



City of Grand Rapids Final Fiscal Plan FY2020-2024



CITY OF GRAND RAPIDS
FINAL FISCAL PLAN
FISCAL YEARS 2020 - 2024

MAYOR

ROSALYNN BLISS

CITY COMMISSIONERS

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SECOND WARD

RUTH E. KELLY

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DISTINGUISHED BUDGET PRESENTATION AWARD
GOVERNMENT FINANCE OFFICERS ASSOCIATION

THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA PRESENTS AN AWARD FOR DISTINGUISHED BUDGET PRESENTATIONS.

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

THE CITY OF GRAND RAPIDS HAS RECEIVED THIS AWARD FOR THE FISCAL YEAR BEGINNING JULY 1, 2018. THIS MARKS THE THIRTY-FIRST CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION.



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July 1, 2019

Mayor and City Commissioners,

I am pleased to present to you a budget that maintains essential City services, enhances our capabilities to respond to our strategic priorities and ensures financial stability. This Final Fiscal Plan recommendation proposes investments in service to our community totaling \$553,472,939, including General Operating Fund investments of \$147,831,777.

Since becoming City Manager last October, I have devoted my energy to engaging elected leaders, meeting with community members, and personally meeting over 1,000 employees as part of a municipal workforce listening tour. The feedback from those meetings was valuable and provided the foundation for our recently adopted Strategic Plan that will help our City fulfill its vision “to 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 life for all.” I want to express my sincere gratitude to the City Commission, community members, and City staff for embracing the new strategic direction as outlined in our recently adopted Strategic Plan. The full Strategic Plan can be found following this letter. This FY2020 Final Fiscal Plan is focused on advancing the strategies and metrics outlined in the Strategic Plan, so we may experience measurable improvements across each of the strategic priorities.

A Strategic Plan to Guide Investment

Progress requires strategic focus on outcomes, dedication, targeted investment and transparent performance measurement that is data-driven. Strategic planning harnesses the energy of an organization and directs it toward work that will achieve the highest priority outcomes. Reporting on results enables us to evaluate progress, understand impact on outcomes and to pivot as necessary.

We began work on our first Strategic Plan in November 2018. Over the course of five months and four sessions with the City Commission, staff and community, we developed values, vision, mission and strategic priorities. Those strategic priorities are defined by outcome-oriented strategies that ultimately guide investments included in our Fiscal Plan. The work

by the City Commission, Top Management and staff generated a set of values for the organization, an aspirational vision for our future, a clear mission statement and six strategic priorities.



Values

Our values are what we stand for. They are embedded throughout the entire Strategic 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 that live in, work in or visit the City. Providing respectful, excellent, high quality service and assistance before, during and after a 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 customer needs by offering new ways to serve our customers and enhance operations. Being nimble, self-aware and open to feedback.

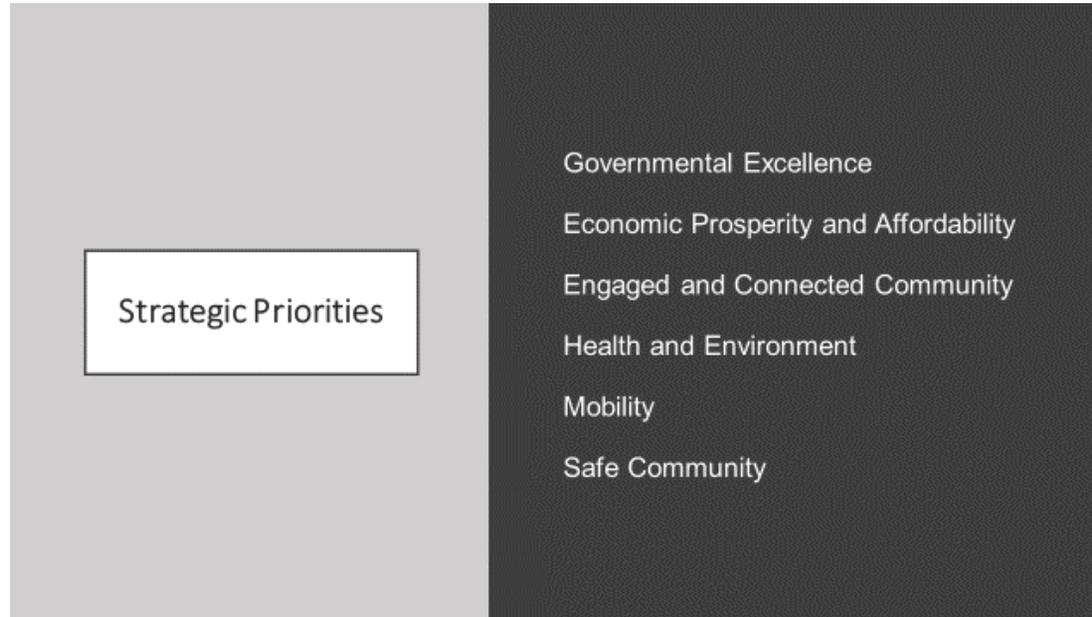
Sustainability - The ability to maintain; making decisions with an understanding of how those decisions will impact the environment, people and communities, and finances, both today and in the future.

Vision

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

Mission

To elevate quality of life through excellent City services.



Our Strategic Plan FY2020-2023 was approved by the City Commission on April 9, 2019 and serves as the platform and guide for investments in the FY2020 Final Fiscal Plan.

Strategic Investments to Elevate Quality of Life

The balance of this budget message highlights how policy and investment recommendations will help elevate quality of life through excellent City services and further the desired outcomes for each Strategic Priority. Significant new investments will be presented by Strategic Priority.

Economic Prosperity and Affordability

Our economic growth over the past several years has enabled us to grow reserves, make important capital investments, and tackle community initiatives such as housing affordability, reserving dollars for community and police relations and paying for our long-term liabilities. During FY2019, two positions were added in this strategy area; one position dedicated to keeping up with demand for Brownfield redevelopment and the other to plan for a transition in electrical inspections. The electrical inspections position will be eliminated in FY2020 now that the transition is complete. Continued economic expansion is essential to our future ability to make progress on the other five strategic priorities. The recommendations in this strategy area in FY2020 – services to businesses, services to entrepreneurs, planning for the future - all support continued private investment, employment growth, equitable economic development and growth in the number of city residents.

New operating investments for FY2020 include \$305,244 in GOF recommendations and \$280,816 in Non-GOF recommendations for a total investment of \$586,060 in multiple funds. They include: investment required to establish a single point of contact within the City to lead the transition from the Kent County Land Bank and focus direct expertise on affordable housing work; increased investment in small business recruitment, development and retention; participation in a pilot project to add a downtown comfort station with community stakeholders; and closer alignment of the Micro-local Business Development function to the Economic Development Office where it can help leverage a new emphasis on small and local business development.

Staffing investments include a Business Ombudsperson at the Development Center to assist small businesses and other applicants through the permitting and approval process; backfilling a Civil Engineer position assigned to support river restoration; and adding one Administrative Analyst in the Planning Department to provide capacity for medical marijuana processing, community planning, engagement on Vital Streets projects, age-friendly work and the start of the master plan.

The following is a summary of staffing investments for Economic Prosperity and Affordability:

Economic Prosperity and Affordability

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- Development Center Ombudsperson (Non-GOF/Inspections)
- Administrative Analyst (GOF/Planning)
- Civil Engineer I (50% GOF/ 50% Non-GOF/Stormwater and Environmental Services)

Recommended capital investments in the Economic Prosperity and Affordability strategic priority total \$2.1 million for FY2020. The most significant investments are continuing the City's commitment to river restoration and addition of the phase II plaza portion of the Lyon Square restoration in conjunction with project partners. The Lyon Square restoration project is a multi-year \$6.4M investment in collaboration with the Downtown Development Authority (DDA). The DDA will partner with the City in funding a considerable portion of this project.

Mobility

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 ecological impacts and our response needs to recognize these interwoven relationships.

We are at a promising and challenging inflection point. Through our Vital Streets investments, we are achieving the critical value of building community, not just streets and have still managed significant improvement in our street grid. Our approach has evolved to focus on pedestrians, those with disabilities and cyclists and we are intentionally working to create a welcoming environment. We are wrestling with parking demand for today in a rapidly expanding economy while working to imagine and plan for a future in which parking requirements may be different. All of this is impacted by the evolution of the single occupancy vehicle, car sharing platforms, the emergence of disruptive transportation solutions and renewed concerns about affordability. During FY2019, six positions were added to bring pavement trench repair back in-house and provide additional capacity for winter snow removal while providing significant savings to the Water System.

New operating investments for FY2020 include a total investment of \$2,101,512 in Non-GOF recommendations. These include: investing at the full year level for the first time for the expanded Downtown Area Shuttle (DASH) circulator, more frequent and fare-less service on Route 19 and Silver Line free fare zone and a second year of investment in the bus shelter expansion program. Staffing investments include the addition of one Transportation Planner Aide to assist with the car share pilot, bus shelter project management, DASH, parking curb management and loading zones, safe routes to school, winter sidewalk maintenance pilot and special mobility projects.

Mobility includes the ability to use critical sidewalk routes and bus shelters during the winter months. We will invest in a \$100,000 pilot program that will demonstrate the cost and impact of 100 miles of winter sidewalk maintenance services divided among each of our three wards. Pilot areas will focus on safe-routes to school, heavily used transit corridors, and areas with high concentrations of seniors.

The following is a summary of staffing investments for Mobility:

Mobility

1

- Transportation Planner Aide (Non-GOF/Mobile GR)

Recommended capital investments in the Mobility strategic priority total \$21.3 million for FY2020. The most significant investments are continued Vital Streets investments including projects involving segments of Hall Street, Alger Street, Broadway Avenue, Division Avenue from Wealthy to Cherry, Hastings Street, Mason Street, Emerald Avenue, Crescent Street, Dale Street, Paris Avenue, Valley, Livingston Avenue, Ottawa Avenue, Walker Avenue, Market Avenue, Tremont Blvd., Eastern Avenue, 3-mile Road and continued temporary paving, allocations for parking expansion, access control improvements at parking facilities, acquisition of replacement DASH vehicles and transit stop improvements. Investment in Neighborhoods of Focus total \$4.5 million.

Safe Community

FY2020 is the fiscal year when we will deploy significant operating and personnel investments to elevate community safety. A portion of this work will be funded by use of the funds the City Commission has reserved for community and police relations. We will begin to act upon the police staffing and deployment study and make other investments to move us forward.

New operating investments for FY2020 include \$2,572,458 in GOF recommendations and \$370,248 in Non-GOF recommendations for a total investment of \$2,942,706 in multiple funds. Several investments are recommended to begin implementation of the police staffing and deployment study. It is recommended to use the majority of the funds reserved for community and police relations to:

- Create a five-person evening shift of Community Policing Services to expand opportunities to directly interact with the community by adding two Police Officers and adding three civilian support personnel to enable reassignment of three current Police Officers currently performing clerical duties in the department
- Add two civilian crime analyst positions
- Add one crisis intervention and behavioral health specialist
- Add one public safety liaison position to be housed in the Executive Office

These recommendations are consistent with the police staffing and deployment study and form the base for future transitions and investments under the guidance of our new Police Chief.

New investments also include \$75,000 to Cure Violence for a one-year pilot using funds reserved for improving community and police relations. This will serve as a challenge grant for this innovative violence interruption intervention. We will also invest \$100,000 to equip and outfit recommended new personnel, purchase capital equipment to maintain 911 dispatch capability, provide increased support for the 61st District Court to finance increased facility rental and maintenance costs and to sustain justice services, provide an initial investment in river-related safety equipment and training in the Fire Department in advance of river restoration, and expand the use of durable pavement markings to improve safety for pedestrians, school-age children and cyclists by converting the majority of the pavement marking inventory to durable markings over four fiscal years.

Our recent experience over the winter months has demonstrated the need to elevate emergency preparedness to a full-time function and one position is included for that purpose and will be supported by GOF, Water System and Environmental Services investments. Part-time dispatch hours have been adjusted to reflect increased service

needs. Two police recruit classes are budgeted for FY2020 and the police intern staffing level was increased by five positions to increase the potency of this grow-our-own feeder system.

The following is a summary of staffing investments for Safe Community:

Safe Community

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- Emergency Manager (GOF/Fire)
- Police Officer (2) (GOF/Police)
- Civilian Support Personnel (3) (GOF/Police)
- Civilian Crime Analysts (2) (GOF/Police)
- Crisis Intervention and Behavioral Health Specialist (GOF/Police)
- Public Safety Liaison (GOF/Executive Office)

Recommended capital investments in the Safe Community strategic priority total \$4.1 million for FY2020. Investments include continued traffic signal modernization improvements, traffic safety projects, the purchase of advanced water rescue equipment, as well as Police vehicles and Fire apparatus.

Health and Environment

Health and Environment is our largest single combined investment area and is one of the most diverse and interconnected, including drinking water to water resource recovery, stormwater to flood control, urban forestry to yard waste composting, steady progress in restoring our park system and working to maintain it and managing rapid change across all these fronts. The focus on this investment area is critical given its impact on community quality of life. During FY2019, four staff positions were added to begin to address PFAS monitoring and reduction in our wastewater effluent in response to a statewide initiative and we approved investment in a pilot project with Michigan State University-Fraunhofer to eliminate PFAS residuals permanently. FY2020 will maintain our strong water quality performance, focus on asset management investments, investment for park outcomes, lead service line replacement, river restoration and other leading investments.

New operating investments for FY2020 include \$174,000 in GOF recommendations and \$950,864 in Non-GOF recommendations for a total investment of \$1,124,864 in multiple funds. They include: an increased investment in cemetery forestry work by the Refuse Fund, converting all neighborhood parking lots owned and operated by Mobile GR to LED lighting, continuing our phased implementation of Stormwater Level C investment, an increased GOF subsidy to the Cemetery Fund to support transition from temporary to full-time Groundskeepers, an increase in contractual services for Land Use and Development Services inspections, and seed funding for connecting children to nature. As the refuse system evolves and matures, the City will complete a review of the pay-as-you-throw (PAYIT) refuse, yard waste and recycling services.

Staffing investments include the addition of four personnel to support operation of the Biodigestion process as included in the financial projections for this project. Staffing investments also include two personnel in Cemetery operations to replace former temporary workers as the result of an arbitration award, one staff member in Parks and Recreation to support fund development activities; one earn-and-learn Forestry Aide to increase capacity and one Administrative Analyst I to support energy, sustainability and performance management outcomes.

The following is a summary of staffing investments for Health and Environment:

Health and Environment

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- Administrative Aide (Parks) to seek grant funding for development activities
- Administrative Analyst I to support energy, sustainability and performance management outcomes (Executive)
- Inventory Asset Manager (Biodigestion) (Non-GOF/Environmental Services)
- Plant Assistant II (Biodigestion) (Non-GOF/Environmental Services)
- Utility Maintenance Mechanic (2) (Biodigestion) (Non-GOF/Environmental Services)
- Groundskeeper I (2) (Non-GOF/Cemetery)
- Tree Trimmer Aide (Forestry) (Non-GOF/ Parks)

Recommended capital investments in the Health and Environment strategic priority total \$53.7 million for FY2020. The most significant investments include the first phases of work required to relocate the Coldbrook pumping station from 1101 North Monroe, Godfrey Avenue water/sewer utility reconstruction, parks millage project improvements, the Hastings

non-motorized trail, third ward park acquisition, interim improvements at Martin Luther King, Jr. park lodge, asset management investments at the Lake Michigan Filtration Plant and the Water Resource Recovery Facility, private lead water service line replacement and water/sewer investments in conjunction with Vital Streets projects. Investment in Neighborhoods of Focus total \$18.9 million.

Governmental Excellence

We need talented employees, great technology, good facilities, equitable services, fiscal resiliency and efficient processes to support our work if we are to elevate the community's quality of life. The FY2020 Final Fiscal Plan maintains financial reserves at policy level in the General Fund through all five years of the five-year planning period. We also need to be staffed with high performing and knowledgeable employees who are equipped with the appropriate tools and resources to offer excellent, equitable and innovative services to our community. I am unable to unveil all new investments in employee total rewards due to pending labor negotiations that are taking place at the time of the FY2020 Final Fiscal Plan. I remain grateful to the talented workforce who frequently sacrifice time away from family and friends for the sake of public service and look forward to the culmination of the negotiation process. Maintaining or enhancing our ability to recruit, develop and retain the best and brightest in our workforce is essential.

New operating investments for FY2020 include \$468,101 in GOF recommendations and \$735,890 in Non-GOF recommendations for a total investment of \$1,203,991 in multiple funds. They include: piloting a new system of employment entrance testing to help hire for ability, contractual services to support compliance activity in the Income Tax Department, investment in master plan scoping, establishing the Office of Performance Management and Sustainability, investing in increased and focused equity and leadership training, investing to ensure we maintain compliance standards for electronic financial transactions and accelerating the deployment of business intelligence through our organization. Staffing investments include two Skilled Trade Aide earn-and-learn positions in Facilities and Fleet, one Assistant City Attorney to increase capacity and reduce outside counsel costs and one Wellness Coordinator to focus on employee health.

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

The following is a summary of staffing investments for Government Excellence:

Governmental Excellence

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- Wellness Coordinator (Non-GOF/Human Resources)
- Assistant City Attorney II (GOF/City Attorney's Office)
- Skilled Trade Aide (2) (Non-GOF/Facilities/Fleet)

Recommended capital investments in the Governmental Excellence strategic priority total \$14.5 million for FY2020. The most significant investments include asset management projects to maintain the condition of City buildings and facilities, street lighting infrastructure projects financed through bond proceeds and restoration of the Calder stable. Investment in Neighborhoods of Focus total \$2.5 million.

Engaged and Connected Community

The realignment of our communications and engagement efforts began in March with the appointment of a new Assistant City Manager. The Assistant City Manager is a member of my cabinet and will help to integrate, guide, and strengthen these community-facing efforts. He will also provide executive oversight to Customer Service, Innovation, Diversity and Inclusion, Human Resources, Information Technology, Legislative Affairs and Performance Management and Sustainability. I also made a permanent appointment of a Managing Director of Communications at that same time. These actions align with our Strategic Plan and position us to accomplish critical outcomes across a variety of strategic priorities by repurposing current resources.

New operating investments for FY2020 include \$210,000 in GOF recommendations and \$81,204 in Non-GOF recommendations for a total investment of \$291,204 in multiple funds. They include: resources to survey the community on its perception of City services, events, programs and facilities, increased investments in community-based special events like the Cesar E. Chavez March and African American Male Achievement Conference, additional investment in closed captioning capability for City broadcasts, resources for contractual services for the community survey, social media services, outreach and other initiatives and an increase in the Neighborhood Match

Fund. We plan to invest in new e-poll book laptops and absentee voter ballot tabulators to improve election experiences. Additionally, preparations for the 2020 Census are financed in this recommendation. Staffing investments include the addition of one Administrative Aide in Parks and Recreation to be funded in part by a matching grant for marketing, parks promotions and social media in collaboration with the Communications Office.

Engaged and Connected Community

1

- Administrative Aide-Marketing (Non-GOF/Parks)

Recommended capital investments in the Engaged and Connected Community strategic priority total \$569,000 for FY2020. The investments include upgrades in community cable television equipment.

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 priority area of our strategic plan.

The first objective in this Strategic Plan outlines our commitment to creating a structure within City operations to lift up racial equity throughout our organization so 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.). 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.

The FY2020 Final Fiscal Plan recommends more than \$4,000,000 in new operating and capital investments that will improve equitable services across the community and includes these proposals:

Governmental Excellence

- Reorganizing our diversity, inclusion and equity focus and making it an Executive Office function. In March 2019, I reorganized the Office of Diversity and Inclusion by relocating the office from the Administrative Services Group/Human Resources Department to the Executive Office. Assistant to the City Manager Stacy Stout will lead our focus on equity, diversity and inclusion under the guidance of Assistant City Manager Doug Matthews. Our Micro-Local Business efforts will work in closer alignment with the Economic Development Office to expand the role from a sole focus on city contracting to include a new emphasis on small business development as part of the EDO team. We have used existing resources and positions to realign this critical function and have added contractual services to support expanded Micro-Local Business effort. - \$30,000
- Scaling and expanding racial equity training to reach more staff - \$30,000
- Expanding recruitment of entry level positions to create opportunity in historically underrepresented trade areas (five additional Police Interns and three trade level earn-and-learn positions) - \$289,730

Health and Environment

- Martin Luther King, Jr. Park Lodge improvements - \$200,000
- Third Ward Park Land Acquisition - \$300,000
- Challenge grant for connecting children to nature - \$20,000

Engaged and Connected Community

- Census 2020 (Reaching hard to count communities) - \$100,000
- Special Events investments for the Cesar E. Chavez Social Justice March and African American Male Leadership Conference - \$10,000
- Neighborhood Match Fund increase of - \$25,000

Economic Prosperity and Affordability

- Affordable housing contract services - \$137,500
- Small business development support services - \$100,000
- Development of a pilot comfort station in Heartside with project partners - \$50,000

Safe Community

- Creation of a five-person evening shift of Community Policing Services to expand opportunities to directly interact with the community by adding two Police Officers and adding three civilian support personnel to enable reassignment of three Police Officers currently performing clerical duties; - \$476,640
- Investment in Cure Violence - \$75,000
- Addition of a crisis intervention and behavioral health specialist - \$119,500
- Addition of a public safety liaison in the Executive Office – to embed equity into GRPD policies, procedures and practice and support community-police relations -\$170,000

Mobility

- Bus stop shelter Improvements - \$250,000
- Maintain services for free DASH circulator buses, free downtown Silver Line and enhanced Route 19 service by budgeting the full year cost- \$1,760,000
- Addition of one Transportation Planning Aide to work on bike and car share programming - \$91,512

Capital investments in Neighborhoods of Focus

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. One measure of equity is whether we are making necessary capital investments in neighborhoods of focus. For FY2020, it is projected that \$25,813,000 (36%) of the recommended \$71,024,332 in capital investment that is assigned to a specific ward will be physically located in a neighborhood of focus census tract. Investment in Neighborhoods of Focus over the FY2020-24 planning period currently totals 34% of the total investment that is assigned to a specific ward.

Third ward equity investments

On March 26, the City Commission received an update on a portfolio of five proposed Third Ward Equity Fund investments totaling \$750,000. The recommended projects include:

Proposed
FY2019
TWEF
Investment
Summary -
\$750,000

Third Ward City Commissioners considered the proposals and the staff recommendations. The following is a revised recommendation for five TWEF projects based on their review:

- \$232,500 – to provide repairs to homes in the Third Ward that will resolve code violations and help keep persons in their homes
- \$50,000 – to support targeted marketing and education in 49507 to increase awareness and reduce exposure to lead hazards
- \$232,500 – to provide micro-grants and loan collateral support to elevate business sustainability and growth for Third Ward businesses and entrepreneurs
- \$35,000 – to provide resources for critical needs of Seeking Safety program participants
- \$200,000 – to provide funding for building improvements to support businesses staying in their current location and/or growing there

March 21, 2019

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Staff is working to bring contracts and policy documents forward for City Commission approval as they are finalized. The \$750,000 funding for Third Ward equity investments is a fund balance “reserve” in the City’s Transformation Fund.

In addition, recommended third ward specific capital equity investments total \$550,000 in FY2020.

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 and to practice using an equity lens when developing budget requests. Each department submitted one project and progress has been tracked over this fiscal year. Outcomes have included 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, increased rates of auto-pay options and fewer walk-ins, 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.

The FY2020 Final Fiscal Plan extended the use of the equity budget tool in this budget cycle. The following are highlights of selected concepts (full listing is in Appendix D):

- Human Resources: Evidence based hiring
 - Introducing evidence-based approach to hiring proven to improve quality of hire, reduce first-year turnover and increase workforce diversity. The City is part of the HireReach cohort with Talent 2025 partner agencies to implement and measure the impact of this approach.
- Customer Service: Digital inclusion survey
 - A survey with corresponding outreach to assess the community's digital access and ability and to identify strategies for us to meet their needs in accessing online services and information. The results will also inform our community engagement strategy to ensure engagement is accessible, inclusive and equitable.
- Economic Development: Loan collateral support program
 - This investment for a collateral account to lenders is a strategy to increase access to microloans for entrepreneurs/small businesses. This program addresses the inequities in bank underwriting criteria by providing collateral for applicants who historically have not had access to wealth.
- Engineering (and Diversity and Inclusion): Contractor/supplier diversity and outreach
 - Increase equity in bid and construction opportunities, practices and communications to reduce systemic barriers that limit businesses owned by women and persons of color to secure contracts and subcontracts for construction. This strategy includes assessing fees, paperwork, requirements, online information and outreach to remove as many barriers as possible. In addition, intentional outreach and support for Micro-Local Businesses is proposed.

- Mobile GR and Parking Services: Bus stop improvements
 - Improving stops (installing shelters, solar lighting, benches, etc.) starting with those that have the highest daily use in combination with factors like average use by persons with disabilities, proximity to households of color and households without vehicles.
- Technology and Change Management: Purchasing policy and practice
 - Improve inclusiveness of MLBE vendors in procurement of IT services by offering longer contract periods so MLBEs can spread out their operational overhead over several years, giving them an opportunity to compete with bids of larger companies.
- Three projects are designed to establish baseline data through data collection, change in reporting methods and/or use of new software to determine if there are inequities in service and impact and if so, to address those inequities:
 - City Training: Professional development offerings - collect data on demographics of staff participating to identify if there are disparities
 - Fleet Management: Impound lot data collection and impoundment education - implementation of new software to track impounded vehicles by location and vehicle owner demographics to assess equitable impact and launch targeted education in areas should there be geographic disparities
 - Environmental Services: Grand Rapids Air Quality Initiative - implement the infrastructure and technology needed to generate high-resolution air quality data in Grand Rapids neighborhoods
- Three projects adapt services, staff deployment and/or communications to be more user-friendly:
 - Community Development: Housing Rehabilitation Program - assigning an administrative aide to walk applicants through the application process for home rehabilitation loans.
 - City Treasurer: Managed pay with GR PAYT system-Offer automatic monthly payments to avoid fees. The spread-out payment also is more budget friendly.
 - City Assessor's Office: Principal Resident Exemptions (PRE) – Ensure residents eligible for principal residence exemptions are made aware through more user-friendly communications, notifications and the exploration of additional outreach. Track geographic and demographic data (when available) for those applying for exemption to determine if an inequity exists.

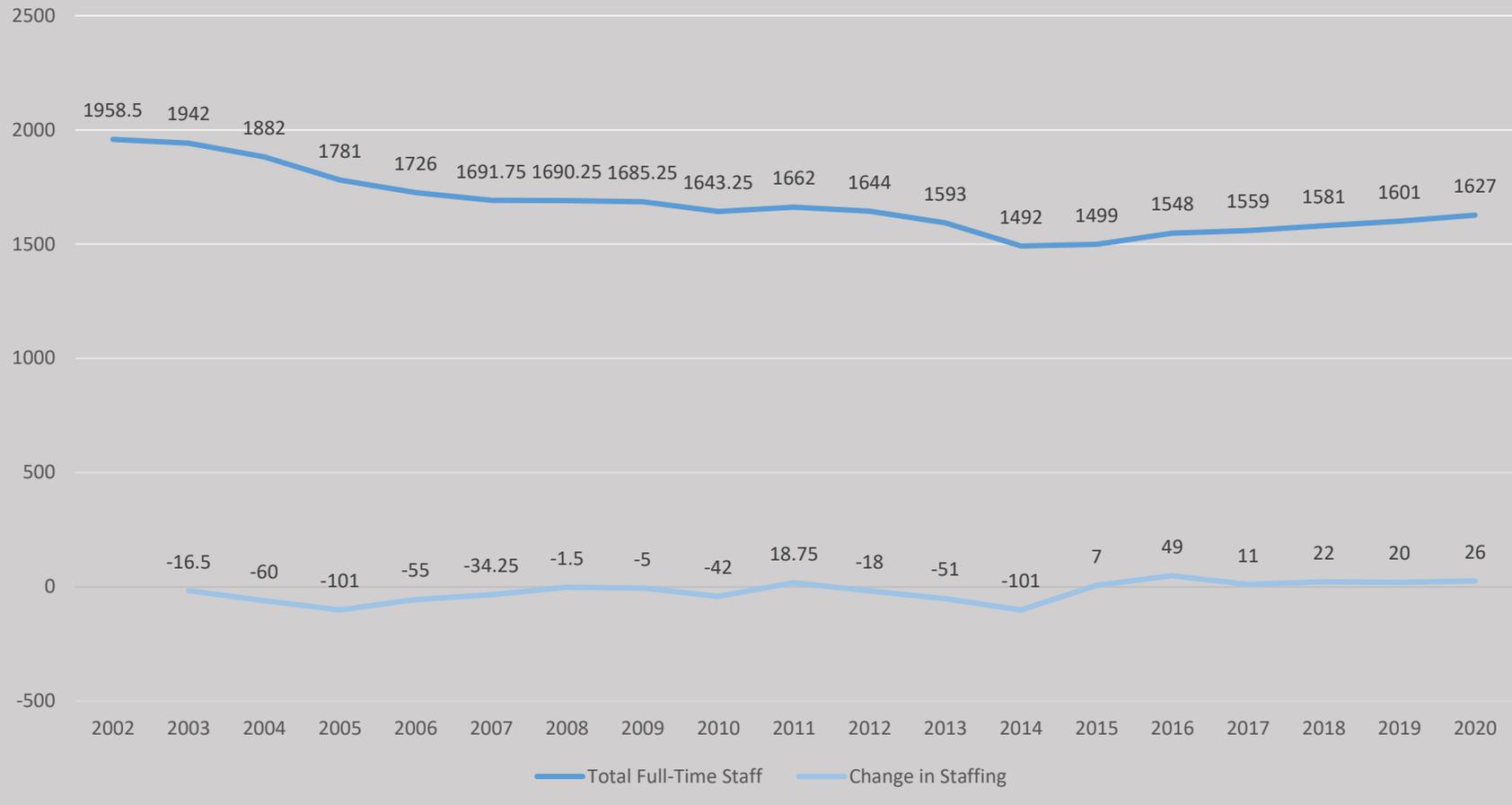
Employment

It is projected that we will begin FY2020 with 1,627 budgeted positions.

Our high-water mark for employment was 1,958 positions 17 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 331 fewer staff persons today than in 2002. The chart on the next page shows how staffing has declined from 2002 and remains 17% below that modern high point.

GRAND RAPIDS FULL-TIME STAFFING HISTORY



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.

As I have analyzed the organization, it has become clear that we need increased staff resources to produce the outcomes needed for our City. The FY2020 Final Fiscal Plan recommends continued investment in personnel required to meet these significant demands based upon Strategic Priorities identified in the Strategic Plan. The Final Fiscal Plan recommends 28 position additions and two position deletions for a total of 26 net position investments to drive outcomes in each Strategic Priority. Complete information on City staffing is included in Appendix C.

Brief FY2020 Fiscal Plan Overview

The FY2020 appropriations request totals \$553,472,939.

The appropriation request for the General Operating Fund is \$147,831,777. The economic assumptions used to develop the FY2020 Fiscal Plan include:

- 1) 4.5% FY2019 Income tax growth (3% originally projected in the FY2019 Fiscal Plan)
- 2) 4% income tax growth in FY2020 and 3% throughout the remaining four years of the Fiscal Plan
- 3) 4.25% annual income tax capital set-aside reduced from 4.5%
- 4) \$850,000 GOF Vital Streets support as outlined in the Investment Guidelines
- 5) \$6,385,419 Parks Operating support as outlined in the Investment Guidelines
- 6) Meeting the 32% minimum requirement for GOF support of the Police Department
- 7) Reservation of \$1.5 million annually for contingent appropriations
- 8) Assuming annual lapse of \$4 million in the GOF for FY2020-FY2022, increasing to \$4.25 million in FY2023-FY2024
- 9) Continued strong focus on asset management principles for our facilities and capital assets
- 10) 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)

	FY2020	FY2021	FY2022	FY2023	FY2024
Beginning Fund Balance	\$ 31,991,518	\$ 34,955,973	\$ 35,171,395	\$ 31,393,252	\$ 27,827,720
Revenue	150,796,232	153,840,566	156,105,914	159,370,490	163,142,923
Expenditure	147,831,777	153,625,144	159,884,057	162,936,022	165,583,078
Net Revenue	2,964,455	215,422	(3,778,143)	(3,565,532)	(2,440,155)
Ending Fund Balance	\$ 34,955,973	\$ 35,171,395	\$ 31,393,252	\$ 27,827,720	\$ 25,387,565

To simplify and enhance the reader experience, the FY2020 Final Fiscal Plan will be modified and presented by Fund Type and include departmental summaries in one combined section. Future Fiscal Plans will enhance the departmental section to include capital components and Key Performance Indicators which will be tied to the City’s strategic Plan.

Conclusion

I am excited by the opportunities that lie ahead for our community and I look forward to working with each of you on transforming our collective vision for the City into a reality. Many communities with records of achievements like ours would be willing to rest on those accomplishments of the recent year. There is much to applaud:

- Our financial reserves have never been stronger
- Park conditions continued to improve and 9 parks were added to the 49 parks that have been rehabilitated and reconstructed with the voter approved Parks Millage
- Street conditions are improving rapidly and are up from a low of 37% good and fair condition in 2014 to 60% in 2018
- Housing NOW! policy changes were adopted and are in place to make change
- 46,585 persons visited city pools in the summer of 2018

- Our accredited Fire Department became the only department in Michigan to achieve the top ISO-1 rating from the Insurance Services Office
- 131 households were served through an innovative eviction prevention pilot established in collaboration with 61st District Court
- 42 projects were supported through the innovative Neighborhood Match Fund
- Third ward equity investments were identified and will launch this spring
- New DASH circulator routes drove a 30% increase in ridership
- Our accredited Police Department participated in the Police Policy and Procedure Review Task Force and began to implement their recommendations
- Economic growth remained strong with development or business expansion projects that resulted in job creation

We are a prosperous community, but also one that faces real challenges. However, we are better equipped than most communities to achieve good outcomes and the proposed FY2020 investments will help us sustain economic performance, improve governance in a diverse community, expand housing and affordability, eliminate disparities, improve community and police relationships, improve mobility, and restore the rapids to the Grand River. There is much to do and fortunately there are many willing partners eager to make a difference. I am excited about the future.

Sincerely,

Mark Washington,
City Manager



CITY OF
GRAND
RAPIDS
MICHIGAN
WWW.GRCITY.US

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City of Grand Rapids Strategic Plan

FY2020–FY2023

(July 1, 2019 – June 30, 2023)

April 9, 2019



City of Grand Rapids



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Manager's Letter

Hello Grand Rapids!

I am honored to serve as your City Manager and I take seriously the awesome responsibility I have to bring the 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.

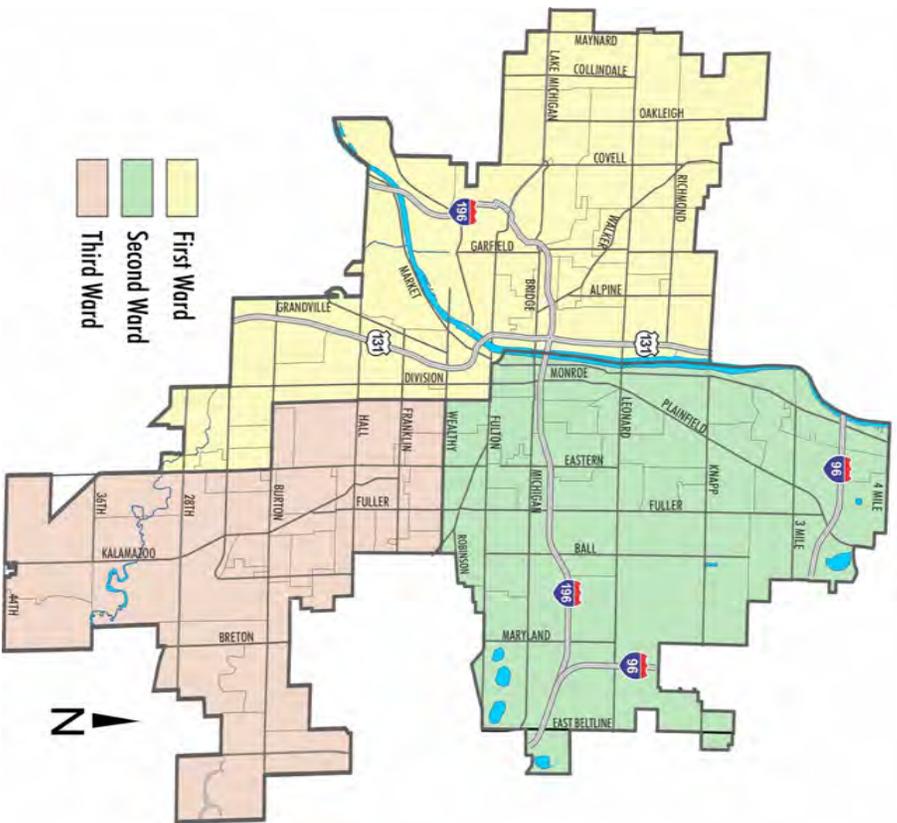


City Manager Mark A. Washington



Current State

- 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 government
- The City Manager is responsible for directing City operations and carrying out Commission policy



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 State

Population

198,829

59.7%	Caucasian
19.9%	Black or African American
15.3%	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

Housing

\$113,600

Median home price



54%

Home ownership

\$806/mo

Median rent



Source: American Community Survey, 2013-2017 estimates

Employment

93,719*

Employees in Grand Rapids economy



3.9%

Unemployment rate**

*Source: Data USA, 2016

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

Wages

\$42,019

Median household income



25.1%

Population below the poverty level

Source: Data USA, 2016

Carbon Footprint

59,088

Metric tons of carbon dioxide equivalents



34%

Renewable energy

Source: City of Grand Rapids

City-owned Parks

1,643

Acres of accessible parks



77%

Residents who live within a 10-minute walk to a park

Source: Parks and Recreation Master Plan, 2017

Transportation

20.9%

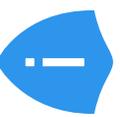
Trips to work where people walk, bike, or use transit or ride sharing



Safety

726.2

Violent crime offenses per 100,000 population



Source: American Community Survey, 2017

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



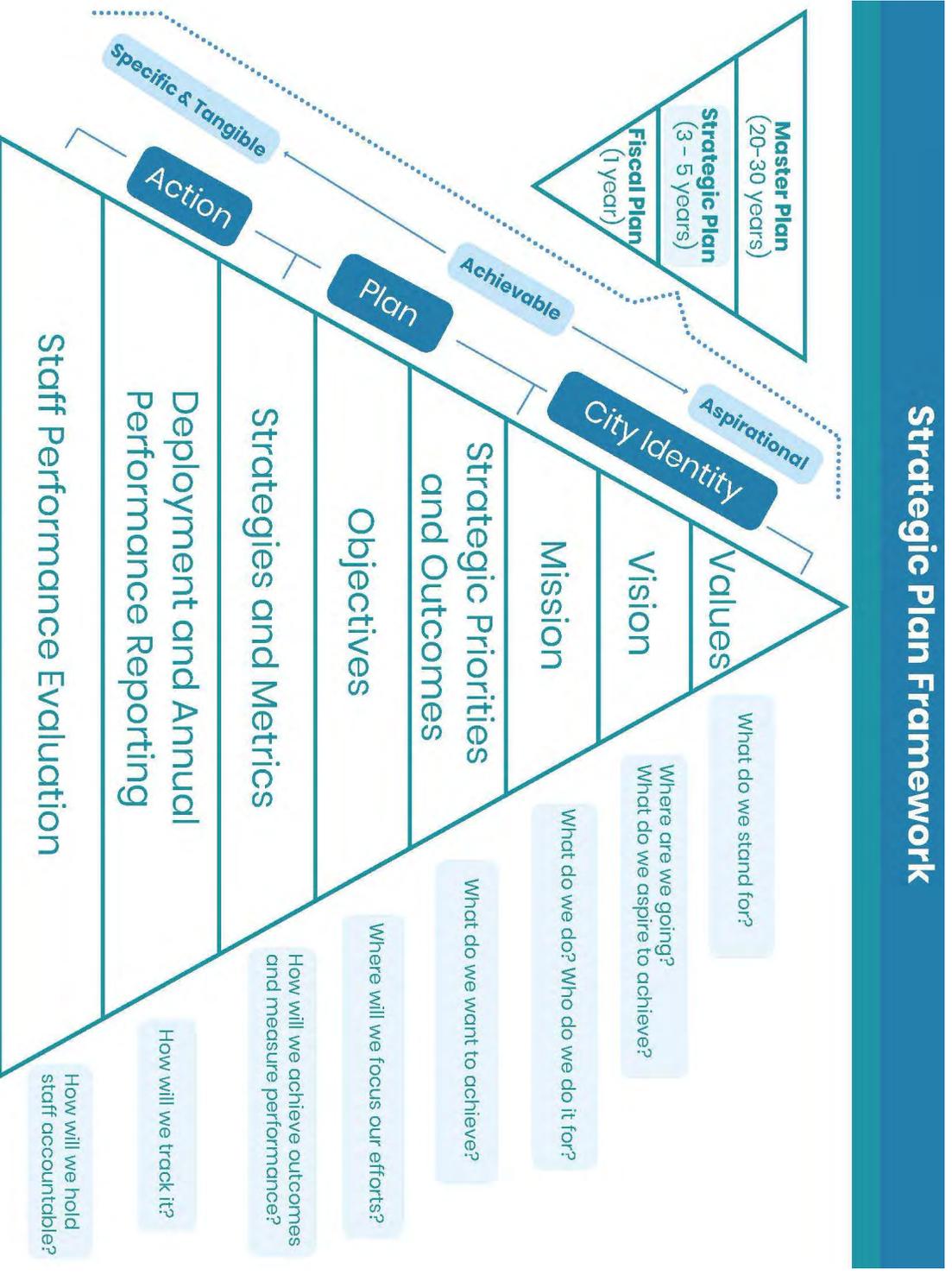
Planning Process

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



Plan 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

Values

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.

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.



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.



Mobility

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



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, WalletHub), 2nd Worst for African Americans Economically (2015, Forbes) and 39th for Residential Segregation (2018, Apartment List).

We are fully aware 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.

Strategies

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

Draft Metrics

- \$ allocated to and % of Third Ward Equitable Development Fund spent
FY2019: \$750,000, 0% Goal FY2020: To be created, 100%
- \$ of capital investment by Ward and Neighborhood of Focus
2018: Not previously calculated Goal: To be created
- % of total budget dollars that support equity specific projects and initiatives
2018: Not previously calculated Goal: To be created
- % of total expenditures for projects/services evaluated using the Government Alliance on Race and Equity (GARE) Racial Equity toolkit
2018: Not previously calculated Goal: 100%
- % of elected City officials, City employees and people serving on a City board or commission trained in equity
2018: 10%* Goal: 50%
*City staff only
- # of felony and misdemeanor charge records for like offenses from District 61 Court
2018: See below Goal: To be created

Charges	Race		Gender	
	Caucasian	People of Color	Male	Female
Felony	1,146 (30%)	2,718 (70%)	3,323 (86%)	548 (14%)
Misdemeanor	2,718 (27%)	7,293 (73%)	8,282 (74%)	2,979 (26%)

- # of problem-solving specialty court program graduates by court type
2018: See below 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%)
Comm. 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

Draft Metrics

- General Operating Fund (GOF) reserve level
2018: 22.5% Goal: 15%
- Stabilization Fund Level
2018: 10.7% Goal: 10%
- Bond rating
2018: AA Goal: AA+
- % of defined benefit retirement systems funded
2018: 82.1% Goal: 100%
- % of asset classes managed by asset management plans
2018: Being calculated Goal: To be created
- \$ 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 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 Metrics

- New hire demographics

Category	Race							Gender	
	C	AA	H	A	NA	M-R	M	F	
2018 Permanent Hires Qty.	100	15	8	1	0	4	80	48	
2018 Permanent Hires %	78.1%	11.7%	6.3%	0.8%	0.0%	3.1%	62.5%	37.5%	
Citywide Labor Force*	64.9%	17.2%	13.9%	2.0%	0.1%	1.7%	50.7%	49.3%	
Metro Area Labor Force*	83.7%	6.3%	6.9%	1.9%	0.2%	1.0%	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: 91% 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
 2018: 75 days Goal: 60 days
- Time from requisition request to offer acceptance for sworn employees (police and fire)
 2018: 120 days 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

1. 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
2. Maximize City facility occupancy
3. Ensure safe, healthy and well-maintained City facilities
4. 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
5. Track who is coming to City facilities, when and for what reason

Draft Metrics

- % of facilities with a Facilities Condition Index (FCI) score of 10 or below
 2018: 98%* Goal: 90%
 *Water, wastewater, parking and parks facilities currently not included
- Occupancy rate of all facilities
 2018: Being calculated Goal: > 90%



Objective 2: Support the creation, retention and growth of businesses.

Strategies

1. Target City incentives to achieve maximum impact on business retention and growth efforts
2. Support entrepreneurship and innovation with a special focus on creating access to opportunities for historically marginalized communities and the Neighborhoods of Focus
3. Optimize the Equal Business Opportunity (EBO)/Micro-Local Business Enterprises (MLBE) program and increase MLBEs registered and used in all City spending, as well as in City supported private development projects
4. Increase awareness of opportunities to do business with the City
5. Target incentives and City programming to catalyze small business startup and growth

Draft

Metrics

- \$ of private investment supported by City incentives, disaggregated by industry segments
2018: \$187.5M*
Goal: \$150M annually
*\$12M: Real Estate (mixed-use) development, \$60M Medical/Advanced Manufacturing, \$9.2M Food/Ag processing, \$6.2M Manufacturing
- \$ 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 apprenticeship opportunities
2018: See table below*
*Data on apprenticeships being calculated Goal: To be created

Construction Contracts for Primes and Subs (\$54,741,472)

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

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

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

- # of new companies filing W-2s for withholding
2018: Being calculated Goal: To be created
- # of new MLBE vendors registered to do business with the City
2018: 4 new (26 total) Goal: 15

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

Strategies

1. Support post-secondary degree attainment and skilled-trades certification, particularly for people of color and first-generation students
2. Support attainment of livable wage employment (more than \$15/hour) through influence on contractors and vendors
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

Metrics

- % of residents earning above the Asset limited, Income Constrained, Employed (ALICE) threshold*
2018: 48% Goal: To be created
*\$21,624 for a single-adult household and \$64,788 for a four-person family in Kent County
- Unemployment rate
2018: 3.7% (December) Goal: To be created
- % of Grand Rapids Public Schools graduates that receive a post-secondary degree within six years of graduating
2017: 18% Goal: 40%
- % of real earned income growth for full-time wage and salary earners aged 25-64
2018: Being calculated Goal: To be created
- % 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)
2018: 11.1%* Goal: 9%
*Kent County, 5 year American Community Survey (ACS) Estimate
- # and % growth in number of employees based on the number of W-2s
2018: Being calculated Goal: To be created



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

Strategies

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 Metrics

- % 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: 1,358* Goal: To be created
*239 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: 111% Goal: To be created
- # 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

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. (DGR), 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 Metrics

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

Draft Metrics

- # or % of staff trained on communication protocols
2018: 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.

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 Metrics

- # 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 Metrics

- % 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 them
2018: Survey not yet completed Goal: To be created
- # of people and organizations surveyed and % completion
2018: Survey 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 Metrics

- # of total engagement activities focused on resident issues disaggregated by department
2018: Data not previously collected Goal: To be created
- # of total residents participating in engagement activities disaggregated by department
2018: Data 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 race/ethnicity in the overall city
2018: Data not previously collected 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)
2018: 399 Goal: To be created





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 Metrics

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

Objective 2:

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

Strategies

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



Draft Metrics

- % of households within a 10 minute walk of a park or active green space
2018: 77% Goal: 81% (5% increase)
- Acres of accessible City-owned parks per 1,000 residents
2018: 5.5 (total City), 3.71 (Neighborhoods of Focus)
Goal: > 9.5 acres within Neighborhoods of Focus
- % of parks rated maintenance level B or greater
2018: 15.4% Goal: To be created
- # of participants in recreation programs per year
2018: Data not previously collected Goal: To be created
- # of centerline miles of 8-foot or wider multi-use trail within the City
2018: Being calculated Goal: To be created
- # of natural areas and green playground sites added in underserved neighborhoods
2018: 0 Goal : 5

Objective 3:

Protect and preserve our water resources.

Strategies

1. Create and implement a PFAS reduction plan for the Water Resource Recovery Facility (WRRF) and monitoring plans for both the Lake Michigan Filtration Plant and the WRRF
2. Implement the Lead Service Line Replacement Plan
3. Increase and maintain green infrastructure to strategically reduce stormwater system burdens
4. Achieve the Water and Environment Federation's Green Infrastructure Certification
5. Research and understand why residential water/sewer services are shut off and create innovative solutions to avoid the shut off of services
6. Identify and implement water conservation strategies within City operations and for customers
7. Collaborate with partners, within the City and in upstream communities, to increase the overall water quality of the river

Draft Metrics

- PFAS effluent result from the Water Resource Recovery Facility
2018: PFOS average was 42 ng/l with a high of 200 ng/l (Water Quality Limit = 12 ng/l) and PFOA average was 12 ng/l with a high of 19 ng/l (Water Quality Limit = 12,000 ng/l)
Goal: To be created
- % of water connections with lead service line replacements completed per year
2018: 163% Goal: 5%
- Gallons of stormwater infiltrated
2018: Being calculated Goal: 1% increase
- # of residential accounts experiencing water/sewer shut offs
2018: 2,401 Goal: To be created
- # of residents using the water/sewer bill assistance fund (85% of users must be below 200% poverty level)
2018: 1,635 Goal: To be created
- Gallons of water pumped from treatment plant per person per day normalized for weather impacts
2016 - 2018 annual average: 119 Goal: To be created
- % water loss from water distribution
2018: 10.7% Goal: < 10%
- Water Quality Index for the Grand River (average measure from multiple points upstream, downstream and within the City)
2018: 70 Goal: 70



Objective 4:

Minimize waste generation and promote waste diversion practices.

Strategies

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

Draft Metrics

- 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
2018: Program does not currently exist
Goal: To be created
- Tons of compost processed onsite at Domtar
2018: 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.

Strategies

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
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

Draft Metrics

- % of children with elevated blood lead levels per tested child
2018: 6% (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 and/or addiction
2018: Data not previously collected
Goal : To be created
- # of people experiencing mental health challenges and/or addiction who have been incarcerated
2018: 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.

Strategies

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 Metrics

- % 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 ½ 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 ride
2018: 108,924 (cnt.org) Goal: 150,000
- % 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
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

Draft Metrics

- # 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 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
7. Ensure civil and criminal court cases are processed in an efficient and timely manner

Draft Metrics

- % 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 and 30 Seconds
2018: Being calculated Goal: 85%
- # of crashes and crash rates in relation to traffic counts and vehicle speeds by mode
2018: Being calculated 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) within 126 days
2018: 94% Goal: 90%
- % of civil cases completed (initiation to close) within 84 days
2018: 95% Goal: 90%





Objective 3:

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

Strategies

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 Metrics

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



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.

Strategies

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 Metrics

- % of beats covered 24/7/365
2018: Being calculated Goal: 100%
- % 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
2018: 19 Goal: To be created
- # of community events participating in and # of officers participating in community events
2018: Being calculated Goal: To be created
- % of Freedom of Information Act (FOIA) requests denied by the City that were overturned by the court
2018: 0% Goal: 0%
- % of Civilian Appeal Board findings that differ from Internal Affairs Unit findings
2018: 0% 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 Metrics

- # of persons experiencing homelessness
2018: 8,458 Goal: To be created
- # of persons experiencing homelessness or at risk of homelessness that became stably housed
2018: Being calculated Goal: To be created
- # of homes receiving subsidized home repair services annually from the City
2018: 456 Goal: 455
- % of Code Compliance cases with correction orders over six months old
2018: 17% Goal: < 15%
- % of occupied rental dwellings certified
2018: 90.9% Goal: Greater than 95%

Implementation

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

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Thank you to our plan contributors!

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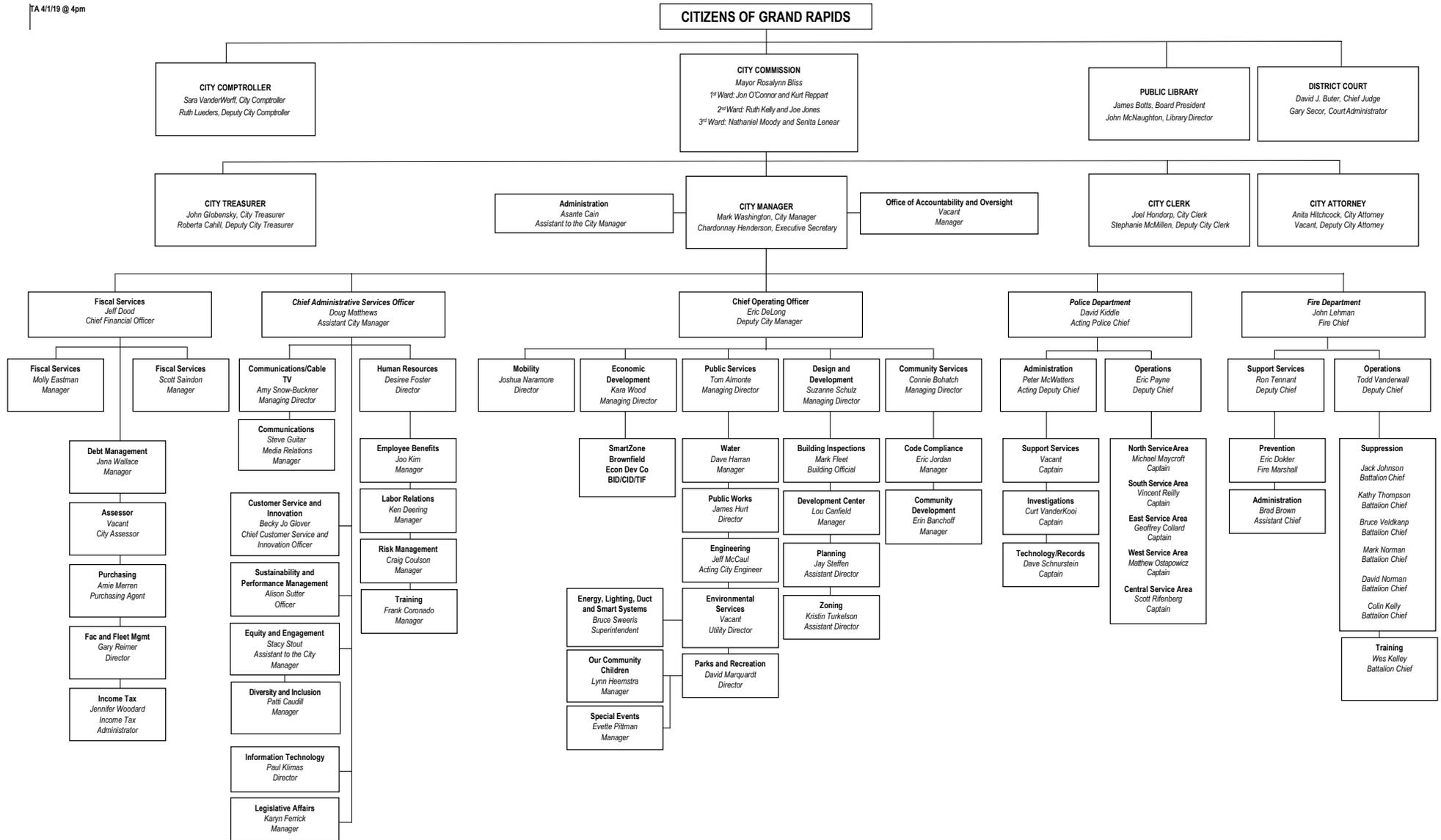
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ABOUT THE CITY

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. According to the United States Census Bureau, between July, 2014 and July, 2015, the Grand Rapids-Wyoming Metropolitan Statistical Area (MSA), which is composed of Barry, Kent, Montcalm, and Ottawa counties, was the fastest-growing population center in Michigan.

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 and 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 the City Treasurer. The 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 its operations and capital investment.

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 2018 (FY2019) Taxable Value for industrial, commercial, utility

and residential real and personal properties is \$4.9 billion; a 5.04% increase over FY2018. Industrial property accounts for 5.2% of total taxable value, commercial property accounts for 33.1% and utility-related property for 2.4%. The remaining 59.3% is residential property.

ECONOMY

Since its introduction as the Furniture City in 1876, Grand Rapids area businesses lead in quality, technical expertise, and innovation. The local economy has diversified beyond its furniture beginnings and now focuses on smart manufacturing, information technology, life sciences, food processing, and aerospace and defense. Grand Rapids is also a leading center for sustainability and renewable energy, and excels in commercializing a wealth of new discoveries: everything from

pharmaceuticals to iPhone applications. The City is the headquarters for 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 – the medical services, agribusiness, technology, and higher education sectors continue to expand. Non-manufacturing employment in the MSA now accounts for 80% of the labor force leaving 20% of area workers employed in manufacturing. (Source: The Right Place Inc., West Michigan Overview)

The following table reflects the diversity of the top ten 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	10,343
Mercy Health / St. Mary’s	Hospitals, clinics, and medical services	8,500
Amway Corporation	Hotels; health, beauty, & home product manufacturing	4,000
Gentex Corporation	Glass product manufacturing	3,900
Perrigo Company	Generic & over-the-counter pharmaceuticals	3,800
Herman Miller, Inc.	Office, commercial, & health industry furniture design and manufacturing	3,621
Steelcase, Inc	Office, commercial, & health industry furniture design and manufacturing	3,500
Grand Valley State University	Public university	3,306
Lacks Enterprises, Inc.	Plastic trim parts – automotive, telecom, & electronics	2,900
Source: The Right Place, Inc.,	West Michigan Overview, August 12, 2019	

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.

During 1992, the City initiated the task of separating combined sewer and stormwater infrastructure that was 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, prior to 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. CSX, a Class I freight railroad, serves the City as do the Grand Elk, Marquette, and Grand Rapids Eastern 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 sixteen four-year public and private colleges and universities including downtown satellite campuses for Western Michigan University, Michigan State University, Central Michigan University, Ferris State University, Davenport University, and the Thomas M. Cooley Law School. Grand Valley State University, located several miles west of the City, opened a downtown campus in 1988 on the banks of the Grand River and continues to expand its presence in the City. In addition to the four-year universities, the City is also home to the Grand Rapids Community College, a popular two-year general and technical educational institution 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 next to Spectrum Health-Butterworth Hospital and Helen DeVos Children's Hospital in downtown Grand Rapids. 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. The VAI, in partnership with the Grand Rapids SmartZone Local Development Financing Authority ("LDFA"), attracts medical technology development to the City. 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 City limits, the Frederik Meijer Gardens and Sculpture Park is ranked by *Art Newspaper* as one of the top 100 most-visited art museums worldwide.

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' cultural history, a recently renovated 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 located at 54 Jefferson, S.E.

For out of town visitors, 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 at his home in California. After memorial services in California and Washington D.C., he was interred in Grand Rapids on the grounds of his presidential museum. His influential wife, Elizabeth (Betty) Bloomer Ford, was interred next to her husband after she passed away in 2011.

The 50th Annual Festival of the Arts was held downtown in June, 2019. "Festival," features two and one-half 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 "Jazz in the Park," "World of Winter," and "Movies on Monroe," draw residents and tourists to the City throughout the year.

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. Part arts festival and part evolving social experiment, there are two paths by which artists may win this open, independently organized international art competition – by public vote and by a jury of curators. In 2018, 1,260 entries from 40 countries and 41 U.S. states competed for \$500,000 in prize money. More than 500,000 people visited 165 venues and submitted 253,161 votes for their favorite works.

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.

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.

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. Bike lanes are being installed in roadways whenever the City reconstructs or re-surfaces streets. Approximately 100 miles of bike lanes have been installed so far and there are about 288 miles of bicycle trails within the City and surrounding areas.

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.

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 events. 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.

The fifth annual Winter Games were held over three weekends beginning on February 15, 2019. Athletes competed in 16 sports.

Opening ceremonies for the 2019 Summer Games were held on June 21, 2019. In total more than 8,500 athletes competed in 48 sports.

**BUDGET TIMELINE
FY2020 – 2024 BUDGET PROCESS**

INTERNAL SERVICE FUNDS BUDGETS

Friday, Sep 28	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to ISF Departments.
Friday, Oct 12	Internal Service Department Personnel changes due in SharePoint
Thursday, Oct 18	Training in the PB Budget System begins for ISF Departments, incorporating the personnel data provided through SharePoint.
Monday, Oct 22	PB is opened for ISF Department personnel who have completed training.
Friday, Nov 23	ISF Budgets Due.

OPERATING DEPARTMENT BUDGETS

Monday, Nov 19	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to Operating Departments.
Monday, Dec 3	Operating Department Personnel changes due in SharePoint.
Tuesday, Dec 18	Training in the PB Budget System begins for Operating Departments, incorporating the personnel data provided through SharePoint.
Thursday, Dec 27	PB is opened for Operating Department personnel who have completed training.
Friday, Jan 25	Operating Budgets Due.

CAPITAL BUDGET REQUESTS

Thursday, Dec 27	Capital project instructions distributed.
Friday, Jan 18	Capital project requests due.
Wednesday, Jan 30	City Manager begins review of Capital project requests

FY2020 FEE OMNIBUS

Thursday, Dec 27	Fee instructions distributed.
Friday, Jan 25	Fee information due.
Tuesday, April 23	Set Public Hearing for consideration of FY2020 Fee Omnibus.
Tuesday, May 14	Hold Public Hearing for proposed FY2020 Fee Omnibus.
Tuesday, May 21	Resolution to Adopt FY2020 Fee Omnibus.

BUDGET OFFICE & CITY MANAGER REVIEW PROCESS

Monday, Nov 26 to Tuesday, Dec 11	Budget Office Reviews ISF Submittals.
Wednesday, Dec 12	City Manager Reviews ISF Submittals.
Monday, Jan 28 to Friday, Feb 15	Budget Office Reviews Operating Department Submittals.
Monday, Feb 18 to Friday, Mar 15	City Manager Reviews Operating Department Submittals.
Monday, Mar 18 to Friday April 12	Budget Office preps Prelim Fiscal Plan for printing
Tuesday, Apr 23	City Manager presents FY2020 Prelim Fiscal Plan to City Commission

CITY COMMISSION REVIEW & ADOPTION PROCESS

Tuesday, April 23	City Commission Begins Budget Submittal Review.
Tuesday, April 23	Set Public Hearing for consideration of FY2020 Millage and Budget.
Tuesday, May 14	Hold Public Hearing for proposed FY2020 Millage and Budget.
Tuesday, May 21	Resolution to Adopt FY2020 Millage and Budget
Monday, July 1	2020 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.

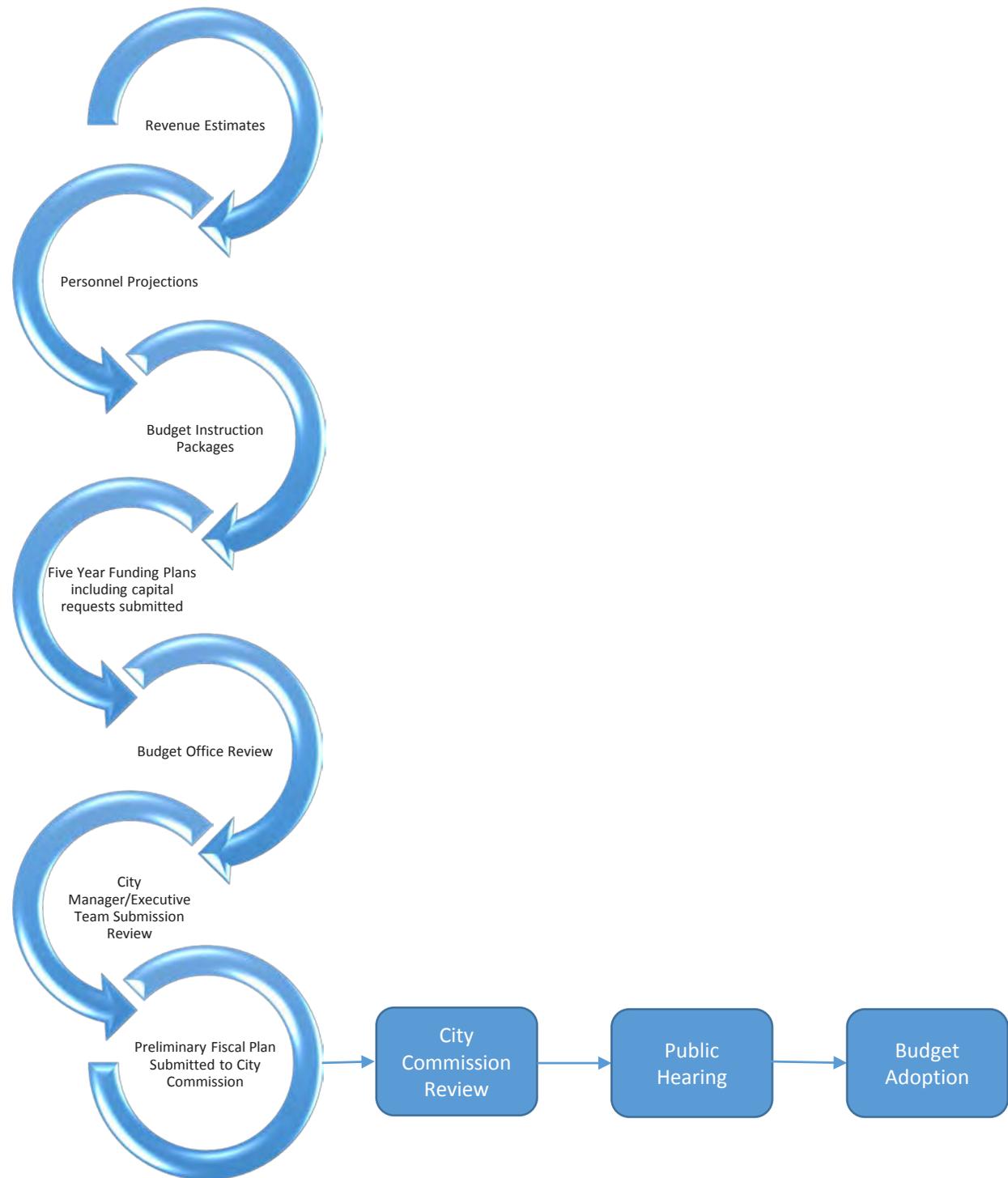
Data entered into the budgeting system by the departments and adjusted by the Budget Office, as approved by City Commission, will be interfaced with the City's accounting system (after the budget is adopted), and become the current budget on July 1st.

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 deputy city manager 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 FY2020 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) or accounting gimmicks to fund on-going expenditures and expect the continued delivery of services to City residents and businesses.

RATIONALE

Use of one-time money (particularly accounting gimmicks) 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. Now that the City is adding more jobs than are likely being eliminated, it is likely that the lapse will be greater than prior years. The FY2020 Fiscal Plan contains an assumed lapse of \$4.0 million in the General Operating Fund. This amount is consistent with actual realized lapse over the last several fiscal years. The appropriation lapse guidelines in other funds is as follows however actual budgeted lapse may vary depending on specific circumstances in each Fund:

<u>FUND/DEPARTMENT</u>	<u>LAPSE %</u>
District Court	3.00%
Parking	1.00%
Sewer	1.00%

Water	1.00%
IT Department	1.00%
Facilities & Fleet Mgt.	1.00%
All Other Funds	0.00%

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:

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.

FY2020 PLANNING ISSUES

The FY2020 Fiscal Plan includes \$1,500,000 for the Contingent Account appropriation in the GOF for each year of the five year forecast as established in Policy 700-6.

FUND BALANCE & UNRESTRICTED CASH

BACKGROUND

Policy 700-6 also indicates that the unappropriated /unreserved /unassigned fund balance of the General Operating 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.

FY2020 PLANNING ISSUES

FY2020 Income tax revenues are budgeted to increase 4.0% over FY2019's estimate, as well as 3.0% growth in FY2021 through FY2024. The income tax growth projections are conservative anticipating an economic slowdown in the upcoming years. 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 FY2018 at 22.5% and 10.7% 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 all five years for the FY2020 Final Fiscal Plan. 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.

FY2020 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.

FY2020 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 .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 effort" of

approximately \$3.5 million from gas and weight tax revenues and \$13 million of GOF support. FY2020 estimates \$14.1 million in revenue from the income tax extension which began in FY2016. 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.

PUBLIC LIBRARY

The Public Library Fund is designated as the depository of revenues from the Library Millage, (currently 2.4533 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

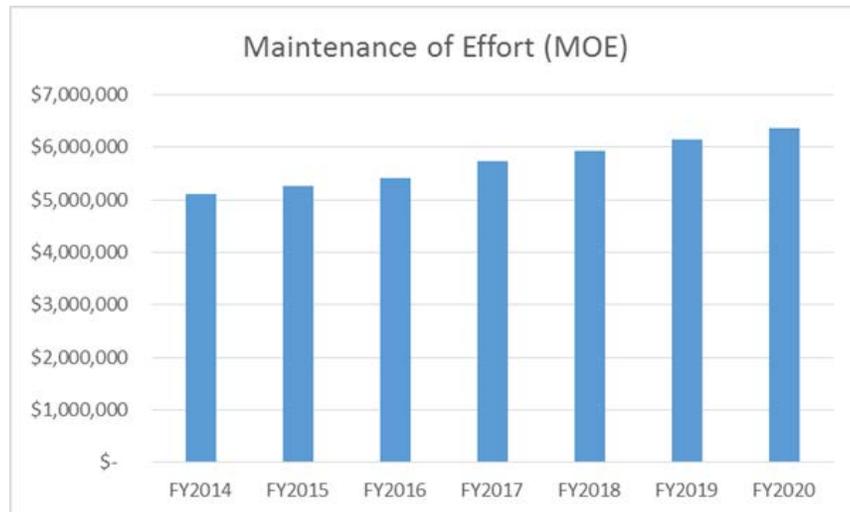
Annual General Operating Fund appropriations in support of Police services shall be established in an amount equal to not less than 32% of the total annual GOF appropriation. The FY2020 Final Fiscal Plan GOF appropriation in support of Police services is 38.02%.

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, amid a more stable economy, the

Grand Rapids Parks and Recreation Department is entering 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 parks and 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.

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 chart below, the MOE has grown by over \$ 1 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:

	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.

2020 Budget Input Payroll Rate sheet

Category	2020	2021	2022	2023	2024
Clothing Allowance					
CLOTHING (Clothing Allowance)	1080.00	1080.00	1080.00	1080.00	1080.00
Education					
EDUCATION 500 (Education \$500)	500.00	500.00	500.00	500.00	500.00
EDUCATION 750 (Education \$750)	750.00	750.00	750.00	750.00	750.00
Health Insurance					
HEALTH (HEALTH)	15396.00	16847.00	18438.00	20204.00	21904.00
HEALTH LIBRARY (HEALTH LIBRARY)	11300.00	12430.00	13673.00	15040.00	16544.00
Lump Sum					
LUMP SUM (Lump Sum)	0.00%	0.00%	0.00%	0.00%	0.00%
LUMP SUM FIRE (Lump Sum Fire)	0.00%	0.00%	0.00%	0.00%	0.00%
LUMP SUM POLC (Lump Sum Police)	0.00%	0.00%	0.00%	0.00%	0.00%
Pension and MedSup					
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)	24.95%	28.02%	29.99%	30.88%	31.68%
PENSION GENERAL (PENSION GENERAL)	21.93%	22.42%	22.41%	21.61%	21.10%
PENSION POLC COMMAND (PENSION POLICE COMMAND)	24.95%	28.02%	29.99%	30.88%	31.68%
PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS)	24.95%	28.02%	29.99%	30.88%	31.68%
Retiree Health					
RET HLTH ECO (RETIREE HEALTH ECO)	6.80%	6.92%	6.97%	6.99%	7.01%
RET HLTH FIRE (RETIREE HEALTH FIRE)	13.41%	13.15%	12.99%	12.75%	12.40%
RET HLTH GENERAL (RETIREE HEALTH GENERAL)	8.55%	8.69%	8.76%	8.78%	8.81%
RET HLTH LIBRARY (RETIREE HEALTH LIBRARY)	3.02%	3.02%	3.02%	3.02%	3.02%
RET HLTH POLICE (RETIREE HEALTH POLICE)	11.96%	11.57%	11.21%	10.83%	10.45%
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

**2020 Budget Input
Payroll Rate sheet**

Category	2020	2021	2022	2023	2024
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	149.00	152.00	155.00	158.00	161.00
GREIU Parking Rates	70.89	75.85	81.16	86.84	92.92
Mileage Rates	0.58	0.58	0.58	0.58	0.58
Recommended Appropriation Lapse (9959)					
General Fund (CBO will apply)	2.00%	2.00%	2.00%	2.00%	2.00%
District Court (Dept to apply lapse)	3.00%	3.00%	3.00%	3.00%	3.00%
Parking (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Sewer (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Water (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
IT Department (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
Facilities & Fleet Mgt. (Dept to apply lapse)	1.00%	1.00%	1.00%	1.00%	1.00%
All other Departments	0.00%	0.00%	0.00%	0.00%	0.00%

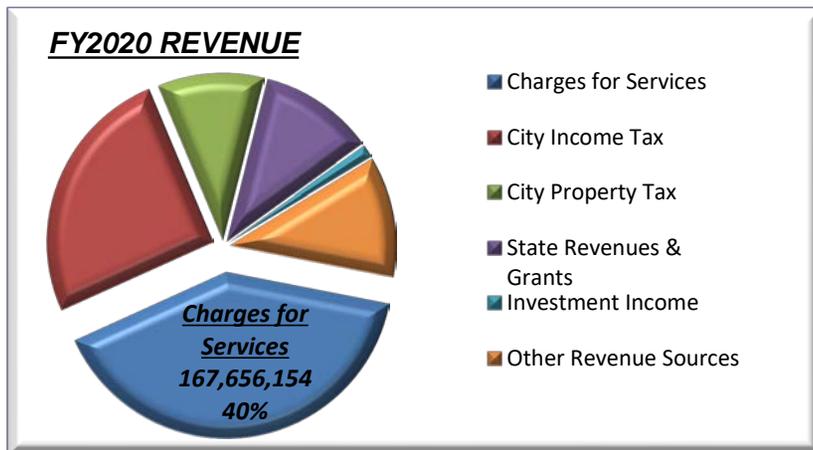
REVENUE OVERVIEW

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 FY2020 the proportionate shares are projected to be 58.9% and 9.7%. 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



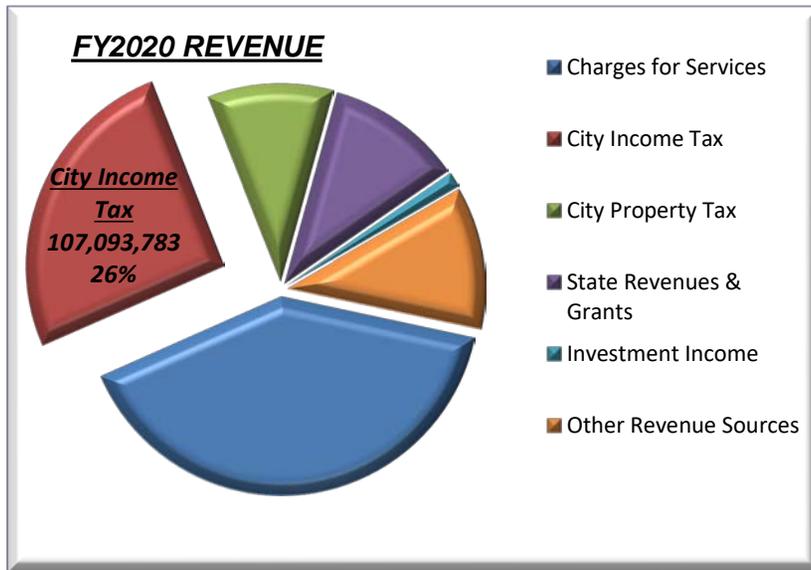
Charges for Services consist of revenues derived from charging the recipient for the product or service provided by the City. The majority of revenue from user charges is from the Enterprise Funds; Water Supply System, Sewage Disposal System, and Parking System. These systems are large operations serving 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 Sustainability 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 and the Vital Streets 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%.

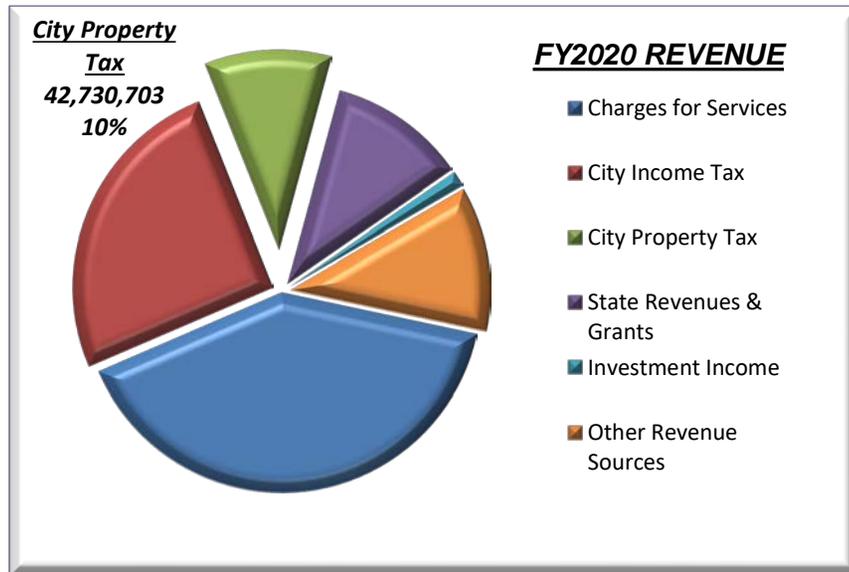
In 1995, the City's voters authorized an increase in the income tax from 1.0 % to 1.3% for residents and from 0.5% to 0.65% for non-residents effective January 1, 1996. In May, 2010 the City's electorate authorized a temporary increase in the income tax from 1.3% to 1.5% for residents and from 0.65% 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 Fund Statement. 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% (exceeding the 4.5% estimate). The growth trend is expected to level out for FY2020. This budget anticipates a 4% increase in income taxes in FY2020 and then a 3% increase in each year of the remaining forecast period of FY2021-FY2024. 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.

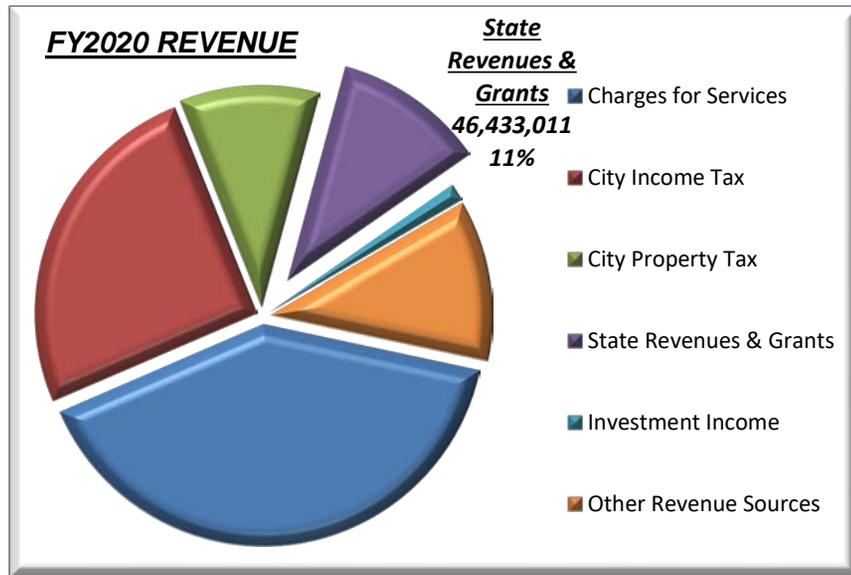
The "Eligible Manufacturing Personal Property" exemption eliminates personal property taxes on personal property which is used either for industrial processing, or direct integrated support of industrial processing. The exemption is phased in over several years beginning in 2016. By 2023, all eligible 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 for FY2020 for Essential Services is \$501,960.

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 3%. 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 fourth 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 over the last several years. 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

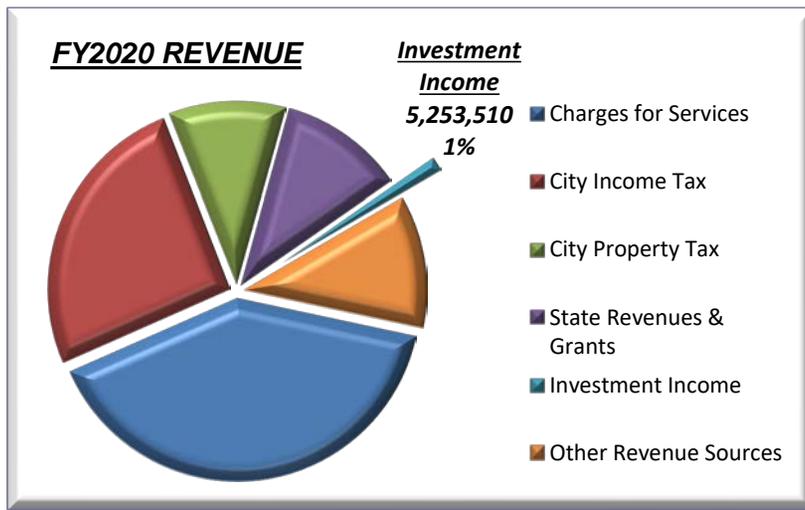
The Michigan Constitution provides that certain proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles be deposited into the Michigan Transportation Fund. Revenues deposited into the Fund are allocated by a formula established under Public Act 51 of 1951, and transferred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

The City anticipates base Gas and Weight taxes to increase by 1% in FY2020. In addition 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 political 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.

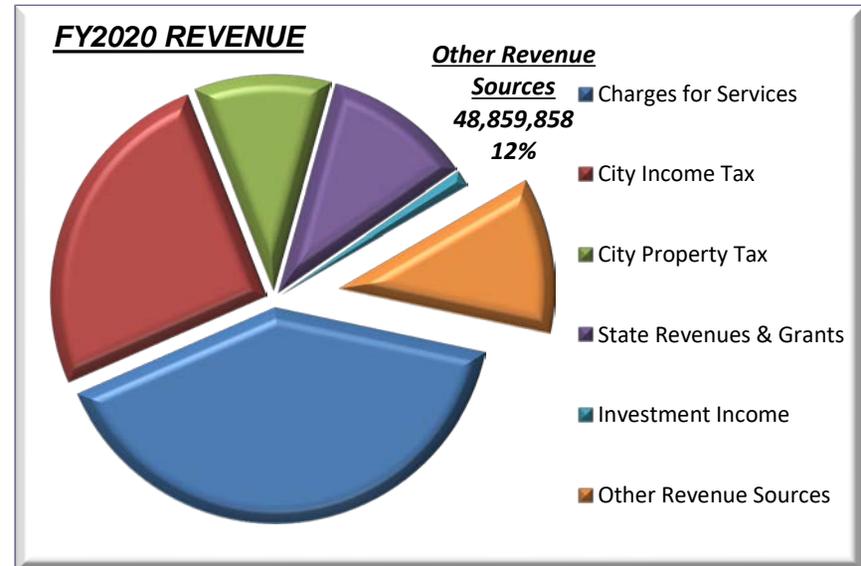
The above investment instruments and the cash balances in the City’s checking accounts are subject to certain risks, as are all investment instruments. By restricting the investment options the City Treasurer has to the investment instruments listed above, State law and City code have greatly reduced 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.

