
261/2000/1010/6991	Government Center Ramp Sale Principal as scheduled	1,595,000	1,595,000	1,595,000	1,030,000	-	-	-	-	-
261/2000/1010/6991	Government Center Ramp Sale Interest as scheduled				105,000	105,000	105,000	41,200	-	-
261/2000/1010/6995	Repayment of Loan to GOF from Refuse Fund				508,213	508,213	508,213	494,225	480,238	-
261/2000/1010/6995	Repayment of Loan to GOF from Parks Millage Fund				-	-	-	-	-	-
	OTHER FINANCING SOURCES SUBTOTAL:	\$ 6,650,401	\$ 8,644,265	\$ 8,644,265	\$ 8,644,265	\$	\$ 8,644,265	\$ 8,172,106	\$ 6,872,394	\$ 6,520,002
	GRAND TOTAL:	\$ 33,223,830	\$ 33,223,830	\$ 30,903,038	\$ 29,397,395	\$ 28,295,282	\$ 28,149,488	\$ 28,495,367		\$ 28,852,632

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

PERSONAL SERVICES		PERSONAL SERVICES				FY20	FY20	FY20	FY21	FY22	FY23	FORECAST		FY25
261/1020/1010		7120 Pension - Supplemental - to Northern Trust				ADOPTED	AMENDED	ESTIMATE	REQUEST					
						\$	2,200	2,200	2,163	2,200	2,200	2,200	2,200	2,200
PERSONAL SERVICES SUBTOTAL:						\$	2,200	2,200	2,163	2,200	2,200	2,200	2,200	2,200
SUPPLIES		SUPPLIES	ADOPTED	AMENDED	ESTIMATE	REQUEST	FY22	FY20	FY24	FY25	FORECAST			
261/1020/1010 7520		Flags - Memorial Day Grave Decoration				10,000	10,000	10,000	10,000	10,000				
SUPPLIES SUBTOTAL:						\$	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
OTHER SERVICES & CHARGES		OTHER SERVICES & CHARGES				FY20	FY20	FY20	FY21	FY22	FY23	FY24	FY25	
						ADOPTED	AMENDED	ESTIMATE	REQUEST					
261/1020/1010	9460	Engineering Non-Project Costs				178,500	178,500	250,000	257,500	262,650	267,903	273,261	278,726	
261/1020/1010	8010	Kent Community Action - Administrative				115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	
261/1020/1010	8010	Kent Community Action - Operating Support				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
261/1020/1010	8010	Act 425 Agreement / Oakleigh Woods				8,000	8,000	9,699	10,000	10,000	10,000	10,000	10,000	
261/1020/1010	8010	Act 425 Agreement / Steelcase				24,000	24,000	14,254	15,000	15,000	15,000	15,000	15,000	
261/1020/1010	8010	Act 425 / Walker Industrial				50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
261/1020/1010	8010	Area Agency on Aging of Western Michigan				3,700	3,700	3,611	3,700	3,700	3,700	3,700	3,700	
261/1020/1010	8010	Consultant Services - State				83,335	83,335	83,335	-	-	-	-	-	
261/1020/1010	8010	Federal Legislative Consultant				30,000	30,000	30,000	-	-	-	-	-	
261/1020/1010	8010	State and Federal Legislative Consultants				-	-	-	108,000	108,000	108,000	108,000	108,000	
261/1020/1010	8010	Grand Rapids Cable Access Center				663,788	663,788	663,788	677,426	677,130	683,901	690,740	697,648	
261/1020/1010	8010	Music Licensing				6,550	6,550	6,707	6,707	6,707	6,707	6,707	6,707	
261/1020/1010	8010	Grand Rapids Sister Cities				3,000	3,000	3,000	15,000	15,000	15,000	15,000	15,000	
261/1020/1010	8010	Grand Valley Metro Council / GRETS				117,000	117,000	124,675	125,000	125,000	125,000	125,000	125,000	
261/1020/1010	8010	Independent Financial Audit				114,610	114,610	114,610	118,048	121,590	125,237	128,995	132,864	
261/1020/1010	8010	Right Place - General Support				50,000	50,000	50,000	70,000	70,000	70,000	70,000	70,000	
261/1020/1010	8010	LEAN Training and Implementation				30,000	30,000	30,000	10,000	10,000	10,000	10,000	10,000	
261/1020/1010	8010	Mayor's Innovation Project				3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
261/1020/1010	8010	Cure Violence Pilot				75,000	75,000	75,000	-	-	-	-	-	
261/1020/1010	8010	Downtown Comfort Station				50,000	50,000	50,000	-	-	-	-	-	
261/1020/1010	8010	SAFE Initiative				100,000	191,956	191,956	100,000	100,000	100,000	100,000	100,000	
261/1020/1010	8010	West Shore Services				20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
261/1020/1010	8010	NOBL for Belknap Lookout Neighborhood				15,000	15,000	16,194	15,000	15,000	15,000	15,000	15,000	
261/1020/1010	8010	Pilot Rental Assistance Center (FY19 Contingent BA)				91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	
261/1020/1010	8010	Support for Master Plan				125,000	125,000	125,000	100,000	125,000	125,000	-	-	
261/1020/1010	8010	Housing Next Support - Ryan Kilpatrick				-	-	-	-	-	-	-	-	
261/1020/1010	8010	Census 2020 non-staffing needs				20,000	20,000	20,000	-	-	-	-	-	
261/1020/1010	8011	Census 2020 Temp Staffing				80,000	80,000	80,000	-	-	-	-	-	
261/1020/1010	8011	Grand Valley State University Research & Support				50,000	50,000	50,000	45,000	50,000	50,000	50,000	50,000	
261/1020/1010	9000	Printing and Publishing				900	900	900	900	900	900	900	900	
261/1020/1010	9430	Emergency Operations Center Subsidy				10,366	10,366	10,366	10,497	10,857	11,150	11,446	11,667	
261/1020/1010	9150	Michigan Municipal League				31,000	31,000	31,596	32,000	32,000	32,000	32,000	32,000	
261/1020/1010	9150	National League of Cities				11,535	11,535	11,881	12,000	12,000	12,000	12,000	12,000	
261/1020/1010	9150	U.S. Conference of Mayors				12,242	12,242	12,242	12,500	12,500	12,500	12,500	12,500	
261/1020/1010	9150	West MI Regional Planning				9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	
261/8000/1010	8010	Promotional and Advertising				150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
261/8000/1010	8010	One North Division (Contractual Services)				555,224	555,224	128,612	10,000	-	-	-	-	
261/8000/1010	9630	One North Division (Property Taxes)				5,300	5,300	5,300	-	-	-	-	-	
261/8000/1010	9930	One North Division (Paying Agent Fees)				4,400	4,400	4,650	-	-	-	-	-	
OTHER SERVICES & CHARGES SUBTOTAL:						\$	2,912,250	3,004,206	2,846,176	2,201,078	2,236,834	2,252,799	2,144,049	2,160,512
DEBT SERVICE SUBTOTAL:						\$	2,818,175	2,818,175	2,818,175	-	-	-	-	-
DEBT SERVICE DEBT SERVICE		ADOPTED	AMENDED	ESTIMATE	REQUEST	FY20	FY21	FY22	FY23	FY24	FY25	FORECAST		
261/8000/1010 9951		2,818,175	2,818,175	2,818,175	235,048	235,048	-	-	-	-	-	-	-	

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

APPROPRIATION LAPSE		APPROPRIATION LAPSE	FY20 ADOPTED	FY20 AMENDED	FY20 ESTIMATE	FY21 REQUEST	FY22	FY23	FORECAST FY24	FY25
907/2010/1010	9959	Appropriation Lapse	(4,000,000)	(4,000,000)	(3,000,000)	(4,917,134)	(4,700,000)	(4,800,000)	(4,900,000)	(5,000,000)
APPROPRIATION LAPSE SUBTOTAL:			\$ (4,000,000)	\$ (4,000,000)	\$ (3,000,000)	\$ (4,917,134)	\$ (4,700,000)	\$ (4,800,000)	\$ (4,900,000)	\$ (5,000,000)
SUBSIDIES/TRANSFERS OUT		SUBSIDIES/TRANSFERS OUT	FY20 ADOPTED	FY20 AMENDED	FY20 ESTIMATE	FY21 REQUEST	FY22	FY23	FORECAST FY24	FY25
261/1020/1010	9955	ATPA Grant Match	233,657	233,657	233,657	251,914	261,730	266,315	-	270,712
261/1020/1010	9955	2016 COPS Grant Match	102,697	102,697	102,697	186,550	-	-	-	-
261/1020/1010	9955	2020 COPS Grant Match	-	-	-	-	-	-	-	-
261/1020/1010	9955	Grant Match for District Court	250,000	250,000	250,000	100,000	100,000	100,000	100,000	100,000
261/3000/1010	9951	Cemeteries Operating Fund Subsidy	370,000	370,000	370,000	415,000	470,000	495,000	515,000	525,000
261/3000/1010	9951	Parks Forestry Sustainability Subsidy	391,067	391,067	391,067	218,599	238,202	257,199	343,199	655,399
261/3000/1010	9951	Our Community's Children In Kind Support	109,091	109,091	109,091	-	-	-	-	-
261/3000/1010	9951	OCC 50% Subsidy of Youth Employment Program Wages to Other Grants Fund	50,000	50,000	50,000	-	-	-	-	-
261/3000/1010	9951	OCC- Our City Academy	10,000	10,000	10,000	-	-	-	-	-
261/3000/1010	9951	61st District Court Fund	6,215,000	6,215,000	6,215,000	6,200,000	6,950,000	7,350,000	7,600,000	7,850,000
261/3000/1010	9951	Contingent Transfers Out to Non-GOF Operating Funds	-	-	400,000	-	-	-	-	-
261/3000/1010	9951	MIDC Fund Local Share Requirement	-	-	-	112,125	116,553	121,091	125,743	130,511
261/3000/1010	9951	Dispatch Support	3,207,224	3,207,224	3,207,224	3,756,030	3,939,124	4,082,804	4,219,952	4,335,184
261/3000/1010	9951	Southtown CID Operational Support	100,000	100,000	100,000	-	-	-	-	-
261/3000/1010	9951	Subsidy to Economic Development to Support Operations	285,000	285,000	285,000	-	255,000	260,000	265,000	270,000
261/3000/1010	9951	Subsidy to Property Management to Support Contract with State Land Bank	-	-	-	70,000	70,000	70,000	70,000	70,000
261/3000/1010	9951	OCC Grant Match for Connecting Children to Nature	20,000	20,000	20,000	-	-	-	-	-
261/3000/1010	9951	Special Events Supplement to Parks Operating	157,500	157,500	157,500	-	-	-	-	-
261/3000/1010	9951	Parks Maintenance of Effort	6,385,419	6,385,419	6,385,419	6,309,705	6,234,889	6,405,784	6,539,916	6,680,447
261/3000/1010	9955	Transfer Out to Vital Streets	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
261/3000/1010	9953	Division Avenue Fire Station Land Purchase	600,000	600,000	80,000	800,000	-	-	-	-
261/3000/1010	9953	Fire Department Training Center Land Acquisition	-	-	-	-	-	-	-	-
261/4000/1010	9951	Contingent Account	-	-	-	-	-	-	-	-
SUBSIDIES/TRANSFERS OUT SUBTOTAL:			1,500,000	1,450,000	1,416,655	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000
			\$ 20,836,200	\$ 20,786,655	\$ 20,416,655	\$ 20,416,655	\$ 21,758,193	\$ 22,399,522	\$ 23,242,449	\$ 23,242,449
GRAND TOTAL:			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY22	FY23	FY24	FY25
			\$ 22,978,200	\$ 22,661,250	\$ 18,112,042	\$ 17,766,067	\$ 18,534,532	\$ 19,223,192	\$ 19,655,771	\$ 20,415,161



CITY OF
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FUND DESCRIPTIONS

Capital Improvement Fund: This fund accounts for the acquisition and construction of Capital Projects to be used in general Governmental-type operations. Financing is provided by Bonds, Property Tax, and Contributions from Private Sources and Grants. The fund is used when there is a need for appropriation authority to last more than one year.

Major Revenue Source: Bond Proceeds; Transfers from Capital Reserve; and Grants Fund Balance Policy: To have

all funds committed to capital projects.

Capital Reserve Fund: The purpose of the Capital Reserve fund is to receive Property Tax (1.25 mills) and Income Tax (4.25% of total) revenues that have been appropriated for general capital projects as well as for Debt Service on prior capital projects. Major Revenue Source: Property Taxes; Income Taxes, One Half of State Statutory Revenue Sharing

Fund Balance Policy: To have all funds committed to capital projects with approximately \$1 million retained for unforeseen emergency capital requirements.

Capital Improvement Bonds Series 2017 - Cemeteries Fund: The purpose of this fund is to account for bond financed capital improvements at six City cemeteries: Fairplains, Fulton, Greenwood, Oakgrove, Oakhill and Woodlawn. These projects generally consist of pavement or gravel improvements, signage and wayfinding kiosk installation, water spigot system improvements, fence repairs and improvements, maintenance building connection to city sewer system, new asphalt parking area at maintenance building, water seepage investigation and repairs, landscape provisions, retaining wall repairs, building repairs, and drainage improvements. \$3.6M in General Obligation Limited Tax Capital Improvement Bonds, Series 2017 were issued in April 2017. The bonds have a ten-year term with a variable interest rate.

Major Revenue Source: Bond Proceeds.

Fund Balance Policy: To have all funds committed to Cemetery capital projects.

Capital Improvement Bonds Series 2018 - Energy, Lighting and Communications Capital Projects: The purpose of this fund is to account for bond financed capital improvements related to the City's Energy, Lighting and Communications System. These projects generally consist of critical safety improvements, primary circuit repairs and replacement, concrete and wood pole replacements, HPS to LED street light pilot project including 7 Pin Smart Control Technology, 2.4KV to 7.2KV primary circuit conversion, replacement of overhead primary circuits that crossover US131 and I-196, Asset Management in coordination with Vital Streets projects and smart electrical meters \$9M in General Obligation Limited Tax Capital Improvement Bonds, Series 2018 were issued in December 2018. The level debt bonds have a twenty-year term with a variable interest rate.

Major Revenue Source: Bond Proceeds.

Fund Balance Policy: To have all funds committed to Energy, Lighting and Communications capital projects.

Capital Improvement Bonds Series 2021 - Energy, Lighting and Communications Capital Projects: The purpose of this fund is to account for bond financed capital improvements related to the City's Energy, Lighting and Communications System. These projects generally consist of critical concrete pole replacements, LED street lighting conversion (Smart City) and Division Avenue – Fulton Street to Michigan Street (Asset Management in coordination with Vital Streets). \$12.4M in General Obligation Limited Tax Capital Improvement Bonds, Series 2021 are anticipated to be received in March 2021. The level debt bonds will have a twenty-year term with a variable interest rate.

Major Revenue Source: Bond Proceeds.

Fund Balance Policy: To have all funds committed to Energy, Lighting and Communications capital projects.

Streets Capital Fund: This fund is used to account for Streets Capital Projects in the Capital Projects Fund group. Resources have been provided by the Major and Local Streets Funds (Gas & Weight Tax), contributions from the General Operating Fund, and grants. Projects are made up of traffic safety and streets resurfacing and reconstruction projects. Currently, this fund is primarily dormant.

Major Revenue Source: Bond Proceeds; Transfers from Major and Local Streets; General Operating Fund contributions; and Grants

Fund Balance Policy: To have all funds committed to capital projects.

Vital Streets Capital Project Fund: The Vital Streets Capital Project Fund will receive monies from the Vital Streets Operating Fund to be spent on preventative maintenance, rehabilitation and reconstruction projects. This capital fund is required to provide multi-year appropriation authority for projects that span more than one fiscal year.

**Grand Rapids MI - FMS CAPITAL
IMPROVEMENT (4010) STATEMENT OF
OPERATIONS**

	ACTUAL	ADOPTED	AMENDED	2020 Fiscal	PROPOSED	FORECAST	FORECAST	FORECAST	FORECAST	2019	2020
	2020	Year Estimate	2021		2022	2023			2024	2025	
Revenues											
539-State Revenues		1,513,202	0	0	0	0	0	0	0	0	0
580-Contribution from Local Units		0	715,720	715,720	0	673,983	720,938	785,283	3,582,623	2,586,952	
600-Charges for Services		0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals		346,160	0	0	0	0	0	0	0	0	0
671-Other Revenues		1,094,578	569,022	1,199,284	1,399,873	1,574,037	1,579,777	1,579,777	1,579,777	1,579,777	1,579,777
695-Other Financing Sources		9,193,290	8,806,101	8,012,266	8,869,861	6,254,017	7,348,560	15,477,439	11,990,063	10,570,557	
Capital Improvement Total Revenues		12,147,230	10,090,843	9,927,270	10,269,734	8,502,037	9,649,275	17,842,499	17,152,463	14,737,286	
Expenditures											
701-Personal Services		721	0	0	0	0	0	0	0	0	0
751-Supplies		10,359	0	0	0	0	0	0	0	0	0
800-Other Services and Charges		1,345,974	569,022	924,022	569,022	574,037	579,777	579,777	579,777	579,777	579,777
970-Capital Outlays		7,857,822	9,521,821	8,317,042	9,700,712	7,928,000	9,069,498	17,262,722	16,572,686	14,157,509	
995-Other Financing		2,446,472	0	686,206	0	0	0	0	0	0	0
Capital Improvement Total Expenditures		11,661,349	10,090,843	9,927,270	10,269,734	8,502,037	9,649,275	17,842,499	17,152,463	14,737,286	
Capital Improvement NET INCOME (LOSS)		485,882	0	0	0	0	0	0	0	0	0
Beginning Fund Balance		-219,169	266,713	266,713	266,713	266,713	266,713	266,713	266,713	266,713	266,713
Ending Fund Balance		266,713	266,713	266,713	266,713	266,713	266,713	266,713	266,713	266,713	266,713
<i>*Capital project fund appropriations do not lapse at the end of each fiscal year. Therefore, prior unspent appropriation authority remains available in succeeding years.</i>											

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
CAPITAL IMPROVEMENT FUND (4010)										
Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
228	Information Technology	4010CABLA	GRIN - Cable Grant Project	8010	Contractual Services	\$ 132,029	\$ 133,348	\$ 133,348	\$ 133,348	\$ 133,348
		4010CABL8	HEA - Cable Grant Project	8010	Contractual Services	\$ 126,288	\$ 127,551	\$ 127,551	\$ 127,551	\$ 127,551
		4010CABLC	HEA - Cable Grant Project	8010	Contractual Services	\$ 126,288	\$ 127,551	\$ 127,551	\$ 127,551	\$ 127,551
		4010CABLD	GRTV - Cable Grant Project	8010	Contractual Services	\$ 126,288	\$ 127,551	\$ 127,551	\$ 127,551	\$ 127,551
		4010CABLE	GRTV2 - Cable Grant Project	8010	Contractual Services	\$ 63,144	\$ 63,776	\$ 63,776	\$ 63,776	\$ 63,776
	Information Technology					\$ 574,037	\$ 579,777	\$ 579,777	\$ 579,777	\$ 579,777
265	Facilities Management	TEMP17039	Improvements to the City / County HVAC sys	9750	Building	\$ 673,983	\$ 1,759,106	\$ 1,900,666	\$ 1,900,666	\$ 1,816,666
		TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$	\$	\$	\$	\$
		TEMP17043	Annual Heat pump replacement at the Police	9750	Building	\$	\$	\$	\$	\$
		TEMP17053	Miscellaneous repairs to the 61st District Cou	9750	Building	\$ 320,643	\$ 344,984	\$ 475,331	\$ 874,863	\$ 883,984
		TEMP17082	3684 - Maplegrove Detention Bond	9750	Building	\$	\$	\$	\$	\$
		TEMP17092	Calder Plaza maint program. Inspection & Co	9750	Building	\$	\$ 126,563	\$ 411,300	\$ 4,715,000	\$ 5,156,250
		TEMP17107	Interior renovations to the Westside Complex	9750	Building	\$	\$ 200,000	\$	\$	\$
		TEMP17120	Replace gymnasium bleachers at the Paul I.	9750	Building	\$	\$ 182,500	\$	\$	\$
		TEMP17122	Roof restoration at the Police Administration	9750	Building	\$ 482,838	\$	\$	\$	\$
		TEMP17123	Shooting range backstop repairs at the Pistol	9750	Building	\$	\$ 125,000	\$	\$	\$
		TEMP17129	Public facility space utilization and work spac	9750	Building	\$	\$	\$ 218,750	\$ 299,395	\$
		TEMP17130	Replace gymnasium wall partition-Your T. Rn	9750	Building	\$ 185,000	\$	\$	\$	\$
		TEMP17132	HVAC controls upgrade at the Westside Com	9750	Building	\$	\$ 200,000	\$	\$	\$
		TEMP17225	Roof replacements at various fire stations	9750	Building	\$	\$ 376,109	\$	\$	\$
		TEMP18202	Replacement of HVAC systems at Bridge Fire	9750	Building	\$ 184,502	\$	\$	\$	\$
		TEMP18210	Interior stairwell painting at the City Hall fac	9750	Building	\$	\$ 99,000	\$	\$	\$
		TEMP19012	Demolition and site restoration of 273 Marke	9750	Building	\$	\$ 450,000	\$	\$	\$
		TEMP19017	Interior renovations at the Refuse storage fa	9750	Building	\$	\$ 275,000	\$	\$	\$
		TEMP19021	Roof and conveyor restoration at the Salt Do	9750	Building	\$	\$	\$ 187,500	\$	\$
		TEMP19023	Roof restoration of the Center building at the	9750	Building	\$	\$	\$ 378,688	\$	\$
		TEMP19025	Replace HVAC equipment at the Fleet Manag	9750	Building	\$	\$	\$ 84,728	\$	\$
		TEMP19027	Passenger elevator replacement at the 201 M	9750	Building	\$	\$	\$ 447,695	\$	\$
		TEMP19028	Replacement of shop make up air system at t	9750	Building	\$	\$	\$ 178,750	\$	\$
		TEMP19033	HVAC air handling unit replacement at the W	9750	Building	\$	\$	\$ 200,181	\$ 133,109	\$ 200,000
		TEMP19034	Interior renovations at the Paul I. Phillips fac	9750	Building	\$	\$	\$ 200,000	\$ 181,253	\$
		TEMP19036	Roof replacement at Covell Fire Station	9750	Building	\$	\$	\$ 174,845	\$	\$
		TEMP19039	Replacement of generator at Kalamazoo Fir	9750	Building	\$	\$	\$ 150,000	\$	\$
		TEMP19041	Acoustical ceiling replacements at various Fir	9750	Building	\$	\$	\$ 173,538	\$	\$
		TEMP19042	Interior hardware improvements at various F	9750	Building	\$ 40,500	\$	\$	\$	\$
		TEMP19195	Electrical substation and switch gear replace	9750	Building	\$	\$	\$	\$ 3,125,000	\$
		TEMP19199	Fire Wellness Gym Floor Space Study	9750	Building	\$	\$	\$	\$	\$ 524,523
		TEMP19210	Replacement of Generator at Burton Fire Sta	9750	Building	\$	\$	\$	\$ 150,000	\$
		TEMP19215	Parking lot expansion at the Community Arch	9750	Building	\$	\$	\$	\$ 350,000	\$
		TEMP19219	Roof Replacement at Kalamazoo Fire Station	9750	Building	\$	\$ 258,780	\$	\$	\$
		TEMP19220	Replacement of generator at Franklin Fire St	9750	Building	\$	\$	\$ 150,000	\$	\$
		TEMP21007	Twin elevator upgrades at Police Administrat	9750	Building	\$	\$	\$	\$	\$ 733,586
		TEMP21011	Miscellaneous repairs at the Paul I. Phillips fa	9750	Building	\$	\$	\$	\$	\$ 200,000
		TEMP21012	Plaza level activation at City Hall	9750	Building	\$	\$ 100,000	\$	\$	\$
		TEMP21018	Plainfield Fire Station Renovation Phase I	9750	Building	\$ 25,000	\$ 135,900	\$	\$ 277,200	\$
		TEMP21020	Conference room and collab. upgrade at Publ	9750	Building	\$ 150,000	\$ 150,000	\$	\$	\$
		TEMP21021	Public facility accessibility and security analy	9750	Building	\$ 150,000	\$ 150,000	\$	\$	\$
		TEMP21022	Administrative services workspace reorg at C	9750	Building	\$ 150,000	\$	\$	\$	\$
		TEMP21023	Franklin Station Renovation Phase I	9750	Building	\$	\$ 242,230	\$	\$ 234,200	\$
		TEMP21025	Replacement of Generator at Plainfield Fire S	9750	Building	\$	\$	\$	\$ 150,000	\$
	Facilities Management					\$ 3,063,371	\$ 4,660,998	\$ 5,338,972	\$ 13,091,686	\$ 9,665,009
301	Police	TEMP18099	Real Time Crime Center	9760	Equipment	\$	\$ 300,000	\$	\$	\$
		TEMP18196	Mobile Command Post	9760	Equipment	\$	\$	\$ 250,000	\$	\$
		TEMP21004	Bi-Directional Amplifier	9760	Equipment	\$ 95,000	\$	\$	\$	\$
		TEMP21013	Women's Locker Room & Fitness Center Proj	9880	Equipment	\$ 97,560	\$	\$	\$	\$
				9880	Construction In Progress	\$ 115,000	\$	\$	\$	\$
	Police Total					\$ 210,000	\$ 300,000	\$ 250,000	\$	\$
336	Fire	401019005	3031 Division Station land and construct	9710	Land	\$ 200,000	\$	\$	\$	\$
		401020012	8034 WATER RESCUE	9860	Construction In Progress	\$	\$ 500,000	\$ 8,015,250	\$	\$
				9760	Equipment	\$	\$	\$	\$	\$
				9810	Vehicles	\$ 125,000	\$	\$	\$	\$
	Fire Total					\$ 325,000	\$ 500,000	\$ 8,015,250	\$	\$
447	Engineering Services	401017151	Grand River Revitalization	9880	Construction In Progress	\$ 895,000	\$ 852,500	\$ 852,500	\$ 900,000	\$ 2,211,500
		TEMP18093	Grand River Walkway Ph II	9880	Construction In Progress	\$ 150,000	\$ 375,000	\$	\$ 300,000	\$
		TEMP19155	Hastings St Non-Motorized Path Ph 2	9880	Construction In Progress	\$ 255,000	\$ 100,000	\$	\$	\$
		TEMP20005	Plaquem Capital Projects	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		TEMP20011	Private Development & Vacation Projects	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
	Engineering Services Total					\$ 2,300,000	\$ 2,327,500	\$ 2,327,500	\$ 2,200,000	\$ 3,211,500

CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2021 PRELIMINARY FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)

[illegible]

**Grand Rapids MI - FMS CAPITAL RESERVE
FUND (4011) STATEMENT OF OPERATIONS**

	ACTUAL 2019 ADOPTED 2020 AMENDED 2020			2020 Fiscal Year Estimate	PROPOSED 2021 FORECAST 2022 FORECAST 2023 FORECAST 2024 FORECAST 2025					
REVENUES:										
Property Tax	\$ 5,478,886	\$ 5,651,552	\$ 5,651,552	\$ 5,647,552	\$ 5,891,435	\$ 6,009,872	\$ 6,155,911	\$ 6,279,608	\$ 6,408,022	\$ 6,536,813
Income Tax	4,123,276	3,944,264	3,944,264	3,792,145	3,811,105	3,887,327	3,964,511	4,084,123	4,186,226	4,288,813
Intergovernmental Revenues (CVTRS / Revenue Sharing)	2,844,538	2,720,297	2,720,297	2,792,864	2,709,813	2,709,813	2,709,813	2,709,813	2,709,813	2,709,813
Local Community Stabilization Share	60,055	30,774	30,774	37,129	37,129	37,129	35,953	35,953	35,953	35,953
CFOF: From Cemeteries Operating Fund	-	-	-	-	-	-	-	-	-	-
From Brownfield - Mercantile Bank Tax Increment	58,565	57,385	57,385	57,385	56,272	55,159	50,848	-	-	-
Interest on Investments	358,097	385,256	385,256	400,225	287,181	185,614	200,000	237,516	269,417	-
Miscellaneous Other Revenue: Sale of Division Street Fire Station	-	-	-	-	-	-	-	-	-	-
Miscellaneous Other Revenue: Lyon Square Project ODA Reimbursement	-	360,002	360,002	-	-	-	-	-	-	-
Miscellaneous Other Revenue: Reimbursements and Contributions	198,818	-	-	166,712	-	-	-	-	-	-
Other Financing Sources: Transformation Fund	572,437	-	-	-	-	-	-	-	-	-
Total Revenue	13,494,873	13,149,530	13,149,530	12,884,012	12,792,935	12,884,914	13,322,646	13,347,017	13,827,491	14,255,036
EXPENDITURES:										
Debt Obligations (fiscal year completed)										
- KCDC 2008 (FY2021) Grand River Floodwalls	232,970	229,728	229,728	229,728	231,576	-	-	-	-	-
- KCDC Flood Mgmt/Tremont NW/Shawmut Hills Drain Dist (2013)	21,350	-	-	-	-	-	-	-	-	-
- KCDC 2014 (FY2035) Grand River Floodwall Bonds Phase 1	322,646	321,246	321,246	321,246	318,746	320,946	317,846	319,446	321,771	-
- KCDC 2016 (FY2037) Grand River Floodwall Bonds Phase 2	666,050	662,275	662,275	662,275	485,775	484,900	482,100	483,800	483,125	-
- GR Building Authority 2011 (FY2031) Archives Center Phase II	241,238	399,063	399,063	399,063	362,838	399,863	-	-	-	-
- GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities)	68,591	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-
- GR Building Authority 2010B (FY2033) 1120 Monroe Project (Facilities)	229,646	225,446	225,446	225,446	230,141	229,059	227,361	225,379	227,969	-
- GR Building Authority 2009 (FY2021) Archives Center Phase I	142,625	-	-	-	-	-	-	-	-	-
- GR Building Authority 2009 (FY2021) Police Facilities	1,980,844	1,988,250	1,988,250	1,988,250	1,997,250	-	-	-	-	-
- Capital Improvment Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage	141,543	141,543	141,543	141,543	83,900	86,882	89,863	92,844	95,825	-
- Brownfield IPA 2012 (FY2023) Front Ave Resurfacing	58,565	57,385	57,385	57,385	56,272	55,159	50,848	-	-	-
- LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit	53,566	53,718	53,718	53,718	52,208	52,120	53,187	52,498	53,151	-
- LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall	130,939	131,272	131,272	131,272	127,582	127,370	129,578	128,252	129,889	-
- LTGO Bonds 2018 (FY2042) Fund 4013 Street Lighting \$8.21M (\$9M Total Proceed)	107,978	377,400	377,400	377,400	377,400	377,400	628,575	628,450	628,650	-
- Hypothetical Bonds 2022 (FY2042) Proposed Fire Station Division	-	-	-	-	-	530,167	532,869	532,869	532,869	-
- Hypothetical Bonds 2022 (FY2042) Proposed Street Lighting	-	-	-	-	-	778,438	775,334	777,861	780,139	-
- Hypothetical Bonds 2024 (FY2044) Calder Plaza/City Hall Elec Substation	-	-	-	-	-	-	-	510,323	511,707	-
- Hypothetical Bonds 2021 (FY2041) Lyon Square Project/MUK Lodge	-	450,003	450,003	-	-	-	-	-	-	-
- LTGO Bonds 2017 (FY2027) Fund 4012 Cemetery Improvements-\$3.8M	403,540	404,300	404,300	404,300	399,815	399,640	403,515	401,495	403,647	-
Hypothetical Lease - Proposed Chester Fire Station	-	-	-	-	-	-	-	-	-	-
Lease - Kent County Bonds 2006 & 2014 (FY2028) 61st District Court	1,451,800	1,454,434	1,454,434	1,454,434	1,455,355	1,456,712	1,426,899	1,429,276	1,427,485	-
Lease - Human Services Complex (ACSET)	163,794	166,603	166,603	166,603	159,038	158,576	157,795	156,772	155,936	-
Sub-total - Debt and Other Long Term Obligations	6,415,685	7,138,069	7,138,069	6,688,066	6,444,778	5,629,250	5,348,274	5,615,264	5,823,073	-
Transfers to Capital Improvement Fund - Other Projects										
- Stormwater	826,398	977,857	977,857	977,857	1,129,429	1,281,000	1,281,000	1,281,000	1,281,000	-
- Facilities Management	2,836,392	3,775,381	3,775,381	3,775,381	2,389,588	3,940,080	4,553,689	4,577,703	3,834,778	-
- Fire Equipment	269,900	266,863	266,863	266,863	125,000	-	-	-	-	-
- Fire Station Asset Management	50,000	-	-	-	-	-	-	-	-	-
- Parks & Recreation	50,000	676,000	676,000	676,000	-	-	-	-	-	-
- Police Equipment	175,500	-	-	-	210,000	300,000	250,000	-	-	-
- Street Lighting	-	-	-	-	-	-	-	-	-	-
- Traffic Safety	83,500	-	-	-	-	-	-	-	-	-
- Engineering Department - Grand River Revitalization	500,000	700,000	700,000	700,000	895,000	852,500	852,500	900,000	2,211,500	-
- Other Engineering Department Managed Projects	250,000	1,010,000	1,010,000	1,010,000	405,000	475,000	525,000	300,000	-	-
- Clerk Department	150,000	-	-	-	-	-	-	-	-	-
Sub-total - Transfers to Capital Improvement Fund	5,460,990	7,460,191	7,460,191	7,460,191	6,254,017	6,846,589	7,466,769	7,666,769	7,666,769	-
Cost Allocation - A-87	64,490	66,323	66,323	66,323	66,323	66,323	66,323	61,639	62,853	-
Dunigman Watermain Reimbursement (9955 - Op Transfer to Water Fund)	-	54,775	54,775	54,775	38,514	38,514	38,514	-	-	-
Repairs at Various Cemeteries (9953 - Op Transfer to Cemetery Fund)	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	-
Total Expenditures	11,631,965	14,890,268	14,890,268	14,540,265	13,120,403	12,800,680	13,234,415	13,257,617	13,638,632	-
Operating Excess (Deficiency)	1,862,709	(1,840,738)	(1,840,738)	(1,656,253)	(327,468)	84,335	88,230	89,396	88,599	-
Beginning Fund Balance	1,436,633	2,999,341	2,999,341	2,999,341	1,343,088	1,015,620	1,099,955	1,188,185	1,277,581	-
Ending Fund Balance	\$ 2,999,341	\$ 1,158,603	\$ 1,158,603	\$ 1,343,088	\$ 1,015,620	\$ 1,089,955	\$ 1,188,185	\$ 1,277,581	\$ 1,366,180	\$ 1,454,780
Reserve Targets:										
Assigned to Capital	2,999,341	1,158,603	1,158,603	1,343,088	1,015,620	1,089,955	1,188,185	1,277,581	1,366,180	-
Unassigned	0	0	0	0	0	0	0	0	0	-
Total	2,999,341	1,158,603	1,158,603	1,343,088	1,015,620	1,089,955	1,188,185	1,277,581	1,366,180	-

Grand Rapids MI - FMS
CAPITAL IMPROVEMENT BONDS SERIES 2017 (4012) STATEMENT
OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
539-State Revenues	0	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	48,246	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2017 Total Revenues	48,246	0	0	0	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	2,651,881	0	0	574,177	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2017 Total Expenditures	2,651,881	0	0	574,177	0	0	0	0	0
Capital Improvement Bonds Series 2017 NET INCOME (LOSS)	-2,603,635	0	0	-574,177	0	0	0	0	0
Beginning Fund Balance	3,177,812	574,177	574,177	574,177	0	0	0	0	0
Ending Fund Balance	574,177	574,177	574,177	0	0	0	0	0	0

Grand Rapids MI - FMS
CAPITAL IMPROVEMENT BONDS SERIES 2018 (4013) STATEMENT OF
OPERATIONS

	ACTUAL 2020 2025	ADOPTED	AMENDED 2020	Year Estimate	2020 Fiscal 2021	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2019 2024	
Revenues										
539-State Revenues		0	0	0	0	0	0	0	0	0
580-Contribution from Local Units		0	0	0	0	0	0	0	0	0
600-Charges for Services		0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals		130,816	0	0	34,857	0	0	0	0	0
671-Other Revenues		0	0	0	0	0	0	0	0	0
695-Other Financing Sources		8,995,507	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2018 Total Revenues		9,126,323	0	0	34,857	0	0	0	0	0
Expenditures										
701-Personal Services		4,329	0	0	7,598	0	0	0	0	0
751-Supplies		22,154	0	0	0	0	0	0	0	0
800-Other Services and Charges		68,154	0	0	0	0	0	0	0	0
970-Capital Outlays		706,851	0	0	3,058,598	0	0	0	0	0
990-Debt Service		131,384	0	0	0	0	0	0	0	0
995-Other Financing		0	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2018 Total Expenditures		932,872	0	0	3,066,196	0	0	0	0	0
Capital Improvement Bonds Series 2018 NET INCOME (LOSS)		8,193,451	0	0	-3,031,339	0	0	0	0	0
Beginning Fund Balance		0	8,193,451	8,193,451	8,193,451	5,162,112	5,162,112	5,162,112	5,162,112	5,162,112
Ending Fund Balance		8,193,451	8,193,451	8,193,451	5,162,112	5,162,112	5,162,112	5,162,112	5,162,112	5,162,112
Summary of Reserves										
Ending Fund Balance		8,193,451	8,193,451	8,193,451	5,162,112	5,162,112	5,162,112	5,162,112	5,162,112	5,162,112
Assigned to Capital Projects		-8,193,451	-8,193,451	-8,193,451	-5,162,112	-5,162,112	-5,162,112	-5,162,112	-5,162,112	-5,162,112
Unassigned Fund Balance Available for Reappropriation		0	0	0	0	0	0	0	0	0

Grand Rapids MI - FMS
CAPITAL IMPROVEMENT BONDS SERIES 2021 (4014) STATEMENT OF
OPERATIONS

ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues								
539-State Revenues	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	8,150,000	4,214,400	0	0
Capital Improvement Bonds Series 2021 Total Revenues	0	0	0	0	8,150,000	4,214,400	0	0
Expenditures								
701-Personal Services	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	0	0	8,150,000	4,214,400	0	0
990-Debt Service	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2021 Total Expenditures	0	0	0	0	8,150,000	4,214,400	0	0
Capital Improvement Bonds Series 2021 NET INCOME (LOSS)	0	0	0	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0	0	0
Summary of Reserves								
Ending Fund Balance	0	0	0	0	0	0	0	0
Assigned to Capital Projects	0	0	0	0	0	0	0	0
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
CAPITAL IMPROVEMENT BOND SERIES 2021 FUND (4014)										
Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
448	Street Lighting	TEMP20138	ELC - Critical Concrete Pole Replacements	9880	Construction In Progress	\$	\$ 1,687,500	\$	\$	\$
		TEMP20139	ELC - LED Street Lighting Conversion (Smart City)	9880	Construction In Progress	\$ 8,150,000	\$	\$	\$	\$
		TEMP20149	ELC - Division Avenue - Fulton Street to Michigan Street	9880	Construction In Progress	\$	\$ 2,526,900	\$	\$	\$
Grand Total						\$ 8,150,000	\$ 4,214,400	\$	\$	\$

Grand Rapids MI - FMS
STREETS-CAPITAL PROJECTS (4050 / 4051) STATEMENT OF
OPERATIONS

	ACTUAL 2020	ADOPTED 2020	AMENDED Year Estimate*	2020 Fiscal 2021	PROPOSED	FORECAST 2022	FORECAST	FORECAST 2023	FORECAST 2024	2019 2024	2020 2025
Revenues											
501-Federal Grants			0	0	0	0		0	0	0	0
539-State Grants			0	0	0	0		0	0	0	0
580-Contribution from Local Units			0	0	0	0		0	0	0	0
600-Charges for Services			0	0	0	0		0	0	0	0
664-Investment Income & Rentals			76,520	0	0	0		0	0	0	0
671-Other Revenues			22,540	0	0	0		0	0	0	0
695-Other Financing Sources			913,803	0	44,607	304,420		0	0	0	0
Streets-Capital Projects Total Revenues			1,012,862	0	44,607	304,420		0	0	0	0
Expenditures											
701-Personal Services			346	0	0	0		0	0	0	0
751-Supplies			0	0	0	0		0	0	0	0
800-Other Services and Charges			10,649	0	0	0		0	0	0	0
970-Capital Outlays			1,648,899	0	44,607	304,420		0	0	0	0
995-Other Financing			0	0	0	0		0	0	0	0
Streets-Capital Projects Total Expenditures			1,659,893	0	44,607	304,420		0	0	0	0
Streets-Capital Projects NET INCOME (LOSS)			-647,031	0	0	0		0	0	0	0
Beginning Fund Balance			669,633	22,602	22,602	22,602		22,602	22,602	22,602	22,602
Ending Fund Balance			22,602	22,602	22,602	22,602		22,602	22,602	22,602	22,602
CAFR Reconciliation:											
Ending Fund Balance per CAFR (Page 17)			2,243,020								
Assigned for Uncompleted Capital Projects			<u>-2,220,418</u>								
Unassigned Fund Balance Available for Reappropriation			<u>22,602</u>								

**Capital project fund appropriations do not lapse at the end of each fiscal year. Therefore, prior unspent appropriation authority remains available in succeeding years.*

Grand Rapids MI VITAL STREETS CAPITAL PROJECTS FUND (4090 / 4091) STATEMENT OF OPERATIONS												
		ACTUAL 2019 ADOPTED 2020 AMENDED 2020	2020 Fiscal PROPOSED PROPOSED PROPOSED PROPOSED									
			Year Estimate	2021	2022	2023	2024	2025				
REVENUE												
501	Federal Grants (4090)	744,129	690,000	830,480	763,822		690,000	690,000	690,000	690,000	690,000	690,000
539	State Grants (4090)	(23,618)	250,000	250,000	330,000		250,000	250,000	250,000	250,000	250,000	250,000
580	Contribution From Local Units	28,153	0	52,895	0		0	0	0	0	0	0
664	Investment Income & Rentals	148,955	0	0	0		0	0	0	0	0	0
671	Other Revenues 88,122	0	0	35,000			0	0	0	0	0	0
695	Operating Trfr from VS 2040/2041 Fund-Preventative Maintenance Work (Contract		111,708	0	0	0	0	0	0	0	0	0
695	Operating Trfr from VS 2040/2041 Fund-Rehabilitation Work		509,704	0	0	0	0	0	0	0	0	0
695	Operating Trfr from VS 2040/2041 Fund-Reconstruction Work	2,206,274	2,685,976	2,685,976	25,000		0	0	0	0	0	0
695	Operating Trfr from VS 2040 Fund-Bridge Investment	70,000	65,000	65,000	102,000		115,000	85,000	30,000	30,000	30,000	30,000
695	Operating Trfr from VS 2040 Fund for Traffic Safety/Signals	277,000	550,000	550,000	550,000		550,000	550,000	550,000	550,000	550,000	550,000
695	Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed)		0	0	0	110,000	0	0	0	0	0	0
695	Vital Streets Trees	100,000	100,000	112,734			100,000	100,000	100,000	100,000	100,000	100,000
695	Public ROW and Green Infrastructure Maintenance	200,000	200,000	200,000	200,000		200,000	200,000	200,000	200,000	200,000	200,000
695	Other Non-Categorized Projects (Including Preliminary Engineering and IIP)	1,893,008	25,000	25,000	1,746,743		8,912,871	8,722,817	10,130,857	10,531,770	10,920,936	10,920,936
VITAL STREETS Total Revenue				6,391,435	4,565,976	4,758,351	3,975,299	10,817,871	10,597,817	11,950,857	12,351,770	12,740,936
EXPENDITURES												
Bridge Investment (978) 59,330		65,000	65,000	102,000				115,000	85,000	30,000	30,000	30,000
Major Federal Aid Urban (FAU) Street Investment												
			970 Preventative Maintenance-Contracts (2)	148,398	0	0	0	0	0	0	0	0
			970 Capital Outlay - Rehabilitation Work (1) (2)	1,308,507	0	0	0	0	0	0	0	0
		970 Capital Outlay - Reconstruction Work (1) (2)	1,897,737	2,685,976	2,685,976	105,000	0	0	0	0	0	0
	970 Capital Outlay - Construction In Progress (1) (2)		0	0	140,480	0	0	0	0	0	0	0
			Other Non-Categorized	1,315	0	0	0	0	0	0	0	0
Major Non-Federal Aid Urban (FAU) Street Investment												
	970 Preventative Maintenance-Contracts (2)	12,157	0	0	0		0	0	0	0	0	0
	970 Capital Outlay - Rehabilitation Work (1) (2)	0	0	0	0		0	0	0	0	0	0
	970 Capital Outlay - Reconstruction Work (1) (2)	121,698	0	0	0		0	0	0	0	0	0
	995 Preventative Maintenance-Force Account (2)	0	0	0	0		0	0	0	0	0	0
Local Street Investment												
			970 Preventative Maintenance-Contracts (2)	1,827,099	0	0	0	0	0	0	0	0
			970 Capital Outlay - Rehabilitation Work (1) (2)	362,886	0	0	0	0	0	0	0	0
			970 Capital Outlay - Reconstruction Work (1) (2)	331,237	0	0	0	0	0	0	0	0
			Other Non-Categorized	3,396	0	0	0	0	0	0	0	0
Traffic Safety/Signals & Trunk Line												
970	Capital Outlay - Traffic Safety/Signals (4090)	31,487	1,490,000	1,542,895	1,563,822		1,490,000	1,490,000	1,490,000	1,490,000	1,490,000	1,490,000
800	Other Services and Charges - Traffic Safety/Signals (4090)	589,302	0	0	0		0	0	0	0	0	0
995	Other Financing - Traffic Safety/Signals (4090)	0	0	0	0		0	0	0	0	0	0
970	Capital Outlay - Trunk Line/MDOT-Eng. Managed (4090)	61,286	0	110,000			0	0	0	0	0	0
Public ROW and Green Infrastructure Maintenance (995)												
	206,971	200,000	200,000	200,000			200,000	200,000	200,000	200,000	200,000	200,000
Vital Streets Trees (978) 96,388		100,000	112,734				100,000	100,000	100,000	100,000	100,000	100,000
Other Non-Categorized Projects (800)		19,446	0	0	0		0	0	0	0	0	0
Other Non-Categorized Projects (970)		696,669	25,000	25,000	1,781,743		8,912,871	8,722,817	10,130,857	10,531,770	10,920,936	10,920,936
				Master Plan and Project Development (978)	1,465	0	0	0	0	0	0	0
VITAL STREETS Total Expenditures				7,774,774	4,565,976	4,758,351	3,975,299	10,817,871	10,597,817	11,950,857	12,351,770	12,740,936
VITAL STREETS NET INCOME (LOSS)				(1,423,339)	0	0	0	0	0	0	0	0
Beginning Fund Balance Ending Fund												
Balance Reserve Targets:		1,768,572	345,233	345,233	345,233		345,233	345,233	345,233	345,233	345,233	345,233
		345,233	345,233	345,233	345,233		345,233	345,233	345,233	345,233	345,233	345,233
Assigned to Capital Investment Unassigned Fund Balance												
Total		345,233	345,233	345,233	345,233		345,233	345,233	345,233	345,233	345,233	345,233
		0	0	0	0		0	0	0	0	0	0
		345,233	345,233	345,233	345,233		345,233	345,233	345,233	345,233	345,233	345,233

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.

(2) Allocation between expenditure categories are approximate. Dollar amounts will be modified based on the final program of projects for each fiscal year.

CITY OF GRAND RAPIDS											
CAPITAL PROJECT DETAIL											
FY2021 PRELIMINARY FISCAL PLAN											
VITAL STREETS CAPITAL PROJECTS FUND (4090)											
Dept Number	Dept Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	
449	Streets	409015298	Infrastructure Investment Project	9880	Construction In Progress	\$ 8,887,871	\$ 8,697,817	\$ 10,105,857	\$ 10,506,770	\$ 10,895,934	
		409017013	Var Loc Bridge Repairs	9880	Construction In Progress	\$ 115,000	\$ 85,000	\$ 30,000	\$ 30,000	\$ 30,000	
		409017093	Public ROW & Green Infrast	9955	Operating Trans-Misc	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
		409017122	Vital Streets Trees	9880	Construction In Progress	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
		409020025	Preliminary Engineering	9880	Construction In Progress	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
	Streets Total					\$ 9,327,871	\$ 9,107,817	\$ 10,460,857	\$ 10,861,770	\$ 11,250,934	
519	Traffic Safety	TEMP20030	Traffic Calming	9880	Construction In Progress	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
		TEMP20031	Traffic Safety CHAQ Grant Projects	9880	Construction In Progress	(1) \$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	
		TEMP20032	Traffic Signal Capital Replacement	9880	Construction In Progress	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	
		TEMP20033	Traffic Signal LED Upgrades & Detection Enhancements	9880	Construction In Progress	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	
		TEMP20034	Traffic Signal Opt & Detection	9880	Construction In Progress	(2) \$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	
		TEMP20035	Safety Projects-Var Loc	9880	Construction In Progress	(3) \$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	
	Traffic Safety					\$ 1,490,000	\$ 1,490,000	\$ 1,490,000	\$ 1,490,000	\$ 1,490,000	
Grand Total						\$ 10,817,871	\$ 10,597,817	\$ 11,950,857	\$ 12,351,770	\$ 12,740,934	
		<u>Notes:</u>	(1) Includes \$450,000 in federal grant funding								
			(2) Includes \$240,000 in federal grant funding								
			(3) Includes \$250,000 in state grant funding								

VITAL STREETS

FY2021 – FY2025 Capital Plan

SOURCES - VITAL STREETS						
FISCAL YEAR		FY2021	FY2022	FY2023	FY2024	FY2025
Act 51 Revenues	\$	3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608
Income Tax Support	\$	14,565,763	\$ 15,002,736	\$ 15,452,818	\$ 15,916,403	\$ 16,393,895
GOF Support	\$	850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Grants (estimated)	\$	3,542,477	\$ 2,705,967	\$ 3,398,924	\$ 3,580,000	\$ 6,831,760
Bond Principal Repayment - Sidewalks	\$	64,784	\$ 64,784	\$ 64,870	\$ 64,793	\$ 64,740
State Investment	\$	<u>6,578,543</u>	\$ <u>6,867,565</u>	\$ <u>6,891,050</u>	\$ <u>6,914,788</u>	\$ <u>6,938,575</u>
	\$	29,085,175	\$ 28,974,660	\$ 30,141,279	\$ 30,809,592	\$ 34,562,578
USES - VITAL STREETS						
FISCAL YEAR		FY2021	FY2022	FY2023	FY2024	FY2025
Transfer - Sidewalks (Share of Income Tax)	\$	2,330,522	\$ 2,400,438	\$ 2,472,451	\$ 2,546,624	\$ 2,623,023
Bond/Interest Payments	\$	2,123,950	\$ 2,123,950	\$ 2,126,750	\$ 2,124,250	\$ 2,122,500
Traffic Safety/Signals	\$	550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Trunkline - Act 51	\$	-	\$ -	\$ -	\$ -	\$ -
Bridges	\$	115,000	\$ 85,000	\$ 30,000	\$ 30,000	\$ 30,000
FAU	\$	4,170,161	\$ 4,667,604	\$ 6,343,248	\$ 4,920,235	\$ 6,008,761
Preventative Maintenance	\$	605,319	\$ 285,120	\$ 3,564,157	\$ 1,658,448	\$ 3,056,087
Rehabilitation	\$	264,994	\$ 4,005,641	\$ 1,157,129	\$ 125,000	\$ 2,300,872
Reconstruction	\$	3,299,849	\$ 376,843	\$ 1,621,962	\$ 3,136,787	\$ 651,802
MNF	\$	667,995	\$ 558,990	\$ 437,696	\$ 411,207	\$ -
Preventative Maintenance	\$	-	\$ 458,832	\$ -	\$ -	\$ -
Rehabilitation	\$	-	\$ 100,158	\$ -	\$ -	\$ -
Reconstruction	\$	667,995	\$ -	\$ 437,696	\$ 411,207	\$ -
LOCAL	\$	12,075,770	\$ 12,166,847	\$ 11,072,676	\$ 12,951,511	\$ 12,608,149
Preventative Maintenance	\$	9,259,830	\$ 9,186,542	\$ 5,541,375	\$ 9,117,845	\$ 9,364,283
Rehabilitation	\$	2,465,258	\$ 2,144,621	\$ 5,294,463	\$ 3,171,889	\$ 2,143,866
Reconstruction	\$	350,683	\$ 835,683	\$ 236,838	\$ 661,777	\$ 1,100,000
GRANTS	\$	3,542,477	\$ 2,705,967	\$ 3,398,924	\$ 3,580,000	\$ 6,831,760
CIPP Lining of Storm Sewers	\$	-	\$ 50,000	\$ 50,000	\$ -	\$ 100,000
ROW/Green Infrastructure Maintenance	\$	200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Contingency Account	\$	3,289,272	\$ 3,433,783	\$ 3,445,530	\$ 3,457,394	\$ 3,469,287
	\$	29,065,146	\$ 28,942,578	\$ 30,127,275	\$ 30,771,221	\$ 34,543,481
Sources Less Uses	\$	20,029	\$ 32,083	\$ 14,004	\$ 38,371	\$ 19,097

VITAL STREETS
FY2021 – FY2025 Capital Plan

ADVANCE, FY2016 - FY2020												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>
	<u>Projects</u>			<u>Projects</u>			<u>Projects</u>			<u>Projects</u>		
Preventative Maintenance	350.0	56.108	\$8,287,697	287.0	43.714	\$4,778,566	364.0	75.117	\$15,423,684	1001.0	174.939	\$28,489,947
Rehabilitation	0.0	0.000	\$0	17.0	4.192	\$2,512,512	17.0	5.680	\$4,173,981	34.0	9.872	\$6,686,493
Reconstruction	16.0	4.345	\$2,497,115	11.0	3.863	\$2,684,878	4.0	1.826	\$2,812,895	31.0	10.034	\$7,994,888
LOCAL TOTAL	366.0	60.453	\$10,784,812	315.0	51.769	\$9,975,956	385.0	82.623	\$22,410,559	1066.0	194.844	\$43,171,327
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>
	<u>Projects</u>			<u>Projects</u>			<u>Projects</u>			<u>Projects</u>		
Preventative Maintenance	74.0	11.785	\$1,365,067	36.0	7.953	\$672,347	66.0	19.050	\$2,028,245	176.0	38.787	\$4,065,658
Rehabilitation	16.5	7.932	\$4,633,758	10.0	3.817	\$2,417,028	9.5	1.793	\$1,094,385	36.0	13.542	\$8,145,171
Reconstruction	9.0	2.051	\$4,037,338	6.0	0.769	\$1,077,835	2.0	0.647	\$1,261,264	17.0	3.466	\$6,376,437
MAJOR NON-FAU TOTAL	99.5	21.767	\$10,036,163	52.0	12.539	\$4,167,209	77.5	21.489	\$4,383,894	229.0	55.795	\$18,587,267
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>	<u>#</u>	<u># Miles</u>	<u>Cost</u>
	<u>Projects</u>			<u>Projects</u>			<u>Projects</u>			<u>Projects</u>		
Preventative Maintenance	120.0	44.177	\$3,374,539	130.0	58.789	\$6,894,765	52.0	33.547	\$3,190,014	302.0	136.513	\$13,459,319
Rehabilitation	21.5	11.950	\$9,415,919	20.0	8.219	\$6,032,153	17.5	10.967	\$6,599,125	59.0	31.136	\$22,047,197
Reconstruction	11.0	2.284	\$4,028,721	19.0	4.892	\$7,856,895	4.0	1.499	\$1,779,641	0.0	8.675	\$13,665,256
FAU TOTAL	152.5	58.411	\$16,819,17	169.0	71.900	\$20,783,81	73.5	46.013	\$11,568,78	361.0	176.324	\$49,171,77

Purchasing

The Purchasing Department continues to focus on implementing best practices to foster, fair, equal and open competition for the procurement of goods and services for the City. The Purchasing Department actively seeks ways to improve current operations and processes to reduce processing times and achieve procurement savings. The Purchasing Department also focuses on improving services for both internal and external customers through vendor outreach, procurement training for internal customers and growth and development.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Purchasing (233)						
1010 - General Fund Operating						
701 - Personnel Services	455,892	456,456	473,148	478,476	484,356	488,508
751 - Supplies	15,500	13,500	11,500	9,500	8,000	7,500
800 - Other Services and Charges	156,151	164,899	168,930	172,246	174,753	179,412
970 - Capital Outlays	2,000	2,000	2,000	2,000	2,000	2,000
Total For Expenditures	629,543	636,855	655,578	662,222	669,109	677,420
Total For Purchasing	629,543	636,855	655,578	662,222	669,109	677,420

Human Resources Department

The Human Resources Department is comprised of six divisions: Human Resources Administration; Employee Benefits; Recruitment & Selection; Training and Organizational Development; Labor Relations; and Risk Management.

The Administration division oversees strategic planning and initiatives related to the workforce as well as employee events and programs.

The Employee Benefits division oversees and administers the entire City's benefits plans, associated payroll deductions, administers City wellness programming, and ensures compliance with relevant reporting and legal requirements.

The Recruitment and Selection division facilitates the hiring process, maintains the classification and compensation system, and administers the contractual layoff process.

The Training and Organizational Development division works to align team member training and development around the City's strategic plan and the organization's values.

The Labor Relations division negotiates and administers the City's thirteen collective bargaining agreements, administers the grievance process, and handles employee complaints, investigations, and discipline.

