

AFFORDABLE HOUSING RIVER RESTORATION COMMUNITY & POLICE RELATIONS
201 MARKET STRONG STREETS VITAL ECONOMIC DEVELOPMENT VISION CALDER PLAZA BALANCE & DISTRIBUTION
DEVELOPMENT ENVIRONMENT RACIAL EQUITY STORMWATER STREET LIGHTING SYSTEM
TREE MAINTENANCE EQUITY COMMUNITY ENGAGEMENT
LEGACY COSTS THIRD WARD INVESTMENT TRANSIT STOPS

CITY OF GRAND RAPIDS
FINAL FISCAL PLAN
FISCAL YEARS 2019 - 2023

MAYOR

ROSALYNN BLISS

CITY COMMISSIONERS

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KURT REPPART JON O'CONNOR

SECOND WARD

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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, 2017. THIS MARKS THE THIRTIETH CONSECUTIVE YEAR THE CITY HAS BEEN HONORED BY THE GOVERNMENT FINANCE OFFICERS ASSOCIATION.



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July 1, 2018

Mayor and City Commissioners:

The City Commission worked to make the Transformation Plan its own through a new priority- setting process that guided development of this Preliminary Fiscal Plan and Phase IV of the Transformation Plan. The FY2019 Preliminary Fiscal Plan recommendation directly reflects those priorities.

FY2019 is focused on accelerating progress to match the rate of change. We are an innovative, capable and strategically disruptive organization focused on investing to create transformative outcomes in partnership with a world-class community.

FY2018 was a time of growth and transition in our community. Here is a brief recap:

- Our community engaged in the hard, collaborative work of improving community and police relations, and we have begun to earn important results. The Police Policy and Procedure Review Task Force promises to deliver key recommendations to help move us forward together.
- Housing NOW! implementation demonstrated our community's commitment to making a local difference in what has become a complex national problem.
- Through Parks Millage investment, we continued to redevelop our park system.
- Our new website created an improved platform for citizens to access services and information, serving as a model for other cities.
- Vital Streets investment continued according to investment guidelines with positive results.
- The data shows we, as a community, have a lot of work to do to address disparities in our city. We are actively engaged in the planning and staff training required to make progress in this important work. That has included seeking to develop and deploy a both/and strategy by working to reduce disparities, continuing to use proven tools that have produced jobs and investment and finding ways to blend the two wherever possible.
- Our FY2017 financial performance was solid. Net operating results in the General Operating Fund increased our fund balance reserves to a record 20.55% and our Budget Stabilization Fund balance to just under 10%. This growth was fueled by strong operating results and tight expenditure control. Creating net operating margin has enabled us to invest in our mission and secure our future.
- Projections for FY2018 continue to show positive net operating results that will enable us to maintain strong reserves while we make our initial investments in the Affordable Housing Fund.

The proposed FY2019 Preliminary Fiscal Plan shows continued positive General Operating Fund results in FY2019.

It also shows the need for continued transformation. The final three years of the five-year fiscal plan show growing net operating losses in the General Operating Fund that need to be addressed now. Key to the success of Phase IV will be continued transformative changes that maintain or improve services while producing significant savings that create net operating margin. Phase IV of the Transformation Plan will drive this work forward by investing in outcomes that produce continued progress.

City Commission Priorities: Making the Transformation Plan our Own

The City Commission's priority-setting leading to the preparation of this Preliminary Fiscal Plan achieved two major outcomes: It set the tone for our work in preparing the FY2019-FY2023 Fiscal Plan and it resulted in amendments to the Transformation Plan that achieved "Making the Transformation Plan Our Own."

The City Commission's guidance also generated many key learnings that have become part of our joint work going forward. I want to thank the Mayor for helping to envision this important process and the City Commission for fully engaging in this critical work.

These were the highest-ranked outcomes:

1. Communications
2. Affordable Housing
3. Community and Police Relations
4. OPEB legacy costs
5. Certainty in the development environment
6. Implementing the Racial Equity Toolkit
7. Community engagement
8. Comprehensive economic development vision

These were the highest-ranked capital projects:

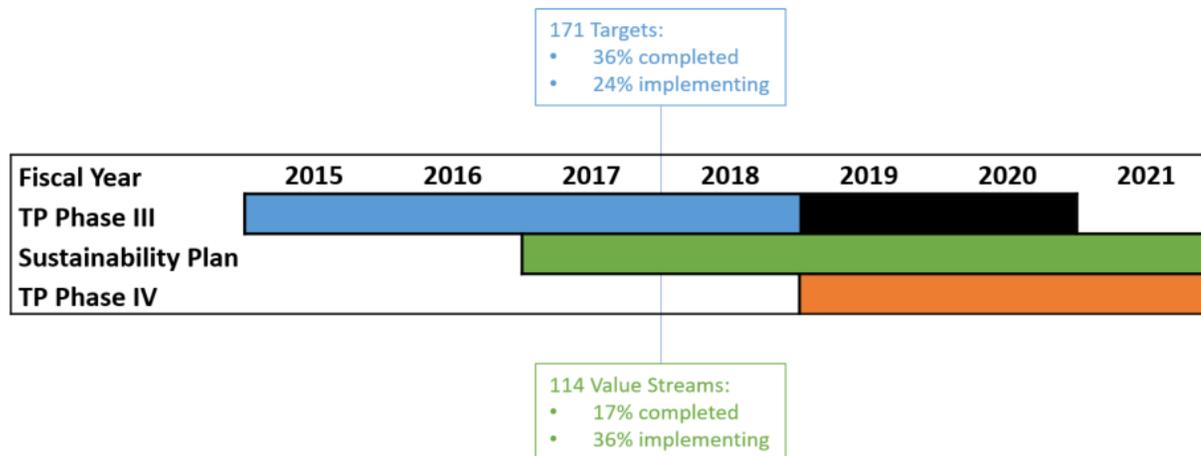
1. Third Ward investment
2. Street lighting system
3. River restoration
4. Tree maintenance Phase II
5. 201 Market relocation
6. Transit stops
7. Calder Plaza

A “More of/Less Of” exercise closely reflected the priorities:

- More – Strategic communications
- More – Focus on community and police relations, including Safe Alliances for Everyone
- More – Economic development work to eliminate disparities
- Less – Reactive communications
- Less – Complaint-based practices
- Less – OPEB legacy cost liability

Making The Plan Your Own

- On 12/5/17 your budget and capital priorities were identified
- These priorities will help us create Phase IV of the Transformation Plan
- We will carry forward any previous targets not achieved but still deemed priorities
- We will seek your approval and adoption of Phase IV in June of 2018



The City Commission discussed the results of this work in February and during review of the Preliminary Fiscal Plan and ultimately adopted Phase IV of the Transformation Plan on June 12, 2018. This plan reflects Commission's priorities, brings forward critical value streams from Phase III and incorporates key elements of our Racial Equity Here work. Capital priorities determined by the Commission were used in development of the FY2019-FY2023 Capital Plan.

Phase IV starts July 1, 2018, with the new fiscal year. It will run through June 30, 2021, to align with the term of the Sustainability Plan.

Your work has helped us deliver a FY2019-2023 Fiscal Plan that invests in your priorities, moves our community's Transformation forward, augments the Sustainability Plan and strengthens our strategic Plan-Do-Check-Act investment process.

FY2019 Investment in City Commission Priorities

Investing in Strategic Communications

City Commission priorities were clear: Communications was ranked at the top of 55 Commission-nominated choices. Specifically, the Commission wanted more strategic communications rather than the reactive communications that dominated past years.

During FY2018, we invested in the planning required to address this priority. We engaged Truscott Rossman to audit the current state of our communications. The results showed we performed poorly across most meaningful communications categories. The audit recommended the development of a Strategic Communications Plan as the first step in improvement. The Strategic Communications Plan recommended a series of actions required to improve our community relations efforts and our performance across traditional media and social media. Among the recommendations was the creation of a Communications Office capable of leading the change required to improve performance.

Preliminary steps were taken upon receipt of the Strategic Communications Plan in January, including the appointment of an Acting Managing Director of Communications to begin immediate improvements.

This Fiscal Plan includes a reservation of funds in the contingent account to build the communications functions recommended by the Strategic Communications Plan during FY2019.

Housing NOW!

The Housing Advisory Committee made 11 recommendations to the City Commission in May 2017. Since then:

- Six of the recommendations have been adopted and are being implemented, including the creation of the Affordable Housing Fund in partnership with the Grand Rapids Housing Commission.
- Four of the recommendations involve Zoning Ordinance amendments designed to increase the supply of affordable housing. As of this writing, the City hearing on the community comment on the Commission also has through the last amendments take place before the the final version of the
- The final Housing NOW! universal rental housing application framework – remains under development. An ordinance establishing guidelines for rental applications has been drafted and is nearing introduction. Potential rental application exchange tools are being evaluated with potential partners. We will pursue these items during the balance of FY2018 and in FY2019.



Commission has held a public recommendations and has heard proposed amendments. The envisioned a process for working with the community. This work will Commission considers adoption of ordinances.

recommendation – creating a

FY2019 will be the first year we invest in the Affordable Housing Fund. There are two ways to invest General Operating Fund (GOF) resources: If we earn GOF net operating surplus in any fiscal year and from one-year growth of City income tax from each project containing housing supported by economic development incentives.

This investment of GOF net operating surplus will be accomplished by transferring 20% of the prior year’s GOF audited net operating surplus (if there is one) into the Affordable Housing Fund in the following fiscal year. Because any surplus is earned in one year and paid in the next fiscal year, there will always be a mismatch of timing. The intent is to use GOF net operating surplus from the year earned – not operating revenues in the next fiscal year – to make any investments.

Upon completion of the annual audit of FY2018, we will recommend a budget amendment in the required amount from fund balance and appropriate the transfer to the Affordable Housing Fund. This way, we can display the predicted investment and it won’t impact operations in any one year.

The investment of the first year of income tax receipts from projects supported by economic development incentives will be accomplished in the same way.

The General Operating Funding statement in the FY2019-2023 Preliminary Fiscal Plan includes a new restricted fund balance amount of \$590,000. This is an estimate of the amount that can be appropriated to the Affordable Housing Fund once the annual audit has been completed.

The Housing NOW! policies adopted by City Commission have already had an impact. Each of the affordable housing developers that requested authorization of payment in lieu of taxes (PILOT) for their potential low-income housing tax credit developments selected the new option to pay a 1% PILOT and invest 2% in the Affordable Housing Fund rather than pay the former 4% PILOT. As a result, projects that move forward will provide needed affordable housing and support the Affordable Housing Fund to multiply investment in affordable housing citywide.

The FY2019 Fiscal Plan also will recommend increased investment in affordable housing from the Neighborhood Investment Plan to support delivery of additional affordable housing units.

Community and Police Relations

The City Commission held five community listening sessions in June 2017 during which residents and other stakeholders shared their concerns, hopes and needs around community and police relations. The sessions produced critical information that informed our work in FY2018 and enabled us to make critical progress. These gatherings also generated questions from nearly 300 individuals that then were posted on our webpage along with answers. Additionally, the events generated sketch notes by local artist Alysha Lach that told the story of each session as shown below.

The City Commission established the Police Policy and Procedure Review Task Force in May 2017. The Task Force includes residents of each of the city's wards and police officers of every rank. Its role is to review our Police Department's policies and procedures to identify those that may result in racial bias. The Task Force then will recommend changes to policies or procedures that result in disparate outcomes.

The first significant policy recommendation by the Task Force – the Youth Interaction Policy – became effective on March 27, 2018.



The Task Force is working to ensure our Police Department acts according to policies and procedures that:

- Enable effective law enforcement
- Respect the rights and dignity of all residents
- Ensure equitable outcomes for everyone
- Follow nationwide best practices

Among the areas the Task Force plans to review is the staffing and deployment necessary to achieve community engagement outcomes. The City Commission appropriated \$1 million in FY2018 for investments that improve community and police relations. The FY2019 Preliminary Fiscal Plan continues the \$1 million

appropriation through FY2023.

Once there is consensus on the outcomes to be achieved through additional investment in staffing and deployment, the City Commission can consider using this appropriation to implement the investment in the expanded outcomes.

In FY2018, investments were made to strengthen community and police relations. Those included the creation of the Police Policy and Procedure Review Task Force and upgrades to our Police Department's scenario-based training to include situations involving youth, which complements the new Youth Interaction Policy and investment in the ELUCD community sentiment reporting tool.

It is expected that City Commission will make outcome-based investments in FY2019. Any such investment could supplement the work of our Police Department's Community Engagement Unit, which was started in late 2017 to dedicate personnel to make connections in the community. The Unit coordinates community engagement opportunities and oversees recruiting and hiring.

The City Commission also expanded membership of the Public Safety Committee to include six citizens. The expanded Committee began meeting in August 2017, and since that time it has reviewed outcomes from Community Development Block Grant investment in community crime prevention and reviewed a potential new approach to understanding neighborhood sentiment.

Since 2016, all of our police officers have participated in ongoing implicit bias training. This training will be supplemented and continued in 2019 and beyond. This year, our Police Department is incorporating the Franklin Covey Policing at the Speed of Trust program into its training schedule. The program pairs police officers with community members in an interactive collaborative change process. Participants learn to:

- Increase responder credibility
- Increase the level of trust the community has in police
- Increase the level of trust police have in the community
- Create a culture of high trust that increases the speed of successful outcomes and reduces the level of impact with the community

In January 2015, the City put into place a 12-Point Plan for improving community and police relations. The plan is nearly fully implemented.

The below graphic provides an update on these recommendations and their outcomes.

12-Point Plan to Strengthen Community and Police Relations

	Recommendations	Status	Outcomes
1	Review all Police and Fire hiring practices to ensure diverse workforce	COMPLETE 	Most diverse class of police and fire recruits hired in March 2017
2	Create additional opportunities for Police Chief and service area Captains to regularly engage with community	COMPLETE & ONGOING 	Regular Coffee with a Cop, office hours with Chief and community listening sessions
3	Mandatory cultural competence and implicit bias training for all police officers	COMPLETE & ONGOING 	All sworn officers received training in spring 2016 and are undergoing it on continual basis
4	Develop Police Department Strategic Plan that provides framework for strengthening community and police relations	COMPLETE 	Police Department completed an organizational review and released it in March 2015
5	Phased implementation of body cameras for police officers	COMPLETE 	All sworn officers outfitted with body worn cameras by April 2016
6	Develop protocols for body cameras	COMPLETE 	Protocols for use of body cameras implemented in December 2015
7	Hire consultant to review disparities in arrests	IN PROGRESS	Awaiting work of Police Policy and Procedure Review Task Force to be completed
8	Hire consultant to conduct race-based review of traffic stops	COMPLETE 	Lamberth study showing disparate outcomes released in April 2017. Response was creation of Police Policy and Procedure Review Task Force one month later.
9	Work with Community Relations Commission to review City's diversity and inclusion policies and practices	COMPLETE 	City Commission completed approvals of revisions to several ordinances and policies in October 2015
10	Develop Acquisition and Use of Surveillance Equipment policy to protect citizens' privacy amid increased use of new surveillance technology	COMPLETE 	Policy signed by City Manager in March 2015
11	Develop protocols for outside agency to investigate any police officer-involved shooting	COMPLETE 	Policy requiring all police officer-involved shootings be referred to Michigan State Police implemented in 2016
12	Launch public education campaign about citizens' right to use internal investigative process and Civilian Appeals Board	COMPLETE & ONGOING 	Regularly provide information to community and report outcomes of all appeals

Continued Work on OPEB

With the implementation of the Governmental Accounting Standards Board requirement for governmental units to disclose the full cost of Other Post-Employment Benefits (OPEB), the City began measuring the impact of OPEB and actively managing the liability. We did this by closing all Defined Benefit Retiree Health Care Plans and creating a Defined Contribution Retiree Health Care Plan for all new employees. Additionally, employees not vested in the pension plans were converted to the new defined contribution Retiree

Health Care Plan accounts. The City created three trusts (general, police and fire) and began fully funding the actuarially determined annual contribution amounts for both pay-as-you-go services and the unfunded liability. To date, the City has accumulated more than \$60 million in assets, and the unfunded liability continues to be reduced. Approximately 59% of current employees are enrolled in the Defined Contribution Retiree Health Care accounts. This percentage continues to increase as retirements occur. The City has been held out as an example by the state officials as a model for other communities to follow.

The City also continues to actively manage its pension liabilities. We maintain two defined benefit plans – the General Retirement System (GRS) and the Police and Fire Retirement System (PFRS). The GRS was closed to most new hires after 2011 and all new hires effective June 30, 2014. General employees hired after 2011 (and 2014) are eligible for defined contribution pension benefits funded with 6% contributions from both the City and the employee. Changes also were made to the PFRS that lowered the base multiplier and increased employee contributions. The City continues to manage pension liabilities and fully funds the Annually Required Contributions as determined by the City’s actuarial firm.

Certainty in the Development Environment

Grand Rapids’ built environment is being transformed at the fastest pace in living memory. Cranes dot the skyline, new buildings are rising and old buildings are being renovated and given new purpose. So much change happening in one moment can be both energizing and challenging.

The City is addressing this by intensifying our efforts to empower neighborhoods while meeting developers’ needs for timely and predictable services. We are guiding change according to the patterns defined in the Master Plan and other plan documents created through community engagement. The FY2019 Fiscal Plan request includes resources to increase certainty in the development environment for all stakeholders.

We have worked closely with members of the Urban Core Collective (UCC) on the joint Planning and Development Community Engagement Committee to examine how best to equip neighbors and neighborhoods to understand and help guide change that comes from investment. Significant progress has been made, and UCC members and City Staff previewed this work during two sessions at the 2018 Neighborhood Summit. The first session – titled Development 101 – laid a foundation for understanding the development process. The second session detailed types of engagement, new methods of providing information about investment in neighborhoods and how neighbors can be involved. We will implement those recommendations in FY2019 and continue to seek feedback to improve outcomes.

Development Center initiatives are under way to increase predictability for investors, contractors, residents and designers. A Customer Ombudsman role is being piloted to enhance proactive problem-solving. When a project-related issue is identified, we will reach out to make sure it is understood. And if the issue resolution process seems to be stuck, we will kick-start it. The Customer Ombudsman role will be augmented by data and technology tools but will emphasize relational approaches.

Online options are enhancing the accessibility and quality of the customer experience. Economic Development and Planning applications have been added to the website, and the benefits of a new electronic plan review software will be felt throughout FY2019. Plan submittal, tracking, review, approval and revision processes will be optimized. Customers will save on printing and delivery costs. Improved availability of electronic plans, combined with inspector team emphasis on consistency, is expected to increase certainty throughout the development process. These and other Development Center initiatives have been guided by input from our Development Center Advisory Council and other key stakeholders, including the Grand Rapids Area Chamber of Commerce.

Planning initiatives are under way to empower neighborhoods and guide change.

- The South Division Development Plan – focused on the South Division Corridor from Wealthy to 28th Street – will continue through FY2019. For South Division, a strong concern has emerged about maintaining the culture, people and places that make the neighborhood unique and leveraging development plan. This process will focus Meaningful Engagement, Development Opportunity, Transportation, Health, and Build and Preserve Community Identity. to the design of this work, which includes Ambassador program that hires people extension of the project team and bring community.
- The Southtown Area Specific Plan is expected to be completed in FY2019. The Plan includes focused efforts to create a unique cultural, business and residential environment that is equitable and sustainable and reflects the unique character of the six Southtown business districts. This process approaches community engagement in a manner that recognizes past efforts and identifies community priorities, foundation for more expansive business districts. Ultimately, the



these resources within an equitable on six important themes: without Displacement, Economic Environment and Quality of Life, Community empowerment is core creation of a Community from the neighborhood to act as an engagement directly to the allowing them to act as a work and engagement around the goals are to enhance the strength



of the business districts and ensure they reflect and enhance the Southtown community as a whole. Community workshops around the Plan took place in mid-April.

- On a citywide level, we will initiate the Master Plan in FY2019. This will include robust and intentional neighborhood engagement to ensure the updated plan is reflective of community aspirations. When completed, the Master Plan will define our city's vision and goals over the next 20 years and provide a framework for continued community involvement within the development process and implementation projects.

Acting Intentionally to Reduce Disparities

The data shows we, as a community, have a lot of work to do to address disparities in our city. We have been ranked among the worst cities in the U.S. economically for African-Americans. Poverty is concentrated in neighborhoods where one-third of our residents live and where nearly half of all residents living in poverty reside. The 49507 ZIP code has become one of the shorthand identifiers of these neighborhoods; Neighborhoods of Focus is another.

Residents in these neighborhoods have:

- Lower median household incomes and higher unemployment compared to the rest of our community
- Increased exposure to environmental lead, worse health outcomes and shorter life expectancies
- Less access to fresh food
- Lower educational attainment levels
- Less access to transportation
- Higher economic vulnerability

Our community has mastered public-private partnerships. We have the skill, the will and every expectation to continue to produce great outcomes project by project using this framework. Yet, our most urgent economic development initiative is not only bricks and mortar – it is reducing disparities in the 49507 ZIP code and Neighborhoods of Focus. Long-term progress here will have significant and lasting communitywide impact. We have capacity to do both.

This both/and strategy is key to our future. The principles of trust, voice, understanding, collaboration and investment we have learned through public-private partnerships are transferable. The platform that has produced results across the city is under construction in 49507. We have completed or are engaged in Area Specific Plan processes focused on equitable development in the

Grandville Avenue area, Southtown Corridor Improvement District and South Division area. That is why intentional partnerships for reducing disparities is an explicit focus of Phase IV of our Transformation Plan.

The City is prioritizing equity so we can be a leader in addressing disparities. We can – and should – be a leader in building a culture of equity and inclusion. To that end, the City Commission has incorporated key learnings from the Racial Equity Toolkit into Phase IV of the Transformation Plan. This will help ensure our racial equity goals are operationalized across all departments. That includes making all City services easily accessible to everyone in our community and communicating effectively and efficiently to our diverse citizenry. It also includes making sure we are investing equitably in our neighborhoods and achieving balance and distribution. We are confident that intentionally investing in Transformation Plan value streams can create greater racial equity and, equally important, minimize unintended consequences of our decisions and operations. This is a critical step in increasing racial equity through structural and systemic change for long-term impact.

The City has partnered with four other U.S. cities for the past two years on developing strategies to achieve racial equity and advance successful outcomes for all. This work – part of the Racial Equity Here (REH) initiative launched by Living Cities in partnership with the Government Alliance on Race and Equity – has equipped us with important tools to reach our long-term goal of eliminating race disparities in City operations and services. Our REH leadership team has created a draft Racial Equity Plan that includes activities in six strategic areas: City Services, Budget, Workforce/Supplier Diversity, Neighborhoods, Community Engagement and Youth Initiatives. The City Commission has reviewed the draft plan and is incorporating key elements of it into Phase IV Transformation Plan value streams.

We piloted use of a Racial Equity Lens budget tool with the FY2019 Fiscal Plan that required every City department to answer such questions as what are the top racial equity community outcomes for a service and how does this service impact social equity and specific neighborhoods, among other critical indicators.

City departments were asked to pilot one service, initiative or budget issue to review through the racial equity lens. A total of 36 projects were identified by departments and included:

- Increase goods and services purchases from micro-local businesses using existing technology that improves just-in-time delivery and increases our local spending
- Introduce intervention techniques into Code Compliance cases to divert homeowners to available services before enforcement
- Change street sweeping protocols to reflect the need for clean-up to maintain neighborhood quality rather than strive for strict equal distribution

The results of the pilot are encouraging and are detailed in Appendix E.

City Commission acted to invest intentionally to reduce disparities in the Third Ward. It is a start that sets the stage for work that will continue in the new fiscal year and beyond based on this recommended framework.

The FY2019 capital plan by was adjusted by:

1. Continuing to finance the City share of the Knapp's Crossing water main over 4 years at \$113,616 per year with the majority of private project partners instead of a one-time payment of the full amount in FY2019 that would approach \$375,000.
2. Adding the \$585,000 acquisition cost of the replacement property for the Division Avenue Fire Station to the planned bond issue for construction instead of using cash. Acquisition would still be scheduled for FY2019 and would be financed through the GOF with reimbursement when bond proceeds are delivered for the balance of the project. \$50,000 would remain in FY2019 for pre-construction and acquisition services.
3. Reducing the transfer from the Transformation Fund to the Capital Reserve Fund by \$750,000 to accumulate resources in the Transformation Fund for equitable investments.

Ongoing investment required for equitable development will require a matching ongoing resource stream. The FY2019-23 Budget Resolution includes language directing staff to, "Design and Implement a process to identify and recommend on-going equitable investments in conjunction with public and private investment and resources to support those investments."

These actions increased the amount devoted to equitable investments to reduce disparities in the Third Ward to \$2,050,000 in the period of FY2019 to FY2021 and further provide guidance to the City Manager and staff in the budget resolution regarding on-going investment beginning in FY2020. Here is a summary of the investment recommendations:

Investment	FY2019	FY2020	FY2021	Total
Martin Luther King, Jr. Lodge	\$ 50,000		\$ 800,000	\$ 850,000
GOF Support for Southtown CID	\$ 100,000	\$ 100,000		\$ 200,000
Capital Support for Southtown CID(1)	\$ 150,000	\$ 50,000	\$ 50,000	\$ 250,000
Third Ward Equitable Investment Initiative	\$ 750,000			\$ 750,000
Total	\$1,050,000	\$ 150,000	\$ 850,000	\$2,050,000

(1) \$100,000 additional in FY2019 to supplement original \$50,000 budgeted in FY2019-2021 in the Preliminary Fiscal Plan.

Community Engagement with Neighbors, Neighborhoods and Business Districts

Our citizens play a central role in governance. Effective governance requires two-way communication with a well-informed community that is engaged in local government and whose voice is heard and valued in City decisions and operations. The extent to which we achieve this is a critical indicator of whether we are fulfilling our commitments to equity, communications and transparency.

With long-standing partnerships dating to the early 1980s, the City remains committed to supporting great neighborhoods that have strong local businesses, quality housing and infrastructure and are safe and inviting to all.

Strong resident leadership remains a keystone of the Sustainable City Platform. The City is supporting this principle through the new Neighborhood Leadership Academy. This eight-session academy – created in partnership with neighborhood associations and Grand Valley State University’s Johnson Center for Philanthropy and Division of Equity and Inclusion – is aimed at increasing core organizational capacity within neighborhoods using a cohort model with staff and board participation. The program provides 24 hours of classroom training. More training will occur in FY2019 with additional support from the W.K. Kellogg Foundation’s Neighborhood Economic Connections (NEC) grant, which strengthens block clubs, funding models, accountability and resident leadership for greater economic equity impact.



The fourth annual Neighborhood Summit was held in March 2018. The day provided learning and relationship-building for nearly 350 neighborhood association representatives, residents and other stakeholders to increase engagement, equity and quality of life in neighborhoods.

The Summit also included workshops featuring the City's Planning Department, Grow Our Own initiative, Our Community's Children LEAD Program and a proposed pilot program aimed at enhancing community engagement around planning. The pilot emerged from 18 months of learning and strategic planning with the Urban Core Collective on how to enhance City processes for more equitable engagement in communities of color.

As demonstrated by new and traditional partnerships, our commitment to neighborhoods is firm. Our desire to invest in neighborhoods remains strong. During FY2019, we will continue to work collaboratively with neighborhoods to better define outcomes and align investments.

Our community engagement efforts have increased our capacity to communicate more effectively with residents and other community stakeholders. However, we still have considerable work ahead of us, as noted in the Truscott Rossman communications audit. The audit called out our need to strengthen communications and relationships with our community.

To that end, we are folding our community engagement work into the Office of Communications and formalizing community engagement services and protocols for all City departments. This move will help us continuously improve delivery of clear, relevant and timely information to everyone in our community. It also will ensure we are engaging and listening to diverse voices and maintaining consistent and clear lines of communication between all City departments and residents.

This placement of community engagement resources directly supports the City Commission's priorities of equity and communications. Whether it's a communication about an upcoming road construction project or a listening session focused on community and police relations, this investment in community engagement is key to our commitment to providing equitable services for all. It is critical to trust and governance in an evolving community.

The City will use the recently awarded \$100,000 Bloomberg Philanthropies Mayors Challenge grant to elevate community voices in policy and development design decision-making processes. This will build on the work described above by facilitating co-creation

sessions with community members to determine how policy processes can be structured to best serve them and identify data that can empower advocates to become more involved.

Investment in an Economic Development Strategy

In FY2019, the Economic Development Department will complete a comprehensive strategic planning process that will include a focus on reducing disparities. The target completion date for this effort is the end of the 2018 calendar year. The Economic Development Corporation budget includes \$50,000 to support this effort. Additional funds for the plan will be invested by the Brownfield Redevelopment Authority and SmartZone Local Development Finance Authority.

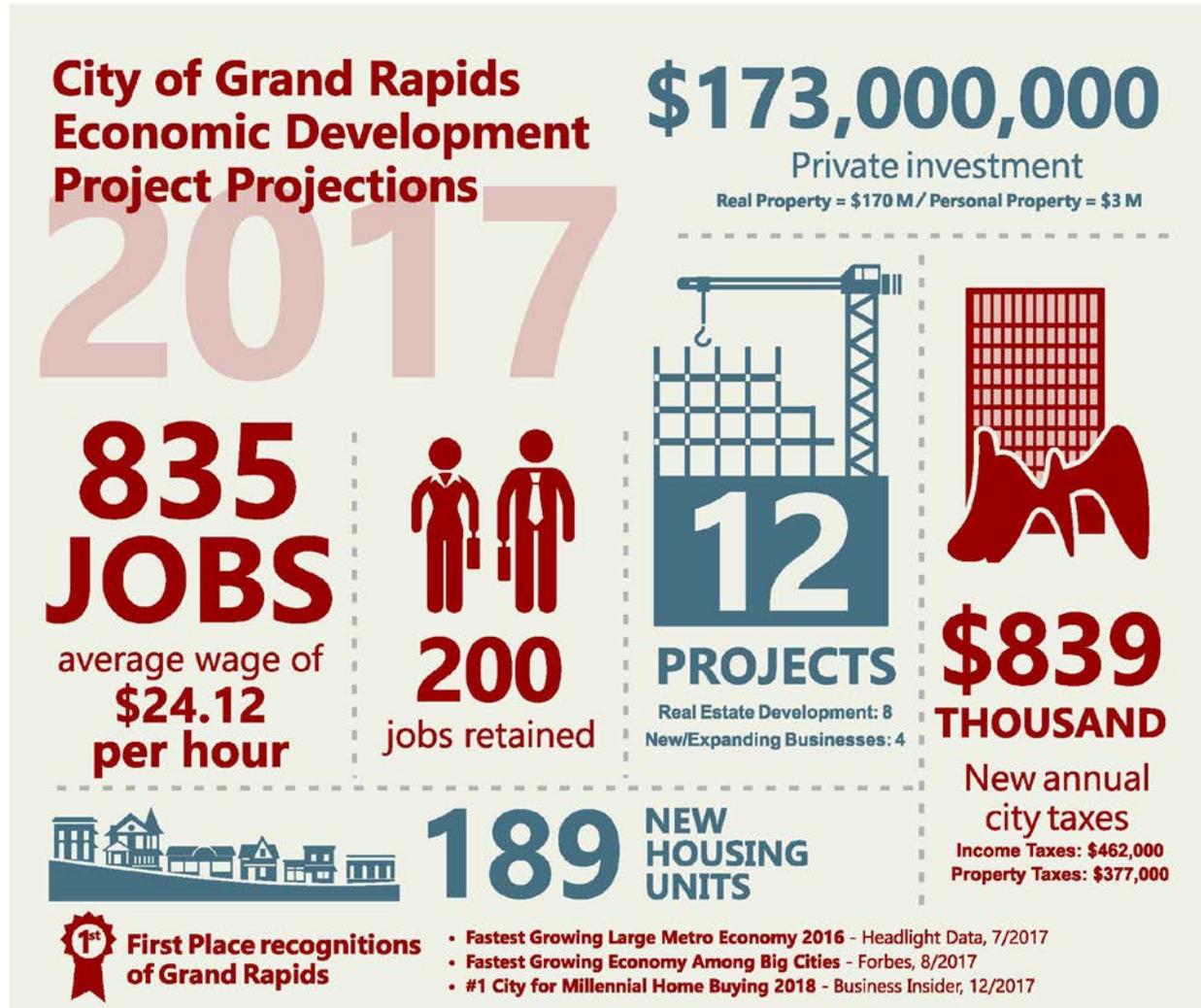
The goal is to link the economic development work being done through the Economic Development and Mobile GR and Parking Services departments and the City's 10 economic development authorities with the Sustainability Plan, Transformation Plan and plans of community partners such as The Right Place, Convention Arena Authority, Grand Rapids Area Chamber of Commerce and Downtown Grand Rapids Inc. Working in this way will capture the spirit of innovation and creativity that distinguishes our community and the will to make progress in eliminating disparities and embed the collaborative public-private partnership practices that have produced

significant results over the past decades. The authorities' budgets will be presented to the City Commission in June.

Re-imagining Service Delivery

The City Commission has expressed an interest in developing processes that achieve outcomes with fewer complaint-based mechanisms. Compliance with codes that help improve our community is the goal – not the unintended consequences that sometimes flow from enforcement activities.

This Preliminary Fiscal Plan will expand on the concept of the customer advocate function approved in the FY2018 budget. The Director of Customer Service worked with the Civil Service Board and Managing Director of Administrative Services to create this new classification, and our first Customer Service Community



Liaison began work in March.

We will expand this service in FY2019 by adding contract services for direct case management under the supervision of the Customer Service Community Liaison. This will provide additional capacity to assist the Community Services Group with its mission.

The Community Services Group also will examine alternative ways to accomplish the outcomes of a clean and safe community that promotes the welfare of its residents, preserves housing stock and enhances quality of life in neighborhoods. This may involve more predictive approaches, more early intervention, and more collaboration with neighborhoods and more linkages to support services. Specific attention to communications will occur, along with rebranding efforts in the Code Compliance Department to achieve positive and equitable community outcomes.

Business Intelligence for a Smart City

Successful cities have robust business intelligence and the freshest information. This formula for success is straightforward. Strong business intelligence competency will enable us to better understand our operations, provide better service and save both capital and operational money. It also will prepare us for future innovations such as connected and autonomous vehicles.

We will accelerate the City's transformation into a data-driven organization, building on the momentum from our participation in the nationally recognized What Works Cities and Mayors Challenge initiatives. This partnership with Bloomberg Philanthropies will increase our ability as an aspiring data-driven organization.

The proposed budget and Transformation Plan include investment to further leverage organizational learnings from these initiatives. Governance processes and standards for shared data are under development, with implementation expected in the final months of FY2018.

Just as important, we will accelerate integration of our data into internal business intelligence tools, starting with existing staff expertise in 311. From that base, we will evaluate the need for additional resources and add them as needed through our flexible IT support contract.

High-quality, accurate, consistent and relevant data will be used for internal assessment, operational decision-making and budget decisions. Business intelligence will lead to more equitable outcomes for our neighborhoods and improved services for the city as a whole. We will pursue these strategies:

- **Chase the problem, not the solution** – We will create ways to integrate and analyze multiple complex data sets to understand and improve City operations and budgets.
- **Govern Enterprise Systems** – Governance will be finalized for enterprise-wide solutions based on a strong and secure framework, such as the one established for 311, our financial system and the website using the successful subject matter expert model from past implementations.
- **Grand Rapids Open Data (GRData)** – Equity data sets have launched, and they will continue to grow in content.

GRData

Search Open Data

This is our community platform for exploring and downloading open data. We encourage you to discover and build apps. We hope you engage this data to solve important local issues. You can analyze and combine Open datasets using maps, as well as develop new web and mobile applications. Let's make our great community even better, together!

This project is in it's initial iteration, and we welcome your feed back on how to improve.

What's New
March 2018

- Sidewalk Infrastructure Data Set
- Floodwall Infrastructure Data Set

Explore Data Categories

- Boundaries
- Budget
- Demographic
- Infrastructure
- Transportation

Succession Planning and Growing Our Own

We have experienced 115 retirements over the past 18 months. This has provided opportunities for us to critically review City operations and welcome exciting new talent to our organization. I have never been surrounded by better talent and I am excited about the incredible potential of our transforming workforce. The average age of our workforce has decreased from 48 in 2015 to 43 in March 2018. The pace of change will accelerate due to an expected 306 retirements over the next three years.

Significant strides have been made in transforming our workforce. This was the result of the Administrative Services Group/Human Resource Department accomplishing major goals outlined in Phase III of the Transformation Plan.

The citywide Classification/Compensation Study was completed in December 2017 and concluded with the Civil Service Board submitting its recommendations for implementation. These recommendations will be addressed in FY2019. Work continued on the implementation of the Human Resources Citizen Review Committee recommendations. LEAN projects continue to progress, including streamlining and reducing the recruitment hiring timelines. Now, approximately 80% of all jobs being recruited for are completed within an average of 90 days – down from an average of six months in 2015. Critical features of our HR software are being implemented, including applicant interview self-scheduling. This feature makes it more convenient for applicants and has resulted in cost savings and increased staff productivity.

The Administrative Services Group/Human Resource Department also has worked to build the strongest community outreach program in memory, ensuring that all residents have a full understanding of the City's employment opportunities and, more importantly, have full access to these jobs.

The team's Grow Our Own outreach initiative has created a brand that reflects the high value we place on recruiting, developing and retaining local diverse talent. It also reflects a welcoming environment that cultivates interest among residents in career opportunities with the City. The initiative features several internal and external strategies designed to achieve meaningful recruitment, retention and learn-to-earn outcomes that provide the organization with a long-term return on investment. We have achieved these key results from our recruitment efforts:

- Increased employment applications from diverse populations and first-time applicants
- Increased community contact with the City about job opportunities and City services
- Increased requests for electronic notifications about new job postings
- Increased requests to the Grand Rapids Public Library for civil service reference sources, such as civil service test-taking tips

Through community recruitment and partnership events with other public entities, such as Grand Rapids Public Schools, working with nonprofit organizations and collaborating with other City departments, the Grow Our Own initiative is building traction. The Administrative Services Group/Human Resource Department has hosted educational workshops on taking civil service exams, purchased test-taking guidebooks for police and fire jobs and distributed them at library branches, and provided information online to increase awareness and understanding of the test processes. In FY2019, work also will focus on improving and consolidating civil service exams.

Grow Our Own also places a focus on attracting and growing young community talent. The Mayor's 100 and LEAD initiatives provide great work experiences for young people and create a talent pool such as Utility Aide and Public Services Aide. Grand Valley State provides opportunities for college students to gain experience transformation. These interns then have the opportunity to Administrative Aide entry-level placement program for city grooms and retains talent for high-performing professional

Key placements have already happened through this process. The GovernGR has been key to our ongoing development of newly provides wraparound support and a positive learning employees, and we already are seeing employment success



for new earn-and-learn positions University's TRAT intern program and contribute to our compete for the Human Resources interns. This two-year commitment positions.

important mentorship work of hired professionals. GovernGR environment for our newer stories through this program.

These new HR approaches are producing promising results. Our recruitment efforts for police, fire and other City departments cast a wide and intentional net across our community, resulting in the hiring of more women and people of color. This new framework for our recruitment activities will strengthen our goal of a dynamic and highly talented future workforce.

Grow Our Own also focuses on the strategic development of existing City staff to prepare them for future openings and promotions. Considerable attention is being paid to knowledge transfer and process improvement. We also are committed to providing employees with opportunities for continued learning and growth. To that end, we are strengthening our tuition reimbursement program in FY2019. We also will review and update individual department succession plans.

Capital Investment According to City Commission Priorities

City Commission priorities drove the capital recommendations in the five-year capital plan. The FY2019-2023 recommendation focuses on balance and distribution, strategic project investment and continued asset management.

Balance and Distribution – In February, the Fiscal Group examined the City’s capital investments between FY2014 and FY2018 and found general balance and distribution among the city’s three wards.

Vital Streets – We will invest \$17.5 million in FY2019 that management investments and debt retirement. The Vital present its progress report to the City Commission in May. However, we have reached a temporary plateau as we retirement.

Parks, Pools and Playgrounds – We will invest \$4.2 million reconstruct eight parks. Since 2014, we have invested \$10.5 leveraged another \$10.6 million from other sources, investment.

Asset Management in Cemeteries and Buildings/Facilities cemetery renovations, and the projects will continue Facility investments will continue, including complete replacement of the HVAC system at the City/County Complex.



will be devoted to asset Streets Oversight Commission will We have made significant progress. devote resources to debt

in FY2019 and renovate, repair or million in millage dollars and have including grants and private

– Bonds have been sold for through FY2019. Building and

City Commission Capital Priorities – The FY2019-2023 Capital Fund includes recommended investments matched to City Commission priorities:

- Investment each year over the five-year period for complementary streetscape features in conjunction with Vital Streets projects in the Southtown CID beginning with \$150,000 in FY2019 and \$50,000 per year in FY2020 and FY2021
- An allocation in FY2019 for a programming study of Martin Luther King Jr. Park Lodge to begin the examination of park lodges envisioned by the Your City, Your Parks Plan and an additional \$800,000 in FY2021 to complement other investment in the Park Lodge.
- Bond-financed investment estimated at \$20 million in LED streetlight conversion and required electrical distribution system improvements in two phases
- Investment each year over the five-year period totaling \$2.4 million for Grand River restoration project development and implementation
- Calder Plaza future state planning is funded in FY2022 in advance of a capital project in FY2024 that will replace the surface of Calder Plaza, which doubles as the roof of the parking garage

- Continued investment to achieve Stormwater Level C
- Seward/I-196 underpass lighting in conjunction with development in the Bridge Street-Seward corridor.
- An allocation for the Hastings Connector Park in FY2020 to match Vital Streets investment in the Hastings Connector according to the Michigan Corridor Study and NOBL/GVSU Master Plan.

City Commission capital priorities included in other sections of the Preliminary Fiscal Plan:

- 201 Market: The Economic Development Department continues to lead the interdepartmental project of relocation of City services from the 201 Market site, which includes continued work to vet and develop the program for redevelopment of the property in accordance with the Request for Proposals and City Commission priorities.
- Trees Phase II: The FY2019 Fiscal Plan proposes a sustainable forestry model to help address the remaining backlog of 3,192 priority two trees within seven years while beginning the implementation of a proactive maintenance management plan. The budget reflects an annual investment of approximately \$400,000, and the model is based on a shared staff model with the Public Services Department.
- Transit shelters: In FY2018, the City partnered with The Rapid to develop and implement a strategy to improve bus stops at locations outside downtown, both contributing \$250,000. The Mobile GR and Parking Services Department has programmed an additional \$250,000 in FY2019 to continue to improve bus stop locations throughout the city. In FY2019, the department also will work to develop a strategy to fund operations, maintenance and future capital resources to support transit stop improvements, exploring advertising and sponsorship models.

Other asset management investments in the Capital Reserve Fund:

- FY2019 includes continued investment in the Division Fire Station project by providing resources to prepare for land acquisition. That acquisition is expected to occur in FY2019 and would be financed by the General Operating Fund which would later be reimbursed by bond proceeds for the project. Design dollars are budgeted in FY2020, and bond financing for construction of the new station in the same neighborhood is budgeted in FY2021. The redevelopment of the Chester Fire Station through a creative public-private partnership is planned for design development FY2021 and reconstruction in FY2022.

- The Knapp's Corner Drainage anticipation of construction of a and redevelopment of the existing
- The Lyon Square redevelopment conjunction with private partners Authority.
- Investment in a new voter outdated equipment in the City
- Investment in a new police crisis obsolete equipment.



project is budgeted in FY2019 in water main on Dunnigan Avenue NE drainage structure.

project is budgeted for FY2020 in and the Downtown Development

registration filing system to replace Clerk's Office.

unit team vehicle to replace

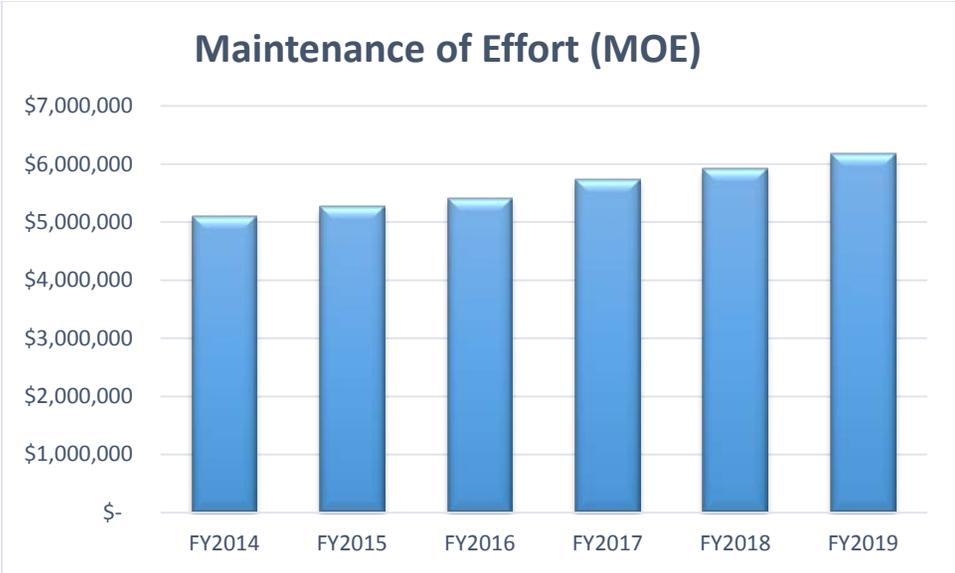
FY2019 Operational Initiatives

Parks Operations

The Parks and Recreation Department is at a pivotal moment in establishing a new direction for the city's parks and recreation system. One way it is doing this is by energizing the community and partner organizations through meaningful and active engagement. The 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.

Residents continue to emphasize the importance of parks and recreational opportunities as an essential public service. This was heard consistently across all demographics of our increasingly diverse community during a yearlong community engagement period 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 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 more than \$ 1 million from its inception in FY2014.



Through the Parks Millage, we have improved our level of maintenance as depicted below:

Level of Service*	% Parks Maintained		
	Pre-Millage	Current	Recommended
A – Showpiece Facility	0.0 %	0.0 %	10 %
B – Comprehensive Stewardship	14.1 %	15.4 %	60 %
C – Managed Care	64.1 %	82.1 %	30 %
D – Reactive Management / Crisis Response	21.8 %	2.6 %	0.0 %

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

Golf Operations

The 2017 golf season brought many changes to the City-owned Indian Trails Golf Course, including the reconstructed course and practice facility. The 2017 and 2018 budgets were built on estimates using industry best practices. We have had a steep learning curve since June 2017. The FY2019 budget reflects what we have learned and measured. We exceeded our projected rounds of golf in FY2018. Our income per round was reduced from budget by walking golfers and a welcome influx of junior (school-age) players. Good fall weather also was a contributing factor. As of January 1, 2018, we instituted a moderate price increase for greens fees and cart fees. Going forward, we anticipate increased play due to the enthusiastic response to the renovations, increased league play and more aggressive tee time policies. The feedback for the course improvements has been nothing short of spectacular. Golfers are still finding out about our new facilities and new golfers are finding us regularly.

In 2017, the Parks and Recreation Department organized a grand reopening golf outing that raised \$20,000 for recreation program scholarships to children in our community. Scholarships provide children the opportunity to participate in soccer, T-ball, tennis, swimming lessons and more. Additionally, through funds raised in 2017, the department offered a 10-week summer day camp at MLK Park for 62 neighborhood youth. The camp was offered free of charge through support from the golf outing sponsorships. The second annual Community FORE KIDS golf event was held in June with good results. The department also is working with First Tee of West Michigan to bring the game of golf to youth who otherwise may not have access to it. This partnership is intended to open greater possibilities for our community.

Continued Parks Millage and Pool Investments

FY2019 Parks Millage construction projects will include the following parks: Bike, Cambridge, Cheseboro, Coit, Crescent, Louis Campau, MLK, Monument, Mooney, Ottawa Hills and Plaster Creek Family. Design work will begin in FY2019 for Ah-Nab-Awen, Alger, Belknap, Briggs, Clemente, Foster, Joe Taylor, Lexington, Lincoln Place, Lookout, MacKay Jaycees, Peckich and Reservoir parks. Parks Millage improvements will include such amenities as restroom renovations, splash pads, improved playgrounds, improved walkways and site furnishings.



operations and approximately \$3 million annually for park improvement projects.

Priority trees approach and creating of a sustainable forestry model

In September 2017, the City Commission approved an investment of \$2.4 million to address the backlog of priority one trees needing maintenance or removal. Through our improvement planning process, we proposed utilizing a combination of City staff and contractors to accelerate the work related to removal and pruning for priority one trees beginning December 2017. Staff is

The City's three pools – at Briggs, MLK and Richmond parks – will open on June 8, 2018, and will be open through late August seven days a week. More than 40,000 swimmers took advantage of the extended season in 2017, made possible by Parks Millage funds.

The City continues to manage the Parks Millage fund per the 2013 established guidelines. The fund will continue to remain within the defined parameters set by the community. The FY2019 Fiscal Plan shows, for the second year, a significant decline in funding in FY2022. This marks the end of the seven-year Parks Millage, meaning there is a deficit of approximately \$1 million annually for pool

completing the work as scheduled and under the estimated amount. Replanting the 1,558 trees removed as part of this work was not part of the estimated approved amount. However, the savings resulting from the outstanding work from staff as well as Community Development Block Grant funds will help replant 100% of all trees removed as part of this work.

The FY2019 Fiscal Plan proposes a sustainable forestry model to help address the remaining backlog of 3,192 priority two trees within seven years while beginning the implementation of a proactive maintenance management plan. The budget reflects an annual investment of approximately \$400,000 based on a shared staff model with the Public Services Department.

Special Events Evolution

In 2017, a new special events fee framework was deployed. The goal of this new framework was to reduce barriers for neighborhood events and event organizers. The most significant changes of the new framework included:

- Redefined event categories to include a Commercial and Community (co-sponsored) event category
- Increased fees for Commercial events and reduced fees for Community events. Community events were reduced from \$625 (lowest entry point) to \$250.
- Added a 10-cent per person fee increase for all events with attendance (participatory and spectator) of 1000 or more
- Increased application fee from \$25 to \$100 and instituted late fees
- Added a \$213 alcohol fee to events that occur on public property except in City streets

The fee structure was largely successful in achieving desired outcomes. More events were staged and the process was significantly easier to navigate. These results are being reviewed, and it is expected that the fee structure for the smallest community events will be adjusted yet this year.

Our Community's Children

In addition to Special Events, Our Community's Children also was added to the Parks and Recreation Department. This change provides the Parks and Recreation Department leadership with the opportunity to rethink how to maximize the contributions of these two functions. These units will help us frame and implement new fund development strategies that support the increased usability of our public spaces and engage the community and our youth in new and meaningful ways. As part of our rethinking, two new teams will be created. One will combine events, recreation and golf while maintaining independent supervision over each division. The other will be a new combination of fund development and youth relations, strengthening the City's partnership with Grand Rapids Public Schools and our shared work with funders that wish to support our work.

Creating a Mobile GR and Transportation

The Final Fiscal Plan recognizes the on-going reorganization that is moving traffic safety, signals and sign functions from the current Lighting, Signals and Signs to Mobile GR. This will create Mobile GR and Transportation. Josh Naramore is leading the new operation with the goal of building a world-class mobility and transportation model that will transition seamlessly as the mobile environment continues to change.

This budget increases the cost of the fine for an expired parking meter in the Downtown District from \$20 to \$30. Coupled with a deep discount for paying tickets early (by midnight the day a ticket is issued). The change in pricing is intended to create turnover in on-street parking and foster understanding using ramp parking is less expensive than paying the parking fine. This is expected to help reduce the number of parking violations and increase safety, accessibility and mobility. The increase in fines is expected to generate \$400,000 per year. These funds will be collected in the Mobile GR Fund and will help support the mobility initiatives of Mobile GR. Most parking fines have not been evaluated or raised since 2007.

Operating Street Lighting on a Utility Framework

The lighting portion of the former Lighting, Signals and Signs department is being moved to Environmental Services, where experienced utility managers and other support staff will help us modernize and maintain this operation. I have added this function to Mike Lunn's portfolio. As part of the change, the operation will be rebranded as Energy, Lighting and Communications and will support the comprehensive Street Lighting Distribution System and Smart Lights Investment Strategy included the FY2019 Fiscal Plan. The proposed investment will replace an outdated distribution infrastructure. It will replace street lighting with smart lighting that can support an intelligent solution that uses a lighting control module, lighting software and a communications network that provides greater control, performance and automation of the lights.

Once implemented, the City will conserve energy, actively manage our assets, reduce maintenance costs and promote public safety. The lighting will be remotely managed from our operations center. The communications network also will be used as part of an automated meter infrastructure for the water system, which might include pressure sensors, flow meters and remote-read water meters. Additionally, street lighting fixtures and the communications network will serve as a platform for many other types of data collection and systems monitoring through a universal 7 pin connector system. Parking availability, snow depth, weather patterns and pedestrian and bicycle activity are just a few examples of information that could significantly benefit from this Smart City initiative.

This is a sample of the System improvement helped staff better of the Street Lighting identify the most this vital asset.

As part of the plan, need of 60% of this the aging distribution replace the outdated lighting. This will working to develop a supports the City's neighborhoods, addresses the most critical safety improvements and is cost-effective.

Street Lighting and Distribution System

Background:

- The COGR owns, operates, and maintains a primary and secondary electric distribution system with a service area of ~ 45 sq. mi.
- Historic "break fix" approach to servicing assets; preventative maintenance comprises less than 5% of all work performed
- Improvements to the system are typically accomplished through capital funding, or in conjunction with road reconstruction projects
- Many Phase I transformation plan assets have already been addressed, excluding street lighting and distribution
- The COGR has explored other potential service models in lieu of a street owner partnership
- The COGR has maintained a solid and stable relationship with CE over the years
- The COGR hired CE for development of LED standards (technology and fixtures) approximately three years ago
- The COGR identified the following levels of service (L.O.S.) for the street lighting and distribution system
 - L.O.S. A—All L.O.S. C objectives, L.O.S. B objectives, and smart inspection replacement of all assets based on the highest level of asset management for each asset type
 - L.O.S. B—All L.O.S. C objectives, LED implementation, 2.4 kV to 7.2kV distribution system upgrade, and an investment level supporting asset management following industry standards
 - L.O.S. C—All critical safety improvements in the system are addressed, allowing coordination of street light and distribution system upgrades and expansion with road construction
 - L.O.S. D—Break fix (Current State)
- Addressing critical safety needs and moving to L.O.S. B should precede LED streetlight implementation, CE advised

Current Conditions:

Asset Type	# in System
Substations	3
Vaults	30
Small Manholes	360
Large Manholes	300
Manholes	1,280
Boxes	213
Feet of Underground Conduit	972,652
Feet of Primary Conductors	1,027,972
Feet of Secondary Conductors	3,133,827
Transformers	380
Poles	8,660
Street Light Fixtures	17,900
Surge Arrestors	478

Proposed Countermeasures:

- Leverage Capital Reserve Fund/CEA to fund asset management and construction projects (T. Atkinson)
- Issue \$20 million in bonds to facilitate LED conversion, 2.4kV to 7.2kV conversion, and critical safety improvements (M. Eastman, J. Dool)
- Partner with Consumers Energy to upgrade fixtures to LED, create a 2.4kV to 7.2kV conversion, address all critical safety improvements within two years, and collaborate on all documents (C. Dool, T. Atkinson)
- Use smart technology (T. Jans) in LED fixtures to remotely monitor the functionality of each and every streetlight in real-time
- Issue increase to O&M budget to facilitate cyclical inspection of assets following industry standard model (C. Dool)
- Establish definitive lifecycle replacement plan for each asset type (C. Dool, R. Trimmer, C. Ketch)
- Formulate future capital budget requests based upon lifecycle replacement and racial equity (LSD Budget Staff)
- Increase customer rates per kWh by one cent (C. Dool)

Implementation Plan:

Implementation Plan	7/1/2021	7/1/2022	7/1/2023	7/1/2024	7/1/2025
LED Implementation - 2.4 to 7.2 kV conversion, critical safety improvements	█	█	█	█	█
Complete A3 for Strategic and Master Planning	█	█	█	█	█

Follow Up (POCA):

- Quarterly meetings with CE to stay current with industry best practices
- Monthly meetings with staff, stakeholders, and contractors to ensure progress in all areas
- Annual audit of asset management program, potential decrease to annual program costs based upon proactive replacement

Legend:

COGR = City of Grand Rapids; kWh = kilowatt hours; CE = Consumers Energy; LED = Light Emitting Diode; AMS = Asset Management Software; L.O.S. = level of service; GIS = Geographic Information System; USA = United States; Lightbulb, Lightbulb, and Sign Department; SV = StreetView

Street Lighting and Distribution plan drafted by staff. The plan understand the current condition and Distribution System and cost-effective approach to address

staff identified an investment approximately \$20 million. Nearly investment is designed to replace lighting system with smart reduce energy use. Staff are deployment approach that commitment to our

EMA Competitive Assessment of the Public Services Service Group: Shared Resources Model

As part of the FY2018 Fiscal Plan, the City grouped several departments under a new Service Group called Public Services. Five departments – Water System, Environmental Services, Public Services, Parks and Recreation, and Lighting, Signs and Signals – make up this Service Group with a combined operating budget of more than \$130 million and 379 full-time employees.

Following the formation of this Service Group, ways for these departments to work more utilization and efficiency as it relates to people, and services. The goal was two-fold: implement a roadmap to guide the team toward a shared reflecting a number of recommendations is this spring.

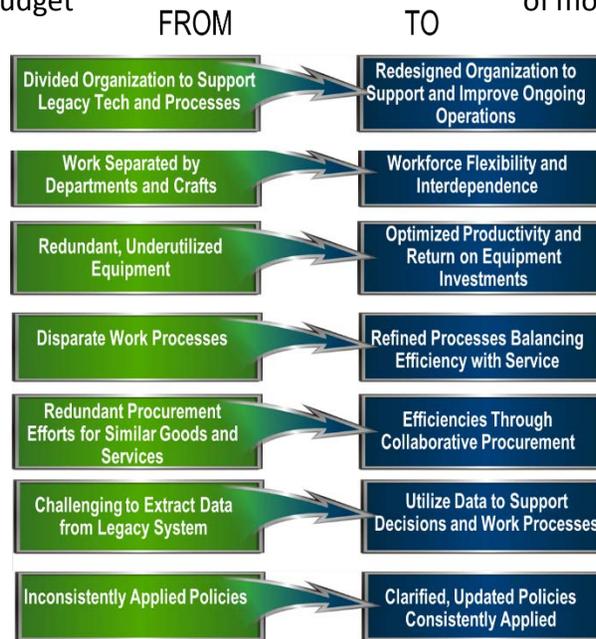
The Public Services Group is committed to implementation of several recommendations in commitment, and this work will continue in

These areas were implemented in FY2018:

- Combined field operations and sewer to one manager, helping us streamline resources.
- Combined Key Performance Indicators and finance leadership responsibilities at the Service Group level for Parks and Recreation, Public Services, Street Lighting, and Lighting, Signs and Signs, resulting in the reduction of a full-time employee.
- Converted four seasonal inspector positions to four permanent positions for the Trash Reduction Program in the spring/summer and the removal of snow from alleys and cul-de-sacs as a new level of service in the winter.
- Combined utility locating operations in the Water Department. This work is being done with one fewer full-time employee, allowing us to utilize this employee to support Street Lighting.

These areas will be implemented as part of the FY2019 Fiscal Plan:

- Evaluation of combining all trench repairs under the Public Services Department, providing substantial savings to the Water Department, producing similar or better outcomes and generating revenue for the Public Services Department.



staff engaged EMA to help us find cohesively and maximize resource equipment and contracted goods change management and develop resources model. A report scheduled to be completed later

evolving the shared model. The FY2018 is a testament to its FY2019.

maintenance. Both groups report processes and the utilization of

- Implement a hybrid model for IT-related support, reducing the number of full-time employees in the Water Department by one to three people, who then can help us meet our lead service replacement goals. This approach has the potential to be implemented across the entire Public Services Service Group.
- Move Street Lighting operations to Environmental Services. Some of the benefits of this change include:
 - Creating synergy by having the Signal and Lighting Superintendent and his team work closely with the Water Resource Recovery Facility (WRRF) team of electricians
 - Optimizing inventory and stockroom management of material associated with street lighting
 - Maximizing maintenance and asset management practices
 - Potential of utilizing energy produced by biodigester to power street lights in the future
 - Expanding real-time monitoring of street lighting following a \$20 million investment.
- Move Traffic, Signs and Signals to Mobile GR and Parking Services. Almost two years ago, the Parking Department expanded its mission to include outcomes related to mobility by creating the Mobile GR and Parking Services Department. The goal is to create a single department to help our organization meet the mobility and pedestrian safety needs of the community. This change is designed to support this goal.

The remaining of the recommendations will be implemented within the next three years.

One Water Framework: Integrated Water Management Approach

The City has realized numerous benefits by beginning to implement a one-water approach to enterprise operations. This approach considers the water cycle as an integrated system, recognizing that surface water, groundwater, potable water supply, stormwater and wastewater are all interconnected.

This journey has resulted in positive outcomes, such as integration of the utility billing office, utility engineering group, utility field operation (Water, Sewer and Stormwater Maintenance), technical controls (supervisory control and data acquisition) and vertical asset management into Enterprise Operations. Another benefit led to the combining of the Lake Michigan Filtration Plant and Coldbrook Pumping and Distribution operations functions.



We will continue the creation of a one-water vision and related objectives in FY2019. We also will establish a lasting leadership and institutional structure. The one-water approach will meet both community and ecosystem needs via integrated planning and implementation of water resources management for long-term resilience and reliability. As part of this process, we will incorporate the recommendations from the EMA consultant study that are designed to further move us into a one-water framework by rethinking

areas such as combining Environmental Services and Water mid- and upper-level managers. The goal is to implement these changes so they can be embedded into our FY2020 Fiscal Plan.

We will continue to build on the excellent work from staff to ensure we leverage existing plans to capture the one-water approach, including drinking water supply reliability, climate change adaptation, stormwater management, green infrastructure and wastewater infrastructure resilience.

Strategic Staffing Investment in FY2019

Over the course of FY2018, a net of seven positions have been added through the budget amendment process. These include:

• Utilities Aides (two each in Water/Environmental Services)	4
• Library Assistant II (Public Library)	3
• Material Resource Planning Supervisor (ESD)	1
• Delete Deputy Chief Financial Officer	(1)
<hr/>	
Net FY2018 Additions	7

During the course of FY2018 there have been 34 substitutions of one position for another within total headcount. Those changes are reported in Appendix C. Total adjusted FTE Staffing for FY2018 is 1,588 positions.

This Fiscal Plan includes four position additions and two deletions. These include:

• Office Assistant II (Library)	1
• Planner I (Planning)	1
• Facility Custodians (Mobile GR)	2
• Administrative Aide (Exec/Grants)	(1)
• Administrative Analyst II (Lighting, Signals and Signs)	(1)
• Probation Officers (61D Court)	(2)
• Work Crew Supervisor (61D Court)	(1)
<hr/>	
Total Recommended Additions/Deletions	(1)

The proposed additions to the staffing roster will bring total adjusted FTE staffing for FY2019 to 1,587 positions.

FY2019 Fiscal Plan Summary

The FY2019 appropriation request is \$590,804,896 for all funds.

The appropriation request for the General Operating Fund is \$142,683,745. The FY2019 Fiscal Plan maintains the Income Tax Capital set-aside at a flat 4.5% throughout all five years of the Plan. The current policy establishes the capital set-aside at 4% of base income tax receipts, however several years ago the rate was increased to 5% to meet on-going capital asset needs. During the FY2018 budget review, the capital set-aside was reduced to 4.5% for FY2018 and FY2019 and then an additional .25% in the out years and the dollars were reallocated to police and community relations in the General Fund. This budget anticipates a flat 4.5% in all five years and is projected to meet the City’s asset management needs assuming all forecasts are realized.

Below is the 5X5 for FY2019 through FY2023 based on this recommendation.

General Operating Fund (1010)

Statement of Operations

	FY2019	FY2020	FY2021	FY2022	FY2023
Beginning Fund Balance	\$30,242,194	\$30,778,633	\$30,958,170	\$29,700,568	\$26,764,900
Revenue	\$143,220,184	\$147,380,956	\$150,000,444	\$151,684,726	\$154,428,977
Expenditure	\$142,683,745	\$147,201,419	\$151,258,046	\$154,620,394	\$156,786,396
Net Revenue	\$536,439	\$179,537	\$(1,257,602)	\$(2,935,668)	\$(2,357,419)
Ending Fund Balance	\$30,778,633	\$30,958,170	\$29,700,568	\$26,764,900	\$24,407,481

The Necessity of Continued Transformation

We continue to move forward in a different, difficult and disruptive era because we have world- class leadership in the Mayor and City Commission, world-class talent in our staff and, most importantly, world-class citizens.

Together, we have the courage to face tough issues and work through the challenges that come with change. We can do that because, together, we are creative, we are good at seeing unique connections, we seek clarity, we collaborate first, we care about all of our

citizens, we believe in community, we communicate and we understand the commitment required to move forward. We have clarity about how we got here, what we did right and what we did wrong. We can imagine a future for our community that few dare to attempt. Because of this, we are seen as an organization trusted to make sense of the disruption swirling around us.

We must continue our transformation. Phase IV of the Transformation Plan contains the answers to the challenges ahead. We need to continue to achieve savings in significant chunks through innovation, collaboration, work at the state level and investment in local changes that matter. If we work the plan, we will create the margin required to maintain the mission. It is as straightforward as that.

Transformation means intentionally investing to reduce disparities. It means working to achieve key economic, social and environmental outcomes that will propel us forward together.

Conclusion

I must recognize the work of a committed and effective Budget Office staff, including Scott Saindon, Molly Eastman, Keith Heyboer and Karen Mendez. They continue to grow as a team under the leadership of CFO Jeff Dood, and their analytical and problem-solving abilities are exceptional. Their work is a credit to all of them. Newcomers Alison Sutter and Asante Cain helped to energize Phase IV of the Transformation Plan.

The Budget Office is supported by the work of City employees who have devoted thousands of accumulated hours to carefully match investments to outcomes in the context of the Sustainability and Transformation plans. The Top Management Team and City Manager's Cabinet contribute mightily and deserve acknowledgment for their contributions to the Fiscal Plan and guidance through years of transformation. Every department contributes, and I thank all involved.

Finally, I thank Chief Financial Officer Jeff Dood, Managing Director of Public Services Tom Almonte and Acting Managing Director of Communications Amy Snow-Buckner for working side by side with me through it all. This is Jeff's first solo flight for us, and he has provided solid, effective and insightful advice and leadership through the process.

Transformation is a team sport that requires contributions from every player – Mayor, City Commissioners, appointed officials, Top Management, bargaining units, staff and community members. I would match our team against any in the nation. The outcomes of our continued transformation demonstrate the work of a team that seeks to understand and address issues that other communities fail to recognize or seek to avoid.

The FY2019-FY2023 Preliminary Fiscal Plan invests in the outcomes that will continue our transformation.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric R. DeLong". The signature is fluid and cursive, with a large initial "E" and "D".

Eric R. DeLong
Interim City Manager



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CITY OF GRAND RAPIDS MICHIGAN MISSION STATEMENT

WE, THE ELECTED AND APPOINTED OFFICIALS AND EMPLOYEES OF THE CITY OF GRAND RAPIDS, BELIEVE IN THE DIGNITY AND WORTH OF ALL PEOPLE AND IN THE RIGHT OF EVERY CITIZEN TO HAVE EQUITABLE ACCESS TO THE BENEFITS OF URBAN LIFE.

WE BELIEVE IN THE RIGHTS OF ALL CITIZENS TO EXPRESS THEIR VIEWS AND THE RESPONSIBILITY OF THE CITY GOVERNMENT TO RESPOND TO THOSE VIEWS.

AS GOVERNMENT REPRESENTATIVES, WE WILL HELP SHAPE THE FUTURE TO ASSURE THAT THE CITY WILL CONTINUE TO BE A PLACE WHERE THE BENEFITS OF URBAN LIFE CAN BE ENJOYED. WE WILL:

-
- PROVIDE LEADERSHIP IN FOCUSING COMMUNITY RESOURCES TO ADDRESS COMMUNITY NEEDS AND OPPORTUNITIES.
 - DEVELOP AND NURTURE PARTNERSHIPS THAT ENCOURAGE AND SUPPORT COLLABORATION.
 - ENCOURAGE ECONOMIC PROSPERITY FOR CITY RESIDENTS AND BUSINESSES TO ENSURE THE CITY'S ABILITY TO PROVIDE IMPORTANT URBAN SERVICES.
 - FOSTER THE ECONOMIC HEALTH OF OUR CITY WITHIN AN ECONOMICALLY HEALTHY METROPOLITAN REGION AND ASSURE THAT RESPONSIBILITY IS SHARED EQUITABLY ACROSS THE METROPOLITAN AREA.
 - CELEBRATE AND STRENGTHEN THE DIVERSITY OF OUR COMMUNITY, ENSURE THE DIGNITY OF ALL CITIZENS, AND EQUITABLY DELIVER SERVICES.
 - PROVIDE FOR THE SECURITY OF PERSONS AND PROPERTY.
 - PROVIDE LEADERSHIP TO ENSURE THAT CHILDREN, FAMILIES AND SENIORS THRIVE IN OUR COMMUNITY.
 - DEVELOP, MAINTAIN AND IMPROVE CITY-OWNED PHYSICAL INFRASTRUCTURE.
 - MAINTAIN AND ENHANCE RESIDENTIAL NEIGHBORHOODS AND INCREASE HOMEOWNERSHIP.
 - ENHANCE CITIZENS' QUALITY OF LIFE USING THE CITY'S CULTURAL, RECREATIONAL AND OCCUPATIONAL INFRASTRUCTURE.
 - PROVIDE HIGH QUALITY MUNICIPAL SERVICES EFFICIENTLY, FAIRLY AND COURTEOUSLY.
 - FOSTER A LEARNING ENVIRONMENT, WHICH PROMOTES EMPLOYEE AND TEAM EXCELLENCE IN DELIVERY OF CITY SERVICES.
 - PROVIDE ENVIRONMENTAL STEWARDSHIP TO ENHANCE QUALITY OF LIFE FOR RESIDENTS.
 - COLLABORATE WITH RESIDENTS TO PROVIDE A NEIGHBORHOOD BASED CITY SERVICE DELIVERY SYSTEM.

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 permanent 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 the implementation of 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 properties is over \$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 launch as the Furniture City in 1876, Grand Rapids has been a leading center for manufacturing excellence, technical expertise, and innovation. Businesses in the MSA continue to manufacture automotive parts, plastics, footwear, cleaning equipment, and office / theater furniture products as well as newer products like medical devices; material handling equipment; microbrewed beers and artisanal spirits; food products; aerospace engines and components; industrial tools

and dies; and hardware and shelving systems. The City is the headquarters for Steelcase Inc. – the world’s leading designer and manufacturer of office systems – as well as American Seating Company and Irwin Seating Company.

During the last twenty years, the City’s economy has diversified and local 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 the manufacturing sector.

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	10,340
Mercy Health / St. Mary’s	Hospitals, clinics, and medical services	6,200
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	2,800
Source: The Right Place, Inc.	Website, July 5, 2018, “Top West Michigan Employers,”	

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 Lake Michigan Filtration Plant supplies and processes water drawn from Lake Michigan. It became operational in 1962, and was expanded in 1992. The City's water quality meets or exceeds requirements set forth by the U. S. Environmental Protection Agency and the Michigan Department of Environmental Quality.

During 1992, the City initiated the task of separating combined sewer and stormwater infrastructure located in older areas of the City which contributed 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 a major portion of the east-side sewer separation was completed in 2006. The completion of these 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 by December, 2015, significantly ahead of the State of Michigan's December 31, 2019 deadline.

TRANSPORTATION

The City is crossed by two major interstate expressways which connect with state and federal highway networks. Passenger rail service is provided by Amtrak. Class I freight railroads include CSX, Michigan Shore, Marquette Rail & others. The Gerald R. Ford International Airport, located thirteen miles southeast of the central city and easily accessible by expressway, is served by six passenger airlines - Allegiant, American, Delta, Frontier, Southwest,

and United Airlines. Greyhound, Trailways, 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 nineteen four-year public and private colleges and universities including Western Michigan University, Michigan State University, Central Michigan University, Ferris State University, Davenport University, and the Thomas M. Cooley Law School which have built satellite campuses in downtown Grand Rapids. 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, Grand Rapids 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 post-doctoral biomedical research and education facility, is located next to Spectrum Health-Butterworth Hospital and Helen DeVos Children's Hospital in downtown Grand Rapids. The VAI, in partnership with the Grand Rapids SmartZone Local Development Financing Authority ("LDFA"), attracts medical technology development to the City and to LDFA-supported accelerator services. 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; two art museums; and a zoo. Just outside City limits, the Frederik Meijer

Gardens and Sculpture Park hosts over 750,000 visitors annually.

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. The facility has a recently renovated 50-foot diameter planetarium, a working antique carousel, and, beginning in September, 2015, a museum elementary school operated jointly with Grand Rapids Public Schools. The Public Museum high school is expected to open this fall at the former Public Museum facility 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 area in Congress for many years. President Ford died in 2006 at his home in Rancho Mirage, California. After memorial services in California and Washington D.C., he was interred on the grounds of his presidential museum in Grand Rapids. His influential wife, Elizabeth (Betty) Bloomer Ford, was interred next to her husband after she passed away in 2011.

The 49th Annual Festival of the Arts was held downtown in June, 2018. "Festival," features two and one-half days of performing arts on six stages, film presentations, fine art exhibitions and sales, food booths, and interactive activities for children and adults. Other free events, like "Jazz in the Park," "World of Winter," and "Movies on Monroe," are scheduled in the City throughout the year.

In 2009, the people of Grand Rapids again 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 – one, by public vote and two, by a jury of curators. In 2017, 1,348 entries from many countries and

most U.S. states competed for \$500,000 in prize money. More than 400,000 people visited 179 venues and submitted 383,053 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. These consistently large audiences support downtown restaurants and hotels. 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 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 more than 120 locations throughout the City. Many provide facilities for team sports such as softball, soccer, volleyball, and basketball. Bike lanes are being installed in roadways whenever the City reconstructs or re-surfaces streets. 83 miles of bike lanes have been installed so far and there are 288 miles of bicycle trails within the City and surrounding areas. The Grand Rapids area is popular for sports and recreation activities year-round including skiing, hunting,

hiking, camping, boating, golfing, and fishing. Within the City limits, salmon and other game fish are caught in the Grand River. The public can watch migrating fish work their way around the Sixth Street dam by using the downtown fish ladder.

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 volunteers and the support of corporate partners.

The fifth annual Winter Games were held over three weekends beginning on February 16, 2018. Athletes competed in 25 sports.

Opening ceremonies for the 2018 Summer Games were held on June 22, 2018. In total more than 8,000 athletes were expected to compete in 39 sports at 49 venues.



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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 City is transitioning to a planning and performance measurement process that is inclusive of all City services. It measures achievement of outcomes in relation to sustainability principles called the triple bottom line – economic prosperity, environmental equity, and social equality. What once was known as the City of Grand Rapids' Strategic Plan has evolved into the City of Grand Rapids' Sustainability 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.

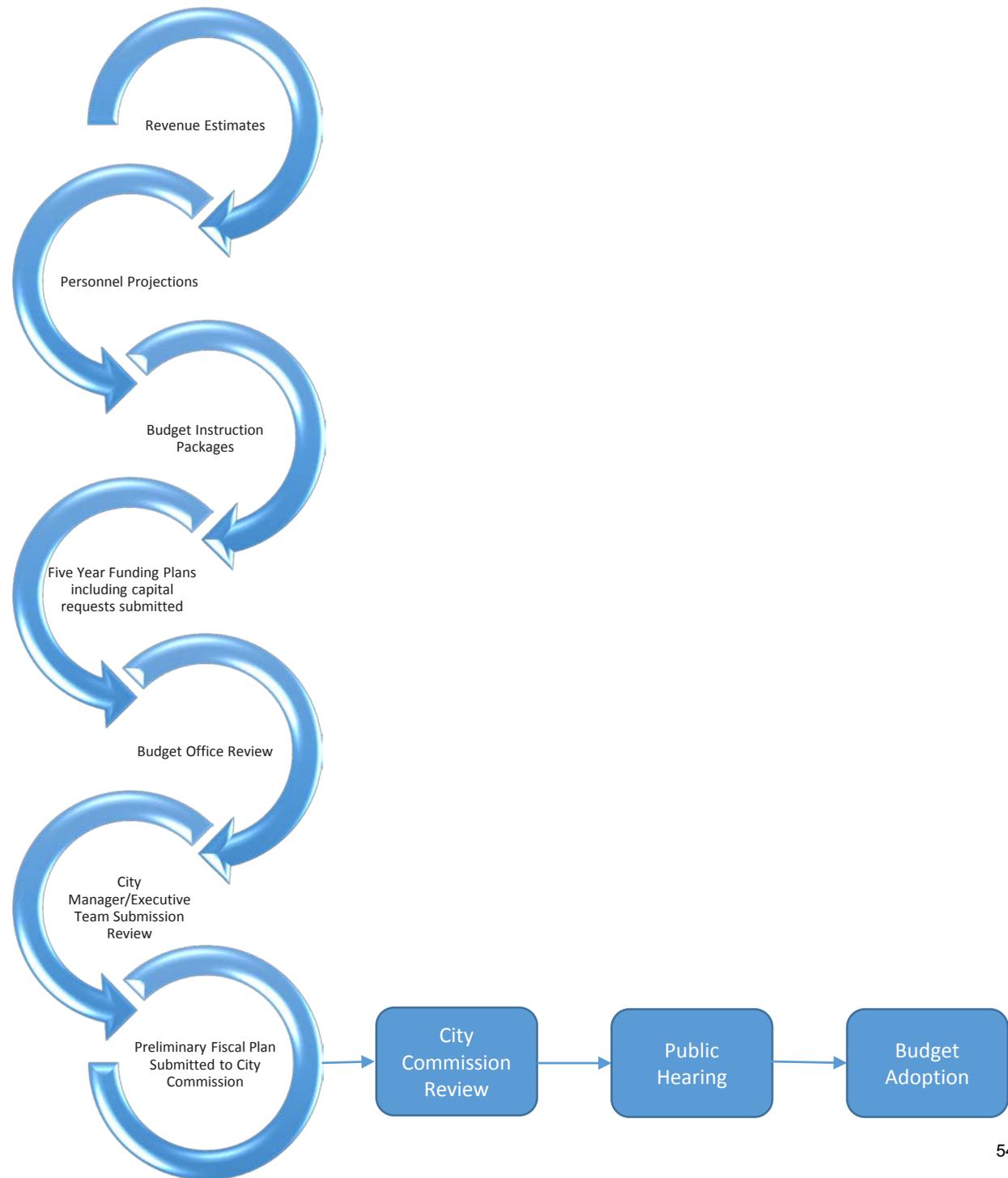
Data entered into the budgeting system by the departments and adjusted by the Budget Office, as approved by City Commission, will be interfaced with the City's accounting system (after the budget is adopted), and become the current budget on July 1st.

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 TIMELINE
FY2019 – 2023 BUDGET PROCESS**

INTERNAL SERVICE FUNDS BUDGETS

Monday, Oct 2	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to ISF Departments.
Friday, Oct 13	Internal Service Department Personnel changes due in SharePoint
Monday, Oct 16	Training in the PB Budget System begins for ISF Departments, incorporating the personnel data provided through SharePoint.
Tuesday, Oct 17	PB is opened for ISF Department personnel who have completed training.
Friday, Nov 24	ISF Budgets Due.

OPERATING DEPARTMENT BUDGETS

Monday, Nov 20	Budget Office Distributes Instructions and Current Rosters for Personnel Budgeting to Operating Departments.
Monday, Dec 4	Operating Department Personnel changes due in SharePoint.
Tuesday, Dec 19	Training in the PB Budget System begins for Operating Departments, incorporating the personnel data provided through SharePoint.
Tuesday, Dec 26	PB is opened for Operating Department personnel who have completed training.
Friday, Jan 26	Operating Budgets Due.