This section includes two graphical representations of the City's major revenue sources for all budgeted funds.

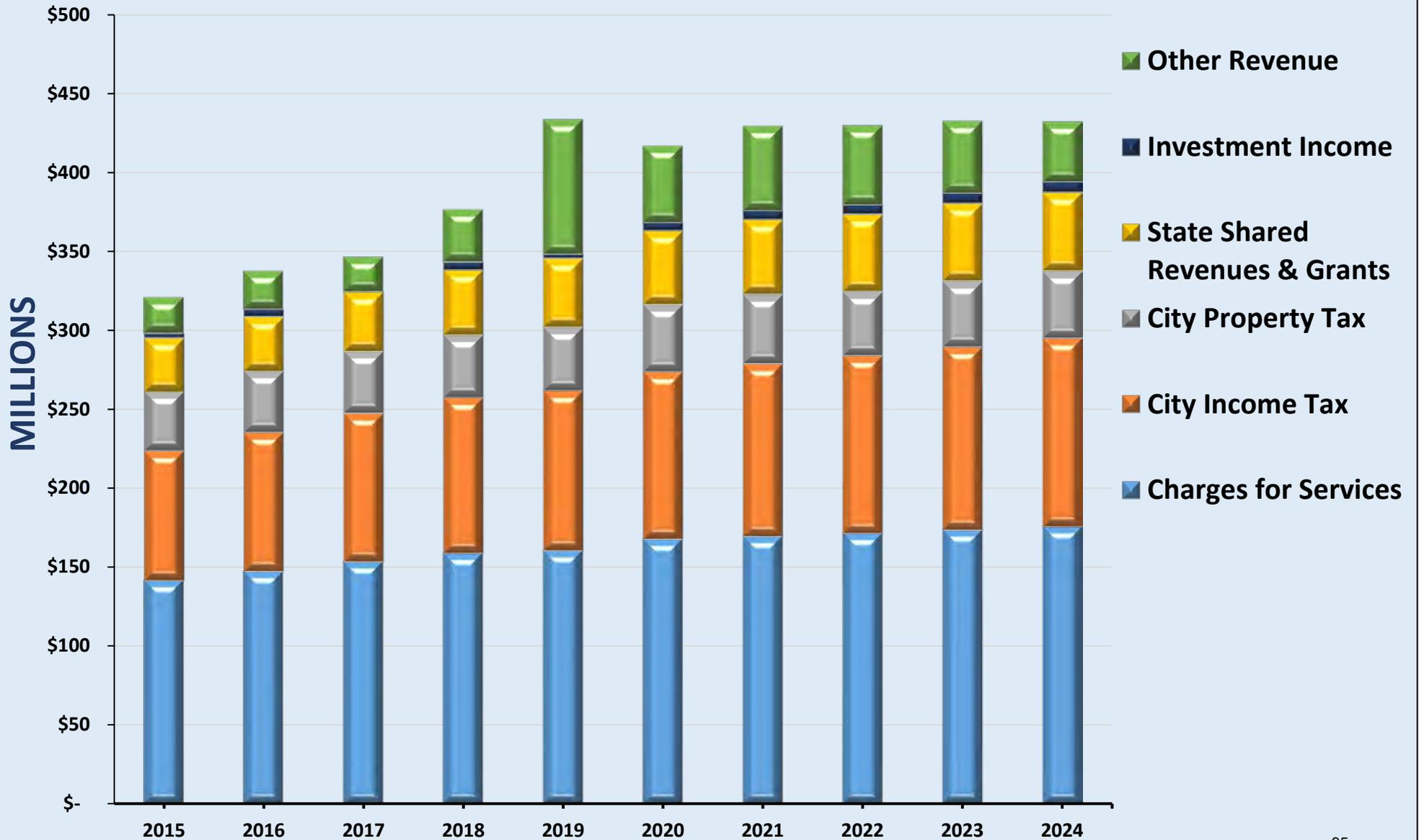
10 YEAR HISTORY OF MAJOR REVENUE SOURCES

2019 REFLECTS BUDGETED AMOUNTS



5 YEAR HISTORY AND 5 YEAR PROJECTION OF MAJOR REVENUE SOURCES

2019 REFLECTS BUDGETED AMOUNTS



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 FY2020 FISCAL PLAN DOES NOT INCLUDE FUNDING FOR ANY NEW PROGRAMS OR PROJECTS THAT MEET THE CRITERIA AND DEFINITION OF POLICY NUMBER 15-03.



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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.

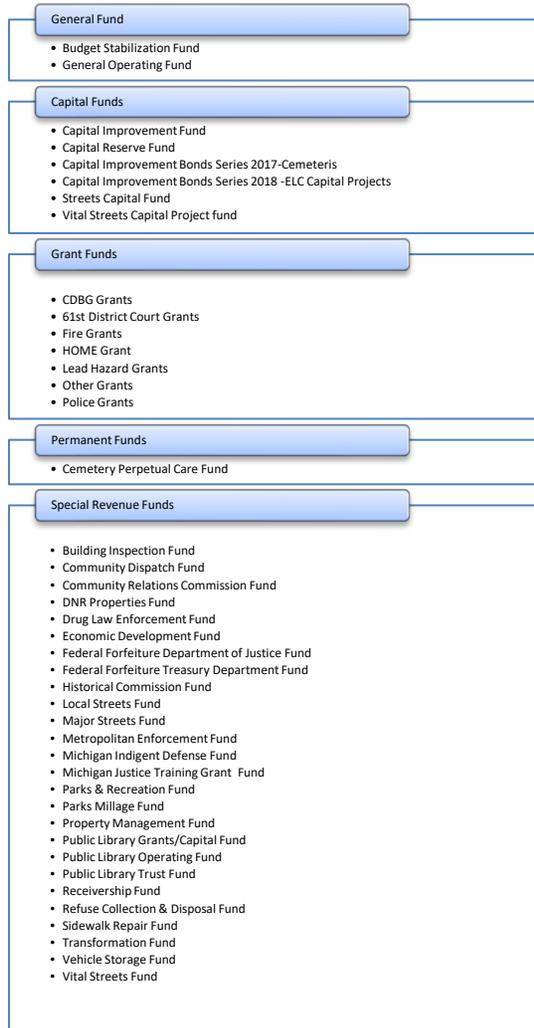
ENTERPRISE - Accounts for business type activities. Municipal utilities, convention centers, parking operations and other activities supported largely by user charges may be accounted for by this type fund.

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.”

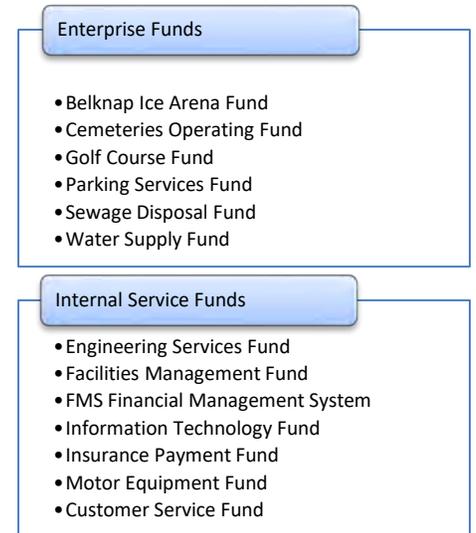
Accrual Basis

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

\$553,472,939 - JULY 1, 2019

GENERAL OPERATING	
General Operating Fund	\$ 147,831,777

SPECIAL REVENUE	
Building Inspection	\$ 5,002,639
Community Dispatch	5,825,831
61st District Court	14,037,847
Drug Law Enforcement	473,913
Economic Development Corporation (EDC)	637,854
Federal Forfeitures - Department of Justice	70,000
Federal Forfeitures - Treasury Department	10,000
Historical Commission	5,400
Local Streets	7,618,918
Major Streets	22,495,165
Metropolitan Enforcement Team (MET)	265,907
Michigan Indigent Defense Commission	482,500
Michigan Justice Training	55,000
Parks and Recreation	8,167,595
Parks Millage	4,663,932
Property Management	539,314
Public Library	12,317,592
Receivership Subfund	15,000
Refuse Collection	13,959,189
Sidewalk Repair	2,326,820
CRC-Rosa Activities	5,000
Vehicle Storage Facility	827,616
Vital Streets Operating	6,022,426
	\$ 105,825,458

INTERNAL SERVICE	
Engineering Services	\$ 6,045,534
Facilities Operating	5,146,577
Facilities Capital	1,444,803
FMS Fund	362,934
Information Technology Operating	6,300,287
Information Technology Capital	448,128
Customer Service	1,957,365
Insurance Health Subfund	29,559,971
Insurance Risk Management Subfund	4,706,456
Motor Equipment Operating	7,665,106
Motor Equipment Capital	7,320,920
	\$ 70,958,081

ENTERPRISE	
Auto Parking	\$ 27,394,483
Belknap Ice Arena	238,500
Cemetery Operating	1,858,447
Cemetery Golf Course	592,605
Sewage Disposal System	60,933,913
Water Supply System	88,134,347
	\$ 179,152,295

GRANTS	
Community Development Block Grant	\$ 4,999,535
Home Investment Partnership Program	1,358,556
Other Grants	464,933
	\$ 6,823,024

CAPITAL IMPROVEMENT	
Capital Reserve	\$ 14,990,268
Capital Improvement	10,090,843
Vital Streets Capital	4,565,976
	\$ 29,647,087

PERMANENT	
Cemetery Perpetual Care	\$ 96,727

FIDUCIARY (INFORMATIONAL)	
General Retiree Health Care	\$ 6,651,285
Police Officer Retiree Health Care	3,258,954
Firefighter Retiree Health Care	3,136,350
Library Retiree Health Care	91,901
	\$ 13,138,490

**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS
FISCAL YEAR 2020**

**STATEMENT OF REVENUES AND APPROPRIATIONS
July 1, 2019**

	GENERAL OPERATING	SPECIAL REVENUE	DEBT SERVICE	CAPITAL IMPROVEMENT	PERMANENT	FIDUCIARY	ENTERPRISE	INTER-FUND ELIMINATIONS	TOTAL ALL FUNDS	MEMORANDUM ONLY INTERNAL SERVICE FUNDS
REVENUES:										
401 Taxes	\$103,470,685	\$36,757,985	\$ -	\$9,595,816	\$ -	\$ -	\$ -	\$ -	\$149,824,486	\$ -
450 Licenses and Permits	2,803,328	4,431,642	-	-	-	-	88,000	-	7,322,970	168,000
500 Intergovernmental Revenues	20,026,173	32,593,332	-	4,406,791	-	-	-	-	57,026,296	-
600 Charges for Services	16,661,265	17,924,692	-	-	18,001	11,165,506	121,886,690	-	167,656,154	48,766,838
655 Fines and Forfeitures	2,152,000	524,000	-	-	-	-	1,100,000	-	3,776,000	-
664 Interest and Rents	1,132,128	1,391,717	-	385,256	87,727	3,415,382	3,171,898	-	9,584,108	14,074,454
671 Other Revenue	416,597	836,668	-	929,024	-	-	2,437,300	-	4,619,589	7,424,456
695 Other Financing Sources	4,134,056	24,415,034	-	12,489,462	104,775	-	56,119,072	(\$79,044,983)	18,217,416	-
From (To) Fund Balance	(2,964,455)	(6,226,588)	-	1,840,738	(113,776)	(1,442,398)	(5,650,665)	-	(14,557,144)	524,333
TOTAL REVENUES	\$147,831,777	\$112,648,482	\$0	29,647,087	\$96,727	\$13,138,490	\$179,152,295	(\$79,044,983)	\$403,469,875	\$70,958,081
APPROPRIATIONS:										
A110 Public Library	\$ -	\$12,317,592	\$ -	\$ -	\$ -	\$ 11,651	\$ -	(\$1,982,400)	\$10,346,843	\$ -
A120 Clerk's Office	2,250,072	-	-	-	-	-	-	-	2,250,072	-
A130 Executive Office	2,943,294	-	-	14,990,268	-	-	-	(9,306,633)	8,626,929	-
B210 Community Services	152,257	19,654,551	-	676,000	96,727	-	2,689,552	(2,455,008)	20,814,079	-
B220 Public Services	-	44,280,729	-	6,185,976	-	-	-	(7,400,082)	43,066,623	6,045,534
B230 Parks Operations	-	-	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engag	6,167,561	5,559,384	-	-	-	-	-	(867,210)	10,859,735	-
C315 Economic Development	-	-	-	-	-	-	-	-	-	-
C320 Engineering	-	-	-	-	-	-	-	-	-	-
C330 Enterprise Services	5,809,124	1,292,411	-	977,857	-	-	148,288,732	(30,489,932)	125,878,192	-
C335 Parking and Mobility	-	6,106,583	-	1,490,000	-	-	27,394,483	(7,310,424)	27,680,642	-
C340 Economic Development	105,180	1,177,168	-	-	-	-	-	(150,358)	1,131,990	-
D410 Human Resources	3,100,907	-	-	-	-	-	-	-	3,100,907	34,266,427
D420 Administrative Services	795,705	5,000	-	-	-	-	-	-	800,705	1,957,365
E510 Police	56,200,108	6,700,651	-	-	-	-	-	(337,976)	62,562,783	-
E520 Fire	32,418,005	-	-	266,863	-	-	-	(86,241)	32,598,627	-
E530 District Court	-	14,520,347	-	-	-	-	-	(333,331)	14,187,016	-
E540 Attorney's Office	2,890,482	-	-	-	-	-	-	-	2,890,482	-
F610 Facilities & Fleet Management	-	827,616	-	4,491,101	-	-	-	(175,087)	5,143,630	21,577,406
F620 Fiscal Services	29,698,315	-	-	-	-	-	-	(18,150,301)	11,548,014	-
F630 Technology & Change Mgmt	254,296	-	-	569,022	-	-	-	-	823,318	7,111,349
F640 Treasury	2,365,068	201,050	-	-	-	-	779,528	-	3,345,646	-
F650 Comptroller's Office	2,681,403	-	-	-	-	-	-	-	2,681,403	-
G110 Retirement Activities	-	-	-	-	-	13,126,839	-	-	13,126,839	-
G310 Other Activities	-	5,400	-	-	-	-	-	-	5,400	-
TOTAL APPROPRIATIONS	\$147,831,777	\$112,648,482	\$0	\$29,647,087	\$96,727	\$13,138,490	\$179,152,295	(\$79,044,983)	\$403,469,875	\$70,958,081

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019**

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	2018 Actual	2019 Estimated	2020 Budget	2018 Actual	2019 Estimated	2020 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ 95,788,088	\$ 99,088,858	\$ 103,470,685	\$ 34,042,708	\$ 35,009,946	\$ 36,757,985
450 Licenses and Permits	2,651,628	2,689,597	2,803,328	4,979,084	4,614,142	4,431,642
500 Intergovernmental Revenues	18,740,066	19,608,332	20,026,173	32,477,238	39,692,727	32,593,332
600 Charges for Services	9,584,300	10,567,130	16,661,265	17,223,930	17,485,287	17,924,692
655 Fines and Forfeitures	2,144,416	2,100,000	2,152,000	457,834	544,245	524,000
664 Interest and Rents	683,828	864,886	1,132,128	1,004,494	1,101,748	1,391,717
671 Other Revenue	986,293	500,439	416,597	2,711,266	1,601,390	836,668
695 Other Financing Sources	8,253,080	9,362,552	4,134,056	30,770,366	32,103,048	24,415,034
TOTAL SOURCES	\$ 138,831,699	\$ 144,781,794	\$ 150,796,232	\$ 123,666,920	\$ 132,152,533	\$ 118,875,070
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ 11,713,765	\$ 11,909,598	\$ 12,317,592
A120 Clerk's Office	1,802,379	2,132,850	2,250,072	-	-	\$ -
A130 Executive Office	2,419,747	4,224,990	2,943,294	346,397	-	\$ -
B210 Community Services	138,668	148,406	152,257	19,632,869	21,842,998	\$ 19,654,551
B220 Public Services	-	-	-	61,644,083	34,621,195	\$ 44,280,729
B230 Parks Operations	-	-	-	-	-	\$ -
C310 Design Devt & Community Engagement	5,483,610	5,813,000	6,167,561	6,653,476	6,344,450	\$ 5,559,384
C315 Economic Development	-	-	-	-	-	\$ -
C320 Engineering	-	-	-	3,113,952	20,957,078	\$ -
C330 Enterprise Services	5,385,233	5,651,487	5,809,124	6,648,061	6,842,110	\$ 1,292,411
C335 Parking and Mobility	-	-	-	-	-	\$ 6,106,583
C340 Economic Development	-	-	105,180	-	-	\$ 1,177,168
D410 Human Resources	2,435,806	2,892,273	3,100,907	-	-	\$ -
D420 Administrative Services	706,360	808,112	795,705	36,213	163,300	\$ 5,000
E510 Police	50,019,536	54,377,852	56,200,108	7,771,931	7,298,388	\$ 6,700,651
E520 Fire	29,346,786	31,496,592	32,418,005	439,204	104,500	\$ -
E530 District Court	-	-	-	14,747,946	15,228,667	\$ 14,520,347
E540 Attorney's Office	2,684,439	2,571,514	2,890,482	-	-	\$ -
F610 Facilities & Fleet Management	-	-	-	711,429	772,926	\$ 827,616
F620 Fiscal Services	30,336,127	27,867,926	29,698,315	2,521,628	4,722,437	\$ -
F630 Technology & Change Management	198,103	173,740	254,296	-	-	\$ -
F640 Treasury	2,040,259	2,273,933	2,365,068	214,634	202,911	\$ 201,050
F650 Comptroller's Office	2,373,158	2,792,266	2,681,403	-	-	\$ -
G310 Other Activities	-	-	-	4,059	5,400	\$ 5,400
TOTAL USES	\$ 135,370,211	\$ 143,224,941	\$ 147,831,777	\$ 136,199,647	\$ 131,015,958	\$ 112,648,482
Net Increase (Decrease) in Fund Balance	\$ 3,461,488	\$ 1,556,853	\$ 2,964,455	\$ (12,532,727)	\$ 1,136,575	\$ 6,226,588
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	26,973,177	30,434,665	31,991,518	70,009,732	57,477,005	58,613,580
Fund Balance - June 30	\$ 30,434,665	\$ 31,991,518	\$ 34,955,973	\$ 57,477,005	\$ 58,613,580	\$ 64,840,168

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019**

	DEBT SERVICE			CAPITAL IMPROVEMENT		
	2018 Actual	2019 Estimated	2020 Budget	2018 Actual	2019 Estimated	2020 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 9,095,904	\$ 9,400,703	\$ 9,595,816
450 Licenses and Permits	-	-	-	-	-	-
500 Intergovernmental Revenues	-	-	-	5,628,237	3,998,404	4,406,791
600 Charges for Services	-	-	-	54,162	-	-
655 Fines and Forfeitures	-	-	-	-	-	-
664 Interest and Rents	-	-	-	272,111	294,315	385,256
671 Other Revenue	-	-	-	3,756,308	586,219	929,024
695 Other Financing Sources	-	-	-	14,562,477	23,446,302	12,489,462
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 33,369,199	\$ 37,725,943	\$ 27,806,349
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-	140,413	110,325	-
A130 Executive Office	-	-	-	12,608,964	11,936,724	14,990,268
B210 Community Services	-	-	-	1,511,415	4,059,864	676,000
B220 Public Services	-	-	-	6,628,394	4,288,428	6,185,976
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	-	-
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	3,019,350	6,095,877	-
C330 Enterprise Services	-	-	-	1,814,703	3,992,405	977,857
C335 Parking and Mobility	-	-	-	-	-	1,490,000
C340 Economic Development	-	-	-	-	-	-
D410 Human Resources	-	-	-	-	-	-
D420 Administrative Services	-	-	-	-	-	-
E510 Police	-	-	-	404,899	376,639	-
E520 Fire	-	-	-	3,826,608	310,341	266,863
E530 District Court	-	-	-	-	-	-
E540 Attorney's Office	-	-	-	-	-	-
F610 Facilities & Fleet Management	-	-	-	1,257,240	2,302,893	4,491,101
F620 Fiscal Services	-	-	-	-	-	-
F630 Technology & Change Management	-	-	-	477,424	187,523	569,022
F640 Treasury	-	-	-	-	-	-
F650 Comptroller's Office	-	-	-	-	-	-
G310 Other Activities	-	-	-	-	-	-
TOTAL USES	\$ -	\$ -	\$ -	\$ 31,689,410	\$ 33,661,019	\$ 29,647,087
Net Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ 1,679,789	\$ 4,064,924	\$ (1,840,738)
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	-	-	-	5,248,735	6,928,524	10,993,448
Fund Balance - June 30	\$ -	\$ -	\$ -	\$ 6,928,524	\$ 10,993,448	\$ 9,152,710

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019**

	PERMANENT FUNDS			TOTAL GOVERNMENTAL FUNDS		
	2018	2019	2020	2018	2019	2020
	Actual	Estimated	Budget	Actual	Estimated	Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 138,926,700	\$ 143,499,507	\$ 149,824,486
450 Licenses and Permits	-	-	-	7,630,712	7,303,739	7,234,970
500 Intergovernmental Revenues	-	-	-	56,845,541	63,299,463	57,026,296
600 Charges for Services	25,738	19,412	18,001	26,888,130	28,071,829	34,603,958
655 Fines and Forfeitures	-	-	-	2,602,250	2,644,245	2,676,000
664 Interest and Rents	45,983	67,019	87,727	2,006,416	2,327,968	2,996,828
671 Other Revenue	-	-	-	7,453,867	2,688,048	2,182,289
695 Other Financing Sources	96,395	107,220	104,775	53,682,318	65,019,122	41,143,327
TOTAL SOURCES	\$ 168,116	\$ 193,651	\$ 210,503	\$ 296,035,934	\$ 314,853,921	\$ 297,688,154
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$11,713,765	\$11,909,598	\$12,317,592
A120 Clerk's Office	-	-	-	1,942,792	2,243,175	2,250,072
A130 Executive Office	-	-	-	15,375,108	16,161,714	17,933,562
B210 Community Services	42,363	43,364	96,727	21,325,315	26,094,632	20,579,535
B220 Public Services	-	-	-	68,272,477	38,909,623	50,466,705
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	12,137,086	12,157,450	11,726,945
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	6,133,302	27,052,955	-
C330 Enterprise Services	-	-	-	13,847,997	16,486,002	8,079,392
C335 Parking and Mobility	-	-	-	-	-	7,596,583
C340 Economic Development	-	-	-	-	-	1,282,348
D410 Human Resources	-	-	-	2,435,806	2,892,273	3,100,907
D420 Administrative Services	-	-	-	742,573	971,412	800,705
E510 Police	-	-	-	58,196,366	62,052,879	62,900,759
E520 Fire	-	-	-	33,612,598	31,911,433	32,684,868
E530 District Court	-	-	-	14,747,946	15,228,667	14,520,347
E540 Attorney's Office	-	-	-	2,684,439	2,571,514	2,890,482
F610 Facilities & Fleet Management	-	-	-	1,968,669	3,075,819	5,318,717
F620 Fiscal Services	-	-	-	32,857,755	32,590,363	29,698,315
F630 Technology & Change Management	-	-	-	675,527	361,263	823,318
F640 Treasury	-	-	-	2,254,893	2,476,844	2,566,118
F650 Comptroller's Office	-	-	-	2,373,158	2,792,266	2,681,403
G310 Other Activities	-	-	-	4,059	5,400	5,400
TOTAL USES	\$ 42,363	\$ 43,364	\$ 96,727	\$ 303,301,631	\$ 307,945,282	\$ 290,224,073
Net Increase (Decrease) in Fund Balance	\$ 125,753	\$ 150,287	\$ 113,776	\$ (7,265,697)	\$ 6,908,639	\$ 7,464,081
General Contingencies and Reserves	(25,738)	-	-	(25,738)	-	-
Fund Balance - July 1	1,070,465	1,170,480	1,320,767	103,302,109	96,010,674	102,919,313
Fund Balance - June 30	<u>\$ 1,170,480</u>	<u>\$ 1,320,767</u>	<u>\$ 1,434,543</u>	<u>\$ 96,010,674</u>	<u>\$ 102,919,313</u>	<u>\$ 110,383,394</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019**

	ENTERPRISE FUNDS		
	2018 Actual	2019 Estimated	2020 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	97,726	95,150	88,000
500 Intergovernmental Revenues	632,670	82	-
600 Charges for Services	121,147,084	120,634,381	121,886,690
655 Fines and Forfeitures	1,127,384	842,000	1,100,000
664 Interest and Rents	2,298,239	2,661,462	3,171,898
671 Other Revenue	5,141,927	3,521,865	2,437,300
695 Other Financing Sources	23,531,486	124,474,055	56,119,072
TOTAL SOURCES	<u>\$ 153,976,516</u>	<u>\$ 252,228,995</u>	<u>\$ 184,802,960</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	2,321,012	1,957,198	2,689,552
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services	128,675,939	243,319,175	148,288,732
C335 Parking and Mobility	-	-	27,394,483
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	819,704	744,937	779,528
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 131,816,655</u>	<u>\$ 246,021,310</u>	<u>\$ 179,152,295</u>
Net Increase (Decrease) in Fund Balance	\$ 22,159,861	\$ 6,207,685	\$ 5,650,665
General Contingencies and Reserves	(22,475,437)	(18,335,954)	(18,051,842)
Fund Balance - July 1	156,206,912	155,891,336	143,763,067
Fund Balance - June 30	<u>\$ 155,891,336</u>	<u>\$ 143,763,067</u>	<u>\$ 131,361,890</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019**

	INTERNAL SERVICE FUNDS		
	2018 Actual	2019 Estimated	2020 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	270,998	171,000	168,000
500 Intergovernmental Revenues	4,086	1,358,304	-
600 Charges for Services	43,256,025	45,828,889	48,766,838
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	12,892,459	13,966,111	14,074,454
671 Other Revenue	5,288,967	6,390,264	7,424,456
695 Other Financing Sources	3,291,287	-	-
TOTAL SOURCES	<u>\$ 65,003,822</u>	<u>\$ 67,714,568</u>	<u>\$ 70,433,748</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	-	-	-
B220 Public Services	-	-	6,045,534
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	4,906,237	5,158,856	-
C330 Enterprise Services	-	-	-
C335 Parking and Mobility	-	-	-
C340 Economic Development	-	-	-
D410 Human Resources	28,742,147	33,432,050	34,266,427
D420 Administrative Services	1,750,802	1,746,564	1,957,365
E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court	-	-	-
E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management	16,604,054	20,678,381	21,577,406
F620 Fiscal Services	-	-	-
F630 Technology & Change Management	6,739,412	6,973,984	7,111,349
F640 Treasury	-	-	-
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 58,742,652</u>	<u>\$ 67,989,835</u>	<u>\$ 70,958,081</u>
Net Increase (Decrease) in Fund Balance	\$ 6,261,170	\$ (275,267)	\$ (524,333)
General Contingencies and Reserves	(210,526)	(210,256)	(152,143)
Fund Balance - July 1	43,943,504	49,994,148	49,508,625
Fund Balance - June 30	<u>\$ 49,994,148</u>	<u>\$ 49,508,625</u>	<u>\$ 48,832,149</u>

CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2018 - 2020
JULY 1, 2019

	FIDUCIARY FUNDS		
	2018 Actual	2019 Estimated	2020 Budget
REVENUES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	-	-	-
500 Intergovernmental Revenues	-	-	-
600 Charges for Services	15,225,187	14,780,853	11,165,506
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	4,232,870	2,994,662	3,415,382
671 Other Revenue	-	-	-
695 Other Financing Sources	-	-	-
TOTAL SOURCES	<u>\$ 19,458,057</u>	<u>\$ 17,775,515</u>	<u>\$ 14,580,888</u>
EXPENSES:			
A110 Public Library	\$ 54,234	\$ 33,439	\$ 11,651
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	12,206,665	13,758,400	13,126,839
TOTAL USES	<u>\$ 12,260,899</u>	<u>\$ 13,791,839</u>	<u>\$ 13,138,490</u>
Net Increase (Decrease) in Fund Balance	\$7,197,158	\$3,983,676	\$1,442,398
General Contingencies and Reserves	-	-	-
Retained Earnings - July 1	56,296,188	63,493,346	67,477,022
Retained Earnings - June 30	<u>\$ 63,493,346</u>	<u>\$ 67,477,022</u>	<u>\$ 68,919,420</u>



CITY OF
GRAND
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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
GENERAL OPERATING FUND (1010)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
401-Taxes									
Income	81,558,479	83,757,867	83,757,867	85,229,144	88,870,704	91,536,825	94,282,930	97,111,417	100,024,760
Property	14,229,609	13,862,767	13,862,767	13,859,714	14,599,981	15,017,757	15,458,061	15,821,180	16,193,671
450-Licenses & Permits	2,651,628	2,958,106	2,958,106	2,689,597	2,803,328	2,930,243	3,168,631	3,206,505	3,211,213
539-State Grants	18,740,066	19,397,176	19,435,176	19,608,332	20,026,173	20,180,431	20,336,421	20,492,155	20,649,649
600-Charges for Services	9,584,300	9,928,335	10,788,335	10,567,130	16,661,265	16,733,541	16,772,524	17,021,705	17,263,262
655-Fines & Forfeitures	2,144,416	2,150,000	2,150,000	2,100,000	2,152,000	2,153,000	2,154,000	2,154,000	2,154,000
664-Investment Income & Rentals	683,828	608,604	608,604	864,886	1,132,128	1,233,910	1,336,505	1,439,099	1,514,967
671-Other Revenues	986,293	1,272,147	252,047	500,439	416,597	560,600	424,683	428,848	428,851
695-Other Financing Sources	8,253,080	9,285,182	9,435,182	9,362,552	2,539,056	2,464,259	2,172,159	1,695,581	1,702,550
695 Principal Payment Rec'd on Gov't Center Ramp	0	0	0	0	1,595,000	1,030,000	0	0	0
GENERAL FUND OPERATING Total Revenue	138,831,699	143,220,184	143,248,084	144,781,794	150,796,232	153,840,566	156,105,914	159,370,490	163,142,923
EXPENDITURES									
<u>GENERAL FUND OPERATING (GFGEN)</u>									
701-Personal Services	86,742,522	93,049,490	93,022,770	93,188,530	95,563,869	101,338,979	106,364,675	108,547,609	110,311,671
751-Supplies	1,836,122	1,962,869	1,962,769	1,814,840	2,182,810	2,086,657	2,104,035	2,130,327	2,171,532
800-Other Services and Charges	22,967,914	27,354,233	28,415,846	27,995,396	28,483,368	28,482,329	28,869,848	29,444,834	29,904,748
970-Capital Outlays	619,935	1,276,255	1,254,458	1,209,080	1,563,017	1,346,601	1,321,518	1,397,014	1,360,867
990-Debt Service	61,006	56,872	56,872	55,970	60,258	4,400	4,400	4,400	4,400
995-Other Financing	8,888,482	8,696,342	8,818,139	8,383,069	9,028,036	8,615,521	8,943,924	9,086,181	9,294,203
995 Appropriation Lapse	0	-4,000,000	-4,000,000	-3,000,000	-4,000,000	-4,000,000	-4,000,000	-4,250,000	-4,250,000
995 Contingent Appropriation	971,800	1,709,628	1,044,828	500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
995 Parks Subsidy (Maintenance of Effort)	5,922,430	6,163,056	6,163,056	6,163,056	6,385,419	6,635,657	6,635,657	6,635,657	6,635,657
995 Vital Streets	900,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
995 61st District Court Fund Subsidy	5,110,000	5,565,000	6,065,000	6,065,000	6,215,000	6,765,000	7,290,000	7,590,000	7,800,000
995 Budget Stabilization Fund	1,350,000	0	0	0	0	0	0	0	0
GENERAL FUND OPERATING Total Expenditures	135,370,211	142,683,745	143,653,738	143,224,941	147,831,777	153,625,144	159,884,057	162,936,022	165,583,078
GF OPERATING REV OVER/(UNDER) EXPENDITURES	3,461,488	536,439	(405,654)	1,556,853	2,964,455	215,422	(3,778,143)	(3,565,532)	(2,440,155)
Beginning Fund Balance	26,973,177	30,434,665	30,434,665	30,434,665	31,991,518	34,955,973	35,171,395	31,393,252	27,827,720
Ending Fund Balance	30,434,665	30,971,104	30,029,011	31,991,518	34,955,973	35,171,395	31,393,252	27,827,720	25,387,565
	22.5%	21.7%	20.9%	22.3%	23.6%	22.9%	19.6%	17.1%	15.3%
Assigned to Operations - 15% of Total Spending	20,305,532	21,402,562	21,548,061	21,483,741	22,174,767	23,043,772	23,982,609	24,440,403	24,837,462
Assigned to Affordable Housing Community Fund - 20% FYE Balance	692,298	-	-	311,371	592,891	43,084	-	-	-
Unassigned Fund Balance	9,436,836	9,568,542	8,480,950	10,196,406	12,188,315	12,084,539	7,410,643	3,387,317	550,103
Total	30,434,665	30,971,104	30,029,011	31,991,518	34,955,973	35,171,395	31,393,252	27,827,720	25,387,565
Unassigned Fund Balance as a % of Total Expenditures	7.0%	6.7%	5.9%	7.1%	8.2%	7.9%	4.6%	2.1%	0.3%

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

Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
401	Taxes	\$ 103,470,685	\$ 106,554,582	\$ 109,740,991	\$ 112,932,597	\$ 116,218,431
450	Licenses & Permits	\$ 2,803,328	\$ 2,930,243	\$ 3,168,631	\$ 3,206,505	\$ 3,211,213
539	State Grants	\$ 20,026,173	\$ 20,180,431	\$ 20,336,421	\$ 20,492,155	\$ 20,649,649
600	Charges for Services	\$ 16,661,265	\$ 16,733,541	\$ 16,772,524	\$ 17,021,705	\$ 17,263,262
655	Fines & Forfeitures	\$ 2,152,000	\$ 2,153,000	\$ 2,154,000	\$ 2,154,000	\$ 2,154,000
664	Investment Income & Rentals	\$ 1,132,128	\$ 1,233,910	\$ 1,336,505	\$ 1,439,099	\$ 1,514,967
671	Other Revenues	\$ 416,597	\$ 560,600	\$ 424,683	\$ 428,848	\$ 428,851
695	Other Financing Sources	\$ 4,134,056	\$ 3,494,259	\$ 2,172,159	\$ 1,695,581	\$ 1,702,550
Grand Total		\$ 150,796,232	\$ 153,840,566	\$ 156,105,914	\$ 159,370,490	\$ 163,142,923

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

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
101	City Commission	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	City Commission Total			\$ 300				
172	Executive Office	600	Charges for Services	\$	\$	\$	\$	\$
		671	Other Revenues	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
		695	Other Financing Sources	\$	\$	\$	\$	\$
	Executive Office Total			\$ 20,000				
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				
212	Fiscal Services	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		695	Other Financing Sources	\$	\$	\$	\$	\$
	Fiscal Services Total			\$ 1,500				
215	Clerk	450	Licenses & Permits	\$ 175,000	\$ 285,000	\$ 505,000	\$ 525,000	\$ 525,000
		600	Charges for Services	\$ 112,500	\$ 117,500	\$ 122,500	\$ 122,500	\$ 122,500
		671	Other Revenues	\$	\$ 140,000	\$	\$	\$
	Clerk Total			\$ 287,500	\$ 542,500	\$ 627,500	\$ 647,500	\$ 647,500
253	Treasurer	401	Taxes	\$ 14,581,981	\$ 14,999,757	\$ 15,440,061	\$ 15,803,180	\$ 16,175,671
		539	State Grants	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677
		600	Charges for Services	\$ 241,000	\$ 241,000	\$ 241,000	\$ 241,000	\$ 241,000
		655	Fines & Forfeitures	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
		664	Investment Income & Rentals	\$ 1,132,128	\$ 1,233,910	\$ 1,336,505	\$ 1,439,099	\$ 1,514,967
		671	Other Revenues	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500
	Treasurer Total			\$ 18,206,286	\$ 18,725,844	\$ 19,268,743	\$ 19,734,456	\$ 20,182,815
255	Income Tax	401	Taxes	\$ 88,870,704	\$ 91,536,825	\$ 94,282,930	\$ 97,111,417	\$ 100,024,760
	Income Tax Total			\$ 88,870,704	\$ 91,536,825	\$ 94,282,930	\$ 97,111,417	\$ 100,024,760
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				
261	General Administration	401	Taxes	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		450	Licenses & Permits	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		539	State Grants	\$ 18,779,166	\$ 18,939,754	\$ 19,101,949	\$ 19,265,765	\$ 19,431,220
		600	Charges for Services	\$ 9,964,301	\$ 9,920,452	\$ 10,058,277	\$ 10,199,014	\$ 10,342,721
		671	Other Revenues	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350	\$ 9,350
		695	Other Financing Sources	\$ 2,453,013	\$ 1,807,825	\$ 480,238	\$	\$
	General Administration Total			\$ 33,223,830	\$ 32,695,381	\$ 31,667,814	\$ 31,492,129	\$ 31,801,291
266	Attorney	600	Charges for Services	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
	Attorney Total			\$ 7,500				
270	Human Resources	695	Other Financing Sources	\$	\$	\$	\$	\$
	Human Resources Total			\$	\$	\$	\$	\$
271	Admin Services Support	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
		695	Other Financing Sources	\$	\$	\$	\$	\$
	Admin Services Support Total			\$ 300				

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

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
301	Police	450	Licenses & Permits	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000
		539	State Grants	\$ 218,000	\$ 220,000	\$ 222,000	\$ 222,000	\$ 222,000
		600	Charges for Services	\$ 641,950	\$ 652,354	\$ 662,966	\$ 673,790	\$ 673,790
		655	Fines & Forfeitures	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000	\$ 354,000
		664	Investment Income & Rentals	\$	\$	\$	\$	\$
		671	Other Revenues	\$ 244,000	\$ 248,000	\$ 252,080	\$ 256,242	\$ 256,242
		695	Other Financing Sources	\$ 245,615	\$ 249,758	\$ 253,969	\$ 256,325	\$ 261,962
	Police Total			\$ 1,712,565	\$ 1,734,112	\$ 1,757,015	\$ 1,774,357	\$ 1,779,994
336	Fire	539	State Grants	\$ 555,330	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752
		600	Charges for Services	\$ 369,915	\$ 383,554	\$ 397,724	\$ 412,444	\$ 427,738
	Fire Total			\$ 925,245	\$ 930,554	\$ 936,519	\$ 943,157	\$ 950,490
448	Street Lighting	600	Charges for Services	\$ 2,109,164	\$ 2,131,777	\$ 2,154,842	\$ 2,178,369	\$ 2,202,367
		671	Other Revenues	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
	Street Lighting Total			\$ 2,145,164	\$ 2,167,777	\$ 2,190,842	\$ 2,214,369	\$ 2,238,367
533	Stormwater	450	Licenses & Permits	\$ 416,841	\$ 429,346	\$ 442,226	\$ 455,493	\$ 455,493
		539	State Grants	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
		600	Charges for Services	\$ 87,848	\$ 90,482	\$ 93,197	\$ 93,197	\$ 93,197
	Stormwater Total			\$ 629,689	\$ 644,828	\$ 660,423	\$ 673,690	\$ 673,690
694	Community Development Services	695	Other Financing Sources	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Community Development Services Total			\$ 10,000				
701	Planning	450	Licenses & Permits	\$ 200,487	\$ 204,897	\$ 209,405	\$ 214,012	\$ 218,720
		600	Charges for Services	\$ 728,081	\$ 742,573	\$ 539,874	\$ 549,987	\$ 558,303
		671	Other Revenues	\$	\$	\$	\$	\$
		695	Other Financing Sources	\$ 56,740	\$ 57,988	\$ 59,264	\$ 60,568	\$ 61,900
	Planning Total			\$ 985,308	\$ 1,005,458	\$ 808,543	\$ 824,567	\$ 838,923
733	Code Compliance	600	Charges for Services	\$ 2,367,306	\$ 2,414,649	\$ 2,462,944	\$ 2,512,204	\$ 2,562,446
		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			\$ 3,736,141	\$ 3,783,487	\$ 3,831,785	\$ 3,881,048	\$ 3,931,293
Grand Total				\$ 150,796,232	\$ 153,840,566	\$ 156,105,914	\$ 159,370,490	\$ 163,142,923

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

Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
701	Personnel Services	\$ 95,563,869	\$ 101,338,979	\$ 106,364,675	\$ 108,547,609	\$ 110,311,671
751	Supplies	\$ 2,182,810	\$ 2,086,657	\$ 2,104,035	\$ 2,130,327	\$ 2,171,532
800	Other Services and Charges	\$ 28,483,368	\$ 28,482,329	\$ 28,869,848	\$ 29,444,834	\$ 29,904,748
970	Capital Outlays	\$ 1,563,017	\$ 1,346,601	\$ 1,321,518	\$ 1,397,014	\$ 1,360,867
990	Debt Service	\$ 60,258	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
995	Other Financing	\$ 19,978,455	\$ 20,366,178	\$ 21,219,581	\$ 21,411,838	\$ 21,829,860
Grand Total		\$ 147,831,777	\$ 153,625,144	\$ 159,884,057	\$ 162,936,022	\$ 165,583,078

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

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
101	City Commission	701	Personnel Services	\$ 515,645	\$ 546,161	\$ 575,328	\$ 587,064	\$ 599,112
		751	Supplies	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
		800	Other Services and Charges	\$ 35,825	\$ 36,469	\$ 36,787	\$ 37,253	\$ 37,766
	City Commission Total			\$ 551,770	\$ 582,930	\$ 612,415	\$ 624,617	\$ 637,178
172	Executive Office	701	Personnel Services	\$ 1,576,426	\$ 1,631,355	\$ 1,697,428	\$ 1,721,548	\$ 1,730,428
		751	Supplies	\$ 14,413	\$ 14,703	\$ 14,968	\$ 15,239	\$ 15,515
		800	Other Services and Charges	\$ 787,685	\$ 722,161	\$ 722,052	\$ 733,808	\$ 734,880
		970	Capital Outlays	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
	Executive Office Total			\$ 2,391,524	\$ 2,381,219	\$ 2,447,448	\$ 2,483,595	\$ 2,493,823
191	Comptroller	701	Personnel Services	\$ 1,665,894	\$ 1,763,005	\$ 1,855,530	\$ 1,899,750	\$ 1,928,658
		751	Supplies	\$ 45,425	\$ 40,650	\$ 40,650	\$ 40,650	\$ 40,650
		800	Other Services and Charges	\$ 957,584	\$ 979,103	\$ 999,005	\$ 1,020,597	\$ 1,041,590
		970	Capital Outlays	\$ 12,500	\$	\$ 8,000	\$ 15,000	\$ 15,000
	Comptroller Total			\$ 2,681,403	\$ 2,782,758	\$ 2,903,185	\$ 2,975,997	\$ 3,025,898
212	Fiscal Services	701	Personnel Services	\$ 853,562	\$ 887,772	\$ 917,016	\$ 922,500	\$ 929,328
		751	Supplies	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
		800	Other Services and Charges	\$ 663,441	\$ 675,142	\$ 686,859	\$ 698,674	\$ 710,583
		970	Capital Outlays	\$ 2,000	\$	\$	\$	\$ 18,700
	Fiscal Services Total			\$ 1,534,503	\$ 1,578,414	\$ 1,619,375	\$ 1,636,674	\$ 1,674,111
215	Clerk	701	Personnel Services	\$ 1,471,599	\$ 1,619,145	\$ 1,550,610	\$ 1,551,504	\$ 1,652,396
		751	Supplies	\$ 97,450	\$ 82,450	\$ 76,200	\$ 76,200	\$ 91,200
		800	Other Services and Charges	\$ 610,673	\$ 620,858	\$ 618,988	\$ 628,727	\$ 655,544
		970	Capital Outlays	\$ 70,350	\$ 76,350	\$ 35,000	\$ 7,000	\$ 2,000
	Clerk Total			\$ 2,250,072	\$ 2,398,803	\$ 2,280,798	\$ 2,263,431	\$ 2,401,140
228	Information Technology	701	Personnel Services	\$ 131,809	\$ 232,229	\$ 250,940	\$ 261,804	\$ 264,432
		751	Supplies	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		800	Other Services and Charges	\$ 121,987	\$ 95,207	\$ 96,500	\$ 97,615	\$ 98,559
		970	Capital Outlays	\$	\$ 1,500	\$	\$	\$ 1,500
	Information Technology Total			\$ 254,296	\$ 329,436	\$ 347,940	\$ 359,919	\$ 364,991
233	Purchasing	701	Personnel Services	\$ 455,892	\$ 473,592	\$ 489,324	\$ 492,480	\$ 496,332
		751	Supplies	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
		800	Other Services and Charges	\$ 156,151	\$ 159,690	\$ 163,146	\$ 166,430	\$ 169,515
		970	Capital Outlays	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Purchasing Total			\$ 629,543	\$ 650,782	\$ 669,970	\$ 676,410	\$ 683,347
253	Treasurer	701	Personnel Services	\$ 1,580,285	\$ 1,676,022	\$ 1,765,964	\$ 1,810,839	\$ 1,850,010
		751	Supplies	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		800	Other Services and Charges	\$ 716,783	\$ 727,270	\$ 737,138	\$ 745,799	\$ 752,977
		970	Capital Outlays	\$ 50,000	\$ 22,500	\$ 17,500	\$ 17,500	\$ 17,500
	Treasurer Total			\$ 2,365,068	\$ 2,443,792	\$ 2,538,602	\$ 2,592,138	\$ 2,638,487

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

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
255	Income Tax	701	Personnel Services	\$ 1,800,274	\$ 1,920,201	\$ 2,030,038	\$ 2,082,264	\$ 2,117,185
		751	Supplies	\$ 38,150	\$ 40,150	\$ 42,150	\$ 44,150	\$ 46,150
		800	Other Services and Charges	\$ 772,526	\$ 734,286	\$ 740,121	\$ 745,817	\$ 751,062
		970	Capital Outlays	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Income Tax Total			\$ 2,625,950	\$ 2,709,637	\$ 2,827,309	\$ 2,887,231	\$ 2,929,397
257	Assessor	701	Personnel Services	\$ 1,792,054	\$ 1,884,820	\$ 1,971,919	\$ 2,003,496	\$ 2,029,050
		751	Supplies	\$ 23,769	\$ 21,144	\$ 21,669	\$ 22,194	\$ 22,719
		800	Other Services and Charges	\$ 502,816	\$ 534,914	\$ 521,699	\$ 529,948	\$ 557,980
		970	Capital Outlays	\$ 10,400	\$ 11,400	\$ 10,400	\$ 11,400	\$ 10,400
	Assessor Total			\$ 2,329,039	\$ 2,452,278	\$ 2,525,687	\$ 2,567,038	\$ 2,620,149
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	\$ 2,907,850	\$ 2,717,457	\$ 2,624,021	\$ 2,656,442	\$ 2,689,737
		990	Debt Service	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
		995	Other Financing	\$ 23,654,830	\$ 24,041,669	\$ 24,894,168	\$ 25,335,504	\$ 25,752,640
	General Administration Total			\$ 26,579,280	\$ 26,775,726	\$ 27,534,789	\$ 28,008,546	\$ 28,458,977
266	Attorney	701	Personnel Services	\$ 2,484,848	\$ 2,650,079	\$ 2,810,576	\$ 2,884,208	\$ 2,911,265
		751	Supplies	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250
		800	Other Services and Charges	\$ 335,884	\$ 342,400	\$ 348,545	\$ 354,447	\$ 360,084
		970	Capital Outlays	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500
	Attorney Total			\$ 2,890,482	\$ 3,062,229	\$ 3,228,871	\$ 3,308,405	\$ 3,341,099
270	Human Resources	701	Personnel Services	\$ 1,644,111	\$ 1,764,071	\$ 1,869,774	\$ 1,922,933	\$ 1,961,268
		751	Supplies	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		800	Other Services and Charges	\$ 1,421,796	\$ 1,386,867	\$ 1,366,430	\$ 1,380,201	\$ 1,392,467
		970	Capital Outlays	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Human Resources Total			\$ 3,100,907	\$ 3,185,938	\$ 3,271,204	\$ 3,338,134	\$ 3,388,735
271	Admin Services Support	701	Personnel Services	\$ 493,933	\$ 524,541	\$ 546,892	\$ 552,780	\$ 557,928
		751	Supplies	\$ 16,075	\$ 17,075	\$ 14,350	\$ 14,350	\$ 14,350
		800	Other Services and Charges	\$ 285,697	\$ 285,300	\$ 281,132	\$ 283,869	\$ 285,523
	Admin Services Support Total			\$ 795,705	\$ 826,916	\$ 842,374	\$ 850,999	\$ 857,801
301	Police	701	Personnel Services	\$ 45,246,082	\$ 47,932,388	\$ 50,463,315	\$ 51,533,284	\$ 52,385,718
		751	Supplies	\$ 907,000	\$ 807,000	\$ 807,000	\$ 807,000	\$ 807,000
		800	Other Services and Charges	\$ 9,583,626	\$ 9,551,759	\$ 9,705,066	\$ 9,933,539	\$ 10,006,514
		970	Capital Outlays	\$ 463,400	\$ 285,100	\$ 288,036	\$ 361,809	\$ 289,309
		995	Other Financing	\$	\$	\$	\$	\$
	Police Total			\$ 56,200,108	\$ 58,576,247	\$ 61,263,417	\$ 62,635,632	\$ 63,488,541
336	Fire	701	Personnel Services	\$ 27,382,577	\$ 28,976,887	\$ 30,386,037	\$ 30,983,542	\$ 31,442,176
		751	Supplies	\$ 306,243	\$ 313,455	\$ 320,813	\$ 328,188	\$ 334,989
		800	Other Services and Charges	\$ 3,713,169	\$ 3,815,600	\$ 3,915,547	\$ 4,016,042	\$ 4,129,317
		970	Capital Outlays	\$ 873,917	\$ 867,778	\$ 889,082	\$ 910,805	\$ 932,958
		990	Debt Service	\$ 55,858	\$	\$	\$	\$
		995	Other Financing	\$ 86,241	\$ 86,378	\$ 86,519	\$ 86,662	\$ 86,755
	Fire Total			\$ 32,418,005	\$ 34,060,098	\$ 35,597,998	\$ 36,325,239	\$ 36,926,195

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

Department Number	Department Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
448	Street Lighting	701	Personnel Services	\$ 1,229,062	\$ 1,303,455	\$ 1,361,193	\$ 1,388,899	\$ 1,410,967
		751	Supplies	\$ 506,488	\$ 521,683	\$ 537,333	\$ 553,454	\$ 570,057
		800	Other Services and Charges	\$ 3,227,793	\$ 3,327,396	\$ 3,429,595	\$ 3,535,763	\$ 3,644,941
		970	Capital Outlays	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
		995	Other Financing	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)
	Street Lighting Total			\$ 4,673,343	\$ 4,872,534	\$ 5,038,121	\$ 5,188,116	\$ 5,335,965
527	Environmental Services	800	Other Services and Charges	\$	\$	\$	\$	\$
	Environmental Services Total			\$	\$	\$	\$	\$
533	Stormwater	701	Personnel Services	\$ 724,120	\$ 762,837	\$ 798,837	\$ 815,197	\$ 826,452
		751	Supplies	\$ 5,100	\$ 6,650	\$ 6,205	\$ 6,205	\$ 6,205
		800	Other Services and Charges	\$ 360,546	\$ 440,079	\$ 525,413	\$ 508,015	\$ 495,732
		970	Capital Outlays	\$ 12,750	\$ 4,273	\$ 5,800	\$ 5,800	\$ 5,800
		995	Other Financing	\$ 33,265	\$ 33,930	\$ 34,609	\$ 35,301	\$ 36,007
	Stormwater Total			\$ 1,135,781	\$ 1,246,769	\$ 1,370,864	\$ 1,370,518	\$ 1,370,196
546	Parking	701	Personnel Services	\$	\$	\$	\$	\$
		800	Other Services and Charges	\$	\$	\$	\$	\$
	Parking Total			\$	\$	\$	\$	\$
694	Community Development Services	701	Personnel Services	\$ 130,020	\$ 135,228	\$ 139,968	\$ 141,228	\$ 142,692
		751	Supplies	\$ 3,147	\$ 3,147	\$ 3,147	\$ 3,147	\$ 3,147
		800	Other Services and Charges	\$ 19,090	\$ 19,644	\$ 20,157	\$ 20,595	\$ 20,946
	Community Development Services Total			\$ 152,257	\$ 158,019	\$ 163,272	\$ 164,970	\$ 166,785
701	Planning	701	Personnel Services	\$ 1,656,388	\$ 1,741,010	\$ 1,819,852	\$ 1,854,800	\$ 1,875,907
		751	Supplies	\$ 39,500	\$ 39,500	\$ 39,500	\$ 39,500	\$ 39,500
		800	Other Services and Charges	\$ 565,861	\$ 556,328	\$ 563,136	\$ 569,435	\$ 575,329
		970	Capital Outlays	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		995	Other Financing	\$ 4,119	\$ 4,201	\$ 4,285	\$ 4,371	\$ 4,458
	Planning Total			\$ 2,267,068	\$ 2,342,239	\$ 2,427,973	\$ 2,469,306	\$ 2,496,394
728	Economic Development	701	Personnel Services	\$ 105,180	\$ 114,228	\$ 123,240	\$ 129,744	\$ 131,064
		800	Other Services and Charges	\$	\$	\$	\$	\$
	Economic Development Total			\$ 105,180	\$ 114,228	\$ 123,240	\$ 129,744	\$ 131,064
733	Code Compliance	701	Personnel Services	\$ 2,621,908	\$ 2,797,753	\$ 2,938,694	\$ 3,005,545	\$ 3,067,103
		751	Supplies	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
		800	Other Services and Charges	\$ 736,585	\$ 754,399	\$ 768,511	\$ 781,818	\$ 793,702
		970	Capital Outlays	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
		995	Other Financing	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
	Code Compliance Total			\$ 3,900,493	\$ 4,094,152	\$ 4,249,205	\$ 4,329,363	\$ 4,402,805
907	Long Term Debt	995	Other Financing	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,250,000)	(\$ 4,250,000)
	Long Term Debt Total			(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,250,000)	(\$ 4,250,000)
Grand Total				\$ 147,831,777	\$ 153,625,144	\$ 159,884,057	\$ 162,936,022	\$ 165,583,078

DEPARTMENT 261 - GENERAL ADMINISTRATION - REVENUES

		FY19	FY19	FY19	FY20	FY21	FY22	FY23	FY24
INTERGOVERNMENTAL REVENUES		ADOPTED	AMENDED	ESTIMATE	REQUEST				
261/2000/1010/5741	State Shared Revenues (0.50% growth)	15,633,516	15,633,516	15,899,870	16,058,869	16,219,457	16,381,652	16,545,468	16,710,923
261/2000/1010/5741	CVTS Revenues & Internet Sales Tax	2,644,539	2,644,539	2,720,297	2,720,297	2,720,297	2,720,297	2,720,297	2,720,297
INTERGOVERNMENTAL REVENUES SUBTOTAL:		\$ 18,278,055	\$ 18,278,055	\$ 18,620,167	\$ 18,779,166	\$ 18,939,754	\$ 19,101,949	\$ 19,265,765	\$ 19,431,220
CHARGES FOR SERVICES		FY19	FY19	FY19	FY20	FY21	FY22	FY23	FY24
		ADOPTED	AMENDED	ESTIMATE	REQUEST				
261/1020/1010/4770	Cable Consent Fees	\$ 2,350,741	\$ 2,350,741	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
261/2000/1010/6260	Steam Franchise	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
261/8000/1010/6260	One North Division	3,663,747	3,663,747	3,703,061	3,718,049	3,732,780	3,747,954	3,763,582	3,779,680
CHARGES FOR SERVICES SUBTOTAL:		\$ 6,069,488	\$ 6,069,488	\$ 5,758,061	\$ 5,773,049	\$ 5,787,780	\$ 5,802,954	\$ 5,818,582	\$ 5,834,680
OTHER REVENUE		FY19	FY19	FY19	FY20	FY21	FY22	FY23	FY24
		ADOPTED	AMENDED	ESTIMATE	REQUEST				
261/1020/1010/6743	Tax donations - Veteran flags	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
261/2000/1010/6767	Reimbursement from insurance for Wealthy Stormwater Pumping Station	-	-	40,976	-	-	-	-	-
261/1020/1010/6871	Kent County - Veteran flags	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350
261/1020/1010/6871	MI Indigent Defense Commission Reimbursement	570,000	-	-	-	-	-	-	-
261/1020/1010/4260	Payment in Lieu of Taxes from GVSU for Belknap Properties (NOBL)	15,000	15,000	18,166	18,000	18,000	18,000	18,000	18,000
OTHER REVENUE SUBTOTAL:		\$ 594,350	\$ 24,350	\$ 68,492	\$ 27,350				
OTHER FINANCING SOURCES		FY19	FY19	FY19	FY20	FY21	FY22	FY23	FY24
		ADOPTED	AMENDED	ESTIMATE	REQUEST				
261/2000/1010/6340	Contributions from Other Funds A87	7,269,034	7,269,034	7,269,034	6,694,270	6,645,749	6,778,663	6,914,239	7,052,525
261/2000/1010/6340	DDA A87	-	-	-	-	-	-	-	-
261/2000/1010/6340	CD Grants A87	(274,321)	(274,321)	(274,321)	(230,300)	(234,905)	(239,604)	(244,397)	(249,285)
261/2000/1010/6340	MI Justice Training Grant A87	(4,085)	(4,085)	(4,085)	(5,261)	(5,366)	(5,473)	(5,582)	(5,694)
261/2000/1010/6340	Property Mgt-Receiver'ship A87	(534)	(534)	(534)	(562)	(573)	(584)	(596)	(608)
261/2000/1010/6340	Drug Law Enforcement Grant A87	(36,318)	(36,318)	(36,318)	(36,499)	(37,229)	(37,974)	(38,733)	(39,508)
261/2000/1010/6340	Transformation Fund A87	(1,733)	(1,733)	(1,733)	(865)	(882)	(900)	(918)	(936)
261/2000/1010/6340	Act 175 Debt Retirement A87	-	-	-	-	-	-	-	-
261/2000/1010/6340	Belknap Ice Arena A87	(15,618)	(15,618)	(15,618)	(13,950)	(14,229)	(14,514)	(14,804)	(15,100)
261/2000/1010/6340	GR Building Authority A87	(6,948)	(6,948)	(6,948)	(6,222)	(6,346)	(6,473)	(6,602)	(6,734)
261/2000/1010/6340	Uptown Business Improvement District A-87	(4,246)	(4,246)	(4,246)	(7,357)	(7,504)	(7,654)	(7,807)	(7,963)
261/2000/1010/6340	Corridor Improvement Districts	-	-	-	(8,989)	(9,169)	(9,352)	(9,539)	(9,730)
261/2000/1010/6340	Historical Commission A87	(2,110)	(2,110)	(2,110)	(4,836)	(4,933)	(5,032)	(5,133)	(5,236)
261/2000/1010/6340	Other Grants A87	(19,856)	(19,856)	(19,856)	(41,179)	(42,003)	(42,843)	(43,700)	(44,574)
261/2000/1010/6340	Police Grant A87	(95,118)	(95,118)	(95,118)	(75,804)	(77,320)	(78,866)	(80,443)	(82,052)
261/2000/1010/6340	Fire Grant A87	(3,792)	(3,792)	(3,792)	(5,224)	(5,328)	(5,435)	(5,544)	(5,655)
261/2000/1010/6340	Vital Streets - Bonds - A-87	(67,938)	(67,938)	(67,938)	(445)	(454)	(463)	(472)	(481)
261/2000/1010/6340	Vital Streets - Non-Bond - A-87	(26,569)	(26,569)	(26,569)	(51,597)	(52,629)	(53,682)	(54,756)	(55,851)
261/2000/1010/6340	Vital Streets - Operating - A-87	(6,464)	(6,464)	(6,464)	(5,278)	(5,384)	(5,492)	(5,602)	(5,714)
261/2000/1010/6340	Major Streets - A-87	(7,794)	(7,794)	(7,794)	(8,650)	(8,823)	(8,999)	(9,179)	(9,363)
261/2000/1010/6991	Government Center Ramp Sale Principal as scheduled	-	-	-	1,595,000	1,030,000	-	-	-
261/2000/1010/6991	Government Center Ramp Sale Interest as scheduled	-	-	-	105,000	41,200	-	-	-
261/2000/1010/6995	Repayment of Loan to GOF from Refuse Fund	522,200	522,200	522,200	508,213	494,225	480,238	-	-
261/2000/1010/6995	Repayment of Loan to GOF from Parks Millage Fund	247,200	247,200	247,200	244,800	242,400	-	-	-
OTHER FINANCING SOURCES SUBTOTAL:		\$ 7,464,990	\$ 7,464,990	\$ 7,464,990	\$ 8,644,265	\$ 7,940,497	\$ 6,735,561	\$ 6,380,432	\$ 6,508,041
GRAND TOTAL:		\$ 32,406,883	\$ 31,836,883	\$ 31,911,710	\$ 33,223,830	\$ 32,695,382	\$ 31,667,814	\$ 31,492,130	\$ 31,801,291

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

PERSONAL SERVICES			PERSONAL SERVICES			FY19	FY19	FY19	FY20	FORECAST			
			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY21	FY22	FY23	FY24			
261/1020/1010	7120	Pension - Supplemental - to Northern Trust	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
PERSONAL SERVICES SUBTOTAL:			\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
SUPPLIES			FY19	FY19	FY19	FY20	FORECAST						
			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY21	FY22	FY23	FY24			
261/1020/1010	7520	Flags - Memorial Day Grave Decoration	10,000	10,000	10,000	10,000	10,000	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	\$ 10,000	\$ 10,000	
OTHER SERVICES & CHARGES			FY19	FY19	FY19	FY20	FORECAST						
			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY21	FY22	FY23	FY24			
261/1020/1010	9460	Engineering Non-Project Costs	135,699	135,699	175,000	178,500	182,070	185,711	189,425	193,214			
261/1020/1010	8010	Kent Community Action - Administrative	115,900	115,900	115,900	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	6,000	6,000	7,673	8,000	8,000	8,000	8,000	8,000			
261/1020/1010	8010	Act 425 Agreement / Steelcase	17,000	17,000	23,108	24,000	24,000	24,000	24,000	24,000			
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	3,798	3,798	3,611	3,700	3,700	3,700	3,700	3,700			
261/1020/1010	8010	Consultant Services - State	80,908	80,908	80,908	83,335	85,835	88,410	91,063	93,795			
261/1020/1010	8010	Federal Legislative Consultant	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000			
261/1020/1010	8010	Emergency Management/Kent County Contract	78,561	78,561	12,837	-	-	-	-	-			
261/1020/1010	8010	Grand Rapids Cable Access Center	644,454	644,454	644,454	663,788	683,701	704,212	725,341	747,101			
261/1020/1010	8010	Music Licensing	6,550	6,550	6,550	6,550	6,550	6,550	6,550	6,550			
261/1020/1010	8010	Grand Rapids Sister Cities	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000			
261/1020/1010	8010	Grand Valley Metro Council / GRETS	115,000	115,000	116,053	117,000	117,000	117,000	117,000	117,000			
261/1020/1010	8010	Independent Financial Audit	114,610	114,610	114,610	114,610	118,490	118,490	118,490	118,490			
261/1020/1010	8010	Right Place - General Support	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000			
261/1020/1010	8010	LEAN Training and Implementation	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000			
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	-	-	-	-			
261/1020/1010	8010	Downtown Comfort Station	-	-	-	50,000	-	-	-	-			
261/1020/1010	8010	SAFE Initiative	100,000	219,304	219,304	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	15,000	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			
261/1020/1010	8010	Support for Master Plan	50,000	-	-	125,000	125,000	-	-	-			
261/1020/1010	8010	MI Indigent Defense Commission	570,000	-	-	-	-	-	-	-			
261/1020/1010	8010	Census 2020 non-staffing needs	-	-	-	20,000	-	-	-	-			
261/1020/1010	8010	Grand Valley State University Research & Support	50,000	-	-	-	-	-	-	-			
261/1020/1010	8011	Census 2020 Temp Staffing	-	-	-	80,000	-	-	-	-			
261/1020/1010	8011	Grand Valley State University Research & Support	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000			
261/1020/1010	9000	Printing and Publishing	858	858	869	900	900	900	900	900			
261/1020/1010	9430	Emergency Operations Center Subsidy	9,919	9,919	9,919	10,366	10,724	11,042	11,314	11,534			
261/1020/1010	9150	Michigan Municipal League	30,000	30,000	30,856	31,000	31,000	31,000	31,000	31,000			
261/1020/1010	9150	National League of Cities	11,535	11,535	11,535	11,535	11,535	11,535	11,535	11,535			
261/1020/1010	9150	U.S. Conference of Mayors	12,242	12,242	12,242	12,242	12,242	12,242	12,242	12,242			
261/1020/1010	9150	West MI Regional Planning	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000			
261/6000/1010	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)	510,965	510,965	510,965	555,224	559,610	564,129	568,782	573,576			
261/8000/1010	9630	One North Division (Property Taxes)	5,000	5,000	5,299	5,300	5,300	5,300	5,300	5,300			
261/8000/1010	9930	One North Division (Paying Agent Fees)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400			
OTHER SERVICES & CHARGES SUBTOTAL:			\$ 3,048,399	\$ 2,639,503	\$ 2,622,893	\$ 2,912,250	\$ 2,721,857	\$ 2,628,421	\$ 2,660,842	\$ 2,694,137			
DEBT SERVICE			FY19	FY19	FY19	FY20	FORECAST						
			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY21	FY22	FY23	FY24			
261/8000/1010	9951	One North Division (Debt Service)	2,820,092	2,820,092	2,820,092	2,818,175	2,817,867	2,819,413	2,819,996	2,819,604			
DEBT SERVICE SUBTOTAL:			\$ 2,820,092	\$ 2,820,092	\$ 2,820,092	\$ 2,818,175	\$ 2,817,867	\$ 2,819,413	\$ 2,819,996	\$ 2,819,604			

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

APPROPRIATION LAPSE		APPROPRIATION LAPSE	FY19 ADOPTED	FY19 AMENDED	FY19 ESTIMATE	FY20 REQUEST	FY21	FORECAST		
907/2010/1010		9959	(4,000,000)	(4,000,000)	(3,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,250,000)	(4,250,000)
		Appropriation Lapse								
APPROPRIATION LAPSE SUBTOTAL:			\$ (4,000,000)	\$ (4,000,000)	\$ (3,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,250,000)	\$ (4,250,000)
SUBSIDIES/TRANSFERS OUT		SUBSIDIES/TRANSFERS OUT	FY19 ADOPTED	FY19 AMENDED	FY19 ESTIMATE	FY20 REQUEST	FY21	FORECAST		
261/1020/1010	9955	MET Grant Match	95,193	95,193	-	-	-	-	-	-
261/1020/1010	9955	ATPA Grant Match	247,291	247,291	175,231	233,657	238,420	242,215	244,506	247,567
261/1020/1010	9955	2016 COPS Grant Match	101,127	101,127	101,127	102,697	189,648	-	-	-
261/1020/1010	9955	Grant Match for District Court	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
261/3000/1010	9951	Cemeteries Operating Fund Subsidy	350,000	350,000	350,000	370,000	370,000	370,000	370,000	370,000
261/3000/1010	9951	Parks Forestry Sustainability Subsidy	397,567	397,567	397,567	391,067	418,599	438,202	457,199	543,199
261/3000/1010	9951	Our Community's Children In Kind Support	103,533	103,533	103,533	109,091	113,027	115,403	116,226	118,489
261/3000/1010	9951	OCC 50% Subsidy of Youth Employment Program Wages to Other Grants Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
261/3000/1010	9951	OCC- Our City Academy	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
261/3000/1010	9951	61st District Court Fund	5,565,000	5,565,000	5,565,000	6,215,000	6,765,000	7,290,000	7,590,000	7,800,000
261/3000/1010	9951	Dispatch Support	3,299,702	3,299,702	3,299,702	3,207,224	3,370,951	3,585,778	3,719,420	3,830,624
261/3000/1010	9951	Southtown CID Operational Support	100,000	100,000	100,000	100,000	-	-	-	-
261/3000/1010	9951	CID/BID Baseline Support for Administrative Analyst I-EDC	130,000	130,000	130,000	-	-	-	-	-
261/3000/1010	9951	Subsidy to Economic Development to Support Operations	205,000	205,000	205,000	285,000	285,000	560,000	565,000	570,000
261/3000/1010	9951	OCC Grant Match for Connecting Children to Nature	-	-	-	20,000	20,000	20,000	-	-
261/3000/1010	9951	Neighborhood Match Fund Program	75,000	75,000	75,000	-	-	-	-	-
261/3000/1010	9951	Special Events Supplement to Parks Operating	147,500	147,500	147,500	157,500	157,500	157,500	157,500	157,500
261/3000/1010	9951	Parks Maintenance of Effort	6,163,056	6,163,056	6,163,056	6,385,419	6,635,657	6,635,657	6,635,657	6,635,657
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	9951	Contingent Transfers Out to Non-GOF Operating Funds	-	-	500,000	-	-	-	-	-
261/3000/1010	9953	Contingent Transfers Out to Non-GOF Capital Funds	-	-	-	-	-	-	-	-
261/3000/1010	9953	Division Avenue Fire Station Land Purchase	-	-	-	600,000	-	-	-	-
261/4000/1010	9951	Contingent Account	1,709,628	1,044,828	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
SUBSIDIES/TRANSFERS OUT SUBTOTAL:			\$ 19,849,597	\$ 19,184,797	\$ 18,472,716	\$ 20,836,655	\$ 21,223,802	\$ 22,074,755	\$ 22,515,508	\$ 22,933,036
GRAND TOTAL:			FY19 ADOPTED	FY19 AMENDED	FY19 ESTIMATE	FY20 REQUEST	FY21	FORECAST		
			\$ 21,730,288	\$ 20,656,592	\$ 20,927,901	\$ 22,579,280	\$ 22,775,726	\$ 23,534,789	\$ 23,758,546	\$ 24,208,977

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	1,350,000	0	0	0	0	0	0	0	0
Budget Stabilization Total Revenues	1,350,000	0	0	0	0	0	0	0	0
Budget Stabilization NET INCOME (LOSS)	1,350,000	0	0	0	0	0	0	0	0
Beginning Fund Balance	12,948,835	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	14,298,835

General Operating Fund Total Expenditures	135,370,211	Total GOF Expenditures	143,224,941	147,831,777	153,625,144	159,884,057	162,936,022	165,583,078
Transfer to BSF	(1,350,000)		0	0	0	0	0	0
	134,020,211		143,224,941	147,831,777	153,625,144	159,884,057	162,936,022	165,583,078
10% of GOF Expenditures	13,402,021		14,322,494	14,783,178	15,362,514	15,988,406	16,293,602	16,558,308
Reserve Targets:								
Operating Transfer from General Operating Fund	1,350,000		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	10.7%		10.0%	9.7%	9.3%	8.9%	8.8%	8.6%



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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.

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 Streets Fund (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. However, in future years a portion of supplemental state funding (Gas & Weight Tax) is forecast to be transferred from the Major and Local Street Funds for sustained capital investment.