The Risk Management division administers a comprehensive safety program for employee, recommend appropriate risk financing strategies; administer insurance purchasing, claims settlement and the workers compensation program, and manages the City's liability and property insurance loss control programs.

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Human Resources (270)						
~~1010 - General Fund Operating~~						
701 - Personnel Services	1,644,111	1,686,510	1,796,320	1,847,992	1,900,611	1,936,557
751 - Supplies	30,000	30,000	30,000	30,000	30,000	30,000
800 - Other Services and Charges	1,421,796	1,264,362	1,268,942	1,318,658	1,300,969	1,353,375
970 - Capital Outlays	5,000	5,000	5,000	5,000	5,000	5,000
Total For Expenditures	3,100,907	2,985,872	3,100,262	3,201,650	3,236,580	3,324,932
~~6770 - Health Insurance~~						
701 - Personnel Services	390,580	403,425	428,469	439,060	448,996	453,556
800 - Other Services and Charges	29,169,391	25,456,564	27,620,755	29,982,785	32,555,792	35,357,477
Total For Expenditures	29,559,971	25,859,989	28,049,224	30,421,845	33,004,788	35,811,033
~~6771 - Other Reserves-Insurance~~						
701 - Personnel Services	412,576	419,116	439,996	449,521	456,744	461,436
800 - Other Services and Charges	4,293,880	4,556,697	4,929,990	4,877,860	4,947,725	5,139,437

Total For Expenditures	4,706,456	4,975,813	5,369,986	5,327,381	5,404,469	5,600,873
Total For Human Resources	37,367,334	33,821,674	36,519,472	38,950,876	41,645,837	44,736,838

Library

The FY2021 budget cycle represents the beginning of the first year of the Library's three-year Strategic Framework. The Library has planned substantial investment tied to certain initiatives for FY2021 in terms of programming, and the tools necessary to maintain and improve upon our programming standards. Additionally, this first year is intended to be used for an assessment of spaces and receiving feedback from the communities we serve in order to execute our framework based on what the demands of our patrons are

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Library (790)						
2710 - Public Library Operating						
701 - Personnel Services	6,676,722	7,238,028	7,539,908	7,667,086	7,788,808	7,891,079
751 - Supplies	1,615,000	1,660,000	1,680,000	1,680,000	1,680,000	1,680,000
800 - Other Services and Charges	1,830,514	2,212,806	2,063,500	2,035,241	2,045,436	2,055,853
970 - Capital Outlays	130,356	305,025	97,150	97,150	97,150	97,150
995 - Other Financing	1,700,000	672,620	940,000	1,140,000	1,240,000	1,390,000
Total For Expenditures	11,952,592	12,088,479	12,320,558	12,619,477	12,851,394	13,114,082
2711 - Public Library Grants/Projects						
970 - Capital Outlays	365,000	1,377,182	800,980	361,357	400,000	400,000
Total For Expenditures	365,000	1,377,182	800,980	361,357	400,000	400,000
7374 - Library Retiree Health Care Fund						
800 - Other Services and Charges	11,651	11,365	13,070	15,030	17,285	19,877

Police Department

In Fiscal Year 2020 the Grand Rapids Police Department hired new Police Chief Eric Payne and has continued to provide professional, progressive and responsive police services in collaboration with the community to ensure a safer Grand Rapids.

The Police Department continues working diligently to align our operations with the City of Grand Rapids Strategic Plan. On a daily basis, the GRPD “strives to ensure all people feel safe and are safe at all times throughout our community.”

- GRPD has maintained our CALEA Accreditation, are working towards additional accreditation for our Forensics Unit, 911 Dispatch Center, and for our sworn personnel with the Michigan Associations of Chiefs of Police (MACP).
- We have 13 GRPD personnel certified to complete Community Policing Through Environmental Design (CPTED) surveys for our residents and businesses.
- The department continues to receive consistent “very good” Elucd scores. Specifically, the fourth quarter of 2019 resulted in a 68 Trust Score and a 69 Safety Score
- The 911 Dispatch Center is able to meet their call answering time goal of answering all 911 calls within 15 seconds 95% of the time.
- In Fiscal Year 2021, we will continue to hire high quality diverse candidates and sponsor them through a police academy, we will continue to utilize our Youth Police Academy, the Police Explorer program, and our Internship program to grow our own recruits, and we will continue to evaluate our training needs. Most importantly, the GRPD will remain Accountable, Collaborative, Community Oriented, Equitable, Innovative and Sustainable.

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Police (301)						
1010 - General Fund Operating						
701 - Personnel Services	45,246,082	44,937,478	47,294,608	48,555,629	49,562,550	50,569,751
751 - Supplies	907,000	816,704	843,142	868,309	894,229	920,924
800 - Other Services and Charges	9,583,626	10,056,715	10,375,815	10,687,731	10,886,783	11,161,203
970 - Capital Outlays	463,400	389,576	408,501	458,608	423,940	432,009
Total For Expenditures	56,200,108	56,200,473	58,922,066	60,570,277	61,767,502	63,083,887
2620 - Michigan Justice Training						
800 - Other Services and Charges	55,000	55,000	55,000	55,000	55,000	55,000
Total For Expenditures	55,000	55,000	55,000	55,000	55,000	55,000
2650 - Drug Law Enforcement-State-Local						
701 - Personnel Services	93,648	93,600	97,104	98,556	100,080	101,556
751 - Supplies	15,000	15,600	16,068	16,551	17,046	17,558
800 - Other Services and Charges	166,715	150,261	151,531	152,839	154,185	155,570
970 - Capital Outlays	130,000	80,000	80,000	80,000	80,000	80,000
995 - Other Financing	68,550	0	-15,500	-20,000	-20,000	-20,000
Total For Expenditures	473,913	339,461	329,203	327,946	331,311	334,684
2651 - Metropolitan Enforcement Team						
701 - Personnel Services	145,809	0	0	0	0	0
751 - Supplies	3,000	3,000	3,090	3,183	3,278	3,377
800 - Other Services and Charges	109,398	77,100	77,493	77,898	78,315	78,744
970 - Capital Outlays	7,700	7,700	7,931	8,169	8,414	8,667
Total For Expenditures	265,907	87,800	88,514	89,250	90,007	90,788
2652 - Federal Forfeitures-Dept of Justice						
800 - Other Services and Charges	20,000	20,000	20,000	20,000	20,000	20,000
970 - Capital Outlays	50,000	50,000	50,000	50,000	50,000	50,000
Total For Expenditures	70,000	70,000	70,000	70,000	70,000	70,000
2653 - Federal Forfeitures-Treasury Dept						
970 - Capital Outlays	10,000	0	0	0	0	0
Total For Expenditures	10,000	0	0	0	0	0
4010 - Capital Improvement						
970 - Capital Outlays	0	210,000	300,000	250,000	0	0
Total For Expenditures	0	210,000	300,000	250,000	0	0
Total For Police	57,074,928	56,962,734	59,764,783	61,362,473	62,313,820	63,634,359

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Dispatch (325)						
2610 - Community Dispatch						
701 - Personnel Services	5,099,845	5,236,589	5,405,935	5,533,127	5,652,597	5,747,486
751 - Supplies	21,200	20,750	21,373	22,014	22,674	23,354
800 - Other Services and Charges	567,342	597,347	617,304	632,902	649,663	669,062
970 - Capital Outlays	169,969	17,020	8,302	8,551	8,808	9,072
995 - Other Financing	-32,525	-30,676	-28,790	-28,790	-28,790	-28,790
Total For Expenditures	5,825,831	5,841,030	6,024,124	6,167,804	6,304,952	6,420,184
Total For Dispatch	5,825,831	5,841,030	6,024,124	6,167,804	6,304,952	6,420,184

Public Works

The Department of Public Works comprises two main functional areas; Street Maintenance and Materials Management.

Street Maintenance maintains 211 miles of major streets and 394 miles of local streets. This work includes pothole patching, asphalt overlays, spray patching, crack sealing, cape seal prep, roadside mowing, alley maintenance, trench repairs, minor concrete curb repair, guardrail repair, street sweeping, graffiti abatement, snow and ice control (first attentions, local streets, alleys, dead ends, cul-de-sacs), anti-icing and asset management.

The Materials Management operations include Pay As You Throw refuse collection, Single Stream recycling collection, yard waste collection and composting, bulk item collection, appliance collection, neighborhood cleanups, special events, yard waste drop-off location and the closed Butterworth Landfill.

Services provided by the Department of Public Works are supported by three separate funds: Refuse Fund, Major Streets Fund and Local Streets Fund. The primary revenue source for the Refuse Fund is a Refuse Millage levy of 1.60 mills. Additional revenue sources include refuse cart tips, refuse and yard waste bags/tags and bulk stickers. The primary revenue source for the Major and Local Streets Funds is Public Act 51 Gas and Weight Tax. In addition, the Traffic Safety Department and Environmental Services Department provide services within the street right of way that are supported by the Major and Local Streets Funds.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Streets (449)						
2020 - Major Streets						
701 - Personnel Services	2,455,815	2,592,904	2,725,454	2,805,183	2,884,556	2,948,095
751 - Supplies	1,747,000	1,721,000	1,768,020	1,815,980	1,864,900	1,914,798
800 - Other Services and Charges	2,921,669	2,997,480	3,077,000	3,158,127	3,244,827	3,338,808
970 - Capital Outlays	75,000	80,000	80,000	80,000	80,000	80,000
990 - Debt Service	741,250	745,150	743,150	747,200	746,950	740,325
995 - Other Financing	424,160	474,839	468,224	464,302	460,405	457,417
Total For Expenditures	8,364,894	8,611,373	8,861,848	9,070,792	9,281,638	9,479,443
2030 - Local Streets						
701 - Personnel Services	1,684,313	1,485,356	1,561,901	1,607,673	1,654,015	1,691,972
751 - Supplies	1,887,500	1,836,000	1,874,520	1,913,810	1,953,887	1,994,764
800 - Other Services and Charges	951,575	1,017,684	1,033,736	1,060,779	1,089,902	1,121,336
970 - Capital Outlays	25,000	25,000	25,000	25,000	25,000	25,000
995 - Other Financing	-126,790	-122,108	-125,991	-128,287	-130,609	-132,394
Total For Expenditures	4,421,598	4,241,932	4,369,166	4,478,975	4,592,195	4,700,678
2040 - Vital Streets-Major						
990 - Debt Service	2,396,450	17,258,700	2,124,450	2,127,250	2,124,750	2,123,000
995 - Other Financing	3,625,976	9,877,871	9,657,817	11,010,857	11,411,770	11,800,936
Total For Expenditures	6,022,426	27,136,571	11,782,267	13,138,107	13,536,520	13,923,936
4090 - Vital Str Cap-Non Bond						
970 - Capital Outlays	2,875,976	9,127,871	8,907,817	10,260,857	10,661,770	11,050,936
995 - Other Financing	200,000	200,000	200,000	200,000	200,000	200,000

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Refuse (528)						
2260 - Refuse Collection						
701 - Personnel Services	3,750,569	3,864,933	4,059,200	4,166,991	4,273,068	4,362,810
751 - Supplies	253,900	278,950	284,779	290,733	296,812	303,021
800 - Other Services and Charges	8,903,713	9,341,299	10,033,954	10,305,216	10,584,168	10,847,390
970 - Capital Outlays	10,000	24,500	16,500	16,500	16,500	16,500
995 - Other Financing	298,212	384,226	370,238	-110,000	-110,000	-110,000
Total For Expenditures	13,216,394	13,893,908	14,764,671	14,669,440	15,060,548	15,419,721
Total For Refuse	13,216,394	13,893,908	14,764,671	14,669,440	15,060,548	15,419,721

Information Technology

The Department of Information of Technology (DOIT) is continuing its mission of delivering a strategic and sustainable IT program with its submitted FY2021 budget. This budget and allocation metrics reflect a recompile of a number of services, software frameworks, and support operations. Rates allocated to departments have also been updated.

Capital management to sustain current technology architectures continue to be a part of the overall IT budgeting process. DOIT is continuing its strategic initiatives around the expansion of Information Technology as a Service (ITaaS), Infrastructure as a Service (IaaS), a Cloud First Strategy (SaaS), and a focus around Cyber Security and a proactive defense. These strategic initiatives will promote increased support levels of departmental and SCADA networks, increase the availability of technical resources as well as build long term sustainability and reliability with the engagement of compute resources in both private and public clouds.

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

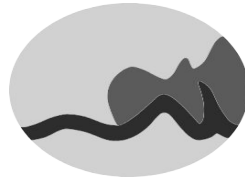
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Information Technology (228)						
1010 - General Fund Operating						
701 - Personnel Services	131,809	0	0	0	0	0
751 - Supplies	500	0	0	0	0	0
800 - Other Services and Charges	121,987	0	0	0	0	0
Total For Expenditures	254,296	0	0	0	0	0
4010 - Capital Improvement						
800 - Other Services and Charges	569,022	574,037	579,777	579,777	579,777	579,777
Total For Expenditures	569,022	574,037	579,777	579,777	579,777	579,777
6800 - Information Tech-Operating						
701 - Personnel Services	430,153	399,749	431,195	452,349	473,853	476,553
751 - Supplies	14,123	14,306	14,646	14,996	15,355	15,355
800 - Other Services and Charges	5,856,011	6,470,777	6,642,673	6,840,845	7,050,402	7,270,816
Total For Expenditures	6,300,287	6,884,832	7,088,514	7,308,190	7,539,610	7,762,724
6810 - Information Technology-Capital						
970 - Capital Outlays	448,128	1,439,474	664,479	785,373	408,791	408,791
Total For Expenditures	448,128	1,439,474	664,479	785,373	408,791	408,791
6820 - Financial Management System						
800 - Other Services and Charges	362,934	671,990	0	0	0	0

Treasurer

The City Treasurer, appointed by the Grand Rapids City Commission, oversees the operations of the Treasurer's department. The primary mission of the City's Treasurer's department is the collection of monies owed to the City and for the investment of those funds to ensure the security of principal while seeking to earn a competitive return on the investments. Other duties include credit card payment processing, managing banking relationships, grpayit (internet/mobile app), parking enforcement, and working with various executive management teams.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Treasurer (253)						
1010 - General Fund Operating						
701 - Personnel Services	1,580,285	1,730,989	1,830,490	1,887,392	1,941,272	1,979,536
751 - Supplies	18,000	18,000	19,300	19,850	20,400	20,950
800 - Other Services and Charges	716,783	592,953	611,523	630,544	652,588	672,598
970 - Capital Outlays	50,000	12,500	12,500	12,500	12,500	12,500
Total For Expenditures	2,365,068	2,354,442	2,473,813	2,550,286	2,626,760	2,685,584
2260 - Refuse Collection						
701 - Personnel Services	34,262	35,090	36,870	37,778	38,520	38,736
751 - Supplies	300	300	300	300	300	300
800 - Other Services and Charges	166,338	168,274	176,667	185,480	194,734	204,449
970 - Capital Outlays	150	150	150	150	150	150
Total For Expenditures	201,050	203,814	213,987	223,708	233,704	243,635
5910 - Water Operations						
701 - Personnel Services	141,034	148,207	155,692	160,180	164,442	168,079
751 - Supplies	3,500	3,500	3,500	3,500	3,500	3,500
800 - Other Services and Charges	634,494	810,077	849,308	890,314	933,468	978,775
970 - Capital Outlays	500	500	500	500	500	500



CITY OF
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CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2021 PRELIMINARY FISCAL PLAN GENERAL
OPERATING FUND (1010)

Budget Object Rollup Code	Budget Object Rollup Name	Budget Object Code	Budget Object Name	Department Number	Department Name	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
401	Taxes	4020	Real Property Taxes	253	Treasurer	\$ 11,546,645	\$ 11,799,308	\$ 12,057,550	\$ 12,321,489	\$ 12,591,252
		4100	Personal Property Taxes	253	Treasurer	\$ 996,827	\$ 996,782	\$ 996,737	\$ 996,693	\$ 996,650
		4140	Allowance for Refunds-BOR, MTT	253	Treasurer	(\$ 20,125)	(\$ 20,125)	(\$ 20,125)	(\$ 20,125)	(\$ 20,125)
		4150	Allowance for Charge Backs	253	Treasurer	\$ 69,850	\$ 69,850	\$ 119,850	\$ 119,850	\$ 119,850
		4260	Payment In Lieu of Taxes	253	Treasurer	\$ 67,360	\$ 68,034	\$ 68,714	\$ 69,402	\$ 70,095
				261	General Administration	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		4370	Industrial Facilities Tax	253	Treasurer	\$ 27,247	\$ 27,789	\$ 28,342	\$ 28,906	\$ 29,482
		4380	City Income Taxes	255	Income Tax	\$ 93,228,365	\$ 95,092,932	\$ 97,470,255	\$ 99,907,012	\$ 102,404,687
		4382	City Income Tax Refunds	255	Income Tax	(\$ 7,895,358)	(\$ 8,053,265)	(\$ 8,254,597)	(\$ 8,460,962)	(\$ 8,672,486)
		4384	City Income Tax Penalties and Interest	255	Income Tax	\$ 537,412	\$ 548,160	\$ 561,864	\$ 575,911	\$ 590,309
		4450	Penalty & Interest on Property Taxes	253	Treasurer	\$ 40,150	\$ 40,150	\$ 40,150	\$ 40,150	\$ 40,150
		4470	Property Tax Administration Fee	253	Treasurer	\$ 2,364,214	\$ 2,451,578	\$ 2,519,721	\$ 2,589,909	\$ 2,662,203
	Taxes Total					\$ 100,980,587	\$ 103,039,193	\$ 105,606,461	\$ 108,186,235	\$ 110,830,067
450	Licenses & Permits	4760	Miscellaneous Licenses	215	Clerk	\$ 375,000	\$ 375,000	\$ 620,000	\$ 620,000	\$ 620,000
		4770	Cable TV Franchise Fees	261	General Administration	\$ 1,789,403	\$ 1,703,173	\$ 1,621,097	\$ 1,542,977	\$ 1,468,622
		4908	Miscellaneous Permits	271	Admin Services Support	\$ 66,431	\$ 64,095	\$ 67,095	\$ 64,736	\$ 67,766
				701	Planning	\$ 226,764	\$ 231,753	\$ 236,851	\$ 242,063	\$ 247,388
		4924	Alarm Permits	301	Police	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		4934	LUDS Permits-Land & Use Develop	533	Stormwater	\$ 342,570	\$ 328,903	\$ 338,770	\$ 348,933	\$ 359,401
	Licenses & Permits Total					\$ 2,811,168	\$ 2,886,424	\$ 2,895,813	\$ 2,830,709	\$ 2,775,177
		5730	Local Community Stabilization Share	253	Treasurer	\$ 408,076	\$ 408,076	\$ 405,469	\$ 405,469	\$ 405,469
		5741	Sales & Use Tax	261	General Administration	\$ 19,031,536	\$ 19,309,005	\$ 19,591,192	\$ 19,878,175	\$ 20,170,037
		5743	Liquor Licenses	301	Police	\$ 220,000	\$ 222,000	\$ 222,000	\$ 222,000	\$ 222,000
		5744	Fire Protect-State Owned Build	336	Fire	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752	\$ 522,752
	State Grants Total					\$ 20,206,612	\$ 20,477,876	\$ 20,749,374	\$ 21,028,396	\$ 21,320,258
600	Charges for Services	6131	Processing Fees	215	Clerk	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
				257	Assessor	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
		6133	Management Fee	257	Assessor	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6161	Planning Commission Review Fees	701	Planning	\$ 265,785	\$ 168,773	\$ 161,826	\$ 164,946	\$ 168,135
		6166	LUDS Fee-Land Use & Develop	533	Stormwater	\$ 45,272	\$ 46,630	\$ 48,029	\$ 49,470	\$ 50,954
				701	Planning	\$ 97,586	\$ 99,733	\$ 101,927	\$ 104,170	\$ 106,461
		6167	LUDS Enforcement Fees	533	Stormwater	\$ 35,000	\$ 14,106	\$ 14,529	\$ 14,965	\$ 15,414
		6172	False Alarm Fines-Fees	301	Police	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		6174	Police Records-Reproc Fees	301	Police	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
		6193	Zoning, Noise, Parking-Zoning Appeal	701	Planning	\$ 32,459	\$ 33,173	\$ 33,903	\$ 34,648	\$ 35,411
		6195	Historic Preservation-Other Fee	701	Planning	\$ 8,967	\$ 9,164	\$ 9,366	\$ 9,572	\$ 9,783
		6197	Nuisance Fees	733	Code Compliance	\$ 80,926	\$ 82,545	\$ 84,195	\$ 85,880	\$ 87,597
		6199	Housing Fees-Lienable	733	Code Compliance	\$ 2,288,861	\$ 2,334,637	\$ 2,381,331	\$ 2,428,956	\$ 2,477,536
		6201	Investment-Cash Mgmt Fees	253	Treasurer	\$ 392,882	\$ 398,775	\$ 404,756	\$ 410,828	\$ 416,991
		6260	Service Fees-General	101	City Commission	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
				172	Executive Office	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725
				191	Comptroller	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
				215	Clerk	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
				253	Treasurer	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
				257	Assessor	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
				261	General Administration	\$ 377,000	\$ 383,360	\$ 389,847	\$ 396,464	\$ 403,213
				266	Attorney	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
				301	Police	\$ 70,000	\$ 71,205	\$ 72,434	\$ 73,688	\$ 73,688
				336	Fire	\$ 352,883	\$ 366,066	\$ 379,760	\$ 393,986	\$ 407,945
				701	Planning	\$ 239,120	\$ 237,376	\$ 245,307	\$ 252,967	\$ 272,774
		6261	Administration Services	448	Street Lighting	\$ 1,572,200	\$ 1,619,366	\$ 1,667,947	\$ 1,717,985	\$ 1,769,525
				701	Planning	\$ 13,948	\$ 14,255	\$ 14,569	\$ 14,889	\$ 15,217
		6262	Data Processing Service Charges	257	Assessor	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		6273	Housing-Zoning	701	Planning	\$ 20,000	\$ 20,440	\$ 20,890	\$ 21,349	\$ 21,819
				733	Code Compliance	\$ 51,468	\$ 52,498	\$ 53,548	\$ 54,619	\$ 55,711
		6275	Housing-Code Enforcement Fees	733	Code Compliance	\$ 4,472	\$ 4,562	\$ 4,653	\$ 4,746	\$ 4,841
		6276	Housing-Housing Appeal Fee	733	Code Compliance	\$ 5,672	\$ 5,785	\$ 5,901	\$ 6,019	\$ 6,139
		6310	Street-Expressway Lightina Main	448	Street Lightinq	\$ 1,000	\$ 1,000	\$ 1,061	\$ 1,093	\$ 1,126

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2021 PRELIMINARY FISCAL PLAN GENERAL
OPERATING FUND (1010)

Budget Object Rollup Code	Budget Object Rollup Name	Budget Object Code	Budget Object Name	Department Number	Department Name	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
		6332	Special Event Billings Labor	271	Admin Services Support	\$ 8,144 \$ 7,241	\$ 8,225	\$ 7,225	\$ 8,307	
				301	Police	\$ 800,000 \$ 816,000	\$ 832,320	\$ 848,966	\$ 865,946	
		6333	Special Event Services	271	Admin Services Support	\$ 75,000 \$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
		6340	A-87 Revenue	261	General Administration	\$ 6,364,281 \$ 6,392,156	\$ 6,520,002	\$ 6,650,401	\$ 6,783,409	
				694	Community Development Services	\$ 14,803 \$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803	
		6423	Sale of Scrap Material	448	Street Lighting	\$ 2,000 \$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	
		6425	Electric Power Dist-Gas Aggregate	448	Street Lighting	\$ 1,090,500 \$ 1,123,215	\$ 1,156,911	\$ 1,191,619	\$ 1,227,367	
	Charges for Services Total					\$ 14,843,354 \$ 14,938,079	\$ 15,255,467	\$ 15,588,109	\$ 15,940,590	
655	Fines & Forfeitures	6581	Parking Fines	253	Treasurer	\$ 1,900,000 \$ 1,950,000	\$ 2,000,000	\$ 2,100,000	\$ 2,200,000	
				301	Police	\$ 353,000 \$ 354,000	\$ 354,000	\$ 354,000	\$ 354,000	
	Fines & Forfeitures Total					\$ 2,253,000 \$ 2,304,000	\$ 2,354,000	\$ 2,454,000	\$ 2,554,000	
664	Investment Income & Rentals	6651	Interest on Investment	253	Treasurer	\$ 755,196 \$ 488,107	\$ 488,107	\$ 624,591	\$ 761,075	
		6671	Rentals-Facilities	271	Admin Services Support	\$ 74,131 \$ 64,872	\$ 74,872	\$ 65,521	\$ 75,621	
		6673	Rentals-Equipment	271	Admin Services Support	\$ 54,936 \$ 51,485	\$ 55,485	\$ 52,000	\$ 56,040	
	Investment Income & Rentals					\$ 884,263 \$ 604,464	\$ 618,464	\$ 742,112	\$ 892,736	
671	Other Revenues	6723	Interest-Penalties on Special Assessment	253	Treasurer	\$ 100,000 \$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
		6743	Restricted Contributions	172	Executive Office	\$ \$	\$	\$	\$	
				261	General Administration	\$ 7,000 \$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	
				271	Admin Services Support	\$ 53,500 \$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
		6761	Reimbursements	172	Executive Office	\$ \$	\$	\$	\$	
				191	Comptroller	\$ 2,500 \$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
				212	Fiscal Services	\$ 1,500 \$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
		6769	Reimbursement-Special Elections	301	Police	\$ 24,000 \$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	
		6771	Claims-Damage-Accident Billings	215	Clerk	\$ 140,000 \$	\$	\$	\$ 140,000	
				301	Police	\$ 15,000 \$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
				448	Street Lighting	\$ 33,000 \$ 33,990	\$ 35,010	\$ 36,060	\$ 37,142	
		6871	Refunds-Rebates	261	General Administration	\$ 2,350 \$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	
				301	Police	\$ 40,000 \$ 40,800	\$ 41,616	\$ 42,448	\$ 42,448	
		6901	Miscellaneous Other Revenue	191	Comptroller	\$ \$	\$	\$	\$	
				257	Assessor	\$ 600 \$ 600	\$ 600	\$ 600	\$ 600	
				301	Police	\$ 5,000 \$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
				733	Code Compliance	\$ 147 \$ 150	\$ 153	\$ 156	\$ 159	
		6921	Bad Check Fees	253	Treasurer	\$ 500 \$ 500	\$ 500	\$ 500	\$ 500	
		6922	Non-Sufficient Funds Check Charge	253	Treasurer	\$ 2,000 \$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
	Other Revenues Total					\$ 427,097 \$ 285,390	\$ 287,229	\$ 289,114	\$ 430,199	
695	Other Financing Sources	6991	Operating Transfers-Subsidy	172	Executive Office	\$ \$	\$	\$	\$	
				261	General Administration	\$ 1,071,200 \$	\$	\$	\$	
				271	Admin Services Support	\$ 140,000 \$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	
				733	Code Compliance	\$ 1,368,688 \$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	
		6995	Operating Transfers-Misc	172	Executive Office	\$ \$	\$	\$	\$	
				261	General Administration	\$ 736,625 \$ 480,238	\$	\$	\$	
				301	Police	\$ 220,469 \$ 224,258	\$ 226,161	\$ 228,124	\$ 230,087	
				701	Planning	\$ 5,000 \$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
				728	Economic Development	\$ 232,500 \$	\$	\$	\$	
	Other Financing Sources Total					\$ 3,774,482 \$ 2,218,184	\$ 1,739,849	\$ 1,741,812	\$ 1,743,775	
Grand Total						\$ 146,180,563 \$ 146,753,610	\$ 149,506,657	\$ 152,860,487	\$ 156,486,802	

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2021 PRELIMINARY FISCAL PLAN GENERAL
OPERATING FUND (1010)

Department Number	Department Name	Budget Object Code	Budget Object Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
101	City Commission	6260	Service Fees-General	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	City Commission Total					\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
172	Executive Office	6260	Service Fees-General	600	Charges for Services	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725
	Executive Office Total					\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725	\$ 63,725
191	Comptroller	6260	Service Fees-General	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
	Comptroller	6761	Reimbursements	671	Other Revenues	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Comptroller Total					\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850
212	Fiscal Services	6761	Reimbursements	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
	Fiscal Services Total					\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
215	Clerk	4760	Miscellaneous Licenses	450	Licenses & Permits	\$ 375,000	\$ 546,500	\$ 620,000	\$ 620,000	\$ 620,000
		6131	Processing Fees	600	Charges for Services	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		6260	Service Fees-General	600	Charges for Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6769	Reimbursement-Special Elections	671	Other Revenues	\$ 140,000	\$	\$	\$ 140,000	\$
	Clerk Total					\$ 612,500	\$ 649,000	\$ 722,500	\$ 722,500	\$ 662,500
253	Treasurer	4020	Real Property Taxes	401	Taxes	\$ 11,546,645	\$ 11,799,308	\$ 12,057,550	\$ 12,321,489	\$ 12,591,252
		4100	Personal Property Taxes	401	Taxes	\$ 996,827	\$ 996,737	\$ 996,637	\$ 996,650	\$ 996,650
		4140	Allowance for Refunds-BOR, MIT	401	Taxes	\$ (20,125)	\$ (20,125)	\$ (20,125)	\$ (20,125)	\$ (20,125)
		4150	Allowance for Charge Backs	401	Taxes	\$ 69,850	\$ 69,850	\$ 119,850	\$ 119,850	\$ 119,850
		4260	Payment In Lieu of Taxes	401	Taxes	\$ 67,360	\$ 68,034	\$ 68,714	\$ 69,402	\$ 70,095
		4370	Industrial Facilities Tax	401	Taxes	\$ 27,247	\$ 27,789	\$ 28,342	\$ 28,906	\$ 29,482
		4450	Penalty & Interest on Property Taxes	401	Taxes	\$ 40,150	\$ 40,150	\$ 40,150	\$ 40,150	\$ 40,150
		4470	Property Tax Administration Fee	401	Taxes	\$ 2,364,214	\$ 2,451,578	\$ 2,519,721	\$ 2,589,909	\$ 2,662,203
		5730	Local Community Stabilization Share	539	State Grants	\$ 408,076	\$ 408,076	\$ 405,469	\$ 405,469	\$ 405,469
		6201	Investment-Cash Mgmt Fees	600	Charges for Services	\$ 392,882	\$ 398,775	\$ 404,756	\$ 410,828	\$ 416,991
		6260	Service Fees-General	600	Charges for Services	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
		6581	Parking Fines	655	Fines & Forfeitures	\$ 1,900,000	\$ 1,950,000	\$ 2,000,000	\$ 2,100,000	\$ 2,200,000
		6651	Interest on Investment	664	Investment Income & Rentals	\$ 755,156	\$ 488,107	\$ 624,591	\$ 761,075	\$ 761,075
		6723	Interest-Penalties on Special Assessment	671	Other Revenues	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		6921	Bad Check Fees	671	Other Revenues	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		6922	Non-Sufficient Funds Check Charge	671	Other Revenues	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Treasurer Total					\$ 18,671,822	\$ 18,861,824	\$ 19,232,771	\$ 19,810,662	\$ 20,396,592
255	Income Tax	4380	City Income Taxes	401	Taxes	\$ 93,228,365	\$ 95,902,012	\$ 99,807,012	\$ 102,404,487	\$ 105,000,000
		4382	City Income Tax Refunds	401	Taxes	\$ (7,895,358)	\$ (8,053,265)	\$ (8,254,597)	\$ (8,456,962)	\$ (8,672,486)
		4384	City Income Tax Penalties and Interest	401	Taxes	\$ 537,412	\$ 548,160	\$ 561,864	\$ 575,911	\$ 590,309
	Income Tax Total					\$ 85,870,419	\$ 87,587,827	\$ 89,777,522	\$ 92,021,961	\$ 94,322,510
257	Assessor	6131	Processing Fees	600	Charges for Services	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
		6133	Management Fee	600	Charges for Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6260	Service Fees-General	600	Charges for Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6262	Data Processing Service Charges	600	Charges for Services	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
	Assessor Total					\$ 31,350	\$ 31,350	\$ 31,350	\$ 31,350	\$ 31,350
261	General Administration	4260	Payment In Lieu of Taxes	401	Taxes	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		4770	Cable TV Franchise Fees	450	Licenses & Permits	\$ 1,789,403	\$ 1,703,173	\$ 1,621,097	\$ 1,542,977	\$ 1,462,622
		5741	Sales & Use Tax	539	State Grants	\$ 19,031,536	\$ 19,309,005	\$ 19,591,192	\$ 19,878,175	\$ 20,170,037
		6260	Service Fees-General	600	Charges for Services	\$ 377,000	\$ 383,360	\$ 389,647	\$ 396,464	\$ 403,213
		6340	A-87 Revenue	600	Charges for Services	\$ 6,362,281	\$ 6,397,156	\$ 6,520,002	\$ 6,650,409	\$ 6,781,409
		6743	Restricted Contributions	671	Other Revenues	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		6871	Refunds-Rebates	671	Other Revenues	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 1,071,200	\$	\$	\$	\$
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 736,625	\$ 480,238	\$	\$	\$
	General Administration Total					\$ 29,397,395	\$ 28,295,282	\$ 28,149,488	\$ 28,495,367	\$ 28,852,631
266	Attorney	6260	Service Fees-General	600	Charges for Services	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
	Attorney Total					\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
271	Admin Services Support	4908	Miscellaneous Permits	450	Licenses & Permits	\$ 66,431	\$ 64,095	\$ 67,095	\$ 64,736	\$ 67,766
		6332	Special Event Billings Labor	600	Charges for Services	\$ 8,144	\$ 7,241	\$ 8,225	\$ 7,225	\$ 8,307
		6333	Special Event Services	600	Charges for Services	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
		6671	Rentals-Facilities	664	Investment Income & Rentals	\$ 74,131	\$ 64,872	\$ 74,872	\$ 65,521	\$ 75,621
		6673	Rentals-Equipment	664	Investment Income & Rentals	\$ 54,936	\$ 51,485	\$ 55,485	\$ 52,000	\$ 56,040
		6743	Restricted Contributions	671	Other Revenues	\$ 53,500	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
	Admin Services Support Total					\$ 472,142	\$ 452,693	\$ 470,677	\$ 454,482	\$ 472,734
301	Police	4908	Miscellaneous Permits	450	Licenses & Permits	\$	\$	\$	\$	\$
		4924	Alarm Permits	450	Licenses & Permits	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
		5743	Liquor Licenses	539	State Grants	\$ 220,000	\$ 222,000	\$ 222,000	\$ 222,000	\$ 222,000
		6172	False Alarm Fines-Fees	600	Charges for Services	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

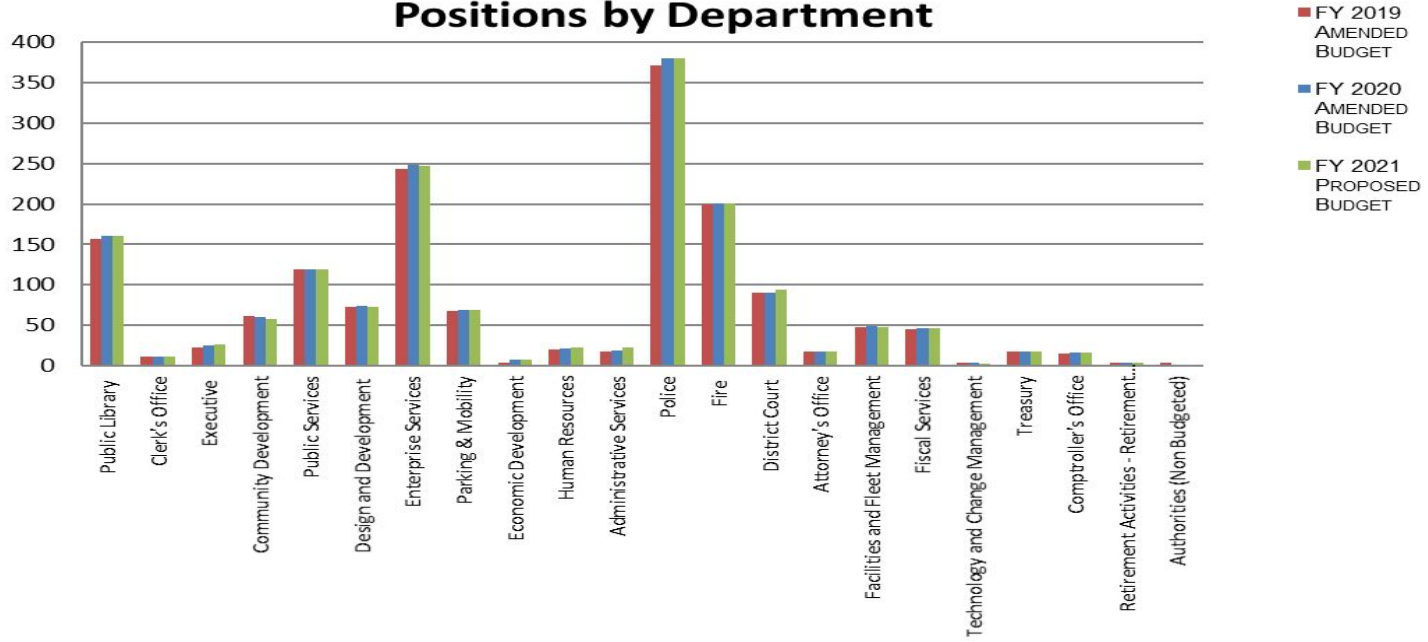
CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2021 PRELIMINARY FISCAL PLAN GENERAL
OPERATING FUND (1010)

Department Number	Department Name	Budget Object Code	Budget Object Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
		6174	Police Records-Repro Fee	600	Charges for Services	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
		6260	Service Fees-General	600	Charges for Services	\$ 70,000	\$ 71,205	\$ 72,434	\$ 73,688	\$ 73,688
		6332	Special Event Billings Labor	600	Charges for Services	\$ 800,000	\$ 816,000	\$ 832,320	\$ 848,966	\$ 865,946
		6581	Parking Fines	655	Fines & Forfeitures	\$ 353,000	\$ 354,000	\$ 354,000	\$ 354,000	\$ 354,000
		6761	Reimbursements	671	Other Revenues	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
		6771	Claims-Damage-Accident Billings	671	Other Revenues	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6871	Refunds-Roblets	671	Other Revenues	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 42,448
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 220,469	\$ 224,258	\$ 226,161	\$ 228,124	\$ 230,087
	Police Total					\$ 1,870,469	\$ 1,896,263	\$ 1,916,531	\$ 1,937,226	\$ 1,956,169
336	Fire	5744	Fire Protect-State Owned Build	539	State Grants	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752	\$ 522,752
		6260	Service Fees-General	600	Charges for Services	\$ 352,883	\$ 366,066	\$ 379,760	\$ 393,985	\$ 407,945
	Fire Total					\$ 899,883	\$ 904,861	\$ 910,473	\$ 916,738	\$ 930,697
448	Street Lighting	6261	Administration Services	600	Charges for Services	\$ 1,572,200	\$ 1,619,366	\$ 1,667,947	\$ 1,717,985	\$ 1,769,525
		6310	Street-Expressway Lighting Main	600	Charges for Services	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126
		6312	Street Lighting Services	600	Charges for Services	\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,945	\$ 225,102
		6423	Sale of Scrap Material	600	Charges for Services	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251
		6425	Electric Power Dist-Gas Aggregate	600	Charges for Services	\$ 1,090,500	\$ 1,123,215	\$ 1,156,911	\$ 1,191,619	\$ 1,227,367
		6771	Claims-Damage-Accident Billings	671	Other Revenues	\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060	\$ 37,142
	Street Lighting Total					\$ 2,898,700	\$ 2,985,661	\$ 3,075,231	\$ 3,167,487	\$ 3,262,513
533	Stormwater	4934	LUIS Permits-Land & Use Develop	450	Licenses & Permits	\$ 342,570	\$ 326,903	\$ 338,770	\$ 348,933	\$ 359,401
		6166	LUIS Fee-Land Use & Develop	600	Charges for Services	\$ 45,272	\$ 46,630	\$ 48,029	\$ 49,470	\$ 50,954
		6167	LUIS Enforcement Fees	600	Charges for Services	\$ 35,000	\$ 14,106	\$ 14,529	\$ 14,965	\$ 15,414
	Stormwater Total					\$ 422,842	\$ 389,639	\$ 401,328	\$ 413,368	\$ 425,769
694	Community Development Services	6340	A-87 Revenue	600	Charges for Services	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803
	Community Development Services					\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803	\$ 14,803
701	Planning	4908	Miscellaneous Permits	450	Licenses & Permits	\$ 226,704	\$ 231,753	\$ 236,851	\$ 242,063	\$ 247,388
		6161	Planning Commission Review Fees	600	Charges for Services	\$ 265,785	\$ 168,773	\$ 161,826	\$ 164,946	\$ 168,135
		6166	LUIS Fee-Land Use & Develop	600	Charges for Services	\$ 97,586	\$ 99,733	\$ 101,927	\$ 104,170	\$ 106,461
		6193	Zoning, Noise, Parking-Zoning Appeal	600	Charges for Services	\$ 32,459	\$ 33,173	\$ 33,903	\$ 34,648	\$ 35,411
		6195	Historic Preservation-Other Fee	600	Charges for Services	\$ 8,967	\$ 9,164	\$ 9,366	\$ 9,572	\$ 9,783
		6260	Service Fees-General	600	Charges for Services	\$ 239,120	\$ 237,376	\$ 245,307	\$ 252,967	\$ 272,774
		6261	Administration Services	600	Charges for Services	\$ 13,948	\$ 14,255	\$ 14,569	\$ 14,889	\$ 15,217
		6273	Housing-Zoning	600	Charges for Services	\$ 20,000	\$ 20,440	\$ 20,890	\$ 21,349	\$ 21,819
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Planning Total					\$ 909,629	\$ 819,667	\$ 829,639	\$ 849,604	\$ 881,988
728	Economic Development	6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 232,500	\$	\$	\$	\$
	Economic Development Total					\$ 232,500	\$	\$	\$	\$
733	Code Compliance	6197	Nuisance Fees	600	Charges for Services	\$ 80,926	\$ 82,545	\$ 84,195	\$ 85,880	\$ 87,597
		6199	Housing Fees-Lienable	600	Charges for Services	\$ 2,288,861	\$ 2,334,637	\$ 2,381,331	\$ 2,428,956	\$ 2,477,536
		6273	Housing-Zoning	600	Charges for Services	\$ 51,468	\$ 52,498	\$ 53,548	\$ 54,619	\$ 55,711
		6275	Housing-Code Enforcement Fees	600	Charges for Services	\$ 4,472	\$ 4,565	\$ 4,653	\$ 4,746	\$ 4,841
		6276	Housing-Housing Appeal Fee	600	Charges for Services	\$ 5,672	\$ 5,785	\$ 5,901	\$ 6,019	\$ 6,139
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 147	\$ 150	\$ 153	\$ 156	\$ 159
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688
	Code Compliance Total					\$ 3,800,234	\$ 3,848,865	\$ 3,898,469	\$ 3,949,064	\$ 4,000,671
Grand Total						\$ 146,180,563	\$ 146,753,610	\$ 149,506,657	\$ 152,860,487	\$ 156,486,802

City of Grand Rapids
**AUTHORIZED POSITIONS BY
DEPARTMENT**

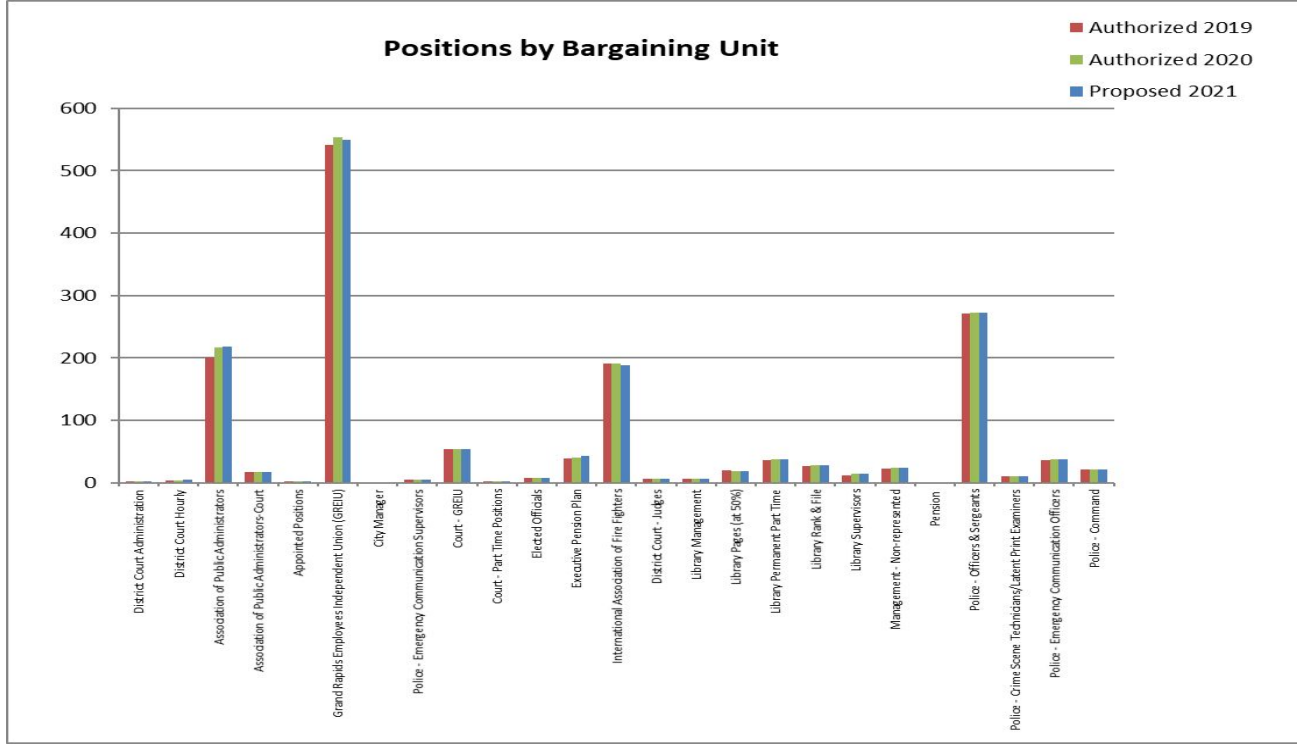
DEPT		FY2021-FY2025 Fiscal Plan		FY 2021 Proposed		
		<u>Amended Budget</u>	<u>Amended Budget</u>	<u>Proposed Budget</u>	<u>Change</u>	
		FY 2019	FY 2020			
A110	Public Library	157.000	161.000	161.000	161.000	-
A120	Clerk's Office	11.000	11.000	11.000	11.000	-
A130	Executive	23.000	25.000	26.000	26.000	1.000
B210	Community Development	53.000	60.000	57.000	57.000	(3.000)
B220	Public Services	119.000	119.000	119.000	119.000	-
C310	Design and Development	73.000	74.000	73.000	73.000	(1.000)
C330	Enterprise Services	244.000	249.000	248.000	248.000	(1.000)
C335	Parking & Mobility	68.000	69.000	68.000	68.000	(1.000)
C340	Economic Development	3.000	7.000	7.000	7.000	-
D410	Human Resources	20.000	21.000	22.000	22.000	1.000
D420	Administrative Services	18.000	19.000	22.000	22.000	3.000
E510	Police	371.000	380.000	380.000	380.000	-
E520	Fire	199.000	201.000	201.000	201.000	-
E530	District Court	90.000	90.000	94.000	94.000	4.000
E540	Attorney's Office	17.000	18.000	18.000	18.000	-
F610	Facilities and Fleet Management	47.000	49.000	48.000	48.000	(1.000)
F620	Fiscal Services	45.000	46.000	46.000	46.000	-
F630	Technology and Change Management	3.000	3.000	2.000	2.000	(1.000)
F640	Treasury	17.000	18.000	18.000	18.000	-
F650	Comptroller's Office	15.000	16.000	16.000	16.000	-
G110	Retirement Activities - Retirement Office (Non Budgeted)	4.000	4.000	4.000	4.000	-
G210	Authorities (Non Budgeted)	4.000	-	-	-	-
Grand Total Positions (Full Time and Permanent Part-time)		1,601.000	1,640.000	1,641.000	1,641.000	1.000
RECONCILIATION to FTEs:						
	Less Dispatch Part-time				(2.000)	
	Less Court Part-time				(7.500)	
	Less Library Part-time				(55.000)	
	TOTAL FTEs				1,576.500	

Positions by Department



City of Grand Rapids
**PERSONNEL BY BARGAINING UNIT -
 FTEs**

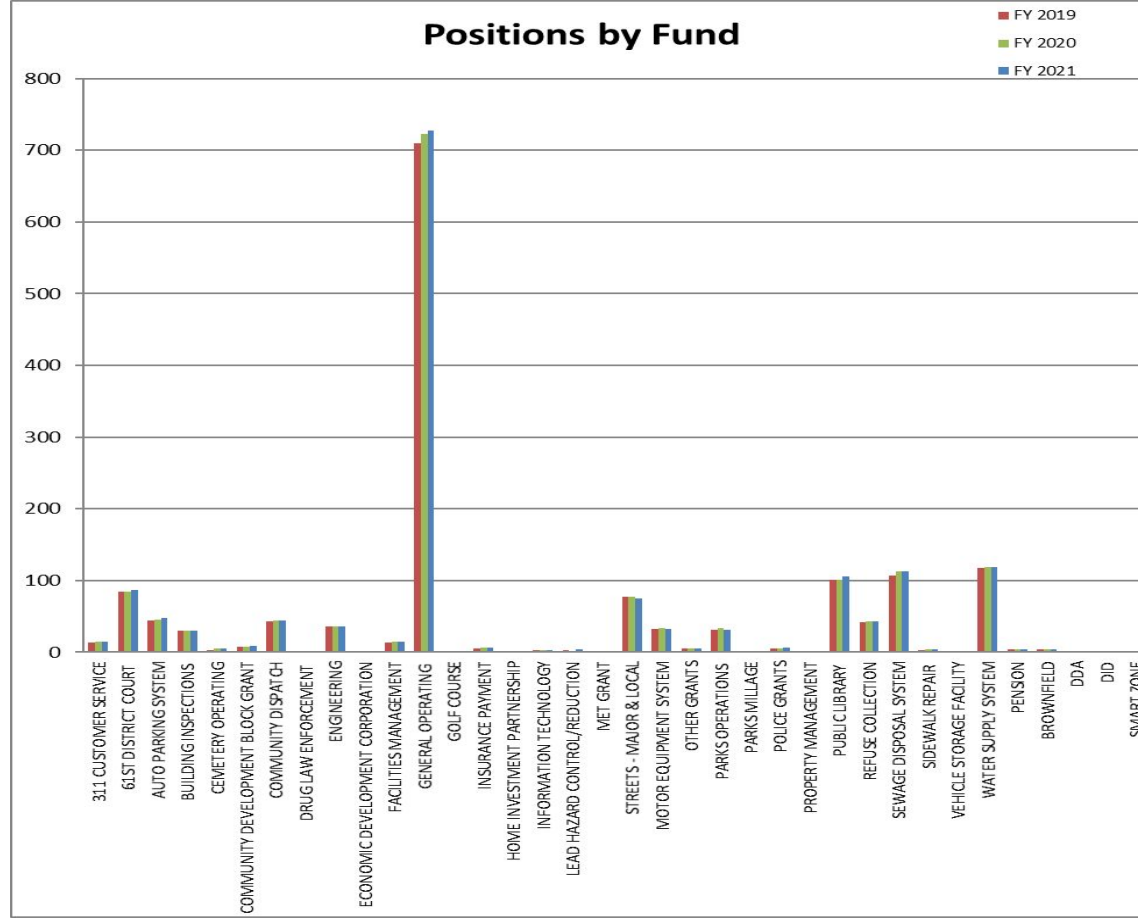
Unit Code	Unit Name	FY2021-FY2025 Fiscal Plan	Authorized 2019	Authorized 2020	Proposed 2021	VAR
61ST	District Court Administration		2.0000	2.0000	2.0000	-
61STHR	District Court Hourly		3.5000	3.5000	4.5000	1.0000
APACITY	Association of Public Administrators		200.3500	217.1500	218.1500	1.0000
APACOURT	Association of Public Administrators-Court		17.0000	17.0000	18.0000	1.0000
APPOINT	Appointed Positions		3.0000	3.0000	3.0000	-
CITY	Grand Rapids Employees Independent Union (GREIU)		541.0000	554.0000	550.0000	(4.0000)
CITYMNGR	City Manager		1.0000	1.0000	1.0000	-
COMMSUPV	Police - Emergency Communication Supervisors		5.0000	5.0000	5.0000	-
COURT	Court - GREIU		54.0000	54.0000	54.0000	-
COURTPT	Court - Part Time Positions		2.0000	2.0000	2.0000	-
ELECTED	Elected Officials		8.0000	8.0000	8.0000	-
EXECPLAN	Executive Pension Plan		38.8250	40.8250	43.0000	2.1750
IAFF	International Association of Fire Fighters		191.0000	191.0000	189.0000	(2.0000)
JUDGE	District Court - Judges		6.0000	6.0000	6.0000	-
LIBRMGT	Library Management		6.0000	7.0000	7.0000	-
LIBRPAGE	Library Pages (at 50%)		19.5000	18.5000	18.5000	-
LIBRPT	Library Permanent Part Time		37.0000	37.5000	37.5000	-
LIBRR&F	Library Rank & File		27.0000	28.0000	28.0000	-
LIBRSUPV	Library Supervisors		12.0000	15.0000	15.0000	-
MGTNON	Management - Non-represented		22.8250	24.0250	23.8500	(0.1750)
PENSION	Pension		1.0000	1.0000	1.0000	-
POLC1	Police - Officers & Sergeants		271.0000	273.0000	273.0000	-
POLC2	Police - Crime Scene Technicians/Latent Print Examiners		10.0000	10.0000	10.0000	-
POLC4	Police - Emergency Communication Officers		37.0000	38.0000	38.0000	-
POLC5	Police - Command		21.0000	21.0000	21.0000	-
TOTAL FTEs by Bargaining Unit			1,537.0000	1,577.5000	1,576.5000	(1.0000)



City of Grand Rapids
PERSONNEL BY FUND - FTEs

FY2021-FY2025 Fiscal Plan

Fund	FTEs Authorized FY 2019	FTEs Authorized FY 2020	FTEs Proposed FY 2021	VAR
311 CUSTOMER SERVICE	14.0000	14.1000	14.1000	0.000
61ST DISTRICT COURT	84.5000	84.5000	86.5000	2.000
AUTO PARKING SYSTEM	44.5000	45.7500	47.3000	1.550
BUILDING INSPECTIONS	29.9400	31.2400	30.2400	(1.000)
CEMETERY OPERATING	3.0500	4.6000	4.6000	0.000
COMMUNITY DEVELOPMENT BLOCK GRANT	7.3700	9.5000	8.5000	(1.000)
COMMUNITY DISPATCH	43.0000	44.0000	44.0000	0.000
DRUG LAW ENFORCEMENT	2.0000	1.0000	1.0000	0.000
ENGINEERING	35.7000	36.4500	35.7500	(0.700)
ECONOMIC DEVELOPMENT CORPORATION	2.0000	1.0000	1.1000	0.100
FACILITIES MANAGEMENT	13.6250	14.5750	14.5750	0.000
GENERAL OPERATING	709.9020	723.0520	727.0020	3.950
GOLF COURSE	0.9000	1.1000	1.1000	0.000
INSURANCE PAYMENT	5.7500	6.7000	6.7000	0.000
HOME INVESTMENT PARTNERSHIP	0.7800	1.0000	1.0000	0.000
INFORMATION TECHNOLOGY	2.2500	2.3000	2.3000	0.000
LEAD HAZARD CONTROL/REDUCTION	3.0700	2.7000	3.8000	1.100
MET GRANT	0.0000	0.0000	0.0000	0.000
STREETS - MAJOR & LOCAL	77.3960	76.7668	74.7376	(2.029)
MOTOR EQUIPMENT SYSTEM	32.1250	33.1750	32.2750	(0.900)
OTHER GRANTS	5.1800	6.1000	5.5000	(0.600)
PARKS OPERATIONS	31.5100	34.0700	31.2700	(2.800)
PARKS MILLAGE	1.6800	1.7800	1.7800	0.000
POLICE GRANTS	5.0000	7.0000	6.0000	(1.000)
PROPERTY MANAGEMENT	0.2000	0.2000	0.2000	0.000
PUBLIC LIBRARY	101.5000	106.0000	106.0000	0.000
REFUSE COLLECTION	42.1250	42.7000	43.5500	0.850
SEWAGE DISPOSAL SYSTEM	106.4930	112.3330	112.5630	0.230
SIDEWALK REPAIR	3.3700	3.5200	3.5200	0.000
VEHICLE STORAGE FACILITY	1.3000	1.5000	1.5000	0.000
WATER SUPPLY SYSTEM	117.5141	119.5182	118.6674	(0.851)
Subtotal Operating Funds:	1,527.73	1,568.23	1,567.13	(1.100)
COMPONENT UNITS & OTHER				
PENSION	4.00	4.00	4.00	0.000
BROWNFIELD	3.61	3.61	3.51	(0.100)
DDA	0.33	0.33	0.33	0.000
DID	0.05	0.05	0.05	0.000
SMART ZONE	1.25	1.25	1.45	0.200
TOTAL FTEs by Fund:	1,537.00	1,577.50	1,576.50	(1.00)
TOTAL FTEs by Fund:	1,537.00	1,577.50	1,576.50	0.03