CAPITAL BUDGET REQUESTS

Wednesday, Dec 13	Capital project instructions distributed.
Wednesday, Jan 3	Capital project requests due.
Monday, Jan 15	City Manager begins review of Capital project requests

FY2019 FEE OMNIBUS

Tuesday, Dec 26	Fee instructions distributed.
Friday, Jan 26	Fee information due.
Tuesday, May 1	Set Public Hearing for consideration of FY19 Fee Omnibus.
Tuesday, May 22	Hold Public Hearing for proposed FY19 Fee Omnibus.
Tuesday, Jun 5	Resolution to Adopt FY19 Fee Omnibus.

BUDGET OFFICE & CITY MANAGER REVIEW PROCESS

Monday, Nov 27 to Friday, Dec 8	Budget Office Reviews ISF Submittals.
Monday, Dec 11	City Manager Reviews ISF Submittals.
Monday, Jan 29 to Friday, Feb 16	Budget Office Reviews Operating Department Submittals.
Monday, Feb 19 to Friday, Mar 16	City Manager Reviews Operating Department Submittals.
Monday, Mar 19 to Friday April 13	Budget Office preps Prelim Fiscal Plan for printing
Tuesday, Apr 24	City Manager presents FY19 Prelim Fiscal Plan to City Commission

CITY COMMISSION REVIEW & ADOPTION PROCESS

Tuesday, April 24 to Tuesday, Jun 12	City Commission Reviews Budget Submittals.
Tuesday, May 22	Set Public Hearing for consideration of FY19 Millage and Budget.
Tuesday, Jun 5	Hold Public Hearing for proposed FY19 Millage and Budget.
Tuesday, Jun 12	Resolution to Adopt FY19 Millage and Budget
Saturday, July 1	2019 Fiscal Year begins.

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. This focus has been sharpened through the Transformation Investment Plan.

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 FY2019 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 FY2019 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.

FY2019 PLANNING ISSUES

The FY2019 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.

FY2019 PLANNING ISSUES

FY2019 Income tax revenues are budgeted to increase 3.0% over FY2018’s estimate, followed by 2.50% growth in FY2020 through FY2023. 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. Of course, we must continue to implement the Transformation Investment Plan and maintain our continuous improvement mindset. 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. In FY2017 the GOF was funded above the 15% and the Budget Stabilization Fund was funded at 9.7%. In FY2018 the GOF and Budget Stabilization Funds were fully funded to the 15% and 10% guideline level 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% which is continued throughout all five years of the FY2019 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.

FY2019 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. The Transformation Investment Plan does not permit restoration of this supplemental funding.

FY2019 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. Another \$10 million became available from the income tax extension beginning in FY2016. The plan requires 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. The FY2019 Fiscal Plan groups all of the Streets, Sidewalks and Vital Streets financial information into one section of the book.

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.

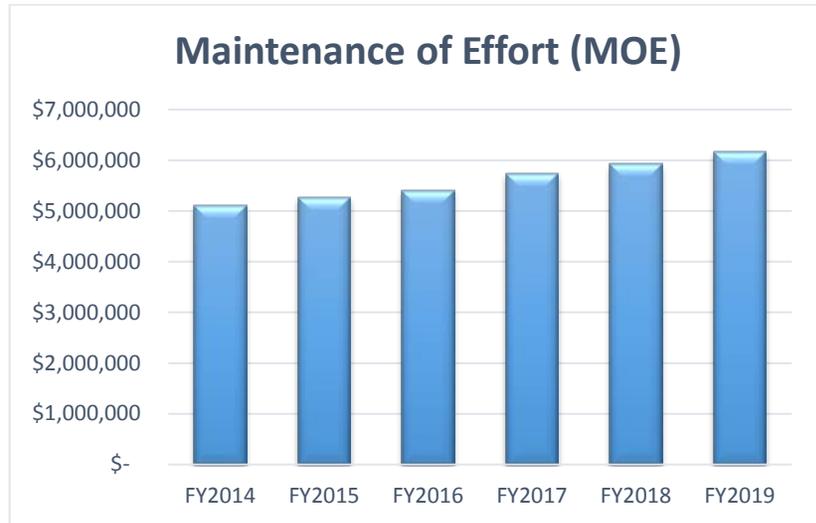
POLICE

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.

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:

Level of Service*	% Parks Maintained		Recommended
	Pre-Millage	Current	
A – Showpiece Facility	0.0 %	0.0 %	10 %
B – Comprehensive Stewardship	14.1 %	15.4 %	60 %
C – Managed Care	64.1 %	82.1 %	30 %
D – Reactive Management / Crisis Response	21.8 %	2.6 %	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.

Golf Operations

The 2017 golf season was the first with the reconstructed course and practice facility and brought major changes to Indian Trails. The 2017 and 2018 budgets were built on estimates using best practice industry knowledge. We have had a steep learning curve since June 2017. The FY2019 budget reflects what we have learned and measured. The projected budget uses collected data in income and expenses. We exceeded our projected rounds of golf in FY2018. Good fall weather was a contributing factor. Our income per round was reduced from budget by walking golfers and a welcome large influx of junior (school age) players. As of January 1, 2018, we instituted a moderate price increase for greens fees and cart fees. Going forward, we anticipate increased play due to the enthusiastic response to the renovations, increased league play and more aggressive tee time policies. The feedback for the course improvements has been nothing short of spectacular. Golfers are still finding out about our new facilities and new golfers are finding us regularly. In 2017, the department organized a grand re-opening golf outing. Significant funds were raised that went directly to providing recreation program scholarships to children in our community. Scholarships provide children the opportunity to participate in soccer, t-ball, tennis, swimming lessons, and more. Additionally, through funds raised in 2017, the department was able to offer a ten week summer day camp at MLK Park for 62 neighborhood youth. This summer camp was offered completely free of charge through support from the golf outing sponsorships. The department is also working with First Tee to bring exposure of the game of golf to youth that wouldn't otherwise have the opportunity. This partnership is intended to open greater possibilities in our community.

Continued Parks Millage and Pool Investments

FY2019 parks millage construction projects will include Bike Park, Cambridge Park, Cheseboro Park, Mooney Park, Plaster Creek Family Park, Ottawa Hills, Coit Park, Crescent, Louis Campau, Monument and MLK Parks. Design work will begin in FY2019 for: Ah-Nab-Awen, Alger, Belknap, Briggs, Clemente, Foster, Joe Taylor, Lexington, Lincoln Place, Look Out, Reservoir, Peckich, and MacKay Jaycee Parks. Park millage improvements will include amenities like restroom renovations, splash pads, improved playgrounds, improved walkways, and site furnishings.

The City's three pools at Briggs Park, MLK Park, and Richmond Park were opened from June 8, 2018 through late August, seven days per week. Many swimmers took advantage of the extended season, made possible by park millage funds.

The City continues to manage the parks millage fund per the 2013 established guidelines and the fund will continue to remain within the defined parameters set by the community. The Fiscal Year 2019 budget book shows, for the second year, a significant decline in funding in Fiscal Year 2022. This marks the end of the seven year parks millage, which means there will be a deficit of approximately \$1 million annually for pool operations and approximately \$3 million annually for park improvement projects.

Priority trees approach and creating of a sustainable forestry model

On September 12, 2017, the Grand Rapids City Commission approved an investment of \$2.4 million to address the backlog of priority one trees. The A3 proposed utilizing a combination of City staff and contractors to accelerate the work related to removal and pruning for priority one trees beginning December 2017. Staff is completing the work as scheduled and under the estimated amount. Replanting the 1,558 trees removed as part of this work was not part of the estimated approved amount. However, the savings produced from the outstanding work from

staff as well as CDBG dollars will help replant 100% of all trees removed as part of this work.

The FY2019 Fiscal Plan proposes a sustainable forestry model to help address the remaining backlog of 3,192 priority two trees within seven years while beginning the implementation of a proactive maintenance management plan. The budget reflects an annual investment of approximately \$400,000 and the model is based on a shared staff model with the Public Services Department.

Special Event Evolution

In 2017 a new special events fee framework was deployed. The goal of this new framework was to reduce barriers for neighborhood events and event organizers. The most significant changes of the new framework included:

Redefined event categories to include a Commercial and Community (co-sponsored) event category.

Increased fees for Commercial events and reduced fees for Community events. Community events were reduced from \$625 (lowest entry point) to \$250.

Added a 10-cent per person fee increase for all events with attendance (participatory and spectator) of 1000 or more.

Increased application fee from \$25 to \$100 and instituted late fees.

Added a \$213 alcohol fee to events that occur on public property except in City streets.

The results from the new fee structure indicates that we are on the right path to reach our outcomes. More events were staged and the process was significantly easier to navigate. Those results are being reviewed and it is expected that the fee structure for very small community events may be adjusted this year.

Our Community's Children

In addition to Special Events being added to the Parks and Recreation Department, Our Community's Children was also added to the Parks and Recreation Department. This change provides the Parks and Recreation Department leadership with the opportunity to rethink how to maximize the contributions of these two units, as well as the whole parks and recreation Department, to provide the community with better experiences as they engage with the City to host events or use our public facilities for recreational and social purposes. Additionally, these units, in streamlined coordination with the entire department, will help us frame up and implement new fund development strategies that support the increased usability of our public spaces and engage the community and our youth in new and meaningful ways. As part of our rethinking, two new units will be created. One will combine events, recreation, and golf while maintaining independent supervision over each division. The other will be a new combination of fund development and youth relations, strengthening the City's partnership with Grand Rapids Public Schools and our shared work with funders that wish to support our work.

VITAL STREETS AND SIDEWALKS

With the trail blazing work of the Sustainable Streets Task Force, the voter's approval of the income tax extension for 15 years for Vital Streets and Sidewalks and the sustaining work of the Vital Streets Oversight Commission, we now have a clear pathway to our goal of 70% of our streets in good and fair condition by 2030.

Action by the State towards their needed \$6 million/year investment in our streets makes the reaching of that goal significantly more likely.

By utilizing excellent interest rates for shorter term bonds, the City was able to invest \$50 million in the years 2014 – 2016, which preserved the investment in our streets and took

advantage of stable construction pricing. This also helped us make significant progress toward the 70% goal.

The FY2019 – FY2023 Vital Streets Capital plan investment continues to follow our asset management principles and investments strategies, reflects a level of investment not dreamed of as recently as FY2015 and places us on track to reach the goal of 70% good and fair. The annual review of the condition of our streets during 2017 revealed that we are at 58% good and fair.

The Sidewalk program will resume systematic repair contracts in FY2019. Systematic repairs will be performed in all three wards with an estimated 12,000 square feet of sidewalk repair scheduled in each ward. The owner requested repair contracts will also continue in FY2019 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. Additionally, there are plans to inventory and document in GIS all corner crossings in the City to facilitate condition evaluation and identify crossing types throughout the City.

BUDGET OVERVIEW

CITY COMMISSION PRIORITIES:

MAKING THE TRANSFORMATION PLAN OUR OWN

The City Commission worked to make the Transformation Plan their own through a new priority setting process that guided development of this Preliminary Fiscal Plan and Phase IV of the Transformation Plan. The FY2019 Preliminary Fiscal Plan recommendation directly reflects those priorities.

FY2019 is focused on accelerating progress to match the rate of change. We are an innovative, capable and strategically disruptive organization focused on investing to create transformative outcomes in partnership with a world-class community.

POLICE DEPARTMENT

The Police Department remains staffed at 295 sworn personnel, but in FY19 will be transitioning 10 Police Officers hired on a 2013 COPS grant from the Grants Fund to the General Fund thus an increase in personnel costs. The Department is challenged to keep up with attrition due to retirements and continues to hire about 20 Officers per year, hiring both certified and non-certified officers working toward the goal of mirroring the diversity of the city.

The Department has been working toward 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. Specifically, CALEA's goals are to: strengthen crime prevention and control capabilities; formalize essential management procedures; establish fair and nondiscriminatory personnel practices; improve service delivery; solidify interagency cooperation and coordination; and increase

community and staff confidence in the agency. The Department has met its goal of achieving accreditation in about half the time it normally takes in order to accept its award in July 2018 at the national conference here in Grand Rapids.

In addition to the CALEA process, the City established the Police Policy and Procedure Review Task Force in May 2017. The Task Force is made up of citizens and police personnel with the role of reviewing the Department's policies and procedures to identify those that may result in racial bias. They will then recommend changes to policies or procedures that result in disparate outcomes. The goal is to ensure our police department upholds policies and procedures that:

- Enable effective law enforcement
- Respect the rights and dignity of all residents
- Ensure equitable outcomes for everyone
- Follow nationwide best practices

Outside of the above processes, the Police Department continues to work towards improving community and police relations. The Community Engagement Unit was created in late 2017 in order to dedicate personnel specifically to making a connection with the community. The Unit coordinates community engagement opportunities and oversees recruiting and hiring. A marketing campaign to highlight these efforts is planned for 2018.

In 2017, all Police Officers attended implicit bias training. In 2018, the Department has partnered with Franklin Covey and their Policing at the Speed of Trust program which pairs officers with community members in a highly interactive collaborative change process. Participants will learn to:

- Increase responder credibility
- Increase the level of trust the community has in police

- Increase the level of trust the police have in the community
- Create a culture of high trust that will increase the speed of successful outcomes and reduce the level of impact with the community

In January of 2015, the City put into place a 12-point plan for improving relations between police and the community. The plan is almost fully implemented.

FIRE DEPARTMENT

The Grand Rapids Fire Department is once again meeting their budget target while making improvements to the overall emergency services delivery system. Critical performance metrics were utilized to gauge deployment changes, resulting in the best use of the stable staffing model that was employed during the previous fiscal year. A renewed focus on response efforts, bolstering of mandated training requirements, and an increased use of technology and prevention have once again set the department up for success.

Two new fire engines will be going into service this fiscal year, ensuring adequate pump capacity and modern safety features for crews at the Kalamazoo Ave. and Bridge St. fire stations. The unmanned aerial system (drone program) was launched last year and has proven very beneficial, providing situational awareness to battalion chiefs on large structure fires, river conditions, and even a large brush fire within the city. The drone team is expected to further refine their deployment methods during the upcoming fiscal year and provide a quicker relay of information to command officers.

Fire prevention continues to be extremely busy, especially with new construction inspections. These vital inspections ensure fire protection equipment is designed into the building, providing the first line of defense against fires and quicker notification of the fire department in the event of an emergency. Work is underway to adopt the 2018 version of the International Fire Code. Fire inspection efforts continue to expand with the risk based inspection cycle administered by the newly

reinstated fire prevention captain. Several changes took place during the previous fiscal year at the command staff level including the promotion of two new deputy chiefs and the creation and filling of an assistant chief position. These changes have provided much needed capacity and a division of labor to include operations, support services, and administration, all to assist the men and women on the frontlines of the organization respond in a more effective manner to the needs of our citizens.

Finally, the fire department has worked closely with a 35 member cross functional team to create the FY19-FY21 fire department strategic plan. Garnering a large amount of input from fire crews, other city departments, outside agencies, neighborhood associations, business owners, and community members, the plan will guide the daily work of the organization and provide measurable goals to assess progress and make adjustments. The culmination of this work was a new mission and vision statement for the GRFD. The new mission statement is as follows: The Grand Rapids Fire Department values people by saving lives, protecting property, and responding to the needs of our community. The new vision statement is: providing world class fire services for our community by employing a diverse workforce which respects, values, and develops our members. We are looking forward to stabilizing many more processes during FY19 through the use of lean methods and data to drive our decisions.

GENERAL OPERATING FUND NON-PUBLIC SAFETY SERVICES

ASSESSOR

The City Assessor's Office FY2019 budget request is essentially identical to the FY2018 request in terms of positions and resources with the exception of substituting one currently vacant Tax Auditor position with a Real & Personal Property Appraiser III position. The positions are identical in terms of salary range.

The position substitution is being requested for two reasons. The first reason is due to the phase-in of personal property tax

exemptions for both small businesses and manufacturing. While the City is still required by law to annually assess all taxpayers owning commercial personal property in excess of \$80,000 as well as annually assessing all owners of utility personal property, the City's overall workload in the area of compliance has lessened due to these exemptions. If the substitution is approved, the City Assessor's Office will still have one full time Tax Auditor in the FY2019 budget.

The second reason for requesting the position substitution is succession planning. One of the City's five Real & Personal Property Appraisers will be retiring in January 2020, while another will be eligible to retire in two years. These two staff members have combined experience of 36 years in the City Assessor's Office. Substituting the Tax Auditor position with a Real & Personal Property Appraiser III position will provide for an opportunity to hire an experienced real property appraiser to fill the immediate needs that will be created by the retirement of the City's two most senior and knowledgeable appraisers. This substitution will also allow the City's two lower level real property appraisers more time to acquire both higher levels of certification and additional practical experience which are needed to appraise the City's most complex commercial and industrial properties.

ATTORNEY

The Law Department has undergone and will continue internal restructuring throughout FY2018 and into FY2019 in an aggressive and assertive effort to improve overall efficiency and effectiveness. The Department has made great strides in developing a better organizational structure through case management, project management, leadership development and customer service training. The Law Department will continue to improve its efficiency of services through focused internal workflow tracking, and growth and development of its staff and aggressive outreach to the departments throughout the organization through FY2019.

In FY2018, the Law Department engaged in Leadership Development training and began formalizing a well thought out

Strategic Plan. The Department has also launched Legal Files, a software dedicated to promoting efficiency and the ability to set metrics and track workflow along with other necessary data to accomplish its primary focus of efficiency. The Law Department initiated an A3 Lean Process to review the use of outside counsel with the goal of reducing the overall costs of legal services to the organization. In addition, the Department committed to and is actively implementing Restorative Justice within the Juvenile Justice System. The Department is in the process of establishing a Standard Operating Procedure to ensure consistent application of available privacy exemptions for the organization and the citizens of Grand Rapids.

In FY2019, the Department will continue those efforts of efficiency and effectiveness, as well as efforts related to issues involving complex contracts, tax issues, economic development, affordable housing, and a thorough overhaul of the City's Code of Ordinances in order to minimize the Code's potential disproportionate impact on minorities. In FY2019, the Department will complete its Succession Plan and launch Phase 1 of its restructuring which will reduce outside legal services and overall legal costs. Additionally, the Law Department will launch its Statewide Legal Internship Program, which will aid in its ability to review ordinances and policies for disparate impacts on the citizens of Grand Rapids.

Throughout FY2018 and FY2019, staff will continue to improve its ability to deliver prompt, ethical and respectful service in the most economical ways possible. Efforts will be made in FY2018 and FY2019 to have in place a strategic plan, succession plan and a greater level of leadership development. In FY2020, the Law Department will establish a Community Justice Initiative to further promote justice within our community.

The mission of the Department of Law is to provide excellent, ethical legal advice and zealous legal representation to the City of Grand Rapids, its Commission, Officers, and Departments so that they may lawfully attain the City's goals and outcomes without undue risk.

BUILDING INSPECTIONS AND THE DEVELOPMENT CENTER

In FY 2018, the City continued to experience increased development activity, surpassing the number of building permits issued in 2016 and 2017. However, we anticipate a slight slowdown in the pace of new construction beginning in late 2019 if economic predictions are correct. It is important to note that construction-related activities such as inspections have a long tail and would continue to be strong during the first few years of any slow-down due to the volume of projects in the development pipeline. It is also important to note that Grand Rapids has proven itself to be more resilient to economic downturns than other areas of the State and country, so while there may be some change it is not anticipated to be dramatic. The City's Building Inspections Fund, which is highly regulated by State Law, now includes adequate resources to provide services through the completion of these major projects, as well as to buffer the cyclic nature of future construction permit revenues without impacting the General Operating Fund.

The Development Center is focused on service innovation to meet customer expectations and to maintain fiscal sustainability under a wide range of economic scenarios. Inspection scheduling is being centralized to increase customer convenience and inspector productivity. Customers will now be able to schedule online and through the Customer Service Department. Existing electronic applications are being restructured based upon customer feedback, and electronic building plans will be accepted starting in FY 2018, with a robust set of software tools to increase review accuracy and productivity. In order to provide greater accessibility to Development Center services for Spanish-speaking customers, Spanish translations of applications and guides/instructions will be available beginning in FY 2019. In-person Spanish translation capacity will also continue to be offered for our customers. A collaborative, multi-departmental effort is underway to improve tracking of development-related data – including outcomes – that will provide a foundation for understanding development impacts upon neighborhoods. Community engagement is being emphasized with enhanced mapping tools to improve

community awareness of development activities and a new partnership between the Development Center and the Community Engagement Division. The partnership will focus on communications and media, education, and collaboration with community stakeholders.

CABLE TV

Cable TV is utilizing technology to increase channels of communication for all residents. The City's social media presence is expanding, and coalescing into a more singular voice for the City. Technological changes include the capacity to livestream and broadcast live via cable from Grand Rapids Information Network's studio and from City Hall. FY2019 will see the ability to expand livestreaming capabilities to off-site locations. Alternative language programming is a valued aspect of our programming and current commitments will continue. We are working with other city departments and Kent County to further utilize our upgraded studio and expand the diversity of our programming.

CLERK

The City Clerk's Office is unique in that it touches every department within the organization as it relates to service or information needs. The Clerk's Office manages numerous operations, which include business licensing, passport services, voter registration and elections administration, boards and commissions appointment process, contract routing and management, and Community Archive and Records Center management. Additionally we also provides support to the City Commission and manage all post-City Commission records. This Office continues to implement transformative ideas to create enhancements and efficiencies to the service delivery model in each division.

In FY2019 we will be working to provide a plethora of improved customer service efforts for both internal and external customers. These improvements will be in the areas of business licensing, boards and commissions appointment

process, election worker management, and contract routing by implementing a number of software solutions to increase efficiencies, customer communications, and services.

Finally, we are making strides to expand our Community Archive and Records Center reach into the community by providing extended office hours to better serve the community. Research demands and efforts are underway to provide records repository and management needs to outside organizations.

COMPTROLLER

The Comptroller Department has been working with a new Financial System since May 2016. The implementation of the new HR/Payroll module followed in April 2017. We continue to develop and improve processing and reporting as well as provide training to internal users.

The Comptroller Department actively seeks ways to improve service delivery and transform the Office. These efforts include paying vendors and employees promptly, improving the internal audit function and publishing the Comprehensive Annual Financial Report (CAFR) and Citizen Guide/Popular Financial Annual Report (PAFR, easy to read financial document) on the City's web site.

COMMUNITY DEVELOPMENT

The Community Development Department continues its mission of Building great neighborhoods! through direct programs and services, and community partnerships. The Grants Management Office is responsible for administration of federal, state and local grants focused on creating and preserving affordable housing, improving public infrastructure, and enhancing economic opportunities and access to services for low- and moderate-income persons. Activities are implemented primarily through subrecipients and contractors awarded funding through the City's Neighborhood Investment Plan. The Housing Rehabilitation Office provides grants and loans for significant home improvements, emergency repairs,

and making homes lead safe. Recent expansion of the Homebuyer Assistance Fund (HAF) Program now allows the Community Development Department to provide eligible homebuyers down payment and closing cost assistance for homes purchased citywide.

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, heightened attention will be given to reducing complaint-based approaches that may have unintended consequences. New approaches may include enhanced technology for predictive, data driven interventions, and increased use of social services for residents with limited financial capacity to make repairs.

COMMUNITY RELATIONS COMMISSION

May, 2018 marks the 65th Anniversary of the Grand Rapids Community Relations Commission (CRC). The Community Relations Commission marks each 5 year anniversary with a celebratory gala. This is a premier event that draws well over 500 people to celebrate with the CRC and recognize local champions through the Helen Jackson Claytor Civil Rights Award. The CRC solicits donations and sponsorships to fund this event and City funds are not requested or used to fund this event.

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 has eighty-three employees, six judges and one full time attorney magistrate. The 61st District Court is a court of limited jurisdiction, handling civil, criminal, and traffic cases with jurisdiction over civil cases up to \$25,000, small claims and landlord-tenant issues, misdemeanor criminal cases, and felony cases until preliminary examination.

It is one of six third class District Courts located in large urban communities in Michigan and is one of several third class courts across the State. Typically urban third class District Courts need additional funds from their local funding units to perform mandatory statutory functions and operations. The appropriation in the Final Fiscal Plan from the General Fund to support the Court in FY2019 is \$5,565,000. This subsidy is up \$455,000 from FY2018. The appropriation from the general fund to support the court represents about 40% of the entire court budget. The court just recently implemented a new case management system which has electronic filing and imaging capabilities. It has also made available an On-Line Traffic Citation Resolution program. Work will continue on reducing the operating subsidy required to support Court operations.

ECONOMIC DEVELOPMENT

Economic Development has worked to realign its proposed Value Streams for Phase IV of the Transformation Plan with priorities of the City Commission. The budgets developed by staff for the Economic Development Corporation and Property Management Fund have been prepared to support this work. Further, Economic Development will complete a comprehensive strategic plan that will be focused undertaken with a focus on reducing disparities. The target completion date for this effort is the end of the 2018 calendar year. Additional funds for the plans will be contributed by the Brownfield Redevelopment Authority and the Smart Zones Local Development Finance Authority, whose authorities' budgets will be prepared and presented to the City Commission in June of 2018. In addition, Economic Development continues to lead the interdepartmental project of relocation of City services from the 201 Market site, which includes continued work to vet and develop the program for redevelopment of the property in accordance with the Request for Proposals and City Commission priorities.

EXECUTIVE OFFICE

The Executive Office continues to lead the organization and oversee the results of our transformation journey. As we move forward, we enter into a new chapter with the beginning of Phase IV.

Phase IV of the Transformation Plan, "Making the Plan Our Own", is an opportunity for the current commission to boldly start us on the path of identifying value streams that:

- Address City Commission priorities
 - Are transformative
 - Propose significant changes from past practices, including process improvements
 - Save a large amount of resources
 - Increase diversity, inclusion and equity
 - Balance capital investment by Ward
 - Are cross-departmental or complex multi-faceted projects to achieve their priorities
-

CUSTOMER SERVICE

City Commission has expressed an interest in developing processes that achieve outcomes with fewer complaint-based mechanisms. Compliance with codes that help improve our community is the goal, not the unintended consequences that sometimes flow from enforcement activities. This might involve more predictive approaches, more early intervention, more linkages to support services or more attention to communication.

This Final Fiscal Plan will expand on the concept of the Customer Advocate function approved in the FY2018 budget. The Managing Director of Administrative Services worked with

the Civil Service Board to create this new classification and our first Customer Service Community Liaison started service in March of 2018. We will expand that service in FY2019 by adding contract services for direct case management under the supervision of the Customer Service Community Liaison to provide additional capacity to assist Community Development Department with their mission. The Community Development Department will also examine countermeasures for accomplishing the outcomes of a clean and safe community that promotes the welfare of its residents.

During FY2018, the City's website went live and came under budget by \$187,000. The work continues on the website to include the addition of 78 new mobile service request types, 250 more digital services, a welcome guide to new community members and businesses, signup to receive City information via email and more payment types to be added to the gpayit system.

The revised website also provides users with the ability to read the information in a variety of languages, including Spanish.

FACILITIES MANAGEMENT

Facilities Management will continue to focus on operating and maintaining sustainable facilities to comply with the organizations commitment to total asset management. As the city's downtown landscape and infrastructure continues to transform, they will remain flexible in adapting our facilities to meet the needs of their operations in order to provide efficient and cost effective facilities for our customers. All public facilities will continue to be managed by a comprehensive asset management plan to ensure efficient operations and long-term sustainability. Efforts will continue to be made to explore and expand the use of alternative energy sources and technologies in our facilities operations as opportunities present themselves.

FLEET MANAGEMENT

Fleet Management will continue to focus on implementing best practices into their daily operations to ensure their customers are receiving the necessary motor equipment and maintenance services they desire at the lowest possible cost. Fleet Management will continue to transform the city's fleet by implementing alternative fuel vehicles as a commitment to the cities sustainability plan. This will produce an outcome whereby the city will be able to lower our dependence on petroleum based fuel products and lower our greenhouse gas emissions. Their fleet replacement program remains fully funded as needed to ensure we are maintaining a safe, reliable and cost effective motorized fleet for our daily operations.

FINANCIAL MANAGEMENT SYSTEM

Since April 2015, the City has been diligently working on the implementation of a new Enterprise Resource Planning System (ERP), referred to as Project FMS, with solid results. FMS includes replacing many of the City's existing financial systems with a new integrated system called Advantage360 from a company called CGI. The budget module is now being used to produce its third budget. The financial module went live May 1, 2016 and the human resources module went live in April of 2017. Project FMS was groundbreaking in many ways.

Project FMS is a collaboration of local government partners coordinated through the Michigan Municipal Services Authority (MMSA). This collaborative effort resulted in \$8.6 million in grant funding through the State of Michigan to help offset the costs of the new system. Currently, Kent County and the City are active partners in the FMS project.

To ensure an effective implementation, the City created a new job classification titled "Subject Matter Expert" (SME). Employees interested in working on the Project applied for the positions, were interviewed and selected based upon desired qualifications. This team was instrumental for the successful completion of the FMS Project.

The FMS Project is a hosted Software as a Service (SaaS) solution. Modules include Performance Budgeting, Finance and Human Resources/Payroll/Timekeeping (HRM). The SaaS solution provides the best long-term investment as the Vendor hosts all the hardware and infrastructure and provides all support services. The MMSA also negotiated an initial five year fixed pricing structure, with an additional fixed price five-year term with a cost of living increase built in. The pricing structure is set so as new members join, the annual SaaS fees automatically decrease.

HUMAN RESOURCES

The Human Resources Department's transformation goal of the citywide classification/compensation study has been completed as part of its Phase III objective. Follow up work to guide discussions of implementation for the Civil Service Boards recommendations will be underway over the next year in preparation for any bargaining issues relevant to the study.

The Department's strategic "Grow Our Own" initiative has resulted in increased community outreach and education about city job opportunities across a diverse neighborhood base. Community forums and symposiums about city jobs have attracted hundreds of residents throughout the city. This initiative has been expanded to include the youth connection of various departments and partners including LEAD students from Our Communities Children as well as the Grand Rapids Public Schools programs like Innovation Central, ROTC, and the Security Leadership program. The initiative has also put a 'laser like' focus on the internal professional development training programs with our existing employees through the City University Office to ensure an effective succession planning processes can occur.

Continued implementation of the HR Citizen's Review Committee recommendations of providing civil service guide materials and educational workshops is showing good progressive impacts of increased applications from diverse communities of focus and diversified hiring results. Working in partnership with the Police and Fire Departments, Human

Resources has increased its pipeline ensuring equal opportunity of exposure and interest which are paying off. Nevertheless, there is still more work to do in the development and sustaining of pipeline partnerships.

The LEAN strategies adopted a year ago using technology and change management approaches in our personnel hiring procedures continue to yield a return on investment with significant results. In the last year, hiring time was significantly reduced from 6 months to 3 months for 80% of all jobs. LEAN tools have been successfully used to increase the effectiveness of Employee Benefit administration and Risk Management services. Service delivery has only increased with greater accuracy and transparency for our business partners and stakeholders.

The single most important goal that the Human Resources Department is addressing is the major problem with the lack of skill trade employees. This challenge can only be adequately and successfully addressed through a comprehensive skill trade solution which is multifaceted and focused on internal/external problem solving. Therefore the goal of resolving this major problem has been identified as the department's only Phase IV goal. Investment in this endeavor will not only make the organization sustainable but it will help city departments thrive. Strong leadership and collaboration at every level of the organization has been the key to the department's ongoing achievements.

INCOME TAX

The Income Tax Department has focused on operational efficiency during the FY2018 tax year. Two scanners were rolled out that allow a return to be imaged and a check to be processed immediately, eliminating the 6-8 week check processing time. This allows for Income tax staff to see a return when a taxpayer calls or has questions without leaving work stations. The department made many changes to the self-prepared forms and condensed them from 17 pages to 2 pages. There is now also an electronic drop box that allows returns to be uploaded directly to the City instead of taxpayer needing to

mail in the physical forms. The collection procedures and policies have been reviewed and the department will join the other Michigan cities that do small claims collections. We will continue to make simplification and customer satisfaction a priority in FY2019.

PLANNING AND COMMUNITY ENGAGEMENT

Planning will continue its lead role in multiple community visioning and implementation processes in FY2019. They are:

- The South Division Development Plan will transcend planning's traditional land use emphasis by broadening the focus to include affordable housing, health, community education, economic development, and transit-oriented development. An advisory group of residents, business owners, and other key stakeholders provided guidance up to the establishment of a steering committee and consultant selection. The public planning process launched in late May, 2018.
- A planning process is underway in Southtown. This area-specific plan process is in support of the Southtown CID, which includes an extensive retail analysis for the area. Community meetings have been held and the planning process is expected to conclude in late summer.
- The Heartside Quality of Life Study is formulating actionable items to increase livability in the neighborhood. Community engagement in the form of listening and learning sessions and work committees to inform physical and social infrastructure improvements have been occurring. Final recommendations will be released in the fall.
- Our partnership with AARP on the Age-Friendly Community designation through the World Health Organization will produce an Action Plan in early 2019. Work groups to discuss four key domains: housing, transportation, outside spaces and buildings, and

communication based on input from a citywide listening tour will begin to convene and continue their work through 2019.

- GR Forward activities and coordination with Grand Rapids Whitewater for the restoration of the Grand River will continue to the permitting phase. A full-time staff person is dedicated to this effort. Agency coordination, design development, property agreements, and other support functions are being conducted.
- The 2002 Master Plan for the City of Grand Rapids is due for an update; the usual lifespan of a citywide master plan is 20 years. Housing NOW! discussions have spurred a call for action. Pre-planning activities that need to be undertaken for this effort include the identification of funding sources and budget, determining project approach and expectations for engagement, and governance structure.
- Other planning efforts include Housing NOW! implementation, Vital Streets Plan implementation, and urban agriculture.

PURCHASING DEPARTMENT

The Purchasing Department continues to transform operations focusing on best practices to provide quality services with increased efficiency. With the implementation of the new financial management system, the Purchasing Department continually evaluates ways to modify current operations and processes to utilize the new technology to reduce processing times, expand the vendor pool, and achieve procurement savings through increased competition.

CITY TREASURER

The City launched grpayit, an internet/mobile payment app on August 30, 2017. This supports the City's "Digital First" initiative focusing on citizen engagement with the primary

focus on how citizens conduct business with the City. A top priority is having a single sign on per user with the ability to register and pay multiple bills in one transaction. For example, one corporate water customer paid 18 water bills totaling more than \$76,000 in one payment transaction. This will allow citizens and businesses to pay water, refuse, property taxes, and other bills with one payment versus many separate payments. Early payment statistics point to a significant increase in electronic payments and funds collected. The Water Department is showing a 40% increase in electronic payments as well as a 54% increase in money collected using grpayit. The City is beginning to work with the business intelligence built into the solution to notify customers when new bills are generated and when due dates are approaching. We will be analyzing data collected to determine future offerings and to look for ways to improve customer convenience.

TRANSFORMATION IN NON-GENERAL OPERATING FUND

Non-General Operating Fund segments of the City's operation make up about 65% of the total FY2019 appropriation for all funds. These critical operations include water, sewer, refuse collection, street repair and maintenance, building operations, fleet, engineering, information technology, customer service, and risk management. Managers in these operations have accepted or created aggressive transformation targets that are helping to control or lower costs while maintaining similar outcomes.

CAPITAL IMPROVEMENT INVESTMENTS

FY2019 continues the work of a strong asset management plan that focuses on investments for major asset classes in the City's Capital Reserve and Capital Improvement Funds. The Capital Reserve Fund gathers resources for bond payments and approved investments in capital expenditures. Approved capital items are then transferred into the Capital Improvement Fund for implementation. Major projects include achieving the next step of investment required to achieve Stormwater Level C by 2020, significant investment in city facilities as well as

traditional annual investments in police, fire and traffic safety. In FY2017, funds were appropriated in the Transformation Fund to match a \$7.5 million Michigan Natural Resources Trust Fund Grant for acquisition of the Monroe North properties that will support river restoration and access to the Grand River. That investment will be supplemented this year by a recommended appropriation in the Capital Reserve Fund of \$500,000 in FY2019 and another \$1.7 million through FY2023. This investment will be used to match grants or make direct investments in this project and complements direct in-kind support by senior staff working on the project. Additional investments are planned in Street Lighting (\$10 million bond in FY2019) as well as an allocation for land acquisition for the replacement of the Division Street Fire Station. Drainage improvements will be financed in FY2019 for the Knapp's Corner Drain District and funds to support corridor improvements and other miscellaneous engineering projects are also included.

ENERGY AND SUSTAINABILITY

In FY2018, we hired a Sustainability Manager within the Executive Office. The Sustainability Manager will focus primarily on the creation, implementation and management of a comprehensive energy strategy and plan as well as reviewing and revising our five-year Sustainability Plan. The department will facilitate two advisory committees in partnership with the Mayor – the Energy Advisory Committee and Sustainability Advisory Committee. The purpose of these committees is to engage diverse thought leaders from business, non-profit, academic and government institutions to challenge the City of Grand Rapids to stay at the forefront of energy and sustainability.

In collaboration with the Energy Advisory Committee and an Energy Team comprised of city staff from nearly all departments, the Sustainability Manager will create a strategic energy strategy and plan that will focus on both city operations and community partnerships and programs. Energy consumption baselining, tracking and reporting, energy efficiency, renewable energy, greenhouse gas emissions

reductions, and climate resilience and preparedness will be critical components of the plan and the department's work over the next several years. A key area of focus will be achieving the City of Grand Rapids' goal to operate all city owned facilities on 100% renewable electricity by 2025, which will include evaluating solar opportunities at the Butterworth Landfill, Lake Michigan Filtration Plant, parking lots and garages as well as building rooftops. This work will also include the City of Grand Rapids' participation, as one of twelve cities in the United States, in the Zero Cities Project. The Zero Cities Project is a three-year program that will result in the development of a policy roadmap that will support all buildings across the City of Grand Rapids, including single family homes, reaching net zero carbon by 2050.

The department's overarching sustainability work will focus on the evaluation and revision if necessary of our five year Sustainability Plan. This work will be done in collaboration with the Sustainability Advisory Committee. A key component of this work will be assessing opportunities for addressing social responsibility programs in a more comprehensive and cross-departmental fashion. This work also ties closely to the implementation of our Transformation Plan Phase IV as well as the development of department or service group specific strategic plans that will roll up to the Sustainability Plan and will incorporate racial equity, asset management and LEAN tools. In addition, a key element of the enhancement of our Sustainability Plan will be engaging the community more broadly and increasing the transparency of our progress on each target.

ENGINEERING DEPARTMENT

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. Electronic bidding has been launched and has shown great success achieving a 195% increase in project exposure. This is anticipated to continue to grow the prequalified contractor list and create a more competitive bidding atmosphere. Work

has begun on a comprehensive revision of the Standard Construction Specifications with an anticipated launch date 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.

INFORMATION TECHNOLOGY

The Department of Information Technology submitted a request for a FY2019 revenue budget of \$6,530,754; and projected expenses of \$6,594,928.

The FY2018 estimated budget does not replace current production computing and storage equipment, but instead begins Infrastructure as a Service (IaaS) buildout. FY2019 will continue IaaS adoption.

MOBILE GR & PARKING AND TRAFFIC SAFETY

As the City of Grand Rapids continues growing rapidly, parking and mobility are crucial elements in creating a vibrant and accessible city for the future. With the Fiscal Year FY2019 budget, the Mobile GR and Parking Services Department will continue to evolve to support the City's Sustainability Plan, Transformation Plan and implement the Parking & Mobility Study and the GR Forward Plan. New in FY2019, Mobile GR and Parking Services will be adding the Signs, Signals and Traffic Safety Department to create a unified Department to better serve the community's needs around mobility and transportation. The fiscal year will be spent reviewing both Departments, staffing, and work program to identify efficiencies that can be gained from combined operations. This will include a strategic plan that outlines a vision, five-year work program for key initiatives and performance metrics to measure and report performance. This work will be coordinated with the development of the City's economic

development strategy. The overall outcome is to deliver better mobility services to better meet the needs of the community.

In FY018, the City partnered with The Rapid to develop and implement a strategy to improve bus stops at locations outside of Downtown, both contributing \$250,000. The Department has programmed an additional \$250,000 in FY2019 to continue to improve bus stop locations throughout the City. In FY2019, the Department will also work to develop a strategy to fund operations, maintenance and future capital resources to support transit stop improvements, exploring advertising and sponsorship models.

This budget recommends increasing the cost of the fine for an expired parking meter in the Downtown District from \$20 to \$30. Coupled with that would be a deep discount for paying early (by midnight the day a ticket is issued for example). The change in pricing is intended to create turn-over in on-street parking and suggest that ramp parking is less expensive than paying the parking fine. This is expected to help reduce the number of parking violations and increase safety, accessibility and mobility. The increase in fines is expected to generate \$400,000 per year in new parking revenue and would help support the mobility initiatives of Mobile GR. Most parking fines have not been evaluated or raised since 2007.

PUBLIC SERVICES

After several years of incredibly hard work and right sizing operations, the Refuse Fund has achieved a level of stability and continues a consistent level of fund balance above the 25%. The transformational goals established in 2013 related to 1) customer service, 2) process review and standardized work, 3) asset management, 4) enhanced financial stability and resiliency, and 5) employee training and development have been achieved. A new solid waste software is being implemented to further these goals and will allow increased focus on our refuse and recycling customers in FY2019.

Sharing of personnel will continue in FY2019 through the Trash Reduction program in Code Compliance and Forestry's

sustainability plan. Public Services will utilize staffing for a portion of the year while sharing employees to assist their operations the remainder of the year.

The Public Services Department will continue in FY2019 with enhanced maintenance on our street system to achieve the 70% good/fair condition in partnership with Vital Streets. The Vital Streets work includes many locations for paving, crack sealing, and spray patching. Additionally, this will be the third year of right of way and vegetation management performed by Public Services. These are all important contributions to the Vital Streets program.

Sustainable trench repair services are proposed by Public Services. This has been a shared service with a private contractor but these services are proposed to be fully provided in FY2019 by Public Services. This is consistent with one of the EMA consultant study recommendations to share resources resulting in higher service levels and a cost savings to the Water/Sewer Fund by shifting this work.

Repurposing the Domtar (Butterworth site) is also proposed in FY2019. This will allow operations to consolidate at one location, enhance resource sharing and bring the yard waste site into compliance with Department of Environmental Quality regulations. An overall master plan of the site is proposed that includes composting operations.

Staff are developing an A3 to be shared with the City Commission in the months ahead.

REFUSE FUND

Services provided through the Refuse Fund include the Pay As You Throw (PAYT) refuse collection, recycling and yard waste collection, yard waste drop off site, neighborhood cleanups, street sweeping, Trash Reduction Program, and graffiti abatement. After experiencing a fund deficit condition in FY2013, the Public Services Department implemented several steps to address the deficit that included a multi-year strategy, lean business process improvements, strict expenditure

control, self-examination, and standardized work. The deficit was scheduled to be eliminated by 2019 but through the incredible work by the Department, the deficit was eliminated in 2015 thereby allowing the fund to begin establishing a reserve balance and financial stability. The FY2019 proposed budget continues this important work and expands on recycling for Special Events and furthers the feasibility of organics collection. Additionally, the proposed budget includes repayment for the transformation loan.

ENERGY, LIGHTING AND COMMUNICATIONS: OPERATING STREET LIGHTING ON A UTILITY FRAMEWORK

The lighting portion of the former Lighting, Signals and Signs department is being moved to Environmental Services. As part of the change, the operation will be rebranded as Energy, Lighting and Communications and will support the comprehensive Street Lighting Distribution System and Smart Lights Investment Strategy included in the FY2019 Fiscal Plan. The proposed investment will replace an outdated distribution infrastructure. It will replace street lighting with smart lighting that can support an intelligent solution that uses a lighting control module, lighting software and a communications network that provides greater control, performance and automation of the lights. Once implemented, the City will conserve energy, actively manage our assets, reduce maintenance costs and promote public safety. The lighting will be remotely managed from our operations center. The communications network will also be used as part of an Automated Meter Infrastructure for the water system, which might include pressure sensors, flow meters and water meters. As part of the plan, staff identified an investment need of approximately \$20 million. Nearly 60% of this investment is designed to replace the aging distribution system, with the remaining 40% to replace the outdated lighting system with smart lighting. Staff are working to develop a deployment approach that supports the City's commitment to our neighborhoods, addresses the most critical safety improvements and is cost-effective.

VEHICLE IMPOUND SERVICES

The impounded vehicle operations continues to maintain a sustainable operation. The amount of impounds being processed by the operation over the last couple of years remains stable. This is in part a result of steady enforcement of neighborhood onsite parking rules and regulations. This has helped show that the city is committed to ensure vehicles are removed from our neighborhoods. The Grand Rapids Police Department continues to use license plate recognition cameras in our police patrol vehicles to help monitor and efficiently identify and process vehicles that have been abandoned or where the owners have outstanding violations. As part of the repurposing of Domtar (Butterworth site) staff will consider relocating the impound lot to Domtar.

WATER

The Water System continues to find ways to transform operations, reduce costs incrementally where possible, maintain/improve our Bond Coverage Ratio, and meet our Bond Covenant requirements all while proactively approaching our Asset Management Plan and the ever changing regulatory requirements. Our mission aligns with this budget for maintaining excellent drinking water quality, a high level of customer service, and good stewardship of our infrastructure.

In the past 18 months, the Water System has completed several studies and/or assessments:

- Comprehensive Master Plan Update (CMP) which provides planning information for the orderly growth and maintenance of the water distribution system to assure a continuous and ample supply of water which meets federal and state drinking water standards.
- An Asset Management Plan (AMP), approved by the Department of Environmental Quality (DEQ) as a tool for water systems to plan for future financial needs,

estimate the full cost of water service, and to ensure a sustainable utility.

- Lake Michigan Filtration Plant performed a thorough assessment of the facility's electrical equipment to ensure the facility continues to meet our current and future needs.

These studies have brought greater awareness to the needs of the system, and as a result, are driving re-investment in the infrastructure and facilities. The proposed budget therefore provides not only to continue the current service levels in the Water System, but to fund initiatives recommended by the aforementioned reports. Several significant initiatives are included in the FY19 budget:

- The Water System has already begun to deploy smart water meters and will soon pursue an automated metering infrastructure system. The system will enhance customer service levels and begin the process to integrate with smart city technology.
- At the request of the Utility Advisory Board and with approval by City Commission, integrated connection fees have been reduced to encourage new water service connections. For example, a connection fee for a residential user for water (¾ inch or less meter size) was previously \$3,016. With the new calculation of the connection fee it will now be \$525. Therefore, it is anticipated that revenue for integrated connection fees will be less, however, the intent is to attract more customers. A comprehensive three-year marketing campaign will be launched to make sure residents and businesses of Grand Rapids and the Partner Communities are aware of the change to connection fees.
- Lead Service Line Replacement (LSLR) Program provides for the replacement of privately owned residential lead water service lines. The LSLR is provided whenever a leak or failure has been

discovered or through a planned water main improvement project. Funding adjustments have been considered in FY19. We are also presently pursuing a \$1 million grant for additional replacement of lead service lines.

- Design work begins for the decommission of the Coldbrook facility and relocating of pumping appurtenances. Physical relocation to begin in FY20.

Upgrades at the Lake Michigan Filtration Plant to include equipment replacement and ongoing preventative maintenance.

There are significant savings in coordinating work on construction projects, and the Water System is budgeting over \$12 million to replace water main infrastructure in conjunction with Vital Streets.

In support of the city's asset management program, LMFP staff have begun to record all work activities into a computerized maintenance management system (CityWorks). Furthermore, LMFP staff are in the process of establishing a formalized stockroom, with material and supply inventory also logged into CityWorks. The data we obtain from this system will aid in our ability to establish predictive maintenance schedules and equipment replacement cycles. Software funding to support this initiative at LMFP is acknowledged in FY19.

The Water System continues to pursue a shared Model through the work we are engaged with EMA within the Public Services Service Group. Recent acquisitions of Sewer Maintenance and Traffic Safety's Utility Locating are further expected to maximize the Service Group's capacity to perform services through effective sharing of people, equipment, and contracts.

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.

ENVIRONMENTAL SERVICES

The Sewer Fund budget looks towards the future with opportunities and challenges. Continued compliance with the Wet Weather Control Program, the next Footing Drain Disconnection Program area will be selected based on historic backups and potential surcharges identified in the sewer model prepared for our comprehensive master plan. This work is the focus of the Racial Equity Here initiative. Biodigestion and concentrated waste projects provide a solid base for the continued growth of the Grand Rapids service area. Polyfluoroalkyl Substances (PFASs) or perfluorinated chemicals (PFCs), including Perfluorooctane sulfonate (PFOS) and Perfluorooctanoic acid (PFOA) have emerged as nationally emerging contaminants. The City will continue to work with our community partners, the State, and certifying agencies to make sure the City continues to comply as changes are made to address these and any other areas.

Stormwater continues to move towards Level of Service “C” for asset management. The budget continues to support the resources required to obtain the goal. The Capital budget supports the partnerships that have been forged with other programs like Parks and Vital Streets. The City recently adopted Green Infrastructure Portfolio Standards which sets goals for infiltration of stormwater on a 5 year basis. A Memorandum of Understanding was signed with the Vital Streets Oversight Commission creating a liaison position for a member on each commission to serve on the other. The West Michigan Environmental Action Council is updating the City’s public education program with funds provided through the SAW (Stormwater, Asset Management, and Wastewater) Grant. The Stormwater Master Plan will be updated as part of the Water and Sewer Comprehensive Master Plan to ensure that investments in water are coordinated and integrated.

The addition of the Street Lighting Unit to Environmental Services provides an opportunity to maximize resources while providing the intended outcomes for the community. As part of the change, the operation will be rebranded as Energy, Lighting and Communications and will support the Comprehensive

Street lighting Distribution System and Smart Lights Investment Strategy that is part of the FY2019 Fiscal Plan. The proposed investment will replace an outdated distribution infrastructure while replacing street lighting with smart lighting that can support an intelligent solution that uses a lighting control module, lighting software and a communication network which provides greater control, performance, and automation of the lights. Once implemented the City will conserve energy, actively manage our assets, reduce maintenance costs and promote public safety.

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.

FY2019 projects that meet this definition are:

1. Comprehensive Street lighting Distribution System and Smart Lights Investment Strategy

From FY2019 to FY2021, approximately \$20,000,000 in funding for street lighting infrastructure and 7 pin connector modules. This infrastructure will include preparation for lighting controls using a lighting control module, lighting software and a communication network to provide greater control, performance, and automation of street lights. Street lighting fixtures and the communication network will serve as a platform for data collection and systems monitoring through the universal 7 pin connector system.

The 7 pin connector system will be installed in FY2019 but technologies that apply to Administrative Policy Number 15-03 such as water pressure sensors, flow meters, water meters, air quality sensors, parking availability, snow depth, weather, pedestrian and bicycle patterns will be disclosed in future fiscal plans.

2. Business Intelligence for a Smart City

The proposed FY2019 budget includes grant funding for the analytical and technical capacity needed to prepare the City's data for external uses. The City also plans to accelerate integration of its data into internal business tools starting with staff expertise in 311. From there, the City will evaluate the need for additional resources and add them as needed through our flexible IT support contract.

2019 Budget Input Payroll Rate sheet

Category	2019	2020	2021	2022	2023
Cleaning Allowance					
CLEANING (Cleaning Allowance)	0.00	0.00	0.00	0.00	0.00
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)	14402.00	16261.00	17836.00	19431.00	21220.00
HEALTH LIBRARY (HEALTH LIBRARY)	10710.00	11246.00	11808.00	12398.00	13018.00
Lump Sum					
LUMP SUM (Lump Sum)	1.00%	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)	24.79%	25.17%	25.60%	24.97%	24.28%
PENSION GENERAL (PENSION GENERAL)	22.23%	21.56%	22.07%	22.05%	21.25%
PENSION POLC COMMAND (PENSION POLICE COMMAND)	24.79%	25.17%	25.60%	24.97%	24.28%
PENSION POLC OFCSGTS (PENSION POLICE OFFICERS AND SERGEANTS)	24.79%	25.17%	25.60%	24.97%	24.28%
Retiree Health					
RET HLTH ECO (RETIREE HEALTH ECO)	9.85%	9.82%	9.82%	9.79%	9.77%
RET HLTH FIRE (RETIREE HEALTH FIRE)	18.98%	18.61%	18.37%	18.20%	18.00%
RET HLTH GENERAL (RETIREE HEALTH GENERAL)	12.47%	12.44%	12.43%	12.40%	12.37%
RET HLTH LIBRARY (RETIREE HEALTH LIBRARY)	3.81%	3.81%	3.81%	3.81%	3.81%

2019 Budget Input Payroll Rate sheet

Category	2019	2020	2021	2022	2023
RET HLTH POLICE (RETIREE HEALTH POLICE)	17.10%	16.63%	16.11%	15.61%	15.12%
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)	128700.00	128700.00	128700.00	128700.00	128700.00
Fiscal Wage Increase Factor					
SALARY 61ST ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY 61STHR ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY APACITY ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY APACOURT ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY APPOINTED ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY CITY ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY CITYMNGR ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY COMMSUPV ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY COURT ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY COURTPT ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY ELECTED ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY EXECPLAN ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY IAFF ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY LIBRMGT ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY LIBRPT ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY LIBRRF ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY LIBRSUPV ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY MGTNON ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY POLC1 ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY POLC2 ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY POLC4 ()	2.00%	1.00%	1.00%	1.00%	0.00%
SALARY POLC5 ()	2.00%	1.00%	1.00%	1.00%	0.00%
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%

2019 Budget Input Payroll Rate sheet

Category	2019	2020	2021	2022	2023
Monthly Parking Rates					
Government Center Ramp	149.00	152.00	155.00	158.00	161.00
GREIU Parking Rates	60.77	65.02	69.58	74.45	79.66
Mileage Rates	0.55	0.55	0.55	0.55	0.55
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%

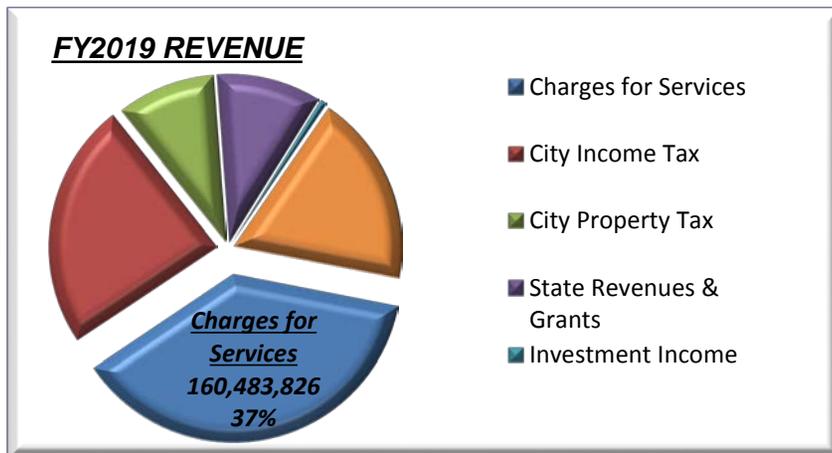
REVENUE OVERVIEW

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 FY2019 the proportionate shares are projected to be 58.5% 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



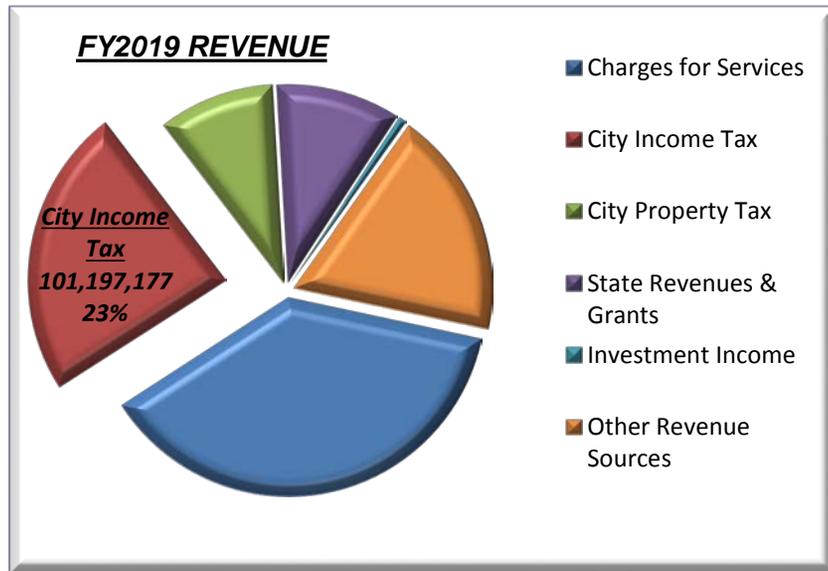
Charges for Services consist of revenues derived from charging the recipient for the product or service provided by the City. The majority of revenue from user charges is from the Enterprise Funds; Water Supply System, Sewage Disposal System, and Parking System. These systems are large operations serving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

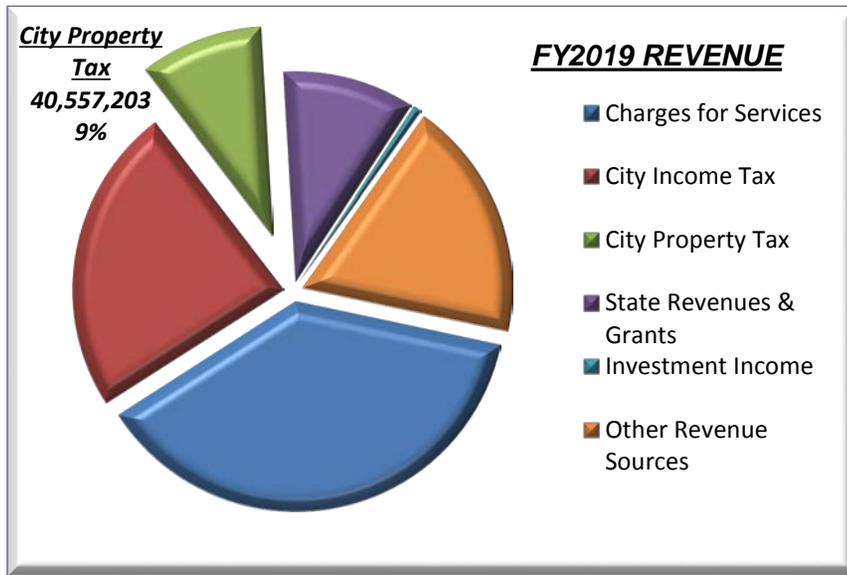
In 1995, the City's voters authorized an increase in the income tax from 1.0 % to 1.3% for residents and from 0.5% to 0.65% for non-residents effective January 1, 1996. In May, 2010 the City's electorate authorized a temporary increase in the income tax from 1.3% to 1.5% for residents and from 0.65% 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.

FY2017 year-end income tax revenues trended strongly above FY2016 revenues with a growth rate of 6.6%. The growth trend is expected to slow for FY2018, and staff is predicting that FY2018 will end the year up 4.5% over FY2017 results. This budget anticipates a 3% increase in income taxes in FY2019 followed by 2.5% annually over the remainder of the forecast period. 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 fourth 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.

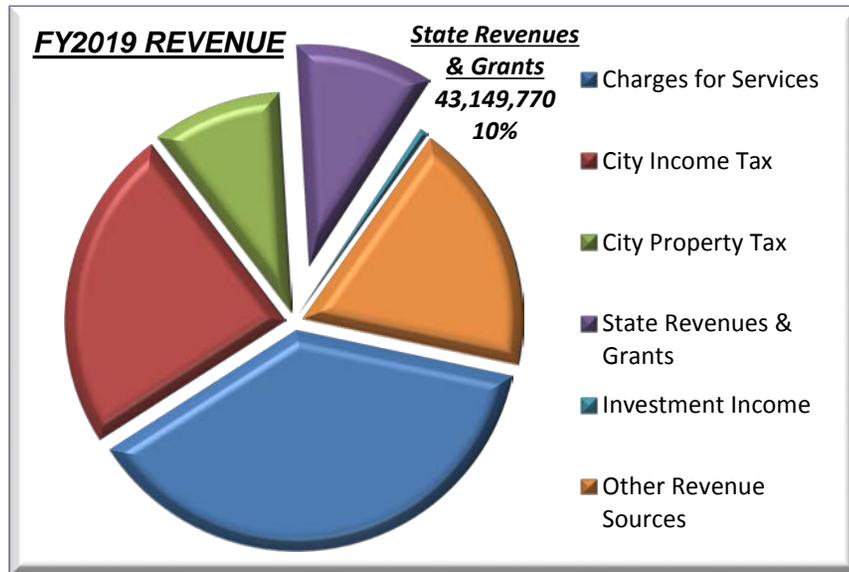
The "Eligible Manufacturing Personal Property" exemption eliminates personal property taxes on personal property which is used either for industrial processing, or direct integrated support of industrial processing. The exemption is phased in over several years beginning in 2016. By 2023, all eligible 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 FY2019 for Essential Services is \$704,885.

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 slow and steady property tax revenue increases of slightly over 1%. 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

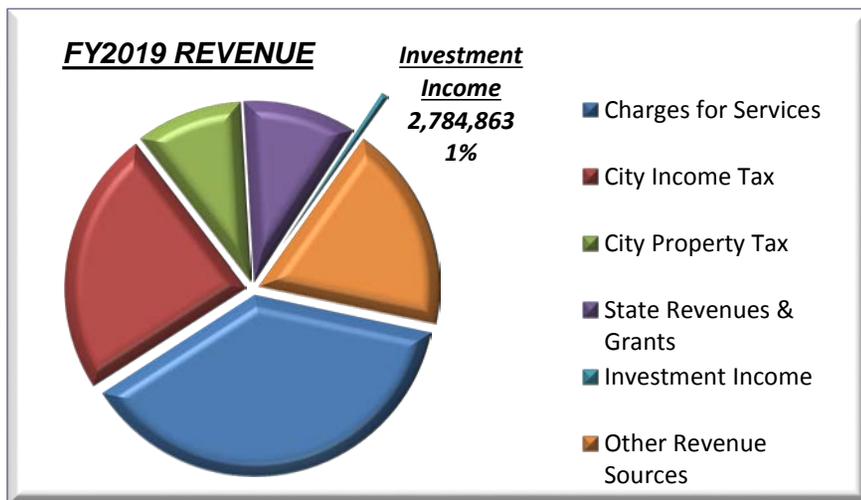
The Michigan Constitution provides that certain proceeds of taxes levied by the State on motor vehicle fuels and registered motor vehicles be deposited into the Michigan Transportation Fund. Revenues deposited into the Fund are allocated by a formula established under Public Act 51 of 1951, and transferred 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 FY2019. 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.

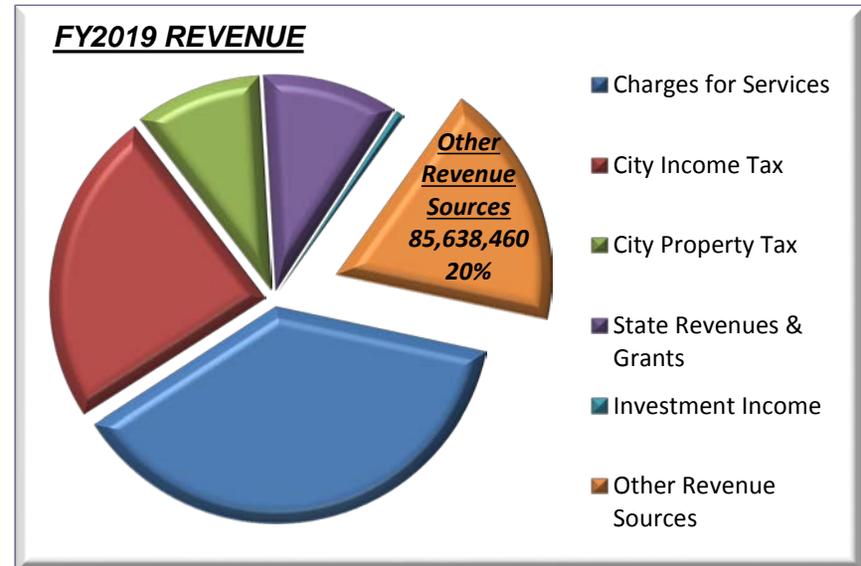
The above investment instruments and the cash balances in the City’s checking accounts are subject to certain risks, as are all investment instruments. By restricting the investment options the City Treasurer has to the investment instruments listed above, State law and City code have greatly reduced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



A-87 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.

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 year projections. Statements have been organized by theme; General Operating, Green, Mobility , Public, Enterprise, Community, Internal Service, Health Care, and Grants.

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.”

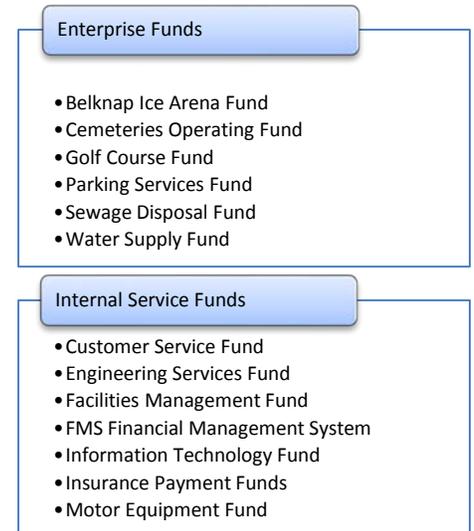
Accrual Basis

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



APPROVED APPROPRIATIONS BY SERVICE GROUP – JULY 1, 2018

TOTAL
\$590,804,896*

ADMINISTRATIVE SERVICES		\$ 39,157,180
• Administrative Services		\$ 2,777,381
• Human Resources		\$ 36,379,799
COMMUNITY SERVICES		\$ 58,105,499
• Community Development		\$ 21,038,759
• Public Services		\$ 37,066,740
DESIGN/DEVELOPMENT & ENTERPRISE SERVICES		\$268,900,354
• Design, Development & Community Engagement		\$ 12,320,105
• Engineering		\$ 31,233,901
• Enterprise Services		\$225,346,348
FISCAL SERVICES		\$ 71,677,969
• Facilities & Fleet Mangement		\$ 24,483,037
• Fiscal Services		\$ 33,433,723
• Technology & Change Management		\$ 7,720,511
• Treasury		\$ 3,248,381
• Comptroller's Office		\$ 2,792,317
PUBLIC SAFETY SERVICES		\$108,825,097
• Police		\$ 60,497,022
• Fire		\$ 31,737,122
• District Court		\$ 13,833,368
• City Attorney		\$ 2,757,585
OTHER SERVICES		\$ 30,374,997
• Public Library		\$ 12,021,878
• City Clerk		\$ 2,287,753
• Executive Office		\$ 16,065,366

Includes Fiduciary \$13,758,400
 Includes Other Activities \$5,400

CITY FUNDS BY CLASSIFICATION WITH APPROVED APPROPRIATIONS

JULY 1, 2018

GENERAL OPERATING	
General Operating Fund	\$ 142,683,745

SPECIAL REVENUE	
Building Inspection	\$ 4,684,175
Community Dispatch	5,497,956
61st District Court	13,833,368
Drug Law Enforcement	571,347
Historical Commission	5,400
Metropolitan Enforcement Team (MET)	393,640
Federal Forfeitures - Department of Justice	66,000
Federal Forfeitures - Treasury Department	10,000
Economic Development Corporation (EDC)	673,803
Local Streets	10,911,165
Major Streets	19,945,771
Michigan Justice Training	55,000
Parks and Recreation	7,902,290
Parks Millage	4,218,538
Property Management	423,972
Public Library	11,988,439
Receivership Subfund	15,000
Refuse Collection	13,414,749
Sidewalk Repair	2,379,684
Transformation Fund	4,722,437
CRC-Rosa Activities	80,000
Vehicle Storage Facility	791,413
Vital Streets Local	959,966
Vital Streets Operating	8,222,213
	<u>\$ 111,766,326</u>

INTERNAL SERVICE	
Engineering Services	\$ 6,068,462
Facilities Operating	5,137,425
Facilities Capital	3,125,611
FMS Fund	662,429
Information Technology Operating	5,714,162
Information Technology Capital	615,430
Customer Service	1,884,758
Insurance Health Subfund	29,157,957
Insurance Risk Management Subfund	4,278,885
Motor Equipment Operating	7,950,122
Motor Equipment Capital	4,642,074
	<u>\$ 69,237,315</u>

ENTERPRISE	
Auto Parking	\$ 26,713,722
Belknap Ice Arena	238,500
Cemetery Operating	1,139,471
Cemetery Golf Course	677,627
Sewage Disposal System	85,587,113
Water Supply System	84,387,052
	<u>\$ 198,743,485</u>

GRANTS	
Community Development Block Grant	\$ 4,994,620
Home Investment Partnership Program	1,467,629
Other Grants	163,533
	<u>\$ 6,625,782</u>

CAPITAL IMPROVEMENT	
Capital Reserve	\$ 12,807,815
Capital Improvement	31,234,531
Vital Streets Capital	3,667,694
Streets - Capital Projects	203,000
	<u>\$ 47,913,040</u>

PERMANENT	
Cemetery Perpetual Care	\$ 43,364

FIDUCIARY (INFORMATIONAL)	
General Retiree Health Care	\$ 7,142,080
Police Officer Retiree Health Care	3,188,352
Firefighter Retiree Health Care	3,349,468
Library Retiree Health Care	111,939
	<u>\$ 13,791,839</u>

**CITY OF GRAND RAPIDS, MICHIGAN
COMBINED BUDGETED FUNDS
FISCAL YEAR 2019**

**STATEMENT OF REVENUES AND APPROPRIATIONS
July 1, 2018**

	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	\$97,620,634	\$34,802,370	\$ -	\$9,331,376	\$ -	\$ -	\$ -	\$ -	\$141,754,380	\$ -
450 Licenses and Permits	2,958,106	4,597,048	-	-	-	-	93,450	-	7,648,604	271,000
500 Intergovernmental Revenues	19,397,176	29,677,435	-	2,712,397	-	-	-	-	51,787,008	1,358,304
600 Charges for Services	9,928,335	17,047,084	-	-	19,412	14,780,853	118,708,142	-	160,483,826	46,800,206
655 Fines and Forfeitures	2,150,000	683,000	-	-	-	-	1,595,000	-	4,428,000	-
664 Interest and Rents	608,604	1,034,634	-	10,000	49,904	2,986,993	2,106,251	-	6,796,386	13,850,066
671 Other Revenue	1,272,147	1,235,832	-	791,074	-	-	3,352,872	-	6,651,925	6,397,068
695 Other Financing Sources	9,285,182	29,413,856	-	35,177,747	107,220	-	73,009,488	(\$92,732,323)	54,261,170	-
From (To) Fund Balance	(536,439)	(99,151)	-	(109,554)	(133,172)	(3,976,007)	(121,718)	-	(4,976,041)	560,671
TOTAL REVENUES	\$142,683,745	\$118,392,108	\$0	47,913,040	\$43,364	\$13,791,839	\$198,743,485	(\$92,732,323)	\$428,835,258	\$69,237,315
APPROPRIATIONS:										
A110 Public Library	\$ -	\$11,988,439	\$ -	\$ -	\$ -	\$ 33,439	\$ -	(\$1,677,001)	\$10,344,877	\$ -
A120 Clerk's Office	2,137,753	-	-	150,000	-	-	-	-	2,287,753	-
A130 Executive Office	3,257,551	-	-	12,807,815	-	-	-	(6,968,180)	9,097,186	-
B210 Community Services	143,187	18,746,610	-	50,000	43,364	-	2,055,598	(2,411,814)	18,626,945	-
B220 Public Services	-	33,399,046	-	3,667,694	-	-	-	(8,494,938)	28,571,802	-
B230 Parks Operations	-	-	-	-	-	-	-	-	-	-
C310 Design Devt & Community Engag	5,994,554	6,325,551	-	-	-	-	-	(1,078,307)	11,241,798	-
C315 Economic Development	-	-	-	-	-	-	-	-	-	-
C320 Engineering	-	15,062,439	-	10,103,000	-	-	-	(5,106,655)	20,058,784	6,068,462
C330 Enterprise Services	5,459,195	6,640,247	-	17,309,226	-	-	195,937,680	(43,891,849)	181,454,499	-
D410 Human Resources	2,942,957	-	-	-	-	-	-	-	2,942,957	33,436,842
D420 Administrative Services	812,623	80,000	-	-	-	-	-	-	892,623	1,884,758
E510 Police	53,727,579	6,593,943	-	175,500	-	-	-	(353,659)	60,143,363	-
E520 Fire	31,482,122	-	-	255,000	-	-	-	(86,483)	31,650,639	-
E530 District Court	-	13,833,368	-	-	-	-	-	(426,596)	13,406,772	-
E540 Attorney's Office	2,757,585	-	-	-	-	-	-	-	2,757,585	-
F610 Facilities & Fleet Management	-	791,413	-	2,836,392	-	-	-	(168,046)	3,459,759	20,855,232
F620 Fiscal Services	28,711,286	4,722,437	-	-	-	-	-	(22,068,795)	11,364,928	-
F630 Technology & Change Mgmt	170,077	-	-	558,413	-	-	-	-	728,490	6,992,021
F640 Treasury	2,294,959	203,215	-	-	-	-	750,207	-	3,248,381	-
F650 Comptroller's Office	2,792,317	-	-	-	-	-	-	-	2,792,317	-
G110 Retirement Activities	-	-	-	-	-	13,758,400	-	-	13,758,400	-
G310 Other Activities	-	5,400	-	-	-	-	-	-	5,400	-
TOTAL APPROPRIATIONS	\$142,683,745	\$118,392,108	\$0	\$47,913,040	\$43,364	\$13,791,839	\$198,743,485	(\$92,732,323)	\$428,835,258	\$69,237,315

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	2017 Actual	2018 Estimated	2019 Budget	2017 Actual	2018 Estimated	2019 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ 91,365,544	\$ 95,377,321	\$ 97,620,634	\$ 33,054,861	\$ 34,080,124	\$ 34,802,370
450 Licenses and Permits	2,813,046	2,889,566	2,958,106	4,621,697	4,971,750	4,597,048
500 Intergovernmental Revenues	18,459,813	18,696,802	19,397,176	28,522,047	30,574,281	29,677,435
600 Charges for Services	8,758,140	9,803,549	9,928,335	16,226,213	17,051,759	17,047,084
655 Fines and Forfeitures	2,349,199	2,120,131	2,150,000	730,170	740,367	683,000
664 Interest and Rents	765,767	568,888	608,604	18,783	952,795	1,034,634
671 Other Revenue	1,032,340	637,329	1,272,147	2,487,611	1,918,534	1,235,832
695 Other Financing Sources	11,327,121	8,299,455	9,285,182	25,779,292	31,176,210	29,413,856
TOTAL SOURCES	\$ 136,870,970	\$ 138,393,041	\$ 143,220,184	\$ 111,440,674	\$ 121,465,820	\$ 118,491,259
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ 12,023,201	\$ 12,233,407	\$ 11,988,439
A120 Clerk's Office	2,117,632	1,970,568	2,137,753	-	-	\$ -
A130 Executive Office	1,877,825	2,444,363	3,257,551	18,348	-	\$ -
B210 Community Services	136,308	134,697	143,187	18,011,992	20,143,133	\$ 18,746,610
B220 Public Services	-	-	-	37,681,029	65,525,029	\$ 33,399,046
B230 Parks Operations	-	-	-	-	-	\$ -
C310 Design Devt & Community Engagement	5,449,923	5,597,354	5,994,554	5,519,039	6,204,605	\$ 6,325,551
C315 Economic Development	-	-	-	-	-	\$ -
C320 Engineering	-	-	-	1,496,921	3,259,680	\$ 15,062,439
C330 Enterprise Services	5,665,449	5,200,041	5,459,195	6,151,022	6,432,729	\$ 6,640,247
D410 Human Resources	2,924,325	2,589,104	2,942,957	-	-	\$ -
D420 Administrative Services	630,079	826,681	812,623	15,225	75,000	\$ 80,000
E510 Police	48,949,957	49,811,116	53,727,579	8,063,780	7,848,689	\$ 6,593,943
E520 Fire	29,313,353	29,559,375	31,482,122	422,496	174,100	\$ -
E530 District Court	-	-	-	14,142,991	14,795,300	\$ 13,833,368
E540 Attorney's Office	2,522,369	2,810,343	2,757,585	-	-	\$ -
F610 Facilities & Fleet Management	-	-	-	662,899	767,726	\$ 791,413
F620 Fiscal Services	28,283,629	29,467,597	28,711,286	2,466,045	2,521,628	\$ 4,722,437
F630 Technology & Change Management	208,851	192,230	170,077	-	-	\$ -
F640 Treasury	2,108,123	2,144,119	2,294,959	132,640	259,682	\$ 203,215
F650 Comptroller's Office	2,717,325	2,692,406	2,792,317	-	-	\$ -
G310 Other Activities	-	-	-	5,694	5,400	\$ 5,400
TOTAL USES	\$ 132,905,148	\$ 135,439,994	\$ 142,683,745	\$ 106,813,322	\$ 140,246,108	\$ 118,392,108
Net Increase (Decrease) in Fund Balance	\$ 3,965,822	\$ 2,953,047	\$ 536,439	\$ 4,627,352	\$ (18,780,288)	\$ 99,151
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	23,323,325	27,289,147	30,242,194	65,382,381	70,009,733	51,229,445
Fund Balance - June 30	\$ 27,289,147	\$ 30,242,194	\$ 30,778,633	\$ 70,009,733	\$ 51,229,445	\$ 51,328,596

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	DEBT SERVICE			CAPITAL IMPROVEMENT		
	2017 Actual	2018 Estimated	2019 Budget	2017 Actual	2018 Estimated	2019 Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 9,197,733	\$ 9,079,275	\$ 9,331,376
450 Licenses and Permits	-	-	-	-	-	-
500 Intergovernmental Revenues	-	-	-	3,113,071	3,000,639	2,712,397
600 Charges for Services	-	-	-	70,673	54,162	-
655 Fines and Forfeitures	-	-	-	-	-	-
664 Interest and Rents	-	-	-	(68,787)	33,962	10,000
671 Other Revenue	-	-	-	1,006,043	2,472,439	791,074
695 Other Financing Sources	-	-	-	17,133,239	16,706,124	35,177,747
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 30,451,972	\$ 31,346,601	\$ 48,022,594
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-	-	134,454	150,000
A130 Executive Office	-	-	-	11,895,933	12,795,147	12,807,815
B210 Community Services	-	-	-	868,326	1,580,229	50,000
B220 Public Services	-	-	-	20,209,374	7,599,463	3,667,694
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	-	-	-
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	1,005,043	4,163,154	10,103,000
C330 Enterprise Services	-	-	-	2,588,888	1,233,195	17,309,226
D410 Human Resources	-	-	-	-	-	-
D420 Administrative Services	-	-	-	-	-	-
E510 Police	-	-	-	1,121,168	268,514	175,500
E520 Fire	-	-	-	559,832	928,315	255,000
E530 District Court	-	-	-	-	-	-
E540 Attorney's Office	-	-	-	-	-	-
F610 Facilities & Fleet Management	-	-	-	521,130	3,338,884	2,836,392
F620 Fiscal Services	-	-	-	-	-	-
F630 Technology & Change Management	-	-	-	382,562	548,000	558,413
F640 Treasury	-	-	-	67,441	-	-
F650 Comptroller's Office	-	-	-	-	-	-
G310 Other Activities	-	-	-	-	-	-
TOTAL USES	\$ -	\$ -	\$ -	\$ 39,219,697	\$ 32,589,355	\$ 47,913,040
Net Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ (8,767,725)	\$ (1,242,754)	\$ 109,554
General Contingencies and Reserves	-	-	-	-	-	-
Fund Balance - July 1	-	-	-	15,513,274	6,745,549	5,502,795
Fund Balance - June 30	\$ -	\$ -	\$ -	\$ 6,745,549	\$ 5,502,795	\$ 5,612,349

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	PERMANENT FUNDS			TOTAL GOVERNMENTAL FUNDS		
	2017	2018	2019	2017	2018	2019
	Actual	Estimated	Budget	Actual	Estimated	Budget
FINANCIAL SOURCES:						
401 Taxes	\$ -	\$ -	\$ -	\$ 133,618,138	\$ 138,536,720	\$ 141,754,380
450 Licenses and Permits	-	-	-	7,434,743	7,861,316	7,555,154
500 Intergovernmental Revenues	-	-	-	50,094,931	52,271,722	51,787,008
600 Charges for Services	22,973	17,323	19,412	25,077,999	26,926,793	26,994,831
655 Fines and Forfeitures	-	-	-	3,079,369	2,860,498	2,833,000
664 Interest and Rents	(17,687)	45,184	49,904	698,076	1,600,829	1,703,142
671 Other Revenue	-	-	-	4,525,994	5,028,302	3,299,053
695 Other Financing Sources	123,761	108,917	107,220	54,363,413	56,290,706	73,984,005
TOTAL SOURCES	\$ 129,047	\$ 171,424	\$ 176,536	\$ 278,892,663	\$ 291,376,886	\$ 309,910,573
EXPENDITURES:						
A110 Public Library	\$ -	\$ -	\$ -	\$12,023,201	\$12,233,407	\$11,988,439
A120 Clerk's Office	-	-	-	2,117,632	2,105,022	2,287,753
A130 Executive Office	-	-	-	13,792,106	15,239,510	16,065,366
B210 Community Services	62,935	42,363	43,364	19,079,561	21,900,422	18,983,161
B220 Public Services	-	-	-	57,890,403	73,124,492	37,066,740
B230 Parks Operations	-	-	-	-	-	-
C310 Design Devt & Community Engagement	-	-	-	10,968,962	11,801,959	12,320,105
C315 Economic Development	-	-	-	-	-	-
C320 Engineering	-	-	-	2,501,964	7,422,834	25,165,439
C330 Enterprise Services	-	-	-	14,405,359	12,865,965	29,408,668
D410 Human Resources	-	-	-	2,924,325	2,589,104	2,942,957
D420 Administrative Services	-	-	-	645,304	901,681	892,623
E510 Police	-	-	-	58,134,905	57,928,319	60,497,022
E520 Fire	-	-	-	30,295,681	30,661,790	31,737,122
E530 District Court	-	-	-	14,142,991	14,795,300	13,833,368
E540 Attorney's Office	-	-	-	2,522,369	2,810,343	2,757,585
F610 Facilities & Fleet Management	-	-	-	1,184,029	4,106,610	3,627,805
F620 Fiscal Services	-	-	-	30,749,674	31,989,225	33,433,723
F630 Technology & Change Management	-	-	-	591,413	740,230	728,490
F640 Treasury	-	-	-	2,308,204	2,403,801	2,498,174
F650 Comptroller's Office	-	-	-	2,717,325	2,692,406	2,792,317
G310 Other Activities	-	-	-	5,694	5,400	5,400
TOTAL USES	\$ 62,935	\$ 42,363	\$ 43,364	\$ 279,001,102	\$ 308,317,820	\$ 309,032,257
Net Increase (Decrease) in Fund Balance	\$ 66,112	\$ 129,061	\$ 133,172	\$ (108,439)	\$ (16,940,934)	\$ 878,316
General Contingencies and Reserves	(23,824)	-	-	(23,824)	-	-
Fund Balance - July 1	1,028,177	1,070,465	1,199,526	105,247,157	105,114,894	88,173,960
Fund Balance - June 30	<u>\$ 1,070,465</u>	<u>\$ 1,199,526</u>	<u>\$ 1,332,698</u>	<u>\$ 105,114,894</u>	<u>\$ 88,173,960</u>	<u>\$ 89,052,276</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	ENTERPRISE FUNDS		
	2017 Actual	2018 Estimated	2019 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	102,995	105,700	93,450
500 Intergovernmental Revenues	679,543	242	-
600 Charges for Services	118,109,891	118,443,800	118,708,142
655 Fines and Forfeitures	1,209,460	1,195,000	1,595,000
664 Interest and Rents	434,015	2,135,990	2,106,251
671 Other Revenue	1,851,124	4,321,046	3,352,872
695 Other Financing Sources	23,829,964	46,346,556	73,009,488
TOTAL SOURCES	<u>\$ 146,216,992</u>	<u>\$ 172,548,334</u>	<u>\$ 198,865,203</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	2,813,073	2,067,277	2,055,598
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	-	-	-
C330 Enterprise Services	117,737,471	143,086,449	195,937,680
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	996,008	723,167	750,207
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 121,546,552</u>	<u>\$ 145,876,893</u>	<u>\$ 198,743,485</u>
Net Increase (Decrease) in Fund Balance	\$ 24,670,440	\$ 26,671,441	\$ 121,718
General Contingencies and Reserves	(21,179,841)	(20,824,687)	(17,145,954)
Fund Balance - July 1	104,368,286	107,858,885	113,705,639
Fund Balance - June 30	<u>\$ 107,858,885</u>	<u>\$ 113,705,639</u>	<u>\$ 96,681,403</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	INTERNAL SERVICE FUNDS		
	2017 Actual	2018 Estimated	2019 Budget
FINANCIAL SOURCES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	332,087	258,000	271,000
500 Intergovernmental Revenues	300,006	1,108,596	1,358,304
600 Charges for Services	41,657,733	41,167,074	46,800,206
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	11,689,539	12,977,237	13,850,066
671 Other Revenue	5,165,740	5,749,607	6,397,068
695 Other Financing Sources	625,000	3,291,287	-
TOTAL SOURCES	<u>\$ 59,770,105</u>	<u>\$ 64,551,801</u>	<u>\$ 68,676,644</u>
EXPENDITURES:			
A110 Public Library	\$ -	\$ -	\$ -
A120 Clerk's Office	-	-	-
A130 Executive Office	-	-	-
B210 Community Services	-	-	-
B220 Public Services	-	-	-
B230 Parks Operations	-	-	-
C310 Design Devt & Community Engagement	-	-	-
C315 Economic Development Dept	-	-	-
C320 Engineering	4,499,847	5,433,895	6,068,462
C330 Enterprise Services	-	-	-
D410 Human Resources	27,972,891	30,674,521	33,436,842
D420 Administrative Services	1,722,910	1,654,275	1,884,758
E510 Police	-	-	-
E520 Fire	-	-	-
E530 District Court	-	-	-
E540 Attorney's Office	-	-	-
F610 Facilities & Fleet Management	17,188,476	22,875,014	20,855,232
F620 Fiscal Services	-	-	-
F630 Technology & Change Management	7,989,998	7,027,025	6,992,021
F640 Treasury	-	-	-
F650 Comptroller's Office	-	-	-
G310 Other Activities	-	-	-
TOTAL USES	<u>\$ 59,374,122</u>	<u>\$ 67,664,730</u>	<u>\$ 69,237,315</u>
Net Increase (Decrease) in Fund Balance	\$ 395,983	\$ (3,112,929)	\$ (560,671)
General Contingencies and Reserves	(274,777)	(210,526)	(210,256)
Fund Balance - July 1	44,532,123	44,653,329	41,329,874
Fund Balance - June 30	<u>\$ 44,653,329</u>	<u>\$ 41,329,874</u>	<u>\$ 40,558,947</u>

**CITY OF GRAND RAPIDS, MICHIGAN
SUMMARY OF ESTIMATED FINANCIAL
SOURCES AND USES
2017 - 2019
JULY 1, 2018**

	FIDUCIARY FUNDS		
	2017 Actual	2018 Estimated	2019 Budget
REVENUES:			
401 Taxes	\$ -	\$ -	\$ -
450 Licenses and Permits	-	-	-
500 Intergovernmental Revenues	-	-	-
600 Charges for Services	14,692,188	14,543,048	14,780,853
655 Fines and Forfeitures	-	-	-
664 Interest and Rents	5,944,739	2,647,923	2,986,993
671 Other Revenue	-	-	-
695 Other Financing Sources	-	-	-
	<hr/>	<hr/>	<hr/>
TOTAL SOURCES	<u>\$ 20,636,927</u>	<u>\$ 17,190,971</u>	<u>\$ 17,767,846</u>
EXPENSES:			
A110 Public Library	\$ 102,809	\$ 53,032	\$ 33,439
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	-	-	-
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	12,169,618	12,008,695	13,758,400
	<hr/>	<hr/>	<hr/>
TOTAL USES	<u>\$ 12,272,427</u>	<u>\$ 12,061,727</u>	<u>\$ 13,791,839</u>
Net Increase (Decrease) in Fund Balance	\$8,364,500	\$5,129,244	\$3,976,007
General Contingencies and Reserves	-	-	-
Retained Earnings - July 1	47,931,688	56,296,188	61,425,432
	<hr/>	<hr/>	<hr/>
Retained Earnings - June 30	<u>\$ 56,296,188</u>	<u>\$ 61,425,432</u>	<u>\$ 65,401,439</u>

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.