Major Revenue Source: Bond Proceeds; Transfers from Capital Reserve, Major and Local Streets, and General Operating Fund; 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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
539-State Revenues	954,829	0	0	586,102	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	715,720	673,983	720,938	826,575	3,582,623
600-Charges for Services	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	-151,441	0	0	0	0	0	0	0	0
671-Other Revenues	728,575	558,413	1,205,820	558,413	569,022	579,833	590,851	602,076	613,513
695-Other Financing Sources	9,206,749	30,676,118	14,153,065	9,238,363	8,806,101	6,661,200	7,344,540	7,039,335	9,334,268
Capital Improvement Total Revenues	10,738,712	31,234,531	15,358,885	10,382,878	10,090,843	7,915,016	8,656,329	8,467,986	13,530,404
Expenditures									
701-Personal Services	2,013	0	0	0	0	0	0	0	0
751-Supplies	39,506	0	0	0	0	0	0	0	0
800-Other Services and Charges	2,044,933	558,413	552,595	1,503,950	569,022	579,833	590,851	602,076	613,513
970-Capital Outlays	5,322,064	30,676,118	12,386,560	8,728,928	9,521,821	7,335,183	8,065,478	7,865,910	12,916,891
995-Other Financing	3,291,287	0	2,419,730	150,000	0	0	0	0	0
Capital Improvement Total Expenditures	10,699,803	31,234,531	15,358,885	10,382,878	10,090,843	7,915,016	8,656,329	8,467,986	13,530,404
Capital Improvement NET INCOME (LOSS)	38,909	0	0	0	0	0	0	0	0
Beginning Fund Balance	119,996	158,905	158,905	158,905	158,905	158,905	158,905	158,905	158,905
Ending Fund Balance	158,905	158,905	158,905	158,905	158,905	158,905	158,905	158,905	158,905

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2020 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020 Proposed	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
228	Information Technology	4010CABLA	GRIN - Cable Grant Project	8010	Contractual Services	\$ 130,875	\$ 133,362	\$ 135,896	\$ 138,477	\$ 141,108
		4010CABLB	HETA - Cable Grant Project	8010	Contractual Services	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457	\$ 134,973
		4010CABLC	KETA - Cable Grant Project	8010	Contractual Services	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457	\$ 134,973
		4010CABLD	GRTV - Cable Grant Project	8010	Contractual Services	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457	\$ 134,973
		4010CABLE	GRTV2 - Cable Grant Project	8010	Contractual Services	\$ 62,592	\$ 63,782	\$ 64,994	\$ 66,228	\$ 67,486
	Information Technology					\$ 569,022	\$ 579,833	\$ 590,851	\$ 602,076	\$ 613,513
265	Facilities Management	401020001	Passenger elevator modernization at the Bridgeview facility	9750	Building	\$ 356,250	\$	\$	\$	\$
		401016003	Improvements to the City / County HVAC Phase II	9750	Building	\$ 1,816,666	\$ 1,816,666	\$ 1,816,666	\$ 1,816,666	\$ 1,816,666
		TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$	\$	\$	\$	\$ 750,000
		401020002	Heat pump replacement at the Police Admin facility	9750	Building	\$ 171,875	\$	\$ 186,875	\$	\$
		401016006	Space utilization FF&E review at various facilities	9750	Building	\$ 306,250	\$	\$	\$	\$
		401020003	Restoration of the Calder Stable	9750	Building	\$ 301,094	\$	\$	\$	\$
		401015065	Miscellaneous repairs to the 61st District Court facility	9750	Building	\$ 112,415	\$ 185,643	\$ 242,484	\$ 297,831	\$ 314,863
		401015062	Calder Plaza maint program. Inspection & Construction	9750	Building	\$ 112,500	\$	\$ 126,563	\$ 411,300	\$ 4,715,000
		TEMP17093	Space utilization FF&E review at various facilities	9750	Building	\$	\$	\$ 299,395	\$	\$
		401020004	Miscellaneous pipe replacement at the Westside Complex	9750	Building	\$ 200,000	\$	\$	\$	\$
		401020005	Parking lot repairs at the Paul I. Phillips facility	9750	Building	\$ 172,215	\$	\$	\$	\$
		TEMP17107	Interior renovations to the Westside Complex	9750	Building	\$	\$	\$ 200,000	\$	\$
		401020006	Electrical upgrades at the Westside Complex	9750	Building	\$ 100,000	\$	\$	\$	\$
		401020007	DDC controls and misc. HVAC at Paul I. Phillips facility	9750	Building	\$ 200,000	\$	\$	\$	\$
		TEMP17120	Replace gymnasium bleachers at the Paul I. Phillips facility	9750	Building	\$	\$	\$ 182,500	\$	\$
		TEMP17122	Roof restoration at the Police Administration facility	9750	Building	\$	\$ 482,838	\$	\$	\$
		TEMP17123	Shooting range backstop repairs at the Pistol Range facility	9750	Building	\$	\$ 125,000	\$	\$	\$
		401020008	Replacement of HVAC components at Monroe Fire Station	9750	Building	\$ 155,595	\$	\$	\$	\$
		401020009	Replacement of generator at Leonard Fire Station	9750	Building	\$ 106,241	\$	\$	\$	\$
		TEMP17129	Space utilization and facility condition assessment updates	9750	Building	\$	\$	\$	\$ 229,688	\$
		TEMP17130	Replace gymnasium wall partition - Paul I. Phillips Facility	9750	Building	\$	\$ 185,000	\$	\$	\$
		TEMP17132	DDC upgrades at the Westside Complex	9750	Building	\$	\$ 200,000	\$	\$	\$
		TEMP17225	Roof replacements at various fire stations	9750	Building	\$	\$ 376,105	\$	\$	\$
		401020010	Roof replacement at LaGrave Fire Station	9750	Building	\$ 285,000	\$	\$	\$	\$
		TEMP18202	Replacement of HVAC systems at Bridge Fire Station	9750	Building	\$	\$ 184,502	\$	\$	\$
		TEMP18204	Replacement of generator at Bridge Fire Station	9750	Building	\$	\$	\$ 220,590	\$	\$
		TEMP18206	Upgrade lighting at various fire stations	9750	Building	\$	\$	\$ 95,150	\$	\$
		TEMP18210	Interior stairwell painting at the City Hall facility	9750	Building	\$	\$	\$ 99,000	\$	\$
		TEMP19012	Demolition and site restoration of 273 Market facility	9750	Building	\$	\$	\$ 281,475	\$	\$
		TEMP19017	Interior renovations at the Refuse storage facility	9750	Building	\$	\$	\$ 275,000	\$	\$
		401020011	Replacement of the high-speed overhead door at Police Admin	9750	Building	\$ 95,000	\$	\$	\$	\$
		TEMP19021	Roof and conveyor restoration at the Salt Dome	9750	Building	\$	\$	\$	\$ 187,500	\$
		TEMP19023	Roof restoration of the Center building at the CARC	9750	Building	\$	\$	\$	\$ 379,688	\$
		TEMP19025	Replace HVAC equipment at the Fleet Management facility	9750	Building	\$	\$	\$	\$ 84,728	\$
		TEMP19027	Passenger elevator replacement at the 201 Market facility	9750	Building	\$	\$	\$	\$ 447,695	\$
		TEMP19028	Replacement of shop make up air system at the Fleet Mgmt	9750	Building	\$	\$	\$	\$ 178,750	\$
		TEMP19033	HVAC air handling unit replacement at the Westside Complex	9750	Building	\$	\$	\$	\$ 200,181	\$ 133,109
		TEMP19034	Interior renovations at the Paul I. Phillips facility	9750	Building	\$	\$	\$	\$ 200,000	\$ 181,253
		TEMP19036	Roof replacement at Covell Fire Station	9750	Building	\$	\$	\$	\$ 174,845	\$
		TEMP19039	Replacement of generator at Kalazmazoo Fire Station	9750	Building	\$	\$	\$	\$ 150,000	\$
		TEMP19041	Acoustical ceiling replacements at various Fire Stations	9750	Building	\$	\$	\$	\$ 75,538	\$
		TEMP19042	Interior hardware improvements at various Fire Stations	9750	Building	\$	\$	\$	\$ 40,500	\$
		TEMP19195	Electrical substation and switch gear replacement at City Hall	9750	Building	\$	\$	\$	\$	\$ 3,125,000
		TEMP19210	Replacement of generator at Leonard Fire Station	9750	Building	\$	\$	\$	\$	\$ 150,000
		TEMP19219	Roof Replacement at Kalamazoo Fire Station	9750	Building	\$	\$	\$ 258,780	\$	\$
		TEMP19220	Replacement of generator at Franklin Fire Station	9750	Building	\$	\$	\$	\$ 150,000	\$
		TEMP20018	8032- Source Capture Exhaust Extraction Systems 8032	9760	Equipment	\$	\$	\$	\$ 100,000	\$ 100,000
	Facilities Management					\$ 4,491,101	\$ 3,555,754	\$ 4,284,478	\$ 5,124,910	\$ 11,285,891
301	Police	TEMP18099	FY21 REAL TIME CRIME CENTER	9760	Equipment	\$	\$ 300,000	\$	\$	\$
		TEMP18196	FY22 MOBILE COMMAND POST	9760	Equipment	\$	\$	\$ 250,000	\$	\$
	Police Total					\$	\$ 300,000	\$ 250,000	\$	\$

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUES:									
Property Tax	\$ 5,251,805	\$ 5,384,686	\$ 5,384,686	\$ 5,384,686	\$ 5,651,552	\$ 5,805,941	\$ 5,973,654	\$ 6,110,136	\$ 6,250,016
Income Tax	3,844,099	3,946,690	3,946,690	4,016,017	3,944,264	4,062,593	4,184,470	4,310,004	4,439,304
Intergovernmental Revenues (CVTRS / Revenue Sharing)	2,657,229	2,644,539	2,644,539	2,720,297	2,720,297	2,720,297	2,720,297	2,720,297	2,720,297
Local Community Stabilization Share	76,654	67,858	67,858	30,774	30,774	30,774	30,774	30,774	30,774
CFOF: From Cemeteries Operating Fund	-	-	-	-	-	-	-	-	-
From Brownfield - Mercantile Bank Tax Increment	59,675	58,498	58,498	58,498	57,385	56,272	55,159	50,846	-
Interest on Investments	341,201	10,000	10,000	294,315	385,256	419,892	454,804	489,716	515,534
Miscellaneous Other Revenue: Sale of Division Street Fire Station	-	-	-	-	-	-	200,000	-	-
Miscellaneous Other Revenue: Lyon Square Project-DDA Reimbursement	-	-	-	-	360,002	358,548	358,774	362,822	362,589
Miscellaneous Other Revenue: Knapp's Storm Drainage Reimbursement	-	232,661	232,661	-	-	-	-	-	-
Miscellaneous Other Revenue: Reimbursements	80,004	-	-	67,274	-	-	-	-	-
Other Financing Sources: Transformation Fund	-	572,437	572,437	572,437	-	-	-	-	-
Total Revenue:	12,310,667	12,917,369	12,917,369	13,144,298	13,149,530	13,454,317	13,977,932	14,074,595	14,318,514
EXPENDITURES:									
Debt Obligations (fiscal year completed)	-	-	-	-	-	-	-	-	-
- KCDC 2008 (FY2021) Grand River Floodwalls	749,538	230,415	230,415	231,165	229,728	231,576	-	-	-
- KCDC Flood Mgmt-Tremont NW/Shawmut Hills Drain Dist (2013)	100,000	21,350	21,350	21,350	-	-	-	-	-
- KCDC 2014 (FY2035) Grand River Floodwall Bonds Phase 1	317,896	322,146	322,146	322,646	321,246	318,746	320,946	317,846	319,446
- KCDC 2016 (FY2037) Grand River Floodwall Bonds Phase 2	678,350	666,050	666,050	666,050	662,275	663,275	662,400	659,600	661,300
- GR Building Authority 2011 (FY2031) Archives Center Phase II	238,913	241,375	241,375	241,238	399,063	392,838	399,863	-	-
- GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities)	66,772	115,050	115,050	70,000	75,000	75,000	75,000	75,000	75,000
- GR Building Authority 2010B (FY2033) 1120 Monroe Project (Facilities)	229,281	230,396	230,396	230,396	225,446	230,141	229,059	227,361	225,379
- GR Building Authority 2009 (FY2021) Archives Center Phase I	142,834	142,625	142,625	142,625	-	-	-	-	-
- GR Building Authority 2009 (FY2021) Police Facilities	1,980,760	1,980,369	1,980,369	1,980,844	1,988,250	1,997,250	-	-	-
- Capital Improvmt Bonds 2007 (FY2018) Repairs to Public Museum	179,375	-	-	-	-	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2018) Wealthy St & Other Conduit	38,955	-	-	-	-	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2018) Fulton Street Cemetery Wall	89,170	-	-	-	-	-	-	-	-
- Capital Improvmt Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage	142,576	141,543	141,543	141,543	141,946	85,782	83,900	86,882	89,863
- Brownfield IPA 2012 (FY2023) Front Ave Resurfacing	59,675	58,498	58,498	58,498	57,385	56,272	55,159	50,846	-
- LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit	17,776	53,566	53,566	53,566	53,718	52,208	52,120	53,187	52,498
- LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall	43,423	130,899	130,899	130,899	131,272	127,582	127,370	129,978	128,292
- LTGO Bonds 2018 (FY2042) Fund 4013 Street Lighting-\$8.21M (\$9M Total Proc)	-	506,962	506,962	107,978	377,400	377,400	377,400	628,575	629,450
- Hypothetical Bonds 2021 (FY2041) Proposed Street Lighting	-	-	-	-	-	-	734,801	739,965	740,255
- Hypothetical Bonds 2018 (FY2043) Knapp's Corner-Storm Outlet Drainage	-	314,529	314,529	-	-	-	-	-	-
- Hypothetical Bonds 2018 (FY2022) Knapp's Corner-Dunnigan Watermain	-	113,616	113,616	-	-	-	-	-	-
- Hypothetical Bonds 2019 (FY2039) Lyon Square Project	-	-	-	-	450,003	448,185	448,468	453,528	453,236
- LTGO Bonds 2017 (FY2027) Fund 4012 Cemetery Improvements-\$3.6M	404,423	403,540	403,540	403,040	404,300	399,815	399,640	403,515	401,495
Hypothetical Lease - Proposed Chester Fire Station	-	-	-	-	-	-	-	-	386,000
Lease - Kent County Bonds 2005 & 2014 (FY2026) 61st District Court	1,452,094	1,451,900	1,451,900	1,451,900	1,454,434	1,455,355	1,456,712	1,426,899	1,429,276
Lease - Human Services Complex (ACSET)	140,282	166,706	166,706	166,706	166,603	166,605	166,623	166,043	165,505
Sub-total - Debt and Other Long Term Obligations	7,072,092	7,291,535	7,291,535	6,420,444	7,138,069	7,078,030	5,589,461	5,419,225	5,756,995
Transfers to Capital Improvement Fund - Other Projects	-	-	-	-	-	-	-	-	-
- Stormwater	674,712	826,398	826,398	826,398	977,857	1,129,429	1,281,000	1,281,000	1,281,000
- Facilities Management	3,338,984	2,836,392	2,836,392	2,836,392	3,775,381	2,881,771	3,563,540	4,298,335	7,703,268
- Fire Equipment	340,375	205,000	205,000	205,000	266,863	-	-	-	-
- Fire Station Asset Management	-	50,000	50,000	50,000	-	-	-	50,000	-
- Parks & Recreation	-	50,000	50,000	50,000	676,000	800,000	-	100,000	-
- Police Equipment	178,000	175,500	175,500	175,500	-	300,000	250,000	-	-
- Street Lighting	595,000	-	-	-	-	-	-	-	-
- Traffic Safety	75,000	83,500	83,500	83,500	-	-	-	-	-
- Engineering Department - Grand River Revitalization	400,000	500,000	500,000	500,000	700,000	700,000	700,000	700,000	300,000
- Other Engineering Department Managed Projects	-	250,000	250,000	250,000	1,010,000	850,000	1,550,000	610,000	50,000
- Clerk Department	(111,800)	150,000	150,000	150,000	-	-	-	-	-
Sub-total - Transfers to Capital Improvement Fund	5,490,171	5,126,790	5,126,790	5,126,790	7,406,101	6,661,200	7,344,540	7,039,335	9,334,268
Cost Allocation - A-87	46,701	64,490	64,490	64,490	66,323	67,649	69,002	70,382	71,790
Dunnigan Watermain Reimbursement (9955 - Op Transfer to Water Fund)	-	-	-	-	54,775	54,775	54,775	54,775	-
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
Total Expenditures:	12,608,964	12,807,815	12,807,815	11,936,724	14,990,268	14,186,654	13,382,778	12,908,717	15,488,053
Operating Excess (Deficiency)	(298,297)	109,554	109,554	1,207,575	(1,840,738)	(732,337)	595,155	1,165,878	(1,169,539)
Beginning Fund Balance	1,734,930	1,436,633	1,436,633	1,436,633	2,644,207	803,469	71,133	666,288	1,832,166
Ending Fund Balance	\$ 1,436,633	\$ 1,546,186	\$ 1,546,186	\$ 2,644,207	\$ 803,469	\$ 71,133	\$ 666,288	\$ 1,832,166	\$ 662,627
Reserve Targets:									
Assigned to Capital	1,436,633	1,546,186	1,546,186	2,644,207	803,469	71,133	666,288	1,832,166	662,627
Unassigned	0	0	0	0	0	0	0	0	0
Total	1,436,633	1,546,186	1,546,186	2,644,207	803,469	71,133	666,288	1,832,166	662,627

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 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	31,837	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	31,837	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	265,977	0	0	0	0	0	0	0	0
970-Capital Outlays	112,073	0	0	3,177,812	0	0	0	0	0
990-Debt Service	500	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	378,550	0	0	3,177,812	0	0	0	0	0
Capital Improvement Bonds Series 2017 NET INCOME (LOSS)	-346,712	0	0	-3,177,812	0	0	0	0	0
Beginning Fund Balance	3,524,524	3,177,812	3,177,812	3,177,812	0	0	0	0	0
Ending Fund Balance	3,177,812	3,177,812	3,177,812	0	0	0	0	0	0

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 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	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	0	0	8,995,507	8,995,507	0	0	0	0	0
Capital Improvement Bonds Series 2018 Total Revenues	0	0	8,995,507	8,995,507	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	0	0	8,857,207	2,584,500	0	0	0	0	0
990-Debt Service	0	0	138,300	94,800	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2018 Total Expenditures	0	0	8,995,507	2,679,300	0	0	0	0	0
Capital Improvement Bonds Series 2018 NET INCOME (LOSS)	0	0	0	6,316,207	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	6,316,207	6,316,207	6,316,207	6,316,207	6,316,207
Ending Fund Balance	0	0	0	6,316,207	6,316,207	6,316,207	6,316,207	6,316,207	6,316,207
Summary of Reserves									
Ending Fund Balance	0	0	0	6,316,207	6,316,207	6,316,207	6,316,207	6,316,207	6,316,207
Assigned to Capital Projects	0	0	0	-6,316,207	-6,316,207	-6,316,207	-6,316,207	-6,316,207	-6,316,207
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate*	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	16,480	0	0	0	0	0	0	0	0
539-State Grants	340,459	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	54,162	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	27,416	0	0	0	0	0	0	0	0
671-Other Revenues	1,911,370	0	0	1,029	0	0	0	0	0
695-Other Financing Sources	75,000	203,000	545,070	913,803	0	0	0	0	0
Streets-Capital Projects Total Revenues	2,424,887	203,000	545,070	914,832	0	0	0	0	0
Expenditures									
701-Personal Services	9	0	0	336	0	0	0	0	0
751-Supplies	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	0	0	0	10,649	0	0	0	0	0
970-Capital Outlays	1,373,691	203,000	545,070	1,184,892	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Streets-Capital Projects Total Expenditures	1,373,700	203,000	545,070	1,195,877	0	0	0	0	0
Streets-Capital Projects NET INCOME (LOSS)	1,051,186	0	0	-281,045	0	0	0	0	0
Beginning Fund Balance	-664,585	386,602	386,602	386,602	105,557	105,557	105,557	105,557	105,557
Ending Fund Balance	386,602	386,602	386,602	105,557	105,557	105,557	105,557	105,557	105,557
CAFR Reconciliation:									
Ending Fund Balance per CAFR (Page 17)	2,890,051								
Assigned for Uncompleted Capital Projects	-2,503,450								
Unassigned Fund Balance Available for Reappropriation	386,602								

*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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023	PROPOSED 2024
REVENUE									
501 Federal Grants (4090)	711,980	0	0	617,575	690,000	690,000	690,000	690,000	690,000
539 State Grants (4090)	870,606	0	200,000	(23,618)	250,000	250,000	250,000	250,000	250,000
580 Contribution From Local Units	0	0	31,487	0	0	0	0	0	0
664 Investment Income & Rentals	23,098	0	0	0	0	0	0	0	0
671 Other Revenues	976,684	0	297,202	26,777	0	0	0	0	0
695 Operating Trfr from VS 2040/2041 Fund-Preventative Maintenance Work (Cont	112,895	111,708	111,708	111,708	0	0	0	0	1,184,973
695 Operating Trfr from VS 2040/2041 Fund-Rehabilitation Work	951,962	509,704	509,704	509,704	0	0	0	0	0
695 Operating Trfr from VS 2040/2041 Fund-Reconstruction Work	3,200,762	2,206,274	2,206,274	2,206,274	2,685,976	3,652,955	6,770,231	7,219,210	6,546,597
695 Operating Trfr from VS 2040 Fund-Bridge Investment	50,000	70,000	70,000	70,000	65,000	50,000	85,000	30,000	30,000
695 Operating Trfr from VS 2040 Fund for Traffic Safety/Signals	277,000	277,000	277,000	277,000	550,000	550,000	550,000	550,000	550,000
695 Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed)	200,000	0	0	0	0	0	0	0	0
695 Vital Streets Trees	100,000	100,000	100,000	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
695 Other Non-Categorized Projects	188,109	193,008	1,893,008	193,008	25,000	25,000	25,000	25,000	25,000
VITAL STREETS Total Revenue	7,863,096	3,667,694	5,896,383	4,288,428	4,565,976	5,517,955	8,670,231	9,064,210	9,576,570
EXPENDITURES									
Bridge Investment (970)	52,884	70,000	110,647	70,000	65,000	50,000	85,000	30,000	30,000
Major Federal Aid Urban (FAU) Street Investment									
970 Preventative Maintenance-Contracts (2)	138,583	111,708	111,708	111,708	0	0	0	0	0
970 Capital Outlay - Rehabilitation Work (1) (2)	945,238	509,704	509,704	509,704	0	0	0	0	0
970 Capital Outlay - Reconstruction Work (1) (2)	2,059,491	806,308	806,308	1,032,690	2,685,976	2,868,275	3,109,646	1,297,150	2,418,888
995 Preventative Maintenance-Force Account (2)	378,752	0	0	0	0	0	0	0	0
Major Non-Federal Aid Urban (FAU) Street Investment									
970 Preventative Maintenance-Contracts (2)	100,559	0	0	0	0	0	0	0	0
970 Capital Outlay - Rehabilitation Work (1) (2)	21,268	0	0	0	0	0	0	0	0
970 Capital Outlay - Reconstruction Work (1) (2)	97,174	440,000	440,000	440,000	0	448,997	0	437,696	411,207
995 Preventative Maintenance-Force Account (2)	0	0	0	0	0	0	0	0	0
Local Street Investment									
970 Preventative Maintenance-Contracts (2)	993,844	0	0	0	0	0	0	0	1,184,973
970 Capital Outlay - Rehabilitation Work (1) (2)	472,879	0	0	0	0	0	0	0	0
970 Capital Outlay - Reconstruction Work (1) (2)	312,616	959,966	959,966	959,966	0	335,683	3,660,585	5,484,364	3,716,502
995 Preventative Maintenance-Force Account (2)	12,482	0	0	0	0	0	0	0	0
Traffic Safety/Signals & Trunk Line									
970 Capital Outlay - Traffic Safety/Signals (4090)	104,510	277,000	508,487	671,352	1,490,000	1,490,000	1,490,000	1,490,000	1,490,000
800 Other Services and Charges - Traffic Safety/Signals (4090)	288,262	0	0	0	0	0	0	0	0
995 Other Financing - Traffic Safety/Signals (4090)	39,727	0	0	0	0	0	0	0	0
970 Capital Outlay - Trunk Line/MDOT -Eng. Managed (4090)	92,849	0	0	0	0	0	0	0	0
Public ROW and Green Infrastructure Maintenance (995)	136,311	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Vital Streets Trees (970)	6,585	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Non-Categorized Projects (800)	81,170	0	0	0	0	0	0	0	0
Other Non-Categorized Projects (970)	174,203	193,008	2,149,563	193,008	25,000	25,000	25,000	25,000	25,000
Master Plan and Project Development (970)	119,008	0	0	0	0	0	0	0	0
VITAL STREETS Total Expenditures	6,628,395	3,667,694	5,896,383	4,288,428	4,565,976	5,517,955	8,670,231	9,064,210	9,576,570
VITAL STREETS NET INCOME (LOSS)	1,234,702	0	0	0	0	0	0	0	0
Beginning Fund Balance	533,870	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572
Ending Fund Balance	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572
Reserve Targets:									
Assigned to Capital Investment	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572
Unassigned Fund Balance	0	0	0	0	0	0	0	0	0
Total	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572	1,768,572

(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.

VITAL STREETS

FY2020 – FY2024 Capital Plan

SOURCES - VITAL STREETS						
FISCAL YEAR		FY2020	FY2021	FY2022	FY2023	FY2024
Act 51 Revenues	\$	3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608
Income Tax Support	\$	14,141,519	\$ 14,565,763	\$ 15,002,736	\$ 15,452,818	\$ 15,916,403
GOF Support	\$	850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Grants (estimated)	\$	6,886,989	\$ 4,097,090	\$ 2,705,967	\$ 3,445,000	\$ 4,470,000
Bond Principal Repayment - Sidewalks	\$	64,891	\$ 64,784	\$ 64,784	\$ 64,870	\$ 64,793
State Investment	\$	6,444,990	\$ 6,578,543	\$ 6,867,565	\$ 6,891,059	\$ 6,914,788
	\$	31,871,997	\$ 29,639,788	\$ 28,974,661	\$ 30,187,355	\$ 31,699,592
USES - VITAL STREETS						
FISCAL YEAR		FY2020	FY2021	FY2022	FY2023	FY2024
Transfer - Sidewalks (Share of Income Tax)	\$	2,262,346	\$ 2,330,216	\$ 2,400,123	\$ 2,472,126	\$ 2,546,290
Bond/Interest Payments	\$	8,710,974	\$ 5,173,176	\$ 2,123,950	\$ 2,126,750	\$ 2,124,250
Traffic Safety/Signals	\$	550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Trunkline - Act 51	\$	-	\$ -	\$ -	\$ -	\$ -
Bridges	\$	65,000	\$ 50,000	\$ 85,000	\$ 30,000	\$ 30,000
FAU	\$	6,731,909	\$ 4,189,661	\$ 3,440,692	\$ 3,506,680	\$ 3,767,716
Preventative Maintenance	\$	866,312	\$ 532,364	\$ 606,812	\$ 1,633,198	\$ 1,723,828
Rehabilitation	\$	2,453,268	\$ 566,731	\$ 2,457,038	\$ 802,113	\$ 361,593
Reconstruction	\$	3,412,330	\$ 3,090,567	\$ 376,843	\$ 1,071,369	\$ 1,682,295
MNF	\$	330,601	\$ 448,997	\$ 100,158	\$ 437,696	\$ 411,207
Preventative Maintenance	\$	-	\$ -	\$ -	\$ -	\$ -
Rehabilitation	\$	-	\$ -	\$ 100,158	\$ -	\$ -
Reconstruction	\$	330,601	\$ 448,997	\$ -	\$ 437,696	\$ 411,207
LOCAL	\$	6,124,062	\$ 9,302,153	\$ 13,684,847	\$ 13,806,008	\$ 14,110,477
Preventative Maintenance	\$	4,056,154	\$ 6,994,036	\$ 9,697,076	\$ 4,933,960	\$ 10,092,933
Rehabilitation	\$	488,091	\$ 1,957,434	\$ 3,534,381	\$ 8,635,210	\$ 3,355,767
Reconstruction	\$	1,579,817	\$ 350,683	\$ 453,390	\$ 236,838	\$ 661,777
GRANTS	\$	6,886,989	\$ 4,097,090	\$ 2,705,967	\$ 3,445,000	\$ 4,470,000
CIPP Lining of Storm Sewers	\$	-	\$ -	\$ 200,000	\$ 140,000	\$ -
ROW/Green Infrastructure Maintenance	\$	200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Contingency Account	\$	-	\$ 3,289,271	\$ 3,433,783	\$ 3,445,529	\$ 3,457,394
	\$	31,861,881	\$ 29,630,564	\$ 28,924,520	\$ 30,159,789	\$ 31,667,333
Sources Less Uses	\$	10,115	\$ 9,224	\$ 50,141	\$ 27,565	\$ 32,259

VITAL STREETS

FY2020 – FY2024 Capital Plan

ADVANCE, FY2016 - FY2019												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	342.0	54.946	\$8,068,376	269.0	38.084	\$3,946,250	361.0	64.175	\$12,417,262	972.0	157.205	\$24,431,888
Rehabilitation	0.0	0.000	\$0	16.0	3.543	\$1,679,633	17.0	5.680	\$3,625,779	33.0	9.223	\$5,305,412
Reconstruction	8.0	2.657	\$1,937,936	9.0	3.417	\$2,114,694	2.0	1.377	\$2,302,147	19.0	7.451	\$6,354,777
LOCAL TOTAL	350.0	57.603	\$10,006,312	294.0	45.044	\$7,740,578	380.0	71.232	\$18,345,188	1024.0	173.879	\$36,092,078
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	69.0	10.255	\$1,095,641	37.0	8.161	\$662,879	63.0	17.866	\$2,249,887	169.0	36.282	\$4,008,406
Rehabilitation	17.5	8.128	\$4,552,991	10.0	3.817	\$2,369,692	9.5	1.793	\$1,019,978	37.0	13.738	\$7,942,661
Reconstruction	7.0	1.552	\$3,839,979	5.0	0.592	\$778,527	2.0	0.647	\$1,079,723	14.0	2.790	\$5,698,228
MAJOR NON-FAU TOTAL	93.5	19.935	\$9,488,610	52.0	12.57	\$3,811,098	74.5	20.306	\$4,349,587	220.0	52.810	\$17,649,296
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	105.0	40.453	\$3,256,907	104.0	49.785	\$5,904,593	41.0	17.700	\$1,779,485	250.0	107.937	\$10,940,985
Rehabilitation	13.5	6.191	\$5,934,854	17.0	7.198	\$5,362,239	15.5	10.053	\$6,127,723	46.0	23.442	\$17,424,816
Reconstruction	7.0	1.497	\$3,153,070	15.0	4.268	\$5,901,410	2.0	1	\$841,831	0.0	6.684	\$9,896,311
FAU TOTAL	125.5	48.141	\$12,344,831	136.0	61.251	\$17,168,242	58.5	28.672	\$8,749,039	296.0	138.064	\$38,262,112
TOTAL LOCAL, MAJOR NON-FAU and FAU	569	125.678	\$31,839,753	482.0	118.865	\$28,719,918	513	120.209	\$31,443,814	1540	364.753	\$92,003,485

VITAL STREETS

FY2020 – FY2024 Capital Plan

FY2020												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	3	0.423	\$162,707	16	6.237	\$2,593,447	1	10.533	\$1,300,000	20	17.193	\$4,056,154
Rehabilitation	1	0.500	\$190,648	1	0.493	\$279,365	1	0.06	\$18,078	3	1.053	\$488,091
Reconstruction	7	0.703	\$231,112	2	0.975	\$951,204	2	0.449	\$397,502	11	2.127	\$1,579,817
LOCAL TOTAL	11	1.626	\$584,468	19	7.705	\$3,824,015	4	11.042	\$1,715,579	34	20.373	\$6,124,062
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	2	0.499	\$218,997	1	0.177	\$111,604	0	0	\$0	3	0.676	\$330,601
MAJOR NON-FAU TOTAL	2	0.499	\$218,997	1	0.177	\$111,604	0	0	\$0	3	0.676	\$330,601
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	1	0.182	\$113,617	1	0.125	\$282,695	1	0.303	\$470,000	3	0.610	\$866,312
Rehabilitation	7	5.508	\$1,673,669	2	0.893	\$356,308	2	1.133	\$423,291	11	7.534	\$2,453,268
Reconstruction	4	0.787	\$843,246	4	0.624	\$1,631,274	2	0.58	\$937,810	10	1.991	\$3,412,330
FAU TOTAL	12	6.477	\$2,630,532	7	1.642	\$2,270,276	5	2.016	\$1,831,101	24	10.135	\$6,731,909
TOTAL LOCAL, MAJOR NON-FAU and FAU	25	8.602	\$3,433,997	27	9.524	\$6,205,895	9	13.058	\$3,546,680	61	31.184	\$13,186,572
			\$35,273,750			\$34,925,813			\$34,990,494			

VITAL STREETS

FY2020 – FY2024 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	30	5.093	\$2,116,107	19	5.849	\$2,226,014	17	13.167	\$2,651,915	66	24.109	\$6,994,036	
Rehabilitation	3	0.643	\$303,173	9	2.316	\$1,138,450	2	1.030	\$515,811	14	3.989	\$1,957,434	
Reconstruction	1	0.2475	\$335,683	0	0	\$0	1	0.377	\$15,000	2	0.6245	\$350,683	
LOCAL TOTAL	34	5.984	\$2,754,963	28	8.165	\$3,364,464	20	14.574	\$3,182,726	82	28.72236323	\$9,302,153	
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	1	0.338	\$448,997	0	0	\$0	0	0	\$0	1	0.338	\$448,997	
MAJOR NON-FAU TOTAL	1	0.338	\$448,997	1	0.333	\$0	0	0	\$0	2	0.671	\$448,997	
FAU	1st Ward			2nd Ward			3rd Ward			Total			
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	
Preventative Maintenance	1	0.499	\$141,111	1	1.94	\$391,253	0	0	\$0	2	2.439	\$532,364	
Rehabilitation	0	0	\$41,667	1	0.408	\$343,404	1	0.047	\$181,660	2	0.455	\$566,731	
Reconstruction	3	1.527	\$949,910	1	0.37	\$536,556	3	1.057	\$1,604,101	7.0	2.954	\$3,090,567	
FAU TOTAL	4	2.026	\$1,132,687	3	2.718	\$1,271,212	4	1.104	\$1,785,761	11.0	5.848	\$4,189,661	
TOTAL LOCAL, MAJOR NON-FAU and FAU	39	8.348	\$4,336,647	32	11.216	\$4,635,676	24	15.678	\$4,968,488	95	35.241	\$13,940,811	
			\$39,610,397				\$39,561,490				\$39,958,981		

VITAL STREETS

FY2020 – FY2024 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	42	6.345	\$3,040,776	50	9.604	\$4,710,268	7	14.151	\$1,946,031	99	30.099	\$9,697,076	
Rehabilitation	3	1.887	\$857,179	2	1.467	\$641,734	6	4.414	\$2,035,468	11	7.768	\$3,534,381	
Reconstruction	3	0.389	\$335,683	1	0.108	\$117,707	0	0	\$0	4	0.497	\$453,390	
LOCAL TOTAL	48	8.621	\$4,233,638	53	11.179	\$5,469,709	13	18.565	\$3,981,499	114	38.364	\$13,684,847	
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	\$0	0	0	\$0	0	0	\$0	1	0.215	\$0	
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	\$0	0	0	\$0	1	0.269	\$100,158	3	0.73	\$100,158	
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	\$44,947	1	0.108	\$61,865	1	0.303	\$500,000	3	0.483	\$606,812	
Rehabilitation	4	2.522	\$1,392,941	0	0	\$41,667	4	1.781	\$1,022,431	8	4.303	\$2,457,038	
Reconstruction	0	0	\$0	1	0.5	\$376,843	0	0	\$0	1	0.500	\$376,843	
FAU TOTAL	5	2.594	\$1,437,888	2	0.608	\$480,374	5	2.084	\$1,522,431	12	5.286	\$3,440,692	
TOTAL LOCAL, MAJOR NON-FAU and FAU	55	11.676	\$5,671,526	55	11.787	\$5,950,083	19	20.918	\$5,604,088	129	44.380	\$17,225,697	
			\$45,281,923				\$45,511,573				\$45,563,069		

VITAL STREETS

FY2020 – FY2024 Capital Plan

FY2023												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	20	8.472	\$2,889,373	3	4.512	\$96,680	31	8.685	\$1,947,908	54	21.670	\$4,933,960
Rehabilitation	9	3.532	\$1,761,884	17	8.829	\$4,150,234	17	6.813	\$2,723,092	43	19.174	\$8,635,210
Reconstruction	0	0.000	\$0	1	0.501	\$236,838	0	0	\$0	1	0.501	\$236,838
LOCAL TOTAL	29	12.004	\$4,651,257	21	13.842	\$4,483,752	48	15.499	\$4,670,999	98	41.345	\$13,806,008
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# 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	0	0	\$0	0	0	\$0	1	0.502	\$437,696	1	0.502	\$437,696
MAJOR NON-FAU TOTAL	0	0	\$0	0	0	\$0	2	0.871	\$437,696	2	0.871	\$437,696
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	2	1.015	\$347,473	2	1.997	\$785,725	1	0.303	\$500,000	5	3.315	\$1,633,198
Rehabilitation	3	1.288	\$604,862	1	0.543	\$155,585	0	0.000	\$41,667	4	1.831	\$802,113
Reconstruction	0	0	\$0	3	0.964	\$760,517	2	0.244	\$310,852	5	1.208	\$1,071,369
FAU TOTAL	5	2.303	\$952,335	6	3.504	\$1,701,827	3	0.547	\$852,519	14	6.354	\$3,506,680
TOTAL LOCAL, MAJOR NON-FAU and FAU	34	14.307	\$5,603,592	27	17.346	\$6,185,578	53	16.917	\$5,961,214	114	48.570	\$17,750,384
			\$50,885,515			\$51,697,151			\$51,524,283			

VITAL STREETS

FY2020 – FY2024 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	44	10.853	\$3,717,549	12	6.860	\$2,682,337	44	10.998	\$3,693,046	100	28.712	\$10,092,933
Rehabilitation	1	0.739	\$301,042	7	3.395	\$1,540,383	7	3.267	\$1,514,342	15	7.401	\$3,355,767
Reconstruction	4	0.495	\$661,777	0	0	\$0	0	0	\$0	4	0.495	\$661,777
LOCAL TOTAL	49	12.087	\$4,680,368	19	10.255	\$4,222,720	51	14.265	\$5,207,388	119	36.608	\$14,110,477
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	1.5	0.38536	\$264,954	4.5	1.695	\$647,987	2	0.801	\$810,887	8	2.881	\$1,723,828
Rehabilitation	2	0.569	\$41,667	1	0.996	\$278,260	0	0	\$41,667	3	1.565	\$361,593
Reconstruction	3	0.993	\$1,036,721	4	0.894	\$547,045	1	0.049	\$98,529	8	1.937	\$1,682,295
FAU TOTAL	6.5	1.94736	\$1,343,342	9.5	3.585	\$1,473,292	3	0.850	\$951,083	19	6.383	\$3,767,716
TOTAL LOCAL, MAJOR NON-FAU and FAU	56.5	14.212	\$6,434,916	29.5	14.339	\$5,696,012	54	15.116	\$6,158,471	140	43.666	\$18,289,399
			\$57,320,432			\$57,393,163			\$57,682,754			

VITAL STREETS

FY2020 – FY2024 Capital Plan

ALL YEARS ¹												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	481.0	86.133	\$19,994,888	369.0	71.146	\$16,254,997	461.0	121.709	\$23,956,162	916.1	278.988	\$60,206,047
Rehabilitation	17.0	7.301	\$3,413,927	52.0	20.043	\$9,429,799	50.0	21.264	\$10,432,569	119	48.608	\$23,276,294
Reconstruction	23.0	4.491	\$3,502,191	13.0	5.001	\$3,420,443	5.0	2.203	\$2,714,649	41	11.695	\$9,637,283
LOCAL TOTAL	521.0	97.925	\$26,911,006	434.0	96.190	\$29,105,238	516.0	145.177	\$37,103,380	1076.1	339.291	\$93,119,624
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	70.0	10.470	\$1,095,641	39.0	8.992	\$662,879	64.0	18.235	\$2,249,887	173	37.697	\$4,008,406
Rehabilitation	18.5	8.374	\$4,552,991	10.0	3.817	\$2,369,692	10.5	2.062	\$1,120,136	39	14.253	\$8,042,819
Reconstruction	11.0	2.566	\$4,919,180	6.0	0.769	\$890,131	3.0	1.149	\$1,517,419	20	4.483	\$7,326,730
MAJOR NON-FAU TOTAL	99.5	21.410	\$10,567,812	55	13.578	\$3,922,702	77.5	21.446	\$4,887,441	232	56.433	\$19,377,955
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	<u># Projects</u>	<u># Miles</u>	<u>Cost</u>									
Preventative Maintenance	111.5	42.606	\$4,169,009	113.5	55.650	\$8,074,117	46.0	19.410	\$4,060,372	271	117.666	\$16,303,498
Rehabilitation	29.5	16.078	\$9,689,659	22.0	10.038	\$6,537,462	22.5	13.014	\$7,838,438	74	39.130	\$24,065,559
Reconstruction	17.0	4.804	\$5,982,946	28.0	7.620	\$9,753,645	10.0	2.849	\$3,793,123	55.0	15.274	\$19,529,713
FAU TOTAL	158	63.488	\$19,841,614	163.5	73.309	\$24,365,223	78.5	35.274	\$15,691,933	400.0	172.070	\$59,898,770
TOTAL LOCAL, MAJOR NON-FAU and FAU	778.5	182.822	\$57,320,432	652.5	183.077	\$57,393,163	672.0	201.896	\$57,682,754	1708.1	567.794	\$172,396,349

¹ ALL YEARS includes ADVANCE, FY2016 - FY2019 and FY2020 - FY2024

FAU Street Work FY2020

Estimated Cost = \$ 6,527,248 Centerline Miles = 9.947

Rotomill/Resurface 1-1/2"

Estimated Cost = \$ 191,651

Centerline Miles = 0.307

- Lafayette Avenue - Michigan Street to Hastings Street (0.125) \$78,034
- Stocking Avenue - Bridge Street to 2nd Street (0.182) \$113,617

Various Concrete Intersection Replacement

Estimated Cost = \$ 470,000

Centerline Miles = 0.303

- College Avenue/Michigan Street
- Madison Avenue/Burton Street
- Eastern Avenue/Burton Street
- Kalamazoo Avenue/Burton Street

Rotomill/Resurface 3"

Estimated Cost = \$ 2,453,268

Centerline Miles = 7.534

- Alger Street - Madison Avenue to Eastern Avenue (0.501) \$515,280
- Broadway Avenue - Bridge Street to Leonard Street (0.991) \$293,296
- Eastern Avenue - Ardmore Street to Oakdale Street (0.626) \$218,750
- Fulton Street - Lake Michigan Drive to the Grand River (1.316) \$0
- Hall Street - Division Avenue to Jefferson Avenue (0.174) \$43,750
- Lake Drive - Atlas Avenue to East City Limits (0.361) \$125,000
- Madison Avenue - 28th Street to Alger Street (0.507) \$162,874
- Madison Avenue - Franklin Street to Wealthy Street (0.498) \$155,171
- Market Avenue - WB I-196 On-Ramp to 200' W. of Plaster Creek and Coit Avenue to Wealthy Street (0.956) \$411,707

FAU Street Work FY2020

Estimated Cost = \$ 6,107,248 Centerline Miles = 9.947

Rotomill/Resurface 3"

Estimated Cost = \$ 2,453,268

Centerline Miles = 7.534

- Ottawa Avenue - Fulton Street to Michigan Street (0.532) \$189,641
- Walker Avenue - Stocking Avenue to Leonard Street (1.072) \$212,799

Reconstruction

Estimated Cost = \$3,412,330

Centerline Miles = 1.803

- Division Avenue - Wealthy Street to Cherry Street (0.249) \$217,101
- Hall Street - Kalamazoo Avenue to Fuller Avenue (0.282) \$455,583
- Hall Street - Fuller Avenue to Colorado Avenue (0.298) \$482,227
- Hastings Street - Lafayette Avenue to Sinclair Avenue including Sinclair Avenue and Sinclair/College Connector (0.270) \$1,312,000
- Ottawa Avenue - Mason Street to Walbridge Street (0.138) \$204,274
- State Street - Lafayette Avenue to Madison Avenue (0.143) \$115,000
- Valley Avenue - Butterworth Avenue to Fulton Street (0.423) \$626,145

Major Non-FAU Street Work FY2020

Estimated Cost = \$ 330,601 Centerline Miles = 0.515

Reconstruction

Estimated Cost = \$330,601 Centerline Miles = 0.515

- Mason Street - Bond Avenue to Division Avenue (0.177) \$111,604
- Tremont Boulevard - Covell Avenue to Mount Mercy Drive (0.676) \$218,997

Local Street Work FY2020

Estimated Cost = \$ 6,124,062 Centerline Miles = 20.373

Rotomill/Resurface 1½”

Estimated Cost = \$ 4,056,154

Centerline Miles = 17.193

- Atlantic Street - Valley Avenue to Van Buren Avenue (0.053) \$19,745
- Auburn Avenue - Sweet Street to North End (0.217) \$120,575
- Benjamin Avenue - Bradford Street to Cedar Street (0.220) \$131,038
- Crescent Street - Grand Avenue to Fuller Avenue (0.625) \$358,974
- Dale Street - Monroe Avenue to Plainfield Avenue (0.459) \$350,000
- Eastern Avenue - Fountain Street to Crescent Street (0.280) \$178,689
- Evelyn Street – W. End to Diamond Avenue (0.119) \$65,818
- Hake Street - Eastern Avenue to Diamond Avenue (0.250) \$159,544
- Helen Street - Diamond Avenue to Caroline Place (0.106) \$36,431
- Holland Avenue - Fulton Street to Fountain Street (0.156) \$99,555
- Houseman Avenue - Michigan Street to Hake Street (0.159) \$101,469
- Jennette Avenue - 7th Street to 9th Street and 11th Street to 12th Street (0.370) \$142,962
- Lyon Street - Mack Avenue to Fuller Avenue (0.094) \$29,615
- Mason Street - Fuller Avenue to Ball Avenue (0.496) \$274,330
- Race Street - Diamond Avenue to Fuller Avenue (0.250) \$159,544
- Virginia Street - Eureka Avenue to Diamond Avenue (0.124) \$79,133
- Walnut Street - North Avenue to Union Avenue (0.251) \$138,824
- Temporary Paving – Various Locations (12.964) \$1,600,000

Local Street Work FY2020

Estimated Cost = \$ 6,124,062 Centerline Miles = 20.373

Rotomill/Resurface 3"

Estimated Cost = \$ 488,091

Centerline Miles = 1.053

- Eleanor Street - Plainfield Avenue to Diamond Avenue (0.493) \$279,365
- Paris Avenue - Alger Street to Ardmore Street (0.560) \$208,726

Reconstruction

Estimated Cost = \$1,579,817

Centerline Miles = 2.127

- Allerton Avenue - Adams Street to Hall Street (0.207) \$186,501
- Griggs Street - Plymouth Avenue to Hutchinson Avenue (0.242) \$211,001
- Livingston Avenue - Hastings Street to Newberry Street (0.321) \$270,552
- Dayton Street - Valley Avenue to Garfield Avenue, Hovey Street - Valley Avenue to Garfield Avenue, Park Street - Valley Avenue to Garfield Avenue and Watson Street - Valley Avenue to Garfield Avenue (0.284) \$231,112
- Emerald Avenue – Arbor Street to Leonard Street (0.654) \$680,652

Bridge and Bike Lane Work FY2020

- Preventative Maintenance of ANN STREET BRIDGE over the Grand River \$40,000
- Bike Lanes in 3 Mile Road from Fuller Avenue to East City Limits \$204,661

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2020 FINAL FISCAL PLAN
VITAL STREETS CAPITAL PROJECTS FUND (4090)**

Dept Number	Dept Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020	FY2021	FY2022	FY2023	FY2024
						Proposed	Forecast	Forecast	Forecast	Forecast
449	Streets	409017013	Var Loc Bridge Repairs	9880	Construction In Progress	\$ 65,000	\$ 50,000	\$ 85,000	\$ 30,000	\$ 30,000
		409017093	Public ROW & Green Infrastr	9880	Construction In Progress	\$ 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
		409020023	4550 Hall St-Fuller Av to Colorado Av	9895	Street Reconstruction	\$ 418,393	\$	\$	\$	\$
		409019110	4548 Hall St-E of Kalamazoo Av to Fuller Av	9895	Street Reconstruction	\$ 455,583	\$	\$	\$	\$
		TEMP17246	Hall St-Colorado Av to E of Sylvan Av	9895	Street Reconstruction	\$	\$ 521,727	\$	\$	\$
		TEMP17247	London-Clyde Park to Century	9895	Street Reconstruction	\$	\$	\$	\$	\$ 303,423
		TEMP18075	Blaine-Walsh to Edna	9895	Street Reconstruction	\$	\$	\$	\$	\$ 259,296
		TEMP18076	Crescent-Lafayette to Fuller	9895	Street Reconstruction	\$	\$	\$ 483,699	\$	\$
		TEMP18078	Eastern-MMRR to N of Shirley	9895	Street Reconstruction	\$	\$	\$	\$	\$ 421,062
		TEMP18142	Comstock Blvd-Oakwood to Foster	9895	Street Reconstruction	\$	\$	\$	\$ 254,248	\$
		TEMP18150	Noble-Kalamazoo to Philadelphia	9895	Street Reconstruction	\$	\$	\$ 318,275	\$	\$
		TEMP18157	Fuller-Adams to Alexander	9895	Street Reconstruction	\$	\$	\$ 335,756	\$	\$
		TEMP18162	Butterworth-O'Brien to Marion	9895	Street Reconstruction	\$	\$	\$ 283,272	\$	\$
		TEMP18163	Collindale-Lake Mich Dr to Leonard	9895	Street Reconstruction	\$	\$	\$ 429,116	\$	\$
		TEMP18170	Fisk-Kalamazoo to ECL	9895	Street Reconstruction	\$	\$	\$ 408,996	\$	\$
		TEMP18171	Griggs-Kalamazoo to Plymouth	9895	Street Reconstruction	\$	\$	\$	\$ 453,019	\$
		TEMP18173	Horton-Alger to Crofton	9895	Street Reconstruction	\$	\$	\$ 395,236	\$	\$
		TEMP18174	Houseman-Fountain to Michigan	9895	Street Reconstruction	\$	\$	\$ 158,035	\$	\$
		TEMP18177	Lynch-Clyde Park to Century	9895	Street Reconstruction	\$	\$	\$ 179,714	\$	\$
		TEMP18180	Northwood-3 Mile to Fuller	9895	Street Reconstruction	\$	\$	\$	\$	\$ 229,328
		TEMP18181	Okemos-Breton to Menominee	9895	Street Reconstruction	\$	\$	\$	\$ 449,995	\$
		TEMP18183	Prospect-Burton to Griggs	9895	Street Reconstruction	\$	\$	\$ 713,159	\$	\$
		TEMP18184	Spring-Capen to Leonard	9895	Street Reconstruction	\$	\$	\$	\$ 328,796	\$
		TEMP18185	Sylvan-Burton to Boston & Adams to Hall	9895	Street Reconstruction	\$	\$	\$ 425,518	\$	\$
		TEMP18186	Union-Comstock to Conger	9895	Street Reconstruction	\$	\$	\$	\$	\$ 149,502
		TEMP18187	Union-Mulford to Dickinson	9895	Street Reconstruction	\$	\$	\$ 242,270	\$	\$
		409020014	Hastings St Non-Motorized Path Ph 2	9895	Street Reconstruction	\$ 1,312,000	\$	\$	\$	\$
		TEMP19158	Tremont Blvd-Covell to Mount Mercy Dr	9895	Street Reconstruction	\$	\$ 448,997	\$	\$	\$
		TEMP19165	Garfield-Fulton to Bridge	9895	Street Reconstruction	\$	\$ 335,683	\$ 335,683	\$	\$
		TEMP19166	Godfrey-Liberty to Oxford	9895	Street Reconstruction	\$	\$ 150,000	\$	\$	\$
		TEMP19167	Godfrey-Oxford to Market	9895	Street Reconstruction	\$	\$ 260,000	\$	\$	\$
		TEMP19168	Lake Eastbrook Blvd-E Beltline to 28th	9895	Street Reconstruction	\$	\$ 898,824	\$	\$	\$
		TEMP19171	Valley-4th to Walker	9895	Street Reconstruction	\$	\$ 501,168	\$	\$	\$
		TEMP19174	College-Leonard to Sweet	9895	Street Reconstruction	\$	\$	\$ 376,843	\$	\$
		TEMP19175	Division-Quigley to Cottage Grove	9895	Street Reconstruction	\$	\$	\$ 291,854	\$	\$
		TEMP19176	Eastern-36th to 28th	9895	Street Reconstruction	\$	\$	\$ 305,224	\$	\$
		TEMP19186	Emerald-Leonard to Sweet	9895	Street Reconstruction	\$	\$	\$	\$ 236,838	\$
		TEMP19189	Giddings-Burton to Boston	9895	Street Reconstruction	\$	\$	\$	\$ 437,696	\$
		TEMP19193	Ottawa-Fairbanks to Mason & Wallbridge to Monroe	9895	Street Reconstruction	\$	\$	\$	\$ 443,248	\$
		TEMP20006	7908-Quarry - Myrtle to Crosby	9895	Street Reconstruction	\$	\$	\$	\$	\$ 130,205
		409020024	Var Loc Concrete Repl	9895	Street Reconstruction	\$ 500,000	\$	\$ 500,000	\$ 500,000	\$ 500,000
		409020025	Preliminary Engineering	9880	Construction In Progress	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		TEMP20038	Fulton-Arthur to Wallinwood	9895	Street Reconstruction	\$	\$ 536,556	\$	\$	\$
		TEMP20040	29th-Breton to ECL	9895	Street Reconstruction	\$	\$	\$ 240,549	\$	\$
		TEMP20041	Division-Fountain to Michigan	9895	Street Reconstruction	\$	\$	\$ 347,032	\$	\$
		TEMP20042	5338-Griggs Street - Madison Avenue to Eastern Avenue	9895	Street Reconstruction	\$	\$	\$	\$	\$ 221,393
		TEMP20043	Arianna-Valley to Alpine	9895	Street Reconstruction	\$	\$	\$	\$ 301,042	\$
		TEMP20044	Arlington-Plainfield to Fuller; Beechwood-Plainfield to Full	9895	Street Reconstruction	\$	\$	\$	\$ 781,607	\$
		TEMP20045	Calvin-Boston to Adams; Hall to Franklin	9895	Street Reconstruction	\$	\$	\$	\$ 339,702	\$
		TEMP20046	Caulfield-Hall to Franklin	9895	Street Reconstruction	\$	\$	\$	\$ 277,362	\$
		TEMP20047	College-Hoyt to Crofton	9895	Street Reconstruction	\$	\$	\$	\$ 399,571	\$
		TEMP20048	Eleanor-Coit to Cheshire Dr	9895	Street Reconstruction	\$	\$	\$	\$ 257,832	\$

CITY OF GRAND RAPIDS

CAPITAL PROJECT DETAIL

FY2020 FINAL FISCAL PLAN

VITAL STREETS CAPITAL PROJECTS FUND (4090)

Dept Number	Dept Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020 Proposed	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
		TEMP20049	Lane-Butterworth to Fulton	9895	Street Reconstruction	\$	\$	\$	\$ 353,902	\$
		TEMP20050	Oaklawn-Plainfield to Carlton	9895	Street Reconstruction	\$	\$	\$	\$ 380,974	\$
		TEMP20051	Sigsbee-Diamond to Ethel	9895	Street Reconstruction	\$	\$	\$	\$ 349,270	\$
		TEMP20052	Spencer-College to Herrick	9895	Street Reconstruction	\$	\$	\$	\$ 427,296	\$
		TEMP20053	Twin Lakes-Bradford to Michigan	9895	Street Reconstruction	\$	\$	\$	\$ 246,812	\$ 238,456
		TEMP20054	Aberdeen-Fuller to ECL	9895	Street Reconstruction	\$	\$	\$	\$	\$ 236,593
		TEMP20055	Ardmore-Linden to Silver; Avondale to Woodlawn	9895	Street Reconstruction	\$	\$	\$	\$ 402,732	\$
		TEMP20056	Benjamin-Alexander to Bates; Logan to Wealthy	9895	Street Reconstruction	\$	\$	\$	\$	\$ 204,319
		TEMP20057	Botsford Pl-Wolverine to Wright	9895	Street Reconstruction	\$	\$	\$	\$	\$ 50,237
		TEMP20058	brookshire-33rd to N End; Burnside; & Brookshire Ct	9895	Street Reconstruction	\$	\$	\$	\$	\$ 96,177
		TEMP20059	Butterworth-Hogadone to E of Gold	9895	Street Reconstruction	\$	\$	\$	\$	\$ 283,872
		TEMP20060	Edna-Eastern to Blaine	9895	Street Reconstruction	\$	\$	\$	\$	\$ 118,596
		TEMP20061	Ellsmere-Plainfield to Carlton	9895	Street Reconstruction	\$	\$	\$	\$	\$ 288,272
		TEMP20062	Fremont-3rd to 4th	9895	Street Reconstruction	\$	\$	\$	\$	\$ 113,348
		TEMP20063	Grandville-Clyde Park to Stolpe	9895	Street Reconstruction	\$	\$	\$	\$	\$ 539,534
		TEMP20064	Knapp-Diamond to Fuller	9895	Street Reconstruction	\$	\$	\$	\$	\$ 137,695
		TEMP20065	Knapp-Eastern to Diamond	9895	Street Reconstruction	\$	\$	\$	\$	\$ 137,695
		TEMP20066	Knapp-Plainfield to Eastern	9895	Street Reconstruction	\$	\$	\$	\$	\$ 173,126
		TEMP20067	Lincoln-4th to 5th	9895	Street Reconstruction	\$	\$	\$	\$	\$ 114,801
		TEMP20069	Nevada-Eastern to Brooklyn	9895	Street Reconstruction	\$	\$	\$	\$	\$ 211,829
		TEMP20070	Stevens-Steele to Buchanan	9895	Street Reconstruction	\$	\$	\$	\$	\$ 411,207
		TEMP20071	Valley; Jackson; Sibley; Lake Mich Dr	9895	Street Reconstruction	\$	\$	\$	\$	\$ 213,315
		TEMP20072	Wealthy-Woodmere to ECL	9895	Street Reconstruction	\$	\$	\$	\$	\$ 197,058
		TEMP20073	Wilcox Park-Carlton to Youell; Youell-Milton to Wilcox Park	9895	Street Reconstruction	\$	\$	\$	\$	\$ 163,526
		TEMP20074	Var Loc Roto/Resurf	9885	Street Preventative Maintenance	\$	\$	\$	\$	\$ 1,184,973
		Streets Total				\$ 3,075,976	\$ 4,027,955	\$ 7,180,231	\$ 7,574,210	\$ 8,086,570
519	Traffic Safety	409020026	Traffic Calming	9880	Construction In Progress	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
		409020027	Traffic Safety CMAQ Grant Projects	9880	Construction In Progress	(1) \$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000
		409020028	Traffic Signal Capital Replacement	9880	Construction In Progress	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
		409020029	Traffic Signal LED Upgrades & Detection Enhancements	9880	Construction In Progress	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
		409020030	Traffic Signal Opt & Detection	9880	Construction In Progress	(2) \$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000
		409020031	Safety Projects-Var Loc	9880	Construction In Progress	(3) \$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000
		Traffic Safety Total				\$ 1,490,000				
Grand Total						\$ 4,565,976	\$ 5,517,955	\$ 8,670,231	\$ 9,064,210	\$ 9,576,570
		Notes:	(1) Includes \$450,000 in federal grant funding							
			(2) Includes \$240,000 in federal grant funding							
			(3) Includes \$250,000 in state grant funding							



CITY OF
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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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	319,090	328,344	328,344	318,594	319,094	319,094	319,094	319,094	319,094
580-Contributions from Local Units	0	0	0	0	0	0	0	0	0
600-Charges For Services	6,179,246	6,583,100	6,583,100	6,176,100	6,210,150	6,210,150	6,213,135	6,222,150	6,222,150
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	6,277	8,225	8,225	8,044	10,529	11,476	12,430	13,384	14,090
671-Other Revenues	(2,513)	0	0	0	0	0	0	0	0
695-Other Financing Sources	7,061,643	7,016,900	7,516,900	7,516,900	7,669,434	8,220,355	8,746,712	9,016,899	9,229,276
61ST DISTRICT COURT Total Revenues	13,563,743	13,936,569	14,436,569	14,019,638	14,209,207	14,761,075	15,291,371	15,571,527	15,784,610
Expenditures									
701-Personal Services	7,262,470	7,588,160	7,588,160	7,503,588	7,607,416	7,966,640	8,291,889	8,422,534	8,555,023
751-Supplies	86,362	102,784	102,784	102,784	113,596	117,003	120,513	124,129	127,781
800-Other Services And Charges	5,916,964	6,104,667	6,531,263	5,665,552	6,697,759	6,851,095	7,048,987	7,214,893	7,380,414
970-Capital Outlays	13,050	38,997	38,997	38,997	53,236	54,301	55,387	56,494	57,624
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Appropriation Lapse	0	(427,836)	(427,836)	0	(434,160)	(449,671)	(465,503)	(474,542)	(483,625)
995-Other Financing	345,643	426,596	0	426,596	0	0	0	0	0
61ST DISTRICT COURT Total Expenditures	13,624,489	13,833,368	13,833,368	13,737,517	14,037,847	14,539,368	15,051,273	15,343,508	15,637,217
61ST DISTRICT COURT NET INCOME (LOSS)	(60,746)	103,201	603,201	282,121	171,360	221,707	240,098	228,019	147,393
Fund Balance - Beginning of Year	(16,132)	(76,878)	(76,878)	(76,878)	205,243	376,603	598,310	838,408	1,066,427
Fund Balance - End of Year	(76,878)	26,323	526,323	205,243	376,603	598,310	838,408	1,066,427	1,213,820
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	2,043,673	2,075,005	2,075,005	2,060,628	2,105,677	2,180,905	2,257,691	2,301,526	2,345,583
Unassigned Fund Balance	(2,120,551)	(2,048,682)	(1,548,682)	(1,855,385)	(1,729,074)	(1,582,595)	(1,419,283)	(1,235,099)	(1,131,763)
Total	(76,878)	26,323	526,323	205,243	376,603	598,310	838,408	1,066,427	1,213,820
Unassigned Fund Balance as a % of Total Current Spending	-15.6%	-14.8%	-11.2%	-13.5%	-12.3%	-10.9%	-9.4%	-8.0%	-7.2%
Capital Reserve Subsidy	1,452,094	1,451,900	1,451,900	1,451,900	1,454,434	1,455,355	1,456,712	1,426,899	1,429,276
GOF Subsidy	5,609,549	5,565,000	6,065,000	6,065,000	6,215,000	6,765,000	7,290,000	7,590,000	7,800,000
	7,061,643	7,016,900	7,516,900	7,516,900	7,669,434	8,220,355	8,746,712	9,016,899	9,229,276

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 associate 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 the 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**

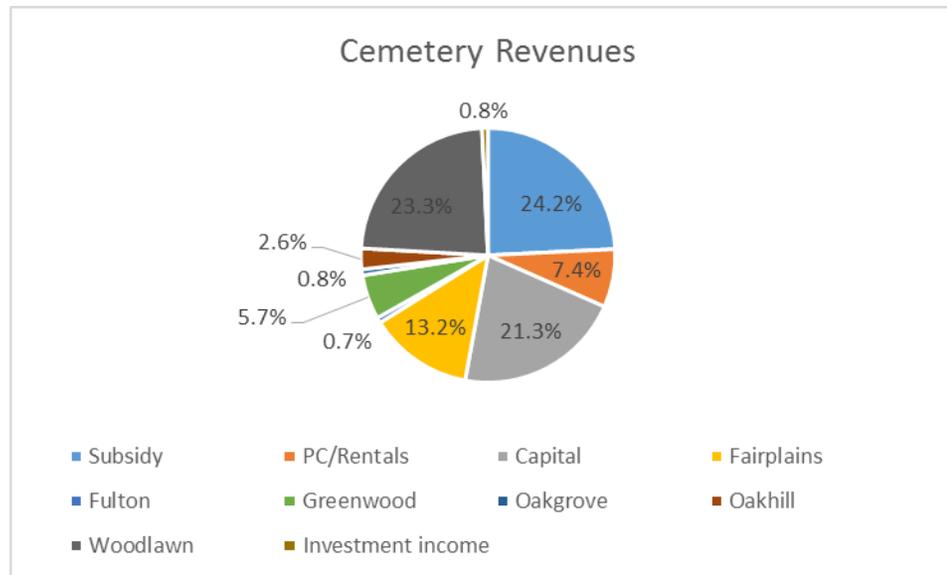
	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	0	0	0	0	0	0	0	0
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges For Services	798,225	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	5,156	5,252	5,252	8,021	10,500	11,443	12,395	13,346	14,050
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	803,381	246,902	246,902	249,671	252,150	253,093	254,045	254,996	255,700
Expenditures									
701-Personal Services	240,009	0	0	0	0	0	0	0	0
751-Supplies	30,145	0	0	0	0	0	0	0	0
800-Other Services And Charges	445,713	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	715,867	238,500	238,500	238,500	238,500	238,500	238,500	238,500	238,500
BELKNAP ICE ARENA NET INCOME (LOSS)	87,514	8,402	8,402	11,171	13,650	14,593	15,545	16,496	17,200
Unrestricted Cash - Beginning of Year	539,758	627,272	627,272	627,272	638,443	652,093	666,686	682,231	698,727
Unrestricted Cash - End of Year	627,272	635,674	635,674	638,443	652,093	666,686	682,231	698,727	715,927
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	178,967	59,625	59,625	59,625	59,625	59,625	59,625	59,625	59,625
Unassigned Cash	448,305	576,049	576,049	578,818	592,468	607,061	622,606	639,102	656,302
Total	627,272	635,674	635,674	638,443	652,093	666,686	682,231	698,727	715,927
Unassigned Cash as a % of Total Current Spending	62.6%	241.5%	241.5%	242.7%	248.4%	254.5%	261.1%	268.0%	275.2%

**Grand Rapids MI
CEMETERY OPERATING (5020)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	596	0	0	82	0	0	0	0	0
600-Charges For Services	681,765	714,798	714,798	635,120	698,500	712,627	724,353	730,127	733,238
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	4,975	0	0	8,930	11,690	12,741	13,800	14,859	15,643
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	392,363	743,364	743,364	743,364	816,727	824,784	832,908	840,982	846,988
CEMETERY OPERATING Total Revenues	1,079,699	1,458,162	1,458,162	1,387,496	1,526,917	1,550,152	1,571,061	1,585,968	1,595,869
Expenditures									
701-Personal Services	254,576	306,903	306,903	321,278	443,759	463,480	484,901	496,856	497,773
751-Supplies	17,538	37,640	37,640	20,492	48,840	49,530	50,230	50,942	51,666
800-Other Services And Charges	524,012	585,806	734,573	509,707	581,073	596,853	605,717	615,213	624,956
970-Capital Outlays	9,571	0	0	63,000	680,000	450,000	325,000	240,000	400,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	201,151	209,122	107,220	209,122	104,775	106,894	108,653	109,519	109,986
CEMETERY OPERATING Total Expenditures	1,006,848	1,139,471	1,186,336	1,123,599	1,858,447	1,666,757	1,574,501	1,512,530	1,684,381
CEMETERY OPERATING NET INCOME (LOSS)	72,851	318,691	271,826	263,897	(331,530)	(116,605)	(3,440)	73,438	(88,512)
Cash - Beginning of Year	433,620	506,471	506,471	506,471	770,368	438,838	322,233	318,793	392,231
Cash - End of Year	506,471	825,162	778,297	770,368	438,838	322,233	318,793	392,231	303,719
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	251,712	284,868	296,584	265,150	294,612	304,189	312,375	318,133	321,095
Assigned to Capital	225,000	550,000	550,000	487,000	132,000	7,000	7,000	92,000	17,000
Unassigned Cash	29,759	(9,706)	(68,287)	18,218	12,226	11,044	(582)	(17,901)	(34,376)
Total	506,471	825,162	778,297	770,368	438,838	322,233	318,793	392,231	303,719
Unassigned Cash as a % of Total Current Spending	3.0%	-0.9%	-5.8%	1.7%	1.0%	0.9%	0.0%	-1.4%	-2.7%

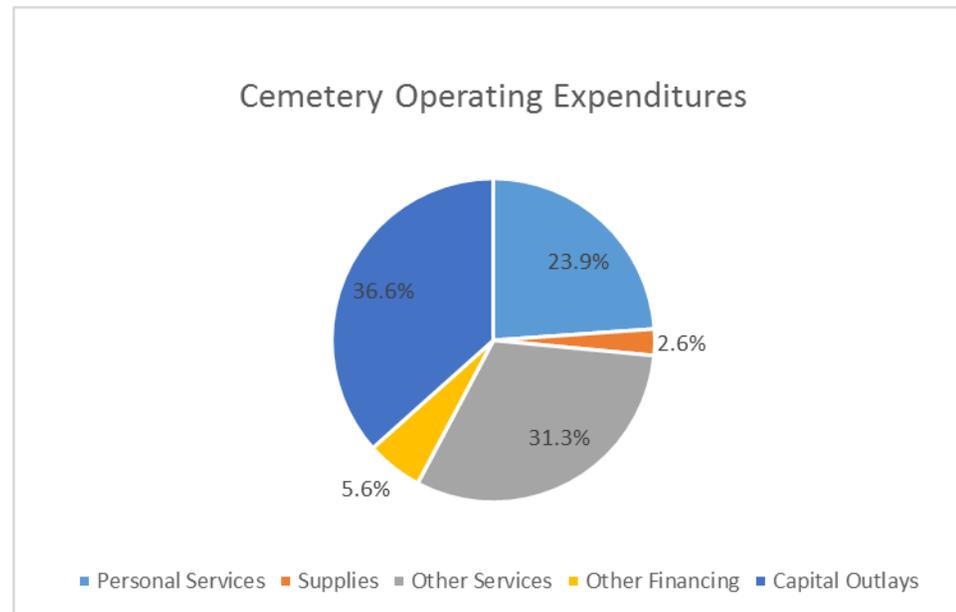
Cemetery Fund (5020) Revenues:

The Cemetery Operating Fund receives a subsidy of \$370,000 from the General Operating Fund, \$698,500 for Charges for Services, \$25,000 land lease payment, and \$87,727 from Perpetual Care interest to support their annual operations. Additionally, the fund receives \$325,000 annually from the Capital Reserve Fund, which supports the Asset Management Plan. Fairplains and Woodlawn are the most active cemeteries representing 36.5% of the total revenue.



Cemetery Fund (5020) Expenditures:

Expenditures for cemeteries operations and maintenance are \$1,073,672. There are planned capital expenditures of \$680,000 from the Cemetery Operating Fund for FY2020. This work is being funded by accumulated fund balance resulting from the annual capital subsidy from the GOF. The City has also committed \$3,600,000 of bond funding to bring the overall condition of the system to a state of good repair. Construction on those projects is currently underway with an expected completion during 2019. Other services includes a mowing contract and staffing through a temporary agency as well as overhead costs. Other financing represents the transfer of 15% total revenue to perpetual care. Woodlawn and Fairplains are the largest and most active cemeteries representing more than half of the total expenditures. Fulton and Oak Grove are relatively inactive and represent only a small percentage.

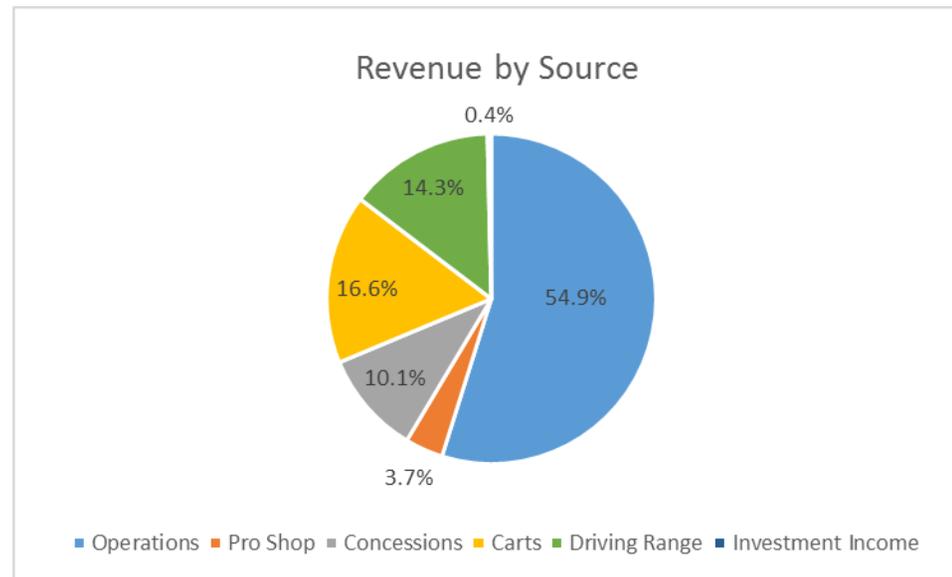


**Grand Rapids MI
GOLF COURSE (5840)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	614,159	728,763	728,763	597,159	624,344	644,178	667,183	691,209	716,312
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	7,349	5,074	5,074	3,432	9,935	10,529	11,144	11,777	12,374
671-Other Revenues	1,374	0	0	975	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	622,882	733,837	733,837	601,566	635,779	656,207	679,827	704,486	730,186
Expenditures									
701-Personal Services	215,943	264,350	264,350	266,590	292,691	303,381	314,662	323,053	331,103
751-Supplies	87,421	93,095	93,095	95,276	88,985	91,133	92,001	92,877	93,765
800-Other Services And Charges	233,637	209,652	252,432	164,703	176,126	175,518	177,169	178,852	168,565
970-Capital Outlays	1,846	42,750	42,750	750	9,803	79,500	65,500	61,500	6,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	59,450	67,780	25,000	67,780	25,000	25,000	25,000	25,000	25,000
GOLF COURSE Total Expenditures	598,297	677,627	677,627	595,099	592,605	674,532	674,332	681,282	624,933
GOLF COURSE NET INCOME (LOSS)	24,585	56,210	56,210	6,467	43,174	(18,325)	5,495	23,204	105,253
Cash - Beginning of Year	90,021	114,606	114,606	114,606	121,073	164,247	145,922	151,417	174,621
Cash - End of Year	114,606	170,816	170,816	121,073	164,247	145,922	151,417	174,621	279,874
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	149,574	158,719	158,719	148,587	145,701	148,758	152,208	154,946	154,608
Assigned to Capital	30,000	47,250	47,250	(27,514)	18,547	(2,836)	(791)	19,676	125,266
Unassigned Cash	(64,968)	(35,153)	(35,153)	0	0	0	0	0	0
Total	114,606	170,816	170,816	121,073	164,247	145,922	151,417	174,621	279,874
Unassigned Cash as a % of Total Current Spending	-10.9%	-5.2%	-5.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

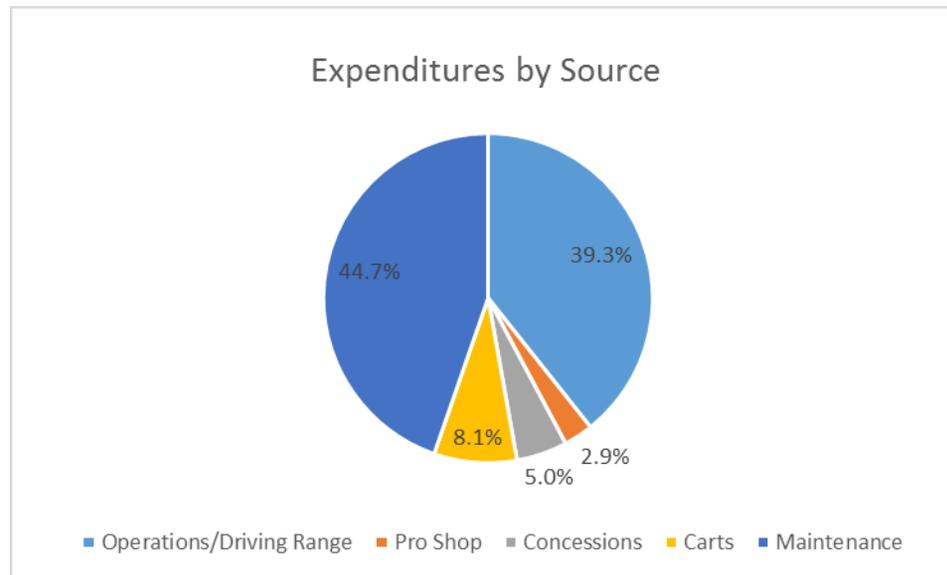
Golf Course Fund (5840) Revenues:

Indian Trails Golf Course received significant capital investment between FY2015 and FY2017. Revenue from the newly redesigned course and driving range is anticipated to be \$635,779 for FY2020. It is mandated that the course operations generate enough revenue from fees and product sales to be self-sustaining.



Golf Course Fund (5840) Expenditures:

Anticipated Golf Course Expenditures for FY2020 are \$592,605. The season runs from early spring to late fall. In addition to costs for course maintenance, Indian Trails leases their golf carts, operates a small pro-shop and concession, and pays rent to the Cemetery. The bulk of personnel costs are for seasonal employees, with one permanent Senior Greenskeeper.



Grand Rapids MI
PARKING OPERATING (5140)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
600-Charges for Services	20,202,180	18,759,111	18,759,111	19,182,540	18,823,138	18,972,990	19,008,753	19,157,080	19,186,281
655-Fines & Forfeitures	0	400,000	400,000	42,000	100,000	125,000	125,000	125,000	125,000
664-Investment Income & Rentals	544,984	428,005	428,005	658,135	696,775	751,047	805,819	860,536	901,539
671-Other Revenues	3,082,543	2,500,000	2,500,000	2,532,460	55,000	55,000	55,000	55,000	55,000
695-Other Financing Sources	216,355	0	0	0	0	0	0	0	0
Parking Operating Total Revenues	24,046,061	22,087,116	22,087,116	22,415,135	19,674,913	19,904,037	19,994,572	20,197,616	20,267,820
Expenditures									
701-Personal Services	3,933,607	4,022,246	4,022,246	3,543,571	4,340,500	4,612,978	4,859,458	4,983,092	5,079,400
751-Supplies	254,776	315,722	315,722	199,849	211,000	214,600	218,272	222,016	225,839
800-Other Services and Charges	5,827,854	7,179,418	7,179,418	6,647,273	8,659,797	8,832,496	8,993,806	9,095,960	9,198,050
970-Capital Outlays	12,632	82,950	82,950	131,570	23,000	23,000	23,000	23,000	23,000
990-Debt Service	1,128,397	1,177,946	1,177,946	1,180,696	1,070,186	1,004,266	934,425	855,251	767,293
995-Other Financing	8,985,500	7,114,240	7,289,240	7,394,240	6,540,000	4,690,000	5,715,000	4,765,000	6,290,000
Parking Operating Total Expenditures	20,142,767	19,892,522	20,067,522	19,097,199	20,844,483	19,377,340	20,743,961	19,944,319	21,583,582
Parking Operating NET INCOME (LOSS)	3,903,294	2,194,594	2,019,594	3,317,936	-1,169,570	526,697	-749,389	253,297	-1,315,762
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(2,925,000)	(2,000,000)	(2,000,000)	(2,000,000)	(1,625,000)	(1,680,000)	(1,750,000)	(1,840,000)	(1,925,000)
Net Other Sources & Uses	(2,925,000)	(2,000,000)	(2,000,000)	(2,000,000)	(1,625,000)	(1,680,000)	(1,750,000)	(1,840,000)	(1,925,000)
Net Change in Available Cash	978,294	194,594	19,594	1,317,936	(2,794,570)	(1,153,303)	(2,499,389)	(1,586,703)	(3,240,762)
Unrestricted Cash - Beginning of Year	14,668,074	15,646,368	15,646,368	15,646,368	16,964,304	14,169,734	13,016,431	10,517,042	8,930,339
Unrestricted Cash - End of Year	15,646,368	15,840,962	15,665,962	16,964,304	14,169,734	13,016,431	10,517,042	8,930,339	5,689,577
Reserve Targets									
Assigned to Operations - 25% of Total Spending	5,035,692	4,973,131	5,016,881	4,774,300	5,211,121	4,844,335	5,185,990	4,986,080	5,395,896
Unassigned Cash	10,610,676	10,867,831	10,649,081	12,190,004	8,958,613	8,172,096	5,331,052	3,944,259	293,681
Total	15,646,368	15,840,962	15,665,962	16,964,304	14,169,734	13,016,431	10,517,042	8,930,339	5,689,577
Unassigned Cash as a % of Total Expenditures	52.7%	54.6%	53.1%	63.8%	43.0%	42.2%	25.7%	19.8%	1.4%

**Grand Rapids MI
PARKING CAPITAL PROJECTS (5141)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
664-Investment Income & Rentals	-140,425	0	0	0	0	0	0	0	0
695-Other Financing Sources	8,553,395	6,821,200	6,996,200	6,996,200	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
Parking Capital Projects Total Revenues	8,412,970	6,821,200	6,996,200	6,996,200	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	13,416	0	0	0	0	0	0	0	0
800-Other Services and Charges	116,207	0	0	0	0	0	0	0	0
970-Capital Outlays	7,137,902	5,750,000	5,925,000	5,925,000	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
995-Other Financing	0	1,071,200	1,071,200	1,071,200	0	0	0	0	0
Parking Capital Projects Total Expenditures	7,267,524	6,821,200	6,996,200	6,996,200	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
Parking Capital Projects NET INCOME (LOSS)	1,145,446	0	0	0	0	0	0	0	0
Restricted Cash - Beginning of Year	11,586,614	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059
Restricted Cash - End of Year	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059	12,732,059
CAFR Reconciliation:									
Ending Cash per CAFR	12,732,059								
Assigned for Uncompleted Capital Projects	(12,732,059)								
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS

CAPITAL PROJECT DETAIL

FY2020 FINAL FISCAL PLAN

MOBILE GR AND PARKING SERVICES DEPARTMENT (546)

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020 Proposed	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
5141	Parking Capital Projects	514115259	Meter Inventory	9760	Equipment	\$ 750,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		514116048	Access Cntl Equip Replace FY16	9760	Equipment	\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
		514117062	Parking Expansion	9880	Construction In Progress	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
		514117097	Gen Parking Projects	9880	Construction In Progress	\$ 275,000	\$ 300,000	\$ 325,000	\$ 350,000	\$ 350,000
		514118024	Asset Management	9880	Construction In Progress	\$ 1,000,000	\$ 500,000	\$ 1,500,000	\$ 500,000	\$ 2,000,000
		514118025	Lighting	9880	Construction In Progress	\$ 250,000	\$	\$	\$	\$
		514118026	Communications and IT	9805	Computer Equipment	\$ 300,000	\$ 250,000	\$ 250,000	\$ 275,000	\$ 300,000
		514118027	DASH	9810	Vehicles	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
		514119046	Transit Stop Improvements	9760	Equipment	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		514119077	Pedestrian Hybrid Beacon	9880	Construction In Progress	\$ 175,000	\$	\$	\$	\$
		514120032	Parking Facilities Access Improvements	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Grand Total						\$ 6,550,000	\$ 4,700,000	\$ 5,725,000	\$ 4,775,000	\$ 6,300,000

Grand Rapids MI
SEWAGE DISPOSAL OPERATIONS (5900)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
450-Licenses & Permits	47,521	50,750	50,750	47,000	47,500	47,500	47,500	47,500	47,500
539-State Grants	0	0	0	0	0	0	0	0	0
600-Charges for Services	54,527,829	54,711,003	54,711,003	55,487,839	56,455,930	57,261,121	58,078,388	58,907,914	59,749,884
664-Investment Income & Rentals	830,905	621,634	621,634	855,707	1,095,393	1,186,681	1,278,697	1,370,713	1,438,758
671-Other Revenues	1,439,851	606,222	606,222	702,071	2,134,150	6,930,299	6,930,299	6,930,299	6,930,299
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Sewer Disposal Operations Total Revenues	56,846,106	55,989,609	55,989,609	57,092,617	59,732,973	65,425,601	66,334,884	67,256,426	68,166,441
Expenditures									
701-Personal Services	9,674,894	10,999,106	11,079,106	10,708,987	11,996,699	12,670,517	13,292,693	13,592,525	13,813,770
751-Supplies	2,096,514	1,617,691	1,616,191	1,997,610	2,238,500	2,688,500	2,688,500	2,688,500	2,688,500
800-Other Services and Charges	13,734,863	13,106,674	13,028,174	12,837,917	13,202,180	12,173,940	12,362,775	12,611,107	12,868,180
970-Capital Outlays	247,004	242,663	242,663	173,392	213,569	213,569	213,569	213,569	213,569
990-Debt Service	9,098,211	13,231,098	13,231,098	11,994,508	13,353,395	12,901,998	12,439,053	11,867,278	11,288,603
995-Other Financing	11,772,142	21,533,381	21,979,631	23,953,528	10,246,570	15,127,866	14,991,431	13,957,704	9,746,672
998-Special Items	0	0	0	0	0	0	0	0	0
Sewer Disposal Operations Total Expenditures	46,623,628	60,730,613	61,176,863	61,665,942	51,250,913	55,776,390	55,988,021	54,930,683	50,619,294
Sewer Disposal Operations NET INCOME (LOSS)	10,222,478	-4,741,004	-5,187,254	-4,573,325	8,482,060	9,649,211	10,346,863	12,325,743	17,547,147
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(7,942,000)	(9,623,500)	(9,623,500)	(9,623,500)	(9,084,500)	(9,491,000)	(11,335,000)	(11,895,000)	(12,480,000)
Net Other Sources & Uses	(7,942,000)	(9,623,500)	(9,623,500)	(9,623,500)	(9,084,500)	(9,491,000)	(11,335,000)	(11,895,000)	(12,480,000)
Net Change in Available Cash	2,280,478	(14,364,504)	(14,810,754)	(14,196,825)	(602,440)	158,211	(988,137)	430,743	5,067,147
Unrestricted Cash - Beginning of Year	34,196,554	36,477,032	36,477,032	36,477,032	22,280,207	21,677,767	21,835,978	20,847,841	21,278,584
Unrestricted Cash - End of Year	36,477,032	22,112,528	21,666,278	22,280,207	21,677,767	21,835,978	20,847,841	21,278,584	26,345,731
Reserve Targets									
Assigned to Operations - 25% of Total Spending	11,655,907	15,182,653	15,294,216	15,416,486	12,812,728	13,944,098	13,997,005	13,732,671	12,654,824
Unassigned Cash	24,821,125	6,929,875	6,372,062	6,863,721	8,865,039	7,891,880	6,850,836	7,545,913	13,690,907
Total	36,477,032	22,112,528	21,666,278	22,280,207	21,677,767	21,835,978	20,847,841	21,278,584	26,345,731
Unassigned Cash as a % of Total Expenditures	53.2%	11.4%	10.4%	11.1%	17.3%	14.1%	12.2%	13.7%	27.%

Grand Rapids MI
SEWER REPLACEMENT & IMPROVEMENT (5901 / 5902)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
664-Investment Income & Rentals	-110,100	0	0	0	0	0	0	0	0
671-Other Revenues	109,468	0	0	0	0	0	0	0	0
695-Other Financing Sources	8,695,600	20,056,500	20,056,500	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
Sewer Replacement & Improvement Total Revenues	8,694,968	20,056,500	20,056,500	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	4,473,563	0	0	0	0	0	0	0	0
970-Capital Outlays	0	20,056,500	20,056,500	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
Sewer Replacement & Improvement Total Expenditures	4,473,563	20,056,500	20,056,500	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
Sewer Replacement & Improvement NET INCOME (LOSS)	4,221,405	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	9,797,939	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344
Unrestricted Cash - End of Year	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344	14,019,344
CAFR Reconciliation:									
Ending Cash per CAFR	14,019,344	14,019,344	14,019,344	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(14,019,344)	(14,019,344)	(14,019,344)	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

Grand Rapids MI
SEWAGE SYSTEM REVENUE BONDS 2018 (5907)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
664-Investment Income & Rentals	-35,021	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	4,800,000	46,756,759	46,756,759	0	0	0	0	0
SDS Revenue Bonds Total Revenues	-35,021	4,800,000	46,756,759	46,756,759	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	7,624,204	0	0	0	0	0	0	0	0
970-Capital Outlays	-108,368	4,800,000	46,756,759	46,756,759	0	0	0	0	0
SDS Revenue Bonds Total Expenditures	7,515,836	4,800,000	46,756,759	46,756,759	0	0	0	0	0
SDS Revenue Bonds NET INCOME (LOSS)	-7,550,857	0	0	0	0	0	0	0	0
Other Sources & Uses of Cash									
Change in receivables	0	0	0	0	0	0	0	0	0
Change in payables	-	0	0	0	0	0	0	0	0
Net Other Sources & Uses	-	0	0	0	0	0	0	0	0
Net Change in Available Cash	(7,550,856.92)	0	0	-	0	0	-	0	0
Unrestricted Cash - Beginning of Year	47,178,198	0	0	0	0	0	0	0	0
Unrestricted Cash - End of Year	39,627,341	0	0	0	0	0	0	0	0
CAFR Reconciliation:									
Ending Cash per CAFR	39,627,341	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(39,627,341)	0	0	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2020 FINAL FISCAL PLAN
ENVIRONMENTAL SERVICES DEPARTMENT (527)

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020	FY2021	FY2022	FY2023	FY2024
						Proposed	Forecast	Forecast	Forecast	Forecast
5902	Sewer Improvement	590215225	Var Loc CIPP Rehab of S/S	9880	Construction In Progress	\$	\$ 600,000	\$ 600,000	\$ 600,000	\$
		590218036	Tulip St-W End to Grandville Av	9880	Construction In Progress	\$	\$	\$	\$	\$ 27,000
		590218038	Sewer Lateral Lining	9880	Construction In Progress	\$	\$ 300,000	\$ 300,000	\$	\$
		590219048	WRRF Grit Removal Syst Upgrade	9880	Construction In Progress	\$ 3,000,000	\$	\$	\$	\$
		590219050	Brandywine Sanit Trunk Sewer	9880	Construction In Progress	\$	\$	\$	\$ 100,000	\$ 2,500,000
		590219052	Electrical Distribution Syst Renewal	9880	Construction In Progress	\$	\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000
		590220034	2035-Godfrey Av-Oxford St to Market Av	9880	Construction In Progress	\$ 5,200,000	\$ 2,000,000	\$	\$	\$
		590217011	2041-Godfrey Avenue - Liberty Street to Oxford Street	9880	Construction In Progress	\$ 200,000	\$ 2,340,000	\$	\$	\$
		TEMP17044	2516-Whiskey Creek Sanitary Trunk	9880	Construction In Progress	\$	\$	\$	\$	\$ 200,000
		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
		TEMP17155	5537-Worden St-Madison Av to Eastern Av	9880	Construction In Progress	\$	\$ 540,000	\$	\$	\$
		TEMP17157	5856-Norwich Av-Oxford St to Hayden St	9880	Construction In Progress	\$	\$ 27,000	\$	\$	\$
		590219039	17213-Lane Avenue - Sibley Street to Jackson Street	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		TEMP17291	1432-Garfield Av-Fulton St to BridgeSt	9880	Construction In Progress	\$	\$	\$ 100,000	\$	\$
		TEMP18002	2522 - Cascade/Kentwood Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$	\$ 300,000	\$ 6,300,000	\$
		TEMP18003	2537 - Lafayette Avenue - Fulton to Fountain	9880	Construction In Progress	\$	\$	\$ 200,000	\$	\$
		TEMP18004	4570-Ottawa Avenue - Fairbanks to Monroe	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
		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 Statio	9880	Construction In Progress	\$	\$	\$ 675,000	\$	\$
		590218001	6648-State Street - Lafayette Avenue to Madison Avenue	9880	Construction In Progress	\$ 60,000	\$	\$	\$	\$
		590220035	6995-Hastings Street - Lafayette Avenue to College Avenue	9880	Construction In Progress	\$ 167,000	\$	\$	\$	\$
		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	\$
		TEMP20004	2528-Kent Country Club Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,600,000
		TEMP20007	2530-Burton/Breton Sanitary Trunk Sewer	9880	Construction In Progress	\$	\$	\$	\$	\$ 100,000
		TEMP20008	3725-Sheldon Boulevard - Cherry Street to Oakes Street	9880	Construction In Progress	\$	\$	\$	\$	\$ 396,000
		TEMP20009	5263-Water System - Meter System Upgrades	9880	Construction In Progress	\$	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
		TEMP20010	7888-WRRF - PFAS Removal System	9880	Construction In Progress	\$	\$ 450,000	\$ 4,500,000	\$	\$
		TEMP20012	7891-WRRF - Ash Lagoon Closure	9880	Construction In Progress	\$	\$ 3,100,000	\$	\$	\$
		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	\$	\$
		590220036	7951-Preliminary Design / Investigation of voids under Geloc	9880	Construction In Progress	\$ 100,000	\$ 675,000	\$	\$	\$
		590220037	7988-Sewer stabilization along Plaster Creek embankment	9880	Construction In Progress	\$ 350,000	\$	\$	\$	\$
		TEMP20017	7934-SSES for Boston/Blain SE Collection Area	9880	Construction In Progress	\$	\$ 250,000	\$ 2,000,000	\$	\$
		TEMP20020	7937-SSES for Burton/Breton SE Collection area	9880	Construction In Progress	\$	\$	\$ 250,000	\$ 500,000	\$
		590220038	7931-SSES for the Aberdeen Lift Station Collection Area	9880	Construction In Progress	\$ 250,000	\$ 1,000,000	\$	\$	\$
		TEMP20022	7940-SSES for 44th /Eastern SE collection area	9880	Construction In Progress	\$	\$	\$	\$ 250,000	\$ 500,000
		590220039	7978-Cathodic Protection System Upgrades at 16 Lift Stations	9880	Construction In Progress	\$ 256,000	\$	\$	\$	\$
	Sewer Improvement Total					\$ 9,683,000	\$ 14,595,000	\$ 14,393,000	\$ 13,241,000	\$ 9,052,500
Grand Total						\$ 9,683,000	\$ 14,595,000	\$ 14,393,000	\$ 13,241,000	\$ 9,052,500