**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
<u>A. "OTHER" GROUP</u>							
LIBRARY DEPARTMENT (A110)							
PUBLIC LIBRARY FUND 2710							
Assistant Library Director	8I	LIBMGT	1.0000		1.0000	.0000	1.0000
Custodian	10G	LIB R&F	3.0000	3.0000	.0000	(3.0000)	0.0000
Community Services Manager	20L	LIB SUPV	.0000	1.0000	1.0000	.0000	1.0000
Executive Administrative Assistant	3I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Librarian I / II	21/22G	LIB R&F	16.0000	16.0000	16.0000	.0000	16.0000
Librarian III - Supervisor	25L	LIB SUPV	5.0000	5.0000	5.0000	.0000	5.0000
Librarian I V - Coordinator	27L	LIB SUPV	2.0000	2.0000	2.0000	.0000	2.0000
Library Assistant II - Part Time (at 0.50 ea)	03LPT	LIBRPT	28.0000	29.0000	29.0000	.0000	14.5000
Library Business Manager	02I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Business Office Administrative Assistant	12LPT	LIBRPT	1.0000	1.0000	1.0000	.0000	1.0000
Library Circulation Operations Supervisor	16L	LIB SUPV	2.0000	4.0000	4.0000	.0000	4.0000
Library Circulation Services Supervisor	20L	LIB SUPV	1.0000	1.0000	1.0000	.0000	1.0000
Library Clerical Aide I I - Part Time (at 0.50 ea.)	08LPT	LIBRPT	35.0000	35.0000	35.0000	.0000	17.5000
Library Communications Assistant	16G	LIB R&F	1.0000	2.0000	2.0000	.0000	2.0000
Library Custodians (at 0.50 ea)	LIBRPT	LIBRPT	.0000	.0000	8.0000	8.0000	4.0000
Library Director	9I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Facilities Assistant	10GH	LIB R&F	.0000	.0000	3.0000	3.0000	3.0000
Library Facilities Manager	21L	LIB SUPV	1.0000	1.0000	1.0000	.0000	1.0000
Library Help Desk Technician (Part-time @ 0.50)	11LPT	LIBRPT	1.0000	1.0000	1.0000	.0000	0.5000
Library Human Resources Assistant	4I	LIBMGT	.0000	1.0000	1.0000	.0000	1.0000
Library Human Resources Manager	02I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Information Systems Assistant	25L	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Library Information Systems Manager	28L	LIB SUPV	1.0000	1.0000	1.0000	.0000	1.0000
Library Maintenance Mechanic	13G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Library Marketing & Communications Manager	4I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Library Page (at 0.50 ea)	1LPT	LIB PAGE	39.0000	37.0000	37.0000	.0000	18.5000
Library Systems Administrator	21G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Office Assistant I I	9G	LIB R&F	4.0000	4.0000	4.0000	.0000	4.0000
Public Works Maintenance Worker I (at 0.50 ea.)	05LPT	LIBRPT	8.0000	8.0000	.0000	(8.0000)	0.0000
TOTAL LIBRARY DEPARTMENT			157.0000	161.0000	161.0000	0.000	106.0000

CLERK'S DEPARTMENT (A120)

GENERAL OPERATING FUND 1010

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Archive Assistant	10A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
City Archives Officer	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
City Clerk	03APP	APPOINT	1.0000	1.0000	1.0000	.0000	1.0000
Clerk Administrative Specialist	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Customer Services Specialist	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Clerk	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Elections Assistant	12AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Election Specialist	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL CLERK'S DEPARTMENT			11.0000	11.0000	11.0000	0.000	11.0000

EXECUTIVE DEPARTMENT (A130)

GENERAL OPERATING FUND 1010

Administrative Analyst II	16	APA	2.0000	2.0000	4.0000	2.0000	3.4000
Administrative Secretary	05U	MGTNON	1.0000	1.0000	1.0000	.0000	0.1500
Assistant City Manager	28U	EXECPLAN	1.0000	1.0000	1.0000	.0000	0.4000
Assistant To The City Manager	01ATCM	EXECPLAN	2.0000	2.0000	2.0000	.0000	1.5000
City Manager	01APP	CITYMNGR	1.0000	1.0000	1.0000	.0000	1.0000
Communications Director	21U	EXECPLAN	1.0000	1.0000	.0000	(1.0000)	0.0000
Deputy City Manager	31U	EXECPLAN	1.0000	1.0000	1.0000	.0000	0.0000
Director of Oversight and Public Accountability	22U	EXECPLAN	.0000	1.0000	1.0000	.0000	0.0000
Energy, Climate & Performance Management Specialist	11	APA	.0000	1.0000	1.0000	.0000	0.6000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	1.0000	1.0000	.0000	0.0000
Managing Director	25U	EXECPLAN	2.0000	2.0000	2.0000	.0000	1.1500
Secretary to Deputy City Manager	07U	MGTNON	1.0000	.0000	.0000	.0000	0.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit		FY2019 AUTHORIZED	FY2020	AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Secretary to the City Manager	11U	MGTON		1.0000		1.0000	1.0000	.0000	1.0000
					13.0000	15.0000	16.0000	1.0000	9.2000
Administrative Analyst II - Assistant	16	MGTON		1.0000		1.0000	1.0000	.0000	1.0000
City Commissioner	02ELE	ELECTED		6.0000		6.0000	6.0000	.0000	6.0000
City Mayor	01ELE	ELECTED		1.0000		1.0000	1.0000	.0000	1.0000
					8.0000	8.0000	8.0000	.0000	8.0000
OTHER GRANTS FUND 2730									
Administrative Aide	04	APA			1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA			1.0000	1.0000	1.0000	.0000	1.0000
					2.0000	2.0000	2.0000	.0000	2.0000
TOTAL EXECUTIVE DEPARTMENT					23.0000	25.0000	26.0000	1.0000	19.2000

B. COMMUNITY SERVICES GROUP

COMMUNITY DEVELOPMENT DEPARTMENT (B210)
COMMUNITY DEVELOPMENT - GRANT ACTIVITIES

GENERAL OPERATING FUND 1010									
Administrative Analyst I (Grant Writer)	11	APA			1.0000	1.0000	1.0000	.0000	1.0000
Housing Rehab Specialist I	19A	GREIU			.0000	.0000	.0000	.0000	0.1000
					1.0000	1.0000	1.0000	.0000	1.1000
CDBG GRANTS FUND 2733									
Administrative Aide	4	APA			1.0000	1.0000	1.0000	.0000	0.4500
Administrative Analyst II	16	APA			.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I I	18	APA			1.0000	1.0000	1.0000	.0000	1.1500
Contract Administrator	11	APA			2.0000	2.0000	2.0000	.0000	1.2500
Financial Assistant I I	13A	GREIU			1.0000	1.0000	1.0000	.0000	1.4000
Housing Rehab Specialist I	19A	GREIU			2.0000	2.0000	2.0000	.0000	1.3000
Housing Rehab Specialist I I	22A	GREIU			1.0000	1.0000	1.0000	.0000	0.2000
Housing Rehab Supervisor	14	APA			1.0000	1.0000	1.0000	.0000	0.4000
Loan Analyst	12	APA			1.0000	1.0000	1.0000	.0000	0.9000
Managing Director	25U	EXECPLAN			1.0000	1.0000	1.0000	.0000	0.4500
Office Assistant I I	10A	GREIU			1.0000	.0000	.0000	.0000	0.0000
					12.0000	12.0000	12.0000	.0000	8.5000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
LEAD HAZARD REDUCTION GRANTS FUND 2735							
Administrative Services Officer I I	18	APA	1.0000	1.0000	.0000	(1.0000)	0.1000
Financial Assistant I I	13A	GREIU	.0000	1.0000	1.0000	.0000	0.6000
Housing Rehab Specialist I	19A	GREIU	.0000	1.0000	1.0000	.0000	1.6000
Housing Rehab Specialist I I	22A	GREIU	.0000	.0000	.0000	.0000	0.8000
Housing Rehab Supervisor	14	APA	.0000	.0000	.0000	.0000	0.6000
Loan Analyst	12	APA	.0000	.0000	.0000	.0000	0.1000
<i>Subtotal LEAD</i>			.0000	2.0000	2.0000	.0000	3.8000
HOME INVESTMENT PARTNERSHIP GRANTS FUND 2734							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	0.2500
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	0.7500
<i>Subtotal HOME</i>			.0000	.0000	.0000	.0000	1.0000
<i>Subtotal Grant Activities</i>			13.0000	15.0000	15.0000	.0000	14.4000
COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN							
GENERAL OPERATING FUND 1010							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	0.5000
<i>Subtotal GOF-OCC</i>			.0000	.0000	.0000	.0000	0.5000
OTHER GRANTS FUND 2730							
Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	0.5000
Administrator - Office Children Youth Families	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Other Grants-OCC</i>			3.0000	3.0000	3.0000	.0000	2.5000
<i>Subtotal OCC Office</i>			3.0000	3.0000	3.0000	.0000	3.0000
PARKS DIVISION							
PARKS OPERATING FUND 2080							
Administrative Aide	4	APA	1.0000	4.0000	3.0000	(1.0000)	2.1000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	185U	MGTON	.0000	.0000	.0000	.0000	0.1500
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	0.5000
Arborist	16A	GREIU	2.0000	2.0000	2.0000	.0000	1.7500
Building Maintenance Mechanic II	16A	GREIU	1.0000	1.0000	1.0000	.0000	0.6000
Carpenter	16A	GREIU	1.0000	1.0000	1.0000	.0000	0.6000
Director of Parks and Recreation	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE	
Financial Assistant I	11AH	GREIU	1.0000	1.0000	1.0000	1.0000	.0000	0.7000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	1.0000	.0000	1.0000
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	.0000	0.2000
Forester	13	APA	1.0000	1.0000	1.0000	1.0000	.0000	1.0000
Groundskeeper I / I I	9A / 12A	GREIU	4.0000	4.0000	4.0000	4.0000	.0000	4.5500
Groundskeeper I I I	15A	GREIU	2.0000	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	.0000	0.1500
Office Assistant I I I	12AH	GREIU	1.0000	1.0000	1.0000	1.0000	.0000	0.5000
Parks Superintendent	18	APA	1.0000	1.0000	1.0000	1.0000	.0000	0.7500
Project Manager	18	APA	1.0000	1.0000	1.0000	1.0000	.0000	1.0000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	1.0000	.0000	0.7700
Recreation Program Technical Supervisor	7	APA	1.0000	.0000	.0000	.0000	.0000	0.0000
Recreation Supervisor	10	APA	1.0000	1.0000	1.0000	1.0000	.0000	0.7500
Senior Greenskeeper	25AH	APA	.0000	.0000	.0000	.0000	.0000	0.2000
Special Events Aide	15A	GREIU	1.0000	1.0000	.0000	(1.0000)	0.0000	
Special Events Supervisor	13	APA	1.0000	1.0000	.0000	(1.0000)	0.0000	
Tree Trimmer Aide	6A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000	
Tree Trimmer I/II	12A/15A	GREIU	.0000	8.0000	8.0000	.0000	8.0000	
Tree Trimmer I	11A	GREIU	4.0000	.0000	.0000	.0000	0.0000	
Tree Trimmer I I	14A	GREIU	4.0000	.0000	.0000	.0000	0.0000	
Subtotal Parks Operations			34.0000	37.0000	34.0000	(3.0000)	31.2700	
PARKS MILLAGE 2081								
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	0.6000	
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	0.3000	
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	0.3000	
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	0.1000	
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	0.2300	
Recreation Supervisor	10	APA	.0000	.0000	.0000	.0000	0.2500	
Subtotal Millage			.0000	.0000	.0000	.0000	1.7800	
CEMETERY OPERATING FUND 5020								
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	0.1000	
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	0.1000	
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	0.1000	

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	0.1000
Groundskeeper I / II	9A / 12A	GREIU	.0000		2.0000	2.0000	1.4500
Groundskeeper I I I	15A	GREIU	2.0000		2.0000	2.0000	2.0000
Office Assistant I I I	12AH	GREIU	.0000	.0000	.0000	.0000	0.5000
Parks Superintendent	18	APA	.0000	.0000	.0000	.0000	0.2500
<i>Subtotal Cemetery</i>			<u>2.0000</u>	<u>4.0000</u>	<u>4.0000</u>	<u>.0000</u>	<u>4.6000</u>
GOLF COURSE FUND 5840							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	0.2000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	0.1000
Senior Greenskeeper	25AH	APA	1.0000	1.0000	1.0000	.0000	0.8000
<i>Subtotal Golf Course</i>			<u>1.0000</u>	<u>1.0000</u>	<u>1.0000</u>	<u>.0000</u>	<u>1.1000</u>
<i>Subtotal Parks Division</i>			<u>37.0000</u>	<u>42.0000</u>	<u>39.0000</u>	<u>(3.0000)</u>	<u>38.7500</u>
TOTAL COMMUNITY DEVELOPMENT DEPT			<u>53.0000</u>	<u>60.0000</u>	<u>57.0000</u>	<u>(3.0000)</u>	<u>56.1500</u>

PUBLIC SERVICES DEPARTMENT (B220)

ENGINEERING FUND 6220

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	0.1000
Administrative Analyst I - Accounting	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I	16	APA	1.0000	.0000	.0000	.0000	0.0000
Assistant City Engineer	22	APA	2.0000	2.0000	2.0000	.0000	2.0000
Assistant Planning Director	18	MGTON	.0000	.0000	.0000	.0000	0.7000
Assistant Project Manager	15	APA	5.0000	5.0000	5.0000	.0000	4.7500
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
City Engineer	26U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Civil Engineer I	22A	GREIU	7.0000	7.0000	7.0000	.0000	7.0000
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.1000
Engineering Assistant I	16A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Engineering Assistant I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Office Administrative Specialist	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Systems Specialist	24A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Executive Assistant to the Deputy City Manager	07U	MGTON	.0000	.0000	.0000	.0000	0.1000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Financial Analyst I	12	APA	1.0000	1.0000	1.0000	1.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	1.0000	1.0000
Land Surveyor	26A	GREIU	1.0000	1.0000	1.0000	1.0000	1.0000
Office Assistant I I I	12A	GREIU	3.0000	3.0000	3.0000	3.0000	3.0000
Project Manager	18	APA	3.0000	3.0000	3.0000	3.0000	3.0000
Property Acquisition Officer	22AB	GREIU	1.0000	1.0000	1.0000	1.0000	1.0000
Right of Way Agent	20A	APA	1.0000	1.0000	1.0000	1.0000	1.0000
<i>Subtotal Engineering</i>			<u>35.0000</u>	<u>35.0000</u>	<u>35.7500</u>		
SIDEWALK FUND 2460							
Arborist	15A	GREIU	.0000	.0000	.0000	.0000	0.2500
Assistant Project Manager	15	APA	.0000	.0000	.0000	.0000	0.2500
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.0100
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	2.0000	2.0000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.0100
Public Services Assistant	16A	GREIU	1.0000	1.0000	1.0000	1.0000	1.0000
<i>Subtotal Sidewalks</i>					<u>3.0000</u>	<u>3.0000</u>	<u>3.5200</u>
TOTAL ENGINEERING DEPARTMENT					<u>38.0000</u>	<u>38.0000</u>	<u>39.2700</u>

STREETS & SANITATION DIVISION

MAJOR STREETS FUND 2020

Administrative Analyst II	16	APA	1.0000	1.0000	1.0000	1.0000	0.2500
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	0.0500
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	0.1500
Business Office Representative	16AH	GREIU	1.0000	1.0000	1.0000	1.0000	0.2500
Equipment Operator I / I I	10A / 14A	GREIU	11.0000	11.0000	11.0000	11.0000	11.4000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	1.0000	0.2500
Maintenance Assistant I / I I	7A / 10A	GREIU	18.0000	18.0000	18.0000	18.0000	11.8000
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.0500
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	1.0000	0.2500
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	1.0000	0.2500
Public Services Assistant	15A	GREIU	1.0000	1.0000	1.0000	1.0000	0.2500
Public Services Director	24U	EXECPLAN	1.0000	1.0000	1.0000	1.0000	0.2500

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

			Bargaining		FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Position Titles	Range	Unit							
Public Services Manager	18	APA			1.0000	1.0000	1.0000	.0000	0.2500
Public Services Supervisor	13	APA			3.0000	3.0000	3.0000	.0000	1.8000
Streets & Sanitation Crew Leader	16A	GREIU	.0000	.0000	.0000	.0000	.0000	.0000	.0000
<i>Subtotal Major Streets</i>					40.0000	40.0000	40.0000	.0000	28.4500
LOCAL STREETS FUND 2030									
Administrative Analyst II	16	APA			.0000	.0000	.0000	.0000	0.2500
Business Office Representative	16AH	GREIU			.0000	.0000	.0000	.0000	0.2500
Equipment Operator I / I I	10A / 14A	GREIU			7.0000	7.0000	7.0000	.0000	4.7500
Financial Analyst	12	APA			.0000	.0000	.0000	.0000	0.2500
Fleet Operations Instructor	21A	GREIU			.0000	.0000	.0000	.0000	0.1000
Maintenance Assistant I / I I	7A / 10A	GREIU			.0000	.0000	.0000	.0000	7.8000
Office Assistant I I	10A	GREIU			.0000	.0000	.0000	.0000	0.2500
Office Assistant I I I	12A	GREIU			.0000	.0000	.0000	.0000	0.2500
Public Services Assistant	15A	GREIU			.0000	.0000	.0000	.0000	0.2500
Public Services Director	24U	EXECPLAN			.0000	.0000	.0000	.0000	0.2500
Public Services Manager	18	APA			.0000	.0000	.0000	.0000	0.2500
Public Services Supervisor	13	APA			.0000	.0000	.0000	.0000	0.8000
Safety Technician	10	APA			.0000	.0000	.0000	.0000	0.1000
Streets & Sanitation Crew Leader	16A	GREIU	2.0000	2.0000	2.0000	.0000	.0000	.0000	.0000
<i>Subtotal Local Streets</i>					9.0000	9.0000	9.0000	.0000	16.2000
<i>Subtotal Streets Funds</i>					49.0000	49.0000	49.0000	.0000	44.6500
REFUSE FUND 2260									
Administrative Analyst II	16	APA			.0000	.0000	.0000	.0000	0.5000
Administrative Secretary	185U	MGTNON			.0000	.0000	.0000	.0000	0.1500
Administrative Services Officer II	18	APA			.0000	.0000	.0000	.0000	0.1500
Business Office Representative	16AH	GREIU			.0000	.0000	.0000	.0000	0.5000
Equipment Operator I / I I	10A / 14A	GREIU			7.0000	7.0000	7.0000	.0000	8.8500
Financial Analyst	12	APA			.0000	.0000	.0000	.0000	0.5000
Fleet Operations Instructor	21A	GREIU			.0000	.0000	.0000	.0000	0.1000
Managing Director	25U	EXECPLAN			.0000	.0000	.0000	.0000	0.1500
Office Assistant I I	10A	GREIU			1.0000	1.0000	1.0000	.0000	1.5000
Office Assistant I I I	12A	GREIU			.0000	.0000	.0000	.0000	0.5000
Public Services Assistant	15A	GREIU			.0000	.0000	.0000	.0000	0.5000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Public Services Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	0.5000
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	0.5000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.4000
Refuse Packer Operator	14A	GREIU	23.0000	23.0000	23.0000	.0000	23.0000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	0.1000
Streets & Sanitation Crew Leader	16A	GREIU	.0000	.0000	.0000	.0000	0.1500
<i>Subtotal Refuse</i>			<u>32.0000</u>	<u>32.0000</u>	<u>32.0000</u>	<u>.0000</u>	<u>39.0500</u>
TOTAL PUBLIC SERVICES DEPARTMENT			<u>119.0000</u>	<u>119.0000</u>	<u>119.0000</u>	<u>.0000</u>	<u>122.9700</u>

C. DESIGN, DEVELOPMENT STRATEGIC and ENTERPRISE SERVICES GROUP

DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPARTMENT (C310)

PLANNING OFFICE-GENERAL OPERATING FUND 1010

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Planning Director	18	APA	2.0000	2.0000	2.0000	.0000	1.1500
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.0500
Executive Assistant to the Deputy City Manager	07U	MGTON	.0000	.0000	.0000	.0000	0.0500
Historic Preservation Specialist	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	25U	EXECPLAN	1.0000	1.0000	1.0000	.0000	0.5000
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	0.6600
Planner I / II	20A /23A	GREIU	4.0000	4.0000	4.0000	.0000	3.7500
Planning Director	23U	EXECPLAN	.0000	1.0000	1.0000	.0000	0.7500
Planning Supervisor	13	APA	2.0000	2.0000	2.0000	.0000	1.5000
Senior Graphic Illustrator	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Zoning Inspector II	22AH	APA			1.0000	1.0000	1.0000
<i>Subtotal Planning</i>					<u>15.0000</u>	<u>16.0000</u>	<u>16.0000</u>
						<u>.0000</u>	<u>13.4100</u>

BUILDING INSPECTION FUND 2490

Administrative Analyst I	11	APA	1.0000	2.0000	2.0000	.0000	2.5000
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Building Official	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Planning Director	18	MGTON	.0000	.0000	.0000	.0000	0.1500
Building Inspector I	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE		
Building Inspector I I	22A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000		
Building Official	18	APA	1.0000	1.0000	1.0000	.0000	1.0000		
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	0.3500		
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.1000		
Electrical Inspector I	21A	GREIU	3.0000	4.0000	3.0000	(1.0000)	3.0000		
Electrical Inspector I I	24AH	GREIU	2.0000	1.0000	1.0000	.0000	1.0000		
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.1000		
Fire Prevention Inspector	3B	IAFF	1.0000	.0000	.0000	.0000	1.2000		
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.5000		
Mechanical Inspector I	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000		
Mechanical Inspector I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000		
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000		
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.3400		
Planner I / II	20AH/23AH	GREIU	.0000	.0000	.0000	.0000	0.2500		
Planning Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	0.2500		
Planning Supervisor	13	APA	.0000	.0000	.0000	.0000	0.5000		
Plans Examiner	13	APA	2.0000	2.0000	2.0000	.0000	2.0000		
Plumbing Inspector I	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000		
Plumbing Inspector I I	22A	GREIU			1.0000	1.0000	1.0000		
Subtotal Bldg Inspection					27.0000	27.0000	26.0000	(1.0000)	30.2400
CODE COMPLIANCE									
GENERAL OPERATING FUND 1010									
Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.5500		
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	0.5000		
Administrative Services Officer I I	18	APA	2.0000	2.0000	2.0000	.0000	1.4000		
Code Compliance Officer I I	19A	GREIU	14.0000	14.0000	14.0000	.0000	13.4000		
Code Compliance Officer I I I	22A	GREIU	4.0000	4.0000	4.0000	.0000	3.6000		
Code Compliance Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	1.9000		
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.5500		
Office Assistant I I	10A	GREIU	2.0000	2.0000	2.0000	.0000	1.3000		
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000		
Subtotal Code Comp -GOF			27.0000	27.0000	27.0000	.0000	25.2000		

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
REFUSE FUND 2260							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	0.1000
Code Compliance Officer I I	19A	GREIU	.0000	.0000	.0000	.0000	0.6000
Code Compliance Officer I I I	22A	GREIU	.0000	.0000	.0000	.0000	0.4000
Code Compliance Supervisor	14	APA	.0000	.0000	.0000	.0000	0.1000
Maintenance Assistant I / I I	7A / 10A	GREIU	4.0000	4.0000	4.0000	.0000	2.4000
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	0.7000
<i>Subtotal Code Comp - Refuse</i>			4.0000	4.0000	4.0000	.0000	4.3000
<i>Subtotal Code Compliance</i>			31.0000	31.0000	31.0000	.0000	29.5000
TOTAL DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPT.			73.0000	74.0000	73.0000	(1.0000)	73.1500

ENTERPRISE SERVICES DEPARTMENT (C330)

WATER DIVISION

WATER FUND 5910

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	0.2000
Administrative Secretary	185U	MGTON	.0000	.0000	.0000	.0000	0.2000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	0.1000
Assistant Project Manager	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	0.2500
Assistant Water System Manager	21	APA	1.0000	1.0000	1.0000	.0000	0.7000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Buyer	10	APA	.0000	.0000	.0000	.0000	0.2000
Chemist I / I I	19A / 23A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Customer Services Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	2.1550
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.2500
Electrician I	19A	GREIU	1.0000	1.0000	.0000	(1.0000)	0.2500
Electrician I I	24A	GREIU	1.0000	1.0000	3.0000	2.0000	3.7500
Emergency Management Administrator	15	APA	.0000	.0000	.0000	.0000	0.2500
Energy, Climate and Performance Management Specialist	11	APA	.0000	.0000	.0000	.0000	0.1000
Engineering Assistant I	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Engineering Assistant I I	22A	GREIU	3.0000	3.0000	3.0000	.0000	2.6000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.2500
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	0.7500
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	0.3500
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	0.1000
Hydraulic Engineer	17	APA	1.0000	1.0000	1.0000	.0000	0.5000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	0.6200
Instrument Technician	18A	GREIU	1.0000	1.0000	.0000	(1.0000)	0.7500
Inventory Asset Manager	15	APA	1.0000	1.0000	.0000	(1.0000)	0.4000
IT Support Specialist	21A	GREIU	1.0000	.0000	.0000	.0000	0.2000
Machinist	19A	GREIU	1.0000	1.0000	1.0000	.0000	0.9000
Maintenance Planner/Scheduler Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	0.6200
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.2000
Materials Resource Planning Supervisor	10	APA	.0000	1.0000	1.0000	.0000	0.7500
Meter Reader I / I I	10A / 12A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Meter Reader Specialist	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Plant Assistant I / I I	10A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Plumbing Inspector I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.6000
Plumbing Inspector I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	2.0000	2.0000	2.0000	.0000	1.5000
Public Services Assistant	16A	GREIU	3.0000	3.0000	3.0000	.0000	2.2400
Safety Technician	10	APA	.0000	.0000	.0000	.0000	0.2000
Senior Project Engineer	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	1.3000
Trench Inspector	16A	GREIU	1.0000	1.0000	1.0000	.0000	0.5000
Utilities Field Operations Crew Leader	21A	GREIU	7.0000	7.0000	7.0000	.0000	4.3750
Utilities Field Operations Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	0.8300
Utilities Field Operations Supervisor	13	APA	3.0000	3.0000	3.0000	.0000	2.4900
Utility Aide	06AH	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Utility Field Operator I / I I	14A / 18A	GREIU	23.0000	23.0000	23.0000	.0000	16.2874
Utility Locator	16A	GREIU	3.0000	4.0000	5.0000	1.0000	1.9000
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	6.0000	9.0000	9.0000	.0000	9.0000
Utility Maintenance Mechanic I I I	18A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Utility Operator/Maintainer	18A	GREIU	2.0000	2.0000	.0000	(2.0000)	0.0000
Utility Supervisor	14	APA	2.0000	3.0000	3.0000	.0000	3.0000
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	0.5000
Wastewater/Water Plant Supervisor	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Water Filtration Plant Superintendent	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Water Plant Operator I / I I	12A / 16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Water Plant Operator I I I	20A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Water Service Specialist	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Water Service Worker I / I I	12A / 14A	GREIU	10.0000	10.0000	10.0000	.0000	10.0000
Water System Manager	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Water Division</i>			126.0000	132.0000	130.0000	(2.0000)	117.1174

ENVIRONMENTAL PROTECTION DIVISION

SEWAGE DISPOSAL SYSTEM FUND 5900

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I I	16	APA	.0000	.0000	.0000	.0000	0.2000
Administrative Secretary	05U	MGTNON	.0000	.0000	.0000	.0000	0.2000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	0.2500
Assistant Water System Manager	21	APA	.0000	.0000	.0000	.0000	0.3000
Asst. Environmental Services Manager	20	APA	1.0000	1.0000	1.0000	.0000	1.0000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	0.7000
Chemist I / I I	19A / 23A	GREIU	1.0000	1.0000	2.0000	1.0000	2.0000
Civil Engineer	22AH	GREIU	.0000	1.0000	1.0000	.0000	0.5000
Collection System Asset Crew Leader	18A	GREIU	2.0000	2.0000	2.0000	.0000	1.8000
Collection System Asset Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Collection System Asset Technician	14A	GREIU	10.0000	10.0000	14.0000	4.0000	9.4500
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	0.3330
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.2900
Electrician I	19A	GREIU	1.0000	1.0000	1.0000	.0000	0.7500
Electrician I I	24A	GREIU	4.0000	4.0000	3.0000	(1.0000)	2.2500
Emergency Management Administrator	15	APA	.0000	.0000	.0000	.0000	0.2500
Energy, Climate & Performance Management Specialist	11	APA	.0000	.0000	.0000	.0000	0.1000
Engineering Assistant I	16A	GREIU	2.0000	2.0000	1.0000	(1.0000)	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Engineering Assistant II	22AH	GREIU	.0000	.0000	.0000	1.0000	1.0000
Environmental Assessment Supervisor	17	APA	1.0000	1.0000	1.0000	.0000	0.9000
Environmental Resource Technician	18A	GREIU	3.0000	4.0000	4.0000	.0000	4.0000
Environmental Services Manager	24U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.2900
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	0.7500
Financial Assistant I	11A	GREIU	2.0000	1.0000	.0000	(1.0000)	0.0000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	0.3500
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	0.1000
Hydraulic Engineer	17	APA	.0000	.0000	.0000	.0000	0.5000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.2800
Instrument Technician	18A	GREIU	3.0000	3.0000	3.0000	.0000	2.2500
Inventory Asset Manager	15	APA	.0000	.0000	1.0000	1.0000	0.4000
IT Support Specialist	21A	GREIU	2.0000	2.0000	2.0000	.0000	1.8000
Laboratory Technician I / I I	14A / 16A	GREIU	1.0000	.0000	1.0000	1.0000	1.0000
Machinist	19A	GREIU	.0000	.0000	.0000	.0000	0.1000
Maintenance Painter	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Maintenance Planner Scheduler Technician	18A	GREIU	.0000	.0000	.0000	.0000	0.3800
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.2000
Materials Resource Planning Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	1.1500
Plant Assistant I / I I	10A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Plumber	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Plumbing Inspector I	19AH	GREIU	.0000	.0000	.0000	.0000	0.4000
Predictive Maintenance Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	2.0000	2.0000	2.0000	.0000	1.8500
Public Services Assistant	16A	GREIU	.0000	1.0000	2.0000	1.0000	2.7600
Safety Technician	10	APA	.0000	.0000	.0000	.0000	0.2000
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	1.5000
Trench Inspector	16A	GREIU	.0000	.0000	.0000	.0000	0.5000
Utilities Crew Leader	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	1.7500
Utilities Field Operations Superintendent	17	APA	.0000	.0000	.0000	.0000	0.1700
Utilities Field Operations Supervisor	13	APA	.0000	.0000	.0000	.0000	0.5100

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Utilities Operations Superintendent	18	APA	.0000	1.0000	1.0000	.0000	1.0000
Utility Aide	06AH	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Utilities Director	26U	MGTNON	1.0000	.0000	.0000	.0000	0.0000
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	.0000	.0000	.0000	5.7500
Utility Locator	16A	GREIU	.0000	.0000	.0000	.0000	1.9000
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	9.0000	10.0000	9.0000	(1.0000)	9.0000
Utility Maintenance Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Utility Operator/Maintainer	18A	GREIU	7.0000	5.0000	7.0000	2.0000	7.0000
Waste Water Lab Superintendent	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water O&M Supervisor	14	APA	5.0000	5.0000	5.0000	.0000	5.0000
Waste Water Plant Operator I / I I	12A / 16A	GREIU	8.0000	8.0000	8.0000	.0000	8.0000
Waste Water Plant Superintendent	20	APA	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water Technical Control Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	1.5000
Waste Water/Stormwater Maintenance Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	0.5500
WasteWater/Water Plant Supervisor	17	APA	1.0000	2.0000	2.0000	.0000	2.0000
Water Pollution Control Inspector	21A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Water Pollution Control Officer	26A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal EP Sewage Disposal Fund</i>			96.0000	98.0000	105.0000	7.0000	112.5630
EP - GENERAL OPERATING FUND 1010							
Civil Engineer	22AH	GREIU	.0000	.0000	.0000	.0000	0.5000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	0.1620
Engineering Assistant I	16A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Environmental Assessment Supervisor	17	APA	.0000	.0000	.0000	.0000	0.1000
Environmental Resource Technician	18A	GREIU	2.0000	2.0000	.0000	(2.0000)	0.0000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.6500
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	0.1500
Wastewater/Water Plant Supervisor	17	APA	1.0000	.0000	.0000	.0000	0.0000
<i>Subtotal EP GOF</i>			7.0000	6.0000	4.0000	(2.0000)	5.5620
MAJOR STREETS FUND - 2020							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	0.0700
Collection System Asset Technician	14A	GREIU	.0000	.0000	.0000	.0000	1.6250
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	0.1000
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	.0000	.0000	.0000	0.4813

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	0.4375
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	0.1000	
<i>Subtotal EP Major Streets</i>			.0000	.0000	.0000	2.8138	
LOCAL STREETS FUND - 2030							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	0.1300
Collection System Asset Technician	14A	GREIU	4.0000	4.0000	.0000	(4.0000)	2.9250
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	0.1000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	0.1000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	0.2000
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	0.4375
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	.0000	.0000	.0000	0.4813
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	0.2000	
<i>Subtotal EP Local Streets</i>			4.0000	4.0000	.0000	(4.0000)	4.5738
STREET LIGHTING-GENERAL OPERATING FUND 1010							
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	0.1000
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	0.1000
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	0.1000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	0.2000
Journeyman Line Worker	19A	GREIU	5.0000	4.0000	4.0000	.0000	4.0000
Journeyman Line Foreperson	22A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Line Foreperson	22A	GREIU	2.0000	1.0000	1.0000	.0000	1.0000
Managing Director	25U	EXECPLAN	.0000	.0000	.0000	.0000	0.1000
Public Services Assistant	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Superintendent	17	APA	1.0000	1.0000	.0000	(1.0000)	0.0000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	1.0000
Utility Locator	16A	GREIU	.0000	.0000	.0000	.0000	0.6000
Utility Systems Manager	20	APA	1.0000	.0000	1.0000	1.0000	1.0000
<i>Subtotal Street Lighting GOF</i>			11.0000	9.0000	9.0000	.0000	11.2000
<i>Subtotal EP Stormwater</i>			11.0000	10.0000	4.0000	(6.0000)	12.9496
<i>Subtotal Sewage Disposal Fund</i>			96.0000	98.0000	105.0000	7.0000	112.5630
TOTAL ENTERPRISE SERVICES DEPARTMENT			244.0000	249.0000	248.0000	(1.0000)	253.8300

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
PARKING AND MOBILITY (C335)							
AUTO PARKING FUND 5140							
Accounts Receivable Coordinator	21AH	GREIU	1.0000	1.0000	1.0000	.0000	0.5000
Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	2.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	0.1000
Assistant Mobile GR Director	20	APA	.0000	1.0000	1.0000	.0000	0.7500
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Buyer	10	APA	.0000	.0000	.0000	.0000	0.1000
Custodian	10A	GREIU	8.0000	8.0000	8.0000	.0000	8.0000
Custodian Crew Leader	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Customer Services Specialist	18A	GREIU	1.0000	.0000	.0000	.0000	0.0000
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.1000
Energy, Climate & Performance Management Specialist	11	APA	.0000	.0000	.0000	.0000	0.1000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.1000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	0.5000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	0.3000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Parking Customer Service Representative I	7A	GREIU	4.0000	4.0000	2.0000	(2.0000)	2.0000
Parking Facility Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	2.0000
Parking Meter Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.7500
Parking Meter Service Worker	11A	GREIU	3.0000	3.0000	5.0000	2.0000	5.0000
Parking Services Shift Supervisor	10	APA	2.0000	2.0000	2.0000	.0000	2.0000
Parking Violations Checker I	7A	GREIU	8.0000	7.0000	8.0000	1.0000	8.0000
Parking Violations Checker II	7A	GREIU	1.0000	3.0000	2.0000	(1.0000)	2.0000
Parking Violations Lead Worker	12A	GREIU	1.0000	.0000	.0000	.0000	0.0000
Sign Fabricator I / II	10A / 13A	GREIU	.0000	.0000	.0000	.0000	1.0000
Traffic Safety Director	23U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Transportation Planner	8A	APA	.0000	1.0000	1.0000	.0000	1.0000
Transportation Planning Supervisor	13	APA	2.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Auto Parking Fund</i>			43.0000	44.0000	44.0000	.0000	47.3000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
TRAFFIC SAFETY OFFICE							
MAJOR STREETS FUND							
Accounts Receivable Coordinator	21AH	GREIU	.0000	.0000	.0000	.0000	0.5000
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	0.0000
Assistant Mobile GR Director	20	APA	.0000	.0000	.0000	.0000	0.2500
Assistant Project Manager	15	APA	1.0000	1.0000	2.0000	1.0000	2.0000
Fleet Operations Instructor	21A	GREIU	.0000	.0000	.0000	.0000	0.1000
Journeyman Line Worker	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Line Foreperson	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Materials Resource Planning Supervisor	10	APA	1.0000	.0000	.0000	.0000	0.0000
Parking Meter Operations Supervisor	14	APA	.0000	.0000	1.0000	1.0000	0.2500
Project Engineer	15	APA	1.0000	.0000	.0000	.0000	0.0000
Sign Fabricator I / I I	10A / 13A	GREIU	4.0000	4.0000	4.0000	.0000	3.0000
Sign Supervisor	10	APA	1.0000	1.0000	.0000	(1.0000)	0.0000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Journeyman Signal Technician	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Storekeeper II	14AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Traffic Engineer	26AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Traffic System Engineer	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Traffic Systems Programmer	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Traffic Technician	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Transportation Planning Supervisor	13	APA	.0000	1.0000	.0000	(1.0000)	0.0000
Utility Locator	16A	GREIU	1.0000	1.0000	.0000	(1.0000)	0.6000
<i>Subtotal Traffic Safety-Major Streets</i>			25.0000	25.0000	24.0000	(1.0000)	22.7000
TOTAL PARKING AND MOBILITY DEPARTMENT			68.0000	69.0000	68.0000	(1.0000)	70.0000
ECONOMIC DEVELOPMENT (C340)							
GENERAL OPERATING FUND 1010							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	1.0000
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	0.1000
<i>Subtotal General Operating Fund</i>			.0000	.0000	1.1000		

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles

Range

**Bargaining
Unit**

FY2019 AUTHORIZED

FY2020 AUTHORIZED

FY2021 AUTHORIZED

Change from 2020

FY2021 FTE

PROPERTY MGT. FUND 2360
Economic Development Coordinator I / I I

14 / 17

APA

.0000

.0000

.0000

.0000

0.2000

Subtotal Property Management Fund

.0000

.0000

.0000

.0000

0.2000

ECONOMIC DEVELOPMENT FUND 2440

Administrative Analyst I

11

APA

1.0000

2.0000

2.0000

.0000

0.2000

Debt & Authority Finance Officer

17

APA

.0000

.0000

.0000

.0000

0.0500

Economic Development Assistant

GREIU

.0000

1.0000

1.0000

.0000

0.2000

Economic Development Coordinator I / I I

16A

APA

1.0000

3.0000

3.0000

.0000

0.4500

Economic Development Director

23U

EXECPLAN

.0000

1.0000

1.0000

.0000

0.2000

Managing Director

25U

EXECPLAN

1.0000

.0000

.0000

.0000

0.0000

Subtotal Economic Development Fund

3.0000

7.0000

7.0000

.0000

1.1000

TOTAL ECONOMIC DEVELOPMENT DEPARTMENT

3.0000

7.0000

7.0000

.0000

2.4000

D. ADMINISTRATIVE SERVICES GROUP

HUMAN RESOURCES DEPARTMENT (D410)

GENERAL OPERATING FUND 1010

Administrative Aide - Intern

4

MGTNON

2.0000

2.0000

2.0000

.0000

2.0000

Assistant City Manager

28U

EXECPLAN

.0000

.0000

.0000

.0000

0.1500

Assistant Employee Benefits Manager

13U

MGTNON

1.0000

1.0000

1.0000

.0000

0.4000

Employee Benefits Manager

16U

EXECPLAN

1.0000

1.0000

1.0000

.0000

0.5000

Human Resources Analyst

12

APA

2.0000

2.0000

2.0000

.0000

2.0000

Human Resources Assistant

6U

MGTNON

2.0000

2.0000

2.0000

.0000

2.0000

Human Resources Director

24U

MGTNON

1.0000

1.0000

1.0000

.0000

1.0000

Training and Organizational Development Manager

15

APA

1.0000

1.0000

1.0000

.0000

1.0000

Labor Relations Assistant

7U

MGTNON

1.0000

1.0000

1.0000

.0000

1.0000

Labor Relations Manager

21U

EXECPLAN

1.0000

1.0000

1.0000

.0000

1.0000

Personnel Records Assistant

16AB

GREIU

1.0000

1.0000

1.0000

.0000

1.0000

Senior Human Resources Analyst

14

APA

1.0000

1.0000

1.0000

.0000

1.0000

Senior Labor Relations Specialist

19U

MGTNON

1.0000

1.0000

1.0000

.0000

1.0000

Subtotal HR GOF

15.0000

15.0000

15.0000

.0000

14.0500

HR - HEALTH INSURANCE FUND 6770

Assistant City Manager

28U

EXECPLAN

.0000

.0000

.0000

.0000

0.2000

Assistant Employee Benefits Mgr.

15U

MGTNON

.0000

.0000

.0000

.0000

0.6000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Wellness Coordinator	12U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Employee Benefits Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Employee Benefits Manager	18U	EXECPLAN	.0000	.0000	.0000	.0000	0.5000
<i>Subtotal HR Health Insurance Fund</i>	1.0000	2.0000	2.0000	.0000	3.3000		
HR - RISK MANAGEMENT/OTHER RESERVES FUND 6771							
Fleet Operations Instructor	21A	GREIU	.0000	.0000	1.0000	1.0000	0.0000
Liability and Risk Management Analyst	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Risk Management Assistant	8	APA	1.0000	1.0000	1.0000	.0000	1.0000
Risk Manager	19U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Safety Technician	10	APA	1.0000	1.0000	1.0000	.0000	0.4000
<i>Subtotal HR Risk Management/Other Reserves Fund</i>			4.0000	4.0000	5.0000	1.0000	3.4000
TOTAL HUMAN RESOURCES DEPARTMENT			20.0000	21.0000	22.0000	1.0000	20.7500
ADMINISTRATIVE SERVICES DEPARTMENT (D420)							
OFFICE OF DIVERSITY & INCLUSION							
GENERAL OPERATING FUND 1010							
Administrative Aide	4	APA	1.0000	1.0000	2.0000	1.0000	2.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I I	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Business Developer	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Special Events Aide	15A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Special Events Supervisor	13	APA	.0000	.0000	1.0000	1.0000	1.0000
<i>Subtotal Diversity & Inclusion - GOF</i>			4.0000	4.0000	7.0000	3.0000	7.0000
OTHER GRANTS FUND 2730							
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Diversity & Inclusion - Other Grants</i>			.0000	1.0000	1.0000	.0000	1.0000
TOTAL OFFICE OF DIVERSITY & INCLUSION			4.0000	5.0000	8.0000	3.0000	8.0000
311 CUSTOMER SERVICE OPERATIONS							
311 CUSTOMER SERVICE FUND							
311 Customer Service Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
311 Senior Customer Service Specialist	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE	
311 Service Representative	11A	GREIU	9.0000		9.0000	9.0000	.0000	9.0000
Administrative Analyst II	16	APA	.0000		.0000	1.0000	1.0000	1.0000
Assistant City Manager	28U	EXECPLAN	.0000		.0000	.0000	.0000	0.1000
Customer Service Community Liaison	11	APA	1.0000		1.0000	1.0000	.0000	1.0000
Customer Service Director	23U	EXECPLAN	1.0000		1.0000	1.0000	.0000	1.0000
Performance & Management Reporting Splst	14	APA	1.0000		1.0000	.0000	(1.0000)	0.0000
	Subtotal 311 Fund		14.0000	14.0000	14.0000	.0000	14.1000	
TOTAL ADMINISTRATIVE SERVICES DEPT			18.0000	19.0000	22.0000	3.0000	22.1000	

E. PUBLIC SAFETY GROUP

POLICE DEPARTMENT (E510)

GENERAL OPERATING FUND 1010

Administrative Aide	4	APA	1.0000		1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	2.0000		4.0000	5.0000	1.0000	5.0000
Administrative Secretary	5U	MGTNON	1.0000		.0000	.0000	.0000	0.0000
Crime Scene Technician	2J	POLC2	8.0000		8.0000	8.0000	.0000	8.0000
Deputy Police Chief	23UF	EXECPLAN	2.0000		2.0000	2.0000	.0000	2.0000
Executive Assistant to the Police Chief	08U	MGTNON	.0000		1.0000	1.0000	.0000	1.0000
Financial Assistant I	11A	GREIU	1.0000		1.0000	1.0000	.0000	1.0000
Financial Assistant I I	13A	GREIU	1.0000		1.0000	1.0000	.0000	1.0000
Forensics Services Manager	14	APA	1.0000		1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000		1.0000	.0000	(1.0000)	0.0000
Information Technology Manager	18	APA	.0000		.0000	1.0000	1.0000	1.0000
Latent Print Technician/Examiner	4J	POLC2	2.0000		2.0000	2.0000	.0000	2.0000
Office Assistant I I I	12A	GREIU	1.0000		1.0000	1.0000	.0000	1.0000
Office Assistant I V	15A	GREIU	2.0000		2.0000	2.0000	.0000	2.0000
Police Captain	2F	POLC5	8.0000		8.0000	8.0000	.0000	8.0000
Police Chief	27UF	EXECPLAN	1.0000		1.0000	1.0000	.0000	1.0000
Director of Oversight and Public Accountability	22U	EXECPLAN	.0000		.0000	.0000	.0000	1.0000
Police Financial Coordinator	22A	GREIU	1.0000		1.0000	1.0000	.0000	1.0000
Police Lieutenant	1F	POLC5	13.0000		13.0000	13.0000	.0000	13.0000
Police Officer	1C	POLC1	231.0000		233.0000	233.0000	.0000	233.0000
Police Records Clerk I/II	10AH/12AH	GREIU	2.0000		3.0000	2.0000	(1.0000)	2.0000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Police Records Specialist	16A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Police Subpoena Specialist	16AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	34.0000	34.0000	35.0000	1.0000	35.0000
Radio Technician (Electronic Tech)	19AH	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Social Worker	14	APA	.0000	1.0000	1.0000	.0000	1.0000
Vehicle Service Worker	9A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police GOF</i>			318.0000	326.0000	327.0000	1.0000	328.0000
GRANT FUNDS							
METROPOLITAN ENFORCEMENT TEAM GRANT 2651							
Police Sergeant	2C	POLC1	.0000	1.0000	.0000	(1.0000)	0.0000
<i>Subtotal Metropolitan Enforcement Team Grant</i>			.0000	1.0000	.0000	(1.0000)	0.0000
POLICE GRANTS 2731							
Police Officer	1C	POLC1	4.0000	4.0000	4.0000	.0000	4.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
Social Worker	14	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police Grants</i>			5.0000	6.0000	6.0000	.0000	6.0000
DRUG LAW ENFORCEMENT 2650							
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	1.0000	.0000	.0000	.0000	0.0000
<i>Subtotal Drug Law Enforcement Grant</i>			2.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal All Police Grants</i>			7.0000	8.0000	7.0000	(1.0000)	7.0000
DISPATCH FUND 2610							
Assistant Communications Manager	12 O	COMM SUP	1.0000	1.0000	1.0000	.0000	1.0000
Communications Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Emergency Communications Operator I / II / III	1K/2K/3K	POLC4	36.0000	36.0000	36.0000	.0000	36.0000
Emergency Communications Operator I - Part-time	1K	POLC4	4.0000	4.0000	4.0000	.0000	2.0000
Emergency Communication Supervisor	11 O	COMM SUP	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Dispatch</i>			46.0000	46.0000	46.0000	.0000	44.0000
TOTAL POLICE DEPARTMENT			371.0000	380.0000	380.0000	.0000	379.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
FIRE DEPARTMENT (E520)							
GENERAL OPERATING FUND 1010							
Administrative Clerk I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Fire Chief	12B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Fleet Maintenance Supervisor	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Battalion Fire Chief	6B	IAFF	6.0000	6.0000	6.0000	.0000	6.0000
Deputy Fire Chief	22U	EXECPLAN	2.0000	2.0000	2.0000	.0000	2.0000
Emergency Management Administrator	15	APA	.0000	1.0000	1.0000	.0000	0.5000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain	5B	IAFF	15.0000	15.0000	15.0000	.0000	15.0000
Fire Captain - Emergency Medical Services Coordinator	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Fleet/Facility Maintenance	11B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Prevention	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Strategic Planning	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain - Training	5B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Chief	27U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Fire Chief - Training	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Equipment Operator	2B	IAFF	45.0000	45.0000	45.0000	.0000	45.0000
Fire Financial Administrative Coordinator	21AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Hazard Inspector	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant	3B	IAFF	30.0000	30.0000	30.0000	.0000	30.0000
Fire Lieutenant - Fire Prevention Inspector	3B	IAFF	3.0000	4.0000	4.0000	.0000	2.8000
Fire Lieutenant - Hazardous Materials Planner	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant - Strategic Planning Officer	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant - Training	3B	IAFF	2.0000	2.0000	2.0000	.0000	2.0000
Fire Marshal	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Firefighter	1B	IAFF	76.0000	76.0000	76.0000	.0000	76.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Performance & Management Reporting Specialist	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
			199.0000	201.0000	201.0000	.0000	199.3000
TOTAL FIRE DEPARTMENT			199.0000	201.0000	201.0000	.0000	199.3000

Subtotal Fire GOF

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
61ST DISTRICT COURT DEPARTMENT (E530)							
DISTRICT COURT OPERATING FUND 7400							
Alternative Sentencing Coordinator	3D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Chief Deputy Court Clerk	20E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Chief Probation Officer	7D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Clerk of the Court	09D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Clerk Typist	4E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Community Service Work Program Supervisor	6D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Court Administrative Assistant - Admin	2D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Court Administrative Assistant - Finance	2D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Court Administrator/ Clerk	14S	61ST	1.0000	1.0000	1.0000	.0000	1.0000
Court Bailiff	14E	COURT	7.0000	7.0000	7.0000	.0000	7.0000
Court Compliance Officer	16E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Court Information Systems Manager	6D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
Court Recorder	18E	COURT	6.0000	6.0000	6.0000	.0000	6.0000
Customer Service Representative	13E	COURT	5.0000	5.0000	5.0000	.0000	5.0000
DART Volunteer Coordinator - PT at 0.50 FTE	10T	61STHR	1.0000	1.0000	1.0000	.0000	0.5000
Deputy Court Clerk	12E	COURT	23.0000	23.0000	23.0000	.0000	23.0000
Deputy Court Clerk Specialist	13E	COURT	2.0000	2.0000	2.0000	.0000	2.0000
District Court Judge	U05	JUDGE	6.0000	6.0000	6.0000	.0000	6.0000
Law Trained Magistrate	10S	61ST	1.0000	1.0000	1.0000	.0000	1.0000
Lead Work Assignment Clerk	15E	COURT	4.0000	4.0000	4.0000	.0000	4.0000
Probation Officer	3D	APA COURT	6.0000	6.0000	6.0000	.0000	5.0000
Probation Officer I I	05DA	APA COURT	3.0000	3.0000	3.0000	.0000	3.0000
Urinalysis Laboratory Manager	18E	COURT	1.0000	1.0000	1.0000	.0000	1.0000
Victim Services Counselor	02D	APA COURT	1.0000	1.0000	1.0000	.0000	1.0000
VIP/DART Coordinator PT at 0.50 FTE	01D	APA COURT	.0000	.0000	1.0000	1.0000	0.5000
Work Crew Supervisor	16E	COURT	3.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Operating</i>			80.0000	80.0000	81.0000	1.0000	79.0000
DISTRICT COURT GRANTS FUND 7401							
DART On - Call Worker- PT at 0.50 FTE	05T	61STHR	5.0000	5.0000	7.0000	2.0000	3.5000
DART Team Leader - PT at 0.50 FTE	09T	APA COURT	.0000	.0000	1.0000	1.0000	0.5000
Probation Officer	3D	APA COURT	.0000	.0000	.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Surveillance Officer - PT at 0.50 FTE	06T	61STHR	1.0000	1.0000	1.0000	.0000	0.5000
Urinalysis Technician - PT at 0.50 FTE	1E	COURTPT	4.0000	4.0000	4.0000	.0000	2.0000
<i>Subtotal Grants</i>			10.0000	10.0000	13.0000	3.0000	7.5000
TOTAL 61ST DISTRICT COURT			90.0000	90.0000	94.0000	4.0000	86.5000

ATTORNEY'S DEPARTMENT (E540)

GENERAL OPERATING FUND 1010

Assistant City Attorney I	15U	EXECPLAN	2.0000	2.0000	2.0000	.0000	2.0000
Assistant City Attorney I I	19U	EXECPLAN	4.0000	5.0000	5.0000	.0000	5.0000
Assistant City Attorney I I I	22U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Business Manager	13	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Attorney	03APP	APPOINT	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Attorney	26U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Director of Legal Affairs	24U	EXECPLAN	3.0000	3.0000	3.0000	.0000	3.0000
Legal Assistant I	05U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Legal Secretary I	03U	MGTNON	1.0000	.0000	.0000	.0000	0.0000
Legal Assistant II	07U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Legal Secretary I I	7U	MGTNON	1.0000	.0000	.0000	.0000	0.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL ATTORNEY'S DEPARTMENT			17.0000	18.0000	18.0000	.0000	18.0000

F. FISCAL SERVICES GROUP

FLEET & FACILITIES DEPARTMENT (F610)

FACILITIES MANAGEMENT FUND 631

0

Assistant Project Manager	15	APA	.0000	1.0000	1.0000	.0000	1.0000
Building Maintenance Mechanic I / I I	13A /16A	GREIU	6.0000	6.0000	4.0000	(2.0000)	4.0000
Building Maintenance Mechanic III	19A	GREIU	.0000	.0000	2.0000	2.0000	2.0000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	0.4000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	0.4500
Energy, Climate & Performance Management Specialist	11	APA	.0000	.0000	.0000	.0000	0.1000
Facilities Maintenance Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	1.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Facilities Maintenance Supervisor	14	APA	3.0000	2.0000	2.0000	.0000	1.9000
Facilities Maintenance Technician	25AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	0.4000
Financial Assistant I I	13A	GREIU	.0000	.0000	.0000	.0000	0.2500
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	0.5000
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	0.5000
Skilled Trade Aide	06AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Facilities</i>			14.0000	15.0000	15.0000	.0000	14.5750
MOTOR EQUIPMENT SERVICES FUND 6610							
Business Manager	13	APA	.0000	.0000	.0000	.0000	0.4000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	0.4500
Equipment Maintenance Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Equipment Maintenance Supervisor	12	APA	2.0000	2.0000	2.0000	.0000	2.0000
Equipment Service Worker	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	0.5000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	0.7500
Fleet Equipment Manager	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Fleet Operations Instructor	21A	GREIU	1.0000	1.0000	.0000	(1.0000)	0.1000
Heavy Equipment Mechanic	18A	GREIU	8.0000	8.0000	8.0000	.0000	8.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	0.5000
Lead Equipment Mechanic	21A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Light Equipment Mechanic	16A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Materials Resource Planning Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Skilled Trade Aide	06AH	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	0.5000
Storekeeper I I	14A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Vehicle Service Worker	9A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
<i>Subtotal Fleet</i>			32.0000	33.0000	32.0000	(1.0000)	32.2750
VEHICLE STORAGE FUND 2320							
Business Manager	13	APA	.0000	.0000	.0000	.0000	0.2000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Facilities Maintenance Supervisor	12	APA	.0000	.0000	.0000	.0000	0.1000

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	0.1000
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	0.1000
<i>Subtotal Vehicle Storage</i>			1.0000	1.0000	1.0000	.0000	1.5000
TOTAL FLEET & FACILITIES DEPARTMENT			47.0000	49.0000	48.0000	(1.0000)	48.3500
FISCAL SERVICES DEPARTMENT (F620)							
ASSESSOR'S OFFICE-GENERAL OPERATING FUND 1010							
Assessment Records Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Assistant City Assessor	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Certified General Appraiser	24A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
City Assessor	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Assessor	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Real and Personal Property Appraiser I & II	15A / 20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Real and Personal Property Appraiser III	23A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Real Property Assessment Aide	11AH	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Tax Auditor	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Assessor</i>			15.0000	15.0000	15.0000	.0000	15.1500
FISCAL ADMINISTRATION OFFICE-GENERAL OPERATING FUND 1010							
Budget Specialist	9U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	27U	EXECPLAN	1.0000	1.0000	1.0000	.0000	0.1000
Debt And Authority Finance Officer	17	APA	1.0000	1.0000	1.0000	.0000	0.4300
Financial Analyst	12	APA	2.0000	2.0000	2.0000	.0000	0.0000
Financial Systems Administrator	17	APA	2.0000	2.0000	2.0000	.0000	2.0000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	0.5000
<i>Subtotal Fiscal Admin</i>			7.0000	7.0000	7.0000	.0000	4.0300
PURCHASING OFFICE-GENERAL OPERATING FUND 1010							
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
City Purchasing Agent	20U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
Senior Buyer	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Purchasing</i>			3.0000	3.0000	3.0000	.0000	3.1500

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
BUDGET OFFICE-GENERAL OPERATING FUND 1010							
Budget Analyst - Specialty Level C	16	APA	1.0000	2.0000	2.0000	.0000	2.0000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
Fiscal Services Manager	20U	MGTONON	2.0000	2.0000	2.0000	.0000	0.5000
<i>Subtotal Budget</i>			3.0000	4.0000	4.0000	.0000	2.6500
INCOME TAX OFFICE-GENERAL OPERATING FUND 1010							
Administrative Aide	4	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
Income Tax Administrator	20U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Compliance Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Examiner	21A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Income Tax Specialist I	15AH	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Income Tax Specialist II	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Income Tax</i>			17.0000	17.0000	17.0000	.0000	17.1500
TOTAL FISCAL SERVICES DEPARTMENT			45.0000	46.0000	46.0000	.0000	42.1300
TECHNOLOGY & CHANGE MANAGEMENT DEPARTMENT (F630)							
GENERAL OPERATING FUND 1010							
Administrative Analyst I	16	APA	1.0000	1.0000	.0000	(1.0000)	0.0000
<i>Subtotal GOF</i>			1.0000	1.0000	.0000	(1.0000)	0.0000
INFORMATION TECHNOLOGY FUND 6							
800							
Assistant City Manager	28U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
Assistant Information Technology Director	20	APA	.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	27U	EXECPLAN	.0000	.0000	.0000	.0000	0.1500
Director Of Information Technology	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Information Technology Manager	18	APA	1.0000	.0000	.0000	.0000	0.0000
<i>Subtotal IT Fund</i>			2.0000	2.0000	2.0000	.0000	2.3000
TOTAL TECHNOLOGY & CHANGE MGT DEPT			3.0000	3.0000	2.0000	(1.0000)	2.3000
TREASURY DEPT (F640)							
TREASURER'S OFFICE - GENERAL OPERATING FUND 1010							
Accountant I	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I - Accounting	11	APA	1.0000	1.0000	1.0000	.0000	0.8000
Administrative Analyst II	16	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16AH	GREIU	4.0000	5.0000	5.0000	.0000	5.0000
Cashier I	8A	GREIU	1.0000	.0000	.0000	.0000	0.0000
City Treasurer	04APP	APPOINT	1.0000	1.0000	1.0000	.0000	0.8000
Deputy City Treasurer	18	APA	1.0000	1.0000	1.0000	.0000	0.8000
Financial Assistant I	11A	GREIU	2.0000	2.0000	2.0000	.0000	0.8500
Investment Analyst	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Public Accounts Collector	19A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Treasurer GOF</i>			<u>17.0000</u>	<u>18.0000</u>	<u>18.0000</u>	<u>.0000</u>	<u>16.2500</u>
TREASURER'S OFFICE - WATER FUND 5910						.0000	
Administrative Analyst I - Accounting	11	APA	.0000	.0000	.0000	.0000	0.2000
City Treasurer	04APP	APPOINT	.0000	.0000	.0000	.0000	0.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	0.1000
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	1.1500
<i>Subtotal Treasurer - Water Fund</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>1.5500</u>
TREASURER'S OFFICE - REFUSE FUND 2260							
City Treasurer	04APP	APPOINT	.0000	.0000	.0000	.0000	0.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	0.1000
<i>Subtotal Treasurer - Refuse Fund</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>0.2000</u>
TOTAL TREASURY DEPARTMENT			<u>17.0000</u>	<u>18.0000</u>	<u>18.0000</u>	<u>.0000</u>	<u>18.0000</u>

COMPTROLLER'S DEPARTMENT (F650)

GENERAL OPERATING FUND 1010

Accountant I	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Accounts Payable Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst Accounting	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrative Executive Assistant	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Comptroller	03ELC	ELECTED	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Comptroller	22	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	2.0000	2.0000	2.0000	.0000	2.0000

**FY2021 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

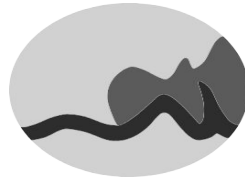
Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
Financial Analyst II	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I	11A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Systems Analyst	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Internal Auditor I	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Payroll Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL COMPTROLLER'S DEPARTMENT			15.0000	16.0000	16.0000	.0000	16.0000
RETIREMENT ACTIVITIES (G110) - NON BUDGETED							
RETIREMENT OFFICE - Not Budgeted							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Executive Director Pension Systems	22U	PENSION	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Services Specialist	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Retirement Systems Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL RETIREMENT OFFICE			4.0000	4.0000	4.0000	.0000	4.0000
AUTHORITIES (G210) - NON BUDGETED FUNDS							
DOWNTOWN DEVELOPMENT AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	0.3300
<i>Subtotal DDA</i>			.0000	.0000	.0000	.0000	0.3300
TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	0.0300
<i>Subtotal TIFA</i>			.0000	.0000	.0000	.0000	0.0300
BROWNFIELD - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	0.2000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	0.0600
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.0500
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	0.6000
Economic Development Coordinator I / I I	14 / 17	APA	2.0000	.0000	.0000	.0000	2.2500
Economic Development Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	0.3000
Executive Assistant to the Deputy City Manager	07U	MGTONON	.0000	.0000	.0000	.0000	0.0500
<i>Subtotal Brownfield</i>			3.0000	.0000	.0000	.0000	3.5100

**FY2021 MASTER ROSTER
APPENDIX C**

Group / Department

Org / Fund

Position Titles	Range	Bargaining Unit	FY2019 AUTHORIZED	FY2020 AUTHORIZED	FY2021 AUTHORIZED	Change from 2020	FY2021 FTE
SMARTZONE - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	0.6000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	0.0500
Deputy City Manager	31U	EXECPLAN	.0000	.0000	.0000	.0000	0.0500
Economic Development Assistant	16A	GREIU	1.0000	.0000	.0000	.0000	0.2000
Executive Assistant to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	0.0500
Economic Development Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	0.5000
<i>Subtotal Smartzone</i>			<u>1.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>1.4500</u>
DOWNTOWN IMPROVEMENT DISTRICT - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	0.0500
<i>Subtotal DID</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>0.0500</u>
TOTAL AUTHORITIES - NON BUDGETED FUNDS			<u>4.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>5.3700</u>
TOTAL PROPOSED ROSTER FOR FY2021			1,601.00	1,640.00	1,641.00	1.00	1,576.50



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APPENDIX H - GLOSSARY

A

ACCRUAL BASIS OF ACCOUNTING

Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

AD VALOREM

A direct tax determined according to the appraised value of property. Counties, school districts, municipalities, and special tax districts are typically authorized by law to levy ad valorem tax on property.