FUND DESCRIPTIONS

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 ends after FY 2015; this is why the term temporary income tax rate increase is used. The money has been 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. Any remaining fund balance at the end of each year will be assigned to future transformational operations.

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 a good or fair rating by the end of the temporary income tax increase.

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
664-Investment Income & Rentals	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	600,000	1,350,000	1,350,000	0	0	0	0	0
Budget Stabilization Total Revenues	0	600,000	1,350,000	1,350,000	0	0	0	0	0
Budget Stabilization NET INCOME (LOSS)	0	600,000	1,350,000	1,350,000	0	0	0	0	0
Beginning Fund Balance	12,948,835	12,948,835	12,948,835	12,948,835	14,298,835	14,298,835	14,298,835	14,298,835	14,298,835
Ending Fund Balance	12,948,835	13,548,835	14,298,835	14,298,835	14,298,835	14,298,835	14,298,835	14,298,835	14,298,835

		Total GOF Expenditures	135,439,994	142,683,745	147,201,419	151,258,046	154,620,394	156,786,396
		Transfer to BSF	(1,350,000)	0	0	0	0	0
General Operating Fund Total Expenditures	132,905,148		134,089,994	142,683,745	147,201,419	151,258,046	154,620,394	156,786,396
		10% of GOF Expenditures	13,408,999	14,268,375	14,720,142	15,125,805	15,462,039	15,678,640
Reserve Targets:								
Operating Transfer from General Operating Fund	0		1,350,000	0	0	0	0	0
Cumulative Budget Stabilization Fund Reserves	12,948,835		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	9.7%		10.7%	10.0%	9.7%	9.5%	9.2%	9.1%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
REVENUE									
401-Taxes									
Income	77,409,503	80,839,040	80,839,040	81,318,318	83,757,867	85,851,815	87,998,110	90,198,062	92,453,013
Property	13,956,041	13,853,063	13,853,063	14,059,003	13,862,767	14,032,593	14,207,019	14,430,775	14,617,901
450-Licenses & Permits	2,813,046	2,905,809	2,905,809	2,889,566	2,958,106	3,039,863	3,110,953	3,189,450	3,260,611
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	18,459,813	18,054,110	18,054,110	18,696,802	19,397,176	19,669,765	19,947,791	20,226,799	20,502,743
600-Charges for Services	8,758,140	9,762,032	9,762,032	9,803,549	9,928,335	10,035,601	10,211,910	10,261,589	10,383,220
655-Fines & Forfeitures	2,349,199	2,157,000	2,157,000	2,120,131	2,150,000	2,252,000	2,303,000	2,354,000	2,404,000
664-Investment Income & Rentals	765,767	617,716	617,716	568,888	608,604	775,454	889,966	1,006,016	1,122,065
671-Other Revenues	1,032,340	1,059,970	1,068,303	637,329	1,272,147	1,293,750	1,455,785	1,338,261	1,350,361
695-Other Financing Sources	8,492,121	8,272,780	8,272,780	8,299,455	9,285,182	8,835,115	8,845,910	8,679,774	8,335,063
695 Transformation Fund	1,300,000	0	0	0	0	0	0	0	0
695 Principal Payment Rec'd on Gov't Center Ramp	1,535,000	0	0	0	0	1,595,000	1,030,000	0	0
GENERAL FUND OPERATING Total Revenue	136,870,970	137,521,520	137,529,853	138,393,041	143,220,184	147,380,956	150,000,444	151,684,726	154,428,977
EXPENDITURES									
GENERAL FUND OPERATING (GFGEN)									
701-Personal Services	85,571,005	89,319,630	89,334,633	87,010,827	93,049,490	95,993,811	99,008,861	101,439,676	102,480,241
751-Supplies	2,105,016	2,081,659	2,121,659	1,930,846	1,962,869	2,183,971	2,152,466	2,179,574	2,198,344
800-Other Services and Charges	23,067,827	23,784,471	25,233,221	23,831,669	27,354,233	27,937,217	28,395,980	28,937,828	29,551,985
970-Capital Outlays	673,129	754,273	815,217	868,402	1,276,255	1,405,972	1,233,101	1,239,564	1,306,398
990-Debt Service	114,442	58,318	58,318	59,664	56,872	60,258	4,400	4,400	4,400
995-Other Financing	9,585,053	9,582,135	9,966,524	9,333,905	7,696,342	7,876,031	8,129,373	8,096,627	8,219,939
995 Appropriation Lapse	0	-3,500,000	-3,500,000	-2,000,000	-4,000,000	-4,000,000	-4,000,000	-4,000,000	-4,000,000
995 Contingent Appropriation	0	1,500,000	0	872,251	1,709,628	1,720,968	1,735,452	1,749,312	1,751,676
995 Parks Subsidy (Maintenance of Effort)	5,738,676	5,922,430	5,922,430	5,922,430	6,163,056	6,358,191	6,533,413	6,533,413	6,533,413
995 Vital Streets	950,000	900,000	900,000	900,000	850,000	850,000	850,000	850,000	850,000
995 Community and Police Relations	0	1,000,000	1,000,000	250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
995 61st District Court Fund Subsidy	5,100,000	5,110,000	5,110,000	5,110,000	5,565,000	5,815,000	6,215,000	6,590,000	6,890,000
995 Budget Stabilization Fund	0	600,000	1,350,000	1,350,000	0	0	0	0	0
GENERAL FUND OPERATING Total Expenditures	132,905,148	137,112,916	138,312,002	135,439,994	142,683,745	147,201,419	151,258,046	154,620,394	156,786,396
GF OPERATING REV OVER/(UNDER) EXPENDITURES	3,965,822	408,604	(782,149)	2,953,047	536,439	179,537	(1,257,602)	(2,935,668)	(2,357,419)
Beginning Fund Balance	23,323,325	27,289,147	27,289,147	27,289,147	30,242,194	30,778,633	30,958,170	29,700,568	26,764,900
Ending Fund Balance	27,289,147	27,697,751	26,506,998	30,242,194	30,778,633	30,958,170	29,700,568	26,764,900	24,407,481
	20.5%	20.2%	19.2%	22.3%	21.6%	21.0%	19.6%	17.3%	15.6%
Assigned to Operations - 15% of Total Spending	19,935,772	20,566,937	20,746,800	20,315,999	21,402,562	22,080,213	22,688,707	23,193,059	23,517,959
Assigned to Affordable Housing Community Fund - 20% FYE Balance	-	-	-	590,609	107,288	35,907	-	-	-
Unassigned Fund Balance	7,353,375	7,130,814	5,760,198	9,335,586	9,268,784	8,842,050	7,011,861	3,571,841	889,522
Total	27,289,147	27,697,751	26,506,998	30,242,194	30,778,633	30,958,170	29,700,568	26,764,900	24,407,481
Unassigned Fund Balance as a % of Total Expenditures	5.5%	5.2%	4.2%	6.9%	6.5%	6.0%	4.6%	2.3%	0.6%

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

Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
401	Taxes	\$ 97,620,634	\$ 99,884,408	\$ 102,205,129	\$ 104,628,837	\$ 107,070,914
450	Licenses & Permits	\$ 2,958,106	\$ 3,039,863	\$ 3,110,953	\$ 3,189,450	\$ 3,260,611
539	State Grants	\$ 19,397,176	\$ 19,669,765	\$ 19,947,791	\$ 20,226,799	\$ 20,502,743
600	Charges for Services	\$ 9,928,335	\$ 10,035,601	\$ 10,211,910	\$ 10,261,589	\$ 10,383,220
655	Fines & Forfeitures	\$ 2,150,000	\$ 2,252,000	\$ 2,303,000	\$ 2,354,000	\$ 2,404,000
664	Investment Income & Rentals	\$ 608,604	\$ 775,454	\$ 889,966	\$ 1,006,016	\$ 1,122,065
671	Other Revenues	\$ 1,272,147	\$ 1,293,750	\$ 1,455,785	\$ 1,338,261	\$ 1,350,361
695	Other Financing Sources	\$ 9,285,182	\$ 10,430,115	\$ 9,875,910	\$ 8,679,774	\$ 8,335,063
Grand Total		\$ 143,220,184	\$ 147,380,956	\$ 150,000,444	\$ 151,684,726	\$ 154,428,977

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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	\$ 20,480	\$ 20,480	\$ 20,480	\$ 20,480	\$ 20,480
		695	Other Financing Sources	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
	Executive Office Total			\$ 95,480				
191	Comptroller	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		671	Other Revenues	\$ 1,570	\$ 1,570	\$ 1,570	\$ 1,570	\$ 1,570
	Comptroller Total			\$ 1,920				
212	Fiscal Services	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		695	Other Financing Sources	\$ 37,863	\$ 37,863	\$	\$	\$
	Fiscal Services Total			\$ 39,363	\$ 39,363	\$ 1,500	\$ 1,500	\$ 1,500
215	Clerk	450	Licenses & Permits	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
		600	Charges for Services	\$ 107,500	\$ 112,500	\$ 117,500	\$ 122,500	\$ 122,500
		671	Other Revenues	\$	\$	\$ 140,000	\$	\$
	Clerk Total			\$ 292,500	\$ 297,500	\$ 442,500	\$ 307,500	\$ 307,500
253	Treasurer	401	Taxes	\$ 13,847,767	\$ 14,017,593	\$ 14,192,019	\$ 14,415,775	\$ 14,602,901
		539	State Grants	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851
		600	Charges for Services	\$ 286,000	\$ 291,000	\$ 301,000	\$ 311,000	\$ 321,000
		655	Fines & Forfeitures	\$ 1,800,000	\$ 1,900,000	\$ 1,950,000	\$ 2,000,000	\$ 2,050,000
		664	Investment Income & Rentals	\$ 608,604	\$ 775,454	\$ 889,966	\$ 1,006,016	\$ 1,122,065
		671	Other Revenues	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500
	Treasurer Total			\$ 17,065,722	\$ 17,507,398	\$ 17,856,336	\$ 18,256,142	\$ 18,619,317
255	Income Tax	401	Taxes	\$ 83,757,867	\$ 85,851,815	\$ 87,998,110	\$ 90,198,062	\$ 92,453,013
	Income Tax Total			\$ 83,757,867	\$ 85,851,815	\$ 87,998,110	\$ 90,198,062	\$ 92,453,013
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	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		450	Licenses & Permits	\$ 2,350,741	\$ 2,414,212	\$ 2,479,395	\$ 2,546,339	\$ 2,615,090
		539	State Grants	\$ 18,278,055	\$ 18,543,825	\$ 18,814,113	\$ 19,088,996	\$ 19,368,551
		600	Charges for Services	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780	\$ 3,762,954	\$ 3,778,582
		671	Other Revenues	\$ 579,350	\$ 590,750	\$ 602,378	\$ 614,239	\$ 626,336
		695	Other Financing Sources	\$ 7,464,990	\$ 8,629,707	\$ 8,108,051	\$ 6,906,469	\$ 6,554,755
	General Administration Total			\$ 32,406,883	\$ 33,926,543	\$ 33,766,717	\$ 32,933,997	\$ 32,958,314
266	Attorney	600	Charges for Services	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
	Attorney Total			\$ 4,500				
271	Admin Services Support	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
301	Police	450	Licenses & Permits	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000
		539	State Grants	\$ 217,000	\$ 218,000	\$ 220,000	\$ 222,000	\$ 222,000
		600	Charges for Services	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
		655	Fines & Forfeitures	\$ 350,000	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000
		671	Other Revenues	\$ 530,000	\$ 540,200	\$ 550,604	\$ 561,216	\$ 561,216
		695	Other Financing Sources	\$ 245,641	\$ 250,857	\$ 256,171	\$ 261,617	\$ 268,620
	Police Total			\$ 1,665,641	\$ 1,684,057	\$ 1,702,775	\$ 1,722,833	\$ 1,729,836
336	Fire	539	State Grants	\$ 251,905	\$ 248,127	\$ 244,405	\$ 240,739	\$ 237,128
		600	Charges for Services	\$ 438,637	\$ 455,237	\$ 526,605	\$ 490,399	\$ 509,011
	Fire Total			\$ 690,542	\$ 703,364	\$ 771,010	\$ 731,138	\$ 746,139
448	Street Lighting	600	Charges for Services	\$ 1,940,000	\$ 1,946,800	\$ 1,953,668	\$ 1,960,605	\$ 1,967,611
		671	Other Revenues	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
	Street Lighting Total			\$ 1,976,000	\$ 1,982,800	\$ 1,989,668	\$ 1,996,605	\$ 2,003,611
533	Stormwater	450	Licenses & Permits	\$ 308,771	\$ 324,800	\$ 328,400	\$ 336,596	\$ 336,596
		539	State Grants	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213	\$ 254,213
		600	Charges for Services	\$ 65,072	\$ 77,605	\$ 81,377	\$ 81,377	\$ 81,377
	Stormwater Total			\$ 603,208	\$ 641,367	\$ 658,199	\$ 672,186	\$ 672,186
701	Planning	450	Licenses & Permits	\$ 102,594	\$ 104,851	\$ 107,158	\$ 109,515	\$ 111,925
		600	Charges for Services	\$ 644,003	\$ 643,432	\$ 659,446	\$ 658,692	\$ 678,561
		695	Other Financing Sources	\$ 93,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
	Planning Total			\$ 839,597	\$ 816,283	\$ 834,604	\$ 836,207	\$ 858,486
733	Code Compliance	600	Charges for Services	\$ 2,380,176	\$ 2,427,778	\$ 2,476,334	\$ 2,525,862	\$ 2,576,378
		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			\$ 3,749,011	\$ 3,796,616	\$ 3,845,175	\$ 3,894,706	\$ 3,945,225
Grand Total				\$ 143,220,184	\$ 147,380,956	\$ 150,000,444	\$ 151,684,726	\$ 154,428,977

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

Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
701	Personnel Services	\$ 93,049,490	\$ 95,993,811	\$ 99,008,861	\$ 101,439,676	\$ 102,480,241
751	Supplies	\$ 1,962,869	\$ 2,183,971	\$ 2,152,466	\$ 2,179,574	\$ 2,198,344
800	Other Services and Charges	\$ 27,354,233	\$ 27,937,217	\$ 28,395,980	\$ 28,937,828	\$ 29,551,985
970	Capital Outlays	\$ 1,276,255	\$ 1,405,972	\$ 1,233,101	\$ 1,239,564	\$ 1,306,398
990	Debt Service	\$ 56,872	\$ 60,258	\$ 4,400	\$ 4,400	\$ 4,400
995	Other Financing	\$ 18,984,026	\$ 19,620,190	\$ 20,463,238	\$ 20,819,352	\$ 21,245,028
Grand Total		\$ 142,683,745	\$ 147,201,419	\$ 151,258,046	\$ 154,620,394	\$ 156,786,396

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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
101	City Commission	701	Personnel Services	\$ 502,158	\$ 524,816	\$ 548,820	\$ 571,344	\$ 583,212
		751	Supplies	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
		800	Other Services and Charges	\$ 32,737	\$ 33,040	\$ 33,341	\$ 33,474	\$ 33,514
	City Commission Total			\$ 535,195	\$ 558,156	\$ 582,461	\$ 605,118	\$ 617,026
172	Executive Office	701	Personnel Services	\$ 1,085,512	\$ 1,127,286	\$ 1,171,308	\$ 1,205,664	\$ 1,210,500
		751	Supplies	\$ 13,400	\$ 13,400	\$ 13,400	\$ 13,400	\$ 13,400
		800	Other Services and Charges	\$ 1,612,444	\$ 1,617,542	\$ 1,624,893	\$ 1,634,177	\$ 1,646,878
		970	Capital Outlays	\$ 11,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
	Executive Office Total			\$ 2,722,356	\$ 2,762,728	\$ 2,814,101	\$ 2,857,741	\$ 2,875,278
191	Comptroller	701	Personnel Services	\$ 1,711,061	\$ 1,738,487	\$ 1,800,998	\$ 1,858,922	\$ 1,884,546
		751	Supplies	\$ 41,975	\$ 41,975	\$ 41,975	\$ 41,975	\$ 41,975
		800	Other Services and Charges	\$ 1,018,781	\$ 1,044,456	\$ 1,050,805	\$ 1,071,706	\$ 1,099,529
		970	Capital Outlays	\$ 20,500	\$ 12,500	\$	\$	\$ 12,500
	Comptroller Total			\$ 2,792,317	\$ 2,837,418	\$ 2,893,778	\$ 2,972,603	\$ 3,038,550
212	Fiscal Services	701	Personnel Services	\$ 897,067	\$ 929,772	\$ 959,844	\$ 977,868	\$ 983,940
		751	Supplies	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
		800	Other Services and Charges	\$ 628,751	\$ 641,468	\$ 651,526	\$ 661,507	\$ 673,762
		970	Capital Outlays	\$ 6,296	\$	\$	\$	\$
	Fiscal Services Total			\$ 1,547,614	\$ 1,586,740	\$ 1,626,870	\$ 1,654,875	\$ 1,673,202
215	Clerk	701	Personnel Services	\$ 1,447,359	\$ 1,496,865	\$ 1,550,664	\$ 1,599,173	\$ 1,620,360
		751	Supplies	\$ 85,100	\$ 106,350	\$ 91,350	\$ 84,100	\$ 84,100
		800	Other Services and Charges	\$ 570,294	\$ 607,166	\$ 595,310	\$ 588,676	\$ 605,191
		970	Capital Outlays	\$ 35,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Clerk Total			\$ 2,137,753	\$ 2,215,381	\$ 2,242,324	\$ 2,276,949	\$ 2,314,651
228	Information Technology	701	Personnel Services	\$ 158,569	\$ 165,720	\$ 174,812	\$ 183,889	\$ 189,408
		751	Supplies	\$	\$	\$	\$	\$
		800	Other Services and Charges	\$ 11,508	\$ 2,508	\$ 2,508	\$ 2,508	\$ 2,508
		970	Capital Outlays	\$	\$	\$	\$	\$
	Information Technology Total			\$ 170,077	\$ 168,228	\$ 177,320	\$ 186,397	\$ 191,916
233	Purchasing	701	Personnel Services	\$ 449,805	\$ 460,824	\$ 471,312	\$ 480,360	\$ 483,552
		751	Supplies	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
		800	Other Services and Charges	\$ 148,011	\$ 151,399	\$ 154,173	\$ 157,503	\$ 162,068
		970	Capital Outlays	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Purchasing Total			\$ 615,316	\$ 629,723	\$ 642,985	\$ 655,363	\$ 663,120
253	Treasurer	701	Personnel Services	\$ 1,545,118	\$ 1,604,462	\$ 1,675,997	\$ 1,744,022	\$ 1,779,457
		751	Supplies	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
		800	Other Services and Charges	\$ 723,841	\$ 737,425	\$ 750,013	\$ 763,891	\$ 780,501
		970	Capital Outlays	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
	Treasurer Total			\$ 2,294,959	\$ 2,367,887	\$ 2,452,010	\$ 2,533,913	\$ 2,585,958

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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
255	Income Tax	701	Personnel Services	\$ 1,694,852	\$ 1,759,446	\$ 1,846,661	\$ 1,925,004	\$ 1,969,792
		751	Supplies	\$ 36,150	\$ 38,150	\$ 40,150	\$ 42,150	\$ 44,150
		800	Other Services and Charges	\$ 725,340	\$ 698,239	\$ 709,843	\$ 716,750	\$ 725,535
		970	Capital Outlays	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Income Tax Total			\$ 2,516,342	\$ 2,510,835	\$ 2,611,654	\$ 2,698,904	\$ 2,754,477
257	Assessor	701	Personnel Services	\$ 1,794,605	\$ 1,840,011	\$ 1,901,871	\$ 1,956,554	\$ 1,975,812
		751	Supplies	\$ 19,194	\$ 22,694	\$ 20,194	\$ 20,694	\$ 21,194
		800	Other Services and Charges	\$ 477,527	\$ 490,168	\$ 497,037	\$ 527,837	\$ 514,616
		970	Capital Outlays	\$ 10,400	\$ 10,400	\$ 11,400	\$ 10,400	\$ 10,400
	Assessor Total			\$ 2,301,726	\$ 2,363,273	\$ 2,430,502	\$ 2,515,485	\$ 2,522,022
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	\$ 3,043,999	\$ 3,089,994	\$ 3,086,777	\$ 3,134,842	\$ 3,185,153
		990	Debt Service	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
		995	Other Financing	\$ 22,669,689	\$ 23,305,097	\$ 24,147,373	\$ 24,502,698	\$ 24,927,568
	General Administration Total			\$ 25,730,288	\$ 26,411,691	\$ 27,250,750	\$ 27,654,140	\$ 28,129,321
266	Attorney	701	Personnel Services	\$ 2,346,011	\$ 2,439,266	\$ 2,516,662	\$ 2,586,959	\$ 2,608,256
		751	Supplies	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250	\$ 50,250
		800	Other Services and Charges	\$ 349,324	\$ 356,392	\$ 362,278	\$ 368,880	\$ 379,214
		970	Capital Outlays	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
	Attorney Total			\$ 2,757,585	\$ 2,857,908	\$ 2,941,190	\$ 3,018,089	\$ 3,049,720
270	Human Resources	701	Personnel Services	\$ 1,685,740	\$ 1,756,278	\$ 1,837,390	\$ 1,914,220	\$ 1,941,793
		751	Supplies	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
		800	Other Services and Charges	\$ 1,222,217	\$ 1,146,114	\$ 1,150,779	\$ 1,129,008	\$ 1,181,825
		970	Capital Outlays	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Human Resources Total			\$ 2,942,957	\$ 2,937,392	\$ 3,023,169	\$ 3,078,228	\$ 3,158,618
271	Admin Services Support	701	Personnel Services	\$ 524,834	\$ 545,349	\$ 569,040	\$ 590,216	\$ 596,292
		751	Supplies	\$ 18,075	\$ 14,075	\$ 15,075	\$ 12,350	\$ 12,350
		800	Other Services and Charges	\$ 269,714	\$ 268,740	\$ 270,912	\$ 263,991	\$ 268,744
	Admin Services Support Total			\$ 812,623	\$ 828,164	\$ 855,027	\$ 866,557	\$ 877,386
301	Police	701	Personnel Services	\$ 43,543,608	\$ 44,880,655	\$ 46,120,738	\$ 47,225,485	\$ 47,687,799
		751	Supplies	\$ 771,943	\$ 955,084	\$ 920,808	\$ 939,307	\$ 939,307
		800	Other Services and Charges	\$ 8,989,774	\$ 9,269,807	\$ 9,422,900	\$ 9,596,549	\$ 9,773,126
		970	Capital Outlays	\$ 422,254	\$ 504,011	\$ 312,100	\$ 314,800	\$ 352,300
	Police Total			\$ 53,727,579	\$ 55,609,557	\$ 56,776,546	\$ 58,076,141	\$ 58,752,532
336	Fire	701	Personnel Services	\$ 27,347,177	\$ 28,199,313	\$ 29,088,227	\$ 29,638,639	\$ 29,875,965
		751	Supplies	\$ 283,770	\$ 288,941	\$ 295,233	\$ 301,140	\$ 307,033
		800	Other Services and Charges	\$ 3,048,915	\$ 3,221,231	\$ 3,313,931	\$ 3,404,333	\$ 3,494,902
		970	Capital Outlays	\$ 663,305	\$ 807,061	\$ 827,601	\$ 842,364	\$ 859,198
		990	Debt Service	\$ 52,472	\$ 55,858	\$	\$	\$
		995	Other Financing	\$ 86,483	\$ 86,626	\$ 86,772	\$ 86,921	\$ 87,073
	Fire Total			\$ 31,482,122	\$ 32,659,030	\$ 33,611,764	\$ 34,273,397	11\$ 34,624,171

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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
448	Street Lighting	701	Personnel Services	\$ 1,396,048	\$ 1,442,503	\$ 1,495,934	\$ 1,541,778	\$ 1,564,053
		751	Supplies	\$ 484,262	\$ 493,947	\$ 503,826	\$ 513,903	\$ 524,180
		800	Other Services and Charges	\$ 2,746,018	\$ 2,796,970	\$ 2,844,651	\$ 2,894,822	\$ 2,948,957
		970	Capital Outlays	\$ 10,000	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
		995	Other Financing	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)	(\$ 300,000)
	Street Lighting Total			\$ 4,336,328	\$ 4,443,420	\$ 4,564,411	\$ 4,660,503	\$ 4,747,190
527	Environmental Services	800	Other Services and Charges	\$ 21,000	\$	\$	\$	\$
	Environmental Services Total			\$ 21,000	\$	\$	\$	\$
533	Stormwater	701	Personnel Services	\$ 694,937	\$ 716,099	\$ 744,002	\$ 768,396	\$ 780,857
		751	Supplies	\$ 7,950	\$ 8,205	\$ 9,205	\$ 9,205	\$ 9,205
		800	Other Services and Charges	\$ 367,905	\$ 465,147	\$ 556,188	\$ 651,356	\$ 709,233
		970	Capital Outlays	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
		995	Other Financing	\$ 23,575	\$ 24,094	\$ 24,624	\$ 25,166	\$ 25,720
	Stormwater Total			\$ 1,101,867	\$ 1,221,045	\$ 1,341,519	\$ 1,461,623	\$ 1,532,515
694	Community Development Services	701	Personnel Services	\$ 119,292	\$ 120,888	\$ 123,888	\$ 126,504	\$ 127,680
		751	Supplies	\$ 1,500	\$ 1,600	\$ 1,700	\$ 1,800	\$ 1,900
		800	Other Services and Charges	\$ 22,395	\$ 23,040	\$ 23,580	\$ 24,208	\$ 24,965
	Community Development Services			\$ 143,187	\$ 145,528	\$ 149,168	\$ 152,512	\$ 154,545
701	Planning	701	Personnel Services	\$ 1,577,564	\$ 1,624,765	\$ 1,674,720	\$ 1,713,520	\$ 1,729,221
		751	Supplies	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
		800	Other Services and Charges	\$ 656,721	\$ 593,118	\$ 598,462	\$ 604,022	\$ 614,615
		970	Capital Outlays	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
		995	Other Financing	\$ 4,279	\$ 4,373	\$ 4,469	\$ 4,567	\$ 4,667
	Planning Total			\$ 2,256,564	\$ 2,240,256	\$ 2,295,651	\$ 2,340,109	\$ 2,366,503
733	Code Compliance	701	Personnel Services	\$ 2,525,973	\$ 2,618,806	\$ 2,733,773	\$ 2,828,959	\$ 2,885,546
		751	Supplies	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000
		800	Other Services and Charges	\$ 667,017	\$ 683,253	\$ 696,073	\$ 707,788	\$ 727,149
		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			\$ 3,737,990	\$ 3,847,059	\$ 3,974,846	\$ 4,081,747	\$ 4,157,695
907	Appropriation Lapse	995	Other Financing	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,000,000)	(\$ 4,000,000)
	Long Term Debt Total			(\$ 4,000,000)				
Grand Total				\$ 142,683,745	\$ 147,201,419	\$ 151,258,046	\$ 154,620,394	\$ 156,786,396

DEPARTMENT 261 - GENERAL ADMINISTRATION - REVENUES

	FY17 ACTUALS	FY18 ADOPTED	FY18 AMENDED	FY18 ESTIMATE	FY19 REQUEST	FY20	FY21	FY22	FY23	
INTERGOVERNMENTAL REVENUES										
261/2000/1010/5741	State Shared Revenues (0.50% growth)	15,097,998	14,723,757	14,723,757	15,372,189	15,633,516	15,899,286	16,169,574	16,444,457	16,724,012
261/2000/1010/5741	CVTS Revenues & Internet Sales Tax	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539
	INTERGOVERNMENTAL REVENUES SUBTOTAL:	\$ 17,742,537	\$ 17,368,296	\$ 17,368,296	\$ 18,016,728	\$ 18,278,055	\$ 18,543,825	\$ 18,814,113	\$ 19,088,996	\$ 19,368,551
CHARGES FOR SERVICES										
261/1020/1010/4770	Cable Consent Fees	\$ 2,184,857	\$ 2,302,161	\$ 2,302,161	\$ 2,288,940	\$ 2,350,741	\$ 2,414,212	\$ 2,479,395	\$ 2,546,339	\$ 2,615,090
261/2000/1010/6260	Steam Franchise	55,749	55,000	55,000	56,641	55,000	55,000	55,000	55,000	55,000
261/8000/1010/6260	One North Division	3,655,962	3,649,861	3,649,861	3,649,861	3,663,747	3,678,049	3,692,780	3,707,954	3,723,582
	CHARGES FOR SERVICES SUBTOTAL:	\$ 5,896,568	\$ 6,007,022	\$ 6,007,022	\$ 5,995,442	\$ 6,069,488	\$ 6,147,261	\$ 6,227,175	\$ 6,309,293	\$ 6,393,672
OTHER REVENUE										
261/1020/1010/6743	Tax donations - Veteran flags	9,939	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
261/1020/1010/6871	Kent County - Veteran flags	-	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350
261/1020/1010/6871	MI Indigent Defense Commission Reimbursement	-	206,000	206,000	-	570,000	581,400	593,028	604,889	616,986
261/1020/1010/4260	Payment in Lieu of Taxes from GVSU for Belknap Properties	20,750	17,750	17,750	18,166	15,000	15,000	15,000	15,000	15,000
	OTHER REVENUE SUBTOTAL:	\$ 30,689	\$ 233,100	\$ 233,100	\$ 27,516	\$ 594,350	\$ 605,750	\$ 617,378	\$ 629,239	\$ 641,336
OTHER FINANCING SOURCES										
261/2000/1010/6992	Contributions from Other Funds A87	5,843,371	6,353,827	6,353,827	6,353,827	7,269,034	6,761,606	6,896,838	7,034,774	7,175,470
261/2000/1010/6992	DDA A87	(34,597)	-	-	-	-	-	-	-	-
261/2000/1010/6992	CD Grants A87	(231,787)	(185,310)	(185,310)	(185,310)	(274,321)	(279,807)	(285,404)	(291,112)	(296,934)
261/2000/1010/6992	MI Justice Training Grant A87	(2,751)	(2,378)	(2,378)	(2,378)	(4,085)	(4,167)	(4,250)	(4,335)	(4,422)
261/2000/1010/6992	Property Mgt-Receiver'ship A87	(444)	(540)	(540)	(540)	(534)	(545)	(556)	(567)	(578)
261/2000/1010/6992	Drug Law Enforcement Grant A87	(27,395)	(25,629)	(25,629)	(25,629)	(36,318)	(37,044)	(37,785)	(38,541)	(39,312)
261/2000/1010/6992	Transformation Fund A87	(5,262)	(6,766)	(6,766)	(6,766)	(1,733)	(1,768)	(1,803)	(1,839)	(1,876)
261/2000/1010/6992	Act 175 Debt Retirement A87	(467)	-	-	-	-	-	-	-	-
261/2000/1010/6992	Belknap Ice Arena A87	(12,666)	(13,341)	(13,341)	(13,341)	(15,618)	(15,930)	(16,249)	(16,574)	(16,905)
261/2000/1010/6992	GR Building Authority A87	(6,079)	(8,341)	(8,341)	(8,341)	(6,948)	(7,087)	(7,229)	(7,373)	(7,521)
261/2000/1010/6992	Uptown Business Improvement District A-87	(2,907)	(3,515)	(3,515)	(3,515)	(4,246)	(4,331)	(4,418)	(4,506)	(4,596)
261/2000/1010/6992	Historical Commission A87	(1,227)	(2,711)	(2,711)	(2,711)	(2,110)	(2,152)	(2,195)	(2,239)	(2,284)
261/2000/1010/6992	Other Grants A87	(28,126)	(13,915)	(13,915)	(13,915)	(19,856)	(20,253)	(20,658)	(21,071)	(21,493)
261/2000/1010/6992	Police Grant A87	(63,729)	(66,692)	(66,692)	(66,692)	(95,118)	(97,020)	(98,961)	(100,940)	(102,959)
261/2000/1010/6992	Fire Grant A87	(5,444)	(5,271)	(5,271)	(5,271)	(3,792)	(3,868)	(3,945)	(4,024)	(4,105)
261/2000/1010/6992	Vital Streets - Bonds - A-87	(31,253)	(83,428)	(83,428)	(83,428)	(67,938)	(69,297)	(70,683)	(72,096)	(73,538)
261/2000/1010/6992	Vital Streets - Non-Bond - A-87	(2,343)	(3,449)	(3,449)	(3,449)	(26,569)	(27,100)	(27,642)	(28,195)	(28,759)
261/2000/1010/6992	Vital Streets - Operating - A-87	(972)	(7,747)	(7,747)	(7,747)	(6,464)	(6,593)	(6,725)	(6,860)	(6,997)
261/2000/1010/6992	Major Streets - A-87	(35,445)	(17,712)	(17,712)	(17,712)	(7,794)	(7,950)	(8,109)	(8,271)	(8,436)
261/2000/1010/6991	Government Center Ramp Sale Principal as scheduled	1,535,000	-	-	-	-	1,595,000	1,030,000	-	-
261/2000/1010/6991	Government Center Ramp Sale Interest as scheduled	166,400	-	-	-	-	105,000	41,200	-	-
261/2000/1010/6991	Transfers in from Transformation Fund	1,300,000	-	-	-	-	-	-	-	-
261/2000/1010/6995	Repayment of Loan to GOF from Refuse Fund	-	55,950	55,950	55,950	522,200	508,213	494,225	480,238	-
261/2000/1010/6995	Repayment of Loan to GOF from Parks Millage Fund	252,000	249,600	249,600	249,600	247,200	244,800	242,400	-	-
	OTHER FINANCING SOURCES SUBTOTAL:	\$ 8,603,877	\$ 6,212,632	\$ 6,212,632	\$ 6,212,632	\$ 7,464,990	\$ 8,629,707	\$ 8,108,051	\$ 6,906,469	\$ 6,554,755
	GRAND TOTAL:	\$ 32,273,671	\$ 29,821,050	\$ 29,821,050	\$ 30,252,318	\$ 32,406,883	\$ 33,926,543	\$ 33,766,717	\$ 32,933,996	\$ 32,958,315

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

PERSONAL SERVICES			FY18	FY18	FY18	FY19	FY20	FORECAST		
			ADOPTED	AMENDED	ESTIMATE	REQUEST		FY21	FY22	FY23
261/1020/1010	7120	Pension - Supplemental	\$ 4,000	\$ 4,000	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
PERSONAL SERVICES SUBTOTAL:			\$ 4,000	\$ 4,000	\$ 2,200					
SUPPLIES			FY18	FY18	FY18	FY19	FY20	FORECAST		
			ADOPTED	AMENDED	ESTIMATE	REQUEST		FY21	FY22	FY23
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
SUPPLIES SUBTOTAL:			\$ 10,000							
OTHER SERVICES & CHARGES			FY18	FY18	FY18	FY19	FY20	FORECAST		
			ADOPTED	AMENDED	ESTIMATE	REQUEST		FY21	FY22	FY23
261/1020/1010	9460	Engineering Non-Project Costs	102,161	102,161	133,038	135,699	138,413	141,181	144,005	146,885
261/1020/1010	8010	Kent Community Action - Administrative	115,900	115,900	115,900	115,900	115,900	115,900	115,900	115,900
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	7,080	7,080	5,863	6,000	6,000	6,000	6,000	6,000
261/1020/1010	8010	Act 425 Agreement / Steelcase	19,408	19,408	58,106	17,000	17,000	17,000	17,000	17,000
261/1020/1010	8010	Act 425 / Walker Industrial	20,000	20,000	25,000	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	3,798	3,798	3,798	3,798	3,798	3,798
261/1020/1010	7910	Gongwer News Service	-	-	2,200	-	-	-	-	-
261/1020/1010	8010	Consultant Services - State	78,552	78,552	78,552	80,908	83,335	85,836	88,411	91,062.88
261/1020/1010	8010	Federal Legislative Consultant	-	-	-	30,000	30,000	30,000	30,000	30,000.00
261/1020/1010	8010	Emergency Management/Kent County Contract	75,585	75,585	77,021	78,561	80,133	81,735	83,370	85,871
261/1020/1010	8010	Grand Rapids Cable Access Center	625,683	625,683	625,683	644,454	663,788	683,701	704,212	725,341
261/1020/1010	8010	MI Indigent Defense Commission	206,000	206,000	-	570,000	581,400	593,028	604,889	616,986
261/1020/1010	8010	Music Licensing	6,359	6,359	6,359	6,550	6,746	6,949	7,157	7,372
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	114,525	115,000	115,000	115,000	115,000	115,000
261/1020/1010	8010	Grand Valley State University Research & Support	35,000	35,000	35,000	50,000	50,000	50,000	50,000	50,000
261/1020/1010	8010	Independent Financial Audit	135,188	135,188	114,610	114,610	118,490	122,045	125,706	129,477
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	SAFE Initiative	-	150,000	100,000	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	20,000	20,000	17,750	15,000	15,000	15,000	15,000	15,000
261/1020/1010	8010	Support for Master Plan	-	-	-	50,000	50,000	-	-	-
261/1020/1010	9000	Printing and Publishing	815	815	858	858	858	858	858	858
261/1020/1010	9430	Emergency Operations Center Subsidy	9,588	9,588	9,588	9,919	10,132	10,360	10,631	11,043
261/1020/1010	9150	Michigan Municipal League	30,000	30,000	30,221	30,000	30,000	30,000	30,000	30,000
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	50,000	50,000	50,000	150,000	150,000	150,000	150,000	150,000
261/8000/1010	8010	One North Division (Contractual Services)	506,830	506,830	506,830	510,965	515,224	519,610	524,129	528,782
261/8000/1010	9630	One North Division (Property Taxes)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
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:			\$ 2,326,124	\$ 2,476,124	\$ 2,274,079	\$ 3,048,399	\$ 3,094,394	\$ 3,091,177	\$ 3,139,242	\$ 3,189,553

DEPARTMENT 261 - GENERAL ADMINISTRATION - EXPENDITURES

DEBT SERVICE			FY18	FY18	FY18	FY19	FORECAST			
DEBT SERVICE			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY20	FY21	FY22	FY23
261/8000/1010	9951	One North Division (Debt Service)	2,819,137	2,819,137	2,819,137	2,820,092	2,818,175	2,817,867	2,819,413	2,819,996
DEBT SERVICE SUBTOTAL:			\$ 2,819,137	\$ 2,819,137	\$ 2,819,137	\$ 2,820,092	\$ 2,818,175	\$ 2,817,867	\$ 2,819,413	\$ 2,819,996
APPROPRIATION LAPSE			FY18	FY18	FY18	FY19	FORECAST			
APPROPRIATION LAPSE			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY20	FY21	FY22	FY23
261/2010/1010	9959	Appropriation Lapse	(3,500,000)	(3,500,000)	(2,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
APPROPRIATION LAPSE SUBTOTAL:			\$ (3,500,000)	\$ (3,500,000)	\$ (2,000,000)	\$ (4,000,000)				
SUBSIDIES/TRANSFERS OUT			FY18	FY18	FY18	FY19	FORECAST			
SUBSIDIES/TRANSFERS OUT			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY20	FY21	FY22	FY23
261/1020/1010	9955	MET Grant Match	206,085	206,085	206,085	95,193	97,097	99,039	101,020	103,040
261/1020/1010	9955	ATPA Grant Match	219,150	219,150	219,150	247,291	253,646	259,586	264,385	267,716
261/1020/1010	9955	2016 COPS Grant Match	77,382	77,382	77,382	101,127	112,769	203,957	-	-
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	8450	Vital Streets Fund Liability Insurance from Exhibit	21,067	21,067	21,067	-	-	-	-	-
261/3000/1010	9951	Cemeteries Operating Fund Subsidy	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
261/3000/1010	9951	Parks Forestry Sustainability Subsidy	-	-	-	397,567	391,067	418,599	438,202	457,199
261/3000/1010	9951	Our Community's Children In Kind Support	76,457	76,457	76,457	103,533	105,739	107,830	110,177	112,964
261/3000/1010	9951	OCC 50% Subsidy of Youth Employment Program Wages to Other Grant	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
261/3000/1010	9951	61st District Court Fund	5,110,000	5,110,000	5,110,000	5,565,000	5,815,000	6,215,000	6,590,000	6,890,000
261/3000/1010	9951	Dispatch Support	3,250,929	3,250,929	3,250,929	3,299,702	3,464,945	3,689,130	3,884,276	3,979,064
261/3000/1010	9951	Neighborhood Entrepreneurship Programming-EDC	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	Economic Gardening-EDC	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	CID/BID Baseline Support-EDC	30,000	30,000	30,000	-	-	-	-	-
261/3000/1010	9951	Southtown CID Operational Support	-	-	-	100,000	100,000	-	-	-
261/3000/1010	9951	CID/BID Baseline Support for Administrative Analyst I-EDC	101,966	101,966	101,966	130,000	130,000	130,000	130,000	130,000
261/3000/1010	9951	Consultant Review of Diversity and Inclusion Office	75,000	75,000	75,000	-	-	-	-	-
261/3000/1010	9951	Good for Grand Rapids Campaign-EDC	25,000	25,000	25,000	55,000	55,000	55,000	-	-
261/3000/1010	9951	Neighborhood Match Fund Program	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
261/3000/1010	9951	Affordable Housing Community Fund Transfer from GOF Income Tax Gr	336,682	336,682	336,682	-	-	-	-	-
261/3000/1010	9951	Special Events Supplement to Parks Operating	105,000	105,000	105,000	147,500	147,500	147,500	147,500	147,500
261/3000/1010	9951	Parks Maintenance of Effort	5,922,430	5,922,430	5,922,430	6,163,056	6,358,191	6,533,413	6,533,413	6,533,413
261/3000/1010	9951	Transfer to Budget Stabilization Fund	600,000	600,000	1,350,000	-	-	-	-	-
261/3000/1010	9955	Transfers to Mobility Fund for Pilot Program (Support of 2 Parking Violatic	200,000	200,000	200,000	-	-	-	-	-
261/3000/1010	9955	Community and Police Relations	1,000,000	-	-	-	-	-	-	-
261/3000/1010	9955	Transfer Out to Vital Streets	900,000	900,000	900,000	850,000	850,000	850,000	850,000	850,000
261/3000/1010	9951/9953	Contingent Transfers Out to Non-GOF Funds	-	-	872,251	-	-	-	-	-
261/4000/1010	9951	Contingent Account	1,500,000	1,500,000	-	1,709,628	1,720,968	1,735,452	1,749,312	1,751,676
SUBSIDIES/TRANSFERS OUT SUBTOTAL:			\$ 20,632,148	\$ 19,632,148	\$ 19,754,399	\$ 19,849,597	\$ 20,486,922	\$ 21,329,506	\$ 21,683,285	\$ 22,107,572
GRAND TOTAL:			FY18	FY18	FY18	FY19	FORECAST			
GRAND TOTAL:			ADOPTED	AMENDED	ESTIMATE	REQUEST	FY20	FY21	FY22	FY23
GRAND TOTAL:			\$ 22,291,409	\$ 21,441,409	\$ 22,859,815	\$ 21,730,288	\$ 22,411,691	\$ 23,250,750	\$ 23,654,140	\$ 24,129,321

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

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Actual
REVENUES													
SUPPLEMENTAL INCOME TAX (2300)													
Income Tax Growth Rate	5.0%	4.0%	4.0%	9.0%	9.0%								
Taxes-Temporary Five Year Income Tax	\$ 8,505,998	\$ 8,517,255	\$ 8,846,238	\$ 9,057,217	\$ 9,872,367	\$ 10,063,657	\$ 9,892,991	\$ 10,270,868	\$ 10,442,720	\$ 10,892,450	\$ -	\$ -	\$ -
Income Tax - 1%	-	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental Revenues (EVIP / Revenue Sharing)	4,661,457	4,570,056	4,570,056	4,570,056	4,896,489	4,896,489	4,896,486	5,132,391	2,644,538	2,644,539	-	-	-
Interest And Rents	-	-	49,616	49,616	64,000	106,074	35,000	81,759	70,000	171,485	90,754	219,500	194,488
Return of Consultant Fees from Cemetery	-	-	-	-	5,000	5,000	-	-	-	-	-	-	(84,515)
Return of Unused Funding for Stormwater Master Plan & Technical Ref Manual	-	-	-	-	-	-	115,918	115,918	-	-	-	-	20,200
Return of Unused Funding for Police Automated License Plate Recognition System	-	-	-	-	-	-	-	-	-	-	-	-	20,200
Loan Repayment from Refuse Fund	-	-	-	-	535,000	535,000	57,600	57,600	57,600	57,600	57,600	55,950	55,950
SUPPLEMENTAL INCOME TAX Total Revenue	8,505,998	8,517,255	13,416,294	13,676,889	15,137,824	15,606,219	14,997,995	15,658,536	13,214,858	13,766,074	994,819	1,098,514	261,038
EXPENDITURES													
SUPPLEMENTAL INCOME TAX (2300)													
Transfers Out													
Approved For:													
Support for Ten Community Police Officers	1,005,160	1,005,160	1,005,160	1,005,160	1,043,404	1,043,404	1,110,492	1,110,492	1,164,316	1,164,316	-	-	-
Support for Fifteen Firefighters	192,934	192,934	198,339	198,339	180,233	180,233	1,173,989	1,173,989	1,606,671	1,606,671	-	-	-
Support for 17 Firefighters after SAFER One	-	-	-	-	1,589,659	1,589,659	1,696,168	1,214,060	776,620	776,620	824,722	824,722	-
Business Planning for City Cemeteries	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Business Planning for Indian Trails Golf Course	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Fire Dept. - Fire Squad Vehicles	-	-	931,781	931,781	(3,171)	(3,171)	-	-	-	-	-	-	-
Joint Police and Fire Study	-	-	69,000	69,000	-	-	-	-	(584)	-	-	-	-
Fee Study	-	-	50,000	50,000	-	-	-	-	-	-	(161)	-	-
Curbside Refuse Collection Carts	-	-	2,400,000	2,400,000	-	-	-	-	-	-	-	-	-
3-1-1 Customer Service	-	-	225,640	225,640	336,599	173,314	-	-	-	-	-	-	-
Stormwater Asset Management Plan	-	-	-	-	450,000	450,000	-	-	-	-	-	-	-
Fire Apparatus Fuel Efficiency Initiative	-	-	-	-	75,550	75,550	-	-	-	-	-	-	-
Police Dept. Automated License Plate Recognition System	-	-	-	-	104,616	104,616	-	-	-	-	(10,600)	-	-
Fire Dept. FEMA Grant Match - Prevention Grant	-	-	-	-	100,808	100,808	-	-	-	-	-	-	-
Community Development Services Study	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Transfers to General Operating Fund	-	-	7,679,552	7,679,552	6,052,707	6,052,707	-	-	-	-	-	-	-
Street Lighting Audit	-	-	-	-	-	-	500,000	500,000	-	-	-	-	-
Fire Dept. - Apparatus Plan Reset	-	-	-	-	-	-	4,397,225	4,397,225	-	-	-	-	-
Defined Contribution Pension Conversion Payment	-	-	-	-	-	-	-	-	1,766,291	1,766,291	-	-	-
Public Library Sustainability	-	-	-	-	-	-	-	-	138,140	138,140	477,493	477,493	592,823
Crime Prevention Strategies - Ten COPS Grant Police Officers	-	-	-	-	-	-	-	-	501,253	501,253	444,830	444,830	583,822
Body Cameras and Digital Evidence Management Program	-	-	-	-	-	-	-	-	674,124	674,124	-	-	-
Financial Management System (FMS)	-	-	-	-	-	-	-	-	4,575,000	4,575,000	-	-	-
Evaluation of City-Owned Properties - 201 Market	-	-	-	-	-	-	-	-	-	-	350,000	350,000	350,000
Parks Master Plan	-	-	-	-	-	-	-	-	-	-	52,000	52,000	52,000
Automated External Defibrillators (AED's)	-	-	-	-	-	-	-	-	-	-	2,752,000	2,752,000	2,752,000
Indian Trails Golf Course	-	-	-	-	-	-	-	-	-	-	250,000	250,000	250,000
Classification Study	-	-	-	-	-	-	-	-	-	-	-	-	-
Recommended in Fiscal Plan:													
Transfer to Budget Stabilization Fund	-	-	-	-	-	-	-	-	-	-	4,000,000	-	-
Transfer to General Operating Fund	-	-	-	-	-	-	-	-	-	-	5,200,000	1,300,000	1,300,000
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	572,437
River Corridor Activation	-	-	-	-	-	-	-	-	-	-	2,500,000	-	2,500,000
													850,000
													850,000
													4,150,000
Reserved For:													
Third Ward Equitable Investment Initiative*	-	-	-	-	-	-	-	-	-	-	-	-	750,000
Crime Prevention Strategies*	-	-	-	-	-	-	-	-	200,000	200,000	200,000	-	-
Community Crime Prevention Initiatives*	-	-	-	-	-	-	-	-	50,000	50,000	50,000	-	-
Cemetery Trust*	-	-	-	-	-	-	6,000,000	6,000,000	-	-	-	-	-
Cemetery Deferred Capital*	-	-	-	-	-	-	-	-	3,500,000	3,500,000	-	-	-
Street Lighting Retrofit*	-	-	-	-	-	-	-	-	7,000,000	7,000,000	-	-	-
Photovoltaics and Distributed Solar Energy*	-	-	-	-	-	-	-	-	250,000	250,000	-	-	-
Available For:													
Operational Transformation and Sustainable Asset Management*	-	-	-	-	-	-	1,500,000	5,800,000	-	-	-	-	-
SUPPLEMENTAL INCOME TAX Total Requested Expenditures	1,198,094	1,198,094	12,599,472	12,599,472	9,950,405	9,978,120	16,377,874	8,395,766	30,252,415	11,201,831	18,651,045	14,700,884	5,226,645
SUPPLEMENTAL INCOME TAX NET INCOME (LOSS)	7,307,904	7,319,161	816,822	1,077,417	5,187,419	5,618,100	(1,379,879)	7,262,770	(17,037,557)	2,564,243	(17,656,226)	(13,602,370)	(4,965,607)
Fund Balance - Beginning of Year	-	-	7,319,161	7,319,161	8,396,578	8,396,578	14,215,678	14,215,678	21,478,448	21,478,448	24,042,691	24,042,691	10,440,321
Fund Balance - End of Year	7,307,904	7,319,161	8,135,983	8,396,578	13,583,997	14,215,678	12,835,799	21,478,448	4,440,891	24,042,691	6,386,465	10,440,321	5,474,714
Reserve Targets:													
Assigned Reserves to Maintain Firefighters After SAFER Grant & After Income Tax	1,254,066	1,254,066	2,498,964	2,498,964	2,176,072	2,439,203	1,119,234	1,601,342	824,722	824,722	-	-	-
Unassigned Fund Balance	6,053,838	6,065,095	5,637,019	5,897,614	11,407,925	11,776,475	11,716,565	19,877,106	3,616,169	23,217,869	6,386,465	10,440,321	5,474,714
Total	7,307,904	7,319,161	8,135,983	8,396,578	13,583,997	14,215,678	12,835,799	21,478,448	4,440,891	24,042,691	6,386,465	10,440,321	5,474,714
Unassigned FB as a % of Total Expenditures	505.23%	506.23%	44.74%	46.81%	114.65%	120.33%	71.54%	236.75%	11.95%	207.27%	34.24%	71.02%	104.75%
Programmed for Fire Squad (15 personnel) [Total Cost of Squad]	1,447,000	1,447,000	1,447,000	1,447,000	1,447,000	1,496,958	428,956	428,956	1,606,671	1,606,671	-	-	-
Expenditure for Squad (Income Tax) [Portion not Covered by SAFER II]	192,934	192,934	202,102	202,102	180,233	180,233	52,757	52,757	1,606,671	1,606,671	-	-	-
Difference (SAFER II)	1,254,066	1,254,066	1,244,898	1,244,898	1,266,767	1,316,725	376,199	376,199	-	-	-	-	-
Expenditure for 17 Firefighters after SAFER I Ends	-	-	-	-	(1,589,659)	(1,376,486)	(1,696,168)	(1,214,060)	(776,620)	(776,620)	(824,722)	(824,722)	-
Net Difference	1,254,066	1,254,066	1,244,898	1,244,898	(322,892)	(59,761)	(1,319,969)	(837,861)	(776,620)	(776,620)	(824,722)	(824,722)	-
Reserved for Firefighters Beginning of Year	-	-	2,498,964	2,498,964	2,439,203	2,439,203	1,601,342	1,601,342	824,722	824,722	-	-	-
Reserved for Firefighters End of Year	\$ 1,254,066	\$ 1,254,066	\$ 2,498,964	\$ 2,498,964	\$ 2,176,072	\$ 2,439,203	\$ 1,119,234	\$ 1,601,342	\$ 824,722	\$ 824,722	\$ -	\$ -	\$ -

*Illustrative - projects under development, subject to review and approval process



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RAPIDS
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CITY OF GRAND RAPIDS FY2019 CAPITAL IMPROVEMENT PLAN



Sustainable City Platform



FINANCIAL RESILIENCY

SUSTAINABLE ASSET MANAGEMENT

What is Asset Management? It is defined as “an integrated set of processes to minimize life cycle costs of infrastructure assets, at an acceptable level of risk, while continuously delivering established levels of service.”

- Set of processes = Scientific approach
- Minimize life cycle costs = low acquisition, operations and maintenance, renewal, disposal cost/long life
- Acceptable level of risk = what can we tolerate
- Levels of Service – what is expected of us

What is the Desired Outcome? A process to confirm to yourself and others that given the choices you have, you are doing the right thing at the right time in the right place for the right reasons. Do you know what your work crews are doing, where are they doing it and why? What capital improvement projects should be done and when? When to repair, when to rehabilitate and when to replace? What the community expects?

Have you considered where to invest if you had one extra dollar? For what reason does one project deserve priority over other projects? How to implement operating efficiencies to create budget cap space?

Five core questions. What is the current state of the assets? What is the required level of service? Which assets are critical to sustain performance? What are the best operation and maintenance and capital improvement strategies presently used? What is the best overall investment strategy?

9 STEP PROCESS AND WHY IT MATTERS

- Transparency – Justify investments
- Forecast investment streams
- Adjust levels of service to needs
- Minimizes asset exposure to failures
- Proactive capital improvement planning
- Focuses attention on results
- Better decision making
- Stronger knowledge of assets
- Improved planning

PRINCIPLES

- Performance Measures
- Complete and accurate baseline information
- Policy driven
- Clear accountability
- Criticality analysis
- Resource availability
- Ownership

INVESTMENT SOURCES

Asset Management takes time! Asset classes are in various stages of completion. A Comprehensive Master Plan is being developed and investment sources are being identified:

- Vital Streets Income Tax Extension
- Parks Millage
- Capital set-aside
- Revenue Sharing Allocation
- Operating efficiencies cap space
- Systematic process
- Income Tax set-aside

CITY OF GRAND RAPIDS ASSET CLASSES

- Public (Facilities – City Buildings, Fire, Other Facilities)
- Library
- Lighting, Signals & Signs
- Water Resource Recovery Facility, Sanitary and Storm sewers
- Water System
- Parking System
- Streets, Bridges, Sidewalks, Forestry
- Parks & Cemeteries, Forestry Operations

FACILITIES

- Improvements to City/County HVAC - \$2,302,893
- Replacement of generator at Covell- \$91,353
- Roof replacement at Monroe- \$80,746
- Replacement of HVAC equipment at Burton and Plainfield - \$145,000
- Exterior facade repairs at various fire stations - \$45,000
- Space utilization and enhancements at Burton - \$65,163
- Renovation of kitchens at Burton and Plainfield - \$75,000
- Flooring replacement at LaGrave - \$31,237

FIRE

- Record management software - \$150,000
- Hazmat monitors - \$55,000
- Division station land and construction - \$50,000

POLICE

- Crisis negotiation team vehicle - \$150,000
- Kustom Signals Smart 850 speed trailer - \$25,500

STORM WATER ASSET MANAGEMENT PLAN

The City has developed a long-range Asset Management Plan for the Storm Water system. As part of the plan, current year investments include:

- Drainage improvements various locations - \$45,000

-
- Drainage Improvements & Emergency Repairs - \$200,000
 - Burton-Breton branch of Plaster Creek - enlarge culverts- \$22,698
 - Oakleigh Ave in Hogadone District – channelizing - \$20,000
 - Richmond Park bioswales - \$190,000
 - Residual transfer pad & sanitary pump station at Domtar site - \$200,000
 - Burton-Breton branch of Plaster Creek - channelization - \$33,000
 - Shawmut Hills baseball diamond and channel stormwater - \$74,300
 - Capilano stormwater improvements - \$41,400
 - Knapp’s Corner Stormwater Improvements - \$6.4 Million of bond proceeds is anticipated

STREET LIGHTING ASSET MANAGEMENT PLAN

The City is currently developing the long-range Asset Management Plan for the street lighting system. As part of the plan, current year investments include:

-
- \$10 Million of bond proceeds is anticipated for the first phase of system repair, upgrades and other investments

TRAFFIC SAFETY

-
- Michigan Street traffic - Union-Diamond - \$20,500
 - Improve Riveredge Trail crossing Bridge Street - \$63,000

ENGINEERING

-
- Grand River Revitalization - \$4,650,000 (includes \$4.150 Million investment from the Transformation Fund)
 - Seward Street I-96 underpass lighting - \$100,000
 - Southtown and Grandville corridor improvements- \$150,000

- Lyon Square Project - \$5 million Bond proceeds (\$1 million City Share)

CLERK

- Mastercard filing system - \$150,000

PARKS & RECREATION

- MLK Lodge redevelopment study - \$50,000



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CITY OF GRAND RAPIDS, MICHIGAN

PARKS AND RECREATION

OVERVIEW

The Belknap Ice Arena Fund is to account for the City's revenue and expenditures related to the Belknap Ice Arena. Beginning in 1996, the arena is managed by DP Fox as "Griff's Ice House" which 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.

The Community Relations Commission Rosa Activities 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.

The Parks and Recreation 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.

The Cemetery 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 Fund subsidy.

The Cemetery Perpetual Care 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.

The Golf Course Fund is used to account for activities of the Indian Trails Golf Course located at 28th Street and Kalamazoo Avenue.

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.

The Parks and Recreation Department hosted 18 neighborhood outreach meetings for 8 parks as part this year's millage park improvements. Those meetings took place between July 2017 and January 2018 and were used to create concept plans and identify priority improvement projects with the assistance of five local design firms. Those parks include Martin Luther King, Bike, Plaster Creek, Cheseboro, Ottawa Hills, Mooney, Coit, and Cambridge. Construction will begin late spring 2018. Outreach and design for the next round of parks will take place during FY19 and include Ah-Nab-Awen, Alger, Belknap, Briggs, Clemente, Foster, Joe Taylor, Lexington, Lincoln, Look Out, Mackay-Jaycee, Pekich, and Reservoir Parks.

GRAND RAPIDS BIKE PARK CONCEPT PLAN

August 29, 2017

Bike Park Components

1	"Tot" Track , Asphalt	Phase 1a
2	Intermediate Pump Track	
3	Bike Playground or Skills Loop	
4	Advanced Pump Park	Phase 1b
5	Progressive Drop Zone	
6	Progressive Jump Lines	Phase 2
7	"The Ring" Improvements	
8	Singletrack Climb and Flow Trails	
 Two-way Trail		Continuous Improvements Funding and Volunteer Based
 One-way Singletrack Trails		



Facilities and Infrastructure

- 9 Shelter and Viewing Platform
Info Signage, Tools Stand, Bike Wash
- 10 Shelter and Patio
Info Signage
- 11 Program and Storage Space

60+ Parking Spaces

Flex/Event/Program Spaces

Open, grassy areas available for food vendors, bike demos, summer camps, etc.

 **Toilet Trailer - Temporary**
To be used during first phase, better experience than "porta potty"

 **Site Access Gate**
Locate as needed per parking demand

 **Kiosk**
Bike Park information and trail map



North  0 60' 120'

Future Expansion

Phase 1
Flex/Event Space
Overflow Parking

Phase 2
Advanced Skill Features
Cyclocross

CONCEPT LAYOUT PLAN

LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** PARKING LOT
ESTACIONAMIENTO
- B** PICNIC SHELTER
ÁREA TECHADA DE PICNIC
- C** LAWN AREA
ZONA DE CÉSPED

PROPOSED (PROPUESTO)

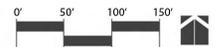
- A** NEW WALK
ACERA NUEVA
- B** PICNIC TABLES
MESAS DE PICNIC
- C** BIKE RACKS
ESTACIONAMIENTO DE BICICLETAS
- D** NEW PEDESTRIAN ENTRANCE
ENTRADA NUEVA PARA PEDESTRES
- E** SHADE TREES ALONG NEW WALK
ÁRBOLES DE SOMBRA PARA EL CAMINO
- F** EVERGREEN TREES ALONG NORTHERN PROPERTY LINE
PINOS A LO LARGO DEL NORTE DE LA PROPIEDAD



CAMBRIDGE PARK

1444 GLADSTONE DRIVE SE

City of Grand Rapids, Michigan
March 2018





LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** WALKING PATH (SANDEROS PARA CAMINAR)
- B** RETAINING WALL (MURO DE CONTENCION)
- C** GREEN SPACE (ESPACIO VERDE)
- D** 4' VINYL CHAIN LINK FENCE (CERCA DE MALLA ALAMBRE RECUBIERTA DE VINILO)

PROPOSED (PROPUESTA)

- A** MULTI-AGE PLAYGROUND (CAMPO DE JUEGOS MÁS MEJORADO)
- B** BENCH SEATING (BANCOS DE ASIENTO)
- C** SITE LIGHTING (ILUMINACION DEL SITIO)
- D** BIKE RACK (ESTACIONAMIENTO DE BICICLETAS)
- E** LITTER RECEPTACLE (RECEPTÁCULO LITTER)
- F** PICNIC TABLES (MESA DE PICNIC)
- G** SHADE TREES (ÁRBOLES DE SOMBRA)
- H** IMPROVED ENTRY (ENTRADA MEJORADA)
- I** RELOCATED PARK PLAQUE (PLACA RELOCADA)

CHESEBORO PARK

City of Grand Rapids, Michigan
November 2017

FINAL CONCEPT PLAN



CONCEPT LAYOUT PLAN

LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** BASKETBALL COURT
CANCHA DE BALONCESTO
- B** SOFTBALL FIELD
CAMPO DE SOFTBOL
- C** LAWN AREA
ZONA DE CÉSPED

PROPOSED (PROPUESTO)

- A** DRINKING FOUNTAIN
FUENTE DE AGUA
- B** SCREEN WALL FOR PORTABLE RESTROOM BUILDING
RECINTO PARA EL EDIFICIO DE BAÑO PORTÁTIL
- C** IMPROVED PLAYGROUND
AREA DE JUEGOS MEJORADA
- D** STRIPING FOR FOUR-SQUARE AND SHUFFLEBOARD
AREA DE LOS JUEGOS FOUR-SQUARE Y SHUFFLEBOARD
- E** COMMUNITY GATHERING SPACE WITH PICNIC TABLES AND POWER PEDESTALS
AREA PARA REUNIONES DE LA COMUNIDAD CON MESAS DE PICNIC Y POSTES DE ELECTRICIDAD
- F** SHADE AND FRUIT TREES ALONG WALK
ÁRBOLES DE SOMBRA Y ÁRBOLES DE FRUTAS A LO LARGO DE ACERA
- G** POLLINATOR GARDEN
JARDÍN POLINIZADOR
- H** PICNIC TABLE
MESA DE PICNIC
- I** IMPROVED LANDSCAPING AT ENTRY
JARDIN EN LA ENTRADA RENOVADO



COIT PARK

727 COIT AVE NE

City of Grand Rapids, Michigan
March 2018



LEGEND (LEYENDA)

EXISTING (EXISTENTE)

- A** SHADE TREES (ÁRBOLES DE SOMBRA)
- B** SWING SET (OSCILACIÓN)
- C** GREEN SPACE (ESPACIO VERDE)

PROPOSED (PROPUESTA)

- A** PLAY AREA IMPROVEMENTS (ÁREA DE JUEGO)
- B** BENCH SEATING (BANCOS DE ASIENTO)
- C** SITE LIGHTING (ILUMINACION DEL SITIO)
- D** NEW SIDEWALK (NUEVA CAMINATA)
- E** LITTER RECEPTACLE (RECEPTÁCULO LITTER)
- F** MASONRY SEATWALL (ASALTA DE MASONRY)
- G** HOSE BIB (MANGUERA)
- H** URN PLANTER (PLANTADOR)
- I** LANDSCAPE BED (CAMA DE PAISAJE)
- J** FUTURE PARK SIGN (SEÑAL DEL PARQUE)
- K** BRICK PAVERS (PAQUETES DE LADRILLO)



MOONEY PARK

City of Grand Rapids, Michigan
November 2017

FINAL CONCEPT PLAN





LEGEND (LEYENDA)

- EXISTING (EXISTENTE)**
- A** SHADE TREES (ÁRBOLES DE SOMBRA)
 - B** BASKETBALL COURTS (CANCHA DE BASKETBALL)
 - C** SIDEWALK (ACERA)
- PROPOSED (PROPUESTA)**
- A** 5+ YEAR OLD PLAY AREA (ÁREA DE JUEGOS ANTIGUOS)
 - B** 2-5 YEAR OLD PLAY AREA (ÁREA JUEGA JOVENES)
 - C** BENCH AND BLOCK SEATING (BANCOS DE ASIENTO)
 - D** SITE LIGHTING (ILUMINACION DEL SITIO)
 - E** ACCESSIBLE SIDEWALK (PASEO ACCESIBLE)
 - F** LITTER RECEPTACLE (RECEPTACULO LITTER)
 - G** NATURAL PLAY EDGES (JUEGO NATURAL)
 - H** ACCESSIBLE DRINKING FOUNTAIN (FUENTE DE BEBIDA)
 - I** ACCESSIBLE PICNIC TABLES (TABLA DE PICNIC)
 - J** BIKE RACKS (RACK DE BICICLETA)
 - K** ACCESSIBLE PARKING (ESTACIONAMIENTO ACCESIBLE)
 - L** SHADE TREE (ÁRBOLES DE SOMBRA)

OTTAWA HILLS PARK **INCLUSIVE PLAYGROUND MASTER PLAN**

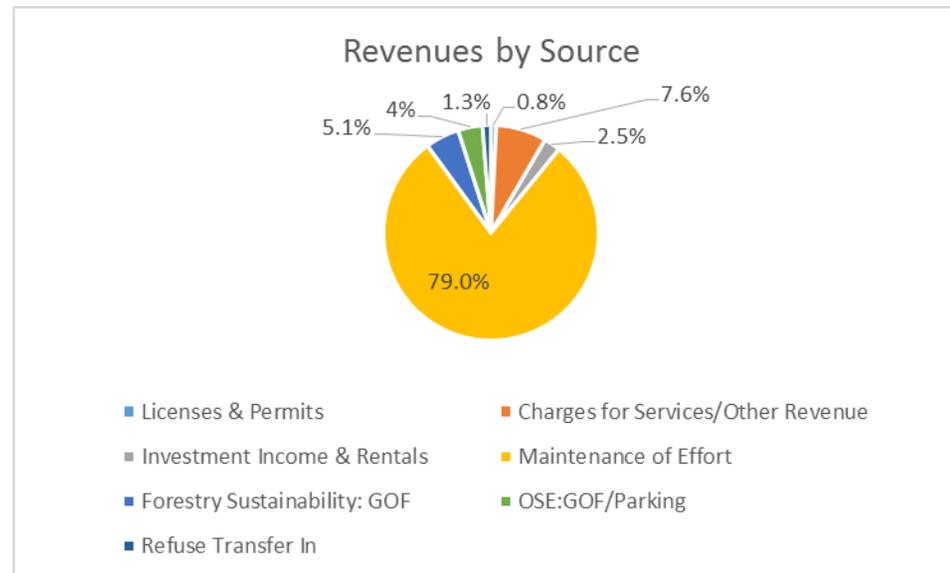
City of Grand Rapids, Michigan
December 2017

REVENUES

Parks Operating Fund (2080):

The Parks Operating Fund is anticipated to receive FY2019 revenue of approximately \$7.8 million to support its activities. The primary source of this revenue is a Maintenance of Effort subsidy from the General Operating Fund (GOF) of \$6,163,056. 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.



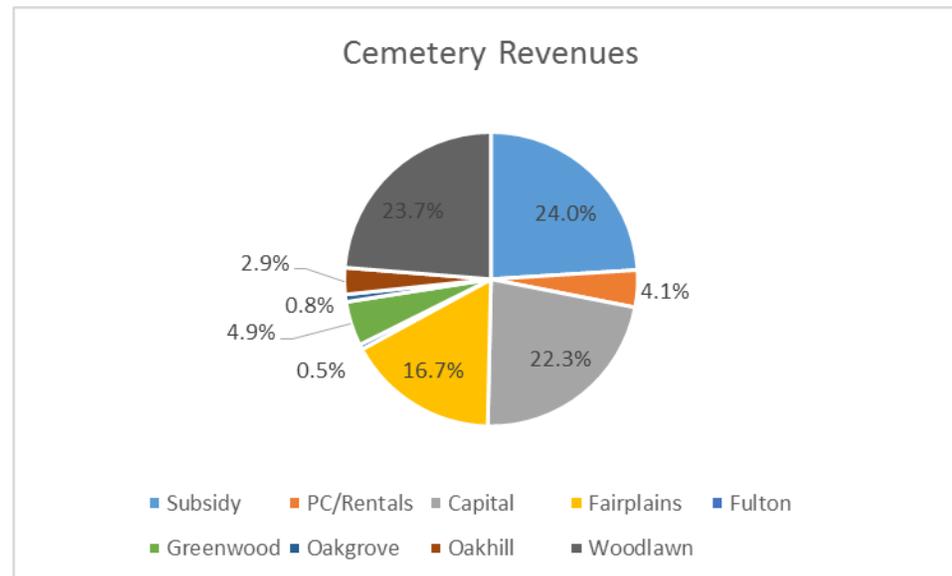
Parks Millage Fund (2081):

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 0.9565 mills and will generate approximately \$4,000,000 annually which will be used only for the City's park system.

45% to 55% of the parks millage revenue will be assigned to rehabilitation and repairs, while 25% to 35% will be invested in park improvements, and 15% to 20% will be 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.

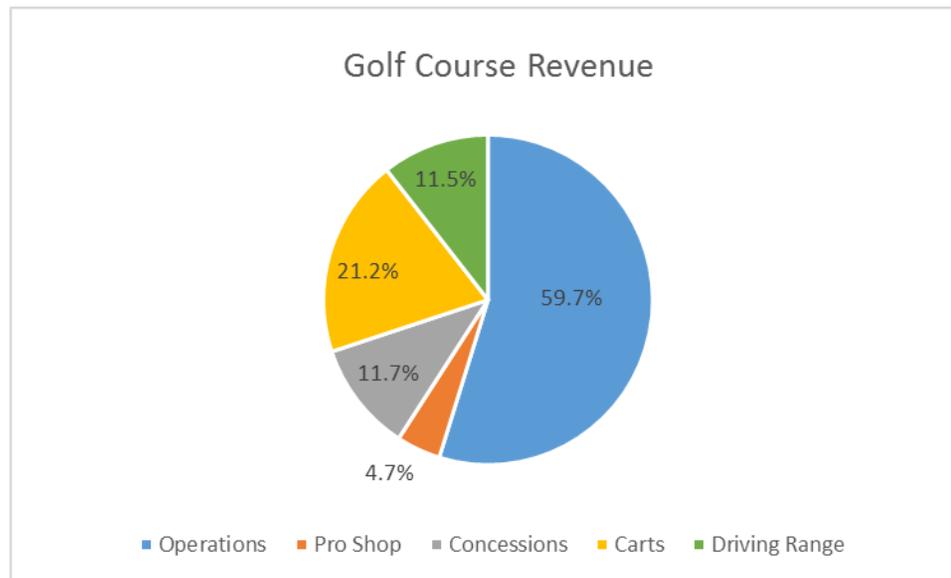
Cemetery Fund (5020):

The Cemetery Operating Fund receives a subsidy of \$350,000 from the General Operating Fund, \$723,800 for Charges for Services, \$25,000 land lease payment, and \$34,364 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 40.5% of the total revenue.