**Grand Rapids MI
WATER OPERATIONS (5910)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
450-Licenses & Permits	50,205	42,700	42,700	48,150	40,500	40,500	40,500	40,500	40,500
539-State Grants	632,074	0	0	0	0	0	0	0	0
600-Charges for Services	44,322,927	43,794,467	43,794,467	44,731,723	45,284,778	45,946,034	46,617,210	47,298,454	47,989,915
655-Fines & Forfeitures	1,127,384	1,195,000	1,195,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
664-Investment Income & Rentals	1,231,587	1,046,286	1,046,286	1,127,237	1,347,605	1,427,414	1,507,787	1,583,161	1,628,941
671-Other Revenues	164,818	5,000	5,000	44,709	5,000	5,000	5,000	5,000	5,000
695-Other Financing Sources	-475,567	2,590,424	2,590,424	2,811,330	2,532,345	2,495,641	2,528,206	2,689,479	2,642,172
Water Operations Total Revenues	47,053,428	48,673,877	48,673,877	49,563,149	50,210,228	50,914,589	51,698,703	52,616,594	53,306,528
Expenditures									
701-Personal Services	11,067,984	12,416,422	12,416,422	11,943,960	12,815,734	13,473,067	14,079,464	14,348,864	14,559,954
751-Supplies	2,196,460	2,807,498	2,807,498	2,919,637	2,204,050	2,290,971	2,126,484	2,363,534	2,402,200
800-Other Services and Charges	12,084,095	13,518,165	13,518,165	12,714,302	14,834,178	14,164,501	14,408,612	14,794,257	14,898,971
970-Capital Outlays	405,178	753,800	753,800	734,994	1,046,138	1,027,363	991,626	946,926	972,267
990-Debt Service	2,183,208	5,291,837	5,291,837	4,722,024	5,343,464	5,532,810	6,119,934	6,253,596	6,702,065
995-Other Financing	4,191,597	11,601,330	11,601,330	13,000,226	15,353,783	11,570,199	7,881,623	8,213,055	9,913,496
Water Operations Total Expenditures	32,128,522	46,389,052	46,389,052	46,035,143	51,597,347	48,058,911	45,607,743	46,920,232	49,448,953
Water Operations NET INCOME (LOSS)	14,924,906	2,284,825	2,284,825	3,528,006	-1,387,119	2,855,678	6,090,960	5,696,362	3,857,575
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(11,608,437)	(6,712,454)	(6,712,454)	(6,712,454)	(7,342,342)	(4,067,355)	(4,905,053)	(5,121,628)	(5,893,404)
Net Other Sources & Uses	(11,608,437)	(6,712,454)	(6,712,454)	(6,712,454)	(7,342,342)	(4,067,355)	(4,905,053)	(5,121,628)	(5,893,404)
Net Change in Available Cash	3,316,469	(4,427,629)	(4,427,629)	(3,184,448)	(8,729,461)	(1,211,677)	1,185,907	574,734	(2,035,829)
Unrestricted Cash - Beginning of Year	24,537,996	27,854,465	27,854,465	27,854,465	24,670,017	15,940,556	14,728,879	15,914,786	16,489,520
Unrestricted Cash - End of Year	27,854,465	23,426,836	23,426,836	24,670,017	15,940,556	14,728,879	15,914,786	16,489,520	14,453,691
Reserve Targets									
Assigned to Operations - 25% of Total Spending	8,032,130	11,597,263	11,597,263	11,508,786	12,899,337	12,014,728	11,401,936	11,730,058	12,362,238
Unassigned Cash	19,822,335	11,829,573	11,829,573	13,161,232	3,041,220	2,714,152	4,512,851	4,759,462	2,091,453
Total	27,854,465	23,426,836	23,426,836	24,670,017	15,940,556	14,728,879	15,914,786	16,489,520	14,453,691
Unassigned Cash as a % of Total Expenditures	61.7%	25.5%	25.5%	28.6%	5.9%	5.6%	9.9%	10.1%	4.2%

Grand Rapids MI
WATER REPLACEMENT & IMPROVEMENT (5911 / 5912)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
664-Investment Income & Rentals	-81,136	0	0	0	0	0	0	0	0
671-Other Revenues	742	0	0	0	0	0	0	0	0
695-Other Financing Sources	6,149,340	11,977,000	11,977,000	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
Water Replacement & Improvement Total Revenues	6,068,947	11,977,000	11,977,000	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
Expenditures									
800-Other Services and Charges	2,230,066	0	0	0	0	0	0	0	0
970-Capital Outlays	0	11,977,000	11,977,000	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
Water Replacement & Improvement Total Expenditures	2,230,066	11,977,000	11,977,000	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
Water Replacement & Improvement NET INCOME (LOSS)	3,838,881	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	8,101,030	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911
Unrestricted Cash - End of Year	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911	11,939,911
CAFR Reconciliation:									
Ending Cash per CAFR	11,939,911								
Assigned for Uncompleted Capital Projects	(11,939,911)								
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

Grand Rapids MI - FMS
WATER SYSTEM REVENUE BONDS 2016 / 2018 (5914 / 5915)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	39,965	0	0	0	0	0	0	0	0
671-Other Revenues	343,131	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	26,021,000	26,021,000	35,132,902	19,790,000	11,820,000	15,374,000	10,900,000	0
WSS Revenue Bonds Total Revenues	383,095	26,021,000	26,021,000	35,132,902	19,790,000	11,820,000	15,374,000	10,900,000	0
Expenditures									
800-Other Services and Charges	9,113,737	0	0	0	0	0	0	0	0
970-Capital Outlays	0	26,021,000	26,021,000	31,479,369	19,790,000	11,820,000	15,374,000	10,900,000	0
WSS Revenue Bonds Total Expenditures	9,113,737	26,021,000	26,021,000	31,479,369	19,790,000	11,820,000	15,374,000	10,900,000	0
WSS Revenue Bonds NET INCOME (LOSS)	-8,730,642	0	0	3,653,533	0	0	0	0	0
Unrestricted Cash - Beginning of Year	5,077,109	-3,653,533	-3,653,533	-3,653,533	0	0	0	0	0
Unrestricted Cash - End of Year	-3,653,533	-3,653,533	-3,653,533	0	0	0	0	0	0
CAFR Reconciliation:									
Ending Cash per CAFR	(3,653,533)				0	0	0	0	0
Assigned for Uncompleted Capital Projects	3,653,533				0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS

CAPITAL PROJECT DETAIL

FY2020 FINAL FISCAL PLAN

WATER DEPARTMENT (536)

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020 Proposed	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
5911	Water Replacement	591117050	Water System Various Roof Replacements	9880	Construction In Progress	\$ 400,000	\$ 400,000	\$ 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	\$ 50,000
		591118046	Replacement of water Distribution Gear Valves	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000	\$ 250,000
		591118049	PRV Replacements	9880	Construction In Progress	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		591118050	Private Lead Service Replacement	9880	Construction In Progress	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
		591119041	Lake Mich-Fulton to Garfield	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		591119060	LMFP Annual Electrical Impr	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		TEMP17189	5097-South Walker Watermain Phase 3	9880	Construction In Progress	\$	\$ 2,000,000	\$	\$	\$
		591117054	5936-Water System Drinking Water Project Plan Update	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		TEMP17200	1418-Cascade north river crossing	9880	Construction In Progress	\$	\$ 4,200,000	\$	\$	\$
		591119110	Hall St-Colorado Av to E of Sylvan Av	9880	Construction In Progress	\$ 480,000	\$	\$	\$	\$
		TEMP17247	London-Clyde Park to Century	9880	Construction In Progress	\$	\$	\$	\$	\$ 650,000
		TEMP17249	5010 Fremont Av-3rd St to 4th St	9880	Construction In Progress	\$	\$	\$	\$	\$ 175,000
		591120040	5211 Allerton Av-Adams St to Hall St	9880	Construction In Progress	\$ 450,000	\$	\$	\$	\$
		591120041	5220-Lyon St-Mack Av to Fuller Av	9880	Construction In Progress	\$ 225,000	\$	\$	\$	\$
		TEMP17268	5902-Wilson Reservoir	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
		TEMP17271	5892-Knapp Tank Painting and Restoration	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
		591120042	5922-LMFP Residuals Improvements	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		591120043	3349-Booster D Pump Station Replacements and VFD	9880	Construction In Progress	\$ 700,000	\$	\$	\$	\$
		591120044	4580-Madison-Franklin to Wealthy	9880	Construction In Progress	\$ 850,000	\$	\$	\$	\$
		591120045	3460-Efficiency & Sustain Projs	9880	Construction In Progress	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		591120046	4007-LMFP - South Clearwell	9880	Construction In Progress	\$ 600,000	\$	\$	\$	\$
		591120047	6799-Wilson PS & Yard Piping Improvements	9880	Construction In Progress	\$ 1,500,000	\$	\$	\$	\$
		TEMP18048	5222-College - Leonard to Sweet	9880	Construction In Progress	\$	\$	\$ 1,320,000	\$	\$
		TEMP18051	6462-Houseman - Leonard to Spencer	9880	Construction In Progress	\$	\$	\$ 700,000	\$	\$
		TEMP18150	Noble-Kalamazoo to Philadelphia	9880	Construction In Progress	\$	\$	\$ 850,000	\$	\$
		591120035	6995-Hastings Street - Lafayette Avenue to College Avenue	9880	Construction In Progress	\$ 432,000	\$	\$	\$	\$
		591120048	4035-Hovey St; Watson St; Dayton St; & Park St	9880	Construction In Progress	\$ 650,000	\$	\$	\$	\$
		591120049	5566-Emerald Av-Flat St to Leonard St	9880	Construction In Progress	\$ 1,200,000	\$	\$	\$	\$
		591120050	4028-Valley Avenue - 4th Street to Walker Avenue	9880	Construction In Progress	\$ 1,200,000	\$	\$	\$	\$
		TEMP19114	1781-Omena - Burton to south - watermain replacement	9880	Construction In Progress	\$	\$	\$	\$ 700,000	\$
		591117011	2041-Godfrey Avenue - Liberty Street to Oxford Street	9880	Construction In Progress	\$ 1,630,000	\$	\$	\$	\$
		591120034	2035-Godfrey Av-Oxford St to Market Av	9880	Construction In Progress	\$ 1,930,000	\$	\$	\$	\$
		TEMP19122	4308-Clancy Avenue - Hastings Avenue to Trowbridge Avenue	9880	Construction In Progress	\$	\$	\$ 250,000	\$	\$
		TEMP19123	1432-Garfield Avenue - Fulton St	9880	Construction In Progress	\$	\$	\$ 1,290,000	\$	\$
		TEMP19137	1414-Fuller Avenue - Ramona Street to Adams Street	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$
		TEMP19139	1424-Kentridge Drive - 44th Street to Kendall Street	9880	Construction In Progress	\$	\$	\$	\$ 1,000,000	\$
		TEMP19141	5358-Plymouth 44th to Langley	9880	Construction In Progress	\$	\$	\$	\$ 570,000	\$
		TEMP19149	5894-Leonard Tank - Painting and Restoration	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$
		TEMP19150	5356-Okemos Drive - Annchester Drive to Tekonsha Road	9880	Construction In Progress	\$	\$	\$	\$ 875,000	\$
		TEMP19183	Butterworth-Marion to Gold	9880	Construction In Progress	\$	\$	\$	\$	\$ 840,000
		TEMP19194	Wealthy-Ethel to Woodmere	9880	Construction In Progress	\$	\$	\$	\$ 420,000	\$
		591120051	5874-Water Distribution Pump Station Electrical Upgrades	9880	Construction In Progress	\$ 400,000	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000
		591120052	Cedar-College to Union	9880	Construction In Progress	\$ 350,000	\$	\$	\$	\$
		TEMP20006	7908-Quarry - Myrtle to Crosby	9880	Construction In Progress	\$	\$	\$	\$	\$ 250,000
		TEMP20009	5263-Water System - Meter System Upgrades	9880	Construction In Progress	\$	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		TEMP20063	Grandville-Clyde Park to Stolpe	9880	Construction In Progress	\$	\$	\$	\$	\$ 650,000
		TEMP20066	Knapp-Plainfield to Eastern	9880	Construction In Progress	\$	\$	\$	\$	\$ 2,250,000
		TEMP20077	5900-Alger Tank - Inspect, Paint and Restore	9880	Construction In Progress	\$	\$	\$	\$	\$ 500,000
		591120053	7710-Burton PS - Site improvements	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		591120054	7728-Town & Country Shopping Center - Watermain Extension	9880	Construction In Progress	\$ 250,000	\$	\$	\$	\$
		591120055	7843-Burton and I-96 WM Crossing	9880	Construction In Progress	\$ 550,000	\$	\$	\$	\$
		TEMP20086	7896-ROBINSON - YOUELL TO PLYMOUTH	9880	Construction In Progress	\$	\$	\$	\$ 450,000	\$
		TEMP20087	7906-Lincoln - 4th to Cora	9880	Construction In Progress	\$	\$	\$	\$	\$ 600,000

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2020 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2020 Proposed	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
		TEMP20088	7973-Hall - Madison to Eastern	9880	Construction In Progress	\$	\$	\$	\$	\$ 800,000
		591120056	8008-Replace Bristol PS Generator	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		TEMP20090	8010-New 500kw Portable Generator for PS	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
	Water Replacement Total					\$ 16,747,000	\$ 13,000,000	\$ 9,360,000	\$ 9,715,000	\$ 11,415,000
5915	WSS Revenue Bonds 2018	591518055	Seward & Richmond watermain connection	9880	Construction In Progress	\$ 400,000	\$	\$	\$	\$
		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	\$	\$	\$
		591519039	17213-Lane Avenue - Sibley Street to Jackson Street	9880	Construction In Progress	\$ 50,000	\$	\$	\$	\$
		591520057	5227-Tremont Blvd-Covell Av to Mount Mercy Dr	9880	Construction In Progress	\$ 750,000	\$ 750,000	\$	\$	\$
		591520058	5217-Griggs St-Plymouth Av to Hutchinson Av	9880	Construction In Progress	\$ 1,370,000	\$	\$	\$	\$
		TEMP17270	5214-Sunnybrook-Fulton to Woodward	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
		TEMP17272	5922-LMFP Residuals Improvements	9880	Construction In Progress	\$	\$	\$ 14,000,000	\$	\$
		TEMP17273	5964-Booster A PS Upgrades	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$
		TEMP18004	4570-Ottawa Avenue - Fairbanks to Monroe	9880	Construction In Progress	\$	\$	\$	\$ 1,300,000	\$
		591520059	6795-Ottawa - Walbridge to Mason	9880	Construction In Progress	\$ 790,000	\$	\$	\$	\$
		591520060	6787-Abandon wm under Autodie	9880	Construction In Progress	\$ 150,000	\$	\$	\$	\$
		591520061	6789-Newberry wm abandonment	9880	Construction In Progress	\$ 400,000	\$	\$	\$	\$
		TEMP18025	6785-Monroe Tank Decommission	9880	Construction In Progress	\$	\$ 510,000	\$	\$	\$
		591520062	6797-Livingston & Hastings WM	9880	Construction In Progress	\$ 2,110,000	\$	\$	\$	\$
		TEMP18040	4039-Butterworth Low Pressure District	9880	Construction In Progress	\$	\$	\$ 1,374,000	\$	\$
		TEMP18050	6460-Oak Park	9880	Construction In Progress	\$	\$ 865,000	\$	\$	\$
		591520063	4448-Valley - Fulton to Butterworth	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
		591519094	5909-Coldbrook Pump Station Decommissioning and Relocation	9880	Construction In Progress	\$ 6,250,000	\$	\$	\$	\$
		591520064	7507-Covell Reservoir Joint Replacements	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
		TEMP19087	1405-Berkshire Street - Giddings Avenue	9880	Construction In Progress	\$	\$	\$	\$ 1,500,000	\$
		591520065	4349-Mason - Monroe to Division	9880	Construction In Progress	\$ 2,580,000	\$	\$	\$	\$
		TEMP19092	7475-New Franklin PS PRV to Intermediate district	9880	Construction In Progress	\$	\$ 180,000	\$	\$	\$
		591520066	4494-Coldbrook - Monroe to Ottawa	9880	Construction In Progress	\$ 2,740,000	\$	\$	\$	\$
		591518001	6648-State - Lafayette to Madison	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		TEMP19113	4262-Woodward Lane - Sunnybrook Street to Fulton Street	9880	Construction In Progress	\$	\$ 330,000	\$	\$	\$
		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	\$	\$	\$
		TEMP19133	4287-Giddings Avenue - Burton Street to Boston Street	9880	Construction In Progress	\$	\$	\$	\$ 1,300,000	\$
		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	\$	\$	\$
		TEMP20091	4055 - Intermediate Pressure District Elevated Storage Tank	9880	Construction In Progress	\$	\$	\$	\$ 4,000,000	\$
	WSS Revenue Bonds 2018 Total					\$ 19,790,000	\$ 11,820,000	\$ 15,374,000	\$ 10,900,000	\$
Grand Total						\$ 36,537,000	\$ 24,820,000	\$ 24,734,000	\$ 20,615,000	\$ 11,415,000



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FUND DESCRIPTIONS - GRANTS

Every grant fund is considered an “all years 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.

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.

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.

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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	644,725	0	498,396	489,000	0	0	0	0	0
539-State Grants	195,671	0	263,000	245,000	0	0	0	0	0
580-Contribution from Local Units	107,115	0	80,900	80,900	0	0	0	0	0
600-Charges For Services	168,243	0	132,000	129,000	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	78,915	0	68,944	68,944	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Revenues	1,194,669	0	1,043,240	1,012,844	0	0	0	0	0
Expenditures									
701-Personal Services	395,931	0	305,428	293,250	0	0	0	0	0
751-Supplies	124,489	0	139,220	123,400	0	0	0	0	0
800-Other Services And Charges	603,037	0	598,592	592,000	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	1,123,457	0	1,043,240	1,008,650	0	0	0	0	0
61ST DISTRICT COURT GRANTS NET INCOME (LOSS)	71,212	0	0	4,194	0	0	0	0	0
Fund Balance - Beginning of Year	11,115	82,327	82,327	82,327	86,521	86,521	86,521	86,521	86,521
Fund Balance - End of Year	82,327	82,327	82,327	86,521	86,521	86,521	86,521	86,521	86,521
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	168,519	0	156,486	151,298	0	0	0	0	0
Unassigned Fund Balance	(86,192)	82,327	(74,159)	(64,777)	86,521	86,521	86,521	86,521	86,521
Total	82,327	82,327	82,327	86,521	86,521	86,521	86,521	86,521	86,521
Unassigned Fund Balance as a % of Total Current Spending	-7.7%	#DIV/0!	-7.1%	-6.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Grand Rapids MI
COMMUNITY DEVELOPMENT PROGRAM (2733)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Community Development Program (2733)</i>									
Revenues									
501-Federal Grants	3,389,947	4,093,892	4,656,935	4,656,935	4,149,535	4,149,535	4,149,535	4,149,535	4,149,535
655-Fines & Forfeitures	902	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	9,320	0	0	0	0	0	0	0	0
671-Other Revenues	715,566	400,728	410,654	300,000	350,000	350,000	350,000	350,000	350,000
695-Other Financing Sources	507,183	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<i>Community Development Program Total Revenues</i>	4,622,918	4,994,620	5,567,589	5,456,935	4,999,535	4,999,535	4,999,535	4,999,535	4,999,535
Expenditures									
701-Personal Services	849,636	889,212	889,212	838,500	941,132	938,572	936,231	934,042	932,016
751-Supplies	11,216	23,100	23,100	19,100	0	0	0	0	0
800-Other Services and Charges	2,134,574	2,706,620	3,279,589	2,952,665	2,689,715	2,692,275	2,694,616	2,696,805	2,698,831
970-Capital Outlays	3,986	7,000	7,000	4,000	0	0	0	0	0
995-Other Financing	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
<i>Community Development Program Total Expenditures</i>	4,368,100	4,994,620	5,567,589	5,182,953	4,999,535	4,999,535	4,999,535	4,999,535	4,999,535
<i>Community Development Program NET INCOME (LOSS)</i>	254,818	0	0	273,982	0	0	0	0	0
<i>Beginning Fund Balance</i>	708,923	963,741	963,741	963,741	1,237,723	1,237,723	1,237,723	1,237,723	1,237,723
<i>Ending Fund Balance</i>	963,741	963,741	963,741	1,237,723	1,237,723	1,237,723	1,237,723	1,237,723	1,237,723

**Grand Rapids MI
FIRE GRANTS (2732)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>Fire Grants (2732)</u>									
Revenues									
501-Federal Grants	477,836	0	217,973	217,973	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	1,322	0	0	0	0	0	0	0	0
695-Other Financing Sources	17,389	0	21,797	21,797	0	0	0	0	0
Fire Grants Total Revenues	496,547	0	239,770	239,770	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	218,981	0	0	0	0	0	0	0	0
800-Other Services and Charges	34,899	0	0	0	0	0	0	0	0
970-Capital Outlays	185,324	0	239,770	104,500	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Fire Grants Total Expenditures	439,204	0	239,770	104,500	0	0	0	0	0
Fire Grants NET INCOME (LOSS)	57,343	0	0	135,270	0	0	0	0	0
Beginning Fund Balance	(173,685)	(116,342)	(116,342)	(116,342)	18,928	18,928	18,928	18,928	18,928
Ending Fund Balance	(116,342)	(116,342)	(116,342)	18,928	18,928	18,928	18,928	18,928	18,928

Grand Rapids MI
HOME INVESTMENT PARTNERSHIP (2734)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Home Investment Partnership (2734)</i>									
Revenues									
501-Federal Grants	792,647	1,410,592	1,410,592	1,252,000	1,328,288	1,328,288	1,328,288	1,328,288	1,328,288
655-Fines & Forfeitures	2	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	25	0	0	0	0	0	0	0	0
671-Other Revenues	(228,439)	57,037	57,037	48,543	30,268	30,268	30,268	30,268	30,268
<i>Home Investment Partnership Total Revenues</i>	564,235	1,467,629	1,467,629	1,300,543	1,358,556	1,358,556	1,358,556	1,358,556	1,358,556
Expenditures									
701-Personal Services	107,295	84,593	84,593	68,521	115,185	114,751	114,355	113,985	113,642
751-Supplies	383	500	500	500	0	0	0	0	0
800-Other Services and Charges	762,902	1,382,536	1,382,536	1,185,650	1,243,371	1,243,805	1,244,201	1,244,571	1,244,914
995-Other Financing	0	0	0	0	0	0	0	0	0
<i>Home Investment Partnership Total Expenditures</i>	870,579	1,467,629	1,467,629	1,254,671	1,358,556	1,358,556	1,358,556	1,358,556	1,358,556
<i>Home Investment Partnership NET INCOME (LOSS)</i>	(306,344)	0	0	45,872	0	0	0	0	0
<i>Beginning Fund Balance</i>	361,066	54,722	54,722	54,722	100,594	100,594	100,594	100,594	100,594
<i>Ending Fund Balance</i>	54,722	54,722	54,722	100,594	100,594	100,594	100,594	100,594	100,594

Grand Rapids MI
LEAD HAZARD CONTROL/REDUCTION (2735)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>Lead Hazard Control/Reduction (2735)</u>									
Revenues									
501-Federal Grants	881,959	0	1,500,000	1,500,000	0	0	0	0	0
655-Fines & Forfeitures	341	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	77	0	0	0	0	0	0	0	0
671-Other Revenues	93,289	0	84,990	42,541	0	0	0	0	0
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Revenues	975,666	0	1,584,990	1,542,541	0	0	0	0	0
Expenditures									
701-Personal Services	283,244	0	159,879	139,547	0	0	0	0	0
751-Supplies	4,660	0	0	0	0	0	0	0	0
800-Other Services and Charges	833,594	0	1,400,111	1,398,400	0	0	0	0	0
970-Capital Outlays	0	0	25,000	0	0	0	0	0	0
995-Other Financing	2,460	0	0	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Expenditures	1,123,958	0	1,584,990	1,537,947	0	0	0	0	0
Lead Hazard Control/Reduction NET INCOME (LOSS)	(148,292)	0	0	4,594	0	0	0	0	0
Beginning Fund Balance	324,521	176,229	176,229	176,229	180,823	180,823	180,823	180,823	180,823
Ending Fund Balance	176,229	176,229	176,229	180,823	180,823	180,823	180,823	180,823	180,823

**Grand Rapids MI
OTHER GRANTS FUND (2730)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>Other Grants (2730)</u>									
Revenues									
501-Federal Grants	1,128,434	0	50,000	0	275,842	275,842	275,842	275,842	275,842
539-State Grants	712,033	0	300,000	0	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	148	0	0	0	0	0	0	0	0
671-Other Revenues	1,068,149	0	859,415	702,802	0	0	0	0	0
695-Other Financing Sources	266,183	163,533	163,533	163,533	189,091	193,027	195,403	176,226	178,489
Other Grants Total Revenues	3,174,947	163,533	1,372,948	866,335	464,933	468,869	471,245	452,068	454,331
Expenditures									
701-Personal Services	615,485	50,000	768,487	413,629	77,584	77,584	77,584	77,584	77,584
751-Supplies	60,949	0	33,000	1,000	0	0	0	0	0
800-Other Services and Charges	2,171,868	56,242	676,435	500,435	387,349	389,785	392,161	374,484	376,747
970-Capital Outlays	82,509	0	8,500	0	0	1,500	1,500	0	0
995-Other Financing	44,728	57,291	0	57,291	0	0	0	0	0
Other Grants Total Expenditures	2,975,539	163,533	1,486,422	972,355	464,933	468,869	471,245	452,068	454,331
Other Grants NET INCOME (LOSS)	199,408	0	(113,474)	(106,020)	0	0	0	0	0
Beginning Fund Balance	508,922	708,330	708,330	708,330	602,310	602,310	602,310	602,310	602,310
Ending Fund Balance	708,330	708,330	594,856	602,310	602,310	602,310	602,310	602,310	602,310

**Grand Rapids MI
POLICE GRANTS (2731)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Police Grants (2731)</i>									
Revenues									
501-Federal Grants	83,421	0	28,474	580,716	0	0	0	0	0
539-State Grants	249,468	0	608,910	306,059	0	0	0	0	0
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	16,583	0	0	0	0	0	0	0	0
671-Other Revenues	2,236	0	0	125	0	0	0	0	0
695-Other Financing Sources	1,333,688	0	276,358	276,358	0	0	0	0	0
<i>Police Grants Total Revenues</i>	1,685,396	0	913,742	1,163,258	0	0	0	0	0
Expenditures									
701-Personal Services	1,664,180	0	545,007	652,953	0	0	0	0	0
751-Supplies	540	0	7,600	6,822	0	0	0	0	0
800-Other Services and Charges	182,760	0	282,048	244,290	0	0	0	0	0
970-Capital Outlays	4,684	0	86,000	15,047	0	0	0	0	0
<i>Police Grants Total Expenditures</i>	1,852,164	0	920,655	919,112	0	0	0	0	0
<i>Police Grants NET INCOME (LOSS)</i>	(166,768)	0	(6,913)	244,146	0	0	0	0	0
<i>Beginning Fund Balance</i>	177,212	10,444	10,444	10,444	254,590	254,590	254,590	254,590	254,590
<i>Ending Fund Balance</i>	10,444	10,444	3,531	254,590	254,590	254,590	254,590	254,590	254,590



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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 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.

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: All funds are allocated to the development of a new financial management system.

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. 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, 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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>Customer Service (6110)</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	1,613,674	1,733,323	1,733,323	1,694,204	1,895,815	1,981,401	2,057,970	2,104,208	2,111,829
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	5,513	8,010	8,010	5,396	7,063	7,698	8,338	8,978	9,451
671 Other Revenue	22	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
Customer Service Total Revenue	1,619,209	1,741,333	1,741,333	1,699,600	1,902,878	1,989,099	2,066,308	2,113,186	2,121,280
EXPENDITURES									
<u>Customer Service (6110)</u>									
701 Personal Services	1,234,588	1,376,827	1,243,277	1,234,282	1,444,724	1,543,931	1,634,062	1,671,080	1,696,484
751 Supplies	8,715	6,321	6,321	6,850	6,850	6,982	7,117	7,254	7,394
800 Other Services And Charges	433,323	412,726	632,360	413,048	496,191	479,694	488,154	496,590	504,845
970 Capital Outlay	1,695	2,800	2,800	6,300	9,600	9,792	9,988	10,188	10,391
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	72,481	86,084	0	86,084	0	0	0	0	0
Customer Service Total Expenditures	1,750,802	1,884,758	1,884,758	1,746,564	1,957,365	2,040,399	2,139,321	2,185,112	2,219,114
Customer Service NET INCOME (LOSS)	(131,593)	(143,425)	(143,425)	(46,964)	(54,487)	(51,300)	(73,013)	(71,926)	(97,834)
Unrestricted Cash - Beginning of Year	388,536	256,943	256,943	256,943	209,979	155,492	104,192	31,179	(40,747)
Unrestricted Cash - End of Year	256,943	113,518	113,518	209,979	155,492	104,192	31,179	(40,747)	(138,581)
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	405,736	431,801	431,801	423,551	489,341	510,100	534,830	546,278	554,779
Assigned to Capital (Remaining Website Project Funding)	215,137	57,582	57,582	162,777	162,777	162,777	162,777	162,777	162,777
Unassigned Cash	(363,929)	(375,865)	(375,865)	(376,349)	(496,626)	(568,685)	(666,428)	(749,802)	(856,136)
Total	256,943	113,518	113,518	209,979	155,492	104,192	31,179	(40,747)	(138,581)
Unassigned Cash as a % of Total Current Spending	-20.8%	-19.9%	-19.9%	-21.5%	-25.4%	-27.9%	-31.2%	-34.3%	-38.6%

**Grand Rapids MI - FMS
ENGINEERING SERVICES (6220)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
450-Licenses & Permits	270,998	271,000	271,000	171,000	168,000	168,000	168,000	168,000	168,000
600-Charges for Services	4,534,583	5,736,503	5,736,503	4,982,400	5,763,196	5,576,412	5,027,883	6,252,176	6,339,584
664-Investment Income & Rentals	49,624	57,453	57,453	70,746	92,606	100,932	109,324	117,716	123,922
671-Other Revenues	250	0	0	0	0	0	0	0	0
Engineering Services Total Revenues	4,855,455	6,064,956	6,064,956	5,224,146	6,023,802	5,845,344	5,305,207	6,537,892	6,631,506
Expenditures									
701-Personal Services	3,652,990	4,453,464	4,453,464	3,721,509	4,517,927	4,766,003	5,003,213	5,103,992	5,173,830
726-Supplies	48,670	99,697	99,697	100,682	98,791	99,730	94,648	100,897	101,878
800-Other Services and Charges	873,306	1,080,861	1,080,861	902,209	1,426,366	1,303,897	1,317,186	1,341,841	1,364,666
970-Capital Outlays	0	0	0	0	0	0	30,000	0	0
995-Other Financing	331,271	434,440	434,440	434,456	2,450	2,499	2,549	2,600	2,652
Engineering Services Total Expenditures	4,906,237	6,068,462	6,068,462	5,158,856	6,045,534	6,172,129	6,447,596	6,549,330	6,643,026
Engineering Services NET INCOME (LOSS)	-50,782	-3,506	-3,506	65,290	-21,732	-326,785	-1,142,389	-11,438	-11,520
Unrestricted Cash - Beginning of Year	4,727,365	4,676,583	4,676,583	4,676,583	4,741,873	4,720,141	4,393,356	3,250,967	3,239,529
Unrestricted Cash - End of Year	4,676,583	4,673,077	4,673,077	4,741,873	4,720,141	4,393,356	3,250,967	3,239,529	3,228,009
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,226,559	1,517,116	1,517,116	1,289,714	1,511,384	1,543,032	1,611,899	1,637,333	1,660,757
Unassigned Cash	3,450,024	3,155,962	3,155,962	3,452,159	3,208,758	2,850,324	1,639,068	1,602,197	1,567,253
Total	4,676,583	4,673,077	4,673,077	4,741,873	4,720,141	4,393,356	3,250,967	3,239,529	3,228,009
Unassigned Cash as a % of Total Current Spending	70.3%	52.%	52.%	66.9%	53.1%	46.2%	25.4%	24.5%	23.6%

Grand Rapids MI - FMS
FACILITIES MGMT-OPERATING (6310)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
600-Charges for Services	4,665,200	4,783,497	4,783,497	4,753,110	4,915,241	5,065,669	5,216,922	5,343,150	5,437,933
664-Investment Income & Rentals	128,450	244,563	244,563	226,737	239,014	246,429	253,952	261,557	268,356
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
Facilities Mgmt-Operating Total Revenues	4,793,649	5,028,060	5,028,060	4,979,847	5,154,255	5,312,098	5,470,874	5,604,707	5,706,289
Expenditures									
701-Personal Services	1,467,462	1,550,715	1,550,715	1,595,730	1,692,711	1,778,635	1,855,883	1,880,290	1,900,320
726-Supplies	215,532	202,550	202,550	200,050	206,571	215,877	225,620	235,826	246,511
800-Other Services and Charges	2,621,105	3,108,624	3,108,624	2,940,765	3,259,389	3,310,902	3,403,147	3,499,415	3,592,507
970-Capital Outlays	23,692	60,000	60,000	60,000	42,000	42,000	42,000	42,000	42,000
990-Debt Service	1,850	0	0	0	0	0	0	0	0
995-Other Financing	199,985	215,536	215,536	266,779	-54,094	-54,442	-55,978	-57,240	-57,576
Facilities Mgmt-Operating Total Expenditures	4,529,626	5,137,425	5,137,425	5,063,324	5,146,577	5,292,972	5,470,672	5,600,291	5,723,762
Facilities Mgmt-Operating NET INCOME (LOSS)	264,024	-109,365	-109,365	-83,477	7,678	19,126	202	4,416	-17,473
Unrestricted Cash - Beginning of Year	1,524,190	1,788,214	1,788,214	1,788,214	1,704,737	1,712,415	1,731,541	1,731,743	1,736,159
Unrestricted Cash - End of Year	1,788,214	1,678,849	1,678,849	1,704,737	1,712,415	1,731,541	1,731,743	1,736,159	1,718,686
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,132,406	1,284,356	1,284,356	1,265,831	1,286,644	1,323,243	1,367,668	1,400,073	1,430,941
Unassigned Cash	655,807	394,492	394,492	438,906	425,770	408,298	364,075	336,086	287,745
Total	1,788,214	1,678,849	1,678,849	1,704,737	1,712,415	1,731,541	1,731,743	1,736,159	1,718,686
Unassigned Cash as a % of Total Current Spending	14.5%	7.7%	7.7%	8.7%	8.3%	7.7%	6.7%	6.0%	5.0%

**Grand Rapids MI - FMS
FACILITIES MANAGEMENT-CAPITAL (6311)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
580-Contribution from Local Units	4,086	1,358,304	1,358,304	1,358,304	0	0	24,115	0	0
600-Charges for Services	1,659,908	1,767,307	1,767,307	1,715,151	1,444,803	1,594,072	1,358,052	1,934,702	1,773,186
664-Investment Income & Rentals	57,007	59,164	59,164	89,844	117,605	128,179	138,836	149,494	157,375
671-Other Revenues	0	0	0	0	0	0	0	0	0
Facilities Management-Capital Total Revenues	1,721,001	3,184,775	3,184,775	3,163,299	1,562,408	1,722,251	1,521,003	2,084,196	1,930,561
Expenditures									
751-Supplies	233	0	0	0	0	0	0	0	0
800-Other Services and Charges	21,070	0	0	0	0	0	0	0	0
970-Capital Outlays	1,151,807	3,125,611	5,560,611	3,053,161	1,444,803	1,594,072	1,382,167	1,934,702	1,773,186
Facilities Management-Capital Total Expenditures	1,173,110	3,125,611	5,560,611	3,053,161	1,444,803	1,594,072	1,382,167	1,934,702	1,773,186
Facilities Management-Capital NET INCOME (LOSS)	547,891	59,164	-2,375,836	110,138	117,605	128,179	138,836	149,494	157,375
Unrestricted Cash - Beginning of Year	5,070,454	5,618,345	5,618,345	5,618,345	5,728,483	5,846,088	5,974,267	6,113,103	6,262,597
Unrestricted Cash - End of Year	5,618,345	5,677,509	3,242,509	5,728,483	5,846,088	5,974,267	6,113,103	6,262,597	6,419,972
Summary of Reserves									
Ending Unrestricted Cash	5,618,345	5,677,509	3,242,509	5,728,483	5,846,088	5,974,267	6,113,103	6,262,597	6,419,972
Assigned for Working Capital Projects	-5,618,345	-5,677,509	-3,242,509	-5,728,483	-5,846,088	-5,974,267	-6,113,103	-6,262,597	-6,419,972
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

CITY OF GRAND RAPIDS										
CAPITAL PROJECT DETAIL										
FY2020 FINAL FISCAL PLAN										
FACILITIES DEPARTMENT (265)										
						FY2020	FY2021	FY2022	FY2023	FY2024
Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	Proposed	Forecast	Forecast	Forecast	Forecast
6311	Facilities Management-Capital	TEMP17037	Window replacement at the Development Center facility	9750	Building	\$ 224,690	\$	\$	\$	\$
		TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$ 284,651	\$ 255,557	\$ 268,335	\$ 281,752	\$
		TEMP17043	Heat pump replacement at the Police Admin facility	9750	Building	\$	\$ 182,813	\$	\$ 190,938	\$ 197,500
		TEMP17048	Annual flooring replacement following asset mgmt schedule	9750	Building	\$ 113,074	\$ 115,900	\$ 118,798	\$ 121,768	\$ 124,812
		TEMP17049	Annual interior finishes and paint following paint schedule	9750	Building	\$ 108,339	\$ 109,882	\$ 113,652	\$ 116,920	\$ 119,226
		TEMP17059	Replacement of HVAC components at the PSC facility	9750	Building	\$ 177,402	\$	\$	\$	\$
		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	\$ 222,719	\$	\$ 217,969	\$	\$ 241,609
		TEMP17105	Central clock 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 system at the Fleet Management	9750	Building	\$	\$ 175,000	\$	\$	\$
		TEMP17124	Window and door replacement at the Pistol Range facility	9750	Building	\$ 20,113	\$ 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	\$ 113,339	\$ 160,125	\$	\$	\$
		TEMP19020	Overhead Door replacement at the Public Services Center	9750	Building	\$	\$	\$ 37,500	\$	\$
		TEMP19026	Replacement of HVAC boiler & domestic water heaters at GRPD	9750	Building	\$	\$	\$	\$	\$ 214,286
		TEMP19211	Building security replacements at City Hall	9750	Building	\$ 109,250	\$	\$	\$	\$
		TEMP19212	Exterior facade repairs at Police Administration facility	9750	Building	\$ 71,226	\$	\$	\$	\$
		TEMP19213	Building security replacements Police Administration	9750	Building	\$	\$ 80,000	\$	\$	\$
		TEMP19214	Building security replacements Public Service Center	9750	Building	\$	\$	\$ 83,750	\$	\$
		TEMP19216	Building security replacements Bridgeview	9750	Building	\$	\$	\$	\$ 62,500	\$
		TEMP19218	Fleet Management repair facility roof restoration	9750	Building	\$	\$	\$	\$	\$ 723,253
Grand Total						\$ 1,444,803	\$ 1,594,072	\$ 1,382,167	\$ 1,934,702	\$ 1,773,186

**Grand Rapids MI
FINANCIAL MANAGEMENT SYSTEM (6820)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</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
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 Interest And Rents	21,153	1,000	1,000	21,591	0	0	0	0	0
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
FMS Total Revenue	21,153	1,000	1,000	21,591	0	0	0	0	0
EXPENDITURES									
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	784,111	662,429	662,429	662,429	362,934	0	0	0	0
970 Capital Outlay	0	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
999 Transfers Out	0	0	0	0	0	0	0	0	0
FMS Total Expenditures	784,111	662,429	662,429	662,429	362,934	0	0	0	0
FMS NET INCOME (LOSS)	(762,958)	(661,429)	(661,429)	(640,838)	(362,934)	0	0	0	0
Unrestricted Cash - Beginning of Year	1,766,730	1,003,772	1,003,772	1,003,772	362,934	-	-	-	-
Unrestricted Cash - End of Year	1,003,772	342,343	342,343	362,934	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	196,028	165,607	165,607	165,607	90,734	0	0	0	0
Unassigned Cash	807,744	176,736	176,736	197,327	(90,734)	0	0	0	0
Total	1,003,772	342,343	342,343	362,934	0	0	0	0	0
Unassigned Cash as a % of Total Current Spending	103.0%	26.7%	26.7%	29.8%	-25.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**Grand Rapids MI
HEALTH INSURANCE (6770)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>HEALTH INSURANCE (6770)</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	20,278,009	21,687,300	21,687,300	21,607,796	22,950,169	25,062,787	27,385,388	29,962,914	32,545,643
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Investment Income & Rentals	188,566	199,499	199,499	279,094	365,332	398,177	431,283	464,390	488,872
671 Other Revenue	4,662,051	5,706,775	5,706,775	5,706,775	6,009,057	6,581,886	7,209,399	7,905,902	8,604,405
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
HEALTH INSURANCE Total Revenue	25,128,626	27,593,574	27,593,574	27,593,665	29,324,558	32,042,850	35,026,070	38,333,206	41,638,920
EXPENDITURES									
<u>HEALTH INSURANCE (6770)</u>									
701 Personal Services	252,201	284,082	284,082	284,082	390,580	410,860	430,084	439,180	443,512
751 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	23,686,752	28,687,802	28,873,875	28,683,101	29,169,391	31,184,708	34,090,452	37,314,886	40,546,382
970 Capital Outlay	0	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	147,464	186,073	0	186,073	0	0	0	0	0
HEALTH INSURANCE Total Expenditures	24,086,417	29,157,957	29,157,957	29,153,256	29,559,971	31,595,568	34,520,536	37,754,066	40,989,894
HEALTH INSURANCE NET INCOME (LOSS)	1,042,209	(1,564,383)	(1,564,383)	(1,559,591)	(235,413)	447,282	505,534	579,140	649,026
Unrestricted Cash - Beginning of Year	15,499,310	16,541,519	16,541,519	16,541,519	14,981,928	14,746,515	15,193,797	15,699,331	16,278,471
Unrestricted Cash - End of Year	16,541,519	14,977,136	14,977,136	14,981,928	14,746,515	15,193,797	15,699,331	16,278,471	16,927,497
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	6,021,604	7,289,489	7,289,489	7,288,314	7,389,993	7,898,892	8,630,134	9,438,517	10,247,474
Unassigned Cash	10,519,915	7,687,647	7,687,647	7,693,614	7,356,522	7,294,905	7,069,197	6,839,955	6,680,024
Total	16,541,519	14,977,136	14,977,136	14,981,928	14,746,515	15,193,797	15,699,331	16,278,471	16,927,497
Unassigned Cash as a % of Total Current Spending	43.7%	26.4%	26.4%	26.4%	24.9%	23.1%	20.5%	18.1%	16.3%

**Grand Rapids MI
INFORMATION TECH-OPERATING (6800)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>INFORMATION TECH-OPERATING (6800)</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	5,447,770	5,680,754	5,680,754	5,651,132	6,347,095	6,531,547	6,693,965	6,869,363	7,000,108
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	20,782	22,086	22,086	30,730	40,226	43,842	47,488	51,133	53,829
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>INFORMATION TECH-OPERATING Total Revenue</i>	5,468,552	5,702,840	5,702,840	5,681,862	6,387,321	6,575,389	6,741,453	6,920,496	7,053,937
EXPENDITURES									
<u>INFORMATION TECH-OPERATING (6800)</u>									
701 Personal Services	375,310	387,940	387,940	386,902	430,153	445,825	459,529	461,329	463,849
752 Supplies	32,045	16,944	16,944	13,944	14,123	14,456	14,801	15,155	15,519
800 Other Services And Charges	5,006,916	5,209,254	5,930,847	5,192,677	5,856,011	6,043,115	6,222,966	6,413,102	6,613,757
970 Capital Outlay	0	0	0	2,578	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
999 Transfers Out	119,769	100,024	0	100,024	0	0	0	0	0
<i>INFORMATION TECH-OPERATING Total Expenditures</i>	5,534,040	5,714,162	6,335,731	5,696,125	6,300,287	6,503,396	6,697,296	6,889,586	7,093,125
<i>REVENUE OVER EXPENSE</i>	(65,488)	(11,322)	(632,891)	(14,263)	87,034	71,993	44,157	30,910	(39,188)
<i>Unrestricted Cash - Beginning of Year</i>	2,264,752	2,199,264	2,199,264	2,199,264	2,185,001	2,272,035	2,344,028	2,388,185	2,419,095
<i>Unrestricted Cash - End of Year</i>	2,199,264	2,187,942	1,566,373	2,185,001	2,272,035	2,344,028	2,388,185	2,419,095	2,379,907
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,383,510	1,428,541	1,583,933	1,424,031	1,575,072	1,625,849	1,674,324	1,722,397	1,773,281
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	815,754	759,402	(17,560)	760,970	696,963	718,179	713,861	696,699	606,626
Total	2,199,264	2,187,942	1,566,373	2,185,001	2,272,035	2,344,028	2,388,185	2,419,095	2,379,907
Unassigned Cash as a % of Total Current Spending	14.7%	13.3%	-0.3%	13.4%	11.1%	11.0%	10.7%	10.1%	8.6%

Grand Rapids MI
INFORMATION TECHNOLOGY-CAPITAL (6810)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<i>INFORMATION TECHNOLOGY-CAPITAL (6810)</i>									
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	825,396	800,000	800,000	813,574	776,892	762,284	773,760	785,580	827,941
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	31,121	33,904	33,904	45,345	59,356	64,692	70,071	75,450	79,428
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>INFORMATION TECHNOLOGY-CAPITAL Total Revenue</i>	856,517	833,904	833,904	858,919	836,248	826,976	843,831	861,030	907,369
EXPENDITURES									
<i>INFORMATION TECHNOLOGY-CAPITAL (6810)</i>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 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 Outlay	421,261	615,430	706,343	615,430	448,128	1,189,474	664,479	1,194,164	1,194,164
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	0	0	0	0
999 Transfers Out	0	0	0	0	0	0	0	0	0
<i>INFORMATION TECHNOLOGY-CAPITAL Total Expenditures</i>	421,261	615,430	706,343	615,430	448,128	1,189,474	664,479	1,194,164	1,194,164
<i>INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS)</i>	435,256	218,474	127,561	243,489	388,120	(362,498)	179,352	(333,134)	(286,795)
<i>Unrestricted Cash - Beginning of Year</i>	2,500,699	2,935,955	2,935,955	2,935,955	3,179,444	3,567,564	3,205,066	3,384,418	3,051,284
<i>Unrestricted Cash - End of Year</i>	2,935,955	3,154,429	3,063,516	3,179,444	3,567,564	3,205,066	3,384,418	3,051,284	2,764,489
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	105,315	153,858	176,586	153,858	112,032	297,369	166,120	298,541	298,541
Assigned to Capital	2,830,640	3,000,572	2,886,930	3,025,587	3,455,532	2,907,698	3,218,298	2,752,743	2,465,948
Unassigned Cash	0	0	0	0	0	0	0	0	0
Total	2,935,955	3,154,429	3,063,516	3,179,444	3,567,564	3,205,066	3,384,418	3,051,284	2,764,489
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 - FMS
MOTOR EQUIPMENT-OPERATING (6610)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
600-Charges for Services	830,397	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
664-Investment Income & Rentals	6,590,030	7,185,469	7,185,469	7,205,706	6,782,740	6,894,812	7,142,610	7,311,472	7,477,920
671-Other Revenues	8,087	150,000	150,000	150,000	165,000	165,000	165,000	165,000	165,000
Motor Equipment-Operating Total Revenues	7,428,514	8,185,469	8,185,469	8,205,706	7,797,740	7,909,812	8,157,610	8,326,472	8,492,920
Expenditures									
701-Personal Services	2,758,813	3,326,598	3,326,598	3,112,838	3,435,285	3,627,930	3,804,609	3,895,231	3,962,798
726-Supplies	2,655,982	3,311,552	3,311,552	2,905,500	2,951,000	2,980,520	3,055,785	3,086,353	3,133,141
800-Other Services and Charges	865,690	885,662	885,662	910,362	1,199,406	1,216,872	1,240,300	1,262,433	1,283,765
970-Capital Outlays	112,424	140,000	159,028	140,000	160,000	161,700	162,664	189,642	164,885
990-Debt Service	12,128	8,292	8,292	8,292	2,892	547	390	234	78
995-Other Financing	228,245	278,018	278,018	356,110	-83,477	-86,304	-88,163	-91,043	-91,953
Motor Equipment-Operating Total Expenditures	6,633,282	7,950,122	7,969,150	7,433,102	7,665,106	7,901,265	8,175,585	8,342,850	8,452,714
Motor Equipment-Operating NET INCOME (LOSS)	795,233	235,347	216,319	772,604	132,634	8,547	-17,975	-16,378	40,206
Less: Payment of Debt Service Principal	-210,526	-210,256	-210,256	-210,256	-152,143	-5,263	-5,263	-5,238	-5,227
Unrestricted Cash - Beginning of Year	2,231,041	2,815,748	2,815,748	2,815,748	3,378,096	3,358,587	3,361,871	3,338,633	3,317,017
Unrestricted Cash - End of Year	2,815,748	2,840,839	2,821,811	3,378,096	3,358,587	3,361,871	3,338,633	3,317,017	3,351,996
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,658,320	1,987,531	1,992,288	1,858,276	1,916,277	1,975,316	2,043,896	2,085,713	2,113,179
Assigned to Reserves - Fuel Contingency	1,157,427	853,308	829,523	1,507,622	1,276,198	1,144,870	1,024,506	907,308	942,717
Unassigned Cash	0	0	0	12,198	166,112	241,684	270,230	323,996	296,100
Total	2,815,748	2,840,839	2,821,811	3,378,096	3,358,587	3,361,871	3,338,633	3,317,017	3,351,996
Unassigned Cash as a % of Total Current Spending	0.0%	0.0%	0.0%	0.2%	2.2%	3.1%	3.3%	3.9%	3.5%

Grand Rapids MI - FMS
MOTOR EQUIPMENT-CAPITAL (6611)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025-2029
Revenues										
600-Charges for Services	5,799	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	5,065,335	5,942,645	5,942,645	5,880,472	6,225,933	6,483,861	7,092,791	7,414,888	7,751,205	43,101,681
671-Other Revenues	508,039	256,804	256,804	250,000	344,898	337,742	343,718	358,835	358,835	2,175,545
695-Other Financing Sources	3,291,287	0	0	0	0	0	0	0	0	0
Motor Equipment-Capital Total Revenues	8,870,460	6,199,449	6,199,449	6,130,472	6,570,831	6,821,603	7,436,509	7,773,723	8,110,040	45,277,226
Expenditures										
800-Other Services and Charges	0	0	0	0	0	0	0	0	0	0
970-Capital Outlays	4,268,036	4,642,074	7,768,211	5,128,794	7,320,920	4,369,413	6,811,171	4,661,666	7,912,127	46,288,209
Motor Equipment-Capital Total Expenditures	4,268,036	4,642,074	7,768,211	5,128,794	7,320,920	4,369,413	6,811,171	4,661,666	7,912,127	46,288,209
Motor Equipment-Capital NET INCOME (LOSS)	4,602,424	1,557,375	-1,568,762	1,001,678	-750,089	2,452,190	625,338	3,112,057	197,913	-1,010,983
Unrestricted Cash - Beginning of Year	4,620,804	9,223,228	9,223,228	9,223,228	10,224,906	9,474,817	11,927,007	12,552,345	15,664,402	15,862,315
Unrestricted Cash - End of Year	9,223,228	10,780,603	7,654,466	10,224,906	9,474,817	11,927,007	12,552,345	15,664,402	15,862,315	14,851,332
Summary of Reserves										
Ending Unrestricted Cash	9,223,228	10,780,603	7,654,466	10,224,906	9,474,817	11,927,007	12,552,345	15,664,402	15,862,315	14,851,332
Assigned for Fire Apparatus	-1,987,319	-1,231,208	-1,231,208	-1,231,208	-671,907	-1,499,182	-919,381	-1,834,505	-768,459	-490,420
Assigned for Fuel System Replacement	-744,555	-844,555	-844,555	-844,555	-1,144,555	-1,444,555	-1,744,555	-2,044,555	-2,344,555	-3,844,555
Assigned for Vehicle Wash Replacement	-98,000	-131,000	-131,000	-131,000	-414,000	-497,000	-580,000	-663,000	-746,000	-1,061,000
Assigned for Alternative Fuel Vehicle Purchases	0	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000
Assigned for Alternative Fuel Facility upgrades	0	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Assigned for Working Capital Projects	-6,393,354	-7,323,840	-4,197,703	-6,768,143	-5,994,355	-7,236,270	-8,058,409	-9,872,342	-10,753,301	-8,205,357
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0	0

**Grand Rapids MI
RISK MANAGEMENT/OTHER RESERVES (6771)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	3,395,289	3,761,522	3,761,522	3,761,522	3,823,627	3,932,787	4,007,740	4,084,196	4,162,180
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Investment Income & Rentals	734,878	96,273	96,273	110,450	144,579	157,577	170,679	183,781	193,469
671 Other Revenue	110,518	283,489	283,489	283,489	905,501	924,995	943,521	962,419	981,694
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>RISK MGMT/OTHER RESERVES Total Revenue</i>	4,240,685	4,141,284	4,141,284	4,155,461	4,873,707	5,015,359	5,121,940	5,230,396	5,337,343
EXPENDITURES									
<u>RISK MGMT/OTHER RESERVES (6771)</u>									
701 Personal Services	566,097	416,449	416,449	416,478	412,576	433,830	454,011	460,284	464,724
751 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	3,033,954	3,734,099	4,075,096	3,733,979	4,293,880	4,541,160	4,704,283	4,763,996	4,825,254
970 Capital Outlay	7,007	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	1,048,672	128,337	0	128,337	0	0	0	0	0
<i>RISK MGMT/OTHER RESERVES Total Expenditures</i>	4,655,730	4,278,885	4,491,545	4,278,794	4,706,456	4,974,990	5,158,294	5,224,280	5,289,978
<i>RISK MGMT/OTHER RESERVES NET INCOME (LOSS)</i>	(415,045)	(137,601)	(350,261)	(123,333)	167,251	40,369	(36,354)	6,116	47,365
<i>Unrestricted Cash - Beginning of Year</i>	3,349,622	2,934,577	2,934,577	2,934,577	2,811,244	2,978,495	3,018,864	2,982,510	2,988,626
<i>Unrestricted Cash - End of Year</i>	2,934,577	2,796,976	2,584,316	2,811,244	2,978,495	3,018,864	2,982,510	2,988,626	3,035,991
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,163,932	1,069,721	1,122,886	1,069,699	1,176,614	1,243,748	1,289,574	1,306,070	1,322,495
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	1,770,645	1,727,255	1,461,430	1,741,546	1,801,881	1,775,117	1,692,937	1,682,556	1,713,497
Total	2,934,577	2,796,976	2,584,316	2,811,244	2,978,495	3,018,864	2,982,510	2,988,626	3,035,991
Unassigned Cash as a % of Total Current Spending	38.0%	40.4%	32.5%	40.7%	38.3%	35.7%	32.8%	32.2%	32.4%

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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</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	3,330,253	3,308,925	3,308,925	3,308,925	2,474,018	2,463,125	2,469,722	2,467,294	2,449,130
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	1,327,855	896,983	896,983	898,263	1,010,814	1,015,054	1,008,425	994,666	972,813
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>FIREFIGHTER RETIREE HEALTH CARE Total Revenue</i>	4,658,108	4,205,908	4,205,908	4,207,188	3,484,832	3,478,179	3,478,147	3,461,960	3,421,943
EXPENDITURES									
<u>FIREFIGHTER RETIREE HEALTH CARE (7373)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,699,095	3,349,468	3,349,468	3,349,468	3,136,350	3,423,181	3,572,662	3,698,042	3,842,682
970 Capital Outlay	0	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
999 Transfers Out	0	0	0	0	0	0	0	0	0
<i>FIREFIGHTER RETIREE HEALTH CARE Total Expenditures</i>	2,699,095	3,349,468	3,349,468	3,349,468	3,136,350	3,423,181	3,572,662	3,698,042	3,842,682
<i>FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)</i>	1,959,013	856,440	856,440	857,720	348,482	54,998	(94,515)	(236,082)	(420,739)
<i>Beginning Fund Balance</i>	17,197,706	19,156,719	19,156,719	19,156,719	20,014,439	20,362,921	20,417,919	20,323,404	20,087,322
<i>Ending Fund Balance</i>	19,156,719	20,013,159	20,013,159	20,014,439	20,362,921	20,417,919	20,323,404	20,087,322	19,666,583
Assigned to DB Retiree Health Care Costs	19,156,719	20,013,159	20,013,159	20,014,439	20,362,921	20,417,919	20,323,404	20,087,322	19,666,583
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	19,156,719	20,013,159	20,013,159	20,014,439	20,362,921	20,417,919	20,323,404	20,087,322	19,666,583
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%

**Grand Rapids MI
GENERAL RETIREE HEALTH CARE (7371)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>GENERAL RETIREE HEALTH CARE (7371)</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	6,976,471	7,007,855	7,007,855	7,007,855	5,315,230	5,459,052	5,570,567	5,667,242	5,766,588
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	604,119	453,089	453,089	456,241	545,932	508,322	480,561	454,152	420,727
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE Total Revenue	7,580,590	7,460,944	7,460,944	7,464,096	5,861,162	5,967,374	6,051,128	6,121,394	6,187,315
EXPENDITURES									
<u>GENERAL RETIREE HEALTH CARE (7371)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	6,825,205	7,142,080	7,142,080	7,142,080	6,651,285	6,448,814	6,438,422	6,546,948	6,851,696
970 Capital Outlay	0	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
999 Transfers Out	0	0	0	0	0	0	0	0	0
GENERAL RETIREE HEALTH CARE Total Expenditures	6,825,205	7,142,080	7,142,080	7,142,080	6,651,285	6,448,814	6,438,422	6,546,948	6,851,696
GENERAL RETIREE HEALTH CARE NET INCOME (LOSS)	755,385	318,864	318,864	322,016	(790,123)	(481,440)	(387,294)	(425,554)	(664,381)
Beginning Fund Balance	9,830,783	10,586,168	10,586,168	10,586,168	10,908,184	10,118,061	9,636,621	9,249,327	8,823,773
Ending Fund Balance	10,586,168	10,905,032	10,905,032	10,908,184	10,118,061	9,636,621	9,249,327	8,823,773	8,159,392
Assigned to DB Retiree Health Care Costs	10,586,168	10,905,032	10,905,032	10,908,184	10,118,061	9,636,621	9,249,327	8,823,773	8,159,392
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	10,586,168	10,905,032	10,905,032	10,908,184	10,118,061	9,636,621	9,249,327	8,823,773	8,159,392
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%

**Grand Rapids MI
LIBRARY RETIREE HEALTH CARE (7374)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>LIBRARY RETIREE HEALTH CARE (7374)</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	117,201	111,939	111,939	111,939	91,901	93,648	95,658	97,969	100,627
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	0	0	0	0	0	0	0	0	0
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE Total Revenue	117,201	111,939	111,939	111,939	91,901	93,648	95,658	97,969	100,627
EXPENDITURES									
<u>LIBRARY RETIREE HEALTH CARE (7374)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	117,201	111,939	111,939	111,939	91,901	93,648	95,658	97,969	100,627
970 Capital Outlay	0	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
999 Transfers Out	0	0	0	0	0	0	0	0	0
LIBRARY RETIREE HEALTH CARE Total Expenditures	117,201	111,939	111,939	111,939	91,901	93,648	95,658	97,969	100,627
LIBRARY RETIREE HEALTH CARE NET INCOME (LOSS)	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%

**Grand Rapids MI
POLICE OFFICER RETIREE HEALTH (7372)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<u>POLICE OFFICER RETIREE HEALTH (7372)</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	4,801,262	4,352,134	4,352,134	4,352,134	3,284,357	3,213,434	3,154,711	3,094,045	3,032,896
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	2,300,896	1,636,921	1,636,921	1,640,158	1,858,636	1,936,483	1,988,154	2,010,633	2,001,447
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>POLICE OFFICER RETIREE HEALTH Total Revenue</i>	7,102,158	5,989,055	5,989,055	5,992,292	5,142,993	5,149,917	5,142,865	5,104,678	5,034,343
EXPENDITURES									
<u>POLICE OFFICER RETIREE HEALTH (7372)</u>									
701 Personal Services	0	0	0	0	0	0	0	0	0
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	2,619,398	3,188,352	3,188,352	3,188,352	3,258,954	3,760,484	4,331,218	4,910,489	5,510,191
970 Capital Outlay	0	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
999 Transfers Out	0	0	0	0	0	0	0	0	0
<i>POLICE OFFICER RETIREE HEALTH Total Expenditures</i>	2,619,398	3,188,352	3,188,352	3,188,352	3,258,954	3,760,484	4,331,218	4,910,489	5,510,191
<i>POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)</i>	4,482,760	2,800,703	2,800,703	2,803,940	1,884,039	1,389,433	811,647	194,189	(475,848)
<i>Beginning Fund Balance</i>	29,267,699	33,750,459	33,750,459	33,750,459	36,554,399	38,438,438	39,827,871	40,639,518	40,833,707
<i>Ending Fund Balance</i>	33,750,459	36,551,162	36,551,162	36,554,399	38,438,438	39,827,871	40,639,518	40,833,707	40,357,859
Assigned to DB Retiree Health Care Costs	33,750,459	36,551,162	36,551,162	36,554,399	38,438,438	39,827,871	40,639,518	40,833,707	40,357,859
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	33,750,459	36,551,162	36,551,162	36,554,399	38,438,438	39,827,871	40,639,518	40,833,707	40,357,859
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%



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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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	25,738	19,412	19,412	19,412	18,001	18,661	19,034	19,208	19,384
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	45,983	49,904	49,904	67,019	87,727	95,614	103,564	111,514	117,393
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	96,395	107,220	107,220	107,220	104,775	106,894	108,653	109,519	109,986
CEMETERY PERPETUAL CARE Total Revenues	168,116	176,536	176,536	193,651	210,503	221,169	231,251	240,241	246,763
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	42,363	43,364	43,364	43,364	96,727	104,784	112,908	120,982	126,988
CEMETERY PERPETUAL CARE Total Expenditures	42,363	43,364	43,364	43,364	96,727	104,784	112,908	120,982	126,988
CEMETERY PERPETUAL CARE NET INCOME (LOSS)	125,753	133,172	133,172	150,287	113,776	116,385	118,343	119,259	119,775
Change in Reserve for Perpetual Care	(25,738)	-	-	-	-	-	-	-	-
Fund Balance - Beginning of Year	1,070,465	1,170,480	1,170,480	1,170,480	1,320,767	1,434,543	1,550,928	1,669,271	1,788,530
Fund Balance - End of Year	1,170,480	1,303,652	1,303,652	1,320,767	1,434,543	1,550,928	1,669,271	1,788,530	1,908,305
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	6,354	6,505	6,505	6,505	14,509	15,718	16,936	18,147	19,048
Unassigned Fund Balance	1,164,126	1,297,147	1,297,147	1,314,262	1,420,034	1,535,210	1,652,335	1,770,383	1,889,257
Total	1,170,480	1,303,652	1,303,652	1,320,767	1,434,543	1,550,928	1,669,271	1,788,530	1,908,305
Unassigned Fund Balance as a % of Total Current Spending	2748.0%	2991.3%	2991.3%	3030.8%	1468.1%	1465.1%	1463.4%	1463.3%	1487.7%

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 partnership with the City of Grand Rapids and is moving 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.

DNR Properties Fund: This fund was established to account for the maintenance and sale of tax reverted properties deeded to the City by the State of Michigan, and the fund was managed by the Economic Development Department. This fund was closed during Fiscal Year 2018, therefore, it has no anticipated budget beyond Fiscal Year 2018. Any remaining excess properties have been transferred to the Kent County Land Bank Authority.

Major Revenue Source: Property Sales

Fund Balance Policy: Fund closed in Fiscal Year 2018, resulting in no fund balance at the end of Fiscal Year 2018.

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 a portion of one Police Sergeant from the Metropolitan Enforcement Team (MET), and 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 balance reserve of 15% based upon appropriations.

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.

MET Drug Law Enforcement 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. Operating costs of MET paid from this fund include a portion of one Police Sergeant. Additional funding supports the operating costs of the team 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

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 to only for:

-
- Training and education of counsel;
 - 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 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, providing a variety of recreational programs for youth through seniors, and the Office of Special Events.

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. In FY2015 a new fund was established to account for the temporary millage receipts and related activities.

The City Commission took the extra step of adopting a series of Parks Investment Guidelines that are promises about how the revenue from the 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:

-
- The City shall continue to pay for the existing Fiscal Year 2014 base level of park mowing, restroom cleaning, trash collection, sidewalk and parking lot snow plowing, utility costs, and other current expenditures identified as basic activities. Additionally, the City shall continue to maintain Fiscal Year 2014 levels of staffing for parks and recreation operations.
 - 45% to 55% of the parks 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 parks 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.

Property Management Fund: This fund was established to account for property transactions, including certain lease arrangements and real-estate sales.

Major Revenue Source: Property sales and transactions

Fund Balance Policy: Maintain 25% fund balance reserve for operations

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 that may exceed the amount available in the operating fund.

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 2020 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. The Sidewalk Repair Fund will receive a direct allocation of income tax revenue for sidewalk repair, improvement, and reconstruction. Property owners are no longer responsible for inspection costs and needed repairs.

Transformation Fund: This fund, a special revenue fund, is to account for the temporary income tax rate increase that was approved by voters in 2010. The income tax rate increase began in FY 2011 and ended after FY 2015. The money was used 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 under consideration.

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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	4,847,595	4,506,013	4,626,013	4,503,260	4,313,040	3,813,121	3,804,971	3,846,166	4,333,660
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	361,199	241,378	241,378	282,821	269,112	226,441	231,191	236,047	272,134
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	78,244	76,606	76,606	124,803	163,366	178,053	192,857	207,661	218,609
671-Other Revenues	2,070	0	0	0	0	0	0	0	0
695-Other Financing Sources	59,171	57,912	57,912	60,218	66,858	68,195	69,559	70,950	72,368
BUILDING INSPECTIONS Total Revenues	5,348,279	4,881,909	5,001,909	4,971,102	4,812,376	4,285,810	4,298,578	4,360,824	4,896,771
Expenditures									
701-Personal Services	2,984,172	3,257,857	3,457,857	3,273,043	3,451,894	3,621,886	3,767,833	3,835,045	3,888,598
751-Supplies	67,138	60,500	60,500	57,700	57,700	57,700	57,700	57,700	57,700
800-Other Services And Charges	919,393	871,748	1,361,558	1,151,667	1,431,805	1,433,833	1,456,651	1,477,474	1,495,551
970-Capital Outlays	10,050	4,000	4,000	21,950	4,500	4,500	4,500	4,500	4,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	368,085	490,070	68,000	442,070	56,740	57,988	59,264	60,568	61,900
BUILDING INSPECTIONS Total Expenditures	4,348,838	4,684,175	4,951,915	4,946,430	5,002,639	5,175,907	5,345,948	5,435,287	5,508,249
BUILDING INSPECTIONS NET INCOME (LOSS)	999,441	197,734	49,994	24,672	(190,263)	(890,097)	(1,047,370)	(1,074,463)	(611,478)
Fund Balance - Beginning of Year	6,251,049	7,250,490	7,250,490	7,250,490	7,275,162	7,084,899	6,194,802	5,147,432	4,072,969
Fund Balance - End of Year	7,250,490	7,448,224	7,300,484	7,275,162	7,084,899	6,194,802	5,147,432	4,072,969	3,461,491
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,087,210	1,171,044	1,237,979	1,236,608	1,250,660	1,293,977	1,336,487	1,358,822	1,377,062
Unassigned Fund Balance	6,163,281	6,277,180	6,062,505	6,038,555	5,834,239	4,900,825	3,810,945	2,714,147	2,084,429
Total	7,250,490	7,448,224	7,300,484	7,275,162	7,084,899	6,194,802	5,147,432	4,072,969	3,461,491
Unassigned Fund Balance as a % of Total Current Spending	141.7%	134.0%	122.4%	122.1%	116.6%	94.7%	71.3%	49.9%	37.8%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
580-Contribution from Local Units	604,524	2,198,254	2,198,254	3,508,733	2,405,500	2,405,500	2,405,500	2,405,500	2,405,500
664-Investment Income & Rentals	21,003	19,693	19,693	28,174	36,880	40,196	43,538	46,880	49,351
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	3,250,929	3,299,702	3,299,702	3,299,702	3,207,224	3,370,951	3,585,778	3,719,420	3,830,624
Community Dispatch Total Revenues	3,876,455	5,517,649	5,517,649	6,836,609	5,649,604	5,816,647	6,034,816	6,171,800	6,285,475
Expenditures									
701-Personal Services	4,484,740	4,971,519	4,971,519	4,869,829	5,099,845	5,299,406	5,552,065	5,666,090	5,765,893
726-Supplies	12,571	29,000	29,000	21,320	21,200	21,836	22,491	23,166	23,166
800-Other Services and Charges	305,250	346,778	346,778	333,072	567,342	590,081	603,861	617,194	628,117
970-Capital Outlays	0	8,160	8,160	5,873	169,969	8,302	8,551	8,808	8,808
995-Other Financing	338,742	142,499	142,499	267,499	-32,525	-30,676	-28,790	-28,790	-28,790
Community Dispatch Total Expenditures	5,141,303	5,497,956	5,497,956	5,497,593	5,825,831	5,888,949	6,158,178	6,286,468	6,397,194
Community Dispatch NET INCOME (LOSS)	-1,264,848	19,693	19,693	1,339,016	-176,227	-72,302	-123,362	-114,668	-111,719
Beginning Fund Balance	2,308,428	1,043,580	1,043,580	1,043,580	2,382,596	2,206,369	2,134,067	2,010,705	1,896,037
Ending Fund Balance	1,043,580	1,063,273	1,063,273	2,382,596	2,206,369	2,134,067	2,010,705	1,896,037	1,784,318
Reserve Targets									
Assigned to Operations - 15% of Total Spending	771,195	824,693	824,693	824,639	873,875	883,342	923,727	942,970	959,579
Unassigned Fund Balance	272,385	238,580	238,580	1,557,957	1,332,495	1,250,725	1,086,978	953,067	824,739
Total	1,043,580	1,063,273	1,063,273	2,382,596	2,206,369	2,134,067	2,010,705	1,896,037	1,784,318
Unassigned FB as a % of Total Expenditures	5.3%	4.3%	4.3%	28.3%	22.9%	21.2%	17.7%	15.2%	12.9%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>CRC-Rosa Activities (1553)</u>									
Revenues									
664-Investment Income & Rentals	348	414	414	532	697	760	823	886	933
671-Other Revenues	30,000	80,000	80,000	70,050	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Revenues	30,348	80,414	80,414	70,582	5,697	5,760	5,823	5,886	5,933
Expenditures									
800-Other Services and Charges	17,204	80,000	80,000	72,557	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Expenditures	17,204	80,000	80,000	72,557	5,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities NET INCOME (LOSS)	13,144	414	414	(1,975)	697	760	823	886	933
Beginning Fund Balance	2,175	15,319	15,319	15,319	13,344	14,041	14,801	15,624	16,510
Ending Fund Balance	15,319	15,733	15,733	13,344	14,041	14,801	15,624	16,510	17,443
Reserve Targets									
Assigned to Operations - 15% of Total Spending	2,581	12,000	12,000	10,884	750	750	750	750	750
Unassigned Fund Balance	12,738	3,733	3,733	2,460	13,291	14,051	14,874	15,760	16,693
Total	15,319	15,733	15,733	13,344	14,041	14,801	15,624	16,510	17,443
Unassigned FB as a % of Total Expenditures	74.0%	4.7%	4.7%	3.4%	265.8%	281.0%	297.5%	315.2%	333.9%

**Grand Rapids MI
DNR PROPERTIES (2530)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	493	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
DNR PROPERTIES Total Revenues	493	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	0	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	31,548	0	0	0	0	0	0	0	0
DNR PROPERTIES Total Expenditures	31,548	0	0	0	0	0	0	0	0
DNR PROPERTIES NET INCOME (LOSS)	(31,055)	0	0	0	0	0	0	0	0
Fund Balance - Beginning of Year	31,055	0	0	0	0	0	0	0	0
Fund Balance - End of Year	0	0	0	0	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	4,732	0	0	0	0	0	0	0	0
Unassigned Fund Balance	(4,732)	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance as a % of Total Current Spending	-15.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
600-Charges For Services	83,140	114,250	114,250	78,695	72,750	72,750	72,750	72,750	72,750
655-Fines And Forfeitures	212,784	323,000	323,000	285,142	265,000	265,000	265,000	265,000	265,000
664-Investment Income & Rentals	9,526	11,485	11,485	13,289	17,396	18,960	20,536	22,112	23,278
671-Other Revenues	8,169	5,500	5,500	2,656	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	313,619	454,235	454,235	379,782	379,146	380,710	382,286	383,862	385,028
Expenditures									
701-Personal Services	149,423	93,276	93,276	95,218	93,648	97,620	101,268	102,576	103,980
751-Supplies	12,750	10,000	10,000	30,542	15,000	15,000	15,000	15,000	15,000
800-Other Services And Charges	165,073	194,911	194,911	165,555	166,715	166,841	166,928	167,017	167,107
970-Capital Outlays	89,625	187,000	187,000	141,451	130,000	130,000	130,000	130,000	130,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	0	86,160	86,160	67,782	68,550	70,944	72,834	73,218	73,890
DRUG LAW ENFORCEMENT Total Expenditures	416,871	571,347	571,347	500,548	473,913	480,405	486,030	487,811	489,977
DRUG LAW ENFORCEMENT NET INCOME (LOSS)	(103,252)	(117,112)	(117,112)	(120,766)	(94,767)	(99,695)	(103,744)	(103,949)	(104,949)
Fund Balance - Beginning of Year	933,994	830,741	830,741	830,741	709,975	615,208	515,513	411,769	307,820
Fund Balance - End of Year	830,741	713,629	713,629	709,975	615,208	515,513	411,769	307,820	202,871
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	62,531	85,702	85,702	75,082	71,087	72,061	72,905	73,172	73,497
Unassigned Fund Balance	768,210	627,927	627,927	634,893	544,121	443,452	338,865	234,648	129,375
Total	830,741	713,629	713,629	709,975	615,208	515,513	411,769	307,820	202,871
Unassigned Fund Balance as a % of Total Current Spendin	184.3%	109.9%	109.9%	126.8%	114.8%	92.3%	69.7%	48.1%	26.4%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	56,683	31,897	31,897	61,511	34,773	34,773	34,773	34,773	34,773
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	10,190	11,999	11,999	14,501	18,982	20,688	22,409	24,129	25,401
671-Other Revenues	5,237	6,400	6,400	6,400	7,000	7,070	7,141	7,212	7,284
695-Other Financing Sources	306,966	335,000	335,000	335,000	285,000	285,000	560,000	565,000	570,000
EDC-ECONOMIC DEVELOPMENT CORP Total Revenues	379,076	385,296	385,296	417,412	345,755	347,531	624,323	631,114	637,458
Expenditures									
701-Personal Services	248,015	233,951	233,951	221,960	134,489	141,248	147,597	149,798	151,272
751-Supplies	3,013	3,208	3,208	3,108	2,550	700	700	700	700
800-Other Services And Charges	177,032	389,935	411,644	288,353	500,815	479,087	482,381	485,727	489,047
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	15,600	46,709	25,000	46,709	0	0	0	0	0
EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures	443,660	673,803	673,803	560,130	637,854	621,035	630,678	636,225	641,019
EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS)	(64,584)	(288,507)	(288,507)	(142,718)	(292,099)	(273,504)	(6,355)	(5,111)	(3,561)
Fund Balance - Beginning of Year	856,602	792,018	792,018	792,018	649,300	357,201	83,697	77,342	72,231
Fund Balance - End of Year	792,018	503,511	503,511	649,300	357,201	83,697	77,342	72,231	68,670
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	110,915	168,451	168,451	140,033	159,464	155,259	157,670	159,056	160,255
Unassigned Fund Balance	681,103	335,060	335,060	509,268	197,738	(71,562)	(80,328)	(86,825)	(91,585)
Total	792,018	503,511	503,511	649,300	357,201	83,697	77,342	72,231	68,670
Unassigned Fund Balance as a % of Total Current Spending	153.5%	49.7%	49.7%	90.9%	31.0%	-11.5%	-12.7%	-13.6%	-14.3%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	128,287	66,000	66,000	67,464	62,900	62,900	62,900	62,900	62,900
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	2,784	1,104	1,104	4,051	3,691	4,023	4,357	4,692	4,939
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
Federal Forfeitures-Department of Justice Total Revenues	131,071	67,104	67,104	71,515	66,591	66,923	67,257	67,592	67,839
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	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
970-Capital Outlays	75,800	46,000	46,000	37,900	50,000	50,000	50,000	50,000	50,000
Federal Forfeitures-Department of Justice Total Expenditures	75,800	66,000	66,000	57,900	70,000	70,000	70,000	70,000	70,000
Federal Forfeitures-Department of Justice NET INCOME (LOSS)	55,271	1,104	1,104	13,615	-3,409	-3,077	-2,743	-2,408	-2,161
Beginning Fund Balance	126,601	181,872	181,872	181,872	195,487	192,078	189,001	186,258	183,850
Ending Fund Balance	181,872	182,976	182,976	195,487	192,078	189,001	186,258	183,850	181,689
Reserve Targets									
Assigned to Operations - 15% of Total Spending	11,370	9,900	9,900	8,685	10,500	10,500	10,500	10,500	10,500
Unassigned Fund Balance	170,502	173,076	173,076	186,802	181,578	178,501	175,758	173,350	171,189
Total	181,872	182,976	182,976	195,487	192,078	189,001	186,258	183,850	181,689
Unassigned FB as a % of Total Expenditures	224.9%	262.2%	262.2%	322.6%	259.4%	255.0%	251.1%	247.6%	244.6%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	13,541	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
600-Charges for Services	0	0	0	0	0	0	0	0	0
655-Fines & Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	50	0	0	134	175	191	207	223	235
671-Other Revenues	0	0	0	0	0	0	0	0	0
Federal Forfeitures-Treasury									
Department Total Revenues	13,591	13,500	13,500	13,634	13,675	13,691	13,707	13,723	13,735
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	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Forfeitures-Treasury									
Department Total Expenditures	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Forfeitures-Treasury									
Department NET INCOME (LOSS)	13,591	3,500	3,500	3,634	3,675	3,691	3,707	3,723	3,735
Beginning Fund Balance	0	13,591	13,591	13,591	17,225	20,900	24,591	28,298	32,021
Ending Fund Balance	13,591	17,091	17,091	17,225	20,900	24,591	28,298	32,021	35,756
Reserve Targets									
Assigned to Operations - 15% of Total Spending	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Unassigned Fund Balance	13,591	15,591	15,591	15,725	19,400	23,091	26,798	30,521	34,256
Total	13,591	17,091	17,091	17,225	20,900	24,591	28,298	32,021	35,756
Unassigned FB as a % of Total Expenditures	#DIV/0!	155.9%	155.9%	157.3%	194.0%	230.9%	268.0%	305.2%	342.6%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	808	4,750	4,750	6,334	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	571	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
<i>HISTORICAL COMMISSION Total Revenues</i>	1,379	4,750	4,750	6,334	4,750	4,750	4,750	4,750	4,750
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	4,059	5,400	5,400	5,400	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
<i>HISTORICAL COMMISSION Total Expenditures</i>	4,059	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<i>HISTORICAL COMMISSION NET INCOME (LOSS)</i>	(2,680)	(650)	(650)	934	(650)	(650)	(650)	(650)	(650)
<i>Fund Balance - Beginning of Year</i>	52,903	50,223	50,223	50,223	51,157	50,507	49,857	49,207	48,557
<i>Fund Balance - End of Year</i>	50,223	49,573	49,573	51,157	50,507	49,857	49,207	48,557	47,907
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	609	810	810	810	810	810	810	810	810
Unassigned Fund Balance	49,614	48,763	48,763	50,347	49,697	49,047	48,397	47,747	47,097
Total	50,223	49,573	49,573	51,157	50,507	49,857	49,207	48,557	47,907
Unassigned Fund Balance as a % of Total Current Spending	1222.3%	903.0%	903.0%	932.4%	920.3%	908.3%	896.2%	884.2%	872.2%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	2,412,805	2,762,309	3,404,582	3,374,023	3,137,845	3,276,344	3,533,720	3,589,062	3,644,957
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	1,331,782	1,446,958	1,446,958	1,700,622	1,611,247	1,644,636	1,716,891	1,722,765	1,728,697
600-Charges for Services	162	0	815,364	340,052	815,364	827,594	840,008	852,609	865,398
664-Investment Income & Rentals	5,927	2,733	2,733	10,389	13,600	14,822	16,055	17,287	18,198
671-Other Revenues	33,876	20,000	20,000	24,386	20,000	20,000	20,000	20,000	20,000
695-Other Financing Sources	1,914,410	2,000,000	1,265,000	1,289,667	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000
695-Vital Streets Enhanced State Investment	3,503,638	3,411,315	5,911,315	5,911,315	0	0	0	0	0
Local Streets Total Revenues	10,073,501	10,514,217	13,736,854	13,521,356	7,658,958	7,844,298	8,187,576	8,262,625	8,338,152
Expenditures									
701-Personal Services	1,609,941	1,950,425	2,302,625	2,045,085	2,148,284	2,279,233	2,398,567	2,457,129	2,502,117
701-Vital Streets Enhanced State Investment	4,129	0	0	0	0	0	0	0	0
726-Supplies	1,045,655	2,005,970	2,628,478	2,452,829	1,909,500	1,960,280	1,998,785	2,038,060	2,065,090
800-Other Services and Charges	960,958	1,133,075	1,656,004	1,598,307	1,196,775	1,242,465	1,270,051	1,300,569	1,305,427
970-Capital Outlays	62,337	44,744	69,744	129,985	25,000	25,000	55,178	25,000	25,000
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	3,605,812	3,258,273	4,258,273	5,194,455	1,211,247	1,244,636	1,316,891	1,322,765	1,328,697
995-Other Financing	132,864	47,776	47,776	97,653	-142,790	-150,084	-155,064	-155,064	-155,064
995-Vital Streets Enhanced State Investment	1,225,479	1,600,000	3,100,000	2,417,482	400,000	400,000	400,000	400,000	400,000
Local Streets Total Expenditures	9,518,077	10,911,165	14,933,802	14,806,698	7,618,918	7,872,432	8,155,310	8,259,361	8,342,169
Local Streets NET INCOME (LOSS)	555,424	-396,948	-1,196,948	-1,285,342	40,040	-28,134	32,266	3,264	-4,017
Beginning Fund Balance	852,679	1,408,103	1,408,103	1,408,103	122,761	162,801	134,667	166,933	170,197
Ending Fund Balance	1,408,103	1,011,155	211,155	122,761	162,801	134,667	166,933	170,197	166,180
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,427,712	1,636,675	2,240,070	2,221,005	1,142,838	1,180,865	1,223,297	1,238,904	1,251,325
Unassigned Fund Balance	-19,609	-625,520	-2,028,916	-2,098,244	-980,037	-1,046,198	-1,056,364	-1,068,707	-1,085,146
Total	1,408,103	1,011,155	211,155	122,761	162,801	134,667	166,933	170,197	166,180
Unassigned FB as a % of Total Expenditures	(0.2%)	(5.7%)	(13.6%)	(14.2%)	(12.9%)	(13.3%)	(13.%)	(12.9%)	(13.%)