APPROPRIATION

The legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and the time it may be expended.

ASSESSED VALUATION

A percent of appraisal value assigned to real estate and certain personal property for use as a basis for levying property taxes.

B

BOND

Most often, a written promise to pay a specified sum of money at a specified date or dates in the future, together with periodic interest payments at a specified rate.

BUDGET ORDINANCE

The formal legislative enactment by the City Commission that establishes a fiscal plan and the authority to expend funds.

C

CAPITAL IMPROVEMENT FUNDS

Funds established to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and Trust Funds).

CAPITAL EXPENDITURE

Expenditures on durable items (fixed assets) with a long-term lifespan.

COST ALLOCATION

A method of distributing indirect City costs incurred in the General Operating Fund to other departments that benefit from the services rendered by the General Fund.

D

DEBT SERVICE FUNDS

Funds to account for the accumulating of resources for, and the payment of general long-term debt principal and interest. See the Fund Summaries section for more information.

DEFICIT

The excess of a fund's liabilities over its assets and/or the excess of expenditures over revenues during an accounting period.

DEPARTMENT

A major unit of organization in the City comprised of subunits named divisions or bureaus and responsible for the provision of a specific package of services.

DEPRECIATION

The portion of the cost of a fixed asset charged as an expense over a given time period to account for its assumed physical and functional obsolescence.

APPENDIX H - GLOSSARY

E

ENCUMBRANCE

Financial commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures to result if the financial commitment is ultimately completed.

ENTERPRISE FUNDS

Funds to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. See the "Fund Summaries" section for more information.

F

FISCAL PLAN

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Usually the term indicates a financial plan for a single fiscal year.

FISCAL YEAR

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

FUND

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between assets and liabilities of a fund.

FUND TYPE

Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

G

GASB

Governmental Accounting Standards Board

GENERAL OPERATING FUND (GENERAL FUND) (GOF)

A fund to account for all resources not otherwise devoted to specific activities and which finances many of the basic municipal functions. See the "Funds Summaries" section for more information.

GAAP - GENERALLY ACCEPTED ACCOUNTING PRINCIPLES

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GFOA

Government Finance Officers Association

GOVERNMENTAL FUNDS

This includes the general, special revenue, debt service and capital project funds. They are accounted for on a financial flow basis, measuring available spendable resources and changes in net current assets.

H

HEADLEE AMENDMENT

A voted State of Michigan amendment limiting the dollar growth of property tax collections for existing properties to the rate of inflation. That growth limit once calculated is accomplished by reducing millage rates accordingly.

APPENDIX H - GLOSSARY

HOMESTEAD, i.e., MICHIGAN HOMESTEAD EXEMPTION

(Principal Residence Exemption)

An exemption from a portion of local school operating taxes for Homestead Property in Michigan. To qualify, a citizen must own and occupy the property for which an exemption is being sought. "Owning" means the legal title to the homestead is held by the claimant; "occupying" means it is the claimant's principal residence and the residence listed on the claimant's driver license and/or voter registration.

IFT – INDUSTRIAL FACILITY TAX

In lieu of Ad Valorem Taxes, an eligible facility will pay an industrial facilities or commercial facilities tax at a lower rate, to encourage restoration or replacement of obsolete facilities and to attract new facilities to the area.

INFRASTRUCTURE

Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems and similar assets that are immovable and the responsibility of the governmental unit.

INTERNAL SERVICE FUNDS

Funds to account for the financing of goods or services provided by one department to other departments of the governmental unit on a cost-reimbursement basis. See the Fund Summaries section for more information.

M

MDOT

Michigan Department of Transportation

MILL

One one-thousandth of a dollar.

MILLAGE

Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

MODIFIED ACCRUAL

Revenue is recognized when measurable and available and expenditures are recognized when the liability is liquidated.

N

NET INCOME

Proprietary fund excess of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses and operating transfers out.

NEZ – Neighborhood Enterprise Zone

Areas of the City where property taxes are abated for rehabilitation of an existing property and new construction. NEZs are aimed at promoting home ownership and investment where the greatest impact would occur and where such improvements may trigger additional investment in adjacent neighborhoods..

O

OPERATING INCOME

The excess of operating revenues over operating expenses.

P

PERMANENT FUNDS

Permanent Funds are used "to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs."

APPENDIX H - GLOSSARY

PROPRIETARY FUNDS

These include the enterprise and internal service funds. They are accounted for in a manner similar to businesses, measuring costs for services and including total assets and liabilities.

R

RENAISSANCE ZONES

Areas within the City that are free of City and State property and income taxes. This program is designed to promote economic development.

RESOURCES

Cash and other assets that, in the normal course of operations, will become cash.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an enterprise.

REVENUE BONDS

Bonds payable from a specified source of revenue which does not represent a pledge of the full faith and credit of an issuer. These bonds are ordinarily backed by a pledge of revenues from the operation of the project which the bonds finance or other special assessments or excise taxes.

S

SEV

State Equalized Value, the market value assigned to real or personal property through an assessment process for property tax calculation. (See also Taxable Value).

SPECIAL REVENUE FUNDS

To account for the proceeds of specific revenue sources (other than expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes. See the Fund Services section for more information.

T

TAX INCREMENT

The excess taxes generated after taking into account the historic yield.

TAXABLE VALUE

The assessed value assigned to "homestead" real property for property tax calculation with increases in any one year limited to an inflation index. (See also SEV).

TIFA

Tax Increment Financing Authority - An "authority" created to support a specified geographical area financed by property taxes from new or improved facilities within that area.

U

USER FEES

Charges of a voluntary nature paid by persons receiving a service in exchange for the fee (such as recreation activities or water sales).

to invest in elements of the transformation plans that resulted in rapid, tangible monetary return on investment that helped fund the transformational process and created leaner City services.

In 2014 City voters approved a 15-year extension of the temporary income tax for investment in Vital Streets. After 2015, the additional income taxes are being deposited into a Vital Streets Fund which, along with the General Operating Fund, State and Act 51 financial support will be used to invest in Vital Streets, with a goal of having 70% of City streets with good or fair rating by the end of the temporary income tax increase.

In FY2019, the Transformation Fund was adapted for Third Ward Equity investments. A reserve of \$750,000 was established and proposed investments are currently underway or under consideration. Due to the anticipated adverse economic impact of the novel Corona Virus (COVID-19) pandemic, \$232,500 of this reserve is proposed to be allocated specifically to Third Ward equitable economic recovery & resiliency investments in the FY2021 budget.

Vehicle Storage Facility Fund: This fund accounts for revenue and costs associated with the safe storage and disposal of impounded and abandoned vehicles.

Major Revenue Source: Fees from impounding cars and storage

Fund Balance Policy: To have all funds committed to the maintenance of this fund purpose.

Vital Streets Operating Fund: The Vital Streets Operating Fund accounts for all but the Sidewalk Repair Fund portion of income tax continuation revenue as well as amounts committed to Vital Streets from the City's General Operating Fund ("GOF"). This fund will pay debt service on all Capital Improvement Bonds issued by the City as well as provide funding to the Vital Streets Capital Project Fund. All Gas & Weight tax revenue will remain in the Major and Local Street Funds with Vital Street expenditures charged up to this revenue amount due to Act 51 reporting requirements.

Grand Rapids MI BUILDING INSPECTIONS (2490) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	4,682,712	4,313,040	4,313,040	4,583,791	4,464,998	3,967,209	3,960,735	4,002,321	4,519,853
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	362,929	269,112	269,112	326,657	290,986	244,706	249,858	255,124	294,264
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	272,561	163,366	163,366	157,868	113,278	73,215	73,215	93,687	114,160
671-Other Revenues	48,850	0	0	40	0	0	0	0	0
695-Other Financing Sources	57,912	66,858	66,858	65,818	67,715	69,070	70,451	71,860	73,298
BUILDING INSPECTIONS Total Revenues	5,424,964	4,812,376	4,812,376	5,134,174	4,936,977	4,354,200	4,354,259	4,422,992	5,001,575
Expenditures									
701-Personal Services	3,365,212	3,451,894	3,527,894	3,465,824	3,506,701	3,788,168	3,868,428	3,940,511	3,994,568
751-Supplies	41,209	57,700	57,700	51,700	51,705	50,700	50,700	50,700	50,700
800-Other Services And Charges	1,470,468	1,431,805	1,516,805	1,476,935	1,411,420	1,473,445	1,495,873	1,520,037	1,539,585
970-Capital Outlays	20,783	4,500	4,500	9,700	9,922	5,500	5,500	5,500	5,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	14,707	56,740	56,740	20,000	5,000	5,000	5,000	5,000	5,000
BUILDING INSPECTIONS Total Expenditures	4,912,379	5,002,639	5,163,639	5,024,159	4,984,748	5,322,813	5,425,501	5,521,748	5,595,353
BUILDING INSPECTIONS NET INCOME (LOSS)	512,585	(190,263)	(351,263)	110,015	(47,771)	(968,613)	(1,071,242)	(1,098,756)	(593,778)
Fund Balance - Beginning of Year	7,250,490	7,763,075	7,763,075	7,763,075	7,873,090	7,825,319	6,856,706	5,785,464	4,686,708
Fund Balance - End of Year	7,763,075	7,572,812	7,411,812	7,873,090	7,825,319	6,856,706	5,785,464	4,686,708	4,092,930
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,228,095	1,250,660	1,290,910	1,256,040	1,246,187	1,330,703	1,356,375	1,380,437	1,398,838
Unassigned Fund Balance	6,534,980	6,322,152	6,120,902	6,617,050	6,579,132	5,526,003	4,429,089	3,306,271	2,694,092
Total	7,763,075	7,572,812	7,411,812	7,873,090	7,825,319	6,856,706	5,785,464	4,686,708	4,092,930
Unassigned Fund Balance as a % of Total Current Spending	133.0%	126.4%	118.5%	131.7%	132.0%	103.8%	81.6%	59.9%	48.1%

**Grand Rapids MI - FMS COMMUNITY DISPATCH
(2610) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST		
Revenues											
580-Contribution from Local Units		2,965,401		2,405,500	2,405,500	2,180,079		2,088,088	2,088,181	2,088,276	2,088,276
664-Investment Income & Rentals		56,366		36,880	36,880	26,201		18,801	12,152	12,152	15,549
671-Other Revenues		0		0	0	0		0	0	0	0
695-Other Financing Sources		3,299,702		3,207,224	3,207,224	3,207,224		3,756,030	3,939,124	4,082,804	4,219,952
Community Dispatch Total Revenues		6,321,469		5,649,604	5,649,604	5,413,504		5,862,919	6,039,457	6,183,232	6,323,777
Expenditures											
701-Personal Services		4,774,412		5,099,845	5,099,845	5,027,249		5,236,589	5,405,935	5,533,127	5,652,597
726-Supplies		4,140		21,200	21,200	15,500		20,750	21,373	22,014	22,674
800-Other Services and Charges		495,566		567,342	567,342	553,437		597,347	617,304	632,902	649,663
970-Capital Outlays		1,561		169,969	169,969	136,025		17,020	8,302	8,551	8,808
995-Other Financing		90,661		-32,525	-32,525	92,475		-30,676	-28,790	-28,790	-28,790
Community Dispatch Total Expenditures		5,366,340		5,825,831	5,825,831	5,824,686		5,841,030	6,024,124	6,167,804	6,304,952
Community Dispatch NET INCOME (LOSS)		955,129		-176,227	-176,227	-411,182		21,889	15,333	15,428	18,825
Beginning Fund Balance		1,043,580		1,998,709	1,998,709	1,998,709		1,587,527	1,609,416	1,624,749	1,640,177
Ending Fund Balance		1,998,709		1,822,482	1,822,482	1,587,527		1,609,416	1,624,749	1,640,177	1,659,002
Reserve Targets											
Assigned to Operations - 15% of Total Spending		804,951		873,875	873,875	873,703		876,155	903,619	925,171	945,743
Unassigned Fund Balance		1,193,758		948,607	948,607	713,824		733,262	721,130	715,006	718,197
Total		1,998,709		1,822,482	1,822,482	1,587,527		1,609,416	1,624,749	1,640,177	1,659,002
Unassigned FB as a % of Total Expenditures		22.2%		16.3%	16.3%	12.3%		12.6%	12%	11.6%	11.3%

Grand Rapids MI
COMMUNITY RELATIONS COMMISSION (CRC)-ROSA ACTIVITIES (1553) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
<u>CRC-Rosa Activities (1553)</u>									
Revenues									
664-Investment Income & Rentals	1,298	697	697	800	574	371	371	475	579
671-Other Revenues	74,550	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Revenues	75,848	5,697	5,697	800	5,574	5,371	5,371	5,475	5,579
Expenditures									
701-Personal Services	339	0	0	0	0	0	0	0	0
800-Other Services and Charges	72,441	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Expenditures	72,780	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities NET INCOME (LOSS)	3,068	697	697	(4,200)	574	371	371	475	579
Beginning Fund Balance	15,319	18,387	18,387	18,387	14,187	14,761	15,132	15,503	15,978
Ending Fund Balance	18,387	19,084	19,084	14,187	14,761	15,132	15,503	15,978	16,557
Reserve Targets									
Assigned to Operations - 15% of Total Spending	10,917	750	750	750	750	750	750	750	750
Unassigned Fund Balance	7,470	18,334	18,334	13,437	14,011	14,382	14,753	15,228	15,807
Total	18,387	19,084	19,084	14,187	14,761	15,132	15,503	15,978	16,557
Unassigned FB as a % of Total Expenditures	10.3%	366.7%	366.7%	268.7%	280.2%	287.6%	295.1%	304.6%	316.1%

Grand Rapids MI - FMS DRUG LAW ENFORCEMENT (2650)
STATEMENT OF OPERATIONS

	ACTUAL	ADOPTED Year	AMENDED 2021	2020 Fiscal 2022	PROPOSED FORECAST 2023 Estimate	FORECAST 2024	FORECAST 2025	FORECAST 2019	2020	2020
Revenues										
600-Charges For Services		55,039	72,750	72,750	71,406	63,900	65,900	65,900	65,900	65,900
655-Fines And Forfeitures		178,134	265,000	265,000	122,001	175,000	175,000	140,000	140,000	140,000
664-Investment Income & Rentals		27,119	17,396	17,396	13,380	9,601	6,205	6,205	7,940	9,675
671-Other Revenues		0	24,000	24,000	589	24,000	24,000	24,000	24,000	24,000
695-Other Financing Sources		0	0	0	0	0	0	0	0	0
DRUG LAW ENFORCEMENT Total Revenues		260,292	379,146	379,146	207,376	272,501	271,105	236,105	237,840	239,575
Expenditures										
701-Personal Services		96,788	93,648	93,648	91,729	93,600	97,104	98,556	100,080	101,556
751-Supplies		26,263	15,000	15,000	13,797	15,600	16,068	16,551	17,046	17,558
800-Other Services And Charges		170,015	166,715	166,715	148,681	150,261	151,531	152,839	154,185	155,570
970-Capital Outlays		45,552	130,000	180,000	158,625	80,000	80,000	80,000	80,000	80,000
990-Debt Service		0	0	0	0	0	0	0	0	0
995-Other Financing		67,782	68,550	68,550	63,820	0	(15,500)	(20,000)	(20,000)	(20,000)
DRUG LAW ENFORCEMENT Total Expenditures		406,400	473,913	523,913	476,652	339,461	329,203	327,946	331,311	334,684
DRUG LAW ENFORCEMENT NET INCOME (LOSS)		(146,108)	(94,767)	(144,767)	(269,276)	(66,960)	(58,098)	(91,841)	(93,471)	(95,109)
Fund Balance - Beginning of Year		830,741	684,633	684,633	684,633	415,357	348,397	290,299	198,458	104,987
Fund Balance - End of Year		684,633	589,866	539,866	415,357	348,397	290,299	198,458	104,987	9,878
Reserve Targets:										
Assigned to Reserves - 15% of Current Spending		60,960	71,087	78,587	71,498	50,919	49,380	49,192	49,697	50,203
Unassigned Fund Balance		623,673	518,779	461,279	343,859	297,478	240,919	149,266	55,290	(40,325)
Total		684,633	589,866	539,866	415,357	348,397	290,299	198,458	104,987	9,878
Unassigned Fund Balance as a % of Total Current Spendin		153.5%	109.5%	88.0%	72.1%	87.6%	73.2%	45.5%	16.7%	-12.0%

**Grand Rapids MI
EDC-ECONOMIC DEVELOPMENT CORP (2440)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	60,224	34,773	34,773	49,676	27,836	28,392	28,960	29,538	30,130
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	31,550	18,982	18,982	17,119	12,284	7,939	7,939	10,159	12,379
671-Other Revenues	5,614	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
695-Other Financing Sources	335,000	285,000	285,000	285,000	0	255,000	260,000	265,000	270,000
EDC-ECONOMIC DEVELOPMENT CORP Total Revenues	432,388	345,755	345,755	358,795	47,120	298,331	303,899	311,697	319,509
Expenditures									
701-Personal Services	220,126	134,489	124,489	134,489	139,948	149,575	155,516	161,088	162,576
751-Supplies	2,783	2,550	2,550	1,500	2,500	2,500	2,500	2,500	2,500
800-Other Services And Charges	253,912	500,815	510,815	430,740	345,811	148,172	150,519	152,946	155,421
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	25,000	0	0	0	0	0
EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures	476,821	637,854	637,854	591,729	488,259	300,247	308,535	316,534	320,497
EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS)	(44,433)	(292,099)	(292,099)	(232,934)	(441,139)	(1,916)	(4,636)	(4,837)	(988)
Fund Balance - Beginning of Year	792,018	747,585	747,585	747,585	514,651	73,512	71,596	66,960	62,123
Fund Balance - End of Year	747,585	455,486	455,486	514,651	73,512	71,596	66,960	62,123	61,135
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	119,205	159,464	159,464	147,932	122,065	75,062	77,134	79,134	80,124
Unassigned Fund Balance	628,380	296,023	296,023	366,719	(48,553)	(3,466)	(10,174)	(17,011)	(18,989)
Total	747,585	455,486	455,486	514,651	73,512	71,596	66,960	62,123	61,135
Unassigned Fund Balance as a % of Total Current Spending	131.8%	48.4%	48.4%	62.0%	-8.9%	-1.2%	-3.3%	-5.4%	-8.9%

Grand Rapids MI - FMS
FEDERAL FORFEITURES-DEPARTMENT OF JUSTICE (2652) STATEMENT OF
OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST	
Revenues										
501-Federal Grants		67,260		62,900	62,900	67,396	70,000	70,000	70,000	70,000
600-Charges for Services		0		0	0	0	0	0	0	0
655-Fines & Forfeitures		0		0	0	0	0	0	0	0
664-Investment Income & Rentals		6,354		3,691	3,691	3,993	2,865	1,852	2,370	2,888
671-Other Revenues		0		0	0	0	0	0	0	0
695-Other Financing Sources		0		0	0	0	0	0	0	0
Federal Forfeitures-Department of Justice Total Revenues		73,614		66,591	66,591	71,389	72,865	71,852	71,852	72,370
Expenditures										
701-Personal Services		0		0	0	0	0	0	0	0
751-Supplies		0		0	0	0	0	0	0	0
800-Other Services and Charges		5,352		20,000	20,000	0	20,000	20,000	20,000	20,000
970-Capital Outlays		56,203		50,000	133,609	133,609	50,000	50,000	50,000	50,000
Federal Forfeitures-Department of Justice Total Expenditures		61,555		70,000	153,609	133,609	70,000	70,000	70,000	70,000
Federal Forfeitures-Department of Justice NET INCOME (LOSS)		12,059		-3,409	-87,018	-62,220	2,865	1,852	1,852	2,370
Beginning Fund Balance		181,872		193,931	193,931	193,931	131,711	134,576	136,428	138,280
Ending Fund Balance		193,931		190,522	106,913	131,711	134,576	136,428	138,280	140,650
Reserve Targets										
Assigned to Operations - 15% of Total Spending		9,233		10,500	23,041	20,041	10,500	10,500	10,500	10,500
Unassigned Fund Balance		184,698		180,022	83,872	111,670	124,076	125,928	127,780	130,150
Total		193,931		190,522	106,913	131,711	134,576	136,428	138,280	140,650
Unassigned FB as a % of Total Expenditures		300.1%		257.2%	54.6%	83.6%	177.3%	179.9%	182.5%	185.9%

Grand Rapids MI - FMS
FEDERAL FORFEITURES-TREASURY DEPARTMENT (2653) STATEMENT OF
OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST	
Revenues										
501-Federal Grants		0		13,500	13,500	0	0	0	0	0
600-Charges for Services		0		0	0	0	0	0	0	0
655-Fines & Forfeitures		0		0	0	0	0	0	0	0
664-Investment Income & Rentals		359		175	175	265	190	123	123	157
671-Other Revenues		0		0	0	0	0	0	0	0
Federal Forfeitures-Treasury Department		359		13,675	13,675	265	190	123	123	157
Total Revenues										192
Expenditures										
701-Personal Services		0		0	0	0	0	0	0	0
751-Supplies		0		0	0	0	0	0	0	0
800-Other Services and Charges		0		0	0	0	0	0	0	0
970-Capital Outlays		0		10,000	10,000	0	0	0	0	0
Federal Forfeitures-Treasury Department		0		10,000	10,000	0	0	0	0	0
Total Expenditures										
Federal Forfeitures-Treasury Department NET		359		3,675	3,675	265	190	123	123	157
INCOME (LOSS)										192
Beginning Fund Balance		13,591		13,950	13,950	13,950	14,215	14,405	14,528	14,651
Ending Fund Balance		13,950		17,625	17,625	14,215	14,405	14,528	14,651	14,808
Reserve Targets										
Assigned to Operations - 15% of Total Spending		0		1,500	1,500	0	0	0	0	0
Unassigned Fund Balance		13,950		16,125	16,125	14,215	14,405	14,528	14,651	14,808
Total		13,950		17,625	17,625	14,215	14,405	14,528	14,651	14,808
Unassigned FB as a % of Total Expenditures		#DIV/0!		161.3%	161.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Grand Rapids MI - FMS HISTORICAL COMMISSION (1552) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	6,956	4,750	4,750	2,000	4,750	4,750	4,750	4,750	4,750
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	1,764	0	0	998	716	463	463	592	722
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
HISTORICAL COMMISSION Total Revenues	8,720	4,750	4,750	2,998	5,466	5,213	5,213	5,342	5,472
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	5,190	5,400	5,400	2,000	5,400	5,400	5,400	5,400	5,400
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
HISTORICAL COMMISSION Total Expenditures	5,190	5,400	5,400	2,000	5,400	5,400	5,400	5,400	5,400
HISTORICAL COMMISSION NET INCOME (LOSS)	3,530	(650)	(650)	998	66	(187)	(187)	(58)	72
Fund Balance - Beginning of Year	50,223	53,753	53,753	53,753	54,751	54,817	54,630	54,443	54,385
Fund Balance - End of Year	53,753	53,103	53,103	54,751	54,817	54,630	54,443	54,385	54,457
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	779	810	810	300	810	810	810	810	810
Unassigned Fund Balance	52,975	52,293	52,293	54,451	54,007	53,820	53,633	53,575	53,647
Total	53,753	53,103	53,103	54,751	54,817	54,630	54,443	54,385	54,457
Unassigned Fund Balance as a % of Total Current Spending	1020.7%	988.4%	988.4%	2722.9%	1000.1%	995.7%	993.2%	992.1%	993.3%

**Grand Rapids MI - FMS LOCAL STREETS
(2030) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST	
Revenues										
501-Federal Grants		0	0	0	0	0	0	0	0	0
539-State Grants		2,700,781	3,137,845	3,137,845	2,387,742	3,278,751	3,303,235	3,356,272	3,409,839	3,463,942
539-Vital Streets Maintenance of Effort		870,902	870,902	870,902	870,902	870,902	870,902	870,902	870,902	870,902
539-Vital Streets Enhanced State Investment		1,446,958	1,611,247	1,611,247	1,601,348	1,645,425	1,641,300	1,646,418	1,651,586	1,656,807
600-Charges for Services		393,151	815,364	815,364	634,583	653,619	653,619	653,619	653,619	653,619
664-Investment Income & Rentals		39,306	13,600	13,600	26,516	19,027	12,297	12,297	15,736	19,175
671-Other Revenues		27,667	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
695-Other Financing Sources		1,342,842	1,190,000	1,990,000	2,023,690	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
695-Vital Streets Enhanced State Investment		5,911,315	0	3,000,000	3,000,000	0	0	0	0	0
Local Streets Total Revenues		12,732,922	7,658,958	11,458,958	10,564,781	7,727,724	7,741,353	7,799,508	7,861,682	7,924,445
Expenditures										
701-Personal Services		2,174,451	2,148,284	2,148,284	2,412,856	2,045,873	2,150,278	2,210,098	2,270,151	2,317,805
701-Vital Streets Enhanced State Investment		13,972	0	0	0	0	0	0	0	0
726-Supplies		1,104,544	1,909,500	2,409,500	1,934,259	1,866,030	1,904,550	1,943,840	1,986,887	2,027,764
800-Other Services and Charges		1,330,543	1,196,775	1,196,775	1,263,874	1,270,452	1,312,656	1,340,686	1,376,180	1,414,709
970-Capital Outlays		22,809	25,000	50,000	78,585	40,000	40,000	40,000	40,000	40,000
970-Vital Streets Maintenance of Effort		870,902	870,902	870,902	870,902	870,902	870,902	870,902	870,902	870,902
970-Vital Streets Enhanced State Investment		4,862,644	1,211,247	4,211,247	3,352,658	1,245,425	1,241,300	1,246,418	1,251,586	1,256,807
995-Other Financing		0	-142,790	-142,790	0	-138,108	-141,991	-144,287	-146,609	-148,394
995-Vital Streets Enhanced State Investment		2,481,657	400,000	400,000	1,248,690	400,000	400,000	400,000	400,000	400,000
Local Streets Total Expenditures		12,861,522	7,618,918	11,143,918	11,161,824	7,600,574	7,777,695	7,907,657	8,049,097	8,179,593
Local Streets NET INCOME (LOSS)		-128,600	40,040	315,040	-597,043	127,150	-36,342	-108,149	-187,415	-255,148
Beginning Fund Balance		1,408,103	1,279,503	1,279,503	1,279,503	682,460	809,610	773,268	665,119	477,704
Ending Fund Balance		1,279,503	1,319,543	1,594,543	682,460	809,610	773,268	665,119	477,704	222,556
Reserve Targets										
Assigned to Operations - 15% of Total Spending		1,929,228	1,142,838	1,671,588	1,674,274	1,140,086	1,166,654	1,186,149	1,207,365	1,226,939
Unassigned Fund Balance		-649,725	176,705	-77,045	-991,814	-330,476	-393,386	-521,030	-729,661	-1,004,383
Total		1,279,503	1,319,543	1,594,543	682,460	809,610	773,268	665,119	477,704	222,556
Unassigned FB as a % of Total Expenditures		(5.1%)	2.3%	(0.7%)	(8.9%)	(4.3%)	(5.1%)	(6.6%)	(9.1%)	(12.3%)

**Grand Rapids MI - FMS MAJOR STREETS
(2020) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST		
Revenues											
501-Federal Grants			455,427	480,000	480,000	480,000		480,000		240,000	240,000
539-State Grants		10,973,640		9,413,534	9,413,534	10,694,189		9,836,254	9,909,706	10,068,817	10,391,827
539-Vital Streets Maintenance of Effort		2,612,706		2,612,706	2,612,706	2,612,706		2,612,706	2,612,706	2,612,706	2,612,706
539-Vital Streets Enhanced State Investment		5,414,158		4,833,742	4,833,742	4,902,170		4,936,276	4,923,900	4,939,253	4,970,420
600-Charges for Services		2,581,659		2,185,988	2,185,988	2,461,384		2,187,996	2,156,218	2,166,339	2,187,048
664-Investment Income & Rentals		164,016		216,650	216,650	135,559		114,478	83,894	83,894	115,152
671-Other Revenues		283,880		60,500	60,500	110,509		60,500	60,500	60,500	60,500
695-Other Financing Sources		921,358		1,360,000	560,000	409,631		1,360,000	1,360,000	1,360,000	1,360,000
695-Vital Streets Enhanced State Investment		1,500,000		0	0	0		0	0	0	0
Major Streets Total Revenues		24,906,844		21,163,120	20,363,120	21,806,148		21,588,210	21,586,924	21,591,509	21,733,621
Expenditures											
701-Personal Services		4,695,338		5,344,677	5,344,677	4,367,180		5,375,466	5,651,598	5,803,937	6,057,795
701-Vital Streets Enhanced State Investment		9,792		0	0	0		0	0	0	0
726-Supplies		2,183,841		2,463,000	1,963,000	1,753,729		2,437,175	2,465,326	2,535,942	2,678,688
800-Other Services and Charges		5,246,717		6,163,429	6,163,429	6,610,353		5,932,042	6,139,596	6,214,129	6,443,953
970-Capital Outlays		139,150		122,201	371,701	272,382		164,201	160,965	163,500	165,500
970-Vital Streets Maintenance of Effort		2,612,706		2,612,706	2,612,706	2,612,706		2,612,706	2,612,706	2,612,706	2,612,706
970-Vital Streets Enhanced State Investment		1,288,629		3,633,742	692,271	1,626,547		3,736,276	3,723,900	3,739,253	3,770,420
990-Debt Service		742,760		741,250	741,250	741,250		745,150	743,150	747,200	740,325
995-Other Financing		1,190,303		214,160	347,517	794,607		264,839	258,224	254,302	247,417
995-Vital Streets Maintenance of Effort		0		0	0	0		0	0	0	0
995-Vital Streets Enhanced State Investment		6,526,887		1,200,000	4,200,000	3,275,623		1,200,000	1,200,000	1,200,000	1,200,000
Major Streets Total Expenditures		24,636,123		22,495,165	22,436,551	22,054,377		22,467,855	22,955,465	23,270,969	23,633,975
Major Streets NET INCOME (LOSS)		270,721		-1,332,045	-2,073,431	-248,229		-879,645	-1,368,541	-1,679,460	-1,979,151
Beginning Fund Balance		8,591,158		8,861,879	8,861,879	8,861,879		8,613,650	7,734,005	6,365,464	2,785,650
Ending Fund Balance		8,861,879		7,529,834	6,788,448	8,613,650		7,734,005	6,365,464	4,686,004	806,499
Reserve Targets											
Assigned to Operations - 15% of Total Spending		3,695,418		3,374,275	3,365,483	3,308,157		3,370,178	3,443,320	3,490,645	3,587,521
Unassigned Fund Balance		5,166,461		4,155,559	3,422,966	5,305,493		4,363,827	2,922,144	1,195,359	-2,781,022
Total		8,861,879		7,529,834	6,788,448	8,613,650		7,734,005	6,365,464	4,686,004	806,499
Unassigned FB as a % of Total Expenditures		21.1%		18.5%	15.3%	24.1%		19.4%	12.7%	5.1%	(11.6%)

**Grand Rapids MI - FMS METROPOLITAN
ENFORCEMENT TEAM (2651)**

STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED	AMENDED	2020 Fiscal	PROPOSED	FORECAST	FORECAST	FORECAST	FORECAST	2020	2020	Year Estimate
			2021	2022		2023		2024		2025		
Revenues												
501-Federal Grants			0	50,000	50,000	0	0	0	0	0	0	0
600-Charges for Services			11,172	47,200	47,200	27,102	32,000	32,000	32,000	32,000	32,000	32,000
655-Fines & Forfeitures			15,954	124,000	124,000	49,845	61,500	61,500	61,500	61,500	61,500	61,500
664-Investment Income & Rentals			6,838	4,701	4,701	2,958	1,814	1,172	1,172	1,500	1,828	1,828
671-Other Revenues			7,406	10,000	10,000	49,280	10,000	10,000	10,000	10,000	10,000	10,000
695-Other Financing Sources			67,782	68,550	68,550	63,820	0	0	0	0	0	0
Metropolitan Enforcement Team Total Revenues			109,152	304,451	304,451	193,005	105,314	104,672	104,672	105,000	105,328	
Expenditures												
701-Personal Services			136,433	145,809	145,809	129,541	0	0	0	0	0	0
751-Supplies			875	3,000	3,000	3,514	3,000	3,090	3,183	3,278	3,377	3,377
800-Other Services and Charges			25,203	109,398	109,398	41,065	77,100	77,493	77,898	78,315	78,744	78,744
970-Capital Outlays			1,401	7,700	7,700	3,259	7,700	7,931	8,169	8,414	8,667	8,667
Metropolitan Enforcement Team Total Expenditures			163,912	265,907	265,907	177,379	87,800	88,514	89,250	90,007	90,788	
Metropolitan Enforcement Team NET INCOME (LOSS)			-54,760	38,544	38,544	15,626	17,514	16,158	15,422	14,993	14,540	
Beginning Fund Balance			170,009	115,249	115,249	115,249	130,875	148,389	164,547	179,969	194,962	
Ending Fund Balance			115,249	153,793	153,793	130,875	148,389	164,547	179,969	194,962	209,502	
Reserve Targets												
Assigned to Operations - 15% of Total Spending			24,587	39,886	39,886	26,607	13,170	13,277	13,388	13,501	13,618	
Unassigned Fund Balance			90,662	113,907	113,907	104,268	135,219	151,270	166,582	181,461	195,884	
Total			115,249	153,793	153,793	130,875	148,389	164,547	179,969	194,962	209,502	
Unassigned FB as a % of Total Expenditures			55.3%	42.8%	42.8%	58.8%	154.0%	170.9%	186.6%	201.6%	215.8%	

Grand Rapids MI - FMS
MET-DEPARTMENT OF JUSTICE (2654) STATEMENT OF
OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST	
Revenues										
501-Federal Grants		143,551		0	54,974	38,767		0	0	0
600-Charges for Services		0		0	0	0		0	0	0
655-Fines & Forfeitures		0		0	0	0		0	0	0
664-Investment Income & Rentals		0		0	0	0		0	0	0
671-Other Revenues		0		0	0	0		0	0	0
MET-Department of Justice Total Revenues		143,551		0	54,974	38,767		0	0	0
Expenditures										
701-Personal Services		0		0	0			0	0	0
751-Supplies		0		0	0			0	0	0
800-Other Services and Charges		0		0	54,974	46,361		0	0	0
970-Capital Outlays		0		0	0	0		0	0	0
MET-Department of Justice Total Expenditures		0		0	54,974	46,361		0	0	0
MET-Department of Justice NET INCOME (LOSS)		143,551		0	0	-7,594		0	0	0
Beginning Fund Balance		0		143,551	143,551	143,551		135,957	135,957	135,957
Ending Fund Balance		143,551		143,551	143,551	135,957		135,957	135,957	135,957
Reserve Targets										
Assigned to Operations - 15% of Total Spending		0		0	8,246	6,954		0	0	0
Unassigned Fund Balance		143,551		143,551	135,305	129,003		135,957	135,957	135,957
Total		143,551		143,551	143,551	135,957		135,957	135,957	135,957
Unassigned FB as a % of Total Expenditures		#DIV/0!		#DIV/0!	246.1%	278.3%		#DIV/0!	#DIV/0!	#DIV/0!

Grand Rapids MI
MICHIGAN INDIGENT DEFENSE COMMISSION (2600)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	Year 2021	2022
Revenues											
501-Federal Grants	0	0	0	0	0	0	0	0	0	0	0
539-State Grants	55,468	309,188	309,188	309,188	309,188	325,005	325,005	325,005	325,005	325,005	325,005
580-Contributions from Local Units	0	0	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	173,312	173,312	173,312	173,312	65,000	65,000	65,000	65,000	65,000	65,000
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	1,282	0	0	2,172	1,559	1,007	1,007	1,007	1,289	1,289	1,571
671-Other Revenues	0	0	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	112,125	116,553	121,091	125,743	130,511	130,511	130,511
61ST DISTRICT COURT Total Revenues	56,750	482,500	482,500	484,672	503,689	507,565	512,103	517,037	522,087		
Expenditures											
701-Personal Services	0	0	0	0	0	0	0	0	0	0	0
751-Supplies	0	5,000	5,000	5,000	2,100	2,100	2,100	2,100	2,100	2,100	2,100
800-Other Services And Charges	56,750	477,500	477,500	477,500	500,030	500,030	500,030	500,030	500,030	500,030	500,030
995-Appropriation Lapse	0	0	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT Total Expenditures	56,750	482,500	482,500	482,500	502,130	502,130	502,130	502,130	502,130	502,130	502,130
61ST DISTRICT COURT NET INCOME (LOSS)	0	0	0	2,172	1,559	5,435	9,973	14,907	19,957		
Fund Balance - Beginning of Year	-	-	-	-	2,172	3,731	9,166	19,139	34,046	54,003	
Fund Balance - End of Year	0	0	0	2,172	3,731	9,166	19,139	34,046	54,003		
Reserve Targets:											
Assigned to Reserves - 15% of Current Spending	8,513	72,375	72,375	72,375	75,320	75,320	75,320	75,320	75,320	75,320	75,320
Unassigned Fund Balance	(8,513)	(72,375)	(72,375)	(70,203)	(71,589)	(66,154)	(56,181)	(41,274)	(21,317)		
Total	0	0	0	2,172	3,731	9,166	19,139	34,046	54,003		
Unassigned Fund Balance as a % of Total Current Spending	-15.0%	-15.0%	-15.0%	-14.5%	-14.3%	-13.2%	-11.2%	-8.2%	-4.2%		

Grand Rapids MI - FMS MICHIGAN JUSTICE TRAINING (2620)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	50,274	55,000	55,000	52,655	55,000	55,000	55,000	55,000	55,000
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	6,019	3,439	3,439	3,365	2,415	1,561	1,561	1,997	2,434
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
MICHIGAN JUSTICE TRAINING Total Revenues	56,293	58,439	58,439	56,020	57,415	56,561	56,561	56,997	57,434
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	8,847	0	0	0	0	0	0	0	0
800-Other Services And Charges	70,561	55,000	55,000	55,196	55,000	55,000	55,000	55,000	55,000
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
MICHIGAN JUSTICE TRAINING Total Expenditures	79,408	55,000	55,000	55,196	55,000	55,000	55,000	55,000	55,000
MICHIGAN JUSTICE TRAINING NET INCOME (LOS)	(23,115)	3,439	3,439	824	2,415	1,561	1,561	1,997	2,434
Fund Balance - Beginning of Year	188,499	165,384	165,384	165,384	166,208	168,623	170,184	171,745	173,742
Fund Balance - End of Year	165,384	168,823	168,823	166,208	168,623	170,184	171,745	173,742	176,176
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending Unassigned Fund	11,911	8,250	8,250	8,279	8,250	8,250	8,250	8,250	8,250
Balance	153,473	160,573	160,573	157,929	160,373	161,934	163,495	165,492	167,926
Total	165,384	168,823	168,823	166,208	168,623	170,184	171,745	173,742	176,176
Unassigned Fund Balance as a % of Total Current Spendin	193.3%	292.0%	292.0%	286.1%	291.6%	294.4%	297.3%	300.9%	305.3%

**Grand Rapids MI
PARKS & RECREATION OPERATING (2080) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
REVENUE									
450-Licenses & Permits	89,088	90,502	90,502	81,574	5,000	5,000	5,000	5,000	5,000
501-Federal Grants	8,589	0	0	0	0	0	0	0	0
539-State Grants	1,432	0	0	0	0	0	0	0	0
580-Contribution from Local Units	2,400	57,000	57,000	52,796	45,667	45,667	0	0	0
600-Charges for Services	511,470	544,964	544,964	547,717	458,581	467,571	476,812	486,315	496,089
664-Investment Income & Rentals	238,449	258,062	258,062	260,669	114,367	108,780	111,587	118,727	125,954
671-Other Revenues	49,824	15,000	15,000	35,550	20,000	20,450	20,914	21,391	21,883
695-Other Financing Sources-Millage Fund Park Maintenance & Recreation Subsidy	0	0	0	0	0	1,100,000	1,125,000	1,125,000	1,125,000
695-Other Financing Sources-Refuse Fund Emerald Ash Tree Removal Subsidy	100,000	140,000	140,000	140,000	240,000	240,000	240,000	240,000	240,000
695-Other Financing Sources-General Fund & Parking Fund Special Events Subsidies	287,500	297,500	297,500	297,500	0	0	0	0	0
695-Other Financing Sources-General Fund Forestry Sustainability Subsidy	397,567	391,067	391,067	391,067	218,599	238,202	257,199	343,199	655,399
695-Other Financing Sources-General Fund Maintenance of Effort (MOE) Subsidy	6,163,056	6,385,419	6,385,419	6,385,419	6,309,705	6,234,889	6,405,784	6,539,916	6,680,447
Parks & Recreation Total Revenues	7,849,375	8,179,514	8,179,514	8,192,292	7,411,919	8,460,559	8,642,296	8,879,548	9,349,772
EXPENDITURES									
701-Personal Services	3,588,432	3,903,286	3,903,286	3,772,229	3,557,182	3,812,454	3,902,969	4,132,807	4,315,618
751-Supplies	320,695	337,700	337,700	328,776	258,975	305,834	295,406	301,141	307,049
800-Other Services and Charges	3,533,481	3,958,708	3,958,708	4,207,568	3,597,045	4,376,452	4,464,635	4,543,115	4,634,926
970-Capital Outlays	134,351	67,900	67,900	47,594	91,700	81,700	59,700	63,700	253,700
995-Appropriation Lapse	0	(99,999)	(99,999)	0	(100,001)	(100,001)	(100,001)	(100,001)	(100,001)
995-Other Financing	0	0	0	0	0	0	0	0	0
Parks & Recreation Total Expenditures	7,576,959	8,167,595	8,167,595	8,356,167	7,404,901	8,476,439	8,622,709	8,940,762	9,411,292
NET INCOME (LOSS)	272,416	11,919	11,919	(163,875)	7,018	(15,880)	19,587	(61,214)	(61,520)
<i>Beginning Fund Balance</i>	1,005,995	1,278,411	1,278,411	1,278,411	1,114,536	1,121,554	1,105,674	1,125,261	1,064,047
<i>Ending Fund Balance</i>	1,278,411	1,290,330	1,290,330	1,114,536	1,121,554	1,105,674	1,125,261	1,064,047	1,002,527
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,136,544	1,225,139	1,225,139	1,253,425	1,110,735	1,271,466	1,293,406	1,341,114	1,411,694
Unassigned Fund Balance	141,867	65,191	65,191	(138,889)	10,819	(165,792)	(168,145)	(277,067)	(409,167)
Total	1,278,411	1,290,330	1,290,330	1,114,536	1,121,554	1,105,674	1,125,261	1,064,047	1,002,527
Unassigned FB as a % of Total Expenditures	1.9%	0.8%	0.8%	(1.7%)	0.1%	(2%)	(2%)	(3.1%)	(4.3%)

City of Grand Rapids
PARKS SUBSIDY FROM GENERAL OPERATING FUND
Subject to Maintenance of Effort (MOE)

4/8/2020 8:41

FY2014 Subsidy to Parks		4,830,870
Expansion of Scope		<u>277,338</u>
Final FY2014 BASELINE		5,108,208
FY2015 GOF Budget Request	122,003,869	
~~FY2014 GOF Adopted Budget~~	~~118,334,772~~	
Increase (Decrease)	3,669,097	
% Increase (Decrease)		<u>3.10%</u>
FY2015 Maintenance of Effort (MOE)		5,266,593
FY2016 GOF Budget Request	125,349,331	
~~FY2015 GOF Adopted Budget~~	~~122,003,869~~	
Increase (Decrease)	3,345,462	
% Increase (Decrease)		<u>2.74%</u>
FY2016 Maintenance of Effort (MOE)		5,411,008
FY2017 GOF Budget Request	132,966,370	
~~FY2016 GOF Adopted Budget~~	~~125,374,235~~	
Increase (Decrease)	7,592,135	
% Increase (Decrease)		<u>6.06%</u>
FY2017 Maintenance of Effort (MOE)		5,738,676
FY2018 GOF Budget Request	137,112,916	
FY2017 GOF Adopted Budget	132,858,741	
Increase (Decrease)	4,254,175	
% Increase (Decrease)		<u>3.20%</u>
FY2018 Maintenance of Effort (MOE)		5,922,430
~~FY2019 GOF Budget Request~~	~~142,683,745~~	
FY2018 GOF Adopted Budget	137,112,916	
Increase (Decrease)	5,570,829	
% Increase (Decrease)		<u>4.06%</u>
FY2019 Maintenance of Effort (MOE)		6,163,056
~~FY2020 GOF Budget Request~~	~~147,831,777~~	
FY2019 GOF Adopted Budget	142,683,745	
Increase (Decrease)	5,148,032	
% Increase (Decrease)		<u>3.61%</u>
FY2020 Maintenance of Effort (MOE)		6,385,419
FY2021 GOF Budget Request	146,078,885	
FY2020 GOF Adopted Budget	147,831,777	
Increase (Decrease)	(1,752,892)	
% Increase (Decrease)		<u>-1.19%</u>
FY2021 Maintenance of Effort (MOE)		6,309,705

Grand Rapids MI PARKS MILLAGE (2081)

STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED 2022	FORECAST 2023	FORECAST 2024	Year	2021	FORECAST 2025
REVENUE										
<u>Parks Millage (2081)</u>										
401 Taxes (Voter-approved Millage)	4,182,640	4,289,462	4,289,462	4,308,987	4,437,702	5,693,599	5,835,732	5,952,373	6,071,576	
539 State Grants	346,295	23,723	23,723	23,723	28,412	28,412	35,953	35,953	35,953	
600 Charges For Services	0	0	0	0	0	0	0	0	0	
664 Interest And Rents	125,780	79,337	79,337	78,245	56,145	36,288	36,288	46,435	56,582	
671 Other Revenues	13,475	0	0	10,300	0	0	0	0	0	
695 Other Financing Sources:	0	0	0	0	0	0	0	0	0	
Transfer from GOF for Pools	0	0	0	0	0	0	0	0	0	
Transfer from GOF for Parks	0	0	0	0	0	0	0	0	0	
Pool Subsidy from Parks Operating Fund	0	0	0	0	0	0	0	0	0	
Parks Millage Total Revenue	4,668,190	4,392,522	4,392,522	4,421,255	4,522,259	5,758,299	5,907,973	6,034,761	6,164,111	
EXPENDITURES										
<u>Parks Millage (2081)</u>										
Parks Rehabilitation & Repairs (45-55%)	1,033,594	2,172,396	3,268,817	3,273,517	2,424,928	0	0	0	0	
A-87 (Parks Rehab & Repairs)	8,851	12,004	12,004	12,004	12,951	0	0	0	0	
Subtotal Parks Rehabilitation & Repairs	1,042,445	2,184,400	3,280,821	3,285,521	2,437,879	0	0	0	0	
Park Improvements (25-35%)	1,080,448	1,303,437	1,883,044	1,888,644	1,449,876	0	0	0	0	
A-87 (Park Improvements)	5,310	7,202	7,202	7,771	7,771	0	0	0	0	
Subtotal Park Improvements	1,085,758	1,310,639	1,890,246	1,896,415	1,457,647	0	0	0	0	
Park Millage Capital (New in Fiscal Year 2022)	0	0	0	0	0	3,191,790	3,591,526	3,591,257	3,590,983	
A-87 (Park Millage Capital)	0	0	0	0	0	21,136	21,559	21,990	22,428	
Subtotal Park Millage Capital	0	0	0	0	0	3,212,926	3,613,085	3,613,247	3,613,411	
Pools Operating Exp. (15-20%)	837,430	881,941	881,941	879,261	988,365	995,740	1,014,925	1,044,757	1,062,690	
A-87 (Pools)	39,963	42,152	42,152	42,152	45,776	46,692	47,626	48,579	49,550	
Subtotal Pools	877,393	924,093	924,093	921,413	1,034,141	1,042,432	1,062,551	1,093,336	1,112,240	
Transfer to GOF Parks	247,200	244,800	244,800	244,800	242,400	0	0	0	0	
Transfer to GOF Pools	0	0	0	0	0	0	0	0	0	
Transfer to Parks for Park Maintenance	0	0	0	0	0	850,000	875,000	875,000	875,000	
Transfer to Parks for Recreation	0	0	0	0	0	250,000	250,000	250,000	250,000	
Parks Millage Total Expenditures	3,252,796	4,663,932	6,339,960	6,347,580	5,172,067	5,355,358	5,800,636	5,831,583	5,850,651	
Parks Millage NET INCOME (LOSS)	1,415,394	(271,410)	(1,947,438)	(1,926,325)	(649,808)	402,941	107,337	203,178	313,460	
Beginning Fund Balance	1,160,739	2,576,133	2,576,133	2,576,133	649,808	-	402,941	510,278	713,456	713,456
Ending Fund Balance	2,576,133	2,304,723	628,695	649,808	0	402,941	510,278	713,456	1,026,916	
Assigned to Operations - 15% of Total Spending	487,919	699,590	950,994	952,137	775,810	803,304	870,085	874,737	877,598	
Unassigned	2,088,214	1,605,133	(322,299)	(302,329)	(775,810)	(400,363)	(359,817)	(161,281)	(149,318)	
Total	2,576,133	2,304,723	628,695	649,808	-	402,941	510,278	713,456	1,026,916	
Unassigned FB as a % of Total Expenditures	64.2%	34.4%	-5.1%	-4.8%	-15.0%	-7.5%	-6.2%	-2.8%	2.6%	

Grand Rapids MI PROPERTY MANAGEMENT (2360)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	Year 2020	2021
Revenues										
401-Taxes	0	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	200	600	600	600	600	600	600	600	600	600
501-Federal Grants	0	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	600	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	51,234	28,754	28,754	19,948	12,681	8,196	8,196	10,488	12,780	
671-Other Revenues	109,217	300,000	300,000	98,675	200,000	200,000	200,000	200,000	200,000	200,000
695-Other Financing Sources	0	0	0	0	70,000	70,000	70,000	70,000	70,000	70,000
PROPERTY MANAGEMENT Total Revenues	160,651	329,354	329,354	119,823	283,281	278,796	278,796	281,088	283,380	
Expenditures										
701-Personal Services	28,244	27,168	27,168	20,000	29,488	31,829	32,352	32,616	32,880	
751-Supplies	413	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	44,490	169,247	169,247	69,247	563,771	106,103	106,664	107,235	107,743	
970-Capital Outlays	235,562	300,000	300,000	73,000	200,000	200,000	200,000	200,000	200,000	
990-Debt Service	38,946	42,899	42,899	42,899	43,125	42,184	46,255	45,087	49,068	
995-Other Financing	0	0	0	0	0	0	0	0	0	0
PROPERTY MANAGEMENT Total Expenditures	347,655	539,314	539,314	205,146	836,384	380,116	385,271	384,938	389,691	
PROPERTY MANAGEMENT NET INCOME (LOSS)	(187,004)	(209,960)	(209,960)	(85,323)	(553,103)	(101,320)	(106,475)	(103,850)	(106,311)	
Fund Balance - Beginning of Year	1,155,953	968,949	968,949	968,949	883,626	330,523	229,203	122,728	18,878	
Fund Balance - End of Year	968,949	758,989	758,989	883,626	330,523	229,203	122,728	18,878	(87,433)	
Reserve Targets:										
Assigned to Reserves - 25% of Current Spending	86,914	134,829	134,829	51,287	94,538	95,029	96,318	96,235	97,423	
Restricted for Affordable Housing - Source: "Income and Housing Diversity Program at the Parkland Properties Project"	358,233	358,233	358,233	358,233	0	0	0	0	0	
Committed for Affordable Housing - Source: "General Fund Contingent Account per Budget Amendment 16-25"	100,000	100,000	100,000	100,000	0	0	0	0	0	
Unassigned Fund Balance	423,802	165,928	165,928	374,107	235,985	134,174	26,410	(77,357)	(184,856)	
Total	968,949	758,989	758,989	883,626	330,523	229,203	122,728	18,878	(87,433)	
Unassigned Fund Balance as a % of Total Current Spending	121.9%	30.8%	30.8%	182.4%	28.2%	35.3%	8.9%	-20.1%	-47.4%	