Golf Course Fund (5840):

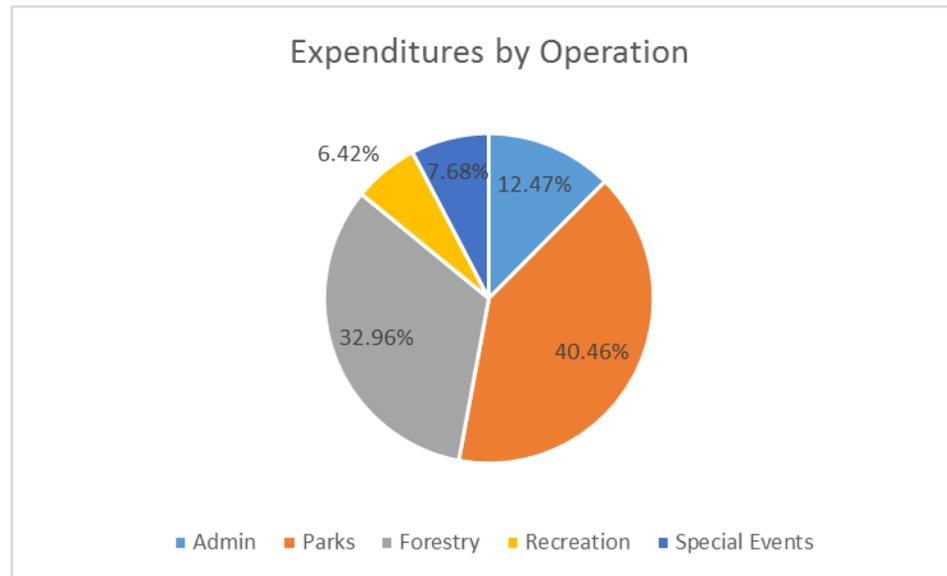
Construction on the Indian Trails Golf Course began in October 2015. The newly renovated course includes 6 new holes, a driving range, and 5 practice greens. Grand-opening occurred in June 2017. Revenue of \$733,837 is anticipated for FY19. It is mandated that the course operations generate enough revenue from fees and product sales to be self-sustaining.



EXPENDITURES

Parks Operating Fund (2080):

Approximately 40.6% of Operating Fund expenditures are for ongoing Parks Operations and Maintenance, 6.42% for Recreation programs, 32.96% for Forestry Service (which includes Priority 2 Tree work), 7.68% for Special Events and the remaining 12.47% for department's Administrative Costs.

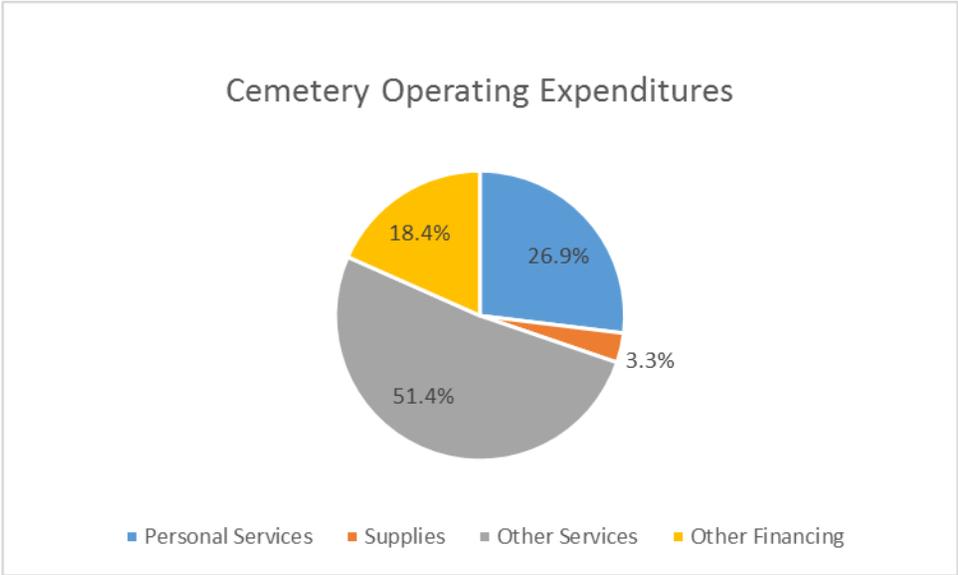


Parks Millage Fund (2081):

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.

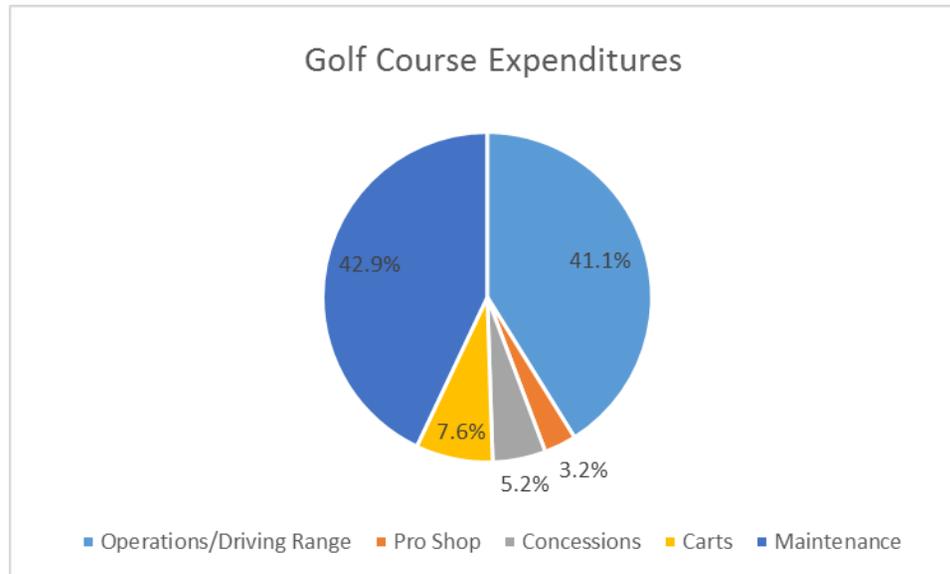
Cemetery Fund (5020):

Expenditures for cemeteries operations and maintenance are \$1,139,471. There are no major capital expenditures planned from the Cemetery Operating Fund for this fiscal year. The City has 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 of June 2019. Other services includes a mowing contract and staffing through a temporary agency. Other financing represents the transfer of 15% total revenue to perpetual care as well as overhead. 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.



Golf Course Fund (5840):

Anticipated Golf Course Expenditures for FY19 are \$677,627. 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 and a contracted course manager.



**Grand Rapids MI
BELKNAP ICE ARENA (5080)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	768,173	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	(1,695)	3,916	3,916	4,756	5,252	6,692	7,680	8,682	9,684
671-Other Revenues	0	390,550	390,550	390,550	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	766,478	394,466	394,466	395,306	246,902	248,342	249,330	250,332	251,334
Expenditures									
701-Personal Services	246,888	0	0	0	0	0	0	0	0
751-Supplies	25,725	0	0	0	0	0	0	0	0
800-Other Services And Charges	428,966	323,500	323,500	323,500	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	701,579	323,500	323,500	323,500	238,500	238,500	238,500	238,500	238,500
BELKNAP ICE ARENA NET INCOME (LOSS)	64,899	70,966	70,966	71,806	8,402	9,842	10,830	11,832	12,834
Unrestricted Cash - Beginning of Year	474,859	539,758	539,758	539,758	611,564	619,966	629,808	640,638	652,470
Unrestricted Cash - End of Year	539,758	610,724	610,724	611,564	619,966	629,808	640,638	652,470	665,304
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	175,395	80,875	80,875	80,875	59,625	59,625	59,625	59,625	59,625
Unassigned Cash	364,363	529,849	529,849	530,689	560,341	570,183	581,013	592,845	605,679
Total	539,758	610,724	610,724	611,564	619,966	629,808	640,638	652,470	665,304
Unassigned Cash as a % of Total Current Spending	51.9%	163.8%	163.8%	164.0%	234.9%	239.1%	243.6%	248.6%	254.0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>CRC-Rosa Activities (1553)</u>									
Revenues									
664-Investment Income & Rentals	(168)	341	341	323	414	560	710	859	859
671-Other Revenues	0	130,000	130,000	75,000	80,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Revenues	(168)	130,341	130,341	75,323	80,414	5,560	5,710	5,859	5,859
Expenditures									
800-Other Services and Charges	307	225,000	225,000	75,000	80,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities Total Expenditures	307	225,000	225,000	75,000	80,000	5,000	5,000	5,000	5,000
CRC-Rosa Activities NET INCOME (LOSS)	(475)	(94,659)	(94,659)	323	414	560	710	859	859
Beginning Fund Balance	2,650	2,175	2,175	2,175	2,498	2,912	3,472	4,182	5,041
Ending Fund Balance	2,175	(92,484)	(92,484)	2,498	2,912	3,472	4,182	5,041	5,900
Reserve Targets									
Assigned to Operations - 15% of Total Spending	46	33,750	33,750	11,250	12,000	750	750	750	750
Unassigned Fund Balance	2,129	(126,234)	(126,234)	(8,752)	(9,088)	2,722	3,432	4,291	5,150
Total	2,175	(92,484)	(92,484)	2,498	2,912	3,472	4,182	5,041	5,900
Unassigned FB as a % of Total Expenditures	693.5%	-56.1%	-56.1%	-11.7%	-11.4%	54.4%	68.6%	85.8%	103.0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	380,611	763,178	763,178	694,505	728,763	756,468	782,944	810,346	838,709
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(11,122)	15,538	15,538	7,736	5,074	6,054	7,026	8,008	8,989
671-Other Revenues	538	0	0	891	0	0	0	0	0
695-Other Financing Sources	107,375	0	0	0	0	0	0	0	0
GOLF COURSE Total Revenues	477,402	778,716	778,716	703,132	733,837	762,522	789,970	818,354	847,698
Expenditures									
701-Personal Services	211,866	273,358	273,358	247,367	264,350	272,219	281,604	291,053	295,850
751-Supplies	98,880	90,380	90,380	91,935	93,095	99,735	102,337	107,015	110,772
800-Other Services And Charges	609,965	198,186	277,776	237,782	209,652	208,793	213,358	218,008	222,850
970-Capital Outlays	0	30,000	30,000	1,846	42,750	84,000	25,500	67,250	57,500
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	61,814	63,076	84,450	84,450	67,780	68,636	69,508	70,398	71,306
GOLF COURSE Total Expenditures	982,525	655,000	755,964	663,380	677,627	733,383	692,307	753,724	758,278
GOLF COURSE NET INCOME (LOSS)	(505,123)	123,716	22,752	39,752	56,210	29,139	97,663	64,630	89,420
Cash - Beginning of Year	596,394	91,271	91,271	91,271	131,023	187,233	216,372	314,035	378,665
Cash - End of Year	91,271	214,987	114,023	131,023	187,233	216,372	314,035	378,665	468,085
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	245,631	163,750	188,991	165,845	158,719	162,346	166,702	171,619	175,195
Assigned to Capital	0	0	0	30,000	47,250	53,250	117,750	140,500	173,000
Unassigned Cash	(154,360)	51,237	(74,968)	(64,822)	(18,736)	776	29,583	66,547	119,891
Total	91,271	214,987	114,023	131,023	187,233	216,372	314,035	378,665	468,085
Unassigned Cash as a % of Total Current Spending	-15.7%	7.8%	-9.9%	-9.8%	-2.8%	0.1%	4.3%	8.8%	15.8%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	628	0	0	242	0	0	0	0	0
600-Charges For Services	789,003	726,112	726,112	679,329	714,798	729,094	743,710	758,622	773,829
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(897)	0	0	4,339	0	0	0	0	0
671-Other Revenues	495	0	0	0	0	0	0	0	0
695-Other Financing Sources	522,935	417,363	417,363	417,363	743,364	744,395	745,457	746,550	747,677
CEMETERY OPERATING Total Revenues	1,312,164	1,143,475	1,143,475	1,101,273	1,458,162	1,473,489	1,489,167	1,505,172	1,521,506
Expenditures									
701-Personal Services	294,035	278,511	278,511	268,444	306,903	315,977	326,309	335,554	341,323
751-Supplies	17,373	25,600	25,600	25,890	37,640	38,406	39,186	39,986	40,799
800-Other Services And Charges	512,040	540,404	540,404	534,890	585,806	589,436	586,257	590,238	594,065
970-Capital Outlays	29,276	237,500	294,585	37,500	0	0	0	1,555,000	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	276,245	213,673	213,673	213,673	209,122	195,498	199,414	203,407	207,481
CEMETERY OPERATING Total Expenditures	1,128,969	1,295,688	1,352,773	1,080,397	1,139,471	1,139,317	1,151,166	2,724,185	1,183,668
CEMETERY OPERATING NET INCOME (LOSS)	183,195	(152,213)	(209,298)	20,876	318,691	334,172	338,001	(1,219,013)	337,838
Cash - Beginning of Year	247,032	430,227	430,227	430,227	451,103	769,794	1,103,966	1,441,967	222,954
Cash - End of Year	430,227	278,014	220,929	451,103	769,794	1,103,966	1,441,967	222,954	560,792
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	282,242	323,922	338,193	270,099	284,868	284,829	287,792	292,296	295,917
Assigned to Capital	0	0	0	225,000	550,000	875,000	1,200,000	(30,000)	295,000
Unassigned Cash	147,985	(45,908)	(117,265)	(43,996)	(65,074)	(55,863)	(45,825)	(39,342)	(30,125)
Total	430,227	278,014	220,929	451,103	769,794	1,103,966	1,441,967	222,954	560,792
Unassigned Cash as a % of Total Current Spending	13.1%	-3.5%	-8.7%	-4.1%	-5.7%	-4.9%	-4.0%	-1.4%	-2.5%

**Grand Rapids MI
CEMETERY PERPETUAL CARE (1510)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	22,973	17,323	17,323	17,323	19,412	19,800	20,196	20,600	21,012
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(17,687)	43,433	43,433	45,184	49,904	63,585	72,975	82,491	92,006
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	123,761	108,917	108,917	108,917	107,220	92,534	94,390	96,283	98,214
CEMETERY PERPETUAL CARE Total Revenues	129,047	169,673	169,673	171,424	176,536	175,919	187,561	199,374	211,232
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	62,935	42,363	42,363	42,363	43,364	44,395	45,457	46,550	47,677
CEMETERY PERPETUAL CARE Total Expenditures	62,935	42,363	42,363	42,363	43,364	44,395	45,457	46,550	47,677
CEMETERY PERPETUAL CARE NET INCOME (LOSS)	66,112	127,310	127,310	129,061	133,172	131,524	142,104	152,824	163,555
Change in Reserve for Perpetual Care	(23,824)	-	-	-	-	-	-	-	-
Fund Balance - Beginning of Year	1,028,177	1,070,465	1,070,465	1,070,465	1,199,526	1,332,698	1,464,222	1,606,326	1,759,150
Fund Balance - End of Year	1,070,465	1,197,775	1,197,775	1,199,526	1,332,698	1,464,222	1,606,326	1,759,150	1,922,705
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	9,440	6,354	6,354	6,354	6,505	6,659	6,819	6,983	7,152
Unassigned Fund Balance	1,061,025	1,191,421	1,191,421	1,193,172	1,326,193	1,457,563	1,599,507	1,752,167	1,915,553
Total	1,070,465	1,197,775	1,197,775	1,199,526	1,332,698	1,464,222	1,606,326	1,759,150	1,922,705
Unassigned Fund Balance as a % of Total Current Spending	1685.9%	2812.4%	2812.4%	2816.5%	3058.3%	3283.2%	3518.7%	3764.1%	4017.8%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
REVENUE									
450-Licenses & Permits	73,853	41,124	41,124	74,001	62,935	64,822	66,767	68,770	70,833
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	0	0	0	20,000	20,000	20,000	20,000	20,000
600-Charges for Services	498,227	534,820	534,820	502,134	547,369	559,355	571,157	583,359	595,971
664-Investment Income & Rentals	197,516	160,936	160,936	194,065	194,902	204,728	213,310	222,099	231,056
671-Other Revenues	44,163	0	62,000	6,086	26,000	26,750	27,523	28,318	29,138
695-Other Financing Sources	186,723	345,000	366,374	366,374	785,067	778,567	806,099	825,702	844,699
695-Other Financing Sources-MOE Subsidy	5,738,676	5,922,430	5,922,430	5,922,432	6,163,056	6,358,191	6,533,413	6,533,413	6,533,413
Parks & Recreation Total Revenues	6,739,158	7,004,310	7,087,684	7,065,092	7,799,329	8,012,413	8,238,269	8,281,661	8,325,110
EXPENDITURES									
701-Personal Services	3,032,293	3,504,136	3,439,120	3,324,416	3,612,397	3,815,624	3,995,321	4,697,896	4,796,981
751-Supplies	323,377	288,593	253,607	261,930	286,637	291,563	308,034	387,299	422,734
800-Other Services and Charges	2,946,523	2,944,103	3,068,222	2,970,844	3,532,812	3,626,136	3,685,324	3,963,350	4,040,433
970-Capital Outlays	38,865	23,000	182,109	32,032	206,200	46,734	46,769	46,804	46,840
995-Appropriation Lapse	0	(100,000)	(100,000)	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
995-Other Financing	277,803	247,695	547,695	547,695	364,244	308,660	314,833	378,566	386,138
Parks & Recreation Total Expenditures	6,618,861	6,907,527	7,390,753	7,136,917	7,902,290	7,988,717	8,250,281	9,373,915	9,593,126
NET INCOME (LOSS)	120,297	96,783	(303,069)	(71,825)	(102,961)	23,696	(12,012)	(1,092,254)	(1,268,016)
<i>Beginning Fund Balance</i>	721,480	841,777	841,777	841,777	769,952	666,991	690,687	678,675	(413,579)
Ending Fund Balance	841,777	938,560	538,708	769,952	666,991	690,687	678,675	(413,579)	(1,681,595)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	992,829	1,036,129	1,108,613	1,070,538	1,185,344	1,198,308	1,237,542	1,406,087	1,438,969
Unassigned Fund Balance	(151,052)	(97,569)	(569,905)	(300,586)	(518,353)	(507,621)	(558,867)	(1,819,666)	(3,120,564)
Total	841,777	938,560	538,708	769,952	666,991	690,687	678,675	(413,579)	(1,681,595)
Unassigned FB as a % of Total Expenditures	(2.3%)	(1.4%)	(7.7%)	(4.2%)	(6.6%)	(6.4%)	(6.8%)	(19.4%)	(32.5%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
REVENUE									
<i>Parks Millage (2081)</i>									
401 Taxes (Voter-approved Millage)	3,949,879	3,980,015	3,980,015	3,994,118	4,103,273	4,154,001	4,205,952	0	0
600 Charges For Services	0	0	0	0	0	0	0	0	0
664 Interest And Rents	3,421	13,695	13,695	31,398	34,678	44,185	50,710	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	3,953,300	3,993,710	3,993,710	4,025,516	4,137,951	4,198,186	4,256,662	0	0
EXPENDITURES									
<i>Parks Millage (2081)</i>									
Parks Rehabilitation & Repairs (45-55%)	855,939	1,819,784	3,036,626	3,066,626	1,970,737	2,271,421	1,968,215	0	0
A-87 (Parks Rehab & Repairs)	38,362	17,828	17,828	17,828	8,851	9,028	9,208	0	0
Subtotal Parks Rehabilitation & Repairs	894,301	1,837,612	3,054,454	3,084,454	1,979,588	2,280,449	1,977,423	0	0
Park Improvements (25-35%)	910,892	1,091,871	1,265,175	1,091,871	1,182,442	1,362,854	1,180,929	0	0
A-87 (Park Improvements)	23,017	10,696	10,696	10,696	5,310	5,417	5,525	0	0
Subtotal Park Improvements	933,909	1,102,567	1,275,871	1,102,567	1,187,752	1,368,271	1,186,454	0	0
Pools Operating Exp. (15-20%)	656,506	770,709	770,708	770,105	764,035	792,900	808,807	0	0
A-87 (Pools)	14,410	28,033	28,033	28,033	39,963	40,762	41,578	0	0
Subtotal Pools	670,916	798,742	798,741	798,138	803,998	833,662	850,385	0	0
Transfer to GOF Parks	252,000	249,600	249,600	249,600	247,200	244,800	242,400	0	0
Transfer to GOF Pools	0	0	0	0	0	0	0	0	0
Parks Millage Total Expenditures	2,751,126	3,988,521	5,378,666	5,234,759	4,218,538	4,727,182	4,256,662	0	0
Parks Millage NET INCOME (LOSS)	1,202,174	5,189	(1,384,956)	(1,209,243)	(80,587)	(528,996)	0	0	0
Beginning Fund Balance	616,652	1,818,826	1,818,826	1,818,826	609,583	528,996	-	-	-
Ending Fund Balance	1,818,826	1,824,015	433,870	609,583	528,996	0	0	0	0
Assigned to Operations - 15% of Total Spending	412,669	598,278	806,800	785,214	632,781	709,077	638,499	-	-
Unassigned	1,406,157	1,225,737	(372,930)	(175,631)	(103,785)	(709,077)	(638,499)	-	-
Total	1,818,826	1,824,015	433,870	609,583	528,996	-	-	-	-
Unassigned FB as a % of Total Expenditures	51.1%	30.7%	-6.9%	-3.4%	-2.5%	-15.0%	-15.0%	#DIV/0!	#DIV/0!

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

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



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FUND DESCRIPTIONS

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.

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 monies from the Vital Streets Fund for sidewalk repair, improvement, and reconstruction. Property owners are no longer responsible for inspection costs and needed repairs.

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 Bond Fund: The Vital Streets Capital Bond Fund receives proceeds from the issuance of Capital Improvement Bonds (“bonds”). Such proceeds are either spent on projects in the Bond Fund directly or transferred to the Operating Fund as a reimbursement. The bonds are designed to accelerate the Vital Streets work as income tax continuation revenues were not available until the second quarter of FY2016. The bonds have a maturity ranging from three to ten years and may have a balloon payment in the final year. The debt service on these bonds will be paid from the Vital Streets Operating Fund using income tax proceeds. Street capital projects have been scheduled to allow capacity for the repayment of the bonds from the Vital Streets Fund. This capital fund is required to provide multi-year appropriation authority for projects that span more than one fiscal year and to demonstrate compliance with certain IRS regulations associated with tax-exempt debt.

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.

Vital Streets Operating Fund: The Vital Streets Operating Fund accounts for the entire amount 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 Sidewalk Repair Fund and 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 - FMS
LOCAL STREETS (2030)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	2,199,749	2,726,337	2,726,337	2,726,337	2,762,309	2,878,276	3,276,344	3,533,720	3,589,062
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	473,773	963,644	1,331,782	1,331,782	1,446,958	1,526,117	1,644,636	1,716,891	1,722,765
600-Charges for Services	53,624	1,000	1,000	123	0	0	0	0	0
664-Investment Income & Rentals	-13,231	13,153	13,153	2,474	2,733	3,482	3,996	4,518	5,039
671-Other Revenues	10,541	25,000	25,000	8,750	20,000	20,000	20,000	20,000	20,000
695-Other Financing Sources	1,807,117	1,490,000	1,490,000	1,875,483	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
695-Vital Streets Enhanced State Investment	0	0	3,503,638	3,503,638	3,411,315	1,918,331	4,257,342	4,329,597	4,323,724
Local Streets Total Revenues	5,402,475	6,090,036	9,961,812	10,319,489	10,514,217	9,217,108	12,073,220	12,475,628	12,531,492
Expenditures									
701-Personal Services	1,735,504	1,751,936	1,751,936	1,814,552	1,950,425	2,013,272	2,113,695	2,186,065	2,221,251
726-Supplies	1,079,931	1,507,173	1,507,173	1,438,740	2,005,970	2,006,482	2,006,482	2,006,482	2,006,482
800-Other Services and Charges	1,024,755	1,162,089	1,162,089	1,025,971	1,133,075	1,202,588	1,266,734	1,345,475	1,364,487
970-Capital Outlays	51,291	44,643	44,643	40,980	44,744	44,846	44,945	44,946	44,945
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	473,773	163,644	4,035,420	3,117,927	3,258,273	1,844,448	4,301,978	4,446,488	4,446,489
995-Other Financing	82,788	4,508	4,508	132,864	47,776	16,197	100,623	152,160	159,562
995-Vital Streets Enhanced State Investment	0	800,000	800,000	1,225,479	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Local Streets Total Expenditures	5,318,944	6,304,895	10,176,671	9,667,415	10,911,165	9,598,735	12,305,359	12,652,518	12,714,118
Local Streets NET INCOME (LOSS)	83,531	-214,859	-214,859	652,074	-396,948	-381,627	-232,139	-176,890	-182,626
Beginning Fund Balance	769,147	852,678	852,678	852,678	1,504,752	1,107,804	726,177	494,038	317,148
Ending Fund Balance	852,678	637,819	637,819	1,504,752	1,107,804	726,177	494,038	317,148	134,522
Reserve Targets									
Assigned to Operations - 15% of Total Spending	797,842	945,734	1,526,501	1,450,112	1,636,675	1,439,810	1,845,804	1,897,878	1,907,118
Unassigned Fund Balance	54,836	-307,915	-888,682	54,640	-528,871	-713,633	-1,351,766	-1,580,730	-1,772,596
Total	852,678	637,819	637,819	1,504,752	1,107,804	726,177	494,038	317,148	134,522
Unassigned FB as a % of Total Expenditures	1.0%	(4.9%)	(8.7%)	0.6%	(4.8%)	(7.4%)	(11.0%)	(12.5%)	(13.9%)

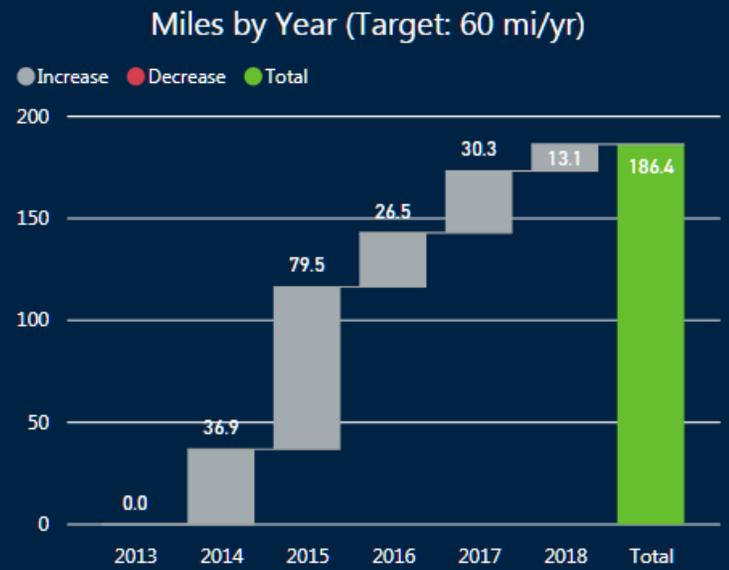
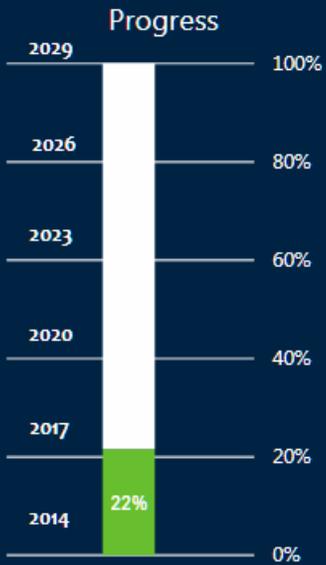
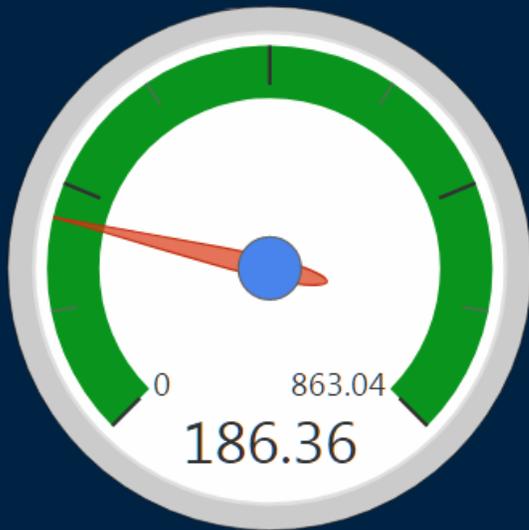
**Grand Rapids MI - FMS
MAJOR STREETS (2020)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	468,990	350,000	350,000	226,608	420,000	424,200	428,442	432,726	437,054
539-State Grants	8,563,133	8,179,010	8,179,010	8,180,792	8,286,928	8,634,827	9,829,031	10,601,160	10,767,185
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	2,106,750	2,890,933	3,995,347	3,995,347	4,340,874	4,578,352	4,933,907	5,150,674	5,168,294
600-Charges for Services	2,243,670	2,617,760	2,617,760	2,416,192	2,147,500	2,160,575	2,173,782	2,187,118	2,200,590
664-Investment Income & Rentals	17,019	120,821	120,821	164,611	180,745	206,994	225,009	243,266	261,523
671-Other Revenues	342,749	280,500	280,500	284,402	285,500	285,850	286,202	286,554	286,922
695-Other Financing Sources	849,611	960,000	960,000	442,422	160,000	160,000	160,000	160,000	160,000
Major Streets Total Revenues	17,204,628	18,011,730	19,116,144	18,323,080	18,434,253	19,063,504	20,649,079	21,674,204	21,894,274
Expenditures									
701-Personal Services	4,139,137	5,384,608	5,384,608	4,242,479	5,227,765	5,437,118	5,677,975	5,868,334	5,958,088
701-Vital Streets Enhanced State Investment	448	0	0	0	0	0	0	0	0
726-Supplies	1,700,215	2,221,960	2,221,960	2,709,919	1,813,488	1,810,606	1,817,432	1,824,335	1,831,318
800-Other Services and Charges	4,891,813	4,964,804	4,964,804	4,877,708	4,814,195	4,937,868	5,018,997	5,134,413	5,220,921
970-Capital Outlays	271,460	160,022	160,022	138,120	180,024	150,024	150,024	150,024	150,024
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	2,106,302	2,090,933	237,462	541,300	929,559	2,660,021	676,565	821,077	844,570
990-Debt Service	794,320	758,925	758,925	757,635	744,050	741,250	745,150	743,150	747,200
995-Other Financing	1,087,054	573,098	723,289	1,123,301	212,669	177,383	431,448	588,631	608,590
995-Vital Streets Maintenance of Effort	0	0	0	0	0	0	0	0	0
995-Vital Streets Enhanced State Investment	0	800,000	3,757,885	3,946,060	3,411,315	1,918,331	4,257,342	4,329,597	4,323,724
Major Streets Total Expenditures	17,603,455	19,567,056	20,821,661	20,949,228	19,945,771	20,445,307	21,387,639	22,072,267	22,297,141
Major Streets NET INCOME (LOSS)	-398,827	-1,555,326	-1,705,517	-2,626,148	-1,511,518	-1,381,803	-738,560	-398,063	-402,867
Beginning Fund Balance	7,949,599	7,550,772	7,550,772	7,550,772	4,924,624	3,413,106	2,031,303	1,292,743	894,680
Ending Fund Balance	7,550,772	5,995,446	5,845,255	4,924,624	3,413,106	2,031,303	1,292,743	894,680	491,813
Reserve Targets									
Assigned to Operations - 15% of Total Spending	2,640,518	2,935,058	3,123,249	3,142,384	2,991,866	3,066,796	3,208,146	3,310,840	3,344,571
Unassigned Fund Balance	4,910,254	3,060,388	2,722,006	1,782,240	421,240	-1,035,493	-1,915,403	-2,416,160	-2,852,758
Total	7,550,772	5,995,446	5,845,255	4,924,624	3,413,106	2,031,303	1,292,743	894,680	491,813
Unassigned FB as a % of Total Expenditures	27.9%	15.6%	13.1%	8.5%	2.1%	(5.1%)	(9.%)	(10.9%)	(12.8%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	36,543	36,500	36,500	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	13,643	6,500	6,500	7,239	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	(533)	5,612	5,612	15,860	17,517	22,319	25,615	28,955	32,295
671-Other Revenues	101,048	53,000	53,000	53,000	3,000	3,000	3,000	3,000	3,000
695-Other Financing Sources	1,936,883	2,083,588	2,083,588	2,095,941	2,158,819	2,212,790	2,268,109	2,324,812	2,382,932
SIDEWALK REPAIR Total Revenues	2,087,584	2,185,200	2,185,200	2,199,540	2,213,336	2,272,109	2,330,724	2,390,767	2,452,227
Expenditures									
701-Personal Services	333,872	334,180	334,180	316,928	332,512	341,669	354,756	364,243	368,611
751-Supplies	2,141	6,500	6,500	6,500	7,600	7,600	7,600	6,500	7,600
800-Other Services And Charges	1,131,819	1,655,202	1,655,202	1,654,688	1,944,232	1,824,276	1,862,443	1,915,188	1,963,349
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	29,089	1,281,564	1,281,564	1,281,564	95,340	95,322	95,823	96,444	97,163
SIDEWALK REPAIR Total Expenditures	1,496,921	3,277,446	3,277,446	3,259,680	2,379,684	2,268,867	2,320,622	2,382,375	2,436,723
SIDEWALK REPAIR NET INCOME (LOSS)	590,663	(1,092,246)	(1,092,246)	(1,060,140)	(166,348)	3,242	10,102	8,392	15,504
Fund Balance - Beginning of Year	889,148	1,479,811	1,479,811	1,479,811	419,671	253,323	256,565	266,667	275,059
Fund Balance - End of Year	1,479,811	387,565	387,565	419,671	253,323	256,565	266,667	275,059	290,563
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	224,538	491,617	491,617	488,952	356,953	340,330	348,093	357,356	365,508
Unassigned Fund Balance	1,255,273	(104,052)	(104,052)	(69,281)	(103,630)	(83,765)	(81,426)	(82,297)	(74,945)
Total	1,479,811	387,565	387,565	419,671	253,323	256,565	266,667	275,059	290,563
Unassigned Fund Balance as a % of Total Current Spending	83.9%	-3.2%	-3.2%	-2.1%	-4.4%	-3.7%	-3.5%	-3.5%	-3.1%
Outstanding Debt Service at FYE - Vital Streets Loan	1,791,425	518,601	518,601	518,601	453,717	388,826	324,042	259,258	194,388

Miles of Sidewalk Inspected



Pending 2018 Sidewalk Repair Work

Remaining FY18 work to be completed

Contract	Balance on Contract	Pending
• Contract 2017-4 North Contract		\$127,000
• Contract 2017-5 South Contract		<u>\$175,000</u>
FY18 Total Remaining		\$302,000

Planned FY19 Sidewalk Repairs

• Contract 1 Systematic Repair (First Ward)	\$200,000	July 2018
• Contract 2 Systematic Repair (Second Ward)	\$200,000	September 2018
• Contract 3 Systematic Repair (Third Ward)	\$200,000	April 2018
• 2018-North Owner Request Contract	\$225,000	\$64,000
• 2018-South Owner Request Contract	\$225,000	\$73,000
• Miscellaneous ADA Repairs (Requests)	\$100,000	
• 3 Mile Sidewalk Gap Project	<u>\$250,000</u>	Summer of 2018
FY19 Expenditures	\$1,400,000	

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate*	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	226,830	0	0	15,641	0	0	0	0	0
539-State Grants	0	0	340,459	340,459	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	54,162	0	0	0	0	0
664-Investment Income & Rentals	-10,818	0	0	23,962	0	0	0	0	0
671-Other Revenues	5,240	0	1,905,635	1,905,635	0	0	0	0	0
695-Other Financing Sources	0	0	295,235	504,906	203,000	79,635	441,007	661,321	679,229
Streets-Capital Projects Total Revenues	221,252	0	2,541,329	2,844,765	203,000	79,635	441,007	661,321	679,229
Expenditures									
701-Personal Services	555	0	0	0	0	0	0	0	0
751-Supplies	1,043	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	591,383	0	2,541,329	2,935,797	203,000	79,635	441,007	661,321	679,229
995-Other Financing	0	0	0	0	0	0	0	0	0
Streets-Capital Projects Total Expenditures	592,981	0	2,541,329	2,935,797	203,000	79,635	441,007	661,321	679,229
Streets-Capital Projects NET INCOME (LOSS)	-371,729	0	0	-91,032	0	0	0	0	0
Beginning Fund Balance	1,125,619	753,890	753,890	753,890	662,858	662,858	662,858	662,858	662,858
Ending Fund Balance	753,890	753,890	753,890	662,858	662,858	662,858	662,858	662,858	662,858
CAFR Reconciliation:									
Ending Fund Balance per CAFR	1,838,865								
Assigned for Uncompleted Capital Projects	-1,084,975								
Unassigned Fund Balance Available for Reappropriation	753,890								

*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 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023
REVENUE									
501 Federal Grants (4090)	241,702	0	280,638	0	0	0	0	0	0
539 State Grants (4090)	0	0	723,166	0	0	0	0	0	0
664 Investment Income & Rentals	41,342	0	0	0	0	0	0	0	0
671 Other Revenues	10,551	0	159,000	0	0	0	0	0	0
698 Bond Proceeds (Includes Premium)	0	0	0	0	0	0	0	0	0
695 Operating Trfr for Vital Streets Master Plan and Project Development	0	0	0	39,618	0	0	0	0	0
695 Operating Trfr from VS 2040/2041 Fund-Preventative Maintenance Work (Contr	1,523,202	112,895	845,913	2,289,575	111,708	0	1,422,184	0	513,285
695 Operating Trfr from VS 2040/2041 Fund-Rehabilitation Work	0	951,962	951,962	1,153,384	509,704	706,000	3,011,405	9,629,130	6,197,661
695 Operating Trfr from VS 2040/2041 Fund-Reconstruction Work	0	3,200,762	3,793,426	3,543,496	2,206,274	2,213,317	2,314,998	453,390	3,431,666
695 Operating Trfr from VS 2040 Fund-Bridge Investment	0	50,000	50,000	31,645	70,000	65,000	50,000	85,000	30,000
695 Operating Trfr from VS 2040 Fund for Traffic Safety/Signals	0	277,000	277,000	82,710	277,000	277,000	277,000	277,000	277,000
695 Operating Trfr from VS 2040 Fund for Trunk Line/MDOT (Eng. Managed)	786,000	200,000	200,000	219,132	0	0	0	0	0
695 Vital Streets Trees	0	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	55,541	200,000	200,000	200,000	200,000	200,000
695 Other Non-Categorized Projects	5,160,000	0	0	84,362	193,008	60,784	0	0	0
VITAL STREETS Total Revenue	7,962,797	5,092,619	7,581,105	7,599,463	3,667,694	3,622,101	7,375,587	10,744,520	10,749,612
EXPENDITURES									
Bridge Investment (970)	291,241	50,000	50,000	31,645	70,000	65,000	50,000	85,000	30,000
Major Federal Aid Urban (FAU) Street Investment									
970 Preventative Maintenance-Contracts (2)	440,842	0	733,018	100,447	111,708	0	1,372,463	0	405,451
970 Capital Outlay - Rehabilitation Work (1) (2)	3,606,681	322,293	677,931	956,452	509,704	706,000	1,107,579	3,344,194	744,158
970 Capital Outlay - Reconstruction Work (1) (2)	1,831,366	2,850,605	3,827,124	2,580,142	806,308	1,729,990	1,530,318	0	3,179,828
995 Preventative Maintenance-Force Account (2)	401,927	0	0	0	0	0	0	0	0
Major Non-Federal Aid Urban (FAU) Street Investment									
970 Preventative Maintenance-Contracts (2)	124,889	0	0	24,161	0	0	0	0	107,834
970 Capital Outlay - Rehabilitation Work (1) (2)	212,616	0	0	0	0	0	0	0	0
970 Capital Outlay - Reconstruction Work (1) (2)	2,894,229	199,492	199,492	320,457	440,000	218,997	448,997	0	0
995 Preventative Maintenance-Force Account (2)	149,696	0	0	0	0	0	0	0	0
Local Street Investment									
970 Preventative Maintenance-Contracts (2)	4,036,674	112,895	112,895	2,164,967	0	0	49,721	0	0
970 Capital Outlay - Rehabilitation Work (1) (2)	1,585,787	629,669	629,669	196,932	0	0	1,903,826	6,284,936	5,453,503
970 Capital Outlay - Reconstruction Work (1) (2)	1,608,966	150,665	513,976	642,897	959,966	264,330	335,683	453,390	251,838
995 Preventative Maintenance-Force Account (2)	1,013,644	0	0	0	0	0	0	0	0
Traffic Safety/Signals & Trunk Line									
970 Capital Outlay - Traffic Safety/Signals (4090)	0	277,000	277,000	82,710	277,000	277,000	277,000	277,000	277,000
970 Capital Outlay - Traffic Safety/Signals (4091)	(78,000)	0	0	0	0	0	0	0	0
970 Capital Outlay - Trunk Line/MDOT -Eng. Managed (4091)	1,160,869	200,000	200,000	219,132	0	0	0	0	0
Public ROW and Green Infrastructure Maintenance (995)									
995 Public ROW and Green Infrastructure Maintenance	127,960	200,000	200,000	55,541	200,000	200,000	200,000	200,000	200,000
Vital Streets Trees (970)									
970 Vital Streets Trees	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Non-Categorized Projects (970)									
970 Other Non-Categorized Projects	122,344	0	60,000	84,362	193,008	60,784	0	0	0
Master Plan and Project Development (970)									
970 Master Plan and Project Development	577,642	0	0	39,618	0	0	0	0	0
VITAL STREETS Total Expenditures	20,209,374	5,092,619	7,581,105	7,599,463	3,667,694	3,622,101	7,375,587	10,744,520	10,749,612
VITAL STREETS NET INCOME (LOSS)	(12,246,577)	0	0	0	0	0	0	0	0
Beginning Fund Balance	12,780,447	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870
Ending Fund Balance	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870
Reserve Targets:									
Assigned to Capital Investment	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870
Unassigned Fund Balance	0	0	0	0	0	0	0	0	0
Total	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870	533,870

(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.

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023
REVENUE									
401 Taxes - Income Taxes	12,538,331	13,022,423	13,022,423	13,099,630	13,492,620	13,829,935	14,175,684	14,530,075	14,893,328
664 Investment Income & Rentals	(34,139)	29,605	29,605	173,819	191,977	244,608	280,729	317,336	353,942
671 Other Revenues	0	0	0	0	0	0	0	0	0
695 Other Financing Sources - GOF Op Transfer	950,000	900,000	900,000	900,000	850,000	850,000	850,000	850,000	850,000
695 Other Fin - Bond Principal Repayment from Sidewalk Fund	0	1,243,770	1,243,770	1,243,770	44,685	46,668	48,803	51,243	53,378
695 Other Fin - Bond Interest Repayment from Sidewalk Fund	22,188	29,054	29,054	29,054	20,198	18,223	15,981	13,541	11,492
695 Other Fin - Major VS Fund 2040 to Local VS Fund 2041	0	0	893,229	0	959,966	264,330	2,289,230	6,738,326	5,705,341
VITAL STREETS Total Revenue	13,476,380	15,224,852	16,118,081	15,446,273	15,559,446	15,253,764	17,660,427	22,500,521	21,867,481
EXPENDITURES									
Bridge Investment									
995 Transfers Out - Streets (4090)-Bridge Investment (Major)	0	50,000	50,000	31,645	70,000	65,000	50,000	85,000	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)	952,161	0	0	100,447	111,708	0	1,372,463	0	405,451
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2)	0	322,293	322,293	956,452	509,704	706,000	1,107,579	3,344,194	744,158
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)	0	2,850,605	2,850,605	2,580,142	806,308	1,729,990	1,530,318	0	3,179,828
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	24,161	0	0	0	0	107,834
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)	0	199,492	199,492	320,457	440,000	218,997	448,997	0	0
Local Street Investment									
995 Preventative Maintenance-Contracts (2)	0	112,895	112,895	0	0	0	0	0	0
995 Transfers Out - Force Account Preventative Maintenance (2)	571,041	0	0	2,164,967	0	0	49,721	0	0
995 Transfers Out - Streets (4090)-Rehabilitation (1) (2)	0	629,669	629,669	196,932	0	0	1,903,826	6,284,936	5,453,503
995 Transfers Out - Streets (4090)-Reconstruction (1) (2)	0	150,665	150,665	642,897	959,966	264,330	335,683	453,390	251,838
Traffic Safety/Signals & Trunk Line									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	0	277,000	277,000	82,710	277,000	277,000	277,000	277,000	277,000
995 Transfers Out - Streets (4090)-Trunk Line/MDOT (Eng. Managed)	786,000	200,000	200,000	219,132	0	0	0	0	0
Public ROW and Green Infrastructure Maintenance									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	200,000	200,000	200,000	55,541	200,000	200,000	200,000	200,000	200,000
Vital Streets Trees									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Non-Categorized Projects									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	5,160,000	0	0	84,362	193,008	60,784	0	0	0
Master Plan and Project Development									
995 Transfers Out - Streets (4090)-Traffic Safety/Signals	0	0	0	39,618	0	0	0	0	0
990 Debt Service - Principal	0	18,435,000	18,435,000	18,435,000	1,465,000	1,530,000	16,600,000	1,680,000	1,750,000
990 Debt Service - Interest	1,189,175	1,072,450	1,072,450	1,072,450	930,700	865,950	658,200	443,950	376,750
995 Transfers Out - Major VS Fund 2040 to Local VS Fund 2041	0	0	893,229	0	959,966	264,330	2,289,230	6,738,326	5,705,341
995 Transfers Out - Sidewalks (16% of Inc Tax Continuation)	1,936,883	2,083,588	2,083,588	2,095,941	2,158,819	2,212,790	2,268,109	2,324,812	2,382,932
VITAL STREETS Total Expenditures	10,795,260	26,683,657	27,576,886	29,202,854	9,182,179	8,495,171	29,191,126	21,931,608	20,964,635
VITAL STREETS NET INCOME (LOSS)	2,681,120	(11,458,805)	(11,458,805)	(13,756,581)	6,377,267	6,758,593	(11,530,699)	568,913	902,846
Beginning Fund Balance	11,305,033	13,986,153	13,986,153	13,986,153	229,572	6,606,839	13,365,432	1,834,733	2,403,646
Ending Fund Balance	13,986,153	2,527,348	2,527,348	229,572	6,606,839	13,365,432	1,834,733	2,403,646	3,306,491
Reserve Targets:									
Assigned to Operations - 15% of Total Spending	1,619,289	4,002,549	4,136,533	4,380,428	1,377,327	1,274,276	4,378,669	3,289,741	3,144,695
Unassigned Fund Balance	12,366,864	(1,475,200)	(1,609,185)	(4,150,856)	5,229,512	12,091,157	(2,543,936)	(886,096)	161,796
Total	13,986,153	2,527,348	2,527,348	229,572	6,606,839	13,365,432	1,834,733	2,403,646	3,306,491
Unassigned FB as a % of Total Expenditures	114.6%	-5.5%	-5.8%	-14.2%	57.0%	142.3%	-8.7%	-4.0%	0.8%

(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

FY2019 – FY2023 Capital Plan

SOURCES - VITAL STREETS						
FISCAL YEAR		FY2019	FY2020	FY2021	FY2022	FY2023
Act 51 Revenues	\$	3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608	\$ 3,483,608
Income Tax Support	\$	13,492,620	\$ 13,829,935	\$ 14,175,683	\$ 14,530,075	\$ 14,893,327
GOF Support	\$	850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Grants (estimated)	\$	1,889,117	\$ 7,161,989	\$ 3,998,902	\$ 2,839,618	\$ 3,179,419
Bond Principal Repayment - Sidewalks	\$	64,883	\$ 64,891	\$ 64,784	\$ 64,784	\$ 64,784
State Investment	\$	<u>5,787,832</u>	<u>\$ 6,104,470</u>	<u>\$ 6,578,543</u>	<u>\$ 6,867,565</u>	<u>\$ 6,891,059</u>
	\$	25,568,060	\$ 31,494,893	\$ 29,151,520	\$ 28,635,650	\$ 29,362,197
USES - VITAL STREETS						
FISCAL YEAR		FY2019	FY2020	FY2021	FY2022	FY2023
Transfer - Sidewalks (Share of Income Tax)	\$	2,158,819	\$ 2,212,790	\$ 2,268,109	\$ 2,324,812	\$ 2,382,932
Bond/Interest Payments	\$	8,765,700	\$ 8,710,974	\$ 5,173,176	\$ 2,123,950	\$ 2,123,950
Traffic Safety/Signals	\$	277,000	\$ 277,000	\$ 277,000	\$ 277,000	\$ 277,000
Trunkline - Act 51	\$	-	\$ -	\$ -	\$ -	\$ -
Bridges	\$	70,000	\$ 65,000	\$ 50,000	\$ 85,000	\$ 30,000
FAU	\$	5,013,523	\$ 4,656,483	\$ 4,010,359	\$ 3,344,194	\$ 4,329,437
Preventative Maintenance	\$	565,079	\$ 122,970	\$ 1,372,462	\$ -	\$ 405,451
Rehabilitation	\$	2,567,887	\$ 1,830,166	\$ 1,107,579	\$ 3,344,194	\$ 744,158
Reconstruction	\$	1,880,557	\$ 2,703,347	\$ 1,530,318	\$ -	\$ 3,179,828
MNF	\$	639,470	\$ 218,997	\$ 448,997	\$ -	\$ 437,696
Preventative Maintenance	\$	-	\$ -	\$ -	\$ -	\$ -
Rehabilitation	\$	-	\$ -	\$ -	\$ -	\$ -
Reconstruction	\$	639,470	\$ 218,997	\$ 448,997	\$ -	\$ 437,696
LOCAL	\$	6,417,962	\$ 4,838,832	\$ 9,323,916	\$ 13,905,460	\$ 12,845,514
Preventative Maintenance	\$	4,047,169	\$ 2,236,041	\$ 5,270,518	\$ 6,122,627	\$ 7,406,224
Rehabilitation	\$	670,148	\$ 1,703,625	\$ 3,717,715	\$ 7,329,443	\$ 5,187,452
Reconstruction	\$	1,700,645	\$ 899,165	\$ 335,683	\$ 453,390	\$ 251,838
GRANTS	\$	1,889,117	\$ 7,161,989	\$ 3,998,902	\$ 2,839,618	\$ 3,179,419
CIPP Lining of Storm Sewers	\$	100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
ROW/Green Infrastructure Maintenance	\$	200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Contingency Account	\$	-	\$ 3,052,235	\$ 3,289,271	\$ 3,433,783	\$ 3,445,530
	\$	25,531,591	\$ 31,494,300	\$ 29,139,732	\$ 28,633,816	\$ 29,351,477
Sources Less Uses	\$	36,469	\$ 593	\$ 11,788	\$ 1,834	\$ 10,720

VITAL STREETS

FY2019 – FY2023 Capital Plan

ADVANCE, FY2016 - FY2018												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	302	47.892	\$6,716,057	182	22.554	\$2,747,055	323	52.388	\$9,243,207	807	122.834	\$18,706,319
Rehabilitation	0	0	\$0	9	2.209	\$925,532	15	4.946	\$3,161,048	24	7.155	\$4,086,580
Reconstruction	6	0.742	\$1,346,900	7	2.967	\$1,389,382	1	0.125	\$363,120	14	3.834	\$3,099,402
LOCAL TOTAL	308.0	48.634	\$8,062,957	198.0	27.730	\$5,061,969	339.0	57.459	\$12,767,375	845	133.823	\$25,892,301
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	57	7.551	\$937,911	33	7.015	\$619,371	59	15.926	\$2,114,443	149	30.492	\$3,671,725
Rehabilitation	19	8.558	\$5,103,481	11	4.006	\$2,438,729	10.5	2.037	\$908,736	40	14.601	\$8,450,945
Reconstruction	6	1.334	\$2,519,324	5	0.592	\$778,527	2	0.6465	\$1,165,693	13	2.572	\$4,463,544
MAJOR NON-FAU TOTAL	81.5	17.443	\$8,560,715	49	11.613	\$3,836,627	71.5	18.610	\$4,188,871	202	47.665	\$16,586,214
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	98	30.963	\$3,113,166	84	31.248	\$4,957,754	36	13.464	\$1,533,720	217	75.676	\$9,604,640
Rehabilitation	11.5	4.579	\$3,985,045	15	6.608	\$4,787,968	10.5	8.348	\$4,865,901	37	19.535	\$13,638,914
Reconstruction	4	0.919	\$1,692,220	18	5.751	\$6,522,671	0	0	\$0	0	6.67019697	\$8,214,891
FAU TOTAL	113	36.461	\$8,790,430	117	43.608	\$16,268,393	46	21.81190691	\$6,399,621	254	101.881	\$31,458,445
TOTAL LOCAL, MAJOR NON-FAU and FAU	502.5	102.538	\$25,414,103	364	82.951	\$25,166,989	456.5	97.880	\$23,355,868	1301	283.369	\$73,936,960

VITAL STREETS

FY2019 – FY2023 Capital Plan

FY2019												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	2	0.297	\$50,000	5	5.956	\$825,484	28	11.855	\$3,171,685	35	18.108	\$4,047,169
Rehabilitation	0	0.000	\$0	5	0.974	\$537,277	1	0.242	\$132,871	6	1.216	\$670,148
Reconstruction	2	1.915	\$861,600	2	0.45	\$614,966	1	0.505	\$224,079	5	2.87	\$1,700,645
LOCAL TOTAL	4	2.212	\$911,600	12	7.380	\$1,977,727	30	12.602	\$3,528,635	46	22.194	\$6,417,962
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	1	0.218	\$639,470	0	0	\$0	0	0	\$0	1	0.218	\$639,470
MAJOR NON-FAU TOTAL	1	0.218	\$639,470	0	0	\$0	0	0	\$0	1	0.218	\$639,470
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	3	0.257	\$210,958	2	0.332	\$161,113	5	0.589	\$372,071
Rehabilitation	1	0.296	\$1,453,771	2	0.652	\$427,714	3	1.544	\$686,403	6	2.492	\$2,567,887
Reconstruction	3	0.578	\$646,726	1	0.125	\$392,000	2	0.919	\$841,831	6	1.622	\$1,880,557
FAU TOTAL	4	0.874	\$2,100,497	6	1.034	\$1,030,672	7	2.795	\$1,689,347	17	4.703	\$4,820,515
TOTAL LOCAL, MAJOR NON-FAU and FAU	9	3.304	\$3,651,567	18	8.414	\$3,008,399	37	15.396	\$5,217,982	64	27.114	\$11,877,947
			\$29,065,669			\$28,175,388			\$28,573,850			

VITAL STREETS

FY2019 – FY2023 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	1	2.076	\$256,266	4	1.146	\$442,436	7	10.966	\$1,537,339	12	14.188	\$2,236,041
Rehabilitation	2	1	\$321,890	2	1.774	\$755,356	7	1.816	\$626,379	11	4.337	\$1,703,625
Reconstruction	4	0.284	\$231,112	2	0.563	\$481,553	1	0.207	\$186,501	7	1.054	\$899,165
LOCAL TOTAL	7	3.107	\$809,269	8	3.483	\$1,679,345	15	12.989	\$2,350,218	30	19.57886323	\$4,838,832
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	1	0.338	\$218,997	1	0.177	\$0	0	0	\$0	2	0.515	\$218,997
MAJOR NON-FAU TOTAL	1	0.338	\$218,997	1	0.177	\$0	0	0	\$0	2	0.515	\$218,997
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost	# Projects	# Miles	Cost
Preventative Maintenance	0	0.182	\$122,970	0	0	\$0	0	0	\$0	0	0.182	\$122,970
Rehabilitation	5	3.694	\$1,063,083	2	0.893	\$246,667	3	1.631	\$520,417	10	6.218	\$1,830,166
Reconstruction	2	0.672	\$635,092	3	0.551	\$1,615,505	3	0.776	\$452,750	8.0	1.999	\$2,703,347
FAU TOTAL	7	4.548	\$1,821,144	5	1.444	\$1,862,172	6	2.407	\$973,167	18.0	8.399	\$4,656,483
TOTAL LOCAL, MAJOR NON-FAU and FAU	15	7.993	\$2,849,411	14	5.104	\$3,541,516	21	15.396	\$3,323,385	50	28.493	\$9,714,312
			\$31,915,080			\$31,921,317			\$31,920,379			

VITAL STREETS

FY2019 – FY2023 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	41	9.151	\$2,551,612	17	7.313	\$1,086,657	30	11.211	\$1,632,249	88	27.675	\$5,270,518	
Rehabilitation	2	0.396	\$148,331	11	3.468	\$1,773,672	8	3.881	\$1,795,712	21	7.745	\$3,717,715	
Reconstruction	3	0.389	\$335,683	0	0	\$0	0	0	\$0	3	0.389	\$335,683	
LOCAL TOTAL	46	9.935	\$3,035,626	28	10.781	\$2,860,329	38	15.092	\$3,427,961	112	35.808	\$9,323,916	
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	2	0.489	\$317,500	5	2.843	\$1,054,962	0	0	\$0	7	3.332	\$1,372,462	
Rehabilitation	0	0	\$41,667	3	1.053	\$697,859	2	0.638	\$368,054	5	1.691	\$1,107,579	
Reconstruction	3	1.527	\$738,955	0	0	\$0	2	0.861	\$791,363	5	2.388	\$1,530,318	
FAU TOTAL	5	2.016	\$1,098,122	8	3.896	\$1,752,821	4	1.499	\$1,159,417	17	7.411	\$4,010,359	
TOTAL LOCAL, MAJOR NON-FAU and FAU	52	12.289	\$4,582,745	37	15.010	\$4,613,150	42	16.591	\$4,587,378	131	43.890	\$13,783,273	
			\$36,497,825				\$36,534,467				\$36,507,757		

VITAL STREETS

FY2019 – FY2023 Capital Plan

FY2022												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	88	17.952	\$3,149,034	51	13.918	\$1,850,336	52	10.124	\$1,123,257	191	41.995	\$6,122,627
Rehabilitation	4	1.878	\$885,963	16	7.107	\$2,858,907	11	7.709	\$3,584,574	31	16.694	\$7,329,443
Reconstruction	1	0.248	\$335,683	1	0.108	\$117,707	0	0	\$0	2	0.3555	\$453,390
LOCAL TOTAL	93	20.078	\$4,370,680	68	21.133	\$4,826,950	63	17.833	\$4,707,830	224	59.044	\$13,905,460
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	0	0	\$0	1	0.498	\$0	0	0	\$0	1	0.498	\$0
Rehabilitation	1	0.246	\$0	0	0	\$0	0	0	\$0	1	0.246	\$0
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
MAJOR NON-FAU TOTAL	1	0.246	\$0	1	0.498	\$0	0	0	\$0	2	0.744	\$0
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	9	4.838	\$1,395,125	3	1.72	\$899,553	5	2.23	\$1,049,516	17	8.788	\$3,344,194
Reconstruction	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
FAU TOTAL	9	4.838	\$1,395,125	3	1.72	\$899,553	5	2.23	\$1,049,516	17	8.788	\$3,344,194
TOTAL LOCAL, MAJOR NON-FAU and FAU	103	25.162	\$5,765,805	72	23.351	\$5,726,503	68	20.063	\$5,757,346	243	68.576	\$17,249,654
			\$42,263,630			\$42,260,969			\$42,265,103			

VITAL STREETS

FY2019 – FY2023 Capital Plan

FY2023												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	22	9.270	\$3,252,739	18	7.591	\$1,527,289	42	9.947	\$2,626,196	82	26.809	\$7,406,224
Rehabilitation	6	2.492	\$1,220,799	6	4.815	\$2,164,010	8	4.269	\$1,802,643	20	11.576	\$5,187,452
Reconstruction	0	0.000	\$0	1	0.501	\$236,838	1	0.377	\$15,000	2	0.878	\$251,838
LOCAL TOTAL	28	11.762	\$4,473,538	25	12.907	\$3,928,137	51	14.594	\$4,443,839	104	39.263	\$12,845,514
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Rehabilitation	1	0.353	\$0	0	0	\$0	0	0	\$0	1	0.353	\$0
Reconstruction	0	0	\$0	0	0	\$0	1	0.502	\$437,696	1	0.502	\$437,696
MAJOR NON-FAU TOTAL	1	0.353	\$0	0	0	\$0	1	0.502	\$437,696	2	0.855	\$437,696
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	1	0.433	\$200,000	1	0.995	\$205,451	0	0	\$0	2	1.428	\$405,451
Rehabilitation	2	0.869	\$428,923	1	0.543	\$153,569	1	0.499	\$161,667	4	1.911	\$744,158
Reconstruction	2	0.326	\$702,210	3	1.102	\$1,715,197	3	0.439	\$762,421	8	1.867	\$3,179,828
FAU TOTAL	5	1.628	\$1,331,132	5	2.64	\$2,074,217	4	0.938	\$924,088	14	5.206	\$4,329,437
TOTAL LOCAL, MAJOR NON-FAU and FAU	34	13.743	\$5,804,670	30	15.547	\$6,002,354	56	16.034	\$5,805,622	120	45.324	\$17,612,647
			\$48,068,300			\$48,070,316			\$48,070,725			

VITAL STREETS

FY2019 – FY2023 Capital Plan

ALL YEARS ¹												
Local	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	456.0	86.638	\$15,975,708	277.0	58.479	\$8,479,258	482.0	106.491	\$19,333,932	845.6	251.608	\$43,788,898
Rehabilitation	14.0	5.513	\$2,576,984	49.0	20.347	\$9,014,753	50.0	22.863	\$11,103,226	113	48.723	\$22,694,963
Reconstruction	16.0	3.577	\$3,110,978	13.0	4.589	\$2,840,446	4.0	1.214	\$788,700	33	9.380	\$6,740,124
LOCAL TOTAL	486.0	95.728	\$21,663,670	339.0	83.415	\$20,334,457	536.0	130.568	\$31,225,858	991.6	309.712	\$73,223,985
Major Non-FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	57.0	7.551	\$937,911	35.0	7.846	\$619,371	59.0	15.926	\$2,114,443	151	31.323	\$3,671,725
Rehabilitation	20.5	9.157	\$5,103,481	11.0	4.006	\$2,438,729	10.5	2.037	\$908,736	42	15.2	\$8,450,945
Reconstruction	9.0	2.228	\$3,826,789	6.0	0.769	\$778,527	3.0	1.149	\$1,603,389	18	4.145	\$6,208,704
MAJOR NON-FAU TOTAL	86.5	18.936	\$9,868,180	52	12.621	\$3,836,627	72.5	19.112	\$4,626,567	211	50.668	\$18,331,375
FAU	1st Ward			2nd Ward			3rd Ward			Total		
	# Projects	# Miles	Cost									
Preventative Maintenance	100.5	32.067	\$3,753,636	93.0	35.343	\$6,429,125	37.5	13.796	\$1,694,833	231	81.206	\$11,877,594
Rehabilitation	28.5	14.276	\$8,367,612	26.0	11.469	\$7,213,329	24.5	14.890	\$7,651,957	79	40.635	\$23,232,898
Reconstruction	14.0	4.022	\$4,415,202	25.0	7.529	\$10,245,373	10.0	2.995	\$2,848,365	49.0	14.546	\$17,508,940
FAU TOTAL	143	50.365	\$16,536,450	144.0	54.341	\$23,887,828	72	31.681	\$12,195,155	359.0	136.387	\$52,619,432
TOTAL LOCAL, MAJOR NON-FAU and FAU	715.5	165.029	\$48,068,300	535.0	150.377	\$48,058,912	680.5	181.360	\$48,047,580	1561.6	496.767	\$144,174,792

¹ ALL YEARS includes ADVANCE, FY2016 - FY2018 and FY2019 - FY2023

FAU Street Work FY2019

Estimated Cost = \$ 4,770,515 Centerline Miles = 4.703

Joint Seal

Estimated Cost = \$ 223,571

Centerline Miles = 0.341

- Breton Avenue - 29th Street (West) to 28th Street (0.208) \$111,863
- Michigan Street - Grand River to Monroe Avenue (.133) \$111,708

Concrete/Brick Repair

Estimated Cost = \$ 98,500

Centerline Miles = 0.248

- Wealthy Street – Fuller Avenue to Lake Drive (0.248) \$98,500 (2nd Year)

Rotomill/Resurface 3”

Estimated Cost = \$ 2,567,887

Centerline Miles = 2.492

- 3 Mile Road - Plainfield Avenue to Winston Way (0.285) \$161,047
- Alger Street - Kalamazoo Avenue to Plymouth Avenue (0.480) \$131,558
- Broadway Avenue - Bridge Street to Leonard Street \$50,000
- Eastern Avenue - Hall Street to Franklin Street (0.499) \$146,197
- Grandville Avenue - Franklin Street to Bartlett Street \$1,152,400
- Lake Drive - Robinson Road to East City Limits \$50,000
- Lake Michigan Drive - Fulton Street to Valley Avenue (0.296) \$209,704
- Madison Avenue - Burton Street to Cottage Grove Street (0.565) \$366,981
- Michigan Street - Leffingwell Avenue to Greenwich Road (0.367) \$125,000
- Ottawa Avenue - Fulton Street to Michigan Street \$50,000

FAU Street Work FY2019

Estimated Cost = \$ 4,770,515 Centerline Miles = 4.703

Reconstruction

Estimated Cost = \$1,880,557 Centerline Miles = 1.622

- Alger Street - Eastern Avenue to Kalamazoo Avenue (0.732) \$437,500
- Century Avenue - Rumsey Street to Logan Street (0.298) \$345,000
- Division Avenue - Wealthy Street to Cherry Street \$50,000
- Eastside Sewer Separation – Contract 28B (0.218) \$199,470
- Hastings Street - Coit Avenue to Lafayette Avenue (0.125) \$342,000
- Lane Avenue - Sibley Street to Jackson Street (0.062) \$52,256
- Madison Avenue - Cottage Grove Street to Adams Street (0.187) \$404,331
- State Street - Lafayette Avenue to Madison Avenue \$50,000

Major Non-FAU Street Work FY2019

Estimated Cost = \$ 639,470 Centerline Miles = 0.218

Reconstruction

Estimated Cost = \$639,470 Centerline Miles = 0.218

- Eastside Sewer Separation – Contract 28B (0.218) \$199,470
- Sheldon Avenue – Weston Street to Fulton Street and Weston Street – Sheldon Avenue to LaGrave Avenue \$440,000

Local Street Work FY2019

Estimated Cost = \$ 6,417,962 Centerline Miles = 22.194

Crack Seal and Temporary Paving

Estimated Cost = \$ 1,600,486

Centerline Miles = 12.777

- 7th Street – Bristol Avenue to Maridell Avenue
(0.125) \$13,370
- Cottage Grove Street - Marshall Avenue to
East End (0.030) \$2,036
- Griggs Street - Alto Street to Silver Avenue
(0.057) \$7,738
- Plymouth Avenue - Leonard Street to North
End (0.132) \$11,404
- Rosewood Avenue - Boston Street to N. End
(0.093) \$486
- Temporary Paving – Various Locations
(12.541) \$1,565,452

Local Street Work FY2019

Estimated Cost = \$ 6,417,962 Centerline Miles = 22.194

Rotomill/Resurface 1½”

Estimated Cost = \$ 2,446,683 Centerline Miles = 5.556

- Ardmore Street - Madison Avenue to Union Avenue (0.255) \$173,868
- Baldwin Street - Packard Avenue to Eastern Avenue (0.093) \$31,963
- Bates Street - Dolbee Avenue to Fuller Avenue (0.312) \$217,416
- Baxter Street – Eastern Avenue to Dolbee Avenue (0.178) \$66,275
- Bemis Street – Eastern Avenue to Diamond Avenue (0.244) \$76,873
- Blaine Avenue - Reynard Street to Nevada Street (0.112) \$48,117
- Boston Street - Blaine Avenue to Kalamazoo Avenue (.247) \$91,966
- Brown Street - Jefferson Avenue to Madison Avenue (0.246) \$95,122
- Capen Street - Houseman Avenue to Diamond Avenue (0.124) \$53,272
- College Avenue - Woodlawn Street to Howard Street (0.125) \$66,342
- Dallas Avenue - Hall Street to Watkins Street (0.375) \$253,055
- Delaware Street - Lafayette Avenue to Madison Avenue (0.124) \$96,107
- Diamond Avenue - Logan Street to Wealthy Street (0.127) \$91,157
- Dunham Street - Giddings Avenue to Ethel Avenue (0.088) \$32,765
- Eureka Avenue - Logan Street to Wealthy Street (0.127) \$87,520
- Evergreen Street - Eastern Avenue to Kalamazoo Avenue (0.429) \$189,955
- Giddings Avenue - Shangrai La Drive to Dead End (0.106) \$34,934
- Howard Street - Madison Avenue to College Avenue (0.124) \$40,842

Local Street Work FY2019

Estimated Cost = \$ 6,417,962 Centerline Miles = 22.194

Rotomill/Resurface 1½"

Estimated Cost = \$ 2,446,683 Centerline Miles = 5.556

- Kellogg Street - Packard Avenue to Eastern Avenue (0.093) \$31,963
- Kendall Street - Kalamazoo Avenue to Kentridge Drive (0.309) \$0
- Linden Avenue - Burton Street to Elliott Street (0.126) \$94,048
- Neland Avenue - Dunham Street to Sherman Street (0.068) \$19,476
- Nelson Avenue - South End to Orville Street (0.328) \$155,005
- N. Ottilia Street – Ottilia Street to Blaine Avenue (0.232) \$99,671
- Orville Street - Silver Avenue to Kalamazoo Avenue (0.145) \$47,945
- Saginaw Road - Sylvan Avenue to Rosewood Avenue (0.097) \$37,506
- Thomas Street – Madison Avenue to Eastern Avenue (0.497) \$213,519

Bridge, Sidewalk and Bike Lane Work FY2019

- Preventative Maintenance of BRIDGE STREET and NORTH PARK STREET BRIDGES over the Grand River \$74,000
- Sidewalk in Lake Michigan Drive from Bayberry Pointe Drive to Collindale Avenue \$193,008
- Sidewalk in 3 Mile Road from Monroe Avenue to Plainfield Avenue \$224,860
- Bike Lanes in 3 Mile Road from Fuller Avenue to East City Limits \$50,000

Local Street Work FY2019

Estimated Cost = \$ 6,417,962 Centerline Miles = 22.194

Rotomill/Resurface 3"

Estimated Cost = \$ 670,148

Centerline Miles = 1.216

- Baldwin Street – Diamond Avenue to Fuller Avenue (0.248) \$127,381
- Cadillac Drive - Hall Street to Alexander Street and Pontiac Road to Franklin Street (0.380) \$132,871
- Eureka Avenue - Wealthy Street to Fairmount Street (0.136) \$72,263
- Fairmount Street - Eastern Avenue to Diamond Avenue (0.248) \$149,343
- Fitzhugh Avenue - Lake Drive to Fulton Street (0.187) \$127,894
- Lyon Street – Diamond Avenue to Mack Avenue (0.155) \$60,396

Reconstruction

Estimated Cost = \$1,700,645

Centerline Miles = 2.870

- College Avenue - Dickinson Street to Crofton Street and Dickinson Street - College Avenue to Eastern Avenue (0.505) \$224,079
- Eastside Sewer Separation – Contract 28B (1.665) \$516,600
- Hastings Street - Fairview Avenue to Coit Avenue (0.138) \$352,000
- Montrose Street - West End to Coit Avenue and Bowne Street - West End to Coit Avenue (0.312) \$262,966
- Rumsey Street - Oakland Avenue to Sheridan Avenue (0.250) \$345,000



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FUND DESCRIPTIONS

Capital Reserve Fund: The purpose of the Capital Reserve fund is to receive Property Tax (1.25 mills) and Income Tax (4.5% 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 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 Improvement Bonds Series 2017 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 EXPENDITURES

Embedding asset management into the fabric of our organization has been, and will continue to be a priority. Over the last several budget cycles significant progress has been made toward regularly measuring how City assets are meeting public expectations under an achievable level of service. This mindset will ensure that needed resources will be budgeted and invested to maintain the City's assets to support the desired level of service.

Progress continues on increasing our Stormwater investment to Level C over the next several years in conformance with the approved schedule. We have identified resources for investment in cemeteries, facilities, and other critical assets. Asset management plans are helping us make smart and timely investments in public buildings and structures. The flood protection system asset management plan is now complete and significant investments proved very effective in protecting the City during our recent flood event.

Minor capital items are budgeted throughout the various funds. These are items that are not material in scope to qualify for investment in the Capital Funds. Significant capital requests are appropriated in the Capital Reserve Fund, then transferred to the Capital Improvement Fund for implementation. Detailed capital request sheets are completed in the City's Performance Budgeting System (PB). Requests include the following:

- 1) Total project costs
- 2) Multi-year requests (if needed)
- 3) Project description with detailed narrative including consequences of not funding
- 4) Project funding mechanisms
- 5) Operating Budget impacts

During the Manager/Executive Team reviews, requests are carefully scrutinized and prioritized. Careful attention is paid to ensure that any on-going operational costs that will be incurred as a result of the project are properly budgeted for in future operational budgets.

The following Fund Statements and Capital Project Sheets outline the approved capital requests and reflect the level of investment required for sound Asset Management Principles.