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	298,257	420,000	420,000	399,856	480,000	240,000	240,000	240,000	240,000
539-State Grants	9,368,781	8,286,928	10,091,410	10,122,069	9,413,534	9,829,031	10,601,160	10,767,185	10,934,870
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	2,612,706
539-Vital Streets Enhanced State Investment	4,955,059	4,340,874	5,355,629	6,071,644	4,833,742	4,933,907	5,150,674	5,168,294	5,186,091
600-Charges for Services	2,658,889	2,147,500	2,361,988	2,225,001	2,185,988	2,164,205	2,142,471	2,145,785	2,149,150
664-Investment Income & Rentals	144,970	180,745	180,745	132,018	216,650	245,146	260,807	276,467	288,047
671-Other Revenues	619,617	285,500	285,500	182,310	60,500	60,500	60,500	60,500	60,500
695-Other Financing Sources	931,037	160,000	995,000	867,317	1,360,000	1,360,000	1,360,000	1,360,000	1,360,000
695-Vital Streets Enhanced State Investment	0	0	1,500,000	1,500,000	0	0	0	0	0
Major Streets Total Revenues	21,589,315	18,434,253	23,802,978	24,112,921	21,163,120	21,445,495	22,428,318	22,630,937	22,831,364
Expenditures									
701-Personal Services	4,600,598	5,227,765	5,326,565	4,849,937	5,344,677	5,645,904	5,928,580	6,070,455	6,170,610
701-Vital Streets Enhanced State Investment	1,489	0	0	0	0	0	0	0	0
726-Supplies	2,444,276	1,813,488	2,485,227	2,445,321	2,463,000	2,508,990	2,553,432	2,597,690	2,638,333
800-Other Services and Charges	4,831,523	4,814,195	5,495,936	5,568,161	6,163,429	6,216,907	6,314,309	6,489,314	6,666,070
970-Capital Outlays	196,069	180,024	1,139,703	312,340	122,201	123,965	156,678	130,419	128,500
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	2,612,706
970-Vital Streets Enhanced State Investment	37,830	929,559	944,314	793,012	3,633,742	3,733,907	3,950,674	3,968,294	3,986,091
990-Debt Service	755,076	744,050	744,050	744,050	741,250	745,150	743,150	747,200	746,950
995-Other Financing	1,123,301	212,669	1,042,972	1,474,329	214,160	191,690	178,005	178,005	178,005
995-Vital Streets Maintenance of Effort	0	0	0	0	0	0	0	0	0
995-Vital Streets Enhanced State Investment	3,946,060	3,411,315	5,911,315	6,778,632	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Major Streets Total Expenditures	20,548,929	19,945,771	25,702,788	25,578,488	22,495,165	22,979,219	23,637,534	23,994,083	24,327,265
Major Streets NET INCOME (LOSS)	1,040,386	-1,511,518	-1,899,810	-1,465,567	-1,332,045	-1,533,724	-1,209,216	-1,363,146	-1,495,901
Beginning Fund Balance	7,550,772	8,591,158	8,591,158	8,591,158	7,125,591	5,793,546	4,259,822	3,050,606	1,687,460
Ending Fund Balance	8,591,158	7,079,640	6,691,348	7,125,591	5,793,546	4,259,822	3,050,606	1,687,460	191,559
Reserve Targets									
Assigned to Operations - 15% of Total Spending	3,082,339	2,991,866	3,855,418	3,836,773	3,374,275	3,446,883	3,545,630	3,599,112	3,649,090
Unassigned Fund Balance	5,508,819	4,087,774	2,835,930	3,288,818	2,419,271	812,939	-495,024	-1,911,652	-3,457,531
Total	8,591,158	7,079,640	6,691,348	7,125,591	5,793,546	4,259,822	3,050,606	1,687,460	191,559
Unassigned FB as a % of Total Expenditures	26.8%	20.5%	11.1%	12.9%	10.8%	3.5%	(2.1%)	(8.0%)	225 (14.2%)

Grand Rapids MI - FMS
METROPOLITAN ENFORCEMENT TEAM (2651)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	98	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000
600-Charges for Services	57,687	33,000	33,000	39,629	47,200	47,200	47,200	47,200	47,200
655-Fines & Forfeitures	61,640	190,000	190,000	124,103	124,000	124,000	124,000	124,000	124,000
664-Investment Income & Rentals	2,903	7,320	7,320	3,783	4,701	5,079	5,460	5,841	6,122
671-Other Revenues	856	36,667	36,667	12,922	10,000	10,000	10,000	10,000	10,000
695-Other Financing Sources	0	86,160	86,160	67,782	68,550	70,944	72,834	73,218	73,890
Metropolitan Enforcement Team Total Revenues	123,183	403,147	403,147	248,219	304,451	307,223	309,494	310,259	311,212
Expenditures									
701-Personal Services	99,995	259,980	259,980	144,906	145,809	153,142	159,473	161,816	164,053
751-Supplies	1,535	3,000	3,000	2,325	3,000	3,000	3,000	3,000	3,000
800-Other Services and Charges	123,844	125,660	125,660	112,344	109,398	109,398	109,398	109,398	109,398
970-Capital Outlays	132	5,000	5,000	1,193	7,700	7,700	7,700	7,700	7,700
Metropolitan Enforcement Team Total Expenditures	225,506	393,640	393,640	260,768	265,907	273,240	279,571	281,914	284,151
Metropolitan Enforcement Team NET INCOME (LOSS)	-102,323	9,507	9,507	-12,549	38,544	33,983	29,923	28,345	27,061
Beginning Fund Balance	272,332	170,009	170,009	170,009	157,460	196,004	229,987	259,910	288,255
Ending Fund Balance	170,009	179,516	179,516	157,460	196,004	229,987	259,910	288,255	315,316
Reserve Targets									
Assigned to Operations - 15% of Total Spending	33,826	59,046	59,046	39,115	39,886	40,986	41,936	42,287	42,623
Unassigned Fund Balance	136,183	120,470	120,470	118,345	156,118	189,001	217,974	245,968	272,693
Total	170,009	179,516	179,516	157,460	196,004	229,987	259,910	288,255	315,316
Unassigned FB as a % of Total Expenditures	60.4%	30.6%	30.6%	45.4%	58.7%	69.2%	78.0%	87.2%	96.0%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	570,000	309,188	309,188	309,188	309,188	309,188	309,188
580-Contributions from Local Units	0	0	0	0	0	0	0	0	0
600-Charges For Services	0	0	0	173,312	173,312	173,312	173,312	173,312	173,312
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	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT Total Revenues	0	0	570,000	482,500	482,500	482,500	482,500	482,500	482,500
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000
800-Other Services And Charges	0	0	570,000	477,500	477,500	477,500	477,500	477,500	477,500
995-Appropriation Lapse	0	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
61ST DISTRICT COURT Total Expenditures	0	0	570,000	482,500	482,500	482,500	482,500	482,500	482,500
61ST DISTRICT COURT NET INCOME (LOSS)	0	0	0	0	0	0	0	0	0
Fund Balance - Beginning of Year	-	-	-	-	-	-	-	-	-
Fund Balance - End of Year	0	0	0	0	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	0	85,500	72,375	72,375	72,375	72,375	72,375	72,375
Unassigned Fund Balance	0	0	(85,500)	(72,375)	(72,375)	(72,375)	(72,375)	(72,375)	(72,375)
Total	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance as a % of Total Current Spending	#DIV/0!	#DIV/0!	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	51,671	55,000	77,000	53,448	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	2,018	10,294	10,294	2,628	3,439	3,749	4,060	4,372	4,602
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	53,689	65,294	87,294	56,076	58,439	58,749	59,060	59,372	59,602
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	(4,390)	0	0	0	0	0	0	0	0
800-Other Services And Charges	64,677	55,000	77,000	52,467	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	60,287	55,000	77,000	52,467	55,000	55,000	55,000	55,000	55,000
MICHIGAN JUSTICE TRAINING NET INCOME (LOS)	(6,598)	10,294	10,294	3,609	3,439	3,749	4,060	4,372	4,602
Fund Balance - Beginning of Year	195,097	188,499	188,499	188,499	192,108	195,547	199,296	203,356	207,728
Fund Balance - End of Year	188,499	198,793	198,793	192,108	195,547	199,296	203,356	207,728	212,330
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	9,043	8,250	11,550	7,870	8,250	8,250	8,250	8,250	8,250
Unassigned Fund Balance	179,456	190,543	187,243	184,238	187,297	191,046	195,106	199,478	204,080
Total	188,499	198,793	198,793	192,108	195,547	199,296	203,356	207,728	212,330
Unassigned Fund Balance as a % of Total Current Spending	297.7%	346.4%	243.2%	351.2%	340.5%	347.4%	354.7%	362.7%	371.1%

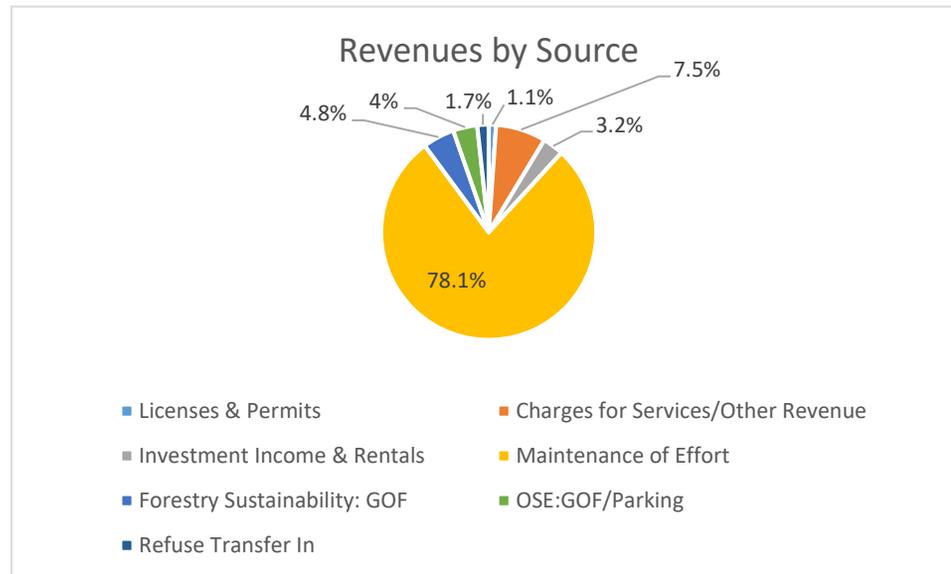
**Grand Rapids MI
PARKS & RECREATION OPERATING (2080)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
450-Licenses & Permits	97,448	62,935	62,935	82,782	90,502	93,067	95,709	98,430	101,233
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	0	0	0	0	0
580-Contribution from Local Units	0	20,000	20,000	3,882	57,000	57,000	57,000	0	0
600-Charges for Services	547,323	547,369	547,369	519,825	544,964	555,649	566,702	578,142	589,979
664-Investment Income & Rentals	263,373	194,902	194,902	238,861	258,062	267,737	277,636	287,745	297,306
671-Other Revenues	83,261	26,000	26,000	18,848	15,000	15,450	15,914	16,391	16,883
695-Other Financing Sources	366,374	785,067	785,067	785,067	828,567	856,099	875,702	894,699	980,699
695-Other Financing Sources-MOE Subsidy	5,922,430	6,163,056	6,163,056	6,163,056	6,385,419	6,635,657	6,635,657	6,635,657	6,635,657
Parks & Recreation Total Revenues	7,280,209	7,799,329	7,799,329	7,812,321	8,179,514	8,480,659	8,524,320	8,511,064	8,621,757
EXPENDITURES									
701-Personal Services	3,403,626	3,612,397	3,658,028	3,614,150	3,903,286	4,120,198	4,968,583	5,072,561	5,155,863
751-Supplies	311,796	286,637	302,637	294,803	337,700	356,917	399,398	404,218	409,181
800-Other Services and Charges	2,828,401	3,532,812	4,064,306	3,466,810	3,958,708	3,954,673	4,296,191	4,375,401	4,447,506
970-Capital Outlays	24,473	206,200	206,200	219,270	67,900	46,300	239,100	49,100	39,100
995-Appropriation Lapse	0	(100,000)	(100,000)	0	(99,999)	(99,999)	(99,999)	(99,999)	(99,999)
995-Other Financing	547,695	364,244	0	364,244	0	0	0	0	0
Parks & Recreation Total Expenditures	7,115,991	7,902,290	8,131,171	7,959,277	8,167,595	8,378,089	9,803,273	9,801,281	9,951,651
NET INCOME (LOSS)	164,218	(102,961)	(331,842)	(146,956)	11,919	102,570	(1,278,953)	(1,290,217)	(1,329,894)
<i>Beginning Fund Balance</i>	841,777	1,005,995	1,005,995	1,005,995	859,039	870,958	973,528	(305,425)	(1,595,642)
Ending Fund Balance	1,005,995	903,034	674,153	859,039	870,958	973,528	(305,425)	(1,595,642)	(2,925,536)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,067,399	1,185,344	1,219,676	1,193,892	1,225,139	1,256,713	1,470,491	1,470,192	1,492,748
Unassigned Fund Balance	(61,404)	(282,310)	(545,523)	(334,853)	(354,181)	(283,185)	(1,775,916)	(3,065,834)	(4,418,284)
Total	1,005,995	903,034	674,153	859,039	870,958	973,528	(305,425)	(1,595,642)	(2,925,536)
Unassigned FB as a % of Total Expenditures	(0.9%)	(3.6%)	(6.7%)	(4.2%)	(4.3%)	(3.4%)	(18.1%)	(31.3%)	(44.4%)

Parks Operating Fund (2080) Revenues:

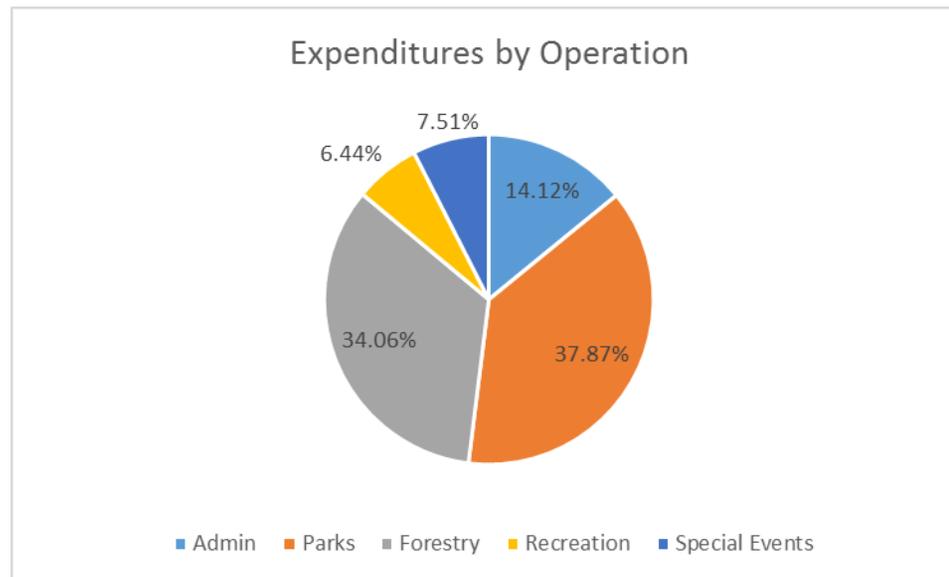
The Parks Operating Fund requires FY2020 revenue of approximately \$8,179,514 to support its activities. The primary source of this revenue is a Maintenance of Effort subsidy from the General Operating Fund (GOF) of \$6,385,419. The Parks Investment Guidelines that were implemented with the affirmative vote for the Parks Millage state that for the duration of the millage, in any year the total GOF budget increases, the GOF Parks Subsidy will increase by that same percentage; and in any year the total GOF budget decreases, the GOF Parks Subsidy will decrease by that same percentage.

The second greatest source of revenue in this fund comes from Charges for Services. The majority of this is generated by recreation programming and special events. Youth programs may be subsidized from the GOF Parks Subsidy; however Adult programs should show that they can achieve full cost recovery.



Parks Operating Fund (2080) Expenditures:

Approximately 38% of Operating Fund expenditures are for ongoing Parks Operations and Maintenance, 6.44% for Recreation programs, 34% for Forestry Service (which includes Priority 2 Tree work), 7.5% for Special Events and the remaining 14.1% for department's Administrative Costs.



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

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

**Grand Rapids MI
PARKS MILLAGE (2081)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
REVENUE									
<i>Parks Millage (2081)</i>									
401 Taxes (Voter-approved Millage)	4,042,080	4,103,273	4,103,273	4,103,273	4,289,462	4,406,725	0	0	0
539 State Grants	0	0	300,000	323,723	23,723	23,723	0	0	0
600 Charges For Services	0	0	0	0	0	0	0	0	0
664 Interest And Rents	31,082	34,678	34,678	60,610	79,337	86,470	0	0	0
671 Other Revenues	0	0	0	975	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	4,073,162	4,137,951	4,437,951	4,488,581	4,392,522	4,516,918	0	0	0
EXPENDITURES									
<i>Parks Millage (2081)</i>									
Parks Rehabilitation & Repairs (45-55%)	3,281,558	1,970,737	2,270,737	2,215,278	2,172,396	2,278,203	0	0	0
A-87 (Parks Rehab & Repairs)	17,828	8,851	8,851	8,851	12,004	12,244	0	0	0
Subtotal Parks Rehabilitation & Repairs	3,299,386	1,979,588	2,279,588	2,224,129	2,184,400	2,290,447	0	0	0
Park Improvements (25-35%)	336,796	1,182,442	1,690,442	1,690,442	1,303,437	1,385,365	0	0	0
A-87 (Park Improvements)	10,696	5,310	5,310	5,310	7,202	7,346	0	0	0
Subtotal Park Improvements	347,492	1,187,752	1,695,752	1,695,752	1,310,639	1,392,711	0	0	0
Pools Operating Exp. (15-20%)	806,738	764,035	764,035	819,494	881,941	899,737	0	0	0
A-87 (Pools)	28,033	39,963	39,963	39,963	42,152	42,995	0	0	0
Subtotal Pools	834,771	803,998	803,998	859,457	924,093	942,732	0	0	0
Transfer to GOF Parks	249,600	247,200	247,200	247,200	244,800	242,400	0	0	0
Transfer to GOF Pools	0	0	0	0	0	0	0	0	0
Parks Millage Total Expenditures	4,731,249	4,218,538	5,026,538	5,026,538	4,663,932	4,868,290	0	0	0
Parks Millage NET INCOME (LOSS)	(658,087)	(80,587)	(588,587)	(537,957)	(271,410)	(351,372)	0	0	0
Beginning Fund Balance	1,818,826	1,160,739	1,160,739	1,160,739	622,782	351,372	-	-	-
Ending Fund Balance	1,160,739	1,080,152	572,152	622,782	351,372	0	0	0	0
Assigned to Operations - 15% of Total Spending	709,687	632,781	753,981	753,981	699,590	730,244	-	-	-
Unassigned	451,052	447,371	(181,829)	(131,199)	(348,218)	(730,244)	-	-	-
Total	1,160,739	1,080,152	572,152	622,782	351,372	-	-	-	-
Unassigned FB as a % of Total Expenditures	9.5%	10.6%	-3.6%	-2.6%	-7.5%	-15.0%	#DIV/0!	#DIV/0!	#DIV/0!

Parks Millage Fund (2081) Revenues:

The primary source of revenue in the Parks Millage fund is a dedicated Property Tax millage. The millage will be collected for a seven-year period from July 1, 2014 through June 30, 2020. The millage rate is .95 mills and generates approximately \$4,000,000 annually which is used only for the City's park system.

45% to 55% of the parks millage revenue is assigned to rehabilitation and repairs, while 25% to 35% is invested in park improvements, and 15% to 20% being used to operate the City's swimming pools. Depending on the total amount of tax revenue generated in a given year, the pools operating budget may be greater than the 20% allowed by the millage agreement; should this occur, additional revenue support will be provided from the Parks Operating Fund by means of operating transfers. Any revenue generated by user fees from the pools recreation programming will be deposited into the Parks Operating Fund.

Parks Millage Fund (2081) Expenditures:

The Millage Fund's expenditures are mandated by the agreement that 45%-55% of the parks 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. This fund continues to be managed according to the millage investment guidelines.

The following pages contain concept drawings showing planned park improvements.



LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** SCHOOL PLAYGROUND (PATIO DE RECREO)
- B** ALGER MIDDLE SCHOOL (LA ESCUELA)
- C** SCHOOL BALL FIELD (CAMPO DE PELOTA ESCOLAR)

PROPOSED - PROPUESTO

- A** SPRAY PLAZA (PARQUE DE AGUA)
- B** SECURITY LIGHTING (ILUMINACION DE SEGURIDAD)
- C** EX. RESTROOM IMPROVEMENTS (MEJORAS DE BAÑO)
- D** PICNIC TABLE (MESA DE PICNIC)
- E** BENCH SEATING (BANCOS DE ASIENTO)
- F** ACCESSIBLE WALKS (ACERAS ACCESIBLES)
- G** DRINKING FOUNTAIN (FUENTE DE BEBER)
- H** BIKE RACK (ESTACIONAMIENTO DE BICICLETAS)
- I** 4' VINYL COATED FENCE (CERCA)

ALGER PARK

City of Grand Rapids, Michigan
March 2019

PARK MASTER PLAN



CONCEPT LAYOUT PLAN

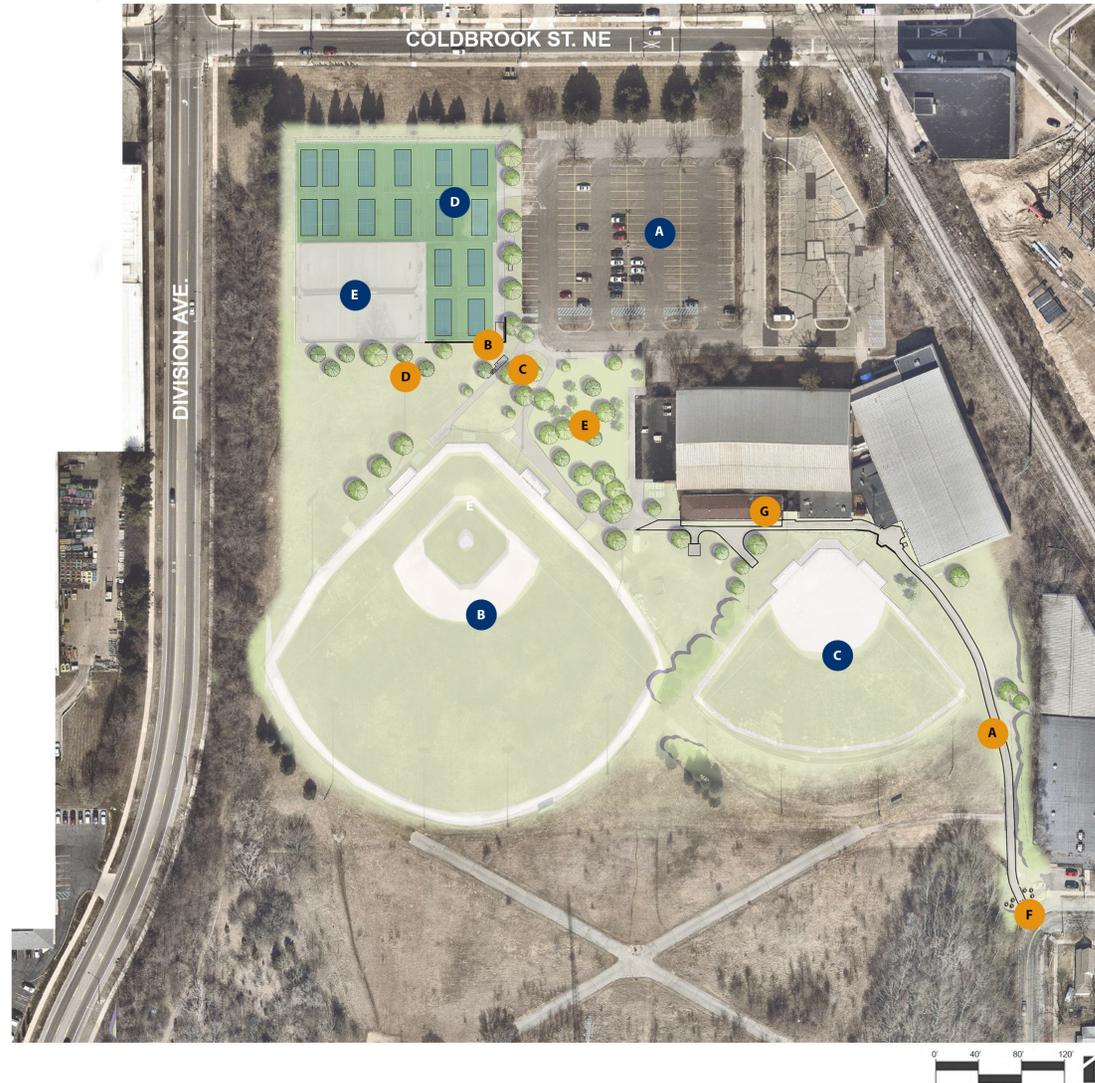
LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** PARKING LOT
ESTACIONAMIENTO
- B** BASEBALL FIELD
CAMPO DE BÉISBOL
- C** SOFTBALL FIELD
CAMPO DE SOFTBOL
- D** PICKLEBALL COURTS
CANCHA DE PICKLEBALL
- E** BIKE POLO COURT
CANCHA DE BIKE POLO

PROPOSED (PROPUESTO)

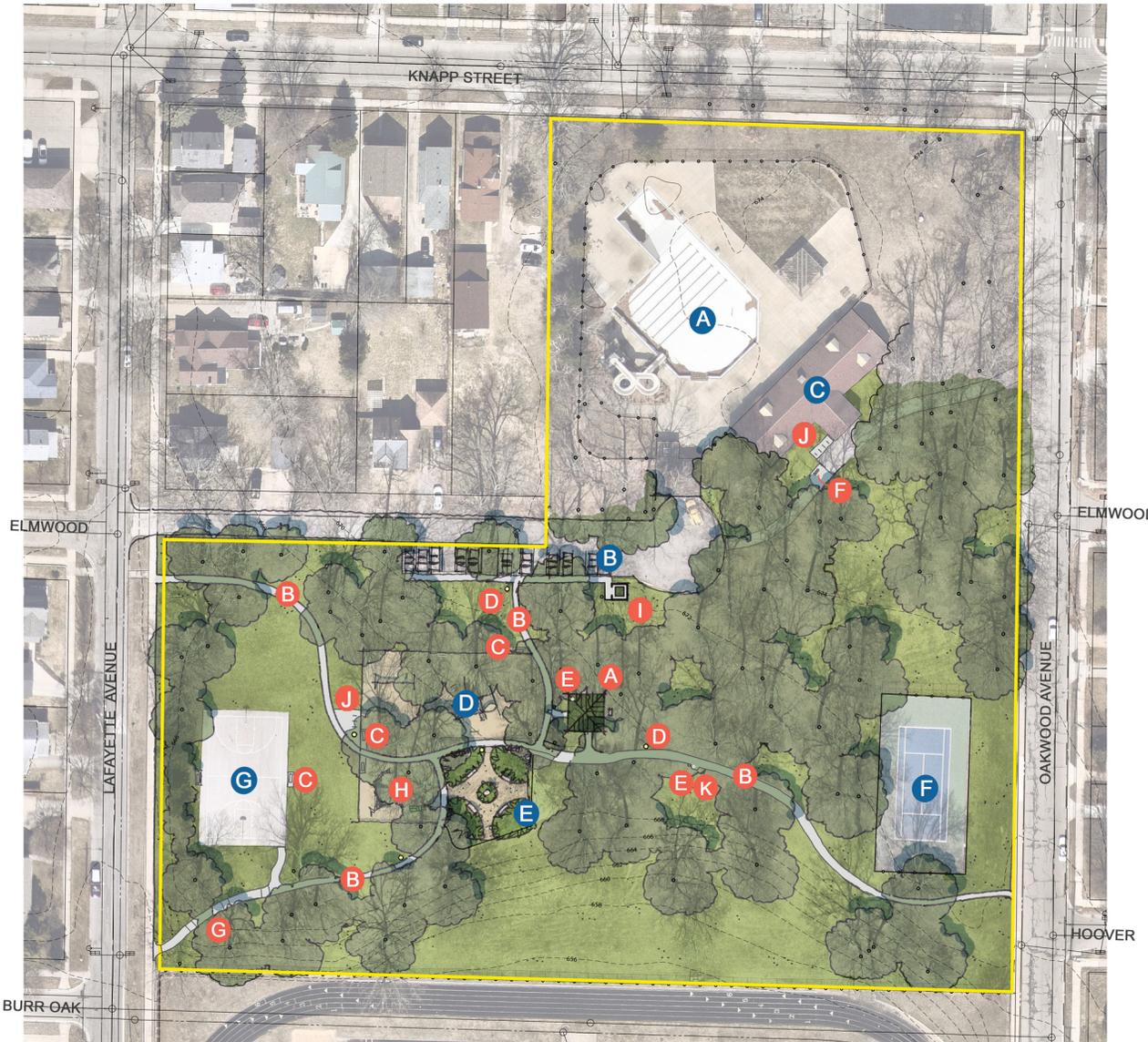
- A** NEW TRAIL
ACERA NUEVA
- B** NEW FENCING
VALLA NUEVA
- C** BIKE RACKS, BIKE REPAIR STATION, AND BENCH
ESTACIÓN DE REPARACIÓN DE BICICLETAS,
ESTACIONAMIENTO DE BICICLETAS Y UN BANCO
- D** SHADE TREES
ÁRBOLES DE SOMBRA
- E** NEW GREENSPACE
ZONA DE CÉSPED NUEVO
- F** BOULDERS AT ENTRANCE
ROCAS A LO LARGO DE LA ENTRADA
- G** RENOVATED BATHROOMS
BAÑOS RENOVADOS



BELKNAP PARK

30 COLDBROOK ST. NE

City of Grand Rapids, Michigan
April 2019



LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** SWIMMING POOL (LA PISCINA)
- B** PARKING LOT (ESTACIONAMIENTO)
- C** RESTROOM (BAÑO)
- D** PLAYGROUND (ÁREA DE JUEGOS)
- E** BUTTERFLY GARDEN (JARDIN DE MARIPOSAS)
- F** TENNIS COURT (CANCHA DE TENIS)
- G** BASKETBALL COURTS (CANCHA DE BALONCESTO)

PROPOSED (PROPUESTA)

- A** PICNIC SHELTER (PICNIC REFUGIO) WITH ACCESSIBLE PICNIC TABLES (TABLA DE PICNIC) AND GRILL (PARRILLA)
- B** ACCESSIBLE SIDEWALK (PASEO ACCESIBLE)
- C** BENCH SEATING (BANCOS DE ASIENTO)
- D** SITE LIGHTING (ILUMINACION DEL SITIO)
- E** LITTER RECEPTACLE (RECEPTACULO LITTER)
- F** ACCESSIBLE DRINKING FOUNTAIN (FUENTE DE BEBIDA)
- G** RAMP WITH HANDRAILS (RAMPA CON PASAMANOS)
- H** IMPROVED PLAYGROUND - K-5 (MEJORADO PATIO DE RECREO)
- I** PORTABLE RESTROOM (BAÑO)
- J** BIKE RACKS (PARKING DE BICICLETAS)
- K** PET STATION (ESTACION DE PET)



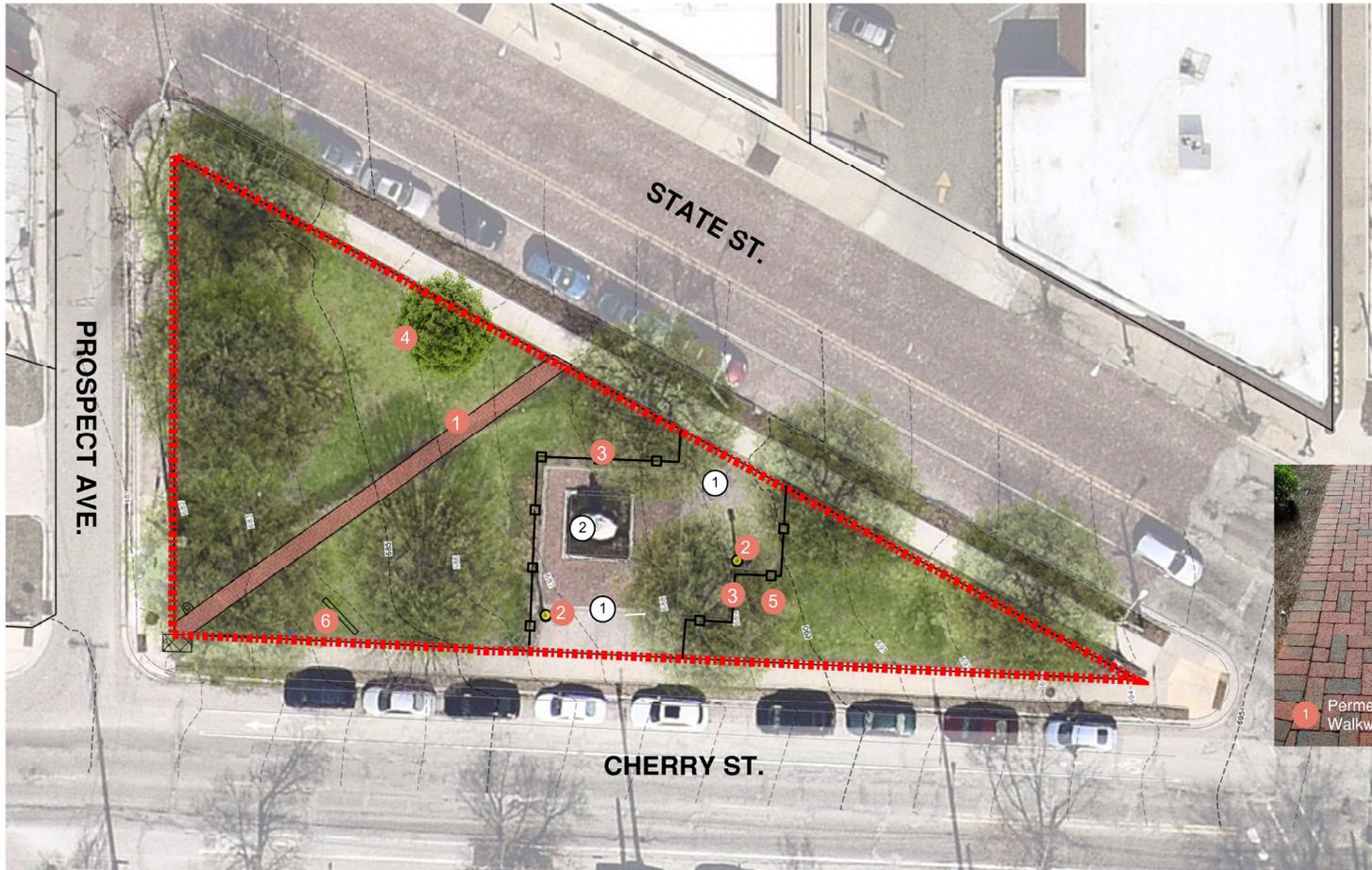
BRIGGS PARK

City of Grand Rapids, Michigan
March 2019

PARK MASTER PLAN



CITY OF GRAND RAPIDS
FOSTER PARK



EXISTING ELEMENTS:

- ① Existing Brick Pavers & Concrete Plaza
- ② Existing Statue & Landscape

REMOVALS:

Remove Landscape and Light Poles

PROPOSED ELEMENTS:

- ① Permeable Paver Walkway
- ② New Light Pole and Globe
- ③ Ornamental Landscape Fence
- ④ Deciduous (Shade) Tree
- ⑤ Relocated Landscape
- ⑥ Park Sign (Future, by City)



CONCEPT PLAN

April 5, 2019

CONCEPT LAYOUT PLAN

LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** PARKING LOT
ESTACIONAMIENTO
- B** SHELTER
ÁREA TECHADA DE PICNIC
- C** PLAYGROUND
ÁREA DE LOS JUEGOS
- D** BATHROOM BUILDING
EDIFICIO DE BAÑO
- E** EXISTING TREES
ÁRBOLES
- F** SPLASH PAD
ÁREA DE JUEGOS CON FUENTES DE AGUA

PROPOSED (PROPUESTO)

- A** DRINKING FOUNTAIN
FUENTE DE AGUA
- B** LANDSCAPING AT PARKING LOT AND PLAYGROUND
JARDÍN A LO LARGO DEL ESTACIONAMIENTO Y ÁREA DE LOS JUEGOS
- C** IMPROVED PLAYGROUND
ÁREA DE JUEGOS MEJORADA
- D** LARGER GRILLS
PARRILLAS GRANDES
- E** LIGHTING ALONG WALKWAYS
POSTES DE LUZ A LO LARGO DE LA ACERA



JOE TAYLOR PARK

1001 BAXTER ST. SE

City of Grand Rapids, Michigan
April 2019

CITY OF GRAND RAPIDS
LEXINGTON PARK



Parks and Recreation
 CITY OF GRAND RAPIDS



EXISTING ELEMENTS:

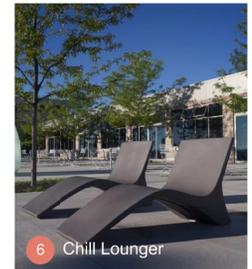
- ① Existing Stairs & Concrete

REMOVALS:

Remove all fence, curb and pavement inside park boundary.

PROPOSED ELEMENTS:

- ① Hammock Grove
- ② Park Sign (by City)
- ③ Bike Loops (3)
- ④ Ornamental Trees
- ⑤ Deciduous (Shade) Trees
- ⑥ Chill Lounger (2)
- ⑦ Picnic Shelter w/ Tables (2)
- ⑧ Oodle Swing
- ⑨ Litter Receptacle
- ⑩ Grill



CONCEPT PLAN

April 5, 2019

CONCEPT LAYOUT PLAN

LEGEND (LEYENDA)

EXISTING (EXISTENTE)

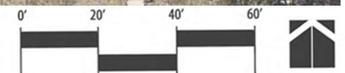
- A** SHADE TREES
ÁRBOLES DE SOMBRA
- B** LAWN AREA
ZONA DE CÉSPED

PROPOSED (PROPUESTO)

- A** NEW WALK
ACERA NUEVA
- B** NEW STAIRS AND HANDRAIL
ESCALERA DE HORMIGÓN Y PASAMONOS
- C** BIKE RACKS
ESTACIONAMIENTO DE BICICLETAS
- D** BENCH
BANCO
- E** PICNIC TABLE
MESA DE PICNIC
- F** COVERED SWINGING BENCH
BANCO BASCULANTE
- G** NATURAL STONE RETAINING WALL AND LANDSCAPE PLANTINGS
MUROS DE CONTENCIÓN DE PIEDRA Y JARDÍN A LO LARGO DE LAS ENTRADAS
- H** IMPROVED VIEWS
UNA MEJOR VISIÓN
- I** LIGHTING ALONG WALKWAYS
POSTES DE LUZ A LO LARGO DE LA ACERA
- J** RELOCATED TREE
ÁRBOL RELOCADO



FAIRVIEW AVE. NE



LOOKOUT PARK

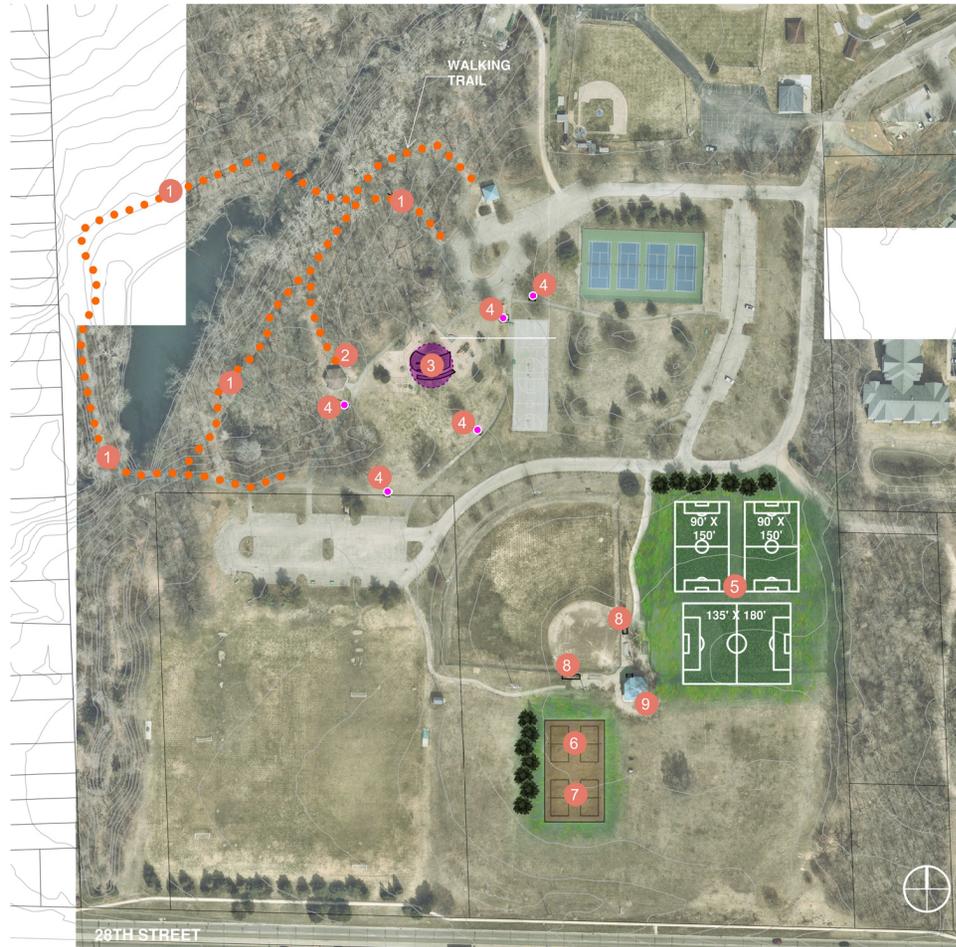
801 FAIRVIEW AVE. NE

City of Grand Rapids, Michigan
April 2019

CITY OF GRAND RAPIDS MACKAY JAYCEE PARK

PROPOSED IMPROVEMENTS:

- 1 WALKING TRAIL UPGRADES:
 - REMOVE DILAPIDATED MARY FREE BED EQUIP
 - CLEAN UP UNDERSTORY AND TRAIL SURFACE
- 2 ADD LIGHTING AT SHELTER AND UPGRADE DUPLEX OUTLETS
- 3 PLAYGROUND UPGRADES:
 - NEW PLAY ELEMENTS FOR 2-5 Y.O.
 - REPURPOSE SAND BOX
 - REPLENISH SAFETY SURFACE
- 4 NEW FITNESS/EXERCISE STATIONS
- 5 CONVERT BALL FIELD TO ALL GRASS FOR SOCCER; REVISE IRRIGATION; REMOVE FENCING
- 6 UPDATE EXISTING VOLLEYBALL (NEW POSTS, NETS, BENCHES AND REGRADE)
- 7 NEW SAND VOLLEYBALL WITH BENCHES
- 8 UPGRADE DUGOUTS WITH CONCRETE FLOOR AND ADD ROOF
- 9 CONCESSION BUILDING UPGRADES:
 - CONVERT B.F. RESTROOM TO STORAGE
 - INFILL WINDOWS AND ADD NEW STAINLESS STEEL ROLLING COUNTER DOORS
 - CONVERT RESTROOM SINK COUNTERS TO WALL HUNG SINKS FOR ADA COMPLIANCE
 - UPDATE MEN'S AND WOMEN'S RESTROOM FOR ADA COMPLIANCE
 - REPLACE EXTERIOR MOUNTED RESTROOM SIGNS



2 LIGHTED PICNIC SHELTER



4 FITNESS EXERCISE STATIONS



3 NEW PLAYGROUND AREA



3 NEW PLAYGROUND AREA



6 7 NEW/UPGRADED SAND VOLLEYBALL COURTS

8 UPGRADED DUGOUTS



9 STEEL ROLLING COUNTER DOOR

CONCEPT PLAN

April 10, 2019



Parks and
Recreation
CITY OF GRAND RAPIDS

MARTIN LUTHER KING PARK

City of Grand Rapids, February 2019

A New Picnic Shelter



B New Expression Swing



C New Toddler Swing



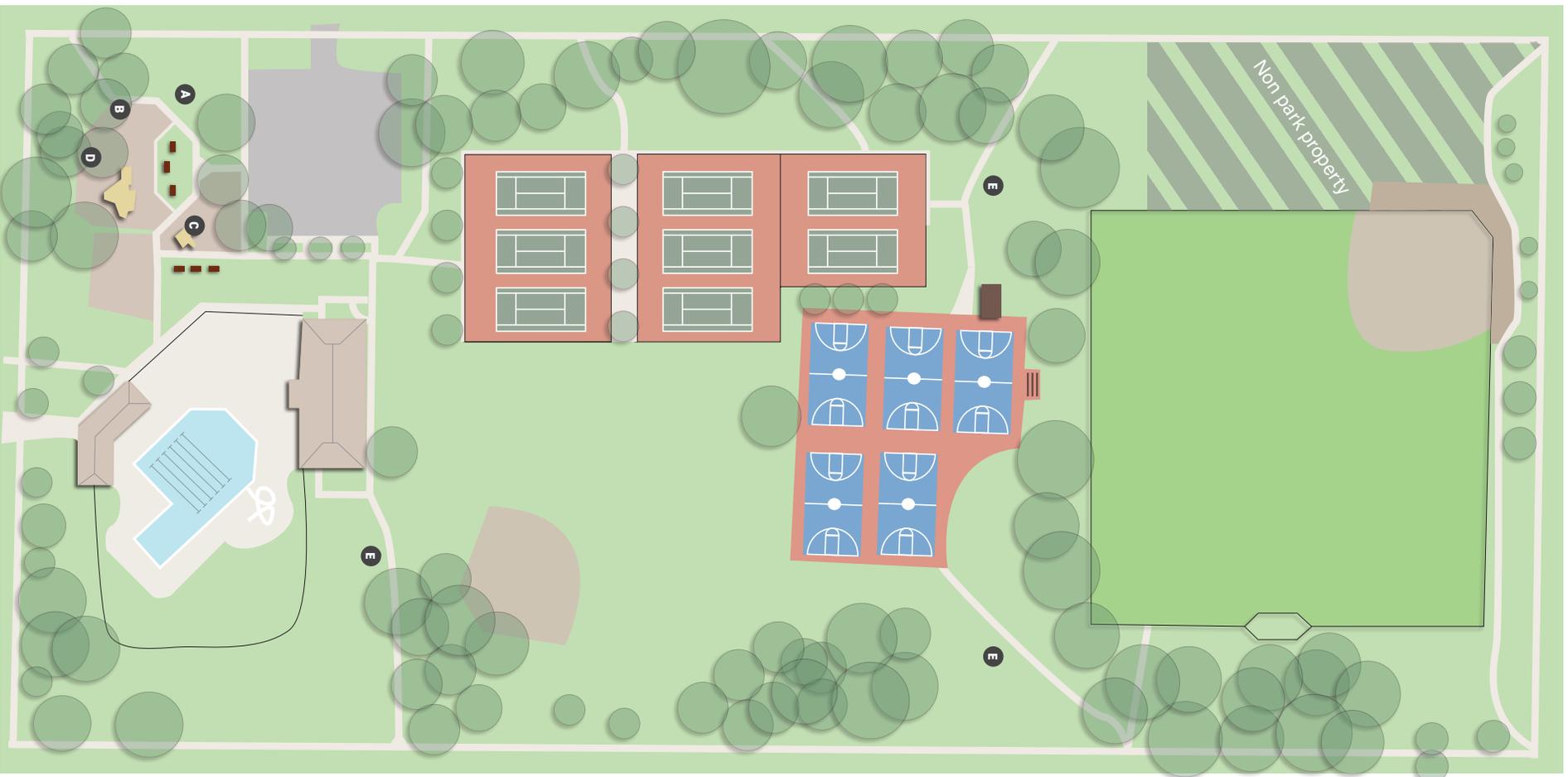
D New Unity SpinR



E New Pedestrian Lighting



Fuller Ave SE



Franklin St SE

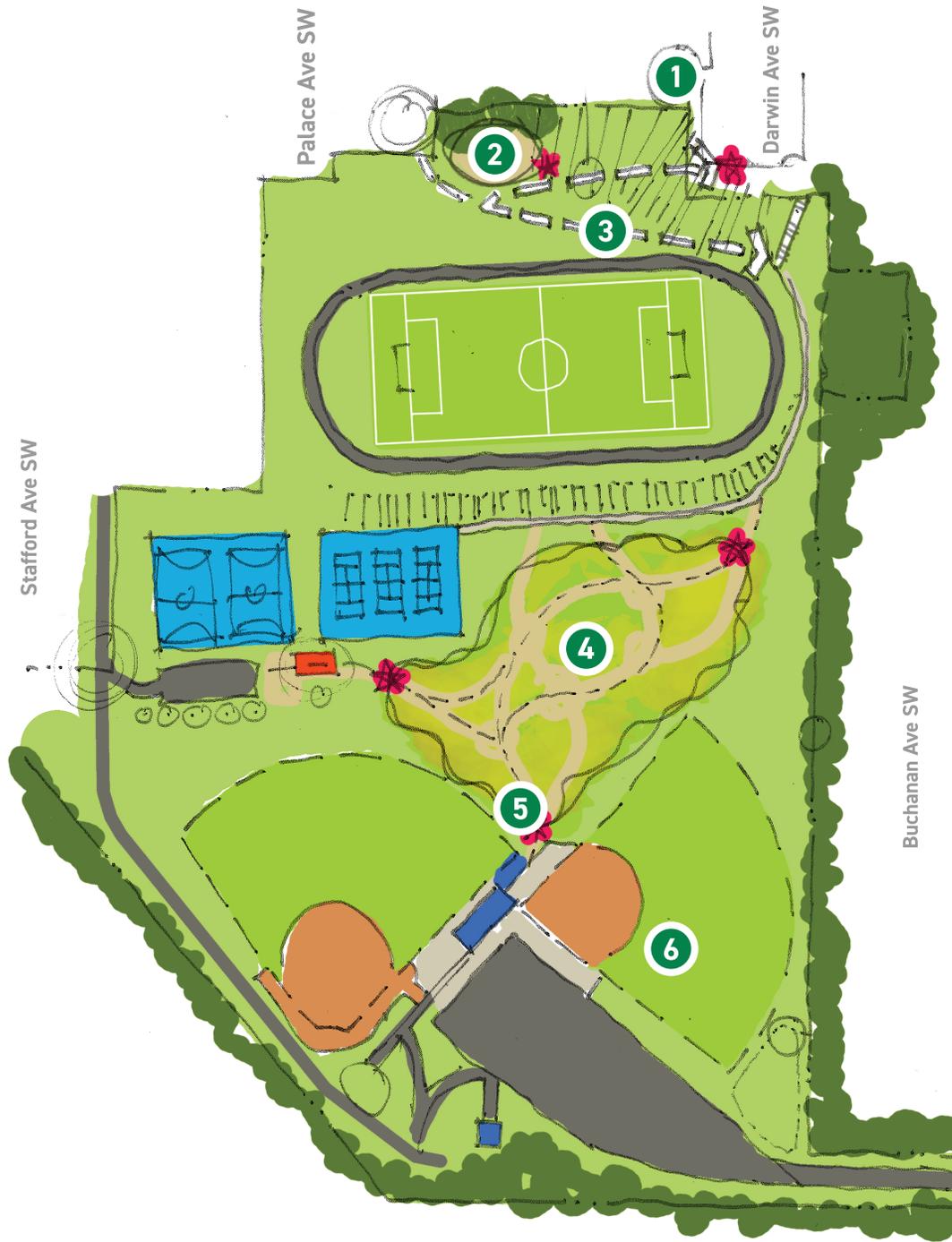
Benjamin Ave SE

Alexander St SE



PLASTER CREEK FAMILY PARK & BURTON SCHOOL - 2019 GREEN SCHOOLYARD PROJECT

Parque Familiar De Plaster Creek y Escuela Burton - Proyecto "Patio de la Escuela Verde" de 2019



Legend/Clave:

- 1 Improved Access to Neighborhood
Accesibilidad mejorada al vecindario
- 2 Outdoor Classroom - "The Nest"
Aula al Aire Libre - "El Nido"
- 3 Accessible Walking Path
Rastros de caminar accesibles
- 4 "The Meadows" Natural Playscape
"La Pradera" Area de Juego Natural
- 5 Picnic Tables and Grill
Mesa de Picnic y Parrilla
- 6 Electrical Utility Improvements
Mejoras Eléctricas

Connecting Children and Families to Nature.

Conectando niños y familias a la naturaleza

CITY OF GRAND RAPIDS RASBERRY FIELD PARK



REMOVALS :

- ① Existing Chain Link Fence

PROPOSED ELEMENTS:

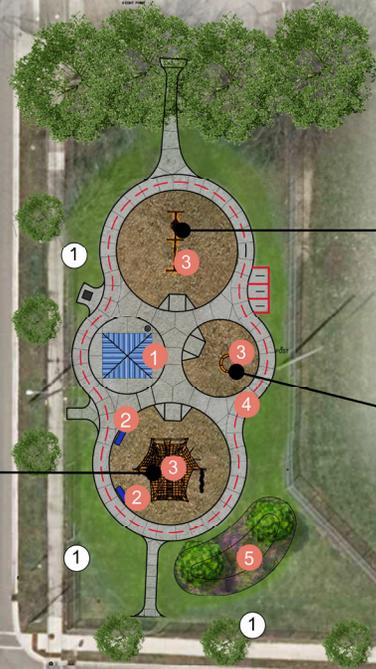
- ① Picnic Pavilion with Tables
- ② Stadium Benches (2)
- ③ Play Area
- ④ Tot Bike Track
- ⑤ Rain Garden

Final design will also include:
bike parking, litter receptacle, grill
and pet waste station.

Climbing Dome Play Structure



SHELDON AVENUE



HIGHLAND STREET



CONCEPT PLAN

August 2019



CONCEPT LAYOUT PLAN

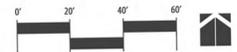
LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** EXISTING TREES
ÁRBOLES DE SOMBRA
- B** LAWN AREA
ZONA DE CÉSPED
- C** PARKING LOT
ESTACIONAMIENTO

PROPOSED (PROPUESTO)

- A** NEW WALK
ACERA NUEVA
- B** IMPROVED VIEWS
UNA MEJOR VISIÓN
- C** STONE BOULDERS
ROCAS
- D** BENCH
BANCO
- E** PICNIC TABLE
MESA DE PICNIC
- F** SHADE TREES
ÁRBOLES DE SOMBRA



RESERVOIR PARK

840 LIVINGSTON AVE. NE

City of Grand Rapids, Michigan
April 2019

**Grand Rapids MI
PROPERTY MANAGEMENT (2360)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	0	600	600	600	600	600	600	600	600
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	35,763	16,070	16,070	22,716	28,754	31,339	33,944	36,550	38,477
671-Other Revenues	225,187	300,000	300,000	166,500	300,000	250,000	200,000	200,000	200,000
695-Other Financing Sources	31,548	0	0	0	0	0	0	0	0
PROPERTY MANAGEMENT Total Revenues	292,498	316,670	316,670	189,816	329,354	281,939	234,544	237,150	239,077
Expenditures									
701-Personal Services	13,138	27,168	27,168	27,168	27,168	28,236	29,172	29,400	29,640
751-Supplies	0	321	321	321	0	0	0	0	0
800-Other Services And Charges	41,712	44,653	57,537	21,945	169,247	170,651	171,142	171,607	172,035
970-Capital Outlays	225,216	300,000	300,000	200,000	300,000	250,000	200,000	200,000	200,000
990-Debt Service	40,395	38,946	38,946	38,946	42,899	43,125	42,184	46,255	45,087
995-Other Financing	9,976	12,884	0	12,884	0	0	0	0	0
PROPERTY MANAGEMENT Total Expenditures	330,437	423,972	423,972	301,264	539,314	492,012	442,498	447,262	446,762
PROPERTY MANAGEMENT NET INCOME (LOSS)	(37,939)	(107,302)	(107,302)	(111,448)	(209,960)	(210,073)	(207,954)	(210,112)	(207,685)
Fund Balance - Beginning of Year	1,193,892	1,155,953	1,155,953	1,155,953	1,044,505	834,545	624,472	416,518	206,406
Fund Balance - End of Year	1,155,953	1,048,651	1,048,651	1,044,505	834,545	624,472	416,518	206,406	(1,279)
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	82,609	105,993	105,993	75,316	134,829	123,003	110,625	111,816	111,691
Restricted for Affordable Housing - Source: "Income and Housing Diversity Program at the Parkland Properties Project"	358,233	358,233	358,233	358,233	358,233	358,233	358,233	358,233	358,233
Committed for Affordable Housing - Source: "General Fund Contingent Account per Budget Amendment 16-25"	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Unassigned Fund Balance	615,111	484,425	484,425	510,956	241,484	43,236	(152,340)	(363,643)	(571,203)
Total	1,155,953	1,048,651	1,048,651	1,044,505	834,545	624,472	416,518	206,406	(1,279)
Unassigned Fund Balance as a % of Total Current Spending	186.2%	114.3%	114.3%	169.6%	44.8%	8.8%	-34.4%	-81.3%	-127.9%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	1,573,785	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	23,223	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	21,358	27,686	27,686	33,423	43,750	47,684	51,648	55,613	58,545
671-Other Revenues	(964)	0	0	0	0	0	0	0	0
695-Other Financing Sources	802,809	1,401,543	1,401,543	1,401,543	1,750,000	1,850,000	2,000,000	2,150,000	2,300,000
LIBRARY GRANTS/CAPITAL Total Revenues	2,420,211	1,429,229	1,429,229	1,434,966	1,793,750	1,897,684	2,051,648	2,205,613	2,358,545
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	7,872	0	0	0	0	0	0	0	0
970-Capital Outlays	325,076	683,823	933,823	800,000	365,000	529,671	602,195	361,357	174,057
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	2,184,000	0	0	0	0	0	0	0	0
LIBRARY GRANTS/CAPITAL Total Expenditures	2,516,948	683,823	933,823	800,000	365,000	529,671	602,195	361,357	174,057
LIBRARY GRANTS/CAPITAL NET INCOME (LOSS)	(96,737)	745,406	495,406	634,966	1,428,750	1,368,013	1,449,453	1,844,256	2,184,488
Fund Balance - Beginning of Year	1,000,315	903,578	903,578	903,578	1,538,544	2,967,294	4,335,307	5,784,760	7,629,016
Fund Balance - End of Year	903,578	1,648,984	1,398,984	1,538,544	2,967,294	4,335,307	5,784,760	7,629,016	9,813,504
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	377,542	102,573	140,073	120,000	54,750	79,451	90,329	54,204	26,109
Assigned to Capital	526,036	1,546,411	1,258,911	1,418,544	2,912,544	4,255,856	5,694,431	7,574,812	9,787,395
Total	903,578	1,648,984	1,398,984	1,538,544	2,967,294	4,335,307	5,784,760	7,629,016	9,813,504
Unassigned Fund Balance as a % of Total Current Spending	20.9%	226.1%	134.8%	177.3%	798.0%	803.5%	945.6%	2096.2%	5623.1%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>Public Library Operating (2710)</u>									
Revenues									
401-Taxes	8,565,014	10,315,603	10,315,603	10,286,171	10,956,061	11,255,826	11,584,893	11,851,958	12,122,442
539-State Grants	349,798	250,602	250,602	179,394	179,395	179,395	179,395	179,395	179,395
580-Contribution from Local Units	375,342	365,000	365,000	395,005	365,000	365,000	365,000	365,000	365,000
600-Charges for Services	175,346	125,000	125,000	100,000	100,000	100,000	100,000	100,000	100,000
655-Fines & Forfeitures	165,582	170,000	170,000	135,000	135,000	135,000	135,000	135,000	135,000
664-Investment Income & Rentals	63,567	78,411	78,411	112,541	147,315	160,559	173,909	187,259	197,131
671-Other Revenues	38,860	-	-	-	-	-	-	-	-
Public Library Operating Total Revenues	9,733,509	11,304,616	11,304,616	11,208,111	11,882,771	12,195,780	12,538,197	12,818,612	13,098,968
Expenditures									
701-Personal Services	5,470,678	6,475,957	6,475,957	6,365,953	6,676,722	7,004,860	7,282,642	7,365,181	7,449,827
751-Supplies	1,257,181	1,572,000	1,572,000	1,557,000	1,615,000	1,655,000	1,695,000	1,735,000	1,775,000
800-Other Services and Charges	1,884,206	1,511,522	1,786,980	1,441,509	1,830,514	1,849,277	1,857,691	1,866,276	1,875,036
970-Capital Outlays	63,230	122,350	122,350	68,135	130,356	78,936	78,936	78,936	78,936
995-Lapse	-	(54,214)	(54,214)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
995-Other Financing	503,854	1,677,001	1,401,543	1,677,001	1,750,000	1,850,000	2,000,000	2,150,000	2,300,000
Public Library Operating Total Expenditures	9,179,148	11,304,616	11,304,616	11,109,598	11,952,592	12,388,073	12,864,269	13,145,393	13,428,799
Public Library Operating NET INCOME (LOSS)	554,361	-	-	98,513	(69,821)	(192,293)	(326,072)	(326,781)	(329,831)
Beginning Fund Balance	2,032,233	2,586,594	2,586,594	2,586,594	2,685,107	2,615,286	2,422,993	2,096,921	1,770,140
Ending Fund Balance	2,586,594	2,586,594	2,586,594	2,685,107	2,615,286	2,422,993	2,096,921	1,770,140	1,440,309
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,376,872	1,695,692	1,695,692	1,666,440	1,792,889	1,858,211	1,929,640	1,971,809	2,014,320
Unassigned Fund Balance	1,209,721	890,901	890,901	1,018,667	822,397	564,782	167,280	(201,669)	(574,011)
Total	2,586,594	2,586,594	2,586,594	2,685,107	2,615,286	2,422,993	2,096,921	1,770,140	1,440,309
Unassigned FB as a % of Total Expenditures	13.18%	7.88%	7.88%	9.17%	6.88%	4.56%	1.30%	-1.53%	-4.27%

**Grand Rapids MI
LIBRARY TRUST (2712)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	4,635	5,103	5,103	6,636	8,686	9,467	10,254	11,041	11,623
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	4,635	5,103	5,103	6,636	8,686	9,467	10,254	11,041	11,623
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)	4,635	5,103	5,103	6,636	8,686	9,467	10,254	11,041	11,623
Fund Balance - Beginning of Year	389,971	394,606	394,606	394,606	401,242	409,928	419,395	429,649	440,690
Fund Balance - End of Year	394,606	399,709	399,709	401,242	409,928	419,395	429,649	440,690	452,313
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	394,606	399,709	399,709	401,242	409,928	419,395	429,649	440,690	452,313
Total	394,606	399,709	399,709	401,242	409,928	419,395	429,649	440,690	452,313
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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	1,335	1,412	1,412	2,010	2,631	2,868	3,106	3,345	3,521
671-Other Revenues	1,300	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
RECEIVERSHIP Total Revenues	2,635	16,412	16,412	17,010	17,631	17,868	18,106	18,345	18,521
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	15,000	15,000	15,000	15,000	15,000	15,000
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	15,000	15,000	15,000	15,000	15,000	15,000
RECEIVERSHIP NET INCOME (LOSS)	2,635	1,412	1,412	2,010	2,631	2,868	3,106	3,345	3,521
Fund Balance - Beginning of Year	121,273	123,908	123,908	123,908	125,918	128,549	131,417	134,523	137,868
Fund Balance - End of Year	123,908	125,320	125,320	125,918	128,549	131,417	134,523	137,868	141,389
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Unassigned Fund Balance	123,908	123,070	123,070	123,668	126,299	129,167	132,273	135,618	139,139
Total	123,908	125,320	125,320	125,918	128,549	131,417	134,523	137,868	141,389
Unassigned Fund Balance as a % of Total Current Spending	#DIV/0!	820.5%	820.5%	824.5%	842.0%	861.1%	881.8%	904.1%	927.6%

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	6,723,938	6,890,874	6,890,874	6,890,874	7,233,647	7,431,279	7,645,963	7,820,671	7,999,729
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	98,118	85,574	85,574	39,391	39,391	39,391	39,391	39,391	39,391
600-Charges for Services	6,132,223	6,414,374	6,414,374	6,607,073	6,641,106	6,719,675	6,840,621	6,963,997	7,089,857
664-Investment Income & Rentals	89,518	101,728	101,728	153,694	201,185	219,272	237,503	255,735	269,217
671-Other Revenues	10,158	0	0	6,832	-600	-600	-600	-600	-600
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
Refuse Collection Total Revenues	13,053,955	13,492,550	13,492,550	13,697,864	14,114,729	14,409,017	14,762,878	15,079,194	15,397,594
Expenditures									
701-Personal Services	3,542,809	4,105,225	4,105,225	3,936,480	4,158,174	4,384,510	4,595,266	4,702,942	4,803,914
726-Supplies	252,242	214,300	214,300	152,589	254,200	259,548	265,011	270,591	276,292
800-Other Services and Charges	8,066,478	8,603,843	8,603,843	8,424,035	9,238,453	9,530,000	10,238,829	10,509,071	10,760,730
970-Capital Outlays	0	10,150	10,150	2,150	10,150	10,150	10,150	10,150	10,150
995-Other Financing	1,228,369	481,231	481,231	931,231	298,212	284,226	270,238	-210,000	-210,000
Refuse Collection Total Expenditures	13,089,898	13,414,749	13,414,749	13,446,485	13,959,189	14,468,434	15,379,494	15,282,754	15,641,086
Refuse Collection NET INCOME (LOSS)	-35,943	77,801	77,801	251,379	155,540	-59,417	-616,616	-203,560	-243,492
Beginning Fund Balance	4,469,418	4,433,475	4,433,475	4,433,475	4,684,854	4,840,394	4,780,977	4,164,361	3,960,801
Ending Fund Balance	4,433,475	4,511,276	4,511,276	4,684,854	4,840,394	4,780,977	4,164,361	3,960,801	3,717,309
Reserve Targets									
Assigned to Operations - 25% of Total Spending	3,272,475	3,353,687	3,353,687	3,361,621	3,489,797	3,617,109	3,844,874	3,820,689	3,910,272
Unassigned Fund Balance	1,161,001	1,157,589	1,157,589	1,323,233	1,350,597	1,163,869	319,488	140,113	-192,963
Total	4,433,475	4,511,276	4,511,276	4,684,854	4,840,394	4,780,977	4,164,361	3,960,801	3,717,309
Unassigned FB as a % of Total Expenditures	8.9%	8.6%	8.6%	9.8%	9.7%	8.0%	2.1%	0.9%	(1.2%)
Millage Rate (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 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Revenues									
401-Taxes	2,083,588	0	2,158,819	2,196,452	2,284,311	2,352,840	2,423,425	2,496,127	2,571,012
450-Licenses & Permits	34,041	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	16,213	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	11,410	17,517	17,517	11,769	15,406	16,791	18,187	19,583	20,616
671-Other Revenues	530	3,000	3,000	500	500	500	500	500	500
695-Other Financing Sources	0	2,158,819	0	0	0	0	0	0	0
SIDEWALK REPAIR Total Revenues	2,145,782	2,213,336	2,213,336	2,242,721	2,334,217	2,404,131	2,476,112	2,550,210	2,626,128
Expenditures									
701-Personal Services	317,360	332,512	332,512	353,160	382,038	367,169	383,645	388,109	392,969
751-Supplies	1,687	7,600	7,600	6,500	9,000	7,600	7,600	6,500	7,600
800-Other Services And Charges	1,513,341	1,944,232	1,944,232	1,834,889	1,870,891	1,955,765	2,003,501	2,081,152	2,133,642
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	1,281,564	95,340	95,340	95,340	64,891	64,784	64,784	64,870	64,793
SIDEWALK REPAIR Total Expenditures	3,113,952	2,379,684	2,379,684	2,289,889	2,326,820	2,395,318	2,459,530	2,540,631	2,599,004
SIDEWALK REPAIR NET INCOME (LOSS)	(968,170)	(166,348)	(166,348)	(47,168)	7,397	8,813	16,582	9,579	27,124
Fund Balance - Beginning of Year	1,479,811	511,641	511,641	511,641	464,473	471,870	480,683	497,265	506,844
Fund Balance - End of Year	511,641	345,293	345,293	464,473	471,870	480,683	497,265	506,844	533,968
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	467,093	356,953	356,953	343,483	349,023	359,298	368,930	381,095	389,851
Unassigned Fund Balance	44,548	(11,660)	(11,660)	120,989	122,847	121,385	128,335	125,749	144,117
Total	511,641	345,293	345,293	464,473	471,870	480,683	497,265	506,844	533,968
Unassigned Fund Balance as a % of Total Current Spending	1.4%	-0.5%	-0.5%	5.3%	5.3%	5.1%	5.2%	4.9%	5.5%
Outstanding Debt Service at FYE - Vital Streets Loan	518,601	453,717	453,717	453,717	388,826	324,042	259,258	194,388	129,595

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

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
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	786,769	797,966	797,966	739,434	818,723	831,973	845,223	864,048	885,103
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	6,067	6,378	6,378	9,253	12,112	13,201	14,298	15,396	16,207
671-Other Revenues	310	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	793,146	804,344	804,344	748,687	830,835	845,174	859,521	879,444	901,310
Expenditures									
701-Personal Services	143,078	147,467	147,467	144,967	174,940	188,191	200,132	202,756	204,760
751-Supplies	4,138	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
800-Other Services And Charges	412,374	458,900	471,966	416,877	447,536	463,695	483,352	503,142	523,027
970-Capital Outlays	0	15,000	15,000	52,500	50,000	32,500	32,500	32,500	32,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	151,839	168,046	154,980	156,582	153,140	155,434	157,759	160,115	165,752
VEHICLE STORAGE FACILITY Total Expenditures	711,429	791,413	791,413	772,926	827,616	841,820	875,743	900,513	928,039
VEHICLE STORAGE FACILITY NET INCOME (LOSS)	81,717	12,931	12,931	(24,239)	3,219	3,354	(16,222)	(21,069)	(26,729)
Fund Balance - Beginning of Year	445,889	527,606	527,606	527,606	503,367	506,586	509,940	493,718	472,649
Fund Balance - End of Year	527,606	540,537	540,537	503,367	506,586	509,940	493,718	472,649	445,920
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	177,857	197,853	197,853	193,232	206,904	210,455	218,936	225,128	232,010
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	149,749	142,684	142,684	110,136	99,682	99,485	74,782	47,521	13,910
Total	527,606	540,537	540,537	503,367	506,586	509,940	493,718	472,649	445,920
Unassigned Fund Balance as a % of Total Current Spending	21.0%	18.0%	18.0%	14.2%	12.0%	11.8%	8.5%	5.3%	1.5%

**Grand Rapids MI
VITAL STREETS (2040 / 2041)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023	PROPOSED 2024
REVENUE									
401 Taxes - Income Taxes	11,054,303	13,492,620	11,333,801	11,533,176	11,994,504	12,354,338	12,724,969	13,106,718	13,499,920
664 Investment Income & Rentals	85,669	191,977	191,977	79,735	104,373	113,756	123,215	132,673	139,667
671 Other Revenues	3,189	0	0	0	0	0	0	0	0
695 Other Financing Sources - GOF Op Transfer	900,000	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	1,243,770	44,685	44,685	44,685	46,668	48,803	51,243	53,378	55,971
695 Other Fin - Bond Interest Repayment from Sidewalk Fund	29,054	20,198	20,198	20,198	18,223	15,981	13,541	11,492	8,823
695 Other Fin - Major VS Fund 2040 to Local VS Fund 2041	893,229	959,966	959,966	959,966	0	335,683	3,660,585	5,484,364	4,901,475
VITAL STREETS Total Revenue	14,209,214	15,559,446	13,400,627	13,487,760	13,013,768	13,718,561	17,423,553	19,638,625	19,455,856
EXPENDITURES									
Bridge Investment									
995 Transfers Out - Streets (4090)-Bridge Investment (Major)	50,000	70,000	70,000	70,000	65,000	50,000	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)	0	111,708	111,708	111,708	0	0	0	0	0
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2)	322,293	509,704	509,704	509,704	0	0	0	0	0
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)	2,850,605	806,308	806,308	806,308	2,685,976	2,868,275	3,109,646	1,297,150	2,418,888
995 Transfers Out - Streets (4090)-Non-Categorized	188,109	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)	199,492	440,000	440,000	440,000	0	448,997	0	437,696	411,207
Local Street Investment									
995 Preventative Maintenance-Contracts (2)	112,895	0	0	0	0	0	0	0	1,184,973
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)	629,669	0	0	0	0	0	0	0	0
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)	150,665	959,966	959,966	959,966	0	335,683	3,660,585	5,484,364	3,716,502
Traffic Safety/Signals & Trunk Line									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	277,000	277,000	277,000	277,000	550,000	550,000	550,000	550,000	550,000
995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed)	200,000	0	0	0	0	0	0	0	0
Public ROW and Green Infrastructure Maintenance									
990 Debt Service - Principal	18,435,000	1,465,000	1,465,000	1,465,000	1,530,000	16,600,000	1,680,000	1,750,000	1,835,000
990 Debt Service - Interest	1,069,938	930,700	930,700	930,700	865,950	658,200	443,950	376,750	289,250
990 Debt Service - Paying Agent Fees	500	0	0	0	500	500	500	500	500
995 Transfers Out - Major VS Fund 2040 to Local VS Fund 2041	893,229	959,966	959,966	959,966	0	335,683	3,660,585	5,484,364	4,901,475
995 Transfers Out - Sidewalks (16% of Inc Tax Continuation)	0	2,158,819	0	0	0	0	0	0	0
VITAL STREETS Total Expenditures	25,679,395	9,182,179	8,723,360	7,023,360	6,022,426	22,172,338	13,515,266	15,735,824	15,662,795
VITAL STREETS NET INCOME (LOSS)	(11,470,181)	6,377,267	4,677,267	6,464,400	6,991,342	(8,453,777)	3,908,287	3,902,801	3,793,061
Beginning Fund Balance	13,986,153	2,515,972	2,515,972	2,515,972	8,980,372	15,971,714	4,228,666	4,703,170	5,160,441
Contingency Reserve	0	0	0	0	0	(3,289,271)	(3,433,783)	(3,445,530)	(3,457,394)
Ending Fund Balance	2,515,972	8,893,239	7,193,239	8,980,372	15,971,714	4,228,666	4,703,170	5,160,441	5,496,108
Reserve Targets:									
Assigned to Operations - 15% of Total Spending	3,851,909	1,377,327	1,308,504	1,053,504	903,364	3,325,851	2,027,290	2,360,374	2,349,419
Unassigned Fund Balance	(1,335,937)	7,515,913	5,884,735	7,926,868	15,068,351	902,816	2,675,881	2,800,068	3,146,689
Total	2,515,972	8,893,239	7,193,239	8,980,372	15,971,714	4,228,666	4,703,170	5,160,441	5,496,108
Unassigned FB as a % of Total Expenditures	-5.2%	81.9%	67.5%	112.9%	250.2%	4.1%	19.8%	17.8%	20.1%

(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.



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DIVERSITY AND INCLUSION

The mission of the Office of Diversity and Inclusion is to work collaboratively to ensure equal opportunity and non-discrimination in all programs, services, activities and facilities sponsored by the City or that impact the Grand Rapids community as well as, to increase awareness and advocacy for equity, diversity and inclusion in all municipal affairs. The Office of Diversity & Inclusion currently consists of four distinct pillars of focus: 1) Community Diversity, 2) Supplier Diversity, 3) Workforce Diversity and 4) the Community Relations Commission (CRC). We are committed to remain nimble and provide our services in an effective and efficient manner. New initiatives of the office include the creation of the Diversity Lunch and Learn series, new employee resource groups (Disability, LGBTQ+ and Multi-cultural/multi-racial), creation a new Local Business Guide, iterating the Racial Equity budget process, updates to the Community Relations Commission Ordinance now known as the Human Rights Ordinance, and the successful CRC 65th Anniversary Celebration. Strengths include passionate and committed staff and Community Relations Commissioners; weaknesses include current workforce and supplier diversity reporting and dashboarding and analysis limitations; opportunities include leveraging the newly formed Employee Resource Groups for workforce and supplier diversity initiatives; and threats would potentially include legislative challenges to programs and services.

FY19 Accomplishments:

- Launched REH Trainers Group
- Launched new Employee Resource Groups
- Diversity Lunch and Learns
- Third REAL (Racial Equity Action Leadership) cohort with the National Equity Project (NEP)
- 3 Equal Business Opportunity Program outreach and community events
- Updated EBO programs to incentivize utilization of apprenticeship programs
- Ongoing collaboration with CRC and Police

FY20 Proposed Accomplishments:

- Offer a suite of Equity, Diversity and Inclusion learning opportunities for City staff, including a 4th REAL cohort with NEP
- Create a framework for department Equity strategies to support the outcomes of the City's Strategic Plan
- Support and scale additional Employee Resource Groups (ERG)
- Collaboration with departments on EBO expenditures under \$10,000
- Through cross-department collaboration and support, increase membership to the MLBE program
- Advocate and center the Native American community to activate progress and expand impact of the CRC Mounds subcommittee

STRATEGIC PLAN INVESTMENTS

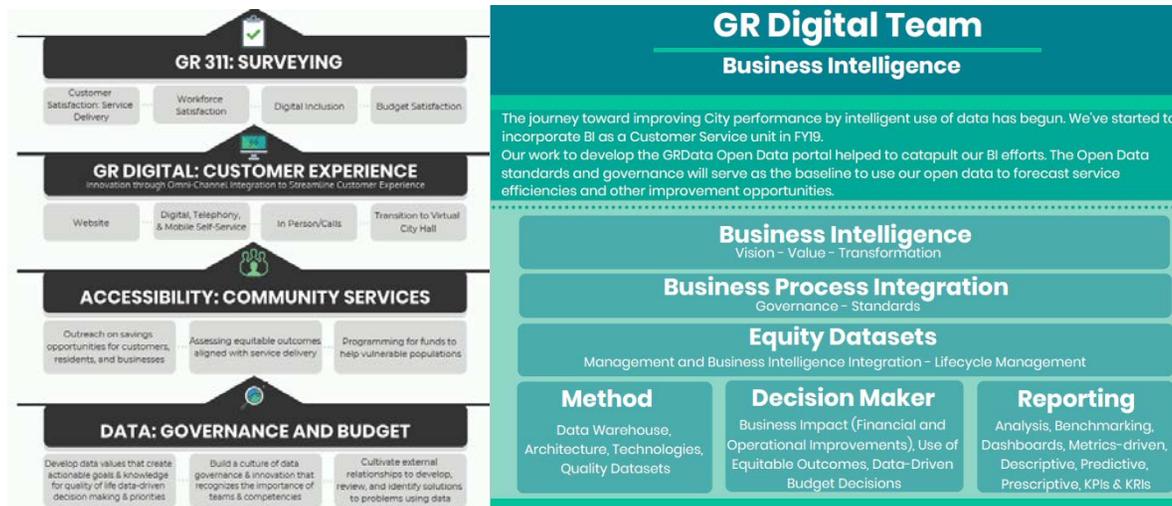
Governmental Excellence

- Reorganizing our Diversity and Equity focus and making it an Executive Office function: In March 2019, the City Manager reorganized the Diversity and Equity function by relocating the office from the Administrative Services Group/Human Resources Department to the Executive Office. Assistant to the City Manager Stacy Stout will lead our focus on equity, diversity and inclusion under the guidance of Assistant City Manager Doug Matthews. Our Micro-Local Business efforts will be more closely aligned with the Economic Development Office where it can keep leverage on new emphasis on small business development as part of the EDO team. We have used existing resources and positions to realign this critical function and have added contractual services to support expanded effort. - \$30,000
- Scaling and expanding racial equity training to reach more staff - \$30,000
- Expanding recruitment of entry level positions to create opportunity in historically underrepresented trade areas (five additional police interns and three trade level earn-and-learn positions) - \$289,730

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Admin Services Support (271)						
1010 - General Fund Operating						
701 - Personnel Services	524,834	493,933	524,541	546,892	552,780	557,928
751 - Supplies	18,075	16,075	17,075	14,350	14,350	14,350
800 - Other Services and Charges	269,714	285,697	285,300	281,132	283,869	285,523
Total For Expenditures	812,623	795,705	826,916	842,374	850,999	857,801
1553 - CRC-Rosa Activities						
800 - Other Services and Charges	80,000	5,000	5,000	5,000	5,000	5,000
Total For Expenditures	80,000	5,000	5,000	5,000	5,000	5,000
Total For Admin Services Support	892,623	800,705	831,916	847,374	855,999	862,801

3-1-1

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 analyses. Such tools include static data visualizations, interactive dashboards, predictive data models, and automated periodic reports. Through continuous monitoring, we will maintain an understanding of where we currently are, identify areas where we need to improve, and plan. A modern data analytics program benefits both our community and this organization.