Grand Rapids MI
PUBLIC LIBRARY GRANTS/CAPITAL FUND (2711)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2023 Estimate	PROPOSED 2024	FORECAST 2025	FORECAST	FORECAST	FORECAST	Year 2021	2022
Revenues											
401-Taxes	4,714	0	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0	0	0
539-State Grants	74,631	0	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	72,298	43,750	43,750	40,543	29,092	18,803	18,803	24,061	29,318		
671-Other Revenues	(977)	0	0	0	0	0	0	0	0		
695-Other Financing Sources	1,401,543	1,750,000	1,200,000	1,200,000	800,000	990,000	1,190,000	1,290,000	1,440,000		
LIBRARY GRANTS/CAPITAL Total Revenues	1,552,209	1,793,750	1,243,750	1,240,543	829,092	1,008,803	1,208,803	1,314,061	1,469,318		
Expenditures											
701-Personal Services	0	0	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0	0	0
970-Capital Outlays	648,792	365,000	880,884	880,884	1,377,182	800,980	361,357	400,000	400,000		
990-Debt Service	0	0	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0	0	0
LIBRARY GRANTS/CAPITAL Total Expenditures	648,792	365,000	880,884	880,884	1,377,182	800,980	361,357	400,000	400,000		
LIBRARY GRANTS/CAPITAL NET INCOME (LOSS)	903,417	1,428,750	362,866	359,659	(548,090)	207,823	847,446	914,061	1,069,318		
Fund Balance - Beginning of Year	903,578	1,806,995	1,806,995	1,806,995	2,166,654	1,618,564	1,826,387	2,673,833	3,587,894	4,657,212	
Fund Balance - End of Year	1,806,995	3,235,745	2,169,861	2,166,654	1,618,564	1,826,387	2,673,833	3,587,894	4,657,212		
Reserve Targets:											
Assigned to Reserves - 15% of Current Spending	97,319	54,750	132,133	132,133	206,577	120,147	54,204	60,000	60,000		
Assigned to Capital	1,709,676	3,180,995	2,037,728	2,034,521	1,411,987	1,706,240	2,619,629	3,527,894	4,597,212		
Total	1,806,995	3,235,745	2,169,861	2,166,654	1,618,564	1,826,387	2,673,833	3,587,894	4,657,212		
Unassigned Fund Balance as a % of Total Current Spending	283.5%	871.5%	231.3%	231.0%	102.5%	213.0%	724.9%	882.0%	1149.3%		

Grand Rapids MI
PUBLIC LIBRARY OPERATING (2710) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2021	2022
<u>Public Library Operating (2710)</u>									
Revenues									
401-Taxes	10,628,610	10,956,061	10,956,061	10,943,354	11,284,880	11,516,313	11,789,720	12,026,053	12,267,579
539-State Grants	164,309	179,395	179,395	135,483	191,134	191,134	188,880	188,880	188,880
580-Contribution from Local Units	395,005	365,000	365,000	374,497	365,000	365,000	365,000	365,000	365,000
600-Charges for Services	153,313	100,000	100,000	100,000	115,000	115,000	115,000	115,000	115,000
655-Fines & Forfeitures	144,613	135,000	135,000	100,000	35,000	35,000	35,000	35,000	35,000
664-Investment Income & Rentals	247,939	147,315	147,315	150,896	108,276	69,982	69,982	89,550	109,119
671-Other Revenues	1,957	-	-	-	-	-	-	-	-
Public Library Operating Total Revenues	11,735,746	11,882,771	11,882,771	11,804,230	12,099,290	12,292,429	12,563,582	12,819,483	13,080,578
Expenditures									
701-Personal Services	6,024,666	6,676,722	7,045,502	6,771,172	7,238,028	7,539,908	7,667,086	7,788,808	7,891,079
751-Supplies	1,554,311	1,615,000	1,615,000	1,615,000	1,660,000	1,680,000	1,680,000	1,680,000	1,680,000
800-Other Services and Charges	2,269,034	1,830,514	1,885,514	1,898,746	2,212,806	2,063,500	2,035,241	2,045,436	2,055,853
970-Capital Outlays	127,461	130,356	150,356	67,000	305,025	97,150	97,150	97,150	97,150
995-Lapse	-	(50,000)	(50,000)	-	(127,380)	(50,000)	(50,000)	(50,000)	(50,000)
995-Other Financing	1,401,543	1,750,000	1,200,000	1,200,000	800,000	990,000	1,190,000	1,290,000	1,440,000
Public Library Operating Total Expenditures	11,377,015	11,952,592	11,846,372	11,551,918	12,088,479	12,320,558	12,619,477	12,851,394	13,114,082
Public Library Operating NET INCOME (LOSS)	358,731	(69,821)	36,399	252,312	10,811	(28,129)	(55,895)	(31,911)	(33,504)
Beginning Fund Balance	2,586,594	2,945,325	2,945,325	2,945,325	3,197,637	3,208,448	3,180,319	3,124,424	3,092,513
Ending Fund Balance	2,945,325	2,875,504	2,981,724	3,197,637	3,208,448	3,180,319	3,124,424	3,092,513	3,059,009
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,706,552	1,792,889	1,776,956	1,732,788	1,813,272	1,848,084	1,892,922	1,927,709	1,967,112
Unassigned Fund Balance	1,238,772	1,082,615	1,204,768	1,464,849	1,395,176	1,332,235	1,231,502	1,164,803	1,091,896
Total	2,945,325	2,875,504	2,981,724	3,197,637	3,208,448	3,180,319	3,124,424	3,092,513	3,059,009
Unassigned FB as a % of Total Expenditures	10.89%	9.06%	10.17%	12.68%	11.54%	10.81%	9.76%	9.06%	8.33%

Grand Rapids MI LIBRARY TRUST (2712)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	14,287	8,686	8,686	8,030	5,762	3,724	3,724	4,766	5,807
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
LIBRARY TRUST Total Revenues	14,287	8,686	8,686	8,030	5,762	3,724	3,724	4,766	5,807
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
LIBRARY TRUST Total Expenditures	0	0	0	0	0	0	0	0	0
LIBRARY TRUST NET INCOME (LOSS)	14,287	8,686	8,686	8,030	5,762	3,724	3,724	4,766	5,807
Fund Balance - Beginning of Year	394,606	408,893	408,893	408,893	416,923	422,685	426,409	430,133	434,899
Fund Balance - End of Year	408,893	417,579	417,579	416,923	422,685	426,409	430,133	434,899	440,706
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	408,893	417,579	417,579	416,923	422,685	426,409	430,133	434,899	440,706
Total	408,893	417,579	417,579	416,923	422,685	426,409	430,133	434,899	440,706
Unassigned Fund Balance as a % of Total Current Spending	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Grand Rapids MI RECEIVERSHIP (2361) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	4,312	2,631	2,631	2,433	1,746	1,129	1,129	1,444	1,760
671-Other Revenues	0	15,000	15,000	5,000	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
RECEIVERSHIP Total Revenues	4,312	17,631	17,631	7,433	1,746	1,129	1,129	1,444	1,760
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	15,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
RECEIVERSHIP Total Expenditures	0	15,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000
RECEIVERSHIP NET INCOME (LOSS)	4,312	2,631	2,631	2,433	(3,254)	(3,871)	(3,871)	(3,556)	(3,240)
Fund Balance - Beginning of Year	123,908	128,220	128,220	128,220	130,653	127,399	123,528	119,657	116,101
Fund Balance - End of Year	128,220	130,851	130,851	130,653	127,399	123,528	119,657	116,101	112,861
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	2,250	2,250	750	750	750	750	750	750
Unassigned Fund Balance	128,220	128,601	128,601	128,903	126,649	122,778	118,907	115,351	112,111
Total	128,220	130,851	130,851	130,653	127,399	123,528	119,657	116,101	112,861
Unassigned Fund Balance as a % of Total Current Spending	#DIV/0!	857.3%	857.3%	2598.1%	2533.0%	2455.6%	2378.1%	2307.0%	2242.2%

**Grand Rapids MI - FMS REFUSE COLLECTION
(2260) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	7,018,008	7,233,647	7,233,647	7,245,647	7,547,905	7,699,513	7,884,450	8,042,792	8,204,611
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	83,996	39,391	39,391	39,391	47,525	47,525	46,020	46,020	46,020
600-Charges for Services	6,393,023	6,641,106	6,641,106	6,922,369	7,464,875	7,634,419	7,839,948	8,051,641	8,269,687
664-Investment Income & Rentals	330,524	201,185	201,185	191,819	137,640	88,961	88,961	113,836	138,712
671-Other Revenues	11,624	-600	-600	1,125	-600	-600	-600	-600	-600
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Refuse Collection Total Revenues	13,837,175	14,114,729	14,114,729	14,400,351	15,197,345	15,469,818	15,858,779	16,253,689	16,658,430
Expenditures									
701-Personal Services	3,915,686	4,158,174	4,158,174	4,137,025	4,275,570	4,489,626	4,608,139	4,724,316	4,821,955
726-Supplies	247,348	254,200	254,200	279,311	279,250	285,079	291,033	297,112	303,321
800-Other Services and Charges	8,555,320	9,238,453	11,188,453	10,751,859	9,646,341	10,349,246	10,629,810	10,919,251	11,193,616
970-Capital Outlays	13,376	10,150	10,150	10,600	24,650	16,650	16,650	16,650	16,650
995-Other Financing	622,200	298,212	386,962	648,212	384,226	370,238	-110,000	-110,000	-110,000
Refuse Collection Total Expenditures	13,353,930	13,959,189	15,997,939	15,827,007	14,610,037	15,510,839	15,435,632	15,847,329	16,225,542
Refuse Collection NET INCOME (LOSS)	483,245	155,540	-1,883,210	-1,426,656	587,308	-41,021	423,147	406,360	432,888
Beginning Fund Balance	4,433,475	4,916,720	4,916,720	4,916,720	3,490,064	4,077,372	4,036,351	4,459,498	4,865,858
Ending Fund Balance	4,916,720	5,072,260	3,033,510	3,490,064	4,077,372	4,036,351	4,459,498	4,865,858	5,298,746
Reserve Targets									
Assigned to Operations - 25% of Total Spending	3,338,483	3,489,797	3,999,485	3,956,752	3,652,509	3,877,710	3,858,908	3,961,832	4,056,386
Unassigned Fund Balance	1,578,238	1,582,463	-965,975	-466,688	424,863	158,641	600,590	904,026	1,242,361
Total	4,916,720	5,072,260	3,033,510	3,490,064	4,077,372	4,036,351	4,459,498	4,865,858	5,298,746
Unassigned FB as a % of Total Expenditures	11.8%	11.3%	(6.%)	(2.9%)	2.9%	1%	3.9%	5.7%	7.7%
(maximum permitted 3.0 mills)	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6

Grand Rapids MI - FMS SIDEWALK REPAIR (2460) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	2,123,771	2,284,311	2,284,311	2,196,211	2,207,192	2,251,336	2,307,620	2,365,309	2,424,443
450-Licenses & Permits	278,579	27,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	41,495	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	32,516	15,406	15,406	28,350	22,167	17,510	17,510	19,890	22,269
671-Other Revenues	406	500	500	500	500	500	500	500	500
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
SIDEWALK REPAIR Total Revenues	2,476,767	2,334,217	2,334,217	2,259,061	2,263,859	2,303,346	2,359,630	2,419,699	2,481,212
Expenditures									
701-Personal Services	375,307	382,038	382,038	354,488	374,153	362,493	370,689	379,321	384,527
751-Supplies	3,403	9,000	9,000	9,000	7,600	6,500	8,500	7,600	6,500
800-Other Services And Charges	1,408,510	1,870,891	1,870,891	1,895,537	2,098,343	1,963,075	1,827,246	1,867,328	1,912,437
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	64,883	64,891	64,891	64,891	64,784	64,784	64,870	64,793	64,740
SIDEWALK REPAIR Total Expenditures	1,852,103	2,326,820	2,326,820	2,323,916	2,544,880	2,396,852	2,271,305	2,319,042	2,368,204
SIDEWALK REPAIR NET INCOME (LOSS)	624,664	7,397	7,397	(64,855)	(281,021)	(93,506)	88,325	100,657	113,008
Fund Balance - Beginning of Year	511,641	1,136,305	1,136,305	1,136,305	1,071,450	790,429	696,923	785,248	885,905
Fund Balance - End of Year	1,136,305	1,143,702	1,143,702	1,071,450	790,429	696,923	785,248	885,905	998,913
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	277,815	349,023	349,023	348,587	381,732	359,528	340,696	347,856	355,231
Assigned to Payables (Net of Receivables)	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	858,490	794,679	794,679	722,863	408,697	337,395	444,552	538,049	643,682
Total	1,136,305	1,143,702	1,143,702	1,071,450	790,429	696,923	785,248	885,905	998,913
Unassigned Fund Balance as a % of Total Current Spending	46.4%	34.2%	34.2%	31.1%	18.1%	14.1%	19.8%	23.2%	27.2%
Outstanding Debt Service at FYE - Vital Streets Loan	516,601	453,717	453,717	453,717	388,826	324,042	259,258	194,388	129,595

Grand Rapids MI - FMS TRANSFORMATION FUND (2300) STATEMENT OF OPERATIONS

	Actual 2019	Adopted 2020	Amended 2020	Estimate 2020	Proposed 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
REVENUES									
<u>SUPPLEMENTAL INCOME TAX (2300)</u>									
Taxes-Temporary Five Year Income Tax	-	-	-	-	-	-	-	-	-
Interest And Rents	115,338	-	-	-	-	-	-	-	-
SUPPLEMENTAL INCOME TAX Total Revenue	115,338	-	-	-	-	-	-	-	-
EXPENDITURES									
<u>SUPPLEMENTAL INCOME TAX (2300)</u>									
Transfers Out									
Approved For:									
Third Ward Equitable Investment Initiative	-		517,500	517,500	232,500	-	-	-	-
Recommended in Fiscal Plan:									
Transfer to Capital Reserve Fund	572,437				-	-	-	-	-
River Corridor Activation	4,150,000				-	-	-	-	-
Reserved For:									
Third Ward Equitable Investment Initiative*	-	750,000	232,500	-	-	-	-	-	-
Available For:									
Operational Transformation and Sustainable Asset Management*	-	-	-	-	162,828	-	-	-	-
SUPPLEMENTAL INCOME TAX Total Requested Expenditures	4,722,437	750,000	750,000	517,500	395,328	-	-	-	-
SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)	(4,607,099)	(750,000)	(750,000)	(517,500)	(395,328)	-	-	-	-
Fund Balance - Beginning of Year	5,519,927	912,828	912,828	912,828	395,328	0	0	0	0
Fund Balance - End of Year	912,828	162,828	162,828	395,328	0	0	0	0	0
Reserve Targets:									
Unassigned Fund Balance	912,828	162,828	162,828	395,328	0	0	0	0	0
Total	912,828	162,828	162,828	395,328	0	0	0	0	0
Unassigned FB as a % of Total Expenditures	19.33%	21.71%	21.71%	76.39%	0.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
*Illustrative - projects under development, subject to review and approval process									

**Grand Rapids MI
VEHICLE STORAGE FACILITY (2320)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	755,937	818,723	818,723	733,098	811,051	831,620	852,189	872,758	893,327
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	20,972	12,112	12,112	12,311	8,834	5,710	5,710	7,306	8,903
671-Other Revenues	(5,280)	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
VEHICLE STORAGE FACILITY Total Revenues	771,629	830,835	830,835	745,409	819,885	837,330	857,899	880,064	902,230
Expenditures									
701-Personal Services	144,689	174,940	174,940	180,170	180,353	193,025	196,408	199,151	201,304
751-Supplies	1,570	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
800-Other Services And Charges	414,042	447,536	447,536	434,505	483,566	504,457	523,992	543,638	563,430
970-Capital Outlays	2,645	50,000	50,000	30,720	35,000	17,500	17,500	17,500	17,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	125,333	153,140	153,140	143,853	126,145	128,048	129,951	131,914	133,877
VEHICLE STORAGE FACILITY Total Expenditures	688,279	827,616	827,616	791,248	827,064	845,030	869,851	894,203	918,111
VEHICLE STORAGE FACILITY NET INCOME (LOSS)	83,350	3,219	3,219	(45,839)	(7,179)	(7,700)	(11,952)	(14,139)	(15,881)
Fund Balance - Beginning of Year	527,606	610,956	610,956	610,956	565,117	557,938	550,238	538,286	524,147
Fund Balance - End of Year	610,956	614,175	614,175	565,117	557,938	550,238	538,286	524,147	508,266
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	172,070	206,904	206,904	197,812	206,766	211,258	217,463	223,551	229,528
Assigned for Facility Relocation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Unassigned Fund Balance	238,886	207,271	207,271	167,305	151,172	138,981	120,823	100,598	78,738
Total	610,956	614,175	614,175	565,117	557,938	550,238	538,286	524,147	508,266
Unassigned Fund Balance as a % of Total Current Spending	34.7%	25.0%	25.0%	21.1%	18.3%	16.4%	13.9%	11.2%	8.9%

Grand Rapids MI VITAL STREETS (2040 / 2041)										
STATEMENT OF OPERATIONS										
	ACTUAL 2019	ADOPTED 2020	AMENDED 2020 Year Estimate	2020 FISCAL 2021	PROPOSED 2022	PROPOSED 2023	PROPOSED 2024	PROPOSED 2025		
REVENUE										
401 Taxes - Income Taxes		11,884,513		11,994,504	11,994,504	11,531,908	11,589,567	11,821,359	12,116,893	12,419,816
664 Investment Income & Rentals		142,340		104,373	104,373	173,008	124,142	80,237	80,237	102,672
671 Other Revenues		0	0	0	0	0	0	0	0	0
695 Other Financing Sources - GOF Op Transfer		850,000		850,000	850,000	850,000	850,000	850,000	850,000	850,000
695 Other Fin - Bond Principal Repayment from Sidewalk Fund		44,685		46,668	46,668	46,668	48,803	51,243	53,378	55,971
695 Other Fin - Bond Interest Repayment from Sidewalk Fund		20,198		18,223	18,223	15,981	13,541	13,541	11,492	8,823
695 Other Fin - Major VS Fund 2040 to Local VS Fund 2041		959,966		0	0	0	0	0	0	0
VITAL STREETS Total Revenue		13,901,702		13,013,768	13,013,768	12,619,807	12,628,493	12,816,380	13,112,000	13,437,282
EXPENDITURES										
Bridge Investment										
995 Transfers Out - Streets (4090)-Bridge Investment (Major)		70,000		65,000	65,000	102,000	115,000	85,000	30,000	30,000
Major Federal Aid Urban (FAU) Street Investment										
995 Preventative Maintenance-Contracts (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Force Account Preventative Maintenance (2)		111,708		0	0	0	0	0	0	0
995 Transfers Out - Streets (4090) Rehabilitation (1) (2)		509,704		0	0	0	0	0	0	0
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)		806,308		2,685,976	2,685,976	25,000	0	0	0	0
995 Transfers Out - Streets (4090)-Non-Categorized		0	0	0	0	0	0	0	0	0
Major Non-Federal Aid Urban (FAU) Street Investment										
995 Preventative Maintenance-Contracts (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Force Account Preventative Maintenance (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Streets (4090) Rehabilitation (1) (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)		440,000		0	0	0	0	0	0	0
Local Street Investment										
995 Preventative Maintenance-Contracts (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Force Account Preventative Maintenance (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Streets (4090) Rehabilitation (1) (2)		0	0	0	0	0	0	0	0	0
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)		959,966		0	0	0	0	0	0	0
Traffic Safety/Signals & Trunk Line										
995 Transfers Out - Streets (4090)-Traffic Safety/Signals		277,000		550,000	550,000	550,000	550,000	550,000	550,000	550,000
995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed)		0	0	0	0	110,000	0	0	0	0
Public ROW and Green Infrastructure Maintenance										
		200,000		200,000	200,000	200,000	200,000	200,000	200,000	200,000
Vital Streets Trees		100,000		100,000	100,000	112,734	100,000	100,000	100,000	100,000
Other Non-Categorized Projects		1,893,008		25,000	25,000	1,746,743	8,912,871	8,722,817	10,130,857	10,531,770
Master Plan and Project Development										
		0	0	0	0	0	0	0	0	0
VITAL STREETS Total Expenditures										
		8,723,860		6,022,426	6,022,426	5,242,927	27,136,571	11,782,267	13,138,167	13,636,620
VITAL STREETS NET INCOME (LOSS)		5,177,842		6,991,342	6,991,342	7,376,880	(14,508,078)	1,034,113	(26,107)	(99,238)
Beginning Fund Balance		2,515,972		7,693,814	7,693,814	7,693,814	15,070,694	562,616	1,596,729	1,570,622
Contingency Reserve		0		0	0	0	0	0	0	0
Ending Fund Balance		7,693,814		14,685,156	14,685,156	15,070,694	562,616	1,596,729	1,570,622	1,471,384
Reserve Targets:										
Assigned to Operations - 15% of Total Spending		1,308,579		903,364	903,364	786,439	4,070,486	1,767,340	1,970,716	2,030,478
Unassigned Fund Balance		6,385,235		13,781,792	13,781,792	14,284,255	(3,507,870)	(460,094)	(559,094)	(773,964)
Total		7,693,814		14,685,156	14,685,156	15,070,694	562,616	1,596,729	1,570,622	1,471,384
Unassigned FB as a % of Total Expenditures				73.2%	228.8%	228.8%	272.4%	-12.9%	-1.4%	-3.0%

(1) Rehabilitation and reconstruction work completed in the Vital Streets Capital Fund in order to retain multi-year appropriation authority.

(2) Allocation between expenditure categories are approximate. Dollar amounts will be modified based on the final program of projects for each fiscal year.

Diversity and Inclusion

The Office of Equity & Engagement (OEE) is the new name of the office formerly called the Office of Diversity and Inclusion. This name reflects the new focus on institutional change to embed equity throughout all government operations through training, strategic leadership and change in policy, practice and organizational culture to eliminate barriers caused by systemic injustice. Diversity and inclusion remain important values and strategies to the organization. However, alone, diversity and inclusion are insufficient to help us reach the lasting organizational and community-level outcomes we desire. We must transform government operations to conduct power analysis, disaggregate data by race, ethnicity, gender identity and geographic location, take a targeted universalism approach by centering those furthest away from positive outcomes and opportunities, and create policy to embed equity in all aspects of City work.

The Office of Equity & Engagement is in the process of innovating the traditional pillars of the former Office of Diversity & Inclusion (community diversity, supplier & workforce diversity and the Community Relations Commission) and the work that transitioned from the Executive Office (Grand Rapids Neighborhood Summit, Neighborhood Leadership Academy, Neighborhood Match Fund and Neighborhood Economic Connections (NEC) grant from the W.K. Kellogg Foundation) to have stronger alignment with the City's Strategic Plan and to create data metrics.

In addition, the OEE will work to do the following in FY2021:

- Co-create policy recommendations in support of Employee Resource Groups (ERGs)
- Liaison and support ERGs – National Forum for Black Public Administrator (NFBPA), Local Government Hispanic Network (LGHN) and Prism GR
- Create language access policy recommendations
- Incorporate City-related recommendations from the Immigrant Welcome Plan
- Create and provide informative Lunch & Learn opportunities for equity skill building and awareness
- Iterate the budget process to further embed and identify equity in budget requests
- Create and maintain a new local business guide as a strategy to increase utilization of MLBEs and diverse local vendors
- Educate on and enforce the new Human Rights Ordinance
- Create informational videos on Equal Employment Opportunity compliance and other policies the OEE enforces to increase staff awareness, reduce violations and to use staff time more efficiently

- Create OEE webpage that serves as an equity hub of City information – such as updated equity geographic data, NOF maps, local business directory, MLBE information, and other pertinent information
- Equity analysis and leadership on the Grand River Restoration project
- Create and formalize the Equity Champions program comprised of internal staff with specialized and ongoing training to advance equity in their departments and work groups.
- Create and coordinate a comprehensive equity training curriculum
- Create the framework (metrics, strategy, data collection process, training needs) for a united and coordinated City approach to authentic community engagement
- Provide strategic thought partnership to City departments on equity, community engagement and on practices to increase utilization of MLBEs
- Coordinate strategic planning for the Community Relations Commission to establish shared understanding of their role and to align CRC efforts and programming to the City's Strategic Plan and CRC purpose as outlined in the new Human Rights Ordinance.
- Innovate and restructure the mygrcitypoints program to advance OEE related Strategic Plan objectives
- Expand and structure OEE financial support of community table events to focus on organizations that center population segments experiencing the highest inequities and advocate for institutional change to advance equity.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025

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Leveraging our design and development best practices used to launch GR311 and our website, the Customer Service and Innovation Department will scale our focus to continue to design the best services for and with our community. Using the collaborative methodology, a digital-first, customer-focused approach, we will continue to digitize services that affect the customers we serve. Working with our civic user testing group and departments we will expand digital services with a goal of adding seventy more digital services and twenty more mobile application service request and work orders. We will focus on leveraging internal and community relationships to build programmatic means to address adversities customers and local businesses face. We will conduct a resident technology survey (Digital Inclusion) to develop a profile of the information and communications technology means, skills and needs in the City. To ensure that our community is technology ready, the survey assessment and results will evaluate the access for our residents to technology resources and literacy and training programs. Building on our innovative digital service practices and business intelligence model, we will manage innovation-focused projects that center on both the community and City staff. We will continue to implement robust data standards and governance to understand and align to the priorities of our community and this organization. We will continue to design business intelligence tools that enable staff to get actionable information both at a glance and through in-depth automated periodic areas where we need



**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
311 Customer Service (273)						
1010 - General Fund Operating						
800 - Other Services and Charges	0	39,060	39,060	124,060	124,060	124,060
Total For Expenditures	0	39,060	39,060	124,060	124,060	124,060
6110 - Customer Service						
701 - Personnel Services	1,444,724	1,516,261	1,606,517	1,651,312	1,694,079	1,723,528
751 - Supplies	6,850	6,850	6,850	6,850	6,650	6,450
800 - Other Services and Charges	496,191	504,629	511,698	511,144	512,526	513,816
970 - Capital Outlays	9,600	9,792	9,988	10,188	10,391	10,454
Total For Expenditures	1,957,365	2,037,532	2,135,053	2,179,494	2,223,646	2,254,248
Total For 311 Customer Service	1,957,365	2,076,592	2,174,113	2,303,554	2,347,706	2,378,308

Law Department

The Department of Law performs legal services for the City and provides legal counsel for every aspect of City government. This includes providing advice and opinions to the Mayor, City Commission and all city departments.

The General Administration section captures the budgeted costs for computer services, telephone, building rentals or lease and other costs of day-to-day operations.

The Civil Litigation Division defends the City, its officers and employees in State and Federal courts and administrative proceedings both as plaintiff and defendant. This includes but is not limited to general litigation claims, police litigation matters, employment discrimination claims, workers compensation claims, auto accident lawsuits, zoning and planning appeals, inverse condemnation lawsuits, and FOIA lawsuits, to name only a few categories.

The Municipal Affairs Division provides legal advice and counsel to all departments and boards and commissions, including the City Commission, Library Board, Planning Commission, Zoning Board of Appeals, Police Civilian Appeals Board, and other similar boards. The Municipal Affairs Division is responsible for drafting ordinance amendments, charter amendments, drafting ballot language, reviewing and drafting contracts and policies, FOIA compliance and defense of the City's property tax valuations in the Michigan Tax Tribunal and any other legal issue that may arise affecting municipal operations.

The Code Enforcement Division prosecutes City Ordinance Violations (Misdemeanor charges) and Traffic Code Violations (under the City Code and Michigan Motor Vehicle Code) in Grand Rapids 61st District Court and Kent County 17th Circuit Court (Juvenile/Family Division). The Code Enforcement Division also provide training and consultation to other city departments.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Attorney (266)						
1010 - General Fund Operating						
701 - Personnel Services	2,484,848	2,581,388	2,755,532	2,852,731	2,928,037	2,979,199
751 - Supplies	50,250	48,250	48,250	48,250	48,250	48,250
800 - Other Services and Charges	335,884	366,184	374,565	382,167	390,648	398,475
970 - Capital Outlays	19,500	19,500	19,500	19,500	19,500	19,500
Total For Expenditures	2,890,482	3,015,322	3,197,847	3,302,648	3,386,435	3,445,424
Total For Attorney	2,890,482	3,015,322	3,197,847	3,302,648	3,386,435	3,445,424

Clerk Department

The City Clerk's Office administers various operations which include Business Licensing, Passports, Voter Registration/Elections, Boards and Commissions, Contract Administration, Community Archive and Records Center, and assists with City Commission Agenda preparation. This office continues to implement transformative ideas to create enhancements and efficiencies to the service delivery model in each division.

The Business Licensing and Boards and Commission operations will undergo a mixture of policy enhancements in an effort to provide more information to the public and to create a user-friendly, self-serve environment.

In FY2021, there will be a continued concentration in the Voter Registration/Elections Division as we prepare staff, election workers, and the community for the 2020 Presidential Elections. There will be increased staffing levels, material costs, and purchase/lease of equipment which are both necessary with these election cycles to meet the administration demands of the elections.

Lastly, the organization recognizes the entrenched value of its Community Archive and Records Center and the regarded services it delivers to City departments and the greater Grand Rapids Community. We are continuing to offer our services to neighboring communities to take advantage of this embedded competency.

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Clerk (215)						
1010 - General Fund Operating						
701 - Personnel Services	1,471,599	1,445,333	1,478,149	1,533,389	1,631,418	1,578,275
751 - Supplies	97,450	95,200	76,700	91,700	94,700	95,200
800 - Other Services and Charges	610,673	820,073	744,883	772,123	822,615	852,761
970 - Capital Outlays	70,350	6,000	10,000	10,000	6,000	36,000
Total For Expenditures	2,250,072	2,366,606	2,309,732	2,407,212	2,554,733	2,562,236
Total For Clerk	2,250,072	2,366,606	2,309,732	2,407,212	2,554,733	2,562,236

Community Development

The mission of the Community Development Department is Building Great Neighborhoods! This is accomplished through direct programs and services, and valuable community partnerships. The Grants Management Office is responsible for administration of federal, state and local grants that primarily benefit low- and moderate-income individuals and families. These programs help create and preserve affordable housing, support neighborhood improvements and safety, and provide economic opportunities and housing related services. The Housing Rehabilitation Office provides grants and loans for emergency repairs, significant home improvements, and making homes lead safe. The Community Development Department also operates the Homebuyer Assistance Fund (HAF) Program to provide eligible homebuyers down payment and closing cost assistance for homes purchased citywide.

The Community Development Department received Community Development Block Grant Coronavirus (CDBG-CV) and Emergency Solutions Grants Coronavirus (ESG-CV) funds from the U.S. Department of Housing and Urban Development (HUD) totaling over \$3.3 million. This allocation was authorized by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), Public Law 116-136, which was signed by President Trump on March 27, 2020.

This supplemental funding was allocated by formula under the CDBG and ESG entitlement programs to prevent, prepare for, and respond to the coronavirus (COVID-19) pandemic and support low-income families and vulnerable populations. CDBG funds can be used broadly to include economic recovery activities, while ESG is to support individuals and families who are homeless or receiving homeless assistance and homelessness prevention activities.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Community Development Services (694)						
1010 - General Fund Operating						
701 - Personnel Services	130,020	130,308	134,868	136,332	137,928	139,464
751 - Supplies	3,147	4,000	4,000	4,000	4,000	4,000
800 - Other Services and Charges	19,090	67,358	67,481	67,530	67,579	67,525
Total For Expenditures	152,257	201,666	206,349	207,862	209,507	210,989
2730 - Other Grants						
701 - Personnel Services	27,584	0	0	0	0	0
800 - Other Services and Charges	248,258	137,692	137,692	137,692	137,692	137,692
Total For Expenditures	275,842	137,692	137,692	137,692	137,692	137,692
2733 - Community Development Program						
701 - Personnel Services	941,132	1,034,524	1,085,854	1,109,323	1,133,052	1,144,764
751 - Supplies	0	33,522	34,206	34,699	35,236	35,349
800 - Other Services and Charges	2,689,715	2,581,190	2,479,176	2,455,214	2,430,948	2,419,123
970 - Capital Outlays	0	4,000	4,000	4,000	4,000	4,000
995 - Other Financing	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
Total For Expenditures	4,999,535	5,021,924	4,971,924	4,971,924	4,971,924	4,971,924
2734 - Home Investment Partnership Pr						
701 - Personnel Services	115,185	123,010	130,864	136,104	137,604	138,960
800 - Other Services and Charges	1,243,371	1,270,278	1,262,424	1,257,184	1,255,684	1,254,328

Our Community's Children

Our Community's Children (OCC) is a shared partnership with the City of Grand Rapids and the Grand Rapids Public Schools dedicated to improving the lives of young people to ensure they are ready for college, work and life. The office values authentic youth voice and active participation in city projects and promotes access and opportunities for youth through afterschool and leadership programs, training and employment, and post-secondary success. The office engages in system-building work with community partners and has garnered national attention for its results. Its efforts have resulted in effective outcomes including a reduction in juvenile delinquency, better economic mobility, and improved health outcomes.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Our Community's Children (698)						
1010 - General Fund Operating						
701 - Personnel Services	0	109,562	111,980	112,640	113,360	114,068
800 - Other Services and Charges	0	90,909	92,199	73,400	74,687	75,849
970 - Capital Outlays	0	1,500	1,500	0	0	0
Total For Expenditures	0	201,971	205,679	186,040	188,047	189,917
2730 - Other Grants						
701 - Personnel Services	50,000	0	0	0	0	0
800 - Other Services and Charges	139,091	0	0	0	0	0
Total For Expenditures	189,091	0	0	0	0	0
Total For Our Community's Children	189,091	201,971	205,679	186,040	188,047	189,917

Parks and Recreation

The Parks and Recreation Department budget priorities are built around several of the City's strategic priorities including governmental excellence, engaged and connected community, health and environment, and safe community.

The department is committed to continued investment in our residents by offering inspirational experiences through the collaborative stewardship of our natural, educational, and cultural resources. We believe that by so doing, we are helping to elevate the quality of life through the services we provide.

Grand Re long into accessible

Golf Course (784)

Budget Object Rollup

5840 - Golf Course

Statement Of Operations

701 - Personnel Services	292,691	291,627	318,881	327,371	336,264	343,686
751 - Supplies	88,985	93,995	96,247	97,179	98,121	99,072
800 - Other Services and Charges	176,126	193,444	197,135	209,600	212,569	215,644
970 - Capital Outlays	9,803	31,000	42,000	10,000	0	0
995 - Other Financing	25,000	0	0	0	0	0

Total For Expenditures

592,605

610,066

654,263

644,150

646,954

658,402

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Cemetery (567)						
1510 - Cemetery Perpetual Care						
995 - Other Financing	96,727	67,992	47,128	47,128	57,789	68,451
Total For Expenditures	96,727	67,992	47,128	47,128	57,789	68,451
5020 - Cemetery Operating						
701 - Personnel Services	443,759	455,403	477,020	487,276	497,201	506,105
751 - Supplies	48,840	47,490	43,925	44,363	44,807	45,256
800 - Other Services and Charges	581,073	622,458	664,141	673,960	684,036	694,664
970 - Capital Outlays	680,000	450,000	325,000	240,000	400,000	0
995 - Other Financing	104,775	109,696	110,789	111,892	113,007	114,132
Total For Expenditures	1,858,447	1,685,047	1,620,875	1,557,491	1,739,051	1,360,157
Total For Cemetery	1,955,174	1,753,039	1,668,003	1,604,619	1,796,840	1,428,608

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Parks and Recreation (751)						
2080 - Parks & Recreation						
701 - Personnel Services	3,903,286	3,557,182	3,812,454	3,902,969	4,132,807	4,315,618
751 - Supplies	337,700	258,975	305,834	295,406	301,141	307,049
800 - Other Services and Charges	3,958,708	3,597,045	4,376,452	4,464,635	4,543,115	4,634,926
970 - Capital Outlays	67,900	91,700	81,700	59,700	63,700	253,700
995 - Other Financing	-99,999	-100,001	-100,001	-100,001	-100,001	-100,001
Total For Expenditures	8,167,595	7,404,901	8,476,439	8,622,709	8,940,762	9,411,292
2081 - Parks Millage						
701 - Personnel Services	567,961	620,713	615,298	627,198	639,527	649,775
751 - Supplies	78,800	83,675	85,682	85,689	85,696	85,704
800 - Other Services and Charges	3,772,371	4,225,279	3,554,378	3,962,749	3,981,360	3,990,172
995 - Other Financing	244,800	242,400	1,100,000	1,125,000	1,125,000	1,125,000
Total For Expenditures	4,663,932	5,172,067	5,355,358	5,800,636	5,831,583	5,850,651
4010 - Capital Improvement						
970 - Capital Outlays	676,000	900,000	0	0	0	0
Total For Expenditures	676,000	900,000	0	0	0	0
5080 - Belknap Ice Arena						
800 - Other Services and Charges	238,500	238,500	238,500	238,500	238,500	238,500

Comptroller

The Comptroller Department provides a variety of important services to vendors, other city departments, as well as the entire City government. Significant activities in the Office of the City Comptroller include:

- Processing payroll and related taxes
- Processing payments to all vendors
- Completing the Comprehensive Annual Financial Report with an unmodified opinion and the Government Finance Officers Association Certificate of Achievement Award
- Auditing City services and processes

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Comptroller (191)						
1010 - General Fund Operating						
701 - Personnel Services	1,665,894	1,789,573	1,885,318	1,937,197	1,985,579	2,016,076
751 - Supplies	45,425	33,150	33,150	33,150	33,150	33,150
800 - Other Services and Charges	957,584	910,345	938,809	964,251	994,105	1,028,185
970 - Capital Outlays	12,500	0	8,000	15,000	15,000	15,000
Total For Expenditures	2,681,403	2,733,068	2,865,277	2,949,598	3,027,834	3,092,411
Total For Comptroller	2,681,403	2,733,068	2,865,277	2,949,598	3,027,834	3,092,411

Design, Development and Community Engagement

BUILDING INSPECTIONS

The Building Inspections Division and Development Center, within the Design, Development and Community Engagement Department, facilitates the physical development of the City by providing professional, efficient, and customer-focused services that include pre-application consultations, development plan review, permitting, construction inspections, and occupancy certificates. Other key services include contractor licensing, as well as construction code enforcement inspections and case management. The Development Center, which was established 20 years ago, is the City's "one-stop" office for development-related services. It remains focused on innovation with the recent introduction of electronic plan review technology, and a shift from

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Building Inspections (703)						
2490 - Building Inspections						
701 - Personnel Services	3,451,894	3,506,701	3,788,168	3,868,428	3,940,511	3,994,568
751 - Supplies	57,700	51,705	50,700	50,700	50,700	50,700
800 - Other Services and Charges	1,431,805	1,411,420	1,473,445	1,495,873	1,520,037	1,539,585
970 - Capital Outlays	4,500	9,922	5,500	5,500	5,500	5,500
995 - Other Financing	56,740	5,000	5,000	5,000	5,000	5,000
Total For Expenditures	5,002,639	4,984,748	5,322,813	5,425,501	5,521,748	5,595,353
Total For Building Inspections	5,002,639	4,984,748	5,322,813	5,425,501	5,521,748	5,595,353

PLANNING

The Planning Division, within the Design, Development and Community Engagement Department, engages with the entire community to listen, understand, contribute expertise, and implement a shared vision for Grand Rapids. This vision is articulated in the Master Plan, focused plans including Area Specific Plans (ASPs), and other foundational documents and policies. Planning works to implement the community's vision through proactive updates to the Zoning Ordinance and City policies – most recently those related to housing and medical marijuana. Planning also provides staff support to the Board of Zoning Appeals (BZA), Planning Commission, and Historic Preservation Commission; performs staff-level project reviews; permits and ins

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Planning (701)						
1010 - General Fund Operating						
701 - Personnel Services	1,656,388	1,551,656	1,731,482	1,778,190	1,822,206	1,847,557
751 - Supplies	39,500	33,843	32,000	32,000	32,000	32,000
800 - Other Services and Charges	565,861	498,175	519,008	526,325	534,728	543,141
970 - Capital Outlays	1,200	9,307	1,200	1,200	1,200	1,200
995 - Other Financing	4,119	4,183	4,267	4,352	4,439	4,528
Total For Expenditures	2,267,068	2,097,164	2,287,957	2,342,067	2,394,573	2,428,426
Total For Planning	2,267,068	2,097,164	2,287,957	2,342,067	2,394,573	2,428,426

CODE COMPLIANCE

The Code Compliance Department seeks to protect the health, safety and general welfare of residents through enforcement of property maintenance and zoning codes intended to preserve housing stock and quality of life in neighborhoods. While enforcement actions are sometimes necessary, a new case management approach is used along with a variety of community partnerships to assist

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Code Compliance (733)						
1010 - General Fund Operating						
701 - Personnel Services	2,621,908	2,679,086	2,818,597	2,890,651	2,955,421	3,008,047
751 - Supplies	40,000	40,000	40,000	40,000	40,000	40,000
800 - Other Services and Charges	736,585	786,222	808,455	824,479	842,340	859,246
970 - Capital Outlays	2,000	7,000	2,000	2,000	2,000	2,000
995 - Other Financing	500,000	500,000	500,000	500,000	500,000	500,000
Total For Expenditures	3,900,493	4,012,308	4,169,052	4,257,130	4,339,761	4,409,293
2260 - Refuse Collection						
701 - Personnel Services	373,343	375,547	393,556	403,370	412,728	420,409
800 - Other Services and Charges	168,402	136,768	138,625	139,114	140,349	141,777
Total For Expenditures	541,745	512,315	532,181	542,484	553,077	562,186
2361 - Receivership						
800 - Other Services and Charges	15,000	5,000	5,000	5,000	5,000	5,000

61st District Court

The 61st District Court budget is used to account for the revenues and expenditures related to the operations of the local court division of the Michigan Trial Court system. The 61st District Court handles matters that occur within the city limits of Grand Rapids. It is a court of limited jurisdiction, handling civil, criminal, and traffic cases. The court has jurisdiction over civil cases up to \$25,000, small claims and landlord-tenant issues, misdemeanor criminal cases, and felony cases until preliminary examination.

It is one of five third class District Courts located in large urban communities in Michigan. Typically these courts cost

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
61st District Court (286)						
2600 - MI Indigent Defense Commission						
751 - Supplies	5,000	2,100	2,100	2,100	2,100	2,100
800 - Other Services and Charges	477,500	500,030	500,030	500,030	500,030	500,030
Total For Expenditures	482,500	502,130	502,130	502,130	502,130	502,130
7400 - 61st District Court						
701 - Personnel Services	7,607,416	7,385,641	7,959,336	8,122,432	8,281,304	8,425,340
751 - Supplies	113,596	102,269	115,637	119,107	122,680	126,360
800 - Other Services and Charges	6,697,759	6,445,994	6,693,161	6,884,563	7,049,145	7,217,634
970 - Capital Outlays	53,236	147,304	59,155	62,113	63,355	64,622
995 - Other Financing	-434,160	-422,436	-444,819	-455,646	-465,495	-475,019
Total For Expenditures	14,037,847	13,658,772	14,382,470	14,732,569	15,050,989	15,358,937
Total For 61st District Court	14,520,347	14,160,902	14,884,600	15,234,699	15,553,119	15,861,067

Economic Development Department

The Economic Development Department (EDD) provides services in three key areas: real estate development, business development, and neighborhood business districts. The department manages the Economic Development Project Team and 10 different boards, including the Brownfield Redevelopment Authority, the Economic Development Corporation (EDC), the SmartZoneSM Local Development Finance Authority, six Corridor Improvement Authorities (CIAs), and one Business Improvement District (BID). The EDD works cooperatively with other City departments and many external partners on various public-private projects. Tax incentive programs are utilized to support real estate and business development. In addition, the EDC assists in financing of projects through tax-exempt or taxable bond debt. The EDD also supports small business development through various service contracts with local service providers. Implementation of the CIAs' Tax Increment Financing (TIF) and Development Plans strengthen and provide financial support to the neighborhood business districts. The EDD is also responsible for managing the City's real estate inventory and undertakes projects related to property acquisition and disposition, including tax foreclosures.

Through implementation of the City's Strategic Plan, the EDD plays a vital role in ensuring residents, employees and businesses have pathways to financial growth and security.

**Grand Rapids MI - FMS Org
Fund Budget Object Rollup**

Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Economic Development (728)						
 1010 - General Fund Operating						
701 - Personnel Services	105,180	115,748	124,995	131,376	137,796	144,552
751 - Supplies	0	750	750	750	750	750
800 - Other Services and Charges	0	97,857	372,896	372,936	372,975	373,015
995 - Other Financing	0	1,232,500	0	0	0	0
Total For Expenditures	105,180	1,446,855	498,641	505,062	511,521	518,317
 2360 - Property Management						
701 - Personnel Services	27,168	29,488	31,829	32,352	32,616	32,880
800 - Other Services and Charges	169,247	563,771	106,103	106,664	107,235	107,743
970 - Capital Outlays	300,000	200,000	200,000	200,000	200,000	200,000
990 - Debt Service	42,899	43,125	42,184	46,255	45,087	49,068
Total For Expenditures	539,314	836,384	380,116	385,271	384,938	389,691
 2440 - Economic Development Corp						
701 - Personnel Services	134,489	139,948	149,575	155,516	161,088	162,576
751 - Supplies	2,550	2,500	2,500	2,500	2,500	2,500
800 - Other Services and Charges	500,815	345,811	148,172	150,519	152,946	155,421
Total For Expenditures	637,854	488,259	300,247	308,535	316,534	320,497
Total For Economic Development	1,282,348	2,771,498	1,179,004	1,198,868	1,212,993	1,228,505

Engineering Department

The Engineering Department is part of the Public Services Group and performs project services for Vital Streets, road maintenance and reconstruction, sidewalks, utilities, and city facilities. The department also provides support for permitting, surveying, city GIS data, and asset management. In addition to primary department functions, staff continues to provide crucial support in the on-going design, coordination, and permitting efforts associated with the Grand River Revitalization Project. Over the past 3 fiscal years, the Department has initiated an average of 125 new Capital Projects and awarded an average of \$93.5 million in projects annually. The completion of these projects furthers the objectives and strategies of the Mobility, Health and Environment, and Economic Prosperity and Affordability priorities as outlined in the City's Strategic Plan.

In conjunction with fulfilling the departmental mission of “practicing a holistic approach to project development and delivery to build an efficient and collaborative culture to assure value for our stakeholders”, the department will seek to further advance equitable outcomes and opportunities in FY2021. This will be accomplished by enhancing outreach efforts to diverse contractors and vendors, developing electronic and multilingual options for sidewalk contractor license testing, and furthering the inclusivity of our workplace. These efforts support the department's values of Customer Service, Leadership, Teamwork, Development, Sustainability, and Accountability as well as the City's broader Strategic Plan priorities of Governmental Excellence and Economic Prosperity and Affordability.

Vital Streets and Sidewalks

With the trail blazing work of the Sustainable Streets Task Force, the voter's approval of an income tax extension for 15 years for Vital Streets and Sidewalks and the sustaining work of the Vital Streets Oversight Commission, there is now a clear pathway to the goal of 70% of our City streets in good and fair condition by 2030. Action by the State towards their needed \$6 million/year investment in our City streets makes reaching of that goal significantly more likely.

The Vital Streets Capital plan continues to follow asset management principles and investment strategies and reflects a level of investment that along with other sources (State of Michigan, General Fund) puts us on track to reach the goal of 70% good and fair condition.

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Engineering Services (447)						
2020 - Major Streets						
970 - Capital Outlays	6,246,448	6,348,982	6,336,606	6,351,959	6,367,465	6,383,126
995 - Other Financing	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Total For Expenditures*	7,446,448	7,548,982	7,536,606	7,551,959	7,567,465	7,583,126
2030 - Local Streets						
970 - Capital Outlays	2,082,149	2,116,327	2,112,202	2,117,320	2,122,488	2,127,709
995 - Other Financing	400,000	400,000	400,000	400,000	400,000	400,000
Total For Expenditures*	2,482,149	2,516,327	2,512,202	2,517,320	2,522,488	2,527,709
2460 - Sidewalk Repair						
701 - Personnel Services	382,038	374,153	362,493	370,689	379,321	384,527
751 - Supplies	9,000	7,600	6,500	8,500	7,600	6,500
800 - Other Services and Charges	1,870,891	2,098,343	1,963,075	1,827,246	1,867,328	1,912,437
995 - Other Financing	64,891	64,784	64,784	64,870	64,793	64,740
Total For Expenditures*	2,326,820	2,544,880	2,396,852	2,271,305	2,319,042	2,368,204
4010 - Capital Improvement						
970 - Capital Outlays	3,110,000	2,300,000	2,327,500	2,377,500	2,200,000	3,211,500
Total For Expenditures	3,110,000	2,300,000	2,327,500	2,377,500	2,200,000	3,211,500
6220 - Engineering Services						
701 - Personnel Services	4,517,927	4,522,144	4,739,711	4,841,923	4,932,366	4,991,324
751 - Supplies	98,791	68,313	71,592	73,949	72,635	68,551
800 - Other Services and Charges	1,426,366	1,380,441	1,291,818	1,319,692	1,358,663	1,403,729
970 - Capital Outlays	0	93,000	88,000	0	0	0
995 - Other Financing	2,450	2,309	2,355	2,402	2,450	2,499
Total For Expenditures	6,045,534	6,066,207	6,193,476	6,237,966	6,366,114	6,466,103
Total For Engineering Services	21,410,951	20,976,396	20,966,636	20,956,050	20,975,109	22,156,642
*Denotes Vital Streets Program						

Water Department

Our mission is to produce and deliver excellent quality water to our customers that will protect public health, support the local economy, and contribute to the overall quality of life. We serve roughly 300,000 customers, monitor over 80,000 water accounts, and maintain more than 1,260 miles of water distribution piping. Our goal is to promote inclusivity, and equity among all customers of the Grand Rapids Water System while advocating for public health. Our strategies to reach our goal are:

- Develop public awareness tools that promote transparency, and advocate for public health through public engagement and the Water Advisory Council.
- Meet with neighborhood associations and other community groups to promote education and public awareness.
- Eliminate all lead services lines in the next 20 years.
- Create an innovative solution to avoid the shutoff of water services.
- Maintain a steady water rate by evaluating costs and implementing efficiencies within operations.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Water (536)						
5910 - Water Operations						
701 - Personnel Services	12,674,700	12,822,457	13,451,101	13,785,144	14,090,551	14,304,016
751 - Supplies	2,200,550	3,079,170	3,247,853	3,401,736	3,412,160	3,470,856
800 - Other Services and Charges	14,199,684	15,336,797	16,282,386	16,464,443	17,042,189	17,373,978
970 - Capital Outlays	1,045,638	881,825	1,199,614	1,154,778	1,158,945	1,143,117
990 - Debt Service	5,343,464	6,057,789	5,885,713	6,924,204	6,699,383	6,464,292
995 - Other Financing	15,353,783	4,903,105	6,040,527	5,245,958	6,180,397	7,294,345
Total For Expenditures	50,817,819	43,081,143	46,107,194	46,976,263	48,583,625	50,050,604
5911 - Water Replacement						
970 - Capital Outlays	16,747,000	5,900,000	7,100,000	6,325,000	7,290,000	8,425,500
Total For Expenditures	16,747,000	5,900,000	7,100,000	6,325,000	7,290,000	8,425,500
5912 - Water Improvement						
970 - Capital Outlays	0	0	4,609,000	5,550,000	0	0
Total For Expenditures	0	0	4,609,000	5,550,000	0	0
5915 - WSS Revenue Bonds 2018						
970 - Capital Outlays	19,790,000	12,555,000	25,235,000	11,454,000	5,790,000	6,740,000

Environmental Services Department

The Environmental Services Department works to improve the quality of life for our citizens. We use sustainable practices to protect the environment, and public health and welfare.

The Water Resource Recovery Facility (WRRF) treats about 18 billion gallons annually with a daily average of 40 million gallons with a peak hydraulic capacity of 90 million gallons per day. We are recognized as a Utility of the Future by leading water agencies in the country. This designates us as a clean water utility leader, pioneering innovative technologies and cutting-edge practices, with a focus on resource recovery, efficiency and sustainability.

Staff in the department are also responsible for:

- Market Avenue Retention Basin with has a storage capacity of 30 million gallons and treatment capacity of 1.1 billion gallons a day.
- Primary Effluent Retention Basin with a storage capacity of 10 million gallons.
- 54 Sanitary Sewage Lift Stations.
- 11 Stormwater Stations.
- 5 Meter Stations.
- 10 Rain Gauges.
- 1,100 miles of sanitary sewer.
- 23,347 sanitary sewer manholes.
- 383 miles of storm sewer.
- 11,355 storm sewer manholes.
- 17,800 Catch basins.
- Industrial Pretreatment Program with 85 signification industrial user permits and track activities of over 6,000 non- domestic users throughout the system in 8 outlying jurisdictions.
- Laboratory that performs around 90,000 analyses a year.
- The Grand River Revitalization project.

- Construction of a Biodigestion system to manage municipal solids and higher strength wastes. We expect the system to be up and running by the end of 2020 and includes:
 - Renewable Natural Gas (RNG) Conditioning System
 - Phosphorous Recovery System to prevent the accumulation of struvite in the digestion system.
- Stormwater management and green infrastructure implementation across the city.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Environmental Services (527) 5900 -						
Sewer Disposal Operations						
701 - Personnel Services	11,996,699	12,256,896	12,869,177	13,216,952	13,548,119	13,768,737
751 - Supplies	2,238,500	2,718,100	2,727,058	2,735,290	2,744,787	2,754,576
800 - Other Services and Charges	13,202,180	17,439,078	16,732,794	17,018,243	20,345,614	17,547,185
970 - Capital Outlays	213,569	329,000	275,000	275,000	275,000	275,000
990 - Debt Service	13,353,395	14,232,381	13,951,138	14,056,781	13,465,727	12,845,227
995 - Other Financing	10,246,570	1,508,000	5,901,000	3,976,000	3,348,500	10,387,000
Total For Expenditures	51,250,913	48,483,455	52,456,167	51,278,266	53,727,747	57,577,725
5902 - Sewer Improvement						
970 - Capital Outlays	9,683,000	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
Total For Expenditures	9,683,000	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
5908 - 2020 SDS Revenue Bonds						
970 - Capital Outlays	0	250,000	5,150,000	11,509,000	5,775,000	0

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Stormwater (533)						
1010 - General Fund Operating						
701 - Personnel Services	724,120	621,404	649,464	662,616	676,524	684,432
751 - Supplies	5,100	7,500	9,500	9,500	9,500	9,500
800 - Other Services and Charges	360,546	427,044	509,096	490,304	470,570	461,713
970 - Capital Outlays	12,750	8,250	9,680	9,865	10,056	10,253
995 - Other Financing	33,265	33,780	34,456	35,145	35,848	36,565
Total For Expenditures	1,135,781	1,097,978	1,212,196	1,207,430	1,202,498	1,202,463
2020 - Major Streets						
701 - Personnel Services	296,450	298,141	313,125	321,848	328,824	334,313
751 - Supplies	16,500	22,675	32,056	33,489	33,489	33,498
800 - Other Services and Charges	274,290	299,460	334,794	324,272	316,651	262,303
970 - Capital Outlays	0	22,000	22,000	22,000	22,000	22,000
995 - Other Financing	-10,000	-10,000	-10,000	-10,000	-10,000	-10,000
Total For Expenditures	577,240	632,276	691,975	691,609	690,964	642,114
2030 - Local Streets						
701 - Personnel Services	463,971	471,997	495,862	507,730	519,663	527,872
751 - Supplies	22,000	30,030	30,030	30,030	33,000	33,000
800 - Other Services and Charges	245,200	252,768	278,920	279,907	286,278	293,373
970 - Capital Outlays	0	15,000	15,000	15,000	15,000	15,000
995 - Other Financing	-16,000	-16,000	-16,000	-16,000	-16,000	-16,000
Total For Expenditures	715,171	753,795	803,812	816,667	837,941	853,245
4010 - Capital Improvement						
970 - Capital Outlays	977,857	1,129,429	1,281,000	1,281,000	1,281,000	1,281,000

Energy, Lighting and Communications

The Energy, Lighting and Communications Department is responsible for operating and maintaining the City's electrical utility system valued at approximately \$110,000,000.

Our energy system includes a substation, primary switchgear, and primary and secondary electrical distribution systems that deliver approximately 26,000,000 Kilowatt-hours of power on an annual basis to City owned assets. These assets include office buildings, garages, parking lots, parking ramps, parks, street lights and traffic signals.

We own and operate a street lighting system that includes over 18,000 street lights that provide industry standard lighting levels for our citizens and visitors as they move about through our City after dark.

Our communications infrastructure is better explained as a shared Pole Line and Duct System. This network of utility poles, conduits, duct banks, vaults and manholes are in our street right-of-ways and are used as the support infrastructure to deliver our utility services throughout the City. We intentionally built extra capacity into these systems to allow other utilities to lease and use these assets. This partnership is formed so other utilities can provide services like phone/data, internet, cable TV, 5G networks and fiber optics to our citizens and businesses without recurring excavation in our streets.