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
REVENUES:									
Property Tax	\$ 5,123,905	\$ 5,165,162	\$ 5,165,162	\$ 5,247,537	\$ 5,452,544	\$ 5,519,229	\$ 5,588,527	\$ 5,681,809	\$ 5,752,657
Income Tax	4,073,828	3,809,154	3,809,154	3,831,738	3,946,690	4,045,357	4,146,491	4,250,153	4,356,407
Intergovernmental Revenues (CVTRS / Revenue Sharing)	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539	2,644,539
CFOF: From Cemeteries Operating Fund	-	-	-	-	-	-	-	-	-
From Brownfield - Mercantile Bank Tax Increment	60,724	59,611	59,611	59,611	58,498	57,385	56,272	55,159	50,846
Interest on Investments	(47,699)	5,205	5,205	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Other Revenue: Sale of Division Street Fire Station	-	-	-	-	-	-	-	200,000	-
Miscellaneous Other Revenue: Lyon Square Project-DDA Reimbursement	-	-	-	-	-	288,000	288,000	288,000	288,000
Miscellaneous Other Revenue: Knapp's Storm Drainage Reimbursement	-	-	-	-	232,661	232,661	232,661	232,661	232,661
Miscellaneous Other Revenue (Bond Proceeds/Premium)	9,774	-	-	-	-	-	-	-	-
Other Financing Sources: Transformation Fund	-	-	-	-	572,437	-	-	-	-
Total Revenue:	11,865,070	11,683,671	11,683,671	11,793,425	12,917,369	12,797,171	12,966,490	13,362,321	13,335,110
EXPENDITURES:									
Debt Obligations (fiscal year completed)									
- KCDC 2008 (FY2021) Grand River Floodwalls	747,876	748,788	748,788	748,788	230,415	228,978	230,826	-	-
- KCDC Silver Creek Note 2013 (FY2017) Kreiser Basin Expansion	15,060	-	-	-	-	-	-	-	-
- KCDC Flood Mgmt-Tremont NW/Shawmut Hills Drain Dist (2013)	100,000	100,000	100,000	100,000	21,350	-	-	-	-
- KCDC 2014 (FY2035) Grand River Floodwall Bonds Phase 1	323,146	317,396	317,396	317,396	317,396	320,746	318,246	320,446	317,346
- KCDC 2016 (FY2037) Grand River Floodwall Bonds Phase 2	178,397	677,850	677,850	678,350	666,050	662,275	663,275	662,400	659,600
- GR Building Authority 2011 (FY2031) Archives Center Phase II	234,888	239,050	239,050	239,050	241,375	399,200	392,975	400,000	-
- GR Building Authority 2010A (FY2040) 1120 Monroe Project (Facilities)	67,924	115,050	115,050	115,050	115,050	115,050	115,050	115,050	115,050
- GR Building Authority 2010B (FY2033) 1120 Monroe Project (Facilities)	229,061	229,281	229,281	230,031	230,396	225,446	230,141	229,059	227,361
- GR Building Authority 2009 (FY2021) Archives Center Phase I	142,640	142,781	142,781	142,781	142,781	142,625	-	-	-
- GR Building Authority 2009 (FY2021) Police Facilities	1,981,335	1,980,338	1,980,338	1,980,338	1,980,369	1,987,775	1,996,775	-	-
- Capital Improvmt Bonds 2007 (FY2018) Repairs to Public Museum	182,202	179,450	179,450	179,450	-	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2018) Wealthy St & Other Conduit	34,912	38,955	38,955	38,955	-	-	-	-	-
- Capital Improvmt Bonds 2007 (FY2018) Fulton Street Cemetery Wall	88,674	89,170	89,170	89,170	-	-	-	-	-
- Capital Improvmt Bonds 2013 (FY2030) Refunding Sidewalks/Conduit/Drainage	143,066	142,576	142,576	142,576	141,543	141,946	85,782	83,900	86,882
- Brownfield IPA 2012 (FY2023) Front Ave Resurfacing	60,828	59,611	59,611	59,611	58,498	57,385	56,272	55,159	50,846
- LTGO Refunding Bonds 2016 (FY2028) Wealthy St & Other Conduit	20,904	17,804	17,804	17,804	53,566	53,718	52,208	52,120	53,187
- LTGO Refunding Bonds 2016 (FY2028) Fulton Street Cemetery Wall	50,988	43,496	43,496	43,536	130,899	131,272	127,582	127,370	129,978
- Hypothetical Bonds 2018 (FY2038) Proposed Street Lighting	-	-	-	-	506,962	537,441	533,121	753,521	752,939
- Hypothetical Bonds 2021 (FY2041) Proposed Street Lighting	-	-	-	-	-	-	-	734,801	739,965
- Hypothetical Bonds 2021 (FY2041) Proposed Fire Station-Division/MLK Lodge	-	-	-	-	-	-	546,120	546,120	546,120
- Hypothetical Bonds 2018 (FY2043) Knapp's Corner-Storm Outlet Drainage	-	-	-	-	314,529	314,529	314,529	314,529	314,529
- Hypothetical Bonds 2018 (FY2022) Knapp's Corner-Dunnigan Watermain	-	-	-	-	113,616	113,616	113,616	113,616	-
- Hypothetical Bonds 2019 (FY2039) Lyon Square Project	-	-	-	-	-	360,000	360,000	360,000	360,000
- Cemetery Improvements-\$3.6M 2017 (2027)	-	404,923	404,923	404,923	403,540	404,800	400,315	400,140	404,015
Hypothetical Lease - Proposed Chester Fire Station	-	-	-	-	-	-	-	386,000	386,000
Lease - Kent County Bonds 2005 & 2014 (FY2026) 61st District Court	1,451,064	1,451,994	1,451,994	1,451,994	1,451,900	1,454,434	1,455,355	1,456,712	1,426,899
Lease - Human Services Complex (ACSET)	166,470	166,672	166,672	166,672	166,706	166,603	166,605	166,623	166,043
Sub-total - Debt and Other Long Term Obligations	6,219,432	7,145,185	7,145,185	7,146,475	7,291,535	7,675,215	8,158,793	7,277,566	6,736,760
Transfers to Capital Improvement Fund - Other Projects									
- Stormwater	523,143	674,712	674,712	674,712	826,398	977,857	1,129,429	1,281,000	1,281,000
- Facilities Management	2,172,787	3,338,884	3,338,884	3,338,884	2,836,392	3,133,085	1,855,030	3,021,700	3,019,502
- Fire Equipment	407,551	340,375	340,375	340,375	205,000	80,000	-	-	-
- Fire Station Asset Management	507,792	-	-	-	50,000	200,000	50,000	-	-
- Parks & Recreation	45,000	-	-	-	50,000	-	-	-	-
- Police Equipment	680,400	178,000	178,000	178,000	175,500	-	550,000	-	-
- Street Lighting	660,000	595,000	595,000	595,000	-	-	-	750,000	750,000
- Traffic Safety	-	-	75,000	75,000	83,500	-	-	-	-
- Engineering Department - Grand River Revitalization	-	400,000	400,000	400,000	500,000	300,000	600,000	400,000	400,000
- Other Engineering Department Managed Projects	-	-	-	-	250,000	775,000	50,000	50,000	50,000
- Clerk Department	261,800	-	-	-	150,000	-	-	-	-
Sub-total - Transfers to Capital Improvement Fund	5,258,473	5,526,971	5,601,971	5,601,971	5,126,790	5,465,942	4,234,459	5,502,700	5,500,502
Cost Allocation - A-87	53,391	46,701	46,701	46,701	64,490	65,780	67,095	68,437	69,806
Repairs at Various Cemeteries (9953 - Op Transfer to Cemetery Fund)	325,000	-	-	-	325,000	325,000	325,000	325,000	325,000
Total Expenditures:	11,856,296	12,718,857	12,793,857	12,795,147	12,807,815	13,531,937	12,785,347	13,173,703	12,632,068
Operating Excess (Deficiency)	8,774	(1,035,186)	(1,110,186)	(1,001,722)	109,554	(734,766)	181,143	188,618	703,042
Beginning Fund Balance	1,726,156	1,734,930	1,734,930	1,734,930	733,208	842,762	107,996	289,139	477,758
Ending Fund Balance	\$ 1,734,930	\$ 699,744	\$ 624,744	\$ 733,208	\$ 842,762	\$ 107,996	\$ 289,139	\$ 477,758	\$ 1,180,800
Reserve Targets:									
Assigned to Capital	1,734,930	699,744	624,744	733,208	842,762	107,996	289,139	477,758	1,180,800
Unassigned	0	0	0	0	0	0	0	0	0
Total	1,734,930	699,744	624,744	733,208	842,762	107,996	289,139	477,758	1,180,800

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	70,673	0	70,673	0	0	0	0	0	0
664-Investment Income & Rentals	-51,612	20,542	20,542	0	0	0	0	0	0
671-Other Revenues	980,479	548,000	1,154,113	566,804	558,413	569,022	579,833	590,851	602,076
695-Other Financing Sources	5,803,313	6,146,107	9,187,467	8,542,144	30,676,118	5,465,942	10,514,619	15,502,700	5,500,502
Capital Improvement Total Revenues	6,802,853	6,714,649	10,432,795	9,108,948	31,234,531	6,034,964	11,094,452	16,093,551	6,102,578
Expenditures									
701-Personal Services	8,765	0	0	0	0	0	0	0	0
751-Supplies	209,598	0	0	0	0	0	0	0	0
800-Other Services and Charges	668,076	548,000	2,870,442	1,844,298	558,413	569,022	579,833	590,851	602,076
970-Capital Outlays	4,911,656	6,166,649	4,271,146	6,656,168	30,676,118	5,465,942	10,514,619	15,502,700	5,500,502
995-Other Financing	687,475	0	3,291,287	608,482	0	0	0	0	0
Capital Improvement Total Expenditures	6,485,570	6,714,649	10,432,875	9,108,948	31,234,531	6,034,964	11,094,452	16,093,551	6,102,578
Capital Improvement NET INCOME (LOSS)	317,283	0	-80	0	0	0	0	0	0
Beginning Fund Balance	-118,948	198,335	198,335	198,335	198,335	198,335	198,335	198,335	198,335
Ending Fund Balance	198,335	198,335	198,255	198,335	198,335	198,335	198,335	198,335	198,335

CAFR Reconciliation:

Ending Fund Balance per CAFR	13,133,864
Assigned for Community Dispatch Fund Capital Projects	(250,000)
Assigned for Fire Department Apparatus Plan Reset	(2,722,151)
Assigned for Body Cameras and Digital Evidence Mgt Pgm	(22,971)
Assigned for Uncompleted Capital Projects	(9,940,407)
Unassigned Fund Balance Available for Reappropriation	<u>198,335</u>

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	3,600,000	0	0	0	0	0	0	0	0
Capital Improvement Bonds Series 2017 Total Revenues	3,600,000	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	33,328	0	0	150,000	0	0	0	0	0
990-Debt Service	42,148	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	75,476	0	0	150,000	0	0	0	0	0
Capital Improvement Bonds Series 2017 NET INCOME (LOSS)	3,524,524	0	0	-150,000	0	0	0	0	0
Beginning Fund Balance	0	3,524,524	3,524,524	3,524,524	3,374,524	3,374,524	3,374,524	3,374,524	3,374,524
Ending Fund Balance	3,524,524	3,524,524	3,524,524	3,374,524	3,374,524	3,374,524	3,374,524	3,374,524	3,374,524

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
215	Clerk	401019001	Mastercard Filing System	9760	Equipment	\$ 150,000	\$	\$	\$	\$
	Clerk Total					\$ 150,000	\$	\$	\$	\$
228	Information Technology	4010CABLA	GRIN - Cable Grant Project	8010	Contractual Services	\$ 128,435	\$ 130,875	\$ 133,362	\$ 135,896	\$ 138,477
		4010CABL B	HETA - Cable Grant Project	8010	Contractual Services	\$ 122,851	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457
		4010CABL C	KETA - Cable Grant Project	8010	Contractual Services	\$ 122,851	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457
		4010CABL D	GRTV - Cable Grant Project	8010	Contractual Services	\$ 122,851	\$ 125,185	\$ 127,563	\$ 129,987	\$ 132,457
		4010CABLE	GRTV2 - Cable Grant Project	8010	Contractual Services	\$ 61,425	\$ 62,592	\$ 63,782	\$ 64,994	\$ 66,228
	Information Technology					\$ 558,413	\$ 569,022	\$ 579,833	\$ 590,851	\$ 602,076
265	Facilities Management	401016003	City/County HVAC System Improv	9750	Building	\$ 2,302,893	\$	\$	\$	\$
		401018012	Exterior facade repairs at various fire stations	9750	Building	\$ 45,000	\$	\$	\$	\$
		401019066	Replacement of generator at Covell Fire Station	9750	Building	\$ 91,353	\$	\$	\$	\$
		401019067	Roof Replacement at Monroe Fire Station	9750	Building	\$ 80,746	\$	\$	\$	\$
		401019068	Replacement of HVAC equipment at Burton and Plainfield	9750	Building	\$ 145,000	\$	\$	\$	\$
		401019069	Space utilization and enhancements at Burton	9750	Building	\$ 65,163	\$	\$	\$	\$
		401019070	Renovation of kitchens at Burton and Plainfield	9750	Building	\$ 75,000	\$	\$	\$	\$
		401019071	Flooring replacement at LaGrave Fire Station	9750	Building	\$ 31,237	\$	\$	\$	\$
		TEMP17037	Window replacement at the Development Center facility	9750	Building	\$	\$ 397,900	\$	\$	\$
		TEMP17043	Heat pump replacement at the Police Admin facility	9750	Building	\$	\$	\$	\$ 171,925	\$
		TEMP17050	Space utilization FF&E review at various facilities	9750	Building	\$	\$ 281,750	\$	\$	\$
		TEMP17051	Restoration of the Calder Stable	9750	Building	\$	\$ 277,006	\$	\$	\$
		TEMP17053	Miscellaneous repairs to the 61st District Court fac.	9750	Building	\$	\$ 366,222	\$ 446,791	\$ 545,085	\$ 665,005
		TEMP17058	Roof replacement at the Fleet Management facility	9750	Building	\$	\$ 243,800	\$	\$	\$
		TEMP17059	Replacement of HVAC components at the PSC facility	9750	Building	\$	\$ 177,402	\$	\$	\$
		TEMP17069	Terrazzo restoration at the City / County Complex	9750	Building	\$	\$ 118,629	\$	\$	\$
		TEMP17092	Calder Plaza maint program. Inspection & Construction	9750	Building	\$	\$ 65,102	\$	\$ 373,239	\$
		TEMP17093	Space utilization FF&E review at various facilities	9750	Building	\$	\$	\$	\$ 275,443	\$
		TEMP17094	Miscellaneous pipe replacement at the Westside Complex	9750	Building	\$	\$ 200,000	\$	\$	\$
		TEMP17095	Parking lot repairs at the Paul I. Phillips facility	9750	Building	\$	\$ 158,438	\$	\$	\$
		TEMP17107	Interior renovations to the Westside Complex	9750	Building	\$	\$	\$	\$ 200,000	\$
		TEMP17112	Inspect and repair HVAC distribution lines at the Police Adm	9750	Building	\$	\$	\$ 76,188	\$	\$
		TEMP17113	Electrical upgrades at the Westside Complex	9750	Building	\$	\$ 100,000	\$	\$	\$
		TEMP17114	DDC controls and misc. HVAC at Paul I. Phillips	9750	Building	\$	\$ 200,000	\$	\$	\$
		TEMP17119	Roof restoration on the East building of the Community Arch	9750	Building	\$	\$	\$	\$ 363,688	\$
		TEMP17120	Replace gymnasium bleachers at the Paul I. Phillips facility	9750	Building	\$	\$	\$	\$ 182,000	\$
		TEMP17123	Shooting range backstop repairs at the Pistol Range facility	9750	Building	\$	\$	\$ 115,000	\$	\$
		TEMP17124	Window and door replacement at the Pistol Range facility	9750	Building	\$	\$	\$ 69,000	\$	\$
		TEMP17127	Replacement of HVAC components at Monroe	9750	Building	\$	\$ 152,595	\$	\$	\$
		TEMP17128	Replacement of generator at Franklin	9750	Building	\$	\$ 100,312	\$	\$	\$
		TEMP17129	Space utilization and facility condition assessment updates	9750	Building	\$	\$	\$ 201,250	\$	\$ 211,313
		TEMP17130	Replace gymnasium wall partition at the Paul I. Phillips fac	9750	Building	\$	\$	\$ 185,695	\$	\$
		TEMP17132	DDC upgrades at the Westside Complex	9750	Building	\$	\$	\$ 200,599	\$	\$
		TEMP17224	Upgrade lighting at various fire stations	9750	Building	\$	\$ 79,029	\$	\$	\$
		TEMP17225	Roof replacements at various fire stations	9750	Building	\$	\$	\$ 242,250	\$	\$
		TEMP17226	Roof replacement at Burton	9750	Building	\$	\$ 214,900	\$	\$	\$
		TEMP18200	Interior improvements at various fire stations	9750	Building	\$	\$	\$ 51,680	\$	\$
		TEMP18201	Replacement of light fixtures at Chester and Division	9750	Building	\$	\$	\$ 93,122	\$	\$
		TEMP18202	Replacement of HVAC systems at various locations	9750	Building	\$	\$	\$ 71,205	\$	\$
		TEMP18203	Replacement of generator at Monroe	9750	Building	\$	\$	\$ 102,250	\$	\$
		TEMP18204	Replacement of generator at Burton	9750	Building	\$	\$	\$	\$ 153,750	\$
		TEMP18205	Replacement of HVAC systems at various fire stations	9750	Building	\$	\$	\$	\$ 155,595	\$
		TEMP18206	Upgrade lighting at various fire stations	9750	Building	\$	\$	\$	\$ 80,750	\$
		TEMP18207	Interior hardware improvements at LaGrave	9750	Building	\$	\$	\$	\$ 184,425	\$
		TEMP18210	Interior stairwell painting at the City Hall facility	9750	Building	\$	\$	\$	\$ 82,800	\$
		TEMP19017	Miscellaneous renovations at the Refuse storage facility	9750	Building	\$	\$	\$	\$ 253,000	\$
		TEMP19021	Roof and conveyor restoration at the Salt Dome	9750	Building	\$	\$	\$	\$	\$ 114,713
		TEMP19023	Roof restoration of the Center building at the CARC	9750	Building	\$	\$	\$	\$ 87	\$ 349,313
		TEMP19025	Replace HVAC equipment at the Fleet Management facility	9750	Building	\$	\$	\$	\$	\$ 77,949

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted	Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP19027	Passenger elevator replacement at the 201 Market	9750	Building	\$	\$	\$	\$	\$ 447,695
		TEMP19028	Replacement of shop make up air system at the Fleet Mgmt	9750	Building	\$	\$	\$	\$	\$ 164,450
		TEMP19033	HVAC air handling unit replacement at the Westside Complex	9750	Building	\$	\$	\$	\$	\$ 200,181
		TEMP19034	Interior renovations at the Paul I. Phillips facility	9750	Building	\$	\$	\$	\$	\$ 200,000
		TEMP19036	Roof replacement at Covell	9750	Building	\$	\$	\$	\$	\$ 117,713
		TEMP19037	Replacement of generator at Division	9750	Building	\$	\$	\$	\$	\$ 89,125
		TEMP19038	Replacement of generator at Leonard	9750	Building	\$	\$	\$	\$	\$ 105,295
		TEMP19039	Replacement of generator at Kalazmazoo	9750	Building	\$	\$	\$	\$	\$ 150,000
		TEMP19040	Replacement of HVAC components at Division	9750	Building	\$	\$	\$	\$	\$ 26,450
		TEMP19041	Acoustical ceiling replacements at various Fire Stations	9750	Building	\$	\$	\$	\$	\$ 59,800
		TEMP19042	Interior hardware improvements at various Fire Stations	9750	Building	\$	\$	\$	\$	\$ 40,500
	Facilities Management					\$ 2,836,392	\$ 3,133,085	\$ 1,855,030	\$ 3,021,700	\$ 3,019,502
301	Police	401019002	Crisis Negotiation Team Vehicle	9760	Equipment	\$ 150,000	\$	\$	\$	\$
		401019003	KUSTOM SIGNALS SMART 850 SPEED TRAILER	9760	Equipment	\$ 25,500	\$	\$	\$	\$
		TEMP18099	REAL TIME CRIME CENTER	9760	Equipment	\$	\$	\$ 300,000	\$	\$
		TEMP18196	FY21 MOBILE COMMAND POST	9760	Equipment	\$	\$	\$ 250,000	\$	\$
	Police Total					\$ 175,500	\$	\$ 550,000	\$	\$
336	Fire	401019004	7557 Record Management Software	9840	Software	\$ 150,000	\$	\$	\$	\$
		401019005	3031 Division Station land and construct	9710	Land	\$ 50,000	\$	\$	\$	\$
				9880	Construction In Progress	\$	\$ 200,000	\$ 6,280,160	\$	\$
		401019006	7612 HazMat Monitors	9760	Equipment	\$ 55,000	\$ 80,000	\$	\$	\$
		TEMP19153	7639 - Chester St. Fire Station	9880	Construction In Progress	\$	\$	\$ 50,000	\$	\$
	Fire Total					\$ 255,000	\$ 280,000	\$ 6,330,160	\$	\$
447	Engineering Services	401017151	Grand River Revitalization	9880	Construction In Progress	\$ 4,650,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000
		401018005	Grand River Edges Trail-Prelim Design	9880	Construction In Progress	\$	\$	\$ 200,000	\$	\$
		401019007	Seward St I-96 Underpass Lighting	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		401019008	Southtown and Grandville Corridor Improvements	9880	Construction In Progress	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		401019009	Lyon Square	9880	Construction In Progress	\$ 5,000,000	\$	\$	\$	\$
		TEMP19155	Hastings-Lafayette to Sinclair & Sinclair/College Connector	9880	Construction In Progress	\$	\$ 725,000	\$	\$	\$
	Engineering Services Total					\$ 9,900,000	\$ 1,075,000	\$ 650,000	\$ 450,000	\$ 450,000
448	Street Lighting	401019075	Secondary Underground 16a	9880	Construction In Progress	\$ 90,000	\$	\$	\$ 90,000	\$ 90,000
		401019076	Critical Safety Impr Underground System	9880	Construction In Progress	\$ 300,000	\$	\$	\$ 300,000	\$ 300,000
		401019077	Primary Circuit Repair/Repl	9880	Construction In Progress	\$ 90,000	\$	\$	\$ 90,000	\$ 90,000
		401019078	Pole Replacement Project	9880	Construction In Progress	\$ 90,000	\$	\$	\$ 90,000	\$ 90,000
		401019079	Substation SCADA	9880	Construction In Progress	\$ 40,000	\$	\$	\$ 40,000	\$ 40,000
		401019080	Overhead Syst Repair/Repl	9880	Construction In Progress	\$ 140,000	\$	\$	\$ 140,000	\$ 140,000
		401019010	7528 Concrete Pole Replacement - FY 2019	9880	Construction In Progress	\$ 1,125,000	\$	\$	\$ 3,875,000	\$
		401019011	7529 Wood and Decorative Pole Replacement - FY 2019	9880	Construction In Progress	\$ 433,000	\$	\$	\$ 400,000	\$
		401019012	7575 SL Participation with Private Development - FY 2019	9880	Construction In Progress	\$ 50,000	\$	\$	\$ 50,000	\$
		401019013	7534 Electric Meter Replacement - FY 2019	9760	Equipment	\$ 108,000	\$	\$	\$	\$
		401019014	7545 LED Street Light Conversion - FY 2019	9880	Construction In Progress	\$ 4,275,000	\$	\$	\$ 4,475,000	\$
		401019015	7542 Street Lighting 2.4KV to 7.2KV Conversion - FY 2019	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$ 1,000,000	\$
		401019016	7530 Ionia Ave SL - Michigan to I-196 - FY 2019	9880	Construction In Progress	\$ 22,275	\$	\$	\$	\$
		401019017	7569 Weston SL - Sheldon to La Grave - FY 2019	9880	Construction In Progress	\$ 78,000	\$	\$	\$	\$
		401019018	7532 Grandville Ave SL - Franklin to Wealthy - FY 2019	9880	Construction In Progress	\$ 150,000	\$	\$	\$	\$
		401019019	7533 Plainfield Ave SL @ I-96 Interchange - FY 2019	9880	Construction In Progress	\$ 35,000	\$	\$	\$	\$
		401019020	7584 E. Beltline SL @ I-96 - I-196 Interchange - FY 2019	9880	Construction In Progress	\$ 20,000	\$	\$	\$	\$
		401019021	7582 Fuller Ave SL @ I-96 - I-196 Interchange - FY 2019	9880	Construction In Progress	\$ 20,000	\$	\$	\$	\$
		401019022	7596 Weston SL - Commerce to Division - FY 2019	9880	Construction In Progress	\$ 93,472	\$	\$	\$	\$
		401019023	7594 Weston SL - Division to Sheldon - FY 2019	9880	Construction In Progress	\$ 14,372	\$	\$	\$	\$
		401019024	7598 Oakes SL - Commerce to Division to Sheldon - FY 2019	9880	Construction In Progress	\$ 87,249	\$	\$	\$	\$
		401019025	7629 Ottawa SL - Mason to Walbridge - FY 2019	9880	Construction In Progress	\$ 672,000	\$	\$	\$	\$
		401019026	7631 Bridge Lighting - Gillett, Michigan, Pearl - FY 2019	9880	Construction In Progress	\$ 25,050	\$	\$	\$	\$
		401019027	7633 Bridge Lighting Rehabilitation - Fulton St - FY 2019	9880	Construction In Progress	\$ 59,232	\$	\$	\$	\$
		401019028	Street Lighting Garage and Offices	9880	Construction In Progress	\$ 750,000	\$	\$	\$	\$
		401019029	Wealthy Street - Commerce/Ionia to Division	9880	Construction In Progress	\$ 232,350	\$	\$	\$	\$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
CAPITAL IMPROVEMENT FUND (4010)**

Department Number	Department Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP19047	7573 Coldbrook Decom SL Relocation - FY 2019	9880	Construction In Progress	\$	\$	\$	\$ 200,000	\$
	Street Lighting Total					\$ 10,000,000	\$	\$	\$ 10,750,000	\$ 750,000
519	Traffic Safety	401019030	7645 Michigan St Traffic - Union-Diamond - FY 2019	9880	Construction In Progress	\$ 20,500	\$	\$	\$	\$
		401019031	7646 Improve Riveredge Trail Crossing Bridge St - FY 2019	9880	Construction In Progress	\$ 63,000	\$	\$	\$	\$
	Traffic Safety Total					\$ 83,500	\$	\$	\$	\$
533	Stormwater	401015133	Drainage Improvements Var Loc	9880	Construction In Progress	\$ 45,000	\$	\$	\$	\$
		401015136	KCDC Knapp's Crossing	9880	Construction In Progress	\$ 5,980,000	\$	\$	\$	\$
		401016031	Drainage Improv & Emerg Repair	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		401017019	Burton-Breton Branch of Plaster Creek - Enlg Culverts	9880	Construction In Progress	\$ 22,698	\$ 160,000	\$	\$	\$
		401018002	Oakleigh Ave in Hogadone District - Channelizing and	9880	Construction In Progress	\$ 20,000	\$ 213,582	\$	\$	\$
		401018004	Richmond Park Bioswales	9880	Construction In Progress	\$ 190,000	\$	\$	\$	\$
		401018070	Residual Transfer Pad & Sanitary Pump Station at Domtar Site	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		401019032	3678 - Burton-Breton Branch of Plaster Creek - Channelizatio	9880	Construction In Progress	\$ 33,000	\$ 210,000	\$	\$	\$
		401019033	3696 - Shawmut Hills Baseball Diamond and Channel Stormwater	9880	Construction In Progress	\$ 74,300	\$	\$	\$	\$
		401019034	3699 - Capilano Stormwater Improvements	9880	Construction In Progress	\$ 41,400	\$	\$	\$	\$
		401019072	KCDC Knapp's Crossing-Dunnigan WM	9880	Construction In Progress	\$ 419,328	\$	\$	\$	\$
		TEMP17081	3681 - Indian Mill Creek Dredging	9880	Construction In Progress	\$	\$	\$ 65,400	\$ 380,000	\$
		TEMP17082	3684 - Maplegrove Detention Pond	9880	Construction In Progress	\$	\$ 78,300	\$ 403,700	\$	\$
		TEMP17084	3690 - Plaster Creek Bank Erosion	9880	Construction In Progress	\$	\$ 75,975	\$ 396,225	\$	\$
		TEMP17085	3693 - Coldbrook Drain Rehabilitation - Michigan and Fuller	9880	Construction In Progress	\$	\$	\$ 37,500	\$ 212,500	\$
		TEMP17109	4452 - Kent County Drain Commissioner Special Assessments 20	9880	Construction In Progress	\$	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
		TEMP17137	5955 - Water Quality Improvement from Daylighting Plan	9880	Construction In Progress	\$	\$	\$	\$ 47,805	\$ 300,000
		TEMP18017	4450 - Drainage Improvements and Emergency Repairs 2020+	9880	Construction In Progress	\$	\$ 195,000	\$ 181,604	\$ 97,209	\$ 200,000
		TEMP18018	6848 - Plaster Creek Bank Restoration	9880	Construction In Progress	\$	\$	\$	\$ 300,000	\$
		TEMP18019	6850 - Green Infrastructure Implementation	9880	Construction In Progress	\$	\$	\$	\$ 198,486	\$
		TEMP19057	6968 - Daylighting Implementation 2	9880	Construction In Progress	\$	\$	\$	\$	\$ 400,000
		TEMP19058	6970 - Green Infrastructure Implementation 2	9880	Construction In Progress	\$	\$	\$	\$	\$ 336,000
	Stormwater Total					\$ 7,225,726	\$ 977,857	\$ 1,129,429	\$ 1,281,000	\$ 1,281,000
751	Parks and Recreation	401019035	MLK Park Lodge Redevelopment	9880	Construction In Progress	\$ 50,000	\$	\$	\$	\$
	Parks and Recreation					\$ 50,000	\$	\$	\$	\$
Grand Total						\$ 31,234,531	\$ 6,034,964	\$ 11,094,452	\$ 16,093,551	\$ 6,102,578

Revenue Sources:					
Cash Funded from Transformation Fund - Grand River Revitalization (401017151)	\$ 4,150,000	\$	\$	\$	\$
Cash Funded Projects from Capital Reserve Fund	\$ 5,126,790	\$ 5,465,942	\$ 4,234,459	\$ 5,502,700	\$ 5,500,502
Projected Bond Funding - Street Lighting Projects	\$ 10,000,000	\$	\$	\$ 10,000,000	\$
Projected Bond Funding - Lyon Square Project (401019009)	\$ 5,000,000	\$	\$	\$	\$
Projected Bond Funding - Division Fire Station (401019005)	\$	\$	\$ 6,280,160	\$	\$
Projected Bond Funding - KCDC Knapp's Crossing (401015136)	\$ 5,980,000	\$	\$	\$	\$
Projected Bond Funding - KCDC Knapp's Crossing-Dunnigan WM (401019072)	\$ 419,328	\$	\$	\$	\$
Other Revenues (Restricted Contributions) - Cable Grant Projects	\$ 558,413	\$ 569,022	\$ 579,833	\$ 590,851	\$ 602,076
Grand Total	\$ 31,234,531	\$ 6,034,964	\$ 11,094,452	\$ 16,093,551	\$ 6,102,578

FUND DESCRIPTIONS

Parking Capital Projects 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 & 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.

Parking 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 beginning in FY2018 (formerly were accounted for in General Operating Fund). Financing of the Parking System operations is provided primarily through user charges.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%; Commit the remaining fund balance to future projects and debt service payments.

Sewer Revenue Bonds Funds: The Sewage Disposal System Bond 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 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. 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.

Sewer 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 & 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.

Sewage 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.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%.

Water Revenue Bonds Funds: The Water Supply System Bond 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 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.

Water 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 Operations 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%.

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
664-Investment Income & Rentals	-34,748	0	0	0	0	0	0	0	0
695-Other Financing Sources	5,920,000	8,569,750	8,569,750	8,569,750	6,821,200	4,975,000	5,409,200	5,125,000	6,159,200
Parking Capital Projects Total Revenues	5,885,252	8,569,750	8,569,750	8,569,750	6,821,200	4,975,000	5,409,200	5,125,000	6,159,200
Expenditures									
701-Personal Services	9	0	0	0	0	0	0	0	0
800-Other Services and Charges	4,692,900	0	0	0	0	0	0	0	0
970-Capital Outlays	0	6,869,750	6,869,750	6,869,750	5,750,000	4,975,000	5,409,200	5,125,000	6,159,200
995-Other Financing	0	1,700,000	1,700,000	1,700,000	1,071,200	0	0	0	0
Parking Capital Projects Total Expenditures	4,692,909	8,569,750	8,569,750	8,569,750	6,821,200	4,975,000	5,409,200	5,125,000	6,159,200
Parking Capital Projects NET INCOME (LOSS)	1,192,343	0	0	0	0	0	0	0	0
Restricted Cash - Beginning of Year	10,394,271	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614
Restricted Cash - End of Year	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614	11,586,614
CAFR Reconciliation:									
Ending Cash per CAFR	11,586,614								
Assigned for Uncompleted Capital Projects	(11,586,614)								
Unassigned Fund Balance Available for Reappropriation	0	0	0	0	0	0	0	0	0

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
PARKING DEPARTMENT (546)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5141	Parking Capital Projects	514115259	Meter Inventory	9760	Equipment	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
		514115264	Skid Steer Replacement	9760	Equipment	\$ 50,000	\$	\$	\$	\$
		514116048	Access Cntl Equip Replace FY16	9760	Equipment	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		514117062	Parking Expansion	9880	Construction In Progress	\$ 2,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
		514117097	Gen Parking Projects	9880	Construction In Progress	\$ 250,000	\$ 275,000	\$ 300,000	\$ 325,000	\$ 350,000
		514118024	Asset Management	9880	Construction In Progress	\$ 1,000,000	\$ 500,000	\$ 1,119,200	\$ 500,000	\$ 1,859,200
		514118026	Communications and IT	9805	Computer Equipment	\$ 200,000	\$ 150,000	\$ 190,000	\$ 500,000	\$ 150,000
		514118027	DASH	9810	Vehicles	\$ 500,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
		514118029	Government Center Debt Service - Parking	9953	Operating Trans-Capt Projects	\$ 1,071,200	\$	\$	\$	\$
		514119046	Transit Stop Improvements	9880	Construction In Progress	\$ 250,000	\$ 250,000	\$	\$	\$
Grand Total						\$ 6,821,200	\$ 4,975,000	\$ 5,409,200	\$ 5,125,000	\$ 6,159,200

**Grand Rapids MI
PARKING OPERATING (5140)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
600-Charges for Services	20,008,890	19,366,842	19,366,842	18,608,100	18,759,111	19,669,544	19,954,078	20,283,685	20,621,085
655-Fines & Forfeitures	0	0	0	0	400,000	400,000	400,000	400,000	400,000
664-Investment Income & Rentals	12,330	320,708	320,708	395,880	428,005	517,013	578,846	641,524	704,246
671-Other Revenues	9,278	2,300,000	2,300,000	3,217,249	2,500,000	0	0	0	0
695-Other Financing Sources	0	200,000	200,000	216,355	0	0	0	0	0
Parking Operating Total Revenues	20,030,498	22,187,550	22,187,550	22,437,584	22,087,116	20,586,557	20,932,924	21,325,209	21,725,331
Expenditures									
701-Personal Services	3,635,418	3,459,507	3,459,507	3,389,081	4,022,246	4,193,127	4,388,117	4,555,511	4,646,855
751-Supplies	251,943	459,515	459,515	275,000	315,722	319,979	323,735	327,610	327,610
800-Other Services and Charges	6,429,424	7,263,717	7,263,717	7,250,640	7,179,418	7,693,378	7,695,091	8,023,686	8,015,918
970-Capital Outlays	10,381	87,500	87,500	5,000	82,950	83,400	83,850	84,300	84,300
990-Debt Service	1,221,381	1,301,768	1,301,768	1,186,273	1,177,946	1,067,436	1,001,516	931,675	852,501
995-Other Financing	6,514,921	8,753,116	8,753,116	8,989,716	7,114,240	5,325,761	5,766,277	5,488,518	6,529,289
Parking Operating Total Expenditures	18,063,468	21,325,123	21,325,123	21,095,710	19,892,522	18,683,081	19,258,586	19,411,300	20,456,473
Parking Operating NET INCOME (LOSS)	1,967,030	862,427	862,427	1,341,874	2,194,594	1,903,476	1,674,338	1,913,909	1,268,858
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(2,795,000)	(1,305,000)	(1,305,000)	(1,305,000)	(2,000,000)	(1,625,000)	(1,680,000)	(1,750,000)	(1,840,000)
Net Other Sources & Uses	(2,795,000)	(1,305,000)	(1,305,000)	(1,305,000)	(2,000,000)	(1,625,000)	(1,680,000)	(1,750,000)	(1,840,000)
Net Change in Available Cash	(827,970)	(442,573)	(442,573)	36,874	194,594	278,476	(5,662)	163,909	(571,142)
Unrestricted Cash - Beginning of Year	13,245,238	12,417,268	12,417,268	12,417,268	12,454,142	12,648,736	12,927,212	12,921,550	13,085,459
Unrestricted Cash - End of Year	12,417,268	11,974,695	11,974,695	12,454,142	12,648,736	12,927,212	12,921,550	13,085,459	12,514,317
Reserve Targets									
Assigned to Operations - 25% of Total Spending	4,515,867	5,331,281	5,331,281	5,273,928	4,973,131	4,670,770	4,814,647	4,852,825	5,114,118
Unassigned Cash	7,901,401	6,643,415	6,643,415	7,180,215	7,675,606	8,256,442	8,106,904	8,232,634	7,400,199
Total	12,417,268	11,974,695	11,974,695	12,454,142	12,648,736	12,927,212	12,921,550	13,085,459	12,514,317
Unassigned Cash as a % of Total Expenditures	43.7%	31.2%	31.2%	34.2%	38.6%	44.2%	42.1%	42.4%	36.2%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
450-Licenses & Permits	50,750	51,709	51,709	50,000	50,750	51,511	52,284	53,068	53,864
539-State Grants	277,072	0	0	0	0	0	0	0	0
600-Charges for Services	53,971,504	54,874,982	54,874,982	53,995,425	54,711,003	55,785,328	56,880,978	57,998,377	59,137,961
664-Investment Income & Rentals	-158,057	474,460	474,460	736,164	621,634	770,124	872,036	975,316	1,078,595
671-Other Revenues	1,089,851	552,713	552,713	707,356	606,222	1,362,144	1,618,227	1,624,372	1,630,576
695-Other Financing Sources	-126,197	0	0	0	0	0	0	0	0
Sewer Disposal Operations Total Revenues	55,104,922	55,953,864	55,953,864	55,488,945	55,989,609	57,969,107	59,423,525	60,651,133	61,900,996
Expenditures									
701-Personal Services	8,677,508	10,668,277	10,668,277	9,642,246	10,999,106	11,348,447	11,799,605	12,204,011	12,403,759
751-Supplies	1,823,973	1,450,943	1,450,943	1,732,965	1,617,691	1,655,431	1,700,443	1,720,443	1,740,443
800-Other Services and Charges	12,701,627	12,526,812	12,526,812	12,516,453	13,106,674	12,395,449	11,254,376	11,460,238	11,716,177
970-Capital Outlays	155,369	211,257	211,257	249,065	242,663	243,675	243,832	243,832	243,832
990-Debt Service	9,116,537	12,234,877	12,234,877	10,870,918	13,231,098	13,974,145	13,554,248	13,126,553	12,591,778
995-Other Financing	12,684,478	9,369,989	9,369,989	10,695,838	21,533,381	16,751,457	15,861,611	12,845,038	11,804,935
998-Special Items	302	0	0	0	0	0	0	0	0
Sewer Disposal Operations Total Expenditures	45,159,792	46,462,155	46,462,155	45,707,485	60,730,613	56,368,604	54,414,115	51,600,115	50,500,924
Sewer Disposal Operations NET INCOME (LOSS)	9,945,130	9,491,709	9,491,709	9,781,460	-4,741,004	1,600,503	5,009,410	9,051,018	11,400,072
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(7,571,803)	(7,942,000)	(7,942,000)	(7,942,000)	(8,053,500)	(8,414,500)	(8,786,000)	(10,595,000)	(11,115,000)
Net Other Sources & Uses	(7,571,803)	(7,942,000)	(7,942,000)	(7,942,000)	(8,053,500)	(8,414,500)	(8,786,000)	(10,595,000)	(11,115,000)
Net Change in Available Cash	2,373,327	1,549,709	1,549,709	1,839,460	(12,794,504)	(6,813,997)	(3,776,590)	(1,543,982)	285,072
Unrestricted Cash - Beginning of Year	35,249,073	37,622,399	37,622,399	37,622,399	39,461,859	26,667,355	19,853,358	16,076,768	14,532,786
Unrestricted Cash - End of Year	37,622,399	39,172,108	39,172,108	39,461,859	26,667,355	19,853,358	16,076,768	14,532,786	14,817,858
Reserve Targets									
Assigned to Operations - 25% of Total Spending	11,289,948	11,615,539	11,615,539	11,426,871	15,182,653	14,092,151	13,603,529	12,900,029	12,625,231
Unassigned Cash	26,332,451	27,556,570	27,556,570	28,034,988	11,484,702	5,761,207	2,473,240	1,632,758	2,192,627
Total	37,622,399	39,172,108	39,172,108	39,461,859	26,667,355	19,853,358	16,076,768	14,532,786	14,817,858
Unassigned Cash as a % of Total Expenditures	58.3%	59.3%	59.3%	61.3%	18.9%	10.2%	4.5%	3.2%	4.3%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
664-Investment Income & Rentals	714	0	0	0	0	0	0	0	0
671-Other Revenues	108,205	0	0	0	0	0	0	0	0
695-Other Financing Sources	10,028,337	7,599,900	7,599,900	7,599,900	20,056,500	14,927,000	13,920,000	10,743,000	9,666,000
Sewer Replacement & Improvement Total Revenues	10,137,256	7,599,900	7,599,900	7,599,900	20,056,500	14,927,000	13,920,000	10,743,000	9,666,000
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	3,791,511	0	0	0	0	0	0	0	0
970-Capital Outlays	0	7,599,900	7,599,900	7,599,900	20,056,500	14,927,000	13,920,000	10,743,000	9,666,000
Sewer Replacement & Improvement Total Expenditures	3,791,511	7,599,900	7,599,900	7,599,900	20,056,500	14,927,000	13,920,000	10,743,000	9,666,000
Sewer Replacement & Improvement NET INCOME (LOSS)	6,345,745	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	3,452,194	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939
Unrestricted Cash - End of Year	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939	9,797,939
CAFR Reconciliation:									
Ending Cash per CAFR	9,797,939	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(9,797,939)	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
FY2019 FINAL FISCAL PLAN
ENVIRONMENTAL SERVICES DEPARTMENT (527)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019 Adopted Proposed	FY2020 Adopted Forecast	FY2021 Adopted Forecast	FY2022 Adopted Forecast	FY2023 Adopted Forecast
5902	Sewer Improvement	590215225	Var Loc CIPP Rehab of S/S	9880	Construction In Progress	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
		590217046	WRRF Laboratory and Administration Bu	9880	Construction In Progress	\$ 8,000,000	\$	\$	\$	\$
		590218038	Sewer Lateral Lining	9880	Construction In Progress	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$
		590218068	18068-Rumsey, Sheridan, Century	9880	Construction In Progress	\$ 1,925,000	\$	\$	\$	\$
		590218074	Division-Wealthy to Cherry	9880	Construction In Progress	\$ 331,500	\$	\$	\$	\$
		590218082	ESCSO 28B	9880	Construction In Progress	\$ 3,363,000	\$	\$	\$	\$
		590219037	Ottawa-Fulton to Michigan	9880	Construction In Progress	\$ 81,000	\$	\$	\$	\$
		590219044	Hastings-Fairview to Coit	9880	Construction In Progress	\$ 243,000	\$	\$	\$	\$
		590219047	WRRF N RAS Pump Repl	9880	Construction In Progress	\$ 500,000	\$	\$	\$	\$
		590219048	WRRF Grit Removal Syst Upgrade	9880	Construction In Progress	\$ 350,000	\$ 3,000,000	\$	\$	\$
		590219049	Flw meters zone gated lift sta	9880	Construction In Progress	\$ 85,000	\$ 500,000	\$	\$	\$
		590219050	Brandywine Sanit Trunk Sewer	9880	Construction In Progress	\$ 100,000	\$ 2,500,000	\$	\$	\$
		590219051	Godfrey-Grand River to Market	9880	Construction In Progress	\$ 3,383,000	\$	\$	\$	\$
		590219052	Electrical Distribution Syst Renewal	9880	Construction In Progress	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000
		590219053	Stockroom Renovations	9880	Construction In Progress	\$ 350,000	\$	\$	\$	\$
		590219054	Repl Grit Area Overhead Door	9880	Construction In Progress	\$ 25,000	\$	\$	\$	\$
		590219055	WRRF Screening Compactor Repl	9880	Construction In Progress	\$ 120,000	\$	\$	\$	\$
		590219056	50th St S/S Repl	9880	Construction In Progress	\$ 100,000	\$	\$	\$	\$
		TEMP17023	2035-Godfrey Av-Oxford St to Market Av	9880	Construction In Progress	\$	\$ 5,200,000	\$ 2,000,000	\$	\$
		TEMP17031	2041-Godfrey Avenue - Liberty Street to	9880	Construction In Progress	\$	\$ 200,000	\$ 2,340,000	\$	\$
		TEMP17044	2516-Whiskey Creek Sanitary Trunk	9880	Construction In Progress	\$	\$ 200,000	\$ 3,700,000	\$	\$
		TEMP17140	1405-Berkshire St-Giddings Av to Kalam	9880	Construction In Progress	\$	\$ 225,000	\$	\$	\$
		TEMP17155	5537-Worden St-Madison Av to Eastern	9880	Construction In Progress	\$	\$	\$ 540,000	\$	\$
		TEMP17157	5856-Norwich Av-Oxford St to Hayden S	9880	Construction In Progress	\$	\$	\$ 27,000	\$	\$
		TEMP17291	1432-Garfield Av-Fulton St to BridgeSt	9880	Construction In Progress	\$	\$	\$	\$ 100,000	\$
		TEMP18002	2522 - Cascade/Kentwood Sanitary Trun	9880	Construction In Progress	\$	\$	\$	\$ 300,000	\$ 6,300,000
		TEMP18003	2537 - Lafayette Avenue - Fulton to Fou	9880	Construction In Progress	\$	\$	\$	\$ 200,000	\$
		TEMP18004	4570-Ottawa Avenue - Fairbanks to Mon	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,100,000
		TEMP18005	5539 - Prince Street - Madison to Easter	9880	Construction In Progress	\$	\$	\$ 513,000	\$	\$
		TEMP18006	5833-WRRF Misc Capital Investment	9880	Construction In Progress	\$	\$	\$	\$ 500,000	\$ 500,000
		TEMP18015	6862-A.C. forcemain replacement at Eas	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP18090	6908-SSO Control Project	9880	Construction In Progress	\$	\$	\$	\$ 8,000,000	\$
		TEMP19008	6864-A.C. Forcemain replacement - Linc	9880	Construction In Progress	\$	\$ 675,000	\$	\$	\$
		TEMP19009	6648-State Street - Lafayette Avenue to	9880	Construction In Progress	\$	\$ 60,000	\$	\$	\$
		TEMP19013	6995-Hastings Street - Lafayette Avenue	9880	Construction In Progress	\$	\$ 167,000	\$	\$	\$
		TEMP19014	5603-Thomas Street - Madison Avenue t	9880	Construction In Progress	\$	\$	\$	\$ 243,000	\$
		TEMP19015	1355-Lafayette Avenue - Fountain Stree	9880	Construction In Progress	\$	\$	\$	\$	\$ 270,000
		TEMP19016	3721-Sheldon Boulevard - Oakes Street	9880	Construction In Progress	\$	\$	\$	\$	\$ 396,000
		TEMP19198	1749-Long Term Wet Weather Control	9880	Construction In Progress	\$	\$	\$ 3,500,000	\$	\$
5902 Total						\$ 20,056,500	\$ 14,927,000	\$ 13,920,000	\$ 10,743,000	\$ 9,666,000
5907	2018 SDS Revenue Bonds	590718058	Wing - 52nd to 60th	9880	Construction In Progress	\$ 800,000	\$	\$	\$	\$
		590718070	Residual Transfer Pad & Sanitary Pump S	9880	Construction In Progress	\$ 3,000,000	\$	\$	\$	\$
		590718072	WRRF-Maintenance Shop Expansion	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
5907 Total						\$ 4,800,000	\$	\$	\$	\$
Grand Total						\$ 24,856,500	\$ 14,927,000	\$ 13,920,000	\$ 10,743,000	\$ 9,666,000

Grand Rapids MI
SEWAGE SYSTEM REVENUE BONDS 2012 / 2014 / 2017 (5905 / 5906 / 5907)
STATEMENT OF OPERATIONS

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
664-Investment Income & Rentals	4,811	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	26,500,000	26,500,000	10,000,000	4,800,000	0	0	0	0
SDS Revenue Bonds Total Revenues	4,811	26,500,000	26,500,000	10,000,000	4,800,000	0	0	0	0
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
800-Other Services and Charges	5,911,395	0	0	0	0	0	0	0	0
970-Capital Outlays	0	26,500,000	26,500,000	10,000,000	4,800,000	0	0	0	0
SDS Revenue Bonds Total Expenditures	5,911,395	26,500,000	26,500,000	10,000,000	4,800,000	0	0	0	0
SDS Revenue Bonds NET INCOME (LOSS)	-5,906,584	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	(5,906,584.40)	0	0	-	0	0	-	0	0
Unrestricted Cash - Beginning of Year	6,631,089	724,505	724,505	724,505	724,505	724,505	724,505	724,505	724,505
Unrestricted Cash - End of Year	724,505	724,505	724,505	724,505	724,505	724,505	724,505	724,505	724,505
CAFR Reconciliation:									
Ending Cash per CAFR	724,505	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(724,505)	0	0	0	0	0	0	0	0
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
450-Licenses & Permits	52,245	37,651	37,651	55,700	42,700	42,700	42,700	42,700	42,700
539-State Grants	401,843	0	0	0	0	0	0	0	0
600-Charges for Services	42,191,711	42,590,903	42,590,903	44,466,441	43,794,467	44,856,729	45,945,547	47,061,586	48,205,526
655-Fines & Forfeitures	1,209,460	1,287,733	1,287,733	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000
664-Investment Income & Rentals	602,733	946,926	946,926	987,115	1,046,286	965,334	1,033,312	1,102,203	1,171,093
671-Other Revenues	663,291	8,000	8,000	5,000	5,000	5,000	5,000	5,000	5,000
695-Other Financing Sources	2,199,181	2,471,339	2,471,339	2,479,188	2,590,424	2,468,582	2,537,458	2,726,342	2,773,425
Water Operations Total Revenues	47,320,463	47,342,552	47,342,552	49,188,444	48,673,877	49,533,345	50,759,017	52,132,831	53,392,744
Expenditures									
701-Personal Services	10,528,451	11,953,693	11,953,689	11,055,577	12,416,422	12,812,652	13,309,777	13,745,697	13,948,184
751-Supplies	1,783,776	2,528,591	2,528,591	2,743,990	2,807,498	2,945,605	3,093,846	3,251,023	3,418,042
800-Other Services and Charges	11,796,100	12,178,261	12,568,761	12,148,860	13,518,165	13,513,865	13,613,939	14,054,184	14,181,174
970-Capital Outlays	305,536	493,767	493,767	442,047	753,800	686,100	695,400	704,700	707,000
990-Debt Service	2,739,010	3,816,912	3,816,912	4,215,502	5,291,837	5,005,452	4,705,621	4,936,418	5,660,846
995-Other Financing	780,639	1,792,616	1,792,616	3,166,795	11,601,330	11,220,810	8,470,290	6,893,230	10,273,839
Water Operations Total Expenditures	27,933,512	32,763,840	33,154,336	33,772,771	46,389,052	46,184,484	43,888,873	43,585,252	48,189,085
Water Operations NET INCOME (LOSS)	19,386,952	14,578,712	14,188,216	15,415,673	2,284,825	3,348,861	6,870,144	8,547,579	5,203,659
Other Sources & Uses of Cash									
Less: Payment of Debt Service Principal	(10,813,038)	(11,577,687)	(11,577,687)	(11,577,687)	(7,092,454)	(7,397,342)	(3,917,355)	(4,132,495)	(4,617,765)
Net Other Sources & Uses	(10,813,038)	(11,577,687)	(11,577,687)	(11,577,687)	(7,092,454)	(7,397,342)	(3,917,355)	(4,132,495)	(4,617,765)
Net Change in Available Cash	8,573,914	3,001,025	2,610,529	3,837,986	(4,807,629)	(4,048,481)	2,952,789	4,415,084	585,894
Unrestricted Cash - Beginning of Year	12,899,796	21,473,710	21,473,710	21,473,710	25,311,696	20,504,067	16,455,586	19,408,375	23,823,459
Unrestricted Cash - End of Year	21,473,710	24,474,734	24,084,239	25,311,696	20,504,067	16,455,586	19,408,375	23,823,459	24,409,353
Reserve Targets									
Assigned to Operations - 25% of Total Spending	6,983,378	8,190,960	8,288,584	8,443,193	11,597,263	11,546,121	10,972,218	10,896,313	12,047,271
Unassigned Cash	14,490,332	16,283,774	15,795,655	16,868,503	8,906,804	4,909,465	8,436,156	12,927,146	12,362,081
Total	21,473,710	24,474,734	24,084,239	25,311,696	20,504,067	16,455,586	19,408,375	23,823,459	24,409,353
Unassigned Cash as a % of Total Expenditures	51.9%	49.7%	47.6%	49.9%	19.2%	10.6%	19.2%	29.7%	25.7%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
539-State Grants	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	-54,635	0	0	0	0	0	0	0	0
671-Other Revenues	-20,534	0	0	0	0	0	0	0	0
695-Other Financing Sources	5,178,333	2,190,000	2,190,000	2,190,000	11,977,000	11,738,000	9,006,500	7,460,100	10,846,000
Water Replacement & Improvement Total Revenues	5,103,164	2,190,000	2,190,000	2,190,000	11,977,000	11,738,000	9,006,500	7,460,100	10,846,000
Expenditures									
751-Supplies	1,303	0	0	0	0	0	0	0	0
800-Other Services and Charges	5,451,412	0	0	0	0	0	0	0	0
970-Capital Outlays	0	2,190,000	2,190,000	2,190,000	11,977,000	11,738,000	9,006,500	7,460,100	10,846,000
990-Debt Service	0	0	0	0	0	0	0	0	0
Water Replacement & Improvement Total Expenditures	5,452,715	2,190,000	2,190,000	2,190,000	11,977,000	11,738,000	9,006,500	7,460,100	10,846,000
Water Replacement & Improvement NET INCOME (LOSS)	-349,551	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	8,447,636	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085
Unrestricted Cash - End of Year	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085	8,098,085
CAFR Reconciliation:									
Ending Cash per CAFR	8,098,085								
Assigned for Uncompleted Capital Projects	(8,098,085)								
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
664-Investment Income & Rentals	74,581	0	0	0	0	0	0	0	0
695-Other Financing Sources	0	14,874,000	14,874,000	14,874,000	26,021,000	23,422,000	14,000,000	9,974,000	1,000,000
WSS Revenue Bonds Total Revenues	74,581	14,874,000	14,874,000	14,874,000	26,021,000	23,422,000	14,000,000	9,974,000	1,000,000
Expenditures									
800-Other Services and Charges	7,728,176	0	0	0	0	0	0	0	0
970-Capital Outlays	0	14,874,000	14,874,000	14,874,000	26,021,000	23,422,000	14,000,000	9,974,000	1,000,000
WSS Revenue Bonds Total Expenditures	7,728,176	14,874,000	14,874,000	14,874,000	26,021,000	23,422,000	14,000,000	9,974,000	1,000,000
WSS Revenue Bonds NET INCOME (LOSS)	-7,653,595	0	0	0	0	0	0	0	0
Unrestricted Cash - Beginning of Year	12,730,704	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109
Unrestricted Cash - End of Year	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109	5,077,109
CAFR Reconciliation:									
Ending Cash per CAFR	5,077,109	0	0	0	0	0	0	0	0
Assigned for Uncompleted Capital Projects	(5,077,109)	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
FY2019 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
5911	Water Replacement	591116064	Water Meter System Upgrade	9880	Construction In Progress	\$ 2,500,000	\$	\$	\$	\$
		591117029	Grandville Av-Franklin St to Wealthy St	9880	Construction In Progress	\$ 755,000	\$	\$	\$	\$
		591117050	Water System Various Roof Replacements	9880	Construction In Progress	\$ 400,000	\$ 400,000	\$ 400,000	\$	\$
		591117051	LMFP Drain Field Improvements	9880	Construction In Progress	\$ 200,000	\$	\$	\$	\$
		591117096	Watermain Oversizing	9880	Construction In Progress	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		591118046	Replacement of water Distribution Gear Valve	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$
		591118047	Water Main Lining Maint	9880	Construction In Progress	\$	\$	\$	\$ 250,000	\$
		591118048	Efficiency & Sustain Projs	9880	Construction In Progress	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		591118049	PRV Replacements	9880	Construction In Progress	\$ 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
		591118068	18068-Rumsey, Sheridan, Century	9880	Construction In Progress	\$ 745,000	\$	\$	\$	\$
		591118082	ESCSO 28B	9880	Construction In Progress	\$ 2,643,000	\$	\$	\$	\$
		591119041	Lake Mich-Fulton to Garfield	9880	Construction In Progress	\$ 309,000	\$	\$	\$	\$
		591119044	Hastings-Fairview to Coit	9880	Construction In Progress	\$ 375,000	\$	\$	\$	\$
		591119057	Tulip Tank	9880	Construction In Progress	\$ 250,000	\$	\$	\$	\$
		591119058	Water System Property Acquisition	9880	Construction In Progress	\$ 500,000	\$	\$	\$	\$
		591119059	Cambridge Impr & Tank Modifications	9880	Construction In Progress	\$ 500,000	\$	\$	\$	\$
		591119060	LMFP Annual Electrical Impr	9880	Construction In Progress	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
		591119061	Loop W/M at Leonard and Wilson	9880	Construction In Progress	\$ 75,000	\$	\$	\$	\$
		591119062	4 Mile Rd W/M Emergency Connect	9880	Construction In Progress	\$ 75,000	\$	\$	\$	\$
		591119063	Leonard Transmission Main Stabilization	9880	Construction In Progress	\$ 300,000	\$	\$	\$	\$
		TEMP17189	5097-South Walker Watermain Phase 3	9880	Construction In Progress	\$	\$ 2,000,000	\$	\$	\$
		TEMP17198	5936-Water System Drinking Water Project P	9880	Construction In Progress	\$	\$ 100,000	\$	\$	\$
		TEMP17259	5211 Allerton Av-Adams St to Hall St	9880	Construction In Progress	\$	\$ 324,000	\$	\$	\$
		TEMP17261	5220-Lyon St-Mack Av to Fuller Av	9880	Construction In Progress	\$	\$ 144,000	\$	\$	\$
		TEMP17268	5902-Wilson Reservoir	9880	Construction In Progress	\$	\$	\$ 500,000	\$	\$
		TEMP17269	5939-LMFP Design Study	9880	Construction In Progress	\$	\$ 100,000	\$	\$	\$
		TEMP17270	5214-Sunnybrook-Fulton to Woodward	9880	Construction In Progress	\$	\$	\$ 300,000	\$	\$
		TEMP17271	5892-Knapp Tank Painting and Restoration	9880	Construction In Progress	\$	\$	\$ 500,000	\$	\$
		TEMP17273	5964-Booster A PS Upgrades	9880	Construction In Progress	\$	\$	\$ 500,000	\$	\$
		TEMP17289	3349-Booster D Pump Station Replacements	9880	Construction In Progress	\$	\$ 500,000	\$	\$	\$
		TEMP18029	4007-LMFP - South Clearwell	9880	Construction In Progress	\$	\$ 600,000	\$	\$	\$
		TEMP18036	6799-Wilson PS & Yard Piping Improvements	9880	Construction In Progress	\$	\$ 1,300,000	\$	\$	\$
		TEMP18048	5222-College - Leonard to Sweet	9880	Construction In Progress	\$	\$	\$	\$ 792,000	\$
		TEMP18050	6460-Oak Park	9880	Construction In Progress	\$	\$	\$	\$ 519,000	\$
		TEMP18051	6462-Houseman - Leonard to Spencer	9880	Construction In Progress	\$	\$	\$	\$ 438,000	\$
		TEMP19082	6995-Hastings Street - Lafayette Avenue to C	9880	Construction In Progress	\$	\$ 432,000	\$	\$	\$
		TEMP19087	1405-Berkshire Street - Giddings Avenue	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP19088	4035-Hovey St; Watson St; Dayton St; & Par	9880	Construction In Progress	\$	\$ 448,000	\$	\$	\$
		TEMP19099	5566-Emerald Av-Flat St to Leonard St	9880	Construction In Progress	\$	\$ 711,000	\$	\$	\$
		TEMP19111	3351-LMFP - Brick Facade Improvements	9880	Construction In Progress	\$	\$ 125,000	\$	\$	\$
		TEMP19112	4028-Valley Avenue - 4th Street to Walker Av	9880	Construction In Progress	\$	\$ 804,000	\$	\$	\$
		TEMP19113	4262-Woodward Lane - Sunnybrook Street to	9880	Construction In Progress	\$	\$	\$ 202,500	\$	\$
		TEMP19114	1781-Omena - Burton to south - watermain r	9880	Construction In Progress	\$	\$	\$ 500,000	\$	\$
		TEMP19115	1434-Rosewood Avenue - CSXRR to Burton S	9880	Construction In Progress	\$	\$	\$ 759,000	\$	\$
		TEMP19116	5249-Kendall St-Kalamazoo Av to Kent Ridge	9880	Construction In Progress	\$	\$	\$ 495,000	\$	\$
		TEMP19117	2041-Godfrey Avenue - Liberty Street to Oxfo	9880	Construction In Progress	\$	\$	\$ 90,000	\$	\$
		TEMP19118	2035-Godfrey Av-Oxford St to Market Av	9880	Construction In Progress	\$	\$	\$ 100,000	\$	\$
		TEMP19119	2361-Lake Eastbrook from East Beltline to 28	9880	Construction In Progress	\$	\$	\$ 700,000	\$	\$
		TEMP19120	3511-Fulton Street - Carlton Avenue to Wallin	9880	Construction In Progress	\$	\$	\$ 1,210,000	\$	\$
		TEMP19122	4308-Clancy Avenue - Hastings Avenue to Tro	9880	Construction In Progress	\$	\$	\$	\$ 154,500	\$
		TEMP19123	1432-Garfield Avenue - Fulton St	9880	Construction In Progress	\$	\$	\$	\$ 775,000	\$
		TEMP19124	4025-Lakeside- Fulton to Michigan	9880	Construction In Progress	\$	\$	\$	\$ 780,000	\$
		TEMP19125	4172-Freeman to Hall	9880	Construction In Progress	\$	\$	\$	\$ 413,100	\$
		TEMP19126	4647-2nd Street - Valley Avenue to Stocking	9880	Construction In Progress	\$	\$	\$	\$ 488,500	\$
		TEMP19127	4266-North Avenue - Hastings to Trowbridge	9880	Construction In Progress	\$	\$	\$	\$ 300,000	\$
		TEMP19130	1355-Lafayette Avenue - Fountain Street to M	9880	Construction In Progress	\$	\$	\$	\$	\$ 531,000

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
WATER DEPARTMENT (536)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP19131	2412-Jefferson Avenue - Highland Street to F	9880	Construction In Progress	\$	\$	\$	\$	\$ 540,000
		TEMP19132	5382-Logan Street - Henry Avenue to Easterr	9880	Construction In Progress	\$	\$	\$	\$	\$ 140,000
		TEMP19133	4287-Giddings Avenue - Burton Street to Bos	9880	Construction In Progress	\$	\$	\$	\$	\$ 798,000
		TEMP19134	4332-Franklin Street - Fuller Avenue to E. Cit	9880	Construction In Progress	\$	\$	\$	\$	\$ 775,500
		TEMP19135	1425-Forrester Street - Kalamazoo Avenue	9880	Construction In Progress	\$	\$	\$	\$	\$ 400,000
		TEMP19136	4314-Front Avenue - Leonard Street to Webs	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,400,000
		TEMP19137	1414-Fuller Avenue - Ramona Street to Adam	9880	Construction In Progress	\$	\$	\$	\$	\$ 300,000
		TEMP19138	1933-Ann Street - Monroe Avenue to Oakwo	9880	Construction In Progress	\$	\$	\$	\$	\$ 352,500
		TEMP19139	1424-Kentridge Drive - 44th Street to Kendal	9880	Construction In Progress	\$	\$	\$	\$	\$ 600,000
		TEMP19140	1423-Langley Street - Oak Park Drive to Plym	9880	Construction In Progress	\$	\$	\$	\$	\$ 600,000
		TEMP19141	5358-Plymouth 44th to Langley	9880	Construction In Progress	\$	\$	\$	\$	\$ 342,000
		TEMP19142	4037-Emerald Avenue Leonard Street to Swe	9880	Construction In Progress	\$	\$	\$	\$	\$ 783,000
		TEMP19148	5367-Poinsettia Avenue - Langley Street to N	9880	Construction In Progress	\$	\$	\$	\$	\$ 309,000
		TEMP19149	5894-Leonard Tank - Painting and Restoration	9880	Construction In Progress	\$	\$	\$	\$	\$ 500,000
		TEMP19150	5356-Okemos Drive - Annchester Drive to Tel	9880	Construction In Progress	\$	\$	\$	\$	\$ 525,000
		TEMP19200	5874-Water Distribution Pump Station Electr	9880	Construction In Progress	\$	\$ 400,000	\$ 400,000	\$ 200,000	\$ 200,000
5911 Total						\$ 11,977,000	\$ 11,738,000	\$ 9,006,500	\$ 7,460,100	\$ 10,846,000
5915	WSS Revenue Bonds 2018	591516058	Adams-Alger Pressure Dist Mod	9880	Construction In Progress	\$ 3,600,000	\$	\$	\$	\$
		591517045	LMFP Accelator Conversion and Residual Impr	9880	Construction In Progress	\$ 16,100,000	\$	\$	\$	\$
		591517049	Water Distribution Pump Station Electrical Up	9880	Construction In Progress	\$ 400,000	\$	\$	\$	\$
		591518052	Maynard Avenue Watermain Extention Phase	9880	Construction In Progress	\$ 1,200,000	\$	\$	\$	\$
		591518074	Division-Wealthy to Cherry	9880	Construction In Progress	\$ 1,448,000	\$	\$	\$	\$
		591519039	Lane-Sibley to Jackson	9880	Construction In Progress	\$ 93,000	\$	\$	\$	\$
		591519045	Montrose & Bowne W of Coit	9880	Construction In Progress	\$ 1,000,000	\$	\$	\$	\$
		591519064	LMFP Filter 1 Coating Repl	9880	Construction In Progress	\$ 880,000	\$	\$	\$	\$
		591519065	Alger-Eastern to Kalamazoo	9880	Construction In Progress	\$ 1,300,000	\$	\$	\$	\$
		TEMP17200	1418-Cascade north river crossing	9880	Construction In Progress	\$	\$ 4,200,000	\$	\$	\$
		TEMP17248	5227-Tremont Blvd-Covell Av to Mount Mercy	9880	Construction In Progress	\$	\$ 1,056,000	\$	\$	\$
		TEMP17260	5217-Griggs St-Plymouth Av to Hutchinson A	9880	Construction In Progress	\$	\$ 822,000	\$	\$	\$
		TEMP17272	5922-LMFP Residuals Improvements	9880	Construction In Progress	\$	\$	\$ 14,000,000	\$	\$
		TEMP18021	6795-Ottawa - Walbridge to Mason	9880	Construction In Progress	\$	\$ 790,000	\$	\$	\$
		TEMP18023	6787-Abandon wm under Autodie	9880	Construction In Progress	\$	\$ 150,000	\$	\$	\$
		TEMP18024	6789-Newberry wm abandonment	9880	Construction In Progress	\$	\$ 400,000	\$	\$	\$
		TEMP18025	6785-Monroe Tank Decommission	9880	Construction In Progress	\$	\$ 510,000	\$	\$	\$
		TEMP18026	6797-Livingston & Hastings WM	9880	Construction In Progress	\$	\$ 2,110,000	\$	\$	\$
		TEMP18040	4039-Butterworth Low Pressure District	9880	Construction In Progress	\$	\$	\$	\$ 1,374,000	\$
		TEMP18044	4049-Northeast Elevated Storage Tank	9880	Construction In Progress	\$	\$	\$	\$ 3,500,000	\$
		TEMP18049	5920-HL Pump 13	9880	Construction In Progress	\$	\$	\$	\$ 5,100,000	\$
		TEMP19081	4448-Valley - Fulton to Butterworth	9880	Construction In Progress	\$	\$ 804,000	\$	\$	\$
		TEMP19083	5909-Coldbrook Pump Station Decommission	9880	Construction In Progress	\$	\$ 5,400,000	\$	\$	\$
		TEMP19085	7507-Covell Reservoir Joint Replacements	9880	Construction In Progress	\$	\$ 1,000,000	\$	\$	\$
		TEMP19090	4349-Mason - Monroe to Division	9880	Construction In Progress	\$	\$ 2,580,000	\$	\$	\$
		TEMP19091	7473-New Livingston Reservoir Fill Valve and	9880	Construction In Progress	\$	\$ 590,000	\$	\$	\$
		TEMP19092	7475-New Franklin PS PRV to Intermediate di	9880	Construction In Progress	\$	\$ 180,000	\$	\$	\$
		TEMP19094	4494-Coldbrook - Monroe to Ottawa	9880	Construction In Progress	\$	\$ 2,740,000	\$	\$	\$
		TEMP19110	6648-State - Lafayette to Madison	9880	Construction In Progress	\$	\$ 90,000	\$	\$	\$
		TEMP19147	6440-Stevens - Steele to Division	9880	Construction In Progress	\$	\$	\$	\$	\$ 1,000,000
5915 Total						\$ 26,021,000	\$ 23,422,000	\$ 14,000,000	\$ 9,974,000	\$ 1,000,000
Grand Total						\$ 37,998,000	\$ 35,160,000	\$ 23,006,500	\$ 17,434,100	\$ 11,846,000

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.

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.

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.

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

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

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 2019 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.

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.

**Grand Rapids MI
BUILDING INSPECTIONS (2490)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	4,510,701	3,213,114	3,443,114	4,869,649	4,506,013	3,873,096	3,876,673	3,934,173	4,251,394
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	327,762	188,048	188,048	268,340	241,378	203,283	207,524	211,859	231,995
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(29,132)	47,420	47,420	69,361	76,606	97,608	112,022	126,630	141,237
671-Other Revenues	237	0	0	0	0	0	0	0	0
695-Other Financing Sources	61,434	59,171	59,171	57,060	57,912	59,187	60,489	61,820	63,180
BUILDING INSPECTIONS Total Revenues	4,871,002	3,507,753	3,737,753	5,264,410	4,881,909	4,233,174	4,256,708	4,334,482	4,687,806
Expenditures									
701-Personal Services	2,846,712	3,006,754	3,056,754	3,018,096	3,257,857	3,304,933	3,418,059	3,513,981	3,560,409
751-Supplies	34,932	60,500	90,500	90,500	60,500	60,500	60,500	60,500	60,500
800-Other Services And Charges	683,252	641,183	891,183	869,807	871,748	836,437	849,113	911,547	923,383
970-Capital Outlays	6,054	6,000	6,000	27,126	4,000	4,000	4,000	4,000	4,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	314,544	361,191	361,191	371,191	490,070	380,153	386,896	393,774	400,789
BUILDING INSPECTIONS Total Expenditures	3,885,494	4,075,628	4,405,628	4,376,720	4,684,175	4,586,023	4,718,568	4,883,802	4,949,081
BUILDING INSPECTIONS NET INCOME (LOSS)	985,508	(567,875)	(667,875)	887,690	197,734	(352,849)	(461,860)	(549,320)	(261,275)
Fund Balance - Beginning of Year	5,265,541	6,251,049	6,251,049	6,251,049	7,138,739	7,336,473	6,983,624	6,521,764	5,972,444
Fund Balance - End of Year	6,251,049	5,683,174	5,583,174	7,138,739	7,336,473	6,983,624	6,521,764	5,972,444	5,711,169
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	971,374	1,018,907	1,101,407	1,094,180	1,171,044	1,146,506	1,179,642	1,220,951	1,237,270
Unassigned Fund Balance	5,279,676	4,664,267	4,481,767	6,044,559	6,165,429	5,837,118	5,342,122	4,751,494	4,473,899
Total	6,251,049	5,683,174	5,583,174	7,138,739	7,336,473	6,983,624	6,521,764	5,972,444	5,711,169
Unassigned Fund Balance as a % of Total Current Spending	135.9%	114.4%	101.7%	138.1%	131.6%	127.3%	113.2%	97.3%	90.4%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
580-Contribution from Local Units	1,236,594	2,245,500	2,245,500	2,036,338	2,198,254	2,198,254	2,198,254	2,198,254	2,198,254
664-Investment Income & Rentals	-5,856	10,226	10,226	17,830	19,693	25,092	28,797	32,552	36,308
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	4,299,400	3,250,929	3,250,929	3,250,929	3,299,702	3,464,945	3,689,130	3,884,276	3,979,064
Community Dispatch Total Revenues	5,530,138	5,506,655	5,506,655	5,305,097	5,517,649	5,688,291	5,916,181	6,115,082	6,213,626
Expenditures									
701-Personal Services	4,368,178	4,902,564	4,902,564	4,540,733	4,971,519	5,121,321	5,330,141	5,510,091	5,591,584
726-Supplies	17,439	17,500	17,500	17,200	29,000	17,500	18,000	18,000	18,000
800-Other Services and Charges	344,100	354,623	354,623	333,200	346,778	358,003	367,041	376,294	385,623
970-Capital Outlays	3,060	8,000	8,000	8,000	8,160	8,323	8,490	8,659	8,659
995-Other Financing	380,236	213,742	213,742	338,742	142,499	158,052	163,712	169,486	173,452
Community Dispatch Total Expenditures	5,113,013	5,496,429	5,496,429	5,237,875	5,497,956	5,663,199	5,887,384	6,082,530	6,177,318
Community Dispatch NET INCOME (LOSS)	417,125	10,226	10,226	67,222	19,693	25,092	28,797	32,552	36,308
Beginning Fund Balance	1,891,303	2,308,428	2,308,428	2,308,428	2,375,650	2,395,343	2,420,435	2,449,232	2,481,784
Ending Fund Balance	2,308,428	2,318,654	2,318,654	2,375,650	2,395,343	2,420,435	2,449,232	2,481,784	2,518,092
Reserve Targets									
Assigned to Operations - 15% of Total Spending	766,952	824,464	824,464	785,681	824,693	849,480	883,108	912,380	926,598
Unassigned Fund Balance	1,541,476	1,494,190	1,494,190	1,589,969	1,570,650	1,570,955	1,566,124	1,569,405	1,591,494
Total	2,308,428	2,318,654	2,318,654	2,375,650	2,395,343	2,420,435	2,449,232	2,481,784	2,518,092
Unassigned FB as a % of Total Expenditures	30.1%	27.2%	27.2%	30.4%	28.6%	27.7%	26.6%	25.8%	25.8%

**Grand Rapids MI
61ST DISTRICT COURT (7400)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	320,185	328,344	328,344	328,344	328,344	328,344	328,344	328,344	328,344
580-Contributions from Local Units	(1,580)	0	0	0	0	0	0	0	0
600-Charges For Services	6,021,775	6,923,100	6,923,100	6,508,100	6,583,100	6,583,100	6,583,100	6,583,100	6,583,100
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(6,678)	961	961	7,447	8,225	10,479	12,027	13,595	15,164
671-Other Revenues	(3,776)	0	0	0	0	0	0	0	0
695-Other Financing Sources	6,551,064	6,561,994	7,061,543	6,961,994	7,016,900	7,269,434	7,670,355	8,046,712	8,316,899
61ST DISTRICT COURT Total Revenues	12,880,990	13,814,399	14,313,948	13,805,885	13,936,569	14,191,357	14,593,826	14,971,751	15,243,507
Expenditures									
701-Personal Services	7,040,872	7,653,312	7,653,312	7,340,535	7,588,160	7,775,166	8,028,897	8,243,300	8,360,460
751-Supplies	90,894	93,439	93,439	93,134	102,784	105,867	109,043	112,315	115,685
800-Other Services And Charges	5,632,980	5,898,741	5,898,741	5,937,898	6,104,667	6,252,780	6,399,310	6,547,929	6,700,165
970-Capital Outlays	15,163	37,792	37,792	28,090	38,997	39,777	40,572	41,384	42,211
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Appropriation Lapse	0	(420,868)	(420,868)	0	(427,836)	(437,426)	(449,797)	(461,059)	(469,522)
995-Other Financing	409,270	345,643	345,643	345,643	426,596	407,268	415,413	423,721	432,196
61ST DISTRICT COURT Total Expenditures	13,189,179	13,608,059	13,608,059	13,745,300	13,833,368	14,143,432	14,543,438	14,907,590	15,181,195
61ST DISTRICT COURT NET INCOME (LOSS)	(308,189)	206,340	705,889	60,585	103,201	47,925	50,388	64,161	62,312
Fund Balance - Beginning of Year	292,057	(16,132)	(16,132)	(16,132)	44,453	147,654	195,579	245,967	310,128
Fund Balance - End of Year	(16,132)	190,208	689,757	44,453	147,654	195,579	245,967	310,128	372,440
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	1,978,377	2,041,209	2,041,209	2,061,795	2,075,005	2,121,515	2,181,516	2,236,139	2,277,179
Unassigned Fund Balance	(1,994,509)	(1,851,001)	(1,351,452)	(2,017,342)	(1,927,351)	(1,925,936)	(1,935,549)	(1,926,011)	(1,904,739)
Total	(16,132)	190,208	689,757	44,453	147,654	195,579	245,967	310,128	372,440
Unassigned Fund Balance as a % of Total Current Spending	-15.1%	-13.6%	-9.9%	-14.7%	-13.9%	-13.6%	-13.3%	-12.9%	-12.5%
Capital Reserve Subsidy	1,451,064	1,451,994	1,451,994	1,451,994	1,451,900	1,454,434	1,455,355	1,456,712	1,426,899
GOF Subsidy	5,100,000	5,110,000	5,110,000	5,110,000	5,565,000	5,815,000	6,215,000	6,590,000	6,890,000
	6,551,064	6,561,994	6,561,994	6,561,994	7,016,900	7,269,434	7,670,355	8,046,712	8,316,899