STRATEGIC PLAN INVESTMENTS

Engaged and Connected Community

- A survey with corresponding outreach to assess the community’s digital access and ability and identify strategies for us to meet their needs in accessing online services and information. The results will also inform our community engagement strategy to ensure engagement is accessible, inclusive and equitable.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
311 Customer Service (273)						
6110 - Customer Service						
701 - Personnel Services	1,376,827	1,444,724	1,543,931	1,634,062	1,671,080	1,696,484
751 - Supplies	6,321	6,850	6,982	7,117	7,254	7,394
800 - Other Services and Charges	412,726	496,191	479,694	488,154	496,590	504,845
970 - Capital Outlays	2,800	9,600	9,792	9,988	10,188	10,391
995 - Other Financing	86,084	0	0	0	0	0
Total For Expenditures	1,884,758	1,957,365	2,040,399	2,139,321	2,185,112	2,219,114
Total For 311 Customer Service	1,884,758	1,957,365	2,040,399	2,139,321	2,185,112	2,219,114

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 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.

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.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- The addition of one Assistant City Attorney to increase capacity and reduce outside counsel costs

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Attorney (266)						
1010 - General Fund Operating						
701 - Personnel Services	2,346,011	2,484,848	2,650,079	2,810,576	2,884,208	2,911,265
751 - Supplies	50,250	50,250	50,250	50,250	50,250	50,250
800 - Other Services and Charges	349,324	335,884	342,400	348,545	354,447	360,084
970 - Capital Outlays	12,000	19,500	19,500	19,500	19,500	19,500
Total For Expenditures	2,757,585	2,890,482	3,062,229	3,228,871	3,308,405	3,341,099
Total For Attorney	2,757,585	2,890,482	3,062,229	3,228,871	3,308,405	3,341,099

CITY CLERK

The City Clerk's Office administers various programs 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.

In FY2020, best practices will continue to be implemented in the Voter Registration/Elections Division as we prepare staff, election workers, and the community for the 2019 series of Special and Municipal Elections and the 2020 Presidential Primary. Voter turn-out increased dramatically in the 2018 gubernatorial election cycle, due in part to improvements in outreach and election administration by the City Clerk's Office. Investments in new e-poll book laptops and absentee voter ballot tabulators are planned to further improve election experiences.

There is continued growth in the Passport Services operation. The Business Licensing and Boards and Commission operations will undergo a mixture of policy and technology enhancements to provide more information to the public and to create a user-friendly, self-service environment.

Lastly, the department recognizes the long-term value of the Community Archive and Records Center and the services it delivers to City departments and the greater Grand Rapids Community. Strategic investments in technology and equipment will help leverage increased access to archival documents and records as well as proper storage of digitally born records. In FY2019, we began offering archival and records storage services to neighboring communities to take advantage of this embedded competency.

STRATEGIC PLAN INVESTMENTS

Engaged and Connected Community

- The City plans to invest in new e-poll book laptops and absentee voter ballot tabulators to improve election experiences.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Clerk (215)						
1010 - General Fund Operating						
701 - Personnel Services	1,447,359	1,471,599	1,619,145	1,550,610	1,551,504	1,652,396
751 - Supplies	85,100	97,450	82,450	76,200	76,200	91,200
800 - Other Services and Charges	570,294	610,673	620,858	618,988	628,727	655,544
970 - Capital Outlays	35,000	70,350	76,350	35,000	7,000	2,000
Total For Expenditures	2,137,753	2,250,072	2,398,803	2,280,798	2,263,431	2,401,140
4010 - Capital Improvement						
970 - Capital Outlays	150,000	0	0	0	0	0
Total For Expenditures	150,000	0	0	0	0	0
Total For Clerk	2,287,753	2,250,072	2,398,803	2,280,798	2,263,431	2,401,140

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.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Community Development Services (694)						
1010 - General Fund Operating						
701 - Personnel Services	119,292	130,020	135,228	139,968	141,228	142,692
751 - Supplies	1,500	3,147	3,147	3,147	3,147	3,147
800 - Other Services and Charges	22,395	19,090	19,644	20,157	20,595	20,946
Total For Expenditures	143,187	152,257	158,019	163,272	164,970	166,785
2730 - Other Grants						
701 - Personnel Services	0	27,584	27,584	27,584	27,584	27,584
800 - Other Services and Charges	0	248,258	248,258	248,258	248,258	248,258
Total For Expenditures	0	275,842	275,842	275,842	275,842	275,842
2733 - Community Development Program						
701 - Personnel Services	889,212	941,132	938,572	936,231	934,042	932,016
751 - Supplies	23,100	0	0	0	0	0
800 - Other Services and Charges	2,706,620	2,689,715	2,692,275	2,694,616	2,696,805	2,698,831
970 - Capital Outlays	7,000	0	0	0	0	0
995 - Other Financing	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
Total For Expenditures	4,994,620	4,999,535	4,999,535	4,999,535	4,999,535	4,999,535
2734 - Home Investment Partnership Pr						
701 - Personnel Services	84,593	115,185	114,751	114,355	113,985	113,642
751 - Supplies	500	0	0	0	0	0
800 - Other Services and Charges	1,382,536	1,243,371	1,243,805	1,244,201	1,244,571	1,244,914
Total For Expenditures	1,467,629	1,358,556	1,358,556	1,358,556	1,358,556	1,358,556
Total For Community Development Services	6,605,436	6,786,190	6,791,952	6,797,205	6,798,903	6,800,718

OUR COMMUNITY’S CHILDREN

Our Community’s Children, a partnership of the City of Grand Rapids and the Grand Rapids Public Schools, ensures access and opportunity for children and youth to be successful in college, work and life. The office promotes quality afterschool programs throughout the city, and offers youth leadership opportunities in civic engagement, employment, and post-secondary success helping students get to and through college to degree. With new national investment by the Outdoor Foundation, the office with the City’s Parks and Recreation and the public schools, will lead a community initiative to connect children to nature where they can discover the outdoors and serve as ambassadors and stewards in the care and activation of Grand Rapids parks, playgrounds and natural places.

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Our Community's Children (698)						
2730 - Other Grants						
701 - Personnel Services	50,000	50,000	50,000	50,000	50,000	50,000
800 - Other Services and Charges	56,242	139,091	141,527	143,903	126,226	128,489
970 - Capital Outlays	0	0	1,500	1,500	0	0
995 - Other Financing	57,291	0	0	0	0	0
Total For Expenditures	163,533	189,091	193,027	195,403	176,226	178,489
Total For Our Community's Children	163,533	189,091	193,027	195,403	176,226	178,489

PARKS & RECREATION/GOLF COURSE/CEMETERIES

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, amid a more stable economy, the Grand Rapids Parks and Recreation Department is entering 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 parks and 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 FY2020 golf course budget was built with conservative projected growth. The feedback related to course improvements continues to be spectacular. Golfers are still discovering our new facilities and the course continues to draw in golfers from other areas which is increasing rounds played. New this coming season will be lessons available to the community in partnership with long-standing and respected individuals from the community. The department is excited to be emphasizing the family-friendly teaching and learning that our municipal course offers to residents of Grand Rapids.

FY2020 parks millage construction projects will include Aman Park, Butterworth, Burton Street Woods, Covell Dog Park, 4th Street Woods and Sullivan Field, Ken-O-Sha Park, Kensington Park, Richmond Park, Riverside Park and Pleasant Park. The City's three pools at Briggs Park, MLK Park, and Richmond Park will open on June 3, 2019 and will be open through late August, seven days per week.

The City continues to manage the parks millage fund per the 2013 established guidelines and the investments will be allocated to remain within the defined parameters set by the community. The FY2020 Fiscal Plan shows a significant decline in revenues in Fiscal Year 2022. This marks the end of the seven-year parks millage. Additional investment will need to be identified to maintain pool operations and annual park improvements into the future.

A 2014 asset inventory and condition assessment of the City's six cemeteries revealed substantial investments were necessary to bring the cemeteries to a state of good repair. A large portion of the identified improvements is the complete rebuild of the retaining wall that surrounds Oakhill Cemetery. The City committed to a \$3.6 million investment over FY2019 and FY2020 to achieve these goals, after which an annual capital investment will elicit long term sustainability of cemetery assets.

STRATEGIC PLAN INVESTMENTS

Engaged and Connected Community

- Staffing investments include the addition of one Administrative Aide in Parks and Recreation to be funded in part by a matching grant for marketing, parks promotions and social media in collaboration with the Communications Office.
- Census 2020 (Reaching hard to count communities) - \$100,000
- Special Events investments for Caesar Chavez March and African American Male Leadership Conference - \$10,000
- Community Development: Housing Rehabilitation Program – assigning an Administrative Aide to walk applicants through the process of applying for home rehabilitation loans.

Health and Environment

- Martin Luther King, Jr. Park Lodge improvements - \$200,000
- Third Ward Park Land Acquisition - \$300,000
- Challenge grant for connecting children to nature - \$20,000
- Park conditions continued to improve and nine parks were added to the number of parks that have been rehabilitated and reconstructed with the voter approved Parks Millage
- Administrative Aide (Parks) to support fund development activities
- Earn-and-learn Forestry Aide to increase capacity
- Increased investment in cemetery forestry work by the Refuse Fund
- Two personnel in cemetery operations to replace former temporary workers as the result of an arbitration award.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Parks and Recreation (751)						
2080 - Parks & Recreation						
701 - Personnel Services	3,612,397	3,903,286	4,120,198	4,968,583	5,072,561	5,155,863
751 - Supplies	286,637	337,700	356,917	399,398	404,218	409,181
800 - Other Services and Charges	3,532,812	3,958,708	3,954,673	4,296,191	4,375,401	4,447,506
970 - Capital Outlays	206,200	67,900	46,300	239,100	49,100	39,100
995 - Other Financing	264,244	-99,999	-99,999	-99,999	-99,999	-99,999
Total For Expenditures	7,902,290	8,167,595	8,378,089	9,803,273	9,801,281	9,951,651
2081 - Parks Millage						
701 - Personnel Services	523,697	567,961	578,152	0	0	0
751 - Supplies	80,345	78,800	80,800	0	0	0
800 - Other Services and Charges	3,313,172	3,772,371	3,966,938	0	0	0
995 - Other Financing	301,324	244,800	242,400	0	0	0
Total For Expenditures	4,218,538	4,663,932	4,868,290	0	0	0
4010 - Capital Improvement						
970 - Capital Outlays	50,000	676,000	800,000	0	100,000	0
Total For Expenditures	50,000	676,000	800,000	0	100,000	0
5080 - Belknap Ice Arena						
800 - Other Services and Charges	238,500	238,500	238,500	238,500	238,500	238,500
Total For Expenditures	238,500	238,500	238,500	238,500	238,500	238,500
Total For Parks and Recreation	12,409,328	13,746,027	14,284,879	10,041,773	10,139,781	10,190,151

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Cemetery (567)						
1510 - Cemetery Perpetual Care						
995 - Other Financing	43,364	96,727	104,784	112,908	120,982	126,988
Total For Expenditures	43,364	96,727	104,784	112,908	120,982	126,988
5020 - Cemetery Operating						
701 - Personnel Services	306,903	443,759	463,480	484,901	496,856	497,773
751 - Supplies	37,640	48,840	49,530	50,230	50,942	51,666
800 - Other Services and Charges	585,806	581,073	596,853	605,717	615,213	624,956
970 - Capital Outlays	0	680,000	450,000	325,000	240,000	400,000
995 - Other Financing	209,122	104,775	106,894	108,653	109,519	109,986
Total For Expenditures	1,139,471	1,858,447	1,666,757	1,574,501	1,512,530	1,684,381
Total For Cemetery	1,182,835	1,955,174	1,771,541	1,687,409	1,633,512	1,811,369

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Golf Course (784)						
5840 - Golf Course						
701 - Personnel Services	264,350	292,691	303,381	314,662	323,053	331,103
751 - Supplies	93,095	88,985	91,133	92,001	92,877	93,765
800 - Other Services and Charges	209,652	176,126	175,518	177,169	178,852	168,565
970 - Capital Outlays	42,750	9,803	79,500	65,500	61,500	6,500
995 - Other Financing	67,780	25,000	25,000	25,000	25,000	25,000
Total For Expenditures	677,627	592,605	674,532	674,332	681,282	624,933
Total For Golf Course	677,627	592,605	674,532	674,332	681,282	624,933

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:

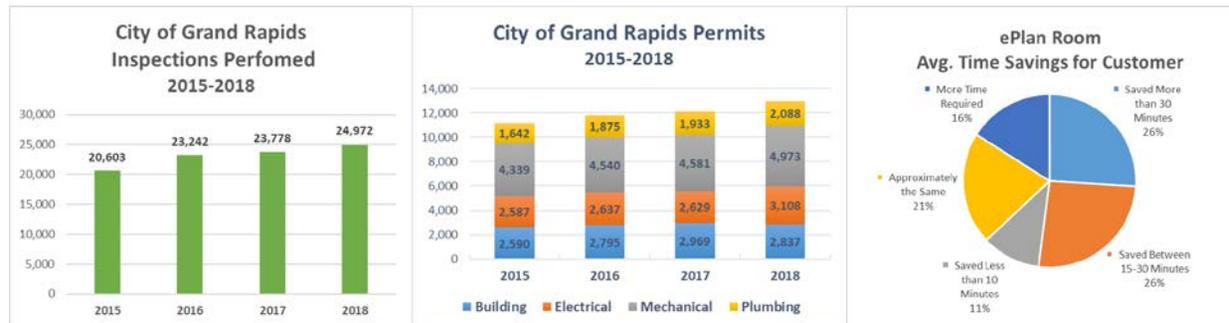
- Processing payroll and related taxes
- Processing payments to all vendors
- Completing the Comprehensive Annual Financial Report with an unmodified opinion and the Government Finance Officers Association Certificate of Achievement Award
- Auditing City services and processes
- Publishing the Popular Annual Financial Report (PAFR), available in English and Spanish on the City’s web site
- Completing the Schedule of Expenditures of Federal Awards Required by Uniform Guidance

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Comptroller (191)						
1010 - General Fund Operating						
701 - Personnel Services	1,711,061	1,665,894	1,763,005	1,855,530	1,899,750	1,928,658
751 - Supplies	41,975	45,425	40,650	40,650	40,650	40,650
800 - Other Services and Charges	1,018,781	957,584	979,103	999,005	1,020,597	1,041,590
970 - Capital Outlays	20,500	12,500	0	8,000	15,000	15,000
Total For Expenditures	2,792,317	2,681,403	2,782,758	2,903,185	2,975,997	3,025,898
Total For Comptroller	2,792,317	2,681,403	2,782,758	2,903,185	2,975,997	3,025,898

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 for building and land use permitting, deployment of operational dashboards to improve consistency and timeliness, and shift from reactive to proactive customer service and issue resolution.

The FY2020 budget request sustains the Division’s capacity to provide high-quality and timely review, permitting, inspection, and related services in a robust construction environment. Additionally, it includes investments in customer service and case management. In-person service, especially for homeowners and small businesses, will be enhanced by the addition of a specialized position focused on proactive customer service. Online services will be augmented by new decision support tools added to the existing permitting portal. New online and text-based options for inspection scheduling will be offered. Proactive case management and professional development capacity will be increased. A mobile unit to reach into traditionally disenfranchised portions of the city will be piloted. Through these investments, we will continue to meet our commitment to provide high-quality and innovative services that facilitate development from project concept through completion.



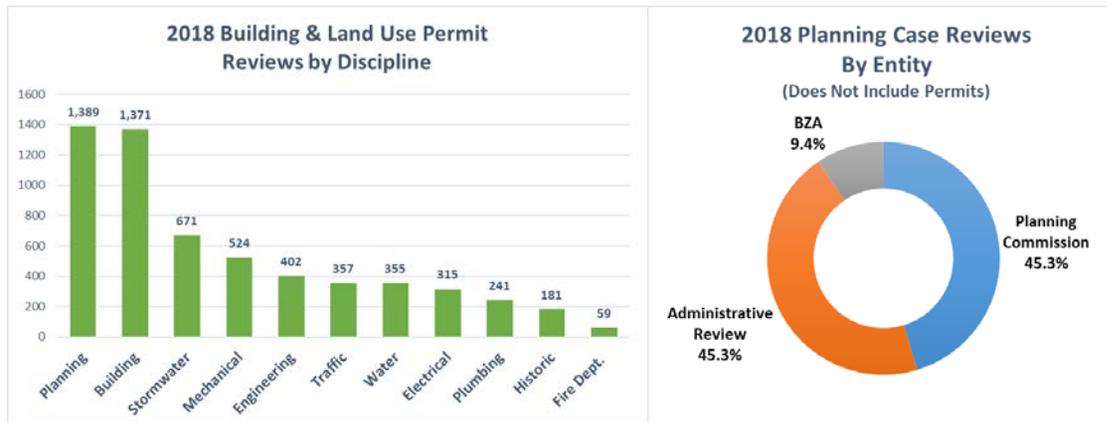
**Grand Rapids MI - FMS
Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Building Inspections (703)						
2490 - Building Inspections						
701 - Personnel Services	3,257,857	3,451,894	3,621,886	3,767,833	3,835,045	3,888,598
751 - Supplies	60,500	57,700	57,700	57,700	57,700	57,700
800 - Other Services and Charges	871,748	1,431,805	1,433,833	1,456,651	1,477,474	1,495,551
970 - Capital Outlays	4,000	4,500	4,500	4,500	4,500	4,500
995 - Other Financing	490,070	56,740	57,988	59,264	60,568	61,900
Total For Expenditures	4,684,175	5,002,639	5,175,907	5,345,948	5,435,287	5,508,249
Total For Building Inspections	-4,684,175	-5,002,639	-5,175,907	-5,345,948	-5,435,287	-5,508,249

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 inspects signs; reviews business license applications; and helps to guide City infrastructure investments.

The FY 2020 budget request enhances the Division’s capacity to provide excellent planning, engagement, development review, and related services for our growing and dynamic community. It includes investments to increase staff capacity for community engagement, long-range planning, policy development, and plan implementation. The Comprehensive Master Plan scoping and initiation phases will be completed with likely emphasis on equitable development, community health, housing, entrepreneurship, smart transportation, climate resiliency, quality of life, and neighborhood character. The South Division Avenue Corridor Plan, Age-Friendly Grand Rapids Plan, Southtown Business ASP, and Heartside Quality of Life Study will be completed and implementation activities will begin. Significant progress will be made on a Transit Oriented Development Pilot for Division Avenue and on an MLK Neighborhood Quality of Life Plan. Through these investments, Planning will continue to facilitate positive change throughout our city!



STRATEGIC PLAN INVESTMENTS

Economic Prosperity and Affordability

- Development Center Ombudsperson (Inspections)
- Administrative Analyst (1) (Planning/master plan) to provide capacity for medical marihuana processing, community planning, engagement on Vital Streets projects, age-friendly work and the start of the master plan

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Planning (701)						
1010 - General Fund Operating						
701 - Personnel Services	1,577,564	1,656,388	1,741,010	1,819,852	1,854,800	1,875,907
751 - Supplies	17,000	39,500	39,500	39,500	39,500	39,500
800 - Other Services and Charges	656,721	565,861	556,328	563,136	569,435	575,329
970 - Capital Outlays	1,000	1,200	1,200	1,200	1,200	1,200
995 - Other Financing	4,279	4,119	4,201	4,285	4,371	4,458
Total For Expenditures	2,256,564	2,267,068	2,342,239	2,427,973	2,469,306	2,496,394
Total For Planning	2,256,564	2,267,068	2,342,239	2,427,973	2,469,306	2,496,394

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 homeowners having difficulty making repairs.

<p align="center">Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations</p>						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Code Compliance (733)						
1010 - General Fund Operating						
701 - Personnel Services	2,525,973	2,621,908	2,797,753	2,938,694	3,005,545	3,067,103
751 - Supplies	43,000	40,000	40,000	40,000	40,000	40,000
800 - Other Services and Charges	667,017	736,585	754,399	768,511	781,818	793,702
970 - Capital Outlays	2,000	2,000	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	3,737,990	3,900,493	4,094,152	4,249,205	4,329,363	4,402,805
2260 - Refuse Collection						
701 - Personnel Services	370,297	373,343	394,688	413,776	422,689	430,191
800 - Other Services and Charges	144,362	168,402	169,667	170,998	171,781	172,943
995 - Other Financing	13,942	0	0	0	0	0
Total For Expenditures	528,601	541,745	564,355	584,774	594,470	603,134
2361 - Receivership						
800 - Other Services and Charges	15,000	15,000	15,000	15,000	15,000	15,000
Total For Expenditures	15,000	15,000	15,000	15,000	15,000	15,000
Total For Code Compliance	4,281,591	4,457,238	4,673,507	4,848,979	4,938,833	5,020,939

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 is one of five third class District Courts located in large urban communities in Michigan and has seventy-one and a half employees, six judges and one full time attorney magistrate. 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.

Other programs consist of the Drug, Sobriety and Community Outreach Court, Drug Lab, Domestic Assault Response Team and Work Crew Program. These non-mandated programs are funded by outside sources and/or fees and are substantially self-sustaining, however provide significant value to the citizens they serve. 131 households were served through an innovative eviction prevention pilot established in collaboration with 61st District Court.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- New operating investments for FY2020 include increased support for the 61st District Court to finance increased facility rental and maintenance costs and sustain justice services

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
61st District Court (286)						
2600 - MI Indigent Defense Commission						
751 - Supplies	0	5,000	5,000	5,000	5,000	5,000
800 - Other Services and Charges	0	477,500	477,500	477,500	477,500	477,500
Total For Expenditures	0	482,500	482,500	482,500	482,500	482,500
7400 - 61st District Court						
701 - Personnel Services	7,588,160	7,607,416	7,966,640	8,291,889	8,422,534	8,555,023
751 - Supplies	102,784	113,596	117,003	120,513	124,129	127,781
800 - Other Services and Charges	6,104,667	6,697,759	6,851,095	7,048,987	7,214,893	7,380,414
970 - Capital Outlays	38,997	53,236	54,301	55,387	56,494	57,624
995 - Other Financing	-1,240	-434,160	-449,671	-465,503	-474,542	-483,625
Total For Expenditures	13,833,368	14,037,847	14,539,368	15,051,273	15,343,508	15,637,217
Total For 61st District Court	13,833,368	14,520,347	15,021,868	15,533,773	15,826,008	16,119,717

ECONOMIC DEVELOPMENT

In FY2020, the Economic Development Corporation and Property Management Fund include funding to continue to support Corridor Improvement Authorities, acquisition and disposition of foreclosed properties, and the Good for Michigan program, along with several multicultural entrepreneurship and small business support programs. Further, the department is in the process of a comprehensive strategic plan that is being undertaken with a focus on producing more equitable outcomes through the department's investments. The target completion date for this effort is the end of the calendar year 2019.

Continued economic expansion is essential to our future ability to make progress on the other five strategic priorities. The recommendations in this strategy area in FY2020 – services to businesses, services to entrepreneurs, planning for the future - all support continued private investment, employment growth, equitable economic development and growth in the number of city residents. Significant investments will continue including investment support for Corridor Improvement Authorities; development services for investors; business retention efforts; Brownfield Authority investments; and, innovation and entrepreneurship investment through the SmartZone.

STRATEGIC PLAN INVESTMENTS

Economic Prosperity and Affordability

- Investment required to establish a single point of contact within the City to lead the transition from the Kent County Land Bank and focus direct expertise on affordable housing work
- Increased investment in small business recruitment, development and retention
- Closer alignment of the Micro-local Business Development function to the Economic Development Office where it can help leverage a new emphasis on small and local business development

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Economic Development (728)						
1010 - General Fund Operating						
701 - Personnel Services	0	105,180	114,228	123,240	129,744	131,064
Total For Expenditures	0	105,180	114,228	123,240	129,744	131,064
2360 - Property Management						
701 - Personnel Services	27,168	27,168	28,236	29,172	29,400	29,640
751 - Supplies	321	0	0	0	0	0
800 - Other Services and Charges	44,653	169,247	170,651	171,142	171,607	172,035
970 - Capital Outlays	300,000	300,000	250,000	200,000	200,000	200,000
990 - Debt Service	38,946	42,899	43,125	42,184	46,255	45,087
995 - Other Financing	12,884	0	0	0	0	0
Total For Expenditures	423,972	539,314	492,012	442,498	447,262	446,762
2440 - Economic Development						
701 - Personnel Services	233,951	134,489	141,248	147,597	149,798	151,272
751 - Supplies	3,208	2,550	700	700	700	700
800 - Other Services and Charges	389,935	500,815	479,087	482,381	485,727	489,047
995 - Other Financing	46,709	0	0	0	0	0
Total For Expenditures	673,803	637,854	621,035	630,678	636,225	641,019
Total For Economic Development	1,097,775	1,282,348	1,227,275	1,196,416	1,213,231	1,218,845

ENGINEERING

The Engineering Department continues to balance workload demands and department outcomes with a combination of internal and external resources to complete capital projects associated with City facilities, Vital Streets and Sidewalks. Work has begun on a comprehensive revision of the Standard Construction Specifications with an anticipated launch date by the end of 2019. A construction management tool was added to the toolbox for project delivery for greater cost savings, schedule and risk controls on larger projects. The Department continues to participate and promote organizational values of diversity and inclusiveness with regards to construction bid opportunities and youth interest in City professional trades.

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 FY2020 – FY2024 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. The annual review of the condition of streets during 2018 revealed that we have reached a level of 60% good and fair condition.

The Sidewalk program will resume systematic repair contracts in FY2020. Systematic repairs will be performed in all three wards with an estimated 19,000 square feet of sidewalk repair scheduled in each ward. The owner-requested repair contracts will also continue in FY2020 to address sidewalk deficiencies that present safety hazards in areas not addressed by this year's systematic contracts. A contract will be bid to improve ADA ramps in areas with a demonstrated need for residents with disabilities.

Through our Vital Streets investments, we are achieving the critical value of building community, not just streets and have still managed significant improvement in our street grid. Our approach has evolved to focus on pedestrians, those with disabilities and cyclists and we are intentionally working to create a welcoming environment. There will be \$850,000 GOF Vital Streets support as outlined in the Investment Guidelines

Capital investments for FY2020 include; continued vital streets investments including projects involving Hall Street, Alger Street, Broadway, Godfrey, Division from Wealthy to Cherry, Hastings Street, Valley, Livingston and continued temporary paving.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Engineering Services (447)						
2020 - Major Streets						
970 - Capital Outlays	3,542,265	6,246,448	6,346,613	6,563,380	6,581,000	6,598,797
995 - Other Financing	3,411,315	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Total For Expenditures*	6,953,580	7,446,448	7,546,613	7,763,380	7,781,000	7,798,797
2030 - Local Streets						
970 - Capital Outlays	4,129,175	2,082,149	2,115,538	2,187,793	2,193,667	2,199,599
995 - Other Financing	1,600,000	400,000	400,000	400,000	400,000	400,000
Total For Expenditures*	5,729,175	2,482,149	2,515,538	2,587,793	2,593,667	2,599,599
2460 - Sidewalk Repair						
701 - Personnel Services	332,512	382,038	367,169	383,645	388,109	392,969
751 - Supplies	7,600	9,000	7,600	7,600	6,500	7,600
800 - Other Services and Charges	1,944,232	1,870,891	1,955,765	2,003,501	2,081,152	2,133,642
995 - Other Financing	95,340	64,891	64,784	64,784	64,870	64,793
Total For Expenditures*	2,379,684	2,326,820	2,395,318	2,459,530	2,540,631	2,599,004
4010 - Capital Improvement						
970 - Capital Outlays	9,900,000	3,110,000	1,550,000	2,250,000	1,310,000	350,000
Total For Expenditures	9,900,000	3,110,000	1,550,000	2,250,000	1,310,000	350,000
4050 - Streets-Capital Projects						
970 - Capital Outlays	203,000	0	0	0	0	0
Total For Expenditures	203,000	0	0	0	0	0
6220 - Engineering Services						
701 - Personnel Services	4,453,464	4,517,927	4,766,003	5,003,213	5,103,992	5,173,830
751 - Supplies	99,697	98,791	99,730	94,648	100,897	101,878
800 - Other Services and Charges	1,080,861	1,426,366	1,303,897	1,317,186	1,341,841	1,364,666
970 - Capital Outlays	0	0	0	30,000	0	0
995 - Other Financing	434,440	2,450	2,499	2,549	2,600	2,652
Total For Expenditures	6,068,462	6,045,534	6,172,129	6,447,596	6,549,330	6,643,026
Total For Engineering Services	31,233,901	21,410,951	20,179,598	21,508,299	20,774,628	19,990,426

* Denotes Vital Streets Program

ENERGY, LIGHTING, AND COMMUNICATIONS (ELC)

ELC is entering into the first year of a four-year Asset Management Plan focusing on the repair and replacement of the infrastructure. Initial funding for this investment came from the issuance of a \$9 million General Obligation Bond. Over the next year, the areas of focus will center on electric utility safety, electric utility reliability, utility system innovation and participation with Vital Streets projects. Electric utility safety and reliability projects include replacing end-of-life wood utility and concrete street lighting poles, replacing exposed open style primary transformers, replacing and rerouting primary circuits that crossover US-131 and I-196, and decommissioning outdated 2,400V ungrounded delta primary circuits.

System innovation projects include installation of 108 new smart electrical meters for our City customers that will provide real-time data for our operations and customers as well as automated monthly utility invoicing. This wireless control system will allow for future growth on a shared Water, Water Resource Recovery Facility, and Sensus FlexNet network and controlled with software that will also give us the ability to monitor, troubleshoot, control and GPS locate.

We are committed to making investments that support a smart city. The City will engage in a conversation about the level of investment needed to maximize the framework of a smart city.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Street Lighting (448)						
1010 - General Fund Operating						
701 - Personnel Services	1,396,048	1,229,062	1,303,455	1,361,193	1,388,899	1,410,967
751 - Supplies	484,262	506,488	521,683	537,333	553,454	570,057
800 - Other Services and Charges	2,746,018	3,227,793	3,327,396	3,429,595	3,535,763	3,644,941
970 - Capital Outlays	10,000	10,000	20,000	10,000	10,000	10,000
995 - Other Financing	-300,000	-300,000	-300,000	-300,000	-300,000	-300,000
Total For Expenditures	4,336,328	4,673,343	4,872,534	5,038,121	5,188,116	5,335,965
4010 - Capital Improvement						
970 - Capital Outlays	10,000,000	0	0	0	0	0
Total For Expenditures	10,000,000	0	0	0	0	0
Total For Street Lighting	14,336,328	4,673,343	4,872,534	5,038,121	5,188,116	5,335,965

ENVIRONMENTAL SERVICES

The Environmental Services Department will be undertaking many new and important challenges in the coming months. Several programs must be implemented and significant resources are required to support growth of the Industrial Pretreatment Program to include hauled waste monitoring, PFAS site identification, marijuana regulations, dental program compliance, fats, oils, and grease (FOG) monitoring, and smart metering of significant industrial users. We also continue to address affordability of services provided to sewer users and the citizens of Grand Rapids. Revenue from Renewal Identification Numbers (RINs), phosphorus sales and hauled waste are conservatively projected at \$4.5 million beginning in FY2021. Over half the WRRF electricity will be produced as a byproduct of the Combined Power and Heat (CHP) units utilized to heat the biodigesters and stabilizing electrical costs in future years. Emerging contaminants, specifically PFAS, will be a major focus as a PFAS reduction plan, as mandated by the Michigan Department of Environmental Quality, is created and implemented. The first steps towards this plan are currently underway to identify PFAS sources. In the area of stormwater, inspections as part of the goal of Level of Service C, record high groundwater, more frequent intense rainfall events, and high profile stormwater projects have led to an increase in requests for stormwater improvements. Continued work must be conducted with the Footing Drain Disconnection Program, Land Use Development Services, and permit inspections.

STRATEGIC PLAN INVESTMENTS

Health and Environment

- Continuing our phased implementation of Stormwater Level C investment
- Addition of four personnel to support operation of the Biodigestion process as included in the financial projections for this project
- One Administrative Analyst I to support energy, sustainability and performance management outcomes

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Environmental Services (527)						
1010 - General Fund Operating						
800 - Other Services and Charges	21,000	0	0	0	0	0
Total For Expenditures	21,000	0	0	0	0	0
5140 - Parking Operating						
751 - Supplies	222	0	0	0	0	0
800 - Other Services and Charges	17,989	0	0	0	0	0
Total For Expenditures	18,211	0	0	0	0	0
5900 - Sewer Disposal Operations						
701 - Personnel Services	10,999,106	11,996,699	12,670,517	13,292,693	13,592,525	13,813,770
751 - Supplies	1,617,691	2,238,500	2,688,500	2,688,500	2,688,500	2,688,500
800 - Other Services and Charges	13,106,674	13,202,180	12,173,940	12,362,775	12,611,107	12,868,180
970 - Capital Outlays	242,663	213,569	213,569	213,569	213,569	213,569
990 - Debt Service	13,231,098	13,353,395	12,901,998	12,439,053	11,867,278	11,288,603
995 - Other Financing	21,533,381	10,246,570	15,127,866	14,991,431	13,957,704	9,746,672
Total For Expenditures	60,730,613	51,250,913	55,776,390	55,988,021	54,930,683	50,619,294
5902 - Sewer Improvement						
970 - Capital Outlays	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
Total For Expenditures	20,056,500	9,683,000	14,595,000	14,393,000	13,241,000	9,052,500
5907 - 2018 SDS Revenue Bonds						
970 - Capital Outlays	4,800,000	0	0	0	0	0
Total For Expenditures	4,800,000	0	0	0	0	0
5910 - Water Operations						
751 - Supplies	404	0	0	0	0	0
800 - Other Services and Charges	36,016	0	0	0	0	0
Total For Expenditures	36,420	0	0	0	0	0
Total For Environmental Services	85,662,744	60,933,913	70,371,390	70,381,021	68,171,683	59,671,794

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Stormwater (533)						
1010 - General Fund Operating						
701 - Personnel Services	694,937	724,120	762,837	798,837	815,197	826,452
751 - Supplies	7,950	5,100	5,650	6,205	6,205	6,205
800 - Other Services and Charges	367,905	360,546	440,079	525,413	508,015	495,732
970 - Capital Outlays	7,500	12,750	4,273	5,800	5,800	5,800
995 - Other Financing	23,575	33,265	33,930	34,609	35,301	36,007
Total For Expenditures	1,101,867	1,135,781	1,246,769	1,370,864	1,370,518	1,370,196
2020 - Major Streets						
701 - Personnel Services	293,255	296,450	312,937	327,906	334,529	339,620
751 - Supplies	15,518	16,500	19,950	21,001	21,001	16,500
800 - Other Services and Charges	142,018	274,290	301,774	316,928	351,324	380,157
970 - Capital Outlays	65,024	0	0	30,178	2,919	0
995 - Other Financing	60,212	-10,000	-10,000	-10,000	-10,000	-10,000
Total For Expenditures	576,027	577,240	624,661	686,013	699,773	726,277
2030 - Local Streets						
701 - Personnel Services	438,398	463,971	490,127	513,763	524,559	532,460
751 - Supplies	17,270	22,000	35,030	35,030	35,030	22,000
800 - Other Services and Charges	216,252	245,200	280,091	285,679	291,456	270,016
970 - Capital Outlays	35,044	0	0	30,178	0	0
995 - Other Financing	59,741	-16,000	-16,000	-16,000	-16,000	-16,000
Total For Expenditures	766,705	715,171	789,248	848,650	835,045	808,476
4010 - Capital Improvement						
970 - Capital Outlays	7,225,726	977,857	1,129,429	1,281,000	1,281,000	1,281,000
Total For Expenditures	7,225,726	977,857	1,129,429	1,281,000	1,281,000	1,281,000
Total For Stormwater	9,670,325	3,406,049	3,790,107	4,186,527	4,186,336	4,185,949

PARKING SERVICES/MOBILE GR/TRAFFIC SAFETY

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. With the FY2020 budget, the Mobile GR and Parking Services Department will focus on innovative, efficient and equitable mobility solutions that are safe, affordable and convenient to the community. FY2020 will have the completion of the Equitable Economic Development & Mobility Strategic Plan that will guide the next five years of work program.

Creating safe environments for all modes of transportation in the city play a major role in the Department's FY2020 budget. The FY2020 budget includes funding for the first phase in a multi-year transition plan to durable pavement markings for crosswalks and stop lines citywide. The Department will also be collaborating with Public Works on a sidewalk snow removal pilot project to clear 100 miles of sidewalk spread in all three Wards. In keeping with the City's commitment to safety and sustainability, the Department will be completing LED lighting upgrades in neighborhood parking facilities.

FY2020 continues funding for the rebranded and extended hours of DASH service and funding with Spectrum Health to support fare less transit service on Michigan Street with the Route 19. In an ongoing partnership with The Rapid, the Department will continue its work in improving bus stops throughout the City. During FY2020, the Department will begin to implement strategies to ensure funding for bus stop operations and maintenance by exploring future capital resources to support bus stop improvements, such as advertising and sponsorship models.

STRATEGIC PLAN INVESTMENTS

Mobility

- Investing at the full year level for the first time for the expanded Downtown Area Shuttle (DASH) circulator, more frequent and fare-less service on Route 19 and Silver Line free fare zone
- A second year of investment in the bus shelter expansion program
- Staffing investments include the addition of one Transportation Planner Aide to assist with the car share pilot, bus shelter project management, DASH, parking curb management and loading zones, safe routes to school, winter sidewalk maintenance pilot and special mobility projects
- Mobility includes the ability to use critical sidewalk routes and bus shelters during the winter months. We will invest in a \$100,000 pilot program that will demonstrate the cost and impact of 100 miles of winter sidewalk maintenance services divided among each of our three wards. Pilot areas will focus on safe-routes to school, heavily used transit corridors, and areas with high concentrations of seniors.

Safe Community

- Expanded use of durable pavement markings to improve safety for pedestrians, school age children and cyclists over a four-year period

Grand Rapids MI - FMS Org Fund Budget Object Rollup Statement Of Operations						
Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Parking (546)						
5140 - Parking Operating						
701 - Personnel Services	4,022,246	4,340,500	4,612,978	4,859,458	4,983,092	5,079,400
751 - Supplies	315,500	211,000	214,600	218,272	222,016	225,839
800 - Other Services and Charges	7,161,429	8,659,797	8,832,496	8,993,806	9,095,960	9,198,050
970 - Capital Outlays	82,950	23,000	23,000	23,000	23,000	23,000
990 - Debt Service	1,177,946	1,070,186	1,004,266	934,425	855,251	767,293
995 - Other Financing	7,114,240	6,540,000	4,690,000	5,715,000	4,765,000	6,290,000
Total For Expenditures	19,874,311	20,844,483	19,377,340	20,743,961	19,944,319	21,583,582
5141 - Parking Capital Projects						
970 - Capital Outlays	5,750,000	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
995 - Other Financing	1,071,200	0	0	0	0	0
Total For Expenditures	6,821,200	6,550,000	4,700,000	5,725,000	4,775,000	6,300,000
Total For Parking	26,695,511	27,394,483	24,077,340	26,468,961	24,719,319	27,883,582

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Traffic Safety (519)						
2020 - Major Streets						
701 - Personnel Services	2,785,040	2,592,412	2,738,165	2,873,126	2,942,100	2,984,866
751 - Supplies	666,170	699,500	699,500	699,500	699,500	699,500
800 - Other Services and Charges	1,834,092	2,967,470	2,948,456	2,958,521	3,018,606	3,081,164
970 - Capital Outlays	40,000	47,201	48,965	51,500	52,500	53,500
995 - Other Financing	-27,787	-200,000	-200,000	-200,000	-200,000	-200,000
Total For Expenditures	5,297,515	6,106,583	6,235,086	6,382,647	6,512,706	6,619,030
4010 - Capital Improvement						
970 - Capital Outlays	83,500	0	0	0	0	0
Total For Expenditures	83,500	0	0	0	0	0
4090 - Vital Str Cap-Non Bond						
970 - Capital Outlays	0	1,490,000	1,490,000	1,490,000	1,490,000	1,490,000
Total For Expenditures	0	1,490,000	1,490,000	1,490,000	1,490,000	1,490,000
Total For Traffic Safety	5,381,015	7,596,583	7,725,086	7,872,647	8,002,706	8,109,030

WATER

The Water System's FY2020 budget provides for the continuance of service levels in the Water System, as well as funding to advance specific projects, programs, and new regulatory requirements. The Water System mission aligns with this budget for maintaining excellent drinking water quality, a high level of customer service, and good stewardship of the System's infrastructure.

Enacted in 2018 was a significant regulatory overhaul of the State's Lead and Copper Rule. In brief, sweeping rule revisions include the elimination of lead service lines over a 20-year period, increased lead and copper sampling frequency, inventory of service material (public and private), and lowering of the lead action limit. The Water System will continue to invest in lead service line replacement.

The Water System faced a new challenge in 2018 in the form of emerging contaminants such as the PFAS compounds. The Water System worked with regulatory agencies for the testing of source water (Lake Michigan) and we are able to say that the water treated has extremely low levels (nearly non-detectable) of the PFAS compounds. The Water System will continue to monitor new developments in water quality regulations and adjust accordingly.

The advancement of technological systems has proven to be a worthwhile investment. The Water System continues to expand upon our SCADA (Supervisory Control and Data Acquisition) system as we install additional instrumentation and capabilities to better monitor and control the treatment and distribution of water. The enhanced controls will further optimize the Water System resulting in a reduction of electrical usage and treatment chemicals in coming years.

Advanced Metering Infrastructure (AMI) is also coming to the forefront. AMI is an integrated system of smart meters, communications networks, and data management systems enabling two-way communication between the utility and customer smart meters. The system will enhance customer service levels and begin the process to integrate with smart city technology.

Lastly, the development of departmental key performance indicators is driving new measures and initiatives. Managers are now better equipped to monitor their operation, improve service levels, and provide greater transparency.

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Water (536)						
5910 - Water Operations						
701 - Personnel Services	12,259,141	12,674,700	13,324,191	13,923,027	14,188,199	14,395,194
751 - Supplies	2,803,594	2,200,550	2,287,471	2,122,984	2,360,034	2,398,700
800 - Other Services and Charges	12,893,223	14,199,684	13,517,371	13,748,641	14,121,227	14,212,658
970 - Capital Outlays	753,300	1,045,638	1,026,863	991,126	946,426	971,767
990 - Debt Service	5,291,837	5,343,464	5,532,810	6,119,934	6,253,596	6,702,065
995 - Other Financing	11,601,330	15,353,783	11,570,199	7,881,623	8,213,055	9,913,496
Total For Expenditures	45,602,425	50,817,819	47,258,905	44,787,335	46,082,537	48,593,880
5911 - Water Replacement						
970 - Capital Outlays	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
Total For Expenditures	11,977,000	16,747,000	13,000,000	9,360,000	9,715,000	11,415,000
5915 - WSS Revenue Bonds 2018						
970 - Capital Outlays	26,021,000	19,790,000	11,820,000	15,374,000	10,900,000	0
Total For Expenditures	26,021,000	19,790,000	11,820,000	15,374,000	10,900,000	0
Total For Water	83,600,425	87,354,819	72,078,905	69,521,335	66,697,537	60,008,880

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 used to guide present and future investments through the city's budget.

In FY2019, the City Manager made several adjustments to align the office with organizational strategy, and better prepare the organization to implement many of the cross-departmental initiatives outlined in the Strategic Plan. Those include realigning internal service operations under the leadership of an Assistant City Manager, investing in implementation of the plan, and unifying the city's existing diversity and inclusion program with equity and engagement. Communications was strengthened by reassigning the Office of Cable TV to the Communications Office. The Office of Cable TV supports livestreams on social media platforms and media creation for a multitude of departments, while maintaining traditional broadcasting via the City's cable channel. Future plans include phasing in closed captioning for all media produced in the department and expanding our capabilities with technological and human resources. The development of the Strategic Plan and tracking of the performance management metrics are the responsibility of the Executive Office. To align the Executive Office's staffing to the Strategic Plan, changes have been made in the office's structure through assignment of new performance management functions and responsibilities.

Those changes are fully reflected in the FY20 budget, along with operational investments that will provide for implementation of communication, transparency, engagement and performance monitoring initiatives outlined in the Strategic Plan. The budget also includes funding to support performance management and establish an independent police oversight function, responsible directly to the City Manager.

STRATEGIC PLAN INVESTMENTS

Engaged and Connected Community

- The realignment of our communications and engagement efforts began in March with the appointment of a new Assistant City Manager. The Assistant City Manager is a member of the City Manager's cabinet and will help to integrate, guide, and strengthen these community-facing efforts. He will also provide executive oversight to Customer Service, Innovation, Diversity and Inclusion, Human Resources, Information Technology, Legislative Affairs and Performance Management and Sustainability. The permanent appointment of a Managing Director of Communications was made at that same time. These actions align with our Strategic Plan and position us to accomplish critical outcomes across a variety of strategic priorities.

Governmental Excellence

- Established the Office of Performance Management and Sustainability. Staffing investment includes one administrative analyst to support energy, sustainability and performance management outcomes

Safe Community

- Add one public safety liaison position to be housed in the Executive Office

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
City Commission (101)						
1010 - General Fund Operating						
701 - Personnel Services	502,158	515,645	546,161	575,328	587,064	599,112
751 - Supplies	300	300	300	300	300	300
800 - Other Services and Charges	32,737	35,825	36,469	36,787	37,253	37,766
Total For Expenditures	535,195	551,770	582,930	612,415	624,617	637,178
Total For City Commission	535,195	551,770	582,930	612,415	624,617	637,178

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Executive Office (172)						
1010 - General Fund Operating						
701 - Personnel Services	1,085,512	1,576,426	1,631,355	1,697,428	1,721,548	1,730,428
751 - Supplies	13,400	14,413	14,703	14,968	15,239	15,515
800 - Other Services and Charges	1,612,444	787,685	722,161	722,052	733,808	734,880
970 - Capital Outlays	11,000	13,000	13,000	13,000	13,000	13,000
Total For Expenditures	2,722,356	2,391,524	2,381,219	2,447,448	2,483,595	2,493,823
4011 - Capital Reserve						
Expenditures						
800 - Other Services and Charges	166,706	232,926	234,254	235,625	236,425	237,295
990 - Debt Service	3,308,560	3,129,719	3,065,982	3,566,262	3,826,282	3,776,214
995 - Other Financing	9,332,549	11,627,623	10,886,418	9,580,890	8,846,009	11,088,544
Total For Expenditures	12,807,815	14,990,268	14,186,654	13,382,777	12,908,716	15,102,053
Total For Executive Office	15,530,171	17,381,792	16,567,873	15,830,225	15,392,311	17,595,876

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.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- One skilled trade aide earn and learn position

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Facilities Management (265)						
4010 - Capital Improvement						
970 - Capital Outlays	2,836,392	4,491,101	3,555,754	4,284,478	5,124,910	11,285,891
Total For Expenditures	2,836,392	4,491,101	3,555,754	4,284,478	5,124,910	11,285,891
6310 - Facilities Mgmt-Operating						
701 - Personnel Services	1,550,715	1,692,711	1,778,635	1,855,883	1,880,290	1,900,320
751 - Supplies	202,550	206,571	215,877	225,620	235,826	246,511
800 - Other Services and Charges	3,108,624	3,259,389	3,310,902	3,403,147	3,499,415	3,592,507
970 - Capital Outlays	60,000	42,000	42,000	42,000	42,000	42,000
995 - Other Financing	215,536	-54,094	-54,442	-55,978	-57,240	-57,576
Total For Expenditures	5,137,425	5,146,577	5,292,972	5,470,672	5,600,291	5,723,762
6311 - Facilities Management-Capital						
970 - Capital Outlays	3,125,611	1,444,803	1,594,072	1,382,167	1,934,702	1,773,186
Total For Expenditures	3,125,611	1,444,803	1,594,072	1,382,167	1,934,702	1,773,186
Total For Facilities Management	11,099,428	11,082,481	10,442,798	11,137,317	12,659,903	18,782,839

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 dump trucks, Vactors, 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. Fleet Management's Capital Fund maintains a 25% reserve.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- One skilled trade aide earn and learn position

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Fleet Management (542)						
2320 - Vehicle Storage Facility						
701 - Personnel Services	147,467	174,940	188,191	200,132	202,756	204,760
751 - Supplies	2,000	2,000	2,000	2,000	2,000	2,000
800 - Other Services and Charges	458,900	447,536	463,695	483,352	503,142	523,027
970 - Capital Outlays	15,000	50,000	32,500	32,500	32,500	32,500
995 - Other Financing	168,046	153,140	155,434	157,759	160,115	165,752
Total For Expenditures	791,413	827,616	841,820	875,743	900,513	928,039
6610 - Motor Equipment-Operating						
701 - Personnel Services	3,326,598	3,435,285	3,627,930	3,804,609	3,895,231	3,962,798
751 - Supplies	3,311,552	2,951,000	2,980,520	3,055,785	3,086,353	3,133,141
800 - Other Services and Charges	885,662	1,199,406	1,216,872	1,240,300	1,262,433	1,283,765
970 - Capital Outlays	140,000	160,000	161,700	162,664	189,642	164,885
990 - Debt Service	8,292	2,892	547	390	234	78
995 - Other Financing	278,018	-83,477	-86,304	-88,163	-91,043	-91,953
Total For Expenditures	7,950,122	7,665,106	7,901,265	8,175,585	8,342,850	8,452,714
6611 - Motor Equipment-Capital						
970 - Capital Outlays	4,642,074	7,320,920	4,369,413	6,811,171	4,661,666	7,912,127
Total For Expenditures	4,642,074	7,320,920	4,369,413	6,811,171	4,661,666	7,912,127
Total For Fleet Management	13,383,609	15,813,642	13,112,498	15,862,499	13,905,029	17,292,880

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.

FIRE DEPARTMENT

The mission of the Grand Rapids Fire Department is; “To value people by saving lives, protecting property and responding to the needs of the community”. The Grand Rapids Fire Department received international accreditation in 2016 making them one of just over 200 accredited fire agencies in the world.

The Grand Rapids Fire Department FY2020 Budget is designed to support our three-year Department Strategic Plan and also align with the City’s new strategic objective to build a safe community while demonstrating governmental excellence. This budget will begin to address our aging facilities replacement plan and focus additional efforts in support our diverse recruitment initiatives. The Department will concentrate on training and building our special teams for Technical Rescue and Dive Rescue to be prepared for our redeveloped river environment.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- New investments include initial investment in river-related safety equipment and training in the Fire Department in advance of river restoration

Safe Community

Addition of one Emergency Preparedness Coordinator

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Fire (336)						
1010 - General Fund Operating						
701 - Personnel Services	27,347,177	27,382,577	28,976,887	30,386,037	30,983,542	31,442,176
751 - Supplies	283,770	306,243	313,455	320,813	328,188	334,989
800 - Other Services and Charges	3,048,915	3,713,169	3,815,600	3,915,547	4,016,042	4,129,317
970 - Capital Outlays	663,305	873,917	867,778	889,082	910,805	932,958
990 - Debt Service	52,472	55,858	0	0	0	0
995 - Other Financing	86,483	86,241	86,378	86,519	86,662	86,755
Total For Expenditures	31,482,122	32,418,005	34,060,098	35,597,998	36,325,239	36,926,195
4010 - Capital Improvement						
970 - Capital Outlays	255,000	266,863	0	0	50,000	0
Total For Expenditures	255,000	266,863	0	0	50,000	0
4011 - Capital Reserve						
800 - Other Services and Charges	0	0	0	0	0	386,000
Total For Expenditures	0	0	0	0	0	386,000
Total For Fire	-31,737,122	-32,684,868	-34,060,098	-35,597,998	-36,375,239	-37,312,195

ASSESSOR

The City Assessor's primary function is to administer the property tax rolls for the City of Grand Rapids. This includes many special assessment and tax capture districts. Like last year, the City Assessor's Office will continue to be focused on succession planning as it is anticipated that 50% of current staff will retire over the course of the next 10 years. Other areas of focus will be preparing for compliance with Public Act 660 of 2018 which places new assessing requirements on local units of government and counties. Implementation of wireless data collection software purchased in March of 2019 will also be a priority during FY2020. The software allows the City's appraisal staff to collect property characteristics in electronic format using a cell phone and then upload that information while in the field directly into the BS&A assessing database.

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 Fiscal Plan which, along with the Strategic Plan guides the path for the organization.

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.

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. In the upcoming fiscal year the department will be making a walk-through e-filing program for both residents and non-residents that will make a return easier to understand with tutorials and examples. Simplification and taxpayer satisfaction is still a priority for the Income Tax Department.

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 of procurement staff

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Assessor (257)						
1010 - General Fund Operating						
701 - Personnel Services	1,794,605	1,792,054	1,884,820	1,971,919	2,003,496	2,029,050
751 - Supplies	19,194	23,769	21,144	21,669	22,194	22,719
800 - Other Services and Charges	477,527	502,816	534,914	521,699	529,948	557,980
970 - Capital Outlays	10,400	10,400	11,400	10,400	11,400	10,400
Total For Expenditures	2,301,726	2,329,039	2,452,278	2,525,687	2,567,038	2,620,149
Total For Assessor	2,301,726	2,329,039	2,452,278	2,525,687	2,567,038	2,620,149

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Fiscal Services (212)						
1010 - General Fund Operating						
701 - Personnel Services	897,067	853,562	887,772	917,016	922,500	929,328
751 - Supplies	15,500	15,500	15,500	15,500	15,500	15,500
800 - Other Services and Charges	628,751	663,441	675,142	686,859	698,674	710,583
970 - Capital Outlays	6,296	2,000	0	0	0	18,700
Total For Expenditures	1,547,614	1,534,503	1,578,414	1,619,375	1,636,674	1,674,111
Total For Fiscal Services	1,547,614	1,534,503	1,578,414	1,619,375	1,636,674	1,674,111

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Income Tax (255)						
1010 - General Fund Operating						
701 - Personnel Services	1,694,852	1,800,274	1,920,201	2,030,038	2,082,264	2,117,185
751 - Supplies	36,150	38,150	40,150	42,150	44,150	46,150
800 - Other Services and Charges	725,340	772,526	734,286	740,121	745,817	751,062
970 - Capital Outlays	60,000	15,000	15,000	15,000	15,000	15,000
Total For Expenditures	2,516,342	2,625,950	2,709,637	2,827,309	2,887,231	2,929,397
2300 - Transformation Fund						
995 - Other Financing	4,722,437	0	0	0	0	0
Total For Expenditures	4,722,437	0	0	0	0	0
Total For Income Tax	7,238,779	2,625,950	2,709,637	2,827,309	2,887,231	2,929,397

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Purchasing (233)						
1010 - General Fund Operating						
701 - Personnel Services	449,805	455,892	473,592	489,324	492,480	496,332
751 - Supplies	15,500	15,500	15,500	15,500	15,500	15,500
800 - Other Services and Charges	148,011	156,151	159,690	163,146	166,430	169,515
970 - Capital Outlays	2,000	2,000	2,000	2,000	2,000	2,000
Total For Expenditures	615,316	629,543	650,782	669,970	676,410	683,347
Total For Purchasing	615,316	629,543	650,782	669,970	676,410	683,347

HUMAN RESOURCES

There are five divisions under the Human Resources Department. These include Employee Benefits, Recruitment & Selection, Training, Risk Management and Labor Relations. A summary of the proposed FY2020 budget highlights include:

- Funding to support participation in staff training for Hire Reach, an evidenced based approach to hiring which will reduce turnover, improve quality of hires, and support our workforce diversity initiative.
- Funding increase for Collective Bargaining which has begun with all union groups.
- Finalize implementation of a new Learning Management System to be used Citywide and incorporating career track pathways for all employees into this new system.
- The employee benefits department continues to expand the Health & Wellness incentive program and plans to increase participation in FY2020.

The Risk Management budget includes a request for an increase in workers' compensation legal defense based on anticipated increased need in specialized legal services, representation, defense, advice and consulting services regarding workers' disability compensation and related matters. The FY2020 budget also includes a request for an increase due to the Insurance Agent of Record contract expiration.

STRATEGIC PLAN INVESTMENTS

Governmental Excellence

- Human Resources will add a Wellness Coordinator position for FY2020

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Human Resources (270)						
1010 - General Fund Operating						
701 - Personnel Services	1,685,740	1,644,111	1,764,071	1,869,774	1,922,933	1,961,268
751 - Supplies	30,000	30,000	30,000	30,000	30,000	30,000
800 - Other Services and Charges	1,222,217	1,421,796	1,386,867	1,366,430	1,380,201	1,392,467
970 - Capital Outlays	5,000	5,000	5,000	5,000	5,000	5,000
Total For Expenditures	2,942,957	3,100,907	3,185,938	3,271,204	3,338,134	3,388,735
6770 - Health Insurance						
701 - Personnel Services	284,082	390,580	410,860	430,084	439,180	443,512
800 - Other Services and Charges	28,687,802	29,169,391	31,184,708	34,090,452	37,314,886	40,546,382
995 - Other Financing	186,073	0	0	0	0	0
Total For Expenditures	29,157,957	29,559,971	31,595,568	34,520,536	37,754,066	40,989,894
6771 - Other Reserves-Insurance						
701 - Personnel Services	416,449	412,576	433,830	454,011	460,284	464,724
800 - Other Services and Charges	3,734,099	4,293,880	4,541,160	4,704,283	4,763,996	4,825,254
995 - Other Financing	128,337	0	0	0	0	0
Total For Expenditures	4,278,885	4,706,456	4,974,990	5,158,294	5,224,280	5,289,978
Total For Human Resources	36,379,799	37,367,334	39,756,496	42,950,034	46,316,480	49,668,607

LIBRARY

The Mission of the Grand Rapids Public Library is “Connecting people to the transforming power of knowledge”. In fulfillment of that mission, the Library is currently engaged in strategic planning to determine the future vision of what a 21st century library’s role will be for the City of Grand Rapids, including how to create the most value from the new library millage that was passed by voters in the fall of 2017 and the new leadership under Director John McNaughton who was hired in March of 2018. As the Library participates in the strategic planning process, the goal will be to establish a sustainable plan in terms of staffing, early literacy, materials, emerging areas of library service to the community and the long-term management of our facilities using the new millage. Once the plan is completed around May 2019, the Library intends begin developing proposals to begin executing initiatives of the plan for the upcoming year. The Library and the City have worked hard over the past several years to stabilize its finances and facilities to create this platform for future success.

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Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Library (790)						
2710 - Public Library Operating						
701 - Personnel Services	6,475,957	6,676,722	7,004,860	7,282,642	7,365,181	7,449,827
751 - Supplies	1,572,000	1,615,000	1,655,000	1,695,000	1,735,000	1,775,000
800 - Other Services and Charges	1,511,522	1,830,514	1,849,277	1,857,691	1,866,276	1,875,036
970 - Capital Outlays	122,350	130,356	78,936	78,936	78,936	78,936
995 - Other Financing	1,622,787	1,700,000	1,800,000	1,950,000	2,100,000	2,250,000
Total For Expenditures	11,304,616	11,952,592	12,388,073	12,864,269	13,145,393	13,428,799
2711 - Public Library Grants/Projects						
970 - Capital Outlays	683,823	365,000	529,671	602,195	361,357	174,057
Total For Expenditures	683,823	365,000	529,671	602,195	361,357	174,057
7374 - Library Retiree Health Care Fund						
800 - Other Services and Charges	33,439	11,651	13,398	15,408	17,719	20,377
Total For Expenditures	33,439	11,651	13,398	15,408	17,719	20,377
Total For Library	12,021,878	12,329,243	12,931,142	13,481,872	13,524,469	13,623,233

POLICE DEPARTMENT

The mission of the Police Department is to provide professional, progressive and responsive police services in collaboration with the community to ensure a safer Grand Rapids.

The Police Department continues to engage in the critical work of improving community and police relations. During FY2019, the recommendations of the Police Policy and Procedures Review Task Force were received and work began to put them into practice. A staffing and deployment study was commissioned. It was presented to City Commission in April and will be used as a guide to future investments required of a safe community. Police Department personnel have engaged in implicit bias, speed of trust and other community focused training during FY2019. The department continues its focus on hiring non-certified officers in an earn-and-learn program that attracts candidates that better reflect the diversity of the community.

The Police Department achieved accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The purpose of CALEA is to improve the delivery of public safety services by maintaining a body of standards covering a wide range of up-to-date public safety initiatives. The Department is now seeking CALEA accreditation for the 911 Dispatch Center, as well as seeking law enforcement accreditation through the Michigan Association of Chiefs of Police (MACP) for the program called the Michigan Law Enforcement Accreditation Commission (MLEAC).

In Fiscal Year 2020, the Department will welcome a new Police Chief, increase community based engagement, expand community focused training, and begin to implement recommendations from the staffing and deployment study.

STRATEGIC PLAN INVESTMENTS

Safe Community

FY2020 is the fiscal year when the City will deploy significant operating and personnel investments to elevate community safety. A portion of this work will be funded by use of the funds the City Commission has reserved for community and police relations. The City will begin to act upon the police staffing and deployment study and make other investments to move us forward as follows:

- Creation of a five person evening shift of Community Policing Services by addition of two police officers and addition of three civilian support personnel to enable reassignment of three current officers currently assigned to clerical duties in the property room
- Investment in Cure Violence
- Addition of two civilian crime analyst positions
- Addition of Crisis Intervention Specialist
- Addition of a Public Safety Liaison in the Executive Office

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Police (301)						
1010 - General Fund Operating						
701 - Personnel Services	43,543,608	45,246,082	47,932,388	50,463,315	51,533,284	52,385,718
751 - Supplies	771,943	907,000	807,000	807,000	807,000	807,000
800 - Other Services and Charges	8,989,774	9,583,626	9,551,759	9,705,066	9,933,539	10,006,514
970 - Capital Outlays	422,254	463,400	285,100	288,036	361,809	289,309
Total For Expenditures	53,727,579	56,200,108	58,576,247	61,263,417	62,635,632	63,488,541
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	93,276	93,648	97,620	101,268	102,576	103,980
751 - Supplies	10,000	15,000	15,000	15,000	15,000	15,000
800 - Other Services and Charges	194,911	166,715	166,841	166,928	167,017	167,107
970 - Capital Outlays	187,000	130,000	130,000	130,000	130,000	130,000
995 - Other Financing	86,160	68,550	70,944	72,834	73,218	73,890
Total For Expenditures	571,347	473,913	480,405	486,030	487,811	489,977
2651 - Metropolitan Enforcement Team						
701 - Personnel Services	259,980	145,809	153,142	159,473	161,816	164,053
751 - Supplies	3,000	3,000	3,000	3,000	3,000	3,000
800 - Other Services and Charges	125,660	109,398	109,398	109,398	109,398	109,398
970 - Capital Outlays	5,000	7,700	7,700	7,700	7,700	7,700
Total For Expenditures	393,640	265,907	273,240	279,571	281,914	284,151
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	46,000	50,000	50,000	50,000	50,000	50,000
Total For Expenditures	66,000	70,000	70,000	70,000	70,000	70,000
2653 - Federal Forfeitures-Treasury Dept						
970 - Capital Outlays	10,000	10,000	10,000	10,000	10,000	10,000
Total For Expenditures	10,000	10,000	10,000	10,000	10,000	10,000
4010 - Capital Improvement						
970 - Capital Outlays	175,500	0	300,000	250,000	0	0
Total For Expenditures	175,500	0	300,000	250,000	0	0
Total For Police	54,999,066	57,074,928	59,764,892	62,414,018	63,540,357	64,397,669

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Org Fund Budget Object Rollup
Statement Of Operations**

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Dispatch (325)						
2610 - Community Dispatch						
701 - Personnel Services	4,971,519	5,099,845	5,299,406	5,552,065	5,666,090	5,765,893
751 - Supplies	29,000	21,200	21,836	22,491	23,166	23,166
800 - Other Services and Charges	346,778	567,342	590,081	603,861	617,194	628,117
970 - Capital Outlays	8,160	169,969	8,302	8,551	8,808	8,808
995 - Other Financing	142,499	-32,525	-30,676	-28,790	-28,790	-28,790
Total For Expenditures	5,497,956	5,825,831	5,888,949	6,158,178	6,286,468	6,397,194
Total For Dispatch	5,497,956	5,825,831	5,888,949	6,158,178	6,286,468	6,397,194

PUBLIC SERVICES

The Department of Public Works continues to transform operations to achieve outcomes and deliver service excellence to our community. While there is always additional work to be done, great progress has been made.

The Department plays an important role in our Vital Streets effort. Paving work performed by staff the past few years has contributed to achieving the good/fair street conditions goal. The Department is gearing up for another busy summer of paving, spray patching and crack sealing as part of our street maintenance program. All vegetation management and green infrastructure in the street right-of-way is being performed by the Department through support from Vital Streets. In FY2019, the Department assumed all trench repair work for the Water and Sewer Departments starting in November. This was part of the Sustainable Trench Repair Program that was implemented to improve the service as well as save costs for the Water/Sewer Funds. As part of our continuing efforts to transform winter maintenance operations, the majority of plow trucks have liquid capabilities. Adding liquids to our arsenal of treatment has made a significant difference in service delivery. Not only is it good for the environment, the road salt activates quicker, stays where we spread it, resulting in less salt applied. Wing plows have proven to increase snow and ice removal efficiencies. At the present time, we have 11 trucks outfitted with wings. AVL/GPS for plow trucks is continuing to be explored for our fleet.

The Pay-As-You-Throw program began in the fall of 2012 and since that time, many changes have occurred as part of our continuous improvement in transforming the operation and ensuring financial sustainability. Tip revenue continues trending above previous years and expenditure constraints are on track. The FY2020 proposed budget continues the transformation of our Materials Management Program with the addition of a MDEQ registered compost operations and management site at the Domtar facility. This furthers the City's goal of implementing a compost operation to manage the yard waste material in the community. Additional efforts to address the increase in recycling contamination is included in the FY2020 proposed budget in the form of route reviews and increased education.

STRATEGIC PLAN INVESTMENTS

Health and Environment

- Increased investment in cemetery forestry work
- Completion of a review of pay-as-you-throw refuse, yard waste and recycling services

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Streets (449)						
2020 - Major Streets						
701 - Personnel Services	2,149,470	2,455,815	2,594,802	2,727,548	2,793,826	2,846,124
751 - Supplies	1,131,800	1,747,000	1,789,540	1,832,931	1,877,189	1,922,333
800 - Other Services and Charges	2,838,085	2,921,669	2,966,677	3,038,860	3,119,384	3,204,749
970 - Capital Outlays	75,000	75,000	75,000	75,000	75,000	75,000
990 - Debt Service	744,050	741,250	745,150	743,150	747,200	746,950
995 - Other Financing	180,244	424,160	401,690	388,005	388,005	388,005
Total For Expenditures	7,118,649	8,364,894	8,572,859	8,805,494	9,000,604	9,183,161
2030 - Local Streets						
701 - Personnel Services	1,512,027	1,684,313	1,789,106	1,884,804	1,932,570	1,969,657
751 - Supplies	1,988,700	1,887,500	1,925,250	1,963,755	2,003,030	2,043,090
800 - Other Services and Charges	916,823	951,575	962,374	984,372	1,009,113	1,035,411
970 - Capital Outlays	9,700	25,000	25,000	25,000	25,000	25,000
995 - Other Financing	-11,965	-126,790	-134,084	-139,064	-139,064	-139,064
Total For Expenditures	4,415,285	4,421,598	4,567,646	4,718,867	4,830,649	4,934,094
2040 - Vital Streets-Major						
990 - Debt Service	2,395,700	2,396,450	17,258,700	2,124,450	2,127,250	2,124,750
995 - Other Financing	5,826,513	3,625,976	4,577,955	7,730,231	8,124,210	8,636,570
Total For Expenditures	8,222,213	6,022,426	21,836,655	9,854,681	10,251,460	10,761,320
2041 - Vital Streets-Local						
995 - Other Financing	959,966	0	335,683	3,660,585	5,484,364	4,901,475
Total For Expenditures	959,966	0	335,683	3,660,585	5,484,364	4,901,475
4090 - Vital Str Cap-Non Bond						
970 - Capital Outlays	3,467,694	2,875,976	3,827,955	6,980,231	7,374,210	7,886,570
995 - Other Financing	200,000	200,000	200,000	200,000	200,000	200,000
Total For Expenditures	3,667,694	3,075,976	4,027,955	7,180,231	7,574,210	8,086,570
Total For Streets	24,383,807	21,884,894	39,340,798	34,219,858	37,141,287	37,866,620

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Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Refuse (528)						
2260 - Refuse Collection						
701 - Personnel Services	3,701,956	3,750,569	3,953,620	4,143,460	4,241,366	4,334,111
751 - Supplies	214,000	253,900	259,248	264,711	270,291	275,992
800 - Other Services and Charges	8,289,688	8,903,713	9,190,654	9,894,749	10,160,736	10,407,692
970 - Capital Outlays	10,000	10,000	10,000	10,000	10,000	10,000
995 - Other Financing	467,289	298,212	284,226	270,238	-210,000	-210,000
Total For Expenditures	12,682,933	13,216,394	13,697,748	14,583,158	14,472,393	14,817,795
Total For Refuse	12,682,933	13,216,394	13,697,748	14,583,158	14,472,393	14,817,795

INFORMATION TECHNOLOGY

The Department of Information and Technology (DOIT) is continuing its mission of delivering a strategic and sustainable IT program with its submitted FY2020 budget. This budget and allocation metrics reflect a recompute of several services, software frameworks, and support operations that had evolved since the DOIT partnered with Fiscal Services on a 3-year budgeting plan in 2017. 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), and a Cloud First Strategy (SaaS). 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 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 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Information Technology (228)						
1010 - General Fund Operating						
701 - Personnel Services	158,569	131,809	232,229	250,940	261,804	264,432
751 - Supplies	0	500	500	500	500	500
800 - Other Services and Charges	11,508	121,987	95,207	96,500	97,615	98,559
970 - Capital Outlays	0	0	1,500	0	0	1,500
Total For Expenditures	170,077	254,296	329,436	347,940	359,919	364,991
4010 - Capital Improvement						
800 - Other Services and Charges	558,413	569,022	579,833	590,851	602,076	613,513
Total For Expenditures	558,413	569,022	579,833	590,851	602,076	613,513
6800 - Information Tech-Operating						
701 - Personnel Services	387,940	430,153	445,825	459,529	461,329	463,849
751 - Supplies	16,944	14,123	14,456	14,801	15,155	15,519
800 - Other Services and Charges	5,209,254	5,856,011	6,043,115	6,222,966	6,413,102	6,613,757
995 - Other Financing	100,024	0	0	0	0	0
Total For Expenditures	5,714,162	6,300,287	6,503,396	6,697,296	6,889,586	7,093,125
6810 - Information Technology-Capital						
970 - Capital Outlays	615,430	448,128	1,189,474	664,479	1,194,164	1,194,164
Total For Expenditures	615,430	448,128	1,189,474	664,479	1,194,164	1,194,164
6820 - Financial Management System						
800 - Other Services and Charges	662,429	362,934	0	0	0	0
Total For Expenditures	662,429	362,934	0	0	0	0
Total For Information Technology	7,720,511	7,934,667	8,602,139	8,300,566	9,045,745	9,265,793

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.