The Energy, Lighting and Communications Department's operations and maintenance are funded through the City's General Operating Fund and supplemented from revenue we generate through electricity delivered to other city departments as well as our Pole Line and Duct System leases.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Street Lighting (448)						
1010 - General Fund Operating						
701 - Personnel Services	1,229,062	1,357,872	1,433,830	1,475,369	1,516,204	1,539,991
751 - Supplies	506,488	507,088	524,101	541,624	559,672	578,263
800 - Other Services and Charges	3,227,793	3,222,305	3,351,210	3,404,749	3,460,496	3,518,074
970 - Capital Outlays	10,000	22,000	32,360	22,731	23,113	23,506
995 - Other Financing	-300,000	-300,000	-300,000	-300,000	-300,000	-300,000
Total For Expenditures	4,673,343	4,809,265	5,041,501	5,144,473	5,259,485	5,359,834
4014 - Capital Improvement Bonds Series 2021						
970 - Capital Outlays	0	8,150,000	4,214,400	0	0	0
Total For Expenditures	0	8,150,000	4,214,400	0	0	0
Total For Street Lighting	4,673,343	12,959,265	9,255,901	5,144,473	5,259,485	5,359,834

Parking Services/Mobile GR

As the City of Grand Rapids continues growing rapidly, parking, mobility and transportation safety are crucial elements in creating a vibrant and accessible city for the future.

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Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Parking (546)						
5140 - Parking Operating						
701 - Personnel Services	4,340,500	4,483,837	4,744,352	4,888,864	5,027,888	5,134,396
751 - Supplies	211,000	282,000	231,000	231,000	231,000	231,000
800 - Other Services and Charges	8,659,797	10,040,716	10,158,619	10,400,442	10,403,114	10,597,549
970 - Capital Outlays	23,000	25,000	25,000	25,000	25,000	25,000
990 - Debt Service	1,070,186	1,005,266	935,425	856,251	768,293	676,252
995 - Other Financing	6,540,000	2,770,000	4,040,000	1,840,000	2,840,000	1,840,000
Total For Expenditures	20,844,483	18,606,819	20,134,396	18,241,557	19,295,295	18,504,197
5141 - Parking Capital Projects						
970 - Capital Outlays	6,550,000	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
Total For Expenditures	6,550,000	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
Total For Parking	27,394,483	21,436,819	24,234,396	20,141,557	22,195,295	20,404,197

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations

27
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Executive Office

The Executive Office is responsible for leading the day-to-day operations of the organization and for implementing policy directives of the City Commission. Led by the City Manager, the Office provides leadership and guidance on organizational culture, values, strategy and accountability across all operational departments. This includes development and implementation of the Strategic Plan that is

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
City Commission (101)						
1010 - General Fund Operating						
701 - Personnel Services	515,645	499,516	520,168	539,024	558,302	572,868
751 - Supplies	300	6,000	6,000	6,000	6,000	6,000
800 - Other Services and Charges	35,825	40,141	40,432	40,730	41,036	41,453
970 - Capital Outlays	0	7,500	5,000	2,500	2,500	5,000
Total For Expenditures	551,770	553,157	571,600	588,254	607,838	625,321
Total For City Commission	551,770	553,157	571,600	588,254	607,838	625,321

**Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Executive Office (172)						
1010 - General Fund Operating						
701 - Personnel Services	1,576,426	1,675,627	1,755,117	1,792,551	1,818,495	1,832,608
751 - Supplies	14,413	12,454	17,202	16,455	15,712	15,976
800 - Other Services and Charges	787,685	863,545	928,246	938,955	951,621	964,398
970 - Capital Outlays	13,000	19,640	24,280	11,680	17,430	16,780
Total For Expenditures	2,391,524	2,571,266	2,724,845	2,759,641	2,803,258	2,829,762
4011 - Capital Reserve						
800 - Other Services and Charges	232,926	217,132	217,832	218,236	218,422	218,819
990 - Debt Service	3,129,719	2,135,156	3,210,040	3,461,219	3,925,838	3,937,284
995 - Other Financing	11,627,623	10,768,115	9,372,707	9,554,963	9,113,358	9,382,730
Total For Expenditures	14,990,268	13,120,403	12,800,579	13,234,418	13,257,618	13,538,833
Total For Executive Office	17,381,792	15,691,669	15,525,424	15,994,059	16,060,876	16,368,595

Facilities Management

Facilities Management oversees daily operations for various types of municipal facilities throughout the City of Grand Rapids. Facilities Management is committed to providing clean, safe, accessible and sustainable work spaces for City employees, as well as City tenants, community members, citizens, visitors, and guests. Facilities Management offers the highest level of building related services in effort to increase user department's operational effectiveness while simultaneously controlling utilization costs through comprehensive asset management planning and responsible implementation of energy efficient practices.

Facilities Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back and rate setting model. Anticipated operating and maintenance expenses are budgeted and provided to user departments annually. Facilities Management's Operating Fund achieves total cost recovery while maintaining a 25% reserve.

The Facilities Management Capital Fund accounts for the maintenance of public-owned facilities through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses long-term sustainability, capital improvements and replacements, implementation of green facilities initiatives, and continuous improvement objectives. The AMP includes a 5, 10, and 25 year planned replacement program and adheres to industry best practices to provide well maintained and energy efficient facilities. Facility types include: Municipal Office Spaces, City Archives, Fleet Maintenance/Repair Shop, Car Wash, Public Works Garages, Forestry/Parks Garage, Storage Facilities, Vehicle Impound Lot, Police Department, Police Motor Pool, Police Pistol Range, Fire Stations, Court House, and Public Museums. Revenue is generated from department charges for services and assigned as capital reserve for major repairs and improvements on each building in accordance to the receipt of the funds. Facilities Management's Capital Fund maintains a 25% reserve. All funds are 100% assigned to Facilities working capital projects.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Facilities Management (265)						
4010 - Capital Improvement						
970 - Capital Outlays	4,491,101	3,063,571	4,660,998	5,338,972	13,091,686	9,665,009
Total For Expenditures	4,491,101	3,063,571	4,660,998	5,338,972	13,091,686	9,665,009
6310 - Facilities Mgmt-Operating						
701 - Personnel Services	1,692,711	1,698,182	1,800,985	1,856,756	1,911,348	1,934,024
751 - Supplies	206,571	205,699	215,124	224,999	235,344	246,186
800 - Other Services and Charges	3,259,389	3,301,635	3,371,265	3,468,109	3,568,861	3,673,706
970 - Capital Outlays	42,000	59,500	51,000	52,000	53,000	54,000
995 - Other Financing	-54,094	-54,172	-55,980	-57,530	-59,103	-60,161
Total For Expenditures	5,146,577	5,210,844	5,382,394	5,544,334	5,709,450	5,847,755
6311 - Facilities Management-Capital						
970 - Capital Outlays	1,444,803	1,763,225	1,382,167	1,934,702	835,647	1,978,841
Total For Expenditures	1,444,803	1,763,225	1,382,167	1,934,702	835,647	1,978,841
Total For Facilities Management	11,082,481	10,037,640	11,425,559	12,818,008	19,636,783	17,491,605

Fleet Management

Fleet Management is responsible for over 1,400 pieces of equipment with a replacement value of approximately \$50 million. Our Parts Room stocks approximately 76,000 pieces of inventory which is valued at over \$800,000. Fleet Management provides user departments the highest level of fleet related services in effort to increase the City's overall operational effectiveness. Through responsible procurement practices, efficient maintenance and repair services, and exceptional replacement planning, Fleet Management can provide user departments with safe, reliable, state-of-the-art, customized equipment to meet the City's diverse operating needs.

Fleet Management is dedicated to implementing continuous improvements, industry best practices, City-wide initiatives and policies, financial responsibility, and environmental stewardship into daily operations.

Fleet Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back model for both pooled and non-pooled equipment. Operating, maintenance, and general administration expenses are analyzed, and rates are established on an annual basis. Fleet Management's operating fund achieves total cost recovery while maintaining a 25% reserve.

The Fleet Management Capital Fund accounts for the replacement of equipment through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses environmental responsibility, capitalization on useable life, maximization on returns, implementation of green fleet initiatives, and continuous improvement objectives. In effort to provide operating departments' safe, reliable, and cost-effective equipment, Fleet Management regularly engages in educational discussions with users regarding right-sizing, alternative fueling equipment (such as CNG, hybrid, electric vehicles, etc.), the importance of preventative maintenance, and overall standardization of the City's Fleet. The AMP includes a replacement guideline along with a 5 and 15 year planned replacement forecast – both of which adhere to industry standards accepted by the National Association of Fleet Administration (NAFA) and the American Public Works Association (APWA).

Fleet Equipment types include: Light Equipment – such as sedans, vans, SUV's, patrol vehicles, motorcycles, pick-ups, small utility and small dump trucks, and other miscellaneous small engine equipment. Heavy Equipment – such as refuse trucks, large utility and

Vehicle Storage

In conjunction with the City of Grand Rapids Police Department and Purchasing Department, the Vehicle Storage Fund is responsible for recovering costs associated with operating and managing the City's Impound Lot. Approximately 3,000 vehicles are impounded on a yearly basis of which approximately 25% are deemed abandoned and are eventually sold at a public auction, per the City and State's Abandoned Vehicle Code. The Vehicle Storage Fund operates as a Special Revenue Fund. Revenue is generated by both the Impound and Storage fees, as set in the City's Omnibus Fee Schedule, as well as through the sale of abandoned vehicles at public auction. The fee structure ensures total cost recovery in addition to maintaining a reserved 25% fund balance. Revenue is used to cover operating and maintenance expenses as well as other administrative costs such as Police and Impound Lot management's staff time. Planned capital improvements to the lot, and existing infrastructure, are included in the fee structure and annual budget.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Fleet Management (542)						
2320 - Vehicle Storage Facility						
701 - Personnel Services	174,940	180,353	193,025	196,408	199,151	201,304
751 - Supplies	2,000	2,000	2,000	2,000	2,000	2,000
800 - Other Services and Charges	447,536	483,566	504,457	523,992	543,638	563,430
970 - Capital Outlays	50,000	35,000	17,500	17,500	17,500	17,500
995 - Other Financing	153,140	126,145	128,048	129,951	131,914	133,877
Total For Expenditures	827,616	827,064	845,030	869,851	894,203	918,111
6610 - Motor Equipment-Operating						
701 - Personnel Services	3,435,285	3,415,839	3,593,413	3,692,478	3,792,219	3,864,352
751 - Supplies	2,951,000	2,921,000	2,951,020	2,951,040	2,951,061	2,901,082
800 - Other Services and Charges	1,199,406	1,341,977	1,440,847	1,523,958	1,608,641	1,692,324
970 - Capital Outlays	160,000	167,029	164,210	190,036	215,613	241,601
990 - Debt Service	2,892	547	390	234	78	0
995 - Other Financing	-83,477	-79,037	-82,162	-84,163	-86,172	-86,803
Total For Expenditures	7,665,106	7,767,355	8,067,718	8,273,583	8,481,440	8,612,556
6611 - Motor Equipment-Capital						
970 - Capital Outlays	7,320,920	5,838,711	5,265,635	5,665,318	6,518,730	6,308,161

Fire Department

The Grand Rapids Fire Department FY2021 Budget is designed to assure our internal strategic plan aligns with the City's strategic objectives to build a safe community while demonstrating governmental excellence. This budget will address sustainability through the replacement of our aging facilities, provide superior customer service by ensuring the fleet is adequate for emergency responses, and support equity by funding our diverse recruitment efforts. We will focus on innovation and training for our Water Rescue and Dive Rescue teams, preparing for our redeveloped river environment. This budget will continue to promote accountability to our mission of valuing people by saving lives, protecting property, and responding to the needs of the community.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Fire (336)						
1010 - General Fund Operating						
701 - Personnel Services	27,382,577	27,182,278	28,578,415	29,375,310	29,957,764	30,485,438
751 - Supplies	306,243	247,360	259,478	264,596	270,078	274,248
800 - Other Services and Charges	3,713,169	4,195,645	4,450,142	4,614,293	4,789,053	4,971,892
970 - Capital Outlays	873,917	846,854	870,948	794,412	733,157	738,200
990 - Debt Service	55,858	0	0	0	0	0
995 - Other Financing	86,241	86,338	86,465	86,594	86,726	86,861
Total For Expenditures	32,418,005	32,558,475	34,245,448	35,135,205	35,836,778	36,556,639
4010 - Capital Improvement						
970 - Capital Outlays	266,863	325,000	500,000	8,015,250	0	0
Total For Expenditures	266,863	325,000	500,000	8,015,250	0	0
Total For Fire	32,684,868	32,883,475	34,745,448	43,150,455	35,836,778	36,556,639

Assessor

The core responsibility of the City Assessor's Office is to administer those provisions of the Michigan General Property Tax Act which are to be carried out at the local level in accordance with the scope and manner set forth by the Michigan State Tax Commission. Additional responsibilities include administration of special assessment rolls as prescribed in Chapters 10 and 23 of the City Code.

Goals of the City Assessor's Office

- Annually value all assessable real and personal property located within the City of Grand Rapids resulting in fair and equitable assessments at the lawful level of assessment.
- Consistent interpretation and application of property tax exemption statutes.
- Prepare credible valuation disclosures in defense of all valuation appeals filed in the Michigan Tax Tribunal.
- Efficient and timely processing of all principal residence exemption affidavits, deeds, property transfer affidavits, exemption applications, personal property statements, and customer service inquiries.
- Timely completion of all assessment rolls, tax warrants, special assessment rolls, internal reports, external reports, and annual department budget.
- Provide excellent customer service and treat all customers with dignity and respect.

Core Service

The core service performed by the City Assessor's Office is the preparation and maintenance of the City's various assessment rolls.

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Assessor (257)						
1010 - General Fund Operating						
701 - Personnel Services	1,792,054	1,765,635	1,856,449	1,895,493	1,932,274	1,957,096
751 - Supplies	23,769	21,220	21,745	22,270	22,795	23,320
800 - Other Services and Charges	502,816	537,684	552,337	545,006	565,455	559,798
970 - Capital Outlays	10,400	12,350	11,400	11,400	12,350	11,400
Total For Expenditures	2,329,039	2,336,889	2,441,931	2,474,169	2,532,874	2,551,614
Total For Assessor	2,329,039	2,336,889	2,441,931	2,474,169	2,532,874	2,551,614

Fiscal Administration/Budget Office

The Fiscal Services Administration/Budget Office is responsible for overall financial support and management across the organization. Staff provide expert advice, analytical services and oversight. The office is also tasked with assembling the annual five-year

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Fiscal Services (212)						
1010 - General Fund Operating						
701 - Personnel Services	853,562	1,010,216	1,014,600	1,037,940	1,063,092	1,071,816
751 - Supplies	15,500	7,300	7,300	7,300	7,300	7,300
800 - Other Services and Charges	663,441	649,643	667,273	681,390	698,443	718,080
970 - Capital Outlays	2,000	0	0	0	20,000	0
Total For Expenditures	1,534,503	1,667,159	1,689,173	1,726,630	1,788,835	1,797,196
Total For Fiscal Services	1,534,503	1,667,159	1,689,173	1,726,630	1,788,835	1,797,196

General Administration

The General Administration Department budget is prepared annually by the Budget Office and contains specifics of General Operating Fund revenues and expenditures that benefit the overall organization. This includes details of subsidies transferred from the General Operating Fund to support other City operations such as Dispatch, 61st District Court, and Parks. The lapse is entered into Department 907.

Grand Rapids MI - FMS - Org Fund						
Organization	Budget Object 2020	Revised 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Statement Of Operations						
General Administration (261) 1010						
- General Fund Operating 701 -						
Personnel Services	2,200	2,200	2,200	2,200	2,200	2,200
751 - Supplies	10,000	10,000	10,000	10,000	10,000	10,000
800 - Other Services and Charges	2,907,850	2,201,078	2,236,834	2,252,799	2,144,049	2,160,512
990 - Debt Service	4,400	0	0	0	0	0
995 - Other Financing	23,654,830	20,469,923	20,985,498	21,758,193	22,399,522	23,242,449

Total For Expenditures	26,579,280	22,683,201	23,234,532	24,023,192	24,555,771	25,415,161
Total For General Administration	26,579,280	22,683,201	23,234,532	24,023,192	24,555,771	25,415,161

Grand Rapids MI - FMS Org Fund Budget Object Rollup
Statement Of Operations

Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Long Term Debt (907)	APPROPRIATION LAPSE					
1010 - General Fund Operating						
995 - Other Financing	-4,000,000	-4,917,134	-4,700,000	-4,800,000	-4,900,000	-5,000,000
Total For Expenditures	-4,000,000	-4,917,134	-4,700,000	-4,800,000	-4,900,000	-5,000,000
Total For Long Term Debt	-4,000,000	-4,917,134	-4,700,000	-4,800,000	-4,900,000	-5,000,000

Income Tax

The Income Tax Department is responsible for collecting and administering the income tax collections for the City. The City's base income tax rate is .65% for non-residents and 1.3% for residents. Currently there is also a .20% 15-year temporary increase in the income tax rate that is allocated for Vital Streets work

Income Tax has implemented extended Saturday hours to help the community during March and April and are continually looking for ways to break down communication barriers. Simplification and taxpayer satisfaction is still a priority for the Income Tax Department.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2020	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Income Tax (255)						
1010 - General Fund Operating						
701 - Personnel Services	1,800,274	1,826,219	1,933,301	1,988,355	2,036,709	2,073,113
751 - Supplies	38,150	40,150	42,150	44,150	46,150	48,150
800 - Other Services and Charges	772,526	822,026	728,509	722,251	706,800	716,133
970 - Capital Outlays	15,000	112,000	15,000	15,000	15,000	15,000
Total For Expenditures	2,625,950	2,800,395	2,718,960	2,769,756	2,804,659	2,852,396
2300 - Transformation Fund						
995 - Other Financing	0	232,500	0	0	0	0
Total For Expenditures	0	232,500	0	0	0	0
Total For Income Tax	2,625,950	3,032,895	2,718,960	2,769,756	2,804,659	2,852,396

VITAL STREETS
FY2021 – FY2025 Capital Plan

FY2021												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	25	6.060	\$2,027,859	31	13.061	\$5,122,893	16	8.456	\$2,109,078	72	27.577	\$9,259,830
Rehabilitation	4	1.143	\$493,821	8	2.245	\$1,114,949	4	1.586	\$856,488	16	4.974	\$2,465,258
Reconstruction	1	0.2475	\$335,683	0	0	\$0	1	0.377	\$15,000	2	0.625	\$350,683
LOCAL TOTAL	30	7.451	\$2,857,363	39	15.306	\$6,237,841	21	10.419	\$2,980,566	90	33.175	\$12,075,770
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	1	0.333	\$0	0	0	\$0	1	0.333	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	2	0.676	\$667,995	0	0	\$0	0	0	\$0	2	0.676	\$667,995
MAJOR NON-FAU TOTAL	2	0.676	\$667,995	1	0.333	\$0	0	0	\$0	3	1.009	\$667,995
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	2	0.681	\$214,066	0	0	\$0	1	1.94	\$391,253	3	2.621	\$605,319
Rehabilitation	0	0	\$41,667	0	0.000	\$41,667	1	0.26	\$181,660	1	0.260	\$264,994
Reconstruction	3	1.527	\$939,072	1	0.459	\$524,444	3	1.057	\$1,836,334	7.0	3.043	\$3,299,849
FAU TOTAL	5	2.208	\$1,194,805	1	0.459	\$566,110	5	3.257	\$2,409,246	11.0	5.924	\$4,170,161
TOTAL LOCAL, MAJOR NON-FAU and FAU	37	10.335	\$4,720,163	41	16.098	\$6,803,951	26	13.676	\$5,389,812	104	40.108	\$16,913,926
			\$42,360,317			\$41,730,929			\$43,753,046			

VITAL STREETS
FY2021 – FY2025 Capital Plan

FY2022												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	30	5.995	\$2,397,420	49	10.414	\$5,218,094	6	8.027	\$1,571,028	85	24.436	\$9,186,542
Rehabilitation	2	0.883	\$461,943	1	0.499	\$374,481	4	3.056	\$1,308,197	7	4.438	\$2,144,621
Reconstruction	3	0.389	\$335,683	1	0.243	\$500,000	0	0	\$0	4	0.632	\$835,683
LOCAL TOTAL	35	7.267	\$3,195,047	51	11.156	\$6,092,575	10	11.083	\$2,879,225	96	29.506	\$12,166,847
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.215	\$458,832	0	0	\$0	0	0	\$0	1	0.215	\$458,832
Rehabilitation	1	0.246	\$0	0	0	\$0	1	0.269	\$100,158	2	0.515	\$100,158
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
MAJOR NON-FAU TOTAL	2	0.461	\$458,832	0	0	\$0	1	0.269	\$100,158	3	0.73	\$558,990
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.072	\$110,880	1	0.108	\$174,240	0	0.000	\$0	2	0.180	\$285,120
Rehabilitation	5	2.66149	\$2,275,807	0	0	\$41,667	4	1.654	\$1,688,168	9	4.316	\$4,005,641
Reconstruction	0	0	\$0	1	0.5	\$376,843	0	0	\$0	1	0.500	\$376,843
FAU TOTAL	6	2.73349	\$2,386,687	2	0.608	\$592,749	4	1.654	\$1,688,168	12	4.996	\$4,667,604
TOTAL LOCAL, MAJOR NON-FAU and FAU	43	10.461	\$6,040,566	53	11.764	\$6,685,324	15	13.007	\$4,667,551	111	35.232	\$17,393,440
			\$48,400,883			\$48,807,506			\$48,029,344			

VITAL STREETS
FY2021 – FY2025 Capital Plan

FY2023												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	15	5.007	\$1,524,157	10	2.898	\$878,043	24	13.625	\$3,139,175	49	21.531	\$5,541,375
Rehabilitation	12	4.443	\$2,727,026	4	0.813	\$428,474	16	5.518	\$2,138,962	32	10.774	\$5,294,463
Reconstruction	0	0.000	\$0	1	0.501	\$236,838	0	0	\$0	1	0.501	\$236,838
LOCAL TOTAL	27	9.450	\$4,251,183	15	4.212	\$1,543,356	40	19.143	\$5,278,137	82	32.806	\$11,072,676
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	1	0.369	\$0	1	0.369	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	1	0.177	\$0	0	0	\$0	1	0.502	\$437,696	2	0.679	\$437,696
MAJOR NON-FAU TOTAL	1	0.177	\$0	0	0	\$0	2	0.871	\$437,696	3	1.048	\$437,696
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	2	1.015	\$1,259,273	2	1.997	\$2,304,884	0	0.000	\$0	4	3.012	\$3,564,157
Rehabilitation	2	0.919	\$489,939	1	0.543	\$625,524	0	0.000	\$41,667	3	1.462	\$1,157,129
Reconstruction	0	0	\$0	3	0.964	\$1,274,873	2	0.244	\$347,089	5	1.208	\$1,621,962
FAU TOTAL	4	1.934	\$1,749,212	6	3.504	\$4,205,281	2	0.244	\$388,755	12	5.682	\$6,343,248
TOTAL LOCAL, MAJOR NON-FAU and FAU	32	11.561	\$6,000,395	21	7.716	\$5,748,637	44	20.258	\$6,104,588	97	39.536	\$17,853,620
			\$54,401,278			\$54,164,890			\$54,525,185			

VITAL STREETS
FY2021 – FY2025 Capital Plan

FY2024												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	31	6.882	\$2,506,837	14	6.208	\$3,446,367	31	14.478	\$3,164,641	76	27.569	\$9,117,845
Rehabilitation	5	1.684	\$918,659	4	1.344	\$601,721	4	2.745	\$1,651,509	13	5.773	\$3,171,889
Reconstruction	4	0.495	\$661,777	0	0	\$0	0	0	\$0	4	0.495	\$661,777
LOCAL TOTAL	40	9.061	\$4,087,273	18	7.552	\$4,048,088	35	17.223	\$4,816,150	93	33.837	\$12,951,511
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	1	0.498	\$0	0	0	\$0	1	0.498	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	1	0.177	\$411,207	0	0	\$0	0	0	\$0	1	0.177	\$411,207
MAJOR NON-FAU TOTAL	1	0.177	\$411,207	1	0.498	\$0	0	0	\$0	2	0.675	\$411,207
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0.5	0.249	\$394,416	2.5	0.549	\$869,616	1	0.498	\$394,416	4	1.296	\$1,658,448
Rehabilitation	1	0.5	\$41,667	0	0	\$41,667	0	0	\$41,667	1	0.500	\$125,000
Reconstruction	3	0.993	\$1,689,896	4	0.894	\$1,348,361	1	0.049	\$98,529	8	1.937	\$3,136,787
FAU TOTAL	4.5	1.742	\$2,125,979	6.5	1.443	\$2,259,644	2	0.547	\$534,612	13	3.733	\$4,920,235
TOTAL LOCAL, MAJOR NON-FAU and FAU	45.5	10.980	\$6,624,459	25.5	9.494	\$6,307,732	37	17.770	\$5,350,762	108	38.244	\$18,282,953
			\$61,025,737			\$60,472,622			\$59,875,947			

VITAL STREETS

FY2021 – FY2025 Capital Plan

FY2025												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	12	3.370	\$1,959,084	27	8.331	\$4,193,330	22	14.815	\$3,211,869	61	26.516	\$9,364,283
Rehabilitation	2	0.750	\$644,304	3	0.748	\$705,110	3	1.427	\$794,452	8	2.925	\$2,143,866
Reconstruction	1	0.443	\$1,100,000	0	0	\$0	0	0	\$0	1	0.443	\$1,100,000
LOCAL TOTAL	15	4.563	\$3,703,388	30	9.080	\$4,898,440	25	16.242	\$4,006,321	70	29.885	\$12,608,149
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
MAJOR NON-FAU TOTAL	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	2	1.07	\$562,871	1	0.184	\$291,456	2	1.390	\$2,201,760	5	2.644	\$3,056,087
Rehabilitation	4	1.614	\$1,217,431	1	0.867	\$564,995	2	0.775	\$518,447	7	3.256	\$2,300,872
Reconstruction	1	0.265	\$175,000	1	0.598	\$360,519	1	0.053	\$116,284	3	0.915	\$651,802
FAU TOTAL	7	2.949	\$1,955,301	3	1.649	\$1,216,969	5	2.218	\$2,836,490	15	6.815	\$6,008,761
TOTAL LOCAL, MAJOR NON-FAU and FAU	22	7.512	\$5,658,689	33	10.728	\$6,115,410	30	18.460	\$6,842,811	85	36.700	\$18,616,910
			\$66,684,426			\$66,588,032			\$66,718,758			

VITAL STREETS

FY2021 – FY2025 Capital Plan

ALL YEARS ¹												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	463.0	83.423	\$18,703,055	418.0	84.626	\$23,637,293	463.0	134.518	\$28,619,475	964.4	302.568	\$70,959,823
Rehabilitation	25.0	8.903	\$5,245,754	37.0	9.841	\$5,737,247	48.0	20.012	\$10,923,589	110	38.756	\$21,906,589
Reconstruction	25.0	5.919	\$4,930,258	13.0	4.607	\$3,421,716	5.0	2.203	\$2,827,895	43	12.729	\$11,179,869
LOCAL TOTAL	513.0	98.245	\$28,879,067	468.0	99.075	\$32,796,256	516.0	156.733	\$42,370,958	1117.4	354.053	\$104,046,281
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	75.0	12.000	\$1,823,899	38.0	8.784	\$672,347	67.0	19.419	\$2,028,245	180	40.202	\$4,524,490
Rehabilitation	17.5	8.178	\$4,633,758	10.0	3.817	\$2,417,028	10.5	2.062	\$1,194,543	38	14.057	\$8,245,329
Reconstruction	13.0	3.081	\$5,116,539	6.0	0.769	\$1,077,835	3.0	1.149	\$1,698,960	22	4.998	\$7,893,334
MAJOR NON-FAU TOTAL	105.5	23.258	\$11,574,196	54	13.37	\$4,167,209	80.5	22.629	\$4,921,748	240	59.257	\$20,663,154
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	127.5	47.264	\$5,916,045	136.5	61.627	\$10,534,961	56.0	37.375	\$6,177,443	320	146.266	\$22,628,449
Rehabilitation	33.5	17.644	\$13,482,428	22.0	9.629	\$7,347,672	24.5	13.656	\$9,070,733	80	40.930	\$29,900,833
Reconstruction	18.0	5.069	\$6,832,689	29.0	8.307	\$11,741,934	11.0	2.902	\$4,177,876	58.0	16.278	\$22,752,499
FAU TOTAL	179	69.977	\$26,231,163	187.5	79.563	\$29,624,566	91.5	53.933	\$19,426,052	458.0	203.474	\$75,281,781
TOTAL LOCAL, MAJOR NON-FAU and FAU	797.5	191.481	\$66,684,426	709.5	192.008	\$66,588,032	688.0	233.296	\$66,718,758	1815.4	616.784	\$199,991,216

¹ ALL YEARS includes ADVANCE, FY2016 - FY2020 and FY2021 - FY2025

FAU Street Work FY2021

Estimated Cost = \$ 4,185,156 Centerline Miles = 5.977

Rotomill/Resurface 1-1/2"
Estimated Cost = \$ 605,319
Centerline Miles = 2.621

- Franklin Street – Division Avenue to East City Limit (1.94) \$391,253
- Madison Avenue - Alger Street to Burton Street (0.499) \$100,449
- Stocking Avenue – Bridge Street to 2nd Street (0.182) \$113,617

Rotomill/Resurface 3"
Estimated Cost = \$ 139,994
Centerline Miles = 0.260

- Hall Street – Sylvan Avenue to East City Limit (0.260) \$139,994

Reconstruction Estimated Cost
= \$3,439,843
Centerline Miles = 3.096

- Eastern Avenue - Burton Street to Ardmore Street (0.062) \$392,832
- Fulton Street – Benjamin Avenue to Wallinwood Avenue (0.459) \$536,556
- Godfrey Avenue – Liberty Street to CSX RR (1.007) \$410,000
- Hall Street – Colorado Avenue to East of Sylvan Avenue (0.196) \$521,727
- Lake Eastbrook Boulevard – East Beltline to 28th Street (0.799) \$898,824
- Valley Avenue – 4th Street to Walker Avenue (0.520) \$539,910

Major Non-FAU Street Work FY2021

Estimated Cost = \$ 667,995 Centerline Miles = 1.009

**Rotomill/Resurface 1-1/2" Estimated Cost
= \$0 Centerline Miles = 0.333**

- Woodward Lane – Sunnybrook Street to Fulton Street and Sunnybrook Street – Woodward Avenue to Fulton Street (0.333) \$0

**Reconstruction
Estimated Cost = \$667,995 Centerline Miles = 0.676**

- Tremont Boulevard - Covell Avenue to Mount Mercy Drive (0.676) \$667,995

Local Street Work FY2021

Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Estimated Cost = \$ 9,259,830 Retomill/Resurface 1 1/2" Centerline Miles = 27.579

- 3rd Street - Pine Avenue to Fremont Avenue (0.145) \$56,065
- Acacia Drive - Richmond Street to Acacia Drive (0.614) \$352,102
- Alewa Drive - Lake Michigan Drive to Olivia Street (0.193) \$52,512
- Atlantic Street – Valley Avenue to Van Buren Avenue (0.053) \$19,745
- Auburn Avenue – Sweet Street to North End (0.217) \$120,575
- Baker Park Drive – 32nd Street to Dawes Avenue (0.251) \$149,503
- Bates Street - Union Avenue to Eastern Avenue (0.247) \$127,974
- Benjamin Avenue – Bradford Street to Cedar Street (0.220) \$131,038
- Birch Drive - Newberg Avenue to Winona Avenue (0.063) \$18,044
- Capen Street - Eastern Avenue to Houseman Avenue (0.127) \$75,517
- Cass Avenue – Delaware Street to Franklin Street (0.188) \$83,460
- Chatham Street - Straight Avenue to Lexington Avenue (0.186) \$79,909
- Chester Street - Diamond Avenue to Carroll Avenue (0.083) \$35,229
- Corrine Street - Buchanan Avenue to Division Avenue (0.250) \$75,183
- Country Club Drive – Sweet Street to Westlane Drive and Westlane Drive – Washtenaw Drive to Country Club Drive (0.382) \$211,278
- Crescent Street – Grand Avenue to Fuller Avenue (0.625) \$358,974
- Dale Street – Monroe Avenue to Plainfield Avenue (0.459) \$350,000

Local Street Work FY2021

Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Estimated Cost = \$ 9,259,850 ~~Retomill/Resurface 1 1/2"~~ (continued) Centerline Miles = 27.579

- Dawes Avenue – 32nd Street to Baker Park Drive (0.240) \$133,825
- Eastern Avenue - Coldbrook Street to Leonard Street (0.185) \$145,610
- Eastern Avenue – Fountain Street to Crescent Street (0.280) \$178,689
- Edison Avenue – Haines Street to East End (0.072) \$40,181
- Elizabeth Avenue - Richmond Street to Broadway Avenue (0.232) \$106,836
- Emerald Avenue – Dorroll Street to Aberdeen Street (0.064) \$39,484
- Evelyn Street – Plainfield Avenue to Eastern Avenue (0.133) \$82,053
- Evelyn Street – West End to Diamond Avenue (0.119) \$65,818
- Evernia Avenue - Rosemary Street to Kenosha Drive (0.094) \$34,999
- Flat Street - Grand Avenue to Diamond Avenue (0.373) \$280,000
- Gateway Place - Luray Avenue to Covell Avenue (0.069) \$25,691
- Gilda Place - Crescent Street to N. End (0.061) \$17,185
- Gratiot Street - Parkhurst Avenue to Mound Avenue (0.124) \$35,515
- Hake Street – Eastern Avenue to Diamond Avenue (0.250) \$159,544
- Hamilton Avenue - Leonard Street to Crosby Street and Richmond Street to Broadway Avenue (0.329) \$136,632
- Hamstead Drive - Shawmut Boulevard to Covell Avenue (0.090) \$38,665
- Hazen Street – Kalamazoo Avenue to Oakfield Avenue (0.125) \$69,135
- Helen Street – Diamond Avenue to Caroline Place (0.106) \$36,431
- Helena Street – Plainfield Avenue to Eastern Avenue (0.166) \$91,815

Local Street Work FY2021

Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Estimated Cost = \$ 9,259,850 Retomill/Resurface 1 1/2" (continued) Centerline Miles = 27.579

- Holland Avenue – Fulton Street to Fountain Street (0.156) \$99,555
- Houseman Avenue - Michigan Street to Hake Street (0.159) \$101,469
- Houseman Avenue - Spencer Street to Sweet Street (0.219) \$121,125
- Houseman Avenue - Washtenaw Street to Eleanor Street (0.511) \$282,626
- Jennette Avenue – 7th Street to 9th Street and 11th Street to 12th Street (0.370) \$142,962
- John Ball Park Drive - Butterworth Avenue to Park Avenue (0.152) \$60,948
- Kenning Road - Shawmut Boulevard to Covell Avenue (0.114) \$44,078
- Kentwood Street – Country Club Drive to Fuller Avenue (0.333) \$184,177
- Lenora Avenue - 4th Street to 6th Street (0.063) \$24,359
- Lotus Avenue – Burton Street to Griggs Street (0.251) \$144,163
- Louise Street – Kalamazoo Avenue to Oakfield Avenue (0.126) \$69,688
- Luray Avenue - Sibley Street to Cayuga Street (0.124) \$46,169
- Mason Street – Fuller Avenue to Ball Avenue (0.496) \$274,330
- Maybelle Street - Houseman Avenue to Fuller Avenue (0.332) \$183,624
- Mayhew Wood Drive – Eastern Avenue to Blaine Avenue (0.247) \$139,616
- Meerse Street - Division Avenue to East End (0.173) \$64,414
- Merritt Street – Marshall Avenue to Blaine Avenue (0.124) \$79,133
- Mulford Drive – Marshall Avenue to Aleda Avenue (0.052) \$25,441

Local Street Work FY2021

Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Estimated Cost = \$ 9,259,850 ~~Retomill/Resurface 1 1/2"~~ (continued) Centerline Miles = 27.579

- North Avenue - Shirley Street to Walnut Street (0.061) \$21,839
- Northbend Drive – Aberdeen Street to Holmdene Avenue and Holmdene Avenue – Aberdeen Street to Northbend Drive (0.398) \$228,594
- Norwich Avenue - Oxford Street to Hayden Street (0.124) \$49,721
- Oakfield Avenue – Linwood Street to Hazen Street (0.117) \$67,200
- Parkhurst Avenue - Leonard Street to Walker Avenue (0.480) \$192,468
- Race Street – Diamond Avenue to Fuller Avenue (0.250) \$169,452
- Rosewood Avenue - CSXRR to Burton Street (0.493) \$135,000
- Shenandoah Drive - Skyline Drive to Monticello Drive (0.165) \$63,798
- Short Street - Diamond Avenue to Fuller Avenue (0.249) \$158,905
- Sigsbee Street – Fuller Avenue to Benjamin Avenue (0.126) \$75,876
- Sylvan Street – South End to Ridgeview Street (0.152) \$84,069
- Virginia Street – Eureka Avenue to Diamond Avenue (0.124) \$79,133
- W. Blaine Avenue – South Ottillia Street to North Ottillia Street (0.047) \$24,995
- Walnut Street – North Avenue to Union Avenue (0.251) \$138,824
- Webster Street - Muskegon Avenue to Quarry Avenue (0.161) \$66,863
- Temporary Paving – Various Locations (12.964) \$1,600,000

Local Street Work FY2021

Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Rotomill/Resurface 3" Estimated Cost = \$ 2,465,258 Centerline Miles

- Boltwood Drive - Monroe Avenue to Oakwood Avenue (0.331) \$175,875
- Bradford Street – Plymouth Avenue to Perkins Avenue (0.250) \$132,836
- Carlton Avenue – Beechwood Street to 3 Mile Road (0.366) \$170,025
- Clancy Avenue - Trowbridge Street to GRE Railroad (0.396) \$172,970
- Cordelia Street - Grandville Avenue to Century Avenue (0.267) \$84,803
- Davis Avenue - 7th Street to 11th Street (0.247) \$131,242
- Dunham Street - Eastern Avenue to Fuller Avenue (0.496) \$322,599
- Eleanor Street – Plainfield Avenue to Diamond Avenue (0.493) \$279,365
- Elliott Street – Thelma Avenue to Kalamazoo Avenue (0.533) \$273,766
- Innes Street – Diamond Avenue to Fuller Avenue (0.250) \$119,552
- Lamberton Street – Effie Place to South End (0.084) \$29,788
- Paris Avenue – Alger Street to Ardmore Street (0.560) \$208,726
- Pine Avenue – 12th Street to Leonard Street (0.129) \$87,128
- Prince Street – Madison Avenue to Eastern Avenue (0.497) \$242,045
- Wright Street – Coit Avenue to Effie Place (0.075) \$34,538

Local Street Work FY2021

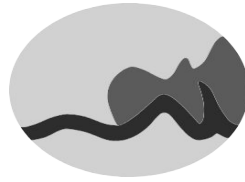
Estimated Cost = \$ 12,075,770 Centerline Miles = 33.175

Reconstruction Estimated
Cost = \$350,683 Centerline Miles =
0.625

- Garfield Avenue - Fulton Street to Bridge Street and California Street to Bridge Street (0.248)
\$335,683
- Langley Street – Oak Park Drive to Plymouth Avenue (0.377) \$15,000

Bridge and Connectivity Work FY2021

- Preventative Maintenance of Leffingwell Avenue Bridge over the Mid Michigan Railroad
\$115,000
- Sidewalks in Plainfield Avenue from I-96 to 390' North of Salerno Drive \$912,894



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FUND DESCRIPTIONS

61st District Court Fund: The 61st District Court Fund is used to account for the revenues and expenditures related to the operations of the local branch of the Michigan Trial Court system. The 61st District Court has six judges and one full time magistrate. The Court hears cases which arise within the boundary of the City of Grand Rapids. This fund is unable to sustain itself with revenues and requires support from the General Operating Fund.

Major Revenue Source: Fines and General Operating Fund support

Fund Balance Policy: Maintain an assigned fund balance reserve of 15% for operations, due to GOF support.

**Grand Rapids MI
61ST DISTRICT COURT (7400)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2023 Estimate	PROPOSED FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	FORECAST Year 2021	2022
Revenues										
401-Taxes	0	0	0	0	0	0	0	0	0	0
450-Licenses & Permits 501-Federal Grants	0	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0	0
580-Contributions from Local Units 600-Charges For Services	306,385	319,094	319,094	309,144	309,144	309,144	309,144	309,144	309,144	309,144
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals 671-Other Revenues	5,870,043	6,210,150	6,210,150	5,783,748	6,059,150	6,059,150	6,059,150	6,059,150	6,059,150	6,059,150
695-Other Financing Sources	0	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	15,931	10,529	10,529	7,629	5,474	3,538	3,538	3,538	4,527	5,517
61ST DISTRICT COURT Total Revenues	(3,522)	0	0	0	0	0	0	0	0	0
	7,516,800	7,669,434	7,669,434	8,069,434	7,655,355	8,406,712	8,776,899	9,029,276	9,277,485	9,277,485
Expenditures	13,705,637	14,209,207	14,209,207	14,169,955	14,029,123	14,778,544	15,148,731	15,402,097	15,651,296	
701-Personal Services 751-Supplies										
800-Other Services And Charges 970-Capital Outlays										
990-Debt Service	7,447,790	7,607,416	7,607,416	7,363,096	7,385,641	7,959,336	8,122,432	8,281,304	8,425,340	8,425,340
995-Appropriation Lapse 995-Other Financing	104,218	113,596	113,596	113,507	102,269	115,637	119,107	122,680	126,360	126,360
61ST DISTRICT COURT Total Expenditures	6,111,874	6,697,759	6,697,759	6,408,821	6,445,994	6,693,161	6,884,563	7,049,145	7,217,634	7,217,634
	15,021	53,236	53,236	43,236	147,304	59,155	62,113	63,355	64,622	64,622
	0	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT NET INCOME (LOSS)	0	(434,160)	(434,160)	0	(422,436)	(444,819)	(455,646)	(465,495)	(475,019)	(475,019)
	0	0	0	0	0	0	0	0	0	0
Fund Balance - Beginning of Year Fund Balance - End of Year	13,678,903	14,037,847	14,037,847	13,928,660	13,658,772	14,382,470	14,732,569	15,050,989	15,358,937	
Reserve Targets:										
Assigned to Reserves - 15% of Current Spending Unassigned Fund Balance	26,734	171,360	171,360	241,295	370,351	396,074	416,162	351,108	292,359	292,359
	(76,878)	(50,144)	(50,144)	(50,144)	191,151	561,502	957,576	1,373,738	1,724,846	1,724,846
Total	(50,144)	121,216	121,216	191,151	561,502	957,576	1,373,738	1,724,846	2,017,205	
Unassigned Fund Balance as a % of Total Current Spending										
Capital Reserve Subsidy	2,051,835	2,105,677	2,105,677	2,089,299	2,048,816	2,157,371	2,209,885	2,257,648	2,303,841	2,303,841
GOF Subsidy	(2,101,979)	(1,984,461)	(1,984,461)	(1,898,148)	(1,487,314)	(1,199,795)	(836,147)	(532,802)	(286,636)	(286,636)
	(86,144)	121,216	121,216	191,151	561,502	957,576	1,373,738	1,724,846	2,017,205	2,017,205
	-15.4%	-14.1%	-14.1%	-13.3%	-10.9%	-8.3%	-5.7%	-3.2%	-1.9%	-1.9%
	1,451,800	1,454,434	1,454,434	1,454,434	1,455,355	1,456,712	1,426,899	1,429,276	1,427,486	1,427,486
	6,065,000	6,215,000	6,215,000	6,815,000	6,200,000	6,950,000	7,350,000	7,800,000	7,850,000	7,850,000
	7,516,800	7,669,434	7,669,434	8,069,434	7,655,355	8,406,712	8,776,899	9,029,276	9,277,485	9,277,485

FUND DESCRIPTIONS

Belknap Ice Arena Fund: The Belknap Ice Arena Fund is used to account for the City's revenues and expenditures related to the Belknap Ice Arena. Since 1996, the arena has been managed by DP Fox as "Griff's Ice House" and is the official practice ice for the Grand Rapids Griffins. A second sheet of ice was installed in 1997 along with new locker rooms and a community room. The arena is also used for open skating, youth and adult programming, Grand Rapids Griffins Youth Foundation and special events.

Cemeteries Operating Fund: The Cemeteries Operating Fund is responsible for the sale and maintenance of lots in the six City-owned Cemeteries. In addition to sales revenue, interest earnings, and capital support from the Perpetual Care Fund, the Cemetery Fund has historically been supported by a General Operating Fund subsidy.

Golf Course Fund: The Golf Course Fund is used to account for activities of the Indian Trails Golf Course located at 28th Street and Kalamazoo Avenue.

Parking System-Operating Fund: This fund is used to account for the operation and maintenance of major parking facilities, several surface parking lots and over 2,000 parking meters as well as the operation and maintenance cost associated with mobility and transportation. In addition, parking system personnel account for the operation of the parking enforcement and violations function, which processes over 130,000 tickets per year. The cost of enforcement and a small portion of fine revenues are included in this fund. Financing of the Parking System operations is provided primarily through user charges.

Parking System Capital Fund: The Auto Parking System Capital Fund is an "all-years" fund that accounts for capital additions and improvements to the City's major parking facilities including ramps, several surface lots and numerous parking meters. Projects related to mobility and transportation infrastructure are also included in this fund. The revenues and expenditures in any given timeframe will be based on the scope & volume of the capital projects taking place. Projects in this Fund are cash funded from accumulated earnings in the operating fund (or "system cash"). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%; Commit the remaining fund balance to future projects and debt service payments.

Sewage Disposal System-Operating Fund: This fund accounts for the operation and maintenance of the municipal sewage disposal system, capital additions / improvements, and debt service. Operating revenue is provided by user charges to residential, commercial, industrial and municipal customers.

Sewage Disposal System-Replacement and Improvement Projects Fund: The Sewage Disposal System Cash Projects Fund is an "all-years" fund and accounts for capital additions and improvements. The revenues and expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in this Fund are: 1) cash funded from accumulated earnings in the operating fund (or "system cash"); 2) funded from an outside source, such as financing from a State Revolving Fund (SRF) Loan, a grant, or other agency pass thru funding such as the Michigan Department of

Transportation (MDOT). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Sewage Disposal System Bonds Funds: The Sewage Disposal System Bonds Funds are “all-years” funds and account for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in these Funds are financed with revenue bond proceeds. Bonds are considered when sewer capital project needs are greater than the available fund cash flow. Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred. These funds must comply with the Internal Revenue Service Code, Section 1.150-2. Each bond issue must be fully expended within a three-year period of time and projects assigned must comply with bond rules to be eligible for reimbursement.

Water Supply System-Operating Fund: This fund accounts for the operation and maintenance of the municipal water supply system, capital additions / improvements, and debt service. Operating revenue is provided by user charges to residential, commercial, industrial and municipal customers.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Water Supply System-Replacement and Improvement Fund: The Water Supply System Cash Projects Fund is an “all-years” fund and accounts for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in this Fund are: 1) cash funded from accumulated earnings in the operating fund (or “system cash”); 2) funded from an outside source, such as financing from a State Revolving Fund (SRF) Loan, a grant, or other agency pass thru funding such as the Michigan Department of Transportation (MDOT). Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred.

Water Revenue Bonds Funds: The Water Supply System Bond Projects Funds are “all-years” funds and account for capital additions and improvements. The revenues & expenditures in any given timeframe will be based on the scope & volume of the construction projects taking place. Projects in these Funds are financed with revenue bond proceeds. Bonds are considered when water capital project needs are greater than the available fund cash flow. Revenues are 100% restricted for paying expenditures associated with approved capital projects. Expenditures associated with these projects are paid as they are incurred. This fund must comply with the Internal Revenue Service Code, Section 1.150-2. Each bond issue must be fully expended within a three-year period of time and projects assigned must comply with bond rules to be eligible for reimbursement.

**Grand Rapids MI BELKNAP ICE ARENA (5080) STATEMENT OF
OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	752,375	0	0	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	17,406	10,500	10,500	10,316	7,402	4,784	4,784	6,122	7,460
671-Other Revenues	0	241,650	241,650	241,650	241,650	241,650	241,650	241,650	241,650
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
BELKNAP ICE ARENA Total Revenues	769,781	252,150	252,150	251,966	249,052	246,434	246,434	247,772	249,110
Expenditures									
701-Personal Services	253,111	0	0	0	0	0	0	0	0
751-Supplies	24,003	0	0	0	0	0	0	0	0
800-Other Services And Charges	480,058	238,500	238,500	238,500	238,500	238,500	238,500	238,500	238,500
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
BELKNAP ICE ARENA Total Expenditures	757,172	238,500	238,500	238,500	238,500	238,500	238,500	238,500	238,500
BELKNAP ICE ARENA NET INCOME (LOSS)	12,609	13,650	13,650	13,466	10,552	7,934	7,934	9,272	10,610
Unrestricted Cash - Beginning of Year	627,271	639,880	639,880	639,880	653,346	663,898	671,832	679,766	689,038
Unrestricted Cash - End of Year	639,880	653,530	653,530	653,346	663,898	671,832	679,766	689,038	699,648
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	189,293	59,625	59,625	59,625	59,625	59,625	59,625	59,625	59,625
Unassigned Cash	450,587	593,905	593,905	593,721	604,273	612,207	620,141	629,413	640,023
Total	639,880	653,530	653,530	653,346	663,898	671,832	679,766	689,038	699,648
Unassigned Cash as a % of Total Current Spending	59.5%	249.0%	249.0%	248.9%	253.4%	256.7%	260.0%	263.9%	268.4%

**Grand Rapids MI CEMETERY OPERATING (5020) STATEMENT OF
OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	362	0	0	990	0	0	0	0	0
600-Charges For Services	732,570	698,500	698,500	728,061	731,308	738,591	745,949	753,377	760,882
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	22,674	11,690	11,690	15,427	11,070	7,155	7,155	9,155	11,156
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	743,364	816,727	816,727	811,212	807,992	842,128	867,128	897,789	918,451
CEMETERY OPERATING Total Revenues	1,498,970	1,526,917	1,526,917	1,555,690	1,550,370	1,587,874	1,620,232	1,660,321	1,690,489
Expenditures									
701-Personal Services	321,987	443,759	443,759	436,526	455,403	477,020	487,276	497,201	506,105
751-Supplies	22,737	48,840	48,840	33,148	47,490	43,925	44,363	44,807	45,256
800-Other Services And Charges	711,754	581,073	581,073	667,186	622,458	664,141	673,960	684,036	694,664
970-Capital Outlays	0	680,000	680,000	640,000	450,000	325,000	240,000	400,000	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	96,812	104,775	104,775	104,775	109,696	110,789	111,892	113,007	114,132
CEMETERY OPERATING Total Expenditures	1,153,290	1,858,447	1,858,447	1,881,635	1,685,047	1,620,875	1,557,491	1,739,051	1,360,157
CEMETERY OPERATING NET INCOME (LOSS)	345,680	(331,530)	(331,530)	(325,945)	(134,677)	(33,001)	62,741	(78,730)	330,332
<i>Cash - Beginning of Year</i>	505,016	850,696	850,696	850,696	524,751	390,074	357,073	419,814	341,084
<i>Cash - End of Year</i>	850,696	519,166	519,166	524,751	390,074	357,073	419,814	341,084	671,416
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	288,323	294,612	294,612	310,409	308,762	323,969	329,373	334,763	340,039
Assigned to Capital	487,000	132,000	132,000	172,000	47,000	47,000	132,000	57,000	382,000
Unassigned Cash	75,374	92,554	92,554	42,342	34,312	(13,896)	(41,559)	(50,679)	(50,623)
Total	850,696	519,166	519,166	524,751	390,074	357,073	419,814	341,084	671,416
Unassigned Cash as a % of Total Current Spending	6.5%	7.9%	7.9%	3.4%	2.8%	-1.1%	-3.2%	-3.8%	-3.7%

Grand Rapids MI GOLF COURSE (5840)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	2021	2022
Revenues											
401-Taxes	0	0	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0	0	0
600-Charges For Services	611,170	624,344	624,344	616,160	618,482	628,846	639,399	650,141	661,078		
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0		
664-Investment Income & Rentals	9,021	9,935	9,935	6,952	9,784	9,126	9,279	9,848	10,419		
671-Other Revenues	2,346	1,500	1,500	1,619	1,500	1,500	1,500	1,500	1,500		
695-Other Financing Sources	0	0	0	0	0	0	0	0	0		
GOLF COURSE Total Revenues	622,537	635,779	635,779	624,731	629,766	639,472	650,178	661,489	672,997		
Expenditures											
701-Personal Services	245,388	292,691	292,691	304,535	291,627	318,881	327,371	336,264	343,686		
751-Supplies	99,771	88,985	88,985	88,451	93,995	96,247	97,179	98,121	99,072		
800-Other Services And Charges	193,256	176,126	176,126	163,960	193,444	197,135	209,600	212,569	215,644		
970-Capital Outlays	6,721	9,803	9,803	9,360	31,000	42,000	10,000	0	0		
990-Debt Service	0	0	0	0	0	0	0	0	0		
995-Other Financing	25,000	25,000	25,000	25,000	0	0	0	0	0		
GOLF COURSE Total Expenditures	570,136	592,605	592,605	591,306	610,066	654,263	644,150	646,954	658,402		
GOLF COURSE NET INCOME (LOSS)	52,401	43,174	43,174	33,425	19,700	(14,791)	6,028	14,535	14,595		
Cash - Beginning of Year	113,135	165,536	165,536	165,536	198,961	218,661	203,870	209,898	224,433		
Cash - End of Year	165,536	208,710	208,710	198,961	218,661	203,870	209,898	224,433	239,028		
Reserve Targets:											
Assigned to Reserves - 25% of Current Spending	140,854	145,701	145,701	145,487	144,767	153,066	158,538	161,739	164,601		
Assigned to Capital	24,682	63,010	63,010	53,475	73,895	50,804	51,361	62,695	74,428		
Unassigned Cash	0	0	0	0	0	0	0	0	0		
Total	165,536	208,710	208,710	198,961	218,661	203,870	209,898	224,433	239,028		
Unassigned Cash as a % of Total Current Spending	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

**Grand Rapids MI PARKING OPERATING
(5140) STATEMENT OF OPERATIONS**

	ACTUAL	ADOPTED Estimate	AMENDED 2021	2020 Fiscal Year	PROPOSED 2022	FORECAST	FORECAST 2023	FORECAST 2024	FORECAST 2019 2024	2020 2025	2020
Revenues											
600-Charges for Services		20,235,854	18,823,138	19,183,138	18,568,204		19,213,563	20,319,966	20,954,993	20,366,961	21,002,481
655-Fines & Forfeitures		58,700	100,000	100,000	93,840		200,000	200,000	200,000	200,000	200,000
664-Investment Income & Rentals		796,362	696,775	696,775	616,194		535,551	392,060	393,832	469,851	545,905
671-Other Revenues		63,901	55,000	55,000	11,219		58,000	68,330	78,670	89,020	94,381
695-Other Financing Sources		2,296,472	0	0	0		0	0	0	0	0
Parking Operating Total Revenues		23,451,289	19,674,913	20,034,913	19,289,457		20,007,114	20,980,356	21,627,495	21,125,832	21,842,767
Expenditures											
701-Personal Services		3,946,704	4,340,500	4,340,500	3,772,527		4,483,837	4,744,352	4,888,864	5,027,888	5,134,396
751-Supplies		318,741	211,000	211,000	202,457		282,000	231,000	231,000	231,000	231,000
800-Other Services and Charges		8,501,784	8,659,797	9,163,797	9,245,289		10,040,716	10,158,619	10,400,442	10,403,114	10,597,549
970-Capital Outlays		57,143	23,000	23,000	40,399		25,000	25,000	25,000	25,000	25,000
990-Debt Service		1,082,420	1,070,186	1,070,186	1,072,686		1,005,266	935,425	856,251	768,293	676,252
995-Other Financing		7,283,317	6,540,000	6,540,000	3,919,176		2,770,000	4,040,000	1,840,000	2,840,000	1,840,000
Parking Operating Total Expenditures		21,190,109	20,844,483	21,348,483	18,252,534		18,606,819	20,134,396	18,241,557	19,295,295	18,504,197
Parking Operating NET INCOME (LOSS)		2,261,180	-1,169,570	-1,313,570	1,036,923		1,400,295	845,960	3,385,938	1,830,537	3,338,570
Other Sources & Uses of Cash											
Less: Payment of Debt Service Principal		(1,400,000)	(1,625,000)	(1,625,000)	(3,220,000)		(2,710,000)	(1,750,000)	(1,840,000)	(1,925,000)	(2,010,000)
Net Other Sources & Uses: Net Change in Available Cash											
		861,180	(2,794,570)	(2,938,570)	(2,183,077)		(1,309,705)	(904,040)	1,545,938	(94,463)	1,328,570
Unrestricted Cash - Beginning of Year		15,781,834	16,643,014	16,643,014	16,643,014		14,459,937	13,150,232	12,246,192	13,792,130	13,697,667
Unrestricted Cash - End of Year		16,643,014	13,848,444	13,704,444	14,459,937		13,150,232	12,246,192	13,792,130	13,697,667	15,026,237
Reserve Targets											
Assigned to Operations - 25% of Total Spending		5,297,527	5,211,121	5,337,121	4,563,134		4,651,705	5,033,599	4,560,389	4,823,824	4,626,049
Unassigned Cash		11,345,487	8,637,323	8,367,323	9,886,803		8,498,527	7,212,593	9,231,741	8,873,843	10,400,188
Total		16,643,014	13,848,444	13,704,444	14,459,937		13,150,232	12,246,192	13,792,130	13,697,667	15,026,237
Unassigned Cash as a % of Total Expenditures		53.5%	41.4%	39.2%	54.2%		45.7%	35.8%	50.6%	46. %	56.2%