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	(1,120)	0	0	493	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	(1,120)	0	0	493	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	112,580	0	0	0	0	0	0	0	0
970-Capital Outlays	56	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	685	0	31,373	31,548	0	0	0	0	0
DNR PROPERTIES Total Expenditures	113,321	0	31,373	31,548	0	0	0	0	0
DNR PROPERTIES NET INCOME (LOSS)	(114,441)	0	(31,373)	(31,055)	0	0	0	0	0
Fund Balance - Beginning of Year	145,496	31,055	31,055	31,055	0	0	0	0	0
Fund Balance - End of Year	31,055	31,055	(318)	0	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	16,998	0	4,706	4,732	0	0	0	0	0
Unassigned Fund Balance	14,057	31,055	(5,024)	(4,732)	0	0	0	0	0
Total	31,055	31,055	(318)	0	0	0	0	0	0
Unassigned Fund Balance as a % of Total Current Spending	12.4%	#DIV/0!	-16.0%	-15.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	63,387	114,250	114,250	78,947	114,250	114,250	114,250	114,250	114,250
655-Fines And Forfeitures	418,209	123,000	123,000	305,674	323,000	323,000	323,000	323,000	323,000
664-Investment Income & Rentals	(6,588)	12,522	12,522	10,399	11,485	14,633	16,794	18,984	21,174
671-Other Revenues	72,455	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
695-Other Financing Sources	0	0	0	0	0	0	0	0	0
DRUG LAW ENFORCEMENT Total Revenues	547,463	255,272	255,272	400,520	454,235	457,383	459,544	461,734	463,924
Expenditures									
701-Personal Services	152,103	90,466	90,466	148,847	93,276	94,920	97,584	99,948	101,268
751-Supplies	12,982	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
800-Other Services And Charges	166,570	164,312	164,312	158,830	194,911	195,229	195,328	195,397	195,467
970-Capital Outlays	253,688	300,000	300,000	186,898	187,000	187,000	187,000	187,000	187,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	119,313	0	0	0	86,160	89,556	92,652	95,016	96,420
DRUG LAW ENFORCEMENT Total Expenditures	704,656	564,778	564,778	504,575	571,347	576,705	582,564	587,361	590,155
DRUG LAW ENFORCEMENT NET INCOME (LOSS)	(157,193)	(309,506)	(309,506)	(104,055)	(117,112)	(119,322)	(123,020)	(125,627)	(126,231)
Fund Balance - Beginning of Year	1,091,187	933,994	933,994	933,994	829,939	712,827	593,505	470,485	344,858
Fund Balance - End of Year	933,994	624,488	624,488	829,939	712,827	593,505	470,485	344,858	218,627
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	105,698	84,717	84,717	75,686	85,702	86,506	87,385	88,104	88,523
Unassigned Fund Balance	828,296	539,771	539,771	754,253	627,125	506,999	383,100	256,754	130,104
Total	933,994	624,488	624,488	829,939	712,827	593,505	470,485	344,858	218,627
Unassigned Fund Balance as a % of Total Current Spendin	117.5%	95.6%	95.6%	149.5%	109.8%	87.9%	65.8%	43.7%	22.0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	94,586	51,585	51,585	54,965	31,897	32,500	32,500	32,500	32,500
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(3,702)	7,363	7,363	10,864	11,999	15,289	17,547	19,835	22,123
671-Other Revenues	5,089	5,314	5,314	6,364	6,400	6,528	6,659	6,792	6,928
695-Other Financing Sources	303,744	306,966	306,966	306,966	335,000	335,000	335,000	280,000	280,000
EDC-ECONOMIC DEVELOPMENT CORP Total Revenues	399,717	371,228	371,228	379,159	385,296	389,317	391,706	339,127	341,551
Expenditures									
701-Personal Services	186,186	232,065	232,065	244,500	233,951	245,194	257,350	269,404	273,965
751-Supplies	1,173	1,100	1,100	3,000	3,208	800	800	800	800
800-Other Services And Charges	105,829	253,567	253,567	134,394	389,935	230,141	230,554	180,942	181,340
970-Capital Outlays	481	0	0	0	0	0	0	0	0
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	13,748	100,600	100,600	73,933	46,709	22,143	22,586	23,038	23,499
EDC-ECONOMIC DEVELOPMENT CORP Total Expenditures	307,417	587,332	587,332	455,827	673,803	498,278	511,290	474,184	479,604
EDC-ECONOMIC DEVELOPMENT CORP NET INCOME (LOSS)	92,300	(216,104)	(216,104)	(76,668)	(288,507)	(108,961)	(119,584)	(135,057)	(138,053)
Fund Balance - Beginning of Year	764,302	856,602	856,602	856,602	779,934	491,427	382,466	262,882	127,825
Fund Balance - End of Year	856,602	640,498	640,498	779,934	491,427	382,466	262,882	127,825	(10,228)
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	76,854	146,833	146,833	113,957	168,451	124,570	127,823	118,546	119,901
Unassigned Fund Balance	779,748	493,665	493,665	665,977	322,976	257,897	135,060	9,279	(130,129)
Total	856,602	640,498	640,498	779,934	491,427	382,466	262,882	127,825	(10,228)
Unassigned Fund Balance as a % of Total Current Spending	253.6%	84.1%	84.1%	146.1%	47.9%	51.8%	26.4%	2.0%	-27.1%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	6,642	66,000	66,000	105,000	66,000	66,000	66,000	66,000	66,000
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	646	0	0	3,000	1,104	1,407	1,615	1,826	2,036
671-Other Revenues	0	0	0	0	0	0	0	0	0
695-Other Financing Sources	119,313	0	0	0	0	0	0	0	0
Federal Forfeitures-Department of Justice Total Revenues	126,601	66,000	66,000	108,000	67,104	67,407	67,615	67,826	68,036
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	0	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Federal Forfeitures-Department of Justice Total Expenditures	0	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000
Federal Forfeitures-Department of Justice NET INCOME (LOSS)	126,601	0	0	42,000	1,104	1,407	1,615	1,826	2,036
Beginning Fund Balance	0	126,601	126,601	126,601	168,601	169,705	171,112	172,727	174,553
Ending Fund Balance	126,601	126,601	126,601	168,601	169,705	171,112	172,727	174,553	176,589
Reserve Targets									
Assigned to Operations - 15% of Total Spending	0	9,900	9,900	9,900	9,900	9,900	9,900	9,900	9,900
Unassigned Fund Balance	126,601	116,701	116,701	158,701	159,805	161,212	162,827	164,653	166,689
Total	126,601	126,601	126,601	168,601	169,705	171,112	172,727	174,553	176,589
Unassigned FB as a % of Total Expenditures	#DIV/0!	176.8%	176.8%	240.5%	242.1%	244.3%	246.7%	249.5%	252.6%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	0	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	0	0	0	0	0	0	0	0	0
671-Other Revenues	0	0	0	0	0	0	0	0	0
Federal Forfeitures-Treasury Department Total Revenues	0	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
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)	0	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Beginning Fund Balance	0	0	0	0	3,500	7,000	10,500	14,000	17,500
Ending Fund Balance	0	3,500	3,500	3,500	7,000	10,500	14,000	17,500	21,000
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	0	2,000	2,000	2,000	5,500	9,000	12,500	16,000	19,500
Total	0	3,500	3,500	3,500	7,000	10,500	14,000	17,500	21,000
Unassigned FB as a % of Total Expenditures	#DIV/0!	20.0%	20.0%	20.0%	55.0%	90.0%	125.0%	160.0%	195.0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	9,546	4,750	4,750	4,750	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	(274)	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
HISTORICAL COMMISSION Total Revenues	9,272	4,750	4,750	4,750	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	5,694	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
HISTORICAL COMMISSION Total Expenditures	5,694	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400
HISTORICAL COMMISSION NET INCOME (LOSS)	3,578	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)
Fund Balance - Beginning of Year	49,325	52,903	52,903	52,903	52,253	51,603	50,953	50,303	49,653
Fund Balance - End of Year	52,903	52,253	52,253	52,253	51,603	50,953	50,303	49,653	49,003
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	854	810	810	810	810	810	810	810	810
Unassigned Fund Balance	52,049	51,443	51,443	51,443	50,793	50,143	49,493	48,843	48,193
Total	52,903	52,253	52,253	52,253	51,603	50,953	50,303	49,653	49,003
Unassigned Fund Balance as a % of Total Current Spending	914.1%	952.6%	952.6%	952.6%	940.6%	928.6%	916.5%	904.5%	892.5%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
501-Federal Grants	0	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000
600-Charges for Services	22,311	33,000	33,000	38,523	33,000	33,000	33,000	33,000	33,000
655-Fines & Forfeitures	117,530	190,000	190,000	249,693	190,000	190,000	190,000	190,000	190,000
664-Investment Income & Rentals	-2,126	4,821	4,821	6,869	7,320	9,190	10,474	11,774	13,075
671-Other Revenues	6,092	36,667	36,667	14,133	36,667	36,667	36,667	36,667	36,667
695-Other Financing Sources	0	0	0	0	86,160	89,556	92,652	95,016	96,420
Metropolitan Enforcement Team Total Revenues	143,807	314,488	314,488	309,218	403,147	408,413	412,793	416,457	419,162
Expenditures									
701-Personal Services	66,606	132,134	132,134	66,622	259,980	265,848	271,128	274,788	276,408
751-Supplies	2,848	10,000	10,000	2,720	3,000	3,000	3,000	3,000	3,000
800-Other Services and Charges	129,148	163,534	163,534	162,737	125,660	125,660	125,660	125,660	125,660
970-Capital Outlays	1,417	5,000	5,000	1,724	5,000	5,000	5,000	5,000	5,000
Metropolitan Enforcement Team Total Expenditures	200,019	310,668	310,668	233,803	393,640	399,508	404,788	408,448	410,068
Metropolitan Enforcement Team NET INCOME (LOSS)	-56,212	3,820	3,820	75,415	9,507	8,905	8,005	8,009	9,094
Beginning Fund Balance	328,544	272,332	272,332	272,332	347,747	357,254	366,159	374,164	382,173
Ending Fund Balance	272,332	276,152	276,152	347,747	357,254	366,159	374,164	382,173	391,267
Reserve Targets									
Assigned to Operations - 15% of Total Spending	30,003	46,600	46,600	35,070	59,046	59,926	60,718	61,267	61,510
Unassigned Fund Balance	242,329	229,552	229,552	312,677	298,208	306,233	313,446	320,906	329,757
Total	272,332	276,152	276,152	347,747	357,254	366,159	374,164	382,173	391,267
Unassigned FB as a % of Total Expenditures	121.2%	73.9%	73.9%	133.7%	75.8%	76.7%	77.4%	78.6%	80.4%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	52,247	55,000	55,000	55,000	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	(1,115)	1,982	1,982	9,320	10,294	13,116	15,053	17,016	18,979
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	51,132	56,982	56,982	64,320	65,294	68,116	70,053	72,016	73,979
Expenditures									
701-Personal Services	0	0	0	0	0	0	0	0	0
751-Supplies	2,622	0	0	0	0	0	0	0	0
800-Other Services And Charges	52,037	55,000	80,000	55,484	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	54,659	55,000	80,000	55,484	55,000	55,000	55,000	55,000	55,000
MICHIGAN JUSTICE TRAINING NET INCOME (LOS)	(3,527)	1,982	(23,018)	8,836	10,294	13,116	15,053	17,016	18,979
Fund Balance - Beginning of Year	198,624	195,097	195,097	195,097	203,933	214,227	227,343	242,396	259,412
Fund Balance - End of Year	195,097	197,079	172,079	203,933	214,227	227,343	242,396	259,412	278,391
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	8,199	8,250	12,000	8,323	8,250	8,250	8,250	8,250	8,250
Unassigned Fund Balance	186,898	188,829	160,079	195,610	205,977	219,093	234,146	251,162	270,141
Total	195,097	197,079	172,079	203,933	214,227	227,343	242,396	259,412	278,391
Unassigned Fund Balance as a % of Total Current Spending	341.9%	343.3%	200.1%	352.6%	374.5%	398.4%	425.7%	456.7%	491.2%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
401-Taxes	0	0	0	0	0	0	0	0	0
450-Licenses & Permits	600	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	4,080	4,080	0	0	0	0	0	0
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	15,596	11,697	11,697	14,621	16,070	20,270	23,152	26,073	28,994
671-Other Revenues	716,346	479,000	479,000	231,236	300,000	300,000	250,000	200,000	200,000
695-Other Financing Sources	0	0	31,373	31,548	0	0	0	0	0
PROPERTY MANAGEMENT Total Revenues	732,542	495,377	526,750	278,005	316,670	320,870	273,752	226,673	229,594
Expenditures									
701-Personal Services	26,316	13,255	13,255	13,255	27,168	27,468	28,116	28,656	28,884
751-Supplies	573	0	0	0	321	0	0	0	0
800-Other Services And Charges	322,406	51,749	51,749	507,482	44,653	39,894	40,119	40,431	40,868
970-Capital Outlays	405,637	450,200	450,200	225,416	300,000	300,000	250,000	200,000	200,000
990-Debt Service	40,511	40,395	40,395	40,395	38,946	42,899	43,125	47,272	46,179
995-Other Financing	12,172	9,976	9,976	9,976	12,884	12,658	12,911	13,170	13,433
PROPERTY MANAGEMENT Total Expenditures	807,615	565,575	565,575	796,524	423,972	422,919	374,271	329,529	329,364
PROPERTY MANAGEMENT NET INCOME (LOSS)	(75,073)	(70,198)	(38,825)	(518,519)	(107,302)	(102,049)	(100,519)	(102,856)	(99,770)
Fund Balance - Beginning of Year	1,268,965	1,193,892	1,193,892	1,193,892	675,373	568,071	466,022	365,503	262,647
Fund Balance - End of Year	1,193,892	1,123,694	1,155,067	675,373	568,071	466,022	365,503	262,647	162,877
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	201,904	141,394	141,394	199,131	105,993	105,730	93,568	82,382	82,341
Restricted for Affordable Housing - Source: "Income and Housing Diversity Program at the Parkland Properties Project"	358,233	358,233	358,233	0	0	0	0	0	0
Unassigned Fund Balance	633,755	624,068	655,441	476,242	462,078	360,292	271,935	180,265	80,536
Total	1,193,892	1,123,694	1,155,067	675,373	568,071	466,022	365,503	262,647	162,877
Unassigned Fund Balance as a % of Total Current Spending	78.5%	110.3%	115.9%	59.8%	109.0%	85.2%	72.7%	54.7%	24.5%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Public Library Operating (2710)</u>									
Revenues									
401-Taxes	8,457,029	8,722,418	8,722,418	8,696,241	10,315,603	10,444,901	10,576,250	10,757,649	10,896,279
539-State Grants	286,138	120,000	120,000	120,000	250,602	250,602	250,602	250,602	250,602
580-Contribution from Local Units	370,316	370,000	370,000	375,342	365,000	360,000	360,000	360,000	360,000
600-Charges for Services	139,446	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
655-Fines & Forfeitures	193,428	200,000	200,000	185,000	170,000	170,000	170,000	170,000	170,000
664-Investment Income & Rentals	(13,178)	64,868	64,868	70,994	78,411	99,907	114,660	129,612	144,563
671-Other Revenues	(2,873)	-	-	-	-	-	-	-	-
Public Library Operating Total Revenues	9,430,306	9,602,286	9,602,286	9,572,577	11,304,616	11,450,410	11,596,512	11,792,863	11,946,444
Expenditures									
701-Personal Services	5,573,471	6,362,057	6,362,057	6,280,666	6,475,957	6,585,284	6,746,432	6,884,023	6,920,609
751-Supplies	1,213,369	1,258,000	1,258,000	1,256,000	1,572,000	1,587,000	1,602,150	1,617,452	1,632,906
800-Other Services and Charges	1,754,599	1,489,920	1,489,920	1,488,204	1,511,522	1,478,532	1,484,536	1,489,542	1,494,613
970-Capital Outlays	74,155	76,590	76,590	65,450	122,350	76,450	76,450	76,450	76,450
995-Lapse	-	(61,394)	(61,394)	-	(54,214)	(50,000)	(50,000)	(50,000)	(50,000)
995-Other Financing	787,142	503,854	503,854	503,854	1,677,001	1,763,543	1,729,414	1,770,402	1,866,510
Public Library Operating Total Expenditures	9,402,736	9,629,027	9,629,027	9,594,174	11,304,616	11,440,809	11,588,982	11,787,869	11,941,088
Public Library Operating NET INCOME (LOSS)	27,570	(26,741)	(26,741)	(21,597)	-	9,601	7,530	4,994	5,356
Beginning Fund Balance	2,004,663	2,032,233	2,032,233	2,032,233	2,010,636	2,010,636	2,020,237	2,027,767	2,032,761
Ending Fund Balance	2,032,233	2,005,492	2,005,492	2,010,636	2,010,636	2,020,237	2,027,767	2,032,761	2,038,117
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,410,410	1,444,354	1,444,354	1,439,126	1,695,692	1,716,121	1,738,347	1,768,180	1,791,163
Unassigned Fund Balance	621,823	561,138	561,138	571,510	314,944	304,116	289,420	264,581	246,954
Total	2,032,233	2,005,492	2,005,492	2,010,636	2,010,636	2,020,237	2,027,767	2,032,761	2,038,117
Unassigned FB as a % of Total Expenditures	6.61%	5.83%	5.83%	5.96%	2.79%	2.66%	2.50%	2.24%	2.07%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
401-Taxes	1,552,020	1,572,029	1,572,029	1,575,092	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	(3,473)	19,827	19,827	25,067	27,686	35,276	40,485	45,764	51,043
671-Other Revenues	(3,493)	0	0	0	0	0	0	0	0
695-Other Financing Sources	1,122,997	802,809	802,809	802,809	1,401,543	1,470,000	1,430,000	1,465,000	1,555,000
LIBRARY GRANTS/CAPITAL Total Revenues	2,668,051	2,394,665	2,394,665	2,402,968	1,429,229	1,505,276	1,470,485	1,510,764	1,606,043
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	786	0	0	0	0	0	0	0	0
970-Capital Outlays	498,929	745,860	745,860	454,483	683,823	301,991	529,671	602,195	361,357
990-Debt Service	750	750	750	750	0	0	0	0	0
995-Other Financing	2,120,000	2,184,000	2,184,000	2,184,000	0	0	0	0	0
LIBRARY GRANTS/CAPITAL Total Expenditures	2,620,465	2,930,610	2,930,610	2,639,233	683,823	301,991	529,671	602,195	361,357
LIBRARY GRANTS/CAPITAL NET INCOME (LOSS)	47,586	(535,945)	(535,945)	(236,265)	745,406	1,203,285	940,814	908,569	1,244,686
Fund Balance - Beginning of Year	952,729	1,000,315	1,000,315	1,000,315	764,050	1,509,456	2,712,741	3,653,555	4,562,124
Fund Balance - End of Year	1,000,315	464,370	464,370	764,050	1,509,456	2,712,741	3,653,555	4,562,124	5,806,810
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	393,070	439,592	439,592	395,885	102,573	45,299	79,451	90,329	54,204
Assigned to Capital	607,245	24,779	24,779	368,165	1,406,883	2,667,442	3,574,104	4,471,795	5,752,606
Total	1,000,315	464,370	464,370	764,050	1,509,456	2,712,741	3,653,555	4,562,124	5,806,810
Unassigned Fund Balance as a % of Total Current Spending	23.2%	0.8%	0.8%	13.9%	205.7%	883.3%	674.8%	742.6%	1591.9%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	(2,450)	5,201	5,201	4,620	5,103	6,502	7,462	8,435	9,408
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	(2,450)	5,201	5,201	4,620	5,103	6,502	7,462	8,435	9,408
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)	(2,450)	5,201	5,201	4,620	5,103	6,502	7,462	8,435	9,408
Fund Balance - Beginning of Year	392,421	389,971	389,971	389,971	394,591	399,694	406,196	413,658	422,093
Fund Balance - End of Year	389,971	395,172	395,172	394,591	399,694	406,196	413,658	422,093	431,501
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	0	0	0	0	0	0	0	0
Unassigned Fund Balance	389,971	395,172	395,172	394,591	399,694	406,196	413,658	422,093	431,501
Total	389,971	395,172	395,172	394,591	399,694	406,196	413,658	422,093	431,501
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 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	(616)	1,198	1,198	1,278	1,412	1,799	2,065	2,334	2,603
671-Other Revenues	12,590	15,000	15,000	0	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	11,974	16,198	16,198	1,278	16,412	16,799	17,065	17,334	17,603
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	0	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	0	15,000	15,000	15,000	15,000	15,000
RECEIVERSHIP NET INCOME (LOSS)	11,974	1,198	1,198	1,278	1,412	1,799	2,065	2,334	2,603
Fund Balance - Beginning of Year	109,299	121,273	121,273	121,273	122,551	123,963	125,762	127,827	130,161
Fund Balance - End of Year	121,273	122,471	122,471	122,551	123,963	125,762	127,827	130,161	132,764
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	0	2,250	2,250	0	2,250	2,250	2,250	2,250	2,250
Unassigned Fund Balance	121,273	120,221	120,221	122,551	121,713	123,512	125,577	127,911	130,514
Total	121,273	122,471	122,471	122,551	123,963	125,762	127,827	130,161	132,764
Unassigned Fund Balance as a % of Total Current Spending	#DIV/0!	801.5%	801.5%	#DIV/0!	811.4%	823.4%	837.2%	852.7%	870.1%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
401-Taxes	6,557,602	6,633,814	6,633,814	6,715,043	6,890,874	6,975,944	7,063,069	7,181,129	7,272,136
501-Federal Grants	0	0	0	0	0	0	0	0	0
539-State Grants	0	0	0	0	85,574	85,574	85,574	85,574	85,574
600-Charges for Services	5,886,808	6,101,969	6,101,969	6,174,701	6,414,374	6,469,322	6,630,337	6,745,567	6,860,100
664-Investment Income & Rentals	-16,905	48,708	48,708	92,107	101,728	129,617	148,758	168,156	187,553
671-Other Revenues	2,631	10,000	10,000	7,879	0	0	0	0	0
695-Other Financing Sources	30,000	0	0	0	0	0	0	0	0
Refuse Collection Total Revenues	12,460,136	12,794,491	12,794,491	12,989,730	13,492,550	13,660,457	13,927,738	14,180,426	14,405,363
Expenditures									
701-Personal Services	3,372,839	4,139,590	4,139,590	3,258,458	4,105,225	4,229,167	4,390,905	4,534,811	4,605,411
726-Supplies	179,188	197,275	197,275	199,633	214,300	214,300	214,300	214,300	214,300
800-Other Services and Charges	6,594,641	7,719,994	8,119,994	8,255,344	8,603,843	8,549,673	8,721,172	9,358,313	9,565,178
970-Capital Outlays	0	125	125	125	10,150	10,150	10,150	10,150	10,150
995-Other Financing	434,463	378,369	978,369	1,228,369	481,231	468,304	460,519	452,859	-20,927
Refuse Collection Total Expenditures	10,581,131	12,435,353	13,435,353	12,941,929	13,414,749	13,471,594	13,797,046	14,570,433	14,374,112
Refuse Collection NET INCOME (LOSS)	1,879,005	359,138	-640,862	47,801	77,801	188,863	130,692	-390,007	31,251
Beginning Fund Balance	2,590,413	4,469,418	4,469,418	4,469,418	4,517,219	4,595,020	4,783,883	4,914,575	4,524,568
Ending Fund Balance	4,469,418	4,828,556	3,828,556	4,517,219	4,595,020	4,783,883	4,914,575	4,524,568	4,555,819
Reserve Targets									
Assigned to Operations - 25% of Total Spending	2,645,283	3,108,838	3,358,838	3,235,482	3,353,687	3,367,899	3,449,262	3,642,608	3,593,528
Unassigned Fund Balance	1,824,135	1,719,718	469,718	1,281,737	1,241,333	1,415,984	1,465,313	881,960	962,291
Total	4,469,418	4,828,556	3,828,556	4,517,219	4,595,020	4,783,883	4,914,575	4,524,568	4,555,819
Unassigned FB as a % of Total Expenditures	17.2%	13.8%	3.5%	9.9%	9.3%	10.5%	10.6%	6.1%	6.7%
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
VEHICLE STORAGE FACILITY (2320)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	701,366	781,399	781,399	747,745	797,966	818,273	838,580	863,927	889,274
655-Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(2,767)	4,669	4,669	5,775	6,378	8,126	9,327	10,543	11,759
671-Other Revenues	(2,660)	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	695,939	786,068	786,068	753,520	804,344	826,399	847,907	874,470	901,033
Expenditures									
701-Personal Services	124,207	159,006	159,006	145,742	147,467	154,968	164,289	172,453	174,812
751-Supplies	1,481	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
800-Other Services And Charges	380,684	458,991	458,991	444,287	458,900	482,300	503,614	524,998	546,855
970-Capital Outlays	675	5,000	5,000	5,000	15,000	5,000	5,000	5,000	5,000
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	155,852	182,810	182,810	170,697	168,046	168,429	172,095	175,860	183,072
VEHICLE STORAGE FACILITY Total Expenditures	662,899	807,807	807,807	767,726	791,413	812,697	846,998	880,311	911,739
VEHICLE STORAGE FACILITY NET INCOME (LOSS)	33,040	(21,739)	(21,739)	(14,206)	12,931	13,702	909	(5,841)	(10,706)
Fund Balance - Beginning of Year	412,849	445,889	445,889	445,889	431,683	444,614	458,316	459,225	453,384
Fund Balance - End of Year	445,889	424,150	424,150	431,683	444,614	458,316	459,225	453,384	442,678
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	165,725	201,952	201,952	191,932	197,853	203,174	211,750	220,078	227,935
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	80,164	22,198	22,198	39,752	46,761	55,142	47,476	33,306	14,743
Total	445,889	424,150	424,150	431,683	444,614	458,316	459,225	453,384	442,678
Unassigned Fund Balance as a % of Total Current Spending	12.1%	2.7%	2.7%	5.2%	5.9%	6.8%	5.6%	3.8%	1.6%

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: This Fund was established to account for the routine maintenance performed on City buildings and grounds. Revenues are generated by billings to departments for maintenance services rendered. Management of the Facilities Department was combined with the Motor Equipment Department into a new "Facilities and Fleet Management" department in FY2009, however, the two funds remain separate and the Facilities Management function continues its focus on sustainable facilities and reduced energy consumption.

Allocation and recovery of costs: Costs are grouped together by the building that incurred the cost (i.e. City Hall). At the end of each month, the actual monthly costs by building are calculated and then charged back to the departments within the building based upon their square footage usage compared to the usable square footage of the building. Common areas (i.e. conference rooms) are not used as usable square footage, and therefore, become part of the building's total cost of operation, which is allocated to the departments using the building. Also general costs (administrative costs, A-87 costs, IT charges, etc.) are allocated to each building based upon the building's usable square footage compared to the total usable square footage of all the buildings.

Fund Balance Policy: Because the fund re-bills costs predominantly on a current basis, the fund balance requirements are less than other self-sustaining funds. The goal is to maintain up to a 25% reserve of fund balance for operations. The remaining fund balance is to be assigned as capital reserve for major repairs and improvements on each building in accordance to the receipt of the funds.

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.

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.

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.

Motor Equipment System Capital Fund: The Motor Equipment System Capital Fund accounts for the purchase of the City's centralized motor vehicle fleet. The fleet is comprised of licensed motor vehicles as well as off-the-road pieces of equipment. Revenue is generated from rental rates assigned to each vehicle and is 100% restricted for the purchase of fleet vehicles and equipment. A portion of the rental rate is for replacement or depreciation cost for the vehicle in the class. A replacement reserve is maintained for vehicle replacement by class.

Motor Equipment System Operating Fund: This fund is used to account for the operation and maintenance of the City's centralized motor vehicle fleet. There are over 600 licensed motor vehicles in the fleet along with many off-the-road pieces of equipment.

Allocation and recovery of costs: Vehicles are grouped into similar classes (i.e. patrol cars or refuse trucks). Actual operation and maintenance costs are gathered and maintained for each class. Each vehicle is assigned a rental rate based on four components: Operation and Maintenance costs for a vehicle in that class; a flat overhead fee for General Administration; Replacement or Depreciation cost for the vehicle in the class; and a portion of Debt Service payments that the class of vehicles is currently paying. Any excess and deficits of the rental rates for the vehicle is maintained within a replacement reserve for the class.

Fund Balance Policy: Maintain an assigned fund balance reserve of 25%; commit a vehicle replacement reserve for vehicle replacement by class.

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 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
REVENUE									
<i>Customer Service (6110)</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	1,441,715	1,549,992	1,549,992	1,498,072	1,733,323	1,767,989	1,803,349	1,839,416	1,876,205
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	(556)	6,136	6,136	7,252	8,010	10,205	11,713	13,240	14,767
671 Other Revenue	0	0	0	0	0	0	0	0	0
695 Other Financing Sources	625,000	0	0	0	0	0	0	0	0
<i>Customer Service Total Revenue</i>	2,066,159	1,556,128	1,556,128	1,505,324	1,741,333	1,778,194	1,815,062	1,852,656	1,890,972
EXPENDITURES									
<i>Customer Service (6110)</i>									
701 Personal Services	1,016,569	1,288,344	1,393,203	1,192,927	1,376,827	1,444,483	1,521,942	1,590,340	1,622,065
751 Supplies	9,335	7,250	7,250	6,350	6,321	6,867	6,255	6,257	6,257
800 Other Services And Charges	623,558	247,620	494,535	379,717	412,726	260,716	254,776	259,068	234,834
970 Capital Outlay	4,216	2,800	2,800	2,800	2,800	3,052	3,327	3,626	3,952
990 Debt Service	0	0	0	0	0	0	0	0	0
996 Appropriation Lapse	0	0	0	0	0	(40,000)	(83,154)	(86,620)	(89,311)
999 Transfers Out	69,232	72,481	72,481	72,481	86,084	73,400	74,868	76,366	77,893
<i>Customer Service Total Expenditures</i>	1,722,910	1,618,495	1,970,269	1,654,275	1,884,758	1,748,518	1,778,014	1,849,037	1,855,690
<i>Customer Service NET INCOME (LOSS)</i>	343,249	(62,367)	(414,141)	(148,951)	(143,425)	29,676	37,048	3,619	35,282
<i>Unrestricted Cash - Beginning of Year</i>	43,272	386,521	386,521	386,521	237,570	94,145	123,821	160,869	164,488
<i>Unrestricted Cash - End of Year</i>	386,521	324,154	(27,620)	237,570	94,145	123,821	160,869	164,488	199,770
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	430,728	404,624	492,567	413,569	471,190	437,130	444,504	462,259	463,923
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	(44,207)	(80,470)	(520,187)	(175,999)	(377,045)	(313,309)	(283,635)	(297,771)	(264,153)
Total	386,521	324,154	(27,620)	237,570	94,145	123,821	160,869	164,488	199,770
Unassigned Cash as a % of Total Current Spending	-2.6%	-5.0%	-26.4%	-10.6%	-20.0%	-17.9%	-16.0%	-16.1%	-14.2%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
450-Licenses & Permits	332,087	96,500	96,500	258,000	271,000	271,000	271,000	271,000	271,000
600-Charges for Services	4,282,333	5,715,804	5,715,804	4,254,663	5,736,503	5,281,218	5,454,711	6,137,130	6,353,010
664-Investment Income & Rentals	-17,684	29,898	29,898	52,019	57,453	73,204	84,014	94,969	105,924
671-Other Revenues	2,200	0	0	0	0	0	0	0	0
Engineering Services Total Revenues	4,598,936	5,842,202	5,842,202	4,564,682	6,064,956	5,625,422	5,809,725	6,503,099	6,729,934
Expenditures									
701-Personal Services	3,238,031	4,286,617	4,286,617	4,063,426	4,453,464	4,598,044	4,776,298	4,933,221	4,998,546
726-Supplies	31,163	103,697	103,697	97,687	99,697	97,057	99,445	100,564	108,013
800-Other Services and Charges	1,015,408	1,022,638	1,022,638	941,488	1,080,861	862,567	874,649	889,082	907,130
970-Capital Outlays	651	0	0	0	0	0	0	0	0
995-Other Financing	214,594	331,271	331,271	331,294	434,440	356,755	363,895	371,177	378,605
Engineering Services Total Expenditures	4,499,847	5,744,223	5,744,223	5,433,895	6,068,462	5,914,423	6,114,287	6,294,044	6,392,294
Engineering Services NET INCOME (LOSS)	99,089	97,979	97,979	-869,213	-3,506	-289,001	-304,562	209,055	337,640
Unrestricted Cash - Beginning of Year	4,643,106	4,742,195	4,742,195	4,742,195	3,872,982	3,869,476	3,580,475	3,275,913	3,484,968
Unrestricted Cash - End of Year	4,742,195	4,840,174	4,840,174	3,872,982	3,869,476	3,580,475	3,275,913	3,484,968	3,822,608
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,124,962	1,436,056	1,436,056	1,358,474	1,517,116	1,478,606	1,528,572	1,573,511	1,598,074
Unassigned Cash	3,617,233	3,404,119	3,404,119	2,514,508	2,352,361	2,101,869	1,747,341	1,911,457	2,224,535
Total	4,742,195	4,840,174	4,840,174	3,872,982	3,869,476	3,580,475	3,275,913	3,484,968	3,822,608
Unassigned Cash as a % of Total Current Spending	80.4%	59.3%	59.3%	46.3%	38.8%	35.5%	28.6%	30.4%	34.8%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
580-Contribution from Local Units	0	1,108,596	1,108,596	1,108,596	1,358,304	108,369	0	65,384	0
600-Charges for Services	1,775,356	1,669,834	1,669,834	1,649,371	1,767,307	1,741,477	1,789,263	1,838,245	2,058,422
664-Investment Income & Rentals	-17,062	0	0	53,568	59,164	75,384	86,516	97,797	109,079
671-Other Revenues	0	0	0	0	0	0	0	0	0
Facilities Management-Capital Total Revenues	1,758,294	2,778,430	2,778,430	2,811,535	3,184,775	1,925,230	1,875,779	2,001,426	2,167,501
Expenditures									
751-Supplies	1,785	0	0	0	0	0	0	0	0
800-Other Services and Charges	48,248	0	0	0	0	0	0	0	0
970-Capital Outlays	956,990	2,757,966	4,457,966	4,457,966	3,125,611	1,849,846	1,789,263	1,903,629	2,058,422
Facilities Management-Capital Total Expenditures	1,007,023	2,757,966	4,457,966	4,457,966	3,125,611	1,849,846	1,789,263	1,903,629	2,058,422
Facilities Management-Capital NET INCOME (LOSS)	751,271	20,464	-1,679,536	-1,646,431	59,164	75,384	86,516	97,797	109,079
Unrestricted Cash - Beginning of Year	4,319,184	5,070,455	5,070,455	5,070,455	3,424,024	3,483,188	3,558,572	3,645,088	3,742,885
Unrestricted Cash - End of Year	5,070,455	5,090,919	3,390,919	3,424,024	3,483,188	3,558,572	3,645,088	3,742,885	3,851,964
Summary of Reserves									
Ending Unrestricted Cash	5,070,455	5,090,919	3,390,919	3,424,024	3,483,188	3,558,572	3,645,088	3,742,885	3,851,964
Assigned for Contingencies	-5,070,455	-5,090,919	-3,390,919	-3,424,024	-3,483,188	-3,558,572	-3,645,088	-3,742,885	-3,851,964
Unassigned Cash Available for Reappropriation	0	0	0	0	0	0	0	0	0

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
FACILITIES DEPARTMENT (265)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
6311	Facilities Management-Capital	TEMP17030	Facility upgrades for alt. fuels at the Fleet Mgmt.	9750	Building	\$	\$ 362,466	\$	\$	\$
		TEMP17034	Passenger elevator modernization at Bridgeview facility	9750	Building	\$	\$	\$	\$ 327,750	\$
		TEMP17041	Exterior facade repairs at City Hall	9750	Building	\$ 185,438	\$	\$	\$	\$ 199,238
		TEMP17042	Cooling tower maint and repairs at Police Admin	9750	Building	\$ 202,095	\$	\$	\$	\$
		TEMP17043	Heat pump replacement at the Police Admin facility	9750	Building	\$ 143,175	\$ 158,125	\$ 168,188	\$	\$ 175,633
		TEMP17048	Annual flooring replacement following asset mgmt schedule	9750	Building	\$ 110,316	\$ 113,074	\$ 115,900	\$ 118,798	\$ 121,768
		TEMP17049	Annual interior finishes and paint following paint schedule	9750	Building	\$ 105,440	\$ 108,339	\$ 109,882	\$ 113,652	\$ 116,920
		TEMP17056	Demolition and site restoration of 235 Market facility	9750	Building	\$ 150,000	\$	\$	\$	\$
		TEMP17057	Replacement of HVAC components at the Refuse facility	9750	Building	\$ 49,450	\$	\$	\$	\$
		TEMP17060	Roof restoration for the canopies at the 201 Market facility	9750	Building	\$ 32,205	\$	\$	\$	\$
		TEMP17061	Concrete repairs at the PSC facilities	9750	Building	\$	\$ 78,488	\$	\$	\$
		TEMP17062	Replacement of the concrete pads at the Fleet fuel	9750	Building	\$	\$ 178,603	\$	\$	\$
		TEMP17063	Roof replacement at the Fleet Management fuel island/canopy	9750	Building	\$	\$ 97,031	\$	\$	\$
		TEMP17064	Window shade replacement at the Bridgeview facility	9750	Building	\$ 57,500	\$	\$	\$	\$
		TEMP17065	Concrete floor restoration in the Bridgeview basement	9750	Building	\$ 34,500	\$	\$	\$	\$
		TEMP17066	Roof restoration at the 601 Ottawa facility	9750	Building	\$	\$	\$	\$ 166,750	\$
		TEMP17067	Security system upgrade at the Development Center	9750	Building	\$ 72,450	\$	\$	\$	\$
		TEMP17068	Exterior facade repairs at Community Archives	9750	Building	\$ 158,125	\$	\$	\$	\$
		TEMP17070	Parking lot repair / replacement at the PSC	9750	Building	\$	\$	\$	\$ 388,125	\$ 1,133,870
		TEMP17071	Overhead Door replacement at the Community Archives facility	9750	Building	\$	\$	\$	\$ 26,450	\$
		TEMP17089	Police parking garage inspection and construction	9750	Building	\$	\$ 204,901	\$	\$ 200,531	\$
		TEMP17098	Concrete injection at the 201 Market facility	9750	Building	\$	\$ 100,050	\$	\$	\$
		TEMP17100	Replacement of fire panel at the Development Center	9750	Building	\$ 86,250	\$	\$	\$	\$
		TEMP17102	Liebert replacement at the Community Archives facility	9750	Building	\$ 172,500	\$	\$	\$	\$
		TEMP17103	Marble wall restoration at City Hall	9750	Building	\$ 61,813	\$	\$	\$	\$
		TEMP17105	Central clock system at the City / County facility	9750	Building	\$	\$	\$	\$ 37,614	\$
		TEMP17116	Miscellaneous renovations at the 201 Market facility	9750	Building	\$	\$	\$ 454,600	\$	\$
		TEMP17117	Roof restoration at the Parks / Forestry Maintenance Garage	9750	Building	\$	\$	\$ 146,050	\$	\$
		TEMP17121	Replace infrared system at the Fleet Management	9750	Building	\$	\$	\$ 161,000	\$	\$
		TEMP17122	Roof restoration at the Police Administration facility	9750	Building	\$	\$	\$ 488,750	\$	\$
		TEMP19002	Parking lot replacement at the Dev Center	9750	Building	\$ 80,500	\$	\$ 110,000	232	\$

**CITY OF GRAND RAPIDS
CAPITAL PROJECT DETAIL
FY2019 FINAL FISCAL PLAN
FACILITIES DEPARTMENT (265)**

Fund Number	Fund Name	Project Code	Project Name	Budget Object Code	Budget Object Name	FY2019	FY2020	FY2021	FY2022	FY2023
						Adopted Proposed	Adopted Forecast	Adopted Forecast	Adopted Forecast	Adopted Forecast
		TEMP19010	Parking lot replacement at the Fleet Mgmt repair facility	9750	Building	\$	\$ 340,400	\$	\$	\$
		TEMP19011	Parking lot replacement at 601	9750	Building	\$	\$	\$ 34,893	\$	\$
		TEMP19012	Demolition and site restoration of 273 Market facility	9750	Building	\$	\$	\$	\$ 281,475	\$
		TEMP19018	Replacement of the high-speed overhead door at Police Admin	9750	Building	\$	\$	\$	\$ 142,600	\$
		TEMP19020	Overhead Door replacement at the Public Services Center	9750	Building	\$	\$	\$	\$ 34,500	\$
		TEMP19022	Roof restoration at the Bridgeview warehouse	9750	Building	\$	\$	\$	\$	\$ 113,850
		TEMP19026	Replacement of HVAC boiler & domestic water heaters at GRPD	9750	Building	\$	\$	\$	\$	\$ 197,143
		TEMP19106	Parking lot replacement at the Bridgeview facility	9750	Building	\$ 65,550	\$	\$	\$	\$
6311 Total						\$ 1,767,307	\$ 1,741,477	\$ 1,789,263	\$ 1,838,245	\$ 2,058,422
Grand Total						\$ 1,767,307	\$ 1,741,477	\$ 1,789,263	\$ 1,838,245	\$ 2,058,422
					Contribution from Local Units	\$ 1,358,304	\$ 108,369	\$	\$ 65,384	\$
					Appropriation per Fund Stmt	\$ 3,125,611	\$ 1,849,846	\$ 1,789,263	\$ 1,903,629	\$ 2,058,422

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
600-Charges for Services	4,641,740	4,626,946	4,626,946	4,417,595	4,783,497	4,884,394	4,991,500	5,139,402	5,236,038
664-Investment Income & Rentals	203,432	277,392	277,392	239,626	244,563	251,421	256,736	262,127	267,550
671-Other Revenues	3,340	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	4,848,512	4,904,338	4,904,338	4,657,221	5,028,060	5,135,815	5,248,236	5,401,529	5,503,588
Expenditures									
701-Personal Services	1,348,108	1,497,533	1,497,533	1,483,642	1,550,715	1,600,964	1,657,212	1,700,607	1,721,125
726-Supplies	222,514	188,000	188,000	184,252	202,550	208,537	214,703	221,114	227,718
800-Other Services and Charges	2,694,797	3,047,206	3,047,206	2,952,037	3,108,624	3,197,593	3,286,126	3,393,912	3,486,477
970-Capital Outlays	33,661	50,000	50,000	58,318	60,000	60,000	60,000	61,200	62,424
990-Debt Service	0	0	0	0	0	0	0	0	0
995-Other Financing	181,323	150,440	150,440	199,980	215,536	170,620	173,639	177,247	180,793
Facilities Mgmt-Operating Total Expenditures	4,480,403	4,933,179	4,933,179	4,878,229	5,137,425	5,237,714	5,391,680	5,554,080	5,678,537
Facilities Mgmt-Operating NET INCOME (LOSS)	368,109	-28,841	-28,841	-221,008	-109,365	-101,899	-143,444	-152,551	-174,949
Unrestricted Cash - Beginning of Year	1,144,359	1,512,468	1,512,468	1,512,468	1,291,460	1,182,095	1,080,196	936,752	784,201
Unrestricted Cash - End of Year	1,512,468	1,483,627	1,483,627	1,291,460	1,182,095	1,080,196	936,752	784,201	609,252
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,120,101	1,233,295	1,233,295	1,219,557	1,284,356	1,309,429	1,347,920	1,388,520	1,419,634
Unassigned Cash	392,367	250,332	250,332	71,903	-102,261	-229,233	-411,168	-604,319	-810,382
Total	1,512,468	1,483,627	1,483,627	1,291,460	1,182,095	1,080,196	936,752	784,201	609,252
Unassigned Cash as a % of Total Current Spending	8.8%	5.1%	5.1%	1.5%	(2.%)	(4.4%)	(7.6%)	(10.9%)	(14.3%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	300,006	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	(18,954)	3,000	3,000	3,000	1,000	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	281,052	3,000	3,000	3,000	1,000	0	0	0	0
EXPENDITURES									
<u>FINANCIAL MANAGEMENT SYSTEM (6820)</u>									
701 Personal Services	50,350	100,000	100,000	100,000	0	0	0	0	0
726 Supplies	(343)	0	0	0	0	0	0	0	0
800 Other Services And Charges	1,071,210	502,500	1,008,300	1,008,300	662,429	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	334,040	0	0	0	0	0	0	0	0
FMS Total Expenditures	1,455,257	602,500	1,108,300	1,108,300	662,429	0	0	0	0
FMS NET INCOME (LOSS)	(1,174,205)	(599,500)	(1,105,300)	(1,105,300)	(661,429)	0	0	0	0
Unrestricted Cash - Beginning of Year	2,940,934	1,766,729	1,766,729	1,766,729	661,429	-	-	-	-
Unrestricted Cash - End of Year	1,766,729	1,167,229	661,429	661,429	0	0	0	0	0
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	363,814	150,625	277,075	277,075	165,607	0	0	0	0
Unassigned Cash	1,402,915	1,016,604	384,354	384,354	(165,607)	0	0	0	0
Total	1,766,729	1,167,229	661,429	661,429	0	0	0	0	0
Unassigned Cash as a % of Total Current Spending	96.4%	168.7%	34.7%	34.7%	-25.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	1,087,197	895,715	895,715	895,715	800,000	800,000	800,000	800,000	800,000
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	(11,866)	0	0	30,697	33,904	43,199	49,578	56,043	62,508
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>	1,075,331	895,715	895,715	926,412	833,904	843,199	849,578	856,043	862,508
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	965,531	990,664	990,664	236,151	615,430	809,284	1,189,474	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	290,960	0	0	0	0	0	0	0	0
<i>INFORMATION TECHNOLOGY-CAPITAL Total Expenditures</i>	1,256,491	990,664	990,664	236,151	615,430	809,284	1,189,474	1,194,164	1,194,164
<i>INFORMATION TECHNOLOGY-CAPITAL NET INCOME (LOSS)</i>	(181,160)	(94,949)	(94,949)	690,261	218,474	33,915	(339,896)	(338,121)	(331,656)
<i>Unrestricted Cash - Beginning of Year</i>	2,681,860	2,500,700	2,500,700	2,500,700	3,190,961	3,409,435	3,443,350	3,103,454	2,765,333
<i>Unrestricted Cash - End of Year</i>	2,500,700	2,405,751	2,405,751	3,190,961	3,409,435	3,443,350	3,103,454	2,765,333	2,433,677
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	314,123	247,666	247,666	59,038	153,858	202,321	297,369	298,541	298,541
Assigned to Capital	2,186,577	2,158,085	2,158,085	3,131,923	3,255,578	3,241,029	2,806,086	2,466,792	2,135,136
Unassigned Cash	0	0	0	0	0	0	0	0	0
Total	2,500,700	2,405,751	2,405,751	3,190,961	3,409,435	3,443,350	3,103,454	2,765,333	2,433,677
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
INFORMATION TECH-OPERATING (6800)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	5,767,643	5,377,448	5,377,448	5,377,448	5,680,754	5,854,428	6,059,525	6,205,261	6,398,003
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	(22,316)	81,645	81,645	19,997	22,086	28,140	32,296	36,507	40,719
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>	5,745,327	5,459,093	5,459,093	5,397,445	5,702,840	5,882,568	6,091,821	6,241,768	6,438,722
EXPENDITURES									
<u>INFORMATION TECH-OPERATING (6800)</u>									
701 Personal Services	281,691	370,834	370,834	370,748	387,940	400,283	410,237	417,408	419,256
752 Supplies	12,215	16,771	16,771	17,771	16,944	17,273	17,611	17,960	18,124
800 Other Services And Charges	4,870,092	5,175,201	5,175,201	5,174,286	5,209,254	5,322,490	5,470,153	5,615,884	5,813,135
970 Capital Outlay	14,286	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	99,966	119,769	119,769	119,769	100,024	102,764	104,819	106,916	109,054
<i>INFORMATION TECH-OPERATING Total Expenditures</i>	5,278,250	5,682,575	5,682,575	5,682,574	5,714,162	5,842,810	6,002,820	6,158,168	6,359,569
<i>REVENUE OVER EXPENSE</i>	467,077	(223,482)	(223,482)	(285,129)	(11,322)	39,758	89,001	83,600	79,153
<i>Unrestricted Cash - Beginning of Year</i>	1,801,525	2,268,602	2,268,602	2,268,602	1,983,473	1,972,151	2,011,909	2,100,910	2,184,510
<i>Unrestricted Cash - End of Year</i>	2,268,602	2,045,120	2,045,120	1,983,473	1,972,151	2,011,909	2,100,910	2,184,510	2,263,663
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,319,563	1,420,644	1,420,644	1,420,644	1,428,541	1,460,703	1,500,705	1,539,542	1,589,892
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	949,040	624,476	624,476	562,830	543,611	551,207	600,205	644,968	673,771
Total	2,268,602	2,045,120	2,045,120	1,983,473	1,972,151	2,011,909	2,100,910	2,184,510	2,263,663
Unassigned Cash as a % of Total Current Spending	18.0%	11.0%	11.0%	9.9%	9.5%	9.4%	10.0%	10.5%	10.6%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024-2028
Revenues										
664-Investment Income & Rentals	5,134,457	4,961,973	4,961,973	5,703,056	5,942,645	6,284,603	6,536,681	7,136,033	7,455,183	41,868,136
671-Other Revenues	656,564	324,420	324,420	440,096	256,804	344,898	337,742	343,718	358,835	2,925,664
695-Other Financing Sources	0	0	3,291,287	3,291,287	0	0	0	0	0	0
Motor Equipment-Capital Total Revenues	5,791,021	5,286,393	8,577,680	9,434,439	6,199,449	6,629,501	6,874,423	7,479,751	7,814,018	44,793,800
Expenditures										
800-Other Services and Charges	0	0	0	0	0	0	0	0	0	0
970-Capital Outlays	5,210,671	5,434,571	9,648,262	6,287,091	4,642,074	5,433,308	5,884,560	6,160,863	5,864,451	48,279,020
Motor Equipment-Capital Total Expenditures	5,210,671	5,434,571	9,648,262	6,287,091	4,642,074	5,433,308	5,884,560	6,160,863	5,864,451	48,279,020
Motor Equipment-Capital NET INCOME (LOSS)	580,350	-148,178	-1,070,582	3,147,348	1,557,375	1,196,193	989,863	1,318,888	1,949,567	-3,485,220
Unrestricted Cash - Beginning of Year	4,040,454	4,620,804	4,620,804	4,620,804	7,768,152	9,325,527	10,521,720	11,511,583	12,830,471	14,780,038
Unrestricted Cash - End of Year	4,620,804	4,472,626	3,550,222	7,768,152	9,325,527	10,521,720	11,511,583	12,830,471	14,780,038	11,294,818
Summary of Reserves										
Ending Unrestricted Cash	4,620,804	4,472,626	3,550,222	7,768,152	9,325,527	10,521,720	11,511,583	12,830,471	14,780,038	11,294,818
Assigned for Fire Apparatus	0	0	0	-1,989,160	-1,706,267	-1,989,740	-1,761,194	-1,379,991	-1,549,930	-307,703
Assigned for Fuel System Replacement	-644,555	0	0	-744,555	-844,555	-944,555	-1,044,555	-1,144,555	-1,244,555	-1,744,555
Assigned for Vehicle Wash Replacement	-65,000	0	0	-98,000	-131,000	-164,000	-197,000	-230,000	-263,000	-428,000
Assigned for Alternative Fuel Vehicle Purchases	0	0	0	0	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000
Assigned for Alternative Fuel Facility upgrades	0	0	0	0	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Assigned for Working Capital Projects	-3,911,249	-4,472,626	-3,550,222	-4,936,437	-5,433,308	-5,884,560	-6,160,863	-6,345,689	-6,536,060	-7,577,084
Unassigned Cash Available for Reappropriation	0	0	0	0	-39,603	288,865	1,097,971	2,480,236	3,936,493	-12,524

Grand Rapids MI - FMS
MOTOR EQUIPMENT-OPERATING (6610)
STATEMENT OF OPERATIONS

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
Revenues									
600-Charges for Services	822,724	959,956	959,956	850,000	850,000	867,000	884,340	902,027	920,067
664-Investment Income & Rentals	6,072,741	6,638,982	6,638,982	6,600,225	7,185,469	7,171,008	7,171,586	7,378,852	7,399,270
671-Other Revenues	155,211	194,738	194,738	150,000	150,000	150,000	150,000	150,000	150,000
Motor Equipment-Operating Total Revenues	7,050,676	7,793,676	7,793,676	7,600,225	8,185,469	8,188,008	8,205,926	8,430,879	8,469,337
Expenditures									
701-Personal Services	2,944,102	3,243,396	3,243,396	2,948,990	3,326,598	3,421,117	3,548,051	3,650,826	3,694,197
726-Supplies	2,441,969	3,172,127	3,172,127	2,972,127	3,311,552	3,374,757	3,480,679	3,581,886	3,672,037
800-Other Services and Charges	811,442	858,478	858,478	879,478	885,662	906,015	923,611	942,256	970,031
970-Capital Outlays	38,713	130,000	208,326	208,326	140,000	140,000	140,000	140,000	140,000
990-Debt Service	21,652	14,562	14,562	14,562	8,292	2,892	547	390	234
995-Other Financing	232,501	152,124	152,124	228,245	278,018	229,118	233,713	238,538	242,484
Motor Equipment-Operating Total Expenditures	6,490,379	7,570,687	7,649,013	7,251,728	7,950,122	8,073,899	8,326,601	8,553,896	8,718,983
Motor Equipment-Operating NET INCOME (LOSS)	560,297	222,989	144,663	348,497	235,347	114,109	-120,675	-123,017	-249,646
Less: Payment of Debt Service Principal	-274,777	-210,526	-210,526	-210,526	-210,256	-152,143	-5,263	-5,263	-5,238
Unrestricted Cash - Beginning of Year	1,836,507	2,122,027	2,122,027	2,122,027	2,259,998	2,285,089	2,247,055	2,121,117	1,992,837
Unrestricted Cash - End of Year	2,122,027	2,134,490	2,056,164	2,259,998	2,285,089	2,247,055	2,121,117	1,992,837	1,737,953
Reserve Targets									
Assigned to Reserves - 25% of Current Spending	1,622,595	1,892,672	1,912,253	1,812,932	1,987,531	2,018,475	2,081,650	2,138,474	2,179,746
Assigned to Reserves - Fuel Contingency	499,432	241,818	143,911	485,823	461,858	469,375	451,141	498,023	506,759
Unassigned Cash	0	0	0	-38,757	-164,300	-240,795	-411,674	-643,660	-948,552
Total	2,122,027	2,134,490	2,056,164	2,259,998	2,285,089	2,247,055	2,121,117	1,992,837	1,737,953
Unassigned Cash as a % of Total Current Spending	0.0%	0.0%	(0.0%)	(0.5%)	(2.1%)	(3.0%)	(4.9%)	(7.5%)	(10.9%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	3,124,239	3,427,847	3,427,847	3,427,847	3,761,522	4,010,829	4,125,153	4,203,655	4,283,729
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	471,884	85,349	85,349	87,167	96,273	122,667	140,781	159,139	177,496
671 Other Revenue	100,409	380,484	380,484	276,484	283,489	295,184	302,377	308,424	314,593
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
<i>RISK MGMT/OTHER RESERVES Total Revenue</i>	3,696,532	3,893,680	3,893,680	3,791,498	4,141,284	4,428,680	4,568,311	4,671,218	4,775,818
EXPENDITURES									
<u>RISK MGMT/OTHER RESERVES (6771)</u>									
701 Personal Services	774,545	401,656	401,656	401,656	416,449	427,944	439,776	448,872	452,700
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	3,599,442	3,762,419	3,852,419	3,696,169	3,734,099	3,962,975	4,171,672	4,255,691	4,345,819
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	194,251	148,672	1,048,672	1,048,672	128,337	179,915	183,513	187,183	190,927
<i>RISK MGMT/OTHER RESERVES Total Expenditures</i>	4,568,238	4,312,747	5,302,747	5,146,497	4,278,885	4,570,834	4,794,961	4,891,746	4,989,446
<i>RISK MGMT/OTHER RESERVES NET INCOME (LOSS)</i>	(871,706)	(419,067)	(1,409,067)	(1,354,999)	(137,601)	(142,154)	(226,650)	(220,528)	(213,628)
<i>Unrestricted Cash - Beginning of Year</i>	5,027,841	4,156,135	4,156,135	4,156,135	2,801,136	2,663,535	2,521,381	2,294,731	2,074,203
<i>Unrestricted Cash - End of Year</i>	4,156,135	3,737,068	2,747,068	2,801,136	2,663,535	2,521,381	2,294,731	2,074,203	1,860,575
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	1,142,060	1,078,187	1,325,687	1,286,624	1,069,721	1,142,709	1,198,740	1,222,937	1,247,362
Assigned to Capital	0	0	0	0	0	0	0	0	0
Unassigned Cash	3,014,076	2,658,881	1,421,381	1,514,512	1,593,814	1,378,672	1,095,991	851,266	613,213
Total	4,156,135	3,737,068	2,747,068	2,801,136	2,663,535	2,521,381	2,294,731	2,074,203	1,860,575
Unassigned Cash as a % of Total Current Spending	66.0%	61.7%	26.8%	29.4%	37.2%	30.2%	22.9%	17.4%	12.3%



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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.

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%.

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 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	3,409,365	3,182,852	3,182,852	3,182,852	3,308,925	3,295,207	3,294,009	3,305,280	3,316,485
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	1,864,124	808,706	808,706	806,778	896,983	921,984	927,779	921,621	907,378
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>	5,273,489	3,991,558	3,991,558	3,989,630	4,205,908	4,217,191	4,221,788	4,226,901	4,223,863
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	2,499,590	2,597,773	2,597,773	2,597,773	3,349,468	3,806,756	4,139,675	4,303,526	4,472,212
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>	2,499,590	2,597,773	2,597,773	2,597,773	3,349,468	3,806,756	4,139,675	4,303,526	4,472,212
<i>FIREFIGHTER RETIREE HEALTH CARE NET INCOME (LOSS)</i>	2,773,899	1,393,785	1,393,785	1,391,857	856,440	410,435	82,113	(76,625)	(248,349)
<i>Beginning Fund Balance</i>	14,423,807	17,197,706	17,197,706	17,197,706	18,589,563	19,446,003	19,856,438	19,938,551	19,861,926
<i>Ending Fund Balance</i>	17,197,706	18,591,491	18,591,491	18,589,563	19,446,003	19,856,438	19,938,551	19,861,926	19,613,577
Assigned to DB Retiree Health Care Costs	17,197,706	18,591,491	18,591,491	18,589,563	19,446,003	19,856,438	19,938,551	19,861,926	19,613,577
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	17,197,706	18,591,491	18,591,491	18,589,563	19,446,003	19,856,438	19,938,551	19,861,926	19,613,577
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 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	6,323,208	6,629,328	6,629,328	6,629,328	7,007,855	7,104,923	7,194,329	7,275,877	7,364,863
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	907,367	433,560	433,560	432,857	453,089	457,915	469,815	493,497	517,482
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	7,230,575	7,062,888	7,062,888	7,062,185	7,460,944	7,562,838	7,664,144	7,769,374	7,882,345
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	6,813,727	6,591,609	6,591,609	6,591,609	7,142,080	7,307,277	7,027,393	7,032,784	7,233,299
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	6,813,727	6,591,609	6,591,609	6,591,609	7,142,080	7,307,277	7,027,393	7,032,784	7,233,299
GENERAL RETIREE HEALTH CARE NET INCOME (LOSS)	416,848	471,279	471,279	470,576	318,864	255,561	636,751	736,590	649,046
Beginning Fund Balance	9,413,935	9,830,783	9,830,783	9,830,783	10,301,359	10,620,223	10,875,784	11,512,535	12,249,125
Ending Fund Balance	9,830,783	10,302,062	10,302,062	10,301,359	10,620,223	10,875,784	11,512,535	12,249,125	12,898,171
Assigned to DB Retiree Health Care Costs	9,830,783	10,302,062	10,302,062	10,301,359	10,620,223	10,875,784	11,512,535	12,249,125	12,898,171
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	9,830,783	10,302,062	10,302,062	10,301,359	10,620,223	10,875,784	11,512,535	12,249,125	12,898,171
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
HEALTH INSURANCE (6770)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	18,714,786	18,796,363	18,796,363	18,796,363	21,687,300	24,385,198	26,688,442	29,024,475	31,645,512
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	(104,537)	171,562	171,562	180,630	199,499	254,192	291,729	329,769	367,810
671 Other Revenue	4,248,016	4,883,027	4,883,027	4,883,027	5,706,775	6,456,157	7,089,990	7,731,729	8,451,957
695 Other Financing Sources	0	0	0	0	0	0	0	0	0
HEALTH INSURANCE Total Revenue	22,858,265	23,850,952	23,850,952	23,860,020	27,593,574	31,095,547	34,070,161	37,085,973	40,465,279
EXPENDITURES									
<u>HEALTH INSURANCE (6770)</u>									
701 Personal Services	234,388	277,212	277,212	277,212	284,082	292,120	299,364	305,604	308,280
726 Supplies	0	0	0	0	0	0	0	0	0
800 Other Services And Charges	23,012,848	25,103,348	25,103,348	25,103,348	28,687,802	31,763,779	34,786,419	37,850,406	41,288,392
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	157,417	147,464	147,464	147,464	186,073	152,202	155,246	158,351	161,518
HEALTH INSURANCE Total Expenditures	23,404,653	25,528,024	25,528,024	25,528,024	29,157,957	32,208,101	35,241,029	38,314,361	41,758,190
HEALTH INSURANCE NET INCOME (LOSS)	(546,388)	(1,677,072)	(1,677,072)	(1,668,004)	(1,564,383)	(1,112,554)	(1,170,868)	(1,228,388)	(1,292,911)
Unrestricted Cash - Beginning of Year	16,053,081	15,506,693	15,506,693	15,506,693	13,838,689	12,274,306	11,161,752	9,990,884	8,762,496
Unrestricted Cash - End of Year	15,506,693	13,829,621	13,829,621	13,838,689	12,274,306	11,161,752	9,990,884	8,762,496	7,469,585
Reserve Targets:									
Assigned to Reserves - 25% of Current Spending	5,851,163	6,382,006	6,382,006	6,382,006	7,289,489	8,052,025	8,810,257	9,578,590	10,439,548
Unassigned Cash	9,655,530	7,447,615	7,447,615	7,456,683	4,984,817	3,109,727	1,180,627	(816,094)	(2,969,962)
Total	15,506,693	13,829,621	13,829,621	13,838,689	12,274,306	11,161,752	9,990,884	8,762,496	7,469,585
Unassigned Cash as a % of Total Current Spending	41.3%	29.2%	29.2%	29.2%	17.1%	9.7%	3.4%	-2.1%	-7.1%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	167,237	131,532	131,532	131,532	111,939	0	0	0	0
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	167,237	131,532	131,532	131,532	111,939	0	0	0	0
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	167,237	131,532	131,532	131,532	111,939	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
LIBRARY RETIREE HEALTH CARE Total Expenditures	167,237	131,532	131,532	131,532	111,939	0	0	0	0
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%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	4,792,378	4,599,336	4,599,336	4,599,336	4,352,134	4,273,305	4,177,575	4,086,646	4,001,460
655 Fines And Forfeitures	0	0	0	0	0	0	0	0	0
664 Interest And Rents	3,173,248	1,410,423	1,410,423	1,408,288	1,636,921	1,760,886	1,860,920	1,930,921	1,966,958
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>	7,965,626	6,009,759	6,009,759	6,007,624	5,989,055	6,034,191	6,038,495	6,017,567	5,968,418
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	2,791,873	2,740,813	2,740,813	2,740,813	3,188,352	3,641,873	4,203,585	4,856,417	5,524,615
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>	2,791,873	2,740,813	2,740,813	2,740,813	3,188,352	3,641,873	4,203,585	4,856,417	5,524,615
<i>POLICE OFFICER RETIREE HEALTH NET INCOME (LOSS)</i>	5,173,753	3,268,946	3,268,946	3,266,811	2,800,703	2,392,318	1,834,910	1,161,150	443,803
<i>Beginning Fund Balance</i>	24,093,946	29,267,699	29,267,699	29,267,699	32,534,510	35,335,213	37,727,531	39,562,441	40,723,591
<i>Ending Fund Balance</i>	29,267,699	32,536,645	32,536,645	32,534,510	35,335,213	37,727,531	39,562,441	40,723,591	41,167,394
Assigned to DB Retiree Health Care Costs	29,267,699	32,536,645	32,536,645	32,534,510	35,335,213	37,727,531	39,562,441	40,723,591	41,167,394
Unassigned Fund Balance	-	-	-	-	-	-	-	-	-
Total	29,267,699	32,536,645	32,536,645	32,534,510	35,335,213	37,727,531	39,562,441	40,723,591	41,167,394
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%

FUND DESCRIPTIONS

Every grant fund is considered an “all year’s fund”, meaning that any budget authorized from the receipt of a grant that is not spent in a current fiscal year continues to carry forward from one fiscal year to the next until the requirements of the grant are fully completed and the grant is closed.

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 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
COMMUNITY DEVELOPMENT PROGRAM (2733)
STATEMENT OF OPERATIONS

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Community Development Program (2733)</u>									
Revenues									
501-Federal Grants	4,425,237	4,060,210	4,360,301	3,754,225	4,093,892	3,935,923	3,935,923	3,935,923	3,935,923
655-Fines & Forfeitures	779	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	13,907	0	0	0	0	0	0	0	0
671-Other Revenues	163,102	0	(795,559)	300,000	400,728	558,697	558,697	558,697	558,697
695-Other Financing Sources	502,742	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Community Development Program Total Revenues	5,105,767	4,560,210	4,064,742	4,554,225	4,994,620	4,994,620	4,994,620	4,994,620	4,994,620
Expenditures									
701-Personal Services	992,523	914,686	766,094	892,337	889,212	907,801	935,694	959,862	968,304
751-Supplies	8,178	16,326	16,326	17,100	23,100	23,100	23,100	23,100	23,100
800-Other Services and Charges	3,138,758	2,256,010	2,272,373	2,270,772	2,706,620	2,688,031	2,660,138	2,635,970	2,627,528
970-Capital Outlays	8,386	4,500	4,500	4,000	7,000	7,000	7,000	7,000	7,000
995-Other Financing	1,396,694	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688	1,368,688
Community Development Program Total Expenditures	5,544,539	4,560,210	4,427,981	4,552,897	4,994,620	4,994,620	4,994,620	4,994,620	4,994,620
Community Development Program NET INCOME (LOSS)	(438,772)	0	(363,239)	1,328	0	0	0	0	0
Beginning Fund Balance	1,147,695	708,923	708,923	708,923	710,251	710,251	710,251	710,251	710,251
Ending Fund Balance	708,923	708,923	345,684	710,251	710,251	710,251	710,251	710,251	710,251

**Grand Rapids MI
61ST DISTRICT COURT GRANTS (7401)
STATEMENT OF OPERATIONS**

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	434,660	0	591,217	553,030	0	0	0	0	0
539-State Grants	227,610	0	280,000	265,000	0	0	0	0	0
580-Contribution from Local Units	92,992	0	117,363	44,487	0	0	0	0	0
600-Charges For Services	138,793	0	149,048	125,000	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	(74,168)	0	0	0	0	0	0
695-Other Financing Sources	54,568	0	78,915	64,674	0	0	0	0	0
61ST DISTRICT COURT GRANTS Total Revenues	948,623	0	1,142,375	1,052,191	0	0	0	0	0
Expenditures									
701-Personal Services	386,679	0	418,081	395,000	0	0	0	0	0
751-Supplies	138,256	0	133,319	50,000	0	0	0	0	0
800-Other Services And Charges	428,877	0	599,575	605,000	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	953,812	0	1,150,975	1,050,000	0	0	0	0	0
61ST DISTRICT COURT GRANTS NET INCOME (LOSS)	(5,189)	0	(8,600)	2,191	0	0	0	0	0
Fund Balance - Beginning of Year	16,305	11,116	11,116	11,116	13,307	13,307	13,307	13,307	13,307
Fund Balance - End of Year	11,116	11,116	2,516	13,307	13,307	13,307	13,307	13,307	13,307
Reserve Targets:									
Assigned to Reserves - 15% of Current Spending	143,072	0	172,646	157,500	0	0	0	0	0
Unassigned Fund Balance	(131,956)	11,116	(170,130)	(144,193)	13,307	13,307	13,307	13,307	13,307
Total	11,116	11,116	2,516	13,307	13,307	13,307	13,307	13,307	13,307
Unassigned Fund Balance as a % of Total Current Spending	-13.8%	#DIV/0!	-14.8%	-13.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Fire Grants (2732)</u>									
Revenues									
501-Federal Grants	124,045	0	526,909	347,781	0	0	0	0	0
580-Contribution from Local Units	0	0	0	0	0	0	0	0	0
600-Charges for Services	1,269	0	1,268	0	0	0	0	0	0
671-Other Revenues	1,322	0	(184,159)	0	0	0	0	0	0
695-Other Financing Sources	13,020	0	20,952	17,389	0	0	0	0	0
Fire Grants Total Revenues	139,656	0	364,970	365,170	0	0	0	0	0
Expenditures									
701-Personal Services	0	0	13,300	4,600	0	0	0	0	0
751-Supplies	90,656	0	296,070	146,000	0	0	0	0	0
800-Other Services and Charges	25,699	0	55,800	23,500	0	0	0	0	0
970-Capital Outlays	306,141	0	0	0	0	0	0	0	0
995-Other Financing	0	0	0	0	0	0	0	0	0
Fire Grants Total Expenditures	422,496	0	365,170	174,100	0	0	0	0	0
Fire Grants NET INCOME (LOSS)	(282,840)	0	(200)	191,070	0	0	0	0	0
Beginning Fund Balance	109,155	(173,685)	(173,685)	(173,685)	17,385	17,385	17,385	17,385	17,385
Ending Fund Balance	(173,685)	(173,685)	(173,885)	17,385	17,385	17,385	17,385	17,385	17,385

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Home Investment Partnership (2734)</i>									
Revenues									
501-Federal Grants	1,514,156	1,021,092	1,773,402	1,021,091	1,410,592	1,410,592	1,410,592	1,410,592	1,410,592
655-Fines & Forfeitures	4	0	5	0	0	0	0	0	0
664-Investment Income & Rentals	82	0	341	0	0	0	0	0	0
671-Other Revenues	322,727	144,737	(897,532)	144,737	57,037	57,037	57,037	57,037	57,037
<i>Home Investment Partnership Total Revenues</i>	1,836,969	1,165,829	876,216	1,165,828	1,467,629	1,467,629	1,467,629	1,467,629	1,467,629
Expenditures									
701-Personal Services	139,937	93,701	92,184	93,700	84,593	89,232	94,919	100,765	101,736
751-Supplies	926	400	400	400	500	500	500	500	500
800-Other Services and Charges	1,379,352	1,071,728	1,049,649	1,070,663	1,382,536	1,377,897	1,372,210	1,366,364	1,365,393
995-Other Financing	4,379	0	0	0	0	0	0	0	0
<i>Home Investment Partnership Total Expenditures</i>	1,524,594	1,165,829	1,142,233	1,164,763	1,467,629	1,467,629	1,467,629	1,467,629	1,467,629
<i>Home Investment Partnership NET INCOME (LOSS)</i>	312,375	0	(266,017)	1,065	0	0	0	0	0
<i>Beginning Fund Balance</i>	48,691	361,066	361,066	361,066	362,131	362,131	362,131	362,131	362,131
<i>Ending Fund Balance</i>	361,066	361,066	95,049	362,131	362,131	362,131	362,131	362,131	362,131

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Lead Hazard Control/Reduction (2735)</u>									
Revenues									
501-Federal Grants	203,507	0	594,034	892,694	0	0	0	0	0
655-Fines & Forfeitures	220	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	38	0	125	0	0	0	0	0	0
671-Other Revenues	106,922	0	1,099,466	89,116	0	0	0	0	0
695-Other Financing Sources	0	0	28,944	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Revenues	310,687	0	1,722,569	981,810	0	0	0	0	0
Expenditures									
701-Personal Services	184,181	0	103,446	252,498	0	0	0	0	0
751-Supplies	2,496	0	0	0	0	0	0	0	0
800-Other Services and Charges	126,839	0	1,592,786	819,486	0	0	0	0	0
995-Other Financing	12,521	0	0	0	0	0	0	0	0
Lead Hazard Control/Reduction Total Expenditures	326,037	0	1,696,232	1,071,984	0	0	0	0	0
Lead Hazard Control/Reduction NET INCOME (LOSS)	(15,350)	0	26,337	(90,174)	0	0	0	0	0
Beginning Fund Balance	339,871	324,521	324,521	324,521	234,347	234,347	234,347	234,347	234,347
Ending Fund Balance	324,521	324,521	350,858	234,347	234,347	234,347	234,347	234,347	234,347

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Other Grants (2730)</u>									
Revenues									
501-Federal Grants	701,673	0	950,232	181,378	0	0	0	0	0
539-State Grants	77,560	0	0	0	0	0	0	0	0
600-Charges for Services	10,000	0	0	0	0	0	0	0	0
664-Investment Income & Rentals	(876)	0	1,050	0	0	0	0	0	0
671-Other Revenues	592,399	0	1,167,404	692,331	0	0	0	0	0
695-Other Financing Sources	181,302	126,457	276,457	126,457	163,533	165,739	167,830	170,177	172,964
Other Grants Total Revenues	1,562,058	126,457	2,395,143	1,000,166	163,533	165,739	167,830	170,177	172,964
Expenditures									
701-Personal Services	296,819	50,000	588,647	448,188	50,000	50,000	50,000	50,000	50,000
751-Supplies	10,986	0	81,019	1,541	0	0	0	0	0
800-Other Services and Charges	1,013,788	37,903	1,656,783	493,530	56,242	57,302	58,224	59,379	60,950
970-Capital Outlays	1,100	0	23,474	0	0	0	0	0	0
995-Other Financing	28,501	38,554	38,554	38,554	57,291	58,437	59,606	60,798	62,014
Other Grants Total Expenditures	1,351,194	126,457	2,388,477	981,813	163,533	165,739	167,830	170,177	172,964
Other Grants NET INCOME (LOSS)	210,864	0	6,666	18,353	0	0	0	0	0
Beginning Fund Balance	298,058	508,922	508,922	508,922	527,275	527,275	527,275	527,275	527,275
Ending Fund Balance	508,922	508,922	515,588	527,275	527,275	527,275	527,275	527,275	527,275

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Police Grants (2731)</i>									
Revenues									
501-Federal Grants	805,640	0	13,508	13,508	0	0	0	0	0
539-State Grants	348,422	0	523,089	523,089	0	0	0	0	0
600-Charges for Services	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	992,560	1,038,819	1,333,688	1,327,270	0	0	0	0	0
<i>Police Grants Total Revenues</i>	2,146,622	1,038,819	1,870,284	1,863,867	0	0	0	0	0
Expenditures									
701-Personal Services	1,704,413	1,038,819	1,561,181	1,558,146	0	0	0	0	0
751-Supplies	0	0	1,150	750	0	0	0	0	0
800-Other Services and Charges	224,876	0	262,954	156,968	0	0	0	0	0
970-Capital Outlays	62,144	0	45,000	25,088	0	0	0	0	0
<i>Police Grants Total Expenditures</i>	1,991,433	1,038,819	1,870,284	1,740,952	0	0	0	0	0
<i>Police Grants NET INCOME (LOSS)</i>	155,189	0	0	122,915	0	0	0	0	0
<i>Beginning Fund Balance</i>	22,023	177,212	177,212	177,212	300,127	300,127	300,127	300,127	300,127
<i>Ending Fund Balance</i>	177,212	177,212	177,212	300,127	300,127	300,127	300,127	300,127	300,127



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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 abating the tax increases resulting from increased property values. These types of programs include abatements for industrial and commercial facilities, 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 to 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 creates a culture of neighborhood capital investment which increases property values and the numbers of jobs in the various TIF districts and spills into surrounding areas, inspiring other property improvements and attracting new residents and businesses. The oldest of the City's TIF districts is the Downtown Development Authority and the newest is the Michigan Street Corridor Improvement District Authority which began capturing TIF revenues in Fiscal Year 2018.

City Commission appoints citizens to serve as board members for the City's economic development authorities and districts. The entities included in this section of the City's 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 only captured from specific development projects which have been approved by the 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 commonly expected maintenance services and also provide funding to draw businesses, customers, and residents 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 2020 through 2023 are estimated and are likely to change.

CORRIDOR IMPROVEMENT DISTRICT AUTHORITIES (“CIDA”) – MICHIGAN STREET, NORTH QUARTER, SOUTHTOWN / MADISON SQUARE, UPTOWN, AND WESTSIDE

Under the provisions of Act 280, Public Acts of 2005 of the State of Michigan, as amended, the City has created a number of Corridor Improvement District Authorities (“CIDA.”) The CIDA provide the means by which board members and other district representatives are able 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 CIDA was created in 2009 and first captured tax increment revenues in Fiscal Year 2012. The Southtown CIDA (formerly known as “Madison Square CIDA”) 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 CIDA was created in 2012. The WestSide CIDA was created in 2014. The Michigan Street CIDA was created in 2015 and first captured tax increment revenues in Fiscal Year 2018.

In Fiscal Year 2017, only the Uptown CIDA captured tax increment revenues due to changes in State tax law which impacted personal property values. For Fiscal Years 2018 and 2019, all CIDA, except North Quarter, capture tax increment revenues. As these CIDA 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 of 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.

Due to level debt service and increases in forecasted STI revenues, beginning with Fiscal Year 2018 the DDA began to reduce the percentages of STI revenues captured and expects to do so until the debt matures on May 1, 2022.

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, 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 “Community,” 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, start companies, and create 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 section of downtown Grand Rapids to take advantage of the synergy related to nearby medical, research, educational, financial, governmental and non-profit institutions, particularly 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 can be more variable 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 (“MBOR”). The Assessor then 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 are determined depending upon the amounts of forecasted revenues remaining after debt obligations have been met. Staff submits the five year budget forecasts, known as priority plans, to the appropriate board in May for 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 it, 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.

The Downtown Development Authority, Downtown Improvement Districts, and Monroe North Tax Increment Financing Authority Fiscal Year 2019 budgets were approved by City Commission on May 22, 2018. All other City economic development authority and district budgets for Fiscal Year 2019 were approved by City Commission on June 5, 2018. Following City Commission approval, each authority board adopted the fiscal year 2019 budgets at their next scheduled meeting.

The following fund statements have been formatted to match the City’s budget format. However, authority and district budgets are typically approved and monitored by project 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 on the volume of financial transactions. For example, the DDA, the largest and busiest of the authorities, receives monthly interim financial statements whereas the BRA is provided with bi-monthly 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 reports. The Schedules of Expenditures / warrants are reviewed and submitted for board approval each time financial statements are presented.