For the FY2020 budget cycle, the City Treasurer's Office will focus on the following projects:

- Enhancements to the grpayit experience based on feedback and testing
- Advanced treasury training for six staff members
- Cross-training of staff and development of standard operating procedures
- Partnering with other departments regarding software upgrades and collection issues

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

Organization	ADOPTED 2019	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
Treasurer (253)						
1010 - General Fund Operating						
701 - Personnel Services	1,545,118	1,580,285	1,676,022	1,765,964	1,810,839	1,850,010
751 - Supplies	18,000	18,000	18,000	18,000	18,000	18,000
800 - Other Services and Charges	723,841	716,783	727,270	737,138	745,799	752,977
970 - Capital Outlays	8,000	50,000	22,500	17,500	17,500	17,500
Total For Expenditures	2,294,959	2,365,068	2,443,792	2,538,602	2,592,138	2,638,487
2260 - Refuse Collection						
701 - Personnel Services	32,972	34,262	36,202	38,030	38,887	39,612
751 - Supplies	300	300	300	300	300	300
800 - Other Services and Charges	169,793	166,338	169,679	173,082	176,554	180,095
970 - Capital Outlays	150	150	150	150	150	150
Total For Expenditures	203,215	201,050	206,331	211,562	215,891	220,157
5910 - Water Operations						
701 - Personnel Services	157,281	141,034	148,876	156,437	160,665	164,760
751 - Supplies	3,500	3,500	3,500	3,500	3,500	3,500
800 - Other Services and Charges	588,926	634,494	647,130	659,971	673,030	686,313
970 - Capital Outlays	500	500	500	500	500	500
Total For Expenditures	750,207	779,528	800,006	820,408	837,695	855,073
Total For Treasurer	3,248,381	3,345,646	3,450,129	3,570,572	3,645,724	3,713,717

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2020 FINAL 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 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
401	Taxes	4020	Real Property Taxes	253	Treasurer	\$ 11,212,126	\$ 11,547,295	\$ 11,863,752	\$ 12,159,351	\$ 12,462,340
		4100	Personal Property Taxes	253	Treasurer	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573
		4140	Allowance for Refunds-BOR, MITT	253	Treasurer	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)
		4150	Allowance for Charge Backs	253	Treasurer	\$ 58,967	\$ 59,919	\$ 109,394	\$ 110,849	\$ 112,319
		4260	Payment In Lieu of Taxes	253	Treasurer	\$ 67,833	\$ 68,512	\$ 69,196	\$ 69,889	\$ 70,588
				261	General Administration	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		4370	Industrial Facilities Tax	253	Treasurer	\$ 27,055	\$ 27,055	\$ 27,055	\$ 27,055	\$ 27,055
		4380	City Income Taxes	255	Income Tax	\$ 97,043,317	\$ 99,954,616	\$ 102,953,255	\$ 106,041,852	\$ 109,223,108
		4382	City Income Tax Refunds	255	Income Tax	(\$ 8,602,034)	(\$ 8,860,095)	(\$ 9,125,898)	(\$ 9,399,675)	(\$ 9,681,665)
		4384	City Income Tax Penalties and Interest	255	Income Tax	\$ 429,421	\$ 442,304	\$ 455,573	\$ 469,240	\$ 483,317
		4410	Local Community Stabilization Share Tax	261	General Administration	\$	\$	\$	\$	\$
		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	\$ 2,199,402	\$ 2,280,378	\$ 2,354,066	\$ 2,419,438	\$ 2,486,771
		4480	Collection Fees	253	Treasurer	\$	\$	\$	\$	\$
	Taxes Total					\$ 103,470,685	\$ 106,554,582	\$ 109,740,991	\$ 112,932,597	\$ 116,218,431
450	Licenses & Permits	4760	Miscellaneous Licenses	215	Clerk	\$ 175,000	\$ 285,000	\$ 505,000	\$ 525,000	\$ 525,000
		4770	Cable TV Franchise Fees	261	General Administration	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		4908	Miscellaneous Permits	301	Police	\$	\$	\$	\$	\$
				701	Planning	\$ 200,487	\$ 204,897	\$ 209,405	\$ 214,012	\$ 218,720
		4924	Alarm Permits	301	Police	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000
		4934	LUDS Permits-Land & Use Develop	533	Stormwater	\$ 416,841	\$ 429,346	\$ 442,226	\$ 455,493	\$ 455,493
	Licenses & Permits Total					\$ 2,803,328	\$ 2,930,243	\$ 3,168,631	\$ 3,206,505	\$ 3,211,213
539	State Grants	5522	MI Dept of Environmental Quality	533	Stormwater	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
		5730	Local Community Stabilization Share	253	Treasurer	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677
		5741	Sales & Use Tax	261	General Administration	\$ 18,779,166	\$ 18,939,754	\$ 19,101,949	\$ 19,265,765	\$ 19,431,220
		5743	Liquor Licenses	301	Police	\$ 218,000	\$ 220,000	\$ 222,000	\$ 222,000	\$ 222,000
		5744	Fire Protect-State Owned Build	336	Fire	\$ 555,330	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752
	State Grants Total					\$ 20,026,173	\$ 20,180,431	\$ 20,336,421	\$ 20,492,155	\$ 20,649,649
600	Charges for Services	6131	Processing Fees	215	Clerk	\$ 110,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 120,000
				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	\$ 356,483	\$ 359,706	\$ 162,999	\$ 166,365	\$ 169,805
		6166	LUDS Fee-Land Use & Develop	533	Stormwater	\$ 50,026	\$ 51,526	\$ 53,072	\$ 53,072	\$ 53,072
				701	Planning	\$ 72,210	\$ 73,798	\$ 75,422	\$ 77,081	\$ 78,777
		6167	LUDS Enforcement Fees	533	Stormwater	\$ 37,822	\$ 38,956	\$ 40,125	\$ 40,125	\$ 40,125
		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	\$ 27,500	\$ 28,105	\$ 28,723	\$ 29,355	\$ 30,001
		6195	Historic Preservation-Other Fee	701	Planning	\$ 13,429	\$ 13,725	\$ 14,026	\$ 14,335	\$ 14,650
		6197	Nuisance Fees	733	Code Compliance	\$ 79,193	\$ 80,775	\$ 82,391	\$ 84,039	\$ 85,719
		6199	Housing Fees-Lienable	733	Code Compliance	\$ 2,245,560	\$ 2,290,470	\$ 2,336,281	\$ 2,383,007	\$ 2,430,666
		6201	Investment-Cash Mgmt Fees	253	Treasurer	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
		6260	Service Fees-General	101	City Commission	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
				172	Executive Office	\$	\$	\$	\$	\$
				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	\$ 3,773,049	\$ 3,787,780	\$ 3,802,954	\$ 3,818,582	\$ 3,834,680
				266	Attorney	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
				271	Admin Services Support	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
				301	Police	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750
				336	Fire	\$ 369,915	\$ 383,554	\$ 397,724	\$ 412,444	\$ 427,738
				701	Planning	\$ 232,482	\$ 240,690	\$ 231,571	\$ 235,121	\$ 236,730
		6261	Administration Services	448	Street Lighting	\$ 917,664	\$ 936,017	\$ 954,738	\$ 973,832	\$ 993,309
				701	Planning	\$ 25,977	\$ 26,549	\$ 27,133	\$ 27,730	\$ 28,340
		6262	Data Processing Service Charges	257	Assessor	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		6273	Housing-Zoning	733	Code Compliance	\$ 32,345	\$ 32,992	\$ 33,652	\$ 34,325	\$ 35,011

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2020 FINAL 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 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
		6275	Housing-Code Enforcement Fees	733	Code Compliance	\$ 4,508	\$ 4,598	\$ 4,690	\$ 4,784	\$ 4,880
		6276	Housing-Housing Appeal Fee	733	Code Compliance	\$ 5,700	\$ 5,814	\$ 5,930	\$ 6,049	\$ 6,170
		6310	Street-Expressway Lighting Main	448	Street Lighting	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082
		6312	Street Lighting Services	448	Street Lighting	\$ 210,000	\$ 214,200	\$ 218,484	\$ 222,854	\$ 227,311
		6332	Special Event Billings Labor	301	Police	\$ 520,200	\$ 530,604	\$ 541,216	\$ 552,040	\$ 552,040
		6333	Special Event Services	301	Police	\$	\$	\$	\$	\$
		6340	A-87 Revenue	261	General Administration	\$ 6,191,252	\$ 6,132,672	\$ 6,255,323	\$ 6,380,432	\$ 6,508,041
		6421	Sales-General	261	General Administration	\$	\$	\$	\$	\$
		6423	Sale of Scrap Material	448	Street Lighting	\$ 2,000	\$ 2,040	\$ 2,080	\$ 2,122	\$ 2,165
		6425	Electric Power Dist-Gas Aggregate	448	Street Lighting	\$ 978,500	\$ 978,500	\$ 978,500	\$ 978,500	\$ 978,500
		6512	Special Event Fees	301	Police	\$	\$	\$	\$	\$
	Charges for Services Total					\$ 16,661,265	\$ 16,733,541	\$ 16,772,524	\$ 17,021,705	\$ 17,263,262
655	Fines & Forfeitures	6581	Parking Fines	253	Treasurer	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
				301	Police	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000	\$ 354,000
	Fines & Forfeitures Total					\$ 2,152,000	\$ 2,153,000	\$ 2,154,000	\$ 2,154,000	\$ 2,154,000
664	Investment Income & Rentals	6651	Interest on Investment	253	Treasurer	\$ 1,132,128	\$ 1,233,910	\$ 1,336,505	\$ 1,439,099	\$ 1,514,967
		6671	Rentals-Facilities	301	Police	\$	\$	\$	\$	\$
		6673	Rentals-Equipment	301	Police	\$	\$	\$	\$	\$
	Investment Income & Rentals Total					\$ 1,132,128	\$ 1,233,910	\$ 1,336,505	\$ 1,439,099	\$ 1,514,967
671	Other Revenues	6723	Interest-Penalties on Special Assessment	253	Treasurer	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		6741	Unrestricted Contributions	701	Planning	\$	\$	\$	\$	\$
		6743	Restricted Contributions	172	Executive Office	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
				261	General Administration	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		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
				215	Clerk	\$	\$	\$	\$	\$
				301	Police	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
		6769	Reimbursement-Special Elections	215	Clerk	\$	\$ 140,000	\$	\$	\$
		6771	Claims-Damage-Accident Billings	301	Police	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
				448	Street Lighting	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
		6871	Refunds-Rebates	261	General Administration	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350
				301	Police	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 212,242
		6901	Miscellaneous Other Revenue	191	Comptroller	\$	\$	\$	\$	\$
				212	Fiscal Services	\$	\$	\$	\$	\$
				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					\$ 416,597	\$ 560,600	\$ 424,683	\$ 428,848	\$ 428,851
695	Other Financing Sources	6991	Operating Transfers-Subsidy	172	Executive Office	\$	\$	\$	\$	\$
				212	Fiscal Services	\$	\$	\$	\$	\$
				261	General Administration	\$ 1,700,000	\$ 1,071,200	\$	\$	\$
				270	Human Resources	\$	\$	\$	\$	\$
				271	Admin Services Support	\$	\$	\$	\$	\$
				301	Police	\$	\$	\$	\$	\$
				733	Code Compliance	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688	\$ 1,368,688
		6992	Operating Transfers-A87 Cost Allocation	261	General Administration	\$	\$	\$	\$	\$
				694	Community Development Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		6995	Operating Transfers-Misc	172	Executive Office	\$	\$	\$	\$	\$
				261	General Administration	\$ 753,013	\$ 736,625	\$ 480,238	\$	\$
				301	Police	\$ 245,615	\$ 249,758	\$ 253,969	\$ 256,325	\$ 261,962
				701	Planning	\$ 56,740	\$ 57,988	\$ 59,264	\$ 60,568	\$ 61,900
	Other Financing Sources Total					\$ 4,134,056	\$ 3,494,259	\$ 2,172,159	\$ 1,695,581	\$ 1,702,550
Grand Total						\$ 150,796,232	\$ 153,840,566	\$ 156,105,914	\$ 159,370,490	\$ 163,142,923

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2020 FINAL 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 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
101	City Commission	6260	Service Fees-General	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	City Commission Total					\$ 300				
172	Executive Office	6260	Service Fees-General	600	Charges for Services	\$	\$	\$	\$	\$
		6743	Restricted Contributions	671	Other Revenues	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
		6761	Reimbursements	671	Other Revenues	\$	\$	\$	\$	\$
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$	\$	\$	\$
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$	\$	\$	\$	\$
	Executive Office Total					\$ 20,000				
191	Comptroller	6260	Service Fees-General	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		6761	Reimbursements	671	Other Revenues	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$	\$	\$	\$	\$
	Comptroller Total					\$ 2,850				
212	Fiscal Services	6761	Reimbursements	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$	\$	\$	\$	\$
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$	\$	\$	\$
	Fiscal Services Total					\$ 1,500				
215	Clerk	4760	Miscellaneous Licenses	450	Licenses & Permits	\$ 175,000	\$ 285,000	\$ 505,000	\$ 525,000	\$ 525,000
		6131	Processing Fees	600	Charges for Services	\$ 110,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 120,000
		6260	Service Fees-General	600	Charges for Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6761	Reimbursements	671	Other Revenues	\$	\$	\$	\$	\$
		6769	Reimbursement-Special Elections	671	Other Revenues	\$	\$ 140,000	\$	\$	\$
	Clerk Total					\$ 287,500	\$ 542,500	\$ 627,500	\$ 647,500	\$ 647,500
253	Treasurer	4020	Real Property Taxes	401	Taxes	\$ 11,212,126	\$ 11,547,295	\$ 11,863,752	\$ 12,159,351	\$ 12,462,340
		4100	Personal Property Taxes	401	Taxes	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573	\$ 1,001,573
		4140	Allowance for Refunds-BOR, MTT	401	Taxes	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)
		4150	Allowance for Charge Backs	401	Taxes	\$ 58,967	\$ 59,919	\$ 109,394	\$ 110,849	\$ 112,319
		4260	Payment In Lieu of Taxes	401	Taxes	\$ 67,833	\$ 68,512	\$ 69,196	\$ 69,889	\$ 70,588
		4370	Industrial Facilities Tax	401	Taxes	\$ 27,055	\$ 27,055	\$ 27,055	\$ 27,055	\$ 27,055
		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	\$ 2,199,402	\$ 2,280,378	\$ 2,354,066	\$ 2,419,438	\$ 2,486,771
		4480	Collection Fees	401	Taxes	\$	\$	\$	\$	\$
		5730	Local Community Stabilization Share	539	State Grants	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677	\$ 348,677
		6201	Investment-Cash Mgmt Fees	600	Charges for Services	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
		6260	Service Fees-General	600	Charges for Services	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
		6581	Parking Fines	655	Fines & Forfeitures	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
		6651	Interest on Investment	664	Investment Income & Rentals	\$ 1,132,128	\$ 1,233,910	\$ 1,336,505	\$ 1,439,099	\$ 1,514,967
		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					\$ 18,206,286	\$ 18,725,844	\$ 19,268,743	\$ 19,734,456	\$ 20,182,815
255	Income Tax	4380	City Income Taxes	401	Taxes	\$ 97,043,317	\$ 99,954,616	\$ 102,953,255	\$ 106,041,852	\$ 109,223,108
		4382	City Income Tax Refunds	401	Taxes	(\$ 8,602,034)	(\$ 8,860,095)	(\$ 9,125,898)	(\$ 9,399,675)	(\$ 9,681,665)
		4384	City Income Tax Penalties and Interest	401	Taxes	\$ 429,421	\$ 442,304	\$ 455,573	\$ 469,240	\$ 483,317
	Income Tax Total					\$ 88,870,704	\$ 91,536,825	\$ 94,282,930	\$ 97,111,417	\$ 100,024,760
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				
261	General Administration	4260	Payment In Lieu of Taxes	401	Taxes	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		4410	Local Community Stabilization Share Tax	401	Taxes	\$	\$	\$	\$	\$
		4770	Cable TV Franchise Fees	450	Licenses & Permits	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
		5741	Sales & Use Tax	539	State Grants	\$ 18,779,166	\$ 18,939,754	\$ 19,101,949	\$ 19,265,765	\$ 19,431,220
		6260	Service Fees-General	600	Charges for Services	\$ 3,773,049	\$ 3,787,780	\$ 3,802,954	\$ 3,818,582	\$ 3,834,680
		6340	A-87 Revenue	600	Charges for Services	\$ 6,191,252	\$ 6,132,672	\$ 6,255,323	\$ 6,380,432	\$ 6,508,041
		6421	Sales-General	600	Charges for Services	\$	\$	\$	\$	\$
		6743	Restricted Contributions	671	Other Revenues	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2020 FINAL 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 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
		6871	Refunds-Rebates	671	Other Revenues	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 1,700,000	\$ 1,071,200	\$	\$	\$
		6992	Operating Transfers-A87 Cost Allocation	695	Other Financing Sources	\$	\$	\$	\$	\$
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 753,013	\$ 736,625	\$ 480,238	\$	\$
	General Administration Total					\$ 33,223,830	\$ 32,695,381	\$ 31,667,814	\$ 31,492,129	\$ 31,801,291
266	Attorney	6260	Service Fees-General	600	Charges for Services	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
	Attorney Total					\$ 7,500				
270	Human Resources	6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$	\$	\$	\$
	Human Resources Total					\$	\$	\$	\$	\$
271	Admin Services Support	6260	Service Fees-General	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$	\$	\$	\$
	Admin Services Support Total					\$ 300				
301	Police	4908	Miscellaneous Permits	450	Licenses & Permits	\$	\$	\$	\$	\$
		4924	Alarm Permits	450	Licenses & Permits	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000
		5743	Liquor Licenses	539	State Grants	\$ 218,000	\$ 220,000	\$ 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
		6174	Police Records-Reproc Fees	600	Charges for Services	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000	\$ 82,000
		6260	Service Fees-General	600	Charges for Services	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750
		6332	Special Event Billings Labor	600	Charges for Services	\$ 520,200	\$ 530,604	\$ 541,216	\$ 552,040	\$ 552,040
		6333	Special Event Services	600	Charges for Services	\$	\$	\$	\$	\$
		6512	Special Event Fees	600	Charges for Services	\$	\$	\$	\$	\$
		6581	Parking Fines	655	Fines & Forfeitures	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000	\$ 354,000
		6671	Rentals-Facilities	664	Investment Income & Rentals	\$	\$	\$	\$	\$
		6673	Rentals-Equipment	664	Investment Income & Rentals	\$	\$	\$	\$	\$
		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-Rebates	671	Other Revenues	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 212,242
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$	\$	\$	\$
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 245,615	\$ 249,758	\$ 253,969	\$ 256,325	\$ 261,962
	Police Total					\$ 1,712,565	\$ 1,734,112	\$ 1,757,015	\$ 1,774,357	\$ 1,779,994
336	Fire	5744	Fire Protect-State Owned Build	539	State Grants	\$ 555,330	\$ 547,000	\$ 538,795	\$ 530,713	\$ 522,752
		6260	Service Fees-General	600	Charges for Services	\$ 369,915	\$ 383,554	\$ 397,724	\$ 412,444	\$ 427,738
	Fire Total					\$ 925,245	\$ 930,554	\$ 936,519	\$ 943,157	\$ 950,490
448	Street Lighting	6261	Administration Services	600	Charges for Services	\$ 917,664	\$ 936,017	\$ 954,738	\$ 973,832	\$ 993,309
		6310	Street-Expressway Lighting Main	600	Charges for Services	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082
		6312	Street Lighting Services	600	Charges for Services	\$ 210,000	\$ 214,200	\$ 218,484	\$ 222,854	\$ 227,311
		6423	Sale of Scrap Material	600	Charges for Services	\$ 2,000	\$ 2,040	\$ 2,080	\$ 2,122	\$ 2,165
		6425	Electric Power Dist-Gas Aggregate	600	Charges for Services	\$ 978,500	\$ 978,500	\$ 978,500	\$ 978,500	\$ 978,500
		6771	Claims-Damage-Accident Billings	671	Other Revenues	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
	Street Lighting Total					\$ 2,145,164	\$ 2,167,777	\$ 2,190,842	\$ 2,214,369	\$ 2,238,367
533	Stormwater	4934	LUDS Permits-Land & Use Develop	450	Licenses & Permits	\$ 416,841	\$ 429,346	\$ 442,226	\$ 455,493	\$ 455,493
		5522	MI Dept of Environmental Quality	539	State Grants	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
		6166	LUDS Fee-Land Use & Develop	600	Charges for Services	\$ 50,026	\$ 51,526	\$ 53,072	\$ 53,072	\$ 53,072
		6167	LUDS Enforcement Fees	600	Charges for Services	\$ 37,822	\$ 38,956	\$ 40,125	\$ 40,125	\$ 40,125
	Stormwater Total					\$ 629,689	\$ 644,828	\$ 660,423	\$ 673,690	\$ 673,690
694	Community Development Services	6992	Operating Transfers-A87 Cost Allocation	695	Other Financing Sources	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Community Development Services Total					\$ 10,000				
701	Planning	4908	Miscellaneous Permits	450	Licenses & Permits	\$ 200,487	\$ 204,897	\$ 209,405	\$ 214,012	\$ 218,720
		6161	Planning Commission Review Fees	600	Charges for Services	\$ 356,483	\$ 359,706	\$ 162,999	\$ 166,365	\$ 169,805
		6166	LUDS Fee-Land Use & Develop	600	Charges for Services	\$ 72,210	\$ 73,798	\$ 75,422	\$ 77,081	\$ 78,777
		6193	Zoning, Noise, Parking-Zoning Appeal	600	Charges for Services	\$ 27,500	\$ 28,105	\$ 28,723	\$ 29,355	\$ 30,001
		6195	Historic Preservation-Other Fee	600	Charges for Services	\$ 13,429	\$ 13,725	\$ 14,026	\$ 14,335	\$ 14,650
		6260	Service Fees-General	600	Charges for Services	\$ 232,482	\$ 240,690	\$ 231,571	\$ 235,121	\$ 236,730
		6261	Administration Services	600	Charges for Services	\$ 25,977	\$ 26,549	\$ 27,133	\$ 27,730	\$ 28,340
		6741	Unrestricted Contributions	671	Other Revenues	\$	\$	\$	\$	\$
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 56,740	\$ 57,988	\$ 59,264	\$ 60,568	\$ 61,900
	Planning Total					\$ 985,308	\$ 1,005,458	\$ 808,543	\$ 824,567	\$ 838,923

**CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2020 FINAL 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 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
733	Code Compliance	6197	Nuisance Fees	600	Charges for Services	\$ 79,193	\$ 80,775	\$ 82,391	\$ 84,039	\$ 85,719
		6199	Housing Fees-Lienable	600	Charges for Services	\$ 2,245,560	\$ 2,290,470	\$ 2,336,281	\$ 2,383,007	\$ 2,430,666
		6273	Housing-Zoning	600	Charges for Services	\$ 32,345	\$ 32,992	\$ 33,652	\$ 34,325	\$ 35,011
		6275	Housing-Code Enforcement Fees	600	Charges for Services	\$ 4,508	\$ 4,598	\$ 4,690	\$ 4,784	\$ 4,880
		6276	Housing-Housing Appeal Fee	600	Charges for Services	\$ 5,700	\$ 5,814	\$ 5,930	\$ 6,049	\$ 6,170
		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					\$ 3,736,141	\$ 3,783,487	\$ 3,831,785	\$ 3,881,048	\$ 3,931,293
Grand Total						\$ 150,796,232	\$ 153,840,566	\$ 156,105,914	\$ 159,370,490	\$ 163,142,923



CITY OF
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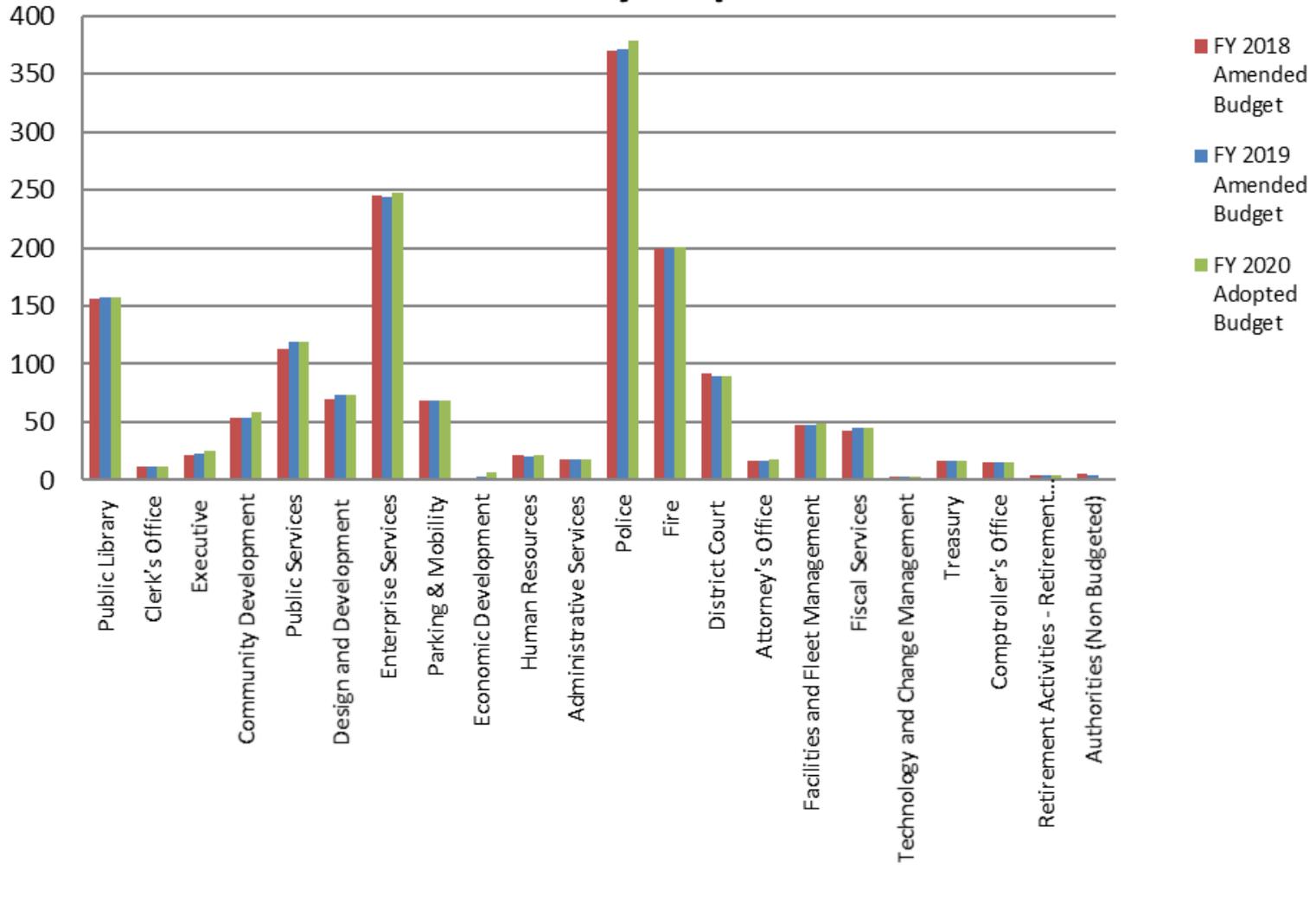
City of Grand Rapids
AUTHORIZED POSITIONS BY DEPARTMENT
 FY2020-FY2024 Fiscal Plan

DEPT	FY 2018 Amended Budget	FY 2019 Amended Budget	FY 2020 Adopted Budget	Amended Change
A110 Public Library	156.000	157.000	157.000	-
A120 Clerk's Office	11.000	11.000	11.000	-
A130 Executive	21.000	23.000	25.000	2.000
B210 Community Development	53.000	53.000	58.000	5.000
B220 Public Services	113.000	119.000	119.000	-
C310 Design and Development	70.000	73.000	73.000	-
C330 Enterprise Services	245.000	244.000	248.000	4.000
C335 Parking & Mobility	68.000	68.000	69.000	1.000
C340 Economic Development	1.000	3.000	7.000	4.000
D410 Human Resources	21.000	20.000	21.000	1.000
D420 Administrative Services	18.000	18.000	18.000	-
E510 Police	370.000	371.000	379.000	8.000
E520 Fire	199.000	199.000	201.000	2.000
E530 District Court	92.000	90.000	90.000	-
E540 Attorney's Office	17.000	17.000	18.000	1.000
F610 Facilities and Fleet Management	47.000	47.000	49.000	2.000
F620 Fiscal Services	42.000	45.000	45.000	-
F630 Technology and Change Management	3.000	3.000	3.000	-
F640 Treasury	17.000	17.000	17.000	-
F650 Comptroller's Office	15.000	15.000	15.000	-
G110 Retirement Activities - Retirement Office (Non Budgeted)	4.000	4.000	4.000	-
G210 Authorities (Non Budgeted)	5.000	4.000	-	(4.000)
Grand Total Positions (Full Time and Permanent Part-time)	1,588.000	1,601.000	1,627.000	26.000

RECONCILIATION to FTEs:

Less Dispatch Part-time	(2.000)
Less Court Part-time	(5.500)
Less Library Part-time	(55.500)
TOTAL FTEs	1,564.000

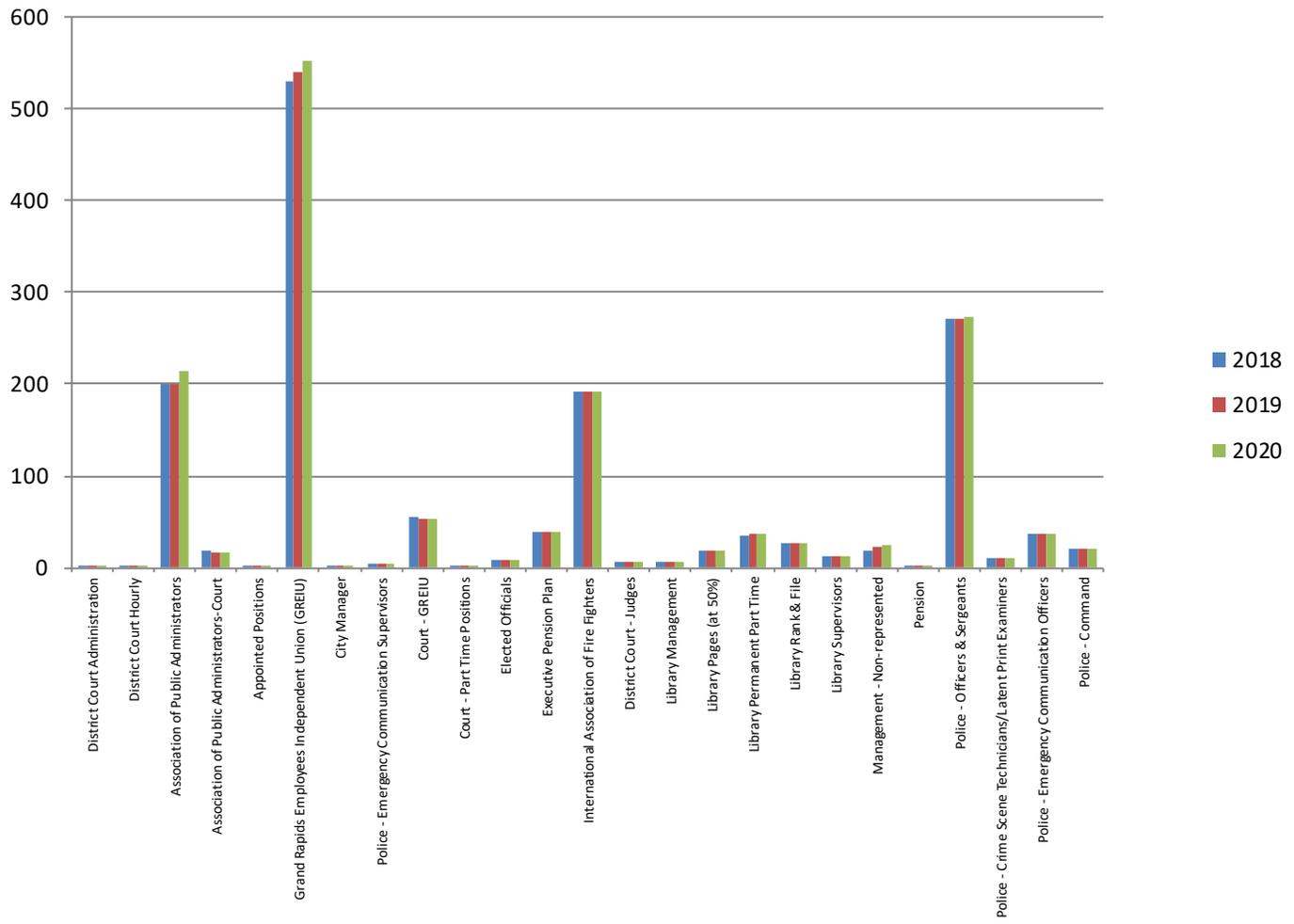
Positions by Department



City of Grand Rapids
PERSONNEL BY BARGAINING UNIT - FTEs
 FY2020-FY2024 Fiscal Plan

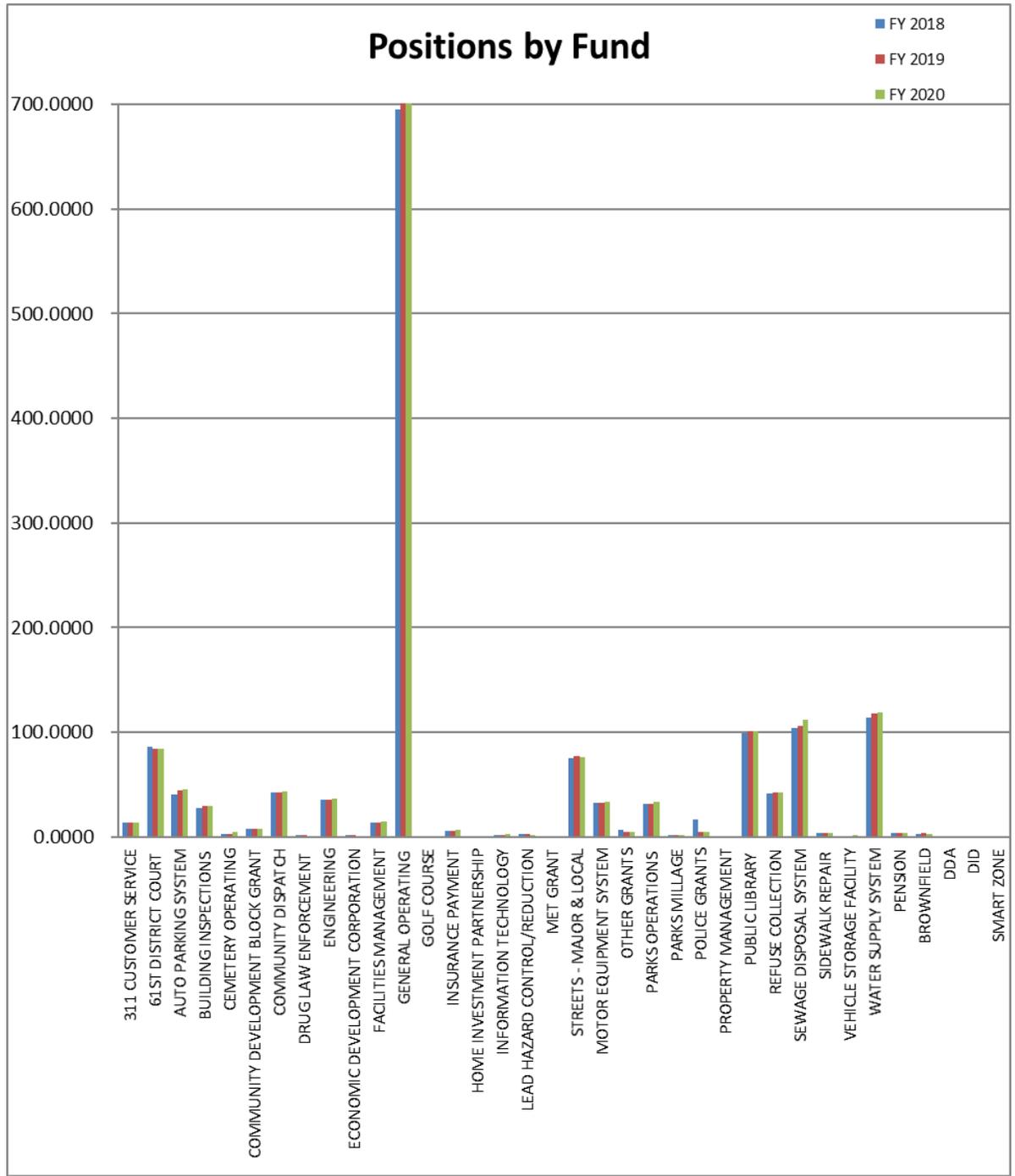
Unit Code	Unit Name	Authorized 2018	Authorized 2019	Adopted 2020	VAR
61ST	District Court Administration	2.0000	2.0000	2.0000	-
61STHR	District Court Hourly	2.5000	3.5000	3.5000	-
APACITY	Association of Public Administrators	199.0000	200.3500	214.1500	13.8000
APACOURT	Association of Public Administrators-Court	19.0000	17.0000	17.0000	-
APPOINT	Appointed Positions	3.0000	3.0000	3.0000	-
CITY	Grand Rapids Employees Independent Union (GREIU)	529.0000	541.0000	552.0000	11.0000
CITYMNGR	City Manager	1.0000	1.0000	1.0000	-
COMMSUPV	Police - Emergency Communication Supervisors	5.0000	5.0000	5.0000	-
COURT	Court - GREIU	55.0000	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	40.0000	38.8250	39.8250	1.0000
IAFF	International Association of Fire Fighters	191.0000	191.0000	191.0000	-
JUDGE	District Court - Judges	6.0000	6.0000	6.0000	-
LIBRMGT	Library Management	6.0000	6.0000	6.0000	-
LIBRPAGE	Library Pages (at 50%)	19.5000	19.5000	19.5000	-
LIBRPT	Library Permanent Part Time	35.5000	37.0000	37.0000	-
LIBRR&F	Library Rank & File	26.0000	27.0000	27.0000	-
LIBRSUPV	Library Supervisors	12.0000	12.0000	12.0000	-
MGTNON	Management - Non-represented	19.0000	22.8250	24.0250	1.2000
PENSION	Pension	1.0000	1.0000	1.0000	-
POLC1	Police - Officers & Sergeants	272.0000	271.0000	273.0000	2.0000
POLC2	Police - Crime Scene Technicians/Latent Print Examiners	10.0000	10.0000	10.0000	-
POLC4	Police - Emergency Communication Officers	36.7500	37.0000	38.0000	1.0000
POLC5	Police - Command	20.0000	21.0000	21.0000	-
TOTAL FTEs by Bargaining Unit		1,520.2500	1,537.0000	1,567.0000	30.0000

Positions by Bargaining Unit



City of Grand Rapids
PERSONNEL BY FUND - FTEs
 FY2020-FY2024 Fiscal Plan

Fund	FTEs Authorized FY 2018	FTEs Authorized FY 2019	FTEs Proposed FY 2020	VAR
311 CUSTOMER SERVICE	14.0000	14.0000	14.1000	0.100
61ST DISTRICT COURT	86.5000	84.5000	84.5000	0.000
AUTO PARKING SYSTEM	40.2900	44.5000	45.7500	1.250
BUILDING INSPECTIONS	27.8500	29.9400	29.9900	0.050
CEMETERY OPERATING	2.6500	3.0500	4.6000	1.550
COMMUNITY DEVELOPMENT BLOCK GRANT	7.8200	7.3700	8.1000	0.730
COMMUNITY DISPATCH	42.7500	43.0000	44.0000	1.000
DRUG LAW ENFORCEMENT	2.0000	2.0000	1.0000	(1.000)
ENGINEERING	35.5500	35.7000	36.4500	0.750
ECONOMIC DEVELOPMENT CORPORATION	2.0500	2.0000	1.0000	(1.000)
FACILITIES MANAGEMENT	13.6250	13.6250	14.5750	0.950
GENERAL OPERATING	695.1720	709.9020	720.3020	10.400
GOLF COURSE	0.9000	0.9000	1.1000	0.200
INSURANCE PAYMENT	5.7500	5.7500	6.7000	0.950
HOME INVESTMENT PARTNERSHIP	0.8600	0.7800	1.0000	0.220
INFORMATION TECHNOLOGY	2.2500	2.2500	2.3000	0.050
LEAD HAZARD CONTROL/REDUCTION	2.6000	3.0700	2.1000	(0.970)
MET GRANT	0.0000	0.0000	1.0000	1.000
STREETS - MAJOR & LOCAL	75.2700	77.3960	76.7668	(0.629)
MOTOR EQUIPMENT SYSTEM	32.1250	32.1250	33.1750	1.050
OTHER GRANTS	7.1200	5.1800	5.1000	(0.080)
PARKS OPERATIONS	31.6700	31.5100	34.0700	2.560
PARKS MILLAGE	1.6800	1.6800	1.7800	0.100
POLICE GRANTS	17.0000	5.0000	5.0000	0.000
PROPERTY MANAGEMENT	0.1000	0.2000	0.2000	0.000
PUBLIC LIBRARY	99.0000	101.5000	101.5000	0.000
REFUSE COLLECTION	41.9500	42.1250	42.7000	0.575
SEWAGE DISPOSAL SYSTEM	104.2030	106.4930	112.3330	5.840
SIDEWALK REPAIR	3.5200	3.3700	3.5200	0.150
VEHICLE STORAGE FACILITY	1.3000	1.3000	1.5000	0.200
WATER SUPPLY SYSTEM	114.4250	117.5141	118.5182	1.004
Subtotal Operating Funds:	1,511.98	1,527.73	1,554.73	27.000
COMPONENT UNITS & OTHER				
PENSION	4.00	4.00	4.00	0.000
BROWNFIELD	2.91	3.61	3.61	0.000
DDA	0.33	0.33	0.33	0.000
DID	0.05	0.05	0.05	0.002
SMART ZONE	0.95	1.25	1.25	0.000
TIFA	0.03	0.03	0.03	0.000
TOTAL FTEs by Fund:	1,520.25	1,537.00	1,564.00	27.00



**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
A. "OTHER" GROUP							
LIBRARY DEPARTMENT (A110)							
PUBLIC LIBRARY FUND							
Assistant Library Director	8I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
Custodian	10G	LIB R&F	3.0000	3.0000	3.0000	.0000	3.0000
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 I I I - 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 I I - Part Time (at 0.50 ea)	03LPT	LIBRPT	28.0000	28.0000	28.0000	.0000	14.0000
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	2.0000	2.0000	.0000	2.0000
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	1.0000	1.0000	.0000	1.0000
Library Director	9I	LIBMGT	1.0000	1.0000	1.0000	.0000	1.0000
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	.5000
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	39.0000	39.0000	.0000	19.5000
Library Systems Administrator	21G	LIB R&F	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I	9G	LIB R&F	3.0000	4.0000	4.0000	.0000	4.0000
Public Works Maintenance Worker I (at 0.50 ea.)	05LPT	LIBRPT	8.0000	8.0000	8.0000	.0000	4.0000
TOTAL LIBRARY DEPARTMENT			156.0000	157.0000	157.0000	0.0000	101.5000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
CLERK'S DEPARTMENT (A120)							
GENERAL OPERATING FUND							
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	07A	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	0.0000	11.0000

EXECUTIVE DEPARTMENT (A130)

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst II	16	APA	2.0000	2.0000	2.0000	.0000	1.4000
Administrative Secretary	05U	MGTNON	1.0000	1.0000	1.0000	.0000	.1500
Assistant City Manager	25U	EXECPLAN	.0000	1.0000	1.0000	.0000	.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	1.0000	.0000	1.0000
Deputy City Manager	26U	EXECPLAN	.0000	1.0000	1.0000	.0000	.0000
Energy/Climate & Performance Management Manager	11	APA	.0000	.0000	1.0000	1.0000	.6700
Managing Director	24U	EXECPLAN	1.0000	2.0000	2.0000	.0000	1.1500
Police Department Accountability Liaison	22	APA	.0000	.0000	1.0000	1.0000	.0000
Secretary to the City Manager	9U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Secretary to Deputy City Manager	07U	MGTNON	.0000	1.0000	1.0000	.0000	.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
<i>Subtotal Executive Office</i>			9.0000	13.0000	15.0000	2.0000	8.2700
Administrative Analyst II - Assistant to the Mayor	16	MGTNON	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
<i>Subtotal City Commission</i>			8.0000	8.0000	8.0000	.0000	8.0000
OTHER GRANTS FUND						.0000	
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Aide	04	APA	3.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Other Grants Fund</i>			4.0000	2.0000	2.0000	.0000	2.0000
TOTAL EXECUTIVE DEPARTMENT			21.0000	23.0000	25.0000	2.0000	18.2700

B. COMMUNITY SERVICES GROUP

COMMUNITY DEVELOPMENT DEPARTMENT (B210)

COMMUNITY DEVELOPMENT - GRANT ACTIVITIES

GENERAL OPERATING FUND

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	.1000
<i>Subtotal GOF</i>			1.0000	1.0000	1.0000	.0000	1.1000

OTHER GRANTS FUND

Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.0000
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.0000
Financial Assistant II	13A	GREIU	.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Other Grants</i>			.0000	.0000	.0000	.0000	.1000

CDBG GRANTS FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	.4500
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	1.0000
Housing Rehab Specialist I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.1000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Housing Rehab Specialist I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	.6000
Housing Rehab Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	.6000
Loan Analyst	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.3500
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	.0000	.6000
<i>Subtotal CDBG</i>			12.0000	12.0000	12.0000	.0000	8.1000
LEAD HAZARD REDUCTION GRANTS FUND							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.1000
Housing Rehab Specialist I	19A	GREIU	.0000	.0000	.0000	.0000	.8000
Housing Rehab Specialist I I	22A	GREIU	.0000	.0000	.0000	.0000	.4000
Housing Rehab Supervisor	14	APA	.0000	.0000	.0000	.0000	.4000
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.4000
<i>Subtotal LEAD</i>			.0000	.0000	.0000	.0000	2.1000
HOME INVESTMENT PARTNERSHIP GRANTS FUND							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.2500
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.7500
<i>Subtotal HOME</i>			.0000	.0000	.0000	.0000	1.0000
<i>Subtotal Grant Activities</i>			13.0000	13.0000	13.0000	.0000	12.4000
COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN							
OTHER GRANTS FUND							
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
Administrator - Office Children Youth Families	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal OCC</i>			3.0000	3.0000	3.0000	.0000	3.0000
PARKS DIVISION							
PARKS SUBFUND							
Administrative Aide	4	APA	1.0000	1.0000	3.0000	2.0000	2.6000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.1500
Administrative Services Officer II	18	APA	.0000	1.0000	1.0000	.0000	.5000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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	.6000
Business Manager	13	APA	1.0000	.0000	.0000	.0000	.0000
Carpenter	16A	GREIU	1.0000	1.0000	1.0000	.0000	.6000
Director of Parks and Recreation	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Financial Assistant I	11AH	GREIU	1.0000	1.0000	1.0000	.0000	.7000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Forester	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Groundskeeper I / I I	9A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	4.5500
Groundskeeper I I I	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Office Assistant I I I	12AH	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Parks Superintendent	18	APA	1.0000	1.0000	1.0000	.0000	.7500
Project Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Public Services Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	.7700
Recreation Program Technical Supervisor	7	APA	1.0000	1.0000	1.0000	.0000	.5000
Recreation Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	.7500
Senior Greenskeeper	25AH	APA	.0000	.0000	.0000	.0000	.2000
Special Events Aide	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Special Events Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Tree Trimmer Aide	6A	GREIU	1.0000	1.0000	2.0000	1.0000	2.0000
Tree Trimmer I	11A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Tree Trimmer I I	14A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Parks Operations</i>			34.0000	34.0000	37.0000	3.0000	34.0700
MILLAGE SUBFUND							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.1000
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.3000
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.3000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	.2300

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Recreation Program Technical Supervisor	7	APA	.0000	.0000	.0000	.0000	.5000
Recreation Supervisor	10	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Millage</i>			.0000	.0000	.0000	.0000	1.7800
CEMETERY SUBFUND							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.1000
Building Maintenance Mechanic II	16A	GREIU	.0000	.0000	.0000	.0000	.1000
Carpenter	16A	GREIU	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Groundskeeper I	9A / 12A	GREIU	.0000	.0000	2.0000	2.0000	1.4500
Groundskeeper I I I	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant I I I	12AH	GREIU	.0000	.0000	.0000	.0000	.5000
Parks Superintendent	18	APA	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Cemetery</i>			2.0000	2.0000	4.0000	2.0000	4.6000
GOLF COURSE SUBFUND							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.2000
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Greenskeeper	17A	GREIU	1.0000	.0000	.0000	.0000	.0000
Senior Greenskeeper	25AH	APA	.0000	1.0000	1.0000	.0000	.8000
<i>Subtotal Golf Course</i>			1.0000	1.0000	1.0000	.0000	1.1000
<i>Subtotal Parks Division</i>			37.0000	37.0000	42.0000	5.0000	41.5500
TOTAL COMMUNITY DEVELOPMENT DEPT			53.0000	53.0000	58.0000	5.0000	56.9500

PUBLIC SERVICES DEPARTMENT (B220)

ENGINEERING FUND

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.1000
Administrative Analyst I - Accounting	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I	16	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Assistant City Engineer	22	APA	2.0000	2.0000	2.0000	.0000	2.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Assistant Planning Director	18	MGTNON	.0000	.0000	.0000	.0000	.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	24U	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	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Engineering Assistant I	16A	GREIU	2.0000	2.0000	3.0000	1.0000	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
Financial Analyst I	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Land Surveyor	26A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Project Engineer	15	APA	.0000	.0000	.0000	.0000	.7000
Project Manager	18	APA	3.0000	3.0000	3.0000	.0000	3.0000
Property Acquisition Officer	22AB	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Right of Way Agent	20A	APA	1.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Engineering Fund</i>			35.0000	35.0000	35.0000	.0000	36.4500
SIDEWALK FUND							
Arborist	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Assistant Project Manager	15	APA	.0000	.0000	.0000	.0000	.2500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0100
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Public Services Assistant	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0100
<i>Subtotal Sidewalks Fund</i>			3.0000	3.0000	3.0000	.0000	3.5200
<i>Subtotal Engineering Department</i>			38.0000	38.0000	38.0000	.0000	39.9700

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
STREETS & SANITATION DIVISION							
MAJOR STREETS FUND							
Administrative Analyst II	16	APA	.0000	1.0000	1.0000	.0000	.2500
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.0500
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1500
Business Office Representative	16AH	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Equipment Operator I / I I	10A / 14A	GREIU	11.0000	11.0000	11.0000	.0000	9.4000
Financial Analyst	12	APA	.0000	1.0000	1.0000	.0000	.2500
Information Systems Coordinator	15	APA	1.0000	.0000	.0000	.0000	.0000
Maintenance Assistant I / I I	7A / 10A	GREIU	18.0000	18.0000	18.0000	.0000	11.8000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Office Assistant I I	10A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	.2500
Public Services Assistant	15A	GREIU	.0000	1.0000	1.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	1.0000	1.0000	.0000	.2500
Public Services Manager	18	APA	1.0000	1.0000	1.0000	.0000	.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	1.2000
	<i>Subtotal Major Streets</i>		37.0000	40.0000	40.0000	.0000	26.4500
LOCAL STREETS FUND							
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.2500
Business Office Representative	16AH	GREIU	.0000	.0000	.0000	.0000	.2500
Equipment Operator I / I I	10A / 14A	GREIU	2.0000	7.0000	7.0000	.0000	7.5000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Maintenance Assistant I / I I	7A / 10A	GREIU	.0000	.0000	.0000	.0000	7.8000
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.2500
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Assistant	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	.2500

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Public Services Supervisor	13	APA	.0000	.0000	.0000	.0000	.8000
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.1000
Streets & Sanitation Crew Leader	16A	GREIU	1.0000	2.0000	2.0000	.0000	.6500
<i>Subtotal Local Streets</i>			3.0000	9.0000	9.0000	.0000	18.8500
<i>Subtotal Streets Funds</i>			40.0000	49.0000	49.0000	.0000	45.3000
REFUSE FUND							
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.5000
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.1500
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1500
Business Office Representative	16AH	GREIU	.0000	.0000	.0000	.0000	.5000
Equipment Operator I / I I	10A / 14A	GREIU	7.0000	7.0000	7.0000	.0000	8.1000
Financial Analyst	12	APA	1.0000	.0000	.0000	.0000	.5000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.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	.5000
Public Services Assistant	15A	GREIU	1.0000	.0000	.0000	.0000	.5000
Public Services Director	23U	EXECPLAN	1.0000	.0000	.0000	.0000	.5000
Public Services Manager	18	APA	.0000	.0000	.0000	.0000	.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	.1000
Streets & Sanitation Crew Leader	16A	GREIU	.0000	.0000	.0000	.0000	.1500
<i>Subtotal Refuse</i>			35.0000	32.0000	32.0000	.0000	38.2000
TOTAL PUBLIC SERVICES DEPARTMENT			113.0000	119.0000	119.0000	.0000	123.4700

C. DESIGN, DEVELOPMENT STRATEGIC and ENTERPRISE SERVICES GROUP

DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPARTMENT (C310)

PLANNING OFFICE-GENERAL OPERATING FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
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**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Administrative Analyst I	11	APA	1.0000	1.0000	2.0000	1.0000	2.0000
Assistant Planning Director	18	APA	2.0000	2.0000	2.0000	.0000	1.1500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Graphic Illustrator	17A	GREIU	1.0000	.0000	.0000	.0000	.0000
Historic Preservation Specialist	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.8500
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	.6600
Planner I / II	20A /23A	GREIU	3.0000	4.0000	4.0000	.0000	3.4000
Planning Supervisor	13	APA	2.0000	2.0000	2.0000	.0000	1.5000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0500
Senior Graphic Illustrator	22A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Sign Inspector	17A	GREIU	1.0000	.0000	.0000	.0000	.0000
Zoning Inspector II	22AH	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Planning</i>			14.0000	15.0000	16.0000	1.0000	13.6600
BUILDING INSPECTION FUND							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.5000
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Building Official	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Planning Director	18	MGTNON	.0000	.0000	.0000	.0000	.1500
Building Inspector I	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Building Inspector I I	22A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Building Official	17	APA	1.0000	1.0000	1.0000	.0000	1.0000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.3500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Electrical Inspector I	19A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Electrical Inspector I I	22A	GREIU	1.0000	2.0000	1.0000	(1.0000)	1.0000
Fire Prevention Inspector	3B	IAFF	1.0000	1.0000	.0000	(1.0000)	1.2000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
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

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Permit Technician	8	APA	.0000	.0000	1.0000	1.0000	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	.6000
Planning Supervisor	13	APA	.0000	.0000	.0000	.0000	.5000
Plans Examiner	12	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	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Bldg Inspection</i>			26.0000	27.0000	26.0000	(1.0000)	29.9900
CODE COMPLIANCE							
GENERAL OPERATING FUND							
Administrative Aide	4	APA	.0000	1.0000	1.0000	.0000	1.5500
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.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	24U	EXECPLAN	.0000	.0000	.0000	.0000	.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
<i>Subtotal Code Comp -GOF</i>			26.0000	27.0000	27.0000	.0000	25.2000
REFUSE FUND							
Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.1000
Code Compliance Officer I I	19A	GREIU	.0000	.0000	.0000	.0000	.6000
Code Compliance Officer I I I	22A	GREIU	.0000	.0000	.0000	.0000	.4000
Code Compliance Supervisor	14	APA	.0000	.0000	.0000	.0000	.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	.7000
<i>Subtotal Code Comp - Refuse</i>			4.0000	4.0000	4.0000	.0000	4.3000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
<i>Subtotal Code Compliance</i>			30.0000	31.0000	31.0000	.0000	29.5000
TOTAL DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPT.			70.0000	73.0000	73.0000	.0000	73.1500

ENTERPRISE SERVICES DEPARTMENT (C330)

WATER DIVISION

WATER FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.2000
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.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	.1000
Assistant Project Manager	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant Water System Manager	21	APA	1.0000	1.0000	1.0000	.0000	.7000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Business Manager	13	APA	2.0000	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	.2000
Chemist I / I I	19A / 23A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Customer Services Specialist	18A	GREIU	3.0000	3.0000	3.0000	.0000	2.1550
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Draftsperson I / I I	13A / 17A	GREIU	1.0000	.0000	.0000	.0000	.0000
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.2500
Electrician I I	22A	GREIU	.0000	1.0000	1.0000	.0000	2.7500
Emergency Manager	16	APA	.0000	.0000	.0000	.0000	.2500
Energy/Climate and Performance Management Manager	11	APA	.0000	.0000	.0000	.0000	.1300
Engineering Assistant I	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Assistant I I	22A	GREIU	1.0000	3.0000	3.0000	.0000	2.6000
Financial Analyst	12	APA	1.0000	.0000	.0000	.0000	.7500
Fiscal Services Manager	20U	MGTNON	1.0000	.0000	.0000	.0000	.3500

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Hydraulic Engineer	17	APA	1.0000	1.0000	1.0000	.0000	.5000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.6200
Instrument Technician	18A	GREIU	.0000	1.0000	1.0000	.0000	.5000
Inventory Asset Manager	15	APA	1.0000	1.0000	1.0000	.0000	.4000
IT Support Specialist	21A	GREIU	3.0000	1.0000	1.0000	.0000	1.2000
Machinist	17A	GREIU	1.0000	1.0000	1.0000	.0000	.9000
Maintenance Planner/Scheduler Technician	18A	GREIU	1.0000	1.0000	1.0000	.0000	.6200
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	1.0000	1.0000	.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 / II	10A	GREIU	2.0000	2.0000	2.0000	.0000	3.0000
Plumber	17A	GREIU	.0000	.0000	.0000	.0000	.3000
Plumbing Inspector I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.6000
Plumbing Inspector II	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	2.0000	3.0000	3.0000	.0000	2.2400
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.2500
Senior Project Engineer	17	APA	.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	.5000
Utilities Field Operations Crew Leader	21A	GREIU	5.0000	7.0000	7.0000	.0000	4.3750
Utilities Field Operations Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	.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	13.0000	23.0000	23.0000	.0000	16.2882
Utility Locator	14A	GREIU	3.0000	3.0000	3.0000	.0000	1.5200
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	6.0000	6.0000	6.0000	.0000	7.2000
Utility Maintenance Mechanic I I I	18A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Utility Operator/Maintainer	18A	GREIU	.0000	2.0000	2.0000	.0000	1.8000
Utility Supervisor	14	APA	2.0000	2.0000	2.0000	.0000	2.0000
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	.5000
Wastewater/Water Plant Supervisor	17	APA	1.0000	1.0000	1.0000	.0000	1.3000
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	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Water Division</i>			111.0000	126.0000	127.0000	1.0000	117.0182

ENVIRONMENTAL PROTECTION DIVISION

SEWAGE DISPOSAL SYSTEM FUND

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I I	16	APA	.0000	.0000	.0000	.0000	.2000
Administrative Secretary	05U	MGTNON	.0000	.0000	.0000	.0000	.2000
Assistant to the City Manager	01ATCM	EXECPLAN	.0000	.0000	.0000	.0000	.2500
Assistant Water System Manager	21	APA	.0000	.0000	.0000	.0000	.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	.7000
Chemist I / I I	19A / 23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Civil Engineer	22AH	GREIU	.0000	.0000	1.0000	1.0000	.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	10.0000	.0000	10.1000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.3330
Deputy City Manager	26U	EXECPLAN	1.0000	.0000	.0000	.0000	.2900
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	.7500
Electrician I I	22A	GREIU	5.0000	4.0000	4.0000	.0000	2.2500

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Emergency Manager	16	APA	.0000	.0000	.0000	.0000	.2500
Energy/Climate & Performance Management Manager	11	APA	.0000	.0000	.0000	.0000	.1000
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Engineering Assistant II	22AH	GREIU	.0000	.0000	.0000	.0000	.4000
Environmental Assessment Supervisor	17	APA	1.0000	1.0000	1.0000	.0000	.9000
Environmental Resource Technician	18A	GREIU	3.0000	3.0000	4.0000	1.0000	4.0000
Financial Analyst	12	APA	1.0000	.0000	.0000	.0000	.7500
Financial Assistant I	11A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	.3500
Hydraulic Engineer	17	APA	.0000	.0000	.0000	.0000	.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	2.5000
Inventory Asset Manager	15	APA	.0000	.0000	1.0000	1.0000	1.4000
IT Support Specialist	21A	GREIU	2.0000	2.0000	2.0000	.0000	1.8000
Laboratory Technician I / I I	14A / 16A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Machinist	17A	GREIU	.0000	.0000	.0000	.0000	.1000
Maintenance Painter	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Maintenance Planner Scheduler Technician	18A	GREIU	.0000	.0000	.0000	.0000	.3800
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.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	5.0000	1.0000	4.0000
Plumber	17A	GREIU	1.0000	1.0000	1.0000	.0000	.7000
Plumbing Inspector I	19AH	GREIU	.0000	.0000	.0000	.0000	.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	1.8000
Public Services Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.7600
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	1.0000	.0000	.0000	.0000	.2900
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	2.5000
Trench Inspector	16A	GREIU	.0000	.0000	.0000	.0000	.5000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Utilities Crew Leader	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Utilities Field Operations Crew Leader	21A	GREIU	2.0000	.0000	.0000	.0000	1.7500
Utilities Field Operations Superintendent	17	APA	.0000	.0000	.0000	.0000	.1700
Utilities Field Operations Supervisor	13	APA	.0000	.0000	.0000	.0000	.5100
Utility Aide	06AH	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Utilities Director	24	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Utility Field Operator I / I I	14A / 18A	GREIU	9.0000	.0000	.0000	.0000	5.7500
Utility Locator	14A	GREIU	.0000	.0000	.0000	.0000	1.5200
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	9.0000	9.0000	11.0000	2.0000	9.8000
Utility Maintenance Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Utility Operator/Maintainer	18A	GREIU	9.0000	7.0000	7.0000	.0000	7.2000
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	.5500
WasteWater/Water Plant Supervisor	17	APA	.0000	1.0000	2.0000	1.0000	1.7000
Water Pollution Control Inspector	21A	GREIU	5.0000	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>			111.0000	96.0000	102.0000	6.0000	112.3330
GENERAL OPERATING FUND							
Civil Engineer	22AH	GREIU	.0000	.0000	.0000	.0000	.5000
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.1620
Engineering Assistant I	16A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Environmental Assessment Supervisor	17	APA	.0000	.0000	.0000	.0000	.1000
Environmental Resource Technician	18A	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.1500
Wastewater/Water Plant Supervisor	17	APA	1.0000	1.0000	.0000	(1.0000)	.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
<i>Subtotal EP GOF</i>			6.0000	7.0000	6.0000	(1.0000)	6.9120
MAJOR STREETS FUND - 2020							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.0700
Collection System Asset Technician	14A	GREIU	.0000	.0000	.0000	.0000	1.7500
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.1000
Utility Field Operator I / II	14A / 18A	GREIU	.0000	.0000	.0000	.0000	.4809
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	.4375
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal EP Major Streets</i>			.0000	.0000	.0000	.0000	2.9384
LOCAL STREETS FUND - 2030							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.1300
Collection System Asset Technician	14A	GREIU	4.0000	4.0000	4.0000	.0000	3.1500
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.1000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.2000
Utilities Field Operations Crew Leader	21A	GREIU	1.0000	.0000	.0000	.0000	.4375
Utility Field Operator I / II	14A / 18A	GREIU	1.0000	.0000	.0000	.0000	.4809
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.2000
<i>Subtotal EP Local Streets</i>			6.0000	4.0000	4.0000	.0000	4.6984
STREET LIGHTING							
GENERAL OPERATING FUND							
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.1000
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.2000
Journeyman Line Worker	17A	GREIU	5.0000	5.0000	4.0000	(1.0000)	4.0000
Journeyman Line Foreperson	20A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Line Foreperson	20A	GREIU	2.0000	2.0000	1.0000	(1.0000)	1.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.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	1.0000	.0000	1.0000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.4000
Utility Locator	14A	GREIU	.0000	.0000	.0000	.0000	.4800
Utility Systems Manager	20	APA	1.0000	1.0000	.0000	(1.0000)	.0000
<i>Subtotal Street Lighting GOF</i>			11.0000	11.0000	9.0000	(2.0000)	10.3800
<i>Subtotal EP Stormwater</i>			12.0000	11.0000	10.0000	(1.0000)	14.5488
<i>Subtotal Env Protection Division</i>			134.0000	118.0000	121.0000	3.0000	137.2618
TOTAL ENTERPRISE SERVICES DEPARTMENT			245.0000	244.0000	248.0000	4.0000	254.2800

PARKING AND MOBILITY (C335)

AUTO PARKING FUND

Accounts Receivable Coordinator	21AH	GREIU	1.0000	1.0000	1.0000	.0000	.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 I I	16	APA	1.0000	.0000	.0000	.0000	.1000
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	.1000
Custodian	10A	GREIU	6.0000	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	1.0000	1.0000	.0000	1.0000
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Deputy Director	20	APA	.0000	.0000	1.0000	1.0000	.7500
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.5000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	.3000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	.0000	.0000	.0000	.3000
Parking Customer Service Representative I	7A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
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	1.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Parking Meter Service Worker	11A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Parking Services Shift Supervisor	10	APA	2.0000	2.0000	2.0000	.0000	2.0000
Parking Violations Checker	7A	GREIU	10.0000	.0000	.0000	.0000	.0000
Parking Violations Checker I	7A	GREIU	.0000	8.0000	8.0000	.0000	8.0000
Parking Violations Checker II	7A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Parkng Violations Lead Worker	12A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
Traffic Safety Director	23U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Transportation Planning Aide	8A	APA	.0000	.0000	1.0000	1.0000	1.0000
Transportation Planning Supervisor	13	APA	1.0000	2.0000	1.0000	(1.0000)	1.0000
<i>Subtotal Auto Parking Fund</i>			42.0000	43.0000	44.0000	1.0000	45.7500
TRAFFIC SAFETY OFFICE							
MAJOR STREETS FUND							
Accounts Receivable Coordinator	21AH	GREIU	.0000	.0000	.0000	.0000	.5000
Administrative Analyst I	11	APA	.0000	.0000	1.0000	1.0000	.0000
Assistant Project Manager	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Deputy Director	20	APA	.0000	.0000	.0000	.0000	.2500
Journeyman Line Worker	17A	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	1.0000	.0000	(1.0000)	.0000
Project Engineer	15	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Sign Fabricator I / I I	10A / 13A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Sign Supervisor	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Journeyman Signal Technician	17A	GREIU	5.0000	4.0000	4.0000	.0000	4.0000
Storekeeper II	14AH	GREIU	1.0000	1.0000	1.0000	.0000	.6000
Traffic Engineer	24A	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

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Transportation Planning Supervisor	13	APA	.0000	.0000	1.0000	1.0000	1.0000
Utility Locator	14A	GREIU	1.0000	1.0000	1.0000	.0000	.4800
<i>Subtotal Traffic Safety-Major Streets</i>			26.0000	25.0000	25.0000	.0000	23.8300
TOTAL PARKING AND MOBILITY			68.0000	68.0000	69.0000	1.0000	69.5800

ECONOMIC DEVELOPMENT (C340)

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	1.0000
<i>Subtotal General Operating Fund</i>			.0000	.0000	.0000	.0000	1.0000

PROPERTY MGT. FUND

Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.2000
<i>Subtotal Property Management Fund</i>			.0000	.0000	.0000	.0000	.2000

ECONOMIC DEVELOPMENT FUND

Administrative Analyst I	11	APA	1.0000	1.0000	2.0000	1.0000	.2000
Debt & Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
Economic Development Assistant	16A	GREIU	.0000	.0000	1.0000	1.0000	.2000
Economic Development Coordinator I / I I	14 / 17	APA	.0000	1.0000	3.0000	2.0000	.3500
Managing Director	24U	EXECPLAN	.0000	1.0000	1.0000	.0000	.2000
<i>Subtotal Economic Development Fund</i>			1.0000	3.0000	7.0000	4.0000	1.0000

TOTAL ECONOMIC DEVELOPMENT DEPARTMENT

			1.0000	3.0000	7.0000	4.0000	2.2000
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D. ADMINISTRATIVE SERVICES GROUP

HUMAN RESOURCES DEPARTMENT (D410)

GENERAL OPERATING FUND

Administrative Aide - Intern	4	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000
Assistant City Manager	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Assistant Employee Benefits Manager	13U	MGTNON	1.0000	1.0000	1.0000	.0000	.4000
Employee Benefits Manager	16U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000
Human Resources Analyst	12	APA	3.0000	2.0000	2.0000	.0000	2.0000
Human Resources Assistant	6U	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Human Resources Director	23U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Human Resources Training Manager	15	APA	.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
Labor Relations Specialist	17U	MGTNON	1.0000	.0000	.0000	.0000	.0000
Managing Director	24U	EXECPLAN	1.0000	.0000	.0000	.0000	.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	20U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal HR GOF</i>			16.0000	15.0000	15.0000	.0000	14.0500
HR - HEALTH INSURANCE FUND (6770)							
Assistant City Manager	25U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
Assistant Employee Benefits Mgr.	13U	MGTNON	.0000	.0000	.0000	.0000	.6000
Benefits and Wellness Coordinator	12U	MGTNON	.0000	.0000	1.0000	1.0000	1.0000
Employee Benefits Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Employee Benefits Manager	16U	EXECPLAN	.0000	.0000	.0000	.0000	.5000
<i>Subtotal HR Health Insurance Fund</i>			1.0000	1.0000	2.0000	1.0000	3.3000
HR - RISK MANAGEMENT/OTHER RESERVES FUND (6771)							
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	18U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Safety Technician	10	APA	1.0000	1.0000	1.0000	.0000	.4000
<i>Subtotal HR Risk Management/Other Reserves Fund</i>			4.0000	4.0000	4.0000	.0000	3.4000
TOTAL HUMAN RESOURCES DEPARTMENT			21.0000	20.0000	21.0000	1.0000	20.7500

ADMINISTRATIVE SERVICES DEPARTMENT (D420)

OFFICE OF DIVERSITY & INCLUSION

GENERAL OPERATING FUND

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

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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
<i>Subtotal Diversity & Inclusion - GOF</i>			4.0000	4.0000	4.0000	.0000	4.0000
311 CUSTOMER SERVICE OPERATIONS							
311 CUSTOMER SERVICE FUND							
311 Customer Service Manager	18	APA	.0000	1.0000	1.0000	.0000	1.0000
311 Senior Customer Service Specialist	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
311 Service Representative	11A	GREIU	9.0000	9.0000	9.0000	.0000	9.0000
Administrative Services Officer I	16	APA	1.0000	.0000	.0000	.0000	.0000
Assistant City Manager	25U	EXECPLAN	.0000	.0000	.0000	.0000	.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	1.0000	.0000	1.0000
<i>Subtotal 311 Fund</i>			14.0000	14.0000	14.0000	.0000	14.1000
TOTAL ADMINISTRATIVE SERVICES DEPT			18.0000	18.0000	18.0000	.0000	18.1000

E. PUBLIC SAFETY GROUP

POLICE DEPARTMENT (E510)

GENERAL OPERATING FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	2.0000	2.0000	4.0000	2.0000	4.0000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Crime Scene Technician	2J	POLC2	8.0000	8.0000	8.0000	.0000	8.0000
Crisis Intervention Specialist	14	APA	.0000	.0000	1.0000	1.0000	1.0000
Deputy Police Chief	22U	EXECPLAN	2.0000	2.0000	2.0000	.0000	2.0000
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	1.0000	.0000	1.0000
Latent Print Technician/Examiner	4J	POLC2	2.0000	2.0000	2.0000	.0000	2.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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	7.0000	8.0000	8.0000	.0000	8.0000
Police Chief	25U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Police Department Accountability Liaison	22	APA	.0000	.0000	.0000	.0000	1.0000
Police Financial Coordinator	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Lieutenant	1F	POLC5	14.0000	13.0000	13.0000	.0000	13.0000
Police Officer	1C	POLC1	219.0000	231.0000	233.0000	2.0000	233.0000
Police Property Specialists	16AH	GREIU	.0000	.0000	3.0000	3.0000	3.0000
Police Record Clerk	10AH	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Police Records Specialist	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	34.0000	34.0000	34.0000	.0000	34.0000
Radio Technician	17A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Vehicle Service Worker	9A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police GOF</i>			306.0000	318.0000	326.0000	8.0000	327.0000
GRANT FUNDS							
METROPOLITAN ENFORCEMENT TEAM GRANT							
Police Sergeant	2C	POLC1	.0000	.0000	1.0000	1.0000	1.0000
<i>Subtotal Metropolitan Enforcement Team Grant</i>			.0000	.0000	1.0000	1.0000	1.0000
POLICE GRANTS							
Police Officer	1C	POLC1	16.0000	4.0000	4.0000	.0000	4.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police Grants</i>			17.0000	5.0000	5.0000	.0000	5.0000
DRUG LAW ENFORCEMENT							
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	.0000	(1.0000)	.0000
<i>Subtotal Drug Law Enforcement Grant</i>			2.0000	2.0000	1.0000	(1.0000)	1.0000
<i>Subtotal All Police Grants</i>			19.0000	7.0000	7.0000	.0000	7.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
DISPATCH FUND							
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	3.0000	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>	45.0000	46.0000	46.0000	.0000	44.0000
TOTAL POLICE DEPARTMENT			370.0000	371.0000	379.0000	8.0000	378.0000

FIRE DEPARTMENT (E520)

GENERAL OPERATING FUND

Administrative Analyst 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	7B	IAFF	2.0000	2.0000	2.0000	.0000	2.0000
Emergency Manager	16	APA	.0000	.0000	1.0000	1.0000	.5000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain	5B	IAFF	11.0000	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 - 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	34.0000	30.0000	30.0000	.0000	30.0000
Fire Lieutenant - Fire Prevention Inspector	3B	IAFF	3.0000	3.0000	4.0000	1.0000	2.8000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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
<i>Subtotal Fire GOF</i>			199.0000	199.0000	201.0000	2.0000	199.3000
<i>Subtotal Grants</i>			#REF!	#REF!		#REF!	#REF!
TOTAL FIRE DEPARTMENT			199.0000	199.0000	201.0000	2.0000	199.3000

61ST DISTRICT COURT DEPARTMENT (E530)

DISTRICT COURT OPERATING FUND

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 .50 FTE	10T	61STHR	.0000	1.0000	1.0000	.0000	.5000
Deputy Court Clerk	12E	COURT	23.0000	23.0000	23.0000	.0000	23.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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	7.0000	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
Work Crew Supervisor	16E	COURT	4.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Operating</i>			81.0000	80.0000	80.0000	.0000	78.5000
DISTRICT COURT GRANTS FUND							
DART On - Call Worker- PT at 0.50 FTE	05T	61STHR	4.0000	5.0000	5.0000	.0000	2.5000
DART Team Leader - PT at 0.75 FTE	09T	APA COURT	1.0000	.0000	.0000	.0000	.0000
Probation Officer	3D	APA COURT	1.0000	.0000	.0000	.0000	1.0000
Surveillance Officer - PT at 0.50 FTE	06T	61STHR	1.0000	1.0000	1.0000	.0000	.5000
Urinalysis Technician - PT at 0.50 FTE	1E	COURTPT	4.0000	4.0000	4.0000	.0000	2.0000
<i>Subtotal Grants</i>			11.0000	10.0000	10.0000	.0000	6.0000
TOTAL 61ST DISTRICT COURT			92.0000	90.0000	90.0000	.0000	84.5000

ATTORNEY'S DEPARTMENT (E540)

GENERAL OPERATING FUND

Assistant City Attorney I	13U	EXECPLAN	3.0000	2.0000	2.0000	.0000	2.0000
Assistant City Attorney I I	17U	EXECPLAN	4.0000	4.0000	5.0000	1.0000	5.0000
Assistant City Attorney I I I	22U	EXECPLAN	.0000	1.0000	1.0000	.0000	1.0000
Business Manager	13	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Attorney		APPOINT	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Attorney	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Director of Legal Affairs	23U	EXECPLAN	3.0000	3.0000	3.0000	.0000	3.0000
Legal Secretary I	3U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Legal Secretary I I	7U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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	17.0000	18.0000	1.0000	18.0000

F. FISCAL SERVICES GROUP

FLEET & FACILITIES DEPARTMENT (F610)

FACILITIES MANAGEMENT FUND

Building Maintenance Mechanic I / I I	13A /16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	.4000
Chief Financial Officer	25U	MGTNON	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.4500
Energy/Climate & Performance Management Manager	11	APA	.0000	.0000	.0000	.0000	.1000
Facilities Maintenance Superintendent	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Facilities Maintenance Supervisor	12	APA	3.0000	3.0000	3.0000	.0000	2.9000
Facilities Maintenance Technician	23A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.4000
Financial Assistant I I	13A	GREIU	.0000	.0000	.0000	.0000	.2500
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.5000
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.5000
Skilled Trade Aide	06AH	GREIU	.0000	.0000	1.0000	1.0000	1.0000
<i>Subtotal Facilities</i>			14.0000	14.0000	15.0000	1.0000	14.5750

MOTOR EQUIPMENT SERVICES FUND

Business Manager	13	APA	.0000	.0000	.0000	.0000	.4000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.0750
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.4500
Equipment Maintenance Superintendent	15	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	.5000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	.7500

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Fleet Equipment Manager	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Fleet Operations Instructor	21A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Heavy Equipment Mechanic	17A	GREIU	8.0000	8.0000	8.0000	.0000	8.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	1.0000	.0000	.5000
Lead Equipment Mechanic	19A	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	.0000	1.0000	1.0000	1.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	.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	32.0000	33.0000	1.0000	33.1750
VEHICLE STORAGE FUND							
Business Manager	13	APA	.0000	.0000	.0000	.0000	.2000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
Facilities Maintenance Supervisor	12	APA	.0000	.0000	.0000	.0000	.1000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.1000
Director Of Facilities And Fleet Management	23U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Vehicle Storage</i>			1.0000	1.0000	1.0000	.0000	1.5000
TOTAL FLEET & FACILITIES DEPARTMENT			47.0000	47.0000	49.0000	2.0000	49.2500

FISCAL SERVICES DEPARTMENT (F620)

ASSESSOR'S OFFICE-GENERAL OPERATING FUND

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
City Assessor	22U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Deputy City Assessor	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Real and Personal Property Appraiser I & II	15A / 20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Real and Personal Property Appraiser III	23A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Real Property Assessment Aide	11AH	GREIU	1.0000	2.0000	2.0000	.0000	2.0000
Tax Auditor	23A	GREIU	2.0000	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							
Administrative Analyst II	16	APA	1.0000	.0000	.0000	.0000	.0000
Budget Specialist	9U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	MGTNON	1.0000	1.0000	1.0000	.0000	.1000
Debt And Authority Finance Officer	17	APA	1.0000	1.0000	1.0000	.0000	.4300
Financial Analyst	12	APA	.0000	2.0000	2.0000	.0000	.0000
Financial Systems Administrator	17	APA	2.0000	2.0000	2.0000	.0000	2.0000
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	.5000
<i>Subtotal Fiscal Admin</i>			6.0000	7.0000	7.0000	.0000	4.0300
PURCHASING OFFICE-GENERAL OPERATING FUND							
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	25U	EXECPLAN	.0000	.0000	.0000	.0000	.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
BUDGET OFFICE-GENERAL OPERATING FUND							
Budget Analyst - Specialty Level C	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Fiscal Services Manager	20U	MGTNON	1.0000	2.0000	2.0000	.0000	.5000
<i>Subtotal Budget</i>			2.0000	3.0000	3.0000	.0000	1.6500
INCOME TAX OFFICE-GENERAL OPERATING FUND							
Administrative Aide	4	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	1.0000	.0000	.0000	.0000	.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.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

**FY2020 MASTER ROSTER
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Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Income Tax Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Examiner	21A	GREIU	3.0000	5.0000	5.0000	.0000	5.0000
Income Tax Specialist I	15AH	GREIU	6.0000	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>			16.0000	17.0000	17.0000	.0000	17.1500
TOTAL FISCAL SERVICES DEPARTMENT			42.0000	45.0000	45.0000	.0000	41.1300

TECHNOLOGY & CHANGE MANAGEMENT DEPARTMENT (F630)

GENERAL OPERATING FUND

Administrative Analyst I I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal GOF</i>			1.0000	1.0000	1.0000	.0000	1.0000

INFORMATION TECHNOLOGY FUND

Assistant City Manager	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Director Of Information Technology	23U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Information Technology Manager	18	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal IT Fund</i>			2.0000	2.0000	2.0000	.0000	2.3000

TOTAL TECHNOLOGY & CHANGE MGT DEPT

			3.0000	3.0000	3.0000	.0000	3.3000
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TREASURY DEPT (F640)

TREASURER'S OFFICE - GENERAL OPERATING FUND

Accountant I	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
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	.8000
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16AH	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Cashier I	8A	GREIU	1.0000	1.0000	1.0000	.0000	.8000
City Treasurer		APPOINT	1.0000	1.0000	1.0000	.0000	.8000
Deputy City Treasurer	18	APA	1.0000	1.0000	1.0000	.0000	.8000
Financial Assistant I	11A	GREIU	2.0000	2.0000	2.0000	.0000	1.1000

**FY2020 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
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>			17.0000	17.0000	17.0000	.0000	15.3000
TREASURER'S OFFICE - WATER FUND						.0000	
Administrative Analyst I - Accounting	11	APA	.0000	.0000	.0000	.0000	.2000
Cashier I	8A	GREIU	.0000	.0000	.0000	.0000	.2000
City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	.9000
<i>Subtotal Treasurer - Water Fund</i>			.0000	.0000	.0000	.0000	1.5000
TREASURER'S OFFICE - REFUSE FUND							
City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.1000
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Treasurer - Refuse Fund</i>			.0000	.0000	.0000	.0000	.2000
TOTAL TREASURY DEPARTMENT			17.0000	17.0000	17.0000	.0000	17.0000

COMPTROLLER'S DEPARTMENT (F650)

GENERAL OPERATING FUND

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 Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
City Comptroller		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
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 I I	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

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Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
TOTAL COMPTROLLER'S DEPARTMENT			15.0000	15.0000	15.0000	.0000	15.0000
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	.3300
<i>Subtotal DDA</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.3300</u>
TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0300
<i>Subtotal TIFA</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0300</u>
BROWNFIELD - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	1.0000	1.0000	.0000	(1.0000)	.2000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0600
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.6000
Economic Development Coordinator I / II	14 / 17	APA	2.0000	2.0000	.0000	(2.0000)	2.4500
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Brownfield</i>			<u>3.0000</u>	<u>3.0000</u>	<u>.0000</u>	<u>(3.0000)</u>	<u>3.6100</u>
SMARTZONE - NOT BUDGETED BY CITY							
Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.6000
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0500

**FY2020 MASTER ROSTER
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Position Titles	Range	Bargaining Unit	FY2018 AUTHORIZED	FY2019 AUTHORIZED	FY2020 ADOPTED	Change from 2019	FY2020 FTE
Economic Development Assistant	16A	GREIU	1.0000	1.0000	.0000	(1.0000)	.2000
Managing Director	24U	EXECPLAN	1.0000	.0000	.0000	.0000	.3000
Secretary to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Smartzone</i>			2.0000	1.0000	.0000	(1.0000)	1.2500
DOWNTOWN IMPROVEMENT DISTRICT - NOT BUDGETED BY CITY							
Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
<i>Subtotal DID</i>			.0000	.0000	.0000	.0000	.0500
TOTAL AUTHORITIES - NON BUDGETED FUNDS			5.0000	4.0000	.0000	(4.0000)	5.2700
TOTAL FINAL ROSTER FOR FY2020			1,588.00	1,601.00	1,627.00	26.00	1,564.00



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Department	Initiative/ Service/ Policy/ Budget	Project Title	Outcome
61st District Court	Initiative	Employee - Racial Equity Awareness - Customer Service/Interoffice Employee Relations	<ul style="list-style-type: none"> • Equitable customer service practices and processes for people of all races as well as a more educated workforce on racial equity issues • Number and percentage of 61st District Court employees trained
Budget Office	Budget Issue	Translate Budget documents to Spanish	<ul style="list-style-type: none"> • Ability of Spanish speaking citizens to understand budget highlights
Cable TV	Initiative	Increase diversity and variety to the currently static, 1-camera shots that comprise the City Manager and Mayor blogs	<ul style="list-style-type: none"> • Adding diversity within the blogs of the elected and appointed City officials will showcase the various employees and community members and be a positive visual representation of what Grand Rapids strives to be.
City Assessor	Policy, Initiative, Service	Administration of the Small Business Personal Property Tax Exemption	<ul style="list-style-type: none"> • All small businesses which are eligible to receive the exemption are receiving it, regardless of where that business is located in the city of Grand Rapids.
City Attorney	Initiative	Increase representation of the interns hired by the City Attorney's Office	<ul style="list-style-type: none"> • More equitable organizational services • More equitable laws, policies and procedures
City Clerk	Initiative	Ensure Board and Commission Representation mirrors community	<ul style="list-style-type: none"> • Equitable representation and voice of Grand Rapids residents of various backgrounds • Increase access and understanding of government decision making process
City Treasurer	Service	Managed Pay - GR Paylt	<ul style="list-style-type: none"> • Allows citizens the option to pay the smaller monthly option on their water bill automatically. • Fewer late fees and more budget friendly
Community Development	Service	Housing Rehabilitation Program	<ul style="list-style-type: none"> • Increase the number of homeowners successfully completing the Housing Rehabilitation Program application
Comptroller	Initiative, Service	Community service communications	<ul style="list-style-type: none"> • We publish the CAFR and PAFR annually (the PAFR is now published in two languages) in hard copy (CAFR) and on the City Web Site (both). • The primary users of the CAFR are investors, creditors, citizen and legislative oversight bodies. Information needs vary so the PAFR is published primarily for citizens
Customer Service	Initiative	Digital Inclusion Survey	<ul style="list-style-type: none"> • Ensuring that everyone regardless of race, ethnicity, age, gender, sexual orientation, language, income, ability and other identity markers have access to digital capabilities, resources and tools
Design and Development Services	Initiative, Service	Mobile Permit Center	<ul style="list-style-type: none"> • Equitable access to Development Center services, which ensure that construction and related activities throughout the city of Grand Rapids meet standards related to building design, site design, utilities, etc.

Diversity and Inclusion	Policy, Initiative	Increase the number of Micro-LBE vendors for Construction and Goods & Services by 50%	<ul style="list-style-type: none"> Increased number of vendors available to work on various City services by 50% Targeted recruiting of vendors based on needs of departments
Economic Development	Service	Loan Collateral Support Program	<ul style="list-style-type: none"> This service has the potential to increase access to existing microloan capital, growth of minority-owned businesses, new investment, new business creation, new job creation
Energy and Lighting	Service	Street Lighting - LED Upgrade Implementation	<ul style="list-style-type: none"> Ensure that residents in areas of Grand Rapids which are demographically diverse or economically disadvantaged are receiving an equitable amount of lighting as areas which have been able to upgrade through cost sharing efforts with the City of Grand Rapids.
Engineering	Policy, Service	Contractor/Supplier Diversity & Outreach	<ul style="list-style-type: none"> Embed equity through the City's construction bid process.
Environmental Services	Initiative	Grand Rapids Air Quality Initiative	<ul style="list-style-type: none"> Informed and engaged citizens and collaboration Partners will help create innovative actions to drive change in infrastructure investment, informed policy, research, private investment, individual activity planning, and more
Facilities and Fleet	Initiative	Way Finding & Accessibility	<ul style="list-style-type: none"> Provide all City of Grand Rapids' community members, citizens, customers, employees, visitors and guests with a no-fuss, stress free, and pleasant experience, in which they are able to efficiently locate and conduct their business.
Fleet Management	Initiative	Impound Lot Data Collection & Impoundment Education	<ul style="list-style-type: none"> Ensure education regarding towing services as equitably distributed throughout the community
Fire Department	Policy, Initiative, Budget Issue	Hiring/Recruiting	<ul style="list-style-type: none"> Increase the diversity of firefighter applicants as indicated by different genders and ethnicities processing throughout each phase of the hiring process
Grand Rapids Public Library	Service	Mission: Read!	<ul style="list-style-type: none"> Mission: Read! supports our schools, our families, and especially our students by encouraging reading through small prizes for every 100 days of reading, a chapter book at 500 days of reading, and an ereader at 1000 days of reading. The library knows from our community partners that access to books is one of the biggest challenges these young readers face. Mission: Read! not only encourages reading, it places books and technology in the hands of these students, a majority of whom are children of color
Human Resources - City University	Service	City Training Programs (Professional Development)	<ul style="list-style-type: none"> This service is internal only. In 2018, we partnered with the Office of Diversity and Inclusion to launch a diversity lunch and learn series. This series was open to members of the community and brought the training program to our residents, focusing specifically on topics relevant to the community. Some of these topics included female empowerment, human trafficking, transgender awareness, disability advocacy, black history and mental health awareness. We will strive to continue to create opportunities for community oriented training opportunities by continuing the lunch and learn series in the future.
Human Resources – Recruiting	Initiative	Evidence Based Hiring	<ul style="list-style-type: none"> Fair, equitable and data driven hiring practices. Reduce disparities in employment. Increase workforce diversity

IT and Change Management	Policy	Purchasing Policy and Practice	<ul style="list-style-type: none"> Improve inclusiveness in procurement of IT services, resulting in continued sustainable job growth and business development opportunities
Mobile GR and Parking Services	Initiative	Bus Stop Improvements	<ul style="list-style-type: none"> Provide amenities for the transit-riding public which is majority non-white based on figures provided by The Rapid. Corresponding to this baseline benefit is that approximately 65% (48 of 75) existing transit shelters are in census tracts with higher than average minority population densities (1,000+ non-white residents per square mile). This is a good sign - showing that minority race residents do not see existing disparities in the placement of these amenities, but rather see placement proportional to their neighborhood's transit usage.
Our Community's Children	Service	T2C Studio: Grand Rapids Center for College Success	<ul style="list-style-type: none"> Reduce the racial disparity in degree attainment with a targeted goal of increasing degrees among GRPS graduates from 18% to 40% Ensure outreach and equitable access for persons of color for postsecondary success
Parks and Recreation	Service	Expanded Summer Recreation & Play Program	<ul style="list-style-type: none"> Engage community youth in daily recreation programming and provide enhanced opportunities throughout the summer.
Planning Department	Policy , Initiative, Service, Budget	Restore the Grand River as the Draw & Create a Connected and Equitable River Corridor	<ul style="list-style-type: none"> Create a Downtown and Grand River Corridor where all people and communities come together and thrive. Ensure that everyone regardless of race, ethnicity, age, gender, sexual orientation, language, income, ability and other identity markers have access to ingredients for environmental, economic, social and cultural wellbeing.
Police Department	Initiative, Service, Budget	Non-certified hiring process	<ul style="list-style-type: none"> Increase the diversity of recruit classes hired Ensure that recruit classes better represent the diversity of the population the police department serves
Public Services	Initiative	Illegal Dumping	<ul style="list-style-type: none"> Complete all collections within the same time frame regardless of geographic area, ethnicity or income
Purchasing	Policy , Initiative, Service	Increase Vendor Pool and participation in solicitations for the purchase of goods and services	<ul style="list-style-type: none"> Increase opportunities for businesses owned by people of color to do business with the City
Water Department	Policy , Initiative, Service, Budget	Lead Water Service Line Replacement	<ul style="list-style-type: none"> A majority of our lead services are in portions of town where there is a higher concentration of minorities. This is associated with the older homes and neighborhoods



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ECONOMIC DEVELOPMENT – AUTHORITIES AND DISTRICTS

Like other urban core cities in Michigan, the City uses a variety of economic development programs to attract businesses and individuals. Some programs encourage business and residential capital investment by the abating property tax increases that result from increased property values. These types of programs include abatements for industrial and commercial buildings and equipment, obsolete property redevelopment, neighborhood enterprise zones, and renaissance zones. Other economic development programs provide access for businesses to the tax-exempt bond market via the City's Economic Development Corporation or provide guidance to the business or individual in order to access the State's economic development programs and agencies.

Another tool used encourage economic development is direct investment in the City's public, business, technology, and residential infrastructure. Revenues for these investments are provided when City Commission targets specific areas within the City then diverts property tax revenues, usually known as 'capturing,' resulting from increasing property values. This type of revenue program is called, "tax increment financing" or "TIF." Investing TIF revenues in infrastructure and redevelopment programs creates a culture of business district and neighborhood capital investment. This increases property values and the numbers of jobs in the various TIF districts and spills into surrounding areas, inspiring other property improvements that attract new residents and businesses. The oldest of the City's TIF districts is the Downtown Development Authority and the newest is the South Division / Grandville Avenue Corridor Improvement Authority which will begin capturing TIF revenues in Fiscal Year 2020.

City Commission appoints City residents and business owners to serve as board members for the City's economic development authorities and districts. The entities included in this section of the Fiscal Plan operate independently but in compliance with each entity's authorizing statute and applicable City policies and procedures. For accounting purposes, the special assessment districts are "special revenue funds" and the TIF authorities are "discretely presented component units," according to criteria established by the Governmental Accounting Standards Board.

BROWNFIELD REDEVELOPMENT AUTHORITY ("BROWNFIELD")

The Grand Rapids Brownfield was created by the City in 1998 under the provisions of Act 381, Public Acts of 1996 of the State of Michigan, as amended. The purpose of the Authority is to promote the revitalization of environmentally distressed areas and functionally obsolete properties within the City. The entire City of Grand Rapids has been designated as a brownfield district. However, Brownfield tax increment revenues are captured only from specific development projects approved by City Commission and the State of Michigan. Brownfield projects may capture local and school tax increment revenues but may not capture any debt-related millages.

BUSINESS IMPROVEMENT DISTRICT – UPTOWN ("UPTOWN BID")

The Uptown BID is a special assessment district created by the City in June, 2013 after property owners voted in favor of self-assessment. BID operations began in fiscal year 2014 under the provisions of Act 120, Public Acts of 1961 of the State of Michigan, as amended. The purpose of the BID is to provide a program of enhanced services within the district boundaries. The special assessments relieve property owners of common area maintenance services and provide funding to draw customers to district businesses via special events, marketing, and neighborhood development.