**Grand Rapids MI
PARKING CAPITAL PROJECTS (5141) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
664-Investment Income & Rentals	300,739	0	0	0	0	0	0	0	0
695-Other Financing Sources	6,996,200	6,550,000	6,550,000	3,778,800	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
Parking Capital Projects Total Revenues	7,296,939	6,550,000	6,550,000	3,778,800	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
Expenditures									
701-Personal Services	257	0	0	0	0	0	0	0	0
751-Supplies	11,860	0	0	0	0	0	0	0	0
800-Other Services and Charges	467,997	0	0	0	0	0	0	0	0
970-Capital Outlays	5,313,813	6,550,000	6,550,000	3,778,800	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
995-Other Financing	0	0	0	0	0	0	0	0	0
Parking Capital Projects Total Expenditures	5,793,927	6,550,000	6,550,000	3,778,800	2,830,000	4,100,000	1,900,000	2,900,000	1,900,000
Parking Capital Projects NET INCOME (LOSS)	1,503,012	0	0	0	0	0	0	0	0
Restricted Cash - Beginning of Year	12,732,059	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071
Restricted Cash - End of Year	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071	14,235,071
CAFR Reconciliation:									
Ending Cash per CAFR	14,235,071								
Assigned for Uncompleted Capital Projects	(14,235,071)								
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
MOBILE GR AND PARKING SERVICES DEPARTMENT (546)										
						FY2021	FY2022	FY2023	FY2024	FY2025
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	Proposed	Forecast	Forecast	Forecast	Forecast
5141	Parking Capital Projects	514115259	Meter Inventory	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000
		514115261	Enhance and Replace Signs	9880	Construction In Progress	\$ 200,000	\$ 250,000	\$	\$	\$
		514117057	Camera Server Replacement	9805	Computer Equipment	\$ 130,000	\$ \$	\$	\$	\$
		514117097	Gen Parking Projects	9880	Construction In Progress	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		514118024	Asset Management	9880	Construction In Progress	\$ 500,000	\$ 1,500,000	\$ 500,000	\$ 1,500,000	\$ 500,000
		514118026	Communications and IT	9805	Computer Equipment	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
		514119046	Transit Stop Improvements	9880	Construction In Progress	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		514119077	Pedestrian Hybrid Beacon	9880	Construction In Progress	\$ 200,000	\$ 200,000	\$	\$	\$
		514120032	Parking Facilities Access Improvements	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$	\$	\$
Grand Total						\$ 2,830,000	\$ 4,100,000	\$ 1,900,000	\$ 2,900,000	\$ 1,900,000

Grand Rapids MI
SEWAGE DISPOSAL OPERATIONS (5900) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
450-Licenses & Permits	44,693	47,500	47,500	45,000	45,000	45,000	45,000	45,000	45,000
501-Federal Grants	7,899	0	0	0	0	0	0	0	0
539-State Grants	1,317	0	0	0	0	0	0	0	0
600-Charges for Services	56,578,026	56,455,930	56,455,930	57,117,148	61,478,814	63,976,206	65,147,508	66,342,235	67,560,858
664-Investment Income & Rentals	1,606,255	1,095,393	1,095,393	994,788	761,407	529,256	529,256	647,887	766,517
671-Other Revenues	1,291,966	2,134,150	2,681,718	702,619	601,000	601,000	601,000	601,000	601,000
695-Other Financing Sources	0	0	437,432	437,432	0	0	0	0	0
Sewer Disposal Operations Total Revenues	59,530,155	59,732,973	60,717,973	59,296,987	62,886,221	65,151,462	66,322,764	67,636,122	68,973,375
Expenditures									
701-Personal Services	10,562,246	11,996,699	11,996,699	10,447,478	12,256,896	12,869,177	13,216,952	13,548,119	13,768,737
751-Supplies	2,109,993	2,238,500	2,238,500	1,910,045	2,718,100	2,727,058	2,735,290	2,744,787	2,754,576
800-Other Services and Charges	13,961,870	13,202,180	13,202,180	14,240,408	17,439,078	16,732,794	17,018,243	20,345,614	17,547,185
970-Capital Outlays	1,479,727	213,569	213,569	390,175	329,000	275,000	275,000	275,000	275,000
990-Debt Service	12,901,582	13,353,395	13,353,395	13,353,395	14,232,381	13,951,138	14,056,781	13,465,727	12,845,227
995-Other Financing	24,551,738	10,246,570	11,353,370	13,461,097	1,508,000	5,901,000	3,976,000	3,348,500	10,387,000
Sewer Disposal Operations Total Expenditures	65,567,156	51,250,913	52,357,713	53,802,598	48,483,455	52,456,167	51,278,266	53,727,747	57,577,725
Sewer Disposal Operations NET INCOME (LOSS)	-6,037,001	8,482,060	8,360,260	5,494,389	14,402,766	12,695,295	15,044,498	13,908,375	11,395,650
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(9,503,500)	(8,964,500)	(8,964,500)	(8,964,500)	(9,341,000)	(11,175,000)	(12,181,705)	(12,780,909)	(13,400,559)
Net Other Sources & Uses	(9,503,500)	(8,964,500)	(8,964,500)	(8,964,500)	(9,341,000)	(11,175,000)	(12,181,705)	(12,780,909)	(13,400,559)
Net Change in Available Cash	(15,540,501)	(482,440)	(604,240)	(3,470,111)	5,061,766	1,520,295	2,862,793	1,127,466	(2,004,909)
Unrestricted Cash - Beginning of Year	33,815,614	18,275,113	18,275,113	18,275,113	14,805,002	19,866,768	21,387,063	24,249,856	25,377,322
Unrestricted Cash - End of Year	18,275,113	17,792,673	17,670,873	14,805,002	19,866,768	21,387,063	24,249,856	25,377,322	23,372,413
Reserve Targets									
Assigned to Operations - 25% of Total Spending	16,391,789	12,812,728	13,089,428	13,450,650	12,120,864	13,114,042	12,819,567	13,431,937	14,394,431
Unassigned Cash	1,883,324	4,979,945	4,581,445	1,354,353	7,745,904	8,273,021	11,430,290	11,945,385	8,977,982
Total	18,275,113	17,792,673	17,670,873	14,805,002	19,866,768	21,387,063	24,249,856	25,377,322	23,372,413
Unassigned Cash as a % of Total Expenditures	2.9%	9.7%	8.8%	2.5%	16%	15.8%	22.3%	22.2%	15.6%

Grand Rapids MI
SEWER REPLACEMENT & IMPROVEMENT (5901 / 5902) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020 AMENDED 2020	2020 Fiscal Year			PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
					Estimate					
Revenues										
664-Investment Income & Rentals	440,867		0	0	0	0	0	0	0	0
671-Other Revenues	61,951		0	0	0	0	0	0	0	0
695-Other Financing Sources	21,886,979		9,683,000	10,789,800	10,789,800	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
Sewer Replacement & Improvement Total Revenues	22,389,798		9,683,000	10,789,800	10,789,800	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
Expenditures										
800-Other Services and Charges	8,844,676		0	0	0	0	0	0	0	0
970-Capital Outlays	0		9,683,000	10,789,800	10,789,800	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
Sewer Replacement & Improvement Total Expenditures	8,844,676		9,683,000	10,789,800	10,789,800	3,355,000	7,779,000	5,891,000	5,452,500	12,350,000
Sewer Replacement & Improvement NET INCOME (LOSS)	13,545,121	0	0	0		0	0	0	0	0
Unrestricted Cash - Beginning of Year	14,019,344	27,564,465	27,564,465	27,564,465		27,564,465	27,564,465	27,564,465	27,564,465	27,564,465
Unrestricted Cash - End of Year	27,564,465		27,564,465	27,564,465	27,564,465	27,564,465	27,564,465	27,564,465	27,564,465	27,564,465
CAFR Reconciliation:										
Ending Cash per CAFR	27,564,465	0	0	0		0	0	0	0	0
Assigned for Uncompleted Capital Projects	(27,564,465)	0	0	0		0	0	0	0	0
Available for Reappropriation	0		0	0	0	0	0	0	0	0

Grand Rapids MI
SEWAGE SYSTEM REVENUE BONDS 2018/2020 (5907/5908) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
664-Investment Income & Rentals	770,145			0	0	0		0	0
695-Other Financing Sources	0		0	0	46,208,127	0	22,434,000	0	0
SDS Revenue Bonds Total Revenues	770,145	0	0	0	46,208,127	0	22,434,000	0	0
Expenditures									
800-Other Services and Charges	17,161,988			0	0	0		0	0
970-Capital Outlays	-108,368		0	0	45,958,127	250,000	5,150,000	11,509,000	5,775,000
SDS Revenue Bonds Total Expenditures	17,053,620	0	0	0	45,958,127	250,000	5,150,000	11,509,000	5,775,000
SDS Revenue Bonds NET INCOME (LOSS)	-16,283,475	0	0	250,000	-250,000	17,284,000	-11,509,000	-5,775,000	0
Other Sources & Uses of Cash Net Change in Available Cash	(16,283,474.80)	0	0	250,000	(250,000)	17,284,000	(11,509,000)	(5,775,000)	0
Unrestricted Cash - Beginning of Year	39,518,973		23,235,498	23,235,498	23,235,498	23,485,498	23,235,498	40,519,498	29,010,498
Unrestricted Cash - End of Year	23,235,498		23,235,498	23,235,498	23,485,498	23,235,498	40,519,498	29,010,498	23,235,498
CAFR Reconciliation:									
Ending Cash per CAFR	23,235,498		0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(23,235,498)		0	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0		0	0	0	0	0	0	0

CITY OF GRAND RAPIDS

CAPITAL PROJECT DETAIL

FY2021 PRELIMINARY FISCAL PLAN

ENVIRONMENTAL SERVICES DEPARTMENT (527)

						FY2021	FY2022	FY2023	FY2024	FY2025
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	Proposed	Forecast	Forecast	Forecast	Forecast
5902	Sewer Improvement	590215225	Var Loc CIPP Rehab of S/S	9880	Construction In Progress	\$ 400,000	\$ 400,000 \$ 400,000	\$ 400,000	\$ 400,000	
		590217011	Godfrey Ave - Liberty St to Oxford St	9880	Construction In Progress	\$	\$ 2,340,000 \$	\$	\$	
		590218036	Tulip St-W End to Grandville Av	9880	Construction In Progress	\$	\$	\$ 27,000	\$	
		590218038	Sewer Lateral Lining	9880	Construction In Progress	\$	\$ \$ 100,000	\$ 100,000	\$	
		590219050	Brandywine Sanit Trunk Sewer	9880	Construction In Progress	\$	\$ \$ 100,000	\$ 2,500,000	\$	
		590219052	Electrical Distribution Syst Renewal	9880	Construction In Progress	\$	\$ \$ 500,000	\$ 500,000	\$ 500,000	
		590220034	2035-Godfrey Av-Oxford St to Market Av	9880	Construction In Progress	\$	\$ 2,000,000 \$	\$	\$	
		590220036	7951-Preliminary Design / Investigation of voids under Geloc	9880	Construction In Progress	\$	\$ 675,000 \$	\$	\$	
		TEMP17044	2516-Winkey Creek Sanitary Trunk	9880	Construction In Progress	\$	\$ \$	\$ 200,000	\$ 3,700,000	
		TEMP17140	1405-Berkshire St-Giddings Av to Kalamazoo Av	9880	Construction In Progress	\$	\$ \$ 225,000	\$	\$	
		TEMP17154	5347 Olympia St-W Dead End to 200' E of W Dead End	9880	Construction In Progress	\$	\$ \$	\$ 229,500	\$	
		TEMP17157	5856-Norwich Av-Oxford St to Hayden St	9880	Construction In Progress	\$ 27,000	\$ \$	\$	\$	
		TEMP17291	1432-Garfield Av-Fulton St to BridgeSt	9880	Construction In Progress	\$	\$ 100,000 \$	\$	\$	
		TEMP18003	2537 - Lafayette Avenue - Fulton to Fountain	9880	Construction In Progress	\$	\$ 200,000 \$	\$	\$	
		TEMP18004	4570-Ottawa Avenue - Hastings to Newberry	9880	Construction In Progress	\$ 1,100,000	\$ \$	\$	\$	
		TEMP18005	5539 - Prince Street - Madison to Eastern	9880	Construction In Progress	\$ 513,000	\$ \$	\$	\$	
		TEMP18006	5833-WRRF Misc Capital Investment	9880	Construction In Progress	\$	\$ \$ 500,000	\$ 500,000	\$ 500,000	
		TEMP19014	5603-Thomas Street - Madison Avenue to Fuller Avenue	9880	Construction In Progress	\$	\$ 243,000 \$	\$	\$	
		TEMP19015	1355-Lafayette Avenue - Fountain Street to Michigan Street	9880	Construction In Progress	\$	\$ \$ 270,000	\$	\$	
		TEMP19016	3721 -Sheldon Boulevard - Oakes Street to Weston Street	9880	Construction In Progress	\$	\$ \$ 396,000	\$	\$	
		TEMP20007	2530-Burton/Breton Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$ \$	\$ 100,000	\$ 3,000,000	
		TEMP20008	3725-Sheldon Boulevard - Cherry Street to Oakes Street	9880	Construction In Progress	\$	\$ \$	\$ 396,000	\$	
		TEMP20010	7888-WRRF - PFAS Removal System	9880	Construction In Progress	\$ 150,000	\$ 150,000 \$	\$	\$	
		TEMP20013	7910-Collindale Gravity Sewer and Lift Station Improvements	9880	Construction In Progress	\$	\$ 250,000 \$	\$	\$	
		TEMP20014	7949-Forcemain at Lincoln School Lift Station	9880	Construction In Progress	\$	\$ 575,000 \$	\$	\$	
		TEMP21015	1749-Long Yerm Wet Weather	9880	Construction In Progress	\$	\$ \$	\$	\$ 750,000	
		TEMP21016	4403/Eastern SE Collection Area	9880	Construction In Progress	\$	\$ \$	\$ 500,000	\$	
		TEMP21024	Burton/Breton Collection Area	9880	Construction In Progress	\$	\$ \$ 500,000	\$	\$	
		TEMP21027	Fenske Area Sanitary PS	9880	Construction In Progress	\$	\$ 100,000 \$ 750,000	\$	\$	
		TEMP21028	Grit MAU Units	9880	Construction In Progress	\$ 900,000	\$ \$	\$	\$	
		TEMP21029	Grit Screens	9880	Construction In Progress	\$	\$ \$	\$	\$ 3,500,000	
		TEMP21030	Grit Tanket Canopy	9880	Construction In Progress	\$	\$ 11,000 \$	\$	\$	
		TEMP21032	Kingsbury LS Improvements	9880	Construction In Progress	\$	\$ 100,000 \$ 900,000	\$	\$	
		TEMP21034	MAF Screenings Improvements	9880	Construction In Progress	\$	\$ \$ 1,250,000	\$	\$	
		TEMP21035	North Ridge West Sanitary Sewer	9880	Construction In Progress	\$ 165,000	\$ \$	\$	\$	
		TEMP21038	Screen and Grit Roofs	9880	Construction In Progress	\$ 100,000	\$ \$	\$	\$	
		TEMP21039	Screen and Grit Structural	9880	Construction In Progress	\$	\$ 144,000 \$	\$	\$	
		TEMP21040	Scum Pumping	9880	Construction In Progress	\$	\$ 491,000 \$	\$	\$	
	Sewer Improvement Total					\$ 3,355,000	\$ 7,779,600	\$ 5,891,000	\$ 5,452,500	\$ 12,350,000

CITY OF GRAND RAPIDS

CAPITAL PROJECT DETAIL

FY2021 PRELIMINARY FISCAL PLAN

ENVIRONMENTAL SERVICES DEPARTMENT (527)

						FY2021	FY2022	FY2023	FY2024	FY2025
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	Proposed	Forecast	Forecast	Forecast	Forecast
5908	2020 SDS Revenue Bonds	TEMP18002	2522 - Cascade/Kentwood Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$ 2,500,000	\$ 2,500,000	\$	
		TEMP18015	6862-A.C. forcemain replacement at Eastern Avenue Lift Sta	9880	Construction In Progress	\$	\$	\$ 1,000,000	\$	
		TEMP19008	6864-A.C. Forcemain replacement - Lincoln School Lift Station	9880	Construction In Progress	\$	\$	\$ 675,000	\$	
		TEMP20004	2528-Kent Country Club Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$	\$ 1,600,000	\$	
		TEMP20017	7934-SSES for Boston/Blain SE Collection Area	9880	Construction In Progress	\$	\$ 2,000,000	\$	\$	
		TEMP21026	Digester Redundant Equipment	9880	Construction In Progress	\$ 250,000	\$ 250,000	\$ 250,000	\$	\$
		TEMP21031	Ionization Odor Control	9880	Construction In Progress	\$	\$ 2,759,000	\$	\$	
		TEMP21033	Lamella Plate Grit System	9880	Construction In Progress	\$	\$ 2,900,000	\$	\$	
		TEMP21041	WRRF Admin Building	9880	Construction In Progress	\$	\$	\$ 6,000,000	\$	\$
	2020 SDS Revenue Bonds					\$ 250,000	\$ 5,150,000	\$ 11,509,000	\$ 5,775,000	\$
Grand Total						\$ 3,605,000	\$ 12,929,000	\$ 17,400,000	\$ 11,227,500	\$ 12,380,000

Grand Rapids MI WATER OPERATIONS (5910) STATEMENT OF OPERATIONS									
	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
450-Licenses & Permits	55,320	40,500	40,500	52,150	45,500	45,500	45,500	45,500	45,500
539-State Grants	259,250	0	0	0	0	0	0	0	0
600-Charges for Services	44,893,950	45,284,778	45,284,778	43,114,591	48,839,742	50,862,834	52,962,274	54,657,665	55,621,802
655-Fines & Forfeitures	963,883	1,000,000	1,000,000	965,000	950,000	950,000	950,000	950,000	950,000
664-Investment Income & Rentals	1,767,653	1,347,605	1,347,605	1,387,897	1,156,910	956,249	959,704	1,060,056	1,055,651
671-Other Revenues	85,884	5,000	5,000	34,035	5,000	5,000	5,000	5,000	5,000
695-Other Financing Sources	2,285,971	2,532,345	2,532,345	2,806,072	118,514	118,514	38,514	0	0
Water Operations Total Revenues	50,311,910	50,210,228	50,210,228	48,359,745	51,115,666	52,938,097	54,960,992	56,718,221	57,677,953
Expenditures									
701-Personal Services	11,726,077	12,815,734	12,655,918	12,279,438	12,970,664	13,606,793	13,945,324	14,254,993	14,472,095
751-Supplies	2,851,364	2,204,050	2,404,050	3,080,130	3,082,670	3,251,353	3,405,236	3,415,660	3,474,356
800-Other Services and Charges	12,332,029	14,834,178	15,013,995	13,733,606	16,146,874	17,131,694	17,354,757	17,975,657	18,352,753
970-Capital Outlays	2,074,549	1,046,138	1,147,918	1,407,467	882,325	1,200,114	1,155,278	1,159,445	1,143,617
990-Debt Service	4,953,501	5,343,464	5,343,464	5,298,088	6,057,789	5,885,713	6,924,204	6,699,383	6,464,292
995-Other Financing	12,427,287	15,353,783	14,403,783	15,821,367	4,903,105	6,040,527	5,245,958	6,180,397	7,294,345
Water Operations Total Expenditures	46,364,808	51,597,347	50,969,127	51,620,096	44,043,427	47,116,194	48,030,757	49,685,535	51,201,458
Water Operations NET INCOME (LOSS)	3,947,103	-1,387,119	-758,899	-3,260,351	7,072,239	5,821,903	6,930,235	7,032,686	6,476,495
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(13,837,454)	(7,257,342)	(7,257,342)	(7,257,342)	(4,798,637)	(4,984,602)	(5,817,471)	(6,054,747)	(6,066,864)
Net Other Sources & Uses	(13,837,454)	(7,257,342)	(7,257,342)	(7,257,342)	(4,798,637)	(4,984,602)	(5,817,471)	(6,054,747)	(6,066,864)
Net Change in Available Cash	(9,890,351)	(8,644,461)	(8,016,241)	(10,517,693)	2,273,602	837,301	1,112,764	977,339	409,631
Unrestricted Cash - Beginning of Year	34,436,217	24,545,865	24,545,865	24,545,865	14,028,172	16,301,774	17,139,075	18,251,839	19,229,778
Unrestricted Cash - End of Year	24,545,865	15,901,404	16,529,624	14,028,172	16,301,774	17,139,075	18,251,839	19,229,778	19,639,409
Reserve Targets									
Assigned to Operations - 25% of Total Spending	11,591,202	12,899,337	12,742,282	12,905,024	11,010,857	11,779,049	12,007,689	12,421,384	12,800,365
Unassigned Cash	12,954,663	3,002,067	3,787,342	1,123,148	5,290,917	5,360,027	6,244,150	6,808,394	6,839,045
Total	24,545,865	15,901,404	16,529,624	14,028,172	16,301,774	17,139,075	18,251,839	19,229,778	19,639,409
Unassigned Cash as a % of Total Expenditures	27.9%	5.8%	7.4%	2.2%	12%	11.4%	13%	13.7%	13.4%

Grand Rapids MI
WATER REPLACEMENT & IMPROVEMENT (5911 / 5912) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year		PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
				Estimate						
Revenues										
539-State Grants	849,644			0	0	0	0	0	0	0
664-Investment Income & Rentals	293,453			0	0	0	0	0	0	0
695-Other Financing Sources	12,864,488			16,747,000	15,797,000	15,797,000	5,900,000	11,709,000	11,875,000	7,290,000
Water Replacement & Improvement										
Total Revenues	14,007,585			16,747,000	15,797,000	15,797,000	5,900,000	11,709,000	11,875,000	8,425,500
Expenditures										
800-Other Services and Charges	8,429,781			0	0	0	0	0	0	0
970-Capital Outlays	0			16,747,000	15,797,000	15,797,000	5,900,000	11,709,000	11,875,000	7,290,000
Water Replacement & Improvement										
Total Expenditures	8,429,781			16,747,000	15,797,000	15,797,000	5,900,000	11,709,000	11,875,000	8,425,500
Water Replacement & Improvement										
NET INCOME (LOSS)	5,577,803			0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	11,936,967			17,514,770	17,514,770	17,514,770	17,514,770	17,514,770	17,514,770	17,514,770
Unrestricted Cash - End of Year	17,514,770			17,514,770	17,514,770	17,514,770	17,514,770	17,514,770	17,514,770	17,514,770
CAFR Reconciliation:										
Ending Cash per CAFR	17,514,770	0	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(17,514,770)	0	0	0	0	0	0	0	0	0
Unassigned Cash										
Available for Reappropriation										
	0			0	0	0	0	0	0	0

Grand Rapids MI - FMS
WATER SYSTEM REVENUE BONDS 2016/2018/2020 (5914/5915/5916)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate		PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues										
664-Investment Income & Rentals	433,835			0	0	0	0	0	0	0
671-Other Revenues	96,376			0	0	0	0	0	0	0
695-Other Financing Sources	0			19,790,000	19,790,000	0	40,000,000	0	0	0
WSS Revenue Bonds Total Revenues	530,211			19,790,000	19,790,000	0	40,000,000	0	0	0
Expenditures										
800-Other Services and Charges	22,094,631			0	0	0	0	0	0	0
970-Capital Outlays	0			19,790,000	19,790,000	12,555,000	25,235,000	11,454,000	5,790,000	6,740,000
WSS Revenue Bonds Total Expenditures	22,094,631			19,790,000	19,790,000	12,555,000	25,235,000	11,454,000	5,790,000	6,740,000
WSS Revenue Bonds NET INCOME (LOSS)	-21,564,420			0	0	-12,555,000	14,765,000	-11,454,000	-5,790,000	-6,740,000
Net Change in Available Cash	(21,564,420)			0	0	(12,555,000)	14,765,000	(11,454,000)	(5,790,000)	(6,740,000)
Unrestricted Cash - Beginning of Year	31,479,369			9,914,949	9,914,949	22,469,949	9,914,949	24,679,949	13,225,949	7,435,949
Unrestricted Cash - End of Year	9,914,949			9,914,949	9,914,949	9,914,949	24,679,949	13,225,949	7,435,949	695,949
CAFR Reconciliation:										
Ending Cash per CAFR	9,914,949	0	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(9,914,949)	0	0	0	0	0	0	0	0	0
Available for Reappropriation	0	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
WATER DEPARTMENT (536)										
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
5911	Water Replacement	591116099	Cambridge-Griggs to Orville	9880	Construction In Progress	\$	\$	\$	\$ 300,000	
		591116100	Hutchinson-Orville to Boston	9880	Construction In Progress		\$	\$	\$ 350,000	
		591117050	Water System Various Roof Replacements	9880	Construction In Progress	\$ 400,000	\$ 400,000	\$ 400,000	\$	
		591117051	LMFP Drain Field Improvements	9880	Construction In Progress	\$	\$ 150,000	\$	\$	
		591117096	Watermain Oversizing	9880	Construction In Progress	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
		591118046	Replacement of water Distribution Gear Valves	9880	Construction In Progress	\$ 200,000	\$	\$	\$	
		591118049	PRV Replacements	9880	Construction In Progress	\$	\$ 100,000	\$	\$	
		591118050	Private Lead Service Replacement	9880	Construction In Progress	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
		591118061	Loop W/W at Leonard and Wilson	9880	Construction In Progress	\$	\$	\$	\$ 100,000	
		591120045	3460-Efficiency & Sustain Projs	9880	Construction In Progress	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
		591120047	6799-Wilson PS & Yard Piping Improvements	9880	Construction In Progress	\$ 2,100,000	\$	\$	\$	
		TEMP17189	5997-South Walker Watermain Phase 3	9880	Construction In Progress	\$	\$	\$ 2,000,000	\$	
		TEMP17200	1418-Cascade north river crossing	9880	Construction In Progress	\$	\$ 4,200,000	\$	\$	
		TEMP17249	5010 Fremont Av-3rd St to 4th St	9880	Construction In Progress	\$	\$	\$	\$ 175,000	
		TEMP17271	5892-Knapp Tank Painting and Restoration	9880	Construction In Progress	\$	\$ 500,000	\$	\$	
		TEMP18050	6460-Oak Park	9880	Construction In Progress	\$	\$	\$	\$ 865,000	
		TEMP19111	3351-LMFP - Brick Facade Improvements	9880	Construction In Progress	\$	\$	\$	\$	\$ 125,000
		TEMP19114	1781-Omena - Burton to south - watermain replacement	9880	Construction In Progress	\$	\$	\$	\$ 700,000	
		TEMP19116	2249-Kendall St-Kalamazoo Av to Kent Ridge Dr	9880	Construction In Progress	\$	\$	\$	\$ 800,000	
		TEMP19122	4308-Clancy Avenue - Hastings Avenue to Townbridge Avenue	9880	Construction In Progress	\$	\$ 250,000	\$	\$	
		TEMP19125	4172-Freeman to Hall	9880	Construction In Progress	\$	\$	\$	\$ 700,000	
		TEMP19126	4647-2nd Street - Valley Avenue to Stocking Avenue	9880	Construction In Progress	\$	\$	\$	\$ 814,000	
		TEMP19137	1414-Fuller Avenue - Ramona Street to Adams Street	9880	Construction In Progress	\$	\$ 500,000	\$	\$	
		TEMP19138	1933-Ann Street - Monroe Avenue to Oakwood Avenue	9880	Construction In Progress	\$	\$	\$	\$ 587,500	
		TEMP19139	1424-Kentridge Drive - 44th Street to Kendall Street	9880	Construction In Progress	\$	\$	\$	\$ 1,000,000	
		TEMP19149	5894-Leonard Tank - Painting and Restoration	9880	Construction In Progress	\$	\$ 500,000	\$	\$	
		TEMP19150	5356-Okenos Drive - Annonchester Drive to Tekonsha Road	9880	Construction In Progress	\$	\$ 875,000	\$	\$	
		TEMP20006	7908-Quarry - Myrtle to Crosby	9880	Construction In Progress	\$	\$	\$ 250,000	\$	
		TEMP20077	5900-Alger Tank - Inspect, Paint and Restore	9880	Construction In Progress	\$	\$	\$ 500,000	\$	
		TEMP20086	7896-ROBINSON - YUELL TO FLYMOUTH	9880	Construction In Progress	\$	\$ 450,000	\$	\$	
		TEMP20090	8010-New 500kw Portable Generator for PS	9880	Construction In Progress	\$ 400,000	\$	\$	\$	
		TEMP20092	8163-LMFP Beach Stabilization	9880	Construction In Progress	\$ 250,000	\$	\$	\$	
		TEMP20093	8196-Pasadena Arlington to Hollywood	9880	Construction In Progress	\$ 150,000	\$	\$	\$	
		TEMP20094	8193-Dean Lake PS Emergency Power	9880	Construction In Progress	\$ 900,000	\$	\$	\$	
		TEMP20095	8128-Beacon Grandville to Caulfield	9880	Construction In Progress	\$ 150,000	\$	\$	\$	
		TEMP20097	8159-Large Valve Replacements	9880	Construction In Progress	\$	\$ 200,000	\$ 200,000	\$ 200,000	
		TEMP20102	8152-PRV Replacements West Reg	9880	Construction In Progress	\$	\$ 150,000	\$	\$	
		TEMP20104	8154-PRV Replacements 36th/28th	9880	Construction In Progress	\$	\$ 150,000	\$ 150,000	\$	
		TEMP20111	8205-Blaine Alger to Reynard	9880	Construction In Progress	\$	\$	\$ 900,000	\$	
		TEMP20113	8180-O'Brien Maynard to Sunset Hills	9880	Construction In Progress	\$	\$	\$ 800,000	\$	
		TEMP20114	8212-Four Mile Rd Watermain	9880	Construction In Progress	\$	\$	\$ 1,000,000	\$	
		TEMP20115	2879-Alpine Leonard to Crosby	9880	Construction In Progress	\$	\$	\$	\$ 300,000	
		TEMP20116	3434-Water Lake Transmission Line Restoration	9880	Construction In Progress	\$	\$	\$	\$ 100,000	
		TEMP20117	1428-Garfield Ave Butterworth to Fulton	9880	Construction In Progress	\$	\$	\$	\$ 444,000	
		TEMP20118	8156-PRV Replacements Cascade Reg D	9880	Construction In Progress	\$	\$	\$	\$ 150,000	
		TEMP20119	4304-Sherman St Giddings Ave to Norwood Ave	9880	Construction In Progress	\$	\$	\$	\$ 400,000	
		TEMP20120	5377-Fruitwood Covell to Woodcrest	9880	Construction In Progress	\$	\$	\$	\$ 500,000	
		TEMP20121	7965-Oakes Sheldon to Jefferson	9880	Construction In Progress	\$	\$	\$	\$ 325,000	
		TEMP20123	7967-Wealthy Richard Terrace to Ethel	9880	Construction In Progress	\$	\$	\$	\$ 260,000	
	Water Replacement Total					\$ 5,900,000	\$ 7,100,000	\$ 6,325,000	\$ 7,290,000	\$ 8,425,500

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
WATER DEPARTMENT (536)										
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
5912	Water Improvement	TEMP18040	4039-Butterworth Low Pressure District	9880	Construction In Progress	\$	\$ 1,374,000	\$	\$	\$
		TEMP18048	5222-College - Leonard to Sweet	9880	Construction In Progress	\$	\$ 1,945,000	\$	\$	\$
		TEMP19123	1433-Garfield Avenue - Fulton St	9880	Construction In Progress	\$	\$ 1,290,000	\$	\$	\$
		TEMP19133	4287-Giddings Avenue - Burton Street to Boston Street	9880	Construction In Progress	\$	\$ 1,300,000	\$	\$	\$
		TEMP20128	8198-Plainfield Helena to Elismere	9880	Construction In Progress	\$	\$ 2,000,000	\$	\$	\$
		TEMP20129	5564-Eleanor Plainfield to Diamond	9880	Construction In Progress	\$	\$ 1,250,000	\$	\$	\$
		TEMP20130	8201-Page Corner Plainfield Lister	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
	Water Improvement Total					\$	\$ 4,609,000	\$ 5,550,000	\$	\$
5915	WSS Revenue Bonds 2018	591520057	5237-Tremont Blvd-Covell Av to Mount Mercy Dr	9880	Construction In Progress	\$ 750,000	\$	\$	\$	\$
		TEMP17157	5856-Norwich Av-Oxford St to Hayden St	9880	Construction In Progress	\$ 900,000	\$	\$	\$	\$
		TEMP17183	4426 Eastern Av-Burton St to Ardmore St	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		TEMP17270	5214-Sunnybrook-Fulton to Woodward	9880	Construction In Progress	\$ 830,000	\$	\$	\$	\$
		TEMP17272	5922-LMFP Residuals Improvements	9880	Construction In Progress	\$	\$ 14,000,000	\$	\$	\$
		TEMP18004	4579-Ortavo Avenue - Hastings to Newberry	9880	Construction In Progress	\$ 2,000,000	\$	\$	\$	\$
		TEMP18005	5539 - Prince Street - Madison to Eastern	9880	Construction In Progress	\$ 1,500,000	\$	\$	\$	\$
		TEMP18051	6462-Houseman - Leonard to Spencer	9880	Construction In Progress	\$	\$ 700,000	\$	\$	\$
		TEMP18161	4665-Boston-Calvin to Plymouth	9880	Construction In Progress	\$	\$	\$	\$ 1,575,000	\$
		TEMP19092	7475-New Franklin PS PRV to Intermediate district	9880	Construction In Progress	\$	\$ 180,000	\$	\$	\$
		TEMP19115	1434-Rosewood Avenue - CSXRR to Burton Street	9880	Construction In Progress	\$ 1,200,000	\$	\$	\$	\$
		TEMP19119	2361-Lake Eastbrook from East Beltline to 28th Street	9880	Construction In Progress	\$ 1,100,000	\$	\$	\$	\$
		TEMP19120	3511-Fulton Street - Carlton Avenue to Wallinwood Avenue	9880	Construction In Progress	\$ 1,210,000	\$	\$	\$	\$
		TEMP19134	4332-Franklin Street - Fuller Avenue to E. City Limits	9880	Construction In Progress	\$ 1,200,000	\$	\$	\$	\$
		TEMP19140	1423-Langley Street - Oak Park Drive to Plymouth Avenue	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP19142	4037-Emerald Avenue Leonard Street to Sweet Street	9880	Construction In Progress	\$	\$ 1,300,000	\$	\$	\$
		TEMP19147	6440-Stevens - Steele to Division	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP20080	7164-Grandville Avenue - Beacon Street to Franklin Street	9880	Construction In Progress	\$	\$	\$	\$ 1,500,000	\$
		TEMP20085	7894-Curve - Godfrey to Grandville	9880	Construction In Progress	\$ 375,000	\$	\$	\$	\$
		TEMP20087	7906-Lincoln - 4th to Cora	9880	Construction In Progress	\$	\$	\$ 600,000	\$	\$
		TEMP20088	7973-Hill - Madison to Eastern	9880	Construction In Progress	\$	\$	\$ 800,000	\$	\$
		TEMP20091	4055 - Intermediate Pressure District Elevated Storage Tank	9880	Construction In Progress	\$	\$ 4,000,000	\$	\$	\$
		TEMP20096	8228-LMFP Annual Electrical Improvements	9880	Construction In Progress	\$ 1,290,000	\$	\$	\$	\$
		TEMP20098	8130-Richards Fulton to Sibley	9880	Construction In Progress	\$	\$ 600,000	\$	\$	\$
		TEMP20099	4499-Fuller Ave Adams St to Alexander St	9880	Construction In Progress	\$	\$ 2,000,000	\$	\$	\$
		TEMP20101	5597-Prospect Garden to Hall-Griggs to Burton	9880	Construction In Progress	\$	\$ 1,500,000	\$	\$	\$
		TEMP20103	8230-LMFP Annual Electrical Improvements	9880	Construction In Progress	\$	\$ 1,655,000	\$	\$	\$
		TEMP20105	5601-Sigbee Fuller to Ethel	9880	Construction In Progress	\$	\$ 900,000	\$	\$	\$
		TEMP20106	7346-Wealthy Street Ethel Avenue to Woodmere Avenue	9880	Construction In Progress	\$	\$ 420,000	\$	\$	\$
		TEMP20107	8232-LMFP Annual Electrical Improvements	9880	Construction In Progress	\$	\$ 1,834,000	\$	\$	\$
		TEMP20108	1963-Knapp-Plainfield to Fuller	9880	Construction In Progress	\$	\$	\$ 2,250,000	\$	\$
		TEMP20109	4532-Butterworth Hogadone to Seward	9880	Construction In Progress	\$	\$	\$ 840,000	\$	\$
		TEMP20110	5349-London Clyde Park to Century	9880	Construction In Progress	\$	\$	\$ 650,000	\$	\$
		TEMP20112	7159-Grandville Clyde Park to Stolpe	9880	Construction In Progress	\$	\$	\$ 650,000	\$	\$
		TEMP20122	7970-Burton Eastern to Kalamazoo	9880	Construction In Progress	\$	\$	\$	\$ 1,900,000	\$
		TEMP20126	8172-Franklin PS Electrical Improvements	9880	Construction In Progress	\$	\$ 4,600,000	\$	\$	\$
		TEMP20127	8150-LMFP Treatment Improvements	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP20137	1329-Burton Division to Eastern	9880	Construction In Progress	\$	\$	\$	\$ 1,765,000	\$
	WSS Revenue Bonds 2018					\$ 12,555,000	\$ 25,235,000	\$ 11,454,000	\$ 7,790,000	\$ 6,740,000
Grand Total						\$ 18,455,000	\$ 36,944,000	\$ 23,329,000	\$ 13,880,000	\$ 15,165,500

FUND DESCRIPTIONS - GRANTS

Every grant fund is considered an “all year’s fund”, meaning that any budget authorized from the receipt of a grant that is not spent in a current fiscal year continues to carry forward from one fiscal year to the next until the requirements of the grant are fully completed and the grant is closed.

61st District Court Grants Fund: This fund is used to account for grants received for specialized court programs. Funds are allocated to the proper program according to the grant. The grants the District Court receives generally cover costs associated with the Domestic Assault Response Team (DART), Drug and Sobriety Courts.

Major Revenue Source: Federal, State and Local Grants.

Fund Balance Policy: To have all funds committed to fulfill District Court grant requirements.

Community Development Program Fund: This fund is used to account for grants received for housing and community development programs in the Community Development Department. Funds are allocated on an annual basis for projects and services that primarily support low- and moderate-income persons and families. Examples include housing rehabilitation and emergency home repairs, public infrastructure improvements, neighborhood leadership development, and legal assistance and fair housing services.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible housing and community development activities.

Fire Grants Fund: This fund is used to account for grants received that are dedicated specifically to the Grand Rapids Fire Department. The grants received generally cover safety related items such as Self Contained Breathing Apparatus (SCBA) and Personal Protection Equipment (PPE) for Fire Department personnel, communication equipment and support of the Residential Safety Program for the installation of smoke and carbon dioxide alarms.

Major Revenue Source: Federal Emergency Management Agency (FEMA).

Fund Balance Policy: To have all funds committed to fund grant approved expenses.

HOME Investment Partnership Fund: This fund is used to account for grants received for affordable housing in the Community Development Department. Funds are allocated on an annual basis for programs and projects that maintain, preserve and increase the supply of affordable housing for low-income persons. Examples include rehabilitation and new construction of homeowner and rental properties, homebuyer down payment assistance, and short-term rental assistance.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible affordable housing activities.

Lead Hazard Control/Reduction Fund: This fund is used to account for grants received for lead paint hazard reduction in the Community Development Department. Funds are used to make rental and owner-occupied homes safe from lead paint hazards.

Major Revenue Source: U.S. Department of Housing and Urban Development (HUD).

Fund Balance Policy: To have all funds committed to eligible lead paint hazard reduction activities.

Other Grants Fund: This fund is used to account for all other grants received that are not to be specifically accounted for in any other City grant fund. Examples of grants accounted for in the Other Grants Fund include grants received for the City's Our Community's Children Program, grants received for the City's Parks Department from various sources such as the U.S. Department of Agriculture's (USDA) Forest Service Agency, and Justice Assistance Grants (JAG) received from the U.S. Department of Justice's Bureau of Justice Assistance (BJA) used for crime prevention purposes.

Major Revenue Source: Federal, State, Local and Private Grants.

Fund Balance Policy: To have all funds committed to fulfill grant requirements.

Police Grants Fund: This fund is used to account for grants received that are dedicated specifically to the Grand Rapids Police Department. In general, the City occasionally receives Community Oriented Policing Services (COPS) grants from the U.S. Department of Justice that help temporarily fund the wages of a determined amount of new Community Police Officers. This grant fund also accounts for grants received from the Michigan Department of Justice that support the costs of wages, supplies and equipment of Automobile Theft Prevention Authority (ATPA) and Metropolitan Enforcement Team (MET) grant supported activities.

Major Revenue Source: Federal and State Grants.

Fund Balance Policy: To have all funds committed to fund grant approved expenses.

Grand Rapids MI
61ST DISTRICT COURT GRANTS (7401)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	392,754	0	470,197	501,348	0	0	0	0	0
539-State Grants	265,284	0	203,000	203,000	0	0	0	0	0
580-Contribution from Local Units	94,348	0	80,900	80,900	0	0	0	0	0
600-Charges For Services	139,207	0	140,000	111,542	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	67,856	0	64,920	66,008	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Revenues	959,449	0	959,017	962,798	0	0	0	0	0
Expenditures									
701-Personal Services	308,499	0	287,687	289,654	0	0	0	0	0
751-Supplies	132,432	0	142,020	126,321	0	0	0	0	0
800-Other Services And Charges	446,361	0	529,310	493,252	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Expenditures	887,292	0	959,017	909,227	0	0	0	0	0
61ST DISTRICT COURT GRANTS NET INCOME (LOSS)	72,157	0	0	53,571	0	0	0	0	0
Fund Balance - Beginning of Year	82,326	154,483	154,483	154,483	208,054	208,054	208,054	208,054	208,054
Fund Balance - End of Year	154,483	154,483	154,483	208,054	208,054	208,054	208,054	208,054	208,054
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	133,094	0	143,853	136,384	0	0	0	0	0
Unassigned Fund Balance	21,389	154,483	10,630	71,670	208,054	208,054	208,054	208,054	208,054
Total	154,483	154,483	154,483	208,054	208,054	208,054	208,054	208,054	208,054
Unassigned Fund Balance as a % of Total Current Spending	2.4%	#DIV/0!	1.1%	7.9%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Grand Rapids MI
COMMUNITY DEVELOPMENT PROGRAM (2733) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2021	2022
<u>Community Development Program (2733)</u>									
Revenues									
501-Federal Grants	3,648,717	4,149,535	4,212,725	3,847,000	4,017,924		4,017,924	4,017,924	4,017,924
655-Fines & Forfeitures	673	0	0	0	0		0	0	0
664-Investment Income & Rentals	11,190	0	0	0	0		0	0	0
671-Other Revenues	484,196	350,000	355,528	328,000	504,000		454,000	454,000	454,000
695-Other Financing Sources	505,528	500,000	500,000	500,000	500,000		500,000	500,000	500,000
Community Development Program Total Revenues	4,650,304	4,999,535	5,068,253	4,675,000	5,021,924		4,971,924	4,971,924	4,971,924
Expenditures									
701-Personal Services	751,019	941,132	941,132	856,100	1,034,524		1,085,854	1,109,323	1,133,052
751-Supplies	6,936	0	0	0	33,522		34,206	34,699	35,236
800-Other Services and Charges	2,282,338	2,689,715	2,950,433	2,656,528	2,581,190		2,479,176	2,455,214	2,430,948
970-Capital Outlays	3,986	0	0	0	4,000		4,000	4,000	4,000
995-Other Financing	1,368,688	1,368,688	1,176,688	1,368,688	1,368,688		1,368,688	1,368,688	1,368,688
Community Development Program Total Expenditures	4,412,967	4,999,535	5,068,253	4,881,316	5,021,924		4,971,924	4,971,924	4,971,924
Community Development Program NET INCOME (LOS)	237,337	0	0	(206,316)	0		0	0	0
Beginning Fund Balance	963,741	1,201,078	1,201,078	1,201,078	994,762		994,762	994,762	994,762
Ending Fund Balance	1,201,078	1,201,078	1,201,078	994,762	994,762		994,762	994,762	994,762

Grand Rapids MI FIRE GRANTS (2732)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
<u>Fire Grants (2732)</u>									
Revenues									
501-Federal Grants	127,971	0	1,470,742	1,184,500	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
671-Other Revenues	11,841	0	0	0	0	0	0	0	0
695-Other Financing Sources	21,797	0	134,810	134,810	0	0	0	0	0
Fire Grants Total Revenues	161,609	0	1,605,552	1,319,310	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	263,566	26,866	0	0	0	0	0
751-Supplies	11,432	0	181,566	181,566	0	0	0	0	0
800-Other Services and Charges	25,563	0	302,420	252,500	0	0	0	0	0
970-Capital Outlays	40,544	0	858,000	813,000	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Fire Grants Total Expenditures	77,539	0	1,605,552	1,273,932	0	0	0	0	0
Fire Grants NET INCOME (LOSS)	84,070	0	0	45,378	0	0	0	0	0
Beginning Fund Balance	(116,342)	(32,272)	(32,272)	(32,272)	13,106	13,106	13,106	13,106	13,106
Ending Fund Balance	(32,272)	(32,272)	(32,272)	13,106	13,106	13,106	13,106	13,106	13,106

Grand Rapids MI
HOME INVESTMENT PARTNERSHIP (2734) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2021	2022
<u>Home Investment Partnership (2734)</u>									
Revenues									
501-Federal Grants	1,214,402	1,328,288	1,268,288	1,229,500	1,268,288		1,268,288	1,268,288	1,268,288
655-Fines & Forfeitures	0	0	0	0	0		0	0	0
664-Investment Income & Rentals	0	0	0	0	0		0	0	0
671-Other Revenues	28,818	30,268	28,587	28,300	125,000		125,000	125,000	125,000
Home Investment Partnership Total Revenues	1,243,220	1,358,556	1,296,875	1,257,800	1,393,288		1,393,288	1,393,288	1,393,288
Expenditures									
701-Personal Services	127,188	115,185	115,185	95,381	123,010		130,864	136,104	138,960
751-Supplies	292	0	0	0	0		0	0	0
800-Other Services and Charges	1,141,644	1,243,371	1,181,690	1,028,298	1,270,278		1,262,424	1,257,184	1,254,328
995-Other Financing	0	0	0	0	0		0	0	0
Home Investment Partnership Total Expenditures	1,269,124	1,358,556	1,296,875	1,123,679	1,393,288		1,393,288	1,393,288	1,393,288
Home Investment Partnership NET INCOME (LOSS)	(25,904)	0	0	134,121	0		0	0	0
Beginning Fund Balance	54,722	28,818	28,818	28,818	162,939		162,939	162,939	162,939
Ending Fund Balance	28,818	28,818	28,818	162,939	162,939		162,939	162,939	162,939

Grand Rapids MI
LEAD HAZARD CONTROL/REDUCTION (2735) STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	2021	2022
<u>Lead Hazard Control/Reduction (2735)</u>											
Revenues											
501-Federal Grants	1,927,947	0	5,531,677	5,125,000	0		0	0	0	0	0
655-Fines & Forfeitures	88	0		0	0		0	0	0	0	0
664-Investment Income & Rentals	466	0		0	0		0	0	0	0	0
671-Other Revenues	88,569	0	59,292	48,375	0		0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0		0	0	0	0	0
Lead Hazard Control/Reduction Total Revenues	2,017,070	0	5,590,969	5,173,375	0		0	0	0	0	0
Expenditures											
701-Personal Services	394,229	0	153,805	138,542	0		0	0	0	0	0
751-Supplies	(900)	0		0	0		0	0	0	0	0
800-Other Services and Charges	1,659,191	0	5,437,164	5,028,362	0		0	0	0	0	0
970-Capital Outlays	20,095	0		0	0		0	0	0	0	0
995-Other Financing	0	0		0	0		0	0	0	0	0
Lead Hazard Control/Reduction Total Expenditures	2,072,615	0	5,590,969	5,166,904	0		0	0	0	0	0
Lead Hazard Control/Reduction NET INCOME (LOSS)	(55,545)	0	0	6,471	0		0	0	0	0	0
Beginning Fund Balance	176,229	120,684	120,684	120,684	127,155		127,155	127,155	127,155	127,155	127,155
Ending Fund Balance	120,684	120,684	120,684	127,155	127,155		127,155	127,155	127,155	127,155	127,155

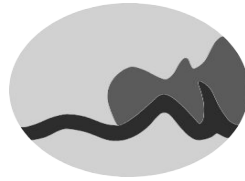
**Grand Rapids MI OTHER GRANTS FUND (2730) STATEMENT OF
OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
<u>Other Grants (2730)</u>									
Revenues									
501-Federal Grants	479,395	275,842	275,842	251,990	137,692	137,692	137,692	137,692	137,692
539-State Grants	30,174	0	0	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
671-Other Revenues	1,045,179	0	861,951	848,000	0	0	0	0	0
695-Other Financing Sources	163,533	189,091	189,091	189,091	0	0	0	0	0
Other Grants Total Revenues	1,718,281	464,933	1,326,884	1,289,081	137,692	137,692	137,692	137,692	137,692
Expenditures									
701-Personal Services	643,133	77,584	504,156	418,500	0	0	0	0	0
751-Supplies	40,291	0	5,100	25,000	0	0	0	0	0
800-Other Services and Charges	1,480,338	387,349	811,428	760,696	137,692	137,692	137,692	137,692	137,692
970-Capital Outlays	2,207	0	6,200	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Other Grants Total Expenditures	2,165,969	464,933	1,326,884	1,204,196	137,692	137,692	137,692	137,692	137,692
Other Grants NET INCOME (LOSS)	(447,688)	0	0	84,885	0	0	0	0	0
Beginning Fund Balance	708,330	260,642	260,642	260,642	345,527	345,527	345,527	345,527	345,527
Ending Fund Balance	260,642	260,642	260,642	345,527	345,527	345,527	345,527	345,527	345,527

Grand Rapids MI POLICE GRANTS (2731)

STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025
<u>Police Grants (2731)</u>									
Revenues									
501-Federal Grants	261,920	0	522,820	230,964	0	0	0	0	0
539-State Grants	395,924	0	593,718	418,987	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	0	0	0	0					
671-Other Revenues	1,176	0	0	135	0	0	0	0	0
695-Other Financing Sources	200,616	0	180,240	367,488	0	0	0	0	0
Police Grants Total Revenues	859,636	0	1,296,778	1,017,574	0	0	0	0	0
Expenditures									
701-Personal Services	681,349	0	810,211	717,983	0	0	0	0	0
751-Supplies	141	0	21,800	31,187	0	0	0	0	0
800-Other Services and Charges	242,557	0	278,069	249,202	0	0	0	0	0
970-Capital Outlays	23,377	0	186,698	97,401	0	0	0	0	0
Police Grants Total Expenditures	947,424	0	1,296,778	1,095,773	0	0	0	0	0
Police Grants NET INCOME (LOSS)	(87,788)	0	0	(78,199)	0	0	0	0	0
Beginning Fund Balance	10,444	(77,344)	(77,344)	(77,344)	(155,543)	(155,543)	(155,543)	(155,543)	(155,543)
Ending Fund Balance	(77,344)	(77,344)	(77,344)	(155,543)	(155,543)	(155,543)	(155,543)	(155,543)	(155,543)



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FUND DESCRIPTIONS

Customer Service Fund: This fund was established as the 3-1-1 Fund in Fiscal Year 2014, replacing the previous Information Technology 311 Sub Fund. The fund is mainly used to account for the operating revenues and expenditures of the 3-1-1 Call Center Program. Revenues are generated by charges for services rendered.

Allocation and recovery of costs: Calls are coded by department and tallied at the end of the year. Percentages are calculated for each department's usage of the 311-call taking service. The Customer Service Department's total operating costs are allocated to the departments/funds according to the calculated percentage of use, and the result is the budget amount for each department/fund.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Engineering Services Fund: This fund was established in FY2005 to account for engineering services provided to other City funds and departments. Revenues are generated by charges for services rendered as well as monies received from permits issued. The Engineering Department achieved the business plan objectives and the commitments that were made when the activities were removed from the General Operating Fund.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Facilities Management Fund: Facilities Management oversees daily operations for various types of municipal facilities throughout the City of Grand Rapids. Facilities Management is committed to providing clean, safe, accessible and sustainable workspaces for City employees, as well as City tenants, community members, citizens, visitors, and guests. Facilities Management offers the highest level of building related services in effort to increase user department's operational effectiveness while simultaneously controlling utilization costs through comprehensive asset management planning and responsible implementation of energy efficient practices.

Facilities Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back and rate setting model. Anticipated operating and maintenance expenses are budgeted and provided to user departments annually.

Fund Balance Policy: Facilities Management's Operating Fund achieves total cost recovery while maintaining a 25% reserve.

Facilities Management Capital Fund: The Facilities Management Capital Fund accounts for the maintenance of public-owned facilities through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses long-term sustainability, capital improvements and replacements, implementation of green facilities initiatives, and continuous improvement objectives. The AMP includes a 5, 10, and 25 year planned replacement program and adheres to industry best practices to provide well maintained and energy efficient facilities. Facility types include: Municipal Office Spaces, City Archives, Fleet Maintenance/Repair Shop, Car Wash, Public Works Garages, Forestry/Parks Garage, Storage Facilities, Vehicle Impound Lot, Police Department, Police Motor Pool, Police Pistol Range, Fire Stations, Court House, and Public Museums. Revenue is generated from department charges for services and assigned as capital reserve for major repairs and improvements on each building in accordance to the receipt of the funds.

Fund Balance Policy: All funds are 100% assigned to Facilities working capital projects.

Financial Management System Fund: This fund is used to account for a State of Michigan grant that was provided through the Michigan Municipal Services Authority (MMSA) to research and develop a cloud-based Financial Management system that could be made available to all entities in the State of Michigan who wish to partner in a stronger more robust financial system. After significant evaluation, the City of Grand Rapids chose to implement Advantage 360, consisting of Performance Budgeting, Financials, and Human Resources/Payroll/Timekeeping.

Allocation and recovery of costs: Costs are grouped into three categories: Consulting, Implementation, and Incidentals; costs are charged to the appropriate category when incurred.

Fund Balance Policy: The majority of funds were previously allocated to the development of a new financial management system. The remaining balance has been appropriated for a planned system upgrade in FY2021.

Health Insurance Fund: The Health Insurance Fund was established to account for the payment of approved health insurance claims for active employees and for post Medicare retirees over age 65. The City is self-insured for health insurance claims and finances the insurance payments through payroll distributions per employee.

Allocation and Recovery of Costs: After the annual actuarial study on health care is received, the suggested increase/decrease is applied to factors within the Health Care rate study which is prepared by the Budget Office. This study allows total expenditure needs of the City to be calculated for active personnel, opt-outs, and retirees over age 65. Costs for those over 65 are recovered completely from the retirees and the Union Medicare Supplements. Costs for active personnel are budgeted equally for each employee regardless of status but recovered from Premium Sharing and Departmental Contributions based on each active employee's true status (participating or opt-out).

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Information Technology Operating Fund: This fund is used to account for the Information Processing and Telecommunications Services provided to other City funds and Departments. Revenues are generated by charges for services rendered.

Allocation and recovery of costs: Budgetary costs are grouped together by function – Administration, Enterprise Solutions, Shared Solutions, Department Solutions, Dedicated Support, Mainframe, Network, Personal Computer Support, Shared Servers, RDBMS, Printing costs, Email, and Telephony. Costs are allocated to the department's code by use of a proper basis for the function (e.g. the number of employees for email costs). Then the costs for each department code are totaled up and presented as budgetary amounts for each department. Costs are recovered using the following methods: Personal Computer Support is billed on actual support calls when incurred, Telephony is billed on budgetary costs of telephony based upon the number of lines, and all the other functions are billed on budgetary costs based upon the combined amounts and is known as data charges.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%, commit a capital reserve amount for replacement and upgrade of Information Technology capital infrastructure.

Information Technology Capital Fund: This fund is used to account for the capital needs of the Information Processing and Telecommunications Services provided to other City funds and Departments. Revenues are generated through charges to Departments.

Allocation and recovery of costs: A pre-determined dollar amount based on future capital needs is entered into the IT Allocation Plan outlined in the Information Technology Operating Fund section below. The appropriate percentages are charged to user departments based on this plan, and the revenues received are directly deposited into the Capital fund until they are needed for Capital Replacement, at which time an annual budget is prepared. The replacement cycle for most capital replacement items is approximately five years.

Fund Balance Policy: To have all funds committed to Information Technology capital projects.

Motor Equipment System Operating Fund: Fleet Management is responsible for over 1,400 pieces of equipment with a replacement value of approximately \$50 million. Our Parts Room stocks approximately 76,000 pieces of inventory which is valued at over \$800,000. Fleet Management provides user departments the highest level of fleet related services in effort to increase the City's overall operational effectiveness. Through responsible procurement practices, efficient maintenance and repair services, and exceptional replacement planning, Fleet Management is able to provide user departments with safe, reliable, state-of-the-art, customized equipment to meet the City's diverse operating needs.

Fleet Management is dedicated to implementing continuous improvements, industry best practices, City-wide initiatives and policies, financial responsibility, and environmental stewardship into daily operations.