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Brownfield Operations (2430)</u>									
Revenues									
401-Taxes	2,979,869	4,945,319	4,945,319	4,866,630	5,670,941	7,582,195	7,810,954	7,591,145	7,440,984
501-Federal Grants	83,937	18,291	18,291	18,291	579,000	534,000	-	-	-
539-State Grants	205,820	-	-	-	-	-	-	-	-
600-Charges for Services	146,909	123,549	123,549	86,219	94,145	95,470	96,816	98,185	99,573
664-Investment Income & Rentals	(8,885)	30,013	30,013	30,013	47,414	60,412	69,334	78,375	87,416
671-Other Revenues	85,198	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<i>Brownfield Operations Total Revenues</i>	3,492,848	5,192,172	5,192,172	5,076,153	6,466,500	8,347,077	8,052,104	7,842,705	7,702,973
Expenditures									
701-Personal Services	217,577	353,016	353,016	304,545	326,899	339,080	349,699	359,530	365,238
751-Supplies	939	1,150	1,150	6,970	5,920	6,000	6,000	6,000	6,000
800-Other Services and Charges	2,958,661	4,336,036	4,336,036	4,482,519	5,795,568	7,568,853	7,280,136	7,061,117	6,916,572
970-Capital Outlays	90	-	-	-	-	-	-	-	-
990-Debt Service	177,663	235,174	235,174	235,174	236,961	232,548	233,134	233,572	229,459
995-Other Financing	91,428	35,779	35,779	35,779	34,567	35,258	35,964	36,683	37,416
<i>Brownfield Operations Total Expenditures</i>	3,446,358	4,961,155	4,961,155	5,064,987	6,399,915	8,181,739	7,904,933	7,696,902	7,554,685
<i>Brownfield Operations NET INCOME (LOSS)</i>	46,490	231,017	231,017	11,166	66,585	165,338	147,171	145,803	148,288
<i>Beginning Fund Balance</i>	723,519	770,009	770,009	770,009	781,175	847,760	1,013,098	1,160,269	1,306,072
<i>Ending Fund Balance</i>	770,009	1,001,026	1,001,026	781,175	847,760	1,013,098	1,160,269	1,306,072	1,454,360
Reserve Targets									
Assigned to Operations - 15% of Total Spending	516,954	744,173	744,173	759,748	959,987	1,227,261	1,185,740	1,154,535	1,133,203
Unassigned Fund Balance	253,055	256,853	256,853	21,427	(112,227)	(214,163)	(25,471)	151,537	321,157
Total	770,009	1,001,026	1,001,026	781,175	847,760	1,013,098	1,160,269	1,306,072	1,454,360
Unassigned FB as a % of Total Expenditures	7.3%	5.2%	5.2%	0.4%	-1.8%	-2.6%	-0.3%	2.0%	4.3%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Brownfield Revolving Loan Fund (2431)</i>									
Revenues									
401-Taxes	652,437	462,143	462,143	626,084	1,130,959	1,534,551	1,244,017	1,374,687	838,151
664-Investment Income & Rentals	(112)	-	-	-	-	-	-	-	-
<i>Brownfield Revolving Loan Fund Total Revenues</i>	652,325	462,143	462,143	626,084	1,130,959	1,534,551	1,244,017	1,374,687	838,151
Expenditures									
800-Other Services and Charges	-	462,143	462,143	626,084	1,130,959	1,534,551	1,244,017	1,374,687	838,151
<i>Brownfield Revolving Loan Fund Total Expenditures</i>	-	462,143	462,143	626,084	1,130,959	1,534,551	1,244,017	1,374,687	838,151
<i>Brownfield Revolving Loan Fund NET INCOME (LOSS)</i>	652,325	-	-	-	-	-	-	-	-
<i>Beginning Fund Balance</i>	-	652,325	652,325	652,325	652,325	652,325	652,325	652,325	652,325
<i>Ending Fund Balance</i>	652,325	652,325	652,325	652,325	652,325	652,325	652,325	652,325	652,325
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	69,321	69,321	93,913	169,644	230,183	186,603	206,203	125,723
Unassigned Fund Balance	652,325	583,004	583,004	558,412	482,681	422,142	465,722	446,122	526,602
Total	652,325	652,325	652,325	652,325	652,325	652,325	652,325	652,325	652,325
Unassigned FB as a % of Total Expenditures	-	126.2%	126.2%	89.2%	42.7%	27.5%	37.4%	32.5%	62.8%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>DDA Debt Proceeds (2481)</u>									
Revenues									
664-Investment Income & Rentals	2,071	5,161	5,161	5,161	2,956	-	-	-	-
695-Other Financing Sources	1,250,808	-	-	-	-	-	-	-	-
DDA Debt Proceeds Total	1,252,879	5,161	5,161	5,161	2,956	-	-	-	-
Revenues									
Expenditures									
970-Capital Outlays	201,708	1,024,228	1,024,228	228,000	597,204	-	-	-	-
990-Debt Service	232,584	-	-	1,500	-	-	-	-	-
DDA Debt Proceeds Total	434,292	1,024,228	1,024,228	229,500	597,204	-	-	-	-
Expenditures									
DDA Debt Proceeds NET INCOME (LOSS)	818,587	(1,019,067)	(1,019,067)	(224,339)	(594,248)	-	-	-	-
Beginning Fund Balance	-	818,587	818,587	818,587	594,248	-	-	-	-
Ending Fund Balance	818,587	(200,480)	(200,480)	594,248	-	-	-	-	-
Reserve Targets									
Assigned to Operations - 15% of Total Spending	65,144	153,634	153,634	34,425	89,581	-	-	-	-
Unassigned Fund Balance	753,443	(354,114)	(354,114)	559,823	(89,581)	-	-	-	-
Total	818,587	(200,480)	(200,480)	594,248	-	-	-	-	-
Unassigned FB as a % of Total Expenditures	173.5%	(34.6%)	(34.6%)	243.9%	(15.%)	-	-	-	-

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>DDA School Tax Increment (2482)</u>									
Revenues									
401-Taxes	5,330,186	5,385,463	5,385,463	5,385,463	8,179,822	7,459,368	6,983,978	6,253,616	(35,000)
664-Investment Income & Rentals	(3,393)	20,000	20,000	30,000	8,616	12,413	15,097	15,029	1,882
695-Other Financing Sources	26,805,386	-	-	-	-	-	-	-	-
DDA School Tax Increment	32,132,179	5,405,463	5,405,463	5,415,463	8,188,438	7,471,781	6,999,075	6,268,645	(33,118)
Total Revenues									
Expenditures									
800-Other Services and Charges	-	-	-	-	-	-	-	-	-
990-Debt Service	5,771,199	9,380,463	9,380,463	9,380,463	7,649,200	7,230,500	6,986,750	6,814,500	-
995-Other Financing	26,805,386	-	-	-	-	-	-	-	-
DDA School Tax Increment	32,576,585	9,380,463	9,380,463	9,380,463	7,649,200	7,230,500	6,986,750	6,814,500	-
Total Expenditures									
DDA School Tax Increment	(444,406)	(3,975,000)	(3,975,000)	(3,965,000)	539,238	241,281	12,325	(545,855)	(33,118)
NET INCOME (LOSS)	4,129,339	3,684,933	3,684,933	3,684,933	(280,067)	259,171	500,452	512,777	(33,078)
Beginning Fund Balance	4,129,339	3,684,933	3,684,933	3,684,933	(280,067)	259,171	500,452	512,777	(33,078)
Ending Fund Balance	3,684,933	(290,067)	(290,067)	(280,067)	259,171	500,452	512,777	(33,078)	(66,196)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	4,886,488	1,407,069	1,407,069	1,407,069	1,147,380	1,084,575	1,048,013	1,022,175	-
Unassigned Fund Balance	(1,201,555)	(1,697,136)	(1,697,136)	(1,687,136)	(888,209)	(584,123)	(535,236)	(1,055,253)	(66,196)
Total	3,684,933	(290,067)	(290,067)	(280,067)	259,171	500,452	512,777	(33,078)	(66,196)
Unassigned FB as a % of Total Expenditures	(3.7%)	(18.1%)	(18.1%)	(18.%)	(11.6%)	(8.1%)	(7.7%)	(15.5%)	-

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>DDA Non Tax Increment (2483)</u>									
Revenues									
600-Charges for Services	480,016	442,200	442,200	482,967	225,127	226,253	227,384	228,521	229,663
664-Investment Income & Rentals	60,617	106,219	106,219	360,768	126,520	115,074	109,858	110,230	136,511
671-Other Revenues	138,310	4,259,708	4,259,708	3,769,956	216,000	266,029	116,061	116,093	104,974
DDA Non Tax Increment Total Revenues	678,943	4,808,127	4,808,127	4,613,691	567,647	607,356	453,303	454,844	471,148
Expenditures									
701-Personal Services	69,344	-	-	-	-	-	-	-	-
751-Supplies	48,119	314,200	314,200	319,965	565,356	550,517	5,682	5,853	6,028
800-Other Services and Charges	888,580	759,500	759,500	748,516	831,000	730,000	-	-	-
970-Capital Outlays	-	2,051,451	2,051,451	2,077,575	-	-	-	-	-
990-Debt Service	-	213,997	213,997	-	-	-	-	-	-
DDA Non Tax Increment Total Expenditures	1,006,043	3,339,148	3,339,148	3,146,056	1,396,356	1,280,517	5,682	5,853	6,028
DDA Non Tax Increment NET INCOME (LOSS)	(327,100)	1,468,979	1,468,979	1,467,635	(828,709)	(673,161)	447,621	448,991	465,120
Beginning Fund Balance	4,535,011	4,207,911	4,207,911	4,207,911	5,675,546	4,846,837	4,173,676	4,621,297	5,070,288
Ending Fund Balance	4,207,911	5,676,890	5,676,890	5,675,546	4,846,837	4,173,676	4,621,297	5,070,288	5,535,408
Reserve Targets									
Assigned to Operations - 15% of Total Spending	150,906	500,872	500,872	471,908	209,453	192,078	852	878	904
Unassigned Fund Balance	4,057,005	5,176,018	5,176,018	5,203,638	4,637,384	3,981,598	4,620,445	5,069,410	5,534,504
Total	4,207,911	5,676,890	5,676,890	5,675,546	4,846,837	4,173,676	4,621,297	5,070,288	5,535,408
Unassigned FB as a % of Total Expenditures	403.3%	155.0%	155.0%	165.4%	332.1%	310.9%	81317.2%	86612.2%	91813.3%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>DDA Local Tax Increment (2484)</i>									
Revenues									
401-Taxes	5,242,820	5,483,817	5,483,817	5,432,667	5,500,261	5,528,138	5,556,153	5,584,310	5,296,626
539-State Grants	-	-	-	-	-	-	-	-	-
600-Charges for Services	8,863	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	(42,166)	73,649	73,649	73,650	70,703	46,610	42,773	45,701	50,617
671-Other Revenues	26,563	773,244	773,244	930,757	33,398	1,533,540	1,033,683	33,826	33,971
<i>DDA Local Tax Increment Total Revenues</i>	5,236,080	6,330,710	6,330,710	6,437,074	5,604,362	7,108,288	6,632,609	5,663,837	5,381,214
Expenditures									
701-Personal Services	676,700	49,994	49,994	49,994	51,120	51,612	52,764	53,724	54,048
751-Supplies	39,703	309,914	309,914	50,000	250,000	500,000	-	-	-
800-Other Services and Charges	2,732,589	4,253,337	4,253,337	3,096,042	5,123,015	4,168,303	3,867,816	3,988,611	4,141,166
970-Capital Outlays	1,221,216	3,335,000	3,335,000	1,733,164	3,763,000	2,908,000	1,488,000	288,000	288,000
990-Debt Service	373,708	379,637	379,637	379,637	341,257	343,058	338,210	316,100	318,400
995-Other Financing	100,689	214,618	214,618	214,618	173,763	176,721	178,755	180,830	182,947
<i>DDA Local Tax Increment Total Expenditures</i>	5,144,605	8,542,500	8,542,500	5,523,455	9,702,155	8,147,694	5,925,545	4,827,265	4,984,561
<i>DDA Local Tax Increment NET INCOME (LOSS)</i>	91,475	(2,211,790)	(2,211,790)	913,619	(4,097,793)	(1,039,406)	707,064	836,572	396,653
<i>Beginning Fund Balance</i>	3,934,654	4,026,129	4,026,129	4,026,129	4,939,748	841,955	(197,451)	509,613	1,346,185
<i>Ending Fund Balance</i>	4,026,129	1,814,339	1,814,339	4,939,748	841,955	(197,451)	509,613	1,346,185	1,742,838
Reserve Targets									
Assigned to Operations - 15% of Total Spending	771,691	1,281,375	1,281,375	828,518	1,455,323	1,222,154	888,832	724,090	747,684
Unassigned Fund Balance	3,254,438	532,964	532,964	4,111,230	(613,368)	(1,419,605)	(379,219)	622,095	995,154
Total	4,026,129	1,814,339	1,814,339	4,939,748	841,955	(197,451)	509,613	1,346,185	1,742,838
Unassigned FB as a % of Total Expenditures	63.3%	6.2%	6.2%	74.4%	(6.3%)	(17.4%)	(6.4%)	12.9%	20.0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>DID-General (2510)</u>									
Revenues									
664-Investment Income & Rentals	(3,222)	-	-	10,000	22,115	22,557	23,008	23,469	23,938
671-Other Revenues	854,335	826,773	826,773	892,000	902,863	948,006	995,406	1,045,176	1,097,435
695-Other Financing Sources	-	-	-	-	(24,386)	-	-	-	-
DID-General Total Revenues	851,113	826,773	826,773	902,000	900,592	970,563	1,018,414	1,068,645	1,121,373
Expenditures									
701-Personal Services	117,604	7,576	7,576	40,000	7,752	7,824	7,992	8,148	8,196
751-Supplies	14,297	16,476	16,476	8,500	15,000	15,450	15,914	16,391	16,883
800-Other Services and Charges	592,526	762,199	762,199	753,043	836,048	858,290	881,100	904,622	936,831
970-Caital Outlays	339	-	-	-	100,000	100,000	-	-	-
995-Other Financing	34,242	40,522	40,522	40,522	35,423	36,131	36,854	37,591	38,343
DID-General Total Expenditures	759,008	826,773	826,773	842,065	994,223	1,017,695	941,860	966,752	1,000,253
DID-General NET INCOME (LOSS)	92,105	-	-	59,935	(93,631)	(47,132)	76,554	101,893	121,120
Beginning Fund Balance	403,694	495,799	495,799	495,799	555,734	462,103	414,971	491,525	593,418
Ending Fund Balance	495,799	495,799	495,799	555,734	462,103	414,971	491,525	593,418	714,538
Reserve Targets									
Assigned to Operations - 15% of Total Spending	113,851	124,016	124,016	126,310	149,133	152,654	141,279	145,013	150,038
Unassigned Fund Balance	381,948	371,783	371,783	429,424	312,970	262,317	350,246	448,405	564,500
Total	495,799	495,799	495,799	555,734	462,103	414,971	491,525	593,418	714,538
Unassigned FB as a % of Total Expenditures	50.3%	45.0%	45.0%	51.0%	31.5%	25.8%	37.2%	46.4%	56.4%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Did-Campau (2511)</i>									
Revenues									
664-Investment Income & Rentals	193	-	-	900	2,783	2,839	2,895	2,953	3,012
671-Other Revenues	42,000	40,000	40,000	44,049	46,305	48,620	51,051	53,604	56,284
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
<i>Did-Campau Total Revenues</i>	42,193	40,000	40,000	44,949	49,088	51,459	53,946	56,557	59,296
Expenditures									
800-Other Services and Charges	51,336	50,000	70,000	70,000	70,000	72,100	74,263	76,491	78,786
<i>Did-Campau Total Expenditures</i>	51,336	50,000	70,000	70,000	70,000	72,100	74,263	76,491	78,786
<i>Did-Campau NET INCOME (LOSS)</i>	(9,143)	(10,000)	(30,000)	(25,051)	(20,912)	(20,641)	(20,317)	(19,934)	(19,490)
<i>Beginning Fund Balance</i>	64,476	55,333	55,333	55,333	30,282	9,370	(11,271)	(31,588)	(51,522)
<i>Ending Fund Balance</i>	55,333	45,333	25,333	30,282	9,370	(11,271)	(31,588)	(51,522)	(71,012)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	7,700	7,500	10,500	10,500	10,500	10,815	11,139	11,474	11,818
Unassigned Fund Balance	47,633	37,833	14,833	19,782	(1,130)	(22,086)	(42,727)	(62,996)	(82,830)
Total	55,333	45,333	25,333	30,282	9,370	(11,271)	(31,588)	(51,522)	(71,012)
Unassigned FB as a % of Total Expenditures	92.8%	75.7%	21.2%	28.3%	(1.6%)	(30.6%)	(57.5%)	(82.4%)	(105.1%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>DID-Monroe Center (2512)</i>									
Revenues									
664-Investment Income & Rentals	211	-	-	4,000	2,190	2,234	2,278	2,324	2,371
671-Other Revenues	180,308	154,500	154,500	145,429	163,909	172,104	180,710	189,745	199,232
695-Other Financing Sources	-	-	-	-	-	-	-	-	-
<i>DID-Monroe Center Total Revenues</i>	180,519	154,500	154,500	149,429	166,099	174,338	182,988	192,069	201,603
Expenditures									
800-Other Services and Charges	50,544	154,500	154,500	75,000	154,500	159,135	163,909	168,826	173,891
970-Capital Outlays	8,999	-	-	-	-	-	-	-	-
<i>DID-Monroe Center Total Expenditures</i>	59,543	154,500	154,500	75,000	154,500	159,135	163,909	168,826	173,891
<i>DID-Monroe Center NET INCOME (LOSS)</i>	120,976	-	-	74,429	11,599	15,203	19,079	23,243	27,712
<i>Beginning Fund Balance</i>	156,876	277,852	277,852	277,852	352,281	363,880	379,083	398,162	421,405
<i>Ending Fund Balance</i>	277,852	277,852	277,852	352,281	363,880	379,083	398,162	421,405	449,117
Reserve Targets									
Assigned to Operations - 15% of Total Spending	8,931	23,175	23,175	11,250	23,175	23,870	24,586	25,324	26,084
Unassigned Fund Balance	268,921	254,677	254,677	341,031	340,705	355,213	373,576	396,081	423,033
Total	277,852	277,852	277,852	352,281	363,880	379,083	398,162	421,405	449,117
Unassigned FB as a % of Total Expenditures	451.6%	164.8%	164.8%	454.7%	220.5%	223.2%	227.9%	234.6%	243.3%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>DID-Monument Park (2513)</i>									
Revenues									
671-Other Revenues	5,563	15,750	15,750	5,841	6,364	6,683	7,016	7,368	7,735
695-Other Financing Sources	-	-	-	-	24,386	-	-	-	-
<i>DID-Monument Park Total Revenues</i>	5,563	15,750	15,750	5,841	30,750	6,683	7,016	7,368	7,735
Expenditures									
800-Other Services and Charges	12,805	15,750	15,750	12,000	15,750	16,222	16,709	17,210	17,727
<i>DID-Monument Park Total Expenditures</i>	12,805	15,750	15,750	12,000	15,750	16,222	16,709	17,210	17,727
<i>DID-Monument Park NET INCOME (LOSS)</i>	(7,242)	-	-	(6,159)	15,000	(9,539)	(9,693)	(9,842)	(9,992)
<i>Beginning Fund Balance</i>	(4,168)	(11,410)	(11,410)	(11,410)	(17,569)	(2,569)	(12,108)	(21,801)	(31,643)
<i>Ending Fund Balance</i>	(11,410)	(11,410)	(11,410)	(17,569)	(2,569)	(12,108)	(21,801)	(31,643)	(41,635)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,921	2,363	2,363	1,800	2,363	2,433	2,506	2,582	2,659
Unassigned Fund Balance	(13,331)	(13,773)	(13,773)	(19,369)	(4,932)	(14,541)	(24,307)	(34,225)	(44,294)
Total	(11,410)	(11,410)	(11,410)	(17,569)	(2,569)	(12,108)	(21,801)	(31,643)	(41,635)
Unassigned FB as a % of Total Expenditures	(104.1%)	(87.4%)	(87.4%)	(161.4%)	(31.3%)	(89.6%)	(145.5%)	(198.9%)	(249.9%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Tax Increment Finance Authority (2470)</i>									
Revenues									
401-Taxes	374,957	359,514	359,514	459,534	409,910	411,997	414,095	416,203	418,320
539-State Grants	108,171	-	-	-	120,000	114,000	108,300	102,885	97,741
664-Investment Income & Rentals	(9,248)	15,040	15,040	15,040	17,073	13,212	9,450	8,776	9,628
<i>Tax Increment Finance Authority Total Revenues</i>	473,880	374,554	374,554	474,574	546,983	539,209	531,845	527,864	525,689
Expenditures									
701-Personal Services	38,587	4,545	4,545	4,545	4,632	4,704	4,800	4,896	4,920
751-Supplies	340	61,400	61,400	5,500	116,400	161,500	46,600	41,700	41,800
800-Other Services and Charges	115,678	383,827	383,827	227,077	336,230	493,164	420,277	167,424	149,711
970-Capital Outlays	123,493	2,500	2,500	151	260,000	360,000	210,000	210,000	210,000
990-Debt Service	122,939	123,089	123,089	123,089	37,877	37,640	37,944	-	-
995-Other Financing	20,666	23,084	23,084	23,084	22,872	23,329	23,796	24,272	24,757
<i>Tax Increment Finance Authority Total Expenditures</i>	421,703	598,445	598,445	383,446	778,011	1,080,337	743,417	448,292	431,188
<i>Tax Increment Finance Authority NET INCOME (LOSS)</i>	52,177	(223,891)	(223,891)	91,128	(231,028)	(541,128)	(211,572)	79,572	94,501
<i>Beginning Fund Balance</i>	1,423,122	1,475,299	1,475,299	1,475,299	1,566,427	1,335,399	794,271	582,699	662,271
<i>Ending Fund Balance</i>	1,475,299	1,251,408	1,251,408	1,566,427	1,335,399	794,271	582,699	662,271	756,772
Reserve Targets									
Assigned to Operations - 15% of Total Spending	63,255	89,767	89,767	57,517	116,702	162,051	111,513	67,244	64,678
Unassigned Fund Balance	1,412,044	1,161,641	1,161,641	1,508,910	1,218,697	632,220	471,186	595,027	692,094
Total	1,475,299	1,251,408	1,251,408	1,566,427	1,335,399	794,271	582,699	662,271	756,772
Unassigned FB as a % of Total Expenditures	334.8%	194.1%	194.1%	393.5%	156.6%	58.5%	63.4%	132.7%	160.5%

Grand Rapids MI - FMS
SOUTHTOWN (FORMERLY MADISON SQUARE) CORRIDOR IMPROVEMENT DISTRICT AUTHORITY
STATEMENT OF OPERATIONS

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Southtown / Madison Square Corridor Improvement District (7811)</i>									
Revenues									
401-Taxes	-	90,156	90,156	85,000	149,139	149,887	150,639	151,395	152,154
664-Investment Income & Rentals	(13)	-	-	700	2,000	1,700	1,798	1,930	2,071
671-Other Revenues	-	-	-	5,000	-	-	-	-	-
695-Other Financing Sources	-	10,000	10,000	100,000	-	-	-	-	-
<i>Southtown Corridor Improvement District Total</i>	(13)	100,156	100,156	190,700	151,139	151,587	152,437	153,325	154,225
Revenues									
Expenditures									
751-Supplies	-	-	-	-	20,000	20,000	20,000	20,000	20,000
800-Other Services and Charges	-	115,156	115,156	32,798	138,814	65,000	60,000	60,000	60,000
970-Capital Outlays	-	-	-	-	60,000	60,000	60,000	60,000	60,000
<i>Southtown Corridor Improvement District Total</i>	-	115,156	115,156	32,798	218,814	145,000	140,000	140,000	140,000
Expenditures									
<i>Southtown Corridor Improvement District NET INCOME (LOSS)</i>	(13)	(15,000)	(15,000)	157,902	(67,675)	6,587	12,437	13,325	14,225
<i>Beginning Fund Balance</i>	2,351	2,338	2,338	2,338	160,240	92,565	99,152	111,589	124,914
<i>Ending Fund Balance</i>	2,338	(12,662)	(12,662)	160,240	92,565	99,152	111,589	124,914	139,139
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	17,273	17,273	4,920	32,822	21,750	21,000	21,000	21,000
Unassigned Fund Balance	2,338	(29,935)	(29,935)	155,320	59,743	77,402	90,589	103,914	118,139
Total	2,338	(12,662)	(12,662)	160,240	92,565	99,152	111,589	124,914	139,139
Unassigned FB as a % of Total Expenditures	0.0%	(26.0%)	(26.0%)	473.6%	27.3%	53.4%	64.7%	74.2%	84.4%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>Michigan Street Corridor (7815)</i>									
Revenues									
401- Taxes	-	13,800	13,800	13,000	16,496	16,581	16,666	16,752	16,838
664-Investment Income & Rentals	-	-	-	200	303	220	213	212	213
695-Other Financing Sources	-	10,000	10,000	25,000	-	-	-	-	-
<i>DID-Monroe Center Total</i>	-	23,800	23,800	38,200	16,799	16,801	16,879	16,964	17,051
Revenues									
Expenditures									
751-Supplies	-	-	-	1,000	5,000	5,000	5,000	5,000	5,000
800-Other Services and Charges	-	38,800	38,800	7,415	7,000	8,300	7,000	7,000	7,000
970-Capital Outlays	-	-	-	-	20,000	5,000	5,000	5,000	5,000
<i>DID-Monroe Center Total</i>	-	38,800	38,800	8,415	32,000	18,300	17,000	17,000	17,000
Expenditures									
<i>DID-Monroe Center NET</i>	-	(15,000)	(15,000)	29,785	(15,201)	(1,499)	(121)	(36)	51
INCOME (LOSS)	-	(15,000)	(15,000)	29,785	(15,201)	(1,499)	(121)	(36)	51
<i>Beginning Fund Balance</i>	-	-	-	-	29,785	14,584	13,085	12,964	12,928
<i>Ending Fund Balance</i>	-	(15,000)	(15,000)	29,785	14,584	13,085	12,964	12,928	12,979
Reserve Targets									
Assigned to Operations - 15% of Total Spending	-	5,820	5,820	1,262	4,800	2,745	2,550	2,550	2,550
Unassigned Fund Balance	-	(20,820)	(20,820)	28,523	9,784	10,340	10,414	10,378	10,429
Total	-	(15,000)	(15,000)	29,785	14,584	13,085	12,964	12,928	12,979
Unassigned FB as a % of Total Expenditures	-	-	-	339.0%	30.6%	56.5%	61.3%	61.0%	61.3%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>North Quarter Corridor Improvement District (7812)</i>									
Revenues									
401-Taxes	-	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	(74)	-	-	150	83	33	19	4	(11)
671-Other Revenues	3,025	6,000	6,000	5,000	6,000	6,000	6,000	6,000	6,000
695-Other Financing Sources	-	-	-	1,667	-	-	-	-	-
<i>North Quarter Corridor Improvement District Total</i>	2,951	6,000	6,000	6,817	6,083	6,033	6,019	6,004	5,989
Expenditures									
751-Supplies	567	-	-	5,000	5,000	5,000	5,000	5,000	5,000
800-Other Services and Charges	6,225	11,000	11,000	1,204	4,664	2,500	2,500	2,500	2,500
970-Capital Outlays	-	-	-	-	5,000	-	-	-	-
<i>North Quarter Corridor Improvement District Total</i>	6,792	11,000	11,000	6,204	14,664	7,500	7,500	7,500	7,500
<i>North Quarter Corridor Improvement District NET INCOME (LOSS)</i>	(3,841)	(5,000)	(5,000)	613	(8,581)	(1,467)	(1,481)	(1,496)	(1,511)
<i>Beginning Fund Balance</i>	12,893	9,052	9,052	9,052	9,665	1,084	(383)	(1,864)	(3,360)
<i>Ending Fund Balance</i>	9,052	4,052	4,052	9,665	1,084	(383)	(1,864)	(3,360)	(4,871)
Reserve Targets									
Assigned to Operations - 15% of Total Spending	1,019	1,650	1,650	931	2,200	1,125	1,125	1,125	1,125
Unassigned Fund Balance	8,033	2,402	2,402	8,734	(1,116)	(1,508)	(2,989)	(4,485)	(5,996)
Total	9,052	4,052	4,052	9,665	1,084	(383)	(1,864)	(3,360)	(4,871)
Unassigned FB as a % of Total Expenditures	118.3%	21.8%	21.8%	140.8%	0%	0%	0%	0%	0%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<i>SmartZone LDFA (2500)</i>									
Revenues									
401-Taxes	1,305,464	1,048,343	1,048,343	1,074,960	1,081,873	1,087,582	1,093,320	1,099,087	1,104,882
539-State Grants	159,222	125,000	125,000	182,892	125,000	100,000	75,000	50,000	25,000
600-Charges for Services	4,550	-	-	-	-	-	-	-	-
664-Investment Income & Rentals	(24,769)	65,156	65,156	65,156	12,300	5,155	765	775	775
671-Other Revenues	66,640	200	200	-	-	-	-	-	-
SmartZone LDFA Total	1,511,107	1,238,699	1,238,699	1,323,008	1,219,173	1,192,737	1,169,085	1,149,862	1,130,657
Expenditures									
701-Personal Services	111,560	125,963	125,963	147,603	156,914	164,169	171,212	178,085	182,920
751-Supplies	436	950	950	300	3,035	2,500	2,500	2,500	2,500
800-Other Services and Charges	1,239,150	2,739,439	2,739,439	1,295,995	3,845,418	1,687,066	1,314,795	920,033	917,737
970-Capital Outlays	90	2,648,596	2,648,596	229,552	75,000	-	-	-	-
995-Other Financing	46,989	23,951	23,951	48,951	47,030	47,471	47,920	48,378	48,846
SmartZone LDFA Total	1,398,225	5,538,899	5,538,899	1,722,401	4,127,397	1,901,206	1,536,427	1,148,996	1,152,003
SmartZone LDFA NET INCOME (LOSS)	112,882	(4,300,200)	(4,300,200)	(399,393)	(2,908,224)	(708,469)	(367,342)	866	(21,346)
Beginning Fund Balance	4,443,543	4,556,425	4,556,425	4,556,425	4,157,032	1,248,808	540,339	172,997	173,863
Ending Fund Balance	4,556,425	256,225	256,225	4,157,032	1,248,808	540,339	172,997	173,863	152,517
Reserve Targets									
Assigned to Operations - 15% of Total Spending	209,734	830,835	830,835	258,360	619,110	285,181	230,464	172,349	172,800
Unassigned Fund Balance	4,346,691	(574,610)	(574,610)	3,898,672	629,698	255,158	(57,467)	1,514	(20,283)
Total	4,556,425	256,225	256,225	4,157,032	1,248,808	540,339	172,997	173,863	152,517
Unassigned FB as a % of Total Expenditures	310.9%	(10.4%)	(10.4%)	226.4%	15.3%	13.4%	(3.7%)	0.1%	(1.8%)

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Uptown Business Improv Dist (2520)</u>									
Revenues									
600-Charges for Services	-	9,396	9,396	3,521	17,614	17,614	17,614	17,614	17,614
664-Investment Income & Rentals	(97)	32	32	829	130	311	130	175	221
671-Other Revenues	91,995	101,418	101,418	101,918	101,618	101,618	101,618	101,618	101,618
<i>Uptown Business Improv Dist</i>	91,898	110,846	110,846	106,268	119,362	119,543	119,362	119,407	119,453
Total Revenues									
Expenditures									
701-Personal Services	-	-	-	-	-	-	-	-	-
751-Supplies	3,219	7,500	7,500	-	-	-	-	-	-
800-Other Services and Charges	86,031	106,000	106,000	91,031	100,375	100,375	100,375	100,375	100,375
970-Capital Outlays	2,987	-	-	15,000	10,000	10,000	10,000	10,000	10,000
995-Other Financing	-	-	-	-	-	-	-	-	-
<i>Uptown Business Improv Dist</i>	92,237	113,500	113,500	106,031	110,375	110,375	110,375	110,375	110,375
Total Expenditures									
<i>Uptown Business Improv Dist</i>	(339)	(2,654)	(2,654)	237	8,987	9,168	8,987	9,032	9,078
NET INCOME (LOSS)									
<i>Beginning Fund Balance</i>	17,252	16,913	16,913	16,913	17,150	26,137	35,305	44,292	53,324
<i>Ending Fund Balance</i>	16,913	14,259	14,259	17,150	26,137	35,305	44,292	53,324	62,402
Reserve Targets									
Assigned to Operations - 15% of Total Spending	13,836	17,025	17,025	15,905	16,556	16,556	16,556	16,556	16,556
Unassigned Fund Balance	3,077	(2,766)	(2,766)	1,245	9,581	18,749	27,736	36,768	45,846
Total	16,913	14,259	14,259	17,150	26,137	35,305	44,292	53,324	62,402
Unassigned FB as a % of Total Expenditures	3.3%	(2.4%)	(2.4%)	1.2%	8.7%	17.0%	25.1%	33.3%	41.5%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>Uptown Corridor Improvement District (7813)</u>									
Revenues									
401-Taxes	39,499	59,500	59,500	73,500	126,387	127,021	127,659	128,300	128,944
539-State Grants	8,249	-	-	10,192	-	-	-	-	-
664-Investment Income & Rentals	30	438	438	438	938	974	1,017	1,066	1,123
Uptown Corridor Improvement District Total	47,778	59,938	59,938	84,130	127,325	127,995	128,676	129,366	130,067
Expenditures									
751-Supplies	1,334	15,000	15,000	-	-	-	-	-	-
800-Other Services and Charges	19,824	46,000	46,000	46,000	54,350	54,350	54,350	54,350	54,350
970-Capital Outlays	8,342	-	-	19,000	70,000	70,000	70,000	70,000	70,000
990-Debt Service	-	6,884	6,884	6,884	-	-	-	-	-
Uptown Corridor Improvement District Total	29,500	67,884	67,884	71,884	124,350	124,350	124,350	124,350	124,350
Uptown Corridor Improvement District NET INCOME (LOSS)	18,278	(7,946)	(7,946)	12,246	2,975	3,645	4,326	5,016	5,717
Beginning Fund Balance	(959)	17,319	17,319	17,319	29,565	32,540	36,185	40,511	45,527
Ending Fund Balance	17,319	9,373	9,373	29,565	32,540	36,185	40,511	45,527	51,244
Reserve Targets									
Assigned to Operations - 15% of Total Spending	4,425	10,183	10,183	10,783	18,653	18,653	18,653	18,653	18,653
Unassigned Fund Balance	12,894	(810)	(810)	18,782	13,888	17,533	21,859	26,875	32,592
Total	17,319	9,373	9,373	29,565	32,540	36,185	40,511	45,527	51,244
Unassigned FB as a % of Total Expenditures	43.7%	0.0%	0.0%	26.1%	11.2%	14.1%	17.6%	21.6%	26.2%

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

	ACTUAL 2017	ADOPTED 2018	AMENDED 2018	2018 Fiscal Year Estimate	PROPOSED 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
<u>West Side Corridor Improvement District (7814)</u>									
Revenues									
401-Taxes	-	66,207	66,207	63,000	109,969	110,521	111,076	111,634	112,195
664-Investment Income & Rentals	(59)	34	34	34	1,200	1,092	989	915	846
671-Other Revenues	1,800	-	-	-	-	-	-	-	-
695-Other Financing Sources	-	-	-	5,000	-	-	-	-	-
West Side Corridor Improvement District Total	1,741	66,241	66,241	68,034	111,169	111,613	112,065	112,549	113,041
Expenditures									
751-Supplies	366	-	-	-	20,000	20,000	20,000	20,000	20,000
800-Other Services and Charges	3,063	53,000	53,000	5,500	85,000	90,000	85,000	85,000	85,000
970-Capital Outlays	-	-	-	-	15,000	15,000	15,000	15,000	15,000
West Side Corridor Improvement District Total	3,429	53,000	53,000	5,500	120,000	125,000	120,000	120,000	120,000
West Side Corridor Improvement District NET INCOME (LOSS)	(1,688)	13,241	13,241	62,534	(8,831)	(13,387)	(7,935)	(7,451)	(6,959)
Beginning Fund Balance	9,164	7,476	7,476	7,476	70,010	61,179	47,792	39,857	32,406
Ending Fund Balance	7,476	20,717	20,717	70,010	61,179	47,792	39,857	32,406	25,447
Reserve Targets									
Assigned to Operations - 15% of Total Spending	514	7,950	7,950	825	18,000	18,750	18,000	18,000	18,000
Unassigned Fund Balance	6,962	12,767	12,767	69,185	43,179	29,042	21,857	14,406	7,447
Total	7,476	20,717	20,717	70,010	61,179	47,792	39,857	32,406	25,447
Unassigned FB as a % of Total Expenditures	203.%	24.1%	24.1%	1257.9%	36.%	23.2%	18.2%	12.%	6.2%

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2019 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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
401	Taxes	4020	Real Property Taxes	253	Treasurer	\$ 10,817,680	\$ 11,013,168	\$ 11,211,805	\$ 11,415,887	\$ 11,622,773
		4100	Personal Property Taxes	253	Treasurer	\$ 906,833	\$ 861,440	\$ 815,906	\$ 770,536	\$ 724,976
		4140	Allowance for Refunds-BOR, MTT	253	Treasurer	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)	(\$ 25,125)
		4150	Allowance for Charge Backs	253	Treasurer	\$ 53,119	\$ 54,012	\$ 54,913	\$ 101,811	\$ 103,191
		4260	Payment In Lieu of Taxes	253	Treasurer	\$ 61,307	\$ 62,533	\$ 63,780	\$ 65,052	\$ 66,354
				261	General Administration	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		4370	Industrial Facilities Tax	253	Treasurer	\$ 22,219	\$ 16,184	\$ 10,642	\$ 1,608	(\$ 1,019)
		4380	City Income Taxes	255	Income Tax	\$ 92,703,067	\$ 95,020,644	\$ 97,396,160	\$ 99,831,064	\$ 102,326,840
		4382	City Income Tax Refunds	255	Income Tax	(\$ 9,262,392)	(\$ 9,493,951)	(\$ 9,731,300)	(\$ 9,974,583)	(\$ 10,223,947)
		4384	City Income Tax Penalties and Interest	255	Income Tax	\$ 317,192	\$ 325,122	\$ 333,250	\$ 341,581	\$ 350,120
		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	\$ 1,961,584	\$ 1,985,231	\$ 2,009,948	\$ 2,035,856	\$ 2,061,601
		4480	Collection Fees	253	Treasurer	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Taxes Total					\$ 97,620,634	\$ 99,884,408	\$ 102,205,129	\$ 104,628,837	\$ 107,070,914
450	Licenses & Permits	4760	Miscellaneous Licenses	215	Clerk	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
		4770	Cable TV Franchise Fees	261	General Administration	\$ 2,350,741	\$ 2,414,212	\$ 2,479,395	\$ 2,546,339	\$ 2,615,090
				701	Planning	\$ 102,594	\$ 104,851	\$ 107,158	\$ 109,515	\$ 111,925
		4924	Alarm Permits	301	Police	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000
		4934	LUDS Permits-Land & Use Develop	533	Stormwater	\$ 308,771	\$ 324,800	\$ 328,400	\$ 336,596	\$ 336,596
	Licenses & Permits Total					\$ 2,958,106	\$ 3,039,863	\$ 3,110,953	\$ 3,189,450	\$ 3,260,611
539	State Grants	5522	MI Dept of Environmental Quality	533	Stormwater	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213	\$ 254,213
		5730	Local Community Stabilization Share	253	Treasurer	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851
		5741	Sales & Use Tax	261	General Administration	\$ 18,278,055	\$ 18,543,825	\$ 18,814,113	\$ 19,088,996	\$ 19,368,551
		5743	Liquor Licenses	301	Police	\$ 217,000	\$ 218,000	\$ 220,000	\$ 222,000	\$ 222,000
		5744	Fire Protect-State Owned Build	336	Fire	\$ 251,905	\$ 248,127	\$ 244,405	\$ 240,739	\$ 237,128
	State Grants Total					\$ 19,397,176	\$ 19,669,765	\$ 19,947,791	\$ 20,226,799	\$ 20,502,743
600	Charges for Services	6131	Processing Fees	215	Clerk	\$ 105,000	\$ 110,000	\$ 115,000	\$ 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	\$ 180,171	\$ 184,135	\$ 188,186	\$ 192,326	\$ 196,557
		6166	LUDS Fee-Land Use & Develop	533	Stormwater	\$ 37,056	\$ 43,045	\$ 45,123	\$ 45,123	\$ 45,123
				701	Planning	\$ 76,996	\$ 78,690	\$ 80,421	\$ 82,191	\$ 83,999
		6167	LUDS Enforcement Fees	533	Stormwater	\$ 28,016	\$ 34,560	\$ 36,254	\$ 36,254	\$ 36,254
		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	\$ 15,013	\$ 15,343	\$ 15,681	\$ 16,026	\$ 16,379
		6195	Historic Preservation-Other Fee	701	Planning	\$ 12,319	\$ 12,590	\$ 12,867	\$ 13,150	\$ 13,440
		6197	Nuisance Fees	733	Code Compliance	\$ 84,897	\$ 86,595	\$ 88,327	\$ 90,094	\$ 91,895
		6199	Housing Fees-Lienable	733	Code Compliance	\$ 2,244,930	\$ 2,289,828	\$ 2,335,625	\$ 2,382,338	\$ 2,429,985
		6201	Investment-Cash Mgmt Fees	253	Treasurer	\$ 265,000	\$ 270,000	\$ 280,000	\$ 290,000	\$ 300,000
		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	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780	\$ 3,762,954	\$ 3,778,582
				266	Attorney	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
				271	Admin Services Support	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
				336	Fire	\$ 438,637	\$ 455,237	\$ 526,605	\$ 490,399	\$ 509,011
				701	Planning	\$ 244,214	\$ 234,848	\$ 241,872	\$ 231,931	\$ 242,411
		6261	Administration Services	448	Street Lighting	\$ 680,000	\$ 686,800	\$ 693,668	\$ 700,605	\$ 707,611
				701	Planning	\$ 115,290	\$ 117,826	\$ 120,419	\$ 123,068	\$ 125,775
		6262	Data Processing Service Charges	257	Assessor	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
		6273	Housing-Zoning	733	Code Compliance	\$ 38,715	\$ 39,489	\$ 40,279	\$ 41,084	\$ 41,906
		6275	Housing-Code Enforcement Fees	733	Code Compliance	\$ 5,212	\$ 5,316	\$ 5,422	\$ 5,531	\$ 5,641
		6276	Housing-Housing Appeal Fee	733	Code Compliance	\$ 6,422	\$ 6,550	\$ 6,681	\$ 6,810	\$ 6,951
		6310	Street-Expressway Lighting Main	448	Street Lighting	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

CITY OF GRAND RAPIDS
APPENDIX A - STATEMENT OF REVENUES BY SOURCE
FY2019 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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
		6312	Street Lighting Services	448	Street Lighting	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000
		6423	Sale of Scrap Material	448	Street Lighting	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		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	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
	Charges for Services Total					\$ 9,928,335	\$ 10,035,601	\$ 10,211,910	\$ 10,261,589	\$ 10,383,220
655	Fines & Forfeitures	6581	Parking Fines	253	Treasurer	\$ 1,800,000	\$ 1,900,000	\$ 1,950,000	\$ 2,000,000	\$ 2,050,000
				301	Police	\$ 350,000	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000
	Fines & Forfeitures Total					\$ 2,150,000	\$ 2,252,000	\$ 2,303,000	\$ 2,354,000	\$ 2,404,000
664	Investment Income & Rentals	6651	Interest on Investment	253	Treasurer	\$ 608,604	\$ 775,454	\$ 889,966	\$ 1,006,016	\$ 1,122,065
	Investment Income & Rentals					\$ 608,604	\$ 775,454	\$ 889,966	\$ 1,006,016	\$ 1,122,065
671	Other Revenues	6723	Interest-Penalties on Special Assessment	253	Treasurer	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
		6743	Restricted Contributions	172	Executive Office	\$ 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	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480
				191	Comptroller	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540
				212	Fiscal Services	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		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	\$ 572,350	\$ 583,750	\$ 595,378	\$ 607,239	\$ 619,336
				301	Police	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216	\$ 541,216
		6901	Miscellaneous Other Revenue	191	Comptroller	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30
				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					\$ 1,272,147	\$ 1,293,750	\$ 1,455,785	\$ 1,338,261	\$ 1,350,361
695	Other Financing Sources	6991	Operating Transfers-Subsidy	172	Executive Office	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
				212	Fiscal Services	\$ 37,863	\$ 37,863	\$	\$	\$
				261	General Administration	\$	\$ 1,700,000	\$ 1,071,200	\$	\$
				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	\$ 6,695,590	\$ 6,176,694	\$ 6,300,226	\$ 6,426,231	\$ 6,554,755
		6995	Operating Transfers-Misc	172	Executive Office	\$	\$	\$	\$	\$
				261	General Administration	\$ 769,400	\$ 753,013	\$ 736,625	\$ 480,238	\$
				301	Police	\$ 245,641	\$ 250,857	\$ 256,171	\$ 261,617	\$ 268,620
				701	Planning	\$ 93,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
	Other Financing Sources Total					\$ 9,285,182	\$ 10,430,115	\$ 9,875,910	\$ 8,679,774	\$ 8,335,063
Grand Total						\$ 143,220,184	\$ 147,380,956	\$ 150,000,444	\$ 151,684,726	\$ 154,428,977

CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2019 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 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
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	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$	\$	\$	\$	\$
	Executive Office Total					\$ 95,480				
191	Comptroller	6260	Service Fees-General	600	Charges for Services	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
		6761	Reimbursements	671	Other Revenues	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540	\$ 1,540
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30
	Comptroller Total					\$ 1,920				
212	Fiscal Services	6761	Reimbursements	671	Other Revenues	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$ 37,863	\$ 37,863	\$	\$	\$
	Fiscal Services Total					\$ 39,363	\$ 39,363	\$ 1,500	\$ 1,500	\$ 1,500
215	Clerk	4760	Miscellaneous Licenses	450	Licenses & Permits	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
		6131	Processing Fees	600	Charges for Services	\$ 105,000	\$ 110,000	\$ 115,000	\$ 120,000	\$ 120,000
		6260	Service Fees-General	600	Charges for Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
		6769	Reimbursement-Special Elections	671	Other Revenues	\$	\$	\$ 140,000	\$	\$
	Clerk Total					\$ 292,500	\$ 297,500	\$ 442,500	\$ 307,500	\$ 307,500
253	Treasurer	4020	Real Property Taxes	401	Taxes	\$ 10,817,680	\$ 11,013,168	\$ 11,211,805	\$ 11,415,887	\$ 11,622,773
		4100	Personal Property Taxes	401	Taxes	\$ 906,833	\$ 861,440	\$ 815,906	\$ 770,536	\$ 724,976
		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	\$ 53,119	\$ 54,012	\$ 54,913	\$ 101,811	\$ 103,191
		4260	Payment In Lieu of Taxes	401	Taxes	\$ 61,307	\$ 62,533	\$ 63,780	\$ 65,052	\$ 66,354
		4370	Industrial Facilities Tax	401	Taxes	\$ 22,219	\$ 16,184	\$ 10,642	\$ 1,608	(\$ 1,019)
		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	\$ 1,961,584	\$ 1,985,231	\$ 2,009,948	\$ 2,035,856	\$ 2,061,601
		4480	Collection Fees	401	Taxes	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		5730	Local Community Stabilization Share	539	State Grants	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851	\$ 420,851
		6201	Investment-Cash Mgmt Fees	600	Charges for Services	\$ 265,000	\$ 270,000	\$ 280,000	\$ 290,000	\$ 300,000
		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	\$ 1,900,000	\$ 1,950,000	\$ 2,000,000	\$ 2,050,000
		6651	Interest on Investment	664	Investment Income & Rentals	\$ 608,604	\$ 775,454	\$ 889,966	\$ 1,006,016	\$ 1,122,065
		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					\$ 17,065,722	\$ 17,507,398	\$ 17,856,336	\$ 18,256,142	\$ 18,619,317
255	Income Tax	4380	City Income Taxes	401	Taxes	\$ 92,703,067	\$ 95,020,644	\$ 97,396,160	\$ 99,831,064	\$ 102,326,840
		4382	City Income Tax Refunds	401	Taxes	(\$ 9,262,392)	(\$ 9,493,951)	(\$ 9,731,300)	(\$ 9,974,583)	(\$ 10,223,947)
		4384	City Income Tax Penalties and Interest	401	Taxes	\$ 317,192	\$ 325,122	\$ 333,250	\$ 341,581	\$ 350,120
	Income Tax Total					\$ 83,757,867	\$ 85,851,815	\$ 87,998,110	\$ 90,198,062	\$ 92,453,013
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	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		4770	Cable TV Franchise Fees	450	Licenses & Permits	\$ 2,350,741	\$ 2,414,212	\$ 2,479,395	\$ 2,546,339	\$ 2,615,090
		5741	Sales & Use Tax	539	State Grants	\$ 18,278,055	\$ 18,543,825	\$ 18,814,113	\$ 19,088,996	\$ 19,368,551
		6260	Service Fees-General	600	Charges for Services	\$ 3,718,747	\$ 3,733,049	\$ 3,747,780	\$ 3,762,954	\$ 3,778,582
		6743	Restricted Contributions	671	Other Revenues	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
		6871	Refunds-Rebates	671	Other Revenues	\$ 572,350	\$ 583,750	\$ 595,378	\$ 607,239	\$ 619,336
		6991	Operating Transfers-Subsidy	695	Other Financing Sources	\$	\$ 1,700,000	\$ 1,071,200	\$	\$
		6992	Operating Transfers-A87 Cost Allocation	695	Other Financing Sources	\$ 6,695,590	\$ 6,176,694	\$ 6,300,226	\$ 6,426,231	\$ 6,554,755
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 769,400	\$ 753,013	\$ 736,625	\$ 482,828	\$
	General Administration Total					\$ 32,406,883	\$ 33,926,543	\$ 33,766,717	\$ 32,933,997	\$ 32,958,314

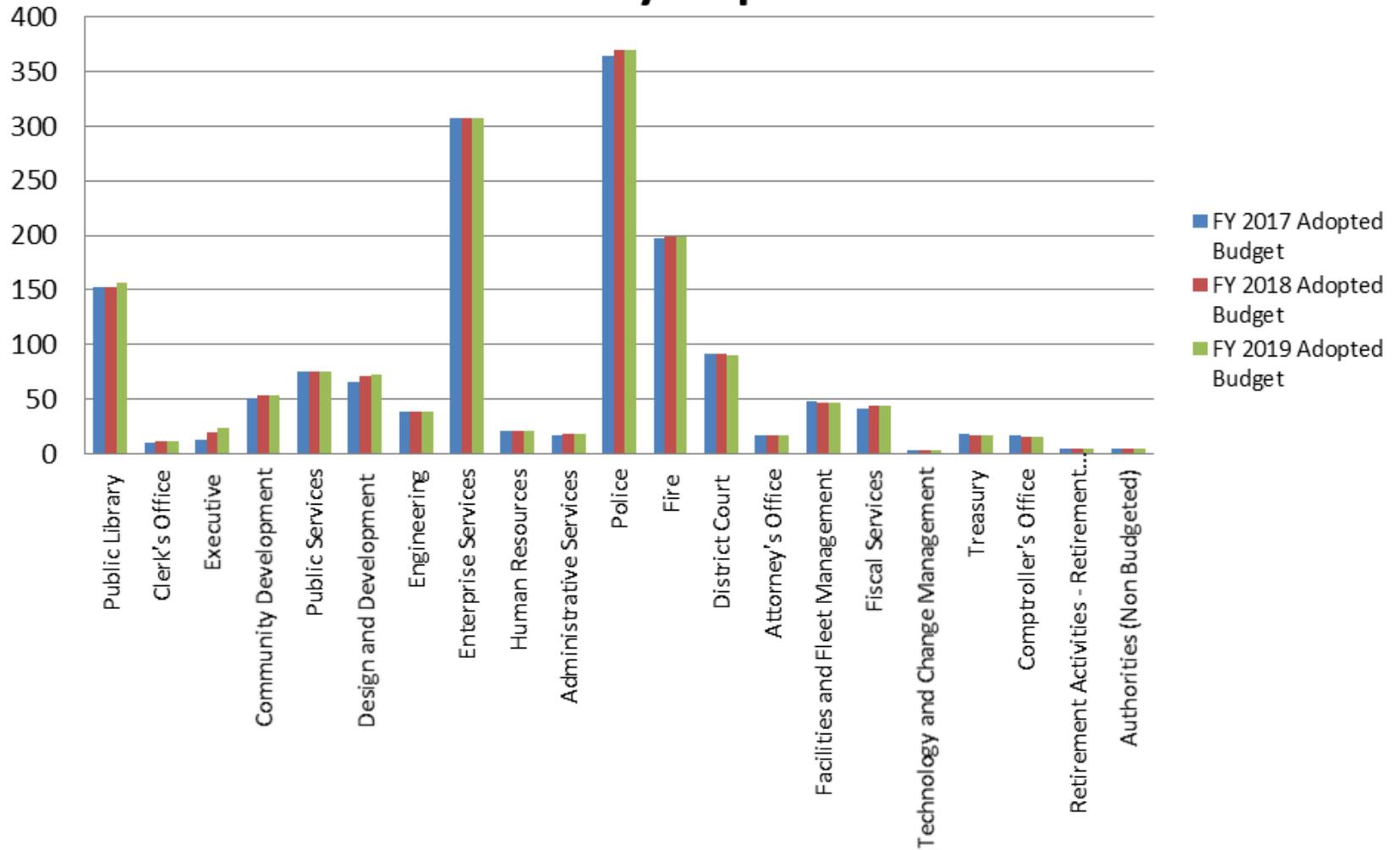
CITY OF GRAND RAPIDS
APPENDIX B - STATEMENT OF REVENUES BY SOURCE
FY2019 FINAL FISCAL PLAN
GENERAL OPERATING FUND (1010)

Department Number	Department Name	Budget Object Code	Budget Object Name	Budget Object Rollup Code	Budget Object Rollup Name	FORECAST 2019	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023
266	Attorney	6260	Service Fees-General	600	Charges for Services	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
	Attorney Total					\$ 4,500				
271	Admin Services Support	6260	Service Fees-General	600	Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	Admin Services Support Total					\$ 300				
		4924	Alarm Permits	450	Licenses & Permits	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000	\$ 12,000
		5743	Liquor Licenses	539	State Grants	\$ 217,000	\$ 218,000	\$ 220,000	\$ 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
		6512	Special Event Fees	600	Charges for Services	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		6581	Parking Fines	655	Fines & Forfeitures	\$ 350,000	\$ 352,000	\$ 353,000	\$ 354,000	\$ 354,000
		6771	Claims-Damage-Accident Billings	671	Other Revenues	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
		6871	Refunds-Rebates	671	Other Revenues	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216	\$ 541,216
		6901	Miscellaneous Other Revenue	671	Other Revenues	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 245,641	\$ 250,857	\$ 256,171	\$ 261,617	\$ 268,620
	Police Total					\$ 1,665,641	\$ 1,684,057	\$ 1,702,775	\$ 1,722,833	\$ 1,729,836
336	Fire	5744	Fire Protect-State Owned Build	539	State Grants	\$ 251,905	\$ 248,127	\$ 244,405	\$ 240,739	\$ 237,128
		6260	Service Fees-General	600	Charges for Services	\$ 438,637	\$ 455,237	\$ 526,605	\$ 490,399	\$ 509,011
	Fire Total					\$ 690,542	\$ 703,364	\$ 771,010	\$ 731,138	\$ 746,139
448	Street Lighting	6261	Administration Services	600	Charges for Services	\$ 680,000	\$ 686,800	\$ 693,668	\$ 700,605	\$ 707,611
		6310	Street-Expressway Lighting Main	600	Charges for Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		6312	Street Lighting Services	600	Charges for Services	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000
		6423	Sale of Scrap Material	600	Charges for Services	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
		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					\$ 1,976,000	\$ 1,982,800	\$ 1,989,668	\$ 1,996,605	\$ 2,003,611
533	Stormwater	4934	LUDS Permits-Land & Use Develop	450	Licenses & Permits	\$ 308,771	\$ 324,800	\$ 328,400	\$ 336,596	\$ 336,596
		5522	MI Dept of Environmental Quality	539	State Grants	\$ 229,365	\$ 238,962	\$ 248,422	\$ 254,213	\$ 254,213
		6166	LUDS Fee-Land Use & Develop	600	Charges for Services	\$ 37,056	\$ 43,045	\$ 45,123	\$ 45,123	\$ 45,123
		6167	LUDS Enforcement Fees	600	Charges for Services	\$ 28,016	\$ 34,560	\$ 36,254	\$ 36,254	\$ 36,254
	Stormwater Total					\$ 603,208	\$ 641,367	\$ 658,199	\$ 672,186	\$ 672,186
701	Planning	4908	Miscellaneous Permits	450	Licenses & Permits	\$ 102,594	\$ 104,851	\$ 107,158	\$ 109,515	\$ 111,925
		6161	Planning Commission Review Fees	600	Charges for Services	\$ 180,171	\$ 184,135	\$ 188,186	\$ 192,326	\$ 196,557
		6166	LUDS Fee-Land Use & Develop	600	Charges for Services	\$ 76,996	\$ 78,690	\$ 80,421	\$ 82,191	\$ 83,999
		6193	Zoning, Noise, Parking-Zoning Appeal	600	Charges for Services	\$ 15,013	\$ 15,343	\$ 15,681	\$ 16,026	\$ 16,379
		6195	Historic Preservation-Other Fee	600	Charges for Services	\$ 12,319	\$ 12,590	\$ 12,867	\$ 13,150	\$ 13,440
		6260	Service Fees-General	600	Charges for Services	\$ 244,214	\$ 234,848	\$ 241,872	\$ 231,931	\$ 242,411
		6261	Administration Services	600	Charges for Services	\$ 115,290	\$ 117,826	\$ 120,419	\$ 123,068	\$ 125,775
		6995	Operating Transfers-Misc	695	Other Financing Sources	\$ 93,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
	Planning Total					\$ 839,597	\$ 816,283	\$ 834,604	\$ 836,207	\$ 858,486
733	Code Compliance	6197	Nuisance Fees	600	Charges for Services	\$ 84,897	\$ 86,595	\$ 88,327	\$ 90,094	\$ 91,895
		6199	Housing Fees-Lienable	600	Charges for Services	\$ 2,244,930	\$ 2,289,828	\$ 2,335,625	\$ 2,382,338	\$ 2,429,985
		6273	Housing-Zoning	600	Charges for Services	\$ 38,715	\$ 39,489	\$ 40,279	\$ 41,084	\$ 41,906
		6275	Housing-Code Enforcement Fees	600	Charges for Services	\$ 5,212	\$ 5,316	\$ 5,422	\$ 5,531	\$ 5,641
		6276	Housing-Housing Appeal Fee	600	Charges for Services	\$ 6,422	\$ 6,550	\$ 6,681	\$ 6,815	\$ 6,951
		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					\$ 3,749,011	\$ 3,796,616	\$ 3,845,175	\$ 3,894,706	\$ 3,945,225
Grand Total						\$ 143,220,184	\$ 147,380,956	\$ 150,000,444	\$ 151,684,726	\$ 154,428,977

City of Grand Rapids
AUTHORIZED POSITIONS BY DEPARTMENT
 FY2019-FY2023 Fiscal Plan

DEPT	FY 2017 Adopted Budget	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	Adopted Change	Amended Change
A110 Public Library	152.000	153.000	156.000	157.000	4.000	1.000
A120 Clerk's Office	10.000	11.000	11.000	11.000	-	-
A130 Executive	13.000	20.000	21.000	23.000	3.000	2.000
B210 Community Development	51.000	53.000	53.000	53.000	-	-
B220 Public Services	75.000	75.000	75.000	75.000	-	-
C310 Design and Development	66.000	71.000	71.000	73.000	2.000	2.000
C320 Engineering	38.000	38.000	38.000	38.000	-	-
C330 Enterprise Services	307.000	308.000	313.000	308.000	-	(5.000)
D410 Human Resources	21.000	21.000	21.000	21.000	-	-
D420 Administrative Services	17.000	18.000	18.000	18.000	-	-
E510 Police	365.000	370.000	370.000	370.000	-	-
E520 Fire	198.000	199.000	199.000	199.000	-	-
E530 District Court	92.000	92.000	92.000	90.000	(2.000)	(2.000)
E540 Attorneys Office	17.000	17.000	17.000	17.000	-	-
F610 Facilities and Fleet Management	48.000	47.000	47.000	47.000	-	-
F620 Fiscal Services	41.000	44.000	42.000	44.000	-	2.000
F630 Technology and Change Management	3.000	3.000	3.000	3.000	-	-
F640 Treasury	18.000	17.000	17.000	17.000	-	-
F650 Comptroller's Office	17.000	15.000	15.000	15.000	-	-
G110 Retirement Activities - Retirement Office (Non Budgeted)	4.000	4.000	4.000	4.000	-	-
G210 Authorities (Non Budgeted)	5.000	5.000	5.000	4.000	(1.000)	(1.000)
Grand Total Positions (Full Time and Permanent Part-time)	1,558.000	1,581.000	1,588.000	1,587.000	6.000	(1.000)
RECONCILIATION to FTEs:						
Less Dispatch Part-time				(2.250)		
Less Court Part-time				(5.500)		
Less Library Part-time				(55.500)		
TOTAL FTEs				1,523.750		

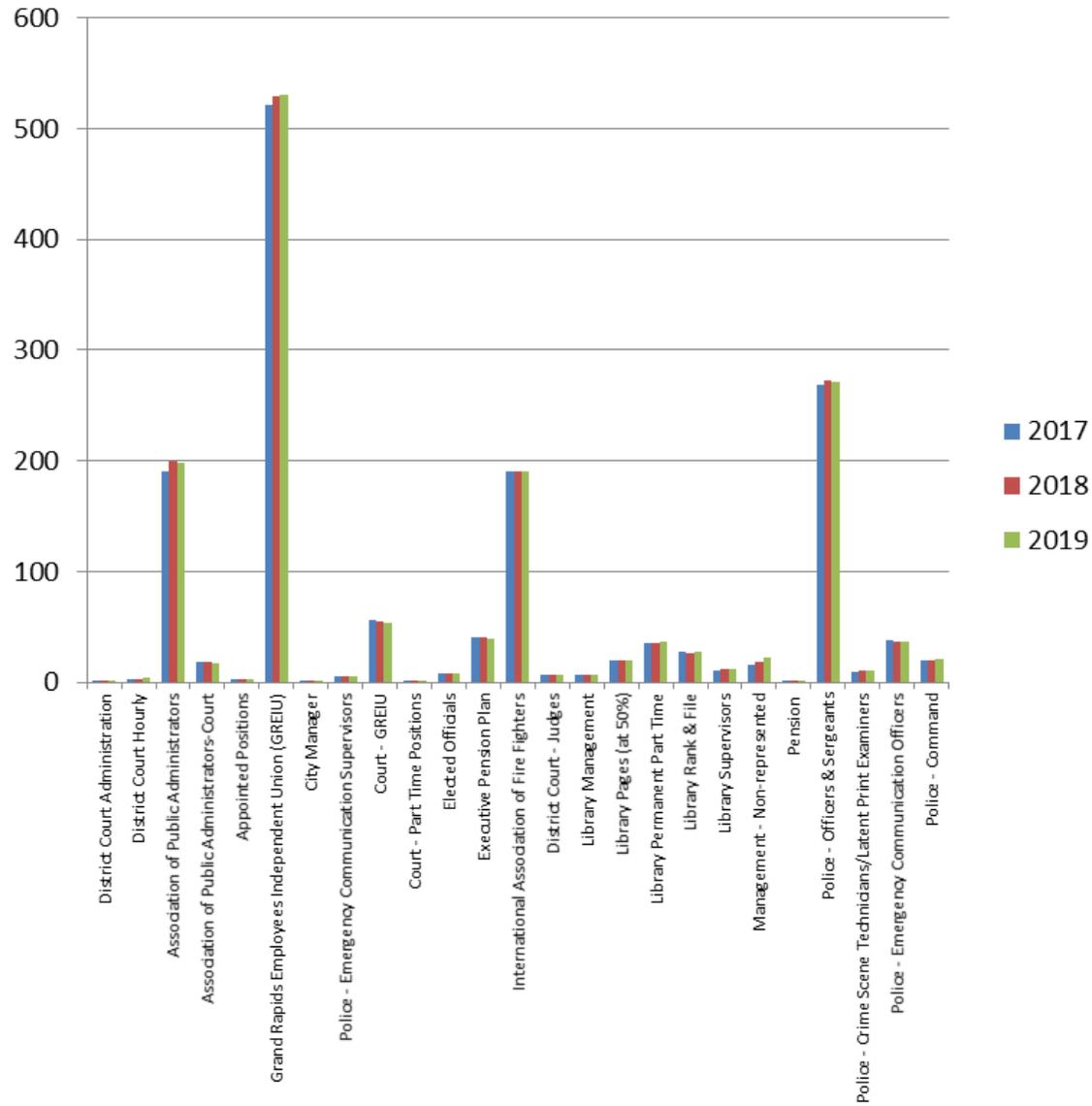
Positions by Department



City of Grand Rapids
PERSONNEL BY BARGAINING UNIT - FTEs
 FY2019-FY2023 Fiscal Plan

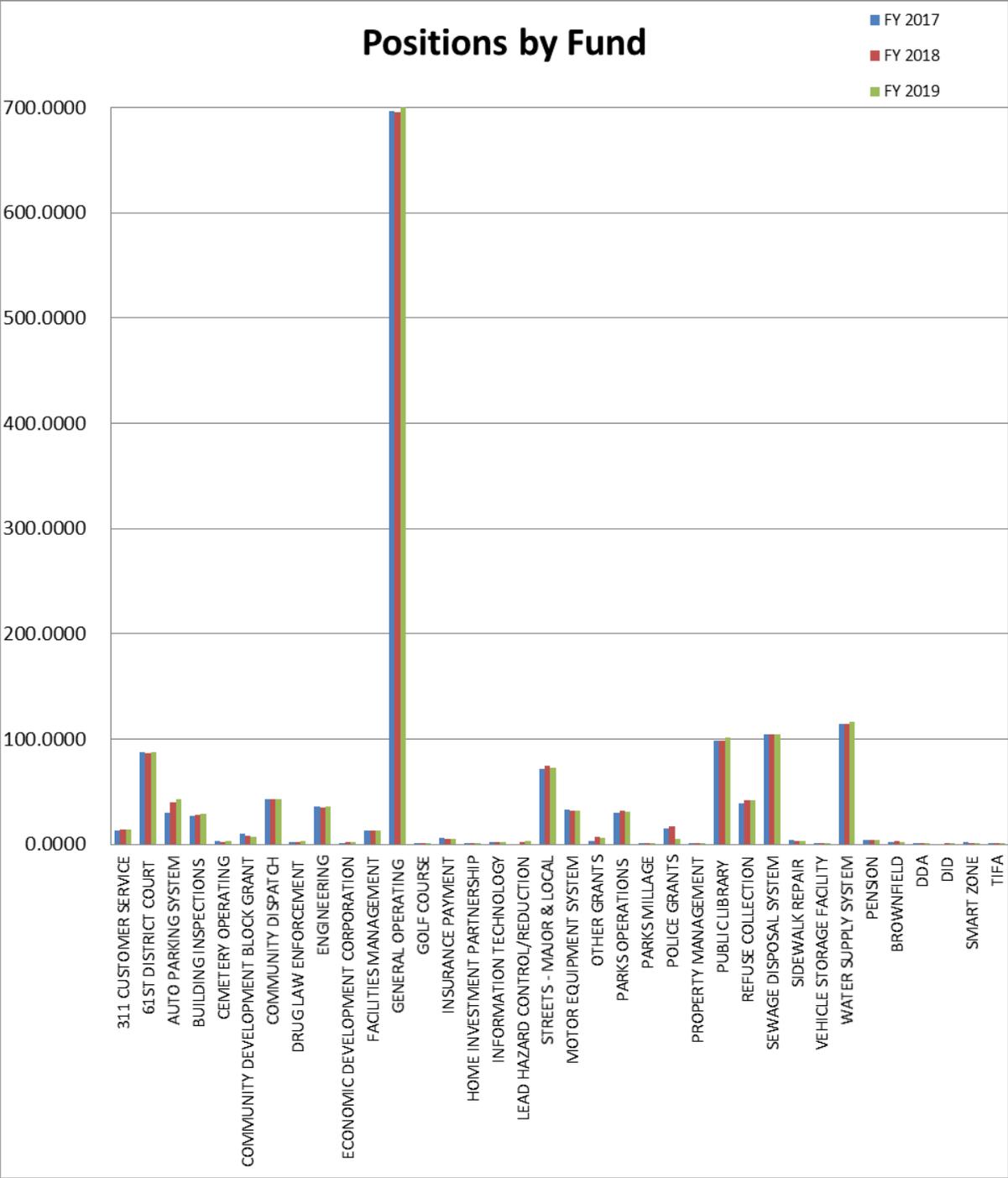
Unit Code	Unit Name	Authorized 2017	Authorized 2018	Adopted 2019	VAR
61ST	District Court Administration	2.000	2.000	2.00	-
61STHR	District Court Hourly	2.500	2.500	3.50	1.00
APACITY	Association of Public Administrators	191.000	199.000	198.35	(0.65)
APACOURT	Association of Public Administrators-Court	19.000	19.000	17.00	(2.00)
APPOINT	Appointed Positions	3.000	3.000	3.00	-
CITY	Grand Rapids Employees Independent Union (GREIU)	522.000	529.000	530.00	1.00
CITYMNGR	City Manager	1.000	1.000	1.00	-
COMMSUPV	Police - Emergency Communication Supervisors	5.000	5.000	5.00	-
COURT	Court - GREIU	56.000	55.000	54.00	(1.00)
COURTPT	Court - Part Time Positions	2.000	2.000	2.00	-
ELECTED	Elected Officials	8.000	8.000	8.00	-
EXECPLAN	Executive Pension Plan	40.000	40.000	38.83	(1.18)
IAFF	International Association of Fire Fighters	190.000	191.000	191.00	-
JUDGE	District Court - Judges	6.000	6.000	6.00	-
LIBRMGT	Library Management	6.000	6.000	6.00	-
LIBRPAGE	Library Pages (at 50%)	19.500	19.500	19.50	-
LIBRPT	Library Permanent Part Time	35.000	35.500	37.00	1.50
LIBRR&F	Library Rank & File	27.000	26.000	27.00	1.00
LIBRSUPV	Library Supervisors	11.000	12.000	12.00	-
MGTNON	Management - Non-represented	16.000	19.000	22.83	3.83
PENSION	Pension	1.000	1.000	1.00	-
POLC1	Police - Officers & Sergeants	269.000	272.000	271.00	(1.00)
POLC2	Police - Crime Scene Technicians/Latent Print Examiners	9.000	10.000	10.00	-
POLC4	Police - Emergency Communication Officers	37.500	36.750	36.75	-
POLC5	Police - Command	20.000	20.000	21.00	1.00
TOTAL FTEs by Bargaining Unit		1,498.500	1,520.250	1,523.750	3.50

Positions by Bargaining Unit



City of Grand Rapids
PERSONNEL BY FUND - FTEs
 FY2019-FY2023 Fiscal Plan

Fund	FTEs Authorized FY 2017	FTEs Authorized FY 2018	FTEs Adopted FY 2019	VAR
311 CUSTOMER SERVICE	13.0000	14.0000	14.0000	0.000
61ST DISTRICT COURT	87.5000	86.5000	84.5000	(2.000)
AUTO PARKING SYSTEM	29.9700	40.2900	44.5000	4.210
BUILDING INSPECTIONS	26.9700	27.8500	28.9400	1.090
CEMETERY OPERATING	3.0700	2.6500	3.0500	0.400
COMMUNITY DEVELOPMENT BLOCK GRANT	10.0300	7.8200	7.3700	(0.450)
COMMUNITY DISPATCH	43.5000	42.7500	42.7500	0.000
DRUG LAW ENFORCEMENT	2.0000	2.0000	3.0000	1.000
ENGINEERING	36.3200	35.5500	35.7000	0.150
ECONOMIC DEVELOPMENT CORPORATION	1.1100	2.0500	2.0000	(0.050)
FACILITIES MANAGEMENT	13.7000	13.6250	13.6250	0.000
GENERAL OPERATING	696.2570	695.1720	705.9020	10.730
GOLF COURSE	0.8000	0.9000	0.9000	0.000
INSURANCE PAYMENT	5.8000	5.7500	5.7500	0.000
HOME INVESTMENT PARTNERSHIP	0.7600	0.8600	0.7800	(0.080)
INFORMATION TECHNOLOGY	2.2500	2.2500	2.2500	0.000
LEAD HAZARD CONTROL/REDUCTION	0.0000	2.6000	3.0700	0.470
STREETS - MAJOR & LOCAL	72.2250	75.2700	71.3960	(3.874)
MOTOR EQUIPMENT SYSTEM	33.2000	32.1250	32.1250	0.000
OTHER GRANTS	3.1000	7.1200	6.1800	(0.940)
PARKS OPERATIONS	29.9200	31.6700	31.5100	(0.160)
PARKS MILLAGE	1.4200	1.6800	1.6800	0.000
POLICE GRANTS	15.0000	17.0000	5.0000	(12.000)
PROPERTY MANAGEMENT	0.1000	0.1000	0.2000	0.100
PUBLIC LIBRARY	98.5000	99.0000	101.5000	2.500
REFUSE COLLECTION	38.9700	41.9500	42.1250	0.175
SEWAGE DISPOSAL SYSTEM	104.8330	104.2030	104.4930	0.290
SIDEWALK REPAIR	3.8300	3.5200	3.3700	(0.150)
VEHICLE STORAGE FACILITY	1.1000	1.3000	1.3000	0.000
WATER SUPPLY SYSTEM	114.9150	114.4250	116.5141	2.089
Subtotal Operating Funds:	1,490.15	1,511.98	1,515.48	3.500
COMPONENT UNITS & OTHER				
PENSION	4.00	4.00	4.00	0.000
BROWNFIELD	1.95	2.91	2.61	(0.300)
DDA	0.30	0.33	0.33	0.000
DID	0.00	0.05	0.05	0.000
SMART ZONE	2.05	0.95	1.25	0.300
TIFA	0.05	0.03	0.03	0.000
TOTAL FTEs by Fund:	1,498.50	1,520.25	1,523.75	3.500



**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 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	25.0000	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	3.0000	4.0000	1.0000	4.0000
Public Works Maintenance Worker I (at 0.50 ea.)	05LPT	LIBRPT	7.0000	8.0000	8.0000	.0000	4.0000
TOTAL LIBRARY DEPARTMENT			152.0000	156.0000	157.0000	1.000	101.5000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 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	.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			10.0000	11.0000	11.0000	.0000	11.0000

EXECUTIVE DEPARTMENT (A130)

GENERAL OPERATING FUND

Administrative Analyst I	11	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Administrative Analyst II	16	APA	1.0000	2.0000	2.0000	.0000	.4000
Administrative Secretary	05U	MGTNON	1.0000	1.0000	1.0000	.0000	.1500
Assistant To The City Manager	01ATCM	EXECPLAN	1.0000	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	.0000	1.0000	1.0000	.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Managing Director	24U	EXECPLAN	.0000	1.0000	2.0000	1.0000	1.1500
Secretary to the City Manager	9U	MGTNON	.0000	.0000	1.0000	1.0000	1.0000
Secretary to Deputy City Manager	07U	MGTNON	.0000	.0000	1.0000	1.0000	.0000
<i>Subtotal Executive Office</i>			5.0000	9.0000	12.0000	3.0000	6.2000
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							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Aide	04	APA	3.0000	3.0000	2.0000	(1.0000)	2.0000
<i>Subtotal Other Grants Fund</i>			4.0000	4.0000	3.0000	(1.0000)	3.0000
TOTAL EXECUTIVE DEPARTMENT			17.0000	21.0000	23.0000	2.0000	17.2000

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

OTHER GRANTS FUND

Administrative Services Officer I I	18	APA	.0000	.0000	.0000	.0000	.0300
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.1000
Financial Assistant II	13A	GREIU	.0000	.0000	.0000	.0000	.0100
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.0400
<i>Subtotal Other Grants</i>			.0000	.0000	.0000	.0000	.1800

CDBG GRANTS FUND

Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	.4500
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**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Administrative Services Officer I	16	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Services Officer II	18	APA	1.0000	1.0000	1.0000	.0000	1.3400
Contract Administrator	11	APA	2.0000	2.0000	2.0000	.0000	1.1700
Financial Assistant II	13A	GREIU	1.0000	1.0000	1.0000	.0000	.9100
Housing Rehab Specialist I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.0000
Housing Rehab Specialist II	22A	GREIU	1.0000	1.0000	1.0000	.0000	.2000
Housing Rehab Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	.4100
Loan Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.9800
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.4100
Office Assistant II	10A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
<i>Subtotal CDBG</i>			13.0000	12.0000	12.0000	.0000	7.3700
LEAD HAZARD REDUCTION GRANTS FUND							
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.0800
Financial Assistant II	13A	GREIU	.0000	.0000	.0000	.0000	.0800
Housing Rehab Specialist I	19A	GREIU	.0000	.0000	.0000	.0000	1.0000
Housing Rehab Specialist II	22A	GREIU	.0000	.0000	.0000	.0000	.8000
Housing Rehab Supervisor	14	APA	.0000	.0000	.0000	.0000	.5900
Loan Analyst	12	APA	.0000	.0000	.0000	.0000	.0200
Office Assistant II	10A	GREIU	.0000	.0000	.0000	.0000	.5000
<i>Subtotal LEAD</i>			.0000	.0000	.0000	.0000	3.0700
HOME INVESTMENT PARTNERSHIP GRANTS FUND							
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.0500
Contract Administrator	11	APA	.0000	.0000	.0000	.0000	.7300
<i>Subtotal HOME</i>			.0000	.0000	.0000	.0000	.7800
<i>Subtotal Grant Activities</i>			14.0000	13.0000	13.0000	.0000	12.4000
COMMUNITY DEVELOPMENT - OUR COMMUNITY'S CHILDREN							
OTHER GRANTS FUND							
Administrative Aide	4	APA	2.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Administrator - Office Children Youth Families	16	APA	1.0000	1.0000	1.0000	.0000	1.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017	FY2018	FY2019 ADOPTED	Change from	FY2019 FTE
			AUTHORIZED	AUTHORIZED		2018	
<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	1.0000	.0000	1.0000
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	.0000	1.0000	1.0000	.5000
Arborist	16A	GREIU	1.0000	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	1.0000	.0000	(1.0000)	.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	.0000	1.0000	1.0000	.0000	.7000
Financial Assistant II	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 / II	9A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Groundskeeper III	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Maintenance Assistant II	10A	GREIU	.0000	.0000	.0000	.0000	.5900
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Office Assistant III	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

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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	.0000	1.0000	1.0000	.0000	1.0000
Tree Trimmer I	11A	GREIU	5.0000	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>			32.0000	34.0000	34.0000	.0000	31.5100
MILLAGE SUBFUND							
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
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	1.6800
CEMETERY SUBFUND							
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 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	2.0000	.0000	3.0500
GOLF COURSE SUBFUND							
Financial Assistant I	11AH	GREIU	.0000	.0000	.0000	.0000	.1000
Greenskeeper	17A	GREIU	1.0000	1.0000	.0000	(1.0000)	.0000
Senior Greenskeeper	25AH	APA	.0000	.0000	1.0000	1.0000	.8000
<i>Subtotal Golf Course</i>			1.0000	1.0000	1.0000	.0000	.9000
<i>Subtotal Parks Division</i>			35.0000	37.0000	37.0000	.0000	37.1400
TOTAL COMMUNITY DEVELOPMENT DEPT			52.0000	53.0000	53.0000	.0000	52.5400

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
PUBLIC SERVICES DEPARTMENT (B220)							
STREETS & SANITATION DIVISION							
MAJOR STREETS FUND							
Administrative Analyst II	16	APA	.0000	.0000	1.0000	1.0000	.2500
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.0500
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1250
Business Office Representative	16AH	GREIU	.0000	1.0000	1.0000	.0000	.2500
Equipment Operator I / II	10A / 14A	GREIU	11.0000	11.0000	11.0000	.0000	8.9500
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Financial Assistant I I	13A	GREIU	1.0000	.0000	.0000	.0000	.0000
Information Systems Coordinator	15	APA	1.0000	1.0000	.0000	(1.0000)	.0000
Maintenance Assistant I / II	7A / 10A	GREIU	18.0000	18.0000	18.0000	.0000	9.0500
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	.0000	.0000	.0000	.2500
Public Services Director	23U	EXECPLAN	.0000	.0000	.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	.6000
		<i>Subtotal Major Streets</i>	37.0000	37.0000	37.0000	.0000	22.6250
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 / II	10A / 14A	GREIU	3.0000	2.0000	2.0000	.0000	3.5000
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.2500
Maintenance Assistant I / II	7A / 10A	GREIU	.0000	.0000	.0000	.0000	9.9600
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.2500
Office Assistant I I I	12A	GREIU	.0000	.0000	.0000	.0000	.2500

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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
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	.0000	1.0000	1.0000	.0000	.2500
<i>Subtotal Local Streets</i>			3.0000	3.0000	3.0000	.0000	16.6100
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	.1250
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	7.5500
Financial Analyst	12	APA	1.0000	1.0000	1.0000	.0000	.5000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Maintenance Assistant I / I I	7A / 10A	GREIU	2.0000	.0000	.0000	.0000	.0000
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	1.0000	1.0000	.0000	.5000
Public Services Director	23U	EXECPLAN	1.0000	1.0000	1.0000	.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	21.0000	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	35.0000	35.0000	.0000	37.6250
TOTAL PUBLIC SERVICES DEPARTMENT			75.0000	75.0000	75.0000	.0000	76.8600

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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
Administrative Analyst I	11	APA	2.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst II	16	APA	.0000	.0000	.0000	.0000	.1000
Assistant Planning Director	18	APA	2.0000	2.0000	2.0000	.0000	1.3500
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0500
Graphic Illustrator	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
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	.9000
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	.6600
Planner I / II	20A /23A	GREIU	3.0000	3.0000	4.0000	1.0000	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
Sign Inspector	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
	<i>Subtotal Planning</i>		15.0000	14.0000	15.0000	1.0000	13.0100
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	1.0000	1.0000	.0000	1.0000
Fire Prevention Inspector	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.2000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Mechanical Inspector I	19A	GREIU	4.0000	4.0000	4.0000	.0000	4.0000
Mechanical Inspector I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.3400
Planner I / II	20AH/23AH	GREIU	.0000	.0000	.0000	.0000	.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	26.0000	26.0000	.0000	28.9400
CODE COMPLIANCE							
GENERAL OPERATING FUND							
Administrative Aide	4	APA	.0000	.0000	.0000	.0000	.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	26.0000	26.0000	.0000	24.2000
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	.0000	4.0000	4.0000	.0000	2.4000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Office Assistant I I	10A	GREIU	.0000	.0000	.0000	.0000	.7000
<i>Subtotal Code Comp - Refuse</i>			.0000	4.0000	4.0000	.0000	4.3000
<i>Subtotal Code Compliance</i>			26.0000	30.0000	30.0000	.0000	28.5000
ECONOMIC DEVELOPMENT OFFICE							
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	1.0000	.0000	1.2000
Debt & Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0500
Economic Development Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.2000
Economic Development Coordinator I / I I	14 / 17	APA	.0000	.0000	.0000	.0000	.3500
Managing Director	24U	EXECPLAN	.0000	.0000	1.0000	1.0000	.2000
<i>Subtotal Economic Development Fund</i>			1.0000	1.0000	2.0000	1.0000	2.0000
<i>Subtotal Economic Development Office</i>			1.0000	1.0000	2.0000	1.0000	2.2000
TOTAL DESIGN, DEVELOPMENT & CMNTY ENGAGEMENT DEPT.			68.0000	71.0000	73.0000	2.0000	72.6500

ENGINEERING DEPARTMENT (C320)

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 - Accountant	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
Assistant City Engineer	22	APA	2.0000	2.0000	2.0000	.0000	1.9000
Assistant Planning Director	18	MGTNON	.0000	.0000	.0000	.0000	.5000
Assistant Project Manager	15	APA	6.0000	5.0000	5.0000	.0000	5.0000
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 300

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Engineering Assistant II	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 III	12A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
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	.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
<i>Subtotal Engineering</i>			35.0000	35.0000	35.0000	.0000	35.7000
SIDEWALK FUND							
Arborist	15A	GREIU	.0000	.0000	.0000	.0000	.2500
Assistant City Engineer	22	APA	.0000	.0000	.0000	.0000	.1000
Deputy City Manager	26U	EXECPLAN	.0000	.0000	.0000	.0000	.0100
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Office Assistant III	12A	GREIU	1.0000	.0000	.0000	.0000	.0000
Public Services Assistant	16A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.0100
<i>Subtotal Sidewalks</i>			3.0000	3.0000	3.0000	.0000	3.3700
TOTAL ENGINEERING DEPARTMENT			38.0000	38.0000	38.0000	.0000	39.0700

ENTERPRISE SERVICES DEPARTMENT (C330)

TRAFFIC SAFETY OFFICE

GENERAL OPERATING FUND

Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.1000
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1250

**FY2019 MASTER ROSTER
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**Group / Department
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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Financial Analyst	12	APA	1.0000	.0000	.0000	.0000	.0000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.2000
Journeyman Line Worker	17A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Line Foreperson	20A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.1000
Materials Resource Planning Supervisor	10	APA	.0000	.0000	.0000	.0000	.4250
Public Services Assistant	16A	GREIU	.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Superintendent	17	APA	.0000	1.0000	1.0000	.0000	1.0000
Signals and Lighting Supervisor	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.4000
Utility Locator	14A	GREIU	.0000	.0000	.0000	.0000	.5000
Utility Supervisor	14	APA	1.0000	.0000	.0000	.0000	.0000
Utility Systems Manager	20	APA	1.0000	1.0000	1.0000	.0000	.0000
<i>Subtotal Street Lighting GOF</i>			<u>11.0000</u>	<u>11.0000</u>	<u>11.0000</u>	<u>.0000</u>	<u>11.8500</u>
MAJOR STREETS FUND							
Administrative Services Officer II	18	APA	.0000	.0000	.0000	.0000	.1250
Assistant Project Manager	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Journeyman Line Worker	17A	GREIU	5.0000	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	1.0000	.0000	.42500
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.0000
Public Services Assistant	16A	GREIU	1.0000	.0000	.0000	.0000	.0000
Sign Fabricator I / II	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	.0000	1.0000	1.0000	.0000	1.0000
Journeyman Signal Technician	17A	GREIU	6.0000	5.0000	4.0000	(1.0000)	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

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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
Utility Locator	14A	GREIU	.0000	1.0000	1.0000	.0000	.5000
Utility Systems Manager	20	APA	.0000	.0000	.0000	.0000	1.0000
<i>Subtotal Traffic Safety-Major Streets</i>			27.0000	26.0000	25.0000	(1.0000)	24.6500
<i>Subtotal Traffic Safety Office</i>			38.0000	37.0000	36.0000	(1.0000)	36.5000
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	.4000
Administrative Secretary	185U	MGTNON	.0000	.0000	.0000	.0000	.2000
Administrative Services Officer I	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
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	1.0000	2.0000	2.0000	.0000	2.0000
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	2.0000	2.0000	.0000	2.0000
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	1.0000	.0000	(1.0000)	.0000
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	1.2500
Electrician I I	22A	GREIU	2.0000	.0000	1.0000	1.0000	2.7500
Engineering Assistant I	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Engineering Assistant I I	22A	GREIU	1.0000	1.0000	2.0000	1.0000	1.6000
Financial Analyst	12	APA	1.0000	1.0000	.0000	(1.0000)	.7500
Fiscal Services Manager	20U	MGTNON	.0000	1.0000	.0000	(1.0000)	.3500
Hydraulic Engineer	17	APA	1.0000	1.0000	1.0000	.0000	.5000

**FY2019 MASTER ROSTER
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**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Information Systems Coordinator	15	APA	2.0000	1.0000	1.0000	.0000	.6200
Instrument Technician	18A	GREIU	.0000	.0000	1.0000	1.0000	.5000
Inventory Asset Manager	15	APA	1.0000	1.0000	1.0000	.0000	.4000
IT Support Specialist	21A	GREIU	2.0000	3.0000	2.0000	(1.0000)	2.3000
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	.0000	.0000	.2000
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
Office Assistant I I I	12A	GREIU	1.0000	.0000	.0000	.0000	.0000
Plant Assistant I / II	10A	GREIU	2.0000	2.0000	2.0000	.0000	2.8000
Plumber	17A	GREIU	.0000	.0000	.0000	.0000	.3000
Plumbing Inspector I	19A	GREIU	2.0000	2.0000	2.0000	.0000	1.6000
Plumbing Inspector I I	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Project Engineer	15	APA	2.0000	2.0000	2.0000	.0000	1.5000
Public Services Assistant	16A	GREIU	1.0000	2.0000	2.0000	.0000	1.6200
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.2500
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	1.2400
Trench Inspector	16A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Utilities Field Operations Crew Leader	21A	GREIU	5.0000	5.0000	8.0000	3.0000	5.0000
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	.0000	2.0000	2.0000	.0000	2.0000
Utility Field Operator I / I I	14A / 18A	GREIU	16.0000	13.0000	23.0000	10.0000	16.2891
Utility Financial Officer	17	APA	1.0000	.0000	.0000	.0000	.0000
Utility Locator	14A	GREIU	.0000	3.0000	3.0000	.0000	1.5000
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