BID Special Assessments are currently being requested in single year periods. Therefore, revenues and expenditures included the BID fund statement for fiscal years 2021 through 2024 are estimated and are likely to change.

CORRIDOR IMPROVEMENT AUTHORITIES (“CIA”) – MICHIGAN STREET, NORTH QUARTER, SOUTH DIVISION/GRANDVILLE, SOUTHTOWN, UPTOWN, AND WESTSIDE

Under the provisions of Act 280, Public Acts of 2005 of the State of Michigan, as amended, the City has created several Corridor Improvement Authorities (“CIA.”) The CIA capture tax increment revenues which are used to correct and prevent deterioration in the business districts; encourage historic preservation; authorize the acquisition and disposal of interests in real and personal property; authorize the creation and implementation of development plans in the districts; promote the economic growth of the districts; authorize the issuance of bonds and other evidence of indebtedness; and authorize the use of tax increment financing.

The Uptown CIA was created in 2009 and first captured tax increment revenues in Fiscal Year 2012. The Southtown CIA (formerly known as “Madison Square CIA”) was originally created in 2009, then expanded in 2016, under the provisions of Act 280, Public Acts of 2005 of the State of Michigan, as amended. The North Quarter CIA was created in 2012, then the initial values were re-set in 2018. The WestSide CIA was created in 2014. The Michigan Street CIA was created in 2015. The South Division/Grandville CIA was created in 2018 and will first capture tax increment revenues in Fiscal Year 2020.

In Fiscal Year 2017, only the Uptown CIA was able to capture tax increment revenues due to changes in State tax law which impacted personal property values. For Fiscal Years 2018 and 2019, all CIA, except North Quarter, capture tax increment revenues. As these CIA districts illustrate, tax increment revenues are not a guaranteed revenue source, particularly for smaller and newer districts.

DOWNTOWN DEVELOPMENT AUTHORITY (“DDA”)

The Grand Rapids DDA was created in 1979 by the City of Grand Rapids under the provisions of Act 197, Public Acts of 1975 of the State of Michigan, as amended. The purpose of the DDA is to correct and prevent deterioration in the downtown business district / neighborhood; encourage historic preservation; authorize the acquisition and disposal of interests in real and personal property; authorize the creation and implementation of development plans in the districts; promote the economic growth of the districts; authorize the levy and collection of taxes; authorize the issuance of bonds and other evidences of indebtedness; and authorize the use of tax increment financing. The DDA’s initial property tax increment revenue capture was in 1981.

Until December, 2016 the DDA district was bounded roughly by Newberry Street, N.W. on the north; Lafayette Avenue, or Prospect Avenue on the east; Logan Street or Wealthy Street on the south; and Lexington Avenue, N.W. or Seward Avenue, N.W. on the west. In December, 2016 City Commission approved an expansion of the development district which is now bounded by Leonard Street, N.W. on the north; Division Avenue, Lafayette Avenue, or Prospect Avenue on the east; Century Street, Chestnut Street, Logan Street or Wealthy Street on the south; and Lexington Avenue, Turner Avenue, or Seward Avenue on the west.

The DDA captures tax increment revenues from two sources, local tax increments and school tax increments. Local tax increment (LTI) revenues are captured from millages levied by the City of Grand Rapids, County of Kent, Interurban Transportation Partnership (“The Rapid”), and Grand Rapids Community College. School tax increment (STI) revenues are captured from millages levied by the State of Michigan Education Tax; Grand Rapids Public Schools; and Kent Intermediate School District. State law restricts the DDA’s use of STI revenues for payment of debt service and other eligible obligations in existence prior to January 1, 1995 or for obligations which refund those eligible obligations. The DDA’s expenditures for debt obligations issued after December 31, 1994 and for all the DDA’s operations

and development projects and programs are funded with either LTI or non-tax increment revenues, the latter which result primarily from interest and parking revenues generated by facilities located on property owned by the DDA.

DOWNTOWN IMPROVEMENT DISTRICTS (“DID”)

The Grand Rapids DID was created by the City as a special assessment district in August, 2000 after downtown property owners voted to support self-assessment. DID operations began in fiscal year 2001 under the provisions of Act 120, Public Acts of 1961 of the State of Michigan, as amended. The purpose of the DID is to provide a program of enhanced services within the district boundaries. Services provided by the DID relieve property owners from providing common outdoor maintenance services. DID revenues also fund events, marketing, and promotions to draw tourists, businesses, employees, and residents to the downtown business district.

In December, 2015, the DID Board adopted a motion recommending that the City Commission declare necessity for special assessments beginning July 1, 2016 and ending June 30, 2020. The special assessments are collected in five installments, one for each fiscal year.

GRAND RAPIDS 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. Please go to the “Special Revenue Funds,” tab in this Fiscal Plan to find the EDC’s fund statement.

MONROE NORTH TAX INCREMENT FINANCING AUTHORITY (“MNTIFA”)

The MNTIFA was created by the City in December, 1985 and began operations in fiscal year 1987 under the provisions of Act 450, Public Acts of 1980 of the State of Michigan, as amended. The purpose of the Authority is to provide for the development of the Monroe North Development Area, which is bounded roughly by Coldbrook Street, N.W. on the north, Ionia Avenue, N.W. on the east, the Grand River on the west and the south line of Newberry Street, N.W. on the south.

The MNTIFA captures local tax increment revenue but, unlike the DDA, may not capture school tax increment revenue since the MNTIFA did not have eligible debt obligations outstanding prior to January 1, 1995.

SMARTZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (“SMARTZONE”)

The Grand Rapids SmartZone LDFA Certified Technology Park (“CTP”) was created by the City in 2002 under the provisions of Act 281, Public Acts of 1986 of the State of Michigan, as amended. The mission of the SmartZone is to enhance resources entrepreneurs and inventors need to leverage technology, create companies, and establish new industries in Grand Rapids and West Michigan. The SmartZone captures local tax increment revenue but may capture only half of school millage-related tax increment revenue from the districts. The SmartZone may not capture any debt-related millages.

The initial SmartZone boundaries were established in 2001 in the northeastern area of downtown Grand Rapids to take advantage of the synergy created by adjacent medical, research, educational, financial, governmental and non-profit institutions including the City of Grand Rapids, the Van Andel Institute, Grand Valley State University, Grand Rapids Community College, and The Right Place, Inc.

On April 26, 2016, City Commission approved an amended Development Plan and Tax Increment Financing Plan (“the Plan.”) The Plan expanded the Grand Rapids SmartZone District to encompass the entire City, added 62 parcels to the CTP, eliminated the Plymouth Satellite CTP, designated the Holland SmartZone LDFA as a satellite of the Grand Rapids SmartZone, adjusted which extra voted mills are subject to capture, and expanded the area available for investment of tax increment revenues. Approval of the Plan by the Michigan Economic Development Corporation and the State Treasurer allows the CTP to continue to capture 50% of school millage-related tax increment revenues for another 15 years beyond the originally approved 15-year term which was schedule to expire after FY2017.

BUDGETING AND FINANCIAL MONITORING FOR ECONOMIC DEVELOPMENT AUTHORITIES

TIF revenues fluctuate compared to other revenue sources. As a result, the City’s TIF authority budgets are prepared later than other City funds and follow a separate budget approval process, which begins after the City Assessor finalizes the upcoming year’s taxable values at the March Board of Review. The Assessor calculates captured assessed values (“CAV”) for the various TIF districts using the MBOR taxable values. Using the CAV, the Debt & Authority Finance Officer calculates tax increment and other revenues for the next five years. Operating and project expenditure requests depend upon the amounts of forecasted revenues remaining after debt obligations are considered. Staff submits the five-year budget forecasts, known as priority plans, to the appropriate board in April for their review and recommendation to City Commission. Upon recommendation by the board, City Commission considers the budget request for the upcoming fiscal year. Once City Commission approves the request, the budget returns to the appropriate board for adoption. Only the upcoming fiscal year is appropriated. The remaining four years of the priority plans are used for development project planning.

All City economic development authority and district budgets for Fiscal Year 2020 were approved by City Commission on May 14, 2019. Following City Commission approval, each authority board adopted the fiscal year 2020 budgets at their next scheduled meetings.

The following fund statements have been formatted to match the City’s budget format. However, authority and district budgets are typically approved and monitored at the project level, so board members and staff can determine whether priorities are being achieved. Boards receive monthly, bi-monthly, quarterly, or ad hoc interim financial statements depending the volume of financial transactions. For example, the DDA, the largest and busiest of the authorities, receives monthly interim financial statements whereas the Downtown Improvement District is provided with quarterly interim financial statements. Interim financial statements include a Balance Sheet, Statement of Revenues and Expenditures, and Schedule of Expenditures, also known as the “warrant.” The DDA and the Brownfield also receive Statements of Project Expenditures as part of their interim financial statements. The Schedules of Expenditures are reviewed and submitted for board approval each time financial statements are presented.

Grand Rapids MI
BROWNFIELD REDEVELOPMENT FINANCING AUTHORITY - OPERATING FUND (2430)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>Brownfield Operations (2430)</u>									
Revenues									
401-Taxes	4,822,364	5,670,941	5,670,941	5,671,889	6,971,236	7,438,771	7,385,161	7,002,309	6,906,251
501-Federal Grants	18,291	579,000	579,000	330,000	856,000	-	-	-	-
539-State Grants	212,107	-	-	-	-	-	-	-	-
600-Charges for Services	80,121	94,145	94,145	127,419	107,400	108,920	110,464	112,033	113,627
664-Investment Income & Rentals	37,652	47,414	47,414	117,434	76,860	83,769	90,735	97,700	102,850
671-Other Revenues	75,000	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Brownfield Operations Total Revenues	5,245,535	6,466,500	6,466,500	6,321,742	8,086,496	7,706,460	7,661,360	7,287,042	7,197,728
Expenditures									
701-Personal Services	323,427	326,899	326,899	340,000	464,043	483,661	507,287	515,780	521,016
751-Supplies	988	5,920	5,920	8,160	7,000	7,210	7,425	7,645	7,875
800-Other Services and Charges	4,546,726	5,795,568	5,795,568	5,767,260	7,540,061	7,118,537	7,067,517	6,687,255	6,593,778
970-Capital Outlays	-	-	-	-	-	-	-	-	-
990-Debt Service	175,563	236,961	236,961	236,961	232,448	233,035	233,472	229,359	178,513
995-Other Financing	35,779	34,567	34,567	34,567	-	-	-	-	-
Brownfield Operations Total Expenditures	5,082,482	6,399,915	6,399,915	6,386,948	8,243,552	7,842,443	7,815,701	7,440,039	7,301,182
Brownfield Operations NET INCOME (LOSS)	163,053	66,585	66,585	(65,206)	(157,056)	(135,983)	(154,341)	(152,997)	(103,454)
Beginning Fund Balance	770,009	926,552	926,552	926,552	861,346	704,290	568,307	413,966	260,969
Prior Period OPEB Adjustment	(6,510)	-	-	-	-	-	-	-	-
Ending Fund Balance	926,552	993,137	993,137	861,346	704,290	568,307	413,966	260,969	157,515
Reserve Targets									
Assigned to Operations - 15% of Total Spending	762,372	959,987	959,987	958,042	1,236,533	1,176,366	1,172,355	1,116,006	1,095,177
Unassigned Fund Balance	164,179	33,149	33,149	(96,697)	(532,243)	(608,060)	(758,390)	(855,037)	(937,663)
Total	926,552	993,137	993,137	861,346	704,290	568,307	413,966	260,969	157,515
Unassigned FB as a % of Total Expenditures	3.2%	0.5%	0.5%	-1.5%	-6.5%	-7.8%	-9.7%	-11.5%	-12.8%

Grand Rapids MI
BROWNFIELD REDEVELOPMENT FINANCING AUTHORITY - LOCAL SITE REMEDIATION FUND (2431)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Brownfield Revolving Loan Fund (2431)</i>									
Revenues									
401-Taxes	521,996	1,130,959	1,130,959	1,156,304	1,578,128	1,284,069	1,401,069	896,358	436,700
664-Investment Income & Rentals	5,171	-	-	26,550	17,377	18,940	20,514	22,089	23,254
671-Other Revenues	47,711	-	-	47,711	47,711	47,711	47,711	47,711	-
<i>Brownfield Revolving Loan Fund Total Revenues</i>	574,878	1,130,959	1,130,959	1,230,565	1,643,216	1,350,720	1,469,294	966,158	459,954
Expenditures									
800-Other Services and Charges	-	1,130,959	1,130,959	307,425	3,213,241	1,630,098	1,493,415	1,045,246	547,748
<i>Brownfield Revolving Loan Fund Total Expenditures</i>	-	1,130,959	1,130,959	307,425	3,213,241	1,630,098	1,493,415	1,045,246	547,748
<i>Brownfield Revolving Loan Fund NET INCOME (LOSS)</i>	574,878	-	-	923,140	(1,570,025)	(279,378)	(24,121)	(79,088)	(87,794)
<i>Beginning Fund Balance</i>	652,325	1,227,203	1,227,203	1,227,203	2,150,343	580,318	300,940	276,819	197,731
<i>Ending Fund Balance</i>	1,227,203	1,227,203	1,227,203	2,150,343	580,318	300,940	276,819	197,731	109,937
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	169,644	169,644	46,114	481,986	244,515	224,012	156,787	82,162
Unassigned Fund Balance	1,227,203	1,057,560	1,057,560	2,104,230	98,332	56,426	52,807	40,945	27,775
Total	1,227,203	1,227,203	1,227,203	2,150,343	580,318	300,940	276,819	197,731	109,937
Unassigned FB as a % of Total Expenditures	n/a	93.5%	93.5%	684.5%	3.1%	3.5%	3.5%	3.9%	5.1%

**Grand Rapids MI
BUSINESS IMPROVEMENT DISTRICT - UPTOWN (2520)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Uptown Business Improv Dist (2520)</i>									
Revenues									
600-Charges for Services	3,521	17,614	17,614	6,000	17,341	17,341	17,341	17,341	17,341
664-Investment Income & Rentals	567	130	130	1,041	1,363	1,485	1,609	1,732	1,823
671-Other Revenues	102,074	101,618	101,618	101,618	105,478	105,478	105,478	105,478	105,478
<i>Uptown Business Improv Dist Total Revenues</i>	106,162	119,362	119,362	108,659	124,182	124,304	124,428	124,551	124,642
Expenditures									
751-Supplies	4,147	-	-	-	-	-	-	-	-
800-Other Services and Charges	108,555	100,375	100,375	103,759	135,250	127,500	122,500	122,500	122,500
970-Capital Outlays	-	10,000	10,000	150	-	-	-	-	-
<i>Uptown Business Improv Dist Total Expenditures</i>	112,702	110,375	110,375	103,909	135,250	127,500	122,500	122,500	122,500
<i>Uptown Business Improv Dist NET INCOME (LOSS)</i>	(6,540)	8,987	8,987	4,750	(11,068)	(3,196)	1,928	2,051	2,142
<i>Beginning Fund Balance</i>	16,913	10,373	10,373	10,373	15,123	4,055	859	2,787	4,838
<i>Ending Fund Balance</i>	10,373	19,360	19,360	15,123	4,055	859	2,787	4,838	6,980
Reserve Targets									
Assigned to Operations - 15% of Total Spending	16,905	16,556	16,556	15,586	20,288	19,125	18,375	18,375	18,375
Unassigned Fund Balance	(6,532)	2,804	2,804	(463)	(16,233)	(18,266)	(15,588)	(13,537)	(11,395)
Total	10,373	19,360	19,360	15,123	4,055	859	2,787	4,838	6,980
Unassigned FB as a % of Total Expenditures	(5.8%)	2.5%	2.5%	(0.4%)	(12.%)	(14.3%)	(12.7%)	(11.1%)	(9.3%)

**Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - MICHIGAN STREET (7815)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Michigan Street Corridor Improvement Authority (7815)</i>									
Revenues									
401-Taxes	5,277	16,496	16,496	20,249	19,421	19,521	19,621	19,721	19,823
664-Investment Income & Rentals	156	303	303	481	629	686	743	800	842
671-Other Revenues	25,000	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
<i>Michigan Street CIA Total Revenues</i>	30,434	16,799	16,799	20,730	20,050	20,207	20,364	20,521	20,665
Expenditures									
751-Supplies	-	5,000	5,000	433	1,000	1,000	1,000	1,000	1,000
800-Other Services and Charges	6,476	7,000	7,000	11,350	17,000	14,180	14,365	14,556	14,753
970-Capital Outlays	-	20,000	20,000	20,000	-	7,000	7,000	6,000	6,000
<i>Michigan Street CIA Total Expenditures</i>	6,476	32,000	32,000	31,783	18,000	22,180	22,365	21,556	21,753
<i>Michigan Street CIA NET INCOME (LOSS)</i>	23,957	(15,201)	(15,201)	(11,053)	2,050	(1,973)	(2,001)	(1,035)	(1,088)
<i>Beginning Fund Balance</i>	-	23,957	23,957	23,957	12,904	14,954	12,981	10,980	9,945
<i>Ending Fund Balance</i>	23,957	8,756	8,756	12,904	14,954	12,981	10,980	9,945	8,857
Reserve Targets									
Assigned to Operations - 15% of Total Spending	971	4,800	4,800	4,767	2,700	3,327	3,355	3,233	3,263
Unassigned Fund Balance	22,986	3,956	3,956	8,137	12,254	9,654	7,626	6,712	5,594
Total	23,957	8,756	8,756	12,904	14,954	12,981	10,980	9,945	8,857
Unassigned FB as a % of Total Expenditures	354.9%	12.4%	12.4%	25.6%	68.1%	43.5%	34.1%	31.1%	25.7%

Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - NORTH QUARTER (7812)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>North Quarter Corridor Improvement Authority (7812)</i>									
Revenues									
401-Taxes	-	-	-	-	12,629	12,192	12,256	12,319	12,383
664-Investment Income & Rentals	123	83	83	185	242	264	286	308	324
671-Other Revenues	7,687	6,000	6,000	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
North Quarter CIA Total	7,810	6,083	6,083	185	12,871	12,456	12,542	12,627	12,707
Expenditures									
751-Supplies	1,962	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000
800-Other Services and Charges	3,777	4,664	4,664	400	4,500	4,000	3,000	3,000	2,500
970-Capital Outlays	-	5,000	5,000	-	10,000	5,000	5,000	5,000	5,000
North Quarter CIA Total	5,740	14,664	14,664	400	19,500	14,000	13,000	13,000	12,500
North Quarter CIA NET INCOME (LOSS)	2,070	(8,581)	(8,581)	(215)	(6,629)	(1,544)	(458)	(373)	207
Beginning Fund Balance	9,052	11,122	11,122	11,122	10,907	4,278	2,734	2,276	1,903
Ending Fund Balance	11,122	2,541	2,541	10,907	4,278	2,734	2,276	1,903	2,110
Reserve Targets									
Assigned to Operations - 15% of Total Spending	861	2,200	2,200	60	2,925	2,100	1,950	1,950	1,875
Unassigned Fund Balance	10,261	342	342	10,847	1,353	634	326	(47)	235
Total	11,122	2,541	2,541	10,907	4,278	2,734	2,276	1,903	2,110
Unassigned FB as a % of Total Expenditures	178.8%	2.3%	2.3%	2711.8%	0%	0%	0%	0%	0%

Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - SOUTH DIVISION AVENUE / GRANDVILLE AVE (7816)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>S Division/Grandville Corridor Improvement Authority (7816)</u>									
Revenues									
401- Taxes	-	-	-	-	21,196	20,802	20,908	21,016	21,123
695-Other Financing Sources	-	-	-	-	25,000	-	-	-	-
S Dvn/Grdville CIA Total	-	-	-	-	46,196	20,802	20,908	21,016	21,123
Expenditures									
800-Other Services and Charges	-	-	-	-	43,000	20,398	20,832	20,988	21,103
S Dvn/Grdville CIA Total	-	-	-	-	43,000	20,398	20,832	20,988	21,103
INCOME (LOSS)									
S Dvn/Grdville CIA NET	-	-	-	-	3,196	404	76	28	20
Beginning Fund Balance	-	-	-	-	-	3,196	3,600	3,676	3,704
Ending Fund Balance	-	-	-	-	3,196	3,600	3,676	3,704	3,724
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	-	-	-	6,450	3,060	3,125	3,148	3,165
Unassigned Fund Balance	-	-	-	-	(3,254)	540	551	556	559
Total	-	-	-	-	3,196	3,600	3,676	3,704	3,724
Unassigned FB as a % of Total Expenditures	n/a	n/a	n/a	n/a	(7.6%)	2.6%	2.6%	2.6%	2.6%

Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - SOUTHTOWN (7811)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Southtown (formerly Madison Square) Corridor Improvement Authority (7811)</i>									
Revenues									
401-Taxes	82,974	149,139	149,139	180,000	169,850	170,704	171,563	172,426	173,293
664-Investment Income & Rentals	763	2,000	2,000	2,314	3,030	3,302	3,576	3,851	4,054
671-Other Revenues	105,000	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	130,000	100,000	-	-	-	-
Southtown CIA Total Revenues	188,737	151,139	151,139	312,314	272,880	174,006	175,139	176,277	177,347
Expenditures									
751-Supplies	130	20,000	20,000	84,059	20,000	10,000	10,000	10,000	10,000
800-Other Services and Charges	71,000	138,814	138,814	159,059	354,000	155,620	151,289	155,007	153,777
970-Capital Outlays	-	60,000	60,000	30,000	30,000	20,000	12,000	12,000	12,000
Southtown CIA Total Expenditures	71,130	218,814	218,814	273,118	404,000	185,620	173,289	177,007	175,777
Southtown CIA NET INCOME (LOSS)	117,607	(67,675)	(67,675)	39,196	(131,120)	(11,614)	1,850	(730)	1,570
Beginning Fund Balance	2,338	119,945	119,945	119,945	159,141	28,021	16,407	18,257	17,527
Ending Fund Balance	119,945	52,270	52,270	159,141	28,021	16,407	18,257	17,527	19,097
Reserve Targets									
Assigned to Operations - 15% of Total Spending	10,670	32,822	32,822	40,968	60,600	27,843	25,993	26,551	26,367
Unassigned Fund Balance	109,275	19,448	19,448	118,173	(32,579)	(11,436)	(7,737)	(9,024)	(7,270)
Total	119,945	52,270	52,270	159,141	28,021	16,407	18,257	17,527	19,097
Unassigned FB as a % of Total Expenditures	153.6%	8.9%	8.9%	43.3%	(8.1%)	(6.2%)	(4.5%)	(5.1%)	(4.1%)

Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - UPTOWN (7813)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Uptown Corridor Improvement Authority (7813)</i>									
Revenues									
401-Taxes	80,964	126,387	126,387	124,500	125,125	125,753	126,384	127,019	127,656
539-State Grants	10,192	-	-	5,852	5,000	5,025	5,050	5,075	5,101
664-Investment Income & Rentals	633	938	938	1,352	1,770	1,929	2,090	2,250	2,369
<i>Uptown CIA Total Revenues</i>	91,789	127,325	127,325	131,704	131,895	132,707	133,524	134,344	135,126
Expenditures									
751-Supplies	26,179	-	-	-	-	-	-	-	-
800-Other Services and Charges	27,251	54,350	54,350	52,863	101,750	99,920	99,920	99,920	99,920
970-Capital Outlays	-	70,000	70,000	58,257	70,000	40,000	40,000	40,000	40,000
990-Debt Service	-	-	-	-	-	-	-	-	-
<i>Uptown CIA Total Expenditures</i>	53,430	124,350	124,350	111,120	171,750	139,920	139,920	139,920	139,920
<i>Uptown CIA NET INCOME (LOSS)</i>	38,360	2,975	2,975	20,584	(39,855)	(7,213)	(6,396)	(5,576)	(4,794)
<i>Beginning Fund Balance</i>	17,319	55,679	55,679	55,679	76,263	36,408	29,195	22,799	17,223
<i>Ending Fund Balance</i>	55,679	58,654	58,654	76,263	36,408	29,195	22,799	17,223	12,429
Reserve Targets									
Assigned to Operations - 15% of Total Spending	8,014	18,653	18,653	16,668	25,763	20,988	20,988	20,988	20,988
Unassigned Fund Balance	47,664	40,001	40,001	59,595	10,645	8,207	1,811	(3,765)	(8,559)
Total	55,679	58,654	58,654	76,263	36,408	29,195	22,799	17,223	12,429
Unassigned FB as a % of Total Expenditures	89.2%	32.2%	32.2%	53.6%	6.2%	5.9%	1.3%	(2.7%)	(6.1%)

Grand Rapids MI
CORRIDOR IMPROVEMENT AUTHORITY - WESTSIDE (7814)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>West Side Corridor Improvement Authority (7814)</i>									
Revenues									
401-Taxes	48,677	109,969	109,969	141,500	142,210	142,924	143,641	144,361	145,086
664-Investment Income & Rentals	397	1,200	1,200	1,207	1,579	1,721	1,864	2,008	2,113
671-Other Revenues	5,000	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
<i>West Side CIA Total Revenues</i>	54,073	111,169	111,169	142,707	143,789	144,645	145,505	146,369	147,199
Expenditures									
751-Supplies	-	20,000	20,000	-	-	-	-	-	-
800-Other Services and Charges	5,500	85,000	85,000	90,000	100,000	100,000	100,000	100,000	100,000
970-Capital Outlays	-	15,000	15,000	25,000	75,000	70,000	50,000	47,000	47,000
<i>West Side CIA Total Expenditures</i>	5,500	120,000	120,000	115,000	175,000	170,000	150,000	147,000	147,000
<i>West Side CIA NET INCOME (LOSS)</i>	48,573	(8,831)	(8,831)	27,707	(31,211)	(25,355)	(4,495)	(631)	199
<i>Beginning Fund Balance</i>	7,475	56,048	56,048	56,048	83,755	52,544	27,189	22,694	22,063
<i>Ending Fund Balance</i>	56,048	47,217	47,217	83,755	52,544	27,189	22,694	22,063	22,262
<i>Reserve Targets</i>									
Assigned to Operations - 15% of Total Spending	825	18,000	18,000	17,250	26,250	25,500	22,500	22,050	22,050
Unassigned Fund Balance	55,223	29,217	29,217	66,505	26,294	1,689	194	13	212
Total	56,048	47,217	47,217	83,755	52,544	27,189	22,694	22,063	22,262
Unassigned FB as a % of Total Expenditures	1004.1%	24.3%	24.3%	57.8%	15.0%	1.0%	0.1%	0.01%	0.1%

Grand Rapids MI
DOWNTOWN DEVELOPMENT AUTHORITY - Debt Proceeds Fund (2481)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>DDA Debt Proceeds (2481)</i>									
Revenues									
664-Investment Income & Rentals	8,328	2,956	2,956	4,169	-	-	-	-	-
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
DDA Debt Proceeds Total	8,328	2,956	2,956	4,169	-	-	-	-	-
Expenditures									
970-Capital Outlays	153,462	597,204	597,204	676,123	-	-	-	-	-
990-Debt Service	1,500	-	-	-	-	-	-	-	-
DDA Debt Proceeds Total	154,962	597,204	597,204	676,123	-	-	-	-	-
DDA Debt Proceeds NET	(146,634)	(594,248)	(594,248)	(671,954)	-	-	-	-	-
INCOME (LOSS)	(146,634)	(594,248)	(594,248)	(671,954)	-	-	-	-	-
Beginning Fund Balance	818,588	671,954	671,954	671,954	-	-	-	-	-
Ending Fund Balance	671,954	77,706	77,706	-	-	-	-	-	-
Reserve Targets									
Assigned to Operations - 15% of Total Spending	23,244	89,581	89,581	101,418	-	-	-	-	-
Unassigned Fund Balance	648,710	(11,874)	(11,874)	(101,418)	-	-	-	-	-
Total	671,954	77,706	77,706	-	-	-	-	-	-
Unassigned FB as a % of Total Expenditures	418.6%	(2.%)	(2.%)	(15.%)	n/a	-	-	-	-

Grand Rapids MI
DOWNTOWN DEVELOPMENT AUTHORITY - SCHOOL TAX INCREMENT FUND (2482)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>DDA School Tax Increment (2482)</u>									
Revenues									
401-Taxes	5,294,055	8,179,822	8,179,822	6,804,200	7,230,500	6,986,750	6,814,500	(25,000)	-
664-Investment Income & Rentals	55,203	8,616	8,616	46,030	60,252	65,669	71,129	5,000	-
695-Other Financing Sources	-	-	-	-	-	-	970,000	-	-
DDA School Tax Increment	5,349,258	8,188,438	8,188,438	6,850,230	7,290,752	7,052,419	7,855,629	(20,000)	-
Total Revenues									
Expenditures									
800-Other Services and Charges	-	-	-	-	-	-	-	-	-
990-Debt Service	9,380,463	7,649,200	7,649,200	7,649,200	7,230,500	6,986,750	6,814,500	-	-
995-Other Financing	-	-	-	-	-	-	-	-	-
DDA School Tax Increment	9,380,463	7,649,200	7,649,200	7,649,200	7,230,500	6,986,750	6,814,500	-	-
Total Expenditures									
DDA School Tax Increment	(4,031,204)	539,238	539,238	(798,970)	60,252	65,669	1,041,129	(20,000)	-
NET INCOME (LOSS)									
Beginning Fund Balance	3,684,932	(346,272)	(346,272)	(346,272)	(1,145,242)	(1,084,990)	(1,019,321)	21,808	1,808
Ending Fund Balance	(346,272)	192,966	192,966	(1,145,242)	(1,084,990)	(1,019,321)	21,808	1,808	1,808
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,407,069	1,147,380	1,147,380	1,147,380	1,084,575	1,048,013	1,022,175	-	-
Unassigned Fund Balance	(1,753,341)	(954,414)	(954,414)	(2,292,622)	(2,169,565)	(2,067,334)	(1,000,367)	1,808	1,808
Total	(346,272)	192,966	192,966	(1,145,242)	(1,084,990)	(1,019,321)	21,808	1,808	1,808
Unassigned FB as a % of Total Expenditures	(18.7%)	(12.5%)	(12.5%)	(29.97%)	(30.01%)	(29.6%)	(14.7%)	n/a	n/a

Grand Rapids MI
DOWNTOWN DEVELOPMENT AUTHORITY - NON-TAX INCREMENT FUND (2483)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>DDA Non Tax Increment (2483)</u>									
Revenues									
600-Charges for Services	504,610	225,127	225,127	394,000	950,000	954,750	959,524	964,321	969,143
664-Investment Income & Rentals	137,397	126,520	126,520	155,560	177,171	182,934	188,780	194,633	198,430
671-Other Revenues	3,807,556	216,000	216,000	170,258	182,000	182,060	182,122	171,033	82,251
DDA Non Tax Increment Total Revenues	4,449,563	567,647	567,647	719,818	1,309,171	1,319,744	1,330,426	1,329,987	1,249,824
Expenditures									
701-Personal Services	56,671	-	-	-	-	-	-	-	-
751-Supplies	77,203	565,356	565,356	413,437	385,300	385,459	5,623	5,791	5,965
800-Other Services and Charges	1,074,346	831,000	831,000	799,000	1,334,000	1,102,000	-	-	-
970-Capital Outlays	2,054,745	-	-	-	1,400,000	1,500,000	-	-	-
990-Debt Service	-	-	-	-	-	-	-	-	-
DDA Non Tax Increment Total Expenditures	3,262,965	1,396,356	1,396,356	1,212,437	3,119,300	2,987,459	5,623	5,791	5,965
DDA Non Tax Increment NET INCOME (LOSS)	1,186,598	(828,709)	(828,709)	(492,619)	(1,810,129)	(1,667,715)	1,324,803	1,324,196	1,243,859
Beginning Fund Balance	4,207,911	5,394,509	5,394,509	5,394,509	4,901,890	3,091,761	1,424,046	2,748,849	4,073,045
Ending Fund Balance	5,394,509	4,565,800	4,565,800	4,901,890	3,091,761	1,424,046	2,748,849	4,073,045	5,316,904
Reserve Targets									
Assigned to Operations - 15% of Total Spending	489,445	209,453	209,453	181,866	467,895	448,119	843	869	895
Unassigned Fund Balance	4,905,065	4,356,347	4,356,347	4,720,025	2,623,866	975,928	2,748,006	4,072,177	5,316,010
Total	5,394,509	4,565,800	4,565,800	4,901,890	3,091,761	1,424,046	2,748,849	4,073,045	5,316,904
Unassigned FB as a % of Total Expenditures	150.3%	312.%	312.%	389.3%	84.1%	32.7%	48870.8%	70319.1%	89120.%

Grand Rapids MI
DOWNTOWN DEVELOPMENT AUTHORITY - LOCAL TAX INCREMENT FUND (2484)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>DDA Local Tax Increment (2484)</u>									
Revenues									
401-Taxes	5,397,464	5,500,261	5,500,261	5,563,153	5,569,392	5,597,576	5,625,902	5,340,237	5,367,257
501-Federal Grants	-	-	-	4,608	-	-	-	-	-
600-Charges for Services	1,500	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	70,877	70,703	70,703	108,633	142,199	154,984	167,870	180,756	190,285
671-Other Revenues	926,757	33,398	33,398	186,851	1,345,000	1,580,000	5,000	5,000	5,000
DDA Local Tax Increment Total Revenues	6,396,597	5,604,362	5,604,362	5,863,245	7,056,591	7,332,560	5,798,772	5,525,993	5,562,542
Expenditures									
701-Personal Services	721,149	51,120	51,120	51,120	51,072	53,028	54,756	55,080	55,464
751-Supplies	168,078	250,000	250,000	1,132,702	1,182,697	1,179,974	1,214,281	1,251,099	1,288,998
800-Other Services and Charges	2,338,240	5,123,015	5,123,015	2,526,568	4,676,498	3,309,327	3,338,124	3,441,776	3,545,256
970-Capital Outlays	1,799,894	3,763,000	3,763,000	1,665,175	3,864,000	3,825,000	800,000	-	-
990-Debt Service	379,137	341,257	341,257	341,395	342,408	337,810	315,600	318,400	316,200
995-Other Financing	139,618	173,763	173,763	75,000	-	-	970,000	-	-
DDA Local Tax Increment Total Expenditures	5,546,116	9,702,155	9,702,155	5,791,960	10,116,675	8,705,139	6,692,761	5,066,355	5,205,918
DDA Local Tax Increment NET INCOME (LOSS)	850,481	(4,097,793)	(4,097,793)	71,285	(3,060,084)	(1,372,579)	(893,989)	459,638	356,624
Beginning Fund Balance	4,026,129	4,870,890	4,870,890	4,870,890	4,942,175	1,882,091	509,512	(384,477)	75,161
Prior Period OPEB Adjustment	(5,720)	-	-	-	-	-	-	-	-
Ending Fund Balance	4,870,890	773,097	773,097	4,942,175	1,882,091	509,512	(384,477)	75,161	431,785
Reserve Targets									
Assigned to Operations - 15% of Total Spending	831,917	1,455,323	1,455,323	868,794	1,517,501	1,305,771	1,003,914	759,953	780,888
Unassigned Fund Balance	4,038,973	(682,226)	(682,226)	4,073,381	364,590	(796,259)	(1,388,391)	(684,792)	(349,103)
Total	4,870,890	773,097	773,097	4,942,175	1,882,091	509,512	(384,477)	75,161	431,785
Unassigned FB as a % of Total Expenditures	72.8%	(7.%)	(7.%)	70.3%	3.6%	(9.1%)	(20.7%)	(13.5%)	(6.7%)

**Grand Rapids MI
DOWNTOWN IMPROVEMENT DISTRICT - AREAWIDE (2510)
STATEMENT OF OPERATIONS**

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<u>DID-General (2510)</u>									
Revenues									
664-Investment Income & Rentals	8,189	22,115	22,115	12,345	16,160	17,612	19,077	20,541	21,624
671-Other Revenues	893,654	902,863	902,863	902,863	954,956	964,506	974,151	983,892	993,731
695-Other Financing Sources	-	(24,386)	(24,386)	(24,386)	(25,000)	-	-	-	-
DID-General Total Revenues	901,843	900,592	900,592	890,822	946,116	982,118	993,228	1,004,433	1,015,355
Expenditures									
701-Personal Services	114,031	7,752	7,752	-	7,752	8,028	8,304	8,340	8,400
751-Supplies	32,584	15,000	15,000	35,000	35,000	35,350	35,704	36,061	36,421
800-Other Services and Charges	703,760	836,048	836,048	859,223	913,364	922,791	932,325	942,209	952,182
970-Capital Outlays	771	100,000	100,000	100,000	150,000	-	-	-	-
995-Other Financing	40,522	35,423	35,423	-	-	-	-	-	-
DID-General Total Expenditures	891,667	994,223	994,223	994,223	1,106,116	966,169	976,333	986,610	997,003
DID-General NET INCOME (LOSS)	10,175	(93,631)	(93,631)	(103,401)	(160,000)	15,949	16,895	17,823	18,352
Beginning Fund Balance	495,799	505,974	505,974	505,974	402,573	242,573	258,522	275,417	293,240
Ending Fund Balance	505,974	412,343	412,343	402,573	242,573	258,522	275,417	293,240	311,592
Reserve Targets									
Assigned to Operations - 15% of Total Spending	133,750	149,133	149,133	149,133	165,917	144,925	146,450	147,992	149,550
Unassigned Fund Balance	372,224	263,210	263,210	253,440	76,656	113,597	128,967	145,249	162,042
Total	505,974	412,343	412,343	402,573	242,573	258,522	275,417	293,240	311,592
Unassigned FB as a % of Total Expenditures	41.7%	26.5%	26.5%	25.5%	6.9%	11.8%	13.2%	14.7%	16.3%

Grand Rapids MI
DOWNTOWN IMPROVEMENT DISTRICT - LOUIS CAMPAU PROMENADE SNOWMELT DISTRICT FUND (2511)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>DID-Campau (2511)</i>									
Revenues									
664-Investment Income & Rentals	616	2,783	2,783	943	1,234	1,345	1,457	1,569	1,651
671-Other Revenues	44,100	46,305	46,305	46,305	48,620	49,106	49,597	50,093	50,594
<i>DID-Campau Total Revenues</i>	44,716	49,088	49,088	47,248	49,854	50,451	51,054	51,662	52,245
Expenditures									
800-Other Services and Charges	62,108	70,000	70,000	70,000	70,000	70,700	71,407	72,121	72,842
<i>DID-Campau Total Expenditures</i>	62,108	70,000	70,000	70,000	70,000	70,700	71,407	72,121	72,842
<i>DID-Campau NET INCOME (LOSS)</i>	(17,392)	(20,912)	(20,912)	(22,752)	(20,146)	(20,249)	(20,353)	(20,459)	(20,597)
<i>Beginning Fund Balance</i>	55,333	37,941	37,941	37,941	15,189	(4,957)	(25,206)	(45,559)	(66,018)
<i>Ending Fund Balance</i>	37,941	17,029	17,029	15,189	(4,957)	(25,206)	(45,559)	(66,018)	(86,615)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	9,316	10,500	10,500	10,500	10,500	10,605	10,711	10,818	10,926
Unassigned Fund Balance	28,625	6,529	6,529	4,689	(15,457)	(35,811)	(56,270)	(76,836)	(97,541)
Total	37,941	17,029	17,029	15,189	(4,957)	(25,206)	(45,559)	(66,018)	(86,615)
Unassigned FB as a % of Total Expenditures	46.1%	9.3%	9.3%	6.7%	(22.1%)	(50.7%)	(78.8%)	(106.5%)	(133.9%)

Grand Rapids MI
DOWNTOWN IMPROVEMENT DISTRICT - MONROE CENTER SNOWMELT DISTRICT FUND (2512)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>DID-Monroe Center (2512)</i>									
Revenues									
664-Investment Income & Rentals	3,213	2,190	2,190	6,168	8,074	8,800	9,532	10,264	10,805
671-Other Revenues	145,592	163,909	163,909	163,909	168,826	170,514	172,219	173,942	175,681
<i>DID-Monroe Center Total Revenues</i>	148,805	166,099	166,099	170,077	176,900	179,314	181,751	184,206	186,486
Expenditures									
800-Other Services and Charges	68,879	154,500	154,500	154,500	176,900	178,669	180,456	182,260	184,083
970-Capital Outlays	-	-	-	-	-	-	-	-	-
<i>DID-Monroe Center Total Expenditures</i>	68,879	154,500	154,500	154,500	176,900	178,669	180,456	182,260	184,083
<i>DID-Monroe Center NET INCOME (LOSS)</i>	79,925	11,599	11,599	15,577	-	645	1,295	1,946	2,403
<i>Beginning Fund Balance</i>	277,852	357,777	357,777	357,777	373,354	373,354	373,999	375,294	377,240
<i>Ending Fund Balance</i>	357,777	369,376	369,376	373,354	373,354	373,999	375,294	377,240	379,643
Reserve Targets									
Assigned to Operations - 15% of Total Spending	10,332	23,175	23,175	23,175	26,535	26,800	27,068	27,339	27,612
Unassigned Fund Balance	347,445	346,201	346,201	350,179	346,819	347,199	348,226	349,901	352,031
Total	357,777	369,376	369,376	373,354	373,354	373,999	375,294	377,240	379,643
Unassigned FB as a % of Total Expenditures	504.4%	224.1%	224.1%	226.7%	196.1%	194.3%	193.0%	192.0%	191.2%

Grand Rapids MI
DOWNTOWN IMPROVEMENT DISTRICT - MONUMENT PARK SNOWMELT DISTRICT (2513)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>DID-Monument Park (2513)</i>									
Revenues									
671-Other Revenues	5,841	6,364	6,364	6,364	7,233	7,305	7,378	7,452	7,527
695-Other Financing Sources	-	24,386	24,386	24,386	25,000	-	-	-	-
<i>DID-Monument Park Total Revenues</i>	5,841	30,750	30,750	30,750	32,233	7,305	7,378	7,452	7,527
Expenditures									
800-Other Services and Charges	8,944	15,750	15,750	15,750	18,233	18,415	18,599	18,785	18,973
<i>DID-Monument Park Total Expenditures</i>	8,944	15,750	15,750	15,750	18,233	18,415	18,599	18,785	18,973
<i>DID-Monument Park NET INCOME (LOSS)</i>	(3,103)	15,000	15,000	15,000	14,000	(11,110)	(11,221)	(11,333)	(11,446)
<i>Beginning Fund Balance</i>	(11,410)	(14,513)	(14,513)	(14,513)	487	14,487	3,377	(7,844)	(19,177)
<i>Ending Fund Balance</i>	(14,513)	487	487	487	14,487	3,377	(7,844)	(19,177)	(30,623)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,342	2,363	2,363	2,363	2,735	2,762	2,790	2,818	2,846
Unassigned Fund Balance	(15,855)	(1,876)	(1,876)	(1,876)	11,752	615	(10,634)	(21,995)	(33,469)
Total	(14,513)	487	487	487	14,487	3,377	(7,844)	(19,177)	(30,623)
Unassigned FB as a % of Total Expenditures	(177.3%)	(11.9%)	(11.9%)	(11.9%)	64.5%	3.3%	(57.2%)	(117.1%)	(176.4%)

Grand Rapids MI
MONROE NORTH TAX INCREMENT FINANCE AUTHORITY (2470)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>Tax Increment Finance Authority (2470)</i>									
Revenues									
401-Taxes	373,258	409,910	409,910	412,500	414,600	416,711	418,832	420,963	423,105
501-Federal Grants	-	-	-	9,479	-	-	-	-	-
539-State Grants	122,248	120,000	120,000	130,905	120,000	114,000	108,300	102,885	97,741
664-Investment Income & Rentals	18,643	17,073	17,073	28,032	36,694	39,993	43,318	46,644	49,103
671-Other Revenues	-	-	-	14	-	-	-	-	-
<i>Tax Increment Finance Authority Total Revenues</i>	514,149	546,983	546,983	580,930	571,294	570,704	570,450	570,492	569,949
Expenditures									
701-Personal Services	45,729	4,632	4,632	-	4,644	4,824	4,968	5,004	5,040
751-Supplies	3,987	116,400	116,400	6,400	56,700	31,700	31,700	31,700	31,700
800-Other Services and Charges	93,208	336,230	336,230	257,666	508,900	506,574	384,331	182,278	190,308
970-Capital Outlays	83,979	260,000	260,000	160,000	450,000	225,000	125,000	75,000	75,000
990-Debt Service	123,089	37,877	37,877	38,297	37,730	38,034	-	-	-
995-Other Financing	23,084	22,872	22,872	22,872	-	-	-	-	-
<i>Tax Increment Finance Authority Total Expenditures</i>	373,076	778,011	778,011	485,235	1,057,974	806,132	545,999	293,982	302,048
<i>Tax Increment Finance Authority NET INCOME (LOSS)</i>	141,074	(231,028)	(231,028)	95,695	(486,680)	(235,428)	24,451	276,510	267,901
<i>Beginning Fund Balance</i>	1,475,299	1,616,373	1,616,373	1,616,373	1,712,068	1,225,388	989,960	1,014,411	1,290,921
<i>Ending Fund Balance</i>	1,616,373	1,385,345	1,385,345	1,712,068	1,225,388	989,960	1,014,411	1,290,921	1,558,822
Reserve Targets									
Assigned to Operations - 15% of Total Spending	55,961	116,702	116,702	72,785	158,696	120,920	81,900	44,097	45,307
Unassigned Fund Balance	1,560,411	1,268,643	1,268,643	1,639,282	1,066,692	869,040	932,511	1,246,823	1,513,514
Total	1,616,373	1,385,345	1,385,345	1,712,068	1,225,388	989,960	1,014,411	1,290,921	1,558,822
Unassigned FB as a % of Total Expenditures	418.3%	163.1%	163.1%	337.8%	100.8%	107.8%	170.8%	424.1%	501.1%

Grand Rapids MI
SMARTZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (2500)
STATEMENT OF OPERATIONS

	ACTUAL 2018	ADOPTED 2019	AMENDED 2019	2019 Fiscal Year Estimate	PROPOSED 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024
<i>SmartZone LDFA (2500)</i>									
Revenues									
401-Taxes	1,146,376	1,081,873	1,081,873	1,010,000	1,070,625	1,076,278	1,081,960	1,087,669	1,093,408
539-State Grants	182,892	125,000	125,000	352,720	305,000	200,000	150,000	150,000	150,000
600-Charges for Services	-	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	55,114	12,300	12,300	77,487	101,430	110,549	119,741	128,932	135,729
671-Other Revenues	-	-	-	-	-	-	-	-	-
SmartZone LDFA Total Revenues	1,384,382	1,219,173	1,219,173	1,440,207	1,477,055	1,386,827	1,351,701	1,366,601	1,379,137
Expenditures									
701-Personal Services	136,479	156,914	156,914	156,511	163,312	170,509	177,582	180,853	182,652
751-Supplies	238	3,035	3,035	2,000	2,500	2,500	2,500	2,500	2,500
800-Other Services and Charges	1,208,011	3,845,418	3,845,418	2,203,095	4,023,368	1,573,554	1,151,888	1,156,013	1,167,104
970-Capital Outlays	271,016	75,000	75,000	-	-	-	-	-	-
995-Other Financing	23,951	47,030	47,030	47,030	25,000	25,000	25,000	25,000	25,000
SmartZone LDFA Total Expenditures	1,639,696	4,127,397	4,127,397	2,408,636	4,214,180	1,771,563	1,356,970	1,364,366	1,377,256
SmartZone LDFA NET INCOME (LOSS)	(255,314)	(2,908,224)	(2,908,224)	(968,429)	(2,737,125)	(384,736)	(5,269)	2,235	1,881
Beginning Fund Balance	4,556,425	4,298,313	4,298,313	4,298,313	3,329,884	592,759	208,023	202,754	204,989
Prior Period OPEB Adjustment	(2,798)	-	-	-	-	-	-	-	-
Ending Fund Balance	4,298,313	1,390,089	1,390,089	3,329,884	592,759	208,023	202,754	204,989	206,870
Reserve Targets									
Assigned to Operations - 15% of Total Spending	245,954	619,110	619,110	361,295	632,127	265,734	203,546	204,655	206,588
Unassigned Fund Balance	4,052,359	770,979	770,979	2,968,589	(39,368)	(57,711)	(792)	334	282
Total	4,298,313	1,390,089	1,390,089	3,329,884	592,759	208,023	202,754	204,989	206,870
Unassigned FB as a % of Total Expenditures	247.1%	18.7%	18.7%	123.2%	(0.9%)	(3.3%)	(0.1%)	0.0%	0.0%



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CITY DEBT

Statutory and Constitutional Debt Provisions

Section 21 of Article VII of the State Constitution establishes the authority, subject to statutory and constitutional limitations, for municipalities like the City to incur debt for public purposes:

“The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for public purposes, subject to limitations and prohibitions provided by this constitution or by law.”

In accordance with the authority granted to the State Legislature, the Michigan Home Rule City Act limits the amount of debt a city may have outstanding at any time. Section 4(a) of this Act provides:

“... the net indebtedness incurred for all public purpose may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of the assessed value of all real and personal property in the city.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities.”

Significant exceptions to these legal debt limitations are permitted by the Home Rule City Act for certain types of indebtedness which include: special assessment bonds and State Transportation Fund Act 175 bonds (formerly, motor vehicle highway fund bonds), even though they are general obligations; revenue bonds payable from revenues only, whether secured by a mortgage or not; bonds issued or contract obligations or assessments incurred to comply with an order of the Water Resources Commission of the State or a court of competent jurisdiction, and obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution.

The State's legal debt limit exemptions apply to all of the City's Sanitary Sewer System bond issues, Water Supply System bond issues, Michigan Revolving Fund Sewer & Water Systems Junior Lien bond issues, and the Grand Valley Regional Biosolids Authority bond issues. Please see the next page for the City's legal debt margin calculation.

Legal Debt Margin

Pursuant to the statutory and constitutional debt provisions described above, the following table calculates the amount of new principal, the "Legal Debt Margin," which the City may legally issue as of July 2, 2019.

Debt Limitation ⁽¹⁾	\$669,287,870
Principal Outstanding.....	\$538,020,422
Less: Exempt Debt.....	(400,188,466) <u>\$137,831,956</u>
Legal Debt Margin	<u>\$531,455,914</u>

(1) 10% of \$6,692,878,700, which is the City's Total SEV for the fiscal year ending June 30, 2020. "Total SEV" includes real and personal ad valorem property values as well as the SEV of real and personal property granted property tax abatements.

Grand Rapids Municipal Bond Ratings

The City's financial status is regularly reviewed by nationally recognized municipal bond rating agencies. The City's most recent limited tax general obligation (LTGO) bond ratings were issued in November, 2018 and received ratings of Aa2 from Moody's and AA from Standard & Poor's. The City's most recent Sanitary Sewer System revenue bonds were issued in June, 2018 and received ratings of Aa1 from Moody's and AA from Standard & Poor's. The City's Water Supply System received ratings of Aa2 from Moody's and AA from Standard & Poor's for its most recent bond issue in September, 2018.

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY
Total Annual Principal and Interest Payments

Fiscal Year	Utility Revenue Bonds	Vital Streets Income Tax Funded Bonds	Internal Service Fund Bonds	Authority Bonds	Capital Improvement Bonds	Other Indebtedness	Total Payments	Per Capita Debt Service Payments¹
2020	\$ 36,159,467	\$ 2,395,950	\$ 155,035	\$ 14,613,107	\$ 1,023,161	\$ 3,545,445	\$ 57,892,165	\$ 307.87
2021	32,513,132	17,258,200	5,810	14,360,237	906,122	3,543,013	68,586,513	364.74
2022	33,930,136	2,123,950	5,653	12,194,120	903,124	3,222,672	52,379,654	278.56
2023	33,936,811	2,126,750	5,472	4,978,961	1,165,226	3,226,381	45,439,600	241.65
2024	33,952,779	2,124,250	5,305	4,917,693	1,165,895	3,228,516	45,394,438	241.41
2025	33,952,468	2,122,500	-	4,600,779	1,174,051	3,004,321	44,854,119	238.53
2026	33,966,680	2,126,250	-	4,591,147	1,164,038	3,005,371	44,853,485	238.53
2027	34,003,534	-	-	4,586,892	1,166,262	2,993,322	42,750,010	227.35
2028	33,988,939	-	-	4,582,413	771,679	2,989,446	42,332,476	225.12
2029	28,990,631	-	-	4,587,398	781,256	2,061,721	36,421,006	193.69
2030	27,580,159	-	-	1,839,086	774,809	2,056,537	32,250,591	171.51
2031	27,570,147	-	-	1,834,340	629,650	1,355,314	31,389,451	166.93
2032	27,583,589	-	-	1,833,858	625,775	1,357,075	31,400,297	166.99
2033	27,172,706	-	-	694,133	626,025	1,356,737	29,849,601	158.74
2034	28,470,177	-	-	696,219	630,150	1,349,450	31,145,996	165.63
2035	25,921,036	-	-	695,503	628,150	1,350,263	28,594,952	152.07
2036	18,263,286	-	-	699,024	625,150	1,049,275	20,636,735	109.75
2037	18,075,627	-	-	288,516	626,025	1,041,700	20,031,867	106.53
2038	17,454,736	-	-	284,310	628,250	-	18,367,296	97.68
2039	15,139,086	-	-	284,836	627,050	-	16,050,972	85.36
2040	13,301,724	-	-	285,005	627,125	-	14,213,854	75.59
2041	13,213,024	-	-	-	626,200	-	13,839,224	73.60
2042	8,903,450	-	-	-	622,200	-	9,525,650	50.66
2043	6,730,250	-	-	-	-	-	6,730,250	35.79
2044	6,738,250	-	-	-	-	-	6,738,250	35.83
2045	5,847,750	-	-	-	-	-	5,847,750	31.10
2046	5,848,000	-	-	-	-	-	5,848,000	31.10
2047	4,851,000	-	-	-	-	-	4,851,000	25.80
2048	4,851,000	-	-	-	-	-	4,851,000	25.80
TOTAL	\$ 638,909,573	\$ 30,277,850	\$ 177,275	\$ 83,447,574	\$ 18,517,373	\$ 41,736,559	\$ 813,066,204	\$ 4,323.90

Note 1: Based on City's 2010 Census population of 188,040.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Sanitary Sewer System, Water Supply System, SSS/WSS Junior Lien, and Grand Valley Regional Biosolids Authority Revenue Bonds

Fiscal Year	Sanitary Sewer System Senior Lien Bonds		Grand Valley RBA Sanitary Sewer System Junior Lien Bonds		Michigan Revolving Fund Sewer & Water Systems Junior Lien Bonds		Water Supply System Senior Lien Bonds		Total Payments
	Principal	Interest ¹	Principal	Interest	Principal	Interest ²	Principal	Interest	
2020	\$ 8,595,000	\$ 13,347,866	\$ 1,146,726	\$ 258,720	\$ 1,315,000	\$ 597,436	\$ 6,085,000	\$ 4,813,719	\$ 36,159,467
2021	8,990,000	12,906,716	1,173,550	234,811	1,340,000	564,836	2,780,000	4,523,219	32,513,132
2022	10,855,000	12,455,616	1,193,668	210,346	1,375,000	531,486	2,910,000	4,399,019	33,930,136
2023	11,400,000	11,895,316	1,220,492	185,410	1,420,000	497,261	3,060,000	4,258,331	33,936,811
2024	11,970,000	11,328,466	1,247,316	159,892	1,450,000	462,024	3,225,000	4,110,081	33,952,779
2025	12,565,000	10,733,216	1,270,787	133,791	1,485,000	425,974	3,385,000	3,953,700	33,952,468
2026	13,200,000	10,108,366	1,297,611	107,191	1,510,000	389,111	3,565,000	3,789,400	33,966,680
2027	13,870,000	9,443,351	1,327,788	80,009	1,570,000	351,436	3,745,000	3,615,950	34,003,534
2028	14,500,000	8,795,893	1,354,612	52,160	1,595,000	312,474	3,945,000	3,433,800	33,988,939
2029	10,465,000	8,118,292	1,381,436	23,729	1,640,000	272,824	3,850,000	3,239,350	28,990,631
2030	10,970,000	7,616,298	-	-	1,675,000	232,011	4,040,000	3,046,850	27,580,159
2031	11,490,000	7,089,911	-	-	1,715,000	190,386	4,240,000	2,844,850	27,570,147
2032	12,040,000	6,538,481	-	-	1,765,606	147,702	4,450,000	2,641,800	27,583,589
2033	12,650,000	5,929,677	-	-	1,399,908	104,521	4,660,000	2,428,600	27,172,706
2034	14,905,000	5,290,130	-	-	1,120,055	69,742	4,880,000	2,205,250	28,470,177
2035	13,385,000	4,537,509	-	-	862,840	44,437	5,130,000	1,961,250	25,921,036
2036	8,840,000	3,860,564	-	-	703,008	24,964	3,130,000	1,704,750	18,263,286
2037	9,270,000	3,387,088	-	-	578,063	7,226	3,285,000	1,548,250	18,075,627
2038	9,725,000	2,890,736	-	-	-	-	3,455,000	1,384,000	17,454,736
2039	7,915,000	2,387,836	-	-	-	-	3,625,000	1,211,250	15,139,086
2040	8,275,000	1,946,724	-	-	-	-	2,050,000	1,030,000	13,301,724
2041	8,645,000	1,485,524	-	-	-	-	2,155,000	927,500	13,213,024
2042	4,815,000	1,003,700	-	-	-	-	2,265,000	819,750	8,903,450
2043	2,865,000	783,750	-	-	-	-	2,375,000	706,500	6,730,250
2044	3,015,000	640,500	-	-	-	-	2,495,000	587,750	6,738,250
2045	2,275,000	489,750	-	-	-	-	2,620,000	463,000	5,847,750
2046	2,385,000	376,000	-	-	-	-	2,755,000	332,000	5,848,000
2047	2,505,000	256,750	-	-	-	-	1,895,000	194,250	4,851,000
2048	2,630,000	131,500	-	-	-	-	1,990,000	99,500	4,851,000
TOTAL	\$ 265,010,000	\$ 165,775,526	\$ 12,613,986	\$ 1,446,059	\$ 24,519,480	\$ 5,225,853	\$ 98,045,000	\$ 66,273,669	\$ 638,909,573

Note 1: Series 2010A interest expense included here does not include semi-annual federal Build America Bonds 35% interest expense reimbursements, less the current federal sequestration rate.

Note 2: From April, 2011 through April, 2016, the City's Water & Sewer Systems issued 11 series of junior lien bonds via the Michigan Finance Authority as part of the State's Revolving Loan Fund program. Principal amounts for all series have been finalized.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Vital Streets Capital Improvement Debt

Fiscal Year	Vital Streets Capital Fund ¹				TOTAL DEBT SERVICE PAYMENTS		
	Capital Improvement Bonds Series 2015		Capital Improvement Bonds Series 2016		Principal	Interest	Combined
	Principal	Interest	Principal	Interest			
2020	\$ -	\$ 268,500	\$ 1,530,000	\$ 597,450	\$ 1,530,000	\$ 865,950	\$ 2,395,950
2021	15,000,000	134,250	1,600,000	523,950	16,600,000	658,200	17,258,200
2022	-	-	1,680,000	443,950	1,680,000	443,950	2,123,950
2023	-	-	1,750,000	376,750	1,750,000	376,750	2,126,750
2024	-	-	1,835,000	289,250	1,835,000	289,250	2,124,250
2025	-	-	1,925,000	197,500	1,925,000	197,500	2,122,500
2026	-	-	2,025,000	101,250	2,025,000	101,250	2,126,250
TOTAL	\$ 15,000,000	\$ 402,750	\$ 12,345,000	\$ 2,530,100	\$ 27,345,000	\$ 2,932,850	\$ 30,277,850

Note 1: Debt service for these bonds is paid using revenues resulting from the temporary Vital Streets Income Tax increase for 15 years, commencing July 1, 2015, which was approved by voters on May 6, 2014

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments Internal Service Fund

Fiscal Year	Motor Equipment System		
	CIB Series 2013		
	Principal	Interest	Combined
2020	\$ 152,143	\$ 2,892	\$ 155,035
2021	5,263	547	5,810
2022	5,263	390	5,653
2023	5,238	234	5,472
2024	5,227	78	5,305
TOTAL	\$ 173,134	\$ 4,141	\$ 177,275

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Authority Bonds - page 1 of 3

Grand Rapids Building Authority

Fiscal Year	1 North Division Series 2002A Bonds		1 North Division Series 2004 Bonds		Police Facs/CARC I Refunding Series 2009 Bonds		Recovery Zone Econ Dev 415 Franklin/1120 Monroe Series 2010A Bonds		Federally Taxable 415 Franklin/1120 Monroe Series 2010B Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 855,000	\$ 524,576	\$ 810,000	\$ 584,200	\$ 1,850,000	\$ 137,500	\$ -	\$ 63,278	\$ 100,000	\$ 124,696
2021	900,000	476,313	855,000	536,331	1,950,000	46,500	-	63,278	110,000	119,391
2022	950,000	428,407	905,000	485,731	-	-	-	63,278	115,000	113,309
2023	995,000	380,375	960,000	432,113	-	-	-	63,278	120,000	106,611
2024	1,045,000	329,375	1,015,000	375,331	-	-	-	63,278	125,000	99,629
2025	1,095,000	275,875	1,075,000	315,244	-	-	-	63,278	135,000	92,219
2026	1,155,000	219,625	1,135,000	251,706	-	-	-	63,278	140,000	84,381
2027	1,210,000	160,500	1,200,000	184,575	-	-	-	63,278	150,000	75,644
2028	1,270,000	98,500	1,270,000	113,563	-	-	-	63,278	160,000	65,832
2029	1,335,000	33,375	1,340,000	38,522	-	-	-	63,278	170,000	55,388
2030	-	-	-	-	-	-	-	63,278	180,000	44,310
2031	-	-	-	-	-	-	-	63,278	190,000	32,600
2032	-	-	-	-	-	-	-	63,278	205,000	20,098
2033	-	-	-	-	-	-	-	63,278	215,000	6,805
2034	-	-	-	-	-	-	225,000	59,256	-	-
2035	-	-	-	-	-	-	235,000	51,033	-	-
2036	-	-	-	-	-	-	245,000	42,453	-	-
2037	-	-	-	-	-	-	255,000	33,516	-	-
2038	-	-	-	-	-	-	260,000	24,310	-	-
2039	-	-	-	-	-	-	270,000	14,836	-	-
2040	-	-	-	-	-	-	280,000	5,005	-	-
TOTAL	\$ 10,810,000	\$ 2,926,920	\$ 10,565,000	\$ 3,317,316	\$ 3,800,000	\$ 184,000	\$ 1,770,000	\$ 1,116,294	\$ 2,115,000	\$ 1,040,910

Note 1: Series 2010A interest expenses don't include semi-annual federal RZED 45% interest expense reimbursements, less the federal sequestration rate.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Authority Bonds - page 2 of 3

Fiscal Year	Grand Rapids Building Authority								Brownfield Redevelopment Authority Ionia Ave Reconstruction South of Wealthy Series 2012 Bonds	
	Recovery Zone Econ Dev The Gallery on Fulton Ramp Series 2010C Bonds		Ottawa/Fulton Ramp Series 2011 Refunding Bonds		Monroe Center II Ramp Series 2011 Refunding Bonds		Community Archives II Series 2011 Refunding Bonds		Principal	Interest
	Principal	Interest ¹	Principal	Interest	Principal	Interest	Principal	Interest		
2020	\$ 255,000	\$ 160,136	\$ 430,000	\$ 32,665	\$ 90,000	\$ 408,035	\$ 355,000	\$ 43,950	\$ 110,000	\$ 65,063
2021	260,000	154,115	450,000	11,060	90,000	404,340	365,000	27,725	115,000	61,762
2022	265,000	147,325	-	-	570,000	388,250	390,000	9,750	120,000	58,313
2023	275,000	139,826	-	-	600,000	359,000	-	-	125,000	53,512
2024	280,000	132,118	-	-	630,000	328,250	-	-	130,000	48,513
2025	290,000	124,202	-	-	660,000	296,000	-	-	135,000	43,962
2026	295,000	115,794	-	-	695,000	262,125	-	-	135,000	39,238
2027	305,000	106,884	-	-	730,000	226,500	-	-	140,000	34,512
2028	315,000	97,677	-	-	765,000	189,125	-	-	145,000	29,438
2029	325,000	87,905	-	-	810,000	149,750	-	-	155,000	24,181
2030	335,000	77,560	-	-	850,000	110,375	-	-	160,000	18,563
2031	345,000	66,901	-	-	890,000	69,000	-	-	165,000	12,562
2032	355,000	55,733	-	-	935,000	23,375	-	-	170,000	6,375
2033	365,000	44,051	-	-	-	-	-	-	-	-
2034	380,000	31,963	-	-	-	-	-	-	-	-
2035	390,000	19,470	-	-	-	-	-	-	-	-
2036	405,000	6,571	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 5,440,000	\$ 1,568,231	\$ 880,000	\$ 43,725	\$ 8,315,000	\$ 3,214,125	\$ 1,110,000	\$ 81,425	\$ 1,805,000	\$ 495,994

Note 1: Series 2010C interest expenses don't include semi-annual federal RZED 45% interest expense reimbursements, less the federal sequestration rate.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Authority Bonds - page 3 of 3

Fiscal Year	Brownfield Redevelopment Authority Front Ave Reconstruction South of Leonard 2012 Installment Purchase		City / County Joint Building Authority DeVos Place Series 2013B Refunding Bonds		Downtown Development Authority Refunding/Improvements Series 2017 Bonds		TOTAL DEBT SERVICE PAYMENTS		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2020	\$ 53,000	\$ 4,384	\$ 275,000	\$ 51,125	\$ 6,275,000	\$ 955,500	\$ 11,458,000	\$ 3,155,107	\$ 14,613,107
2021	53,000	3,272	280,000	41,400	6,345,000	641,750	11,773,000	2,587,237	14,360,237
2022	53,000	2,158	285,000	30,100	6,490,000	324,500	10,143,000	2,051,120	12,194,120
2023	49,800	1,046	300,000	18,400	-	-	3,424,800	1,554,161	4,978,961
2024	-	-	310,000	6,200	-	-	3,535,000	1,382,693	4,917,693
2025	-	-	-	-	-	-	3,390,000	1,210,779	4,600,779
2026	-	-	-	-	-	-	3,555,000	1,036,147	4,591,147
2027	-	-	-	-	-	-	3,735,000	851,892	4,586,892
2028	-	-	-	-	-	-	3,925,000	657,413	4,582,413
2029	-	-	-	-	-	-	4,135,000	452,398	4,587,398
2030	-	-	-	-	-	-	1,525,000	314,086	1,839,086
2031	-	-	-	-	-	-	1,590,000	244,340	1,834,340
2032	-	-	-	-	-	-	1,665,000	168,858	1,833,858
2033	-	-	-	-	-	-	580,000	114,133	694,133
2034	-	-	-	-	-	-	605,000	91,219	696,219
2035	-	-	-	-	-	-	625,000	70,503	695,503
2036	-	-	-	-	-	-	650,000	49,024	699,024
2037	-	-	-	-	-	-	255,000	33,516	288,516
2038	-	-	-	-	-	-	260,000	24,310	284,310
2039	-	-	-	-	-	-	270,000	14,836	284,836
2040	-	-	-	-	-	-	280,000	5,005	285,005
TOTAL	\$ 208,800	\$ 10,860	\$ 1,450,000	\$147,225	\$ 19,110,000	\$ 1,921,750	\$ 67,378,800	\$ 16,068,774	\$ 83,447,574

APPENDIX F

**DEBT SERVICE REQUIREMENTS TO MATURITY
Annual Principal and Interest Payments
Capital Improvement Bonds**

Fiscal Year	Series 2013 Bonds						Series 2017 Bonds		Series 2018 Bonds		TOTAL DEBT SERVICE PAYMENTS		
	Capital Reserve Fund Various Capital Repairs		General Fund Fire Trucks		Property Mnmt Fund Acquire 201 Market SW		Capital Reserve Fund Cemeteries Cap'l Repairs		Capital Reserve Fund Street Lights / Duct Banks		Principal	Interest	Combined
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2020	\$ 116,643	\$ 25,303	\$ 55,786	\$ 831	\$ 30,428	\$ 12,470	\$ 345,000	\$ 59,300	\$ -	\$ 377,400	\$ 547,857	\$ 475,304	\$ 1,023,161
2021	63,158	22,624	-	-	31,579	11,546	345,000	54,815	-	377,400	439,737	466,385	906,122
2022	63,158	20,742	-	-	31,579	10,605	350,000	49,640	-	377,400	444,737	458,387	903,124
2023	68,095	18,786	-	-	36,667	9,588	360,000	43,515	255,000	373,575	719,762	445,464	1,165,226
2024	73,182	16,681	-	-	36,591	8,496	365,000	36,495	265,000	364,450	739,773	426,122	1,165,895
2025	78,261	14,425	-	-	41,739	7,329	375,000	28,647	275,000	353,650	770,000	404,051	1,174,051
2026	78,261	12,093	-	-	41,739	6,085	380,000	19,835	285,000	341,025	785,000	379,038	1,164,038
2027	85,000	9,660	-	-	40,000	4,867	390,000	10,335	300,000	326,400	815,000	351,262	1,166,262
2028	90,000	7,053	-	-	45,000	3,601	-	-	315,000	311,025	450,000	321,679	771,679
2029	95,000	4,296	-	-	50,000	2,185	-	-	335,000	294,775	480,000	301,256	781,256
2030	96,666	1,440	-	-	48,333	720	-	-	350,000	277,650	494,999	279,810	774,809
2031	-	-	-	-	-	-	-	-	370,000	259,650	370,000	259,650	629,650
2032	-	-	-	-	-	-	-	-	385,000	240,775	385,000	240,775	625,775
2033	-	-	-	-	-	-	-	-	405,000	221,025	405,000	221,025	626,025
2034	-	-	-	-	-	-	-	-	430,000	200,150	430,000	200,150	630,150
2035	-	-	-	-	-	-	-	-	450,000	178,150	450,000	178,150	628,150
2036	-	-	-	-	-	-	-	-	470,000	155,150	470,000	155,150	625,150
2037	-	-	-	-	-	-	-	-	495,000	131,025	495,000	131,025	626,025
2038	-	-	-	-	-	-	-	-	520,000	108,250	520,000	108,250	628,250
2039	-	-	-	-	-	-	-	-	540,000	87,050	540,000	87,050	627,050
2040	-	-	-	-	-	-	-	-	565,000	62,125	565,000	62,125	627,125
2041	-	-	-	-	-	-	-	-	590,000	36,200	590,000	36,200	626,200
2042	-	-	-	-	-	-	-	-	610,000	12,200	610,000	12,200	622,200
TOTAL	\$ 907,424	\$ 153,103	\$ 55,786	\$ 831	\$ 433,655	\$ 77,492	\$ 2,910,000	\$ 302,582	\$ 8,210,000	\$ 5,466,500	\$ 12,516,865	\$ 6,000,508	\$ 18,517,373

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Payments

Other Indebtedness - page 1 of 2

Fiscal Year	Kent County Drain Commission Contracts Payable						Grand Rapids LTGO Lake Michigan Filtration Plant Imprvmts Series 2014 QECB Bonds	
	Grand River Floodwalls Refunding Bonds Series 2008 Bonds		Grand River Floodwalls Series 2014 Bonds		Grand River Floodwalls Series 2016 Bonds		Principal	Interest ¹
	Principal	Interest	Principal	Interest	Principal	Interest		
2020	\$ 295,000	\$ 18,669	\$ 185,000	\$ 135,746	\$ 295,000	\$ 366,775	\$ 197,342	\$ 23,863
2021	310,000	6,200	190,000	128,246	305,000	357,775	202,355	18,787
2022	-	-	200,000	120,446	315,000	346,900	207,494	13,582
2023	-	-	205,000	112,347	325,000	334,100	212,765	8,244
2024	-	-	215,000	103,946	340,000	320,800	218,199	2,771
2025	-	-	225,000	96,271	355,000	305,125	-	-
2026	-	-	230,000	89,446	370,000	287,000	-	-
2027	-	-	235,000	81,297	390,000	268,000	-	-
2028	-	-	240,000	71,796	410,000	248,000	-	-
2029	-	-	250,000	61,996	430,000	227,000	-	-
2030	-	-	255,000	53,012	450,000	205,000	-	-
2031	-	-	265,000	44,589	475,000	181,875	-	-
2032	-	-	275,000	35,475	500,000	157,500	-	-
2033	-	-	285,000	25,812	525,000	131,875	-	-
2034	-	-	290,000	15,750	550,000	105,000	-	-
2035	-	-	305,000	5,338	575,000	76,875	-	-
2036	-	-	-	-	610,000	47,250	-	-
2037	-	-	-	-	640,000	16,000	-	-
TOTAL	\$ 605,000	\$ 24,869	\$ 3,850,000	\$ 1,181,513	\$ 7,860,000	\$ 3,982,850	\$ 1,038,155	\$ 67,247

Note 1: Interest expense does not include semi-annual federal interest expense reimbursements. For this bond series, the federal government reimburses the City for 100% of the semi-annual interest expenses, less the current federal sequestration rate.

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY
Annual Principal and Interest Payments
Other Indebtedness - page 2 of 2

Act 34 LTGO Refunding Bonds, Series 2016

Fiscal Year	Cherry / Commerce Parking Ramp (former GR Bldg Authority Series 2006 bonds)		Public Museum Repairs, Fulton Cemetery Wall, Utility Conduits, & Streets (former CIB 2007 bonds)		Weston / Commerce Parking Ramp (former GR Bldg Authority Series 2008 bonds)		TOTAL DEBT SERVICE PAYMENTS		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2020	\$ 205,000	\$ 186,250	\$ 645,000	\$ 279,600	\$ 460,000	\$ 252,200	\$ 2,282,342	\$ 1,263,103	\$ 3,545,445
2021	210,000	177,950	670,000	253,300	480,000	233,400	2,367,355	1,175,658	3,543,013
2022	220,000	169,350	695,000	226,000	495,000	213,900	2,132,494	1,090,178	3,222,672
2023	230,000	159,200	735,000	193,725	520,000	191,000	2,227,765	998,616	3,226,381
2024	245,000	147,325	770,000	156,100	545,000	164,375	2,333,199	895,317	3,228,516
2025	255,000	134,825	805,000	116,725	575,000	136,375	2,215,000	789,321	3,004,321
2026	270,000	121,700	855,000	75,225	600,000	107,000	2,325,000	680,371	3,005,371
2027	275,000	110,825	885,000	40,575	625,000	82,625	2,410,000	583,322	2,993,322
2028	290,000	102,350	910,000	13,650	640,000	63,650	2,490,000	499,446	2,989,446
2029	295,000	93,575	-	-	660,000	44,150	1,635,000	426,721	2,061,721
2030	310,000	81,400	-	-	685,000	17,125	1,700,000	356,537	2,056,537
2031	320,000	68,850	-	-	-	-	1,060,000	295,314	1,355,314
2032	330,000	59,100	-	-	-	-	1,105,000	252,075	1,357,075
2033	340,000	49,050	-	-	-	-	1,150,000	206,737	1,356,737
2034	350,000	38,700	-	-	-	-	1,190,000	159,450	1,349,450
2035	360,000	28,050	-	-	-	-	1,240,000	110,263	1,350,263
2036	375,000	17,025	-	-	-	-	985,000	64,275	1,049,275
2037	380,000	5,700	-	-	-	-	1,020,000	21,700	1,041,700
TOTAL	\$ 5,260,000	\$ 1,751,225	\$ 6,970,000	\$ 1,354,900	\$ 6,285,000	\$ 1,505,800	\$ 31,868,155	\$ 9,868,404	\$ 41,736,559

APPENDIX G

FY 2020 ANNUAL ACTION PLAN

Updated: 5/9/19 (eb)

Neighborhood Investment Plan

			FY19 Award	FY20 Request	JAG Public Safety	CDBG General	CDBG Public Service	HOME General	HOME CHDO Operating	FY20 Recommended
1. Improve the condition of existing housing										
1-1	City of GR Community Development	Housing Rehabilitation Program	\$ 850,000	\$ 950,000		\$ 850,000				\$ 850,000
1-2	Disability Advocates of Kent County	Accessible Housing Services	21,000	25,000		21,000				21,000
1-3	Home Repair Services of Kent County	Access Modifications	48,000	65,000		50,348				50,348
1-4	Home Repair Services of Kent County	Minor Home Repair	400,000	460,000		460,000				460,000
Subtotal			\$ 1,319,000	\$ 1,500,000	\$ 0	\$ 1,381,348	\$ 0	\$ 0	\$ 0	\$ 1,381,348
2. Increase the supply of affordable housing										
2-1	Commonwealth Development Corp. of America	The Edge Flats on Seward	New	\$ 400,000				\$ 300,000		\$ 300,000
2-2	Habitat for Humanity of Kent County	Acquisition, Development, and Resale	\$ 180,000	150,000						0
2-3	ICCF Nonprofit Housing Corporation	LaGrave Cottage Court	New	225,000						0
2-4	ICCF Nonprofit Housing Corporation	Tapestry Square Senior Living	New	400,000				275,797		275,797
2-5	LINC UP Nonprofit Housing Corporation	Acquisition, Development, and Resale	100,000	200,000						0
2-6	LINC UP Nonprofit Housing Corporation	West Garfield Apartments	New	300,000				204,000		204,000
2-7	New Development Corporation	Acquisition, Development, and Resale	0	200,000				100,000		100,000
2-8	New Development Corporation	CHDO Operating Support	25,000	28,000					25,000	25,000
2-9	Samaritas	Samaritas Affordable Living Grand Rapids	New	400,000		-				0
Subtotal			\$ 305,000	\$ 2,303,000	\$ 0	\$ 0	\$ 0	\$ 879,797	\$ 25,000	\$ 904,797
3. Improve access to and stability of affordable housing										
3-1	Community Rebuilders	Short-Term Rental Assistance	\$ 374,321	\$ 374,321				\$ 370,854		\$ 370,854
3-2	Fair Housing Center of West Michigan	Fair Housing Services	75,000	90,000			80,000			80,000
3-3	Legal Aid of Western Michigan	Housing Legal Assistance	75,000	85,000			75,000			75,000
3-4	The Salvation Army	Housing Assessment Program	60,660	62,000			60,000			60,000
Subtotal			\$ 584,981	\$ 611,321	\$ 0	\$ 0	\$ 215,000	\$ 370,854	\$ 0	\$ 585,854
4. Reduce Blight and Code Violations										
4-1	City of GR Code Compliance Department	Code Enforcement	\$ 1,368,688	\$ 1,368,688		\$ 1,368,688				\$ 1,368,688
4-2	City of GR Planning Department	Historic Preservation Code Enforcement	55,000	55,000		55,000				55,000
Subtotal			\$ 1,423,688	\$ 1,423,688	\$ 0	\$ 1,423,688	\$ 0	\$ 0	\$ 0	\$ 1,423,688
5. Increase civic engagement and public safety										
5-1	Baxter Neighborhood Association	Public Safety	\$ 40,262	\$ 40,262			\$ 40,262			\$ 40,262
5-2	Creston Neighborhood Association	Leadership and Civic Engagement	18,763	32,606			18,763			18,763
5-3	Creston Neighborhood Association	Public Safety	21,600	34,489			21,600			21,600
5-4	East Hills Council of Neighbors	Leadership and Civic Engagement	17,710	20,000			17,710			17,710
5-5	East Hills Council of Neighbors	Public Safety	20,389	20,389			20,389			20,389
5-6	Easttown Community Association	Leadership and Civic Engagement	15,706	18,000			15,706			15,706
5-7	Easttown Community Association	Public Safety	18,080	20,000			18,080			18,080
5-8	Garfield Park Neighborhoods Association	Leadership and Civic Engagement	26,468	28,000			26,468			26,468
5-9	Garfield Park Neighborhoods Association	Public Safety	30,472	32,000	19,364		11,108			30,472
5-10	Heritage Hill Association	Leadership and Civic Engagement	22,111	22,111			22,111			22,111
5-11	Heritage Hill Association	Public Safety	25,457	40,500	25,457					25,457
5-12	Issue Media Group	On the Ground Grand Rapids	New	100,000						0
5-13	LINC UP Nonprofit Housing Corporation	Leadership and Civic Engagement	54,188	54,188			54,188			54,188
5-14	Midtown Neighborhood Association	Leadership and Civic Engagement	19,111	20,691			19,111			19,111
5-15	Midtown Neighborhood Association	Public Safety	22,002	22,478	22,002					22,002
5-16	Neighbors of Belknap Lookout	Leadership and Civic Engagement	16,437	18,924			16,437			16,437
5-17	Neighbors of Belknap Lookout	Public Safety	18,924	16,437			18,924			18,924
5-18	Roosevelt Park Neighborhood Association	Leadership and Civic Engagement	25,878	25,878			25,878			25,878

APPENDIX G

FY 2020 ANNUAL ACTION PLAN

Updated: 5/9/19 (eb)

Neighborhood Investment Plan

			FY19 Award	FY20 Request	JAG Public Safety	CDBG General	CDBG Public Service	HOME General	HOME CHDO Operating	FY20 Recommended
5-19	Roosevelt Park Neighborhood Association	Public Safety	29,793	29,793	29,793					29,793
5-20	Seeds of Promise	Public Safety	47,399	47,399			47,399			47,399
5-21	South West Area Neighbors (dba JBAN)	Leadership and Civic Engagement	24,043	27,043			24,043			24,043
5-22	South West Area Neighbors (dba JBAN)	Public Safety	27,680	30,680			27,680			27,680
5-23	West Grand Neighborhood Organization	Leadership and Civic Engagement	27,512	30,000			27,512			27,512
5-24	West Grand Neighborhood Organization	Public Safety	27,513	30,000	27,513					27,513
Subtotal			\$ 597,498	\$ 761,868	\$ 124,129	\$ 0	\$ 473,369	\$ 0	\$ 0	\$ 597,498
6. Enhance infrastructure and public facilities										
6-1	City of GR Community Development	Neighborhood Infrastructure Program	\$ 0	\$ 300,000		240,000				\$ 240,000
Subtotal			\$ 0	\$ 300,000	\$ 0	\$ 240,000	\$ 0	\$ 0	\$ 0	\$ 240,000
7. Increase access to jobs, education and other services										
7-1	Treetops Collective	Sister Circles	New	\$ 50,000						\$ 0
Subtotal				\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8. Increase economic opportunities										
8-1	City Our Community's Children	LEAD Program	New	\$ 50,000						\$ 0
8-2	Hispanic Center of Western Michigan	Youth Employment Initiative	\$ 60,000	60,000			50,000			50,000
8-3	Steepletown Neighborhood Services	JobStart	40,000	60,000			45,000			45,000
Subtotal			\$ 100,000	\$ 170,000	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 95,000
TOTAL				\$ 7,119,877	\$ 124,129	\$ 3,045,036	\$ 783,369	\$ 1,250,651	\$ 25,000	\$ 5,228,185

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.

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 of America

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.

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.

I

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."

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).