Fleet Management operates as an Internal Service Fund (ISF) within the City. The department is fully funded based upon direct and indirect operational costs being recovered through an appropriate charge-back model for both pooled and non-pooled equipment. Operating, maintenance, and general administration expenses are analyzed, and rates are established on an annual basis.

Fund Balance Policy: Fleet Management's operating fund achieves total cost recovery while maintaining a 25% general reserve as well as a fuel contingency reserve.

Motor Equipment System Capital Fund: The Fleet Management Capital Fund accounts for the replacement of equipment through implementation of a comprehensive Asset Management Plan (AMP). The AMP addresses environmental responsibility, capitalization on useable life, maximization on returns, implementation of green fleet initiatives, and continuous improvement objectives. In an effort to provide operating departments' safe, reliable, and cost-effective equipment, Fleet Management regularly engages in educational discussions with users regarding right-sizing, alternative fueling equipment (such as CNG, hybrid, electric vehicles, etc.), the importance of preventative maintenance, and overall standardization of the City's Fleet. The AMP includes a replacement guideline along with a 5 and 15 year planned replacement forecast – both of which adhere to industry standards accepted by the National Association of Fleet Administration (NAFA) and the American Public Works Association (APWA).

Fleet Equipment types include: Light Equipment – such as sedans, vans, SUV's, patrol vehicles, motorcycles, pick-ups, small utility and small dump trucks, and other miscellaneous small engine equipment. Heavy Equipment – such as refuse trucks, large utility and dump trucks, vactors, fire apparatus, off-road equipment, and other miscellaneous heavy equipment. Revenue is generated from department charges based on capital costs associated equipment replacement, as planned and forecasted in the AMP.

Fund Balance Policy: All funds are 100% assigned to motor equipment capital projects.

Risk Management/Other Reserves Fund: This fund is used to account for the payment of approved insurance claims, public liability, life insurance and workers' compensation. The City is self-insured for general liability and finances the insurance payments through budgeted transfers from other funds.

Allocation and Recovery of Costs: Insurance Premiums and other risk costs are grouped into three categories, Liability, Property, and Workers' compensation. Each cost is allocated to the departments/funds according to a stated basis (number of personnel, payroll, etc.) after which the allocations are totaled by department. Fund balance is used to reduce the total revenue requirement if there was excess allocation from the prior year, or an adjustment is made to increase the revenue requirement if there was a shortfall requiring the use of fund balance in the previous year. These adjustments are applied to the department allocations on a percentage basis related to each unit's portion of the allocation costs, and the result is the budget amount for each department/fund.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

**Grand Rapids MI CUSTOMER SERVICE (6110) STATEMENT OF
OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST Year	2021	2022
REVENUE										
<u>Customer Service (6110)</u>										
401 Taxes	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	1,726,763	1,895,815	1,895,815	1,958,554	2,141,363	2,243,772	2,285,233		2,326,221	2,280,858
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	10,511	7,063	7,063	2,977	2,136	1,381	1,381		1,767	2,153
671 Other Revenue	67	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0
Customer Service Total Revenue	1,737,341	1,902,878	1,902,878	1,961,531	2,143,499	2,245,153	2,286,614		2,327,988	2,283,011
EXPENDITURES										
<u>Customer Service (6110)</u>										
701 Personal Services	1,246,093	1,444,724	1,422,105	1,364,509	1,516,261	1,606,517	1,651,312		1,694,079	1,723,528
751 Supplies	5,548	6,850	6,850	6,850	6,850	6,850	6,850		6,650	6,450
800 Other Services And Charges	527,488	496,191	518,810	539,192	504,629	511,698	511,144		512,526	513,816
970 Capital Outlay	1,686	9,600	9,600	9,600	9,792	9,988	10,188		10,391	10,454
990 Debt Service	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0
Customer Service Total Expenditures	1,780,815	1,957,365	1,957,365	1,920,151	2,037,532	2,135,053	2,179,494		2,223,646	2,254,248
Customer Service NET INCOME (LOSS)	(43,474)	(54,487)	(54,487)	41,380	105,967	110,100	107,120		104,342	28,763
Unrestricted Cash - Beginning of Year	239,791	196,317	196,317	196,317	237,697	343,664	453,764		560,884	665,226
Unrestricted Cash - End of Year	196,317	141,830	141,830	237,697	343,664	453,764	560,884		665,226	693,989
Reserve Targets:										
Assigned to Reserves - 25% of Current Spending	432,114	489,341	489,341	480,038	509,383	533,763	544,874		555,912	563,562
Assigned to Capital (Remaining Website Project Funding)	162,777	162,777	162,777	162,777	162,777	162,777	162,777		162,777	162,777
Unassigned Cash	(398,874)	(510,288)	(510,288)	(495,118)	(328,496)	(242,776)	(146,767)		(83,463)	(32,358)
Total	196,317	141,830	141,830	237,697	343,664	453,764	560,884		665,226	693,989
Unassigned Cash as a % of Total Current Spending	-22.4%	-26.1%	-26.1%	-21.1%	-16.1%	-11.4%	-6.7%		-2.4%	-1.4%

**Grand Rapids MI - FMS ENGINEERING SERVICES
(6220) STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025		
Revenues											
450-Licenses & Permits		333,737		168,000	168,000	176,000		168,000	168,000	168,000	168,000
600-Charges for Services		4,773,724		5,763,196	5,763,196	5,027,650	6,113,136	6,614,189	6,304,748	5,653,093	6,156,672
664-Investment Income & Rentals		169,167		92,606	92,606	96,174	69,010	44,603	44,603	57,075	69,547
671-Other Revenues		0		0	0	0	0	0	0	0	0
Engineering Services Total Revenues		5,276,628		6,023,802	6,023,802	5,299,824		6,350,146	6,826,792	6,517,351	6,394,219
Expenditures											
701-Personal Services		3,689,393		4,517,927	4,517,927	4,025,253	4,522,144	4,739,711	4,841,923	4,932,366	4,991,324
726-Supplies		48,078		98,791	98,791	107,160	68,313	71,592	73,949	72,635	68,551
800-Other Services and Charges		1,255,582		1,426,366	1,426,366	1,406,155	1,380,441	1,291,818	1,319,692	1,358,663	1,403,729
970-Capital Outlays		89		0	0	0	93,000	88,000	0	0	0
995-Other Financing		1,988		2,450	2,450	2,468	2,309	2,355	2,402	2,450	2,499
Engineering Services Total Expenditures		4,995,130		6,045,534	6,045,534	5,541,036		6,066,207	6,193,476	6,237,966	6,466,103
Engineering Services NET INCOME (LOSS)		281,498		-21,732	-21,732	-241,212		283,939	633,316	279,385	-71,884
Unrestricted Cash - Beginning of Year		4,649,176		4,930,674	4,930,674	4,930,674		4,689,462	4,973,401	5,606,717	5,398,156
Unrestricted Cash - End of Year		4,930,674		4,908,942	4,908,942	4,689,462		4,973,401	5,606,717	5,886,102	5,326,272
Reserve Targets											
Assigned to Reserves - 25% of Current Spending		1,248,783		1,511,384	1,511,384	1,385,259	1,516,552	1,548,369	1,559,492	1,591,529	1,616,526
Unassigned Cash		3,681,892		3,397,559	3,397,559	3,304,203	3,456,849	4,058,348	4,326,611	3,806,628	3,709,746
Total		4,930,674		4,908,942	4,908,942	4,689,462		4,973,401	5,606,717	5,886,102	5,326,272
Unassigned Cash as a % of Total Current Spending		73.7%		56.2%	56.2%	59.6%	57.0%	65.5%	69.4%	59.8%	57.4%

**Grand Rapids MI - FMS FACILITIES
MGMT-OPERATING (6310)**

STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025			
Revenues												
600-Charges for Services			4,682,733	4,915,241	4,915,241	4,915,241		5,055,441	5,228,319	5,375,543	5,524,926	5,623,077
664-Investment Income & Rentals			267,644	239,014	239,014	237,330		231,185	226,153	230,342	239,285	248,313
671-Other Revenues			260	0	0	0		0	0	0	0	0
695-Other Financing Sources			0	0	0	0		0	0	0	0	0
Facilities Mgmt-Operating Total Revenues			4,950,637	5,154,255	5,154,255	5,152,571		5,286,626	5,454,472	5,605,885	5,764,211	5,871,390
Expenditures												
701-Personal Services			1,596,761	1,692,711	1,692,711	1,479,570		1,698,182	1,800,985	1,856,756	1,911,348	1,934,024
726-Supplies			172,326	206,571	206,571	201,745		205,699	215,124	224,999	235,344	246,186
800-Other Services and Charges			2,938,080	3,259,389	3,259,389	3,122,876		3,301,635	3,371,265	3,468,109	3,568,861	3,673,706
970-Capital Outlays			15,817	42,000	42,000	42,000		59,500	51,000	52,000	53,000	54,000
990-Debt Service			1,850	0	0	0		0	0	0	0	0
995-Other Financing			0	-54,094	-54,094	0		-54,172	-55,980	-57,530	-59,103	-60,161
Facilities Mgmt-Operating Total Expenditures			4,724,834	5,146,577	5,146,577	4,846,191		5,210,844	5,382,394	5,544,334	5,709,450	5,847,755
Facilities Mgmt-Operating NET INCOME (LOSS)			225,803	7,678	7,678	306,380		75,782	72,078	61,551	54,761	23,635
Unrestricted Cash - Beginning of Year			1,770,779	1,996,582	1,996,582	1,996,582		2,302,962	2,378,744	2,450,822	2,512,373	2,567,134
Unrestricted Cash - End of Year			1,996,582	2,004,260	2,004,260	2,302,962		2,378,744	2,450,822	2,512,373	2,567,134	2,590,769
Reserve Targets												
Assigned to Reserves - 25% of Current Spending			1,181,209	1,286,644	1,286,644	1,211,548		1,302,711	1,345,599	1,386,084	1,427,363	1,461,939
Unassigned Cash			815,374	717,616	717,616	1,091,414		1,076,033	1,105,224	1,126,290	1,139,772	1,128,830
Total			1,996,582	2,004,260	2,004,260	2,302,962		2,378,744	2,450,822	2,512,373	2,567,134	2,590,769
Unassigned Cash as a % of Total Current Spending			17.3%	13.9%	13.9%	22.5%		20.6%	20.5%	20.3%	20.0%	19.3%

**Grand Rapids MI - FMS FACILITIES
MANAGEMENT-CAPITAL (6311)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025		
Revenues											
580-Contribution from Local Units		2,673,010		0	0	754,891		0	24,115	0	56,087
600-Charges for Services		1,707,412		1,444,803	1,789,083	1,741,476		1,763,225	1,358,052	1,934,702	1,922,754
664-Investment Income & Rentals		181,982		117,605	117,605	96,520		69,258	44,764	44,764	69,797
671-Other Revenues		0		0	0	0		0	0	0	0
Facilities Management-Capital Total Revenues		4,562,404		1,562,408	1,906,688	2,592,887		1,832,483	1,426,931	1,979,466	2,048,638
Expenditures											
751-Supplies		197		0	0	0		0	0	0	0
800-Other Services and Charges		0		0	0	0		0	0	0	0
970-Capital Outlays		4,054,982		1,444,803	3,563,583	2,714,652		1,763,225	1,382,167	1,934,702	1,978,841
995-Other Financing		0		0	88,750	0		0	0	0	0
Facilities Management-Capital Total Expenditures		4,055,179		1,444,803	3,652,333	2,714,652		1,763,225	1,382,167	1,934,702	1,978,841
Facilities Management-Capital NET INCOME (LOSS)		507,225		117,605	-1,745,645	-121,765		69,258	44,764	44,764	69,797
Unrestricted Cash - Beginning of Year		5,618,345		6,125,570	6,125,570	6,125,570		6,003,805	6,073,063	6,117,827	6,219,872
Unrestricted Cash - End of Year		6,125,570		6,243,175	4,379,925	6,003,805		6,073,063	6,117,827	6,162,591	6,289,669
Summary of Reserves											
Ending Unrestricted Cash		6,125,570		6,243,175	4,379,925	6,003,805		6,073,063	6,117,827	6,162,591	6,289,669
Assigned for Working Capital Projects		-6,125,570		-6,243,175	-4,379,925	-6,003,805		-6,073,063	-6,117,827	-6,162,591	-6,289,669
Unassigned Cash Available for Reappropriation		0		0	0	0		0	0	0	0

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2021 PRELIMINARY FISCAL PLAN										
FACILITIES DEPARTMENT (265)										
						FY2021	FY2022	FY2023	FY2024	FY2025
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	Proposed	Forecast	Forecast	Forecast	Forecast
6311	Facilities Management-Capital	TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$ 329,710	\$ 268,335	\$ 281,752	\$	\$ 310,631
		TEMP17043	Annual Heat pump replacement at the Police Admin facility	9750	Building	\$ 182,813	\$ 190,938	\$ 197,500	\$ 229,688	
		TEMP17048	Annual flooring replacement following asset mgmt schedule	9750	Building	\$ 115,900	\$ 118,798	\$ 121,768	\$ 124,812	\$ 127,932
		TEMP17049	Annual interior finishes and paint following paint schedule	9750	Building	\$ 109,882	\$ 113,652	\$ 116,920	\$ 119,226	\$ 121,827
		TEMP17070	Parking lot repair / replacement at the PSC	9750	Building	\$	\$ 421,875	\$ 1,160,824	\$	\$
		TEMP17071	Overhead Door replacement at the Community Archives facility	9750	Building	\$	\$ 28,750	\$	\$	\$
		TEMP17089	Police parking garage inspection and construction	9750	Building	\$	\$ 217,969	\$	\$ 241,609	\$
		TEMP17104	Concrete pad replacement of Monroe entrance of City/County	9750	Building	\$	\$ \$	\$	\$ 151,177	
		TEMP17105	Central dock system at the City / County facility	9750	Building	\$	\$ 65,000	\$	\$	\$
		TEMP17116	Building renovations at the 201 Market facility	9750	Building	\$ 494,130	\$ \$	\$	\$	
		TEMP17121	Replace infrared heating system at the Fleet Mgmt facility	9750	Building	\$ 175,000	\$ \$	\$	\$	
		TEMP17124	Range house repair/concrete at the Pistol Range facility	9750	Building	\$ 20,665	\$ 26,538	\$	\$	\$
		TEMP18197	Security camera and building security replacements Fleet Man	9750	Building	\$	\$ \$	\$ 62,500	\$	
		TEMP18198	Upgrade existing lighting control system at the City / Count	9750	Building	\$	\$ \$	\$ 90,000	\$	
		TEMP19002	Parking lot replacement at the Development Center facility	9750	Building	\$ 160,125	\$ \$	\$	\$	
		TEMP19020	Overhead Door replacement at the Public Services Center	9750	Building	\$	\$ 37,500	\$	\$	\$
		TEMP19211	Building security replacements at City Hall	9750	Building	\$ 75,000	\$ \$	\$	\$	
		TEMP19213	Building security replacements Police Administration	9750	Building	\$ 100,000	\$ \$	\$	\$	
		TEMP19214	Building security replacements Public Service Center	9750	Building	\$	\$ 83,750	\$	\$	\$
		TEMP19216	Building security replacements Bridgeview	9750	Building	\$	\$ \$ 62,500	\$	\$	
		TEMP21005	Security camera and building security replacement CARC	9750	Building	\$	\$ \$	\$	\$ 62,500	
		TEMP21006	Security system upgrades at Police Administration facility	9750	Building	\$	\$ \$	\$	\$ 168,906	
		TEMP21008	Roof restoration of the Public Service Storage facility	9750	Building	\$	\$ \$	\$	\$ 493,680	
		TEMP21009	Replace Motor Pool sump pumps at the Police Administration	9750	Building	\$	\$ \$	\$	\$ 68,750	
		TEMP21010	HVAC replacement at 660 Market	9750	Building	\$	\$ \$	\$	\$ 243,750	
Grand Total						\$ 1,763,225	\$ 1,382,167	\$ 1,934,702	\$ 835,647	\$ 1,978,841

**Grand Rapids MI
FINANCIAL MANAGEMENT SYSTEM (6820)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	Year	2021
REVENUE											
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>											
401 Taxes	0	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0	0
539 State Grants	0	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	0	0	0	0	0	0	0	0	0	0	0
655 Fines	0	0	0	0	0	0	0	0	0	0	0
And Forfeitures 664 Interest And Rents 671	39,906	0	0	0	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0
FMS Total Revenue	39,906	0	0	0	0	0	0	0	0	0	0
EXPENDITURES											
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>											
701 Personal Services	0	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges 970	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	206,688	362,934	362,934	165,000	671,990	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0	0
FMS Total Expenditures	206,688	362,934	362,934	165,000	671,990	0	0	0	0	0	0
FMS NET INCOME (LOSS)											
Unrestricted Cash - Beginning of Year Unrestricted	(166,782)	(362,934)	(362,934)	(165,000)	(671,990)	0	0	0	0	0	0
Cash - End of Year Reserve Targets:	1,003,772	836,990	836,990	836,990	671,990	-	-	-	-	-	-
Assigned to Reserves - 25% of Current Spending Unassigned Cash	836,990	474,056	474,056	671,990	0	0	0	0	0	0	0
Total											
Unassigned Cash as a % of Total Current Spending	51.672	90.734	90.734	41.250	167.998	0	0	0	0	0	0
	785.318	383.323	383.323	630.740	(167.998)	0	0	0	0	0	0
	836.990	474.056	474.056	671.990	0	0	0	0	0	0	0
	380.0%	105.6%	105.6%	382.3%	-25.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Grand Rapids MI HEALTH INSURANCE (6770)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	Year 2021
REVENUE										
<u>HEALTH INSURANCE (6770)</u>										
401 Taxes	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	23,994,247	22,950,169	22,950,169	22,966,672	18,780,568	20,667,350	22,997,449	25,265,664	27,494,519	
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664 Investment Income & Rentals	647,156	365,332	365,332	414,067	297,114	192,034	192,034	245,730	299,427	
671 Other Revenue	5,180,107	6,009,057	6,009,057	6,009,057	4,776,993	5,264,798	5,864,071	6,452,406	7,033,431	
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0
HEALTH INSURANCE Total Revenue	29,821,510	29,324,558	29,324,558	29,389,796	23,854,675	26,124,182	29,053,554	31,963,800	34,827,377	
EXPENDITURES										
<u>HEALTH INSURANCE (6770)</u>										
701 Personal Services	293,875	390,580	390,580	386,280	403,425	428,469	439,060	448,996	453,556	
751 Supplies	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	24,602,926	29,169,391	29,169,391	29,169,391	25,456,564	27,620,755	29,982,785	32,555,792	35,357,477	
970 Capital Outlay	0	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0
995 Other Financing	0	0	0	0	0	0	0	0	0	0
HEALTH INSURANCE Total Expenditures	24,896,801	29,559,971	29,559,971	29,555,671	25,859,989	28,049,224	30,421,845	33,004,788	35,811,033	
HEALTH INSURANCE NET INCOME (LOSS)	4,924,709	(235,413)	(235,413)	(165,875)	(2,005,314)	(1,925,042)	(1,368,291)	(1,040,988)	(983,656)	
Unrestricted Cash - Beginning of Year	16,547,368	21,472,077	21,472,077	21,472,077	21,306,202	19,300,888	17,375,846	16,007,555	14,966,567	
Unrestricted Cash - End of Year	21,472,077	21,236,664	21,236,664	21,306,202	19,300,888	17,375,846	16,007,555	14,966,567	13,982,911	
Reserve Targets:										
Assigned to Reserves - 25% of Current Spending	6,224,200	7,389,993	7,389,993	7,388,918	6,464,997	7,012,306	7,605,461	8,251,197	8,952,758	
Unassigned Cash	15,247,877	13,846,671	13,846,671	13,917,284	12,835,891	10,363,540	8,402,094	6,715,370	5,030,153	
Total	21,472,077	21,236,664	21,236,664	21,306,202	19,300,888	17,375,846	16,007,555	14,966,567	13,982,911	
Unassigned Cash as a % of Total Current Spending	61.2%	46.8%	46.8%	47.1%	49.6%	36.9%	27.6%	20.3%	14.0%	

Grand Rapids MI INFORMATION TECH-OPERATING (6800)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	Year 2021
REVENUE										
<u>INFORMATION TECH-OPERATING (6800)</u>										
401 Taxes	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	5,634,436	6,347,095	6,347,095	6,347,095	6,932,601	7,140,678	7,311,121	7,485,403	7,633,423	
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	63,134	40,226	40,226	33,303	23,897	15,445	15,445	19,764	24,083	
671 Other Revenue	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0
INFORMATION TECH-OPERATING Total Revenue	5,697,570	6,387,321	6,387,321	6,380,398	6,956,498	7,156,123	7,326,566	7,505,167	7,657,506	
EXPENDITURES										
<u>INFORMATION TECH-OPERATING (6800)</u>										
701 Personal Services	420,400	430,153	430,153	386,902	399,749	431,195	452,349	473,853	476,553	
752 Supplies	13,316	14,123	14,123	14,123	14,306	14,646	14,996	15,355	15,355	
800 Other Services And Charges	5,808,428	5,856,011	5,856,011	5,678,203	6,470,777	6,642,673	6,840,845	7,050,402	7,270,816	
970 Capital Outlay	28,585	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0
INFORMATION TECH-OPERATING Total Expenditures	6,270,729	6,300,287	6,300,287	6,079,228	6,884,832	7,088,514	7,308,190	7,539,610	7,762,724	
REVENUE OVER EXPENSE										
Unrestricted Cash - Beginning of Year Unrestricted	(573,159)	87,034	87,034	301,170	71,666	67,609	18,376	(34,443)	(105,218)	
Cash - End of Year Reserve Targets:	2,226,102	1,652,943	1,652,943	1,652,943	1,954,113	2,025,779	2,093,388	2,111,764	2,077,320	
Assigned to Reserves - 25% of Current Spending Assigned to Capital Unassigned Cash	1,652,943	1,739,977	1,739,977	1,954,113	2,025,779	2,093,388	2,111,764	2,077,320	1,972,102	
Total	1,567,682	1,575,072	1,575,072	1,519,807	1,721,208	1,772,129	1,827,048	1,884,903	1,940,681	
Unassigned Cash as a % of Total Current Spending	0	0	0	0	0	0	0	0	0	
	85.261	164.905	164.905	434.306	304.571	321.260	284.716	192.418	31.421	
	1.652,943	1,739,977	1,739,977	1,954,113	2,025,779	2,093,388	2,111,764	2,077,320	1,972,102	
	1.4%	2.6%	2.6%	7.1%	4.4%	4.5%	3.9%	2.6%	0.4%	

Grand Rapids MI INFORMATION TECHNOLOGY-CAPITAL (6810)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	Year 2021
REVENUE										
<u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u>										
401 Taxes	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	800,000	776,892	776,892	776,892	378,837	451,178		515,321	629,888	825,078
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	101,879	59,356	59,356	61,276	43,969	28,419	28,419	36,365	44,311	
671 Other Revenue	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0
INFORMATION TECHNOLOGY-CAPITAL Total Revenue	901,879	836,248	836,248	838,168	422,806	479,597	543,740	666,253	869,389	
EXPENDITURES										
<u>INFORMATION TECHNOLOGY-CAPITAL (6810)</u>										
701 Personal Services	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	10,950	0	0	0	0	0	0	0	0	0
970 Capital Outlay	479,547	448,128	640,370	598,128	1,439,474	664,479		785,373	408,791	408,791
990 Debt Service	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0
INFORMATION TECHNOLOGY-CAPITAL Total Expenditures	490,497	448,128	640,370	598,128	1,439,474	664,479	785,373	408,791	408,791	
INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS)	411,382	388,120	195,878	240,040	(1,016,668)	(184,882)	(241,633)	257,462	460,598	
Unrestricted Cash - Beginning of Year	2,935,955	3,347,337	3,347,337	3,347,337	3,587,377	2,570,709	2,385,827	2,144,194	2,401,656	
Unrestricted Cash - End of Year	3,347,337	3,735,457	3,543,215	3,587,377	2,570,709	2,385,827	2,144,194	2,401,656	2,862,254	
Reserve Targets:										
Assigned to Reserves - 25% of Current Spending	122,624	112,032	160,093	149,532	359,869	166,120	196,343	102,198	102,198	
Assigned to Capital	3,224,713	3,623,425	3,383,123	3,437,845	2,210,841	2,219,707	1,947,851	2,299,458	2,760,056	
Unassigned Cash	0	0	0	0	0	0	0	0	0	0
Total	3,347,337	3,735,457	3,543,215	3,587,377	2,570,709	2,385,827	2,144,194	2,401,656	2,862,254	
Unassigned Cash as a % of Total Current Spending	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Grand Rapids MI - FMS
MOTOR EQUIPMENT-OPERATING (6610) STATEMENT OF
OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025		
Revenues											
600-Charges for Services			842,454	850,000	850,000	851,500		850,000	850,000	850,000	850,000
664-Investment Income & Rentals			7,872,042	6,782,740	6,782,740	6,981,906		6,876,431	7,167,441	7,334,863	7,721,131
671-Other Revenues			219,513	165,000	165,000	166,314		165,000	165,000	165,000	165,000
Motor Equipment-Operating Total Revenues			8,934,009	7,797,740	7,797,740	7,999,720		7,891,431	8,182,441	8,349,863	8,527,983
Expenditures											
701-Personal Services			3,100,072	3,435,285	3,435,285	3,268,306		3,415,839	3,593,413	3,692,478	3,864,352
726-Supplies			2,994,628	2,951,000	2,951,000	2,882,523		2,921,000	2,951,020	2,951,040	2,901,082
800-Other Services and Charges			1,300,506	1,199,406	1,231,269	1,257,812		1,341,977	1,440,847	1,523,958	1,608,641
970-Capital Outlays			45,239	160,000	160,000	160,000		167,029	164,210	190,036	215,613
990-Debt Service			5,862	2,892	2,892	2,892		547	390	234	78
995-Other Financing			0	-83,477	-83,477	0		-79,037	-82,162	-84,163	-86,172
Motor Equipment-Operating Total Expenditures			7,446,307	7,665,106	7,696,969	7,571,533		7,767,355	8,067,718	8,273,583	8,481,440
Motor Equipment-Operating NET INCOME (LOSS)			1,487,702	132,634	100,771	428,187		124,076	114,723	76,280	46,543
Less: Payment of Debt Service Principal			-210,256	-152,143	-152,143	-152,143		-5,263	-5,263	-5,238	-5,227
Unrestricted Cash - Beginning of Year			2,822,696	4,100,142	4,100,142	4,100,142		4,376,186	4,494,999	4,604,459	4,675,501
Unrestricted Cash - End of Year			4,100,142	4,080,633	4,048,770	4,376,186		4,494,999	4,604,459	4,675,501	4,716,817
Reserve Targets											
Assigned to Reserves - 25% of Current Spending			1,861,577	1,916,277	1,924,242	1,892,883		1,941,839	2,016,930	2,068,396	2,120,360
Assigned to Reserves - Fuel Contingency			1,507,622	1,276,198	1,276,198	1,500,000		1,500,000	1,500,000	1,500,000	1,500,000
Unassigned Cash			730,943	888,159	848,330	983,303		1,053,160	1,087,530	1,107,105	1,096,457
Total			4,100,142	4,080,633	4,048,770	4,376,186		4,494,999	4,604,459	4,675,501	4,716,817
Unassigned Cash as a % of Total Current Spending			9.8%	11.6%	11.0%	13.0%		13.6%	13.5%	13.4%	12.9%

**Grand Rapids MI - FMS MOTOR
EQUIPMENT-CAPITAL (6611)
STATEMENT OF OPERATIONS**

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate 2021	PROPOSED 2025	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST	
Revenues										
600-Charges for Services		24,818	0	0	0	0	0	0	0	0
664-Investment Income & Rentals		5,691,391	6,225,933	6,225,933	6,355,299	6,233,993	6,751,102	7,022,228	7,366,019	7,724,805
671-Other Revenues		218,933	344,898	344,898	300,000	337,742	343,718	358,835	358,835	358,835
695-Other Financing Sources		0	0	612,660	0	0	0	0	0	0
Motor Equipment-Capital Total Revenues		5,935,142	6,570,831	7,183,491	6,655,299	6,571,735	7,094,820	7,381,063	7,724,854	8,083,640
Expenditures										
800-Other Services and Charges		0	0	0	0	0	0	0	0	0
970-Capital Outlays		3,181,389	7,320,920	12,674,161	6,963,727	5,838,711	5,265,635	5,665,318	6,518,730	6,308,161
995-Other Financing		0	0	88,750	0	0	0	0	0	0
Motor Equipment-Capital Total Expenditures		3,181,389	7,320,920	12,762,911	6,963,727	5,838,711	5,265,635	5,665,318	6,518,730	6,308,161
Motor Equipment-Capital NET INCOME (LOSS)		2,753,753	-750,089	-5,579,420	-308,428	733,024	1,829,185	1,715,745	1,206,124	1,775,479
Unrestricted Cash - Beginning of Year		9,223,227	11,976,980	11,976,980	11,976,980	11,668,552	12,401,576	14,230,761	15,946,506	17,152,630
Unrestricted Cash - End of Year		11,976,980	11,226,891	6,397,560	11,668,552	12,401,576	14,230,761	15,946,506	17,152,630	18,928,109
Summary of Reserves										
Ending Unrestricted Cash		11,976,980	11,226,891	6,397,560	11,668,552	12,401,576	14,230,761	15,946,506	17,152,630	18,928,109
Assigned for Fire Apparatus		-2,677,848	-671,907	-671,907	-772,712	1,369,189	-69,643	-1,729,076	-2,472,636	-2,319,459
Assigned for Fuel System Replacement		-844,555	-1,144,555	-1,144,555	-1,144,555	-1,500,000	-1,575,000	-1,653,750	-1,736,438	-1,823,259
Assigned for Vehicle Wash Replacement		-131,000	-414,000	-414,000	-414,000	-800,000	-840,000	-882,000	-926,100	-972,405
Assigned for Alternative Fuel Vehicle Purchases		-59,159	-250,000	-250,000	-309,159	-400,000	-500,000	-525,000	-551,250	-578,813
Assigned for Alternative Fuel Facility upgrades		-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,500,000	-1,575,000	-1,653,750	-1,736,438	-1,823,259
Assigned for Working Capital Projects		-7,264,418	-7,746,429	-2,917,098	-8,028,126	-9,570,765	-9,671,118	-9,502,930	-9,729,769	-11,410,914
Unassigned Cash Available for Reappropriation		0	0	0	0	0	0	0	0	0

Grand Rapids MI
RISK MANAGEMENT/OTHER RESERVES (6771)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Year Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2021	2022
REVENUE									
<u>RISK MGMT/OTHER RESERVES (6771)</u>									
401 Taxes	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0
600 Charges For Services	3,764,548	3,823,627	3,823,627	3,823,627	3,924,320	3,999,007	4,075,187	4,152,891	4,232,148
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Investment Income & Rentals	954,913	144,579	144,579	132,926	95,381	61,648	61,648	78,886	96,124
671 Other Revenue	251,341	905,501	905,501	1,115,501	1,010,223	1,040,528	1,071,742	1,103,892	1,137,006
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
RISK MGMT/OTHER RESERVES Total Revenue	4,970,802	4,873,707	4,873,707	5,072,054	5,029,924	5,101,183	5,208,577	5,335,669	5,465,278
EXPENDITURES									
<u>RISK MGMT/OTHER RESERVES (6771)</u>									
701 Personal Services	506,880	412,576	412,576	411,576	419,116	439,996	449,521	456,744	461,436
751 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	3,139,982	4,293,880	4,293,880	4,684,611	4,556,697	4,929,990	4,877,860	4,947,725	5,139,437
970 Capital Outlay	40,688	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
995 Other Financing	0	0	0	0	0	0	0	0	0
RISK MGMT/OTHER RESERVES Total Expenditures	3,687,550	4,706,456	4,706,456	5,096,187	4,975,813	5,369,986	5,327,381	5,404,469	5,600,873
RISK MGMT/OTHER RESERVES NET INCOME (LOSS)	1,283,252	167,251	167,251	(24,133)	54,111	(268,803)	(118,804)	(68,800)	(135,595)
Unrestricted Cash - Beginning of Year	2,350,251	3,633,503	3,633,503	3,633,503	3,609,370	3,663,481	3,394,678	3,275,874	3,207,074
Unrestricted Cash - End of Year	3,633,503	3,800,754	3,800,754	3,609,370	3,663,481	3,394,678	3,275,874	3,207,074	3,071,479
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	921,888	1,176,614	1,176,614	1,274,047	1,243,953	1,342,497	1,331,845	1,351,117	1,400,218
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	2,711,616	2,624,140	2,624,140	2,335,323	2,419,528	2,052,182	1,944,029	1,855,957	1,671,261
Total	3,633,503	3,800,754	3,800,754	3,609,370	3,663,481	3,394,678	3,275,874	3,207,074	3,071,479
Unassigned Cash as a % of Total Current Spending	73.5%	55.8%	55.8%	45.8%	48.6%	38.2%	36.5%	34.3%	29.8%

FUND DESCRIPTIONS

Firefighter Retiree Health Care Fund: The Firefighter Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided fire retiree health plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and also funds the fire retiree health care trust account.

Fund Balance Policy: To achieve a fully funded fire retiree care trust.

General Retiree Health Care Fund: The General Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided general retiree health plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and also funds the general retiree health care trust account.

Fund Balance Policy: To achieve a fully funded general retiree care trust.

Library Retiree Health Care Fund: The Library Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided library retiree health plan. The Library Retiree Health Care fund differs from the General, Police, and Fire Retiree Health Care funds in that the library retiree health plan does not include any pre-funding of the benefit. Since all but one member of the plan have already received the benefit or are currently receiving the benefit, this plan is funded on a "pay-as-you-go" basis.

Fund Balance Policy: To fund library retiree care benefits on an annual basis with no fund balance reserve or pre-funding.

Police Officer Retiree Health Care Fund: The Police Officer Retiree Health Care fund was established in FY 2008 to account for the costs and funding obligations associated with the City-provided police retiree health plan. Contributions charged to departments are accumulated in the fund. The fund issues payments on current retiree health care claims and also funds the police retiree health care trust account.

Fund Balance Policy: To achieve a fully funded police retiree care trust.

Grand Rapids MI FIREFIGHTER RETIREE HEALTH CARE (7373)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	Year 2021	2021
REVENUE											
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u>											
401 Taxes	0	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	3,381,496	2,474,018	2,474,018	2,474,018	1,697,150	1,708,361	1,733,653	1,736,689	1,734,730		
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	586,976	1,010,814	1,010,814	1,011,941	1,039,417	1,028,919	1,013,008	990,700	961,347		
671 Other Revenue	0	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0
FIREFIGHTER RETIREE HEALTH CARE Total Revenue	3,968,472	3,484,832	3,484,832	3,485,959	2,736,567	2,737,280	2,746,661	2,727,389	2,696,077		
EXPENDITURES											
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u>											
701 Personal Services	0	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,726,220	3,136,350	3,136,350	3,136,350	2,719,889	2,867,875	3,021,826	3,154,248	3,258,145		
970 Capital Outlay	0	0	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0	0
FIREFIGHTER RETIREE HEALTH CARE Total Expenditures	2,726,220	3,136,350	3,136,350	3,136,350	2,719,889	2,867,875	3,021,826	3,154,248	3,258,145		
FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)	1,242,252	348,482	348,482	349,609	16,678	(130,595)	(275,165)	(426,859)	(562,068)		
Beginning Fund Balance	19,156,719	20,398,971	20,398,971	20,398,971	20,748,580	20,765,258	20,634,663	20,359,498	19,932,639	19,932,639	
Ending Fund Balance	20,398,971	20,747,453	20,747,453	20,748,580	20,765,258	20,634,663	20,359,498	19,932,639	19,370,571		
Assigned to DB Retiree Health Care Costs	20,398,971	20,747,453	20,747,453	20,748,580	20,765,258	20,634,663	20,359,498	19,932,639	19,370,571		
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Total	20,398,971	20,747,453	20,747,453	20,748,580	20,765,258	20,634,663	20,359,498	19,932,639	19,370,571		
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Grand Rapids MI
GENERAL RETIREE HEALTH CARE (7371)
STATEMENT OF OPERATIONS

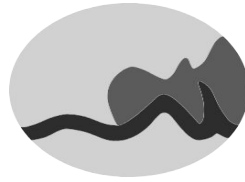
	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED FORECAST 2023	FORECAST 2024	FORECAST 2025	FORECAST 2026	FORECAST 2027	Year 2021
REVENUE										
<u>GENERAL RETIREE HEALTH CARE (7371)</u>										
401 Taxes	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	7,369,244	5,315,230	5,315,230	5,315,230	4,045,814	4,172,242	4,297,567	4,397,193	4,497,670	
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	382,690	545,932	545,932	548,794	641,787	612,097	587,923	559,393	527,057	
671 Other Revenue	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE Total Revenue	7,751,934	5,861,162	5,861,162	5,864,024	4,687,601	4,784,339	4,885,490	4,956,586	5,024,727	
EXPENDITURES										
<u>GENERAL RETIREE HEALTH CARE (7371)</u>										
701 Personal Services	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	5,436,892	6,651,285	6,651,285	6,651,285	5,153,480	5,135,777	5,280,412	5,563,178	5,568,557	
970 Capital Outlay	0	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE Total Expenditures	5,436,892	6,651,285	6,651,285	6,651,285	5,153,480	5,135,777	5,280,412	5,563,178	5,568,557	
GENERAL RETIREE HEALTH CARE NET INCOME (LOSS)	2,315,042	(790,123)	(790,123)	(787,261)	(465,879)	(351,438)	(394,922)	(606,592)	(543,830)	
Beginning Fund Balance	10,586,168	12,901,210	12,901,210	12,901,210	12,113,949	11,648,070	11,296,632	10,901,710	10,295,118	
Ending Fund Balance	12,901,210	12,111,087	12,111,087	12,113,949	11,648,070	11,296,632	10,901,710	10,295,118	9,751,288	
Assigned to DB Retiree Health Care Costs	12,901,210	12,111,087	12,111,087	12,113,949	11,648,070	11,296,632	10,901,710	10,295,118	9,751,288	
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-	
Total	12,901,210	12,111,087	12,111,087	12,113,949	11,648,070	11,296,632	10,901,710	10,295,118	9,751,288	
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Grand Rapids MI
LIBRARY RETIREE HEALTH CARE (7374)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	Year 2021	2021
REVENUE											
<u>LIBRARY RETIREE HEALTH CARE (7374)</u>											
401 Taxes	0	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	98,628	91,901	91,901	91,901	113,365	115,070	117,030	119,285	121,877		
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	0	0	0	0	0	0	0	0	0	0	0
671 Other Revenue	0	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE Total Revenue	98,628	91,901	91,901	91,901	113,365	115,070	117,030	119,285	121,877		
EXPENDITURES											
<u>LIBRARY RETIREE HEALTH CARE (7374)</u>											
701 Personal Services	0	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	98,628	91,901	91,901	91,901	113,365	115,070	117,030	119,285	121,877		
970 Capital Outlay	0	0	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE Total Expenditures	98,628	91,901	91,901	91,901	113,365	115,070	117,030	119,285	121,877		
LIBRARY RETIREE HEALTH CARE NET INCOME (LOSS)	0	0	0	0	0	0	0	0	0	0	0
Beginning Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Assigned to DB Retiree Health Care Costs	-	-	-	-	-	-	-	-	-	-	-
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Grand Rapids MI
POLICE OFFICER RETIREE HEALTH (7372)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal 2022 Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST	FORECAST	Year 2021	2021
REVENUE											
<u>POLICE OFFICER RETIREE HEALTH (7372)</u>											
401 Taxes	0	0	0	0	0	0	0	0	0	0	0
450 Licenses And Permits	0	0	0	0	0	0	0	0	0	0	0
501 Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0
600 Charges For Services	4,732,342	3,284,357	3,284,357	3,284,357	1,886,642	1,830,087	1,801,365	1,766,295	1,739,986	1,739,986	1,739,986
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0	0
664 Interest And Rents	1,064,304	1,858,636	1,858,636	1,857,564	1,929,966	1,955,185	1,958,143	1,936,703	1,886,911	1,886,911	1,886,911
671 Other Revenue	0	0	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0	0	0
POLICE OFFICER RETIREE HEALTH Total Revenue	5,796,646	5,142,993	5,142,993	5,141,921	3,816,608	3,785,272	3,759,508	3,702,998	3,626,897	3,626,897	3,626,897
EXPENDITURES											
<u>POLICE OFFICER RETIREE HEALTH (7372)</u>											
701 Personal Services	0	0	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,975,565	3,258,954	3,258,954	3,258,954	2,943,431	3,404,758	3,891,927	4,367,931	4,920,311	4,920,311	4,920,311
970 Capital Outlay	0	0	0	0	0	0	0	0	0	0	0
990 Debt Service	0	0	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0	0	0
POLICE OFFICER RETIREE HEALTH Total Expenditures	2,975,565	3,258,954	3,258,954	3,258,954	2,943,431	3,404,758	3,891,927	4,367,931	4,920,311	4,920,311	4,920,311
POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)	2,821,081	1,884,039	1,884,039	1,882,967	873,177	380,514	(132,419)	(664,933)	(1,293,414)	(1,293,414)	(1,293,414)
Beginning Fund Balance	33,750,459	36,571,540	36,571,540	36,571,540	38,454,507	39,327,684	39,708,198	39,575,779	38,910,846	38,910,846	38,910,846
Ending Fund Balance	36,571,540	38,455,579	38,455,579	38,454,507	39,327,684	39,708,198	39,575,779	38,910,846	37,617,432	37,617,432	37,617,432
Assigned to DB Retiree Health Care Costs	36,571,540	38,455,579	38,455,579	38,454,507	39,327,684	39,708,198	39,575,779	38,910,846	37,617,432	37,617,432	37,617,432
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Total	36,571,540	38,455,579	38,455,579	38,454,507	39,327,684	39,708,198	39,575,779	38,910,846	37,617,432	37,617,432	37,617,432
Unassigned FB as a % of Total Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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FUND DESCRIPTIONS

Cemetery Perpetual Care Fund: This fund receives 15% of all revenue generated by the sale of cemetery lots, and 100% of the revenue from sales of repossessed lots, as well as 15% of the net income from Cemetery operations. With the exception of certain capital items, these funds are not expendable, however the interest earned in the fund is transferred to Cemetery Operating Fund for use in the care and maintenance of the City's six cemeteries.

Grand Rapids MI CEMETERY PERPETUAL CARE (1510)
STATEMENT OF OPERATIONS

	ACTUAL 2019	ADOPTED 2020	AMENDED 2020	2020 Fiscal Estimate	PROPOSED 2023	FORECAST 2024	FORECAST 2025	FORECAST Year	2021	2022
Revenues										
401-Taxes	0	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0	0
600-Charges For Services	27,048	18,001	18,001	18,001	19,200	19,351	19,583	19,777	19,973	19,973
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	105,037	87,727	87,727	82,212	58,992	38,128	38,128	48,789	59,451	59,451
671-Other Revenues	117	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	96,812	104,775	104,775	104,775	109,696	110,789	111,892	113,007	114,132	114,132
CEMETERY PERPETUAL CARE Total Revenues	229,014	210,503	210,503	204,988	187,888	168,268	169,603	181,573	193,556	193,556
Expenditures										
701-Personal Services	0	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0	0
800-Other Services And Charges	0	0	0	0	0	0	0	0	0	0
970-Capital Outlays	0	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0	0
995-Other Financing	43,364	96,727	96,727	96,727	67,992	47,128	47,128	57,789	68,451	68,451
CEMETERY PERPETUAL CARE Total Expenditures	43,364	96,727	96,727	96,727	67,992	47,128	47,128	57,789	68,451	68,451
CEMETERY PERPETUAL CARE NET INCOME (LOSS)	185,650	113,776	113,776	108,261	119,896	121,140	122,475	123,784	125,105	125,105
Change in Reserve for Perpetual Care	(26,316)	-	-	-	-	-	-	-	-	-
Fund Balance - Beginning of Year	1,170,480	1,329,814	1,329,814	1,329,814	1,438,075	1,557,971	1,679,111	1,801,586	1,925,370	1,925,370
Fund Balance - End of Year	1,329,814	1,443,590	1,443,590	1,438,075	1,557,971	1,679,111	1,801,586	1,925,370	2,050,475	2,050,475
Reserve Targets:										
Assigned to Reserves - 15% of Current Spending	6,505	14,509	14,509	14,509	14,509	10,199	7,069	7,069	8,668	10,268
Unassigned Fund Balance	1,323,309	1,429,081	1,429,081	1,423,566	1,547,772	1,672,042	1,794,517	1,916,702	2,040,207	2,040,207
Total	1,329,814	1,443,590	1,443,590	1,438,075	1,557,971	1,679,111	1,801,586	1,925,370	2,050,475	2,050,475
Unassigned Fund Balance as a % of Total Current Spending	3051.6%	1477.4%	1477.4%	1471.7%	2276.4%	3547.9%	3807.8%	3316.7%	2980.5%	2980.5%

FUND DESCRIPTIONS

Building Inspection Fund: The purpose of this fund is to comply with the State's requirement in Public Act 245 of 1999, that all fees charged for Building Inspections, Licensing and Permitting are used only for operations of the enforcing agency and the Construction Board of Appeals. The Act requires that these enforcement activities be accounted for in a separate fund.

Major Revenue Source: Licenses and Permits

Fund Balance Policy: Maintain an assigned fund balance reserve of 25% for operations

Community Dispatch Fund: The purpose of the fund is to account for the activities in the community dispatch center. The City of Grand Rapids and the City of Wyoming formed a partnership to operate call taking and dispatch operations. The partnership operated as the second public safety answer point (PSAP) in Kent County. Kent County and the remaining communities operate the other PSAP. Funding is provided by the Kent County Dispatch Authority pursuant to an agreement to share charges that are added to 911 cell phone calls. The City of Grand Rapids provides the remaining funding for the operation of the centralized community dispatch center, which provides emergency 911 calls for police and fire department services. Effective July 1, 2016, the City of Wyoming ended the partnership with the City of Grand Rapids and moved their call taking to Kent County.

Major Revenue Source: Funding comes from the City of Grand Rapids and the Kent County Dispatch Authority. Fund Balance Policy: Maintain an

assigned fund balance reserve of 15% for operations.

Community Relations Commission Fund: The Community Relations Commission Fund holds funds raised from donations and sponsorships to recognize local champions every five years through the Helen Jackson Claytor Civil Rights Award. City funds are not requested or used to fund this event.

Drug Law Enforcement Fund: This fund receives revenue from the sales of property forfeited pursuant to the enforcement of controlled substances. Funds are to be used only to enhance drug enforcement laws. Staffing costs supported from this fund include an Office Assistant IV, as well as overtime charges required for drug busts. In addition to funding the ongoing needs of the Vice Department (cell phones, information gathering, etc.), past expenditures have included the partial funding of a new vehicle for the Bomb Disposal Unit; a new van for the Special Response Team; purchase of surveillance and monitoring equipment, radio upgrades, Electronic Control Devices, protective vests and replacement vehicles.

Major Revenue Source: Sales of forfeited property

Fund Balance Policy: Assign fund balance to cover future expenses of this fund

Economic Development Corporation (EDC): The Grand Rapids EDC is a public economic development corporation which does not capture tax increment revenues. The EDC was created to alleviate and prevent conditions of unemployment; to assist and retain local industries and commercial enterprises; to strengthen and revitalize the economy of the City of Grand Rapids and of the State of Michigan; to provide means and methods for the encouragement and assistance of industrial and commercial

enterprises in locating, purchasing construction, reconstructing, modernizing, improving, maintaining, repairing, furnishing, equipping, and expanding in the City of Grand Rapids; and to encourage the location of commercial enterprises in Grand Rapids to more conveniently provide services and facilities to Grand Rapids businesses and residents. For accounting purposes, the EDC is considered a special revenue fund, which is a governmental fund type.

Major Revenue Source: Program application fees and General Operating Fund support Fund Balance Policy: Maintain

an assigned fund balance reserve of 25% for operations

Federal Forfeitures – Department of Justice: When the Grand Rapids Police Department (GRPD) participates in a drug investigation involving the FBI or DEA and equitable funds are seized, the GRPD will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government Fund Balance Policy: Assign

fund balance to cover future expenses of this fund

Federal Forfeitures – Treasury Department: When the Grand Rapids Police Department (GRPD) participates in a drug investigation involving the ATF or IRS and equitable funds are seized, the GRPD will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government Fund Balance Policy: Assign

fund balance to cover future expenses of this fund

Historical Commission Fund: The Historical Commission has responsibility for the collection of source materials and other data for the purpose of compiling and keeping current the history of the City of Grand Rapids and such other responsibilities as may be assigned to it from time to time by the City Commission.

Major Revenue Source: Grants and contributions

Fund Balance Policy: To have all funds committed to compiling and keeping current the history of the City of Grand Rapids.

Local Streets Fund: This fund is used to account for the cost of maintaining the City's local highway and street transportation system. The operating activities include snowplowing, pavement management and repair, street and sign maintenance, traffic signal maintenance and capital improvement projects. Any funds for capital improvement projects are provided by the Vital Streets Fund during the 15-year income tax extension period approved by voters in 2014. Vital Street capital dollars and Act

51 monies allocated to Vital Streets are accounted for in a separate unit for tracking and reporting purposes per Act 51 regulations and the investment guidelines.

Major Revenue Source: State Shared Gas & Weight Tax; also transfers from Major Streets Fund Fund Balance Policy: Assign fund

Major Streets Fund: This fund is used to account for the cost of maintaining the City's major highway and street transportation system. The operating activities include snowplowing, pavement management and repair, street and sign maintenance, traffic signal maintenance and capital improvement projects. Any funds for capital improvement projects are provided by the Vital Streets Fund during the 15-year income tax extension period approved by voters in 2014. Vital Street capital dollars and Act 51 monies allocated to Vital Streets are accounted for in a separate unit for tracking and reporting purposes per Act 51 regulations and the investment guidelines.

Major Revenue Source: State Shared Gas & Weight Tax

Fund Balance Policy: Assign fund balance reserve of 15% based upon appropriations.

Metropolitan Enforcement Team (MET) Fund: This fund receives revenue as a result of the public auction and sales of adjudicated forfeited property. This is to include the sales of the property and cash seizures pursuant to the enforcement of controlled substances. Funds are to be used to only enhance drug enforcement laws. Funding supports the operating costs of the MET in the area of vehicle leasing, cell phones, equipment, office supplies and investigative needs. A portion of the funds is also used as a yearly donation to Silent Observer to assist in their operating needs in support of the mission of MET.

Major Revenue Source: Adjudicated seizure and sales of forfeited property and cash Fund Balance Policy: Assign

fund balance to cover future expenses of this fund

MET - Department of Justice: When the Metropolitan Enforcement Team (MET) participates in a drug investigation involving the FBI or DEA and equitable funds are seized, the MET will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government Fund Balance Policy: Assign

fund balance to cover future expenses of this fund

MET - Treasury Department: When the Metropolitan Enforcement Team (MET) participates in a drug investigation involving the ATF or IRS and equitable funds are seized, the MET will receive a portion based on their efforts in the case. Federal government funds must be separated from other funding sources.

Major Revenue Source: A portion of equitable funds seized by the federal government Fund Balance Policy: Assign

fund balance to cover future expenses of this fund

MIDC - Michigan Indigent Defense Commission Fund: This fund receives revenue as a result of indigent defendants in criminal proceeding reimbursing for the cost of court appointed attorneys and MIDC grant funds from the State Licensing and Regulation Administration (LARA).

Funds are to be used only for:

- Contract with Grand Rapids Bar Association to provide training.
 - Tracking initial client interview by attorney.
 - City will have to track compliance with 72-hour requirement
 - Use of investigation and experts, and
 - Additional funds for investigations/expert witnesses
 - Counsel at first appearance and other critical stages.
-

- Counsel at subsequent criminal proceeding for indigent defendants.

Major Revenue Source: Defendant reimbursements, General Operating Fund support and MIDC grant funds. Fund Balance Policy: Assign fund

balance to cover expenses of this fund.

Michigan Justice Training Fund: The purpose of this fund is to manage State funding provided to the City on a “per-officer” formula designated for criminal justice in-service training of Police Officers. It must be used to pay for law enforcement training of sworn officers only, and courses require prior approval from the Michigan Commission on Law Enforcement Standards (MCOLES). The department can bring in speakers on occasion, and out of state training is discouraged.

Major Revenue Source: Reimbursement of actual expenses by the State

Fund Balance Policy: To have all funds committed to eligible training activities

Parks and Recreation Operating Fund: The Parks and Recreation Operating Fund was established in FY2010. The Parks Operating fund accounts for the total revenues and costs associated with maintaining the City’s park facilities, forestry operations and providing a variety of recreational programs for youth through seniors.

Parks Millage Fund: On November 5, 2013 the voters of Grand Rapids approved a seven-year dedicated property tax millage for parks, pools, and playgrounds that will provide funding through FY2021. In FY2015 a new fund was established to account for the temporary millage receipts and related activities. On November 5, 2019 the voters of Grand Rapids approved a permanent dedicated property tax millage for parks, pools, and playgrounds that will start providing funding at the end of the seven-year millage.

The City Commission took the extra step of adopting a series of Parks Investment Guidelines that are promises about how the revenue from the seven-year millage would be invested. The City has since worked with the Parks and Recreation Advisory Board to follow through on each of those commitments. Commitments include:

activities. Additionally, the City shall continue to maintain Fiscal Year 2014 levels of staffing for parks and recreation operations.

- 45% to 55% of the park's millage shall be invested in rehabilitation and repairs, while 25% to 35% shall be invested in park improvements, and 15% to 20% shall be used to operate the City's swimming pools.
- All revenues and expenditures from the park's millage shall be accounted for separately and audited by a professional auditing firm. The annual investments shall be reported to the Parks and Recreation Advisory Board and City Commission and posted on the City's website.
- If future reductions are necessary in the City's General Operating Fund budget during any of the seven years of this millage, beginning with Fiscal Year 2015, the General Operating Fund budget supporting the parks and recreation for that year shall be reduced by a percentage no greater than the percentage reduction of the total City General Operating budget.
- If future increases occur in the City's General Operating Fund budget during any of the seven years of this millage, beginning with Fiscal Year 2015, the General Operating Fund budget supporting the parks and recreation for that year shall be increased at the same rate as the percentage increase of the total City General Operating Fund budget.
- All capital projects planning for investing the parks millage shall engage citizens or neighborhood residents.
- All proposed parks millage expenditures shall be reviewed by the Parks and Recreation Advisory Board and approved by the City Commission prior to any spending.
- The parks millage shall be subject to shared services/overhead costs, consistent with charges to all City departments.
- ~~Parks and recreation activities can be supported by funds other than the City's General Operating Fund and parks millage to maintain Fiscal Year 2014 service levels. All funds, except the parks millage which are used to support parks and recreation activities, shall be considered the same as the City's General Operating Fund support.~~

The City Commission also took the extra step of adopting a similar series of Parks Investment Guidelines on December 17, 2019 associated with the recently approved permanent millage. The City has worked with members of Neighbors of Parks, Pools and Playgrounds and the Parks and Recreation Advisory Board to create each of those commitments. The new commitments will replace the seven-year commitments listed above in future fiscal plans.

Property Management Fund: This fund was established to account for property transactions, including certain lease arrangements and real-estate sales. This fund also accounts for the funding necessary to execute a contract with the State of Michigan Land Bank Authority to help increase affordable housing supply.

Major Revenue Source: Property sales transactions and General Operating Fund support Fund Balance Policy: Maintain

Public Library Grants/Capital Fund: The purpose of this fund is to establish a reserve for long term asset maintenance and capital improvements with transfers from the library operating fund. Prior to fiscal year 2019, this fund had a dedicated voter approved capital millage which was used to repay bonds issued to fund a portion of the capital improvements to library facilities. Bond principal and interest payments are made as they come due from this fund as well as capital expenditures funded by cash reserves.

Public Library Operating Fund: This fund was established to account for the dedicated millages that were voter-approved in 1993. This fund also accounts for a 20-year operating millage approved by voters in the November 2017 election. The fund accounts for the receipt of Property Tax and the disbursement of funds for the operation, maintenance and capital improvements of the Library system.

Major Revenue Source: Property taxes

Fund Balance Policy: To have all funds committed to library activities.

Public Library Trust Fund: This fund was established to receive donations and bequests made directly to the library. Some donations are restricted for specific purposes; however, the majority is for general purposes.

Receivership Fund: The Receivership Fund was established to account for repairs and rehabilitation of dilapidated structures as a result of Court-ordered receiverships during the code enforcement process and is generally used as a tool of last resort.

Major Revenue Source: Rehab Loan Repayments

Fund Balance Policy: To have all funds committed to rehab activities.

Refuse Collection and Disposal Fund: This fund accounts for the collection and removal of trash and debris. Financing is provided by special tax millage (for FY 2021 at 1.6 mills; maximum allowed is 3.0 mills), cart program revenues, bags/tags, and other miscellaneous fees and charges. The department promotes recycling and composting of yard waste.

Major Revenue Source: Property Taxes, Charges for Services

Fund Balance Policy: To have all funds committed to refuse collection and disposal activities.

Sidewalk Repair Fund: The Sidewalk Repair Fund was established to account for needed sidewalk repairs and replacements not otherwise eligible for Community Development Block Grant Funding. Financing was originally provided by General Operating Fund contributions, which were supplemented by billings to property owners for inspections and work performed.

With passage of the Vital Streets income tax extension in May 2014, up to 16% of the additional revenue is now dedicated to systematic sidewalk investments. Sidewalk Repair Fund will receive a direct allocation of income tax revenue for sidewalk repair, improvement, and reconstruction. Property owners are no longer