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**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Utility Operator/Maintainer	18A	GREIU	.0000	.0000	2.0000	2.0000	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>			110.0000	111.0000	125.0000	14.0000	115.0141

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	.4000
Administrative Secretary	05U	MGTNON	.0000	.0000	.0000	.0000	.2000
Assistant to the City Manager	01ATCM	EXECPLAN	1.0000	.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	3.0000	1.0000	1.0000	.0000	1.0000
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	9.4500
Customer Services Specialist	18A	GREIU	.0000	.0000	.0000	.0000	.3330
Deputy City Manager	26U	EXECPLAN	1.0000	1.0000	.0000	(1.0000)	.2900
Electrician I	17A	GREIU	1.0000	1.0000	1.0000	.0000	.7500
Electrician I I	22A	GREIU	3.0000	5.0000	4.0000	(1.0000)	2.2500
Engineering Assistant I	16A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000

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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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	1.0000	3.0000	3.0000	.0000	2.5000
Environmental Services Manager	23U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
Financial Analyst	12	APA	1.0000	1.0000	.0000	(1.0000)	.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	3.5000
Inventory Asset Manager	15	APA	.0000	.0000	.0000	.0000	.4000
IT Support Specialist	21A	GREIU	2.0000	2.0000	2.0000	.0000	1.7000
Laboratory Technician I / I I	14A / 16A	GREIU	3.0000	1.0000	1.0000	.0000	1.0000
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	.0000	1.0000	1.0000	.0000	.9500
Plant Assistant I / I I	10A / 12A	GREIU	4.0000	4.0000	4.0000	.0000	3.2000
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	1.8500
Public Services Assistant	16A	GREIU	.0000	.0000	.0000	.0000	.3800
Safety Technician	10	APA	.0000	.0000	.0000	.0000	.2000
Secretary to the Deputy City Manager	7U	MGTNON	1.0000	1.0000	.0000	(1.0000)	.2900
Storekeeper I I	14A	GREIU	2.0000	2.0000	2.0000	.0000	2.5600
Trench Inspector	16A	GREIU	.0000	.0000	.0000	.0000	.5000
Utilities Crew Leader	16A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Utilities Field Operations Crew Leader	21A	GREIU	2.0000	2.0000	.0000	(2.0000)	2.0000

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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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	.0000	2.0000	2.0000	.0000	2.0000
Utilities Director	24	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Utility Field Operator I / I I	14A / 18A	GREIU	9.0000	9.0000	.0000	(9.0000)	5.7500
Utility Locator	14A	GREIU	.0000	.0000	.0000	.0000	1.5000
Utility Maintenance Mechanic I / I I	12A / 16A	GREIU	9.0000	9.0000	9.0000	.0000	7.8000
Utility Maintenance Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
Utility Operator/Maintainer	18A	GREIU	9.0000	9.0000	7.0000	(2.0000)	7.2000
Waste Water Lab Superintendent	14	APA	.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	1.0000	2.0000	2.0000	.0000	1.3000
Waste Water/Stormwater Maintenance Superintendent	17	APA	1.0000	1.0000	1.0000	.0000	.5500
Water Pollution Control Inspector	21A	GREIU	5.0000	5.0000	5.0000	.0000	5.0000
Water Pollution Control Officer	26A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal EP Sewage Disposal Fund</i>			107.0000	111.0000	94.0000	(17.0000)	104.4930
GENERAL OPERATING FUND							
Air Pollution Control Officer	22A	GREIU	1.0000	.0000	.0000	.0000	.0000
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	1.0000	1.0000	.0000	1.5000
Project Engineer	15	APA	1.0000	1.0000	1.0000	.0000	1.6500
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.1500
Wastewater/Water Plant Supervisor	17	APA	.0000	1.0000	1.0000	.0000	.7000
<i>Subtotal EP GOF</i>			6.0000	6.0000	6.0000	.0000	7.2620
MAJOR STREETS FUND							
Collection System Asset Crew Leader	18A	GREIU	.0000	.0000	.0000	.0000	.0700

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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Collection System Asset Technician	14A	GREIU	.0000	.0000	.0000	.0000	1.6250
Information Systems Coordinator	15	APA	.0000	.0000	.0000	.0000	.1000
Utility Field Operator I / I I	14A / 18A	GREIU	.0000	.0000	.0000	.0000	.4805
Utilities Field Operations Crew Leader	21A	GREIU	.0000	.0000	.0000	.0000	.5000
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.1000
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal EP Major Streets</i>			<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>2.9755</u>
LOCAL STREETS FUND							
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	2.9250
Storekeeper II	14AH	GREIU	.0000	.0000	.0000	.0000	.2000
Utilities Field Operations Crew Leader	21A	GREIU	1.0000	1.0000	.0000	(1.0000)	.5000
Utility Field Operator II	18A	GREIU	1.0000	1.0000	.0000	(1.0000)	.4805
Waste Water/Stormwater Maintenance Superintendent	17	APA	.0000	.0000	.0000	.0000	.2000
Wastewater Technical Control Supervisor	14	APA	.0000	.0000	.0000	.0000	.1000
<i>Subtotal EP Local Streets</i>			<u>6.0000</u>	<u>6.0000</u>	<u>4.0000</u>	<u>(2.0000)</u>	<u>4.5355</u>
<i>Subtotal EP Stormwater</i>			<u>12.0000</u>	<u>12.0000</u>	<u>10.0000</u>	<u>(2.0000)</u>	<u>14.7730</u>
<i>Subtotal Env Protection Division</i>			<u>119.0000</u>	<u>123.0000</u>	<u>104.0000</u>	<u>(19.0000)</u>	<u>119.2660</u>
AUTO PARKING DIVISION							
GENERAL OPERATING FUND							
Parking Violations Checker	7A	GREIU	8.0000	.0000	.0000	.0000	.0000
<i>Subtotal General Operating Fund</i>			<u>8.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>	<u>.0000</u>
AUTO PARKING FUND							
Accounts Receivable Coordinator	21AH	GREIU	.0000	1.0000	1.0000	1.0000	1.0000
Administrative Aide	4	APA	1.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I	11	APA	2.0000	1.0000	1.0000	.0000	1.0000
Administrative Analyst I I	16	APA	.0000	1.0000	.0000	(1.0000)	.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

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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Buyer	10	APA	.0000	.0000	.0000	.0000	.1000
Custodian	10A	GREIU	6.0000	6.0000	8.0000	2.0000	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
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	1.0000	.0000	(1.0000)	.3000
Mobile GR Manager	21	MGTNON	1.0000	.0000	.0000	.0000	.0000
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
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	.0000	10.0000	9.0000	(1.0000)	9.0000
Parkng Violations Lead Worker	12A	GREIU	.0000	.0000	1.0000	1.0000	1.0000
Secretary to the Deputy City Manager	7U	MGTNON	.0000	.0000	.0000	.0000	.1000
Traffic Safety Director	23U	MGTNON	.0000	1.0000	1.0000	.0000	1.0000
Transportation Planning Supervisor	13	APA	1.0000	1.0000	2.0000	1.0000	2.0000
<i>Subtotal Auto Parking Fund</i>			31.0000	42.0000	43.0000	1.0000	44.5000
<i>Subtotal Auto Parking Division</i>			39.0000	42.0000	43.0000	1.0000	44.5000
TOTAL ENTERPRISE SERVICES DEPARTMENT			306.0000	313.0000	308.0000	(5.0000)	315.2801

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 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

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Human Resources Analyst	12	APA	3.0000	3.0000	3.0000	.0000	3.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Human Resources Assistant	6U	MGTNON	2.0000	2.0000	2.0000	.0000	2.0000
Human Resources Director	23U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Assistant	7U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Manager	21U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Labor Relations Specialist	17U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Managing Director	24U	EXECPLAN	1.0000	1.0000	1.0000	.0000	.5000
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
<i>Subtotal HR GOF</i>			16.0000	16.0000	16.0000	.0000	14.4000
HR - HEALTH INSURANCE FUND (6770)							
Assistant Employee Benefits Mgr.	13U	MGTNON	.0000	.0000	.0000	.0000	.6000
Employee Benefits Assistant	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Employee Benefits Manager	16U	EXECPLAN	.0000	.0000	.0000	.0000	.5000
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
<i>Subtotal HR Health Insurance Fund</i>			1.0000	1.0000	1.0000	.0000	2.3500
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	21.0000	21.0000	.0000	20.1500

**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
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

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Managing Director	24U	EXECPLAN	.0000	.0000	.0000	.0000	.2500
<i>Subtotal Diversity & Inclusion - GOF</i>			4.0000	4.0000	4.0000	.0000	4.2500
311 CUSTOMER SERVICE OPERATIONS							
311 CUSTOMER SERVICE FUND							
311 Customer Service Manager	18	APA	1.0000	.0000	1.0000	1.0000	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	1.0000	.0000	(1.0000)	.0000
Customer Service Community Liaison	11	APA	.0000	1.0000	1.0000	.0000	1.0000
Customer Service Director	23U	EXECPLAN	.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>			13.0000	14.0000	14.0000	.0000	14.0000
TOTAL ADMINISTRATIVE SERVICES DEPT			17.0000	18.0000	18.0000	.0000	18.2500

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	1.0000	2.0000	2.0000	.0000	2.0000
Administrative Secretary	5U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Crime Scene Technician	2J	POLC2	7.0000	8.0000	8.0000	.0000	8.0000
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 II	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
Office Assistant III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000
Police Captain	2F	POLC5	7.0000	7.0000	8.0000	1.0000	8.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Police Chief	25U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Police Financial Coordinator	22A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Lieutenant	1F	POLC5	13.0000	14.0000	13.0000	(1.0000)	13.0000
Police Officer	1C	POLC1	221.0000	219.0000	230.0000	11.0000	230.0000
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	32.0000	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>			303.0000	306.0000	317.0000	11.0000	317.0000
GRANT FUNDS							
POLICE GRANTS							
Police Officer	1C	POLC1	16.0000	16.0000	4.0000	(12.0000)	4.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Police Grants</i>			17.0000	17.0000	5.0000	(12.0000)	5.0000
DRUG LAW ENFORCEMENT							
Office Assistant I V	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Police Officer	1C	POLC1	.0000	.0000	1.0000	1.0000	1.0000
Police Sergeant	2C	POLC1	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Drug Law Enforcement Grant</i>			2.0000	2.0000	3.0000	1.0000	3.0000
<i>Subtotal All Police Grants</i>			19.0000	19.0000	8.0000	(11.0000)	8.0000
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	3.0000	3.0000	.0000	.7500
Emergency Communication Supervisor	11 O	COMM SUP	4.0000	4.0000	4.0000	.0000	4.0000
<i>Subtotal Dispatch</i>			45.0000	45.0000	45.0000	.0000	42.7500
TOTAL POLICE DEPARTMENT			367.0000	370.0000	370.0000	.0000	367.7500

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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	.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
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Captain	5B	IAFF	11.0000	11.0000	11.0000	.0000	11.0000
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	.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	25U	EXECPLAN	1.0000	1.0000	1.0000	.0000	1.0000
Fire Chief - Training	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Equipment Operator	2B	IAFF	45.0000	45.0000	45.0000	.0000	45.0000
Fire Financial Administrative Coordinator	21AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Hazard Inspector	20A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant	3B	IAFF	34.0000	34.0000	34.0000	.0000	34.0000
Fire Lieutenant - Fire Prevention Inspector	3B	IAFF	3.0000	3.0000	3.0000	.0000	2.8000
Fire Lieutenant - Hazardous Materials Planner	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant - Strategic Planning Officer	3B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Fire Lieutenant - Training	3B	IAFF	2.0000	2.0000	2.0000	.0000	2.0000
Fire Marshal	6B	IAFF	1.0000	1.0000	1.0000	.0000	1.0000
Firefighter	1B	IAFF	77.0000	76.0000	76.0000	.0000	76.0000
Information Systems Coordinator	15	APA	.0000	1.0000	1.0000	.0000	1.0000
IT Support Specialist	21A	GREIU	2.0000	.0000	.0000	.0000	.0000
Office Assistant I I I	12A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Performance & Management Reporting Specialist	14	APA	.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal Fire GOF</i>			198.0000	199.0000	199.0000	.0000	198.8000
TOTAL FIRE DEPARTMENT			198.0000	199.0000	199.0000	.0000	198.8000

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	.0000	1.0000	1.0000	.5000
Deputy Court Clerk	12E	COURT	24.0000	23.0000	23.0000	.0000	23.0000
Deputy Court Clerk Specialist	13E	COURT	2.0000	2.0000	2.0000	.0000	2.0000
District Court Judge	U05	JUDGE	6.0000	6.0000	6.0000	.0000	6.0000
Law Trained Magistrate	10S	61ST	1.0000	1.0000	1.0000	.0000	1.0000
Lead Work Assignment Clerk	15E	COURT	4.0000	4.0000	4.0000	.0000	4.0000
Probation Officer	3D	APA COURT	7.0000	7.0000	6.0000	(1.0000)	6.0000
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

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Work Crew Supervisor	16E	COURT	4.0000	4.0000	3.0000	(1.0000)	3.0000
<i>Subtotal Operating</i>			82.0000	81.0000	80.0000	(1.0000)	79.5000
DISTRICT COURT GRANTS FUND							
DART On - Call Worker- PT at 0.50 FTE	05T	61STHR	4.0000	4.0000	5.0000	1.0000	2.5000
DART Team Leader - PT at 0.75 FTE	09T	APA COURT	.0000	1.0000	.0000	(1.0000)	.0000
Probation Officer	3D	APA COURT	1.0000	1.0000	.0000	(1.0000)	.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>			10.0000	11.0000	10.0000	(1.0000)	5.0000
TOTAL 61ST DISTRICT COURT			92.0000	92.0000	90.0000	(2.0000)	84.5000

ATTORNEY'S DEPARTMENT (E540)

GENERAL OPERATING FUND

Assistant City Attorney I	13U	EXECPLAN	2.0000	3.0000	3.0000	.0000	3.0000
Assistant City Attorney II	17U	EXECPLAN	4.0000	4.0000	4.0000	.0000	4.0000
Assistant City Attorney III	22U	EXECPLAN	1.0000	.0000	.0000	.0000	.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 II	7U	MGTNON	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant III	12A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Office Assistant IV	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL ATTORNEY'S DEPARTMENT			17.0000	17.0000	17.0000	.0000	17.0000

F. FISCAL SERVICES GROUP

FLEET & FACILITIES DEPARTMENT (F610)

FACILITIES MANAGEMENT FUND

Building Maintenance Mechanic I / II	13A / 16A	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
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**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Business Manager	13	APA	1.0000	1.0000	1.0000	.0000	.4500
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
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	3.0000
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
<i>Subtotal Facilities</i>			14.0000	14.0000	14.0000	.0000	13.6250
MOTOR EQUIPMENT SERVICES FUND							
Business Manager	13	APA	.0000	.0000	.0000	.0000	.4500
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	.4000
Financial Assistant I I	13A	GREIU	1.0000	1.0000	1.0000	.0000	.7500
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	10.0000	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
Office Assistant I I I	12A	GREIU	1.0000	1.0000	1.0000	.0000	.5000
Storekeeper I I	14A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Vehicle Service Worker	9A	GREIU	2.0000	2.0000	2.0000	.0000	2.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
<i>Subtotal Fleet</i>			33.0000	32.0000	32.0000	.0000	32.1250
VEHICLE STORAGE FUND							
Business Manager	13	APA	.0000	.0000	.0000	.0000	.1000
Buyer	10	APA	1.0000	1.0000	1.0000	.0000	1.0000
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	1.3000
TOTAL FLEET & FACILITIES DEPARTMENT			48.0000	47.0000	47.0000	.0000	47.0500

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
Real and Personal Property Appraiser III	23A	GREIU	4.0000	4.0000	5.0000	1.0000	5.0000
Real Property Assessment Aide	11AH	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Tax Auditor	23A	GREIU	2.0000	2.0000	1.0000	(1.0000)	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	1.0000	.0000	(1.0000)	.5000
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
Deputy Chief Financial Officer	22U	EXECPLAN	1.0000	.0000	.0000	.0000	.0000
Financial Analyst	12	APA	.0000	.0000	2.0000	2.0000	.0000
Financial Systems Administrator	17	APA	.0000	2.0000	2.0000	.0000	2.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Fiscal Services Manager	20U	MGTNON	.0000	.0000	.0000	.0000	.5000
Performance Mgmt Financial Rptng Specialist	14	APA	1.0000	.0000	.0000	.0000	.0000
<i>Subtotal Fiscal Admin</i>			6.0000	6.0000	7.0000	1.0000	4.5300
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	2.0000	1.0000	1.0000	.0000	1.0000
Chief Financial Officer	25U	EXECPLAN	.0000	.0000	.0000	.0000	.1500
Fiscal Services Manager	20U	MGTNON	.0000	1.0000	2.0000	1.0000	.5000
<i>Subtotal Budget</i>			2.0000	2.0000	3.0000	1.0000	1.6500
INCOME TAX OFFICE-GENERAL OPERATING FUND							
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	1.0000
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
Income Tax Operations Supervisor	14	APA	1.0000	1.0000	1.0000	.0000	1.0000
Income Tax Examiner	21A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
Income Tax Specialist I	15AH	GREIU	6.0000	6.0000	6.0000	.0000	6.0000
Income Tax Specialist II	18A	GREIU	3.0000	3.0000	3.0000	.0000	3.0000
<i>Subtotal Income Tax</i>			16.0000	16.0000	16.0000	.0000	16.1500
TOTAL FISCAL SERVICES DEPARTMENT			42.0000	42.0000	44.0000	2.0000	40.6300
TECHNOLOGY & CHANGE MANAGEMENT DEPARTMENT (F630)							
GENERAL OPERATING FUND							
Administrative Analyst II	16	APA	1.0000	1.0000	1.0000	.0000	1.0000
<i>Subtotal GOF</i>			1.0000	1.0000	1.0000	.0000	1.0000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
INFORMATION TECHNOLOGY FUND							
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
Financial Analyst	12	APA	.0000	.0000	.0000	.0000	.1000
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	2.2500
TOTAL TECHNOLOGY & CHANGE MGT DEPT			3.0000	3.0000	3.0000	.0000	3.2500

TREASURY DEPT (F640)

TREASURER'S OFFICE - GENERAL OPERATING FUND

Accountant I	21A	GREIU	2.0000	3.0000	3.0000	.0000	3.0000
Accountant II	12	APA	1.0000	.0000	.0000	.0000	.0000
Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.0000	.9000
Administrative Analyst I - Accounting	11	APA	1.0000	1.0000	1.0000	.0000	.5000
Administrative Secretary	15A	GREIU	1.0000	1.0000	1.0000	.0000	1.0000
Business Office Representative	16AH	GREIU	3.0000	4.0000	4.0000	.0000	3.7000
Cashier I	8A	GREIU	1.0000	1.0000	1.0000	.0000	.8000
Cashier I I	11A	GREIU	1.0000	.0000	.0000	.0000	.0000
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	1.8000
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

Administrative Analyst I	11	APA	.0000	.0000	.0000	.0000	.1000
Administrative Analyst I - Accounting	11	APA	.0000	.0000	.0000	.0000	.5000
Business Office Representative	16AH	GREIU	.0000	.0000	.0000	.0000	.3000
Cashier I	8A	GREIU	.0000	.0000	.0000	.0000	.2000
City Treasurer		APPOINT	.0000	.0000	.0000	.0000	.1000

**FY2019 MASTER ROSTER
APPENDIX C**

**Group / Department
Org / Fund**

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
Deputy City Treasurer	18	APA	.0000	.0000	.0000	.0000	.1000
Financial Assistant I	11A	GREIU	.0000	.0000	.0000	.0000	.2000
<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 Administrator	17	APA	2.0000	.0000	.0000	.0000	.0000
Financial Systems Analyst	13	APA	1.0000	1.0000	1.0000	.0000	1.0000
Internal Auditor I	12	APA	.0000	1.0000	1.0000	.0000	1.0000
Internal Auditor I I	14	APA	1.0000	.0000	.0000	.0000	.0000
Payroll Supervisor	12	APA	1.0000	1.0000	1.0000	.0000	1.0000
TOTAL COMPTROLLER'S DEPARTMENT			17.0000	15.0000	15.0000	.0000	15.0000

RETIREMENT ACTIVITIES (G110) - NON BUDGETED

RETIREMENT OFFICE - Not Budgeted

**FY2019 MASTER ROSTER
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Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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>			.0000	.0000	.0000	.0000	.3300

TAX INCREMENT FINANCE AUTHORITY - NOT BUDGETED BY CITY

Debt And Authority Finance Officer	17	APA	.0000	.0000	.0000	.0000	.0300
<i>Subtotal TIFA</i>			.0000	.0000	.0000	.0000	.0300

BROWNFIELD - NOT BUDGETED BY CITY

Administrative Analyst I	11	APA	1.0000	1.0000	1.0000	.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 / I I	14 / 17	APA	2.0000	2.0000	2.0000	.0000	1.4500
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>			3.0000	3.0000	3.0000	.0000	2.6100

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
Economic Development Assistant	16A	GREIU	1.0000	1.0000	1.0000	.0000	.2000
Managing Director	24U	EXECPLAN	1.0000	1.0000	.0000	(1.0000)	.3000
Secretary to the Deputy City Manager	07U	MGTNON	.0000	.0000	.0000	.0000	.0500
<i>Subtotal Smartzone</i>			2.0000	2.0000	1.0000	(1.0000)	1.2500

**FY2019 MASTER ROSTER
APPENDIX C**

Group / Department
Org / Fund

Position Titles	Range	Bargaining Unit	FY2017 AUTHORIZED	FY2018 AUTHORIZED	FY2019 ADOPTED	Change from 2018	FY2019 FTE
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	5.0000	4.0000	(1.0000)	4.2700
TOTAL AUTHORIZED ROSTER FOR FY2019			1,568.00	1,588.00	1,587.00	(1.00)	1,523.75

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

DASH

Downtown Area Shuttle. Provides service to parking lots on the west side and south side of downtown.

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.

DID

Downtown Improvement District - A special assessment district within the downtown business area.

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.

FY

Fiscal Year

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

GIS

Geographical Information System, a computerized mapping of an area.

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.

OPERATIONAL THEME

Themes that describe the ideal manner in which the City services are provided.

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.

SUSTAINABILITY PLAN

A planning and performance measurement process that is inclusive of all City services which measures achievement of outcomes in relation to sustainability principles called the triple bottom line – economic prosperity, environmental equity, and social equality.

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).



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Piloting Use of Racial Equity Lens Budget Tool in Preparation of FY2019 Fiscal Plan

Making budget decisions through a racial equity lens and providing transparency around these investments and their outcomes is one way to keep our commitment to addressing our community’s disparities at the forefront and hold us accountable.

We piloted a Racial Equity Lens budget tool with the FY2019 Fiscal Plan that required every City department to answer such questions as what are the top racial equity community outcomes for a service and how does this service impact social equity and specific neighborhoods, among other critical indicators.

The results of the pilot are encouraging. City departments were asked to pilot one service, initiative or budget issue to review through the lens of racial equity. A total of 36 projects were identified by departments. Projects ranged from identifying racial equity benchmarks to evaluating employment processes and civil service tests to finding innovative methods of incorporating small, local minority- and women-owned businesses into the procurement process. Each department wrestled with the question of whether the service being examined could have an unintended racial equity result and then provided recommended countermeasures to produce an equitable result. These projects will give the City an excellent foundation upon which to build and continue our work in eliminating disparate impacts in our community.

We will implement the recommendations of the pilot in FY2019 and track the results. Departments will include implementation of the projects in their departmental strategic plans.

Answering such a question positions us to help lead community efforts aimed at achieving more equitable outcomes across our city one service at a time. A list of the City department projects follows:

Department	Initiative/ Service/ Budget	Project	Description of Project
61st District Court	Initiative, Service	Eviction prevention program	Provide rental assistance through a collaboration of public and private partners to help residents avoid eviction
City Assessor	Policy, Service	Home Foreclosures	Create a baseline report utilizing data on foreclosed homes to determine if property tax rates are free of implicit bias

Department	Initiative/ Service/ Budget	Project	Description of Project
City Attorney	Initiative	Grand Rapids Department of Law internship program	Increase the utilization of diverse interns in the City Attorney's office
City Clerk	Initiative	Elevating voter turnout in communities of color through broader voter education initiative	Increase citizen engagement to improve voter turnout in all wards of the city
City Treasurer	Service	City payment channels	Increase the utilization of technology in the payment process
Community Development	Initiative, Service	Housing improvement resources initiative	Alter the program from an enforcement/complaint-based system to a customer service-driven system
Comptroller	Initiative, Service	Community service communications	Translate current Popular Annual Financial Report (PAFR) and other documents to other languages, including Spanish
Customer Service	Initiative, Service, Budget Issue	Walk-in customers and community outreach in-person payments	Increase outreach to customers to reduce the number of walk-ins to the 311 Center by encouraging the use of smart technology.
Design and Development Services	Initiative	Development Center applications and guides	Translate Development Center guidelines into other languages, including Spanish
Design and Development/Planning	Initiative	Area Specific Plans	Increase participatory community engagement to create area specific plans for Heartside, South Division and Southtown
Diversity and Inclusion	Initiative, Service, Budget Issue	Supplier diversity for goods and services less than \$10,000	Create an internal team to review guidelines for purchases less than \$10,000 to ensure opportunities for small, local minority- and women-owned businesses
Economic Development	Policy	Various economic development tax abatement initiatives enabled by state legislation, including PA 146 - Obsolete Property Rehabilitation (OPRA)	Utilize the Racial Equity Toolkit to evaluate and alter various Economic Development programs
Engineering	Initiative	Prequalification process	Utilize the Racial Equity Toolkit to evaluate the requirements of the prequalification process
Environmental Services	Initiative, Service	Wet weather flow control on private property (i.e. footing tile disconnection, including sump pump installation if needed)	Utilize the Racial Equity Toolkit to evaluate the stormwater program

Department	Initiative/ Service/ Budget	Project	Description of Project
Executive Office	Service, Budget Issue	Neighborhood Leadership Academy	Work to build capacity for local neighborhood associations in collaboration with internal and external sources
Executive Office - Communications	Initiative, Service	Racial equity in the use of social media	Use social media to reach community members from all backgrounds, including those who have been historically marginalized
Facilities and Fleet	Initiative, Policy	Increase the utilization of Micro-Local Businesses (Micro-LBEs) in purchases less than \$10,000	Work in collaboration with other internal departments to evaluate policies for good and services purchases less than \$10,000
Fire Department	Initiative, Budget Issue	Division Avenue fire station construction	Build a new fire station to replace the current 1926 building that serves the Garfield Park, Alger Heights, Madison Area, Southeast Community, Roosevelt Park and South East End neighborhoods
Fiscal Administration and Budget	Service	Fiscal Plan	Evaluate budget information to create a one- to two-page document that is shared with the community and translated to additional languages, including Spanish
Grand Rapids Public Library	Service	Library Collections	Evaluate the scope, responsibilities and considerations used in the selection and maintenance of library materials with an eye toward racial equity
Human Resources - Benefits	Initiative	Health and wellness program	Increase the participation of City employees in biometric health screening
Human Resources - City University	Service, Budget Issue	Tuition reimbursement program	Evaluate budget and utilization of the current tuition reimbursement program to ensure equity
Human Resources - Labor Relations	Service	Contract negotiations	Evaluate negotiation teams and contracts to ensure equitable treatment of employees
Human Resources - Recruiting	Service	Civil service exam attendance rate	Evaluate the civil service exam and identify and address any disparate impact in the administration of the exam
Human Resources - Risk Management	Service, Budget Issue	Claims handling and process related to potholes and the evaluation of capital investment for pothole repairs	Evaluate whether lower-income neighborhoods, ZIP codes and streets are receiving the same level of Vital Streets capital project investments as those in other business districts or neighborhoods

Department	Initiative/ Service/ Budget	Project	Description of Project
Income Tax	Service	Hours of availability increase to be available to entire community	Ensure equitable access to Income Tax Department services by evaluating hours of operation through the Racial Equity Toolkit
IT and Change Management	Initiative, Policy	Information Technology Procurement of Goods and Services	Work in collaboration with other internal departments to evaluate policies for goods and services purchases less than \$10,000
Lighting, Signals and Signs	Service	Street Lighting - LED Upgrade Implementation	Use the Racial Equity Toolkit to create an equitable method of lighting replacement
Mobile GR and Parking Services	Service	Parking Enforcement	Evaluate whether areas of the city with high rates of poverty and greater percentages of communities of color are receiving a greater proportion of parking tickets
Our Community's Children	Service	LEAD Program employment placement opportunities within City Departments	Increase the utilization and participation of the LEAD Program with City departments
Parks and Recreation	Service	Summer Recreation and Play Program	Implement a playground program that provides activities for youth ages 5 to 14 in the South East End Neighborhood (Martin Luther King Park) five days a week for 10 weeks in the summer
Police Department	Service	Police Officer Hiring Process	Increase the diversity of police officer recruits
Public Services	Service	Street Sweeping	Ensure equitable treatment of all residents by providing equitable street sweeping for all three of the city's wards
Purchasing	Initiative, Policy, Service	Minority vendors registered to do business with the City	Increase the number of Micro-LBE vendors registering with the City
Vehicle Storage Fund	Initiative, Policy, Service	Impound Lot	Work in collaboration with the Police Department to ensure equitable access and activity in the Impound Lot
Water Department	Initiative, Policy, Service	Lead Service Line Replacement	Ensure equitable access for all citizens in the replacement of lead service lines

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, Grand Valley Regional Biosolids Authority bond issues, and the Downtown Development Authority Series 1994 bond issue. 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, 2018.

Debt Limitation ⁽¹⁾	\$600,863,210
Principal Outstanding.....	\$531,520,498
Less: Exempt Debt.....	(387,023,980) <u>\$144,496,518</u>
Legal Debt Margin	<u>\$456,366,692</u>

(1) 10% of \$6,008,632,100, which is the City’s Total SEV for the fiscal year ending June 30, 2019. “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 typically reviewed by nationally recognized municipal bond rating agencies regularly. 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 issue in September, 2016. The City’s most recent limited tax general obligation (LTGO) bond ratings were issued in March, 2017 and received ratings of Aa2 from Moody’s and AA from Standard & Poor’s.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Total Annual Principal and Interest Requirements

Fiscal Year	Utility Revenue Bonds	Vital Streets Income Tax Funded Bonds	Internal Service Fund Bonds	Authority Bonds	Capital Improvement Bonds	Other Indebtedness	Total Requirements	Per Capita Debt Service Payments ¹
2019	\$ 34,360,799	\$ 2,395,700	\$218,549	\$ 15,462,749	\$ 637,238	\$ 3,147,877	\$ 56,222,912	\$ 298.99
2020	34,305,578	2,395,950	155,035	14,613,107	645,761	3,545,445	55,660,876	296.01
2021	30,412,036	17,258,200	5,810	14,360,237	528,722	3,543,013	66,108,018	351.56
2022	31,830,967	2,123,950	5,653	12,194,120	525,724	3,222,672	49,903,086	265.39
2023	31,840,503	2,126,750	5,472	4,978,961	536,651	3,226,381	42,714,717	227.16
2024	31,855,793	2,124,250	5,305	4,917,693	536,445	3,228,516	42,668,002	226.91
2025	31,856,464	2,122,500	-	4,600,779	545,401	3,004,321	42,129,465	224.05
2026	31,868,042	2,126,250	-	4,591,147	538,013	3,005,371	42,128,822	224.04
2027	31,903,899	-	-	4,586,892	539,862	2,993,322	40,023,975	212.85
2028	31,890,221	-	-	4,582,413	145,654	2,989,446	39,607,733	210.63
2029	26,894,540	-	-	4,587,398	151,481	2,061,721	33,695,140	179.19
2030	25,536,045	-	-	1,839,086	147,159	2,056,537	29,578,827	157.30
2031	25,527,596	-	-	1,834,340	-	1,355,314	28,717,250	152.72
2032	25,540,837	-	-	1,833,858	-	1,357,075	28,731,771	152.80
2033	25,136,092	-	-	694,133	-	1,256,737	27,086,962	144.05
2034	26,426,100	-	-	696,219	-	1,349,450	28,471,769	151.41
2035	23,876,210	-	-	695,503	-	1,350,263	25,921,976	137.85
2036	16,225,147	-	-	699,024	-	1,049,275	17,973,446	95.58
2037	16,043,463	-	-	288,516	-	1,041,700	17,373,679	92.39
2038	15,367,986	-	-	284,310	-	-	15,652,296	83.24
2039	13,053,336	-	-	284,836	-	-	13,338,172	70.93
2040	11,214,974	-	-	285,005	-	-	11,499,979	61.16
2041	11,128,524	-	-	-	-	-	11,128,524	59.18
2042	6,814,450	-	-	-	-	-	6,814,450	36.24
2043	4,645,500	-	-	-	-	-	4,645,500	24.70
2044	4,651,250	-	-	-	-	-	4,651,250	24.74
2045	3,762,500	-	-	-	-	-	3,762,500	20.01
2046	3,758,500	-	-	-	-	-	3,758,500	19.99
2047	2,761,750	-	-	-	-	-	2,761,750	14.69
2048	2,761,500	-	-	-	-	-	2,761,500	14.69
TOTAL	\$ 613,250,603	\$ 32,673,550	\$395,824	\$ 98,910,323	\$ 5,478,111	\$44,784,436	\$ 795,492,847	\$ 4,230.44

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

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

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 Requirements
	Principal	Interest ¹	Principal	Interest	Principal	Interest ²	Principal	Interest	
2019	\$ 9,145,000	\$ 12,813,291	\$ 1,077,360	\$ 270,602	\$ 1,295,000	\$ 654,127	\$ 5,620,000	\$ 3,485,419	\$ 34,360,799
2020	8,595,000	13,347,866	1,099,872	248,149	1,340,000	613,922	5,820,000	3,240,769	34,305,578
2021	8,990,000	12,906,716	1,125,600	225,216	1,370,000	580,635	2,230,000	2,983,869	30,412,036
2022	10,855,000	12,455,616	1,144,896	201,752	1,405,000	546,535	2,335,000	2,887,169	31,830,967
2023	11,400,000	11,895,316	1,170,624	177,835	1,455,000	511,497	2,455,000	2,775,231	31,840,503
2024	11,970,000	11,328,466	1,196,352	153,359	1,485,000	475,385	2,590,000	2,657,231	31,855,793
2025	12,565,000	10,733,216	1,218,864	128,324	1,520,000	438,460	2,720,000	2,532,600	31,856,464
2026	13,200,000	10,108,366	1,244,592	102,812	1,545,000	400,722	2,865,000	2,401,550	31,868,042
2027	13,870,000	9,443,351	1,273,536	76,740	1,605,000	362,172	3,010,000	2,263,100	31,903,899
2028	14,500,000	8,795,893	1,299,264	50,029	1,630,000	322,335	3,175,000	2,117,700	31,890,221
2029	10,465,000	8,118,292	1,324,992	22,759	1,680,000	281,747	3,040,000	1,961,750	26,894,540
2030	10,970,000	7,616,298	-	-	1,710,000	239,997	3,190,000	1,809,750	25,536,045
2031	11,490,000	7,089,911	-	-	1,755,000	197,435	3,345,000	1,650,250	25,527,596
2032	12,040,000	6,538,481	-	-	1,805,606	153,750	3,520,000	1,483,000	25,540,837
2033	12,650,000	5,929,677	-	-	1,444,908	109,507	3,695,000	1,307,000	25,136,092
2034	14,905,000	5,290,130	-	-	1,160,055	73,665	3,875,000	1,122,250	26,426,100
2035	13,385,000	4,537,509	-	-	902,840	47,361	4,075,000	928,500	23,876,210
2036	8,840,000	3,860,564	-	-	748,008	26,825	2,025,000	724,750	16,225,147
2037	9,270,000	3,387,088	-	-	630,000	7,875	2,125,000	623,500	16,043,463
2038	9,725,000	2,890,736	-	-	-	-	2,235,000	517,250	15,367,986
2039	7,915,000	2,387,836	-	-	-	-	2,345,000	405,500	13,053,336
2040	8,275,000	1,946,724	-	-	-	-	705,000	288,250	11,214,974
2041	8,645,000	1,485,524	-	-	-	-	745,000	253,000	11,128,524
2042	4,815,000	1,003,700	-	-	-	-	780,000	215,750	6,814,450
2043	2,865,000	783,750	-	-	-	-	820,000	176,750	4,645,500
2044	3,015,000	640,500	-	-	-	-	860,000	135,750	4,651,250
2045	2,275,000	489,750	-	-	-	-	905,000	92,750	3,762,500
2046	2,385,000	376,000	-	-	-	-	950,000	47,500	3,758,500
2047	2,505,000	256,750	-	-	-	-	-	-	2,761,750
2048	2,630,000	131,500	-	-	-	-	-	-	2,761,500
TOTAL	\$ 274,155,000	\$ 178,588,817	\$ 13,175,952	\$ 1,657,577	\$ 26,486,417	\$ 6,043,952	\$ 72,055,000	\$ 41,087,888	\$ 613,250,603

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 337 of the State's Revolving Loan Fund program. Principal amounts for all but one bond series have been finalized.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Vital Streets Capital Improvement Debt

Fiscal Year	Vital Streets Capital Fund ¹				TOTAL DEBT SERVICE REQUIREMENTS		
	Capital Improvement Bonds Series 2015		Capital Improvement Bonds Series 2016		Principal	Interest	Combined
	Principal	Interest	Principal	Interest			
	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2019	\$ -	\$ 268,500	\$ 1,465,000	\$ 662,200	\$ 1,465,000	\$ 930,700	\$ 2,395,700
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	\$ 671,250	\$ 13,810,000	\$ 3,192,300	\$ 28,810,000	\$ 3,863,550	\$ 32,673,550

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

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY Annual Principal and Interest Requirements Internal Service Fund

Fiscal Year	Motor Equipment System		
	CIB Series 2013		
	Principal	Interest	Combined
2019	\$ 210,257	\$ 8,292	\$ 218,549
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	\$ 383,391	\$ 12,433	\$ 395,824

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Authority Bonds - page 1 of 4

Fiscal Year	Downtown Development Authority Van Andel Arena Series 1994 Bonds		Grand Rapids Building Authority							
	Principal	Interest	1 North Division Series 2002A Bonds		1 North Division Series 2004 Bonds		Weston/Commerce Ramp Series 2008 Bonds		Police Facs/CARC I Refunding Series 2009 Bonds	
			Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2019	\$ 144,554	\$ 700,446	\$ 805,000	\$ 570,226	\$ 770,000	\$ 629,625	\$ 415,000	\$ 10,375	\$ 1,905,000	\$ 217,719
2020	-	-	855,000	524,576	810,000	584,200	-	-	1,850,000	137,500
2021	-	-	900,000	476,313	855,000	536,331	-	-	1,950,000	46,500
2022	-	-	950,000	428,407	905,000	485,731	-	-	-	-
2023	-	-	995,000	380,375	960,000	432,113	-	-	-	-
2024	-	-	1,045,000	329,375	1,015,000	375,331	-	-	-	-
2025	-	-	1,095,000	275,875	1,075,000	315,244	-	-	-	-
2026	-	-	1,155,000	219,625	1,135,000	251,706	-	-	-	-
2027	-	-	1,210,000	160,500	1,200,000	184,575	-	-	-	-
2028	-	-	1,270,000	98,500	1,270,000	113,563	-	-	-	-
2029	-	-	1,335,000	33,375	1,340,000	38,522	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 144,554	\$ 700,446	\$ 11,615,000	\$ 3,497,146	\$ 11,335,000	\$ 3,946,941	\$ 415,000	\$ 10,375	\$ 5,705,000	\$ 401,719

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Authority Bonds - page 2 of 4

Fiscal Year	Downtown Development Authority Refunding/Improvements Series 2009 Bonds		Grand Rapids Building Authority							
	Principal	Interest	Recovery Zone Econ Dev 415 Franklin/1120 Monroe Series 2010A Bonds		Federally Taxable 415 Franklin/1120 Monroe Series 2010B Bonds		Recovery Zone Econ Dev The Gallery on Fulton Ramp Series 2010C Bonds		Ottawa/Fulton Ramp Series 2011 Refunding Bonds	
			Principal	Interest ¹	Principal	Interest	Principal	Interest ¹	Principal	Interest
2019	\$ 3,510,000	\$ 175,500	\$ -	\$ 63,278	\$ 100,000	\$ 129,646	\$ 250,000	\$ 165,796	\$ 430,000	\$ 53,163
2020	-	-	-	63,278	100,000	124,696	255,000	160,136	430,000	32,665
2021	-	-	-	63,278	110,000	119,391	260,000	154,115	450,000	11,060
2022	-	-	-	63,278	115,000	113,309	265,000	147,325	-	-
2023	-	-	-	63,278	120,000	106,611	275,000	139,826	-	-
2024	-	-	-	63,278	125,000	99,629	280,000	132,118	-	-
2025	-	-	-	63,278	135,000	92,219	290,000	124,202	-	-
2026	-	-	-	63,278	140,000	84,381	295,000	115,794	-	-
2027	-	-	-	63,278	150,000	75,644	305,000	106,884	-	-
2028	-	-	-	63,278	160,000	65,832	315,000	97,677	-	-
2029	-	-	-	63,278	170,000	55,388	325,000	87,905	-	-
2030	-	-	-	63,278	180,000	44,310	335,000	77,560	-	-
2031	-	-	-	63,278	190,000	32,600	345,000	66,901	-	-
2032	-	-	-	63,278	205,000	20,098	355,000	55,733	-	-
2033	-	-	-	63,278	215,000	6,805	365,000	44,051	-	-
2034	-	-	225,000	59,256	-	-	380,000	31,963	-	-
2035	-	-	235,000	51,033	-	-	390,000	19,470	-	-
2036	-	-	245,000	42,453	-	-	405,000	6,571	-	-
2037	-	-	255,000	33,516	-	-	-	-	-	-
2038	-	-	260,000	24,310	-	-	-	-	-	-
2039	-	-	270,000	14,836	-	-	-	-	-	-
2040	-	-	280,000	5,005	-	-	-	-	-	-
TOTAL	\$ 3,510,000	\$ 175,500	\$ 1,770,000	\$ 1,179,571	\$ 2,215,000	\$ 1,170,556	\$ 5,690,000	\$ 1,734,027	\$ 1,310,000	\$ 96,888

Note 1: Interest expense listed here does not include semi-annual federal interest expense reimbursements. Subject to annual appropriation, the federal government reimburses 45% of Series 2010A and Series 2010C semi-annual interest expense, less the current federal sequestration rate.

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Authority Bonds - page 3 of 4

Fiscal Year	Grand Rapids Building Authority				Brownfield Redevelopment Authority		Brownfield Redevelopment Authority		City / County Joint Building Authority	
	Monroe Center II Ramp Series 2011 Refunding Bonds		Community Archives II Series 2011 Refunding Bonds		Ionia Ave Reconstruction South of Wealthy Series 2012 Bonds		Front Ave Reconstruction South of Leonard 2012 Installment Purchase		DeVos Place Series 2013B Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2019	\$ 85,000	\$ 411,512	\$ 185,000	\$ 56,125	\$ 110,000	\$ 68,362	\$ 53,000	\$ 5,498	\$ 265,000	\$ 59,225
2020	90,000	408,035	355,000	43,950	110,000	65,063	53,000	4,384	275,000	51,125
2021	90,000	404,340	365,000	27,725	115,000	61,762	53,000	3,272	280,000	41,400
2022	570,000	388,250	390,000	9,750	120,000	58,313	53,000	2,158	285,000	30,100
2023	600,000	359,000	-	-	125,000	53,512	49,800	1,046	300,000	18,400
2024	630,000	328,250	-	-	130,000	48,513	-	-	310,000	6,200
2025	660,000	296,000	-	-	135,000	43,962	-	-	-	-
2026	695,000	262,125	-	-	135,000	39,238	-	-	-	-
2027	730,000	226,500	-	-	140,000	34,512	-	-	-	-
2028	765,000	189,125	-	-	145,000	29,438	-	-	-	-
2029	810,000	149,750	-	-	155,000	24,181	-	-	-	-
2030	850,000	110,375	-	-	160,000	18,563	-	-	-	-
2031	890,000	69,000	-	-	165,000	12,562	-	-	-	-
2032	935,000	23,375	-	-	170,000	6,375	-	-	-	-
2033	-	-	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 8,400,000	\$ 3,625,637	\$ 1,295,000	\$ 137,550	\$ 1,915,000	\$ 564,356	\$ 261,800	\$ 16,358	\$ 1,715,000	\$ 206,450

APPENDIX F
DEBT SERVICE REQUIREMENTS TO MATURITY
Annual Principal and Interest Requirements
Authority Bonds - page 4 of 4

Fiscal Year	Downtown Development Authority Refunding/Improvements Series 2017 Bonds		TOTAL DEBT SERVICE REQUIREMENTS		
	Principal	Interest	Principal	Interest	Combined
2019	\$ 2,080,000	\$ 1,038,700	\$ 11,107,554	\$ 4,355,195	\$ 15,462,749
2020	6,275,000	955,500	11,458,000	3,155,107	14,613,107
2021	6,345,000	641,750	11,773,000	2,587,237	14,360,237
2022	6,490,000	324,500	10,143,000	2,051,120	12,194,120
2023	-	-	3,424,800	1,554,161	4,978,961
2024	-	-	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	\$ 21,190,000	\$ 2,960,450	\$ 78,486,354	\$ 20,423,969	\$ 98,910,323

APPENDIX F

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

Fiscal Year	Capital Reserve Fund Various Capital Repairs		Series 2013 Bonds General Fund - Fire Fire Trucks		Property Mnmt Fund Acquire 201 Market SW		Series 2017 Bonds Capital Reserve Fund Cemeteries Cap'l Repairs		TOTAL DEBT SVC REQUIREMENTS		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2019	\$ 112,821	\$ 28,722	\$ 51,282	\$ 2,427	\$ 25,641	\$ 13,305	\$ 340,000	\$ 63,040	\$ 529,744	\$ 107,494	\$ 637,238
2020	116,643	25,303	55,786	831	30,428	12,470	345,000	59,300	547,857	97,904	645,761
2021	63,158	22,624	-	-	31,579	11,546	345,000	54,815	439,737	88,985	528,722
2022	63,158	20,742	-	-	31,579	10,605	350,000	49,640	444,737	80,987	525,724
2023	68,095	18,786	-	-	36,667	9,588	360,000	43,515	464,762	71,889	536,651
2024	73,182	16,681	-	-	36,591	8,496	365,000	36,495	474,773	61,672	536,445
2025	78,261	14,425	-	-	41,739	7,329	375,000	28,647	495,000	50,401	545,401
2026	78,261	12,093	-	-	41,739	6,085	380,000	19,835	500,000	38,013	538,013
2027	85,000	9,660	-	-	40,000	4,867	390,000	10,335	515,000	24,862	539,862
2028	90,000	7,053	-	-	45,000	3,601	-	-	135,000	10,654	145,654
2029	95,000	4,296	-	-	50,000	2,185	-	-	145,000	6,481	151,481
2030	96,666	1,440	-	-	48,333	720	-	-	144,999	2,160	147,159
TOTAL	\$ 1,020,245	\$ 181,825	\$ 107,068	\$ 3,258	\$ 459,296	\$ 90,797	\$ 3,250,000	\$ 365,622	\$ 4,836,609	\$ 641,502	\$ 5,478,111

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Other Indebtedness - page 1 of 2

Fiscal Year	Kent County Drain Commission Contracts Payable								Grand Rapids LTGO	
	Grand River Floodwalls Refunding Bonds Series 2008 Bonds		Shawmut Drain Series 2013 Bonds		Grand River Floodwalls Series 2014 Bonds		Grand River Floodwalls Series 2016 Bonds		Lake Michigan Filtration Plant Imprvmts Series 2014 QECB Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest ¹
2019	\$ 285,000	\$ 30,638	\$ 21,109	\$ 241	\$ 180,000	\$ 142,147	\$ 290,000	\$ 375,550	\$ 192,454	\$ 28,813
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	-	-	-	-	185,000	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	\$ 890,000	\$ 55,507	\$ 21,109	\$ 241	\$ 3,930,000	\$ 1,323,660	\$ 8,150,000	\$ 4,358,400	\$ 1,230,609	\$ 96,060

Note 1: Interest expense does not include semi-annual federal interest expense reimbursements. Subject to annual appropriation, the federal government reimburses the City for 100% of the Series 2014 Qualified Energy Conservation Bonds (QECB) semi-annual interest expense less the current federal

APPENDIX F

DEBT SERVICE REQUIREMENTS TO MATURITY

Annual Principal and Interest Requirements

Other Indebtedness - page 2 of 2

Act 34 LTGO Refunding Bonds, Series 2016

Fiscal Year	Cherry / Commerce Parking Ramp (formerly GRBA 2006 bonds)		Public Museum Repairs, Fulton Cemetery Wall, Utility Conduits, & Streets (formerly CIB 2007 bonds)		Weston / Commerce Parking Ramp (formerly GRBA 2008 bonds)		TOTAL DEBT SERVICE REQUIREMENTS		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Combined
2019	\$ 195,000	\$ 193,275	\$ 625,000	\$ 301,875	\$ 25,000	\$ 261,775	\$ 1,813,563	\$ 1,334,314	\$ 3,147,877
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	-	-	-	-	1,050,000	206,737	1,256,737
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	\$ 5,455,000	\$ 1,944,500	\$ 7,595,000	\$ 1,656,775	\$ 6,310,000	\$ 1,767,575	\$ 33,581,718	\$ 11,202,718	\$ 44,784,436



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APPENDIX G
NEIGHBORHOOD INVESTMENT PLAN
FUNDED BY HOME INVESTMENT PARTNERSHIPS, JUSTICE ASSISTANCE, AND COMMUNITY DEVELOPMENT BLOCK GRANTS

<u>Strategy Name</u>	<u>FY19 Funding</u>	
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>	
Improve Conditions of Existing Housing:		
City of GR Community Dev Dept - Housing Rehabilitation Program	850,000	
Disability Advocates - Community-based Accessible Housing	21,000	
Home Repair Services - Access Modifications	48,000	
Home Repair Services - Minor Home Repair	400,000	
Subtotal	1,319,000	1,319,000
Increase the Supply of Affordable Housing:		
ICCF - Eastern Elementary	698,330	
ICCF - 415 Franklin	250,000	
Dwelling Place - Pine Avenue Apartments	300,000	
New Development Corp - CHDO Operating Support	25,000	
City of GR Community Dev Dept - Acquisition, Development, Resale Set-Aside	371,576	
Subtotal	1,644,906	1,644,906
Improve Access to and Stability of Affordable Housing		
Fair Housing Center of West Michigan - Fair Housing Services	75,000	
Legal Aid of Western Michigan - Housing Legal Assistance	75,000	
The Salvation Army - Short Term Rental Assistance	374,321	
Subtotal	524,321	524,321
Reduce Blight and Code Violations		
City of GR Community Dev Dept - Code Enforcement	1,368,688	
City of GR Planning Dept - Historic Preservation Code Enf	55,000	
Subtotal	1,423,688	1,423,688
Increase Civic Engagement and Public Safety:		
Baxter Neighborhood Association	40,262	
Creston Neighborhood Association	40,363	
East Hills Council of Neighbors	38,099	
Eastown Community Association	33,786	
Garfield Parks Neighborhoods Association	56,940	
Heritage Hill Association	47,568	
LINC	54,188	
Midtown Neighborhood Association	41,113	

APPENDIX G
NEIGHBORHOOD INVESTMENT PLAN
FUNDED BY HOME INVESTMENT PARTNERSHIPS, JUSTICE ASSISTANCE, AND COMMUNITY DEVELOPMENT BLOCK GRANTS

<u>Strategy Name</u>	FY19 Funding	
<u>Requesting Organization and Project Name</u>	<u>Allocations</u>	
Neighbors of Belknap Lookout	35,361	
Roosevelt Park Neighborhood Association	55,671	
Seeds of Promise	47,399	
South West Area Neighbors	51,723	
West Grand Neighborhood Organization	55,025	
Subtotal	<u> </u>	597,498
Increase Economic Opportunities		
Hispanic Center of Western Michigan - Youth Employment Program	60,000	
Steepletown Neighborhood Services - JobStart	40,000	
Subtotal	<u> </u>	100,000
Administration and Contingency:		
Grants Administration and Contract Compliance	1,051,278	
GR Area Coalition to End Homelessness	30,000	
Subtotal	<u> </u>	1,081,278
Total Neighborhood Investment Plan Funding		<u><u>\$ 6,690,691</u></u>
Funding Sources:		
Community Development Block Grant (CDBG)	5,212,460	
Home Investment Partnerships Grant (HOME)	1,467,629	
Justice Assistance Grant (JAG)	10,602	
		<u><u>\$ 6,690,691</u></u>

In early 2018, the City Commission committed to creating a new Phase IV of the Transformation Plan as part of their deliberations on the FY2019-23 Preliminary Fiscal Plan. This commitment included ending Phase III at the completion of FY2018 instead of the plan's original end date of FY2020.

The intent of Phase IV is to "Make the Plan Your Own" by incorporating the current City Commission priorities while working in partnership with staff to create a new document that we could share in its creation and implementation. The scope of Phase IV, FY2019 – FY2021, aligns with the ending date of the existing Sustainability Plan FY2017 – FY2021.

The overarching drive for the Phase IV draft was to create a plan that incorporated City Commission priorities, is comprehensive and strategic, yet concise and manageable. Staff were engaged by recommending value streams that were quantitative and:

- Address City Commission priorities identified during the December 2017 work session
- Are transformative, which includes value streams that:
 - Propose significant changes from past practices, including process improvements
 - Save a large amount of resources
 - Increase diversity, inclusion and equity
 - Balance capital investment by Ward
- Are cross-departmental or complex multi-faceted projects

The adopted Phase IV Transformation Plan includes 110 value streams with 38 originating from Phase III and 72 newly created value streams. The Phase IV value streams, broken down by pillar, include Governance 41 (36%), Social 34 (31%), Environment 19 (17%) and Economic 16 (15%).

The Phase IV plan includes a new value stream requiring all departments and/or service groups to create or update a strategic plan covering FY2020 – FY2021 that:

- Includes measurable key performance indicators, outcomes and metrics
- Uses a racial equity lens policy review
- Incorporates LEAN processes and asset management plans where appropriate
- Aligns with the Sustainability, Transformation and Fiscal Plans

The creation of these strategic plans will allow departments and/or service centers to track important operational work without diluting the Transformation Plan and making it unwieldy.

The creation and commitment to past Transformation Plans has focused the City's work and resulted in great successes. It is through these plans that we have managed disruption and continually pushed to achieve greater results.

Staff will report progress to the City Commission on a periodic basis.

City of Grand Rapids Transformation Plan

FY2019-FY2021

Making The Plan Your Own



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Transformation Plan Phase IV: Economic Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
14-01	Canfield	Lou	Haverkamp	Design & Development	FY2019	FY2019	Evaluate the pilot Development Center Ombudsman Program through a process designed with community stakeholders.		Evaluation completed
14-02	Canfield	Lou	Aslani, Bartley	Design & Development	FY2019	FY2020	Redesign the engagement process for development projects based upon multi-stakeholder input along with a pilot program to test process elements and benchmark outcomes. Progress will be evaluated by metrics that will include, but are not limited to, mailings sent, project signs posted and potential views, social media reach, community meetings held, average attendees per community meeting, attendee demographics relative to neighborhood reported by standard demographic categories, and post-community meeting survey to evaluate process satisfaction reported by standard demographic categories.		
14-03	Turkelson	Kristin	Bartley	Design & Development	FY2019	FY2019	Create and implement an annual training program for citizen planners and interested residents on planning, zoning and the development processes.		Training program completed
14-04	Wood	Kara		Economic Development	FY2019	FY2021	Complete the financial and logistical planning required to relocate facilities deployed on the 201 Market Ave SW Property and commence redevelopment of the site.		
14-05	Wood	Kara		Economic Development	FY2019	FY2019	Complete a comprehensive Economic Development Strategic Vision.		Comprehensive Economic Development Strategic Vision complete
14-06	Wood	Kara		Economic Development	FY2019	FY2020	Implement two new initiatives that support underrepresented entrepreneurs.	Currently supporting three; GRABB, WMHCC, and FSU	
14-07	Wood	Kara	Klooster	Economic Development	FY2019	FY2019	Revise policies for business development programs created via legislation (i.e PA 198 - IFT, PA 328 - PPE, PA 146 - OPRA) to align with estimated fiscal impact and financial return on investment in the City of Grand Rapids.		Policies revised

Transformation Plan Phase IV: Economic Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
14-08	Wood	Kara	Klooster	Economic Development	FY2019	FY2021	Aspire to achieve 22% MLBE participation in projects supported by City's economic development incentive programs.		Achieve 10% MLBE participation
14-09	Wood	Kara	Klooster	Economic Development	FY2019	FY2021	Identify two new financing structures that can support mixed-income development projects and complete at least two projects using those structures.		Identify two new financing structures to support mixed-income development projects
14-10	Wood	Kara		Economic Development	FY2019	FY2021	Review SmartZone strategic priorities with SmartZone board using the Racial Equity Tool Kit. Identify and invest in two initiatives that support the SmartZone Local Development Finance Authority's strategic priorities that Ensure Equitable Outcomes.		
14-11	Wood	Kara	Kitavi	Economic Development	FY2019	FY2020	Complete the South Division/Grandville CID's Tax Increment Financing and Development Plan.		
14-12	Sutter	Alison	Klooster	Executive	FY2019	FY2021	In partnership with Economic Development, evaluate economic incentives and identify where environmental sustainability (ex. LEED, green space, etc.) has been included and propose the inclusion of environmental sustainability into existing incentives (economic development tools) or the creation of new incentives/tools.		
14-13	Caudill	Patti		Human Resources Diversity and Inclusion	FY2019	FY2021	Increase use of City-related incentives by 20% for contractors who employ and/or offer pre-apprenticeship or apprenticeship programs to students 15-24 from community programs.	0%	20%
14-14	Heemstra	Lynn	Foster	Our Community's Children	FY2019	FY2021	Increase the number of City departments hiring LEAD graduates as permanent unsubsidized full time job placements by 30%.	4 full-time jobs	

Transformation Plan Phase IV: Economic Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
14-15	Heemstra	Lynn	Foster	Our Community's Children	FY2019	FY2021	Increase the number of LEAD graduates age 18 to 24 who receive permanent unsubsidized employment by 50%.	4 full-time jobs	
14-16	Heemstra	Lynn		Our Community's Children	FY2019	FY2021	Increase the number of businesses participating in the Mayor's 100 from 71 to 100.	71	85

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-01	Hondorp	Joel	Kvamme	City Clerk	FY2019	FY2021	Increase voter turnout by 10% in pilot area (precincts 16, 18, and 67) through community outreach and voter information sessions and determine feasibility of creating a program to increase voter turnout throughout the City's 77 precincts.	43.96% turnout in the Nov. 2016 election	
15-02	Hondorp	Joel	Kvamme	City Clerk	FY2019	FY2021	Provide support to liaisons, City Commissioners, the Mayor and City Manager in their recruitment efforts to support the Committee on Appointment objectives to increase diversity and inclusion of boards and commission. Report demographics (race, ethnicity, disability, gender and age) of boards and commission on a quarterly basis.		Create quarterly reports
15-03	Snow-Buckner	Amy	Glover, Schulz	Communications	FY2019	FY2019	Through a Bloomberg Philanthropies Mayors Challenge grant, elevate the voices of neighborhoods and businesses in policy decisions through enhanced communications, community engagement and data collection, including the creation of publically accessible dashboards.		Three engagement opportunities held-- one in each ward -- and create a dashboard with data from these opportunities on the City's website
15-04	Bohatch	Connie	Schaafsma	Community Development	FY2019	FY2021	Develop methods for increasing the number of vacant homes that get re-occupied and vacant properties put into productive housing uses.		
15-05	Bohatch	Connie	Schulz, Wood	Community Development	FY2019	FY2020	Finalize and implement recommendations of the Housing NOW! policy package. Monitor and publically report on the results periodically.		
15-06	Bohatch	Connie		Community Development	FY2019	FY2020	Create a strategy to reduce negative impacts and unintended consequences of complaint based code compliance.		
15-07	Bohatch	Connie	Banchoff	Community Development	FY2019	FY2021	Actively engage in helping produce the City-based outcomes established by the Coalition to End Homelessness and Emergency Needs Task Force.		

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-08	Magaluk	Courtney	Aslani	Design & Development	FY2019	FY2020	Implement the recommendations of the Heartside Quality of Life Plan, Southtown Area Specific Plan, and the South Division Corridor Area Specific Plan.		
15-09	Schulz	Suzanne	Magaluk	Design & Development	FY2019	FY2021	Complete Pre-Planning for the Update of the City Master Plan, including completion of a preliminary scope of work, formation of a Steering Committee, and fundraising efforts, and initiate a community based Master Plan process.		
15-10	Wood	Courtney	Steffen	Design & Development	FY2019	FY2021	Achieve Age-Friendly designation by World Health Organization and AARP.		
15-11	Kitavi	Kyama	Stout, Wood	Economic Development	FY2019	FY2021	Build connectivity between residents and business districts, CIDs and BIDs. Track and report on number of residents engaging with business districts and subcommittees of CIDs and BIDs.		
15-12	Wood	Jessica	DeLong	Economic Development	FY2019	FY2019	Complete the formation of an Affordable Housing Fund and facilitate its operation.		Form the Fund and facilitate its operation
15-13	Wood	Kara	Schulz, Bohatch, Naramore	Economic Development	FY2019	FY2020	Ensure equitable outcomes by completing an evaluation of transportation, housing and employment data to determine geographic priorities for various types of City investments through economic development programs, including a guide for redevelopment incentives available in the City of Grand Rapids.		
15-14	Cain	Asante		Executive	FY2019	FY2020	Facilitate at least 2 public safety trainings annually in 49507 or neighborhoods of focus through SAFE.		

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-15	Cain	Asante		Executive	FY2019	FY2021	Formalize procedures of the SAFE Taskforce while implementing at least 2 Pitch and Highlight Nights and 2 RFP's to reduce violence in our community annually.		
15-16	Rahinsky	David	DeLong	Police	FY2019	FY2021	Implement recommendations from the police policy review task force.		
15-17	Dood	Jeff	Caudill, DeLong	Executive	FY2019	FY2021	Double the number of Racial Equity Budget projects in FY2020 and increase by 50% in FY2021.	36	54
15-18	Foster	Desiree	Caudill, Deering, DeLong	Executive	FY2019	FY2020	Create quality of work-life policy amendments and amenities based on best practices and financial impact analysis.		
15-19	Stout	Stacy	Bohatch	Executive	FY2019	FY2021	Jointly define outcomes and align City support of resident-based organizations to achieve greatest community impact and sustainability of resident-based organizations.		
15-20	Stout	Stacy		Executive	FY2019	FY2021	Neighborhood Connectors will arrange core capacity training for neighborhood associations and similar resident-based organizations located in the W.K. Kellogg neighborhoods.		
15-21	Stout	Stacy		Executive	FY2019	FY2021	Neighborhood Connectors support incorporation of at least one new neighborhood or resident-based association in the W.K. Kellogg neighborhoods of focus where there was not one previously.		

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-22	Sutter	Alison		Executive	FY2019	FY2019	Engage communities and residents on energy and water efficiency programs available and partner with utilities to ensure low-income and people of color are informed about programs. Partner with fire safety home assessments and home improvement organizational work.		3 engagement activities
15-23	Sutter	Alison	DeLong	Executive	FY2019	FY2021	Create a social responsibility strategy for the City for inclusion in the Sustainability Plan.		
15-24	Caudill	Patti	Coronado	Human Resources	FY2019	FY2021	Extend REAL Cohort training on Race and Equity to 60 additional City staff members each year.	60	60
15-25	Coronado	Frank	Caudill	Human Resources	FY2019	FY2020	Identify minimum training standards for all city employees. Increase percentage of employees trained on cultural competence, racial equity, mental well-being, and implicit bias training annually and establish quantitative goal for future increases.		
15-26	Foster	Desiree		Human Resources Administrative Services	FY2019	FY2019	Identify and take steps to remove barriers to employment by transforming Civil Service Exams.		Transform Civil Service Exams
15-27	Hitchcock	Anita	Ross	Law Department	FY2019	FY2021	Establish a Community Justice Initiative, which offers alternative solutions to address crime and effect change in the offender and in the community.		
15-28	Hitchcock	Anita	Batzer	Law Department	FY2019	FY2021	Conduct a review of City Commission Policies, Administrative Policies and Department Policies to Ensure Equitable Outcomes.		

Transformation Plan Phase IV: Social Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
15-29	Hitchcock	Anita	Rewa	Law Department	FY2020	FY2021	After completing the work of the Police Policy and Procedure Taskforce and reviewing best practices, evaluate the need to hire a consultant to study the disparity of arrest rates for certain crimes.		
15-30	Heemstra	Lynn		Our Community's Children	FY2019	FY2021	With To College, Through College, increase postsecondary degree attainment for persons of color and first generation college students from Grand Rapids Public Schools from 18% to 40% by 2025.	18%	
15-31	Rahinsky	David		Police	FY2019	FY2021	Implement the recommendations of the Police Policy and Procedure Task Force.		
15-32	Rahinsky	David		Police	FY2019	FY2019	Investigate methods of measuring community sentiment regarding community and police relations.		Investigation completed
15-33	Rahinsky	David	Stout	Police	FY2019	FY2020	In conjunction with the community, design and implement an evidence-based violence reduction plan.		
15-34	Rahinsky	David	DeLong	Police	FY2019	FY2020	Invest in next version of Community Policing and citizen engagement capacity to improve community and police relation outcomes.	17 Officers/ 2 Sgts	

Transformation Plan Phase IV: Environment Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
16-01	Steffen	Jay	DeLong	Design & Development	FY2019	FY2021	Complete permitting phase and begin construction phase of River Restoration.		
16-02	Lunn	Mike		Environmental Services	FY2019	FY2021	Complete construction and commissioning of biodigestion. Report twice per year on performance metrics, including energy created. Build phosphorous recovery system to mitigate struvite due to new biodigestion process.		
16-03	Sutter	Alison	Energy Team	Executive	FY2019	FY2020	Finalize a comprehensive energy plan for all municipal operations, including onsite renewable energy generation opportunities. Measure and report on the City's FY2019 energy and greenhouse gas footprint and create quantitative energy reduction goals for municipal operations.		
16-04	Sutter	Alison		Executive	FY2019	FY2019	Issue an RFP, a series of RFPs, or developmental agreements for installing renewable energy (solar, wind, biomass, geothermal, CHP) at all appropriate city owned and operated facilities (Butterworth landfill, parking lots/garages, Lake Michigan Filtration Plant, building rooftops, etc.).		
16-05	Sutter	Alison		Executive	FY2019	FY2021	Create a policy roadmap for incentivizing building designers/owners/managers/operators/tenants to achieve net zero carbon by 2050 via the Zero Cities Project. Have one city owned facility achieve net zero carbon.		
16-06	Sutter	Alison	Lehman, Naramore, Wood	Executive	FY2019	FY2021	Create a Climate Change Mitigation and Adaptation Plan in concert with the community that ties to the City's comprehensive energy plan and includes revisions to the existing Grand Rapids Climate Resilience Plan. The plan shall work in collaboration with emergency management, Mobile GR and economic development, and shall assess disparate impacts of climate change born by communities of color and low income communities and identify short term and long term projects, policies and plans that need to be implemented to ensure the City's operations are accounting for anticipated impacts of climate change.		
16-07	Reimer	Gary	Energy Team	Facilities and Fleet Management	FY2019	FY2020	Finalize a comprehensive energy and carbon reduction plan for the City's fleet including quantitative goals focused on reducing the carbon footprint of the fleet. The plan will evaluate the availability, environmental and public health benefits, and financial implications of incorporating electric vehicles, transitioning some vehicles from diesel to less carbon intensive fuels such as compressed natural gas, and other more environmentally friendly fleet options.		

Transformation Plan Phase IV: Environment Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
16-08	Naramore	Josh		Mobile GR	FY2019	FY2021	Make progress toward 90% vehicle/10% other modeshare. Improve the City's bike score, walk score, and transit score each by 5% by June 30, 2020.	Current walk score 55, bike score 35 and transit score 55	
16-09	Naramore	Josh		Mobile GR	FY2019	FY2019	Develop up to 300 spaces in commuter lots in conjunction with the Silverline and LakerLine BRT routes.	City built 292 space facility near Wealthy Silver line station in 2018	300
16-10	Naramore	Josh		Mobile GR	FY2019	FY2019	Implement the non-motorized master plan and bike plan, including a priority investment strategy to guide five years of non-motorized projects.		Implement plan
16-11	Naramore	Josh		Mobile GR	FY2019	FY2020	Consider investment in mode-shift strategies and infrastructure, including car and bike rental programs.		
16-12	Naramore	Josh		Mobile GR	FY2019	FY2019	Create and adopt a Vision Zero action plan.		Create and adopt plan
16-13	Marquardt	David		Parks and Recreation	FY2019	FY2020	Complete a programming study of the MLK Lodge to begin the examination of park lodges envisioned by the Your City, Your Parks Plan.		
16-14	Marquardt	David		Parks and Recreation	FY2019	FY2021	Add 1.8 miles of riverfront trail between Leonard St and Ann St to complete a regional trail system connection.	16.35 miles of riverfront trail	

Transformation Plan Phase IV: Environment Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
16-15	Marquardt	David		Parks and Recreation	FY2019	FY2021	Increase the proportion of the population within a 10-minute walk of a park in under-served and high-need areas by 5% from the 2017 analysis.	77% of residents with access to parks within a 10-minute walk in identified neighborhoods	
16-16	Sulak	Joe		Parks and Recreation	FY2019	FY2020	Complete Phase II of the Tree Maintenance Plan.		
16-17	Hurt	James	Sulak, Sutter	Public Services Department	FY2019	FY2020	Transform use of Domtar operations including assessing organic waste management, environmentally friendly alternatives for disposing of Urban Forest wood waste, and decreasing the amount of yard waste being stored by 50% as compared to FY2018.	40,000 yards stored	
16-18	Hurt	James		Public Services Department	FY2019	FY2020	Increase current 55,000 recycling customers to 60,000 and reduce contamination of recycling by providing 6 educational sessions for residents to improve the quality of recycled material to help reduce the amount of waste going into landfills.	55,000 recycling customers; 4 education sessions/yr	
16-19	Harran	Dave		Water	FY2019	FY2021	Reduce electricity consumption for water filtration and distribution system 5% from FY2018 by analyzing SCADA data and adjusting controls to optimize electricity consumption.	2,545.72 kW/MG; target goal of 1% reduction each year, equating to 2,520.27	

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-01	Snow-Buckner	Amy	DeLong	Communications	FY2019	FY2020	Implement the Strategic Communications Plan and a fully operational Office of Communications.		
17-02	Snow-Buckner	Amy		Communications	FY2019	FY2019	Develop one city/one voice branding for all City departments and offices.		Create a style guide
17-03	Snow-Buckner	Amy	Digital Media Manager	Communications	FY2019	FY2019	Use best practices to create a streamlined and coordinated social media presence while leveraging its power to engage historically marginalized communities and the community at large.		Create a Master Calendar for social media and a media strategy
17-04	Snow-Buckner	Amy		Communications	FY2019	FY2021	Evaluate and implement a periodic community sentiment survey in partnership with an existing effort or independently.		
17-05	Snow-Buckner	Amy	Cain	Communications	FY2019	FY2020	Improve two-way communications with employees through development of new workplace communications system.		
17-06	Lueders	Ruth	Dood	Comptroller	FY2020	FY2021	Evaluate centralization of accounts payable functions through an A3 and implement results.		
17-07	Lueders	Ruth	Dood	Comptroller	FY2019	FY2020	Evaluate timekeeping efficiencies through an A3 and implement results.		

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-08	Glover	Becky Jo	Thiel, Oeverman	Customer Service	FY2019	FY2019	Continue engagement with What Works Cities to improve the City's ability to treat equity data as a strategic asset to be used to provide reliable insights and provide better service to the community. Quarterly add 10 new datasets to the open data repository for use by both internal and external stakeholders.	270 datasets but only 106 have been vetted at this time	40
17-09	Glover	Becky Jo	Canfield	Customer Service	FY2019	FY2021	Develop governance and standards for using business intelligence focused on creating operational efficiency through access to real time data enabling staff to most effectively perform their job functions and providing transparent data to the public.		
17-10	Glover	Becky Jo	Canfield	Customer Service	FY2019	FY2020	Implement governance standards for document sharing and content management for enterprise-wide solutions (e.g. CityWorks, ESRI GIS, ACCELA etc.), including a document sharing and content management system for City Staff, and other similar cross-department enterprise systems.		
17-11	Glover	Becky Jo	Snow-Buckner	Customer Service	FY2019	FY2021	Create governance and standards for customer-facing letters, bills and emails through community testing and feedback in the development of the rewrite.		
17-12	Fleet	Mark	Canfield	Design & Development - Building Inspections	FY2019	FY2021	Achieve "Building Code Regulatory Agency" accreditation by the International Accreditation Service for the Development Center and Building Inspections.		
17-13	Pfauth	Kristin	DeVries	Engineering	FY2019	FY2021	Complete and integrate asset management plans for city assets based on asset management principles and consideration of balance and distribution, outcomes from engagement, and coordination with other projects.		
17-14	DeLong	Eric	Dood	Executive	FY2019	FY2021	Continue to manage legacy costs including OPEB and Pension.		

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-15	DeLong	Eric		Executive	FY2019	FY2019	Research and develop a proposed staff leadership structure to implement the REH Action Plan and achieve the City's equity goals.		Staff leadership structure developed
17-16	DeLong	Eric	Cain, Sutter	Executive	FY2019	FY2021	All departments/service groups shall complete a strategic plan covering FY2020 - FY2021 that includes: measurable key performance indicators, outcomes and metrics; includes a racial equity lens policy review; incorporates LEAN processes and asset management plans where appropriate; and aligns with the Sustainability, Transformation, and Fiscal Plans.		
17-17	DeLong	Eric		Executive	FY2019	FY2021	Reduce the general operating fund district court local subsidy by at least 50% from FY2018 levels.	\$5,100,000	
17-18	DeLong	Eric	Dood	Executive	FY2019	FY2019	Examine consolidated Police and Fire central dispatch with Kent County.		Examination completed
17-19	Sutter	Alison	DeLong	Executive	FY2019	FY2019	Establish a capital budget evaluation process to rank requests based on environmental sustainability, social responsibility, and balance and distribution criteria and report annually on outcomes.		Evaluation process established
17-20	Sutter	Alison		Executive	FY2019	FY2020	Leverage the Sustainability and Energy Advisory Committees, Community Sustainability Partnership, Good for Grand Rapids Campaign and other partners to educate and engage citizens on how environmental sustainability intersects with other City and Commission priorities.		
17-21	Lehman	John	Cain	Fire Department	FY2019	FY2019	Evaluate and update the Emergency Management relationship with Kent County. Ensure that 100% of city employees involved in the National Incident Management System complete their certifications and training to ensure adequate staff preparedness on an annual basis. Maintain emergency preparedness readiness across all systems.	83.6% (117/140) have NIMS 100, 200, and 700 level training, and 85.7% (120/140) have NIMS 300 and 400 level training	100% of the people identified on the incident command center org. chart will obtain NIMS 100, 200, 300, 400, and 700 level training

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-22	Lehman	John	Cain	Fire Department	FY2019	FY2019	Convene a group of stakeholders to develop strategies to reduce the number of super-user emergency medical service incidents by 10%.		Complete an A3 process to define the problem and develop countermeasures
17-23	Dood	Jeff		Fiscal Services	FY2019	FY2020	Achieve general operating fund operational savings by establishing and meeting annual and 5-year departmental budget targets that align ongoing revenues with ongoing expenditures with a goal of creating annualized operational savings of 1% per year.	\$142,934,100	\$147,380,956
17-24	Dood	Jeff		Fiscal Services	FY2019	FY2021	Achieve upgraded general obligation and revenue bond credit ratings from 2018 levels.	AA	
17-25	Coronado	Frank		Human Resources	FY2019	FY2021	Create professional development plans for 20% of all staff annually. Implement a Learning Management System.	0%	The LMS system should be implemented by this fall. This will assist in creating professional development opportunities for 20% of all staff annually
17-26	Foster	Desiree	Jelks	Human Resources	FY2019	FY2021	Develop and implement a comprehensive plan on skill trades to address the 30% recruitment deficit and to increase recruit and retain in skill trades by 10% a year to eliminate the deficit.	Currently 14 vacant positions; 30% reduction of vacancy target should occur over the next 3 years (rate of 10% annually)	
17-27	Jelks	Mari Beth	Caudill	Human Resources	FY2019	FY2019	Finalize a written succession plan.		Plan completed
17-28	Jelks	Mari Beth	Snow-Buckner	Human Resources	FY2019	FY2021	Conduct an internal City staff perception survey and a strategic plan based on the results, including assigned accountability for improved results.		Internal staff perception survey and strategic plan development completed.

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-29	Foster	Desiree	Jelks	Human Resources Administrative Services	FY2019	FY2020	Report quarterly on hiring time from time of requisition to time of hire, retention, retirements, and other key personnel metrics.		
17-30	Foster	Desiree		Human Resources Administrative Services	FY2019	FY2019	Formalize in writing and process the mission and aspects of the Grow Your Own initiative while measuring the number of employees that are hired and promoted through the Initiative.		Formalize the program and measure participation
17-31	Foster	Desiree	Jelks	Human Resources Administrative Services	FY2019	FY2019	Implement recommendations from the Civil Service Board that create flexibility in job assignments and compensation, including expanded Subject Matter Expert (SME) compensation (bilingual capacity, software practice leader, financial management system, etc.).		Recommendations implemented
17-32	Hitchcock	Anita	Rewa	Law Department	FY2019	FY2020	Evaluate and establish protocols for outside legal services.		
17-33	Naramore	Josh		Mobile GR	FY2019	FY2020	Improve 50 bus stops per year throughout the City.		50
17-34	Marquardt	David		Parks and Recreation	FY2019	Other: FY22 Aligns with Parks and Recreation Strategic Master Plan	Increase the level of maintenance of parks facilities so that 60% of parks are at a level B, as defined by the National Recreation and Parks Association or other identified indicators.	15.4% of parks are currently at Level B	
17-35	Rahinsky	David		Police	FY2019	FY2021	At least annually make Grand Rapids law enforcement data available publicly in a format that disaggregates information by race, age, and gender to discern trends, support equitable policing and increases trust.		Report data publicly

Transformation Plan Phase IV: Governance Pillar

Number	Last name	First name	Secondary Person	Department	Start date	End date	Recommended value stream content:	Baseline	FY2019 Goal
17-36	Almonte	Tom	Lunn, Sutter	Public Services	FY2019	FY2021	Work with a cross-departmental team to maximize the operational value of the City's investment in the communication network that will be installed with the LED and lighting infrastructure upgrade.		
17-37	Almonte	Tom	Naramore, Schulz	Public Services	FY2019	FY2019	Develop a policy and strategies to provide the community with opportunities for donations, sponsorships, advertising, etc., in public right of way space and on City owned properties as a revenue generating approach to cover operations, maintenance, and capital costs of areas such as bus stops, shelters, parks, etc.		Policy and strategies developed, revenue acquired.
17-38	Almonte	Tom	Lunn, Sutter	Public Services	FY2019	FY2021	Complete comprehensive lighting distribution system and LED street lighting upgrade that includes a Smart Cities communication network that will serve as a platform for data and systems monitoring.		
17-39	Almonte	Tom	Dood	Public Services	FY2019	FY2021	Develop financial/operational metrics with performance measurements/kpis for all departments.		
17-40	Almonte	Tom	Dood	Public Services	FY2019	FY2021	Implement Shared Resources Model (recommendations) as called for by EMA study.		
17-41	Ganic	Alen	Cain	Public Services	FY2019	FY2021	Renew and re-resource LEAN team to act as a champion of LEAN throughout the City. Provide an annual update to the City Commission on LEAN performance metrics.		